



# Sustainability Report 2023





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# About the report

GRI 2-3 | 2-5

We are immensely pleased to present another edition of Fleury Group's Annual Sustainability Report.

In this document, we reaffirm our commitment to transparency and reflect on how our strategy and actions have contributed to value creation for our stakeholders in the period from January 1<sup>st</sup> to December 31<sup>st</sup>, 2023.

The information presented encompasses all activities under the operational control and/or majority ownership of the Company. When there are exceptions, these will be duly indicated in the corresponding item. Furthermore, the data reflects the business combination between Fleury Group and Pardini Group (learn more on [page 11](#)), which may result in significant changes compared to previous reports.

This information has been approved by the Executive Board of Strategy, ESG and Innovation, and by the ESG Committee of the Board. It has also undergone external audit (learn more on [page 117](#)).

The report's scope was defined based on materiality, updated in 2023, following the methodology called double materiality, and revised in 2024 to also accommodate the material topics of Pardini Group, now integrated into Fleury Group's operations (learn more on [page 19](#)).

In addition to the Main Report, for the second year, we are disclosing a Supplementary Indicator Report. The supplementary document provides our stakeholders with more details on the environmental, social and governance indicators monitored by the Company.

Both documents report information organized according to international corporate sustainability reporting guidelines, which enable standardized communication of ESG indicators.

Readers may choose to engage in a linear reading of the documents or navigate through the content following the adopted references, namely



## GRI AND SASB STANDARDS

The Report was prepared in accordance with the Standard version of the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB). The titles of each subchapter identify the indicators that will be reported therein through the acronyms "GRI-" and "SASB-". The complete list of these indicators can be found on pages [107](#) and [114](#).



## TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD)

The Supplementary Indicators Report presents the TCFD Index, reporting on the Company's initiatives in accordance with the

reporting standards recommended by the Task Force. In the TCFD Index, we present the responses or the page where the recommendations are reported throughout the document.

## PACTO GLOBAL

The GRI Content Index reports the correlation between the GRI and SASB indicators and each of the principles of the Global Compact, reaffirming our progress in this initiative (access the full list on pages [107](#) and [114](#)).



## SUSTAINABLE DEVELOPMENT GOALS (SDG)

In alignment with our commitment to the United Nations Sustainable Development Goals (SDGs), we have outlined the connection between the content of each chapter of the Report and the targets in the SDG Map (access the complete list on [page 116](#)).

## CAPITALS

Based on the Integrated Report, we have identified the capitals covered in each chapter.



For any questions, suggestions, or information requests, please contact us at: [sustentabilidade@grupofleury.com.br](mailto:sustentabilidade@grupofleury.com.br) or [ri@grupofleury.com.br](mailto:ri@grupofleury.com.br)

# Message from the Management

In 2023, we continued to follow a trajectory of solidity and consistency in strategy execution and results delivery.

We have upheld the principles that have characterized our performance, including financial discipline, strengthening our benchmark position in quality and innovation, rigorous execution of our growth strategy, and offering solutions that contribute to the sustainability of the healthcare system.

We have successfully completed the first year of the integration journey between Fleury Group and Pardini Group. This movement has reinforced our position among the leading healthcare providers in Brazil, in addition to representing a milestone towards expanding our national presence. It has also enabled business diversification and, consequently, the construction of a complete and integrated healthcare ecosystem that offers a better experience throughout the patient journey of care.

The integration also brings us closer to the overall desired goal of reaching 1.5 million lives in the C, D, and E social classes. In 2023 alone, over 95,000 people in this segment were served.

In line with the Group's financial management and investment discipline, we closed last year with all business lines achieving revenue gains. Key highlights of the past year include the growth of Novos Elos and the A+ brand, as well as the remarkable contribution of the Lab-to-Lab segment to the Company's results.

Gross Revenue reached R\$ 6,961.3 million, a 44.9% increase over the previous year. Excluding COVID-19 tests, growth was 49.3%. Pro forma Gross Revenue reached R\$ 7,745.6 million, a 9.7% increase over the previous year. Excluding COVID-19 tests, growth was 14.3%.

Honoring our commitment to innovation in medicine and healthcare, we closed 2023 with 581 new products and services launched, expanding our portfolio. Particularly noteworthy is our pioneering role in introducing the first blood test to aid in the diagnosis of Alzheimer's disease, an achievement that represents a significant advance in Brazilian diagnostic medicine, allowing for early identification of the condition, and thus improving treatment efficacy and the patient's quality of life.

Our unwavering commitment to corporate responsibility has once again been recognized. We are proud to maintain our position in the B3's Corporate Sustainability Index (ISE) portfolio since 2014. This achievement is further complemented by our fourth consecutive inclusion in the Dow Jones Sustainability Index (DJSI) portfolio, where we stand as one of only eight Brazilian companies out of 322, and the only one in the healthcare sector in the Americas.

We concluded 2023 with robust progress on our ESG agenda, pursuing a trajectory of positive operational and financial results. As a result, we entered 2024 positioned as one of the largest companies in the sector and confident in our strategy of

developing a complete and integrated ecosystem that accompanies patients throughout their journey of care.

## Board of Directors and Executive Board



**Jeane Tsutsui, CEO - Fleury Group**

# Highlights from 2023

## EFFECTIVE GROWTH STRATEGY

 **R\$ 6.9 billion** in gross revenue, 45% higher compared to the previous period

 All business lines with **revenue gains**

 **R\$ 691.9 million** in gross accounting revenue in Novos Elos and Plataforma de Saúde, a 67.6% growth

 **R\$ 1.4 billion** in accounting revenue in B2B, a 119.2% growth

 **R\$ 200 million** invested in IT/Digital, a 33.9% increase

 **R\$ 21.5 million** invested in R&D

## FIRST YEAR OF SUCCESSFUL INTEGRATION JOURNEY BETWEEN FLEURY AND PARDINI

 **524 service units**

 **34 Novos Elos units**

 **24 technical areas** for exam processing

 **Geographic complementarity**

## ROBUST AND EFFICIENT OPERATION

 **17 expansions**, 10 of which in diagnostic medicine and 7 in Novos Elos

 **New Technical Operational Center**, in the Brooklyn neighborhood, in São Paulo

 **400 logistics routes** covering 93 thousand km daily, in the Lab-to-Lab segment

 **90.5% of energy** from renewable sources

## PATIENT AT THE CENTER

 **77.73 NPS** in service units

 **243.5 million** exams performed

## CARE FOR OUR PEOPLE

 **70.5%** women in leadership positions

 **+ 95 thousand beneficiaries** in classes C, D and E served in 2023

 **R\$ 5.5 million** invested in social projects

 **478.9 thousand** training hours

 **R\$ 253.56** invested per employee

# Awards and recognitions

## REFERENCE IN THE HEALTHCARE SECTOR

- **Estadão Best Services:** tied with Albert Einstein, we lead Estadão Best Services ranking in the Laboratories category. This was the fourth time we won such an award.
- **'Estadão Empresas Mais' Ranking:** Fleury Group achieved 4<sup>th</sup> place overall in the Healthcare category, and we were also recognized in the Top 5 - Ethics and Citizenship and Top 5 - Sustainability.
- **Top of Mind:** for the 12<sup>th</sup> consecutive year, Weinmann Laboratory, a regional brand of Fleury Group, was awarded first place in the Top of Mind Porto Alegre award in the Clinical Analysis Laboratory category. Additionally, the 28<sup>th</sup> edition of the award, held in Minas Gerais, recognized the Hermes Pardini brand in the Clinical Analysis Laboratory segment.
- **Datafolha Highlight:** the Fleury brand was among the highlights in Home Care in the Datafolha 2023 survey carried out with the population of São Paulo.
- **The Best of SP:** we were awarded first place in Folha de São Paulo's Best of SP award, in the clinical analysis laboratories category, tied with Laboratório Lavoisier.

- **Valor Innovation Brazil Award:** in the Medical Services category, Fleury Group ranked 4<sup>th</sup>, followed by Hermes Pardini in 5<sup>th</sup> place, as one of the most innovative companies in the country.
- **Healthcare Benchmarking Award:** the 13<sup>th</sup> edition of the award ranked Fleury Group as one of the best in Diagnostic Imaging Medicine in Bahia, under the Diagnoson A+ brand.
- **XXVII Ranking of Minas Gerais Companies (Minas Gerais Award - Best and Largest Companies):** in its 25<sup>th</sup> edition, the award considered the "Oscar of Economy in Minas Gerais" elected Hermes Pardini as one of the best and largest companies of excellence in healthcare in the state.
- **Reclame Aqui Award:** Fleury Group was present in 5 of the 20 awards in the Healthcare – Laboratory and Imaging category, as one of the Brazilian companies with the best reputations and most efficient service operations. The Fleury brand was ranked 1<sup>st</sup>, Hermes Pardini 3<sup>rd</sup>, and the brands A+ Medicina e Saúde, Labs A+ RJ and Clínica Felipe Mattoso, respectively 5<sup>th</sup>, 13<sup>th</sup> and 20<sup>th</sup> place.
- **AACC (Annual Scientific Meeting & Clinical Lab Expo):** Pardini Group presented 23 approved scientific works at the event in Anaheim, California (USA), highlighting the work of the R&D and Personalized Medicine teams entitled "Is comprehensive cancer

panel by next-generation sequencing (NGS) more efficient than cancer-specific NGS panel in the management of non-smallcell lung cancer patients?".

- **Lusófonos Creativity Award:** in partnership with Grupo Criativo, the Campana brand was awarded the Bronze Medal at a prestigious Portuguese design award. This award is the only one in the world dedicated exclusively to honoring and discussing the advertising and communication markets of Portuguese-speaking countries.
- **Brand Recall 2023:** Pretti laboratory, one of Fleury Group's brands in Espírito Santo, was the winner of the Brand Recall 2023 segment.
- **Ranking 100 Open Startups 2023:** we ranked fourth in the healthcare services category and 67<sup>th</sup> in the overall ranking, which follows the most attractive startups and scaleups for the corporate market.
- **Best Corporations for Startups 2023 Ranking:** we ranked 13<sup>th</sup> position in the ranking of the 20 corporations that best relate to the Brazilian startup ecosystem, taking into account strategy, infrastructure, operations and reputational criteria.

- **Pop List 2023:** for another year, Laboratório Padrão is the best placed brand in the clinical examination laboratory segment in Goiânia.

## RECOGNIZED ESG PERFORMANCE

- **Best of ESG:** Fleury Group ranked 2<sup>nd</sup> in the Health and Healthcare Services category of the Best of ESG ranking, a partnership between Revista Exame and the Brazilian Institute of Capital Markets (Ibmec).
- **Transparency Trophy:** we won the 27<sup>th</sup> edition of the ANEFAC award – Transparency Trophy 2023, in relation to the 2022 financial statements.
- **Top of Mind RH:** the 26<sup>th</sup> edition of the award recognized Fleury Group as the best company in the “Companies with Recognized Practices in Corporate Education” category.
- **ISE B3 (Corporate Sustainability Index):** since 2014, we have been part of the portfolio of the main sustainability index on São Paulo Stock Exchange.
- **Dow Jones Sustainability Index – Emerging Markets:** for the fourth consecutive year, we have been included in the index portfolio, which comprises 322 companies. Of these, only eight are Brazilian, with Fleury Group being the only healthcare company in the Americas to be part of the index. Additionally, we are included in S&P’s Sustainability Yearbook 2024.
- **Contagem Integrity Seal (SIC):** Pardini Group received, for the third consecutive year, the seal from Contagem (MG) City Hall, which recognizes companies that voluntarily adopt good integrity and anti-corruption practices in their daily operations.
- **Pro-Ethics Seal:** Fleury Group received the Pro-Ethics Seal, which promotes awareness among companies about the importance of adopting ethical measures, expanding the culture of integrity.
- **B3 IDiversa:** Fleury Group was among the companies selected to join the first portfolio of B3’s new index, IDIVERSA. Launched in 2023, the index combines gender and racial criteria to recognize companies that adopt best practices in diversity and equity in the corporate environment.
- **ICO2:** we were selected to be part of the Efficient Carbon Index (ICO2), which recognizes transparency in relation to Greenhouse Gas (GHG) emissions.

## AWARDS AND RECOGNITION FOR OUR CEO

- **Value Executive (Executivo de Valor) Award:** the 23<sup>rd</sup> edition of “Executivo de Valor” awarded our CEO Jeane Tsutsui as one of the most outstanding professionals in the Healthcare and Pharmaceutical Industry sector, considering criteria such as innovation, leadership management, versatility and the promotion of diversity and socio-environmental responsibility.
- **Bloomberg’s most influential people:** CEO Jeane Tsutsui was elected as one of the 500 most influential people in Latin America in 2023 in the third edition of the Bloomberg Linea list.
- **100 most influential professionals in the healthcare sector:** our CEO, Jeane Tsutsui, was elected one of the 100 most influential professionals in the healthcare sector in a survey by Grupo Mídia and Healthcare Management.

# About Fleury Group

## Capitals used

-  Natural
-  Manufactured
-  Intellectual
-  Financial
-  Human
-  Social

## Related SDGs



# Who we are

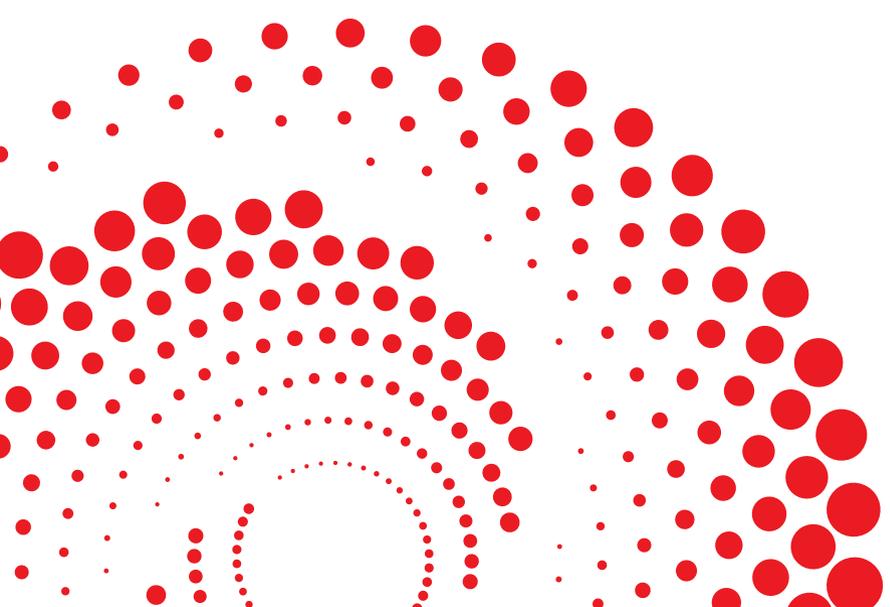
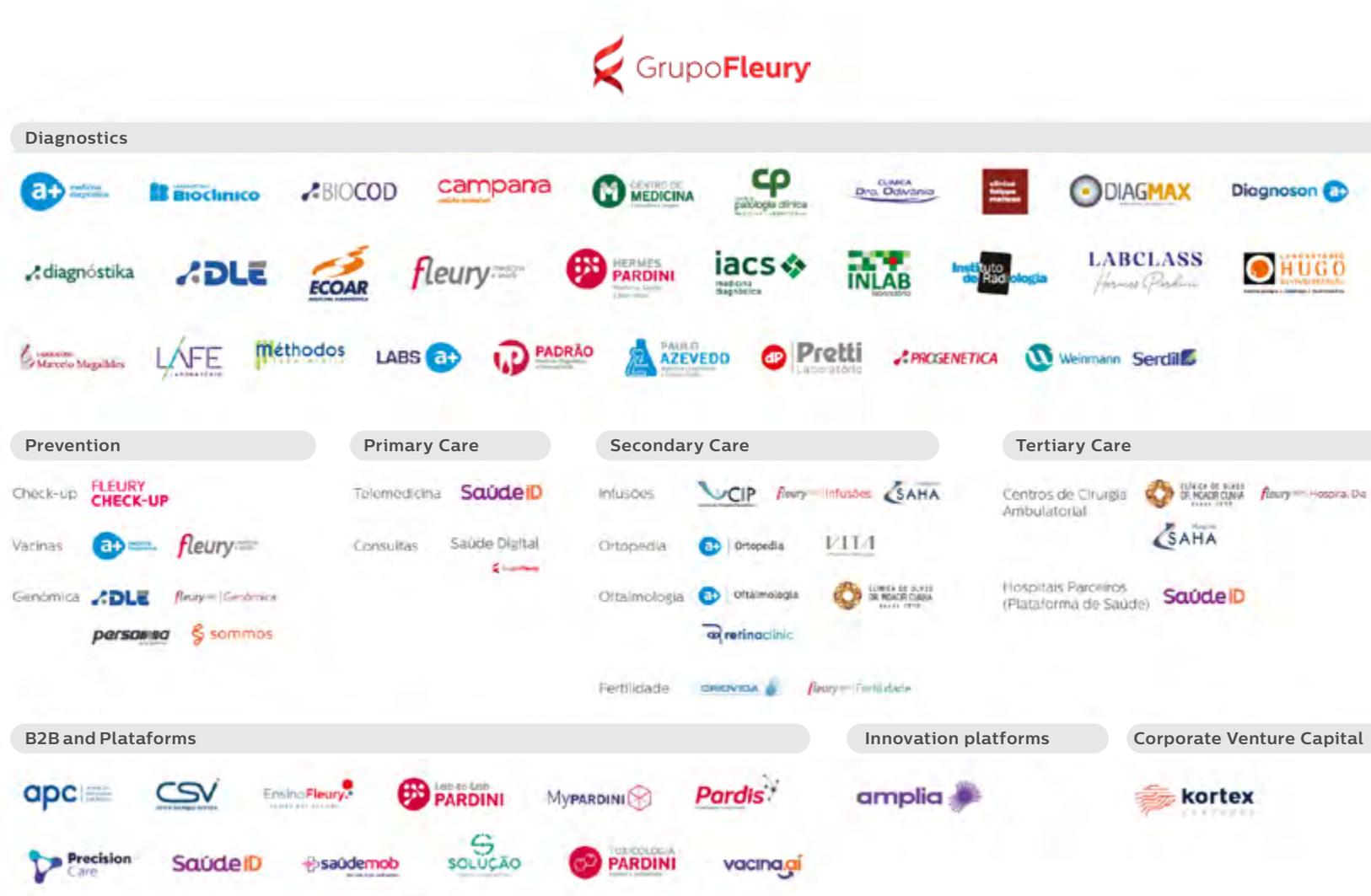
GRI 2-1

We began our activities in 1926 as a clinical analysis laboratory and, over the years, we expanded our operations to a business model dedicated to offering complete and integrated solutions for patients' entire health journey of care.

Currently, we stand as a benchmark in Brazil's healthcare sector, recognized by the medical community and society for our technical, medical, care, and management excellence, as well as our ability to drive the sector through innovation.

To provide comprehensive and integrated diagnostic medicine solutions, we coordinate patient-centered journey of cares through our 39 brands.

## INTEGRATING THE INDIVIDUAL'S JOURNEY OF CARE



# Mission, vision and values



## OUR ESSENCE

Since our inception, we have been driven by a passion for medicine and a permanent restlessness, that makes us pursue the best in all dimensions.

We understand that those who are passionate about their work deliver their best. This is why our essence is founded on passion, especially for our people. They are our protagonists of yesterday, today, and the future. After all, they are the driving force behind our success, which is ultimately symbolized by the satisfaction of our customers, who are served in a welcoming manner and with a genuine desire to do well.

We do our best because we are **passionate about what we do.**

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## MISSION

To provide even more complete and integrated solutions for healthcare management and personal wellbeing, with excellence, humanity and sustainability.

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## VISION

Health and wellbeing for people's full realization.

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## VALUES

Excellence, Respect, Interdependence, Solidarity, Focus on the Customer, Integrity, Innovation and Enthusiasm.

# Business combination

GRI 2-1

Announced to the market in 2022 and approved by CADE (Administrative Council for Economic Defense) in 2023, the integration between Fleury Group and Pardini Group elevates our value generation capacity to a new level.

The business combination between the two Companies expands the integrated offering of diagnostic healthcare services across the country and positions us as a leading player in the market.

**This alliance brings a complementary brand portfolio and expands geographical coverage, further strengthening the Company's presence in Brazilian states and municipalities.**

Thus, we are now present in over 13 states and have 558 service units (including 34 Novos Elos) distributed among various recognized regional brands in different segments. We also have a workforce of over 20,000 people, including over 4.6 thousand doctors.

This complementarity not only diversifies our scope, but also drives substantial growth in operational capacity. In total, we have reached 24 technical areas and a processing capacity of over 300 million tests per year.

The businesses combination between Fleury Group and Pardini Group has established a new level of portfolio complementarity and expanded geographical reach.

**524**  
service units

**34**  
Novos Elos units

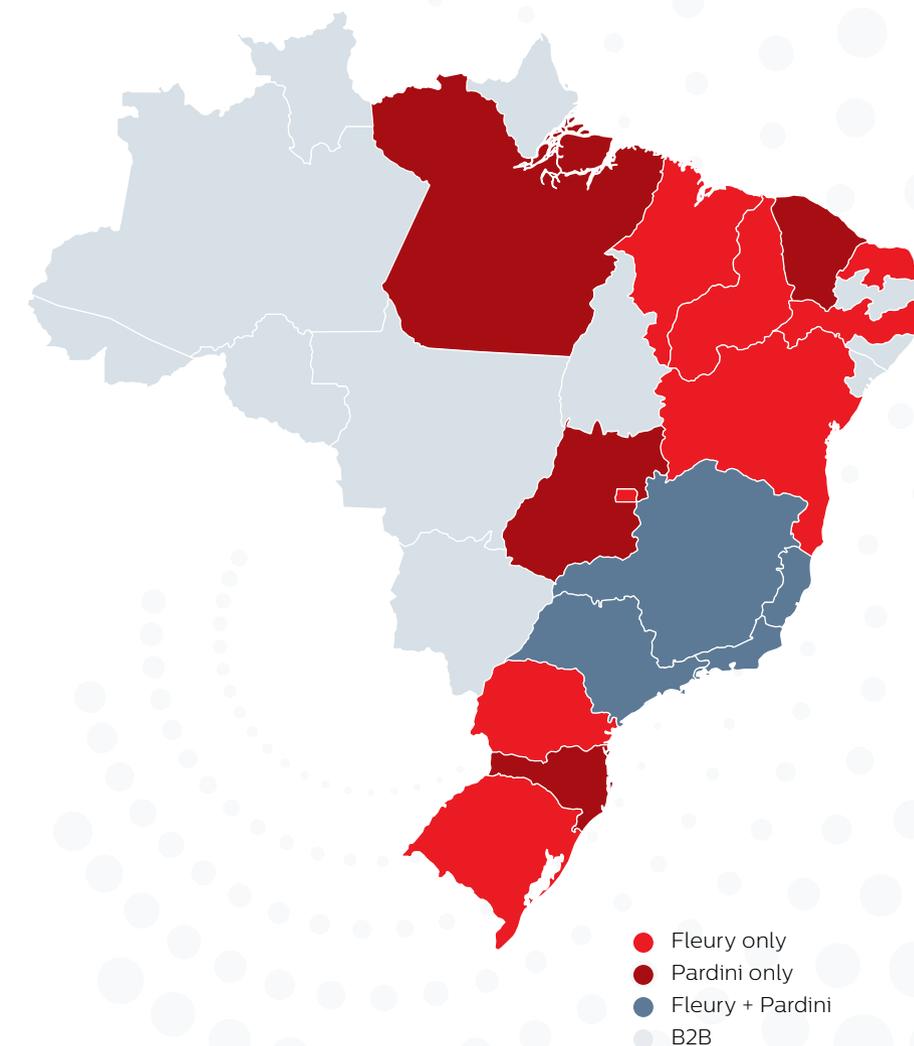
**+20 thousand**  
employees

**24**  
specialized technical areas

**+4,6 thousand**  
doctors

**+300 million**  
exams per year

**39** regional brands recognized in various segments



# Strategy for the future

We are driven by the ambition to become one of the leading players in the healthcare sector, operating across the value chain and taking a leadership role in coordinating the integrated patient journey.

The expansion of our value chain includes:

**Innovation in products, services, and business** through the delivery of new patient journey solutions, such as new home care services, nutritional consultations, dermatological consultations and procedures, and immunobiological infusion services.

**A benchmark in medicine and healthcare**, keeping the Company in a leading position in this sector in Brazil through the expansion of the Mobile Service offering and other existing services, as well as the expansion of the Group's reach.

**Technical and medical excellence** are key differentiators for the Group, achieved through renowned medical teams, the strengthening of existing Integrated Centers, and investment in state-of-the-art equipment.

**Enhanced patient experience**, ensuring their loyalty through investment in marketing, brand renewal, new architectural concepts, ongoing team training, and improvements to the menus offered at units, including snacks for patients with dietary restrictions.

## Growth avenues

We are committed to further expanding our relevance in diagnostic medicine by broadening access to more Brazilians, all while maintaining the high quality of our services. Simultaneously, we aim to diversify our portfolio of integrated solutions by Novos Elos operations, and strengthen our presence in digital health through the Health Platform.



All growth avenues that allow us to position ourselves differently in the healthcare market are presented below.

## DIAGNOSTIC MEDICINE

### B2C MODEL

We have an extensive network of our own laboratories that provide solutions directly to patients, following a **B2C** (business-to-consumer) business model.

On this growth avenue, the goal is to continue advancing consistently, expanding our service units and acquiring new companies with the capacity to increase our presence in the national territory, adding value to our ecosystem of healthcare services.

Through both physical service units and mobile care services, our B2C operations experienced sustained growth throughout the year, while maintaining quality and medical excellence. In total, we opened ten new service units, expanding our presence to cover the entire national territory.

The integration with Pardini has contributed to the increase in scale and revenue of this avenue, expanding our presence in the access market. This expansion movement to include more segments of the population is in line with our public goal of expanding and democratizing access to quality healthcare services, focusing on classes C, D and E.

### B2B MODEL

We offer healthcare services in a **B2B** (business-to-business) model through partnerships with other laboratories and hospitals. In this growth avenue, we seek to strengthen our relevance, efficiency, and speed for innovation in healthcare services.

Over the past year, we have witnessed a substantial expansion of this segment and a marked enhancement of our logistics efficiency. This arises from the business combination with Pardini Group, which has enabled us to broaden our national reach through Lab-to-Lab operations – a business line originating from Pardini focused on providing services to partners.

With this expansion, we now operate in 2,200 cities across the country, serving 7,300 partners through specialized logistics to generate consistent results and provide an enhanced customer experience.

### NOVOS ELOS

Aligned with the Company's goal of expanding its product and service offerings beyond diagnostic medicine, we are pursuing a strategy of expanding our relevance in various medical specialties, placing costumers at the center of care by providing a more comprehensive and integrated experience.

In this regard, **Novos Elos** has become a significant growth avenue for Fleury Group by expanding our offering of integrated solutions through a portfolio of services in various medical specialties, including orthopedics, ophthalmology, infusions, fertility, and low-complexity surgeries.

In 2023, this front continued to grow, particularly in the segments of medication infusion, orthopedics, ophthalmology, outpatient surgical center, and reproductive medicine. In total, over the past year, seven new units were launched in Novos Elos.

### HEALTH PLATFORMS

Fleury Group's strategy envisions the expansion of engaged users on our digital platforms as a significant growth avenue for the Company. In addition to adding value to the patient journey, healthcare platforms enable the integration of brands and partner laboratories, which in turn reduces operational costs, enhances user experience, and expands access to healthcare.

In 2023, we witnessed a heightened engagement of brands in marketplaces that facilitate the establishment of an open health journey of care. Consequently, the Company was able to venture into uncharted growth avenues, as well as explore novel revenue streams and models (learn more on [page 12](#)).

### OTHER GROWTH FRONTS

In addition to the four main growth avenues formalized in our strategy (B2B and B2C Diagnostic Medicine, Novos Elos, and Health Platforms), the year 2023 brought about progress on other fronts, driven by the business combination with Pardini Group.

The **Toxicology** segment gained prominence, alongside the expansion of **B2G** (business to government) business, through contracts signed between Fleury Group and governments and city halls.

# Sustainability governance

GRI 2-12 | 2-13

We believe that in order to continue providing comprehensive and integrated solutions for managing people’s health and well-being, it is necessary to implement integrated and balanced management between economic activity, the environment, and societal well-being, without sacrificing the quality of processes – an essential value that permeates the entire organization.

Guided by these principles, we have implemented a **Sustainability Policy**, approved by the Board of Directors. This document provides the foundation for our sustainability vision and aligns our strategic focus with our ongoing commitment to the topic.

Its guidelines must be observed in all of the Group’s decision-making processes, since the responsibilities provided for are shared and affect all employees and the relationships maintained.

In order to ensure its implementation, we have a dedicated internal structure to ensure the implementation of its guidelines, in addition to guaranteeing that discussions, monitoring, and follow-up of actions are properly addressed within the Company.

To this end, we have established a **Senior ESG Management**, reporting to the **Executive Board of Strategy, Innovation and ESG**. This enables greater integration between business strategies and decisions and alignment with environmental, social and governance (ESG) aspects.

In addition, we have an **ESG Committee**, chaired by the Chairman of the Board of Directors and which includes three external members.

All results of due diligence audits involving economic, environmental, and social impacts are periodically presented to the Audit, Risk, and Integrity Committee, which evaluates the effectiveness of the Company’s internal control systems, ensuring that business conduct is in compliance with the adopted ESG principles.



Click [here](#) to access our Sustainability Policy (Portuguese only).

## WHY IS ESG IMPORTANT FOR FLEURY GROUP?

- **Stimulating innovation:** focus on impact entrepreneurship and new technologies and market trends;
- **Business generation opportunity:** new lines of action and opportunities in new regions;
- **Risk and reputation:** information security, data privacy, transparency and reduced exposure to investment risk;
- **Training and continued education:** sharing and dissemination of knowledge, and collaboration for excellence in health;
- **Collective perspective:** regenerative economy in focus (climate agenda, neutral carbon and waste) and culture that encourages the search for systemic solutions; and
- **Social impact and legacy:** access to healthcare for more and more Brazilians, and contribution to improving the country’s healthcare services and greater sustainability of the system as a whole.

## ESG Strategic Plan

We have an ESG Strategic Plan, designed to support and strengthen the implementation of the Company's Strategic Plan, ensuring its alignment with the ESG principles established in our Sustainability Policy.

The ESG Strategic Plan has been approved by the Board of Directors and is monitored by the ESG Committee, chaired by the Chairman of the Board. Its content includes the implementation of projects and initiatives, which will be rolled out following the prioritization of the most relevant topics for the Company's top management.

In 2023, the organization's planning underwent a review due to its integration with Pardini, which refocused efforts on corporate governance initiatives, particularly those related to risk management, internal controls, and anti-corruption practices. This move also reinforces Fleury's new B2G business front (learn more on [page 13](#)).



## The Company's new headquarters

Aligned with the Company's strategic goals and ambition for the future, Fleury Group officially inaugurated its new headquarters in the Brooklin neighborhood, in São Paulo (SP) in 2023. The building has 37,000 m<sup>2</sup> of constructed area and 12 floors, six of which make up the new Technical Operations Center (NTO), which stands out for its ability to perform specialized exams for all our operations in the country and for other laboratories in the diagnostic sector.

