



hcor

ASSOCIAÇÃO
BENEFICENTE SÍRIA

Sustainability
Report
2022

We are proud to present the **2022 Sustainability Report**, referring to our ESG journey in the last year, the advances and strategic initiatives to enhance and perpetuate the generation of value at Hcor.



VALUE GENERATION MAP

Find out below the ESG differentials addressed in each chapter of this publication



Governance

HCOR (Page 10)

- Our experience and structure to make a difference in the lives of thousands of people every day.

EXCELLENCE (Page 38)

- Efficiency gains to serve more and more patients.
- Advances in the quality of care that save lives.
 - Continuous innovation and pioneering in health advances in the country.
 - Patient experience contributing to positive outcomes.
- Dissemination of knowledge and expertise through Teaching and Research.
- Recognized reputation and alignment with global best practices.
- Engagement of the clinical staff to keep Hcor among one of the main health institutions in the country.

Social

CARING FOR THOSE WHO CARE (Page 52)

- Our experience and structure to make a difference in the lives of thousands of people every day.
- Aligned, experienced team in continuous development, contributing to the quality of care.
- Commitment to diversity and inclusion.

SOCIAL IMPACT (Page 65)

- Work with the Ministry of Health through the Support Program for Institutional Development of the Unified Health System (PROADI-SUS).
- Our path of philanthropy, working to reduce inequality in access to health.

Environmental

MANAGEMENT (Page 77)

- Continuous evolution in infrastructure for an increasingly eco-efficient operation.
- Review of processes and acculturation to reduce the consumption of natural resources and waste generation.

Summary



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introduction

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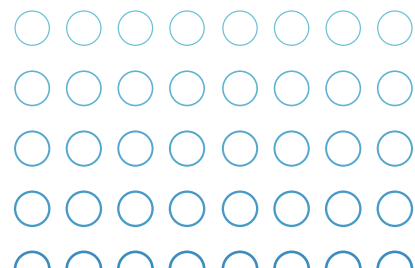
SDG



About the report

GRI 2-3

It is with great satisfaction that we present our Annual Sustainability Report, bringing to society the achievements throughout 2022, which guided us in our purpose of caring for people and strengthening health.



The next pages will present the highlights of the year, our challenges and evolution.

This publication, developed in accordance with the best global reporting practices, shows our commitment to ESG management and transparency in all care and management work.

Good reading!



Throughout the chapters and subchapters, we highlight the **Global Reporting Initiative (GRI)** indicators with the “**GRI XXX-X**” symbol. You can also find the full summary on page 83.



Our Report is aligned with the 2030 Agenda, which aims to achieve the **17 Sustainable Development Goals (SDGs)** proposed by the UN. You can access the complete map that links our content to the SDGs on page 87.



We also adopted the International Council for **Integrated Reporting (IIRC)** guidelines. Access the capital map on page 89 to find out which pages each capital is covered in this report.

[Click on the guidelines logos to learn more.](#)

Messages from the leadership

GRI 2-22

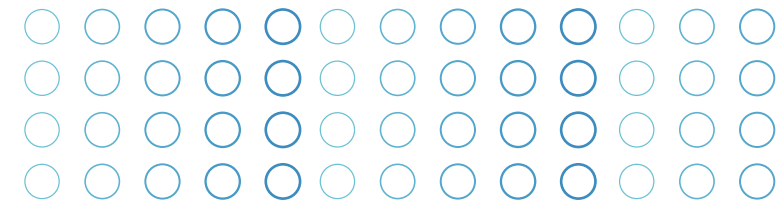
I have been working for Associação Beneficente Síria for over 30 years and I am immensely proud to be part of an institution that is dedicated to doing good. Contributing to the improvement of the lives of thousands of people is something that stimulates our century-old work and makes us mobilize fundamental partnerships for health promotion and care. With great responsibility, we continue the work of extraordinary women, who started our philanthropic tradition back in 1918.

Our inspiration to contribute to others is part of our essence. We are committed to the care of our professionals and to the excellence of our clinical staff and care teams, which combine competence, dedication, care and love, which are such strong characteristics of our work.

This Sustainability Report presents relevant actions that materialize our purpose of Caring for People and Strengthening Health. We present projects that contribute to the promotion of the health of thousands of Brazilians, carried out in partnership with the Support Program for the Development of the Unified Health System (PROADI-SUS), of the Ministry of Health. There are dozens of nationwide actions that bring the best of Hcor to all regions of the country. We also show how we benefit families through projects promoted by Associação Beneficente Síria. Completely free of charge, we take care of countless children and adults in a situation of socioeconomic vulnerability. We operate through our Pediatric Cardiac outpatient clinic, aimed at children with congenital heart disease, in addition to performing intrauterine surgeries, whose interventions bring immediate benefits to the entire family.

On another front, we offer consultations and exams to refugees, welcoming and caring for people who are restarting their lives in a new country.

Every day, I choose to be in that environment with people who are dedicated to making this story happen. I thank each professional who walks with us and works tirelessly to take care of the next.



Vera Lúcia Chaccur Chadad
President of the Executive Board of the
Associação Beneficente Síria

Messages from the leadership

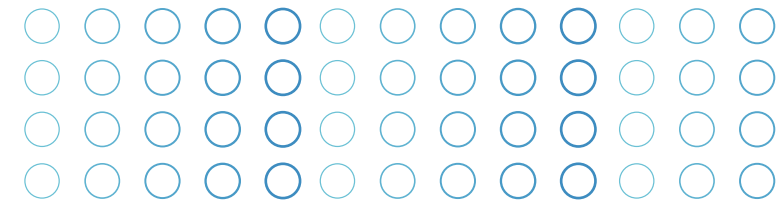
GRI 2-3

Our purpose and values were fundamental drivers of our actions in yet another year. Our philanthropic tradition based on care and acceptance inspires us every day to contribute to a better society. We have evolved a lot, but we are aware of the responsibility we have and that there is much to be done to strengthen our health even more. This report presents the fruits of our work on behalf of patients, our professionals and the health of the country.

Guided by our strategic planning, we have advanced in quality care and won several recognitions for medical assistance and management. We invested in the hospital's infrastructure, digital

transformation and evolved in the care of all our professionals. We increased the satisfaction of the clinical staff and maintained the sustainability of Hcor, including ESG practices (Environment, Social and Governance), in line with our work guided by the guidelines of the UN Global Compact, of which we are signatories.

I am very proud to be part of an institution that spares no effort to care for people, always through knowledge and hospitality. And I feel more and more inspired every day to continue contributing to the excellent work of Hcor and the Associação Beneficente Síria.



Maria Angela Salem Sallum

President of the Board of Directors of the
Associação Beneficente Síria

Messages from the leadership

GRI 2-3

Being at the head of one of the main institutions in the country is a reason for great pride and responsibility. Conducting thousands of professionals whose main objective is to care for people is both stimulating and challenging.

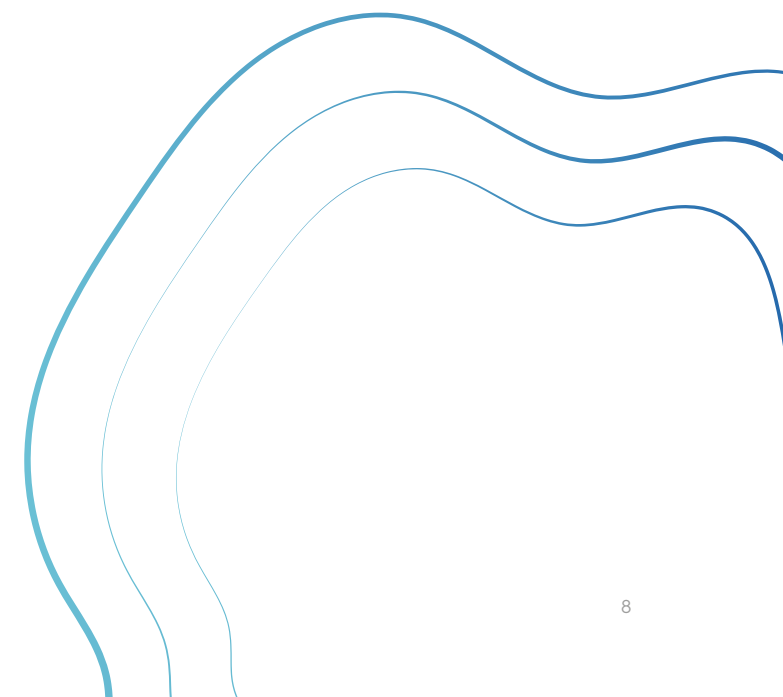
The health sector has been a protagonist in recent years worldwide. In Brazil, in particular, it was greatly challenged during the peak period of Covid-19 and now, it continues to be demanded, after the most drastic moment of the pandemic.

We are currently experiencing a macroeconomic scenario that requires us to be committed to the efficiency of every operation combined with a non-negotiable commitment to the safety, quality and protection of our patients, professionals and physicians on the clinical staff.

We have been successful in materializing our purpose of caring for people and strengthening health. Today, we have more than 3,000 professionals working in our hospital, in addition to more than 2,000 doctors who are part of our clinical staff. The care we provide to our patients is also offered to everyone who works at Hcor.

We were recognized by our patients with a loyalty rate of 84.9, through an NPS (Net Promoter Score) survey. We implemented our patient and family advisory board, which contributes ideas, criticisms and suggestions for initiatives and projects that bring benefits to thousands of people. The satisfaction and loyalty of our clinical staff to the institution reached record levels. We also made progress in our financial growth, reaching for the first

time the historic revenue mark of over BRL 1 billion. We invested BRL 91 million in the expansion of services, modernization of environments, technology and medical-assistance equipment, in order to contribute to the strategic objectives defined in 2020.



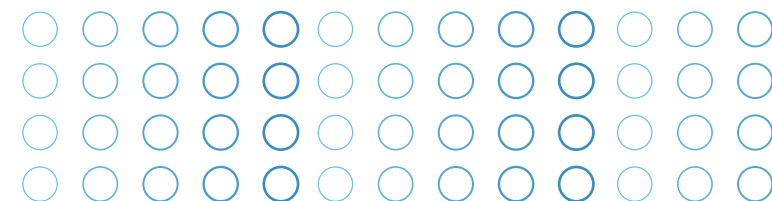
We also evolved with the corporate sustainability agenda. We were certified by ISO 14001 and became signatories of the United Nations Global Compact, important steps that expand our responsibility on the environmental, social and governance fronts. We are the first hospital in the country to achieve ISO 27001, the standard for information security management systems.

We are committed, once again, never to give up the desire to transform health, a transformation that also happens through the partnership with the Ministry of Health through PROADI-SUS (Program of Support and Institutional Development of the Unified Health System).

In another year, we were present in all regions of the country, with projects that impact thousands of Brazilians on the assistance, Teaching and Research and management fronts.

Finally, I am pleased to experience the strengthening of our culture on a daily basis, which moves us and makes it possible for us to impact society through our philanthropic tradition.

As an executive leader, I have the mission to work for the sustainability of Hcor and the entire sector, promoting the union between economic development, quality assistance and socio-environmental responsibility in favor of Health throughout Brazil.



Fernando Andreatta Torelly
Corporate Superintendent - CEO - Hcor

CHAPTER 2

Hcor

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SDG



CAPITAL



GRI 2-1 | 2-6



Services

GRI 2-6

In our hospital complex and in the Cidade Jardim Advanced Unit, in São Paulo (SP), we provide several health services:

HOSPITAL

Clinical and surgical admissions for adults, with a focus on cardiology, orthopedics, neurosurgery and oncology; pediatric surgical hospitalization, with a focus on cardiology and day-hospitalization.

OUTPATIENTS

Consultation units in cardiology, oncology, orthopedics and other specialties. Cardiopulmonary and orthopedic rehabilitation, oncological treatment.

RADIOTHERAPY AND CHEMOTHERAPY

EMERGENCY ROOM

DIAGNOSTIC MEDICINE

Laboratory, imaging, graphic methods, endoscopy and neurophysiology.

Emergency Room

The Hcor Emergency Room is always prepared to respond to urgencies and emergencies – 24 hours a day, every day – with an experienced team in emergency medicine, cardiology, orthopedics and neurology. We offer broad insurance coverage, easy location and a flow that facilitates prompt care, without forsaking our patients at all risk levels.

Consultations

We offer consultations at the Cidade Jardim Advanced Unit and at the Bernardino de Campos and Dr. Adib Jatene, in addition to teleservice, in more than 50 specialties, with an experienced clinical staff, of technical excellence, multidisciplinary and integrated. We provide consultations in cardiology, oncology, orthopedics and other specialties.

Diagnostic medicine

In our Diagnostic Centers, at Cidade Jardim Advanced Unit and Paraíso Unit, we invest in state-of-the-art technology and the latest in laboratory and imaging tests. We also perform home collection, offering convenience and comfort.

Hospitalization

The Hcor has 270 beds that cover hospitalization, adult and pediatric intensive care, coronary unit, pediatrics and neonatology for medium and high complexity treatments. There are 12 operating rooms and 2 hybrid rooms.

Oncology

Through the Oncology and Hematology Care Center, we remain beside our patients during the diagnosis and treatment of cancer, offering integrated and humanized care to patients and their families. We offer clinical oncology, surgical oncology, chemotherapy and radiotherapy.

Cardio-oncology Center

Opened in 2022, it brings together qualified cardiologists and oncologists who work together to provide comprehensive, coordinated care for people with cancer. At the Cardio-oncology Center, we work through integrated assistance to care for patients with highly complex diseases.

Structure

GRI 2-1 | GRI 2-6

270
total beds

38 adult ICU

○ ○ ○ ○ ○ ○ ○ ○ ○ ○

12 from pediatric ICU

○ ○ ○ ○ ○ ○ ○ ○ ○ ○

4 from neonatal ICU

○ ○ ○ ○ ○ ○ ○ ○ ○ ○

13 coronary units

○ ○ ○ ○ ○ ○ ○ ○ ○ ○

203 non-critical

modern
structure

6 MRI
equipment

● ● ● ● ● ● ● ● ● ●

3 computed tomography
equipment

● ● ● ● ● ● ● ● ● ●

14 ultrasound rooms

● ● ● ● ● ● ● ● ● ●

1 PET CT equipment



69

thousand m²

equivalent to more
than ten football fields

BLOCK A

Main entrance, it has the new Assad and Corgie Abdalla Atrium, mini-mall and inpatient and ICU areas. It is also the largest physical area of Hemodynamics.

BLOCK B

Orthopedics, rehabilitation center, arrhythmia sector, hemodynamics, gastroenterology, sleep medicine and day hospital units.

BLOCK C

Emergency Room, Diagnostic Center, PET/CT, Ergometry, Nuclear Medicine, Magnetic Resonance.



BLOCK D

Hospitalization, surgical center, ICU and Coronary Unit (CCU). There are also the Pediatric and Neonatal ICU, as well as most of the pediatric hospital beds.

BLOCK E

Inpatient unit, hybrid cardiology and neurology rooms, surgical center, Gamma Knife chemotherapy and radiosurgery sector, integrated into the hospital complex by a two-story walkway and underground connections for services.

Radiotherapy Unit

Radiotherapy Center capable of handling approximately 18,000 radiotherapy sessions per year.



External Offices Unit

Complete clinical center, with 46 offices of all specialties. It also houses the exam scheduling center (in person) and delivery of printed reports.

