

INTEGRATED REPORT 2022



OSWALDO CRUZ
HOSPITAL ALEMÃO



HOSPITAL ALEMÃO OSWALDO CRUZ
INTEGRATED REPORT
2022



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OSWALDO CRUZ

WELCOME TO

GRI 2-2, 2-3, 2-4, 2-5

Hospital Alemão Oswaldo Cruz hereby presents the 2022 edition of its *Integrated Report*, presenting the Institution's performance from January 01 to December 31, 2022, to employees, members, medical staff, suppliers, patients, partners and communities.

Against the backdrop of the Hospital's 125th anniversary celebrations, the year also witnessed meaningful developments in research, health care, innovation and social impact - topics that are highlighted throughout the report, underpinned by our strategic planning and new essence.

This annual report is based on reporting guidelines and structures for internationally recognized results: the GRI Standards (Global Reporting Initiative), in its 2021 version, and the Integrated Reporting (<IR>) Framework guidelines issued by the IFRS Foundation. Brazilian Association of Listed Companies (Abrasca) guidelines are also followed.

At the end of 2022 the Institution conducted a materiality review - a list of environmental, social and governance (ESG) issues obtained by analyzing their relevance and perception from the perspective of leadership and stakeholders. The report's chapters directly address and respond to the prioritized topics (see more in ESG Agenda).

The scope of the disclosed financial and non-financial indicators covers the units directly managed by the Hospital Paulista and Unidade Campo Belo and Hospital Vergueiro. It also presents information from the Hospital Alemão Oswaldo Cruz Social Institute and public units managed under management contracts: Complexo Hospitalar dos Estivadores e Ambulatório Médico de Especialidades Dr. Nelson Teixeira (AMBESP). The qualitative content specifically explores topics already under development at the beginning of 2023, to provide more in-depth context around data and strategy.

Through this *Integrated Report* the Institution is maintaining its commitment to transparency and accountability and is inviting all stakeholders to read about the impacts of its activities. Please refer any queries about the document's contents to the *e-mail* marketing@haoc.com.br.





Learn more

Icons, codes and references used in this report

MATERIAL TOPICS

Chapter openings reference the Institution's priority ESG topics through icons. Here is an example.

GRI APPENDIX

Data presented in the GRI Standards is referenced in titles or throughout the text in this format

SDGS

The United Nations' Sustainable Development Goals are referenced and related to material topics through their icons

OTHER FORMATS

The full content of this report is submitted in three different languages. The Institution has also prepared a digital version accessible through this QR Code.



OUR DISCLOSURES IN 2022

The Hospital's main highlights in its **material topics.**

HEALTH, SAFETY AND WELL-BEING



+ 1,500 telephone support calls to employees with covid-19

DIVERSITY, INCLUSION AND EQUITY

5x increase in people with disabilities hired



+ 25,000 appointments at the Employee Health and Safety Center (CASSC)

We conducted an opinion survey on diversity, equity and inclusion

We joined the Mind in Focus Movement (UN Global Compact)



SERVICE QUALITY AND SAFETY AND PATIENT EXPERIENCE



76%
NPS in 2022



250
Active Patient
Experience
Ambassadors

We joined NDNQI, with 11 monitoring and benchmarking indicators for a network of **570 hospitals** worldwide





**RESEARCH,
INNOVATION AND
TECHNOLOGY**

R\$ 2.5 million invested
in research, teaching
and education



**TRANSPARENCY
AND STAKEHOLDER
ENGAGEMENT**

Review and release of
the 3rd version of the
Ethical Conduct Manual

646

concerns processed
in our Confidential
Hotline

HEALTH PROMOTION AND ACCESS



26

projects
underway in
the Proadi-
SUS 2021-2023
period



+ 276,000

appointments in AMBESP

+ 33,000

appointments at Complexo Hospitalar
dos Estivadores

103

research projects in progress

170

publications in journals

+1,300 respondents participated in our materiality matrix review

composed of patients, employees, medical staff, students, business partners and opinion makers, among other stakeholders

DATA PRIVACY AND SECURITY



Setting up a Data Protection function



Reviewing the Institution's Data Protection Program road map

GOVERNMENT RELATIONS & ADVOCACY

Integrating and participating in benchmarks and databases of the National Association of Private Hospitals (Anahp)



WASTE MANAGEMENT

310.40 metric tons of waste sent for recycling

Joining the Healthy Hospitals Project and the Health Care Waste Challenge

ENERGY CONSUMPTION (GJ)

Gas and diesel

16,724 in 2022 **x** **17,018.08** in 2021

Electricity

90,287.99 in 2022 **x** **102,914** in 2021

CHAIRMAN OF THE BOARD OF TRUSTEES

Our purpose:
serving life

GRI 2-22



Celebrating 125 years of history this year, Hospital Alemão Oswaldo Cruz underwent an important period of consolidation and validation of its strategic positioning.

As market-leading, high-complexity and large-scale health care institution in Brazil, we continue to face a complex health care sector, marked by increasing vertical integration and strong inflationary pressures that affect all players in the ecosystem. The covid-19 pandemic was also felt, as it continued to produce waves of infection, mainly in the first half of the year, albeit without the levels of fatality witnessed in

previous waves, thanks to vaccination coverage and scientific advances in managing severe cases.

To navigate this situation we expedited a series of transformations - from governance to care practices - that ensure the organization's sustainability, strategic compliance and the best health care outcomes for our patients.

During the year Hospital management made the important achievement of revising our Essence - which includes the organization's Mission, Vision and Values - to which we added a purpose: *Serving Life*. The result of a collaborative process which entailed listening to doctors, patients, managers and teams from across the Institution, the new Essence does not rewrite our history to date but objectively and clearly reaffirms our *raison d'être* - and explains why we want to be the preferred health care choice for all our stakeholders.

The Essence also translates our strategic goals: we are a philanthropic institution whose efficiency and profitability are fundamental to the longevity of the services we provide and for us to continue being a benchmark in our medical specialties, impacting Brazilian health and society for the good.

Meanwhile, we reviewed the Hospital's corporate governance framework, reorganizing the Board of Trustees's advisory committees, in continuation of the transition initiated the previous year. We now enter 2023 with a Sustainability and Social Responsibility Committee, which joins our Executive ESG Committee; and also set up the Finances and Investment Committee.

This review is consistent with our environmental, social and governance (ESG) agenda. In 2022, we conducted an internal diagnosis and reviewed our materiality matrix, with more than 1,300 stakeholders taking part. We increasingly understand that issues such as innovation and technology, diversity, integrity and the promotion of access to treatments and health care services are an inseparable part of our business strategy.

In terms of financial performance, in 2022 our net revenue rose by 10% to R\$ 1.24 billion and EBITDA rose by 21.3% to R\$ 104.5 million.

Patient satisfaction with their experience at our Hospital is a top priority for us. This indicator, which is part of our Strategic Planning priorities, had a consolidated NPS of 76%, despite the challenge of managing care peaks caused by COVID-19 waves.

We remain attentive to the coordination of the patient journey, understanding their needs and meeting them through our own Care Model. We joined the NDNQI (National Database of Nursing Quality Indicators) and continuously analyze our performance over 11 care indicators. This allows us to benchmark our performance against more than 570 hospital institutions worldwide.

The year was also a rich learning experience for our fronts in Education, Research, Innovation and Digital Health - where we continued investing in generating and disseminating cutting-edge knowledge, focusing on high complexity through qualified higher education and the initiatives of the International Research

Center and the Healthcare Innovation and Education Center - and in Sustainability and Social Responsibility.

In the National Healthcare System Institutional Development Support Program (Proadi-SUS) we are in our fifth three-year period (2021-2023), working on topics that optimize public management and share our expertise. Approximately R\$ 199 million will be invested in these projects in 2021-2023.

Through the Hospital Alemão Oswaldo Cruz Social Institute, we help enhance public health services, managing Complexo Hospitalar dos Estivadores e Ambulatório Médico de Especialidades Dr. Nelson Teixeira (AMBESP), which boast positive indicators, benefiting people in Baixada Santista.

I also draw your attention to the fruits of our public engagement in sustainability by our signing up to the United Nations Global Compact. We joined this agenda and its commitments in the Environment, Labor, Human Rights and Anti-Corruption pillars at the end of the year, and we are committed to building an increasingly better Institution in each of them.

Lastly, I would like to thank our associates, employees, clinical and health care staff, patients and partners for making 2022 such a special year for our Hospital. Through an Essence consistent with the way we have always operated, we believe that with a strategy and ambitions consistent with our responsibility and with the engagement of the best professionals, we will continue to be a standard setter in care, medical excellence and knowledge, positively contributing to the health care market and to each and every person in Brazil.

Weber Porto

Chairman of the Board of Trustees

MESSAGE FROM THE CEO

Our mission: **Spearheading health care development**



In the complex and dynamic year that was 2022, Hospital Alemão Oswaldo Cruz dedicated efforts to demonstrating the magnitude of its purpose of Serving Life with excellence, precision and accountability.

In a period that will be remembered for macroeconomic challenges, COVID-19 pressures and higher demand from our patients for procedures and appointments, we strove to fulfill our Strategic Planning, from care to supporting processes and activities.

Operationally, we intensified dialog with the private health care system and spent the year recovering our output by resuming procedures and specialized care, coupled with accrediting more health insurance operators in units such

as the Hospital Vergueiro, expanding our check-up segment and growing our population health management area, which saw the number of lives assisted rise by 270% on 2021.

The accumulated inflation in the private health care sector and the spiraling cost of materials and supplies mean service providers like us have to continuously pursue efficiency with excellence. Through open dialog with our partners, we sought joint solutions and carried out projects to avoid waste, optimize flows and provide the best patient experience. At the end of the year, our revenue and EBITDA growth confirm that we are on the right track.

In 2022, we reflected deeply on medical specialties, as we operate in a high complexity segment, with an enduring reputation in multiple fields of medicine and health care. This process is ongoing and is already translating into the analysis of our results and investments. We also made improvements to care, by implementing the Patient Experience Ambassadors program, now with 250 participants; digitalizing processes in the pharmacy; and improving management and performance in several quality, safety and clinical outcome indicators.

Combined with efforts to manage human capital, encompassing employees and clinical staff, we closed the year with

important recognitions for the Institution's care for its processes and people: our Intensive Care Units (ICU) at the Unidade Paulista and at Hospital Vergueiro were assigned high performance certification by Epimed Solutions. And, for the second consecutive year, we were ranked among the Best Companies to Work for in the Healthcare sector, in the Hospitals category, in the Great Place to Work (GPTW) ranking.

In addition to Private Healthcare, I evaluate 2022 positively in terms of the Institution's other pillars: Education, Research, Innovation and Digital Health, and Sustainability and Social Responsibility. In the first pillar we created the Scientific Board - a discussion forum to integrate medical expertise and promote the creation of projects that boast the Institution's leading professionals. In addition, we produced more than 150 publications, including ten papers in the renowned "Lancet" magazine, maintained more than a hundred ongoing research projects, and ended the year with 1,961 students enrolled in technical, undergraduate and postgraduate courses.

On top of this are 1,496 postgraduate students in the National Healthcare System Institutional Development Support Program (Proadi-SUS). Another highlight in the year was the Nursing course, which obtained the maximum score of 5 in its Ministry of Education evaluation.

Research, Innovation and Education are also a priority in our business model, and allow us to improve the care we provide. In addition to producing and disseminating expertise and harnessing technologies, we raised our medical and care quality and introduced new practices that drive health advancement.

In the Sustainability and Social Responsibility pillar, we integrated the waste challenge of the Healthy Hospitals Project in addition to joining the Global Compact. We also significantly expanded the recovery of recyclable materials previously discarded as infectious waste, thanks to the improvement in waste segregation.

Deliveries related to the National Healthcare System Institutional Development Support Program (Proadi-SUS) were noteworthy, with endeavors such as high-impact publications, participation in public health management committees, promotion of management and care courses and workshops and attendance at scientific events. I would also like to highlight the work of Instituto Social Hospital Alemão Oswaldo Cruz in Baixada Santista, where we continue returning results consistent with our responsibility to manage public facilities.

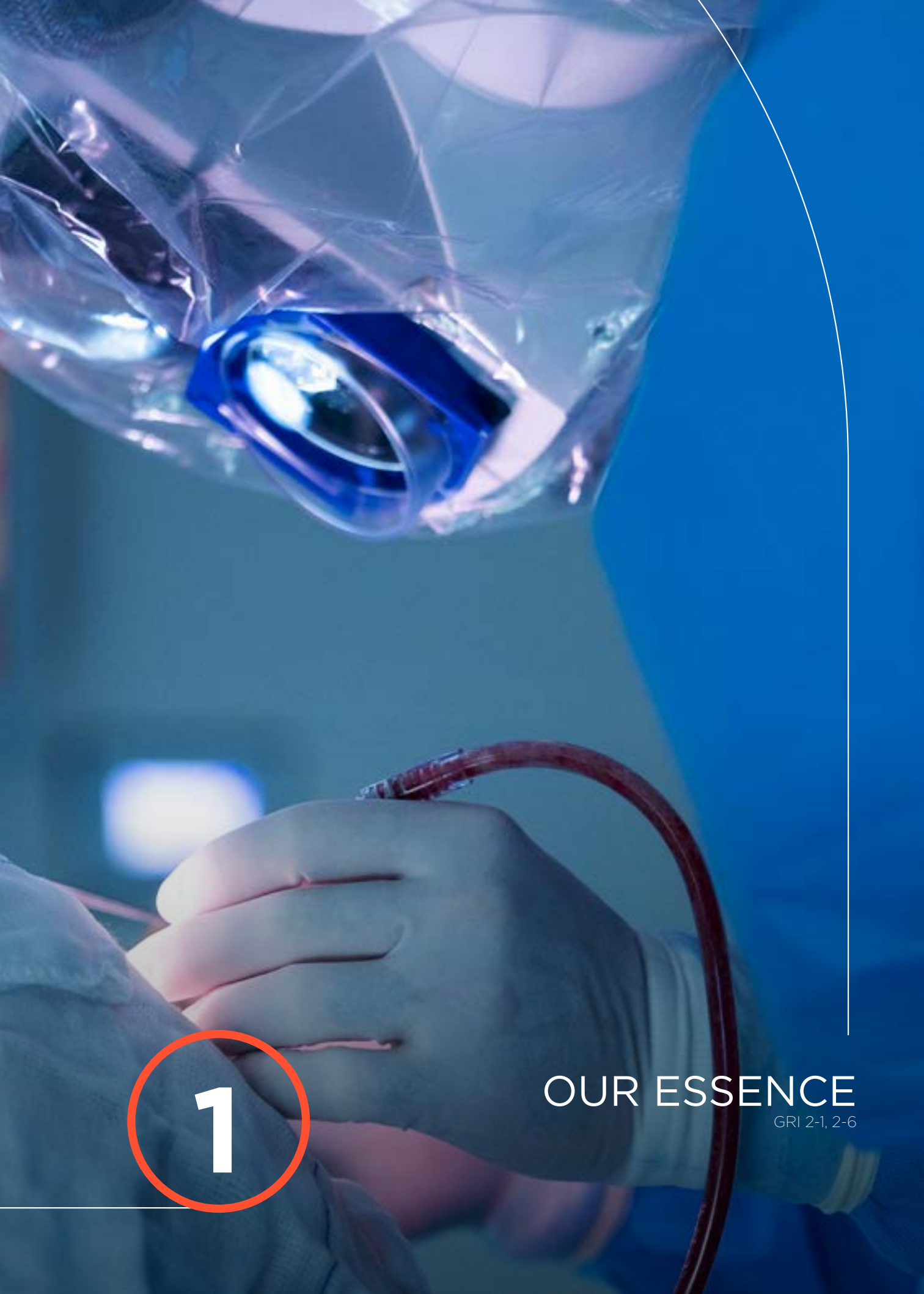
Lastly, I am compelled to express our gratitude and dedication to our 3,817 employees and more than five thousand active registered clinical staff members who have continued to dedicate their lives to caring for others. We are currently improving human capital management processes, reflecting the institution's reviewed essence and strategy, and I believe that recognition, merit and rewards for those who make our hospital what it is should be increasingly valued. We have therefore redefined policies for clinical staff management and in 2023 will continue developing our Diversity Program so that it has a broad-based approach.

I believe that 2023 will present major challenges for the health care ecosystem, which is still adapting to a world transformed by the pandemic and market movements. We will continue to receive huge demand for innovative and flexible solutions for our patients, whose needs must be preempted through research, technology and modernization. And we will have multiple opportunities to expand our operations by expanding the footprint of the Hospital Alemão Oswaldo Cruz brand.

We are prepared for a new cycle of development. I thank everyone who contributed to our performance this year and invite you to see a summary of our results and an expression of our leadership in this report.

Dr. José Marcelo A. de Oliveira
CEO





1

OUR ESSENCE

GRI 2-1, 2-6

Celebrating 125 years of history in 2022, **Hospital Alemão Oswaldo Cruz** is a major hospital center based in São Paulo (SP), and is a leading institution in Brazil.



806

total capacity of inpatient beds, including public and private health care

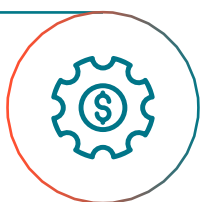
The philanthropic institution originated from the gratitude of German-speaking immigrants for the hospitality they received in Brazil, for which they structured care services. Today, the Hospital fulfills its purpose of Serving Life through activities that encompass the entire health cycle - health promotion, care, diagnosis, treatment, rehabilitation, education, research, integrative health and impact on society - in various medical specialties, such as Oncology, Digestive System, Neurology, Cardiology, Orthopedics, Urology, Obesity and Diabetes, Nephrology, among others.

Three pillars underpin what we do: Private health care: Digital Health, Education, Research, and Innovation, and Sustainability and Social Responsibility. To implement these goals on a daily basis, our workforce comprises

3,817 direct employees and more than five thousand registered active doctors and dentists in its clinical staff.

Its operational structure is based in São Paulo state, with the Unidade Paulista, Unidade Campo Belo, Hospital Vergueiro and institutions dedicated to technical, higher and postgraduate education in health and management, all located in the city of São Paulo.

As a hospital of renowned excellence, Hospital Alemão Oswaldo Cruz partners with the Brazilian Ministry of Health to develop projects of the National Healthcare System Institutional Development Support Program (Proadi-SUS), with country-wide initiatives aimed at improving



**Net
revenue
of R\$
1,24
billion,
10%
more
than the
previous
year**

public health.

Additionally, through Instituto Social Hospital Alemão Oswaldo Cruz, the organization is present in the Baixada Santista region, managing Complexo Hospitalar dos Estivadores e Ambulatório Médico de Especialidades Dr. Nelson Teixeira (AMBESP).

A leadership position in the health care ecosystem, combined with tough market conditions, the ongoing COVID-19 pandemic and the commitment to business sustainability, led Hospital Alemão Oswaldo Cruz to make changes in its strategic map, leadership structure and essence.

In 2022, the institution reviewed its Values, Mission, Vision and Purpose, distilling them into a new essen-

ce that expresses its *raison d'être*, directions, deliveries and operating fundamentals. The hospital focused on strengthening the organization's ESG governance, maintaining mutually beneficial partnerships with health insurance providers and improved quality, safety and clinical outcomes for patients, as well as engaging employees and medical staff.

As a result of these efforts, the Institution recorded net revenue of R\$ 1.24 billion in 2022, 10% more than the previous year. It also registered almost 430,000 outpatient appointments and 32,000 surgeries, if we count the Unidade Paulista, Unidade Campo Belo and Hospital Vergueiro. To treat patients it offers 806 hospital beds, 583 through private health care and 223 in public health care.

OUR PURPOSE SERVING LIFE

In light of the various transformations in the health care sector, Hospital Alemão Oswaldo Cruz revisited its Essence, Vision, Mission and Values in 2022



MISSION



Spearheading health care development
 > Delivering the best experience and health outcomes to our patients

> Researching, educating and innovating to advance knowledge and practices;

> Impacting more and more people through our social commitment.

VISION



To be the best choice in health care, in the opinion of patients, doctors and the entire ecosystem in transformation.

VALUES



Assistance

We welcome our patients and their families, doctors and health care professionals with empathy and compassion, so they can also welcome each other.

Collaboration

We value openness in all our relationships, always dialoguing and working together in an ethical and transparent way.

Excellence

We always strive to do better (Immer Besser) to achieve maximum safety and best outcomes for our patients, seeking to empower and delight them in every aspect of their experience.

