



Integrated Report **2021**



OSWALDO CRUZ
HOSPITAL ALEMÃO

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Welcome!

GRI 102-45, 102-46, 102-48, 102-49, 102-50, 102-53

Hospital Alemão Oswaldo Cruz presents its most recent Integrated Report to its employees, clinical staff, associates, suppliers, patients, partners, and the community.

This document brings the main indicators, data, and projects that reflect the achievements and challenges of 2021, a year once again marked by the Covid-19 pandemic.

Year by year the Hospital strives to evolve in its transparency and rendering of accounts

This report is based on Global Reporting Initiative (GRI) standards, the guidelines of the Value Reporting Foundation Framework for Integrated Reports, and the premises of Abrasca, the Brazilian Association of Traded Companies.

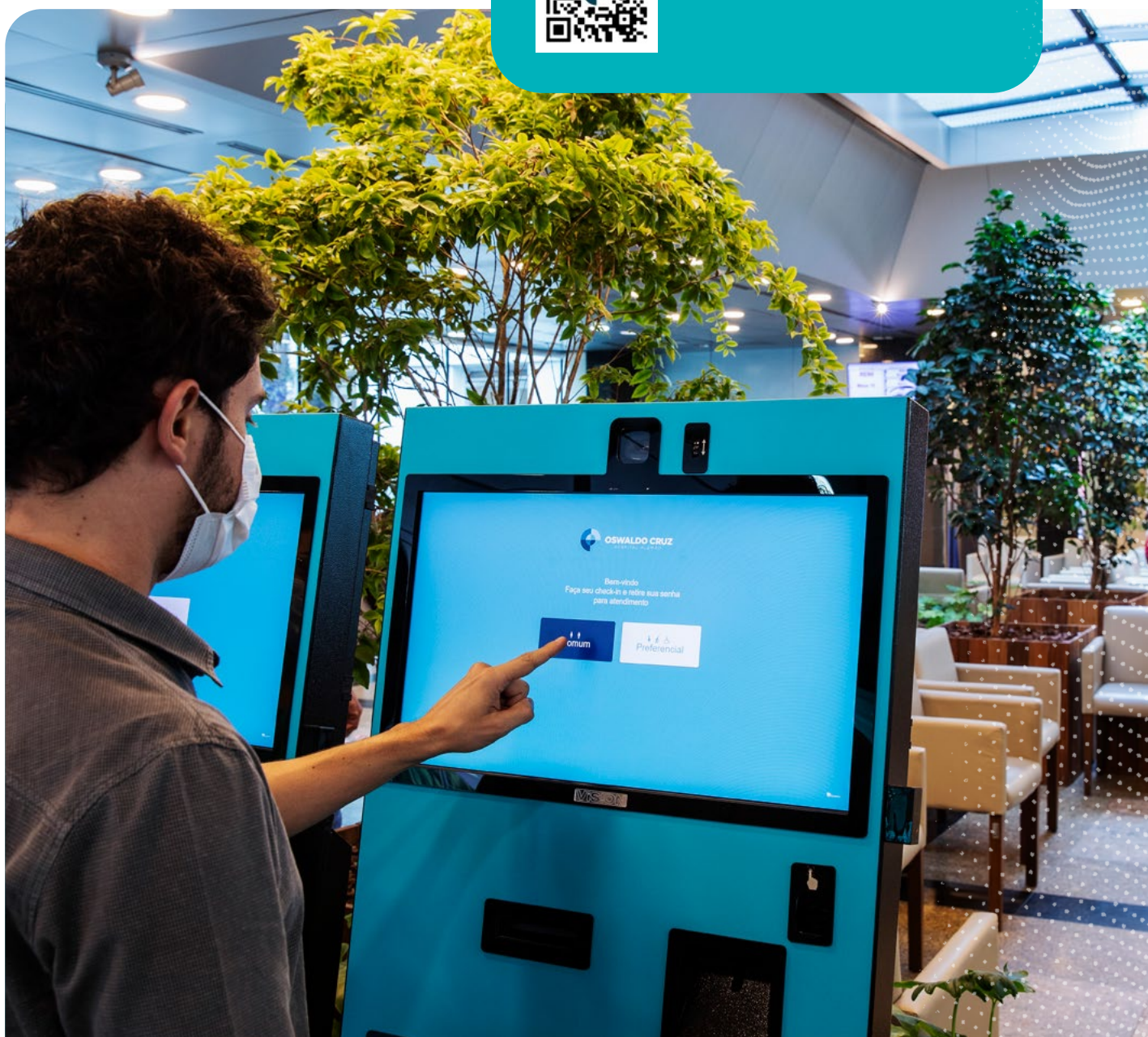
In addition to these methodologies, the content is based on ESG (environmental, social, and governance) themes and prioritized based on materiality, which is comprised of sector studies, analysis of management policies, and direct questions addressed to the publics with whom we interact.