The new headquarters has brought greater efficiency to the Company, tripling our operational capacity and increasing productivity through automations that simplify exam processes. The new NTO has expanded Fleury's equipment fleet and expanded our research and development efforts, increasing the annual volume of exams performed by 30%.

Furthermore, its strategic location enables improved logistics, with quick access to supplies and samples, Group units, partner hospitals, and the airport. This has also contributed to the retention of highly specialized medical and technical talent.

Within the ESG agenda, the new headquarters was designed to enhance the corporate building's energy and water efficiency, as well as contribute to the Company's waste reduction goal.

In this context, through the implementation of Lab Automation in partnership with Roche, we achieved a 17.8% reduction in the number of tubes collected for exams, resulting in a decrease of 26 tons of annual waste generated and savings of R\$ 1.6 million with the acquisition of tubes.



**3x** increased operational capacity and productivity



**30%** increased volume of exams performed per year



reduction of **26 tons** of waste generated annually



**LEED Gold - CI Certification**  
*(Leadership in Energy and Environmental Design)*

In 2023, the new Technical Operational Center achieved certification through several initiatives, such as LED lighting, Energy Star equipment, presence sensors, solar heating, ETE (effluent treatment station), rainwater collection, water reuse, waste management, infrastructure for electric cars, building automation, energy efficiency and free energy market.



**Fitwel Certification**

The design of the Polaris project, Brooklyn's (SP) new operational headquarters, has been awarded Fitwel certification due to its concept that incorporates actions that support the physical, mental, and social health of all those who pass through the headquarters, promoting the health and well-being of the building's occupants.



## ESG GOALS AND COMMITMENTS

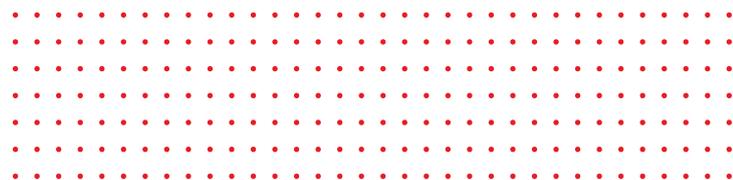
### GRI 2-22

In addition to strategic programs and projects that expand our positive impact generation, Fleury Group's progress on its ESG agenda is also guided by long-term goals and commitments, defined for each of the ESG pillars.

To ensure that these ESG commitments are at the core of the Company's strategy and to broaden engagement, we have linked ESG targets to the results achieved in the Profit Results Sharing Program (PLR).

The set of indicators is aligned with the Company's ESG strategy through the deployment of goals into these three pillars. It represents 10% of the Corporate Balanced Scorecard (BSC) and impacts the variable compensation of all employees.

For executives, we link a portion of the PLR to the achievement of goals and deliveries of the Company's strategic projects, the scope of one of which is the implementation of new ESG initiatives. In addition, the executive layer has additional incentives through the inclusion of the ESG Strategic Project in the Executive Bonus project portfolio.



Pillar	Commitment*	Progress made in 2023**
E	1. Reduce the generation of biological waste by 20% by 2025 (in line with the goals of the ESG debenture - find out more on <a href="#">page 93</a> ).	<b>Biological Waste Generation Index</b> <b>Goal:</b> less than or equal to 0.0115 kg/exam <b>Result:</b> 0.0097 kg/exam <b>Common Waste Generation Index</b> <b>Goal:</b> less than or equal to 0.0131 kg/exam <b>Result:</b> 0.0126 kg/exam
	2. Become a net-zero company by 2050.***	Learn more about our net-zero commitment on <a href="#">page 94</a>
S	1. Structure initiatives to encourage employability through health qualifications/training.	Learn more on <a href="#">page 46</a>
	2. Reach 1.5 million patients in social classes C, D and E served by the Company's products and services and/or impacted by philanthropic healthcare actions by 2030 (learn more on <a href="#">page 79</a> ).	<b>Beneficiaries served in social classes C, D and E in 2023</b> <b>Goal:</b> greater than or equal to 86,949 people <b>Result:</b> 95,272 people
	3. Enhance the representation of prioritized Diversity groups (PwD gender, LGBTQIA+, ethnic, racial and generational) within the Group and in leadership positions by 2030 (including the Board of Directors and Statutory Executive Board).	Learn more about our Diversity, Equity and Inclusion (DE&I) initiatives and numbers on <a href="#">page 63</a>
G	1. Become a B corp certified company by 2030.	
	2. Preserve the Group's culture of medical excellence and evolve in risk management, internal controls and anti-corruption.	Learn more on pages <a href="#">45</a> and <a href="#">30</a> , respectively

\*For other topics, either no goals have been set or no measurement timeframe has been established. \*\*Pardini brands are not included. \*\*\*Currently, we are conducting an internal diagnosis that will subsequently be translated into an action plan. The plan will also include the development of science-based emission reduction targets.

### PUBLIC AND VOLUNTARY COMMITMENTS

We voluntarily adhere to external initiatives promoted by national and international organizations and movements. These initiatives aim to engage companies in corporate responsibility agendas, which not only benefit them in terms of reputation and value generation, but also promote gains for society and the environment.

Some of the public and voluntary commitments we adhere to are presented below:



ISE B3 ICO2 B3 IDIVERSA B3



# Materiality

GRI 2-14 | 2-29 | 3-1 | 3-2

Fleury Group's Sustainability Policy provides for the review of the Company's materiality every three years to align with industry trends and the demands of our stakeholders.

In 2023, we carried out an **update\*** of our materiality, following the principles of **double materiality**. The process involved an assessment of the Company's internal and external context and was conducted in three stages:

### 1. Assessment of the Strategic Scenario, consisting of:

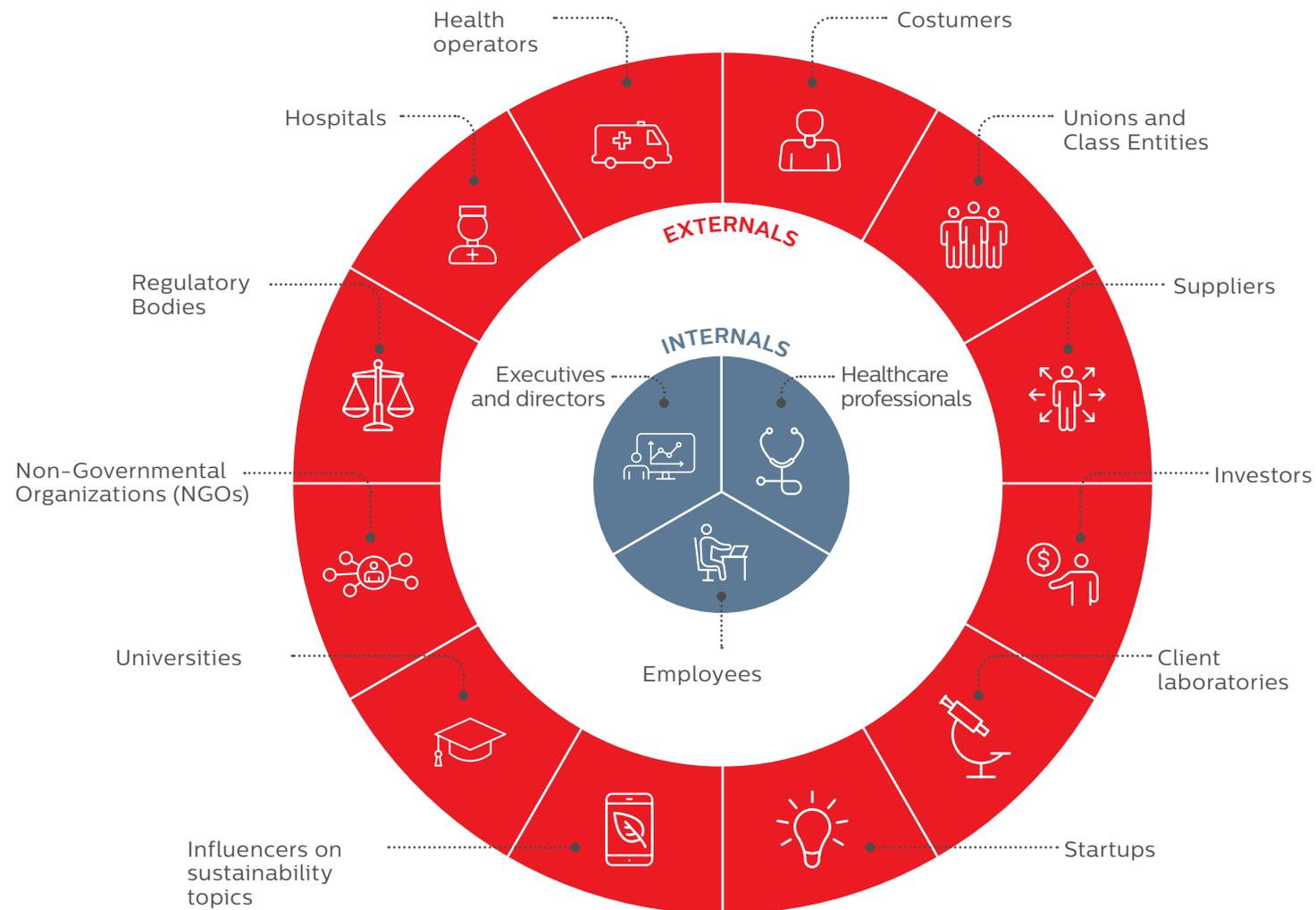
- Analysis of the main market mechanisms and sustainability frameworks, to gather investors' views on the most relevant topics for the healthcare sector; and
- *Sector benchmark to survey the material themes of companies that operate in the same context as Fleury Group;*

**2. Online consultation with stakeholders** to prioritize the most relevant topics; and

**3. In-person panel with stakeholders**, to capture their perception of the topics best evaluated in the previous stages.

\*The results of the materiality update were approved by the Board of Directors and the Executive Board, as well as being submitted for validation by the ESG Committee.

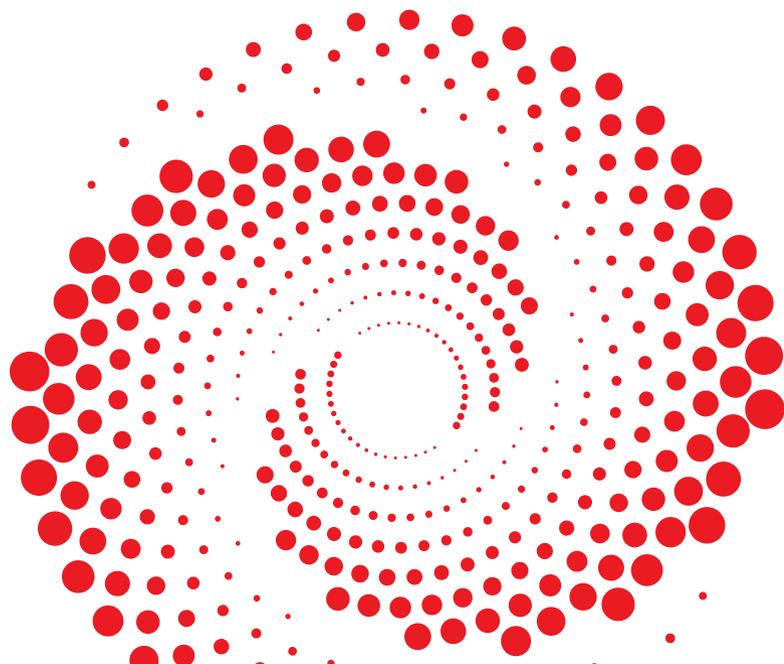
## STAKEHOLDERS CONSULTED



Following the business combination with the Pardini Group, which had its own materiality matrix, we conducted a comparative analysis of the materialities of each company in early 2024 to identify synergies and gaps.

Consequently, we identified a high synergy between material themes and topics, proceeding with punctual adjustments in the nomenclatures of some topics and the inclusion of others to Fleury Group's matrix.

As a result of both the 2023 update and the comparative assessment conducted in early 2024, we have developed a unified materiality, consisting of 14 topics organized into six material themes.



Material Themes	Material Topics*	Type**
Ethics and integrity	1. Ethics and anti-corruption	Regulatory
	2. Information security and privacy	Regulatory
Patients' trust	3. Quality of care and patient satisfaction	Differentiation
	4. Product safety and quality***	Differentiation
Innovation and Digital Transformation	5. Innovation and digital transformation	Differentiation
Eco-efficient Operation	6. Climate change****	Mitigation
	7. Management of waste and hazardous materials	Mitigation
	8. Water use management***	Mitigation
Safe, Diverse and Prosperous Work Environments****	9. Labor practices and respect for Human Rights in the operation	Regulatory/Differentiation
	10. Good labor practices in the supply chain***	Regulatory
	11. Occupational health, safety and well-being	Regulatory
	12. Talent attraction, retention and development	Differentiation
Influence on Society	13. Expansion/Democratization of access to health services	Differentiation
	14. Health education and training	Differentiation

\*Material topics 1, 2, 3, 4, 6, 7, 9 and 10 are covered in the Company's Strategic Risk Map. \*\* Regulatory = Topics covered by regulatory demand, whether imposed by legislation or by requirements and/or standards to which publicly traded companies are subject. Differentiation = Topics that Fleury Group manages as strategic for its operating model. Mitigation = Topics that require Fleury Group to manage with a focus on mitigating the impacts caused by its operations. \*\*\*New topic, included after evaluating the materialities of Fleury Group and Pardini Group. \*\*\*\*Theme/Topic modified after evaluating the materialities of Fleury Group and Pardini Group.

# Corporate governance

## Capitals used

-  Natural
-  Manufactured
-  Intellectual
-  Financial
-  Human
-  Social

## Related SDGs



# Management structure

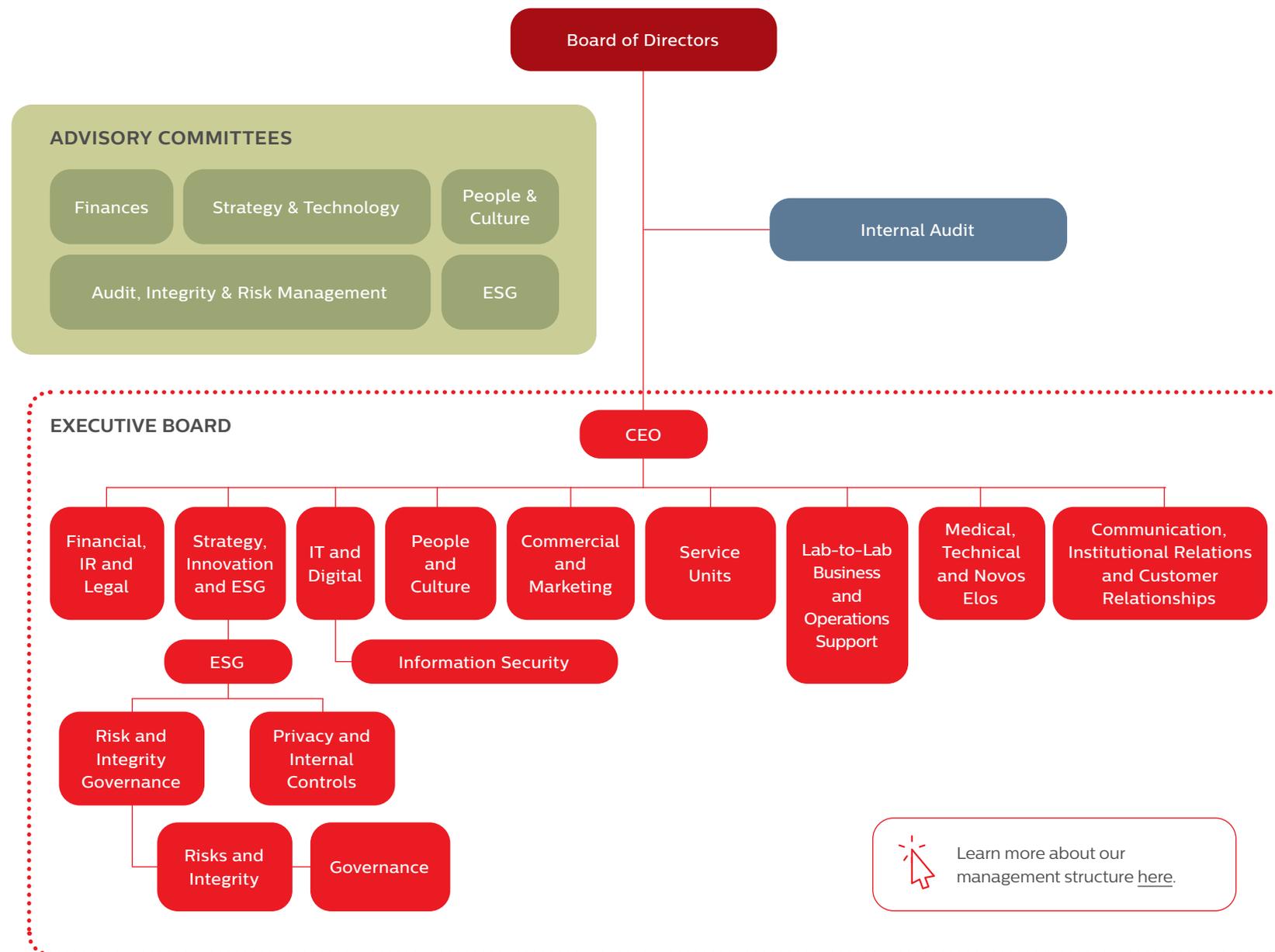
GRI 2-9

Ethical business management, aligned with the best corporate governance practices on the market, is one of our commitments and a key factor for the sustainability and longevity of operations. Through this commitment, we seek to ensure transparency and integrity, thus promoting the creation of value for all our stakeholders over time.

We maintain an isonomic and transparent governance structure, based on high standards and aimed at protecting the interests of our shareholders. To support this front, we have the Corporate Governance, Risk and Integrity area, independent of the operational lines and directly linked to the Board of Directors and its Advisory Committees.

Since 2009, we have been listed on B3's Novo Mercado (Brasil, Bolsa e Balcão), and we have adopted the main guidelines recommended by the Brazilian Institute of Corporate Governance (IBGC), in accordance with its Code of Best Corporate Governance Practices.

Our corporate governance structure comprises an **Executive Board** and a **Board of Directors**, which is supported by five **Advisory Committees**. In addition, we have an **Internal Audit** department, independent of the operations lines, which reports directly to the Board of Directors.



Learn more about our management structure [here](#).

## Board of Directors

GRI 2-9 | 2-10 | 2-11 | 2-18

The Board of Directors stands as the highest body of Fleury Group's Corporate Governance framework. It is responsible for the general guidance of the Company's business operations and the oversight of its directors.

Its responsibilities also include deliberating on the policies, investment plans, annual budgets, strategic and expansion programs of the Company and its subsidiaries, as well as establishing performance goals, ensuring that management identifies, mitigates and monitors the organization's risks, and approve other matters proposed by the Executive Board\*.

The Board of Directors shall be composed of no less than seven and no more than eleven voting members, with a unified term of two years, and re-election being permitted\*\*. The criteria for the nomination of members take into account experience, time availability, assiduity in meetings and good performance (in case of re-election), and aspects of diversity, such as gender and race/ethnicity.

Furthermore, the Shareholders' Agreement includes the provision that the body should also be represented by professionals with training and experience in the medical field, perpetuating the Company's mission. In the current composition, the shareholders representing the medical community elected four professionals with experience in medicine.

Currently, the Company's Board of Directors consists of 10 members, nine men and one woman, four of which are independent members and five have practical experience and professional training in medicine. The Chairman of the Board of Directors does not hold any executive positions in the Company.

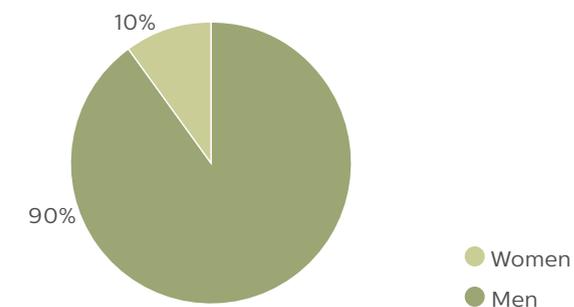
Every year, Board members carry out a performance self-assessment individually and as a collective.

\*In 2023, the average frequency of Board of Directors members participation in meetings of the Body was 92%. The regulations determine the obligation to participate in at least 75% of meetings. \*\*The average term of office of Board members is 4.6 years. Three directors have four or fewer mandates in other companies.

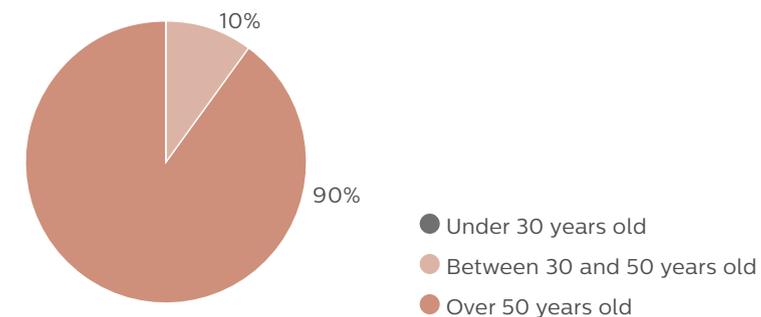
## DIVERSITY ON THE BOARD OF DIRECTORS\*\*\*

GRI 405-1

### Members of the Board of Directors, by gender



### Members of the Board of Directors, by age group



\*\*\*The results consider Fleury and Pardini and reflect the composition of the Board of Directors in June 2024. At the end of 2023, the percentage of women in the body was 20%.



To find out the CV of each member of the Board of Directors, visit our [IR website](#).



To see our Policy for Nominating Members of the Board of Directors, its Advisory Committees and Executive Board (Portuguese only), access the [link](#).



## Executive Board

**The executive directors of Fleury Group are responsible for the representation and conduct of the Company's business,** observing the requirements contained in Fleury's Bylaws.

Fleury's Executive Board must be composed of a minimum of three and a maximum of ten members, serving two-year terms with the possibility of re-election.

Currently, it is composed of nine members, four of whom are statutory: the Company's CEO, an Executive Medical, Technical and Process Director, an Executive Finance and Investor Relations Director, and an Executive Lab-to-Lab (L2L) and Operation Support Director.

Performance evaluations of Directors are conducted on an annual basis by the Company's President, while the latter is evaluated at the same periodicity by the Board of Directors.

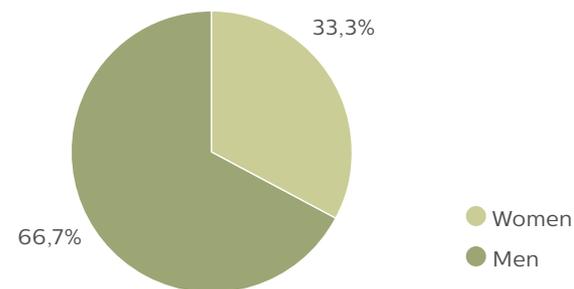


To see the CV of each member of Fleury Group's Executive Board, visit our [IR website](#).

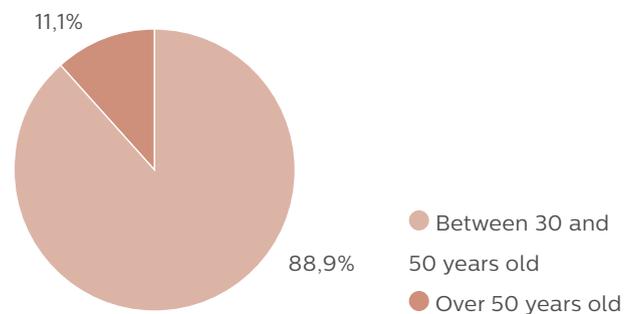
### DIVERSITY IN THE EXECUTIVE BOARD\*

GRI 405-1

#### Board members\*\*, by gender



#### Board Members\*\*, by age group



\*The results reflect the composition of the Executive Board following the business combination between Fleury Group and Pardini Group.

\*\*In addition to gender and age range, the Company monitors other diversity indicators among its Board members. In 2023, 22.2% of directors identified themselves as Asian. The figures presented consolidate data from the Board of Directors (five members) and the Executive Board (four members).

## Advisory committees

To advise the Board of Directors in its decision-making and support the implementation of strategies, supervision and oversight of the Executive Board's performance, we have five technical advisory committees\*\*\*:

- Finance Committee;
- Audit, Integrity and Risk Management Committee;
- People and Culture Committee;
- Strategy and Technology Committee; and
- ESG Committee.

\*\*\*The Committees are made up of 16 members (nine independent), two of whom hold positions on more than one Committee. Of the five existing Committees, two are led by women.

# Ethics and compliance

At Fleury Group, we act in accordance with the conduct standards established in our **Trust Code** and other policies, promoting a corporate culture of ethics and compliance aligned with our values.

Accordingly, all employees must adhere to Fleury Group's Trust Code, Anti-Corruption Policy, and Integrity Policy as guiding principles for their daily decisions and actions. They should serve as role models for these behaviors and assist new employees in understanding, following, and utilizing these policies, while also alerting them to potential violations.

**In this way, we believe that we are fostering an environment of business integrity and excellence, contributing to preserving the Company's reputation and ensuring the creation of value for its stakeholders.**



Click [here](#) to access our Trust Code.

## ETHICAL USE OF TECHNOLOGIES AND ARTIFICIAL INTELLIGENCE (AI)

Fleury Group recognizes the transformative potential of technological innovation in business and healthcare services, especially with regard to Artificial Intelligence (AI), the Internet of Things (IoT) and Blockchain. It is committed to ensuring that their use and implementation are aligned with the highest ethical and responsible standards. Our commitment is to promote the responsible and ethical use of technology throughout its life cycle within the Company, ensuring that the scope of application and the tools used are secure, robust, and reliable

We reaffirm our commitment to innovation and digital acceleration, anchoring them in ethical principles. We consider the transparent, explainable, and intelligible use of AI to be essential, ensuring that all stakeholders understand its operation. Additionally, we are in the process of refining data governance and developing AI governance based on Ethics by Design and Privacy and Security by Design principles.

We are dedicated to promoting inclusion and equity, eliminating biases and discrimination, and ensuring that our solutions benefit everyone equitably. For 2024, we intend to formalize the Group's position on the subject by drawing up an internal policy dedicated to the use of AI.



## Codes and policies guiding ethical conduct

GRI 2-16 | 2-23 | 2-24

### TRUST CODE

We have formalized in our **Trust Code** the values and principles that should shape the culture of integrity and ethical conduct of each of our employees during the performance of their daily functions and relationships.

The document, approved by the Board of Directors, applies to the entire team, managers, doctors, shareholders, business partners, suppliers, service providers, recipients of project funds, donations or sponsorships, public and private agents and institutions, as well as any and all individuals or legal entities, who may have a relationship with or represent the Company. Its guidelines also extend to our controlled and subsidiary companies, direct or indirect.

The topics covered by the Trust Code include: Human Rights, Environment, Child Labor, Working Conditions, Remuneration, Occupational Health and Safety, Corruption, Discrimination, Harassment, Data Protection and Anti-Competitive Practices.

In 2023, following the business combination with Pardini, we also promoted the integration of Fleury's Trust Code with Pardini's former Code of Conduct. This convergence also included the management of cases reaching ethics and conduct channels into a single channel that analyzes occurrences jointly.

### TRAINING

GRI 2-17 | 205-2

We annually implement a mandatory training agenda on the Code, which includes discrimination and harassment issues and must be completed by all employees, also composing the PLR goal linked to ESG aspects.\* Our team can access the content in a fun way through the UniQi training platform, to watch videos and take quizzes that cover all the topics covered by the document.

A total of 12,392 employees, 125 leaders and 19 governance body members received training on anti-corruption policies and procedures in 2023, corresponding to 94%, 98% and 100% of the total number of professionals per category, respectively. All employees, leaders and members of governance bodies were informed about the topic\*\*.

#### 2023 target\*\*\*

Indicator	Unit	Target	Result	Status
Adherence to Trust Code Training	%	93.4%	95.7%	Reached

\*Only the BoD member who is also part of the ESG Committee underwent training on ESG topics. In 2023, ESG Committee meetings were held with experts for benchmarking on ESG-related topics: diversity and inclusion; and adherence to System B criteria, which includes environmental and human rights issues.

\*\*A total of 13,130 employees, 127 leaders and 19 governance members were considered as the total number of professionals on 31/Dec/2023.

\*\*\*The results only consider Fleury.



## INTEGRITY POLICY

Also underpinning our corporate practices according to ethical precepts, we have an Integrity Policy, approved by the Board of Directors and applicable to employees, third parties, and all stakeholders who interact with Fleury Group. This policy formalizes our position on issues of bribery, corruption, money laundering, anti-competitive practices, contributions, donations, interactions with public agents, and bidding processes.

The document supports the Company's commitment to integrity and ethics in our activities, as established in the Trust Code. Policy compliance management is a shared responsibility among the areas, management system, quality and internal audit, and occurs mainly through internal and external audits, carried out by independent and third-party companies.



### PRO-ETHICS SEAL (SELO PRÓ-ÉTICA)

Fleury Group received the Pro-Ethics Seal, which raises awareness among companies about the importance of adopting ethical measures, expanding the culture of integrity.

## ANTI-CORRUPTION POLICY

GRI 205-1 | 205-3 | 415-1

The primary objective of Fleury Group's Anti-Corruption Policy is to prevent any and all conduct related to bribery and corruption. This policy upholds the values of integrity and reinforces the company's commitment to conducting all business operations with the highest standards of transparency and ethics, in strict adherence to all applicable anti-corruption laws and regulations.

This commitment extends to fostering an environment of integrity and trust in all interactions with public bodies, including bidding and procurement processes.

In this context, administrators and employees responsible for interactions with public agencies must record all such interactions in the Public Agent Interaction Form, providing the requested information.

The Integrity Area is responsible for monitoring compliance to policy guidelines, ensuring they remain up-to-date and reflect any changes in Fleury Group's strategic direction. Additionally, the area is tasked with promoting a culture of ethics and compliance among employees, offering programs and training related to the policy for employees, third parties, board members, directors, and other members of top management.

Internal Audit has the duty to investigate any situations that suggest deviations from the conduct established in the document, reporting its conclusions to the Ethics and Conduct Committee.

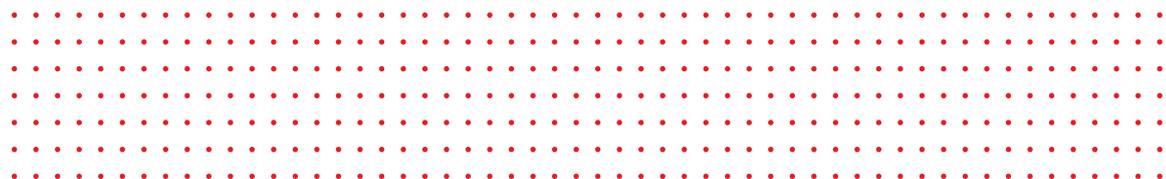
We hereby reaffirm that Fleury Group, in full compliance with Law No. 13.165/2015, does not make political contributions in cash or any other form. As explicitly stated in our Trust Code, the Company maintains a neutral political stance and refrains from making donations for political purposes.

Furthermore, we do not make any type of contribution to political campaigns, political organizations, lobbyists or lobbying organizations, commercial associations, groups aimed at promoting tax exemptions and other sporadic expenditures, such as voting on measures, laws or referenda.

