



A Beneficência
Portuguesa
de São Paulo

Annual Report 2022



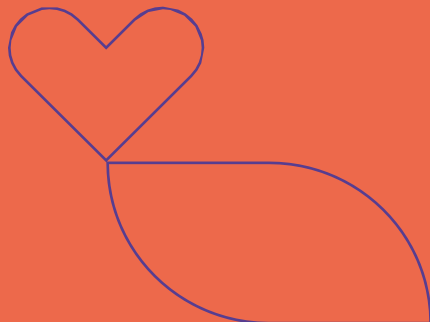
Contents

3 About this Report

5
Messages from Leadership
Message from the Board of Management
Message from the CEO

10
Materiality

14
Model for shared value creation



16
Customer-centered
Institutional Profile
Governance

38
Highlights of the year

40
Financial Capital
Private health in Brazil: scenario and trends
Economic-financial sustainability

46
Human Capital
People management

62
Manufactured Capital
Our structure
Quality in health
Infrastructure and technology

71
Intellectual Capital
Medical Staff
Education and research
Innovation

82
Social Capital and relationship
Value chain and partnerships

90
Natural Capital
Natural Resources
Impact management

98
Attachments



About this Report

Messages from leadership

Materiality

Model for shared value creation

Customer-centered

Highlights of the year

Financial capital

Human capital

Manufactured capital

Intellectual capital

Social capital and relationship

Natural capital

1

About this Report

|GRI 2-1, 2-3|

Committed to transparency, BP - Beneficência Portuguesa de São Paulo has disclosed annually, since 2015, the performance of its operations, as well as the consolidated advances in its sustainability journey, towards its ambition of promoting full health and well-being for all.

In line with best practices, this document has evolved over time. In 2015, it was prepared in the format of a social balance sheet. The following year, it evolved into a social report and, since 2017, it has adopted internationally recognized reporting principles and standards, such as the Global Reporting Initiative (GRI) and the International Integrated Reporting Framework (IIRC), proposed by the *Value Reporting Foundation*.

This edition, which refers to activities carried out in the period January 1 to December 31, 2022, was prepared in accordance with the most current version of the GRI (GRI 2021). Additionally, for the first time, it includes indicators from the Sustainability Accounting Standards Board (SASB) for the healthcare sector.

Enjoy your reading!

Doubts, criticisms or suggestions regarding this publication are always welcome and may be e-mailed to:

sustentabilidade.bp@bp.org.br

|GRI 2-3|





2 Messages from the leadership



Messages from the leadership

Message from the Management Board

[GRI 2-22]

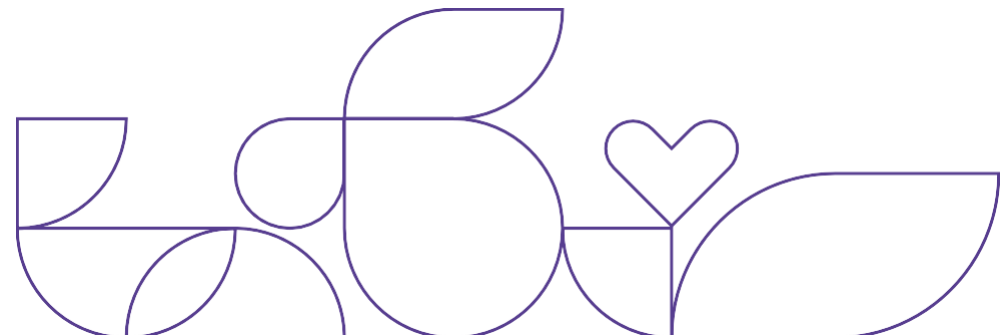
The year 2022 marked a significant resumption in the pace of BP's growth, amid the slowdown of the Covid-19 pandemic and the necessary adaptation of our work to the transformations in the global context and in the Brazilian scenario. Our passion for the health cause was reflected in a stronger assistance performance and in the commitment to promote the integral care of people.

We invested in solutions that range from specialized primary care to highly complex procedures, fostering sustainable growth that brings us closer to our ambition of being one of the three health organizations with the best reputation in Latin America, as a health hub and with sustainable systemic growth. In addition, we improved projects focused on innovation and technology and invested in

the development of our professionals, preparing them to face the new challenges.

Our tireless work has aimed to positively impacting society, using our competencies in Medicine, allied to technologies for the benefit of people's health and well-being. In 2022, our Units, Paulista and BP Mirante, were recertified with the highest degree of digitization of an organization by the HIMSS EMRAM - level 7, and the BP Mirante, for the fourth time, received the highest accreditation by the Joint Commission International (JCI), a world reference in patient safety, ensuring the excellence and quality of our services.

Motivated by the purpose of valuing life and expanding our reach, our strategy is





“ We work tirelessly to positively impact society, through our capabilities, knowledge, talents and technologies to benefit health and integral care of people”

structured on seven pillars that direct efforts in expansion, education, customer focus, smart health, excellence, innovation, and sustainability. We adopt a mentality of innovation in all areas and encourage the continuity of systemic foundations, which directly impacts the performance of our leaders and our relationship with the community, generating initiatives for the expansion of positive impacts.

Philanthropy, which has been present since BP's founding, adopts new models for action, strengthening partnerships with the public and private sectors and diversifying our sources of investment in the social sphere. We operate at the municipal, state and federal levels, in favor of strengthening the SUS in Brazil, providing care, management, research and education. With our expertise, we are able to scale up innovations and expand access to health care for more people.

Our partnerships have boosted our activities in 2022, such as our participation in an unprecedented project with the Federal University of São Paulo (Unifesp) to conduct scientific research between the institutions, and the supply of courses aimed at students specializing in Vascular Neurosurgery. This reinforces our enthusiasm to multiply knowledge and generate a positive impact on society.

Transforming health care in Brazil is one of our major causes. We will always continue to seek disruptive models of performance, a close relationship with our various audiences, and the establishment of good partnerships.

Josué Dimas de Melo Pimenta
Chairman of the Board of Directors



Message from the CEO

|GRI 2-22|

The year 2022 was marked by a new look at our performance, focused on identifying opportunities for growth, on an even more efficient performance, when, past the contingencies brought to health organizations due to the Covid-19 pandemic, it was possible to resume our long-term plans, **focused on our vision of providing full health and well-being for all.**

Managing so many initiatives effectively involves foresight, prioritization, and looking to the future. Besides solving short-term demands, essential for the full operation of the organization, we do not lose sight of long-term strategic planning, which aims to achieve sustainable growth with value creation. As a health hub, we focus on the four dimensions of integral health: prediction, prevention (holistically), participation of the individual in one's own care, and customization of people-centered care. We have strengthened our performance in health beyond our physical facilities and the provision of hospital services, which allows us to bring to more people the

offering of care at different stages of life and health for all.

The healthcare industry is in full transformation and collaboration is key to our growth. In this sense, we have taken important steps in our expansion strategy, with the creation of the new Oncology services company in partnership with the Bradesco Seguros and Fleury groups, with a primary investment of R\$678 million and the objective of offering reference services in screening, prevention, diagnosis, treatment and rehabilitation.

Intelligent health has been one of our main operational strategies, promoting digital and scalable care management based on data. With this, we generate measurable value to our customers, who are impacted by a new experience in a comprehensive and personalized way. Innovation is transversal to our organization, and this makes us stand out in many fronts of our activities. This consistency has brought us recognition as one of the best health organizations in the world in the use of intelligent technologies according to





“Intelligent health has been one of our main strategies, promoting care management in a digital and scalable, based on data”

the North American magazine Newsweek, which also indicated us as one of the best specialized centers in the world in the areas of Oncology, Neurosurgery, Cardiac Surgery and Cardiology. We keep innovation alive and encourage a culture of open dialogue, inclusion, and diversity.

These recognitions reflect our potential to lead significant chapters in the transformation of health care in Brazil. In 2022, the National Health Surveillance Agency (Anvisa) approved the use of CAR-T cell therapy, a revolutionary technology in the treatment of some types of onco-hematological diseases, and BP is one of the few specialized centers fully structured and able to perform this promising treatment.

Another highlight in our trajectory of innovation was the expansion of our technological park, through the acquisition of two new surgical robots, and the modernization of the magnetic resonance and PET-CT equipment. A total of R\$42 million were spent on these improvements, part of which arose from our own resources and part as counterparts in partnerships. The focus is precision medicine: enabling minimally invasive surgeries with quality and better results. With the use of data and artificial intelligence, we leverage the

quality and the evaluation of results to bring excellent medicine to our patients.

Throughout the year, we also experienced the resumption of routine treatments by the population, while working to ensure health and safety for employees, customers and patients, in a year marked by fluctuating pandemic scenarios.

We remain in a market context where the economic-financial balance becomes more challenging day by day. We added a liability of costs (during and after the pandemic), which demanded a look at more creative models of commercial and business agreements, without giving up our quality and our values. We operate with the BP way of doing health: making available the best that medicine can offer, in an inclusive and welcoming way. The assertiveness of our actions and the solidity of our assets were reaffirmed by the increase in our economic-financial performance in relation to 2021, with revenues of almost R\$ 2 billion.

I would also like to highlight our work with the Ministry of Health's to Institutional Development Support Program of the Unified Health System (Proadi-SUS), with more than 17 projects in

teaching, management, and health care, mobilizing hundreds of professionals for this initiative. We have expanded our operations to the entire national territory, which reinforces our position of excellence in Brazil's health scene.

A few years ago, we started an important process of cultural transformation. As a result, we revisited our values to translate our current moment and vision as we go forward. "**Sustainable growth leads us to the future**" and "**Lives in Connection**" were incorporated, bringing us in line with what is already being done in practice, in a coherent and consistent way.

We present the new Strategic Planning as another way to cultivate dialogue and build the future we want with the contribution of all: employees, physicians, associates, customers and partners - which ensures excellence of delivery and the greater purpose that is in all of this: "Valuing life". All our learnings, challenges, and evolutions in 2022, you can see below.

Here we all work together for a single BP. **Enjoy your reading!**

Denise Soares dos Santos
CEO



About this Report

Messages from Leadership

Materiality

Model for shared value creation

Customer-centered

Highlights of the year

Financial capital

Human capital

Manufactured capital

Intellectual capital

Social capital and relationship

Natural capital



3

Materiality



The priority themes in BP's sustainability management - and from which the content of this Report was defined - were identified from a materiality process, conducted in 2021 and divided into five stages: **| GRI 3-1 |**

Stage 1

Internal analysis of the following information:

- Drivers (context of action, ambition, future vision, and values)
- Ombudsman
- Compliance Channel
- *Reclame Aqui*
- GHG emissions inventory (gap analysis)
- Gap analysis for B-Corp
- Climate Survey
- Code of Conduct
- Strategic map
- Risk map
- Previous materiality process (2018)

Stage 2

External analysis of guidelines, principles and sustainability publications, which included:

- Global Reporting Initiative (GRI) Standard
- Sustainability Accounting Standard Board (SASB) – Health Care Delivery
- Sustainability Yearbook 2020 – Sam S&P – Health Care Services
- National Health Service (NHS) – Sustainability
- Global Green Healthy Hospitals – Health Care Without Harm (HCWH)
- Sustainability Development Goals (SDG)
- UN Global Pact
- The Global Risks Report 2021 – World Economic Forum (WEF)
- World Economic Forum (WEF) – Strategic Intelligence – Future of Health and Healthcare

Stage 3

Analysis of impact vis-à-vis BP sustainability based on the consolidation of topics in stages 1 and 2, with the enforcement of an instrument for impact analysis, which assesses:

- Strategy - if the theme is in line with BP's Strategic Planning
- Risks - if the theme can represent a risk for BP and/or its stakeholders in the short, medium or long-term
- Regulation – if the theme has been or is prone to being set forth regulation in BP's area of activities
- Sector of action – if the theme is being debated between the players of BP's



Stage 4

Stakeholder mapping and engagement, in which BP's stakeholder groups were identified with the support of the Sustainability Committee:

- Financial Agents
- Regulatory Agents
- Associations
- Associates
- Customers
- Employee competitors
- Management board
- Class entities
- Suppliers
- Government
- Press
- Impact Investors
- Physicians
- Public Prosecutors Office
- Health Operators- HMO's
- Unions
- Startups
- Third parties
- Third sector
- Universities

The recurrent engagement with these stakeholders takes place through relationship channels routinely used with each of them and from which it is possible to identify expectations and concerns. **[GRI 2-14]**

Stage 5

Prioritization from the results of the impact analysis tool (stage 3) and the Influence of the issues from the perspective of BP stakeholders (stage 4).

Subsequently, the themes identified and correlated with indicators of the Global Reporting Initiative (GRI), the capitals of the International Integrated Reporting Framework (IIRC) and the Sustainable Development Goals (SDG).

In 2022, we updated the Materiality Matrix. To this end, primary information was obtained from interviews with members of top leadership—including the CEO and other executives directly linked to the strategy, in addition to secondary information from data gathered by different areas, with the support of external consultants. An in-depth study of surveys and data on the interests, expectations, and main demands of stakeholders was also carried out.

The analysis of the results allowed for the identification and updating of the material themes presented in the illustration below, which aligns the materiality with the GRI indicators and our Sustainable Development Goals.





About this Report

Messages from leadership

Materiality

Model for shared value creation

Customer-centered

Highlights of the year

Financial capital

Human capital

Manufactured capital

Intellectual capital

Social capital and relationship

Natural capital

| GRI 3-2 |

Theme	Description	Impact on stakeholders	Capitals (IIRC)	Indicators (GRI)	ODS
Sustainable Growth	Financial results at BP, as well as shared values (VAS).	Government, clients, physicians, employees, associates, suppliers, regulators, class entities, associations, financial agents, press, health operators, startups, universities, third sector (NGOs), impact investors, Public Prosecutors Office, competitors, community, Board of Directors, unions, and third parties	Financial and Manufactured	201 Economic Performance 202 Market Presence	
Reputation	Managing public opinion in relation to the organization that includes communication channels and ways to mediate the relationships established, as well as care with brand and governance of organizational values and principles.	Government, clients, physicians, employees, associates, suppliers, regulators, class entities, associations, financial agents, press, health operators, startups, universities, third sector (NGOs), impact investors, Public Prosecutors Office, competitors, community, Board of Directors, unions, and third parties	Social and relationship	None	
Natural Resources	Consumption of natural resources (water and energy) and management of impacts (emissions and waste)	Government, customers, physicians, employees, associates, suppliers, regulators, class entities, associations, financial agents, press, health operators, startups, universities, third sector (NGOs), impact investors, Public Prosecutors Office, competitors, community, Board of Directors, unions and third parties	Natural	302 Energy 303 Water	
Impacts and Commitments (environmental and social)	Management of social and environmental impacts, both real and potential, be them positive or negative	Government, customers, physicians, employees, associates, suppliers, regulators, class entities, associations, financial agents, press, health operators, startups, universities, third sector (NGOs), impact investors, Public Prosecutors Office, competitors, community, Board of Directors, unions, and third parties	Social and relationship	204 Procurement Practices 305 Emissions 306 Waste	
People Management	Attraction, retention and development of employees, as well as the management of health and safety	Customers, physicians, employees, Board of Directors, community, and third parties	Humane	401 Employment 402 Labor Relations 403 Occupational Health and Safety 404 Training and education	
Diversity and Inclusion	Measures to foster diversity at BP teams and guarantee an inclusive working environment.	Customers, physicians, employees, suppliers, associates, Board of Management, community, and third parties	Humane	405 Diversity and equal opportunities 406 Non-discrimination	
Teaching and Research/Access to health/Innovation	Development of treatments and procedures, as well as sharing knowledge with society, fostering access to quality health	Government, customers, physicians, employees, associates, suppliers, regulators, class entities, associations, financial agents, press, health operators, startups, universities, third sector (NGOs), impact investors, Public Prosecutors Office, competitors, community, Board of Directors, unions, and third parties	Social, Intellectual and Relationship	None	
Transparency/Ethics/Sustainability	Ethical conduct and integrity, and sharing of principles and values, to ensure compliance throughout the compliance of the entire chain and sustainability	Government, customers, physicians, employees, associates, suppliers, regulators, class entities, associations, financial agents, press, health operators, startups, universities, third sector (NGOs), impact investors, Public Prosecutors Office, competitors, community, Board of Directors, unions, and third parties	Social and Relationship	205 Fight against corruption 206 Disloyal Competition 308 Environmental Evaluation of Suppliers 408 Child Labor 409 Forced or compulsory (slave-like) labor 414 Social evaluation of suppliers 415 Public Policies 418 Customer Privacy	
Health, patient's safety/ Humanization	Focus on the customer and a commitment with excellence in humane and quality care	Government, customers, physicians, employees, associates, suppliers, regulators, class entities, associations, financial agents, press, health operators, startups, universities, third sector (NGOs), impact investors, Public Prosecutors Office, competitors, community, Board of Directors, unions, and third parties	Social and Relationship	None	



About this Report

Messages from leadership

Materiality

Model for shared value creation

Customer-centered

Highlights of the year

Financial capital

Human capital

Manufactured capital

Intellectual capital

Social capital and relationship

Natural capital



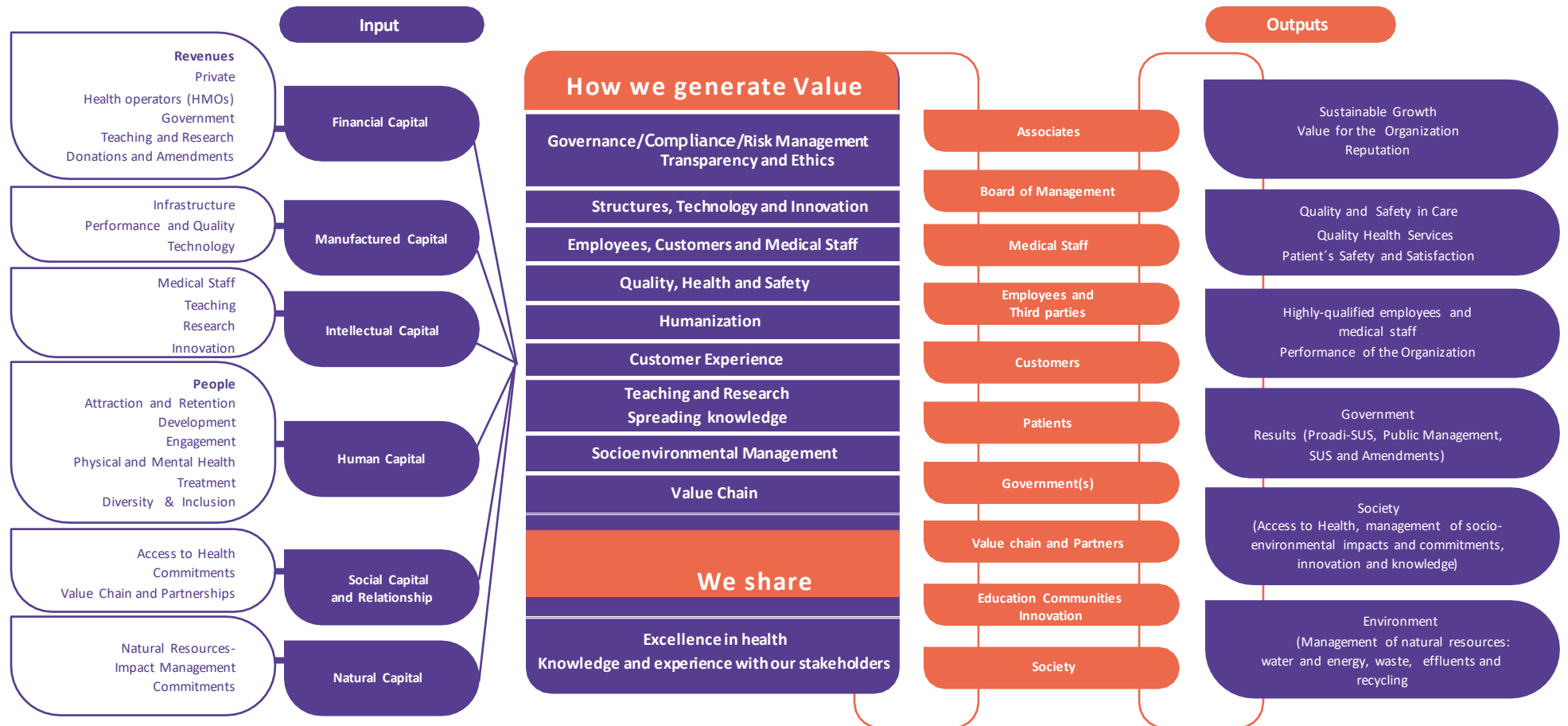
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Shared value creation model

BP's Value Creation Model

In early 2022, we developed our Shared Value Creation Model. It considers medical staff, associates, customers, employees and society in general as central to achieving our purpose. This modeling allows a systemic look at our operation. Thus, our model describes the inputs of our operation, as well as their contribution to attaining our social purpose. The intention is to create and share value connected to excellence in health, knowledge, and to offer the best experience to all our stakeholders.

With this model, we identify strengths and opportunities for improvement. Based on these priorities, we advance in discussions with all operational and corporate fronts, in addition to establishing partnerships that enhance the positive social impact generated in the achievement of the organization's social objective. Our Value Model makes our purpose of valuing life viable, based on the search for continuous improvement, to give more access to health and enable BP's sustainable growth in the short, medium and long term.





About this Report

Messages from Leadership

Materiality

Model for shared value creation

Customer-centered

Highlights of the year

Financial capital

Human capital

Manufactured capital

Intellectual capital

Social capital and relationship

Natural capital



5 Customer-centered



Customer-centered

[GRI 3-3 Teaching and research/access to health/innovation, 3-3 Health, patient's safety/Humanization]

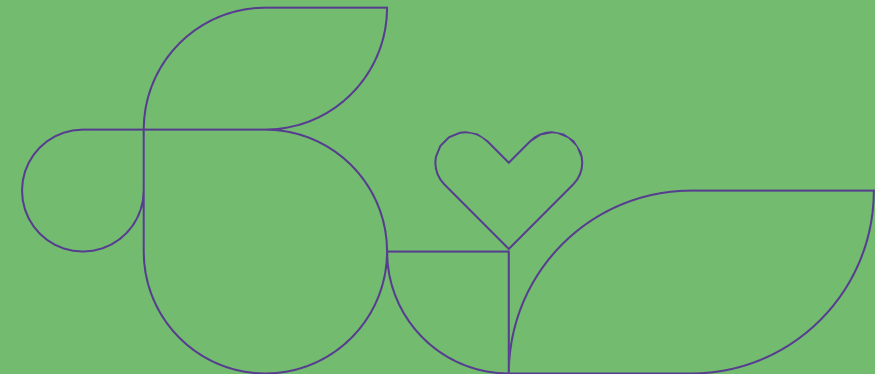
163 years ago, we began a history of excellence and humanization in health care of those who trust our work.

This trajectory has been consolidating into a market positioning that reflects a performance in line with the expectations and needs of our audiences. We seek to encourage a planning process with a systemic look that reflects in strategies in the most diverse areas, to generate interactions with our stakeholders that materialize the BP health hub.

By combining predictive analyses, prevention, individualized treatments with invigorating interactions and participation in defining the best care management, we broaden the vision of health for audiences with different profiles. Added to this proposal is the constant search for incorporation

of innovation in the latest advances in Medicine in an inter- and multidisciplinary work configuration. We are always looking for solutions to support public policies, whether in specialized primary care or medium- and high-complexity care, and we look for ways to generate opportunities to bring health to all people, in all regions of the country.

Our purpose of valuing life and values is the basis for decisions, attitudes, and definitions of the paths we will follow with expertise and enthusiasm; we also envision the multiplication of knowledge through training and capacity development of professionals, to ensure a positive social impact.



Integrated care

We want to be acknowledged as a health hub that goes beyond the boundaries of our physical facilities and of hospital services and complements the performance to offer integral care in the different stages of life and health conditions for all.





Organizational profile

BP was founded in 1859 as the *Real and Benemerita Associação Portuguesa de Beneficência* and is currently one of the most advanced health organizations in Latin America.

With the purpose of valuing life, we are recognized nationally and internationally for quality and safety in patient care.

Focusing on highly complex cases, we perform with excellence in more than 50 specialties, with expressive recognitions in oncology, cardiology, neurology, nephrology, and pediatrics. Our focus is on having a well-rounded performance, from care to training of professionals, through research and improvement of experience, to consolidate BP as a health hub of reference.

Customer focus is a basic part of all activities, in search of a scenario to promote in the best possible way full health and well-being for all people. To realize this ambition, we connect physicians, partners, customers, suppliers, universities and public agencies to broaden the view on the issues and build a better health experience. [|GRI 2-6|](#)

In 2022, we were again recognized for our performance as one of the most respected health organizations in Brazil, by means of a survey conducted by the North American magazine Newsweek. We stand out among the best specialized medical centers in the country in a worldwide ranking. We also received the seal World's Best Smart Hospitals for the second consecutive year. This recognition reiterates our commitment to deliver smart health and excellence to all. In addition, our hospitals were the first in Latin America to receive the HIMSS 7 certification, the highest level of digitization of organizations worldwide.

There are two hospitals focused on high complexity and serving different customer profiles: Hospital BP and BP Mirante. The hub also includes BP Diagnostic Medicine and BP Vital, a network of clinics of various medical specialties integrated to all areas of the organization, besides BP Education and Research, focused on training and capacity development of healthcare professionals, studies and research that contribute to the evolution of medicine. [|GRI 2-2, 2-6|](#)

BP in 2022

- 8 buildings
- 140,000 m² of construction
- 733 beds, with over 200 in ICU
- 232,394 customers a year
- 52 specialties
- 5,625 physicians
- 6,494 employees
- 2,879 associates

36 operating theatres; in that, three are equipped with surgical robots

- 26,400 surgeries/year
- 11,000 emergency consultations/month
- 27,100 hospitalizations/year
- 23,500 chemotherapy sessions/year
- 5.5 million exams carried out/year
- 17,600 medical consultations/month





Customers per year

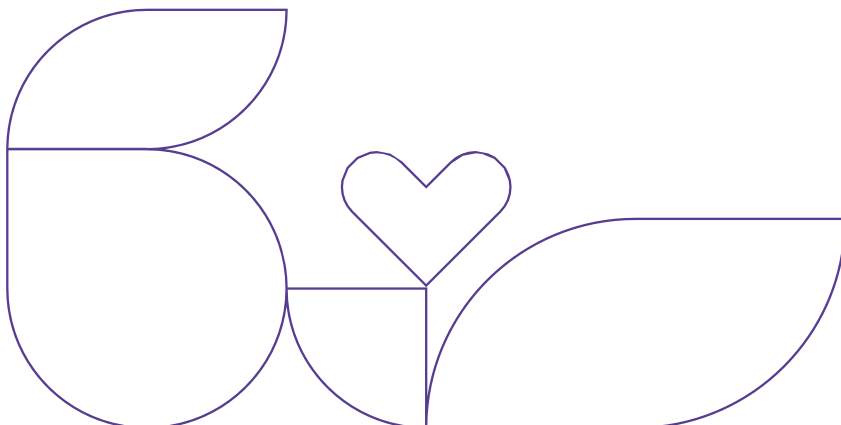
Year	BP Mirante Unit	Paulista Unit	Total
2020	22,907	151,390	174,297
2021	25,990	170,035	196,025
2022	30,775	201,619	232,394

Volume of care per specialty

Specialty	BP Mirante Unit	Paulista Unit	Total
Internal Medicine	5,310	55,105	60,415
Oncology	31,446	28,880	60,326
Cardiology	2,504	48,768	51,272
Orthopedics and Traumatology	688	43,025	43,713
General – Internal Medicine	4	39,586	39,590
Pediatrics	-	32,859	32,859
General Surgery	7,025	20,123	27,148
Hematology	5,563	18,932	24,495
Digestive Surgery	1,185	22,031	23,216
Urology	1,178	19,749	20,927
Otorhinolaryngology (ENT)	346	19,578	19,924
Gynecology and Obstetrics	493	15,078	15,571
Nephrology	170	13,359	13,529
Ophthalmology	2	10,307	10,309
Neurology	977	8,361	9,338
			452,632

Volume per type of care delivered

Group Operators	BP Mirante Unit	Paulista Unit	Total
HMO'S	76,218	641,179	717,397
Private	26,265	40,175	66,440
Associates	33	30,307	30,340
SUS	-	16,234	16,234
			830,411



Robotic Surgery

In 2022, BP invested R\$ 25 million in the expansion of its robotic park, which now includes two new surgical robots, DaVinci X (Intuitive) and Versius® (CMR Surgical), at BP Hospital. They add to DaVinci Xi® Surgical System™ robot (Intuitive), operating at BP Mirante since 2018.



