

2023 Integrated Report



SÍRIO-LIBANÊS

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Message from the **Ladies Executive Board**

GRI 2-22

Our decisions are guided by the quest to enhance the impact Sírío-Libanês' activities have on society. We recognize that our strength and century-old tradition can drive new advancements in healthcare and science. Our goal is to disseminate our knowledge, bridging distances to truly reach those in need.

The accomplishments of 2023 serve as evidence of this. The year will be etched in our history, thanks to the inauguration of our college, Faculdade Sírío-Libanês, which has commenced its activities and has already been awarded the top score by MEC for its three first undergraduate courses: Psychology, Nursing and Physiotherapy, and it endorsed our philanthropic essence, offering scholarships to students who are proven to be qualified, but who are unable to fund their own training.

We know that in doing so, we not only provide learning opportunities but also disseminate our knowledge, reinforcing that philanthropy — the essence and purpose of our institution — remains strong and preserved, as envisioned by its founders.

Throughout 2023, we meticulously planned and structured our philanthropic positioning to amplify our social impact projects. We also initiated new forms of volunteering, with young people, physicians, and employees from our institution coming together to take action, beginning this year and onward. All of these efforts will complement our longstanding group of volunteers, predominantly women, who have welcomed patients and their companions over decades of work.

In 2023, our performance in the clinical and assistance areas was also notable. We have renewed our accreditation with Joint Commission International (JCI), reaffirming the quality and safety of our processes. This accreditation marks our best evaluation since our initial certification in 2007. In addition to our longstanding tradition of excellence in care, we celebrated a significant certification

for our people management practices: The Top Employers seal. This accolade marks the first time this recognition has been granted to a hospital in Brazil. Achievements like these are the culmination of the efforts of thousands of dedicated individuals committed to enhancing the health and well-being of our patients. Furthermore, we are expanding our operations with a new unit in Brasília, now in Águas Claras. We are also launching significant projects that will soon come to fruition, including our clinical analysis laboratory and the Morumbi Unit in São Paulo, a day hospital to cater to the needs of this important region in the capital.

We take great pride in releasing another integrated report that highlights the key practices implemented across all our units. We believe that transparency is one of the ways to demonstrate our respect and gratitude to all who use our services, support our initiatives, believe in our integrity, and are willing to accompany us on this journey. Enjoy your reading!



Denise Alves da Silva Jafet
Chairwoman of Sociedade
Beneficente de Senhoras
Hospital Sírío-Libanês

Message from the **Executive Committee**

GRI 2-22

The year 2023 was marked by expansions, both from the geographical viewpoint, with the inauguration of the new Águas Claras unit, in Brasília, and in terms of new business, with the inauguration of our college, Faculdade Sírio-Libanês, in São Paulo. We organized a few areas and introduced systems to strengthen our management capabilities, leading to enhanced quality and efficiency in processes, thus benefiting our overall governance. In addition, we consolidated the digital businesses in population health by means of an own technological platform that enabled us to expand and enhance data utilization, thereby improving our operations.

We also implemented a more robust framework for developing consultancy businesses and new products and services, such as "Saúde a Caminho" (Health on the Way), which aims to

provide laboratory procedures in the comfort of the patient's home, always maintaining the excellence of our care. We established a service management area that extends the quality and *expertise* of Sírio-Libanês to clubs, schools, and condominiums within a 100-kilometer radius of São Paulo. This initiative aims to reduce patient commuting, enhancing people's quality of life. Also in 2023, we worked on prospecting international collaborations with institutions, universities and hospital centers for research into the care practices and new business. And, of course, we achieved reaccreditation by Joint Commission International, the world's main clinical assistance practices certification.

Our activities were conducted in line with the strategic plan and our annual budget, with progress made in revenue and Ebitda. Thus, from an economic standpoint, we can state that 2023 was a year of surpassing very aggressive goals, marked by consistent growth and a strong resumption of investments to the pre-covid-19 pandemic standards, exceeding R\$200 million, underscoring

the Ladies Executive Board's confidence in the performance of the Executive Committee.

In 2024, we will work hard on the execution of relevant projects such as the Morumbi Health Unit, the internalization of our clinical analysis laboratory and of the haemotherapy center. Additionally, due to the rising number of patients from various countries seeking our services, we launched a Lounge at the Guarulhos airport to offer initial guidance to international customers. This solidifies our goal of becoming a benchmark in healthcare, in Brazil and throughout Latin America. The progress that has been made in telemedicine complement this effort to bring Sírio-Libanês' excellence directly to patients, reducing geographical barriers and expediting diagnoses.

All this so that, in 2025, we will have new units, with the aim of covering the four main points of the capital of São Paulo, in addition to offering excellence and day hospital infrastructure with less complex procedures. And, aligned with our

strategic planning, we aim to double our size by 2023. This means doubling our service structure, increasing our ability to employ and meet people, to share knowledge and maximize impact, always inspired by **S**olidarity, **E**xcellence and **R**esult, the values that drive our institution.



Fernando Ganem
Chief Medical
Officer



Paulo Nigro
Chief Executive
Officer

Highlights of the year

Opening of **Faculdade Sírio-Libanês**

15 years of activities with PROADI-SUS

Opening of the **Águas Claras Oncology Center, in Brasília**

10 years of the Scientific Initiation Program

Car T Cell Therapy – São Paulo and Brasília

25 years of the Philanthropy Outpatient Clinic

Creation of the **Trans Person Care Center**

Certifications and Recognitions

Reaccreditation by JCI (Joint Commission International), with the best outcome achieved since 2007

Pro-Ethics Seal 2022-2023 (for the second consecutive edition, being the first and only hospital to get this recognition to date)

Certifications ISO 14001 e ISO 45001

Certification by SoluCX, leader in satisfaction surveys and in Net Promoter Score (NPS) in Brazil, in the 2023 Experience Awards

Cebas 2021 to 2023

1st place in the Corporate Reputation Business Monitor (Merco)

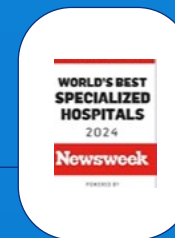
Ranking among the top 100 in the World's Best Hospitals, by Newsweek, in 2024, rising 22 positions compared to 2023

GPTW 2023

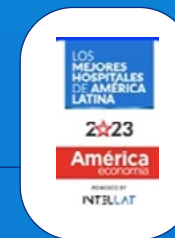
Certification of Top Employers in January 2024



1st place in the Merco Reputation ranking



Best Hospitals in Newsweek



Mejores Hospitales de América Latina



Great Place to Work Certification



JCI Certificate



1st Place in the Merco Talento ranking

About the report

GRI 2-3

We are pleased to present the 2023 Sírio-Libanês Integrated Report, which provides an annual overview of the institution's key initiatives and their outcomes in the environmental, social, financial, and governance realms.

In this edition, which encompasses the period ranging from January 1 to December 31, 2023, we adhere to the integrated reporting framework published by the International Integrated Reporting Council (IIRC). We also incorporate the two primary international guidelines for sustainability reporting and management: The Global Reporting Initiative (GRI), which we have been using in our reports since 2011, and, for the first time, the Sustainability Accounting Standards Board (SASB), Health Care Delivery Book. In addition to the qualitative and quantitative indicators from these two standards, we also include our own indicators, which enable us to assess our performance, impact, and legacy.

Sírio-Libanês has solidified its position as a Health Ecosystem, encompassing various business units dedicated to clinical care, education and research, population health, and social impact activities. The institution has a robust model that is well-equipped to meet present challenges, serving those in need with Solidarity, Excellence, and Results. These values not only guide our trajectory but also shape our strategic planning.

Forming the acronym SER, these values underpin the structure of the chapters in this report. Additionally, we introduce our new materiality matrix, which identifies the most significant themes for our ecosystem (value generation) and addresses the units included in the Financial Statements: Bela Vista; Brasília (Oncology Center, Hospital and Diagnostic Center); Itaim; Jardins, and Population Health Units. **GRI 2-2**



The process of producing and approving this report – published in April 2024 – involves all governance bodies of Sociedade Beneficente de Senhoras Hospital Sírio-Libanês. Aligned with the organization's hiring policies and standards, the document was submitted to external and independent verification by Bureau Veritas, as per the attached letter. **GRI 2-5**

By compiling this content, we seek to strengthen transparency and engagement with our stakeholders.

Questions or suggestions can be e-mailed to institutional@hsl.org.br.

Enjoy your reading!

Materiality

GRI 3-1, 3-2

Revisited every two years, a new materiality process was carried out for this report. Its development was supported by specialized consultancy firm DNV. It was structured pursuant to the materiality construction recommended by the Integrated Report framework (publication Materiality in <IR> Guidance for preparation of Integrated Reports), the recommendations of the GRI Standards (publication GRI 3: Material Topics 2021), and best reporting and stakeholder engagement practices.

From an Integrated Reporting perspective, an issue is considered material if it substantially affects the organization's ability to create value in the short, medium or long term. The process took place in five steps: **GRI 2-29**

The new **materiality** comprises ten topics relevant to the institution



1. Context

At this stage, the organization creates an general and contextual view of its business activities and relationships, the sustainability context in which they occur, and an overview of its stakeholders.

For context, an analysis was made of publications and sectoral studies, public materiality studies of companies operating out of the same industry, and internal documents (policies, corporate risk map, previous materialities, among others). Also conducted was a macro mapping of the main stakeholders as per the guidelines set forth under of AA 1000 – Stakeholder Engagement Standard 2018.

As a result, significant issues that could significantly impact Sírio-Libanês' ability to create value in the short, medium, and long term were identified.

2. Mapping

The organization identifies its actual and potential impacts on the economy, the environment, and individuals, including their human rights, in all its activities and business relationships. Actual impacts are those that have already occurred and potential impacts are those that could, but have not yet happened. They include positive and negative, short- and long-term, intentional and unintentional impacts, as well as reversible and irreversible impacts.

For this phase, a workshop was conducted with members of the Strategic Sustainability Center to explain the materiality process, engage the committee in its development, and evaluate an initial assessment of the issues that may impact the creation of value in the short, medium, and long term. The macro mapping of stakeholders was presented, and who and how they would be accessed was defined.

3. Importance of the topics

At this stage, we start by assessing impacts by means of quantitative and qualitative analyses. This assessment was carried out on a documentary basis and in alignment with the equity department.

Considering the inputs from this initial assessment, the questions were grouped into a list of 29 material topics. They were considered in the main analysis, specifically conducted to assess the significance of the themes, based on their materiality for the Integrated Report.

As suggested by the Integrated Report, we assessed the nature, description, magnitude, area, and time period of the known or potential effects on value creation for each topic.

More than 342 people participated (through online consultation, interviews and meetings), among whom diverse stakeholders: senior leadership, employees, physicians, patients, suppliers, third parties, partners, healthcare providers, customers (companies), donors/benefactors, and society in general.

4. Topic prioritization

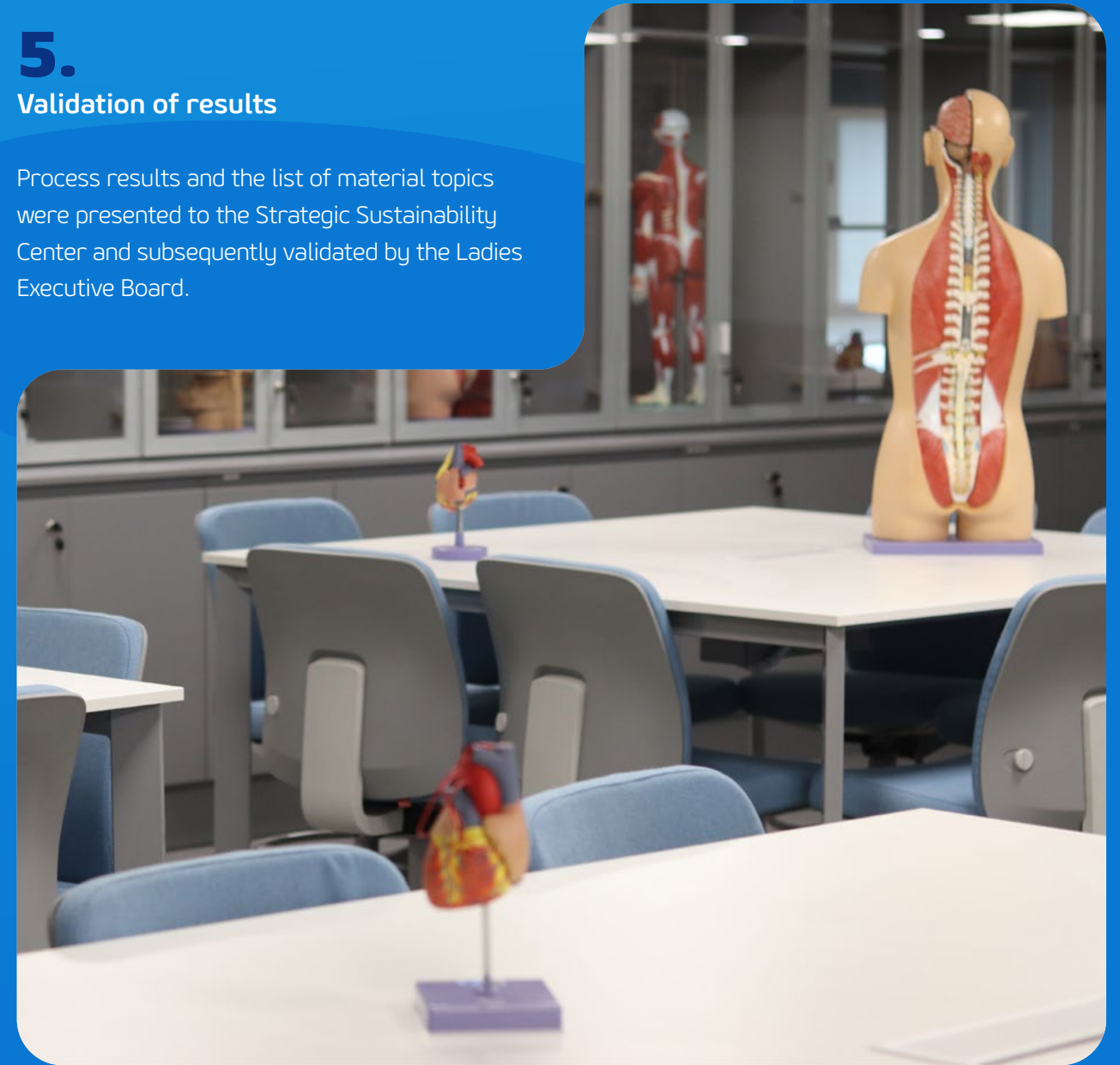
Based on the latest survey conducted, this stage consolidates the results, which are then cross-referenced and inserted into a scoring matrix.

Subsequently, we presented the results of the new materiality process to two experts in the field who had not previously been involved in its development. The goal was to test the material topics, to clarify process steps, and evaluate the results achieved.

From there, we arrived at a list of ten material topics, presented to the Sírio-Libanês Strategic Sustainability Center for it suggest adjustments for the purpose of preparing this report and setting its limits. In this stage, topics were correlated with the Sustainable Development Goals (SDGs) of United Nations (UN) and the GRI and SASB indicators to be collected and reported.

5. Validation of results

Process results and the list of material topics were presented to the Strategic Sustainability Center and subsequently validated by the Ladies Executive Board.



Material topics GRI 3-2

1. Education Innovation, Technology and Research

Description
Fostering study and research enables new technologies and practices that result in scientific advances and, consequently, improves the population's time and quality of life, reducing impacts on the environment and providing development for the professionals involved.

SDG: **3 4 9**

3. Social Commitment

Description
We lead impactful actions, projects and initiatives that, in fact, are capable of transforming access to health for the most vulnerable populations in our country, through our essence and philanthropic nature and maintaining our commitment to the SUS Support Program for Institutional Development (PROADI-SUS).

SDG: **3 10 11 16 17**

5. Operational Eco-efficiency

Description
In areas such as water, waste and energy, we understand our impact and our responsibility to adopt best practices. Promoting health and preventing diseases requires the coherent and rational use of resources, as well as the engagement of the entire value chain.

SDG: **3 6 7 13**

7. Diversity, Equity and Inclusion

Description
We believe that a diversity of knowledge, cultures, generations, genders, and ethnicities can enhance our services while expanding the range of opportunities for society.

SDG: **5 10 16**

9. Transformational Leadership

Description
We foster a collaborative environment that encourages discussion and enables the professional development of our staff. This influences the quality of care provided and the clinical outcomes achieved. Our inspiring leadership helps us retain top talent and maintain our attractiveness on the market as a compelling employer brand.

SDG: **4 5 8**

2. Quality, Security and Customer Experience

Description
Based on the Value in Health concept, we believe that integrating cutting-edge, safe practices based on the best scientific evidence available with the patients' needs should guide our clinical and care practices. The rational use of resources, the relevance of processes, and the involvement of patients in their treatments guide our decisions.

SDG: **3**

4. Health Promotion and Disease Prevention

Description
Contribute to education, self-care and the sharing of knowledge and information for the sustainability of the health sector and for the construction of a healthier and longer-living society.

SDG: **3**

6. Climate Change

Description
Reduce Greenhouse Gas Emissions (GHG) and, consequently, mitigate their impacts, contributing to the health of the population and the sustainability of the sector, due to improved climate quality.

SDG: **13**

8. Workforce Health and Safety

Description
Environments that are safe both physically and psychologically favor engagement, talent retention, building high-performance teams and, consequently, afford superior results.

SDG: **3 8**

10. Access to Health

Description
Through collaborations, knowledge sharing, content generation and philanthropy actions, we seek to bring a dignified life to an increasing number of people.

SDG: **3 10 11**

SDGs:





Sírio-Libanês Ecosystem

GRI 2-1, 2-6

Philanthropy represents the core of our institution, which invests in promoting access to healthcare and enhancing the well-being of the population through quality care and education.

This cause, which deeply moves and inspires us, began in 1921 under the leadership of Adma Jafet. A group of women from the Syrian-Lebanese colony decided to implement a bold plan: To build a hospital in São Paulo, as a significant contribution to the city that welcomed their community.

The effort to find resources to get the project off the ground and guarantee the best medical assistance to the population was consolidated with the creation of Sociedade Beneficente de Senhoras in the Bela Vista region. This is a nonprofit private association, established in accordance with articles 53 et seq. of the Civil Code.

With financial aid from a group of donors, work on the first Sírio-Libanês building began in 1931. The outcome of much determination, persistence, and dedication to the social cause, the hospital was finally inaugurated in 1965, becoming a benchmark in Brazil and all of Latin America. Click [here](#) to learn more about our 100 years of history in the timeline on our [site](#).

In 2023, the institution solidified its position as a health ecosystem with diverse business units. It operates a complex model, with hospitals serving private and health insurance clients, various projects supporting the Unified Health System (SUS), and the Faculdade Sírio-Libanês. We uphold our philanthropic essence as a non-negotiable condition, staying true to the clear objectives set by our founders. Through a comprehensive and integrated approach, we seek to expand access to quality healthcare, promote innovation, train professionals, meet community needs and protect the environment.

We currently offer highly complex health services, covering more than 60 medical specialties, among which three stand out for their strategic nature: Cardiology, oncology and orthopedics. Our work includes:

- Emergency Care
- Blood Bank
- Surgery Center
- Diagnostic Imaging Center
- Immunization Center
- Infusion Center
- Dental Center
- Rehabilitation Center
- Check-Up
- Outpatient Consultations
- Intensive Care

60+ medical specialties

- Hemodialysis
- Day Hospital
- Hospitalizations (with pediatric, heart and bone marrow transplant units, in addition to the Intensive Care Unit (ICU), semi-intensive and non-critical ones)
- Sleep Medicine
- Specialty Centers
- Radiotherapy
- Human Reproduction

Due to our expansion and commitment to promoting access and well-being for patients, ensuring they get personalized and appropriate treatment, we have gained international recognition. This has led to patients from all over the world seeking care from us.



Business areas

Health

Bela Vista hospital complex

The Sírio-Libanês Hospital was founded in the Bela Vista district, in the capital city of São Paulo, where its administrative headquarters are located. The building houses one of the largest medical centers in Latin America, offering round-the-clock services.

Services offered: Emergency care; Blood Bank; Surgery Center; Diagnostic Center; Immunization Center; Infusion Center; Oncology Center; Rehabilitation center; Outpatient consultations; Intensive care; Hemodialysis; Hospitalizations (with pediatric, heart and bone marrow transplant units, as well as the ICU, semi-intensive and non-critical ones); Sleep Medicine; Specialties and Radiotherapy Centers.

Address: Rua Dona Adma Jafet, 115.



External units in São Paulo

Itaim

Opening hours: Monday to Friday, from 5:30 am to 10 pm, and from 5:30 am to 6 pm on Saturdays. **Services offered:** Surgical Center/ Day Hospital, Diagnostic Center, Immunization Center, Oncology Center, Executive Check-up, Consultation and Medical Specialties and Assisted Reproduction. **Address:** Rua Joaquim Floriano, 533.

Jardins

Opening hours: Monday to Friday, from 7 am to 8 pm, and from 7 am to 1 pm on Saturdays. **Services offered:** Diagnostic Centers. **Address:** Avenida Brasil, 915.

West Zone

Opening hours: Monday to Friday, 8 am to 5 pm. **Services offered:** Medical consultations and specialties, laboratory and heart tests (Electrocardiogram, Holter, ABPM/Ambulatory blood pressure monitoring). **Address:** Av. Francisco Matarazzo, 1.500 – 4º andar, Bloco 1 Conj. 41 – Ceab Towers Cond. New York.

West Zone

Opening hours: Population Health customers from Monday to Friday, 8 am to 5 pm. **Address:** Rua Cantagalo, 74 – Tatuapé, ground floor of the Silvio Romero Plaza Shopping mall.

South Zone

Opening hours: Monday to Friday, 8 am to 5 pm. **Services offered:** Medical consultations and specialties, laboratory and heart tests (Electrocardiogram, Holter, ABPM/Ambulatory blood pressure monitoring), ultrasound assessments. **Address:** Av. Roque Petroni Junior, 999 – Loja B Térreo – Edif. Morumbi Office Tower.



Brasília hospital complex

Sírio-Libanês has operated a modern, high-complexity general hospital in Brasília since 2019, providing exceptional care to patients. In 2023, the hospital significantly expanded its capacity.

Services offered: Cardiology Center, Surgical Center, Diagnostic Center, Hospitalization and Emergency Care. 24-Hour assistance. **Address:** SGAS 613, s/n, Lote 94.

External units in the Federal District

Águas Claras Unit

Opening hours: Monday to Friday, 8 am to 6 pm. Saturdays, Sundays, and public holidays from 8 am to 12 pm. **Services offered:** Specialties Office, Oncology Center, Infusion Center, Laboratory Tests and Ultrasound Assessments. **Address:** Rua Copaíba, 01 DF Century Plaza – Torre B 21º andar – Águas Claras.

Asa Sul Oncology Center

Opening hours: Monday to Friday from 8 am to 10 pm, Saturday from 8 am to 3 pm, and Sundays and public holidays from 8 am to 5 pm. **Services offered:** Clinical consultations with oncologists and mastologists, Laboratory and anatomical tests, Pediatric Oncology and Hematology, Radiotherapy and outpatient chemotherapy treatment. **Address:** SGAS 613/614, Conjunto E, Lote 95.