Cidade Jardim Advanced Unit

More than 4 thousand m² in a privileged location to offer all the technology and reliability of the diagnoses carried out by Hcor in an integrated and multidisciplinary way.

Efficiency and modernization

In 2022, **we invested BRL 91 million in modernizing facilities and preparing the structure for the expansion of beds**, enabling us to care for more patients, expanding our positive impact on health and ensuring excellence in medical care and patient experience.

All investment in works and infrastructure is supported by a Master Plan, which optimizes actions to encompass digital intelligence and make possible the integration of activities and continuous modernization over the years.

During the year, we also took another step in Hcor's digital transformation, finalizing the institution's digitization, which brings efficiency and gains in safety, health promotion and patient experience. There were 310 digital projects and BRL 17 million invested in IT infrastructure, 21.5% more than in the previous year.

Always looking at what we can still do to improve our value delivery, we are working on mapping new opportunities to improve our

space, increase the number of hospital beds and expand our areas to serve more patients.

Bringing together all the lessons learned from recent years in advancing Hcor's management, we expanded our potential for a positive impact in 2022 with the inauguration of the **Health Consulting and Management** area, which aims to support the Brazilian health system, contribute to increased quality and service safety and disseminate knowledge about management techniques practiced by the hospital.

• • • • • • • • • •

In 2022, we inaugurated *Nova*, our innovation laboratory, bringing a focus dedicated to the search for opportunities for improvements and innovations in our processes.

○ ○ ○ ○ ○ ○ ○ ○ ○ ○



laboratório de inovação do Hcor

Trajectory

Since its creation, in 1918, the Associação Beneficente Síria has spared no efforts to take care of the health of those who need it most.

Created by a group of ladies from the Syrian community, it aimed to help orphans in the post-war period and, later, focused on the care of tuberculosis patients, founding the first unit in 1947. In the 1960s, the entity dedicated itself to thoracic surgery, starting the Hcor hospital.

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The tradition of care and commitment
to transforming people's lives is
what inspires and influences
Hcor's culture every day.

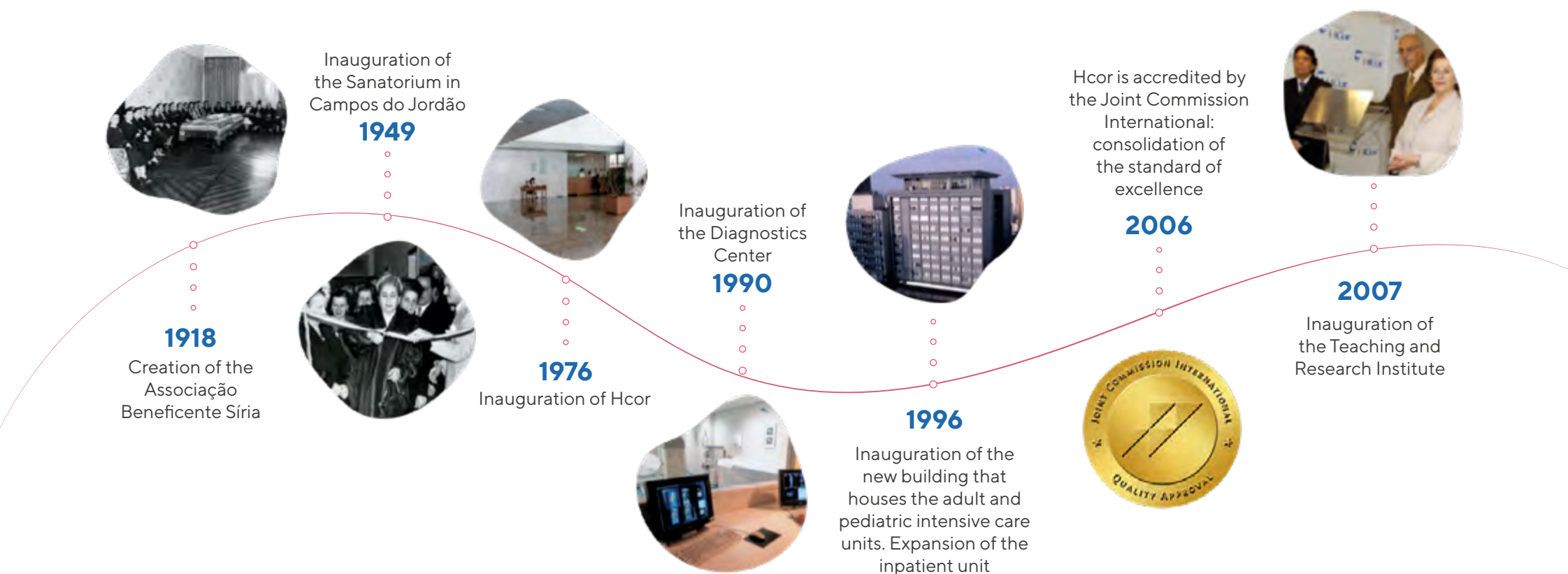
Therefore, we are always looking for
the evolution of processes to offer
the best for people.

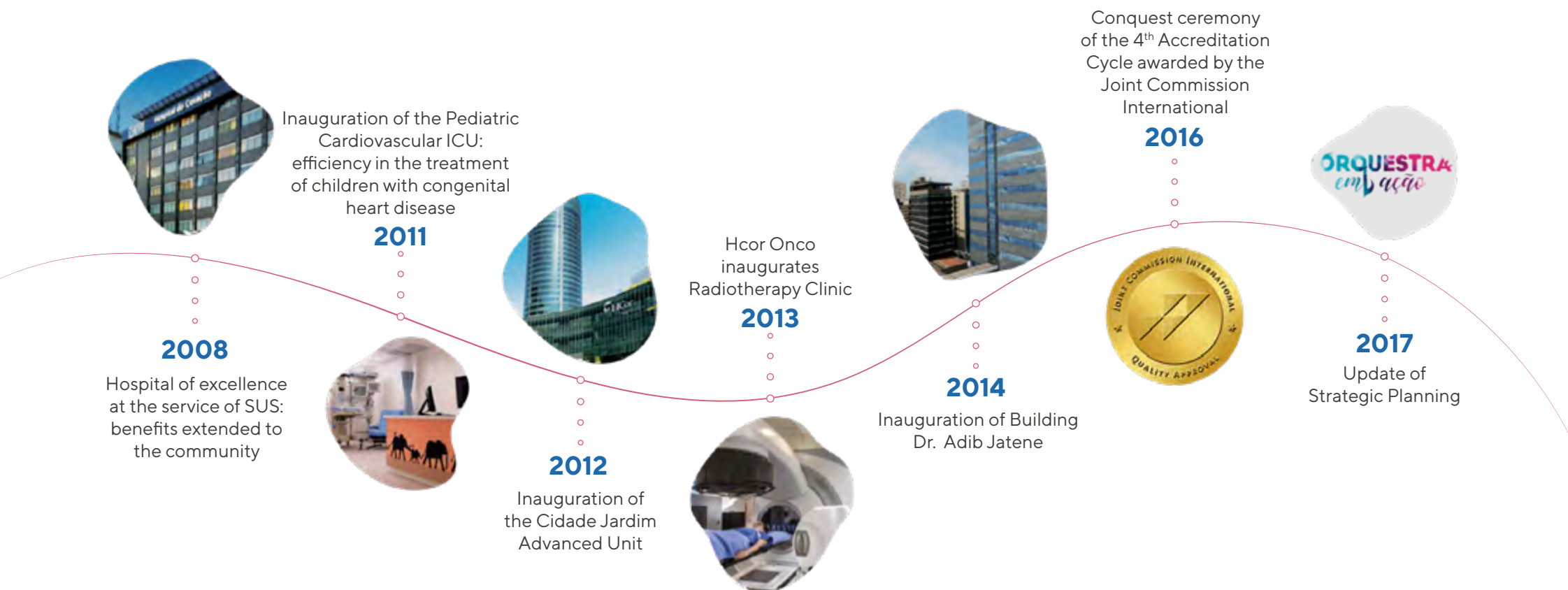
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To enhance care and the positive impact on health, we have continuously expanded our services and structure throughout **Hcor's 47-year history**.

History









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Value generation

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SDG



CAPITAL



Strategic planning

Our 2021 - 2024 Strategic Map directs decision-making and project execution to achieve the purpose of **caring for people and strengthening health**, with strategic objectives that encourage the integration of areas and fluid and transparent communication.

In addition to disseminating and strengthening these objectives in our daily actions, the Corporate Superintendence

monitors the plan in frequent meetings with leaders, executives and clinical staff.

We also held different meetings between committees, managers, meetings between teams, discussion forums and presentation of projects and panels with the main strategic, tactical and operational indicators of business and assistance, ensuring close and timely monitoring.

SUSTAINABILITY

- Ensure cash generation and profitability to sustain our **PURPOSE**.
- Double the number of patients we **CARE** for in the next 4 years.
- Develop **SOCIAL RESPONSIBILITY** actions that reduce inequality and preserve the environment.

CUSTOMERS, SOCIETY AND MARKET

- To be a hospital **DESIRED** by the patient, for having the best clinical outcomes and differentiated service in all strategic specialties of excellence.
- To be the **BEST** cardiology hospital in Brazil in the care of highly complex patients.
- Be the protagonist of **SOCIAL DEVELOPMENT** based on the production, systematization and dissemination of knowledge and best health practices.
- To be recognized by companies and operators as an **INNOVATIVE** institution in terms of business and remuneration models, with a focus on gains in the entire value chain.

PROCESSES

- Be on the frontier of **PRODUCTIVITY** and eliminate waste.
- Provide excellent **INTEGRAL HEALTHCARE**, delivering precision and personalization in everything we do.
- Ensure **UNIQUE EXPERIENCE** to the patient throughout their care journey.
- Provide better care for each patient, integrating **CLINICAL PRACTICE, EDUCATION** and **RESEARCH**.
- Develop systems and platforms that support the **BEST CLINICAL DECISION, SECURITY AND DATA PROTECTION** and management support.
- Strengthen the medical care model through the **INTEGRATION** of multidisciplinary teams.
- Foster **SAFETY CULTURE** with high quality standards based on the science of improvement.
- Foster the creation of **STRATEGIC PARTNERSHIPS** focused on innovation and generation of health value.

PEOPLE, LEARNING AND TECHNOLOGY

- To be recognized as the **BEST HOSPITAL TO WORK IN**, guaranteeing an **ENVIRONMENT WITH EQUALITY AND EQUITY** for all professionals and patients.
- Think and act like a **STARTUP**.
- Have **INSPIRING AND INNOVATIVE** leaders.
- Promote **DIGITAL TRANSFORMATION** and **PATIENT ENGAGEMENT**.
- Strengthen an environment that encourages **SELF-CARE, PREVENTION** and **HEALTH PROMOTION** among employees.

GRI 3-1 | 3-2

The result is a double materiality matrix, which brings a systemic and integrated vision considering the priorities, impacts and opportunities from the external (stakeholders) and internal (organization) points of view, listing the priority material themes for advances in sustainability in the coming years.

1	Economic Performance
8	Teaching and research
17	Waste
25	Health and safety at Work
26	Training and development
27	Diversity and Inclusion
35	Disease prevention and health promotion
36	Social responsibility
37	Patient health and safety
39	Patient Experience
40/41	Quality and Humanization

The themes are addressed throughout this report based on GRI indicators. To find out about the reported indicators and their location, access the GRI index (Page 83).

Highlights

GRI 2-1 | 2-6 | 201-1 | 201-4

Governance

continuous innovation and evolution

100%

of scanned medical records
+ efficiency and safety

creation of the
cardio-oncology nucleus
pioneer in Brazil

1st in Latin America with
artificial intelligence
to monitor vital signs

1st in Brazil in
PBM
Patient Blood Management

investments
BRL 91 million
in modernization and structure for expansion

excellence

Hcor experience index
4 out of 5 stars
in patient ratings*

Net Promoter Score (NPS)
85.6%
of the clinical staff

- 68%
bloodstream infection in the
adult ICU, with a density of
0.64/1,000 catheters-day

65.4 minutes
**door-to-balloon
time**

reduction of 18.9% vs. 2021 and
one of the best in the country

97.1%
of complete adherence to
the correct prophylaxis of
venous thromboembolism,
according to risk extraction in
hospitalized patients
+0.9 p.p. compared to 2021

*International methodology HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems).

Highlights

GRI 2-1 | 2-6 | 201-1 | 201-4

Social

**our humanized
service impacting
people**

81,347

patients/day

+ 22.5 thousand

surgical procedures

26% increase compared to 2021

80.30%

occupancy rate

11,425 admissions

3,200,469 clinical pathology exams

381,508 imaging exams

6,994 hemodynamic procedures

56,805 emergency room visits

access to health

BRL 48.6 million in 2022 and
BRL 164 million between

2021-2023

investments in PROADI-SUS

**526 Emergency Care Units (UPA), Basic
Health Units (UBS)**

and hospitals benefited in 239 cities

24 supported projects

26.2 thousand trained professionals

10.2 thousand patients

in research projects

+ 317.4 thousand reports

of electrocardiogram exams

2.2 thousand teleconsultations

and/or teleconsulting

30 surgical appointments

for patients with congenital heart disease

58% reduction

of the mortality rate in patients seen
with acute myocardial infarction and
severe arrhythmias in 15 Emergency Care
Units (UPA)

56.8% reduction

of the cardiorespiratory arrest rate
in patients from 480 beds of inpatient units
in 16 hospitals in the Northeast

38% reduction

in infection density. 2,780 infections were
prevented in 191 ICUs across Brazil
in a collaborative project with the other
hospitals participating in PROADI-SUS

gratuity
projects

• • • • •

51
**intrauterine
interventions**

reducing the rate of deaths and
neurological damage.

232
**consultations
and 98 exams**

carried out at the cardiopediatrics
outpatient clinic.

651
**consultations
and 339 exams**

for refugees.



Highlights

GRI 2-1 | 2-6 | 201-1 | 201-4

Environmental

eco-efficiency

ISO 14001

certification

environmental management system

- 23.15%

water

consumption per patient-day

- 3.5%

of infectious waste

in the share of total waste generated in
relation to 2021

- 3.6%

energy

consumption per patient-day

LEED Gold certification

in the Dr. Adib Jatene building



ECONOMIC RESULTS

GRI 201-1

To offer patients the best, from the beginning to the end of care, it is essential that we are an efficient and organized hospital.

That is why, in 2022, we closely monitored our capital expenditures, aiming to control and improve Hcor's entire asset structure, ensuring greater efficiency without sacrificing quality of care.

To advance our financial strength, we highlight the new negotiation processes with suppliers, which brought significant gains, and the review of our fixed assets inventory, reducing possible losses from BRL 5 million to BRL 2 thousand.

We also expanded meetings between the Finance Committee, the Audit Committee and the Board of Directors, and created a matrix management process for expenses, in which those responsible for each expense group present results and action plans on a monthly basis.

As a result, we achieved, for the first time, BRL 1 billion in revenue in the year, a growth of 20.2% compared to the average revenue of the last two years, and EBITDA of BRL 53.7 million.

