



# 2024 Sustainability Report



A Beneficência  
Portuguesa  
de São Paulo



# Contents

## Presentation 3

Welcome	4
Message from management	5
Highlights of the year	8

## BP 10

Institutional profile and infrastructure	13
Corporate governance	22
Shared Value Model	29
Strategic planning	31

## Transparency, ethics and sustainability 33

Culture of integrity	34
Risk management and mitigation	41
The supply chain	42
Sustainability	45

## People 49

People management	50
Diversity, equity and inclusion	56
Health and wellbeing	60

## Excellence in Service 68

Patient health and safety	69
Customer experience	72
Medical staff	77

## Support for public healthcare 79

Social Initiatives	80
Partnerships	83
Brazilian National Health Service (SUS)	91

## Environment 95

Resource Management	96
Climate change	102

## Education, research and innovation 104

BP University	106
Research	110
Innovation	111

## Sustainable growth 114

Economic and sectoral overview	115
Financial results	117
Investments	120

## Annexes 121

About this report	122
Reporting Standards	126
GRI Content Index	140
SASB content index	149
Credits	150

# Presentation

We are extremely proud to be able to share our 2024 Sustainability Report with you. Here we have the opportunity to present the profile of the institution, the evolution of our ESG (environmental, social and governance) practices and the challenges the future holds.





# Welcome

For the tenth consecutive year, we are presenting the BP – A Beneficência Portuguesa de São Paulo - Sustainability Report. In this special year, in which we are celebrating 165 years since our founding, we are reinforcing our commitment to transparency by sharing the institution's principal results and advances in 2024.

Focused on our stakeholders, this publication provides an overview of the operational and financial performance, as well as the initiatives that drive our journey towards excellence and safe patient care.



We would like to  
invite you to find  
out more about our  
activities and impact.  
**We hope you enjoy  
the report!**

Valuing life





# Message from management

GRI 2-22

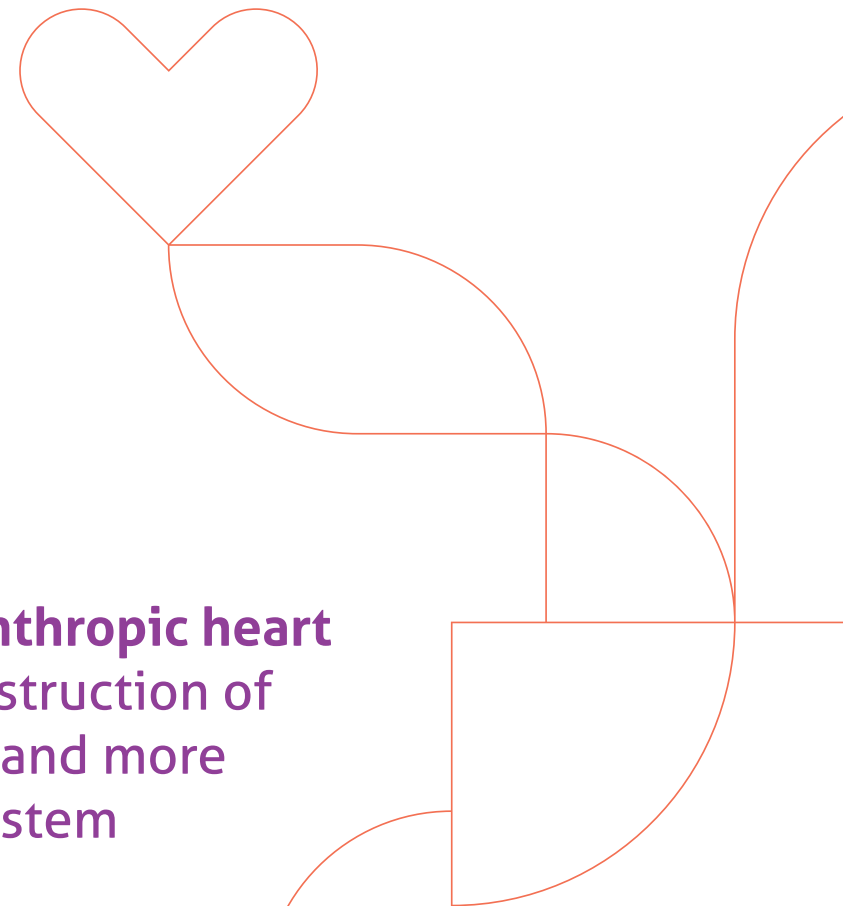
At BP – A Beneficência Portuguesa de São Paulo, we believe that healthcare is a commitment to life. For 165 years, our philanthropic heart has guided us in building a fairer, more accessible and more innovative healthcare system. In 2024, we reaffirmed our purpose of transforming lives through healthcare and education based upon excellence, social responsibility and a commitment to future generations.

We have experienced a challenging year, notable for public health emergencies, such as the dengue crisis, which had a direct impact on our operations for four months. Even so, it was a period of substantial success in the pillars that support BP's activities: assistance, education, research and social impact. We have taken great steps forward in increasing access, and promoting equity in healthcare by guaranteeing the same standards of excellence under the National Health Service (SUS) that can be found in the

private services, with the focus always remaining on humane care.

In the area of care, we have reaffirmed our commitment to medical excellence. We were once again recognized as one of the best hospitals in the world by Newsweek magazine's ranking, and honored in the Estadão's "Best Services", "Best Brands" and Modern Consumer" awards, in recognition of the quality of our care, capacity for innovation, and social impact. Our active participation in the PROADI-SUS (Institutional Development Program of Support for the National Health Service) has continued strengthening public policies and expanding the reach of our philanthropic strategy.

**For 165 years, our philanthropic heart has guided us in the construction of a fairer, more accessible and more innovative healthcare system**





The receipt of our accreditation as a Higher Education Institution (HEI) marked an important advance on the educational front. Our strategy involves the future launch of courses in Medicine, Nursing and Psychology, whilst strengthening our graduate and technical qualification programs, which will undoubtedly contribute to the creation of top-quality professionals in our country. We also consolidated BP's Biobanco, obtained accreditation under the Ministry of Health's Brazilian Network of Health Technology Assessment (Rebrats), and launched the BP Institute of Science and Technology (IST), thus expanding our work in the area of applied research and innovation.

In the last five years, we have made investments to modernize our installations, update our technological infrastructure, and enable our expansion and profitability strategy. We have incorporated technologies such as the new robotic surgery system and the **CAR-T Cell** genetic therapy system, whilst also increasing the use of Genomic Medicine for more personalized and effective treatment. We have also taken important steps forward in the adoption of preventive tools based upon artificial intelligence and biomarkers, meaning the adoption of an approach that is increasingly more preventive and patient-centric.

In the technology and innovation pillar, we have developed a strong digital infrastructure, with investments in cloud computing for the safe storage of information and interoperability between hospital systems, supported by advanced cybersecurity solutions in compliance with the LGPD. We have also developed AI-based preventive health-care programs, focused on the early identification of risks and the personalization of interventions.

BP's sustainability relies on constant reinvestment. Each result obtained is directed towards improving our hospitals, clinics and diagnostic medicine, developing teaching and research programs, training professionals, expanding our social impact, and making the operation more efficient and environmentally responsible. We have made advances in building a strong governance of results, with clear routines, tools and targets that support the execution and control of the operational and financial indicators. We have also consolidated the institutional governance with a review of our Bylaws, reinforcing the longevity and professionalization of our management.

We have also more firmly established our commitment to the ESG agenda. In the environmental area, we have made material

advances, including the decision to stop using nitrous oxide, and we have significantly reduced our carbon emissions and increased our use of clean energy. We have remained engaged with the Race to Zero and Net Zero global commitments, with clear targets for the mitigation of environmental impacts. We recognize climate change as an urgent threat and are contributing to the Commitment to Climate Justice, reinforcing our responsibility to the health of the planet.

In the social dimension, we support an increasingly more diverse and inclusive environment. We have achieved the UN's targets for gender equality by increasing the number of women in leadership positions. We have reinforced our commitment to racial and gender equity by means of our adhesion to the "Race is a Priority" and "Women 2030" programs. Diversity is an essential part of our future and our responsibility as a benchmark institution.

Our support for public healthcare is increasing with each passing year. With a presence in every state of the federation, we had operations in more than 2,000 municipalities in 2024, benefiting 558,350 citizens with our philanthropic projects in the areas of healthcare, education, innovation, management and research, as we continue to pursue our commitment to providing quality healthcare for all.

We have continued and expanded our international partnerships with top-quality institutions, such as the Champalimaud Foundation, the University of Coimbra and, more recently, the Novartis Foundation. These collaborations reinforce BP's role as a center of knowledge and innovation, in constant dialog with those leading the way in healthcare, education, science and philanthropy, both domestically and internationally.

Every life touched by BP, both inside and outside our healthcare hub, strengthens our objective of valuing life and generating value for Brazilian society, with responsibility, courage and dedication. We would like to thank everyone who has shared this journey and helped us to build a more inclusive, sustainable and humane future.

## Let us continue together, with a passion for caring

We hope you enjoy the report!

**Josué Dimas Pimenta**

Chairman of the Board of Trustees

**Denise Soares dos Santos**

CEO





# Highlights of the year

## Environmental

• Our decision to stop using nitrous oxide, one of the leading greenhouse gases, has contributed significantly to a reduction in BP's carbon footprint

Adhesion to voluntary climate change commitments:  
**Race to Zero and Net Zero Ambition Movement**

**100%**  
of the energy consumed at the units is renewable and holds international guarantees (I-REC).

## Social

In line with the ambitions of the Race is a Priority Movement,  
**24.7%**  
of our leaders are Black, meaning we are on our way to achieving our target of **30% by 2030**

**With 48.8%**  
of our leaders being women, we remain on course to achieving our target of 50% of our senior executives being female by 2050, in line with the 'Women Leading Movement'

Support for public healthcare in  
**2,044 municipalities**  
benefiting  
**558,350 citizens,**  
**R\$ 136 billion**  
in contributions to PROADI-SUS

**Research for the use of 5G in the implementation of telediagnosis** in different lines of care, aimed at improving access to healthcare in regions with little access to support

## Governance

Gross revenue of  
**R\$ 2.6 billion,**  
a growth of  
**9.5% compared to 2023**

**The BP University**  
has received accreditation as a Higher Education Institute (HEI) with undergraduate, post-graduate and short duration courses

**Launch of CROMA Oncology**  
in the market, a joint venture between BP, the Fleury Group and Atlântica Hospitais, aimed at providing comprehensive care to cancer patients

Average growth of **44%**  
per year in robotic surgery

As well as its Center of Excellence in Oncology, BP has inaugurated the Center of Excellence in Orthopedics and Mobility, offering a complete cycle of care for musculoskeletal conditions, from prevention to rehabilitation, involving advanced technology and a specialist team for orthopedic diagnoses, treatment and surgery.

- We offer the biggest private BMT center in Brazil
- Specializing in the provision of CAR-T cell therapies
- An important genomic medicine center and the leading collaborator on the Brazil Genome Map project.

# Awards and recognition



**1<sup>st</sup> place**

in the Hospitals segment of the 25<sup>th</sup> edition of the **Modern Consumer Award for Excellence in Customer Services**



**3<sup>rd</sup> place**

in the **Estadão Best Brands**  
- São Paulo ranking



**3<sup>rd</sup> place**

in the **2024 Reclame**  
**Aqui Awards**



**National Quality of Life**  
**Awards (PNQV) – Gold**  
Category



**Included in the World's**  
**Best Hospitals 2024**  
**Ranking**, published by  
*Newsweek magazine*

Healthcare comes first

# BP

Our hospital management model is based upon medical excellence, operational efficiency and financial sustainability.





# BP in 2024

**7**

buildings that include  
the hospital, + *Clinica  
da Mulher* and

**10 more**

clinics located near to BP

**140,000 m<sup>2</sup>**

of constructed area

**721**

hospital beds, with **166** in the ICU

**235,387**

patients attended to in the year

**32**

operating theaters  
(three of which  
are equipped with  
surgical robots)

**55**

specialist areas

**6,538**

physicians

**7,181**

employees

**2,651**

associates

**38,900**

surgeries/year

**27,629**

chemotherapy sessions/  
year

**6.2 million**

exams/year

**158,247**

emergency consultations/  
year

**12,267**

Blood Bank collections/  
year



# A history of success

BP celebrated 165 years of commitment to excellence in comprehensive patient healthcare, operational efficiency and financial sustainability. Our history began in 1859, when a group of 168 people founded the A Sociedade Portuguesa de Beneficência, in São Paulo. Since its creation, philanthropy has been the institution's fundamental principle, supporting itself exclusively by means of the members' monthly payments to provide care for that segment of the public in situations of vulnerability. The group expanded and, in 1876, opened the doors to what was the Hospital São Joaquim (now Hospital BP), offering quality healthcare to all. In 1901, BP received a visit from Dom Carlos I, the King of Portugal, and the title of Real Benemerita.

Despite being recognized by both society and the authorities for its healthcare services, the hospital only managed to inaugurate its first Brazilian president in 1950. The engineer José Ermírio de Moraes dedicated himself passionately to the charitable cause, as did his son, Antônio, and grandson, Rubens, who succeeded him in the position.

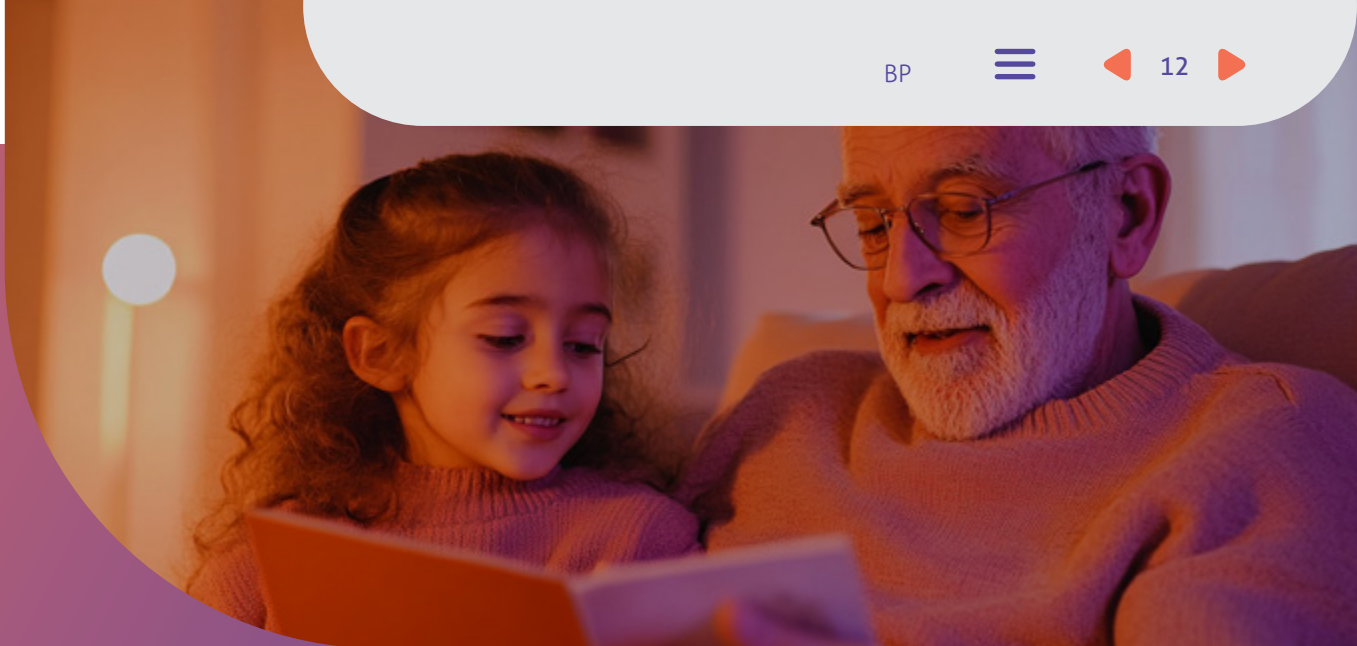
Over the years, BP – A Beneficência Portuguesa de São Paulo has been a pioneer in many different ways. We began providing care for patients attended to by *Inamps* (now the '*Sistema Único de Saúde*' or 'National Health Service' - 'SUS'); and the surgeon Euricydes de Jesus Zerbini and his team performed the first heart transplant on a patient suffering Chagas disease.

In 1971, BP invested in its expansion policy with a focus on service excellence: the constructed area increased from 40,000m<sup>2</sup> to 143,000m<sup>2</sup>. In 2007, the Hospital São José (now BP Mirante) was inaugurated, soon coming to be recognized for providing highly-complex treatment and surgery. The Oncology Center was opened in 2013.

In 2016, the institution began a brand repositioning process: it adopted the name 'BP' and was recognized by the Ministry of Health as a

'Hospital of Excellence'. BP's philanthropy has evolved over the years, now taking a broader and more transformative approach. Our social actions extend throughout the country, expanding our impact beyond care assistance, strengthening the networks that provide comprehensive and sustainable healthcare, and bringing access to healthcare to more regions, including locations with limited access to assistance.

Since then, our social activity has expanded to improve the patient's experience, through the use of technology, training of professionals, engagement of the employees, and development of quality partnerships. Investments have been made in compliance, supply processes, new forms of hospital management, and in the creation of business models that create value for the institution, with the aim of achieving financial sustainability and longevity for the business.





Healthcare comes first

# Institutional profile and infrastructure

## GRI 2-6

Since it was founded in 1859, Real e Benemerita Associação Portuguesa de Beneficência, known as BP – A Beneficência Portuguesa de São Paulo, has increasingly established itself as one of Latin America's leading healthcare institutions. Committed to excellence in healthcare, BP is a non-profit association with head offices at Rua Maestro Cardim, 769, in the Bela Vista district of São Paulo. [GRI 2-1](#)

Recognized for the high standard of safety and the quality of its extremely-complex care services, offered both domestically and internationally, the institution has maintained its commitment to quality and patient safety. Its operations in the private sector together with its philanthropic mission allows for the expansion of access to healthcare, in partnership with the National Health Service (SUS) and the Ministry of Health, through the PROADI-SUS, which benefits patients in every region of Brazil.

BP offers specialist care in more than 50 medical areas, especially Cardiology, Hematology, Neurology, Oncology and Orthopedics. With a medical team made up of recognized, experienced and qualified professionals, it has a modern and technologically advanced infrastructure. This reaffirms its role as one of Latin America's leading healthcare hubs and a benchmark hospital for the performance of highly-complex surgery. For the fifth year running, we have been included in the 'World's Best Hospitals 2024' ranking, published by Newsweek magazine, which lists the world's best healthcare institutions.



As well as providing medical care and surgical excellence, we invest a significant amount of resources in research, innovation and the training of healthcare professionals. In 2024, BP received accreditation from the Ministry of Education (MEC) as a Higher Education Institution, expanding its educational activities to include undergraduate and graduate courses. As such, the Institution has strengthened its development and impact on society, and improved the experience it provides for its patients, offering innovative solutions for integrated, accessible and sustainable healthcare.

BP works together with employees, physicians, partners, suppliers, private institutions and public authorities, putting the patient and student at the center of its integrated operations



# Our values

We have a set of seven values that guide the conduct of the physicians, employees and managers, the strategic decisions, and the relationship with the stakeholders. Our aim is for everyone to incorporate these values into their daily activities, recognizing their importance to the sustainable growth of the organization.



## Credibility needs to be cultivated

Our reputation is built on the excellence of our services and on the transparency, ethics and integrity of our conduct. **We nurture genuine, sustainable relationships that we intend to last.**

## Collaboration takes us further

Together, we achieve more robust, efficient and innovative results. **We value alliances and partnerships that allow us a broader, more comprehensive reach.**



## Doing good does you good

We believe that to make a better world and a fairer society, it is not enough for each individual to do their bit. We must go further. **Philanthropy is in our DNA.**

## Connected lives

We nurture relationships that awaken a sense of meaning and connection with life. **We believe this can lighten the load, transform and inspire.**



## Healthcare comes first

With an holistic vision of treatment, **we place the wellbeing and recovery of our patients above everything else.**

## We are always on the move

Dealing with human lives requires continually updating and renewing our knowledge, infrastructure and ways of thinking. **In a world that is constantly evolving, we can never stop.**

## Sustainable growth is the way forward

We generate economic value to guarantee growth, improvement and expansion. **We believe outstanding levels of performance enable an increased capacity to value life.**





## Purpose

### Valuing life

Life means everything to us. Wondrous and multifaceted, we see it as an interconnected set of organic functions, a way of existing in the world. It is at once individual (and therefore finite), collective and continuous. It is continually shifting and changing.

Life evolves. We believe it needs to be permanently investigated, understood, monitored, respected and celebrated.

In different ways, using know-how and technology with sensitivity, and combining complementary specialties, we work every day to value life - everyone's life.

## Aspiration

To be recognized as one of the top **three health care institutions in Latin America**, acting as a health care hub to provide comprehensive patient care and generating sustainable economic development combined with best ESG practices.

## Future Vision

Health and wellbeing for all.

Valuing life





# Our structure GRI 2-6



A benchmark for high-complexity care, BP Hospital has a medical team that specializes in over 50 disciplines, including Cardiology, Hematology, Neurology, Oncology and Orthopedics. BP Hospital has an emergency department for adults and children providing 598 beds, 136 of which are in its intensive care unit (ICU), a Da Vinci XI Surgical System®, and a Cambridge Medical Robotics (CMR) Versius robotics system. The unit treats patients with health plans, private patients and those referred by the National Health Service (SUS).

To better meet the public's demands, Hospital BP also offers Digital Emergency Care, which can be accessed through the institution's website or the BP app. This platform offers ways of consulting medical prescriptions and identifying signs and symptoms that demonstrate the need for in-person consultations at the medical center.

Hospital BP holds Level 3 ONA certification, the highest level awarded by the National Accreditation Organization (ONA). The seal of excellence (received in January and renewed in December, 2024) recognizes the institution's efforts to achieve superior standards of quality in the services provided, attesting to compliance with the highest levels of safety and quality of care. BP-07

**55**  
specialties

**Cardiology, Hematology,  
Neurology, Oncology and  
Orthopedics are the leading  
specialties offered**

**598**  
hospital beds, with  
136 in the ICU

**Level 3 certification** from  
the National Accreditation  
Organization (ONA)





## Mirante

The hospital offers premium, personalized care and hotel services for patients with executive level and private health plans who are looking for prevention, diagnoses and personalized treatment. The hospital has 123 beds, 30 of which are in the Intensive Care Unit (ICU), seven operating theaters, one of which is equipped for robotic surgery, connected to the Da Vinci XI Surgical System®, and a Diagnostics and Interventionist Therapies Center, where Cardiology, Vascular Surgery, Neuro-intervention and Radioembolization procedures are conducted. BP Mirante is certified by the Joint Commission International, a world leader in the certification of healthcare organizations.

**123**

hospital beds,  
with 30 in the ICU

**1**

Diagnostics and  
Interventionist Therapies  
Center

**7**

operating  
theaters

**5,600**

operations in 2024

Private and executive  
health plan care

Individualized  
prevention, diagnosis  
and treatment

Certified by the  
**Joint Commission  
International**







## bp Medicina Diagnóstica

There is a diagnostics center that offers services ranging from simple laboratory exams to others that are more complex and make use of advanced technology. It offers therapeutic procedures, such as angiography, hemodialysis, theranostic medicine and physiotherapy/rehabilitation, all of which forms a part of the BP hospital services. The unit also has a 24-hour Hemodynamic Reference Center to attend to cardiovascular emergencies.

**7**  
endoscopy  
rooms

**6**  
tomographs

**6**  
hemodynamic  
rooms

**2**  
PET-CT

**7**  
magnetic  
resonance  
scanners

**51**  
hemodialysis  
stations

## Women's Medicine Clinic

With a qualified team and a modern and pleasant infrastructure, this clinic offers six consultation rooms and is focused on women's healthcare. The services are exclusively private and, amongst other specialist areas, include general gynecology, endocrine treatment, fetal medicine, urogynecology, treatment of pain, plastic surgery, nutrition and endocrinology.

**6**  
consultation  
rooms

**659**  
consultations  
in 2024

Private  
assistance







With more than 120 practices offering integrated services to Hospital BP, we have a network of clinics offering consultations, exams and therapies in a single location. BP Vital offers 45 different medical specializations. Since 2020, when the Covid-19 pandemic began, it has been offering telemedicine services for routine consultations and less complex cases.

**120**  
consultation  
rooms

**45**  
medical specializations

**250,178**  
consultations

Attending to  
health plans and  
private patients

## Genomic Medicine

Driven by the advances in genetics, BP's Genomic Medicine service offers an integrated assistance model focused on the prevention, early diagnosis and personalized treatment of illnesses, based upon the genetic profile of each individual. With a multi-disciplinary team composed of geneticists, oncologists, cardiologists, neuropediatricians and human reproduction specialists, the service includes everything from genetic counseling to the ongoing clinical after-treatment of patients and their families. The structure allows access to molecular, image and anatomopathology exams, and includes nursing professionals specialized in guiding patients through every stage of their care.

**1,610**  
consultations  
performed in 2024

**1**  
personalized  
prevention program for  
high risk patients

Germinative exams performed by  
a partner laboratory

All molecular investigation exams that are  
available on the market

**1.6%**  
growth in 2024  
(compared to  
2023)

and **100%**  
compared to  
2020, when the  
service began

## Cell Therapy Service

In May 2024, the BP Blood Bank was re-certified by the Association for the Advancement of Blood & Biotherapies (AABB), the world's most important institution in the field, ensuring quality and safety in the blood collection, storage and transfusion processes. The certification, which includes the hemotherapy services of the Hospital BP and BP Mirante, recognizes the institution's compliance with the most stringent of demands, such as organization, the availability of resources and equipment, and good relations with suppliers and patients. [BP-07](#)

In 2024, the Blood Bank made 12,267 collections, including 10,765 totally of blood, and 1,502 of platelets via apheresis. BP also saw a significant increase in the treatment of oncological diseases through CAR-T cell therapy. In 2024, we moved up to having treated seven patients by means of this innovative technology. In relation to bone marrow transplants, meanwhile, we have now performed a total of 1,306 procedures, 187 of which were in 2024. [BP-05](#)

## bp Educação e Pesquisa

In the first half of 2024, BP received accreditation as a Higher Education Institution from the Ministry of Education (MEC). We immediately inaugurated three graduate courses: Oncology Nursing, Patient Quality and Safety Management, and Breast Imaging. Our strategy involves the future launch of Medicine, Nursing and Psychology courses. As such, the institution, which already invests in the learning of technical skills and business strategies, remains committed to the evolution of medicine, connecting future professionals with innovation, and training new talents. By doing so, the

synergy between education and research remains strong. By means of technology and an exchange of knowledge and discoveries, it will be possible to raise the standard of the procedures, map out new paths for the prevention, diagnosis and cure of diseases, and train a new generation of professionals (see more in the [Education, research and innovation](#) chapter)

8  
graduate courses

4  
graduate courses

2,200m<sup>2</sup>  
of floor space

4  
laboratories



### CROMA Oncology

An Oncology service provider, this is a joint venture between BP, Atlântica Hospitais e Participações (part of the Bradesco Seguros Group) and the Fleury Group. CROMA Oncology was launched in November 2024, already equipped with integrated systems, and with the aim of defining lines of care that follow scientific evidence and require resource management. The purpose of the company is to provide cancer patients with fully-integrated care, from diagnostics and treatment, to monitoring in the subsequent years.

CROMO Oncology works as a network-based service provider, using the BP structures for surgery, radiotherapy and oncogenetics, and the Fleury Group for diagnostics and genetics exams. The first units are to be inaugurated in 2025, three in the city of São Paulo (in the districts of Lapa, Tatuapé and Morumbi) and one in Rio de Janeiro. It is expected that the units will employ 250 people and end 2025 with 500 patients receiving treatment.

# Corporate governance

GRI 2-1, 2-9

BP – A Beneficência Portuguesa de São Paulo is a civil organization established under private law of a charitable, social and scientific nature, with pecuniary, administrative and financial autonomy. Since it was founded, it has received support from associates in six different categories - Regular, Benefactors, Meritorious, Grand Benefactors, Cross of Honor, and Philanthropists - individuals who contribute to the institution and, in counterpart, have the right to use BP's healthcare services, except for the philanthropists. Following the reform of the Bylaws in 2018, the position of philanthropic associate was created, this being an individual who is able to contribute to the association by making an annual contribution or provision of services. This category guarantees the longevity of the institution, although it is not entitled to use BP's services.

At the end of 2024, BP had 2,651 associates, the majority of whom were Regular and Benefactors, who meet annually at the Annual General Meeting (AGM) to examine,

discuss and vote on the accounts presented by the Management, along with an expert opinion from the independent auditors and the Fiscal Council. The AGM is also responsible for electing the members of the Board of Trustees and the Fiscal Council.

Made up of levels and bodies with different responsibilities, our governance is designed to ensure the longevity of the organization and meet the objectives of the BP Bylaws. In 2024, BP revised its Bylaws with the intention of modernizing and simplifying them, thus allowing the institution to grow with new sources of funding. The data set forth below, therefore, reflect the situation in 2024, but may be altered in 2025 and subsequent years.

Our governance is composed of the Board of Trustees, the Fiscal Council, the Advisory Board, and the Executive Board, which includes the Chief Executive Officer (CEO) and other directors. The Board of Trustees is supported by Advisory Committees.





The members of the Board of Trustees, Fiscal Council (including those who form part of the Management Board), as well as the members of the Advisory Board, perform their functions voluntarily, without remuneration.

We have a structured process for the election and selection of the members of the Board of Trustees and its committees, respectively, which is outlined in the Bylaws and the Internal Regulations for the Boards and BP Advisory Committees. The Personnel Committee is responsible for proposing and discussing the list of candidates submitted to the General Meeting with the Board of Trustees. The process involves the strategic planning and the set of approved responsibilities, and is guided by directives such as transparency, diversity, independence, the and dedication required, and the profile of skills. The evaluation criteria, meanwhile, includes experience, involvement of the stakeholders, and strategic alignment, guaranteeing adherence to best governance practices. [GRI 2-10](#)

## The way in which each level operates is outlined below:

### Fiscal Council

Composed of six members, one of whom is independent, the Fiscal Council is responsible for examining the institution's documents and accounts, observing the responsibilities required by law, and complying with the formalities and conditions set forth in the Bylaws. This includes verification of the carried amounts, the collected revenue, the investment of funds, and the equitable criteria in the expenses incurred. Each year, following analysis of the documents presented by the Board of Trustees, the Fiscal Council presents an expert report which is presented for voting at the General Meeting. The members of the Fiscal Council have mandates of three years, with reelection being permitted.