Asa Sul Diagnosis Center

Opening hours: Monday to Friday, from 7 am to 7 pm, and Saturdays from 7 am to 1 pm. **Services offered:** Diagnostic Centers. **Address:** SGAS 613/614, salas 17 a 24, Lote 99.

Medical specialties

Opening hours: Monday to Friday, 8 am to 6 pm., and Saturday from 8 am to 12 am. **Services offered:** Specialties Office. **Address:** SGAS 613/614, Térreo, Lote 99 - Edifício Vitrium - Bloco B.

Education and Research

In addition to fostering a vibrant exchange of knowledge among employees and the clinical staff, the institution opens its doors to academic and research activities aimed at disseminating best practices to society as a whole.

Opened in 2023, Faculdade Sírio-Libanês offers on-site undergraduate Physiotherapy, Psychology and Nursing courses.

Faculdade Sírio-Libanês is situated in the heart of São Paulo, conveniently located near Avenida Paulista, the headquarters of the Sírio-Libanês Hospital, and two metro stations (Brigadeiro and Vergueiro), with easy access to other public transportation options.

Helping to enhance its academic quality, the college's physical structure occupies 11 floors in the modern Martiniano Building.

Address: Rua Martiniano de Carvalho, 851 – São Paulo.

Website: <https://faculdadesiriolibanes.org.br/>

2,800
scientific articles
mention IEP

67,900
times **cited** by the
scientific community

Since 1978, when the former Education & Research Center was established and later turned into the Education & Research Institute (IEP) in 2003, Sírio-Libanês has been cited 67,900 times by the scientific community and referenced in approximately 2,800 scientific articles.



Learn more in the section on
Intellectual Capital



Population Health

Sírio-Libanês maintains Population Health as a business unit, aiming to ensure an integrated health ecosystem that provides access to the care people want and need. This structure offers individualized and humanized care in primary health, as well as a range of services and products to employers, healthcare providers, and organizations in general. **SASB HC-DY-240a.1**

The teams' bond with patients enables a better understanding of health risks and issues, in addition to customized care. In this way, it is possible to avoid unnecessary and irrelevant use of resources, helping to reduce the number of incidents for health insurance, optimizing assistance by reducing the number of consultations with specialists, in emergency rooms, during exams and other procedures.

Own indicators

	2021	2022	2023
Lives covered	188,779	173,216	138,517
Effectiveness ¹	93.5%	92.5%	90.0%
NPS	91.2	89.6	91.0

¹ Ability to address the needs of health insurance beneficiaries.





SER HSL +100 Journey

In April 2023, we celebrated the first anniversary of the SER HSL+100 Journey “Our Essence and the Strategy that Moves Us”. This is our strategic planning for the 2022-2030 period, marked by the PURPOSE “Full and dignified life” and the VISION “Excellence in philanthropy and high-complexity health in Latin America.”

With the primary goal of getting ready for the next 100 years, this strategic planning reflects a healthcare ecosystem adapted to the dynamism of today and of the reality in the industry and in Brazil.

Our VALUES **Solidarity, Excellence and Result** form the acronym **SER**, emphasizing our philanthropic nature, our commitment to the best scientific evidence, our pursuit of clinical-care excellence and our dedication to the institution’s sustainability.

Reviewed annually, the strategic planning involves two main stages:

1st - value generation in the short term – This aims to ensure improvements in figures related to revenue, procurement and supplies, as well as operational and administrative efficiency.

2nd - growth path of the institution – based on three pillars:

- Expansion with a focus on strategic specialties and synergy among units to ensure greater geographic capillarity through new units;
- Expansion of operations in primary health care through the Population Health business unit;
- Beginning of Sírio-Libanês’ operations in the undergraduate education segment.

SER HSL +100 Journey

2022 - 2030

Our essence and the strategy that moves us

Purpose

Full and dignified life

Vision

Excellence in philanthropy and high-complexity healthcare in Latin America

SPECIAL DIRECTIONS

- Social impact
- Excellence in clinical care
- Generation of value
- Integrity in management
- Engagement of the organization

BATTLES

- Accelerate growth
- Increase the acquisition, engagement and retention of internal and external customers
- Generate knowledge, content and innovation
- Ensure clinical and care excellence
- Ensure financial sustainability and operational excellence
- Leverage ESG in processes and actions
- Strengthen the brand and reputation
- Ensure a strategy-enabling culture

Values

Solidarity

Excellence

Result

Business Model

Our business model fosters the creation of value for various stakeholders in society through the six capitals:

INPUTS

FINANCIAL CAPITAL

Guarantee the best result, without neglecting excellence in hospital medical service.

MANUFACTURED CAPITAL

High-complexity hospital infrastructure, support units and cutting-edge technology in São Paulo and Brasília.

INTELLECTUAL CAPITAL

Promoting innovation, education, research, robust quality management systems and processes.

HUMAN CAPITAL

9,330 employees and an open clinical team of 3,194 physicians.

CAPITAL STOCK AND RELATIONSHIP CAPITAL

Several service projects for the SUS throughout Brazil, in addition to the philanthropy outpatient clinic, which also serves SUS patients referred by the basic health unit in the city of São Paulo.

NATURAL CAPITAL

Environmental processes and resources.



PURPOSE

Full and dignified life



VISION

Excellence in philanthropy and high-complexity healthcare in Latin America



VALUES

Solidarity | Excellence | Result

ESSENTIAL DIRECTIONS

EXCELLENCE IN CLINICAL CARE

Our story has always been marked by the excellence of our medical practices. The pillar of Clinical Care Excellence recognizes that our distinction lies in the excellence of our clinical staff, robust infrastructure, and intensive use of cutting-edge technology.

SOCIAL IMPACT

Our essence is philanthropic. And so we will continue to evolve in the coming decades. The Social Impact pillar underpins our commitment to philanthropy and volunteering.

GENERATION OF VALUE

The next century of Hospital Sírio-Libanês (HSL) relevant existence will only be possible with the generation of value. The Value Generation pillar reinforces our commitment to creating shared value.

INTEGRITY IN MANAGEMENT

Our survival in a competitive context depends entirely on our integrity. The Integrity in Management pillar defines our unwavering commitment to governance.

ENGAGEMENT OF THE ORGANIZATION

Our essence is genuinely associative, inclusive, charitable and aggregating. The Engagement of the Organization pillar underpins our commitment to everyone in the community.

OUTPUTS



Health Services
(Private, Supplementary
and Public)



Education



Research



Population
Health



Consulting

Values that we generate

FINANCIAL CAPITAL



In 2023, our Ebitda was R\$248.4 million, with a deficit of R\$22.9 million. Adjusted Ebitda was R\$301.2 million, with a surplus of R\$37.4 million. Cash from operations was R\$175.9 million. With the consolidation in our social investment area, we received donations worth upwards of R\$25 million.

MANUFACTURED CAPITAL



We have expanded our capacity to provide care, examinations, hospitalizations, and surgeries, thanks to our excellent physical and technological infrastructure that can accommodate our growth. In Brasília, in 2023 we had the inauguration of the Águas Claras Unit and the expansion of the hospital itself, which currently operates at 90 percent of capacity.

NATURAL CAPITAL



We mitigate the environmental impact of our operations by reducing water and energy consumption, thereby reducing our greenhouse gas emissions into the atmosphere.

Patients, society and the environment

We serve a society that inspires us daily to maximize our positive impacts and mitigate our negative ones. Humanized patient care is always at the heart of our decisions, actions and intentions.

We are committed to excellence in all aspects, always prioritizing quality and patient safety above everything else. We invest in technology, a welcoming infrastructure, and high-performance teams, aiming to create and share value with our entire ecosystem pursuant to a long-term perspective.



INTELLECTUAL CAPITAL

Inauguration of Faculdade Sírio-Libanês, in the city of São Paulo, with on-site classes, which has already been granted a top score of 5 from Ministério da Educação (MEC) for the first three undergraduate programs it offers: Psychology, Nursing and Physiotherapy. Focused on the technology and innovation vertical, the Alma Sírio-Libanês brand celebrated its first anniversary.



HUMAN CAPITAL

Supported by our inclusion and diversity program, we prioritize an inclusive, diverse and honest environment for our teams. We set general goals for diversity, PwD, ethnic-racial, LGBTQIA+ and gender. We are supported by five Affinity Groups: People with Disabilities; Ethnic-Racial, LGBTQIA+, Gender and Generations, created in 2023. In the year, we implemented hidden interviews in our selection processes, using the JobeCam platform, which enables candidates to remain anonymous until the final stage.



CAPITAL STOCK AND RELATIONSHIP CAPITAL

Impact on SUS

We share knowledge with thousands of SUS professionals and enhance healthcare access for SUS patients through telemedicine from our outpatient clinic.

Corporate Governance

GRI 2-9

Sírio-Libanês' governance structure is one of its major unique features, as it is made up of governing bodies comprising volunteer members: Ordinary Meeting, Deliberative Council, Ladies Executive Board, Board of Directors and Fiscal Council.

There is also an Integrity and Conduct Committee that reports directly to the Ladies Executive Board, which is also supported by seven committees: Essence, Treasury, Funding, Social Commitment, Medical, Medical Relationship and Works.

As provided for in the competencies set out in the Bylaws, the Ladies Executive Board is the highest governance body and meets weekly to assess and decide on the organization's day-to-day issues. The executive function is exercised by the Chief Executive Officer (CEO) and by the Chief Medical Officer (CMO), dedicated, respectively, to the administrative-financial management of the institution, and to ensuring excellent clinical care performance.

Following the principles of good governance outlined by the Brazilian Institute of Corporate Governance (IBGC) - equity, accountability, corporate responsibility, and transparency – the Ladies Executive Board, along with the CEO and the CMO, shares corporate responsibility for managing the organization's impacts on the economy, the environment, and people. These executives are accountable to the Board, ensuring equitable treatment of stakeholders, and act responsibly in accordance with internal and audited accountability rules. **GRI 2-13**

Female governance
has been a distinctive
feature of our institution
since its inception



Understand our governance bodies

GRI 2-10

General Meeting

The role of the General Meeting is to elect the members of the Deliberative Council every three years and deliberate extraordinarily on their dismissal, make decisions on by-law reforms and on a proposed dissolution or extinction of the Company.

Deliberative Council

Made up of up to 61 full female members and up to six alternate female members, with three-year terms of office, it is in charge of electing the members of the Ladies Executive Board, for appointing the members of the Fiscal Council, and the members of its advisory committees. Its main responsibilities are approving the financial statements, the institution's annual activity report and assessing activities involving brands and associations with third parties with purposes similar to those of Sírio-Libanês.



organization's highest governance body, it comprises 14 volunteer members, all of whom women, elected every three years by the members based on the proposals presented for managing the organization and the résumés demonstrating the skills necessary for properly performing the functions.

The chairwoman of the Ladies Executive Board is elected by the Deliberative Council for this purpose, without remuneration, and is not to be confused with the executive positions whose hiring is determined by the Board of Directors and ratified by the Ladies Executive Board. The chair of the Board approves the content of this Integrated Report on behalf of the entire body.

GRI 2-11, 2-14

The Ladies Executive Board gets periodic anti-fraud and anti-corruption training, as well as training in financial, environmental and social sustainability, culture and organizational strategy. Furthermore, for the development of collective knowledge, the Ladies Executive Board has access to a specific instance of the Workplace communication platform, where informative content is made available on topics relating to compliance, the LGPD, and other relevant institutional initiatives. **GRI 2-17**

Ladies Executive Board

With the aim of ensuring the institution's alignment with the vision and values of Sírio-Libanês, the Ladies Executive Board elects the Board of Directors and appoints the members of its advisory committees. Considered the

Board of Directors

The Board of Directors is made up of 12 volunteer members, four of whom independent professionals with experience in administrative or hospital management, four are physicians from the clinical staff, and four are from the Ladies Executive Board, whose chairperson also chairs this Board. All members are over 50 years old, 58.33 percent of whom men and 41.67 percent women. Its main role is to advise the Ladies Executive Board, issuing recommendations on the institution's management topics, such as the hiring of the CEO and of the CMO, ratified by the Executive Board. **GRI 2-13, 405-1**

Fiscal Council

This body examines the annual financial statements to make sure the institution appropriate rendering of accounts. Elected by the Deliberative Council every three years, it is made up of three full members and three alternates, with training in Accounting Sciences or Business Administration, or with extensive experience in accounting and business management.

Executive Committee

GRI 2-12, 2-13

Comprising the non-statutory officers of each of Sírio-Libanês departments, the Executive Committee is responsible for managing the institution's operations, its sustainability and its process integrity.

The members of the Executive Committee sign a Personal Term of Responsibility for the truthfulness and accuracy of the information presented in weekly meetings in which they discuss the institution's main themes, including its impacts on the economy, the environment and on people.

Strategic Sustainability Center

This body convenes monthly to direct and oversee impact management. It is made up of the boards of the Social Commitment; Legal, Compliance and Internal Audit; People and Organizational Culture; Assistance; Logistics, Infrastructure and Facilities; Clinical Governance, and Finance departments; by the superintendent of philanthropy, the sustainability manager, and by two independent external volunteer members.

In 2023, it was responsible for implementing our own strategic sustainability policy and establishing the ESG (Environmental, Social and Governance) track, which included training for employees on the topic.

Check out the complete governance structure and the elective members of each instance in the 2021-2024 Administration [here](#).





Risk Management

The Sírio-Libanês risk matrix identifies the likelihood and impact of each risk based on five parameters: Operational, strategic, assistance, compliance, cyber and financial.

Updated annually by the Internal Audit, the organization's risk matrix is assessed by the Audit and Risk Committee, which supports the Board of Directors, which, in turn, guides decisions. With four independent members who meet monthly and report semi-annually to the Board of Directors, the Audit and Risk Committee also advises the Ladies Executive Board on matters related to impact management. **GRI 2-13**

The **risk matrix** is updated annually

Created in 2022, the Third Party Risk Management Committee is responsible for analyzing the reputational, financial, legal, environmental, regulatory and integrity risks of the institution's suppliers and service providers. It is made up of the Financial Department; Logistics Department, Infrastructure and Facilities Department, and by the Legal, Compliance and Audit Departments.

There is also a specific management group for legal and image risk made up of representatives from different areas, such as an Ombudsman's Office, Legal, Clinical Governance and Assistance and Commercial Department, in addition to the Communication and Marketing department. Its actions are guided by the Legal and Image Risk Management Policy, emphasizing responsibility and transparency. This includes identifying situations involving adverse events with serious or catastrophic consequences, dissatisfaction, or unmet needs. To this end, the group meets weekly and works to restore relationships with the patient and conduct agreements when necessary, in addition to working preventively on risks and potential financial and image impacts for Sírio-Libanês. **GRI 2-25**

Ethics and Integrity

GRI 2-15, 2-24

Sírio-Libanês has internal policies and processes that reinforce our commitment to ethics, integrity and transparency in management, and in relationships with employees, clinical staff, patients, family members, service providers, business partners, government bodies and the civil society. The institution is a signatory to the UN Global Compact on human rights, labor, the environment and the fight against corruption, in addition to the Ethos Institute's Business Pact for Integrity and Against Corruption.

In 2023, Sírio-Libanês was recognized for the second consecutive year as a Pro-Ethics Company, an initiative of the Comptroller General of the Union (CGU) in a collaboration with the Ethos Institute. Thus, we remain the first and only Brazilian hospital to obtain certification designed to promote the voluntary adoption of measures to prevent, detect, and address acts of corruption and fraud, as well as uphold the principles of free competition.

Pro-Ethics validated the effectiveness of our Compliance Program by assessing senior management's commitment to ethics, policies and procedures, communication and training, reporting and remediation channels, risk analysis and integrity program monitoring, as well as transparency and social responsibility.

Increasingly incorporated into the organization's culture, the Sírio-Libanês Compliance Program has strengthened its connection with the areas that consult it whenever necessary. To enhance transparency in the program, we launched a new Compliance Policy in 2023. This policy complements the updates made in 2022 to the conflict of interest, competition defense, third-party risk management, private anti-corruption (offering and receiving undue advantages), and public anti-corruption (relationships with public agents) policies.



We are signatories of the UN Global Compact and of the Ethos Institute's Business Pact for Integrity and Against Corruption

Code of Conduct

GRI 2-15, 2-23, 2-24

The [Sírio-Libanês Code of Conduct](#) is a guide and reference for actions, decisions and interactions based on respect, ethics, integrity and transparency. The Sírio-Libanês Code and internal policies guide our relations with stakeholders aiming for responsible business conduct. We also have a code specifically aimed at those who work with the PROADI-SUS

Upon joining the institution, all employees are required to complete a training course via Distance Learning (DL) and electronically sign the Code of Conduct. This document provides guidelines on respect for free competition and the environment, privacy and data protection, combating corruption, and conflicts of interest. The document – which applies to all the institution's activities and all commercial relationships – is available to everyone on our website and is included in Workplace, an internal environment for use restricted to employees.



Suspected violations of the Code of Conduct, Sírio-Libanês' internal policies or the Brazilian legislation are analyzed by the Sírio-Libanês Integrity and Conduct Committee, a collegial body set up to advise and make recommendations to the Ladies Executive Board on matters related

to the Compliance Program. Proof of violation of current regulations may result in sanctions which, depending on the severity of the facts, range from a verbal warning to the termination of the employment contract or accreditation for members, or contractual termination for third parties.

Our **Code of Conduct** addresses topics such as free competition, environment, data privacy and protection, combating corruption and conflict of interest

Reporting Channel

GRI 2-23, 2-25, 2-26

Our Reporting Channel is an important tool for detecting and preventing misconduct or non-compliance with laws and internal regulations. It is essential for governance, as it allows transparency and the reduction of risks in management.

Totally independent and impartial, an outsourced company manages it. The channel is available 24 hours a day, seven days a week, to employees, the external audience, and third parties, always respecting the anonymity of whistleblowers who choose not to be identified. All information provided by the complainant is investigated confidentially by Sírio-Libanês, and no form of retaliation is permitted.

Website:

www.contatoseguro.com.br/siriolibanes

Phone: 0800-602-6907



Relationship with suppliers


GRI 2-6, 2-29

We always seek to improve relationships with our suppliers. In 2023, we launched a new communication channel, a Workplace intended exclusively for this audience. The platform is already used to communicate with employees, clinical staff and Ladies.

In this space, we share the best ESG practices, process changes, as well as invitations to specific meetings and other events. In addition to this channel, we promoted the Sírio-Libanês Hospital Suppliers Meeting, to share the strategy and align expectations with larger suppliers with operational impact. Held in a hybrid model, the event took place in September 2023. In addition to showcasing the organization's actions and initiatives aimed at engaging and mobilizing the chain, it highlighted the standout names of the year through the 2023 Best Suppliers Recognition Award.

Solidarity





“Solidarity is more than looking at people with affection. It means acting with respect and empathy. It involves offering comfort in difficult times, sharing a meal or simply listening to someone who needs to be embraced. After a decade at the Sírio-Libanês Hospital, I witnessed Solidarity in every detail of my daily life. From the kindness of people in the hallways to the help provided to ensure that someone gets where they need to go. The feeling of being able to make a difference in someone’s life, no matter how small the gesture, for me, is immense for whoever receives it. This kindness is a fundamental trait of our institution, not just as an ideal, but as a tangible reality.”

Laura Lopes Nogueira Pinto

Senior Assistance Information Analyst

Social Impact GRI: 3-3

As a philanthropic institution, Sírio-Libanês directs all its proceeds towards initiatives aimed at expanding its activities in social and corporate responsibility. Added to our resources, we contribute knowledge and *expertise* to initiatives that directly help us offer a full and dignified life to an increasing number of people.

In this way, our social commitment unfolds into initiatives with different scopes:

In **Education**, in 2023 we reinforced our social commitment by launching our college, Faculdade Sírio-Libanês, which provides scholarships and funding opportunities for all its undergraduate courses. Our objective is to train new professionals, offer quality education and share knowledge based on the cases seen at the health units. Twenty percent of the total openings are offered with a full scholarship. More than providing learning opportunities, we want to propagate the HSL standard in healthcare.



More information in **Education and Research**

We have consolidated projects that, for decades, have provided health, education, culture, and income generation to families facing high social vulnerability in the neighborhoods of Bela Vista, Consolação, and República, and, more recently, in the Federal District, either independently or in collaborations with other organizations. Given the national reach that we have achieved, projects aimed at the community have a much greater reach, always guided by the purpose of positively impacting our surroundings, in all units, thus benefiting more and more people.



See below in **Community Support**



We implement projects focused on our initial area of activity, **Health**, either independently or in collaboration with the public sector, on three fronts:

- Philanthropy Outpatient Clinics that, with part of the resources from the City of São Paulo, offer free high-quality care to SUS patients referred by the UBS in the central region of São Paulo.



Find out more in **Philanthropy Outpatient Clinics**

- For 15 years, active with the PROADI-SUS. The Ministry of Health's initiative aims to support and enhance the SUS through

projects focused on training human resources, research, technology evaluation and integration, management, and specialized care.



Find out more in **Access to and Promotion of Health**

- Management of ten health units in the São Paulo municipalities (6), Jundiaí, Mogi Mirim, Registro, and Campos do Jordão, conducted by the Sírio-Libanês Social Responsibility Institute (IRSSL), whose sponsor is *Sociedade Beneficente de Senhoras Hospital Sírio-Libanês*.



Access the **IRSSL Annual Report**

Support for the Community

In 2023, we undertook a significant reformulation of our philanthropic approach, adopting a more strategic stance and reorganizing our operations, with philanthropy as our primary legacy. We maintain our pioneering spirit in the healthcare sector, using cutting-edge technologies, offering patient-centered care, producing and disseminating research, training the next generation of healthcare professionals and promoting initiatives always anchored in philanthropy.

The essence of Sírio-Libanês lies in our dedication to philanthropic action, and this is how we will continue to evolve in the coming years. The social impact pillar reinforces our commitment to PROADI-SUS, Sírio-Libanês Volunteering, the Embrace your District project, the Philanthropy Outpatient Clinics, and the Sírio-Libanês Social Responsibility Institute (IRSSL).

Volunteerism

Our volunteer program is aligned with our organization's key themes, ensuring the preservation of our cultural essence and maximizing the contributions of all volunteers. This collaboration complements the activities of our clinical staff and employees.

Furthermore, we are developing a fundraising program involving the community, as well as engaging with companies and individuals who align with our inspiring purpose. In 2024, we have already started developing and enhancing of four fronts of action:

Youth Volunteering – This plays an essential role in empowerment, social impact, collaboration, personal learning, inspiring influence and promoting solidarity actions. Moreover, it promotes technological engagement, leveraging skills in the digital age. The pilot action is scheduled for 2024 with Syrian-Lebanese youth.



Corporate/Employee Volunteering – This covers several activities, including the preparation of actions for the institution's calendar of events. It aims to encourage engagement in voluntary activities to be done by Sírio-Libanês employees.

Clinical Staff Volunteering – This involves offering time and expertise to address the needs of disadvantaged and vulnerable communities through humanitarian efforts. Our goal is to care for these communities, ensuring access to essential services and promoting a preventative approach to improve their health and well-being.