Innovation

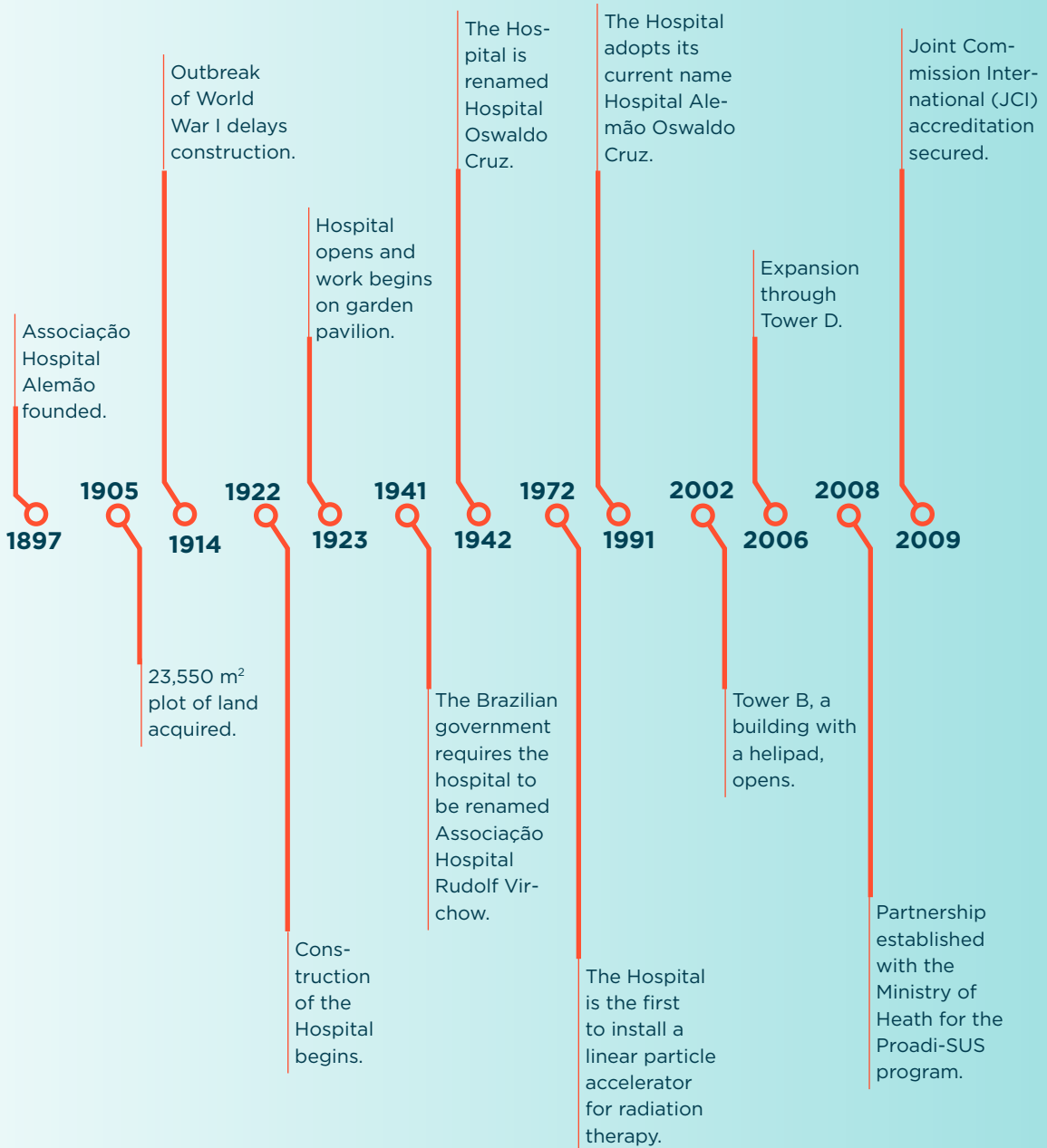
We are motivated by continuous improvement, generating new expertise, practices and operating models that drive the disruptive and incremental advancement of a constantly transforming sector.

Social vocation

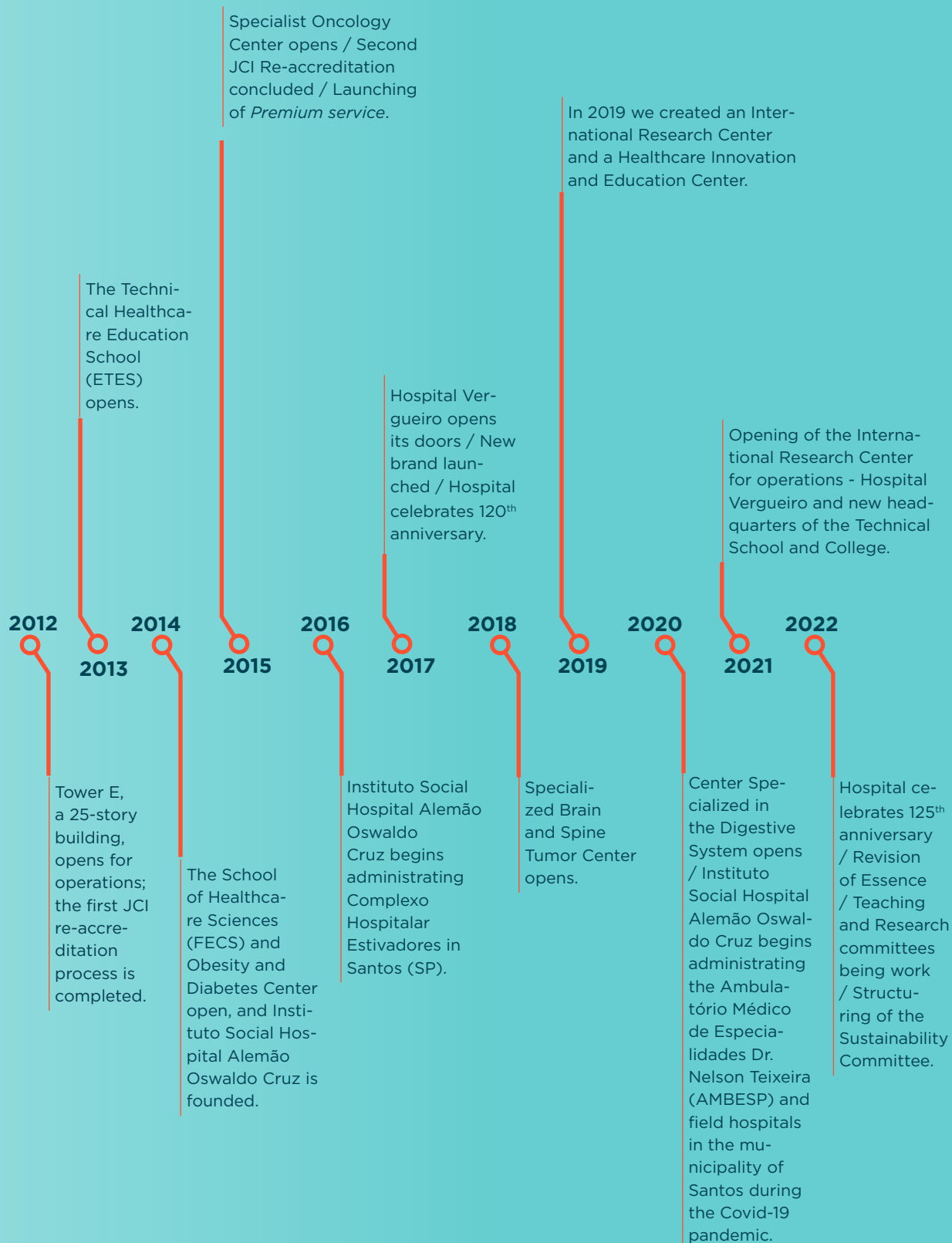
We contribute to health beyond our institution, sharing our expertise and practices with the public health care system and other social organizations.

HISTORY AND TODAY

GRI 2-1



Find out more about our history through the QR Code



UNITS

OUR

GRI 2-6

Unidade Paulista

Strategically located near Avenida Paulista, today the institution's first hospital unit has specialized infrastructure for providing support services, and high-complexity medical diagnoses, treatment and research. This unit houses several specialized centers - such as Oncology, Cardiology, Urology and Digestive, among others.

In figures

97,000 M² OF BUILT-UP AREA

307 INPATIENT BEDS

18 OPERATING THEATERS

58 DOCTORS' OFFICES

44 ICU BEDS



Services and practices by tower

A

Diagnostic Imaging Center | Oncology Center | Orthopedics Center | Clinical and Orthopedic Emergency Unit | Nephrology and Dialysis | Clinical Neurophysiology | International Research Center



B

Operating Theaters | Cardiovascular Center | Clinical and Surgical Specialties Center | Inpatient Units | ICU | Non-invasive Cardiology | Outpatient Care | Endoscopy and Colonoscopy - Specialties Center | Physician Comfort Center and Lounge | Sterile Processing Department (CME) | Physician Canteen

C

Emergency Care | Cardiology, Neurology and Surgical Emergency Unit | Operating Theaters | ICU

D

Specialized Digestive System Center | Obesity and Diabetes Center | Urology Center | Employee Cafeteria, Fitness Center and Lounge | Employee Health and Safety Center (CASSC) | Pharmacy | Inpatient Units | Warehouse

E

Inpatient Units | Operating Theaters | ICU | Premium Accommodations | Physician Comfort Center and Lounge | Patient Lounge | Auditorium | Oncology/Hematology Unit

Hospital Vergueiro

The hospital offers medical, outpatient and surgical services, and practices dedicated to bone marrow transplantation, research and specialized centers.

In figures

36,500 M² OF BUILT-UP AREA

202 INPATIENT BEDS

13 OPERATING THEATERS

30 ICU BEDS

57 DOCTORS' OFFICES



Unidade Campo Belo

Located in southern São Paulo, the hospital offers a wide range of outpatient services, including the Specialized Check-up Center and specialized memory and dizziness clinics, upper endoscopy and colonoscopy services and an ambulatory surgical center. It also has medical offices for several specialties.

In figures

2.000 M² OF BUILT-UP AREA

9 DOCTORS' OFFICES

ROOMS: 2 ULTRASOUND ROOMS |

2 BLOOD DRAW STATIONS | 2 ERGOMETRIC TEST ROOMS|

1 ECHOCARDIOGRAM ROOM |

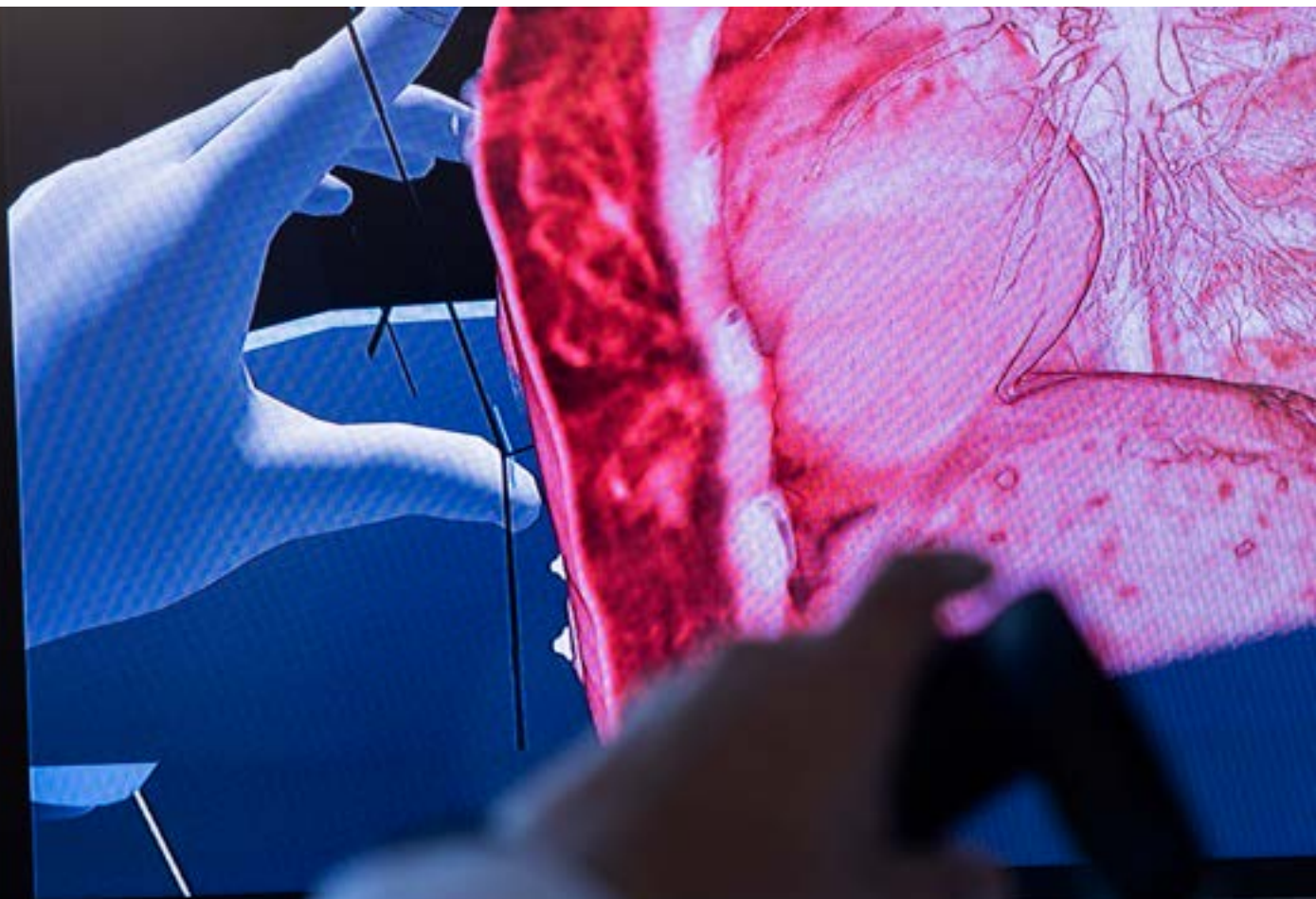
2 AUDIOMETRY ROOMS |

1 IMPEDANCE AUDIOMETRY ROOM |

2 DAY CLINIC AND ENDOSCOPY ROOMS







Technical School and School of Healthcare Sciences

Also located on Avenida Paulista, the hospital includes educational spaces dedicated to technical, undergraduate and postgraduate education.

In figures

980 M² OF BUILT-UP AREA
8 CLASSROOMS
3 IT AND VIRTUAL REALITY
LABORATORIES AND
CARE PRACTICES



Digital Health and Innovation Center

Located on Avenida Paulista, this houses a start-up incubator and accelerator, a data science laboratory, an education and development station for virtual and augmented reality solutions, a 3D-printer island, and activities of the International Research Center.

In figures

790 M² OF BUILT-UP AREA

INSTITUTO SOCIAL HOSPITAL ALEMÃO OSWALDO CRUZ: PUBLIC UNITS MANAGED

Complexo Hospitalar dos Estivadores

Under the management of Instituto Social Hospital Alemão Oswaldo Cruz since 2016, Complexo Hospitalar dos Estivadores is an elective surgical hospital and maternity ward. During the COVID-19 pandemic, it played a crucial role in providing health care to people in Baixada Santista. Located in Santos (SP), the unit is the leading regional institution for high-risk pregnancies and newborns. It is part of the National Alliance for Respectful and Safe Deliveries and has an Obstetric Emergency Department, Endometriosis Center, Endovascular Surgery, and Tomography and Outpatient services.

In figures

11,600 M² OF BUILT-UP AREA

223 BEDS (TOTAL CAPACITY)

6 OPERATING THEATERS

Ambulatório Médico de Especialidades Dr. Nelson Teixeira (AMBESP)

Since 2020 it has been managed by Instituto Social. It offers 16,000 medical appointments per month in 34 specialties. It has eight non-medical specialties and is also a diagnostic center with a wide range of exams. In the Surgical Center it performs endoscopies, colonoscopies, ophthalmological and urological procedures, and biopsies.

In figures

4,400 M² OF BUILT-UP AREA

21 DOCTORS' OFFICES

1 OPERATING THEATER

OSWALDO CRUZ: a large, high-complexity hospital

Business Model

We present our value generation process, used capital, and our contribution to health care development in Brazil

OUR RESOURCES

REPUTATIONAL

We are a century-old philanthropic institution. Our contribution to the development of high-complexity health care has made us a household name in Brazil.

FINANCIAL

Our funding includes private health care revenues, health plan carriers and self-managed health plans. All capital generated is ploughed back into the organization

HUMAN

Our team is geared towards delivering our business strategy, along with an elite clinical and health care staff prepared to provide warm and welcoming care to our patients. We have built a broad-based network of partnerships with suppliers, researchers and specialists, underpinned by principles of ethics and mutual collaboration.

INTELLECTUAL

We are spurred by continuous improvement and high standards of quality that set our services apart. Our investments in research, innovation and education form the foundation of all the expertise and experience acquired over 125 years of existence.

INFRASTRUCTURE

We harness a modern and multidisciplinary infrastructure, composed of high-tech equipment, highly qualified professionals and a secure information management system, ensuring total patient privacy.

CORE ACTIVITIES

PRIVATE HEALTH CARE

Our focus is on quality, safety, clinical outcomes and patient experience. The services are provided with the support of cutting-edge technology for even more precise surgeries

DIGITAL HEALTH, EDUCATION, RESEARCH AND INNOVATION

We generate and disseminate knowledge through investment to drive innovation, research and education. We train talents and support people's development through technical, undergraduate and graduate programs

SUSTAINABILITY & SOCIAL RESPONSIBILITY

We adopt the best practices of corporate governance, ethics and compliance, which allows us to add excellence to the National Healthcare System (SUS) through shared-value partnerships for the management of public institutions. We foster the development of public policies that strengthen the systemic advancement of Health in Brazil.

VALUE CREATION



Sharing knowledge and best practices with other organizations



Bringing excellence in compassionate, cost-predictable medicine to more people.



High-performance medicine that delivers the best experience and health outcomes to patients



Our Hospital Alemão Oswaldo Cruz Care Model® delivers personalized comprehensive care, with patients and families at the heart of it

IMPACTS



Creating financial capital that can be reinvested in technology, infrastructure and employee development and compensation



Fostering access to health in both the public and private networks, sharing our practices for optimizing the management of the public health care system and other social organizations



Generating expertise through innovation, research and education.



Restoring the patient's health, identifying and treating illnesses



Information for the public about healthy lifestyles and disease prevention



A health management model for companies spanning health promotion, diagnostics, treatment and post-discharge

BYPRODUCTS AND EXTERNALITIES

- ✓ Suitable waste treatment and disposal
- ✓ Effluents
- ✓ CO₂ emissions management

CORPORATE

GRI 2-9

GOVERNANCE

2022 marked the consolidation of the corporate governance transformations

Hospital Alemão Oswaldo Cruz is structured as a philanthropic institution, with a model geared towards generating positive impacts on Brazilian health care. Reflecting its history and also in line with the growing professionalization trends health care institutions in Brazil are experiencing, it maintains strict rules of professionalism in conducting its business in order to preserve, create and distribute value for all stakeholders.

2022 marked the consolidation of the corporate governance transformations initiated in 2021. Relevant achievements during this period included the conclusion of the leadership transition, the review of the structure of the Board of Trustees's advisory committees, and efforts dedicated to updating the institution's essence.

The governance framework is composed of the General Meeting of Associates, the Board of Trustees, the Audit Board, Board of Trustees's advisory committees and the Executive Board.

INSTITUTO SOCIAL

As a Social Health Organization, Instituto Social Hospital Alemão Oswaldo Cruz is a private non-profit civil association. Complying with the legislation and norms for this organizational model, its governance framework is composed of the Meeting of Associates, Board of Directors, Audit Board and Executive Board. The Board of Directors can have

up to nine members, serving renewable four-year terms, with the president and vice-president appointed by Hospital Alemão Oswaldo Cruz. The Executive Board has up to three members, one of whom is the CEO. The Audit Board has between three and six members, all founding or full associates.

GENERAL MEETING OF ASSOCIATES OF HOSPITAL ALEMÃO OSWALDO CRUZ GRI 2-10

This body meets once a year, electing the members of the Board of Trustees and Audit Committee. They also attend quarterly follow-up meetings. The group is tasked with discussing and voting on financial statements for the financial years. Its responsibilities are set out in the Bylaws.

**108 ACTIVE MEMBERS
1 MEETING IN 2022**

BOARD OF TRUSTEES GRI 2-10, 2-12

This is the board responsible for the hospital's strategic decision-making and direction, outlining strategic objectives, business guidelines and general rules of organization, operation and management. The group must have a minimum of eight and a maximum of ten members and oversee the conduct and roll-out of Strategic Planning. The group also assesses the Executive Board's performance. Its members are not remunerated.

**8 MEMBERS
18 ORDINARY AND EXTRAORDINARY MEETINGS IN 2022**

AUDIT COMMITTEE

operates permanently in a collegiate model, with three to six members, tasked with ensuring the hospital's fiscal and accounting compliance.

**5 MEMBERS
8 ORDINARY MEETINGS IN 2022**



108
active members
at the General
Meeting of
Associates

ADVISORY COMMITTEES

The institution currently has five permanent committees that advise the Board of Trustees: Audit, Risk and Integrity; People and Culture; Finance and Investments; Strategy; and Sustainability and Social Responsibility. Of these, the Finance and Investments and Sustainability and Social Responsibility committees were structured in 2022 and will operate from 2023. The members are appointed and dismissed by the Board of Trustees for three-year terms.

EXECUTIVE BOARD

This is composed of executives whose function is to ensure excellence in the implementation of the hospital's business strategy. In 2022 it underwent a structural review and now has positions for the CEO and for the following topics: Finance, IT, Infrastructure and Procurements; Operations and Business; Medical; Care; People and Management; Education, Research, Innovation, and Digital Health; and Sustainability and Social Responsibility. All officers are assessed by the Hospital's Board of Trustees. In addition to this group, there is a Clinical Board, which is elected by the open clinical staff as per instructions issued by the Federal Council of Medicine (CFM).

EXECUTIVE COMMITTEES

Support leadership discussions of key strategic issues, with an emphasis on the Patient Experience Executive Committee and the ESG Executive Committee (previously named Sustainability Executive Committee).



Governance composition

GRI 2-11

HOSPITAL ALEMÃO OSWALDO CRUZ

BOARD OF TRUSTEES



WEBER PORTO
CHAIRMAN



JULIO MUÑOZ KAMPPF
MEMBER



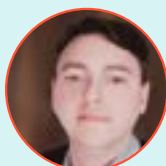
JOÃO CARLOS VISETTI
MEMBER



VALÉRIA CARMIGNANI BARBOSA
MEMBER



RODOLFO SPIELMANN
MEMBER



FABIO MITTELSTAEDT
MEMBER



MICHAEL LEHMANN
MEMBER



RONALD SCHAFFER
MEMBER



MARCELO OLIVEIRA DOS SANTOS
CLINICAL DIRECTOR



GILBERTO TURCATO JUNIOR
DEPUTY CLINICAL DIRECTOR

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CHIEF OFFICER OF SUSTAINABILITY AND SOCIAL RESPONSIBILITY



MARIA CAROLINA LOURENÇO GOMES
CHIEF OFFICER OF PEOPLE AND MANAGEMENT



ANDRE TANNO*
CHIEF BUSINESS, MARKETING AND STRATEGY OFFICER*



CARLOS ALBERTO MARSAL
CHIEF FINANCE, IT, INFRASTRUCTURE AND PROCUREMENT OFFICER

* Currently holds the position of Chief Operating Officer.

INSTITUTO SOCIAL HOSPITAL ALEMÃO OSWALDO CRUZ

BOARD OF DIRECTORS



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EXECUTIVE MANAGEMENT



ANA PAULA NEVES
MARQUES DE PINHO
CHIEF EXECUTIVE

RISK MANAGEMENT

ETHICS, INTEGRITY AND

GRI 2-15, 2-16, 2-23, 2-25, 2-26, 2-27, 205-1, 205-2, 205-3, 418-1, 3-3 (Material topic)

Maintaining relationships based on transparency and honesty is an Institution commitment and is also a priority ESG topic in the opinion of leadership and stakeholders.