#### CHAIRMAN

Carlos Henrique Aguiar Rodrigues Catraio

#### GENERAL SECRETARY

André Ricardo Passos de Souza

#### COUNCIL MEMBERS

Aginaldo Augusto Mirandez

Carlos Byron Rodrigues

Gustavo Amato Urbano

Maurício Augusto Souza Lopes

## Board of Trustees

Composed of 18 members, BP's Board of Trustees is directed by a Chairperson (who does not occupy an executive position in the organization) and includes two independent board members. There are also five members who hold positions on the Management Board. Amongst their responsibilities are: electing the members of the Management Board (the association's management body, composed of three sitting members and up to two substitute members); establishing the general guidance, policy and strategy of the association's activities and services; administering the association and all of BP's assets; approving the annual budget; and enforcing the Bylaws. [GRI 2-11](#)

The Board of Trustees also performs an essential role in the strategic supervision of the organization's sustainable development, approving policies and establishing directives. It monitors the economic, social and environmental impacts, periodically evaluating the results and identifying opportunities for improvement. It is also responsible for analyzing and approving the organization's reports (including this Sustainability Report), as well as the material topics, ensuring transparency and strategic alignment. [GRI 2-12, 2-13, 2-14](#)



Both the members of the Board of Trustees and those who make up the Management Board hold mandates of three years, with reelection being permitted.

**In 2024, the body was composed of 17 members.**

### CHAIRMAN

Josué Dimas de Melo Pimenta

### VICE-CHAIRMAN

Rogério Pinto Coelho Amato

### GENERAL SECRETARY

Rodrigo Sampaio Ribeiro de Oliveira

### BOARD MEMBERS

Andrea Pellegrini Mammana Napolitano  
Assis Augusto Pires  
Claudia Elisa de Pinho Soares  
Eduardo Genin de Oliveira  
Emidio Dias Carvalho Junior  
Ernani Antunes Araujo  
João Carlos de Paiva Veríssimo

José Francisco Monteiro Miranda  
Leonardo Comino Neto  
Luiz Eduardo Loureiro Bettarello  
Manuel da Silva Sé Junior  
Mauricio BardaUIL  
Ricardo Gustav Neuding  
Roberto Vilela

## Advisory Board

An honorary body, without administrative functions, the Advisory Board is composed of up to 20 members indicated by the Board of Trustees for mandates of three years. The Advisory Board meets on a quarterly basis to decide on any suggestions it wishes to make to the Board of Trustees.

**In 2024, the body was composed of 11 members.**

### CHAIRMAN

José Pastore

### VICE-CHAIRMAN

Nelson Vieira Barreira

### GENERAL SECRETARY

Delmo Niccoli

### BOARD MEMBERS

Artur Rodrigues Quaresma Filho

Cassio Clemente

Eduardo de Assis Pires

Fábio de Araujo Nogueira

Francisco Roberto Balestrin de Andrade

Mario Amato Netto

Regina Maria da Silva Dias

Silvana Cambi

## Advisory Committees [GRI 2-9; 2-13](#)

The Advisory Committees to the Board of Trustees monitor the economic, social and environmental impacts and provide support on management in this area to the organization as a whole.

### At the end of 2024, BP had five committees.

The Strategy and Finance Committee supervises economic and financial matters, whilst the Governance, Risks and Compliance Committee is responsible for monitoring organizational risks. Social topics are supervised by the Personnel Committee and the Associates Committee, whilst the work of the Projects and Assets Committee is focused on decisions and support concerning any new construction and their environmental impacts. These committees are advisory in nature, offering analyses and recommendations to the Board of Trustees, which is responsible for the final decisions.

Since 2022, in addition to the committees, BP has also been able to rely upon the Social Investment Committee, which defines the strategy and monitors BP's social activities, as well as the institution's sustainability actions, thus reinforcing best business practices.



## Executive Board GRI 2-13

The day-to-day running of BP's executive management is led by the Chief Executive Officer (CEO), a qualified market professional who is fully equipped for the position and who operates in line with the decisions taken by the institution's governance bodies.

The Executive Board is composed of eight directors who are each responsible for a different department within BP (*as outlined on the right*). Amongst them is the People and Customer Experience, Marketing, Sustainability and Social Impact Board, responsible for developing and implementing sustainability strategies, monitoring sustainable performance, and integrating ESG practices into the institution's operations. They also work to promote stakeholder engagement, develop sustainable initiatives, publish reports that ensure transparency and the manage social and environmental impacts.

To ensure the strategic alignment related to these issues, the Executive Board makes quarterly presentations to the Board of Trustees, thus allowing for the continued monitoring of the actions and guaranteeing that sustainability always remains an integral part of the institutional guidelines.

## In 2024, the Board was composed of nine members.

### CEO

Denise Soares dos Santos

### CHIEF AUDIT, COMPLIANCE, RISKS AND DATA PROTECTION OFFICER

Arnaldo Bartalo Jr.

### CHIEF TECHNOLOGY OFFICER

Jalmor Muller Junior

### CHIEF FINANCE, LEGAL AND OPERATIONS OFFICER

Marcos Simões

### CHIEF OFFICER FOR PEOPLE AND CUSTOMER EXPERIENCE, MARKETING, SUSTAINABILITY AND SOCIAL IMPACT

Maria Alice Rocha

### CHIEF BUSINESS DEVELOPMENT AND EXPANSION OFFICER

Álvaro Caetano

### CHIEF MEDICAL, TECHNICAL AND EDUCATION AND RESEARCH DEVELOPMENT OFFICER

Veridiana Camargo de Arruda Penteado

### CHIEF HOSPITAL BP, BP MIRANTE, BP DIAGNOSTIC MEDICINE AND BP VITAL OFFICER

Ricardo Hutter

### CHIEF STRATEGIC PLANNING AND PROJECTS & INNOVATION OFFICER

Rafael Castelo Branco

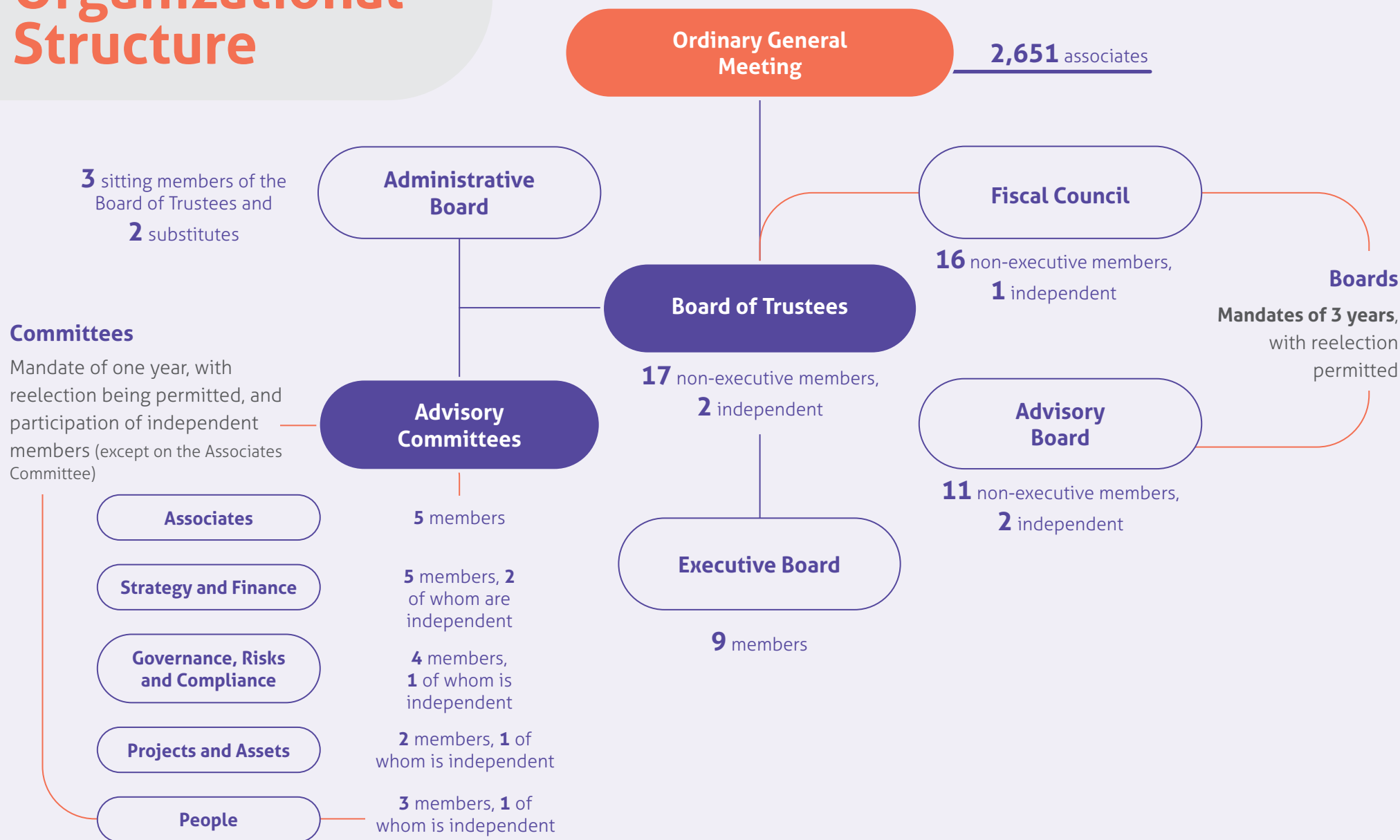
## Board Awareness and Oversight

GRI 2-17, 2-18

The understanding of the sustainable development of the members of the Board of Trustees is supported by means of ongoing communication, access to updated information, and active participation in initiatives, committees and specialist commissions. These measures ensure that the topic forms an integral part of the corporate governance and the decision-making process.

Our Chief Officer for People and Customer Experience, Marketing, Sustainability and Social Impact, monitors these topics and reports her conclusions, thus allowing the Board to monitor the performance of the governance in relation to economic, social and environmental impacts. There is, however, no formal evaluation of the performance of the Board members regarding supervision of the impacts.

# Organizational Structure



## Important alliances GRI 2-28

In order to contribute to improving the healthcare system, BP participates in domestic and international discussion and development forums that strengthen its commitment to good governance, sustainability and social responsibility practices, as well as innovation in the sector. Amongst its most important memberships are:

### Sectoral and institutional associations

Brazilian Association of Corporate Communication (Aberje), Association of Private Philanthropic Hospitals (Ahfip) (*see the box on the right*), National Association of Private Hospitals (Anahp), Brazilian Association of Diagnostic Medicine (Abramed), Portuguese Chamber of Commerce, Federation of Santas Casas and Charitable Hospitals of the State of São Paulo (Fehosp), Interactive Advertising Bureau (IAB), Group of Institutes, Foundations and Companies (Gife), Institute for the Development of Social Investment (Idis), Ethos Institute of Companies and Social Responsibility, and Getúlio Vargas Foundation (FGV).

## BP and other hospitals founded the AHFIP

In 2024, BP, together with a number of other large healthcare institutions, founded the **Association of Private Philanthropic Hospitals (AHFIP)**. The aim of the initiative is to promote excellence in hospital administration, strengthen the collaboration between benchmark institutions, and drive innovation in healthcare.

As well as BP, a number of other large hospitals are members of Ahfip, including Hospital Sírio-Libanês, Hospital Moinhos de Vento, Hospital Alemão Oswaldo Cruz, HCor, and A.C. Camargo Câncer Center, and more

recently Sabará Children's Hospital and Hospital Santa Izabel, part of the Bahia Santa Casa. Together, they are responsible for more than 50% of the hospital admissions in Brazil, and represent a model of excellence and commitment to quality healthcare.

The creation of Ahfip is a strategic step towards guaranteeing the sustainability and development of philanthropic and private hospital institutions **in Brazil**. Alongside BP, Ahfip has appeared with the intention of reaffirming a commitment to the evolution of the sector and the construction of a better future for healthcare in the country, establishing quality and safety as a strategic pillar for the sustainability of the sector.

## Government and regulatory organs

National Board of Municipal Health Departments (Conasems), National Board of Health Departments (Conass), Ministry of Health, National Commission of Ethics in Research (Conep), São Paulo State Health Department, São Paulo Municipal Health Department, and Brazilian Network of Evaluation of Technologies in Healthcare (Rebrats).

## Environmental and social projects and initiatives

The *Hospitais Saudáveis* Project, which includes Global Green and Healthy Hospitals (GGHH) and represents Health Care Without Harm (HCWH) in Brazil, and is an adherent to the Race to Zero campaign. The Network Brazil, part of the UN's Global Compact, through membership of the Women Leading, Race is a Priority, and Net Zero Ambition movements. We are also signatories to the UN Women's 'Women's Empowerment Principles'.



# Shared Value Model

Our Model of Shared Value Creation considers the role of the stakeholders (employees, board members, medical staff, associates, suppliers, participants, clients and public and private bodies) to be essential in strengthening our purpose of valuing life and guaranteeing better access to healthcare.



By providing a systemic look at the entire operation, the model helps us to identify our strengths and opportunities for improvement. It also encourages the advancement of discussions with the operational and corporate areas, the creation of partnerships that optimize our social impact, and the improvement of our strategies and activities. The aim is to ensure the sustainable growth of the institution today, tomorrow and in the future.

**Aligned with BP's strategic planning, our business model provides a systemic look at the entire operation,** helps us identify our strengths and opportunities for improvement, and ensure the sharing of value creation with our stakeholders







Healthcare comes first

# Strategic **planning**

The strategic planning is the soul of an institution. It motivates the employees to strive for a common objective and drives different actions and projects towards achieving the best results. For the 2024-2026 cycle, BP is focused on four strategic priorities: a segmented customer base, operational excellence, a profitable BP and education.

Specifically in 2024, we strengthened our commitment to the implementation of new businesses and the best treatment for our patients, by launching CROMA Oncology in the market, a joint venture between BP, Bradesco and the Fleury Group, to provide clinics specializing in oncological treatment (*read more on [page 21](#)*). Also in 2024, we received accreditation to operate as a Higher Education Institution from the MEC. As well as being an investment in the qualification of healthcare professionals, this new business will allow for a diversification of the core business, whilst also providing the institution with greater profitability and liquidity, reinforcing our commitment to being a healthcare hub, and working with the further education of healthcare professionals. (*read more on [page 106](#)*)

The focus for 2025 is on consolidating the hospital as a benchmark in surgery, ensuring the best clinical and healthcare outcomes, more patients treated and, ultimately, financial sustainability. This involves the optimization of our surgery structure, best use of our resources, investments in technology, and expansion of our strategic partnerships to strengthen our activities in the highly complex segments of our strategic specialist areas.

Our planning for the 2025-2030 period, meanwhile, has been developed by means of a comprehensive diagnosis of BP itself, aligning the situation of the company, the world's current scenario and challenges, and our own objectives, targets and aspirations. The structure of the plan, which was reviewed in November 2024, is founded on five strategic pillars: Expansion, Education, Customer Focus, Operational Efficiency, and Sustainability. These pillars are the medium-term aims, which will be unfolded into specific objectives to guide the entire institution's operations in the short-term. As such, we will be gradually advancing with our planning through to 2030.



Along this journey towards a promising future, we are very clear about where we wish to get to and how we will be getting there, about the priority objectives in each area, and the need to have specific metrics on our advances. To achieve this, BP has implemented 'GoBP', a new business management model, specific to our company, although having been inspired by 'OKR' ('Objectives and Key Results'), providing the entire leadership with their own indicators and specific tools to ensure that we move ahead on the prioritized topics.

Furthermore, we have a set of enablers that form an intersection with all the pillars, areas and essential topics, to make the necessary changes and advances and, as such, achieve our objectives and strengthen our future vision.

#### These include:

People and Culture

Digital and  
Information Security

Innovation

Brand

Effective transparency and communication are key-elements in this process, since they foster alignment and organizational cohesion, ensuring that BP is always updated and aware of the challenges and opportunities it faces. The participation of the medical staff is extremely important in this process and should be increasingly more comprehensive. As well as taking care of the healthcare, surgery and protocols, the medical-care team is dedicated to contributing to the improvement of the operational system and the financial results.



### Centers of Excellence

Even more qualified care for the patient, an advanced surgical center, and cutting-edge technology services. Focused on these pillars, BP's Centers of Excellence form part of the hospital's strategic planning and strengthening. The specializations chosen to be included in this project are those which are strategic to BP, involving our greatest financial volume, whilst being recognized for excellence in the provision of services.

We are committed to the development of our Centers of Excellence, to guarantee that our services are recognized for their excellent care, innovation and patient experience. We seek the best medicine to meet the needs of our patient at an appropriate price, to ensure competitiveness in the market.

BP offers a Center of Excellence in Oncology and, in 2024, inaugurated the Center of Excellence in Orthopedics and Mobility to offer greater support, especially to the surgery department. Assistance is provided for patients with complex problems in the hip, knee and spine, or with serious bone-related issues in other parts of the body.

# Transparency, ethics and sustainability

Credibility needs to be cultivated Our Code of Conduct, policies providing clear guidelines, and the Integrity Program, all reinforce this value in practice.

Credibility needs to be cultivated



# Culture of Integrity

GRI 3-3: Transparency/Ethics/  
Sustainability, 2-23, 2-24

Running throughout our entire organizational structure and value chain, BP's culture of integrity is based upon the constant dissemination and reinforcement of an understanding of its values, ethics, integrity, compliance and adaptation to the law.

The management is based upon corporate policies and structured processes to prevent and mitigate conflicts of interest, both being subject to constant monitoring and periodic review. [GRI 2-15](#)

The Code of Conduct, our key compliance document, establishes guidelines on ethical behavior which reflect the organization's positioning, objective and values, in compliance with the currently applicable laws and regulations. This is a governance instrument, which reinforces the corporate social responsibility by promoting ethical and responsible conduct, respect for human rights

and the environment, the creation of a safe working environment, the values of integrity, and the fight against corruption.

The document applies to all those involved in the activities performed at BP, including the senior management, physicians, employees at all levels and all units, suppliers, business partners and other stakeholders. In 2024, more than 6,000 employees were provided with focused training on the Code of Conduct.

**More than 6,000 employees received training on the Code of Conduct in 2024**

Credibility needs to be cultivated





Both the Code of Conduct and the compliance policies formalize the organization's commitment to responsible business conduct, aligned with domestic and international instruments such as the Business Pact for Integrity and Fighting Corruption, published by the Ethos Institute; the United Nations' Guiding Principles on Business and Human Rights; the Women's Empowerment Principles (UN Women); the UN's Global Compact, including the Women Leading Movement and the Sustainable Development Goals (SDGs), and the guidelines set forth by the Organisation for Economic Cooperation and Development (OECD). As well as the [Code of Conduct](#), BP currently has the following guidelines in place: [GRI 2-25](#)

- Anti-trust Policy - Competitive Practices
- Conflict of Interests Policy
- Policy on Gifts, Entertainment, and Free Samples
- Diligence Policy
- Donations and Sponsorships Policy
- Integrity Policy
- Policy of Disciplinary Measures
- Whistleblowing and Non-Retaliation Policy
- Public Sector Relationship Policy (anti-corruption)

## BP's Integrity Program

GRI 3-3: Reputation 2-23, 2-24

With support from the senior management, BP's Integrity Program is aimed at ensuring governance and sustainability, acting directly to prevent, detect and respond to any possible abuse, fraud or irregularities.

Based upon the value of "Credibility needs to be cultivated", BP submits its units to structured evaluations of the risks related to corruption. In 2024, the operations of Hospital BP and BP Mirante were analyzed, with the main risks assessed including bribery, kickbacks, money laundering, conflicts of interest, and a lack of transparency in donations. None of these risks were identified, however, owing to the rigorous mitigation controls implemented by the institution. As a signatory to the Business Pact for Integrity and Fighting Corruption, BP also files annual reports on its indicators to the Ethos Institute, with its general average increasing from 6.1 in 2022 to 6.9 in 2024. [GRI 205-1](#)

The BP Integrity Program is managed by the Compliance Department, which operates independently and periodically reports to the Board of Trustees. This sector is responsible, for example, for the creation, revision and publication of the Code of Conduct and the policies relating to this theme, risk integrity evaluations, training actions and communication. The Board of Trustees, however, is responsible for overseeing the implementation of the commitments, specifically in the form of the GRC (Governance, Risks and Compliance) Commitment, ensuring its integration into the organization's strategies, policies and operations. This process involves the definition of aligned targets, the attribution of responsibilities depending upon skills, the encouragement of collaboration, effective communication, and continual monitoring.

## Training on anti-corruption

GRI 205-2

To improve the communication of its commitments, BP offers internal, in-person and online training sessions, including the “Integrity at BP - What’s my role?” course, which everyone is required to participate in. In 2024, the rate of participation in the online training reached 73% of the target-public. Amongst our business partners, the communication reached 100% of our suppliers and associates.

Another engagement initiative is the Ethics and Compliance Event, which is staged annually with the aim of strengthening the culture of integrity and ethics within the organization. The event includes activities such as talks, training sessions and fun but educational activities, aimed at engaging the employees whilst encouraging them to reflect upon ethics in the working environment.

Through consultations registered by the employees, the Compliance area performs an integrity and reputation risk analysis in different scenarios, after which it issues a report and makes recommendations.



The matters involved include:

- Medical due diligence;
- Third party due diligence;
- Gifts and presents;
- Donations;
- Declaration/Report on Conflicts of Interest;
- Participation in events;
- Analysis of contracts, forms and documents;
- Partnerships;
- Endorsements;
- Record of meetings (public officials, public bodies, PEP - Politically Exposed Persons).

73%

of the employees were  
trained in anti-corruption  
procedures

In 2024, 3,156 consultations were registered. The majority of the requests for investigation related to due diligence on third parties/suppliers (29%) and medical due diligence (59%), meaning that the Physicians' Support Service (SAM) requested the most services.

A total of 1,864 consultations related to medical due diligence, involving guidance on the matter (16), and analyses of proper due diligence (1,848) were registered in 2024. The number of "favorable" or "favorable with recommendations" responses accounted for 99.89% of the requests. Two consultations resulted in decisions that denied registration and were assumed by the Medical Board, which decided against the request for medical registration.

### Governance body members and employees that have received communication and training on anti-corruption policies and procedures<sup>1</sup> GRI 205-2

Board	Total	Communicated	Percentage	Trained	Percentage
Board of Trustees	18	18	100%	0	0%
Employees	Total	Communicated	Percentage	Trained	Percentage
CEO	1	1	100%	1	100%
Executive Directors	8	7	87.50%	7	100%
Executive Managers	28	28	100%	28	100%
Department Managers	34	34	100%	34	100%
Coordinators	117	117	100%	100	85.47%
Supervisors	57	57	100%	44	77.19%
Specialists	90	90	100%	77	85.56%
Administrative Staff	1,003	1,003	100%	848	84.55%
Assistance staff	381	381	100%	273	71.65%
Care Support	3,493	3,493	100%	2,706	77.47%
Operational staff	1,990	1,990	100%	1,162	58.39
<b>Total</b>	<b>7,202</b>	<b>7,201</b>	<b>99.98%</b>	<b>5,280</b>	<b>73.32%</b>

1. Includes the total number of employees trained during the year, not the number of employees at the end of the reported period.



# Communication channels

GRI 2-16, 2-25, 2-26

Our formal structure of communication ensures that all compliance matters considered to be of critical concern to the stakeholders are handled thoroughly and transparently. Different channels are used for this reporting process, including meetings with the Board, governance committee procedures, written notifications, and risk and compliance reports.

In 2024, BP did not receive any fines or non-monetary penalties due to non-compliance with laws or regulations. As such there were no payments of fines relating to previous reporting periods. The management of fines and penalties is undertaken directly by the individual business areas and there was no registration of any assessments during the period. The organization considers a case of non-compliance to be significant when it has a financial impact on the operation, compromises the institutional reputation, or results in regulatory restrictions: [GRI 2-27](#)

## Responsible practices

BP also offers structured mechanisms designed to guide its employees and other stakeholders regarding the implementation of responsible policies and practices, thereby ensuring access to the proper information and support. Amongst the most important resources are the training and qualification programs, sharing of best practices, and the whistleblower channel, with this Confidential Hotline guaranteeing anonymity and confidentiality at all stages of the reporting.

**The whistleblower channel and the training sessions are essential for guaranteeing the integrity of BP**



## Confidential Hotline

A Beneficência Portuguesa de São Paulo provides an exclusive and independent channel in order to receive reports relating to acts that go against the guidelines of the Code of Conduct, internal policies and currently applicable legislation.

In 2024, BP's Confidential Hotline received 867 reports, addressing issues including harassment, discrimination, corruption and fraud. Of these reports, through until December 31, 2024, 137 had been classified as having grounds or partial grounds (16%), resulting in the implementation of 153 actions plans, as such:

**112**

focused on  
training and  
awareness-raising

**30**

focused on  
disciplinary  
actions

**11**

forwarded to make  
improvements in  
processes

Whenever applicable, disciplinary and/or corrective measures are adopted following discussions and a decision by the Disciplinary Measures Committee, which is responsible for evaluating the reports and defining the best and most suitable actions for remedying the impacts. The reporting parties are informed of the decisions via the Aliant platform, receiving a succinct message in order to maintain the confidentiality of the process.

### Evaluation

As a means of understanding the level of reliability of the Confidential Hotline, in June 2024, an evaluation was undertaken, as part of which the reporting party gauges how reliable they felt the Channel was on a scale of 1 to 5.

Through until December,

**349**

evaluations had  
been received,

with an  
average  
score of

**4.26**

### Confidential Hotline

Available 24/7, to all of  
BP's stakeholders.



Website: [www.canalconfidencial.com.br/bp/](http://www.canalconfidencial.com.br/bp/)

e-mail: [bp@canalconfidencial.com.br](mailto:bp@canalconfidencial.com.br)

Tel: **0800-882-0628**

Should there be any doubts, the internal staff can also contact the compliance team by means of the following link: [bp.topdesk.net/tas/public/ssp/](http://bp.topdesk.net/tas/public/ssp/)

# Information Security

GRI 418-1, HC-DY-230a.3

BP keeps an inventory of data handling operations, evaluation of third parties' privacy, incident management, standardization of international transfers, and periodic reviews of high impact by means of the Data Protection Impact Assessment (DPIA), a document that evaluates risks and mitigation measures involved in the handling of sensitive information.

Based upon the General Personal Data Protection Law (LGPD, Law nº 13,709/18), a program has been developed to guarantee security and transparency in the collection, processing and storage of personal data that is under our control. Structured processes have also been adopted to ensure data privacy and protection, including Security by Design and Privacy by Design, which involve security and privacy right from the very beginning of a project.

BP's commitment to information security and data protection is reinforced by means of repeated training sessions and periodic due diligence processes, thus ensuring compliance and the security of the information belonging to clients, physicians, service providers and employees. In 2024, for example, almost 4,500 employees took part in a program involving practical examples that contributed to raising awareness regarding the impacts of the LGPD, covering issues ranging from the use of a Social Security number (CPF) to making purchases at a pharmacy and personal security when using cell phones. In 2024, there were no registrations of incidents involving violations of privacy, leaks, or the theft or loss of data. None of the suspicious incidents investigated showed any suggestion of irregularity.

**4,500**

employees took part in  
the LGPD program

## Transparency in prices and charging

SASB HC-DY-270a.1, HC-DY-270a.2

We recognize the importance of objective, clear and accessible information when making critical decisions regarding medical care. We have therefore created a book of managed procedures containing prices and the structures of the most common surgical procedures. The aim of this document is to provide the private patient or their medical team with the most important information to clearly and transparently streamline the process and ensure the best possible level of service. For procedures that are not listed in our book, we provide price estimates, as requested by the medical prescription. We have a team that is fully dedicated to promptly offering the best services and proper information.

Furthermore, BP has defined processes for the creation of quotations for private procedures and surgery, ensuring that patients are properly informed with regard to the costs involved before committing themselves to the procedure.



# Risk management **and** **mitigation**

Our Risk Dictionary was compiled in 2022, in partnership with Deloitte, involving more than 90 interviews with the BP senior management. The document includes 95 corporate risks, covering the operational, financial, regulatory, strategic and technology categories. Of this total, 20 were classified as priority (1<sup>st</sup> Cycle) based upon impact and probability analysis, and the methodologies defined together with the Board of Trustees. As such, we have created plans aimed at the response, mitigation and monitoring of this primary group of risks.

In 2024, we selected another 22 risks (2<sup>nd</sup> cycle), with each being assigned an executive manager and a managerial-level risk agent.

The main risks identified as part of this project served as a base for the creation of the Annual Internal Audit Program. Since then, the opportunities for improvement identified have been presented to the BP senior management and monitored through until effective implementation.

In 2025, with support from the GRC (Governance, Risks and Compliance) Committee, the Risks and Internal Controls Department will be reviewing the Corporate Map, using the 'Likelihood/Vulnerability x Impact' methodology to evaluate and re-prioritize the risks of a more critical nature in order to focus efforts on the principal means of mitigating these risks.

In relation to previous years, there has been a shift in the risk scenario regarding the health sector. The climate crisis that is devastating the planet has led to a need to focus more on certain, specific risks listed in the BP Corporate Map.

Finally, in 2025, and in alignment with the Board of Trustees and the GRC Committee, BP will be formalizing its Risk Appetite Statement (RAS), by means of which the company shall declare to the market, its employees and other stakeholders, its levels of tolerance to the types of risk the Institution is willing to accept or in relation to which it will be seeking to achieve its objectives. This is a fundamental element in the risk management framework that supports the decision-making and operational effectiveness.

95  
risks  
listed in the Risk  
Dictionary

20  
risks  
classified as  
priority in  
the 1<sup>st</sup> Cycle

# The Supply chain

GRI 2-6, 2-29

BP believes that its relationship with suppliers is capable of encouraging the development of a more sustainable society. As such, as well as adopting technical and financial criteria, the organization evaluates its suppliers, third parties and partners in relation to their reputation, adherence to legislation and good socio-environmental practices. As part of this process, the directives of the [BP Manual for Third Parties](#) are followed, providing guidance on how to observe the required standards of sustainability, quality, security and technical and ethical principles (*read more in the BP Manual for Third Parties, on [page 44](#)*).

In 2024, an important change was made to the internal structure, with unification of the Supply Chain, including standardization, qualification of suppliers, procurement and logistics. This has strengthened the synergy between the areas even more, in line with BP's strategy. The value and supply chain, however, has not experienced any significant

changes in relation to 2023, having ended the year with a total of 1,072 suppliers which are considered to be manufacturers of medicines, hospital equipment and materials, as well as service providers and laboratories. BP's downstream entities involve distribution companies, end consumers, subcontractors, outsourced companies and service clients, ensuring that the medical and hospital services reach their target-public with the quality and efficiency expected.