The new DaVinci X model is a robot from the fourth generation of DaVinci surgical systems. With an optimized design, it works with a 120° angulation to its camera point, which increases its action capability, offering access to all currently validated robotic surgeries.

The Versius® robot, meanwhile, has four robotic arms that mimic human movement, and its independent modules allow the surgeon to use only the number of arms required for a given procedure. It is lightweight, can be transported to any operating room, and its materials are quickly reprocessed by autoclave sterilization; differentials that enable

Increasing the number of surgeries to be performed on the same day.

We have six oncology groups specialized in robotic surgery: breast/gynecology, head and neck, melanoma/sarcoma, digestive tract, urology, and thorax. The arrival of the new robots further expands access to robotic surgeries to the entire population. Since 2018, more than 1,000 have been performed. The expectation is to double, by the end of the first half of 2023, the number of procedures per month via robots, jumping from 35-40 to 75-80 per month. And by the end of 2023, with all robots fully operational, the goal is to reach 100 to 150 robotic surgeries/month. During the year, we were also certified as a Robotic Training Center by the Brazilian Urology Society.

Reference Treatment

Reinforcing our leadership in scientific advances for the treatment of hematological cancer, in 2022 we were certified as a reference center for the new CAR-T therapies. This technology involves taking lymphocytes from the patients themselves, which are genetically modified and returned to the person. One of the drugs has been approved for the treatment of patients up to 25 years of age diagnosed with B-cell Acute Lymphoblastic Leukemia (ALL), and for adult patients with diffuse large B-cell lymphoma. The second drug approved by Anvisa is recommended for patients with multiple myeloma, a cancer of the plasma cells.

As soon as the pricing process is concluded by the Drugs Market Regulation Chamber (CMED), the natural stage for the regulation of the drug, we will start providing services for the new therapies, which will expand our operations in the area of cell therapy, reinforcing BP's position as a health hub of excellence in the country.

CAR-T therapies began to be tested in 2009-2010. The results of these studies indicate that, in patients with lymphomas refractory to multiple lines of treatment, the survival curves have been around 40%, that is, disease-free survival, in remission. As to ALL, the figures are even better, approximately 50 to 60% event-free survival.

Understand the procedure:

Our body has two types of lymphocytes: B and T. B-lymphocytes are excellent to recognize proteins on the surface of cells, including tumors, but they do not have a very high destructive capacity. T-lymphocyte also recognizes them, but with more difficulty; however, they are very potent to destroy tumor cells. In CAR-T therapy, the recognition power of the B-lymphocyte is transferred genetically to the T-lymphocyte - thus it is possible to make the T-lymphocyte have the recognition of the B-lymphocyte, associated with a highly lethal capacity for destroying tumor cells.

A health hub

What does it mean to be a healthcare hub?

Although it is more commonly known for its hospital activity, BP today offers a wider range of solutions in health that allow for integral health care, in the different stages of life and health initiatives for everyone. For us, being a healthcare hub means offering a structure that connects different services, specialties and care so that customers - the center of our decisions, have access to everything they need.

Combining predictive analytics, prevention, and individualized treatments, always with the intent of providing invigorating interactions and memorable experiences, we broaden the vision of health for diverse audiences.

Get to know our structure in the Manufactured Capital chapter



Organizational principles

|GRI 2-12|

Values guide our behaviors and influence decisions, driving our attitudes and relationships with stakeholders toward our ambition. In 2022, we revisited our values based on the Barrett methodology: the pyramid of 7 levels of awareness, which observes the following aspects: viability, relationships, performance, evolution, alignment, collaboration, contribution.

This movement was based on the discussion about our elements of culture (purpose, vision of the future, values and positioning) in the light of the Management by Values and of our strategy. Thus, we analyzed the current moment of our culture in connection with our expectations for the future (desired culture) - aligned with the Strategic Planning 2030.

As a result, we rewrote the value "Life is contagious", which became "Lives connected" and added a new value, "Sustainable growth takes us into the future".

Values

These are the principles that guide our behaviors and influence our decisions:

Health comes first

With a holistic view of treatment, we seek the well-being and recovery of our patients above all else.

Credibility is cultivated

We build a reputation based on service excellence, transparent, ethical attitudes, and integrity. We nurture true, sustainable relationships that are long lasting.

It does good to do good

We believe that to create a better world and a fairer society, it is not enough for everyone to do their share. It is necessary to go beyond. Philanthropy is in our DNA.

We are always on the move

Dealing with human lives requires constant updating and renewal – of knowledge, infrastructure, and ways

of thinking. In an ever-evolving world, we can never stop.

Collaboration takes us further

Together, we achieve more robust, efficient, and innovative results.

We value alliances and partnerships that make us more comprehensive and complete.

Connected lives

We nurture relationships that awaken a sense of meaning and connection to life. We believe that acting this way transforms, brings lightness, and inspires.

Sustainable growth takes us into the future.

We generate economic value to ensure growth, improvement, and expansion. We believe that differentiated levels of performance enable the expansion of the capacity to value life.

Purpose

Value life

Ambition

To be acknowledged as one of the three best healthcare organizations in Latin America, acting as a healthcare hub to provide integral care to the customer, generating sustainable economic growth, allied to the best EESG practices.

Vision of the future

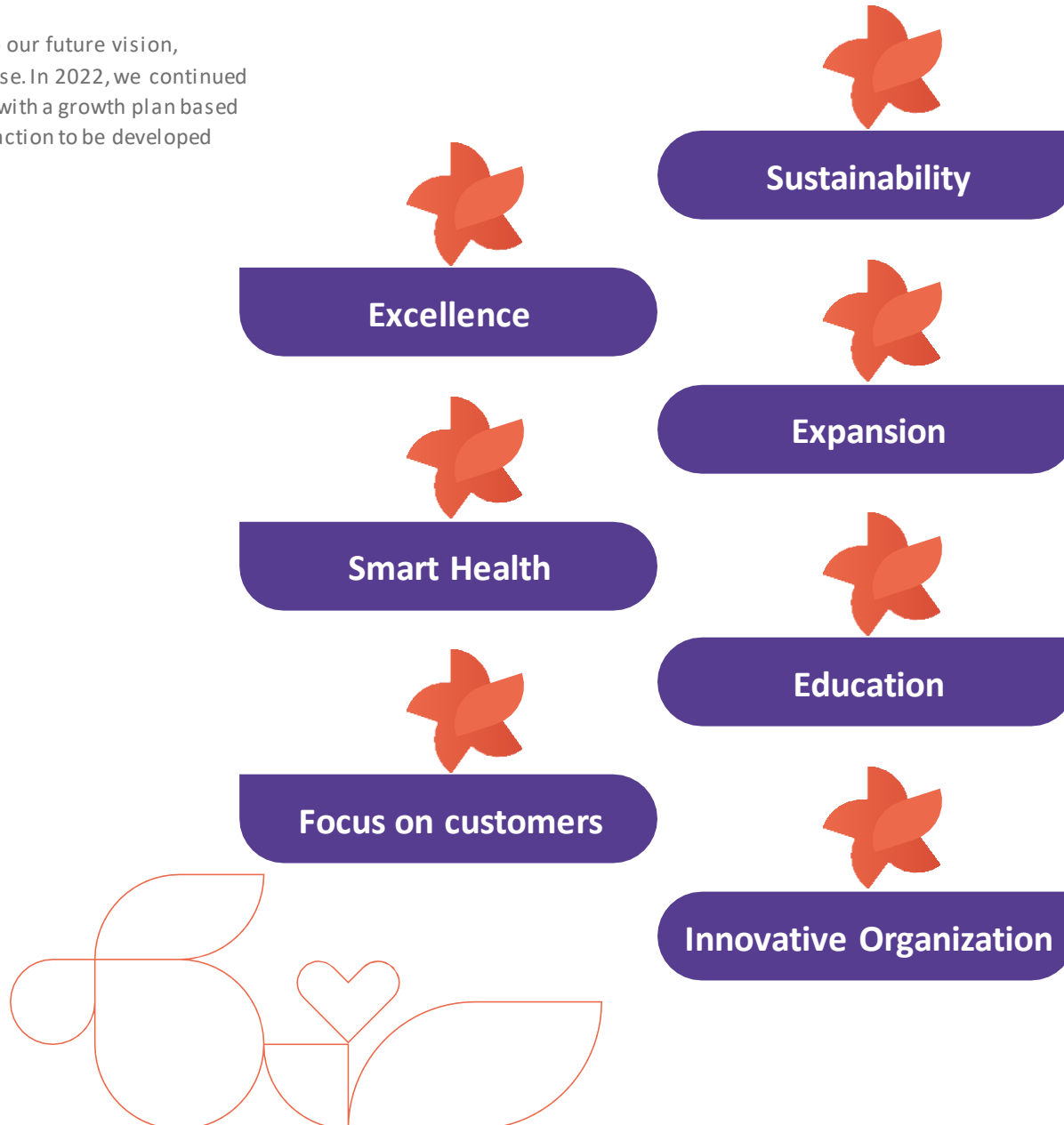
Full health and well being for all



Strategic Pillars

Our strategy is connected to our future vision, ambition, values, and purpose. In 2022, we continued with our strategic planning with a growth plan based on objectives and pillars of action to be developed and achieved by 2030.

Click on the pillars of action below to know more about each of them





Strategy for Sustainability

|GRI 3-3 Transparency / Ethics / Sustainability|

Sustainability for BP is a dynamic, systemic movement for health, where behaviors, processes and decisions always simultaneously consider optimizing positive social impacts, business value and neutralizing our environmental footprint - creating value for our stakeholders today and in the future.

Through systemic thinking incorporated into business decisions, we want to leverage positive socioeconomic, environmental, and governance impact on several fronts, such as services and partners, strategic philanthropy, sustainable health, and a culture of diversity and inclusion. This journey and our evolutions that culminated in the sustainability positioning were made together with our leaders, in periodic and structured meetings. Thus, the sustainability pillar became part of our strategic planning and based on this, we were able to define the priority projects for the area.

Our EESG agenda is based on a shared value creation model, [described here](#).



Awards and recognitions

- **World's Best Specialized Hospitals** for the 4th consecutive year in cardiology, cardiac surgery, neurosurgery and oncology, and Best Intelligent Hospitals for the second consecutive year. The achievement of the seals contemplates:

- Chosen in fourth position among the health organizations with the best service and that most respect patients in the **12th edition of the Reclame Aqui Award**, of the *Reclame Aqui* website.

- Chosen as one of the preferred brands by the population of São Paulo, according to the *Estadão Marcas Mais* ranking, from the newspaper O Estado de S. Paulo, being ranked in the top 3 in the Hospitals ranking.

- **Excellence in Healthcare 2022 Award**, an initiative of the magazine Healthcare Management magazine, in the Investment category. Among the initiatives that led to this achievement are the creation of the new Oncology company in partnership with Grupo Fleury and Grupo Bradesco Seguros, investments in research, digitization and technology, and new structures, such as the 3D Laboratory and the Center for Genomic Medicine.

- **Seal People First**, recognition granted by the Pulses platform, created for companies that listen to their employees continuously and promote actions to improve the experience of the people who are part of the organization.



Neurosurgery

We are the number 1 of Brazil

Cardiology

Top 6 Brazil

Heart Surgery

Top 4 Brazil

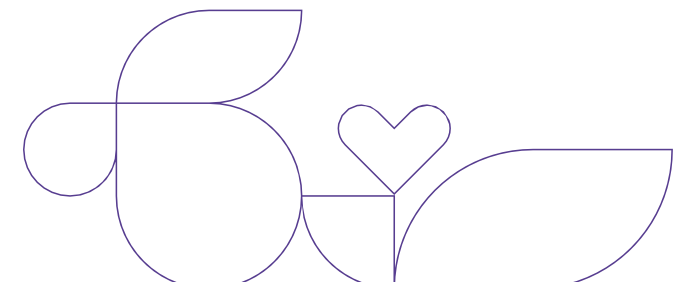
Oncology

Top 4 Brazil

Smart Hospital

Top 3 Brazil

Ranking Newsweek



Reaccreditations and certifications

At BP, we always work based on a culture of continuous process improvement and constant updating of our teams to achieve national and international standards of care and ensure safety and quality of customer care. To prove these good practices, we constantly undergo the evaluation of globally recognized organizations.



Excellence

International accreditation from Advancing Transfusion and Cellular Therapies Worldwide (AABB), the most important in the areas of blood bank, umbilical cord cell services, stem cells, somatic cells and immuno-hematology - since 2020.



Joint Commission International (JCI) accreditation, exclusive for healthcare organizations and one of the most rigorous in the industry for quality processes and patient, employee and environmental safety - since 2011, and renewed every three years.



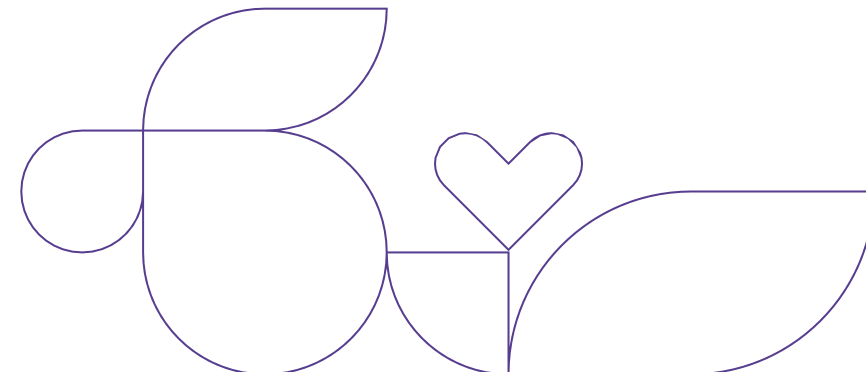
Accreditation with excellence (level 3) from the National Accreditation Organization (ONA), the most important seal of quality in processes and efficient management for health services - since 2015.



Excellence in clinical outcomes in Intensive Care Units (ICU) recognized by the *UTI Top Performer* and *UTI Eficiente* seals, awarded by Epi med Solutions, in 2019.



Recognition among the six healthcare organizations of excellence in Brazil by the Health Ministry, since 2016



Quality



ISO 55001 certification for asset management, translating security in infrastructure through a management system, since November 2019.



Quality Seal of the Population-Based Cancer Registry of São Paulo (RCBP- SP) in the Silver category, awarded by the Municipal Health Secretariat of São Paulo in recognition of the quality of the registration of new cancer cases in the city of São Paulo, in August 2019.



Sinasc Seal in the Gold category, awarded in 2021 by the Municipal Health Secretariat of São Paulo for the quality of the data entered in the Information System on Live Births (Sinasc) and in the Live Birth Declaration (DNV) in 2021.

Technology and Innovation

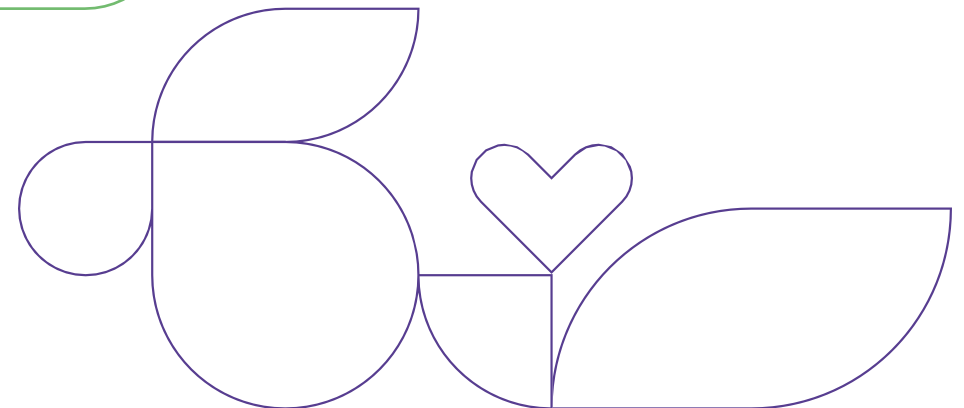


Obtained level 7 (maximum) through the use of Electronic Medical Record Adoption Model (EMRAM), the electronic medical record model adopted by the Healthcare Information and Management System (HIMSS), since April of 2019.



Ethics and the Combat against Corruption

First Brazilian healthcare organization to obtain the Certification for Distinction of the Management Program for Integrity in Health Services, granted by the *Instituto Qualisa de Gestão* (IQG), as from September 2019.



Governance

|GRI 3-3 Transparency / Ethics / Sustainability|

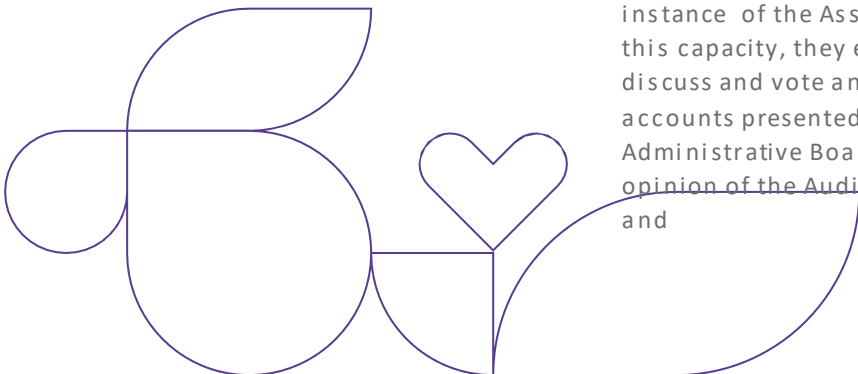
Constituted as the Real e Benemérita Associação Portuguesa de Beneficência, a civil association of private law of a charitable, social and scientific nature, with a non-profit purpose, BP preserves its equity, administrative and financial autonomy and counts on the support of its associates. [|GRI 2-1|](#)

Associates

Since the beginning, BP has relied on the support of its associates, who have always contributed so that the organization could reach the current moment with renewed vigor and impetus to perpetuate its history in the Brazilian health segment. Divided into categories (Permanent, Benefactor, Benevolent contributors, Grand Benevolent contributors, Honor Cross and Philanthropists), they are entitled to use BP's health services. Currently, we have 2,879 associates, mostly permanent and benefactor, who meet in the General Assembly, which is the main deliberative instance of the Association. In this capacity, they examine, discuss and vote annually on the accounts presented by the Administrative Board, after the opinion of the Audit Committee; and



elect the members of the Board of Directors and of the Audit Committee, according to the Bylaws of BP. Currently there are no new memberships that can enjoy health care as an associate; however, it is possible to join the Philanthropist category, in which the members participate in the administrative life of the Association. [|GRI 2-10|](#)

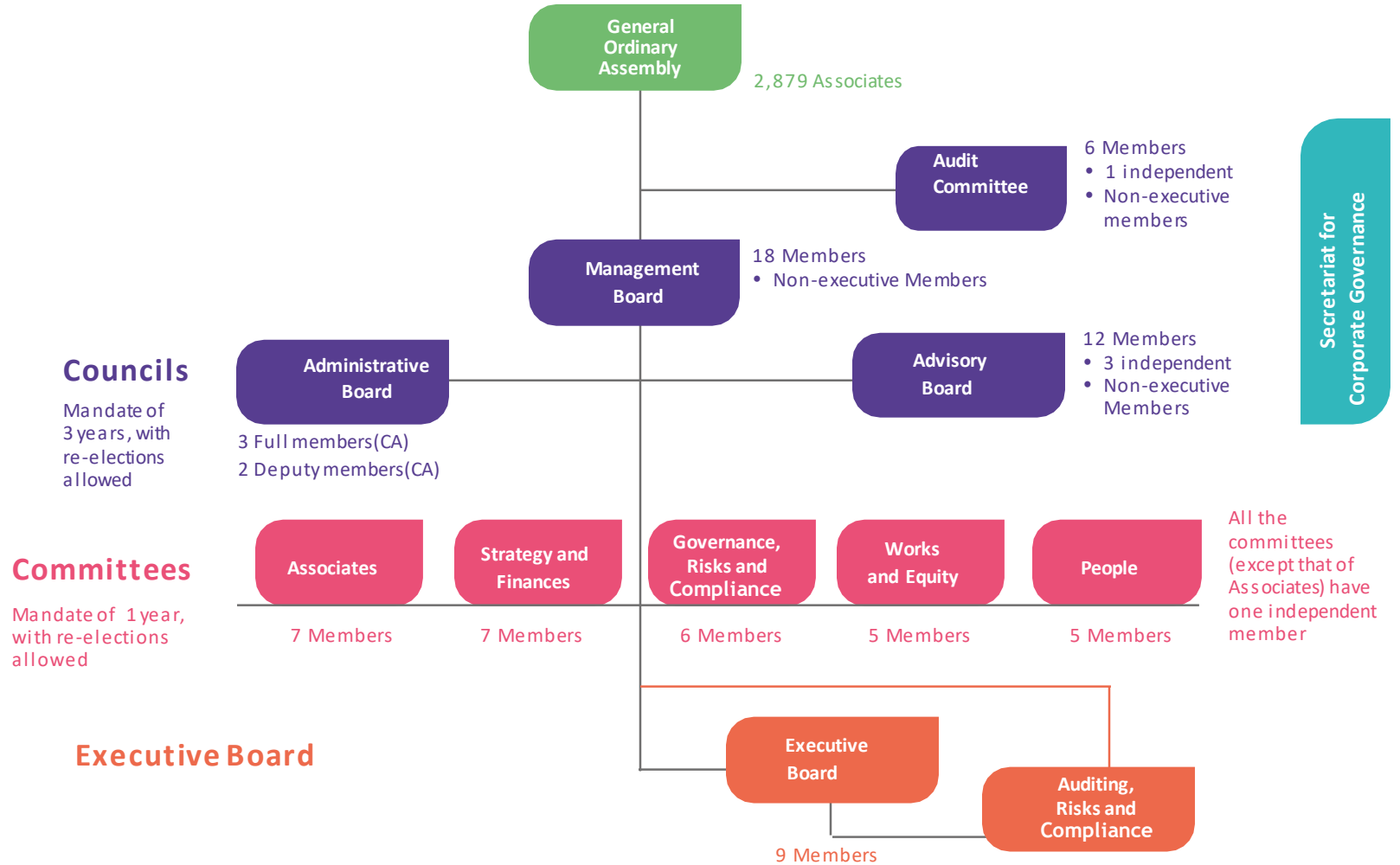


Instances

|GRI 2-9|

Our governance is structured in instances and bodies with distinct responsibilities, with the objective of ensuring conditions that allow it to guarantee its longevity, fulfill its social objective and meet the purposes expressed in the Bylaws.

Click on the instances of governance and learn more about each of them



| GRI 405-1 |

Percentage of individuals who are part of the organization's governance bodies by age range

	Total	≥ 30 years		30 - 50 years		> 50 years	
		Number	Percentage	Number	Percentage	Number	Percentage
Management Board	18	0	0%	1	6%	17	94%
Advisory Board	12	0	0%	2	17%	10	83%
Audit Committee	6	0	0%	0	0%	6	100%
Administrative Board	5	0	0%	0	0%	5	100%
Associate Committee	7	0	0%	0	0%	7	100%
Strategy and Finance Committee	7	0	0%	2	28%	5	72%
Governance, Risk and Compliance Committee	6	0	0%	1	20%	5	80%
Works and Equity Committee	5	0	0%	1	25%	4	75%
People Committee	5	0	0%	0	0%	5	100%
Executive Board	8	0	0%	0	0%	8	100%

| GRI 405-1 |

Percentage of individuals who are part of the organization's governance bodies by gender

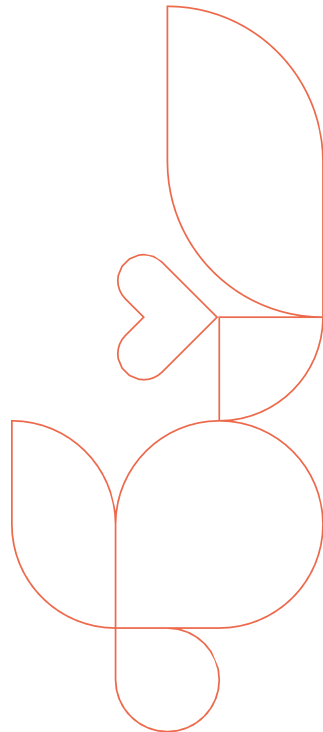
	Total	Men		Women	
		Number	Percentage	Number	Percentage
Management Board	18	18	100%	0	0%
Advisory Board	12	10	83%	2	17%
Audit Committee	6	5	83%	1	17%
Administrative Board	5	5	100%	0	0%
Associate Committee	7	5	71%	2	29%
Strategy and Finance Committee	7	4	57%	3	43%
Governance, Risk and Compliance Committee	6	6	100%	0	0%
Works and Equity Committee	5	4	80%	1	20%
People Committee	5	2	40%	3	60%
Executive Board*	9	5	56%	4	44%
Total	50	39	78%	11	22%

*We are aware that we still have challenges to overcome to achieve gender equality in leadership, which is why we work towards this evolution. Having women as CEOs, directors and managers reinforces our belief in the power of women and, above all, our orientation toward a more diverse and inclusive leadership.

Participation in associations

|GRI 2-28|

In 2022, we continued our active participation in various organizations and industry associations to engage with the key social, environmental, and governance issues and agendas that contribute to the healthcare sector at regional and national levels.



- Associação Brasileira de Comunicação Empresarial (Aberje)
- Associação Brasileira de Marketing de Dados (Abemd)
- Associação Brasileira de Medicina Diagnóstica (Abramed)
- Associação Nacional de Hospitais Privados (Anahp)
- Câmara Portuguesa de Comércio no Brasil – São Paulo
- Conselho Regional de Medicina do Estado de São Paulo (Cremesp)
- Experience Club, knowledge and networking platform of large companies
- Federação das Santas Casas e Hospitais Beneficentes do Estado de São Paulo (Fehosp)
- Fórum Nacional das Instituições Filantrópicas (Fonif)
- Fundação Agência da Bacia Hidrográfica do Alto Tietê
- Grupo de Instituto, Fundações e Empresas (GIFE)
- Grupo de Líderes Empresariais (Lide)
- Hospitais Verdes Saudáveis (PHS)
- Instituto Brasileiro de Hospitalidade Empresarial (IBHE)
- Instituto do Capitalismo Consciente
- Instituto Ethos
- Interactive Advertising Bureau (IAB) Brasil
- Learning Village (see box on the right)
- QualiHosp
- Sindicato das Santas Casas de Misericórdia e Hospitais Filantrópicos do Estado de São Paulo (Sindhosfil/SP)
- The Beryl Institute

Learning Village

Created by HSM, in partnership with Singularity University Brazil, Learning Village is the first innovation and technology hub focused on education and people development in Latin America, which brings together, in a single ecosystem, large companies, startups, associations, investment funds, government agencies and other players. The partnership with BP was born to promote connection and exchange of knowledge, in addition to generating new projects for employees, new business, and boosting the culture of innovation within the institution.