To ensure good conduct by employees, clinical staff and partners, combined with ethical interactions with patients and families and in all business relationships, the Hospital maintains a structured framework with its Compliance and Integrity Program, policies, norms, and regulations on the subject.

Compliance periodically reports related matters to the Board of Trustees and the Audit, Risk and Integrity Committee. The Board of Trustees is tasked with establishing principles and supporting, approving and monitoring the Hospital's Compliance and Integrity Program.

A flagship initiative was the launching of the third revision of the Ethical Conduct Manual. This is the main document guiding the behavior and conduct of everyone representing Hospital Alemão Oswaldo Cruz, addressing topics such as anti-corruption practices, information confidentiality, donations and sponsorships, harassment, health and safety, and conflicts of interest. Before launching the new version of the manual, several training ses-

sions were conducted on this topic, impacting 3,105 employees, a 68% adherence rate among eligible staff.

Another noteworthy event was the planning of new compliance training and capacity building for the entire team.

The document was compiled and validated by senior management and disseminated to employees through QR codes and links on the Institution's website, meeting the transparency law requirements.

In addition to the manual, other policies have been approved in recent years to strengthen compliance governance.

- > **Confidential Hotline Policy**
- > **Conflicts of Interest Policy**
- > **Conduct Committee Rules of Procedure**
- > **Anti-corruption Policy**
- > **Organizational Ethics Policy**
- > **Information Security Policy**
- > **Risk Management Policy, and**
- > **Internal Auditing Policy.**



Access the adjacent QR Code to learn about our Ethical Conduct Manual.

Since the review of the Compliance and Integrity Program in 2021, communication with employees, partners and clinical staff has been ratcheted up, covering topics such as combating corruption, fraud, and harassment.

The new employee onboarding process includes training on the Ethical Conduct Manual and Confidential Hotline. Senior leadership also receives periodic awareness raising on the subject, through the governance framework.

Instituto Social Hospital Alemão Oswaldo Cruz provided in-person training on its specific manual in Santos (SP).

The Internal Audit Plan outlines the scope of the work to be performed. The plan's preparation/planning phase considers fraud and corruption risks in each process to be analyzed and which audit procedure should be applied, either to evaluate the efficiency and effectiveness of the internal control system or to identify possible cases involving corruption or fraud.

In 2022, there were no significant cases of nonconformities or fines for noncompliance with applicable laws and regulations.

Investigations & whistleblowing

The Hospital maintains a Confidential Hotline to receive reports and complaints about possible misconduct, which allows people to securely report any conduct that violates its Ethical Conduct Manual, the best practices of Hospital Alemão Oswaldo Cruz or applicable laws and regulations. The tool allows whistleblowers to remain anonymous and is administered by an independent firm.

All reports forwarded are reviewed by the Ethical Conduct Committee comprised of the CEO and the Internal Audit, Legal, Compliance and People and Management managers. In 2022, there were 646 reports registered, in 2021, 380 reports, and in 2020, 467 reports.

There was a 70% increase on the previous year, attesting to the channel's maturity and its greater demand by employees. The most frequent topics are misconduct and inappropriate behavior in general in work relationships. The Board of Trustees is informed of all cases by Compliance.

The Hospital considers the total number of substantiated and unfounded cases to be confidential information and does not therefore report it.

CONFIDENTIAL HOTLINE OF HOSPITAL ALEMÃO OSWALDO CRUZ

Phone:

0800 721 0758

(Monday to Friday from 9 AM to 6 PM)



Visit the [site](#) of the Confidential Hotline through the QR Code

Data protection and security



Effective management of health information and personal data of patients, employees and partners is a requirement for legal compliance and protecting the Hospital's brand reputation. In 2022 we set up our Data Protection practice, with specialists dedicated to implementing and reviewing the institutional Data Protection Program road map, emphasizing the revalidation of Data Mapping (the process of tracking and cataloging data collected and processed) and the creation of new training on LGPD in health care.

The Institution has developed this practice to cater for challenges such as managing data from the Education and Research units and internal controls related to health information of patients using the Hospital's services. In 2022, there were no proven cases of data breaches in the Hospital's activities.

Supply chain transparency



GRI 2-6

Several documents are required for supplier accreditation, which undergo risk analysis and legal compliance verification. Contracts include clauses requiring respect for people, human rights and environmental management.

The group of input suppliers consists of 754 active partners. Third-party suppliers form a broad and diversified group of more than two thousand that includes medical organizations and care teams, as well as contracts for service providers in administration, maintenance and cleaning.

We have a comprehensive partner onboarding system and mechanisms to improve relationships with suppliers, focusing on transparently and responsibly communicating our protocols and routines and on

the quality analysis of all services provided, including delivery times, technical issues, non-conformities and risk controls.

The Multidisciplinary Committee for Service Provider Management had its responsibilities and operating procedures enhanced in 2022 by creating its own rules of procedure. This committee's mission is to review the relationship with these partners from top to bottom. The next step is to formulate an institutional policy, currently under development.

In addition to the hospital medical equipment and medications committees set up, in 2022 a cost-minimization working group was created, aimed at changing practices and improving processes and routines.

Risk management & internal audits



GRI 2-24, 2-25

The Hospital continually assesses and maps the main risks and opportunities in its business horizon. To do so, it has the Board of Trustees and advisory committees (especially the Integrity, Audit and Risk Management Committee), plus the Internal Audit and Corporate Risk Management departments.

In 2022, the Institution began using specific software to make its risk management practice 100% digital. It also continued the routines of discussing, weighing and evaluating the magnitude, severity and overall importance of the main risks facing the Hospital in various categories (strategic, operational, compliance, etc.), classifying them into criticality levels. Environmental, social and governance (ESG) matters are integrated into these discussions, and associated risks will be identified from 2024 onwards. In 2023, the Hospital expects to disseminate its updated risk map to internal leadership.

The Internal Audit department actioned the projects defined in the 2022 plan approved by the Audit and Risk Management Committee, always attentive to the following factors in business processes: if there are risks involved; if there are signs of corruption and/or fraud; with due compliance with laws, regulations and internal policies; in addition to evaluating the internal control system.

We also monitor the implementation of actions resulting from improvement opportunities identified in audits, classified by impact and criticality. For 2023, we are planning to use software to assist in the management of actions agreed with business areas.







OUR STRATEGY

2

TO BE THE BEST CHOICE:

The history of Hospital Alemão Oswaldo Cruz is steeped with the maturation and diversification of its impact on the Brazilian health care system

Mindful of the transformations Brazil's complex health care ecosystem is undergoing, the Institution has developed a strategy focused on cementing its leadership in times of change, from the incorporation of technologies, therapies and treatments to the foundations of commercial relationships between providers, health plans, patients and regulatory agencies.

Driven by our purpose of Serving Life, the Institution's essence is to update how business impacts Brazilian society, in light of its trajectory marked by a combination of its vocation for care and technical excellence, organizational culture, and brand positioning in the health care sector.

2022 was a particularly tricky year for the Hospital. As the world emerged from the worst of the COVID-19 pandemic experienced in the previous two years, health care continued to be marked by mergers and acquisitions in private health care companies and strong pressure on earnings that impacted the planning of private hospitals and operators. This took place alongside an intense election period and discussions about urgent public policies for Brazilian health care, which fueled engagement and dialog between the Institution's leadership and various agents in the health care ecosystem.



Industry overview & prospects

In 2022, the private health care market in Brazil witnessed major mergers, the resumption of elective procedures and a broad increase in the costs of services, inputs and hospital equipment.

Inflationary pressures were an issue in 2022 fueled by the resumption of consultations, exams, elective surgeries and therapies that had been postponed at the height of the Covid-19 pandemic and by the rising prices of inputs and hospital materials.

Healthcare operators consequently faced high levels of claims and are increasingly seeking ways to restore financial equilibrium and sustainability to their businesses.

The year accordingly witnessed substantial pressure on cost efficiency and expenses related to health care treatments, which directly impacted private hospitals. Hospital Alemão Oswaldo Cruz recognized the need to build joint solutions with its partners, always aiming for the best health outcomes combined with the rational use of resources. It leveraged its competitive advantages, such as its brand reputation, growing results in high-complexity medical areas and specialties and diversity of pricing models, to navigate through the period with resilience while maintaining its leadership and quality of care.

Another notable development in 2022 was the amount of mergers, a trend that has been around for several years and produced large-scale mergers and acquisitions in the health insurance segment at the beginning of the year. The Institution has responded to challenges such as the entry into the sector of large international groups, initial public offerings and the vertical integration experienced by a number of companies in the sector through its Strategic Planning.

The institution has prioritized several fronts to navigate and positively stand out in its segment, including actions to improve the patient experience from digitalization to process improvement, a keen eye on technology and applications of data science to health care management, investment in intellectual capital and knowledge, strengthening the relationship with medical staff, services focused on prevention and comprehensive health care, and employee training to guarantee excellence in care and continuous leadership development. Furthermore, we are combining our work in private health care with a commitment to helping improve public health in Brazil, in line with its philanthropic nature.

Inflationary pressure, mergers and cost efficiency concerns were ever present in 2022.

OSWALDO CRUZ: CARE SPECIALISTS FOR 125 YEARS

Essence in practice

Unidade
Paulista

PURPOSE: SERVING LIFE

Our calling is to take care of people's health with dedication, care, promptness, empathy, support and technical excellence.

VISION

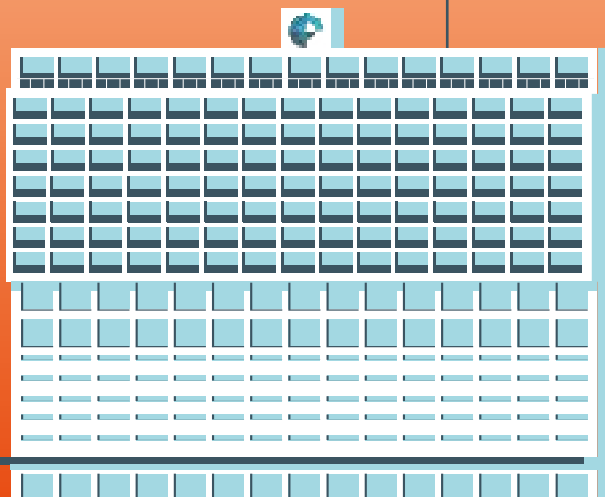
To be the best choice in health care, in the opinion of patients, doctors and the entire ecosystem in transformation

MISSION

Spearheading health care development

VALUES

Compassion • Collaboration • Excellence • Innovation • Social vocation



DELIVERING THE BEST EXPERIENCE AND HEALTH OUTCOMES TO OUR PATIENTS

Quality and patient safety

- We received high-performance seals from Epimed Solutions in the ICUs of the Unidade Paulista and Hospital Vergueiro.
- Improved indicators of lethality due to sepsis, stroke, and acute myocardial infarction (AMI) and infection incidence rates.



RESEARCHING, EDUCATING AND INNOVATING TO ADVANCE KNOWLEDGE AND PRACTICES

Science & knowledge

- 125 international publications in 2022, including ten in the journal "Lancet"
- More than R\$ 1 million invested in research, with 103 projects in progress
- R\$ 1.4 million invested in education and teaching
- Our Nursing course received the maximum score of 5 in the Ministry of Education evaluation.

Medical-assistance technologies for excellence

- RIVER: virtual and augmented reality and the metaverse, for health education.

SÃO PAULO

Hospital Vergueiro

SANTOS

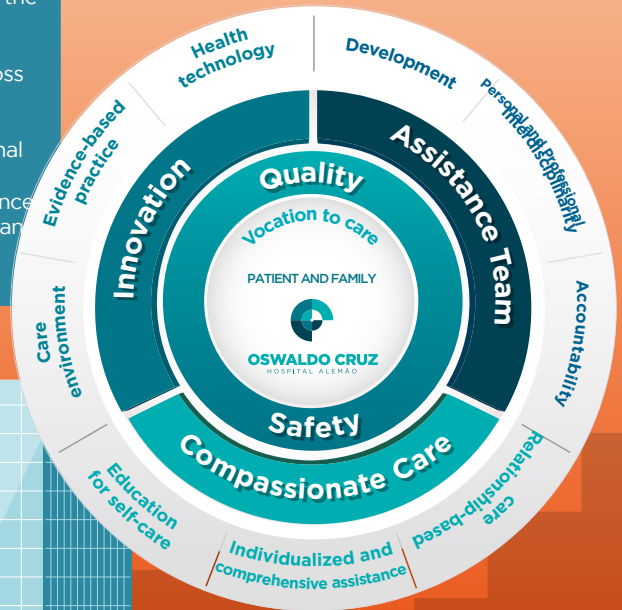
AMBESP
Complexo Hospitalar dos Estivadores

Unidade Campo Belo

Our way of caring

- Proprietary Care Model that places patients and families at the center of care
- Formation of 250 Patient Experience Ambassadors across the Institution
- Our NPS was 76% in 2022
- We joined the NDNQI (National Database of Nursing Quality Indicators), with our performance benchmarked against more than 570 Institutions worldwide

HOSPITAL ALEMÃO OSWALDO CRUZ CARE MODEL



IMPACTING MORE AND MORE PEOPLE THROUGH OUR SOCIAL COMMITMENT

SUS development

- R\$ 199 million allocated from 2021 to 2023 in Proadi-SUS
- 26 projects with contributions from the Institution

ESG COMMITMENT

Materiality & governance matrix

- + 1,300 stakeholders engaged in the online consultation for our materiality matrix review
- Further implemented in leadership through the ESG Executive Committee

Diversity, Equity & Inclusion

- Ongoing implementation of Institutional Diversity Program
- 5x increase in people with disabilities hired

Environmental management

- Joining the waste challenge of the Healthy Hospitals Project (PHS)
- Engagement in climate discussions in the health care sector.

Public commitment

Subscribed to the UN Global Compact

TARGETS

PLANNING AND

GRI 2-12, 2-13

The executive team is responsible for structuring the Strategic Plan, which is validated by the Board of Trustees, with specialized support from the support committees. Once reviewed, the planning - now in its 2022-2026 cycle - becomes the responsibility of all managers and employees, directing efforts, resources and investments. Strategic programs are conceived to achieve objectives, in order to ensure the business sustainability and strengthen the Institution, while reinforcing the brand's reputation and patient outcomes.

The current planning focuses on: promoting institutional growth and strengthening by combining efficiency and excellence to offer the best experience and better outcomes to the patient. This involves generating greater engagement from medical staff and adopting a data-driven approach. Lastly, the Institution's guideline is to fulfill its social role of contributing to the sustainability of the Brazilian health care system. ***See our strategic road map below.***

**INSTITUTIONAL
RESULTS**

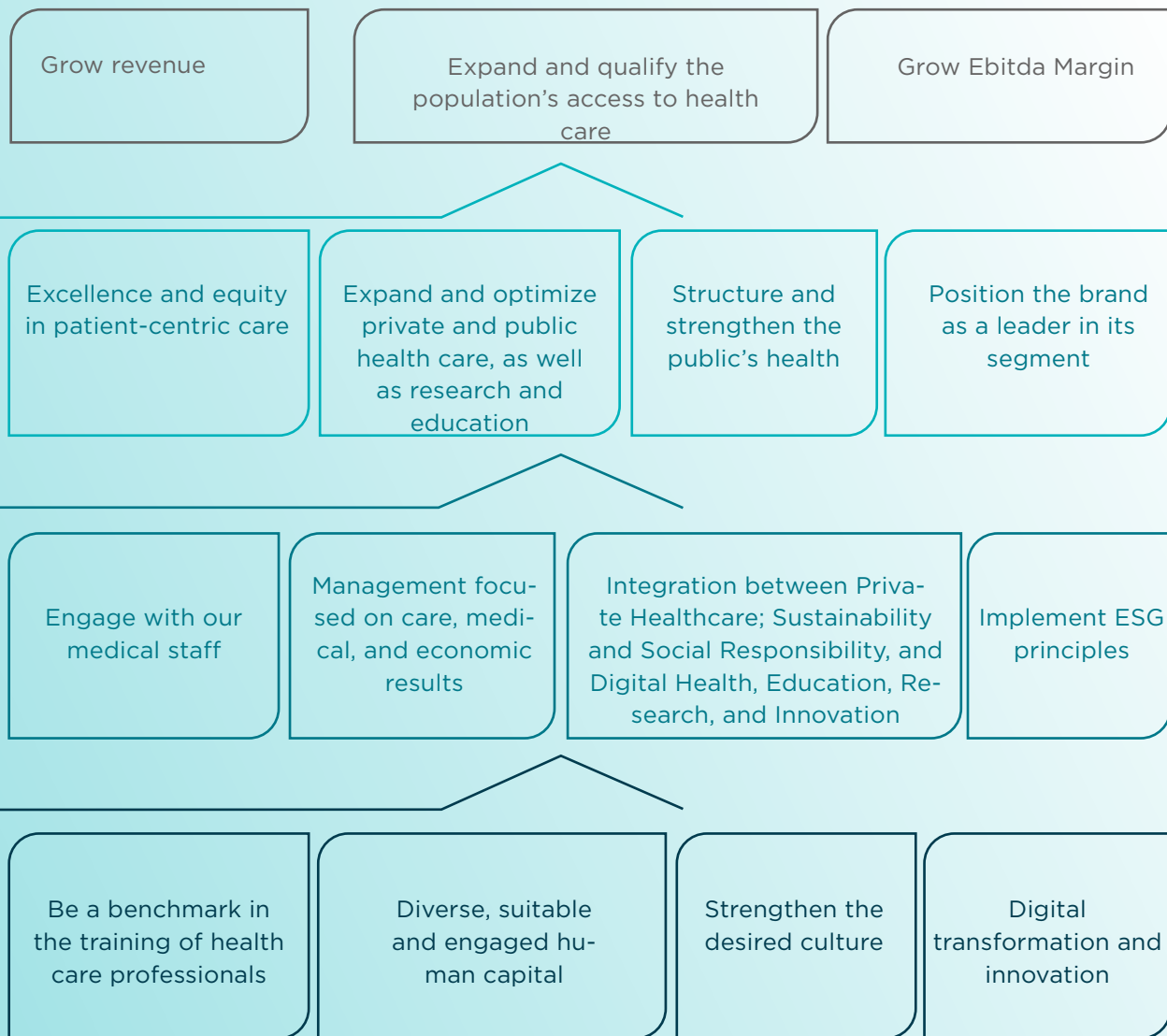
**CLIENTS
AND MARKET**

**INTERNAL
PROCESSES**

**ORGANIZATIONAL
DEVELOPMENT**

Strategic road map

Grow and become stronger, ensuring the best health care experience and outcome for the patient, fulfilling its social role of strengthening and sustaining the Brazilian health care system, focusing on the protagonism and perpetuity of the Institution by providing health care services.



STRATEGIC PROGRAMS

14 strategic programs were conceived based on the strategic map, addressing topics such as ESG, medical staff management, patient experience, specialty management, branding, culture

and human capital, and digital transformation. These programs are managed by the executive team and outline the pathway to achieve the objectives presented in the strategic map.

INDICATORS STRATEGIC

In order to allow for accurate monitoring of strategy roll out, senior management and executive leadership periodically track a set of data that summarizes institutional performance. Get to know our key performance indicators (KPIs):

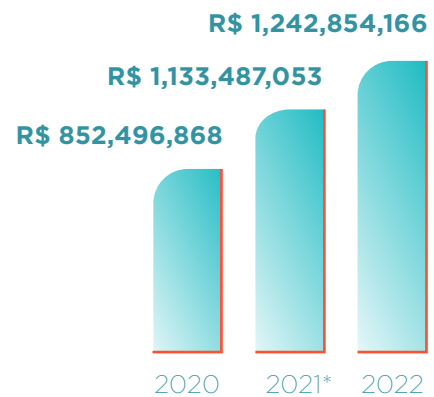
NET REVENUE (R\$ THOUSAND)

DEFINITION

Revenue generated by Oswaldo Cruz.

PERFORMANCE IN 2022

Our revenue growth in recent years is due to operational growth and maturity, led by recovery made by the Unidade Paulista after elective surgeries disappeared at the height of the pandemic.



*Information for 2021 has been recalculated.



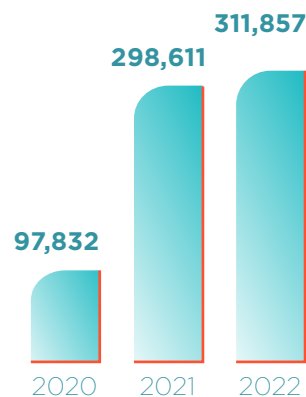
Instituto Social care services

DEFINITION

Total episodes of outpatient and hospital care services managed by Instituto Social Hospital Alemão Oswaldo Cruz.

PERFORMANCE IN 2022

The Social Institute began operations in 2016 at Complexo Hospitalar dos Estivadores and played a key role during the worst moments of the Covid-19 pandemic, managing the Field Hospital's beds and providing more beds for Covid-19 treatment within the Complex itself. With the pandemic subsiding and the Medical Specialty Outpatient Center reopening its doors, a growing number of consultations and diagnostic tests are available for Santos residents.



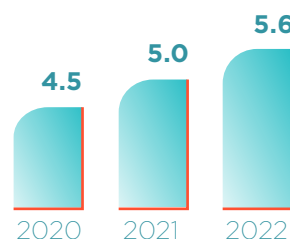
BED TURNOVER

DEFINITION

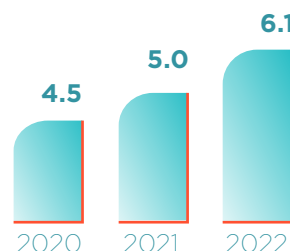
Analyzes the relationship between efficiency and average bed occupancy at the Hospital by calculating the "number of discharges / number of beds x number of months".

