

# Sustainability Report 2023



A Beneficência  
Portuguesa  
de São Paulo

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## 1

## Foreword



We at BP would like  
to welcome you!





# About this report GRI 2-3

Since 2015, BP – Beneficência Portuguesa de São Paulo has published an annual report on its operational and financial performance, and on progress in the sphere of sustainability. The report reinforces the institution's commitment to transparency, a commitment dating from its foundation, in 1859. It also presents the successful efforts being made by BP towards consolidating itself as a healthcare hub and promoting health and wellbeing for all.

This year's report, referring to the period January 01 to December 31, 2023, was drawn up in accordance with the GRI (Global Reporting Initiative) Universal Standards 2021, and presents also the sectoral indicators for health care provision of the Sustainable Accounting Standards Board (SASB)—both international benchmarks for reporting on sustainability-related impacts, risks and opportunities. The content relating to these standards refers to BP Hospital and BP Mirante, the same as for the financial statements.

There were no changes in the information regarding minority shareholders. GRI 2-2

We followed the Integrated Reporting Framework of the International Integrated Reporting Council (IIRC). Our value generation model is found on [page 28](#). We also report on our own indicators, monitored periodically by our staff and published annually.

We do hope you enjoy this report.

Queries, criticisms and suggestions for improvements are always welcome. Please email your comments to [sustentabilidade.bp@bp.org.br](mailto:sustentabilidade.bp@bp.org.br)

The information contained in BP's Sustainability Report is analyzed and approved by the Board of Trustees. GRI 2-14

# Message from the Board Management

GRI 2-22



As Chair of the Board of Trustees at BP – A Beneficência Portuguesa de São Paulo, I am proud to witness and contribute to a remarkable transformation in our institution. This year, we renewed our commitment to service excellence and to corporate social responsibility through projects that benefit the public health network. We are also committed to the sustainability of our institution and to guaranteeing its longevity and future prosperity.

At a time of major change and unprecedented challenges, our Board has been closer than ever to the executive management. The inclusion of Independent Trustees brought new perspectives and further increased the degree of professionalism of our governance, ensuring each decision taken was in line with best market practices and with the interests of BP and all those who use our health care services. Meanwhile, we strengthened our relations with key national and international

institutions that share our values and purpose.

2023 saw a significant step forward in our commitment to sustainability. We adopted the UN Sustainable Development Goals and joined the UN Global Compact, towards environmentally responsible practices. We published our GHG Protocol emissions inventory, made significant investments in energy and water efficiency, improved waste management and supply chain management, and encouraged our suppliers to adhere to ESG principles.

We further strengthened our ESG activities by setting up a Sustainability Committee, in addition to our Social Action Committee. Comprised of strategic members and trustees, both committees provide support in drawing up sustainability targets for BP. Our current priority is gender diversity, with 53% women in leadership positions, which prompted us to join the UN Global Compact Network Brazil

“Elas Lideram 2030” movement and to sign the Women’s Empowerment Principles (WEPs).

In governance, we reinforced our Risk & Compliance system, improving the mechanisms for preventing, detecting and responding to irregularities. We implemented an integrity training program for all employees and partners, and produced a guide of good conduct for contractors. We consolidated our ethical stance by updating our Code of Conduct, stressing our commitment to accessibility and reaffirming our culture of transparency and accountability.

In terms of philanthropy, we aim always to promote equity in health care. We take the excellence practiced in the private sector to the public sector, strengthening our position among non-profit institutions recognized by the Brazilian Ministry of Health. We increased our social actions by 100%, reaching 2,734 municipalities, supporting over 2,300 health

care facilities and benefiting over 318,000 people. We increased our investment in social projects by 49%, demonstrating our belief in health as a driver of social change and our duty to contribute to collective wellbeing.

I am excited to be able to share our successes and the prospect of a promising future ahead. With our dedicated, diverse team, BP is progressing towards a position as one of Latin America’s leading health care institutions.

We go forward with a sense of gratitude and optimism, aware that challenges make us stronger and that, united, we have the strength to achieve our most ambitious goals.

**Josué Dimas Pimenta**  
*Chairman of the  
Board of Trustees*

# Message from the CEO

GRI 2-22

2023 was a year of significant challenges for the health care market, especially in the private sector. We invested heavily in our staff and their development, to ensure a healthy, efficient, committed and collaborative management. This enabled us to overcome the challenges and exploit the opportunities by means of innovation, thereby guaranteeing our relevance and performance with a focus on ongoing growth and improvement.

We catered to growing demand for health care services by focusing on the continued delivery of high-quality, effective services. The result was to strengthen us financially, with growth of 15% and gross revenues in excess of R\$ 2.3 billion. This performance further reinforced our place among Brazil's top hospitals, as confirmed by the Newsweek World's Best Hospitals ranking. This year, in addition to the acknowledged specialties of cardiology, cardiac surgery, neurosurgery and oncology, we distinguished ourselves

in urology, gastroenterology and pediatrics, further consolidating our excellence in a variety of medical spheres.

We reaffirmed our commitment to medical innovation and specialization, carrying out 183 bone marrow transplants, making BP the number-one private health care facility in Brazil for this specialty. We made significant advances in the use of cutting-edge technologies, including robotic surgery, carrying out over 2,000 procedures and obtaining certification for revolutionary treatments like CAR-T Cell therapy, used to treat blood disorders and cancers. Furthermore, we invested in the latest equipment, such as PET scans for early detection of Alzheimer's, and we were the first institution in South America to adopt the latest digital magnetic resonance imaging (MRI) technology, which provides quicker, more precise diagnoses.

We are taking significant steps forward to expand our

educational activities, through the BP Educação e Pesquisa brand. This move reflects our commitment to training and qualifying professionals, thereby contributing to the ongoing development of the health care sector. We plan to offer between 10 and 15 courses in 2024, including short courses and postgraduate programs, with the introduction of undergraduate programs in subsequent years.

We continued to invest heavily in technology in 2023, particularly for education, with the implementation of systems to offer an exceptional learning experience for students. We improved our score with the Information Security Forum (ISF), an international organization that assesses cybersecurity practices in health care companies in the Americas and Europe. Meanwhile, both BP Hospital and BP Mirante renewed their HIMSS EMRAM Stage 7 certification, the highest standard of digitalization for health care institutions.

Concerning ESG practices, we refined our processes to ensure more effective alignment with the demands of the market and greater awareness of our role and the impacts of our activities. This is reflected in improvements to governance, in the expansion and nationwide scope of our social projects, and in a redoubled commitment to environmental issues.

Looking to the future, we are hopeful and determined to become one of the top three health care institutions in Latin America. We continue to innovate, educate and care, always motivated by our purpose of valuing life.

**Denise Soares dos Santos**  
CEO



# Materiality

GRI 3-1

Our materiality assessment process was developed in 2021 and revised it in 2022. We were supported in this by an external consultancy which, as well as interviewing BP's senior management, carried out an in-depth analysis of surveys and data concerning the interests, expectations and demands of stakeholders.

Compared to the previous report, changes were made to the list of materiality issues, with the exclusion of Impacts & Commitments (environmental and social). This was because that issue, included in 2022, was considered redundant against the other materiality issues of BP's strategy. *GRI 2-4*

No distinction was made between financial and impact materiality; the assessment was conducted in 2021, to be reviewed every two

years. Materiality issues and their impacts were prioritized based on their importance to stakeholders.

A diverse range of audiences were consulted, including investors, clients and/or consumers, permanent and contract staff, suppliers, business partners, government, regulators, voluntary sector, media, academia, unions, contractors, startups, as well as other groups like impact investors, doctors, the public prosecutor's office and health care operators, demonstrating wide involvement from stakeholders in the company's materiality process.

The process comprised the following five stages.

1

## Analyzing information and internal materials

- Drivers (operational context, ambition, future vision and values)
- Ombudsman
- Compliance Channel
- Reclame Aqui
- GHG emissions inventory (gap analysis)
- B-Corp gap analysis
- Organizational Climate Survey
- Code of Conduct
- Strategic roadmap
- Risk mapping
- Materiality process (2018)

2

## External material analysis

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



## 3

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

- **Strategy** – Check whether the topic aligns with BP's Strategic Planning.
- **Risks** – Check whether the topic could represent a risk to BP and/or its stakeholders in the short, medium, or long term.
- **Regulation** – Check whether the topic is part of the sector's regulation or if it could be included in the legislation.
- **Sector of operation** – Check whether the topic is being discussed among the market players in which BP operates.

## 4

**Mapping and engagement of BP's stakeholders identified with the support of the Sustainability Committee**

Engagement with stakeholders is done through the communication channels routinely used with each of them – through these, it is possible to identify their expectations and concerns.

• Financial agents	• Suppliers	• Trade unions
• Regulatory agents	• Government	• Startups
• Associations	• Media	• Contractors
• Associates	• Impact investors	• Third sector
• Customers	• Physicians	• Universities
• Employees	• Prosecutions	
• competitors	• Department	
• Board of Trustees	• Health insurance	
• Trade associations	• carriers	

## 5

**Topic prioritization**

Prioritization based on the impact analysis tool results (stage 3) and the influence of the topics from the perspective of BP's stakeholders (stage 4).

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

# Material topics

GRI 3-2

Scan the QR Code to learn more about the SDGs  
or access the link [here](#).



Topic	Description	Stakeholders impacted	Capitals (IIRC)	Disclosures (GRI)	SDG
<b>Sustainable growth</b>	BP's financial results and shared value (DVA).	Government, customers, doctors, employees, members, suppliers, regulatory agents, class entities, associations, financial agents, press, health operators, startups, universities, third sector (NGOs), impact investors, Public Prosecutor's Office, competitors, community, Board of Trustees, unions, and third parties.	Financial and Manufactured	201 Economic Performance 202 Market Presence	
<b>Reputation</b>	Managing public opinion about the organization, including communication channels and engagement tools, as well as brand care and governance of organizational values and principles.	Government, customers, doctors, employees, members, suppliers, regulatory agents, class entities, associations, financial agents, press, health operators, startups, universities, third sector (NGOs), impact investors, Public Prosecutor's Office, competitors, community, Board of Trustees, unions, and third parties.	Social and relationship	None	
<b>Natural resources</b>	Consumption of natural resources (water and energy) and impact management (emissions and waste).	Government, customers, doctors, employees, members, suppliers, regulatory agents, class entities, associations, financial agents, press, health operators, startups, universities, third sector (NGOs), impact investors, Public Prosecutor's Office, competitors, community, Board of Trustees, unions, and third parties.	Natural	302 Energy 303 Water	
<b>People management</b>	Attraction, retention, and development of employees, as well as health and safety management.	Customers, doctors, employees, suppliers, members, Board of Trustees, community, and third parties.	Human	401 Employment 402 Labor/Management Relations 403 Occupational Health and Safety 404 Training and Education	
<b>Diversity and inclusion</b>	Measures to promote diversity within BP teams and ensure an inclusive workplace.	Customers, doctors, employees, suppliers, members, Board of Trustees, community, and third parties.	Human	405 Diversity and equal opportunities 406 Non-discrimination	
<b>Education and Research / Access to Health / Innovation</b>	Development of treatments and procedures, as well as knowledge sharing with society, promoting access to quality health care.	Government, customers, doctors, employees, members, suppliers, regulatory agents, class entities, associations, financial agents, press, health operators, startups, universities, third sector (NGOs), impact investors, Public Prosecutor's Office, competitors, community, Board of Trustees, unions, and third parties.	Intellectual, social and relationship	None	
<b>Transparency / Ethics / Sustainability</b>	Ethical and integral conduct and sharing principles and values to ensure the compliance of the entire chain and sustainability.	Government, customers, doctors, employees, members, suppliers, regulatory agents, class entities, associations, financial agents, press, health operators, startups, universities, third sector (NGOs), impact investors, Public Prosecutor's Office, competitors, community, Board of Trustees, unions, and third parties.	Social and relationship	205 Anti-corruption 206 Anti-competitive Behavior 308 Supplier Environmental Assessment 408 Child Labor 409 Forced or Slave Labor 414 Supplier Social Assessment 415 Public Policy 418 Customer Privacy	
<b>Health, patient safety / Humanization</b>	Customer focus and commitment to excellence for humanized and quality care.	Government, customers, doctors, employees, members, suppliers, regulatory agents, class entities, associations, financial agents, press, health operators, startups, universities, third sector (NGOs), impact investors, Public Prosecutor's Office, competitors, community, Board of Trustees, unions, and contractors.	Social and relationship	None	

# Highlights in 2023



## 1. Genomic Medicine

In 2023, our Genomic Medicine service expanded to include neurogenomics and cardiogenomics, with 47% growth to over 1,500 consultations, reflecting BP's commitment to provide wide-reaching, accessible genomic care.

This comes in addition to BP's collaboration on the Brazil Genome Map project (Mapa Genoma Brasil). Our participation helped identify genetic variations specific to different ethnic and geographical groups, giving under-represented communities access to genetic knowledge and enabling the creation of more inclusive, representative prevention and treatment strategies.



## 2. One of the top hospitals

- Estadão newspaper "Best Services" ranking.
- For four consecutive years, we have come in the Top 3 of the Estadão "Brands Plus" ranking.
- For the fifth consecutive year, ranked among the World's Best Specialized Hospitals by Newsweek magazine.
- For three consecutive years, Brazil's top hospital for neurosurgery.



## 3. Pioneers in CAR-T cell therapy

Start of operations as one of the specialized centers for CAR-T cell therapy, an innovative technology for the treatment of blood disorders and cancers.



## 4. Largest bone-marrow transplant center

We are the biggest private transplant center in Brazil: 200 transplants in the year.



## 5. Innovating in Diagnostic Imaging

The first institution in Latin America to introduce state-of-the-art digital MRI technology, which uses artificial intelligence for quicker, more precise, safer diagnoses, resulting in more effective treatment.

# Highlights in 2023



## 6. Social commitment and public-private partnerships

In partnership with the Ministry of Health, through Proadi-SUS, we are present in 26 states and the Federal District, with projects in place in over 2,300 municipalities.

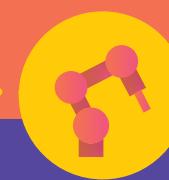
In addition, we established new collaborative partnerships with the Hospital das Clínicas (HC), the biggest public hospital in Latin America, and the Champalimaud Foundation, a European pioneer for research in neuroscience and pancreatic cancer.

We have the support of 23 private partners on our social impact projects in the spheres of oncology and autism spectrum disorder (ASD).



## 7. Excellence in cybersecurity

We increased our score to 3.08 (out of 5) with the Information Security Forum (ISF), a system that assesses best practices in cybersecurity of health care companies in the Americas and Europe. The average for health care companies is 2.9.



## 8. Advances in robotic surgery

We reached the milestone of 2,000 robotic surgeries, showing our expertise and leadership in adopting minimally invasive technologies that offer patients a quicker, less painful recovery.



## 9. Women in leadership

We already have 53% women in leadership positions, which has prompted us to join the UN Global Compact Network Brazil "Elas Lideram" movement, and to sign the Women's Empowerment Principles (WEPs).



## 10. New autoimmune infusion center

In 2023, we opened the Non-Oncologic Infusion Center, with the aim of offering a space better suited to the needs of our clients. In its first year, over 2,500 patients were treated, and we achieved an excellent NPS score.

# Awards and recognition

2023 was a vibrant year for growth and innovative opportunities. In each challenge we saw a chance to overcome an obstacle and, with teamwork and determination, we transformed each obstacle into a significant achievement. The year was marked not only by resilience, but by a leap forward in our capacity to innovate and exceed expectations.

We celebrate milestones that bear witness to the talent, dedication and untiring commitment of our staff. We are driven by the passion to go that extra mile, to innovate and discover new avenues to promote health and wellbeing for all.

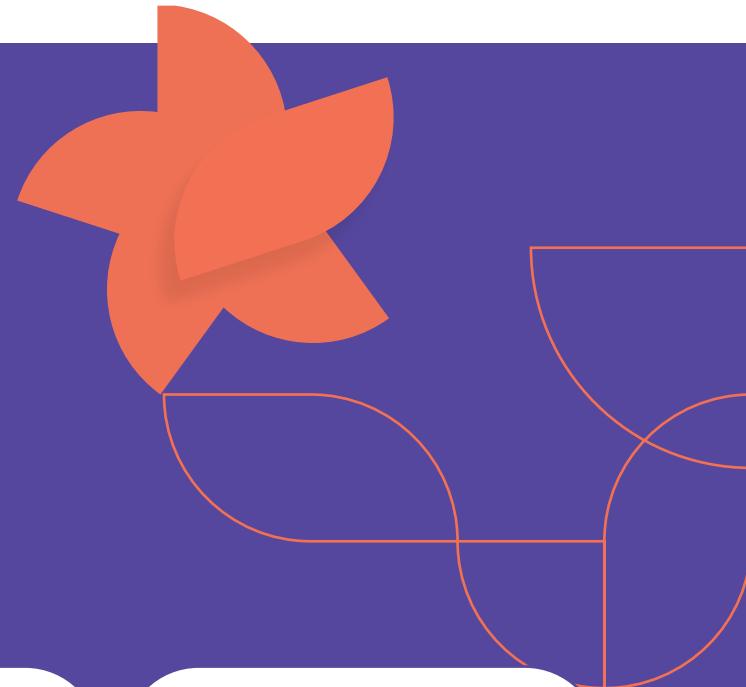
For the fifth year running, BP appeared in Newsweek magazine's list of the World's Best Specialized Hospitals in cardiology, cardiac surgery, neurosurgery and oncology. In 2023, we had other specialties included in the same ranking: urology, gastroenterology and pediatrics.

For the third year running, BP was included in the Newsweek World's Best Smart Hospitals list. This achievement is the result of a joint effort from each of us, and reflects our commitment to providing the best possible care for our clients.

BP was rated one of the best health care companies at catering for the needs of consumers, in Estadão newspaper's "Best Services" ranking. For the fourth year running, BP came in the Top 3 in the Hospitals category, as voted by the residents of São Paulo in the Estadão "Brands Plus" ranking.

We were Brazil's number-one private bone-marrow transplant center last year. With 200 transplants performed, we were recognized by the Brazilian Association for Organ Transplants (ABTO) as leaders in this field of medicine. This was only possible thanks to the combined efforts of all of us who strive every day to make a difference in the lives of our patients.

Also for the fourth year running, BP ranked among the best hospitals in Brazil, appearing in the country's top 10, according to the Newsweek World's Best Hospitals 2023 ranking.





# Accreditations and certifications

BP-07

At BP, we embrace every challenge with passion and dedication. The essence of our work lies in the constant search for excellence, improving processes and enhancing the skills of our staff day after day. Our goal is to achieve and surpass nationally and internationally recognized standards of care, ensuring the safety and wellbeing of our clients. This process of continual change and improvement is guided by mutual trust and respect, which lead us to seek the endorsement of world-renowned institutions. With every step we take, we renew our commitment to always live up to the trust placed in us, delivering not just services, but safe, memorable experiences.

**The essence of  
our work lies  
in the constant  
search for  
excellence**

For the fourth time, we successfully renewed our Joint Commission International (JCI) accreditation for BP Mirante, reaffirming our commitment to the highest standards of quality and safety in health care.

We underwent an audit to maintain ISO 55,001 certification for asset management, including the specification, acquisition, operational support, maintenance and management of assets and critical systems for BP Hospital and BP Mirante.

We are a Center of Excellence for ECMO (extracorporeal membrane oxygenation), certified by ELSO (Extracorporeal Life Support Organization).

We are certified by the Brazilian Urology Society as a Center for Robotic Training.

We were certified by the American Heart Association (AHA) to offer Advanced Life Support (ACLS), Pediatric Advanced Life Support (PALS) and Basic Life Support (BLS) courses in our Multidisciplinary Simulation Center. Through this partnership, we provide training to both BP staff and external professionals, as well as training instructors for the ACLS and PALS courses. In 2023, we trained 458 instructors in 61 classes.

Stage 7 certification (the highest) for use of the Electronic Medical Record Adoption Model (EMRAM), provided by the Healthcare Information and Management System (HIMSS).

# Institutional profile and infrastructure

Founded in 1859 as the Real e Benemérita Associação Portuguesa de Beneficência, BP – Beneficência Portuguesa de São Paulo is a private nonprofit association with charitable, social and scientific aims, headquartered in the city of São Paulo. Regarded as one of the best and most advanced health care institutions in Latin America<sup>1</sup>, it is recognized nationally and internationally for the quality and safety of the care it provides.

*GRI 2-1*

Ever since its founding, our institution has had a reputation for its philanthropic work. We are currently expanding our operations beyond our walls, and therefore beyond the city of São Paulo, to take highly complex, quality care to all the regions of Brazil, through agreements with organizations like the Ministry of Health and SUS.

[1] Newsweek magazine, see more on page 11

Our key focus is on high-complexity cases, treated by a world-class clinical team with expertise in over 50 medical specialties, including oncology, cardiology, neurology, nephrology and pediatrics.

The quality and safety of our care, with continuous innovation in all that we do, have consolidated the institution as a leading health care hub. To that end, in addition to medical care and training, we invest heavily in research and in continually improving our clients' experience with us.

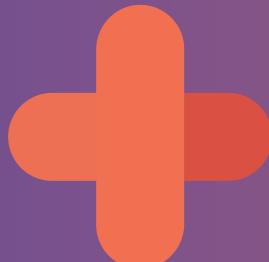
We regard our patients as clients because we see medical care as an ongoing process, not just a temporary condition, as occurs when a person has a health problem. In fact, this client focus is one of the pillars of our work to promote health and wellbeing for everyone. To achieve this goal, we

connect staff, associates, doctors, partners, clients, suppliers, universities and public bodies, who work together to improve comprehensive care and promote health.

*GRI 2-6*

**BP is recognized  
nationally and  
internationally  
for the quality and  
safety of the care  
it provides**





# BP in 2023

7 buildings that make up the hospitals, + Clínica da Mulher and + 10 clinics around BP

140,000 m<sup>2</sup>  
of built-up area

721 beds  
(166 ICU)

223,940  
customers/year

52 specialties

6,383 physicians

6,432 employees

2,748 members



32

surgical theaters  
(three of them  
equipped with  
surgical robots)

35,900 surgeries/year

41,600 chemotherapy sessions/year

6 million exams/year

30,500 consultations in the emergency department/month

12,882 Blood bank collections

200 bone marrow transplants

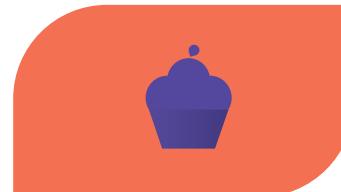
# Our values

Our values guide our conduct and decision-making at all levels, as well as directing our relationship with stakeholders. We are driven by an ambidextrous vision, in which innovation and revenue growth and diversification occur without negatively impacting our essence. Our aim is for all employees to embody BP's values in their daily routine and to have a precise idea of their importance to ensure the sustainable growth of the company.



## Health first

By taking a holistic view of patient care, we strive for the wellbeing and recovery of our patients above all.



## 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.



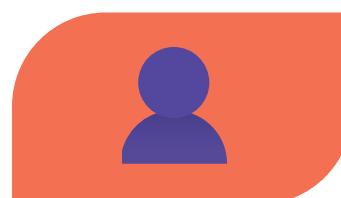
## Doing good does you good

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.



## We are always on the move

Dealing with human lives demands constant updating and renewal—of knowledge, infrastructure and mindsets. In an ever changing world, we must never stop.



## Collaboration takes us further

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



## 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.



## 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—and 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—every person'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 ESG best practices.

## Future vision

Health and wellbeing for all.

# Our structure

GRI 2-6



Recognized as a leading center for high-complexity care, BP Hospital has a medical team that specializes in over 50 disciplines, such as cardiology, neurology, pediatrics and oncology. BP Hospital has an emergency department for adults and children, and 598 beds, 156 of which are in its intensive care unit (ICU). It treats both private clients and clients with health plans.

BP Hospital also offers a Digital Emergency Care service, accessible via the institution's website or the BP app. Using this platform, patients can consult medical prescriptions and identify signs and symptoms that may indicate the need to seek medical attention at the emergency room.

**50** fields of  
medical  
specialization

**598**  
beds, of which 156  
are designated for  
the Intensive Care  
Unit (ICU)





**123** beds

of which 30 are  
designated for the  
**Intensive Care Unit (ICU)**

**7** operating  
theaters



Also a leader in high-complexity patient care, BP Mirante offers personalized care and premium accommodation for private patients and patients with executive-level health plans who are looking for disease prevention, diagnosis and rehabilitation. It has 123 beds, 30 of them in its ICU, and seven operating theaters, one of which is equipped for robotic surgery, with a mobile operating table connected to a da Vinci Xi® Surgical System® (find out more on page 107). BP Mirante is certified by Joint Commission International, the world's leading certification organization for health care services.

## Women's Medicine Clinic

With a qualified team and a welcoming infrastructure whose modern design uses natural light and plant elements, the clinic has six consulting rooms and is focused on women's health care. It treats private patients only, in areas including general gynecology, endometriosis, pelvic pain, uro-gynecology, gynecologic oncology, robotic surgery and nutrition.

**6** doctors' offices





BP Vital is a network of BP clinics offering consultations in a wide variety of medical specialties with renowned, highly qualified medical professionals, all with BP's seal of excellence. Through collaboration, it operates in an integrated way with BP's other services to ensure comfort and safety and offer the opportunity to continue the treatment prescribed by the doctor in a single setting.

The network comprises over 150 clinics. It treats both private patients and patients with health plans.

In 2023, 231,270 outpatient consultations were performed by BP Vital. We began offering telemedicine as a means of expanding patient access to our services. Appointments can be booked in person, online or by calling (11) 3505 1000.



+ 150 doctors' offices

45 medical specialties



A comprehensive diagnostics center offering basic to high-complexity testing with cutting-edge technology. In addition to testing, the unit offers therapeutic procedures like angioplasty, hemodialysis, nuclear medicine treatments using radiopharmaceuticals, and physiotherapy/rehabilitation, all integrated with BP's hospital services. It has seven endoscopy rooms, an angiography room, six CT scanners, six hemodynamic rooms, two PET scanners, seven MRI scanners and 51 hemodialysis stations. The unit

also has a 24-hour Hemodynamic Reference Center for cardiovascular emergencies.

51 dialysis points

24-hour Hemodynamics Reference Center

## Blood bank BP-05

Our blood bank is certified by the Association for the Advancement of Blood & Biotherapies (AABB), the world's leading institution in this field. This certification shows that BP meets of AABB's standards concerning organization, availability of resources and equipment, relations with suppliers and patients, etc.



We have a service capacity of

**150** donors per day

**12,882**

collections, including 1,161 platelets via apheresis, 11,221 total blood bags, and 21,030 blood transfusions in 2023

**1,813**

intravenous iron replacements

**530+**

therapeutic phlebotomy procedures in the outpatient clinic

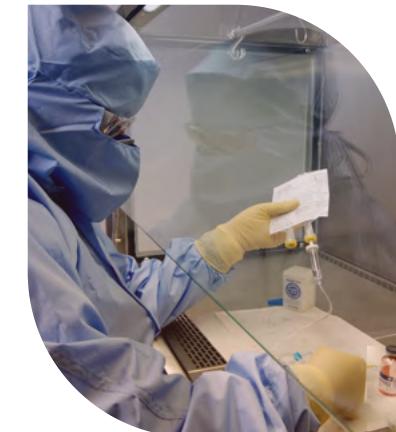


Education and research In our commitment to the advancement of medicine, we seek to connect future professionals to excellence and innovation.

We integrate technology, knowledge-sharing and discovery to prepare skilled professionals for the current and future health care

market. The synergy between education and research is what drives our innovation and excellence in health care.

In this way, we raise the standard of procedures, renew the care model and together make better professionals.



## Library

Complete structure with support for group and individual study, web studies room with seven computers and a variety of services available. These are: Consultation of papers; guidance on scientific research (help with direction of research, information sources, search strategy, controlled vocabulary, free vocabulary, user-friendly research platforms); guidance on using the Mendeley and Zotero reference managers; guidance on standardizing academic papers.

## Nursing school

Two classrooms, each with a capacity of 40 students, three practice labs and one IT lab with 15 accessible computers.

## Robotic simulation laboratory

Modern simulation lab equipped with three robotic surgery simulators, two da Vinci and one Versius.

# Leading the field

## Center for Oncology and Hematology

We are a cancer center that offers integrated, high-complexity care at all stages of the disease, from diagnosis to aftercare—all under one roof. The Center comprises 44 rooms devoted to all the fields of oncology, including breast cancer, lung cancer, gastrointestinal tumors, genitourinary tumors, gynecologic cancer, brain tumors, sarcoma, melanoma and other skin cancers. Patients are treated by a clinical team comprising specialists in surgical oncology, clinical oncology, radiotherapy, hematology and cancer radiology, as well as a group specializing in head and neck surgery.

## Center of Excellence in Breast and Gynecologic Cancer

Created three years ago, the Center treats suspected and confirmed cases of breast and gynecologic cancer. Patients are seen by an integrated, multidisciplinary team whose expertise comprises mastology, radiotherapy, radiology, gynecologic oncology, clinical oncology, oncogenetics and plastic surgery. BP Hospital has a center specializing in breast and gynecologic cancer. Find out more on [our website](#).

## Genomic Medicine

Our Genomic Medicine service has increased its scope and offers specialized support to patients and their families. As well as oncogenetics, the service expanded to include neurogenomics and cardiogenomics, with 47% growth in the number of consultations in 2023. Family packages have contributed to diversifying patient care, from children to older people. Surpassing the milestone of 1,500 consultations in 2023 reflects BP's commitment to provide wide-reaching, accessible genomic care. This comes in addition to BP's collaboration on the Brazil Genome Map project (Mapa Genoma Brasil), which also had a major social impact during the year, promoting genetic inclusion and giving under-represented communities access to genetic knowledge. Our participation helped identify genetic variations specific to different ethnic and geographical groups, enabling the creation of more inclusive, representative prevention and treatment strategies.

## Neurology Unit

We have neurologists and neurosurgeons who are highly qualified in various fields of neurology, including clinical neurology, neuro-oncology, neuro-intensive care, neuro-intervention and diagnostic neuroradiology. As well as clinical expertise, our professionals are continuously involved in scientific research aimed at advances in neurological diagnoses and treatments.

Our surgical centers are equipped to perform a wide range of operations, from conventional procedures to micro-neurosurgery. We have a state-of-the-art surgical microscope and biplane angiography system to guarantee the greatest level of precision in complex procedures.