Risk Management

We know the importance of minimizing the risks that surround our operations. To maintain an internal control environment at BP, we mapped corporate risks employing a recognized methodology (COSO ERM), classified the impact and the probability based on metrics approved by senior management. We are establishing a response and monitoring plan for the risks considered a priority for the business.

Three Lines Model



Business Area



Compliance, Risks, Internal Controls, and Data Protection



Internal Audits

Strides in 2022

- Structuring an exclusive internal team to carry out audits.
- Training with the areas to prepare a risk reduction plan.
- Launching of the Risk Dictionary, prepared in partnership with the Deloitte consulting firm and based on more than 80 interviews with all of BP's leaders. This material covers 95 corporate risks - of which 20 priority risks were highlighted for the preparation of response and mitigation plans.
- Publication of the regimint for the General Data Protection Law (GDPL)
- Creation of an Audit Policy and definition of the scopes of action of the areas of internal control (process effectiveness) and auditing (monitoring risks and testing control efficacy).



Ethics and Transparency

|GRI 3-3 Transparency / Ethics / Sustainability|

At BP, the culture of integrity permeates the entire organization and reaches throughout our value chain. We prioritize the dissemination of internal knowledge about our values, ethics, integrity, compliance, adequacy to legislation, among others, so that they are part of all our activities, day after day. All steps are monitored directly by the Executive Board and the Management Board through periodic and structured reports. |GRI 2-12|

Since its creation, the Integrity Program has operated as a fundamental mechanism to ensure BP's governance and perpetuity through prevention, detection and response to any deviations, frauds or irregularities that may occur.

In 2022, we were dedicated to spreading this message through the publication and dissemination of our [Code of Conduct](#) (updated in the year), the Physician's Guide, and policies related to the theme, in addition to training and periodic communications, always aligned with BP's purpose and values.

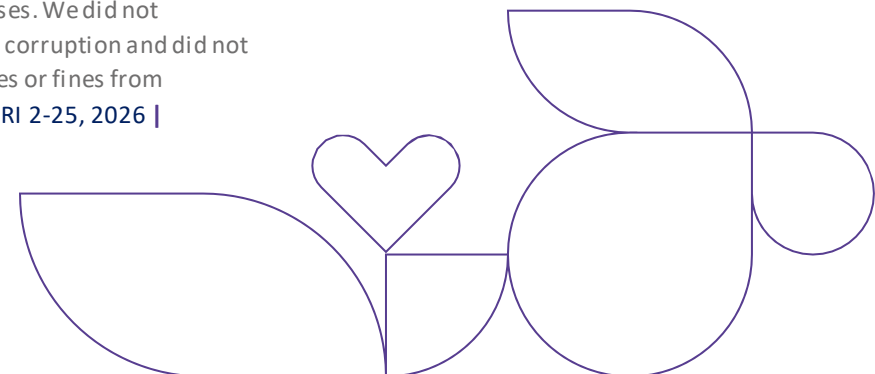
The principles of ethics and integrity are disseminated through the Code of Conduct, which was updated in 2022, guided not only by BP's values and policies, but also by legal and regulatory developments and changes, and by our maturation as an organization. The new edition includes the topics of GDPL, Governance, Diversity, Sustainability and Philanthropy, practical examples and clear references to BP's Integrity Program.

BP's employees also have a channel on the internal portal Service Desk to make inquiries, ask general questions about the Integrity Program and receive guidance on our conduct and policies regarding donations, partnerships, sponsorship, offering and receiving gifts and presents, conflict of interest, third-party due diligence, and record meetings with public officials. In 2022, 1,088 consultations were made |GRI 2-16|

To receive internal and external complaints about violations of the Code of Conduct, such as

harassment, fraud, favoritism, conflict of interest, bribery and other related topics, BP makes available the **Confidential Channel**, exclusive and independent, attended by an external company. All reported situations are treated with confidentiality and reports can be made anonymously. The entire progress of the reports, as well as their outcome, can be monitored through the channel itself. We use the recurrence of a given situation as an indicator for efficacy of the Confidential Channel, since the tendency is that it will not be repeated, once action plans - such as improvements in processes, training and awareness, and disciplinary measures - are applied.

In 2022, we recorded an increase in the number of registrations through the Confidential Channel, which shows the confidence of the public in our Compliance processes. We did not register any case of corruption and did not receive any penalties or fines from external bodies. |GRI 2-25, 2026|



We also count with an **Ombudsman**, the second instance of service for our units. This channel has the duty to ensure a fair and impartial assessment of customer demands and enable direct communication channels between the patient and the organization, such as: face-to-face, e-mail, portal

Contact Us, social media and telephone. The manifestations are shared with the areas for measures and possible improvement actions. The customer receives feedback on the clarifications requested; in most of the manifestations that are answered, the risks of judicialization are avoided.

In addition to the Code of Conduct, we have a **set of policies** available in an internal system accessible to all employees and which were revised in 2022. **[GRI 2-23]**

- Antitrust Policy -Competition Practices
- Conflict of Interest Policy
- Gifts, Presents, Entertainment and Free Samples Policy
- Due Diligence Policy
- Donations and Sponsorship Policy
- Integrity Policy
- Disciplinary Measures Policy
- Whistleblower Reporting and Non-Retaliation Policy
- Public Sector Relations Policy

New Contracts Policy

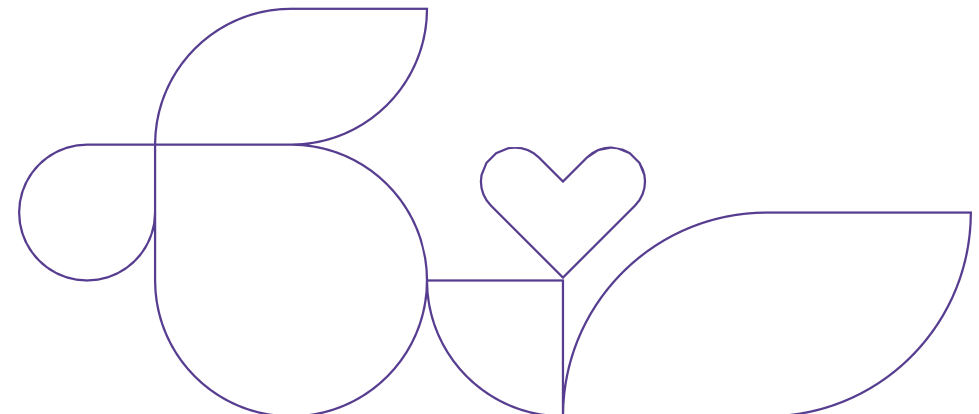
In 2022, we published our Contracts Policy, which reduces bureaucracy and speeds up the process for contracting suppliers, service providers and health care operators/insurers. The guidelines for the contracting flow and the roles and responsibilities of the areas involved, as well as the deadlines that comply more with the BP business for the analysis and return of contracts are set out in the document, which contributed to operational efficiency while ensuring the legal sustainability of the business.

Performance of the Ombudsman*

Year/Type	2020	2021	2022
Report or Denunciation	0	0	0
Praise	3 704	1 592	3 863
Complaint	4 307	5 112	5 258
Request for Information	385	320	369
Suggestion	64	48	27
Total	8 460	7 072	9 517

**With the spread of Covid-19 in 2020, lack of supplies and dismissal of professionals, there was an impact on the volume of care in subsequent years; actions were taken to seek solutions to the main detractors: Lack of welcoming (humanized care); Lack of clear communication; Cancellation of consultations; Questioned billing; Emergency Room infrastructure; Delay in Emergency Room care; Delay in obtaining test results.*

Another impact occurred in the second half of 2022, with the structuring of the area of the Surgical Scheduling Center (CAC): with delays in responding to customers, there was an increase in the indicator Surgery Authorization Delay.



We operate in line with the principles of human rights: right to life, freedom to work and education, respect for inclusion and diversity, and combating labor analogous to slavery and/or child labor.

Non-compliance with human rights commitments by third parties and suppliers may lead to contract termination. Disciplinary measures may be applied to employees, as well as possible legal sanctions. [|GRI 2-23|](#)

All employees have a responsibility to uphold the Code of Conduct and Compliance Policies. However, it is the responsibility of managers to ensure that all are fully aware of the issues, clarify their doubts and apply

the best practices daily. [|GRI 2-24|](#)

BP also appreciates suppliers and business partners participate in a contracting process that considers fair and transparent criteria. Therefore, we **evaluate our suppliers and partners based on their reputation, compliance with legislation, and good social and environmental practices.**

In 2022, we established a partnership with an outsourced company to prepare sustainable purchasing strategies, definition of the management model appropriate to the profile of each supply category, and the points of attention to reduce legal or reputational risks.

Thus, we seek to restrict our commercial relationships to suppliers that have values and purposes that converge with those of BP, and which have, among others, practices that contribute to the generation of positive impacts on the environment, market, or society in general.

In line with our expectations, we are in the process of preparing a **manual for suppliers**, which will be published in 2023. The objective is to ensure compliance with our quality, technical and ethical standards. In the same way, we expect the suppliers with whom we relate to demand the same standards of quality and conduct of all those who relate directly and indirectly with BP.

Through this material, our suppliers will learn about all our criteria, which involve human rights, health and safety, environment, anti-corruption practices, competitive practices, information security and data protection, and the hiring of outsourced employees.

Additionally, in 2022, we signed the **Ethos Institute's Anti-corruption Pact**, which encourages the voluntary adoption of integrity measures by companies, in addition to the implementation of solutions aimed at prevention, detection and remediation of acts of corruption and fraud. [|GRI 2-23|](#)

We also believe that conflicts of interest must be avoided in every way, whether Real, Apparent, or Potential. In case of doubt or suspicion of these situations, we recommend the employee inform their direct manager, contact the Compliance area, or report a conflict situation by registering in the Compliance Channel at the Service Desk or Confidential Channel. [|GRI 2-15|](#)



Information Security and Data Protection

|SASB HC-DY-230a.2|

At BP, we have a long-standing concern for information security, and this means constantly working to protect the systems and data of the organization to ensure the privacy of our customers and patients.

Therefore, we created the Information Security Policy, which brings guidelines for the protection of corporate information of patients, partners and customers against threats that may violate authenticity, confidentiality, integrity and availability of data, as well as other initiatives to reduce technological threats and ensure data protection:

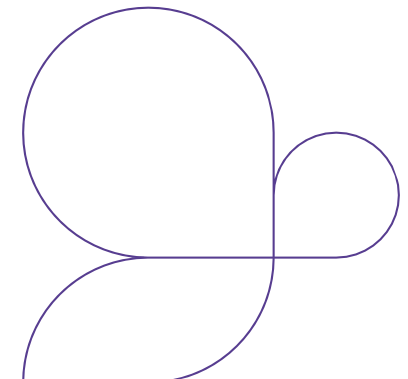
- Security Assessment performed by audit company
- Training for employees, physicians and partners in information security (more than 1,400 hours of training and approximately 2,000 people trained)
- Implementation of a tool for on-line vulnerability analysis
- Implementation of an electronic fraud alert system to evaluate suspicious e-mails.
- Investment in protection tools
- Review of policies and standards



Based on the General Data Protection Act (GDPL, Act No. 13,709/18), we have designed a program to ensure security and transparency about collection, processing and storage of personal data under our domain. Throughout the year, there were no records of complaints categorized by the regulatory agency, nor of violations of privacy and personal data protection.

Since 2021, our employees and physicians undergo training on the theoretical and practical aspects of the GDPL. Through digital tools, managers, care, operational and administrative

teams, as well as third parties, go through a learning journey about the law and its effects on their daily lives. **Throughout the year, more than 2,400 hours of training were offered.**





About this Report

Messages from Leadership

Materiality

Model for shared value creation

Customer-centered

Highlights of the year

Financial capital

Human capital

Manufactured capital

Intellectual capital

Social capital and relationship

Natural capital



6

Highlights of the year

We achieved HIMSS EMRAM level 7 recertification in our two units: Paulista and BP Mirante. This is the highest level of digitalization of an organization.

In the year, we were also certified as a **Robotic Training Center** by the Brazilian Society of Urology, and we have performed more than 1,000 robotic surgeries since 2018.

We are active in the Ministry of Health's to Institutional Development Support Program of the Unified Health System (Proadi-SUS), with 14 projects for training of human resources, public interest research, management of health services, and high complexity care, in 568 cities of 26 states and in the Federal District.

We entered into a **partnership with Grupo Bradesco Seguros and Grupo Fleury to establish a company dedicated to the segment of oncologic services**. The new company has the three partner organizations as equal shareholders and was born with an investment of R\$ 678 million.

We achieved reaccreditation from Joint Commission International (JCI), one of the most important organizations dedicated to accreditation and improvement of health care, for the fourth time in a row for BP Mirante.

We have been certified as one of the specialized centers for CAR-T cell therapy, an innovative technology for treatment of onco-hematological diseases.

In an unprecedented initiative, we signed a Public-Private Partnership (PPP) with the Division of Vascular Neurosurgery and Microneurosurgical Anatomy of the Federal University of São Paulo (Unifesp). Its purpose is to foster scientific research between the organizations, and to provide courses for students specializing in Vascular Neurosurgery (contributing to expand surgical training in diseases such as arteriovenous malformations, aneurysms and brain cavernomas).

We were recognized as **one of the best health organizations in the world in the use of intelligent technologies for the second consecutive year, according to the North American magazine Newsweek**, which also named us as one of the best specialized centers in the world in the areas of oncology, cardiac surgery, cardiology, and neurosurgery, for the fourth consecutive year.



Expansion of our technological park, with the acquisition of two new surgical robots, and the modernization of the MRI and PET-CT equipment. A total of R\$42 million was spent on these improvements, part of which from our own resources and part, as a counterpart, from partnerships.





7

Financial capital

Private Health in Brazil: scenario and trends

In 2022, the soaring inflation and decrease in production activities and consumption caused by a first semester still heavily impacted by the Omicron variant in the wake of the COVID-19 pandemic, and the continuing conflict between Russia and Ukraine, brought a challenging scenario for the world GDP, and for Brazil as well.

However, even with a restrictive external scenario and with the instabilities characteristic of election years, difficulty in maintaining fiscal spending within the target set by the Government, accelerating inflation and high interest rates, the Brazilian GDP in 2022 will register a growth of 2.9%. The good news in macroeconomic terms came from the labor market, with a record occupation of 99.7 million people and the generation of about 2.2 million regular formal jobs, and reduction of the unemployment rate to 9.3%, the lowest level since April 2015.

Resumption of the sector

For over a year, the direct and indirect impacts of the COVID-19 pandemic were reflected on the

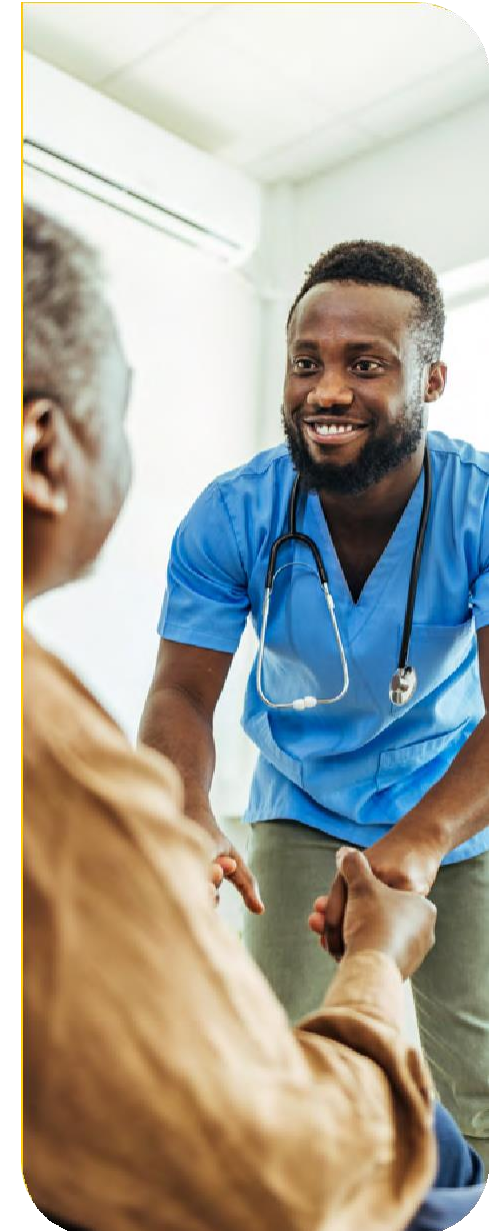
health sector. However, unlike previous years, which were marked by crises and various uncertainties about the prospects of better scenarios and return to normality, 2022 represented not only the beginning of a gradual recovery, but also of a cycle of adaptation in the sector to the opportunities brought by the advancement and expansion of access to technologies in medicine.

In the hospital segment, even with the volatility in the number of cases and hospitalizations of COVID-19 throughout 2022, it was possible to observe a significant improvement in severity of cases of the disease, with reductions in hospitalizations and especially in the number of deaths, following the dissemination and effectiveness of vaccination together with the great learning obtained in the most challenging periods.

The improvement in the pandemic scenario allowed the hospitals to resume their regular operations, as well as allowing the population to return to its routine, resuming consultations and usual exams, as well as other elective procedures. Thus, ANAHP (National Association of Private Hospitals)

recorded a recovery in the overall occupancy rate compared to years after the pandemic, and a slight decrease in the average length of stay in hospitals. The overall occupancy rate in 2022 was 76.64%, higher than 75.31% and 67.59% reported in 2021 and 2020, respectively, and the mean length of stay was 4.29 days, whereas that recorded in 2021 was 4.61 days, and 4.59 days in 2020, down from previous years, with the mean closest to 4.04 days observed in 2019.

An important component in the revenue of hospital facilities, the year 2022 managed to register an expansion in the number of beneficiaries in hospital medical plans in Brazil, a movement explained by an economy that although impacted by inflationary, fiscal, and governmental change challenges, was able to ensure the resumption of productive activities, and the consequent positive performance of formal jobs. According to the numbers released by the National Regulatory Agency for Private Health Insurance (ANS), by the end of 2022, in Brazil, the private health





insurance plans reached 50.5 million lives, an increase of 1.6 million beneficiaries *vis-a-vis* 2021. Among the regions of the country, the Southeast had the largest growth, with an increase by over 900 thousand lives, 500 thousand of which in the state of São Paulo alone.

The trajectory of growth in the number of beneficiaries in private health insurance plans has shown a continuous and consistent performance since 2020, following the population's greater concern with health driven by the COVID-19 pandemic.

Trends and Opportunities

Going beyond the scenario circumstantially affected by the pandemic in the period 2020-2022, it is also necessary to focus on relevant and high-impact factors for health operations in Brazilian, such as the accelerated growth of the elderly population, coupled with the advancement of basic development in health and social issues. With this, there is an increase in the incidence of diseases related to aging and their participation in costs, imposing sustainability challenges to the sector.

Oncology, Cardiology, and Neurology concentrate the care of a relevant part of these conditions, in which there is still a predominance of bad habits, late diagnoses, suppressed by Covid, besides inadequate therapies.

Emphasis on prevention tends to grow, but engagement is still a challenge: hospitals, laboratories, pure players and operators are making significant investments in the sector to create teaching, convenience and experience in basic care and avoid high-cost outcomes in the future.

On the other hand, Brazil is increasingly connected to the internet and has ever more access to cell phones, especially in the A, B1 and B2 brackets. The use of wearable devices by the Brazilian population is growing, particularly activity wristbands and smartwatches, but there is also a relevant investment in the market for the development of new alternatives for applications and hardware.

The new digitalized individual demands and consumes health in a different way, which implies innovation, empathy, culture and design within the offer of the

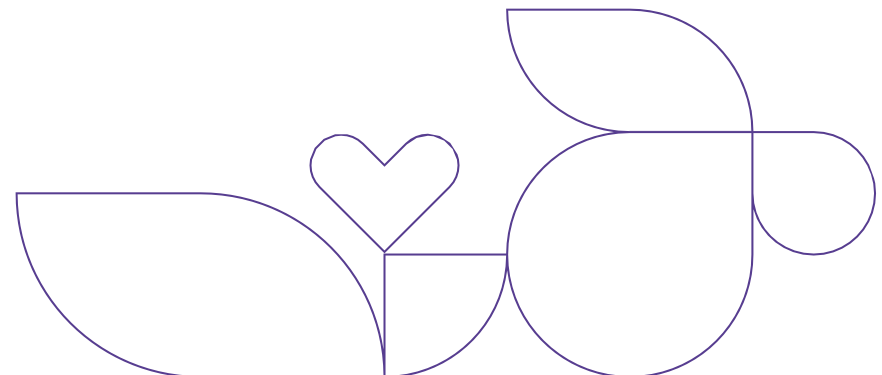
service. This change in the profile of the individual and new digital solutions require changes in the facilities of hospitals: hospitals will increasingly be destined for complex procedures, admissions, and ICU, while the rest will more and more be offered through other structures and solutions.

The Covid-19 pandemic has accelerated a trend that is already taking hold of many industries: the increase in the proportion of online transactions and engagement. Patients demand personalization, responsiveness, and simplicity throughout their care, creating room to build competitive differentiation in the digital experience.

The conclusion underscores that the trends of a new digitalized individual, added to the pressures on the sector, imply the need for new models that better coordinate care and achieve sustainability in the sector. Business models transition from a unidirectional value proposition, where the

value is generated by the company and delivered to the consumer, to the platform model, in which value is generated and co-created between companies, partners and users, and in healthcare, more and more investments are being allocated to solutions that connect links and fill gaps in the journey.

Scenario and trends, as well as the challenges that have been solved, or are gradually being overcome through the full recovery of the sector, demonstrate the opportunities and the capacity of all agents of the healthcare chain to increasingly seek sustainability of the segment, in the direction of promoting quality health for the Brazilian population.



Economic and financial sustainability

|GRI 3-3 Sustainable growth|

In 2022, the demand for care and hospital services grew, resuming the flow that had been suppressed due to the pandemic. BP was able to capture this reality, reaching **average occupancy levels above 85% in some months of the year**. The Operating Room reached 25.6 thousand procedures in 2022, an 18% increase over the previous year. Gross Revenue reached the R\$1.9 billion mark, a 7% increase over the previous year.

Nevertheless, even with the high demand, we still had a very challenging year, with macroeconomic instability due to external (war in Ukraine) and internal factors (election year). Added to this are the impacts on the operation in the first half of the year, resulting from employee layoffs due to the Omicron wave of Covid-19, as well as effects in the last quarter, resulting from the FIFA World Cup.

As a result, margins remained under pressure, affected by the general turbulence, and also due to particularities of the healthcare market, especially the pressure on margins due to the differences

between the contractual readjustments with paying sources and the rise in costs, impacted by inflation in the sector (which for some items reached double digits).

The health market is going through a delicate moment, in which the operators, subjected to high levels of claims, are increasingly seeking negotiation models that bring greater predictability and control. BP has reacted to this market trend, adapting its commercial portfolios to what has been practiced in the market. But this demands subsequent actions from the health services regarding the review of purchasing portfolios and clinical protocols, to maintain margins at sustainable levels, always with the preservation of patient health and safety. BP has

sought several sources of efficiency and has also worked on analyzing opportunities in its fixed cost base. The annual EBITDA reached R\$90.1 million.

Besides the focus on the sustainability of its operation margins, BP continues to execute its Strategic Plan. With this, it has strengthened competencies and consolidated partnerships, through the JV in the Oncology sector, with Bradesco Seguros,

and Fleury, BP now has a national footprint in this specialty. It also invested in the acquisition of a Surgical Robot, PET-CT, and in the cell therapy front (CAR-T cell), a significant clinical innovation in the fight against cancer. Added to this is the evaluation of funding alternatives and distinct business models for projects in its Master Plan that contribute to its organic expansion.



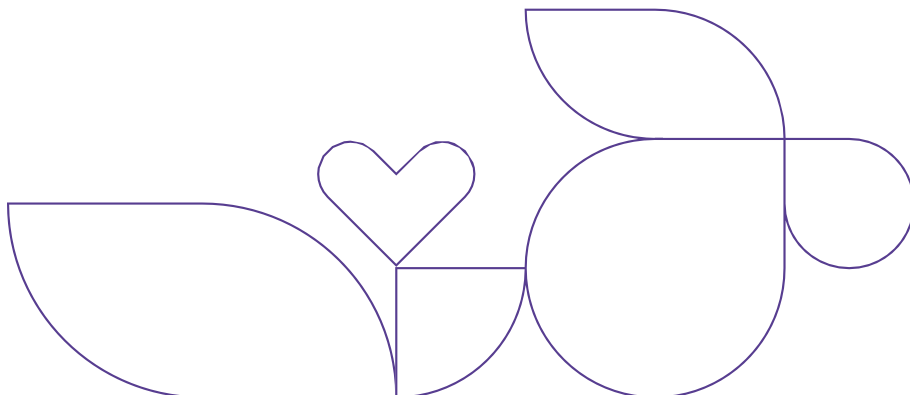
Additionally, asset monetization opportunities have been evaluated to generate resources that strengthen the capacity to execute the Strategic Plan and Expansion Plan. In 2022, non-operational asset sales contracts were closed and there was also the monetization of a precatory from PIS (government tax) credits on payroll. For 2023, other assets are still being evaluated.

The 2022 cash flow was impacted by the results and by the allocation of Working Capital in Accounts Receivable, partly due to a change in the Billing process, due in part to an increase in disallowances and bad debts observed mainly in the second half of the year. To balance the Working Capital, BP increased

the average negotiated term with suppliers and began implementing payment windows. The cash position was also strengthened by asset monetization.

The 2023 budget, albeit challenging, is accompanied by a series of changes, including structural ones. During the year, there will be a prioritization in the execution of actions that seek efficiency, with the support of a consulting firm hired for this purpose.

Additionally, aligned with the strategic planning, we will continue to evaluate business opportunities and partnerships that contribute to the expansion of BP with the objective of consolidating the health hub.



Value-added Statement (VAS)

[GRI 201-1]

Value-added Statement (in %)	2021	2022
Shareholders (remuneration from shareholder's own capital)	0.00%	0.00%
Employees (remuneration, benefits and charges for employees)	89.63%	78.62%
Government (taxes, rates and contributions)	0.64%	0.16%
Retained profit/Losses for the exercise	-6.34%	-5.44%
Interest rates and leases (remuneration of third-party capital)	7.37%	9.47%
Investments in the community	0.00%	4.95%
Investments Proadi-SUS	8.71%	12.23%
Total added value for pay out	693,126	814,186

EBITDA

	2021	2022
Gross Revenue	R\$ 1,809.9 million	R\$ 1,956.6 million
EBITA	R\$ 62.9 million	R\$ 90.1 million

Gross revenue grew 8.1%, reflecting the return to service volume and helping to absorb fixed costs.

BP's EBITDA (earnings before interest, taxes, depreciation, and amortization) was R\$90.1 million, exceeding the value calculated for 2021, despite the unfavorable macroeconomic and health market scenario throughout 2022.

Investments

In 2022, BP's investments returned to near pre-pandemic level and focused on infrastructure improvements and medium technology upgrades, especially for the BP Hospital, such as the implementation of the day hospital and the expansion of beds in the Emergency Room, MRI upgrade and replacement of PET/CT.