STATEMENT OF VALUE ADDED (BRL THOUSAND)

	2021	2022
Direct economic value generated	966,263	1,044,411
Revenues	966,263	1,044,411
Distributed economic value	(934,823)	(1,058,182)
Operational costs	(565,866)	(586,980)
Employee wages and benefits	(307,864)	(378,890)
Support Program for the Institutional Development of the Unified Health System (PROADI-SUS)	(42,648)	(55,100)
Community investments	(409)	(1,606)
Financial expenses	(18,036)	(35,606)
Accumulated economic value	31,440	(13,771)

Acknowledgments



6th reaccreditation

Joint Commission International (JCI).



Covid free

recognition from the Brazilian Institute for Excellence in Health for best practices and coping with the coronavirus pandemic.



Information security certification

1st hospital in Latin America.



Environmental management system certificate.



Best Companies to Work For

recognized by Great Place To Work.



Reclame Aqui Award

3rd place in the country's highest reputation, service and customer experience awards.



Brazilian hospital that advanced the most in the ranking.

There were 27 positions in two years in the World's Best Specialized Hospitals 2022 - Cardiology, by Newsweek magazine.



UN Global Compact

we joined the largest corporate sustainability initiative in the world.



Women on Board (WOB) Seal

highlights organizations with women on the Board of Directors.



Efficient ICU Seal

certified by Epimed Solutions for our good clinical results.



2nd place in Congress

International Society for Patient Experience and Person-Centered Care.

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Governance

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SDG



CAPITAL



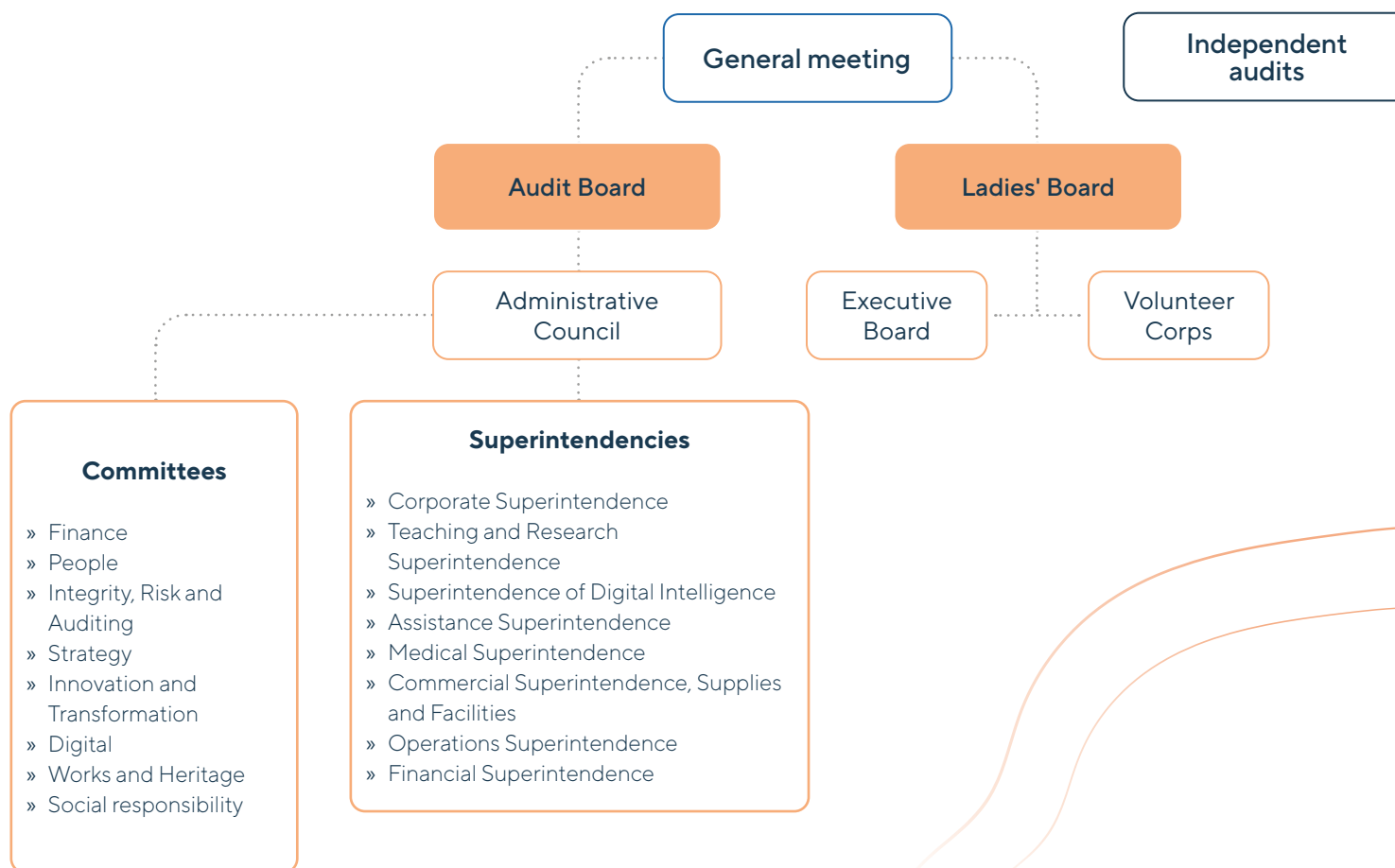
Governance Structure

GRI 2-1 | GRI 2-9

The Associação Beneficente Síria, which maintains Hcor, is a **non-profit** society certified as a Beneficent Entity of Social Assistance (Cebas) and declared as an entity of public utility in the spheres municipal, state and federal.

The Association has 30 directors and around 100 associates who make up the governance of Hcor, on a voluntary basis and without any remuneration or benefit, based on full dedication promotion of assistance and reception for people.

GOVERNANCE BODIES



General meeting

Sovereign body, constituted by the effective members of the Association, who can vote and be voted for the positions of the bodies of the institution.

It elects the Board of Directors, the Women's Board, the members of the Executive Board and the Fiscal Council every three years, being able to decide on their dismissal and takes note of and approves the Management's accounts.

Board of Directors (BOD)

Formed by a Chairman, a Vice-Chairman and a Secretary, who are unpaid and elected by the Board itself.

Responsible for the general administration of the organization, sets the general, political and strategic orientation of the Association, deliberates on the proposals of the Executive Board, ensures the inspection of compliance with obligations with public bodies and competent authorities.

Board support committees

All committees are permanent, have members approved by the Board of Directors for a one-year term and re-election is permitted, are coordinated by a director and can have up to two external members.

Finance Committee



Recommends and approves the institution's budget and financial guidelines.

People Committee



Monitors and evaluates human resources policies and guidelines to deliberate on the implemented processes, increase in the number of employees and other guidelines related to the institution's people.

Integrity, Risk and Audit Committee



Advises on the oversight of financial statements, monitoring their integrity and quality, in addition to accompanying risk mapping and internal and external audits and ensuring that integrity and corporate governance practices are exercised.

Works and Heritage Committee



Guides and monitors the establishment of policies, guidelines and practices for the use, conservation and protection of the Association's assets.

Social Responsibility Committee



Advisory body to guide and monitor the establishment of policies, guidelines and practices for the promotion of philanthropy and socio-environmental responsibility actions.

Strategy Committee



Advisory body for the strategic direction of the Association and monitoring the execution of the strategic plan.

Innovation and Digital Transformation Committee



Monitors and evaluates projects and initiatives for the implementation of innovative projects and digital process improvements.

Ladies Board

Comprised of 30 effective members, who act voluntarily on behalf of the Association, it develops social, philanthropic and cultural actions to raise funds and donations, preserve the Association's social purpose and guide the activities of the Volunteer Corps (learn more on page 76).

Executive Board

Composed of seven members of the women's board, it represents the Association, ensures compliance with the Law, signs contracts, acquires furniture and real estate, installs and closes branches, as decided by the BOD, appoints and establishes attorneys-in-fact, reports activities and executive management to the BOD.

Fiscal Council

Comprised of three members, one effective and two associates, without any remuneration, it examines the books, documents and files, including the opinions of the Independent External Auditors, verifies the good order of the Association's accounts and submits, in writing, to the BOD and the General Assembly, its opinion.



Risk Management, Ethics and Compliance

GRI 2-23

Our performance is supported by ethical procedures that go through constant evaluation, control and monitoring processes, in order to minimize the risks for our people and patients.

Supported by technology, integrity and information security, we provide a safe environment for clinical, operational, logistical and administrative-financial decisions.

Integrity program

We have a permanent program aimed at preventing, detecting and correcting non-compliance with legislation, with regard to corruption or other misconduct.

In compliance with the Anti-Corruption Law, our Compliance Program relies on the engagement and performance of Senior Management for its implementation.

Collaborators, associates and suppliers are also involved in actions to maintain a high level of integrity in the face of legislation, as well as specific regulations and standards in the sector.

Code of Conduct

Our Code of Conduct, publicly available on our institutional website, establishes the guidelines under which all employees must guide their actions and attitudes in the

performance of their activities, considering ethical concepts, transparency and respect for others.

The Code is applied to all employees and in all units, at any hierarchical level, including, but not limited to, directors, directors, as well as third parties, partners, suppliers, doctors and other service providers.

Every employee is responsible for complying with the guidelines of the Code of Conduct, whose responsibility is assumed at the time of their hiring by signing the Term of Receipt and Acknowledgment of the Code, committing to report any violation of conduct that violates these guidelines to the Reporting Channel. Manifestations are received by the Compliance area and action plans with the necessary measures are submitted for validation by the Integrity, Risks and Audit Committee, after due verification.

Reporting channel

Anyone who becomes aware of conduct that violates the ethical principles and standards of our code of conduct and/or current legislation may access the Hcor [Reporting Channel](#).

We also have an Ombudsman, where the external public, customers and their families can send requests, suggestions, compliments, complaints and preliminary injunctions. The demand is forwarded to the specific internal area that will handle the case.

Training

We value and disseminate a culture of transparency, listening and difference of ideas.

For this reason, since January 2022, all new employees undergo integration on the Hcor Compliance Program so that they start their journey aligned with the institutional culture and values.

To mitigate risks of violation, in 2022, we trained 731 employees from different areas on Harassment, Prejudice and Discrimination. Likewise, employees hired before 2022 were able to find out about the content of the integration on an EaD platform, access to which was mandatory.

Privacy and information security

GRI 2-23

At Hcor, we always seek to improve data privacy and security management in accordance with the General Data Protection Law (LGPD).

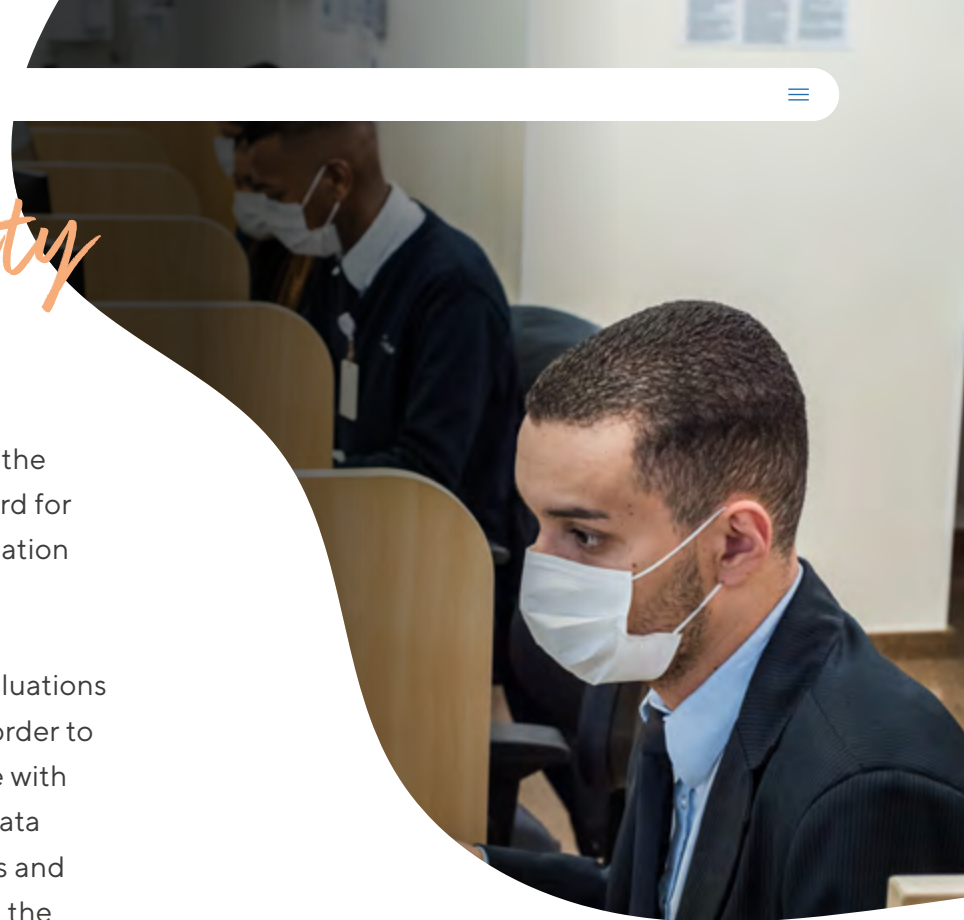
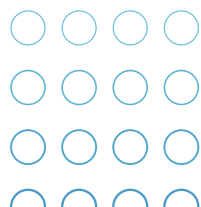
Employees are trained to carry out personal data operations with secrecy, security and confidentiality. We have a Privacy Portal on our institutional website, through which we deal specifically with the subject and establish rules on the collection, storage, treatment and sharing of personal data.

In 2022, we made important advances with regard to information security, such as the implementation of the Information Security Operations System (SOC) – which offers constant monitoring, warning and

protection against intrusions – and the certification of ISO 27001, a standard for international benchmark for information security management.

In addition, we always carry out evaluations of processes and internal flows, in order to improve and safeguard compliance with the LGPD. We emphasize that all data of patients, customers, companions and visitors are kept in accordance with the General Data Protection Law.

We are the first hospital in Brazil to receive ISO 27001 certification, which endorsed Hcor's entire digital transformation process.



CHAPTER 5

Excellence

Multidisciplinary care	39
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SDG



CAPITAL



Multidisciplinary care

GRI 3-3

We develop health care based on Integrated Care, welcoming our patients in demands of all spheres, respecting their needs, from their arrival at Hcor until post-discharge follow-up, to guarantee quality, safe and efficient treatment.

For this, we conduct multidisciplinary and interdisciplinary actions, focusing on the patient and the family, in a single flow, meeting their biopsychosocial needs, welcoming the patient in their individuality and respecting their values, habits, cultures and beliefs in a resolute and safe environment.

Integrated Care has the purpose of promoting care by combining preventive, curative and rehabilitation actions.

Shared decision-making and communication are considered basic elements for the Integrated Care model, in which the patient is the active subject of his treatment, and the essence is related to the experience that he and his family have during his hospitalization.

Along with the Clinical Staff, the disciplines that make up the Integrated Care are

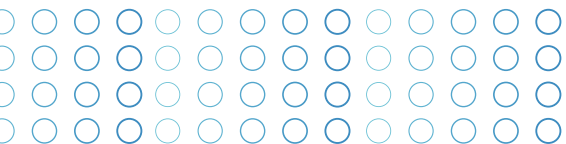
nursing, nutrition, psychology, physiotherapy, pharmacy, speech therapy and social work.

Find out below about our differentials and advances to offer quality, safety and innovation to our patients.