We are one of the few hospitals in the country to offer a neurological ICU and an emergency department specializing in neurological emergencies, both of which are open 24/7. In the case of our ER, patients have immediate access to qualified clinical neurologists and neurosurgeons who act with the necessary speed at critical moments. Find out more on [our website](#).

## Pediatrics

From newborn babies to 14-year-olds, children benefit from state-of-the-art medical and diagnostic technology at BP. To minimize the impact that admission to hospital can have on children and their families, the hospital offers educational activities and entertainment, as well as counseling.

To ensure long-term patients do not miss out on their education, a school is available, free of charge, in our Children's Ward, aimed in particular at children aged six to nine years. This initiative, in place since 2013, is the result of a partnership between BP, São Paulo State Education Department, the Central-Southern Area Board of Education and Rodrigues Alves State School.

## Infrastructure of the Pediatric Clinical and Surgical Admissions Unit

- 58 beds in individual and twin apartments
- 23 beds in the pediatric cardiac ICU
- 10 beds in the general pediatric ICU

Care offered to pediatric patients from throughout Brazil

- Offers a second diagnosis for babies with congenital cardiopathies, in partnership with the University of Pittsburgh Medical Center, one of the world's leading authorities on advanced cardiology
- Qualified to perform pediatric cardiac catheterization
- Pediatric emergency room
- Laboratory testing and diagnostic imaging
- 12 consulting rooms for pediatric specialties
- Playroom

Find out more on [our website](#).

## Nephrology

BP's Nephrology Unit is staffed by a specialized clinical team and equipped with technological resources to prevent, diagnose and treat simple, chronic and complex diseases of the urinary system—including in children. We have two hemodialysis wards, with a total of 47 outpatients' dialysis stations. Integrated care means patients are treated by the same team of doctors throughout all the stages of the disease. Find out more about our other specialties on [our website](#).

## Cardiology Unit

A complete hospital structure and range of clinical and interventional cardiology services, cardiac surgery and graphic methods—all performed by a multidisciplinary medical team specializing in high-complexity cases. For cardiac emergencies like heart attacks or hypertensive crises, BP Hospital has a specialized emergency department. Find out more on [our website](#).

## Dialog and alliances GRI 2-28

With the aim of contributing to improve the health system, BP actively participates in national and international forums for discussion and development of initiatives with the public authorities, including regulatory bodies, universities, public and private hospitals, health care operators and sectoral organizations, such as: Aberje; ABRAMED; ABRAMGE; Anahp; Portuguese Chamber of Commerce; CONASS; CONASEMS; Conep; Fehosp; FGV; Fonif; GIFE; IAB; IDIS; Insper; Instituto Ethos; Learning Village; Brazilian Ministry of Health; the Healthy Hospitals Project (PHS), which belongs to Global Green and Healthy Hospitals (GGHH) and represents Health Care Without Harm (HCWH) in Brazil; São Paulo State Health Department; São Paulo City Health Department; The Beryl Institute.

# Governance

As a private nonprofit association with charitable, social and scientific aims, Beneficência Portuguesa de São Paulo has administrative, financial and asset independence, and relies on the support of members, individuals and institutions, who contribute to maintaining the institution active and relevant in the Brazilian health care sector. Divided into six categories – Regular, Benefactors, Meritorious, Grand Benefactors, Cross of Honor, and Philanthropists – the associates have access to BP's health care services. New members are not entitled to this benefit, but they can participate in the association's administration, as set out in its bylaws.



**2,748**  
members

BP currently has 2,748 members, who participate in an Annual General Meeting and are the association's highest deliberative level. At the AGM, members examine, discuss and vote on the accounts submitted by the management, following their assessment by the Finance Board, and also elect the members of the Board of Trustees and Finance Board, in accordance with BP's bylaws.



# Governance structure

GRI 2-9, 2-10, 2-12

BP's governance structure comprises a number of entities with specific responsibilities, aimed at ensuring organizational continuity and fulfillment of its corporate purpose and the objectives set out in its bylaws. That structure includes the membership, the Finance Board, the Consultative Board and the Board of Trustees.

## Board of Trustees

BP's Board of Trustees is comprised exclusively of independent, non-executive members, although some do also hold positions on the Management Board. Each member serves a three-year term; they currently represent a variety of external roles and genders, but do not belong to any under-represented social groups. We have a process in place for selecting and appointing trustees to our main governance body and its committees, which includes requirements such as skills profile, assessment of candidates, existence of a people committee, transparency, diversity, independence, required time and dedication, and the promotion of continuing education. The assessment criteria include skills and experience, as well as an additional procedure that comprises voting and appointment at the Annual General Meeting.

Our highest governance body performs a crucial role in drawing up and updating the standards governing sustainable development, and is responsible for approving policies and targets, setting standards and conducting strategic oversight. In parallel, the senior executives are responsible for developing relevant strategies in line with these standards. The Board of Trustees is also involved in supervising processes to identify and manage economic, environmental and human impacts, including assessing financial risk and monitoring economic indicators.

In addition, it is responsible for analyzing the efficiency of the organization's processes in relation to their economic, social and environmental impacts. This includes the assessment of results, identification of shortcomings and opportunities for improvement, strategic decision-making and continuous monitoring—all of which is conducted on a monthly basis. It is the Board of Trustees' role to determine the overall direction, policies and strategies of BP's activities and services.

## Profile of the Board of Trustees

GRI 405-1

In 2022, we initiated a process aimed at ensuring greater diversity in the composition of our Board of Trustees. The inclusion of new profiles complies with the timescales set out in the bylaws and seeks to diversify gender, age, race, among other attributes. This year, 6.25% of trustees are women.

## Advisory Committees

A number of Advisory Committees support the Board of Trustees in its decision-making: the Members' Committee, Strategy and Finance Committee, Governance, Risk and Compliance Committee, Works and Assets Committee, and People Committee. In addition, BP has a Social Investment Committee, which performs a consultative role in social investment projects.

The Strategy and Finance Committee and People Committee are responsible for oversight and decision-making in respect of BP's impacts on the economy, environment and people, focusing respectively on financial and social issues.

According to the Internal Rules of the BP Advisory Committees, it is the responsibility of the People Committee to propose and discuss with the Board of Trustees the nomination of candidates to roles to be approved at the Annual General Meeting, taking into account strategic planning and the approved skills matrix, with the goal of achieving an ideal composition of the body in future terms.

The members elected to the Board of Trustees, Finance Board, Consultative Board and Management Board do not receive compensation for the services provided to the institution, reinforcing our commitment to governance and organizational sustainability.

GRI 2-19

Scan the QR Code and find out more about BP's governance structure, or click on the link [here](#).



## Organizational Chart

Boards  
Renewable 3-year  
terms

**Administrative Board**  
3 serving directors (CA) |  
2 alternate directors (CA)

Committees  
Renewable 1-year  
terms

**Associates**  
7 members

**Finances and Strategy**  
7 members

**Governance, Risk and  
Compliance**  
\* 6 members

**Works and Property\***  
5 members

**People**  
5 members\*

Executive Board

**Executive Board**

**Audit, Risk and  
Compliance**

**Annual General Meeting**  
2,748 associates

**Board of Trustees**  
18 members:  
Non-executive members

**Oversight Board**  
6 members: - 1 independent  
- Non-executive members

**Advisory Board**  
12 members: - 3 independent  
- Non-executive members

**Corporate Governance  
Office**

\*All committees  
(except Associates)  
have 1 independent  
director: - 1 Inde-  
pendent Member

## Sustainability governance GRI 2-13, 2-17

BP's highest governance body delegates responsibility for managing the organization's impacts to the Chief Officer for People, the Client Experience, Marketing, Sustainability and Social Impact (ESG). The responsibilities of this role include drawing up and implementing sustainability strategies, evaluating and monitoring sustainable performance, ensuring compliance with standards and regulations, incorporating sustainability in processes and operations, promoting stakeholder engagement, developing sustainable initiatives, signing up to and publishing public pacts and commitments, publishing an annual sustainability report, and carrying out educational and awareness actions concerning sustainability.

Information on impact management is reported to the Board of Trustees in executive presentations and specific reports, by the sustainability and ESG committee,

and in governance meeting, which are held regularly to keep the Board updated as to our sustainability practices.

To disseminate the issue more widely and cement it in our organizational culture, we invest in actions such as circulating internal communications containing sustainability content, supporting sustainable development initiatives, training specialized sub-committees and working groups on the subject, guaranteeing access to up-to-date information and continually involving our management to ensure effective incorporation of sustainability principles in our organizational decision-making and strategies.

We believe that, in so doing, we are incorporating systemic thinking in our business decisions, so as to boost our positive socio-economic and environmental impact, and improve our governance in aspects like services and

partnerships, strategic philanthropy, sustainable health, and a culture of diversity and inclusion. We oversee the sustainability process with our senior management in structured, periodic meetings, since sustainability forms part of our strategic planning and the ESG agenda is incorporated in our shared value creation model.

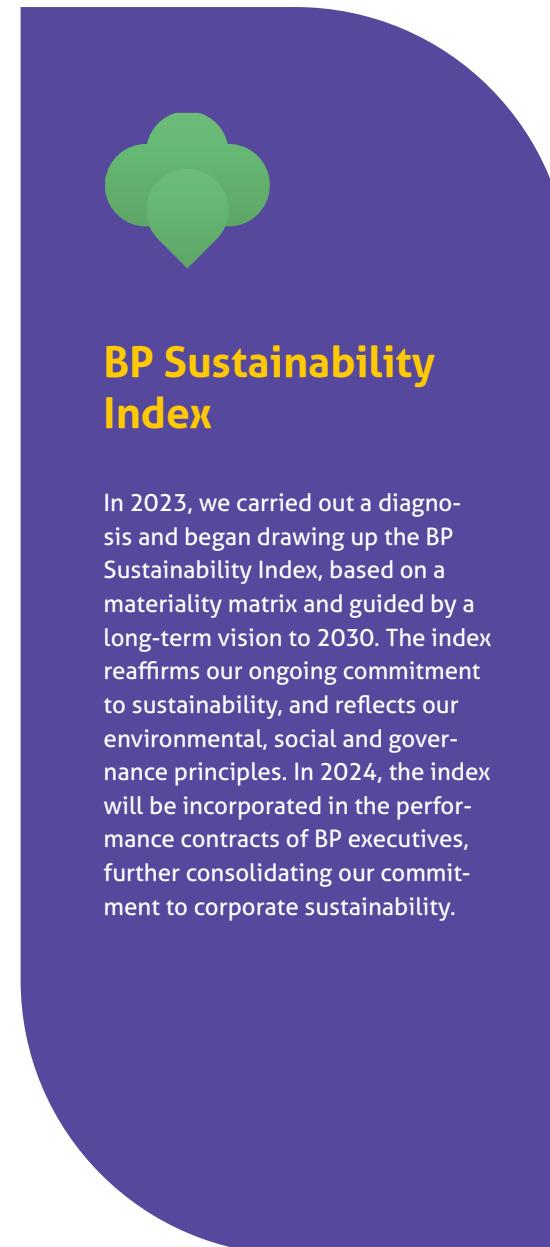
Reinforcing our commitment to sustainability, in 2023 we joined the UN Global Compact, a voluntary initiative aimed at contributing to Agenda 2030 and the UN's 17 Sustainable Development Goals (SDGs), as well as its Ten Principles. Those principles cover areas like eradicating poverty, fighting climate change and preserving natural resources. In 2024, with the aim of stepping up BP's engagement with key issues, we will be joining the "Elas Lideram" (women leaders) movement and signing the Women's Empowerment Principles (WEPs), as well as preparing to join the "Raça é



Prioridade" (race is a priority), "Mente em Foco" (mind in focus) and "Transparéncia 100%" (100% transparency) movements.

In 2023, we set up a sustainability subcommittee, which meets monthly with the executive managers of the departments involved in our materiality process, to set out targets, monitor indicators and draw up action plans associated with our strategic planning for 2030. That subcommittee reports to the Social Investment and Sustainability Committee, which is presided over by the Chair of the Board of Trustees, thus demonstrating our commitment to making sustainability a priority for BP's senior management also.

In addition, with the aim of prioritizing initiatives and developing partnerships in our sustainability agenda, we actively participate in the Sustainability Working Group of the National Private Hospitals Association (Anahp) and the Sustainability Committee of the Brazilian Association for Diagnostic Medicine (ABRAMED), sharing and promoting sustainable best practices in the sector.



## Shared value creation model

Our shared value creation model considers the vital role played by employees, trustees, clinicians, partners, clients and society in general to realize our purpose of valuing life and ensuring better access to health care.

The model takes a systemic approach to our entire operations, facilitating the identification of strengths and opportunities for improvement and determining the role of inputs, to offer excellence in health care, foster know-how and provide the best possible experience for all our target audiences.

This systemic vision of operations is also important to take discussions forward on the operational and corporate fronts, and to establish partnerships that take full advantage of the positive social impact generated by our actions. In line with our purpose, this value model enables us to continuously improve and, therefore, ensure sustainable growth for BP in the short, medium and long term.

**Our shared value creation model takes a systemic approach to our entire operations Strategic planning**



# Strategic planning

BP's Strategic Plan 2022-2030 was drawn up on the basis of a wide-reaching diagnostic analysis of the institution in 2022, in line with its targets and aspirations for 2030. This long-term plan is structured around seven strategic pillars, which themselves are divided into specific goals to guide the company's actions and development over the specified period. In addition, we possess the enablers that should contribute to delivering our strategic objectives and, therefore, our future vision.

This approach follows market best practices and is reviewed annually, allowing BP to rapidly adapt and respond to the changes and challenges of the competitive environment. Despite all the challenges faced by our sector over the last year, in 2023 we devoted our efforts to implementing and conducting strategic projects and actions aimed at delivering our strategic objectives by 2030.

Ours is a living strategy that is continually being updated with market data and information, while continuous developments are also made internally, thereby guaranteeing an environment that is aligned with our organization's current reality. With the aim of continuous improvement, in 2024 we will carry out a further review to ensure that our strategy remains in line with market trends and business needs, so that we can go on delivering our future vision of health and wellbeing for all.

Transparency and effective communication are key aspects of this process, since they foster organizational alignment and cohesion, ensuring BP is always up-to-date and equipped to face the challenges presented by the market and take advantage of emerging opportunities, in order to remain at the vanguard of the sector.

BP's long-term Strategic Plan not only sets out a clear path for future success, it also establishes a culture of continuous learning and adaptation, essential to the sustainability and lasting growth of the business to 2030 and beyond.

**Transparency  
and effective  
communication  
are key elements  
in this process**



## BP 2030 Strategic Page

### Vision of the Future

Comprehensive health and well-being for all

### Ambition

To be among the top 3 health institutions with the best reputation in Latin America, as a health hub, with sustainable systemic growth

### Strategic pillars

#### Expansion

#### Education

#### Customer Centric

#### Smart Health

#### Excellence

#### Innovative Organization

#### Sustainability

### Strategic goals

Where we are - 2023

1. Expand participation, both organically and inorganically, in the health market, with valuable services for B2B and B2C customers
2. Strengthen the health hub offering with complementary services through physical and digital means
3. Enable new markets and businesses

1. Be a benchmark in innovative health education
2. Expand health education activities contributing to professional excellence

1. Be accessible, straightforward, and functional
2. Know the customer and care for their interests and needs
3. Be the chosen health partner at all stages of life
4. Offer fair, appropriate services with good cost-benefit
5. Have qualified and committed professionals for our diverse clients

1. Use data intelligence for health
2. Be a benchmark in Comprehensive Health by applying the 4Ps in all strategic specialties
3. Provide intelligent, digital, and scalable care management, generating measurable value for our clients

1. Incorporate trends and practices in medicine ensuring constant updates of services offered
2. Leverage medical-care excellence through Clinical Governance
3. Ensure client-centered services, with high-quality standards
4. Have services structured in standardized, automated, and efficient processes
5. Guarantee data protection and information security

1. Create an environment with an innovation mindset
2. Have an organizational design that empowers different organizational levels
3. Have transformative leadership
4. Promote and recognize intrapreneurship
5. Educate to innovate

1. Develop systemic thinking competence
2. Consider systemic impact in all business decisions
3. Leverage positive socioeconomic, environmental, and governance impact generated by our services and partnerships
4. Consolidate strategic philanthropy
5. Invest to create a sustainable health value chain
6. Diversity and Inclusion as part of the sustainability culture

Where we want to be - 2030

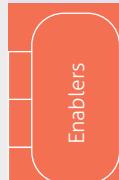
### People and Culture

### Digital and Innovation

### Works Master Plan

### Brand

Purpose: Valuing life



## 2

# Transparency and ethics

GRI 3-3



A culture of integrity is present throughout our organizational structure and value chain



At BP, a culture of integrity is present throughout our organizational structure and value chain. The focus is on disseminating knowledge internally of our values, ethics, integrity and compliance with legislation, so that they are incorporated into all our daily activities. Periodic reporting keeps the Management Board and Board of Trustees informed about this process.

Since it was implemented, our Integrity Program, which is based on our Code of Conduct, has proved crucial to guaranteeing BP's continuity and governance, since it is important for preventing, detecting and responding to cases of embezzlement, fraud or other irregularities. In 2023, we put in place a number of initiatives on this theme (see text box on right).

In addition, we have clearly defined policies and procedures in place to prevent and mitigate conflicts of interest. We guarantee transparency by keeping precise records of all decisions, regularly reviewing policies and procedures, ensuring legal compliance, publicly disclosing conflicts of interest, promoting education and training, having an ethics or review committee, isolating people or parties involved in conflicts of interest, cultivating an ethical organizational culture, and being subject to external oversight.

Conflicts of interest are revealed to stakeholders, specifically those relating to overlapping participation in other management bodies and cross-holdings with suppliers and other stakeholders, as well as information about the related parties, their relations, and pending transactions and balances. *GRI 2-15*

Our operations are assessed for corruption risks, covering all aspects of the business. This includes analyzing our business processes, identifying high-risk areas, assessing third parties, evaluating specific risks, analyzing policies and procedures, as well as training and awareness-raising, communication and reporting channels, continuous assessment and review, and continuous monitoring. The company's two operations, BP Mirante and BP Hospital, were comprehensively assessed, i.e. 100% of our operations were submitted to this assessment. The compliance sections assessed trustees, suppliers, doctors and appointments made through Proadi-SUS.

## BP has well-defined policies and procedures to prevent and mitigate risks related to misconduct, fraud and irregularities

## Initiatives related to our Integrity Program

- We are the first health care institution in Brazil to offer an accessible version of our Code of Conduct, reinforcing our commitment to accessibility and inclusion, and promoting a robust and comprehensive culture of integrity.
- We developed the BP Manual for third parties, outlining the conduct and practices we expect from our service providers.
- We created the Integrity Course: What Is My Role? for all our employees and third parties to integrate the topic into daily work activities. In 2023, 40% of our employees and 13% of third-party employees completed the training.
- We organized conversation circles on the importance of an ethical and healthy work environment. More than 700 employees from Hospital BP and BP Mirante participated.
- For the first time, we included our Culture of Integrity in the Leadership 360 Program and the Leadership Development Journey (LDJ).
- We hosted the 8<sup>th</sup> Ethics, Compliance and Data Protection Event, which, for the first time, brought together other top hospitals to discuss compliance.

# Information channels

In 2023, we received 1,996 analysis requests from the Compliance Service Desk (compared to 1,088 in 2022) on topics such as gifts and presents, donations, conflicts of interest, contract reviews, meetings with government officials, partnerships and sponsorships, general inquiries and third-party due diligence. The latter accounted for the largest volume of analyses, totaling 1,793 due diligences.

Additionally, we provide various mechanisms for people to seek advice on implementing responsible policies and practices, including training, manuals and documentation, e-learning platforms, grievance mechanisms, a whistleblowing channel, mentoring and advice, and the hiring of independent consultants.

To report violations of the Code of Conduct, such as harassment, fraud, favoritism, conflicts of interest, bribery, and other issues, BP offers the Confidential Channel for both internal and external parties, managed by an independent consultancy firm to ensure independence. All reports are handled confidentially, and anonymous reporting is possible. The indicators of the Channel are disclosed to all employees, demonstrating BP's commitment to transparency and a culture of integrity and accountability. *GRI 2-25*

We monitor the effectiveness of the Confidential Channel by the non-recurrence of reported situations, as it is expected that they do not repeat due to measures taken, such as process improvements, training, awareness and disciplinary actions. In 2023, there was an increase in the number of records via the Confidential Channel, indicating trust in our compliance process. There were no records of corruption, penalties or fines imposed by external bodies. We received 656 reports, with behavior deviation being the most reported category—31% of the complaints were considered valid or partially valid.

For reporting concerns related to BP's conduct, we provide escalation processes, allowing issues to pass through different hierarchical levels, specific phone numbers, mechanisms to report non-compliance with laws and regulations, and whistleblowing mechanisms. *GRI 2-26*

Crucial concerns are duly communicated to the organization's highest governance body through periodic reports and presentations, formal board meetings, governance committees, internal and external audit reports, written notifications, regular updates from senior management, risk and compliance reports, financial performance presentations, strategic analysis and business plans, reviews of legal and



**1,996** **requests**  
for analysis received

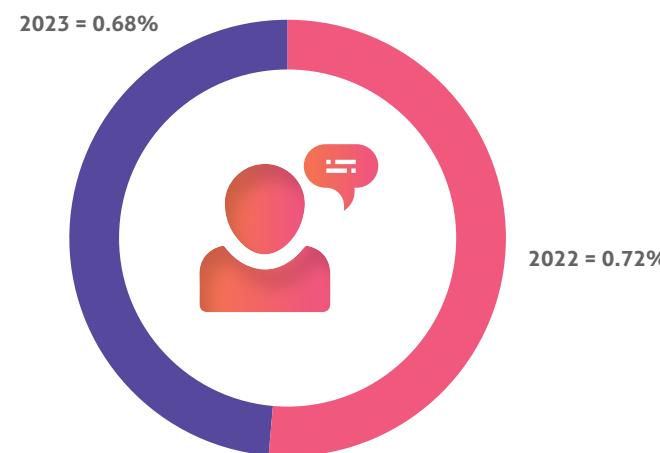
**1,793** **diligences**  
carried out

regulatory issues, sustainability, and corporate social responsibility reports, as well as crisis and emergency communications. In 2023, five crucial concerns were reported, covering environmental, social, human rights, economic, governance, and sustainability strategy issues. *GRI 2-16*

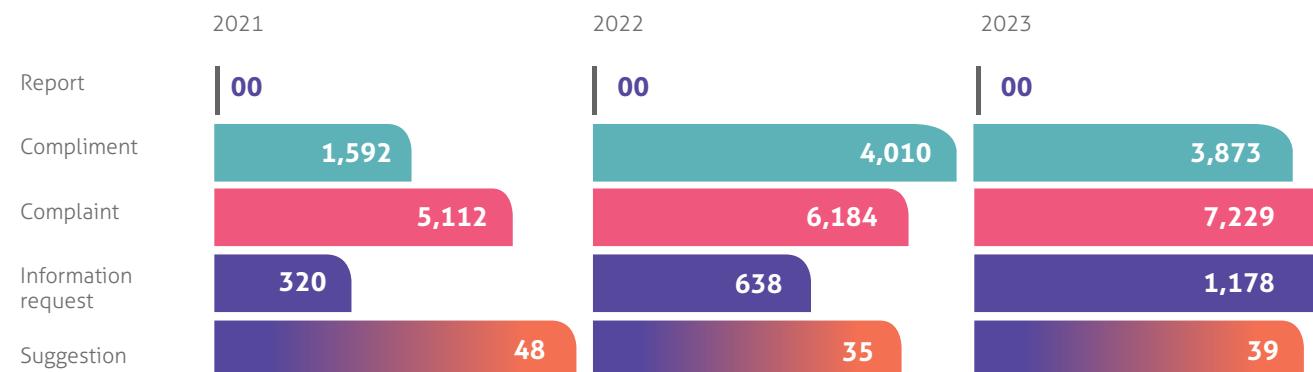
We also have the Ombudsman, a second-level customer service in our units, ensuring an impartial and fair evaluation of customer requests, facilitating direct communication between them and the institution. This can occur through in-person service, email, the "Contact Us" portal, social media and phone.

### Grievance Rate

(Total grievances/ total care provided)



### Ombudsman Performance\*



\*Unique bulletins.

\*\* 2022 numbers adjusted with complete dataset for the period.

In 2023 GRI 2-25

**656**  
complaints, of which

**331**

were investigated, addressed, and resolved without the need for remediation

**173**

investigated, addressed, and resolved with remediation

**128**

investigated, addressed, and not resolved\*

\* Some cases lack sufficient evidence for investigation

**24**

still under investigation

Complaints received are forwarded to the relevant functions for analysis and corrective measures. Customers receive feedback on their requests, which helps reduce potential legal conflicts. In addition to the Code of Conduct, BP's internal system includes various compliance policies accessible to all employees. Here are some of them:

Antitrust Policy – Competitive Practices

Conflict of Interest Policy

Policy on Gifts, Entertainment, and Free Samples

Diligence Policy

Donations & Sponsorship Policy

Integrity Policy

Disciplinary Policy

Whistleblowing and Non-Retaliation Policy

Public Sector Relationship Policy



#### CONFIDENTIAL HOTLINE

0800 882 0628  
bp@canalconfidencial.com.br  
www.canalconfidencial.com.br/bp/

## Reclame Aqui

# 527 submissions

Monthly average

44 records



#### Consolidated rating – Reclame Aqui

7.9 (12-month average)

Biannual highlight  
index on the page

8.2

## Performance in requisites



#### Customer score

6.6

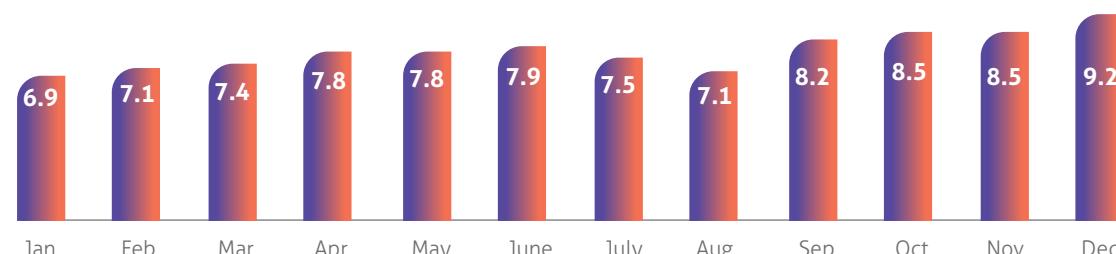
#### Would do business again

72%

#### Resolved

82%

## Month-by-month performance



Our commitments comply with internationally recognized intergovernmental instruments, such as the United Nations Global Compact, the Sustainable Development Goals (SDGs), and the United Nations Guiding Principles on Business and Human Rights. Thus, our policies focused on respecting human rights are aligned with these initiatives and principles, prioritizing groups such as employees, non-employed workers, customers, suppliers, including at-risk or vulnerable groups such as children and adolescents, national or ethnic minorities, religious, linguistic, people with disabilities, women, and individuals discriminated against based on their sexual orientation, gender identity or expression, or sexual characteristics. BP ensures due diligence in its commitments and applies the precautionary principle, respecting human rights. *GRI 2-23*

Our Code of Conduct was approved by the Board of Trustees, and other policies were approved by the Executive Board and apply to all our activities and business relationships. They are then communicated to employees, business partners, and other relevant parties through internal communications, social media, and the organization's website.

In this way, we affirm that BP's initiatives are in line with the fundamental principles of human rights, which include the right to life, liberty, work, and education, as well as respect for diversity and inclusion, and the fight against slave and child labor. Third parties and suppliers who do not meet these requirements may have their contracts terminated. Employees may face disciplinary measures and possible

legal sanctions, as it is their responsibility to ensure compliance with the Code of Conduct and Compliance Policies.

The Board of Trustees oversees the integration of commitments into the organization. To implement them at different organizational levels, we adopt strategies such as setting clear goals and commitments, identifying involved hierarchies, assigning responsibilities according to skills and competencies, effectively communicating these responsibilities, and recognizing and rewarding performance. Commitments are integrated into organizational strategies, policies, and operations through goal setting, policy incorporation, training and awareness, due diligence, internal communication, and continuous monitoring and revision.

In implementing its commitments in business relations, BP uses methods such as problem-solving, continuous improvements, careful partner selection, inclusion of contractual clauses, audits, monitoring, training, transparent communication, and disclosure of sustainability reports.

We also promote training like "Integrity: What is My Role?" which is intended for employees and covers 50% of the target audience. The training is offered online without a predetermined schedule, is mandatory, and includes an assessment. *GRI 2-24*





**The total number and percentage of corporate governance members, employees, and partners who were informed and trained on anti-corruption policies and procedures *GRI 205-2***

	No. communicated	% communicated	No. trained	% trained
<b>Governance body</b>				
Total governance members	17	100.00	0	0
<b>Employees</b>				
CEO	1	100.00	0	0
Officer	7	100.00	2	28.57
Executive manager	36	100.00	12	33.33
Middle Managers	43	100.00	19	44.19
Coordinators	111	100.00	52	46.85
Supervisor	62	100.00	33	53.23
Specialists	60	100.00	38	63.33
Administrative	918	100.00	566	61.66
Operational	1,244	100.00	329	26.45
Care	301	100.00	205	68.11
Assistance	3,649	100.00	1,559	68.11
<b>Partners</b>				
Partners	1,309	100.00	-	-

# Compliance and risks

GRI 205-1, 3-3

We use the COSO ERM methodology to map our corporate risks, classifying their impact and probability according to metrics approved by senior management. Our plan for responding to and monitoring priority business risks was based on this analysis.

In 2023, our operations considered to be of highest risk were evaluated, representing 100% of operations subject to this type of analysis by the Risk and Compliance department, including assessments of the Board of Trustees, suppliers, physicians, and hires made by Proadi. Together with the Board, we are jointly defining the institutional risk appetite in line with best corporate governance practices.

Our Risk Dictionary was compiled in partnership with Deloitte through more than 80 interviews with BP leadership. It includes 95 corporate risks, 20 of which were classified as priorities based on impact and probability analysis, following criteria and methodologies defined with the Board of Trustees.

The 95 mapped risks are distributed among strategic, operational, financial, regulatory and technological categories.

Regarding these priority risks, response and mitigation plans were developed in 2023. Subsequently, we selected an additional 22 risks to receive the same treatment, totaling 42 corporate risks with response plans, mitigation, and monitoring routines. It is important to note that, in accordance with best governance practices, each treated risk was assigned to a senior-level risk manager and a managerial-level risk agent.

