



SÍRIO-LIBANÊS

Integrated Report 2024

*Commitment to life: excellence
and philanthropy serving health*

Contents

01 Presentation

- 04** Commitment to social impact in healthcare
- 05** Message from the Ladies Executive Board
- 06** Message from the Executive Committee
- 07** Our journey in 2024
- 08** Best practices in transparency

02 How we serve society

- 11** Philanthropic Legacy
- 12** Healthcare Ecosystem

03 How we move forward

- 20** Value creation
- 22** Organizational governance
- 25** Risk management

S Solidarity

- 30** Social impact cycle
- 35** Contribution to public health
- 42** Community support
- 50** Education in Healthcare, Science and Research

E Excellence

- 53** Quality and Customer Experience
- 72** Engaging and qualifying our team
- 88** Digital transformation and innovation
- 94** Excellence in Education and Research
- 99** New Business

R Results

- 102** Operational performance
- 108** Management for eco-efficiency

07 Annexes

- 120** Indicators Book
- 138** GRI content index
- 149** SASB Table
- 151** Monitoring the Sustainable Development Goals
- 160** SDG Map
- 162** Capitals Map
- 163** Assurance Letter
- 166** Publication Credits



Presentation

1.1 Commitment to social impact in healthcare

1.2 Message from the Ladies Executive Board

1.3 Message from the Executive Committee

1.4 Our journey in 2024

1.5 Best practices in transparency

Capitals

SDG

COMMITMENT TO *Social Impact in Healthcare*

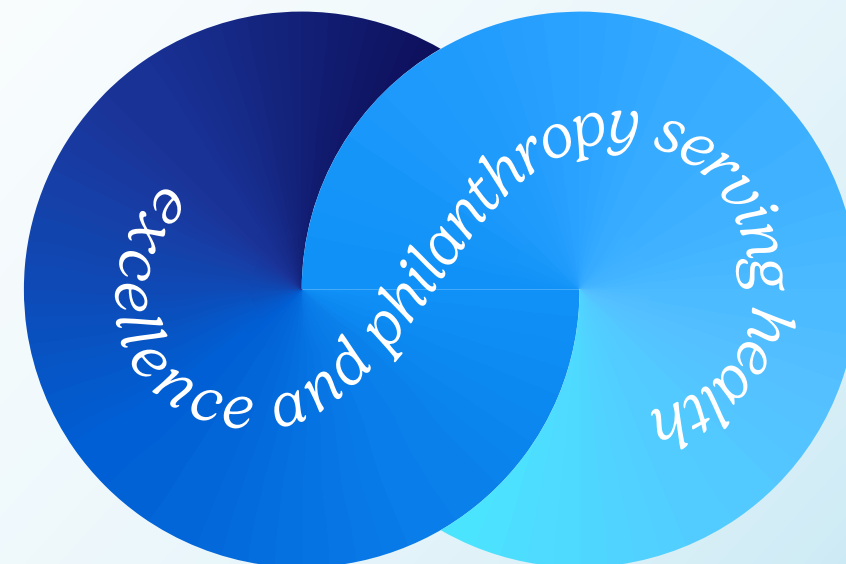
Health is more than simply a service at Sírio-Libanês; it is the heart of our purpose, our dedication to quality, and our philanthropic service to society.

Sírio-Libanês is home to innovative, state-of-the-art therapies, and skilled, knowledgeable experts, making it one of the most significant healthcare ecosystems in Latin America.

Our ecosystem depends on excellence to continue to grow and to realize our sincere commitment to enhancing health via patient care, education, and research.

We defend the most valuable resource in any society—people—by working for the health system as a whole via strategic, supplemental, and coordinated action.

More than just openness, this report is a map of connections that demonstrate how strategic philanthropy and private excellence complement one another, much like a body's systems, to produce a profound and long-lasting social impact.



MESSAGE FROM

the Ladies Executive Board

GRI 2-11 • 2-22

Being able to demonstrate how Sírío-Libanês ended 2024 with reliable deliveries that uphold our quality and philanthropic spirit fills us with tremendous pride. We have once again made investments in state-of-the-art research, innovation, and increasing access to healthcare for those who most need it. The Top Employer certification, the rise in Newsweek's ranking, the leadership in the Merco Ranking, and the approval of Faculdade Sírío-Libanês' Medicine and Biomedicine courses with top MEC scores are all significant acknowledgements of the work we do on all fronts.

Our vocation for training new professionals has been confirmed through internship and residency programs, incentives for research and international collaborations. We have also forged partnerships with renowned institutions such as the Erbe Academy, the University of Coimbra and the Memorial Sloan Kettering Cancer Center, which will certainly boost the production of scientific knowledge in the area.

In the administrative sphere, our solid and transparent management was reasserted by the renewal of the Pro-Ethics Seal. We continue to be the only hospital recognized with this seal by the Office of the Comptroller General.

Another great source of pride is the expansion of the Sírío-Libanês Social Responsibility Institute (IRSSL), of which we are supporters. Through this work, we are currently responsible for managing more public beds than private ones, broadening access to excellence in medicine and reinforcing our philanthropic essence.

We opened our own Clinical Analysis Laboratory in accordance with our strategic planning, which includes the most cutting-edge diagnostic technology in keeping with our long-term commitment. It also gives our clinical staff greater flexibility in making decisions and enhances the experience of our patients, particularly in critical and emergency care units.

Lastly, our Heritage Fund, which was founded in 2022, received over R\$20 million in donations by the end of 2024. This is a noteworthy accomplishment, making it the fund with the largest assets in the healthcare industry when compared to others created under the 2019 law.

We encourage you to explore our Integrated Report, which shows our appreciation and respect for everyone who joins us on this ongoing path of care and quality, supports our efforts, and puts their faith in our services.



**Denise Alves
da Silva Jafet,**
*Chairwoman of So-
ciedade Beneficente
de Senhoras Hospital
Sírío-Libanês*

MESSAGE FROM

the Executive Committee

GRI 2-22

Another year came to a close with significant progress for Sírío-Libanês, societal health, and the challenging circumstances facing the healthcare system. Our Executive Committee underwent significant changes, which confirmed our dedication to sustainability, innovation, and high standards of care. We are unwaveringly committed to growing our beneficial influence on the nation's healthcare system notwithstanding changes.

We have made significant progress in the education field. Not only with the completion of the first two semesters of the Faculdade Sírío-Libanês, but also with the achievement of the MEC's top grade in the course that will soon be available, Biomedicine, and the future undergraduate course in Medicine, for which we have been preparing throughout the year, for about 8 months, with a specialized committee working on putting together its curriculum.

The evolution of medical practice and structural changes have also been substantial. We created the Health Value department, which

will improve the delivery of care, promoting greater standardization of protocols, greater efficiency in cost management and improved relationships with patients.

Another strategic move was the internalization of the Clinical Analysis Laboratory, which consolidates an integrated ecosystem, ensuring greater swiftness and precision in tests, with cutting-edge technology and excellence. We have also internalized the Blood Bank, a process that began in 2024 and ended on March 1, 2025, reinforcing our ecosystem with yet another service unit that meets the Sírío-Libanês standard.

The hospital in Brasília has continued to expand and reach more and more patients, new accredited doctors and health operators, a successful model that could be a benchmark for future expansions.

Sírío-Libanês' technological innovation in 2024 was in the Bela Vista operating theaters, with the acquisition of new robots

and modernization, which made it possible to reduce recovery time and increase surgical precision in knee and hip procedures.

We also established significant research and development partnerships this year, which allowed us to collaborate with world-renowned hospitals like Memorial Sloan Kettering Cancer Center for cancer research and cutting-edge therapies that have an international influence, like the investigation of cardiovascular protection for cancer patients.

We are committed to changing lives and helping create a healthcare system that is more creative, accessible, and compassionate in 2024.



**Fernando
Ganem,**
Chief Medical Officer

OUR JOURNEY in 2024



FIRST CLASSES START AT

**Faculdade
Sírio-Libanês**



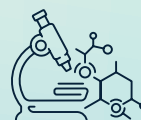
INAUGURATION OF

**Own clinical
analysis laboratory**



CREATION OF

**Private Philanthropic
Hospitals Association
(Ahfip)**



CUTTING-EDGE RESEARCH IN
ONCOLOGY IN PARTNERSHIP WITH

**Memorial
Sloan Kettering
Cancer Center**



CREATION OF

**Healthcare
Value Office**

enhancing financial sustainability,
operational efficiency and
patient experience



STARTING THE INTERNALIZATION OF

Blood bank



**International
recognition**

Clinical Research Organization
(CRO) Prime site level,
awarded to only 54 clinical
trial sites in the world



START OF THE STRATEGIC PLAN
FOR OWN FINANCING OF

**50 research
projects over
5 years**

BEST PRACTICES IN *Transparency*

GRI 2-2 • 2-3 • 2-29 • 3-1 • 3-2

This is the 16th year in a row that we have published our Integrated Report, which presents society and all our stakeholders with the progress of our strategy and management and the indicators that demonstrate the Organization's value generation.

Preparing this publication entails the collaborative and trans-disciplinary work of over 120 professionals from our team who, throughout the year, govern the initiatives, practices and their accompanying indicators.

An independent external verification process by the Bureau Veritas audit ensures the reliability and accuracy of the information presented. The Ladies Executive Board of the Sociedade Beneficente de Senhoras Hospital Sírío-Libanês approved the report, assuring its quality and relevance.

Guidelines

Our publication complies with the best global ESG transparency practices, adopted in a pioneering way over the years, which drive our continuous evolution in the face of the sector's and business' main challenges, in order to mitigate impact and create more sustainable solutions.

Since 2009



Access the *GRI Index* to find out about the indicators and our reporting and, throughout the pages, identify the indicators by the GRI XXX-X code.

Since 2011



We have followed the **GHG Protocol** methodology, with our gold seal since 2015, when drawing up our emissions inventory. Find out about our performance in 2024 on page 111.

Since 2020



Visit the Capitals Map to discover our contribution to the themes and, on each chapter's cover, the symbols of the capitals covered there.

Since 2020



Access the SASB Index to find out about the sector indicators and our reporting and, throughout the pages, identify the indicators by the SASB XX-XX-XX.X code.

Since 2020



Access the SDG Map to learn about our contribution to the themes and, on each chapter's cover, the icons of the SDG covered there.

Reporting structure

Our Integrated Report is structured using the values that guide us every day and together form the acronym SER:

Solidarity
Excellence
Results

The report's content selection is guided by materiality, an analytical exercise carried out every two years to identify the topics in which we have the highest value generation potential or negative impact and, therefore, should be the focus of our ESG monitoring and strategy, in connection with the Organization's strategic guidelines. Find out more about materiality on pages 7 to 9 of the 2023 Integrated Report.

Material topics and related SDG

1. Education, Innovation, Technology and Research



2. Quality, Security and Customer Experience



3. Social Commitment



4. Health Promotion and Disease Prevention



5. Operational Eco-efficiency



6. Climate Change



7. Diversity, Equality and Inclusion



8. Workforce Health and Safety



9. Transformational Leadership



10. Access to Health





How we serve society

2.1 Philanthropic legacy

2.2 Healthcare Ecosystem

Capitals

SDG

Philanthropic

LEGACY

GRI 2-1

For over a century, philanthropy has served as the guiding light for everything we do. In all of our interactions with our various stakeholders, we broaden access and promote the health and well-being of the population using the same service.

It was out of a desire to give back to the country that had welcomed the Syrian-Lebanese community that a group of women from this colony came together to build a philanthropic hospital headquartered in São Paulo, under the leadership of Adma Jafet, in 1921.

They founded the Sociedade Beneficente de Senhoras and went in search of voluntary and financial support to make the dream of building the Sírio-Libanês a reality.

And so a non-profit association was born, committed to social responsibility, which would go on to consolidate pioneering spirit, excellence and humanized care. To this day, the Sociedade, via its Endowment Fund, provides the foundations for us to continue as a philanthropic institution, perpetuating the legacy.

With funding from a group of donors, they started to erect the first building in 1931, which would only be inaugurated as a hospital in 1965, with great determination and persistence after decades of obstacles due to the global socio-political context.



More info

on the [timeline](#) that tells our story.



Healthcare

Over the years, we have joined forces with the Sírio-Libanês Social Responsibility Institute and the Endowment Fund, through strategic philanthropy for greater social impact in healthcare, guided by the purpose of offering a full and dignified life to an increasing number of people.

ECOSYSTEM

GRI 2-1 | 2-6

How we serve society



Endowment Fund

Created in 2022, the Sírio-Libanês Endowment Fund focuses exclusively on generating a legacy.

More info
in Endowment Fund.

Social Commitment

Sírio-Libanês' management model reinforces its commitment to health, life and philanthropy, balancing revenue generation from excellence in private care with support for public health through the Sírio-Libanês Social Responsibility Institute (IRSSL).

Through our philanthropic work, we impact and manage more public beds than private ones, expanding our excellence to contribute to Brazilian healthcare.

More info
in the *Solidarity chapter*

Clinical Care Service

Through our two hospital complexes and six specialized units in São Paulo and Brasília, we provide clinical care in over 60 medical specialties. More info in the Excellence chapter.

Outlook for 2024

180 k

patients/day

134.5 k

patients treated in the
Emergency Department

39.4 k

hospitalizations

75.9 k

patients treated in oncology

26.6 k

patients operated

689

beds

81.4%

occupancy



**Find out about the
services offered at our
hospitals and units**

[https://hospitalsiriolibanes.
org.br/unidades/](https://hospitalsiriolibanes.org.br/unidades/)

Diagnostic Medicine

In November 2024, Sírio-Libanês inaugurated its own state-of-the-art clinical analysis laboratory, a major step towards personalized medicine.

The laboratory, which was set up over an 18-month period, aims to transform the patient experience and optimize medical diagnoses, reinforcing Hospital Sírio-Libanês' leading role in personalized medicine. With a routine sample processing line at the Diagnostic Center and a line dedicated to emergency care, the new structure brings us important gains for more personalized and efficient care.

With a brand-new infrastructure that prioritizes effectiveness and quality, the lab is regarded as the most cutting-edge in operation in Brazil.

These developments consolidate Sírio-Libanês as a benchmark in clinical diagnostics and contribute to better clinical outcomes, in line with its ongoing commitment to medical innovation and excellence in patient care.

Gains and benefits



College

Our history with teaching and research goes back a long way. In 1978, the Center for Studies and Research was founded, which over the years has become the Institute for Teaching and Research (IEP) and has now, in 2024, established itself as a college, with undergraduate courses and, very soon, a degree in medicine.

Research

Every day, we create life-saving medical research and cutting-edge technology.

Our master's and doctoral programs, currently rated 5 (Very Good), have 250 students who have graduated, 150 current students and a significant number of professors from the clinical staff.

Guided by social impact, the research carried out at Sírio-Libanês is 100% applicable: projects are selected according to their practical impact on medical care and all contribute, directly or indirectly, to the transformation of medicine.

Far beyond care, Sírio-Libanês has always sought innovation and scientific research, incorporating the Teaching and Research structure into the

hospital routine, transforming scientific knowledge into practical care and assistance for society as a whole.

In 2024, we forged important partnerships, such as with the Memorial Sloan Kettering Cancer Center, for cutting-edge research in oncology, and with the University of Coimbra, for academic exchanges, extension courses and international internships.

Ethics and responsibility

Sírio-Libanês' commitment to the responsible and ethical conduct of scientific research is backed by the Research Ethics Committee (CEPesq), an independent body accredited by the National Research Ethics Committee (Conep), and the Ethics Committee on the Use of Animals (CEUA).

CEPesq is responsible for assessing and monitoring projects involving human beings, ensuring compliance with national and international guidelines and looking after participants' rights and safety.

The CEUA evaluates animal research protocols, ensuring compliance with legal standards and encouraging alternative methods.

Outlook for 2024

416

articles published

13,800

citations in scientific articles

250

patients included in research

Since the foundation in 1978

3,773

scientific articles published

100.1 k

citations by the scientific community

Education

In 2024, we kicked off the first classes at Faculdade Sírio-Libanês, a strategic milestone in expanding our educational impact, strengthening our commitment to disseminating knowledge, training professionals and contributing to health in the country.

The College caters for different healthcare professional profiles, from those seeking continuous training to those wishing to advance in their academic and healthcare careers.

These programs are developed in conjunction with the hospital, ensuring that students have access to state-of-the-art infrastructure and can apply their learning directly to healthcare practice. Students have the opportunity to take part in research, innovation and philanthropy projects, broadening the impact of the knowledge generated at the College on society.

There are currently two in-person units, in São Paulo and Brasília, as well as a robust distance learning structure, which expands access to knowledge and democratizes education. More info in the excellence chapter.

Academic portfolio:



undergraduate courses



lato sensu graduate courses



stricto sensu graduate courses



specializations



medical and multidisciplinary residency programs



fellowships



continuing education courses.



More info at

<https://faculdadesiriolibanês.org.br/>



**FACULDADE
SÍRIO-LIBANÊS**

800+ students

in *lato sensu* graduate courses

130+ students

in undergraduate courses

13+ k

students of short courses in
Medicine, Multidisciplinary and
Management

**Top score
by MEC**

for five undergraduate
courses: Psychology, Nursing,
Physiotherapy, Medicine and
Biomedicine (starting in 2025).

Population Health

SASB HC-DY-240a.1

Since 2017, we have had the Population Health business unit, which offers companies solutions to increase their employees' access to health, through primary care with the Sírio-Libanês standard of excellence.

With a personalized and humanized service, we offer a wide range of comprehensive care services:

- Population Health Management, with monitoring of health indicators and prevention programs and continuous follow-up.
- Preventive Medicine and Executive Check-ups, with full evaluations and individualized care plans.
- Primary Health Care (PHC) programs, strengthening the first level of care and reducing the need for more complex interventions.
- Telemedicine and Remote Monitoring,

providing greater accessibility and continuous monitoring of patients.

- Home Care, bringing medical and multidisciplinary care to the comfort of the patient's home.

Our coverage grew to over 400,000 lives in 2024 when we began servicing Petrobras Saúde along with other companies.

Outlook for 2024



+400 thousand lives covered
+300% vs. 2023



+90.2% effectiveness
(cases resolved in the consultation)
0.2+ p.p. vs. 2023



+86.4 NPS (satisfaction indicator)
-4.6 points vs. 2023



Sustainability of the healthcare system and access to healthcare

The unit brings Sírio-Libanês' standards of excellence to more people, offering continuous and coordinated care in a more accessible way, ensuring greater efficiency in the patient journey while contributing to the sustainability of healthcare systems.

By providing a bond between teams and patients, and an individualized and continuous approach, we achieve a better understanding of health risks and problems.

This way, we can avoid unnecessary expenses, reduce health insurance incidents and optimize care by reducing the number of visits to specialists, emergency rooms, exams and other procedures.



How we move forward

3.1 *Value creation*

3.2 *Organizational governance*

3.3 *Risk management*

RELATED SDG:

Related capitals:

Value

CREATION

Strategy that moves us

In 2022, we started the SER HSL+100 Journey “Our Essence and the Strategy that Moves Us”, renamed in 2024 to SER Sírío-Libanês Journey, our strategic planning, designed to prepare us for the next 100 years.

The strategic planning is reviewed annually to keep up with the dynamism of the healthcare sector and Brazil, considering how to put the guidelines into practice and seek to achieve the challenges on two fronts:

Efficiency for short-term value creation

- Revenue
- Procurement and supplies
- Operational
- Administrative

Organization growth

- Expansion in strategic specialties, with new units and greater geographical reach
- Expansion of primary healthcare operations, with the Population Health unit
- Growth in the undergraduate education segment

Take a look at the infographic on the side to discover our value creation highlights throughout 2024 and on the next page the Ser Sírío-Libanês Journey.

Interactive infographic

Hover over the icons above to read about the values of each capital.

ESSENCE

PURPOSE

Full dignified life.

STRATEGIC VISION

Excellence in philanthropy and high complexity health in Latin America.

VALUES

Solidarity,
Excellence
and Results.



AMBITION

By 2030, double
our care capacity
to become the most
important health
ecosystem in
Latin America
through excellence,
sustainability
and social impact.

GROWTH AVENUES

Consolidation and growth of the
current operation, expanding the
social impact, focusing on
strategic specialties (Cardiology,
Oncology and Orthopedics)

Increase access and
geographic and digital
capillarity

Integration of
customers journey

Consolidation of the
Academic Ecosystem

Diversification of the
revenue sources and
new businesses

BATTLES

Ensure financial
sustainability

Accelerate growth and expand
access to SÍRIO-LIBANÊS ecosystem

Strengthen our brand
and reputation

Enhance client attraction,
engagement and retention

Engage, build loyalty and generate
value for the Medical Staff

Ensure clinical care and
operational excellence

Accelerate the positive
impact on ESG

Promote technology and
innovation for the value chain

Generate knowledge, train
and retain the best talents

Ensure the existence of a
strategy-enabling culture

2022-2030



SÍRIO-LIBANÊS

Organizational

GOVERNANCE

GRI 2-9 • 2-10 • 2-12 • 2-13 • 2-14 • 2-17

Sírio-Libanês' governance is the foundation that assures the institution's soundness, transparency and excellence in all its areas of activity.

Structured on ethical and compliance principles, our governance ensures that every decision made is aligned with the purpose of the Sociedade Beneficente de Senhoras Hospital Sírio-Libanês, fostering social impact, innovation in health and sustainability.

Our governance model integrates several strategic bodies, presented below, which ensure a responsible and participative management environment, with representation from the management, clinical and academic staff.



Deliberative Council

Composed of 61 effective female board members, members of the Sociedade Beneficente de Senhoras Hospital Sírio-Libanês, and up to six alternate female board members, with three-year terms, it is responsible for:

- Electing the members of the Ladies Executive Board and appointing the members of the Fiscal Council, and the members of its advisory committees.
- Assessing the institution's financial statements and annual activity report each year.
- Confirming decisions of the Board of Directors regarding activities involving the brand and associations with third parties.

Ladies Executive Board

Made up of 14 female volunteer directors, who meet weekly and are elected every three years by the Deliberative Council, based on their skills and proposals presented for managing the organization.

The Ladies Executive Board periodically receives training on a range of topics relevant to the Organization's strategy and the challenges facing the sector and society, such as anti-fraud and anti-corruption, financial, environmental and social sustainability, organizational culture and strategy.

Board of Directors

GRI 405-1

Appointed by the Ladies Executive Board, 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. All members are over 50 years old, 66.7% are men and 33.3% are 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 Ladies Executive Board.

Committees and commissions

The Integrity and Conduct Committee, created in 2017, reports directly to the Ladies Executive Board, which ensures that the Committee has the necessary autonomy to investigate and report on integrity issues free from undue interference from intermediate hierarchical levels.

Apart from the Integrity and Conduct Committee, the Board has seven advisory committees: Essence, Treasury, Funding, Social Commitment, Medical, Medical Relationship and Works, which pre-screen

the topics evaluated by the Ladies Executive Board to optimize the deliberation process.

To the same end, the Board of Directors has six advisory committees: Audit and Risk Committee, Finance Committee, Organizational Excellence Committee, Patient Experience Committee, Education and Research Committee, Innovation and Technology Committee and Quality and Safety Committee.

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

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

The institution's main topics are discussed at weekly meetings by the Executive Committee members.

The executive function is carried out by the Chief Executive Officer (CEO) and the Chief Medical Officer (CMO), who are respectively dedicated to the administrative and financial management of the institution and to ensuring excellent clinical and care performance.



Clinical Governance

Within the scope of clinical governance, Sírío-Libanês maintains legal committees, as determined by the rules of the Federal and Regional Councils of Medicine, and advisory committees, according to technical demands identified by the Institution.

With the exception of the Medical Ethics Committee, which is a support body for the Regional Council of Medicine at Sírío-Libanês, the other committees report to the Clinical Director - a representative of the members of the clinical staff elected to represent them before the governing body of SBSHSL - and to the Clinical Governance Director - the Technical Director responsible for the formal aspects of Sírío-Libanês' operation before the Regional Councils of Medicine and health authorities.

Strategic Sustainability

The Ladies Executive Board relies on the support of the CEO and CMO to manage the organization's impact on the economy, the environment and people, based on the principles of best governance set out by the Brazilian Institute of Corporate Governance (IBGC) - equality, accountability, corporate responsibility and transparency.

The executives are accountable to the Ladies Executive Board and in this way ensure fair treatment to the stakeholders involved in the processes, as well as acting responsibly and following internal and audited rules of accountability.

Strategic Sustainability Center

We have a group dedicated to sustainability management, which gathers on a monthly basis with the aim of directing and supervising the management of impacts. It is made up of the boards of the following departments:

- *Social Commitment*
- *Legal, Compliance and Internal Controls*
- *People and Organizational Culture*
- *Assistance*
- *Logistics, Infrastructure and Facilities*
- *Clinical Governance*
- *Financial*
- *Superintendent of philanthropy*
- *Sustainability Manager*

Two independent external volunteer members

Education Governance

In 2024, we redesigned the governance of educational activities. Under the structure of the Faculdade de Ciências da Saúde Sírío-Libanês (FSL), the Academic Education Commission, the Academic Research Commission and the Own Assessment Commission were created, reporting to the FSL Board.

The Board reports to the Board of Governors and to the Education and Research Committee, which advises the Board of Directors of Sírío-Libanês.

This structure also ensures that the teaching staff and students are represented in decisions about the direction, monitoring and incentives of the FSL.



More info

about the members of each body on our [website](#).



Risk

MANAGEMENT

GRI 2-25

Risk management at Sírío-Libanês is a cornerstone for ensuring safety, operational continuity and compliance with industry best practices.

Our commitment is to identify, assess and mitigate risks, strengthening governance and protecting our patients, employees and the institution's sustainability.

To this end, the Internal Controls department, with verification from Internal Audit and assessment by the Audit Committee, annually reviews our risk matrix, which is based on five main categories: operational, strategic, assistance, compliance, cyber and financial.

The Audit Committee, made up of four independent members, presents the matrix to the Board of Directors for approval and supervision and then advises the Executive Board on impact management.

The risk vision is complemented by the Third Party Risk Management Committee, which analyzes the reputation, financial, legal, environmental, regulatory and integrity risks of suppliers and service providers, continuously assessing their compliance with institutional and regulatory standards, mitigating impacts that could compromise the safety and efficiency of the services provided.

It is made up of the Finance, Logistics, Infrastructure and Facilities departments and the Legal, Compliance and Audit departments.

Legal Risk Management and Institutional Impacts

Legal risk management is vital to protect the financial integrity and reputation of the company. To this end, we have a Legal Risk Management Group, which analyzes and mitigates impacts related to legal and administrative proceedings.

This group is made up of representatives from the Risk Management, Ombudsman, Legal, Accounts Audit, Insurance, CCIH (Hospital Infection Control Committee) and Finance departments.

In 2024, representatives from the Assistance Board and Clinical Governance were added to the group, strengthening integration between strategic departments at the institution.

Adverse Event Management and Action Plans

Adverse event management is one of the cornerstones of continuous improvement at the hospital. Each event reported is analyzed in detail, generating specific action plans to mitigate risks and prevent recurrences. These initiatives are monitored and reviewed periodically to ensure the effectiveness of the measures implemented.

To reinforce organizational learning and encourage a safety culture, we hold bi-weekly meetings with leaders and employees. During these meetings, we evaluate adverse events, share best practices and align strategies to improve assistance and operational risk management.

Moreover, prioritizing transparency and communication with our patients, in cases of significant adverse events, we promote Disclosure meetings, ensuring open and humanized dialogue between the assistance team, the patient and their family.

This process allows us to clear up doubts, offer support and strengthen trust in the assistance provided.



Commitment to Safety and Sustainability

Risk management at Sírío-Libanês is aligned with the best global practices, ensuring a safe, transparent and innovative hospital environment.

Our commitment goes beyond risk mitigation: we continually seek to improve our methodologies, promoting efficient governance that is prepared to face future challenges.

A well-organized risk culture, in our opinion, enhances patient satisfaction, ensures top-notch treatment, and increases the institution's longevity.



Ethics and integrity

GRI 2-15 • 2-24 • 205-2

At Sírio-Libanês, attitudes reflect values and, based on this premise, our Code of Conduct lays down respect as the basis of all our relationships with employees, clinical staff, patients, family members, business partners, government bodies, civil society; respect for the environment, free competition, privacy and data protection.

Our internal policies reaffirm our non-negotiable commitment to ethics, integrity and transparency and enhance our anti-corruption, anti-fraud, anti-competitive, anti-discrimination and anti-harassment practices, as well as the procedures for declaring, analyzing and dealing with cases of conflict of interest.

As part of the monitoring and improvement of the Compliance Program, in 2024 the Compliance risk matrix was revised, an important process for understanding and mapping the main risks, from a Compliance

perspective, to which Sírio-Libanês is subject.

Risk analysis is a pillar of the Compliance Program, through which the Compliance department can draw up specific action plans to mitigate the most sensitive risks.

The Compliance Multipliers Program has also been structured with the aim of strengthening the culture of ethics and integrity, increasing employee engagement in compliance actions and continually seeking to improve the Compliance Program.

In the Code of Conduct, we reinforce that our purpose, vision and values are guided by ethics and integrity, and we confirm, in our anti-corruption policy - relationship with public agents, guidelines and the relevance of controls related to participation in tenders, management and execution of administrative contracts, in accordance with the Anti-Corruption Law (Law No. 12.846/13) and Decree No. 11.129/22, as well as best practices.

We have also improved the procedures for dealing with complaints, reinforcing, among other measures, those aimed at promptly stopping irregularities, dealing with potential conflicts of interest, protecting the whistle-blower and conducting the internal investigation independently.

Sírio-Libanês remains the first and only hospital so far to receive the Pro-Ethics company certification (2020-2021 and 2022-2023) from the Office of the Comptroller General (CGU). It is worth noting that in our Climate Survey, the Ethics and Compliance Dimension was the 2nd most favorable dimension at Sírio-Libanês, which reflects the reliability and effectiveness of the Compliance Program.

Code of Conduct

GRI 2-15 • 2-23 • 2-24

The Code of Conduct is the primary conduct guideline for all members of Sírio-Libanês.

By means of this Code, it is determined that all members' actions and decisions, in the performance of their duties, will be taken and conducted with integrity and transparency, safeguarding the best

interests of Sírio-Libanês and in accordance with current Brazilian legislation, as well as other internal policies and rules.

To ensure that the rules of conduct at Sírio-Libanês are disseminated, all employees are required to take the Code of Conduct e-learning course.