Development and improvement

Patient Quality and Safety Improvement Plan (PMQSP)

Based on individualized care and assistance for the patient, we developed the Patient Quality and Safety Improvement Plan (PMQSP), which incorporates safety measures for assistance, through the application of continuous improvement practices based on the analysis of our care processes.



To ensure quality and safe care for patients, we reviewed our entire care process, seeking to understand what are the innovations in the sector and what are the difficulties in achieving our best.

From there, we reviewed and improved all protocols and developed a preceptor program, which trains all teams, nurses and technicians to provide the best care.

It is through this restructuring of care education that we transmit knowledge, engage teams and pass on good care practices so that everyone knows how to guarantee the right and integrated care for each patient.

In addition, we maintain constant investment in learning, through workshops and workshops, in order to prepare teams in good practices in the execution of care.

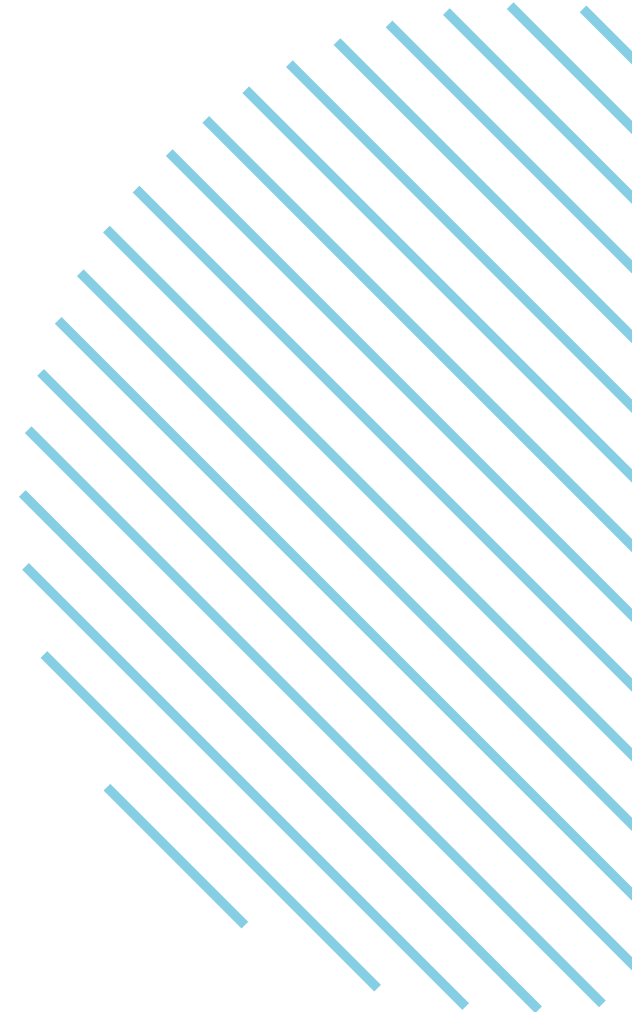
The safety of Hcor's operational structure is also part of this review process, both in the physical space and in the Information Technology sector, strictly obeying safety standards for patients and professionals.

In this way, we identify potential risks, treat them and carry out constant monitoring, in addition to frequently reassessing protocols in search of evolution, in accordance with the best practices in technology and science.

Value Based Health

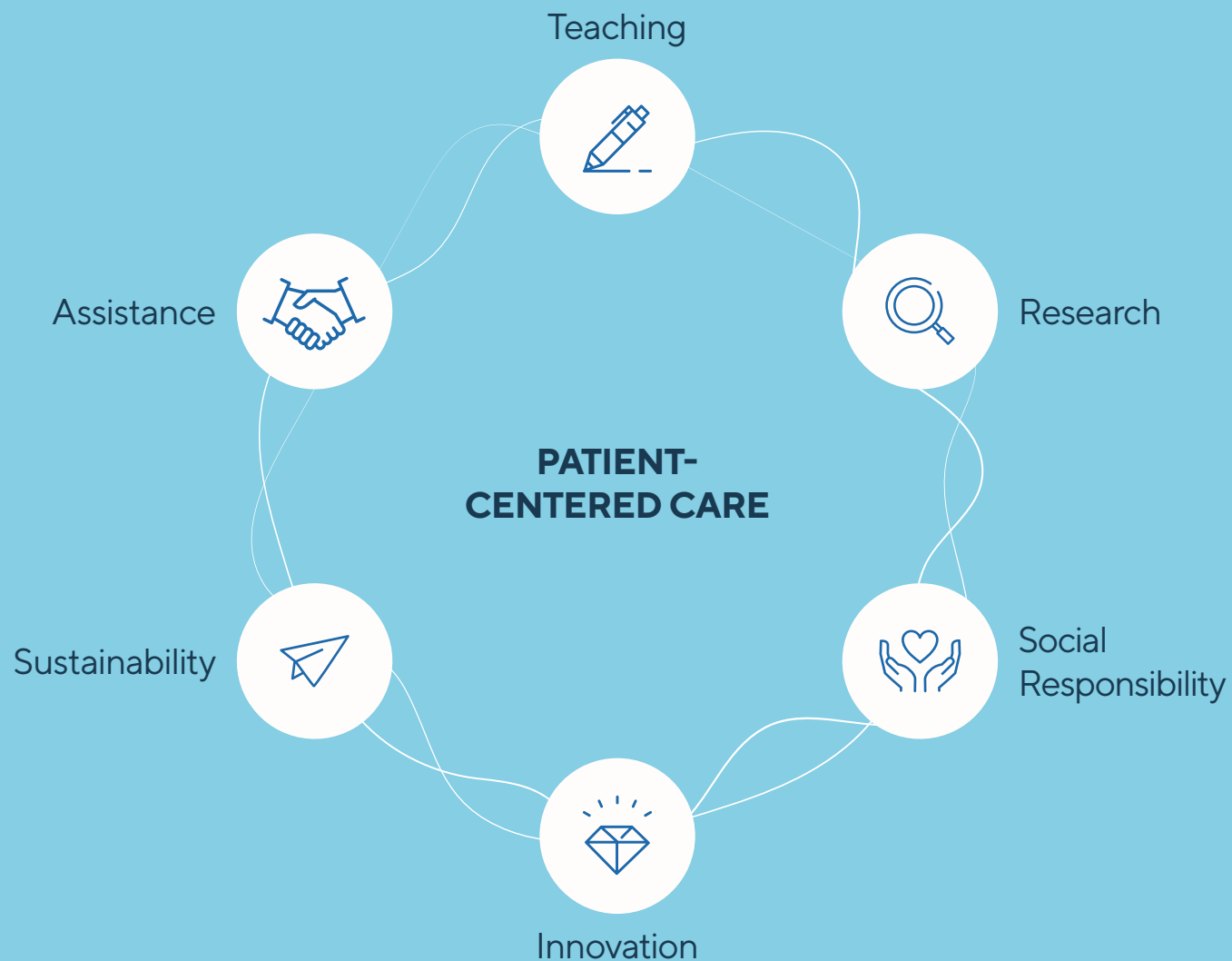
Value-Based Health is a model of care that seeks to provide value to patients and the system by improving patient outcomes and experience, as well as reducing waste.

We have an area dedicated to the development and monitoring of this strategy, the Value-Based Health Office (VBHC), which, in 2022, monitored 3,126 patients from ten different clinical conditions (standard sets).



Medical Governance

In Hcor's medical governance model, each medical leader acts in such a way as to constitute a facilitator and aggregator link, ensuring patient-centered care, through the integration of multidisciplinary teams.





Every Medical Leader is responsible for planning and managing the Medical Service under their competence, with the aim of qualifying and expanding the performance of the specialty, aligned with the administrative and assistance areas with which they form a management triad.

In 2022, we had a total of 2,193 accredited physicians – an increase of 5.8% compared to last year. In the clinical staff satisfaction survey, we obtained 75.7% of “very good” and “excellent” perceptions, an increase of 5.5 p.p. compared to 2021. We also increased the NPS of the clinical staff, which stands at 85.6%.

To promote greater adherence and best practice protocols and value the clinical staff, since 2021 we have had Sou + Hcor, the Medical Recognition and Loyalty Program, which had a significant increase in 2022, totaling 926 participating physicians, 36.4% more than in the previous year.

The program has a ranking, made up of indicators related to four pillars: assistance, teaching, research and social responsibility.

Communication and training

In order to maintain team alignment, since 2021, "Hcor in Numbers" has put together a dashboard of strategic clinical indicators, which brings 15 indicators to all employees and clinical staff each month and reflects medical and care practices. In 2022, supported by good results and transparency, we expanded Hcor in numbers to "Cardiology in Numbers".

We also produced the "Minuto Médico" newsletter, aimed at the clinical staff, which disseminates relevant information and promotes professional engagement.

Another important front for disseminating knowledge is holding scientific events at the hospital. Sustaining our leading role in cardiology, in 2022, we increased the number of this type of event by six times.

Innovation

Cardio-Oncology Center

In line with the projections of the World Health Organization – WHO regarding the increase in the number of people diagnosed with cancer and cardiovascular diseases, we have developed the Cardio-Oncology Center, which brings together our cardiology and oncology professionals to offer integrated care that improves the patients' lives.

The core is based on the pillars of:

- Assistance, which promotes integrated patient-centered treatment;
- Research, aimed at advancing understanding of cardio-oncology and

developing new approaches to treatment;

- Education, which updates the clinical staff and residents in the specialty of cardio-oncology;
- Innovation, which promotes the adequacy of state-of-the-art equipment and technology for the care of cancer patients.

Patient Blood Management (PBM)

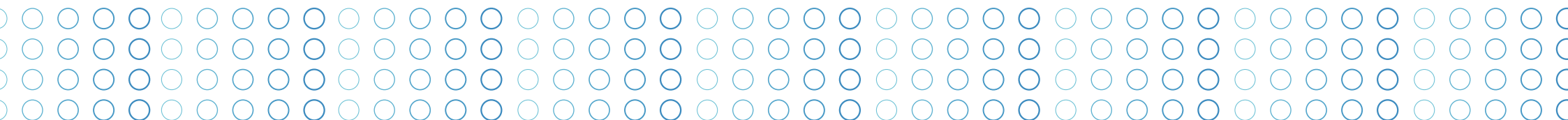
We adopt PBM, a multidisciplinary and evidence-based care technique for patients who need blood transfusion.

We are the first private hospital in Brazil to adhere to the method, providing direct benefit to the patient by reducing the amount of unnecessary blood transfusions.

The technique is worked through a multidisciplinary approach, relying on the areas of nursing, blood bank, surgical center and others that may be necessary.

Artificial Intelligence

Aligned with the most innovative science to care for patients, we have invested in artificial intelligence to bring gains in efficiency, quality and safety to our patients.



In 2022, we started automating the bedside, an investment that demonstrates our commitment to care, focus on protection and the individual needs of the patient.

Through Connecta software and Connex monitors, we integrated our systems and started using artificial intelligence to monitor vital signs and prevent interurrences in hospitalized patients.

On a digital panel at the care center, professionals can view the condition of the hospitalized patient and receive an alert about the need for intervention.

There is also the possibility of connecting the platform to mobile devices, so that physicians can monitor the patient's clinical status and be notified of important changes in vital signs.

As a result, we halved the time taken to measure signals, mitigated human error, improved information security, and gained agility in intervening in case of need, improving the quality of care.

In the year, we were also recognized as **the most innovative hospital in the use of Information Technology**, for our project on artificial intelligence in the analysis of critical findings in imaging exams, for the “100+ innovative in the use of IT in 2022” award from IT Mídia, in partnership with FIAP.



Patient Experience

We keep a dedicated eye on monitoring all interactions that the patient experiences on their journey with us, taking care of their experience and, thus, contributing to positive clinical outcomes.

And we go further: we also value the experience of everyone involved in care – patients, families, employees and clinical staff – adopting the concept of Human Experience in Health Care as the basis for our actions, based on three pillars essential to the experience:

People

Hard skills (technical)
+ soft skills (behavioral)

Environment

Ambience + services and convenience

Processes

Quality and safety + agility + efficiency + effectiveness

Office of Human Experience in Health Care (OHEHC)

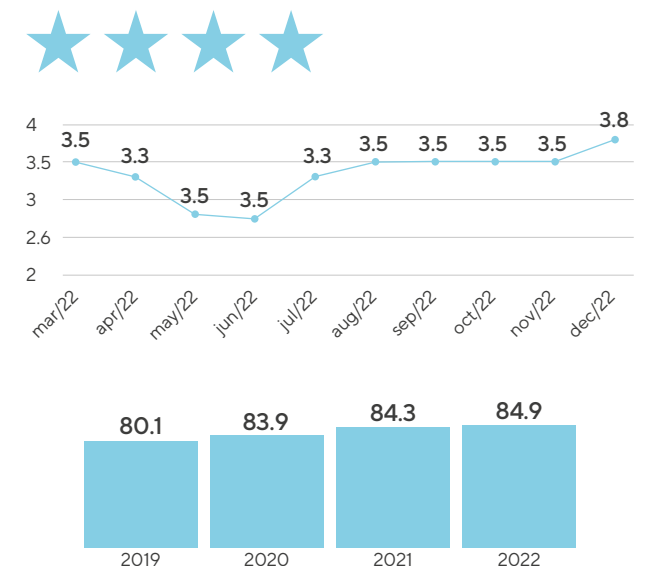
In 2022, we structured and monitored all actions related to the human experience in a multidisciplinary way, through recurring meetings and improvement action plans, carried out by the Office of Human Experience in Health Care, which aims to:

- 1 **Define, implement, monitor and disseminate quantitative and qualitative indicators of the human experience of health care.**
- 2 **Collaborate with the dissemination of concepts and principles of the human experience of health care, being the guardian of the triad of experience (environment, processes and people).**
- 3 **Contribute to the development of related improvement projects based on the patient's experience, at different levels, areas, departments, units and services.**

Currently, our users' experience is continuously monitored by two indices: the Loyalty Index, measured via the Net Promoter Score (NPS), and the Experience Index – a measure that we developed from the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS®), which rates the experience from 0 to 5 stars.

In 2022, we achieved a loyalty index in the zone of excellence of 84.9, in addition to four stars in the experience index.

Hfocus Experience Index



Patient and Family Advisory Council (PFAC)

In addition to quantitative indexes, our users' experience is accessed via qualitative strategies, such as conducting in-depth interviews and meetings of the Patient and Family Advisory Council.

The PFAC is a support body to analyze, give an opinion and issue an opinion on processes related to the care and assistance to patients and their families.

With a composition of volunteer patients and family members, we hold monthly meetings for everyone to share their experiences and provide opinions about the institution's services. With this, patients and families, in partnership with OHEHC members and collaborators, build a better Hcor for everyone.

In its first cycle, we had the participation of seven patients and four family members who interact with the hospital through Oncology. The group collaborates with actions and projects in the field of People (for example,

definition of the 10 commandments of care in Hcor), Processes (for example, death care) and Environment (for example, parking flow).

Reputation monitoring

The patient's experience is also monitored through portals and entities for interaction between consumers and companies, as well as publications on the perception of care in electronic media.

After this process, the Ombudsman develops actions to address the manifestations:

- Registration of cases in the system.
- Creation of initiatives and action plans with the areas involved.
- Serious events are pointed out in a specific tool in the Risk Management area and discussed in a forum with the hospital's senior leadership.

