



## Sustainability Report 2022

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# Message from the Management

GRI 2-22

## Discipline in executing the strategy and building our health ecosystem

The year 2022 represented an important step in the execution of our strategic planning, demonstrating the strength of our brands and the assertiveness of the path we have chosen to follow in recent years, focusing on innovation, customer satisfaction and the relationship with the medical community.

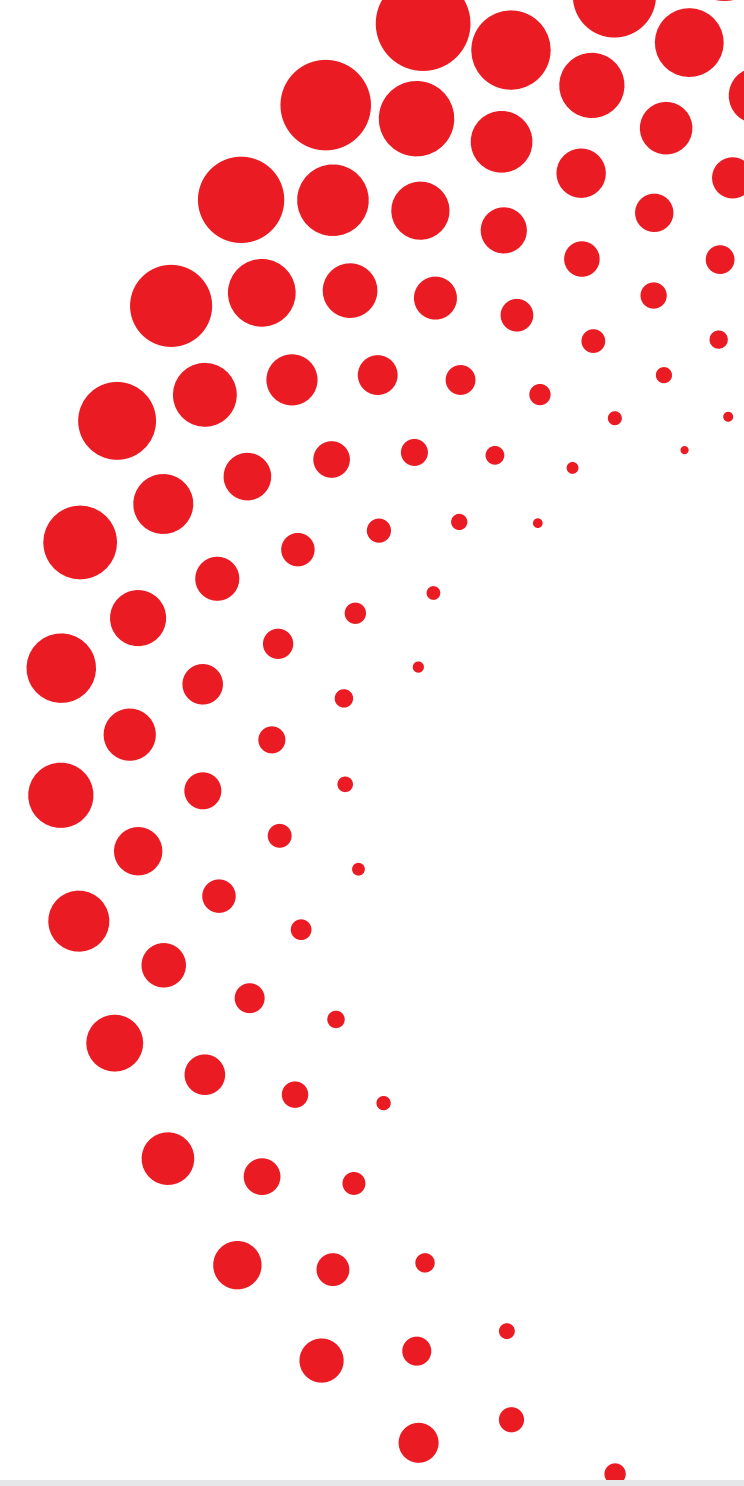
As the result of an assertive strategy, we recorded three quarters of record revenues, with annual gross revenue of R\$4.8 billion, a 15.1% increase compared to 2021.

These figures are the result of the combination of the three avenues of growth formalized in the Company's strategy — Diagnostic Medicine, Novos Elos and Health Platform —, implemented through a balanced combination between the building of new patient service units and new acquisitions. The result is the construction of a true health ecosystem that contributes to the entire patient care journey in an integrated manner.

In 2022, ten diagnostic medicine service units were opened, six of which belong to the Campana brand to serve the access segment in São Paulo. In Novos Elos, eight new units were inaugurated, including orthopedics, ophthalmology and immunobiological drugs infusion. These units brought us even closer to the population and contributed to our commitment to bring quality health care to more and more lives.

2022 was also a year of expansion in new channels and service modalities. On the health platform, we recorded a significant growth of 84.4% in the year, bringing accessible alternatives for consultations, treatments, exams and procedures to an increasing number of customers, through digital channels. In mobile service, in which our teams visit the customer's home, we focused on the implementation of new routes and regions, registering a 33.1% growth in the year, reaching 8.5% of the Group's total revenue.

The acquisition of companies Marcelo Magalhães, in Pernambuco, and Méthodos, in the south of Minas Gerais, strengthened the Diagnostic Medicine front, while the acquisitions of Saha and Retinia Clinic, both in São Paulo, contributed to the expansion of Novos Elos, in drug infusion and ophthalmology specialties, respectively. In addition, we announced the business combination with Instituto Hermes Pardini, which represents an excellent opportunity to create value, resulting in significant gains by increasing the Companies competitiveness in the environment of transformation of the health sector and diagnostic medicine with geographical complementarity





and national presence, robust capital structure and reinforcement of organic and inorganic growth.

Reinforcing our innovation positioning, more than 600 new products and services were launched in the year, in addition to the presence of 26 startups that are already active in our operations, reflecting in increased productivity and differentiation in service provision. As a result, we reduced our costs by over R\$34 million in the year.

**Another landmark of the year was certainly the structuring and inauguration of the new headquarters, in São Paulo (SP), which now houses the new Technical Operational Center (NTO). The structure meets our need for growth and is in line with our long-term strategy, supporting the achievement of our ambitions of innovation and development of precision medicine, ensuring greater automation and simplification of processes, with a high quality, high productivity and specialization.**

We achieved these significant results while continuing to pursue a good performance in sustainability, reinforcing our work in the three ESG pillars (Environmental, Social and Governance), ensuring operational eco-efficiency, expanding services to classes C, D and E and robustness in corporate governance.

Our ESG management was recognized for another year by the main national and international market indices. We highlight the recognition as one of the best

companies in the health area in the Melhores do ESG award from Exame magazine and continue, since 2014, on B3's Corporate Sustainability Index (ISE). We are also included, for the third consecutive time, in the list of the Dow Jones Sustainability Index - Emerging Markets (composed of 111 companies, of which only eight are Brazilian, Fleury Group being the only one in the health sector in the Americas to be part of the index), in addition to S&P's 2022 Sustainability Yearbook. Additionally, we reaffirm our commitment to the UN Global Compact, assumed by the Company since 2014.

We ended the year with a solid position and started 2023 with strong signs of a return to the pace of growth in the country. Our comfortable cash position and low leverage position us as one of the most prepared Companies in our sector to face the challenges of 2023. With our "new house", we move into another year confident in our strategy of developing a health ecosystem, with financial discipline and focus on increasing our competitiveness, operational efficiency and strict cost control.

#### **Board of Directors and Executive Board**



# About the Report

GRI 2-3 | 2-14

We are very pleased to present Fleury Group's 2022 Sustainability Report, referring to the period between January 1st and December 31st, 2022.

The preparation of this document reflects our commitment to transparency and responsibility, and offers our stakeholders the opportunity to find out how our strategy, operations<sup>1</sup> and results have contributed to generating value for our various stakeholders.

To structure and define its scope, we are based on our materiality process, updated in 2023, which describes which are the most relevant topics for the Company's sustainability (learn more on page 6).

This year, we also made available an Indicator Supplementary Booklet, which provides our stakeholders with more details on the indicators monitored by the Group.

The information reported in the Annual Sustainability Report, in the Indicator Supplementary Booklet and material topics were ultimately analyzed and approved by the Strategy, ESG and Innovation Executive Board and the Board's ESG Committee, as well as being the subject of an external audit.

Any questions, suggestions or requests for information can be sent to [sustentabilidade@grupofleury.com.br](mailto:sustentabilidade@grupofleury.com.br) or [ri@grupofleury.com.br](mailto:ri@grupofleury.com.br)

## Reading Guidelines and Tools

The guidelines used throughout the document unfold in different ways of reading the Report. Therefore, in addition to the linear reading, it is possible to browse through the contents according to the reporting guidelines adopted:



**GRI and SASB INDICATORS:** The Report was prepared in accordance with the guidelines presented by the Global Reporting Initiative (GRI) in its Standard version, and by the Sustainability Accounting Standards Board (SASB). At the beginning of each subchapter, we present the disclosures that will be reported, by means of the acronyms "GRI-" and "SASB-". The full list of disclosures can be found on page 107.



**TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD):** in the TCFD Index (page 17 of the Indicator Supplementary Booklet), we present the answers or the page where the recommendations are reported throughout the document.

<sup>1</sup> All diagnostic medicine activities under operational control and/or majority ownership are covered in this report, with the exception of the Pretti, Bioclínico and, Méthodos brands. The result does not cover 100% of the Elos indicators, such as Clínica Vita, Clínica Moacir Cunha and Centro de Infusões Pacaembu.

**GLOBAL COMPACT:** to demonstrate our evolution in the Global Compact principles, we report in the GRI Content Index the correlation between the guideline indicators for each principles.



**SUSTAINABLE DEVELOPMENT GOALS (SDGs):** taking into consideration our commitment to the SDGs, we point out the connection of each chapter's content with the goals on the SDG Map (page 116).



**CAPITALS:** based on the Integrated Reporting, we pointed out which capitals are addressed in each chapter. At the end of the Report, in the Capitals Map (page 117), we present the pages in which each capital is addressed.

# Materiality

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

As defined in our Sustainability Policy, every three years the Group's materiality matrix must be revised to adapt to sector trends and the demands of our stakeholders.

Therefore, in 2023, we updated our materiality matrix, following the principles of dual materiality, based on an assessment of the Company's internal and external context. The process was carried out in three stages:

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

- Analysis of the main market mechanisms and sustainability frameworks, to raise investors' views on the most relevant topics for the health sector;
- Sectorial benchmark to raise the material topics of companies operating in the same context as Fleury Group;

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

**3. Face-to-face panel with stakeholders, to capture stakeholders perception on the best evaluated topics from the previous stages.**

## Stakeholders consulted

EXTERNAL STAKEHOLDERS



Costumers



Unions and  
Class Entities



Suppliers



Investors



Client  
laboratories



Startups



Sustainability  
influencers



NGOs



Universities



Regulatory  
bodies



Hospitals



Health  
operators

INTERNAL STAKEHOLDERS



Employees



Healthcare  
professionals



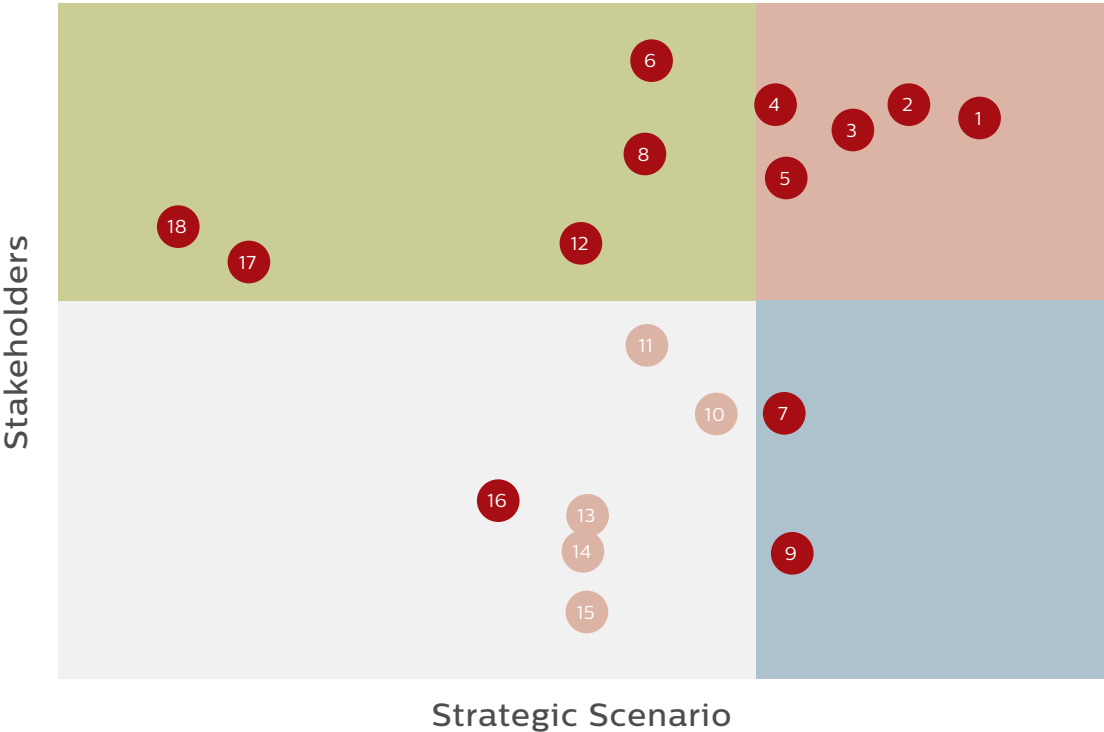
Executives  
and directors

1,295 stakeholders  
participated in the online consultation

18 stakeholders participated  
in the Face-to-Face Panel



As a result, we built a materiality matrix composed of 13 priority topics:



Topic

- 1 Management of waste and hazardous materials
- 2 Occupational health, safety and well-being
- 3 Patient safety
- 4 Information security and privacy
- 5 Talent attraction, retention and development
- 6 Service quality and patient satisfaction
- 7 Health education and training
- 8 Ethics and anti-corruption
- 9 Atmospheric emissions and climate change
- 10 Best labor practices, diversity and respect for human rights in the operation
- 11 Expansion/Democratization of access to health services
- 12 Structure and good risk management practices
- 13 Innovation and digital transformation

The issue “Expansion/Democratization of access to health services” was deemed pertinent to the Company’s strategy during the matrix validation process by the ESG Committee. Despite being outside of the materiality zones, it was chosen to list it as material.

The topics Patient Safety and Risk Management Structure and Best Practices were considered cross-cutting topics to the business model, considering that they are inherent to the nature of our operation and should be analyzed together in all discussions about our ESG impact. The remaining 11 topics were organized into six material themes:

Material themes	Material topic	Type**
Ethics and integrity	Ethics and anti-corruption*	Regulatory
	Information security and privacy*	Regulatory
Patients' trust	Quality of care and patient satisfaction*	Differentiation
Innovation and Digital Transformation	Innovation and digital transformation	Differentiation
Eco-efficient Operation	Atmospheric emissions and climate change*	Mitigation
	Management of waste and hazardous materials*	Mitigation
Safe, Diverse and Prosperous Work Environments	Talent attraction and retention (employer brand)	Differentiation
	Occupational health, safety and well-being	Regulatory
	Labor practices and respect for Human Rights in the operation*	Regulatory/ Differentiation
Influence on Society	Expansion/Democratization of access to health services	Differentiation
	Health education and training	Differentiation

\*The topic is included in the Company’s Strategic Risk Map.

\*\*Regulatory = Topics addressed 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 necessitate a more targeted management approach by Fleury Group in reducing the effects of its activities.

# Highlights from 2022



**R\$4.8 billion**

Gross Revenue (+15.1%)



**R\$4.5 billion**

in net revenue (+15.2%)



**R\$1.2 billion**

recurring EBITDA (+9.1%)



**R\$307.9 million**

Net Income (-12.0%)



Private Capital Increase

**R\$847.3 million**



**452,4 thousand**

medical consultations performed



**18 expansions,**

10 of diagnostic medicine  
and 8 of Novos Elos



**over 110 million**

tests performed



**33.1% growth**

of Mobile Service



**New Operational  
Technical Center**

in São Paulo (SP)



**76.76%**

Group General NPS



**R\$22.7 million**

invested in Research, Development  
and Innovation



**R\$2.3 million**

invested in social responsibility  
projects



**5,657 people**

directly benefited by private social  
investment actions



Preparation of **234** continuous  
improvement **reports**, focused on quality  
and environmental management



**28.168 tCO<sub>2</sub>**

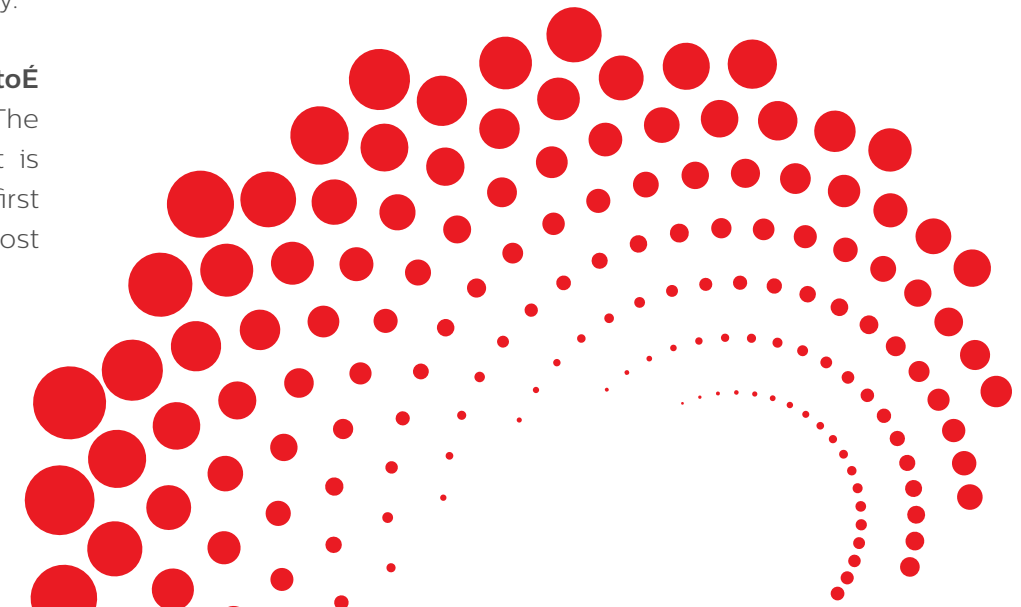
of GHG emissions avoided by energy  
efficiency projects



# Awards and Recognitions

## Reference in the health sector:

- **Estadão Melhores Serviços (Best Services)**: In the 7<sup>th</sup> edition of the Estadão Best Services ranking, Grupo Fleury ranked **second in the Laboratories category**.
- **The Best of SP**: Fleury Medicina e Saúde tied for first place with Lavoisier in the Laboratory category.
- **Os Mais Amados de SP (The Most Beloved in São Paulo)**: VEJA, in partnership with MindMiners, awarded **Fleury Group the first place in the “Clinical Analysis Laboratories” category** in the survey “The Most Beloved in São Paulo”.
- **Top of Mind 2022**: In July, Weinmann won another TOP of Mind award in RS. The brand won the Top Porto Alegre award as the **brand most recalled by consumers in the Clinical Analysis Laboratory category among brands in Rio Grande do Sul**. Top of Mind AMANHÃ (Tomorrow) is the most important regional brand survey in Brazil.
- **100+ Influentes da Saúde (100 most Influentials in Health)**: We were one of the winners in the “Business” category of the 100 Most Influentials in Health Award.
- **Transparency Trophy**: For the 5<sup>th</sup> consecutive year, the Group was the winner in the category of companies with net revenue below R\$5 billion.
- **Melhores da Dinheiro (The Best of Dinheiro)**: We ranked first in the Health sector, with emphasis on: 1st place in the Financial Sustainability, Human Resources; Social Responsibility and Corporate Governance categories and 2nd place in the Innovation and Quality category.
- **As Melhores da IstoÉ Dinheiro (The Best of IstoÉ Dinheiro)**: We won the 19<sup>th</sup> edition of the ranking “The Best of IstoÉ Dinheiro”, in the Health category. It is the third consecutive year that the company wins first place in the award, which is considered one of the most important in the business sector.
- **Reclame Aqui Award**: The Fleury brand ranked 1<sup>st</sup> in the Laboratories and Imaging category.
- **Valor 1000**: We were chosen as the “Value Company” of the year, and ranked first in the “Medical Services” category, in the 22<sup>nd</sup> edition of the “Valor 1000 Award”, organized by the newspaper Valor Econômico.
- **Valor Inovação (Innovation)**: In the Medical Services category, **we ranked third**.



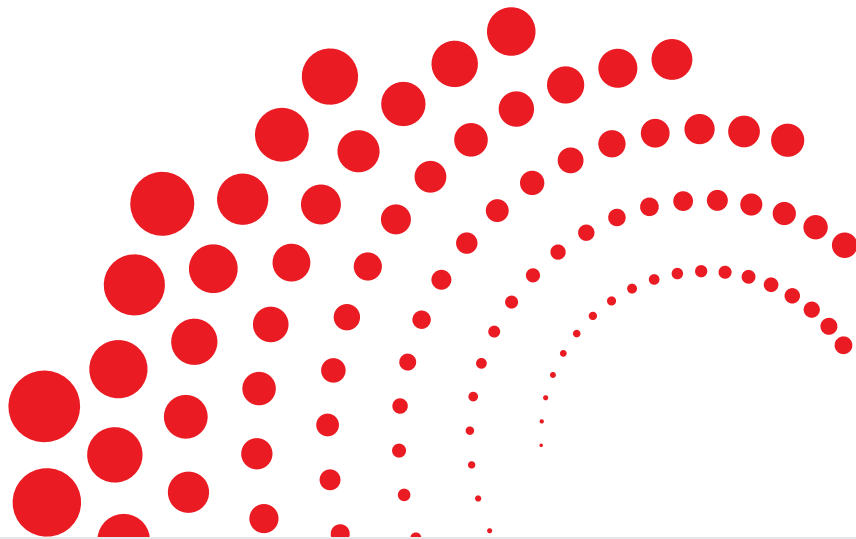
## Recognized Performance in ESG:

- **Dow Jones Sustainability Index:** We were included in the index's portfolio for the third consecutive time, which is made up of 111 companies, of which only eight are Brazilian, and Fleury Group is the only one in the health sector in the Americas to be part of the index. Additionally, we are part of S&P's 2022 Sustainability Yearbook.
- **Corporate Sustainability Index (ISE):** Since 2014, we have been part of the portfolio of the main sustainability index of the São Paulo Stock Exchange.
- For the third time, we were part of B3's **ICO<sub>2</sub> (Carbon Efficient) index**.

- **Melhores de ESG (The Best of ESG):** EXAME Magazine, in partnership with Ibmecc, chose Fleury Group as the second place in the Healthcare category in the Best of ESG ranking. In all, 45 companies from different sectors were recognized.
- **Municipal Seal of Human Rights and Diversity in São Paulo:** We were recognized with the "Em frente" program, to fight domestic violence.
- **Teva Women in Leadership Index:** The index is a benchmark for the Safrá ETF Women in Leadership Stock Index Fund (ticker ELAS11), managed by Banco Safrá and listed for trading on B3. Currently, Fleury Group is in 31<sup>st</sup> position in the gender diversity ranking, with a score of 23.8.

## Awards and recognition to our CEO:






- **Executivo de Valor (Value Executive):** Fleury Group was awarded in the 22<sup>nd</sup> edition of the "Executivo de Valor" award, organized by Valor Econômico. CEO Jeane Tsutsui received the award in the Healthcare and Pharmaceutical Industry sector. The criteria established by the juries were: the company's performance in the previous year, the CEO's ability to implement management focused on innovation, sustainability, diversity and inclusion and his/her ability to adapt and reputation in the market.
- **Southeast Best HR:** Our CEO, Jeane Tsutsui, was awarded the Southeast Best HR Award.
- **10 Best CEOs in Brazil:** Jeane Tsutsui was awarded by Forbes, appearing on the magazine's list of the 10 Best CEOs in Brazil.





# Fleury Group

## Capitals

-  Natural
-  Manufactured
-  Intellectual
-  Financial
-  Human

## Related SDGs





# Who We Are

GRI 2-1

For 97 years, Fleury S.A. has been committed to bringing people the best in healthcare services.

Over this time, we have evolved our business model, starting from a clinical analysis laboratory in São Paulo (SP), at the time of our foundation, to offering a complete and integrated solutions set for the entire healthcare journey of patients. We have also expanded our connections and partnerships network, in addition to expanding our presence in the Brazilian territory, impacting an increasing number of lives.

Currently, we are one of the largest and most recognized health care companies in the country, earning respect and credibility with the medical community and public opinion for our excellence in customer service, innovation and technical quality.

We have an ample network of diagnostic medicine laboratories, which provide direct assistance to the public, in the B2C model, while offering our services to other laboratories and hospitals, in the B2B model.

Aligned with our growth strategy and achieving greater relevance in the health care sector, we have pursued and consolidated ourselves on new fronts that go beyond diagnostic medicine. Thus, under the “Novos Elos” seal, we expanded our offer of integrated solutions through a portfolio of services in various medical specialties that



include orthopedics, ophthalmology, infusions, fertility and low-complexity surgeries.