Our sustainability indicators cover the period between January 1 and December 31, 2021, and all units maintained directly by the HAOC: Paulista, Vergueiro, and Campo Belo, plus the Instituto Social Hospital Alemão Oswaldo Cruz and other Institutions under management agreements: Hospital dos Estivadores (dock-workers), and AMBESP Ambulatório Médico de Especialidades Dr. Nelson Teixeira. This report also includes data for early 2022, as it is relevant to put projects into context.

Year by year the Hospital strives to increase transparency and improve account rendering, incorporating premises of integrated thoughts, and emerging sustainability themes into management decisions. If you have any questions about the contents of this report, please write to: marketing@haoc.com.br.

Other formats

The full content of this report is submitted in three different languages. The Institution also prepared an online report, which can be accessed via a QR code.



2021 highlights

GRI 102-7

Check the highlights of the Institution's performance regarding material sustainability themes.



Quality of care and patient safety

- **Accredited by the** Joint Commission International (JCI) for the fifth consecutive year.
- Joined the Journey to Magnet **Excellence in Nursing program**
- Launched HAOC's **first Strategic Plan for Care**
- Resumed the **ICU Welcoming and Compassion Project**



Developing and engaging talent

- **59% increased adherence to the Great Place to Work (GPTW)® climate survey**
- **736 new hires** between January and April 2021
- **R\$ 4.7 million** in training and compensation of professionals hired to address the pandemic



Engaging in the development of healthcare systems and initiatives to expand patient access to care

- **1,200 lives saved** at the Vitória Field Hospital during the second wave of Covid-19
- **28 thousand tele-visits** using the ConectaAMBESP platform, involving the Dr. Nelson Teixeira Specialty Outpatient Clinic managed by the Instituto Social Hospital Alemão Oswaldo Cruz



Economic performance

- **R\$ 1.13 billion** in revenue, a 33% increase compared to 2020
- **96%** revenue increase at the Vergueiro Unit



Digital Health, Education, Research, and Innovation

- **110 studies** performed at the International Research Center in 2021, 30% of them on assessing therapeutic options for the treatment of Covid-19
- **Expansion** of the International Research Center to the Vergueiro unit
- The Digital Health and Innovation Center provided **29 solutions for the market in just ten months, a 255% increase compared to 2020**
- **Created Fabrik**, the Hospital's internal entrepreneurship platform



Engaging our medical staff

- Changed the **Performance Assessment Program** of our Clinical Staff to use a format based on the Health Value Score (HVS)



Environmental sustainability

- Started to organize the Environmental Management System based on ISO 14000
- **414,932 kWh of energy** saved

Message from the Chair of the Advisory Board

GRI 102-14

WE RESPECT OUR LEGACY OF CARING FOR THE PRESENT AND LOOKING TO THE FUTURE OF HEALTH

2021 was marked by the challenges imposed by Covid-19. We experienced numerous transformations, but we are resilient and focused on ensuring the best experience and outcome in patient care. This report includes a special chapter on our initiatives to address the novel coronavirus.

The pandemic did not keep us from making progress in improving our management and organizational structure. For example, CEO Paulo Vasconcellos Bastian stepped down and was replaced by Dr. José Marcelo A. de Oliveira, and we increased the seats on our Executive Board.

This effort was carefully handled by the Advisory Board, focused on exploring new opportunities for growth. Our revenue jumped 33% compared to the previous year, and amounted to R\$ 1.13 billion.