In 2022, we recorded 11,311 compliments and 8,242 complaints and suggestions.

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In 2022, we were awarded 2nd place at the International Congress of the Brazilian Society of Patient Experience and Person-Centered Care (SOBREXP) and received 3rd place at the Reclame Aqui Award, the highest award for reputation, service and customer experience in the country.

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Care quality goals and results

We monitor care quality indicators and have public goals in the dimensions of **safety**, **effectiveness**, **efficiency** and **suitability**.

Indicator	2022	2021	Goal
● Proportion of falls with moderate or severe injury (% falls)	11.54	12.9	≤20
● Surgical site infection (% surgeries)	1.2	0.7	≤2
● Unplanned readmission within 30 days (% departures)	7.87	6.9	≤7
● Observed / expected stay - Elective admissions	3.9/3.4 = 1.14	3.9/4.3 = 0.9	≤1.2
● Door-to-balloon time (mean - min)	65.43	80.6	≤70
● Hand hygiene (% observed)	95.2	95.3	≥95
● VTE prophylaxis in hospitalized patients (% departures)	97.1	96.2	≥95

65.4 minutes

door-to-balloon time

reduction of 18.9% vs. 2021 and one of the best in the country*.

0.64

incidence density

incidence density of bloodstream infection in the adult ICU (per 1,000 catheters-day), a 68% decrease from 2021.

We monitor adverse events using a specific methodology, which points out the treatments to remedy them. In 2022, 6,703 occurrences were recorded, classified as:

Indicator	2022	2021
Number of notified occurrences	6,703	5,726
Adverse event with catastrophic damage	3	4
Adverse event with serious harm	13	26
Adverse event with moderate harm	200	252
Adverse event with mild damage	1,430	1,424
No damage incident	625	615
Risk circumstance/near miss	4,432	3,405

97.1% adherence to correct

venous thromboembolism prophylaxis

+0.9 p.p. vs. 2021

* Interval between the patient's entry into the emergency room until catheterization, a procedure for unblocking the heart artery.

Teaching Institute

GRI 3-3

Investment in education is a fundamental part of our growth and knowledge multiplication. At the Teaching Institute, we carry out training, updating, improvement and development activities for professionals dedicated to the areas of health.

The Institute operates both in an experiential and contextualized way, through the Teaching, Training and Realistic Simulation Center, and through the Distance Learning (DL) core, implemented in 2021.

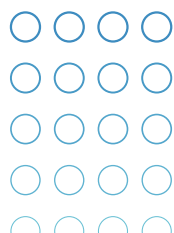
The Administrative Center for Project Management (ACPM) and the Digital Education Center (DEC) have the Virtual Learning Environment Platform and other tools for transmitting videos and live events, as well as auditing interactive educational objects.

We are recognized by the American Heart Association (AHA) as one of the centers with the highest number of trained students, receiving the International Training Centers (ITC) Recognition Award.

5,309
students
+149% vs. 2021

26,207
professionals
capacitated

31,398
accesses
to the platform



Medical Education

We offer 15 medical education programs, including Residency and Improvement, with the approach of Multiprofessional Residency in Health (MRH), in Cardiology, Intensive Care Medicine, Imaging, Oncology, among others.

We ended the last year with 12 residency and improvement programs, in addition to a significant increase in participants.

6
symposiums

with 1,226 participants
+39.5% vs. 2021

4,802
participants
in clinical rounds
+60.2% vs. 2021



We are committed to the multiplication of teaching also in social responsibility actions.

• • • • •

We develop projects in partnership with the Ministry of Health, through PROADI-SUS (learn more on page 70), in order to support and improve public health, offering training for human resources,

research, evaluation and incorporation of technologies, management and specialized assistance.

In 2022, we also partnered with Senac and the Christian Institute of Education and Culture (InCEC) for professional training in nursing for people in socioeconomically vulnerable situations. The goal is to reverberate our impact on people's lives based on knowledge, encouraging and promoting the training of 40 students as nursing technicians over two years.

Research Institute

GRI 3-3

Our Research Institute is an Academic Research Organization (ARO), responsible for the execution and publication of large and high impact multicenter clinical studies.

In order to promote the best patient care in an integrated manner with practice, teaching and research, we work in an increased flow of scientific production, with 121 publications in international scientific journals, in 2022, and important contributions, in 2021, given the context from Covid-19.

Mentorship

To support the multidisciplinary integration between research and care, we joined the Research Institute and the Care Superintendence to offer mentoring to the institution's researchers.

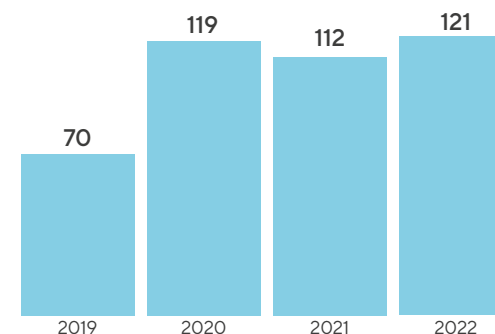
The program started in 2022 and supports different projects to be implemented in 2023.

Scientific productions

In recent years, we have achieved an increase in scientific production, with 121 publications in international scientific journals, in 2022, and important contributions, in 2021, in the context of Covid-19.

Our productions are in the main scientific journals in the world, such as New England Journal of Medicine, The Journal of the American Medical Association (JAMA), and The Lancet. This recognition only reinforces our desire to contribute to the transformation of medicine.

Researches published in scientific journals



Researches

We develop important research that contributes to the demands of the scientific community and, since 2009, through PROADI-SUS, we have been working on research projects that, in 2022, focused on: Cardiology, Fetal, Pulmonology/ Intensive Care and Critically ill patients.

Among the research, both within the scope of PROADI-SUS and in the initiatives of the Research Institute itself, the following are worth highlighting:

- "Impacto Mapa": assessment of deaths due to SEPSE in hospitals in Brazil (PROADI-SUS);
- "Revolution": study of antivirals for Covid-19;
- "Halos": Halofuginoma in reducing SARS-Cov-2 viral load

in patients with Covid-19;

- PBM: research related to Patient Blood Management (learn more on page 43);
- Biobanco: excellent research and assistance in oncology, cardiology and other integrated areas, involving imaging, pathology, surgery, oncology and radiotherapy.

In 2022, we partnered with the Australian and New Zealand Intensive Care Society (ANZICS) to develop the MEGARox study, a multicenter and multinational study, which already has 57 ICUs around the world.

We are also developing a Covid-19 vaccine study in partnership with Benjing Youfeng Biological Technology.

Highlights 2022

121 publications
PUBMED

125 quotes
in news reports

26 multicenter projects

3 new studies
related to Covid-19

11,279 patients
included in researches

CHAPTER **6**

Caring for those who care

Our team	53
Relationships	61

SDG



CAPITAL



Our team

GRI 2-7 | GRI 2-8 | GRI 405-1

We understand that, in order to fulfill our purpose of caring for people and strengthening health, it is necessary to take care of those who make this happen.

Thus, every day we make sure that managers are working in a collaborative and integrated manner, aiming at training, developing and engaging teams to achieve results in a healthy environment.

The year 2022 was marked by the development of programs and training focused on people management, aligned with our strategic objectives. We launched projects such as the Leadership Development Program "ECOIA", the Diversity, Equity and Inclusion program - "Mundo", with the strengthening and dissemination of the Organizational Culture and new values.

Always supported by listening and transparent communication, we also redesigned our organizational climate management.

In 2022, we achieved Great Place to Work (GPTW) certification.

The assessment, carried out by a global consultancy and based on the opinion of Hcor professionals, proves that we are on the right path, even with the various challenges in the health sector.



We will continue to advance in the health and well-being of our professionals in order to strengthen our *inspiring leaders.*



PROFILE

3,176
Active employees

707
Third-party collaborators

100
Interns and Young Apprentices

Diversity and inclusion

GRI 3-3 | GRI 405-1

Welcoming all people is a non-negotiable factor for us.

With that in mind, in 2022, we moved forward with our Diversity, Equity and Inclusion Program, with the aim of promoting greater representation in the organization, combating discrimination and creating equal and equal treatment and access to opportunities for all professionals, regardless of their belief, religion, ethnicity, nationality, citizenship, gender, age, marital status, among other characteristics.

The program has a Management Committee, an Executive Committee and an Ambassador Leaders Committee. The affinity groups bring together more than 60 people from Hcor, voluntarily registered. We will also work, throughout 2023, with the creation of affinity groups on the themes: women, people with disabilities, multiculturalism, race and color, and LGBTQIAPN+.

These groups, together with representatives of the different levels of governance of the actions, will direct the organization of demands and proposals for affirmative actions, discussions, studies, application of training, inclusive communication with stakeholders and creation of support material for other employees.

We believe that strengthening our culture through the literacy of all employees will promote positive impacts on behavior inside and outside the institution. In this sense, in 2022, we also built the contents of the educators' journeys and transformation journeys, which started their training and flow reviews at the end of the year and have an extensive calendar for 2023, in order to raise awareness on the subject at all levels of the organization.

Combating harassment and discrimination

Throughout the year, we conducted training with more than 700 employees on Harassment, Prejudice and Discrimination (learn more on page 36).

We also maintain the constant alignment of all our areas for cases of harassment and discrimination verified in the Reporting Channel, with a guarantee of secrecy and anonymity, handled by the Compliance area and investigated by an external company.

After investigation, the result is forwarded to the Corporate Superintendence and the Integrity, Risks and Audit Committee for deliberation on the recommendation of consequences.

Another important tool is the Lilac Code, a welcoming policy for employees and dependents who are victims of some type of moral and/or sexual harassment.

Care is offered through "Cuidar Hcor" and the hospital's Emergency Care service. The code provides assistance for the victim to also have access to the external reception network, such as a hotel for accommodation, the Women's Police Station, hospital care (in case of sexual assault), among others.

Our team profile



Women on the Board, including the President



Women in Executive Positions

Employees distributed by age group

From 18 to 25 years old	2.1%
From 26 to 30 years old	7.6%
From 31 to 40 years old	11.2%
From 41 to 50 years old	37.1%
From 51 to 60 years old	32.8%
Over 60 years	9.13%



In 2022, we received the Women On Board (WOB) seal, an independent initiative supported by UN Women, which aims to recognize, value and promote corporate environments in which women are part of the Board of Directors.

Professional category	Female		Male		Subtotal
	Total	%	Total	%	
Director/Superintendent	1	12,5%	7	87.5%	8
Manager	31	62%	19	38%	50
Coordinator	52	58%	38	42%	90
Supervisor	27	68%	13	33%	40
Specialist/consultant	38	67%	19	33%	57
Doctors	33	45%	40	55%	73
Senior professionals	50	57%	38	43%	88
Full professionals	391	64%	219	36%	610
Junior professionals	68	68%	32	32%	100
Nursing	192	77%	57	23%	249
Nursing technician assistant	649	65%	351	35%	1,000
Technical assistant and assistant	553	68%	262	32%	815
Total	2,085	66%	1,095	34%	3,180

Career

GRI 2-21 | 3-3 | 404-1

Attraction and retention

The recruitment and selection process is conducted in a fair, ethical and transparent manner, in accordance with current Brazilian legislation, including the General Data Protection Law (LGPD), provisions set forth in the Code of Ethics and Conduct and other internal policies and rules.

The Talent Attraction area conducts the employee recruitment process and, in 2022, improved the skills-based interview processes, seeking to support the identification of talent connected with our values, cultures and the skills sought.

The hiring of outsourced medical staff is carried out by the Medical Accreditation/ Medical Superintendence area, which has the support of the Attraction area.

In 2022, we structured the internal recruitment program "Trilhando Hcor", which gives professionals opportunities to

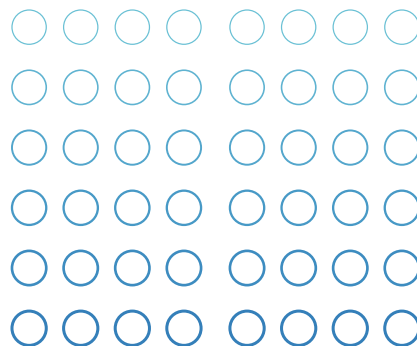
move up their careers within the institution. In this way, we reached 19.1% of utilization of our professionals for internal positions, 1.7 p.p above the reference of the National Association of Private Hospitals - ANAHP.

Another relevant action for retaining our professionals is the Climate and Engagement Survey, which assesses their satisfaction and allows identifying critical points that need improvement.

Retention Indicators

Turnover in the year	18%
Voluntary turnover	9.3%
Hiring rate	17.5%

 **6.5 years**
Average time employed



Remuneration

The professionals' compensation package aims not only to motivate them, but to promote well-being. For this reason, all professionals have recognition programs for performance, health and dental insurance, extended to spouses, life insurance, food stamps, medical and preventive care, space for rest, nutritional guidance and psychosocial support. We also promote the monitoring of pregnant women and employees with chronic diseases.

All employees hired under the Brazilian Consolidated Labour Laws are also covered by collective bargaining agreements (100%).

Trainings

We believe we have an important responsibility to enhance the development of our professionals and career opportunities so that they reach the maximum of their technical and behavioral skills.

Offering training and qualification is already a solid practice at Hcor. We have the Corporate University, which provides professionals with the opportunity to develop technical and behavioral skills that help them to walk their journey towards our strategic objectives.

The training consists of activities in the classroom, on-site training, on-the-job guidance and training in the e-learning format.

In addition, we also encourage all our active professionals with subsidies for participation in external courses.



Average hours of training per capita

2021
2.42 hours

2022
2.57 hours

Performance evaluation

All employees undergo an annual performance assessment in order to map their needs for continuous development.

In 2022, we reviewed the professional performance management cycle, as well as the training of evaluators, to ensure fair evaluations and constructive feedback processes. We reached a total of 98.9% of eligible employees with an assessment carried out and a development plan outlined.

Leadership development

We understand that our results and institutional excellence come from our leaders, who routinely disseminate Hcor's values.

Therefore, to ensure leadership is always aligned with the institution's values and strengthen the culture of integration, teamwork and high performance, we have a leadership development program, "ECO A", created in 2022, based both on the points of progress identified in the climate and

engagement survey as in the guidelines of the Strategic Plan 2021-2024.

Based on this diagnosis, the ECOA Program proposes constant actions, active learning and immersion practices, ensuring that leaders are committed to our culture and strategy.

Throughout the year, ECOA focused on training and developing inspiring leaders, initially aimed at top management and executive leaders and, in the future, extended to the next levels.

Health and safety at work

GRI 3-3 | 403-1 | 403-2 | 403-3 | 403-6 | 403-7 | 403-8 | 403-9 | 403-10

In order to be able to fulfill the purpose of Caring for People and Strengthening Health, it is essential that our professionals are healthy and supported.

With that in mind, we work tirelessly to ensure the best in Occupational Health and Safety. We understand that all professionals should have access to what is offered to patients, with quality and excellence.

Thus, we developed the integrated health care and support program for all our professionals and family members, "Cuidar Hcor", our Primary Health Care program.

With it, our professionals can take advantage of a complete team to meet their needs, through simple scheduling, on the same day or within 48 hours.

In addition to professionals receiving integrated care, we carry out health promotion

and prevention actions such as, for example, cancer screening campaigns, vaccination campaigns, among others.