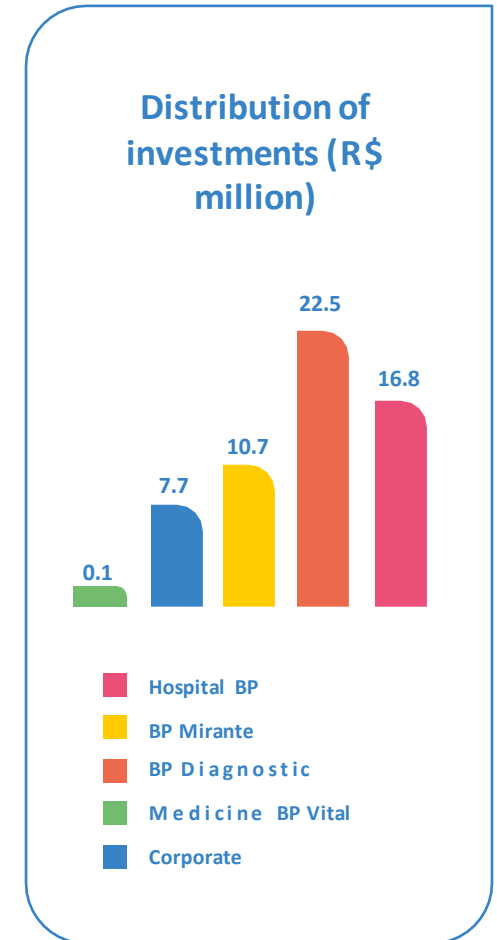
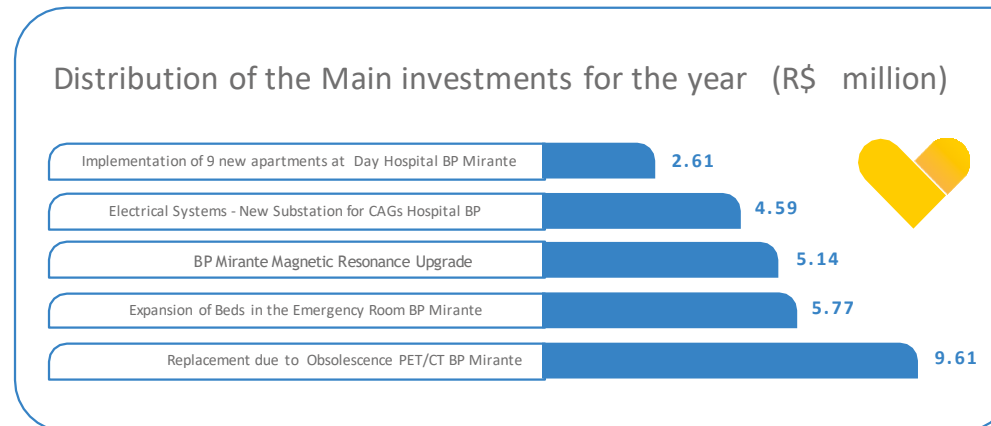
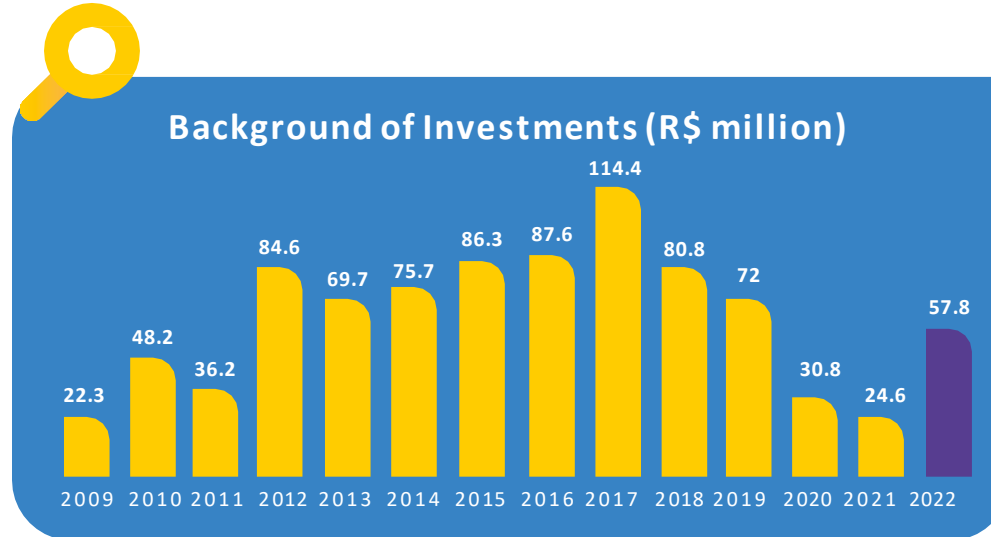
The new PET/CT is a more sensitive and precise diagnostic equipment, brings improvements in image processing, ensuring faster exams, besides demanding a lower dose of radiotracer, the drug injected into the patient to enhance the images.

At Hospital BP, the most robust investment was applied in the infrastructure of the electrical systems, specifically in the Chilled Water Centrals used in the unit's environment cooling systems.

Donations and similar

All funds raised externally are directed to social actions and reinvestment within the institution itself.

R\$ 2,378,188





About this Report

Messages from leadership

Materiality

Model for shared value creation

Customer-centered

Highlights of the year

Financial capital

Human capital

Manufactured capital

Intellectual capital

Social capital and relationship

Natural capital



Human capital

People Management

|GRI 2-29, 3-3 People Management|

BP is experiencing a significant cultural transformation. And it is only possible with the engagement of our people.

We want our employees to experience our values every day and put all their power into practice in order to build the future we want. We want them to be happy to be part of our organization, to grow personally and professionally, and to be protagonists of their careers. To this end, we are preparing our leadership to manage this change, adopting a systemic look, focused on the growth and sustainability of our business

All our employees work in São Paulo (SP) and 100% of them are covered by collective bargaining agreements.
|GRI 2-7, 2-30|

|GRI 2-7|

Employees per type of contract

	2020				2021				2022			
	Permanent		Temporary		Permanent		Temporary		Permanent		Temporary	
Men	28,2%	1,849	32.4%	12	28.5%	1,777	0%	0	29%	1,885	0	0
Women	71,8%	4,709	67.6%	25	71.5%	4,466	100%	1	71%	4,609	0	0
Total	-	6,558	-	37	-	6,243	-	1	-	6,494	-	0

|GRI 2-7|

Employees per type of employment

	2020				2021				2022			
	Full time		Part-time		Full time		Part time		Full time		Part time	
Men	32.3%	918	25.1%	943	32.2%	857	25.7%	920	32.6%	882	26.4%	1,003
Women	67.7%	1,921	74.9%	2,813	67.8%	1,802	74.3%	2,664	67.4%	1,820	73.6%	2,789
Total	-	2,839	-	3,756	-	2,659	-	3,584	-	2,702	-	3,792

|GRI 2-8|

Other types of contracts

	2020	2021	2022
Apprentices	123	102	122
Free Lancers	102	108	102
Outsourced-third parties	1,697	1,815	1,697
Volunteers	176	154	176

Apprentices: Young people recently graduated from high school or attending college, who work in support in administrative areas. **Freelancers:** Legal entities that carry out autonomous activities, such as scholarship holders, for example. **Third Parties:** Laundry, Nutrition (Pantry), Asset Security (Concierge), and Cleaning and Hygiene.



Attraction and retention

At BP, the recruitment and selection processes consider the human view and the evolution of technology to find people who identify with our culture and contribute to our evolution with quality and excellence.

In the first weeks they join BP, the new employees undergo an orientation program, in which they get to know some areas of the organization: Compliance, Benefits, Wellbeing, Employee Center, HR Operations, Occupational Safety, Organizational Development and Volunteering, Quality and Patient Safety, Social Investment and Sustainability, Proadi-SUS, and Information Technology, receive their badges, and interact with other employees.



In addition to external recruitment, we have the Internal Opportunities Program (OI), which offers those who already belong to the BP team, the possibility to develop professionally through internal movements. Any employee can apply and, if approved, migrate to other positions within the organization. In 2022, the OI Program had 300 open positions and a total of 453 candidates enrolled.

[\[GRI 404-2\]](#)



| GRI 401-1 |

Hirings

		2020		2021		2022	
By gender	Men	30.6%	310	29.9%	477	31%	530
	Women	69.4%	704	70.1%	1,120	69%	1,181
By age group	< 30 years	54.7%	555	53.9%	861	50%	855
	31 - 50 years	44%	446	44.5%	711	49.2%	842
	> 50 years	1.3%	13	1.6%	25	0.8%	14
Total		-	1,014	-	1,597	-	1,711

| GRI 401-1, HC-DY-330a.1 |

Turnover Rate (%)

		2020	2021	2022
By gender	Men	20	29	25
	Women	19	28	24
By age group	< 30 years	27	49	42
	31 - 50 years	17	22	20
	> 50 years	15	12	5

| GRI 401-1 |

Lay offs

		2020		2021		2022	
By gender	Men	29.8%	376	28%	545	29.4%	424
	Women	70.2%	885	72%	1,398	70.6%	1,018
By age group	Below 30 years of age	37.6%	474	39.6%	769	41.6%	600
	Between 31 and 50 years of age	52.8%	666	52.9%	1,029	54.6%	788
	Above 50 years of age	9.6%	121	7.5%	145	3.8%	54
Total		-	1,261	-	1,943	-	1,442

Young Apprentices Program

Carried out in partnership with ESPRO, a non-profit organization that develops professional training and inclusion of young people in the labor market, the program promotes the selection, monitoring, and professional development of the young people hired.

While ESPRO develops the educational and assistance accompaniment, the leaders of BP leaders draft an

individual development plan for each young apprentice. Near the end of the program, a meeting is held between the leadership, ESPRO and the internal HR internal consultancy to assess the possibility of hiring. In 2022, 86* young apprentices were hired, (75.6% women and 24.4% men), of which 6 (6.97%) were formally hired as employees.



*The number was lower compared to the previous year because we had many hires in the project for professionals with disabilities, and there was a distribution of vacancies between these two programs.

Benefits

[GRI 401-2, 403-6]

At BP, we recognize the talent of our employees and seek the fair valuation of their professional competence. The working conditions and the adjustments are established by collective bargaining and our benefits comply with the legislation and the good market practices.

Same-gender partners are included in the benefits granted. In cases of adoption, employees enjoy maternity or paternity leave.

Health

- **Medical care**

Eligibility: all CLT (Labor Laws Consolidation) employees by BP and their legal dependents.

Dental care

Eligibility: all CLT employees by BP and their legal dependents

- **Discounts for medication**

Eligibility: all employees at BP with Bradesco medical insurance

- **Employee Health Center**, located in the Paulista Unit. The space is exclusively for health care of employees and the main goal is to foster prevention, health and wellbeing.

Eligibility: all BP CLT employees with jobs for in-person services. All CLT employees, physicians and dependents of the health plan aged over 13 (thirteen) years for telemedicine care.

Health program for the Female Employees, specializing in woman's health, includes mastology, human reproduction and high-risk pre-natal care.

These services include gynecological medical consultations, preventive exams, diagnostic tests, treatments, and minor procedures, such as Pap smears, IUD implants, and others.

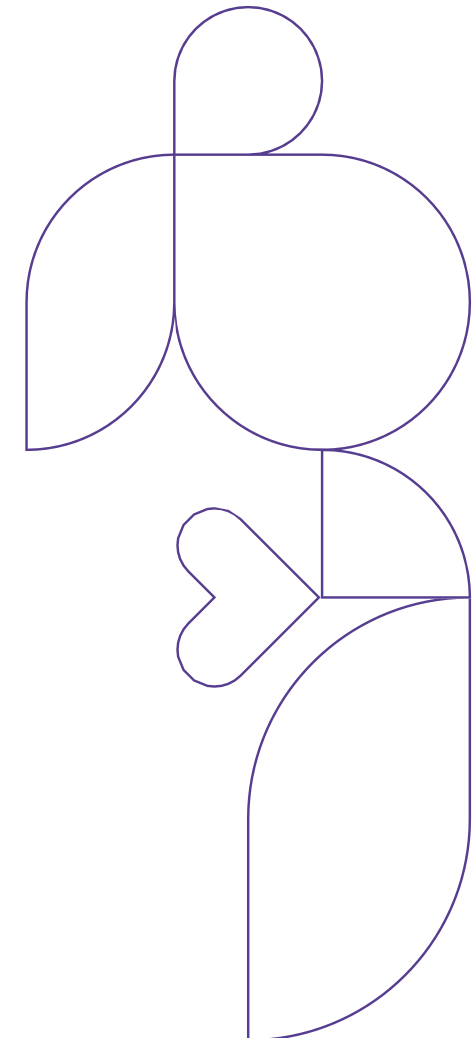
Eligibility: all female BP employees with a CLT contract

- **Permanent Immunization Program** with the vaccines of the adult schedule: Tetanus and Diphtheria (Td); Measles, Mumps and Rubella (MMR); Hepatitis B. It also offers immunization in campaigns, according to availability of immunizing agents by the Municipal Health Secretariat, against Influenza, Covid-19 and others.

- **Eligibility:** all BP employees with a CLT contract

- **Personal Support Program (PAP):** confidential 24-hour communication channel, served by a specialized company, with a team of experienced professionals who act alone or together with psychologists, social workers, lawyers, educators, dietitians, physical therapists, physical educators, financial consultants and pet consultants always ready to support the employee ([find out more here](#)).

Eligibility: All BP CLT employees and their family members (parents, spouse, children, stepchildren and siblings)



Nutrition

- **Food-vouchers**, granted to subsidize the purchase of foodstuffs at authorized supermarkets.

Eligibility: BP CLT employees who do not have three or more unjustified absences in the month

- **Cafeteria**

Eligibility: all BP CLT employees

- **Home-made food spaces:** equipped with microwaves and fridges for those who decide to bring their own meals.

Eligibility: all BP employees with a CLT contract and outsourced employees

Protection

- **Funeral assistance**

Eligibility: all BP employees with a CLT contract

- **Payroll loans**

Eligibility: all BP employees

Family

- **Childcare allowance**

Eligibility: all BP employees who work under the CLT regime, women with children up to six years old and parents with proof of legal custody with children of the same age

Transportation

- **Transportation vouchers**

Eligibility: all BP employees that use urban transportation

- **Parking**

Eligibility: CEO, executive directors and managers, and physicians who work under the CLT regime

Wellbeing

- **Viva 365 Program:** developed with the purpose of promoting quality of life based on the six health dimensions: emotional, social, physical, intellectual, spiritual and financial ([find out more here](#)).

Eligibility: all BP employees with a CLT contract

- **Agreement with Sesc**

Eligibility: all BP CLT employees and their dependents (children, stepchildren, grandchildren, wards, spouse, parents, step-parents and grandparents)

- **Employees' Space**

Eligibility: all BP employees

- **Time to Recognize Program:** values each employee for their effort, commitment and dedication through an annual award that considers time of service (from 15 years and every five years), as a form of gratitude for their contribution

Eligibility: all BP employees with a CLT contract

- **Discounts at several partner places of business**

Eligibility: all BP employees with a CLT contract



Demographic profile

We currently have **over 6,000 permanent employees**. In 2022, we maintained the hybrid work format for all employees in the corporate areas, alternating between remote and in-person work considering the schedule of 3 in-person days and 2 remote workdays.

Physical and mental health

Through the **Viva 365 Program**, we take care of our employees in an integrated manner, with actions that address awareness, health culture, wellbeing, and connect existing initiatives to six health dimensions:

Emotional

Encouraging self-knowledge, mindfulness, support in difficult moments, meetings and workshops.

Social

Encouraging leisure activities and social interaction. Space for resting and social interaction among collaborators.

Physical

Actions related to the body, health, and safety: physical activity, healthy eating, preventive and safe behavior.

Intellectual

Encouraging participation in cultural and development activities.


Spiritual

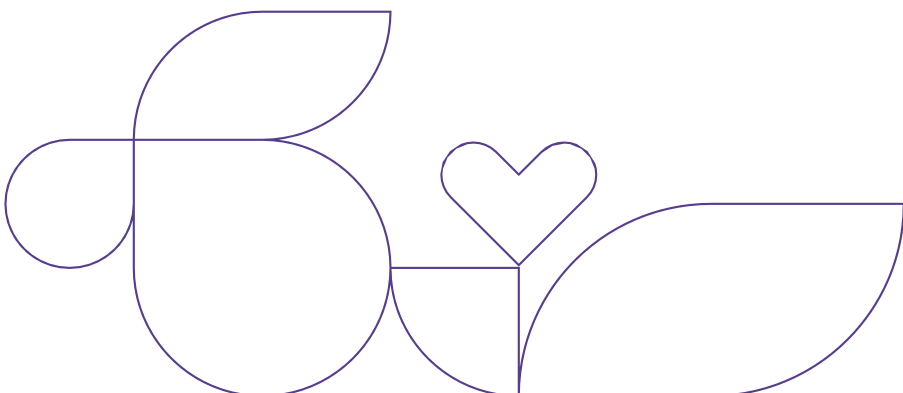
Develop actions that contemplate aspects related to ethics, values, compassion, transcendence, and forgiveness; complete approach of the person.

Financial

Support and guidance for financial planning, goal setting, and making dreams come true in a conscious way.

To take care of the physical integrity of our professionals, we carry out combined initiatives of occupational care linked to legal requirements, and assistance services of low- and medium-complexity, performed by a multidisciplinary team, vaccination campaigns, care for women's health, and bimonthly face-to-face meetings to address issues such as men's and women's health, ergonomics, and nutrition.

Learn more about  in this link



Maintaining emotional balance is important for all employees and is even more necessary among the care team professionals. During the year, we carry out actions aimed at mental health. We provide the **Personal Support Program (PAP)**, designed to help people face several situations and adversities in the best possible way. Through it, we make available:

- Active and passive surveillance in mental health, by screening for mental distress in all occupational examinations, using a specific tool (SRQ-20).
- Psychological and psychiatric reception of employees with spontaneous interest and of critical cases in an active way.
- Service provided by PAP psychologists to employees and their families through the 0800 channel, a service available 24 hours a day, seven days a week.
- Preventive actions carried out through periodic meetings mediated by a psychologist, lives and conversation rounds, besides the availability of multiplatform online material (Viva Ok portal, Workplace, videos and podcasts).

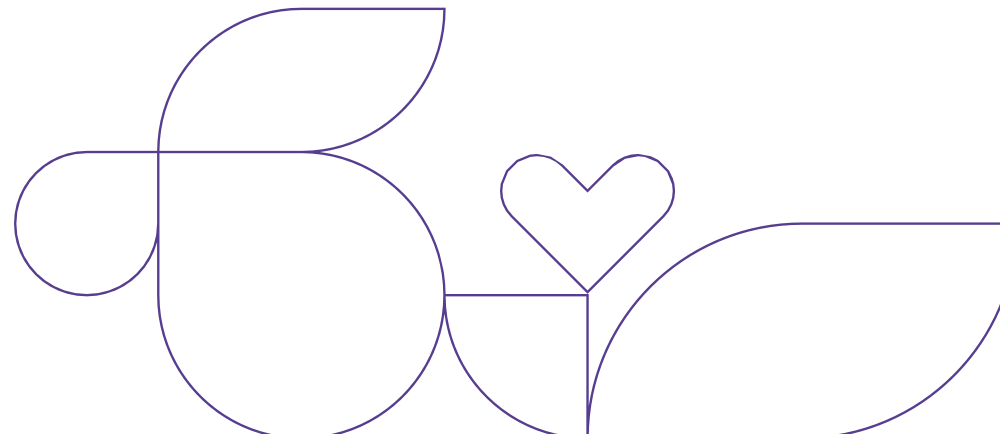
- Reception process and mental health support for employees involved in traumatic events.

In 2022, some face-to-face care actions were resumed, promoted by a multidisciplinary team. Among them, the Patient Safety Week, Health Dialogues and Ergonomic Guidelines, training for Nursing School students on patient mobilization, and promotion of physical exercises, nutrition, and men's and women's health.

We also continue to make our employees aware of the importance of keeping their vaccination schedules up to date and complementing them when necessary.

Personal Support Program (PAP)	2020	2021	2022
Number of people serviced	7,658	11,843	13,883
Number of contacts carried out	16,993	34,161	25,311

Employee's safety and health	2021	2022
Number of people serviced	37,221	32,774
Care consultations	10,979	12,263
Telemedicine and telemonitoring services	8,611	10,344
Number of consultations by the female employee health program	2,826	3,013
Number of online labor gymnastic classes	120	156
Number of in-person labor gymnastic classes	2,580	5,928



In 2022 the following campaigns were carried out:

Immunization of employees, dependents, associates and third parties

Immunizations	2020	2021	2022*
Diphtheria and tetanus	20	1,060	260
Hepatitis B	500	500	300
Measles, mumps and rubeola	0	1,100	1,820
Meningo C	0	0	3,844
Influenza	0	8,464	5,753

*In 2022, the Health Surveillance Unit (UVIS) of the São Paulo City Administration did not make the Covid-19 vaccine available for immunization of our employees - immunization with booster doses was done by the public health system itself. Thus, we received via the Service Desk system the proof of the additional doses.

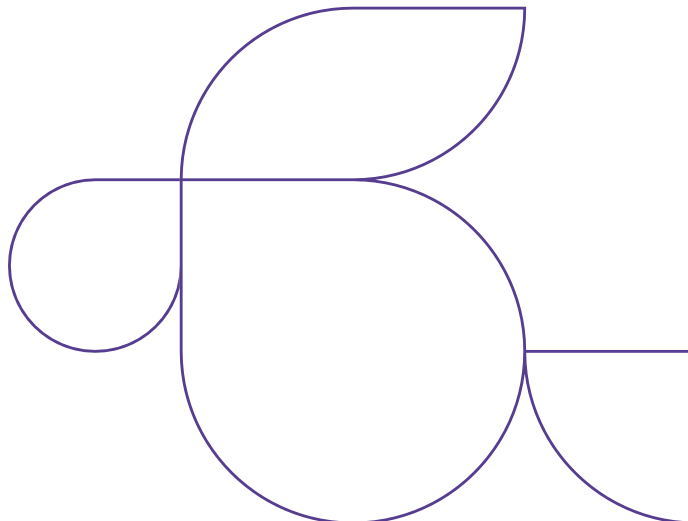
The Diphtheria and Tetanus vaccines are given at 10-year intervals; for this reason, the number oscillates. Also, we can consider these vaccines are given during the periodic medical exam.

Covid-19 vaccination campaign – 2021*

Covid-19 (1 st dose)	8,728 doses (64% of our personnel)	Employees, physicians and third parties
Covid-19 (2 nd dose)	8,668 doses (99% of our personnel)	Employees, physicians and third parties

In 2022, due to the COVID-19 waves, we had low attendance to the periodic examination and consequently application of these immunizing agents.

Reception of proof of immunization-additional doses	2022
1 st /2 nd doses	830
3 rd dose	3,096
4 th dose	921
Total	4,847



Occupational Health and Safety

[GRI 403-1, 403-2, 403-3, 403-4, 403-5, 403-7, 403-8, 403-9]

Our **Health, Safety and Environment Management System (HSE)** is in the **implementation phase and meets** legal requirements, such as the Program for Medical Control of Occupational Health (PCMSO) and the Environmental Risk Prevention Program (PPRA), besides some requirements of the Regulatory Norms (NRs) 1,4,6,15,16,17,32,33 and 35. The system covers 100% of our employees, except for outsourced workers, because these professionals have a specific management, according to the legislation in force.

We are always attentive to accident prevention and to occupational and environmental risks in our type of business. Therefore, our occupational health and safety management is based on national regulatory standards and on several programs conducted by an exclusive team.

Since 2021, we have maintained the **Risk Management Program (PGR)**, established to meet the requirements of the NR-1 regulatory standard update. The initiative aims to identify, assess and classify physical, biological,

chemical and ergonomic hazards of all the positions, according to each workstation/sector. Therefore, workers are consulted, and are free to report hazardous situations.

We hire independent consultants specialized in occupational health and safety to carry out the survey and identification of the hazardous activities. Quantitative evaluations are conducted to ensure the need or not for action. The PCMSO includes a program of passive occupational health surveillance (spontaneous demand from employees) and active occupational health surveillance (medical examinations directed to collect data on signs and symptoms of health problems related to occupational risks).

Additionally, our **Internal Commission for Accident Prevention (CIPA)** acts preventively to reduce work accidents and occupational diseases. The actions conducted by the Commission include employees and service providers and address

professional conduct, working conditions, use of Personal Protective Equipment - PPE, regulatory standards, signaling, transportation of materials, cleaning, and organization to take care of everyone's safety in the workplace.

We use a **tool for investigation and analysis of accidents** that allows a clear identification of the

risks involved in each event. The main characteristic of this technology is to identify the hidden faults in the system, called latent failures, which are responsible for causing many risk situations before generating an accident. Its use has contributed to improve safety management.



[GRI 403-9, SASB HC-DY-320a.1]

OCCUPATIONAL ACCIDENTS

Number of accidents*	2020		2021		2022	
	Hospital BP	BP Mirante	Hospital BP	BP Mirante	Hospital BP	BP Mirante
With work leave	58	11	93	22	110	23
Without work leave	47	7	78	15	89	18

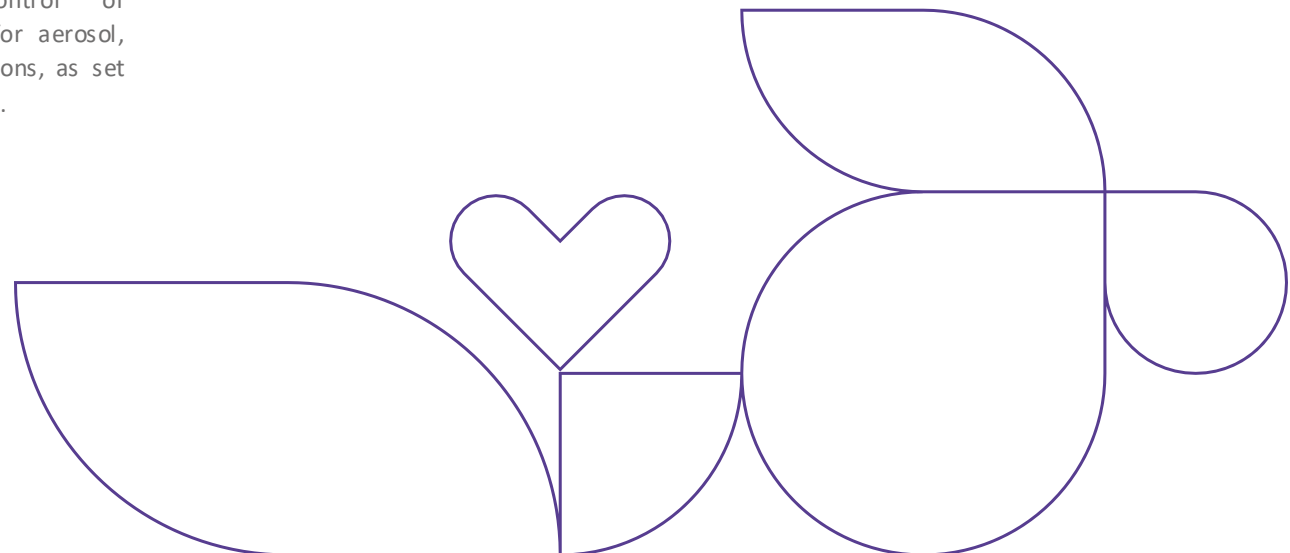
* We had no fatal accidents in the last three years. The increased number of accidents with or without work leave, between 2021 and 2022, reflect both the post-pandemic period, when commuting and typical work accidents were more likely, and engagement of employees, who were oriented about accident communication flow within 24 hours.

All employees undergo training in **health, safety**, and general topics that are carried out in-person or online, through the Virtual Academy. In addition, upon joining our team, the new employee is trained in the **Journey Orientation Path**, in which we approach themes about prevention against work accidents and environmental risks, radioprotection ergonomics, firefighting, use of Personal Protective Equipment (PPE),

among other topics required by legislation. There is specific training for service providers, especially partners who execute maintenance, construction and renovation services. We also maintain a **quality assurance program**, which includes the execution of quality tests on equipment and the control of procedures, and processes for aerosol, droplet and contact precautions, as set forth by the Ministry of Health.