The main risks identified in this work also served as the basis for the preparation of the Annual Audit Program. Audits therefore consider priority risks and the respective response and mitigation plans. All opportunities for improvement identified during audit related to corporate risks are presented to senior management and regularly monitored by the internal audit department until their effective implementation.

Regarding risks that could compromise the Institution's integrity, such as corruption, bribery, suspicious political donations, and money laundering, no significant occurrences were identified, either through Internal Audits or the Institution's whistleblowing channel.

There are no risks of Human Rights violations, such as forced or slave labor, in our operations. However, this risk exists for some supplier categories (learn more on [page 39](#)).



**Our Risk Dictionary**  
**includes 95**  
**corporate risks,**  
**and 20 of them**  
**were classified as**  
**priorities**

# Suppliers and partnerships

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

BP prefers suppliers and business partners that adopt socio-environmental practices and comply with legal standards. In 2023, we improved the efficiency of the supply chain as a whole, increasing the maturity level of logistics processes with the expansion of collaborative demand planning projects. We conducted a diagnosis and developed the BP Sustainable Procurement Project, a management model suitable for different supply categories, aiming to mitigate legal and reputational risks. It is essential for us to establish business relationships with suppliers who share our values, have a similar purpose, and work to generate positive impacts on the environment, market, and society.

With the Sustainable Procurement Project, we established the construction of BP's supply chain socio-environmental criticality matrix, based on the segmentation of the supplier base and analysis of procurement categories from a socio-environmental perspective.

Additionally, in 2023, we developed a supplier manual with our criteria regarding human rights, health and safety, environment, corruption, competitive practices, information security, data protection, and the hiring of employees and contractors. Moreover, we expect suppliers to demand the same standards of quality and conduct from those who interact directly or indirectly with BP. Since 2022, we comply with

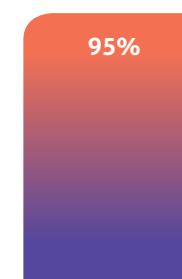
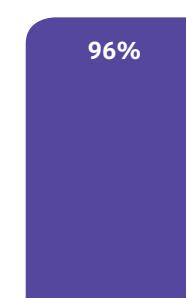
the Instituto Ethos' Pact against Corruption, voluntarily committing to business integrity measures and implementing solutions to prevent, detect, and remedy acts of corruption and fraud.

In 2023, besides technical and financial criteria, 25.44% of suppliers were also screened based on social criteria. To date, no supplier has been identified as causing or potentially causing negative social impacts, including forced labor, child labor, discrimination and harassment, environmental degradation and corruption. These risks were identified according to the supplier category and an individual analysis. Among our actions to curb such violations, BP adopts measures similar to those implemented in its own operations, such as formal declarations of non-tolerance and a whistleblowing channel.

More in-depth individual assessments will be incorporated in the future as part of the Responsible Procurement Project, which will include due diligence processes, contract clause reviews, and possible audits.



**Proportion of spending by all units  
on locally-based suppliers GRI 204-1**



2022

2023

# Supply chain management

*GRI 3-3, GRI 2-6*

We have a supply chain that includes manufacturers and producers of medical equipment, health materials, orthotics, prosthetics and special materials. Supplier contact is managed by the Procurement department or relevant sectors.

To ensure transparency in our operations, we use supply contracts and service level agreements (SLAs) aligned with our Code of Conduct. All our practices can be monitored through public and open service channels, complaints, and the ombudsman.

The Procurement team evaluates suppliers according to legal requirements. In 2023, we began revising our Procurement Policy with a focus on sustainable purchasing. To achieve this, we created a working group coordinated by Risk and Compliance to ensure autonomy and impartiality in implementing

best practices for sustainable procurement. We have a tool that analyzes regulatory and reputational aspects of our suppliers and automates their screening and onboarding process within BP.

In 2023, supplier contracts totaled R\$ 1.135 billion, with 95% of this amount, or R\$ 1.078 billion, negotiated with Brazilian companies.

**Supplier** contracts totaled

## R\$1,135 bn

## 95%

were negotiated with  
**Brazilian companies**

## Health insurance providers

We have a solid relationship with approximately 80 health operators across various modalities, including insurers, group medicine, cooperatives, health techs, and corporate clients, totaling 112 contracts. The Executive Board of Business Development and Expansion has dedicated teams for commercial relationships, product management, pricing, commercial intelligence, and projects.

In the highly volatile health care market with high accident rates, BP faced several challenges in terms of commercial aspects and revenue cycle, leading to intensified negotiations. These negotiations aimed to retain and attract portfolio clients, ensuring cost recovery and business sustainability.

In 2023, we developed our strategic plan focusing on client retention, diversification, and broadening health operators and plans to reduce financial dependence

on large client portfolios and enhance accessibility for health plan users in our Hub.

As a result of these strategies, we achieved significant growth in operator plans throughout 2023, adding around 300 new plans to our portfolio, accrediting four new operators, and marketing over 253 new accredited products.

In terms of growth we recorded a 19.80% increase in market share in 2023, culminating in a higher gross revenue compared to the previous year. Additionally, BP showed an impressive increase in client base volume and accessibility, with an 8.65% rise compared to 2022.



## 300

**new plans** in the portfolio

## 4

**new accredited** operators

## 253+

**new products** marketed and accredited

## 19.80%

an additional share in **gross revenue** compared to the previous year

Increase of

## 8.65%

number of **clients**



We have a BR  
GDPR program to  
ensure the security  
of personal data  
collection and  
processing

# Cybersecurity

Our Information Security Policy sets guidelines for protecting the information of our clients, physicians, partners, and our database from potential threats to authenticity, confidentiality and integrity. These guidelines include measures that ensure security and privacy are integrated from the inception of our projects and systems.

This policy also encompasses various initiatives to reduce the risk of technological threats. In this regard, we maintain an updated inventory of data processing operations, conduct regular privacy and data protection assessments for third parties, and have an effective protocol for managing and recording incidents related to data protection and information security, including the application of disciplinary measures when necessary.

Additionally, we perform periodic reports and evaluations of data processing operations that have a high impact on data subjects. Our objectives are to continuously improve and optimize data protection governance processes, aiming to assess 100% of internal processes, new projects, and modifications to existing personal data processing operations. *HC-DY-230a.2*

Based on the Brazilian General Data Protection Regulation (BR GDPR - Law No. 13.709/18), we have developed a program to ensure security and transparency in the collection, processing and storage of personal data under our control. In 2023, there were no reported complaints from the regulatory agency or violations of privacy and personal data protection. *GRI 418-1, HC-DY-230a.3*

In the same year, we achieved a score of 3.08 (on a scale of 5 points) in the Information Security Forum (ISF), a system that evaluates cybersecurity best practices for health companies in the Americas and Europe. This is an improvement from 2022, when our score was 2.53, and higher than the average score for companies in the health care sector, which is 2.9.

# Safety is a priority

BP follows the global trend where data protection acts as a moderator of Artificial Intelligence technologies to ensure respect for individual privacy and informational self-determination. In addition to constantly checking our systems to ensure stored data security, we adopt other preventive actions such as:



Regarding data protection, it is worth noting that BP follows the guidelines of the main market standards to maintain its Data Protection Program as specified below:

- BR GDPR (Law 13.709/18 and resolutions)
- ABNT NBR ISO/IEC 27701:2020: Privacy Information Management System;
- ABNT NBR ISO/IEC 27002:2022: Information Security Controls;
- ABNT NBR ISO/IEC 29184:2021: Online Privacy Notices;
- ABNT NBR ISO/IEC 29151:2020: Information Technology – Security Techniques – Code of practices for personally identifiable information protection;
- ABNT NBR ISO/IEC 31700/1/2:203: Consumer protection – Privacy by design for consumer goods and services.

- Revising policies and standards
- Hiring audits to conduct security assessments;
- Providing ongoing annual training for our employees, physicians, and partners on information security and the theoretical aspects of BR GDPR and its daily impact. In 2023, 1,700 people completed our BR GDPR Integration Journey, representing 63% of trained employees.
- Using various protection tools, such as one that performs online analysis and issues phishing alerts for suspicious emails;
- Improving data utilization through the Analytics Tableau tool;
- Implementing a new, more user-friendly and fluid version of the Tasy hospital management software in the medical center and emergency room;
- Investing in automation through Robotic Process Automation (RPA) in the revenue cycle;
- In 2023, maintaining our certification at HIMSS EMRAM level 7, ensuring the highest degree of digitalization for an institution;
- Using agile methodology in technology projects and in the maintenance and improvement of systems;
- Revising our digital strategy to have four guiding focuses: digital health, relevant digital experiences, data usage and automation, and innovation.

In 2023, we were audited by one of the leading data protection firms in Brazil, and we achieved the highest score in compliance with the Brazilian General Data Protection Regulation (BR GDPR) within the health care market, complying with 80 distinct controls. In 2023, we recorded 66 processes evaluated under Privacy by Design, trained a total of 4,652 employees in Data Protection, and handled 3,747 data subject requests.

At BP, we ensure  
respect for  
individual privacy

### Annual Report 2023 - BR GDPR Training

Employee Journey	Summoned	Trained	Not trained	% Trained	Hours	Impact Meter
Integration Journey   BR GDPR Employees	2,682	1,700	982	63%	2,550	N/A
<b>Employee Journey – First Steps</b>						
BR GDPR in Practice   E-learning (Launched on 10/05/2023)	6,170	2,952	3,218	48%	1,476	94%
<b>Training – Third Party Topics</b>						
Third Parties – BR GDPR   E-learning	1,178	904	274	77%	904	99%
<b>Grand total of hours</b>						<b>4,930</b>

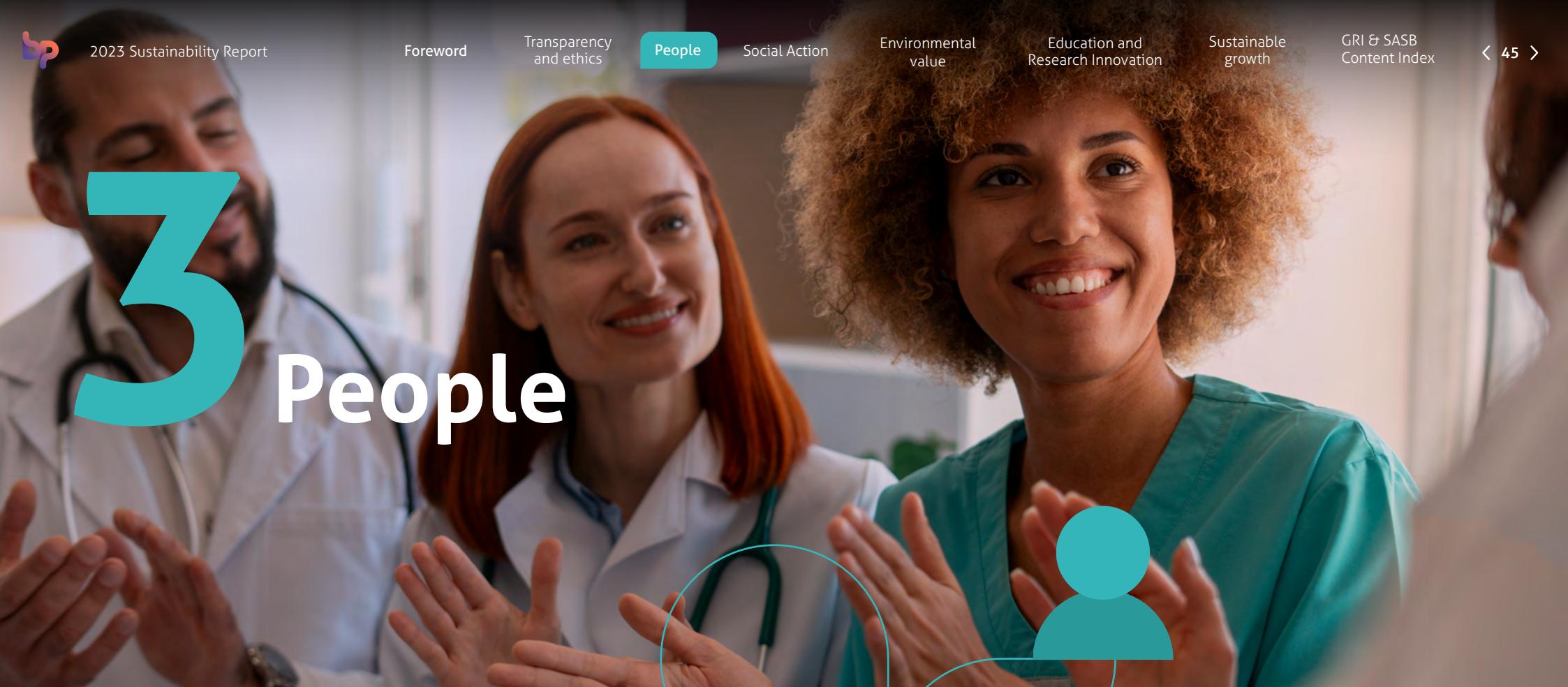


### Information security

The exchange of information with payers, including health insurance providers, follows the recommendations of the Brazilian General Data Protection Regulation (BR GDPR).

BP complies with all rules concerning anonymity, confidentiality, and the protection of personal and sensitive data. Additionally, our commercial contracts with operators include clear and well-defined rules regarding the rights and obligations under the BR GDPR.

# 3 People



Our culture must be cross-cutting across all levels of the organization and for all individuals





**BP is undergoing a crucial cultural change and has sustainable growth as one of its pillars**

# People management

GRI 3-3

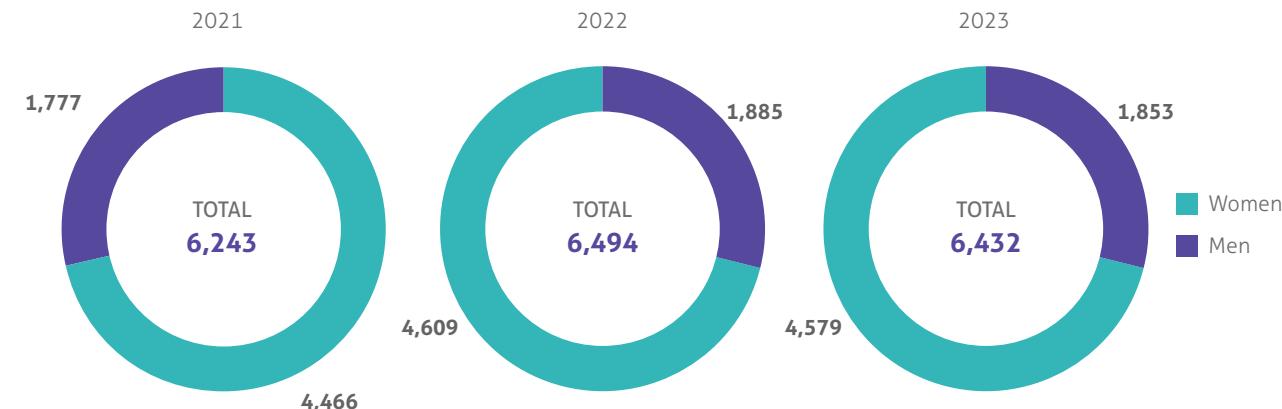
The health market has been undergoing significant changes, a movement mainly driven by the pandemic. These changes have impacted BP, which, since then, has been experiencing a crucial cultural change and has sustainable growth as one of its pillars.

One of the goals of this transformation is to ensure BP's culture embeds all levels of the organization, guaranteeing that employees develop a systemic perspective and can view the institution as a whole. This helps them recognize the importance of their professional roles in ensuring a solid and sustainable future for BP.

# Demographic profile GRI 2-7

BP has 6,432 employees, all with permanent contracts and based in São Paulo (SP). For corporate departments, we encourage a hybrid work format, with three days of in-person activity and two days of telecommuting (home office).

## Number of employees by gender GRI 2-7



*Note: The data is obtained from our system after the end of each month, with a direct count, considering the close on December 31, 2023.*

## Workers who are not employees GRI 2-8

Contractual relationship <sup>3</sup>	2021	2022	2023
Apprentices	102	122	103
Freelancers	108	102	246
Contractors <sup>1</sup>	1,815	1,697	1,801
Volunteers <sup>2</sup>	154	176	170
<b>Total</b>	<b>2,179</b>	<b>2,097</b>	<b>2,320</b>

Notes: 1 Service Providers: Cleaning, Security;

2 Voluntary Activity Providers; the data was obtained through direct counting as of 12/31. There were no significant fluctuations during the reporting period.

## Workforce by employment type, gender and region (São Paulo) GRI 2-7

	2021			2022			2023		
	Full time	Part Time	Total	Full time	Part Time	Total	Full time	Part Time	Total
Men	857	920	1,777	882	1,003	1,885	835	1,018	1,853
Women	1,802	2,664	4,466	1,820	2,789	4,609	1,866	2,713	4,579
<b>Total</b>	<b>2,659</b>	<b>3,584</b>	<b>6,243</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>

*Note: there are no employees without guaranteed working hours. Data is obtained from our system after the end of each month, with a direct count, considering the close on December 31.*

# Diversity and Inclusion

GRI 3-3

BP began creating and sustaining its Diversity, Equity, and Inclusion (DEI) function in 2022. Until then, the institution only carried out isolated actions and programs.

Our efforts focused on Governance with the creation of a policy, an inclusive communication guide, updates to our Code of Conduct, and a page on our internal communication channel featuring these documents, knowledge pills, and contact channels. We also started internal engagement initiatives covering diverse audiences. In 2022 and 2023, BP conducted several actions linked to D&I commemorative dates, reinforcing our stance and providing awareness and guidance to employees, associated physicians, and operators.

During this period, our actions reached about 3,900 internal people, 38,000 external people, over 2,000 associates, 3,000 physicians, and 217 operators.

BP also offered individual D&I mentoring sessions with the CEO and their direct team and fulfilled a TAC related to professionals with disabilities. This project included not only hiring but also leadership awareness and 80 hours of training for the hired professionals. Together with the Sustainability team, BP started

monitoring governance and D&I actions/results through Sustainability Subcommittees, which follow an annual calendar.

Between February and April 2023, BP conducted the first Diversity and Inclusion Census, providing important information about our workforce composition (6,432 employees working under the Brazilian Consolidated Labor Regulations). The census covered topics such as color or race, people with disabilities, gender and gender identity, and sexual orientation.

Data was collected through self-declaration, allowing us to work effectively towards promoting a more inclusive and equitable environment. We achieved a 73% response rate from the eligible audience, surpassing our goal of 70%.

In terms of gender, the census showed that 70% of the team is composed of women, with 53% in leadership positions (from executive management upwards). However, we see opportunities for improvement in this area.



**70%**

of the team composed of  
**women**, with

**53%**

in **leadership positions**  
(from executive management upwards)



By 2030, our goals are:

Establish a partnership with UN WOMEN WEPS /  
Elas Lideram Movement

Develop a plan in partnership with the Health  
Center based on data from the main occurrences  
involving women to positively impact our  
female audience

Ratio of basic salary and compensation of  
women to men is being studied, in accordance  
with effective standards

Regarding Professionals with Disabilities, although the quota demanded by legislation was met, a significant challenge was the high turnover rate within this group. To address this, BP implemented several initiatives, such as focus groups that provided inputs and contributed to the development of improvement plans, the adoption of a process to identify the need for tools or equipment during the recruitment and selection of these professionals, and the development of a training project that registered 165 applications from individuals with disabilities for some entry-level positions, representing about 36% of eligible professionals. This project included lectures, workshops, online courses, and discussion circles on topics such

as self-awareness, sustainability, continuous learning, leadership, career development, feedback and communication, project management, self-management, emotional intelligence, intrapreneurship, innovation, and use of the Microsoft Office suite. In this edition, we had a total of 60 graduates and an average NPS score of 96. This action will be conducted again in 2024. *BP-03*

All these actions throughout the year have already brought results, concluding 2023 with 339 PWDs on the team. The turnover rate in this profile decreased by 13.3 percentage points compared to 2022.

Considering goals and commitments within this pillar until 2030, we have:

Update the Development Journey, with a  
goal of 80% adherence and a satisfaction  
score of 8.0

Develop a Mentoring Program for managers of  
professionals with disabilities, with a goal of  
80% adherence and a satisfaction score of 8.0

Equalize the turnover rate of PWDs  
with that of the Company

Looking at the Young Apprentices Program, discussion circles were held to guide the creation of an action plan for improvements. There was a 43% retention rate, but 25% of the young participants requested to leave before the end of the program. In 2024, efforts will focus on executing the plan to reduce the percentage of exits and increase the satisfaction of young participants throughout the Apprentice Program.

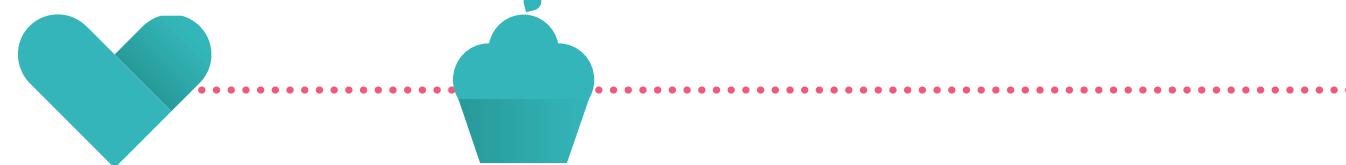
On the pillar of Race, there is a higher percentage of Black individuals (black and brown) within BP's overall workforce. However, there is a noticeable imbalance in Black representation in leadership positions (supervisors and above).

In response to this scenario, starting in 2024, BP will implement affirmative actions for this group, with goals and commitments extending to 2030:

Achieve 30% Black leadership

Sign the IDBR – Instituto Identidades do Brasil

Sign the Pact for the Promotion of Racial Equity



Finally, in the LGBTQIAPN+ Pillar, the percentage is similar between the general workforce and leadership; however, 31% of employees preferred not to disclose their sexual orientation in the census. In response to this scenario, the goals will focus on a culture of belonging and non-discrimination by 2030:

Increase requests for benefits for same-sex partners. Current: 0.018%.

Monitoring the engagement indicator in events vs. the previous year. Current average: 80, with a target to reach 90

Pulse Surveys: Recommend BP to the LGBT Community: Current score: 8.0, target score: 9.0

LGBT Community Sentiment in terms of respect, safe space, and equal treatment. Score 9.0 by 2030 (first survey to be conducted)



We work tirelessly to positively impact society through our capabilities, knowledge, talents, and technologies for the benefit of health and holistic care for people



### Employees by category and age group *GRI 405-1*

	2022			2023		
	Under 30	30 to 50	More than 50 years	Under 30	30 to 50	More than 50 years
Board of Trustees	0%	6%	94%	0%	6%	94%
Advisory Board	0%	17%	83%	0%	9%	91%
Oversight Board	0%	0%	100%	0%	20%	80%
Administrative Board	0%	0%	100%	0%	0%	100%
Associated committee	0%	0%	100%	0%	0%	100%
Strategy and finances committee	0%	28%	72%	0%	25%	75%
Governance, risk and compliance committee	0%	20%	80%	0%	25%	75%
Works and property committee	0%	25%	75%	0%	0%	100%
People committee	0%	0%	100%	0%	0%	100%
Executive Board	0%	0%	100%	0%	22%	78%

### Employees by category and gender *GRI 405-1*

	2022		2023	
	Men	Women	Men	Women
Board of Trustees	100%	0%	94%	6%
Advisory Board	83%	17%	82%	18%
Oversight Board	83%	17%	80%	20%
Administrative Board	100%	0%	100%	0%
Associated committee	71%	29%	80%	20%
Strategy and finances committee	57%	43%	75%	25%
Governance, risk and compliance committee	100%	0%	100%	0%
Works and property committee	80%	20%	100%	0%
People committee	40%	60%	67%	33%
Executive Board	56%	44%	67%	33%

Employees from minority and/or vulnerable groups, by employee category *GRI 405-1*

	2023
<b>[Black]</b>	
CEO	0.00
Officer	14.29
Executive Manager	6.52
Middle Managers	18.75
Coordinators	24.56
Supervisor	33.87
Specialists	18.33
Consultant	16.67
Administrative	39.79
Operational	56.64
Care	41.98
Assistance	41.97
<b>Total</b>	<b>43.14</b>
<b>[LGBT]</b>	
CEO	0.00
Officer	0.00
Executive Manager	4.35
Middle Managers	6.25
Coordinators	7.02
Supervisor	8.06
Specialists	8.33
Consultant	8.33
Administrative	7.46

	2023
Operational	6.90
Care	4.59
Care	11.92
<b>Total</b>	<b>5.91</b>
<b>[PwDs]</b>	
CEO	0.00
Officer	0.00
Executive Manager	4.35
Middle Managers	0.00
Coordinators	0.88
Supervisor	0.00
Specialists	1.67
Consultant	0.00
Administrative	7.46
Operational	14.48
Care	0.98
Assistance	3.11
<b>Total</b>	<b>4.76</b>

Note: Definition of Governance Body considers the positions of CEO, Executive Board, and Executive Management, and does not include positions below these management levels such as Manager, Coordinator, and Supervisor. Definition of LGBT: A company survey identified the following categories as LGBT: Asexual, Bisexual, Homosexual, Pansexual.

# Attraction and Retention

HC-DY-330a.2

We aim to find and retain professionals who identify with our culture and contribute to BP's evolution in quality and excellence. In 2023, we implemented a recruitment system to improve the experience for candidates and managers, conducted satisfaction surveys, formed marketing partnerships for talent attraction, reviewed the internal opportunities program, and increased efforts to hire people with disabilities, reaching 5% of the workforce and concluding a 10-year Conduct Adjustment Term (TAC).

Additionally, we surveyed our employees (including managers) to map their journey within the company and identify the highlights and opportunities for improvement in their experience, from their first day at BP to when they leave.

The Onboarding 2.0 project is one of the results of this initiative and has redesigned our integration program. Changes ranged from simple adjustments like providing a welcome kit and changing the location where new employees are welcomed to altering the program content. One of these changes was including a presentation on BP's values during integration, as we believe it is important for new employees to be

introduced to this topic when they start working with us. BP's talent search is not only conducted through external recruitment but also through the Internal Opportunities Program (OI), a tool that allows employees to enhance a highly valued competency at BP: intra-preneurship.

Any employee can apply for the OI, and if approved, move to other areas within BP. In 2023, the OI Program opened 758 positions and received 2,164 applications.

Regarding retention, the institution focused on cultural transformation, leadership empowerment, enhancing employee experience, high performance, and building BP's future, with projects such as weekly climate surveys, promoting feedback, comprehensive health programs, opening wellness spaces, leadership and future leader development, cultural fit and performance reviews, introducing new benefits, and self-development projects.

These initiatives helped reduce turnover from 24.7% in 2022 to 22.8% in 2023.

**Reduction of turnover**  
from 24% (2002) to

**22.8%**

## Young Apprentice Program

This program is a partnership between BP and ESPRO, a non-profit organization for professional training and youth inclusion in the job market.

ESPRO is responsible for the educational and welfare monitoring of young apprentices, while BP's leadership develops a personal development plan for each apprentice. Before the program ends, BP's leadership and HR team meet with ESPRO to assess the possibility of hiring.

In 2023, 115 young apprentices were hired (92 women and 23 men). Of the 93 contracts that ended in 2023, 40 employees were retained, i. e., a retention rate of 43%.



**115**

young apprentices  
hired  
(92 women and 23 men)

**40**

employees  
retained (43%)



Total number and rate of new hires during the reporting period, broken down by age group *GRI 401-1*

Age group	2021				2022				2023			
	Procurement	Hiring rate	Terminations	Turnover rate	New hires	Hiring rate	Terminations	Turnover rate	New hires	Hiring rate	Terminations	Turnover rate
Below 30	861	53.9%	769	49.0%	855	50.0%	600	42.0%	712	41.6%	640	39.5%
30 to 50	711	44.0%	1,029	22.0%	842	49.2%	788	20.0%	679	16.9%	851	19.1%
Over 50	25	1.6%	145	12.0%	14	0.8%	54	5.0%	36	5.1%	143	12.7%

Note: all employees are based in the São Paulo region

Total number and rate of new employee hires during the reporting period, broken down by gender *GRI 401-1*

Gender	2021				2022				2023			
	New hires	Hiring rate	Terminations	Turnover rate	New hires	Hiring rate	Terminations	Turnover rate	New hires	Hiring rate	Terminations	Turnover rate
Men	477	26.8%	545	28.8%	530	28.5%	424	25.6%	426	23.0%	490	24.7%
Women	1,120	25.1%	1,398	28.2%	1,181	25.6%	1,018	23.8%	1,001	21.9%	1,144	23.4%

Note: all employees are based in the São Paulo region.

Voluntary turnover rate *HC-DY-330a.1*

Category	2023			
	Total workforce, by category	New hires	Terminations	Turnover rate
Physicians	33	0	1	1.52
Non-physician health care practitioners	3,452	429	202	9.14
All other employees	2,947	998	519	25.74
<b>Total</b>	<b>6,432</b>	<b>1,427</b>	<b>722</b>	<b>16.71</b>

## Involuntary turnover rate HC-DY-330a.1

Category	2023			
	Total workforce, by category	New hires	Terminations	Turnover rate
Physicians	33	0	1	1.52
Non-physician health care practitioners	3,452	429	333	11.04
All other employees	2,947	998	436	24.33
<b>Total</b>	<b>6,432</b>	<b>1,427</b>	<b>770</b>	<b>17.08</b>

Note: All physicians are registered under the Brazilian Consolidated Labor Regulations (CLT) system in the RM TOTVS database.

## Percentage of employees receiving regular performance and career development reviews GRI 404-3

Category	2021	
	Men	Women
Executive Board	100%	100%
Middle management	100%	100%
Technicians/Supervisors	20.10%	17.01%
Administrative	7.20%	11.18%
<b>Total</b>	<b>19.00%</b>	<b>16.84%</b>

## Development

Our employees undergo annual performance evaluations to assess their professional development and identify competencies to improve. In 2022, we launched the Potencializa program as a pilot project for career and development, which saw significant enhancements in 2023. These improvements included more frequent feedback sessions. We also improved the 360° evaluation process, where employees are assessed by both their managers and peers. In 2023, we initiated an internal survey to understand employees' perceptions of BP's professional recognition processes and to enhance this system.

Improvement opportunities related to feedback and recognition actions were identified using Pulses, a continuous survey platform adopted two years ago. Pulses supplements the information from our annual organizational climate evaluations. With a user-friendly interface and mobile access, our employees evaluate BP weekly across twelve categories, including fairness, happiness, opportunities, and innovation. In 2023, the highest-rated items were pride

in belonging (employees feeling like BP ambassadors), belief in our mission and values, and happiness ("at BP, I feel comfortable being myself"). Conversely, we identified areas for improvement in aspects such as 'fairness' and 'innovation'.