Through Cuidar Hcor, both our employees and their spouses and dependents can count on quality care and monitoring. For those who need hospitalization, we provide care in the hospital itself, with coverage in individual rooms.

There are several services offered, such as: practices to stimulate and support mental health, treatment of smoking and alcoholism, minor procedures such as dressings, placement of intrauterine contraceptives (IUDs), psychological care, family planning, women's health, complementary integrative practices, medication room, nutritional care, fundus examination, acute complaints and telemedicine.

In 2022, 2,526 periodic examinations were carried out by Occupational Medicine and 23,491 consultations were carried out in the Primary Health Care service. In addition,

we carried out two vaccination campaigns against influenza and against meningitis, totaling, respectively, 2,401 and 2,323 vaccinated professionals.

Together with the health of our professionals, we work tirelessly and in a multidisciplinary way to guarantee the safety of each one. In 2022, we restructured the quality and safety model within Hcor, supported by the most innovative science.

We work in accordance with the basic guidelines of Regulatory Norms (RN) 32 and 5 to prevent risks and accidents and train professionals for safe care work.

In the face of accidents at work, the professional is assisted and monitored at Hcor itself – in accordance with RN 7 – in addition to continuing the investigation and opening of the Work Accident Notice (WAN), in order to develop action plans for mitigation and incident prevention.

In 2022, the number of accidents with biological material still reflected the Covid-19 pandemic. The demand for health professionals has grown significantly, which has resulted in more exposure to biological materials due to the increase in the volume of consultations.

GRI 403-9

Accidents with biological material	
2021	16
2022	31

Thus, the greater volume of patients and the reduction of risk perceptions contributed to the increase in the number of accidents.

With regard to occupational diseases, we work on mitigation with action plans to ensure a comfortable work environment, with an ergonomic risk map, constant improvement of the Occupational Health Medical Control Program (OHMCP) and integration between Primary Health Care, Occupational Medicine

and Occupational Safety services, in joint actions with the institution's employees.

We identified risks through internal audits carried out by the Occupational Safety Engineering team, with the support of members of the Internal Commission for Accident Prevention (ICAP); We also carry out actions corresponding to compliance with regulatory standards, such as updating reports and programs, in order to adjust and maintain healthy work environments.

In the last year, we also updated our Contingency Plan to align the measures to be taken in the face of possible risks.

In addition, we continuously disseminate risk awareness in the Hcor culture, that is, we identify potential risks, carry out constant monitoring and improve best practices to prevent them from occurring again in the future.

Based on a thorough analysis of the activities carried out at work, occupational risks are

identified, and we carry out a prevention plan, which can occur through training, capacity building, awareness campaigns and collective and individual protection measures.

We provide training on the correct use of Personal Protective Equipment (PPE) and Collective Protection Equipment (CPE), accident prevention measures, first aid, among others.

Faced with the possibility of accidents with agents that are harmful to health, such as chemical products or excessive noise, we adopt measures to control such agents, as well as engineering measures, to reduce the exposure of workers.

All work accident prevention measures are communicated to all professionals and service providers, together with the work safety professionals responsible for the services.

In 2022, as part of the ISO 14001 certification process (learn more on page 77), 19 chemical compatibility analyzes were carried out, in addition to fire brigade training.

The trainings fostered a safety culture, and the number of brigade members increased by 35.2% compared to the previous period, totaling 918 people.

In addition to regular training and capacity building, our professionals are encouraged to deal with risk in a fair, transparent and collaborative manner.

With the support of top management, we raised discussions in order to understand errors and improve processes and protocols. In this way, we are guided by our strategy of fostering a culture of safety.

GRI 403-10

Main occupational diseases	%
Respiratory system diseases	46
Diseases of the musculoskeletal system and connective tissue	14
Factors that influence health status and contact with health services	8
Injury, poisoning and some other consequences of external causes	8
Symptoms, signs, and abnormal clinical and laboratory findings	6
Other diseases	18



Relationships

GRI 2-6 | 2-28 | 308-1

The health sector has faced a challenging scenario in the period after the peak of the Covid-19 pandemic, due to the increase in costs of hospital supplies (materials, medicines, orthoses, prostheses and others), an increase in claims for operators, and companies seeking to reduce health costs.

The conjunction of these factors changes the usual revenue and cost model, putting pressure on margins throughout the value chain. In view of this context, Hcor has carried out initiatives that provide and maintain healthy relationships with all its partners, in

particular, health operators and suppliers, as its non-negotiable commitment is to provide the most appropriate care to its patients, efficiently, aiming at the sustainability of the sector's entire production chain.

We value an ethical and transparent relationship with all stakeholders. All of our agreements are carried out through contracts that are established by the hospital's legal area.

Paying sources

Currently, we maintain relationships with 89 healthcare operators, covering the five market groups: operators, insurance companies, self-management, cooperatives and international insurance.

These groups represent approximately 94% of the hospital's source of revenue, which is complemented by 6% of private client revenue.

We constantly carry out important innovations in our business, migrating part of the revenue to new remuneration models – an increase of 11.4% compared to 2021 – and establishing new agreements. Today, 50% of our revenue is generated through new remuneration models.

We seek to establish accreditation with new market operators with which we do not have a relationship. In addition, we expanded accreditation with operators that we already maintain interaction for plans, products and new opportunities.



Suppliers

The contracting process with suppliers is guided by a Purchasing Policy, updated in the last year, to adapt our processes to ISO 14001 certification and to capture efficiency gains in the management of resources destined for the supply chain.

We used two tools to operationalize the process, one for direct inputs and the other for Orthoses, Prostheses and Special Materials (OPSM). Within these platforms, we carry out preliminary document analyzes of supplier companies and have flows aligned with the best management practices for fair and efficient bidding processes.

Our purchases are divided into three categories: services, assets and inputs, which undergo a standard analysis process for the entire supply cycle, including analysis with a technical scope, planning, compliance assessment and contract formalization, if applicable.

Hcor suppliers must accept our compliance conditions and the General Data Protection

Law (LGPD) and, in order to be hired', it is mandatory that they respect, act and comply with all laws and regulations applicable to the contracted service or product, including environmental, health and work safety legislation.

In the case of inputs considered critical, there is also the analysis process of the environment sector, work safety and hospital infection control.

In the last year, we carried out an analysis of critical contracts and started an internal mobilization for amendments, already with the inclusion of ESG clauses.

Government

We are a philanthropic entity of excellence, recognized by the Ministry of Health (MOH) and, as such, we maintain long-term partnerships with public entities. In addition, we have close collaboration with government agencies in public health policies, as in the case of our work through PROADI-SUS.

Hcor does not make donations to candidates for elective positions and public mandates or to political parties. Any member of Associação Beneficente Síria - Hcor who intends to make donations of this nature will do so as an independent individual, exempt from the institution.

It is prohibited to make payments or grant benefits to employees or public managers, either directly or through third parties.

Associations

We are currently signatories of ANAHP (National Association of Private Hospitals) and associates of FONIF (National Forum of Philanthropic Institutions) and Abramed (Brazilian Association of Diagnostic Medicine).

In addition, in 2022, we became signatories to the UN Global Compact, the world's largest corporate sustainability initiative (learn more on page. 64).

CHAPTER 7

Socio-environmental responsibility

Responsible Management.....	64
Social impact	65
Environmental management.....	77

SDG



CAPITAL



Responsible Management

GRI 2-6 | GRI 2-28

Since its founding, social responsibility is what drives the Associação Beneficente Síria Hcor every day. With the advancement of the management of organizations seeking balance, efficiency and sustainability of the ESG pillars, we have advanced in connecting our essence of value creation to our strategy on different fronts, in a search for sustained development, intrinsic to all our decisions.

We understand that it is necessary to unite our tradition of caring for people with the environmental demands of our time, with solid governance connected to the organization's development in the long term, systematically including the vision of our stakeholders.

With this, we seek to guarantee a model in which principles, ethics, transparency and zeal for people and for the future precede the implementation of processes, products and services.

On this journey, in 2022, we became signatories to the UN Global Compact, the world's largest corporate sustainability initiative, which aims to encourage the alignment of organizations' strategy with principles such as Human Rights and the Environment and the main global ESG challenges.

We also disseminated sustainability concepts to our team and different partners, responsible for putting them into practice in their daily lives, during Hcor's Social Responsibility Week, with the theme "ESG Journey: from concept to practice", with engagement actions and disclosure of our social, environmental and governance action.



Social impact

GRI 3-3 | 2-6 | 413-1

Vocation to do good

Our philanthropic trajectory inspires the application of our expertise in actions of great social impact, through internal social responsibility initiatives and the partnership with the Ministry of Health in the Support Program for Institutional Development of the Unified Health System (PROADI-SUS), to support and improve the SUS, with the execution of human resources training projects, research, evaluation and incorporation of technologies, management and specialized assistance, leveraging public health throughout the country and impacting thousands of lives.

In addition to the processes, products and services offered, we strengthen our social impact based on concern for people and the future.

advances in public health

participation in the Support Program for Institutional Development of the Unified Health System (PROADI-SUS).



gratuities

social responsibility projects, maintained by the Associação Beneficente Síria, with the purpose of bringing health, free of charge, to people in socially vulnerable situations.

Our efforts impact our patients, staff, and also reverberate throughout the healthcare field. We collaborate with advances that make a positive difference in the history of many.

Find out, in the following subchapters, some of the projects carried out, their impact and the difference that Hcor makes in people's lives.

Advancement in public health

GRI 201-4

Since the beginning of the program, in 2009, Hcor has participated in the Support Program for Institutional Development of the Unified Health System (PROADI-SUS), an alliance between six reference hospitals in Brazil and the Ministry of Health.

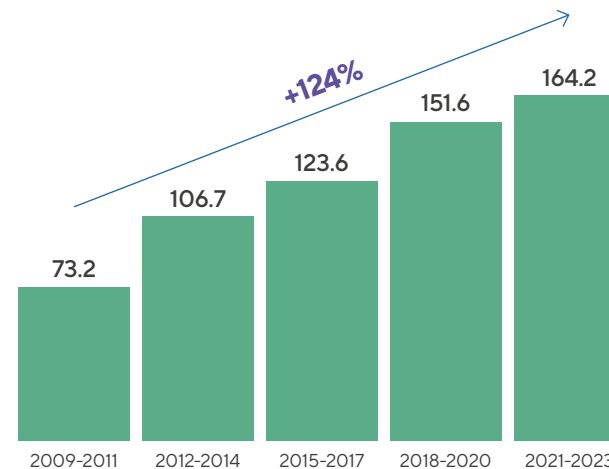
The Program provides that partner hospitals direct the amounts of social contribution taxes to the development of projects that effectively impact the development of the SUS.

From 2009 until the end of the current three-year period of investments (in 2023), we will have added BRL 619.2 million applied to the development of public health in the country, positively and directly impacting thousands of health professionals and patients served and, indirectly, millions of Brazilians from the legacy of progress in health institutions and trained professionals.

In 2022, we invested a total of BRL 55.1 million through PROADI-SUS, expanding our impact to 239 cities and benefiting 525 health units. For the three-year period 21-23, the estimated investment is BRL 164 million in 24 supported projects.

Investments in PROADI-SUS

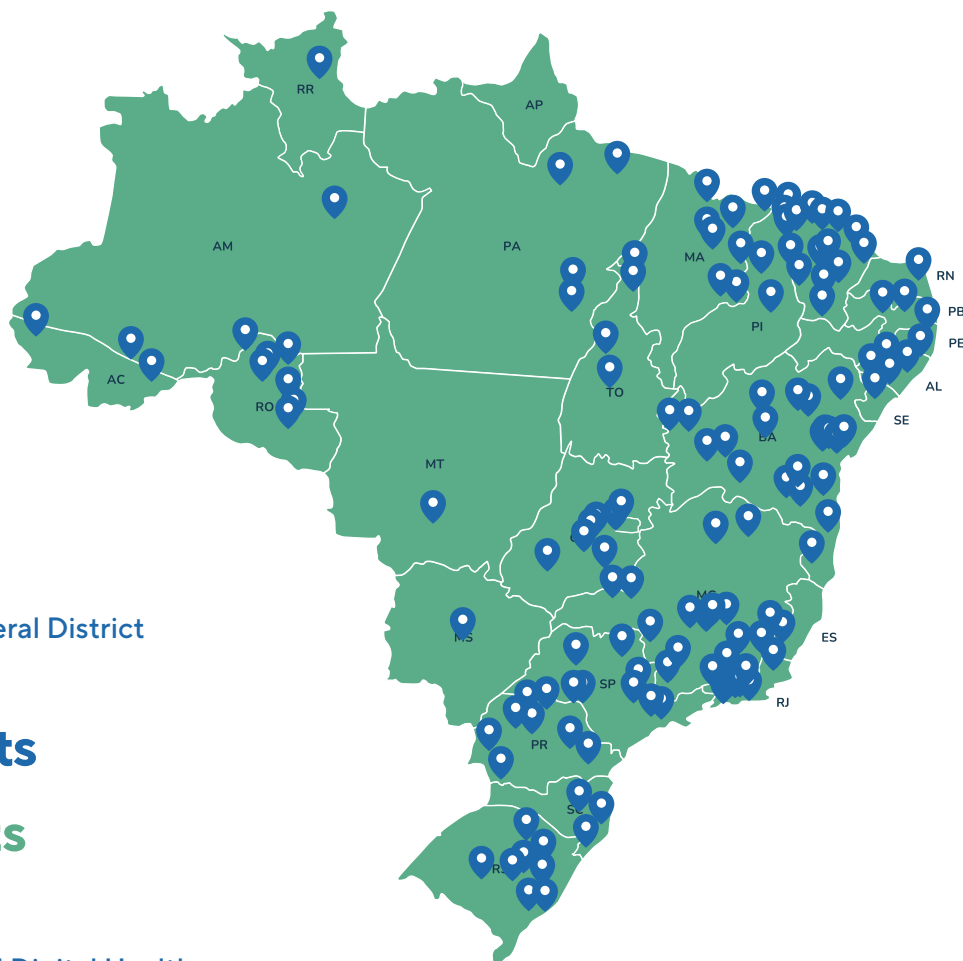
(in BRL million)



Through PROADI-SUS, we are able to expand our generation of impact on a large scale, taking Hcor's expertise, experience and tradition to thousands of Brazilians across the country, based on training and the exchange of knowledge with institutions and professionals working in health public.

Investment 2021-2023:

BRL 164 million



239 cities

in 25 States + Federal District

**525
health units**

24 projects

in 3 axes

- » Assistance and Digital Health
- » Teaching and Management
- » Research and Innovation

Results in 2022

26.2 thousand
capable professionals

10.2 thousand
patients included in research projects

+ 317,400
ECG reports issued

2,191
teleinterconsultations / teleconsultations carried out

- 56.8%
in the cardiorespiratory arrest index of 15 hospitals in the Northeast

- 58%
in the mortality rate in 15 Emergency Care Units (UPA)

30
surgical care for patients with congenital heart disease

Assistance and Digital Health Projects

Congenital cardiofetal

Since 2009, we have worked on the development and expansion of more than 2,000 surgical consultations for patients with congenital heart disease from newborns, as well as promoting the improvement of care practice through the training of multidisciplinary teams.