Total number of hours worked (2022)

Total number of hours worked	7,248,000
Average of hours worked monthly	905,956
Number of accidents	240



Training

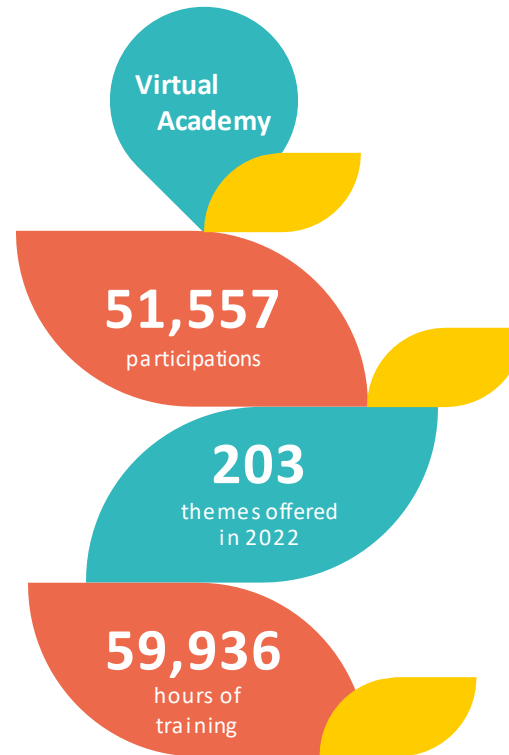
[GRI 404-2]

We develop a series of training courses and programs that are part of the corporate learning strategy. We seek improvements in processes and address themes so that our employees are always up to date about the best practices and innovations in the market and are protagonists in their development and careers.

The online trainings are offered through our **Virtual Academy**, a platform for Distance Learning (DL) that includes themes such as the General Data Protection Law (GDPL), Information Security, Service Excellence, Balancing Emotions, Feedback Time, Call Center, Sustainability, BP: A brand that inspires, among others.

In 2022, with the increased vaccination against Covid-19, we resumed some face-to-face meetings that were suspended because of the pandemic.

A total of 1,200 training sessions were held on the topics mentioned, both in-person and online.



[GRI 404-1]

Training hours

Total training hours			Average of training hours (h)		
2020	2021	2022	2020	2021	2022
135,256	217,228	196,879	20.62	29.1	30.9

Training hours per Unit	Total training hours	Average of training hours per employee
Paulista Unit	159,530	30.4
BP Mirante Unit	37,349	32.9
Total	196,879	30.9

Average of training hours per type of working schedule			
	2020	2021	2022
Full time	12.5	14.4	18.1
Part time	27.1	38.5	37.9

Average of training hours per gender			
	2020	2021	2022
Women	23.2	31.3	32.2
Men	18.6	22.9	27.0



Leadership 360

Implemented in 2022, this program is aimed at operational leaders and employees who do not have a leadership position, but who are in charge of technical processes with the team. The goal is to encourage these talents to assume the role of ambassadors of BP's transformation movement and awaken their interest in investing in self-knowledge and learning, to adopt a humanized leadership.

A total of 318 employees were encouraged to expand their awareness in relation to the reference roles they play in their teams, under three pillars: development of awareness, expansion of repertoire on health segment trends, and management models.

Leadership Development Journey (JDL)

It is an empowerment program aimed at leaders and talents, with the objective of having people who assume the role of ambassadors of BP's transformation movement awaken the interest for continuous learning, and employ self-knowledge as a lever to lead in a more humane way.

Physician Leadership Program - PLM

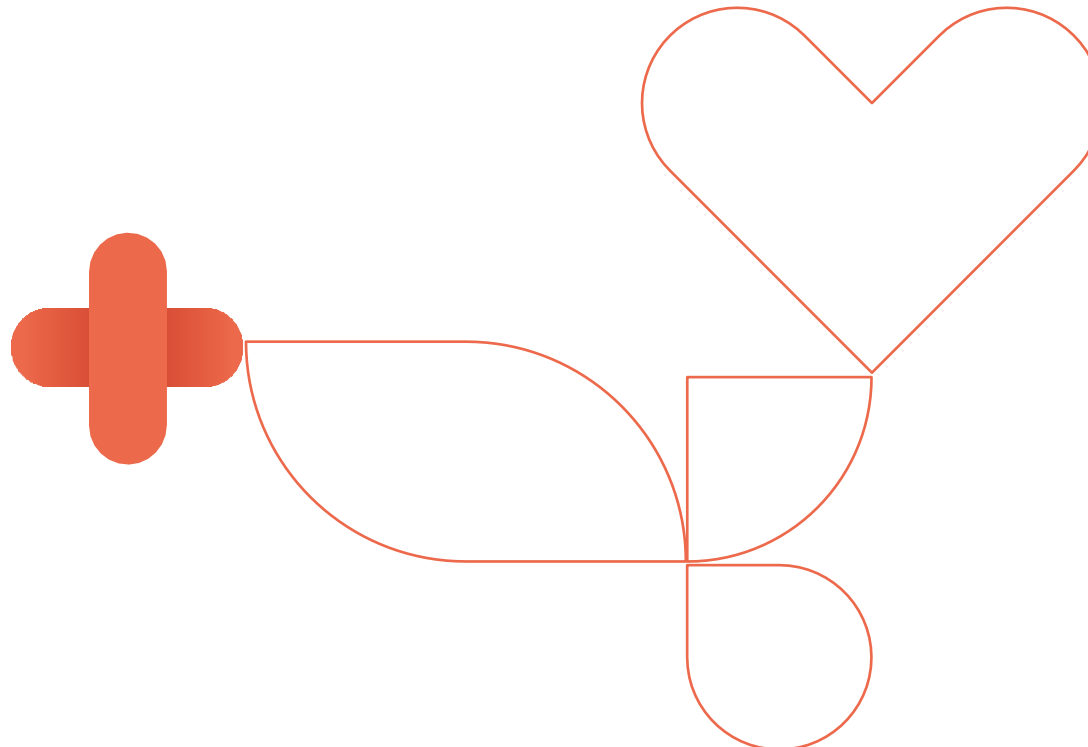
Resumed in 2022, the Physician Leadership Program (PLM) of continued education is directed to the organization's physicians and aims to engage them with BP, improve doctor-patient interaction, value contact and humanization of relationships. In this edition, we involved the professionals who work at the Emergency Room, ICU, and Diagnostic Medicine.

Continued Education

We also encourage continued education of our multidisciplinary care team, through training programs designed in accordance with legal requirements, patient safety and BP's internal needs.

The training is based on three axes - admissions, organizational and specific, and was developed to expand the knowledge of employees in social work, biomedicine, nursing, pharmacy, physiotherapy, speech therapy, nutrition and psychology.

Along with the Virtual Academy - our distance learning (DL) platform, we conducted more than 203 virtual courses and 997 in-person courses in 2022, using realistic simulation techniques for experiences focused on skills development. We also designed continuous improvement programs in the areas of Oncology, Pediatrics and Nursing Processes.



Development

Our employees undergo **performance evaluation** once a year, to stimulate their career development through feedback and to analyze their next steps within BP.

Because of the Covid-19 pandemic scenario, which had a strong impact on the physical, mental and emotional health of health professionals, the evaluation was suspended in 2021 and resumed in 2022 in a new format, designed to take an innovative look at performance and the career of all employees, by means of instruments that consider the career moment of each one.

We took advantage of this pause to redesign all the actions involved in this theme and, in 2022, we started a pilot with 83 executives in leadership positions at BP (1% of employees) with a totally redesigned model, called **Potencializa**, a journey of talents and careers that starts by an understanding that a person is not defined only by the profession in which they work within the corporate environment, but can have multiple careers.

The initiative works with the idea of Power as a characteristic, to help show what each person has best and continuously develop based on their greatest strengths, as well as of Performance, linked to our values and BP's sustainable growth from the achievement of organizational goals and in a manner aligned with our culture. This new format will be expanded to 100% of the organization by June 2024, with a partial expansion in June 2023. In parallel to this front, we have maintained the evaluation for specific BP groups (approximately 1,089 employees), aiming at their performance and business criticality.

[GRI 404-3]

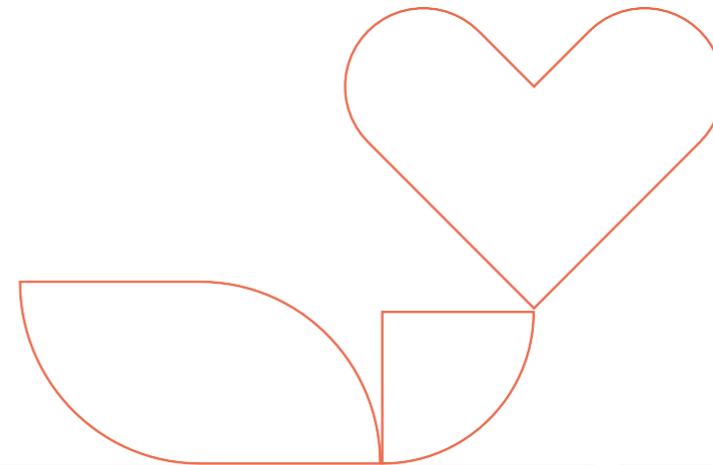
In October, we launched the Network for Feedback, a tool within the Pulses Platform, which aims to bring all BP employees closer together and encourage feedback at any time, regardless of

positions or area. There are four possibilities: request, provide and check feedbacks, and record insights, operating as a diary or notepad.

To measure the organizational climate, we rely on the **Pulses** platform. There, employees respond weekly to questions related to the work environment,

organizational culture and satisfaction.

In 2022, Pulses awarded us the People First seal, a recognition created for companies that continuously listen to their employees and promote actions to improve the experience of the people who are part of the organization.



The main requirements to achieve the *People First* seal are:

- Overall compliance rate above 50% in completing the survey
- Action plan registered in the platform. We already have more than 50 plans registered across areas.
- At least four months with the support of the **Pulses** tool.





Diversity and inclusion

|GRI 3-3 Diversity and inclusion |

BP recognizes the importance of making a commitment to diversity and inclusion. We value and respect every employee, patient, physician, healthcare professional, partner and service provider. We want to build a BP for all people and create a more humane, ethical, healthy and diverse environment with different ideas, in which they feel comfortable being who they really are.

In addition, we want to build a lasting agenda of commitments that enable us to contribute to a more inclusive world. Our recruitment, selection and promotion processes follow these principles, avoiding any kind of discrimination among candidates.

More than 70% of our employees are women

|GRI 405-1 |

Percentage of employees per gender and professional category

Professional Category	2020			2021			2022		
	Number of Hired Employees	Men	Women	Number of Hired Employees	Men	Women	Number of Hired Employees	Men	Women
Executive Leadership	48	31%	69%	60	40%	60%	60	48%	52%
Leadership	228	36%	64%	207	38%	62%	220	34%	66%
Professional	1,668	22%	78%	1,652	23%	77%	1,802	24%	76%
Technical, administrative and Operational	4,614	30%	70%	4,324	30%	70%	4,412	31%	69%

|GRI 405-1 |

Percentage of employees per age group and professional category

Professional Category	2020			2021			2022		
	< 30 years	30 - 50 years	> 50 years	< 30 years	30 - 50 years	> 50 years	< 30 years	30 - 50 years	> 50 years
Executive Leadership	0%	71%	29%	0%	78%	22%	2%	77%	22%
Leadership	5%	85%	10%	5%	85%	10%	5%	86%	10%
Professional	21%	72%	7%	21%	73%	6%	20%	74%	6%
Technical, Administrative, Operational	30%	56%	14%	31%	57%	13%	31%	56%	12%

In 2022, we started a project for hiring and training professionals with disabilities, the result of a partnership with an external consulting firm for recruitment and selection of talents. During the year, we fostered:

- Conversations between the hiring leaders with an external Diversity & Inclusion consultant, covering topics such as types of disabilities, terminology, and practical guidance to leadership.
- Beginning of activities for disabled professionals, that end up going through our organization orientation.
- 80-hour training track, with exclusive content about the work environment, Portuguese language applied to

business, information technology, and basic notions of administration. During the year, four groups were hired and trained. As a result, we developed more than 100 professionals with disabilities in several areas of BP, bringing to our organization new perspectives, knowledge, and innovations that directly impact our business and contribute to a more equal society.

At the end of the year, we were at 80.8% of the quota of professionals with disabilities. We continue to work hard to reach 100% by April 2023. To this end, we have developed new partnerships with specialized consulting firms that will support the selection of these professionals. We are also conducting focus groups with these professionals, to identify strengths and opportunities and work on action plans aimed at retention.

To reinforce the importance of diversity and inclusion at BP, we also implemented several other initiatives, among which:



- Diversity and Inclusion Workshops, with a focus on recruitment and selection.
- Launching of the **Inclusive Communication Guide**, with the objective of raising awareness and orienting our organization on how to promote an increasingly inclusive communication, understanding

the differences and respecting the singularities of the people with whom we relate.

- Workshop with employees in general.
- Workshop with specific areas, such as HR, Internal Communication, Events, Sustainability and Compliance.
- Discussion rounds and mentoring with directors.
- Engagement actions on commemorative dates.
- Improvements in internal processes for more inclusion of some groups of employees.

In 2023, we will have our first **Diversity and Inclusion Census**. Based on the data collected, specific goals will be established. A relevant fact on the subject is that BP already has a high percentage of women in various positions, including leadership positions. The greatest opportunity for advancement, however, was identified in the Management Board, and this issue is an area of attention for taking action.





About this Report

Messages from Leadership

Materiality

Model for shared value creation

Customer-centered

Highlights of the year

Financial capital

Human capital

Manufactured capital

Intellectual capital

Social capital and relationship

Natural capital



9

Manufactured Capital

Our Structure

Our brand architecture includes sub-brands of hospital offerings and cross-brand offerings that strengthen the healthcare hub dimension.

BP Hospital

The BP Hospital is a reference for highly complex treatments, with a qualified medical team in more than 50 specialties - among them, Cardiology, Neurology, Pediatrics and Oncology. It sees patients from health insurance plans – intermediate profile, private patients and patients referred by the national public health system, with a 24-hour emergency room for adults and children. Its structure has 603 beds, 128 of which for ICUs.

One of the highlights of the BP Hospital is the Digital Emergency Care, available on the website or on the BP: patient app, performed privately for people aged 14 and older. Through this platform, it is possible to access the prescription of medications and identify signs and symptoms that indicate the need to go to the emergency room.

The BP Hospital is certified by the National Accreditation Organization (ONA) - level 3, the most important seal of quality for health services granted by a national organization, with 3 levels of accreditation.

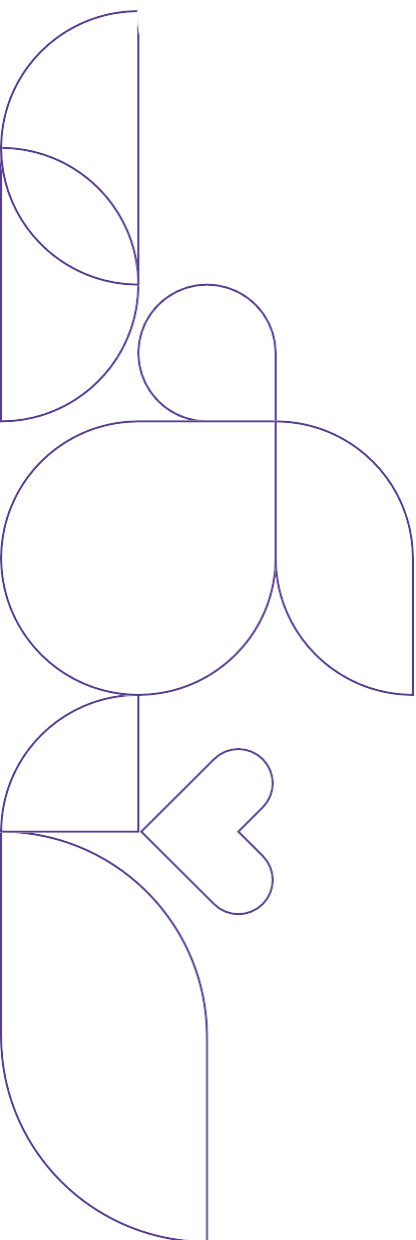
The certification audit recognizes the efforts of the units to reach a new level in services through better processes and efficient management.

Hospital



**603
Beds**





BP Mirante

Focused on the solution of highly complex cases, the BP Mirante offers superior hospitality services for patients from health insurance plans - executive profile, and private patients who seek individualized services in prevention, diagnosis, and health rehabilitation.

There are 130 beds, 30 of which are for ICUs, as well as seven operating rooms - one of which is equipped for robotic surgery with a mobile operating table connected to the Da Vinci Xi® Surgical System™. For its excellent quality of care, the BP Mirante is accredited by the Joint Commission International, one of the most respected health care audits in the world.



BP Essencial

A hospital with BP quality of care in shared accommodations for patients from health insurance plans with basic profile, and private patients, focused on high complexity treatments in specialties such as Cardiology, Oncology, Hematology, Neurology and Pediatrics. The structure has 73 shared beds in the ward model and the service is positive, welcoming and humanized.



	Total
Medical Center I	60,191
Medical Center II	17,652
Pediatric Medical Center	8,444
Benign Hematology	3,082
BP Vital Telemedicine	5,895

BP Vital

Offers consultations for prevention and treatment in several medical specialties, such as Cardiology, Neurology, Nephrology, Geriatrics, Orthopedics, and Women's Medicine, in more than 150 offices. The work is done in an integrated manner with the other BP services, so that the patient can undergo the therapies proposed by the physician in a single place.

- 1. Annual consultations in 2022:** 95,264 outpatient consultations.
- 2. Medical specialties in BP Vital:** 52

Note: it does not include the oncology sector.

Since 2020, the BP Vital has offered telemedicine services to facilitate access and give more security to our customers.

To give greater agility and security in health care, the BP offers a teleconsultation service for routine consultations and lower-complexity cases, with service for health insurance plans and private patients. Scheduling can be done online or by telephone (11)3505-1000.

Women's Health Clinic

Center specialized in women's health, which offers women's care by a team of national and international qualifications and recognitions, with a streamlined and welcoming infrastructure.

The clinic has 12 offices and aims to provide comprehensive care to women in all phases of life for specialties and subspecialties, such as physical therapy, ultrasound, dermatology, human reproduction and endometriosis.

The treatments - exclusively for private patients, include general and endocrine gynecology, fetal medicine, urogynecology, pain management, plastic surgery, nutrition, and endocrinology.



BP Diagnostic Medicine

A complete and updated diagnostic center with imaging exams, graphic methods, clinical analysis laboratory and several therapies to meet the most varied needs of our customers.

The unit offers a broad portfolio of simple and highly complex exams, state-of-the-art equipment and technology, and rigorous quality and safety standards. The structure also has a 24-hour Hemodynamics Reference Center, which offers services for the most varied types of cardiovascular emergencies.

Besides the exams, therapeutic procedures, such as angioplasty, lithotripsy, hemodialysis, nuclear medicine treatments with radiopharmaceuticals and physiotherapy/rehabilitation are available, all integrated to BP's hospital services.

There are 7 endoscopy rooms, 6 CT scanners, 7 cath labs, **2 PET-CT**, 7 MRI equipment, and 51 hemodialysis points.



An internationally acknowledged blood bank

BP has a blood bank that has received international accreditation from Advancing Transfusion and Cellular Therapies Worldwide (AABB), the most relevant in the areas of blood

blood bank, umbilical cord cell services, progenitor cells, somatic cells, and immunohematology. This recognition is the fruit of our efforts to value the lives of all our patients.

The certification attests to the fulfillment of organizational requirements, availability of resources and equipment,

relationship with suppliers and patients, control of processes, documents and records, management of deviations, nonconformities and adverse events, safety, and improvement cycles here at BP.

New partnerships

In May 2022, BP joined the Grupo Bradesco Seguros and the Grupo Fleury to establish a company dedicated to the segment of oncology services. The new company, which has the three partner organizations as equal shareholders, came about with an investment of R\$678 million. Its mission is to provide reference services in tracking, prevention, diagnosis, treatment and rehabilitation. Its value offer also includes coordinated care, nationwide operations, and an integrated and digital journey based on the patient's needs.

All regulatory approvals by the Administrative Council for Economic Defense of Economic Defense (CADE) and the Central Bank of Brazil (BACEN) have been concluded, the company is named ABPF Oncologia S.A. and is now moving on to the stages of hiring executives and creating the commercial brand.

Quality in health

| GRI 3-3 Health, patient safety / Humanization |

In 2022, we will look at quality from six attributes: Safety, aimed to prevent injury and harm from patient care; Effectiveness, which seeks to ensure that everyone can benefit from scientific knowledge, with a focus on doing the right thing for those who need it; Patient-centered care, responsive to individual preferences, needs, and values; Timeliness, related to waiting time, both for those who receive and those who deliver care; Efficiency, focused on avoiding waste, especially of equipment and supplies; and Equity, ensuring that quality of care does not vary as a result of personal characteristics, such as gender, ethnicity, socioeconomic status, among others.

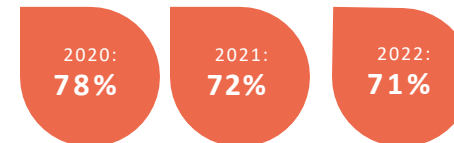
Throughout the year, efforts were made to define appropriate **indicators** that accurately measure the quality of the services provided by BP, and that can be used as a benchmark in coming years; and to further improve our services, we have designed quantitative and qualitative surveys,

experience forums, we joined The Beryl Institute in search of references and good practices, invested in infrastructure to improve customer relations (CRM) and implemented the Command Center, which monitors the customer journey at all points of contact in the hub, for predictive and preventive action.

We also created the **Experience Lab**, which has dedicated resources to prioritize initiatives that have a major impact on customer experience. This includes the creation of new customer committees and the promotion of periodic rounds, facilitation workshops, and the BP Customer Experience Forum, with discussion of some topics, such as access, waiting, billing, and integral care/ model of care.

To track BP's customer satisfaction, we use the **Customer Satisfaction Index**, which depicts how satisfied customers are with a given experience, whether it be in the care or operational experience. Based on this index, we can act on dissatisfactions and intensify the relationship with customers, improving the experience with BP.

One of the indicators that make up this index is the Net Promoter Score (NPS), a recommendation score that reached 71%, in 2022.



Customer focus and attention to quality permeate our performance, especially in the specialties in which we excel - see chapter Intellectual capital.

Learn more in the link

The **Ombudsman** contributes to analyzing the demands of customers, enabling possible actions to improve the BP, besides guaranteeing the feedback on the clarifications requested

Learn more on page 67

For the third consecutive year, we were recognized by the **Reclame AQUI Award** in the Hospitals category, for the way we acted in customer service and in solving the problems reported in this channel.

Main Actions:

- 1 Changing the parking company;
- 2 Enhancing exam delivery;
- 3 Questioned collections or charges;
- 4 Emergency Room services - review of the protocol;
- 5 In-house action for the vote of the Reclame AQUI Award.

We ranked fourth in this award and ended the year with a score of 8.4, classified as optimal



Patient safety

We follow all health and hospital care protocols established by laws, regulations, and scientific evidence-based practices for patient safety in the most diverse procedures performed in the organization - including discharge and post-discharge times. Even after the Covid-19 vaccination increase, we maintained some of the care practices and facilities created in 2020, such as:

- Personal Protective Equipment (PPE) for all BP's hospital and laboratory care professionals
- Telemedicine, with teleconsultations and Digital Fast track
- Drive-thru for laboratory test sample collections
- Digital Check-in for exams through the BP site



Support and palliative care center

At BP, patients with life-threatening diseases and treatments can count on the support and palliative care center, which acts in a corporate and interdisciplinary manner, together with various medical specialties, aiming to deliver care in a singular, welcoming, humane and safe way to these patients, working on the control of physical, psychosocial and spiritual symptoms, with a focus on minimizing human suffering. It also includes assisting in communication for prognosis awareness, as well as the drafting of advance care planning or advance directives for good decision making, respecting the life values and biography of each person. This care goes through the inpatient and outpatient settings and in the continuity of care at home with the health insurance companies.

The main actions of 2022 were focused on Education of the multiprofessional teams and medical staff.

Care: structured in the hospital and outpatient environment for oncology, non-oncology and Pre-BMT patients.

Professionals: 7 internal medicine physicians, who are divided into wards and outpatient clinic, 3 pediatricians, 2 psychologists, being 1 for outpatient clinic, and 1 specialist nurse.

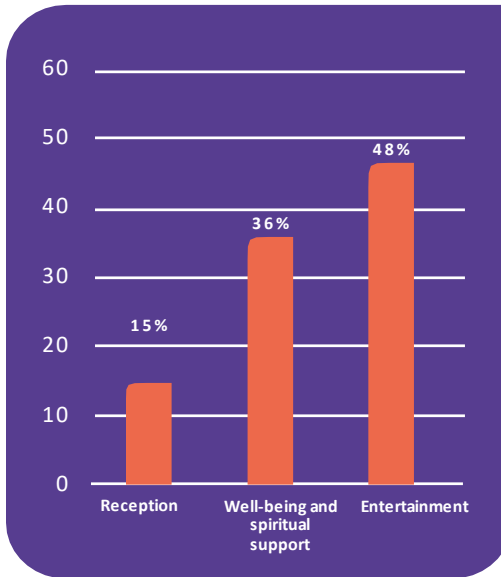
Volunteers in action:

In 2022, we conducted two volunteer screening processes. In all, 190 active volunteers participated in actions at BP. These can be represented by individuals (37%) and companies (63%), such as Non-Governmental Organizations and Institutes.

Volunteer activities returned to the face-to-face format in full at BP Hospital and BP Mirante (following our safety protocols) in 2022. Volunteers donated 3,036 hours in the year, visiting oncology and hemodialysis patients, as well as some palliative care patients (with indication from the team). They impacted 23,904 people.

Number of volunteers **190**
 Customers impacted in the three units **23,904**
 Hours donated **3,036**

Our volunteering activities are based on three distinct pillars of action:



Reception

Welcoming patients and their families/companions, considering the different contexts and needs. We carry out the welcoming in a close and humanized manner. This process also includes conversation rounds.

Well-being and spiritual support

Experiences that use resources to promote emotional health through physical and mental wellbeing, as well as those

related to religion and other manifestations of faith, whichever they may be. Among the proposed activities are integrative practices, spiritual support, and reflexology.

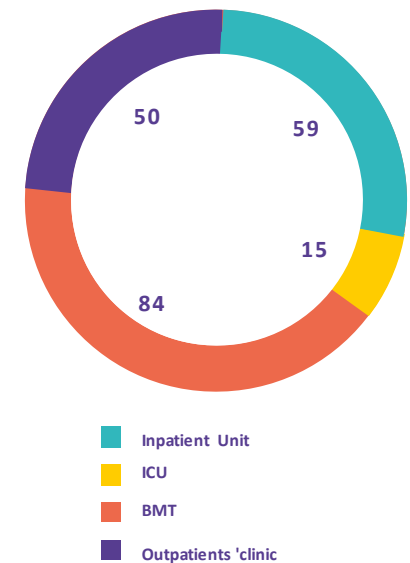
Entertainment

Interactions - such as crafts, clowns, dog therapists, musicians, teaching chess, which relieve tension and serve as leisure for patients and their families/companions. We highlight an unprecedented virtual reality project made in partnership with the São Paulo Zoo: 3D Immersion. Through a virtual visit guided and narrated by a biologist from the organization, we provide a relaxed, fun and educational experience to pediatric patients, admitted for long hospital stay.

The project also includes performing Memorable Experiences, which aim to surprise long-stay patients. These are identified and selected by the multidisciplinary teams, when they see the opportunity to delight and provide a special and memorable moment for the patients. Among the experiences, we highlight the celebration of milestones such as humanized discharge, bone marrow removal, and last chemotherapy session; commemorative dates; a walk in the garden or helipad; Beauty day/SPA, among others.