Over the course of 2024, BP also made important financial gains due to the efficiency of its negotiation and its control of costs with suppliers. There was a reduction of BRL 15.4 million in expenses regarding orthotics, prosthetics and special materials (OPSM), meaning 2.3% less than in 2023; there was a reduction of 2.1% in expenses on medical materials (the equivalent of BRL 14.6 million) and 7.5% on indirect items and services (BRL 22.6 million).



**1,072**  
suppliers

The suppliers are local, national and international, of different sizes (small, medium and large) and types of activity (products services and inputs). In 2024, 95% of BP's purchases were made with local suppliers, where "local" means Brazil as a whole. We included all the operational units in the calculation. [GRI 204-1](#)



# Sustainable procurement

GRI 308-1, 308-2, 408-1, 409-1, 414-1, 414-2

In its business relations, BP ensures compliance with its assumed commitments by means of its stringent guidelines that guarantee the careful selection of suppliers, inclusion of contractual clauses, audits, training, continuous monitoring, and distribution of sustainability reports. [GRI 2-23](#)

In 2024, as a means of improving this model even more, the organization created the Sustainable Procurement Program, intended as being a catalyst for sustainable development. The methodology outlined in the Program allows us to identify whether the suppliers are in compliance with the institution's best market practices and encourage the adoption of standards of excellence regarding social, environmental and governance issues. This is a management model that has been adapted to different supplier categories, with the aim of mitigating legal and reputational risks.

This program was created following mapping performed in 2023, which detected a potential risk of child labor amongst suppliers of waste and wastewater management services. In 2024, the first wave of ratification of the

Sustainable Procurement Project was launched for critical suppliers. The evaluation was conducted by a multi-disciplinary committee, involving the Supply, Compliance, Occupational Health, Safety at Work, and Environment Departments, which ratified 75% of the suppliers registered in the high and very high risk categories, from the perspective of sustainability.

In the social sphere, no risks were identified regarding child labor, forced labor or labor analogous to slavery in the activities, or any other negative impacts, thus waiving the need for corrective measures or termination of contracts. Likewise, in the environmental and social sphere, no suppliers were identified as causing any negative impacts. Furthermore, BP has maintained its declared position of non-tolerance with regard to these practices in official documents, and offers whistleblower channels as a means of reinforcing its continued transparency and investigation.

BP is continuing to improve its processes to strengthen sustainable and inclusive practices in its supply chain. In 2025, the



company is planning to move ahead with Wave 2, which will see the further ratification of those suppliers classified as being of high and very high criticality, and expanding the ratification to suppliers of medium criticality, meaning the involvement of another 200 suppliers. The Supplier Evaluation, Development and Recognition Program will also begin, employing specific methodology and best market practices for management and relationship with suppliers.



## BP Manual for Third Parties

BP encourages its suppliers to adopt ethical and transparent forms of conduct, in line with our values. They should aim to protect human rights and the environment, and adopt anti-corruption, fair competition, integrity and secure information practices. All third parties must comply with the law and regulations applicable to their areas, as well as follow the proper norms and practices in their activities with regard to their direct or indirect relations with the institution.

The identification of suppliers involved in improper practices can lead to a breach in the established relationship. This includes those which use child labor, forced labor or labor analogous to slavery; practice moral or sexual harassment; commit fraud, corruption or money laundering; face reputational problems; disrespect their own or our employees, compromising their dignity, health and safety; or undertake activities that cause negative impacts to the environment, market or society.

## Healthcare operators

BP has a solid relationship with approximately 80 healthcare operators working in different areas, including insurance companies, group medical services, cooperatives, self-management, health-techs, and company-clients, totaling 110 contracts. The Business Development and Expansion Board has specific teams focused on commercial relationships, products, pricing, commercial intelligence and projects.

In 2024, the health sector suffered a number of crises, including increased competition, inflation and a rise in the costs of materials and services. There were also pandemics, endemic diseases and outbreaks of viral illnesses, which tend to increase along with the global climate crisis, and which overburden hospitals and impact costs and care. During the dengue outbreak at the beginning of the year, more patients were visiting outpatients and emergency services, whilst hospital admissions rose in parallel. All of these factors, in some way, also impacted the claims ratio of the insurance operators.

The policy in 2024 was to establish client loyalty and diversify the operations provided so that the quality of service and the revenue should not depend solely on certain groups. We have also developed new products and are seeking to build relations with operators with more modern profiles and which are more strategic to BP. New outpatients and surgery plans and categories were included, which led to the incorporation of three new operators, 195 new plans and 210,439 patients served, with an 11.61% rise in gross revenue.

**195**  
new plans included

**More than  
2,100**  
patients attended to

# Sustainability

For BP, sustainability goes beyond an ethical or legal obligation. It is an essential strategy for the growth and longevity of our institution in the market. This strengthens the reputation of the brand, creates a competitive advantage, and attracts conscientious consumers and partners interested in responsible practices, whilst also increasing the engagement and retention of talents in the workforce and medical staff.

By incorporating sustainability into its activities, values such as ethics and transparency are reinforced, thereby strengthening the organizational identity and creating a positive cycle of influence. Leaders become agents of transformation, encouraging sustainable behavior throughout the institution. As such, the decisions involve not only financial results, but also the long-term impacts on the community and environment, encouraging the search for innovative solutions.



**Responsible practices are essential for BP's growth and longevity**

Credibility needs to be cultivated





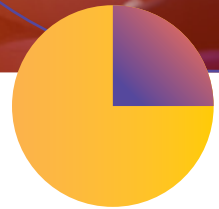
## BP's Sustainability Index

Aware of the importance of the matter, in 2024, BP created its Sustainability Index, which contains a set of ESG standards that form an integral part of the performance agreements the institution establishes with its executives. The index was inspired by the B3's Corporate Sustainability Index (ISE) and reflects the material topics that have an impact on the operations. It is connected to the institution's strategy and to the decision-making processes, already having been integrated into the BP Objectives Management System (GO BP).

From the perspective of the organizational culture, the management's literacy and engagement in sustainability were the most important results during the first year of the index. Focused on the decarbonization process, we have stopped using nitrous oxide and are now signatories to environmental agreements such as the 'Race to Zero' and 'Net Zero'. We have also implemented Wave 1 of the Sustainable Procurement Project and bolstered our commitment to diversity

and inclusion by adhesion to public agendas. These efforts resulted in significant advances over the course of the year.

The targets established for each indicator are monitored on a monthly basis, with the aim of following the progress and identifying areas where improvements can be made. In 2024, the index achieved 98.23 points out of a total of 100. For 2025, the index will involve a new set of even more challenging targets.



**The set of ESG indicators is connected to BP's strategy as well as to the performance of its executives**





Over the course of the year, different initiatives contributed to helping the various departments move forward in relation to the Sustainability Index, with the following deserving special mention:

## Mitigation of Climate Change Plan

BP's Mitigation of Climate Change Plan is an initiative that aims to reduce the organization's environmental impact, by aligning its operations with global sustainability targets. It covers different areas and strategies, including the measurement and reduction of greenhouse gas (GHG) emissions, the adoption of renewable energy, and the improvement of processes and infrastructure. The project began with a broad diagnosis to be able to understand and report our GHG emissions. We have been publishing our inventory in the Brazilian GHG Protocol Program.

Read more in the [Environment](#) chapter.

## Voluntary commitments

We align our actions with the Race to Zero, a global campaign coordinated by Care Without Harm, and represented in Brazil by the *Hospitais Saudáveis* Project (PHS), which aims to reduce carbon emissions by 50% by 2030, and eliminate them entirely by 2050. We are also

Since it is now possible to measure our results and compare them to the first inventory, we can report that we have reduced our Scope 1 and 2 emissions by 48.21%, with a reduction of 33.95% at Hospital BP and 68.23% at BP Mirante. These initial reductions have been possible thanks to the acquisition of energy from the free market, with I-REC certification. The second step we took was to stop using nitrous oxide, an anesthetic gas with a high level of emissions that directly affects the institution's Scope 1 emissions.

**33.95%**

reduction in  
the Hospital BP  
emissions

**68.23%**

reduction in the BP  
Mirante emissions

members of the United Nations' Global Compact's Net Zero Ambition Movement, which has declared 2050 emissions reduction targets. For 2025, our focus will be to map our Scope 3 emissions and implement pilot programs with suppliers, aimed at establishing operations with lower carbon impact.

## Sustainable Procurement

The Sustainable Procurement project has brought about a notable evolution in the BP chain of suppliers, which are now subject to more stringent ratification criteria from the socio-environmental perspective. In 2024, the first wave was implemented, focused on structuring the program and ratifying the suppliers considered to be in the high and very high risk groups from a sustainability perspective. In 2025, Wave 2 of the program will be activated, involving ratification of those suppliers considered to be medium risk, and implementation of the Supplier Evaluation, Development and Recognition Program.

Read more about this in the [Supply chain](#) section of this chapter.

## Race is a Priority

In 2024, BP became a signatory of the UN Global Compact's Race is a Priority Movement. This initiative aims to increase the number of Black people in leadership positions, as a means of tackling racial inequality and structural racism, and promoting equity. As a company that is committed to achieving the target established by the Compact of having 50% of its leadership positions occupied by Black people by 2030, in the first year we set a target of increasing the percentage of Black people in such positions to 24% and ended the year with 24.7%.

**50%**  
- the target for  
Black leaders by  
2030

## PSN (Persons with Special Needs)

Another important topic that forms part of the Sustainability Index is the turnover of professionals with disabilities. Our challenge by 2030 is to equalize the percentage with the institution's general turnover. In 2024, our target was to reduce the turnover of PSNs by 3.7 percentage points (with an accumulated maximum of 45.7% over the year). We ended 2024 with this indicator at 31.99%.

**13.71 p.p.**  
improvement in the  
turnover of PSNs in 2024

## Potencializa

This is a program focused on career development and the evaluation of employee performance. The **Potencializa** Journey consolidates the BP 2030 vision on performance and career, and encourages the construction of the organization's future together with the talents who make up our team.

Read more in the [People](#) chapter.

## New challenges

In 2025, we will be working with important opportunities and challenges in the implementation of sustainable practices at BP. Amongst the principal targets is the development of elements of resilience for the hospital, including the construction of a climate risk matrix and the creation of adaptation and contingency plans to mitigate the impacts of climate change. We also intend to obtain the ISO 14001 certification, reinforcing our commitment to environmental management and continual improvement. We are also aiming to obtain the Gold Seal certification under the GHG Protocol, which will be an important form of recognition for our efforts to reduce greenhouse gas emissions. These steps are essential to the consolidation of our responsible practices, whilst also being fully in line with the new global challenges.



Connected lives

# People

Our employees, medical staff, educators and researchers are all essential to the institution's process of cultural transformation.





# People management

GRI 3-3: Personnel Management

BP has undergone a cultural transformation that seeks to ensure top-quality care, more efficient operations, the optimization of resources and sustainable growth. The process took on priority status due to the impact caused by the pandemic, the increased number of healthcare players in the market, and the effects of the climate crisis. Within this context, human capital has assumed a central role, driving innovation and sustainable growth.

One of the objectives, therefore, is to ensure that the BP culture becomes an integral part of every level of the organization. By recognizing the institution as a whole and the importance of their own job in the sustainability of the business, the employees find a sense of belonging, which leads to greater engagement and motivation in relation to innovations and challenges.



Read more about our employees' profiles and other personnel management data in the [Standards Document](#).

**Understanding the nature of the institution and the value of their own job increases the employees' motivation and engagement**

Connected lives



# Profile, attraction, selection and retention of talents

SASB-4-HC-DY-330a.2

BP ended 2024 with a total of 7,181 employees. This growth was seen amongst both men and women, with the latter accounting for 71.6% of the workforce. The administrative teams work in hybrid form, spending two days of the week at home and three days in the office. The medical staff is mostly made up of service providers, working rotating shifts on the emergency, outpatients and hospitalization areas. [GRI 2-7](#)

In our process of attracting, hiring and retaining talents, we look for professionals who identify with our culture, who offer high levels of technical skills and forms of behavior, and who can contribute to the evolution of BP. As one of the country's leading healthcare hubs, BP faces significant challenges in the attraction, selection and retention of personnel, which is largely due to the complexity of the sector and the high demand for qualified professionals. In order to guarantee a qualified and engaged team, the institution has adopted a set of strategic initiatives that are focused on strengthening the employer brand, appreciation of the employees, and the creation of an environment of continual development.

1

## Wellbeing actions

We are reinforcing our commitment to caring for people, with programs and initiatives focused on the physical, mental and financial health of the employees. (Read more in the [Wellbeing and health](#) section.)

2

## Training

BP invests in permanent learning, thereby allowing its employees to develop and prepare themselves for the many challenges they face in the health sector.

3

## Career growth

We have bolstered our Internal Opportunities Program (IO), which offers greater chances for development through internal promotions and encourages intrapreneurship. In 2024, 4,785 individuals signed up for the program, considering that each employee can put themselves forward for different positions during the year. As part of this, 217 positions were filled internally.

4

## Brand strength

As a means of attracting talents, we spread word of the hospital's mission, vision and values, emphasizing the positive social impact and our stand-out differentials, such as advanced technology, reputation and a collaborative working environment.

5

## Digital hiring

We have developed campaigns designed to announce employment opportunities on the Gupy platform and LinkedIn, a social media network where we publish articles, posts, videos, interviews and news directed specifically towards healthcare professionals.

6

## Salaries and benefits

Salaries and benefits commensurate with the market help to keep our employees at the institution and attract new talents, since competition for the best professionals is extremely high amongst large hospitals operating in the same region as BP.

# Communication and integration

GRI 2-29

The communication and integration between the management and employees is one aspect that is treated as a priority and highly valued at BP. We believe that this benefits the institutional environment, the quality of the operations, and the general wellbeing. As well as physical communications at our units, we use the **Workplace** online tool, which simulates a social media network and can be accessed by all the employees.

Focused on continually improving the organizational culture and environment, the main channel for listening to the employees is the **ImPulsos Network**. Since 2021, this tool has been driving a number of different institutional action plans in relation to structure, engagement, training and benefits. Recent studies performed with the employees by means of the platform have also covered issues such as management, shifts, recognition and feedback.

In 2024, we launched **Conexão BP**, a quarterly livestream aimed at all the BP employees. The aim of this online meeting is to expand the business perspective and encourage reflections on our culture, based upon projects and real initiatives. Based upon questions sent in by the employees, which the Personnel Department responds to live, we aim to boost transparency and internal connections.

To promote integration between the employees, we stage the **Nosso Jeito BP de Ser** ('The BP Way of Being') event. This is a two-day, end-of-year celebration held in the hospital's common areas. During the celebration, the employees are recognized for the work they have done over the course of the year, and activities are staged which, as well as allowing the internal public to enjoy themselves, encourage reflections on our culture and development, and the employees' careers and wellbeing. The most recent edition of the event involved 1,400 individuals involved in various different departments.



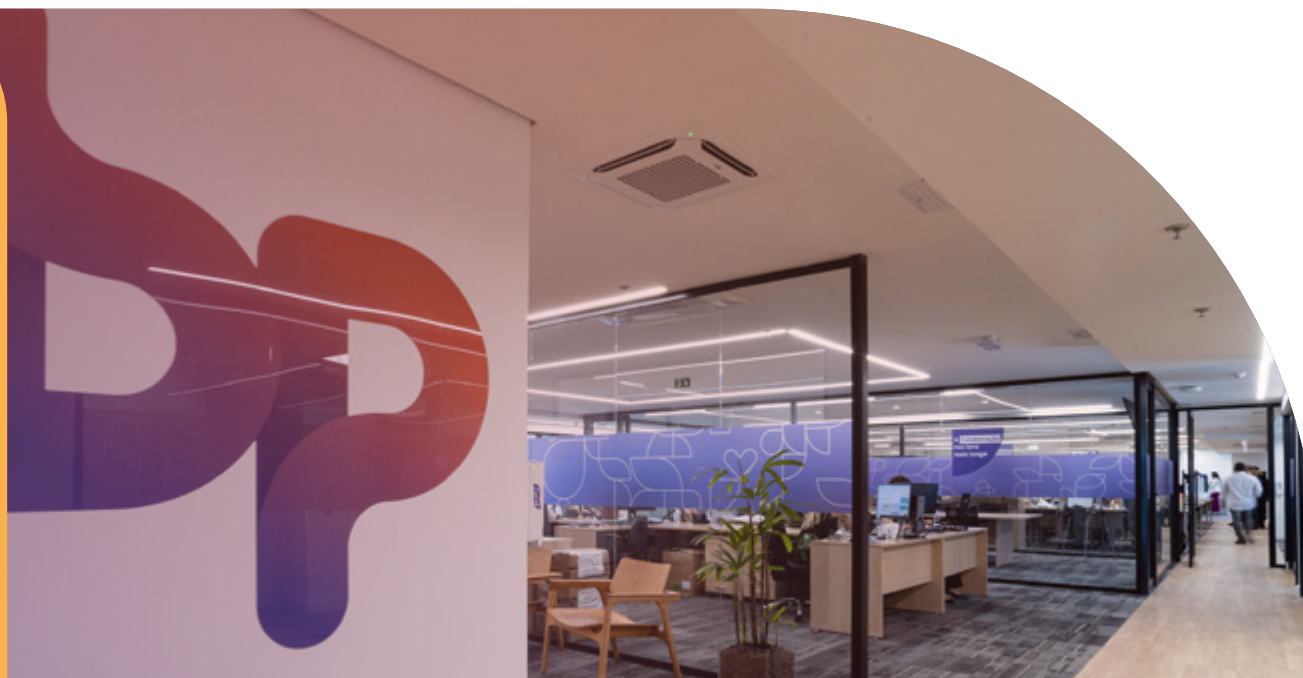


## Climate survey

The *ImPulsos* Network platform is the most important channel we have for listening to our employees, aimed at providing a means of improving the organizational culture and environment. With a user-friendly interface and accessible by means of one's cell phone, the tool has, since 2021, allowed employees to respond to matters relating to the working environment, organizational culture and satisfaction on a weekly basis.

Based upon their comments, we have since been able to direct different action plans focused on structural improvements, engagement actions, training sessions, management-related issues, work schedules, recognition, feedback, and other issues.

**In 2024, we continued to encourage more and more of the internal public to take part in the surveys, thereby creating more opportunities to improve BP's approach to personnel management.**



Also in 2024, we took part in the "Great Place To Work" (GPTW) survey, in which 5,000 employees from different divisions and departments were randomly selected to give their views on five different topics: credibility, respect, impartiality, pride and camaraderie (which investigates the sense of working together in a welcoming and collaborative environment, and having the space to be ourselves).

The positive aspects identified at BP are connected to impartiality in the treatment of people, regardless of race, sexual orientation or gender, and the pride the employees have in being a part of the institution. This feeling arises from the work they perform, the contribution they make to society, and the purpose they find in their work.

On the other hand, the survey highlighted the need for improvements in the employees' perceptions related to issues such as recognition, differentiated benefits and the role of the leaders in personnel management.

# Training and development

GRI 404-2, 404-3

The sustainability of an institution depends, amongst other things, on the alignment of the leaders and the employees in general with the organizational culture. Being aware of this, every year, BP offers a range of different training sessions, and qualification and development programs.

For the leaders, the main initiative in 2024 was the Leaders' Development Journey, designed specifically for the executive directors, managers, coordinators, supervisors and consultants. Now in its third year, the event takes a look at approaches to new hard skills, such as Artificial Intelligence and ESG; a course aimed at expanding the leaders' systemic vision of the health sector and BP itself, and the cascading of modules that were included in previous editions of the initiative to other management levels. One example is the offering of the coaching program, which had previously been aimed at executive directors and managers, but which is now available to coordinators, supervisors and consultants.

Another new development in 2024 was the inclusion of the **BP: An Integrated Organization** block, aimed at expanding the group's business vision, by means of eight "Press Conferences" with each director. During these sessions, the participants ask questions regarding the biggest challenges the directors of each sector face, and they respond to all of them live, thereby encouraging connections between the different areas.

In 2024, we also held the third edition of the **360 Leadership Journey**, a development program aimed at those employees in positions which mean that they could soon potentially assume leadership roles within the organization. The program, which provides content on management, the development of relations, and future vision, has seen 44 participants receive promotions during the three years it has been in operation. In total, the journey has seen an average participation of 86%, a Net Promoter Score (NPS) of 91 points, and non-participation of just 10%.



In this edition, the group took part in the **Potencializa** Journey pilot, a program focused on career development and evaluation of the employees' performance that uses three diagnostic tools: Fit Cultural 360°, *Learning Agility* and Performance Evaluation. Bringing together the BP 2030 vision regarding performance and career, **Potencializa** aims to encourage the exchange of experiences between different areas, genuine discussions, and the professional and personal development of the employees. In 2024, the **Potencializa** Journey involved more than 32% of the employees affected by the initiative, totaling around 2,100 people from different areas and positions within BP.

In order to encourage our culture of an understanding and outstanding approach to care, in 2024, BP reinstituted the Care Journey, a development program for all the employees. The program involves in-person workshops for the leaders and employees, as well as a webseries in top-quality care services. The Care Journey is also included in the employees' onboarding experience, with content designed especially for the Care, Operational and Corporate group. In 2024, as well as bringing the cycles of the groups involved in what was called Phase 1 (aimed at 100% of the employees) to a close, the journey will also include a phase with content especially designed for those areas of BP which have more contact with the end customer.

More than  
**35**  
employee  
development  
partner institutions

**70%**  
involvement in  
the Development  
Journey

Also with regard to the development of our employees, we have partnerships with more than 35 teaching institutions offering undergraduate, graduate and free courses. They all offer discounts for our employees, associates, physicians and outsourced workers. A total of 225 people were enrolled in courses as part of the initiative in 2024. Furthermore, with the aim of encouraging everyone's self-development, changes to the EAD (LMS) system were concluded in 2024. With a more user-friendly interface, the new tool offers more than 350 varied and free courses.



The development agenda also contributed to the Diversity & Inclusion Commitments assumed in 2024. In relation to the Race pillar, we ran the first **Mentoring for Future Black Leaders** course. The program attracted 57 participants from senior positions, who, during the meetings, addressed numerous issues of central importance to their career development. We also offered the **second edition of the Development Journey for Persons with Special Needs (PSNs)**. This three-month-long program included various talks and workshops designed to accelerate the development of the group.

In total, the average number of training hours per employee was 15.94 hours in 2024, meaning a 20.21% increase over the 13.26 hours registered in 2023. [GRI 404-1](#)

For 2025, our principal objectives include combining the leadership and mentoring programs, increasing use of the new EAD platform, achieving 70% participation in the Development Journey, and strengthening the strategic innovation and career management programs. We remain committed to the employees' professional growth, promoting an ongoing and inclusive learning environment. Our quantitative data relating to training and evaluation can be found in the Standards Document.



# Diversity, equity and inclusion

GRI 3-3: Diversity and Inclusion

Over the course of its existence, BP staged various one-off actions focused on diversity and inclusion (D&I), but only effectively began the creation and development of the area in 2022. Since then, we have developed a specific policy on the issue, a guide to inclusive communication, a page on the Internal Communication Channel, knowledge pills, and contact channels, whilst we have also updated our Code of Conduct to place greater emphasis on the issue.

We have assumed commitments and incorporated them into our policies that cover due diligence, the application of the principle of precaution and respect for human rights, the prioritization of employees, outsourced workers, customers and suppliers, with special attention to vulnerable groups, including ethnic minorities, persons with special needs, women and the LGBTQIA+ community. GRI 2-23, 2-24

To reinforce this positioning and increase the engagement of the internal public, actions were staged on diversity and inclusion commemorative dates. Individual D&I mentoring sessions were also organized with the CEO and her direct team, as well as an important project related to professionals with special needs, which, in addition to the hirings defined by law, included activities and training sessions designed to raise the awareness of the leaders

Through the Social Investment and Sustainability Commission, the Sustainability area started monitoring the D&I actions and results. In the first semester of 2023, the institution conducted its first Diversity and Inclusion Census. The process involved the employees stating their color or race, disabilities, gender, gender identity and sexual orientation. Based upon the data collected, we have been able to identify where efforts can be made to further develop a healthy, inclusive and fair environment.

A number of targets and actions have been established for the stable development of the D&I area. 2024 deserves to be highlighted in the journey made in this area, considering that commitments related to gender and race issues were signed with various UN Global Compact movements, and initiatives were developed to reduce the turnover of professionals with special needs.

Find out more in the  
[Indicators Document.](#)

Diversity and inclusion



# Women Leading

The Women Leading 2030 Movement, developed by the UN's Global Compact involves the support of a number of institutions that work on behalf of gender equality. The initiative focuses on accelerating gender parity amongst the senior management of organizations, with the intention of involving 1,500 companies by 2030.

By formally establishing our commitment to the Women's Empowerment Principles (WEP), BP has reinforced its stance on the value and empowerment of women with solid practices that can be properly gauged. By creating an innovative and ethical environment, this has driven the organization and increased the attraction and retention of talents, whilst also contributing to social justice.

In terms of the D&I-related results and impact, we ended 2024 with 48.8% of the executive and senior management positions occupied by women. The Women Leaders Movement, however, has challenged BP to ensure that 30% of the senior management positions are occupied by women by 2025, and 50% by 2030.



## 48.8%

of leadership positions  
are occupied by women,  
surpassing the Women  
Leaders Movement target  
for 2025



## Race is a Priority

In 2024, BP became a signatory of the UN Global Compact's Race is a Priority Movement. This initiative aims to increase the number of Black people in leadership positions, as a means of tackling racial inequality and structural racism, and promoting equity. The target set by the Compact is for 50% of leadership positions to be occupied by Black people by 2030. In this first year, the challenge was to increase our percentage to 24%, and we ended the period with Black people accounting for 24.7% of the leaders at BP. To achieve this result, BP has worked on a number of fronts:

**24.7%**  
Black people in  
leadership positions

- A mentoring program for Black employees;
- Evaluation of HR's internal consultations with leaders regarding the possibility of Black professionals taking on new challenges in the area of leadership;
- Affirmative hiring for certain positions;
- Awareness-raising with the leaders regarding the importance of D&I in a healthcare institution;
- Coverage of the theme in the Leadership Development Journey;
- Awareness-raising of the employees in general by means of events and positioning on the issue on commemorative dates.

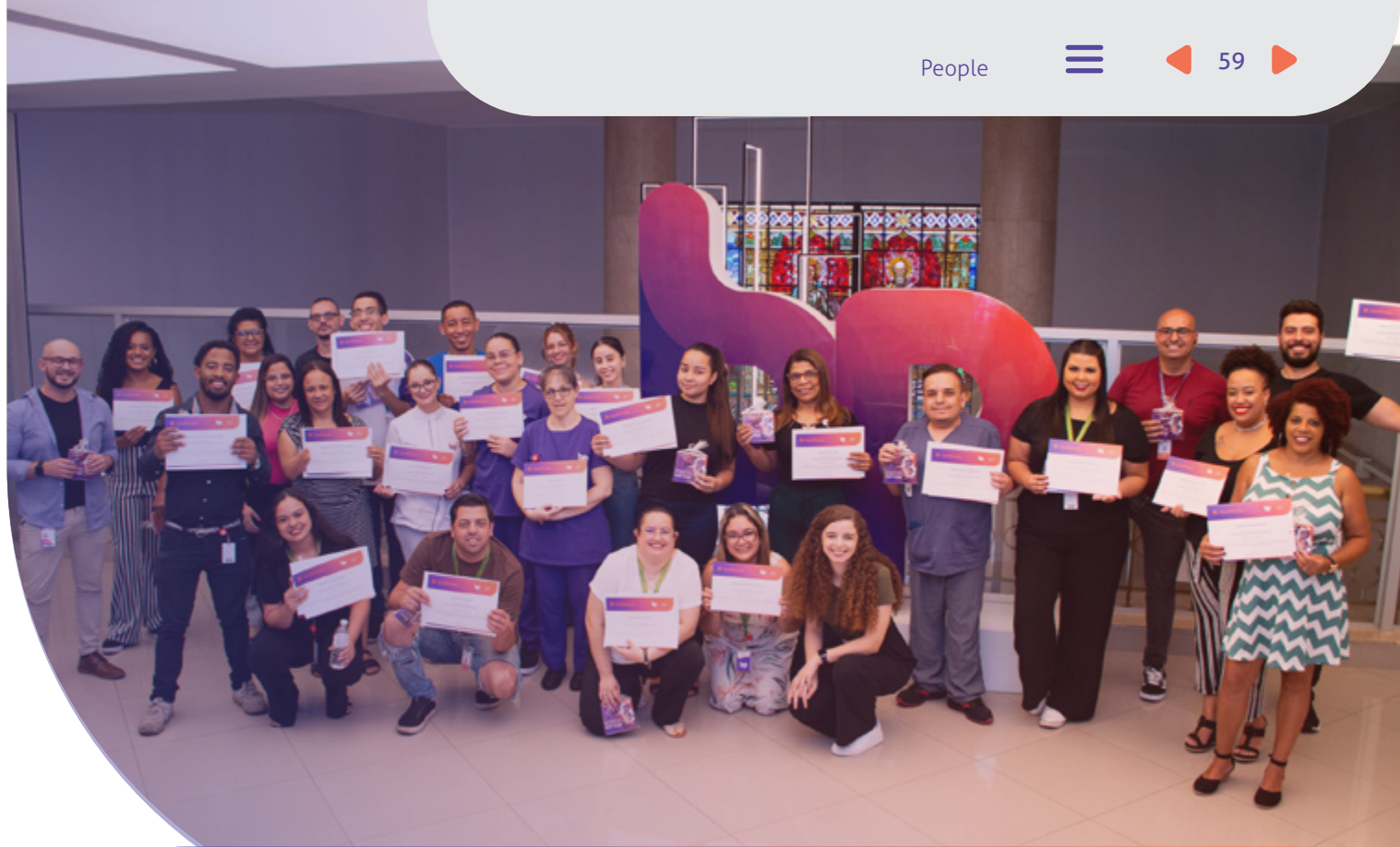


# People with Special Needs

One important initiative that forms part of BP's Sustainability Index is related to the turnover of professionals with disabilities. The challenge is to balance this percentage with the general percentage across the institution. In 2024, our target was to reduce the turnover of PSNs by at least 3.7 percentage points, to record a maximum of 45.7% over the year. In December 2024, we surpassed expectations and achieved a turnover indicator of 31.99%. A number of initiatives were implemented to achieve this result, including:

# 89

people concluded the Development Journey for professionals with special needs



The Development Journey for professionals with disabilities was improved, with a focus on equity of opportunities and inclusion, and on issues such as career planning, communication, and working as a team, which increased adhesion from 36% to 62% and the number of concluding participants from 60 to 89; GRI 404-2

Quarterly meetings between HR and the group of persons with special needs;

Quarterly meetings with the managers supervising professionals with special needs to provide guidance on day-to-day challenges;

Development of the human resources department's close internal consultation work with the leaders to ensure the retention and development of professionals.