REACH IN 2022

74 surgical procedures
Patients from **10** States
Training actions **across the country**



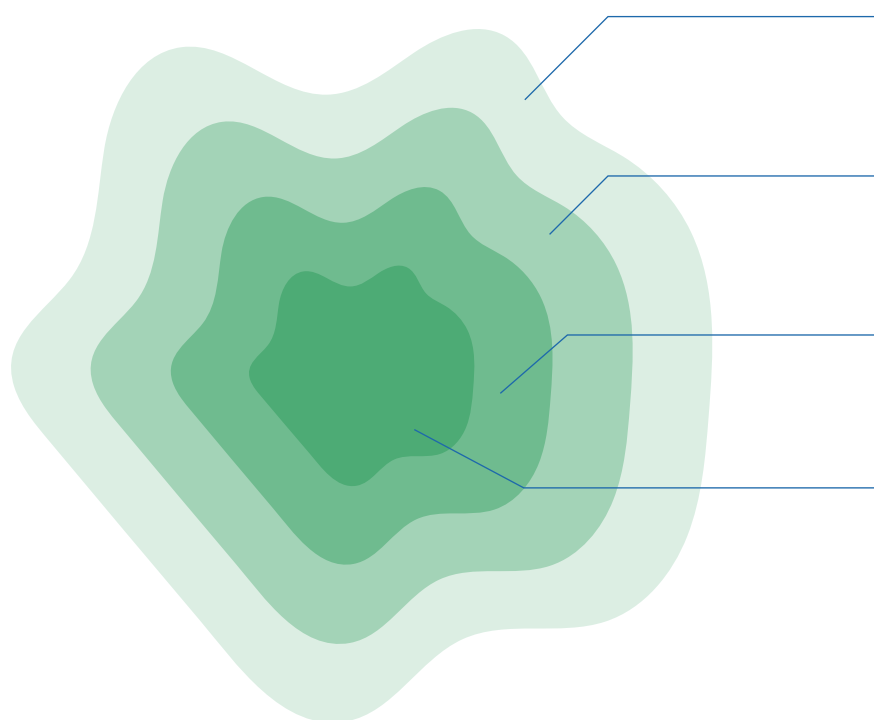


TeleICU

TeleICU provides support to medical teams and professionals in the care of patients in ICUs, in addition to promoting training to improve care processes in intensive care. The scope of Hcor's activities includes 175 ICU beds in 19 hospital units in five states: Bahia, Ceará, Santa Catarina, Rio Grande do Norte and Paraíba.

REACH IN 2022

+ 7.8 thousand case discussions
+ 1,650 patients assisted
Attendance at **19 ICUs** in **5 states**



Follow-up rounds

- Daily and Multiprofessional
- 2nd expert opinion on demand

Monitoring and evaluation of indicators

- Monitoring of process and outcome indicators related to the approach to critical patients

Permanent education activities

- Develop skills and form multipliers, stimulating the implementation of ICU care protocols and lines, based on best practices

Protocol development

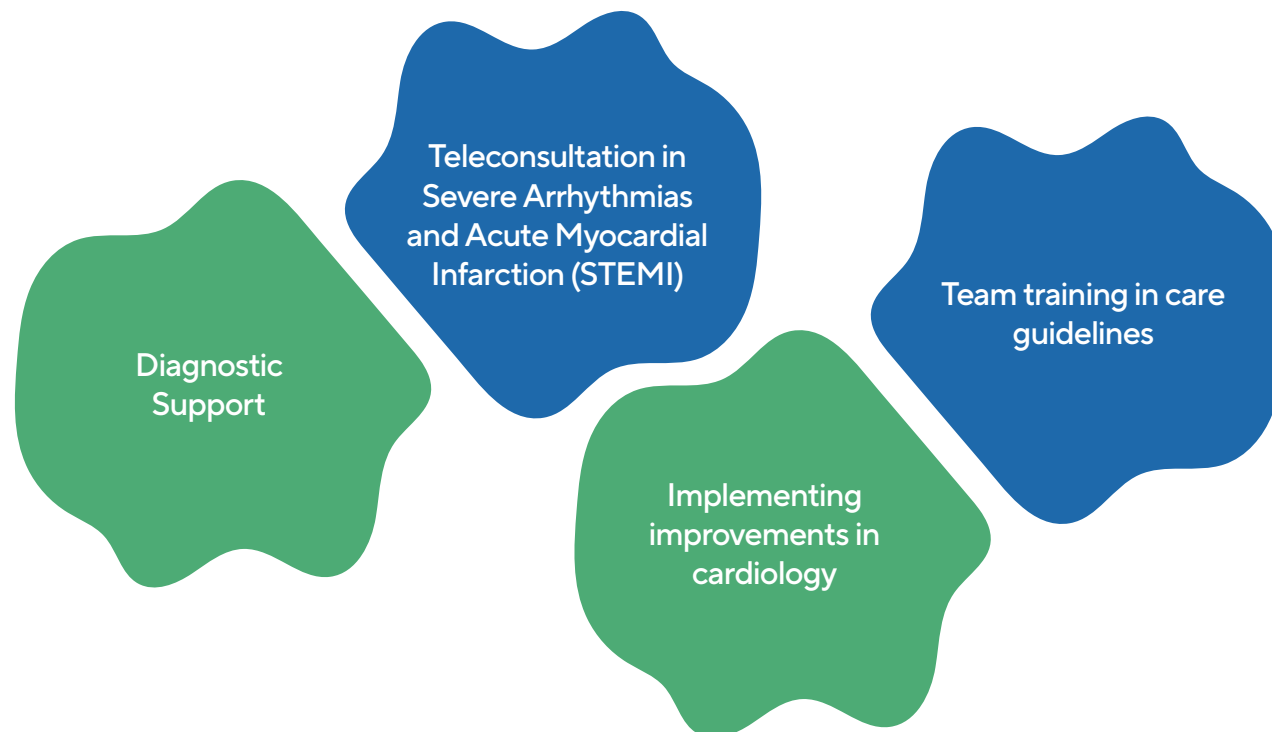
- Subsidize and assist in the production, together with remote teams, of multidisciplinary protocols and routines to systematize the monitoring and treatment of critical patients across units



Good Cardiovascular Practices

We help improve care in hospitals and Emergency Care Units (UPA) regarding the line of care for cardiovascular urgencies and emergencies in the SUS, in addition to implementing guidelines for care and safe clinical management for patients with cardiovascular diseases.

The project operates on four fronts:



REACH IN 2022

149 Emergency Care Units (UPA) and 15 hospitals served

317.470 teleECG reports

58% reduction in mortality rate in patients treated with acute myocardial infarction and severe rhythms in 15 Emergency Care Units (UPA)

59% Reduction in Door-ECG Time (15 UPA) in cases of acute myocardial infarction with ST-segment elevation (STEMI)

Teaching and Management Projects



[Project](#) developed in a collaborative way, with the participation of Hcor and hospitals of aims to reduce the incidence of hospital infection in Intensive Care Units (ICUs) of 191 participating hospitals, in the three-year period 2021-2023, in addition to disseminate the improvement model to other units and hospitals, as well as demonstrate the financial impact with the prevention of infections.

In the first triennium of operation (2018-2020), the project was implemented in ICUs of 116 hospitals, managing to generate savings of BRL 354 million for the SUS, with 2,687 lives saved and 7,674 infections prevented.

In 2022, the project has already managed to reduce the density of Healthcare-Related Infections (IRAs) by 38%, with an estimated 2,780 infections prevented.

Goals

- Increase** adherence to hand hygiene by **30%**
- Reduce** ICU infections by **30%**

Results

2018-2020

7,674 infections averted **2,687** lives saved

BRL 354 million
savings for SUS

2022

2,780
infections avoided

38%
to reduce the density of
Healthcare Associated Infections
(HAIs)

"Fortalece RAS"

The project works to strengthen Health Care Networks by supporting the implementation of health care lines of Overweight and Obesity (SPO), Type 2 Diabetes Mellitus (DM2), Systemic Arterial Hypertension (SAH), Cerebral Vascular Accident (CVA) and Acute Myocardial Infarction (AMI).

1. Systematic review of barriers to implementing care lines
2. Situational diagnosis
3. Intervention plan
4. Training of tutors, health professionals and managers
5. Monitoring and control of actions

The project covers the 7th Health Region of Rio Grande do Norte (metropolitan region, with five municipalities, and 1,412,022 inhabitants) and the 1st Health Region of Paraíba (Atlantic Forest of Paraíba, with 14 municipalities and 1,324,497 inhabitants).

In 2022, there were 9,078 professionals participating in the training, 4,273 of which in on-site training. In addition, there were 563 health services and 51 SAVs carried out.

Research project

The research axis in partnership with PROADI-SUS had, in 2022, 10,275 patients included in the projects, 2,528 of them from Hcor. We also work on training 142 research centers.

Learn more about all projects running in the 2021-2023 triennium by [clicking here](#).

Highlight: MR impact

MR Impact is a collaborative research platform that started as a prospective and collaborative observational study on multidrug-resistant infections in Intensive Care Unit patients and, today, proposes several clinical intervention studies on the subject. The objective of the Hcor is to evaluate the clinical impact of infections caused by multidrug-resistant bacteria in patients admitted to an adult ICU.

For the 2021-2023 period, 38,000 patients are expected to be included in 50 participating hospitals throughout Brazil. By 2022, more than 20,900 patients were included.

Triennium 2021-2023

7 projects

in execution



21 Brazilians

states

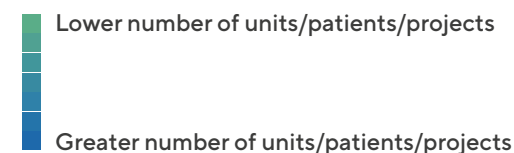
64 participating

cities

126 research

centers in the triennium

10,275 patients recruited in 2022, **2,528** of them from **Hcor**



Gratuity projects

These are social responsibility projects that aim to bring health, free of charge, to people in situations of social vulnerability. The actions are made possible by the Associação Beneficente Síria, with the support of the Women's Board, which articulates fundraising initiatives and has the support of the volunteer body for the operation of our thrift store and mini-shopping, spaces whose income is reverted to the projects.

Gratuity

REACH IN 2022

51 intrauterine interventional procedures

232 consultations and **98** tests at the pediatric cardiology clinic Neurocognitive/physical rehabilitation for **17** patients

Care for refugees of **33** nationalities

651 consultations and **339** exams for refugee care

Cardiopediatrics outpatient clinic

We offer, assistance, highly complex surgical procedures, lifelong multidisciplinary follow-up, diagnostic support, exams and a physical and neurocognitive rehabilitation center for babies and children who have some abnormality in their heart function.

Treatment for the correction of congenital complications of the fetus still in the mother's womb, for cases of myelomeningocele and Feto-Fetal Transfusion Syndrome (TTTS).

Intrauterine surgeries

It is estimated that 250 children are born with myelomeningocele per month in Brazil, and that Feto-Fetal Transfusion Syndrome (TTTS) occurs in between 10% and 30% of twin pregnancies. Early treatment, by intrauterine surgery, prevents diseases such as hydrocephalus, orthopedic deformities and reduces the rate of death and neurological damage in the case of TTTS.

Support for refugees

We provide quality assistance to refugees of different nationalities in situations of socioeconomic vulnerability by offering free medical consultations and imaging tests,

Intrauterine interventions

It is estimated that 250 children are born with myelomeningocele per month in Brazil, and that Twin-to-twin transfusion syndrome (TTTS) occurs in between 10% and 30% of twin pregnancies. Early treatment, by intrauterine surgery, prevents diseases such as hydrocephalus, orthopedic deformities and reduces the rate of deaths and neurological damage in the case of TTTS.

We welcome this important demand from the Brazilian scenario and, since 2021, we have performed, free of charge, fetal surgical intervention while still in the mother's womb, minimizing sequelae, improving the prognosis and quality of life for these children.

In 2022, 51 intrauterine intervention procedures were performed in patients from 18 Brazilian states.

Aiming to further expand the reach of our impact, we established a partnership with Fundação Banco do Brasil to perform intrauterine surgeries, doubling our service from 48 to 96 procedures to be performed in 2023.

Thus, we will be able to double the positive impact on the lives of children and families served. [Click here](#) to find out how our project makes a difference in people's lives.





Support for Refugees

We provide quality assistance to refugees of different nationalities in a situation of socioeconomic vulnerability, by offering free medical consultations and imaging tests, in partnership with the Associação Médica Brasileira-Lebanon.

In 2022, there were 651 consultations in more than 15 specialties and 339 exams for refugees of 33 different nationalities.



Outpatient Cardiopediatrics

We carry out lifelong multidisciplinary follow-up, diagnostic support, exams and offer a physical and neurocognitive rehabilitation center for babies and children who have any cardiac abnormality.

In 2022, there were 232 consultations, 98 outpatient exams and we rehabilitated 17 patients with neurocognitive/physical stimulation needs.



SUS Patient Care

In 2022, we started an agreement with the City of São Paulo, through which we receive referrals from regulated patients for clinical and surgical care in cardiopediatrics. We ended the year with 33 surgical procedures of low, medium and high complexity, 590 consultations and 1,694 exams.

Volunteer Corps

Helping people is in the nature of our work.

In 1981, volunteering was formalized at Hcor with the approval of Mrs. Nabiha Abdalla Chohfi and, since then, we have relied on our determination to make a difference in people's lives, despite the challenges along the way.

The Hcor Volunteer Corps is made up of 62 people who are dedicated to activities related to supporting patients and their families, caring for children, charity bazaars, among other actions.

Currently, our volunteers also support the activities of the mini-mall and thrift store located inside the Hcor and revert the income to the Gratuity Projects.

Other highlights

Donation Platform

In 2022, we launched the Associação Beneficente Síria Donation Platform, a way to professionalize fundraising, so that people can donate quickly and safely, supporting the expansion of the service potential of the projects, so that we can bring health to those who need it most.

We ended the period with 250 registered donors and BRL 75,000 collected. Contributions can be made, from any amount, by [clicking here](#).

Donations Policy

We developed the Donations Policy, through which we make donations of goods in good conditions of use to similar entities (non-profit) or public institutions.

In 2022, we donated more than 3,300 items, including:

- 475 trousseau;
- 39 medicine carts;
- 354 pieces of furniture (tables, chairs, armchairs, cabinets, refrigerators, etc.);
- 1.542 clothes and uniforms;
- 954 IT equipment (computers, monitors, racks, hubs and Wi-Fi antennas).

Partnership with SENAC

In partnership with Senac and the Christian Institute of Teaching and Culture (InCEC), we offer 40 vacancies in the Nursing Technician Course (1,800 hours) for people in socioeconomically vulnerable situations in the communities of the subprefecture of Vila Mariana, with the aim of contributing to the training through knowledge as an important basis for social development.

Hcor helps with transportation and food assistance and provides its units and facilities for carrying out internships and acting in practice.

Environmental management

Best practices

In 2022, we achieved ISO 14001, the main global standard for good environmental management practices in organizations. In addition, we have a third-party certified environmental management system.

In line with our commitment to preserving the environment, preventing pollution and controlling the consumption of natural resources, we promote daily work to ensure the continuous improvement of the environmental management system, the reduction of water, energy and proper generation and disposal of waste, always aiming at a balance between sustainability, comfort and safety for the patient and ideal conditions for medical practice.