Memorable Experiences Activity



208 Memorable Experiences in 2022

Infrastructure and technology

[GRI 3-3 Health, patient safety/ Humanization]

For BP, the future of technology is already here. Our digital transformation is constant, because we need to make decisions in real time. This means we must always be aware of the advances and innovations that can be implemented in our products and services and, just as importantly, heavily invest in cybersecurity.

In 2022, we launched the **Patient App**, an application available for smartphones with Android and iOS operating systems, which concentrates several services, including: consulting the hospital bill, having access to the discharge summary, scheduling appointments, checking in for appointments and exams, consulting health insurance plans serviced by BP, accessing Contact Us, among others.

Among other advances during the year, the following stand out:

- **Digital Care Program**, which allows experimentation with tools to add value to patient care by delivering differentiated health.
- **Smart Scheduling**, a software that analyzes the data of the patient's agenda and forecasts

the no-show based on data, such as age range, geolocation, weather forecast, traffic, other information, checking the percentage of chances the patient will not show up. Based on this information, a proactive action is undertaken to improve the use of the agenda.

- Deployment of a **virtual assistant via chatbot** for the monitoring of patients.

In 2023, we will continue on our journey of digital transformation with the application of Artificial Intelligence on medical imaging to support diagnosis and to create insights about the health of patients: wearable equipment*, for real-time patient monitoring, use of natural language to read medical records that are in text and implementation of connected cabins that use telemedicine and allow patients to provide selfcare with the use of medical devices, whose results are evaluated by a physician in a synchronous fashion, to make diagnosis.

We will also launch the **Customer Portal**, which is already being tested by our employees, so that they can identify strengths and opportunities for improvement. With the tool, it will be possible to access the main services of our health hub with a single login and password, offering greater convenience in navigation. Among the features we outline the scheduling of appointments and exams, access to test results, check-in for appointments and exams to anticipate registration on the day of scheduling, access to the link to telemedicine service and digital fast track. The Customer Portal allows us to better understand our customers, to accompany them throughout their health journey and present the best solutions for intelligent health.

**Equipment that can be worn by patients or used as accessories.*



In 2022 we maintained our concern with information security, constantly working to protect our systems and data. We trained employees, physicians, and partners, implementing an online vulnerability analysis tool and a phishing alert system to evaluate suspicious emails. We reviewed our policies and standards, and invested in protection tools.

We improved the use of data through the analytics tableau tool, deployed a new version of Tasy, which is friendlier and fluid, in the medical center and emergency room. We invested in automation, through robotic process automation (RPA) in the revenue cycle. We were recertified as HIMSS 7, being the first organization in Brazil to be recertified by the new manual. We introduced the use of agile methodology in technology projects and in support to and improvement of systems. We revisited the digital strategy and maintained four driving focuses: Digital health, Relevant digital experiences, Use of data and automation, and Innovation.



About this Report

Messages from Leadership

Materiality

Model for shared value creation

Customer-centered

Highlights of the year

Financial capital

Human capital

Manufactured capital

Intellectual capital

Social capital and relationship

Natural capital



10

Intellectual capital

Medical staff

The relationship with our more than 4,500 physicians is extremely important for BP. That is why we continue to invest in the qualification and excellence of our medical staff - also opening the way for scientific research, through our **Education & Research Center**.

Another important front is the recognition of these professionals. Since 2016, BP has promoted the **Medical Relationship Program (PRM)**, which aims to improve the engagement and loyalty of our physicians by fostering meritocracy, reciprocity and partnership in the relationship between professionals and organization. It is based on the overall participation of physicians in our several areas and services.

Besides relationship, other criteria for the recognition of the Program are the indicators that make up the Value Score in Health, which relates

the quality of care and costing, obtained during the annual evaluation process. We also seek to be a model of attraction, integration for the multiprofessional structure, development, and loyalty of the medical staff.

Currently, 450 physicians are part of the PRM, by which they are recognized for their high performance in delivering care and become national and/or international references in their areas of expertise. As a result, we have a highly dedicated team working to maintain BP's excellence in serving our customers and patients.



Secretaries in the medical services

The secretarial professionals who work in the medical field play an important role in the patient's journey, since they are the first contact for access to health services.

To contribute to the updating and the professional enhancement of these professionals - who have been facing an increasingly challenging job market, mainly as a result of the digitization of the sector, we designed a pilot program so that, in 2023, we

will hold the 1st Meeting of Secretarial Professionals. The course will be given in partnership with the National Commercial Learning Service (Senac) and offered to secretaries and physician secretaries who are part of the PRM.

We are also defining strategies to put into practice the Secretarial Relationship Plan (PRS), which will start by approaching roughly 450 professionals who represent the physicians classified in the PRM (75% of the current BP demand).



Our benchmark specialties

Oncology and Hematology Center

BP operates under a cancer center model, with integrated, highly complex care at the same location and for all stages of the disease - from diagnosis to post-treatment. For this, it has 18 rooms for all areas of oncology, including breast cancer, lung, gastrointestinal, genitourinary, gynecological and brain tumors, melanoma and other skin cancers, and sarcoma.

The team consists of renowned specialists in surgical oncology, clinical oncology, radiation therapy, hematology, and oncoradiology - plus a group focused exclusively on head and neck surgery.

Center for Excellence in Breast and Gynecological Cancer

Created in 2020, it receives patients with suspected or already confirmed cases with the support of a multidisciplinary and integrated team in mastology, radiation therapy, radiology, gynecological oncology, clinical oncology, oncogenetics, and plastic surgery.

The specialized and individualized infrastructure for oncological diagnosis and treatment is available at the Paulista and BP Mirante units, ensuring follow-up at all stages of the therapeutic process.

Cardiology

We offer a complete hospital structure and line of cardiology services specialized in clinical and interventional cardiology, cardiac surgery and graphic methods, conducted by a medical and multidisciplinary team specialized in highly complex cases. For emergency cases, such as infarction or hypertension crises, we have a 24-hour specialized emergency room at the Paulista Unit.

Neurology

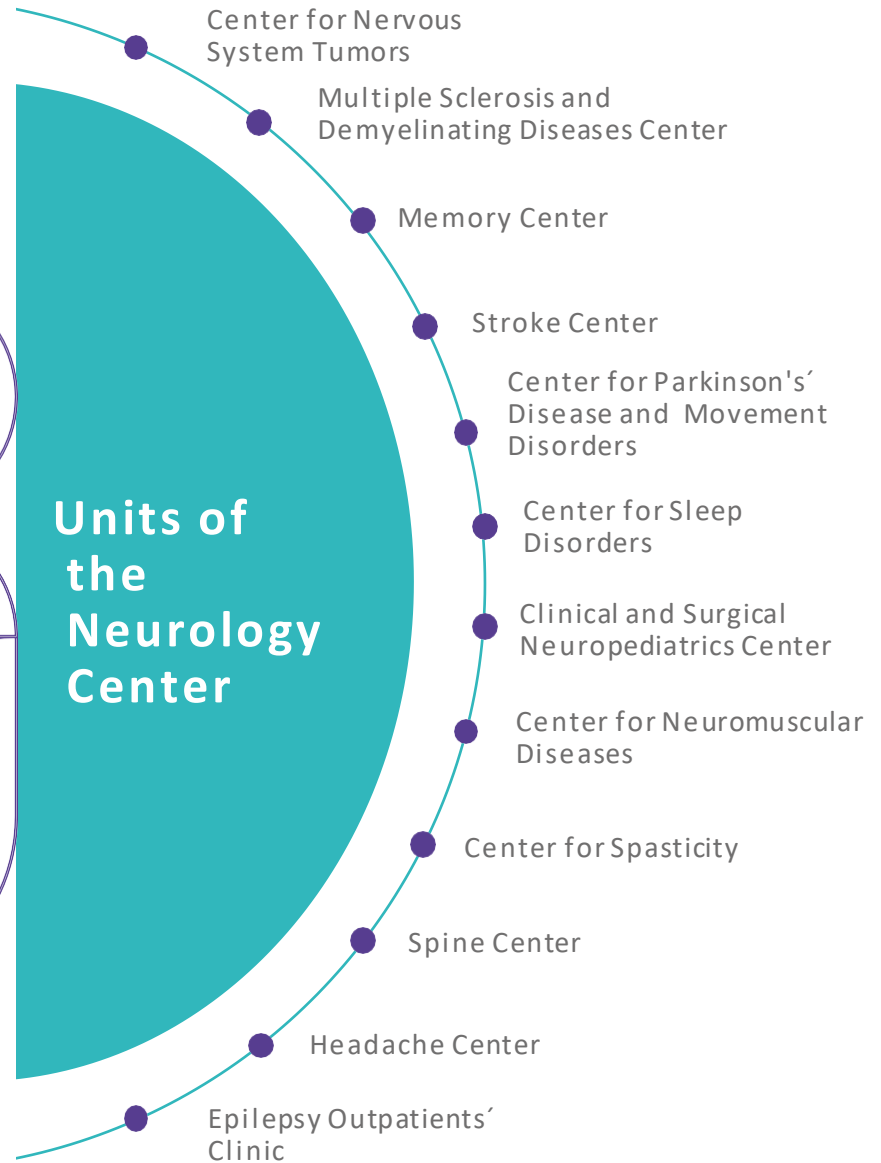
We have a team of neurologists and neurosurgeons highly qualified in general and clinical neurology, neuro-oncology, neurological intensive care, neurology and diagnostic neuroradiology, and with a strong performance in research related to diagnosis and treatment.

Our operating rooms are equipped for all types of interventions - from conventional to modern surgeries,

brain microsurgeries - we count on the most powerful surgical microscope in the world and a state-of-the-art biplane angiography device to perform procedures that require high precision.

We are also one of the few hospitals in Brazil with a neurological ICU and a neurological emergency room, operating 24 hours a day and staffed by clinical neurologists and neurosurgeons.





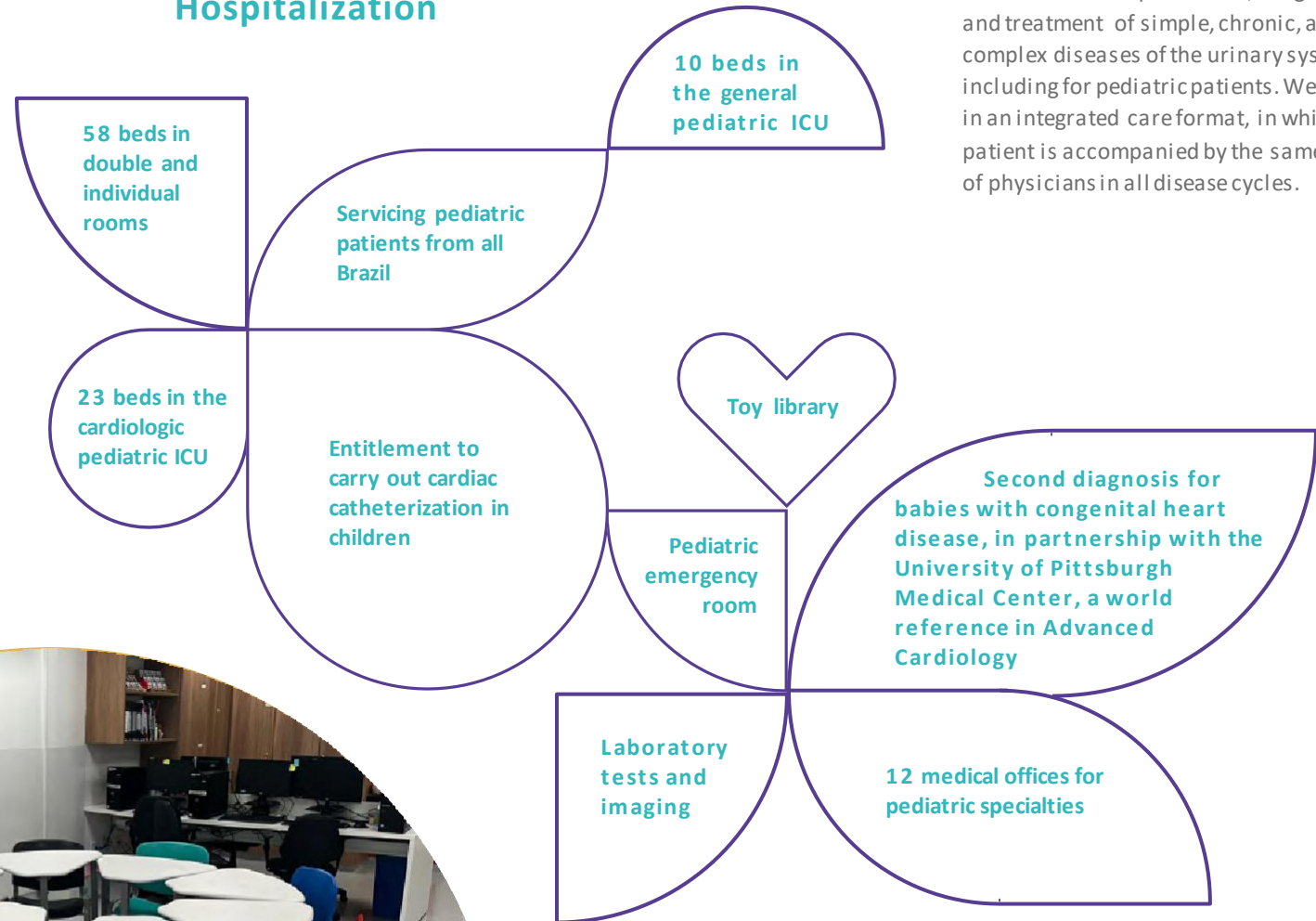
Pediatrics

We care for children from zero to 13 years of age with the most advanced medical and diagnostic technological resources for prevention and treatment. As we are aware of the impacts of hospitalization on children and their companions, we offer a range of educational activities, entertainment, and psychological support within the hospital environment.

Since 2013, we have maintained a school center for free in the Pediatric Inpatient Center, so that patients who are hospitalized for a long time do not miss the school year. We assign priority to children aged 6 to 9 years. The initiative is the result of a partnership with the Department of Education of the São Paulo State, the Board of Education of the Center-South region and the Rodrigues Alves State School.



Infrastructure of the Unit for Clinical and Surgical Hospitalization



Nephrology

Our nephrology center has technological resources for the prevention, diagnosis, and treatment of simple, chronic, and complex diseases of the urinary system - including for pediatric patients. We work in an integrated care format, in which the patient is accompanied by the same group of physicians in all disease cycles.

Education and Research

[GRI 3-3 Teaching and research/access to health/innovation]

Our Education and Research center offers specialization and residency programs for healthcare professionals who wish to achieve excellence in their areas of expertise. In Research, we develop activities focused on clinical and investigator-driven research, with contributions to the evaluation of internal health services, update of protocols and processes, advising the BP specialties in the search for clinically relevant issues and with direct application in hospital care practice.

Education

Every year, BP Education and Research promotes courses and programs of medical residency, refreshment, specialization, graduate level in different medical specialties and fellowships - complementary programs for already specialized doctors who are interested in furthering their knowledge.

BP's medical residency program has been accredited by the Ministry of Education (MEC) since 1999. In 2021, it went through a new inspection, obtaining approvals and new accreditations.

We also offer a training course in robotic surgery with the seal of the Brazilian College of Surgeons and the Brazilian Association of Surgeons and the Brazilian Association of Medicine, providing surgeons with the necessary psychomotor skills, through experiences or tests with the robotic simulator DV-Trainer Mimics.

Qualification in Robotic Surgery

Robotic surgery has numerous benefits, such as shorter hospital stays, small surgical incisions, low risk of bleeding

and infections, low pain threshold, and better cost-benefit for the patient. **In September 2022, we reached 1,000 robotic surgeries.** We launched the qualification course in robotic surgery with the seal of the Brazilian College of Surgeons, in which the surgeons follow a path of acquisition of psychomotor skills through robotic simulation, in service and on-site observations. In November we received an inspection from the Brazilian Society of Urology, which certified us as a Robotic Training Center.

BP is also certified by the **American Heart Association (AHA)** to train professionals in the Advanced Cardiovascular Life Support (ACLS), Pediatric Advanced Life Support (PALS), and Basic Life Support (BLS) courses at our Multidisciplinary Realistic Simulation Training Center. Through this partnership, we conduct training for internal and external professionals and train instructors for the ACLS and PALS courses. **In 2022, 773 instructors were trained in 88 classes.**



The BP São Joaquim School of Nursing is one of the most highly regarded organizations dedicated to teaching of Nursing practices in Brazil. It offers free courses to train licensed practical nurses and nurse technicians, contributing to quality training in the area of health.

[Find out more in Social Capital](#) ✓

New graduate courses

To disseminate knowledge and invest in the development of health professionals, BP Education and Research and Ipemed-Afyá launched two graduate courses in 2022: Genomic Medicine with Emphasis on Oncology, and Multidisciplinary Course in Genetics and Genomics. The first is designed for physicians interested in understanding human genetics and its relation with cancer,

neurological diseases, and cardiovascular diseases. The second is aimed at physicians and other health professionals - biologists, biomedical specialists, nurses, psychologists, dietitians, and others who wish to deepen their studies in human genetics. The partnership with Ipemed-Afyá reinforces BP Education and Research commitment to excellence in teaching.

Medical Residency

Internal Medicine

Intensive Care Medicine

Anesthesiology

Radiology and Imaging Diagnosis

Cardiology

Clinical Oncology

Mastology

Radiation therapy

Neurology

ENT

Urology

** Stage prior de accreditation.

Courses offered in 2022 and numbers

Line Labelling	Sum of places offered 2022	Sum of enrolled students 2022	Sum of occupied places 2022
Refreshment	58	228	42
Specialization	25	46	20
Fellowship	46	157	29
Medical Residency	44	NA*	44
Total	173	431	135

	2021	2022
Physicians in training	326	312 (underway)
Trained physicians	140	141

Research

At BP, we encourage performing research on two fronts that generate knowledge for our specialties and for society: sponsored or by initiative of the researcher. Our researchers have acknowledged experience in the scientific world and are involved with national and international studies in the most diverse fields.

In 2022, sponsored scientific research had 76 ongoing studies, in the areas of onco-hematology (lung, genitourinary, lymphomas, and myelomas), Covid-19 and cardiology.

The institutional research or researcher's initiative has the support and backing of the **Center for Support and Incentive to Researchers (NAIPE)**, which aims to provide BP researchers with the scientific and operational support necessary to carry out their research project, from its conception to the publication of the results. NAIPE has 2 cells that offer different support services such as:

- **The Center for Epidemiology and Biostatistics (NEB)**, which offers services such as discussion of objectives and/or methodology, sample size calculation, preparation of data collection forms, database construction, randomization, consistency and statistical analysis,

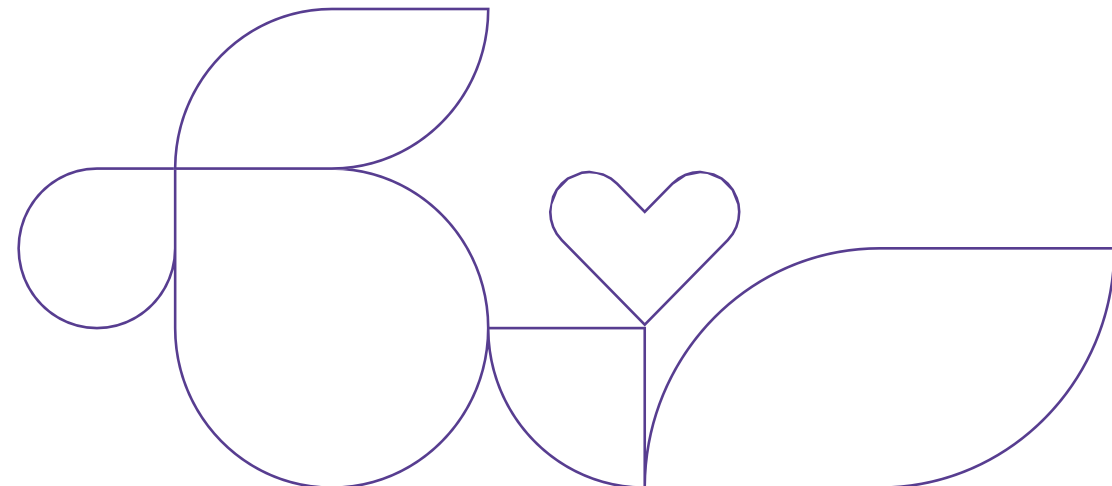
In 2022, the NEB serviced 124 researchers from 136 projects, of which 108 sought services such as data collection forms, database construction, randomization, database consistency analysis, and/or statistical analysis.

- The Investigator Initiative Core (NII) provide services such as clinical trials registration, clinical trials registration database, privacy by design, data storage and purging in compliance with GDPL, discussion and choice of molecular research methodologies, budgeting, applying for and managing funding (funding agencies and industry), data collection (IT and

TrinetX), contract follow-up, setting strategies to attract patients, support in registration on different platforms (SAGE, Lattes, Orcid, others) and operational and logistical support.

In 2022, the NII supported approximately 107 projects spread out in 18 specialties, with 77 projects being serviced for the first time

in 2022; an increase by 256% over the previous year. The execution of these projects relied on the collaboration of partner organizations, including Hospital Alemão Oswaldo Cruz, Hospital Sírio Libanês, Santa Casa de São Paulo, HCOR, INCOR, Faculdade de Ciências Farmacêuticas and Faculdade de Saúde Pública da USP, UNIFESP, UNICAMP, UFSCAR, UNESP and Fleury Laboratory.



Currently, **13 projects have some kind of financial support**, either from industry programs in the form of grants or funding agencies, such as The State São Paulo Research Foundation (FAPESP) and the National Council for Scientific and Technological Development (CNPq). In 2022, BP was awarded two new grants: one in the modality Regular Research Aid from FAPESP and another in the modality Universal Call from CNPq. In addition, in December, BP was awarded another CNPq Productivity Grant for one of its researchers in the area of gynecology, totaling up three researchers with this benefit.

During the year, **equipment was also acquired for the BP Laboratory of Cell and Molecular Research (LPCM)** with funds from projects approved by FAPESP, CNPq and PROADI. Currently, 17 projects include in their methodology some stage performed at the LPCM.

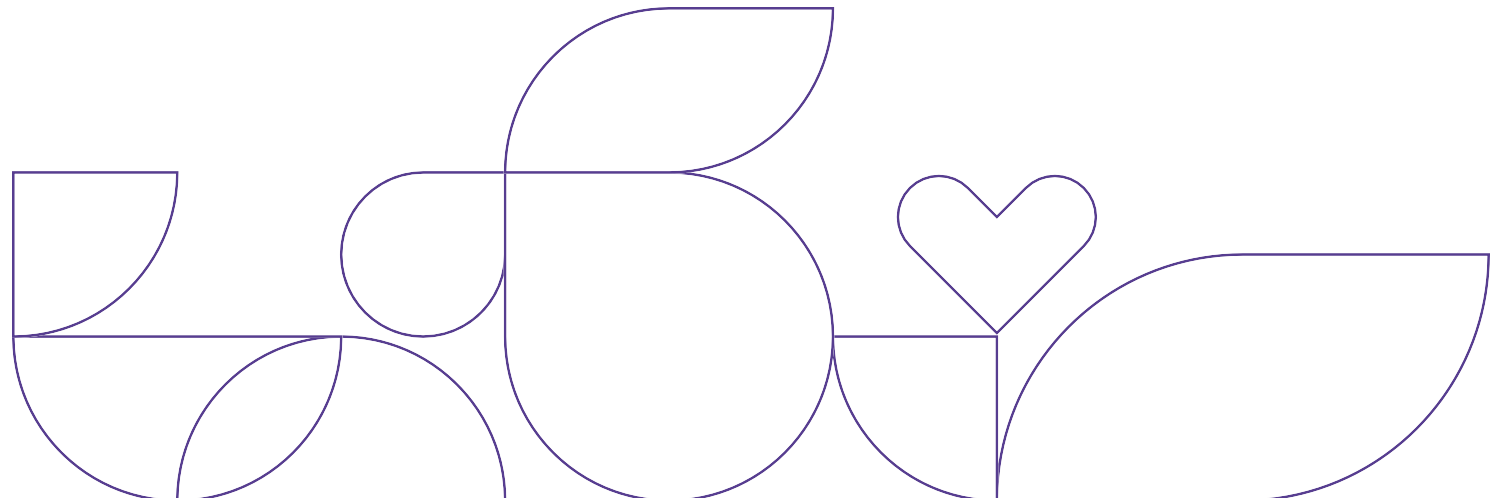
As a result of the research, **125 articles were published in the period**, in indexed journals with BP's affiliation; in that, 109 were classified as Qualis A (maximum quality classification) by the Coordination for the Improvement of Higher Education Personnel (Capes).

We signed a partnership with Unifesp to carry out scientific research in neurology.

The partnership will foster research between the organizations and bring benefits for the training of new researchers, besides generating knowledge to update processes and protocols that will provide more safety to patients.

Research Ethics Committee (CEP)

We also have a Research Ethics Committee, which acts as a regulator of scientific research at BP since 1997, according to Resolution no. 196/96 of the Ministry of Health. The CEP is composed of 16 independent members, who work to ensure ethics in research involving human beings and avoid foreseeable harm. In 2022, 137 studies were submitted to and approved by BP's Research Ethics Committee.



Innovation

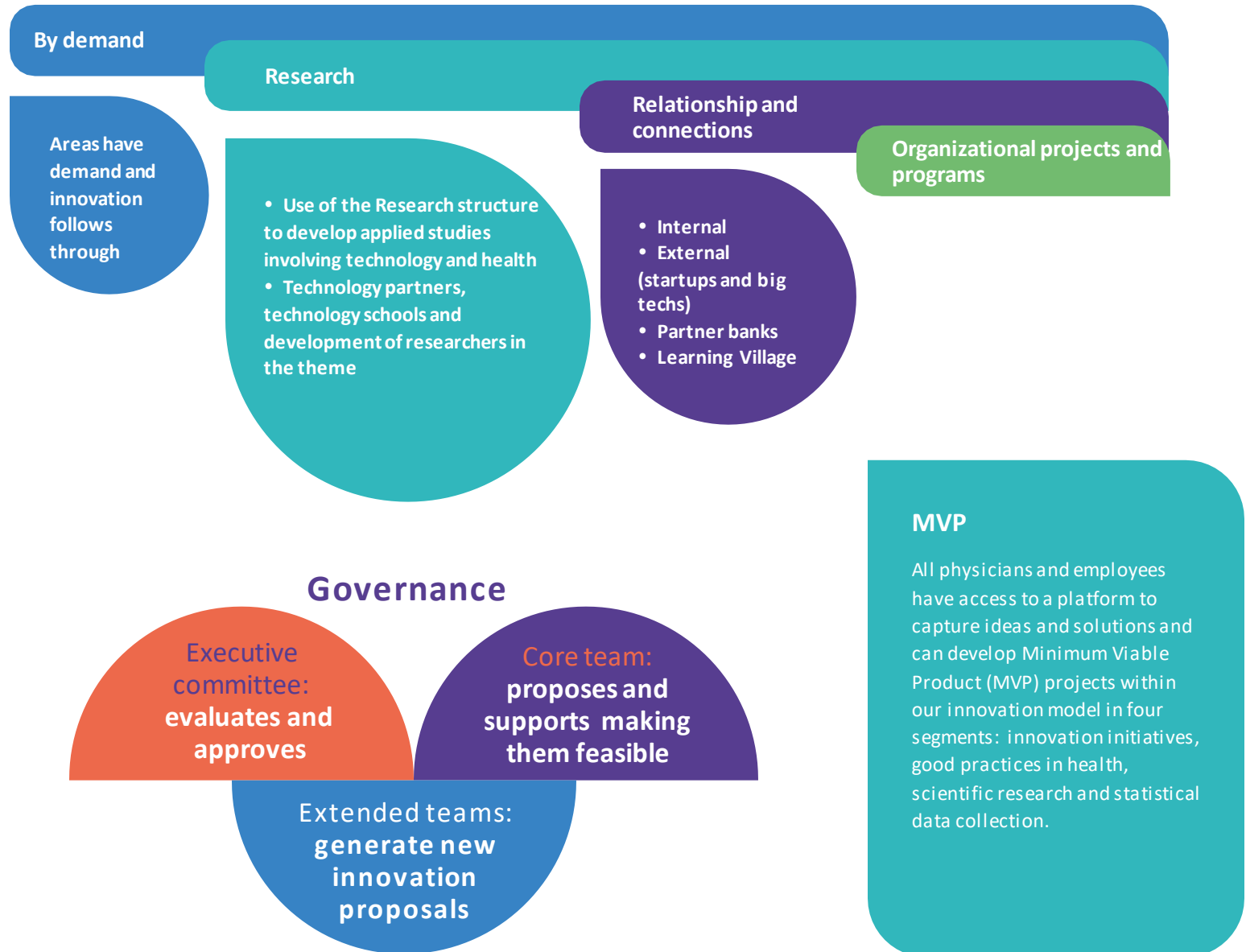
[GRI 3-3 Teaching and research/access to health/innovation]

At BP, innovation is not just restricted to technology. It is in the services and care we offer throughout our health hub, to provide customers and patients with more agility and quality at every stage of their journey with us. It is also present in pioneering solutions, research, projects and organizational programs.