Supplier evaluation

GRI 2-6 • 2-29 • 414-1 • 414-2

At Sírio-Libanês, we are committed to ensuring that third-party contracting is carried out in an unbiased manner, with the choice always prevailing on the basis of technical specifications, always complying with internal standards and which best meets Sírio-Libanês' needs.

Prior to contracting, we maintain our third-party risk analysis process, aimed at identifying, analyzing and mitigating any risks arising from relationships with any business partners. By analyzing third-party risks, we enhance the culture of ethics and integrity throughout the value chain.

Reporting Channel

GRI 2-23 • 2-25 • 2-26

The Reporting Channel is one of the key tools for strengthening an ethical and transparent culture in managing and dealing with all stakeholders.

It is also a crucial pillar for the effectiveness of the Compliance Program and an essential tool for the governance of organizations, not only for maintaining transparency, but also for reducing risks.

In 2024, we emphasized that our Reporting Channel is a tool for recording situations that may be related to acts of corruption, fraud and other irregularities provided for in Law No. 12,846/2013, reinforcing the culture of ethics and integrity and preventing the risks of corruption and fraud.

It is important to emphasize that reports can be made anonymously on our Reporting Channel and all information provided by the complainant will be investigated confidentially by Sírio-Libanês and no retaliation of any kind will be allowed.



Website: www.contatoseguro.com.br/siriolibanes



Phone: 0800-602-6907



Solidarity

4.1 Social impact cycle

4.2 Contribution to public health

4.3 Community support

*4.4 Healthcare education,
science and research*

RELATED SDG:

Related capitals:

Social

IMPACT CYCLE

GRI 3-3

Sírio-Libanês is recognized as one of the best healthcare ecosystems in the world, a benchmark in medical excellence, education, innovation and high complexity healthcare.

As a philanthropic institution, the financial strength of Sírio-Libanês, resulting from this excellence, makes it possible for us to expand the population's access to quality healthcare, benefiting thousands of people - regardless of their socioeconomic status - through free assistance, research, innovation and health education actions.

The more we advance in our work in private healthcare, the more we are able to boost actions aimed at public health.

This prestigious trajectory was built through a sustainable management model that combines excellence in private healthcare with a commitment to philanthropy and public health, enhancing our social impact with the Faculdade Sírio-Libanês and the Sírio-Libanês Social Responsibility Institute.

The synergy between assistance excellence and social commitment is what drives our projects, bringing specialized care to those who need it most.

With this vision, we combine financial resources, knowledge and technology to create solutions that transform lives and promote well-being on a large scale, generating a direct impact on improving the quality of life of the population, especially socially vulnerable communities.

For decades, our projects have been bringing health, education, culture and income generation to socially vulnerable families and the communities surrounding our operations.

Find out about our main projects in this regard in the chapters ahead.

Endowment Fund

The Sírio-Libanês Endowment Fund is a pioneer in the Brazilian healthcare sector, with an exclusive focus on generating a legacy for the Sociedade Beneficente de Senhoras Hospital Sírio-Libanês (SBSHSL), the Management Organization seeks to ensure the sustainability of the institution, expanding its contribution to the future of healthcare while generating a lasting impact on society through philanthropy.

Based on the solidity of international endowments, backed by the Brazilian legal framework and with a corporate governance structure made up of Associates, Fiscal

Council, Board of Directors, Investment Committee and External Audit.

The Endowment Fund Management Organization of Sociedade Beneficente de Senhoras Hospital Sírio-Libanês (OGFP-SBSHSL) was created on December 13, 2021 in accordance with Law No. 13,800/2019. Its purpose is to set up and manage an Endowment Fund dedicated exclusively to supporting SBSHSL and its social projects in the healthcare, education and innovation areas.

In 2024, the Endowment Fund reached assets of R\$ 18,836,870.00 and two specific purpose funds were created, identified as the "Young Scientists Scholarship Fund" and the "Research Center for the Development of Advanced Therapies".

Special Purpose Funds

Scholarships for Young Talents in Healthcare

The strategic philanthropy of the Sírio-Libanês Hospital continued to shine through at the Faculdade de Ciências da Saúde, providing scholarships for talented young people in vulnerable socio-economic situations. In 2024, a total of 28 scholarships were awarded in the Nursing, Psychology and Physiotherapy courses.

The Sírio-Libanês Endowment Fund completely funded the studies of three scholarship students in the Nursing course. In 2024, the amount of funds allocated was R\$88,560.00. With the continued support of its donors, the Fund has remained committed to encouraging and supporting new talents who wish to join the Faculdade de Ciências da Saúde Sírio-Libanês in the coming semesters.

The scholarships guarantee full tuition fees for the duration of the course.

Young Scientist Scholarships

Advances in healthcare knowledge, driven by this special-purpose fund, will result in improvements in medical assistance and benefits for society as a whole. The research carried out has helped to qualify professionals in the public healthcare system and will also have an impact on SUS patients.

Apart from fostering scientific innovation, the offer of scholarships seeks to retain young researchers in the country and mitigate the flight of talent to foreign markets.

In 2024, we created a special-purpose fund to finance research scholarships to cover living expenses for master's, doctoral and post-doctoral students who dedicate themselves more closely to healthcare research activities for 12 scholarships from 2025 to 2029.

The amount of funds contributed this year was R\$ 3,553,459.20.

Center for the Development of Advanced Therapies

This project aims to create a center (physical and human structure) for the development and incorporation of advanced therapies. It also aims to establish partnerships with pharmaceutical and biotechnology companies for the development of therapies, exploring the expertise and infrastructure of the Sírio Libanês Hospital in clinical trials.

The Research Center for the Development of Advanced Therapies began with a focus on the treatment of hematological diseases (leukemias and lymphomas) and rheumatological diseases.

The goal for the first 18 months is to build the Advanced Therapies Center and carry out clinical trials for the development and incorporation of two new therapies over the next 5 years.

The Endowment Fund is more than a financial investment. It is a legacy that transforms lives so that, together, we can build a healthier and more innovative future!

In 2024, we created a special purpose fund and the amount of funds contributed this year was R\$9,700,000.

Project financed by the Endowment Fund in 2024

Estrelas Rosas Breast Reconstruction

In 2024, the free income from the Sírio-Libanês Endowment Fund was directed to the Estrelas Rosas Breast Reconstruction project.

This initiative, carried out through the Philanthropy Outpatient Clinic, has offered welcome and assistance to women treated by SUS who have faced breast cancer and need procedures such as breast reconstruction, prosthesis replacement, mammoplasty and areola tattooing, among others.

The project continued to care for the women, ensuring continuous and specialized support for their recovery and well-being. Social impact of the project from April 2022 to December 2024:

- 2,900+ medical and multidisciplinary consultations
- 1,500+ imaging and laboratory tests
- 190+ surgical procedures
- Approximately R\$ 3 million have been spent on the project since 2022

The amount of funds contributed this year was R\$ 135,007.40, which included around R\$ 3 million in amounts executed in the project since 2022.

To learn more or to donate

talk to us:

fundopatrimonial@hsl.org.br



Fundraising

We are a philanthropic institution and have relied on the support of donors since our foundation.

In order to connect our institution with people and companies interested in funding initiatives that promote health on several fronts, we have the Social Investments area, which is responsible for raising funds and allocating them to the supported projects.

The area provides transparency, resource management and accountability, ensuring close ties with donors who, with their contribution and institutional support, make it possible to expand and consolidate projects.

To learn more or to donate
talk to us: doe@hsl.org.br

CONTRIBUTION TO *Public Health*

GRI 413-1 . HC-DY-240a.1

Proadi-SUS

For 15 years, since its inception, we have been participating in the Support Program for the Institutional Development of the Unified Health System (PROADI-SUS), an initiative of the Ministry of Health together with six philanthropic hospitals of excellence, which is one of the country's largest public-private partnership programs.

PROADI is designed to improve health care, hospital management and professional qualification, strengthening the Unified Health System (SUS) in different regions of the country. This is one of Sírío-Libanês' main solidarity initiatives, expanding our social commitment and philanthropic mission. See the main projects on the following pages.



In 2024, we participated in five clinical studies and 22 PROADI projects, which will be carried out over the three-year period 2024-2026, and range from improving hospital assistance to developing new technologies for public health.

22 projects
undertaken

11,627
people involved
with research projects

R\$ 175 +
million invested

903 professionals
involved in Care in Health
Technology (ATS)

22,773 people
benefited/impacted

2,721
people involved
with management projects

Support in specialties

Specialized Digital Assistance

Supported since: 2024

Objective: to act to solve complex health problems in different indigenous lands, offering specialized lines of care, based on the digital work of our professionals.

In 2024, doctors from our clinical staff, who are exclusively women, began offering cervical cancer care to the indigenous population.



Results in 2024



42 telemedicine services



34 patients and 15 healthcare facilities involved



NPS 100 of the project's professional users in the territories

Transplantar

Supported since: 2009

Objective: to expand assistance to children with serious liver diseases and Short Bowel Syndrome (SIS), by training professionals from public institutions in transplantation, organ donation and intestinal rehabilitation.

Results in 2024



11 pediatric liver transplants



2 admissions for intestinal rehabilitation



13 post-transplant follow-ups and cardiac device implantation

Support for public hospital efficiency

Lean in Emergencies

Supported since: 2017

Objective: to reduce overcrowding in urgent and emergency care and improve patient care times, with the support of our experts in the Lean HealthCare methodology.

Results in 2024



36% reduction in overcrowding at 40 hospitals in 26 Brazilian states and the Federal District*



Average reduction of 40% in the patient's time from emergency care to hospitalization (time spent in the emergency room with hospitalization).



13.8% reduction in average length of stay (from eight to 6.9 days on average)

* Nedocs Indicator, the Portuguese acronym for National Emergency Department Overcrowding Score.

Health in our hands

Supported since: 2018

Objective: to reduce infections associated with devices such as catheters and mechanical ventilation, Primary Laboratory Bloodstream Infection, Urinary Tract Infection and mechanical ventilation-associated pneumonia.

Results in 2024



More than 53% reduction in the rates of the three infections in 188 ICUs in public and philanthropic hospitals.

Restructuring Public Hospitals

Supported since: 2024

Objective: to encourage improvements in the assistance and management practices of public hospitals, using the Hospital Assessment Tool (FAHosp).

Results in 2024



Support for 88 hospitals, with 2,085 people in the project, 780 in training and 31 diagnoses with FAHosp application.

Progress in public policies

Equidade SUS

Supported since: 2024

Objective: to create and implement Gender, Race and Ethnicity equality committees among SUS workers and promote structural changes for a more inclusive and fair health system.

Results in 2024



Meeting in Belém do Pará, training 64 professionals from 7 institutions.



We created the "Equidade SUS" mini app, within the "Meu SUS Digital" app, to increase SUS female workers' and managers' access to information on equality and allow the Ministry of Health to monitor the actions taken.

Palliative Care

Supported since: 2021

Objective: to bring quality of life to people with life-threatening illnesses, as well as support for their families, spreading the culture of palliative care in various macro-regions of the country.

Results in 2024



*over 8,650 professionals,
from 92 health organizations,
trained in 30 municipalities in
24 states of the federation.*

The project has made access to palliative care, which was only possible in large private hospitals, a public policy, available to the entire population.



Technology and innovation

International Patient Summary

Supported since: 2023

Objective: to summarize and standardize healthcare information on Brazilian citizens, through structured data, whether in the public, private or assistance network, in a single medical record, according to international standards, making it easily accessible and interchangeable, supporting continuity of care.

Results in 2024



The project delivered the Brazilian Medicines Ontology, in which 27,111 medicines were registered.



All the computer models (FHIR profiles) needed to build the IPS Brazil Implementation Guide were created and their narrative content was translated into Portuguese.



More info

about the projects on
<https://hospitais.proadi-sus.org.br/sobre-o-programa>

Sírio-Libanês Social Responsibility Institute (IRSSL)

The Sociedade Beneficente de Senhoras Hospital Sírio-Libanês is also the sponsor of the Sírio-Libanês Social Responsibility Institute (IRSSL), which plays a key role in managing public healthcare facilities, promoting excellence in assistance and operational efficiency.

Working in partnership with the public authorities, the Institute adopts a management model that integrates clinical and operational protocols based on the best practices in the hospital sector, ensuring quality and safety for patients treated by the Unified Health System (SUS).

The Institute currently manages 13 health units:

- Menino Jesus Municipal Children's Hospital
- Hospital Geral do Grajaú
- Hospital Regional de Registro
- Hospital Geral de Taipas
- Hospital Regional Rota dos Bandeirantes
- Hospital Geral de Vila Penteado
- Outpatient Health Care
- AME Interlagos
- Hospital Regional de Jundiaí

- AME Jundiaí
- AMAS – UMANE
- Lia Maria Aguiar Foundation Health Center
- Lucy Montoro Rehabilitation Service of Mogi Mirim.

In 2024, the Institute took over Hospital Regional de Barueri and began managing a total of 949 operational beds.

The Institute implements performance monitoring methodologies, using quality and efficiency indicators to continuously improve the services it provides.

It is also investing in the training of healthcare professionals, strengthening team qualifications and disseminating technical and assistance knowledge to raise standards of care.

Commitment to the humanization of care, community integration, the use of technology to optimize processes and the application of governance models that promote transparency and financial sustainability are also key pillars of this work, promoting

a positive impact on public health and the quality of life of the population served.



More info

access the Annual Report at <https://irssl.org.br/relatorios/>





Philanthropy Outpatient Clinic

In 2024 we conceived the Multidisciplinary Care Program for People with Diabetes with the intention of improving adherence to treatment and the quality of life of people with type 2 diabetes. The project aims to initially treat 40 new patients a month, in partnership with AGD-HCHFMUSP, the General and Didactic Outpatient Clinic of the General Practice Discipline at HCHFMUSP, with an estimated duration of 18 months.

The patient's journey encompasses an individualized, patient-centered approach, accompanied by a number of multidisciplinary teams such as a social worker, nurse, nutritionist, psychologist, physical educator and pharmacist. A nurse leads the coordination of care, with a line of care, injury tracking and the setting and monitoring of targets.

The Outpatient clinic has a partnership with São Paulo City Hall. The clinic offers free high-quality care to patients from the Unified Health System (SUS) who are referred to Sírio-Libanês by the Basic Health Units (UBS) in São Paulo's downtown area, ensuring access to specialized and complementary services.

Number of outpatient consults in 2024



90

breast surgeries



19,005

Ultrasound assessments



4,934

Medical and multidisciplinary consultations aimed at breast surgery patients



783

Pediatric consultations



851

Consultations with a multi-disciplinary pediatric team

Community

SUPPORT

Volunteerism

Volunteers at Sírio-Libanês carried out a range of transformative actions on four volunteer fronts, making a significant impact on the hospital community and beyond:

Assistance Volunteering

The Sírio-Libanês Hospital's Volunteer Service, which has been running since 1980, plays an important role in offering emotional and welcoming support to people treated at the hospital, providing assistance that goes beyond the physical and strengthens bonds of empathy and solidarity.

In São Paulo, new volunteer candidates took part in selection and training stages, while in Brasília, a qualified training program also prepared new volunteers for their work.



In 2024, there were 20,358 hours of volunteer work, carried out by around 240 people.

Made up of 95% women, the group is also responsible for the convenience store and the bookshop at the Sírio-Libanês Hospital, which have their funds reverted to philanthropic initiatives and donations.


In 2024, we raised R\$ 1.8 million from sales and all the volunteer work. Part of this made it possible to make the following donations to patients and families in vulnerable situations at the hospitals run by IRSSL, the Philanthropy Outpatient Clinic, Embrace Your District and partner institutions and NGOs:

 **1,280**
baby layette

 **2,849**
basic food
staple baskets

 **1,968**
personal
hygiene items

 **2,554**
blankets and coats

 **66**
children's
orthopedic devices

Youth Volunteering

In 2024, we launched the youth volunteering pillar at the College. Involving students and young people from the Syrian-Lebanese colony, this pillar seeks to involve young people in volunteering activities, fostering the training of future generations committed to social and humanitarian causes.

The young volunteers participate in an event at the Paralympic Center and took part in a wheelchair basketball game.

This activity was made possible by ADD (Associação de Deficientes Desportivos), which serves paralympic athletes and non-athletes. The opportunity was also taken to the Deliberative Council and some of the SBSHSL ladies also took part.

In 2024, the young volunteers also played an important role in the Humanitarian Aid Campaign to Rio Grande do Sul.



Clinical Staff Volunteering

Medical involvement program in social actions, bringing care, attention and research to underprivileged and vulnerable communities, strengthening the integration between healthcare and social impact.

In 2024, we continued to work on relevant medical volunteering projects:

NGO Mais

It began its work during the pandemic, with the aim of bringing support and dignity to people in vulnerable situations.

It currently relies on the financial support of around 400 friends and collaborators, who not only contribute resources, but also dedicate their time to distributing food and hope in the streets and communities of São Paulo and the Greater ABC region.

Sírio-Libanês supports the organization by donating clothes and hygiene products to those it serves.

Zoé

It brings medical assistance, clinical examinations, surgeries, loaned hospital infrastructure and medicines donated by Sírio-Libanês to riverside and



indigenous populations in the Amazon, with the aim of overcoming the feeling of medical abandonment. In 2024, Sírio-Libanês supported and took part in two expeditions to various locations in the country's northern region.

NGO Xingu+Catu

It provides medical care to indigenous communities in hard to reach areas, in order to offer specialized healthcare services with no need for people to travel. Sírio-Libanês also donates medicines and lends equipment to the initiative.

Corporate/Employee Volunteering

Focused on mobilizing our employees in solidarity actions, in 2024 we had the following main initiatives:

Human Heat Squares Project

Since 2019, it has held face-to-face workshops in which volunteers, the Sírio-Libanês employees themselves, crochet squares to form blankets to be donated. In 2024, over 30 baby blankets and 50 adult blankets were donated, including to the victims of the Rio Grande do Sul rains.

Pilot of the Move Project

Geriatrics volunteers carry out an assessment of the elderly in the neighborhoods covered by Embrace Your District, with the initial health diagnosis of 140 elderly people, employing a comprehensive geriatric assessment approach, with a multidisciplinary team of 40 professionals, including geriatricians, residents, nutritionists, nurses, nursing technicians, psychologists and social workers.

SER Solidário

In 2024, we unified our philanthropic initiatives — such as the Warm Clothing Campaign, the Sírio-Libanês Bazaar, Institutional Donations and humanitarian support initiatives, under the SER Solidário umbrella, broadening the scope of social actions and strengthening their identity.

Sírio-Libanês Bazaar

An initiative of the Ladies Executive Board, the primary aim of the Sírio-Libanês Bazaar is to raise funds to support the institution's social projects by selling donated items. Promoting sustainability through circular fashion, the project generates financial resources while raising awareness about the importance of reuse and adopting sustainable practices. All the money raised goes to social projects, expanding the philanthropic impact.

The Bazaar strengthens the efficient management of resources, reduces waste and expands institutional impact through

partnerships. Highlights include our collaboration with Lar Sírio Pró-Infância, which has contributed significantly with donations over the years, and, in 2024, with the NGO Mais, which has enabled us to provide direct support to vulnerable communities and refugees.

In 2024, we held Bazaar Express, a one-off event aimed at selling furniture items, which raised over R\$ 33,000 in revenue for social projects. The initiative also reinforced our commitment to financial and environmental sustainability by re-purposing materials that would otherwise have been sent for storage or disposal.

The Bazaar is an action that is expected and valued by employees, who recognize its importance and are actively involved. Its results show that it makes a direct contribution to strengthening philanthropy and institutional sustainability.

Results since the 1st edition



R\$ 247+ k
earmarked for social projects



R\$ 443+ k
revenue raised



300+
re-purposed furniture



310kg+
recycled clothes



30,806
items collected



13,108
items sold



65%
circularity of items

Supporting Rio Grande do Sul

In 2024, we mobilized our efforts and capacities, together with the São Paulo Social Fund (FUSSP), in a large network movement to identify the needs of those affected by the floods in Rio Grande do Sul and articulate support solutions.

With the rapid creation of partnerships and the strength of our more than 9,000 employees, volunteers, clinical staff and multi-professional assistance team, we collected, stored and organized more than 54 tons of items at our headquarters and sent them to the victims.

We also carried out medical volunteer work and sent medicines to the Estrela and São José hospitals in Rio Grande do Sul to support the healthcare efforts.

Sírio-Libanês' collaborative actions, driven by its commitment to philanthropy and social impact, have brought together volunteers, partners and excellent management to extend the reach of solidarity.

Our donation collection partners:



This transformative mobilization resulted in one of the largest donations in the organization's history, reinforcing that when care and generosity go hand in hand, the impact multiplies and lives are transformed.

**8.5 K**

medicines and materials

**15.3 K**

food items

**84.6 k**personal hygiene and
cleaning products**2.3 k**

pet products

**54.1 k**

pieces of clothing



Apart from the donations, we had people who went above and beyond, like nurse Paloma Ferrer Gomez. Between May 15 and 29, 2024, Paloma welcomed, cared for and helped renew the hopes of the people of Rio Grande do Sul in one of the campaign hospitals, located in São Leopoldo.

Upon her return, Paloma shared her experience with us:

"Those were tough days, but I'm sure we assisted the most people and did everything we were capable of. I will always be proud to have contributed to a humanitarian mission, delivering the SUS to the population, with the foundations of its integrity. I left with the intention of helping the people of Rio Grande do Sul, but the life that was transformed was my own."



Embrace Your District

In 2024, we created a pioneering initiative focused on promoting healthy aging among the elderly in the area around the Bela Vista (SP) unit, the Mova-se (Move On) pilot project.

With the support of a multidisciplinary team made up of geriatricians, gerontologists and other specialized professionals, with the aim of increasing functionality, autonomy, integration and effective participation in society, Mova-se offers:

- A set of activities focused on strengthening muscles, improving physical endurance, balance and motor skills.
- Individual assessments of intrinsic capacity (physical and mental) with a group of 140 people.
- 12 months duration.

Embrace Your District is a social project created in 2001 by the Sociedade Beneficente de Senhoras Hospital Sírío-Libanês, with the aim of offering health promotion, professional qualification and income generation activities, focusing on actions that favor the biopsychosocial development of individuals and families.

With a transformative social impact, in its 23 years the project has already helped over 10,000 families and around 28,000 highly vulnerable people. Our multidisciplinary team is made up of multipliers of values inside and outside Embrace and is responsible for the achievements along the way.

In 2024, after analysis, we restructured the project from the strategic philanthropy perspective for social impact at scale. As a result, the project now has health as the guiding principle for its actions and vision for the future.

In this new scenario, Embrace has expanded its activities, strengthening integration with the public health system as well as expanding care for the elderly.

We also mapped the social vulnerability of 1,596 people enrolled in professional qualification courses and provided individual and group social assistance to 139 people, making the appropriate referrals to meet existing demands. Find out more about other activities in 2024.



Training courses

Aimed at vulnerable people with an interest in pursuing careers in the hospital environment, it develops skills and competencies and provides support for their re-employment in the job market.

The courses were offered in-person in São Paulo and Brasília, consisting of theoretical and practical lessons on the following fronts:



Hospital Kitchen Attendant



Hospital Hospitality Assistant



Hospital Kitchen Assistant



*Hospital Pharmacy Assistant
affirmative course*

Health and wellness promotion

Besides multiple initiatives for the health of the elderly, in 2024 we had actions to promote the health of people with disabilities, in partnership with the Sports Association for the Disabled (ADD).

With the aim of improving accessibility and assistance for people with physical disabilities and neurodivergents, we have so far involved more than 30 children and teenagers in sports activities and psycho-pedagogical support.

Acting on behalf of two groups that have historically been underserved and with little access, the elderly and people with disabilities, we have dedicated Sírío-Libanês' attentive gaze to their demands and given them access to spaces that were previously inaccessible, such as symposia.

Embrace Your District results:

354
people served

over 100
professionals trained

86
hired by Sírío-Libanês

EDUCATION IN

Healthcare, Science and Research

GRI 3-3

Support for training

ARO Sírio-Libanês

ARO (Academic Research Organization) Sírio-Libanês is a center that specializes in conducting clinical and scientific research, funded by donations, with a focus on advances in cardiovascular diseases, innovative therapies and new medical technologies.

In 2024, three internationally important research projects were presented, restating our commitment to the advancement of science and impacting health solutions:

- Risks of polypharmacy (use of 5 or more drugs) in elderly patients
- Exercise intolerance in hemodialysis patients
- Cognitive test protocol for neurosurgery patients.

Faculdade Sírio-Libanês

Faculdade Sírio-Libanês is committed to training highly qualified health professionals, ensuring that access to excellent education is not limited by financial issues.

With a focus on social impact, we have structured a robust scholarship and funding program, allowing more talented students to have the opportunity to specialize with the Sírio-Libanês quality standard.

In the first semester of 2024, we had 28 full scholarship students, made possible as follows:

3 scholarships funded by the College's Endowment Fund, guaranteeing sustainable resources for students in situations of economic vulnerability.

12 made possible by resources from donations, and 13 made possible by waiving revenue, expanding the possibility of more students joining the institution.

We also offer scholarships to master's, doctoral and post-doctoral students so that they can dedicate themselves to health research, through the Young Scientists Fund.

To support the inclusion of undergraduate scholarship students and ensure that all students have adequate support to remain in their courses, we have implemented the **Equaliza Program**.

The Program offers tutoring in fundamental subjects such as Portuguese, English, Humanities, Logical-Mathematical Reasoning, Fundamentals of Biology, Fundamentals of Chemistry and Fundamentals of Physics, for students who need additional support to consolidate their knowledge.

The academic results demonstrate the success of this model: the scholarship students performed better on average than the paying students, showing the positive impact of the opportunity to access quality education.

Equaliza classes are open to all students, reinforcing our concern for academic development, quality and equality in education.





Excellence

- 5.1 Quality and Customer Experience*
- 5.2 Engaging and qualifying our team*
- 5.3 Digital transformation and innovation*
- 5.4 Excellence in Education and Research*
- 5.5 New Business*

RELATED SDG:

Related capitals:

QUALITY AND CUSTOMER *Experience*

GRI 3-3

Our multidisciplinary care model, focused on patients and their families, with a humanized and individualized approach, offers society medical and hospital care of excellence.

It is our attention to and care for the patient experience that sets us apart from other institutions: working with respect, quality, dedication and commitment fosters a good relationship with the patient, who feels respected, valued and, consequently, loyal, generating a virtuous cycle that expands our philanthropic work benefiting Brazilian healthcare.

To ensure an experience of excellence, in 2024 we reviewed strategies, initiatives and performance indicators in relation to the aspects that influence people's perception of the care they receive throughout their journey.





Customer Experience Center

We carry out different active listening actions to understand the patient's needs, expectations and feelings:

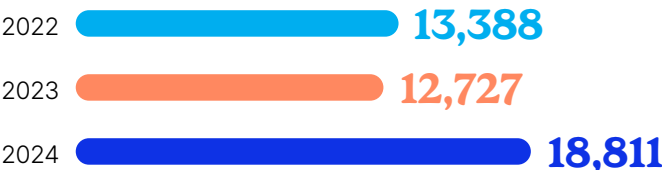
- Satisfaction survey
- Journey mapping
- Persona designs
- Voice of the Customer (Ombudsman Channel)

With the results, the Center, created in 2024 to monitor these figures, supports and guides the experience's evolution, feeding the Organization's different areas with information and data on offenders, driving continuous improvement.

NPS Index (%)



Complaints to the ombudsman



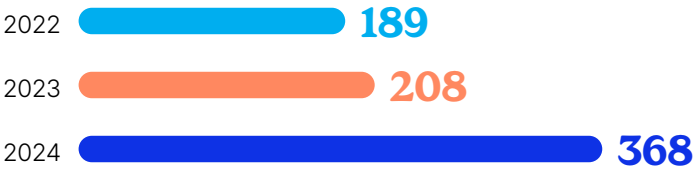
Percentage of complaints responded to



Compliments to the Ombudsman



Complaints to Reclame Aqui



Overall satisfaction scale (0 to 10)



Quality and experience

Certifications

We have adopted the main global quality methodologies, presented below, confirming Sírío-Libanês' commitment to international standards of care and innovation, guaranteeing a high level of assistance.



The Sírío-Libanês Hospitals (São Paulo and Brasília) have the main health accreditation seal in the world and we have maintained the certification since we obtained it for the first time 15 years ago, through rigorous evaluation cycles.

JCI analyzes essential criteria such as clinical protocols, risk management, safety of the hospital environment, staff qualifications, continuous improvement processes and a focus on the patient experience.

In 2024, in an effort to obtain certification for the Population Health unit, we received seven external auditors for a diagnosis in order to prepare for the JCI visit in 2025. We trained 300 employees in workshops, with in-house educators, covering quality tools, indicators and the science of improvement, and received over 120 improvement projects aligned with the strategic guidelines.

Accreditation of Rehabilitation Facilities (CARF)



Hospital Sírío-Libanês has been awarded this certification, which is one of the most prestigious international seals of excellence in rehabilitation and assesses criteria such as the personalization of treatments, patient safety, the qualifications of the multidisciplinary team and the effectiveness of the services provided. The certification attests to our rigorous quality standards in the care of patients in physical, cognitive and functional rehabilitation programs.

Quality Oncology Practice Initiative (QOPI)



In 2019, we were one of the first institutions outside the United States to be granted this certification by the American Society of Clinical Oncology (ASCO), which recognizes oncology centers that meet high quality standards in cancer patient care.



For the 5th consecutive year, Hospital Sírío-Libanês is among the best hospitals in the world in the Newsweek rankings.

Since its launch in 2021, we have been part of the select group of the best hospitals in the world in various specialties in the World's Best Specialized Hospitals ranking: Cardiology, Cardiac Surgery, Endocrinology, Gastroenterology, Neurology, Neurosurgery, Obstetrics and Gynecology, Orthopedics, Oncology, Pediatrics, Pulmonology and Urology.

Notably, we lead Latin America in Urology, being the 13th best organization in the world in this field.



Geriatric Emergency Department Accreditation (GEDA)

In 2019, Sírio-Libanês became the first institution outside the United States to obtain this accreditation, granted by the American College of Emergency Physicians, which promotes quality goals in the care of elderly patients in emergency departments.



Foundation for the Accreditation of Cellular Therapy (Fact)

The Oncology department is seeking accreditation from Fact, the international body that sets standards for laboratory and clinical medical practice in cell therapies.