Upon completion of the annual Internal and External Audit procedures, no cases of corruption, bribery, or money laundering were identified in 2023.



Click [here](#) to access our Integrity Policy (Portuguese only).



## Due diligence

GRI 205-1

In order to ensure that Fleury Group bases all its business on ethical and transparent relationships, all companies under analysis for acquisition, spin-off, merger or incorporation of legal entities that may potentially receive donations or sponsorships from Fleury Group, in addition to suppliers and third parties contracted by the Company, undergo a prior evaluation process.

Through this process, we seek to comprehensively understand the corporate structure and financial situation of these companies, in addition to verifying the existence of unethical commercial practices, which allows us to map, monitor and anticipate potential risks to the Group.

The analysis is carried out through Big Data Analytics and Machine Learning platforms, using the Neoway monitoring tool. In 2023, 100% of operations were assessed for corruption risk and went through a process to identify other risks.

The investigation of these operations takes place at several layers, including integrity due diligence for M&A and suppliers, internal audit of internal processes and investigation of potentially suspicious operations, and the monitoring of financial transactions by the Controllership to ensure transparency.

## Trust channel

GRI 2-26 | 406-1

Fleury Group has a Confidential Channel, accessible to all employees, doctors, third-party professionals, and business partners, for submitting suggestions and reports of unethical conduct or conduct inconsistent with the Company's values.

This channel is independently managed by Contato Seguro, a third-party organization that stores all received information in an environment outside of Fleury's premises. In this way, we ensure that reports are maintained in absolute confidentiality, safeguarding the anonymity of the whistleblower.



### ACCESS TO AVAILABLE CHANNELS

The Trust Channel can be accessed by anyone via the website: [https://www.contatoseguro.com.br/pt/grupofleury/relato\\_introducao](https://www.contatoseguro.com.br/pt/grupofleury/relato_introducao)

We also provide telephone 0800 601 6943, which is free and available 24 hours a day. Further information can be accessed through the Contato Seguro website: [https://www.contatoseguro.com.br/pt/grupofleury/canais\\_de\\_acesso](https://www.contatoseguro.com.br/pt/grupofleury/canais_de_acesso)

As outlined in our Trust Code, Fleury Group does not tolerate any form of retaliation or intimidation against any individual, whether in the event of questions, concerns, or reports.

### REPORTS INVESTIGATION

All cases are directed to the Company's Internal Audit, where they are investigated regardless of their categorization. However, cases of harassment and discrimination take priority for immediate investigation. In these cases, the Human Resources, Health, Legal and ESG departments are also involved.

With a frequency ranging from monthly to quarterly, we hold meetings within the Ethics Forum with the Executive Board, Audit, Finance, Risk and Integrity Committee, and Board of Directors, where critical and highly relevant matters identified through the Trust and Integrity Channel are addressed.

### TRUST CHANNEL IN THE ANTI-DISCRIMINATION AGENDA

In 2023, four cases related to discrimination were reported on the Trust Channel, and for the two cases considered valid, reparation plans and the application of disciplinary sanctions have already been defined, in line with the established Consequence Management criteria.

## Human rights

Human rights is a key risk category within the organization's risk dictionary, with a specific risk mapping for "Failure or omission in the implementation of the human rights program." The identified risk factors are related to:

- Culture of Diversity and Inclusion;
- Working with suppliers and the value chain;
- Group position on human rights issues;
- Aspects of communication and social responsibility focused on the topic.

To support the management of the topic, we currently have the following internal controls:

- Code and Trust Channel;
- Registration of manifestations by SAC and Ombudsman;
- Prior assessment of suppliers (find out more on [page 88](#));
- Inclusion of clauses in supplier contracts (learn more on [page 88](#));
- Diversity & Inclusion Program actions;
- Institutional policies, such as Diversity & Inclusion, Sustainability, Integrity, Intellectual Property and Third Party Management; and
- Information Security Actions.

### HUMAN RIGHTS DIAGNOSIS

GRI 412-1

In 2023, with the support of specialized consultancy services, we conducted a comprehensive diagnostic assessment of internal processes across 100% of the Company's operations and a select group of suppliers to evaluate their adherence to the principles enshrined in the United Nations Universal Declaration of Human Rights.

The objective was to evaluate improvement opportunities that would reduce risks related to the topic in our operations and supply chain, enabling the creation of a methodology that could be gradually rolled out to all of our suppliers. In addition, the initiative included training on specific literacy on the topic, made available to all of our employees on the Corporate University platforms.

Considering that the human rights risk assessment was carried out based on corporate guidelines and policies, which involve the Company as a whole, we chose not to carry out an analysis focused on specific regions or operations, as we understand that risks may occur in all operations of the Group.

Based on an in-depth diagnosis that compared Fleury's practices to the main national and international reference indices, we did not identify any deviations in risk analysis that required corrective actions. This result proves the effectiveness of the controls adopted by the Company.

As a next step as a result of the diagnosis, from 2024 onwards an action plan will begin to be developed with the areas involved in this process to ensure the implementation of improvements.

### HUMAN RIGHTS TRAINING IN PROPERTY SECURITY

GRI 410-1

In 2023, we carried out formal training of security personnel on the organization's policies and procedures relating to Human Rights.

Although we do not have our own security guards, 100% of the outsourced security guards, who work in our service units and in the Company's office, received training on the subject.

### HUMAN RIGHTS CONTRACTUAL CLAUSES

GRI 412-3

In 2023, we issued 101,683 purchase agreements and contracts for 2,894 suppliers (Fleury only). Notably, 100% of significant investment contracts – those established with partners of greater strategic or financial importance – include a human rights clause or have undergone human rights assessments.

### HUMAN RIGHTS LITERACY

Last year, we implemented the "Human Rights Literacy" training, an opportunity for our employees to learn about the concepts and importance of the topic and its applicability in their daily lives.

# Risk management and internal controls

GRI 2-24 | 3-3

Fleury Group's risk management framework is guided by the principles outlined in our **Risk Management Policy**, which was last updated in 2023 and encompasses all areas and companies within the Group, including subsidiaries.

Subsequent to the integration with Pardini, the Company's risk management framework underwent changes, the most significant of which being the segmentation of the Compliance, Audit, and Risk Area. This enabled the implementation of a more efficient risk assessment methodology, which is presently considered a benchmark in Brazil.

In addition, an **Internal Controls Area** has been established under ESG management, dedicated to promoting a more focused approach to internal control mapping in financial processes and in the management of Information Technology (IT) and Human Resources (HR) processes.



Click [here](#) to access our Risk Management Policy.

## How we manage

In line with best market practices, our risk management process has been established based on the guidelines of ISO 31000:2018 and the directives of COSO ERM\*, seeking to align risk appetite with the Company's strategy and provide integrated responses to the various risks we face.

The processes used to identify, evaluate and address ESG risks are integrated into global risk management, and are strictly monitored by the Executive Board, ESG Committee, Board of Directors and Audit, Integrity and Risk Management Committee\*\*\*.

We follow a risk management model based on the concept of three lines of defense, where each individual within the organization has defined roles in the process:

### 1<sup>ST</sup> LINE OF DEFENSE:

Functions and areas that manage and have ownership over risks, represented by the business areas and corporate support areas, responsible for monitoring, controlling their work processes and reporting to the Risk Management area the risks inherent in day-to-day activities, as well as implementing corrective actions.

### 2<sup>ND</sup> LINE OF DEFENSE:

Functions and areas that oversee risks, responsible for establishing risk management and compliance policies and procedures, focused on developing and monitoring controls from the first line of defense. In this line, the Risk Management area and the Integrity/Compliance area stand out, which are not linked to operational structures.

### 3<sup>RD</sup> LINE OF DEFENSE:

Functions that provide independent assessments, represented by Internal Audit, which is responsible for assessing and reporting on the effectiveness of governance, risk management and internal controls, including how the first and second lines of defense achieve their objectives.

\* ISO 31000:2018 is the international standard for risk management, which assists organizations in their risk analysis and assessment, providing basic principles and guidelines.

\*\* COSO ERM is a publication by the multinational COSO that provides international risk management guidelines and recognizes the need to focus not only on process controls, but on risk management in an established corporate governance context.

\*\*\* Person in charge for risk management at operational level: Andrea M. Bocabelo, Executive Director of Strategy, Innovation and ESG, who reports administratively to the CEO and reports independently to the Audit Committee and Board of Directors. Person in charge for monitoring and auditing risk management performance at an operational level: Jeferson G. Santos, Senior Internal Audit Manager, who reports to the Board of Directors.

## Risk matrix review

Our Risk Matrix is structured from a strategic perspective, which facilitates a forward-looking vision and uncertainty of unrealized events, assisting in the holistic and cross-functional treatment of issues within the Company.

A strategic risk vision also enables senior management to have important information about the business in order to make better decisions, in line with strategic planning and ensuring value protection for shareholders.

In 2023, we embarked on a process of reviewing our Risk Matrix, taking into account the business combination with Pardini and the continuous improvement of the management system, in order to facilitate risk management across areas and the development of mitigation plans.

The process is a directive from the Executive Board and Risk Committee and is supported by an external consulting firm in guiding the work, which involves interviews with directors and the identification and prioritization of the most strategic risks for the Company.

## Risk culture

### INCENTIVES

In order to refine our risk management actions, we have incorporated risk-related metrics into the financial incentives of executives and managers through a specific goal, focused on the prioritization and management of risks and audit findings, which must be accompanied by action plans and the implementation of controls.

In 2023, the goal was to complete 80% of the action plans related to prioritized risks. Expectations were exceeded, with 109.7% of the goal being achieved.

### TRAINING

To foster a risk-aware culture within the Company, we provide mandatory training to all employees through a Risk Trail. Its content covers our risk management model principles, as well as the challenges posed by risks related to our business model.



# Information security and **privacy**

SASB HC-DY-230a.2

We handle critical patient information and operate complex systems and technologies that ensure the delivery of high-quality healthcare services. To safeguard the stability of these systems and ensure the protection of data and information, we adopt a preventive approach.

In this manner, we invest in continuously strengthening and enhancing our internal controls, **striving to conduct business in compliance with the legal requirements governing the matter.**

## Governance

During recent years, especially driven by the pandemic, there has been an expansion in the use of digital technologies, whether final or instrumental, for diagnosis, treatment and rehabilitation in health, such as telemedicine, wearable devices and electronic records. As a result, health data began to be considered valuable and a target of interest for hackers, searching for confidential and sensitive information.

Currently, the Company adheres to the construction and updating of digital solutions that guarantee adherence to the National Data Protection Authority (ANPD), international guidelines and good market practices for monitoring, storing, processing and deleting personal data of its customers and employees .

During the period analyzed, the Company proceeded with the construction of the Strategic Risk Map, which aims to map the offensive aspects and factors, map internal controls and build action plans that mitigate the materialization of risks considered critical according to the methodology used.

The risk related to information systems and LGPD is classified as critical to the Company's operations, that is, they are constantly updated and monitored.

To support the management of this issue, we have a **Privacy and Personal Data Protection Program** in place, which is integrated with the Company's risk management framework and subject to internal audit. Its objective is to adapt and improve organizational processes in compliance with the General Data Protection Law (LGPD).

We also have an **Ethics, Trust, and Privacy Forum**, with quarterly meetings between the CEO, the Company's Board of Directors, and representatives from IT, Audit, Marketing, Medical, and Privacy departments, to deliberate on privacy issues and their associated risks.

For suppliers, we conduct due diligence processes on compliance in the processing of personal data.

Contingency plans involving information security are tested every six months and in case of incidents, we have an information security Work Instruction (ITR) with specific instructions for responding to events of this type. Furthermore, if employees notice something suspicious in relation to information security, it is possible to open a ticket to report the case, or report it on the Hacker Rangers platform.



For further information, access our **Information Security Policy (Portuguese only)** and **Privacy Policy**.

## Team engagement

The construction of the Group's overall performance evaluation result considers adherence to the information security risk evolution plan, addressed through the CIS Controls framework. Action monitoring is carried out by the Risk and IT area and is subsequently internally audited.

In 2023, with the aim of raising collective awareness among our employees about the importance of this topic, the IT Department worked directly with the Communications Department on an internal communication plan. This plan includes guidelines on how to proceed in case they encounter suspicious situations.

We also held Privacy Week, which last year focused on the integration of Pardini brands. In addition to these initiatives, a privacy audit pilot was implemented with the aim of educating employees about the best practices for protecting personal data and information security. From this pilot, action plans were identified for the entire Group.

### Employees who have received training in Information Security

Fleury	Active employees	Trained employees	% sof category total
Employees	14,207	4,023	28%
Doctors	4,078	209	5%
Pardini	Active employees	Trained employees	% sof category total
Employees	7,411	3,508	47%

\* The executive bonus is a program that affects all employees in senior management positions or above. In 2023, all employees in this category came from Fleury.

### CYBERSECURITY TRAINING AVAILABLE TO ALL EMPLOYEES

- Training on Information Security Policy;
- Training on Information Security during remote work;
- Training on the General Data Protection Law, which covers the basic concepts of the LGPD, showing how the law works and what it influences in our daily lives; and
- Training on the Information Disclosure Policy; and
- Cybersecurity awareness trainings, Hacker Rangers.

## Progress made in 2023

In the past year, we were the target of a cyberattack. From the initial moment of unavailability, the Company activated its security and control protocols with the aim of minimizing any potential impacts on its operations.

We maintain frequent updates and adopt available technologies to preserve an adequate level of protection for its technological environment, with investments in its technology structure, in order to prevent and protect information security.

## Furthermore, we adopt protection systems and promote internal actions

to raise awareness about the practices and procedures established to manage this topic.

In 2023, as part of the continuous improvement actions, we highlight the internalization of previously outsourced professionals into the Company's technology team and the external audit of the IT infrastructure and information security.

For the first time, we also carried out a cycle of internal privacy audits at the Hermes Pardini brand units in Minas Gerais, focusing on aspects of information security and data protection.

Considering the importance of Information Security in the Company's strategy, in 2023 we created a project aimed at increasing the Group's resilience and maturity in this area and, consequently, reducing the likelihood and impact of cyber incidents.

The project aimed to implement initiatives aimed at vulnerability management, increased security protections, security containment and detection measures, patch management, access management, infrastructure containment measures and contingency. As a result, we achieved 116% of the project target, positively impacting the PLR and executive bonus\* linked to it.

# Certifications and accreditations

Our commitment to high standards of excellence, innovation, and technical quality has made Fleury Group one of the most respected healthcare and medical brands in Brazil.



### ISO 9001 and ISO 14001:

We were pioneers in the area of diagnostic medicine in implementing an Integrated Management System certified by ISO 9001 (Quality Management) and ISO 14001 (Environmental Management) standards.



### Glycated Hemoglobin Test

We have been awarded the National Glycohemoglobin Standardization Program (NGSP) certification for the test used in the diagnosis of diabetes. In Brazil, only Fleury Group holds the NGSP certification for both turbidimetry and HPLC methodologies, with both of the Group's brands - Hermes Pardini and Fleury - certified.



### Fitwel Certification

The design of the new operational headquarters in Brooklin (SP) was awarded.



### LEED Gold - CI Certification (Leadership in Energy and Environmental Design)

In 2023, the new Operational Technical Center achieved certification through various eco-efficiency initiatives (learn more on [page 99](#)).



### ISO 15189

The College of American Pathologists (CAP), the leading international organization for excellence in pathology and laboratory medicine, has granted accreditation to the new Brooklin (SP) Technical Operations Center under the renowned ISO 15189 international standard for medical laboratories.



### ISO 17025

Pardini Toxicology services are recognized by ISO 17025 and the College of American Pathologists (CAP) Toxicology accreditation program.

We ensure compliance in the provision of our services through the adoption of strict quality and safety standards, which are attested to by national and international certifications and accreditations. Below, we highlight some of them:

## Other certifications



# Journey of care

## Capitals used

-  Natural
-  Manufactured
-  Intellectual
-  Financial
-  Human
-  Social

## Related SDGs



GRI 3-3

## At Fleury Group, the patient is at the heart of our strategy.

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Our approach is centered on effective healthcare coordination, seamlessly integrating all stages of the patient's journey of care. This results in a personalized and integrated care experience that extends far beyond the disease diagnosis and treatment, promoting health and well-being at all phases of the patient's life.

This care approach based on health journey is important for several reasons. Among them we highlight the following:

### FOCUS ON PREVENTION

By adopting a preventive approach, Fleury Group seeks to prevent the onset of diseases and promote health, rather than solely treating existing conditions. This helps patients to adopt healthy lifestyle habits and mitigate the risk of chronic disease development.

### INTEGRATED SERVICE

Fleury Group's health journey of care entails the integration of diverse medical specialties and healthcare services, offering patients with a coordinated and efficient care experience. This facilitates enhanced communication among healthcare professionals and a more comprehensive approach to treating complex conditions.

### PERSONALIZED CARE

Each patient is unique, with their own individual needs, medical history, and lifestyle. By adopting a patient-centered approach, Fleury Group strives to understand the individual needs of each person and provide a personalized care plan that takes into account their preferences and specific circumstances.

### PATIENT EMPOWERMENT

By engaging patients in their own health journey of care, Fleury Group enables them to make informed decisions about their health and well-being. This may include education on healthy habits, chronic condition management, and access to support resources.

In order to effectively implement this approach, we provide patients with personalized, prompt, and efficient care, offering comprehensive and integrated solutions that address their entire health journey of care, starting with a wide range of products and services.

In addition, we are committed to the quality of our customer service teams and the development of a medical staff composed of highly qualified and prepared professionals, dedicated to providing humane and excellent service.



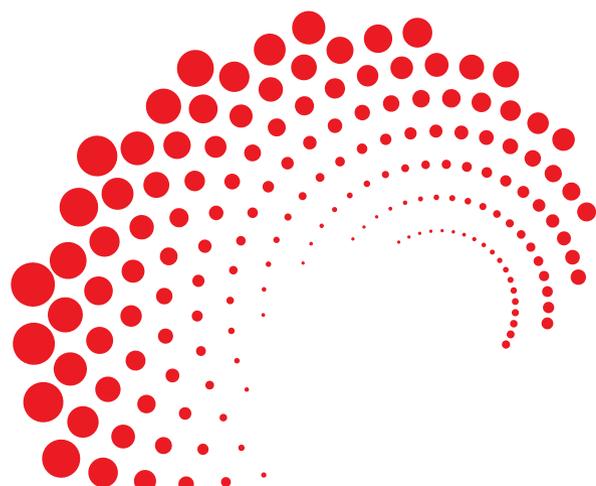
## Prevention

By emphasizing the importance of prevention, it is possible not only to avert the onset of diseases but also to promote healthy lifestyles and preventive habits that benefit long-term health.

This empowers patients to better manage their health conditions, receiving appropriate treatment and medical monitoring when needed, directly contributing to a significant improvement in their quality of life.

In addition to individual benefits, investing in prevention also directly contributes to the sustainability of our business model and the healthcare system as a whole, reducing the burden on medical resources and improving the efficiency of healthcare services.

Check out next the highlights of 2023 related to prevention.



### PERSONALIZED MEDICINE AND GENOMIC

Over the past year, we have made significant investments in genomics, with a focus on developing and implementing the **homologous recombination repair (HRD) deficiency analysis test**, which enables the identification of ovarian cancer patients. If diagnosed positively, these patients may benefit from treatment with PARP inhibitors, offered by the Company in partnership with the pharmaceutical industry.

### RESEARCH

In the research front, we have integrated several partnerships in the area of predictive medicine. The first of these, with the Federal University of Espírito Santo (UFES), aims to leverage the project for evaluating families with hereditary cancer syndromes and Li-Fraumeni Syndrome.

We have also partnered with the National Cancer Institute (INCA) to evaluate predictors of therapeutic response in patients with differentiated thyroid carcinoma undergoing radiotherapy.

In collaboration with the Federal University of São Paulo (Unifesp), we are working to implement a research project on multiple endocrine neoplasia type 2 (MEN2) and medullary thyroid carcinoma.

### OPERATIONAL ADVANCES

We have taken a significant operational leap forward with the acquisition of the newest Next Generation Sequencing (NGS) equipment model, the NovaSeq X Plus sequencer – the first unit acquired by a laboratory in Latin America.

The equipment has a processing capacity 150% greater than the others, being up to 2.5 times faster, which allows a large amount of data to be obtained, at a lower cost, in a shorter period of time.

Finally, the year 2023 was marked by significant partnerships, such as the start of operations with Hospital Israelita Albert Einstein for the genomics joint venture (learn more on [page 40](#)), and by the international expansion of the Group's genomics operations through Patient Support Programs with pharmaceutical companies and laboratories, with operations in six countries. Entering these new territories doubles the addressable genomics market and aligns with the Company's medium-term strategy of expansion into other geographies.

### VACCINES

We aim to take the lead in the vaccine market in Brazil, reaffirming our commitment to excellence in customer service.

In order to achieve this, over the past year we have worked to optimize our stakeholder contact points and enhance operational excellence through greater agility in internal processes, seeking sustainability for this business unit.

As a result, in 2023 we obtained revenue of R\$49.5 million in this segment and, for next year, the goal is to grow 24% with the launch of new vaccines in partnership with pharmaceutical companies.

## Primary care

In our commitment to providing comprehensive solutions for the patient's health journey of care, we also dedicate ourselves to high-quality primary care services through teleconsultations and in-person consultations with doctors at various healthcare facilities and specialty centers.

One of the ambitions of Fleury Group's strategy is to strengthen investments in technology, thereby fostering a more seamless patient-doctor interaction experience. In line with this objective, throughout 2023, we have made significant strides in our Digital Health initiative, expanding our remote primary health care emergency service to reach a broader patient population at a reduced cost and in a more agile way.

### SAÚDE FIX

In 2023, we announced Saúde Fix, a system that provides a variety of healthcare services digitally, democratizing access to telemedicine with excellence in diagnostic medicine. Through a monthly subscription, patients without health insurance can have their health monitored, being assisted with 24/7 care, regardless of the chosen service package, and without a waiting period.

With both B2C and B2B2C (business to business to consumer) offerings, this service model will integrate the strengths of our Digital Health front with Fleury Group's other brands and Lab-to-Lab partners. By doing so, we effectively engage patients and businesses through a nationwide network of laboratories.

### SAÚDE ID

Through the Saúde iD Platform, we provide a healthcare marketplace dedicated carrying out exams and procedures at more affordable costs, especially benefiting people without health insurance.

The platform provides affordable, complete and reliable alternatives, and represents an important advance for the Group in terms of digital service, allowing us to expand the focus on integrated customer health care.

Furthermore, due to its focus on expanding the availability of medical services among social classes C, D and E, the platform plays an important role in Fleury achieving the goal of spreading access to healthcare for this population group.

Throughout 2023, with the use of automation and Artificial Intelligence (AI) tools, we worked on improvements to the website and throughout the service journey to facilitate the purchasing experience.

The process has become simpler and more efficient: the platform converts the medical order into text, identifies the requested exams and uses synonyms and location to automatically assemble the shopping cart, improving search tools with medical expertise.

### NEW SERVICE UNITS

In 2023, we continued to experience organic growth through the expansion of our service units. In total, ten diagnostic medicine service units were opened, namely:

- 1 Fleury unit;
- 1 a+SP unit;
- 3 Campana brand units;
- 1 Labclass unit;
- 1 Weinmann unit;
- 2 Paulo Azevedo units; and
- 1 a+PI unit.

At Novos Elos, seven new service units were opened, namely:

- 3 Vita brand units;
- 2 Retina Clinic units;
- 1 a+ orthopedics unit; and
- 1 a+ ophthalmology unit.

## Secondary and tertiary care

Through our specialties in orthopedics, ophthalmology, infusions, and fertility, we offer comprehensive solutions for the patient's health journey of care.

In 2023, this was an important growth avenue for Fleury Group, with highlights including a significant gain in market share and the launch of new products in Novos Elos, which is expected to continue growing in 2024.

### NOVOS ELOS

In the last year, we have started to offer new products and services beyond diagnostic medicine through our "Novos Elos" segment, with a particular focus on the growth of new specialties in infusions, orthopedics, and ophthalmology.

### INFUSIONS

The partnership with Pardini was instrumental in expanding our national presence, particularly by extending the infusion service offering to other regions where the Company operates, and leveraging the existing capillarity. In addition, the infusion segment was also expanded in its mobile service front for several Group brands.

Another advancement in Novos Elos was the integration of Fleury's services to build a more coordinated journey for chronic patients, which allows us to better monitor their treatments and, consequently, offer a higher quality service experience.

### OPHTHALMOLOGY

In ophthalmology, we have expanded our market presence in Brazil through the a+ brand, establishing ourselves as a major national player. With the aim of enhancing the patient journey of care, we have integrated ocular health with the patient's overall health, focusing on diabetic retinopathy diagnoses in order to integrate ophthalmological examinations with diabetes and glaucoma-related tests.

This complementarity of solutions has enabled us to refine patient flow, adding value to outpatient care within the Group's units. The connection of the entire patient's health journey is underpinned by a **value-based healthcare** (VBHC) model. Accordingly, we have also established protocols across the Group to standardize our entire care network.

### TOXICOLOGY

In 2023, the field of Forensic Toxicology significantly expanded the scope of drugs monitored in keratin, with the validation of over 50 new substances. The assays were developed using ultra-high-performance liquid chromatography coupled with tandem mass spectrometry, recognized as the gold standard for research and quantification of drugs of abuse.

All developed methods were accredited by ISO/IEC 17025 and CAP-FDT, positioning Fleury Group as the first laboratory in the country to have this complete scope of drugs with national and international accreditation, further enhancing our service level in the forensic area, with prompt delivery and low operating cost.

The modernization of the sector and the implementation of automated workflows have resulted in enhanced safety and quality of results for patients, as well as a reduction in the risk of sample loss and biological accidents.

Also in 2023, on this front, an action was carried out in partnership with the Ministry of Labor focused on offering toxicological tests to truck drivers.

These examinations have a significant social impact on road safety and contribute to the Legal Journey Operation, which aims to combat excessive working hours for these workers. Additionally, they represent a good practice aligned with human rights principles.

## PARTNER HOSPITALS

Operations in hospitals offer Fleury Group:

- Presence in a more complete ecosystem in generally more complex cases;
- Opportunities to build partnerships in various lines of care;
- Connections to enable actions in the areas of fertility, infusions and surgeries;
- Relationship with important players in the medical field, with gains for medical activation, scientific publications and joint innovation development;
- Diversification of the operating portfolio; and
- Visibility for promoting the brand in other healthcare services.

## HIGHLIGHTS FROM 2023

In 2021, we announced the Genesis Genomics, a partnership with Hospital Israelita Albert Einstein to establish a joint venture that would foster an intense environment of scientific production and knowledge generation for the development of integrated solutions in the genomics field.

**Throughout 2023, we expanded the scope of this partnership** by offering a broader portfolio of genomics products, a strategy that is expected to continue growing in the coming year.

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In addition to our partnership with Einstein, we began providing services to other hospitals in the area of clinical analysis. The B2B business area is responsible for managing these partnerships – which totaled a national presence in 31 hospitals in 2023 – and continuously working to search for opportunities for new services and collaborations.



## Customer service

GRI 3-3

### DIGITAL SERVICE

The patient journey of care describes all events throughout their care cycle, which includes several points of contact with Fleury during care.

In our continuous pursuit to enhanced patient care, we introduced the Digital Scheduling platform in 2022. This innovative tool enables patients to schedule appointments, access test results, view fees and discounts, verify insurance coverage, and locate the nearest Fleury facility, all from their website or mobile device. Available 24/7, this initiative has brought simplicity and agility to scheduling exams.

Due to the good results in the launch year, in 2023 we implemented improvements to the process and expanded its scope. One of these improvements was the implementation of UX (user experience) actions to improve the usability of the tools in order to ensure greater fluidity from scheduling exams to patient care within the unit.

**Consequently, we concluded the past year with approximately 26% of all scheduling and rescheduling for the a+SP brand being carried out digitally, compared to 10% in 2022. Considering the representativeness of all digital self-service options offered at a+SP, we achieved a 30% share, compared to 13% in the previous year.**

Overall, more than 80,500 services were utilized through digital service, encompassing the a+SP and LabsRJ brands. This enabled the scheduling and rescheduling of 48,500 procedures, acquiring 8,900 new customers in 2023. For the upcoming year, we anticipate further expanding the number of appointments made through our digital platforms, as well as broadening the brands covered by this service.

Another noteworthy success story is the resurgence of the Campana brand, the country's first 100% digital laboratory that operates solely through digital service. Over the past year, the brand has been driven by the actions of a diverse Task Force focused on promoting innovative transformation in terms of structure, patient safety, and supply chain efficiency.



Learn more about the Campana brand [here](#).

### MOBILE SERVICE

Through our Mobile Care service, our specialized clinical examination teams travel to the patient's designated location, upon prior appointment, to perform simple procedures such as vaccine administration, Holter monitoring, electrocardiograms, clinical analysis, ultrasounds, and others. In this way, we guarantee the best care for people with humanized and high-quality service.

Between 2020 and 2021, with the COVID-19 pandemic, mobile care experienced significant growth due to restrictions on people's movement and an increase in demand for tests. Despite the pandemic's cooling off and the return to normalcy, Mobile Care continued to grow due to its expansion into new markets, acquiring increasing relevance within the Company.

In 2023, we expanded our range of services in this segment by offering new procedures such as ear piercing, applying new vaccines, and laser therapy. We also innovated with the introduction of wireless Holter monitoring. Another key factor in this growth was the implementation of optimized routing tools, which allow for faster service and, consequently, an increase in the number of appointments for procedures for more patients.

The organic growth of Mobile Service is a strategic focus for Fleury Group, as it enables our expansion into cities where we do not have physical stores. In addition, this business model yields highly positive results for the ESG agenda.

In 2023, we reduced our commutes by 1.4 million kilometers, equivalent to 34 trips around the Earth. As a result of this reduction, we avoided greenhouse gas (GHG) emissions of 2,899.76 tons of carbon dioxide (tCO<sub>2</sub>).

### LAB-TO-LAB

One of the most significant benefits of the business combination with Pardini, which began in 2023, was the integration of Fleury's operating segments with Lab-to-Lab, a division focused on providing services to other laboratories, clinics, and hospitals.

The Lab-to-Lab value proposition integrates technology and extensive investments in Research & Development (R&D), combined with a competitive cost structure, to provide quality medical advice based on a highly complex logistical model, with reliable results and fast response time (turnaround time) to complete a process.