PERFORMANCE IN 2022

After plummeting during the pandemic, the Bed Turnover efficiency ratio rebounded strongly, rising 12% at the Unidade Paulista and 22% at the Hospital Vergueiro in 2022. Several efforts were combined (such as setting up the bed turnover committee and creating predictive panels), ensuring efficiency gains while preserving care quality and safety in key areas such as the ICU. Elective and/or non-SARS-CoV-2-related hospitalizations were another positive factor and explain the difference in the indicator compared to 2020, for example.



Unidade Paulista



Hospital Vergueiro



QUALITY LEVELS AND PATIENT SAFETY DEFINITION

This is a compound measure that indicates the percentage performance of a set of indicators (nine indicators in 2022) of their respective goals.

PERFORMANCE IN 2022

The set of indicators exceeded the established goals, achieving a performance rate of 102% of the goals.



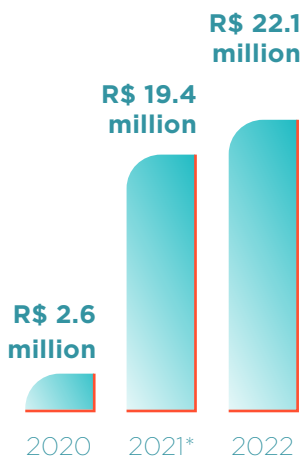
ALLOWANCE FOR DOUBTFUL ACCOUNTS

DEFINITION

Unpaid receivables (in R\$) which the Hospital deems to be at risk of nonpayment.

PERFORMANCE IN 2022

Impacted by the increase in health plan claims and above all by the increase in private patient delinquency, which we attribute to the pandemic.



*Information for 2021 has been recalculated.



EMPLOYEE SATISFACTION

DEFINITION

Satisfaction survey conducted with support from Great Place to Work (GPTW).

PERFORMANCE IN 2022

During the year, the positive results led the Hospital to enter the ranking of Best Companies to Work for in the Healthcare sector, in the Hospitals category. Our respondent index improved greatly, from 59% in 2021 to 72% in the first year of the census format survey.



CONTRACTUAL DAYS

SALES OUTSTANDING (PMR)

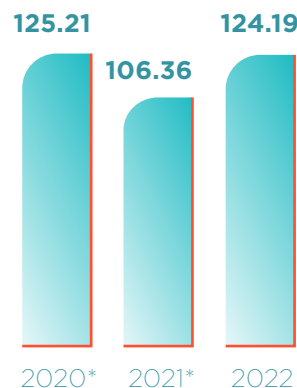
DEFINITION

The number of days for the Institution to receive payment for services provided.

PMR is calculated without discounting Estimated allowances for doubtful accounts (PECLD). It is calculated as “accounts receivable / total net revenue x days”.

PERFORMANCE IN 2022

The average DSO increased by 17%, reflecting the challenging situation facing the supplementary health care sector and the impact of disallowances on the Hospital's results.



*Information for 2020 and 2021 was re-calculated using a new calculation methodology that takes into account the average accounts receivable.

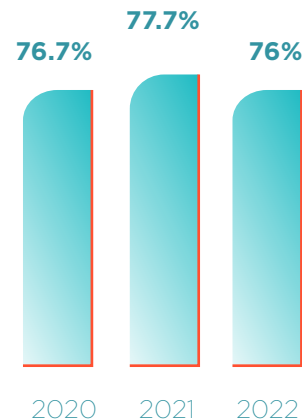
PATIENT SATISFACTION

DEFINITION

Satisfaction as measured by the Net Promoter Score (NPS) in post-discharge SMS or email surveys.

PERFORMANCE IN 2022

Despite the actions dedicated to enhancing the patient journey and experience, the Institution's NPS was 76%. This result was impacted by the pandemic's seasonal nature and the high volume of emergency care due to cases of COVID-19 and influenza at the beginning of the year. In 2022, we also made changes to the satisfaction surveys, making them more objective and focused on the value perceived by the patient in certain areas (read more in *Patient- and Family-Centered Care*).



OUR

ESG AGENDA

GRI 2-13, 2-22, 2-23, 2-24

The maturity of Hospital Alemão Oswaldo Cruz in relation to social, environmental and governance (ESG) matters reflects the deepening of discussions on the subject under our Strategic Planning.

Today, it is understood that open and trustworthy dialog with employees, patients, medical staff, suppliers, regulators, media and society is a structural step to understanding the nature of impacts perceived in various areas - from access to health to the promotion of intellectual capital, through the management of natural resources - and structuring plans to reinforce the Hospital's contribution to Brazilian society.

The Institution's governance framework includes a Sustainability and Social Responsibility Executive Board responsible for this pillar, in addition to the ESG Executive Committee, structured in the previous year and conducted throughout 2022 with a focus on accelerating priority agendas for the organization and the sector. For 2023 we expect to convene the Sustainability Committee at the level of the Board of Trustees, led by the Vice-President of the Board. The idea is that both bodies can perceive trends, raising awareness around key issues and monitoring strategic programs in ESG fronts.

The development of sustainability topics at the Institution involves understanding how their impacts occur on various financial and non-financial fronts, with an increasingly seamless analysis of the impacts generated by the business and the risks and opportunities that affect it externally.

In 2022, the Institution ushered in a new cycle and conducted an ESG diagnosis to evaluate the degree of institutional maturity in implementing ESG principles. This analysis entailed studying opportunities and risks associated with the subject from surveys, market references, and awareness and engagement workshops. Before the materiality review (*read more below*), this process allowed the Sustainability and Social Responsibility Executive Board to prioritize and plan projects for the coming years, all in line with the strategy.

UN Global Compact

In 2022, Hospital Alemão Oswaldo Cruz formally joined the compact, an initiative of the United Nations for organizations engaged in ten commitments on the topics of Anti-Corruption, Environment, Labor and Human Rights.



MENTAL HEALTH MOVEMENT

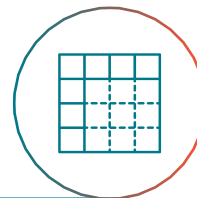
Hospital Alemão Oswaldo Cruz also joined the *Mente em Foco* (Mind in Focus) Movement, an initiative of the United Nations Global Compact to engage Brazilian institutions committed to combating social stigmas around mental health and encouraging the adoption of concrete actions for a healthy corporate workplace.

Looking after employees' mental health has been a top priority of the Hospital's management for over a decade through its Saúde Integral (Integral Health) program.

As a health development leader, the Hospital has also pledged to share its expertise with the health system as a whole. 35,000 employees of corporations from various sectors are currently impacted by the Integral Health business unit.

Materiality matrix review

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



In order to ascertain the most strategic and urgent topics in terms of impact to the Hospital in the present, a fresh materiality cycle was carried out in late 2022 and early 2023.

With the support of specialized consultants, the process was conducted for the first time with a focus on the concept of dual materiality - i.e., observing not only the impacts generated by the organization on its stakeholders and the environment, but also external risks and impacts that may affect the business. Material topics are therefore expected to become even more relevant to the fulfillment and implementation of the Institution's Strategic Plan over time.









This a five-step process - definition, identification, prioritization, analysis and validation - and included various initiatives, such as analyzing sectoral and internal documents, sector studies and references, to compile a lengthy list of topics (17).

To prioritize them, the Institution's stakeholders were identified (patients, physicians, employees, operators, regulatory and oversight bodies, media, students of the Institution's School and College, suppliers and service providers), analyzed for their relevance according to dependency, influence and relationship with the business.

For consultation, interviews were conducted with eight executives and three external specialists, as well as online consultations and a focus group with 16 participants. There were 1,310 responses in the digital survey (615 from customers/patients, 301 from employees, 263 from medical staff, 27 from students, 85 from suppliers and service providers and 19 from other stakeholders).

In the end, the list of material topics was validated by the Hospital's leadership, which added one topic (Diversity, inclusion and equity) for its strategic importance and recommended adjustments to the nomenclature and scope of two topics. The final list includes 11 material topics, distributed as follows.

MATERIAL TOPIC	PILLAR	DETAILS AND CHALLENGES
	HEALTH, SAFETY AND WELL-BEING	Social Health and integrity of employees, maintaining high-quality work in higher-risk positions and addressing emotional health.
	SERVICE QUALITY AND SAFETY AND PATIENT EXPERIENCE	Social Operational management excellence and investments that ensure the best clinical outcome, with rational use of resources and seamless care processes, enhancing the patient's experience.
	DIVERSITY, INCLUSION AND EQUITY	Social Strengthening diversity within the workforce, including in strategic decision-making positions, encompassing issues of race, gender, sexuality, religion and social class.
	HEALTH PROMOTION AND ACCESS	Social Promoting access to the health care system, especially for less advantaged clients; active participation in the development of the National Healthcare System through projects and programs and participation in public-private partnerships; anticipating dysfunctions in the relationships between beneficiaries and agents of the health care ecosystem
	RESEARCH, INNOVATION AND TECHNOLOGY	Governance Investments in innovation to adapt to emerging realities, enhancing care and incorporating technologies, preparing teams and supporting scientific production
	TRANSPARENCY AND STAKEHOLDER ENGAGEMENT	Governance Transparency in relationships with employees, clinical staff, patients, suppliers and health plans, including internal decisions that impact these stakeholders, and using appropriate communication channels.
	DATA PRIVACY AND SECURITY	Governance Proper management of the collection, retention and use of sensitive and confidential data, in accordance with LGPD (Brazil's General Data Protection Law)
	GOVERNMENT RELATIONS & ADVOCACY	Governance Maintaining ethical and transparent relationships with government agencies (regulators and auditors), as well as supporting and discussing public policies that benefit the population and strengthen the sector
	WASTE MANAGEMENT	Environmental Ensuring efficient waste management systems and working on environmental education with a focus on waste reduction, reuse, recycling and proper disposal, especially of infectious waste.
	ENERGY EFFICIENCY	Environmental Developing methods for optimizing the use of energy resources, identifying consumption bottlenecks and seeking to acquire clean energy or replace equipment with more efficient alternatives
	CLIMATE CHANGE	Environmental Identifying processes that affect climate change and managing emissions, disclosing performance and working on reduction strategies; preparing the business to absorb health issues associated with climate change

STAKEHOLDERS	MATERIAL TOPICS REPORTED	SDGS
Patients Clinical staff Staff	GRI series 400 (occupational health and safety - 403)	8.8 
Patients Clinical staff Staff	GRI series 400 (consumer health and safety - 416; marketing and labeling - 417)	9.1 12.2  
Patients Leadership	GRI - series 400 (diversity and equal opportunity - 405; non- discrimination - 406)	5.1 8.5 10.2   
Staff Patients Students	GRI series 200 (economic performance - 201; indirect economic impacts - 203)	6 
Patients Clinical staff Staff	GRI series 200 (economic performance - 201) indirect economic impacts - 203)	7, 8, 9   
Staff Suppliers	GRI 200 series (anti-corruption - 205)	16 
Clinical staff Patients Staff	GRI 400 series (customer privacy - 418)	16 
Patients Clinical staff	GRI series 200 (economic performance - 201) anti-corruption - 205) GRI series 400 (public policy - 415)	16 
Staff Suppliers	GRI 300 series (materials - 301; waste - 306)	11.6 12.5  
Staff Suppliers Customers	GRI 300 series (energy - 302)	7.2, 7.3 9.4 12.2   
Clinical staff Patients Staff	GRI 300 series (emissions - 305)	13.1, 13.3 





3

IN THE SERVICE OF LIFE:

IMPACTFUL RELATIONSHIPS



The purpose of Hospital Alemão Oswaldo Cruz is to serve life, focusing on providing patients with an optimal experience. Coupling precise treatment and humanization in care gives grounds for continuous investments in quality and patient safety

The last few years have been particularly critical for testing the quality of care, medical practice and quality management in all areas of the Hospital. Efforts were also made in 2022 to overcome the Covid-19 pandemic, which brought meaningful investments and learning opportunities for the business and allowed us to identify good practices and permanent improvements for the hospital and its value chain.

From a medical and health care standpoint, the year started out in a tough environment, with a new wave of SARS-CoV-2 infections and a significant increase in the volume of patient care - however, with fewer ICU hospitalizations.

The reason: the high vaccination coverage against the disease already achieved in Brazil and in São Paulo state, where the Institution concentrates its activities.

Combined with the emergency response structure already in place, this situation eased the pressure on the Hospital, but did not make us complacent regarding the risks to the health and integrity of our teams, patients and their families.

Scientifically based practices adopted in the previous cycle were maintained, based on strict protocols and evidence.

The main achievement in the period was instilling the institution's purpose and essence, which was once again challenged to exercise its role in the health care ecosystem by taking care of those infected with SARS-CoV-2 while ensuring operational excellence, the health and safety of employees and clinical staff, and the best possible patient experience.

The vaccination situation in Brazil and São Paulo state reduced the number of Covid-19 patients requiring ICU treatment





Oswaldo Cruz and Covid-19



Indicators summarizing 2022
and our pandemic response

10 additional

ICU beds were maintained at the Unidade Paulista and the Hospital Vergueiro to cope with infection peaks

15 Covid-19 studies

conducted at the International
Research Center

The Health Technology Assessment Unit (UATS) conducted 18 systematic reviews to assist our evidence-based practice, having also produced the first Covid-19 guidelines for the Ministry of Health

30,550

appointments related to Covid-19 at the Unidade Paulista and the Hospital Vergueiro

UNDERSTANDING MORE

See complete and detailed data about our operational performance in the chapter *Elite Performance*

As a result of the lessons learned during this period, the Hospital restructured and reorganized its practices to usher in a new chapter in its history. An example of this is the implementation of specialized centers such as the Oncology center, now also present at the Hospital Vergueiro, which reflects the hospital's commitment to offering seamless solutions for all its patients. Another meaningful change was the relocation of the check-up service to the Unidade Campo Belo, strengthening the hospital's culture of care and prevention in health, ringing in changes in the sector for the post-pandemic era.

Protecting the hospital's organizational culture and its most important features during this period of significant expansion,

particularly at the Hospital Vergueiro, was also fundamental in terms of patient care, quality and safety.

The focus on best practices among employees and the clinical staff motivated increasingly integrated investments in training and learning processes in various environments and platforms, and 2022 saw in-person training resume, made possible by the pandemic situation easing.

Regarding patient care quality and safety, the year saw an improvement in indicators that reflected the challenges faced during the pandemic, such as bloodstream infections and a lower mortality rate. The positive results even led to the ICU units in São Paulo receiving excellence awards for their services

EPIMED ELITE PERFORMANCE

In 2022, the Intensive Care Units (ICUs) at the hospital in São Paulo received performance awards from Epimed Solutions, a platform that assesses performance indicators for over 750 hospitals in Europe and Latin America.

The results evaluate cost efficiency, the quality of clinical outcomes and the control of hospitalization time. The Unidade Paulista received the Top Performer award, indicating better clinical outcomes with more efficient allocation of resources for critical ICU patients. The Hospital Vergueiro, in turn, was awarded the title of Efficient ICU 2022.

EVOLUTION OF COVID-19 ¹	2020	2021	2022
Patients diagnosed with covid-19	6,636	10,243	8,608
Patients recovering from Covid-19	6,517	10,011	8,541
Covid-19 hospitalization rate	10.1%	8.9%	5.0%
Covid-19 deaths	119	232	67

1. Numbers include the Unidade Paulista and Hospital Vergueiro.

CENTERED CARE PATIENTS AND FAMILIES

Interactions between staff and patients are based on RBC - Relationship Based Care and primary nursing

The Institution's history is steeped with a strong vocation for care, an element that is evident from the creation of the Hospital Alemão Oswaldo Cruz Care Model®, the main set of guidelines and premises on the subject, to the Strategic Care Planning.

All interactions between staff and patients are based on RBC - Relationship Based Care and primary nursing. As a result, each life under the Hospital's care has a dedicated team and attention to its journey and experience, emphasizing care quality, humanization and the continuous pursuit of innovations.

Governance on the matter is led by the Corporate Center for Practices and the multi-professional Care Model, which seeks to realize the premises of the institutional strategy and the long-term planning of the Executive Board. Improving key indicators, such as the Net Promoter Score (NPS), is a result of the maturing of projects aimed at enhancing the patient experience in all areas.



In 2022, the book "Care Management for Achieving a Model of Excellence in Hospital Care" was released





The Hospital Alemão Oswaldo Cruz Care Model®

The progress in Strategic Care Planning and its pillars in 2022 includes projects such as the development of methods for auditing the Care Model; mapping of professionals for postgraduate level training; reviewing all training and education pathways and beginning to participate in care databases and benchmarks, such as that of the National Association of Private Hospitals (Anahp) and, on an international level, the NDNQI (National Database of Nursing Quality Indicators) (read more below, in the topic In pursuit of best practices).

The Care Model has already been published in three books, sharing its concepts and results obtained in hospital routines. In 2022, the book "Care Management for Achieving a Model of Excellence in Hospital Care" was released, which aims to contribute to the sharing of knowledge beyond the Institution, thereby exercising the Hospital's social vocation.

The book was coordinated by the Institution's Executive Care Board and highlights elements such as the sharing of decision-making among professionals; hospital organization in terms of human and technological resources; and neuroarchitecture and the influence of the care practice on health. It also addresses patient and family-centered care and the practical application of these concepts.

Patient experience

In recent years, the Institution has sought to expand the understanding and appropriation of the Care Model by teams, amidst a substantial recruitment, geographical expansion of the brand and fighting the pandemic.

The patient-centric focus, aiming at improving care with measurable indicators, motivated digital and in-person training and care governance progress - an example is the allocation of representatives from Hospital Vergueiro to the Corporate Center for Practices and Care Model.

In addition, the Patient and Family Advisory Committee remains active, with voluntary participation and contribution to the mapping of improvements in various areas. The Institution's volunteers team, another program started in 2019, has 60 participants who offer activities to patients from the Nephrology and Dialysis Center and the oncology outpatient clinic such as reading and interactive games.

A standout project in 2022 was the structuring of the Patient Experience Ambassadors program. Present in all care and non-care areas - employees ranging from inpatient units to the treasury - are responsible for analyzing and proposing feasible improvements that improve service user satisfaction. All ambassadors have monthly patient experience engagement and interact with their entire work team to disseminate the concepts. Present in the Unidade Paulista, Unidade Campo Belo and Hospital Vergueiro, the program had 250 ambassadors in 2022.

Our patient-centric focus motivated training and care governance progress



In the year, considerable investment was made in the patient experience, including:

> KPIs in all units to develop plans to action patient insights;

> Implementing the project "Our Hospital is Like This" and employee recognition through "Tell Your Story". In 2022, the initiative had more than 60 stories submitted monthly

> Resumption of Shadowing training, which allows nursing staff to experience three types of patient experiences (radiotherapy, surgery and diagnoses).

Patient perception continued to be collected through the NPS. Our NPS was 76% in 2022.



Pursuing best practices

GRI 2-28

All areas in direct contact with patients are required to obtain references and benchmarks in care practices, especially Practices and Care Models. In recent years, the evolution of value-based health care has reinforced the importance of the Hospital, investing and directing efforts according to concrete results in efficiency and quality and transforming each gesture into tangible benefits for patients.

One of the most significant developments in 2022 was the initiation of a broad international benchmarking process on nursing care indicators, by participating in the NDNQI (read more in Quality, safety and clinical outcomes).

2022 also ramped up the Journey to Magnet Excellence in Nursing program, a world-class certification program of the American Nurses Credentialing Center (ANCC), which the Institution joined the previous year. Support by discussions of the working group structured by the Executive Care Board, the program aims to spearhead the implementation of the journey's requirements throughout the Institution.

Other improvements carried out during the year involve awareness raising, training, departmental reorganizations and updating protocols.



Key facts

Implementing of blood glucose testing on admission (sixth vital sign), for management and possible screening of diabetic patients;

Implementing a protocol and use of gait belts by patients during physiotherapy care in inpatient units;

Validating the medication preparation technique (in 2022 this already included 584 employees from the Emergency Department, inpatient units and ICUs at the Unidade Paulista and Hospital Vergueiro), in addition to 324 new employees;

Advancement of the Digital Nutrition project, with mapping of needs, suggesting improvements and digitally registering menu options, preferences and order requests (pilot action);

Expanding participation in the benchmark indicators of the National Association of Private Hospitals (Anahp) for structuring a national database of pharmaceutical, nutritional and physiotherapeutic care;

Implementing the Smart Agenda in the Pharmacy program in the preparation of antineoplastic medications, saving over R\$ 575,000 from January to October 2022;

Implementing the medication dilution center, starting December 2022;

Formation of the Physiotherapy Research Group from the Inpatient and ICU units with two projects already presented at the Oncology Congress and six from ICU physiotherapy undergoing publication;

Implementing rehabilitation and lymphatic drainage for oncological patients in the physiotherapy outpatient clinic.



QUALITY AND SAFETY

AND CLINICAL OUTCOMES

GRI 416-1, 416-2, 3-3 (material topic)



In 2022, the monthly cycle of internal audits was reviewed, **expanding the assurance verification**



The Quality and Safety Improvement Program is the main reference informing the Hospital's operations to ensure the best outcomes and satisfactory clinical results for its patients.

The adoption of international guidelines is a part of the Institution's history, which has been accredited by the Joint Commission International (JCI) since 2009 - the latest and fifth reaccreditation took place in 2021 when the highest compliance rate was achieved. To manage its activities, the Hospital adopts a Value-Based Health approach, focused on patient care and perceptions - and increasingly seeks to understand outcomes, i.e., results perceived and experienced by the patient after passing through the Institution.

In recent years, several areas - such as the management of indicators and hospital infection control protocols, participation in national and international databases, and best practices in purchasing and procurements management - have progressed. In 2022, most of its quality and safety indicators improved (*see below*). During the year, an indicators and metrics reviewing process also started, to align them with the Hospital's Strategic Planning, to be completed in 2023.

In 2022, the monthly cycle of internal audits was reviewed, expanding the assurance verification to complement the monitoring strategy and the ongoing task of improving processes.

Mindful of the risks and impacts associated with patient integrity and well-being, the Hospital maintains structured governance on the matter, resulting from the work of the Medical Executive Board and the Care Executive Board, with which the Strategic Patient Safety and Quality Committee and the Medical and Care Committee, as well as areas and working groups dedicated to revisiting protocols, practices and processes at all stages of care, relate.

The Care Risk Management Program is maintained in line with the guidelines of the Joint Commission International, covering both clinical and non-clinical risks. All parts of the patient's journey are monitored, including risks to their safety resulting from interventions and treatments, interactions with drug therapy, or infections occurring within the hospital's premises.