Magnet Journey to Magnet Designation

The Magnet Designation, a global best practice, guides our nursing care excellence practices and we are seeking certification, which requires strict quality criteria in five pillars: Knowledge, innovation and improvement; Empowerment structure; Transformational leadership; Exemplary professional practice; and Empirical care outcomes.

The Magnet Journey guides the progress needed for certification and, in 2024, we improved our care planning, which began two years ago, in a strategic and integrated process involving leaders from various areas in São Paulo and Brasília, ensuring cohesive alignment between the units.

The volunteer work done by professionals is also one of the points of attention addressed by Magnet, since in the Move yourself project of Embrace Your District, we have nursing professionals working as volunteers.

Capacity building actions

Throughout the year, we carried out a number of training actions for our team in order to advance in the best practices and certifications presented:

- New JCI manual: we trained around 70 leaders on the 8th edition of the Hospital Manual, which includes significant updates to accreditation standards and in-depth knowledge.
- Improving quality and safety processes: internal educators in São Paulo and Brasília supported internal audits with the aim of verifying adherence to processes, educating employees and identifying opportunities.
- Quality Trail Workshop: over 230 participants, covering Quality Concepts and Tools, Indicator Management and the Science of Improvement.
- Creation of the Welcoming Academy: aimed at further strengthening our edge, especially in Oncology, it will have a team of greeters by 2025, with a full working model that can be replicated throughout the Organization.

- Operational Safety and Security Team: 30 TOPS teams, with more than 200 members, aimed at promoting and strengthening the safety culture, identifying risks and adopting changes that result in improvements. TOPS is part of the CUSP (Comprehensive Unit-based Safety Program), a systematic and collaborative approach to identifying and solving safety problems in healthcare facilities, promoting a culture of safety and involving all staff in the process of continuous improvement.

Continuous Improvement Program

Our program, called World Class Hospital (WCH), stimulates a culture with effects directly related to increased productivity, clinical outcome, patient quality and safety, cost, punctuality in procedures and deliveries and sustainability, as well as the motivation of our employees, ensuring excellence in assistance and operations to reach the level of a World Class Hospital.

In 2024, we began the journey of the Institutional Development Program to train employees of the Focused Improvement Groups in São Paulo and Brasília, holding 30 hours of theoretical and practical classes on the use of continuous improvement tools and 86 people trained.

This year we also had our first workshops and events related to the program, in which we covered topics such as Strategic Sustainability and ESG, Waste in Healthcare, Continuous Improvement Methodologies, PROADI-SUS Cases and HSL Consulting, at Evolution Day.

In partnership with the Lean Summit Saúde institute, we also had the opportunity to share how we implemented our World Class Program in the healthcare sector, highlighting different scenarios and realities aimed at efficiency, quality and accessibility of healthcare services throughout Brazil.



More inclusive care

We opened a waiting room for patients with Autism Spectrum Disorder (ASD) in the Diagnostic Imaging Center, reviewed the satisfaction surveys to include their perception, revised the scheduling process for some exams and developed a project to propose innovative solutions to improve the predictability of these patients.

Care Planning

NIPPA, the Center for Information and Care Planning Projects, is a strategic structure created in 2024 to optimize our care management by analyzing data, monitoring indicators and planning processes.

The primary objective is to transform clinical and administrative decision-making into a more streamlined process, based on evidence and geared towards excellence in care.

The Center concentrates on the collection, analysis and interpretation of assistance data, providing a broad and detailed view of processes. It monitors key quality and safety indicators, evaluates the efficiency of services and provides reports to guide hospital governance.

It also works to create and improve care flows, helping to identify operational bottlenecks and propose solutions to increase efficiency and safety in patient care.

NIPPA serves various internal and external audiences, including:



Assistance managers: providing strategic information to support decisions on improving clinical processes.



Clinical staff and multidisciplinary teams: ensuring access to data to improve care protocols and ensure better clinical outcomes.



Patients: benefit from more efficient, safe and personalized assistance.



Hospital governance: providing reports and analyses that support compliance with regulatory standards and quality certifications.

With this, we aim to achieve significant positive impacts for the evolution of the care model at Sírio-Libanês:



Quality and safety of care: by monitoring indicators, the center ensures that institutional protocols are followed and continuously improved.



Data-driven decision making: reducing subjectivity and making leadership more assertive.



Operational efficiency: optimization of assistance flows and resource allocation, reducing waste.



Compliance and certifications: support in complying with regulatory requirements and accreditations, strengthening reputation.



Patient experience: greater predictability and fluidity in assistance for faster and more effective care.

NIPPA's creation reinforces our commitment to innovation in hospital management and care planning, consolidating us as a benchmark in the adoption of data-based practices to raise the quality of care and ensure a more efficient and safer healthcare ecosystem.

Healthcare Value Office

GRI 403-1

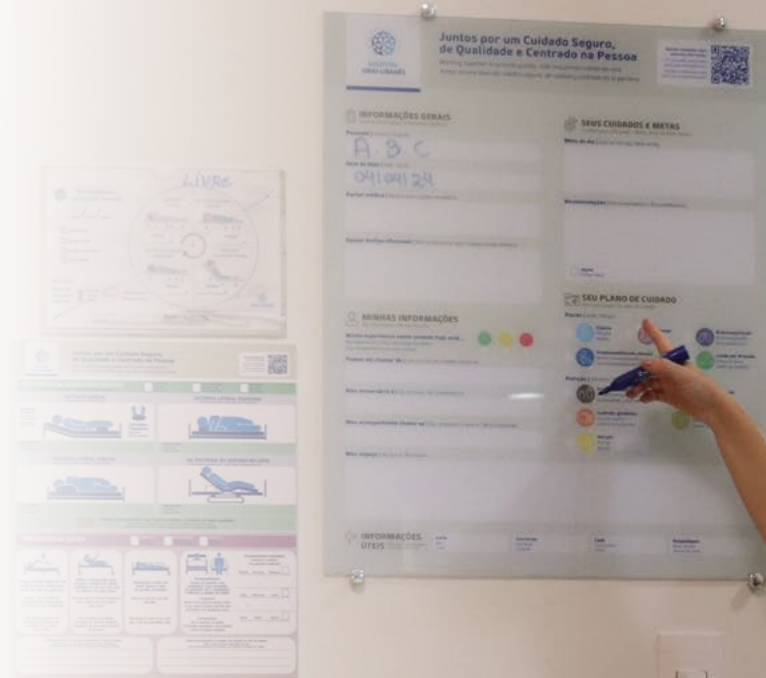
Created in 2024, the Office strengthens our financial sustainability and operational efficiency for a virtuous and sustainable cycle that supports the entire healthcare system.

It was created specifically to ensure that negotiations are based on the relevance of the care offered, the clinical results of patients and their experience, as well as efficient management so that medical practices are carried out at an appropriate cost and with no waste.

In 2024, we worked on building a health value dashboard for some episodes of care. This management tool aims to monitor and analyze performance, with a focus on delivering value to the patient. It brings together relevant data and indicators, divided into three categories: Results, costs and processes.

The aim is to support managers and healthcare professionals in making strategic decisions, seeking to optimize the cost-benefit ratio and promote continuous improvement in the quality of services.

Find out more about the indicators monitored in the panels on the following pages.



Patient safety

GRI 416-1 • 416-2

We focus on safe care, respecting and meeting each patient's needs. With systemic risk management that cuts across the institution's various services, we seek to map, identify, analyze, evaluate, handle, monitor and communicate risks. This management is part of the organizational processes and is aligned with strategic planning.

Our Safety Program is aimed at organizational learning, continuous process improvement and strengthening the safety culture.

We have a working model based on shared knowledge, the involvement of patients and their families in their care, collaborative work between professionals, comprehensive care and the flow and accessibility of information. This allows patients themselves to take care of their own safety, based on the information they receive.

The Patient Safety-Quality department is part of the Skin Injury, Bronchoaspiration, Falls and

Drug Therapy assistance committees, as well as the Technovigilance, Hemovigilance and Pharmacovigilance fronts.

The Institutional Quality and Safety Committee is responsible for the Program, has an advisory and deliberative role and is part of the Patient Safety Center which, together with the Risk Management area, promotes and supports initiatives aimed at patient safety in different healthcare areas. Linked to the Board of Directors, it is made up of a multidisciplinary team, with representation from the sectors that carry out activities related to the safety of care.

Notifications

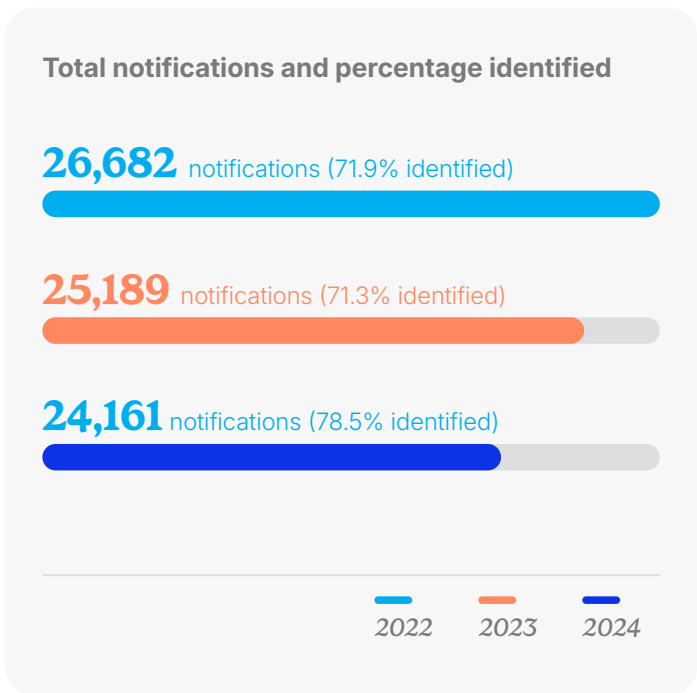
We encourage an environment in which professionals are able to report errors or near misses with no fear of reprimand or punishment.

To this end, we rely on the notification process, which allows employees to identify errors or near misses with ease, privacy and traceability of information. All notifications are evaluated and classified by Risk Management and Care Safety.

In 2024, there were 24,161 valid notifications, with a monthly average close to the previous

year, which reinforces the Organization's consolidated safety culture over the years.

This can also be evidenced by the high percentage of 78.5% of notifications identified, 10 p.p. higher than in 2023, reflecting the Institution's commitment to the principles of a Just Culture in the face of errors.



Adverse events

We monitor the rate of adverse events in hospitalized patients (incidents resulting in harm to the patient) and the rate of serious and catastrophic damage.

In 2024, the rate of serious and catastrophic damage continued to fall and reached 0.13%, significantly lower than the world average of 1%, reflecting our efforts to promote patient safety.

Joint effort

In 2024, the rate of adverse events with moderate, serious and catastrophic damage was an indicator that was deployed as a performance target at all levels of management in the care areas.

As of this year, we have also started to make data on adverse events available for real-time management, with automatic targeting of notifications and the development of

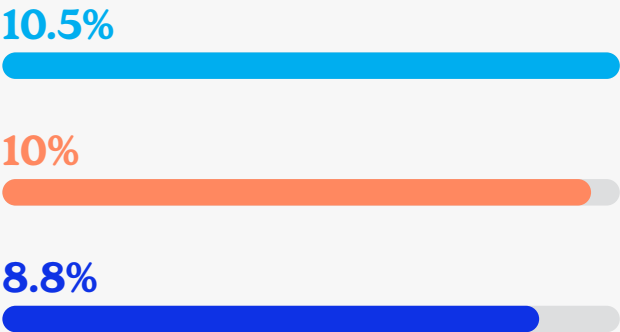
data panels for assistance committees, interface groups and the assistance occurrence notification system.

As a result, we were able to make progress in identifying opportunities for improvement, monitoring the effectiveness of actions, reducing rework and optimizing resources.

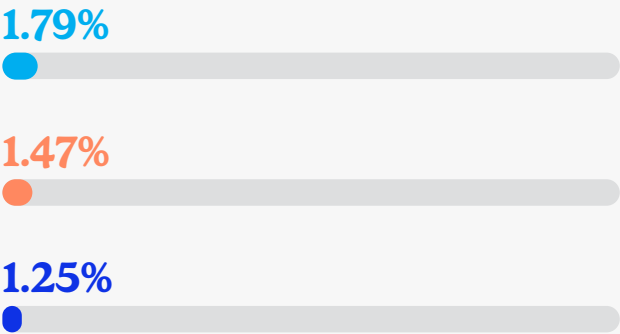
The discussion of adverse events takes place at bi-weekly meetings, with the participation of the leadership, which has also been brought closer to the care staff.

Over the course of 2024, there were 376 leadership and safety rounds at the São Paulo and Brasília units, guided by specific instruments based on international publications adapted to the Organization's context.

Rate of adverse events



Rate of adverse events with moderate, severe and catastrophic damage



2022 2023 2024

Revision of the risk map

With a view to continuous improvement, every year we redesign processes and monitor indicators, carry out analyses and develop action plans. All of this, with a commitment to mobilizing teams and stimulating behavior, because we know that it is the employees in care, in contact with the public, who really transform quality and safety.

In 2024, we reviewed 91 risk maps for the assistance areas and applied the HFMEA (Hospital Failure Mode and Effect Analysis) tool, a systematic risk analysis methodology for the healthcare sector, with the aim of mapping and handling risks.

In 2023, we launched the Zero Harm Challenge at Sírio-Libanês and, in 2024, we made several adjustments and improvements to launch the 2nd edition, now with prizes for excellent results.



In 2024, the winning units of the First Zero Harm Challenge were recognized for their mobilization in the search for care free of avoidable harm.

The challenge is aligned with the World Health Organization's (WHO) Global Action Plan for Patient Safety, which establishes the theme "Towards the elimination of avoidable harm in healthcare".

The recognition of the winning units was part of the April for Safety program, reinforcing the institutional commitment to excellence in care and the prevention of adverse events.



Clinical Outcome

For almost 10 years, Sírío-Libanês has had a team dedicated to monitoring the clinical outcomes of patients in both in-hospital and out-of-hospital settings. This monitoring includes individuals who have been or continue to be treated by the institution for specific health conditions or episodes of care.

The monitoring follows a rigorous standard, using specific questionnaires filled in by the patients themselves, an approach that ensures reliable data on health status, quality of life and functioning, which are essential for assessing the treatment's impact.

Monitoring results are periodically presented to the care teams involved, as well as institutional managers, ensuring transparent and integrated processes. These analyses are compiled into personalized executive summaries, which are incorporated into the institutional annual medical evaluation program, ensuring the continuous improvement of clinical practice.

International Benchmark Methodology

The PROM (Patient Reported Outcomes Measures) methodology, used to monitor clinical outcomes, is globally standardized and applied by the world's leading healthcare centers, which makes comparisons and benchmark analyses possible, ensuring that the institution is aligned with the best care practices and can continually improve its services.

The information obtained follows the concept of Value-Based Healthcare, which guides the choice of treatments with equitable, sustainable and transparent use of resources, maximizing the best clinical results and patient experience, as defined by our Healthcare Value Office.

In this way, Sírío-Libanês integrates cutting-edge practices that are safe and based on scientific evidence in relation to patients' individual needs, making care more efficient and humanized.

Clinical Protocols and Integrated Care Management

Institutional protocols play a major role in standardizing clinical conduct, promoting quality, safety and reducing variability in medical practice.

Each protocol has specific indicators, allowing us to evaluate the processes and outcomes of its application. In recent years, we have invested in the development of new protocols, structured around the multidisciplinary care line model.

This approach includes the coordination of care, carried out by a nurse manager, ensuring better organization of the care flow and promoting more efficient, patient- centered care.

See the following page for the main results of the health conditions and episodes of care monitored throughout the year.

Outcome data

SASB HC-DY-250a.6

Excellence

Health Condition/Care Episode	CLINICAL PROTOCOLS				CLINICAL OUTCOME				
	Efficiency in Care		Effectiveness in Care					Patient-reported outcomes (PROMs)	
	Result	Target// Benchmark	Result	Benchmark	Start	Number of patients included (from the start until dec/2024)	Inclusion/Exclusion Criteria	Results	Benchmark
Stroke	Median Door-to-Imaging Time 2023 = 38 min 2024 = 36 min	< 45 min / American Stroke Association	Hospital survival rate (ischemic and hemorrhagic stroke) 2023 = 88% 2024 = 90%	-	2017	797	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 2023 = 81% 2024 = 73%	54% BMJ Neurology Open 2021;3:e000177
	Median Door-to-Needle Time 2023 = 49 min 2024 = 45 min	< 60 min / American Stroke Association							
	Median Door-to-Puncture Time 2023 = 118 min 2024 = 85 min	< 120 min							
Lumbar spinal fusion	Median length of hospital stay (surgery to discharge) 2023 = 4 days 2024 = 4 days	-	Unscheduled readmission rate within 30 days post procedure 2023 = 7,1% 2024 = 7,1 %	-	2018	661	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 2023 = 73% 2024 = 78%	≥ 75%* (Oswestry Disability Index) at 6 months after surgery *Target set by the integrated practice unit

Health Condition/Care Episode	CLINICAL PROTOCOLS				CLINICAL OUTCOME				
	Efficiency in Care		Effectiveness in Care					Patient-reported outcomes (PROMs)	
	Result	Target// Benchmark	Result	Benchmark	Start	Number of patients included (from the start until dec/2024)	Inclusion/Exclusion Criteria	Results	Benchmark
Total Knee Arthroplasty (TKA)	Median length of hospital stay (surgery to discharge) 2023 = 4 days 2024 = 3 days	-	Unscheduled readmission rate within 30 days post procedure 2023 = 4.3% 2024 = 10.9 %	3% Hospital for Special Surgery – best hospital in Orthopedics in 2022 according to the Newsweek ranking	2017	564	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 TKA 2023 = 70% 2024 = 59%	≥ 65% Target set by the integrated practice unit
								Expectation rate reached at 6 months post procedure 2024 = 78%	≥ 90% Target set by the integrated practice unit
								Rate of patients with pain in the operated joint ≥ 7 in 12 months after the TKA procedure 2023 = 10.5% 2024 = 6.7%	-
Total Hip Arthroplasty (THA)	Median length of hospital stay (surgery to discharge) 2023 = 4 days 2024 = 4 days	-	Unscheduled readmission rate within 30 days post procedure 2023 = 4.1% 2024 = 5.4%	3% Hospital for Special Surgery – best hospital in Orthopedics in 2022 according to the Newsweek ranking	2017	880	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 2023 = 77% 2024 = 79%	≥ 85% Target set by the integrated practice unit
								Expectation rate reached at 6 months post procedure 2023 = 96% 2024 = 92%	≥ 95% Target set by the integrated practice unit
								Rate of patients with pain in the operated joint ≥ 7 in 12 months after the THA procedure 2023 = 0% 2024 = 0%	-

	CLINICAL PROTOCOLS					CLINICAL OUTCOME			
	Efficiency in Care		Effectiveness in Care					Patient-reported outcomes (PROMs)	
	Result	Target// Benchmark	Result	Benchmark	Start	Number of patients included (from the start until dec/2024)	Inclusion/Exclusion Criteria	Results	Benchmark
Localized Prostate Cancer - Robotic Prostatectomy	Median length of hospital stay (surgery to discharge) 2023 = 2.3 days 2024 = 2.0 days	-	-	-	2018	1809	Inclusion criteria: age ≥ 18 years, diagnosed with localized prostate cancer, undergoing robotic surgical treatment	Percentage of patients with complete urinary continence at 12 months 2023 = 91% 2024 = 80%	MARTINI-KLINIK 12 months after 93.5%
	Rate of patients admitted on the same day as surgery 2023 = 64% 2024 = 66%						Exclusion criteria: Previous treatment for localized prostate cancer; refuses follow up; language barrier	Percentage of patients with severe erectile dysfunction in 12 months 2023 = 43% 2024 = 38%	MARTINI-KLINIK 12 months after 34.7%
Breast cancer	-	-	-	-	2017	1909	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 2023 = 82 2024 = 75 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 2- Mastectomy surgery with reconstruction for breast cancer treatment 2023 = 68 2024 = 61	>70 Health at a Glance 2019 : OECD indicators

	CLINICAL PROTOCOLS				CLINICAL OUTCOME				
	Efficiency in Care		Effectiveness in Care					Patient-reported outcomes (PROMs)	
Health Con- dition/Care Episode	Result	Target// Benchmark	Result	Benchmark	Start	Number of pa- tients included (from the start until dec/2024)	Inclusion/Exclu- sion Criteria	Results	Benchmark
Bariatric surgery	Mean stay time (Sur- gery to Discharge) 2023 = 2 days 2024 = 1.4 days	3 days / Obes Surg 27, 226–235 (2017)	Unscheduled readmission rate within 30 days post surgery 2023 = 4% 2024 = 4.5%	-	2021	306	Inclusion criteria: Age ≥ 18 years, under- going 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% 2024 = 97%	-
Heart Failure (HF) with reduced ejection fraction	Beta-blocker prescrip- tion rate at discharge 2023 = 91% 2024 =97%	95% / Estab- lished based on the institu- tion's histor- ical context	Hospital sur- vival rate for Heart Failure 2023 = 89% 2024 = 89%	8% / Estab- lished based on the institution's historical context	2017	726	Inclusion criteria: Age ≥ 18 years, with decompensated HF with reduced ejection fraction (≤ 40%)	Quality of life rate score (KCCQ-12) > 75 within 30 days post discharge of patients with heart failure 2023 = 95% 2024 = 66%	> 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 2023 = 85% 2024 =98%	85% / Estab- lished based on the institu- tion's histor- ical context	Readmission rate for decompensated HF within 30 days post discharge 2023 = 16% 2024 = 16%	21% Benchmark: The Centers for Medicare & Med- icaid Services			Exclusion criteria: Presenting cardiogenic shock upon admission and/ or transfer-type hospital discharge; refuses fol- low-up; language barrier		
Acute Myocardial Infarction	Median Door- to-ECG Time 2023 = 8 min 2024 = 7 min	Target ≤ 10 min American Heart Associ- ation Recom- mendation	Hospital survival rate for Acute Myo- cardial Infarction 2023 = 97% 2024 = 93%	-	2017	Monitoring of Percutaneous Coro- nary Intervention (PCI) patients 3,387	Inclusion criteria: Age ≥ 18 years, who underwent PCI	Angina improvement rate (SAQ-7), compar- ing admission with 30 days after infarction 2024 = 96%	-
	Median Door-to- Balloon Time 2023 = 53 min 2024 = 59 min	Target ≤ 90 min American Heart Associ- ation Recom- mendation					Exclusion criteria: Patients leaving the hos- pital for transfer; refuses follow-up; language barrier		

Health Con- dition/Care Episode	CLINICAL PROTOCOLS				CLINICAL OUTCOME				
	Efficiency in Care		Effectiveness in Care					Patient-reported outcomes (PROMs)	
	Result	Target// Benchmark	Result	Benchmark	Start	Number of pa- tients included (from the start until dec/2024)	Inclusion/Exclu- sion Criteria	Results	Benchmark
Sepsis	Median antibiotic administration time 2023 = 31 min 2024 = 29 min	≤ 60 min Estab- lished based on the institu- tion's histor- ical context	Survival rate for Sepsis 2024 = 92%	-	2017	4,990	Inclusion criteria: Age ≥ 18 years, patients with sepsis diagnosed at the ER, bacteria as infectious agent	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) 2023 = 0.55 2024 = 0.64	-
	Antibiotic administration rate up to 60 minutes 2023 = 80% 2024 = 83%	80% Estab- lished based on the institu- tion's histor- ical context					Exclusion criteria: Sepsis diagnosed in an- other service, end-of-life care; refuses follow-up; language barrier		
Localized Prostate Cancer – Robotic Prosta- tectomy	Average hospital stay (surgery to discharge) 2023 = 2.3 days 2024 = 2.0 days	-	-	-	2018	1809	Inclusion criteria: Age ≥ 18 years, diagnosis of localized prostate cancer, underwent robotic surgical treatment	Percentage of patients with full urinary conti- nence at 12 months 2023 = 91% 2024 = 80%	MARTINI-KLINIK 12 meses pós 93,5%
	Rate of patients admitted on the same day as surgery 2023 = 64% 2024 = 66%						Exclusion criteria: Prior treatment for localized prostate cancer; refusal of follow-up; language barrier	Percentage of patients with severe erectile dys- function at 12 months 2023 = 43% 2024 = 38%	MARTINI-KLINIK 12 meses pós 34,7%

Hip Arthroplasty

VALUE DASHBOARD		Surgery: 2024	Cumulative (2018 to 2024)
Outcomes	PROMS: Rate of patients reporting no pain (greater than or equal to 7) in the operated joint 12 months after surgery	98.7%	98.2%
	PROMS: Rate of patients with improved functional status by MCID (HOOS-PS) ¹ at 12 months after surgery	76.3%	80.5%
	Rate of satisfied or very satisfied patients 12 months after surgery	95.2%	96.6%
	Rate of patients meeting expectations 6 months after surgery ²	94.7%	92.7%
	% of patients with in-hospital complications (surgical site infection, dislocation, DVT)	1.8%	1.1%
	Rate of patients with post-discharge complications up to 90 days (surgical site infection, dislocation, DVT)	4.5%	5.9%
Costs	Rate of patients hospitalized on the day of surgery	52.4%	53.2%
	Rate of patients referred to ICU after surgery	18.3%	19.8%
Procedure	Average length of stay between surgery and discharge	4.6 days	4.5 days
	Rate of patients with a relevant procedure ³	96.9%	95.1%

1 HOOS-PS: survey to assess the physical function of patients with hip osteoarthritis.
2 Expectations reported by the patient pre-surgery and asked again 6 months after surgery
3 Relevance assessment defined after discussion with a group of specialists and retrospective analysis of follow-up information on the clinical outcome of patients undergoing hip arthroplasty. Considered relevant when, pre-surgery, the patient reports pain > 4 in the operated joint and/or function (HOOS-PS) > 30.0

Percutaneous Coronary Intervention in the treatment of Coronary Artery Disease

VALUE DASHBOARD		Surgery: 2024	Cumulative (2018 to 2023)
Outcomes	PROMS: Mean difference in Quality of Life score, assessed by the EQ-5D-3L instrument (comparing pre- and 12 months post-procedure) ¹	0.15	0.15
	PROMS: Rate of improvement in 10 points of the SAQ-7 instrument (comparing pre- and 12 months post-procedure) - General ²	95.4%	96.2%
	PROMS: Rate of improvement in 10 points of the SAQ-7 instrument (comparing pre- and 30 days post-procedure), in patients undergoing the procedure for Acute Coronary Syndrome**	95.7%	92.0%
	Rate of patients with in-hospital complications (major events: death, emergency myocardial revascularization surgery, stroke or need for revascularization of the treated vessel) ³	2.2%	-
	Average use of drug-eluting stent per patient***	1.9 stents	-
Procedures	Average length of stay between procedure and discharge (days)	5 days	4.8 days

1 EQ-5D-3L questionnaire: score from < 0 to 1, the higher the result, the better the quality of life. Therefore, positive differences represent an improvement in quality of life.
2 SAQ-7: The Seattle Angina Questionnaire is a validated instrument for assessing the quality of life of patients with angina. It measures the impact of angina on daily activities and the effect of treatment on symptom improvement.
3 Data extracted from the CathPCI (American College of Cardiology) report, which Hospital Sirio-Libanês has been reporting since 2020. The reports are issued by them periodically, always analyzing a 12-month period, so the cumulative figure is not available.

Localized Prostate Cancer - Robotic Prostatectomy (As a first treatment)

VALUE DASHBOARD

		Surgery: 2023	Cumulative (2018 to 2023)
Outcomes	PROMS: Rate of patients with complete urinary continence at 12 months after surgery ¹	78.9%	87.5%
	PROMS: Rate of patients with severe erectile dysfunction in 12 months ²	40.2%	42.4%
	Rate of patients with in-hospital complications classified as Clavien Dindo III-IV***	2.8%	0.9%
	Rate of patients with post-discharge complications up to 90 days with Clavien Dindo classification III-IV ³	2.5%	2.2%
Costs	Rate of patients admitted to hospital on the day of surgery	64.7%	60.2%
Procedures	Average length of stay between surgery and discharge	2.3 days	2.1 days

¹ Assessment of total urinary continence: without the use of pads or diapers

² Erectile dysfunction: poor to no erection capacity.

³ The Clavien-Dindo Classification is a system used to categorize postoperative complications based on their severity and the type of intervention required to treat them. This system is widely used in surgery to standardize communication about complications and assess the quality of surgical care.

Grade III - Complications requiring surgical, endoscopic or radiological intervention.

Grade IV - Life-threatening complications requiring intensive treatment.



Continuous Care

Patients undergoing outpatient colonoscopy examinations are contacted by nurses in the area to monitor the outcome of the procedure.

Contact is made by telephone, between 48 and 72 hours after the examination.

In the event of unexpected signs and symptoms, such as fever, bleeding and pain, patients are advised to return to the institution for medical evaluation.

In 2024, 6,772 patients were contacted, with a return orientation rate of 0.5%.

ENGAGING AND QUALIFYING

Our Team

GRI 3-3 • 2-7

Diversity, equality and inclusion

Our team is made up of 9,789 professionals who are diverse, unique and play a key role in achieving our mission.

Since 2021, we have had an Inclusion and Diversity Program, designed to foster an institutional environment where all people feel respected, welcomed and included. Find out about the main initiatives in this regard below.

Gender equality

GRI 3-3 • 2-24 • 2-28

Women founded and have run Sírio-Libanês for over a century, and the organization continues to uphold gender equality in its administration and governance.

Currently, 65% of leadership positions are held by women, including 37% on the Executive Committee, our highest level of leadership - with the goal of reaching 50% by 2030.

Moreover, 100% of the Deliberative Council and Ladies Executive Board is made up of women, confirming that women have played a leading role in the institution's strategy and decision-making since it was founded.



We earned the Women on Board certification for having 5 female representatives on our Board of Directors.

We have also joined the Women's Empowerment Principles (WEP) of UN Women as a way of embodying our commitment to gender equality.

Gender identity and sexual orientation

Starting in 2024, we began the new process of identifying patients by including their social name on their wristbands. Our employees are also free to use their social name on their badge, email and Workplace, and wear uniforms in accordance with their identification, as well as having individual, gender-free changing rooms and toilets.

In June, we became part of the LGBTI+ Business Forum, demonstrating our support and commitment to the rights of LGBTQIA+ people.