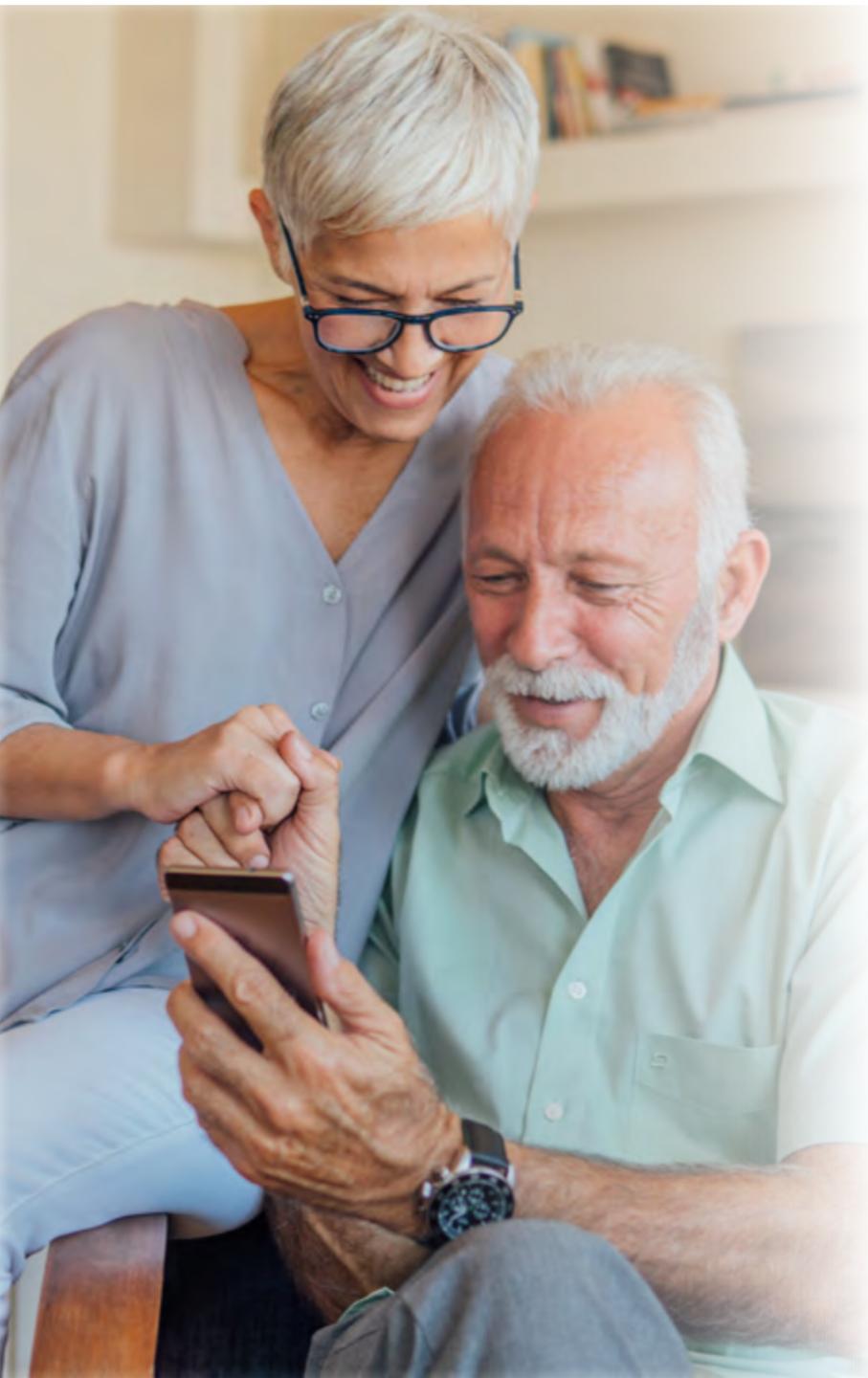
With expertise in the areas of clinical analysis, imaging diagnosis, vaccines, highly complex oncological tests, personalized medicine, among other specialties, the Lab-to-Lab segment was responsible for around 45% of the volume of exams carried out by the Group in the last year.

**This corresponds to more than 20 technical areas of the Company, serving more than 7 thousand customers in more than 2.2 thousand cities, with 400 logistics routes that cover 93 thousand km daily.**

Last year, Fleury Group also joined Entreprise through integration with Pardini (find out more on [page 52](#)). This innovative system allows Lab-to-Lab customers to monitor the status of their exams in real time, promoting greater transparency and traceability during all stages of service.

In 2023, we also expanded our exam portfolio. The Lab-to-Lab operation showed many synergies with Fleury's reference laboratory (LARE), allowing us to offer more suitable packages for each customer segment - considering access, intermediate and premium brands.





## Customer satisfaction

GRI 2-29 | 3-3

We monitor the level of customer satisfaction on a daily basis using the Net Promoter Score (NPS) metric, as well as complaint rates and praise rates. The data generated is carefully analyzed and used to inform improvements to our products and services, serving as a valuable barometer of our relationship with our customer base.

In 2023, we achieved an average NPS of 77.73, a consolidated result for Fleury and Pardini, which in 2022, achieved average NPS scores of 76.76 and 75, respectively.

The Group's goal for 2023 was to achieve an NPS of 76.20, exceeding the stipulated target.

In the past year, 3.85% of our Fleury customer base and 9.32% of our Pardini customer base participated in the survey.

Year	2020	2021	2022	2023*
Result	74.16	72.22	76.76	77.73
Target	76.70	76.03	75.95	76.20
% response	4.91%	4.21%	4.24%	3.85% (Fleury) and 9.32% (Pardini)

\*The 2023 data consolidates the results of Fleury and Pardini. Data from 2020, 2021 and 2022 refer only to Fleury.

## The voice of our customers

GRI 2-25

In order to meet the needs and improve the customer experience, we have an **Ombudsman's Office** and a **Customer Service Center (SAC)** to receive reports and complaints via phone, email, chat, social media, verbally at our units, or opinion forms.

Both channels are responsible for handling complaints with customers and interface areas, generating data so that the areas may develop action plans.

Periodically, we promote the **Customer Council**, which empowers this audience with an even greater voice. The initiative promotes meetings between customers and executives during breakfast sessions. At those moments, customers share feedback and improvement proposals are discussed.

Additionally, we have the **Senior Forum**, which brings together managers and directors to manage indicators and address critical topics, with the discussion of strategic and systemic actions.

### EFFECTIVENESS OF COMPLAINTS MECHANISMS

In 2023, for Fleury Group brands, the customer complaint completion rate was 95.6%, and the SLA for completion within 4 business days was 71.4%. For Pardini Group brands, 88% of complaints were completed with a resolution rate (SLA) of up to 24 business hours.

## Medical practice

Fleury Group is committed to preserving the culture of medical excellence and we always want to raise the quality of our services, implementing initiatives to improve the quality of our technical staff.



### EXPANSION OF THE MEDICAL STAFF

The business combination with Pardini expanded the Company's medical staff, which now has over 600 professionals, who joined the more than 4 thousand professionals from different specialties who already worked at Fleury Group.

**In 2023, the Company's medical operations achieved positive results**, which helped to consolidate Fleury Group as one of the most respected companies in the sector, leading the transformation of the healthcare sector in the country.

Last year, the Company's clinical analysis area and diagnostic center carried out:



### CLINICAL ANALYSIS

- **111,345,719 exams**, of which **1,367** performed by preferred doctors requested by costumers;
- **84,250 medical consultancies** for discussion and clarification of issued reports;
- **180,831 communications of exams** with critical results that ensured patient safety;
- **11,618 re-collections avoided**, avoiding additional discomfort to patients;
- **3,143 integrated reports** to offer a diagnosis that brings together several clinical specialties; and
- **2,550 training records**, participation in events, courses and completion of studies registered by doctors.



### DIAGNOSTIC CENTER

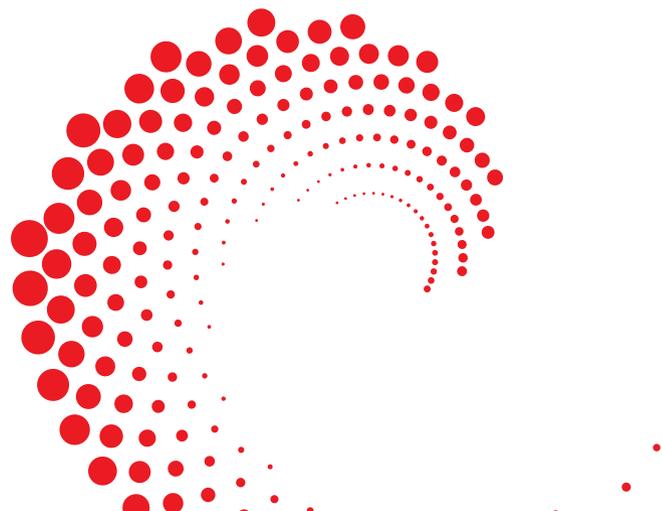
- **6,208,894 exams**, of which **420,935** performed by preferred doctors requested by costumers;
- **405,952 medical consultancies** for discussion and clarification of issued reports;
- **5,473 report errors avoided** by the quality processes that guaranteed patient safety;
- **94,035 integrated reports** to offer a diagnosis that brings together several clinical specialties; and
- **20,097 training records**, participation in events, courses and completion of studies registered by doctors.

### MEDICAL CULTURE COMMISSION

We have a Medical Culture Committee, whose objective is to ensure excellence in patient care and safety, promoting, disseminating and improving medical and health culture, which guide the Company's strategy.

Created to be a consultative and technical body that supports and advises the Executive Board in its decisions involving health, the Commission is made up of up to 11 members, appointed by the Executive Board to serve unified two-year terms with the possibility of re-election. Meetings take place on an ordinary basis, depending on the calendar of activities proposed by the Coordinator, and on an extraordinary basis as requested by members.

Committee members, who are not entitled to any additional remuneration, are expected to meet requirements such as training and professional experience compatible with the performance of their duties, in addition to sharing the values and ethical principles that guide the Company's conduct.



### PATIENT SAFETY CENTER (NSP)

Since 2015, we have had the Patient Safety Center (NSP), formed by a multidisciplinary group of doctors and nurses from Fleury Group who are committed to ensuring safe patient care, from scheduling to exam execution and result delivery.

In practice, the NSP ensures the correct identification of individuals and compliance with hand hygiene standards in healthcare settings. It also maintains a safe routine for prescribing, using, and administering medications, and assists in fall prevention in both patient care units and corporate environments.

### DEVELOPMENT OF THE MEDICAL STAFF

In order to ensure that our medical staff continuously enhances their technical expertise, we provide training that is integrated with the Company's other training and development initiatives.

After Pardini's integration, we sought to ensure an alignment of skills through meetings promoted between doctors from Fleury and Pardini to allow the exchange of experiences and strengthen connections, with gains also for the organizational culture.

Next up are some of the initiatives implemented to develop the medical staff.



### **NEXO PROGRAM**

The NEXO Program encourages the development of the Group's medical leaders.

Last year, the Program included the participation of employees and medical leaders from Pardini and included all of the Group's regional offices. The topics covered were:

- Business Management;
- Communication Essential Talks;
- Conflict Management and Mediation;
- Management of Change and Complexity of Organizations;
- People Management and Emotional Intelligence;
- Leadership and Accountability Skills;
- Improving Soft Skills through Coaching;
- Influence and Decision Making; and
- Leadership Challenges in the Contemporary Organization.

As a result, we have 97 participants in the Program, nine researchers and 88 doctors.

### **FELLOWS PROGRAM**

The Fellows Program invites doctors to participate in exclusive mentoring and offers the opportunity to join a residency program in Diagnostic Imaging.

In 2023, 25 fellows participated in the initiative in the Rio de Janeiro and São Paulo regions.

#### **Rio de Janeiro Programs:**

- General Tomography and Resonance Imaging (five fellows);
- Abdominal Imaging (two fellows); and
- Neuroradiology (one fellow).

#### **São Paulo Programs:**

- Cardiovascular Imaging (one fellow);
- Abdominal Imaging (one fellow);
- Internal Medicine (four fellows);
- Musculoskeletal Imaging (five fellows);
- General Tomography and Resonance Imaging (four fellows); and
- Breast Imaging (two fellows).

The fellows participated in the creation of pre-reports for exams in their areas, followed by tutoring activities and meetings to discuss cases, scientific articles and review the medical literature in the area.

Participants also attended monthly meetings divided by medical specialty and workshops that make up the Continuing Education Course in Imaging.

Still within the scope of the program, works were developed, together with the tutors, and presented at congresses such as the Brazilian Congress of Radiology and the RSNA (Radiological Society of North America).

### **INCENTIVES FOR MEDICAL STAFF**

#### **MEDICAL EXCELLENCE PROGRAM**

Through the Medical Excellence Program, we value and recognize doctors who performed outstandingly in the last year with variable remuneration depending on their deliveries and efforts in the search for knowledge. This form of short-term incentive also contributes to retaining talent in the Company.



# Innovation and digital transformation

## Capitals used

-  Natural
-  Manufactured
-  Intellectual
-  Financial
-  Human
-  Social

## Related SDGs



# Innovation

GRI 3-3

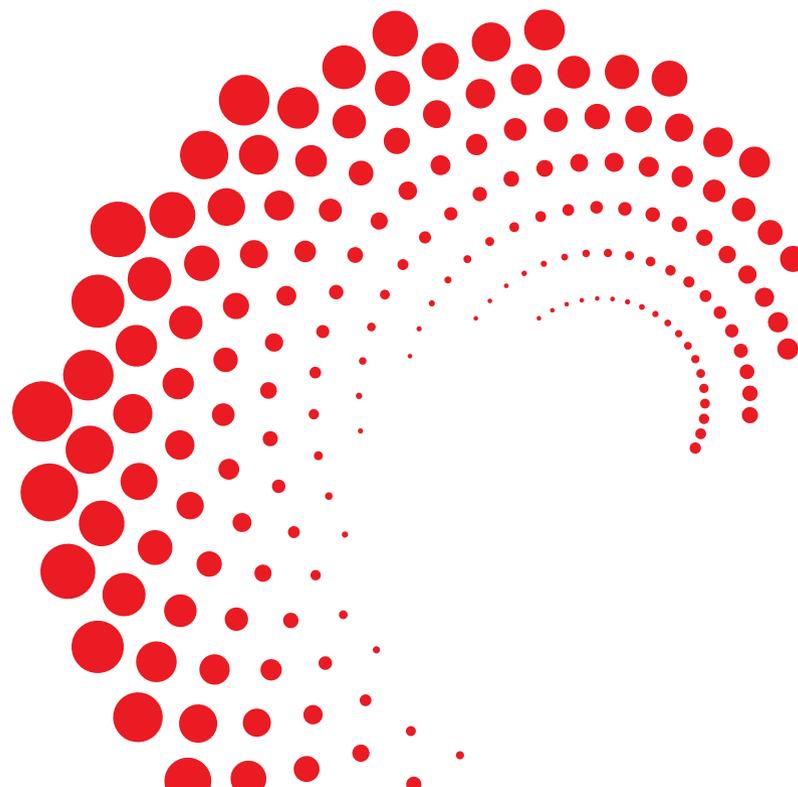
Innovation is one of our most relevant competitive differentiators and a central point in our strategy.

Through systematic investment in research, development and implementation of new technologies, we contribute to scientific knowledge and important advances in medicine, making the patient's health journey more complete and integrated.

**In 2023, R\$21.5 million was invested in R&D to implement 581 new products, services and new methodologies that feature improvements and enhancements to our portfolio.**

These incremental innovation projects have generated an annual cost reduction of over R\$ 20 million related to the increased efficiency of our procedures, such as the inclusion of automation and miniaturization strategies in sample preparation.

They also provided benefits to our patients, with the expansion of our products and reduction in the time it takes to issue results, and to the environment, through the reduction in waste generation.



## Research and development

Fleury Group boasts a robust legacy in the field of R&D. Following the business combination with Pardini Group, which already possessed technological maturity, it became possible to explore new areas of research and development, leading to significant advancements in medical research for the Company.

In total, over 50,000 hours of effort were dedicated by the R&D and innovation teams in 2023, contributing to the advancement of Fleury Group's portfolio in precision medicine, methodology refinement, and digital health products.

These advancements position the Company at the forefront of technological innovation, with a focus on enhancing the experiences of employees, doctors, and patients.

Below are the key R&D initiatives undertaken in 2023.

### SCIENTIFIC PRODUCTION

We have positioned ourselves in the main scientific discussion forums, through active participation in national and international congresses, publications of scientific articles and drafting of patents.

**In 2023, 66 scientific articles were published with the elaboration, participation and intellectual contribution of Fleury Group.**

Among the published articles, the Group's contribution in the field of immunology stands out, including the use of gene editing and detection of autoantibodies<sup>1</sup>, the use of big data and artificial intelligence tools to support laboratory practice<sup>2</sup> and radiology<sup>3 4</sup>.

The Hermes Pardini Microbiology team closed 2023 with 11 articles published in national and international scientific journals of great relevance in academic and scientific circles.

Highlighting the work entitled "Genomic analyzes of atoxic strains of *Corynebacterium diphtheriae* isolated from

skin lesions in Brazil", which was presented during the Brazilian Congress of Infectious Diseases<sup>5</sup>, and the publication on the first characterization of the *Corynebacterium guaraldiae* bacterium in the world, also involving institutions from other countries<sup>6</sup>.

Our radiology and diagnostic imaging team attended the most relevant congress in the field, the Radiological Society of North America (RSNA) Annual Meeting, presenting over 15 scientific papers. Three of these papers were awarded and invited for publication in the Journal of the North American Radiology Society.

At the International Skeletal Society congress, the work presented by Fleury Group on chronic compartment syndrome received the award for best work.

Also in 2023, we obtained approval for a patent related to the diagnosis of acute leukemia using gene expression microarray technology.

<sup>1</sup> Keppeke GD, Diogenes L, Gomes K, Andrade LEC. "Untargeting" autoantibodies using genome editing, a proof-of-concept study. Clin Immunol. 2023 Jun;251:109343.

<sup>2</sup> Cavalcante LBCP, Brandão CMÁ, Chiamolera MI, Biscolla RPM, Junior JVL, de Sá Tavares Russo P, Morgado JPM, de Francischi Ferrer CMA, Vieira JGH. Big data-based parathyroid hormone (PTH) values emphasize need for age correction. J Endocrinol Invest. 2023 Dec;46(12):2525-2533

<sup>3</sup> da Silva LNM, Guimarães JB, Link TM, da Cruz IAN, Silva FD, Nico MAC, Filho AGO. Prevalence of phalangeal bone marrow edema on MRI before and during the COVID-19 pandemic and correlation with chilblain skin lesions. Skeletal Radiol. 2023 Sep;52(9):1721-1728.

<sup>4</sup> Cruz IAN, Fayad LM, Ahlawat S, Lederman HM, Nico MAC, Ormond Filho AG, Guimarães JB. Whole-Body MRI in Musculoskeletal Oncology: A Comprehensive Review with Recommendations. Radiol Imaging Cancer. 2023 May;5(3):e220107.

<sup>5</sup> Fernanda Diniz Prates, Flávia Figueira Aburjaile, Diego Lucas Neres Rodrigues, Marcus Vinícius Canário Viana, Lincoln de Oliveira Sant'Anna, Vasco Ariston Carvalho Azevedo, Louisy Sanches dos Santos, Max Roberto Batista de Araújo. ANÁLISES GENÔMICAS DE CEPAS ATÓXIGÊNICAS DE CORYNEBACTERIUM DIPHTHERIAE ISOLADAS DE LESÕES CUTÂNEAS NO BRASIL. The Brazilian Journal of Infectious Diseases, Volume 27, Supplement 1, 2023.

<sup>6</sup> de Oliveira Sant'Anna L, Dos Santos LS, Araújo MRB, da Rocha DJPG, Ramos JN, Baio PVP, Del Peloso PF, da Costa Ferreira Leite C, Peixoto RS, Almuzara M, Vay C, Barberis C, Sangal V, Burkovski A, Aguiar ERGR, Mattos-Guaraldi AL, Pacheco LGC, Vieira VV. *Corynebacterium guaraldiae* sp. nov.: a new species of *Corynebacterium* from human infections. Braz J Microbiol. 2023 Jun;54(2):779-790.

### ALZHEIMER'S DIAGNOSTIC TEST

According to information from the Ministry of Health, 1.2 million people live with some form of dementia and around 100 thousand new cases are diagnosed each year<sup>7</sup>. With this in mind, in September 2023, we exclusively introduced to Brazil the new diagnostic test for Alzheimer's disease.

The test, named PrecivityAD2™, is performed on a peripheral blood sample that is analyzed by high-resolution mass spectrometry (MS) and by measuring the proteins that cause Alzheimer's disease-related brain changes

The test is even capable of ruling out the possibility of Alzheimer's disease, as many other causes of cognitive impairment, such as depression, sleep apnea, vascular dementia, and metabolic disorders, can masquerade as Alzheimer's disease but are treatable through other healthcare interventions.

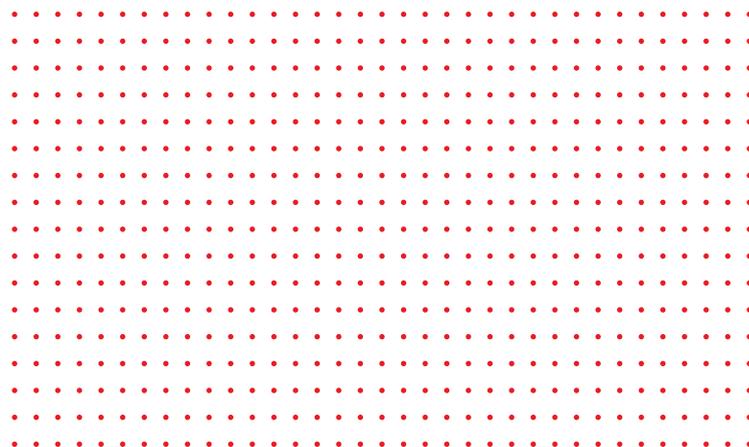
<sup>7</sup>Data released by the Ministry of Health, available at: <https://bvsm.saude.gov.br/conhecer-a-demencia-conhecer-o-alzheimer-o-poder-do-conhecimento-se-tembro-mes-mundial-do-alzheimer/>

The exam has been clinically validated in over 550 patients with cognitive impairment or dementia and has been shown to aid in the identification of Alzheimer's disease in patients with mild cognitive impairment or dementia.

In Brazil, the test is made available by the Fleury Medicina e Saúde brand in partnership with C2N Diagnostics, a molecular diagnostic healthcare company. Samples are prepared at Fleury's Technical Center and sent to the United States for evaluation. The test can be performed by medical order and the result is released in approximately 20 days.



Learn more about the Alzheimer test [here](#).



### **INNOVATION IN RADIOLOGY AND IMAGING DIAGNOSIS**

Our radiology and diagnostic imaging team has distinguished itself through its innovation and generation of scientifically relevant knowledge of international importance.

In 2023, we developed the first and innovative radiological description of the clinical alteration known as “COVID Toes” observed during the COVID-19 pandemic and reviewed the use of whole-body MRI in musculoskeletal oncology.

Over the past year, more than 126 new examinations, imaging procedures, and tests have been implemented at our healthcare facilities. These include the introduction of the oral food challenge test, which detects cow’s milk allergy, a condition with a higher incidence in children and newborns, which is important to diagnose as early as possible.

### **EXPANSION OF THE MASS SPECTROMETRY TEST PORTFOLIO**

In 2023, the range of tests designed to analyze tumor markers was expanded with the inclusion of biomarkers that are fundamental in the diagnosis of serious and potentially fatal diseases.

In addition, our portfolio of therapeutic drug monitoring tests has been expanded to allow for the monitoring of treatment for conditions such as rheumatoid arthritis and lupus.

### **DIAGNOSIS OF AUTOIMMUNE DISEASES USING DISRUPTIVE TECHNOLOGIES**

The application of gene editing technologies to investigate autoimmune diseases opens a new diagnostic horizon, with Fleury Group being the pioneer in the use of this technology.

In 2023, we expanded our portfolio of tests to include “cell-based assays” (CBA), which broadened our capabilities for more accurate and rapid diagnoses.

### **INNOVATION IN CLINICAL ANALYSIS**

In 2023, the Clinical Analysis Department underwent a change of headquarters with the inauguration of the new Brooklin (SP) Technical Operations Center. This move was strategic for the Company, as it enabled a 200% increase in production capacity compared to the previous headquarters, reaching a processing capacity of up to 500,000 tests per day.

One of the highlights was the installation of the Roche Cobas Connection Modules (CCM) automation line, which simplified processes while maintaining a high level of quality. The input and output modules of this automated line were the first of the brand of equipment for laboratory medicine installed in Latin America, and the sample circulation flow was designed exclusively for Fleury Group’s Central Technical Area.

The business combination with Pardini also brought benchmark opportunities in the clinical analysis segment. The exchange of

experiences between areas brought important technical and financial optimization in several tests, generating savings of R\$1.2 million in 2023.

The synergy between the companies enabled the expansion of the strategic portfolio, as is the case with the expansion of the exclusive offer of Oncotype exams, which reached different regions of the country in the last year through the wide capillarity of the Lab-to-Lab segment.

The integration also expanded the Group’s Digital Pathology equipment fleet, reinforcing the importance of these tools for strengthening and optimizing medical performance in anatomic-pathological diagnosis. It is an enabler of innovative solutions, such as the use of Artificial Intelligence for clinical diagnosis.

In total, the Clinical Analysis area developed 285 projects involving improvements and implementations of new tests. This leadership is reinforced by a robust continuing education program that, in 2023, offered 120 hours of training in innovation.

### **TECHNOLOGY X PROJECT**

In 2023, the Technology X Project was initiated, enabling knowledge and expertise exchange between the Fleury and Pardini technical areas.

Through a technological platform, the Project provided an interface to enable the exchange of samples between its respective

production units, whether samples from the PSC (Patient Service Center) or Lab-to-Lab.

Furthermore, it made it possible to cut costs on materials and reduce the volume of waste generated.

As a result, the Project enabled an enhancement in operational efficiency between Fleury and Pardini, enabling the utilization of productive resources in the best possible way.

#### “MY FLEURY” SOLUTION

In collaboration with the Software Engineering Laboratory (LES) of Pontifícia Universidade Católica do Rio de Janeiro (PUC-Rio), Fleury Group’s digital team has developed an infrastructure that integrates data collected by Apple Watch devices, such as heart rate, step count, and daily calorie expenditure, into patients’ medical records.

This solution, named “My Fleury”, provides a complete history of patients’ health data, allowing doctors to access health information obtained outside the office, seeking more efficient and personalized diagnosis and treatment.

#### ENTERPRISE

In 2023, the Vespasiano Operational Technical Nucleus implemented full automation in the execution process (Total Laboratory Automation - TLA) for over 250,000 allergy screening tests per month.

**With the process, we became the first laboratory in the world to process allergy tests using TLA technology.**

The automation of allergy testing is part of the expansion of the Enterprise project, created in 2018 to revolutionize the processing of clinical analysis tests. Enterprise is the second largest laboratory automation plant in the world and offers an Integrated Model of Intelligence in Diagnostic Medicine, created by Pardini Group, which revolutionizes the way clinical analysis tests are processed.

As a result, we estimate a reduction of R\$ 141,000 in expenses related to wasted supplies and a savings of R\$ 1.5 million due to the implementation of more efficient sample collection logistics.

#### WE ADDITIONALLY ANTICIPATE A REDUCTION OF:

- **10%**  
on the current quantity of samples identified with pre-analytical inadequacies;
- **8%**  
in samples that failed to meet the deadline;
- **8%**  
of samples that need to be re-collected;
- **8%**  
in lost samples;
- **10%**  
in accidents involving biological material; and
- **10%**  
with headcount encumbrance.

## Open innovation

In 2023, we continued the Impacta Program, which aims to present solutions to the Company’s main environmental, social, and governance (ESG) challenges by connecting with startups and entrepreneurs who are leaders in the field.

The Program is structured in two fronts: Solucionadora (Solve) and Aceleradora (Accelerate).

1. The “Aceleradora” front aims to leverage startups in early stages that can contribute with solutions for Fleury Group’s long-term ESG goals; and
2. The “Solucionadora” front aims to implement pilots for mature startups, focused on the challenges linked to the issuance of the company’s ESG debentures.

In April of last year, we concluded the first edition of the Program with the participation of 13 startups (three on the Solucionadora front and ten on the Aceleradora front), out of the 146 registered.

In December, we launched the second edition, which received over 100 applications and selecting six innovative solutions to support the Company in addressing the challenges of expanding health-care access and climate change management. Here are some of the supported initiatives:

### VERTOWN PROJECT

Focused on the traceability of waste generated throughout the production chain, the project was selected in the first edition of Impacta to support the Company in the challenges related to the control and monitoring of waste generation.

Thus, by refining these processes, the initiative enhances the reliability of the collected and recorded data, consequently enabling the standardization required for compliance with legislation and the development of waste reduction plans.

Currently employed by 50 of the Group’s units, the tool enables the automation of the Group’s waste management processes, centralizing indicators and metrics in a single tool for better process monitoring.

As a result of the pilot project, over 55 tons of waste were effectively managed through the platform, preventing more than seven tons of waste from being sent to landfills.



Click [here](#) to learn more about Impacta Program regulations and winners.

### INNOVATION CHAT

Promoted by Fleury Group, the **Innovation Chat** circle brought together our employees to increase contact with the Company’s innovation initiatives.

Together with our partners, we presented another edition of the **Fleury Group Innovation Award**, which since 2015 has recognized and publicized highly innovative projects arising from national research, with a focus on the health area. In 2023, the winners were:

- VUUPT, a logtech specialized in routing, control and management of field operations;
- Speedbird, logtech for fast delivery of medicines and inputs;
- Quoretech, which offers wireless holter with data collection for diagnosing cardiac arrhythmias; and
- Nilo, a virtual care and management software for primary health care.



Learn more about the Innovation Chat initiative [here](#).

# Digital transformation

GRI 3-3

By investing in new technologies, we strive to place patients at the forefront of care, contributing to a more seamless, comprehensive, and integrated experience for them. Additionally, this investment will enable the development of innovative solutions to complement their health journey of care.

Thus, in 2023, Fleury Group advanced with its digital transformation strategy, increasing efficiency in serving its patients and making its operations faster using a technological infrastructure that guarantees greater stability.

In order to boost this movement, last year we had the support of a renowned international consultancy in carrying out a Strategic Planning for the Company's Digital Acceleration, taking into account the positive aspects of both Fleury and Pardini.

The works aimed to highlight the key competencies and expertise of each company, as well as to map the organization's greatest challenges in this area for the development of action plans.

Digital customer service experience was listed as a priority theme in Fleury's digital acceleration action plan, a work also started with the brands a+ and Pardini.

## Process digitalization

We believe that through technology and digital acceleration, we can facilitate access to healthcare, making exam scheduling processes and service at units faster.

In 2023, we made significant progress in digitizing our processes through the integration of technology and medical knowledge into a decision support system. This system allows for the automatic release of certain exams without the need for human intervention.

Out of the nearly 103 million exams performed in the Group's technical areas in 2023, approximately 86% were released through an automated process, without intervention from doctors or technical analysts/advisors, including highly complex specialties.

Last year we also established systems integration, generating tube identification labels at the end of the process, at the time of collection. This generates greater data consistency, promotes patient safety and brings more agility to the process.

### USE OF ARTIFICIAL INTELLIGENCE

Technology, particularly Artificial Intelligence (AI), enhances the quality of examinations and services offered, and productivity.

By automating this process, we have enhanced the flow and efficiency of procedures and have generated a robust database that can be categorized by other AI tools based on diagnosis and developments, so that they can be replicated in future similar cases.

In 2023, we integrated the utilization of AI tools with our medical team's clinical and laboratory expertise of our medical team to more quickly identify patient diagnoses and, thus, prioritize care in the units according to the level of severity of the cases.

We also apply AI to detect cases of cerebral aneurysm and cranial hemorrhages, and to identify lesions in cases of pulmonary embolism.