Volunteer programs with a wide range of activities uphold our cultural essence of philanthropy

The establishment of this initiative formalized a support relationship that previously existed informally, creating a new channel to encourage participation in initiatives that are already underway as well as in new projects. This organizational model arose from the solidarity of a group of physicians who were spending the 2023 Carnival in Barra do Sahy, a district of São Sebastião, when heavy rains hit the São Paulo coast, isolating the region and causing landslides, house collapses and 64 deaths. From this group, which, at the time, was organized and provided voluntary assistance, there was an invitation from the Sírio-Libanês Governance and the creation of a Clinical Staff Volunteer Commission, which structured the Catastrophe Brigade at Sírio-Libanês to act in future incidents.

The Commission also expanded the group's activities through other initiatives, including:

- **NGO Mais:** Works with the vulnerable population of the city of São Paulo, including foreign refugees.
- **Zoé:** A non-governmental organization that brings health to traditional peoples, riverside populations who take care of the Amazon Forest. There were six expeditions to various locations in Northern Brazil in 2023.

- **Natal Solidário (Solidary Christmas):** Action carried out in December 2023 by a group of physicians from Sírio-Libanês that raised more than R\$180,000 to purchase toys for children.
- **NGO Xingu-Catu:** Created in 2022 by physicians and businesspeople, this initiative aims to bring specialized medicine, mainly surgical care, to indigenous populations living in isolated regions of the country, avoiding the need for patients and their families to travel to urban centers. To achieve this, the group has a unique feature: The cutting-edge Mobile Surgical Center, which leaves from Campinas, in the interior of São Paulo, and goes to regions of the Legal Amazon, on each expedition. The equipment includes three surgical tents and three additional tents for medical care in the Ophthalmology, Gynecology, Pediatrics, Geriatrics, and Dentistry specialties. In 2023, there were expeditions where professionals traveled by ferry, boat, car, and on foot to reach this population.

Assistance Volunteering

This group plays an important and impactful role through philanthropic giving. They benefit IRSSL units, philanthropic outpatient clinics, and the Embrace your District programs.

This is Sírio-Libanês Hospital's Volunteer Service, which was established in 1980 and in 2023 logged 15,455 hours of work done by some 300 people. Made up 95 percent of women, the group operates in several areas and units in São Paulo and Brasília. These volunteers manage the convenience store and bookstore at the Sírio-Libanês Hospital, selling products to raise funds for philanthropic and donation initiatives. In 2023, the R\$608,887.03 raised from the sale of 12,461 items made possible the following donations to patients and families in vulnerable situations:

1,140
baby layette

2,080
basic food
staple baskets

1,819
personal
hygiene items

4,059
blankets
and coats

29
children's
orthopedic devices

Donations

Donations aim to generate positive impacts on society, in line with the values of Sírio-Libanês, underscoring our commitment to reducing waste and promoting sustainable development. By donating used items that are in good condition, we establish ongoing relationships with the community and the environment. We exercise Social Responsibility by donating goods such as furniture, hospital equipment and medications to improve the well-being of the community and people's quality of life. This approach reaffirms Sírio-Libanês' commitment to building a healthier, more sustainable and supportive future.

In 2023, we contributed over R\$370,000 in donations of medical supplies, medications, furniture, and other items for specific initiatives by institutions such as: Santa Casa de São Paulo; Rede de Reabilitação Lucy Montoro – Litoral Norte; Associação Nacional de Hospitais Privados (ANAHP); ONG Zoé, ONG Xingu-Catu, and other institutions.



Embrace your District

Established in 2001 by the Sociedade Beneficente de Senhoras, the Embrace Your District project has contributed to the biopsychosocial development of individuals and families facing great social vulnerability. It offers activities related to health promotion, culture, education, professional training, and income generation.

After benefiting more than 28,000 people directly in the last 22 years, the project started being restructured in 2023. To achieve this objective, a self-assessment was conducted, which included institutional visits and the mapping of 12 partners involved in the care of children and adolescents. Community engagement was sought to better serve the population. As a result, it was decided that health activities would be the central focus of the new projects.

R\$307,000
in donations of
medical supplies,
medications, furniture
and other items

R\$610,000
coming from the
convenience store
donated to our
social actions

28,000+
people
benefited
directly in the
last 22 years

**The bookstore donated
R\$2 million**
to the construction of the
hybrid room at the Bela
Vista Surgical Center

Initiatives promoted in 2023:

Training courses - Valuing inclusion, diversity, equity, representation and proportionality, our courses are offered not only with the aim of generating opportunities based on professional qualifications, but also to motivate people to develop their potential. A hospital kitchen attendant course (with in-person students in São Paulo and remote classes in Brasília) and two hospital hospitality assistant courses, in São Paulo and Brasília, were carried out.

Health and wellness promotion initiatives – We seek to raise awareness among people of all ages about the importance of including healthy habits in their routine for a better quality of life. In 2023, we conducted Body Expression activities to inspire self-confidence and vitality; the 70+ Program to provide active and rewarding aging; Physical Conditioning to strengthen bodies and minds, and Expressive Dance and Ballroom Dancing activities to promote joy, learning, improved self-esteem and social bonds, in addition to Sports and “capoeira” training to encourage team spirit and overcoming.

100+ professionals trained
563 families served and
623 people benefited, including:
123 children from 4 to 12 years old
62 young people from 13 to 17 years old
263 adults from 18 to 59 years old
195 elderly people over 60 years old

Philanthropy Outpatient Clinics

In 2023, the initiative celebrated 25 years of commitment, dedication and positive impact on people’s health and lives. Located in the district of Bela Vista, in São Paulo, our Philanthropy Outpatient Clinics serve patients from the SUS referred by the UBS in the central region of São Paulo. The initiative’s main funder is the Sírio-Libanês Hospital itself, but it also gets resources from an agreement signed with the City of São Paulo and, on demand, in projects with the Government of the State of São Paulo.

In the philanthropy outpatient clinics, pediatric consultations are carried out in the obesity and otorhinolaryngology and oncomastology surgery specialties and ultrasound assessments performed.

In 2023, the clinics carried out 91 breast surgeries, more than 21,000 ultrasound assessments, 2,800 consultations with a multifunctional pediatric team, and more than 5,400 medical and multidisciplinary consultations aimed at breast surgery patients.

Number of outpatient visits Own Indicator

Services	2021	2022	2023
Breast surgeries	68	104	91
Ultrasound assessments	16,441	23,462	21,741
Consultations with a multidisciplinary pediatric team	1,875	2,921	2,801
Pediatric consultations (obesity and otolaryngology)	1,205	1,307	1,349
Medical and multidisciplinary consultations aimed at breast surgery patients	3,896	5,985	5,481
Corujão da Saúde (Health Owl) – CT scans	17	0	0
Joint effort – parathyroid surgeries	0	583	0

Education and Research

GRI 3-3: Education, Innovation, Technology and Research

Faculdade Sírio-Libanês

With an educational project already consolidated in specializations, medical residencies, master's degrees and doctorates for more than two decades, the great achievement of the Sírio-Libanês ecosystem in 2023 was the inauguration of our college, Faculdade Sírio-Libanês, in November. In-person classes began in February 2024, with a score of 5 from the MEC for the first three undergraduate courses offered: Psychology, Nursing and Physiotherapy.

In line the philanthropic legacy of Hospital Sírio-Libanês, the college provides scholarships and funding opportunities: Twenty percent of all openings will be earmarked to social scholarships for undergraduate students, ten percent of which coming from scholarships offered by the College itself (through the Endowment Fund), while the other ten percent obtained through a scholarship fund that raises resources from donors.

We expect that the college will have a significant impact on the market and will increasingly contribute to the training of qualified professionals. The learning methodologies and tools that have been adopted have an integrated focus on theoretical and practical skills, including clinical rotations, internships in the country's main health centers, international mirror classes, double degrees and exchange programs for the areas of education and research. This approach provides a unique learning experience, based on a creative, innovative and internationally recognized curricular design. The education strategy, which focuses on student autonomy, enables the learning of the most cutting-edge techniques in the world, following the protocols of one of the most respected health institutions in Brazil.



The selection process for the undergraduate courses got 550 applications for the 150 available openings in the Nursing, Psychology, and Physiotherapy programs. The process was complex, involving a round of interviews and considering criteria such as curriculum analysis and video evaluation. Additionally, candidates could choose to take an exam on November 15 or use the score they got in the National High School Exam (Enem).

Highlighting its commitment to training health professionals, Faculdade Sírio-Libanês introduced the Comprehensive Health Training Project that accounts for 10 percent of the course's total workload. This project includes practical and theoretical classes, covering topics aligned with the UN-SDG, providing interdisciplinary training on contemporary issues, such as reproductive rights and social and environmental determinants of health and violence, among others.

Faculdade Sírio-Libanês was inaugurated in 2024, offering undergraduate programs in Psychology, Nursing, and Physiotherapy

Cutting-edge Infrastructure

A new space was dedicated exclusively to Faculdade Sírio-Libanês: A modern 11-story building next to the Paulista Avenue, in the central region of São Paulo (SP), with easy access to public transport and close to the Hospital's headquarters. The building on Rua Martiniano de Carvalho, 851, has an area of more than 9,000 m² distributed in 14 classrooms, nine laboratories, 11 collaborative rooms for group activities, a library and several areas for recreation, in addition to spaces for rest and eating.

State-of-the-art laboratories – such as Morphoconnections, Cytodiversities and Bioperformance – offer modern environments and cutting-edge equipment to blend theory with professional practice in anatomy, microbiology, pathology and exercise physiology. Furthermore, the Hyperrealistic Clinical Center simulates a realistic hospital environment, allowing students to fully immerse themselves in clinical procedures in everything from basic tasks to complex interventions.



The Simulation Centers, designed to replicate different care environments, provide a practical and realistic experience for the development of cognitive and motor skills, training quick and critical decisions in emergency situations. The *design* of these spaces emphasizes communication and teamwork, showcasing the institution's dedication to fostering an academic environment that drives the exchange of ideas and cultivates collaborative skills among students.

Faculdade Sírio-Libanês stands out for its distinctive features, including:

- Innovative education proposal, in which the student is at the center of the process;
- Course adjusted to the reality the student will face;
- Infrastructure suited to the needs of an excellent project and the differences we seek to offer: Classrooms, laboratories, innovative pedagogical project, all focused on quality.

State-of-the-art laboratories
offer modern environments and
advanced equipment for the fusion
of theory with practice

Graduate and curricular extension programs

Sírio-Libanês has a strong presence on the graduate school market, with 18,000 students enrolled in *stricto sensu* master's and doctoral programs in Health Sciences. However, in 2023, it was time to expand its educational portfolio by also offering short-term *lato sensu* graduate courses and events to professionals in the medical, care and management areas, enhancing its presence and contribution in the educational and healthcare scenario.

New extension projects were designed along lines of action focused on the reality in which each course is inserted. Part of the activities are aimed at processes that will improve socioeconomic indicators in the surrounding area, such as the pockets of poverty in Bela Vista.

In the upcoming years, Medicine and Biomedicine courses are expected to be implemented, along with Nutrition and Hospital Management, the latter two offered in the distance learning format.

The philanthropic purpose also reaches the education program. An example of scientific initiation research is the collaboration with [Quebrada Alimentada](#), a project that serves vulnerable families in the North Zone of São Paulo nearby the Mocotó restaurant. A study will be conducted, and practical community kitchen activities will be developed. Nursing and Psychology students will work in the region to evaluate and measure the effects of food reinforcement.



Education in figures:

57
classes and
1,517
graduate
students
at the *lato*
sensu level

134+
practical
activities at
the Training
Center

1,200+
practical hours
in professional
environments

5,000+
students attended
short-term courses
in Medicine,
Multidisciplinary
and Management

Participation of
+ than **450**
physicians
from the clinical
staff and

300+
employees
in educational
activities in
graduate
courses

16,052
participations in
57
international
symposia and
national thematic
meetings

Medical Residency

The PROADI-SUS initiative enables the Sírio-Libanês Hospital's medical residency programs to bolster the training of top-tier health professionals. This effort contributes to expanding and enhancing Brazil's specialized health workforce, aligning with SUS' requirements. The programs offer medical residencies and residencies in other professional health fields. Residency training blends knowledge, skills and attitudes.

Our programs are built on a foundation of technical excellence, while prioritizing the human connection with patients, families, and staff. These values are what define our institution. We also aim for residents to further explore person-centered care, teamwork, taking responsibility for comprehensive care, and adding value to healthcare.

Each resident dedicates around 60 hours a week, including theoretical content and, mainly, practical activities. The programs, categorized into medical or professional areas (uni- and multiprofessional), can range from one to four years in duration.



Our **Medical Residency** programs work on the students' knowledge, skills and attitudes

Our medical residency program was very well evaluated in 2023, and there was great interest in the selection processes. The program was expanded to include three new areas: Gynecology and Obstetrics, General Surgery, and Family Health. In addition to these specialties, we offer 70 positions for residencies in Anesthesiology, Internal Medicine, Dermatology, Neurology, Pediatrics, Radiology and Diagnostic Imaging, Radiotherapy, Intensive Care Medicine, Cardiology, Clinical Oncology, Endoscopy, Mastology, Ergonomics, Pain Management, Health Administration, and Bone Marrow Transplantation. Of these, 68 positions are available at HSL in São Paulo, while two positions are for the Clinical Oncology residency in Brasília.

In the uniprofessional areas, the programs are: Biomedicine in Diagnostic Imaging, Nursing in Cardiology, Clinical-Surgical Nursing, Nursing in the Surgical Center and Material and Sterilization Center, Urgent and Emergency Nursing and Medical Physics in Radiotherapy. The multiprofessional program includes residencies in: Critical Patient Care, Cancer Patient Care, and Child and Adolescent Health Care.

Research

Presently, our clinical staff collaborates with research institutions, universities, and companies operating in the sector, integrating national and international studies. Attentive to the best practices, all of our projects are approved by animal research ethics committees or research ethics committees, both accredited and certified by the competent federal bodies. When relevant, our projects are also approved by the internal biosafety committee.

Always seeking to provide an environment for intense knowledge exchanges among our employees, in August we held the **Scientific Initiation Week** to celebrate the 10th anniversary of the Institutional Scientific Initiation Scholarship Program (PIBIC). The event celebrated student projects within the Program, while also showcasing research from both inside and outside the institution. The award also honored students with scholarships from the São Paulo State Research Support Foundation (Fapesp) and volunteer scholarship holders. Open to the public, the exhibition featured projects such as: Prevention of chemotherapy-induced pain, Blocking chronic pain by nerve stimulation, New therapy for Parkinson's disease, Identification of frailty in hospitalized elderly people.



In November, meanwhile, there was the **Population Health Scientific Research Exhibit**. In 2023, we will enhance the Science pillar in this area by not only providing population health services, but also by emphasizing the measurement of results using data and scientific evidence. We incorporated a culture of outcomes into our actions. Aimed at guest employees and clients, the exhibition brought together 24 papers our team presented at scientific events and authored by nurses, pharmacists, physiotherapists, speech therapists, physicians, and psychologists from Sírio-Libanês.

Our clinical staff is part of national and international studies involving research institutions, universities, and companies operating in the sector.

CAR-T Cell Therapy

One of the significant challenges in oncology is the pursuit of increasingly effective treatments that offer better prospects for curing patients while being less aggressive. Under the helm of Dr. Yana Novis and Dr. Alfredo Mendroni, CAR-T cell therapy arrived at the Sírio-Libanês Hospital in early 2022 and is available in around ten specialized centers in Brazil. This is a new modality of immunotherapy based on the genetic modification of the T cell, which gains a *chimeric antigen receptor* (represented by the acronym CAR). Very simply, this means transforming the DNA of the T lymphocyte, a defense cell that signals the entire immune system, so that it is capable of identifying and attacking the cancer cell to be combated.

CAR-T cell treatment was approved by the National Health Surveillance Agency (Anvisa) last year, and is only available in very specialized and qualified centers.



Call for research with institutional support

As part of the organization’s knowledge generation and innovation strategy, Sírio-Libanês launched a call for research project funding in 2023. Resources were made available for three projects with an investment of up to R\$100,000 and four projects with investments worth up to R\$200,000.

Thanks to the strong support from the hospital's clinical staff, an evaluation committee was formed, and seven projects were approved to commence in 2024.

This initiative resulted in a new strategic action: Ten projects focused on Oncology, Cardiology, Orthopedics, Geriatrics and Neurology will be approved for five years. This shows the hospital’s commitment to the dissemination of knowledge.



To learn more about CAR-T Cell, go to <https://hospitalsiriolibanes.org.br/car-t-cell>

Research indicators Own Indicator

	2021	2022	2023
Articles published	410	333	371
Citations	12,096	13,577	13,749
Research projects approved by the Education and Research Board	158	213	155
Analysis time (in days)	66.4	60.7	77.64

Access to and Promotion of Health

GRI 3-3

PROADI-SUS

Acknowledged by the Ministry of Health as a [Hospital of Excellence](#), we have been part of the PROADI-SUS since its conception. Established to enhance healthcare, hospital management, and professional qualification across various locations nationwide, the project, which serves as a support interface between six outstanding institutions offering public and philanthropic outpatient and hospital services, celebrated its 15th anniversary in 2023.

In November, one of the projects we conducted via PROADI-SUS was awarded the Justice and Health award, granted by the National Council of Justice (CNJ) to ensure the improvement of judicial policies with regard to health demands.

The project is called “Support for judicial decision-making in health,” (AD-JUS) which helps judges hand down decisions on whether or not to release medications and treatments not made available by SUS with the development of scientific research, tutorials, quick consultations and training. The project offers resources to train members of Technical Support Centers of the Judiciary (Natjus), including a platform for clearing doubts, an informative blog, training courses, and access to research through the E-Natjus system. In 2023, AD-JUS trained 607 professionals and issued 11 Scientific Technical Opinions (PTCs).

Main PROADI-SUS figures in 2023 Own indicators

20
projects
undertaken

R\$198+
million invested

14,743
healthcare
professionals
trained

21,894
people involved with
research projects

1,703
people involved
with **management**
projects

16,642
people **benefited/**
impacted

778
professionals
involved in
Care in Health
Technology (ATS)

Outstanding projects of the year

Lean in Emergencies

Created in 2017, it aims to reduce overcrowding in urgency and emergency rooms in public hospitals with the support of experts in the Lean HealthCare methodology of partner hospitals of excellence, such as Sírio-Libanês. In 2023, Lean in Emergencies completed its eighth cycle, achieving an average reduction of 36.4 percent in overcrowding across the 127 hospitals in 26 Brazilian states and the Federal District that participated in the initiative that year. In partnership with the Moinhos de Vento and Beneficência Portuguesa hospitals in São Paulo, our participation in the project in 2023 had these results:

- 39 percent reduction in the median National Emergency Department Overcrowding Score (Nedocs).
- Average reduction of 39 percent in the patient's time from emergency care to hospitalization (time spent in the emergency room with hospitalization).
- 13 percent reduction in average length of stay (from eight to 6.9 days on average)

In 2023, our professionals specialized in patient safety worked in **30 ICUs**



Health in our hands

Started five years ago, the project aims to reduce infections associated with medical devices. It has already contributed to reducing the rates of these infections by more than 50 percent in 303 Intensive Care Units (ICUs) in public and philanthropic hospitals. PROADI-SUS promotes the initiative in partnership with six hospitals of recognized excellence, including the Sírio-Libanês Hospital

The project "Health in Our Hands: Improving Patient Safety on a Large Scale in Brazil" began to share with the world the efforts of Brazilian public hospitals in combating healthcare-associated infections and the results obtained, through the publication of articles in renowned international scientific journals.

Employing a methodology rooted in improvement science, in the implementation of scientific evidence-based practices, intervention packages and tools that provide a learning environment focused on continuous improvement cycles, its results have directly impacted the daily lives of public and philanthropic (ICUs) across the country.

In 2023, our professionals specialized in patient safety worked in 30 ICUs, contributing to a 32 percent reduction in BSI (primary bloodstream infection); 43 percent in CAUTI (catheter-associated urinary tract infection), and 46 percent in MVAP (mechanical ventilation-associated pneumonia).

Tele-ICU

The project seeks to bring excellence, innovation and solidarity to healthcare professionals and patients in public hospitals, with a multidisciplinary approach and horizontal monitoring, seeking to reduce the length of stay, mechanical ventilation time and morbidity and mortality. Additionally, it contributes to the rational use of public resources and to the reduction of financial waste in the SUS, allowing more patients access to beds and increasing their safety.

The Sírio-Libanês Hospital supports 16 hospitals in Pará, Acre, Piauí and Maranhão, where it achieved a 50 percent reduction in mortality in ICUs. In 2023, the project reached the Marajó Island, in the north of the state of Pará, where Sírio-Libanês began monitoring 157 patients, using the *expertise* of ICU professionals, a tablet and a technology platform the hospital itself developed.

The program involves specialized consultancy for ICUs in public hospitals throughout Brazil, conducted via telemedicine. Physicians, nurses, and intensive care physiotherapists from reference hospitals in São Paulo engage in daily discussions with multidisciplinary teams from the Unified Health System (SUS) to enhance the quality of care for critical patients.



Indigenous Health

Bringing healthcare to those in need is one of our core principles. As part of TeleNordeste, the Sírio-Libanês Hospital has supported Indigenous Health, through telemedicine, aiming to strengthen qualified and timely access to specialized medical care for around 135 villages, around 20 indigenous ethnicities, reaching some 30,496 indigenous people from Bahia and 8,750 from Ceará.

Consultations are done digitally, promoting an approach that integrates traditional care and the wisdom of local experts. The project covers 42 Multidisciplinary Indigenous Health Teams (Emsi), in 28 municipalities.

Working with this type of remote access is even more important considering the transportation

difficulties, as many villages are located in locations that are difficult to access. This service prevents long and challenging journeys by providing specialized care with logistics tailored to reach people in remote areas.

Between July and December 2023, our team treated 42 patients from four municipalities in Ceará and three in Bahia.

The project has enabled more effective diagnoses, leading to optimized and more accurate treatment approaches. “We have received important satisfaction testimonials. Such as that of a nurse in charge of one of Bahia’s Base Centers, who said that they were able to determine the diagnosis of a case that had remained unresolved for years,” said Sabrina Dalbosco Gadenz, manager of the Hospital's Digital Health and Social Responsibility portfolio at the Sírio-Libanês Hospital.

TeleNordeste

This project connects specialist professionals from excellent hospitals, healthcare professionals from UBS and SUS users in the same virtual environment. This has avoided the unnecessary commute of people, improving the care repertoire, resolution and decision-making in the referral of clinical conditions. In 2023, physicians, nurses and nutritionists from Sírio-Libanês took part in 4,885 teleconsultations requested by 532 physicians from 389 basic health units, benefiting 4,114 patients from Bahia and Ceará.

Transplantar

A PROADI-SUS initiative, which has partnership and support from the Sírio-Libanês Hospital, the Transplantar (Transplant) project was created in 2009, and has been increasing the care for children with serious liver pathologies and Short Bowel Syndrome (SBS) in the public system.

The project aims to enhance the training of professionals from public institutions in transplantation, organ donation, and intestinal

rehabilitation activities. This effort contributes to improving the Brazilian population's access to highly specialized care and strengthens the Health Care Network (RAS).

The actions carried out increase the supply of specialized care services and the reduction of regional inequalities, decreasing waiting times for organ donations, and slashing costs for the public health system.