# Health and wellbeing

Taking care of those who care is essential in a healthcare institution. As well as providing the employee with physical, emotional and social benefits, this attention reflects directly on the quality of the care given to the patient and the image of the institution. Aware of how important this is, BP has developed a range of benefits focused on physical and mental health, such as Bradesco medical assistance, dental assistance, discounts on medicines, a Personal Support Program, a Health Center at the workplace, psychological and nutritional assistance via a platform, a Total Pass partnership, an agreement with Sesc, and a relaxation area.

Our focus continues to remain on women's health, especially that of pregnant women. All pre-natal healthcare for employees is provided free-of-charge and, following the birth of the baby, we also work in the area of family planning, evaluating the possible use of a coil or hormone implants. From the moment an employee discovers that they are pregnant, our policy is to ensure that the

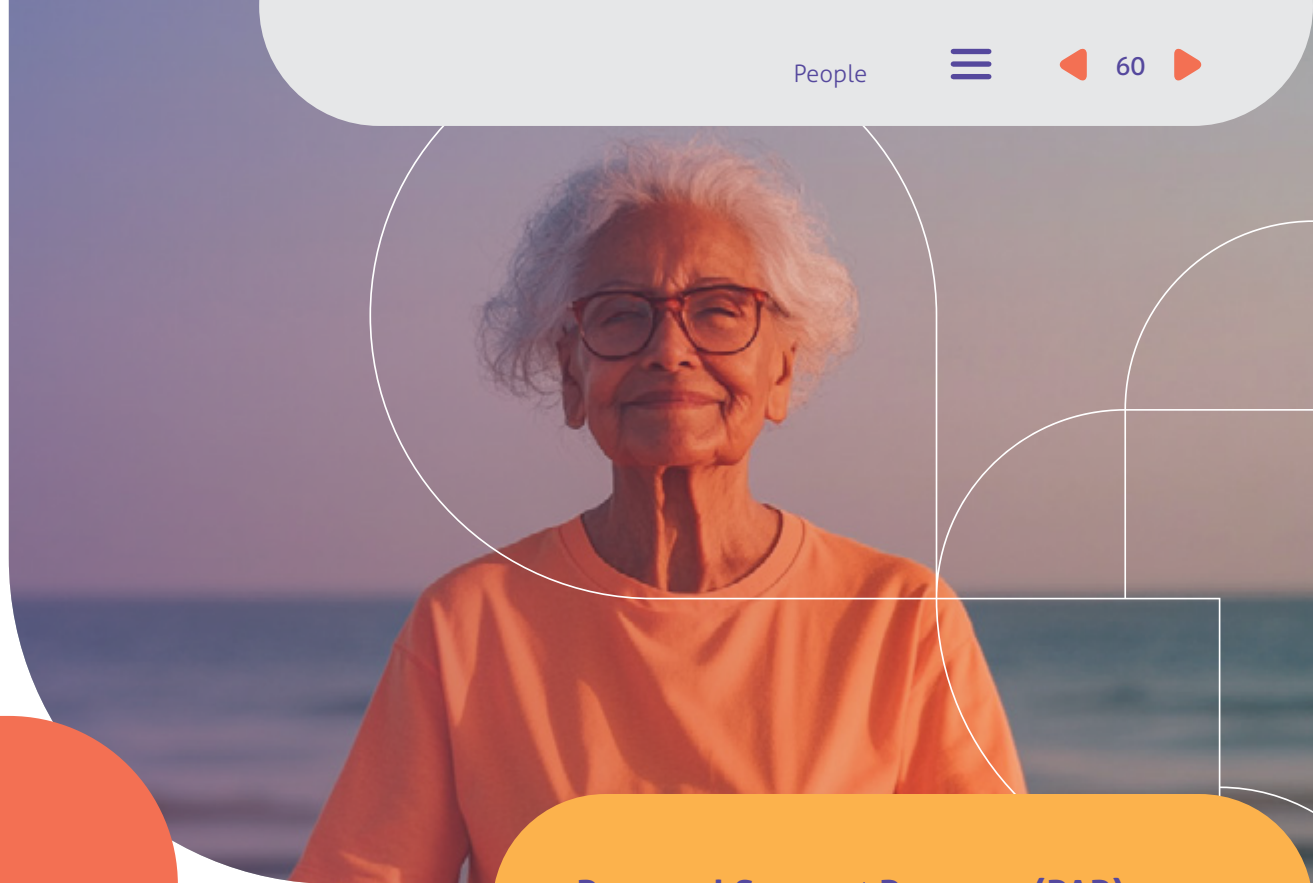
women in question do not work in unhealthy or risky environments. Another important area of our work with women involves the prevention of breast and cervical cancer, whilst we have developed campaigns aimed at all the employees, focusing on vaccinations against flu, Covid-19, hepatitis B, tetanus, diphtheria, measles, mumps and rubella.

BP also offers a set of benefits for full-time, part-time and temporary employees, depending upon their employment category. Amongst these benefits are support in the event of special needs or disablement and maternity/paternity leave. [GRI 401-2](#)

## Personal Support Program (PAP) BP 11

The Personal Support Program, which is available to the employees and their families by means of an 0800 number and e-mail, offers psychological support on a 24/7 basis, as well as assistance from physiotherapists, nutritionists and personal trainers during business hours, providing guidance on nutrition and exercise programs, amongst others.

Over the course of the year, 1,720 psychological support sessions were provided, and 1,215 nutrition consultations, reinforcing BP's concern regarding the mental wellbeing and healthy eating of our employees.



# Viva 365

One of the highlights of the year was the advance made on the Viva 365 program, which encourages the employee to take more control of their own personal care.

It is based upon an approach which integrates quality of life and wellbeing with the employee at the center of the process, interacting with six forms of health: **Emotional, Social, Physical, Intellectual, Financial and Spiritual.**





In 2024, the main initiatives in each area were:

### Emotional health

We organized monthly livestreams and awareness-raising campaigns during the different awareness months. In January and September, we held discussion groups and mindfulness sessions focused on mental health, impacting 880 employees. Another highlight was a meeting with the parents of autistic children to discuss the complexities involved in raising their children and better understand how the institution can help them.

### Intellectual health

We work to disseminate knowledge through the broadcast of livestreams, covering issues such as "Self-awareness as a means of self-care" and "How to overcome procrastination". We also encourage the professional development of our employees through the Training Academy, which offers free content and courses, as well as partnerships that provide the employees and their families with discounts on academic courses.

### Physical health

We held two editions of the VIVA Healthier Nutrition Program, with 300 employees benefiting from personalized monitoring provided by a multi-disciplinary team, including nutritionists, personal trainers and psychologists, encouraging changes in habits in favor of physical activity and healthy eating. Each month, we also offer different combined practices, involving auriculo-therapy, massage, reflexology, pilates, and stretching exercises in the VIVA 365 Space. We also organize sessions for clarification of any doubts concerning the TotalPass, which is available to all the employees and their families, with more than 1,895 plans already active on the platform.

### Social health

We organize group activities as a means of encouraging social interaction, with a games room, chess lessons, and sessions allowing the employees to enroll with Sesc. In 2024, we established 17 new partnerships to provide discounts at restaurants and wellbeing centers, and to pursue different cultural activities, amongst others. We held four bazaars on commemorative dates, including Mother's Day and Father's Day, impacting more than 1,000 employees, and we organized four company volunteer actions.

### Financial health

Through group conversations, we discovered that one's financial situation can have an enormous impact on the psychological wellbeing of many of our employees. In response to this, we broadcast a number of livestreams on financial health and held renegotiations meetings in partnership with the Itaú Bank, benefiting 414 employees. In December, we launched a Financial Health Course, which is open to all the employees and made up of three modules: 1) How to use your money well; 2) Investments, credit and extra income; and 3) Mental Health versus Financial Health. The course attracted 147 participants.

### Spiritual health

We developed livestreams focused on issues such as Spirituality in the Promotion of Health, and activities which stimulated a connection with faith, separate from religion.

# Highlights of the Viva 365 Program

In 2024, the Viva 365 program provided 22,536 consultations for employees, third parties, physicians and volunteers, reaffirming our objective of promoting a culture of health, wellbeing and quality of life through awareness-raising actions and programs that encourage everyone to take control of caring for themselves and reinforcing our value of: Healthcare comes first!

## Cuide-se Program

The **Cuide-se** ("Take Care of Yourself") Program was created to provide the opportunity for relaxed gatherings where we can listen to each other as a way of promoting a culture of health and wellbeing. The aim is to encourage a change in perspectives on the ways we think and behave, by studying our emotions and positive relations, thereby contributing to a more relaxed and balanced life. The program consisted of four in-person meetings, and involved **229 employees**.

## Tele-psychology

In 2024, in partnership with Bradesco Saúde and Orienteme, **1,696 employees and their dependents** received psychological counseling, with 15,183 sessions being offered online.

## Viva mais Saudável Nutrition Program

The **Viva mais Saudável** program consists of a medical assessment, monitoring by a multi-disciplinary team (physician, nutritionist, psychologist and personal trainer), group challenges, knowledge pills and talks, with the principal objective of supporting changes in habits and lifestyles. The program attracted the participation of 300 employees, with more than 1,400 lives benefiting from Nutrition sessions provided by our partner Orienteme.

## Livestreams

As part of our continued work to raise awareness of mental health, we broadcast 14 livestreams, covering numerous issues to encourage emotional wellbeing in its various forms, attracting **5,545 viewers**.

## Wellbeing Week Indicators

Around 1,800 employees and 3,000 visitors took part in talks, workshops, and integrative activities such as massage, auriculotherapy, reiki, and others.

## National Quality of Life Award - Gold (2024)

In December 2024, BP won Gold at the National Quality of Life Awards (PNQV®), coordinated by the Brazilian Quality of Life Association (ABQV). This recognition highlights our "Health and wellbeing for all" commitment and future vision, through consistent actions that encourage self-care and awareness of healthy habits.

This award reinforces the recognition of BP as a model of excellence in quality of life in the business environment.



# Health and safety management

GRI 403-1, 403-2, 403-7, 403-8

Our Occupational Health and Safety (OHS) Management System is structured to ensure a safe environment and is aligned with legal and regulatory demands, being based upon the Regulatory Norms (RNs) and the Risk Management Program (RMP) (*see the table on the next page*). The guidelines are implemented by means of periodic inspections, obligatory training sessions, care protocols and preventive measures regarding chemical, biological, ergonomic and physical risks.

The management of OHS already covers 100% of our direct workers, including all the activities and work locations. Furthermore, the process of integrating third parties has advanced significantly, with the definition of alignments consistent with those applicable to fixed suppliers. These professionals are increasingly more involved in the same OHS processes, especially in relation to the reporting of work-related risks and accidents.

With the constant updating of the workforces and their documentation, the traceability and monitoring of the effectiveness of the preventive measures is becoming that much

more reliable. In order to optimize this evolution and ensure maximum compliance with the best practices of occupational safety, the institution is looking to increase its control over suppliers and implement internal audits, thereby establishing a working environment that is even safer for everyone involved.

The formal establishment of a structured channel for employees to be able to report risk is planned for 2025, as is the implementation of a standardized process for the investigation of incidents. Until then, the incidents will continue to be analyzed by means of the existing internal procedures.

The OHS department also involves a team of firefighters which, since it became an integral part of the organization, operating within a strategic management system, has brought about significant advances in the fire prevention safety systems, establishing itself as a reference in prevention and response to emergencies in the hospital environment.



The restructuring of the team, along with the ongoing training, has improved the team's promptness in responding to incidents, urgent basic life support situations, and chemical emergencies, whilst also reinforcing the stringent approach taken to monitoring the inspections and preventive maintenance operations.

The strengthening of the emergency plan, with fire drills and periodic recycling of the firefighters' knowledge and skills, including the first aid included in their basic training, have raised the team's level of preparation, thus promoting an organizational culture focused on safety and wellbeing.

We have also implemented innovative practices designed to reduce environmental impacts related to fire safety, such as the digitization of processes and optimization of resources, whilst also increasing control of CO<sub>2</sub> through precise monitoring of the weight of the fire extinguishers.

These initiatives reinforce BP's excellence in combining safety, innovation and sustainability, aligning itself with the best practices of the hospital sector, and contributing to a safer and more sustainable future.

## Sector requirements

To ensure the health and safety of its employees, BP complies with the regulatory norms applicable to the hospital sector. These include:

- RN-1 (General Provisions and Occupational Risk Management)
- RN-4 (Specialized Services in Safety Engineering and Occupational Medicine - SSSEOM)
- RN-5 (Internal Occupational Accident Prevention Commission - Cipa)
- RN-6 (Personal Protective Equipment – PPE)
- RN-7 (Occupational Health Medical Control Program – OHMCP)
- RN-9 (Assessment and Control of Occupational Exposures to Physical, Chemical and Biological Agents)
- RN-10 (Safety in Installations and Electricity Services)
- RN-11 (Transportation, Movement, Storage and Handling of Materials)
- RN-13 (Boilers, Pressure Vessels and their Interconnecting Pipes)
- RN-15 (Unhealthy Activities and Operations)
- RN-16 (Hazardous Activities and Operations)
- RN-17 (Ergonomics)
- RN-18 (NR-18 (Conditions and Working Environment in the Construction Industry)
- RN-20 (Health and Safety at Work with Inflammables and Combustibles)
- RN-23 (Fire Protection)
- RN-24 (Hygiene and Comfort Conditions in the Workplace)
- RN-26 (Safety Signs)
- NR-32 (Health and Safety in Health Services)
- NR-33 (Health and Safety in Work in Confined Spaces)
- NR-35 (Working at Heights)

## Essential care for the teams

GRI-403-3, 403-6, 403-10

Care for the health of the workers involves both the occupational health and the promotion of wellbeing, ensuring medical support and initiatives focused on quality of life.

The occupational health services include periodic checkups, management of certificates and monitoring of the exposure to healthcare risks, ensuring a safe working environment that is in compliance with the legal requirements. The occupational health team includes occupational doctors, safety engineers, and other specialist professionals, responsible for evaluating and mitigating occupational risks.

Our promotion of healthcare goes beyond the work-related requirements, since we offer additional health plans, 24h psychological support, tele-medicine and outpatients services. We have also developed specific programs focusing on mental health, the encouragement of physical activity and healthy eating, and prevention of serious illnesses, with special mention going to

our permanent vaccination campaigns. A multi-disciplinary team is also available for the employees to have exclusive in-house consultations with professionals including an acupuncturist, physiotherapist, psychologist, psychiatrist, nutritionist, endocrinologist, cardiologist and spine specialist.

The services can be used during working hours, thus encouraging the employees to take care of their health without having to worry whether it will interfere in their work. Some initiatives are also extended to temporary and outsourced workers, and employees' family members.

In 2024, we did not register any cases of work-related ill health requiring communication, nor any work-related fatalities. Even so, we continue to pay close attention to the principal risks identified in our operations, adopting continual preventive measures to protect the health and wellbeing of the workers.

Please refer to the [Standards Document](#) for more information.

## Raising employee awareness GRI 403-5

The participation of the workers in the management of health and safety is conducted by representatives elected by the Internal Occupational Accident Prevention Commission (Cipa) and specialist committees, such as those focused on the Prevention of Risks involving Sharp Objects (PPRAMP), Management of Waste in Health Services (PGRSS), Radiology Protection (PPR) and the Fire Department. These groups supervise the implementation of preventive measures, suggest improvements, and reinforce the awareness of the employees. [GRI 403-4](#)

The ongoing development of the employees in relation to health and safety at work is ensured by means of periodic training sessions and specific certification courses on occupational risks. The content is comprehensive and covers the prevention of falls, firefighting, ergonomics, handling of chemical products, use of PPE, and safety in critical activities, such as working at heights and in confined spaces.

As well as the obligatory training, educational initiatives are offered in good healthcare safety practices, including biological risks, ergonomics in the handling of patients, and protocols for the prevention of hospital

infections. The training takes the form of in-person sessions, e-learning, and practical simulations, ensuring greater engagement and learning.

Those taking part include our direct, temporary and outsourced employees, who inform the safety at work team of their participation, ensuring that everyone involved in the hospital

operations are prepared to act in accordance with the internal norms and procedures.

Employee participation in the training sessions is monitored by means of internal records and periodic evaluations, allowing those responsible to be able to identify any possible need for improvements in the training.



**Employees take part in groups which propose and accompany preventive measures and awareness-raising actions regarding safety**



Healthcare comes first

# Excellence in Service

The efforts we make to achieve excellence can be seen in the combination of safe practices and the attention paid to the needs of each patient.



# Patient health and safety

GRI 3-3: Patient Health and Safety/Humanization

In 2024, the entire health sector experienced a crisis and a number of risk factors still remain, but BP is firmly on a positive path to recovery. At BP, we have been beating previous records in terms of occupation and volume of patients, but we have also achieved our best ever target for Average Residence Time with good medical outcomes. This achievement was driven by practices that balance efficiency, quality, healthcare safety and economic sustainability.

BP is a dynamic and humane institution which, regardless of the adversities, places the patient and the customer at the heart of the business. As such, over the years, we have always looked for ways to provide excellent care for everyone who trusts us with their health. To ensure patient safety, we follow health and hospital care protocols, and we have implemented regulations and practices based upon scientific evidence, and sought accreditations and

certifications that attest to the quality and safety of our processes. The indicators are monitored using benchmark guidelines provided by the National Association of Private Hospitals (Anahp) and the Healthcare Supervision Coordinating Body (Covisa).



**Health and hospital care protocols along with evidence-based practices ensure patient safety**

Healthcare comes first



In 2024, a number of initiatives were essential to improving our patients' journey from the perspective of quality, humanization and safety. These included:

### Multi-disciplinary visits

These visits, which are made to all the beds at Hospital BP, guarantee best practices and autonomy of the teams, strengthening the communication between everyone involved in caring for the patient.

### Red and Green Bed Days

This tool is applied every day to all the hospital beds, with the aim of ensuring operational efficiency through the careful planning of therapies.

### Safety Huddles

These safety meetings are essential for improving communication between the teams, discussing critical issues and avoiding harm to the patients. The implementation of Safety Huddles amongst the multi-disciplinary teams working in the care areas at Hospital BP and BP Mirante, helps in the early identification of risks. Taking this as a starting point, the team can take a more assertive approach, engaging the support chain within the hospital, and managing to mitigate risks and complications.

### Safety Board

This is a strategy employed at Hospital BP and BP Mirante to help identify and share knowledge of risks, as well as prioritize actions. Based upon mutual assistance, it involves participation by the care and non-care units, as well as the areas providing technical support and assistance.

### Technical Assistance Information Center (Nita)

The implementation of Nita in 2024 has integrated technical evaluations of healthcare products (materials and medicines). This standardizes the movement and security of these items.

### Fast Dengue Tests for blood donors

The dengue outbreak at the beginning of 2024 highlighted the importance of this measure in avoiding the transmission of the disease through blood transfusions.

### CUSP MDT methodology

This involves the implementation of weekly meetings aimed at analyzing matters relating to patient safety. A multi-disciplinary team of coordinators and supervisors from the care and non-care areas, including support areas, participates in these meetings.

### Medical Quality Forum

The main point of contact between the care and support processes, this forum demonstrates an expansion of the Diagnostic Medicine, Blood Bank, Clinical Pharmacy, Hemodynamics and Oncology indicators.

### Expansion of the managed procedures

Guidelines for good practices in surgical and invasive procedures guarantee the patient increased safety through the choice of materials and monitoring of the lengths of time they remain in hospital.

As well as these actions of special note, BP has also improved its practices and processes in line with the quality standards required by its certifications, including that issued by the Joint Commission International (JCI). For example, ten multi-disciplinary and inter-sectoral working teams have been organized, focusing on specific issues and holding periodic meetings to evaluate processes, establish improvement plans, and monitor the effectiveness of the actions. [BP-07](#)



# Essential quality

The result of our dedication to caring for the patients can also be seen in the certifications and accreditations we have received. The most important of these is the **Level 3 Re-certification** awarded by the National Accreditation Organization (ONA) to Hospital BP. This demonstrates that the care provided by BP is commensurate with the standards of excellence used in the leading accreditation methodology in Brazil. The institution once again received the **ISO 55001:2014** certification under the Asset Management System, which was first awarded in November 2023, and which demonstrates the organization's efficiency in the management and optimization of physical and structural resources, in line with its established strategies. [BP-07](#)

Our Blood Bank once again received accreditation from the international **Donor Center and Transfusion Service (AABB/ABHH)**. Awarded in May 2024, this re-certification necessarily presupposes fulfillment of the requirements of organization, safety, availability of resources and equipment, relations with suppliers and patients, control of processes, and management of adverse events in transfusion practices, based upon national and international regulations. [BP-07](#)

In addition to these accreditations, in 2024, BP continued to employ the **HIMSS 7**, the adoption model for electronic patient records provided by the Healthcare Information and Management Systems Society (HIMSS), an organization that promotes the use of technology and best practices in the area of healthcare, with 'Level 7' being the most advanced system level.

In 2025, our focus will be to continue improving, training our employees and leaders in the Quality and Safety Course, and addressing issues such as Mapping and Management by Processes, Performance Management, and the Management of Risks and the Culture of Safety. We will also undertake to update the regulatory documentation and promote efficient healthcare, with the patient always remaining at the heart of the operation.



## Certifications and accreditations attest to the quality and safety offered by BP

### Never enough care!

To protect patients, companions, visitors, third parties and employees, we employ the following means of care:

**Use of Personal Protective Equipment (PPE)** for the care and support teams, whenever required

**Infection prevention protocols** implemented in accordance with the associated risks;

**Service receptions** at the different entrances;

**Telemedicine (tele-consultations) and Digital**

**Emergency Care**, accessible on the BP website or app, allowing patients to access medical prescriptions, and identify symptoms that could suggest whether they should, or should not, visit an emergency room;

**Early check-in for consultations and exams** as a means of streamlining the customer experience.



Healthcare comes first

# Customer experience

Since our foundation, we have continually worked to promote health and wellbeing. We currently operate as a healthcare hub which combines patient-centered care and innovation at all stages of the care procedure, from infancy to maturity. Our commitment includes solutions for different segments of society.

The customer experience is essential to improving our services, identifying areas that require more attention, and making the care provided more inclusive, transparent and sustainable. We are constantly striving for excellence, investing in training the team and improving processes. By doing so, we guarantee standards of quality that are recognized nationally and internationally.

Details on the number of consultations and BP's infrastructure are available in the [Standards Document](#).

# Important recognition

Our dedication and efforts to provide our customers with the best experience were widely recognized in 2024. We were placed first in the Hospitals segment of the 25<sup>th</sup> edition of the Modern Consumer Award for Excellence in Customer Services. This award evaluates organizations that directly interact with the consumer and stand out for their Customer Experience (CX), with a high volume of monthly interactions with clients by means of different customer service channels.

First, the participating companies fill out a questionnaire divided into five parts, including customer management and structuring of the channels. Those companies that reach the final phase are submitted to evaluation by a 'secret client', which involves analysis of the principal communication channels and the companies' interactions via telephone, e-mail, chat, Facebook and WhatsApp. The event is coordinated by CX Brain, a consulting firm specializing in CX analysis, intelligence and insights, with support from OnYou for the secret client evaluation, involving companies from more than 50 segments.

In 2024, we received third place in the 'Healthcare/Hospitals/Large Operations' category of the **Reclame Aqui** Award. We received 12,081 points, calculated in relation to factors connected to reputation. Over the last six months, our score in this area, according to the **Reclame Aqui** website, has been 8.2 on a scale of 0 to 10. The evaluation is based upon the average of all the company's performance indicators: complaints attended to, return to business, solutions index, and consumer score.

BP holds the **Reclame Aqui** Verification Seal, which was awarded due to good practices on the platform and safety checks. This Seal reinforces the company's transparency and credibility, demonstrating its commitment to providing the customer with a quality experience.

Read more on [page 9](#).





# Communication channels

GRI 2-29

Our communication channels are constantly active, reaffirming one of our core values: **Credibility needs to be cultivated**. Direct contact with the customers strengthens transparency, ethics and integrity, each of which are fundamental pillars for our reputation.



Our principal channels are currently:



## Contact us

We take great care over the integrity of our services, humane assistance, and respect for each other. As such, we have created this channel to attend to our customers' principal needs. Here, it is possible to book consultations and exams, find out about accepted health plans, see the results of image or laboratory exams, access the schedule of courses and events, and request copies of patient records.



## Customer Advisory Committee

This is a strategic channel that allows us to gain a more in-depth understanding of our customers' needs and transform them into actions and results. The body allows for the co-creation of solutions that are aligned with the reality of the market, guaranteeing that every decision taken is guided by practical and relevant insights. In 2025, we will undertake the second Customer Advisory Committee Cycle, and an Advisory Committee destined exclusively towards the co-creation of solutions for specific niches: Race, People with Special Needs and LGBTQIA+.

## Ombudsman BP-12

This channel has been created for the customer to register suggestions, compliments or complaints. We have a team that is specially trained to ensure that all the messages received always receive the proper attention. Messages can be sent in by means of the website: [www.bp.org.br/ouvidoria](http://www.bp.org.br/ouvidoria).

In 2024, BP implemented a series of improvements to make the Ombudsman more accessible and efficient, and improve the management of the messages received and relationship with the customers. The expansion of the customer service channels included the provision of specific forms on the website and QR Codes, thereby making access and the inclusion of messages much easier. Furthermore, adoption of the Salesforce platform has meant that the messages received can be divided up into categories including business unit, customer journey, area involved and type of complaint, enabling a more strategic analysis of the demands.

These initiatives reinforce BP's commitment to transparency, the quality of its services and the continued improvement of the patient experience, ensuring an increasingly more agile, efficient and humane customer service.

### The customer's voice

In 2024, the figures registered with our Ombudsman were:

**4,561**  
compliments

**10,405**  
complaints

**1,974**  
requests for  
information

**27**  
suggestions

**16,967**  
contacts in total



## Satisfaction surveys

By means of the Customer Satisfaction Survey, we are able to analyze the opinions relating to our service in the care and operational areas and then adopt measures to improve the customer's experience with BP. The Net Promoter Score (NPS), one of the indicators monitored in this survey, shows the extent to which our customers would recommend the institution to other people. In both 2022 and 2023, BP received NPS scores at the level of excellence.

Maintaining high levels on the NPS scores has been challenging due to the increase in the number of customers. 2024 was notable for challenges in the sector that reflected the growth in demand and the levels of occupation at our units.

A number of hospital units neighboring BP closed down, meaning there was a significant rise in the number of people requesting our services. Furthermore, there was an extremely atypical congruence involving an outbreak of dengue and an increase in respiratory problems and cases of Covid-19. These

factors increased the demand for emergency treatment, resulting in longer times spent waiting for treatment, as well as a greater demand for admission, thereby placing strain upon the availability of hospital beds. However, despite this challenging scenario, BP managed to ensure one of the shortest waiting periods, thus stressing our commitment to efficiency and quality of service. Added to this was the general increase in the demand for health services in the market, leading insurance operators to adopt procedures involving the distribution of waiting numbers that were created at the time of the exams, thereby increasing the time taken to register the customers.

This situation was reflected directly in BP's NPS, requiring adjustments to the employee workforce, processes and plans for responding to these types of contingency in similar situations. The NPS index, without taking into consideration the Accident and Emergency services, came in at 74, one point lower than that obtained in 2023.





# Medical **staff**

To ensure the health and wellbeing of our patients, we have a cutting-edge infrastructure, state-of-the-art equipment and, most importantly, a team of qualified and engaged healthcare professionals.

Our medical staff currently operates in 55 medical specializations, including Oncology, Cardiology, Neurology, Nephrology, Pediatrics and Orthopedics. We focus on highly complex cases, which stresses the importance of valuing the relationship with our physicians and continually investing in their qualification and ongoing training.

One of the differentials we offer our physicians is the opportunity to participate in our internal research projects, where they can count upon the infrastructure of a large and well-respected institution. Furthermore, the recent expansion of the Education area, with BP's accreditation as a Higher Education Institution by the Ministry of Education (MEC), has opened up new possibilities for our professionals to expand their knowledge or pursue their academic career.



**Our focus on highly-complex cases reinforces the importance of valuing the relationship with our physicians and continually investing in qualification**

# Valuing the relationship with physicians

Ever since 2016, BP has been improving its Physician Relations Program (PRM), a strategic initiative that strengthens the partnership between these professionals and the institution.

The program shows how much the institution recognizes and values this group, based upon the relationship they have with the organization and the Health Value Score (EVS). The PRM currently involves 495 physicians who are notable for their high level of performance and standing as national and international references in their specialist areas.

The commitment to excellence in healthcare is reflected in the international recognition BP has received, standing out as one of the world's best healthcare institutions. Areas

such as Neurosurgery, Oncology and Heart Surgery at BP figure amongst the best and most highly-respected in Brazil, reinforcing the strategic role we play in national healthcare. For 2025, we aim to further integrate the medical staff as a fundamental partner in the provision of quality, sustainable and innovative healthcare.

BP is also constantly investing in the qualification of its medical staff, through initiatives such as the Medical Leaders Program (PLM), promoting further education and multi-disciplinary integration. The Institution also reinforces its research and innovation by means of the Teaching & Research Center, and participates actively in the PROADI-SUS, contributing to development of the health sector in Brazil.

## Proud to be a part

Working for a health institution that is recognized for the excellence of the services provided, is a cause of pride for our medical staff. In 2024, we received awards and certifications that have added value to the BP brand, improved our reputation in the market even more, and created a connection with professionals wishing to work in large, respected hospitals.

One outstanding achievement in 2024 was the recognition received in Newsweek magazine's 'World's Best Hospitals 2024' ranking, as one of the best hospitals in Brazil. BP was also recognized in global rankings of medical specializations, standing out in fields such as Cardiology (fifth in Brazil, 111<sup>th</sup> worldwide), Heart Surgery (third in Brazil, 65<sup>th</sup> worldwide), Neurosurgery (second in Brazil, 36<sup>th</sup> worldwide), and Oncology (fourth in Brazil, 70<sup>th</sup> worldwide). We also led the ranking of hospitals in the São Paulo Metropolitan Region with the most Bone Marrow Transplants (BMT) performed, for the sixth year running.





Collaboration takes us further

# Support for public healthcare

Solid partnerships, tax-deducted projects and our work via PROADI-SUS guarantee health and wellbeing for the Brazilian people.





Collaboration takes us further



# Social Initiatives

GRI 3-3: Patient Health and Safety/Humanization 3-3:  
Teaching and Research/Access to Healthcare/Innovation, 413-1, 413-2

We believe that healthcare is a fundamental right and an essential pillar for social development. As such, BP's work goes beyond the care provided at our hospital units, diagnostic medicine and outpatients services. We have developed projects that strengthen the healthcare system, promote equity in access, and encourage innovation to increase the positive impact on people's lives.