The precautions cover all materials and supplies used in the Hospital: all undergo quality and safety assessment, including technical audits. There is also a channel for logging risks and failures by employees and the medical staff.

Participation in partnership programs such as ICHOM (International Consortium for Health Outcomes Measurement), which proposes to measure patient outcomes in a standardized way, the National Association of Private Hospitals (Anahp), and the Hospital Quality Monitoring Program, of the National Health Agency (ANS), ramps up the Institution's commitment to contributing to the development of the entire system towards value-based performance monitoring. This commitment also extends to the general public, with the disclosure of outcome indicators on the Hospital's website, contributing to transparency and patient participation in services quality and safety control.

In 2022, there were no records of fines, penalties or warnings related to patient health and safety in the Institution.

Joining NDNQI reinforces our commitment to care quality



NDNQI

With the aim of enhancing and analyzing its performances in a series of care protocols, Hospital Alemão Oswaldo Cruz has joined the NDNQI (National Database of Nursing Quality Indicators).

This is a world-class data platform that provides access to the results of various hospital institutions, allowing an understanding of areas for improvement and investments to increase the quality and safety of care. The Institution defined 11 indicators for monitoring and comparative analysis with 570 peers worldwide.

In addition to the NDNQI indicators, the Institution benchmarks its performance against the national data gathered by Anahp and the indicators of the Health Surveillance Coordination Agency (Covisa) of São Paulo.

In the first cycle, our KPI was positive compared to national averages. However, only one indicator related to falls performed better than the NDNQI's cumulative median average. The challenge is to make improvements that position the hospital within the average of international benchmark performances in the coming years.

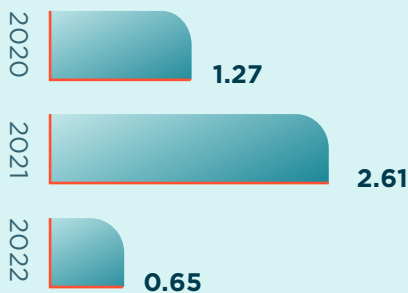


Performance indicators and rates



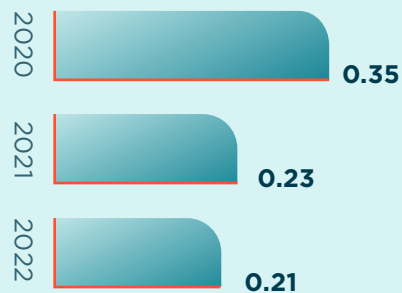
Next, learn about the Hospital's results in quality and safety benchmark indicators and rates

Catheter-related bloodstream infection incidence density in the ICU at the Paulista and Vergueiro units (x/1,000 catheter days)



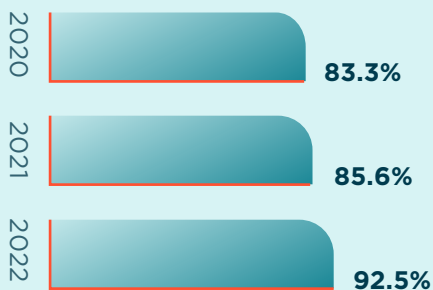
Reference - National Association of Private Hospitals (Anahp JCI Hospital): 1.09
Polarity: The lower, the better

Medicine-related adverse events



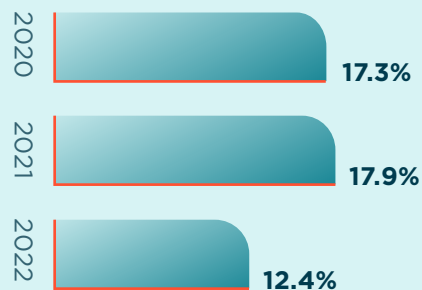
Reference - National Association of Private Hospitals (Anahp): 0.77
Polarity: The lower, the better

Antibiotic administration within the first hour of sepsis



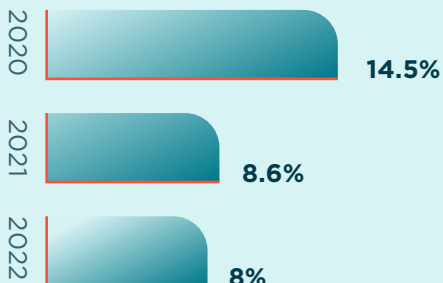
Reference - National Association of Private Hospitals (Anahp - JCI Hospital): 92.8%
Polarity: The higher, the better

Sepsis lethality rate



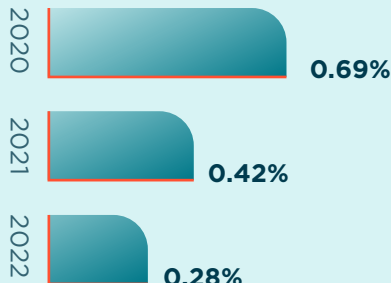
Reference - National Association of Private Hospitals (Anahp - JCI Hospital): 14.3%
Polarity: The lower, the better

Lethality from Myocardial Infarction (%)



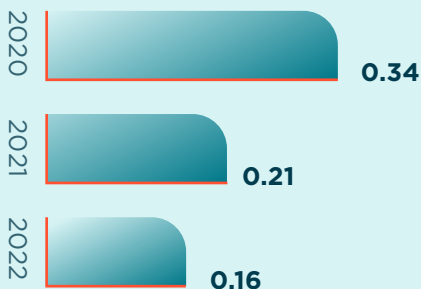
Reference - National Association of Private Hospitals (Anahp - JCI Hospital): 4.42%
Polarity: The lower, the better

Rate of serious adverse events related to health care assistance



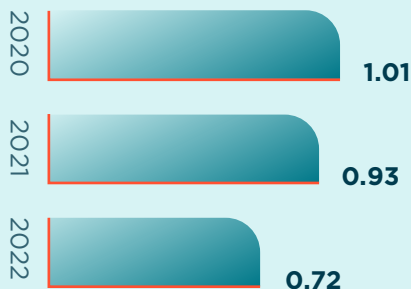
Polarity: The lower, the better

Surgical mortality rate up to seven days after the surgical procedure



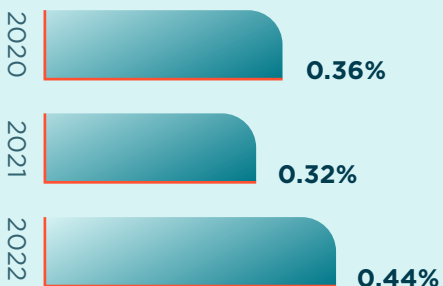
Reference - National Association of Private Hospitals (Anahp - JCI Hospital): 0.27
Polarity: The lower, the better

Standardized mortality rate in adult ICUs



Reference - Epimed - Hospitals with international accreditation: 0.73
Polarity: The lower, the better

Injury falls



Reference - National Association of Private Hospitals (Anahp - JCI hospitals): 0.39%
Polarity: The lower, the better

PEOPLE & CULTURE

Recognized as one of the best companies to work for by Great Place to Work (GPTW) for the second consecutive year, Hospital Alemão Oswaldo Cruz continues to optimize its people management. The climate survey was broadened in 2022 to provide a more accurate picture of the work teams' progress and to inform its future actions. Conducted in the format of a census rather than sample-based, 72% of employees completed the survey (compared to 59% in 2021). The number of questionnaires completed rose from 592 to 2,481.

The Hospital recorded a confidence level of 75%. The Pride dimension continues to be the strongest, where it scored thanks to its consistent actions in managing its human capital and the image of solidity and excellence that the Institution enjoys in society.

Marked as a point of attention in previous evaluations, communication and the consequent space for dialog with employees was upgraded in 2022 with the launch of Conecta. The platform functions as an internal social network, a more friendly, agile and interactive format to disseminate information, garner opinions from employees and increase their engagement with the Institution. Launched in September, Conecta engaged 73% of employees in the first few months of operation and has been contributing to learnings for people management.

The resumption of in-person activities and investments after the most critical period of the pandemic resulted in approximately 1,200 new hires throughout the year, ending with 3,817 employees - an increase of 8.4% compared to 2021. The Hospital also has a team of 807 contractors.

The review of our essence and the introduction of the purpose to serve life should inform the management of our culture in the coming years, intensifying the dissemination and the connection of employees with the values, mission and vision of the Hospital (*read more about our essence at the beginning of this report*). In 2022, the focus was directed to the capabilities most connected with the business.





Recognition



5th

best hospital to work for, according to GPTW

Best WorkPlaces Survey, of InfoJobs

One of the top four highest-rated hospitals and among the top 50 in Brazil, considering all sectors

Our team in detail

GRI 2-7, 2-8

WORKFORCE BY EMPLOYMENT CONTRACT AND GENDER ^{1 AND 2}

TYPE OF CONTRACT	2020			2021			2022		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Permanent	1,153	2,160	3,313	1,213	2,307	3,520	1,333	2,483	3,816
Temporary	3	3	6	0	1	1	0	1	1
TOTAL	1,156	2,163	3,319	1,213	2,308	3,521	1,333	2,484	3,817

¹ All of the company's units are located in the Southeast region.

² All employees are subject to full-time work hours.

WORKFORCE BY EMPLOYEE CATEGORY AND GENDER

	2020			2021			2022		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
Apprentices	9	30	39	12	22	34	12	43	55
Interns	3	12	15	7	18	25	5	10	15
Contractors ¹	-	-	-	-	-	-	486	321	807
TOTAL	12	42	54	19	40	59	503	374	877

¹ Professionals providing maintenance, cleaning and gardening services, etc.



In all, 65.4 hours of training were delivered per employee



Development pathways

Integrating the Corporate Education team into the Executive People and Management Board at the end of 2021 strengthened employee development and learning processes, with an increase in training hours, new training pathways and the resumption of in-person training.

The relationship between managers and their teams received special attention in the new Leadership Development Program (LDP), which entails much more than just training. In partnership with GPTW, the strategy aims to prepare leaders to build and maintain trust-based relationships and to be more in touch with their teams' needs. Managers harnessed the results of their climate surveys to deepen their understanding of their performance and points for improvement and for building action plans.

In 2022, the training included modules on topics such as inspiring leadership, including how to get the best out of people and achieve goals; diversity, from a social justice perspective and as a competitive differential for the business, the role of leaders, and the inclusion of people with disabilities. The program also sought to expand leaders' repertoires to support their daily work with trainings in people management tools and results management such as costs, expenses and investments, skills assessments and feedback workshops, among others.

Classified into officers, managers, coordinators and technical leaders, the program targeted approximately 200 leaders from the institution across 15 meetings and 37 development hours across six modules. Considering training from all areas, there were 65.4 training hours per employee for the year.



Diversity Program

GRI 3-3 (Material topic)

As part of the challenges faced by People and Management, the structuring of a diversity program to expand the inclusion of minority groups was approved in 2021 and initiated in 2022, bolstering the actions that had been taken so far.

The Institution conducted a diversity and inclusion survey, in which 1,552 employees participated. It aimed to learn their opinions on diversity, equity and inclusion. A specialized consultancy firm was also hired to support this process, which identified the main topics that should be addressed in 2023 onwards.

In terms of color, race and ethnicity, the diversity journey will harness the information gathered in the diversity and inclusion survey to focus on career-related actions.

For the LGBTQIA+ group, we will invest in supporting actions and review our processes and policies to provide an even better workplace in 2023.

Women participate heavily in the organization and in leadership positions, including in management positions. However, the Hospital understands that there is still room for improvement in women's practices. The performance of people with disabilities was one of the highlights of the year, with the number of hires increasing fivefold. This is the result of implementing the People with Disabilities Inclusion Program, which includes training in administrative hospital routines and ongoing awareness-raising for managers.



INDIVIDUALS WITHIN THE ORGANIZATION'S GOVERNANCE BODIES, BY GENDER GRI 405-1

BOARD OF DIRECTORS	MEN	WOMEN	TOTAL
Number of governance body members	7	1	8
%	87.5%	12.5%	100%

INDIVIDUALS WITHIN THE ORGANIZATION'S GOVERNANCE BODIES, BY AGE GROUP GRI 405-1

BOARD OF DIRECTORS	NUMBER	%
Below 30	0	0%
Between 30 and 50	0	0%
Over 50	8	100%
TOTAL	8	100%

EMPLOYEES BY CATEGORY AND GENDER GRI 405-1

	MEN	WOMEN	TOTAL
Executive Board	5	8	13
%	38.46%	61.54%	100%
Managers	11	25	36
%	30.56%	69.44%	100%
Co-ordination	29	91	120
%	24.17%	75.83%	100%
Administrative	234	507	741
%	31.58%	68.42%	100%
Operational	1,054	1,853	2,907
%	36.26%	63.74%	100%
TOTAL	1,333	2,484	3,817
% TOTAL	34.92%	65.08%	100%



5x

more people with disabilities hired

We seek progress in diversity and inclusion

WORKERS BY CATEGORY AND GENDER GRI 405-1

	MEN	WOMEN	TOTAL
Apprentices	12	43	55
%	21.82%	78.18%	100%
Interns	5	10	15
%	33.33%	66.67%	100%
TOTAL	17	53	70
% TOTAL	24.29%	75.71%	100%

EMPLOYEES BY CATEGORY AND AGE GROUP GRI 405-1

	NUMBER	%
EXECUTIVE BOARD		
Below 30		0%
Between 30 and 50	8	62%
Over 50	5	38%
TOTAL	13	100%
MANAGERS		
Below 30	1	3%
Between 30 and 50	28	78%
Over 50	7	19%
TOTAL	36	100%
COORDINATOR		
Below 30	7	5.8%
Between 30 and 50	99	82.5%
Over 50	14	11.7%
TOTAL	120	100%
ADMINISTRATIVE		
Below 30	263	35%
Between 30 and 50	436	59%
Over 50	42	6%
TOTAL	741	100%
OPERATIONAL		
Below 30	589	20%
Between 30 and 50	2,051	71%
Over 50	267	9%
SUBTOTAL	2,907	100%
Below 30	860	23%
Between 30 and 50	2,622	69%
Over 50	335	9%
TOTAL	3,817	100%



WORKERS BY CATEGORY AND AGE GROUP GRI 405-1

	NUMBER	%
APPRENTICES		
Below 30	55	100%
Between 30 and 50		0%
Over 50		0%
TOTAL	55	100%
INTERNS		
Below 30	14	93.33%
Between 30 and 50	1	6.67%
Over 50		0%
TOTAL	15	100%
Below 30	69	98.57%
Between 30 and 50	1	1.43%
Over 50	0	0%
TOTAL	70	100%



EMPLOYEES IN MINORITY GROUPS GRI 405-1

	NUMBER	%
BLACK AND BROWN		
Executive Board	1	8%
Managers	5	14%
Co-ordination	16	13%
Administrative	194	26%
Operational	991	34%
TOTAL	1207	32%
PWDS		
Executive Board	0	0%
Managers	0	0%
Co-ordination	0	0%
Administrative	57	7.69%
Operational	73	2.51%
TOTAL	130	3.41%

BLACK AND BROWN GRI 405-1

	NUMBER	%
Apprentices	14	25%
Interns	3	20%
TOTAL	17	24%

RATIO OF BASIC SALARY AND REMUNERATION OF WOMEN TO MEN, BY EMPLOYEE CATEGORY
GRI 405-2

	2022
Executive Board	0.75
Managers	0.93
Co-ordination	0.81
Administrative	0.98
Operational	0.92
Interns	1.00
Apprentices	1.00



Benefits



Employees enjoy a benefits package that include: medical and dental plans, private pensions (for employees who subscribe), life insurance, including temporary and permanent disability coverage, Comprehensive Health Program, education assistance (CLT employees with 18 months or more tenure), child-care assistance (employees with children under six), meal vouchers, on-site cafeteria and transportation passes. The pension plan underwent a review and was well received by employees, as evidenced

by the high participation rate in the plan. Contractor temps enjoy benefits such as an on-site cafeteria and transportation passes.

Employees have access to cultural activities, such as a choir, and in early 2023 they also started to benefit from Gympass, providing more incentives and options for physical exercise and well-being.



Employee health, safety and well-being

GRI 3-3 (Material topic), 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7

Occupational health, quality of life, health plan and absences and rehabilitation indicators are managed by the Employee Health and Safety Center (CASSC). The Hospital also maintains a primary health care service, offered to employees and their families, covering seven thousand lives.

Aggravated by the Covid-19 pandemic, mental health has been part of the Hospital's employee care package for over a

decade through the Comprehensive Health and CASSC program. The care structure includes a personal support program for employees and their families, with psychiatric, psychological and social worker assistance. The initiative also includes well-being, physical and cultural activities, and focus groups in mental health sectors, offering behavioral training to reduce stress and anxiety, as well as working on emotions and mindfulness. The pregnant woman monitoring program also offers psychological support and well-being activities.

The Conecta platform (*see page 74*) also facilitated the communication and dissemination of information and engagement of employees in health and safety care.

In 2022, the Hospital joined the Mind in Focus Movement, in the UN Global Compact, which involves Brazilian institutions that commit to concrete actions to promote a healthy corporate workplace (*read more on page 53*).



Our health teams kept a keen eye on the pandemic and its impacts, making over 1,500 phone follow-ups of employees with Covid-19 and reducing days lost by 33%, due to this close monitoring. More than 90% of employees have received at least one booster dose of the vaccine.

Our safety structure includes thematic committees, such as facilities security, involving other Hospital sectors and dedicated to issues such as escape routes, space regulations, risk point mapping, etc. There are also committees dedicated to building a safety culture, radioprotection, accidents with biological materials and on NR-32 (occupational safety standard for health), and Internal Accident Prevention Committees (Cipas).

The Hospital maintains a primary care service, offered to employees and their families

Pregnancy and newborn support



Caring for pregnant women includes not only prenatal monitoring, but also an initial risk assessment, exemption from copays in the health plan for those participating in the Gerar Program and for the baby in their first year of life. Appointments are also available with a nutritionist and psychologist, along with educational lectures and other activities.

In cases of high-risk prenatal care, monitoring and delivery are performed by Grupo Santa Joana. Breast-feeding lounges are available at the Unidade Paulista and Hospital Vergueiro, with appropriate support for safe milk extraction and storage.

WORKERS COVERED BY AN OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM (%) GRI 403-8

	2022
Individuals covered by an occupational health and safety management system based on legal requirements and/or recognized standards/guidelines	100
Individuals covered by an occupational health and safety management system based on legal requirements and/or recognized standards/guidelines, which have been internally audited	100
Individuals covered by such a system that has been audited or certified by an external party	100

WORK-RELATED INJURIES¹ AND ² GRI 403-9

	2022
Number of hours worked	679,228
Basis for numbers of hours worked (200,000 or 1,000,000)	1,000,000
Number of fatalities as a result of work-related injuries	0
Rate of fatalities as a result of work-related injuries	0
Number of high-consequence work-related injuries (excluding fatalities)	0
Rate of high-consequence work-related injuries (excluding fatalities)	0
Number of recordable work-related injuries (including fatalities)	84
Rate of recordable work-related injuries (including fatalities)	123.67

1 The main types of occupational accidents consisted of cuts, trauma and puncture wounds.

2 No workers excluded.



MEDICAL STAFF

In 2022, the Institution restructured the **Physician Ombudsman** and revitalized the **Medical Relationship Program**



One of Hospital Alemão Oswaldo Cruz's differentials is the excellence and qualification of its medical staff. To strengthen this pillar, in 2022 the Institution augmented its focus on the relationship and participation of doctors in working groups involved in patient care, research and education.

Medical Relationship aims to deepen the partnership, collaboration and technical, professional and scientific development of medical staff. In 2022, the base reached 4,921 registered active physicians and 112 dentists, managed by a system that integrates evaluation, qualification, recognition and structured dialog with this group that is strategic for creating value for the patient and the Hospital's success.

During the year, the Institution continued facing challenges such as turnover, cultural integration and support for investigation and research among professionals. A revitalization of the Medical Relationship Program was initiated with a new policy supported by values such as transparency and meritocracy and concepts such as value-based health.

The medical onboarding process was reformed, seeking automation and self-service to improve this professional's journey in the Hospital. A policy was also developed to formalize criteria for doctors to participate in Hospital clinics. The same model will advance to the back-end areas, creating a sense of reciprocity and engagement for professionals to integrate these spaces within the Institution.

Actions aimed at documents, guidelines and communication include the revision of the Medical Onboarding and Back-end policies, completed in early 2023, and the structuring of an onboarding tool for doctors and dentists integrated into the Hospital's environment.



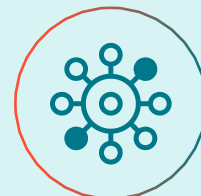
Growth of the registered active medical staff*



*Considers the sum of active registered physicians and dentists in the Institution



Pillars of the Medical Relationship Program



MEDICAL STAFF ACADEMIC PROGRAM:

The Institution directly encourages the participation of doctors and dentists in research and knowledge generation. It is currently under review to adopt the premises of the value-based approach. The academic qualifications of medical staff is a key input for defining the recognition actions of the area's current strategy - as well as adopting criteria such as the impact factor of scientific publications carried out, valuing professionals who contribute to the generation of expertise disseminated in renowned health journals in the world. Check out the scientific productions carried out with the support of professionals at the Institution in the Dedication to Research chapter.

CLINICAL STAFF MANAGEMENT:

evaluation, documentary approval and onboarding of physicians, identifying their needs. The Medical Accreditation Commission, the Clinical Board (elected by the open clinical staff) and the areas of the Medical Board are part of this axis.

CLINICAL STAFF PERFORMANCE ASSESSMENT PROGRAM:

it once again covered 100% of the active registered clinical staff during the year, analyzing and measuring results based on care indicators, clinical outcomes, surgical performance, and registration completion, as well as participation in research. Since 2021, it has adopted the Healthcare Value Score (EVS) approach, a scale that considers the quality of care, cost efficiency, and digital parameterization.





4

EXPERTISE & DIGITAL HEALTH



DEDICATION TO RESEARCH

GRI 3-3 (Material topic)

Hospital Alemão Oswaldo Cruz believes that **knowledge generation and dissemination** are part of its **purpose of serving life**

Education, Research, Innovation, and Digital Health are some of the pillars of its activities, directly benefiting the business and society. Fronts are comprehensively managed and, in 2022, the hospital reviewed its position and strategic planning to reinforce the development of solutions to meet the needs of the Hospital and take advantage of its full potential.