The little **Akiel Arrais Nunes**, aged 8, had a liver transplant and had his mother as a donor. He underwent two surgeries under the TransPlantar project. Akiel is one of the small patients who undergo transplantation and are monitored at the Menino Jesus Municipal Hospital, managed by the IRSSL and a benchmark in the care of children and adolescents.

In 2023, the initiative totaled:

58
Pediatric
liver transplants

23
admissions
for intestinal
rehabilitation

1
Implant of a
heart device

Palliative Care

The Palliative Care in SUS project, conducted by the the Sírio-Libanês Hospital with support from the Ministry of Health's Support Program for the Institutional Development of the Unified Health System (PROADI-SUS), launched the 2nd edition of the "Palliative Care Guide," in a collaboration with the National Council of Health Secretaries (Conass).

The new manual was updated from the 2020 edition, seeking to keep pace with the latest progress made in the field of palliative care, as well as bringing new topics. The publication aims to train and disseminate information and the best practices in the sector and has supported actions aimed at palliative care in public health centers across the country.

The Palliative Care in SUS project has impacted the national public health scenario. There are more than 7,800 trained health professionals throughout Brazil, distributed across 32 municipalities in 24 states of the federation. To date, 33 hospitals, 33 specialty outpatient clinics and 32 SUS home care services have participated. This highlights the extent and significance of this project in enhancing the care provided to patients with life-threatening illnesses.

7,800
trained health
professionals
trained
throughout
Brazil



"We are committed to supporting the implementation of palliative care in SUS. Holding the meeting and launching the 2nd edition of the Palliative Care Guide represent a significant milestone in this journey," says Carina Tischler Pires, Project Manager for Sírio-Libanês. "Sharing knowledge and the best practices helps patients suffering from life-threatening illnesses and their families to get the care they need to live with dignity and comfort," she added.

In 2023, the project involved 119 participating healthcare facilities, including hospitals, specialty outpatient clinics, and home care services, and trained 11,738 SUS professionals.



Click here and access the
**and access the second
edition of the Palliative
Care Guide**

To improve management processes in its hospital units, Fundação Padre Albino sent a team to conduct a *benchmarking* procedure at the Sírio-Libanês Hospital in September 2023. The objective was to learn more about the ESG actions we practice internally, ensuring excellence in assistance services.

Sírio Libanês Hospital's ESG incorporates environmental sustainability, social inclusion and governance practices in the corporate environment and, for the fifth consecutive year, the institution is featured in the Merco ESG Responsibility Ranking, which lists the one hundred most responsible companies in actions along this axis.

Through PROADI-SUS, we support the Padre Albino Hospital in the Lean in Hospitals project, supporting improvement processes in emergency and surgical center care.

Excellence





“The Sírio-Libanês Excellence is our daily life. With a person-centered focus, we seek to achieve goals working with respect, quality, dedication and engagement. This is our ethos. We are committed to innovation, constantly acquiring new knowledge and technologies to provide the best care with a focus on results. We operate transparently, following processes that ensure safety, to uphold our position as a benchmark in health. We aim for our patients to be respected, valued, and loyal.”

Vanessa de Oliveira Silva – Full Nurse

Quality & Customer experience

GRI 3-3: Quality, Security and Customer Experience



Patient-focused care is a care model that the Sírio-Libanês Hospital has adopted since 2008. Our primary goal is to ensure that the patient and their family members are at the forefront of our entire care process, prioritizing their needs above all else.

HSL works daily to offer and share excellent medical and hospital care with society, always with a humanized and individualized approach in more than 60 specialties.

Our focus on patient experience sets us apart as one of our key distinguishing factors. We constantly seek to reconcile the expansion of our activities with excellence in care, reception and assistance for each patient, on an individual basis. This daily effort to provide and make sure people get the best experience is the outcome of the constant endeavors of our team and clinical staff.

Today, the expression Patient Experience brings together several factors that influence people's perception of the care they get throughout their Journey at the hospital. The concept covers Quality, Safety, Efficiency, Clinical Outcome and Service Provision, all supported by the Patient-Centered Care culture.

In 2023, we reaffirmed the excellence of the care we provide by being re-accredited by the Commission on Accreditation of Rehabilitation Facilities (Carf) and by the JCI, an American non-profit institution that awards hospitals worldwide with a seal of quality for their commitment to patient health and safety.

As part of our commitment to meeting specific international quality standards, our Oncology area is working towards earning accreditation from the Foundation for the Accreditation of Cellular Therapy (Fact), an international organization that has set standards for laboratory and clinical medical practice in cellular therapies since 1996. Another challenge is preparing for JCI accreditation at the Population Health units based on the Primary Care Guide.

**International
certifications**
attest to our
service quality



Initiatives and **projects** implemented

Increase in the base of physicians at the hospital:

From 140 to 900 physicians.

Strategy with the Clinical Staff

Events were held bringing together the physicians who are the most active and strategic to the hospital, so that they could “immerse themselves” in the Sírio-Libanês strategy and culture. Two workshops were held and attended by 60 physicians.

Service Protocol

Trans People

We have endeavored to enhance our resources and structure to advance excellence in the care of this population. This includes adapting our system (social name, treatment) and providing training for our staff, always prioritizing respectful, efficient, and assertive treatment that aligns with our hospital’s ongoing pursuit of excellence.

Launch of Power BI - NPS monitoring per journey

The implementation of this tool enables us to monitor the index in real time, allowing for much faster and more effective actions.

Patient app

This app was updated in 2023, with the aim of making information available in a clearer, more direct and friendly way to patients.

Call center

Aiming at offering a multichannel service, in 2023 we improved our call center with the launch of a bot that provides faster responses and by intensifying attendant training.

Quality assurance

During 2023, several initiatives were rolled-out based on the findings from the 2022 mapping. These included real-time patient monitoring, interviews, evaluation of digital channel usability, immersion with strategic teams and call center monitoring. Protocols and lines of care are created annually and monitored at all times using indicators.



To gauge overall satisfaction and customer perceptions, we also have the Customer Experience Center. This center focuses on satisfaction survey methodologies, journey mapping, persona designs, and the Voice of the Customer (Ombudsman Channel), producing and analyzing indicators that guide institutional decision-making processes.

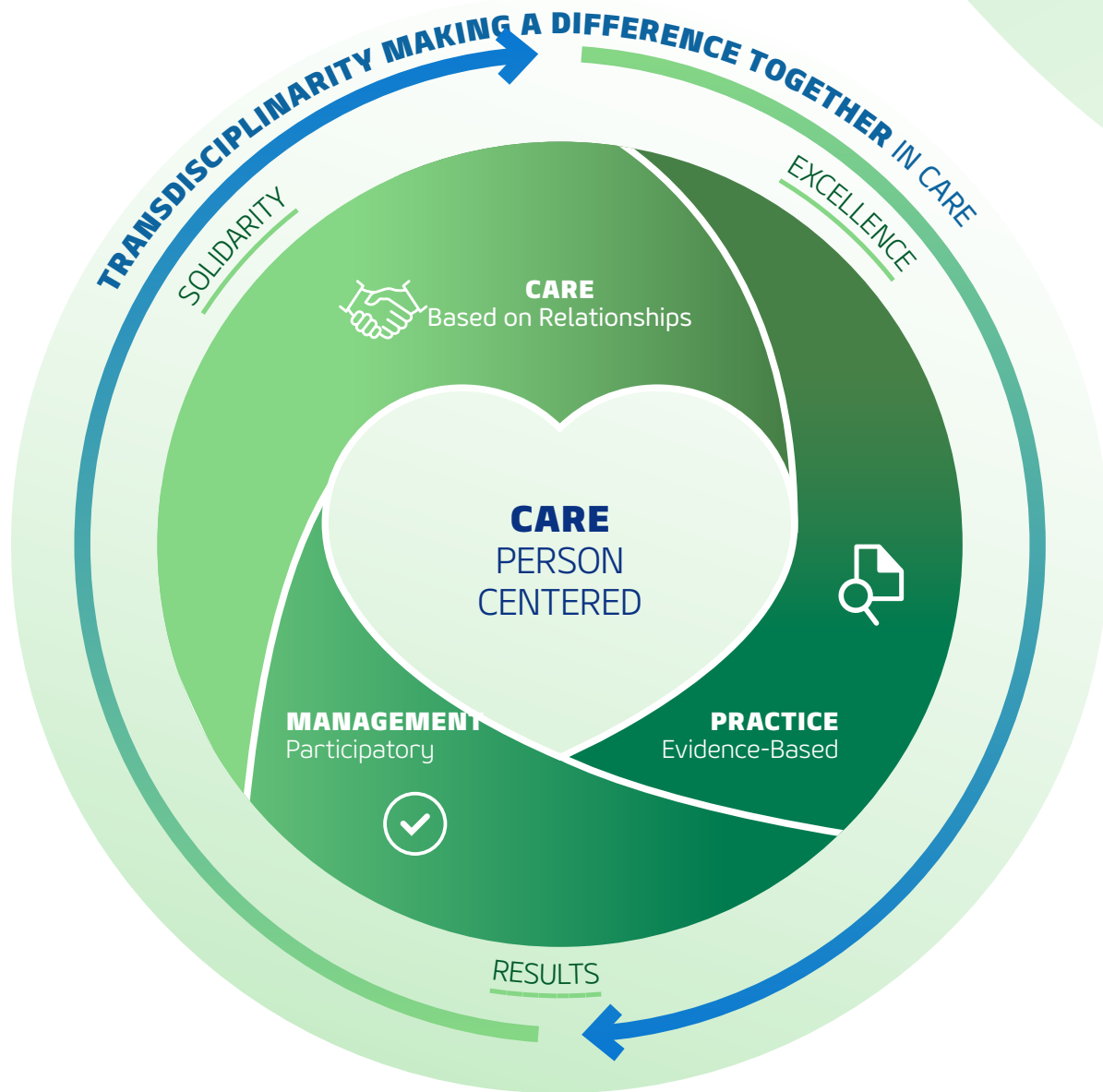
Experience Awards Recognition

In November, we were awarded the “Experience Certified” seal for the first time. This distinction is granted by SoluCX, a leader in satisfaction surveys and in NPS (Net Promoter Score) in Brazil, to organizations that achieve an above-average NPS in their segment. Brands with a minimum of 400 NPS reviews are eligible.

With an NPS above the market average in the healthcare segment, we were evaluated by a panel comprising more than 700,000 registered consumers, making the award 100 percent the voice of customers. In total, there were more than 1,600 participating brands, divided into 69 categories. More than 1 million customer opinions were gathered to certify 661 companies. In the Hospitals segment, 21 brands were certified, with an Average NPS of 64.4.

Customer satisfaction Own Indicator

NPS	2021	2022	2023
NPS Index (percentage)	87.30%	85.70%	85.94%
Ombudsman's Office	2021	2022	2023
Number of complaints	10685	13388	12727
Percentage of complaints responded to	100%	99.73%	99.33
Number of compliments	5682	11453	10500
Percentage of resolutions	83.30%	99.73%	99.33%
Reclame aqui	2021	2022	2023
Number of complaints	167	189	208
General level of satisfaction (percentage)	8.1%	7.9%	8.3%



Since 2019, we have been dedicated to pursuing the Magnet Designation, the highest recognition for excellence in the nursing practice awarded to healthcare organizations. This model is based on five pillars: Knowledge, innovation and improvements; Empowerment framework; Transformational leadership; Exemplary professional practice; Empirical results of care.

Our continuous improvement program was named World Class Hospital (WCH) in reference to a process created in Japan adapted to our needs. The program establishes a culture that directly impacts increased productivity, clinical outcomes, quality, and patient safety, as well as cost-effectiveness, timely procedures and deliveries, and sustainability. It also boosts employee motivation, ensuring care and operational excellence to achieve the level of a World-Class Hospital.

In 2023, we initiated an effort to promote this philosophy among our employees, encouraging them to adopt this new culture aligned with our guidelines to enhance the overall results of Sírio-Libanês.

Care practice

Our management model values the leading role played by the care team in specialized procedures, through evidence-based practice, delivering innovation and excellence in the provision of care to our patients. These practices include our Rehabilitation Services (physical therapy, speech therapy, occupational therapy and psychiatry), Nursing, Health Psychology, Food and Dietetics, and Pharmaceutical Assistance.

To increasingly improve our multidisciplinary work, we seek to act in accordance with methodologies recognized as examples of excellence like the Magnet Designation.

Patient safety

We always seek to provide safe care, respecting and meeting the needs of each patient. Our risk management is systemic and integrated across the institution's various services, focusing on the mapping, identification, analysis, evaluation, treatment, monitoring and communication of risks.

The working model is based on shared knowledge, on the involvement of the patient and their family in care, on collaborative work among professionals, on comprehensive care and on the flow and accessibility of information. In this way, we encourage the patient to ensure their own safety, since based on the information they get they will be able to monitor what is being done.

An integral part of the organizational processes, this management is aligned with strategic planning and the area is part of the Skin Injury, Bronchoaspiration, Falls and Medication Therapy care committees, as well as of the Technovigilance, Haemovigilance and Pharmacovigilance fronts.

The Institutional Quality and Security Committee is the central body of the Security Program and plays an advisory and deliberative role. Linked to the Board, it is made up of a multidisciplinary team with representation from sectors that conduct activities directly or indirectly related to the safety of care. The Committee held 12 meetings in 2023.

The notification process ensures easy access for all employees while ensuring information security, privacy, and traceability. We continuously encourage an environment where professionals feel comfortable reporting errors or near misses without fear of reprimand or punishment.

In 2023, 25,189 valid notifications were received, with a monthly average very close to the previous year's, which reinforces the consolidated security culture in the organization over time.



Fair Culture: An internal campaign that educated about the distinctions between human error, risky behavior, and rule violations.

This can also be demonstrated by the high percentage of notifications that were identified (71.2%).

In 2023, the rate of adverse events among hospitalized patients (incidents resulting in harm to the patient) was 10 percent, marking a 17 percent reduction as compared to the second half of 2022. At the same time, the rate of events with serious and catastrophic damage was 0.14 percent, well below the world average of 1 percent. **GRI 416-1, 416-2**

The fostering of a Culture of Safety within the organization is encouraged through dialogue, transparency, and a fair consequences system. This approach helps identify and address system/process/culture issues that contribute to individuals engaging in unsafe behavior. The Fair Culture concept distinguishes between human error (minor errors, lapses), risky behavior (taking shortcuts) and violations (ignoring required safety

steps), reinforcing individual responsibility and establishing zero tolerance for reckless, negligent or deliberately harmful behavior.

In April, we carried out a major campaign to publicize the concept to all employees. The strategy included a live broadcast with hospital leaders (627 participants); recreational activities with 1,096 participants and the creation of a distance course on the topic (attended by 8,339 participants until December 2023). During the same month, the **Zero Damage Challenge** was introduced as part of the 2021-2030 Global Action Plan for Patient Safety by the World Health Organization (WHO), and was themed. Towards the elimination of preventable harm in healthcare. The proposal aims to mobilize our teams in the pursuit of continuous improvement in the quality and safety of the system to provide damage-free assistance through a competition model.



Service to patients with ASD

Drawing from client experiences, in 2023 we established a service process tailored for individuals with the Autism Spectrum Disorder (ASD). The initiative aims to improve the experience of people with ASD, considering their individual needs by reviewing processes, flows, structure and training teams to provide care.

Clinical Outcome

Since 2017, Sírio-Libanês has had a team dedicated to monitoring information on the clinical outcome of certain patients, both in and out of hospital. The monitored patients were or continue to be treated by our institution for specific health conditions or care episodes (as shown in the infographic below). Patient monitoring is done pursuant to a standardized process, utilizing specific questionnaires answered by the individuals themselves. This approach ensures the most reliable data regarding their health status, quality of life, and functionality. The methodology is called PROM (Patient Reported Outcomes Measures), and is standardized and applied by major services around the world, allowing benchmark comparisons and analyses.

The information gathered in this monitoring aligns with the concept of Value-Based Healthcare. This approach aims to guide treatment choices by considering the equitable, sustainable, and transparent use of available resources to achieve better results and experiences for each patient.

To conduct transparent, integrated evaluation processes, the results are periodically presented to the teams involved in patient care for the respective health conditions being monitored, as well as to managers of the different spheres of institutional governance. Additionally, these analyses are compiled as individualized executive summaries and, then, incorporated into the institutional annual medical evaluation program.

In the infographic below, you can see the outcomes of the primary health conditions or episodes of care monitored by our teams and institutional protocols. Keep in mind that protocols are important guidelines for standardizing clinical conduct, ensuring quality and safety in care, in addition to reducing practice variability. When managed, they have indicators that evaluate processes and the results attained by their application. In recent years, we have been developing new protocols managed in the multidisciplinary care line model and with the model of one professional coordinating patient care (managing nurse).



Outcome data

SASB HC-DY-250a.6

Health Condition/ Care Episode	CLINICAL PROTOCOLS				CLINICAL OUTCOME				
	Efficiency in Care		Eficacia en el Cuidado		Start	Number of patients included (from the start until 2023)	Inclusion/ Exclusion Criteria	Patient-reported outcomes (PROMs)	
	Result	Target/ Benchmark	Result	Benchmark				Results	Benchmark
Stroke	Median Door-to-Imaging Time 2022 35 min 2023 38 min Median Door-to-Needle Time 2022 49 min 2023 49 min Median Door-to-Puncture Time 2022 88 min 2023 118 min	< 45 min American Stroke Association < 60 min American Stroke Association < 120 min	Survival rate 2022 89% 2023 88%		2017	709	Inclusion criteria: Age ≥ 18 years, stroke diagnosis within 7 days (including IH-stroke) Exclusion criteria: Refuses follow-up; language barrier	Rate of patients with a Rankin Scale assessment ≤ 2 within 90 days after stroke 2022 80% 2023 81%	 54% BMJ Neurology Open 2021;3:e000177
Lumbar spinal fusion	Median length of hospital stay (surgery to discharge) 2022 4 days 2023 4 days		Unscheduled readmission rate within 30 days post procedure 2022 1,7% 2023 7,1%		2018	563	Inclusion criteria: Age ≥ 18 years, lumbar fusion up to 3 levels Exclusion criteria: Surgeries for fracture, cancer and/or infection; refuses follow-up; language barrier	Rate of improvement of quality of life/disability due to low back pain score category (Oswestry Disability Index) at 6 months after surgery 2022 75% 2023 73%	 ≥ 75%* (Oswestry Disability Index) at 6 months after surgery *Target set by the integrated practice unit
Total Knee Arthroplasty (TKA)	Median length of hospital stay (surgery to discharge) 2022 4 days 2023 4 days		Unscheduled readmission rate within 30 days post procedure 2022 4,2% 2023 4,3%	 3% Hospital for Special Surgery – best hospital in Orthopedics in 2022 according to the <i>Newsweek</i> ranking	2017	446	Inclusion criteria: Age ≥ 18 years, TKA procedure for osteoarthritis Exclusion criteria: Surgeries for fracture; refuses follow-up; language barrier	Functionality improvement rate score (KOOS-PS) at 12 months after THA 2022 73% 2023 70%	 ≥ 65%* *Target set by the integrated practice unit

Health Condition/ Care Episode	CLINICAL PROTOCOLS				CLINICAL OUTCOME				
	Efficiency in Care		Eficacia en el Cuidado		Start	Number of patients included (from the start until 2023)	Inclusion/ Exclusion Criteria	Patient-reported outcomes (PROMs)	
Result	Target/ Benchmark	Result	Benchmark	Results				Benchmark	
Total Hip Arthroplasty (THA)	Median length of hospital stay (surgery to discharge) 2022 ●●●● 4 days 2023 ●●●● 4 days	< 45 min American Stroke Association < 60 min American Stroke Association < 120 min	Unscheduled readmission rate within 30 days post procedure 2022 6,9% 2023 4,1%		2017	698	Inclusion criteria: Age ≥ 18 years, THA procedure for osteoarthritis Exclusion criteria: Surgeries for fracture; refuses follow-up; language barrier	Functionality improvement rate score (HOOS-PS) at 12 months after THA procedure 2022 78% 2023 77% Expectation rate reached at 6 months post procedure 2022 95% 2023 96%	≥ 85%* *Target set by the integrated practice unit ≥ 95%* *Target set by the integrated practice unit
Breast cancer					2017	1.688	Inclusion criteria: Age ≥ 18 years, diagnosis of primary breast cancer undergoing surgical treatment Exclusion criteria: Prior treatment of breast cancer; refuses follow-up; language barrier	Satisfaction with treatment 12 months after the start (BREAST-Q scale mean), score from 0 to 100, the higher the result, the greater the satisfaction 1- Conservative surgery for breast cancer treatment 2022 = 82 2023 = 82 2- Mastectomy surgery with reconstruction for breast cancer treatment 2022 = 73 2023 = 68	>70 Health at a Glance 2019: OECD indicators
Bariatric surgery	Mean stay time (Surgery to Discharge) 2022 ●● 2 days 2023 ●● 2 days	●●●● 3 days Obes Surg 27, 226-235 (2017)	Unscheduled readmission rate within 30 days post surgery 2022 6% 2023 4%		2021	229	Inclusion criteria: Age ≥ 18 years, undergoing bariatric surgery Exclusion criteria: refuses follow-up; language barrier	Rate of patients who report being satisfied or very satisfied with the surgical procedure, 12 months post procedure. 2023 97%	

Health Condition/ Care Episode	CLINICAL PROTOCOLS				CLINICAL OUTCOME				
	Efficiency in Care		Eficacia en el Cuidado		Start	Number of patients included (from the start until 2023)	Inclusion/ Exclusion Criteria	Patient-reported outcomes (PROMs)	
	Result	Target/ Benchmark	Result	Benchmark				Results	Benchmark
Heart Failure (HF) with reduced ejection fraction	Beta-blocker prescription rate at discharge 2022 93% 2023 91%	92% / Established based on the institution's historical context	Hospital survival rate for Heart Failure 2022 91% 2023 89%		2017	656	Inclusion criteria: Age ≥ 18 years, with decompensated HF with reduced ejection fraction (≤ 40%) Exclusion criteria: Presenting cardiogenic shock upon admission and/or transfer-type hospital discharge; refuses follow-up; language barrier	Quality of life rate score (KCCQ-12) > 75 within 30 days post discharge of patients with heart failure 2022 87% 2023 95%	> 75 within 30 days post discharge of patients with heart failure Ref.: Am Coll Cardiol 2020;76:2379-90
	IECA/BRA/INRA prescription rate at discharge 2022 85% 2023 85%	85% Established based on the institution's historical context	Readmission rate for decompensated HF within 30 days post discharge 2022 16% 2023 16%	21% Benchmark: The Centers for Medicare & Medicaid Services					
Acute Myocardial Infarction	Median Door-to-ECG Time 2022 7 min 2023 8 min Median Door-to-Balloon Time 2022 51 min 2023 53 min	Target ≤ 10 min American Heart Association Recommendation Target ≤ 90 min American Heart Association Recommendation	Hospital survival rate for Acute Myocardial Infarction 2022 97% 2023 97%		2017	Monitoring of Percutaneous Coronary Intervention (PCI) patients 2.914	Inclusion criteria: Age ≥ 18 years, who underwent PCI Exclusion criteria: Patients leaving the hospital for transfer; refuses follow-up; language barrier	Angina improvement rate (SAQ-7), comparing admission with 30 days after infarction	
Sepsis	Median antibiotic administration time 2022 39 min 2023 31 min Antibiotic administration rate up to 60 minutes 2022 72% 2023 80%	≤ 60 min Established based on the institution's historical context 75% Established based on the institution's historical context	Survival rate for Sepsis 2022 87% 2023 90%		2017	4.292	Inclusion criteria: Age ≥ 18 years, patients with sepsis diagnosed at the ER, bacteria as infectious agent Exclusion criteria: Sepsis diagnosed in another service, end-of-life care; refuses follow-up; language barrier	Mean quality of life score (EQ-5D) at 1 year after discharge for sepsis. (Score < 0 to 1. The higher the result, the better the quality of life is considered) 2022 0,66 2023 0,55	

Continuous Care

Patients undergoing colonoscopy exams, whether or not associated with upper digestive endoscopy, on an outpatient basis, are contacted by area nurses to monitor the outcome of the procedure. Contact is made by telephone within 48 to 72 hours after the exam. When unexpected signs and symptoms are identified, such as fever, bleeding and pain, patients are advised to return to the institution for medical evaluation.