**Pride in belonging, belief in our mission and values, and happiness were the highest-rated items in the climate survey**

## Remuneration

GRI 2-19, 2-20

BP's remuneration policies aim to attract and retain talents aligned with the institution's values and objectives and combine fixed and variable compensation. Annually, we conduct a comparative analysis with the market, evaluating companies in similar segments or those that adopt compensation strategies similar to ours.

Within this scope, there are various forms of compensation and incentives, including attraction bonuses for new talents, recruitment incentives, severance compensations, clawback provisions for bonuses and incentives in specific cases, and retirement benefits.

The development of remuneration policies in our organization follows a structured process supervised by an independent consultancy firm to ensure best practices and impartiality. The process includes:

- Definition of objectives and compensation philosophy;
- Conducting market analyses to ensure competitiveness;
- Creating attractive remuneration packages;
- Implementing rigorous performance evaluations;
- Conducting periodic reviews to ensure relevance and effectiveness;
- Maintaining a high level of transparency and constant communication about policies.

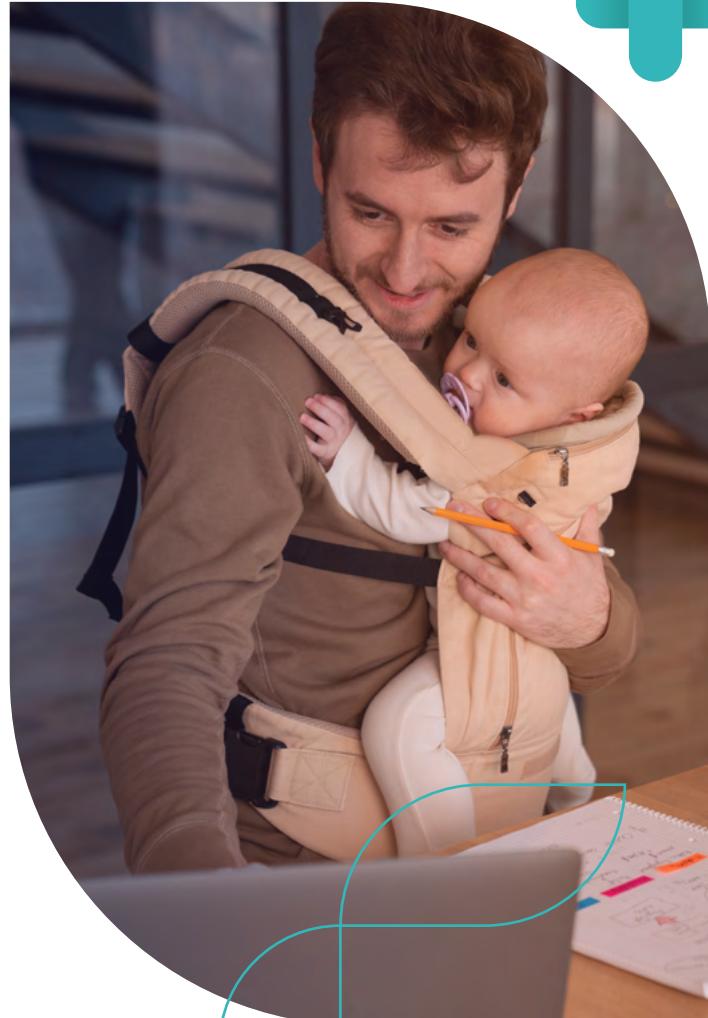
Our goal is to always offer fair recognition of our employees' professional competence. Both working conditions and salary adjustments are determined through collective bargaining, and the benefits we offer comply with legal requirements and consider best market practices. These benefits include: health and dental insurance, disability and invalidity pension. *GRI 401-2*

**Our goal is to always fairly  
recognize our employees'  
professional competence**



## Benefits we offer

- Bradesco health-care plan
- Dental insurance
- Discount on medications
- PAP – Personal Support Program
- Employee health center
- Meal vouchers for employees allocated outside the complex (Bela Vista)
- On-site cafeteria
- Childcare assistance according to the collective bargaining agreement
- Extended parental leave
- Transportation tickets
- Partnership with Sesc
- Discounts partnership
- VIVA 365 Health and Wellness Program
- TotalPass partnership
- Orienteme platform for sessions with psychologists and nutritionists



## Parental leave *GRI 401-3*

	2022	2023
<b>Total workforce</b>		
Men	1,862	1,853
Women	4,621	4,579
<b>Total employees who took parental leave during the current year</b>		
Men	35	55
Women	44	60
<b>Total employees who returned to work after parental leave ended</b>		
Men	35	46
Women	44	36
<b>Total number of employees who returned to work after parental leave ended that were still employed 12 months after their return to work</b>		
Men	33	40
Women	44	36
<b>Return rate %</b>		
Men	100	85
Women	100	59
<b>Retention rate %</b>		
Men	94	87
Women	100	100

# Training

To ensure our employees take charge of their careers, we offer a wide range of training programs that keep them up to date with market practices and innovations.

We are committed to advancing the skills of our professional staff through improvement programs, internal courses, and financial support for external training.

The focal areas include Creativity and innovative thinking; Digital vision; Continuous learning and adaptability; Intercultural competence; Diversity, Equity, and Inclusion; Systemic Perspective, critical thinking, and problem-solving; Emotional intelligence and social skills; Health self-care; ESG: Concept and practice; and Self-awareness.

In 2023, we launched the BP Learning Ecosystem, integrating all training initiatives into four pillars: initial mandatory courses, elective courses, educational partnerships, and customized development journeys for specific groups such as leaders and professionals with disabilities.

The training can be online or in-person. The Virtual Academy is our Distance Learning (EAD) platform that prepares our employees to perform their roles better. We have a training schedule designed to increase our employees' engagement with the institution and develop leadership skills not only among those who informally lead by being a benchmark among their peers but also among employees who officially hold management positions.

In 2023, our Learning Plan included strengthening journeys for current and emerging leaders, aiming to offer them the opportunity to enhance their repertoire and connection to improve performance; expanding educational partnerships to offer more discounts and new areas of knowledge, among other initiatives.

## Learn about some of our programs:

### 360 Leadership

Targeted at operational leaders and employees who, although not in leadership positions, lead some processes and projects within their teams. This program was created to encourage self-development and continuous learning to practice more humanized leadership.

In 2023, 279 employees registered to participate in Leadership 360. Over the course of more than 70 meetings, the average attendance was 85%, with an average NPS of 85 points. The content included the development of self-awareness, knowledge about the health sector, and the expansion of management repertoire.

### Leadership Development Journey (JDL)

- The Leadership Development Journey held its 3<sup>rd</sup> cycle in 2023. There were over 180 hours of meetings, aimed at the group of about 280 BP leaders (executive managers, managers, coordinators, supervisors, and consultants).

- The journey focused on fostering conversations and connections through "Straight Talk" forums held throughout the year, encouraging self-awareness through group mentoring sessions and individual coaching, and expanding repertoire through the "Click and Connect" block, which connected our leaders with topics such as Well-being, Innovation, and

Systemic Perspective. Over 14 topics were offered for leaders to choose from and design their own customized journey. The meetings were very positively evaluated by the leadership.

- For the senior leadership group, a specific program was conducted using the Human Element methodology, which focuses on building solid interfaces and trust relationships within the group.

## Medical Leaders Program (PLM)

A continuing education program aimed at BP physicians to increase their engagement with the institution and improve their interaction with patients. In 2023, 100 physicians were involved.

**100**  
Physicians involved

## Continuing education

Continuous learning also extends to our multidisciplinary care team, which includes social workers, biomedical professionals, nurses, pharmacists, physiotherapists, speech therapists, nutritionists, and psychologists. This training span over three axes:

### Admission

Refers to the training that new employees must complete during their first ninety days at BP.

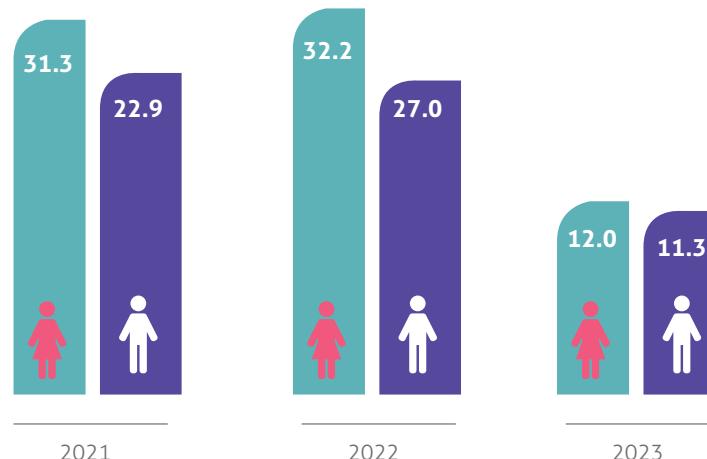
### Institutional

Includes mandatory training for all employees that must be completed regardless of tenure. This training relates to the review of protocols, legal standards, and changes in care practices.

### Specific Disclosures

Directed at certain groups, such as best sterilization practices for the CME (Central Sterilization Supply Department) or handling dialysis machines for the hemodialysis team.

### Average hours of training per employee by gender



### Average hours of training per employee by employee category GRI 404-1

	2023
CEO	-
Officer	2.62
Executive Manager	24.96
Middle Managers	20.6
Coordinators	18.88
Supervisor	19.62
Specialists	10.23
Consultant	14.10
Administrative	6.38
Operational	9.07
Care	13.91
Assistance	5.48

# Workplace health and safety

*GRI 403-3, GRI 403-6, GRI-403-7*



BP develops programs and initiatives to ensure that its employees have access to medical and health services not related to work, including supplementary health plans, on-site clinics or health centers, wellness programs, psychological assistance, medical expense reimbursement, and online health.

These services cater to full-time, part-time, permanent, and fixed-term contract employees.

Additionally, we offer health promotion and disease prevention programs covering various aspects: weight control and nutrition, exercise, vaccination campaigns, mental health, health screenings, chronic disease prevention, health education, sexual health awareness, disease management, cancer prevention, and alcohol and substance abuse control. Health programs and services can be used during work hours and are available to our employees—sometimes extending to their families, especially through the health plan. Professionals providing these services are registered with the Regional Medical Council, specialized in occupational medicine, and have completed medical residency.

All information about health promotion services is shared via internal communication, awareness campaigns, printed materials, corporate emails, intranet links/channels, and online platforms and apps.

It is also important to note that BP maintains the confidentiality of employees' health-related personal data to ensure it is not misused. This is ensured by compliance with legal standards, privacy policies, restricted access, data security, limited retention, audits, monitoring, reporting channels, and a system of accountability.

**We offer various  
programs and initiatives  
for health promotion  
and disease prevention  
for our employees**

## Physical and mental health

The Viva 365 Program covers the six types of health recognized by BP:



### Emotional

BP offers workshops, live streams, and discussion groups on mental and emotional health to increase self-awareness and mindfulness and provide support during challenging times. Additionally, BP has installed meditation kiosks in the occupational health service and physiotherapy clinic and provides mindfulness techniques, Positive Psychology, gratitude, and auriculotherapy sessions, among other services, in the Viva 365 decompression room. We have also increased the availability of psychotherapy through an app.



### Social

Here, the actions are focused on encouraging leisure activities and social interaction, such as providing a space that can be used for rest or interaction among employees.



### Physical

Initiatives focus on health and safety, physical activity, healthy nutrition, and preventive and safe behavior. In 2023, our attention was primarily directed towards our female professionals through the Women's Health Program, as they make up more than 70% of our workforce.

Besides prenatal care for approximately 100 pregnant employees per month, we also offer routine breast and gynecological cancer prevention. Pregnant employees who receive care from us incur no costs. Our policy is to remove employees working in hazardous areas from such environments as soon as pregnancy is discovered, allowing them to focus on their babies throughout pregnancy and the first months following childbirth. We also work in family planning and provide free insertion of IUDs and hormonal implants in our outpatient clinic. At the end of 2023, this service was expanded to also cater to the wives and daughters of our employees.

Regarding immunization, in 2023, we encouraged our employees to complete their vaccinations against the novel coronavirus and influenza. Our outpatient clinic also offers, year-round and free of charge, vaccines against hepatitis B, tetanus, diphtheria, measles, mumps, and rubella.



Pre-natal care to  
about

**100** pregnant employees per month

Preventing  
**breast and**  
**gynecological**  
cancer

Insertion of  
**IUD**  
and hormonal implants  
for free

**Vaccines**  
against **hepatitis B, tetanus, diphtheria, measles, mumps, and rubella**



## Intellectual

BP encourages its employees to participate in activities that involve culture and learning.



## Financial

This pillar includes initiatives that stimulate financial planning and setting targets as a form of personal and professional fulfillment.



## Spiritual

Initiatives related to ethics, values, compassion, transcendence, gratitude, and forgiveness, among others.



## Personal Support Program (PAP)

Having and maintaining emotional balance is important for all our employees, but for those who are part of the care teams, it is fundamental. We carry out targeted actions for mental care throughout the year. The Personal Support Program (PAP) helps in facing adversities and offers various services to take care of BP employees' mental health:

- Passive and active mental health surveillance with a specific tool to screen for emotional distress in all occupational exams (SRQ-20);

- Psychological and psychiatric support on demand by the employee or actively in critical cases;

- Support provided by PAP psychologists for employees and their families. This service, available via our 0800 hotline, is available seven days a week;

- Regular meetings mediated by a psychologist, live sessions, and conversation circles about the importance of mental health care. Employees also have access to online materials on various platforms (Viva Ok portal, Workplace, videos and podcasts);

- Support and assistance for employees during traumatic events.

BP's Occupational Health Surveillance Program (PCM-SO) focuses on disease prevention and health promotion as its pillars and includes both spontaneous employee demand and active care such as medical exams to collect data related to occupational risks.

Since the COVID-19 pandemic, mental health has been a prominent topic, another pillar of our occupational health program. We understand that this issue should remain in focus for the benefit of our employees. Thus, we began 2023 with workshops at the learning village to present the work done at BP regarding this topic and that of other startups focused on mental health to exchange experiences and understand how new technologies could assist our employees in this matter.

**Mental health is one of the pillars of our occupational health program**

### Personal Support Program (PAP)

	2021	2022	2023 <sup>1</sup>
Number of people benefited	11,843	13,883	2,304
Number of contacts made	34,161	25,311	11,609
<b>Employee Health and Safety</b>			
Number of engagements	37,221	32,774	31,107
Health appointments	10,979	12,263	10,613
Care via telemedicine and telemonitoring	8,611	10,344	3,347
Care on our women's health program	2,826	3,013	2,285
Number of online workplace gymnastics classes	120	156	5
Number of in-person workplace gymnastics classes	2,580	5,928	871
<b>Immunization of employees, dependents, associates, and third parties</b>			
Diphtheria and tetanus	1,060	260	648
Hepatitis B	500	300	789
Measles, mumps, and rubella	1,100	1,820	517
Meningitis C	0	3,844	0
Influenza	8,464	5,753	3,175

1: The services of the Personal Support Program (PAP) underwent scope changes starting from June 2023.



# Occupational safety

GRI 403-1, 403-4, 403-7, 403-8

Our Health, Safety, and Environment Management System (HSE) is governed by effective legal standards and complies with the Occupational Health Surveillance Program (PCMSO), the Environmental Risk Prevention Program (PPRA), and several requirements of Regulatory Standards (NRs) 1, 4, 6, 7, 10, 15, 16, 17, 32, 33, and 35.

BP adopts these NRs to guide data compilation, ensuring coverage, accuracy, consistency, and objective analysis of the information collected. The methodologies employed include inspections, evaluations, accident and incident reports, and occupational health data, using techniques and tools such as forms and checklists.

The HSE system encompasses 100% of our employees, except for contractors, for whom we are developing a specific policy to be implemented in 2025. Until then,

we strictly follow the applicable legal provisions for this employee category. The activities covered by HSE include logistics, operations, transportation, maintenance, support services, administrative roles, leadership, management and supervision, and utilities.

The workplaces covered by HSE include the headquarters, research and development facilities, training and development facilities, customer service centers, maintenance and service facilities, operations centers, educational sites, and health care facilities.

We constantly involve our employees in the development, implementation, and evaluation of the health and safety management system. This participation occurs through committees such as the Internal Accident Prevention Commission (CIPA), the Prevention Program for Risks in Accidents with Sharp Materials (PPRAMP),



the Health Care Services Waste Management Program (PGRSS), and the Radiation Protection Program (PPR). The primary employee participation occurs during risk assessment and the application of the hierarchy of controls. Relevant health and safety information is made available through internal communication, workshops and training sessions, awareness campaigns, printed materials, corporate emails, intranet links/channels, and online platforms and apps.



**100%**  
of **employees**  
covered by HSE

**We constantly involve our staff in the development, implementation and assessment of our occupational health and safety management system**

BP's health and safety management system also adheres to collective agreements and conventions, labor laws, guidelines from the Ministry of Labor Prosecutor's Department (MPT), and inspection and oversight requirements. This system is based on the regulatory standards of the Ministry of Labor and Employment (NRs).

We are currently developing a Health, Safety, and Environment policy. This policy will include practices to address physical risks due to the increased frequency of extreme weather events and changes in morbidity and mortality rates of diseases associated with climate change. *HC-DY-450a.1*

**When it comes to occupational safety, we are always attentive to accident prevention and occupational and environmental risks**



## Risk-related assessment and training

*GRI 403-2, 403-5*

When it comes to occupational safety, we are always attentive to accident prevention and occupational and environmental risks inherent in our field. The Risk Management Program (PGR) is a tool focused on the health and safety of our employees, enabling the mapping of risks and hazards and accident prevention. In 2023, the Ministry of Labor evaluated our PGR for improvements, leading us through an educational process to introduce the requirements identified during this analysis.

There are also non-routine processes such as risk assessments in construction projects, in cases of non-compliance, and impacts of organizational changes. The methodology used to ensure the quality of these processes includes sample validation of data collected in the field by technical management. Currently, the results of these processes are not yet used to improve the health and safety management system.

We are developing a structure and communication channels, scheduled for future implementation, to allow our employees to report hazards and dangerous situations safely and without fear of punishment or retaliation for making such reports. Additionally, a policy is being developed aligned with our code of ethics commitment, ensuring our professionals' right to withdraw from work situations that pose a risk to their health or safety.

Regarding fire prevention and control, we have several preventive actions, educational drills, and evacuation simulations. We hired firefighters who previously worked with us as contractors. Now, BP has 24 of these professionals on its staff. Despite not being a legal requirement, we understand that this is the most direct and effective way to address occupational safety issues. In addition to having our own staff, we hired a company to train firefighters.

The Internal Accident Prevention Commission (CIPA) works on preventing and reducing occupational accidents with initiatives that include employees and service providers covering topics such as professional conduct, working conditions, use of Personal Protective Equipment (PPE), regulatory standards, signage, material handling, cleanliness, and organization. We also use a safety management tool that investigates and identifies hidden and latent system failures—these can cause various risk situations before leading to an accident. In 2023, there were no occupational injuries with serious consequences.

We work robustly on offering training and capacity building in health, safety, and topics such as fall prevention, fire fighting, ergonomics, first aid, use of Personal Protective Equipment (PPE), working at heights, and electrical safety.

The training is aimed at all our employees and can be conducted in person or through the Virtual Academy. This training is also part of the Integration Journey Pathway.

Service providers, especially those performing maintenance, construction, and renovation services, also undergo specific safety training when the departments responsible are informed. Additionally, BP maintains a quality assurance program with equipment testing, procedure control, and precautionary processes regarding aerosols, droplets, and contact as determined by the Ministry of Health.

## We had a reduction of 20 percentage points in our rate of mandatory reportable occupational injuries

### Number of work-related injuries GRI 403-9

	2021	2022	2023
Number of hours worked	908,083	905,956	913,377
Number of recordable lost-time injuries	121	192	170
Number of recordable no-lost-time injuries	97	155	87
Total number of recordable work-related injuries	218	347	257
Rate of recordable work-related injuries	48.01	76.60	56.27

Note 1: There is no monitoring of occupational injuries for third parties.

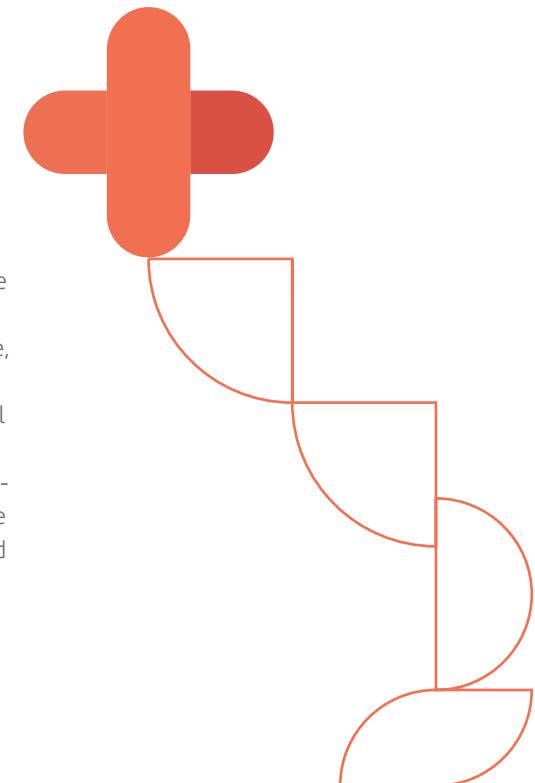
Note 2: We have not had any fatal or severe occupational injuries in the past three years.

Note 3: Based on 200,000 hours worked.

Note 4: Data for 2021 and 2022 have been corrected. GRI 2-4

The types of occupational injuries that occurred include falls, exposure to chemical substances and biological agents, trauma and musculoskeletal injuries. As we are revising our occupational risk management program, these accidents had not yet been mapped, identified, or classified as hazards and risks to occupational safety. Currently, our occupational risk management program is in its third edition, with completion expected in 2024.

Measures taken to eliminate hazards and minimize risks include accident investigation, open communication, and compliance with effective legal standards. The occupational injury data includes information on full-time, part-time, permanent, and fixed-term employees. Complete inclusion of all employees in occupational injury data will be possible after the conclusion and implementation of the Health and Safety Policy, expected to be finished in 2025.



# Physician Relations Program (PRM)

The relationship with the 6,383 physicians on our medical staff is of utmost importance to BP. Therefore, we continue investing in the retention, qualification, and excellence of these professionals, paving the way for scientific research through BP Education and Research.

Another important aspect is the recognition of these professionals. Since 2016, BP has promoted the Medical Relationship Program (PRM), which aims to stimulate meritocracy, reciprocity, and the partnership of physicians with the hospital. This program is based on the overall participation of physicians in various areas and services of BP, fostering professional excellence, quality and safety in care, and institutional participation.

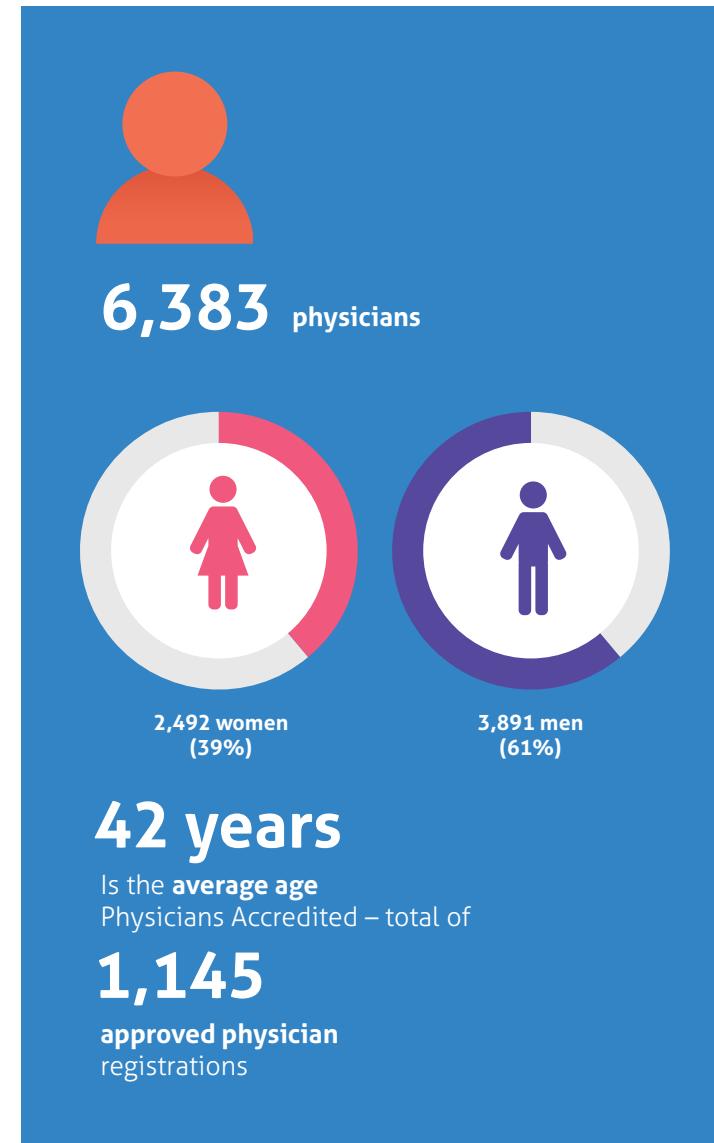
Through this program, we recognize physicians based on institutional relationships and the Health Value Score (EVS), which relates the Quality Index (QI) with the Cost Index (CI) in various medical specialties and some areas of practice, evaluating medical performance in annual cycles. We also aim to be a hub for attracting excellent professionals, encouraging integration into the multiprofessional structure, developing quality, and retaining the medical staff with opportunities for professional growth.

Currently, 496 physicians are part of the PRM and are recognized for their high-performance care and as national and/or international references in their areas

of expertise. As a result, we have a highly dedicated and loyal team working to maintain BP's excellence in customer care.

BP was recognized internationally by Newsweek magazine as one of the best health care institutions in the world. BP's Neurosurgery department was again ranked as the leader in the country, securing 1<sup>st</sup> place in Newsweek's ranking, reflecting how we relentlessly strive for excellence and the exceptional commitment of our physicians. The areas of Oncology, Cardiac Surgery, and Urology are among the top four in Brazil, alongside other prominent specialties such as Cardiology, Gastroenterology, and Pediatrics. Additionally, our participation in Proadi-SUS, a program supporting the institutional development of the Unified Health System (SUS), reinforces BP's commitment to improving the quality of health care across Brazil. BP has a highly professional and dedicated medical staff whose passion and commitment not only define the standard of excellence that guides us but also enable us to achieve and maintain these remarkable results. This success is a testament to the hard work and dedication of our entire team, demonstrating what we can achieve when we strive together for a common goal.

BP is very grateful to have the professionalism of its clinical staff, which often transcends the field of medicine and reaches the realms of teaching, research, innovation, and leadership.



## Accredited Physicians – total of 1,145 approved physicians

Month	2021	2022	2023
January	53	99	87
February	95	106	151
March	180	196	91
April	86	117	150
May	95	148	132
June	78	129	80
July	82	149	123
August	133	122	77
September	96	110	76
October	94	105	42
November	92	51	39
December	57	17	97*
<b>Average</b>	<b>95</b>	<b>109</b>	<b>95</b>

\*Increase of 471% YoY (December 2022)

## Renewed Accredited Physicians – Total of 1,396 Medical Recredentials

Month	2021	2022	2023
January	145	159	61
February	158	193	54
March	69	277	59
April	80	161	50
May	171	133	124
June	95	129	174
July	92	88	87
August	193	92	111
September	155	64	136
October	212	60	164
November	136	59	173
December	132	74	203*
<b>Average</b>	<b>136</b>	<b>125</b>	<b>116</b>

\*Increase of 174% YoY (December 2022)

# Patient health and safety

*GRI 3-3*

The health and well-being of our clients are our *raison d'être*. Providing safe and effective service is why we exist. To achieve this, we rely on adequate and comfortable infrastructure, state-of-the-art equipment for diagnostics and treatments, and a team of health care professionals who receive continuous education. In 2023, there was an average of 95 new physicians accredited per month, consistently expanding BP's clinical staff.

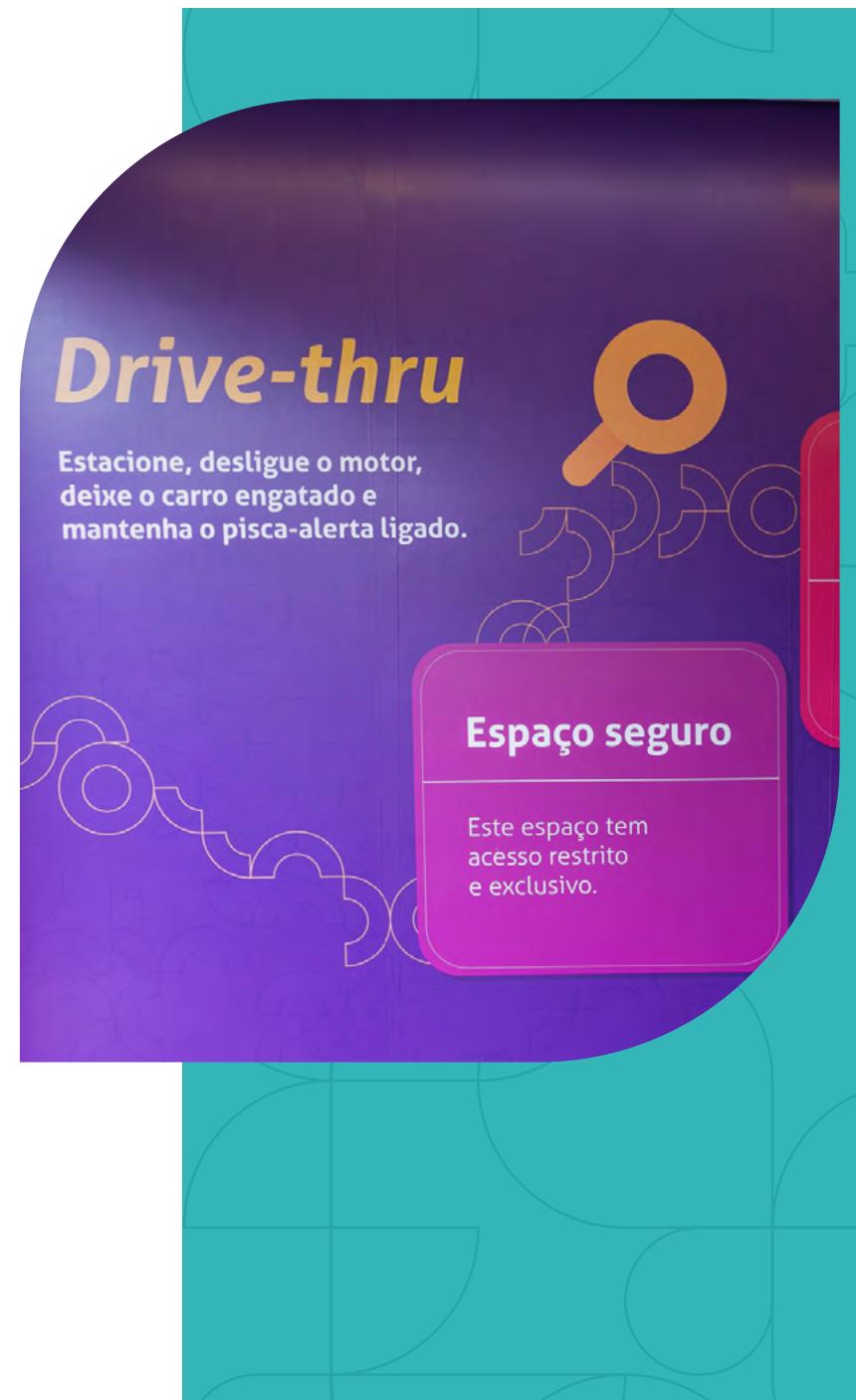
To ensure patient safety, we follow health and hospital care protocols established by legal standards, adopt regulations and practices based on national and international scientific evidence, and seek national and international safety and quality certifications. These are ongoing efforts with regularly monitored care indicators.