Two new collegiate bodies in science and education were created to support decisions and guide the long-term view of the research, teaching, and care areas, and how they integrate into the Hospital. These are the Scientific Board and the Teaching Board, both multi-professional and comprised of renowned professionals within the Institution.

Following the strategic review, Research remained relevant in the main international journals with its International Center and partnership with major health and research organizations.

The Innovation front not only fosters the ecosystem, it is becoming closer to different areas of the Hospital, developing solutions that translate into positive results, such as a better patient experience, expanded care flows, and other efficiency, productivity, and outcome factors.

Finally, the Education front aims to use all of the Hospital's expertise and that of its professionals to define itself as a premium brand in health education.

To reinforce the philanthropic nature of the Hospital, in 2022 it developed Donating Transforms [Doar Transforma], an online donation platform that allows the Hospital community to engage in projects and topics to drive research, innovation, and teaching. The idea is to make Donating Transforms a tool to connect with the ecosystem that will continue catalyzing ideas to drive the Institution's development over the coming years.

Hospital Alemão Oswaldo Cruz remained a significant player in knowledge creation, with 172 publications in 2022, 125 of them in leading international scientific journals. Ten papers written by hospital professionals were published in The Lancet in 2022.

These studies are led by the International Research Center, comprised of multidisciplinary professionals who belong to international collaboration networks such as TriNetX, which gives Hospital researchers access to real world evidence of patient records of global health care institutions. The Center is also the Brazilian base of the Population Health Research Institute - PHRI, the world's largest academic research organization in this area.

In 2022 the Hospital's International Research Center led the Brazilian phase of the largest global observational study to identify the main causes of illness and death, especially in countries at intermediate stages of economic development. A study coordinated by the PHPI and entitled Prospective Urban and Rural Epidemiological Study (PURE) revealed that cardiovascular diseases, cancer, and respiratory diseases account for 70% of all deaths in South America, and that many of them could be avoided by promoting risk prevention and policies to control health risks.

Global collaborative networks such as TriNetX and PHRI multiply the potential access to new knowledge, reduce research time, and are able to generate more significant results. This is why one of the focuses in 2022 was to disclose these tools to Hospital researchers and students, and foster their use by the clinical staff.

172 publications
in 2022, **125**
in major
international
and high-impact
scientific journals.

Key Facts



PUBLICATIONS

International: 125
 National: 39
 Books, book chapters,
 etc.: 8

Total:
172
 publications



INVESTMENT IN RESEARCH (R\$)

2020
1,205,226

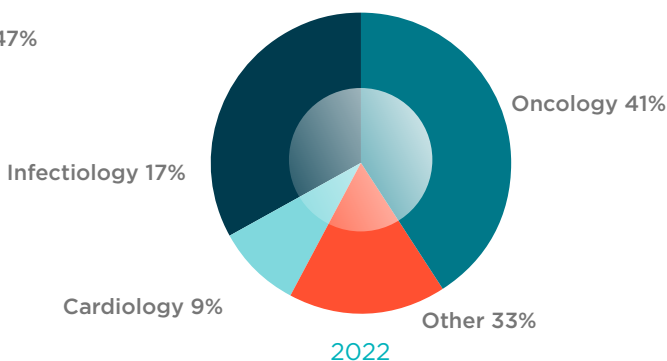
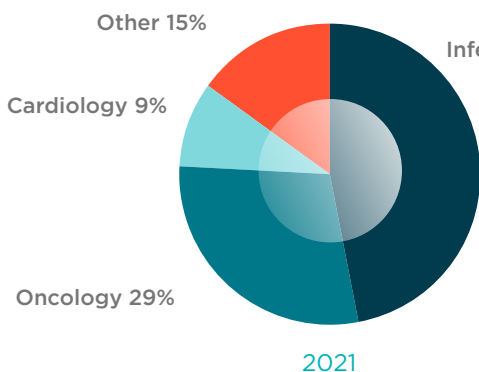
2021
1,866,658

2022
1,084,170

103
 research projects
 in progress

After two years of scientific output focused on Covid-19, studies in other important specialties are again on the rise. These include Oncology, Cardiology, Population Health, and Gastroenterology.

RESEARCH BY SPECIALTY ¹



¹The number of ongoing projects is dynamic. It includes active (ongoing) studies at the end of each year, which vary continuously over the year with no set pattern. As studies are completed, new ones start (participant pre-recruitment).

Some of the main research studies in the year:

>> CV-Genes, which started in 2022, was a pioneer assessment of the impact of genetic risk factors on the development of cardiovascular diseases in the Brazilian population. Over 3,700 people participated in almost all units across the country. The study partnered with the Fleury Group for case control, and is part of Proadi-SUS. Once the study is finished in late 2023, the data will be added to the Ministry of Health's Brazil Genomes project, a National Genomic and Precision Health Program.

>>The Specialized Center in Obesity and Diabetes started a study to assess the best treatment and favorable impact in the development of serious renal disease associated with diabetes.

In this study, patients were computer-randomized to one of two methods: i) the best drug treatment; and ii) this treatment plus metabolic surgery (bariatric or gastroplasty). The goal is to assess the potential to delay progression of diabetes- and obesity-related renal disease, and their effect on improved patient quality of life and lower financial burden due to the disease.

Published studies include:

>>The results of the first study comparing a DOAC (direct-acting oral anticoagulant) and Warfarin (traditional anticoagulant provided by SUS) on rheumatic valve disease, demonstrating the superior efficacy of the latter, were published in leading scientific journal The New England Journal of Medicine. This study included 4,565 patients in 24 countries. In Brazil this study was coordinated by Hospital Alemão Oswaldo Cruz and enrolled 672 patients in 14 private and public.

>>The findings of the Coalition V Study (Cope) on the use of hydroxychloroquine on the treatment of mild cases of Covid-19 were published in The Lancet. This study, performed at 56 research sites in 2020 and 2021, was coordinated by Hospital Alemão Oswaldo Cruz and found no benefit from the use of this drug to treat these patients.



LEARN MORE

Learn about the practices and processes of the Research Ethics Committee that governs studies involving human beings in order to protect their dignity and integrity.

INNOVATION IN HEALTH

The Hospital Alemão Oswaldo Cruz Digital Health and Innovation Center has the equipment, techniques, and expertise to develop state-of-the-art technology solutions to increase the efficiency of pre-, intra-, and post-surgery procedures. Among others, it is equipped with 3D printers to design and develop prostheses, thus supporting surgical planning. The Center recently developed a program that combines virtual and augmented reality to insert the physician in the metaverse. This technology gives medical professionals a better view of imaging tests so they can better plan surgeries, for instance. Physicians, surgeons, UX, game, and audiovisual designers, along with data scientists worked together on this software that is being presented at domestic and international events. Known as RIVER, this program is already being used by professors and students at the Hospital School and partner institutions, and finds application in several areas of knowledge, from anatomy and radiology classes to the teaching of surgical techniques.

In another innovative development, Hospital Alemão Oswaldo Cruz helped develop new surgical material for minimally invasive surgeries to repair chest wall deformations. Pectus excavatum is corrected by implanting

prosthesis. This avoids open surgery and can be safely performed by video-laparoscopy, shortening hospitalization time and with faster patient recovery. This solution was created by the Hospital working with Incor (the Heart Institute), and Traumec, and has already been approved the National Health Surveillance Agency (ANVISA).





The center has 3D printers to design and develop prostheses, thus supporting surgical planning.

SOLUTIONS TO MAKE THE HOSPITAL MORE EFFICIENT

Using technology and innovation has enabled the Hospital to improve its efficiency and quality indicators, and also provide increased safety and better outcomes for patients.

One such case was the use of data analysis to improve sepsis control indicators. Sepsis is caused by serious infection and is the main cause of death in Intensive Care Units. The solution automatically searches for keywords in electronic files, accelerating patient screening and the use of the sepsis protocol. This has enabled administering antibiotics in the 1st hour of sepsis in 97% of the cases. The tool also reduces manual work by almost 80% (manhours), redirecting employees to other care areas. This initiative placed second in the Fleury Innovation of the Year Awards.

Other solutions in diverse areas of the Hospital also made positive contributions. Among them is a project that expanded the agenda for thyroid biopsies - 60% increase in the first month, using a model that will guide other areas, and the use of machine learning to better predict bed turnover.

INTRA-ENTREPRENEURISM ON BEHALF OF INNOVATION

Another award-winning initiative in 2022 was the program entitled “Reducing costs and multiplying ideas” to foster employee involvement in creating solutions to reduce waste, with challenges that delivered positive results for hospital management in terms of water, uniforms and linen, less use of paper, and facilities management measures. Increased employee involvement in new ideas is part of the results of Fabrik, an internal entrepreneurship platform launched by the hospital in 2022, which helps foster a culture of innovation in the Institution.



Recognition



4th

place in Medical Services

The Innovation Brazil Award given by Valor Econômico

1st

place in Quality of Care with the case entitled “Reducing waste, multiplying ideas”.

newspaper **12th Health Reference Award, given by the Brazil Health and HIS (Health Innovation Show) website.**

2nd

place in Pattern Detection - patient screening initiatives and diagnostic support with the case entitled “use of regular expressions to identify cases of sepsis”.

VIII Fleury Group Innovation Award

Finalist in the “Technology” category

CNN Notables 2022

1st

place in Health “Innovation and Quality”

The best of Money 2022 (“IstoÉ Dinheiro”)

DISSEMINATION

48% increase in revenue from **graduate courses, specialty courses, and events**



In the same year that the Bachelor's in Nursing degree received the top grade (5) from the Ministry of Education, education management worked with the main Hospital nursing managers to develop a new curriculum that seeks to reproduce the distinctions of nursing at Hospital Alameda Oswaldo Cruz and position itself as a premium player in health care education.

The new curriculum is comprised of 5,000 hours of teaching over four years. Furthermore, Practical Life Experience is offered from the very start, and is one of the distinctions of this nursing course.

The course portfolio is being reviewed at all levels. The number of graduate programs in medicine increased from ten to thirteen, and the medical residency programs went from six to eight. Among the offers are nine multi-professional graduate courses, three in partnership with the Hospital's Social Responsibility area and part of Proadi-SUS, fostering qualification of the public health care system. (*read more about Proadi-SUS on page 116*). Distance graduate and extension learning courses and places were expanded. As a result, revenue from graduate and specialty courses, and events, increased 48%.

Our partnerships also stood out in the year, and will result in new training programs offered in 2023. Among them is the expansion of our partnership with the R.W. Johnson Foundation for distance-learning courses in health care for professionals across the country, including scholarships of up to 100%. Other partnerships with this same foundation include a group of one-hundred graduate students in Oncology Nursing.



EXPERIENCE IN GERMANY

The International Education Program was created in 2022, in partnership with a German organization. The International Education program offers nursing students and nursing technology students the possibility of working in Germany. Full-time students will be able to take additional courses in German language and culture and, once they graduate, may apply for jobs in Germany with support for travel, lodging, and administrative matters, among others.



NEW CENTER FOR SURGICAL TRAINING

To expand and strengthen medical education, in 2023 the Hospital opened its Center for Advanced Surgical Training of the hospitals recognized by the Ministry of Health as excellent, Hospital Alemão Oswaldo Cruz is the first to offer this type of course. Previously this type of training was available only at the public

universities. Equipped with the support of medical equipment manufacturers, the center will be located on the fifth floor of the Hospital Health Sciences University and International Research Center building, located at Av. Paulista 500.

Key numbers:

1,059

students graduated from technical, undergraduate, and graduate courses in 2022

3,000

participants in events sponsored by the Hospital

INVESTMENT IN EDUCATION (R\$)

2020

1,865,009

2021

347,054

2022

1,379,530

960

scientific meetings

Courses

3 Undergraduate Courses

14 *Lato Sensu* Graduate Programs in Medicine

11 extension courses

9 in Multidisciplinary *lato sensu* Graduate Programs

3 technical-level professional training courses





5

LEADING PLAYER IN HEALTH DEVELOPMENT

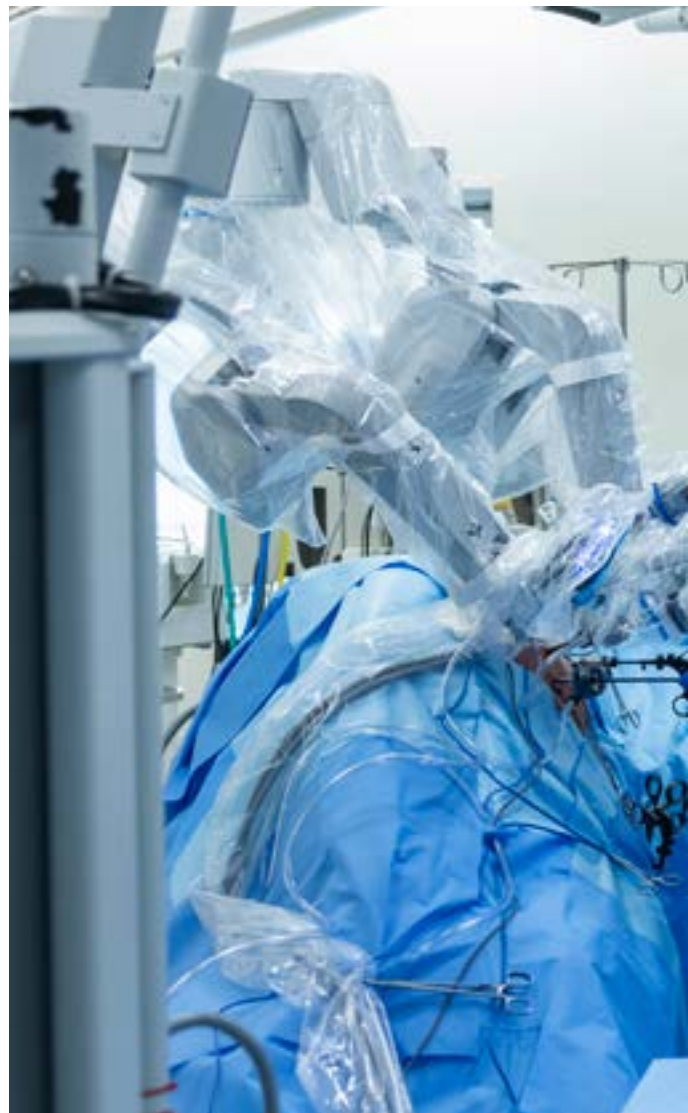
PERFORMANCE AND PROJECTS

The institution recorded positive results, in line with its Strategic Planning and commitment to quality and excellence.

The Institution's history is marked by growth that is transformed into benefits not only for its patients and direct stakeholders, but for the nation's entire health ecosystem.

Furthermore, its partnerships with the Ministry of Health focus on knowledge transfer and the exchange of experiences with government entities to ensure the Unified Healthcare System (SUS) is strengthened. This pillar includes the development of the Hospital Alemão Oswaldo Cruz Social Institute, that not only carries the Hospital's brand, but extends its standard of care to public health care facilities.

Financial and operational sustainability are priorities in the strategic planning of Hospital Alemão Oswaldo Cruz. In 2022, net revenue was R\$ 1.24 billion, with an Ebitda of R\$ 104.5 million, an increase of 21.3% compared with the previous year. Adjusted EBITDA* reached some R\$ 40 million, about the same as the previous year.



R\$ 1.24 billion

total Hospital net revenue

The year continued to reflect challenges related to Covid-19, in particular the economic and financial performance of health care facilities. Some chains also experienced

supply problems, in particular for pharmaceuticals, where the cost of materials went up, as did interest and exchange rates. The scenario in place since 2020 pressured the cash situation of hospitals and health care plan operators.

For Hospital Alemão Oswaldo Cruz, this challenging scenario demanded disciplined management, a focus on efficiency, and a search for the best investments to ensure healthy cash generation and increased predictability.

*Ebitda adjusted for the effects of IFRS-16 on lease agreements.



Segment reporting

GRI 201-1

Net revenue for the Unidade Paulista increased 4% compared to 2021, and for Hospital Vergueiro increased 31%. The Unidade Campo Belo confirmed its vocation as a checkup and specialist ambulatory care center, Going from 1,619 checkups in 2020 to over 4.8 thousand in 2022.

DIRECT ECONOMIC VALUE GENERATED (R\$ THOUSAND)

	2020	2021	2022
REVENUE	891,676	1,166,921	1,288,411

ECONOMIC VALUE DISTRIBUTED (R\$ THOUSAND)

DISTRIBUTED	2020	2021	2022
Other operating expenses	394,587	511,562	588,938
Employee salaries and benefits	405,602	522,600	536,064
PROADI-SUS funds invested	66,646	45,670	65,948
Financial results	28,330	27,798	66,355
TOTAL	895,164	1,107,629	1,257,305

ECONOMIC VALUE RETAINED (R\$ THOUSAND)

	2020	2021	2022
"Direct economic value generated"			
less "Economic value distributed"	- 3,488.62	59,292.03	31,106.62

ECONOMIC VALUE DISTRIBUTED (%)

	2020	2021	2022
Other operating expenses	44.08	46.19	46.84
Employee salaries and benefits	45.31	47.18	42.64
PROADI-SUS funds invested	7.45	4.12	5.25
Finance costs	3.16	2.51	5.28
TOTAL	100	100	100

***This data excludes depreciation/amortization:**

2020: R\$ 68.4 Million

2021: R\$ 154.0 Million

2022: R\$ 109.0 Million



Capital Expenditure (Capex)

Investments in 2022 focused on priority areas such as infrastructure, technology, and care areas. Among the highlights for the year is opening the Specialized Center for Lymphoma, Myeloma, and Cell Therapy. This area has leading hematologists in treatment and research related to these diseases. The team includes nurses, nutritionists, dentists, and psychologists to provide comprehensive, multi-disciplinary care for its patients.

Other investments include expanding the surgical center, to which R\$ 4 million in equipment was added in 2021 and 2022, and a new endoscopy unit (R\$ 1.3 million) in Campo Belo, as well as other equipment. A 3D mammography system with tomosynthesis, ultrasound-guided transperineal biopsy equipment, and therapeutic (interventionist) endoscopy, two new ultrasound devices and one eco-endoscope were also added.

Another highlight is the Dilution Center (a pharmacy with a clean area for drug handling and fractionation), a R\$ 4.1 million investment.



Operational efficiency

Operating indicators such as bed turnover, service events, tests, and surgeries all improved in 2022, performing above pre-pandemic levels.

The Unidade Paulista had record numbers in terms of surgeries and ER care events, with over 11 thousand service events in January due to a new wave of Covid-19 cases. These numbers too were above pre-pandemic levels: Compared to 2019, output and the

inpatient-unit were up 7%, while the number of hemodynamic procedures increased 19%. The number of ambulatory care visits increased 77%.

These numbers show the focus on performance and reflect the key learnings gleaned in the more critical periods of the pandemic, such as quickly adjusting structures as required, adopting new service flows, and expanding patient digital journeys. For example, Business Intelligence (BI) is making it possible to better predict unit occupancy, which has positively impacted bed turnover.

In 2022 occupancy rates at Hospital Vergueiro reached mature levels. The figure for inpatient units was 74.4% and 83.7% for ICU.

Procurement management as a strategic differential

Procurement improved inventory management and exceeded its cost saving target, reaching 6% or almost R\$ 30 million in savings, offsetting the impact of exchange variations and higher-than-average drug price increases without affecting patient experience or health care output.

Agreements with partners were reviewed and negotiated whenever possible, and inventory levels that still reflected pandemic-era increases were brought back to normal and optimized. This resulted in inventory turnover of 21 days, rather than 30.