# Sectorial scenario and performance

## Capitals used

-  Natural
-  Manufactured
-  Intellectual
-  Financial
-  Human
-  Social

## Related SDGs



# Sectoral scenario

## Economic growth and demand for healthcare services

In 2023, the unemployment rate in Brazil experienced a decline, according to data released by the Brazilian Institute of Geography and Statistics (IBGE). By the end of the year, the number of unemployed individuals stood at 8.1 million, resulting in an unemployment rate of 7.4%, compared to 7.9% in 2022.

Concurrently, a general growth in the economy and an increase in the number of beneficiaries were observed. This growth, as noted, outpaced the growth rate of supplementary health plan users, indicating a higher demand for private healthcare services.

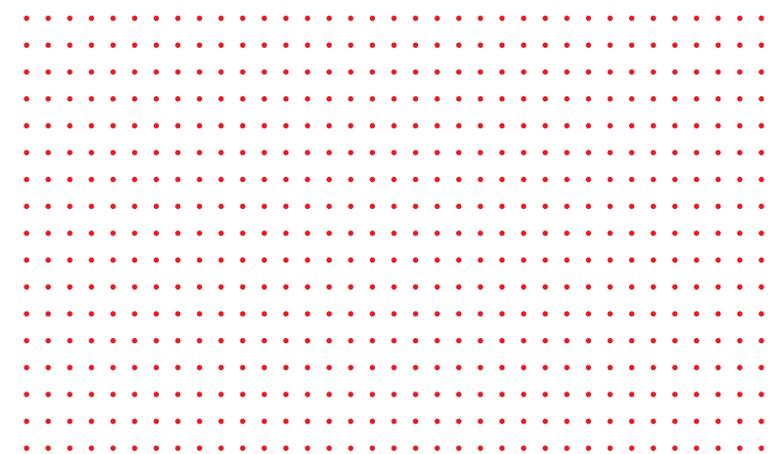
In line with this trend, data from the National Regulatory Agency for Private Health Insurance and Plans (ANS) reveals a slight increase in the number of beneficiaries of private health plans. In a year-over-year comparison, there was an increase to 51 million lives in December 2023, compared to the 50.1 million recorded in December 2022.

## Population aging trend

The growing demand for private healthcare plans can be partly explained by the aging trend of the Brazilian population, according to data from the latest IBGE census.

This demographic shift has led to a rise in chronic diseases, demanding an increased provision of healthcare services to meet the specific needs of this population segment.

According to data from the National Regulatory Agency for Private Health Insurance and Plans (ANS), the prevalence of major chronic diseases is 119% higher among the elderly population.



## Advancement of chronic diseases among the population

As pointed out by the World Health Organization (WHO) in a 2019 article, non-communicable diseases pose a significant risk to life, with one person under the age of 70 dying every minute from these conditions. Factors such as irregular eating habits, tobacco use, level of economic development and air pollution can increase these risks.

Thus, the incidence of chronic diseases tends to increase, bringing significant impacts to both public and private health. This concern was previously analyzed in the Company's risk map, highlighting the commitment to patient safety.

The materialization of the risk associated with the growth of chronic diseases requires the Company to prepare strategically, through investment in innovation and development of treatments and tests that meet new epidemiological demands. This preparation is essential to face the growing amount of care needed for this part of the population.

We detail on [page 49](#) our actions focused on R&D and on [page 79](#), the Company's efforts to expand the population's access to quality health services.

## High interest and high cost of capital

The year 2023 remained challenging due to high interest rates and elevated capital costs. However, Fleury Group was well-positioned to face these challenges.

The Company completed a capital increase in 2022 and two more in 2023, strengthening its financial structure and preparing it for the high-interest environment observed in the previous year.

## Financial discipline and healthy profitability

In addition, we have been pursuing a cost and expense management strategy focused on discipline. This approach has ensured healthy profitability over the years, enabling the Company to generate profits in line with industry standards for the health-care sector.

Maintaining this approach over the years has been a key factor, contributing to growth across all business lines, as well as to productivity gains.

Thus, thanks to a solid financial strategy, a good position in relation to a high interest rate scenario, and discipline in cost management, the Company was able to maintain its healthy profitability last year and continue growing in a challenging economic environment.



# Operational and financial performance

We closed last year with positive results that demonstrate the effectiveness of the Company's growth strategy, as well as the success of the first year of the integration journey with Pardini.

All business lines achieved revenue gains, reflecting the Group's financial management discipline and investment.

Highlights of the last year include the growth of Novos Elos and the a+ brand, as well as the remarkable contribution of the Lab-to-Lab segment to the Company's results.

Gross Revenue reached R\$ 6,961.3 million, representing a 44.9% increase over the previous year. Excluding COVID-19 tests, growth was 49.3%. Pro forma Gross Revenue reached R\$ 7,745.6 million, an increase of 9.7% over the previous year. Excluding COVID-19 tests, growth was 14.3%.

Service units experienced a 30.2% (8.8% pro forma) growth, reaching R\$ 4.9 billion in revenue (R\$ 5.3 billion pro forma). During the period, the Company opened ten new diagnostic medicine units and seven Novos Elos units. In B2B, accounting revenue grew 119.2%, reaching R\$ 1,364.3 million. In pro forma, there was a 0.6% decrease due to the discontinuation of contracts with customers.

The Novos Elos and Health Platform initiatives continued to exhibit significant growth in the period, driven by acquisitions and organic expansion. In 2023, Gross accounting revenue from Novos Elos and Health Platform totaled R\$ 691.9 million (R\$693.7 pro

forma), representing a 67.6% (63.9% pro forma) growth. Revenue from these initiatives now accounts for 8.9% of the Group's pro forma consolidated revenue.

## Added value distribution

GRI 2-4 | 201-1

Economic Value Generated (R\$)*		2021**	2022**	2023
Revenues (R\$)		4,172,412,000	4,803,024,000	6,961,334,000
Economic Value Distributed (R\$)*		2021	2022	2023
Operational costs		257,620,000	496,457,000	671,733,000
Employee salaries and benefits		915,936,000	1,085,743,000	1,514,168,000
Payments to capital providers		333,995,000	293,336,000	399,635,000
Payments to the government		562,949,000	579,445,000	815,338,000
Legal reserve		17,496,000	15,395,000	21,188,000
<b>TOTAL</b>		<b>2,087,996,000</b>	<b>2,470,376,000</b>	<b>3,422,062,000</b>
Economic Value Retained (R\$)*		2021**	2022**	2023
"Direct economic value generated" minus "economic value distributed"		2,084,416,000	2,332,648,000	3,539,272,000

\*The 2023 data consolidates the results of Fleury and Pardini from May 2023. The 2021 and 2022 data refers to Fleury only.

\*\*2021 and 2022 data has been corrected.

# Investments

In 2023, Fleury Group’s investments totaled R\$413.8 million, stable compared to 2022, focusing on three main fronts:

1. Maintenance and renewal of the equipment park in order to maintain or increase the quality and efficiency of service in all segments (+33.1%, compared to 2022);
2. New units, expansion of supply in units and technical areas (-40.8%, compared to 2022); and
3. Digital and IT initiative infrastructure, with a focus on enhancing online scheduling, promoting more effective customer communication with the Company, strengthening information security, and advancing systems and databases for organizational management (+33.9%, compared to 2022).

CAPEX (in R\$ million)	2022	2023	% year-over-year
IT/Digital	149.9	200.7	+ 33.9%
Renewal of Diagnostic Equipment and Maintenance	76.2	101.4	+ 33.1%
New Units, Expansion of Offer in Units and Technical Areas	188.5	111.7	-40.8%
<b>TOTAL</b>	<b>414.6</b>	<b>413.8</b>	<b>-0.2%</b>



# Team of excellence

## Capitals used

-  Natural
-  Manufactured
-  Intellectual
-  Financial
-  Human
-  Social

## Related SDGs

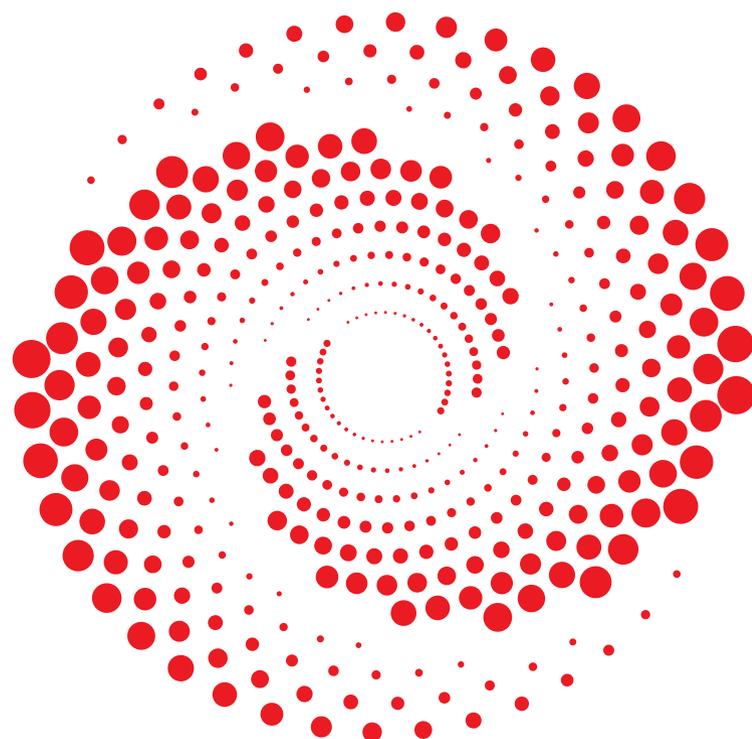


# Our people profile

GRI 2-7

Our Team of excellence is made up of 21,618 employees, distributed across all regions of the country. These dedicated individuals work tirelessly each day to propel Fleury Group to the forefront of the Brazilian healthcare sector, establishing it as a benchmark for medical excellence, patient care, and innovation.

Over the past year, this talented team has experienced a growth. The businesses combination with Pardini Group was the primary driver behind the expansion of our workforce, which grew by approximately 59% compared to 2022.



## CHARACTERISTICS OF OUR CULTURE

1. **Brand value:** With 97 years of history, we continue to lead the transformation of the healthcare sector in the country, being pioneers and innovators in the creation of new solutions for the market, establishing ourselves as a complete healthcare ecosystem.
2. **Purpose:** Taking care of people is in our DNA. It is a noble purpose, a vocation, work that impacts lives and saves lives.
3. **Care:** We are passionate about people and what we do. And this reception is perceived not only with our patients, but also with employees, doctors, suppliers and the entire ecosystem that we impact.
4. **Excellence:** We always want to raise the quality of our services, looking for ways to do everything in a smarter and more efficient manner. This relentless quest to be the best makes us one of the most respected companies in the sector.

GRI 2-7

By gender*	2021	2022	2023
Men	2,555	2,705	4,519
Women	10,397	10,897	17,099
<b>TOTAL</b>	<b>12,952</b>	<b>13,602</b>	<b>21,618</b>

By region*	2021	2022	2023
Mid-West	202	209	484
Northeast	10,753	1,336	1,645
North	0	0	534
Southeast	1,203	11,251	18,125
South	794	806	830
<b>TOTAL</b>	<b>12,952</b>	<b>13,602</b>	<b>21,618</b>

\*The 2023 data consolidates the results of Fleury and Pardini and do not include Novos Elos. 2021 and 2022 data refers to Fleury only.



On **page 7** of the [Supplementary Indicator Booklet](#), you can check other indicators that outline the profile of our employees.

## One essence

We conducted the business combination under the concept of an integration journey, which began in 2023, producing significant results in its first year, and will continue in the coming years in order to reach new levels of growth and synergy.

Initially, due to the size of the operation, the merger required coordinated efforts, particularly on the cultural integration front, to capture synergies and provide a better experience and adaptation for the teams.

The works involved the support of a specialized consultancy, as well as an organizational culture front focused on identifying points common to both companies that could be added together to form a unified identity.

As a result, we launched an inspiring campaign with the motto **We Are One Essence**. The initiative seeks to highlight unity and cohesion, as well as celebrate shared values and principles aligned with the purpose of offering high-quality diagnostic health services and making a difference in patients' lives.



Check out the campaign's video manifesto [here](#).

## Team engagement

We carry out regular employee engagement and satisfaction surveys, with the aim of evaluating our people's adherence to the Company's purpose and values, as well as their perception of the work model and operational model.

In 2023, the culture front responsible for integration with Pardini implemented satisfaction and climate surveys throughout the first-year journey of the business combination to in order provide a better integration experience.

As a result, we had the participation of 55% of Fleury Group\* employees and achieved a 68% NPS result in surveys to measure satisfaction with the progress of the business combination process.

Team satisfaction survey	2022	2023
Promoter NPS	70%	68%
Participation*	58%	55%

\*The data considers only Fleury.



# Diversity, equity and inclusion

GRI 3-3 | 405-1

## We value and work on diversity, equity and inclusion at Fleury Group

as an opportunity to reinforce our values and principles of respect and care for people.

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Therefore, we work to promote work environments that are recognized as inclusive and welcoming places, capable of attracting and offering opportunities for personal and professional development so that all people can evolve and maximize their potential, confident in being able to be who they are.

## Governance

To guide the management of this topic, we have a **Diversity and Inclusion Valuation Policy** – prepared based on our Trust Code, the Universal Declaration of Human Rights, and the UN Guiding Principles on Business and Human Rights.

This document formalizes our stance on the issue and establishes the guidelines and core principles that should guide its management, defining responsibilities and outlining actions to be developed to inspire respectful and inclusive practices.

Strategies to promote diversity, equity, and inclusion are coordinated within the **Diversity, Equity, and Inclusion Program** and supported by the **Affinity Focus Groups** (learn more on [page 65](#)), under the leadership of the ESG area.

The initiative aims to promote reflection and raise awareness among various areas about the importance of these issues, offering support in the adoption of practices aligned with the company's publicly stated diversity commitments and goals.

The ESG area is also responsible for bringing matters that require approval to the appropriate instances.



Click [here](#) to access our Diversity Policy.

## Public commitments

To support the management and monitoring of the effectiveness of diversity, equity, and inclusion initiatives, Fleury Group has made public commitments aimed at increasing representation across the Group as a whole and in leadership positions by 2030.

The challenge involves improving diversity indicators focusing on specific groups that were prioritized: PwD, Gender, LGBTQIA+, Ethnic-racial and Generational.

### WOMEN IN LEADERSHIP

To support the achievement of the Company's diversity goals, one of the ongoing initiatives is "Elas na Liderança" (Women in Leadership).

Launched in 2023, **the Program aims to develop and expedite the career advancement of Black and Brown female employees at Fleury Group** who aspire to leadership positions.

The program was developed taking into account the prevalence of women in the Group's workforce, including leadership positions – 79% of the overall workforce is female and 70.5% of leadership positions are held by women, with the potential to further increase the representation of Black women in these positions.

**79%** women in Fleury Group

**70.5%** women in leadership

**45%** black and brown women in leadership positions

**41%** brown women and **4%** black women in leadership positions

**2,058** Black and brown women in roles with the next first-level leadership positions

The initiative had a total of 280 women enrolled, of which 20 were selected – 10 Fleury employees and 10 Pardini employees. The program of actions for self-knowledge, literacy in diversity, equity and inclusion, training in people management, and executive mentoring will continue throughout 2024.



**280** registrations



**+80** hour dedicated to the selection process



**10** approved from Fleury



**10** approved from Pardini



### AFFIRMATIVE JOB VACCANCIES

Another initiative that is part of the company's actions to promote diversity is the reservation of affirmative action positions through our recruitment platforms.

Over the past year, we made positions available for black, LGBTQIA+, and women with disabilities (PwD), in addition to positions in Digital Health for the recruitment of doctors, professionals for care, psychologists, and nutritionists belonging to historically marginalized groups.

### Affinity groups

To articulate initiatives, in addition to addressing diversity and inclusion promotion actions, we have Affinity Focus Groups, led by the ESG area. The Groups are formed by representatives from various areas of the Company and meet periodically to promote an inclusive and diverse organizational culture, cooperating to strengthen DE&I values.

We currently have six thematic groups that remained active and highly engaged among our employees in 2023. In the past year, in order to raise awareness among leaders about the importance of actively participating in the Groups and encourage the participation of their teams as well, senior leaders have begun acting as Group sponsors.



## LIDERANÇA FEMININA

It brings together women and men who are interested in discussing and thinking about solutions for the well-being of all women, promoting gender equality.

- **March (women's month)**

**Gender equality** was addressed throughout 2023 by the Women's Leadership Group by sending monthly newsletters and promoting lives, conversation circles and lectures focused on the topic.

The Group also promoted eight meetings of the **Inspiration Program**, which featured the participation of Company executives to share testimonials about their personal lives and careers.

Also within the Group, the second edition of the **Entrepreneurial Woman Fair** took place in São Paulo, with the aim of valuing employees and doctors who, in addition to working for the Company, undertake their own businesses. The Fair represented an opportunity for these women to present and sell their products and services.

## UZOMA

It works on the ethnic-racial front, through the construction of knowledge in discussions, racial literacy and the development of actions and projects in favor of racial equity.

- **November (black awareness month)**

The **ethnic-racial theme** was debated at the Company by the Uzoma affinity group through lives, lectures and conversation circles especially in November, with events for Black Consciousness Month.

Thinking about welcoming, valuing culture and beauty in favor of racial equity, Uzoma promoted an action to make **caps for frizzy and curly hair** available to all of the Group's units. The caps were offered to all interested collaborators, medical staff and patients.

Uzoma promoted the action **Fostering Black Entrepreneurship**. The Company's 26 black and brown entrepreneurs were mapped and disclosed internally in five Brazilian states, so that other people could learn about and support their work.

Also in 2023, with the support of Uzoma, we had the first **hiring of doctors with vacancies destined for black people**. In total, 12 professionals were hired who declared themselves black or mixed race.

## InclusiOn

Group aimed at people with disabilities, neurodivergent people and allies. It aims to provide the creation of healthy and more respectful bonds and engagement.

- **Green September**

In 2023, the InclusiOn group addressed **disabilities and neurodivergences** by sending newsletters and promoting lives, conversation circles and lectures focusing on the month of September, aimed at raising awareness about the inclusion of people with disabilities.

## PRISMA

It encourages people's involvement in creating a welcoming environment, with regard to the sexual orientation and gender identity of the LGBTQIAPN+ community.

- **June (Pride month)**

In 2023, the Prisma group discussed the **LGBTQIAP+ theme** by sending newsletters and promoting lives, conversation circles and lectures focusing on pride month, in June.

Prisma was also responsible for carrying out training at the Customer Service Center (CAC) to promote literacy on the topic and humanize service to LGBTQIAP+ customers in the units.

## #todasas PeSSoas

Its purpose is to act in an **intersectional way**, translating actions into policies and projects. To participate in the group, you must be a member of the People and Culture Department.

## Geracional

Recently formed, the group is aimed at people of all ages, and aims to foster healthy relationships within the company and **combat ageism**.

## Diversity learning trails

To strengthen our team's collective awareness on the advantages of diverse and inclusive environments and to provide guidance on preventing and combating discrimination in everyday life, we have implemented learning trails on the topic.

These trails are implemented from the onboarding of new employees and include modules on basic and specific knowledge for each DE&I area, accessible to all employees.

In addition, we offer a specific program aimed at the organization's leaders.

**In 2023, our Group's Diversity and Inclusion Learning Trail** was granted the Municipal Seal of Human Rights and Diversity from São Paulo City Hall.

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### SOCIAL NAME PROJECT

In 2023, we implemented the "Social Name Project" Learning Trail, aimed at preparing B2C attendants, collectors and leaders to serve transgender individuals.

The initiatives included an online roundtable for employees from all of the Group's service units, digital courses, as well as continuing education programs and behavioral and scientific training.

#### 01 ROUND TABLE

- **Audience:** for all people, from all areas
- **Participations:** 212 people in synchronous format + 186 in asynchronous format

#### 02 ONLINE COURSES

- **Diversity and Inclusion:** 1.735 participations
- **Empathy:** How to create strong connections – 1.633 participations Consultative Dialogues – 1.641 participations
- **Audience:** for all people, from all areas

#### 03 CONTINUING EDUCATION "CONVERSATION WITH DE&I"

- **Behavioral and technical training (DE&I and EDC Teams action)**  
**Audience:** B2C, Technical Area and Doctors
- 1º Movement: Leadership | 2º Movement: Operation

#### 04 B2C AND TECHNICAL TRAINING TRAILS

- **Behavioral, technical and scientific training**
- **Audience:** B2C (Attendants, Collectors and Telemarketing Operators), Technical area (Leaderships, Specialists and Technicians)

\*Leaders of the Medicine Center (RJ) did not participate in this analysis, as we carried out the training in a face-to-face format.

## Initiatives aimed at people with disabilities, rehabilitated and neurodivergent people

### “TEACOLHER” PROJECT

The Project aims to improve care for patients with Autism Spectrum Disorder (ASD) and understand their needs so that these people and their support networks have a light and unique experience at Fleury.

Under this initiative, an internal training model was developed for Fleury’s employees and doctors:

- Personalized care for these patients;
- Team training to provide greater reception to patients and their families;
- Establishment of agile flows to avoid long waits; and
- Raising awareness and refining knowledge about the care of these patients.

Launched in 2021, the TEAcolher Project has gained momentum in the last year due to the increase in the diagnosis of people with ASD and the rising demand for care for these patients, driven above all by the growing relevance of the topic.

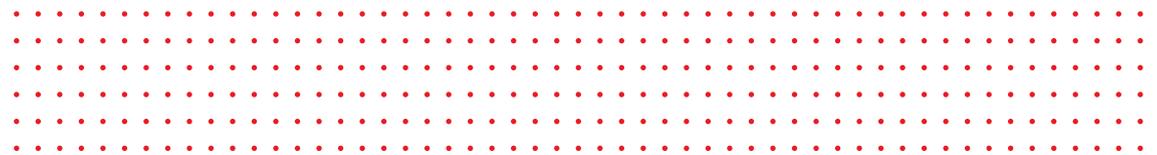
### SUPPORTED EMPLOYMENT

The Supported Employment Program is a partnership between Fleury Group and Jô Clemente Institute, aiming at the inclusion and professional development of individuals with intellectual disabilities or autism spectrum disorder.

We concluded the last year with approximately 140 employees working in our service units and corporate areas across the different regions.

### TRAINING OF COSTUMER SERVICE TEAMS

In order to guide our teams in providing assistance to individuals with hidden disabilities and neurodivergences, we have launched an awareness campaign on the use of sunflower and puzzle lanyards. These lanyards are also available for use by employees at their discretion.



# Team journey

## Talent attraction

GRI 3-3 | 401-1 | SASB HC-DY-330a.2

To enhance our Team of Excellence, we are looking for talented people who are committed to the journey of caring for and promoting the health of our patients, while contributing to the expansion and evolution of our business.

By incorporating these cultural aspects into the search for new talent, we ensure a higher quality in the execution of the candidate selection process and the mapping of profiles that are more adherent to our needs, in addition to meeting technical requirements and skills.

Our entire recruitment and selection process is conducted remotely, considering practicality and the possibility of expanding the pool of candidates. Our vacancies are advertised on internal and external platforms, partner companies, healthcare market-related entities, and press offices.

### NEW HIRES AND TURNOVER

#### New hires\*

By gender	2020	2021	2022	2023
Men	461	881	945	1,292
Women	1,931	3,601	3,683	5,340
<b>TOTAL</b>	<b>2,392</b>	<b>4,482</b>	<b>4,628</b>	<b>6,632</b>

#### Turnover rate\*

By gender	2020	2021	2022	2023
Men	21.0%	22.0%	29.7%	35.2%
Women	19.0%	23.0%	29.2%	35.7%
<b>TOTAL</b>	<b>20.0%</b>	<b>23.0%</b>	<b>29.3%</b>	<b>35.6%</b>

\*The 2023 data consolidates the results of Fleury and Pardini. 2020, 2021 and 2022 data refers to Fleury only.



On **page 13** of the Supplementary Indicator Booklet, you can check other hiring and turnover indicators monitored by Fleury Group.



## Career development

GRI 2-24 | 3-3 | 404-1 | 404-2

To support our employees' development, we provide opportunities for personal and professional growth, enabling them to take on new challenges in their journey with us.

Here are some of the initiatives that stood out in 2023:

### TRAINING

Through the UniQi platform, we offer our employees a series of learning content for technical and behavioral training, covering a wide range of topics, including human rights, anti-corruption, diversity and inclusion, among others.

We ended 2023 with a total of 478.9 thousand training hours completed across the Group, which represents an average of 22 training hours per employee and an average investment of R\$ 253.56 per person.



On **page 16** of the Supplementary Indicator Booklet, you can check other training indicators monitored by Fleury Group.



### LEADERSHIP TRAINING

Maintaining a standard of excellence in healthcare solutions delivery and fostering a dynamic and innovative environment necessarily involves implementing programs to develop the next generation of leaders in the group.

Aware of this need, we invest in initiatives focused on training leaders aligned with our values and commitments, who are capable of supporting long-term strategies and who are ready to face emerging challenges in the healthcare scenario.

### MIRA PROGRAM

Mira – with an eye on the future – is aimed at training Business leaders, with the aim of training them in five learning trails: Integration, People Leader, Operating Systems, Strategic Leader and Entrepreneurial Leader.

The training has more than 25 macro themes and 142 training hours, spread over 18 days with synchronous and asynchronous content. In total, we had the participation of 330 leaders last year, which represents 89.2% of leadership eligible for the program.

### LEADER WHO LEARNS

Over the past year, the “Líder que Aprende” (Leader who Learns) Program has benefited more than 30 Pardini leaders, aiming to enhance their development.

### EDUCATIONAL GRANTS

We have a subsidy policy for specific positions that provides eligible employees with the opportunity to access content to develop their knowledge and technical skills.

In 2023, over 250 individuals benefited from educational subsidies to attend conferences, seminars, symposia, and external courses, encompassing both one-time and recurring professional development opportunities.

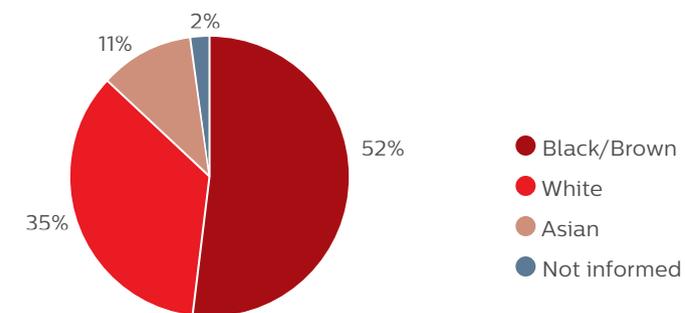
### INTERNSHIP PROGRAM

In 2023, we held another edition of the Fleury Internship Program, aiming to provide opportunities for students to enhance the knowledge acquired during technical and undergraduate courses through hands-on experience in the corporate environment.

The program aimed to fill 174 internship positions at the Company, including 56 collection positions (40 Fleury and 16 Pardini), 89 corporate positions (66 Fleury and 23 Pardini), and 29 senior technician positions (two Fleury and 27 Pardini). In total, we received 6,813 applications.

Among those who passed, 52% self-identified as black (black or brown), a result very close to the program’s target for this group, which was 53%.

### Profile of those approved in the Internship Program



71% of the approved candidates are women and 29% are men:

**35%**  
brown  
women

**9%**  
black  
women

**69%**  
brown  
men



### TRAINEE PROGRAM

Since 2011, we have been running a Trainee Program. Over the course of the initiative, there have been around 100 trainees who have been hired and now make up our workforce. Of these, ten have reached management positions within the Group.

The program lasts 18 months, following a work model based on flexibility between in-person and home office models. It is divided into three phases: an immersion phase in the Company's core business, followed by the development of a strategic project, and finally, work within the Company's areas.

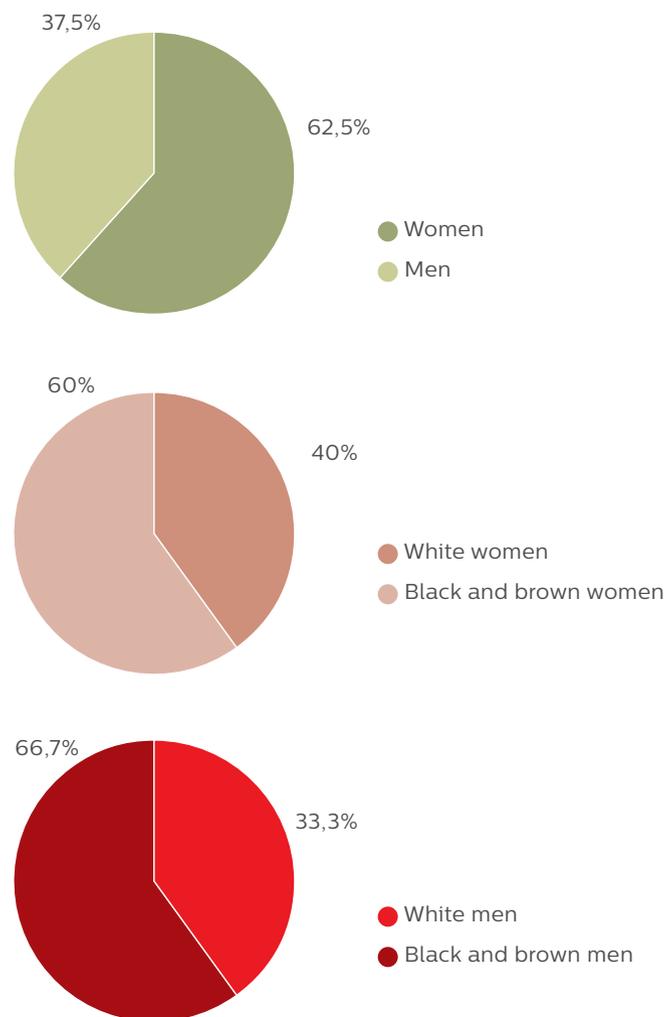
In order to foster the growth and development of participants, educational initiatives, mentorship, personalized trails, and a development cycle are provided.

In 2023, the Program received 8,656 applications and selected eight trainees. Please find below the profile of the participants, as well as other highlights from the last edition.



Out of **8 trainees, 6 were hired**, which represents a **75%** hiring rate.

### Profile of hired trainees





## PERFORMANCE EVALUATION

GRI 404-3

We implement a multidimensional evaluation model that assesses adherence to the Group's corporate culture, in addition to evaluating goal achievement and team performance.

Since the integration with Pardini began in 2023, we have not yet experienced a unified performance evaluation cycle, and continued with the Fleury evaluation standard in March, and the Pardini standard in September. Currently, we are in the process of defining the competencies and skills we expect from leaders in particular after the business combination, so that later, evaluations will follow a unified model.

In 2023, our development cycle involved the participation of 9.3 thousand employees and 1.2 thousand leaders, representing, respectively, 70% and 93% of the total eligible for these positions.

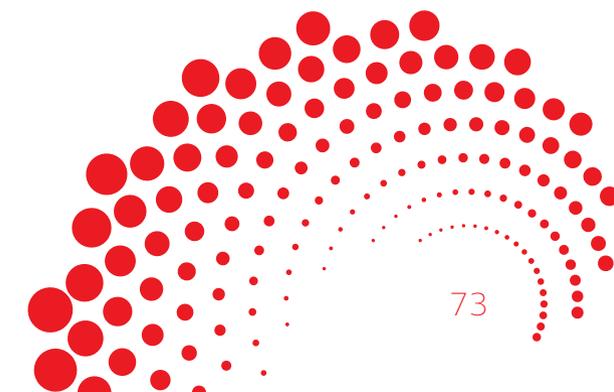
In 2023, the company witnessed a substantial increase in the total number of employees evaluated compared to the previous year, as only 6.7% of men and 3.2% of women underwent performance reviews in 2022. This surge can be attributed to the company's strategic decision to include the entire workforce, not just leadership positions, in the performance evaluation process.