Year	Number of patients contacted	Rate of recommendations to return
2022	9,320	1.3%
2023	8,047	0.7%



Human **capital**

Transformational leadership

GRI 3-3

We believe that developing people in the health sector contributes positively to society and helps the country grow. In addition to investing in the training of new professionals, now through Faculdade Sírio-Libanês, we continually reinforce our care for our employees, providing the workforce with scholarships to attend the college.

Sírio-Libanês closed 2023 with 9,330 employees, a number close to that of 2022 (9,221), 66.5 percent of whom women. Our clinical staff is made up of 3,194 physicians who care for our patients within the Sírio-Libanês facilities. They are divided into collaborating physicians hired under the CLT regime, open clinical staff and physicians hired as legal entities. Only a small portion of employees – those in administrative areas, work under the hybrid model known as the 3 x 2 regime, which was implemented in 2022. The model consists of three days on the site and two working out of home. **GRI 2-7**

Our work is powered by people and for people. We want to transform lives, always aligned with the best environmental, social and corporate governance practices. Therefore, the pursuit of excellence involves the training and involvement of our workforce.

To achieve this, we have a learning platform that features more than 70 online courses designed to develop the professionals' skills in matters related to career development, feedback and topics on ESG. We also provide subsidies for over 320 employees to participate in external courses, conferences, and symposiums.

Still in 2023, for language improvement, we offered four scholarships for training in English and one for Spanish. Seventeen scholarships were made available for graduate courses at the *lato sensu* and *stricto sensu* levels.



Attraction and retention

With the inauguration of the College, one of the challenges of 2023 was adjusting our human resources practices to attract, retain and train Education professionals. There was a need to study and adapt to the new segment of activity, aiming to understand the practices, the profile of the professionals, how to access this new audience, the selection policy, the remuneration plan, onboarding, etc.

We carried out internal (priority) and external processes to hire coordinators. Meanwhile, we turned to the undergraduate market to hire professors. We expect the number of professors to triple in the next five years.

Likewise, opening new units requires preparation to structure them, and has demanded efforts in planning and developing activities focused on people (selection, hiring, training, management).

Remuneration policies

GRI 2-19, 2-20

Aligned with market practices, our remuneration policy includes merit-based hiring, promotions and processes. It is defined with the support of remuneration consultants and data from market surveys conducted by specialized companies. The process of validating the remuneration strategy goes through the People Committee (made up of four Advisors + People Department + CEO + CMO), it is validated by the Administrative Council and approved by the Ladies Executive Board.

All employees are guided by collective goals and executive compensation includes fixed and variable components that are based on validated goals aligned with the organization's strategic objectives. In 2023, a change was made to the remuneration policy and employees in leadership positions now have 30 percent of their variable remuneration linked to individual goals. This has resulted in a fairer and merit-based scenario. All variable remuneration is paid under a specific program that is disclosed and monitored intentionally and includes rules for individual and collective achievements.

16
training
hours
by manager

Leadership development

GRI 404-2

To instill a transformative mindset among managers and employees and to ensure the success of our SER Journey, we have continued the Rota Leadership Development Program, this time with a focus on Innovation.

The specific Program for officers, superintendents, managers and coordinators has several modules that address topics such as innovation strategy, design thinking, agility, data driven and artificial intelligence. In 2023, there were 16 hours of training per manager and the journey will continue with another 32 hours next year.

In 2023, we also launched the *Conexão Liderança* (Leadership Connection) Program, developed to support supervisors, leaders and coordinators in their people management routines, with knowledge and tools, for application and best practices in day-to-day management. The program comprises 12 qualification courses divided into three modules: Leadership, Efficiency and Communication, connected with our institutional competencies and strategic planning and totaling five hours of training.

Another new feature of the year was the *Sírio-Libanês* Mentoring Program, developed to encourage supervisors, coordinators and managers in the strategic challenges they face in their roles and in the development of their careers. The idea is to encourage the exchange of knowledge and best practices with more experienced managers and/or those who have the skills needed to develop the mentored manager. In the 2023 cycle, we trained 24 mentors to serve 24 mentees in a schedule consisting of seven mentoring sessions that added up to ten hours.

The ***Conexão Liderança***
(Leadership Connection)
Program supports
supervisors, leaders and
coordinators in the people
management routine

Distinctions

GPTW

For another year, the Sírio-Libanês hospital was listed among the Best Companies to Work For, by the Great Place to Work (GPTW) consultancy firm. Institutions providing an environment of trust and wellness to employees get this distinction. In 2023, we were awarded the seal in the Medium and Large Hospitals category, through an assessment conducted by Sírio-Libanês employees themselves. Our Confidence Index was 74.

Top Employer

For the first time, we have been awarded certification that recognizes the best institutions worldwide in Human Resources practices. We are proud to be the first hospital in Brazil to achieve this recognition. We were classified with 78 percent of our practices aligned with the best people management practices, compared to the best companies in the world. Achieving this seal also signals that we are aligned with the highest international standards of compliance and governance.

2023 Merco Talent Ranking

We have been recognized as the healthcare company with the greatest ability to attract and retain talent in Brazil by Merco, a leading authority in assessing corporate reputation in Latin America since the 2000s.



Workplace Health and Safety

GRI 3-3, 403-1, 403-3

Sírio-Libanês follows the Occupational Health and Safety Management model of ISO 45001 in all its business units and activities, covering all workers, regardless of their type of employment relationship. It also adopts a Risk Management Program based on Regulatory Standard NR1 (General Provisions and Occupational Risk Management).

Insofar as worker health is concerned, the institution has three main pillars: Occupational Health, Supplementary Health and Family Health.

The Supplementary Health and Family Health pillars complement each other in comprehensive care for workers, at all levels of care: Primary, secondary and tertiary. Occupational Health supports activities to minimize risks and other possible health issues for workers during their daily care activities.

Occupational exams, nursing screening, delivery of medical certificates and receiving psychological or occupational therapy are moments dedicated to active and qualified listening to possible work-related health grievances. Such grievances, and even diagnoses, are analyzed by a competent and duly qualified multidisciplinary team.



Health and Wellness

GRI 403-6, 403-8

Workers' health cannot be comprehended and addressed in a fragmented manner, as if there were a single aspect related to work and another unrelated to it, given various circumstances. Integrating Occupational Health and Care Health is the best approach to managing health conditions, enabling comprehensive care for employees.

Guided by the firm belief that health is one of the central elements for the success of organizations, since 2014 we have maintained a primary health care program, the **Cuidando de Quem Cuida (CQC, or Caring for Those Who Care)**, to adapt health management to the needs of more than 9,000 employees and approximately 10,000 of their dependents.

Following the trend of a few of the most advanced health systems in the world, such as those established in Canada and England, the program provides comprehensive care to all holders and dependents, using the same eligibility criteria previously defined when granting the health benefit via the operator.

The Family Health area, represented by CQC, has around 60 workers (family physicians and nurses, nursing technicians, psychologists, nutritionists and focal specialists: psychiatry, pulmonology, endocrinology, psychiatry, orthopedics, rheumatology, dermatology, among others) to care for workers and their dependents. In addition, it provides access to the Sírío-Libanês Patient telemedicine service for all workers and dependents, 24 hours a day, seven days a week, as well as the Mediservice supplementary health insurance.

Access to services is facilitated by free consultations in occupational health and family health, or appointments scheduled via the RAVI chatbot or the Sírío-Libanês Patient app. There are also planned services, such as in the occupational health care lines: Occupational exams (legal requirement) and family health care lines.

Scheduled care follows the principles of primary care, encompassing eight lines: Adult patient, high blood pressure, diabetes, mental health, obesity, and prenatal care, childcare, and care for individuals with the Autism Spectrum Disorder (ASD).

To promote our workers' health and wellness, we undertake several initiatives, including hand sanitation campaigns to prevent contamination and transmission of infectious diseases, ergonomics training to promote best work organization practices and mitigate ergonomic risks, occupational vaccination campaigns and updates for adult health workers, monitoring of minor mental disorders during regular occupational examinations, and psychotherapeutic listening groups in the care areas.

Given the rise in mental health cases in society, a trend that has worsened after the pandemic, we are placing special emphasis on addressing disorders such as anxiety and depression among our employees. We implemented several initiatives in 2023 that have attracted great involvement of Social Work professionals.

For example, the three-dimensional periodic medical examination began including a mental health assessment screening that, depending on the identified dimension (mild, alert and severe) refers the patient to the CQC primary care program or directs the employee to get care from psychologists, psychiatrists and family physicians trained for this treatment.



Cuidando de Quem Cuida (CQC)

9,000+
employees

nearly
10,000
dependents

approximately
60
professionals
to care for
workers and their
dependents

The confidentiality of personal information related to workers' health is upheld through adherence to the internal information security policy, compliance with the LGPD (General Data Protection Law), access profile management for systems, password-protected access, and adherence to the professional code of ethics.

Prevention and care

Information on health promotion is regularly disseminated on the Workplace internal network, focusing on preventive actions and health care topics such as sleep quality, healthy eating, exercising, mind-body relaxation, safe sex and the fight against smoking and the consumption of alcohol and drugs. Employees are encouraged to engage in physical activities through the Gympass plan, which grants them access to gyms in their respective cities.

Continuing with our focus on prevention, care, quality of life, and wellness, we offer the HSL Benefits Club, a cafeteria with balanced, low-sodium, and sugar-free diet choices, a nursery, integrative practices and a quiet room, yoga, meditation, Tai Chi Chuan, Jin Shin Jyutsu, Mindfulness, Reiki, acupuncture, and relaxation techniques, among others. All of these activities are available to employees during normal working hours.



Care to service providers GRI 403-7

Sírio-Libanês offers its own care services to non-employed workers, catering to any type of health urgency or emergency. Additionally, integrative practices and a quiet room are available for this audience at the Bela Vista Unit. Service providers also have access to all health promotion information that is provided to Sírio-Libanês employees.

However, we emphasize that for non-employed workers, other specific actions and the provision of health services not related to work are the responsibility of their employers. Sírio-Libanês receives and analyzes quality, health and safety information from service providers not controlled by the organization, including the data reported in contracts into the hospital's monitoring program, including in-person audits conducted by providers the institution prioritizes.

Review of the Atlas Code

A Portuguese acronym for Threat, Disrespectful Treatment, Aggressive Language, Harassment and/or Unsafe Situation, the Atlas Code aims to increase the perception of physical and psychological safety, wellness and resilience, and teamwork. Implemented in all units in 2022, it was revised in 2023 to include the results that had been attained. Atlas foresees three levels of treatment depending on situation criticality and recurrence. All units have a local team trained to welcome and communicate in situations of conflict, guaranteeing support to employees in real time.

Risk identification and assessment GRI 403-2, 403-4

The risk management process is divided into two fronts:

1. For employees

The process provides an understanding of the role's scope of action, with a prior assessment of exposure to environmental risks and inclusion of unhealthy and hazardous conditions, as well as the development of special activities. Once the employee is hired, the hazards linked to their tasks and the existing controls are confirmed in the field to: Eliminate such a hazard; replace it with less hazardous processes, operations, materials or equipment; use engineering controls and work reorganization; use administrative controls, including training, and to use appropriate personal protective equipment. This analysis produces a risk result for each activity performed, which is made available for public consultation by all workers.

2. For employees without ties under the CLT

Upon hiring, a registration process initiates for both the company and workers on a dedicated platform for managing service providers. Depending on the scope and level of risk associated with the planned activities, detailed work plans and risk analyses are requested before activities commence.

Sírio-Libanês uses processes so that employees and service providers can report hazards and hazardous situations. All notifications are received and addressed by the occupational safety area, through the institutional "Incident Notification" tool, a feature available in the Interact software.



The Fair Culture program protects workers against reprisals, but the tool can also be used anonymously. Furthermore, all incidents must be attended to by the institutional flow organized in a continuous and proactive manner (through technical visits to areas with worker participation) and based on past events (incidents). To identify corrective measures or determine improvements, we adhere to the hierarchy of controls, which is based on root cause analysis. This approach is always guided by the failure of existing controls or their absence.

Training in risk prevention GRI 403-5

Every new employee goes through an onboarding process, where introductory topics on Occupational Health and Safety are covered and training provided in accordance with NR-32. Additional training is assigned based on the type of exposure to the hazards associated with the activity. The most common activities and operations applied to homogeneous exposure groups include working with flammable materials, operating machines and equipment, using electric pallet trucks, working at height, working in confined spaces, working in electrical installations (low voltage), working in electrical installations (high voltage), and radioprotection.

Processes are established to ensure the consultation and participation of workers at all relevant levels and jobs, as well as of worker representatives, in the development, planning, implementation, performance evaluation, and actions to enhance the management system. These include the Workplace internal communication platform, incident notifications, commissions and committees such as the Internal Accident and Harassment Prevention Committee (CIPA+As), the NR 32 (plan to prevent risks of accidents with sharps with a likelihood of exposure to biological agents), and Radioprotection, which aims to protect humans, their descendants, and the environment from possible unwanted effects caused by ionizing radiation.

Detailed work plans and **risk analyses** are requested before activities begin depending on the scope and degree of risk of the activity



Preventive actions are conducted as follows:

1. For employees

Every employee must read their job description and formally accept it. Among others, this document includes the item “employee obligations” containing a subitem with the following guidance: “Workers have the duty to interrupt any and all types of work if they suspect a serious and imminent risk condition, and must immediately notify their manager of this.” To protect workers against reprisals, there is the institutional Fair Culture Policy and other channels in place, such as Compliance and CIPA+A.

2. For employees without ties under the CLT

All cases of exposure to serious and imminent risks are monitored by the internal Occupational Safety team and the contract manager. They may also be reported anonymously or not, via the Compliance channel.



Profile of the **risk events** in 2023

GRI 403-9

Low risk: A total of 150 general events, 104 near misses and 146 events with or without lost time of up to three days, accounting for 86.80 percent of the total of typical incidents. The main causes of these events were: Falls – total of 45 (15.62%); Handling and disposal of sharps – total of 43 (14.93%); Bumps – total of 27 (9.37%).

Moderate risk: Total of 37 general events with more than four days of lost time, accounting for 12.84 percent of a total of typical incidents. The main causes of these events were: Falls – total of 12 (4.16%); Patient handling – total of seven (2.43%).



We work on the **inclusion and diversity** agenda, both among employees and patients

Diversity, equity and inclusion GRI 3-3

Diversity is about embracing differences and recognizing how we become stronger when we bring together people from various backgrounds and profiles. The history of Sírio-Libanês – started by a woman who embraced a transformative cause –, and our governance structure, led by a Ladies Executive Board, show that we are open to breaking away from standards, constantly giving space to new ideas and experiences.

The Inclusion and Diversity Program was consolidated in 2022 to promote an inclusive environment, increase diversity and invest in actions that ensure the integrity of our teams and patients. In 2023, we started to lead a Health Inclusion and Diversity committee, which brings together 16 institutions, with quarterly face-to-face meetings.

The inclusion and diversity agenda is constant at Sírio-Libanês in both people (employees) and patient management policies. Aiming to disseminate this culture, in March 2023, we held the First Meeting on the Inclusion of Diversity in the Hospital Environment.

Bringing together representatives from hospitals and other large healthcare institutions, the event marked the beginning of a series of meetings. The group aims to develop solutions focused on promoting diversity in the corporate environment. At each event, an organization shares its Diversity and Inclusion practices, bringing insights to participants. We introduced the Sírio-Libanês Inclusion and Diversity Program in this first one. As a result, a database of resumes of candidates aged more than 50 years was created and shared with participating institutions, which have already started using it.

Since 2021, we have created a complete structure, with the support of employees who have an affinity with the Diversity and Inclusion area, to analyze and develop actions that allow us to advance and collaborate with society on different fronts. To this end, we are supported by five Affinity Groups. People with Disabilities; Ethnic-Racial, LGBTQIA+, Gender and Generations, created in 2023.

With actions coordinated by two managers of different ages: 40+ and 60+ years, the new group complements the existing four pillars, aligning with the program's objectives for the 2022-2030 cycle, striving to enhance the quality of life and embrace all differences, ensuring a complete and dignified existence. Through Affinity Groups, we seek to value and understand all the differences there are between people and to introduce cultures that are based on the experiences of these audiences. Each pillar has executives as sponsors and employees who volunteer to participate as allies and ambassadors for the issues.

To further enhance our understanding of the topic, we participated in the **Senai Innovation Grand Prix (GP)**, a great creativity and entrepreneurship race held in November. Targeting students, the edition attracted registrations from 1,889 teams, comprising 8,800 students from 868 educational institutions, which include both public and private schools and colleges, as well as the National Industrial Learning Service (SENAI). The challenge Sírio-Libanês presented students with was: “How can we improve multigenerational inclusion in healthcare?”



With the support of 400 mentors, the students had 72 hours to present solutions. In our case, we highlighted that it was necessary to consider how to include professionals of different ages and place them as protagonists in the use of technology and innovation – one of the most complex challenges facing our institution, as well as society as a whole.

The **Generations affinity group** was created in 2023 to improve interpersonal relationships between young people and the elderly



Gender equity

At Sírio-Libanês, 66 percent of leadership positions are held by women. We created Board indicators, aiming to measure the number of women on our Executive Committee. Today, female participation stands at 26 percent, and we intend to reach 50 percent by 2030.

In January 2024, we began our process of joining the Women’s Empowerment Principles (WEPS) of UN Women, as a way of materializing our commitment to gender equality – and meeting one of our goals for the year, as disclosed in the 2022 Integrated Report. The WEPS were created in 2010 with the aim of offering guidance on ways to empower women and promote gender equality within companies, in the value chain, and in the communities where they act. As an institution founded by women more than 100 years ago, and which continues to be led by their descendants, we understand that we must act in an exemplary way to guarantee an environment where there is respect, the fostering of development, and fair and equal compensation for all women. **GRI 2-24, 2-28**

Another initiative focused on gender issues in 2023 comes from a legal change: In addition to establishing the Emprega + Mulheres (Employ More Women) Program, Act No. 14,457/2022 brought changes to the Cipa, which was also given the task of preventing all types of harassment in the workplace. For this reason, it was renamed the “Internal Accident and Harassment Prevention Committee” (Cipa+A).

As a result, our Cipa+A were trained in 2023 to establish behavioral rules in the workplace, without prejudice to others of the same nature and objective, to combat sexual harassment and other forms of violence, through the inclusion of internal rules, with broad dissemination to collaborators.

In 2024, we seek membership in WEPS - UN Women, to materialize our commitment to **gender equality**

Hidden selection process

In 2023, we implemented hidden interviews in our selection processes, using the JobeCam platform, which enables candidates to remain anonymous until the final stage of the process. There is no information on the candidate's name, gender, or age, nor photos or something that could set off unconscious bias triggers in the selection process. More than fifty professionals were hired using this new methodology.

Among the other diversity, equity and inclusion initiatives in 2023, the following stand out:

- **Number of employees with disabilities:** we had an increase in the indicator, keeping us very close to the 5 percent quota.
- **Active Fatherhood:** We seek to promote the importance of parental engagement in child and family care. Caring is an act that is not exclusive to the mother, and the father should not only help, but also be responsible for raising a child. We seek to discuss fatherhood, the importance of men in relationships, their responsibilities and participation in domestic tasks.

- **LGBTQIA+ inclusive restrooms:** With no gender definition, the restrooms were initially adapted in the administrative offices. The plan is for the initiative to reach the care units' facilities as well.
- **Disclosure of the diversity self-declaration:** This involves adding an accessibility section to the employee's profile. Requests made through this section are directed to the occupational therapy department, with the goal of creating a work environment that is equipped with furniture and tools tailored to the new employee's needs.

Learn more:

- [Manifesto of Inclusion and Diversity at the Sírio-Libanês Hospital](#)
- [LGBTQIA+ Inclusion and Diversity Manual](#)



Hidden interview allows candidate anonymity until the last stage of the selection process

Intellectual Capital

GRI 3-3: Education, Innovation, Technology and Research

To Sírio-Libanês, digital transformation in the healthcare sector is closely tied to innovation and plays a crucial role in its maintaining relevance and effectiveness on the market.

Celebrating its first anniversary in 2023, Alma Sírio-Libanês, the hospital's technology, innovation and data vertical, is committed to offering innovative solutions that improve people's quality of life and contribute to a more efficient and accessible healthcare system. A symbol of creativity, courage and boldness, Alma has driven many achievements and attained great results.

The **Alma Cybersecurity Summit** was held in July with the aim of promoting and raising awareness on the topic in the health industry. The event brought together healthcare professionals to debate best practices and exchange experiences in a day full of content. The **Alma Cybersecurity Summit** drew over 250 on-site attendees and 170 online participants, establishing itself as a significant *cybersecurity* event for the healthcare sector in Latin America.



The Alma Sírio-Libanês **digital platform** connects the team with nearly 200,000 patients in Population Health.

Digital health platform

In 2023, we focused on expanding healthcare beyond the institution's walls and on improving our digital platform, with sustainable pillars driven by data, APIs (Application Programming Interfaces) and interoperability.

Developed by **Alma Sírio-Libanês**, the solution, 100 percent dedicated to health, manages and interacts with almost 200,000 lives with the Population Health Unit, connecting the patient to Sírio-Libanês (clinical staff, care team, multidisciplinary team).

It provides high-quality telemedicine, customized care, education, and awareness to enhance healthcare and patient safety. Our approach transcends physical boundaries. The solution ensures that the hospital maintains a competitive edge by retaining ownership of the transferred data. For example, in a telemedicine consultation, connecting the patient to a digital urgent care service, they can, through the app, day or night, any day of the week, have a consultation with an HSL professional. This professional has access to a medical record, which is the cockpit where they can track the patient's entire health history.

The digital health platform is structured by:

- **Plug&Play:** An interoperability platform that takes all of the institution's data traffic to Sírio-Libanês Hospital's HealthLake. One major advantage is the ability to forge valuable connections with companies and partners at no cost, as demonstrated by the project undertaken with the company Porto Seguro. Within the Porto *app*, patients can access the schedules of Sírio-Libanês physicians and complete their registration on the HSL platform.
- **HealthLake:** Launched in strategic partnership with AWS, Amazon's cloud computing division, this is the first data integrity and analysis *data lake* operating in private healthcare in Latin America. It is a repository that stores a large volume of data. The groundbreaking initiative bolsters the analysis of population health trends, broadening opportunities for health interventions and advancing the concept of Open Health (an open information protocol) that already encompasses more than 6 million services.