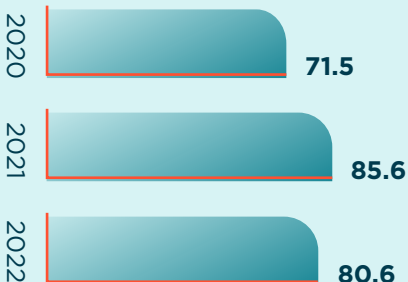


Our operating performance in numbers

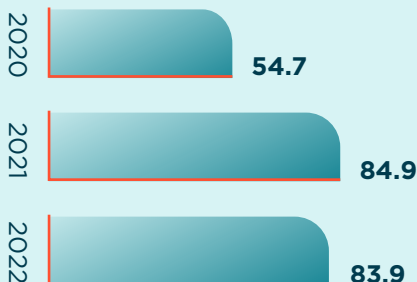


ICU occupancy rate (%)

Unidade Paulista

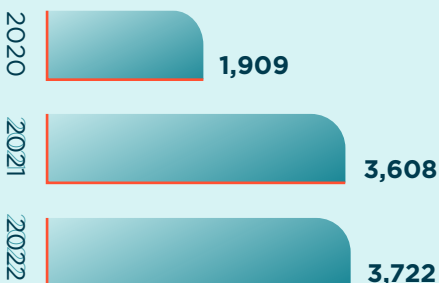


Hospital Vergueiro

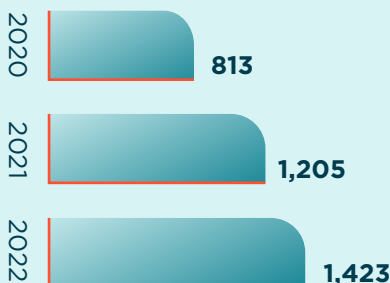


ICU episodes of care

Unidade Paulista

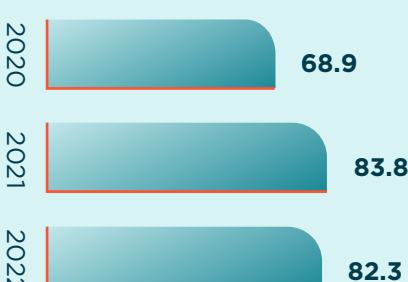


Hospital Vergueiro

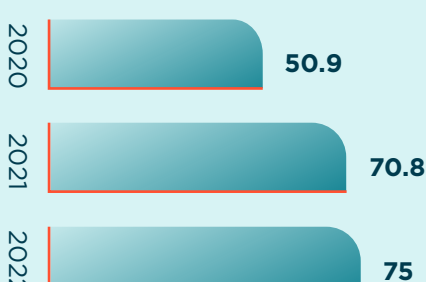


Mean occupancy - Hospitalization (%)

Unidade Paulista

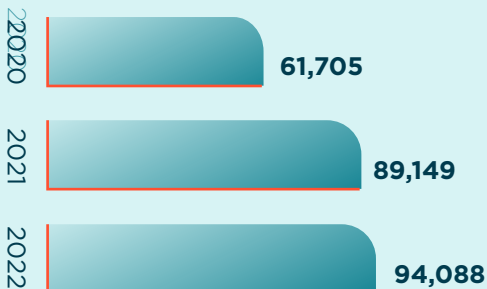


Hospital Vergueiro

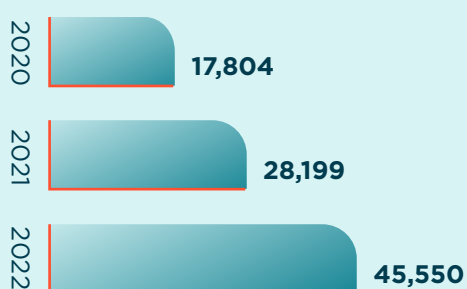


ER episodes of care

Unidade Paulista

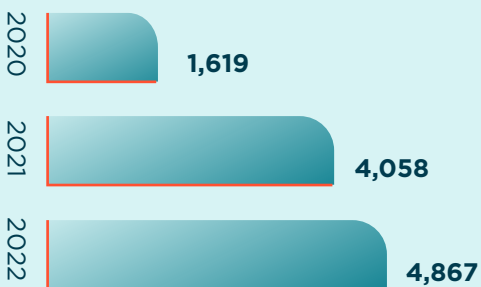


Hospital Vergueiro

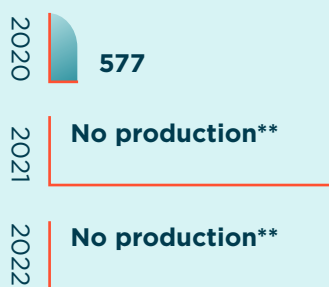


Checkups

Unidade Campo Belo

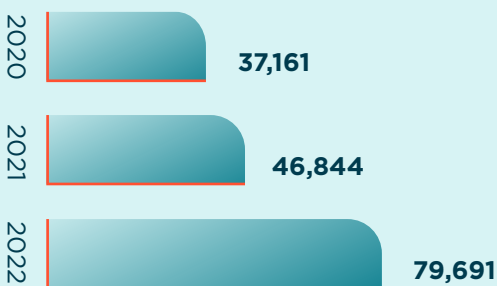


Unidade Paulista

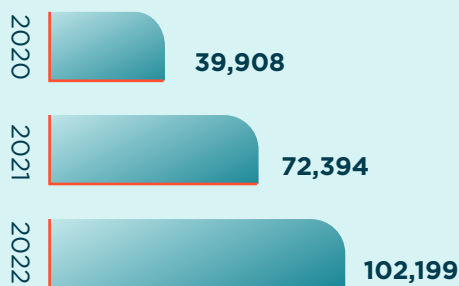


Outpatient consultations

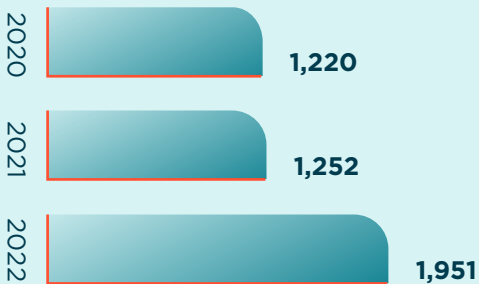
Unidade Paulista



Hospital Vergueiro



Unidade Campo Belo



** were concentrated in the Unidade Campo Belo due to the pandemic.

CONTRIBUTION

TO THE NATIONAL HEALTHCARE SYSTEM (SUS)

GRI 3-3 (Material topic), GRI 203-1, 203-2

The Hospital invests in
26 Proadi-SUS Projects



As one of the six Healthcare Entities of Recognized Excellence working with the Ministry of Health, Hospital Alemão Oswaldo Cruz contributes to Proadi-SUS in projects that disseminate its reference model of health care and attention.

The year 2022 was the second year in the Proadi-SUS 2021-2023 cycle, and the Hospital invested in 26 projects in four major lines.

The first of these is Research, in particular joint activities with the International Research Center in performing randomized clinical trials to assess Covid-19 interventions. These studies are published in renowned journals such as *The Lancet*. One of the studies published in this journal was the Coalition study comparing the use of hydroxychloroquine and placebo in Covid-19 outpatients (i.e. non-serious), which the Hospital coordinated and demonstrated the lack of effectiveness of the drug. Research teams also presented findings

at the world's leading clinical guidelines meeting, the Guidelines International Network.

The Teaching and Methodologies line trained some seven thousand health care professionals and managers in 2022. Courses were offered all over the country, using distance-learning or hybrid formats, achieving a Net Promoter Score (NPS) of 89.3%. There are almost two thousand spaces for undergraduate students in data science, medical education, health care management, and health research, among others. These projects include contributions to strengthen SUS strategic management in the state, and also to improve digital health and qualification in health surveillance.

The third line is the Care Line, split into seven projects. These include qualification and expansion of tele-health, which helps expand access and reduce costs with specialized medical care over the phone (Tele-Nordeste), including care for the seriously ill (TeleCU). It also supports the qualification and management of public hospitals, reducing infections and increasing bed turnover, among other significant improvements in health care units, and has plans to improve Primary care for people with obesity.

Finally, in the Support for network organization line, projects focus primarily on: Improving Primary Care, governance, and strategic management at SUS; Caring for people with chronic, non-transmissible diseases at the Primary Care Units (APS); Strengthening Primary Care by qualifying pharmaceutical care services, among others.

A significant portion of the projects supports the technological development of the public network as a tool to expand population access to medical services, and improve the patient experience.

One such initiative will support the Ministry of Health in consolidating a National Digital Health policy that will meet SUS' interests and needs.



The Hospital has a Technology Assessment Unit (UATS), part of the research line. This assessment center is formally linked to REBRATS, the Brazilian Network for Health Technology Assessment, and achieved the best performance of any center in Brazil. This team is responsible for some 90% of the Clinical Guidelines and 40% of the assessments that result in incorporating new technologies into SUS. The UATS at Hospital Alemão Oswaldo Cruz is currently the Southeast Region representative at REBRATS.

In the 2021-2023 cycle, the Hospital will invest some R\$ 199 million in Proadi-SUS projects. These are the result of tax exemptions for health care entities of recognized excellence. The Hospital's Charitable Organization Certificate was renewed in 2022, allowing it to continue its projects on behalf of Proadi-SUS.

To reinforce its commitment to results, the Sustainability and Social Responsibility Department has structured knowledge management processes, in addition to the Center to Monitor and Assess Proadi-SUS Projects, which from time to time monitors cross-sectional interviewers that converge with the institutional Balanced Scorecard (BSC):

Proadi-SUS cross-sectional indicators

- 1 Knowledge production and **dissemination**;
- 2 Improve **SUS working and management practices**;
- 3 Public resource **optimization**;
- 4 Capacity and **quality of care**;
- 5 Network articulation and **collaboration**;
- 6 Promote **health equity**;
- 7 Portfolio **strategy**;
- 8 Alignment of **expertise**.



Proadi-SUS numbers

2021-2023 CYCLE
26 PROJECTS

LINE 1 RESEARCH

Research on topics of public interest

8 projects

LINE 2 TEACHING AND METHODOLOGY

Training for public health professionals, health care managers, and methodology development

7 projects

LINE 3 HOSPITAL ALEMÃO OSWALDO CRUZ CARE MODEL

Projects that replicate best practices in care and treatment, and qualification of care, in particular projects to reduce hospital infections and expand TeleICU, among others.

7 projects

LINE 4 NETWORK ORGANIZATION SUPPORT

Focus on primary care and on practices that support health care organization

4 projects



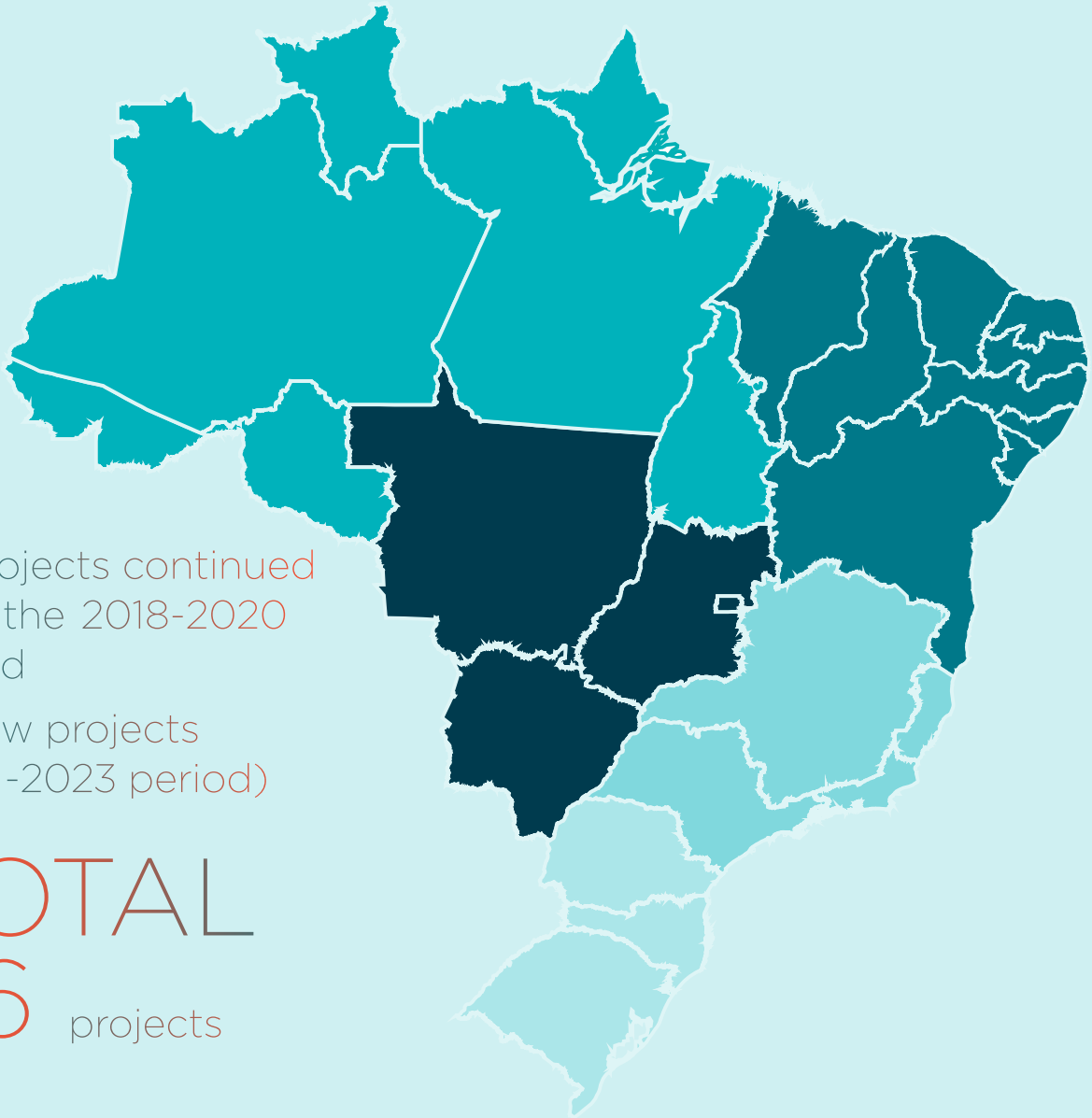
LEARN MORE
Learn about the 26 Proadi-SUS projects in Hospital Alemão Oswaldo Cruz's portfolio



Learn about the Hospital Alemão Oswaldo Cruz sustainability and social responsibility journey



Our work on PROADI-SUS projects (2021-2023 projects)



15 Projects continued from the 2018-2020 period

11 New projects (2021-2023 period)

TOTAL
26 projects

By 2022

About 7,000 professionals trained

75 hospitals impacted

1,186 Primary Care Units impacted

EDUCATION



5 projects

Development of Health Technology Assessments (DATS); Clinical Research; Visa in Focus; Medical and Data Science Tutoring. It is worth mentioning that a number of other projects listed here also include education activities.

RESEARCH



5 projects

Tele-visits; a platform to prevent and control resistance to antimicrobials; National Report on Dementia in Brazil CV Genes; Clinical Protocols and Therapeutic Guidelines, and Monitoring the Technological Horizon. These are health studies of public interest in different topics of national relevance.

PHP



3 projects

Primary Care; Basic/Pharmaceutical Care; Obesity and Overweight Prevention and Care, and Primary Healthcare. These initiatives aim to improve Primary Care practices, implement a pharmacy service, and provide comprehensive and continued care for people with obesity.

TELEMEDICINE



3 projects

Regula + Brasil (completed in 2021) TeleICU TeleNordeste. Support for managing waiting lists for specialty care, Primary Healthcare (PHP) qualification, tele-visits, and optimized clinical management of adult ICU patients using telemedicine.

HEALTH-CARE NETWORK OPTIMIZATION (RAS)



4 projects

A Collaborative Network to strengthen State Management, for Regional activities, and Healthcare Networks. Support for improving management processes and state, regional, and city health-care plans.

DIGITAL HEALTH/INNOVATION



2 projects

Strengthen the Digital Health Strategy; Standardized Data Science systems and Information provided to the National Health Agency. Subsidies to improve data banks, support SUS management decisions, support for the Digital Health Strategy, and for training in Data Science and Artificial Intelligence.

CARE MODEL/QUALITY



4 projects

Restoration of Public Hospitals; Health in our Own Hands; Rehabilitation in post-intensive care syndrome; Integravisa. Improved working processes and care indicators. Patient Safety and Quality Management

HOSPITAL ALEMÃO OSWALDO CRUZ

GRI 3-3 (Material topic)

Part of the Hospital's commitment is to contribute to advancing the Brazilian health care system. Thus, the Hospital Alemão Oswaldo Cruz Social Institute focuses on managing public health care units so they reflect excellent values, practices, standards, and routines.

The Institute manages two health care facilities in the Baixada Santista area of SP: Complexo Hospitalar dos Estivadores Dr. Nelson Teixeira Specialty Outpatient Clinic, under a Management Agreement with the City of Santos Municipal Department of Health.

In 2022, the Institution also consolidated the model it uses to monitor its strategic planning, following process, performance, and execution indicators using the ACTIO platform. It also launched its Code of Ethical Conduct, a key guideline to implement its Integrity and Compliance Program.



The Hospital seeks to reflect **values, practices, standards, and routines** in the management of public facilities





COMPLEXO HOSPITALAR DOS ESTIVADORES

This is a reference maternity center, with a neonatal ICU and high-risk pregnancy unit. Complexo Hospitalar dos Estivadores is known to keep neonatal mortality at historically low levels. The Institution also joined the National Alliance for Respectful and Safe Deliveries, a group of 50 private and government entities that fight maternal mortality and obstetrical violence, both serious problems in Brazil and the world.

In 2022, the Institute continued to prepare itself for international quality certification based on synergy in excellence in quality, safety, and clinical outcomes with Hospital Alemão Oswaldo Cruz. The steps in diagnostic assessment and process adjustment

were mapped. Another highlight of the year was a public hearing for a new management cycle at Complexo Hospitalar dos Estivadores. This new contract model expands the number of CT scans provided, and marks the start of mammograms for the population in general. Another highlight in 2022 was preparation to become a reference institution in organ capture in the Baixada Santista area.

2,794 deliveries at
Complexo Hospitalar dos
Estivadores



34 specialties available at AMBESP

AMBULATÓRIO MÉDICO DE ESPECIALIDADES DR. NELSON TEIXEIRA (AMBESP)

The Ambulatório Médico de Especialidades Dr. Nelson Teixeira (AMBESP) started preparing itself to obtain quality certification, with an internal diagnosis and map of the need for adjustments, implementing and reviewing flows. The goal is to

reflect the best quality and safety parameters for patients and the Institution. In 2022 the Outpatient Center consolidated its line of care for Type 1 Diabetes, in addition to offering outpatient visits in 34 specialties.

INSTITUTE INDICATORS

	2020	2021	2022
Number of deliveries - Complexo Hospitalar dos Estivadores	3,007	3,184	2,794
Appointments - AMBESP	68,893	256,318	276,698
Surgeries - Complexo Hospitalar dos Estivadores	750	1,292	1,867
Tests - Complexo Hospitalar dos Estivadores	35,324	20,117	30,498

AND EFFICIENCY

Responsible use of resources and a focus on efficiency guide the Institution's environmental management to continuously improve its indicators.

In 2022, the entire process underwent a strategic review by the Department of Sustainability and Social Responsibility. The Environmental Management System was designed based on the requirements of ISO 14000, which includes a number of macro-topics (*see below*). Based on a

process of materiality that the Hospital reviewed in 2022, the Institution pays special attention on waste management, energy efficiency, and climate change, perceived as the most relevant topics both within and outside the organization.





310.40

metric tons of waste sent for recycling

Management system macro topics



- ATMOSPHERIC EMISSIONS
- LIABILITY MANAGEMENT - TECHNICAL/LEGAL SUPPORT
- INTERNAL AND EXTERNAL COMMUNICATION
- STANDARDS, PROCEDURES, AND PROGRAMS
- ENVIRONMENTAL EDUCATION
- WASTE MANAGEMENT
- WATER AND WASTEWATER MANAGEMENT
- ENERGY MANAGEMENT
- LEGAL REQUIREMENTS
- EMERGENCY RESPONSE
- ENVIRONMENTAL RESPONSIBILITY
- CHANGE MANAGEMENT

Healthy hospitals

To reinforce its commitment to best environmental practices, in 2022 the Hospital joined the Healthy Hospitals Project (HHP). This initiative of the International Healthcare Without Harm (HCWH) organization includes four challenges - Health Via Climate, Sustainable Sourcing, Energy, and Healthcare Service Waste -, providing technical support and instructions to manage these topics in the context of health care services.

Hospital Alemão Oswaldo Cruz first subscribed to the Waste Challenge, reporting the last two years' waste indicators for the Unidade Paulista to the HHP. In 2023 it will also

report numbers for the Hospital Vergueiro and Unidade Campo Belo.

Another goal for 2023 is to include challenges related to Energy and Health via Climate, when the Hospital will complete its first GHG (Greenhouse Gas) emissions inventory.

In addition to its commitment to sustainable management, its involvement in the Healthy Hospital Project is important to help the Institution understand and compare its performance to its peers, identifying opportunities for improvement.

Our ecoefficiency is a focal point of our natural resources and impact

INNOVATION AND EFFICIENCY

The commitment to efficiency is also supported by the Hospital's Digital Innovation and Health Center, which develops solutions and encourages employees to get involved in new ideas that will save natural resources. The "Reducing costs and multiplying ideas" program led to actions that reduced the use of water and paper, and resulted in the Hospital receiving an award for Quality of Care in the 12th Healthcare References Awards.

Waste management

GRI 306-1, 306-2, 306-3, 3-3 (Material topic)

Our internal waste treatment routines comply with RDC Resolution No. 222.2018 governing Best Practices in Waste Management in Healthcare Services. This topic was at the core of the Hospital's environmental management activities in 2022. Structured practices were put in place after joining the Health Hospitals Program and subscribe to the waste challenge. In 2022 the Hospital generated 2,320.39 tons of waste.

Among the measures that were reinforced were waste segregation and recycling, amounting to 11 tons between June and December. This included implementing selective waste collection in surgical and endoscopy rooms, facilitating segregation. In 2022, the program to collect and recycle cigarette butts at Hospital Vergueiro gathered over 36 thousand butts, 21% more than in 2021.

Measures to increase employee awareness of selective waste collection and changes in the process of waste segregation allowed the Hospital to collect and recycle 309 tons of paper, plastic, metal, and glass, an 8.4%

increase compared to 2021. While still in the midst of the pandemic, the Hospital managed to reduce the amount of hazardous waste generated, reducing it by 32.48% compared to 2021.

Looking not only at environmental management, but also at operating efficiency and a better patient experience, the Hospital has embraced a number of paperless measures to reduce the number of documents printed and the amount of paper generated by different areas. This reduced the use of paper per service event by 20%, avoiding the printing of 3.5 million pages (equivalent to 352 trees).

Fluorescent light bulb waste dropped 55% due to the use of LED lighting. The Institution also recovered and recycled 1.4 tons of electronics. With the support of Amigos da Mata [friends of the forest], the Hospital planted 20 native saplings that were donated for reforestation. Also in 2022 4,045 liters of used vegetable oil produced in the kitchens of the Paulista and Vergueiro units were recycled.

In addition to this, from time to time these areas are audited to ensure compliance in waste disposal and identification, and raise awareness of the topic.