We work in partnership with the public and private sectors, social organizations, and universities, creating collaborative networks that optimize the reach of the initiatives and ensure sustainability of the projects.

Located in a scenario of constant transformation, BP is positioned as a leader in the construction of a more equal, efficient and innovative healthcare model. Each project, investment and partnership is driven by the objective of creating value for society, reducing inequality, and contributing to a future in which care and excellence go together.

In this chapter, we will be showing how our social actions have evolved and seen concrete results, strengthening BP's role as an institution that not only cares for people, but also transforms society and lives.

**BP is positioned as a leader within a healthcare model based upon equity and innovation**



# Results

Ever since we were founded, BP's philanthropy has evolved over the years, now taking a broader and more transformative approach. We are not only to be found operating in our hospital units, diagnostic medicine centers and outpatients clinics, but also in the communities, health centers, universities and innovation hubs. We have expanded our impact beyond care assistance to strengthen networks that promote integrated and sustainable healthcare.

Over the course of 2024, we have undertaken 25 projects that have benefited more than 558,000 people in 2,044 municipalities located across all the states of Brazil and the Federal District of Brasília.

Our commitment to equity in healthcare can be seen in the way we conduct our consultations: we guarantee that patients from both the public and private sectors have access to the same quality of care, strengthening a model that combines efficiency, sustainability and social impact.

## 2024 Projects

### Direct Care

- |                      |  |                            |   |
|----------------------|--|----------------------------|---|
| <b>1</b><br>More BMT | <b>2</b><br>Endometriosis Brazil Project | <b>3</b><br>SUS Cardiology | <b>4</b><br>Orthopedics for Vulnerable Athletes |
|----------------------|--|----------------------------|---|

### Telemedicine in Healthcare

- |   |                             |                          |
|---|-----------------------------|--------------------------|
| <b>05</b><br>TeleNortheast (14 specialties) | <b>06</b><br>Good Practices | <b>07</b><br>OpenCare SG |
|---|-----------------------------|--------------------------|

### Education

- |                            |  |                            |                             |
|----------------------------|--|----------------------------|-----------------------------|
| <b>8</b><br>Educa DNT - VE | <b>9</b><br>Women' Integrated Healthcare | <b>10</b><br>QualiGuia PHC | <b>11</b><br>Nursing School |
|----------------------------|--|----------------------------|-----------------------------|

### Management

- |                                  |   |  |
|----------------------------------|---|--|
| <b>12</b><br>Healthcare Planning | <b>13</b><br>Lean Approach in Emergencies | <b>14</b><br>Conasems Network - Cosems |
| <b>15</b><br>Health in Our Hands | <b>16</b><br>CARDIO4Cities                | <b>17</b><br>Interoperability          |
|                                  |   | <b>18</b><br>Portuguesa Ombudsman      |

### Research

- |                                |                        |                           |                     |                         |                                      |                                    |
|--------------------------------|------------------------|---------------------------|---------------------|-------------------------|--------------------------------------|------------------------------------|
| <b>19</b><br>Brazil Genome Map | <b>20</b><br>MR impact | <b>21</b><br>Proven - Day | <b>22</b><br>Pronon | <b>23</b><br>Pronas/SNP | <b>24</b><br>Champalimaud Foundation | <b>25</b><br>University of Coimbra |
|--------------------------------|------------------------|---------------------------|---------------------|-------------------------|--------------------------------------|------------------------------------|

BP's social impact is optimized by means of strategic partnerships that expand the reach of our actions. We currently have more than 40 social investors, including private and family businesses, which share the aim of transforming the healthcare scenario in Brazil.

We also work together with municipal, state and federal governments, supporting public policies that strengthen public healthcare at many different levels. Our performance model aims to always integrate knowledge and technology to promote structural and long-lasting improvements in the health-care systems.

We have continued to invest in solutions that not only meet present needs, but also construct the bases for a more sustainable and accessible future. With technology, knowledge and collaboration, we are reaffirming our objective of connecting lives and increasing access to quality healthcare for all.

**Our social actions in 2024 are to be found in more than 2,000 municipalities, throughout the 26 states and the Federal District**

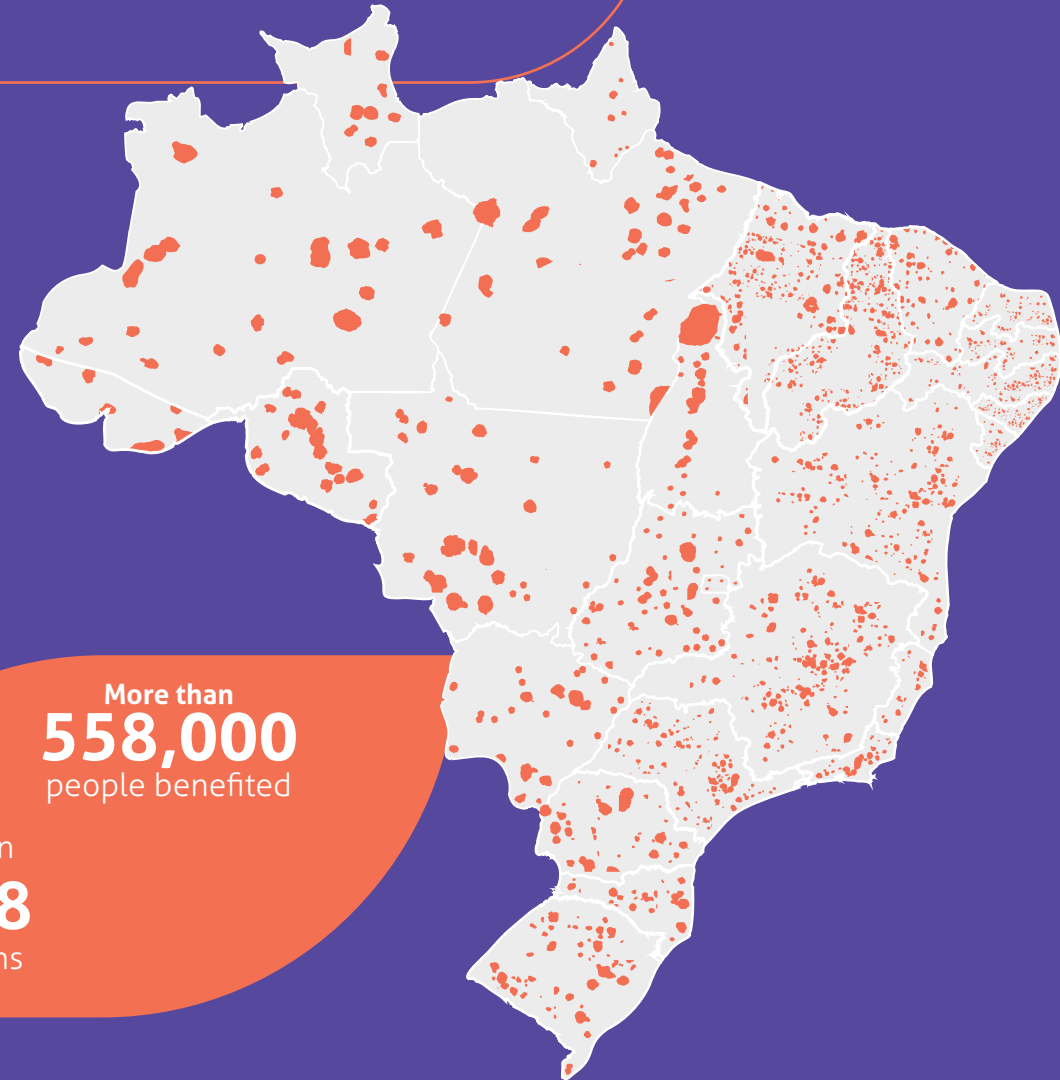
**27**  
States

**2,044**  
cities impacted

**25**  
projects underway

More than  
**558,000**  
people benefited

Present in  
**7,158**  
institutions





# Partnerships

## BP, Novartis Foundation and Partners

A global public health initiative developed and supported by the Novartis Foundation, and implemented in Brazil by BP, the main objective of **CARDIO4Cities** is to transform the cardiovascular health of the world's population by tackling Non-communicable Chronic Diseases (NCDs) such as high blood pressure and diabetes.

Begun in Brazil in 2017, in the state capital of São Paulo, the project was extended in 2024 to two cities in the Northeast: Patos (PB) and Aracaju (SE). In these locations, the professionals at the Basic Health Centers (UBS) and public administrators started working with a set of innovative, educational and instrumental solutions, as well as technical and methodological support. The aim is to speed up the early identification of patients at cardiovascular risk, using tiering strategies, and implement more efficient care and monitoring plans tailored to the specific profile of each patient.

The project has already yielded significant results, including a tripling of the rate of blood pressure control amongst registered patients who receive medication, and a reduction of cardiac events and strokes. These indicators have attracted new investments and strengthened the coalition of partners, which include Umane and the Swiss Re Foundation, as well as the Novartis Foundation and BP. By means of this partnership, it will be possible to expand the initiative into new regions and increase its impact.

Also in 2024, the project took an important step forward in its national expansion for the coming year by signing a partnership with the **Juntos Pela Saúde** Program, developed by the BNDES and managed by Idis, with financial support from the Novartis Foundation. This collaboration will allow the model to be reproduced in 36 municipalities in the states of Paraíba, Ceará and Pará, benefiting more than 1.6 million people.

As well as the expansion into new regions, the CARDIO4Cities initiative is consolidating its activities in those where it is already established, and is preparing to involve 100%



of the 475 UBS in the municipality of São Paulo, as well as the 42 UBS in Patos and 45 UBS in Aracaju.

Finally, the project has been increasing its connections with important national and international partners, with the aim of creating an international hub and moving the Brazilian model into other Latin American countries, as well as Portugal.

475

UBS in São Paulo  
involved

1.6

million people  
will benefit from  
the initiative in  
Paraíba, Ceará and  
Pará

## Champalimaud Foundation

BP and the Champalimaud Foundation have established a Technical Collaboration for Scientific Exchange that strengthens the exchange of knowledge between researchers and drives the development of new approaches to the treatment of cancer of the pancreas, a silent disease that is often diagnosed too late, especially in people over the age of 60. Our collaboration can currently be seen in the joint research entitled “Validation of a miRNA Panel to Optimize Treatment Response in Patients With Metastatic Pancreatic Cancer”, that was approved by our Research Ethics Committee and is currently in the patient inclusion phase.

This research aims to develop and validate a panel of serum-based miRNA biomarkers to evaluate treatment response in metastatic Pancreatic Ductal Adenocarcinoma patients. The goal is to identify miRNA expression patterns that can predict the effectiveness of chemotherapy treatment and, later on, assist in personalizing treatment based on individual patient responses, thus reducing toxicity and therapeutic inefficiency, and increasing these patients’ quality of life. The initiative reinforces BP’s commitment to medical-scientific excellence and the positive impact on public health.

## Orthopedic care for vulnerable athletes

The Vita Institute is an organization that offers free orthopedic care to high-performance athletes who do not have access to specialist medicines for the treatment of injuries, offering consultations, exams, surgery, rehabilitation sessions and counseling

on the prevention of injuries. Our partnership with them stretches back to 2007, offering the use of the BP infrastructure, free of charge, for surgical operations on high performance athletes in vulnerable situations.

## University of Coimbra

With a recognized history of appreciation for knowledge and research, BP has established a partnership with the University of Coimbra, one of the world’s oldest and most respected higher education institutions. Recognized as a World Heritage Site by Unesco, the university is notable for the balance it offers between tradition and innovation. The focus of this technical cooperation is the in-depth development of studies on Neuroscience and Aging, ranging from the analysis of clinical and laboratory parameters in populations that live to an old age to investigations into genetic ancestry, comparing Portuguese groups in Brazil and in Portugal. The exchange of knowledge resulting from this collaboration contributes to the advancement of science and supports BP’s commitment to cutting-edge research focused on improving the quality of life.

## BP, InovaHC and Partners

In 2024, BP began a technical and scientific collaboration with InovaHC, driving innovation in healthcare through the development of new technical, experimentation with solutions, and the approval of advanced care models. The partnership aims to strengthen the ecosystem of innovation in the sector, promoting initiatives that have a direct impact on the quality of care and the efficiency of the services provided to the public. As part of this collaboration, two very important projects have begun.

Research for the use of 5G in the implementation of telediagnosis in different lines of care, aimed at improving access to healthcare in regions with little access to support. The pilot study is taking place in Miguel Alves (PI), and involves two actions, focusing on Cardiology and Women's Health. The project will offer echocardiograms, obstetric ultrasound scans and colposcopy exams, using equipment that allows for remote diagnoses and testing of latency and connection speeds as a research project that will provide important data for the regulation of tele-diagnosis. The initiative aims to develop diagnoses of the local healthcare system, train teams, test equipment and connectivity, and perform

exams. Inspired by the experience of the successful OpenCare 5G initiative, conducted by InovaHC in Xingu, this is a tele-diagnostics model that connects BP professionals in São Paulo with basic health centers in the region of Miguel Alves, ensuring specialist care and suitable referencing in the SUS.

This initiative, developed by BP and InovaHC, also involves partnerships with Samsung, the Votorantim Institute and the Telecommunications Research and Development Center (CPQD), and will enable access to healthcare in a location where 70% of the more than 30,000 residents live in rural areas. In the state of Piauí, only four of the 224 municipalities have echocardiogram equipment, and the waiting period for exams is more than 180 days. The innovation of this project consists of the use of one branch of a private 5G network for the top-quality transmission of information at a speed sufficient for the specialist to make a diagnosis and even control the equipment remotely, providing support to the local professionals who are accompanying the patient in real time.

The second project, meanwhile, the 'Interoperability Project', aims to create a digital

environment that will allow for the integration of information between different agents within the health sector, facilitating the exchange of data and improving efficiency in the care management, whilst encouraging a process that is more focused on the patient, in which all those involved in the care have access to their medical history. Just as has happened in the financial market, the interoperability of healthcare data can provide an important opportunity for the development of new products and services. The initiative involves the participation of different hospitals and is aligned with the objectives of integrating technology and innovation into the country's public healthcare policies.







## Nursing School

With a 65-year history, the São Joaquim Nursing School has long been a benchmark institution for the training of healthcare professionals. The institution offers free training for those wishing to become nursing assistants and technicians, allowing new talents to move into the sector and contribute to the excellent healthcare standards provided to the public.

The courses, that are certified by the Ministry of Education (MEC), form an integral part of BP's commitment to social development through investment in the training of qualified professionals. As well as providing a solid technical base, the methodology employed stimulates personal and professional growth, preparing the students to work with responsibility, ethics and empathy.

Since its founding in 1959, the school has trained 4,210 students who, all together, have made up 158 classes. Every year, 70 new places are made available, creating opportunities for all those aiming to pursue a career in the area. Amongst the students who have graduated in recent years (2023 and 2024), 88% have moved into the work market, gaining positions in hospitals and clinics in the public and private sectors.

In 2024, the São Joaquim Nursing School received support from the Votorantim Institute, which contributed in a way that allowed the school to expand its activities and modernize its infrastructure, guaranteeing a more qualified teaching environment that is more aligned with the needs of the health sector.

**65 years**  
of the Nursing School  
(1959-2024)

**4,210**  
students  
(1959-2024)

**158**  
classes  
(1959-2024)

**73**  
students enrolled  
(in 2024)

**88%**  
ready for  
employment  
(2023-2024)

# Tax-deducted projects

Tax-deducted projects are an important tool for increasing access to healthcare and strengthening social initiatives. By means of tax benefits, companies and individuals can direct part of their taxes towards programs that make a difference to the lives of thousands of people, ensuring that funds are invested where they are most needed.

Being committed to the promotion of the health and wellbeing of every generation, BP has implemented a number of projects approved under Incentive Laws involving the São Paulo State Board for the Defense of Children's and Adolescents' Rights (Condeca), the São Paulo State Board for the Elderly (CEI), and the Ministry of Health, via the Pronas/SNP and Pronon Laws.

Partnerships via Condeca, CEI, Pronas/PcD and Pronon **enable** our tax-deducted projects



## Read more about our projects:

# Condeca

---

### Inclusive Digital Care for Autistic Children and Adolescents

This initiative aims to increase access to diagnoses and early interventions for 500 children and adolescents with Autistic Spectrum Disorders (ASD). The project strengthens the Primary Health Care (PHC) actions and integrates the Rehabilitation Centers and schools, creating a more comprehensive support network. By means of 'Telehealth' arrangements, we are able to offer care support, ongoing training and specialist monitoring. In total, 2,300 specialist medical consultations are provided in Pediatric Neurology and Child and Adolescent Psychiatry, and more than 6,500 multi-disciplinary consultations, involving professionals in the fields of Nutrition, Social Services, Speech Therapy, Physiotherapy, Psychology, Pediatric Neurology, and Child and Adolescent Psychiatry. In this way, we have created a collaborative system that brings together health and education professionals, thereby guaranteeing effective and guided treatment for the development of these children and young people.

### Health Data Lab Maker

This initiative is already benefiting 100 adolescents aged between 14 and 18 from areas of high social vulnerability, providing an innovative education which complements the regular school curriculum. Aligned with the guidelines of the Common National Curriculum Base (BNCC), its aim is to develop skills that prepare these young people for the challenges of the future. Using a modern and fully-equipped laboratory maker, and based upon the idea of offering a course focused on the area of Health Data, the participants have access to digital tools and technologies that provide them with an understanding of the skills needed for the 21<sup>st</sup> century, the emerging professions, and entrepreneurship. With this training, the young people are able to create, experiment and share solutions, thus preparing them for the work market and new professional opportunities.

### Telehealth for Children and Adolescents

This initiative allows broader access to specialist and multi-disciplinary care for up to 2,500 children and adolescents in vulnerable and high risk situations in the municipality of Cotia (SP). Here we are aiming to ensure integral and continuous support to meet the healthcare needs of this section of society, by pursuing an approach based upon lines of care. Around 10,000 specialist medical consultations are provided to support the Basic and Specialist Healthcare teams in areas such as Child Development, Pediatric Neurology, Child Psychiatry, Pediatric Pneumology, and Cardiology, amongst others, in line with the requirements identified. We also provide more than 3,500 multi-disciplinary consultations with professionals from the fields of Nutrition, Social Services, Speech Therapy, Physiotherapy, Psychology, and Occupational Therapy, using means such as tele-consultation and tele-interconsultation.



## CEI

### School for Care and Carers of the Elderly

This school offers in-person and online courses for 480 formal and informal carers (and their families) of elderly people dependent upon the SUS and in vulnerable situations. The intention is to increase and improve the knowledge and practices of these carers, thereby contributing to the more capable and protective care of this vulnerable group of society. By means of qualified training, we aim to ensure that the elderly receive the care they deserve, thereby promoting dignity and wellbeing through the training of those who care for them.

## Pronas / PwD

### This is a study into the viability of using Telehealth in the Support and Care of Children and Adolescents with Autistic Spectrum Disorders - Vita-ASD.

It evaluates the viability of implementing Telehealth into Care Support by means of a survey of up to 400 children and adolescents who have been diagnosed with or are suspected of having ASD, and who are on the SUS list awaiting a consultation and referral. The aim is to increase this group's access to healthcare from a multi-disciplinary team specializing in telemedicine.

## Pronon

### This involves the implementation of Genetic Counseling and Genetic Testing for Hereditary Cancer Predisposition in the Breast Cancer Care Line and a feasibility study for implementation in the SUS.

It investigates the possibility of making early diagnoses in patients at risk of breast cancer and providing genetic counseling, through genetic mapping and implementation of a preventive line of care, based upon a survey conducted with up to 200 patients. The results obtained could support the implementation of public management strategies in relation to cancer and the formation of Medical Protocols and Therapeutic Directives (PCDT) of genetics and genomes focused on oncology, which could have an impact throughout the country.

# Volunteering

BP-02

BP's volunteer program aims principally to offer support and friendship for patients and their families, promoting wellbeing through community-based activities. The volunteers dedicate their time, experience and skills at no personal cost, contributing to providing a more humane form of treatment in line with the quality of care that the institution strives for.

In 2024, there was a notable rise in participation: the number of active volunteers increased by 25%, the hours volunteered rose 18%, and the number of people impacted went up by 16% in relation to 2023. In total, the program involved 228 active volunteers and ten NGOs and partner groups, resulting in 7,490 volunteer hours and 47,835 people being benefited.

The BP volunteers worked on different fronts, all of which were focused on providing comfort and relief for the patients who attended the hospital. A welcoming attitude is one of the pillars of our work, guaranteeing a warm and empathetic reception for patients and their families, using tools such as active

listening and affectionate gestures to convey emotional security and support. There are also initiatives focused on wellbeing and spiritual support, which promote emotional health, encourage a connection with different faiths, and allow moments of reflection and calm.

Another important aspect of the volunteer work at BP is entertainment, which aims to relax the hospital atmosphere through fun and cultural activities. Amongst these actions are the distribution of play kits containing crosswords and pictures for coloring, as well as crafts workshops, storytelling and theater presentations. There are also initiatives that involve hospital clowns, magic shows and chess games, all of which have been designed to provide the patients and their families with moments of relaxation and enjoyment.

As well as the warmth, wellbeing and entertainment, the program has been expanded to include 'Memorable Experiences', providing the patients with special moments to remember during their stay in hospital.

In 2024, there were

**77 actions,** benefiting  
**126 patients**

**and their companions, and involving things such as: baptisms, movie screenings in the ICU, beauty days and culinary experiences.**

The corporate voluntary activities also played an essential role involving 67 voluntary employees in actions at the Provedoria Portuguesa Elderly People's Home and the Madrinhas da Vida NGO, with 201 hours being spent on voluntary activities. In addition to this, the Christmas cards campaign expanded by 58% in relation to the previous year, with 158 children benefiting.

BP believes that the combination of efforts is essential for spreading good feelings, and invites everyone to engage in this initiative, reinforcing its commitment to promoting health and a humane approach to care. The volunteering, more than simply an act of goodwill, is an opportunity to transform lives and create connections that make a difference in the daily lives of those who most need it.

# Brazilian National Health Service (SUS)

GRI 3-3: Patient Health and Safety/Humanization, 3-3: Education and Research

## BP and the São Paulo Municipal Health Department

BP's commitment to public health has strengthened with each passing year, ensuring that patients of the National Health Service (SUS) have access to excellent and equitable care. In 2024, we officially reaffirmed our partnership with the São Paulo Municipal Government, the authority responsible for management of the SUS in the state capital.

This long-standing partnership has established itself as a model of top-quality care. In the most recent cycle, we have continued to guarantee that patients receiving primary

care and requiring complex treatment in the area of Cardiology can be transferred to BP, allowing for continual care for patients with heart diseases.

One of the main advantages that BP offers is a care model that guarantees that the same medical teams that attend to private patients will be those responsible for caring for SUS patients, ensuring a uniform standard of quality for all.

All the data and specifications regarding outpatients and hospital admissions that we handled for SUS in 2024 can be found in the [Standards Document](#).

Collaboration takes us further





# PROADI- SUS

As well as directly caring for the patients, BP plays an essential role in raising the quality of SUS management by means of the SUS Institutional Development Support Program (PROADI-SUS), a Ministry of Health initiative aimed at improving the public health system by means of training, research and specialist care projects.

As a hospital of excellence, together with the SUS, we develop and implement solutions that improve hospital management, optimize processes and increase public access to highly-complex forms of treatment. The projects we have developed in the sphere of PROADI-SUS range from training health professional to developing new technologies, medical protocols and studies, which have a direct impact on the quality of care in the country.

During the most recent cycle, we directed BRL 136 million of the funds relating to our tax immunity to the program, contributing to the implementation of 14 initiatives focused on priority areas, such as Oncology, Cardiology and Women's Healthcare.

We believe that investing in training and innovation in the SUS is an essential means of guaranteeing a more equitable and accessible healthcare system. As such, we have continued to develop our work with PROADI-SUS, focusing on results that directly impact millions of Brazilians.



To find out more about PROADI-SUS scan this QRCode or click on this [link](#)

**BRL 136 million were invested in 14 initiatives in areas including Oncology, Cardiology and Women's Healthcare.**



In 2024, special mention goes to:



### Good practices in Cardiology

Undertaken by BP and Hcor, in partnership with the Ministry of Health through PROADI-SUS, this aims to improve cardiovascular care within the SUS system, supporting the swift and safe diagnosis of Acute Myocardial Infarction (AMI) (or heart attacks) and Cardiac Arrhythmias. The initiative provides 24-hour support for Emergency Care Units (ECUs), guaranteeing electrocardiograms (ECGs) with diagnoses within ten minutes, as well as tele-consultations in support of the medical decision. In 2024, the BP Hub, operating in 150 ECUs in 19 states and 97 municipalities, analyzed more than 553,000 ECGs, of which 226,000 showed findings. Almost 7,000 tele-consultations were performed, and 12,000 cases of Acute Coronary Syndrome (ACS) and complex arrhythmias were identified, ensuring specialist support in the medical decisions made.

### Educa VE

The Educa DTN-VE Project (Comprehensive Education in Epidemiological Surveillance and Care for Neglected and Infectious Diseases in Brazil) is conducted in partnership with the Ministry of Health, through the Health and Environmental Surveillance Department (SVSA) and Conasems, and executed by A Beneficência Portuguesa de São Paulo, is aimed at increasing epidemiological reasoning based upon training actions and support for management as a means of strengthening strategies to be able to tackle the Neglected Tropical Diseases (NTDs), zoonosis and infectious diseases prevalent amongst SUS workers and managers. The educational initiative operates along two lines:

- **Extension Course (5h to 135h)**, offering the means for self-instruction without any limits on the number of places available, this course is free and available for professionals and students in the area of healthcare and social welfare;
- **Improvement Course (180h)**, aimed at higher-level healthcare professionals working at healthcare institutions connected to the SUS, specifically in the Primary Healthcare, Surveillance or Management areas of municipalities throughout the country.

### BMT Brazil - Care project

Begun in 2024 as part of PROADI-SUS, the BMT Brazil - Care project is to be developed through until 2026, with the aim of increasing access to bone marrow transplants by offering strategic hospital beds to the National Transplants System. 50 autologous transplants are planned, along with 31 allogeneic transplants and 40 collections of marrow for the National Register of Bone Marrows Donors (Redome). The project has been developed in response to the scenario in which there is a concentration of these services in the large metropolitan areas and a scarcity in the North, Northeast and Center-West regions, with the aim of decentralizing the care and making it more equitable. In 2024, nine autologous and 14 allogeneic transplants were performed, and eight collections of marrow, involving patients in different regions of the country. This initiative ensures a more humane and specialized approach to care, and involves support from shelters in São Paulo. The result of this care initiative has been an NPS of 99 amongst the patients, reflecting the level of medical impact and care experience.

# Our partners

We would like to thank our 43 partners, who contribute to ensuring that our projects are implemented and strive to improve the country's public healthcare policies.

**achē**  
mais vida para você

BANCO  
**ABC**  
BRASIL

**BANCO DO BRASIL**

Banco  
**Daycoval**

**BANCO**  
**PAN**

Banco  
**SOFISA**

**BNDES**

**BRK**

**btg** **pactual**

**Bv**

**CIDADE DE**  
**SÃO PAULO**  
SAÚDE

**Champalimaud**  
Foundation

**COPERSUCAR**

**CPQCD**

**OPEN RAN**  
5G 4G LTE 3G

**CREDIT SUISSE**

**Gávea**  
INVESTIMENTOS

**hedge.**  
INVESTMENTS

**IBIUNA**

**IDIS**  
DESENVOLVENDO O  
INVESTIMENTO SOCIAL

inova  
**iHC**

**instituto**  
**VOTORANTIM**

**itaú**

**MATTOS FILHO**

**NOVARTIS** | The Novartis Foundation

**PRA**  
**GMA**

**PremierPet**

**pwc**

**RV ÍMOLA**

**Safra**

**SAMSUNG**

**sanofi**

**SPX**  
CAPITAL

**SUS**

**Swiss Re**  
Foundation

**ULTRA**

**UMONE**

**Unipar**

**Instituto Unipar**

**VEIRANO**  
ADVOGADOS

**VERDE**  
asset management

**vinland**  
CAPITAL

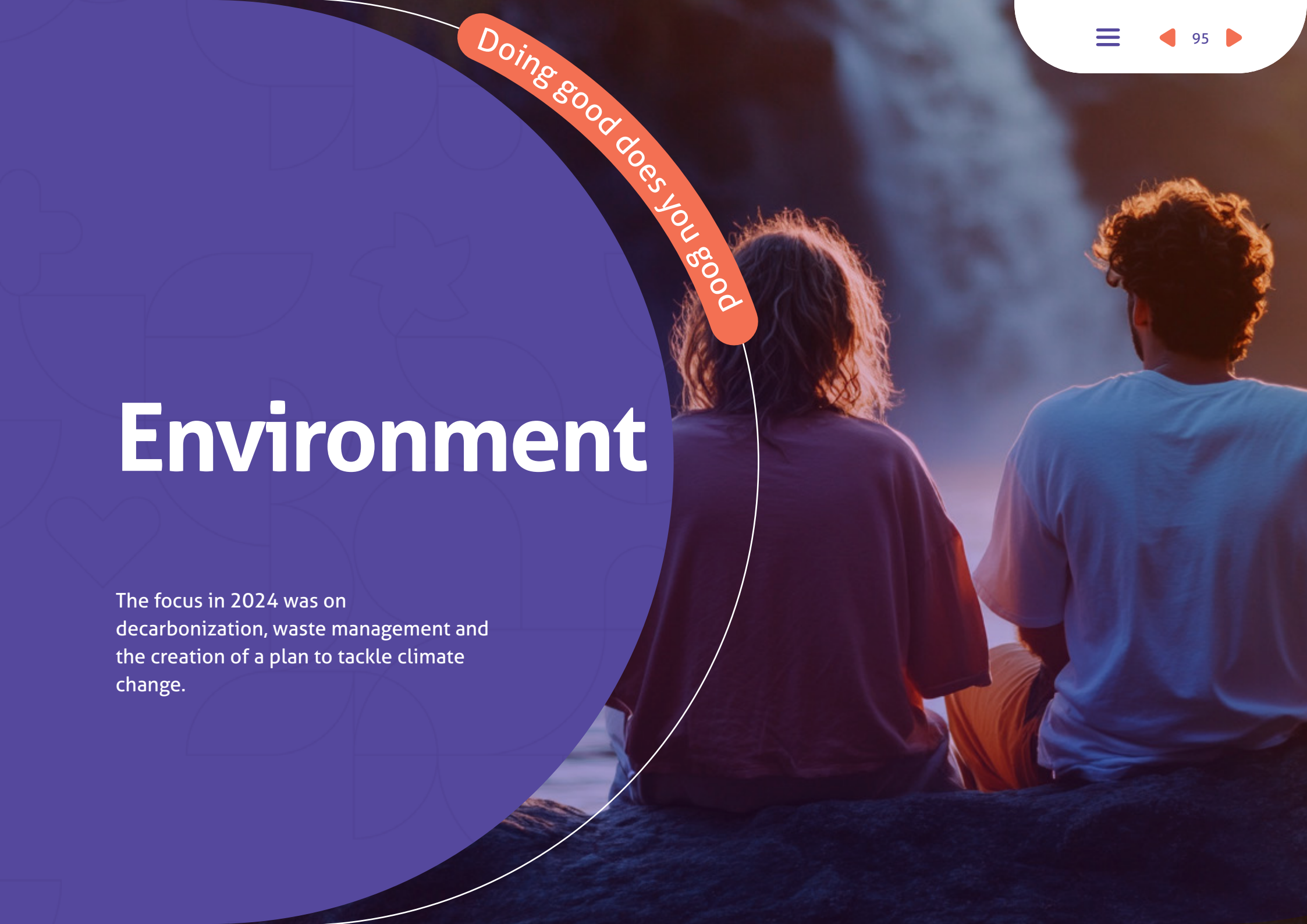
**WHIG**  
Wealth High Governance



Doing good does you good

# Environment

The focus in 2024 was on decarbonization, waste management and the creation of a plan to tackle climate change.