To make all of this happen, we rely on a team of competent and dedicated professionals, composed of more than 13,600 employees and more than 3,900 doctors, who bring our very characteristic model of care to people, which puts the patient at the center of care.



# Essence, Mission and Values

## Our essence

From the beginning, we are driven by passion for medicine and by a permanent restlessness that makes us pulsate for the best in all dimensions.

We know that those who love what they do, deliver the best of themselves. Therefore, our essence is based on passion, especially for our people. They are our protagonists of yesterday, today and the future. After all, they are the generators of our success, whose greatest symbolism is the satisfaction of our customers, who are served in a welcoming manner and with a genuine desire to do well.

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

## mission

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

## vision

Health and wellbeing for people's full realization.

## values

- Excellence
- Respect
- Interdependence
- Solidarity
- Focus on the Customer
- Integrity
- Innovation
- Enthusiasm

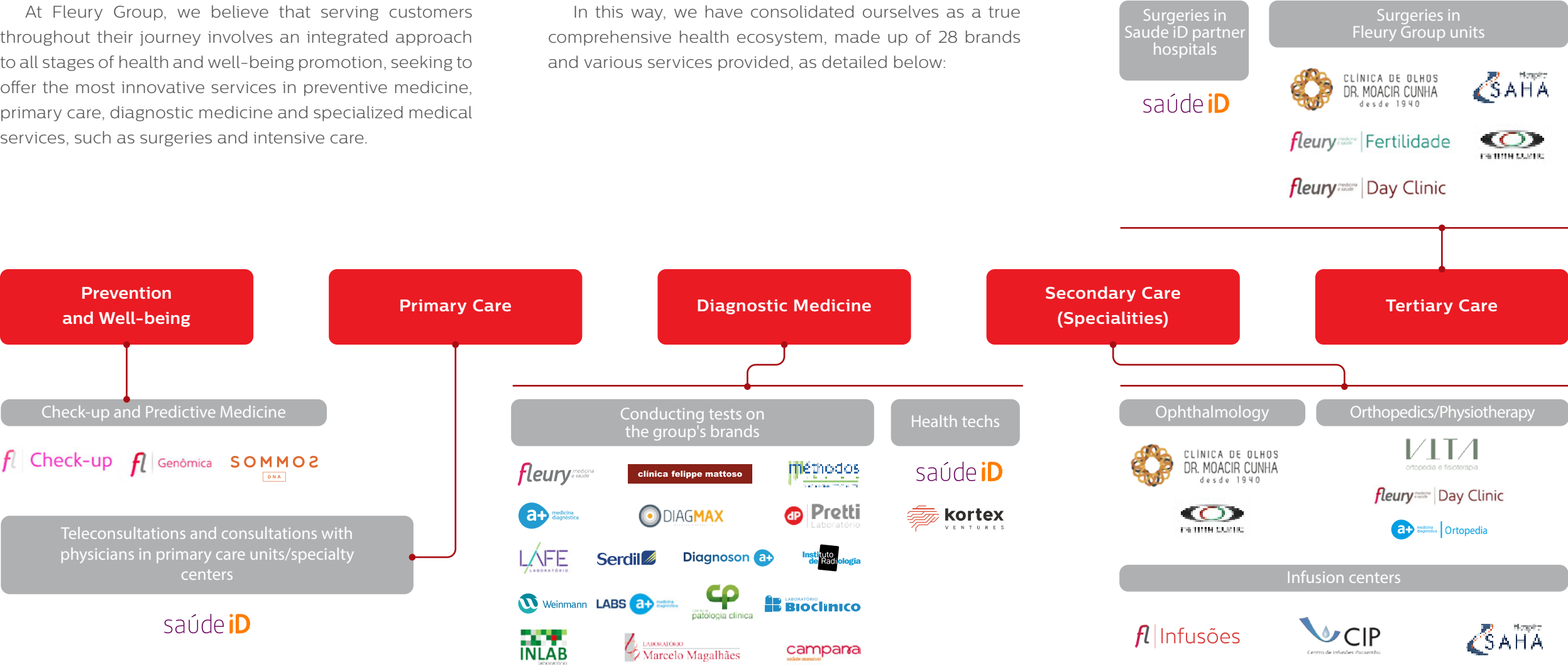


# Solutions ecosystem

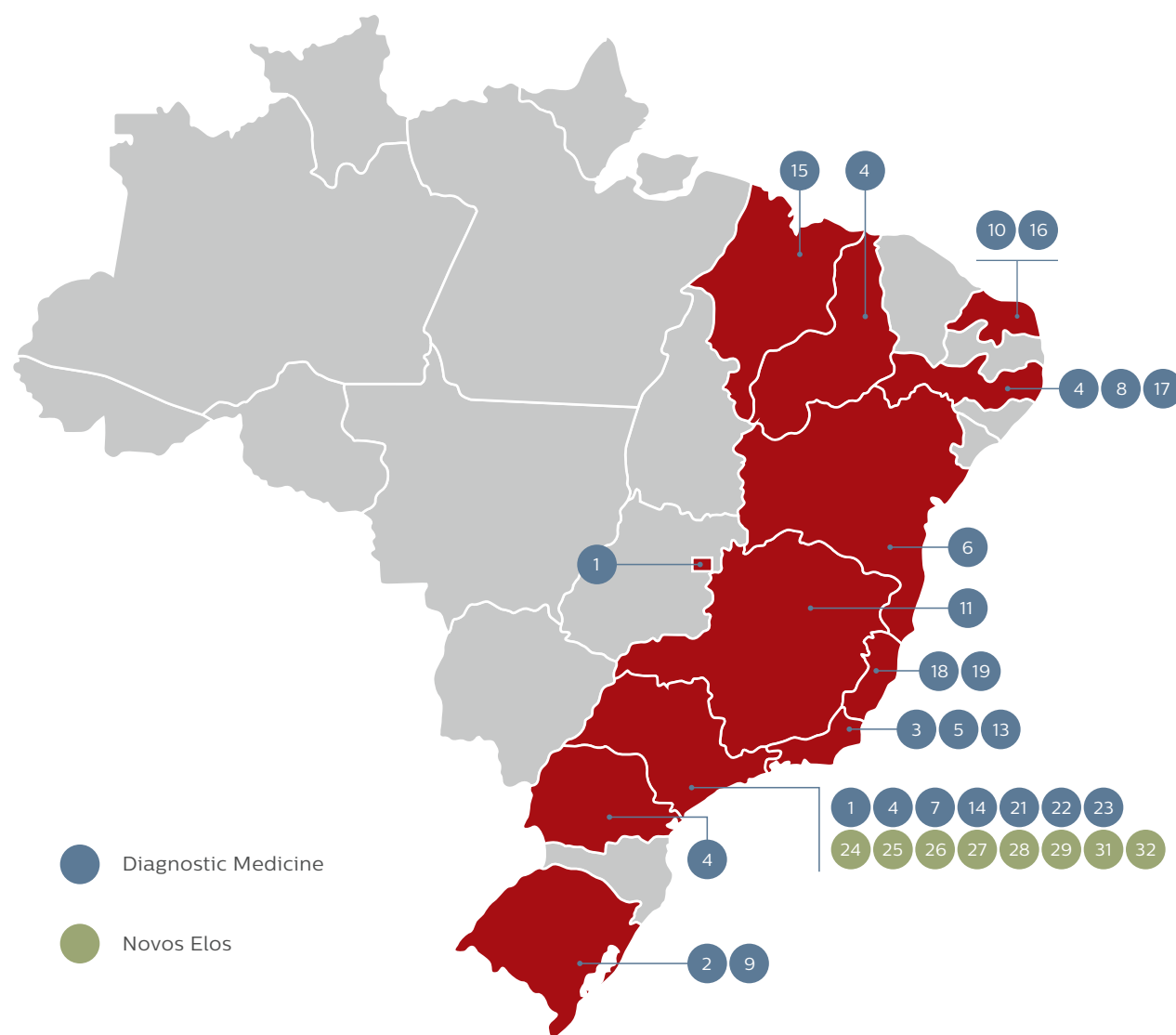
GRI 2-2

At Fleury Group, we believe that serving customers throughout their journey involves an integrated approach to all stages of health and well-being promotion, seeking to offer the most innovative services in preventive medicine, primary care, diagnostic medicine and specialized medical services, such as surgeries and intensive care.

In this way, we have consolidated ourselves as a true comprehensive health ecosystem, made up of 28 brands and various services provided, as detailed below:



## Fleury Group in Brazil



- |    |   |    |   |    |   |
|----|---|----|---|----|---|
| 1  |    | 12 |    | 23 |    |
| 2  |    | 13 |    | 24 |    |
| 3  |    | 14 |    | 25 |    |
| 4  |    | 15 |    | 26 |    |
| 5  |    | 16 |    | 27 |    |
| 6  |    | 17 |    | 28 |    |
| 7  |    | 18 |    | 29 |    |
| 8  |   | 19 |   | 30 |   |
| 9  |  | 20 |  | 31 |  |
| 10 |  | 21 |  | 32 |  |
| 11 |  | 22 |  |    |   |



# Business Units

## Diagnostic Medicine

Even with the strategy of expanding our offerings beyond diagnostic medicine, our objective is to continue to grow consistently in this segment, expanding our service units and acquiring new companies capable of increasing our presence in the national territory and adding value to our health care services ecosystem.

In 2022, we grew organically with the opening of ten new diagnostic medicine units. Among these, it is worth highlighting the opening of six units of the Campana brand in the metropolitan region of São Paulo, which marks our definitive entry into the access segment of health plans, which includes those considered as basic health plans, negotiated at more affordable prices.

The inaugurated units offer a wide range of clinical analysis exams for insured patients, but also offer, at affordable prices, exams for the public that does not have supplementary health coverage.

This expansion movement to include more parts of the population is in line



with our public goal of expanding and democratizing access to quality health care services, focusing on classes C, D and E. Our expectation is to reach, by 2030, a million and a half patients from these social groups through our own products and services and through philanthropic health care actions, promoted or supported by Fleury Group.

Throughout the year, we also grew organically in diagnostic medicine by

increasing our presence and action in the Northeast region, with the opening of three units of the Inlab brand, which operates in clinical analysis in the metropolitan region of São Luís (MA), and one unit of the CPC (Centro de Patologia Clínica) brand, which operates in clinical analysis in the state of Rio Grande do Norte.

In addition to the expansion of our brands, we also expanded our portfolio over the year, with the offer of 500 new

products and changes in methodologies, also increasing mobile service, with the launch of new routes.

As for the inorganic expansion during the year, it took place through important acquisitions that mark the expansion of the offer of products and services in the state of Pernambuco and our entry into the state of Minas Gerais.

Also in May, we announced to the market and shareholders the acquisition



of Laboratório Marcelo Magalhães in Pernambuco, which, throughout its 64 years of history, has become a reference in diagnostic medicine with clinical analyses, currently having 13 service units and home care service in the metropolitan region of Recife.

In October, we announced the acquisition of Métodos, Análises Clínicas e Hematologia, which has been operating since 1986 in clinical analysis diagnostic services, with 26 units in the south of the state of Minas Gerais. This movement contributes to our regional growth strategy and expansion of our health ecosystem.

The biggest step in the Company's inorganic expansion in 2022 was certainly the announcement of the business combination between Fleury Group and Pardini Group, which represents a great movement for the Brazilian health care sector, and a strengthening of the growth avenues for the Group.



## Reference hospitals/ laboratories (LARE)

GRI 2-6

We want to be a strategic partner and a reference in offering integrated solutions in diagnostic medicine for client hospitals and laboratories (lab-to-lab), with technical and medical excellence. For this purpose, we rely on the business units of Hospitals and LARE (Reference Laboratory).

We ended 2022 present in 24 hospitals in four Brazilian states (SP, RJ, SC and RS), as well as in the Federal District. In our portfolio are renowned hospitals such as Sírio-Libanês, Beneficência Portuguesa, Oswaldo Cruz and Instituto Brasileiro de Controle do Câncer.

In 2022, 774 customers across Brazil sent samples for analysis through our LARE operation.

## Novos Elos

At Novos Elos, we intend to expand the offer of products and services beyond diagnostic medicine, strengthening our integrated health care ecosystem to make the patient's health journey even more complete.

In this sense, we pursued a strategy to increase our relevance in several medical specialties, placing customers at the center of care by offering a better and more integrated experience, in addition to providing new paths for growth for the Company.

In Novos Elos, organic growth in 2022 took place through the opening of eight new units. In orthopedics, we inaugurated four units in the city of São Paulo, three of them under the Vita brand and one under the a+ Ortopedia brand, which offer medical consultations in various specialties, in addition to the Walk-in Clinic offer, for emergency care.

In ophthalmology, three new units of the Moacir Cunha brand were inaugurated in the city of São Paulo within the Fleury brand service units, offering services within the one stop shop concept, adding medical appointments, exams and surgical procedures.

Finally, in infusions, a new unit of the CIP (Centro de Infusões Pacaembu) brand was inaugurated in Guarulhos (SP), dedicated to the infusion of highly complex drugs, mainly immunobiologicals for the treatment of autoimmune diseases such as rheumatoid arthritis, psoriasis, lupus, atopic dermatitis and multiple sclerosis.

We also grew inorganically in 2022. In infusions, we announced the completion of the acquisition of Saha Centro de Infusões and Saha Serviços Médicos Hospitalares, renowned infusion centers for immunobiological drugs and medical-hospital assistance located in the metropolitan region of the city of São Paulo (SP).

The new acquisition and the opening of a new unit under the CIP brand put the Group in a unique position in the infusion market, with the structuring of the largest outpatient network for treatment with immunobiologicals in São Paulo, comprising 13 units of three reference brands for patients and doctors.

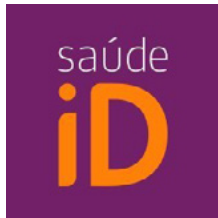
Yet another acquisition in Novos Elos announced in 2022 was the Retina Clinic units in the city of São Paulo, a



renowned outpatient ophthalmology medical activity and clinical services center specializing in consultations and examinations in the retina sector and treatment of pathologies in the posterior segment of the eye. With the acquisition,

completed in April 2023, we reinforced our presence in integrated medical service solutions in the ophthalmology segment and in the expansion of the Company's ophthalmology clinics.

# Saúde iD



iD Saúde Platform aims to democratize access to quality healthcare, connecting patients to doctors, hospitals, clinics and laboratories. Navigating in a market place environment, we connect the health care chain with over 120 thousand services, including laboratory and imaging tests, online emergency care, consultations with specialists, surgeries and treatments. All are offered by more than 80 partners and can be purchased by individual consumers.

Offering affordable, complete and reliable alternatives, Saúde iD represents one of our growth paths, becoming increasingly digital and expanding our focus on integrated healthcare for our customers.

Additionally, due to its focus on expanding the availability of medical services among classes C, D and E, the platform plays an important role for Fleury Group to achieve the goal of expanding access to health for one and a half million lives in this population by 2026.

# Other fronts of action

## Genomics

### SOMMOS DNA

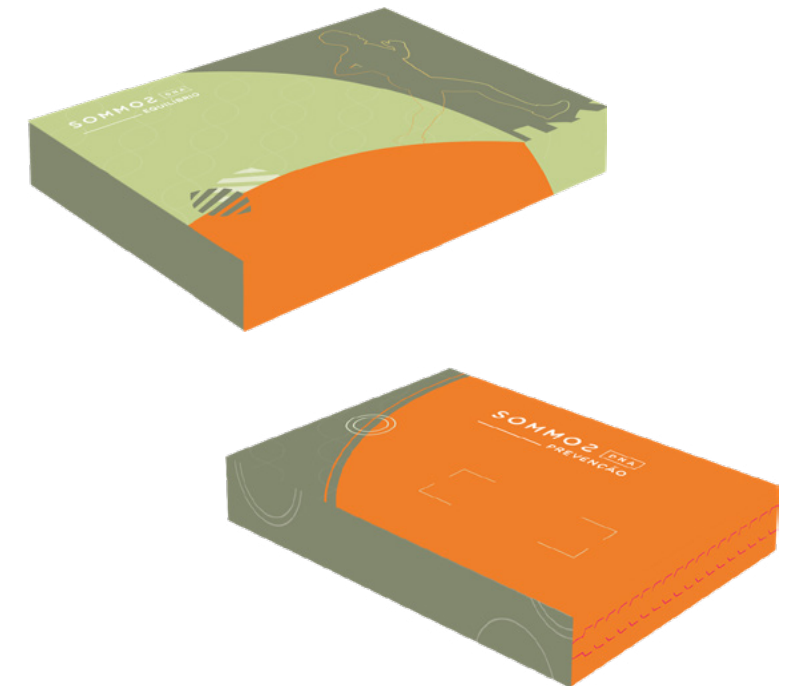
Since 2020, we have relied on Sommos DNA, Fleury Group's genetic testing brand, which reinforces our work in preventive medicine, allowing the identification of predisposition to the development of hereditary diseases, which enables a better understanding of the body and planning of a healthier future.

Genetic testing are practical and quick, and can be performed at the patient's own home, by purchasing the collection kit online and collecting a saliva sample, which is then sent by mail for analysis in our genetic laboratories.

In addition to the convenience of performing the test at home, we also assist the customer in the post-test period. All customers who carry out a SOMMOS test are entitled to a free post-test genetic consultation to solve any doubts regarding the result.

In 2022, among other advances, we included the EXOMA exam in our portfolio, which allows identifying genetic alterations that may be related to various diseases (learn more about highlights in genomics, on page 45).

On the B2C front, under the SOMMOS DNA brand, two new tests of the DTC (Direct to Consumer) type were launched, with emphasis on Sommos DNA Equilibrio, which analyzes more than 100 polymorphisms of the SNPs



type, associated with the genetic risk of bodily responses such as metabolism of certain vitamins, food reactions, body structure, skin, sleep and stress and metabolism of some drugs.



## GÊNESIS

In 2021, we announced a partnership between Fleury Group and Sociedade Beneficente Israelita Brasileira Hospital Albert Einstein, called Genesis, aimed at creating an intense environment for scientific production and knowledge generation to benefit the development of solutions for medical conduct and patients' health.

The purpose of the joint venture created is the cooperation in the development of integrated solutions in the area of genomics, the study and availability of technology for the country's health care sector, in addition to the development of processes and services for those interested in carrying out preventive health management through genomic testing.

The initiative was born with the largest portfolio of genomics products in the country, with more than 300 tests established from the most rigorous validations and certification from international institutions, in addition to having a team of professionals recognized in the market and with great experience in the area, especially the technical, scientific and medical teams.

## FERTILITY

The Fertility segment has shown great growth potential throughout its first years of operation, thanks to the strength of our brand as a Group widely recognized in the health care sector. This has contributed to the attraction of physicians, who seek the structure of the fertility center to carry out their procedures with safety and quality, and highlight these factors as important differentials in the value proposition.

Currently, our offer of fertility services has contributed to the journey of the diagnostic medicine patient by offering:

- treatment and preservation of the fertility of couples undergoing the diagnostic service in the Group;
- pregnancy follow-up with the Group's diagnostic medicine services;
- spaces focused on children, to serve newborns;
- genetic exams complementing the embryo freezing service.







## ONCOLOGY

In 2022, Fleury Group, Beneficência Portuguesa and Bradesco Seguros Group entered into a partnership to create ABPF Oncologia, a new Company focused on the journey of cancer patients, with preventive solutions, clinical research and excellent care, through a integrated, multichannel, humanized and patient-centered solution.

In all, the initiative provides for an investment of approximately R\$678 million over five years for the creation of oncology clinics and Cancer Centers aimed at more complex treatment, in different locations throughout the country.

## KORTEX VENTURES

In 2020, Fleury Group, Sabin Group and Bradesco joined together to form a Corporate Venture fund, entirely focused on health technologies, with R\$260 million under management. Its mission is to invest in new technologies, business models and new links in the health chain, in the pillars of diagnostic medicine, precision medicine and digital health.

Over the past year, the fund's portfolio has continued to grow, integrating technological solutions for the sector. In all, there were more than 200 opportunities in innovative technologies evaluated by the Kortex team, from different countries such as the USA, Israel, Germany, Mexico and Brazil.

The fund already has eight investments in startups from four different countries — Brazil, Israel, Mexico and the United States — and continues to have a very heated pipeline in key sectors, such as genomics, process automation/digitization and clinical analyses. Learn more about the startups invested in the link: <https://kortexventures.com/portfolio>.

# Business combination between Fleury Group and Pardini Group

In June 2022, Fleury Group released a Material Fact informing its shareholders and the market of the business combination with Pardini Group, one of the largest diagnostic medicine companies in the country, with more than 60 years of history.

In an environment of growing competitiveness and transformation of the health care sector, the combination is an excellent opportunity to expand the value creation of both companies and reinforce our organic and inorganic growth.

The movement is in line with Fleury Group's strategies and ambitions, as it contributes to the objective of growing with quality and reference in diagnostic medicine, also reinforcing the work in Novos Elos in the value chain and in the formation of a health care platform and ecosystems.





With the combination, the expectation is to generate business complementarity in B2C and B2B and in different geographic markets, allowing the creation of one of the leading companies in the diagnostic medicine sector in Brazil, with logistics infrastructure and expanded production platforms, in addition to relevant portfolios of brands recognized in the sector and in quality control. In all, we will have 30 brands, around 487 service units, 24 technical areas, more than 20,000 employees, 4,300 medical service providers and a capacity to perform more than 245 million tests a year.





# Future strategy

## Capitals

-  Social
-  Intellectual
-  Financial
-  Human

## Related SDGs





# Strategic planning

We aim to become one of the main players in the healthcare sector, acting throughout the value chain and leading the way in coordinating the patients' integrated journey.

This is the ambition we stated in the review of our Strategic Planning, carried out in 2021 and valid throughout 2022. Based on it, we objectively defined three avenues that add value in the creation of an integrated ecosystem and that will guide the Company's organic and inorganic growth in the coming years.

Thus, we aim to continue expanding our relevance in **diagnostic medicine**, expanding access to more Brazilians, without losing sight of the quality of our services. At the same time, we want to diversify our portfolio of integrated solutions, with operations in **Novos Elos** and strengthen our activities in **digital health**, with Saúde ID, aiming to become the largest health care platform in terms of engaged users over the years.

We have three **Growth Avenues** that add value by creating an integrated ecosystem



## Diagnostic Medicine

Grow while maintaining quality



## Novos Elos

Build relevant performance in the value chain



## Health Platform

Become the biggest in engaged users





## Inauguration of the Company's new headquarters

In line with the Company's strategic objectives and ambition for the future, Fleury Group, around five years ago, started the project for its new headquarters. The choice of the most suitable location took into account long-term aspects, such as:

- impact on employees, considering commuting time and access to public transportation;
- operational impact, such as commuting time and response to patients; and
- cost of sample shipment.

The location chosen was the neighborhood of Brooklin, in São Paulo. Throughout 2022, the start of the interior works, the assembly of the production line and the inauguration, in December.

The building has 37,000 m<sup>2</sup> of built area and 12 floors. Six of these floors house the New Operational Technical Center (NTO), whose great differential is the ability to perform specialized tests for all our operations in the country and for other laboratories in the diagnostic sector.





With the construction of the new building, we doubled the area occupied by the NTO, which goes from 4,600 m<sup>2</sup> to 8,500 m<sup>2</sup>, and increased its production capacity by three times, reaching up to 500 thousand tests processed per day.

With an investment of R\$100 million, the NTO now has automation line innovations that simplify processes with a high degree of quality and allow for significant productivity gains.

The new headquarters is also a milestone for the Company in terms of sustainability, as it encompasses a series of environmental and social factors, including, but not limited to collecting rainwater for reuse, state-of-the-art equipment that allows for greater efficiency and reduced energy consumption with infrastructure for electric cars, sewage treatment plant and capacity for waste management.

Additionally, the new NTO facilities have lab automation, which allows for a reduction of around 17% in the use of tubes collected from our customers, generating savings of more than 2.6 million tubes per year. This makes it possible to reduce costs by around R\$1.6 million and mitigate over 26 tons per year in waste generation.







## Environmental and social factors boarded in the new headquarters

- Led lightning;
- Energy Star Equipment;
- Presence sensors;
- Solar heating;
- ETE (sewage treatment);
- Rainwater capture;
- Water reuse;
- Waste management;
- Infrastructure for electric cars;
- Building automation;
- Energy efficiency;
- Community health impacts;
- Reduced mobility and absenteeism;
- Social equity for vulnerable groups;
- Well-being;
- Healthy eating options;
- Occupant safety promotion;
- Increased physical activity.

### CERTIFICATIONS



#### LEED FOR INTERIOR

Certification system focused on reducing environmental impact and improving user comfort conditions.



#### FITWEL

Certification system that aims to build a healthier future, where each building is responsible for supporting the well-being of its occupants and fostering healthy communities.

# Sustainability Governance

GRI 2-12 | 2-13 | 2-23

By providing increasingly complete and integrated solutions for managing people's health and well-being, we generate value for the society, helping to facilitate and expand access to health care services.

We conduct sustainability management within an eco-friendly, economically viable and socially fair model, while seeking to ensure the quality of processes – an essential value that permeates the entire organization.

Guiding these actions, we have a Sustainability Policy, approved by the Board of Directors, that establishes the premises and governance for the topic, whose guidelines are part of our corporate culture at the Company and make up the decision-making process. The document provides support for our vision of sustainability and provides alignment between the strategic focus and the permanent commitment to the topic.