In this regard, our indicators are tracked with benchmark metrics from the National Association of Private Hospitals (Anahp) and the Health Surveillance Coordination (Covisa), with particular emphasis on using the DRG (a value-based health management platform aimed at improving care quality and avoiding waste) to understand the complexity of our services.

To evaluate performance, we include in our Quality of Care Indicator, which assesses the dimensions of quality according to the Institute of Medicine (safety, effectiveness, patient-centered care, timeliness/access, efficiency, and equity) in health, seeking to evaluate how equitable the care provided at BP is.

Always aiming for the best and safest for our clients, even with the end of the COVID-19 pandemic, we continue to take special precautions to protect employees and patients:

- Personal Protective Equipment (PPE) for hospital and laboratory teams;
- Telemedicine (teleconsultations) and Digital Urgent Care, accessible via BP's website or app, allowing for medical prescriptions and identifying signs and symptoms that may indicate the need to visit the emergency room;
- Drive-thru for lab test collection;
- Check-in for consultations and exams to expedite client accreditations.



# Support and palliative care center

Our Support and Palliative Care Center has a highly trained team to offer personalized and humane care, alleviate suffering, and help manage symptoms and psychosocial and spiritual issues that often arise during severe illnesses.

The work of the professionals in the Center also includes advanced care planning and guidelines for future decisions, all with great respect for the life and history of each client.

**12** physicians

**3** pediatricians

**3** psychologists

**1** specialized nurses

The Center's care, which can be hospital or outpatient, in-person or remote, is intended for oncological and non-oncological patients. The team includes:

We have a multidisciplinary Support and Palliative Care Center to provide personalized and humane care

# Patient Safety Assessment

*GRI 416-1, 416-2*

We continuously assess potential health and safety impacts on our patients concerning the introduction of products and services. In 2023, 100% of our services and products underwent assessment based on the number of reported safety incident notifications. The analysis correlates care processes with voluntary notifications reported in an internal system, allowing for 100% of reports to be analyzed for improvements. Our goal is to establish a risk map for each macro process of the institution, in synergy with the institutional risk map and appetite.

In 2023, BP recorded a total of 15 cases of non-compliance with laws or voluntary codes related to health and safety impacts caused by products and services. None of these cases resulted in fines, penalties, or warnings. All processes are under legal dispute.

Regarding labor, tax, and civil contingencies, BP has been making efforts, including data reconciliation, seeking opportunities to mitigate the root cause of legal processes. The points identified in the lawsuits are consolidated into indicators that are used in synergy with the institutional risk appetite to mitigate future occurrences for the same reasons.

# Customer experience

For over a century and a half, we have tirelessly pursued the health and well-being of all. Our desire is to be a vibrant agent in a health ecosystem recognized for connecting humanized care and innovation at every stage of the care journey—from childhood to seniority. We are a health hub that offers care solutions for all social segments.

With the energy that drives us, we work with the client's focus at the center of our decisions. Innovation permeates our journey, guiding us not only to elevate the quality of care we deliver but also to be active partners in building a healthier and fairer society, contributing with sustainable and accessible solutions for all.

Our commitment goes beyond service—we are agents of social transformation, dedicated to sharing knowledge, training, and empowering new health care professionals, thus strengthening

our mission to touch lives and spread health. What inspires us daily is the possibility of making a difference in each person who entrusts us with their most vulnerable moments. Hand in hand, let's build a future where health is synonymous with excellence, care, and community.

We are always in search of innovations in medicine not only to improve the services we offer but also to present auxiliary solutions to public policies, whether in primary specialized care or medium and high complexity. We are also committed to multiplying knowledge through the training and qualification of professionals, as we believe this is an important part of BP's positive social impact on society.



# Quality service

Quality is essential, and the institution has parameters to ensure compliance with this guideline. In 2022, we defined six attributes as quality parameters:

## 1 Safety

1

Avoid harm and injury resulting from patient care.

## 2 Effectiveness

2

Ensure everyone benefits from scientific knowledge and take the right actions for those in need.

## 4 Opportunity

4

Consider that waiting time impacts both the patient and the caregiver.

## 5 Efficiency

5

Avoid waste, particularly of equipment and supplies.

## 3 Warning

3

Offer care centered on the patient and related to each one's preferences, needs, and values.

## 6 Equity

6

Ensure that the quality of care is the same for everyone and does not vary based on gender, ethnicity, socioeconomic status, or other characteristics.

From these parameters, we define indicators and conduct quantitative and qualitative research to accurately assess the quality of the services provided. We also use other tools to offer excellent care:

- We joined The Beryl Institute, a global knowledge-sharing community to improve the patient experience;
- We use the Diagnosis-Related Groups (DRG) methodology to group our patients by technology usage, comorbidities, age group, and other characteristics, thus obtaining a more comprehensive and detailed perspective of their condition.

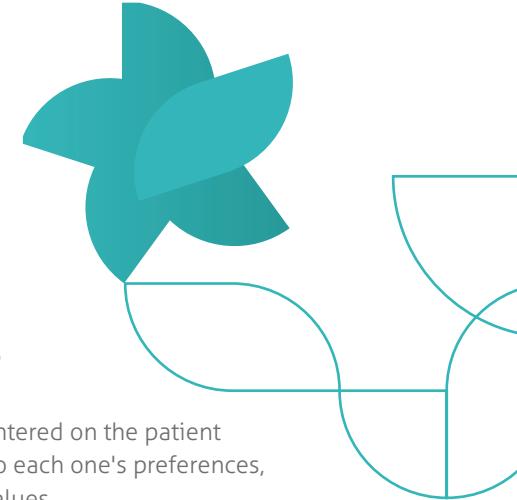
- We implemented our CRM system. It helps us make more relevant approaches that contribute to improving our clients' health.

- We established a Command Center to monitor our clients' journey at BP and act predictively and preventively. With the Command Center, we can know the number of interactions a particular client has with us

and understand what happened to them during their time at BP, among other information.

- We instituted the Experience Lab, which has a client committee, periodic rounds, and facilitation workshops for continuous improvements in client experience. Additionally, the BP Client Experience Forum occurs monthly, discussing sensitive topics that demand

attention, such as access, waiting period, billing, and comprehensive care/service model.



Finally, through the Client Satisfaction Survey, we measure their opinion on the service we provide in various dimensions, both in care and operational functions, and take steps to improve the experience with BP. The Net Promoter Score (NPS) is one of the indicators tracked in this survey, showing how likely our clients are to recommend the institution to others.

Both in 2022 and 2023, BP operated at an excellence level in NPS. The increasing number of clients has been a challenge for maintaining the NPS, as occupancy rates grow substantially, impacting bed availability times, one of the main detractors of NPS.

## Both in 2022 and 2023, BP operated at an excellence level in NPS



Our Ombudsman is an important tool for assessing client demands and developing improvement actions. It is important to note that we always provide feedback on the comments we receive.

### Transparency in billing

HC-DY-270a.2

We recognize the importance of objective, clear, and accessible information in making crucial decisions about medical care. Therefore, we have created a managed procedures book with prices and compositions of the most frequently performed surgical procedures. The purpose of this document is to provide private clients or their medical teams with the most relevant information to expedite the process with clarity and transparency and ensure state-of-the-art health services. For procedures not listed in our book, we provide price estimates as per the prescribed medical request. We have a dedicated team focused on offering the best service and speed in providing information.

### Stakeholder engagement

GRI 2-29

BP engages with a wide range of stakeholders, including business partners, civil society organizations, consumers, clients, employees, other workers, governments, local communities, NGOs, investors, suppliers, unions, and vulnerable groups. Engagement is promoted through transparent communication, diverse communication channels, active feedback, involvement in decision-making, corporate social responsibility, sustainability reporting, training and awareness, ongoing assessment, and open innovation.

The purposes of this engagement include identifying real and potential impacts, defining prevention and mitigation responses for negative impacts, building lasting relationships, understanding needs and expectations, improving decision-making, managing risks and opportunities, promoting innovation, and meeting regulatory requirements.

## Technology in service of health

For us, technology is an essential tool for providing health and well-being for everyone. Our digital transformation is continuous, as we are always attentive to improvements and innovations that can be incorporated into our services.

The first phase of the patient app is an example of this. Launched in 2022, it is available for smartphones operating with Android or iOS, and among other services, allows clients to view the hospital bill and clearance summary, schedule appointments, check in for appointments and exams, see which health plans BP accepts, and access the Contact Us portal.

In 2023, we started MVPs (minimum viable products) for the use of generative Artificial Intelligence (AI) for discharge summarization and automation of the pre-billing audit process, aiming to reduce denials and increase efficiency. Additionally, last year we implemented the Lunit tool to identify anomalies in chest X-ray exams with an accuracy rate of over 90%.



### Other technological advances at BP to improve client care:

- **Smart Scheduling** – this program optimizes appointment scheduling by cross-referencing various information. Such as no-show predictions based on data integration like age group, geolocation, weather forecast, and traffic conditions, among other information.
- **Datalake** – we initiated the creation of a scalable environment for processing and storing structured and unstructured data in the cloud, allowing us to expand and leverage advanced analytics, providing tools for implementing AI models in their broadest spectrum.
- **Innovation Platform** – designed to promote and stimulate the collection of innovative ideas, this platform is an essential tool for managing and controlling new initiatives, ensuring the feasibility of each proposal is evaluated.
- **Educational Platforms** – education is a new strategic pillar for BP. Aligned with this vision, we have implemented robust educational platforms designed to provide comprehensive support for both in-person courses and remote learning (EAD). These platforms facilitate effective and interactive learning, ensuring all participants have access to

high-quality educational tools and continuous support in their learning journey.

- **Revenue cycle automations** – we have improved the automation of components in the institution's revenue cycle. Examples of automation include eligibility checking process, management of authorization requests, and subsequent follow-ups, as well as the implementation of automatic account closure. These improvements aim to increase efficiency, reduce errors, and streamline the entire financial process.
- **Customer Relationship Management (CRM) Platform** – we have enhanced and expanded our CRM platform, implementing functionalities aimed at elevating the quality of customer service. The update includes effectively centralizing customer data, allowing for more precise personalization and segmentation. Additionally, we have strengthened automation in our relationship campaigns, optimizing interactions, and ensuring an improved and consistent client experience.
- **Customer Portal** – We launched a new portal with better navigability, unifying the view of laboratory and imaging test results, and the ability to view all scheduled and planned appointments. In our offered services, it is possible to schedule and check in for consultations and exams, access telemedicine services, and digital urgent care.

# 4 Social Action



Philanthropy has  
driven us since  
our foundation



Philanthropy is in our DNA. We have a commitment to society in all spheres, and in recent years, we have implemented the model of our new approach to philanthropy, evolving from purely assistance-based work, including high complexity within our hospitals, to a nationally conducted effort with continuous monitoring. We have shifted from a focus on tertiary care to promoting assistance, management, education, and research in primary, secondary, and tertiary care, while also emphasizing our focus on innovation—whether through projects or impacts on public policies.

Our social strategy aligns with our business strategy and is concentrated in specialties such as oncology, neurology, cardiology, and women's health, in addition to focusing on education, research, and advocacy.

We work in partnership with government at the municipal, state, and federal levels, with the private sector, and with social organizations. Today, we have over 25 social investors, including private and family companies. In 2023, our Social Action totaled R\$276.6 million, with a 43.8% increase in social project execution beyond the counterpart for the Unified Health System (SUS) by Proadi-SUS, which was R\$ 155.4 million.

We have  
**+than 25**  
social  
investors

In 2023 we spent  
**R\$ 276.6 million**  
On Social actions, with  
**R\$ 155.4**  
**million**  
for Proadi-SUS Projects

Throughout the year, 21 projects were implemented, benefiting more than 318,000 people and connecting with over 2,300 health facilities in 2,734 municipalities across all 26 states and the Federal District, to think and implement solutions that support public policies nationwide. One of BP's goals has been to strengthen health in Brazil in primary, specialized, and hospital care to enable full health and well-being for all, while ensuring equity in our services, providing the same quality to both public and private customers.

In 2023, we renewed our partnership with SUS in the municipality of São Paulo and invested in other strategic partnerships of great relevance in health care, such as with the Champalimaud Foundation and the Hospital das Clínicas through the Faculdade de Medicina Foundation.

**Innovation Projects:** Broadly, the collaboration with HC through the InovaHC Program will focus on advancing data intelligence in health care, virtual and augmented reality in services, telemedicine, cloud computing, IoT, blockchain, voice diagnostics, and Big Data.

The inaugural project will utilize 5G technology to reach populations with limited access to specialized care. The pilot will benefit women, especially those with cervical cancer—the third most frequent malignancy among women—in a city in Piauí with over 32,150 inhabitants, 70% of whom are rural, with some living in quilombola communities. Additionally, there will be projects aimed at maternal and child health care for pregnant women, newborns, and postnatal women at risk. As next steps, the project will be expanded to other locations in the North and Northeast regions.

BP also closed a collaboration with the Champalimaud Foundation for scientific knowledge exchange between researchers from both institutions. The partnership advances the development of joint research in the treatment of pancreatic cancer, a silent disease in people over 60 and often diagnosed late.

## Projects from 2021 to 2023

### Direct assistance

- 01 More BMT
- 02 Endometriosis Brazil Project
- 03 SUS Cardiology
- 04 Vita Care Project

### Telemedicine in Health

- 05 TeleNortheast (14 specialties)
- 06 TeleICU
- 07 Best Practices in Cardiology
- 08 Tele Neurodiverse

### Education

- 09 Educa VE
- 10 BLS (Basic Life Support)
- 11 Qualiguaia
- 12 Nursing School

### Management

- 13 Regionalization
- 14 Health Care Planning
- 15 Health in Our Hands
- 16 Collaborative Network
- 17 Lean in Emergencies

### Research

- 18 Brazil Genome Map
- 19 MR Impact
- 20 Proven - Day
- 21 TROMBOGLIO

Brazil

Our social actions are present in over 2,700 municipalities across all 26 states and the Federal District

26  
State + DF

2,734  
cities impacted

21  
projects in progress

318,000+

Estimated amount of people  
benefited by projects

2,300

health care equipment





## Our vision New Philanthropy

National coverage

Management, research, education  
and research

Involves all levels of health care

Scaling innovations by projects and influences

# Proadi-SUS

BP-01

Created in 2009 and regulated by Complementary Law No. 187, dated December 16, 2021, Proadi-SUS aims to strengthen and qualify the Unified Health System (SUS) by executing specific projects in education, research, technology assessment, management, and specialized care focused on public health. The initiative brings together six non-profit hospitals, which are benchmarks in medical care quality and management, including BP. The projects

implemented are financed from BP's tax immunity, applied in projects approved by the Proadi-SUS Management Committee, which includes the Ministry of Health, CONASS, and CONASEMS.

In 2023, we successfully completed our first three-year period (2021-2023) in Proadi-SUS. This year, BP has

**17**

Approved projects

## HIGHLIGHTS OF THE THREE-YEAR PERIOD (2021-2023)

Get to know some of BP's Proadi-SUS Projects:

### Brazil Genome Map

This unprecedented initiative in Brazil is a result of a partnership between BP, the Ministry of Health, and the Heart Institute of the Hospital das Clínicas of the University of São Paulo Medical School (InCor/HCFMUSP). Its objective is to create a genetic database of oncology and cardiology patients from the public health network and train SUS health professionals in Precision Medicine and Genomic Medicine. The Brazil Genome Map contributes to improving care lines through risk stratification and genetic counseling of patients and families, laying the foundations for predictive and preventive medicine in the country. To date, more than 6,200 patients have been sequenced from 17 research centers across the five Brazilian regions.

### Mais TMO

The Qualifying Program for the Bone Marrow Transplant Program of SUS – More BMT was structured to improve the performance of bone marrow transplant services accredited by the Ministry of Health through diagnostic visits, action plans overseen by the BP team, and an online course for physicians and multidisciplinary teams with more than 680 graduates, involving 10 Brazilian transplant centers. This initiative has already enabled care for 41 patients and bone marrow donors at BP, regulated by the Ministry of Health's National Transplant System, with survival rates exceeding the international benchmark of the Center for International Blood and Marrow Transplant Research.

## TeleNortheast

This project aims to universalize access to specialist physicians and other health professionals, resulting in the appropriate risk stratification and care of chronic patients to prevent progression to acute processes that lead to complications and avoidable cost increases.

It also addresses the inadequate distribution of physicians, especially specialists, as highlighted by the Federal Council of Medicine's annual Medical Demography report. This initiative helps general practitioners feel more confident in making clinical decisions, enables quicker diagnoses, and reduces thousands of land and river journeys to reference centers, helping to lower the country's carbon footprint.

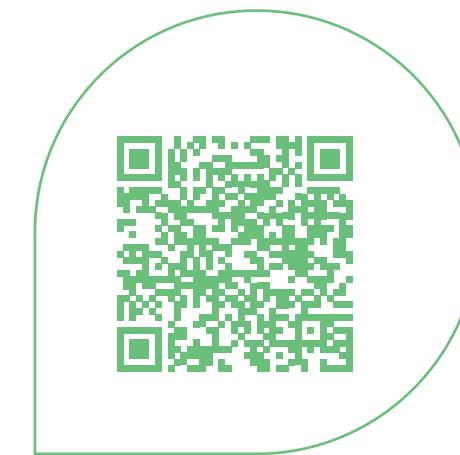
The project has benefited over 2,000 primary health units in Alagoas, Maranhão, and Pernambuco. Its operation is based on scheduling consultations from primary health units (UBSs) with BP specialists, and through an electronic platform, real-time teleinterconsultations are conducted. In this process, the UBS medical professional and patient jointly discuss the case with a BP specialist, and together they decide the best customized clinical course of action. More than 26,000 patients benefited in 2023 across 19 specialties.

## Endometriosis Brazil Project (Projeto Endometriose Brasil)

The objective of this project is to improve the care line for endometriosis, a gynecological disease with a prevalence of 10% among women of reproductive age, often underdiagnosed and diagnosed late. Endometriosis can lead to infertility and severe discomfort, compromising quality of life and leading to work absences.

BP has already promoted, through a digital platform, the technical and scientific training of more than 3,500 primary care professionals, including physicians, nurses, and community health agents, as well as other professionals from five hospitals selected by the Ministry of Health who underwent surgical improvement processes at BP, with care provided to 100 patients.

**In the Endometriosis  
Brazil Project (Projeto  
Endometriose Brasil),  
BP aims to improve  
the care line for this  
gynecological disease**



Scan the QR code to learn about our projects in partnership with Proadi-SUS or access the link [here](#).

# National Health System (SUS)

The partnership between BP and the São Paulo City Hall, manager of SUS in the capital, has lasted for decades and includes various medical specialties. In 2023, the contract was renewed to care for cardiac patients, where primary care is performed in the municipal health system, and when necessary, patients are referred for care at BP. It is important to remember that the teams serving these patients are the same ones providing care in private cases, reinforcing our commitment to equitable care for all.

In 2023, 5,567 high-complexity cardiac procedures were performed, among other procedures listed in the table:

**The partnership between BP and the São Paulo City Hall for the SUS in the capital was renewed in 2023**

Specialty	BP	SP Mun.	BP x SP Mun.	SP State	BP x SP State	Brazil	BP x Brazil
Angioplasty	1,461	8,183	17.85%	27,162	5.38%	124,267	1.18%
Adult Cardiac Surgery	583	3,747	15.56%	8,142	7.16%	37,288	1.56%
Pediatric Cardiac Surgery (0 to 12 Years)	8	169	4.73%	148	5.41%	846	0.95%
Vascular	5	9,849	0.05%	36,918	0.01%	122,789	0.00%
Births	0	79,642	0.00%	311,476	0.00%	1,771,116	0.00%
Pre and Post Transplant	152	11,546	1.32%	22,937	0.66%	65,654	0.23%
Transplants	17	2,446	0.70%	4,315	0.39%	14,223	0.12%
Pacemakers	93	2,085	4.46%	7,374	1.26%	33,886	0.27%
Hemodynamics	0	1,744	0.00%	2,494	0.00%	10,691	0.00%
Oncology	0	11,420	0.00%	40,204	0.00%	175,257	0.00%
Orthopedics	7	45,958	0.02%	185,177	0.00%	906,346	0.00%
Others	551	509,690	0.11%	2,022,079	0.03%	10,035,617	0.01%
<b>Total</b>	<b>2,877</b>	<b>686,479</b>		<b>2,668,426</b>		<b>13,297,980</b>	

## Outpatient procedures

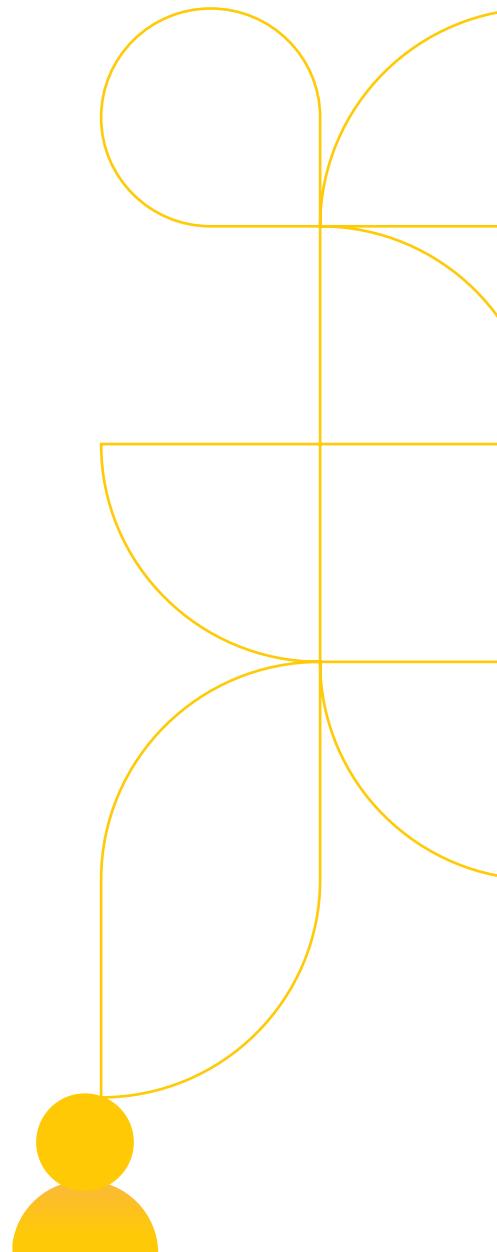
Specialty	BP	SP Mun.	BP x SP Mun.	SP State	BP x SP State	Brazil	BP x Brazil
Cardiac catheterization	3,515	13,851	25.38%	38,359	9.16%	141,186	2.49%
Consultations in specialized care	2,481	8,414,136	0.03%	30,705,618	0.01%	110,845,602	0.00%
Consultation of higher education professionals in specialized care (except physicians)	1,059	4,805,151	0.02%	22,305,292	0.00%	143,613,069	0.00%
Hemodialysis	156	962,823	0.02%	3,579,612	0.00%	16,320,754	0.00%
Tests	91,765	96,611,247	0.09%	346,903,347	0.03%	1,217,537,718	0.01%
Chemotherapy	0	260,275	0.00%	891,347	0.00%	3,936,935	0.00%
Radiation therapy	0	10,052	0.00%	34,700	0.00%	155,579	0.00%
Others	31,257	287,951,367	0.01%	979,522,095	0.00%	2,925,408,461	0.00%
<b>Total</b>	<b>130,233</b>	<b>399,028,902</b>		<b>1,383,980,370</b>		<b>4,417,959,304</b>	

## Tax-deducted projects

Tax-deducted projects are initiatives funded through tax benefits offered by the government to companies or individuals who financially support cultural, sports, educational, and health activities essential for the social and cultural well-being of the community. Examples in Brazil include the Rouanet Law, the Sports Act, and health incentive laws that allow taxpayers to allocate part of their income tax to these projects, receiving tax benefits in return that reduce the amount paid to the government.

These projects align with public policies and allow the government to stimulate strategic sectors for Brazilian social and cultural development without needing direct contributions from the national treasury. Instead, they reduce tax revenue to encourage

the private sector to contribute to social, cultural, and sports development. Often, these initiatives aim to achieve specific objectives, such as improving access to quality health care.



# Incentive Laws

## Pronas/PwD and Pronon

Established by Law No. 12.715/2012 and regulated by Decree No. 7.988/2013, the National Support Program for Oncological Care (Pronon) and the National Health Care Program for People with Disabilities (Pronas/PCD) were designed to encourage the implementation of oncological care projects and health care projects for people with disabilities through tax-deducted funds.

The Ministry of Health approved two BP projects under Pronon and Pronas/PCD:

- **Pronon:** Implementation of Genetic Counseling and Genetic Testing for Hereditary Cancer Predisposition in the Breast Cancer Care Line and feasibility study for implementation in SUS.
- **Pronas/PwD:** Feasibility study of Telehealth in Supporting the Care of Children and Adolescents with Autism Spectrum Disorder - VITA-TEA.

These approvals reinforce the relevance of these projects and their contributions to public policies. The private sector also recognizes the importance of these projects—in 2023, BP raised R\$9,090,043.61 million from private investors, which is 100% of the necessary funds for their execution.



Approvals by the  
Ministry of Health  
reinforce the relevance  
of these projects and  
their contributions to  
public policies

## Other Projects

Another front of our strategy with the public sector and incentivized projects is BP's approach to the Funds for the Rights of Children, Adolescents (FCDA) and the Elderly (FDI). In 2024, we will strive to develop, approve, and raise funds for projects that benefit these specific groups, further expanding our capacity to act and address social inequalities in health care.

## Our Partners

We thank our 24 partners who contribute to the execution of our projects and the improvement of Brazilian public health policies.



Instituto Unipar



VOTORANTIM





# São Joaquim Nursing School

For over six decades, São Joaquim Nursing School has been offering free nursing assistant and technical courses to those who dream of building a career in health care. The courses are recognized by the Ministry of Education (MEC) and are part of BP's Social Investment, reinforcing the institution's commitment to the development of national health.

In addition to technical knowledge, the teaching method at São Joaquim Nursing School emphasizes personal growth to train ethical and skeptic professionals. In 2022, after the pandemic period, activities returned to in-person classes, and in 2023, the first hybrid course class was opened. Since its creation in 1959, São Joaquim Nursing School has trained over 4,210 professionals, including nursing assistants and technicians, in 157 classes. Every year, 70 spots are offered. More than 83% of the professionals

trained between 2019 and 2023 are working in private and public health institutions. The employability rate of EES graduates at BP is 85%.

In 2023, São Joaquim Nursing School received support from Instituto Votorantim and RV Ímola for its activities and for renovating the physical space.

[Learn more on page 98.](#)

**4,210+** professionals trained since the school's creation  
**83%+** of professionals trained between 2019 and 2023 are working



# Orthopedic Assistance for High-Performance Athletes

Our partnership with Instituto Vita has existed since 2007 and offers free orthopedic assistance to high-performance athletes who do not have access to specialized medical treatment for injuries. Since then, more than 4,340 athletes have been treated in consultations, exams, surgeries, rehabilitation sessions, and injury prevention.

Vita maintains partnerships with various social organizations related to sports, such as Instituto Rugby para Todos, Ballet Paraíso, and the projects Meninas em Campo and Vida Corrida. Currently, the Institute serves 1,536 high-performance athletes. In 2024, nine athletes treated through this partnership will be participating in the Paris Olympics.



+than 4,340  
athletes  
seen since  
2007

# BP Volunteering

BP-02

At BP, volunteering occurs in two distinct ways. First, we have external volunteers dedicated to welcoming our clients. Second, corporate volunteering, which involves our own employees who work in external institutions and communities. In 2023, 170 of our volunteers carried out activities at Hospital BP and BP Mirante, benefiting a total of 39,828 people. Together, they dedicated 6,081 hours to various tasks, such as visits to pediatric, oncology, hemodialysis, and palliative care patients, with visits in the latter area being recommended by the medical team. Volunteers, who can be individuals or non-governmental organizations (NGOs), are organized into three main lines of action:



**Welcoming** – Volunteers welcome patients and their families in a close and humane way. Discussion circles are part of this process.



**Well-being and spiritual support** – The focus is on improving emotional health with activities that promote physical and mental well-being. Spiritual support is provided through connection with faith, regardless of religion, and activities such as reflexology, reiki, crystal therapy, and biokybernetics, as well as haircuts and aesthetic services.