Technology for the internal and external audiences

At Sírio-Libanês, we use innovation and technology to improve both our internal processes and the customer's experience.

In 2023, the adoption of **SAP S/4HANA, Ariba, and SAC Planning** led to advancements in administrative and financial controls, upgrading our governance processes. As part of its Strategic Planning for growth, there was a need to align various systems, improve the quality of master data, and capitalize on synergies across business units and geographic locations. **Data for all**, meanwhile, helps organize data within the institution, making all units data-driven. Forty people from the clinical and care team were trained on the platform using the Power BI tool (in a collaboration with Microsoft).

To understand our patients' context and provide services that help and accompany them throughout their journey, whether inside or outside the hospital, we continually improve the **Patient Portal**. In 2023, we added new exams



to online scheduling, increasing appointments through the portal from 10,434, in 2022, to 14,497 in 2023.

Another convenience for the day of the appointment is the **Emergency Room Check-in**, which allows the event to be opened via the app even before the patient arrives at the hospital, thus validating their information in advance, reducing wait times in lines and the average time in the box.

Projects in Artificial intelligence

OnAlma Care AI was created to serve as the primary orchestrator of AI projects, facilitating interactions with our healthcare team and with our patients.

The Alma Care Hub currently houses seven internally developed AIs. Additionally, two teams are fully dedicated to AI development: The *datalab*, comprising physicians and data scientists, and an operations-focused team.



Innovation week

We started the year with the 1st Internal Innovation Week. Created with the aim of offering a 360° view of what is happening in innovation in the world and on the market, the event was attended by more than 1,200 employees, who participated in person and virtually via live broadcasts in Workplace.

The week brought together more than 90 speakers who covered topics such as artificial intelligence, data use, digital transformation and big techs in the healthcare market. Two important initiatives were launched during the week: The **Impulso Program** and the **Innovation Route**.

90 speakers covered topics such as artificial intelligence, data use, digital transformation and big techs in the healthcare market

- **Impulso Program** – Aiming to develop entrepreneurship among employees, the initiative enhances creativity, leadership, persistence and autonomy by sponsoring the implementation of innovation projects that impact the institution. The Program received 85 ideas from more than 250 employees, 60 of which were selected for the training stage. During this phase, participants attended 13 class hours on innovation, product development and agile methodologies. After a round of pitches, three groups had their ideas chosen for the incubation stage, getting sponsorship worth R\$50,000 and technical mentoring for the development of an MVP (Minimum Viable Product).

- **Innovation Route** – A development program for leaders and employees with an innovative mindset and skills to ensure competitiveness, business sustainability and the feasibility of the HSL+100 journey. In 2023, there was training in “Innovation Strategy” and “Disruptive Innovations.” In 2024, training is planned in design thinking, agility, data and artificial intelligence. At the conclusion, managers and coordinators will take part in a hackathon to apply their knowledge in practical scenarios.

Recruitment and training

In 2023, Sírio-Libanês launched the **Digital Talents** project, aimed at training 50 women from socioeconomic classes C, D and E to work in developing digital products and services using technology from the Alma Sírio-Libanês innovation vertical. The project is the outcome of a collaboration with AWS, Vai na Web, CBMM, Daichii Sankyo, and IT Lean. It operates on three main fronts: Technical and behavioral training and measurement of social impact through SROI (Social Return on Investment). Starting in August and scheduled to last 17 months, the online classes have engaged women from all Brazilian regions.

Innovation saving lives

Split-Liver Surgery

In April, a successful liver transplant using the Split-Liver technique, which involves dividing a single organ for two recipients, was performed at Sírio-Libanês. The procedure requires infrastructure and experience from the transplant team, which, for the third time, split an organ: A liver from a young adult donor was divided to benefit two children, aged two and 12. This approach reduces the waiting time for patients on the transplant waiting list.

The mega surgery involved a team of ten surgeons, four anesthetists and two surgical technologists and lasted nearly ten hours. The children who underwent transplantation are being monitored at the Menino Jesus Municipal Hospital, which is managed by the IRSSL. This hospital is renowned for its care of children and adolescents.



The partnership between Hospital Sírio-Libanês and the Ministry of Health, through the Support Program for the Institutional Development of the Unified Health System (PROADI-SUS), expanded care for children with severe liver pathologies and Short Bowel Syndrome (SIC) in the public system.

Innovations **enhance access** and the quality of care

Hybrid implant for breast reconstructive surgery

In October 2023, a study on breast fat grafting, done in collaboration with the Sírio-Libanês Hospital, was awarded by the American Society of Plastic Surgery in the best scientific study in the aesthetic surgery category.

Recommended for breast augmentation surgeries using silicone implants in very thin women, this technique is highly applicable in breast reconstruction after breast cancer. It is particularly beneficial for women who have undergone mastectomy and lack sufficient breast tissue to adequately cover the prosthesis. Named “Aesthetic Zones of Breast Lipografting,” the study was authored by plastic surgeon Dr. Alexandre Munhoz, full professor at the Sírio-Libanês Education and Research Institute.

5G Ambulance

In collaboration with TIM and Deloitte, the Sírio-Libanês Alma project developed a 5G-connected vehicle that facilitates the provision of care in cardiovascular emergencies. This vehicle allows for the sharing of procedures and exam results conducted in the ambulance while en route with professionals in the emergency room. This allows the team responsible for the patient's care to have preliminary discussions about the case before the patient arrives.



7th
place
in the
Sustaining
Innovation
category

Distinctions in 2023:

9th edition of the Valor Innovation Award

Sírio-Libanês Hospital was ranked third among the five most innovative healthcare institutions in Brazil. Prepared by Strategy& – a PwC strategic consultancy - in collaboration with the newspaper “*Valor Econômico*”, the evaluation ranks the 150 most innovative companies in Brazil across 23 sectors of the economy.

AEVO Intrapreneurship Award

In its inaugural year, the Impulso program of Alma SL has received significant recognition, ranking 7th in the Sustainability Innovation category.

2023 Web Summit Rio

The Sírio-Libanês Hospital showcased Alma SL and its innovative experiences, standing as the sole representative from the healthcare industry at this event held in Rio de Janeiro in May 2023.

Results





“Here, at Sírio-Libanês, results have a different meaning and a much broader impact than we usually imagine. Results, here, are experienced and perceived in a genuine and very profound way. They go beyond ensuring our institution’s sustainability. Results are pursued every day to ensure the continuity of a great legacy that is based on Solidarity, with an impact on our society and Excellence in everything we do.”

Renato Bezerra da Silva – *Internal Consulting Manager*

HSL Expansion

Sírio-Libanês aims to expand its geographic presence with specialized units, to operate in primary and high complexity care, foster an integrated and smart health system, develop a robust digital platform and use data for population management and to create digital products. The institution prioritizes innovation and growth, in both the physical and digital realms, fostering strategic collaborations with companies to develop management models that emphasize delivering value to patients. This multifaceted approach aims to bring greater value delivery, efficient cost management and more predictive healthcare by means of technology and clinical excellence.

The institution operates hospitals and healthcare facilities in São Paulo and Brasília, staffed with qualified and trained professionals dedicated to ensuring the quality and safety of clinical care for patients. It outlines a strategic expansion plan, centered on the pursuit of clinical excellence and health promotion. It directs its growth towards highly specialized areas and business verticals that go beyond the hospital's physical limits.



New unit in Brasilia: Águas Claras

In the latter half of 2023, the new Águas Claras unit was inaugurated in the federal capital, offering outpatient care and chemotherapy services to clients. It is a modern health center serving the population in various medical specialties, such as oncology, mastology, gynecology, urology and hematology. Medical consultations are carried out with hospital specialists, laboratory and imaging tests done, and there are also exclusive boxes for infusing medications. All this distributed over an area of 549 m², planned to provide the comfort and excellent service that characterize the institution, on the 21st floor of tower B of the DF Plaza shopping mall.

Cancer patients have at their disposal a multidisciplinary team of physicians, nurses and technicians trained to provide all types of care in their treatments, from the simplest to the most complex, including chemotherapy sessions. This service meets a regional demand, as approximately 25 percent of cancer patients treated at Sírio-Libanês in Asa Sul reside near the new unit. They can now undergo follow-ups and procedures with greater comfort and safety.

Sírio-Libanês has been in Brasília for 12 years, since the opening of its first Oncology Center. In addition to the innovative unit, the institution now boasts a Diagnostic Center, a Cardiology Center, a unit for medical consultations in various specialties, and the comprehensive Sírio-Libanês Hospital in Asa Sul (613 Sul), in the federal capital.

The institution also invests in expanding specialized care centers opening units specialized in Oncology, Cardiology and Orthopedics, leveraging the *expertise* in these areas, in São Paulo and Brasília. The organization plans to open ten to 15 specialized units over the next three to four years.



25%
of cancer
patients who
are treated live
close to the
new unit

Horizontal and innovative expansion

One of the main strategic axes of Sírío-Libanês' expansion plan is the adoption of an innovative approach, focused on programs that aim to provide greater efficiency and quality in services.

The organization acknowledges the challenges within the healthcare sector and has adopted an expansion model that focuses on high levels of specialization. This approach helps mitigate risks associated with excessive concentration on hospitals. This strategic movement, previously identified, allowed it to diversify its operations.

In the Alma Sírío-Libanês aspect, the hospital invests in data analysis, in a brand dedicated to digital health that connects hubs, ecosystems and startups to develop innovative solutions. We have also taken over startups such as Sofya and WeDoc, promoting collaboration and the co-creation of new businesses.



Read more in the
**section on
Intellectual Capital.**

Additionally, we have expanded through **Telemedicine**, increasingly providing virtual consultations and digital services, which proved to be effective during the Covid-19 pandemic and which have been improved. By facing challenges and investing in innovation, technology and collaboration, we seek sustainable proactive action, contributing to the advancement of the healthcare industry in Brazil.

Our expansion is also focused on population health, with initiatives such as **Cabine de Saúde (Health Cabin)**. This innovation, integrated into Population Health and within the Alma Sírío-Libanês vertical, introduces an effective solution to operational challenges in healthcare, upholding high quality standards while adding significant value. Cabine da Saúde (Health Cabin), implemented according to the customer's preference, enhances patient-centered care, offering digital consultations and a variety of exams for better resolution.

Our **expansion model** is based on a high level of specialization

General operational performance (São Paulo and Brasília)

	2021	2022	2023
Operational beds	600	644	664
Critical patients/days	72,354	57,625	56,985
Non-critical patients/day	100,668	105,454	114,773
Patients/day	173,022	163,079	171,758
Discharges	28,367	33,618	36,975
Hospitalizations	28,477	33,827	37,164
Operational occupancy rate	79.87	78.77	82.81
Average length of stay (days)	6.29	4.80	4.65

Services provided (São Paulo and Brasília)

	2021	2022	2023
Patients operated	16,054	20,183	25,766
Patients treated in the Emergency Department	82,761	112,795	117,709
Oncology	49,417	42,981	58,514
Radiotherapy	22,262	23,373	22,770
Specialty Centers	12,457	12,787	11,811
Imaging exam	447,019	473,331	599,456

Journeys of the Military Police

The Government of the State of São Paulo has emphasized the improvement of the healthcare system available to Military Police Officers and their dependents as one of its main priorities.

Recognizing the significant social importance of this project, the Consultancy and Population Health areas conducted a detailed survey of the assistance network aimed at Military Police Officers and their dependents.

This survey identified the health profile of this population, existing services and opportunities for improvement in the provision of care.



Based on this work, the state government and the Public Security Department will have solid foundations to develop and implement action plans that promote an even more solid culture of quality, safety and access for police officers and their dependents.

Financial capital

The consistent growth in revenue associated with the improved processes implemented resulted in an EBITDA of R\$248.4 million, up 5.2 percent compared to 2022 (R\$234.7 million). Adjusted Ebitda was R\$301.2 million, 28.3% above 2022 and an adjusted margin of 9.2 percent. The final result was a deficit of R\$22.9 million, against a surplus of R\$1.4 million in 2022. The Adjusted Result was a surplus of R\$37.4 million.

Ebitda adjustments and the Adjusted Result are non-recurring costs and expenses such as restructuring costs, write-offs of accounting balances, extraordinary tax expenses under legal dispute and changes to the variable remuneration program, in addition to also including costs and

expenses for new operations. The adjustments made must be considered for purposes of comparability and understanding of the business's operational performance compared to the previous period.

Cash from operations in 2023 stood at R\$175.9 million. In the year, the institution increased its investments, closing the figure at R\$202.9 million. Investments in philanthropy totaled R\$198.1 million in the period.

Throughout the year, we must account for the impact that two extraordinary factors had on our results, both part of the expansion strategy of Sírío-Libanês:

Launch of Faculdade Sírío-Libanês:

A significant amount of resources was disbursed to make this long-awaited project feasible, amounting to approximately R\$40 million. Opened in 2023 and ready to welcome the first classes in February 2024, the college is a new business with an ambitious growth plan and within a Capex of R\$220 million.



Approval of a new variable remuneration policy in 2023:

The main goal of the initiative was to formalize specific processes that were not standardized and needed to be examined. In terms of governance, having a clear policy, with clear goals, is a great institutional advance, which strengthens our structure for the growth we seek.

Operating income
rose 9.4% in 2023

Other investments:

2023

Brasília Unit: This unit has attained important growth, and investments were made (R\$6 million) in the new Águas Claras unit and to expand the Brasília hospital itself, which currently operates at 90 percent of capacity.

Key actions in 2023

GEO Project – Budget Management & Efficiency

The initiative converges with the purpose of Sírio-Libanês, i.e., to work increasingly efficiently. Practically all of the organization's cost and expense lines were revisited (except personnel expenses) using an in-depth analyses, seeking to understand how each one is composed internally, as well as verifying whether the processes are aligned with the market, with best practices management, and with cost controls.

The GEO Project was developed in the second half of 2023, with the mapping of opportunities to

2024

As a relevant project aimed at our growth strategy, we will have the South Zone Unit (Torre Morumbi), with a total investment worth R\$130 million, of which R\$80 million made in 2024 alone. This is another ambitious project, to be implemented in 2024 and become operational in 2025.

increase efficiency and gain productivity, with the participation of all the organization's managers who, supported by an external consultancy, validated goals that were set for results to be achieved.

The year 2024 will be one of implementation, maintaining the level of quality, but seeking a higher level of efficiency to leverage results and to ensure funding for our investments.



SAP S/4HANA^{GRI 2-6}

In 2023, Sírio-Libanês made a significant change to its financial, supply, logistics and accounting processes, which was the replacement of the ERP, migrating from the Tasy system and to SAP S/4HANA. That year also marked the establishment of the Procurement Intelligence area, which aims to centralize the analysis of information and data concerning processes, projects, and relationships with the supply chain. Objectives:

- To carry out sustainable initiatives in the supply chain, encompassing sustainable procurement, logistics, storage, transportation, distribution and reverse logistics, considering the social, economic and environmental dimensions that the supply chain can provide.
- To revisit, together with the Sustainability area, all actions that have already been carried out, that are in progress, and that have already been completed within the supply chain.
- To evaluate possible actions related to social impacts (contractual drafts and requests).
- To evaluate points of attention at the beginning of bidding processes, with an emphasis on costs, innovation and local suppliers.
- To evaluate information within the Third Party Risk analysis, such as mandatory environmental permits, fines, citations or warnings, embargoes or interdictions.

Social investments

Since our founding, more than 100 years ago, we have relied on the support of donors who believe in our cause of providing a full and dignified life for all. The Social Investments department operates by connecting our institution with individuals and companies interested in funding initiatives that promote health across various areas: Social projects, education, science and research, innovation, and advanced technology, while also contributing to environmental sustainability.

With the mission of fostering strong relationships with donors, the department ensures transparency, effective resource management, and accountability, while also implementing initiatives to build relationships and recognize benefactors.

In 2023, the investments received were distributed across various projects, such as CAR-T Cell therapy, an advance in the treatment of hematological cancers; Estrelas Rosas Breast Reconstruction, a social project that serves female SUS patients in our Philanthropy Outpatient Clinic for breast reconstruction procedures, and the funding of scholarships for young talents in situations of social vulnerability to enter Sírío-Libanês' College of Health Sciences.

In total, more than 800 donations were negotiated and there were more than 350 new donors, consolidating a group with more than a thousand supporters.

To further connect people to the purpose of bringing a full and dignified life to society and to maximize our positive impact on the community, we promote communication campaigns and hold a major charity event in April. The event was headlined by singer Roberto Carlos, and all proceeds were donated to philanthropic projects.

Some of our projects:

Scholarships for Young Healthcare Talents

Sírío-Libanês' strategic philanthropy continues at the College. We believe that investing in young talent has an exponential impact on society, which is why, from the first class onwards, we have 20 percent of scholarship holders, 10 percent of the students are scholarship recipients subsidized by the institution and a further 10 percent of them are scholarship

recipients subsidized by donors (supporting individuals and companies). Selection criteria: Transparent process, easy access, published and advertised. Accountability: Full Scholarship Donors get a biannual overview of scholarships granted and of the performance of these students throughout the training cycle.

CAR-T Cell

We are one of the few centers qualified to carry out CAR-T Cell therapy in Brazil, an innovative and long-awaited treatment, in which the patient's own defense cells are used to combat a hematological disease. With the support of donors funding this initiative, we are advancing research and clinical studies in a collaboration with the Butantan Institute to make significant progress in the treatment of hematological cancers.

Solidarity Products | Project 50+

Solidarity Products consist of a line of 100 percent solidarity-based Sírío-Libanês products, in which all proceeds go towards funding charitable projects. In 2023, we successfully

implemented the 50+ Project, which provides training in Administrative Assistant courses with a focus on the hospital segment to socially vulnerable individuals over the age of 50. Of the 21 people trained under the project, a third of the class was hired by our institution or other hospitals, providing a 75 percent increase in the income of these hired professionals.

Estrelas Rosas Breast Reconstruction

This important social project embraces and offers breast reconstruction procedures for female SUS patients who have had breast cancer and are left with physical sequelae. Patients are welcomed into our Philanthropic Outpatient Clinic for comprehensive treatment, including physical care such as breast reconstruction with nipple implants and tattoos, as well as medical and nutritional monitoring. We also provide emotional support through psychological care, ensuring a safe and quality discharge process that allows the patient to resume her life as before.

Benefit Dinner Sírio-Libanês Hospital

In April 2023, we hosted a benefit dinner with a concert by singer Roberto Carlos at the Monte Líbano Athletic Club in São Paulo, with proceeds going to various philanthropic projects. About 700 people attended, joining us with the aim of promoting health through social, educational, research, and innovation initiatives such as Digital Talents, Pink Stars, Lucy Montoro Rehabilitation Service, Scholarships for young talents in health, Academic Research Organization - ARO, Car-T Cell, in addition to the Hybrid Room and the Endowment Fund.



Endowment Fund

The Sírio-Libanês Endowment Fund is the first in the healthcare industry established under the new Brazilian legislation on endowment funds, ensuring governance, transparency, and security for investors. With the purpose of contributing to the institution's sustainability, the fund aims to finance long-term social, research, education, and health innovation initiatives at the Sírio-Libanês Hospital.



Find out more about the
Endowment Fund



To find out more about the initiatives and projects, talk to us: **Doe@hsl.org.br**



To donate, go to:
<https://doacao.hsl.org.br/>

We continue together for health, honoring the past and building the future.

Operational eco-efficiency GRI 3-3

Sírio-Libanês is increasing its investments to align its practices and values with socio-environmental and governance issues, aiming to promote more responsible and sustainable operations. In 2015, it was awarded certification under ISO 14001 – Environmental Management. It undergoes a maintenance audit every year, and its process is recertified every three years, covering the São Paulo and Brasília units.

We also seek to be at the forefront in operational eco-efficiency. To this end, we are attentive to market practices and trends in hospital infrastructure, seeking to reconcile technology, innovation and resource efficiency. We invest in renewable energy, certifying 100 percent of our total energy as coming from renewable sources. We implemented efficient water and waste management practices and have objectives focused on reducing emissions



Read more under **Climate change**

An ally on this journey has been the **Building Management System (BMS)**, which enables the integrated management of all technology operations in a building, including access control, security, fire alarms, lighting, smart elevators and air conditioning. The system links controllers made by various manufacturers, establishing a communication protocol that all devices can understand. The goal is to ensure quality, reliability, and connectivity.

The Sírio-Libanês Hospital has been using BMS since 2008, and was one of the pioneers in South America in adopting this technology, which is essential in the hospital sector for being a catalyst for systems that seek to provide concrete solutions. The purpose is to make the infrastructure even more resilient, productive and patient-oriented, as well as more ecologically aware.



Installation of the EBO (EcoStruxure Building Operation) automation system, in a partnership with Schneider Electric, a global leader in the digital transformation of energy management and automation, provided a leap of innovation in the existing BMS, enabling several benefits, ranging from improved data and alarm management to increased cybersecurity aimed to protect against attacks. In addition, it prepares the infrastructure for the use of big data, artificial intelligence, as well as for the massive use of IoT devices.

The implementation of the new BMS was completed in October 2023, initially at the Bela Vista unit. As this is quite recent, the results are still being evaluated. In 2024, it is expected to be implemented in the Itaim and Brasília units and, from then on, all new units will be designed with the system.



We closely monitor innovations, technologies, practices, and market trends in hospital infrastructure to make sure we remain at the **forefront of operational eco-efficiency.**

Power

When we migrated to the free energy market, we prioritized more sustainable sources of generation. In the short and medium term vision of the future, we are seeking a power self-production model with a focus on 100 percent renewable matrices, such as solar and wind.

Despite the measures implemented to optimize input consumption, such as building automation, the use of lighting sensors, and the replacement of fluorescent lamps with LEDs, among other energy efficiency initiatives, we experienced a 3 percent increase in consumption compared to the previous year. This is primarily attributed to the growth in occupancy at the Bela Vista and Hospital Brasília units. **GRI 302-4**

Water

GRI 303-1

As a healthcare institution, we recognize the crucial importance of water in all our processes, in everything from human consumption to productive support procedures (such as air conditioning, cleaning and food preparation) and patient care (including hemodialysis, endoscopy and surgeries).

At Sírio-Libanês, we are committed to ensuring efficient water use, as well as universal and safe access to this resource. We monitor its quality and control wastewater disposal regularly. Moreover, we undertake integrated Water Resources management using automation, leak detection sensors, flow regulators, and rainwater collection systems.

GRI 303-2

We also conduct preventive maintenance routines in hydraulic systems, monitoring leaks, automated chlorine dosing in water tanks and daily inspections of water levels and quality in reservoirs. Committed to

strengthening sustainable practices, in addition to the Rainwater Harvesting System and the reuse of wastewater from the hemodialysis purification process, in 2023, we expanded this practice to include the reuse of wastewater from the Materials and Sterilization Center (CME).