The responsibilities provided for in the Policy are diffuse and reach all our employees and relationships. Aiming at its execution, we have an internal structure dedicated to ensuring the implementation of an ESG agenda, in addition to ensuring that discussions, monitoring and follow-up of actions are properly addressed and referred to within the Company.

Thus, we have an ESG Management, subordinated to the Strategy, Innovation and ESG Executive Board, which enables a greater integration between business strategies and decisions and alignment with environmental, social and governance aspects.

Moreover, we have an ESG Committee, coordinated by the Chairman of the Board of Directors and which has three external members.

The results of due diligence audits regarding impacts on the economy, environment and people are periodically presented to the Audit, Risks and Integrity Committee.





# ESG strategic plan

As a way of monitoring and reinforcing the implementation of the Strategic Plan (learn more on page 24), we also have an ESG Strategic Plan, approved by the Board of Directors, and monitored by the ESG Committee, chaired by the chairman of the Board of Directors. The body’s main objective is to consolidate Fleury Group as a reference in ESG in the Brazilian market, by expanding our social impact, inspiring sustainable practices in the sector.

To achieve this objective, projects and initiatives are deployed following the prioritization of the most relevant topics for the Company’s senior management.

Furthermore, progress in this agenda is also guided by long-term goals and commitments defined for each of the ESG pillars.

Pillar	Commitment*	Progress made in 2022
E	1. Reduce the generation of biological waste by 20% by 2025.	1. Target = less than or equal to 0.0122 kg/exam  Result: 0.0099 Kg/exam.
	2. Become a Net Zero company by 2050.**	
S	1. Structure initiatives to encourage employability through qualification/training in health.	2. Target: 10,000 lives.  Result: 63,868 lives served in classes C, D and E.
	2. Reach one and a half million patients from classes C, D and E served by the Group's products and services and/or impacted by philanthropic healthcare actions by 2030.***	
	3. Increase representativeness of prioritized Diversity cuts (PwD, Gender, LGBTQIA+, Ethnic-racial, Generational) in the Group and in leadership positions by 2030.	
G	1. Become a B system-certified company (B Corp) by 2030.	
	2. Increase representativeness of prioritized Diversity (PwD, Gender, LGBTQIA+, Ethnic-Racial, Generational) in the Councils.	
	3. Preserve the Group's culture of medical excellence in adapting policies and processes to the new governance model.	

\*For the other topics, no target was defined or there is no measurement deadline.

\*\*Currently, we are performing an internal diagnostic that will ultimately lead to an action plan. Science-based goals will also be included in the plan and submitted to SBTi.

\*\*\*In our first ESG debenture issuance, carried out in 2021, the target defined was 1 million lives. However, in our ESG Strategic Plan, we added 500,000 lives to that target, further amplifying our intended social impact.

We seek to ensure sustainability management supported by the fulfillment of these targets and commitments by linking them to the results obtained in the Profit Sharing Program (PLR). In this way, we guarantee that our ESG commitments are at the heart of the Company’s strategy, in addition to expanding engagement around them.

For executives, we link a portion of the profit sharing to the achievement of goals and delivery of the Company’s strategic projects, one of which is the implementation of new ESG initiatives.

To compose the profit sharing for all employees, we selected an indicator from each dimension, which together now correspond to 10% of the Corporate BSC panel, impacting the profit sharing. Namely:

- Relative rate of biological waste reduction (E);
- Number of assisted beneficiaries, class C, D and E (S);
- Adherence rate to trust code training (G).

# Governance and risk management

## Capitals

-  Manufactured
-  Intellectual
-  Financial
-  Human

## Related SDGs





# Management Structure

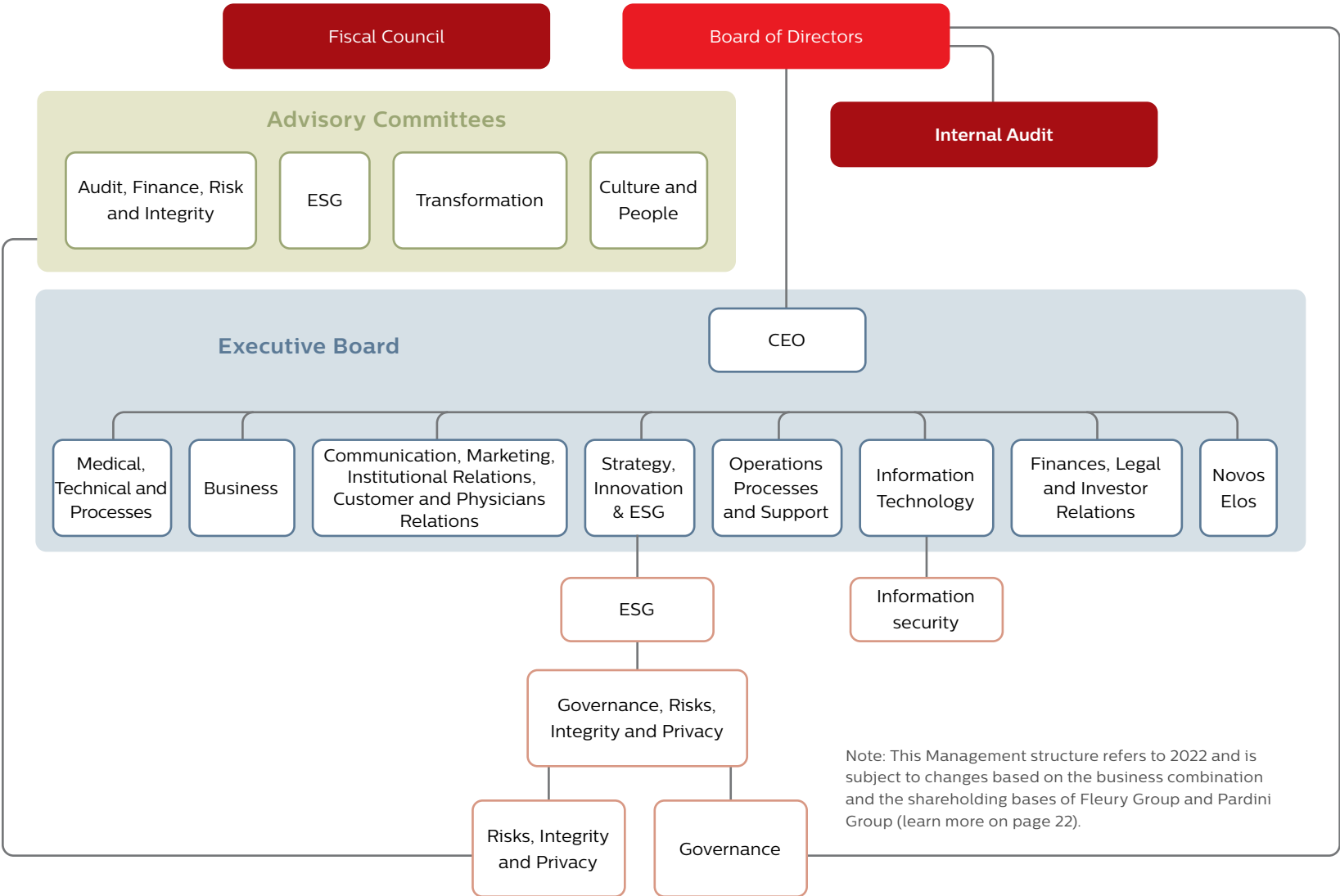
GRI 2-1 | 2-9

Our commitments to the ethical conduct of business include maintaining a Corporate Governance structure in line with the highest standards of transparency and governance available, looking out for the interests of our shareholders.

In order for this to happen in practice, in 2009 we joined B3's Novo Mercado (Brasil, Bolsa and Balcão), voluntarily committing to comply with additional and stricter rules than those defined by the Brazilian legislation. Additionally, we adopted the main practices recommended by the Brazilian Institute of Corporate Governance (IBGC) in its Code of Corporate Governance Best Practices.

The Company's management is carried out through the Executive Board and the Board of Directors, which has four advisory committees, namely: Audit, Finance, Risk and Integrity Committee; Culture and People Committee; Transformation Committee and ESG Committee.

Further information about the corporate structure, composition of the Board of Directors, Executive Board and Advisory Committees, in addition to documents such as the Bylaws, Code of Trust, policies and internal regulations are available on our [Investor Relations](#) website.



# Board of Directors

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

The Board of Directors<sup>2</sup> is the highest body of Fleury Group’s Governance structure, and among other attributions, it is responsible for guiding the business of the Company and its subsidiaries, respecting the ethical values adopted by the community where it operates, including respect for human rights and to the environment.

Additionally, it is responsible for deliberating on policies, investment plans, annual budgets, strategic and expansion programs of the Company and its subsidiaries, establishing performance targets, ensuring that management identifies, mitigates and monitors the organization’s risks, and approves other matters proposed by the Executive Board.

The body must be composed of a minimum of seven and a maximum of eleven effective members, with unified terms of two years. Following the definitions of the Novo Mercado Regulations, at least two or 20% of the members, whichever is greater, must be independent directors.

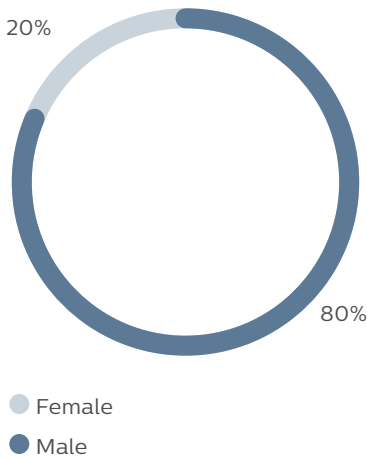
The criteria for nominating members take into account time availability, attendance at meetings and good performance, in the event of a proposal for re-election, as well as aspects of diversity, which include: gender, race/ethnicity and experience.

<sup>2</sup> In 2022, the average frequency of attendance of the members of the Board of Directors at meetings of the Body was 80%. The bylaws determine the obligation to attend at least 75% of the meetings of the Body.

## Diversity Indicators

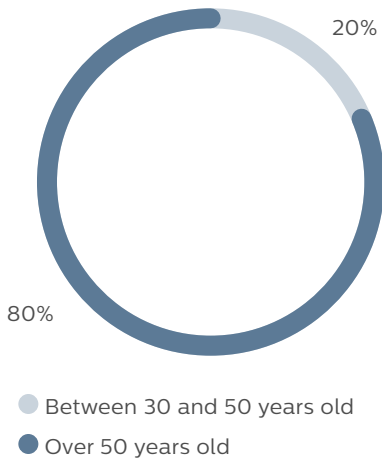
GRI 405-1

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



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

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



To see the curriculum of each member of the Board of Directors, access the [link](#).



Currently, the body is composed of ten members, eight men and two women. Some members of the Board of Directors represent the Medical block, in accordance with the Shareholders' Agreement published on Fleury Group's IR website.

The Company has the practice of having the Chairman of the Board of Directors as a non-executive member, and since its IPO, all Chairmen of the Board were not executives of the Company.

Individuals holding positions in companies that may be considered competitors of the Fleury Group are ineligible for management positions at the Company.

On an annual basis, members self-assessment is carried out, following the best market practices and the recommendations of the Brazilian Institute of Corporate Governance (IBGC). The process is conducted by the Chairman of the Board, who, in possession of the results, addresses the main points raised.

## Sustainable development on the Board of Directors' agenda

GRI 2-17

In order to increase the awareness of Board members on ESG issues, the body's meetings often have agendas that support its development in the pillars of sustainability, either through the participation of external people or based on content prepared internally, which demonstrate the actions carried out by the company.



# Advisory comitees

To advise the Board of Directors in its decision-making and support the implementation of strategies, supervision and inspection of the Executive Board performance, four special technical advisory committees have been formed:

- Audit, Finance, Risk and Integrity Committee
- Culture and People Committee
- Transformation Committee
- ESG Committee

To learn about the duties of each Committee, access our IR page on the [link](#).

# Fiscal Council

Operating on a non-permanent basis, the Company's Audit Committee is established by resolution of the General Meeting at the request of the shareholders.

When instituted, it is composed of at least three members and a maximum of five effective members, and an equal number of alternates, who may or may not be shareholders. It must operate independently from the Company, as provided for by Law No. 6.404/76, which establishes that it is responsible for overseeing management activities, reviewing the Company's financial statements and disclosing its conclusions to shareholders.

# Executive Board

Executive officers (statutory) are responsible for the representation and general conduction of the Company's business, and are able to perform all necessary or convenient acts, except for those for which the Brazilian Corporation

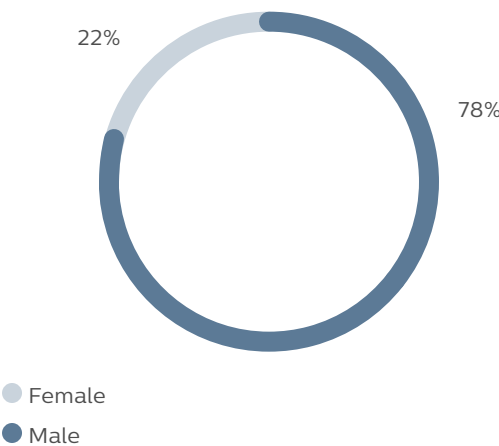
Law or Fleury's bylaws reserve for the General Shareholders' Meeting or the Board of Directors.

In 2022, the Executive Board was composed of seven members, three of which are statutory members.

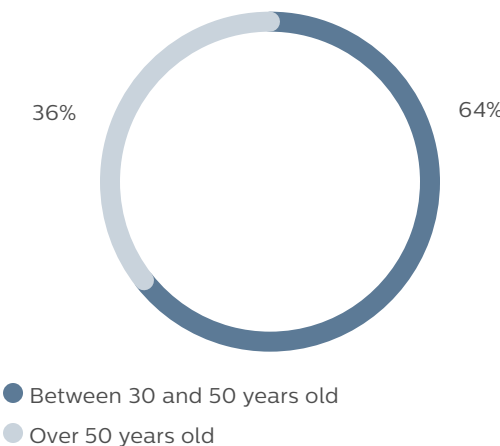
## Diversity in the Board\*

GRI 405-1

Members of the Board, by gender\*\*



Members of the Board, by age range\*\*



\*In addition to gender and age group, the Company also monitors other diversity indicators among Executive Board members. In 2022, the results were as follows: Brown = 4.3%; Yellow = 8.7%.

\*\*The figures presented consolidate data from the Board of Directors and the Executive Board.



# Compensation policies

GRI 2-19 / 2-20

The guidelines that guide the compensation of Statutory Directors and members of the Board of Directors are provided in the Management Compensation Policy.

The purpose of the document is to ensure the due recognition of each professional in managing the Company's interests in accordance with their attributions and responsibilities, as well as encouraging the achievement of results, retaining and attracting qualified professionals.

The global annual compensation of the directors must be determined by the General Shareholders' Meeting.

Members of the Board of Directors are entitled to fixed monthly remuneration. Members of the Statutory Board are also assured the right to fixed compensation, direct, indirect and post-employment benefits, in addition to the right to annual variable compensation and long-term incentives, such as the right to bonuses or profit sharing, among other forms of variable compensation defined by the Board of Directors.

The fixed compensation is defined taking into account the executives' attributions, responsibilities, experience, and the job market. Short- and long-term incentives are granted based on the company's sustainable growth indicators, in addition to considering viability based on financial results.

For more information about our Directors' Compensation Policy, access the [link](#).



# Ethics and Compliance

Acting ethically and compliantly, transmitting this direction in all our operations, is what we seek as a Company that values integrity and good conduct in all its relationships.

To enforce this position on a daily basis, we closely monitor all our business relationships and actively act to curb conducts that are not in line with our principles and values.





# Code of Trust and Integrity Policy

GRI 2-23 | 2-24 | 2-25 | 205-2 | 205-3

Through our Code of Trust, we formalize the values and principles that should compose the good conduct expected from each of our employees while carrying out their duties and in everyday relationships.

The document, approved by the Board of Directors, is applicable to all employees, administrators, physicians, shareholders, business partners, suppliers, service providers, borrowers for projects, donations or sponsorships, agents and public and private institutions, as well as to any and all persons, natural or legal, who may relate to or represent the Company. Its guidelines also extend to our controlled companies and subsidiaries, direct or indirect.

Among the topics covered by the Code of Trust are: Human Rights, Environment, Child Labor, Working Conditions, Compensation, Occupational Health and Safety, Corruption, Discrimination, Harassment, Data Protection and Anticompetitive Practices.

Training on the Code is applied annually, on a mandatory basis, to all employees, and is part of the profit sharing target of the ESG area. Employees can access content in a playful way through the UniQi training platform, watch videos and take quizzes that address all the topics covered by the document. In total, 12,112 employees received training on anti-corruption policies and procedures, corresponding to 93.5% of our team.

## Target for 2022

Indicator	Unit	Target	Result	Status
Adherence to Training on the Code of Trust	%	92%	93.5%	Met

We also have an Integrity Policy, approved by the Board of Directors, and applicable to employees, third parties and all stakeholders that have a relationship with Fleury Group, which translates our position on issues of bribery, corruption, money laundering, competition, associations, contributions, donations, interactions with public agents and bidding processes. The document supports the Company in its commitment to integrity and ethics in its activities, as set out in general terms in the Code of Trust.

The management of compliance with policies is an attribution shared between the areas, management system, quality and internal audit, and occurs mainly through internal and external audits, carried out by independent companies and third parties.

As a result of these initiatives, we had no incidents of corruption or bribery in 2022.

See our [Code of Trust](#) and the [Integrity Policy](#) in full.

### Preventive action to avoid conflicts of interest

GRI 2-15

The subject conflict of interest is addressed in our Code of Trust, with recommendations for carrying out external activities and supplier relationships. In addition to this document, the topic is also covered in our [Policy on Transactions with Related Parties](#), which guides employees on how to identify, withdraw from, or report situations of this nature. If there is identification of practices that in some way contradict the expected preventive conduct, it is possible to report through the Trust Channel, in a specific item called “Report conflict of interest”.

# Trust channel

GRI 2-16 | 2-26 | 406-1

For the communication of facts and conduct in disagreement with the Company’s principles, as expressed in the Code of Trust and in the Integrity Policy, we provide our employees and other business partners with the Trust Channel. The mechanism is managed by the Group’s Internal Audit area, which has autonomy to act independently in the conduct of its activities and reports directly to the Board of Directors, with the assistance of the Integrity team.

The manifestations are received by an outsourced company, which ensures the absolute confidentiality of the whistleblower’s identity. Preliminarily, the reports undergo analysis by specialized professionals. The whistleblower can follow the progress of his/her manifestation on the Channel itself, and when requested, provide additional information that helps in better conducting the investigations.

All cases are submitted to the Company’s Internal Audit, where they are investigated regardless of their classification. However, cases of harassment and discrimination are given priority for immediate initiation. In these cases, there is also the involvement of the Human Resources, Health, Legal and ESG areas.

As described in our Code of Trust, Fleury Group does not allow any form of retaliation or intimidation against any person, whether in case of doubts, questions or complaints. If so preferred, the person may choose not to

identify him/herself when registering a report or question, preserving his/her anonymity.

With a frequency ranging from monthly to quarterly, we hold, within the scope of the Ethics Forum, meetings with the Executive Board, Audit, Finance, Risks and Integrity Committee and Board of Directors, where critical matters, of greater relevance are discussed, verified through the Trust and Integrity Channel.

## Evolution of manifestations in the Confidence Channel

Year	Number of employees	Number of manifestations
2020	11,460	913
2021	12,952	941
2022	13,602	996

In 2022, 24 manifestations related to discrimination were received through the Confidence Channel, eight of which were considered valid and 16 invalid. For the relevant ones, repair plans and application of disciplinary sanctions were defined, in line with the criteria established for Management of Consequences.





# Risk Management

GRI 2-12 | 2-24 | 3-3

The Company's risk management guidelines are formalized in our Risk Management Policy, which covers all areas and companies, including subsidiaries.

In line with best market practices, our risk management process was defined based on COSO ERM and ISO 31.000 guidelines, seeking to align risk appetite with the Company's strategy and provide integrated responses to the various risks to which we are subject.

Our Risk Matrix is structured based on a strategic perspective, which favors a vision of future events and the uncertainty of non-materialized events, helping to address the issues in a holistic and transversal manner across the Company. The strategic view of risks also enables Senior Management<sup>3</sup> to have important information about the business, in order to make better decisions, following the strategic planning and ensuring the protection of value to shareholders.

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:

<sup>3</sup> Responsible for risk management at an operational level: Andrea M. Bocabelo, Executive Director of Strategy, Innovation and ESG, who reports to the Audit Committee and Board of Directors.  
Responsible 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.

## 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.

The Company's Strategic Risk map is validated by the Executive Board, Audit, Risks and Integrity Committee and, ultimately, by the Board of Directors. In 2022, based on the risks and their respective classifications, we

selected the most critical ones and developed a plan for deployment, actions and monitoring. The plans are part of the corporate BCS and directly impact the variable compensation of managers above.

The Company's strategic risk map is reviewed on a biannual basis. In this process, which involves interviews with focal points, the Company's departments are invited to participate by informing potential risks to the Company's Risk department, which in turn evaluates whether to include them in the map as a new risk, or if applicable, as a risk factor.

Moreover, on this occasion, ongoing measures to address the risks already identified are assessed, such as mitigators and action plans for continuous process control.

In order to spread a culture of risks within the Company, we provide a mandatory training trail for all employees, available also for Board of Directors members, which addresses Fleury Group's risks, deals with important concepts for understanding the subject and explains how the Company's Strategic Risk Map was prepared and how identified risks are analyzed in terms of impact, likelihood and criticality. To take the training, the employee just needs to access the Company's corporate training website.

## Emerging risks

We have organized some of the topics that could have a significant impact on Fleury Group in the long term within two large groups.

The first one is related to our objective of enhancing the business model and expanding the scope of our activities to new aspects in the patient's health journey. Currently, this takes place through the acquisition of new companies. At such a sensitive time, it is essential that actions be taken between Fleury Group and the acquired companies to match the understanding of what practices are considered acceptable, within ethical and compliance standards.

The second group refers to the current context in which technology has taken on an increasingly significant space, increasing demand and supply of digital services. In order to put this reality into practice, a large investment in digital transformation is essential. It is understood that any failures in the functioning of information technology systems, caused by systemic outages, data leaks and attacks, for example, could seriously compromise the Group's operations and image, including risks of data privacy.

Since the Company's focus is on diversifying its portfolio in an increasingly 'online' world, attention ends up turning to the information technology environment. This environment, in turn, is monitored, accompanied and undergo constant updates, given that the essence of the services provided by the Company is linked to data, and that a collapse could have a major impact on the Group's image.



# Risk management in human rights

GRI 2-24 | 3-3 | 412-1

The Human Rights topic is part of the organization's risk dictionary, with the specific mapping of the risk "Failure or omission in the execution of the human rights program".

The identified risk factors are related to:

- Culture of Diversity and Inclusion;
- Work with suppliers and the value chain;
- Positioning of the Group on Human Rights issues;
- Aspects of communication and social responsibility focused on the theme.

All risk factors related to the topic and mapped are within the moderate level range of the risk matrix, according to the risk methodology classification adopted by the Company.

The assessment is based on corporate guidelines and policies, such as the Code of Trust and the Integrity Policy, and is based on the Universal Declaration of Human Rights.

The assessment encompasses our value chain, activities and issues inherent to the Company's business, including new brands acquired, after the acquisition and their integration into corporate processes and policies. We chose not to carry out an analysis focused on regions or on specific operations, understanding that the assessed risks may occur in all of the Company's operations.

The Human Rights risk analysis process covered the following groups: own employees, women, children, outsourced labor, adolescents, suppliers and customers.

In the case of healthcare companies, human rights risk factors include, but are not limited to: slave labor, child labor, (moral and sexual) harassment, discrimination, processes related to labor laws (salary, benefits, workload, etc.) and image risk through the establishment of partnerships with companies that have practices that violate human rights. The most vulnerable groups are the own employees and partner suppliers.

During the Human Rights risk assessment, there was no need to take corrective actions, which led us to the conclusion that the controls adopted by the Company are already in place and any deviations that eventually occur on a daily basis can be recorded and handled by Fleury Group's Trust Channel.

In order to support the management of the topic, we currently have the following internal controls:






- Trust Code and Channel;
- Registration of manifestations by the customer service and ombudsman;
- Prior evaluation of suppliers (learn more on page 93);
- Inclusion of clauses in supplier contracts (page 93);
- Diversity program actions;

- Institutional policies, such as Diversity, Sustainability, Integrity, Intellectual Property and Third Party Management;
- Information Security Actions;
- Among others.

Seeking to advance the human rights agenda, we hired a specialized consultancy to assess our initiatives, documents and policies, in comparison with the best market practices, including international standards. As a result of this work, action plans will be prepared, which will contribute to the improvement of our practices.

# Innovation and digital transformation

## Capitals

-  Natural
-  Manufactured
-  Intellectual
-  Financial
-  Human

## Related SDGs



# Innovation

GRI 3-3

Innovation is one of our most relevant competitive advantages and a central point in our strategic positioning.

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

## Innovation aligned with the Company's strategic planning





We ended 2022 with an investment in R&D of R\$22.7 million and with a record number of implementations of new products, services and methodologies. In all, there were 603 implementations, which represents a 40% increase in the number of deployments carried out in the previous year.

Of these implementations, 217 are new products, 347 are changes in methodologies, and 39 are Internalizations, which characterize improvements and enhancements in products already in force in the Company's portfolio.