TOTAL WASTE DIVERTED FROM DISPOSAL, BY COMPOSITION (T) GRI 306-4

	2022
Electronic equipment	1.4
Paper, Plastic, Metal, and Glass	309.00
TOTAL	310.40

HAZARDOUS WASTE RECOVERY OPERATION (T) GRI 306-4

	2022
Recycling	1.4
TOTAL	1.4

NON-HAZARDOUS WASTE BY RECOVERY OPERATION (T) GRI 306-4

	2022
Recycling	309.00
TOTAL	309.00

TOTAL WASTE DIVERTED FROM DISPOSAL **310.40**

Key facts

Institution measures in recyclable wasted avoided the emission of



612,919 kg
of CO₂



23,472
liters of water



598,884
kWh
of energy saved



and 5,534
trees



3.26
hectares

of forest were saved from
deforestation



R\$
57,230.08

of revenue generated

TOTAL WASTE DIRECTED TO DISPOSAL, BY COMPOSITION (T) GRI 306-5

	2022
Infectious/sharps waste - Groups A and E	583
Chemicals - Group B	85
Non recyclables/Organic - Group D	1,341.99
TOTAL	2,009.99

HAZARDOUS WASTE BY RECOVERY OPERATION (T) GRI 306-5

	2022
Incineration without energy recovery	85
Landfilling	583
TOTAL	668

NON-HAZARDOUS WASTE BY RECOVERY OPERATION (T)

	2022
Landfilling	1,341.99
TOTAL	1,341.99
TOTAL WASTE DIRECTED TO DISPOSAL	2,009.99

TOTAL VOLUME OF WATER WITHDRAWAL ACROSS ALL AREAS AND IN AREAS WITH WATER STRESS, BY SOURCE (ML) - GROUNDWATER

2020	367
2021	38,549
2022	58,660

TOTAL VOLUME OF WATER WITHDRAWAL ACROSS ALL AREAS AND IN AREAS WITH WATER STRESS, BY SOURCE (ML) - GROUNDWATER

2020	201,960
2021	191,059
2022	206,488

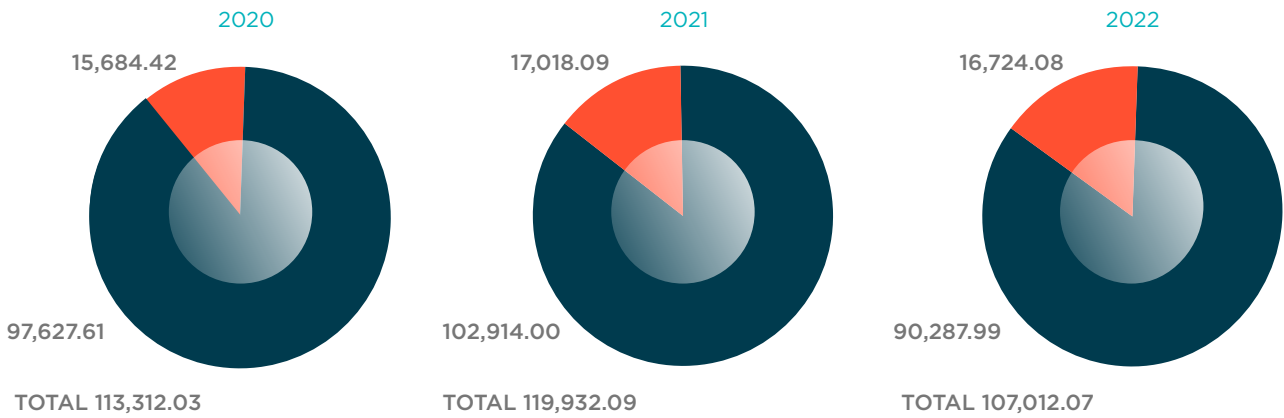
Energy efficiency

GRI 3-3 (Material topic), 302-1, 302-2, 302-3, 302-4, 302-5

The Hospital constantly invests in tools to improve its performance regarding the use of energy resources. Progress and achievements in recent years include communication on the conscientious use of energy for employees and the clinical staff, increased automation, real-time monitoring of institutional use, and purchasing energy in the free market.

In 2022 we reduced the absolute amount of energy used, and avoided the use of 850 GJ by reducing load tests in the Diesel-powered emergency generators. Energy intensity, measured as the ratio of total energy used by total patients seen in a day was 0.58 GJ. We do not monitor energy used outside the organization.

TOTAL FUEL CONSUMED (GJ)



MATERIAL

- Nonrenewable fuels ●
- Electricity consumption ●

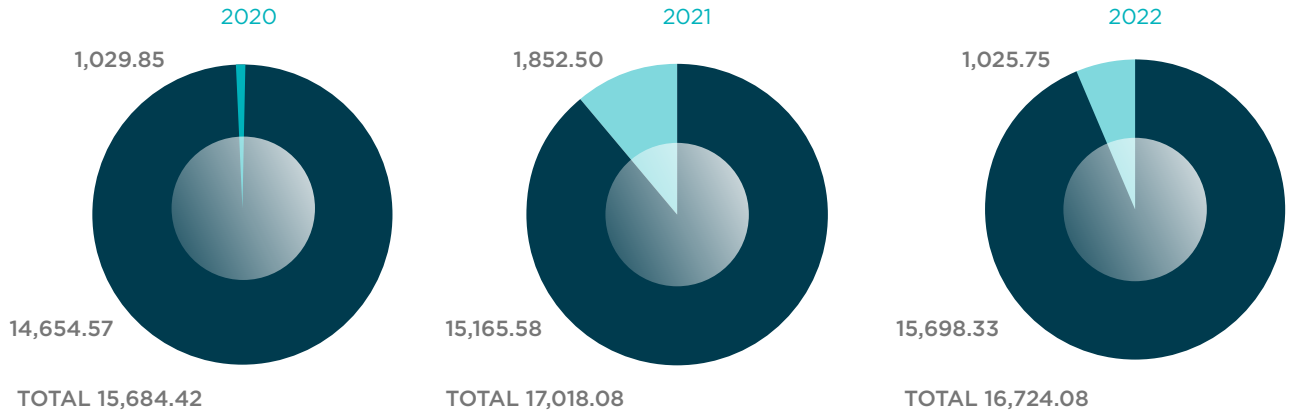
GREEN KITCHEN CERTIFICATE

The Green Kitchen Program reaffirms the commitment of Hospital Alemão Oswaldo Cruz to environmental and social practices in the kitchens that feed employees and patients. Since 2013 this Certificate has highlighted the sustainable measures on the part of the Nutrition and

Diet Service. In 2022 it was again certified, this time as PIN 3, only two levels from the top classification.

Green Kitchen Certification is an initiative of FUPAM, the Foundation for Research in Architecture and the Environment, and is based on international criteria to measure efficiency in socioenvironmental efficiency.

FUEL CONSUMPTION - NONRENEWABLE (GJ)



MATERIAL

- Piped gas ●
- Diesel fuel ●

Emissions

GRI 3-3 (Material topic), GRI 201-2, 305-1, 305-2, 305-3, 305-4, 305-5, 305-6, 305-7

Hospital Alemão Oswaldo Cruz is aware of the impact climate change will have on the health of the population. The main challenges are an increase in the number of victims of extreme weather events, and the propagation of serious and infectious diseases.

Despite not yet mapping the risks and opportunities resulting from climate change, the Institution is continuously striving to adapt its business to a responsible climate strategy.

Information about Hospital emissions are not yet available. In 2023 the first greenhouse gas (GHG) emissions inventory will be completed, and the results will be subsequently published.

Initiatives on behalf of the climate are part of the Institution's long-term vision.

Certifications and awards



2003



ONA Level 2 Certification
(Integrated Management)

2005



ONA Level 3 Certification
(Excellence)

2007



Temos Certification

2008



ONA Level 3 Re-certification
(Excellence)

2009



Bariatric Surgery Center
Certification



JCI Accreditation

2010



Temos Certification

2011



Quality Management Award

2012



SOBED Endoscopy Center
Certification



JCI
Re-accreditation



Well-Being Program.
National Quality of Life
Awards

2013



Temos Certification



Nutrition Service
Green Kitchen Mark



Health Award
Well-Being Program

2014



JCI: Tower E extension
survey



SOBED Endoscopy Center
Certification



As Melhores da Dinheiro:
best healthcare
company in Brazil

2015



JCI
Re-accreditation

2015



Certification
Leed Gold

2016



Bariatric Surgery
Center Re-certification



Latin American Hand Hygiene
Excellence Award



JCI
Re-accreditation



As Melhores da Dinheiro:
best healthcare
company in Brazil

2017



Best Companies for Occupational Health and Safety – ANIMASEG



São Paulo Elderly-Friendly Program



Aberje Award Media Communications and Relations



Aberje Award Print Media "LEVE"



National Quality of Life Awards



As Melhores da Dinheiro: Best Healthcare Company in Brazil

2018



ABERJE Award Print Media "LEVE"



Aberje Award Digital Media



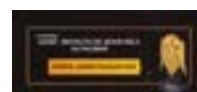
Nutrition Service Green Kitchen Mark



JCI Re-accreditation



Global Healthy Workplace Awards



2018 Automation Award

2018



Bariatric Surgery Center Re-certification



As Melhores da Dinheiro Award: best healthcare company in Brazil

2019



Nutrition Service Green Kitchen Mark

2020



Great Place to Work (GPTW)



Cofen Seal awarded to the University and Technical School

2021



JCI Re-accreditation



Women On Board Seal



Great Place to Work (GPTW)



Great Place to Work (GPTW) 2021 Healthy Management



Great Place to Work (GPTW) Third sector, 2021



Grupo Fleury Innovation Award

2022



Top Performer ICUs



Efficient ICUs



Great Place to Work (GPTW)



Great Place to Work (GPTW) Health



Nutrition Service Green Kitchen Mark





6

GRI CONTENT INDEX

GRI DISCLOSURES



The Disclosure Index - Essential Service reviewed the GRI Content Summary and found that the information is presented clearly and consistently with the Standard. Disclosures 2-1 to 2-5, 3-1 and 3-2 are also correctly referenced in their respective sections in the body of the report.

STATEMENT OF USE

Hospital Alemão Oswaldo Cruz has developed its report in accordance with the GRI Standards for the period January 01 to December 31, 2022.

GRI 1 USED

GRI 1: Foundation 2021

SECTOR-SPECIFIC GRI STANDARD(S) APPLICABLE:

Not applicable

Content	Location	Omission			Ref. no. of GRI SECTOR RULE
		Requisite(s) omitted	Reason	Explanation	
GENERAL DISCLOSURES					
GRI 2: GENERAL DISCLOSURES 2021					
2-1 Organizational details	17, 22				-
2-2 Entities included in the organization's sustainability reporting	The entities included in our financial report are the same as those in the sustainability report. The financial statements undergo independent audits, and Hospital Alemão Oswaldo Cruz chooses not to publish its statement of financial position.				-
2-3 Reporting period, frequency and contact point	6				-
2-4 Restatements of information	Restated information is included in footnotes throughout the report.				-
2-5 External assurance	N/a				-
2-6 Activities, value chain and other business relationships	17, 24, 38				-
2-7 Employees	76				-
2-8 Workers who are not employees	76				-

Content	Location	Omission		Ref. no. of GRI SECTOR RULE
		Requisite(s) omitted	Reason	
2-9 Governance structure and composition	The term of office for members of the Board of Trustees is three years, with up to three consecutive or alternate re-elections allowed. Once the re-elections limit is reached, the member may rerun for election, provided that a three-year interval has lapsed since the last term served.			-
2-10 Nominating and selecting the highest governance body	The members of the Board of Trustees are elected by resolution of the General Meeting, in accordance with the organization's Bylaws.*			-
2-11 Chair of the highest governance body	The Chair of the Board of Trustees is not the Institution's CEO.			-
2-12 Role of principal governance body in overseeing the management of impacts	The Board is responsible for defining or redefining the Hospital's values, strategies and guidelines, discussing and approving the strategic plan, the respective multi-year plans and annual investment programs, monitoring their implementation, as well as discussing and approving the risk management policy, impacts and monitoring their implementation.			-
2-13 Delegation of responsibility for managing impacts	46, 52			-
2-14 Highest governance body's role in sustainability reporting	The Board of Trustees and the Executive Board validate this report and the list of material topics.			-
2-15 Conflicts of interest	36			-
2-16 Communication of critical concerns	36			-

*To become a member of the board, the member must have been a member of the Association for at least two years, unless unanimously consented by the Board of Trustees. Those who, at the time of the first election, have reached 72 years of age, as well as members who are relatives of members of the Board of Trustees or Audit Board, up to the third degree, are ineligible for the board, unless unanimously consented by the first board. The Board of Trustees will identify and encourage the candidacy of members for the position of directors and members of advisory committees, in order to ensure a diverse composition of personal and professional profiles and experiences, observing the desired personal and professional profile (not exhaustive) below: vision of the situation and the whole; analytical thinking; ability to mobilize people and systems; clear and objective communication, inspiring confidence; ability to synthesize and report; open to listening and considering different perspectives; ability to solve problems; collaborative spirit; commitment and result-oriented; identity with philanthropic causes; consolidated experience in high leadership positions (C-Level) in reference companies; generalist professional training, ideally with experience in different functional areas; higher education, ideally with postgraduate or master's degree and ideally with previous experience in boards and/or advisory committees in reference companies. Applications for the election of Board members must be sent to the Chair of the body by December 31 of the previous year.

Content	Location	Omission		Ref. no. of GRI SECTOR RULE
		Requisite(s) omitted	Reason	
2-17 Collective knowledge of the highest governance body	Since 2022, Hospital Alemão Oswaldo Cruz has had a relationship program with its members, with the aim of bringing them closer to the institution and establishing a communication channel through regular events with members, including directors, to share knowledge and information about the Institution.			-
2-18 Evaluation of the performance of principal governance body	Board of Trustees members carry out a formal annual process of individual assessments and evaluation of the body, including its committees. The system is defined by the board, with the Chair tasked with conducting the process and disseminating its results to the other members. The Chair also monitors the annual progress and proposes improvement plans consisting of actions, responsibilities and deadlines. For this purpose, the board receives support from the People Committee.			-
2-19 Remuneration policies	Fixed executive remuneration is based on a salary chart, market practices and internal equity, following a hierarchy regarding the approvals and deliberations of their respective values, according to the escalation limit. The variable remuneration includes goals and institutional rules defined annually.			-
2-20 Process for determining remuneration	The remuneration process is conducted and monitored by People and Management, observing the process described in disclosure 2-19.			-
2-21 Annual total compensation ratio	The percentage increase in the compensation of the organization's highest-paid individual and the median percentage increase for all employees was 10.45%. The ratio of the increase between the highest-paid individual and the average annual salary of the other employees is 1.12.			-

Content	Location	Omission			Ref. no. of GRI SECTOR RULE
		Requisite(s) omitted	Reason	Explanation	
2-22 Statement on sustainable development strategy	12, 14, 52				-
2-23 Policy commitments	36, 52				-
2-24 Incorporating policy commitments	39, 52				-
2-25 Processes to remediate negative impacts	36, 39				-
2- 26 Mechanisms for advice and raising concerns	36				-
2- 27 Compliance with laws and regulations	36				-
2-28 Membership associations	66				-
2-29 Approach to stakeholder engagement	53				-
2-30 Collective bargaining agreements	100% of employees are covered by collective bargaining agreements.				-

MATERIAL TOPICS

GRI 3: MATERIAL TOPICS 2021

3- 1 Definition of material topics process	53	-	-	-	-
3-2 List of material topics	53	-	-	-	-

DIVERSITY, INCLUSION AND EQUITY

GRI 3: MATERIAL TOPICS 2021

3-3 Management of material topics	78				
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GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016

405-1 Diversity of governance bodies and employees	79, 80, 81, 82, 83				
405-2 Ratio of basic salary and remuneration of women to men	83				

GRI 406: 2016 NON-DISCRIMINATION

Content	Location	Omission		Ref. no. of GRI SECTOR RULE
		Requisite(s) omitted	Reason	
406-1 Incidents of discrimination and corrective actions taken		All.	This information is confidential.	The information is sensitive as it involves names and positions of those involved.
GRI 410: SECURITY PRACTICES 2016				
410-1 Security personnel trained in human rights policies or procedures	100% of the security team has undergone training and refreshers that include approach, conduct, communication and operational routines, reception, equity, appreciation of life, LGPD and non-violent communication. The team also receives training on the Code of Ethics and Conduct and Safe Behavior.			
ENERGY EFFICIENCY				
GRI 3: MATERIAL TOPICS 2021				
3-3 Management of material topics	132			
GRI 302: ENERGY 2016				
302-1 Energy consumption within the organization	132			
302-2 Energy consumption outside of the organization	132			
302-3 Energy intensity	132			
302-4 Reduction of energy consumption	132			
302-5 Reductions in energy requirements of products and services	132			
WASTE MANAGEMENT				
GRI 3: MATERIAL TOPICS 2021				
3-3 Management of material topics	129			
GRI 301: MATERIALS 2016				
301-1 Materials used by weight or volume	The materials the Hospital uses are for administrative activities, and due to the nature of our activity, no materials for the production and packaging of products are acquired.			

Content	Location	Omission		Ref. no. of GRI SECTOR RULE
		Requisite(s) omitted	Reason	
301-2 Recycled input materials used	The materials the Hospital uses are for administrative activities, and due to the nature of our activity, no materials for the production and packaging of products are acquired.			
301-3 Reclaimed products and their packaging materials				
GRI 306: WASTE 2020				
306-1 Waste generation and significant waste-related impacts	129			
306-2 Management of significant waste-related impacts	129			
306-3 Waste generated	129			
306-4 Waste diverted from disposal	130			
306-5 Waste directed to disposal	131			
CLIMATE CHANGE				
GRI 3: MATERIAL TOPICS 2021				
3-3 Management of material topics	133			
GRI 201: FINANCIAL PERFORMANCE 2016				
201-2 Financial implications and other risks and opportunities due to climate change	133			
GRI 305: EMISSIONS 2016				
305-1 Direct (Scope 1) GHG emissions		All.	Information not available.	Information on the Hospital's emissions is not yet available. In 2023, the first greenhouse gas (GHG) emissions inventory will be compiled, with subsequent publication of results and data.

Content	Location	Omission		Ref. no. of GRI SECTOR RULE
		Requisite(s) omitted	Reason	
305-2 Energy indirect (Scope 2) GHG emissions				Information on the Hospital's emissions is not yet available. In 2023, the first greenhouse gas (GHG) emissions inventory will be compiled, with subsequent publication of results and data.
305-3 Other indirect (Scope 3) GHG emissions				
305-4 GHG emissions intensity				
305-5 Reduction of GHG emissions				

RESEARCH, INNOVATION AND TECHNOLOGY • HEALTH PROMOTION AND ACCESS

GRI 3: MATERIAL TOPICS 2021

3-3 Management of material topics	94, 116, 122
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GRI 201: FINANCIAL PERFORMANCE 2016

201-4 Financial assistance received from government	The government participates neither directly nor indirectly in the Hospital's operations.
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GRI 203: INDIRECT ECONOMIC IMPACTS 2016

203-1 Infrastructure investments and services supported	116
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203-2 Significant indirect economic impacts	116
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DATA PRIVACY AND SECURITY

GRI 3: MATERIAL TOPICS 2021

3-3 Management of material topics	36
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GRI 418: 2016 CUSTOMER PRIVACY

418-1 Substantiated complaints regarding breaches of customer privacy and losses of customer data	No cases.
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SERVICE QUALITY AND SAFETY AND THE PATIENT EXPERIENCE

GRI 3: MATERIAL TOPICS 2021

Content	Location	Omission		Ref. no. of GRI SECTOR RULE
		Requisite(s) omitted	Reason	
3-3 Management of material topics	68			
GRI 416: CONSUMER HEALTH AND SAFETY 2016				
416-1 Assessment of the health and safety impacts of product and service categories	According to the institutional flow, all products and services to be introduced into the Hospital's operation undergo an evaluation of possible impacts on the health and safety of users. In order to detect any potential improvements, nine products and services were analyzed in 2022, with a percentage of 100%.			
416-2 Incidents of noncompliance concerning the health and safety impacts of products and services	In 2022, there were no incidents of non-compliance concerning the health and safety impacts on patients and users caused by the products and services that this Institution provides.			
GRI 417: MARKETING AND LABELING 2016				
417-1 Requirements for product and service information and labeling		All.	Information not available.	The medical services provided cannot be labeled. Information about procedures is provided at the time of preparation/hospitalization.
417-2 Incidents of non-compliance concerning product and service information and labeling	No cases.			
417-3 Incidents of noncompliance concerning marketing communications	No cases.			
GOVERNMENT RELATIONS & ADVOCACY				
GRI 3: MATERIAL TOPICS 2021				
3-3 Management of material topics	36			
GRI 201: FINANCIAL PERFORMANCE 2016				

Content	Location	Omission		Ref. no. of GRI SECTOR RULE
		Requisite(s) omitted	Reason	
201-1 Direct economic value generated and distributed	110			
GRI 415: PUBLIC POLICY 2016				
415-1 Political contributions		Indicator.	Not applicable.	The Institution does not make direct or indirect contributions to political causes.
HEALTH, SAFETY AND WELL-BEING				
GRI 3: MATERIAL TOPICS 2021				
3-3 Management of material topics	85			
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018				
403-1 Occupational health and safety management system	85			
403-2 Hazard identification, risk assessment, and incident investigation	85			
403-3 Occupational health services	85			
403-4 Worker participation, consultation, and communication on occupational health and safety	85			
403-5 Worker training on occupational health and safety	85			
403-6 Promotion of worker health	85			
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	85			
403-8 Workers covered by an occupational health and safety management system	87			
403-9 Work-related injuries	87			
403-10 Work-related ill health		There were no cases of work-related ill health in 2022.		
TRANSPARENCY AND STAKEHOLDER ENGAGEMENT				

Content	Location	Omission			Ref. no. of GRI SECTOR RULE
		Requisite(s) omitted	Reason	Explanation	
GRI 3: MATERIAL TOPICS 2021					
3-3 Management of material topics	36				
GRI 205: FIGHTING CORRUPTION 2016					
205-1 Operations assessed for risks related to corruption		All.	This information is confidential.		
205-2 Communication and training on anti-corruption policies and procedures		All.	Information not available.	It was not possible to ascertain this information, as the Anti-Corruption Policy was created in 2022 and is undergoing approval by the Board of Trustees.	
205-3 Confirmed incidents of corruption and actions taken	In 2022 no confirmed instances of corruption were recorded.				
GRI 206: UNFAIR COMPETITION 2016					
206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	There were incidents of anti-competitive behavior, anti-trust and monopoly practices in 2022.				





OSWALDO CRUZ
HOSPITAL ALÉM



OSWALDO CRUZ
HOSPITAL ALÉM

INTEGRATED REPORT 2022

HOSPITAL ALEMÃO OSWALDO CRUZ

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CEO

GENERAL COORDINATION

Ana Vailati
Marketing and Relationship Officer

Michelle Barreto
Corporate Communications
Coordinator

PRODUCTION SUPPORT

Beatriz Chrispim
Communication Analyst

GRAPHIC AND EDITORIAL DESIGN, WRITING, EDITING AND GRI CONSULTING PROJECT

grupo report - rpt.sustentabilidade
www.gruporeport.com.br

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Lalo de Almeida, Keiny Andrade,
Roberto Assem and Archive of
Hospital Alemão Oswaldo Cruz

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