Water is supplied by the public utility, artesian wells, rainwater harvesting and reuse of water from Hemodialysis Reverse Osmosis and CME. In 2023, we logged a total water consumption of 303.1 million liters (ML), distributed as follows: 186.1 ML from the utility's supply; 0.03 ML obtained through water purchases via tanker truck; 100.0 ML from artesian wells, and 16.9 ML from rainwater harvesting and reused water. **GRI 303-3, 303-5**

We monitor our consumption by means of invoices issued by local utilities (Sabesp and Caesb), reading of automated water meters (for rainwater and reuse) and invoices issued



by the company supplying the water truck. In addition, we analyze water quality monthly pursuant to the standards set forth under GM/MS Ordinance No. 888, of 05/04/2021. In some units, we have automated meters that allow us to regularly monitor consumption and automatically apply chlorine to guarantee quality.

Wastewater **GRI 303-4**

The Sírio-Libanês Hospital disposes of its effluents in accordance with applicable legislation both in São Paulo (SP), as established by Decree No. 8,468/76, and in Brasília (DF), in line with Decree No. 18.328/97. In 2023, we recorded a total of 303.1 million liters (ML) of water discarded.

Waste

The waste generated by the Sírio-Libanês Hospital is a major offender that contributes negatively to GHG. They are generated from administrative and care inputs used in patient care and are classified according to Anvisa Resolution No. 222/2018, comprising infectious, chemical, radioactive, and common waste, in addition to sharps. Hazardous waste (biological and chemical) comes predominantly from the assistance and assistance support areas. Other hazardous waste, such as solvents, diesel, grease and batteries, are also occasionally generated during works, maintenance and renovations. **GRI 306-1**

Considering the different classifications of waste generated, the institution conducts daily measurements for each type of waste, with established targets. Our goal is to enhance the segregation of recyclable waste by expanding the separation of paper towels, certain packaging materials, and encouraging employees to recycle more common waste. The target for recycled waste in 2024 is 40 percent of the total waste generated.

9%
less infectious waste.

The lowest index
in 20 years

Recycling
of more than
20 types
of waste

In 2023, we highlight the following projects: **GRI 306-2**

Saco Verde (Green Bag)

Through a reverse logistics partnership that got underway in 2016, plastics the hospital itself generates are turned into garbage bags for the institution. In 2023 we increased partners and generated 10 tons of bags of hand sanitizer and soaps, in addition to uncharacterized serum syringes, which are sent to industry as input for the production of other products such as garbage bags and bins for recycling in the hospital.

Waste reduction

Inclusion of sustainable procurement criteria aimed at avoiding waste generation in the final process or logistics. Formation of a multidisciplinary group to strengthen waste reclassification, identifying all opportunities for reduction and reclassification. This effort resulted in a 9 percent reduction in infectious waste (in 2022 they accounted for 25 percent of the total generated, while in 2023 this dropped to 16 percent), a result worthy of celebration, being the lowest rate in the last 20 years.

Increased recycling

Recycling of more than 20 types of waste: Paper, plastic, metal, glass, Styrofoam, electronics, x-rays, wood, construction waste, and batteries, among others.

Social garden

The space located at the Bela Vista unit, where different vegetables are grown, aims to encourage healthy eating and sustainability. Our garden is 100 percent organic. It uses inputs from family farming and is cared for by women in socially vulnerable situations. The vegetables are intended for use by the Sírio-Libanês day care unit.

Waste EAD

To raise awareness regarding the segregation and proper disposal of waste among employees.

Climate change

GRI 3-3

The impacts brought by climate changes are significant for the hospital industry in a broader context. The consequences of extreme weather events can affect hospital infrastructure, interrupting essential services. Increases in climate-related diseases, such as vector-borne illnesses, are also a concern due to the seasonality of the diseases to be treated. Furthermore, changes in temperature patterns can influence people's health.

Conversely, the pursuit of more sustainable hospital practices can yield positive impacts, aligning with the commitment to maintain a carbon-neutral institution. Reducing carbon emissions, adopting green technologies, and promoting efficient resource use not only benefit the environment but can also result in long-term financial savings for healthcare institutions. Raising awareness about the relationship between health and climate can lead to a more holistic approach to providing medical care.

Aware of this scenario, our institution is a signatory to the UN Global Compact. Under the coordination of the ESG Hub, we are committed to the 17 Sustainable Development Goals (SDGs), which set priorities and aspirations for sustainable development until 2030, aiming to mobilize global efforts around a common set of objectives and targets.

Our commitment to ESG covers all of our areas of activity, including the analysis and adoption of practices aimed to reduce the environmental impact of different activities. We are the first carbon neutral healthcare institution in Brazil and, with the aim of continuing to build this legacy, we encourage all sectors and partners of Sírio-Libanês to seek improvements in their processes.

We are committed
to the **17 SDG**

Extreme weather events can affect hospital infrastructure, increasing the transmission of climate-related diseases, such as those transmitted by vectors

Assessment of impacts

The hospital has negative impacts stemming from the consumption of water, energy, and natural resources, as well as from the generation of waste and wastewater, which also cause GHG.

These impacts arise from patient care activities and the entire supply and service provision chain needed for those activities to take place.

Climate Change policies and commitments:

Health, Safety and Environmental Policy - specific principles of the Policy:

- Preserve the environment and prevent pollution;
- Commitment to climate change by means of the target of reducing GHG by 50 percent by 2030 and 100 percent of liquid emissions by 2050;

reduction of **50%**
of the **emissions** of GHG
by 2030
and of **100%** of net
emissions **by 2050**



Strategic Sustainability Policy - Climate Change principles:

- To be a leader in the decarbonization of the sector, implementing actions to mitigate climate change and reduce the environmental impact in the healthcare sector.
- To manage emissions from all our deliveries, aligned with medium and long-term reduction goals, offsetting all our GHG emissions that have not been avoidable to date.
- To exert influence on stakeholders for a positive agenda in mitigating climate change.
- To incorporate climate change in decision-making regarding our deliveries, connecting impact mitigation, adapting our processes and services to carbon pricing in our deliveries.
- To drive innovation in all our deliveries, maintaining our actions to procure iRECs, ensuring energy with the lowest possible environmental impact.

Decarbonization Plan

Aligned with the goal of enhancing ESG in processes and actions, we are strongly committed to maintaining our status as a carbon-neutral institution, and we have already initiated our decarbonization plan. To this end, all sectors and partners are encouraged to seek improvements in their processes in order to make them more sustainable. We continue to work on measuring GHG, controlling gases used in the institution, regenerating cooling gases, using vehicles with lower carbon emissions, purchasing clean and renewable energy, compensating emissions that we were not able to reduce.

Sustainable practices are considered to control activities that impact GHG emissions in hospitals, such as:

1.

Energy Efficiency

Adoption of technologies and practices to reduce energy consumption, such as LED lighting, efficient equipment and optimized heating/cooling systems.

2.

Renewable Energy Sources

Ensuring the source of renewable energy by purchasing renewable energy certificates.

3.

Waste Management

Implementation of effective waste segregation, recycling and treatment systems, reducing methane emissions through the choice of landfill and minimizing environmental impact.

4.

Sustainable Mobility

Promotion of sustainable means of transport for employees and patients, encouraging the use of public transport, bicycles or electric vehicles, and influencing changes in the fleet of hired vehicles.

5.

Sustainable Procurement

Prioritization of products and equipment with a lower carbon footprint, encouraging suppliers to adopt more sustainable practices.

6.

Awareness and Education

Raising of awareness among employees and patients about sustainable practices and the importance of reducing GHG emissions.



7.

Monitoring and Reporting

Implementation of monitoring to track monthly GHG emissions, allowing for continuous assessment and adjustments to practices.

Emissions inventory

We measure and disclose our greenhouse gas (GHG) emissions through an inventory that we have conducted and published since 2011 in the Public Emissions Register. In recent years, the institution has intensified actions aimed at reducing scopes 1, 2 and 3.

100%
of energy
consumed being
clean and renewable
through I-RECs
certification,
thus avoiding
the emission of
1,825 tCO₂e

Regarding emissions that the institution does not control, but influences, the zero carbon certification in energy in indirect emissions (Scope 2) was maintained, with 100 percent of the energy consumed being clean and renewable through I-RECs certification (renewable energy certificate), thus avoiding the emission of 1,825 tCO₂e. Another important action in indirect emissions (Scope 3) was maintaining the choice of a sanitary landfill that captures and uses the methane generated in the decomposition of waste, totaling 982 tCO₂e. In addition to contribution actions done through third-party fleet cars powered by ethanol and deliveries originating close to our units being made by bicycle.

We have strategically determined that, until we achieve our 2030 and 2050 targets, all reduction measures will involve compensatory actions utilizing carbon credits purchased from the ceramics company in Ituiutaba, Minas Gerais. The production process is entirely fossil fuel-free, with the benefits directed towards a social educational project in the region. The proportional reduction of compensation relative to the reduction of emissions is also linked to the strategic goal.



Scope 3: Awareness and engagement

For a long time, Sírio-Libanês has been looking closely at Scope 3, which includes emissions from sources outside the organization's direct control, associated with its value chain, and for which the Hospital is indirectly accountable. This includes transportation and distribution, business travel, and waste disposal.

Today, indirect emissions are our main challenge (and those that have the greatest impact on climate issues). Strengthened by our commitment to drive change and create positive impacts in our community, we aim to collaborate closely with our partners and suppliers.

Substitution and adaptation of transport

The progressive adoption of bicycle deliveries for test and examination reports can yield significant advantages. We have implemented a change in the fleet of motorcycles used in services provided to Sírio-Libanês, replacing conventional vehicles with electric ones.

This means that, in addition to avoiding noise pollution, we will prevent the emissions of 41 tons of CO₂ into the atmosphere per year, based on the more than 910,000 kilometers traveled in 2022 with conventional motorcycles. The motorcycles also have transport trunks made from recycled PET bottle caps.

we will stop emitting
41
tons of CO₂
into the atmosphere
per year



Electric car

Sírio-Libanês was the first hospital to receive a delivery of Johnson & Johnson MedTech products made using 100 percent electric vehicle. To kick off a project focused on carbon emissions neutrality, J&J MedTech pledged to use electric cars for all deliveries to the institution. This is aligned with our sustainability commitment and strengthens our transformative partnership. This delivery underscores how positive initiatives and partnerships contribute to a healthier planet, ultimately benefiting human health.



Annexes



Indicator **Book**

Profile indicators

Total number of employees by region and employment contract, by gender GRI 2-7

By region	2021			2022			2023		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Brasília	343	752	1,095	374	848	1,222	403	923	1,326
São Paulo	2,830	5,514	8,344	2,737	5,262	7,999	2,721	5,283	8,004
Total	3,173	6,266	9,439	3,111	6,110	9,221	3,124	6,206	9,330

By contract	2021			2022			2023		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Permanent	3,108	6,139	9,247	3,083	6,038	9,121	3,072	6,071	9,143
Temporary	65	127	192	28	72	100	52	135	187
Total	3,173	6,266	9,439	3,111	6,110	9,221	3,124	6,206	9,330

Total number of employees by type of employment, by region and gender GRI 2-7

By region	2021			2022			2023		
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total
Brasília	473	622	1,095	567	655	1,222	601	725	1,326
São Paulo	3,980	4,364	8,344	3,973	4,026	7,999	3,977	4,027	8,004
Total	4,453	4,986	9,439	4,540	4,681	9,221	4,578	4,752	9,330

By gender	2021			2022			2023		
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total
Males	1,750	1,423	3,173	1,755	1,356	3,111	1,729	1,395	3,124
Females	2,703	3,563	6,266	2,785	3,325	6,110	2,849	3,357	6,206
Total	4,453	4,986	9,439	4,540	4,681	9,221	4,578	4,752	9,330

Total number of employees by employment contract by region GRI 2-7

By region	2021			2022			2023		
	Permanent	Temporary	Total	Permanent	Temporary	Total	Permanent	Temporary	Total
Brasília	1,063	32	1,095	1,193	29	1,222	1,274	52	1,326
São Paulo	8,184	160	8,344	7,928	71	7,999	7,869	135	8,004
Total	9,247	192	9,439	9,121	100	9,221	9,143	187	9,330

Total number of workers who are not employees and whose work is controlled by the organization, by gender GRI 2-8

Functional category	2021			2022			2023		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Apprentices	33	61	94	25	46	71	25	76	101
Interns	15	9	24	12	15	27	5	6	11
Resident physicians	104	203	307	111	185	296	102	197	299
Total	152	273	425	148	246	394	132	279	411

Communication of crucial concerns GRI 2-16

We define crucial concerns as events or potential events that could impact the operation and/or jeopardize the quality, safety, and integrity of the patient/client, the integrity of the business, and/or the reputation of the brand. These situations are reported to the

Ladies Executive Board at extraordinary meetings or at ordinary weekly meetings. In general, every incident at this level is managed by a crisis committee, which meets systematically to discuss and deliberate on the decisions made. It is based on the report that the Crisis Committee issues and that the CEO and CMO report to the Ladies Executive Board.

	2022	2023
Total number	3	2
Nature of crucial issues	<p>We reported on two waves of Covid-19 and how we were prepared to face them, considering that there could be a significant increase in hospital occupancy in both São Paulo and Brasília. The first took place in mid-January, while the second one in November. In July, we reported technical failures that occurred in our Pacs system, which caused the partial unavailability of the image storage system (the technical issues occurred at the company that supplied the system). It was not possible to view some of the radiological test images, although the reports were available. Mitigation measures and contingency plans were set into motion. There was no negative impact on the operation, nevertheless, it required communication from senior management and the activation of the crisis committee.</p>	<p>Unlike 2022, in early 2023 we made the plan to combat Covid-19 more flexible. On January 5, mask use in all administrative environments, inside and outside hospital buildings, became optional, a symbolic moment for the resumption of operations at a level closer to the routine in place before the pandemic. On May 4, 2023, a cyber attack on partner company Fleury, which is responsible for processing Sírio-Libanês' laboratory tests, affected the institution's routine. We operated for about a week in contingency, slowing down the processing and delivery of test results to physicians and patients. On September 18, a fire broke out at the Itaim unit, in São Paulo. Nobody was injured. All security systems and processes worked perfectly and the evacuation took place without complications. To avoid impacts on patient care, time-sensitive treatments were transferred to Bela Vista, regardless of whether there was coverage from the operators (previously agreed between the parties). The operation was resumed within a week, except for the chemotherapy infusion boxes, which required more time to become operational. Neither patients or our reputation were affected.</p>

Embedding policy commitments GRI 2-24

Topic	2021	2022	2023
Corruption and fraud	889	429	145
Conflict of interest	214	239	145
Code of Conduct (Distance Learning)	3,302	1,763	3,189
Antitrust matters	346	608	131
Third-party risk management	201	-	-
Misbehavior and harassment	1,852	1,039	1,404
Confidentiality and privacy	-	-	67
First training for CIPA members - combating harassment	-	-	84

Membership associations GRI 2-28

- Brazilian Association of the Health Technology Industry (Abimed)
- Brazilian Association of Corporate Communication (Aberje)
- Brazilian Association of Diagnostic Medicine (Abramed)
- Brazilian Association of Private Hospitals (ANAHP)
- National Forum of Philanthropic Institutions (Fonif)
- Group of Business Leaders (Lide)
- Sírio-Libanês Institute of Social Responsibility
- Instituto Todos pela Saúde
- Movimento Mente em Foco
- UN Global Compact
- SUS Support Program for Institutional Development (PROADI)
- Union of Santas Casas and Philanthropic Hospitals of the State of São Paulo

New material topics GRI supplement 3-2, 3-3

In the new materiality, we had topic amendments and consolidations, compared to the 2021 process used in the 2021 and 2022 Integrated Reports (Economic Performance; Attraction and Retention; Employee Health and Safety; Training and Development; Health Promotion and Prevention of Diseases; Social Responsibility; Patient Experience; Power; Emissions, Waste, and Innovation).

Amendments:

- The topic “Innovation and Technology” was grouped with the topic “Education and Research” forming the new topic **Education, Innovation, Technology and Research**.
- The topics “Patient Quality and Safety” and “Patient Experience” were grouped into the new material topic **Quality, Safety and Patient Experience**.
- The topic “Social Responsibility” was renamed **Social Commitment**.
- The topics “Water and wastewater,” “Waste” and “Energy” were grouped to form the new material topic **Operational Eco-Efficiency**.
- The topics “Training and Development” and “Attracting and Retaining Talents” were grouped to form the new material topic **Transformational Leadership**.
- The topic “Emissions” was grouped with the topic “Climate Change” in the new topic **Climate Changes**.
- The topic “**Diversity, Equity and Inclusion**”, previously relevant, was elevated to material due to the global and domestic scenario and because the topic gained importance.
- The topic “**Access to Health**,” previously relevant, was elevated to material due to the internal strategy and to the topic's increasing importance.
- The topic “**Economic performance**” remains relevant and fundamental for Sírio-Libanês, and although it was not considered material in this new year, this information was included in this report.

Economic Indicators

Direct economic value generated (R\$) GRI 201-1

	2021	2022	2023
Operating income	2,869,186	2,971,784	3,251,153

Economic value distributed (R\$) GRI 201-1

	2021	2022	2023
Operating costs	1,169,906	1,230,524	1,370,102
Employee salaries and benefits	981,736	1,012,219	1,109,651
Payments to providers of capital	27,231	71,626	90,330
Payments to government	2,079	2,122	2,040
Community investments	160,176	160,176	198,050
Total	2,314,970	2,476,667	2,770,173

Direct economic value generated and distributed (R\$) GRI 201-1

	2021	2022	2023
“Direct economic value generated” minus “Economic value distributed”	554,216	495,117	480,980

Distribution of value added (DVA) GRI 201-1

	2021	2022	2023
Operating costs	41%	41%	49.46%
Employee salaries and benefits	34%	34%	40.06%
Payments to providers of capital	1.185%	3.09%	3.26%
Payments to government	0.09%	0.09%	0.07%
Community investments	5.79%	0.01%	7.15%
Total	100%	100%	100%

Environmental Indicators

Energy consumption within the organization GRI 302-1

Type of energy	2021	2022	2023
Electricity	168,007.41	164,579.92	169,722.16
Heating	19,635.39	19,951.19	19,190.45
Cooling	2,810.18	3,053.63	3,475.66
Total	190,452.98	192,101.77	192,388.27

Total and percentage of energy consumption from the grid and renewable energy consumption (GJ) SASB HC-DY-130a.1

Energy from the grid	Total energy consumed	Total energy consumed from the grid	Percentage
	192,388.27	192,388.27	100%
Renewable energy consumption	Total energy consumed	Total renewable energy consumption	Percentage
	192,388.27	192,388.27	100%

Energy intensity¹ GRI 302-3

Type of consumption	2021	2022	2023
Report the metric amount	193,258	191,604	194,074
Total energy consumption within the organization (GJ)	190,452.98	187,584.74	192,388.27
Energy intensity (within the organization)	0.98	0.97	0.99
Total energy consumption of the organization (GJ)	190,452.98	187,584.74	192,388.27
Energy intensity (total of the organization)	0.98	0.97	0.99

¹ The metric set as a reference for calculating relative energy is Energy consumption/m² of the hospital.

GHG direct emissions (tCO₂ equivalent) GRI 305-1

Scope 1	2021	2022	2023
Generation of electricity, heat or steam	1,325.99	1,360.23	1,353.50
Transportation of materials, products, waste, employees and passengers	4.21	4.74	2.40
Fugitive emissions	2,555.31	3,145.93	2,982.80
Total gross CO₂ emissions	3,885.51	4,510.93	4,337.70
Biogenic emissions of CO ₂ (scope 1)	4.82	4.99	5.00

GHG indirect emissions (tCO₂ equivalent) GRI 305-2

Scope 2	2021	2022	2023
Total indirect CO ₂ emissions (scope 2)	0.0	0.0	0.0

Other GHG indirect emissions (tCO₂ equivalent) GRI 305-3

Scope 3 – upstream	2021	2022	2023
Upstream transportation and distribution	3.43	3.47	3.25
Waste generated in operations	0.0	5.76	3.67
Business travel	382.27	856.57	892.73
Total	385.70	865.80	899.65
Biogenic emissions of CO₂ (scope 3)	144.59	308.12	300.00

GHG emissions intensity (tCO₂ equivalent) GRI 305-4

	2021	2022	2023
Denominator: Operating bed	5,412	6,006	5,965
Total GHG emissions (tCO₂ equivalent)	4,271	5,376	5,237
Intensity of GHG	0.79	0.90	0.88

¹ Considers tCO₂e/operational bed.

GHG emissions reduction (tCO₂ equivalent) GRI 305-5

	2021	2022	2023
Reductions stemming from direct emissions (Scope 1) ¹	0.00	1,351.68	0
Reductions stemming from energy acquisition indirect emissions (Scope 2) ²	5,820.17	1,940.38	2,005.00
Reductions stemming from other indirect emissions (Scope 3) ³	1,416.51	725.00	0.00
Total GHG reductions and emissions	7,236.70	4,017.06	2,005.00
Reductions stemming from compensations ⁴	4,271.00	5,376.74	5,237.00

¹ GHG emissions reduced in 2022 due to cooling gas regeneration.

² GHG emissions reduced due to the clean and renewable source of energy, evidenced by the renewable energy certificate (I-REC).

³ GHG emissions reduced due to the recovery of methane in landfill.

⁴ Emissions reduced due to offset through acquisition of premium carbon credit.

Waste generated GRI 306-3

Type of waste	Disposal	Weight (t)		
		2021	2022	2023
Common waste	Landfill	1,023	1,064	1,254
Organic waste	Composting	604	548	547
Radiotherapy waste	On-site storage	0.134	0.178	0.135
Infectious/sharp waste	Landfill (post-treatment)	1,135	804	514
Hazardous solid and liquid chemical waste	Incineration (mass burning)	72	65	123
Paper, plastic, metal, glass and others	Recycling	582	737	774
Imaging plates - silver recovery	Recovery (including energy recovery)	0.61	0.236	0.103
Liquid/solid chemicals (co-processing)/batteries/electronics	Recycling	26	29	15
Plastic sent as raw material to produce recycled plastic bags	Recovery (including energy recovery)	11	42	54
Total		3,454	3,289	3,281
Lamps (units)	Sent for decontamination	9,741	12,984	5,022

Total waste diverted from disposal, by composition in in metric tons (t) GRI 306-4

Composition	2021	2022	2023
Organic Waste – Composting	604	548	547
Paper, plastic, metal, glass and others - recycling	582	737	774
Hazardous recycled waste	0	0	26
Total	1,186	1,285	1,347

Total waste diverted from disposal, by recovery operation, in metric tons¹ (t) GRI 306-4

Hazardous waste	2021	2022	2023
Reprocessing	0	0	26
Co-processing	17	18	5
Recycling, batteries and LED lamps	2	3	4
Subtotal	19	21	35
Non-hazardous waste	2021	2022	2023
Recycling	582	737	774
Other recovery operations (composting)	604	548	547
Subtotal	1,186	1,285	1,321
Total	1,195	1,313	1,356

¹ All disposal took place outside the organization (*off-site*).

Total waste directed for final disposal, by composition in metric tons¹ (t) GRI 306-5

Composition	2021	2022	2023
Infectious, chemical, common, sharps, carcasses and anatomical parts.	2,235	1,962	1,890

¹ Part of this waste is treated before being destined to a landfill.

Total waste directed for final disposal, by recovery operation, in metric tons¹ (t) GRI 306-5

Hazardous waste	2021	2022	2023
Incineration with energy recovery	0	0	0
Incineration without energy recovery	72	65	92
Co-processing	17	18	5
Reprocessing	0	0	26
Autoclave	1,135	804	514
Subtotal	1,224	887	637
Non-hazardous waste	2021	2022	2023
Landfill	1,023	1,065	1,254
Total	2,247	1,952	1,891

¹ All disposal took place outside the organization (*off-site*).