The gains arising from these incremental innovation projects range from the reduction of annual costs – which reached savings of more than R\$34 million – to the reduction of waste generation, in line with our ESG principles, which bring benefits to both our patients and the environment.

On the Research front, the Group ended the year 2022 with 84 publications of scientific articles, in indexed journals, with the participation and intellectual contribution of the Fleury Group. Among them, the following stand out:

- contribution to the diagnosis of autoimmune diseases and its role in personalized medicine<sup>4</sup>;
- advances in the proteomics knowledge area, in which Fleury Group is a pioneer in offering diagnostic tests<sup>5</sup>;
- knowledge generated from the analysis of databases and machine learning<sup>6,7</sup>, results of the group's strategy focused on data-driven knowledge generation.



Another highlight is the contribution that the connection with the startup ecosystem generated for the various areas of the group in terms of process improvements and development of new solutions. We ended the year with 32 startups delivering innovations to the Group's areas.

<sup>4</sup> Kayser, C., Dutra, L.A., dos Reis-Neto, E.T. et al. The Role of Autoantibody Testing in Modern Personalized Medicine. *Clinic Rev Allerg Immunol* 63, 251–288 (2022). <https://doi.org/10.1007/s12016-021-08918-6>.

<sup>5</sup> Debora A. Lima, Rodrigo A. Schuch, Jéssica S. Salgueiro, Maria Carolina T. Pintão, and Valdemir M. Carvalho. Evaluation of Volumetric Absorptive Microsampling and Mass Spectrometry DataIndependent Acquisition of Hemoglobin-Related Clinical Markers. *Journal of Proteome Research* 2022 21 (8), 1816–1828. DOI: 10.1021/acs.jproteome.1c00892.

<sup>6</sup> Zuin G, Araujo D, Ribeiro V, Seiler MG, Prieto WH, Pintão MC, Dos Santos Lazari C, Granato CFH, Veloso A. Prediction of SARS-CoV-2-positivity from million-scale complete blood counts using machine learning. *Commun Med (Lond)*. 2022 Jun 15;2:72. doi: 10.1038/s43856-022-00129-0.

<sup>7</sup> Matthew D Ettleson, Wesley H Prieto, Pedro S T Russo, Jose de Sa, Wen Wan, Neda Laiteerapong, Rui M B Maciel, Antonio C Bianco, Serum Thyrotropin and Triiodothyronine Levels in Levothyroxinetreated Patients, *The Journal of Clinical Endocrinology & Metabolism*, 2022. <https://doi.org/10.1210/clinem/dgac725>.

## PRIORITY OF SERIOUS CASES USING ARTIFICIAL INTELLIGENCE ALGORITHMS

In 2022, we continued reaping the benefits of the partnership with the Israeli startup Aidoc, which, among other advantages, allowed us to use artificial intelligence when performing CT scans. Until then, this technology was restricted to chest CT scans, but we have expanded its application by incorporating new modalities, including algorithms for skull, spine, cervical and abdomen CT scans.

The tool allows critical findings to be detected during the exams and image generation, which generate alerts for the prioritization of positive and severe cases. In this way, we reduce the time for detection of potentially serious findings, such as pulmonary embolism, intracranial bleeding and cervical fractures, streamlining communication between the radiologist and the physician, and enabling faster responses and earlier treatments.

Throughout the year, we implemented this large-scale artificial intelligence detection system in six Brazilian states, where we operate in radiology. A total of four artificial intelligence algorithms were used, generating analyses in more than 24 thousand exams, and positively impacting 812 lives by prioritizing the report by radiologists in the work queue.

## PERSONALIZED MEDICINE AND GENOMICS

In 2022, we included the EXOMA exam in our portfolio, which allows the sequencing of a part of the DNA, allowing the identification of genetic changes that may be related to various diseases.

Over the year, we also expanded our germline genetic panel portfolio, with 35 new panels. These include the Pediatric Cancer Panel, the Hereditary Pancreatic Cancer Panel, and the Monogenic and Syndromic Obesity Panel. We also started creating Panels for partnerships with pharmaceutical companies in Spanish, starting Fleury Group's activities in the Latin American market, operating in Argentina, Chile and Mexico.

In line with our commitment to continuous improvement, we have revised dozens of panels, with a range of outcomes such as updating the Autism Panel and the Expanded Hereditary Cancer Panel. We were also able to reduce complementary and incidental findings and reduce the number of variants of undetermined significance (VUS).

Additionally, in a pioneering project that serves research institutions, the R&D/BMO sector has developed a method for the complete genome sequencing in tumor tissues, in an automated way, allowing scalability, saving the analyst's time and securing the results for the patient.

Still in human genetics, in 2022, the Group began started to offer internally tests based on the individual genetic profile to assess the response to various medications. The pharmacogenomic panels provide important information about the patients' metabolizing profile, and



the interpretive reports list more than 120 drugs from different therapeutic classes, such as neuropsychiatric, cardiologic and oncologic.

## CVGENES PROJECT

Fleury Group teamed up with Hospital Alemão Oswaldo Cruz to carry out the first study to create a genetic risk score tailored to the Brazilian population, as a way of helping prevention and more accurate diagnosis. The partnership was carried out through the Institutional Development Support Program of the Unified Health System (PRODI-SUS) of the Ministry of Health.

The project, entitled CVGenes, focuses on the genetic sequencing of more than 3,000 individuals with cardiovascular events, including acute myocardial infarction, strokes, transient ischemic attacks and peripheral strokes, which represent the main causes of death in the country.

Based on this work, the researchers will validate a polygenic risk score tool in the Brazilian population, identifying the still unknown genetic factors associated with the risk of cardiovascular diseases, which may indicate hereditary predispositions to such events.

Furthermore, the study will also enable the development of tests suitable for the Brazilian genetic material, helping professionals in the diagnosis and definition of targeted treatment strategies. The initiative responds to a global medicine trend to make health care increasingly more personalized and is aligned with the National Health Plan of the Ministry of Health.



## EXPANSION OF LIQUID BIOPSY MULTIGENE PANELS

In 2022, we announced the increased number of genes monitored simultaneously in liquid biopsy tests, which reached 523. This initiative contributes to the oncological diagnosis and treatment of patients.

By allowing the identification of four classes of genetic alterations in tumors through peripheral blood samples, biopsy of tumor tissue is unnecessary. This is especially relevant when the site is not accessible for biopsy, for example, in cases of brain tumor, which would require delicate and invasive procedures.

## DATA SCIENCE AND BIOINFORMATICS

In 2022, we developed and implemented several initiatives in data science and bioinformatics, which contributed to advancing the portfolio in precision medicine, improving methodologies and digital products aimed at health. Among them, we highlight:

- implementation of a big data partnership with the TrinetX Platform;
- development of more than 20 new projects focused on Health Data Science;
- achievement of more than 50 thousand hours of development and support of applications that go through population studies, review of exam reference values, highly complex dashboards focused on clinical intelligence and digital products for clinical analysis, diagnostic medicine and telemedicine.





## DIAGNOSIS OF EPIDEMIC INFECTIOUS DISEASES

In infectious diseases, the Group began offering, in 2022, the test to identify mutations in the HIV virus by next generation sequencing (NGS). The test is mandatory for choosing the patient's therapeutic protocol as it evaluates whether there are mutations that cause resistance to antiretroviral drugs available on the market.

In addition, the validation of the test for detection of monkeypox provided a quick solution, which helped to meet the demand in the most critical period of the epidemic observed in 2022.

## UNPRECEDENTED TEST IN BRAZIL ALLOWS DIAGNOSIS OF AUTOIMMUNE ENCEPHALITIS

Throughout the year, Fleury Group's Research and Development area was a pioneer in internally developing two techniques for the diagnosis of autoimmune encephalitis: screening in rodent tissue "Tissue Based Assay (TBA)" and confirmation by Cell Based Assay (CBA). The innovation is important as it enables tests to be carried out in Brazil — with no need to be processed abroad.

## EXPANSION OF THE TEST PORTFOLIO IN MASS SPECTROMETRY AND CHROMATOGRAPHY

In 2022, the repertoire of tests aimed at monitoring deficiencies in essential vitamins and cofactors had three important additions, developed internally, namely: determination of vitamins K and B3 and coenzyme Q10.

Among the new tests developed, strategies for miniaturization of sample preparation were also incorporated, which resulted in a reduction in the consumption of organic solvents and plastic material, reducing waste generation, in line with our ESG objectives.

## NEW IMAGING EXAMS AND OTHER OFFERS AT GROUP SERVICE UNITS

In the last year, more than 70 new exams, imaging procedures or tests performed at our patient service units were implemented. Among them, we highlight the offer of two tests for the assessment of intolerance to carbohydrates in the diet and excess bacteria in the small intestine, the PET-CT test for the diagnosis of Alzheimer's and the new Herpes Zoster recombinant vaccine.

OPEN INNOVATION

Over the past year, Fleury Group has intensified its work on open innovation, aimed at connecting more actively with the innovation and entrepreneurship ecosystem. The objective is to make the healthcare sector increasingly integrated, sustainable and accessible to people.

In 2022, meetings were held with more than 160 startups, seeking to connect them to our internal challenges and find solutions aligned with the Company's strategic planning, which contribute to reducing costs, increasing revenue, improving productivity, quality and patient experience.

In all, six technological validation pilots were carried out and nine startup solutions were implemented, reaching a total of 40 ongoing partnerships. Today, we have solutions developed by startups in 21 areas of the Group, serving both the core business and the back office and bringing efficiency to different fronts.

“Impacta” Program

In 2022, we launched the Impacta Program, in partnership with Quintessa – Aceledora de Impacto. Its objective is to develop innovative solutions with a socio-environmental impact based on open innovation, while contributing to improving the Company's ESG guidelines and goals and developing startups.

The Program is divided into two fronts:

- **Acelera**, which aims to leverage startups in the early stages that can contribute to solutions for Fleury Group's long-term ESG goals;
- **Soluciona**, the objective of which is the implementation of mature startups pilots, focused on the challenges linked to the company's ESG debentures issuance.

In the last year, we started the “Acelera” (Accelerate) stage, which involved the participation of 10 startups in the moment of validating the business model or going to the market, which started to work with a focus on solutions in eight challenges:

- Health care for classes C, D and E;
- Waste management;
- Medical Culture;
- Governance;
- Climate Change;
- Health Education;
- Diversity and Inclusion;
- New lines of action.

Startups received access to Fleury Group's and Quintessa's mentors network, as well as personalized support from managers to develop their business, with the possibility of establishing partnerships with the Company.

INNOVATION IN TECHNICAL OPERATIONS GENERATING MORE AGILITY AND ESG GAINS

In 2022, we reviewed pre-analytical and analytical technical processes, seeking to reduce test deadlines, reduce the technical cost and environmental impact of operations and improve the quality of new processes, expanding our geographic presence without compromising technical-medical quality.

As a result, we achieved important ESG gains, including a reduction in the consumption of materials such as plastic, solvent, paper and collection tubes. The results were monitored through dashboards and tools specifically aimed at registering these opportunities for improvement.

Monitoring showed that at least 620 thousand collection tubes and aliquots were reduced in 2022 as a result of the processes review. In addition, of the more than 10 million sample tubes processed in São Paulo, around 24 thousand recalls were avoided through the care taken in the pre-analytical stage of the exams.

# Digital transformation

GRI 3-3

Transacting to a fully digital operating model is a commitment made by Fleury Group, which sees in this process digitalization movement and all its management, the possibility of generating transformation both within the Company and outside it.

By investing in new technologies, we want to bring patients even more to the center of care, helping to make their experience more fluid, complete and integrated, in addition to enabling the development of new solutions to complement their journey.





# Digital transformation journey

In 2022, we worked to launch a new digital health care platform, which replaces the various development fronts of digital channels with a single portal, which can be accessed both via the web and the app.

The new tool makes access to information by patients and doctors even simpler, by bringing together health data, such as medical orders, test results, medical records and prescriptions, among other important information.

The platform was born completely in line with the Brazilian legislation requirements with regard to data security and privacy, as well as meeting additional requirements set forth in European and American legislation.

We have also advanced in the digitalization of our processes, through the integration of technology and medical knowledge in a decision support system, which allows the release of some exams automatically, without employee interference.

Among the nearly 100 million tests carried out in the Group's technical areas in 2022, around 88% were released through an automated process, with no intervention of a doctor or analysts/technical advisors. As a result, we reduced the time to release results and improved our quality management.

## Highlights



**15%** self-service in the sum of the Group's brands, with a+ SP with 30% by the end of 2023



Satisfaction above **82%** in self-services



Growth in mobile service supported by digital tools



Automatic reading of exams from the photo of the medical order

## Work models focused on agility

Throughout the year, we continued to bring about a cultural change in the way technology and digital teams work, based on the adoption of agile work models. As a result, the teams began to have a more focused view of generating value through products and services and work more autonomously and focused on results.

This is a new form of management, which required work to spread the culture of agility, involving the preparation of directors so that they understood the methodology and guided their teams on a daily basis.

Later, the teams also received training and began to be monitored by Agile Coaches during the execution of their tasks, making inputs and adjustments until they reached a degree of maturity that allowed them to continue without supervision.

The results are already perceptible in cultural terms, and are impacting the Company's way of working. Currently, for example, the development and support teams work on a system called "you built it, you run it", in which the solution developer is also responsible for its support, providing greater fluidity in improvements and enhancements resolution.

We ended last year with around 50% of the technology and digital teams working on this agile work model, and by 2023, we intend to reach 100% of these teams trained in agility, contributing to expanding and disseminating this methodology to the other areas of the Company.

### Highlights



**Advances in Business  
Agility and Portfolio/  
Program Management**



**Formation of the  
COE - Office of  
Agility**



**Agile transformation  
in NGOs**







**50% of IT teams with  
Agile in 2022**

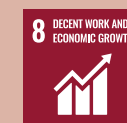


# Team of excellence

## Capitals

-  Social
-  Intellectual
-  Financial
-  Human

## Related SDGs





# Profile

GRI 2-7 | 2-8 | 2-30

Reaching 97 years of history being recognized as a reference institution in medical excellence, quality of care, patient care and innovation is a direct reflection of the construction of a corporate culture based on values, principles and the continuous care and development of our people.

In 2022, we had the dedication and commitment of 13,602 employees, distributed across 10 states of the country and the Federal District, who together were able to contribute to the growth and good conduct of our activities, activating the cultural characteristics that make up our way of acting in their day-to-day activities, such as excellence, respect and purpose.

The growth in the number of employees from one year to the next occurred in the order of 5%, due to the greater demand registered in the period, in addition to the acquisitions of new brands and expansion of business beyond diagnostic medicine.

**100% of our employees are represented by unions or covered by collective bargaining agreements.**

## Outstanding characteristics of our culture

### Brand value



We have 96 years of history and continue to lead the transformation of the health sector in the country, being pioneers and innovators in creating new solutions for the market, which makes us a complete healthcare ecosystem.

### Purpose



Taking care of people is in our DNA. It is a noble purpose, a vocation, a work that impacts lives and saves lives.

### 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.

### 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 industry.

## Satisfaction survey

GRI 2-29

We carry out regular employee engagement surveys, with the objective of evaluating, together with our people, adherence to the Company's purpose and values, as well as the perception of the work model and operational model. In 2022, we had the participation of 58% of employees and reached an eNPS of 64.



## Employees profile\*

By gender	2020	2021	2022
Men	2,182	2,555	2,705
Women	9,060	10,397	10,897
<b>TOTAL</b>	<b>11,242</b>	<b>12,952</b>	<b>13,602</b>

By region	2020	2021	2022
Midwest	200	202	209
Southeast	9,195	10,753	11,207
Northeast	1,147	1,203	1,336
South	700	794	806
<b>TOTAL</b>	<b>11,242</b>	<b>12,952</b>	<b>13,602</b>

\*The data disclosed does not include the acquired brands (Pretti, Bioclínico, Methodos and Marcelo Magalhães), Novos Elos (Saha, CIP, Moacir Cunha, Vita, Retina Clinic and Saúde ID) and Grupo Hermes Pardini.

In addition to our own employees, we have the support of 2,465 outsourced employees, who provide various construction, cleaning, restaurant, IT, gardening, property security, transport, maintenance and administrative services. In addition to these, approximately 3,900 physicians work in our operation.

On page 3 of the Indicator Supplementary Booklet, you can check out other indicators that outline the profile of our employees.

# Valuing diversity and inclusion

GRI 3-3 | 405-1

For Fleury Group, working on diversity is an opportunity to reinforce its values and principles, which include, but are not limited to respect and care. In this way, we want our work environments to be recognized as inclusive and welcoming places, capable of attracting and offering opportunities for personal and professional development so that all people can prosper and maximize their potential, confident of being able to be who they are.

Our management model is based on the **Valuing Diversity and Inclusion Policy**, whose objective is to reinforce the Company's mechanisms and inspire respectful and inclusive practices in all positions and relationships, in addition to supporting employees in resolving incidents.

Its preparation followed our Code of Trust and global references on the subject, including the Universal Declaration of Human Rights and the United Nations Guiding Principles on Business and Human Rights, which supported the definition of priorities and actions to care for groups historically excluded from opportunities.

In order to articulate initiatives, in addition to addressing actions to promote diversity and inclusion, we have a Diversity Program, which works to promote reflection and provoke the areas about the importance of the theme and support them in the adoption of practices that contribute to the commitments and goals in diversity, publicly assumed by the Company.





This articulation in practice takes place through Focal Affinity Groups, led by the Sustainability area and composed of representatives from different sectors, who meet periodically to discuss and evaluate solutions, define priorities and validate an action plan, which is updated in annual basis.

Additionally, the ESG Area is responsible for taking matters that require approval to the appropriate authorities.

Find out more about our Diversity Appreciation Policy by consulting the [Policies, Bylaws and Others section](#) of Fleury Group's Investor Relations website.



## Diversity and inclusion commitments

GRI 405-1

We have recently evolved with the management of the topic by defining public diversity goals, which make up the commitments assumed in ESG. They include increasing representativeness in the Group as a whole and in leadership positions by 2030. The challenge involves improving diversity indicators focusing on specific cuts that were prioritized: PwD, Gender, LGBTQIA+, Ethnic-racial and Generational.

Associated with fulfilling our commitment to diversity and inclusion, in 2022, we improved the dashboards of indicators that will support the Company in monitoring progress towards meeting the challenges of this agenda, also supporting action plans, adjustments and improvements over the defined fulfillment horizon.

On page 9 of the Indicator Supplementary Booklet, you can check out other diversity indicators for our employees.

# Affinity groups

In 2022, we expanded the number of Affinity Groups, with the creation of a specific one dedicated to People with Disabilities and another dedicated to Generations, aimed at exchanging experiences between employees who are at different stages of their personal and professional journeys.

The two new Groups join three other groups already implemented and active: the affinity group Female Leadership, launched in 2018 and dedicated to gender equality, and the Prisma (LGBTQIA+) and Uzoma (ethnic/racial) groups, created in 2020.

Thus, with the new Affinity Groups, the Company expands its formal and safe spaces available for discussing and proposing actions, helping to break down barriers and voluntarily bring employees together around conversations and debates with the potential to provoke reflections and generate change.

See the main initiatives carried out within our Affinity Groups over the last year:

## FEMALE LEADERSHIP GROUP

- Promotion of lives and lectures on the topic. One example is the “Inspiration Program”, which includes the participation of Company executives, who contribute with testimonials about their personal lives and careers;
- VERAS Program, focused on guiding and improving the health of the Group’s female employees;
- Monthly newsletter talking about gender equality issues; and
- Research on menstrual dignity within the Company.

### Support for initiatives to fight violence against women

In partnership with the NGO Justiceiras, we started a program aimed at preventing all forms of violence against women, including receiving complaints, welcoming victims, providing psychological, legal and medical guidance and a support network. In 2022, the initiative was recognized with the municipal seal of Human Rights and Diversity from the city of São Paulo.

## UZOMA GROUP

- Promotion of lives and lectures in the Company;
- Monthly newsletter talking about ethnic-racial themes; and
- Adherence to the Pact for the Promotion of Racial Equity.

### Adherence to the Pact for the Promotion of Racial Equity

Continuing with its commitment to offering support and engaging in initiatives to promote diversity in the corporate environment, Fleury Group announced its adherence to the Pact for the Promotion of Racial Equity, another important external initiative that intends to influence companies from different sectors for the debate and engagement in actions that manage the inclusion and racial equity of Black people.

## PRISMA GROUP

- Promotion of lives and lectures in the Company;
- Monthly newsletter about LGBTQIA+ themes;
- Lecture at the LGBTI+ Rights and Business Forum focused on fertility of the LGBTQIA+ population.

## Launch of the diversity learning trail

In addition to our Affinity Groups, we also reinforce our diversity actions through investments in training, to increase our team's collective awareness of the benefits that diverse and inclusive environments promote and on how to avoid and curb discriminatory actions in a daily basis.

Training ranges from Diversity Learning Trails, aimed at employees who have just arrived at the Company during their onboarding, to basic knowledge modules aimed at all employees and a specific program for the organization's leaders.



## Supporting the employability of people with disabilities

Fleury Group works to develop inclusive practices that support the employability of people with disabilities, working with a focus on attracting, selecting and monitoring these professionals during their entire journey, so that they build a career plan within the company.

Actions include quota management and specific programs, such as Supported Employment, in partnership with Instituto Jô Clemente for professionals with intellectual disabilities and autism spectrum disorders. The initiative aims to include these professionals in the workforce, with the aim of strengthening their autonomy through professional inclusion, improving their quality of life and increasing their family and social independence.

In 2022, 37 Program participants became part of the Company's staff.





## Trainee Program

Our Trainee Program has recently undergone reformulations, seeking to make it more inclusive and diverse, from its selection process and consequently the universe of selected participants.

The changes included anonymous steps to make the process less biased and more flexible criteria, such as English language proficiency and higher education completed.

In addition, we offer prior training on unconscious biases to those responsible for selection processes. The objective was to awaken these employees to the unconscious attitudes that can influence the choice or rejection, removing the subjective interference that can favor certain profiles of candidates.

Thus, the cultural attributes of the candidates had a greater weight and we obtained a positive result in the diversity of the trainees who joined in 2022:

- 62.5% are women;
- 50% declared themselves black and brown;
- 12.5% declared themselves LGBTQIA+.

## Recognized performance

As a result of all the dedication and actions to reinforce representativeness in our work environments, we were recognized in 2022, with the inclusion in important indexes that evaluate companies in relation to their practices of diversity and inclusion promotion.

For example, we became part of the Bloomberg Gender-Equality Index (2023), composed of global companies that stand out in the development of policies and practices to promote gender equality in the corporate environment.

We were also included in the TEVA Women in Leadership Index, which recognizes companies with the highest women's participation in governance bodies.

# Career development

GRI 2-4 | 3-3 | 401-1 | SASB HC-DY-330a.2

To continue growing and expanding our business, we want to have talented and committed people on our side, willing to contribute to the journey of caring for and promoting the health of our patients, in line with our values and principles.

By incorporating these cultural aspects into searches, in addition to meeting requirements and technical skills, we guarantee more quality in the process of choosing candidates and mapping profiles that are more in line with our needs.

Our entire attraction and selection process is conducted in the remote model, considering the practicality and the possibility of expanding the range of candidates who can participate. Our openings are advertised on internal and external platforms, partner companies, entities related to the health care market and press relations. Those interested register and, if they meet the prerequisites, are called for interviews.

On page 4 of the Indicator Supplementary Booklet, you can see other hiring and turnover indicators tracked by Fleury Group.

## New Hires

	2019	2020	2021	2022
Male	545	461	881	945
Female	1,929	1,931	3,601	3,683
<b>TOTAL</b>	<b>2,473</b>	<b>2,392</b>	<b>4,482</b>	<b>4,628</b>

## Turnover rate

	2019	2020	2021	2022
Male	23%	21%	22%	29.67%
Female	20%	19%	23%	29.15%
<b>TOTAL</b>	<b>21%</b>	<b>20%</b>	<b>23%</b>	<b>29.26%</b>

	2019*	2020*	2021*	2022
Total	20.73%	19.71%	23.07%	29.26%
Voluntary	10.44%	8.75%	13.67%	16.37%

\*Data for 2019, 2020 and 2021 have been corrected.

## Internal recruitment

At Fleury Group, we value in-house employees, who already experience our culture on a daily basis and support the business success, offering them the chance to be the protagonists of their careers.

One of the premises of our Attraction and Selection area is prioritizing internal talent recruitment, making openings available first to our team of employees. Thus, in 2022, we carried out 1,459 internal movements, engaging our employees with development and career opportunities.

On page 5 of the Indicator Supplementary Booklet, you can see other indicators of internal recruitment tracked by Fleury Group.

# Training

GRI 404-2

At Fleury Group, employees have opportunities for personal and professional growth to support their development, preparing them for new challenges on their journey with us.

Through the UniQi platform, we offer a series of learning options in various formats, which address technical and behavioral qualification, programs and development trails aimed at Leadership and Young Talents.

In 2022, we increased the offer of training courses for our internal employees. In all, we launched 94 new courses, offered in our virtual learning environment. Throughout the year, we also held 985 meetings that covered both topics related to the medical journey and the employees' routine.

Among the novelties, we highlight the Diversity Trail training, which addresses three pillars: Onboarding, We are Diverse (Somos Diversos - Content with a plural approach to diversity and inclusion) and Inclusive Leadership (Liderança Inclusiva - supportive content for people management) and others.