Throughout the year, we also train our employees about biological sex, gender identity, affective-sexual orientation and gender expressions, so that everyone is trained to welcome our patients.

People with disabilities

We created the PwD Call Center Project, in which we train and hire people with disabilities for the Call Center department.

We also have the Oficina Inclusiva (Inclusive Workshop), a project for employees with intellectual disabilities to get involved in a variety of projects that have an impact on our stakeholders, such as patient kits and event giveaways, among others.

Racial equality

In November this year, we joined the Business Initiative for Racial Equality, a movement that aims to promote a sustainable business environment by overcoming racism and all forms of discrimination in the corporate environment and throughout its value chain.

Hidden selection process

Since 2023, we have introduced the hidden interview into our selection processes, with the help of the JobeCam platform, which allows the candidate to remain anonymous until the last stage. This way, we can keep information such as name, gender, age, photo, or any element that could trigger unconscious



biases in the selection process hidden.

We had 45 professionals hired using this new methodology, 80% of whom were women, 14% black, 2% 50+, 2% LGBTQIA+ and 2% people with disabilities.

Belonging

In the 2024 climate survey, we achieved 87% positive evaluations in relation to Diversity and Inclusion, exceeding our target.

The most favorable statement in our Climate Survey, with a 95% positive rating, was: "Sírio-Libanês supports diversity, respecting differences of color, gender, sexual orientation, age, creed (religion), ethnicity, disability and origin."

Literacy

Our goal is to promote spaces for dialogue and reflection which can educate, sensitize and literate our employees about the importance of diversity, equality and inclusion, as well as supporting people from minority groups in their training and development. Find out more about our main initiatives in 2024:



Pharmacy Assistant Certificate Course:

120 hours long, aimed at promoting the training and integration of disabled, trans, 50+ and black people in situations of social vulnerability into pharmacy careers. Eighteen people took part and more than 30% have already been hired.



POD-I: we have a Diversity and Inclusion podcast, an important tool for positioning Sírio-Libanês on the subject.



Training for Assisting People with Autism Spectrum Disorders (ASD): trained around 30% of Sírio-Libanês employees to offer sensitive and welcoming care to people with Autism Spectrum Disorders (ASD).

Transformational Leadership

GRI 3-3 • 2-7 • 404-2 • SASB HC-DY-330a.1 • HC-DY-330a.2

Leadership development

At Sírio-Libanês, we believe that our team's excellence relies on constant learning and that the development of people in healthcare has a positive impact on society and drives the country's growth.

Over the last few years, we have invested heavily in training our leaders, structuring programs that integrate innovation, technology and agile methodologies to improve management.

Find out about our main initiatives in this regard below.

Rota Leadership

In 2024, we continued the Rota Leadership Development Program and broadened its approach to include an even greater focus on innovation. Coordinators, managers, superintendents and directors took part in this training, strengthening institutional competencies that are essential for our evolution

The program includes topics such as:



Innovation and digital transformation strategy



Design thinking and agile methodologies



Data-driven decision making



Artificial intelligence applied to hospital management

Each leader received an average of 37 hours of training throughout the year. In October, the program was expanded to all employees, encouraging an organizational culture based on innovation and strategic management.

Effective Feedback Training

With a focus on new leaders, the program prepared 63 managers in São Paulo and Brasília to improve the feedback culture at the institution. With a practical approach, the training significantly improved participants' confidence in conducting assertive and productive feedback.

Leadership Academy

In 2024, we conceived the Academy, focused on developing leadership through a learning journey structured into five schools, allowing each professional to build their own development path based on their individual needs.

The aim is to train leaders who are prepared for tomorrow's challenges and the positions they will hold, in line with the best institutional practices, starting in April 2025.

Agile mindset and innovation

One of the main challenges faced by the institution has been to fast-track the adoption of an agile mindset, ensuring that our organizational culture keeps pace with the rapid digital transformation of the health sector.

Technology directly impacts our processes, from care to management, requiring leaders to develop new forms of communication, bonding and talent management.

With this need in mind, we revamped our institutional competency model to identify and develop essential skills for the future of the institution. This revision was devised with the participation of various leaders and employees and will be launched in 2025.

Management model

In the assistance division, we have evolved significantly in the management model with a focus on Magnet Transformational Leadership, expanding the approach beyond nursing and including all multi-professional teams.

This progress strengthens a culture of participative management, in which all professionals are encouraged to actively contribute to continuous improvement, based on the Magnet Journey principles.

Educational allowance

Apart from investing in the training of new professionals - with the Faculdade Sírio-Libanês - we continually reinforce our care for our employees, allocating college scholarships to the internal public and encouraging our employees to take part in external events, congresses and symposiums. In 2024, there were:



06 scholarships for lato sensu and stricto sensu graduate courses



56 employees supported in external courses and congresses

Compensation policies

GRI 2-19 • 2-20

With the aim of adapting the salary strategy to Sírio-Libanês' strategic objectives, and in line with market competitiveness, our compensation practices are periodically compared to market practices, obtained through surveys by specialized companies.

We have a described policy for the admission, promotion, management and merit processes. There is also variable compensation linked to financial,

organizational climate and customer satisfaction targets. For the leadership, variable compensation is linked to institutional goals validated by the Board, ensuring alignment with the institution's strategic objectives, and also takes into account the results of the year's Performance Evaluation.



Violeta Jafet Award

In 2024 we had the 4th edition of the award, receiving over 400 stories that had a positive impact on our clients' experience, and we honored 15 employees from the assistance department, making a total of 73 honorees since the first edition.



For the second year in a row, we have been recognized as a Top Employer, a certification that highlights the best companies in the world in terms of people management practices.

We are the first hospital in Brazil to achieve the certification and, in 2024, we raised our score from 77% to 79%, reinforcing our commitment to excellence, compliance and governance.

The recognition places us among the best employer brands globally, validating our culture of valuing employees and alignment with best practices.

Moreover, our organizational climate survey saw a significant leap, with the satisfaction index rising from 74 to 80, surpassing our institutional target of 75, reflecting the positive impact of the leadership development and continuous improvement initiatives adopted to strengthen employee experience and engagement.



Occupational Health and Safety

GRI 3-3 • 403-1 • 403-3

Ensuring a safe environment and promoting the well-being of our employees are core commitments of Sírio-Libanês.

We have taken a structured approach to managing health and safety at work, in line with high international standards, ensuring the physical and mental integrity of our staff, with a model that is organized around three complementary pillars to ensure comprehensive and continuous care:

- ✓ **Occupational Health**
Prevention and monitoring of risks related to the work environment, based on NR1.
- ✓ **Supplementary Health**
Complementary medical assistance for employees and their dependents.
- ✓ **Family Health**
Coordinated care for the health of employees and their dependents in the healthcare plan.

Occupational Health

GRI 403-2 • 403-4

The main objective of Occupational Health is to ensure a safe and healthy working environment for all employees, reducing physical, chemical, biological, ergonomic and psychosocial risks.

This pillar is based on international standards and best practices in the hospital sector to preserve the physical and mental integrity of workers.

We follow the ISO 45001 standard, guaranteeing structured health and safety management in all our business units, covering all employees, regardless of their employment relationship.

We have also implemented a Risk Management Program, based on Regulatory Standard NR1, which minimizes exposure to occupational risks and guarantees a safer working environment.

Occupational Vaccination

The hospital runs vaccination campaigns for employees, ensuring that they are up to date with vaccinations against a variety of diseases.

This service is critical for collective protection and the prevention of outbreaks within the hospital environment and in the communities where employees live.

Risk and Safety Management

GRI 403-5

The institution embraces advanced occupational health and safety management practices, ensuring a safe working environment in line with the best regulatory standards.

The Risk Management Program aims to identify, assess and mitigate occupational risks, promoting ongoing actions to protect employees.

Risk identification takes place on two fronts:



Internal employees

Assessment of the work scope, exposure to environmental risks and the need for preventive measures, such as the inclusion of unhealthy and hazardous conditions.



Third parties and service providers

Prior analysis of occupational risks for contractors, requiring detailed work plans and compliance with safety standards.

All cases of exposure to serious and imminent risks are monitored by the internal Workplace Safety team and the contract manager, and there is also the possibility of anonymous or non-anonymous reporting via the Compliance channel.

The main management measures taken include:

Mapping Occupational Risks:

the occupational safety team carries out periodic evaluations to identify and classify physical, chemical, biological and ergonomic risks present in hospital activities. These analyses support the implementation of preventive and corrective measures to eliminate or reduce the risks identified.

Environmental Monitoring:

constant measurements are taken to assess employee exposure to harmful agents such as ionizing radiation, chemicals and excessive noise. Based on the results, corrective actions are implemented to minimize negative impacts.

Accident Prevention and Control:

adoption of strict protocols to prevent incidents in the hospital environment. These include the correct use of Personal Protective Equipment (PPE) and Collective Protective Equipment (CPE), as well as the standardization of safe practices when handling hazardous substances and disposing of hospital waste.

Regular Training:

employees continually take part in training courses that cover everything from basic ergonomics to advanced emergency response protocols. Among the most frequent trainings are:



Safe handling of biological materials to avoid contamination and sharps accidents.



Safety in ionizing radiation, with specific protocols for employees working in diagnostic imaging.



Emergency management and evacuation, including periodic simulations and first aid training.



Ergonomics and work organization to minimize postural risks and reduce musculoskeletal injuries.

All employees must read their job description and formally accept it. In this document, the item "employee obligations" states that: "The worker has the duty to interrupt any type of work in the event of suspicion of a serious and imminent risk condition, and must immediately notify their manager."

Atlas Code: Physical and Psychological Security

A Portuguese acronym for Threat, Disrespectful Treatment, Aggressive Language, Harassment and/ or Unsafe Situation, the Atlas Code is an innovative program at Sírio-Libanês aimed at increasing the perception of physical and psychological safety, well-being, resilience and teamwork.

It was developed as a structured protocol to quickly identify and respond to threatening or risky situations in the workplace.

The code can be triggered by any assistance employee who feels at risk and provides for three levels of treatment depending on the criticality and recurrence of the situations.

Implemented in all units in 2022, and reviewed annually to include the results observed, the Atlas Code has contributed to a safer and more welcoming work environment, reducing incidents of violence and promoting employee well-being.

By 2024, it had reached an advanced stage of maturity, with 94% of incidents being resolved in the first approach.



Cases handled



Direct or hidden threats to employees;



Aggressive language and moral or sexual harassment;



Attitudes that could compromise the safety of patients and professionals;



Working conditions that expose employees to imminent risks.

In all the assistance units there is a local team trained in welcoming and communicating in conflict situations, ensuring real-time support for the employee.

Psychological Support and Mental Health

We recognize that employees' emotional well-being is just as important as their physical safety. That's why we created the Mental Health Center, which offers ongoing psychological support, therapeutic listening groups and specialized service channels for professionals exposed to situations of occupational stress.

Levels of treatment

Level 1 Guidance & mediation

Minor situations are dealt with directly by the immediate leader, promoting dialog and guidance to settle conflicts quickly and efficiently.

Level 2 Specialized intervention

More complex cases are analyzed by specialized teams, such as occupational health, organizational psychology and human resources, for detailed assessment and definition of appropriate measures.

Level 3 Corrective and disciplinary measures

If needed, formal action is taken, including preventive removal, relocation or referral to specialized support.

Working with Joy

The Work with Joy program was conceived in 2018, based on the Institute for Healthcare Improvement's (IHI) Science of Improvement methodology, and is being disseminated on a large scale to all assistance units in São Paulo and Brasília. In these locations, boards were set up with the question **"What matters to you?"**, encouraging the team to express themselves.

The initiative, which led to over 15,000 anonymous expressions on Post-its in the second 2023-2024 cycle, triggered the creation of over 300 working groups to implement changes, resulting in over 1,000 implementations, corresponding to 74% of the situations raised.

As a follow-up, the program began to be expanded to Philanthropy, Population Health and Clinical Governance.

Fair Culture and Reporting of Occurrences

Sírio-Libanês promotes a culture of transparency and safety by encouraging employees to report incidents with no fear of retaliation. The Fair Culture ensures that any failures are analyzed in an educational manner, prioritizing organizational learning and the continuous improvement of processes.

Occurrence Reporting (More info on [page 62](#)) allows incidents to be tracked and analyzed so that corrective actions can be implemented quickly, reducing future risks and improving institutional security protocols.

Occupational Health Indicators and Impact

GRI 403-9

Thanks to occupational health initiatives, significant progress has been made in terms of employee safety and well-being. In 2024:

Low risk

a total of 347 general events, 144 near misses and 140 events with or without time

off work of up to three days, representing 68.9% of all typical incidents. The main causes of these events were 18 falls (13%), 28 involving the handling and disposal of sharps (20%) and 19 crashes (14%).

Moderate risk

We had 63 general events with more than four days off work, representing 31% of all typical incidents. The main causes of these events were 10 falls and 10 involving patient moving, each representing 16% of the total.

In the year we achieved:

- ✓ **A 17% reduction** in the rate of adverse events with patient damage, reflecting the improvement in safety practices;
- ✓ **94% of Atlas Code calls** solved on the first approach, guaranteeing agile and effective responses;
- ✓ **99.3% of ombudsman complaints** answered, strengthening internal communication;
- ✓ **Increased employee participation in reporting risks and incidents**, demonstrating greater confidence in organizational safety.



Supplementary Health

GRI 403-6 • 403-8

We believe that workers' health cannot be analyzed and treated in a fragmented manner and that integrating Occupational Health with Supplementary Health is the best way to manage health conditions, enabling comprehensive care for employees.

Supplementary Health aims to ensure that employees have access to quality medical care, psychological support, fast service and programs that promote quality of life and well-being.

This pillar aims to provide efficient care, expand the support network and encourage healthy habits.



Mediservice Health Plan

The institution offers medical coverage to employees and their dependents through the Mediservice Health Plan, ensuring access to consultations, exams, treatments and hospitalizations in a qualified network of hospitals and clinics.

The plan covers a range of medical specialties, providing comprehensive care for beneficiaries, including preventive consultations and ongoing monitoring of chronic illnesses.

Integrative Practices and Well-being

The Bela Vista and Itaim hospitals offer access to complementary practices that promote emotional and physical balance, such as yoga, meditation, Reiki and acupuncture. These activities are carried out during working hours to make it easier for employees to join in, encouraging self-care and stress reduction.

Health Promotion and Quality of Life

Gympass

We offer employees access to gyms and physical activity spaces, encouraging regular exercise.

Balanced nutrition:

We offer healthy food with meals adapted to dietary restrictions in the Bela Vista complex.

Daycare

We offer daycare for employees' children in the Bela Vista complex, ensuring a safe environment for childcare.

Attention to Service Providers

GRI 403-7

Sírio-Libanês extends access to integrative practices and the use of the Silence Room at the Bela Vista Hospital Complex to employees not bound by the CLT system.

However, we emphasize that, for non-employed workers, other specific actions and the provision of non-work-related health services are the responsibility of their employers.

Sírio-Libanês receives and analyzes quality, health and safety information from service providers not controlled by the Organization, integrating the data reported in contracts into our monitoring program, including face-to-face audits of priority providers.



Family Health

The Family Health pillar expands the care offered to employees by the Mediservice plan, allowing them to include their dependents, providing comprehensive and preventive care.

Inspired by international primary care models, this pillar seeks to offer comprehensive and continuous support for the entire family of the institution's professionals.

Caring for Those Who Care Program (CQC)

The CQC is an innovative program that serves over 9,000 employees and 10,000 dependents, providing preventive medical care and continuous monitoring.

The model is based on primary health care, ensuring that beneficiaries have adequate medical support at all stages of life.

Telemedicine 24h

The Paciente SÍrio-Libanês platform provides remote medical assistance 24 hours a day, allowing employees to access medical advice with no need to travel.

The service covers medical consultations in different specialties and support for preliminary diagnoses, as well as referrals for tests and treatments whenever required.

Easy scheduling

The institution offers a scheduling system for appointments and exams, and virtual consultations, accessible through the Paciente SÍrio-Libanês app.

The service allows employees to schedule appointments and exams and monitor the status of their appointments, or to have a virtual consultation with a family doctor or nurse.



Specialized Lines of Care

The CQC program structures its assistance in different lines of care to ensure specialized support according to the needs of employees and their families:



Mental Health

Psychological and psychiatric care to prevent and treat emotional and behavioral disorders.



Obesity

Monitoring weight, encouraging healthy eating and promoting physical activity.



Hypertension

Continuous monitoring to control blood pressure and reduce cardiovascular risks.



Osteomyofascial

Physiotherapeutic and orthopedic support to treat musculoskeletal pain and prevent injuries.



Women's Health

Specialized care for pregnant women, family planning and gynecological monitoring.



Prenatal care and childcare

Comprehensive assistance for pregnant women and children aimed at healthy development from pregnancy to the first years of life.



Autism Spectrum Disorder (ASD)

Multidisciplinary support for diagnosing and monitoring children and adults with ASD.



Multidisciplinary Team

The CQC program has 60 specialized professionals, including physicians, nurses, psychologists, nutritionists and physiotherapists, providing complete and personalized care.

The multidisciplinary approach allows for humanized care focused on health promotion and disease prevention.

Health Prevention and Promotion

The CQC runs regular campaigns to encourage healthy habits, including guidance on eating a balanced diet, combating smoking and encouraging physical activity.

Besides clinical follow-up, beneficiaries have access to educational resources and lectures on topics relevant to health and well-being.

Service

Employees and their families can access the program's services in a planned way, through appointments, or on demand, ensuring flexibility for urgent appointments.

The structure allows beneficiaries to have continuous support and rapid assistance according to their health needs.



Confidentiality and Security of Medical Information

All employees' medical information is handled with a high level of confidentiality and security, in accordance with the guidelines of the General Data Protection Act (LGPD).

Medical records are only accessible by authorized professionals, guaranteeing privacy and protection of sensitive data.

DIGITAL TRANSFORMATION AND *Innovation*

GRI 3-3

Strategy and governance

Innovation and digital transformation are strategic pillars for ensuring efficiency and excellence in healthcare. In 2024, we consolidated significant advances on this front, such as the segmentation of the IT Department from the Innovation Department, expanding our capacity to offer innovative and technological solutions that benefit both our patients and our internal processes.

Speeding up innovation

Our innovation, technology and data area has been organized to drive digital transformation and modernize healthcare by connecting internal processes with new technologies.

In this way, we seek to guarantee interoperability and data-based intelligence to improve the patient journey and the efficiency of hospital services.

We therefore work on several fronts, including:



Development of digital platforms to personalize service and integrate care data.



Cyber security, ensuring the protection of medical devices and sensitive data.



Using artificial intelligence and automation to improve diagnostics and operational efficiency.



Connecting with startups and innovation ecosystems, bringing new technologies to the hospital environment.

An example of this progress is the implementation of Claroty, making Sírío-Libanês the first hospital in Brazil to adopt this tool for protecting medical devices.

This technology reduces vulnerabilities and mitigates cyber risks in the hospital infrastructure, protecting data and ensuring digital security for our systems and equipment.

Thanks to these initiatives, we have strengthened Sírío-Libanês' mission to offer more efficient, accessible and evidence-based care, consolidating the hospital as a benchmark for innovation in healthcare.

Modernization of management systems

In 2024, we upgraded our management systems, such as Time & Attendance and SAP, which enabled an evolution in administrative and financial controls, modernizing our governance, now with greater efficiency and financial savings.

The new system brought with it technological innovation and integration of the different systems, which elevated our processes, improving the quality of master data, as well as capturing synergies between business units and in different geographies, making us more efficient, integrated and adaptable to change.

Recruiting and Training

In 2024, we continued the Digital Talents program, launched in 2023 with donor funding, in which we trained 50 women from classes C, D and E from all Brazilian regions to work in the area of digital product and service development, using technology from the Sírío-Libanês innovation vertical.

The project is the result of a partnership with AWS, Vai na Web, CBMM, Daichii Sankyo and IT Lean. It has three main fronts:

- ✓ Technical training;
- ✓ Behavioral; and
- ✓ Measuring social impact through social return on investment (SROI).

In the end, six women were selected for internships and three were hired.

Engagement and Capacity Building

Impulso Program

As an incentive for intra-entrepreneurship, the program allows employees to come up with innovative ideas for institutional improvement, boosting creativity, leadership, persistence and autonomy by sponsoring the execution of impacting innovation projects for the institution.

In its 2nd edition, in 2024, it presented two challenges, one linked to the Magnet Journey and the other to Financial Impact, and received 126 ideas, 40% more than in the previous edition, of which 60 were selected for the training stage. During this phase, participants had 24 hours of training in innovation tools and methodologies.

After the presentation round, four groups had their ideas chosen for the incubation stage, receiving sponsorship of R\$ 60,000 and technical mentoring to develop an MVP (Minimum Viable Product).

In 2025, Philanthropy, efficiency and Magnet Journey projects will be the pillars of the program.



Innovation Route

Leadership development program, from coordination to management, on the innovative mindset and skills to ensure the success of the SER HSL + 100 Journey.

In 2024, over 80% of leaders were trained in innovation strategy, design thinking, agility, data and artificial intelligence. There were an average of 37 hours of training per leader and the journey was released to other employees in October.



Data For All

Our training program to enable areas to become data driven, giving them autonomy and allowing them to turn data into practical actions.

The aim is to support the organization of data within the institution, making all units data driven.

There are already 85 employees who carry out simple analyses (Explorer profile), 38 who modify and customize reports (Collaborator profile) and 30 users who create dashboards and reports from raw data (Power User), all trained on the platform that uses the Power BI tool (in partnership with Microsoft).

Patient Experience

Digital Health Platform

We continue to improve our 100% digital platform dedicated to the management and interaction of the more than 400,000 lives cared for by the Population Health Unit, connecting the patient to Sírio-Libanês (clinical staff, care team and multidisciplinary team).

Through this platform, we offer quality telemedicine, personalization of care, education and awareness, with the aim of improving health care and the safety of our patients, not limiting ourselves to physical locations.

The solution grants the hospital the competitive advantage of owning the data that is transferred, enabling the healthcare professional to access a medical record, which is the cockpit where it is possible to follow the patient's entire health journey.



Innovation saving lives

Augmented Reality for Surgical Procedures

In 2024, the Garage team - an innovation area that carries out proofs of concept, builds prototypes and pilots solutions with innovative technologies - delivered a solution for using augmented reality glasses in thoracic surgery.

The solution allows the team to visualize, in detail and in three dimensions, patients' lung structures for better planning of lung segmentectomy (segment removal) surgeries.

The solution was used in four surgical procedures, two at the Hospital de Base in Brasília and two at the Hospital Sírio-Libanês in Brasília, and enabled a reduction in procedure time, a better approach and greater safety for patients.

Caregaps Mama

This pioneering project maps women by AI to reduce the risk of breast cancer by sending an alert via our whatsapp Virtual Assistant to all patients who have had any changes in their

imaging exams, reminding them to schedule a new exam and keep up with preventive care.

We reach 8,000 reports a day, increasing women's chances of having check-ups by 98%.

Vita (AI)

Vita is an interactive Artificial Intelligence chatbot about breast cancer, developed in partnership between Folha de São Paulo and Hospital Sírio-Libanês.

We had 6,100 people interacting with Vita. Each person asked an average of 1.6 questions, totaling 9,962 questions answered*. Their knowledge originate from:



250+ videos from the multidisciplinary Oncology and Image Consulting team for patients



Oncology nutrition guide I and II



Various folders related to the topic



Articles published on the subject on the Sírio-Libanês blog

* Data for the period from 10/18/2024 to 05/06/2024

2024 recognitions

10th Valor Innovation Brazil Award

Sírio-Libanês has been ranked as one of the five most innovative healthcare institutions in Brazil, in third place, and we have advanced 17 places compared to 2023 in the overall ranking (54th position).

Drawn up by Strategy& - PwC's strategic consultancy - and the newspaper Valor Econômico, it evaluates the 150 most innovative companies in the country, in 23 sectors of the economy.

AEVO Intrapreneurship

The Check Project - Tray Conference, incubated in the 1st edition of the Impulso Program, was recognized in the award as Top 3 in the Transformation Innovation Team category, among more than 30,000 projects from domestic and international companies.

EXCELLENCE IN

Education and research

GRI 3-3

Research

In 2024, we won international recognition from IQVIA, a Clinical Research Organization (CRO), which assesses quality and excellence in clinical trials.

The CRO classifies research centers into two categories: Master Site and Prime Site, the latter being the most prestigious, awarded only to 54 centers of excellence with the highest standards of quality and efficiency in conducting clinical trials worldwide.

Of the 1,500 or so research centers in Brazil, only four have achieved Prime Site status, and Sírio-Libanês is one of them.

CAR-T Cell Research: Breakthrough in Cancer Gene Therapy

In a milestone for personalized medicine and cell therapy in Brazil, Sírio-Libanês is taking part in a pioneering study on the use of CAR-T cells, an innovative technology in the treatment of leukemia and lymphoma.

The project, conducted in partnership with the Ribeirão Preto Blood Center and other hospitals, will involve 81 patients and provide evidence on the efficacy and safety of this advanced therapy.

The research reinforces our mission to make innovative treatments feasible and contribute to expanding access to revolutionary therapies in the country.



Access to cutting-edge therapies

CAR-T cell therapy has been available in Brazil since 2022. The challenge, however, is the high cost, which makes it unfeasible to adopt the treatment for the vast majority of the population.

Our participation in this research, which is funded by the Ministry of Health, through the Program for the Development of the Health Industrial Complex (Procis), seeks to develop **a national therapy, at a lower cost, so that this treatment is accessible in Brazil to all patients treated by the SUS.**

Partnership with Memorial Sloan Kettering Cancer Center (USA)

The partnership with Memorial Sloan Kettering Cancer Center (MSKCC), one of the world's leading centers in oncology, allows Sírio-Libanês to collaborate in innovative scientific research and provide specialized training for our professionals.

This cooperation strengthens the sharing of knowledge in areas such as oncogenetics, personalized therapies and new approaches

to cancer treatment, further raising the quality of cancer care in Brazil.

Research on own financing

In 2024, we started a strategic project to fund 10 projects a year over 5 years, totaling 50 new projects and research, with the aim of increasing the participation of Sírio-Libanês professionals in research projects carried out within the institution.

Investment in Surgical Technology and Medical Training

Surgical innovation is a priority at Sírio-Libanês and the partnership with German surgical technology company ERBE has resulted in an investment of R\$4 million to update the Experimental Surgery Training Center.

This investment makes it possible to incorporate new equipment and minimally invasive techniques, improving the training of surgeons and consolidating the hospital as one of the main hubs for medical training in Latin America.

Education

Training doctors and biomedical professionals

We had a group of doctors work with us throughout 2024 to design the program for the Medicine course at the Faculdade Sírio-Libanês, which is due to be launched in 2025.

The new Biomedicine course, to be launched in 2025, has already been awarded grade 5 by the MEC. With an innovative curriculum, in addition to the core subjects, the course stands out for its integration of advanced content and its emphasis on cutting-edge areas such as biotechnology, clinical analysis, biomedical research and diagnostic imaging.

Partnerships

In 2024, the Faculdade consolidated important partnerships to offer excellent training, combining theory and practice in environments that promote quality learning and direct contact with renowned professionals and real patients:



Partnership with the University of Coimbra for two curricular units - catastrophes and difficult communication - in the undergraduate Psychology, Nursing and Physiotherapy courses.



Collaboration with the Women's Hospital for graduate students on the Infertility and Assisted Human Reproduction course.



Partnership with the Municipal Hospital of Santo André in which students from the Regional Anesthesia graduate course carried out their practical activities, following the application of anesthetic techniques in different surgical specialties and participating in pre-anesthetic evaluation and intraoperative monitoring, broadening their experience in a highly complex hospital environment.



Partnership with the University of Coimbra to develop an innovative graduate program in the areas of Biomechanics and Clinical Engineering, which will bring significant advances to the training of specialists in health and technology.



Expanding knowledge

We have structured a robust scholarship and funding program, allowing more talented students to have the opportunity to get specialized in the quality standards of Sírio-Libanês.

This year we had 28 full scholarship students, reaffirming our commitment to expanding access to quality education for future health professionals.

The academic results prove the success of this model: the scholarship students had a higher average performance than the paying students, showing the positive impact of the opportunity to access quality education.

Graduate and curricular extension programs

Sírio-Libanês has a significant presence in the graduate school market in stricto sensu master's and doctoral courses in Health Sciences and, since 2023, lato sensu graduate courses, short courses and events for professionals in the medical, care and management areas, reinforcing its presence and contribution to the educational and healthcare scene.

In 2024, Faculdade Sírio-Libanês introduced two new specializations and several short courses:

Graduate studies

- *Nephrointensivism*
- *Advanced Pulmonary Diseases*

Short courses

- *Robotic Surgery*
- *Urologist*
- *Pediatric Nursing Emergencies*
- *Hospital Dentistry*
- *Sírio-Libanês Multiprofessional Experience Program*
- *Gynecology in Childhood and Adolescence*

Residency

Faculdade Sírio-Libanês has created a new pedagogical model for residency courses in the medical or professional fields (uni- and multi-disciplinary), incorporating active learning methodologies and innovative technologies that enhance the residents' training experience.

The new pedagogical model prioritizes the holistic development of residents, focusing not only on the acquisition of technical skills, but also on ethical and behavioral training, as well as communication and leadership skills.

We encourage residents to dig deeper into person-centered care, teamwork, responsibility for comprehensive care and adding value to health, which are fundamental values for promoting excellent health.

Another new feature was the implementation of the RADI (Individual Performance Record and Evaluation), which offers a continuous and detailed evaluation of residents' performance, promoting even more qualified training in line with high institutional standards.



Learning by caring

Undergraduate students have 10% of the total course load allocated to practical and theoretical classes on the Sustainable Development Goals (SDG), 17 commitments proposed by the United Nations (UN) to address the main socio-environmental challenges of today.

The aim is to provide interdisciplinary training on issues relevant to healthcare and health practices, such as reproductive rights, social and environmental determinants of health and disease, violence and its effects, among others.

After the lecture, the students visit the surrounding communities to learn about and measure health indicators and then create projects to help improve residents' health.



**FACULDADE
SÍRIO-LIBANÊS**

800+ students

in *lato sensu* graduate courses

213+ practical

activities in professional environments

140+ residents

130+ students

in undergraduate courses

22+ k

participants in 57 events

589+ physicians

from the clinical staff and **415+**
employees in educational
activities in graduate courses

13+ k

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

NEW

Business

We have a New Business department, formalized in January 2024, which operates on three fronts - new business, consultancy and market intelligence.