# Resource Management

GRI 3-3: Natural Resources

Our Environmental Management Policy guides our actions for the continued reduction of environmental impacts and reaffirms our commitment to sustainability in all the operations performed within the hospital complex. With the engagement of different departments, we have made significant progress in our Environmental Management System (EMS), reaching 92% of the targets established for the year. This improvement reflects the investments we have made in initiatives involving awareness-raising, training and open dialog with the teams, strengthening the essential connection between healthcare and the environment.

During implementation of the EMS, we held our Environment Week, an important step in increasing engagement and the environmental culture. The event program included educational livestreams, the creation of committees and the mapping of environmental

aspects, providing greater visibility to the impacts and opportunities for improvement in each sector. Amongst the initiatives, of special note are the implementation of the Environmental Emergency Response Plan, the increased number of partnerships with socio-environmental organizations, and the incorporation of the requirements of the ISO 14001 at BP Mirante, consolidating our route towards the unit's certification in 2025.

**92% of the targets for implementation of the Environmental Management System were reached in 2024**

Doing good does you good



## Water and effluents GRI 303-1, 303-2

In a healthcare complex including hospitals, diagnostic medicine and outpatients clinics, the quality of the water is very important to being able to guarantee the safety of the patients and employees. As well as being used for human consumption, the water is employed in the cooling system, restrooms, research laboratory, installations and equipment cleaning and maintenance activities, firefighting systems, and the reverse osmosis (water purification) processes. As such, we maintain a daily control of the quality of the water used, none of which is withdrawn in water stressed areas. Our water sources are three deep artesian wells and the network operated by the concession operator.

In 2024, we intensified our efforts to improve the water use efficiency in all our operations. One of the principal initiatives was the substitution of boilers, an investment which has optimized the heating process and reduced the consumption of water and natural gas. We also ran awareness-raising campaigns for our employees, with particular emphasis on how to save water and the importance of proper management of water resources.

The training sessions also reinforced the environmental and legal impacts associated with the efficient consumption of this resource and the correct disposal of wastewater. This educational approach also involved monitoring of the indicators which measure the use of water and the quality of the wastewater.

The leading impacts identified were excessive consumption and water pollution. To mitigate these risks, monthly evaluations of the quality of the water are performed, with assessments of the discharged wastewater performed every six months. In addition to the legal levels, these checks also involve the impacts of climate change on water availability. It should be stressed that BP does not operate in water stressed regions.

**The replacement of  
boilers has reduced  
the consumption of  
water and natural gas**





The discharge of wastewater follows the standards defined by the currently applicable legislation and applicable regulations. We also measure indicators such as temperature, turbidity, pH, Total Suspended Solids (TST), heavy metals, toxic organic substances, and concentrations of nitrogen and phosphorous, in compliance with the specific legislation, thereby ensuring that the effluents do not compromise the recipient bodies of water.

BP's commitment to the environment also extends to effluents, complying with the regulations established by the local basic sanitation concession operator. The operations involved follow the required quality standards, including the regulation of toxic substances, which could damage various ecosystems. Our effluents are periodically controlled to prevent concentrations of heavy metals, oil derivatives, and other elements that are harmful to human health and the natural ecosystem as a whole.

## Withdrawal, discharge and consumption of water

GRI 303-3, 303-4, 303-5

In 2024, BP recorded an increase in total water withdrawal, rising from 298.39 ML in 2023 to 319.62 ML. This increase was caused principally by the withdrawals performed by third parties, which rose 17.5%. On the other hand, the subsurface withdrawals dropped by 6%. The total discharge also rose, increasing from 238.70 ML in 2023 to 255.68 ML in 2024, indicating a rise in the generation of effluents in line with the increase in withdrawal. In terms of total consumption, there was a slight increase of 7%.

**6%**

reduction in the  
withdrawal of  
subsurface water  
during the year

**7%**

increase in  
the total  
consumption of  
water



# Energy

GRI 302-1

In line with the best environmental practices of the market, BP has, for the third year running, guaranteed that 100% of the energy consumed within the organization was to originate from renewable sources. This is possible because the input purchased and negotiated through the Free Energy Market allows the purchaser to choose the source of the energy generated. The traceability and certification of the renewable energy are assured by means of the International Renewable Energy Certificate (I-REC). This initiative reaffirms the organization's commitment to sustainability and the reduction of environmental impacts.

The total energy consumption of the BP units increased 7.28%, rising from 134,976.58 GJ in 2023 to 144,807.35 GJ in 2024, the result of greater operational demand, especially due to the rise in the use of acquired energy, such as electricity, heating and cooling, to tackle the climate effects of the rise in temperatures. Hospital BP consumed 101,122.46 GJ, whilst BP Mirante consumed 43,684.89 GJ, consolidating the upward trend in the total energy consumption.

100%  
of the energy  
consumed was from  
renewable sources



# Waste

GRI 306-1, 306-2

One very sensitive issue at a hospital institution, from the environmental perspective, is waste management, since certain materials have a great impact on the environment. At BP, the safe disposal of this waste is performed daily in accordance with the Healthcare Waste Management (HCWM) Program, the obligatory legislation for hospitals, which establishes the procedures for separation, storage, disposal and final treatment. The entire process meets all the legal requirements and is controlled by a system of governance overseen by the Waste Committee made up of different departments within the institution. In 2024, the committee was restructured to endow its participants with greater decision making powers and influence.

The institution has entered into a partnership with the Orienta Vida NGO, which works to ensure a positive socio-environmental impact, focusing on the circular economy and training of women in socially vulnerable situations. The NGO promotes female entrepreneurship, developing products through the recycling of uniforms. A range of other actions reinforces the importance of this area for BP. Furthermore, in the first half of 2024, an organic waste recycling project was

implemented, transforming the waste into compost that is used in reforestation areas. The implementation of this initiative at the BP Paulista Unit has reduced the organic waste sent to landfills by 25%. This was one of the initiatives that contributed to the improvement of our environmental management and reduction in the levels of greenhouse gas (GHG) emissions.

In the area of works projects, BP has intensified its efforts to reduce environmental impact, in partnership with the contractors. The entire civil construction waste collection and disposal process was monitored in terms of sustainability and environmental compliance, as were the product specification actions that aim to achieve carbon neutrality in their manufacturing process, such as those involving some vinyl flooring. Over the course of the year, we monitored the responsible disposal of more than 1,200 tons of civil construction waste, reinforcing our commitment to the circular economy. Furthermore, we have implemented a reverse logistics system for paint cans, and alcohol gel and soap packaging, with a total of 120 kilos of materials being recycled.

## Recycling with a purpose

Our actions in 2024 also targeted recyclable waste. We took great steps forward with specific training sessions, showing our employees the various characteristics of this type of waste and the possibilities offered by correct disposal. One of the initiatives involves the collection of plastic tops and metal seals, which were forwarded to the *Tampinhas que Curam* association to be converted into financial resources that go to support the treatment of children with cancer. The digitization of documents was also improved, allowing the elimination of seven tons of paper. In addition to this, the management system started to include the employees' contractual amendments, which are now signed electronically, making the process much quicker and more secure, whilst dispensing with the need for paper

**1,200**tons of civil  
construction waste  
disposed of correctly**120**kilos of paint cans  
recycled through  
reverse logistics



As a means of mitigating environmental impacts, BP has implemented initiatives such as reverse logistics for materials, partnerships with suppliers, and recycling. In 2024, 11.21% of the waste generated by BP Mirante and 10.47% of that from Hospital BP was sent for recycling, including cardboard, glass, wood, plastics and metals. Specific items such as mattresses, paint cans and organic waste were also recycled by specialist companies.

In 2024, we started offering a wide range of specific training sessions. We have been showing our employees the various characteristics of this type of waste and the possibilities offered by correct disposal.

## Chemical waste

Another advance made in 2024 was the optimization of the management of chemical waste, with analyses and development of a compatibility matrix. The work focused on raising the awareness of our employees regarding the risks and the importance of the proper management of this class of waste. We also aim to use less toxic products and disposal options that have a lower environmental impact, such as reverse logistics of the alcohol gel dispensers and implementation of a designated disposal location for X-rays.

The transportation and disposal of BP's waste is performed by third parties and, to ensure legal and contractual compliance, BP requires that the service providers present their environmental documentation, and perform environmental audits and technical inspections. The weighing of the waste is undertaken depending upon what type of waste it is, and the results are recorded in the Waste Transportation Manifesto (MTR), which ensures that the monitoring is traceable and transparent.

BP also currently invests in the reduction of the amount of waste being sent to landfills, and has implemented more sustainable practices for the disposal of pharmaceutical waste. Furthermore, the institution is working on strengthening the tracking and categorization of waste, which guarantees greater control and separation for future analyses and a more efficient disposal system.



# Climate change

Aware of the impacts caused by climate change to the health of the planet, the employees and patients, BP has looked for ways of mitigating the problem in its ecosystem.

The creation of the Environmental Emergency Response Plan (ERP) came about as part of the Institution's Environmental Management System, ensuring a greater ability to be able to quickly and efficiently respond to environmental incidents, such as spills of chemical products, fallen trees or floods. Due to the challenges imposed by climate change, such as extreme events that could have an impact on the infrastructure and hospital operations, the ERP strengthens institutional resilience, minimizing the risks to health and the environment, and ensuring that the services can continue. The initiative also reinforces the institution's commitment to the responsible management of environmental impacts, aligning it with best market practices.

Over the course of the year, we also made sure to participate fully in events focused on climate change. One of these events was the 17<sup>th</sup> edition of the Healthy Hospitals Seminar, held in Rio de Janeiro in October. Taking as its theme "Climate Resilience and Adaptation in the Brazilian Health System: a path towards equity and social justice", the event emphasized the need to reduce greenhouse gas (GHG) emissions and increase decarbonization in the health sector. The panels addressed the development of skills, technologies and infrastructures as a means of facing the challenges represented by the climate crisis.

The development of policies and practices focused on this theme has been planned for 2025, with the aim of establishing a matrix of physical risks arising from the frequency and intensity of extreme weather events, and structuring our plan for mitigation and adaptation to climate change. We recognize the increasing importance of these challenges and the need to strengthen the institution's resilience with regard to environmental impacts and public health. [SASB-HC-DY-450a.1](#)

## Climate and Healthcare Justice Report

Based upon the technical partnership with the Latin American Climate Lawyers Initiative for Mobilizing Action (LACLIMA) and the UN's Global Compact, this publication explores issues such as the effects of the climate crisis on public health and the role that the sector can play in encouraging equity and resilience. The document, which was supported by BP and the *Sociedade Beneficente Israelita Brasileira Albert Einstein*, stresses that the sector is one of the most affected by climate change and, as such, has an enormous responsibility to inform and educate the public on the consequences of storms, floods, heat waves and wildfires on the general health of the public.

According to specialists interviewed for the report, the health sector should be adopting various strategies to face the challenges brought about by the climate crisis. Amongst these challenges are working together with the government on the creation of public policies; investing in research and development; prioritizing the transfer of knowledge to assistance areas with fewer resources; reducing the company's own GHG emissions; adapting and strengthening the infrastructure of the installations; and preparing healthcare institutions to handle the rising number of patients with respiratory, heart-related and allergy based diseases, as well as those transmitted by carriers.

# Greenhouse gas reduction targets

GRI 305-1, 305-, 305-3, 305-4, 305-5

In 2024, we reaffirmed our commitment to a more sustainable future by joining the Race to Zero Campaign and the Net Zero Ambition Movement. These initiatives reflect BP's commitment to reducing carbon emissions and promoting sustainable practices, aligning itself with the principal global climate change mitigation targets, and reinforcing its role as a benchmark for environmental responsibility in the health sector.

The Race to Zero Campaign, coordinated by the United Nations' Framework Convention on Climate Change (UNFCCC) and led by global action change entities, is the biggest multi-sectoral alliance committed to the target of achieving zero net carbon emissions by 2050.

## PRINCIPAL TARGETS OF RACE TO ZERO



To reduce emissions by 50% by 2030 for institutions located in high-emissions countries.

To achieve zero net emissions by 2050.

The Net Zero Ambition Movement, tied to the UN's Global Compact, challenges and supports companies in their establishment of robust and scientifically-based climate commitments.

To precisely monitor the environmental impacts, we perform monthly calculations of the greenhouse gas (GHG) emissions in Scopes 1 (direct), 2 (indirect) and 3 (other indirect). In 2024, we took a significant step forward in our journey of evolution to tackle the climate crisis, with the improvement of our greenhouse gases inventory, thereby considerably expanding the range of our measurements.

In Scope 1, we began calculating the fuels and gases used in maintenance work, and the new anesthetic gases used instead of nitrous oxide, which has not been in use since August 2024. The mapping of data has resulted in a considerable increase in the reported emissions, when compared to 2023.

In Scope 3, meanwhile, we have increased the monitoring to include downstream transportation, home to work commuting, and business travel. For the forthcoming cycles, we will continue to increase the mapping of Scope 3 emissions together with the chain of suppliers.

We will continue to invest in the improvement of our monitoring systems, in the implementation of energy efficiency initiatives, and in the search for innovative solutions that will allow us to move forward on our path towards carbon neutrality.

In 2024, BP did not formally map the risks and opportunities related to climate change. In 2025, this analysis will be incorporated in the company's future sustainability strategies and risk management. [GRI 201-2](#)



We are always on the move

# Education, research and innovation

BP has been accredited as a Higher Education Institution by the MEC, which will allow for top-quality learning integrated with hospital practices.





A healthcare institution that is also dedicated to education and research, whilst also performing a fundamental role for society. As a center of reference in health assistance, and with a consolidated history in training healthcare professionals, BP has played an essential role in the qualification and updating of countless physicians and multi-professionals.

For more than 60 years, we have offered technical qualifications in Nursing and, since 1999, when the medical residence program was accredited by the Ministry of Education (MEC), it has been contributing to the practical training of physicians, ensuring qualified supervision and professional experience.

**We are now proud to be beginning a new and important chapter in education, expanding our work to offer undergraduate, graduate and short-duration courses, alongside different initiatives that will have a positive impact on society**

# BP University

## GRI 3-3: Education and Research/Access to Healthcare/Innovation

2024 saw a defining moment in the history of BP: we received accreditation as a Higher Education Institution (HEI) from the MEC. With this new status, we opened our own university, expanding the educational activities to include undergraduate, graduate and short courses, consolidating a project that reinforces our commitment to education. The initial investment in the BP University was BRL 70 million, with an expected revenue of approximately BRL 250 million in the first ten years.

This expansion means a significant advance in the training of healthcare professionals in Brazil. The accreditation as an HEI has allowed BP to increase what it has to offer in the field of education, starting enrollments for short-term and graduate courses. Our strategy involves the future launch of Medicine, Nursing and Psychology courses. Furthermore, new graduate and specialist programs are being developed to meet the growing

demand from physicians and multi-professionals seeking further and more specialized understandings.

The integration between higher education institutions and hospitals is a trend that has become increasingly consolidated worldwide. For decades, centers of reference such as the Mayo Clinic and the Johns Hopkins Hospital have been combining care, teaching and research to promote excellence in professional training and scientific innovation. In Brazil, this model has already been incorporated into a number of institutions and has now established itself even further through BP.

Future Vision





# Interdisciplinarity and complementary fields in the academic structure

One of the main differentials of the BP University's academic objective is interdisciplinarity. The courses have been structured around integrated training, allowing students from different areas of healthcare to work together right from the beginning. This model encourages the exchange of knowledge, improves communication between professionals from different specialist areas, and strengthens the holistic vision of patient care. The training is also supported by three fundamental pillars, which together ensure a comprehensive preparation aligned with current healthcare demands.

The Healthcare and Community Pillar aims to provide a critical and humane form of education, training students to address public and community health from a broad perspective, taking into consideration social, economic, social and environmental factors. This pillar encourages direct interaction with the National Health Service (SUS) and public policies, as well as the development of essential skills such as communication, working as a team, and management of problems in real contexts, always grounded in the principles of equity and the completeness of healthcare.

The Humanities Pillar ensures an holistic approach to professional practice by incorporating the development of socio-emotional skills, ethics, bioethics, diversity and inclusion, enabling the students to understand the complexity of human relations in healthcare. It also encourages critical thinking, innovation and entrepreneurship, preparing students to work sensitively, equitably and proactively, whilst at the same time training them to manage stress and build effective therapeutic relationships.

Finally, the Research Pillar strengthens scientific thinking over the course of the training, promoting critical analysis, the application of evidence-based practices, and the development of inter-disciplinary projects that encourage the solving of complex problems and innovation. These pillars contribute to ensuring that those graduating BP University will be highly qualified and ethical professionals who are prepared to transform the world of healthcare.



# A plan for the future

The transition to a Higher Education Institution forms part of a long-term strategic plan, with structured objectives for the next ten years, including:

- 1** **Developing inter-related cultural, scientific and technological knowledge**, ensuring quality teaching in the specific areas of knowledge of the courses, whilst always maintaining an appreciation for life at the heart of the learning;
- 2** **Encouraging undergraduate research, promoting the advance of science and technology**, going beyond cultural dissemination and an understanding of one's social surroundings;
- 3** **Producing highly trained professionals, capable of working in different fields of knowledge**, encouraging continual learning and qualified insertion into the work market;
- 4** **Encouraging socio-environmental sustainability**, generating positive and long-lasting impacts on society;
- 5** **Reinforcing the commitment to philanthropy and social responsibility**, contributing to socioeconomic development and the strengthening of community relations;
- 6** **Increasing the critical understanding of real problems**, especially those with a loco-regional impact, providing the community with specialist services through a collaborative and reciprocal relationship;
- 7** **Expanding university extension courses** to encourage community participation and ensuring that the development and benefits generated by the academic and scientific production are accessible to society;
- 8** **Improving education at all levels**, aligning the institutional practices with the best guidelines and innovations in the sector;
- 9** **Improving the qualification and employability indexes**, ensuring excellent training and preparing the students for the challenges of the work market.

## Expansion and infrastructure

The BP University has been strategically installed in front of BP Hospital and BP Mirante, ensuring a direct connection between teaching and the practice of healthcare. The academic structure is fully integrated with the hospital environment, allowing the students to experience the reality of the healthcare sector from the very start, through simulations, medical discussions and scientific events.

With the most modern laboratories, advanced technology, and auditoriums connected to the hospital, the students have access to an innovative teaching model that includes the live broadcast of surgeries and discussion of medical cases in real time. The structure has been planned to provide comfort, accessibility and efficiency, with ergonomic spaces, acoustic design and environments that allow for concentration and learning.

Security and maintenance are priorities, with a structured plan for continued conservation, controlled access and careful monitoring. The BP University also invests in digital technology and interactive tools that encourage learning and promote research, consolidating its commitment to excellence in training and innovation in higher education in healthcare.

## Quality, innovation and digitization

The BP University has invested in a sound technological infrastructure to optimize academic management, improve the students' and teaching staff's experience, and integrate innovation into the teaching.

The Lyceum system of academic and financial management ensures the efficient administration of the institutional activities, offering exclusive portals for the students, teaching staff and coordinators. For online teaching, the university has adopted 'Canvas' as its Virtual Learning Environment (VLE). This is an internationally recognized platform that offers personalized courses, automated evaluations, performance reports, and interactivity between the students and teachers. The *Minha Biblioteca* online library complements this structure, providing remote access to up-to-date academic and scientific materials. Furthermore, the 'Sophia' library management software allows for the physical and digital administration of the collection, thereby optimizing the cataloging, loans and referencing.

Through this advanced technological structure, the BP University strengthens the integration of teaching, management and innovation, guaranteeing a modern and efficient educational experience.

## Content Hub

The BP University reinforces its commitment to the continued training of healthcare professionals through the Content Hub, an initiative that combines up to the minute information on trends, innovations and advances in the sector.

In partnership with Medictalks and Medscape Brasil, BP provides an extensive range of articles, webinars, podcasts, videos and courses, as well as exclusive content produced by physicians from the editorial body. The initiative also provides coverage of the leading Brazilian and international congresses and encourages the exchange of experiences between professionals, thereby strengthening the development of the area and improving healthcare as a whole.





# Research

## GRI 3-3: Education and Research/Access to Healthcare/Innovation

Our commitment to scientific development is fundamental to the search for innovative solutions in the field of healthcare, the attraction of qualified professionals and the mission of ensuring benefits for society. At BP, we work on two research fronts: medical research and initiatives developed by the researchers themselves. In 2024, we conducted 98 sponsored clinical studies in the fields of Onco-hematology, Cardiology, Neurology, Nephrology and Infectology.

Studies developed by the researchers themselves are supported by the Researcher Support and Incentive Center (Naípe), which provides both scientific and operational support, from conception to publication of the results. In 2024, the Center supported 221 studies in 23 specialist fields, covering themes such as obesity, cancer of the pancreas, multiple myeloma, and telemedicine, amongst others.

# Biobank

With the approval of BP's Biobank, in November 2023, our researchers gained an important tool in the development of cell and molecular research, and investigation of the causes of certain diseases, as well as how to prevent and treat them. Healthy or diseased tissues and blood are examples of biological samples that can be donated. The material is conserved and cataloged with the donors' characteristics, thus enabling quality studies in the future.

During the Biobank's implementation phase, in 2024, the Management Committee selected and approved specific projects for the storage of samples. Amongst these, special mention should be made of two that focused on rare conditions: cancer of the pancreas and Lynch Syndrome. Another approved project related to a funded investigation of the effectiveness and safety of an antimicrobial in the treatment of neutropenic fever in patients at risk of infection. The collection of samples for the Biobank began during the first two months of 2025.

## 160

articles were published in indexed periodicals, all of which are affiliated to BP, 44% more than in 2023.

By stratifying this total according to the Impact Factor (IF), we can observe the following:

- 9 articles with an IF < 1;
- 110 articles with an IF of between 1 and 5;
- 20 articles with an IF of between 5 and 10;
- 21 articles with an IF greater than 10.

## BP Research Day

In December 2024, we held the first BP Research Day, an event that brought together specialists from the institution and invited guests to discuss translational and convergent research, advanced therapies and the expansion of access to healthcare throughout Brazil. During the event, we announced the leading advances made by our medical research, highlighting the role of precision genomic medicine in Oncology, Hematology, Cardiology and Neuroscience. We also presented the founding of the BP Biobank and held a discussion on the challenges involved in a career in research.

# Innovation

GRI 3-3: Education and Research/Access to Healthcare/Innovation

Innovation in the healthcare sector is a broad concept that includes cutting-edge technological solutions, the use or creation of new materials, implementation of methods that increase the quality of care provided or medical efficiency, actions that improve the patient's experience, and much more. Here at BP, we are always on the move and all these initiatives are encouraged and welcome. We believe that dealing with human lives requires continual updating and renewal in terms of knowledge, infrastructure and ways of thinking.

## BP Institute of Science and Technology

In 2024, the implementation of the BP Institute of Science and Technology (ICT) was approved, enabling projects to be undertaken in technological research and development throughout the country, promoting innovative breakthroughs for the health sector. This initiative will structure a new field of study together with the Ministry of Science and Technology, focused on health, innovation and technology, whilst also being interlinked with care and supported by the approval of BP's university courses.



BP supports and encourages the search for **new processes, knowledge, cutting-edge technologies and ways of thinking**



## Artificial Intelligence

One of the Artificial Intelligence tools that has already been incorporated into our ecosystem increases the precision of brain images and assists in the early detection of signs of neurodegeneration issues. As well as being used a great deal for diagnoses in the emergency room, it has two main functions: evaluation of automated cerebral volumetry in the monitoring of dementia illnesses such as Alzheimer's, and detection and quantification of demyelinating plaques in patients with multiple sclerosis.

In 2024, the radiology department began using Artificial Intelligence algorithms to provide support in the analysis of image exams, initially focusing on X-rays of the thorax. This technology assists in and optimizes the reading of images, identifying up to ten principal findings, including pleural strokes, pneumothorax, consolidations and pulmonary nodules. This tool cuts down on unnecessary tomography and offers greater safety when making medical decisions, thereby increasing the accuracy of the exams. It also speeds up the provision of the services, reducing patient waiting times and offering the possibility of early diagnoses, by directing the patient to the specialist area that is best suited to caring for them. Essentially,

if the images show any form of irregularity or suspicious findings, the patient can be immediately directed to the Oncology sector, for example, to undergo a more detailed analysis. AI supports and accelerates the conclusion of the analysis, thereby allowing for early diagnosis, which is essential for the patient to be able to begin treatment and their subsequent recovery.

## Interoperability in healthcare

Patient data are currently decentralized and responsibility for the health records falls on the patient themselves. During medical consultations, the patient is responsible for taking their exam results along, which are very often on paper or X-ray film (when regarding image diagnoses), finding the results on laboratory or hospital apps, and reporting their diagnoses and treatment to the physician, without having any technical understanding. This arrangement has an impact on the health system as a whole, leading to wastefulness and duplications in requests for exams, since the different physicians who may possibly attend to the same patient do not have any sort of detailed or quality access to their medical history.



Aware of this problem, BP is preparing to develop an innovative interoperable process that will allow the connection of all the medical information of each patient. The implementation of this system is complex and, amongst other factors, requires a standardization of data, systemic integration, monitoring and protection of the information to prevent improper use, and a structural alteration of the culture at the health institutions.



## Technological advances in Orthopedics

In 2024, BP created a center of excellence in orthopedic care. Located at the Hospital BP, the Orthopedics and Mobility Center offers a complete cycle of care for musculoskeletal conditions, ranging from prevention to rehabilitation, with a team of specialist professionals and cutting edge technology for diagnosis, treatment and orthopedic surgery.

With the support of modern technologies, the care and treatment journey is streamlined, meaning we can meet the 28% increase in demand.

One of the more advanced pieces of equipment to have been installed is the Hana Table, which allows less invasive surgery in the hip and knee. The use of this table during surgical procedures reduces the patient's recovery time and, consequently, the time they spend interned at the hospital, positively impacting our efficiency and cost indicators, as well as - and most importantly - the patient's experience.

The 3.0 Tesla magnetic resonance equipment, meanwhile, provides greater agility for the unit's diagnostic exams. The machine produces 3D images within the space of five minutes, whilst the previous process took on average about 15 minutes.

Another new 3D-related development involves the orthoses that have replaced traditional plaster casts, thus improving the patient's experience. These are manufactured by the Fixit startup, using the company's own, exclusive software which combines Artificial Intelligence and cryptography to offer pieces that are customized to fit the patient's limb and anatomical structure. The pieces are sturdier than traditional plaster, and are adjustable, water-resistant, cleanable, light, non-allergenic and radio-transparent, meaning that the patient can undergo image exams without needing to remove the piece. Furthermore, the manufacturing process makes use of renewable sources, in line with BP's own positioning in this area.

In addition to all these innovations, the hospital also offers 3D surgical arcs and a densitometry device, specifically for use in orthopedics and sports medicine.

## Advances in CAR-T Therapy

BP achieved a significant increase in the number of treatments of oncology-related illnesses using CER-T cell therapy, in which the patients' cell defenses (T lymphocytes) are removed, genetically altered and reinserted into the blood stream. In 2023, we performed three treatments of this type, two of which were pediatric. By 2024, we had treated seven patients by means of this innovative technology.

## AEVO Intrapreneurship Award

BP was recognized twice at the 2024 AEVO Intrapreneurship Award, taking tenth place in the Companies' "Sustaining Innovation" category, and 13<sup>th</sup> place in the "Teams" category. The awards ceremony, hosted by the Brazilian company focused on innovation and strategy management technology AEVO, took place on December 11, 2024, at the KPMG Auditorium, in São Paulo. The event recognizes and highlights those Brazilian companies and teams that promote innovation and encourage the roles of their employees, especially those actions that aim to improve or add value to the processes, products and services in line with ESG initiatives.

# Sustainable growth

The transition to a more surgical profile, focused on the optimization of resources and efficiency, has led to a 9.5% increase in BP's gross revenue.

Sustainable growth is the way forward



# Economic and sectoral overview

## GRI 3-3: Sustainable Growth

2024 was a year of challenges and opportunities for the Brazilian economy and, consequently, for supplementary healthcare. The country's Gross Domestic Product (GDP) increased by 3.5%, led principally by the services sector, which rose 3.7%. The Extended National Consumer Price Index (IPCA) ended 2024 4.83% above the government's stated target. This increase in prices affected families' consumptions.

Despite the work market having shown signs of recovery, with a reduction in the unemployment rate, both indebtedness and high interest rates continued to place restrictions on access to services, including health plans. According to data from the National Health Agency (ANS), the state of São Paulo recorded 18,281,718 beneficiaries of medical assistance plans in December 2024, meaning a growth of 1.3% in relation to the same period in 2023. As well as São

Paulo, the states of Minas Gerais and Amazonas also stood out with the highest rises in the number of beneficiaries in the annual comparison, demonstrating the increase in supplementary healthcare in these regions.

In 2024, the supplementary healthcare sector continued to face challenges such as regulatory pressures and an increase in certain costs, impacted by a rise in the price of the dollar, the armed conflicts in Ukraine and the Middle East, and the rise in inflation in Brazil. In the midst of this scenario, the operators have made adjustments to hospitals below inflation, which has increased the need to improve the efficiency of operations. This renewal of internal operational processes by a number of players in the sector could lead to an improvement in the denials, principally at hospitals.

Our operations were also impacted by a significant increase in infectious diseases, such as respiratory infections and dengue, which overburden both the public and private healthcare systems. Climate change also represents a challenge, with impacts on the resilience of hospital infrastructures and investment costs for adaptation.