On page 6 of the Indicator Supplementary Booklet, you can check other training indicators monitored by Fleury Group.

## New Onboarding Training

In 2022, we launched a new hiring training in hybrid format, developed with the Design Thinking approach and the 6Ds Methodology. The training has an online track on the educational platform that presents a portfolio of content in various learning formats, in addition to live and synchronous meetings that are based on active and immersive methodologies, with case studies and problem solving.

The entire project has contributed to the development of the Group's Managers and Directors and to the achievement of the Company's strategic results, favoring that the business receives the employee better prepared and better adapted to what will be their daily scenario of action.

Moreover, given its format, we have been able to make the onboarding training also available across all our brands and regional offices, extending its benefits across the business.

In its first year, the training achieved an NPS of 86.5. Among those eligible for the program, 84% participated in 2022. Of these, 87.39% are already able to exercise their respective functions.

We closed the year with an average of 28 hours of training per employee and an average investment of R\$241.94.

Additionally, we launched modules two and three of the "Patient Safety" trail, which addresses the concept of the safety core and the protocols and practices on the subject at Fleury Group. We also started to make available the functional training trail "I've got to Diagnostic Medicine, now what? (Cheguei na Medicina Diagnóstica, e agora?)" aimed at the technical teams that work both in the collection and in the diagnostic center, which is available for all the Group's brands.

With a focus on leaders, we provide access to more than 200 contents in different modalities - courses, articles, podcast, video lesson, among others, to develop skills and improve knowledge in People Management, Business, among others. In all, more than a thousand leaders were impacted.

In addition to the content available at our corporate university, we have training programs focused on specific functional levels, such as:

## ELOS PROGRAM

Our manager level development program, which ended last year with the participation of 168 executives (around 1.2% of the Company's total employees) and



over 292 training hours, with an approach in Competitive Environment, Value Proposition, Organizational Excellence, Execution and Strategy, Essential Leadership and Performance Catalysts.

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: Onboarding, People Leader, Operating Systems, Strategic Leader and Entrepreneurial Leader. The training has more than 25 macro themes and 142 training hours, distributed over 18 days with synchronous and asynchronous content. In all, more than 200 leaders were impacted (about 1.5% of the Company's total employees).

NEXO - MEDICAL LEADERSHIP PROGRAM

Focused on developing medical leaders who work at Fleury Group. We had more than 100 participants throughout the year, totaling more than 2,900 training hours, covering themes of Business Strategy, Business, Innovation, Collaboration and Non-Violent Communication.

Performance evaluation

GRI 404-3

Our evaluation model is multidimensional and considers our employees' adherence to the Group's corporate culture, in addition to evaluating the achievement of goals and the performance of the teams. Evaluations are carried out at least once a year.

In 2022, by strategic decision of the organization, our development cycle was focused on leadership, with participation of 100% of eligible employees in

performance evaluations. In total, 536 employees participated, representing 3.9% of all the Company's employees.

For the rest of the Company, a more spontaneous feedback model was applied, which generated great engagement between the areas. Through the "Speak up (Fala aí)" initiative, each employee can request and/or send feedback via the people portal, to employees throughout the Company.

Employees who received performance evaluations in 2022

By Gender	Quantity	% considering only leaderships	% compared to the Company's total employee base
Male	181	100%	6.7%
Female	355	100%	3.2%
TOTAL	536	100%	3.9%



# Compensation and benefits

GRI 401-2

In order to attract, reward and retain qualified professionals, Fleury Group has a Compensation and Benefits Policy and establishes salary levels that are competitive with the market. In addition to wages, according to the goals of each employee's contract, we also offer bonus payments and Profit Sharing (PLR). Meeting ESG goals impacts the results of all employees, including directors, management and operational positions.

Benefits offered to employees include:

- Medical and dental assistance;
- Life insurance;
- Quality of life and well-being programs;
- Private pension;
- Agreement with discount clubs;
- Home working assistance.

We have adopted extended maternity leave, in which our employees can opt for a 60-day extension in addition to the 120 days already provided for in the traditional maternity leave period. Fathers also have access to extended paternity leave, in which, in addition to the five days already provided for, there is the option to extend it for another 15 days. We also provide daycare assistance for group employees with children up to six years of age.

On page 13 of the Indicator Supplementary Booklet, you can check others maternity/paternity leave indicators tracked by Fleury Group.



# Health and safety

GRI 3-3 | 403-1 | 403-2 | 403-3 | 403-5 | 403-7

Fleury Group is committed to ensuring its people work environments that are safe and sustainable. The formalization of this commitment is expressed in its Occupational Health and Safety Policy, a document that brings together the guidelines and principles on the subject, as well as establishing the responsibilities that all employees and other stakeholders must comply with.

The construction of the document was guided by the legal regulations that govern the subject, such as Law No. 6.514/77, in addition to international reference standards, such as OSHAS 18001.

Among its fundamental principles are to provide safety and health conditions for all members of the organization, including third parties, through actions to identify hazards, survey, sizing, elimination and minimization of risks, prevention of occupational injuries, accidents and illnesses and maintenance of safe environments.

We also extended our commitments on the subject to our suppliers, ensuring that third-party employees are safe and secure. To this end, we include OHS criteria in contractual and procurement requirements, we carry out document evaluation for service providers and a checklist of normative items.

To guide actions in our operations, we have a Health and Safety System, which covers all workplaces and follows national and international standards, such as regulatory standards and legislation, including NR 32,

Protective Standard for Ionizing Radiation NN 3,01 and Basic Radiation Protection Guidelines.

Occupational risk management is carried out by monitoring the risk inventory and action plans<sup>8</sup> that are part of the Risk Management Plan (RMP). To ensure proper management, we seek continuous improvement of our health and safety management system, improving processes and flows and conducting training, guidance and recycling for employees.

This risk management also allows assessing the need to change and adapt Personal Protective Equipment (PPE), as well as updating activities in accordance with changes in legislation.

Every occupational accident reported undergoes an investigation process by the Group's health and safety department, and if the accident is characterized, a Work Accident Report (CAT) is opened. Among the processes to investigate work accidents and determine improvements and corrective measures, we carry out the observation of employees' routines through inspections at the units, evaluation of accident and incident data, accident investigation form, clinical evaluation of injured employees and evaluation of the use of PPE and collective protective equipment.

The main dangers related to work at the Company include accidents with sharp objects and possible contamination with infectious and contagious agents.



<sup>8</sup> The effectiveness of the action plans is analyzed in relation to the gradation of risks found. Moreover, the implementation of the action plans considers the frequency rates of accident occurrences. If they are above the target, the biggest offenders are checked for a more assertive enforcement of the plan.

To learn more about Fleury Group's Occupational Health and Safety Policy, access the [link](#).



In order to mitigate these risks, we carry out communication campaigns, training at the Corporate University and the evaluation of this item in safety inspections.

The efficacy of the Group’s Health and Safety System is monitored through periodic inspections and internal audits carried out by the Occupational Safety team at the Group’s units, in addition to external audits (PALC and PADI).

We also have health services with defined functions that support the identification, minimization and elimination of risks:

Health and Safety Service	Function
Medical appointments	Assistance and occupational consultations. In the case of assessing a possible occupational risk, the health and safety team carries out an assessment in the work environment, promoting preventive or immediate actions to minimize or eliminate the assessed risks.
Vaccine	<ul style="list-style-type: none"><li>• Carrying out an on-site flu vaccination campaign at the various Fleury Group units;</li><li>• Active and continuous monitoring of the vaccines recommended in the PCMSO (hepatitis B, MMR (measles, mumps rubella) and DT (diphtheria and tetanus));</li><li>• Guidance on the campaigns recommended by the Ministry of Health (COVID/Rotavirus).</li></ul>
Communication, lives, podcast	Dissemination of health and quality of life information.
On-site visits to the unit	A multidisciplinary team carries out on-site actions at the various Fleury Group units with the aim of providing guidance on the services provided by the Viver Melhor Program (learn more on page 69) and disseminating health and quality of life information.
Work accident flow	After the occurrence of an accident or incident at work, the health and safety team is signaled and begins to assist the employee.
Risk Group Flow in a pandemic scenario (COVID 19)	Mapping of employees included in the risk group criteria according to Ministry of Health guidelines, with a call for evaluation, and when possible, reallocation to activities without biological risks, home office or even removal from their activities without prejudice to remuneration.
Unhealthy pregnant flow	Once the female employee signals her pregnancy to the occupational health team, we start an assessment flow of her activity. If there are activities or an unhealthy location, the employee is relocated to an activity without biological risks, home office or even removed from her activities without prejudice to remuneration.

To deal with health and safety matters, we have the Internal Accident Prevention Commission (CIPA) and the Biosafety Commission, in addition to specific channels for reporting accidents. These channels can be accessed by employees to make reports or ask questions about any accident at work.

As a way to ensure that health services are fully fulfilling their functions, we act through::

- Automation of health and safety processes;
- Continuous dissemination of flows, protocols and health services;
- Viver Melhor exclusive channel in Fleury Group's internal communication channel;
- Control of satisfaction survey of health and safety services;
- Exclusive employee service center (Alô Viver Melhor) with telephone and WhatsApp support.

In addition to caring for the health and integrity of our people, we are also concerned with the fact that your health and safety information is treated confidentially, preventing it from being used for any undue purpose. We act so as to comply with the requirements of the General Data Protection Law (LGPD) and ensure that the electronic medical records are exclusive to the employee and the health team.



On page 7 of the Indicator Supplementary Booklet, you can check other Occupational Health and Safety indicators monitored by Fleury Group.

# Remote work employee support

Since the COVID-19 pandemic, the Company has adopted remote work as a practice for positions in which the activities do not depend on the employee being present every day on the company's facilities.

To support employees who have adopted this work regime, in full or in part, we have implemented an agenda of initiatives aimed at their physical and mental care, in addition to offering financial support for the acquisition of equipment, including:

- **Encouraging employees to practice physical activities:** Workplace gymnastics activities offered according to the areas demand, individualized sports advice for practicing sports and activities in general, lives with specific guidelines and partnership with gyms;
- **Offering interventions and remote work practices aimed at the physical, mental and social well-being of employees in the remote work routine:** Individual psychological support scheduled with a team of psychologists via call center, group activities mediated by psychologists as required by the areas, lectures/lives on topics related to behavioral disorders, sleep quality and face-to-face assistance with psychiatrists and psychologists;
- **Guidance on the necessary precautions for safe and healthy remote work:** Ergonomic training structured and taught by a specialist in the subject, available on an intranet platform, addressing aspects related to activities, posture and environment, in addition to sending regular messages on related topics and ergonomic tips;
- **Control of working hours:** the control of hours is guided by managers and information and messages about the importance of breaks are sent regularly;
- **Own outpatient clinics:** employees have their own outpatient clinics available in various parts of the company, where their physical and mental health demands are met, and the data from these appointments are treated collectively and submitted to an epidemiological analysis, preserving individual confidentiality.





# Beyond occupational care

GRI 403-6

In addition to initiatives to ensure safe and healthy work environments, we also extend our care network by offering employees health services that facilitate access to appointments, treatments and procedures, in addition to promoting healthier habits, well-being and quality of life for employees and their dependents.

Through the Viver Melhor (Better Living) Program, we seek to offer employees and their dependents medical and multidisciplinary assistance in outpatient clinics located in our regional offices, which provide high-quality primary care, quickly and with less exposure to contamination risks than in hospital environments. In addition to emergency care, specialties of orthopedics, gynecology and occupational health are also available.

For all units, through Alô Viver Melhor (Better Living Program's scheduling center), we offer elective consultations with doctors and multidisciplinary teams, in the specialties of internal medicine, gynecology and obstetrics, gastro surgeon, psychiatrist, endocrinologist, as well as consultations with psychologists, nutritionists, physical educators, nurses and social workers.

In addition to these options, employees also have access to programs and other benefits designed with a focus on promoting comprehensive health.

## Metas 2022

Indicator	Unit	Target	Result	Status
Active participation of employees in the Gympass platform	%	13%	16%	Surpassed
Retention of nutritionists in the Company's staff	%	61%	61.65%, with 1,237 services provided to employees and their dependents	Met
Retention of physical educators in the Company	%	53%	70%, with 575 services provided to employees and their dependents	Surpassed

- **Gympass Partnership**
- **Vivendo Melhor (Living Better) Program:** aimed at Fleury Group's employees and their dependents, it aims to develop the patient's behavioral re-education, through the promotion of healthier lifestyle habits, encouragement or improvement in the practice of physical activities and modification of addictions. The program has a multidisciplinary team comprising doctors, nurses, nutritionists, psychologists and physical educators.
- **Acolher (Welcome) Program:** aimed at all employees and their dependents, it aims to promote mental health in an integral way, through the creation, expansion

and articulation of health care points for people in suffering or mental disorder, raising risk factors that lead to illness and reducing the negative impact of mental illness on work or personal life. The program has a multidisciplinary team, comprising psychiatrists, psychologists, nurses and social workers.

- **Amor de Mãe (Mother's Love) Program:** aimed at pregnant women, both employees and employees' wives, which offers doctors, nurses, nutritionists, psychologists, physical educators, exemption from co-participation and a gift at the end of the program. In addition, we offer a breastfeeding room in our new headquarters.



# Patients at the heart of healthcare

GRI 3-3

## Capitals

-  Manufactured
-  Intellectual
-  Financial
-  Human

## Related SDGs







For us, each customer is unique and deserves a personalized, agile and efficient service.

To make this experience possible, we offer complete and integrated solutions that address the patients' entire health journey, with a wide range of products and services. We are also dedicated to continuously developing and applying innovations that promote improvements in the service and quality of the portfolio of solutions offered.

We also ensure the quality of our service teams, who deal with patients on a daily basis. Thus, our medical staff is made up of highly qualified and prepared professionals, committed to humanized care and service excellence.





# Customer service

In 2022, we continued focused on providing the best customer relationship experience. We expanded the number of service units, with the opening of ten new units (learn more on page 17), and we diversified the offer of solutions with consistent growth in Novos Elos, mainly based on the acquisition of new companies. In this way, we strengthened the strategy of making our healthcare solutions ecosystem even more complete and integrated, with the customer at the heart.

We also got closer to patients by extending our care in digital environments by offering telemedicine through Saúde ID (learn more on page 19). The digital platform has even played an important role in supporting us in meeting the public goals of impacting more lives in classes C, D and E, with quality services and service excellence.

See below the initiatives implemented in 2022 that contributed to the improvement of customer's health journey, with potential for expansion in the coming years.

## Target for 2022

Indicator	Unit	Target	Result	Status
Assisted beneficiaries in classes C, D and E	#	10,000	63,868	Surpassed

## Digital exams scheduling

Last year, we began implementing the Digital Scheduling, initially available for the a+SP brand. Through technology, customers can use the cell phone or the website to obtain the best appointment options and book their procedures, search for their exams, consult values and discounts, search for coverage and find out which unit they can be attended in.

The initiative brings convenience and simplicity to exams scheduling, which can be performed beyond the CAC opening hours, 24 hours a day, seven days a week.

Thanks to the success and acceptance of the model, we have added other facilitating services, such as canceling and requesting resubmission of the preparation instruction, and an intelligent agenda that combines all the exams in a single screen.

We ended the year with almost 20% of customers benefiting from the service. In less than a year since its implementation, more than 100,000 bookings have been made through the a+SP brand website, with an 89% rate of satisfactory evaluations.



## Mobile service

Ensuring the best care for people also involves expanding our care network beyond our service units. In this way, Fleury Group takes its humanized and quality care to the patient's home or preferred location through the mobile service modality.

In this modality, our specialized teams are displaced, upon prior appointment, to the place indicated by the patient to carry out clinical analyses, electrocardiogram, Holter, Map, Ultrasound and vaccine application, among others.

The mobile service is an option for all audiences, mainly meeting the collection needs of children, elderly people with limited mobility and pregnant women, who do not need to travel to the unit to administer vaccines and carry out tests.

In 2022, this modality became even more efficient with the adoption of the Vuupt tool, focused on drawing up the route for our teams. The technology makes it possible to have greater visibility of the collections dimensioning, obtain productivity gains, improve the management of field teams, in addition to the possibility of providing a professional in real time for assistance.

An important gain that we had in Mobile Service was the implementation of digital self-scheduling (learn more on page 71), which allows our customers to make appointments 24 hours a day, and already represents 9% of all appointments made within the channel.

In addition, we expanded the service with the inclusion of new areas, such as the coast and interior of São



Paulo, in the regions of Jundiaí, Campinas and Sorocaba.

Moreover, in the states of São Paulo and Rio Grande do Sul, we expanded the fleet of electric vehicles, reducing the environmental impact by the use of fossil fuels in the operation.

Yet another major step forward in the year was the introduction of the wireless Holter in the Fleury brand mobile service — an important innovation for the sector.

During the year, mobile service revenue increased

by 33.1%, now accounting for 8.5% of the Group's total gross revenue. The growth mainly reflects the change in customer behavior after two years of the pandemic, with restrictions on movement and isolation.

For 2023, we intend to reach 240 active routes, practically doubling the service size, in addition to expanding the exam portfolio, with the possibility of performing Pap (Papanicolaou) test, passing probes and expanding vaccines offer.

# Customer satisfaction

GRI 2-29 | 3-3

We monitor customer satisfaction level on a daily basis using the Net Promoter Score (NPS) metric, in addition to complaint and compliment rates. The data generated is analyzed and supports improvements in our products and services, working as thermometers for the relationship with our customer base.

In 2022, Fleury Group’s average NPS was 76.76, compared to 72.22 registered in the previous year. The Group’s target for 2022 was to reach an NPS of 75.95, which is above the stipulated. Last year, 4.24% of our customer base contributed to the survey.

## NPS Evolution

Year	2019	2020	2021	2022
Result	76.79	74.16	72.22	76.76
Target	75.89	76.70	76.03	75.95
% response	5.81%	4.91%	4.21%	4.24%





# Medical culture commission

In order to ensure excellence in care and patient safety, we have a Medical Culture Commission, created to be a consultative and technical body that supports and advises the Executive Board in its decisions involving health.

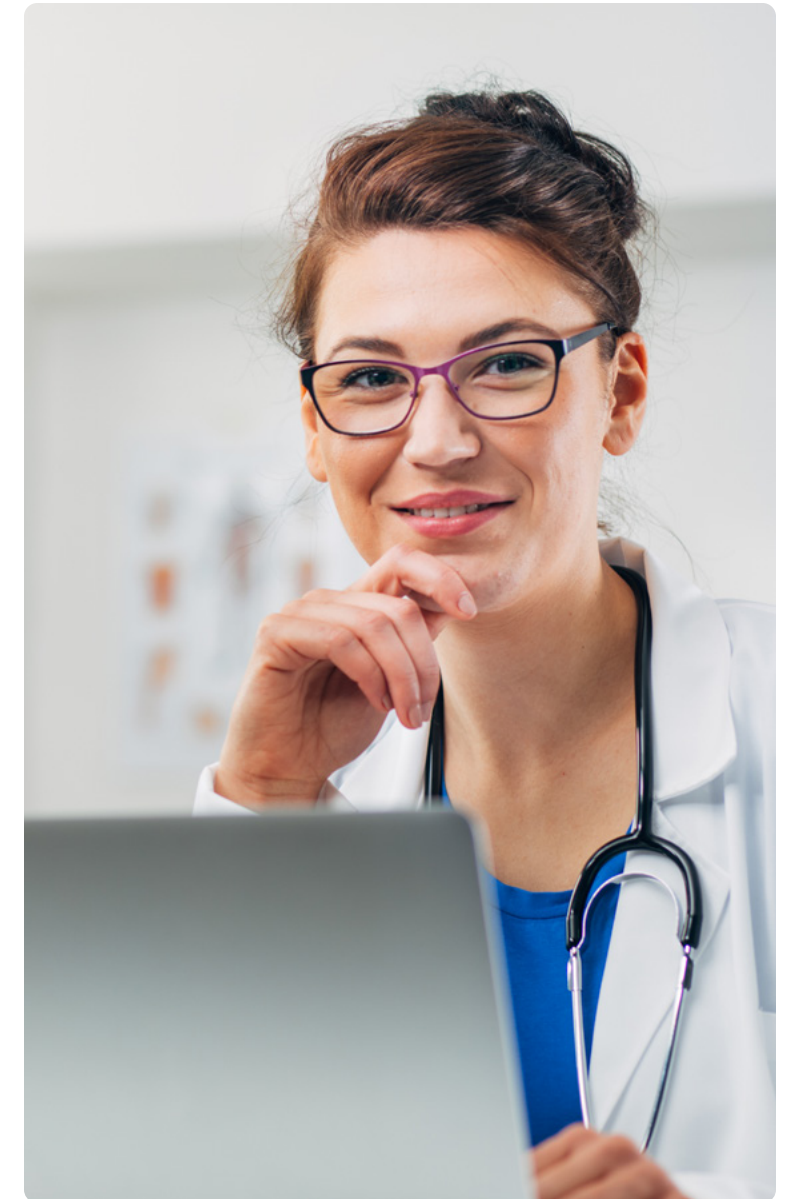
According to the Internal Regulation approved by the Executive Board in 2022, its main objective is to promote, disseminate and improve the medical and health culture desired by the Company, by training the technical staff and other activities aimed at inserting and disseminating medical knowledge into the business.

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. The professionals occupying chairs in the body 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 conduct.

# Medical advisory

We have a medical consulting service, in which Fleury Group's clinical staff supports the requesting physician in understanding more complex diagnostic cases. In 2022, 452,366 consultancies were provided, an 11.9% growth compared to 2021.

The number of integrated reports sent to customer physicians totaled 89,905 in the year, a 5.7% increase compared to 2021. The reports involved diagnostic cases considered to be of high complexity and which are evaluated in a multidisciplinary approach.



# Patient safety center (NSP)

Since 2015, Fleury Group has had a Patient Safety Center (NSP) composed of a multidisciplinary group of doctors and nurses, aligned with the guidelines of national and international institutions on the subject. Its objective is to ensure safe patient care, in a flow that ranges from scheduling to carrying out the exams and delivering results.

In practice, the service fully monitors the service process, with a systematic record of all deviations occurring and promotion of immediate actions to mitigate risks inherent to the patient's trajectory. Its focuses include the correct identification of the individual, the prevention of falls in the units and corporate environments, compliance with hand hygiene standards in health care services and maintenance of the safety routine for drug prescription, use and administration.

Throughout this process, the joint participation of physicians and patients is ensured, who can inform any situation of potential damage observed during the course of the service, thus helping Fleury to mitigate the risks.

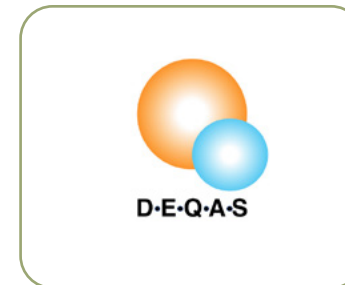


# Certifications and accreditations

As one of the most respected health care and medicine brands in Brazil, we are committed to high standards of excellence, innovation and technical quality, following strict standards in the provision of our services.

In order to ensure compliance with quality parameters and safety, we have national and international certifications and accreditations. Among them, we highlight:

Grupo Fleury was a pioneer in the area of diagnostic medicine in the implementation of an Integrated Management System certified by ISO 9001 (Quality Management) and ISO 14001 (Environmental Management) standards. In 2022, a highlight was the continued expansion of the scope of certification in the Rio de Janeiro Regional and the certification of the Fertility Center under the Fleury Medicina e Saúde brand. Also in 2022, the Fleury Medicina e Saúde brand was reaccredited by the requirements of the Diagnostic Imaging Accreditation Program (PADI) of the Brazilian College of Radiology (CBR).





# Privacy and safety

GRI 3-3 | 418-1

The actions we adopt in the field of data security and privacy are an extension of the culture focused on care and respect that characterize our work in medicine and health.

Therefore, on this front, we also act preventively, investing to continuously reinforce and improve our internal controls, seeking to conduct business in compliance with the legal requirements that govern the subject.

To support the management of the topic, we have a Privacy Program, integrated into the Company's risk management and subject to internal audit. Its objective is to adapt and improve the Company's processes in relation to the General Data Protection Law (LGPD).

We also have a Privacy Forum, with quarterly meetings between the CEO, the Company's Board of Directors and the IT, Audit and Marketing, Medical and Privacy Areas, with the objective of deliberating on privacy issues and their risks.

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

In case of violation of the terms of our Privacy Policy, which covers all the Company's activities and supplier relationships, disciplinary actions are foreseen, which are applicable to any infraction, as described in our Consequences Management Policy.

Last year, Fleury Group continued to invest increasingly in cybersecurity, from the acquisition of new technologies to improve its security systems. The highlights were

the implementation of a model with multiple protection layers and an artificial intelligence tool capable of monitoring, at scale, around five million events per month, detecting malicious outbreaks, patterns and unconventional types of signatures.

On the team awareness front, we continue to adopt internal initiatives to disseminate a data security culture. The big milestone in 2022 was the availability of an E-Learning platform, called Hacker Ranger, through which employees solve challenges, in the gamification format, and even learn about the care and actions needed to avoid threatening situations. To generate engagement on the platform, we launched collective challenges with awards for the best ranked.

We also continued to carry out fishing tests, triggered in employees' emails as a way of verifying the level of attention to compliance with security requirements.

If the employee is faced with suspicious situations related to the subject, he/she has two channels that can be used to report – through the opening of a report or through the Hack Rangers platform itself.