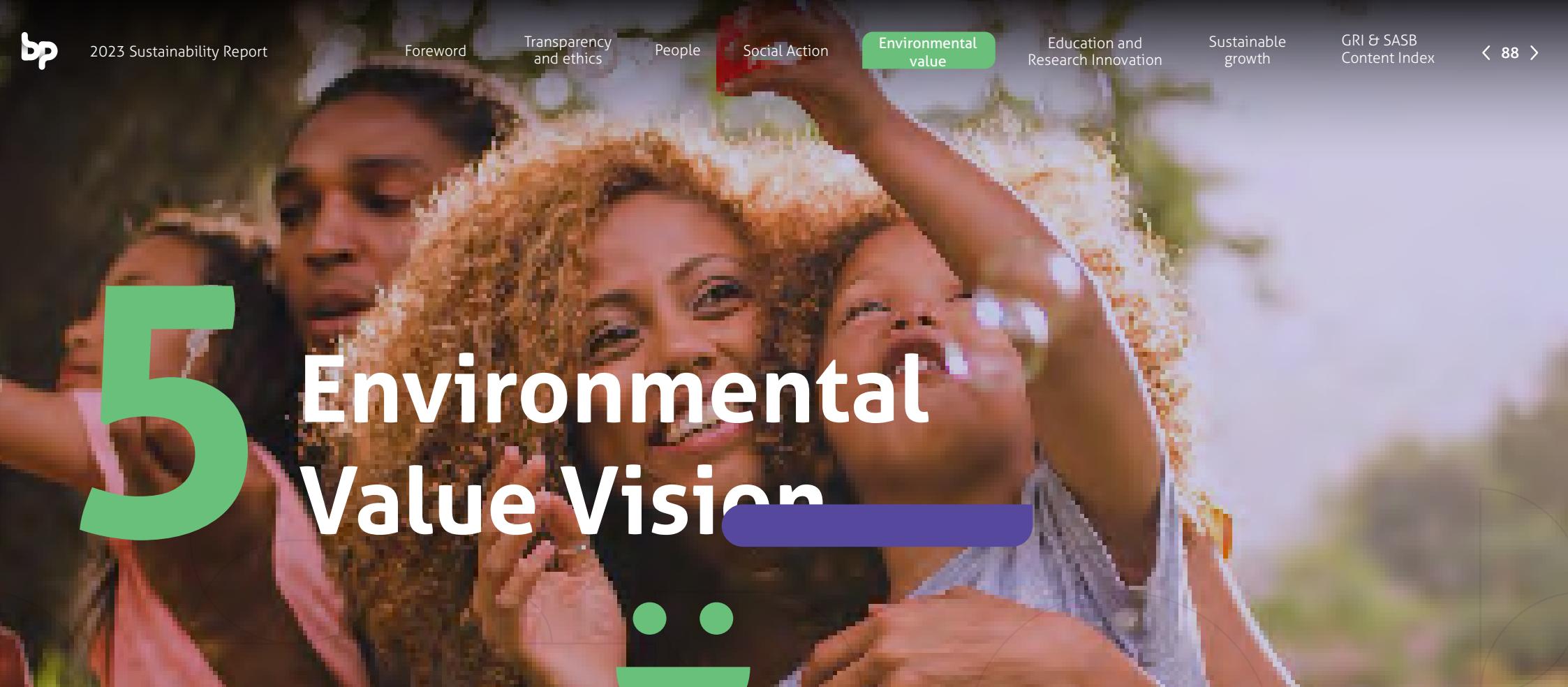
**Entertainment** – Interactions include activities such as crafts, musical performances, clown performances, visits with therapy dogs, and chess lessons to distract patients and their families/caregivers.

The internal volunteering project at BP includes so-called Memorable Experiences, aimed at providing special and memorable moments for long-term patients. These experiences can celebrate significant milestones in the patient's hospital journey, such as the last chemotherapy session or the time of medical clearance. In 2023, 269 patients were benefited with events such as baptisms, special lunches and dinners, cinema sessions in the ICU, beauty days, gastronomic experiences, and heliport rides.

BP's corporate volunteering, directed to the external public, is carried out by employees and physicians of the institution, aligned with our principle that "doing good feels good". They offer their time and skills in both assistance and non-assistance activities, involving welcoming, well-being, and education. In 2023, seven initiatives were organized, primarily focused on the elderly and children. Activities included those at the Provedoria da Comunidade Portuguesa de São Paulo nursing home and actions directed at 200 families in the Campo Limpo neighborhood in the southern zone of São Paulo. The latter was carried

out in partnership with the NGO Madrinhas da Vida. At Christmas, BP employees participated in the "Letters to Santa" campaign, also in partnership with the NGO Madrinhas da Vida, adopting 104 children for gift donations and making the delivery in person at the NGO. An online mentoring project was also conducted with our volunteer employees for the construction and consultancy in the management of the Strategic Planning for Provedoria.

Thus, we ended 2023 with 240 active employees in the corporate volunteering program, donating 151 hours.



# 5 Environmental Value Vision

Our actions in environmental management aim to improve processes and invest in equipment that reduces our environmental footprint.



Throughout the year, we structured the environmental area, which now has a team of five people, aiming to cover BP as a whole in relation to environmental issues. In November 2023, we underwent an external consultancy to evaluate our adherence to ISO 14001. Based on this, we are creating action plans to structure our Environmental Management System (EMS), build our environmental policy, and engage all BP departments in this construction. To disseminate the policy, we are betting on communication actions and training to raise employee awareness and thus build a solid environmental culture. In 2023, 2,247 employees participated in this training, and we hope to impact a much larger number in 2024.

Being constantly in motion requires continuous updating and renewal. Year after year, BP has been intensively managing infrastructure, developing master plans that drive the institution to achieve quality standards and agility in energy transition.

One of the solid foundations of infrastructure at this time is ISO 55,001 - Asset Management Certification, which addresses relevant aspects of critical assets and optimizes their use. Additionally, the ONA (National Accreditation Organization) certifications of the Paulista unit and JCI (Joint Commission International) of BP Mirante complement our processes, incorporating knowledge, sensitivity, and technology focused on patient care.

# Natural resource management

GRI 3-3

BP uses natural resources rationally and proactively. Our environmental management initiatives aim to improve processes and invest in equipment that reduces the institution's environmental footprint. The results of this management are monitored monthly.

Regarding electricity, our focus is on its conscious and efficient use, as well as on sourcing clean and renewable production. Water resources are monitored from their capture to their distribution and disposal, ensuring quality in terms of potability for human consumption and quality of effluent at final disposal.



# Energy

We operate in the free energy market, and all the energy we consume is sourced from 100% renewable sources. This utilization is certified with the Renewable Energy Certificate (I-RECs). Our consumption, including natural gas, is monitored monthly with specific indicators based on energy bills, the financial allocation spreadsheet, and data such as patient/day. In 2023, the total energy consumed was 134,976.58 GJ. **HC-DY-130a.1**

Within health care complexes that include hospitals, refrigeration equipment is the largest consumer of energy. Currently, 80% of our refrigeration equipment uses chilled water to cool the environments. We replaced and modernized 11 chillers and invested in the construction of a new Central Chilled Water Plant, replacing obsolete systems with newer, more efficient ones that consume less

energy and have a higher level of automation. Additionally, we switched from using refrigerant gases to ecological gases.

In 2023, we also updated our structural systems to reduce energy consumption. Another measure that reduced consumption was optimizing the use of our equipment backup, which is now activated only when necessary. With these and other operational measures, we reduced electricity consumption by 12.5%, resulting in better financial performance.

**All the energy consumed at BP is from 100% renewable sources**

## Consumption of non-renewable and renewable fuels (GJ) *GRI 302-1, GRI-302-3, HC-DY-130a.1*

Fuel	2021 Energy in Giga Joules	2022 Energy in Giga Joules	2023 Energy in Giga Joules
<b>HOSPITAL BP</b>			
<b>Non-renewable</b>			
Diesel	568.00	1,518.03	958.42
Natural gas	20,472.00	19,821.00	15,459.06
<b>Total</b>	<b>21,040.00</b>	<b>21,339.03</b>	<b>16,417.48</b>
<b>Renewables</b>			
Biodiesel	0.00	0.00	99.41
<b>Total</b>	<b>0.00</b>	<b>0.00</b>	<b>99.41</b>
Power consumed	108,451.00	107,363.03	98,799.30
Renewable energy (%)	-	100%	100%
Electricity	0.5	0.3	0.2
Natural gas	0.1	0.1	0.1
<b>BP MIRANTE</b>			
<b>Non-renewable</b>			
Diesel	76.00	0.10	63.89
Natural gas	12,170.00	10,963.00	10,233.97
<b>Total</b>	<b>12,246.00</b>	<b>10,963.10</b>	<b>10,297.86</b>
<b>Renewables</b>			
Biodiesel	0.00	0.00	6.63
<b>Total</b>	<b>0.00</b>	<b>0.00</b>	<b>6.63</b>
Power consumed	37,573.00	32,112.10	36,177.28
Renewable energy (%)	-	100%	100%
Electricity	0.5	0.4	0.3
Natural gas	0.1	0.1	0.3

*Nota1: In 2021, the energy intensity of Hospital BP and BP Mirante was calculated together.*

*Note 2: There is no energy consumption outside of the organization.*

Energy consumed by source (GJ) *GRI 302-1, HC-DY-130a.1*

Type of consumption	2021	2022	2023	Amount (gigajoule)
	Percentage	Percentage	Percentage	
<b>HOSPITAL BP</b>				
Electricity	40%	40%	40%	32,912.96
Heating	15%	15%	15%	12,282.64
Cooling	45%	45%	45%	37,027.08
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>82,282.41</b>
<b>BP MIRANTE</b>				
Electricity	40%	40%	40%	10,349.09
Heating	20%	20%	20%	5,174.57
Cooling	40%	40%	40%	10,349.13
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>25,872.79</b>

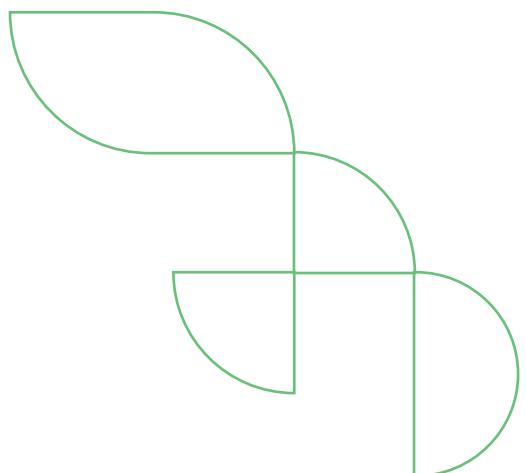
Total energy consumption within the organization (GJ) *GRI 302-1, HC-DY-130a.1*

Type of energy	2023
	Amount calculated
<b>HOSPITAL BP</b>	
Nonrenewable fuels consumed	16,417.48
Renewable fuels consumed	99.41
Electricity, heating, refrigeration and steam purchased for consumption	82,282.41
<b>Total</b>	<b>98,799.30</b>
<b>BP MIRANTE</b>	
Nonrenewable fuels consumed	10,297.86
Renewable fuels consumed	6.63
Electricity, heating, refrigeration and steam purchased for consumption	25,872.79
<b>Total</b>	<b>36,177.28</b>

Note: The organization does not sell surplus energy.

For the calculations, conversion factors specified in a calculation spreadsheet were used, where the amount of fuel was multiplied by its respective "Lower Calorific Value". This amount was based on the National Energy Balance report published by the Ministry of Mines and Energy in 2023.

Our indicators comply with the ISO 55001 standard.



# Water GRI 303-1

For a health care institution, water quality is crucial. Therefore, at BP, water purity is daily monitored. We use water from three deep artesian wells and the public utility, with the latter accounting for more than half of the supply. There is no extraction from areas of water stress.

In addition to being used for human consumption, water is employed in the cooling system, sanitary facilities, laboratories and research, cleaning and maintenance of facilities and equipment, fire-fighting systems, and in reverse osmosis processes for water purification.

We use specific indicators to monitor monthly consumption. This monitoring is carried out by checking the consumption from wells, measuring meters regularly updated by the utility company, and the institution's official physical and financial records. Additionally, we conduct a monthly analysis of the well water quality to verify its potability. The preservation of these wells is ensured by respecting a minimum interval of four hours to guarantee their proper recovery, in accordance with effective legal standards.

Regarding disposal, it follows the standards of the local basic sanitation utility and is done through the public sewage system, following quality standards, including the regulation of toxic substances that could harm aquatic ecosystems. We also manage the temperature of the wastewater, keeping it at appropriate levels to not exceed those of the receiving water bodies, and manage the load of biodegradable

## Water withdrawal, discharge and consumption GRI 303-3, GRI 303-4, GRI-303-5

	2021	2022	2023	
	Hospital BP and BP Mirante	Hospital BP and BP Mirante	Hospital BP	BP Mirante
<b>Withdrawal</b>				
Groundwater	-	122.40	101.04	30.41
Third parties	-	135.50	142.54	24.39
<b>Total</b>	<b>292.00</b>	<b>257.90</b>	<b>243.58</b>	<b>54.81</b>
<b>Discharge</b>				
Third parties	233.60	206.32	194.86	43.84
<b>Total</b>	<b>233.60</b>	<b>206.32</b>	<b>194.86</b>	<b>43.84</b>
<b>Consumption</b>				
<b>Total</b>	<b>58.40</b>	<b>51.58</b>	<b>48.72</b>	<b>10.97</b>

*Note 1: No water is withdrawn in areas with water stress.*

*Note 2: Water withdrawals are freshwater.*

*The calculations for this indicator are based on the monthly invoice data provided by the supplier Sabesp.*

and non-biodegradable organic matter. The pH of our effluents is strictly controlled to prevent acidification or alkalinization of the wastewater, as well as the concentrations of heavy metals such as lead, cadmium, and mercury. *GRI 303-2*



**We are committed to causing the least possible environmental impact with our operations**

# Managing environmental impacts

Although we are not an institution with significant Greenhouse Gas (GHG) emissions, we are committed to causing the least possible environmental impact. We monitor our emissions annually and make continuous efforts to mitigate them.

Our most significant environmental impact, due to the nature of our activities, is in the consumption of medical gases, waste from various sources, and the production of raw materials necessary for our health care services. BP is responsible for managing its waste, which is done with duly approved partners to ensure the proper treatment of hazardous waste and the recycling of recyclable waste.



# Emissions

We recognize that some of our operations may have an environmental impact. Therefore, we are committed to measuring our emissions through a greenhouse gas (GHG) inventory, following the methodology of the Brazilian GHG Protocol Program, with annual measurement covering scopes 1, 2, and 3.

To reduce our GHG emissions, we decommissioned a boiler and replaced it with one of lower impact and higher generation capacity. This new steam generation technology will reduce emissions from natural gas combustion.

We emit greenhouse gases inherent to our operations (CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, and CFCs) and do not have significant emissions of substances such as NOx, SOx, POPs, VOCs, HAPs, PM, nor other standard categories of atmospheric emissions identified in relevant laws and regulations. *GRI 305-7*

## Hospital BP - GHG Emissions<sup>1</sup> (tCO<sub>2</sub>eq)

	2021	2022	2023
<b>Scope 1 GRI 305-1</b>			
Total emissions	4,795.34	4,007.86	4,377.84
Total biogenic emissions	-	-	8.47
<b>Scope 2 GRI 305-2</b>			
Total emissions	3,031.96	616.66	0.00 <sup>3</sup>
<b>Scope 3</b>			
Total emissions	2,505.70	4,717.39	1,665.43
Total biogenic emissions	-	-	28.67
Emissions intensity per patient/day (GJ) <i>GRI 305-4</i>	-	-	0.02

Note 1: 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>.

Note 2: Hospital BP and BP Mirante combined.

Note 3: We have zeroed our scope 2 emissions due to the acquisition of wind energy.

Note 4: For the calculation of emissions intensity, scopes 1 and 2 were considered.

Note 5: Emissions related to business travel are included only in the BP Hospital unit.



## BP Mirante - GHG1 emissions<sup>1</sup> (tCO<sub>2</sub>eq)

	2021	2022	2023
<b>Scope 1 GRI 305-1</b>			
Total emissions	1,786.93	1,924.45	872.04
Total biogenic emissions	-	-	0.57
<b>Scope 2 GRI 305-2</b>			
Total emissions	874.58	175.37	0.00
<b>Scope 3 GRI 305-3</b>			
Total emissions	1,012.82	726.10	237.80
Total biogenic emissions	-	-	11.94
Emissions intensity and reduction per patient/day (GJ) <i>GRI 305-4, -5</i>	-	-	0.02

Note 1: gases included: CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O.

Note 2: Hospital BP and BP Mirante combined.

Note 3: We have zeroed our scope 2 emissions due to the acquisition of wind energy.

Note 4: At BP Mirante, scope 1 emissions were reduced due to the decrease in wet gas and diesel oil consumption.

# Waste

*GRI 306-1, GRI 306-2*

To manage significant impacts related to waste, BP Mirante and Hospital BP have adopted similar measures. Both institutions have engaged in partnerships with suppliers to promote the reverse logistics of materials such as packaging and NonWoven Textile (NWT). These practices have resulted in the recycling of 15% of the generated waste.

Environmental audits were conducted to ensure contract management based on supplier screening, including technical visits by the environmental team. As an additional measure, Hospital BP has incorporated electric vehicles for distribution.

Waste management is crucial in our operation since we handle highly hazardous materials that can negatively impact the environment. At BP, the safe disposal of these waste materials is carried out daily according to our Healthcare Waste Management Program (PGRSS), which establishes procedures for segregation, storage, destination and treatment. The entire process is carried out in compliance with legal requirements.

Recyclable waste is stored in containers with specific colors as stipulated by CONAMA Resolution No. 275/2001, and our employees are educated on the importance of properly separating all waste generated daily. BP has a partnership with a company that collects and disposes of electronic waste

abiding by legal standards, providing disposal and compliance reports. Computers, monitors and furniture are sent to auction.

The Engineering, Maintenance and Works team is responsible for the separation and proper disposal of batteries, lamps and uninterrupted power supplies (UPS). This same team controls the proper disposal and treatment of diesel oil from power generators and UPS systems.



**Total weight of waste generated (t) and destination GRI 306-3, 306-4, 306-5, HC-DY-150a.1**

	2021	2022	2023				Destination	
	Hospital BP + BP Mirante	Hospital BP + BP Mirante	Hospital BP		BP Mirante			
	Qty.	Qty.	Qty.	%	Qty.	%		
<b>Hazardous waste</b>								
Sharps	21.6	14.00	0.00	0	4.10	2	Incineration	
Infectious	2,784.00	1,495.00	1,669.57	97	224.90	88	Autoclaving	
Chemicals	98.00	56.00	44.60	3	24.14	9	Incineration	
Electronic batteries	15.00	3.52	-	-	-	-	Recycling	
<b>Total</b>	<b>2,918.60</b>	<b>1,568.52</b>	<b>1,714.17</b>	<b>100%</b>	<b>253.14</b>	<b>100%</b>	<b>-</b>	
<b>Nonhazardous</b>								
Recyclable materials (Paper, Glass, Metal and Plastic)	545.00	1,675.00	379.15	23	109.19	22	Recycling	
Regular	1,298.00	1480.00	1,121.14	69	395.50	78	Landfill	
Construction debris	-	-	115.6	7	0.00	0	Landfilling/ Recycling	
<b>Total</b>	<b>1,843.00</b>	<b>3,155.00</b>	<b>1,615.89</b>	<b>100%</b>	<b>504.69</b>	<b>100%</b>	<b>-</b>	
<b>TOTAL</b>	<b>4,762.00</b>	<b>4,723.52</b>	<b>3,330.06</b>	<b>-</b>	<b>757.83</b>	<b>-</b>	<b>-</b>	

Note 1: In the year 2023, Hospital BP accounted for sharps along with infectious waste.

Note 2: Adjustments to 2021 and 2022 data.

## Drug disposal

Our pharmacy handles the sorting and control of unsuitable or expired medications, as well as the waste from compounded oncology medications, keeping detailed records of the reason for disposal. The hygiene team collects these wastes, following the procedures for collection and disposal. The disposal of expired or broken controlled medications is

a separate process that follows the guidelines of the Health Surveillance Agency.

In addition to medications and materials, the pharmacy also disposes of paper and cardboard in designated recycling locations, according to hospital protocols. Items segregated due to quality issues or

recall are stored for evaluation of reuse. If they are not reincorporated into the stock or not collected by the supplier for exchange, they are disposed of like other medications, with an internal record explaining the reason for disposal.

## Reducing food waste BP-06

Throughout 2023, BP took several measures to reduce waste in the restaurants at Hospital BP and BP Mirante. One measure was to eliminate frying in food preparation, thereby avoiding the need to dispose of oil waste. We also replaced disposable utensils with their reusable counterparts and monitored food waste and customer satisfaction with the menu to reduce food waste. The cafeteria menu follows healthy eating guidelines and offers two salad options and one fruit option daily. On Mondays, the main dish is vegetarian, encouraging our employees to participate in Meatless Monday.

The Nutrition and Dietetics Service (SND) at Hospital BP promoted training for Sodexo employees and nutrition technicians and acquired new waste bins to promote proper waste disposal. Monthly monitoring of food waste—measuring food left on trays—was conducted to quantify food waste, achieving an average food waste rate of 7.3% in 2023.

At BP Mirante, the strategy to reduce food waste included monitoring food waste on patient trays and uneaten prepared food, known as clean leftovers. The average food waste was 1.7% at lunch and 1.3% at dinner. The average clean leftover rate was 0.74% at lunch and 0.83% at dinner in 2023, highlighting the effectiveness of the actions implemented to optimize food waste management.

**7.3%**  
of food returned on  
the plate

## Special Disposals

**Radioactive Waste** : Materials used in the Nuclear Medicine department are considered contaminated and require special handling. Radioactive waste is decayed internally. To avoid risks, we separate waste by type of radioisotope, which, after decay, is disposed of as chemical or infectious waste.

**Lead** - Each year, BP recycles about 300 kilograms of lead in appropriate disposal sites due to its high environmental contamination potential, along with other heavy metals.

## More nature

The Engineering, Maintenance, and Works team is fully engaged in environmental issues and monitors the evolution of BP's hospital infrastructure, focusing on safety, health, and well-being of employees and clients. These three requirements are considered in the purchase of products for our facilities, in addition to concerns about water and electricity consumption. To reduce our environmental impact, we purchase and use carbon-neutral materials whenever possible. In 2023, all the electricity we purchased was acquired from the Free Energy Market and from 100% renewable sources.

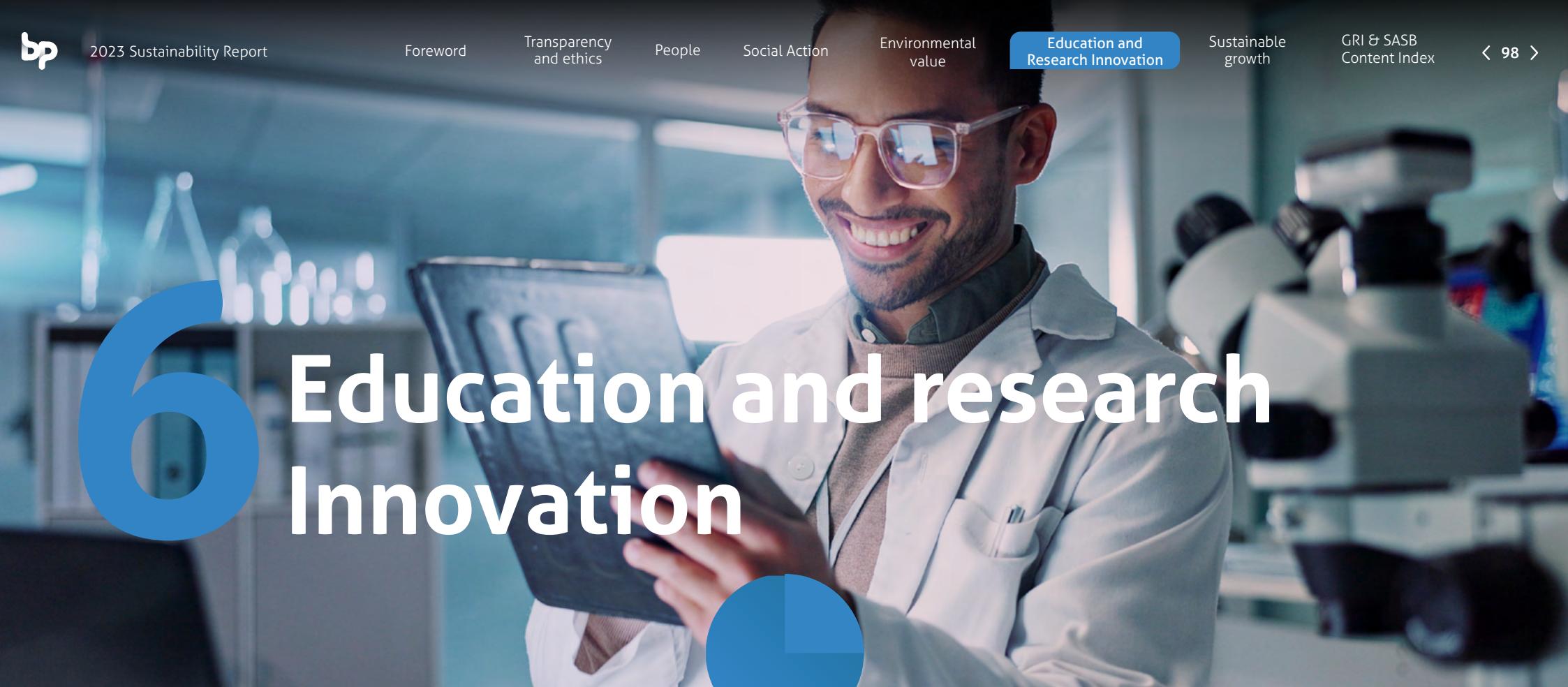
Our Procurement processes are integrated with Engineering, seeking more efficient equipment that consumes less energy and provides short-term financial returns. The construction of more sustainable buildings is part of our sustainability guidelines, using water-saving products such as automatic shut-off faucets and LED bulbs.

We also incorporate biophilic design in our projects, a trend in architecture and interior design that emphasizes connection with nature in built spaces to provide well-being and emotional comfort. This includes natural features such

as water, vegetation, and natural light, just as materials like stone and wood.

BP has several spaces that use the biophilic concept to integrate nature into built environments:

- Reception of BP Mirante
- Walkway of Hospital BP clinics
- Women's Clinic (BP Vital) environments
- PET-CT Room (BP Diagnostic Medicine)



# 6 Education and research Innovation

We integrate technology,  
knowledge exchange,  
and discoveries  
in the preparation of  
professionals



# Education

GRI 3-3

Committed to the evolution of medicine, we seek to connect future professionals to excellence and innovation.

We integrate technology, knowledge exchange, and discoveries in the training of relevant professionals for the current and future market. The synergy between education and research drives our innovation and excellence in health care.

In this way, we elevate the standard of procedures, renew the care model, and create better professionals together.

## Educational Activities

### NURSING SCHOOL

In 2023, BP Education and Research achieved another significant result in its long trajectory of contributing to public health, with the training of 27 new nursing technicians. This result is part of a continuous effort to supply the health care system with qualified professionals. The training of these technicians not only raises the standard of care in local communities but also generates significant social impact by providing better job opportunities and stability for families.

### RESIDENCY AND SIMILAR PROGRAMS

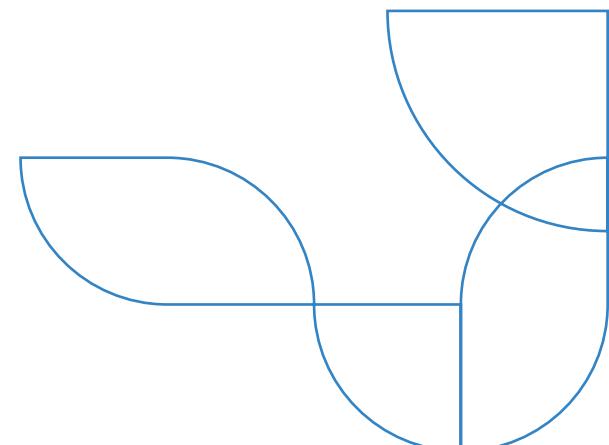
We offer MEC-accredited medical residency programs in various specialties. These programs combine practical learning with the guidance of experienced preceptors and access to advanced technologies, ensuring comprehensive and high-quality training. Residents develop clinical skills, learn to work efficiently in multidisciplinary teams, and respond to patient needs with empathy and agility, in specialties such as:

- Anesthesiology
- Cardiology
- Clinical Medicine
- Mastology
- Intensive Care Medicine
- Neurology
- Clinical Oncology
- Otorhinolaryngology
- Radiology and Diagnostic Imaging
- Radiation therapy



We also offer medical specializations accredited by medical societies, preparing professionals to take the specialist title exam, a crucial step for professional recognition. We provide programs in specialties such as Urology, whose title exam is governed by specific requirements of the Brazilian Society of Urology (SBU), and other areas like:

- Pediatric Cardiology
- Cardiovascular Surgery
- Head and neck surgery
- Digestive System Surgery
- General Surgery
- Vascular Surgery
- Pediatric and Fetal Echocardiography
- Invasive Electrophysiology and Cardiac Pacing
- Endocrinology
- Endoscopy
- Hemodynamics
- Intensive Care Medicine
- Nuclear Medicine
- Nephrology
- Interventional Neuroradiology
- Otorhinolaryngology
- Radiology and Diagnostic Imaging
- Ultrasonography
- Urology



Additionally, our fellowship programs are aimed at physicians seeking improvement in specific areas after completing their residency and/or specialization periods. They are essential for professional development, allowing physicians to expand their networks and collaborate with renowned specialists, opening doors for career opportunities within and outside BP, in areas such as:

- Cranio-Maxillofacial Surgery
- Hepatobiliary Pancreatic Surgery and Liver Transplantation
- Digestive System Oncologic Surgery
- Robot-Assisted Surgery in Urology
- Minimally Invasive Gynecology
- Pain Medicine
- Genomic Medicine
- Cardiographic Methods and Cardiopulmonary Rehabilitation
- Neurocritical Care
- Nutrology
- Clinical Oncology
- Breast Oncology
- Otology and Audiology
- Various subspecialties in Radiology
- Rhinology
- Bone Marrow Transplantation (including pediatric)

## SCIENTIFIC EVENTS AND COURSES

BP Education and Research is recognized for its excellence in organizing scientific events and courses aimed at physicians and health care professionals in various fields. These activities are carefully structured to promote professional updating through programs that include classes, lectures, workshops, and interactive debates. Participants have the chance to deepen

their knowledge, share valuable experiences, and explore innovative techniques that can be integrated into their daily practices.