More than  
**18**  
million  
people have health  
plans in the state of  
São Paulo

Operator  
adjustments  
do not cover  
inflation



The World Health Organization estimates that, between 2030 and 2050, there will be approximately 250,000 deaths per year as a result of climate change. Within this scenario, the raising of awareness by means of training sessions, the evaluation of environmental risks and factors that could affect the provision of services, and the creation of plans to tackle emergencies are fundamental. As such, planning and preparations for emergencies become essential to be able to have a positive impact on health, the patient's experience, and the operational performance of hospitals.

The consolidation of the market continues apace, with large hospital groups expanding their operations and investing in verticalization to reduce costs. This consolidation causes impacts such as a rise in prices, geographical expansion, and pressure in relation to suppliers and medical teams. On the other hand, the fragmentation of the care network and the restriction of accreditation on healthcare operators has made it difficult for patients to gain access to integral healthcare, thus impacting the continuity of care.

The aging of the population and the rise in the incidence of chronic and oncological diseases have placed increased pressure on the system. Furthermore, the high incidence of denials and growing judicialization require a new model of financial management. The increased use of Artificial Intelligence in screening and diagnostic procedures represents an important step forward in operational efficiency, but also leads to challenges in the standardization of data and the control of care costs.

The interoperability of healthcare systems, inspired by Open Health in the financial sector, has come about as a necessary shift to guarantee the integration of patient records, reducing wastefulness and driving more effective assistance. In addition to this, the 'Value-Based Healthcare' (VBHC)

remuneration model could redefine the balance between quality and cost in the sector, requiring new approaches to hospital management and negotiations with health plan operators.

Over the coming years, the sector needs to remain focused on operational efficiency and the adoption of innovative solutions. Technologies such as telemedicine, Artificial Intelligence (AI) and the intensive use of data will be increasingly more determining factors in improving the quality of care and optimizing resources. At BP, AI has already been applied in the early treatment of oncology-related issues, to provide support in the analysis of image exams, and ensure operational improvements with a reduction in wastefulness.

Sustainability strategies remain a priority in tackling the challenges faced by the sector. BP has invested in efficiency, excellence in care, strategic partnerships and new businesses (such as in the area of education), whilst always remaining focused on increasing access to healthcare and valuing life. We have created a sustainability index linked to the performance of the senior management, stressing our commitment to best environmental, social and governance (ESG) practices. The pursuit of efficiency, innovation and a focus on the patient is central to ensuring the continuity and relevance of our services over time.





Sustainable growth is the way forward

**BRL 2.6**  
billion  
in gross revenue  
in 2024

# Financial results

## GRI 3-3: Sustainable Growth

In 2024, BP's gross revenue reached BRL 2.6 billion, a rise of 9.5% compared to 2023, driven by a strategic alteration in the mix of consultations, with patients due for surgery being prioritized. Despite a volume of 27,700 surgical procedures (+2%) being similar to the previous year, the greater share involving this profile resulted in a positive impact on the revenue.

The transition to a more surgery-focused profile also led to significant gains in care efficiency, especially in the optimization of resources and a reduction in the average time patients needed to spend in hospital. This change contributed to care that is more resolute, safe and aligned with good hospital practices. We are also allowing our professionals more autonomy in the direct administration of the process, meaning the roles and responsibilities of each professional are more clearly defined and more cost-effective medicines and operations are favored. Furthermore, the results were influenced by the Estimated Credit Losses

from Doubtful Liquidation (PECLD) indicator, reflecting challenges in the market, such as the increase in the claims ratio of health plans and the deterioration of the economic scenario, which affect the entire sector. To mitigate these challenges, BP has intensified its actions aimed at improving the profitability of its services and reviewing expenses. Improvements were made to the procurement portfolio, the care management models and medical protocols, whilst always keeping them aligned with financial sustainability and patient safety. The expansion of the portfolio, which includes CAR-T Cell, also contributed to the positive performance in 2024.

With regard to the improvement of the management of working capital, BP optimized its invoicing and charging processes, resulting in the highest level of cash generation in its history. This advance guaranteed continuity of the investments pipeline, updating of the technological infrastructure, and strategic expansions, such as with the Education division and the Oncology joint venture.

Our tax immunity also allowed for the directing of BRL 136 million into the SUS Institutional Development Support Program (PROADI-SUS), enabling projects focused on the training of professionals, healthcare surveys, medical care and improvements in healthcare management.

As a result, we ended the year with an Ebitda of BRL 127.9 million, considering all the operating results from 2024. The final cash balance was BRL 101.2 million, with a gross debt of BRL 418.9 million and a net debt of BRL 317.7 million.

**BRL  
127.9**  
million in Ebitda

**BRL  
R\$ 136**  
million  
contributed to  
PROADI-SUS

### Earnings statements (BRL thousands)

	2022	2023	2024
Net operating revenue	1,862,287	2,143,848	2,453,927
Operating costs and expenses	1,820,341	(2,019,922)	(2,289,999)
Operational result (1-2)	41,946	123,926	64,928
Total financial income	87,359	(126,687)	(163,972)
Net income for the year (3-4)	45,413	(2,761)	(99,044)
Surplus before interest, taxes, depreciation and amortization (Ebitda)	90,091	183,528	127,905

### Statement of financial position (BRL thousands)

	2022	2023	2024
Total of current assets	1,156,843	1,444,592	1,421,659
Property, plants and equipment	912,566	894,561	925,470
Intangible assets	3,529	3,044	2,998
Other non-current assets	49,608	62,395	62,934
Total of non-current assets	965,703	960,000	991,402
Total of the assets	2,122,546	2,404,592	2,413,061
Current liabilities	559,410	753,495	763,037
Non-current liabilities	705,178	1,013,343	983,637
Corporate assets	857,958	637,754	666,387
Total liabilities and equity	2,122,546	2,404,592	2,413,061



## Financial Commitments made (BRL thousands)

	2022	2023	2024
Leverage index	2.0x	1.3x	2.5x

## Financial results (BRL thousands)

	2022	2023	2024
Surplus before interest, taxes, depreciation and amortization (Ebitda)	90,091	183,528	127,905
CAPEX <sup>1</sup>	55,730	47,918	85,282
Cash and short-term investments	122,230	172,086	101,242
Working capital requirement <sup>1</sup>	678,291	626,465	618,603
Program for Institutional Development Support of the National Health Service (PROADI-SUS)	102,155	141,402	138,337

1. The 2023 data has been revised.

## Direct economic value generated (BRL) GRI 201-1

	2022	2023	2024
Operating revenue	1,946,564	2,310,552	2,388,347

## Economic value withheld (BRL) GRI 201-1

	2022	2023	2024
"Direct economic value generated" less "Economic value distributed"	(45,413)	(2,761)	(99,044)

## Economic value distributed (BRL) GRI 201-1

	2022	2023	2024
Operating costs	(1,111,227)	(1,315,721)	(1,375,111)
Employees (remuneration, benefits and employer charges)	(656,781)	(742,856)	(755,700)
Institutional Development Support Program (PROADI - SUS)	(102,155)	(141,402)	(138,337)
Community investments	(41,836)	(12,498)	(34,176)
Payment to the government	(1,305)	(5,103)	(3,642)
Financial expenses	(79,123)	(110,003)	(130,424)

## Value Added Statement (VAS) (BRL) GRI 201-1

	2022	2023	2024
Shareholders (debt capital remuneration)	0%	0%	0%
Employees (remuneration, benefits and employer charges)	79%	73%	79%
Government (taxes, charges and contributions)	0%	1%	0%
Retained earnings / Fiscal year losses	-5%	0%	-10%
Interest and leases (debt capital remuneration)	9%	11%	13%
Investments in the community	5%	1%	4%
PROADI-SUS application	12%	14%	14%

# Investments

## GRI 3-3: Sustainable Growth

In 2024, as well as classification of revenue and profitability of the services, BP moved forward with its strategic planning, with investments in the joint venture developed together with Bradesco and Fleury in the Oncology sector and in the structuring of the Education wing.

The institution also performed maintenance and modernization work on its installations, including the reallocation of the Blood Bank and consulting rooms, a retrofit of hospital beds, and replacement of medical equipment and technology. It has also been studying new ways of monetizing its assets and assigning certain spaces to reinforce the execution of the strategic plan and the financial sustainability of the hospitals.

The total sum of the investment made in 2024 was BRL 77.2 million, with BRL 136 million (originating from tax immunity) also being allocated to the PROADI-SUS program.

For 2025, BP is planning investments of BRL 70 million in a number of strategic areas, guaranteeing the modernization and expansion of the operations. Of this total, BRL 10 million is to be directed to the upgrading of the technological infrastructure to ensure that it remains efficient and fully up-to-date. Another BRL 24 million is to be allocated to the continuation of strategic projects and the centers of excellence, which are essential to innovation and development. In addition to this, BRL 36 million is to be invested in the healthcare hub, reinforcing the teaching department and consolidating our position in the health sector.

BRL  
77.2  
million  
invested in 2024

Vision for the Future



Connected lives

# Annexes

In this section, we will be providing a general outline of the report, looking at our materiality, standards, ESG and the importance of the process to BP.





# About this **report**

GRI 2-2, 2-3, 2-4

Published annually since 2015, the BP Sustainability Report reinforces our commitment to transparency and corporate responsibility. This edition covers the period from January 1 to December 31, 2024, meaning it is published with the same frequency and covers the same period as the organization's financial report.

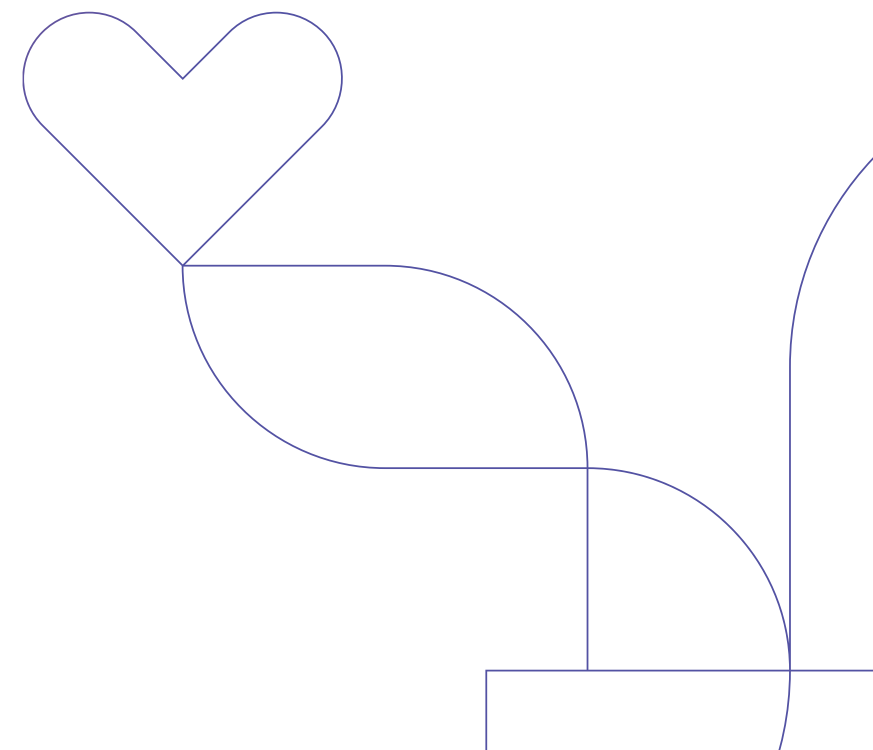
We are presenting here an overview of our environmental, social, economic and governance (ESG) performance over the course of the year, including the two entities over which the institution has control: Hospital BP and BP Mirante. The published information has not been subject to any modifications resulting from minority shareholdings and there have been no mergers, acquisitions or sales during the reported period.

The document has been developed in accordance with the guidelines of the Global

Reporting Initiative (GRI) and its standards are related to the UN's Sustainable Development Goals (SDGs). It also reports our own standards and involves the framework for Integrated Reporting set forth by the International Integrated Reporting Council (IIRC), including our Shared Value Creation Model, which is published on [pages 29](#) and [30](#).

The content and standards reported prioritize the topics highlighted as being of most relevance by our stakeholders during the most recent materiality process, performed in 2022. (*Read more below*).

We follow an approach that is unified for all the BP units, thus ensuring an integrated vision of the operations. Whenever there are any distinctions between the data of the different units, they are duly highlighted in the text. Any amendments or different approaches adopted in the presentation of the standards are explained in the footnotes.



**Would you like to find out more about this report, our ESG strategy or BP's management of sustainability?**

If so, please feel free to contact us at:  
[sustentabilidade.bp@bp.org.br](mailto:sustentabilidade.bp@bp.org.br)

**Your opinion is essential for us to continue evolving!**

# Materiality

GRI 2-29, 3-1, 3-2

The materiality matrix used to guide the scope of this report is identical to that which guided the 2023 Sustainability Report, including the same eight materiality topics that are outlined from the following page on. It was first developed in 2021 and then revised in 2022, as part of a process conducted by an external consulting firm that involved the following stakeholders: the academic world, customers, employees, suppliers, government authorities, investors, physicians, media, the Public Prosecutor's Office, business partners, health plan operators, service providers, regulators, unions, startups, outsourced companies and the third sector.

Construction of the matrix comprised the following five stages:

## 1

Analysis of information and internal materials

## 2

Analysis of external materials

## 3

Analysis of the sustainability impacts of BP based on the consolidation of topics addressed in the first and second stages of the work

## 4

Mapping and engagement of BP's stakeholders, as identified with support from the Sustainability Committee

## 5

Prioritization of the topics



## Natural Resources

Consumption of natural resources (water and energy) and impact management (emissions and waste).

### SDGS



### POLICIES AND COMMITMENTS

Internal Policies  
Code of Conduct  
Sustainability Reports  
Procurement and Suppliers Policies  
Environmental Policy (not public)

### STAKEHOLDER ENGAGEMENT

**Communication:** sharing of information with stakeholders

### MANAGEMENT OF THE TOPIC

Page 96 ↗

### MONITORING AND EFFECTIVENESS

GRI 302-1, 302-2, 302-3, 302-4, 303-1, 303-2, 303-3, 303-4, 303-5, 305-1, 305-2, 305-3, 305-4, 305-5, 305-6, 305-7, 306-1, 306-2, 306-3, 306-4, 306-5

## Reputation

Management of the public's opinion of the organization, including communication channels and forms of mediation of the established relationships, as well as attention to the brand, and governance of the organizational values and principles.

### SDGS



### POLICIES AND COMMITMENTS

Sustainability Reports

### MONITORING AND EFFECTIVENESS

GRI 2-26, 2-27, BP-12

### STAKEHOLDER ENGAGEMENT

**Consultation:** requests for opinions and *feedback* from the *stakeholders*

### MANAGEMENT OF THE TOPIC

Page 35 ↗

## Sustainable Growth

BP's financial results, and shared value (VAS).

### SDGS



### POLICIES AND COMMITMENTS

Sustainability Reports  
Financial Statements

### MONITORING AND EFFECTIVENESS

GRI 201-1, 201-2, 201-4, 204-1

### STAKEHOLDER ENGAGEMENT

**Communication:** sharing of information with stakeholders

### MANAGEMENT OF THE TOPIC

Pages 115, 117 and 120 ↗

## Ethics, Transparency and Sustainability

Ethical and upstanding conduct, and sharing of principles and values, aimed at ensuring sustainability and compliance throughout the supply chain.

### SDGS



### POLICIES AND COMMITMENTS

Internal Policies  
Code of Conduct  
Sustainability Reports  
Integrity Policy  
Bylaws

### STAKEHOLDER ENGAGEMENT

**Communication:** sharing of information with *stakeholders*

### MANAGEMENT OF THE TOPIC

Page 34 ↗

### MONITORING AND EFFECTIVENESS

GRI 205-1, 205-2, 205-3, 206-1, 308-1, 308-2, 407-1, 408-1, 409-1, 413-1, 413-2, 414-1, 414-2, 415-1, 418-1



## Education and Research/Access to Healthcare/Innovation

Development of treatments and procedures, as well as sharing of knowledge with society, promoting access to quality healthcare.

### SDGS



### POLICIES AND COMMITMENTS

Code of Conduct  
Sustainability Reports

### MONITORING AND EFFECTIVENESS

BP-01, BP-02, BP-03, BP-05, BP-07

### STAKEHOLDER ENGAGEMENT

**Communication:** sharing of information with stakeholders

### MANAGEMENT OF THE TOPIC

Pages 80, 91, 106, 110 and 111 ↗

## Diversity and Inclusion

Measures to promote diversity amongst the BP teams and ensure an inclusive working environment.

### SDGS



### POLICIES AND COMMITMENTS

Internal Policies  
Code of Conduct  
Public Declarations  
Sustainability Reports  
Corporate Education Training Sessions and Activities

### MONITORING AND EFFECTIVENESS

GRI 405-1, 405-2, 406-1

### STAKEHOLDER ENGAGEMENT

**Communication:** sharing of information with *stakeholders*

### MANAGEMENT OF THE TOPIC

Page 56 ↗

## Health, Patient Safety and Humanization

Focus on the customer and a commitment to excellence for humane and quality care.

### SDGS



### POLICIES AND COMMITMENTS

Code of Conduct  
Sustainability Reports  
Certifications

### MONITORING AND EFFECTIVENESS

GRI 416-1, 416-2

### STAKEHOLDER ENGAGEMENT

**Communication:** sharing of information with stakeholders  
**Participation:** stakeholders involved in the decision-making  
**Cooperation:** working together to achieve common goals

### MANAGEMENT OF THE TOPIC

Page 80 ↗

## Personnel Management

Attraction, retention and development of employees, as well as management of health and safety.

### SDGS



### POLICIES AND COMMITMENTS

Internal Policies  
Sustainability Reports

### MONITORING AND EFFECTIVENESS

GRI 401-1, 401-2, 401-3, 402-1, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10, 404-1, 404-2, 404-3

### STAKEHOLDER ENGAGEMENT

**Communication:** sharing of information with the stakeholders  
**Consultation:** requests for opinions and feedback from the stakeholders

### MANAGEMENT OF THE TOPIC

Page 50 ↗

# Reporting Standards

## Personnel and management

### Employees broken down by type of employment agreement and region <sup>1, 2</sup> GRI 2-7

	2022			2023			2024		
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total
Men	882	1,003	1,885	835	1,018	1,853	919	1,124	2,043
Women	1,802	2,789	4,609	1,866	2,713	4,579	2,135	3,003	5,138
<b>Total</b>	<b>2,702</b>	<b>3,792</b>	<b>6,494</b>	<b>2,701</b>	<b>3,731</b>	<b>6,432</b>	<b>3,054</b>	<b>4,127</b>	<b>7,181</b>

1. Data obtained from the RM TOTVS system, following the end of each month, with closing considered as December 31, 2024.

2. All employees have an employment agreement for an indeterminate period and are all located in São Paulo (SP). All our workers have a guaranteed workload.

### Workers who are not employees <sup>1, 2</sup> GRI 2-8

Employment Relationship	2022	2023	2024
Apprentices <sup>1</sup>	122	103	107
Self-employed	102	246	93
Third parties <sup>2</sup>	1,697	1,801	2,184
Volunteers <sup>3</sup>	176	170	250
<b>Total</b>	<b>2,097</b>	<b>2,320</b>	<b>2,634</b>

1. Professionals who have recently graduated high school, or are in higher education, and who work in support positions in administrative areas.

2. Professionals working in the areas of laundry, nutrition (canteen), asset security (entrance), and cleaning and sanitation of the consultation rooms.

### Number of hires and rate of turnover, broken down by gender and age group<sup>1</sup> GRI 401-1

	2022				2023				2024				
Gender	Hires	Rate of new employee hirings	Terminations	Employee turnover rate	Hires	Rate of new employee hirings	Terminations	Employee turnover rate	Total employees	Hires	Rate of new employee hirings	Terminations	Employee turnover rate
Men	530	28%	424	26%	426	23%	490	25%	2,043	499	24%	487	24%
Women	1,181	27%	1,018	24%	1,001	22%	1,144	23%	5,138	1,181	23%	1,198	23%
<b>Total</b>	<b>1,711</b>	<b>26%</b>	<b>1,442</b>	<b>24%</b>	<b>1,427</b>	<b>22%</b>	<b>1,634</b>	<b>23%</b>	<b>7,181</b>	<b>1,680</b>	<b>23%</b>	<b>1,685</b>	<b>23%</b>
Age group	Hires	Rate of new employee hirings	Terminations	Employee turnover rate	Hires	Rate of new employee hirings	Terminations	Employee turnover rate	Total employees	Hires	Rate of new employee hirings	Terminations	Employee turnover rate
Under 30	855	50%	600	42%	712	42%	640	40%	1,840	836	45%	717	42%
30 to 50	842	49%	788	20%	679	17%	851	19%	4,316	780	18%	879	19%
Over 50	14	1%	54	5%	36	5%	143	13%	1,025	64	6%	89	7%
<b>Total</b>	<b>1,711</b>	<b>26%</b>	<b>1,442</b>	<b>24%</b>	<b>1,427</b>	<b>22%</b>	<b>1,634</b>	<b>23%</b>	<b>7,181</b>	<b>1,680</b>	<b>23%</b>	<b>1,685</b>	<b>23%</b>

1. All employees are located in São Paulo (SP).

### Voluntary and involuntary turnover rates HC-DY-330a.1

	2023				2024			
	Physicians	Healthcare professionals (not physicians)	Other employees	Total	Physicians	Healthcare professionals (not physicians)	Other employees	Total
Total employees	33	3,452	2,947	6,432	32	3,523	3,044	6,599
Hires	0	429	998	1,427	0	511	1,161	1,672
Resignations	1	202	519	722	1	230	588	819
Rate of resignations	1.52%	9.14%	25.72%	16.71%	1.56%	10.52%	28.73%	18.87%
Dismissals	1	333	436	770	0	201	446	647
Rate of dismissals	1.52%	11.04%	24.33%	17.08%	0%	10.11%	26.4%	17.57%

## Ratio of senior management hired from the local community

GRI 202-2

In 2024, nine directors were hired, all of whom were from the local community. BP considers the local community to be the region in which it operates and adopts the definition of “executive director” for the term “executive board”.

## Minimum notice periods regarding operational changes

GRI 402-1

At BP, significant operating changes are communicated at least four weeks in advance, thus guaranteeing time for adaptation. We use working groups, transition plans and compensation, as well as union negotiation, to ensure transparency and predictability.

## Remuneration policies and processes

GRI 2-19, 2-20, 202-1

BP has adopted a structured remuneration policy to ensure competitiveness and alignment with its institutional values. The policy is reviewed annually based upon market analyses, considering companies from the same sector, or from other sectors but which have similar strategies. As well as a salary, we offer benefits in line with the hospital market.

Definition of the remuneration is supervised by an external consulting firm, thereby ensuring impartiality and compliance with best practices. To ensure its effectiveness and adherence to market dynamics, the process undergoes periodic reviews, including performance evaluation mechanisms based upon technical criteria and transparent communication of the adopted guidelines.

In 2024, the lowest salary paid by the organization was BRL 1,000.00 for a workload of 150 hours per month, and BRL 1,412.00 for a workload of 220 hours per month, for both men and women, representing 100% of the established minimum wage. The policy does not apply to members of the governing body who are not remunerated.

## Average number of employee training hours by employment category

GRI 404-1

Employment category	2023	2024
CEO	-	5.25
Directors	2.62	2.75
Executive Managers	24.96	17.93
Managers	20.6	32.14
Coordinators	18.88	24.19
Supervisors	19.62	26.15
Specialists	10.23	20.72
Consultants	14.1	21.92
Administrative Staff	6.38	10.03
Operational staff	9.07	8.52
Care Support	13.91	14.26
Service Staff	5.48	7.44
<b>Total average</b>	<b>13.26</b>	<b>15.94</b>



## Percentage of employees receiving regular performance and career development reviews

GRI 404-3

Employment category	2023		2024	
	Men	Women	Men	Women
Executive Board	100%	100%	100%	100%
Managers	100%	100%	100%	100%
Technicians/Supervisors	20.10%	17.01%	34.67%	25.27%
Administrative Staff	7.20%	11.18%	47.83%	49.78%
<b>Total</b>	<b>19.00%</b>	<b>16.84%</b>	<b>38.55%</b>	<b>31.05%</b>

## Parental leave GRI 401-3

Employment category	2022		2023		2024	
	Men	Women	Men	Women	Men	Women
Total employees	1,862	4,621	1,853	4,579	2,043	5,138
Number of employees who have taken maternity/paternity leave in the current year	35	44	55	60	30	56
Number of employees expected to return during the current year	35	44	46	36	33	66
Number of employees who remained at the organization 12 months after returning to work	33	44	40	36	30	45
Return rate	100%	100%	85%	59%	85%	53%
Rate of retention <sup>1</sup>	94	100	87	100	107%	129%

1. The rate of retention of above 100% reflects the continuity of the employment relationship of employees who returned from leave during the previous cycle and who remained at the organization during the period currently under analysis. This demonstrates BP's ability to retain talents and reinforces its commitment to the stability and retention of professionals following periods of leave.

### Percentage of members of the governance bodies and their committees, broken down by gender GRI 405-1

	2022		2023		2024	
	Men	Women	Men	Women	Men	Women
Board of Trustees	100%	0%	94%	6%	88%	12%
Advisory Board	83%	17%	82%	18%	82%	18%
Fiscal Council	83%	17%	80%	20%	100%	0%
Administrative Board	100%	0%	100%	0%	100%	0%
Associates Committee	71%	29%	80%	20%	80%	20%
Strategy and Finance Committee	57%	43%	75%	25%	80%	20%
Governance, Risk and Compliance Committee	100%	0%	100%	0%	100%	0%
Projects and Assets Committee	80%	20%	100%	0%	100%	0%
Personnel Committee	40%	60%	67%	33%	67%	33%
Executive Board	56%	44%	67%	33%	67%	33%

### Percentage of members of the governance bodies and their committees, by age group GRI 405-1

	2022			2023			2024		
	Under 30	30 to 50	Over 50	Under 30	30 to 50	Over 50	Under 30	30 to 50	Over 50
Board of Trustees	0%	6%	94%	0%	6%	94%	0%	6%	94%
Advisory Board	0%	17%	83%	0%	9%	91%	0%	18%	82%
Fiscal Council	0%	0%	100%	0%	20%	80%	0%	17%	83%
Administrative Board	0%	0%	100%	0%	0%	100%	0%	0%	100%
Associates Committee	0%	0%	100%	0%	0%	100%	0%	0%	100%
Strategy and Finance Committee	0%	28%	72%	0%	25%	75%	0%	40%	60%
Governance, Risk and Compliance Committee	0%	20%	80%	0%	25%	75%	0%	25%	75%
Projects and Assets Committee	0%	25%	75%	0%	0%	100%	0%	0%	100%
Personnel Committee	0%	0%	100%	0%	0%	100%	0%	0%	100%
Executive Board	0%	0%	100%	0%	22%	78%	0%	33%	67%

Percentage of employees broken down by employment category and gender in 2024 GRI 405-1

Employment category	Men	Women	Total
CEO	0	100	100%
Directors	75.00	25.00	100%
Executive Managers	47.73	52.27	100%
Managers	47.73	52.27	100%
Coordinators	32.14	67.86	100%
Supervisors	30.25	69.75	100%
Specialists	37.50	62.50	100%
Consultants	25.84	74.16	100%
Administrative Staff	32.35	67.65	100%
Operational Staff	33.16	66.84	100%
Care Support	36.25	63.75	100%
Service Staff	23.99	76.01	100%
<b>Total</b>	<b>28.45</b>	<b>71.55</b>	<b>100%</b>

Percentage of employees broken down by employment category and age group GRI 405-1

Employment category	Under 30	30 to 50	Over 50
CEO	0%	0.00%	100.00%
Directors	0%	37.50%	62.50%
Executive Managers	2%	77.27%	20.45%
Managers	0%	85.71%	14.29%
Coordinators	3.36%	90.76%	5.88%
Supervisors	6.25%	81.25%	12.50%
Specialists	10.11%	83.15%	6.74%
Consultants	14.71%	79.41%	5.88%
Administrative Staff	36.94%	53.71%	9.35%
Operational Staff	35.21%	43.82%	20.97%
Care Support	18.48%	67.10%	14.41%
Service Staff	61.95%	30.73%	7.32%
<b>Total</b>	<b>25.62%</b>	<b>60.09%</b>	<b>14.29%</b>

Percentage of employees from minority and/or vulnerable groups, broken down by employment category GRI 405-1

Employment category	Black		LGBT		PSN	
	2023	2024	2023	2024	2023	2024
CEO	0%	100%	0%	0%	0%	0%
Directors	14.29%	0%	0%	0%	0%	0%
Executive Managers	6.52%	6.82%	4.35%	4.55%	4.35%	4.55%
Managers	18.75%	25.00%	6.25%	10.71%	0%	0%
Coordinators	24.56%	22.69%	7.02%	9.24%	0.88%	1.68%
Supervisors	33.87%	42.19%	8.06%	6.25%	0%	0%
Specialists	18.33%	20.22%	8.33%	6.74%	1.67%	1.12%
Consultants	16.67%	20.59%	8.33%	11.76%	0%	0%
Administrative Staff	39.79%	40.36%	7.46%	7.26%	7.46%	9.87%
Operational Staff	56.64%	54.61%	6.90%	5.99%	14.48%	12.06%
Care Support	41.98%	43.04%	4.59%	4.45%	0.98%	1.05%
Service Staff	41.97%	40.98%	11.92%	7.32%	3.11%	3.41%
<b>Total</b>	<b>43.14%</b>	<b>43.56%</b>	<b>5.91%</b>	<b>5.53%</b>	<b>4.76%</b>	<b>4.83%</b>

### Number of work-related injuries<sup>1</sup> GRI 403-9

	2022	2023	2024
Number of hours worked	905,956	913,377	1.027,314
Number of work-related injuries requiring recovery time and communication	192	170	206
Number of recordable work-related injuries not requiring recovery time	155	87	68
Total number of recordable work-related injuries	347	257	274
Rate of recordable work-related injuries	76.60	56.27	53.36

1. The base for the number of hours worked is 200,000.

### In-house indicator BP-11

Personal Support Program (PAP)	2024
Number of people benefited	705
Number of contacts made	2,157
Employee Health and Safety	2024
Total number of consultations	32,335
Health appointments	11,601
Telemedicine and telemonitoring consultations	3,235
Consultations under our women's health program	2,867
In-person workplace ergonomics classes	901
Immunization of Employees, Dependents, Associates and Third Parties (Doses applied)	2024
Diphtheria and tetanus	436
Hepatitis B	742