We are also the first hospital in the country to receive Gold Level LEED (Leadership in Energy and Environmental Design) certification, granted by the American organization US Green Building Council (USGBC), a globally recognized standard for sustainable buildings.

Discover, below, the main actions for eco-efficiency gains in 2022.

Waste

GRI 3-3 | 306-3 | 306-5

Our waste management complies with all legislation and is focused on ensuring the proper disposal of waste, expanding reuse and reducing the amount of infectious waste per patient-day.

Among these wastes are packaging from patient care, stretcher paper, paper towels, serum and glucose bags, alcohol gel and liquid soap packaging, which are now sent for recycling.

Our work involves not only adapting the entire structure of Hcor, but also implementing a culture of caring for the environment on the part of all people, with educational actions and frequent internal awareness campaigns.

We also have two relevant projects to avoid sending waste to landfills and contaminating the groundwater.

Recycling of cooking oil

We store used oil in drums inside a closed shelter, with containment for spills, and we sell the residue to a licensed company, which reinserts the oil into the life cycle as a raw material in the production of biodiesel. The revenue is allocated to Social Responsibility projects free of charge, generating a value chain with a positive impact.

Composting of organic waste

To mitigate the environmental impact of the large generation of organic waste, we have a process for separating this waste and sending it to compost by a specialized company, which transforms the waste into fertilizer, avoiding the pollution of landfills.



waste generation



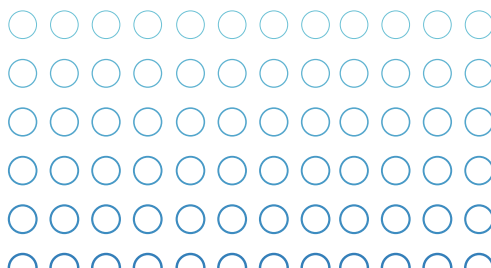
- 23.15% of water consumption



+ generation of resources for free consultations



With the inauguration of new sectors in the Cidade Jardim Advanced Unit, in the last year, we increased the volume of works, patients served and, consequently, the production of waste compared to 2021. With the development of new processes starting, we concluded the period with an increase of 1.84 tons of infectious waste, or 0.3% higher than the previous year. The overall amount of hazardous trash generated was decreased by 2.67%, while the segregation of common waste was raised by 9.39%. Additionally, we raised composting by 40.32% and other material recycling by 1.15%.



WASTE BY TYPE AND DESTINATION (TON) GRI 306-3 | 306-5

		2022	2021
Hazardous waste	Destination	Total	Total
Infectious and sharp	Autoclaving	605.74	603.90
Liquid chemicals (lab reagents)	Incineration	21.80	17.94
Solid chemicals (RPM)	Incineration	16.87	30.74
Psychotropics - controlled by ANVISA	Incineration	0.02	0.01
Class I (Maintenance/Overdue)	Coprocessing	0.58	
Radioactive	On-site decay in an armored location and subsequent shipment to IPEM	0.55	0.39
Mercury vapor lamps	Decontamination / recycling	0.29	0.38
Stacks	Recycling	0.10	-
Batteries	Recycling	0.36	-
UPS batteries	Recycling	0.36	11.04
Total		646.66	664.40

		2022	2021
Non-hazardous waste	Destination	Total	Total
Common waste	Landfill	581.64	531.72
Organic	Composting	200.99	143.24
Subtotal		782.63	674.96
Cardboard	Recycling	95.48	107.82
Mixed	Recycling	67.81	41.01
Plastic	Recycling	10.04	12.82
Paper	Recycling	21.65	16.65
Scrap metal	Recycling	34.04	46.07
Aluminum	Recycling	0.07	0.17
Copper	Recycling	3.14	1.17
Used cooking oil	Recycling	0.79	0.86
Electronics	Recycling	2.50	0.33
Scrapped furniture	Recycling	5.40	8.97
Non-woven blanket	Recycling	1.49	1.62
Alcohol gel packs	Recycling	0.35	0.47
Polystyrene	Recycling	3.14	5.20
Tetrapak	Recycling	1.24	0.04
Glass	Recycling	0.51	1.68
Explant	Recycling	0.10	0.03
RX film	Recycling	0.19	0.19
Lead equipment	Recycling	0.15	0.15
Coffee capsules	Recycling	0.21	0.21
Total		248.30	245.47

Note: The data above includes the generation of all units, including the Cidade Jardim Advanced Unit.

Water and energy

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

Based on everyone's awareness, in recent years we have been working to improve the hospital's energy and water efficiency without this having an impact on the quality and increase in attendance.

In 2022, we carried out the intelligent and conscious use of the institutional electrical park, in addition to implementing actions to improve refrigeration processes, which allowed us to achieve a 3.16% reduction in energy consumption per patient-day, compared to the previous year, even with a production increase of 2.43%, and substantial improvement in total water consumption, which was reduced by 23.15% in the year.

Emissions

Aiming at data transparency, we carried out the Greenhouse Gas (GHG) emissions inventory for the first time in 2021.

In 2022, we made improvements in the data management process through an internal policy that provides for the implementation of an inventory flow, with periodic management, and adjustments in contracting the supply chain, influencing them to adopt sustainability initiatives.

We are currently in the process of calculating the data in order to validate our inventory and submit the 2021 and 2022 results to the Brazilian GHG Protocol Program.

Utilities	2022	2021
Electricity (kW/h)	16,558,206	17,098,519
Water (m³)	81,824	106,472

CHAPTER 8

Attachments

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SDG



Prospects

Being a reference in health care
does not happen by chance.

It is the result of a trajectory oriented towards the future.

Decades of dedication to care, research, teaching and innovation have consolidated us as the main specialist in cardiology in Brazil and also put us at the forefront in other fields of medicine.

We are tireless in the search for the best diagnostic and treatment experience – from access to the most advanced technologies and medical practices, to the welcome and comfort we provide.

Our efforts impact our patients, employees and clinical staff

- and also reverberate throughout healthcare. We collaborate with advances that positively impact the history of many.

Because what happens at Hcor has a transforming role inside and outside the hospital. We are a community of people passionate about doing good.

Here, we CARE – with expertise and heart.

And we make health pulsate every day.

Hcor. We don't stop.



GRI Standards Summary

UNIVERSAL STANDARDS		REFERENCE/RESPONSE	SDG
General Contents			
THE ORGANIZATION AND ITS REPORTING PRACTICES			
2-1	Organization details	Associação Beneficente Síria - Hcor. More details on Pages 11, 13, 25, 26, 28 and 32.	
2-3	Reporting period	Annual, from January 1 to December 31, 2022.	
2-4	Information reformulations		
ACTIVITIES AND EMPLOYEES			
2-6	Activities, value chain and other business relationships	Pages 12, 13, 61 and 64.	
2-7	Employees	Page 53.	
2-8	Non-Employee Collaborators	Non-employed collaborators refer to professionals in safety, hygiene and cleaning, construction, maintenance, valet parking, radiology technicians, home collection drivers, physiotherapists, speech therapists, medical physicists and gardeners.	
GOVERNANCE			
2-9	Governance structure and composition	Page 32.	
2-15	Conflicts of interest	Policy for hiring relatives, in order to mitigate the conflict of interests in the hierarchical relationship. Preparation of Conflict of Interests Declaration for application in the selection process (via attraction and selection) from 2023. Analysis of specific situations of potential conflict, submitting the most critical ones to the CIRA - Integrity, Risks and Audit Committee.	
2-16	Communication of critical concerns	At first, only information on the high volume of patients in the Emergency Room, in some months of 2022, which leads to the activation of the Full Capacity Plan (PCP) of the Hospital.	
2-17	Collective knowledge of the highest governance bod	The Board of Directors is assisted by seven thematic and specialized committees, which are made up of employees from the respective areas and coordinated by a director who works in the respective area of interest of the Committee.	

UNIVERSAL STANDARDS		REFERENCE/RESPONSE	SDG
STRATEGY, POLICIES AND PRACTICES			
2-21	Distance between the highest compensation and the average compensation	16.2 times	
2-22	Declaration on the sustainable development strategy	Pages 6 to 9.	
2-23	Commitment policies	Pages 35 and 37.	
2-27	Compliance with laws and regulations	Hcor did not present cases of non-compliance with laws and regulations that generated fines in the period.	
2-28	Participation in associations	Pages 61 and 64.	
2-30	Rate of employees covered by collective bargaining agreements or represented by unions	3,253 CLTs (staff and apprentices)	
MATERIAL TOPICS			
3-1	Process for determining material topics	Page 24.	
3-2	List of material topics	Page 24.	
3-3	Management of material topics	Pages 39, 48, 50, 54, 58, 65, 77 and 80.	
ECONOMIC PERFORMANCE			
201-1	Economic value generated and distributed	Page 29.	8 and 9
201-4	Financial support received from the government	Pages 26 and 66.	8 and 10

SPECIFIC NORMS		REFERENCE/RESPONSE	SDG
Environmental Content			
ENERGY			
302-1	Energy consumption within the organization	Page 80.	12
302-4	Reduction of energy consumption	Page 80.	12
WASTE			
306-3	Total weight of waste generated broken down by composition	Pages 77, 78 and 79.	12, 14 and 15
306-5	Waste destined for final disposal	Pages 77, 78 and 79.	12, 14 and 15
ENVIRONMENTAL ASSESSMENT OF SUPPLIERS			
308-1	New suppliers selected based on environmental criteria	Page 61.	12
Social Content			
EMPLOYMENT			
403-1	Occupational health and safety management system	Pages 58 to 60.	3 and 8
403-2	Hazard identification, risk assessment and incident investigation	Pages 58 to 60.	3 and 8
403-3	Description of the functions of occupational health services that contribute to the identification and elimination of dangerousness and risk minimization	Pages 58 to 60.	3 and 8
403-5	Training of workers in health and safety at work	Pages 58 to 60.	3 and 8
403-6	Worker health promotion	Page 58.	3 and 8
403-7	Prevention and mitigation of impacts on health and safety at work directly linked to business relationships	Page 58.	3 and 8

SPECIFIC NORMS		REFERENCE/RESPONSE	SDG
403-8	Workers covered by an occupational health and safety management system	Page 58.	5
403-9	Accidents at work	Pages 58 and 59.	
403-10	Occupational diseases	Page 60.	5
TRAINING AND EDUCATION			
404-1	Average hours of training per year, per employee	Pages 56 and 57.	4
DIVERSITY AND EQUALITY			
405-1	Composition of groups responsible for corporate governance and breakdown of employees by category, according to gender, age group, minorities and other diversity indicators	Pages 53 and 54.	5
LOCAL COMMUNITIES			
413-1	Operations with engagement, impact assessments and development programs focused on the local community	Page 65.	10 and 16
PATIENT HEALTH AND SAFETY			
418-1	Substantiated complaints regarding violation of privacy and loss of customer data	There were 8 security incidents related to improper access to information in the period. There were no regulatory authority complaints. Of the 8 incidents recorded, 5 8 and 16 were customer complaints through the institution's Ombudsman.	8 and 16

SDG map



We work to be the best cardiology hospital in Brazil and double the number of patients we care for in the next four years. Our investment in health goes beyond our walls and promotes health and well-being through social responsibility projects.

Medical Governance, Page 41.

Quality of care, Page 47.

Social impact, Page 65.



We actively work to reduce waste and preserve the environment.

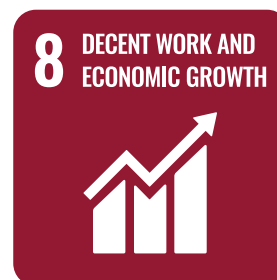
Environmental Management, Page 77.



Investment in teaching and research is a fundamental part of our growth and multiplication of knowledge.

Teaching Institute, Page 48.

Research Institute, Page 50.



We ensure the generation of cash and profitability in a sustainable way to fulfill our purpose. Our growth is a reflection of the recognition and care we provide to our professionals.

Value creation, Page 21.

Our team, Page 53.



Our tradition is based on the respect, recognition and appreciation of all the women who helped build this story.

Hcor, Page 10.

Our team, Page 53.

Diversity and Inclusion, Page 54.



We foster hospital innovation and digital transformation to ensure efficiency and safety for patients and professionals.

Structure, Page 13.

SDG map



We develop social responsibility actions that act directly on reducing inequalities.

Social impact, Page 65.



We actively work to reduce waste and preserve the environment.

Environmental management, Page 77.



We actively work to reduce waste and preserve the environment.

Environmental management, Page 77.



We seek sustainable and transparent growth, ensuring that decisions are responsible, inclusive and participatory.

Governance structure, Page 32.

Risk Management, Ethics and Compliance, Page 35.



We actively work to reduce waste and preserve the environment.

Environmental management, Page 77.



We have close collaboration with government agencies and value long-term partnerships in order to leverage our positive impact.

Relationships, Page 61.

Social impact, Page 65.

Capital Map



Board of Directors and Councils

EXECUTIVE BOARD

Vera Lúcia Chaccur Chadad
President

Théa Trabulse Namour
Vice President

Daisy Hussni Chequer
Elenir Serafim
Marina Chade Cattini Maluf
Regina Leila Acras
Vera Christina Saliba Abdalla

LADIES BOARD DIRECTORS

Ana Cássia Elias Mercante
Ana Lúcia Daud Kairalla
Astrid Sarkis Atallah
Célia Cury Chohfi
Claudia Camasmie Ferraretto
Claudia Yazigi Haddad
Cristiane Atui
Emira Rafik Freua Antacli
Fabiana Curi Yazbek
Haydée Jabra Salem
Leila Maria Abdalla
Márcia Chaccur Anauate
Marie Claud Atallah Mehero
Neide Lotaif Gorab
Neide Salemi
Odette Tamer Abutara
Patricia Diana Saad Torres Monteiro
Renata Chade Cattini Maluf

Sonia Bonduki
Suely Maksoud
Vânia Gorab Nejm
Vera Maria Jubram Kalache
Wally Joseph David

ADMINISTRATIVE COUNCIL

Maria Angela Salem Sallum
Board Chairman

Antonio João Abdalla Filho
Vice President of the Council

Fábio Said Bittar
Grace Abbud Dib Sarkis
Ivani Jose Kechfi Yunes
João Carlos Saad
Marcos Demétrio Haik
Norberto Chadad
Teresa Cristina Maksoud Mouaccad
Vera Lygia Bussab Saliba
Vera Maria Jubran Kalache

FISCAL COUNCIL

Alfredo Bonduki
Fabiana Cury Yazbek
Marcelo Cateb

EXECUTIVE GROUP

Fernando Andreatta Torelly
Corporate Superintendent - CEO Hcor

Alexandre Biasi
Director of the Institute of Education and Research

Alex Vieira
Digital Intelligence Superintendent

Ana Lucia Capucho Lorena Abrahão
Assistant Superintendent

Gabriel Dalla Costa
Medical Superintendent

Julio Cesar Majzoub Vieira
Commercial Superintendent | Facilities Supplies

Thiago Tojal
Operations Superintendent

Rodrigo Cestari
Financial Superintendent

Joslene Menezes Rodrigues
Executive Manager of Social Responsibility

Marcos Bezerra de Menezes Riva
Marketing, Ombudsman and Patient Experience Executive Manager

Walmor Pedro Brambilla
Executive Manager of Engineering and Works



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Joslene Menezes Rodrigues
Luciana Arroyo Bou Anni
Marcos Bezerra de Menezes Riva

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