We work with prospecting and B2B relationships (business-to-business sales), offering health services and consultancy, providing technical knowledge and producing market studies and analyses.

The aim is to contribute to improving management and processes in other healthcare institutions, a service that additionally and strategically meets our strategic goals of greater reach and new sources of income.

By sharing our knowledge, we promote the dissemination of excellence and innovative practices models, which can be adapted to different contexts and needs,

expanding the Sírio-Libanês standard to different regions and sectors and actively contributing to the strengthening of the Brazilian private healthcare system.

Here are the year's highlights:



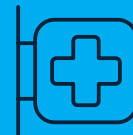
Revenue

Doubled revenue growth compared to 2023, with a significant expansion of the product and service portfolio.



Outreach

Operating in several states across the country, providing solutions such as in-company emergency care, vaccines, blood banks, laboratories and consultancy services to companies, schools, hospitals and healthcare operators.



Strategy

Integration of consultancy as a strategic product, with a focus on bringing Sírio-Libanês' technical knowledge and excellence in care to other health institutions and structuring projects.



Market Intelligence

Creation of the market intelligence cell, with structured deliveries in 2024, to support strategic decisions by the hospital and external clients, through feasibility studies, trend analysis and sector benchmarking.



Impact and Relevance in the Healthcare Sector

The Sírio-Libanês consulting model has had a significant impact on the healthcare scenario, enabling institutions of different sizes and realities to:

Raise Standards of Care: the knowledge transfer and implementation of excellent practices contribute to improving the quality of services provided to patients.

Optimize Resources and Reduce Costs: well-structured processes and implementing innovative technologies promote more efficient management, allowing waste to be reduced and resources to be better allocated.

Fostering Innovation Culture: by encouraging the uptake of new technologies and methodologies, the consultancy fosters a culture of innovation that can transform the way healthcare services are planned and executed.





Results

6.1 *Operational performance*

6.2 *Management for eco-efficiency*

RELATED SDG:

Related capitals:

Operational

PERFORMANCE

GRI 3-3

Scenario

The year 2024 was characterized by challenges and opportunities in Sírio-Libanês' economic performance, reflecting a dynamic scenario in the health sector.

While the Brasília operation emerged as the main growth lever, the Bela Vista unit in São Paulo faced a tougher competitive environment, requiring a strategic look at operational efficiency and innovation.

The expansion of the Brasília unit had a significant impact on the institution's results. With a 40% increase in revenue compared to 2023, the unit now represents approximately a quarter of Sírio-Libanês' total revenue. This growth was driven by an expansion in service capacity, including the increase of 14 beds and the expansion of the Oncology Center. Also, the accreditation of



new health operators and the negotiation of additional services strengthened revenue, ensuring greater financial predictability.

However, this swift growth also brought challenges, especially in relation to the demand for working capital, as some operators in Brasília faced difficulties with payments. This required a strategic balance between expansion and efficient financial management, ensuring the sustainability of the operation.

On the other hand, the Bela Vista unit showed modest growth, impacted by the shrinkage of the premium segment in the supplementary health sector. The hospital competes in an increasingly competitive market, in which the arrival of new players has intensified competition. The scenario

requires innovation in services, cost optimization and a focus on the complexity of care in order to remain competitive.

Moreover, investments in expansion, such as the Morumbi unit, and in strengthening the Faculdade Sírio-Libanês temporarily impacted the financial results. Both projects required significant investments in structure and operations, which had an impact on profitability in the period.

The college, for example, already has the infrastructure to meet the growth in students over the next few years, but as it is still at the start of its activities, it represents a significant fixed cost in the short term.

Efficiency

Operational management

The need to balance growth and profitability led to intense work on operational efficiency, which included:



Review of the cost structure, especially in materials and medicines, ensuring better negotiation with suppliers.



Improving team productivity, optimizing schedules and internal processes to reduce waste without compromising assistance quality.



Review of revenue cycle processes, improving financial management and reducing risks related to disallowances and defaults.

These measures helped to contain the impacts of Bela Vista's competitive scenario and maximize the gains from expansion in Brasília.

Innovation and Technology

Investment in technology and innovation continued to be a priority, driving important advances in assistance practice and operational efficiency. Some of the main highlights include:



Internalization of the Clinical Analysis Laboratory, reducing test delivery times and improving integration between diagnosis and assistance.



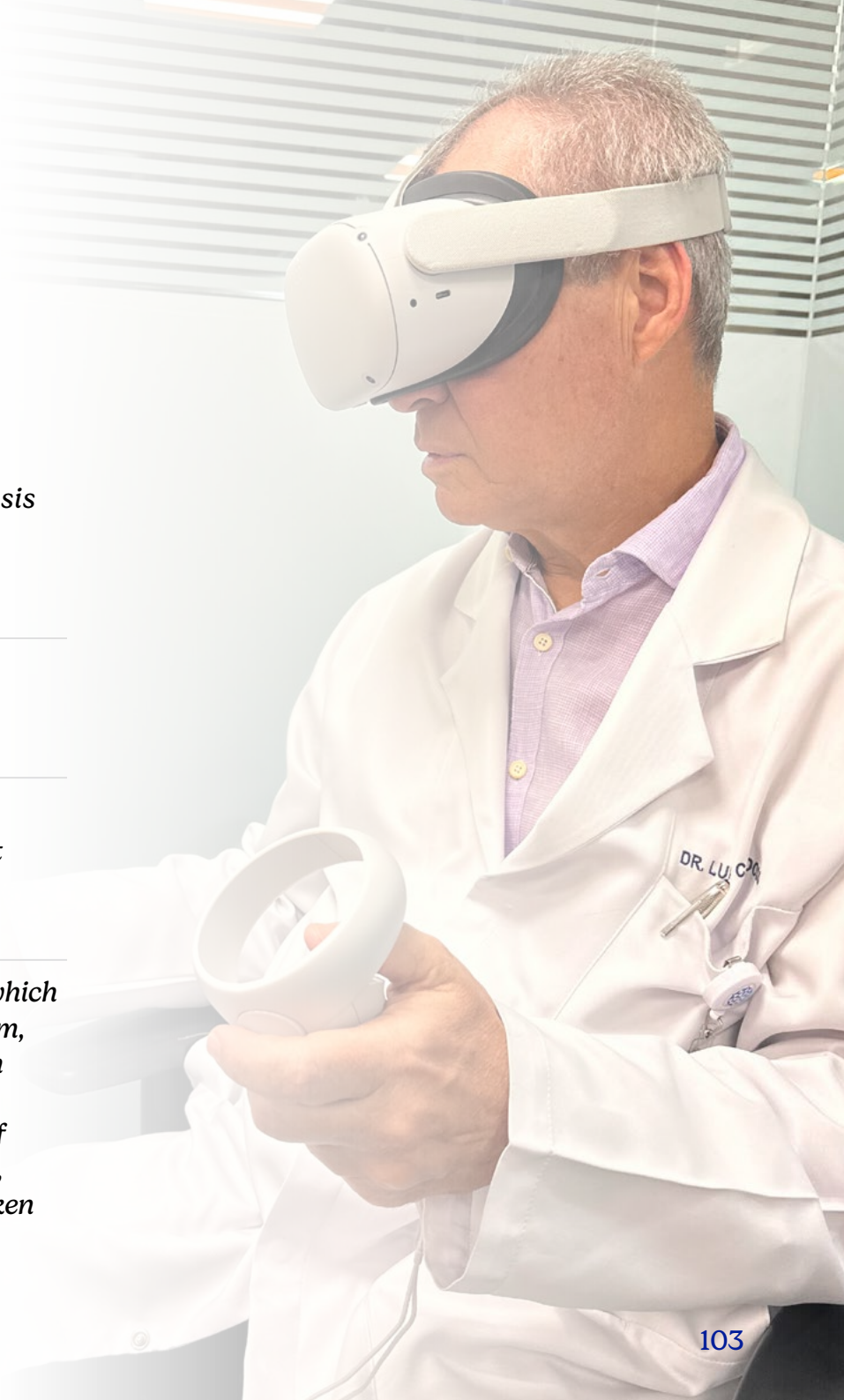
Acquisition of a new surgical robot, allowing for more precise and less invasive orthopedic surgeries.



Implementation of a new hybrid operating room, with an investment of donations, optimizing safety and resources for complex procedures.



Creation of the Intelligent Calendar, which helps in the phase before the MRI exam, with an engagement script and action on overbooking, and in the post-exam phase with rescheduling in the case of clients who don't show up. As a result, we have reduced the average time taken for MRI scans from 50 to 20 minutes.



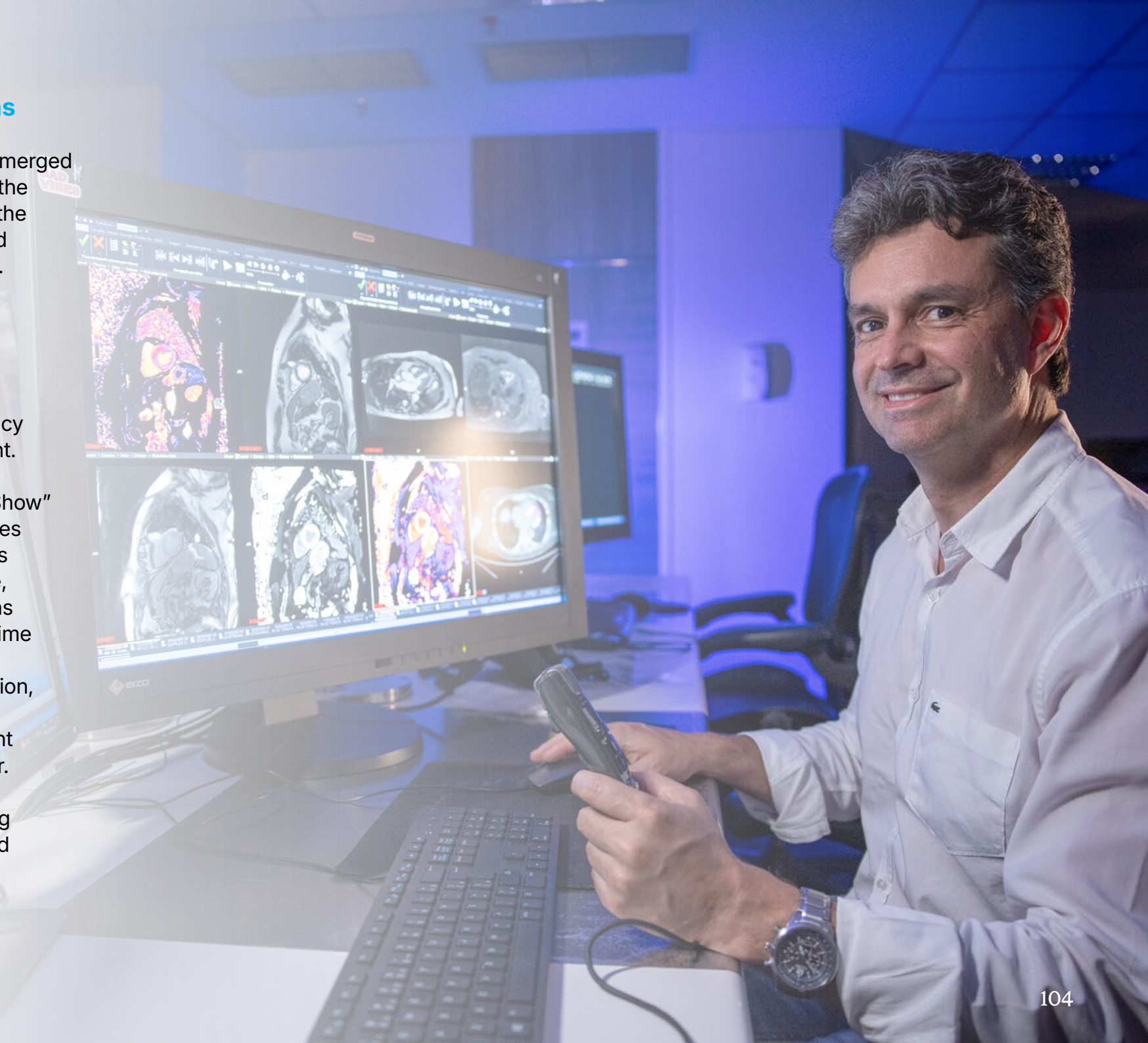
Democratizing access to solutions

In2Life is a Brazilian health-tech, which emerged from a partnership between IT Lean and the innovation vertical of Sírio-Libanês, with the aim of democratizing access to advanced technological solutions in the health area.

This collaboration combines IT Lean's expertise in digital transformation with the medical and humanitarian excellence of the Hospital Sírio-Libanês, resulting in innovative solutions that promote efficiency and well-being in healthcare management.

An example of this innovation is the “NoShow” tool, developed to reduce patient absences from high-cost exams, such as MRI scans and CT scans. Using artificial intelligence, the solution analyzes patient data, such as profession, place of residence, age and time since the medical request, to predict the likelihood of absence. Since implementation, Hospital Sírio-Libanês has seen a 20% reduction in absences, which is equivalent to savings of around R\$ 6 million per year.

Moreover, In2Life is committed to making healthcare more accessible, efficient and personalized, in line with global digital transformation trends in the sector.





Our strategic expansion and innovation plan expands our geographical presence and service capacity through specialized units, a focus on primary care and high complexity, and the development of an integrated and intelligent health system.

This growth blends physical and digital presence, using data for population management, strengthening the digital health platform and creating digital products that add value to the patient's journey.

Strategic partnerships are part of this movement, reinforcing our ability to deliver cutting-edge solutions and transform healthcare, consequently generating opportunities for greater impact in philanthropy.

Growth plan

In 2024, we are moving forward with strategic projects that will strengthen this expansion:



Faculdade Sírio-Libanês:

we have expanded our activities in medical education, with three entrance exams and two academic semesters completed, promoting access with full scholarships for qualified students.



Clinical Analysis Laboratory:

We have implemented a state-of-the-art, high-tech laboratory, bringing direct benefits to patients, improving operational efficiency and optimizing patient interaction with the hospital.



Creation of Ahfip (Association of Private Philanthropic Hospitals):

together with five other philanthropic hospitals of excellence, we have launched a network of collaboration in innovation, education, research and social responsibility, promoting the development of the sector.



Internalization of the Blood Bank:

previously operated by an external supplier, the blood bank had its migration to in-house management completed on March 1, 2025. This change will allow Sírio-Libanês to expand its operations, integrate the blood bank with the other areas of Sírio-Libanês, strengthen our ecosystem and optimize costs.



New Population Health Unit:

We opened a unit at the Silvio Romero Plaza shopping mall in São Paulo (SP), expanding our service and ensuring greater closeness and access to the region's population.

Brasília: strategic expansion hub

In 2024, Brasília became one of the main growth vectors for Sírio-Libanês. With 12 years of experience in the city, since the inauguration of our first Oncology Center, we have expanded our presence to include a Diagnostic Center, a Cardiology Center, a unit for medical consultations in various specialties and the Hospital Sírio-Libanês, in Asa Sul (613 Sul), with a complete hospital care structure.

The strategic location of the Águas Claras unit has also led to an increase in the accreditation of new health operators and facilitated the negotiation of new services with operators who are already partners.

This move expands Sírio-Libanês' reach in the region and strengthens our performance in outpatient and high-complexity care.

High demand areas

Sírio-Libanês' expertise in Oncology, Cardiology and Orthopedics has led to new investments in both Brasília and São Paulo, with the opening of specialized units in these high-demand zones.

Over the next three years, we plan to open ten to fifteen new specialized units, reinforcing our commitment to expanding access to excellent healthcare and modernizing hospital services in Brazil.

With this sustainable growth strategy, we continue to consolidate Sírio-Libanês as a national reference in health, combining innovation, physical expansion and cutting-edge technology to offer high-quality care and a positive impact on patients' lives.

The Águas Claras unit, inaugurated in the second half of 2023 in Brasília, has cemented itself as a reference center for outpatient care and chemotherapy, offering specialized care in oncology, mastology, gynecology, urology and hematology.

Combining state-of-the-art technology with an environment that is easily accessible to the population, the structure has consulting rooms with specialists from Sírio-Libanês, as well as laboratory and imaging tests, ensuring complete diagnostic support for patients.



Results

Operational

Main indicators	2022	2023	2024	24 vs. 23
Operational beds	644	664	689	3.8%
Critical patients/days	57,625	56,570 ¹	58,850	4.0%
Non-critical patients/day	105,454	115,188 ¹	121,167	5.2%
Patients/day	163,079	171,758	180,017	4.8%
Discharges	33,618	36,975	39,423	6.6%
Hospitalizations	33,827	37,164	39,452	6.2%
Operational occupancy rate (%)	78.77	82.81	81.39	-1.7%
Average length of stay (days)	4.80	4.65	4.57	-1.7%
Patients operated	20,183	25,765 ¹	26,619	3.3%
Patients treated in the Emergency Department	112,795	117,709	134,465	14.2%
Oncology	42,981	75,519 ¹	75,881	0.5%
Radiotherapy	23,373	21,738 ¹	22,479	3.4%
Specialty Centers	12,787	22,622 ¹	35,742	58.0%
Imaging exam	473,331	678,062 ¹	686,222	1.2%

¹ Data corrected in relation to the 2023 report.

Financial

The Brazilian economic scenario and, in particular, the healthcare sector, point to a very challenging scenario.

The consistent growth of 19.7% in revenue compared to the previous year, reaching R\$ 3.9 billion, combined with the improvement processes implemented resulted in an EBITDA of R\$ 267 million, a growth of 7.5% compared to 2023 (R\$ 248.4 million).

Operating cash generation in 2024 was R\$ 95.3 million, 54.2% less than in 2023. This year, the institution increased its investments, reaching R\$ 234.7 million in the hospital complexes alone. Investments in PROADI projects totaled R\$ 175.2 million in the period.

MANAGEMENT FOR *Eco-efficiency*

GRI 3-3

We have had an ISO 14001 certified environmental management system since 2015, the highest global standard in Environmental Management, and we were re-certified for the third time in 2024, including the São Paulo and Brasília units.

This year also saw the inclusion of the new ISO 14001 amendment on climate change and preparations for the implementation of updates to the new Joint Commission International (JCI) manual, which have brought considerable progress in the way institutions, including hospitals, should deal with environmental impacts.

Both updates underline the importance of adopting sustainable practices

throughout the Organization, with a focus on strategies to mitigate and adapt to climate change.

Within the hospital context, these changes are in line with Sírío-Libanês' initiatives, which have already been incorporating proactive actions to face the challenges posed by climate change, contributing to building a more resilient and sustainable health sector.

The system is made up of our health, safety and environment policy, which sets out an institutional commitment, in line with our strategy, to ensure that everyone works in a safe, healthy, productive and environmentally sustainable environment.



Automation

We are always endeavoring to reconcile technology, innovation and resource efficiency, paying attention to market practices and trends in the area of hospital infrastructure, which supports our commitment to eco-efficiency.

Since 2008, 100% of our facilities have been managed by automation, which connects all the technological functions of the buildings. This allows us to manage and monitor average consumption curves throughout the day and, when we notice any increase outside the norm, we are able to assess the reason and act quickly to ensure quality, reliability and eco-efficiency.

In 2024, we completed the implementation of the new automation control system, started in 2023, achieving even greater precision.

Since 2019, we have had a team dedicated to environmental sustainability, which identifies, mitigates and compensates for risks and impacts on the environment, improves our eco-efficiency and strengthens climate change management.

As sustainability depends on networked actions, the team acts as a support pillar for all areas of the Institution, helping to make processes more efficient, responsible and in line with the best environmental practices.

Our commitment encompasses strategies to reduce greenhouse gas emissions, promote climate resilience and integrate sustainability into our operations. See below the main initiatives developed in this direction.

As a result of management excellence, in 2024 we were recognized as a leading hospital in the Merco ESG ranking, one of the country's main sustainability awards.



Promoting knowledge and awareness of sustainable practices, the environmental theme is an integral part of the “Embrace Your District” project.

With this learning, the students were prepared to apply sustainability in their professional and personal activities, contributing to a more conscious and sustainable future.

This integration is relevant as environmental education is not only essential for the workplace, but also for everyday life, encouraging more responsible choices.

In 2024, this theme was part of the development of over 80 students on the Hospitality, Kitchen Assistant and Pharmacy Assistant courses.



Climate strategy

GRI 3-3 • 201-2

Climate change poses significant challenges for the health sector, especially for hospital institutions. Extreme weather events can increase the demand for emergency assistance, while changes in the seasonality of respiratory diseases can overload health services and affect hospital infrastructure.

Acknowledging these risks, Sírio-Libanês has adopted a proactive stance, turning environmental challenges into opportunities to lead sustainable practices in Brazil.

We have been Brazil's first carbon-neutral healthcare institution since 2019 and, in 2021, we announced our commitment to the global Race to Zero initiative, setting a target of reducing Scope 1, 2 and 3 emissions by 50% by 2030 and achieving net zero emissions by 2050.

To address these goals, our Decarbonization Plan covers several fronts:



Energy Efficiency: implementation of technologies and practices that reduce energy consumption, increasing efficiency and optimizing processes.



Renewable Energy Sources: acquisition of energy from renewable sources, ensuring that 100% of the energy consumed is clean and certified through I-REC.



Waste Management: sorting, recycling and treatment systems that minimize environmental impact.



Sustainable Mobility: encouraging the use of sustainable means of transportation, such as public transportation, bicycles and electric vehicles.



Sustainable Purchasing: preference for products and equipment with a lower carbon footprint, encouraging suppliers to introduce more sustainable practices.



Monitoring and Reporting: continuous monitoring of emissions to adjust practices and ensure transparency.

Aiming to align ourselves with the best global practices, in 2023 the hospital had the opportunity to join a pilot program aimed at developing the SAT (Sustainability Accelerator Tool), an innovative tool created by the Geneva Sustainability Center. SAT aims to provide detailed benchmarks focused on climate data. We were the only Brazilian hospital to take part in the test.

In 2024, we continued to use the tool, expanding the analysis of this data and integrating it into our climate strategies.

Emissions

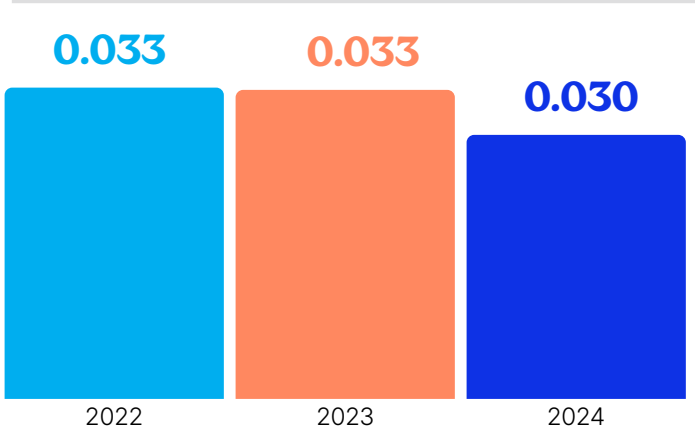
GRI 305-1 • 305-2 • 305-3 • 305-4

Since 2011, we have measured our emissions inventory, which is published in the Public Emissions Register, ensuring transparency and traceability of its environmental impact.

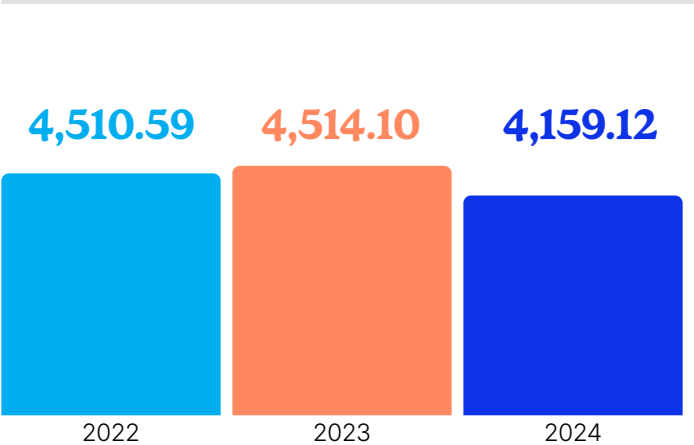
Since 2015, the institution has held the Gold Seal of the Brazilian GHG Protocol Program, which certifies that our emissions inventory is audited by a third party, ensuring even higher credibility to the process.

In 2024, our inventory recorded an 18% reduction in the intensity of greenhouse gas emissions per patient-day, as a result of the efficiency efforts adopted, shown on the next page.

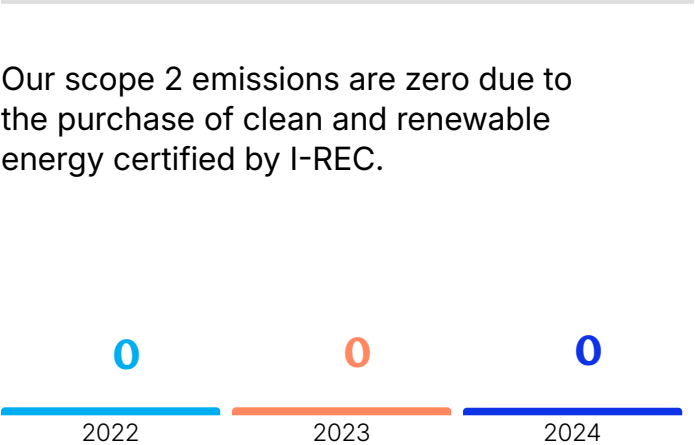
GHG emissions intensity
(tCO₂ equivalent/patient-day)



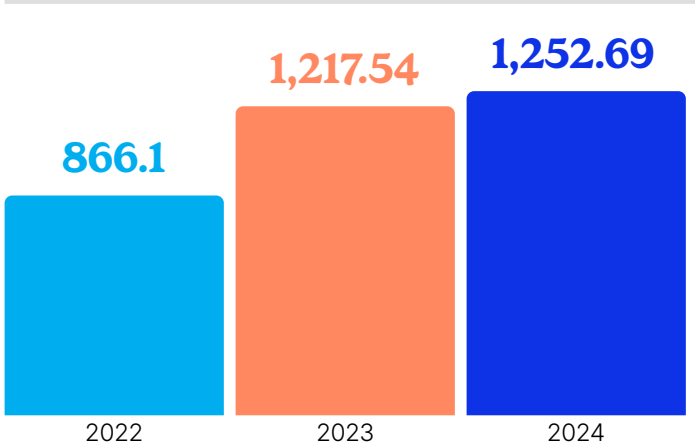
Scope 1



Scope 2



Scope 3



Management for decarbonization

GRI 305-1 • 305-5

In recent years, we have intensified our actions to reduce emissions in scopes 1, 2 and 3, confirming our commitment to sustainability.

Scope 1: clean mobility

We have expanded the delivery of test reports by bicycle and started using an electric motorcycle fleet to provide services for Sírío-Libanês, replacing conventional vehicles.

Scope 2: clean and renewable energy

Indirect energy emissions (Scope 2) continue to be certified as zero carbon, with 100% of the energy consumed coming from clean and renewable sources, through the I-RECs (International Renewable Energy Certificates) certification. This choice avoided the emission of 2,595 tons of CO₂e.

Scope 3: value chain management

Scope 3 emissions represent the sector's major challenge and call for joint efforts to mitigate them.

As part of our strategy, we have bolstered our relationship with partners and suppliers to promote a sustainable value chain.

We seek to encourage responsible practices through the acquisition of products and services with sustainability features, pushing companies to adopt stricter carbon reduction standards and contributing to the expansion of renewable energy generation in the country.

Our commitment goes beyond neutralizing emissions: we mobilize people and organizations for a positive collective impact, aligning our operations with a more sustainable and responsible future.

In 2024, to minimize indirect emissions (Scope 3), we highlight:

- ✓ Contracting sanitary landfills that capture and reuse the methane generated in the decomposition of waste, contributing to the mitigation of 1,335 tons of CO₂e.
- ✓ Sustainable logistics solutions, including the use of alcohol-powered vehicles, partnerships with suppliers for deliveries with electric vehicles and short-distance deliveries by bicycle, helping to reduce the carbon footprint.

Offsetting

To ensure that we reach our targets of a 50% reduction in emissions by 2030 and zero net emissions by 2050, we have adopted an intelligent offsetting model.

Residual emissions that are not reduced are offset by carbon credits purchased from a ceramics company in Ituiutaba, Minas Gerais, whose production process replaces the use of non-renewable fuel (native firewood) with renewable biomass, such as sawdust and wood chips, to fuel the kilns.

Apart from the environmental benefit, this practice supports social projects in the region, including initiatives aimed at education and donations to a local hospital.

Energy

GRI 302-4 • 302-5 • SASB HC-DY-130a.1 • SASB HC-DY-130a.3

Hospital operations require an intense consumption of resources, and the search for energy efficiency has been constant. Our goal is to reduce energy consumption or, whenever there is an increase in demand, to absorb this impact through more efficient solutions, while maintaining our commitment to sustainability and innovation.

One of the challenges identified in 2024 was the need to modernize technologies which, although innovative in the past, now require updating.