### Employees who received performance reviews\*

By gender	Total evaluated	% of total by gender
Men	2,394	38%
Women	8,164	11%
By position	Total evaluated	% of total by position
Leadership	1,199	93%
Employees	9,359	70%
<b>TOTAL</b>	<b>10,558</b>	<b>48.8%</b>

\*The data consolidates Fleury and Pardini results.

\*The Employee Development Cycle is one of the fronts on which we apply the use of People Analytics (PA) tools. This tool is also used for strategic planning of our people workforce. We use the Sisqual WFM tool to manage work schedules and shift changes for employees in service units. The scale is automatically available monthly via the tool. The tool itself is a market WFM that enables the creation and maintenance of work schedules, organizing by shift, clinical specialty, management and unit of each employee's monthly schedule considering operational needs, days off, vacations and CLT rules.



# Health, safety and well-being

By implementing actions focused on the care of our people, we seek to mitigate risks and ensure our team has safe and sustainable work environments so they can thrive.

## Management system

GRI 3-3 | 403-1 | 403-8

Our Occupational Health and Safety Policy establishes the guidelines and principles that should govern the management of this topic, as well as the responsibilities that each individual within the Company has in promoting a safe and incident-free work environment

To guide actions in our operations, we have an Occupational Health and Safety (OHS) Management System, which covers everyone in the Company and all activities with occupational risks. This system is based on the Fleury Group's internal guidelines and the Occupational Health and Safety Regulatory Standards.

 Access [here](#) our Occupational Health and Safety Policy (Portuguese only).

The System's effectiveness is monitored through periodic internal inspections and audits conducted by the OHS team across the Group's units, as well as external audits (PALC and PADI). In addition, we strive for continuous improvement by enhancing processes and workflows through training, guidance, and retraining for employees.

Occupational risk management is carried out through the monitoring of the risk inventory and action plans that make up the Risk Management Plan (RMP), which allows for the assessment of the need for changes and adaptations to Personal Protective Equipment (PPE), as well as the updating of activities in accordance with changes in legislation.

## Incident investigation

GRI403-2 | 403-3

Among the processes to investigate accidents and determine improvements and corrective measures, we observe employees' routines through inspections in units, evaluation of accident and incident data, accident investigation form, clinical evaluation of injured employees and evaluation of personal protective equipment (PPE) and collective protective equipment (CPE) use.

Every reported work-related accident undergoes an investigation process by the Occupational Health and Safety (OHS) department. If the incident is classified as a work-related accident, a Work-Related Accident Report (CAT) is filed.

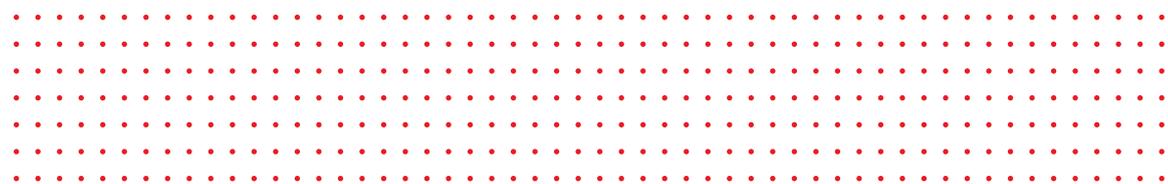
The main hazards associated with working at the Company include accidents involving sharps, use of ionizing radiation in radiodiagnostic services, and possible contamination associated with contact and handling of infectious material.

### INTERNAL WORK ACCIDENT PREVENTION WEEK (SIPAT)

In 2023, the Internal Work Accident Prevention Week (SIPAT) was held in an integrated manner, considering both Fleury Group and Pardini Group

The theme of the Week was "Taking Care of Those Who Take Care", in which live broadcasts, activities, dynamics and other actions related to the employees health and well-being were promoted.

The novelty of 2023 was the format of the event, which had the support of the Weex Platform, a 100% digital tool that made SIPAT even more dynamic and accessible.



## Risk mitigation

GRI 403-4 | 403-7

To mitigate OHS risks, we carry out communication campaigns, training by the Corporate University and the evaluation of this item in safety inspections. Furthermore, these risks are described in the RMP, as well as the action plans to reduce their criticality.

To disseminate knowledge about the Occupational Health and Safety Management System and other management practices focused on OHS, in addition to training on the topic, our people also count on RMP dissemination actions, periodic contact with Occupational Safety Technicians in the units, and other monthly dialogues via e-mails and the intranet.

## Reports and communication

GRI 403-2 | 403-4 | 403-5

To address health and safety matters, we have the Internal Accident Prevention Commission (CIPA), in accordance with NR-5 and RDC 611, and the Radiation Protection Committee, in accordance with RDC 611. In addition, we also follow a Risk Prevention Plan for Accidents with Sharp Materials (in accordance with NR-32) and hold quarterly fire brigade meetings (in accordance with IT-17 of the Fire Department).

For reporting accidents, we have specific channels that can be accessed by everyone to clarify questions about any subject related to the topic, including requesting information about workplace accidents or guidance on how to step out from risky situations.

We are also concerned that your health and safety information is treated with confidentiality to prevent it from being used for any improper purpose. Therefore, we act in compliance with the requirements of the General Data Protection Law (LGPD) and ensure that electronic medical records are exclusive to the employee and the healthcare team.

## Indicators

GRI 403-10

We periodically analyze accident frequency rates to apply action plans. As a result of the implementation of policies, processes and initiatives aimed at occupational health and safety, in 2023 no work accidents with serious consequences were recorded at Fleury Group.

We also did not record any cases of occupational illnesses, the rate of which is, in general, low and is predominantly based on ergonomic injuries – which, in turn, have action plans to minimize damage.

**98.33%** Adherence to compliance

(Target 2023: 95%)

**4,158** Training NR-32

**2,741** Inspections

**292** Ergonomic analyses

**92** Emergency evacuation drill

**10.90** Typical accident frequency rate (Target 2023: 12)



On **page 20** of the Supplementary Indicator Booklet, you can check other Occupational Health and Safety indicators monitored by Fleury Group.

## Live Better Program

GRI 403-6

In 2023, we celebrate 10 years of the Viver Melhor Program, whose objective is to promote the quality of life and well-being of Fleury Group employees through the provision of content, health monitoring programs.

The Viver Melhor Program is structured on the following fronts: Quality of Life, Occupational Health and Assistance, and Occupational Safety and has the following lines of care: Women's Health, Men's Health and Children's Health and oncological diseases and chronic diseases.

With the recent merger with Pardini, the program is in the process of expansion, with the readjustment of outpatient clinics, expansion of services and improved access for employees.

In 2023, we reached the milestone of 32 outpatient clinics distributed across 11 Brazilian states and the Federal District. In total, services were provided, including consultations, exams, therapies, surgical interventions and emergency care for adults and children.

Among the specialties served, general practice, gynecology/obstetrics, orthopedics, cardiology, urology, endocrinology, gastroenterology, pediatrics, ophthalmology, psychiatry and occupational medicine stand out.

.....

**+ 40 thousand**  
medical consultations in **various specialties**

.....

.....

**+ 10 thousand**  
services in **Physical Education**

.....

.....

**+ 8 thousand**  
consultations in **Nutrition**

.....

.....

**+ 24 thousand**  
consultations in **Psychology**

.....

.....

**321**  
births accompanied by Amor de Mãe (266 cesarean sections and 55 natural births)

.....

Other initiatives of the Live Better Program:

- **“Alô Viver Melhor”**: provides elective consultations with doctors and multidisciplinary teams in various specialties;
- **“Vivendo Melhor” (Living Better) Program**: provides access to individual consultations with physical education professionals and nutritionists to develop exclusive training and diet plans, understanding the needs of each person served;
- **“Acolher” (Welcome) Program**: focused on mental health, it has specialists in psychological care, who provide guidance in relation to psychological issues, as well as treatment and prevention;
- **“Amor de Mãe” (Mother's love) Program**: brings together a multidisciplinary team of healthcare professionals dedicated to providing comprehensive care for pregnant women. We also have a lactation room in our new headquarters;
- **“Viver Melhor Kids” (Live Better Kids)**: new line of care aimed at dependents aged 0 to 15 of Regional SP employees. The program comprises a set of basic health actions, which aim to provide comprehensive care, with a focus on preventive actions;

- **“Orienteme” (Advise me):** Viver Melhor partner platform that offers employees and their dependents mental health mapping, guided meditation, breathing, concentration, stress management and mindfulness exercises, consultations with psychologists, as well as a blog with content on mental health and self-care;
- **Gympass:** all Fleury Group employees and doctors have access to the platform’s plans, which offers various services and solutions in the areas of physical exercise, mental health and nutrition; and
- **App Agility My Health:** physical activity classes made available to the team online.



### EMPLOYEES WELL-BEING

The mental health program is conducted annually, however, we also adhere to designated awareness months to raise awareness of our employees on various health and well-being topics.

**White January:** we provide information and promote debates on mental health, addressing the main illnesses, their impacts and strategies for coping with them. The psychologists on our team were also available to talk about any topic related to mental health with employees.

**Green April:** through internal communications and tips for the work routine, we promote awareness and prevention of work-related accidents and occupational diseases.

**Yellow May:** in the traffic accident awareness month, we invited the Occupational Safety - “Viver Melhor” and Facilities teams to give some tips on how to drive safely. All valets at our units received renewed training on Safe Driving and traffic safety.

**Yellow September:** we became one of the signatory companies of the “Mente em Foco” (Mind in Focus) Movement, composed of 59 private institutions, which aims to promote concrete actions for people’s mental health.

### “EM.FRENTE” PROJECT

Over the past year, the Viver Melhor team has continued its actions focused on preventing harassment and combating domestic violence through the “Em.Frente” Project (in Portuguese, the name is related to the expressions “go ahead” and “face”). Its goal is to support female employees who are suffering or witnessing any type of aggression, including racism, misogyny, LGBTphobia, abusive relationships, among others.

In response to the increase in domestic violence cases amidst the COVID-19 pandemic-induced social isolation, a collaborative initiative has been established in partnership with the Justiceiras NGO. Participants in the action offer reception to the victim, legal, psychological, social assistance, medical guidance and a support network, free of charge.

 Learn more about Em.Frente [here](#).

# Social action

## Capitals used

-  Natural
-  Manufactured
-  Intellectual
-  Financial
-  Human
-  Social

## Related SDGs



Our social action strategy includes expanding the health care and assistance network, aiming to increasingly reach the population of classes C, D and E, in addition to maintaining an agenda of social actions, which mark our performance in corporate citizenship.

## Expanding access to healthcare

GRI 3-3 | 203-2

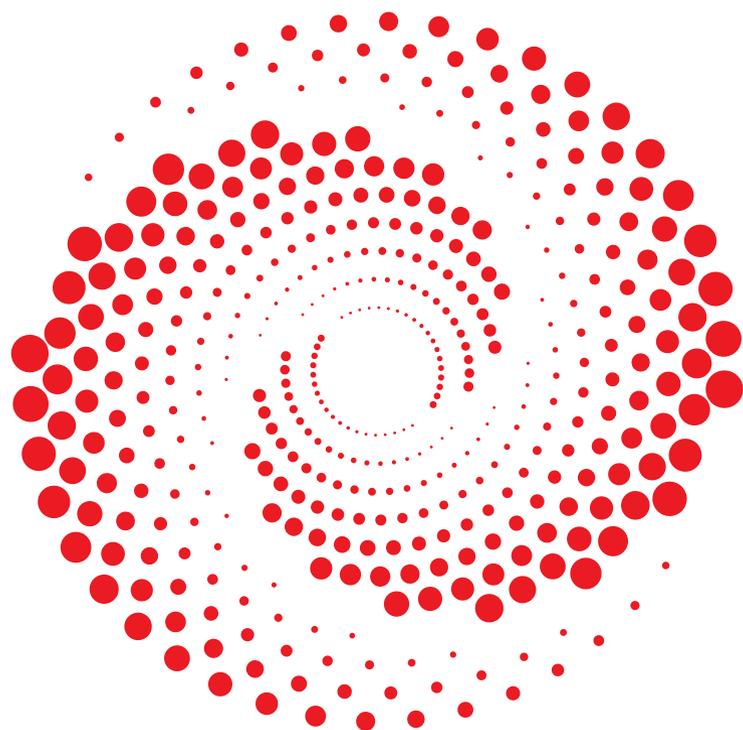
On this front, the actions are directly related to the Company's core business and involve:

- The expansion of our units to more unserved cities and regions;
- Providing offers at more affordable prices; and
- The Group's entry into the initial range of health plans.

To guide our work, we made a commitment to adopt public targets for the expansion and democratization of access to quality health services and to link this to the issue of debentures. Our expectation is to reach 1.5 million patients in classes C, D and E by 2030, with 1 million coming from the commitment made in the debenture issue and 500,000 through the Company's additional commitment and effort in this area.

The internal target for 2023 was to reach 86,949 C, D and E class patients, which was surpassed by serving around 95,000 patients, considering the lines of business mapped out during the period. The trend is for this number to increase significantly in 2024 with the entry of C, D and E lives from business lines arising from the business combination with the Pardini Group.

**Over the course of 2022 and 2023, we totaled 159,140 lives reached by the Company's initiatives to expand access to healthcare, surpassing the 50,000 lives forecast for the period when the debentures were issued and bringing us closer to the total target of reaching 1.5 million lives in the target social segment.**



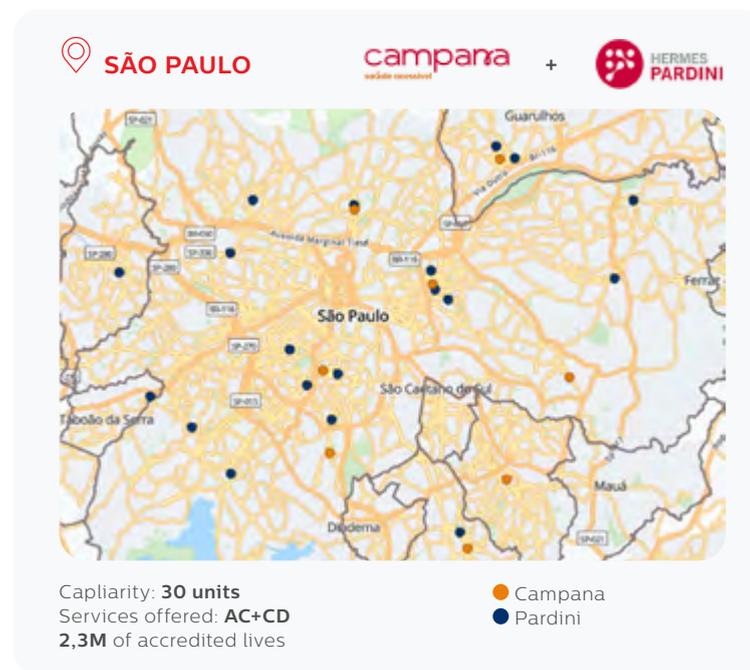
## Business expansion supporting the achievement of social goals

With the business combination process with Pardini, support for achieving these goals was reinforced, given the geographic complementarity resulting from the combination, as well as the Company's production and logistics capacity, which were expanded.

Furthermore, last year we strengthened our operation in São Paulo in the access segment through the Campana and Hermes Pardini brands and in Rio de Janeiro, through the LAFE and Centro de Medicina brands.

Thus, we ended 2023 with a wide portfolio of brands positioned in all sectors – premium, intermediate and basic, corroborating the vision of plurality and diversity intended by the organization.

Next, we list our most significant brands in the access segment:



## Positive impact on public health

We contribute to society by generating savings for the Brazilian Unified Health System (SUS) through the Company's examinations.

In this way, we monitor the amount the public service has saved on donations and procedures performed for the patients served. This allows us to have an idea of the positive impact of our social work on Brazilian public health.

In 2023, Fleury enabled the Brazilian Unified Health System (SUS) to save R\$ 128,477.45. This calculation considers the economic value of procedures and examinations performed for philanthropic institutions, public hospitals, and health departments of the public health service, in accordance with the values listed in the SUS public services table.



## Corporate citizenship

In addition to expanding access to quality healthcare, we have implemented a comprehensive social action agenda that further connects the Company with the population most in need of medical care and attention. Our initiatives include volunteering, donations, contributions through tax incentive laws, health education, and support for impactful projects.

In 2023, the Company invested a total of R\$5,512,653.10 in projects that generated benefits for society, including:

**R\$ 1,579,257.67** for private social investment actions, considering only Fleury Group's own resources

**R\$ 1,588,498.00** via tax incentive laws

**R\$ 155,596.75** in equivalent volunteer work costs

**R\$ 2,189,300.68** in donations

### VOLUNTEERING

GRI 413-1

At Fleury Group, we encourage our employees to get involved in projects aligned with the UN Sustainable Development Goals (SDGs), capable of generating significant changes in society.

In order to achieve this, we have a Volunteering Program focused on social responsibility and solidarity, which is also aligned with our values.

Our people can learn about the Program's solidarity actions through the Volunteering Platform, which has almost 4 thousand subscribers and allows a better visualization of the initiatives promoted, in addition to enabling interaction between all volunteer employees.



**By the end of the year, approximately 5 thousand hours had been donated by 1,367 volunteers.**

### EXAM DONATIONS

An important aspect of our Volunteer Program is promoting awareness among the population about preventing and combating diseases, in addition to the importance of donating blood.

### VOLUNTÁRIOS DO SERTÃO PROGRAM

In September 2023, we resumed the partnership with the NGO Voluntários do Sertão Program (Sertão Volunteers), which had been suspended due to the COVID-19 pandemic.

The Program aims to promote social assistance, health, food and nutritional security and promote volunteering with monitoring of social transformation indicators.

Over the past year, within the scope of the Program, a joint effort took place to carry out medical examinations to a socially vulnerable population in Barra do Choça, a municipality located in the interior of Bahia.

In addition to carrying out exams, we took advantage of the initiative in the Bahia municipality to implement the Conecta Saúde Program, another voluntary initiative by Fleury dedicated to disseminating structured knowledge on the prevention of sexually transmitted diseases, unplanned pregnancy, drug use, and contraceptive methods to young people and adolescents in public educational institutions and NGOs.

A total of 1,540 exams were performed and 500 samples were sent for anatomical-pathological analysis in São Paulo. Conecta Saúde locally impacted 283 young people in 2023, and received more than 90% approval among this audience.

#### OTHER VOLUNTARY ACTIONS

**Red June:** last year, we carried out the second internal blood donation campaign among employees at the Campo Belo administrative unit. The action is a partnership with São Paulo Hemocenter's Pró-Sangue program, and involved the participation of 70 employees who applied for the donation.

A total of 49 bags of blood were donated and 196 people were benefited, as each bag of blood can save up to four lives.

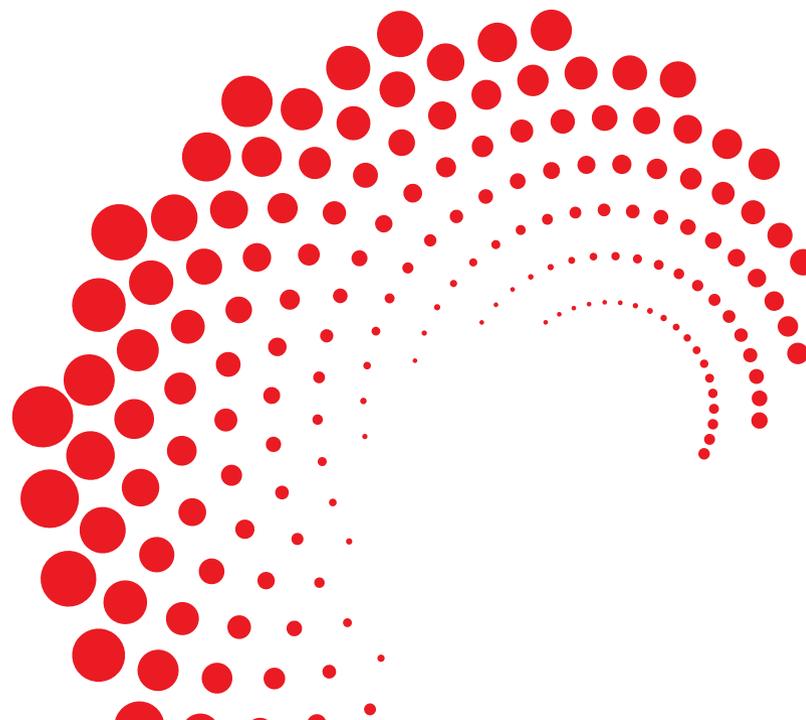
**Pink Sunday:** Fleury Group opened the doors of its units in 11 regions where it operates to offer free clinical analysis and imaging exams. This initiative aimed to serve the SUS population from NGOs, health departments and public and philanthropic hospitals, as well as family members of employees who do not have health insurance or coverage for certain specialties, but who had requests for tests issued by the Unified Health System.

In 2023, 1,200 patients were treated and 5,300 clinical and imaging tests were performed in 21 units of 14 brands of the Group in ten states. **In total, 700 volunteers actively participated in the actions.**

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Domingo Rosa has expanded its operations alongside the organization's growth. As a result, in 2023 it began to involve new Group brands, such as Hermes Pardini, Ecoar, Laboratório Padrão, Methodos, among others.

**Health Trekkers:** in partnership with the Expedicionários da Saúde NGO, we carry out biopsy and pap smear exams for the Yanomami indigenous population.



## Projects supported via incentive law

In line with our social action agenda of creating value for communities, we also support various projects through incentive laws.

In 2023, nine projects were benefited from the allocation of resources, namely:

### Supported projects

Project	Bidder	Law	Amount (R\$)
Festival Meu Vizinho Pardini	Árvore de Comunicação e Produções	Federal Culture Incentive Law	R\$ 490,848.00
Praça Sete Instrumental	Associação Cine Theatro Brasil - Vallourec	Federal Culture Incentive Law	R\$ 165,000.00
Rir é um Direito! Arte, Saúde e Educação!	Fundo Municipal dos Direitos da Criança e do Adolescente (FUMCAD) - Conselho Municipal da Criança e do Adolescente De BH	FIA	R\$ 103,825.00
Instituto HAHAHA - Vamos Fazer Arte	Fundo Municipal Do Idoso	Lei Federal Idoso	R\$ 103,825.00
Formação De Atletas	Minas Tênis Clube	Lei do Esporte	R\$ 100,000.00
Coletivo de Imagens	SRV Produções	Federal Culture Incentive Law	R\$ 125,000.00
Atletas de Alto Rendimento	Instituto Vita	Lei do Esporte	R\$ 200,000.00
Novo Olhar	Fundo Municipal dos Direitos da Criança e do Adolescente (FUMCAD) - Fundação Rubem Cunha	Fundos dos Direitos da Criança e do Adolescente	R\$ 100,000.00
CRIA	Fundo da Infância e Adolescência do município de Santa Luzia do Itanhyl- IPTI	Fundos dos Direitos da Criança e do Adolescente	R\$ 200,000.00



Among the projects supported through incentive laws, the “Meu Vizinho” (My Neighbor) initiative received the largest allocation of resources. The project, promoted by the Hermes Pardini and Padrão brands, brings together initiatives to connect with various audiences for the business, in Minas Gerais, Goiás and São Paulo.

Guided by the core values of kindness and support for the adoption of a healthy lifestyle, the project implements initiatives to engage with the community through lectures, workshops, and visits to schools, businesses, associations, government agencies, churches, and nursing homes in the vicinity of our service centers.

In parallel to Meu Vizinho, Pardini has sponsored, since 2016, the Festival Meu Vizinho Cultural project, in which various events are held, such as theatrical, musical and circus attractions, with free entry, in squares and parks close to the brand’s strategic units in Belo Horizonte and the Metropolitan Region of MG.

## Bringing quality care to communities

GRI 203-1

In September 2023 we completed one year since the installation of the community service cabin in the municipality of Ferraz de Vasconcelos (SP).

The initiative is the result of a partnership with the NGO Gerando Falcões to implement an action aimed at primary health care in communities that are part of the Favela 3D Project in Favela dos Sonhos.

Designed and executed in physical and digital format, the project received a contribution of R\$ 66 thousand in 2023. Check out the highlights of the action in the last year below:



Local nursing and remote medical care, with dedication of

**524** medical hours  
**2,160** nursing hours

The cost of the hours provided by the medical team allocated to the project was  
**R\$ 86,400.00**

Total of  
**1,285**  
patients treated in 2023

**86% of**  
case resolution in telemedicine services

**14% of**  
referrals to specialties, exams and complementary therapies

Support of remote examination technologies

## Actions dedicated to quality of life and well-being among the elderly



### ILPI PROJECT

In 2023, in partnership with the Long-Term Care Institution for the Elderly (ILPI) located in São Bernardo do Campo (SP), we implemented an initiative to promote social interaction and comfort for elderly residents by renovating unused spaces in the nursing home.

The initiative included building maintenance services, such as repairs and painting, and received donations of materials for the construction of a vegetable garden, as well as adult diapers and other personal hygiene items.

In total, we received a donation of 2,017 diapers, 1,192 wet wipes, 9 kg of food and 16 liters of cleaning products. On the final delivery day, there was a get-together with music and afternoon coffee.

### ADOTE UM IDOSO

In partnership with the NGO Velho Amigo, since 2020 we have also been promoting the “Adote um Idoso” (Adopt an Elderly) initiative. Its purpose is to connect volunteers and elderly people virtually through a weekly exchange of video letters.

The action emerged during the period of social isolation, with the aim of promoting company through conversations and exchange of experiences between volunteers and those assisted. A new group was formed in 2023 to exchange new messages and experiences. In all, 13 elderly people benefited from the support of 13 volunteers.



## Adherence to emergency campaigns

### SOLIDARITY WINTER

In 2023, for the second year in partnership with Instituto Devolver, we promoted the Winter Solidarity campaign, which collected winter clothes, blankets, footwear, and accessories among our employees.

The action took place in the regions of São Paulo, Rio de Janeiro, Paraná and Rio Grande do Sul and collected around 1,367 items that were distributed to 440 families, benefiting 1,760 people.

### “NATAL SEM FOME” CAMPAIGN

We ended the year by joining the “Natal Sem Fome” (Christmas Without Hunger) initiative. This is the largest food collection campaign in Latin America, which has been running since 1993 and has already given more than 26 million people a more dignified Christmas.

The campaign was held by the São Paulo, Rio de Janeiro, Minas Gerais, Goiás, Pernambuco, Rio Grande do Norte and Paraná regions, which collected a total of 560 kg of non-perishable food, 49 basic food baskets and R\$ 3,284.00 in virtual donations, benefiting 1,136 people.



### SOS YANOMAMIS

In early 2023, the Ministry of Health declared a public health emergency to face the health calamity of the Yanomami people.

Fleury made financial contributions through online fundraising to the Roraima Indigenous Council (CIR), which was conducting the SOS Yanomami Campaign. In total, R\$ 3,870.00 were raised and 30 individuals were directly benefited.

# Suppliers

## Capitals used

-  Natural
-  Manufactured
-  Intellectual
-  Financial
-  Human
-  Social

## Related SDGs



## Supply chain profile

GRI 2-6

At Fleury Group, we work to disseminate good practices throughout our value chain, requiring our suppliers to adhere to our standards and conduct policies and to operate in alignment with the Company's sustainability approach.

In 2023, as a result of the business combination with Pardini, we more than doubled our supplier base, reaching a total of 7,818 direct and 6,464 indirect suppliers. During this period, total spending with direct suppliers reached R\$ 3.1 billion.

The main categories include medical equipment suppliers, third-party collaborators, diverse nursing, safety, and food materials, consulting and marketing services, vehicle fleets and exam outsourcing.



## Responsible chain

GRI 3-3

Below, we present the mechanisms and other actions implemented by the Company with the aim of aligning supplier management with its values, principles, policies and standards for responsible conduct.

### New supplier assessment

GRI 414-1

Fleury Group subjects new suppliers to a due diligence investigation conducted by the Integrity Area, which seeks information such as news, lawsuits, and other public data on labor irregularities, criminal investigations into discrimination and corruption, among other topics.

As it is a comprehensive survey, information can be captured on various historically minorized or socially vulnerable groups, such as women, children, indigenous people and migrants.

Furthermore, we have included clauses related to Anti-Corruption, Sustainability and Citizenship in all our procurement contracts.

In 2023, we had 73 new suppliers join, which represented 1% of the purchasing organization's total suppliers, combined with Pardini. Of this total, 100% were selected based on social criteria.

## Risk and criticality mapping

GRI 414-2

We maintain a supplier categorization process based on a Supplier Classification Questionnaire (SCQ). This supplier qualification tool aims to map the potential risks and impacts of these partners for Fleury Group before they are hired. This allows the Company to assess the potential of each supplier to meet previously defined requirements and standards.

Risks are assigned to each category and subcategory and take into account the impacts associated to image, influence on exam results, access to confidential information, environmental impact, patient impact, governance aspects, shared responsibility, degree of operational dependence, and degree of dependence on the supply source.

Over the past year, 1,134 suppliers were subjected to this type of assessment and no suppliers were identified as causing significant potential or real negative socio-environmental impacts.

In addition to the SCQ, Fleury Group carries out consultations in public information sources regarding the risks related to legal representatives of potential partners, including, but not limited to: politically exposed partners, Registry of Disqualified and Suspended Companies (CEIS), National Registry of Punished Companies (CNEP), IBAMA Records and Anvisa Records.

Annually, we review our purchasing practices with the aim of monitoring possible changes to the Company's Trust Code (learn more on [page 25](#)) and other corporate policies.

## Encouraging and celebrating good practices

Since 2010, we have implemented the **Supply Chain Relationship Excellence Program** (PERC). Its objective is to enhance relationships and integration, in addition to promoting the development of our suppliers, ensuring supply quality, and fostering the adoption of ESG practices aligned with our policies, codes, values, and principles.

The Program is overseen on a quarterly basis by a dedicated committee formed by Fleury Group's executive management, which establishes criteria and validates changes to its implementation.

In the latest edition of the PERC, 40 critical suppliers participated, meeting the following criteria:

- Present a degree of environmental risk or business continuity risk;
- Be strategically representative for Fleury; and
- Be ratified by the Company's Senior Management and Evaluation Committee.

Participants were evaluated considering criteria in each of the ESG pillars. This evaluation was conducted through systematic verification of evidence, application of a self-assessment questionnaire, and in-person visits. All documents related to the evaluation process were subject to internal audits.

Each supplier received the Quarterly Report, outlining their performance and ranking among participating companies. It is the responsibility of the Supplier to evaluate the Report as an action plan to identify areas for improvement for the coming quarters.

In 2023, the PERC goal was for 85% of participating suppliers to achieve a minimum score of 70%. Approximately 77.5%, equivalent to 30 suppliers, achieved the expected result.

To conclude the Program's activity schedule, in the 2023 edition, the best performances were recognized at an in-person event, in the following categories:



In addition to recognizing the best performance by category\*, the 2023 PERC committee also awarded the Best ESG Actions, choosing supplier initiatives with the greatest positive impact on ESG issues related to our business model.