More than a way to keep up with market evolution, innovation is part of BP's strategic planning. In 2022, we defined some paths for this theme, under the Innovative Organization pillar, which were present in the actions of all areas throughout the year:

1. Installing an environment of innovation
2. Having organizational design that empowers the different levels of the structure
3. Having leadership that transforms
4. Educate to innovate
5. Promote and recognize intrapreneurship and innovation
6. Being at the forefront of healthcare with the application of cutting-edge technologies

Our choices in innovation



Innovation at BP

	2021	2022
MVPs executed	10 initiatives presented (9 underway and 1 pending)	11 initiatives presented (8 underway and 3 pending)
Initiatives implemented based on the MVPs	2	1
Number of partners mapped, and number of initiatives carried out	27 partners and 7 projects begun	28 partners and 7 project begun
Number of people involved	160	229
Initiatives for digital care and digital acceleration	9 projects for digital care 1 project for digital acceleration	7 projects for digital care, 2 projects for digital acceleration

**The innovation area underwent a replanning of leadership and scope which impacted some figures in 2022.*

For 2023, we are restructuring an entry funnel for innovation initiatives, centralizing and creating indicators for all the needs identified in relation to this agenda in order to establish performance parameters, reuse of solutions, more synergy in project execution, and new business opportunities with the external market and startups.



3D Laboratory

In 2022, we started the 3D Printing Clinical Laboratory project, an in-house pilot initiative for the production of biomodels of organic structures, such as replicas of the skull, brain, bones, blood vessels, heart, among others. The goal was to offer specialists physicians access to technology and the opportunity to improve and be more assertive in planning procedures, enhance their knowledge of the surgical space, and develop new treatment tactics, always with an eye toward quality patient care. Five biomodels were created, all demanded by BP professionals who used them to help in the treatment of patients.

The technology allows physicians to 3D print the area of interest where they will perform the procedure. This form of printing is one of the main techniques of additive manufacturing, and uses the progressive layering of material to build objects. Before printing, for example, the area that will be reproduced goes through several planning stages, selecting precisely the areas to be printed by performing the 3D reconstruction. Once this is done, the final file goes to the printer and the procedure is started. The time to complete the process varies according to the size of the model, complexity, and materials, and can range from a few hours to a few days.

The project validated 3D technology at BP and some ways it can be used. For 2023, BP is building partnerships with printing companies to experiment with sustainable business models that can generate benefits for our principal focus: the BP customer.



11

Social capital and relationship

Value chain and partnerships

[GRI 2-29, 3-3 Reputation, 3-3 Impacts and Commitments (environmental and social)]

Our partners are part of our essential public, who in some way have a direct relationship in our value chain or are impacted by our performance: community, suppliers, health operators, customers, government, beneficiaries, and other stakeholders; all have a fundamental role in the strategies and achievement of our goals.

Suppliers

BP has a chain of suppliers composed of manufacturers or producers of medical equipment, healthcare materials, services, braces, prostheses, special materials, and services. Contact is made by Procurement or directly by the interested areas.

To preserve the transparency of operations, we work through supply contracts and service level agreements (SLA), under the guidelines of our Code of Conduct. We also provide public and open channels for customer service, complaints and ombudsman to monitor our practices. **[GRI 2-16]**

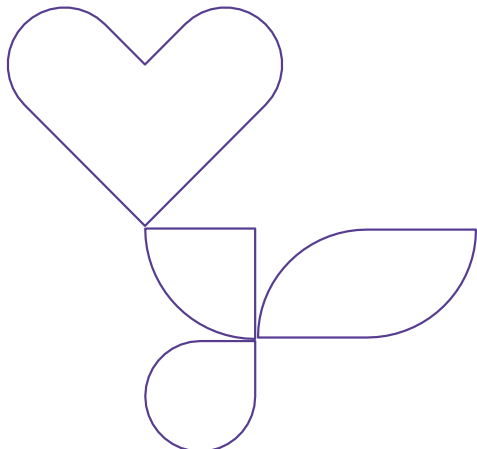
At the time of negotiation, our Procurement team analyzes all suppliers on the conditions required by law regarding the service or specified by the demanding areas. In partnership with the Sustainability area, in 2022, a consulting firm specialized in mapping critical chains was contracted and a project was



	2020	2021	2022
Number of suppliers	1,627	1,765	2,136
Total invested	R\$ 691 million	R\$ 812 million	R\$ 932.9 million

structured to deliver a more sustainable procurement management model for BP. **[GRI 308-1, 414-1]**

In 2022, contracts with suppliers totaled up R\$932.9 million, of which 96% (R\$895.6) were negotiated with Brazilian companies. **[GRI 204-1]**

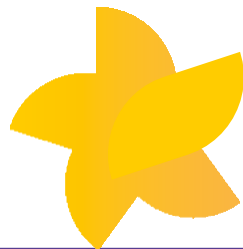


Health operators

BP has a solid relationship with approximately 110 health operators of various types: insurance companies, group physicians, cooperatives, health techs, and corporate clients. To manage these partnerships, Business Development and Expansion Board structured exclusive teams to take care of some fronts: commercial relationships, products (from structuring to after sales), pricing, commercial intelligence, and projects.

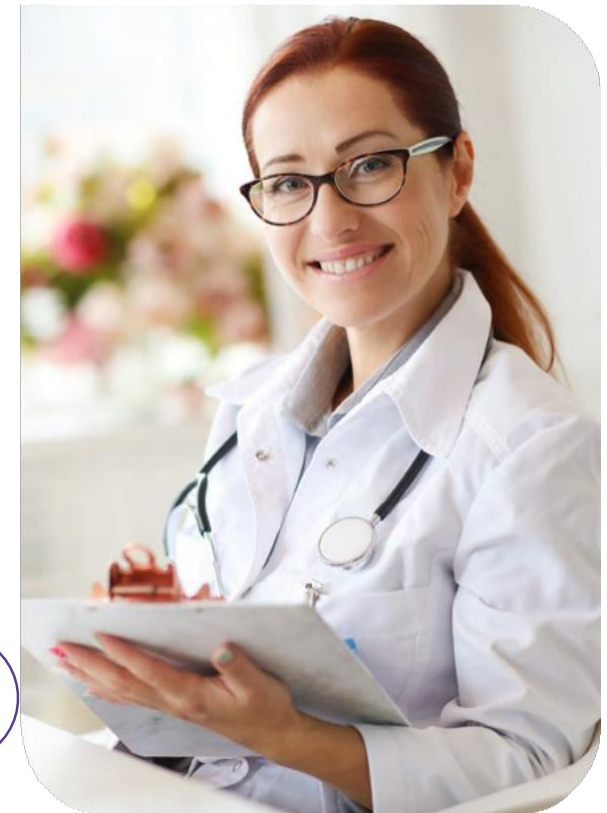
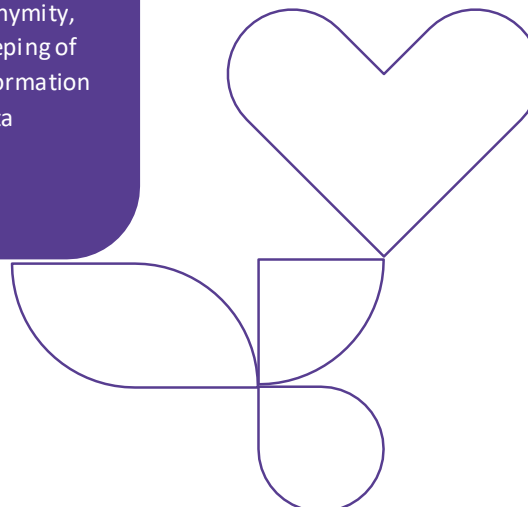
In 2022, according to data from the National Regulatory Agency for Private Health Insurance (ANS), there was a growth in the number of users of medical care, reaching the mark of 50.5 million beneficiaries (48.9 in December 2021). São Paulo continues to be the state with the largest growth in number of users, followed by Minas Gerais and Rio de Janeiro.

Still reflecting the pandemic, BP's commercial management continued to implement solutions and new negotiations focused on cost reduction, new models of remuneration, service packages with predictable values for health operators, better clinical outcomes, and customer and patient experience.



GDPL

All exchanges of information with payer sources - including health operators – is based on the guidelines of the General Data Protection Law (GDPL). We respect all the rules regarding anonymity, confidentiality and safekeeping of personal and sensitive information found in our electronic data



Social actions

Brazil has gotten used to seeing philanthropy in the BP beds. Through time, we realized that it is possible to go beyond our walls and positively impact more people. We have expanded our strategy to further enhance health in the national territory, to train professionals from all over the country to put our technical expertise into practice.

In 2022, we were involved in 17 projects - not to mention many others that have been finalized and whose results continue to benefit the population. We work on solutions that support public policies at the municipal, state, and federal levels, aiming to strengthen health care in Brazil, whether in primary, specialized, or hospital care. Thus, we understand that we expand opportunities to enable full health and well-being for all. Today BP is present in 26 states and the Federal District.

Watch the video to learn more

Below you can check out some of the work carried out in Brazil

- **Proadi-SUS**

The Institutional Development Support Program of the Unified Health System (Proadi-SUS) aims to strengthen the SUS by means of human resource training projects, public interest research, health service management operations, and high complexity care. BP is one of six hospitals in the country that participate in the program and ended 2022 with an expenditure of 88 million reais as a counterpart to the immunity from social contributions.

In 2022 there were 14 projects approved in the diverse fronts of action and distributed through all regions of Brazil.

Find out more in the link

Click on the names of the Proadi-SUS projects and learn more about each of them

- | | | | |
|--|--------------------------------------|--|--------------------------------------|
| | BLS | | Planificação |
| | Educa VE | | Rede |
| | Endometriosis | | Regionalização |
| | Guia Alimentar | | Saúde em nossas mãos |
| | Impacto MR | | TeleNordeste |
| | Lean nas Emergências | | Tele UTI |
| | Mapa Genoma Brasil | | BMT |





Regions assisted by the projects

Midwest				North						Northeast							South			Southeast					
DF	GO	MS	MT	AC	AM	PA	RO	RR	TO	AL	BA	CE	MA	PB	PE	PI	RN	SE	RS	PR	SC	ES	MS	SP	RJ

BLS	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Educa VE	●							●			●		●	●	●		●		●			●		●			
Endometriosis			●		●						●	●	●														
Impacto MR											●						●		●			●		●	●	●	
Guia Alimentar		●	●		●		●		●	●	●	●		●	●		●				●	●		●	●		
Lean nas emergências	●				●	●		●			●			●	●				●			●				●	
Mapa Genoma Brasil		●	●			●	●				●	●			●		●		●	●					●		
Planificação	●	●											●						●								
Rede	●	●	●		●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Regionalização	●		●	●	●	●	●	●	●	●	●			●		●	●				●	●					
Saúde em nossas mãos		●				●					●	●		●						●						●	
TeleUTI																											
TeleNordeste											●			●			●										
BMT	●		●																							●	



• **Unified Health System (SUS)**

For many decades, our institution has been an important partner of the São Paulo City Administration, the local manager of the Unified Health System (SUS) for care to patients in several medical specialties, including high complexity procedures, such as cardiology. In 2022, for example, we were responsible for 31% of cardiac catheterizations performed in the municipality public health system, 17% of PCIs, 18% of adult cardiac surgeries, 13% of pediatric cardiac surgeries, and 5% of pacemaker implants.

All cases are referred to the BP via regulatory measures, that is, the patient receives primary care in the municipal health network and, if specialized care is needed, this patient can be referred for care at BP. Hence, there is no initial care or emergency care for patients from the Unified Health System.

Under the current contract, in 2022, we highlight the performance of:

3,935 cardiac catheterizations, 1,448 PCI, 535 adult cardiac surgeries, 18 pediatric surgeries, and 109 cardiac pacemaker implantations.

Hospitalizations (2022)

Specialties	BP	City of São Paulo	BP vs . City of São Paulo	State of São Paulo	BP vs . State of São Paulo	Brazil	BP vs . Brazil
Angioplasty	1,448	8,326	17 %	25,968	6 %	116,458	1 %
Cardiac surgery in adults	535	3,022	18 %	7,135	7 %	35,103	2 %
Pediatric cardiac surgery (0 to 12 years of age)	18	61	13 %	109	16 %	838	0 %
Vascular	4	9,003	0 %	32,759	0 %	94,834	0 %
Deliveries	0	78,134	0 %	315,243	0 %	1,782,668	0 %
Pre and Post Transplantati on	161	10,402	2 %	20,725	1 %	59,134	0 %
Transplantations	26	2,360	1 %	4,173	1 %	12,974	0 %
Pacemaker	109	2,213	5 %	7,348	1 %	31,820	0 %
Cath lab	4	1,855	0 %	2,581	0 %	10,431	0 %
Oncology	0	9,002	0 %	35,547	0 %	162,628	0 %
Orthopedics	3	43,974	0 %	176,274	0 %	838,435	0 %
Others	610	479,311	0 %	1,905,239	0 %	9,318,046	0 %
Total	2,918	647,663		2,533,101		12,463,369	

Outpatient procedures (2022)

Cardiac catheterization	3,935	12,615	31 %	33,272	12 %	123,937	3 %
Consultations in specialized care	2,884	8,115,831	0 %	28,610,335	0 %	103,176,290	0 %
Consultation in specialized care (delivered by graduated healthcare professionals except physicians)	768	4,951,267	0 %	20,380,773	0 %	128,885,716	0 %
Hemodialysis	219	944,888	0 %	3,416,030	0 %	15,515,598	0 %
Tests and exams	101,242	92,542,527	0 %	318,161,923	0 %	1,088,839,811	0 %
Chemotherapy	0	257,652	0 %	836,787	0 %	3,627,289	0 %
Radiation therapy	0	9,539	0 %	32,484	0 %	147,044	0 %
Others	35,692	271,868,714	0 %	902,452,337	0 %	2,648,399,140	0 %
Total	144,740	378,703,033		1,273,923,941		3,988,714,825	

• **Orthopedic Care for High Performance Athletes**

Since 2007, we have maintained a partnership with the *Instituto Vita*, which provides free orthopedic care to high performance athletes with no access to specialized medicine for treatment of injuries. More than 4,300 athletes have already benefited from consultations, exams, surgeries, rehabilitation sessions, and injury prevention sessions. Vita has partnerships with 19 social organizations linked to sports, such as the *Instituto Reação* and *Instituto Rugby para Todos*, the *Meninas em Campo* project, the *Ballet Paraisópolis*, and *Rede Tênis Brasil*. Currently, the Institute serves 1,536 high performance athletes. BP has already donated 145 MRI scans to the participants of this project and offered 185 operating rooms that served to diagnose and repair the tool the athletes most need to achieve their goals: the body.

• **São Joaquim Nursing School (EESJ)**

For over 60 years, the BP School of Nursing has offered free courses for licensed practical nurses and nurse technicians for those who dream of building a career in health care. This is a BP's Social Investment initiative, reinforcing our social commitment to the development of national health. Throughout all these years we have already trained more than 4,000 professionals, 154 classes, 3,163 Licensed Practical Nurses and 999 Nurse Technicians, who work in other large public and private health organizations.

Besides providing technical knowledge, the BP School of Nursing also contributes to personal growth, since it trains ethical and reflective professionals.

The training offered by the nursing school is accredited by the Ministry of Education (MEC) in the courses for licensed practical nurses and nurse technicians.

After two years carrying out a series of activities remotely due to the Covid-19 pandemic, we resumed face-to-face meetings and held workshops, lectures with experts, educational visits, and realistic simulations. Meanwhile, building on the lessons learned over the past few years, we will launch the first class of the course in the hybrid modality, in 2023.

Of the total number of graduates in the period 2019 to 2022, 89.3% are working in the field in various private organizations and in public sector.

For 2023, 70 openings will be offered for young people and adults, who can choose the Licensed Practical Nurse or Nurse Technician courses.

Module 1:
15 months

Technical professional qualification for Licensed Practical Nurses

Module 2:
10 months

Professional qualification for Nursing Technicians



Social activities in 2022:

17
projects

69.3
thousand
clinical and surgical care delivered

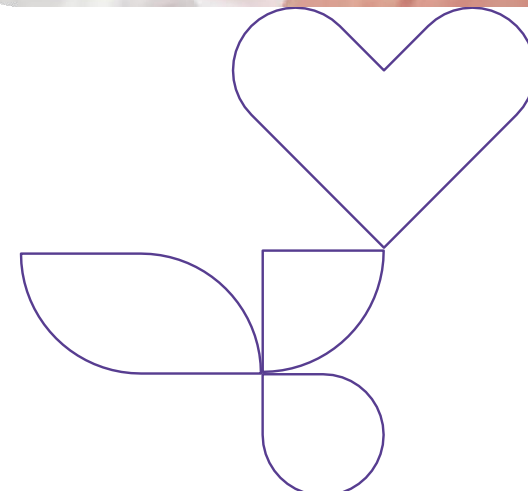
285
hospitals and research centers benefitted



82.5
thousand
Professionals trained

26
Brazilian states
plus the Federal District

568
Municipalities impacted





About this Report

Messages from leadership

Materiality

Model for shared value creation

Customer-centered

Highlights of the year

Financial capital

Human capital

Manufactured capital

Intellectual capital

Social capital and relationship

Natural capital



12 Natural capital

Natural Resources

|GRI 3-3 Natural Resources

Energy

The electrical power system is responsible for maintaining the proper functioning of all the equipment used in hospital units and health care centers, which makes BP always attentive to ensure its access and consumption.

All the electricity consumed exclusively within BP is 100% from renewable sources, and we prove this use by means of Renewable Energy Certificates (RECs). The monitoring of consumption - which also includes natural gas - is done on a monthly basis and uses specific indicators based on invoices of the energy distribution company, financial apportionment spreadsheet, and data, such as patient/day.

Our indicators follow the ISO 55001 standard and, as a basis for calculating the intensity rate, we use the energy per patient/day and the financial control panel for analysis of results.

|GRI 302-1, SASB HC-DY-130a.1|

Energy consumption within the organization (GJ)

	BP Hospital			BP Mirante		
	2020	2021	2022	2020	2021	2022
Electric power	87,179	87,411	86,024	26,359	25,327	24,478
Natural gas	21,443	20,472	19,821	21,545	12,170	10,963
Diesel oil	1,558	568	1,518.03	205	76	0.10
Total	110,180	108,451	107,363.03	48,109	37,573	32,112.1

|GRI 302-1, SASB HC-DY-130a.1|

Energy consumption per type of use

	BP Hospital			BP Mirante		
	Electric power	Cooling	Heating	Electric power	Cooling	Heating
2020	40%	45%	15%	40%	40%	20%
2021	40%	45%	15%	40%	40%	20%
2022	40%	45%	15%	40%	40%	20%

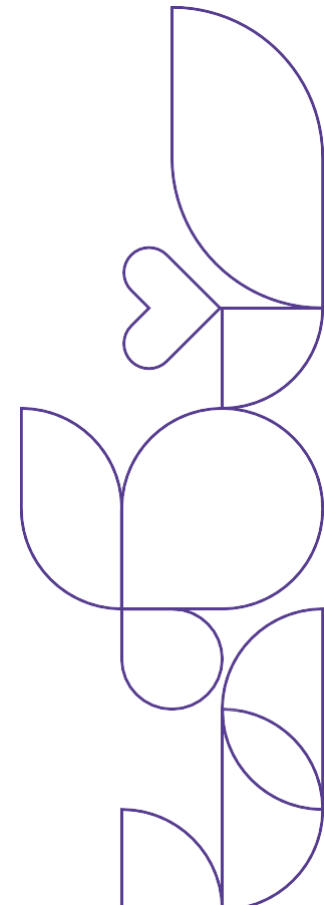
|GRI 302-3|

Energy intensity* (MJ – megajoule per patient/day)

	2021**	2022	
		Hospital BP	BP Mirante
Electric power	0.5	0.3	0.4
Natural gas	0.1	0.1	0.1

* Indicator calculated with the rate of energy consumed within the organization.

** BP Hospital and BP Mirante together.



Water

| GRI 303-5 |

Due to the nature of our activity, ensuring the quality of the water we use in our units is paramount to us. Because we deal with lives and as our vision is to promote full health and well-being for all, it is necessary to analyze and control the purity of this natural resource. At BP, this is done daily.

The water used in our units comes from three artesian wells and from the public network - responsible for more than half of the abstraction. In addition to human consumption, we use water in the cooling system replacement and in reverse osmosis systems, a process that purifies water. In 2022, our total water abstraction was 257.9 ML, of which 122.4 ML from groundwater and 135.5 ML from the public network. The disposal, on the other hand, happens through the public sewage network, following Sabesp standards. | GRI 303-1, 303-2, 303-3, 303-4 |

Consumption is monitored on a monthly basis, using specific indicators. This follow-up is based on the utility invoices, on the financial apportionment spreadsheet, and on patient/day data. The wells' potability analysis is also done monthly. The wells are preserved, respecting a minimum four-hour rest period for their recovery.

Total consumption of water in each facility (ML)

	2020	2021	2022
Paulista Unit	242.6	240	206.3
BP Mirante Unit	42	42	41.4
Penha Unit*	23.2	10.1*	-
Total	308	292	247.7

*Until June 2021, due to closure of unit.

Intensity of water consumption- m³ per patient/day

	2020	2021	2022
Paulista Unit	1.61	1.32	1.1
BP Mirante Unit	1.42	1.14	1.13
Penha Unit *	0.77	0.95*	-

*Until June 2021, due to closure of unit





Impact management

GRI 3-3 Impacts and Commitments (environmental and social)

Emissions

[GRI 305-1, 305-2, 305-3, SASB HC-DY-450a.1]

We know that some of our operations can cause an environmental impact. For this reason, every year we measure our emission of Greenhouse Gases (GHG). This inventory is used to quantify both direct and indirect emissions that cause the greenhouse effect coming from our activities.

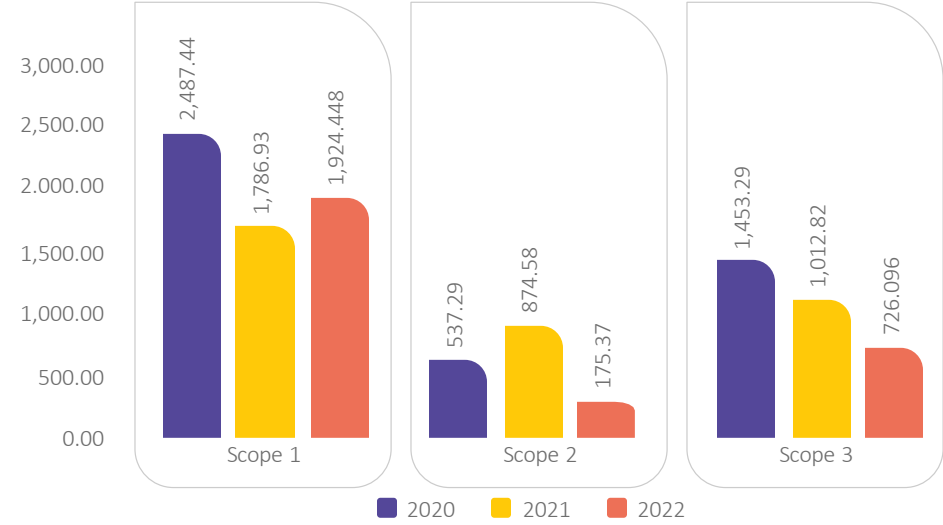
Emissions in 2022

Scope 1 emissions overall had a reduction, even considering that in the Mirante BP we had an increase by 7%. Such rise is related to the use of energy generators, used more frequently in 2022 due to the tests.

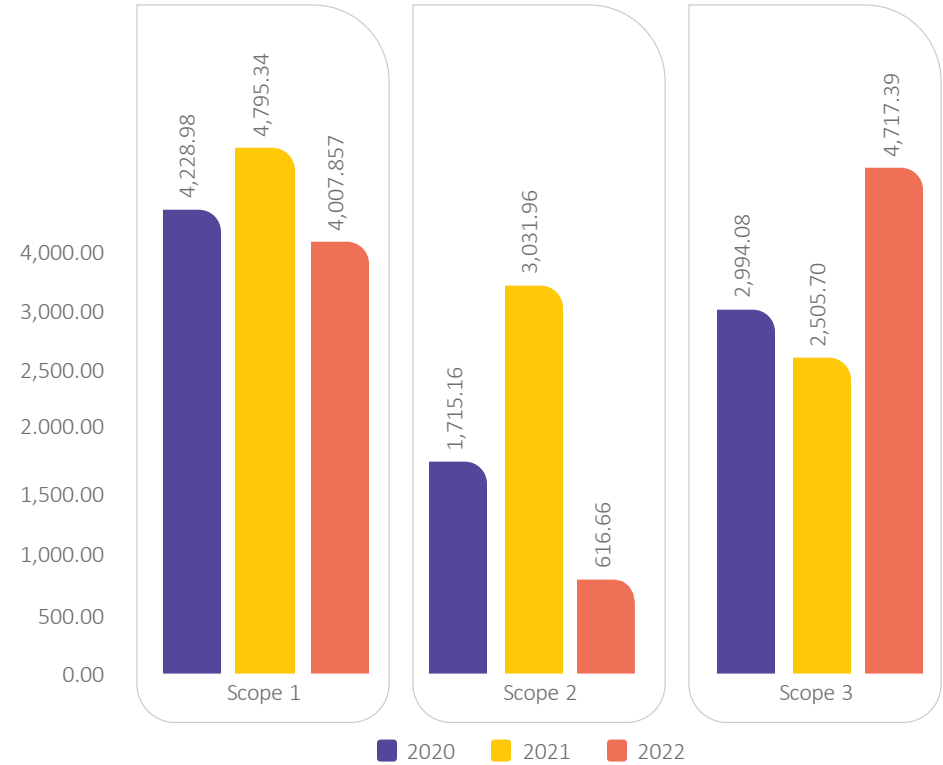
When it comes to Scope 3, we had an increase in emissions due to our strategy of philanthropic activities that are increasingly closer and more comprehensive, therefore, national. With this, we increased our air travel, causing an impact on our emissions of this Scope. These emissions will be offset throughout 2023.

In Scope 2, we had a reduction by 80% in emissions due to the purchase of energy from a 100% renewable source (biomass), proven through the IRECS.