Additionally, the construction of the result of the performance evaluation of the entire Group considers the adherence to the plan for the evolution of information security risks, treated through the CIS Controls framework. The monitoring of the actions is carried out by the Risks and IT area and, subsequently, audited internally.

## Target for 2022\*

Indicator	Unit	Target	Result	Status
Prioritization of the implementation of different controls relevant to information security	#	65	65 on the CIS CAT platform**	Met

\*Target approved by the IT executive board and included in the 2022 Risk Indicator, as one of the triggers for the corporate result.

\*\*The CIS CSAT platform is a tool that allows monitoring and prioritizing the implementation of different controls relevant to the Company's information security.

## Cybersecurity training available to all employees

- Training on the Information Security Policy;
- Training on Information Security in times of remote work, which aims to guide those who have chosen to work in home working and home office, showing the importance of being aware of information security and what are the precautions that must be taken to protect ourselves from cyber attacks;
- Training on the General Data Protection Law, which addresses the basic concepts of the LGPD, showing how the law works and how it influences our daily lives;
- Training on the Information Disclosure Policy;
- Cybersecurity awareness training, Hacker Rangers.

Learn more about the subject in our [Privacy website](#), or accessing page 14 of the Indicator Supplementary Booklet.

# Customer's voice

GRI 2-25

So that we can meet our customers' needs and improve their experience, we provide mechanisms such as the Ombudsman and the Customer Service (SAC) for receiving reports and complaints, which can be made by telephone, contact us, e-mail, chat, and social networks. In the units, reports can be made verbally or through opinion forms available.

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






Additionally, we have a Customer Council, with the objective of providing even more voice and power to this audience. The initiative is a recognition of the importance we give to customers' opinions, allowing the Group to identify opportunities for improvement that support the provision of our services and the offer of products.

We also highlight the Senior Forum for the management of indicators and main offending topics, which includes the participation of managers and directors with a focus on strategic and systemic actions. There are also Forums with the leaders of the Units and main areas involved in the most relevant themes, with the follow-up of the defined action plans.

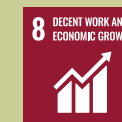


# Our results

## Capitals

-  Natural
-  Manufactured
-  Intellectual
-  Financial
-  Human

## Related SDGs







## Sector scenario

Throughout 2022, we noticed a slight improvement in the Brazilian economic scenario, with a direct effect on the Company's business environment. Unemployment rates, for example, showed an improvement compared to the previous year, even if below the expected, falling from 11.1% in December 2021 to 7.9% in December 2022.

As a reflection of the slight improvement in unemployment rates, we noticed an increase in the number of beneficiaries of private health plans, which reached 50.4 million lives in December 2022, a 3.6% increase compared to the previous year.

Faced with this slight improvement scenario, Fleury Group continued to show positive results, with both organic and inorganic growth. Gross revenue increased by 15.1% in the year, mainly impacted by the 15.9% growth in service units. We also registered strong growth from Novos Elos and Saúde iD, which reached 8.6% of the group's consolidated Gross Revenue.

# Operational and financial performance

GRI 201-1

We ended the year with positive results that prove the effectiveness of the growth strategy we have been drawing up for almost two years. These results were due to the contribution of our three growth avenues – Diagnostic Medicine, Novos Elos and Health Platform – and a balanced combination of organic expansion and acquisitions.

With Novos Elos, our ecosystem was strengthened with the inclusion of orthopedics, ophthalmology, drug infusion and fertility specialties, as well as the digital health platform, which grew 84.8% in the year, reaching R\$412.7 million.

In Diagnostic Medicine, we ended the year with a growth in the number of service units and new acquisitions, and gross revenue of R\$3,771.2 million, representing a 15.9% increase compared to the previous year. It is worth highlighting the performance of the Fleury brand, which grew by 11.4%.

In the Reference Hospitals/Laboratories business unit, we recorded a revenue of 619.1 million, a decrease in gross revenue of 10.9%, as a result of the 9.7% reduction in the exams volume.

We follow the Securities and Exchange Commission (CVM) guidelines and publish our financial statements, available on the CVM and the Company's IR websites, through the link [www.fleury.com.br/ri](http://www.fleury.com.br/ri).

## Added value distribution

Economic Value Generated (R\$)	2020		2021		2022	
Revenues (R\$)	3,185,676,000		4,154,628,000		4,794,733,000	

Economic Value Distributed (R\$)	2020		2021		2022	
Operating costs	216,175,000	13.75%	257,620,000	12.34%	496,457,000	20.10%
Employee wage and benefits	715,926,000	45.55%	915,936,000	43.87%	1,085,743,000	43.95%
Payments to providers of capital	231,264,976	14.71%	333,995,000	16.00%	293,336,000	11.87%
Payments to government	395,474,000	25.16%	562,949,000	26.96%	579,445,000	23.46%
Statutory Reserve	12,848,000	0.82%	17,496,000	0.84%	15,395,000	0.62%
<b>TOTAL</b>	<b>1,571,687,976</b>	<b>100%</b>	<b>2,087,996,000</b>	<b>100%</b>	<b>2,470,376,000</b>	<b>100%</b>

Economic Value Retained (R\$)	2020		2021		2022	
"Direct economic value generated" less "economic value distributed"	1,613,988,024		2,066,632,000		1,992,624,000	



# Investments

In 2022, investments totaled R\$414.6 million, allocated as follows:

- New units, expansion of offer in existing units and technical areas (46%);
- IT/Digital (36%); and
- Renewal and maintenance of diagnostic equipment (18%).

When compared to the amount invested in 2021 (R\$ 413.3 million), 2022 showed practically stability, with a 0.31% increase.











# Social action

GRI 203-2 | 413-1

## Capitals

-  Social
-  Intellectual
-  Financial
-  Human

## Related SDGs



Over the years Fleury Group has sought to expand its health care and assistance network to increasingly reach the populations of classes C, D and E. The Company's dedication to this commitment is a way of democratizing access to health, improving the quality of life and well-being of the population.

Actions in this regard involve the expansion of our units to more cities and regions not served, offers at more accessible prices and the Group's entry into the initial range of health plans.

In addition to the initiatives directly linked to business, we have also maintained a broad agenda of social actions, which mark our corporate citizenship performance and involve volunteering, donations, contributions via tax incentive laws, health education and support for impact projects – initiatives that bring the Company even closer to the population that most needs care and medical attention.

In 2022, our social action was marked by the resumption of social calendar actions in the face-to-face format, with engagement in thematic campaigns, exam donation programs and new initiatives that are aligned with our value creation proposal and with the goals and public commitments we have made.

Throughout the year, several initiatives with a positive social impact were carried out, which added up to a total investment of R\$2.3 million, as follows:

- R\$254.7 thousand for private social investment actions (amount that accounts only for Fleury Group's own resources);
- R\$1.8 million in 10,426 donated exams;
- R\$254.7 thousand donated to philanthropic institutions:
  - Instituto Vita: R\$233.1 thousand;
  - Gerando Falcões: R\$1.5 thousand;
  - Associação Movimento Mulher 360: R\$20 Thousand.

In 2022, no contributions were made through tax incentive laws.

### Saving generated to the Brazilian public health system (SUS)

In 2022, SUS saved R\$119.5 thousand in exams carried out by the Company.

To calculate this value, we measured the economic value of the procedures and exams performed for philanthropic institutions, public hospitals and health departments of the public health service, according to the values listed in the public services economic table, and calculated how much the public service saved with donations and procedures performed for the patients attended. In this way, it is possible to have a general idea of the positive impact of our social action on the Brazilian public health.



# Volunteering

We seek to engage our employees in projects aligned with the UN Sustainable Development Goals (SDGs), which are capable of generating significant changes in the society. That is why we maintain a Volunteer Program focused on social responsibility and solidarity, which is also in line with our values and culture.

In 2022, 5,825 people participated in our volunteer initiatives.

## Assistance and humanitarian aid campaigns

Given the Brazilian socioeconomic context, with an increase in the population living in vulnerable conditions, we engage our teams in campaigns to collect food and other basic hygiene and care items.

In 2022, for example, we carried out the CAC Solidário (Solidarity CAC) Campaign, organized by Customer Service employees at the regional offices in São Paulo and Rio de Janeiro, and a campaign focusing on those affected by the rainfalls at the beginning of the year in Pernambuco, to collect and send food, clothing and cleaning items

Other assistance campaigns were also carried out, such as the Winter Campaign, to collect clothing and warm clothes, and the Natal Solidário (Solidarity Christmas) Campaign, to collect and deliver goods to philanthropic organizations.



We also supported the Social Rally, in the context of the Trainee Program, which promoted a competition between the Company areas with a social purpose, with actions such as collection of goods and health campaigns, involving 3,900 volunteers and benefiting 2,500 people.

Taken together, we estimate that all the assistance campaigns carried out throughout the year were responsible for collecting around 1,953 kilos of food, 1,244 pieces of clothing and 7,949 personal hygiene items.



## Campaigns focused on disease prevention and blood donation

Volunteering actions also play an important role in raising awareness among the population about preventing and combating diseases, in addition to the importance of blood donation. For this reason, we seek to engage our teams in voluntary actions during thematic prevention months and other specific awareness campaigns, which took place throughout the year.

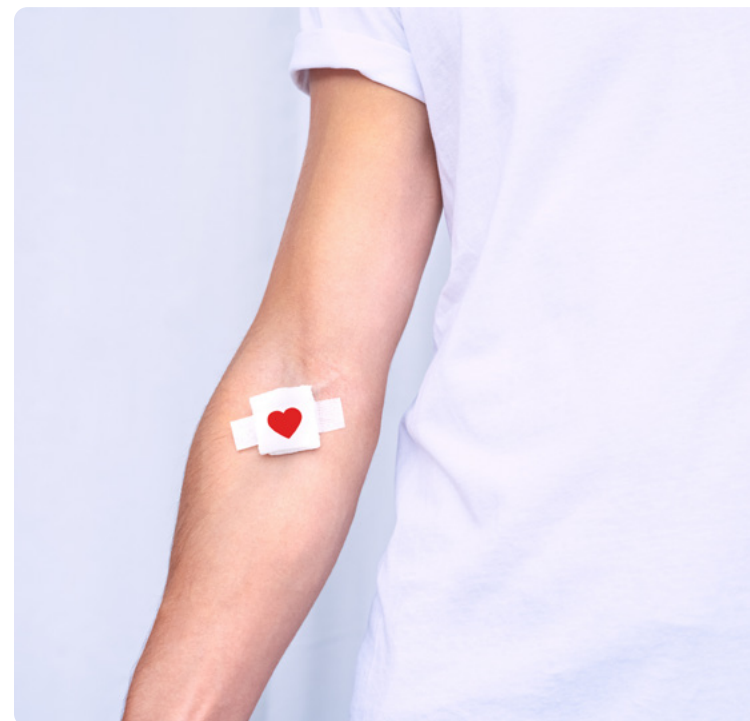
In 2022, the highlights were:

**Pink October:** During Pink October, the thematic month that marks efforts to draw women's attention to the importance of prevention and early diagnosis of breast and cervical cancer, we continued with the tradition of opening at least one of our units, of each of our brands, for patient care.

Last year, patients from SUS, NGOs and philanthropic hospitals were contemplated. The care actions involved 480 volunteers, who attended 820 patients and carried out more than 6,800 tests.

**Diabetes Prevention:** In partnership with the Casa Simeão Institution, located in the capital of São Paulo, we carried out an educational campaign on the prevention of diabetes and performed glucose level assessment tests for the institution's patients.

**Blood donation campaign:** As usual, we run annual campaigns to raise people's awareness about blood donation. Last year, actions took place in the São Paulo region, with in-person collection at one of the Company's administrative headquarters, in partnership with Pró-Sangue. In all, 73 employees participated in the Company as volunteers, helping 292 people.



## Sharing knowledge

At Fleury Group, we believe knowledge should be shared with society. Therefore, we encourage all employees to contribute to individual and collective growth, supporting the Company in achieving its goals.

To support actions with this aim, we maintained Colabinar, an employee-to-employee learning and teaching program, in which volunteers sign up to teach topics of various natures to other employees.

Based on the crowdlearning principle, which argues that everyone has something to teach and to learn, free online courses are taught according to the participant's specialty and are available to people who are interested in the training.

# Other impacting initiatives

## Taking quality service to communities

GRI 203-1

In a partnership with Instituto Gerando Falcões, we started a service project for people living in Favela dos Sonhos, in the municipality of Ferraz de Vasconcelos (SP).

The initiative is inserted in the context of the Favela 3D project, led by the social organization, which proposes to transform Favelas into dignified, digital environments and developed from the networking between several institutions.

The scope of the Company's participation consisted of providing a telemedicine booth for primary health care, in the digital model, with remote care and examination techniques, and local nursing support. The structure is available to almost 700 residents in the region, contributing to the reduction of queues for care at SUS.

Assistance began in September 2022 and, by the end of the year, 115 people had been assisted, 78 of which with medical care and 37 with nursing care, with an 85.9% resolution rate. The population of residents in Favela dos Sonhos is estimated to be 680 people.

The initiative also reinforces our public commitment to achieving the goal of reaching at least one and a half million people in social classes C, D and E by 2030.



## Exam donation programs

During 2022, we entered into a series of partnerships with social organizations and health institutions to offer tests to vulnerable populations.

In a partnership with Instituto Vita, we provide orthopedics care and screening for students and dancers at the Paraisópolis ballet school, providing a total of around 100 consultations. The Program also featured lectures focused on quality of life and well-being, provided to more than 350 participants, including students and their families.

Also in partnership with Instituto Vita, in December 2022, we began providing services to athletes in the Atletas de Alta Performance (High Performance Athletes) program, which aims to carry out biomechanical assessments and orthopedic follow-up for athletes in vulnerable situations.

That same year, we entered into a new partnership with Instituto Strabos, which consists of carrying out COVID tests for those covered by the organization's strabismus correction surgery program. The initiative made it possible to carry out 58 salivary tests.

We also entered into a partnership with the Rubem Cunha Foundation, to carry out pre-surgical examinations on those contemplated with cataract surgeries and other ophthalmological interventions. A total of 975 patients were impacted.

Finally, also within the scope of the test donation program, we entered into a partnership with Hospital da Universidade de São Paulo (USP) in Ribeirão Preto, for the donation of 130 genetic tests for the detection of breast cancer and care for 180 patients in genetic consultations and procedures. The action, in addition to strengthening the relationship with an important hospital institution in the state of São Paulo, also contributed to the provision of public health services.

## Health education

GRI 3-3

We believe we can also expand our positive impact on the society by supporting external actions and our own initiatives focused on health education:

- **Programa Além dos Muros (Beyond the Walls)**  
**Program:** Dedicated space for exchanges and improvement of new knowledge and practices. Through lives and recorded classes, the community stays on top of matters related to health and well-being, human development and new technologies. Created at the beginning of the Covid-19 pandemic in 2020, the Program already has more than 12 thousand views in 21 contents generated.







## Pescar (fishing) project

For 17 years, the Weinmann brand, in partnership with Fundação Pescar, has been putting into practice this training program for young people aged between 16 and 19, living in low-income communities in Rio Grande do Sul. The initiative involves the development of technical and behavioral skills through a Professional Initiation course in Quality in Customer Service.

In 2022, the class of 2021 graduated, with nine graduates. In July 2022, we started a new group with 14 students in the learning process, 11 of whom will graduate in 2023.

## Training of healthcare professionals

GRI 3-3

The Group's engagement in health training actions aims to make people aware of the opportunities the health sector can offer, supporting young people and adults to enter the job market following a career as healthcare professionals.

For 22 years, we have carried out the Fellows Program, which contributes to the training of young radiologists from different regions of the country. The activities are divided between in-service training and the practical discussion of clinical cases and scientific articles.

In addition to these core activities of the program, there is the opportunity to participate in research projects and the preparation of papers for congresses. Also, fellows are invited to participate in the mentoring program and are supported in building their career. At the same time, everyone has the opportunity to start working at the Company, which reinforces the program as an important professional entry point at Fleury Group.





# Supply chain

## Capitals

-  Manufactured
-  Intellectual
-  Financial
-  Human

## Related SDGs



# Supply chain profile

GRI 2-6

At Fleury Group, we believe that conducting business with responsibility, ethics and transparency involves not only maintaining good practices and a culture of socio-environmental compliance, but also extending them to external relationships, including, fundamentally, the supply chain.

For this reason, we position ourselves as an active agent in the dissemination of good practices in the value chain as well, demanding that our suppliers comply with our rules and conduct policies and demanding that they act in line with the sustainability approach the Company believes in.

In 2022, we had a total of 3,874 suppliers, of which 866 are direct and 3,008 are indirect, all of which based in Brazil. More than R\$686 million was spent on direct suppliers, which fall into the categories of medical equipment, third-party employees, various materials for nursing, security, food, consulting and marketing services, vehicle fleets and exam outsourcing.





# Responsible chain

GRI 414-1 | 414-2

In order to enforce its commitments with respect to Human Rights, the Company adopts the analysis of practices related to this topic in its supplier evaluation process. The topics evaluated are in line with the international precepts that are known to guide the theme, as well as within the premises provided for by the organization's Sustainability Policy.

The due diligence survey for new suppliers is carried out by the Integrity Area and includes the search for information such as news, lawsuits and other public data on labor irregularities, including forced labor, child labor, freedom of association and freedom of collective bargaining. In addition, it considers criminal investigations on discrimination, among other topics.

The study extends to own employees, third parties and local communities. As it is a comprehensive survey, information on various historically minorized or socially vulnerable groups can be captured, such as women, children, indigenous and migrants, among others.

Additionally, we include ESG-related terms in all procurement contracts." In them, we present clauses related to the theme, through the Anti-corruption and Sustainability and Citizenship annexes, which, among other topics, address occupational health and safety criteria.

The supplier can challenge the document within 48 hours. Non-manifestation during this period is considered as acceptance under all the conditions set out therein.

In addition to the requirement, all Fleury Group's suppliers undergo an assessment through the QCF - Supplier Classification Questionnaire, which works as a tool for supplier approval, including social-environmental criteria, so that their risk and impact on Fleury Group are mapped before hiring.

The risks are assigned to each category and subcategory that take into consideration the impacts on image association, influence on test results, access to confidential information, impact on the environment, impact on the patient, governance aspects, co-responsibility, degree of operational dependence, and degree of dependence on the supply source.

In 2022, 579 suppliers answered the questionnaire.

Allied to the QCF, Fleury Group carries out consultations, in partnership with a startup, on public sources of information regarding the risks related to its legal representatives and potential partners. Consulted sources include: Politically exposed partners, CEIS - Cadastro de Empresas Inidôneas e Suspensas (Registry of Disqualified and Suspended Companies), CNEP - Cadastro Nacional de Empresas Punidas (National Registry of Punished Companies), IBAMA Records, Anvisa Records, among others.

Annually, we review our purchasing practices in order to keep up with any changes in the Company's Code of Trust (learn more on page 37) and other corporate policies.

On page 15 of the Indicator Supplementary Booklet you will find metrics monitored in our supplier evaluation processes.



# Celebrating and encouraging good practices

GRI 414-2

Since 2010, we have had the Supply Chain Relationship Excellence Program (PERC), in order to evaluate and recognize the best suppliers in the business. The Program is supervised on a quarterly basis by a committee formed by Fleury Group's executive management, which determines criteria and validates changes in its execution.

A total of 45 companies have passed through the Program in 2022, being evaluated<sup>9</sup> within the following dimensions:

- **Environmental:** Environmental Management and Sustainability Questionnaire;
- **Social:** Corporate citizenship management and Valuing Diversity;
- **Governance:** divided into two fronts:
  - Commercial and Quality: RNC | Adserv (Service Provider Assessment) | Delivery Punctuality | IDF (Logistics Supplier Performance Index) | Payment term | Current contracts | Saving
  - Compliance and Innovation: Ethics and Conduct Code, Channel and Training | Fighting Corruption | Data Protection Questionnaire | Suppliers Contracting and Approval | Ideas recorded and implemented

<sup>9</sup> Evaluation takes place through the systematic verification of evidence. Documents related to the evaluation process can be audited both internally and externally.

Each participating supplier receives a quarterly report, by e-mail, pointing out its performance with the ranking position. It is up to the Supplier to evaluate the Report as an action plan to identify points of improvement for the coming quarters.

In the 2022 edition, the best performers in six categories were recognized in a face-to-face event: Infrastructure and Support Services, In Vivo Diagnostic Services, Unit & Customer, In Vitro Products & Services, Operations Support and Expansion. Three companies that performed best in the ESG segments were also awarded:

- **Environmental Category: IN-HAUS**, with the Light Bulb Reverse Logistics project in the warehouse at the Fleury Braz Leme unit.
- **Social Category: GRUPO MASTER EXPRESS**, with the project to restructure the Social Pillar, in line with PERC guidelines.
- **Governance Category: NEXUS ENGENHARIA**, with the implementation of corporate governance measures, in line with Fleury Group guidelines.

PERC's goal is that 85% of the participating suppliers reach the minimum grade of 70% of success. In 2022, 82% (37 suppliers) of the participants achieved the result.

## PERCTALKS

In order to support suppliers socio-environmental development, we also held PERC Talks, an online event aimed at raising awareness in the supply chain on ESG topics.






The topics were mediated by Company employees, who presented the Group's good practices and showed how the supplier network can contribute with relevant actions.

In 2022, topics such as ESG at Fleury Group, the Fleury + Pardini Business Combination (learn more on page 22), Group's ambitions, the New Headquarters Project (learn more on page 25), Supply 100 and Integrated Journey Coordination were included in the agenda.



# Operational eco-efficiency

## Capitals

-  Natural
-  Manufactured
-  Intellectual
-  Financial
-  Human

## Related SDGs





# Environmental Management

Our environmental management is supported by standards defined by ISO 14001<sup>10</sup> (Environmental Management), which ensures compliance with environmental requirements, in an integrated manner with the Quality Management System (ISO 9001). We seek to continually review our processes in order to align our conduct with the main global trends in the environmental area, paying attention to opportunities for innovation and operational eco-efficiency gains.

Among these actions carried out in recent years, it is worthy highlighting the advances in telemetry, installation of LED lighting, replacement of equipment for models with lower energy consumption or the Energy Star seal, purchase of energy on the free market, initiatives to reduce waste and adoption of water reuse systems.

In this continuous improvement exercise, we define goals and objectives that guide and establish priorities, directing actions in a more assertive manner. To support compliance, we systematically monitor environmental performance indicators, allowing us to observe developments and identify areas for improvement.

In addition to defining goals and objectives, we also seek to engage and raise awareness among our teams and suppliers about the importance of changing habits and behaviors, especially in view of the global scenario of climate change, scarcity of natural resources and excessive pressure on natural resources.



## Targets for 2022

Indicador	Unidade	Meta	Resultado	Status
Common Residues	Kg/exam	0.0130	0.0140	Unmet
Biological Residues	Kg/exam	0.0122	0.0099	Met
Water	m³/exam	0.0027	0.0029	Unmet
Energy	Kwh/exam	0.8639	0.8847	Unmet
Paper	Pct/exam	0.00143	0.00139	Met
Total Emissions Reduction (Scopes 1, 2 and 3)	%	Reduce emissions by 10% over the last year	33.2% reduction	Surpassed
Scope 1 Reduction	%	Reduce emissions by 10% over the last year	19.5% reduction	Surpassed
Scope 2 Reduction	%	Reduce emissions by 10% over the last year	64.05% reduction	Surpassed
Scope 3 Reduction	%	Reduce emissions by 10% over the last year	102% increase	Unmet

<sup>10</sup> Certification covers 57.14% of Fleury Group's operations. The remaining portions (42.86% of our units) are not covered by ISO 14001 certification, and are audited internally through a self-assessment checklist containing the requirements of ISO 14001, as these units will be prepared to receive external auditing in the future and be part of the scope of certified units.

# Fighting climate change

GRI 3-3 | 305-1 | 305-2 | 305-3 | 305-4 | 305-5

The agenda for fighting climate change has been carried out internally through the adoption of initiatives and practices focused on reducing total emissions and expanding the consumption of energy from renewable sources. The theme’s guidelines are described in our Sustainability Policy and in the work instruction Management of Greenhouse Gas Emissions.

With the update of our materiality in 2023 (learn more on page 7), we started to contemplate a material topic related to climate change, which will result in greater emphasis on reporting and a more strategic handling of the theme.

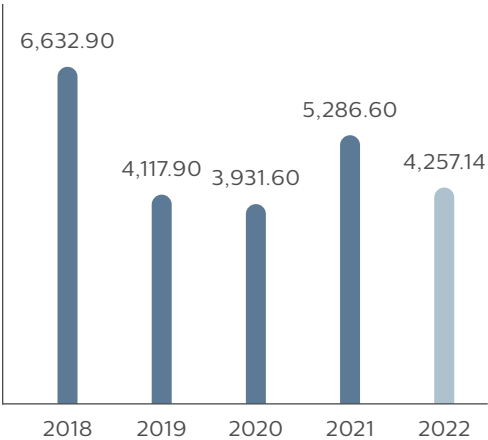
The Company’s climate change program is guided by the ESG Committee, which is coordinated by the Chairman of the Board of Directors and has three external Directors.

Additionally, the Strategy, Innovation and ESG Executive Board and the CEO also participate in the Committee’s meetings and discuss the most relevant topics and help to make the necessary alignments with the Executive Board.