March

### Courses:

- Preceptorship LLC and LCM

### Livestreams:

- Bariatric News - "New Surgical Techniques: Pros and Cons"
- Hematology - "Anemia"

April

### Courses:

- Team Up Oncology

### Livestreams:

- Neuro News - "Aneurysmal subarachnoid hemorrhage: from symptoms to treatment"
- Nephrology - "Updates in chronic kidney disease (ckd): diagnosis, progression, and management"

### Symposia:

- SOCESP Webmeeting - "The Role of Cardiology in Early Cancer Diagnosis"

May

### Livestreams:

- Cardio News - "Scientific Journey of Structural Hemodynamic Interventions"
- Hematology - "Platelets"
- Breast Masterclass

### Symposia:

- São Paulo Neurology Congress - "Challenging cases in neurology"

## International Congress Coverage:

- ASCO (American Society of Clinical Oncology) Annual Meeting

June

### Livestreams:

- Nephrology - "Updates in Onco-Nephrology"
- Neuro News - "Dementia investigation – everything neurologists need to know"
- Bariatric News - "Semaglutide 2.4mg: what can we expect?"
- Hematology - "Coagulation"

### Symposia:

- SOCESP - "A vision of the future"
- Oncogenetics Symposium
- XII International Multidisciplinary Breast Cancer Symposium

July

### Courses:

- Preceptorship Breast Cancer
- Preceptorship Ovarian Cancer

### Livestreams:

- Bariatric News - "Post Vertical Gastrectomy Reflux: How to treat?"

### Symposia:

- 8<sup>th</sup> International Symposium on Gastrointestinal Tumors

## International Congress Coverage:

- ESC (European Society of Cardiology) Congress

## September

**Courses:**

- Preceptorship Colorectal Cancer
- Preceptorship CLL and Mantle Cell Lymphoma
- Preceptorship Cholangiocarcinoma and HCC

**Livestreams:**

- Cardionews - "Hot Topics ESC"
- Hematology - "Leukemia"

**Symposia:**

- SOCESP Webmeeting - "Hot Topics in Cardioneurology"
- 4<sup>th</sup> International Amyloidosis Symposium
- Global Algorithms and Controversies
- Brazilian Mastology Congress along with the 19<sup>th</sup> São Paulo Mastology Conference - "Early Breast Cancer"
- BP Nephrology Webmeeting
- Breast Masterclass

## October

**Courses:**

- Preceptorship Amyloidosis

**Symposia:**

- 1<sup>st</sup> BP Neurology Symposium

**International Congress Coverage:**

- ESMO (European Society for Medical Oncology) Congress

## November

**Courses:**

- Preceptorship Breast Cancer
- AI Course for Doctors with partner Cesar School

**Livestreams:**

- Hematology - "Lymphoma"

**Symposia:**

- 5<sup>th</sup> BP Nutrition Symposium

**INTERNATIONAL CONGRESS COVERAGE:**

- AHA (American Heart Association) Congress
- SNO (Society for Neuro-Oncology) Annual Meeting
- SABCS (San Antonio Breast Cancer Symposium)
- ASH (American Society of Hematology) Congress

We present BP's strategic education plan starting in 2024, focused on developing new activities, including free courses, undergraduate programs, graduate programs, and other innovative projects to expand and enrich our educational offerings.



BP's medical residency program has been recognized by the Ministry of Education (MEC) since 1999. In 2021, after a new evaluation, it received additional approvals and new accreditations. The program currently includes the following specializations: Anesthesiology, Cardiology, Internal Medicine, Mastology, Intensive Care Medicine, Neurology, Oncology, Otorhinolaryngology, Radiology, Radiotherapy and Urology. So far, 416 medical residents have graduated from the program. In 2023, there were 93 residents in training.

Annually, we promote a variety of courses and medical residency programs, professional improvement, specializations, and graduation in different areas of medicine, in addition to offering fellowships for specialized physicians seeking to deepen their knowledge further.

We offer a robotic surgery training course endorsed by the Brazilian College of Surgeons and the Brazilian Medical Association, where surgeons follow a program to acquire psychomotor skills through robotic simulation on the DV Trainer Mimics. Robotic surgery has many advantages: shorter hospital stays, smaller incisions, lower risk of bleeding and infection, less pain, and better cost-benefit for the patient. In 2023, we reached the milestone of 789 robotic surgeries performed.

For the past 10 years, we have received 5<sup>th</sup>-year



medical students from Anhembi Morumbi University through an internship program. These 32 students engage in activities such as clinical practice, patient visits, clinical case discussions, and theoretical classes. In 2023, we received 225 students, in groups of up to 32, who stay with us for about two and a half weeks.

We also highlight the partnership we established with Atheneu and Manole publishers for the launch of BP Education and Research books. Another of our teaching fronts is the São Joaquim Nursing School (EES), which offers free nursing assistant and technician courses. EES graduates have a 98% employability rate.





## Content hub

Through a partnership with MedicTalks, we created our content hub aimed at doctors and professionals from other health areas. The platform also allows for information distribution on social media.

## American Heart Association

BP is certified by this institution and has 16 qualified instructors to train professionals in Advanced Life Support (ACLS), Pediatric Advanced Life Support (PALS), and Basic Life Support (BLS) courses at our own Multidisciplinary Realistic Simulation Training Center. 1,939 students trained.

**16** Qualified  
instructors

**1,939** students  
graduating



We are  
certified by the  
American Heart  
Association

# Research

GRI 3-3

At BP, we encourage research through two fronts: investigator-initiated studies and sponsored studies. BP researchers are recognized in the scientific community and are involved in national and international studies in various fields. In 2023, sponsored scientific research had 112 studies in areas such as Oncology, Hematology, Nephrology, Cardiology, Infectious Diseases, Pulmonology, Dermatology, Intensive Care Medicine, and Radiology. With the expansion of study areas, we established 15 new partnerships with industries.

Both investigator-initiated and sponsored research benefit from the support of the Research Support and Incentive Center (NAIPe), which provides scientific and operational support from conception to disclosure of research findings. The NAIPe, in turn, is divided into two units:

## Epidemiology and Biostatistics Center (NEB)

The NEB offers services such as discussion of objectives and/or methodology, sample size calculation, creation of data collection forms, database construction, randomization, consistency checks, and statistical analysis.

**124** researchers supported in 2023 working on **136** projects

**18** researchers from the group sought services including the creation of data collection forms, Database construction, randomization, Consistency checks, and/or Statistical Analysis.

## Investigator-Initiated Research Center (NII)

The NII provides services such as assistance with clinical trial registration, clinical study registry databases, privacy by design implementation, data storage and expurgation in compliance with BR GDPR, discussion and selection of molecular research methodologies, budget preparation, funding requests and management (from grant agencies and industries), data collection (IT and TrinetX), contract follow-up, patient recruitment strategy development, platform registration support (SAGE, Lattes, Orcid, others), and operational and logistical support.

**21** medical

**111%** more than in 2022

Among the projects, 18 involved activities at BP's Cellular and Molecular Research Laboratory. Projects being developed include biomarker research for diagnostic, prognostic, and therapeutic response purposes in various pathologies such as metabolic diseases, oncological diseases, endometriosis, and cerebrovascular diseases, among others.

Multiple national and international partner institutions contribute to these projects.

**154** projects supported by NII in 2023

In the past year, there was also an increase in projects involving applications, wearables, artificial intelligence, and machine learning, expanding BP's research lines.

Currently, 19 projects receive some type of financial support: through industry programs in the form of grants, or via funding agencies such as the São Paulo State Research Foundation (FAPESP) and the National Council for Scientific and Technological Development (CNPq).

In 2023, BP received 4 new funding grants: 01 under the CNPq Precision Health Call and 03 industry grants for investigator-initiated projects.

Also in 2023, 111 papers were published in indexed journals with BP affiliation. Besides participating in congresses with presentations of these works, BP received first place for oral presentations at the XIV International Congress of Uro-oncology.

Another significant milestone for the research function was the approval of the Institutional Biobank in November 2023, which will further advance molecular and cellular research.

 **19**  
projects receiving  
financial support

# Innovation

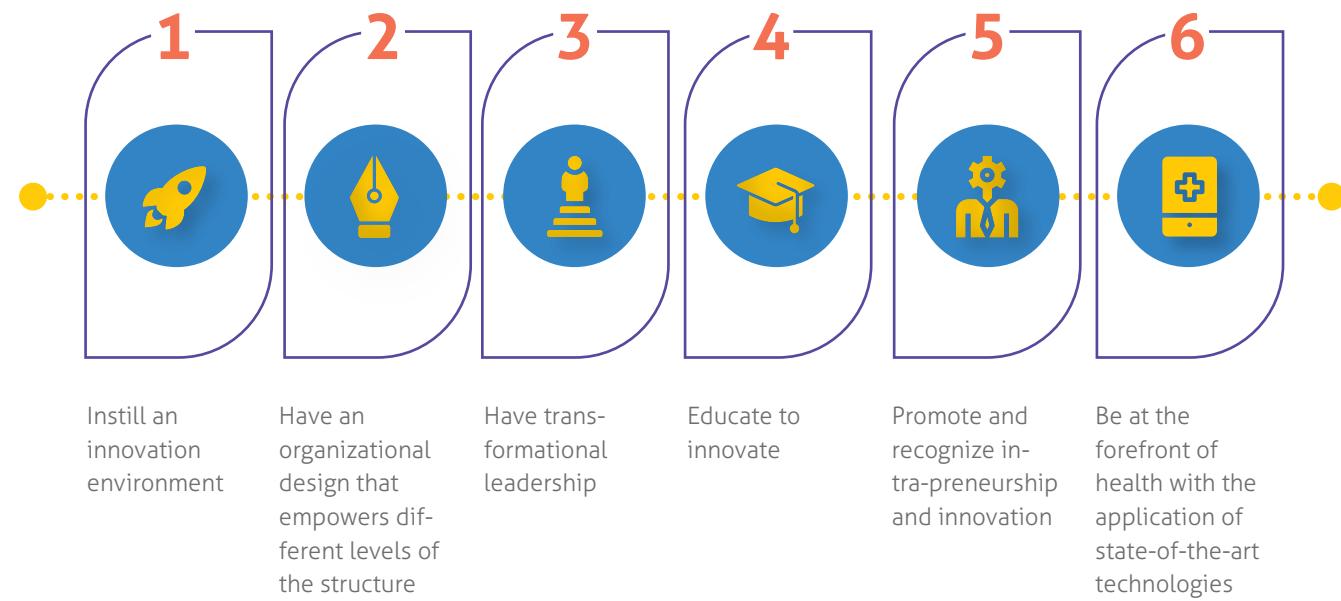
GRI 3-3

Innovation at BP is not limited to technology. It is present in the services and care we offer to ensure agility and quality at every stage of our clients' journey. Innovation is also embedded in pioneering solutions, research, projects, and institutional programs.

Since 2022, innovation has been part of the Innovative Organization pillar of our strategy.

Here are six important steps to accelerate this process and become such an organization:

**For us, innovation  
is present in  
services and care  
and in all stages  
of the customer  
journey**



**On-demand**

Areas demand and innovation follows

**Research**

Use research infrastructure for developing applied studies that involve technology and health.

Use research infrastructure for developing applied studies that involve technology and health.

**Relationship and connections**

internal  
external ( startups and big techs)  
partner database  
Learning Village

**Institutional projects and programs****Governance**

**Executive committee**  
evaluates and approves

**Central Team**  
proposes and supports implementation

**Extended teams**  
generate new innovation proposals

# Innovation platform

At BP, innovation is driven by people, and we have initiatives that strengthen this culture and stimulate intra-preneurship, ensuring that our employees advance with ideas beyond their scope of work. The innovation culture project is conducted in partnership with Organizational Development (OD).

We have a user-friendly and intuitive platform – the Innovation Network – where employees can register their ideas with just a few clicks. Once validated, these suggestions become part of a project in which the employee, as the originator, actively participates in transforming their ideas into reality. In 2023, 63 ideas were submitted through the Innovation Network. Of these, 01 was approved for the experimentation phase; 46 are under feasibility analysis; 06 are in scope closure, and 10 were rejected.

We are partners with the innovation and technology hub Learning Village, which connects startups, large companies, and innovation labs, thereby stimulating the generation of business. In 2023, our actions at the Learning Village impacted over 1,000 employees with initiatives such as:

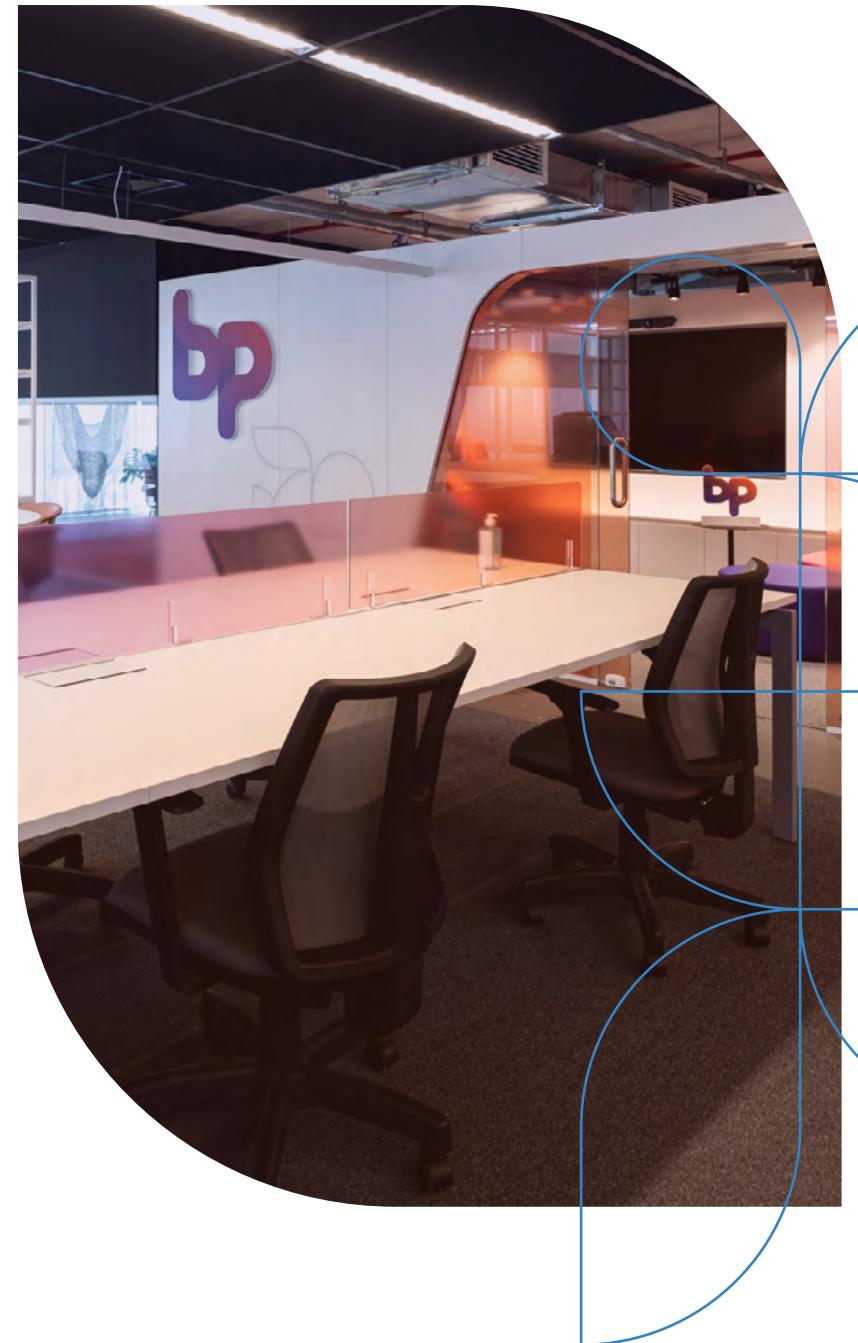
- **WorkDay** - employees from both care and non-care areas had the opportunity to visit Learning Village and reflect on innovation.
- **Opportunity Meeting** - insights into the challenges that health institutions and startups face. In 2023, the focus was on discussing mental in companies and implement practices and policies aimed at promoting it in the workplace;
- **Leadership Meeting** - this initiative focused on the importance of organizational ambidexterity in developing strategic solutions to solve current problems without losing sight of the future.



3,000+

**Employees Impacted** in  
Actions at Learning Village

The Actions at BP program encourages innovation through practical approaches and impacted more than 3,000 employees in 2023, bringing leaders together to share and discuss ideas that contribute to the strategic plan's development and initiatives to stimulate career protagonism, among others.



# AI and smart data use

For us, Artificial Intelligence (AI) and data intelligence are great allies in improving our services and, consequently, enhancing our clients' health. In 2023, we developed a series of MVPs to test the use of new technologies in our operations. One of these tests took place in the field of Genomes – using a tool to navigate the patient's journey, visualizing, for example, when they were with us to predict the next steps. Among the functionalities of this technology is the issuance of alerts when it is necessary for the patient to return for a specific exam. Other MVPs in 2023 focused on monitoring and diagnostics, among other functions.

We have spared no effort to ensure that our physicians view this technology as a new work tool. There was significant participation of physicians in the "AI for physicians" course, conducted by BP Education and Research in

partnership with Cesar School, an innovation center in one of the country's main technology hubs, Cesar, located in Recife, Pernambuco. This initiative aims to teach how artificial intelligence can be used to promote efficiency and productivity gains in medicine. It is a personalized training program with the latest advancements in artificial technology applied to health.

Another focus in 2023 was data integration and the intelligent use of this information. In this regard, a significant advancement is the structuring of our data lake, a virtual environment that serves as a repository for important data to improve the quality of care we provide to our clients.

# Health innovation

## Lunit Chest AI Software

In 2023, we highlighted the Lunit Chest AI Software project, an automated evaluation of chest x-rays using Artificial Intelligence for early diagnosis in detecting significant radiographic changes and medical decision-making. The project's benefits include reducing exam costs and early detection of relevant oncological findings in patients in the emergency room, leading to a reduction of up to 5% in the number of CT scans requested for additional lung cancer diagnosis confirmation.

## Robotic surgery

Currently, BP's robotic park has three surgical robots: DaVinci® X, by Intuitive, and Versius® by CMR Surgical, which have been in operation since 2023. Additionally, there has been a third robot in operation since 2018: the DaVinci® Xi Surgical, also by Intuitive.

The DaVinci® X is a fourth-generation DaVinci® surgical system. Its design allows the robot to work with a 120° angle relative to its camera point, enhancing its performance by providing access to all currently validated robotic surgeries. The Versius® has four robotic arms that mimic human movement and independent modules that allow the surgeon to use only the necessary number of arms for the surgery. The Versius® is lightweight and can be easily transported from one operating room to another; its materials are also quickly processed, allowing more than one surgery to be performed on the same day.

BP works with six oncology groups specializing in robotic surgery: breast/gynecology, head and neck, melanoma/sarcoma, digestive system, urology, and thorax, as well as pediatric surgery and cardiac surgery. In 2023, there were 789 procedures.



We are certified to offer training programs in **robotic surgery** through the **DaVinci® and Versius® platforms**.

**789** procedures  
in 2023

## CAR-T Cell Therapy

BP is certified as a reference center for the new CAR-T therapies, where the patient's defense cells (T lymphocytes) are removed, genetically modified, and reinserted into the bloodstream.

CAR-T therapies began testing in 2009/2010 and have shown promise in patients with lymphomas that do not respond well to other treatments, with a remission rate of 40%. In cases of Acute Lymphoblastic Leukemia (ALL), these numbers can range between 50% and 60%.

## PET-CT for Alzheimer's detection

BP is one of the few Brazilian hospitals to offer imaging tests to detect Alzheimer's, a disease that accounts for more than 50% of neurodegenerative dementias affecting people over 60.

We are one of the few hospitals in the country to offer imaging tests to detect Alzheimer's



# 7 Sustainable growth

In response to financial and economic challenges, we maintained a focus on efficiency



# Financial results

GRI 3-3

## Macro Brazil and the Health Market in 2023

The economy's performance positively surprised in 2023. GDP accumulated a growth of 2.9% in 2023, maintaining the pace of 2022, along with a slowdown in inflation (4.62%) and a late monetary easing process (initiated only in August). The SELIC rate evolved from 13.75% p.a. to 11.75% p.a., which, despite the reduction, still represents a high interest rate throughout the year. Family consumption increased by 3.1% over the year, justified by an increase in disposable income, resulting from an improved labor market, improved family income, and reduced family indebtedness. There was an acceleration in the creation of formal jobs in 2023 compared to 2022 and, consequently, an increase in formality.

The health market also registered growth. In private supplemental health, the number of beneficiaries reached its peak and surpassed the level observed in 2014, reaching 51.2 million beneficiaries.

Increased access, combined with other factors, contributed to continued challenges in the health market three years after the pandemic, due to the impacts caused by COVID-19. The pandemic initially led to a temporary reduction in the use of health services, but

subsequently, there was a significant increase, resulting in 4 million Brazilians entering the supplemental health system over the past three years. Loss ratios remained high, reaching levels above 90% at times, exacerbated by clinically more severe patients (which may also be a reflection of post-COVID-19 pent-up demand).

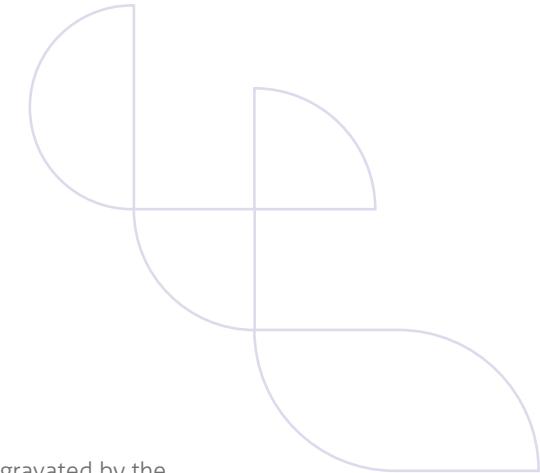
At the same time, high operating costs are a reality in the sector, and recently, the rising incidence of cancer and autism cases has further increased these costs. Innovative drugs are launched in less time than their payback period, contributing to continuous cost increases above the general inflation rate.

The Brazilian population is aging (the population over 60 years old has grown by 56% since 2010), with an increase of 1 million beneficiaries in this age group in health plans over the last five years, according to ANS. With longevity, the incidence of chronic diseases, hospitalizations, and longer treatments increase, among other demands that elevate health care expenses.

The situation in 2023 was also aggravated by the increase in fraud. Fraud and waste expenditures reached R\$ 30 billion in the previous year (2022), according to the Institute of Supplementary Health Studies (IESS).

All this context results in strong margin pressures on operators and hospitals. The private supplemental health sector has recorded negative operating results since 2021, with the largest loss occurring in 2022 (-R\$9.9 billion, -4.29%). In 2023, despite the continued deficit in operating results (-R\$ 6.1 billion, -3.07%), the market showed a slight recovery.

For Hospitals, margin pressures, high costs, and high frequency triggered a series of effects. Denials grew significantly from 2019 to 2023. In the last year, final denials in hospitals reached average levels of 7.58%, surpassing the already high levels observed in 2022. Initial denials (still under negotiation) reached 8.58%. According to ANAPH, hospitals also experienced payment delays amounting to R\$ 2.5 billion. All these aspects resulted in a significant increase in the average payment period for hospital service providers and



a strong allocation of working capital in the hospitals' financial position.

Consequently, a slower investment pace was observed in 2023 to balance liquidity. Most of the deferred investments are related to the renewal of the technological infrastructure and expansion initiatives.

There was also a slowdown in mergers and acquisitions, as companies focused on balancing their statements of financial position and recovering their margins.

## The expansion of telemedicine, the use of artificial intelligence, and intensive data processing will be crucial to achieving higher efficiency levels

### General outlook for 2024 and beyond

For 2024, the global economy is expected to slow down, with growth of 3%. For Brazil, the projected GDP is 2.2%, driven by investments, job creation, and a decrease in the unemployment rate.

This is a favorable scenario for the resumption of the Health Sector, which is closely linked to the performance of the economy, income, and family consumption. The year is likely to be marked again by strong adjustments by operators, as only one cycle (as in 2023) will not be enough to recover the high loss ratio of the last three years. Operators and hospitals will also need to work together and strengthen controls and management to continuously reduce fraud and waste.

The sustainability of the system will remain central in 2024. The expansion of telemedicine, the intensive use of artificial intelligence, and intensive data processing will be crucial to achieving higher efficiency levels. The use of technology still represents a significant opportunity in hospitals and can contribute to cost efficiency, directing therapies more assertively, reducing waste in the chain, and increasing patient-centered efficiency.

In 2023, investment in prevention did not reach 0.5% of the expenditures reported by operators. Thus, for 2024 and beyond, part of the sector's financial rebalancing heavily depends on initiatives focused on preventive health, which will require a joint effort from sector players aimed at rebuilding the care model focused on prevention and family health, as well as increasingly strong action by operators as Care

Coordinators and less as financial intermediaries. The focus on prevention is also absolutely crucial to counterbalance the aging trend of the Brazilian population.

Regarding the outlook for M&A, the expectation is for a slower pace, given the still high-interest rates and the sector's high leverage, with companies still focused on recovering profitability. Additionally, major transactions that occurred in 2021 are still maturing and capturing investment returns. It is expected that the resumption of these movements will be perceived more intensely from 2025, considering that the sector still has considerable room for consolidation.

### BP's financial performance in 2023

In 2023, the increased demand for care and hospital services reinforced BP's growth, with Gross Revenue reaching R\$ 2.3 billion, a 15% increase compared to the previous year. A total of 27,600 procedures were performed in the Surgical Center, an increase of 7% compared to 2022.

Despite the revenue increase, profitability was still a challenge, with revenue adjustments below the rise in care costs, given the conditions of operators under high loss ratios and operational losses in recent years. The impact on operators' results also maintains the trend of growing remuneration models that ensure greater spending predictability, which pressures hospitals to create products that require increasingly higher cost management. Furthermore, the hospital's current results are also impacted by PECLD, which remained at high levels in 2023, reflecting difficulties

and pressure on working capital, a problem that the sector in general has been dealing with.

In response to all these challenges, BP maintained its focus on efficiency in 2023. Initiatives were conducted to review the procurement portfolio, care management models, and clinical protocols to ensure margins at sustainable levels, always prioritizing patient health and safety as a mandatory condition. There was also a focus on efficiency through Structure revisions. The institution also inaugurated CAR-T Cell oncological treatments and expanded robotic surgeries. It invested in process improvement and automation of routines in the Revenue Cycle and has actively worked to improve end-to-end processes that result in lower exposure of Revenue to operator denials.

To equalize working capital challenges, BP also improved internal billing processes, denial resources, and revised billing policies and schedules. Additionally, it used treasury instruments such as credit assignments.

In 2023, BP, in return for its tax immunity, applied R\$ 155.4 million to the Institutional Development Support Program of the Unified Health System (Proadi-SUS) in projects of various natures, including human resource training, research projects of interest to Brazilian health, care projects (Bone Marrow Transplant – TMO), telemedicine projects, and support for public management and care.

Looking to the future, BP sold assets, whose resources strengthened the cash flow aimed at future initiatives for expansion, whether through organic expansions of the hospital complex or inorganic initiatives such as partnerships and the recent Oncology Joint Venture.

Preserving its essence, BP engaged in social fund-raising efforts within the scope of the PRONAS and PRONON programs, whose resources will be allocated to projects with social purposes.

BP then registered an EBITDA of R\$ 183.5 million, which includes both current and non-recurring results. The final cash balance was R\$ 172 million. Gross Debt ended at R\$ 410.5 million, and Net Debt at R\$ 238.5 million.



### Statement of profit or loss (in R\$ thousand)

	2021	2022	2023	Change 2022/2021
Net operating revenue	1,765,099	1,862,287	2,143,848	15.1%
Operating costs and expenses	1,752,383	1,820,341	2,019,922	11.0%
Operating income (1-2)	12,716	41,946	123,926	195.4%
Total financial income	56,671	87,359	126,687	45.0%
Net income for the year (3-4)	43,955	45,413	2,761	-93.9%
<b>Surplus before interest, taxes, depreciation and amortization (EBITDA)</b>	<b>62,919</b>	<b>90,091</b>	<b>183,528</b>	<b>103.7%</b>

1. Obtained by: Accounts Receivable + Inventory - Accounts Payable (suppliers + risk notes payable + other accounts payable)

## Statement of financial position (R\$ thousand)

	2021	2022	2023	Change 2022/2021
Total current assets	1,073,014	1,156,843	1,444,592	24.9%
Property, plant and equipment	926,050	912,566	894,561	-2.0%
Intangible assets	5,142	3,529	3,044	-13.7%
Other noncurrent assets	60,009	49,608	62,395	25.8%
Total noncurrent assets	991,201	965,703	960,000	-0.6%
<b>Total assets</b>	<b>2,064,215</b>	<b>2,122,546</b>	<b>2,404,592</b>	<b>13.3%</b>
Current liabilities	560,883	559,410	753,495	34.7%
Non-current liabilities	597,239	705,178	1,013,343	43.7%
Equity	906,093	857,958	637,754	-25.7%
<b>Total liabilities and equity</b>	<b>2,064,215</b>	<b>2,122,546</b>	<b>2,404,592</b>	<b>13.3%</b>

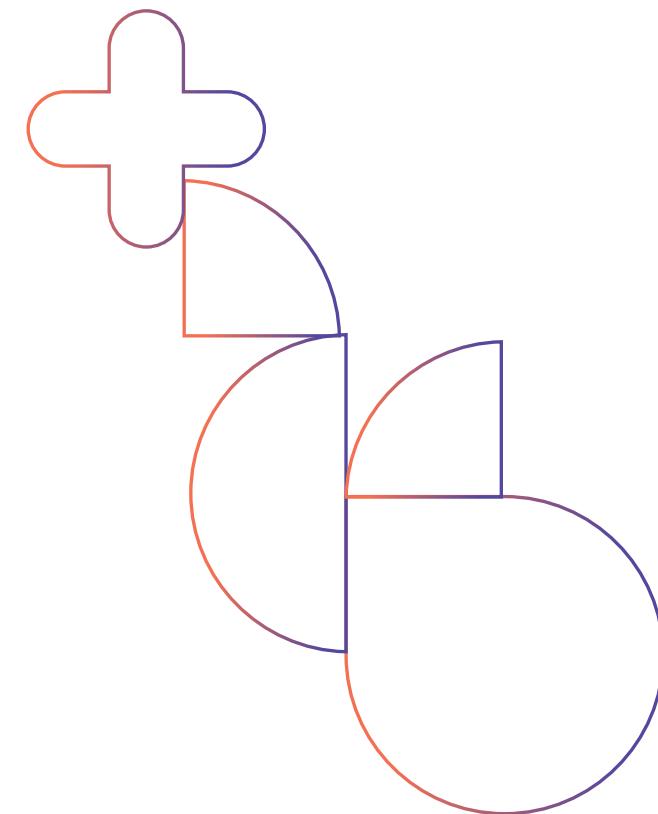
## Financial Commitments made (R\$ thousand)

	2021	2022	2023
Leverage	0.3x	2.0x	1.3x

## Finance income/loss (R\$ thousand)

	2021	2022	2023
Surplus before interest, taxes, depreciation and amortization (EBITDA)	62,919	90,091	183,528
CAPEX	24,548	55,730	62,530
Cash and short-term investments	268,252	122,230	172,086
Working capital requirement <sup>1</sup>	603,188	678,291	796,955
Institutional Development Support Program of the Unified Health System (Proadi-SUS)	88,107	102,155	155,450

1. Obtained by: Accounts Receivable + Inventory - Accounts Payable (suppliers + risk notes payable + other accounts payable)

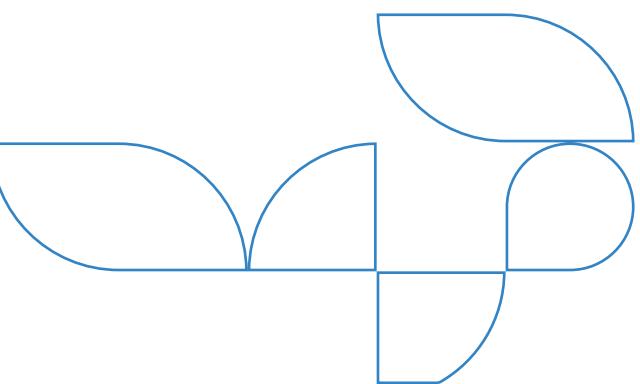


## Statement of Added Value - DVA (R\$) GRI 201-1

	2022	2023
Shareholders (interest on equity)	0%	0%
Employees (compensation, benefits and employer charges)	79%	73%
Government (taxes, charges and payroll charges)	0%	1%
Retained earnings/Loss for the year	-5%	0%
Interest and rent (return on third-party capital)	9%	11%
Community investments	5%	1%
Proadi-SUS funds invested	12%	14%



Read the QR code for the full financial statements or access the link [here](#).