BP Mirante Unit (tCO2e)



Paulista Unit (tCO2e)



Waste

| GRI 306-1, 306-2 |

Hospital waste management is of fundamental importance, due to the high degree of hazardous materials and the environmental impact they cause. At BP, **the safe disposal of these waste materials is performed daily, based on the Health Service Waste Management Program (PGRSS)**, which establishes the stages of segregation, conditioning, disposal and destination. The whole process respects the specifications of each group of waste and complies with legal obligations.

Recyclable waste is discarded in identified dumpsters, as required by Conama Resolution 275/2001 and, the employees are made aware of the importance of separating all BP waste.

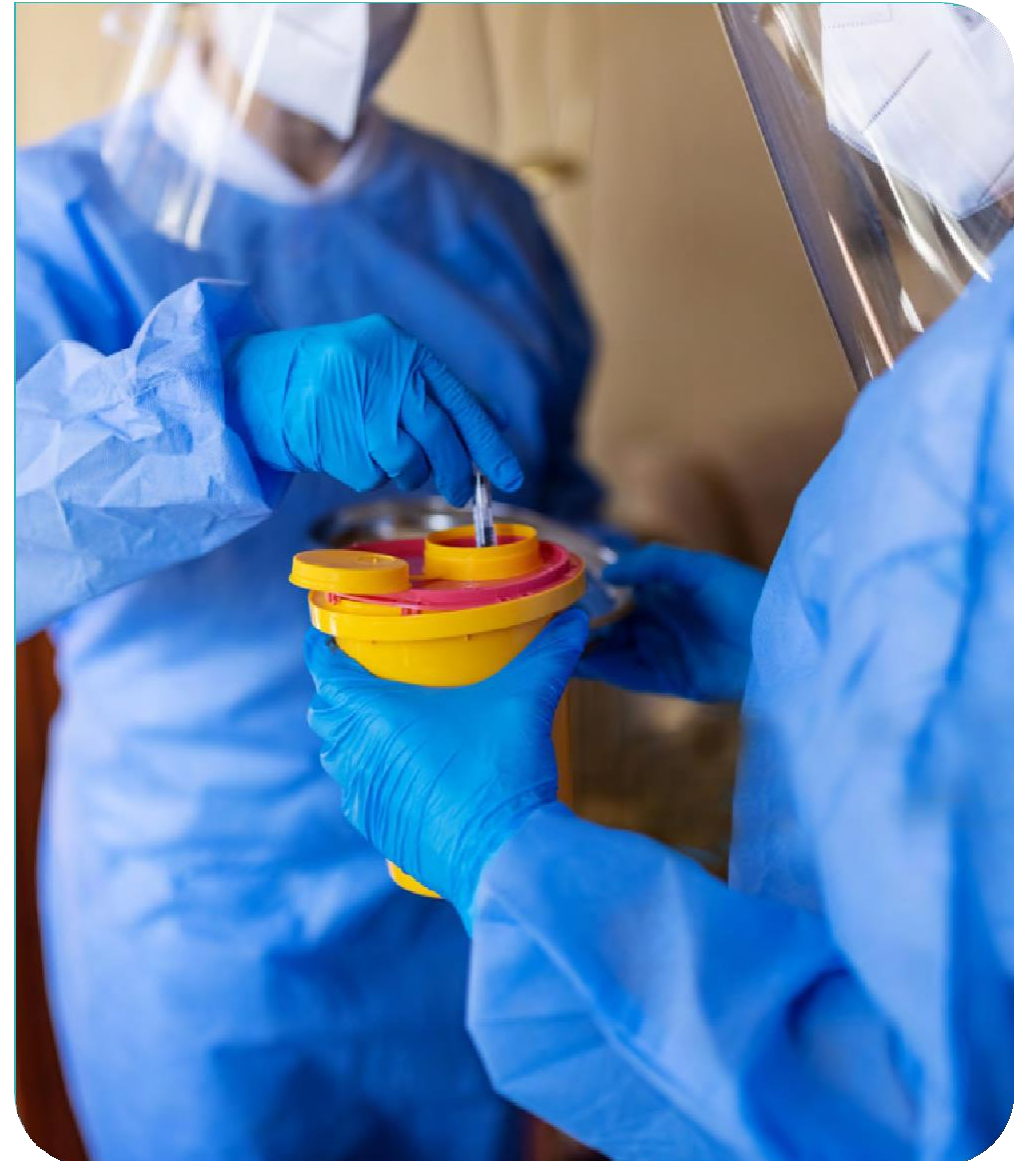
BP has a **partner company for collection of electronic waste**, which disposes of it according to current legislation and issues a disposal and compliance report.

The waste generated by the medical equipment is also managed by the area, which packs it in plastic boxes for subsequent collection by the contracted company. Batteries are separated and delivered to follow the

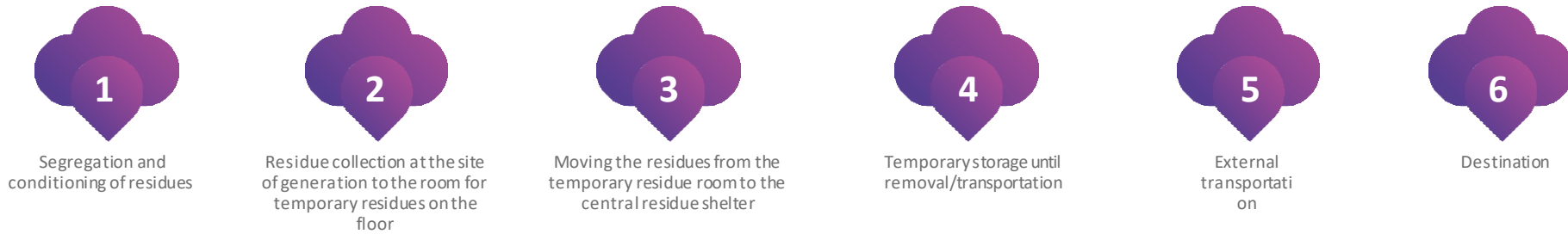
flow of Maintenance Engineering, which is also responsible for the proper disposal of burned-out light bulbs, UPS, and diesel oil from power generators.

Our pharmacy sends the non-appropriate or expired medicines to be dispensed in an appropriate place. For this, movements are made in an internal system, with the reason for disposal. The waste generated from the handling of oncological drugs is also disposed of in the proper place and according to the need. The collection of this waste is performed by the housekeeping team, which conducts all the collection and disposal flow. The disposal of controlled, expired, or broken drugs follow exclusive procedures submitted to the authorization of the Health Surveillance for disposal.

Besides medicines and materials, the pharmacy disposes of cardboard and paper in an appropriate place for recycling, according to the hospital routine. The segregated items, due to quality deviation or recall, are stored in a specific area for further evaluation on reuse or not. If they are not incorporated back into stock or are not collected by the supplier for exchange due to quality deviations, they are discarded with a record on the reason in the internal system, and the disposal is done according to the other drugs.



How waste management is done



[GRI 306-3, 306-4, 306-5, SASB HC-DY-150a.1]

Type of waste (tons)

	2020	2021	2022	Disposal method
Hazardous waste	2,380	2,904	1,565	
Sharps and needles	31.3	21.6	14	Incineration
Infectious waste	2,296	2,784	1,495	Autoclaving*
Chemical waste	53	98	56	Incineration
Electronics/batteries	9	15	3.51	Recycling
Non-hazardous waste	1,883	1,843	3,155	
Non-recyclable	1,394	1,298	1,480	Landfill
Recyclable**	488	545	1,185	Recycling
Total	4,272	4,762	4,723	

*The infectious waste is treated to change its infectious characteristics, reducing the risks of contamination and accidents. After treatment, it is classified as common waste and sent to landfills.

** Paper, cardboard, plastic, metals, glass, mix and plastic paper.

The weighing is done on a scale located in the waste shelter and manually noted on a form. The data is recorded by type of waste collected.

Special disposals

Radioactive waste

All the material consumed in the Nuclear Medicine sector becomes contaminated. For this reason, the waste is separated by type of radioisotopes and, after decay, discarded as infectious waste.

Lead containers

We reduce the impact of incorrect disposal by taking these containers

for packaging recycling. Every year, we recycle approximately 300 kilos of lead.

Electronic equipment

Computers, screens, and other devices, such as coffee machines and furniture are auctioned. Throughout the year, more than 1,600 items were reused or repurposed through these auctions.



Wasteper unit and disposal method

	2020		2021		2022	
	Paulista Unit	BP Mirante Unit	Paulista Unit	BP Mirante Unit	Paulista Unit	BP Mirante Unit
Total amount of waste	3,445	568	4,024	699	2,105	2,615
Incinerated waste	0.90%	3.40%	2.30%	4%	2.31%	0.79%
Recycled or treated waste	11.50%	12.50%	11.20%	36%	10.87%	55.39%
Waste sent to landfills	28.40%	51.90%	23.40%	46.90%	24.87%	36.56%
Waste submitted to autoclaving	59.20%	32.10%	62.70%	13%	61.90%	7.33%

We are implementing a **logistics project for chemical product packaging**. The project was initiated in the operating room and in the Central Sterile Supply Department (CSSD) and training has already been provided to the team; in addition, waste garbage cans have been provided for the activities. Governance, along with Compliance and Legal departments are aligning contractual issues for continuity and expansion of the initiative.

Hospital structure

Our Engineering, Maintenance, and Construction team is also involved in the environmental issue. A multidisciplinary team constantly follows the evolution of our hospital structure, prioritizing safety, health and welfare of our employees and customers.

Every purchase of products for our facilities must take into account these aspects, as well as the consumption of resources such as water and electric power.

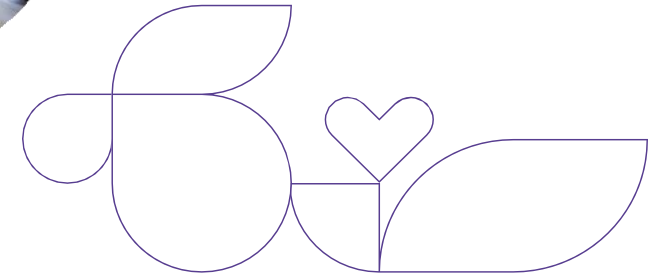
Whenever possible, we purchase and use carbon-neutral materials, which reduce our environmental impact. In 2022, we continued with the strategy of using only renewable energy obtained through the Free Energy Market, proven through the purchase of certificates (RECS).

Another initiative is the adoption of biophilia projects, a trend in architecture and interior design

that has the principle of connecting people with nature to enhance well-being and emotional comfort. This is done by incorporating features and inputs from nature into the built spaces, such as water, vegetation, natural light, and some elements such as wood and stone. When incorporated into the hospital buildings, biophilia provides calm and relaxation to employees and to patients and their companions.

At BP, several spaces have adopted the biophilia concept, integrating nature into their projects.

- Reception at BP Mirante
- Walkway to the medical offices at the Paulista Unit
- Facilities of the Women’s Clinic - BP Vital
- Great Hall and Atrium – Paulista Unit
- Room equipped with the new Pet-CT



BP Hospital and BP Mirante Restaurants

We have taken some measures to reduce waste generation in our restaurants. We do not fry, hence there is no disposal of waste oil, we exchange disposable utensils for crockery, we monitor the leftovers, and analyze customer satisfaction regarding the menu of the day, and change the menu to reduce food

waste. The cafeteria menu is based on healthy nutrition. Every day we have two choices of salads and one of fruits. On Mondays, we offer a vegetarian main dish, encouraging employees to adhere to the “Meatless Monday”.



About this Report

Messages from leadership

Materiality

Model for shared value creation

Customer-centered

Highlights of the year

Financial capital

Human capital

Manufactured capital

Intellectual capital

Social capital and relationship

Natural capital

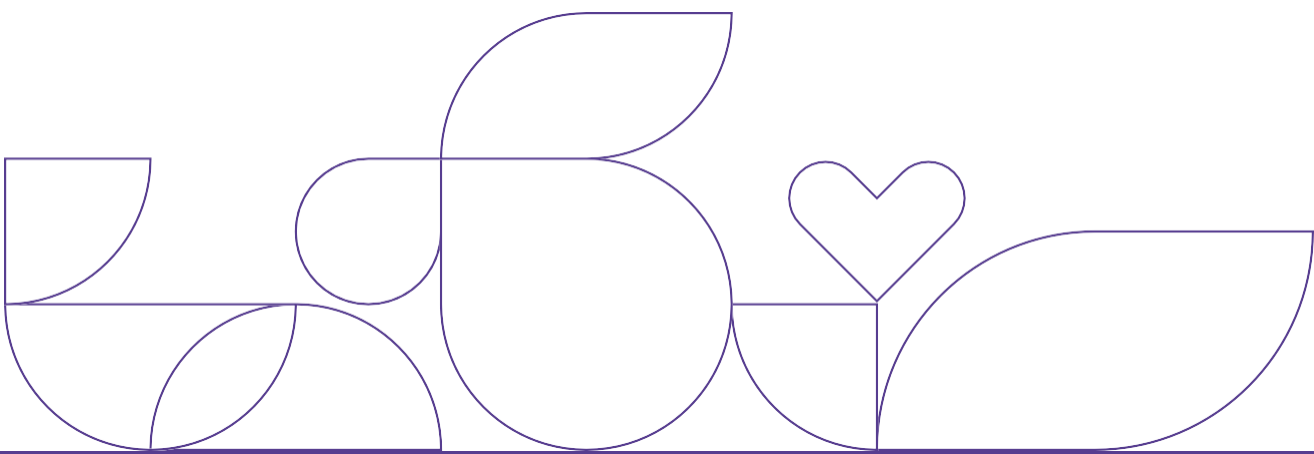
13 Attachments

GRI Content

| GRI 401-3 |

Maternity/paternity leave (2022)

	Men	Women	Total
Total number of employees entitled to the leave	1,862	4,621	6,483
Total number of employees that will be on leave	35	44	79
Total number of employees that returned after their leave	35	44	79
Total number of employees that continued in the company 12 months after returning from leave	33	44	77
Rate of return after leave (%)	100	100	100
Rate of retention after leave (%)	94	100	97





GRI Summary

Statement of use	BP - Beneficência Portuguesa de São Paulo reported in accordance with the GRI Standards for the period between January 1 to December 31, 2022.
GRI 1	GRI 1: Fundamentals 2021
Applicable sectoral GRI standard	None

GRI Standard	Content	Response	Omission		
			Omitted requirement	Reason	Explanation
GRI 2: General Content 2021	2-1 Details of the organization	Pages 4, 29 and 101.			
	2-2 Entities included in the sustainability report for the organization	Page 19.			
	2-3 Reporting period, frequency and point of contact	Page 4.			
	2-4 Reformulation of information	None.			
	2-5 External verification	None.			
	2-6 Activities, value chain and other business relationships	Page 19. In 2022, we discontinued the sub-brand BP Philanthropic Hospital through a revision wave of our vision of philanthropy			
	2-7 Employees	Page 47.			
	2-8 Workers who are not employees	Page 47.			
	2-9 Governance structure and its make-up	Page 30.			
	2-10 Appointment and selection for the highest governance body	Page 29.			
	2-11 Chairman of the highest governance body	Page 30.			
	2-12 Role played by the highest governance body in the supervision of impact management	Pages 23 and 34.			
	2-13 Delegation of responsibility for impact management	Page 30.			
	2-14 Role played by the highest group of governance in the sustainability report	Page 12.			
	2-15 Conflicts of interest, disclaimers	Page 36.			
	2-16 Communication of crucial concerns	Pages 34, 83 and 84.			



GRI Summary

GRI Standard	Content	Response	Omission		
			Omitted requirement	Reason	Explanation
GRI 2: General Content 2021	2-17 Collective knowledge regarding the highest governance body	Page 30.			
	2-18 Performance evaluation of the highest governance body		All.	Unavailable/incomplete information.	We have not yet performed an evaluation of the members of the highest governance body.
	2-19 Remuneration policies		All.	Not applicable.	The members of the Management Board, Audit Committee and Advisory Board, as well as the statutory directors do not receive any type of compensation. The compensation of non-statutory directors is determined by the Management Board and considers market values.
	2-20 Process to determine remuneration		All.	Not applicable.	The members of the Management Board, Audit Committee and Advisory Board, as well as the statutory directors do not receive any type of compensation. The compensation of non-statutory directors is determined by the Management Board and considers market values.
	2-21 Proportion of total annual remuneration		All.	Confidentiality restrictions.	Salaries and benefits are reviewed annually based on market research, ensuring proper positioning in our BP strategy and market updates for attractiveness and retention.
	2-22 Declaration on the sustainable development strategy	Page 6 and 8.			
	2-23 Policy commitments	Page 35 and 36.			
	2-24 Incorporation of policy commitments	Page 36.			
	2-25 Processes to redress negative impacts	Page 34.			
	2-26 Advisory mechanisms and the presentation of concerns	Page 34.			
	2-27 Compliance with laws and regulations	There were no significant cases of non-compliance related to laws and regulations in 2022.			
	2-28 Participation in associations	Page 32.			
	2-29 Approach for stakeholder engagement	Pages 47 and 83.			
2-30 Collective bargaining agreements	Page 47.				



GRI Summary

GRI Standard	Content	Response	Omission		
			Omitted requirement	Reason	Explanation
Material Themes					
GRI 3: Material Themes 2021	3-1 Process for definition of material themes	Page 11.			
	3-2 List of material themes	Page 13.			
Crescimento sustentável					
GRI 3: Material Themes 2021	3-3 Management of material themes	Page 43.			
GRI 201: Economic Performance 2016	201-1 Generated direct and distributed economic value	Page 44.			
	201-2 Financial implications and other risks and opportunities arising from climate change		All	Unavailable/incomplete information.	We currently have no information that would allow us to measure financial implications.
	201-3 Obligations from the benefit plan set forth and other retirement plans	We do not offer retirement plans to our employees. We make the monthly collection of the contribution for Social Security of employees, destined to the National Institute of Social Security (INSS), which is responsible for the payment of retirement and other benefits to Brazilian workers. (Law No. 8,213, of July 24, 1991).			
GRI 202: Market Presence 2016	202-1 Proportion between the lowest wage and the minimum local wage, discriminated by gender	The proportion of the lowest wage in BP is 12% higher than the federal minimum wage, totaling 63 employees in this category – in that, 61.9% are women and 38.1% men.			
	202-2 Proportion of Board members hired from the local community	100% of the management was hired from the local community, the city of São Paulo.			
Reputation					
GRI 3: Material Themes 2021	3-3 Management of material themes	Page 83.			
Natural resources					
GRI 3: Material Themes 2021	3-3 Management of material themes	Page 91.			
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Page 91.			
	302-2 Energy consumption outside the organization		All.	Unavailable/incomplete information.	BP does not control energy consumption outside the organization.
	302-3 Energy intensity	Page 91.			



GRI Summary

GRI Standard	Content	Response	Omission		
			Omitted requirement	Reason	Explanation
GRI 302: Energy 2016	302-4 Reduction of energy consumption	None.			
	302-5 Reductions in the energy requirements for products and services	None.			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Page 92.			
	303-2 Management of impacts relating to water disposal	Page 92.			
	303-3 Water abstraction	Page 92.			
Impacts and Commitments (environmental and social)					
GRI 3: Material themes 2021	3-3 Management of material themes	Pages 83 and 93.			
GRI 204: Procurement practices 2016	204-1 Proportion of expenses with local suppliers	Page 83.			
GRI 305: Emissions 2016	305-1 Direct emissions (Scope 1) of greenhouse gases (GHG)	Page 93.			
	305-2 Indirect emissions (Scope 2) of greenhouse gases (GHG) arising from the purchase of energy	Page 93.			
	305-3 Other indirect emissions (Scope 3) for greenhouse gases (GHG)	Page 93.			
GRI 306: Waste 2020	306-1 Generation of waste and significant impacts related to waste	Page 94.			
	306-2 Management of significant impacts related to waste	Page 94.			
	306-3 Generated waste	Page 95.			
	306-5 Waste not destined for final disposal	Page 95.			
	306-5 Waste destined for final disposal	Page 95.			



GRI Summary

GRI Standard	Content	Response	Omission		
			Omitted requirement	Reason	Explanation
People Management					
GRI 3: Material Themes 2021	3-3 Management of material themes	Page 47.			
	302-5 Reductions in energy requirement for products and services	None.			
	401-1 New hirings and employee turnover	Page 49.			
GRI 401: Employment 2016	401-2 Benefits offered to full time employees that are not offered to part time or temporary employees	Page 50.			
	401-3 Maternity/paternity leave	Page 99.			
	402-1 Minimum term for announcements on operational changes	Five weeks' notice in cases of changes of scale in a department and outsourcing of activities in a certain area. This deadline is in line with the unions representing the professional categories involved.			
GRI 402: Labor Relations 2016	403-1 Management system for occupational health and safety	Page 55.			
	403-2 Identification of hazards, risk assessment and incident investigation	Page 55.			
	403-3 Occupational health services	Page 55.			
	403-4 Participation of workers, consultation and communication to workers referring to occupational health and safety	Page 55.			
	403-5 Training of employees in occupational health and safety	Page 55.			
	403-6 Health promotion for workers	Page 50.			
	403-7 Prevention and mitigation of occupational health and safety impacts directly connected to business relations	Page 55.			
	403-8 Workers covered by an occupational health and safety management system	Page 55.			
	403-9 Labor accidents	Pages 55 and 56.			
	403-10 Occupational diseases	There were no cases of compulsory reporting occupational diseases in 2022.			



GRI Summary

GRI Standard	Content	Response	Omission		
			Omitted requirement	Reason	Explanation
GRI 404: Training and Education 2016	404-1 Average of training hours per year, per employee	Page 57.			
	404-2 Programs for the enhancement of competencies of employees and assistance in career transitions	Pages 48 and 57.			
	404-3 Percentage of employees that receive regular performance evaluations and career development evaluations	Page 49.			
Diversity and Inclusion					
GRI 3: Material themes 2021	3-3 Management of material themes	Page 60.			
GRI 405: Diversity and Equal Opportunities 2016	405-1 Diversity in governance bodies and employees	Pages 31 and 60.			
	405-2 Proportion between the base salary and the remuneration received by women and that received by men	Page 99.			
GRI 406: Non Discrimination 2016	406-1 Cases of discrimination and corrective measures adopted	None.			
Teaching and research/access to health/innovation					
GRI 3: Material themes 2021	3-3 Management of material themes	Pages 17, 76 and 80.			
Transparency/Ethics/Sustainability					
GRI 3: Material themes 2021	3-3 Management of material themes	Pages 25, 29 and 34.			
GRI 205: Combatting Corruption 2016	205-3 Confirmed cases of corruption and measures adopted	None.			
GRI 206: Disloyal Competition 2016	206-1 Legal suits per unfair competition, trust and monopoly practices	None.			
GRI 308: Environmental evaluation of suppliers 2016	308-1 New suppliers selected based on environmental criteria	Pages 83 and 84.			
GRI 408: Child Labor 2016	408-1 Operations and suppliers with a significant risk of child labor cases	We began a sustainable procurement project that will be implemented throughout 2023, shedding greater transparency on this information			



GRI Summary

GRI Standard	Content	Response	Omission		
			Omitted requirement	Reason	Explanation
GRI 409: Forced Worked or Compulsory (Slave-like Labor) 2016	409-1 Operations and suppliers with significant risk of cases of forced or compulsory labor 414-1 New suppliers selected based on social criteria	We have started the sustainable procurement project that will be implemented throughout 2023 and will bring more transparency to this information. Pages 83 and 84			
GRI 414: Social Evaluation of Suppliers 2016	414-2 Negative social impacts from the supplier's chain and measures adopted		All.	Unavailable/incomplete information.	We currently have no information that would allow us to analyze supplier impacts.
GRI 415: Public Policies 2016	415-1 Policy contributions	None.			
GRI 418: Customer Privacy 2016	418-1 Proven complaints regarding breaches of privacy and loss of customer data	Four complaints regarding breaches of privacy were registered, of which two refer to improper access by employees. All accesses to systems were reviewed to avoid recurrences. As to the other two complaints, one is related to a systemic error. The system was corrected, and all affected customers were communicated by letter, telephone and e-mail, signaling that the information shared was not reliable and new piece of information was made available. The other event is related to loss of a printed document, registered in a police report.			
Health, patient safety/Humanization					
GRI 3: Material themes 2021	3-3 Management of material themes	Pages 17, 67 and 70.			



Correlation with the Sustainability Accounting Standard Board (SASB)

Material theme	SASB Topic	SASB Code	Accounting Metric	Response
Transparency/Ethics/Sustainability	Patient Privacy	HC-DY-230a.2	Description of policies and practices to protect health information records and other personally identifiable information.	Page 37.
		HC-DY-230a.3	Number of data breaches.	Four complaints regarding breaches of privacy were registered, of which two refer to improper access by employees. All accesses to systems were reviewed to avoid recurrences. As to the other two complaints, one is related to a systemic error. The system was corrected, and all affected customers were communicated by letter, telephone and e-mail, signaling that the shared information was not reliable and new piece of information was made available. The other event refers to the loss of a printed document, recorded in a police report.
Natural resources	Energy management	HC-DY-130a.1	Total energy consumed.	Page 91.
Impacts and Commitments (environmental and social)	Waste Management	HC-DY-150a.1	Total amount of medical waste, Percent of incinerated waste, Percent of recycled or treated waste; Percent of waste sent to landfill.	Page 95.
	Climate Changes and impacts on human health and infrastructure	HC-DY-450a.1	Description of strategy to address the effects of climate change on business operations, physical plant, infrastructure, and facility design.	Page 93.
People management	Recruitment, Development & Retention	HC-DY-330a.1	Turnover rate of non-medical healthcare professionals and turnover rate of all other employees	Page 49.
	Health and Safety	HC-DY-320a.1	Total rate of severe incidents	Page 56.



Corporate Information

|GRI 2-1|

Headquarters

Rua Maestro Cardim, 637
Zip code: 01323-001 | Bela Vista
São Paulo - SP

BP Hospital

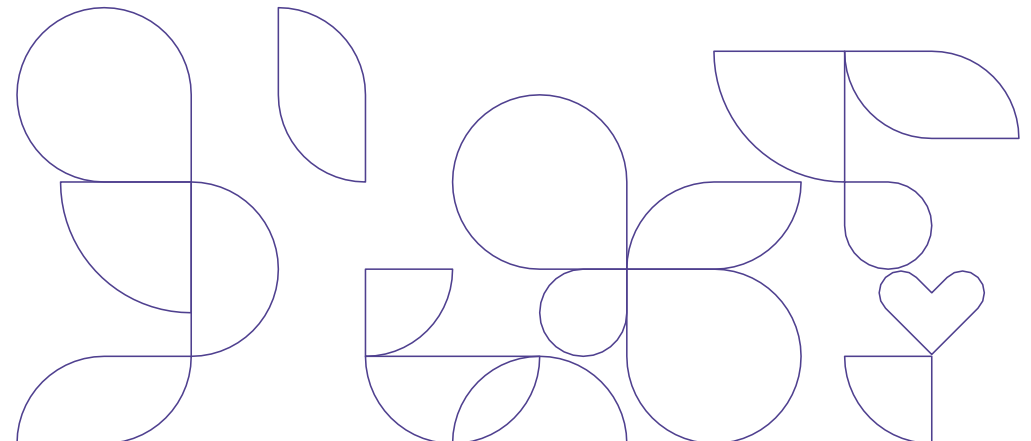
Rua Maestro Cardim, 769
Zip code: 01323-001 | Bela Vista
São Paulo – SP

BP Mirante

Rua Martiniano de Carvalho, 965
Zip code: 01323-001 | Bela Vista
São Paulo – SP

Women's Clinic -

Rua Colômbia, 332
Zip code: 01438-000 | Jardim Paulista





Credits

BP Team:

Brand and
Communication
Sustainability

Consultancy on indicators, content and graphic project:

Global Conteúdo Estratégico

Graphic design: Fabio Francisco

sustentabilidade.bp@bp.org.br