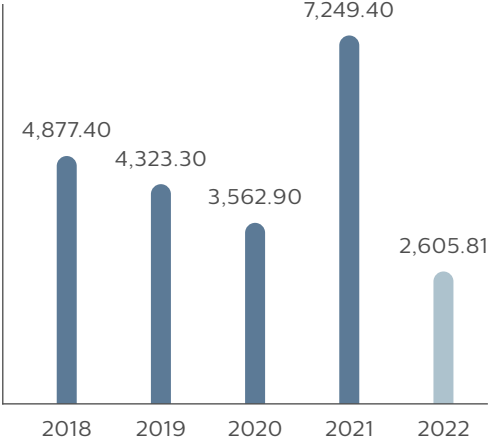
For 2022, we set the goal of reducing total emissions for all scopes by 10% compared to 2021. An important ally in achieving our annual goal were the photovoltaic energy supply units to supply the energy demands of the Group’s regional units in São Paulo and Rio de Janeiro (learn more on page 101).

## Consolidated GHG emissions (tCO<sub>2</sub>)\*

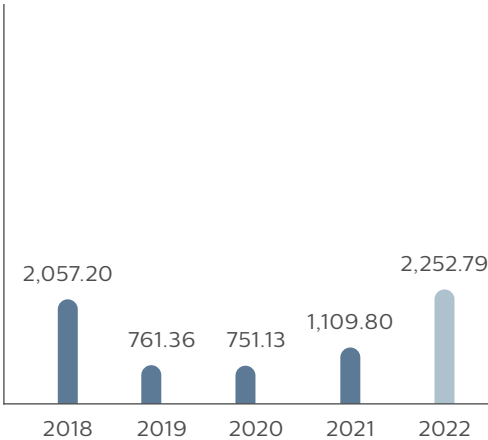
Scope 1



Scope 2



Scope 3



\*Emissions data have been verified by the third party.

In addition, over the last year, the reduction of emissions, mainly Scope 2, was supported by the replacement of obsolete equipment with alternatives with less environmental impact, the acquisition of Energy Star equipment, the use of LED lighting and the purchase of biomass energy in the free energy market.

To encourage and engage teams in achieving climate-related goals, we annually hold the RMC de Ouro event, which rewards continuous improvements and ESG initiatives that stood out and brought more environmental and quality gains, which also includes the reduction of emissions.

Direct GHG emissions (Scope 1)

When comparing with 2021, there was a decrease of 19.47% (1,029.466 TCO<sub>2</sub>eq). The resulting return to face-to-face activities in the face of the pandemic also reflected an increase in mobile combustion emissions, but not significantly enough for Scope 1 emissions as a whole to increase compared to 2021.

	2020	2021	2022
Generation of electricity, heat or steam resulting from burning fuels in stationary sources (tCO <sub>2</sub> )	739.93	779.29	854.63
Physic-chemical processing (tCO <sub>2</sub> )	0	0	-
Transportation of materials, products, waste, employees and passengers: resulting from burning fuels in mobile combustion sources owned or controlled by the company, such as trucks, trains, ships, airplanes, buses, cars (tCO <sub>2</sub> )	127.42	93.25	204.87
Fugitive emissions resulting from intentional or involuntary emissions (tCO <sub>2</sub> )	3,064.25	4,414.07	3,197.63
Total gross CO <sub>2</sub> e emissions (tCO <sub>2</sub> )	3,931.60	5,286.6	4,257.14
Percent of operation covered	100%	100%	100%

- 1. Gases included in the calculation: CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFC-32, HFC-125, HFC-134a and R410.
- 2. We do not use a base year in the calculation.
- 3. Sources or references of emission factors and potential global warming rates used: IPCC, 2013 and ASHRAE, 2019.
- 4. The consolidation approach chosen was operational control.
- 5. Standards, methodologies and assumptions adopted, or the tools used for the calculation: NBR ISO 14064, assumptions and tools used from the Brazilian GHG Protocol Program.

Indirect GHG emissions from the purchase of electricity (Scope 2)

When comparing with 2021, there was a drastic decrease in emissions of about 63.7%, despite the fact that 2022 showed a higher total energy consumption (increase of 3,633.074 MWh compared to 2021).

This scenario is mainly caused by the reduction of the emission factor in the year 2022, due to a greater control of the water crisis established in the previous year and, consequently, a lower need to activate thermoelectric plants to supply the national energy demand.

In 2022, there was also an increase in energy consumption from photovoltaic plants in Pirapora (MG) and Vargem Grande Paulista (SP). In total, 28.168 tons of energy were avoided by the consumption of 0.760059 MWh.

	2020	2021	2022
Total indirect GHG emissions from the purchase of electricity (tCO <sub>2</sub> )	3,562.93	7,249.4	2,605.80
Percent of operation covered	100%	100%	100%

- 1. Gas included in the calculation: CO<sub>2</sub>.
- 2. Sources or references of emission factors and potential global warming rates used: ANEEL, 2015.
- 3. The consolidation approach chosen was operational control.
- 4. Standards, methodologies and assumptions adopted, or the tools used for the calculation: NBR ISO 14064, assumptions and tools used from the Brazilian GHG Protocol Program.



Other GHG Emissions (Scope 3)

In Scope 3, there was an increase in 2022 emissions from Home-to-Work Commuting, waste generation and business travel. In contrast, Upstream Transportation was the only category that showed a reduction.

The increase in emissions in this scope is a direct reflection of the flexibilization movement and return to normality after two years affected by the restrictions imposed by the pandemic.

The drop in emissions from upstream transportation, on the other hand, stems from the reduced use of this service in 2022 and the hiring of the Bike Courier service by Fleury Group, in which bicycle transportation was used for part of the deliveries. In total, the service contributed to the non-emission of about 6 tons of CO<sub>2</sub>eq.

	2020	2021	2022
Employee commuting (home-work)	10.6	69.15	104.29
Transport and distribution: outsourced fleet emissions (tCO <sub>2</sub> e)	494.23	748.15	428.74
Waste generated in the operations (tCO <sub>2</sub> e)	30.87	211.79	1,513.53
Business travel (tCO <sub>2</sub> e)	215.96	80.71	206.22
Total (tCO <sub>2</sub> e)	751.13	1,109.8	2,252.78
Percent of operation covered	100%	100%	100%

- 1. The gases included in the calculation were: CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O and HFCs.
- 2. Sources or references for emission factors and global warming potential rates used: IPCC, 2013 and ASHRAE, 2019.
- 3. The chosen consolidation approach was operational control.
- 4. Standards, methodologies and assumptions adopted, or the tools used for the calculation: NBR ISO 14064, assumptions and tools used from the Brazilian GHG Protocol Program
- 5. Following the practice of the company that performed the Fleury Group emissions inventory, the first line that until 2020 was reported as "Activities related to energy and fuels: only those not included in Scope 1 or 2 emissions (tCO<sub>2</sub>e)" was renamed to "Employee commuting (home-work)".

Biogenic CO<sub>2</sub> emissions

The emission inventory also includes biogenic emissions, which are those resulting from the burning of biomass. In the survey, such emissions are considered neutral, because they are produced from the burning of sources that removed CO<sub>2</sub> from the atmosphere itself, as part of its natural cycle.

	2020	2021	2022
Scope 1 (tCO <sub>2</sub> e)	127.4	109.76	60.92
Scope 3 (tCO <sub>2</sub> e)	1,249.72	982.3	1,821.88

Reduction and intensity of CO<sub>2</sub> emissions

	2020	2021	2022
Reductions in Scope 1 emissions (tCO <sub>2</sub> e)	186.32	(1,355.00)	-
Reductions in Scope 2 emissions (tCO <sub>2</sub> e)	760.32	(3,686.53)	28.17
Reductions in Scope 3 emissions (tCO <sub>2</sub> e)	10.23	(358.67)	5.99
	2020	2021	2022
Number of tests performed	79,278,383	97,411,916	130,186,839.64
Total GHG emissions (tCO <sub>2</sub> equivalent)	8,245.67	13,645.83	9,115.74
GHG emissions intensity (tCO <sub>2</sub> e by test performed x 100)	0.0104	0.0140	0.0070

- 1. The calculations include the gases Carbon Dioxide (CO<sub>2</sub>), Methane (CH<sub>4</sub>), Nitrous Oxide (N<sub>2</sub>O) and Hydro fluorocarbons (HFCs).
- 2. The Tool\_GHG\_Protocol\_v2022.1.0 was used to calculate direct GHG emissions.

Emissions of ozone-depleting substances

	2022
Total Ozone Depleting Substances (ODS) imported by the Company in tons of CFC-11 equivalent	0.201

- 1. Substances included in the calculation: HCFC-22 (R22) and HCFC-141b.
- 2. Source of the emission factors used in the calculation.
- 3. NBR ISO 14064, assumptions and tools used from the Brazilian GHG Protocol Program.
- 4. GWP(CO<sub>2</sub>) of CFC-11 adopted was 4660, of R22 1760, and HCFC-141b 782. To reach the value of GWP=1 of CFC-11, the three GWP mentioned were divided by 4660.

Emission of Nitrogen Oxides (NOx), Sulfur Oxides (SOx) and other significant air emissions

	2022
Nox (tons)	5.65
SOx	0
Persistent organic pollutants (POPs)	0
Volatile organic compounds (VOC)	0
Hazardous air pollutants	0
Particulate matter	0
Other standard categories of air emissions identified in relevant regulations	0
TOTAL	5.65

- 1. Source of emission factors used in the calculation: IPCC, 2013.
- 2. Standards, methodologies, assumptions and calculation tools adopted: NBR ISO 14064, assumptions and tools used coming from the Brazilian GHG Protocol Program.
- 3. N<sub>2</sub>O emitted both by the use of the gas in a medicinal way and emitted by burning fossil fuels in generators or vehicles.

Risks due to climate change

GRI 201-2

Based on the study “Sensitivity Analysis – risks, opportunities and financial impacts of climate change”, carried out in 2020, covering 100% of operations, we could understand how the Company is inserted in the context of climate change, and understand the possible effects that arising events may have on our operations.

Later, in 2021, the risk of adverse climate changes started to be incorporated into the Company’s multidisciplinary risk management process<sup>11</sup>, also being part of the organization’s risk dictionary. The risks mapped consist of climatic conditions that may impact the Company’s logistics strategy and operational capacity, causing financial losses and damage to the Group’s image.

Thus, in accordance with the company’s risk management model, climate risk is reviewed every two years and assessed from the perspective of financial and operational risk, with an approach to physical, image and reputational, regulatory and legal risks, with a focus on employees, customers, suppliers and Company assets.

Analyses of the impact of the theme for the company were carried out based on the method of the Adapting Business Agendas Elaboration Cycle and the tool for corporate planning in adaptation of the Center for Sustainability Studies of the Getulio Vargas Foundation (FGVces) and the methodology of the company’s risk management model. Nationwide risks were assessed, but also some specific analyses in units that are more subject to flooding, due to their location.

Considering the currently existing projections, related to the effects of climate change in the Company’s areas of operation, there is no increased risk for the business, and all the risks mapped are within the moderate level, according to the risk classification methodology adopted by the organization.

<sup>11</sup> The study carried out internally and which triggered the incorporation of climate risk in the Company’s risk management process is focused on employees, customers, suppliers, assets and financial losses.

However, four factors demonstrated greater complexity for Fleury Group:

- **The impacts of water scarcity on production processes and customer service units**, which may lead to interruption and reduction of production capacity and closure of units. We calculate that the daily financial impacts, based on gross revenue for 2021, arising from lack of water, could range from R\$5.3 thousand to R\$36.8 thousand in a+ units, and from R\$9.5 thousand to R\$526 thousand in the Fleury units.

Currently, we understand that the risk of water shortages is fully under control, as preventive measures have been adopted, such as the installation of water tanks with a supply capacity of up to three days and the hiring of water trucks. In relation to a possible lack of water, the cost for mitigation would be hiring a water truck, which can vary from R\$180 to R\$1,000.

- **Increase in expenses associated with energy consumption due to the raise in the prices**. To mitigate this risk, we act with a focus on reducing our energy consumption and reducing our emissions, with annual targets on the subject. We also focus on the use of renewable energy sources, such as solar.

- **A possible reduction or suspension of activities due to extreme precipitation events, such as storm, flooding and landslides**. Impacts can occur due to breakdowns in the units infrastructure and, indirectly, the loss of working hours, reduction in the number of customers, difficulty in delivering inputs and an increase in accidents on the way.

To calculate the impact, we adopted as an example the two units that historically registered events of the type: a+ Ilha do Leite, in Pernambuco, and Fleury Vila Lobos, in São Paulo. The total financial impact resulting from the flooding of the units in 2019 totaled R\$523,994.28, considering that they were closed for three days after the flooding, for maintenance and cleaning of the units.

As for the recovery of a flooded unit, its cost may vary depending on the case. Expenses are often restricted to cleaning the unit, but sometimes it is necessary to carry out building and equipment maintenance, or even replace damaged devices.

- **Rising sea levels in coastal cities such as Recife and Rio de Janeiro**. It can impact units located on the shores and lower regions of the coast, with flooding causing interruption of service in the units, which can last for a few days, generating a decrease in the volume of tests performed, and consequently in gross revenue. The Company has internal policies, instructions and procedures specifically developed to mitigate the identified risks. In line with the organization's risk practices and thinking about not interrupting activities, we have contingency plans for both infrastructure, the technical area and distribution areas.

Additionally, we also identified opportunities associated with climate change, as described on page 16 of the Indicator Supplementary Booklet.





# Energy

GRI 302-1 | 302-2 | 302-3 | 302-4

Throughout 2022, we continued to advance in our strategy to make the Company’s energy matrix cleaner and dependent on renewable sources.

In São Paulo, Grupo Fleury already has two photovoltaic plants in operation, with 5,700 solar panels in Pirapora and Vargem Grande Paulista, through an agreement signed with Voltxs Energia, the company that operates the equipment.

The energy production of the two plants will be 5.2 GWh, supplying 16% of the energy consumed by Fleury Group brands present in the city of São Paulo, which represents 52 units of Fleury Medicina e Saúde and a+ Medicina Diagnóstica – all at low voltage.

In Rio de Janeiro, the Company has a contracted plant and two in the final stages of negotiation, which should start operating in 2023. Meanwhile, we use shared distributed generation (GD) services, which produce energy through the combustion of biogas, which is also a renewable source.

These plants will have a production of 6.7 GWh, from 7 thousand solar panels, expected to supply 57% of the energy consumed in this region, which represents 45 units across the Labs a+, Felipe Mattoso and LAFE brands, all at low tension.

In total, the five plants should be responsible for generating 11.9 GWh, accounting for 21% of Fleury Group’s electricity consumption. Thus, we will avoid the emission of over 608 tons of carbon per year, with savings of R\$2.8 million per year, a 24% reduction in energy costs compared to the previous year.

In addition to the construction of photovoltaic plants,

we also expanded the consumption of renewable energy in the free market to another ten units in the Group, reaching almost 30 units in this model.

## Total energy consumption (GJ)

	2020	2021	2022
Fuels from non-renewable sources	14,391.69	14,755.31	20,230.31
Fuels from renewable sources	1,859.62	1,597.58	155.01
Energy consumed/purchased (electricity)	203,249.84	209,794.62	222,870.97
Energy sold	0	0	0
<b>TOTAL</b>	<b>219,501.15</b>	<b>226,147.54</b>	<b>243,256.29</b>

Consumption of non-renewable fuel sources (GJ)

	2020	2021	2022
LPG	371.67	477.75	5,525.28
Gasoline	1,769.87	1,296.49	-
Diesel	1,493.78	1,021.32	1,395.11
Dry Natural Gas	10,756.37	11,959.75	13,309.92
TOTAL	14,391.69	14,755.31	20,230.31

Consumption of renewable fuel sources (GJ)

	2020	2021	2022
Ethanol (hydrous ethanol)	1,228.46	1,154.00	-
Biodiesel	178.24	119.85	155.01
Anhydrous ethanol	452.92	323.73	-
TOTAL	1,859.62	1,597.58	155.01

Energy Intensity

	2020	2021	2022
Number of tests performed	79,278,383	97,411,916	130,186,839.64
Energy consumption within the organization (GJ)	219,501.15	226,147.54	243,256.29
Energy intensity (within the organization) (GJ per exam performed)	0.0027	0.0023	0.0019
Types of energy included in the intensity rate	LPG, gasoline, diesel, dry natural gas, electricity	LPG, gasoline, diesel, dry natural gas, electricity, ethanol, biodiesel and anhydrous ethanol	LPG, gasoline, diesel, dry natural gas, electricity
Energy consumption outside the organization	23,210.39	24,024.01	1,555.14
Energy intensity (outside the organization)	0.00029	0.00025	0.00001
Types of energy included in the intensity rate	Fuel and Electricity	Fuel and Electricity	Fuel
Total energy consumption in the organization	242,711.54	250,171.55	244,811.43
Energy intensity (total for the organization)	0.00299	0.00257	0.00188
Ratio of energy intensity inside/outside the organization	9.31	9.20	19
Percent of operation covered	100%	100%	100%

Total renewable energy consumption (GJ)\*

	2019	2020	2021	2022
Total	143,263.29	224,540.35	235,710.72	223,025.98
Total covered	100%	100%	100%	100%

\*Historical series data have been corrected.

Total non-renewable energy consumption (GJ)\*

	2019	2020	2021	2022
Total	101,312.15	18,171.19	14,460.95	20,230.31
Total covered	100%	100%	100%	100%

\*Historical series data have been corrected.





# Waste

GRI 2-4 | 3-3 | 301-1 | 306-1 | 306-2 | 306-3 | 306-5

In line with the provisions of environmental and health legislation, Fleury Group has procedures for monitoring and controlling the final destination of waste arising from healthcare services provision. Waste destination is determined by type, with criteria based on the procedures of the Environmental Management System and applicable legislation, and the treatment varies according to availability in the municipalities.

Common waste is generated by all areas of the Group, and biological waste is mainly generated in the sample collection and test processing areas.

In our laboratory and hospital units, waste is segregated at source, with collection and shipment for destination or final disposal following the description in Anvisa's RDC -222/2018-, which regulates Good Practices for Managing Health Services Waste, and the facilities' Health Service Waste Management Plan (PGRSS).

Waste is managed by contracted companies, which are responsible for collection and final disposal. All of them follow current legislation and are responsible for validating treatment techniques, which use indicators to monitor and prove their effectiveness.

The PGRSS of each Service Unit is updated periodically, and is available for consultation in physical or electronic media in the internal quality systems. In order to prevent incorrect waste disposal, employees receive annual training on the management of health service

waste, as well as access to procedures on the subject. In addition, we monitor waste generation through monthly indicators.

Throughout 2022, we generated a total of 2,060.6 tons of waste, 41% hazardous and 59% non-hazardous. The amount corresponds to the waste generated in 74.6% of our operations.

Waste generated annually

	2019	2020	2021*	2022
Weight (Kg)	2,018,453.92	1,639,426.57	1,877,066.28**	2,060,570.00
Percentage of the operation covered	96%	88%	91%	74.6%

\*Due to errors during consolidation, waste data for 2021 has been corrected.

\*\*Data corrected for errors during its consolidation.

Non-hazardous waste generated (tons)

Type of waste	2020	2021	2022
Recyclable waste	264.54	274.52	288.20
General waste	708.84	875.45	932.54
TOTAL	973.38	1,149.97	1,220.74

Hazardous waste generated (tons)

Type of waste	2021	2022
Infective	644.23*	708.63
Radioactive	7.57	9.58
Chemical	75.29	121.62
TOTAL	756.89	839.83

\*Due to errors during consolidation, waste data for 2021 has been corrected.

See page 15 of the Indicator  
Supplementary Booklet for the materials  
most commonly used in our operations.

Waste directed to disposal (tons)\*

	2021	2022
Weight of incinerated hazardous waste (without energy recovery)		
Waste incinerated on site	0	0
Waste incinerated off site	89.79	134.68
TOTAL	89.79	134.68
Weight of hazardous waste sent to landfills		
Waste sent to on-site landfills	0	0
Waste sent to off-site landfills	1.64	1.13
TOTAL	1.64	1.13
Weight of hazardous waste destined for other disposal operations**		
On site	71.74	29.35
Off site	593.73	674.68
TOTAL	665.47	704.03
Weight of non-hazardous waste sent to landfills		
Waste sent to on-site landfills	0	0
Waste sent to off-site landfills	875.45	932.54
TOTAL	875.45	932.54
Waste sent to off-site landfills		
On site	0	0
Off site	274.52	288.2
TOTAL	274.52	288.2

\*The amount of waste generated is measured by weighing processes at the administrative unit/headquarters, where cleaning employees carry out the weighing and record the information in a specific form. Information on the total amount of waste generated is collected and consolidated by the areas involved in managing the Group's waste.

\*\*Refers to the volume of hazardous waste treated externally by autoclave, microwave (infective) and radioactive waste which, after decay, is treated as infective.

# Water and effluents

GRI 303-1 | 303-2 | 303-3 | 303-5

The volume of water withdrawn by the Company is used to supply the demands of human consumption, to meet the production needs for carrying out the services provided by the Company and also in refrigeration and air conditioning systems.

Water is collected mainly from public service concessionaires. Only at the Jabaquara unit, in São Paulo (SP), water is withdrawn from the artesian well (underground collection).

Fleury Group understands that one of the possible direct impacts of capturing water to maintain its operations would be the worsening of water scarcity in any region where the Company is installed. As for indirect impacts, an example would be water rationing in the region.

Aware of this, we point out that Fleury does not have units installed in spring areas and monitors water consumption on a monthly basis. Based on this monitoring, action plans are developed with a view to reducing consumption at all service units and administrative areas. Additionally, we carry out permanent actions to prevent leaks and waste, such as inspections at service units.

As part of the management of water resources, we ensure the health standards of processes and products, monitoring and cleaning areas, equipment and utensils in the operation. All effluent is treated by the public system and the minimum standards adopted for release are based on Conama Resolution 430/2011, in addition to the relevant

laws of the states and municipalities where the company is present.

The Company also seeks continuous improvement in the management of water resources by setting annual water consumption targets, based on the consumption results obtained in the previous year, as well as the projection of tests for the current year.

In 2022, we captured 168.2 ML of water in our operations, 33.7 ML of which were consumed<sup>12</sup> by the Company and the remainder discarded back to the public network.



## Volume of water withdrawn per source (ML)\*

	2019	2020	2021	2022
Groundwater**	14.8	14.5	14.9	4.4
Municipal water supply or other water supply companies	147.4	125.9	149.1	163.8
<b>TOTAL</b>	<b>162.2</b>	<b>140.4</b>	<b>164.0</b>	<b>168.2</b>
<b>Percent of operation covered</b>	<b>76.0%</b>	<b>74.0%</b>	<b>72.5%</b>	<b>89.2%</b>

<sup>12</sup> For the report referring to 2022, we started considering the value of water consumed in operations as the volume captured subtracted from the volume discarded. To make this calculation, the basis used was: Consumption = 0.2\*Capture.

\*Our collection values are measured by means of hydrometers and extracted from the bills provided by the municipal water and sewage companies through a groundwater withdrawn report (artesian well).





\*\*Groundwater withdrawn only occurs at the Fleury Jabaquara unit.



# Attachments

## Capitals

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-  Social
-  Intellectual
-  Financial
-  Human

# GRI Content Index

Declaration of use		Fleury Group reported in accordance with the GRI Standards for the period: January 1 to December 31.		
GRI 1 used		GRI: Fundamentals 2021		
Standard	Disclosures	Reference (pg.)/Direct answer		Global Compact
GRI 2: General Disclosures – 2021				
General Disclosures				
GRI 2: General Content – 2021	2-1	Organizational details	Pages 12, 31 and 119 Fleury Group (CNPJ nº 60.840.055/0001-31) operates only in Brazil.	
	2-2	Entities included in the organization’s sustainability reporting	Page 14	
	2-3	Reporting period, frequency and contact point	Page 5 Reporting period: annual	
	2-4	Restatements of information	Pages 60 and 104	
	2-5	External assurance	Page 118	
	2-6	Activities, value chain and other business relationships	Pages 17 and 91	
	2-7	Employees	Page 53. Fleury Group does not have employees with no fixed work hours.	
	2-8	Workers who are not employees	Page 53	
	2-9	Governance structure and composition	Pages 31 and 32	
	2-10	Nomination and selection of the highest governance body	Page 32	
	2-11	Chair of the highest governance body	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	Pages 28 and 39	
	2-13	Delegation of responsibility for managing impacts	Page 28	
	2-14	Role of the highest governance body in sustainability reporting	Page 5	
	2-15	Conflicts of interest	Page 37	
	2-16	Communication of critical concerns	Page 38. The Company monitors communications of critical concerns to governance bodies through records made in the minutes of meetings, but the type of information is confidential.	
	2-17	Collective knowledge of the highest governance body	Page 33	
	2-18	Evaluation of the performance of the highest governance body	Page 32	

Standard	Disclosures	Reference (pg.)/Direct answer		Global Compact
GRI 2: General Content - 2021	2-19	Remuneration policies	Page 35	
	2-20	Process to determine remuneration	Page 35	
	2-21	Annual total compensation ratio	Page 13 of the Indicator Supplementary Booklet.	
	2-22	Statement on sustainable development strategy	Page 3	
	2-23	Policy commitments	Pages 28 and 37	
	2-24	Embedding policy commitments	Pages 37, 39 and 41	
	2-25	Processes to remediate negative impacts	Pages 37 and 78	
	2-26	Mechanisms for seeking advice and raising concerns	Page 38	
	2-27	Compliance with laws and regulations	Page 14 of the Indicator Supplementary Booklet. Contractual fines*: R\$288,000.00 Other fines*: R\$581,000.00 *Values recorded in Fleury Group's accounting records.	
	2-28	Membership associations	<ul style="list-style-type: none"> <li>• ABRAMED (portuguese acronym for Brazilian Association for Diagnostic Medicine) Saúde Digital Brasil – SDB</li> <li>• SDB (portuguese acronym for Digital Health Brazil)</li> <li>• AMCHAM S.P. (portuguese acronym for American Chamber of Commerce of Sao Paulo)</li> <li>• SINDHOSP (portuguese acronym for Union of Hospitals, Clinics and Laboratories of the State of Sao Paulo)</li> <li>• CN Saúde (portuguese acronym for National Health Confederation)</li> </ul>	
	2-29	Approach to stakeholder engagement	Pages 6, 54 and 73	
	2-30	Collective bargaining agreements	Page 53. Further details on the Fleury Group's collective bargaining agreements can be found on page 3 of the Indicator Supplementary Booklet.	3
Material Topics				
GRI 3: Material Topics - 2021	3-1	Process to determine material topics	Page 6	
	3-2	List of material topics	Page 6	
Material Topic: Ethics and Integrity				
GRI 3: Material Topics - 2021	3-3	Management of material topics	Pages 39 and 41	
GRI 201: Economic Performance - 2016	201-1	Direct economic value generated and distributed	Page 81	
	201-4	Financial assistance received from government	In 2022, we had as total tax incentives, used through the Law of Good, the value of R\$23 million, with financial return of R\$6.2 million considering Digital, IT and R&D projects.	