We have stepped up our efforts to mitigate impacts and optimize energy consumption through initiatives such as:

- ✓ Retrofit of electrical panels, improving the efficiency and safety of installations;
- ✓ Updating the lighting in a variety of environments, promoting greater savings and durability;
- ✓ Implementation of motion sensors and LED and intelligent light bulbs programmed for

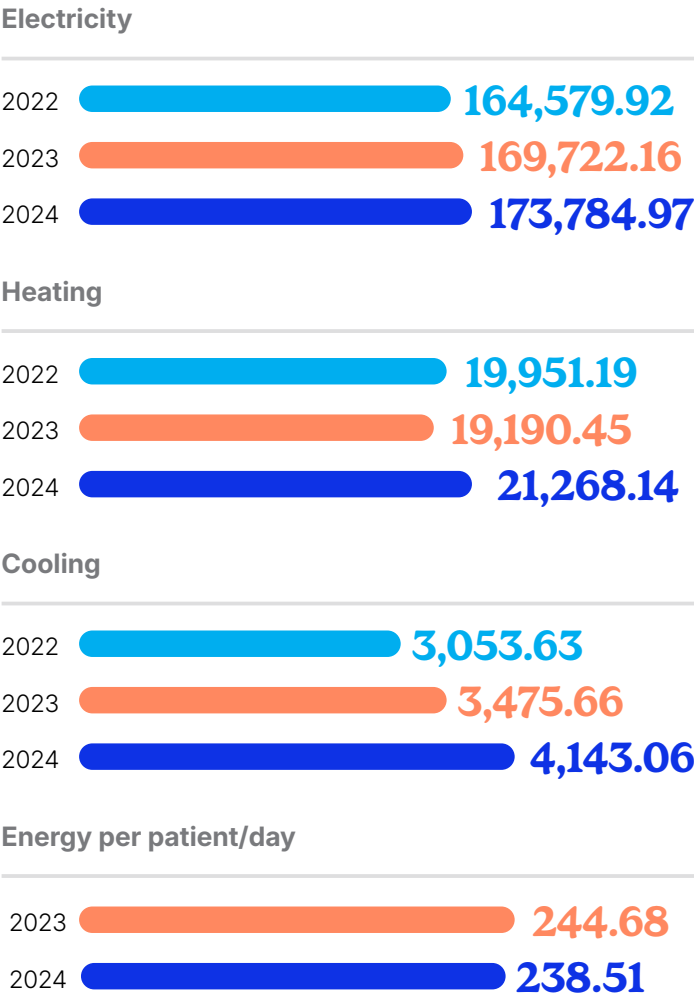
optimized use in shared spaces, such as the auditoriums at Faculdade Sírio-Libanês.

These actions, coupled with integrated building automation, allow for more precise monitoring of consumption, enabling adjustments to be made in real time.

For the future, in the short and medium term, we are moving towards a self-production energy model, with a focus on 100% renewable matrices, such as solar and wind, strengthening our energy independence and further reducing our carbon footprint.

As a result, in 2024, even with a 5% increase in hospital occupancy and greater use of the air-conditioning system due to the increase in the external temperature, we managed to reduce electricity consumption per patient/day by 3%.

Energy consumption by type (GJ)



Water

GRI 303-1 • 303-2 • 303-3 • 303-4 • 303-5

Water is a vital resource in all our operations at Sírio-Libanês, ranging from human consumption to production support processes such as air conditioning, cleaning and food preparation, as well as patient care procedures including hemodialysis, endoscopy and surgery.

Recognizing our responsibility as a healthcare institution, we have implemented efficient water management to ensure safe and adequate access to this essential resource.

We have taken continuous measures to monitor water quality and manage effluent disposal, promoting integrated water resource management. We use automation systems, leak sensors, flow restrictors and rainwater harvesting to optimize water use.

We also perform preventive maintenance on hydraulic systems, with daily inspections and monitoring of water levels and quality, as well as automatic chlorine dosages in the units' water tanks.

Effluents

We dispose of effluents in accordance with the applicable legislation in São Paulo (Decree 8.468/76) and Brasília (Decree 18.328/97).

These actions include the implementation of treatment systems that allow water to be reused in non- drinking processes, contributing to the conservation of water resources. In 2024, we recorded a total of 329.3 million liters of effluent disposed of.

Reuse

We have been expanding the reuse of waste water in our processes over the years. In 2023, we began reusing water in the purification processes of hemodialysis and the Sterilized Material Center (CME) and, in 2024, we incorporated the reuse of water discarded by the vacuum pumps from the four autoclaves, enhancing our dedication to efficiency and waste reduction.

Between January and December 2024, we raised the volume of water reused from 16,915 m³ to 26,557 m³, equivalent to 8.1% of the total water collected and an increase in the volume reused of 57% compared to the previous year.

Consumption

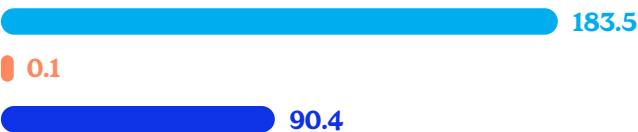
Water consumption per patient/day

The growth compared to the previous year is due to the increase in outdoor temperatures, which required higher use of the air conditioning system, increasing water consumption in the cooling towers.



Water withdrawal (ML)

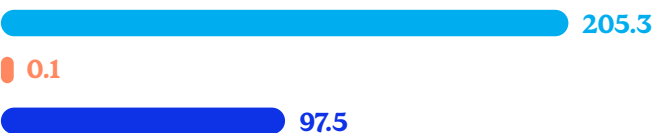
2022 | 281.7



2023 | 303.1



2024 | 329.3



— supply by the utility company
— water truck — artesian wells
rainwater harvesting and reuse

Waste

GRI 306-1 • 306-2

Waste management is one of the main environmental challenges faced by Sírío-Libanês, due to the large quantity of materials generated in administrative and care processes.

Correctly sorting, disposing of and reducing the generation of this waste is crucial to mitigating impacts such as soil, water and air contamination, as well as greenhouse gas (GHG) emissions associated with improper disposal.

In addition to hospital waste, there is also hazardous waste generated occasionally during construction, maintenance and renovation work, such as solvents, diesel, grease and batteries.

All these materials are treated with strict management practices to avoid environmental and health risks.

Hospital-generated waste follows the classification laid down in Anvisa Resolution 222/2018, which divides it into:



Infectious Waste:
Contaminated materials generated in healthcare areas.



Chemical Waste:
These include solvents, laboratory reagents and expired medicines.



Common Waste:
Materials that do not present significant risks to health or the environment.



Sharps:
Needles, scalpels and other items that require safe disposal.



Radioactive Waste:
Resulting from diagnostic and therapeutic procedures.

Impacts and mitigation

Improper management of hospital waste can lead to significant environmental, social and economic consequences.

The environmental impact includes contamination of natural resources and increased GHG emissions. On the public health aspect, there is the risk of spreading diseases and exposing communities to hazardous materials.

From an economic standpoint, inefficient management can result in high treatment costs, penalties for non-compliance and waste of reusable materials.

To mitigate these risks, Sírío-Libanês uses a set of best practices aimed at reducing and correctly disposing of waste:

- ✓ Sorting at the source and proper treatment, avoiding undue mixing and optimizing the route for recycling or safe disposal.
- ✓ Using clean technologies to minimize the environmental impact of operations.
- ✓ Continuous training of teams, promoting awareness of the importance of correct disposal.



We measure waste generation on a daily basis, setting sorting and recycling targets to reduce the environmental impact and strengthen the sustainable culture within the institution. This commitment is driven by the collaborative work of the multi-disciplinary team of the HSL + Sustainable group and partner areas.

Recycling not only minimizes waste, but also contributes to the circular economy, reinforcing our responsibility to sustainability and innovation in waste management.

In 2024, we expanded the scope of measuring waste disposal data beyond the São Paulo and Brasília units. Even so, we kept the percentage of waste diverted from landfill (recycled and composted) at 35%, proving the efficiency of recycling at the other units.

This progress is a sign of internal engagement and the strengthening of sustainable initiatives, among which, in 2024, we highlight:

Saco Verde Project

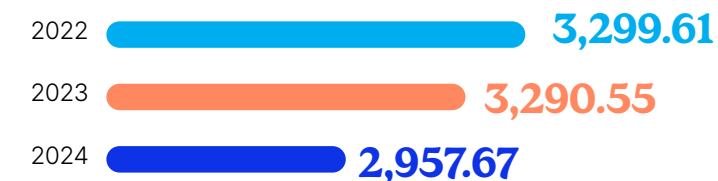
A partnership that, since 2014, has reused more than 200 tons of recycled plastic, transformed into waste bags that are returned to the hospital, promoting sustainability and closing the circular economy cycle.

Reverse Logistics

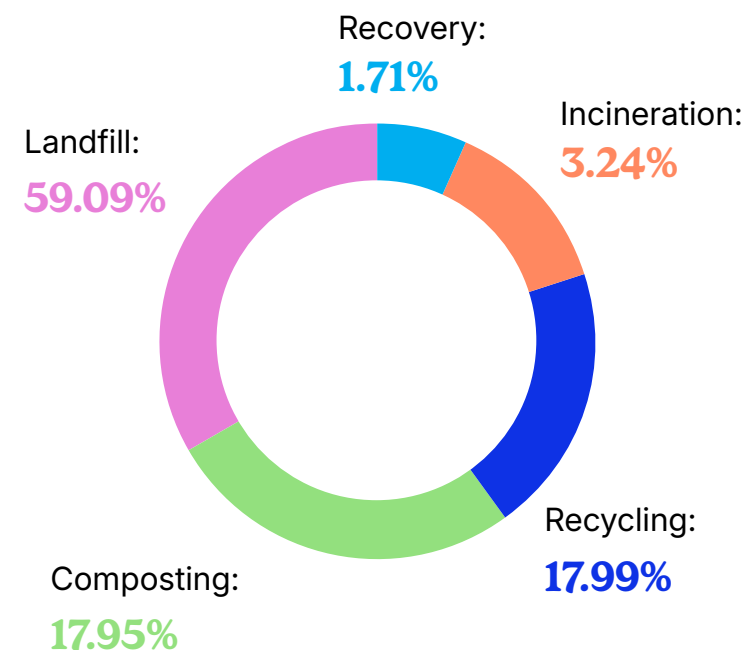
Implemented in 2016 and expanded in 2024, the hospital's reverse logistics has already achieved the responsible disposal of more than 30 tons of waste, including reprocessed hand sanitizer and soap bags, syringes and serum bags that have been de-characterized and reused in the plastics industry. These materials are used to make waste garbage bags and bins, which are then returned to the hospital itself.

Also, Gelox, a waste product used in the refrigeration of supplies, is now transformed into plastic pellets, which are reinserted into the production chain, reducing the environmental impact and promoting innovation in hospital waste management. This strategy reaffirms the hospital's commitment to sustainability, ensuring responsible practices that minimize waste. We are always on the lookout for innovative solutions and strategic partners to help us achieve better results.

Waste disposed of (tons)



Waste by destination (%)





We think that social investment can bring about change. Philanthropy, which is ingrained in Sírio-Libanês, also affects how we manage waste and motivates us to choose management techniques that not only lessen effects but also add value to society:

- ✓ We supported the donation of a gas-powered truck to a partner recycling cooperative, enabling more sustainable and efficient transportation.
- ✓ We started donating our recyclable waste, helping to increase the cooperative's productivity and generate income for its members.
- ✓ Strategic partnerships with companies and cooperatives to increase recycling and reduce landfilling.
- ✓ Donation of unused equipment, such as generators, which can be reused for educational purposes by engineering and hospital maintenance students.





Annexes

7.1 *Indicators Book*

7.2 *GRI Content Index*

7.3 *SASB Table*

7.4 *Monitoring the Sustainable Development Goals*

7.5 *SDG Map*

7.6 *Capitals Map*

7.7 *Assurance Letter*

7.8 *Publication credits*

Indicators

BOOK Social

Absolute data					Percentage data				
		2022	2023	2024	24 vs. 23 (%)	2022	2023	2024	24 vs. 23 (p.p)
Employee profile									
Total number of employees by region, employment contract and gender									
GRI 2-7	Total employees	9,221	9,330	9,789	4.9%	-	-	-	-
GRI 405-1	Men	3,111	3,124	3,175	1.6%	33.74%	33.48%	32.43%	-1.0
GRI 405-1	Women	6,110	6,206	6,614	6.6%	66.26%	66.52%	67.57%	1.0
GRI 2-7	Employees Brasília	1,222	1,326	1,478	11.5%	13.25%	14.21%	15.10%	0.9
GRI 2-7	Employees São Paulo	7,999	8,004	8,311	3.8%	86.75%	85.79%	84.90%	-0.9
GRI 2-7	Men Brasília	374	403	409	1.5%	30.61%	30.39%	27.67%	-2.7
GRI 2-7	Men São Paulo	2,737	2,721	2,766	1.7%	34.22%	34.00%	33.28%	-0.7
GRI 2-7	Women Brasília	848	923	1,069	15.8%	69.39%	69.61%	72.33%	2.7
GRI 2-7	Women São Paulo	5,262	5,283	5,545	5.0%	65.78%	66.05%	69.32%	3.3
GRI 2-7	Part-time	4,681	4,752	4,918	3.5%	50.76%	50.93%	50.24%	-0.7
GRI 2-7	Women Part-time	3,325	3,357	3,477	3.6%	71.03%	70.64%	70.70%	0.1
GRI 2-7	Men Part-time	1,356	1,395	1,441	3.3%	28.97%	29.36%	29.30%	-0.1
GRI 2-7	Part-time Brasília	655	725	793	9.4%	13.99%	15.26%	16.12%	0.9
GRI 2-7	Part-time São Paulo	4,026	4,027	4,125	2.4%	86.01%	84.74%	83.88%	-0.9

		Absolute data				Percentage data			
		2022	2023	2024	24 vs. 23 (%)	2022	2023	2024	24 vs. 23 (p.p)
GRI 2-7	Full-time	4,540	4,578	4871	6.4%	49.24%	49.07%	49.76%	0.7
GRI 2-7	Women Full-time	2,785	2,849	3,137	10.1%	61.34%	62.23%	64.40%	2.2
GRI 2-7	Men Full-time	1,755	1,729	1,734	0.3%	38.66%	37.77%	35.60%	-2.2
GRI 2-7	Full-time Brasília	567	601	685	14.0%	12.49%	13.13%	14.06%	0.9
GRI 2-7	Full-time São Paulo	3,973	3,977	4,186	5.3%	87.51%	86.87%	85.94%	-0.9
GRI 2-7	Permanent contract	9,121	9,143	9,591	4.9%	98.92%	98.00%	97.98%	0.0
GRI 2-7	Women with a permanent contract	6,038	6,071	6,467	6.5%	66.20%	66.40%	67.43%	1.0
GRI 2-7	Men with a permanent contract	3,083	3,072	3,124	1.7%	33.80%	33.60%	32.57%	-1.0
GRI 2-7	Permanent contract in Brasília	1,193	1,274	1,408	10.5%	13.08%	13.93%	14.68%	0.7
GRI 2-7	Permanent contract in São Paulo	7,928	7,869	8,183	4.0%	86.92%	86.07%	85.32%	-0.7
GRI 2-7	Temporary contract	100	187	198	5.9%	1.08%	2.00%	2.02%	0.0
GRI 2-7	Women with a temporary contract	72	135	147	8.9%	72.00%	72.19%	74.24%	2.0
GRI 2-7	Men with a temporary contract	28	52	51	-1.9%	28.00%	27.81%	25.76%	-2.0
GRI 2-7	Temporary contract in Brasília	29	52	70	34.6%	29.00%	27.81%	35.35%	7.5
GRI 2-7	Temporary contract in São Paulo	71	135	128	-5.2%	71.00%	72.19%	64.65%	-7.5
GRI 2-30	Collective bargaining agreements	9,221	9,330	9,789	4.9%	100.0%	100.0%	100.0%	0.0
Our people by job category									
GRI 405-1b	Executive Board	29 ¹	31 ²	19	-38.7%	0.31%	0.33%	0.19%	-0.1
GRI 405-1b	Managers	97	91	97	6.6%	1.05%	0.98%	0.99%	0.0
GRI 405-1b	Heads/coordinators	237	238	241	1.3%	2.57%	2.55%	2.46%	-0.1

¹ The total of 10,772 is higher than the total number of employees (9,221) because it takes into account active employees and people who left the company in 2022.

² The total of 11,000 is higher than the total number of employees (9,330) because it takes into account active employees and people who left the organization in 2023.

		Absolute data				Percentage data			
		2022	2023	2024	24 vs. 23 (%)	2022	2023	2024	24 vs. 23 (p.p)
GRI 405-1b	Technicians/supervisors	3,164	3,112	2,805	-9.9%	34.31%	33.35%	28.65%	-4.7
GRI 405-1b	Administrative	1,648	1,602	1,281	-20.0%	17.87%	17.17%	13.09%	-4.1
GRI 405-1b	Operational	2,358	2,528	2,079	-17.8%	25.57%	27.10%	21.24%	-5.9
GRI 405-1b	Analyst/specialist	3,239	3,398	3,267	-3.9%	35.13%	36.42%	33.37%	-3.0
GRI 2-8	Apprentices	71	101	116	14.9%	0.77%	1.08%	1.19%	0.1
GRI 2-8	Interns	27	11	21	90.9%	0.29%	0.12%	0.21%	0.1
GRI 2-8	Resident physicians	296	299	298	-0.3%	3.21%	3.20%	3.04%	-0.2
Our people by age group									
GRI 405-1	Under 30 years old	-	2,054	2,159	5.1%	-	22.02%	22.06%	0.0
GRI 405-1	Between 30 and 50 years	-	6,518	6,768	3.8%	-	69.86%	69.14%	-0.7
GRI 405-1	Over 50 years old	-	757	862	13.9%	-	8.11%	8.81%	0.7
Diversity in governance ³									
GRI 405-1a	Men	8	7	8	14.3%	32.0%	58.33%	32.00%	-26.3
GRI 405-1a	Women	17	18	17	-5.6%	68.0%	41.67%	68.00%	26.3
GRI 405-1	Under 30 years old	-	-	0	-	-	-	0.0%	-
GRI 405-1	Between 30 and 50 years	-	-	0	-	-	-	0.0%	-
GRI 405-1	Over 50 years old	25	25	25	0.0%	86.2%	80.64%	100.0%	19.4
GRI 405-2	White	-	-	25	-	-	-	100.0%	-
Diversity in Executive Board									
GRI 405-1	Men	-	21	12	-44.1%	-	69.23%	63.16%	-6.1
GRI 405-1	Women	-	10	7	-26.6%	-	30.77%	36.84%	6.1

³ Directors and Ladies Executive Board are not included in the total number of employees.

		Absolute data				Percentage data			
		2022	2023	2024	24 vs. 23 (%)	2022	2023	2024	24 vs. 23 (p.p)
GRI 405-1	Under 30 years old	-	0	0	-	-	0.00%	0.00%	-
GRI 405-1	Between 30 and 50 years Executive Board	-	16	8	-48.4%	-	50.00%	42.11%	-7.9
GRI 405-1	Over 50 years old	-	16	11	-29.0%	-	50.00%	57.89%	7.9
GRI 405-1	Asian	-	-	3	-	-	0.00%	15.79%	15.8
GRI 405-1	White	-	-	13	-	-	0.00%	68.42%	68.4
GRI 405-1	Indigenous	-	-	0	-	-	0.00%	0.00%	0.0
GRI 405-1	Black	-	4	3	-16.1%	-	11.54%	15.79%	4.2
GRI 405-1	LGBTI+	-	1	0	-100.0%	-	3.85%	0.00%	-3.9
GRI 405-1	People with disabilities	-	1	1	-16.2%	-	3.85%	5.26%	1.4
Diversity in management									
GRI 405-1	Men Managers	-	37	39	5.9%	-	40.48%	40.21%	-0.3
GRI 405-1	Women Managers	-	54	58	7.1%	-	59.52%	59.79%	0.3
GRI 405-1	Under 30 years old Managers	-	1	0	-100.0%	-	1.19%	0.00%	-1.2
GRI 405-1	Between 30 and 50 years Managers	-	76	78	2.9%	-	83.33%	80.41%	-2.9
GRI 405-1	Over 50 years old Managers	-	14	19	34.9%	-	15.48%	19.59%	4.1
GRI 405-1	Asian Managers	-	-	4	-	-	-	4.12%	-
GRI 405-1	White Managers	-	-	86	-	-	-	88.66%	-
GRI 405-1	Indigenous Managers	-	-	-	-	-	-	-	-
GRI 405-1	Black Managers	-	6	7	7.7%	-	7.14%	7.22%	0.1
GRI 405-1	LGBTI+ Managers	-	3	4	23.1%	-	3.57%	4.12%	0.6
GRI 405-1	People with disabilities Managers	-	0	0	0.0%	-	0.0%	0.0%	0

		Absolute data				Percentage data			
		2022	2023	2024	24 vs. 23 (%)	2022	2023	2024	24 vs. 23 (p.p)
Diversity in coordination									
GRI 405-1	Men Heads/coordinators	-	74	75	1.3%	-	31.10%	31.12%	0.0
GRI 405-1	Women Heads/coordinators	-	164	166	1.2%	-	68.90%	68.88%	0.0
GRI 405-1	Under 30 years old Heads/coordinators	-	5	7	54.0%	-	1.91%	2.90%	1.0
GRI 405-1	Between 30 and 50 years Heads/coordinators	-	199	195	-2.1%	-	83.73%	80.91%	-2.8
GRI 405-1	Over 50 years old Heads/coordinators	-	34	39	14.2%	-	14.35%	16.18%	1.8
GRI 405-1	Asian Heads/coordinators	-	-	6	-	-	-	2.49%	-
GRI 405-1	White Heads/coordinators	-	-	197	-	-	-	81.74%	-
GRI 405-1	Indigenous Heads/coordinators	-	-	0	-	-	-	0.0%	-
GRI 405-1	Black Heads/coordinators	-	28	38	33.5%	-	11.96%	15.77%	3.8
GRI 405-1	LGBTI+ Heads/coordinators	-	9	10	9.7%	-	3.83%	4.15%	0.3
GRI 405-1	People with disabilities Heads/coordinators	-	0	2	-	-	0.0%	0.83%	0.8
Diversity in supervision/technical career									
GRI 405-1	Men Technicians/supervisors	-	1,057	944	-10.7%	-	33.96%	33.65%	-0.3
GRI 405-1	Women Technicians/supervisors	-	2,055	1,861	-9.4%	-	66.04%	66.35%	0.3
GRI 405-1	Under 30 years old Technicians/supervisors	-	589	507	-13.9%	-	18.92%	18.07%	-0.8
GRI 405-1	Between 30 and 50 years Technicians/supervisors	-	2,334	2,112	-9.5%	-	75.01%	75.29%	0.3
GRI 405-1	Over 50 years old Technicians/supervisors	-	189	186	-1.5%	-	6.07%	6.63%	0.6
GRI 405-1	Asian Technicians/supervisors	-	-	16	-	-	-	0.57%	-
GRI 405-1	White Technicians/supervisors	-	-	1,688	-	-	-	60.18%	-
GRI 405-1	Indigenous Technicians/supervisors	-	-	7	-	-	-	0.25%	-
GRI 405-1	Black Technicians/supervisors	-	1,052	1,089	3.5%	-	33.81%	38.82%	5.0

		Absolute data				Percentage data			
		2022	2023	2024	24 vs. 23 (%)	2022	2023	2024	24 vs. 23 (p.p)
GRI 405-1	LGBTI+ Technicians/supervisors	-	39	115	198.0%	-	1.24%	4.10%	2.9
GRI 405-1	People with disabilities Technicians/supervisors	-	75	90	20.0%	-	2.41%	3.21%	0.8
Diversity in administrative									
GRI 405-1	Men Administrative	-	529	388	-26.7%	-	33.02%	30.29%	-2.7
GRI 405-1	Women Administrative	-	1,073	893	-16.8%	-	66.98%	69.71%	2.7
GRI 405-1	Under 30 years old Administrative	-	685	559	-18.3%	-	42.73%	43.64%	0.9
GRI 405-1	Between 30 and 50 years Administrative	-	831	644	-22.5%	-	51.90%	50.27%	-1.6
GRI 405-1	Over 50 years old Administrative	-	86	78	-9.3%	-	5.37%	6.09%	0.7
GRI 405-1	Asian Administrative	-	-	23	-	-	-	1.80%	-
GRI 405-1	White Administrative	-	-	677	-	-	-	52.85%	-
GRI 405-1	Indigenous Administrative	-	-	1	-	-	-	0.08%	-
GRI 405-1	Black Administrative	-	639	579	-9.4%	-	39.89%	45.20%	5.3
GRI 405-1	LGBTI+ Administrative	-	47	98	109.5%	-	2.92%	7.65%	4.7
GRI 405-1	People with disabilities Administrative	-	299	240	-19.6%	-	18.64%	18.74%	0.1
Diversity in operational									
GRI 405-1	Men Operational	-	1,086	845	-22.2%	-	42.96%	40.64%	-2.3
GRI 405-1	Women Operational	-	1,442	1,234	-14.4%	-	57.04%	59.36%	2.3
GRI 405-1	Under 30 years old Operational	-	627	504	-19.6%	-	24.79%	24.24%	-0.5
GRI 405-1	Between 30 and 50 years Operational	-	1,527	1,224	-19.8%	-	60.40%	58.87%	-1.5
GRI 405-1	Over 50 years old Operational	-	374	351	-6.2%	-	14.81%	16.88%	2.1
GRI 405-1	Asian Operational	-	-	17	-	-	-	0.82%	-
GRI 405-1	White Operational	-	-	920	-	-	-	44.25%	-

		Absolute data				Percentage data			
		2022	2023	2024	24 vs. 23 (%)	2022	2023	2024	24 vs. 23 (p.p)
GRI 405-1	Indigenous Operational	-	-	8	-	-	-	0.38%	-
GRI 405-1	Black Operational	-	1,229	1,129	-8.1%	-	48.61%	54.30%	5.7
GRI 405-1	LGBTI+ Operational	-	51	143	182.8%	-	2.00%	6.88%	4.9
GRI 405-1	People with disabilities Operational	-	95	94	-0.8%	-	3.75%	4.52%	0.8
Diversity in analyst/specialist									
GRI 405-1	Men Analyst/specialist	-	895	872	-2.5%	-	26.33%	26.69%	0.4
GRI 405-1	Women Analyst/specialist	-	2,503	2,395	-4.3%	-	73.67%	73.31%	-0.4
GRI 405-1	Under 30 years old Analyst/specialist	-	554	582	5.1%	-	16.29%	17.81%	1.5
GRI 405-1	Between 30 and 50 years Analyst/specialist	-	2,656	2,507	-5.6%	-	78.17%	76.74%	-1.4
GRI 405-1	Over 50 years old Analyst/specialist	-	188	178	-5.4%	-	5.54%	5.45%	-0.1
GRI 405-1	Asian Analyst/specialist	-	-	69	-	-	-	2.11%	-
GRI 405-1	White Analyst/specialist	-	-	2,360	-	-	-	72.24%	-
GRI 405-1	Indigenous Analyst/specialist	-	-	3	-	-	-	0.092%	-
GRI 405-1	Black Analyst/specialist	-	723	825	14.0%	-	21.29%	25.25%	4.0
GRI 405-1	LGBTI+ Analyst/specialist	-	124	245	97.5%	-	3.65%	7.50%	3.8
GRI 405-1	People with disabilities Analyst/specialist	-	16	31	94.1%	-	0.47%	0.95%	0.5
Diversity in apprentices, interns and resident physicians									
GRI 2-8	Apprentices Women	46	76	90	18.4%	64.8%	75.2%	77.6%	2.3
GRI 2-8	Apprentices Men	25	25	26	4.0%	35.2%	24.8%	22.4%	-2.3
GRI 2-8	Interns Women	15	6	15	150.0%	55.6%	54.5%	71.4%	16.9
GRI 2-8	Interns Men	12	5	6	20.0%	44.4%	45.5%	28.6%	-16.9
GRI 2-8	Resident physicians Women	185	197	202	2.5%	62.5%	65.9%	67.8%	1.9
GRI 2-8	Resident physicians Men	111	102	96	-5.9%	37.5%	34.1%	32.2%	-1.9

		Absolute data				Percentage data			
		2022	2023	2024	24 vs. 23 (%)	2022	2023	2024	24 vs. 23 (p.p)
Personnel moves									
	Total hires	1,587	1,573	2,171	38.0%	17.2%	16.9%	22.2%	5.3
GRI 401-1	Men hired	536	590	693	17.5%	33.8%	37.5%	31.9%	-5.6
GRI 401-1	Women hired	1,051	983	1,478	50.4%	66.2%	62.5%	68.1%	5.6
GRI 401-1	Hired in Brasília	1,187	1,310	483	-63.1%	74.8%	83.3%	22.2%	-61.0
GRI 401-1	Hired in São Paulo	400	263	1,688	541.8%	25.2%	16.7%	77.8%	61.0
GRI 401-1	Hired Under 30 years old	630	646	907	40.4%	39.7%	41.1%	41.8%	0.7
GRI 401-1	Hired Between 30 and 50 years	904	865	1,161	34.2%	57.0%	55.0%	53.5%	-1.5
GRI 401-1	Hired Over 50 years old	53	62	103	66.1%	3.3%	3.9%	4.7%	0.8
GRI 401-1	Total terminations	1,538	1,670	1,963	17.5%	16.7%	17.9%	20.1%	2.2
GRI 401-1	Men terminated	1,038	632	704	11.4%	67.5%	37.8%	35.9%	-2.0
GRI 401-1	Women terminated	500	1,038	1,259	21.3%	32.5%	62.2%	64.1%	2.0
GRI 401-1	Terminated Under 30 years old	413	467	580	24.2%	26.9%	28.0%	29.5%	1.6
GRI 401-1	Terminated Between 30 and 50 years	1,037	1,078	1,255	16.4%	67.4%	64.6%	63.9%	-0.6
GRI 401-1	Terminated Over 50 years old	88	125	128	2.4%	5.7%	7.5%	6.5%	-1.0
GRI 401-1	Terminated Brasília	1,295	1,415	421	-70.2%	84.2%	84.7%	21.4%	-63.3
GRI 401-1	Terminated São Paulo	243	255	1,542	504.7%	15.8%	15.3%	78.6%	63.3
HC-DY-330a.1	Voluntary physician turnover rate	-	-	-	-	-	-	6.6%	-
HC-DY-330a.1	Involuntary physician turnover rate	-	-	-	-	-	-	6.7%	-
HC-DY-330a.1	Voluntary turnover rate among non-physician health professionals	-	-	-	-	-	-	9.2%	-
HC-DY-330a.1	Involuntary turnover rate among non-physician health professionals	-	-	-	-	-	-	7.0%	-
HC-DY-330a.1	Voluntary turnover rate of other employees	-	-	-	-	-	-	11.3%	-