\* Suppliers with best ESG practices do not receive any type of advantage over other suppliers. Performance assessments and reports are made available for decision-making in new businesses. It is worth noting that the absence of ESG initiatives does not disqualify the supplier's participation in PERC. However, in cases of non-compliance with Fleury Group's ethics and compliance criteria, the contract with the supplier may be broken.

### PILLARS EVALUATED IN THE PERC



**ENVIRONMENTAL:**  
Addresses organizations' practices related to environmental preservation on topics such as:

- Global warming and carbon emissions;
- Water and air pollution;
- Biodiversity;
- Deforestation;
- Energy efficiency; and
- Waste and water consumption management.



**SOCIAL:**  
Refers to a company's relationship with the people and surrounding communities. Examples of actions:

- Customer satisfaction;
- Data protection and privacy;
- Diversity;
- Respect for human rights and labor laws;
- Repudiation of the use of child labor;
- Carrying out work safely and with adequate health conditions for employees; and
- Corporate citizenship initiatives.



**GOVERNANCE:**  
Refers to company management and administration:

- Corporate composition and corporate governance structure compatible with the organization's size;
- Fair remuneration practice; and
- Existence of Code of Conduct, Whistleblowing Channel, Privacy Program and Privacy Policy.

## Contractual clauses on Human Rights

GRI 407-1 | 408-1 | 409-1

Fleury Group's supplier contracting process incorporates the establishment of Terms and Conditions within purchase orders. This ensures that suppliers commit to complying with current human rights laws and regulations.

We also include clauses in contracts with suppliers that address this issue, requiring guarantees of the right to freedom of association and collective bargaining and the non-use of child or slave-like labor in operations.

In the event of non-compliance with these contractual obligations, the supplier may be blocked or placed on the Group's Restricted List.

The monitoring process is carried out semi-annually using the PJ dossier tool, which triggers the semi-annual re-homologation of all active suppliers for the past 12 months.

Each supplier has its level of risk for human rights violations classified according to results obtained through research on websites and platforms\* that make data publicly available on topics such as the use of child labor and/or labor similar to slavery in operations.

The risk level classification follows color semaphore criteria. The most recent re-approval evaluated 1,947 suppliers, 40 of which were classified as RED, which indicates potential irregularities in one or more sources consulted, and were blocked.

Another 193 suppliers had an AMBER classification, showing points of attention in one or more sources consulted, and are currently being analyzed regarding the direction for each case.

The remaining suppliers (1,714) received a GREEN classification, indicating that no irregularities were found in any of the sources consulted in the dossier.

\*This investigation includes, but is not limited to consultations on the Ministry of Labor website, news in the media and other sources of research on information on partners and companies involving the supplier.



# Operational eco-efficiency

## Capitals used

-  Natural
-  Manufactured
-  Intellectual
-  Financial
-  Human
-  Social

## Related SDGs



# Environmental management

GRI 2-24 | 3-3

**We are pioneers in the diagnostic medicine sector regarding implementing an Integrated Management System certified by ISO 9001 (Quality Management) and ISO 14001 (Environmental Management) standards.**

Since then, we have worked to continue expanding the scope of these certifications in the Group's regions.

Currently, 67.05% of the total operations are part of the scope covered by ISO 14001, while 66.67% are covered by ISO 9001. The portions not covered by environmental certification are internally audited through a self-assessment checklist, which includes the requirements of ISO 14001. Such procedure prepares them to receive external audits, and thus become part of the scope of certified units in the future.

In addition to adhering to the main internationally recognized environmental parameters, we also strive for **continuous improvement of our environmental management processes**, in order to align them with the leading global trends in the environmental field, paying particular attention to opportunities for innovation and operational eco-efficiency gains.

To guide the work and direct the actions more assertively, we have established **short-, medium-, and long-term goals** to assist in tracking progress towards our strategic environmental objectives.

In support of achieving these goals, we **systematically monitor environmental performance indicators**, including the use of data analytics and machine learning, enabling us to observe progress and identify areas for improvement.

Concurrently, we plan to **implement actions aimed at engaging and raising awareness among our teams and suppliers** about the importance of adopting environmentally responsible practices, especially in light of the global scenario of climate change, scarcity, and excessive pressure on natural resources.

The set of actions implemented for the Company's environmental management is formalized in our **Sustainability Policy**, approved by the Board of Directors. This document encompasses the premises and governance for the topic and provides the foundation for our sustainability vision, ensuring alignment between strategic focus and ongoing commitment to the issue.



Access our Sustainability Policy (Portuguese only) [here](#).

## **“BRASIL PELO MEIO AMBIENTE” (BRAZIL FOR THE ENVIRONMENT) PLATFORM**

The “Brazil for the Environment Platform” Program is an initiative of Amcham-Brasil that aims to share best business practices on environmental preservation in Brazil. Its content is used as a subsidy to support new environmental advocacy actions, especially with the objective of increasing the priority given to the environmental agenda, as well as better positioning Brazil on the international stage, for example, during the COPs (Conferences of the Parties).

In 2023, Fleury published six cases on the Platform that highlight our environmental performance and efforts to contribute to the fight against climate change – two more cases compared to the 2022 edition.

Check out the cases presented by Fleury Group here:

<https://brasilpelomeioambiente.com.br/empresa/>

## Annual targets

GRI 2-22

### 2023 Targets

Indicador	Unidade	Meta	Resultado	Status
Biological Waste Generation*	kg/exam	0.0115	0.0097	Reached
Common Waste Generation*	kg/exam	0.0131	0.0126	Reached
Energy consumption*	KWh/exam	0.7927	0.8547**	Not Reached
Water consumption*	m <sup>2</sup> /exam	0.026	0.029**	Not Reached
Total Emissions Reduction (Scopes 1, 2 and 3)***	%	Reduce emissions by 10% over the last year	1,577% increase	Not Reached
Scope 1 Reduction***	%	Reduce emissions by 10% over the last year	86% increase	Not Reached
Scope 2 Reduction***	%	Reduce emissions by 10% over the last year	44% increase	Not Reached
Scope 3 Reduction***	%	Reduce emissions by 10% over the last year	6,167% increase	Not Reached

\*Targets and results include Fleury only, given that their establishment was prior to the business combination with Pardini Group.

\*\* Failure to achieve energy and water consumption targets is mainly due to the increased use of air conditioning due to the heat waves that occurred in 2023, which brought a seasonality in consumption that was different from the pattern observed in the previous years.

\*\*\*Historically, we have defined annual targets to reduce emissions by 10% over the previous year. In 2023, we saw a significant rise in the Fleury Group's emissions, which prevented us from meeting these targets. The increase in absolute volumes emitted was due to the business combination with the Pardini Group and the Company's strategic decarbonization project, providing a more detailed diagnosis, especially in Scope 3.



# Climate strategy

GRI 3-3 | 305-1 | 305-2 | 305-3

We implement climate management practices that prioritize the **reduction of greenhouse gas (GHG) emissions and the expansion of renewable energy consumption.**

The work is carried out within the Company's **Climate Change Program**, which is led by the ESG Committee and coordinated by the Chairman of the Board of Directors, with the participation of three external female directors. Also, the Executive Board of Strategy, Innovation and ESG and the CEO participate in Committee meetings, unfolding and addressing actions to the Boards. Additionally, the topic is discussed annually at ordinary Board of Directors meetings.

The definition of actions on Fleury Group's climate agenda is supported by studies of climate opportunities and risks, with climate-related risks being integrated into the Company's strategic map.

## GOLD RMC

To encourage and engage teams in achieving climate-related goals, we annually hold the Gold RMC event, which recognizes outstanding continuous improvements and ESG initiatives that have made the greatest impact and brought about the most environmental and quality gains, including emissions reductions. All employees are eligible to participate and compete for reward cards with an attached financial amount.

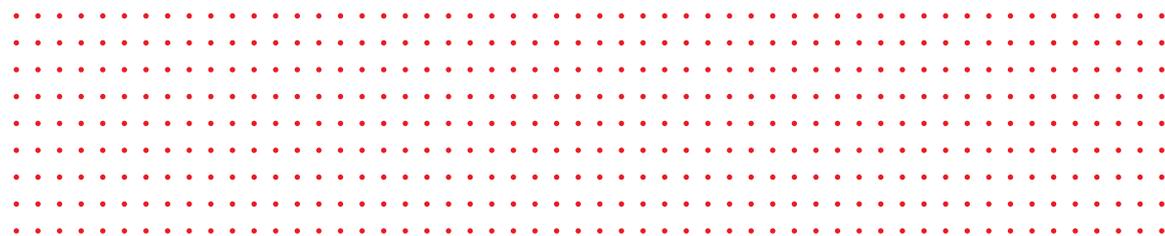
## Decarbonization plan and net-zero targets

In 2023, Fleury Group embarked on its decarbonization journey with the goal of achieving net-zero emissions by 2050.

The plan includes the establishment of long-term science-based targets aligned with the Science Based Targets Initiative (SBTi) guidelines, ensuring greater reliability and verifiability of achieved results and progress. By the end of 2023, the science-based targets were still under development.

In the project's first year, we conducted a sectoral diagnosis to assess the Company's climate management maturity level and identify opportunities for improvement. Initially, we focused on enhancing Scope 3 measurement, including Pardini, and evaluating additional emission sources to be included in the Emissions Inventory.

Regarding Scope 2 emissions, the Company is already implementing emission reduction plans. This includes replacing equipment at the end of its useful life with more environmentally friendly alternatives. In addition, we are purchasing equipment with the Energy Star energy efficiency seal, building and operating photovoltaic plants in São Paulo and Rio de Janeiro, using LED lighting, and purchasing energy from incentivized sources on the free energy market (learn more on [page 99](#)).



## Use of drones in sample transport

Pardini Group has established itself as a pioneer in logistics innovation for diagnostic medicine with the launch of the first transport route for biological samples by drone in Belo Horizonte and the Metropolitan Region. In 2023, we started operating a new route in Salvador (BA) for the collection of tests in hospitals and laboratories of the Group and partners in the region.

With the business combination, this became one of Fleury Group's main cases, considering its potential to reduce the Company's total emissions.

Therefore, in addition to ensuring agility, drone transportation has the capacity to prevent the monthly emission of 200 to 250 kilograms of carbon dioxide (kgCO<sub>2</sub>) into the atmosphere. This initiative is particularly relevant in reducing the carbon footprint of the Lab-to-Lab segment, which, due to the nature of the business, requires thousands of kilometers to be traveled daily between units and laboratories for sample transport.

Although the use of drones faces regulatory restrictions in Brazil, we foresee an expansion of the routes taken to transport samples in the coming years and an expansion of the type of material transported, which currently only includes dry samples.

**In 2023, 8,065.6 km were traveled, which allowed 1,379.2 kg of CO<sub>2</sub> emissions to be avoided.**

## Optimization of sample transport routes

The integration with Pardini also brought other positive aspects to the Group's logistics, with a focus on the B2B segment. This is because a laboratory that used to be attended by two cars - one from Fleury and one from Pardini, for example - now receives a single car for sample collection.

Furthermore, due to the expansion of the areas served, we allow patients to find service units closer to their homes, reducing their commuting.

## Electric vehicles on the logistics route

Over the past year, we started to include electric vehicles in our operations, both for transporting samples and for maintenance teams at service units and administrative units in the capital of São Paulo.

On sample routes, replacement with electric vehicles would have the potential to avoid the emission of 169 tons of CO<sub>2</sub> per year.

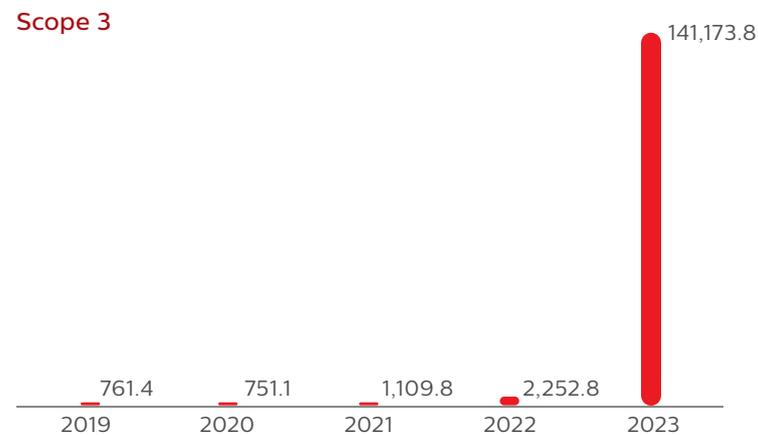
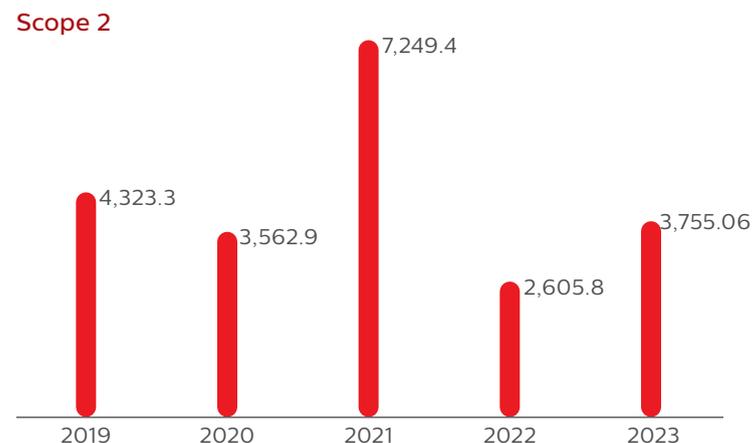
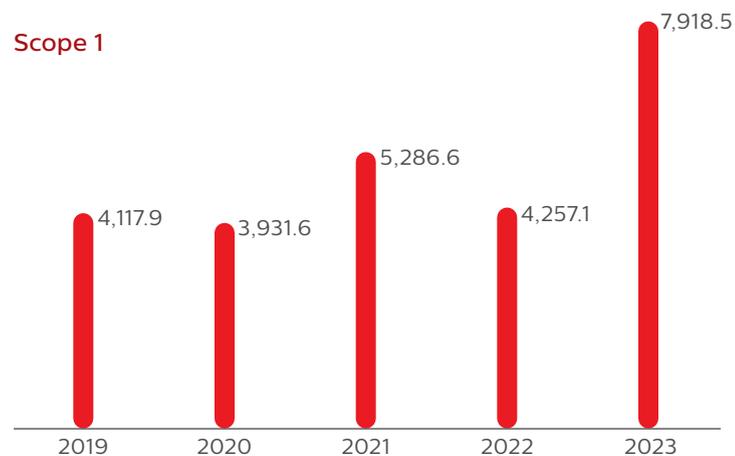


## Consolidated GHG emissions

In 2023, 152.8 thousand tCO<sub>2</sub>eq were emitted, considering Scopes 1, 2 and 3, a value almost 17 times higher compared to emissions in 2022 (9.1 thousand tCO<sub>2</sub>e).

This increase is mainly due to the Company's strategic decarbonization journey project (more on page 94), which provided a more detailed diagnosis of the Group's emissions as a whole. In addition, the business combination with Pardini contributed to significant growth, especially in Scope 3 emissions, which have had their measurement extended to the supply chain.

Thus, even though we have made progress in the use of renewable energy sources and optimizing logistics routes over the last year, integration has expanded our operations throughout the national territory, and therefore, the emissions associated with sample transport.



### SCOPE 1

Compared to 2022, we had an 86% increase in Scope 1 emissions. This result is mainly due to the business combination with Pardini, which considerably expanded the number of employees, operations and input purchase.

### SCOPE 2

As for 2022, Scope 2 emissions increased by 44%, which can be explained by the increase in total energy consumption by the Company, driven by the integration with Pardini and expansion of the Group's operations.

### Direct GHG emissions (Scope 1)

	2021	2022	2023
Generation of electricity, heat or steam: resulting from the burning of fuels in stationary sources (tCO <sub>2</sub> )	779.29	854.63	707.68
Physical-chemical processing (tCO <sub>2</sub> )	0	0	0
Transport of goods, products, waste, employees and passengers: resulting from the burning of fuels in mobile combustion sources owned or controlled by the company, such as trucks, trains, ships, planes, buses, cars (tCO <sub>2</sub> )	93.25	204.87	1,505.62
Fugitive emissions: resulting from intentional or involuntary releases (tCO <sub>2</sub> )	4,414.07	3,197.63	5,612.61
Solid waste and liquid effluents (tCO <sub>2</sub> )	-	-	92.66
<b>Total gross emissions of CO<sub>2</sub> (tCO<sub>2</sub>)</b>	<b>5,286.60</b>	<b>4,257.14</b>	<b>7,918.57</b>
Percentage of operation covered	100%	100%	100%

<sup>1</sup> Gases included in the calculation: CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HCFC-141b, HCFC-22, HCFC-134a, HFC-23, R-600A, R404-A, R-407A, R410-A, R-420A, R-470A and R-507A.

<sup>2</sup> We do not use a base year in the calculation.

<sup>3</sup> Sources or references of emission factors and global warming potential rates used: IPCC, 2013 and ASHRAE, 2019.

<sup>4</sup> The consolidation approach chosen was operational control.

<sup>5</sup> Standards, methodologies and assumptions adopted, or tools used for the calculation: NBR ISSO 14064, assumptions and tools used from the Brazilian GHG Protocol Program.

### Indirect GHG emissions from electricity acquisition (Scope 2)

	2021	2022	2023
<b>Total indirect GHG emissions from electricity acquisition (tCO<sub>2</sub>)</b>	<b>7,249.40</b>	<b>2,605.80</b>	<b>3,755.06</b>
Percentage of operation covered	100%	100%	100%

<sup>1</sup> Gas included in the calculation: CO<sub>2</sub>.

<sup>2</sup> Sources or references of emission factors and global warming potential rates used: ANEEL, 2015.

<sup>3</sup> The consolidation approach chosen was operational control.

<sup>4</sup> Standards, methodologies and assumptions adopted, or the tools used for the calculation: NBR ISSO 14064, assumptions and tools used from the Brazilian GHG Protocol Program.

### SCOPE 3

The integration with Pardini had an impact on emission volumes, particularly in Scope 3, which showed a 63-fold increase compared to 2022 emissions.

This increase is due to the expansion of the workforce and the consequent increase in home-to-work commuting due to the transportation lines that take employees to the NTO in Minas Gerais, as well as the greater waste generation and more business trips.

It is also worth noting that the increase in emissions related to transportation and distribution is due to the great expansion of our service units, and consequently, the logistics for sample collection.

Furthermore, Fleury Group's decarbonization project also contributed to a significant increase in the Company's Scope 3 emissions. This is because, previously, Fleury's GHG Emissions Inventory did not include all categories within this Scope, among them supply chain emissions, and also because Grupo Pardini, which was merged into Grupo Fleury in 2023 (find out more on [page 11](#)), did not measure scope 3 emissions in its inventory.

### Other GHG emissions (Scope 3)

	2021	2022	2023
Employee commuting (home-work)	69,15	104,29	20.684,88
Transport and distribution: emissions from the outsourced fleet	748,15	428,74	5.844,58
Waste generated in operations	211,79	1.513,53	7.878,92
Business trips	80,71	206,22	1.031,82
Purchased goods and services	-	-	98.788,23
Capital goods	-	-	3.010,55
Activities related to fuel and energy not included in Scopes 1 and 2	-	-	3.931,48
Leased assets	-	-	3,38
<b>Total emissions (tCO2e)</b>	<b>1.109,80</b>	<b>2.252,78</b>	<b>141.173,83</b>
Percentage of operation covered	100%	100%	100%

<sup>1</sup> Gases included in the calculation: CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O.

<sup>2</sup> Sources or references of emission factors and global warming potential rates used: IPCC, 2013 and ASHRAE, 2019.

<sup>3</sup> The consolidation approach chosen was operational control.

<sup>4</sup> Standards, methodologies and assumptions adopted, or the tools used for the calculation: NBR ISSO 14064, assumptions and tools used from the Brazilian GHG Protocol Program.



# Energy

GRI 3-3 | 302-1 | 302-2 | 302-3 | SASB HC-DY-130a.1

Throughout 2023, we continued to make progress on our strategy of transitioning the Company's energy matrix to a cleaner and more renewable one.

**We ended the year with 90.5% of the Group's total energy consumption coming from renewable sources.**

Achieving this milestone demonstrates our progress in our strategy to make the Company's energy matrix cleaner through the implementation of photovoltaic plants to supply operations and service units with energy from the free market or distributed generation.

We currently have two photovoltaic plants operating in the state of São Paulo, one in Rio de Janeiro and two others under construction also in Rio de Janeiro.

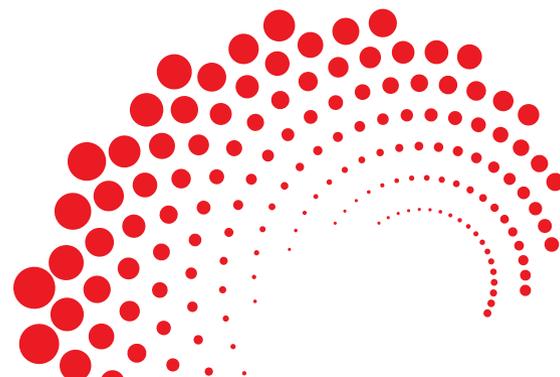
Around 44 of the Group's units consume energy from the free market and around 60 from distributed energy generation, from sources with high energy efficiency.

With the inauguration of the new headquarters in the Brooklin neighborhood, in São Paulo, certified by LEED - USGBC, we increased our resources to promote greater energy efficiency, in addition to having solar (water) and breeze heating panels to reduce insolation, lowering our energy costs with air conditioning.



## LEED GOLD - CI CERTIFICATION

In 2023, the new Technical Operations Center (NTO), which houses the Company's new headquarters, achieved LEED Gold - CI certification, attesting to the adoption of sustainable construction practices in the projects. Among the sustainable requirements incorporated into the NTO, we highlight LED lighting, Energy Star equipment, occupancy sensors, solar heating, wastewater treatment plant (WWTP), rain-water harvesting, water reuse, waste management, electric vehicle infrastructure, building automation, energy efficiency, and energy consumption from the free energy market.



## Indicators

### Total energy consumed (GJ)

	2020	2021	2022	2023
Non-renewable source fuels	14,391.7	14,755.3	20,230.3	38,204.3
Renewable source fuels	1,859.6	1,597.6	155.0	0.0
Energy consumed/ purchased (electricity)	203,249.8	209,794.6	222,871.0	364,262.1
Energy sold	0.0	0.0	0.0	0.0
<b>TOTAL</b>	<b>219,501.2</b>	<b>226,147.5</b>	<b>243,256.3</b>	<b>402,466.4</b>

### Total renewable energy consumption (GJ)

	2020	2021	2022	2023
Total	224,540.35	235,710.72	223,025.98	364,262.1
<b>Total Coverage</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

### Total non-renewable energy consumption (GJ)

	2020	2021	2022	2023
Total	18,171.19	14,460.95	20,230.31	38,204.26
<b>Total Coverage</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

### Consumption of non-renewable sources fuels (GJ)

	2020	2021	2022	2023
LPG	371.67	477.75	5,525.28	165.77
Gasoline	1,769.87	1,296.49	-	26,197.59
Diesel oil	1,493.78	1,021.32	1,395.11	2,723.97
Dry Natural Gas	10,756.37	11,959.75	13,309.92	8,954.09
Acetylene	-	-	-	162.84
<b>TOTAL</b>	<b>14,391.69</b>	<b>14,755.31</b>	<b>20,230.31</b>	<b>38,204.26</b>

### Consumption of renewable sources fuels (GJ)

	2020	2021	2022	2023
Ethanol (Hydrated Ethyl Alcohol)	1,228.46	1,154.00	-	0.00
Biodiesel	178.24	119.85	155.01	0.00
Anhydrous Ethanol	452.92	323.73	-	0.00
<b>TOTAL</b>	<b>1,859.62</b>	<b>1,597.58</b>	<b>155.01</b>	<b>0.00</b>

## Energy Intensity

	2020	2021	2022	2023
Number of Exams performed (Fleury + Pardini)	-	-	-	243,524,074
Number of Exams performed (Fleury only)	79,278,383	97,411,916	130,186,839.64	118,921,913
Energy consumption within the organization (GJ) (Fleury + Pardini)	-	-	-	402,466.37
Energy consumption within the organization (GJ) (Fleury only)	219,501.15	226,147.54	243,256.29	256,519.52
Energy intensity within the organization (GJ per exam performed) (Fleury + Pardini)	-	-	-	0.0017
Energy intensity within the organization (GJ per exam performed) (Fleury only)	0.0027	0.0023	0.0019	0.0022
Types of energy included in the intensity rate	LPG, gasoline, diesel oil, dry natural gas, electricity	LPG, gasoline, diesel oil, dry natural gas, electricity ethanol, biodiesel and anhydrous ethanol	LPG, Diesel Oil, Dry Natural Gas, Biodiesel, electricity	LPG, diesel oil, gasoline, dry natural gas, acetylene and electricity
Energy consumption outside the organization (GJ) (Fleury + Pardini)	-	-	-	249,110.29
Energy consumption outside the organization (GJ) (Fleury only)	23,210.39	24,024.01	1,555.14	26,536.46
Energy intensity (outside the organization) (Fleury + Pardini)	-	-	-	0.001
Energy intensity (outside the organization) (Fleury only)	0.00029	0.00025	0.00001	0.0002
Types of energy included in the intensity rate	Fuel and electricity	Fuel and electricity	Fuel	Fuel
Total energy consumption of the organization (Fleury + Pardini)	-	-	-	651,576.66
Total energy consumption of the organization (Fleury only)	242,711.54	250,171.55	244,811.43	283,055.98
Energy intensity (total organization) (Fleury + Pardini)	-	-	-	0.0027
Energy intensity (total organization) (Fleury only)	0.0030	0.0026	0.0019	0.0024
Ratio of energy intensity inside/outside the organization (Fleury + Pardini)	-	-	-	1.6
Ratio of energy intensity inside/outside the organization (Fleury only)	9.31	9.2	19	11
Percentage of operation covered	100%	100%	100%	100%

# Waste

GRI 3-3 | 306-1 | 306-2

In compliance with the requirements of environmental and sanitary legislation and in line with the guidelines of our Sustainability Policy, we have implemented monitoring and control procedures for the final destination of waste generated from our operations.

The destination of waste is determined by its type, with criteria based on Environmental Management System procedures and applicable legislation. Treatment varies according to the availability in the municipalities of operation.

Common waste is generated by all areas of the Group, while biological waste is mainly produced in sample collection and examination processing areas.

Within our laboratory and hospital facilities, waste is segregated at the source, with collection and disposal following the guidelines established in Anvisa's RDC -222/2018, which provided for Good Practices for Healthcare Waste Management, and in the facilities' Healthcare Waste Management Plans (PGRSS).

Waste management, in most locations, is handled by contracted companies responsible for collection and final disposal. All companies adhere to current legislation and are responsible for validating treatment techniques, which employ indicators to monitor and demonstrate their effectiveness.

Each service unit has a periodically updated PGRSS, which is available for consultation in hard copy or electronically through internal quality systems.

In order to prevent improper waste disposal, employees receive annual training on healthcare waste management and have access to procedures on the topic.

We have also invested in R&D with a focus on methodologies that minimize waste generation.

## Initiatives implemented to support waste management

GRI 306-2

### ENVIRONMENTAL PROGRAM TO REDUCE BIOLOGICAL AND COMMON WASTE

Launched in 2001, the Environmental Program for the Reduction of Biological and Common Waste aims to improve the flow of waste generated in service units.

In 2023, we implemented a new plan to reduce waste generation with annual targets for monitoring the effectiveness of actions and tracking additional efficiency indicators (kg/exam). This plan covers over 300 units and technical headquarters.

The control and reduction actions implemented include:

- Technological changes in production processes (miniaturization, grouping of exams, reducing collected tubes, more efficient automation lines);
- Cleaner production (replacement of chemicals with greater impact);
- Reinforcing environmental audits;
- Awareness campaigns; and
- Reverse logistics actions in partnership with suppliers.

### REDUCING PAPER CONSUMPTION IN OPERATIONS

We also have actions aimed at reducing paper consumption in administrative and technical activities, which are aligned with our digital transformation strategy and Sustainability Policy guidelines.

To this end, annual goals were defined, as well as an efficiency indicator to monitor progress (package of 500 sheets of A4 paper/exam).

To support the achievement of the goal and ensure good results for the monitored indicator, we implemented actions such as changing polyester films and reducing impressions in X-ray, Tomography and Magnetic Resonance exams, in addition to recommendations to teams, which include scanning documents instead of printing and reusing printouts for drafts and notes.

## RECYCLING PROGRAM

We have implemented programs dedicated to the selective collection of recyclable materials, such as paper and plastic, in our service units and administrative offices. This waste is duly sent for recycling.

We are also committed to establishing partnerships with suppliers who offer products with more sustainable packaging or that can be reused or recycled. Along with our supply chain, we also work to seek opportunities to reduce waste generation.

We also have awareness and training programs for our employees on the importance of reducing waste and sustainable practices in the workplace.

## DISPOSAL AND SELECTIVE COLLECTION OF CHEMICALS

In order to fulfill the commitments publicly assumed by Fleury Group with the issuance of the ESG debenture (learn more on [page 17](#)), in 2023 we implemented a pilot project for the disposal and selective collection of chemical waste from contrast vials.

In partnership with the company Solução Ambiental, waste collection is carried out directly at the service units, with the generation of the Waste Transport Manifesto (MTR), a document that guarantees compliance with waste transport control.

The pilot project was implemented between July and November 2023, involving six participating units, and prevented 678.4 kg of chemical waste from being classified as biological waste.

In 2024, the plan is to expand the project, including other units in the states of São Paulo and Rio de Janeiro in the operation.

## DESCOMPLICA PROJECT

In 2023, we implemented the Descomplica Project, which aims to evaluate which tests are frequently requested in a single medical order. This enables technical analysis and subsequent grouping into a single tube.

By applying a Machine Learning algorithm, we were able to identify patterns in medical orders and create more intelligent and effective groups, optimizing part of the clinical analysis process.

In addition to reducing costs associated with materials and the volume of tubes used, the results of the project are significant in terms of waste reduction and greater comfort for the patient during blood collection.

Over the past year, we reduced our material costs by 46%, which represents a saving of R\$ 33,000, by not using 101,000 tubes.

## GREATER EFFICIENCY IN THE USE OF COLLECTION TUBES

The implementation of Lab Automation in partnership with Roche marks a transformative milestone for the Group's new Technical Operations Hub. This is enable a 17.8% reduction in tubes collected from customers, a saving of more than 2.6 million tubes annually and a reduction of 26 tons of waste generated per year, providing savings of R\$1.6 million in the purchase of tubes.

## REVERSE LOGISTICS OF FILTERS AND OTHER WATER PURIFICATION SYSTEM ITEMS

Fleury Group and Merck's Life Science division entered into a partnership for the disposal and reverse logistics of filters, cartridges, electronic boards, and tubing from the water purification system used by the diagnostic medicine laboratory for sample dilution, material cleaning, and other clinical analysis processes.

Initially, the project was implemented at the Brooklin Technical Operations Center (NTO) in São Paulo, SP, and was responsible, in 2023, for directing approximately 250 kg of plastic to recycling and reuse in the production of sewage pipes, and approximately 75 kg of activated carbon in the waste co-processing process, in the blending stage, as an alternative fuel in the cement industry.