## Service excellence

### BP Figures BP-08

	Figures
Number of customers treated during the year	235,387
Number of medical specializations	55
Number of registered physicians	6,538
Number of employees	7,181
Number of associates	2,651
Number of operating theaters	32 (three equipped with surgical robots)
Number of surgical operations performed during the year	38,992
Number of emergency treatments/month	158,247
Number of hospital admissions in the year	46,060
Number of chemotherapy sessions in the year	27,629
Number of exams performed in the year	6,132,410
Number of outpatients treatments at BP Vital	250,178
Number of robotic surgeries performed	908

### BP Infrastructure BP-09

	Figures
Number of BP installations	7
Constructed area (m <sup>2</sup> )	141,000
<b>Total number of hospital beds</b>	<b>721 (166 in ICU)</b>



## Customers treated by type of specialist area BP-10

### Number of customers treated by year

Year	BP Mirante	Hospital BP	Total
2021	25,990	170,035	196,025
2022	30,775	201,619	232,394
2023	33,360	201,677	235,037
2024	37,191	214,492	251,683
<b>Accumulated total</b>	<b>127,316</b>	<b>787,823</b>	<b>915,139</b>

### Volume of treatment by type in 2024

Type of Treatment	BP Mirante	Hospital BP	Total
Health Plan	89,159	740,219	829,378
Private	28,815	32,292	61,107
Associates	28	31,548	31,576
SUS	0	16,516	16,516
<b>Total</b>	<b>118,002</b>	<b>820,575</b>	<b>938,577</b>

### Volume of treatment by specialist area in 2024

Specialty	BP Mirante	Hospital BP	Total
General Practice	59,402	311,252	370,654
Oncology	33,279	33,561	66,840
Cardiology	2,242	47,145	49,387
Orthopedics and Traumatology	466	53,085	53,551
General Practice	7	35,424	35,431
Pediatrics	0	31,545	31,545
General Surgery	5,383	20,965	26,348
Hematology	5,452	20,093	25,545
Digestive System Surgery	1,186	16,581	17,767
Urology	1,444	22,621	24,065
Otolaryngology	195	24,056	24,251
Gynecology and Obstetrics	571	21,003	21,574
Nephrology	158	12,196	12,354
Ophthalmology	2	14,845	14,847
Neurology	812	8,555	9,367
<b>Total</b>	<b>110,599</b>	<b>672,927</b>	<b>783,526</b>

# Patient safety

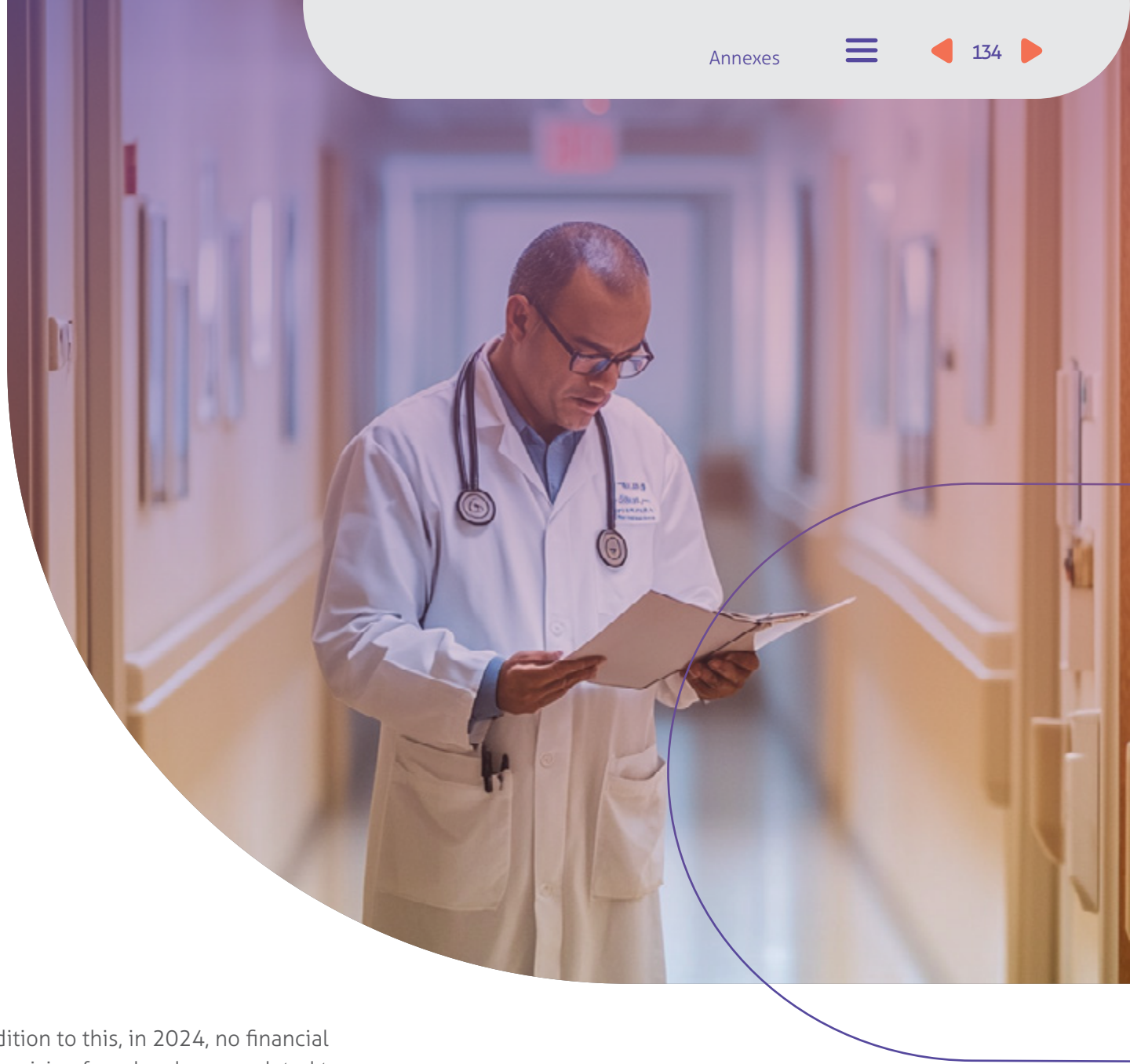
## Continual monitoring

GRI 416-1, 416-2, SASB HC-DY-510a.1

The institution is continually monitoring its health and safety impacts to identify irregularities and incidents involving care products and services, at both BP Mirante and Hospital BP. These evaluations are performed by means of screening and analysis of every one of the online notifications of care incidents, risk situations and adverse events, allowing for opportunities to be identified and the impacts on patients reduced.

In 2024, 72% of the notifications at BP Mirante and 67% at Hospital BP were classified as potential errors without harm being caused to the patient. For 2025, the aim is to raise this percentage to 75%-80%, focusing on optimization of the most frequently notified processes. With regard to legal compliance, five legal cases were registered relating to alleged failings in the provision of services. Through until the present moment in time, none of these cases have resulted in a fine, penalty or warning, since the legal procedures are still underway.

In addition to this, in 2024, no financial losses arising from legal cases related to medical fraud, as stipulated by the False Claims Act, were identified.



# SUS

## Outpatient treatments and admissions BP-13

### Volume of outpatient treatments in 2024

Specialties	BP	Municipality	% BP/Municipality	State	% BP/State	Brazil	% BP/Brazil
Cardiac catheterism	3,333	15,893	20.97%	42,858	7.78%	157,047	2.12%
Consultations in specialized care	2,684	8,776,611	0.03%	32,177,470	0.01%	136,402,835	0.00%
Consultations with higher level specialized care professionals (except physicians)	953	5,117,680	0.02%	24,648,388	0.00%	180,081,443	0.00%
Hemodialysis	157	1,011,014	0.02%	3,760,349	0.00%	17,212,037	0.00%
Exams	96,951	91,066,140	0.11%	361,976,184	0.03%	1,484,503,946	0.01%
Chemotherapy	0	294,031	0.00%	984,129	0.00%	4,287,719	0.00%
Radiation therapy	0	11,347	0.00%	39,789	0.00%	171,320	0.00%
Others	28,566	313,577,306	0.01%	1,080,743,153	0.00%	3,380,786,559	0.00%
<b>Total</b>	<b>132,644</b>	<b>419,870,022</b>		<b>1,504,372,320</b>		<b>5,203,602,906</b>	

### Volume of admissions in 2024

Specialties	BP	Municipality	% BP/Municipality	State	% BP/State	Brazil	% BP/Brazil
Angioplasty	1,489	10,186	14.62%	30,317	4.91%	140,530	1.06%
Adult Cardiac Surgery	575	3,847	14.95%	8,833	6.51%	40,151	1.43%
Pediatric Cardiac Surgery (0 to 12 Years)	1	75	1.33%	140	0.71%	769	0.13%
Vascular Treatment	3	10,353	0.03%	40,903	0.01%	134,594	0.00%
Births	0	74,879	0.00%	291,862	0.00%	1,662,541	0.00%
Pre and Post-Transplant Treatment	157	12,578	1.25%	23,766	0.66%	68,522	0.23%
Transplants	16	2,493	0.64%	4,471	0.36%	15,390	0.10%
Pacemakers	102	2,114	4.82%	7,953	1.28%	37,984	0.27%
Hemodynamics	1	1,400	0.07%	2,209	0.05%	10,941	0.01%
Oncology	0	13,780	0.00%	46,746	0.00%	195,209	0.00%
Orthopedics	2	49,477	0.00%	192,043	0.00%	947,875	0.00%
Others	644	554,285	0.12%	2,197,123	0.03%	10,733,140	0.01%
<b>Total</b>	<b>2,990</b>	<b>735,467</b>		<b>2,846,366</b>		<b>13,987,646</b>	

Source: TABWIN - January to December 2024.

## Social activities

GRI 413-1

BP is firmly committed to the development of local communities, implementing engagement actions and programs with a social impact in 100% of its operations. The institution has plans for local development aligned with the needs of the communities, and makes different channels available to provide the public with a voice, including a direct telephone line, e-mail, social media networks, satisfaction surveys and an ombudsman.

## Environmental indicators

Withdrawal, discharge and consumption of water <sup>1,2</sup> GRI 303-3, 303-4, 303-5

	2022	2023			2024		
	Hospital BP and BP Mirante	Hospital BP	BP Mirante	Total	Hospital BP	BP Mirante	Total
<b>Withdrawal<sup>3</sup></b>							
Subsurface	122.40	101.04	30.41	131.45	89.35	34.06	123.41
Outsourced	135.50	142.54	24.39	166.93	173.83	22.38	196.21
<b>Total</b>	<b>257.90</b>	<b>243.58</b>	<b>54.81</b>	<b>298.39</b>	<b>263.18</b>	<b>56.44</b>	<b>319.62</b>
<b>Discharges</b>							
Outsourced	206.32	184.86	43.84	228.70	210.54	45.14	255.68
<b>Consumption</b>							
<b>Total</b>	<b>51.58</b>	<b>48.72</b>	<b>10.97</b>	<b>59.69</b>	<b>52.64</b>	<b>11.3</b>	<b>63.67</b>

1. The calculations for this standard are based upon the monthly invoice provided by the concession provider Sabesp.

2. No water is collected from areas experiencing water-stress.

3. Fresh water sources are used for collection purposes.



**Energy consumption from renewable and non-renewable sources and energy intensity (GJ)<sup>1</sup> GRI 302-1, 302-3, SASB HC-DY-130a.1**

Unit	Sources	Type of energy	2022	2023	2024
Hospital BP	Non-renewable	Diesel	1,518.03	958.42	622.97
		Natural gas	19,821.00	15,459.06	14,252.40
		Total	21,339.03	16,417.48	14,875.37
	Renewable	Biodiesel	0.00	99.41	64.62
	Energy consumed by source	Electricity	-	32,912.96	87,493.53
		Heating	-	12,282.64	12,841.46
		Cooling	-	37,027.08	37.92
		Steam	-	59.72	61.96
		Total energy consumed	86,024.00	82,282.41	100,434.87
		Consumed within the organization	107,363.03	98,799.30	115,374.86
		Energy intensity	0.3	0.4	0.5
BP Mirante	Non-renewable	Diesel	0.10	63.89	111.82
		Natural gas	10,963.00	10,233.97	8,540.37
		Total	10,963.10	10,297.86	8,652.19
	Renewable	Biodiesel	0.00	6.63	11.60
	Energy consumed by source	Electricity	-	10,349.09	25,998.72
		Heating	-	5,174.57	7,433.79
		Cooling	-	10,349.13	10,128.96
		Total energy consumed	21,149.00	25,872.79	43,561.47
		Consumed within the organization	32,112.10	36,177.28	52,225.26
		Energy intensity	0.4	0.7	1.2
Total energy consumed within the organization			139,475.13	134,976.58	167,600.12

1. The data refer solely to energy consumption inside the organization.

## Total weight of waste generated (t) and disposal

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

Type of waste	2022	2023		2024	
	Hospital BP and BP Mirante	Hospital BP	BP Mirante	Hospital BP	BP Mirante
Sharp Objects	14	0	4.1	27.65	1.04
Infectious matter	1,495.00	1,669.57	224.9	1,698.18	194.64
Chemicals	56	4	24.14	69.37	22.16
Electronics/batteries and car batteries	3.52	-	-	9.35	0
Explant tissues	0	0	0	0.14	0
Lead castles	0	0	0	0.35	0
<b>Subtotal (hazardous)</b>	<b>1,568.52</b>	<b>1,714.17</b>	<b>253.14</b>	<b>1,805.04</b>	<b>217.84</b>
Recyclables (paper, glass, metal and plastic)	1,675.00	379.15	109.19	360.53	78.52
Common	1,480.00	1,121.14	395.5	1,210.31	403.66
Construction	-	115.6	7	-	0
Organic	0	0	0	78.68	0
Mattresses	0	0	0	1.42	0
Packaging (reverse logistics)	0	0	0	0.36	0
Textiles	0	0	0	0.52	0
<b>Subtotal (hazardous waste)</b>	<b>3,155.00</b>	<b>1,615.89</b>	<b>504.69</b>	<b>1,651.82</b>	<b>482.18</b>
<b>Total</b>	<b>4,723.52</b>	<b>3,330.06</b>	<b>757.83</b>	<b>3,456.86</b>	<b>700.02</b>

## Medical and pharmaceutical waste management

SASB HC-DY-150a.1, HC-DY-150a.2

Category	Hospital BP	BP Mirante
Medical waste - Total amount (kg)	2,977.87 kg	620.46 kg
Medical waste - Destination	2.33% incinerated 57.03% autoclaved 40.64% sanitary landfill	3.57% incinerated 31.37% autoclaved 65.06% sanitary landfill
Hazardous pharmaceutical waste - Destination	2.33% incinerated 57.03% autoclaved 40.64% sanitary landfill	Information not available
Improvement actions	Evaluation of strategies to reduce the amount of waste sent to landfills. Greater efficiency in treatment by means of autoclaves. Implementation of more sustainable practices for the disposal of pharmaceutical waste.	Improvement of the tracking and waste categorization systems. Greater control and separation of pharmaceutical waste for future analyses.

1. All the waste generated by the institution was sent to ratified companies.

**GHG emissions (tCO<sub>2</sub>e) <sup>1, 2, 3, 4, 5</sup> GRI 305-1, 305-2, 305-3, 305-4, 305-5**

		2022			2023			2024		
		Hospital BP	BP Mirante	Total	Hospital BP	BP Mirante	Total	Hospital BP	BP Mirante	Total
Scope 1	Total emissions	4,007.86	1,924.45	5,932.31	5,246.15	864.95	6,111.10	5,593.38	1,959.51	7,552.89
	Total biogenic emissions	-	-	9.24	9.04	0.57	9.60	6.67	1.19	7.86
	Reductions	-	-	-	-	-	-	347.23	1,094.56	1,441.79
Scope 2 (location approach)	Total emissions	-	-	1,307.48	1,156.95	276.76	1,433.71	1,310.92	387.70	1,698.63
	Reductions	-	-	-	-	-	126.23	153.98	110.94	264.92
Scope 2 (purchase choice)	Total emissions	616.66	175.37	792.03	0.00	0.00	0.00	0.00	0.00	0.00
	Reductions	-	-	-	616.66	175.37	792.03	0.00	0.00	0.00
Scope 3	Total emissions	4,717.39	726.10	5,443.49	3,021.39	415.37	3,436.76	6,010.01	1,116.57	7,126.58
	Total biogenic emissions	-	-	215.04	40.62	11.944	52.56	524.86	104.30	629.16
	Reductions	-	-	-	-	-	-2,006.73	2,988.62	701.19	3,689.81
Intensity of emissions per patient/day (GJ)		-	-	-	0.02	0.02	-	0.02	0.01	-

1. Hospital BP: The gases included: CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, SF<sub>6</sub> and NF<sub>3</sub>. BP Mirante: The gases included: CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O.

2. The base year chosen for the calculations was 2023.

3. The reference used for the emissions factors and global warming potentials (GWP) was the GHG Protocol.

4. Operational control was used as the consolidation approach for calculation of the emissions.

5. The historical data were revised and corrected to reflect the audited results. [GRI 2-4](#)

# GRI

## content index

Declaration of use	A Beneficência Portuguesa de São Paulo has reported in accordance with the GRI Standards for the period between January 1, 2024 and December 31, 2024.
GRI 1 used	GRI 1: 2021 Foundations
Sector standard for the applicable GRI	N.A.

GRI Standards	Disclosure	Location	Omission			SDGs
			Omitted requirements	Reason	Explanation	
General disclosures						
GRI 2: General disclosures 2021	2-1 Details of the organization	13, 22				
	2-2 Entities included in the organization’s sustainability report	122				
	2-3 Reported period, frequency and point of contact	122				
	2-4 Restatements of information	122, 139				
	2-5 External assurance	None.				
	2-6 Activities, value chain and other business relationships	13, 17, 42	b.ii.	Confidential information.	This data is considered strategic to BP.	
	2-7 Employees	51, 126				8, 10
	2-8 Workers who are not employees	126				8
	2-9 Governance structure and composition	22, 25				5, 16
	2-10 Nomination and selection of the highest governance body	23				5, 16
	2-11 Chair of the highest governance body	24				16
	2-12 Role of the highest governance body in overseeing the management of impacts	24				16
	2-13 Delegation of responsibility for managing impacts	24, 25, 26				



GRI Standards	Disclosure	Location	Omission			SDGs
			Omitted requirements	Reason	Explanation	
GRI 2: General Disclosures 2021	2-14 Role of the highest governance body in sustainability reporting	24				
	2-15 Conflicts of interest	34				16
	2-16 Communicating critical concerns	38				
	2-17 Collective knowledge of the highest governance body	26				
	2-18 Evaluation of the performance of the highest governance body	26				
	2-19 Remuneration policies	128				
	2-20 Process to determine remuneration	128				
	2-21 Annual total compensation ratio		All	Confidential	BP considers the information concerning the remuneration of its senior executives to be sensitive and strategic. As such, the organization has decided not to publish this information.	
	2-22 Statement on sustainable development strategy	05				
	2-23 Policy commitments	34, 35, 43, 56				16
	2-24 Embedding policy commitments	34, 35, 56				
	2-25 Processes to remediate negative impacts	35, 38				
	2-26 Mechanisms for advice and presentation of concerns	38				16
	2-27 Compliance with laws and regulations	38				
	2-28 Membership of associations	28				
	2-29 Approach to stakeholder engagement	42, 52, 74, 123				
	2-30 Collective bargaining agreements	100% of our employees are covered by collective bargaining agreements.				8

GRI Standards	Disclosure	Location	Omission			SDGs
			Omitted requirements	Reason	Explanation	
Material topics						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	123				
	3-2 List of material topics	123				
Sustainable growth						
GRI 3: Material Topics 2021	3-3 Governance of material topics	115, 117, 120				
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	119				8, 9
	201-2 Financial implications and other risks and opportunities due to climate change	103				13
	201-3 Defined benefit plan obligations and other retirement plans	BP does not offer defined benefit plans nor any other retirement plans.				
	201-4 Financial assistance received from the government	The organization did not receive any financial support from governments during the reported period.				
GRI 202: Market Presence 2016	202-1 Ratio between standard entry level wage, compared to the local minimum wage, broken down by gender	128				1, 5, 8
	202-2 Ratio of senior management hired from the local community	128				8
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	42				8
BP In-house Indicators	BP-08 BP Figures	132				
	BP-09 BP Infrastructure figures	132				
	BP-10 Number of consultations in the year	133				
Brand						
GRI 3: Material Topics 2021	3-3 Governance of material topics	35				

GRI Standards	Disclosure	Location	Omission			SDGs
			Omitted requirements	Reason	Explanation	
Natural resources						
GRI 3: Material Topics 2021	3-3 Governance of material topics	96				
GRI 302: Energy 2016	302-1 Energy consumption within the organization	99, 137				7, 8, 12, 13
	302-2 Energy consumption outside the organization		All	N.A.	BP does not monitor energy consumption outside the organization.	7, 8, 12, 13
	302-3 Energy intensity	137				7, 8, 12, 13
	302-4 Reduction of energy consumption	There was no reduction in the consumption of energy at Hospital BP or BP Mirante				7, 8, 12, 13
	302-5 Reduction in energy requirements	There was no reduction in the energy requirements at Hospital BP or BP Mirante				
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	97				6, 12
	303-2 Management of water discharge related impacts	97				6
	303-3 Water withdrawal	98, 136				6, 8, 12
	303-4 Water discharge	98, 136				6
	303-5 Water consumption	98, 136				6
GRI 305: Emissions 2016	305-1 Direct (Scope 1) emissions of greenhouse gases (GHG)	103, 139				7, 8, 12, 13
	305-2 Indirect emissions (Scope 2) of greenhouse gases (GHG) arising from the acquisition of energy	139				3, 12, 13, 14, 15
	305-3 Other indirect (Scope 3) GHG emissions	103, 139				3, 12, 13, 14, 15
	305-4 Intensity of greenhouse gas (GHG) emissions	103, 139				13, 14, 15
	305-5 Intensity of emissions of greenhouse gases (GHG)	103, 139				13, 14, 15

GRI Standards	Disclosure	Location	Omission			SDGs
			Omitted requirements	Reason	Explanation	
GRI 305: Emissions 2016	305-6 Emissions of ozone-depleting substances (ODS)	No emissions of ozone-depleting substances were recorded.				3, 12
	305-7 Emissions of NO <sub>x</sub> , SO <sub>x</sub> , and other significant air emissions	The NO <sub>x</sub> emissions totaled 9.27 kg at Hospital BP and 2.84 kg at BP Mirante, based on the mass balance methodology and the emissions factors applied through until August 2024.				3, 12, 14, 15
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	100				3, 6, 11, 12
	306-2 Management of significant waste-related impacts	100				3, 6, 8, 11, 12
	306-3 Waste generated	138				3, 12, 15
	306-4 Waste diverted from final disposal	138				3, 11, 12
	306-5 Waste directed to final disposal	138				3, 6, 11, 12, 15

### Personnel Management

GRI 3: Material Topics 2021	3-3 Governance of material topics	50				
GRI 401: Employment 2016	401-1 New hires and employee turnover	127				4, 5, 8, 10
	401-2 Benefits provided to full-time employees that are not provided to temporary employees	60				3, 5, 8
	401-3 Parental leave	129				5, 8
GRI 402: Labor Relations 2016	402-1 Minimum notice periods regarding operational changes	128				8
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	64				3, 8, 16
	403-2 Hazard identification, risk assessment and incident investigation	64				3, 8



GRI Standards	Disclosure	Location	Omission			SDGs
			Omitted requirements	Reason	Explanation	
GRI 403: Occupational Health and Safety 2018	403-3 Occupational health services	66				3, 8
	403-4 Worker participation, consultation, and communication on occupational health and safety	67				8, 16
	403-5 Worker training on occupational health and safety	67				8
	403-6 Promotion of worker health	66				3
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	64				8
	403-8 Workers covered by an occupational health and safety management system	64				8
	403-9 Work-related injuries		b.i, b.ii, b.iii, b.iv, b.v	Information not available.	There is no monitoring of work-related accidents involving third parties. However, due to the new Health and Safety Policy, as of 2025, BP will be expanding the risk management and monitoring of the standards relating to third parties.	3, 8, 16
	403-10 Work-related ill health	66				3, 8, 16
GRI 404: Training and Education 2016	404-1 Average hours of training per year, per employee	55, 128				4, 5, 8, 10
	404-2 Programs for upgrading employee skills and career transition assistance	54, 59				8
	404-3 Percentage of employees receiving regular performance and career development reviews	54, 129				5, 8, 10
BP In-house Indicators	BP-11 Employee health figures	132				

GRI Standards	Disclosure	Location	Omission			SDGs
			Omitted requirements	Reason	Explanation	
Diversity and Inclusion						
GRI 3: Material Topics 2021	3-3 Governance of material topics	56				
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	130, 131				5, 8
	405-2 Ratio of basic salary and remuneration of women to men		All	Confidential Information.	Sensitive data that requires the institution to maintain confidential control.	5, 8, 10
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	None.				5, 8
Education and Research/Access to Healthcare/Innovation						
GRI 3: Material Topics 2021	3-3 Governance of material topics	80, 91, 106, 110, 111				
BP In-house Indicators	BP-02 Internal and external volunteers	90				
	BP-05 BP Blood bank indicators	20				
	BP-07 Certifications and re-certifications in 2024	17, 20, 70, 71				
	BP-13 Number of SUS consultations	135				
Transparency/Ethics/Sustainability						
GRI 3: Material Topics 2021	3-3 Governance of material topics	34				
GRI 205: Anti-corruption 2016	205-1 Operations assessed in terms of the risks relating to corruption	35				16
	205-2 Communication and training on anti-corruption policies and procedures	36, 37				16
	205-3 Confirmed incidents of corruption and actions taken	No record.				16
GRI 206: Anti-competitive behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	There were no pending or resolved legal cases relating to unfair competition, anti-trust or monopoly at the end of 2024.				16

GRI Standards	Disclosure	Location	Omission			SDGs
			Omitted requirements	Reason	Explanation	
GRI 308: Environmental Assessment of Suppliers 2016	308-1 New suppliers that were screened using environmental criteria	43				
	308-2 Negative environmental impacts in the supply chain and actions taken	43				
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association or collective bargaining may be at risk	None.				8
GRI 408: Child labor 2016	408-1 Operations and suppliers considered to have significant risk for incidents of child labor	43				8
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	43				8
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments and development programs	80, 136				
	413-2 Operations with significant (actual and potential) negative impacts on local communities	Despite not having made any formal evaluations of its social impact, nor having any form of community consultation committee, BP does invest in initiatives focused on making improvements to the surrounding areas and meeting social needs. The company states that its hospital operations does not generate any significant negative impacts on the local communities, in accordance with the nature of the sector.				1, 2
GRI 414: Social Assessment of Suppliers 2016	414-1 New suppliers that were screened using social criteria	43				5, 8, 16
	414-2 Negative social impacts in the supply chain and actions taken	43				5, 8, 16
GRI 415: Public Policies 2016	415-1 Political contributions	BP does not make any political contributions.				16
GRI 418: Client Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	40				16

GRI Standards	Disclosure	Location	Omission			SDGs
			Omitted requirements	Reason	Explanation	
BP In-house Indicators	BP-12 BP Figures	75				
Health, Patient Safety/Humanization						
GRI 3: Material Topics 2021	3-3 Governance of material topics	80				
GRI 416: Consumer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	134				
	416-2 2 Incidents of noncompliance concerning the health and safety impacts of products and services	134				16



# SASB content index

Topic	Code	Title	Page
<b>Health Care Delivery [HC-DY]</b>			
Energy management	HC-DY-130a.1	(1) Total energy consumed, (2) percentage grid electricity, and (3) percentage renewable	137
Waste management	HC-DY-150a.1	Total amount of medical waste: percentage (a) incinerated, (b) recycled or treated, and (c) landfilled	138
	HC-DY-150a.2	Percentage of (1) hazardous and (2) non-hazardous pharmaceutical waste, (a) incinerated, (b) recycled or treated, and (c) landfilled	138
Patient privacy & electronic health records	HC-DY-230a.2	Description of policies and practices to secure customers' personal health data records and other personal data	Confidential information
	HC-DY-230a.3	(1) Number of data breaches, (2) percentage involving (a) personal data only, and (b) personal health data, (3) number of customers affected in each category, (a) personal data only, and (b) personal health data	40
Pricing & Billing Transparency	HC-DY-270a.1	Description of policies or initiatives to ensure that patients are adequately informed about price before undergoing a procedure	40
	HC-DY-270a.2	Discussion of how pricing information for services is made publicly available	40
	HC-DY-270a.3	Number of the entity's 25 most common services for which pricing information is publicly available, percentage of total services performed (by volume) that these represent	Confidential information.
Employee Recruitment, Development & Retention	HC-DY-330a.1	(1) Voluntary, and (2) involuntary turnover rate for: (a) physicians, (b) non-physician health care practitioners, and (c) all other employees	127
	HC-DY-330a.2	Description of talent recruitment and retention efforts for health care practitioners	51
Climate Change Impacts on Human Health & Infrastructure	HC-DY-450a.1	Description of policies and practices to address: (1) the physical risks because of an increased frequency and intensity of extreme weather events, (2) changes in the morbidity and mortality rates of illnesses and diseases associated with climate change, and (3) emergency preparedness and response	102
Fraud and unnecessary procedures	HC-DY-510a.1	Total amount of monetary losses as a result of legal proceedings associated with medical fraud	134

# Credits

## The BP Team

### Brand and Communication

**Roberta Dovtartas Landucci**  
**Graziela Rossi Gomes**  
**Bruna Sales de Oliveira**  
**Mario Barbosa Dias**  
**Keylla Maria de Oliveira Alves**  
**Carolina Melhem Leardini**  
**Filipe Bueno**

### Sustainability

[sustentabilidade.bp@bp.org.br](mailto:sustentabilidade.bp@bp.org.br)

**Juliana Opípari**  
**Luciana Tiemi**  
**Lise Carneiro**  
**Jéssica Cardoso**  
**Paloma Peinado**  
**Louise Carvalho**  
**Tainah Shiratsu**

## Report Group

[www.gruporeport.com.br](http://www.gruporeport.com.br)

### Content, consultation and design

**Ana Souza and Isabela Ribeiro**  
Project Management and relations

**Camila Garcia Kieling, Rejane Lima and Vera Lúcia Rangel**  
Content

**Nikaelly Sousa and Luana Silva**  
Standards Consultation

**Cristiana Sampaio**  
Graphic design

**Júlio Okabayashi**  
Layout

**Ana Cardoso**  
Text revision

**Steve Wingrove**  
Translation



A Beneficência Portuguesa de São Paulo

[www.bp.org.br](http://www.bp.org.br)