		Absolute data				Percentage data			
		2022	2023	2024	24 vs. 23 (%)	2022	2023	2024	24 vs. 23 (p.p)
HC-DY-330a.1	Involuntary turnover rate of other employees	-	-	-	-	-	-	9,4%	-
Training									
GRI 404-1	Average hours of training per employee	28.8	20.0	41.1	105.9%	-	-	-	
GRI 404-1	Average hours of training per employee Men	24.6	17.3	31.8	84.0%	85%	87%	77% ⁴	-9.2
GRI 404-1	Average hours of training per employee Women	31.0	21.3	45.6	113.7%	108%	107%	111%	4.1
GRI 404-1	Average hours of training per employee Executive Board	25.9	11.3	21.8	93.7%	90%	56%	53%	-3.3
GRI 404-1	Average hours of training per employee Managers	59.4	14.8	34,.	135.4%	206%	74%	85%	10.7
GRI 404-1	Average hours of training per employee Heads/ coordinators	63.7	16.7	33.3	99.8%	221%	83%	81%	-2.5
GRI 404-1	Average hours of training per employee Technicians/supervisors	39.5	29.3	49.9	70.3%	137%	147%	122%	-25.4
GRI 404-1	Average hours of training per employee Administrative	9.0	9.1	11.2	23.2%	31%	46%	27%	-18.3
GRI 404-1	Average hours of training per employee Operational	24.5	14.2	45.4	220.7%	85%	71%	111%	39.6
GRI 404-1	Average hours of training per employee Analyst/ specialist	28.3	21.2	43.3	104.0%	98%	106%	106%	-1.0
GRI 404-1	Average hours of training per employee Apprentices	19.1	16.2	27.5	70.1%	66%	81%	67%	-14.1
GRI 404-1	Average hours of training per employee Interns	16.4	34.1	28.7	-15.8%	57%	171%	70%	-100.9
GRI 404-1	Average hours of training per employee Resident physicians	16.0	16.5	21.1	28.0%	56%	83%	51%	-31.2

⁴ In 2022 and 2023, the figure reported took into account the December workforce plus those dismissed. In 2024, the average for the year was used

		Absolute data			Percentage data				
		2022	2023	2024	24 vs. 23 (%)	2022	2023	2024	24 vs. 23 (p.p)
GRI 404-3	Percentage of employees who received a performance review	-	-	-	-	81%	80.7%	82.71%	2.0
GRI 404-3	Percentage of male employees who received a performance review	-	-	-	-	80%	79.32%	84.0%	4.7
GRI 404-3	Percentage of female employees who received a performance review	-	-	-	-	81%	81.41%	82.0%	0.6
GRI 404-3	Percentage of directors who received a performance review	-	-	-	-	100.0%	100.0%	100.0%	0.0
GRI 404-3	Percentage of male directors who received a performance review	-	-	-	-	100.0%	100.0%	100.0%	0.0
GRI 404-3	Percentage of female directors who received a performance review	-	-	-	-	100.0%	100.0%	100.0%	0.0
GRI 404-3	Percentage of managers who received a performance review	-	-	-	-	94%	96.43%	94.85%	-1.6
GRI 404-3	Percentage of male managers who received a performance review	-	-	-	-	97%	94.12%	92.0%	-2.1
GRI 404-3	Percentage of female managers who received a performance review	-	-	-	-	92%	98.00%	97.0%	-1.0
GRI 404-3	Percentage of coordinators who received a performance review	-	-	-	-	94%	96.65%	95.44%	-1.2
GRI 404-3	Percentage of male coordinators who received a performance review	-	-	-	-	92%	95.38%	92.0%	-3.4
GRI 404-3	Percentage of female coordinators who received a performance review	-	-	-	-	95%	97.22%	97.0%	-0.2
GRI 404-3	Percentage of supervisors who received a performance review	-	-	-	-	84%	80.06%	83.74%	3.7
GRI 404-3	Percentage of male supervisors who received a performance review	-	-	-	-	84%	76.19%	84.0%	7.8
GRI 404-3	Percentage of female supervisors who received a performance review	-	-	-	-	84%	82.05%	84.0%	2.0

		Absolute data				Percentage data			
		2022	2023	2024	24 vs. 23 (%)	2022	2023	2024	24 vs. 23 (p.p)
GRI 404-3	Percentage of administrative employees who received a performance review	-	-	-	-	76%	78.83%	77.63%	-1.2
GRI 404-3	Percentage of male administrative employees who received a performance review	-	-	-	-	78%	77.75%	89.0%	11.3
GRI 404-3	Percentage of female administrative employees who received a performance review	-	-	-	-	75%	79.36%	87.0%	7.6
GRI 404-3	Percentage of operational employees who received a performance review	-	-	-	-	82%	73.55%	75.14%	1.6
GRI 404-3	Percentage of male operational employees who received a performance review	-	-	-	-	79%	77.21%	80.0%	2.8
GRI 404-3	Percentage of female operational employees who received a performance review	-	-	-	-	84%	70.79%	77.0%	6.2
Social responsibility									
Main diversity indicators									
GRI 405-2	Employees with disabilities	-	486	458	-5.7%	-	5.20%	4.68%	-0.5
GRI 405-2	Employees with disabilities in leadership positions	-	76	93	22.1%		2.19%	2.94%	0.7
GRI 405-2	Women Employees	6,110	6,206	6,614	6.6%	66.3%	66.52%	67.57%	1.0
GRI 405-2	Women Employees in leadership positions	-	2,301	2,109	-8.3%	-	66.27%	66.70%	0.4
GRI 405-2	Black Employees	-	3,682	3,670	-0.3%	-	39.46%	37.49%	-2.0
GRI 405-2	Black Employees in leadership positions	-	1,091	1,137	4.2%	-	31.41%	35.96%	4.5
GRI 405-2	Employees 50+	-	926	887	-4.2%	-	26.68%	28.05%	1.4
GRI 2-26	Complaints of discrimination or harassment	-	-	-	-	-	-	-	-
GRI 406-1	Investigated complaints with confirmed cases related to discrimination	-	-	-	-	-	-	-	-

		Absolute data				Percentage data			
		2022	2023	2024	24 vs. 23 (%)	2022	2023	2024	24 vs. 23 (p.p)
Parental leave									
GRI 401-3	Return rate after paternity leave	-	-	-	-	-	100%	100%	0.0%
GRI 401-3	Return rate after maternity leave	-	-	-	-	-	100%	100%	0.0%
GRI 401-3	Retention rate 12 months after returning from paternity leave	-	-	-	-	-	89.16%	88.0%	-1.3%
GRI 401-3	Retention rate 12 months after returning from maternity leave	-	-	-	-	-	72.40%	74.0%	2.2%
Social investment									
GRI 203-1	Total social investment (R\$) (Embrace Your District and Outpatient clinic)	-	-	13,400,000,00	-	-	-	-	-
Health and safety									
Occupational diseases									
GRI 403-10	Work-related ill health	2	0	0	0	0.02%	0	0	0
Work-related injuries									
GRI 403-9 SASB HC-DY-250a.2	Number of fatalities	0	0	0	0	0	0	0	0
GRI 403-9 SASB HC-DY-250a.2	Number of work-related injuries with serious consequences	1	1	-	-100.0%				
GRI 403-9 SASB HC-DY-250a.2	Number of work-related injuries of mandatory reporting	198	215	206	-4.2%	9.85%	11.55%	11.76%	0.2
GRI 403-9 SASB HC-DY-320a.1	Number of work-related injuries of mandatory reporting with employees	182	190	201	5.8%	91.92%	88.37%	97.57%	9.2
GRI 403-9 SASB HC-DY-320a.1	Number of work-related injuries of mandatory reporting with workers	16	25	5	-80.0%	8.08%	11.63%	2.43%	-9.2

Governance

		Absolute data				Percentage data			
		2022	2023	2024	24 vs. 23 (%)	2022	2023	2024	24 vs. 23 (p.p)
Economic indicators									
Financial value generation									
GRI 201-1	Operating income	R\$ 2,971,784.00	R\$ 3,251,153.00	R\$ 3,563,475.00	9.6%	-	-	-	-
GRI 201-1	Operating costs	R\$ 1,230,524.00	R\$ 1,370,102.00	R\$ 1,533,070.00	11.9%	41%	49.46%	51.27%	1.8
GRI 201-1	Employee salaries and benefits	R\$ 1,012,219.00	R\$ 1,109,651.00	R\$ 1,148,879.00	3.5%	34%	40.06%	38.42%	-1.6
GRI 201-1	Payments to providers of capital	R\$ 71,626.00	R\$ 90,330.00	R\$ 131,007.00	45.0%	3.09%	3.26%	4.38%	1.1
GRI 201-1	Payments to government	R\$ 2,122.00	R\$ 2,040.00	R\$ 1,851.00	-9.3%	0.09%	0.07%	0.06%	0.0
GRI 201-1	Community investments	R\$ 160,176.00	R\$ 198,050.00	R\$ 175,178.00	-11.5%	0.01%	7.15%	5.86%	-1.3
	Total	R\$ 2,476,667.00	R\$ 2,770,173.00	R\$ 2,989,985.00	7.9%	100%	100%	100.00%	0.0
GRI 201-1	“Direct economic value generated” minus “Economic value distributed”	R\$ 495,117.00	R\$ 480,980.00	R\$ 573,490.00	19.2%	20%	17%	19%	1.8
GRI 201-4	Financial support from the government	-	-	R\$ 419,521,606.00	-	-	-	-	-
Ethics, integrity and compliance									
GRI 2-26	Complaints received	-	-	-	-	-	-	-	-
GRI 2-24	Training to implement policy commitments	-	-	-	-	-	-	-	-
GRI 2-24	Corruption and fraud	429	145	99	-31.7%	-	-	-	-
GRI 2-24	Conflict of interest	239	145	194	33.8%	-	-	-	-
GRI 2-24	Code of Conduct (Distance Learning)	1,763	3,189	2,263	-29.0%	-	-	-	-
GRI 2-24	Antitrust matters	608	131	145	10.7%	-	-	-	-
GRI 2-24	Third-party risk management	-	-	-	-	-	-	-	-
GRI 2-24	Misbehavior and harassment	1,039	1,404	214	-84.8%	-	-	-	-
GRI 2-24	Confidentiality and privacy	-	67	-	-	-	-	-	-
GRI 2-24	Compliance and Reporting Channel	-	-	276	-	-	-	-	-

Annexes

Environmental

		Absolute data				Percentage data			
		2022	2023	2024	24 vs. 23 (%)	2022	2023	2024	24 vs. 23 (p.p)
GRI 2-24	Best practices in electoral law	-	-	82	-	-	-	-	-
GRI 2-24	training for CIPA members - combating harassment	-	84	-	-	-	-	-	-
Fighting climate change									
GRI 305-1 and GRI 305-5	Scope 1 (tCO ₂ e) Total gross CO ₂ emissions	4,510.93	4,514.10	4,158.05	-7.9%	84%	79%	86%	7.3
GRI 305-1 and GRI 305-5	Scope 1 (tCO ₂ e) Generation of electricity, heat or steam	1,360.23	1,358.34	1,524.77	12.3%	-	24%	28%	4.5
GRI 305-1 and GRI 305-5	Scope 1 (tCO ₂ e) Transportation of materials, products, waste, employees and passengers	4,39	2,16	1,45	-32.9%	-	0%	0%	0.0
GRI 305-1 and GRI 305-5	Scope 1 (tCO ₂ e) Fugitive emissions	3,145.93	3,153.60	2,632.91	-16.5%	-	55%	49%	-6.4
GRI 305-1 and GRI 305-5	Scope 1 (tCO ₂ e) Biogenic emissions	4,96	8,89	8,81	-0.9%	-	0%	0%	0.0
GRI 305-2 and GRI 305-5	Scope 2 Total indirect CO ₂ emissions	0	0	0	-	0%	0%	0%	0.0
GRI 305-3 and GRI 305-5	Scope 3 (tCO ₂ e) Total indirect CO ₂ emissions	866,10	1,217.54	1,252.69	2.9%	16%	21%	22%	1.9
GRI 305-3 and GRI 305-5	Scope 3 (tCO ₂ e) Upstream transportation and distribution	3,77	3,40	2,90	-14.7%	-	0%	0%	0.0
GRI 305-3 and GRI 305-5	Scope 3 (tCO ₂ e) Waste generated in operations	5,76	0	581,43	-	-	0%	11%	10.7
GRI 305-3 and GRI 305-5	Scope 3 (tCO ₂ e) Business travel	856,57	1,214.14	668,36	-45.0%	-	21%	14%	-7.3
GRI 305-3 and GRI 305-5	Scope 3 (tCO ₂ e) Biogenic emissions of CO ₂	307,47	135,64	71,37	-47.4%	-	2%	1%	-1.0
GRI 305-4	Intensity denominator: Operating bed	6,850	6,903	7,294	5.7%	127%	120%	151%	30.6
GRI 305-4	Total GHG emissions (tCO ₂ e)	5,377.00	5,732.00	5,412.00	-5.6%	100%	100%	100%	0.0

Annexes

		Absolute data				Percentage data			
		2022	2023	2024	24 vs. 23 (%)	2022	2023	2024	24 vs. 23 (p.p)
GRI 305-4	Intensity of Net Emissions (tCO ₂ e/Operating bed)	0,78	0,83	0,74	-10.8%	-	-	-	-
GRI 305-4	Intensity of Net Emissions (tCO ₂ e/patient-day)	0,033	0,033	0,030	-9.1%	-	-	-	-
GRI 305-5	Reductions stemming from direct emissions (Scope 1)	1,351.68	3,17	-	-	29.96%	0.07%	-	-
GRI 305-5	Reductions stemming from energy acquisition indirect emissions (Scope 2)	1,939.31	1,797.42	2,595.07	44.4%	-	-	-	-
GRI 305-5	Reductions stemming from other indirect emissions (Scope 3)	1,409.50	1,335.71	753,48	-43.6%	162.7%	109.7%	60.1%	-49.6
GRI 305-5	Total GHG reductions and emissions	4,700.49	3,133.13	3,348.55	6.9%	87.4%	54.7%	61.9%	7.2
GRI 305-5	Reductions stemming from compensations	8,377.00	5,732.00	5,412.00	-5.6%	-	-	-	-
Environmental management									
Energy									
GRI 302-1	Total electricity consumed (GJ)	192,101.77	192,328.27 ⁵	199,192.98	3.6%	-	-	-	-
GRI 302-1	Electricity (GJ)	163,704.64 ⁵	168,609.55 ⁵	172,473.25	2.3%	85.22%	87.67%	86.59%	-1.1
GRI 302-1	Heating (GJ)	19,951.19	19,190.45	21,268.09	10.8%	10.39%	9.98%	10.68%	0.7
GRI 302-1	Cooling (GJ)	3,053.63	3,475.66	4,143.03	19.2%	1.59%	1.81%	2.08%	0.3
GRI 302-3	Intensity denominator: m2	191,604	194,074	195,287	0.6%	-	-	-	-
GRI 302-3	Energy intensity (per m2)	0,97	0,99	1,02	3.0%	-	-	-	-
GRI 302-4	Reduction in energy consumption patient/day (GJ)	-	0,88	0,86	-2.3%	-	-	-	-
GRI 302-4	Reduction in energy consumption	3%	-3%	-3% ⁶	0%	-	-	-	-

⁵ Updated value in relation to IR 23.

⁶ There was an increase in total energy consumption compared to 2023, however, it is important to note that, even with the growth in hospital occupancy and the higher use of the cooling system due to the increase in external temperature, we managed to reduce electricity consumption per patient/day through strategic initiatives aimed at energy efficiency.

		Absolute data				Percentage data			
		2022	2023	2024	24 vs. 23 (%)	2022	2023	2024	24 vs. 23 (p.p)
SASB HC-DY-130a.1	Total of energy consumption from the grid (GJ)	-	192,280.82	199,071.36	3.5%		99.98%	99.94%	0.0
SASB HC-DY-130a.1	Total renewable energy consumption (GJ)	-	107,45	124,62	16.0%		0.06%	0.06%	0.0
Fuels									
GRI 302-1	Total fuel consumption (GJ)	-	-	26,7	-	-	-	-	-
GRI 302-1	Consumption of non-renewable fuels (GJ)	-	-	26,7	-	-	-	100%	-
GRI 302-1	Consumption of renewable fuels (GJ)	-	-	0	-	-	-	0%	-
Water									
GRI 303-3	Water withdrawal (m³)	5,400	16,900	15,548	-8.0%	1.9%	5.6%	4.7%	-0.9
GRI 303-3	Water withdrawal in water-stressed areas (m³)	0,0	0,0	0,0	0	0%	0%	0%	0.0
GRI 303-3	Water withdrawal in water-stressed areas (m³) from surface sources	0,0	0,0	0,0	0	0%	0%	0%	0.0
GRI 303-3	Water withdrawal in water-stressed areas (m³) from underground sources	0,0	0,0	0,0	0	0%	0%	0%	0.0
GRI 303-4	Water discharge (m³)	281,700	303,030	329,375	8.7%	-	-	-	-
GRI 303-4	Disposal of water in water-stressed areas (m³)	0,0	0,0	0,0	0	0%	0%	0%	0.0
GRI 303-4	Disposal of surface water in water-stressed areas (m³)	0,0	0,0	0,0	0	0%	0%	0%	0.0
GRI 303-4	Disposal of water into the public network in water-stressed areas (m³)	0,00	0,00	0,0	0	0%	0%	0%	0.0
GRI 303-5	Water consumption (m³)	281,700	303,030	329,375	8.7%	100%	100%	100%	0.0
Waste									
GRI 306-3	Waste generation (t)	3,299.61	3,316.00	2,992.82	-9.7%	-	-	-	-
GRI 306-3	Common waste (Landfill)	1,064	1,258	1,288	2.4%	32.25%	37.94%	43.04%	5.1

		Absolute data				Percentage data			
		2022	2023	2024	24 vs. 23 (%)	2022	2023	2024	24 vs. 23 (p.p)
GRI 306-3	Organic waste (Composting)	548	547	537	-1.8%	16.61%	16.50%	17.94%	1.4
GRI 306-3	Radiotherapy waste (on-site storage)	0,18	0,14	0,17	25.9%	0.01%	0.00%	0.01%	0.0
GRI 306-3	Infectious/sharp waste (Landfill (post-treatment)	804	514	479	-6.8%	24.37%	15.50%	16.00%	0.5
GRI 306-3	Hazardous solid and liquid chemical waste (Incineration)	65	123	97	-21.1%	1.97%	3.71%	3.24%	-0.5
GRI 306-3	Paper, plastic, metal, glass and others (recycling)	737	774	496	-35.9%	22.34%	23.34%	16.57%	-6.8
GRI 306-3	Imaging plates - silver recovery (recovery)	0,236	0,103	0,282	173.8%	0.01%	0.00%	0.01%	0.0
GRI 306-3	Liquid chemical (reprocessing)	0,00	25,94	35,16	35.5%	0.00%	0.78%	1.17%	0.4
GRI 306-3	Liquid/solid chemicals (co-processing) batteries/electronics (recycling)	29	15	7	-53.3%	0.88%	0.45%	0.23%	-0.2
GRI 306-3	Plastic sent as raw material to produce recycled plastic bags (recovery)	42	54	51	-5.6%	1.27%	1.63%	1.70%	0.1
GRI 306-3	Lamps (decontamination)	1,02	0,53	0,22	-58.4%	0.03%	0.02%	0.01%	0.0
GRI 306-3	Hazardous waste (t)	65,0	122,8	133,1	8.4%	2.0%	3.7%	4.4%	0.7
GRI 306-3	Non-hazardous waste (t)	3,234.6	3,193.2	2,859.7	-10.4%	98.0%	96.3%	95.6%	-0.7
GRI 306-4	Waste diverted from final disposal, by composition	1,285	1,347	1,068	-20.7%	38.9%	40.6%	35.7%	-4.9
GRI 306-4	Organic Waste (composting) diverted from final disposal	548	547	537	-1.8%	16.6%	16.5%	17.9%	1.4
GRI 306-4	Paper, plastic, metal, glass and others (recycling) diverted from final disposal	737	774	496	-35.9%	22.3%	23.3%	16.6%	-6.8
GRI 306-4	Hazardous recycled waste (reprocessing) diverted from final disposal	0	26	35	34.6%	0.0%	0.8%	1.2%	0.4
GRI 306-4	Waste destined for recovery (t)	1,306	1,356	1,070.5	-21.1%	39.6%	40.9%	35.8%	-5.1
GRI 306-4	Hazardous waste (co-processing) diverted from final disposal	18	5	0,5	-89.0%	0.5%	0.2%	0.0%	-0.1

		Absolute data			Percentage data				
		2022	2023	2024	24 vs. 23 (%)	2022	2023	2024	24 vs. 23 (p.p)
GRI 306-4	Hazardous waste (recycling, batteries and LED lamps) diverted from final disposal	3	4	2	-50.0%	0.1%	0.1%	0.1%	-0.1
GRI 306-4	Non-hazardous waste destined for recycling (t)	737	774	496	-35.9%	22.3%	23.3%	16.6%	-6.8
GRI 306-4	Waste destined for reverse logistics (t)	-	-	-	-	-	-	-	-
GRI 306-4	Non-hazardous waste destined for composting(t)	548,00	547,00	537,00	-1.8%	16.6%	16.5%	17.9%	1.4
GRI 306-5	Infectious, chemical, common, sharps, carcasses and anatomical parts destined for final disposal (t)	1,962.00	1,891.00	2,285.62	20.9%	59.5%	57.0%	76.4%	19.3
GRI 306-5	Hazardous waste destined for incineration with no energy recovery (t)	65,00	92,00	97,00	5.4%	2.0%	2.8%	3.2%	0.5
GRI 306-5	Hazardous waste destined for co-processing (t)	18	5	0,55	-89.0%	0.5%	0.2%	0.0%	-0.1
GRI 306-5	Hazardous waste destined for reprocessing (t)	0	26	35	34.6%	0.0%	0.8%	1.2%	0.4
GRI 306-5	Hazardous waste destined for autoclave (t)	804	514	479,00	-6.8%	24.4%	15.5%	16.0%	0.5
GRI 306-5	Non-hazardous waste destined for landfill (t)	1,065.00	1,254.00	1,585.74	26.5%	32.3%	37.8%	53.0%	15.2
SASB HC-DY-150a.1	Medical waste	-	523,00	963,00	84.1%	-	15.8%	32.2%	16.4
SASB HC-DY-150a.1	Percentage of medical waste incinerated	-	-	-	-	-	1.7%	21.9%	20.2
SASB HC-DY-150a.1	Percentage of medical waste recycled or treated	-	-	-	-	-	98.3%	78.1%	-20.2
SASB HC-DY-150a.1	Percentage of medical waste landfilled	-	-	-	-	-	98.3%	78.1%	-20.2
SASB HC-DY-150a.2	Hazardous pharmaceutical waste destined for incineration	-	0,402	0,010	-97.5%	-	100.0%	100.0%	0.0
SASB HC-DY-150a.2	Non-hazardous pharmaceutical waste for incineration	-	91	111,48	22.5%	-	100.0%	100.0%	0.0

GRI CONTENT

Index

This report was prepared based on the Global Reporting Initiative standards, in the most up-to-date Standards available in 2024.

GRI Standards		Reference (page) / Direct answer	Omission			SDG
			Requirements omitted	Reason	Explanation	
GRI 2: General disclosures 2021						
The organization and its reporting practices						
2-1	Organizational details	Pages 11 and 12	—	—	—	—
2-2	Entities included in the organization's sustainability reporting	Page 8	—	—	—	—
2-3	Reporting period, frequency, and contact point	Page 8	—	—	—	—
2-4	Restatements of information	There was a change in 302-1 due to an update of energy data.	—	—	—	—
2-5	External assurance	Page 163	—	—	—	—
Activities and workers						
2-6	Activities, value chain, and other business relationships	Pages 8 and 28	—	—	—	—
2-7	Employees	Pages 72, 75, 120 and 121	—	—	—	<div>8</div> <div>10</div>
2-8	Workers who are not employees	Pages 122 and 126	—	—	—	<div>8</div>
Governance						
2-9	Governance structure and its composition	Page 22	—	—	—	<div>5</div> <div>16</div>

GRI Standards		Reference (page) / Direct answer	Omission			SDG
			Requirements omitted	Reason	Explanation	
2-10	Nomination and selection of the highest governance body	Page 22	—	—	—	5 16
2-11	Chair of the highest governance body	Page 5	—	—	—	16
2-12	Role of the highest governance body in overseeing the management of impacts	Page 22	—	—	—	16
2-13	Delegation of responsibility for managing impacts	Page 22	—	—	—	—
2-14	Role of the highest governance body in sustainability reporting	Page 22	—	—	—	—
2-15	Conflicts of interest	Pages 27 and 28	—	—	—	16
2-16	Communication of critical concerns	In the event of crisis situations, whether operational or reputational, which could have a negative impact on the institution, the board of directors is notified through the president of the Sociedade Beneficente de Senhoras Hospital Sírio-Libanês, who in turn is notified through the CEO and/or the CMO, who receives the information directly from the Institutional Communications team, the Crisis Manager and/or the Marketing team, considering each scenario. The process is regulated by the institution's Catastrophe Plan and Communication Policy. It is important to note that the Board of Directors meets monthly to monitor the institution's financial results, the progress of strategic projects and any high-level information that could positively or negatively affect the business. In 2024, we had one incident that was reported to the Board of Directors, the global incident in July involving anti-virus in Microsoft programs, which caused a global computer blackout. Our Information Technology team acted quickly to solve the problem, technicians accessed each machine locally with reinforced teams operating throughout the day. We prioritized the machines in critical areas for patient care, made a crisis room available to support the decisions that would be made and kept in touch with the Service Desk. Communication with the team continued via Whatsapp and Workplace.	—	—	—	—

GRI Standards		Reference (page) / Direct answer	Omission			SDG
			Requirements omitted	Reason	Explanation	
2-17	Collective knowledge of the highest governance body	Page 22	—	—	—	—
2-18	Evaluation of the performance of the highest governance body	Not applicable	a., b., c.	There is no traditional evaluation method because this body is made up of 14 statutory directors, pro bono, who are elected by a Deliberative Council made up of more than 60 ladies.		—
2-19	Remuneration policies	Page 76	—	—	—	—
2-20	Process to determine remuneration	Page 76	—	—	—	—
2-21	Annual total compensation ratio	Not applicable	a, b	Legal prohibitions (LGPD). Exposure of the highest remuneration brings risks to executives, and publication is not feasible.		—
Strategy, policies, and practices						
2-22	Statement on sustainable development strategy	Pages 5 and 6	—	—	—	—
2-23	Policy commitments	Page 28	—	—	—	16
2-24	Embedding policy commitments	Pages 27, 28, 72, 132 and 133	—	—	—	—
2-25	Processes to remediate negative impacts	Pages 25 and 28	—	—	—	—
2-26	Mechanisms for seeking advice and raising concerns	Pages 28, 130 and 132	—	—	—	16
2-27	Compliance with laws and regulations	No non-compliances with laws and regulations were identified in 2024, 2023 or 2022, when the indicator was first reported.	—	—	—	—

GRI Standards	Reference (page) / Direct answer	Omission			SDG
		Requirements omitted	Reason	Explanation	
2-28 Membership in associations	Page 72 and: <ul style="list-style-type: none"> • Brazilian Association of Private Hospitals (ANAHF) • Association of Private Philanthropic Hospitals (Ahfip) • Brazilian Association of Corporate Communication (Aberje) • Brazilian Association of Diagnostic Medicine (Abramed) • National Forum of Philanthropic Institutions (Fonif) • Group of Business Leaders (Lide) • Sírio-Libanês Social Responsibility Institute • 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 	—	—	—	—
Stakeholder engagement					
2-29 Approach to stakeholder engagement	Pages 8 and 28	—	—	—	—
2-30 Collective bargaining agreements	100% of the 9,789 employees are covered.	—	—	—	8

Specific Standards		Reference (page) / Direct answer	Omission			SDG
			Requirements omitted	Reason	Explanation	
GRI 3: Material topics 2021						
3-1	Process of determining material topics	Page 8	—	—	—	—
3-2	List of material topics	Page 8	—	—	—	—
3-3	Management of material topics	Pages 30, 50, 53, 72, 75, 78, 88, 94, 102, 108 and 110	—	—	—	—
Economic Content						
GRI 201: Economic Performance 2016						
201-1	Direct economic value generated	Page 132	—	—	—	89
201-2	Financial implications and other risks and opportunities due to climate change	Page 110	—	—	—	1113
201-3	Defined benefit plan obligations and other retirement plans	Not applicable	—	—	—	—
201-4	Financial assistance received from government	R\$ 419,5 MM	—	—	—	—
GRI 202: Market presence 2016						
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	In 2024, São Paulo's minimum wage was R\$1,640.00 and Brasília's was R\$1,412.00. The lowest salaries paid by Sírío-Libanês were R\$1,640.00 and R\$1,420.00, respectively. So the ratio is 1	—	—	—	—

Specific Standards		Reference (page) / Direct answer	Omission			SDG
			Requirements omitted	Reason	Explanation	
GRI 203: Indirect Economic Impacts						
203-1	Infrastructure investments and services supported	Embrace Your District: R\$ 2 MM and Outpatient Clinics: R\$ 11,4 MM	—	—	—	<div>31011</div>
GRI 204: Procurement Practices						
204-1	Proportion of spending on local suppliers	96.46% of our supplies come from domestic suppliers	—	—	—	<div>11</div>
GRI 205: Anti-Corruption 2016						
205-2	Communication and training about anti-corruption policies and procedures	Page 27	—	—	—	<div>16</div>
GRI 206: Anti-competitive Behavior						
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	There were no lawsuits relating to unfair competition and violations of antitrust and anti-monopoly laws.	—	—	—	—
Environmental content						
GRI 302: Energy 2016						
302-1	Energy consumption within the organization	Pages 134 and 135	—	—	—	<div>781213</div>
302-2	Energy consumption outside of the organization	Not applicable	—	—	—	—
302-3	Energy intensity	Page 134	—	—	—	<div>781213</div>
302-4	Reduction of energy consumption	Pages 113 and 134	—	—	—	<div>781213</div>
302-5	Reductions in energy requirements of products and services	Page 113	—	—	—	<div>781213</div>

Specific Standards		Reference (page) / Direct answer	Omission			SDG
			Requirements omitted	Reason	Explanation	
GRI 303: Water and Effluents 2018						
303-1	Interactions with water as a shared resource	Page 114	—	—	—	—
303-2	Management of water discharge-related impacts	Page 114	—	—	—	—
303-3	Water withdrawal	Pages 114 and 135	—	—	—	<div>6812</div>
303-4	Water discharge	Pages 114 and 135	—	—	—	<div>6</div>
303-5	Water consumption	Pages 114 and 135	—	—	—	<div>6</div>
GRI 305: Emissions 2016						
305-1	Direct (Scope 1) GHG emissions	Pages 111, 112 and 133	—	—	—	<div>312131415</div>
305-2	Indirect (Scope 2) GHG emissions from energy acquisition	Pages 111 and 133	—	—	—	<div>312131415</div>
305-3	Other indirect (Scope 3) GHG emissions	Pages 111 and 133	—	—	—	<div>312131415</div>
305-4	GHG emissions intensity	Pages 111, 133 and 134	—	—	—	<div>131415</div>
305-5	Reduction of GHG emissions	Pages 112, 133 and 134	—	—	—	<div>131415</div>
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Not applicable	—	—	—	—