Standard	Disclosures	Reference (pg.)/Direct answer		Global Compact
<b>GRI 205: Anti-corruption - 2016</b>	205-1	Total number and percentage of operations assessed for risks related to corruption and significant risks related to corruption identified	In 2022, as no risk assessment related to corruption was carried out, it was not possible to identify possible risks inherent to the topic.	10
	205-2	Communication and training about anti-corruption policies and procedures	Page 37	10
	205-3	Confirmed incidents of corruption and actions taken	There were no cases of Corruption or Bribery in 2022.	10
<b>GRI 206: Anti-competitive Behavior - 2016</b>	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices and main outcomes	In 2022, there were no pending or closed legal actions regarding anti-competitive behavior and violations of antitrust and antimonopoly laws.	
<b>GRI 418: Customer Privacy - 2016</b>	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	In 2022, we recorded only one incident that resulted in a data breach.	
<b>Material Topic: Patient Trust</b>				
<b>GRI 3: Material Topics - 2021</b>	3-3	Management of material topics	Pages 71, 73 and 77	
<b>GRI 203: Indirect Economic Impacts - 2016</b>	203-1	Infrastructure investments and services supported	The company does not usually invest in infrastructure and support direct services in the community. It only carries out social actions through specific projects, such as those mentioned on page 88.	
	203-2	Significant indirect economic impacts	Page 83	
<b>GRI 416: Customer Health and Safety - 2016</b>	416-1	Assessment of customer health and safety impacts of product and service categories	100% of our products and services are assessed for their impact on customers' health and safety. We formalize our commitment to quality by implementing standards (learn more on page 45) that standardize all processes, ensuring a standard of excellence across all our sites. We offer a safe and healthy environment for our employees, customers and suppliers, while providing services that respect the environment and the community. In 2022, no cases of non-compliance were identified in relation to health and safety impacts caused by products and services.	
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	In 2022, Fleury Group did not receive any notices, sanctions or fines for violation of laws and regulations concerning the impact or risk of using products and services on customer health and safety.	
<b>Material Topic: Innovation and digital transformation</b>				
<b>GRI 3: Material Topics - 2021</b>	3-3	Management of material topics	Page 43	
<b>Material Topic: Eco-efficient Operation</b>				
<b>GRI 3: Material Topics - 2021</b>	3-3	Management of material topics	Page 94	
<b>GRI 201: Economic Performance - 2016</b>	201-2	Financial implications and other risks and opportunities due to climate change	Page 99	

Standard	Disclosures	Reference (pg.)/Direct answer		Global Compact
<b>GRI 301: Materials - 2016</b>	301-1	Materials used by weight or volume	Page 104	7, 8
<b>GRI 305: Emissions - 2016</b>	305-1	Direct (Scope 1) GHG emissions	Page 96	7, 8
	305-2	Energy indirect (Scope 2) GHG emissions	Page 96	7, 8
	305-3	Other indirect (Scope 3) GHG emissions	Page 96	7, 8
	305-4	GHG emissions intensity	Page 96	8
	305-5	Reduction of GHG emissions	Page 96	8, 9
	305-6	Emissions of ozone-depleting substances (ODS)	Page 96	
	305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Page 96	
<b>GRI 306: Waste - 2020</b>	306-1	Waste generation and significant waste-related impacts	Page 104	8
	306-2	Management of significant waste-related impacts	Page 104	8
	306-3	Total weight of waste generated in metric tons	Page 104	8
	306-5	Total weight of waste directed to disposal in metric tons	Page 104	8
<b>Material Topic: Safe, diverse and thriving work environments</b>				
<b>GRI 3: Material Topics - 2021</b>	3-3	Management of material topics	Pages 55 and 64	
<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 60	6
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 63 With the exception of the private pension plan, there is no differentiation in the benefits offered between full-time and part-time employees.	
	401-3	Return to work and retention rates of employees that took parental leave, by gender	Page 12	6
<b>GRI 402: Labor/Management Relations - 2016</b>	402-1	Minimum notice periods regarding operational changes and whether they are specified in collective agreements	The company has not defined a minimum timeframe. The flow to be followed depends on the nature of the change that will affect the employee.	
<b>GRI 403: Occupational Health and Safety - 2018</b>	403-1	Occupational health and safety management system	Page 64	
	403-2	Hazard identification, risk assessment, and incident investigation	Page 64	

Standard	Disclosures	Reference (pg.)/Direct answer		Global Compact
<b>GRI 403: Occupational Health and Safety - 2018</b>	403-3	Occupational health services	Page 64	
	403-5	Worker training on occupational health and safety	Page 64	
	403-6	Promotion of worker health	Page 68	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 64	
	403-9	Work-related injuries	Page 7 of the Indicator Supplementary Booklet.	
	403-10	Work-related ill health	Page 7 of the Indicator Supplementary Booklet.	
<b>GRI 404: Training and Education - 2016</b>	404-1	Average hours of training per year per employee, by gender and employee category	Page 6 of the Indicator Supplementary Booklet.	6
	404-2	Transition assistance programs provided to facilitate continued employability and the management of career endings resulting from retirement or termination of employment	Page 61	
	404-3	Percentage of employees receiving regular performance and career development reviews, by gender and employee category	Page 62. In 2022, performance reviews were focused exclusively on leadership, representing 6.7% of male employees and 3.3% of female employees.	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 32, 34 and 55 The Company monitors among the members of the Board of Directors, in addition to gender and age diversity, other indicators such as people with disabilities, black, indigenous and yellow people. However, in 2022, none of the members fell into the monitored categories.	6
	405-2	Ratio of basic salary and remuneration of women to men	Page 12 of the Indicator Supplementary Booklet.	6
<b>GRI 406: Non-discrimination - 2016</b>	406-1	Incidents of discrimination and corrective actions taken	Page 38	6
<b>GRI 412: Human Rights Assessment</b>	412-1	Operations that have been subject to human rights reviews or impact assessments	Page 41	1
	412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	In 2022, 92,602 agreements and procurement contracts were issued that include human rights clause, which corresponds to 100% of the issued base. The Fleury Group understands as "significant investment contracts" all contracts signed with partners who, within an ABC curve assessment, are classified as curve A, either by strategic representativeness or by financial spend.	2



Standard	Disclosures	Reference (pg.)/Direct answer		Global Compact
<b>GRI 414: Supplier Social Assessment - 2016</b>	414-1	New suppliers that were screened using social criteria	Page 92	1, 2
	414-2	Negative social impacts in the supply chain and actions taken	Pages 92 and 93 Within PERC (learn more on page 94) items “b”, “c”, “d” and “e” of the indicator are not monitored.	2
<b>Material Topic: Influence on society</b>				
<b>GRI 3: Material Topics - 2021</b>	3-3	Management of material topics	Pages 88 and 89	
<b>GRI 413: Local Communities - 216</b>	413-1	Operations with local community engagement, impact assessments, and development programs	Page 83 100% of our operations have implemented local community engagement, impact assessment or local development programs. All projects we support are chosen based on our social action strategy and on the Group's volunteering policy, with a focus on local development and well-defined engagement plans. Although we always act on a national level, the actions are divided and organized according to our regions. In 2022 we received no complaints from the local community.	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, 2
<b>Topics that are not material, but that the Group feels it is important to report on</b>				
<b>GRI 302: Energy - 2016</b>	302-1	Energy consumption within the organization	Page 101	7, 8
	302-2	Energy consumption outside of the organization	Page 101	7, 8
	302-3	Energy intensity	Page 101	8
	302-4	Reduction of energy consumption	Page 101	8
<b>GRI 303: Water and Effluents - 2018</b>	303-1	Interactions with water as a shared resource	Page 106	7, 8
	303-2	Management of water discharge related impacts	Page 106	7, 8
	303-3	Total water withdrawal by withdrawal source, including in areas with water stress	Page 106	
	303-5	Total water consumption	Page 106	7, 8
<b>GRI 415: Public Policy - 2016</b>	415-1	Total monetary value of financial and in-kind political contributions made by the organization by country and recipient/beneficiary	Fleury Group does not make political contributions in cash or in any other form. As stated in the Code of Trust, the Company has no political positioning and does not make donations for this purpose. In addition, we do not make any contributions to political campaigns, political organizations, lobbyists or lobbying organizations, trade associations, groups aimed at promoting tax exemptions or other sporadic expenditures, such as voting on measures, laws or referendums.	

# SASB Content Index

Topic	Code	Metric	Reference/Direct Response	Global Compact
Waste Management - 2018	HC-DY-150a.1	Total amount of medical waste, percentage (a) incinerated, (b) recycled or treated, and (c) landfilled.	<p>All of our infectious waste falls under option (a) Incinerated or (b) Recycled or Treated. Thus, in 2022:</p> <p>(a) Incineration: 14.19 tons of infectious waste generated.</p> <p>(b) Recycled or Treated: 704.03 tons of infectious waste generated (including radioactive waste after decay).</p> <p>1.98% of infectious waste is incinerated, 98.02% of infectious waste is treated (autoclave, microwave).</p>	8
	HC-DY-150a.2	Total amount of: (1) hazardous and (2) nonhazardous pharmaceutical waste, percentage (a) incinerated, (b) recycled or treated, and (c) landfilled.	<p>All of our pharmaceutical (chemical equivalent) waste falls under (1) hazardous, under options (a) Incineration or (c) landfilled. Therefore, in 2022:</p> <ul style="list-style-type: none"> <li>- 120.49 tons of chemical waste generated and sent to incineration.</li> <li>- 1.13 tons of chemical waste generated and destined to landfill.</li> <li>- 99.07% of chemical waste is incinerated; and 0.93% of chemical waste is sent to landfill.</li> <li>- 100% of pharmaceutical waste (equivalent to chemical waste) is considered hazardous.</li> </ul>	8
Patient privacy and electronic health records- 2018	HC-DY-230a.2	Description of policies and practices to protect records of protected health information (PHI) and other personally identifiable information (PII)	Page 14 of the Indicator 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 customers affected in each category, (a) only PII and (b) PHI	In 2022, we recorded only one incident that resulted in a data breach, affecting a total of four customers, two in the PII category and two in the PHI category.	
	HC-DY-230a.4	Total amount of monetary losses resulting from legal proceedings associated with data security and privacy	In 2022, we recorded no monetary losses resulting from legal proceedings associated with data security and privacy.	

Topic	Code	Metric	Reference/Direct Response	Global Compact
<b>Pricing &amp; Billing Transparency - 2018</b>	HC-DY-270a.1	Description of policies or initiatives to ensure patients are adequately informed about price before undergoing a procedure	Our procedure consists of providing information to the patient when the form is opened in our service units. At this moment, the patient is informed about the price of the procedures in case the option is to perform the exam not covered by the health insurance plan. Customers can also consult price information by calling the corresponding Call Center (CAC) of each brand.	
	HC-DY-270a.2	Discussion of how pricing information for services is made publicly available	Fleury Group does not disclose pricing information, except for the Campana Saúde iD brand and on the agenda Covid website.	
	HC-DY-270a.3	Number of the entity's 25 most common services for which pricing information is publicly available, percentage of total services performed (by volume) that these represent	The prices of Fleury Group's most common services are not disclosed because they are considered strategic to the company. However, the prices are made available directly at our units and through contact at the call center.	
<b>Employee Recruitment, Development &amp; Retention - 2018</b>	HC-DY-330a.1	(1) Voluntary and (2) involuntary turnover rate for: (a) physicians, (b) nonphysician health care practitioners, and (c) all other employees	Page 4 of the Indicator Supplementary Booklet.	
	HC-DY-330a.2	Description of talent recruitment and retention processes for health care practitioners	Page 4 of the Indicator Supplementary Booklet.	



# SDG Map



**Ensure healthy lives and promote well-being for all at all ages**

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Patients at the heart of healthcare	69
Social action	83
Supply chain	90



**Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all**

Governance and risk management	30
Team of excellence	52
Patients at the heart of healthcare	69
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**Achieve gender equality and empower all women and girls**

Governance and risk management	30
Team of excellence	52



**Promote inclusive and sustainable economic growth, employment and decent work for all**

Team of excellence	52
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**Build resilient infrastructure, promote sustainable industrialization and foster innovation**

Innovation and digital transformation	42
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**Reduce inequality within and among countries**

Future strategy	23
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**Ensure sustainable consumption and production patterns**

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**Take urgent action to combat climate change and its impacts**

Operational eco-efficiency	94
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**Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels**

Governance and risk management	30
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**Revitalize the global partnership for sustainable development**

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# Capitals Map



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## Intellectual

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## Manufactured

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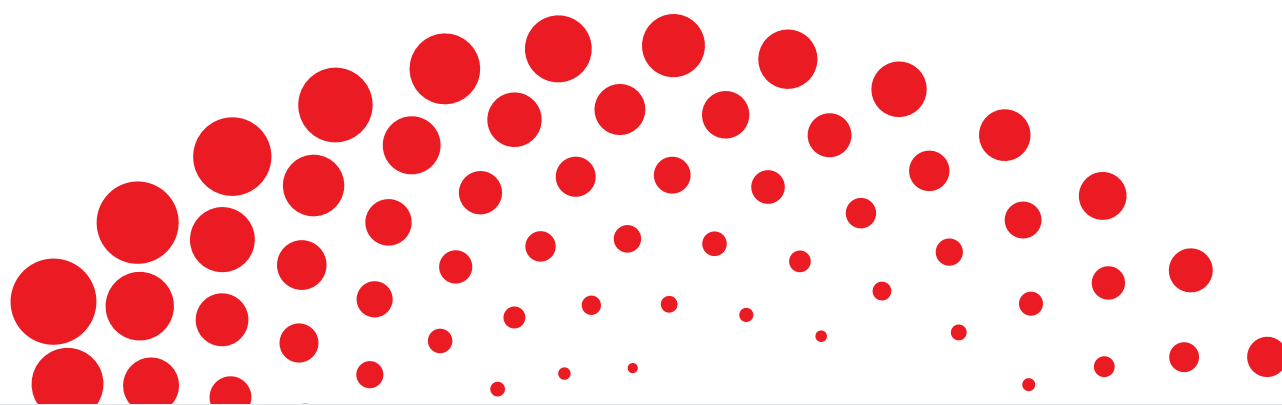
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## Natural

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# Letter of assurance

GRI 2-5

## Declaration of independent verification – Bureau Veritas

### INTRODUCTION

Bureau Veritas Certification Brazil (Bureau Veritas) has been contracted by Fleury S.A. (Fleury), to conduct an independent verification of its 2022 Sustainability Report (hereinafter referred to as the Report).

This verification was conducted by a multidisciplinary team, including verifiers with knowledge of financial and non-financial data.

### WORK SCOPE

The scope of this verification covered the Global Reporting Initiative<sup>TM</sup> Standards and Principles for Sustainability Reporting, simultaneously the *Sustainability Accounting Standards Board* (SASB) indicators were also verified and refers to accountability for the period from January 1 to December 31, 2022.

### RESPONSIBILITIES OF DASA AND BUREAU VERITAS

The obtaining, calculation and presentation of the published data are the sole responsibility of FLEURY.

Bureau Veritas is responsible for providing an independent opinion to the stakeholders, in accordance with the scope of work defined in this declaration.

### METHODOLOGY

The verification covered the following activities:

1. Interviews with those responsible for the material topics and the content of the Report, including the GRI and SASB indicators associated with the material topics;
2. Analysis of documentary evidence provided by the FLEURY, for the period covered by the Report (2022);
3. Verification of performance data against the Principles that ensure the quality of the information, according to the GRI Standards;
4. Evaluation of the systems used to compile data;
5. Analysis of engagement activities with stakeholders developed by FLEURY;
6. Evaluation 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, according to the requirements of the ISAE 3000 standard, incorporated into Bureau Veritas' internal verification protocols.

### LIMITATIONS AND EXCLUSIONS

Excluded from this verification was any assessment of information related to:

- Activities outside the defined evaluation period;
- Position statements (expressions of opinion, belief, objectives or future intentions) by FLEURY;
- Economic and 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.

### OPINION ON THE REPORT AND THE VERIFICATION PROCESS

- Throughout the verification process, it was possible to verify a reliable system of data collection and consolidation that made up the Report. Those responsible for the material topics, who responded to the verification, demonstrated adequate knowledge about the indicators and the process of preparing the Report;
- The reliability of data was verified in a sample manner,

<sup>1</sup> Materiality, Stakeholder Inclusion, Sustainability Context, Completeness, Balance, Comparability, Accuracy, Timeliness, Clarity and Reliability.

<sup>2</sup> International Standard on Assurance Engagements 3000 – Assurance Engagements other than Audits or Reviews of Historical Financial Information.



exclusively in the 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 2022 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 11 topics. The themes Patient Safety and Risk Management Structure and Good Practices were considered topics transversal to the business model, which are inherent to the nature of the company's operation and are analyzed together in all discussions about the ESG impact. The materiality matrix was revised in 2022, in our understanding, the themes reflect the impacts of the Company's activities in a balanced manner;
- The data presented to meet the GHG emissions indicators are part of the GHG emissions inventory of the FLEURY. This inventory will be verified by another company, by through an independent assurance process, based on NBR ISO 14.064;
- FLEURY, in June 2022, released a statement to its shareholders and the market informing about the combination of its business with the Hermes Pardini Group. As a result, FLEURY and Pardini Group will continue to engage in their respective activities. Fleury will continue to be registered as a publicly-traded "A" company and will continue to be listed on the Novo Mercado segment

of the B3, with Pardini Group becoming a wholly-owned subsidiary of Fleury;

- We highlight that Fleury started in 2022, "Study of Context and Best Practices in Human Rights", in order to analyze its gaps and integrate human rights concerns into its business strategy, in order not to focus its actions only on risk management, thus demonstrating commitment to the subject;
- Regarding the GRI 303-5 Indicator (Water Consumption), we evidenced that Fleury reported the data considering consumption as the total water abstracted and not the total water abstracted minus the water discarded by the organization (Water Consumption = Water Collected – Water discarded). Additionally, we declare that the company adjusted the information for 2022;
- We verified the implementation of the Better Living Program that serves employees and their dependents with actions developed to promote healthy habits, well-being and quality of life, demonstrating adherence to the GRI 403-6 indicator.
- Regarding the indicator 413-1, we evidenced engagement programs for community support, and the development of actions within the company's thematic calendar, where it was possible to evidence the realization of health campaigns, all focused on the local community.
- We show that FLEURY reports data referring to the GRI indicator 404-3 Percentage of employees who receive performance and career development evaluations. However, in 2022 the company, by strategic decision,

chose to implement the development assessment focused on leadership, and for the rest of the Company a more spontaneous process was generated. In our understanding, this strategy does not clearly guarantee how the organization works to monitor and maintain its employees' skill sets and access to opportunities without inequality.

- The Report adequately presents the indicators associated with GRI Standards 2021, which includes the social, governance, environmental and SASB indicators.
- In our understanding, the FLEURY Report presents the impacts of the organization's activities in a balanced manner;
- The inconsistencies found in the Report, in relation to one or more GRI Principles, have been satisfactorily corrected.

## RECOMMENDATIONS

For the purpose of verifying the data referring to indicator 404-3 "Percentage of employees who receive regular performance and career development evaluations" we recommend that the company verify the possibility and applicability of adopting a formatting that allows the traceability of the functional category, according to GRI guidelines, in order to ensure the reliability and comparability of the data.

## 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 the quality of 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 more than 185 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 avoid conflicts of interest.

The verification team has no other link 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 that involve environmental, social, health, safety and ethical issues, which combined with the experience in these areas, allows us a clear understanding of the presentation and verification of good corporate responsibility practices.

## CONTACT

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São Paulo, June 2023.



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# Credits

GRI 2-1

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## **Coordination**

Strategy, Innovation and ESG Executive Board

Fernanda Gouveia

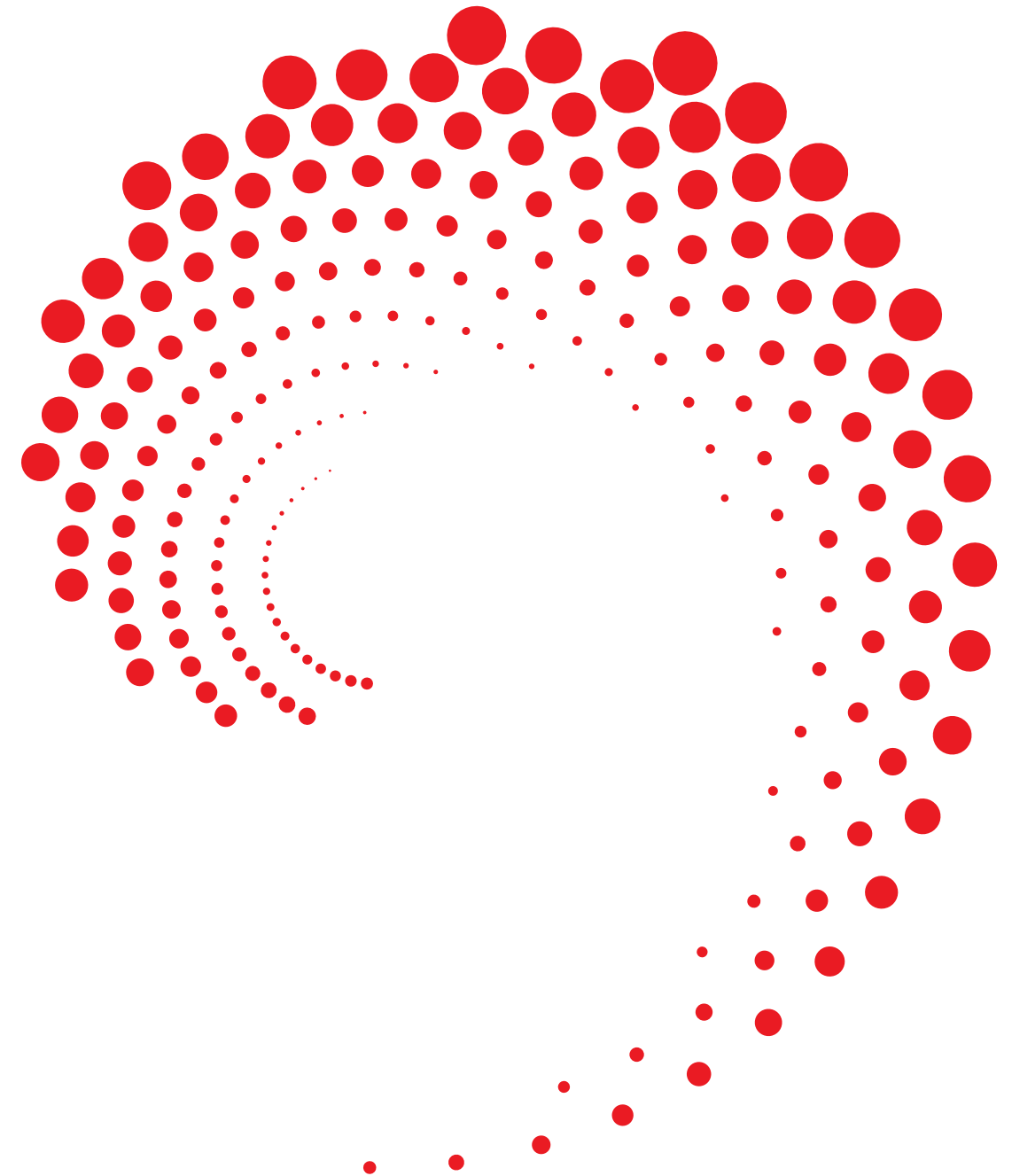
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**Consulting for collecting the disclosures according to the GRI Standard guideline, materiality review, drafting, design, review and translation**

Ricca Sustentabilidade

## **Date of publication**

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Grupo**Fleury**

We are passionate about people and what we do.