## Indicators

306-3 | 306-4 | 306-5

In 2023, we generated a total of 6,215.49 tons of waste, 47% of which were hazardous and 53% non-hazardous.

The referred volume corresponds to the waste generated in 84.56% of our operations.

### Waste generated annually\* GRI 2-4

	2020	2021	2022	2023
Weight (kg) GRI 2-4	1,629,426.57	1,877,066.28	2,060,575.24	6,215,490.00
Percentage of operation covered	88%	91%	74.60%	84.56%

### Non-hazardous waste generated (tons)\*

	2020	2021	2022	2023
Recyclable waste	264.54	274.52	288.20	649.23
Common waste	708.84	875.45	932.54	2,644.4
Reusable waste	0	0	0	3.30
<b>TOTAL</b>	<b>973.38</b>	<b>1,149.97</b>	<b>1,220.74</b>	<b>3,296.97</b>

### Hazardous waste generated (tons)\*

	2021	2022	2023
Infectious**	644.23	708.63	2,490.97
Radioactive	7.57	9.58	3.79
Chemical	75.29	121.62	423.76
<b>TOTAL</b>	<b>727.09</b>	<b>839.83</b>	<b>2,918.52</b>

### Waste sent for disposal or disposal (tons)\*

	2021	2022	2023
<b>Weight of incinerated hazardous waste (without energy recovery)</b>			
On site	0	0	0
Off site	89.79	134.68	411.00
<b>TOTAL</b>	<b>89.79</b>	<b>134.68</b>	<b>411.00</b>
<b>Weight of hazardous waste sent to landfills</b>			
On site	0	0	0
Off site	1.64	1.13	1,736.87
<b>TOTAL</b>	<b>1.64</b>	<b>1.13</b>	<b>1,736.87</b>
<b>Weight of hazardous waste sent for other disposal operations**</b>			
On site	71.74	29.35	0
Off site	593.73	674.68	770.66
<b>TOTAL</b>	<b>665.47</b>	<b>704.03</b>	<b>770.66</b>
<b>Weight of non-hazardous waste sent to landfills</b>			
On site	0	0	0
Off site	875.45	932.54	2,644.43
<b>TOTAL</b>	<b>875.45</b>	<b>932.54</b>	<b>2,644.43</b>
<b>Weight of non-hazardous waste sent for recycling</b>			
On site	0	0	0
Off site	274.52	288.2	649.23
<b>TOTAL</b>	<b>274.52</b>	<b>288.20</b>	<b>649.23</b>
<b>Weight of non-hazardous waste intended for reuse***</b>			
On site	0	0	0
Off site	-	-	3.30
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>3.30</b>

\*The results consider Fleury and Pardini. The data coverage is 84.56% and includes all service units and administrative units in which we have the waste weighing process implemented. The volume of waste generated is measured by weighing processes in the administrative unit/headquarters itself, where cleaning employees carry out the weighing and record the information on a specific form. Information on the total waste generated is collected and consolidated by the areas involved in the Group's waste management. The figures for 2020 and 2022 have been corrected.

\*\*Includes Group A and Group E waste.

\*\*\* Refers to the volume of hazardous waste intended for recycling (light bulbs) and hazardous waste treated externally by autoclave, microwave (infectious) and reactive waste that, after decay, is treated as infectious.

\*\*\*\* Refers to Styrofoam boxes sent for reverse logistics.

# Water and effluents

GRI 3-3 | 303-1 | 303-2

The volume of water removed by the Company is used to meet human consumption demands, production needs to carry out the services provided by the Company and also in refrigeration and air-conditioning systems.

Water is collected mainly from public service concessionaires. At NTO Pardini Vespasiano water is withdrawn from the artesian well (underground collection).

Disposal takes place via a local treatment network and, in the case of NTO Vespasiano, the water is taken to an Effluent Treatment Station and is subsequently discarded into the Ribeirão da Mata River. The minimum standards adopted for effluent discharge are based on Conama Resolution 430/2011.

We monitor water consumption indicators on a monthly basis, which allows us to develop action plans to improve the management of

this resource. In addition, we carry out permanent actions to prevent leaks and waste, such as inspections at service units and educational campaigns on conscious consumption among employees.

We implement water reuse and reduction initiatives, including: rain-water capture, recirculation of treated water (NTO SP deionization), gray water treatment plant, reuse water and flow reducers.

Furthermore, as part of water resources management, we implemented the **Environmental Water Consumption Reduction Program**, responsible for establishing annual water consumption targets, as well as monitoring their respective indicators. Across the Group, more than 300 units and technical headquarters are monitored by the Program.

## Indicators

303-3 | 303-4 | 303-5

The water consumption target is defined on an annual basis, based on the consumption results obtained in the previous year, as well as the projection of exams for the current year.

After analyzing the results and studying the possibility of implementing improvements in the management of water consumption within the Company, the target is defined and submitted for approval by the board.

In 2023, we captured 336.2 ML of water in our operations, of which 268.96 ML were consumed by the Company and the remainder (67.24 ML) was discarded into the public network.

### Volume of water captured by source (ML)\*

	2020	2021	2022	2023
Groundwater**	14.5	14.9	4.4	41.9
Municipal water supply or other water supply companies	125.9	149.1	163.8	294.3
TOTAL	140.4	164.0	168.2	336.2
Percentage of operation covered	74.0%	72.5%	89.2%	76.62%

\*The results consider Fleury and Pardini. The data coverage is 76.62% and includes all service units and administrative units in which we have access to water consumption specific to our operation.

\*\*Water capture via well at the Marcelo Magalhães Derby unit was not mapped in 2023.

# Attachments

## Capitals used

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-  Natural
-  Manufactured
-  Intellectual
-  Financial
-  Human
-  Social

# GRI Content Index

**Declaration of use**

Fleury Group reported in accordance with the GRI Standards for the period: January 1 to December 31.

**GRI used**

**GRI: Fundamentals 2021**

Standard	Disclosures	Reference (pg.)/Direct answer		Reason for omission	Global Compact
<b>GRI 2: General Disclosures - 2021</b>					
<i>General Disclosures</i>					
<b>GRI 2: General Disclosures - 2021</b>	2-1	Organizational details	Pages 9, 11 and 118. Fleury S.A. (CNPJ nº 60.840.055/0001-31) is headquartered at Av. Morumbi, 8860, 8th floor - Brooklin, São Paulo (SP) and operates only in Brazil.		
	2-2	Entities included in the organization's sustainability reporting	Page 9		
	2-3	Reporting period, frequency and contact point	Page 3 and Page 3 of the Supplementary Booklet		
	2-4	Restatements of information	Pages 58 and 104 and Pages 8 and 11 of the Supplementary Booklet		
	2-5	External assurance	Page 117		
	2-6	Activities, value chain and other business relationships	Page 87		
	2-7	Employees	Page 61 and Pages 7 and 8 of the Supplementary Booklet		
	2-8	Workers who are not employees	Page 8 of the Supplementary Booklet		
	2-9	Governance structure and composition	Pages 22 and 23 and Page 24 of the Supplementary Booklet		
	2-10	Nomination and selection of the highest governance body	Page 23		
	2-11	Chair of the highest governance body	Page 23. The Chairman of the Board of Directors has no executive duties in the Company		
	2-12	Role of the highest governance body in overseeing the management of impacts	Page 14		
	2-13	Delegation of responsibility for managing impacts	Page 14		
	2-14	Role of the highest governance body in sustainability reporting	Page 19		
	2-15	Conflicts of interest	Page 23 of the Supplementary Booklet		
	2-16	Communication of critical concerns	Page 26		

Standard	Disclosures	Reference (pg.)/Direct answer		Reason for omission	Global Compact
<b>GRI 2: General Disclosures - 2021</b>	2-17	Collective knowledge of the highest governance body	Page 26		
	2-18	Evaluation of the performance of the highest governance body	Page 23		
	2-19	Remuneration policies	Page 24 of the Supplementary Booklet		
	2-20	Process to determine remuneration	Page 24 of the Supplementary Booklet		
	2-21	Annual total compensation ratio	Pages 9, 17 and 18 of the Supplementary Booklet. The growth in the remuneration of the highest paid individual in the Company between January and December 2023 was 42%. In the same period, the average growth in the remuneration of all other individuals in the Company (except the CEO) was 3%. The salary increase ratio was 15.9 times.		
	2-22	Statement on sustainable development strategy	Pages 17 and 93		
	2-23	Policy commitments	Page 26		
	2-24	Embedding policy commitments	Pages 26, 30, 70 and 92		
	2-25	Processes to remediate negative impacts	Page 43		
	2-26	Mechanisms for seeking advice and raising concerns	Page 28		
	2-27	Compliance with laws and regulations	Page 6 of the Supplementary Booklet		1, 2, 7 and 10
	2-28	Membership associations	Brazilian Association of Diagnostic Medicine (ABRAMED), Union of Hospitals, Clinics and Labs of the State of SP (SINDHOSP) and Brazilian Society of Clinical Pathology/Laboratory Medicine (SBPC/ML). Over the past year, we have been re-elected to the Brazilian Digital Health Council and have participated in the Strategic Committee for Government Relations at the American Chamber of Commerce SP (AMCHAM SP). We have also become a member of the Board of Directors of the Coalizão Saúde Institute.		
	2-29	Approach to stakeholder engagement	Pages 19 and 43		
	2-30	Collective bargaining agreements	Page 9 of the Supplementary Booklet		3
<b>Material Topics</b>					
<b>GRI 3: Material Topics - 2021</b>	3-1	Process to determine material topics	Page 19		
	3-2	List of material topics	Page 19		

Standard	Disclosures	Reference (pg.)/Direct answer		Reason for omission	Global Compact
<b>Material Topic: Ethics and Integrity</b>					
<b>GRI 3: Material Topics - 2021</b>	3-3	Management of material topics	Pages 25 and 30		
<b>GRI 201: Economic Performance - 2016</b>	201-1	Direct economic value generated and distributed	Page 58		
<b>GRI 205: Anti-corruption - 2016</b>	205-1	Operations assessed for risks related to corruption	Pages 27 and 28		10
	205-2	Communication and training about anti-corruption policies and procedures	Page 26		10
	205-3	Confirmed incidents of corruption and actions taken	Page 27. There were no cases of Corruption or Bribery in 2023.		10
<b>GRI 206: Anticompetitive Behavior - 2016</b>	206-1	Lawsuits for unfair competition, trust and monopoly practices	In 2023, there was only one lawsuit for alleged unfair competition practices, which was dismissed, but is currently under appeal: 1059257-37.2017.8.26.0100. This is a compensation action in which the plaintiff requested DENATRAN to investigate the laboratory's status regarding the authorization of the competent body for quality control.		
<b>Material Topic: Patient Trust</b>					
<b>GRI 3: Material Topics - 2021</b>	3-3	Management of Material Topics	Pages 36, 41 and 43		
<b>GRI 416: Customer Health and Safety - 2016</b>	416-1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	All our products and services are evaluated for their impacts on customer health and safety. We formalize our commitment to quality through the implementation of standards that standardize all processes, ensuring a standard of excellence in all our units. We offer a safe and healthy environment for our employees, customers and suppliers, while providing services that respect the environment and the community.  In 2023, no cases of non-compliance were identified in relation to the health and safety impacts caused by products and services.		1 and 2
	416-2	Total number of cases of non-compliance with regulations and/or voluntary codes related to the impacts caused by products and services on health and safety during the life cycle, broken down by type of outcome	In 2023, Fleury Group had no records of cases of non-compliance with laws and/or voluntary codes in relation to impacts on health and safety caused by products and services, which were reported to the Company.		1 and 2

Standard	Disclosures	Reference (pg.)/Direct answer		Reason for omission	Global Compact
<b>GRI 418: Customer privacy - 2016</b>	418-1	Total number of substantiated complaints regarding breaches of privacy and loss of customer data	In 2023, we recorded no complaints due to breaches of privacy and/or loss of customer data.		
<b>Material Theme: Innovation and digital transformation</b>					
<b>GRI 3: Material Topics - 2021</b>	3-3	Management of Material Topics	Pages 48 and 54		
<b>Tema Material: Eco-efficient Operation</b>					
<b>GRI 3: Material Topics - 2021</b>	3-3	Management of Material Topics	Pages 92, 94, 99, 102 and 105		
<b>GRI 201: Economic Performance - 2016</b>	201-2	Financial implications and other risks and opportunities due to climate change	Pages 4 and 4 of the Supplementary Booklet		
<b>GRI 301: Materials - 2016</b>	301-1	Materials used by weight or volume	Page 3 of the Supplementary Booklet		7, 8 and 9
<b>GRI 302: Energy - 2016</b>	302-1	Energy consumption within the organization	Page 99		7, 8 and 9
	302-2	Energy consumption outside of the organization	Page 99		7, 8 and 9
	302-3	Energy intensity	Page 99		7, 8 and 9
<b>GRI 303: Water and Effluents - 2018</b>	303-1	Interactions with water as a shared resource	Page 105		7, 8 and 9
	303-2	Management of water discharge related impacts	Page 105		7, 8 and 9
	303-3	Water withdrawal	Page 105		7, 8 and 9
	303-4	Water discharge	Page 105		7, 8 and 9
	303-5	Total water consumption	Page 105		7, 8 and 9
<b>GRI 305: Emissions - 2016</b>	305-1	Direct (Scope 1) greenhouse gases (GHG) emissions	Page 94 and Page 4 of the Supplementary Booklet		7, 8 and 9
	305-2	Indirect (Scope 2) greenhouse gas (GHG) emissions	Page 94 and Page 4 of the Supplementary Booklet		7, 8 and 9
	305-3	Indirect (Scope 3) greenhouse gas (GHG) emissions	Page 94		7, 8 and 9
	305-4	Greenhouse gas (GHG) emissions intensity	Page 4 of the Supplementary Booklet		7, 8 and 9
	305-5	Reduction of greenhouse gas (GHG) emissions	Page 4 of the Supplementary Booklet		7, 8 and 9
	305-6	Emissions of ozone-depleting substances (ODS)	Page 4 of the Supplementary Booklet		7, 8 and 9
	305-7	NOx, SOx and other significant air emissions	Page 4 of the Supplementary Booklet		7, 8 and 9

Standard	Disclosures	Reference (pg.)/Direct answer		Reason for omission	Global Compact
<b>GRI 306: Waste - 2020</b>	306-1	Waste generation and significant waste-related impacts	Page 102		7, 8 e 9
	306-2	Management of significant waste-related impacts	Page 102		7, 8 e 9
	306-3	Waste generated	Page 104		7, 8 e 9
	306-4	Waste not intended for final disposal	Page 104		7, 8 e 9
	306-5	Waste destined for final disposal	Page 104		7, 8 e 9
<b>Material Theme: Safe, diverse and prosperous work</b>					
<b>GRI 3: Material Topics - 2021</b>	3-3	Management of Material Topics	Pages 63, 69, 70, 74 and 88		
<b>GRI 401: Employment - 2016</b>	401-1	Total number and rate of new employee hires and rate of employee turnover, by age group, gender and region	Page 69 and Pages 13 and 14 of the Supplementary Booklet		6
	401-2	Benefits provided to full-time employees that are not provided to temporary or parttime employees, broken down by main operations	Page 17 of the Supplementary Booklet		
	401-3	Return to work and retention rates of employees that took parental leave, by gender	Pages 17 and 18 of the Supplementary Booklet		6
<b>GRI 402: Labor Relations - 2016</b>	402-1	Minimum notice periods regarding operational changes	The Company has not defined a minimum notice period for employees about operational changes. The flow to be followed depends on the nature of the change that will affect the employee		3
<b>GRI 403: Occupational Health and Safety - 2018</b>	403-1	Occupational health and safety management system	Page 74		1 and 2
	403-2	Hazard identification, risk assessment, and incident investigation	Pages 74 and 75		1 and 2
	403-3	Occupational health services	Page 74		1 and 2
<b>GRI 403: Occupational Health and Safety - 2018</b>	403-4	Participation of workers, consultation and communication to workers regarding occupational health and safety	Page 75		1 and 2
	403-5	Worker training on occupational health and safety	Page 75		1 and 2
	403-6	Promotion of worker health	Page 76		1 and 2
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 75		1 and 2
	403-8	Workers covered by an occupational health and safety management system	Page 74		1 and 2
	403-9	Work-related injuries	Page 20 of the Supplementary Booklet		1 and 2

Standard	Disclosures	Reference (pg.)/Direct answer		Reason for omission	Global Compact
<b>GRI 403: Occupational Health and Safety - 2018</b>	403-10	Work-related ill health	Page 75 and pages 20 and 21 of the Supplementary Booklet		1 and 2
<b>GRI 404: Training and Education - 2016</b>	404-1	Average hours of training per year per employee, by gender and employee category	Page 70 and Page 16 of the Supplementary Booklet		
	404-2	Transition assistance programs provided to facilitate continued employability and the management of career endings resulting from retirement or termination of employment	Page 70. We have an outplacement service, which offers assistance to relocate executives in specific situations in which the organization takes the initiative to terminate the contract.		6
	404-3	Percentage of employees receiving regular performance and career development reviews, by gender and employee category	Page 73		6
<b>GRI 405: Diversity and Equal Opportunity - 2016</b>	405-1	Diversity of governance bodies and employees with percentage of individuals by gender, age group, minority or vulnerable groups and other indicators of diversity	Pages 23, 24 and 63 and Pages 9, 10 and 11 of the Supplementary Booklet		6
	405-2	Mathematical ratio of salary and remuneration between women and men, broken down by functional category and relevant operational units	Page 12 of the Supplementary Booklet		6
<b>GRI 406: Non-discrimination - 2016</b>	406-1	Total number of cases of discrimination and measures taken	Page 28		6
<b>GRI 407: Freedom of association and collective bargaining - 2016</b>	407-1	Operations and suppliers where the right to freedom of association and collective bargaining may be at risk	Page 90		3
<b>GRI 408: Child labor - 2016</b>	408-1	Operations and suppliers with significant risk of child labor incidents	Page 90		5
<b>GRI 409: Forced or compulsory labor - 2016</b>	409-1	Operations and suppliers with significant risk of incidents of forced or compulsory labor	Page 90		4
<b>GRI 410: Safety practices - 2016</b>	410-1	Security personnel trained in human rights policies or procedures	Page 29		1 and 2

Standard	Disclosures	Reference (pg.)/Direct answer		Reason for omission	Global Compact
<b>GRI 412: Human Rights Assessment</b>	412-1	Total number and percentage of operations that have been subject to human rights reviews or impact assessments	The Company's risk matrix is in the process of being reviewed (learn more on <a href="#">Page 31</a> ) and, from 2024 onwards, more risk factors related to human rights should be considered, as a result of the assessment carried out on the topic last year (find out more on <a href="#">Page 29</a> ).  For next year, a new risk monitoring model is planned with monthly meetings held with the relevant areas to monitor action plans.		1
<b>GRI 412: Human Rights Assessment</b>	412-3	Percentage and total number of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Page 29 and Page 22 of the Supplementary Booklet		2
<b>GRI 414: Supplier Social Assessment - 2016</b>	414-1	Percentage of new suppliers that were screened using human rights criteria	Page 88		1 and 2
	414-2	Significant actual and potential negative impacts on human rights in the supply chain and actions taken in this regard	Page 88		2
<b>Material Topic: Influence on society</b>					
<b>GRI 3: Material Topics - 2021</b>	3-3	Management of Material Topics	Page 79		
<b>GRI 203: Indirect economic impacts - 2016</b>	203-1	Development and impact of investments in infrastructure and services offered	The Company does not have the practice of investing in infrastructure and supporting direct services in the community. It only carries out social actions through specific projects, such as those mentioned on <a href="#">Page 84</a> .		1
	203-2	Significant indirect economic impacts, including the extent of impacts	Page 79		1
<b>GRI 413: Local communities - 2016</b>	413-1	Percentage of operations with local community engagement, impact assessments, and development programs	Page 81		1
	413-2	Operations with significant actual and potential negative impacts on local communities	Given the nature of its business, our operations do not have any significant actual or potential negative impact on local communities.		1 and 2

# SASB Content Index

Topic	Code	Metric	Measurement unit	Reference/Direct Answer	Global Compact
<b>Energy management - 2018</b>	HC-DY-130a.1	1. Total energy consumed; 2. Percentage from the electricity grid; and 3. Percentage from renewable sources.	Gigajoules (GJ), Percentage (%)	Page 99	7, 8 and 9
<b>Waste Management - 2018</b>	HC-DY-150a.1	Total amount of medical waste, percentage (a) incinerated, (b) recycled or treated, and (c) landfilled	Metric tons (t)	<p>All infectious waste generated by Fleury falls under either (a) incineration or (b) recycling or treatment. In 2023, we produced 777,846.63 kg of medical waste, categorized as follows:</p> <p>a) Incineration: 11,576.00 kg (1.49%); b) Recycling or treatment: 766,270.63 kg (98.51%) - treated by autoclave, microwave, or pyrolysis; and c) Landfilling: 0 kg. The data coverage is 75.81% and includes all service units and administrative units in which we have the waste weighing process implemented.</p> <p>All infectious waste generated by Pardini is (c) landfilled. In 2023, we produced 1,620.95 tons of medical waste, including post-decay radioactive waste.</p>	7, 8 and 9
	HC-DY-150a.2	Total amount of pharmaceutical waste: (1) hazardous and (2) non-hazardous, percentage (a) incinerated, (b) recycled or treated, and (c) landfilled	Metric tons (t), Percentage (%)	<p>All of our pharmaceutical waste (equivalent to chemicals) is classified as (1) hazardous, in the options (a) incinerated or (c) deposited in a landfill. We do not generate (2) non-hazardous pharmaceutical waste. In 2023, we generated 43,694.73 kg of hazardous pharmaceutical waste, including:</p> <p>(a) Incinerated: 40,026.53 kg (91.60%); (b) recycled or treated: 0 kg; and (c) deposited in landfill: 3,668.20 kg (8.40%). The data coverage is 75.81% and includes all service units and administrative units in which we have the waste weighing process implemented.</p> <p>All Pardini's pharmaceutical waste is classified as (1) hazardous, in options (a) incinerated or (c) landfilled. In 2023 we generated 378.21 tons of group B pharmaceutical waste, including:</p> <p>(a) Incinerated: 29.7%; (b) recycled or treated: 0%; and (c) landfilled: 70.3%.</p>	7, 8 and 9

Topic	Code	Metric	Measurement unit	Reference/Direct Answer	Global Compact
<b>Patient Privacy and Electronic Health Records - 2018</b>	HC-DY-230a.2	Description of policies and practices to protect protected health information (PHI) records and other personally identifiable information (PII)	n/a	Page 25 of the Supplementary Booklet	
	HC-DY-230a.3	(1) Number of data breaches, (2) percentage involving (a) personally identifiable information (PII) only and (b) protected health information (PHI), (3) number of affected customers in each category, (a) only PII and (b) PHI	Number, Percentage (%)	In 2023, we recorded only one incident reported to the ANPD that resulted in a data breach, with 99.99% involving personally identifiable information (PII) and just 0.01% involving protected health information (PHI). The exfiltrated volume represents less than 0.01% of the total data stored by Fleury Group and only 0.015% of holders with sensitive data were affected out of the total number of registered customers.	
	HC-DY-230a.4	Total amount of monetary losses resulting from legal proceedings associated with data security and privacy.	Report currency (real - R\$)	In 2023, we recorded no monetary losses resulting from legal proceedings associated with data security and privacy.	
<b>Pricing &amp; Billing Transparency - 2018</b>	HC-DY-270a.1	Description of policies or initiatives to ensure that patients are adequately informed about price before undergoing a procedure	n/a	Our procedure involves providing information to the patient at the time of registration at our service units. At this point, they are informed about the cost of procedures if the option is to perform the test outside the coverage of the health plan. Customers can also consult price information by calling the corresponding Customer Service Center (CAC) for each brand.	
<b>Pricing &amp; Billing Transparency - 2018</b>	HC-DY-270a.2	Discussion of how service pricing information is made publicly available	n/a	Fleury Group does not publish information about prices. Customers can obtain this information directly from the Customer Service Center (CAC).	
	HC-DY-270a.3	Number of the entity's 25 most common services for which pricing information is publicly available, percentage of total services performed (by volume) they represent	Number, Percentage (%)	The prices of the most common services at Fleury Group are not disclosed as they are considered strategic for the Company. However, prices are available directly at our units and through contact at the Customer Service Center (CAC).	
<b>Employee Recruitment, Development &amp; Retention - 2018</b>	HC-DY-330a.1	(1) Voluntary and (2) involuntary turnover rates for: (a) doctors, (b) non-doctor healthcare professionals, and (c) all other employees	Taxa	Page 14 of the Supplementary Booklet	
	HC-DY-330a.2	Description of talent recruitment and retention processes for healthcare professionals	n/a	Page 69 of the Supplementary Booklet	

# SDG Map



Ensure healthy lives and promote well-being for all at all ages

About Fleury Group – p. 8  
 Journey of care – p. 35  
 Innovation and digital transformation – p. 47  
 Team of excellence – p. 60  
 Social action – p. 78  
 Suppliers – p. 86



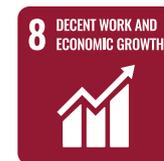
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Corporate governance – p. 21  
 Journey of care – p. 35  
 Team of excellence – p. 60  
 Social action – p. 78



Achieve gender equality and empower all women and girls

Team of excellence – p. 60



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Performance – p. 55  
 Team of excellence – p. 60  
 Suppliers – p. 86



Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Innovation and digital transformation – p. 74  
 Operational eco-efficiency – p. 91



Reduce inequality within and among countries

About Fleury Group – p. 8



Ensure sustainable consumption and production patterns

Operational eco-efficiency – p. 91  
 Suppliers – p. 86



Take urgent action to combat climate change and its impacts

Operational eco-efficiency – p. 91



Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Corporate governance – p. 21  
 Journey of care – p. 35  
 Team of excellence – p. 60



Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

Innovation and digital transformation – p. 47  
 Social action – p. 78  
 Suppliers – p. 86

# Assurance letter

GRI 2-5

## INDEPENDENT VERIFICATION STATEMENT – BUREAU VERITAS

### INTRODUCTION

Bureau Veritas Certification Brasil (Bureau Veritas) was hired by Fleury S.A. (Fleury), to conduct an independent verification of its Sustainability Report (hereinafter referred to as the Report) for 2023.

This Verification was conducted by a multidisciplinary team, including verifiers with knowledge of non-financial data.

### SCOPE OF WORK

The scope of this verification covered the standards and Principles of the Global Reporting Initiative TM for Sustainability Reports, simultaneously the Sustainability Accounting Standards Board (SASB) indicators were also verified and refers to the reporting of the period from January 1st to December 31st, 2023.

This was the first year that the assurance considered the integration of the companies Fleury and Hermes Pardini.

### RESPONSIBILITIES OF FLEURY AND BUREAU VERITAS

Obtaining, calculating and presenting the data published in the Report are the sole responsibility of Fleury's management. Bureau Veritas is responsible for providing an independent opinion to Stakeholders in accordance with the scope of work defined in this statement.

### METHODOLOGY

The verification included the following activities:

1. Interviews with those responsible for the material topics and content of the Report, including the GRI and SASB indicators associated with the material topics;
2. Analysis of documentary evidence provided by Fleury, for the period covered by the Report (2023);
3. Verification of performance data in relation to the Principles that ensure the quality of information, in accordance with the GRI Standards;
4. Assessment of systems used to compile data;
5. Analysis of engagement activities with interested parties developed by Fleury;
6. Assessment of the system used to determine the material aspects included in the Report, considering the context of sustainability and scope of the published information.

The verification level adopted was Limited, in accordance with the requirements of the ISAE 3000 standard, incorporated into Bureau Veritas' internal verification protocols.

### LIMITATIONS AND EXCLUSIONS

Any evaluation of information related to:

- Activities outside the defined evaluation period;
- Position statements (expressions of opinion, belief, objectives or future intentions) by Fleury;
- Economic-financial data contained in this Report, extracted

from financial statements verified by independent auditors;

- Data and information regarding operations and activities that are not part of the scope of the Report;
- Inventory of Greenhouse Gas (GHG) emissions.

### OPINION ON THE REPORT AND THE VERIFICATION PROCESS

- Throughout the verification process, it was possible to verify a reliable system for collecting and consolidating the data that made up the Report. Those responsible for the material topics who responded to the verification demonstrated adequate knowledge about the indicators and the Report preparation process;
- Data reliability was verified on a sample basis, exclusively in light of the information and data related to the indicators presented;
- The Fleury Report consists of a complete edition available on the company's website. The scope of our verification reached the 2023 GRI data and indicators on the material topics presented in this publication, including specific indicators from the Sustainability Accounting Standards Board (SASB);
- Fleury presents its Report based on 6 material themes, divided into 14 topics. The materiality matrix was reviewed in 2023, in our understanding, the themes reflect the impacts of the Company's activities in a balanced way;
- The data to meet the GHG emissions indicators are part of the Fleury GHG emissions inventory. This inventory will be verified by another company, through an independent assurance process, based on NBR ISO 14.064;

- The Report adequately presents the indicators associated with the GRI Standards 2021, which includes social, governance, environmental and SASB indicators.
- In our understanding, the FLEURY Report presents the impacts of the organization's activities in a balanced way;
- The inconsistencies found in the Report, in relation to one or more GRI Principles, were satisfactorily corrected.

#### CONCLUSION

Based on the verification work conducted, the evidence presented to us and in accordance with the scope of work defined in this statement, nothing has come to our attention that would indicate that:

- The information provided in the Report is not balanced, consistent and reliable;
- Fleury has not established appropriate systems for collecting, compiling and analyzing quantitative and qualitative data used in the Report;
- The Report does not adhere to the Principles for defining content and ensuring quality of the GRI Standards 2021.

#### DECLARATION OF INDEPENDENCE AND IMPARTIALITY

Bureau Veritas Certification is an independent professional services company specializing in Quality, Health, Safety, Social and Environmental management with over 190 years of experience in independent assessment services.

Bureau Veritas has implemented and applies a Code of Ethics throughout its business to ensure that its employees maintain the highest standards in their daily activities. We are particularly attentive to prevention regarding conflict of interests.

The verification team has no other connection with FLEURY, other than the independent verification of the Sustainability Report. We understand that there is no conflict between other services performed by Bureau Veritas and this verification carried out by our team.

The team that conducted this verification for FLEURY has extensive knowledge in verifying information and systems involving environmental, social, health, safety and ethical topics, which, combined with experience in these areas, allows us to have a clear understanding of the presentation and verification of good corporate responsibility practices.

#### CONTACT

<https://www.bureauveritas.com.br/pt-br/fale-com-gente>

São Paulo, 20<sup>th</sup> June 2024



Juliana Bueno Colpas  
Lead auditor - Assurance Sustainability Reports (ASR)  
Bureau Veritas Certification – Brasil

# Credits

GRI 2-1

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## **Coordination**

Strategy, Innovation and ESG Executive Board

Fernanda Gouveia

Daniel Périgo

Júlia Lucciola

## **Consulting for collecting the disclosures according to the GRI Standard guideline, materiality review, drafting, design, review and translation**

Ricca Sustentabilidade

## **Date of publication**

June 2024



Grupo **Fleury**

We are passionate about people and what we do.