Specific Standards		Reference (page) / Direct answer	Omission			SDG
			Requirements omitted	Reason	Explanation	
GRI 306: Waste 2020						
306-1	Waste generation and significant waste-related impacts	Page 115	—	—	—	—
306-2	Management of significant waste-related impacts	Page 115	—	—	—	—
306-3	Waste generated	Pages 135 and 136	—	—	—	<div><div>3</div><div>6</div><div>12</div><div>14</div><div>15</div></div>
306-4	Waste diverted from disposal	Pages 136 and 137	—	—	—	<div><div>3</div><div>11</div><div>12</div></div>
306-5	Waste directed to disposal	Page 137	—	—	—	<div><div>3</div><div>6</div><div>12</div><div>11</div><div>14</div><div>15</div></div>
Social Content						
GRI 401: Employment 2016						
401-1	New employee hires and employee turnover	Page 127	—	—	—	<div><div>5</div><div>8</div><div>10</div></div>
401-2	Benefits provided to full-time employees that are not provided to temporary or part time employees	Health Plan, Caring for Those Who Care Program (CQC), Life Insurance, Complementary Aid for Temporary Disability (ACIT), HSL Daycare, Daycare Aid and the Recarrega benefit (granting of up to three days off for employees), which are not granted to temporary and/or part-time employees.	—	—	—	<div><div>3</div><div>5</div><div>8</div></div>

Specific Standards		Reference (page) / Direct answer	Omission			SDG
			Requirements omitted	Reason	Explanation	
401-3	Parental leave	Page 131	—	—	—	5 8
GRI 403: Occupational health and safety 2018						
403-1	Occupational health and safety management system	Pages 60 and 78	—	—	—	8
403-2	Hazard identification, risk assessment, and incident investigation	Page 78	—	—	—	3 8
403-3	Occupational health services	Page 78	—	—	—	3 8
403-4	Worker participation, consultation, and communication on occupational health and safety	Page 78	—	—	—	8 16
403-5	Worker training on occupational health and safety	Page 78	—	—	—	8
403-6	Promotion of worker health	Page 83	—	—	—	3
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 84	—	—	—	8
403-8	Workers covered by an occupational health and safety management system	Page 83	—	—	—	8
403-9	Work-related injuries	Page 82 e 131	—	—	—	3 8 16
403-10	Work-related ill health	There were no records in 2024. Two employees had occupational illnesses in 2022 (musculoskeletal and mental illness).	—	—	—	3 8 16

Specific Standards		Reference (page) / Direct answer	Omission			SDG
			Requirements omitted	Reason	Explanation	
GRI 404: Training and Education 2016						
404-1	Average hours of training per year per employee	Page 128 and 129	—	—	—	45810
404-2	Programs for upgrading employee skills and transition assistance programs	Page 75	—	—	—	8
404-3	Percentage of employees receiving regular performance and career development reviews	Pages 129 and 130	—	—	—	5810
GRI 405: Diversity and Equal Opportunity 2016						
405-1	Diversity of governance bodies and employees	Pages 23, 120, 121, 122, 123, 124, 125 and 126	—	—	—	58
405-2	Ratio of basic salary and remuneration of women to men	Confidentiality restrictions	a	Exposure risk and LGPD	Official information on salary comparisons between men and women is already available from the Ministry of Labor.	5810
GRI 413: Local Communities 2016						
413-1	Operations with local community engagement, impact assessments, and development programs	Page 35	—	—	—	1011
GRI 414: Supplier Social Assessment						
414-1	New suppliers that were screened using social criteria	Page 28	—	—	—	911
414-2	Negative social impacts in the supply chain and actions taken	Page 28	—	—	—	911

Specific Standards		Reference (page) / Direct answer	Omission			SDG
			Requirements omitted	Reason	Explanation	
GRI 416: Customer Health and Safety						
416-1	Assessment of the health and safety impacts of product and service categories	Page 61	—	—	—	3
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Page 61	—	—	—	3

TABLE

Indicator	Accounting Metric	Reference/Answer
Employee Recruitment, Development & Retention		
HC-DY-330a.1	(1) Voluntary and (2) involuntary turnover rate for: (a) physicians, (b) non-physician health care practitioners, and (c) all other employees	Pages 75, 127 and 128
HC-DY-330a.2	Description of talent recruitment and retention efforts for health care practitioners: For information on recruitment and retention efforts	Page 75
Employee Health & Safety		
HC-DY-320a.1	Total recordable incident rate for (a) direct employees and (b) contract employees	The Frequency Rate (FR) for typical employee accidents in 2024 was 11.8. This is a slight increase on 2023, when it was 11.2. We do not use this metric for contractors.
Quality of Care & Patient Satisfaction		
HC-DY-250a.2	Number of Serious Reportable Events	52 events: the rate of serious and catastrophic damage events in hospitalized patients remained stable at 0.13% (Bela Vista Unit + Brasília IV), lower than the publication (N Engl J Med 388.2 January 12) which showed it to be 1% of the population studied. The rate refers to 52 events (SREs)/ 38,943 discharges.
Energy Management		
HC-DY-130a.1	Total energy consumed	Pages 113 and 135
HC-DY-130a.3	Percentage renewable	Page 113

Annexes

Indicator	Accounting Metric	Reference/Answer
Waste Management		
HC-DY-150a.1	Total amount of hospital waste (a) incinerated (b) recycled or treated (c) landfilled	Page 137
HC-DY-150a.2	Total amount of: (1) hazardous and (2) nonhazardous pharmaceutical waste, percentage (a) incinerated, (b) recycled or treated, and (c) landfilled	Page 137
Patient Privacy & Electronic Health Records		
HC-DY-230a.4	Total amount of monetary losses as a result of legal proceedings associated with data security and privacy	0 (zero)
Pricing & Billing Transparency		
HC-DY-270a.2	Discussion of how pricing information for services is made publicly available	We have an Initial Deposit Policy and provisional value request (CORP-MAN-FINAN-014) to ensure that patients are properly informed about prices.
Access for Low-Income Patients		
HC-DY-240a.1	Discussion of strategy to manage the mix of patient insurance status	Page 16 and 35
Climate Change Impacts on Human Health & Infrastructure		
HC-DY-450a.1	Description of policies and practices to address: (1) the physical risks due to an increased frequency and intensity of extreme weather events and (2) changes in the morbidity and mortality rates of illnesses and diseases, associated with climate change	To deal with extreme weather events, the organization has: - Crisis Committee composed of senior management; - Maintenance team and rapid response works; - Disaster simulation; - Electricity generator.

MONITORING THE *Sustainable Development Goals**

A signatory of the United Nations (UN) Global Compact since 2019, Sírío-Libanês reaffirms its commitment to the Sustainable Development Goals (SDG) as a structuring part of its environmental, social and governance (ESG) strategy.

As a way of internalizing the 17 SDGs into the institutional culture, each goal is under the responsibility of an internal ambassador, who acts as a mobilizing agent. These representatives have the role of disseminating the principles of the Global Compact to stakeholders and ensuring that teams develop, implement and monitor projects in line with the sustainable development agenda.

The SDGs are translated into administrative, operational and management practices at Sírío-Libanês, targeted by theme:

ESG projects related to the Sustainable Development Goals



ENVIRONMENTAL

- Climate change
- Waste management
- Supplier management
- Sustainable procurement
- Use of natural resources
- Operational eco-efficiency: water and energy



SOCIAL

- PROADI-SUS
- Embrace Your District
- Outpatient clinic
- Diversity, equity and inclusion agenda
- Labor relations, working conditions and internal policies



GOVERNANCE

- Business support
- Governing bodies
- Risk management, compliance, LGPD
- Anti-corruption
- Pro-Ethics certification

* 2024 is not the official reporting year but, as a commitment, we are reporting.

Environmental perspective

Climate Change

Related SDG



Main projects

Development of a Decarbonization Plan through:

- Guaranteed clean, renewable energy.
- Emissions avoided in delivery logistics.
- Offsetting carbon emissions.

We have reaffirmed our commitment to sustainability by stepping up our efforts to cut emissions in scopes 1, 2, and 3 in recent years.

Results for the year

- ✓ Contracting sanitary landfills that capture and reuse the methane generated in waste decomposition, resulting in the mitigation of 1,335 tons of CO₂e.
- ✓ Sustainable logistics solutions, including the use of alcohol-powered vehicles and short-distance deliveries by bicycle, reducing the carbon footprint.

COMMITMENTS: Mobilization and engagement

- Joining Race to Zero.
- Participation in the Climate Challenge.
- São Paulo Zero Carbon Commitment.

Waste management

Related SDG



Main projects

Commitment to reducing waste generation and increasing recycling, with the following projects being the main highlights:

HSL+Sustentável:

Multidisciplinary team focused on improving processes to reduce environmental impacts.

Saco Verde Project: An active partnership since 2014, this initiative has already transformed over 200 tons of recycled plastic into sustainable bags, which are returned to the hospital for waste storage.

Reverse Logistics: a strategy that was expanded in 2024, promoting the responsible disposal of hand sanitizer bags and reprocessed soaps, syringes and serum bags that were de-characterized and reused in the plastics industry, as well as Gelox, waste from the refrigeration of supplies, which was transformed into garbage bags, plastic pellets and recycled waste garbage bins used within the hospital itself.

Results for the year

- ✓ 35% increase in recycled waste compared to 2023.
- ✓ Responsible disposal of over 30 tons of waste through reverse logistics.
- ✓ Use of returnable boxes when delivering supplies to reduce waste.

Supplier management

Related SDG



Main projects

- Sustainable Purchasing
- Strengthening relationships with partners and suppliers to promote a sustainable value chain.

Results for the year

- Purchasing products and equipment with a lower carbon footprint, encouraging suppliers to embrace more sustainable practices.

- ✓ Encouraging responsible practices through the acquisition of sustainability features, driving companies to adopt stricter carbon reduction standards while contributing to the expansion of renewable energy generation in the country.

Recognition

- ✓ Sírío-Libanês is among the top 3, in 3rd place overall and sector leader in the Merco ESG Responsibility ranking in Brazil, which evaluates companies from all sectors based on initiatives linked to sustainability, social responsibility and corporate management in relation to the previous year (2023).

Use of natural resources

Related SDG



We have implemented efficient water management to ensure safe and adequate access to these essential resources.

Main projects

- Ongoing measures to monitor water quality and manage effluent disposal.
- Automation systems, leak sensors, flow restrictors and rainwater harvesting to optimize water use.
- Preventive maintenance of hydraulic systems, with daily inspections and monitoring of water levels and quality, as well as automatic chlorine dosing in the units' water tanks.

Results for the year

- ✓ We increased the volume of water reused and withdrawn from 16.9 ML to 26.6 ML, representing a 57% increase compared to 2023.
- ✓ 329.3 million liters (ML) of water consumed, distributed as follows: 205.2 ML from the utility's supply; 26.6 ML from rainwater harvesting and reuse 0.01 ML obtained through the purchase of water via water trucks; and 97.5 ML from artesian wells.

Energy

Related SDG



Main projects

- 100% certified renewable sources (wind power).
- Retrofit of switchboards, improving the efficiency and safety of installations.
- Implementation of motion sensors and LED and intelligent lamps programmed for optimized use in shared spaces, such as the auditoriums at Faculdade Sírio-Libanês.

Results for the year

- ✓ Even with the 5% increase in hospital occupancy and the greater use of the air-conditioning system due to the increase in the outdoor temperature, we managed to reduce electricity consumption by 3% per patient/day.
- ✓ For the short and medium-term future, we are moving towards a model of energy self-production, with a focus on 100% renewable matrices such as solar and wind, strengthening our energy independence and further reducing our carbon footprint.

Social perspective

Labor practices: Diversity

Related SDG



Main projects

Since 2021, we have had an Inclusion and Diversity Program, with the aim of fostering an institutional environment where all people feel respected, welcomed and belonging. In 2024, we had initiatives such as:

- Affirmative Pharmacy Assistant course for disabled, trans, 50+ and black people in social vulnerability.
- POD-I: our Diversity and Inclusion podcast to position Sírío-Libanês in the market on DEI issues.

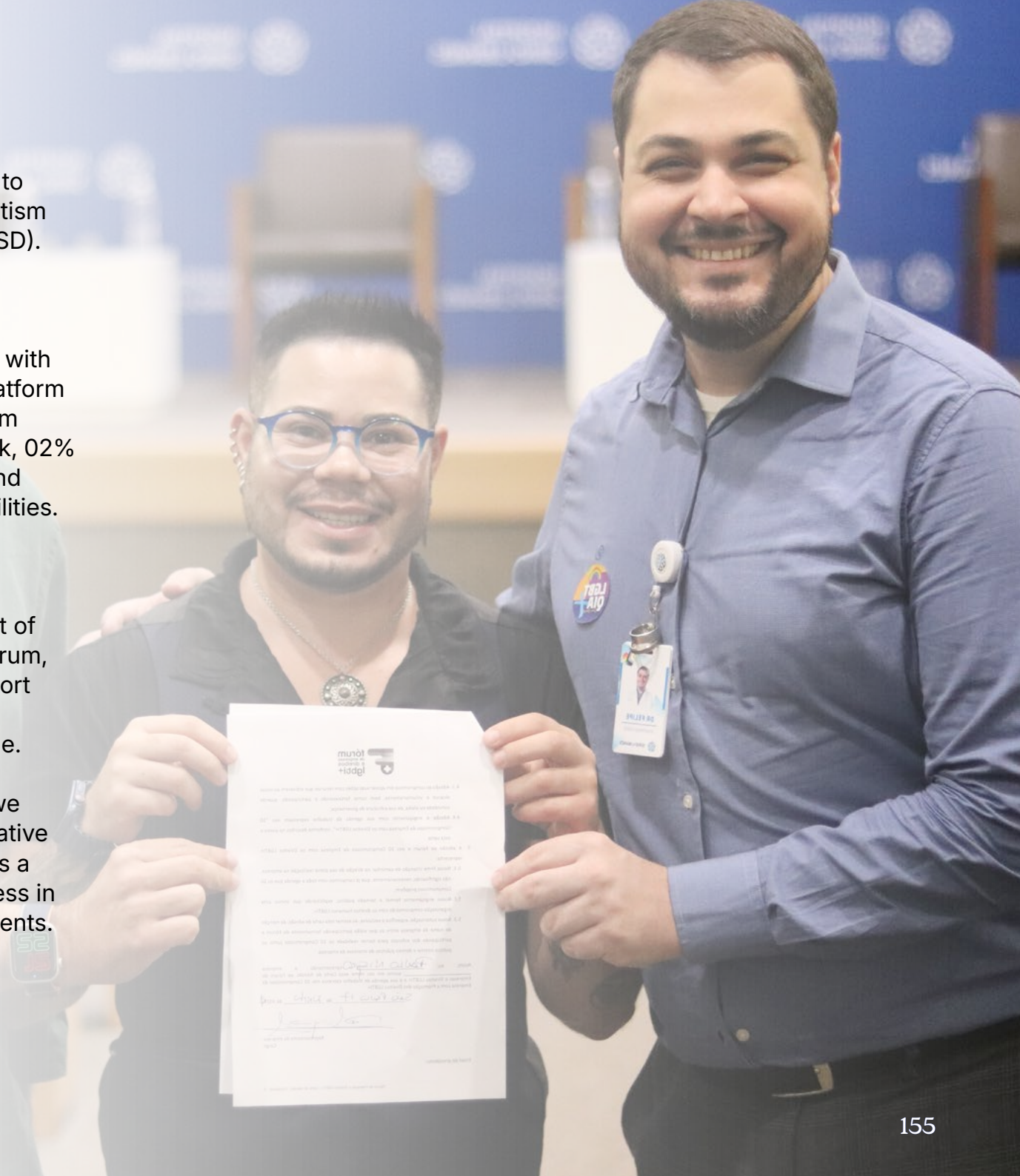
- Training for employees to care for people with Autism Spectrum Disorders (ASD).

Results for the year

- Hiring 45 professionals with the hidden selection platform JobeCam, 80% of whom were women, 14% black, 02% 50+, 02% LGBTQIA+ and 02% people with disabilities.

Recognition

- ✓ In June, we became part of the LGBTI+ Business Forum, demonstrating our support and commitment to the rights of LGTQIA+ people.
- ✓ In November this year, we joined the Business Initiative for Racial Equality. It was a year of important progress in the Pacts and Commitments.



Labor relations, working conditions, compensation policies and child labor

Related SDG



Main projects

- Labor relations (employment contract signed between employer and employee, with all its clauses respected).
- Working conditions (legally compliant working conditions, ensuring the physical and mental integrity of workers. This means providing a suitable environment, avoiding accidents and any kind of injury).

Results for the year

- ✓ Top Employer
- ✓ Joint Commission International (JCI)

PROADI-SUS

Related SDG



Main projects

- **Lean in Emergencies:** reduce overcrowding in urgent and emergency care and improve patient care times.
- **Health in our hands:** with the aim of reducing infections associated with devices such as caterers and mechanical ventilation.
- **Restructuring Public Hospitals:** to promote improvements in assistance and management practices in public hospitals, involving 2,085 people.

Results for the year

- ✓ 53% reduction in the three most common infections (IPCSL, UTI, VAP) in 188 ICUs, including adult, pediatric and neonatal.
- ✓ 8,651 professionals from 92 health organizations were trained in Palliative Care throughout Brazil, in 30 municipalities in 24 states of the federation.

Embrace Your District

Related SDG



Main projects

- Development of activities related to health promotion, sustainability and income generation, with a focus on actions that favor the biopsychosocial development of individuals and families. The project covers the populations of the Bela Vista, Consolação and República regions in the city of São Paulo (SP).

Results for the year

- ✓ Social vulnerability mapping of 1,596 people.
- ✓ Individual and group social assistance for 139 people with the appropriate referrals and directions to meet their demands.
- ✓ Courses with theoretical and hands-on:
 - Hospital Kitchen Attendant
 - Hospital Hospitality Assistant
 - Hospital Kitchen Assistant
 - Hospital Pharmacy Assistant affirmative course

Outpatient Clinic

Related SDG



Main projects

- Free high-quality care for patients of the Unified Health System (SUS), referred to Sírio-Libanês by the Basic Health Units (UBS) in downtown São Paulo, ensuring access to specialized and complementary services.
- In 2024, we reviewed our philanthropic care processes to align them with our hospitals, reinforcing our commitment to excellence in care.

Results for the year

- ✓ 90 breast surgeries
- ✓ 19,005 ultrasound exams
- ✓ 4,934 medical and multi-disciplinary consultations for breast surgery patients
- ✓ 783 pediatric consultations
- ✓ 851 consultations with a multi-disciplinary team in pediatrics

Governance perspective

Diversity

Related SDG



Main projects

- Scale in governing bodies made up of internal and independent members, ensuring gender diversity.

Results for the year

- ✓ We have 65% of leadership positions held by women, including 37% on the Executive Committee.

Compliance and risk

Related SDG



Main projects

In our **Compliance Program (ethics, equality and integrity)**, we have:

- Prevention, detection and response.
- Engaging senior management.
- Identification and assessment of risks (corruption, fraud, money laundering, etc.).
- Code of conduct.
- Policies and procedures.
- Training and communication.
- Risk management of third parties/ donations/discounts/patients/contracts.
- Whistleblowing channel.
- Investigation and auditing.
- Monitoring.

In **LGPD**, we have:

- Compliance with privacy and data protection regulations, especially the General Data Protection Law (Law No. 13,709/2018 - LGPD).
- Ensuring the security and integrity of patient, employee and business partner data.
- Anti-corruption initiatives.
- Signatory to the United Nations Global Compact.
- Signatory to the Business Pact for Integrity and Against Corruption.

Results for the year

- ✓ 99 employees trained in corruption and fraud.
- ✓ 194 employees trained in conflict of interest.
- ✓ 2,263 employees trained in the Code of Conduct (distance learning).
- ✓ 145 antitrust trainings.
- ✓ 214 misbehavior and harassment trainings.
- ✓ 276 Compliance and Whistleblowing Channel trainings.

Membership of associations

Related SDG



- Associação Nacional dos Hospitais Privados (ANAHF)
- Associação dos Hospitais Filantrópicos Privados (Ahfip)
- Associação Brasileira de Comunicação Empresarial (Aberje)
- Associação Brasileira de Medicina Diagnóstica (Abramed)
- Fórum Nacional das Instituições Filantrópicas (Fonif)
- Grupo de Líderes Empresariais (Lide)
- Sírio-Libanês Social Responsibility Institute
- Instituto Todos pela Saúde
- Movimento Mente em Foco
- UN Global Compact
- Programa de Apoio ao Desenvolvimento Institucional do SUS (PROADI)
- Sindicato das Santas Casas e Hospitais Filantrópicos do Estado de São Paulo

SDG MAP



End poverty in all its forms everywhere

Embrace Your District — page 157



End hunger, achieve food security and improved nutrition and promote sustainable agriculture

Embrace Your District — page 157



Ensure healthy lives and promote well-being for all at all ages

Contribution to public health — page 35

Quality and Customer Experience — page 53

Operational performance — page 102

Social perspective — pages 156 and 157



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Education in healthcare, science and research — page 50

Excellence in Education and Research — page 94



Achieve gender equality and empower all women and girls

Engaging and qualifying our team — page 72

Social perspective — pages 155, 156 and 158



Ensure availability and sustainable management of water and sanitation for all

Environmental perspective — pages 153 and 154



Ensure access to affordable, reliable, sustainable and modern energy for all

Environmental perspective — pages 152, 153 and 154



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Engaging and qualifying our team — page 72

Operational performance — page 102

Social perspective — page 157

SDG MAP



Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Operational performance — page 102



Reduce inequality within and among countries

Social impact cycle — page 30

Social perspective — pages 155 and 156



Make cities and human settlements inclusive, safe, resilient and sustainable

Value creation — page 20

Management for ecoefficiency — page 108



Ensure sustainable consumption and production patterns

Risk management — page 25

Management for eco-efficiency — page 108

Environmental perspective — pages 152 and 153



Take urgent action to combat climate change and its impacts

Risk management — page 25

Management for ecoefficiency — page 108

Environmental perspective — pages 152 and 153



Conserve and sustainably use the oceans, seas and marine resources for sustainable development

Environmental perspective — pages 152 and 153



Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Our journey in 2024 — page 07

Healthcare Ecosystem — page 12

Organizational governance — page 22

Community support — page 42

Governance perspective — page 159



Strengthen the means of implementation and revitalize the global partnership for sustainable development

Contribution to public health — page 35

Social perspective — page 157

Governance perspective — page 159

Capitals

MAP

Annexes

Value creation — **page 20**

Digital transformation and innovation — **page 88**

Operational performance — **page 102**

Organizational governance — **page 22**

Contribution to public health — **page 35**

Digital transformation and innovation — **page 88**

Operational performance — **page 102**

Risk management — **page 25**

Management for eco-efficiency — **page 108**

Our journey in 2024 — **page 07**

Healthcare Ecosystem — **page 12**

Education in healthcare, science and research — **page 50**

Excellence in Education and Research — **page 94**

Operational performance — **page 102**

Commitment to social impact in healthcare — **page 04**

Philanthropic legacy — **page 11**

Value creation — **page 20**

Community support — **page 42**

Quality and Customer Experience — **page 53**

Operational performance — **page 102**

Commitment to social impact in healthcare — **page 04**

Philanthropic legacy — **page 11**

Value creation — **page 20**

Community support — **page 42**

Quality and Customer Experience — **page 53**

Operational performance — **page 102**



ASSURANCE *letter*

GRI 2-5

INTRODUCTION

Bureau Veritas Certification Brasil (Bureau Veritas) was contracted by Sociedade Beneficente de Senhoras Hospital Sirio-Libanês, to conduct an independent assurance of Sociedade Beneficente de Senhoras Hospital Sirio-Libanês Sustainability Report in Brazil (hereinafter referred to as the Report).

The information published in the report is the sole responsibility of Sociedade Beneficente de Senhoras Hospital Sirio-Libanês management. Our responsibility is defined according to the scope below.

SCOPE OF WORK

The scope of this verification covered the standards and Principles of the Global Reporting Initiative™ 1 for Sustainability Reporting and refers to accountability for the period from January 1, 2024 to December 31, 2024.

RESPONSIBILITIES OF SOCIEDADE BENEFICIENTE DE SENHORAS HOSPITAL SÍRIO LÍBANÊS AND BUREAU VERITAS

The preparation, presentation and content of the Report are the sole responsibility of Sociedade Beneficente de Senhoras Hospital Sirio-Libanês management. Bureau Veritas is responsible for providing an independent opinion to Stakeholders in accordance with the scope of work set out in this statement.

METHODOLOGY

The assurance included the following activities:

1. Interviews with those responsible for the material topics and the content of the Report;
2. Remote verification of corporate and operational processes (verification of material GRI indicators and sampling of information);

3. Analysis of documentary evidence provided by Sociedade Beneficente de Senhoras Hospital Sirio-Libanês for the period covered by the Report (2024);
4. Analysis of the engagement activities with stakeholders developed by Sociedade Beneficente de Senhoras Hospital Sirio-Libanês;
5. Evaluation of the system used to determine the material aspects included in the Report, considering the context of sustainability and scope of the information published.

The verification level adopted was Limited, in accordance with the requirements of the ISAE 30002 standard, incorporated into Bureau Veritas' internal verification protocols.

1. Accuracy, Balance, Clarity, Comparability, Completeness, Context of Sustainability, Timeliness and Verifiability.
2. International Standard on Assurance Engagements 3000 – Assurance

Engagements other than Audits or Reviews of Historical Financial Information.

LIMITATIONS AND EXCLUSIONS

Any evaluation of information related to:

- Activities outside the reported period;
- Positioning statements (expressions of opinion, belief, objectives or future intentions) by Sociedade Beneficente de Senhoras Hospital Sirio-Libanês;
- Accuracy of economic and financial data contained in this Report, extracted from financial statements, verified by independent auditors;
- Inventory of Greenhouse Gas (GHG) emissions, including energy data (verified in a separate process by another Bureau Veritas team);
- Data and information from affiliated companies or outsourced employees, over which there is no operational control by Sociedade Beneficente de Senhoras Hospital Sirio-Libanês.

The following limitations have been applied to this check:

- The principles of Accuracy and Reliability of data were verified on a sample basis, exclusively in light of the information and data related to the material topics presented in the Report;
- The economic information presented in the Report was specifically verified against the GRI principles of Equilibrium and Completeness.

OPINION ON THE REPORT AND THE ASSURANCE PROCESS

- For the preparation of this Sustainability Report, SOCIEDADE BENEFICENTE DE SENHORAS HOSPITAL SIRIO-LIBANÊS used the result of the 2023 materiality review, which was consolidated by listening to stakeholders: senior leadership, employees, doctors, patients, suppliers, third parties, partners, health operators, customers (companies), donors/benefactors, society;
- In our understanding, Sociedade Beneficente de Senhoras Hospital Sirio-Libanês Sustainability Report presents the impacts of the company's activities in a balanced way;
- Sociedade Beneficente de Senhoras Hospital Sirio-Libanês demonstrated a method of data collection and

compilation that is adequate in relation to the GRI Principle of Reliability;

- The inconsistencies found in the Report were adjusted during the process and were satisfactorily corrected.

CONCLUSION

As a result of our verification process, nothing has come to our attention that could indicate that:

- The information provided in the Report is not balanced, consistent and reliable;
- Sociedade Beneficente de Senhoras Hospital Sirio-Libanês has not established appropriate systems for collecting, compiling and analysing quantitative and qualitative data used in the Report;
- The Report does not adhere to the Principles for Defining Content and Quality of the GRI Standard for Sustainability Reporting.

DECLARATION OF INDEPENDENCE AND IMPARTIALITY

Bureau Veritas Certification is an independent professional services firm specializing in Quality, Health, Safety,

Social and Environmental management with over 190 years of experience in independent assessment services.

Bureau Veritas has implemented and enforces a Code of Ethics throughout its business to ensure that its employees maintain the highest standards in their day-to-day activities. We are particularly attentive to prevention with regard to conflict of interest.

The verification team has no other affiliation with Sociedade Beneficente de Senhoras Hospital Sirio-Libanês other than the independent verification of the

Sustainability Report. We understand that there is no conflict between other services performed by Bureau Veritas and this verification carried out by our team.

The team that conducted this verification for Sociedade Beneficente de Senhoras Hospital Sirio-Libanês has extensive knowledge in verifying information and systems involving environmental, social, health, safety and ethical issues, which, combined with experience in these areas, allows us to have a clear understanding of the presentation and verification of good corporate responsibility practices.

CONTACT: <https://www.bureauveritas.com.br/pt-br/fale-com-gente>

São Paulo, April 12, 2025.



Luiz Carlos da Silva Lima

Lead Auditor Assurance Sustainability Reports (ASR) Bureau Veritas Certification – Brazil



Marcia Konishi

Member Auditor Assurance Sustainability Reports (ASR) - Bureau Veritas Certification – Brazil



Camila Pavão Chabar

Gerente Executiva de Sustentabilidade Bureau Veritas Certification – Brazil

PUBLICATION

credits

Headquarters

Bela Vista

Rua Adma Jafet, 115 – Bela Vista
São Paulo, SP – Brasil
CEP 01308-050

Phone: + 55 (11) 3394-0200
<https://hospitalsiriolibanes.org.br/>

Coordination

Strategic Sustainability Sírio-Libanês

Giovana Guardia Kill Porteiro
Laura Manzione Sapia
Juliana de Lima Gerarduzzi
Vanessa Traglia

Institutional Communication Sírio-Libanês

Liliane Simeão

Editorial Project:

consulting, writing and
translation

Ricca Sustentabilidade
<https://www.linkedin.com/company/riccasustentabilidade>

Graphic design:

layout, design and translation

Ricca Sustentabilidade
<https://www.linkedin.com/company/riccasustentabilidade>

Photos and illustrations

Sírio-Libanês Image Bank
Adobe Stock

Contact

institucional@hsl.org.br

Auditing

Bureau Veritas Certification
<https://www.bureauveritas.com.br/pt-br/fale-com-gente>