Total amount of medical waste and percentage incinerated, recycled or treated and landfilled (t) SASB HC-DY-150a.1

2023			
Total medical waste	Incinerated	Recycled or treated	Landfilled
523	1.7%	98.3%	98.3%

The goal is to reduce the amount of waste generated by 5 percent.

Total amount of hazardous and non-hazardous pharmaceutical waste and percentage incinerated, recycled or treated and landfilled SASB HC-DY-150a.2

2023	
Total hazardous pharmaceutical waste	Incinerated
0.402	100%
Total non-hazardous pharmaceutical waste	Incinerated
91	100%

The organization's goal is to reduce the amount of hazardous waste, and keep the percentage of hazardous waste relative to the total generated below 21 percent.

Social indicators

Turnover GRI 401-1

Number and rate of employees hired¹

By gender	2021		2022 ²		2023	
	Hirings	Rate	Hirings	Rate	Hirings	Rate
Men	765	24.10%	536	17.08	590	19.06%
Women	1,630	26.01%	1,051	17.04	983	15.96%
By region	2021		2022 ²		2023	
	Hirings	Rate	Hirings	Rate	Hirings	Rate
São Paulo	1,988	23.82%	400	32.21%	263	20.1%
Brasília	407	37.16%	1,187	14.72%	1,310	16.49%
By age group	2021		2022 ²		2023	
	Hirings	Rate	Hirings	Rate	Hirings	Rate
Aged fewer than 30 years	1,075	46.39%	630	29.91%	646	31.24%
Aged 30 to 50 years	1,276	19.61%	904	13.92%	865	118.30%
Aged more than 50 years	44	7.13%	53	7.51%	62	0.96%
Total	2,395	25.37%	1,587	17.05%	1,573	17.00%

¹ The total number of employees for the hiring rate is the average headcount (HC) for the year. Since the hires are related to the year, the HC must represent the average for the period. This means that the calculation basis differs from the total of GRI 2-7.

² Data from 2022 have been revised. **GRI 2-4**

Number and rate of employees who left the company¹ GRI 401-1

By gender	2021		2022 ²		2023	
	Dismissals	Rate	Dismissals	Rate	Dismissals	Rate
Men	505	15.91%	1,038	33.07%	632	20.41%
Women	926	14.77%	500	8.11%	1,038	16.85%
By region	2021		2022 ²		2023	
	Dismissals	Rate	Dismissals	Rate	Dismissals	Rate
São Paulo	173	15.07%	243	19.57%	255	19.49%
Brasília	1,258	15.79%	1,295	16.06%	1,415	17.81%
By age group	2021		2022 ²		2023	
	Dismissals	Rate	Dismissals	Rate	Dismissals	Rate
Aged fewer than 30 years	413	17.82%	413	19.61%	467	22.58%
Aged 30 to 50 years	937	14.40%	1,037	15.97%	1,078	16.7%
Aged more than 50 years	81	13.12%	88	12.46%	125	17.1%
Total	1,431	15.16%	1,538	16.53%	1,670	18.04%

¹ The total number of employees for the hiring rate is the average HC for the year. Since the hires are related to the year, the HC must represent the average for the period. This means that the calculation basis differs from the total of GRI 2-7.

² Data from 2022 have been revised. GRI 2-4

Parental leave GRI 401-3

Employees entitled to take the leave	Men	3,124
	Women	6,206
Employees who took the leave ¹	Men	91
	Women	217
Employees who returned to work, in the reporting period, after the end of the leave ²	Men	90
	Women	251
Employees who returned to work after the leave and continued to be employed 12 months after returning to work	Men	74
	Women	181
Rate of return	Men	100
	Women	100
Rate of retention	Men	89.16
	Women	72.40

¹ Considering the current year of the report.

² Considering the start of the leave in the current year and the previous year.

Work-related injuriesGRI 403-9

	2021		2022		2023	
	Employees	Workers ¹	Employees	Workers ¹	Employees	Workers ¹
Number of hours worked	18,257,008		18,469,543		16,446,333	-
Base of the number of hours worked (200,000 or 1,000,000)	1,000,000	-	1,000,000	-	1,000,000	-
Number of fatalities resulting from work-related injuries	0	-	0	-	0	-
Index of fatalities resulting from work-related injuries	0	-	0	-	0	-
Number of work-related injuries with serious consequences (except for fatalities)	1	-	1	-	1	0
Index of work-related injuries with serious consequences (except for fatalities)	0.05	-	0.05	-	0.06	-
Number of work-related injuries of mandatory reporting (including fatalities)	189	32	182	16	190	25
Index of work-related injuries of mandatory reporting (including fatalities)	6.28	-	9.85	-	11.55	-

Main types of work-related injuries

Sharps: 59 events (31.2%); Falls: 30 events (15.8%)

The main work-related injuries with mandatory reporting were caused by: 47 sharps (25.8%); 27 falls (14.8%)

LOW RISK

150 general events, 104 near misses and 146 events with or without lost time of up to three days, accounting for 86.80 percent of the total of typical incidents. The main causes of these events were: 45 falls (15.62%); 43 handling and disposal of sharps (14.93%); 27 hits (9.37%).

MODERATE RISK

37 general events with more than four days of lost time, accounting for 12.84 percent of the total of typical incidents. The main causes of these events were: 12 falls (4.16%); seven patient handling (2.43%).

¹ Workers who are not employees but whose work and/or workplace is controlled by the organization.

Average hours of training in 2023¹ GRI 404-1

By gender	Total headcount	Hours of training	Average hours of training
Men	3,756	64,854	17.27
Women	7,244	154,571	21.34
Total	11,000	219,425	19.95
By employee category	Total headcount	Hours of training	Average hours of training
Executive Board	31	349	11.26
Managers	91	1,350	14.84
Heads/coordinators	238	3,962	16.65
Technicians/supervisors	3,112	91,215	29.31
Administrative	1,602	14,541	9.08
Operational	2,528	35,819	14.17
Analyst/specialist	3,398	72,189	21.24
Total	11,000	219,425	19.95

¹ The total of 11,000 is higher than the total number of employees (9,330) because it considers active employees and people who left the company in 2023.

Average hours of worker training in 2023¹ GRI 404-1

By gender	Total headcount	Hours of training	Average hours of training
Apprentices	101	1,634	16.18
Interns	11	375	34.09
Resident physicians	299	4,927	16.48
Total	411	6,936	16.87

Percentage of employees receiving regular performance reviews in 2023 by employee category and gender^{1,2} GRI 404-3

Employee category	Men	Women	Total
Executive Board	100%	100%	100%
Managers	94.12%	98.00%	96.43%
Heads/coordinators	95.38%	97.22%	96.65%
Technicians/supervisors	76.19%	82.05%	80.06%
Administrative	77.75%	79.36%	78.83%
Operational	77.21%	70.79%	73.55%
Analyst/specialist	83.83%	85.87%	85.33%
Total	79.32%	81.41%	80.70%

¹ We undertake the appraisal process annually with the aim of determining the performance level of employees and, thus, providing input that can support their development and leverage their *performance* to help the institution enable the achievement of results. We included employees who were at the organization in 2023, that is, those who were dismissed were excluded from the base that was used.

² The following are not considered for Performance Appraisals: Resident physicians, interns, apprentices and trainees. The eligible audience were considered those who were hired until August 31, 2023.

Percentage of employees in 2023 by employee category and gender GRI 405-1

Employee category	Men	Women	Total
Executive Board	69.23%	30.77%	100%
Managers	40.48%	59.52%	100%
Heads/coordinators	31.10%	68.90%	100%
Technicians/supervisors	33.96%	66.04%	100%
Administrative	33.02%	66.98%	100%
Operational	42.96%	57.04%	100%
Analyst/specialist	26.33%	73.67%	100%
Total	33.48%	66.52%	80.70%

Percentage of employees from minority and/or vulnerable groups by employee category GRI 405-1

Employee category	Blacks	LGBT	PwDs
Executive Board	11.54%	3.85%	3.85%
Managers	7.14%	3.57%	0%
Heads/coordinators	11.96%	3.83%	0%
Technicians/supervisors	33.81%	1.24%	2.41%
Administrative	39.89%	2.92%	18.64%
Operational	48.61%	2.00%	3.75%
Analyst/specialist	21.29%	3.65%	0.47%
Total	33.13%	2.49%	4.22%

Percentage of employees in 2023 by employee category and age group GRI 405-1

Employee category	Aged fewer than 30 years	Aged 30 to 50 years	Aged more than 50 years
Executive Board	0%	50%	50%
Managers	1.19%	83.33%	15.48%
Heads/coordinators	1.91%	83.73%	14.35%
Technicians/supervisors	18.92%	75.01%	6.07%
Administrative	42.73%	51.90%	5.37%
Operational	24.79%	60.40%	14.81%
Analyst/specialist	16.29%	78.17%	5.54%
Total	22.02%	69.86%	8.12%

GRI Content Summary

Statement of Use	Sírio-Libanês reported in accordance with the GRI Standards for the period ranging from of January 1, 2023 to December 31, 2023.
GRI 1 used	GRI 1: Fundamentals 2021
Applicable GRI sector standard	Sector supplement – none

GRI Standards	Content	Location	Omission			SDG
			Requirements omitted	Reason	Explanation	
General disclosures						
The organization and its reporting practices						
GRI 2: General Disclosures 2021	2-1 Organizational details	10				-
	2-2 Entities included in the organization's sustainability reporting	6				-
	2-3 Reporting period, frequency, and contact point	6	-			-
	2-4 Restatements of information	105, 106				-
	2-5 External assurance	6, 119				-
Activities and workers						
GRI 2: General Disclosures 2021	2-6 Activities, value chain, and other business relationships	10, 26, 83	-	-	-	-
	2-7 Employees	58, 96, 97	-	-	-	8, 10
	2-8 Workers who are not employees	97	-	-	-	8

GRI Standards	Content	Location	Omission			SDG
			Requirements omitted	Reason	Explanation	
Governance						
	2-9 Governance structure and composition	20	-	-	-	5, 16
	2-10 Nomination and selection of the highest governance body	21	-	-	-	5, 16
	2-11 Chair of the highest governance body	21	-	-	-	16
	2-12 Role of the highest governance body in overseeing the management of impacts	22	-	-	-	16
	2-13 Delegation of responsibility for managing impacts	20, 22, 23	-	-	-	-
	2-14 Role of the highest governance body in sustainability reporting	21	-	-	-	-
	2-15 Conflicts of interest	24, 25	-	-	-	16
	2-16 Communication of critical concerns	98	-	-	-	-
	2-17 Collective knowledge of the highest governance body	21	-	-	-	-
GRI 2: General Disclosures 2021	2-18 Evaluation of the performance of the highest governance body	Not applicable	a., b., c.		There is no evaluation using the traditional method because this body is made up of 14 statutory, pro bono officers who are elected by a deliberative council made up of upwards of 60 women.	-
	2-19 Remuneration policies	59	-	-	-	-
	2-20 Process to determine remuneration	59	-	-	-	-
	2-21 Annual total compensation ratio	Not applicable	a, b		Legal prohibitions (LGPD). Exposing of the highest remuneration brings risks to executives, therefore it is not feasible to publish it.	-

GRI Standards	Content	Location	Omission			SDG
			Requirements omitted	Reason	Explanation	
Strategy, policies, and practices						
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	3, 4	-	-	-	-
	2-23 Policy commitments	25, 26	-	-	-	16
	2-24 Embedding policy commitments	24, 25, 69, 99	-	-	-	-
	2-25 Processes to remediate negative impacts	23, 26	-	-	-	-
	2-26 Mechanisms for seeking advice and raising concerns	26	-	-	-	16
	2- 27 Compliance with laws and regulations	No non-compliances with laws and regulations were identified in 2023 or 2022, when the indicator began to be reported.	-	-	-	-
	2-28 Membership in associations	69, 99	-	-	-	-
Stakeholder engagement						
GRI 2: General Disclosures 2021	2-29 Approach to <i>stakeholder</i> engagement	7, 26	-	-	-	-
	2-30 Collective bargaining agreements	100% of the 9,330 employees are covered.	-	-	-	8

GRI and SASB	Content	Location	Omission			SDG
			Requirements omitted	Reason	Explanation	
Material topics						
GRI 3: Material Topics 2021	3-1 Process of determining material topics	7	-			
	3-2 List of material topics	7, 9				
Education, Innovation, Technology and Research						
GRI 3: Material Topics 2021	3-3 Management of material topics	34	-	-	-	-
	Number of students	36	-	-	-	-
	Technology and innovation initiatives	71	-	-	-	-
Own indicators	Number of clinical studies	82 clinical studies were conducted at the center in 2023, 21 of which began in the same year.	-	-	-	-
	Number of papers published	39	-	-	-	-
	Number of citations in scientific articles	39	-	-	-	-
	Number of approved research projects	39	-	-	-	-
Quality, Security and Customer Experience						
GRI 3: Material Topics 2021	3-3 Management of material topics	47	-	-	-	-
GRI 416: Health and safety of consumers 2016	416-1 Assessment of the health and safety impacts of product and service categories	52	-	-	-	-
	416- 2 Incidents of non-compliance concerning the health and safety impacts of products and services	52	-	-	-	16
Own indicators	NPS Index	49	-	-	-	-
	Number of complaints	49	-	-	-	-
	Percentage of complaints answered	49	-	-	-	-
	Percentage of resolution	49	-	-	-	-
	Number of compliments	49	-	-	-	-
	Risk security and management	52	-	-	-	-

GRI and SASB	Content	Location	Omission			SDG
			Requirements omitted	Reason	Explanation	
SASB Quality of services and customer satisfaction	HC-DY-250a.2 - Number of Serious Reportable Events (SREs) defined by the National Quality Forum (NQF)	56 events: The rate of events with serious and catastrophic damage in hospitalized patients was 0.15% (Bela Vista Unit + Brasília IV), below the publication (N Engl J Med 388.2 January 12) which demonstrated being 1% of the population studied. The rate refers to 56 SREs/ 36.796 outputs.	-	-	-	-
	HC-DY-250a.6 - Readmission rate by hospital	54	-	-	-	-
Social Commitment						
GRI 3: Material Topics 2021	3-3 Management of material topics	29	-	-	-	-
Own indicators	Number of PROADI-SUS projects	40	-	-	-	-
	Number of outpatient consults	33	-	-	-	-
Health Promotion and Disease Prevention						
GRI 3: Material Topics 2021	3-3 Management of material topics	40	-	-	-	-
Own indicators	Health promotion and disease prevention actions during the year	33, 41, 42, 43	-	-	-	-
Operational eco-efficiency						
GRI 3: Material Topics 2021	3-3 Management of material topics	86	-	-	-	-
GRI 302: Energy 2016	302-1 Energy consumption within the organization	101	-	-	-	7, 8, 12, 13
	302-3 Energy intensity	101	-	-	-	7, 8, 12, 13
	302-4 Reductions in energy consumption	87	-	-	-	7, 8, 12, 13
SASB Energy management	HC-DY-130a.1 - Total energy consumed, Percentage of grid energy and percentage of renewable energy	101	-	-	-	-

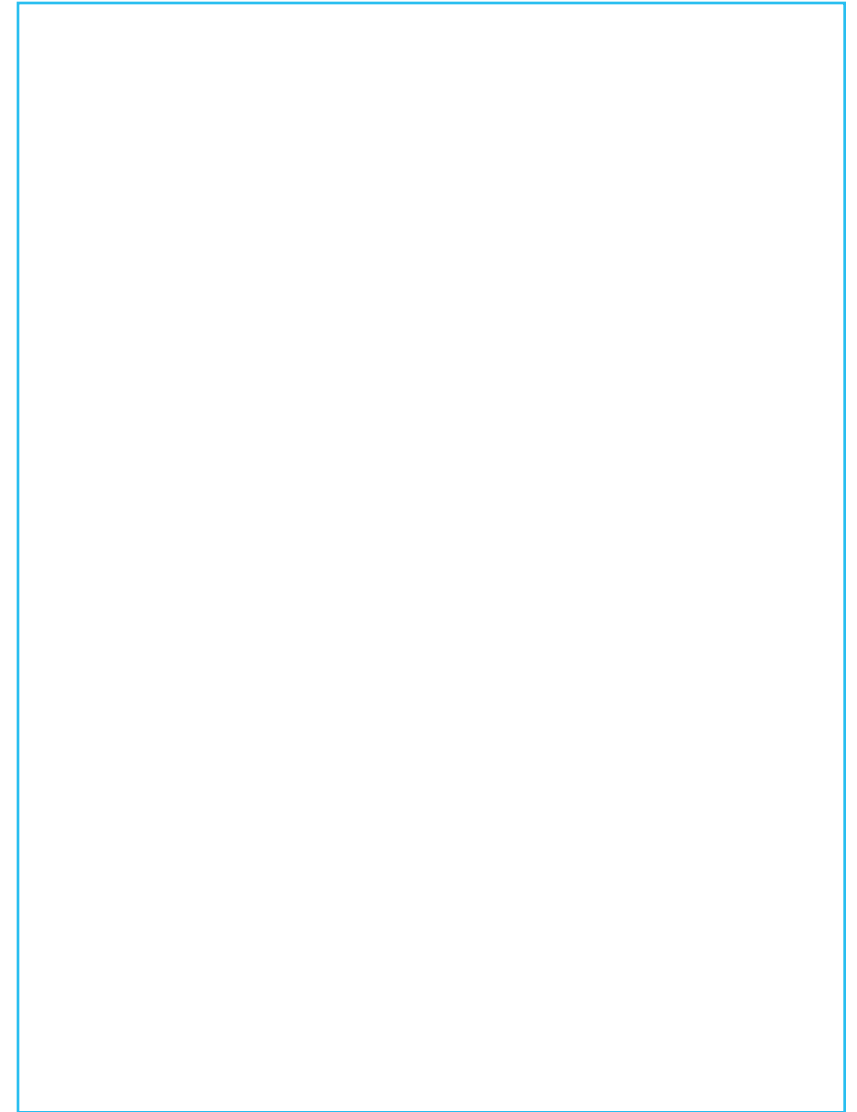
GRI and SASB	Content	Location	Omission			SDG
			Requirements omitted	Reason	Explanation	
GRI 303: Water and wastewater 2018	303-1 Interactions with water as a shared resource	88	-	-	-	-
	303-2 Management of water discharge-related impacts	88	-	-	-	-
	303-3 Water withdrawal	88	-	-	-	6, 8, 12
	303-4 Water discharge	88	-	-	-	6
	303-5 Water consumption	88	-	-	-	6
GRI 306: Waste 2020	306-1 Significant actual and potential waste-related impacts	89	-	-	-	-
	306-2 Actions to prevent waste generation and to manage significant impacts	89	-	-	-	-
	306-3 Waste generated by composition	103	-	-	-	3, 6, 12, 14, 15
	306-4 Waste diverted from disposal	103, 104	-	-	-	3, 11, 12
	306-5 Waste directed to disposal	104	-	-	-	3, 6, 11, 12, 14, 15
SASB Waste Management	HC-DY-150a.1 – Total amount of hospital waste (a) incinerated (b) recycled or treated (c) landfilled	104	-	-	-	-
	HC-DY-150a.2 – Total amount of pharmaceutical waste (1) hazardous (2) non-hazardous (a) incinerated (b) recycled or treated (c) landfilled	105	-	-	-	-
Climate changes						
GRI 3: Material Topics 2021	3-3 Management of material topics	90	-	-	-	-
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	102	-	-	-	3, 12, 13, 14, 15
	305-2 Indirect (Scope 2) GHG emissions from energy acquisition	102	-	-	-	3, 12, 13, 14, 15
	305-3 Other indirect (Scope 3) GHG emissions	102	-	-	-	3, 12, 13, 14, 15
	305-4 GHG emissions intensity	102	-	-	-	13, 14, 15
	305-5 Reduction of GHG emissions	102	-	-	-	13, 14, 15

GRI and SASB	Content	Location	Omission			SDG
			Requirements omitted	Reason	Explanation	
SASB - Climate Change and impacts on human health and infrastructure	HC-DY-450a.1 - Description of policies and practices to address: (1) physical risks due to an increase in the frequency and intensity of extreme weather events and (2) changes in disease and mortality rates associated with climate change	To address extreme weather events, the organization has: - Crisis Committee comprising senior management; - Rapid response maintenance and works team; - Disaster drills; - Genset.	-	-	-	-
Transformational leadership						
GRI 3: Material Topics 2021	3-3 Management of material topics	58	-	-	-	-
	401-1 New employee hires and employee turnover	105, 106	-	-	-	5, 8, 10
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part time employees	There is a difference only for the Recharge benefit (granting of up to three days off for employees), which is not granted to temporary employees.	-	-	-	3, 5, 8
	401-3 Parental leave	106	-	-	-	5, 8
	404-1 Average hours of training per year per employee	108	-	-	-	4, 5, 8, 10
GRI 404: Training and education 2016	404-2 Programs for improving employee skills and career transition assistance	59	-	-	-	8
	404-3 Percentage of employees receiving regular performance and career development reviews	108	-	-	-	5, 8, 10
Own indicator	Employee satisfaction index	60	-	-	-	-

GRI and SASB	Content	Location	Omission			SDG
			Requirements omitted	Reason	Explanation	
Workplace Health and Safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	61	-	-	-	-
	403-1 Occupational health and safety management system	61	-	-	-	8
	403-2 Hazard identification, risk assessment, and incident investigation	64	-	-	-	3, 8
	403-3 Occupational health services	61	-	-	-	3, 8
	403-4 Worker participation, consultation, and communication on occupational health and safety	64	-	-	-	8, 16
	403-5 Worker training on occupational health and safety	65	-	-	-	8
	403-6 Worker access to non-occupational medical and healthcare services	61	-	-	-	3
GRI 403: Occupational health and safety 2018	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	63	-	-	-	8
	403-8 Workers covered by an occupational health and safety management system	61	-	-	-	8
	403- 9 Work-related injuries	66, 107	-	-	-	3, 8, 16
	403-10 Work-related ill health	There was no record in 2023. Two employees had work-related illnesses in 2022 (skeletal muscle and mental illness).	-	-	-	3, 8, 16

GRI and SASB	Content	Location	Omission			SDG
			Requirements omitted	Reason	Explanation	
Diversity , equity and Inclusion						
GRI 3: Material Topics 2021	3-3 Management of material topics	67	-	-	-	-
	405-1 Diversity of governance bodies and employees	22, 109	-	-	-	5, 8
GRI 405: Diversity and equal opportunity 2016	405-2 Ratio of the basic salary and remuneration of women to men	Confidentiality restrictions	a	Exposure risk and LGPD	Official information on salary comparisons between men and women should be the same as that made available by the Labor Department (MTE) from March 2024.	5, 8, 10
Access to health						
GRI 3: Material Topics 2021	3-3 Management of material topics	40	-	-	-	-
SASB - Access for low-income patients	HC-DY-240a.1 – Discussion of the strategy for managing the patient insurance mix	15	-	-	-	-
Material topics						
GRI 201 Economic Performance	201-1 Direct economic value generated and distributed	100	-	-	-	-

Letter of Assurance GRI 2-5



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