**BP continues to implement its strategic plan**

# Investments

In addition to focusing on the sustainability of its operation margins, BP continues to execute its strategic plan. Investments were made in a joint venture with Bradesco and Fleury in the Oncology sector, which will enable BP to have a national presence in this specialty.

Investments were also made in clinics, the acquisition of a surgical robot, the expansion of the Infusion Center, PET-CT projects, and the CAR-T Cell therapy front, a significant clinical innovation in cancer treatment.

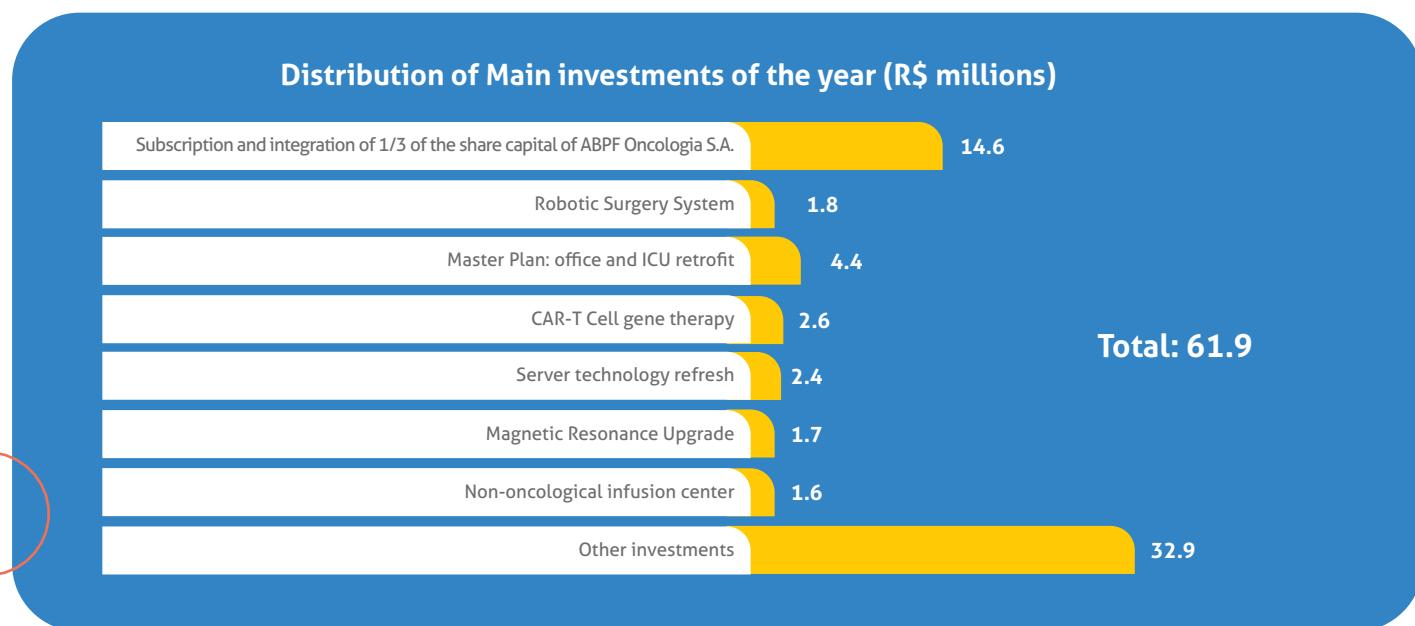
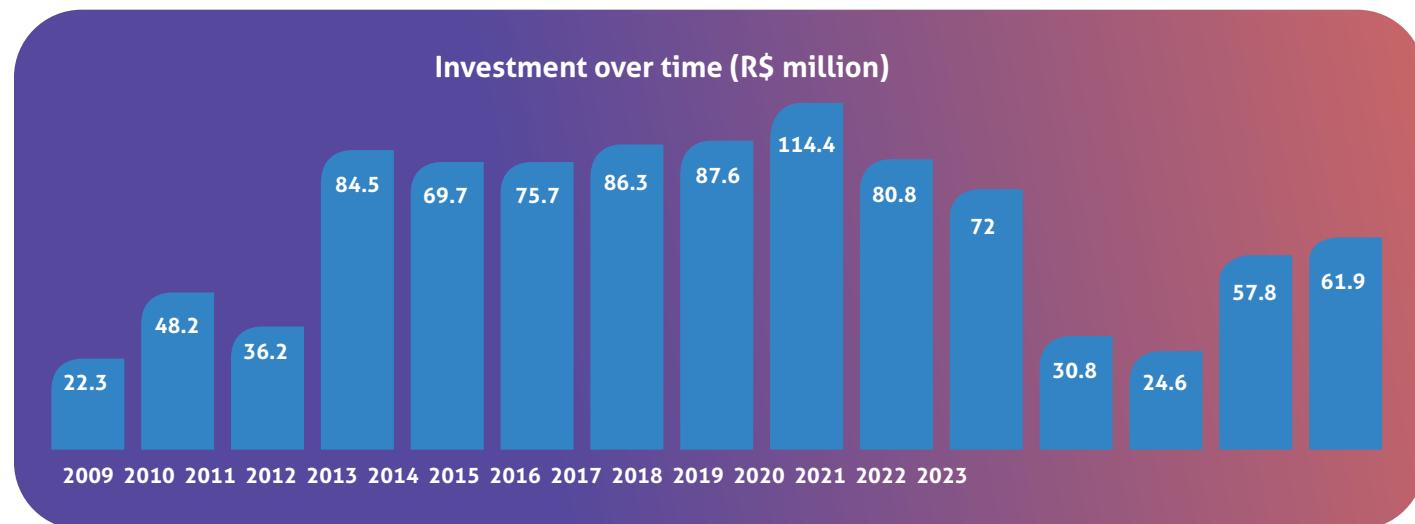
Furthermore, funding alternatives and different business models are being evaluated to support projects in the master plan that contribute to the institution's organic expansion.

Asset monetization opportunities have been evaluated to generate funding that strengthen the implementation capacity of the strategic plan and the expansion plan.

The 2023 cash flow was strongly impacted by the allocation of working capital in Trade Receivables, which reduced the returns from financial applications.

For 2024, the institution foresees continued growth (a high demand trend remains) and the capture of synergies and gains from the structure review and efficiency actions taken. Aligned with the strategic plan, business and partnership opportunities that contribute to BP's expansion and consolidation as a health hub will remain under evaluation.

In 2023, BP's total investment amounted to R\$ 61.9 million, in addition to the application in the Proadi-SUS program totaling R\$ 155.4 million in return from its tax immunity.



# Scenarios and trends in private health in Brazil

Globally, the continuation of the war between Russia and Ukraine and the start of conflicts between Israel and the extremist group Hamas in October marked 2023, which was also a year of change in Brazil's federal executive power.

Economically, the country experienced some setbacks such as high-interest rates in the first half of the year and increased public debt after two consecutive years of decline, and saw better indices such as inflation within the target and reduced unemployment and family indebtedness. It was also a year in which the Gross Domestic Product (GDP) and the number of formal jobs increased, a trade balance surplus, and the approval of tax reform after decades of negotiation.

## Brazil is aging

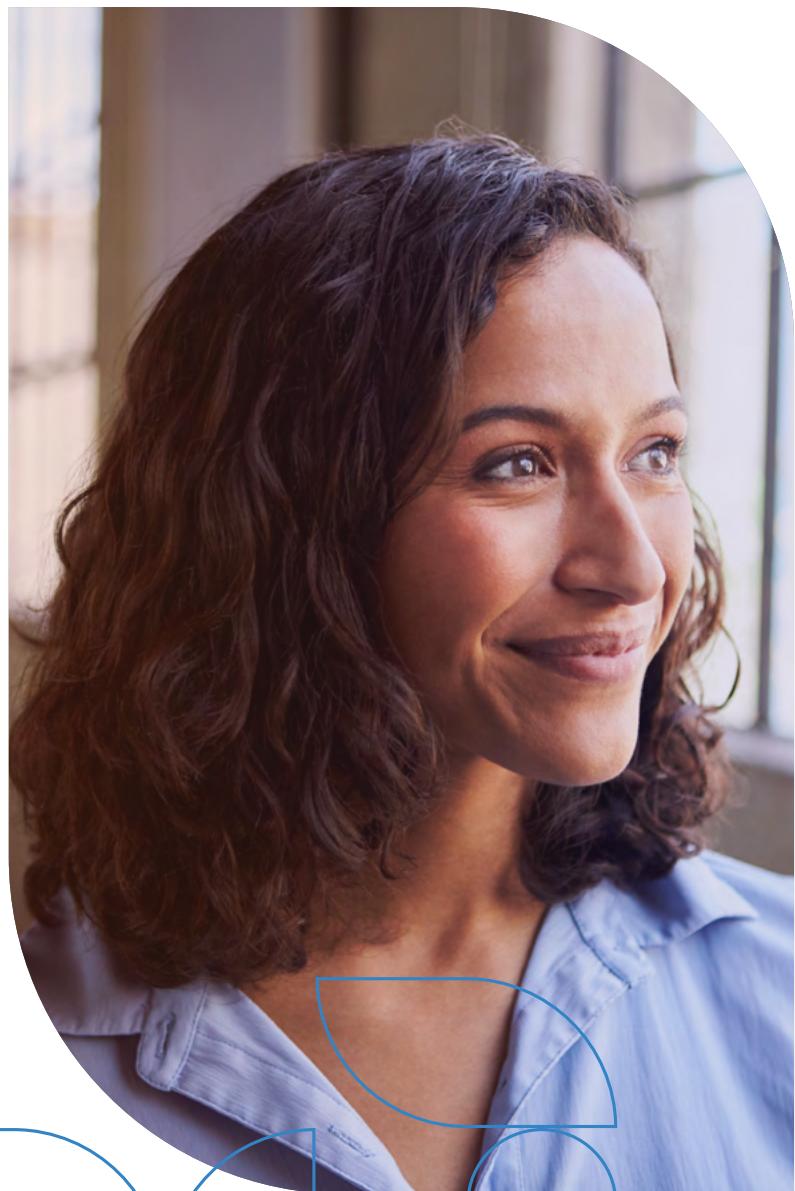
A GDP of 2.9% and more people with formal employment contracts contributed to the health insurance sector surpassing, for the first time, the mark of 51 million beneficiaries. This data is from a survey by the National Supplementary Health Agency (ANS), which also indicated more than 32 million beneficiaries of dental plans alone. As in 2022, São Paulo, Minas Gerais, and Rio de Janeiro were the states with the highest absolute gain in beneficiaries. Regarding dental plans, these two states in the Southeast region and Rio Grande do Sul led in absolute growth.

On the other hand, the aging population and the consequent increase in demand for health services acted as complications, as they forced health plans to strive to ensure comprehensive coverage and affordable prices. The year also faced another

complication: the increase in loss ratios. The rate, which rose after the end of the coronavirus pandemic, shows no signs of retreating. According to ANS, the accumulated rate in the first three quarters of 2023 was 88.2%, creating a burden for operators, forcing them to rethink ways to ensure their financial viability. Many resorted to network fragmentation and restrictions as a way to contain costs while still maintaining good hospitals in their network, and adopted an aggressive adjustment policy.

The year also saw the merger of major health operators, a strategy to meet market demands. The crisis that affected the operators impacted one of their main partners: the hospitals, most of which have a significant portion of their budget based on services provided to customers with health plans.





Payment delays by operators and rising input costs made the year challenging for the hospital sector.

Most likely, one of the solutions to handle this delicate scenario is to increase dialog between operators, hospitals, and suppliers to find solutions together to survive the adversities.

## A new outlook

The increase in diseases related to aging, coupled with economic circumstances, is undoubtedly one of the biggest challenges the sector faces. Today, it is known that preventive health is a priority for governments in several countries worldwide, but raising people's awareness about the importance of prevention remains a challenge. To achieve this goal, in addition to government authorities, health market players such as hospitals, laboratories, and operators have invested in developing informative content and experiences related to basic care to avoid high-cost outcomes later.

In this sense, institutions of excellence like BP have seen technology as a great ally in engaging in preventive health. Excellent examples are wearable devices

like smartwatches that increasingly monitor vital signs and function as a health hub, smartbands, and glucose sensors. Increasingly, technology is a resource used by some hospitals in automating processes and integrating data to improve customer service.

It is also important to remember that technology is reconfiguring several specialties, which will require physicians to be willing to accept these changes and see how they can enhance their practice. Surgical robots, AI improving diagnostic accuracy, and the use of virtual reality as part of surgeon training are just some examples that illustrate the technological incursion into Medicine.

On the front line of care, new digital solutions are emerging to improve interaction with customers. This is the case with patient apps, which are becoming more user-friendly and have gamification features to make the experience more pleasant. This movement increases customer engagement in their own health journey, making them more active in the process, a behavior expected to face the challenges the health market imposes today.

**BP considers**  
**technology a great ally in engaging in preventive health**

# 8 GRI Content Index

Disclosures included  
in this Report



# GRI Content Index

**Statement of use**

BP – Beneficência Portuguesa de São Paulo has developed its report in accordance with the GRI Standards for the period January 01 to December 31, 2023

**GRI 1 used**

GRI 1: Foundation 2021

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.	SUSTAINABLE DEVELOPMENT GOALS
			REQUIREMENTS OMITTED	REASON	EXPLANATION		
<b>GENERAL DISCLOSURES</b>							
GRI 2: General Disclosures 2021	2-1 Organizational details	14					
	2-2 Entities included in the organization's sustainability reporting	4					
	2-3 Reporting period, frequency and contact point	4					
	2-4 Restatements of information	7					
	2-5 External assurance	-					
	2-6 Activities, value chain and other business relationships	14, 18, 41					
	2-7 Employees	47					8, 10
	2-8 Workers who are not employees	47					8
	2-9 Governance structure and composition	25					5, 16
	2-10 Nomination and selection of the highest governance body	25					5, 16

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.	SUSTAINABLE DEVELOPMENT GOALS
			REQUIREMENTS OMITTED	REASON	EXPLANATION		
GRI 2: General Disclosures 2021	2-11 Chair of the highest governance body	The chair of the highest governance body is not an executive officer					16
	2-12 Role of the highest governance body in overseeing the management of impacts	25					16
	2-13 Delegation of responsibility for managing impacts	27					
	2-14 Highest governance body's role in sustainability reporting	4					
	2-15 Conflicts of interest	33					16
	2-16 Communicating critical concerns	35					
	2-17 Collective knowledge of the highest governance body	27					
	2-18 Evaluation of the performance of the highest governance body	The organization currently does not evaluate the highest governance body regarding its performance in overseeing impacts on the economy, environment, and people, but it has plans for implementation.					
	2-19 Remuneration policies	25, 56					
	2-20 Process for determining remuneration	56					

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.	SUSTAINABLE DEVELOPMENT GOALS
			REQUIREMENTS OMITTED	REASON	EXPLANATION		
GRI 2: General Disclosures 2021	2-21 Annual total compensation ratio		All.	Confidentiality restrictions.	Wages and benefits are reviewed annually based on market research, ensuring a position aligned with our BP strategy and market updates aimed at attractiveness and retention.		
	2-22 Statement on sustainable development strategy	5, 6					
	2-23 Policy commitments	37					16
	2-24 Embedding policy commitments	37					
	2-25 Processes to remediate negative impacts	34, 35					
	2-26 Mechanisms for seeking advice and raising concerns	34					16
	2-27 Compliance with laws and regulations	There were no fines or non-monetary sanctions imposed for non-compliance with laws and regulations during the reporting period.					
	2-28 Membership of associations	23					
	2-29 Approach to stakeholder engagement	73					
	2-30 Collective bargaining agreements	All our employees are covered by collective bargaining agreements.					8

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.	SUSTAINABLE DEVELOPMENT GOALS
			REQUIREMENTS OMITTED	REASON	EXPLANATION		
<b>MATERIAL TOPICS</b>							
GRI 3: Material Topics 2021	3-1 Process to determine material topics	7					
	3-2 List of material topics	9					
<b>SUSTAINABLE GROWTH</b>							
GRI 3: Material Topics 2021	3-3 Management of material topics	111					
GRI 201: Financial performance 2016	201-1 Direct economic value generated and distributed	115					8, 9
GRI 201: Financial performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	The organization has not yet mapped its financial risks and opportunities arising from climate change.					13
GRI 201: Financial performance 2016	201-3 Benefit plan obligations and other retirement plans	The organization does not provide benefits plans and other retirement plans.					
GRI 201: Financial performance 2016	201-4 Financial assistance received from government	During the period covered by this report, the organization received financial support from the Brazilian Government, totaling R\$ 10,763,448.00 in 2023. This amount includes R\$ 9,090,043.61 in subsidies and R\$ 1,673,404.36 in tax-deducted funding. There are no governments that are shareholders of the organization.					
GRI 202: Market presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	The ratio is 100%, considering that the company used the national minimum wage of 2023 (R\$1,320.00 for 220 hours worked per month) as the basis for all its units. Our lowest wage is for 150 hours worked per month (R\$930.00).					5, 8

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.	SUSTAINABLE DEVELOPMENT GOALS
			REQUIREMENTS OMITTED	REASON	EXPLANATION		
GRI 202: Market presence 2016	202-2 Proportion of senior management hired from the local community	Our executive board is 100% composed of individuals from the local community, as they are all from São Paulo, our region of operation.					8
GRI 204: Procurement practices 2016	204-1 Proportion of spending on locally-based suppliers	40					8
<b>REPUTATION</b>							
GRI 3: Material Topics 2021	3-3 Management of material topics	41					
<b>NATURAL RESOURCES</b>							
GRI 3: Material Topics 2021	3-3 Management of material topics	89					
GRI 301: Materials 2016	301-1 Materials used, by weight or volume			Not applicable	We do not produce or package materials/products.		8, 12
GRI 301: Materials 2016	301-2 Recycled input materials used			Not applicable	We do not produce or package materials/products.		8, 12
GRI 301: Materials 2016	301-3 Reclaimed products and their packaging materials			Not applicable	We do not produce or package materials/products.		8, 12
GRI 302: Energy 2016	302-1 Energy consumption within the organization	90, 91					7, 8, 12, 13
GRI 302: Energy 2016	302-2 Energy consumption outside of the organization	The organization does not monitor external energy consumption.					7, 8, 12, 13
GRI 302: Energy 2016	302-3 Energy intensity	90					7, 8, 12, 13
GRI 302: Energy 2016	302-4 Reduction of energy consumption	There was no reduction in energy consumption at Hospital BP and BP Mirante.					7, 8, 12, 13

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.	SUSTAINABLE DEVELOPMENT GOALS
			REQUIREMENTS OMITTED	REASON	EXPLANATION		
GRI 302: Energy 2016	302-5 Reductions in energy requirements of products and services	There was no reduction in energy requirements at Hospital BP and BP Mirante.					7, 8, 12, 13
GRI 303: Water and effluents 2018	303-1 Interactions with water as a shared resource	92					6, 12
GRI 303: Water and effluents 2018	303-2 Management of water discharge related impacts	92					6
GRI 303: Water and effluents 2018	303-3 Water withdrawal	92					6
GRI 303: Water and effluents 2018	303-4 Water discharge	92					6
GRI 303: Water and effluents 2018	303-5 Water consumption	92					6
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	94					3, 12, 13, 14, 15
GRI 305: Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	94					3, 12, 13, 14, 15
GRI 305: Emissions 2016	305-3 Other indirect (Scope 3) GHG emissions	94					3, 12, 13, 14, 15
GRI 305: Emissions 2016	305-4 GHG emissions intensity	94					13, 14, 15
GRI 305: Emissions 2016	305-6 Emissions of ozone-depleting substances (ODS)	There are no emissions of ozone-depleting substances.					3, 12
GRI 305: Emissions 2016	305-7 NOX, SOX, and other significant air emissions	94					3, 12, 14, 15

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.	SUSTAINABLE DEVELOPMENT GOALS
			REQUIREMENTS OMITTED	REASON	EXPLANATION		
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	95					3, 6, 11, 12
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	95					3, 6, 8, 11, 12
GRI 306: Waste 2020	306-3 Waste generated	96					3, 6, 11, 12
GRI 306: Waste 2020	306-4 Waste diverted from disposal	96					3, 11, 12
GRI 306: Waste 2020	306-5 Waste directed to disposal	96					3, 6, 11, 12, 15
HC-DY-130a.1	Total energy consumed, percentage grid electricity and renewable percentage	90, 91					
HC-DY-150a.1	Total amount of medical waste: percentage incinerated, recycled, treated, or landfilled	96					
HC-DY-450a.1	Description of policies and practices for: Physical risks due to increased frequency and intensity of extreme weather events, changes in morbidity and mortality rates from diseases associated with climate change and emergency preparedness and response	65					

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.	SUSTAINABLE DEVELOPMENT GOALS
			REQUIREMENTS OMITTED	REASON	EXPLANATION		
BP-06	Describe the continuous improvement processes applied in the cafeterias throughout 2023, if there were actions to optimize and better manage food waste;.	97					
<b>PEOPLE MANAGEMENT</b>							
GRI 3: Material Topics 2021	3-3 Management of material topics	46					
GRI 402: Labor/management relations 2016	402-1 Minimum notice periods regarding operational changes	The minimum notice period for informing workers about significant operational changes is four weeks. Those involved are informed through the formation of working groups, presentation of a transition plan, presentation of a compensation plan, and negotiations with unions, as applicable.					8
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	54					4, 5, 8, 10
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	56					3, 5, 8
GRI 401: Employment 2016	401-3 Parental leave	57					5, 8
GRI 403: Occupational health and safety 2018	403-1 Occupational health and safety management system	64					8

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.	SUSTAINABLE DEVELOPMENT GOALS
			REQUIREMENTS OMITTED	REASON	EXPLANATION		
GRI 403: Occupational health and safety 2018	403-2 Hazard identification, risk assessment, and incident investigation	65					8
GRI 403: Occupational health and safety 2018	403-3 Occupational health services	60					8
GRI 403: Occupational health and safety 2018	403-4 Worker participation, consultation, and communication on occupational health and safety	64					8, 16
GRI 403: Occupational health and safety 2018	403-5 Worker training on occupational health and safety	65					9
GRI 403: Occupational health and safety 2018	403-6 Promotion of worker health	60					3
GRI 403: Occupational health and safety 2018	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	60, 64					8
GRI 403: Occupational health and safety 2018	403-8 Workers covered by an occupational health and safety management system	64					8
GRI 403: Occupational health and safety 2018	403-9 Work-related injuries	66					3, 8, 16
GRI 403: Occupational health and safety 2018	403-10 Work-related ill health	There were no cases of recordable work-related ill health among employees in 2023.					3, 8, 16
GRI 404: Training and education 2016	404-1 Average hours of training per year per employee	59					4, 5, 8, 10

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.	SUSTAINABLE DEVELOPMENT GOALS
			REQUIREMENTS OMITTED	REASON	EXPLANATION		
GRI 404: Training and education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	58					8
GRI 404: Training and education 2016	404-3 Percentage of employees receiving regular performance and career development reviews	55					5, 8, 10
HC-DY-330a.1	Voluntary and involuntary turnover rates of physicians, health care professionals (excluding physicians), and all other employees	54, 55					
HC-DY-330a.2	Description of talent recruitment and retention efforts	53					
BP-03	Training Project for PWDs (People with Disabilities)	49					
<b>DIVERSITY AND INCLUSION</b>							
GRI 3: Material Topics 2021	3-3 Management of material topics	48					
GRI 405: Diversity and equal opportunity 2016	405-1 Diversity of governance bodies and employees	25, 51, 52					5, 8
GRI 405: Diversity and equal opportunity 2016	405-2 Ratio of basic salary and remuneration of women to men			Information confidential	Sensitive data requiring confidentiality control by the institution.		5, 8, 10
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	No cases of discrimination were confirmed in 2023.					5, 8

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.	SUSTAINABLE DEVELOPMENT GOALS
			REQUIREMENTS OMITTED	REASON	EXPLANATION		
<b>EDUCATION AND RESEARCH / ACCESS TO HEALTH / INNOVATION</b>							
GRI 3: Material Topics 2021	3-3 Management of material topics	99, 104, 105					
BP-01	Proadi-SUS applied projects	79					
BP-02	Internal and External Volunteering	87					
BP-05	BP Blood Bank Indicators	21					
BP-07	List all the certifications and recertifications we had throughout 2023 and detail them.	13					
<b>TRANSPARENCY / ETHICS / SUSTAINABILITY</b>							
GRI 3: Material Topics 2021	3-3 Management of material topics	32, 39					
GRI 205: Fighting corruption 2016	205-1 Operations assessed for risks related to corruption	39					16
GRI 205: Fighting corruption 2016	205-2 Communication and training on anti-corruption policies and procedures	38					16
GRI 205: Fighting corruption 2016	205-3 Confirmed incidents of corruption and actions taken	No incidents of corruption were recorded.					16
GRI 206: Anti-competitive behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	BP has no pending or closed lawsuits for anti-competitive behavior, anti-trust, and monopoly practices					16

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.	SUSTAINABLE DEVELOPMENT GOALS
			REQUIREMENTS OMITTED	REASON	EXPLANATION		
GRI 308: Supplier environmental assessment 2016	308-1 New suppliers that were screened using environmental criteria	40					
GRI 308: Supplier environmental assessment 2016	308-2 Negative environmental impacts in the supply chain and actions taken	40					
GRI 407: Freedom of association and collective bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	There are no operations with risks of violating workers' rights to exercise freedom of association.					8
GRI 408: Child labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	There are no operations posing risks child labor.					5, 8, 16
GRI 409: Forced or compulsory labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	40					5, 8
GRI 413: Local communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	BP implemented local community engagement, impact assessments, and development programs in all of its operations in 2023. We have also instituted formal complaint processes accessible to the community, including a customer service hotline, contact email, use of social media and digital media, satisfaction surveys, meetings, and community consultations, as well as an Ombudsman. In other words, we provide various channels for the community to give us their feedback and express their concerns.					

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.	SUSTAINABLE DEVELOPMENT GOALS
			REQUIREMENTS OMITTED	REASON	EXPLANATION		
GRI 413: Local communities 2016	413-2 Operations with significant actual or potential negative impacts on local communities			Not applicable	Not applicable due to the nature of the sector.		1, 2
GRI 414: Supplier social assessment 2016	414-1 New suppliers that were screened using social criteria	40					5, 8, 16
GRI 414: Supplier social assessment 2016	414-2 Negative social impacts in the supply chain and actions taken	40					5, 8, 16
GRI 415: Public policy 2016	415-1 Political contributions	Bracell does not make political contributions.					16
GRI 418: Customer privacy 2016	418-1 Substantiated complaints regarding breaches of customer privacy and losses of customer data	42					16
HC-DY-230a.2	Description of policies and practices for securing personal health data records of customers and other personal data	42					
HC-DY-230a.3	Number of data breaches, percentage involving only personal data and personal health data, number of customers affected in each category, only personal data and personal health data	42					

GRI STANDARD / OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.	SUSTAINABLE DEVELOPMENT GOALS
			REQUIREMENTS OMITTED	REASON	EXPLANATION		
HC-DY-270a.1	Description of policies or initiatives to ensure that patients are adequately informed about prices before undergoing a procedure	The organization has defined processes for preparing budgets for private procedures and surgeries, ensuring that patients are adequately informed about the price before undergoing a procedure.					
HC-DY-270a.2	Discussion of how pricing information for services is made available to the public	73					
HC-DY-510a.1	Total amount of monetary losses as a result of legal proceedings associated with medical fraud	There were no financial losses resulting from legal actions related to fraud, as stipulated by the Fiscal Claims Act.					
<b>HEALTH, PATIENT SAFETY / HUMANIZATION</b>							
GRI 3: Material Topics 2021	3-3 Management of material topics	69					
GRI 416: Consumer health and safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	70					
GRI 416: Consumer health and safety 2016	416-2 Incidents of noncompliance concerning the health and safety impacts of products and services	70					16

# Credits

## BP Team:

Brand & Communication  
Sustainability  
[sustentabilidade\\_bp@bp.org.br](mailto:sustentabilidade_bp@bp.org.br)

## Grupo Report

Contents and editing, GRI and SASB consulting,  
graphic design and layout.

## Corporate information

*GRI 2-1*

### Headquarters

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

### Hospital BP

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

### BP Mirante

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

### Women's Medicine Clinic

Rua Colômbia, 332  
CEP: 01438-000 | Jardim Paulista  
São Paulo – SP