Although our results are good, we continue to increasingly focus on patient pain-points, needs, and journeys. Using a proprietary Care Model and our medical staff we provide the best possible clinical outcomes and quality of life for those who seek our help. They are, in fact, our reason for being.

During the year, we also further explored our guidelines on key themes such as innovation, diversity, and environmental, social and governance (ESG) themes. We improved the governance of our Sustainability and Social Responsibility, and now have an Executive Committee dedicated to ESG issues.

Through the Instituto Social Hospital Alemão Oswaldo Cruz we continue to support a significant improvement in the health indicators of the Baixada Santista, such as a 38% reduction in neonatal mortality compared to 2020.

On our 125th anniversary we are committed to looking forward, and continue growing, while maintaining our essence: caring for people with technical excellence and compassion

To increase our contributions to the development of society and create new opportunities we are committed to making our Institution ever more diverse and inclusive. We are advancing in this regard, and created a Diversity and inclusion Program. This initiative starts in 2022 and will be critical to enabling the capabilities of our workforce, fostering creativity and innovation.

On our 125th anniversary we are committed to looking forward and continue growing while maintaining our essence: caring for people with technical excellence and care

In 2021, we took the first steps to ensure our legacy endures, and are certain we are on the right path.

I would like to thank all Hospital professionals for their dedication and effort, and our doctors and care team as they continue to care for human lives with dignity and respect.

I would also like to thank our associates, board members, employees, partners, and society who support us in this important story, which is the result of our commitment to increasingly contribute to the systematic advancement of healthcare in Brazil.



Weber Porto

Chair of the Advisory Board

Message from the CEO

GRI 102-14

THE START OF A NEW CYCLE, A YEAR OF CHALLENGES AND ACHIEVEMENTS

I was enormously pleased to start 2021 as the CEO of Hospital Alemão Oswaldo Cruz, an Institution I have long respected and admired. Following a seamless transition from previous management I was able to continue the work of a challenging, but particularly productive year.

One of the bigger challenges was dealing with the second wave of Covid-19, which significantly increased demand for our Emergency Services and Intensive Care Units. To address the increase in the number of cases and ensure quality of service and a safe working environment for our teams, we added 40 ICU beds and accelerated our studies of the disease. We invested R\$ 4.7 million to train and compensate the over 700 professionals who joined our organization to serve our patients.

In Private Healthcare we celebrated our fifth accreditation by the Joint Commission International, and joined the Journey to Magnet Excellence in Nursing program, which certifies excellence in nursing and is awarded by the American Nurses Credentialing Center. We started to review our plans to expand the Vergueiro Unit, and consolidated proprietary structures specialized in Oncology and Research.

We reinforced knowledge creation in our Digital Health, Education, Research, and Innovation pillar. Our university and technical school help disseminate our way of caring, and train professionals who are increasingly prepared to propose solutions for healthcare solutions today and in future. We believe this action front opens up opportunities to develop alliances and improve patient diagnosis, prevention, care, and treatment, and revitalize practices across all our specialties. Our clinical and care staff performed 110 scientific research projects and published 187 articles in scientific journals, contributing to the advancement of knowledge in health and medicine.



Dr. José Marcelo A. de Oliveira
CEO

One point that was key to ensure the high performance of our team and care for our patients was to carefully look at, and care for our own professionals, as they are the ones responsible for the way of caring that distinguishes Hospital Alemão Oswaldo Cruz from its peers. As a result of this effort, we were certified by the Great Place to Work (GPTW) organization for the second time. GPTW recognizes organizations that are considered excellent places to work around the world. In 2021, we were also highlights of the third sector GPTW and Healthy Management league tables, the latter granted to companies known for their occupational management.

To leverage our growth and consolidate the Hospital's leading position in healthcare, we also designed a new Strategic Plan for 2021. This plan addresses four dimensions: Institutional results; market and clients; internal processes; and organizational development. The goal was to allow the organization to expand and fulfill its social role by expanding access to safe and quality healthcare. I would like to thank the Advisory Board, the Fiscal Board, and the Executive Board for their trust, which will allow us to jointly take one more step towards building the Hospital of the future.

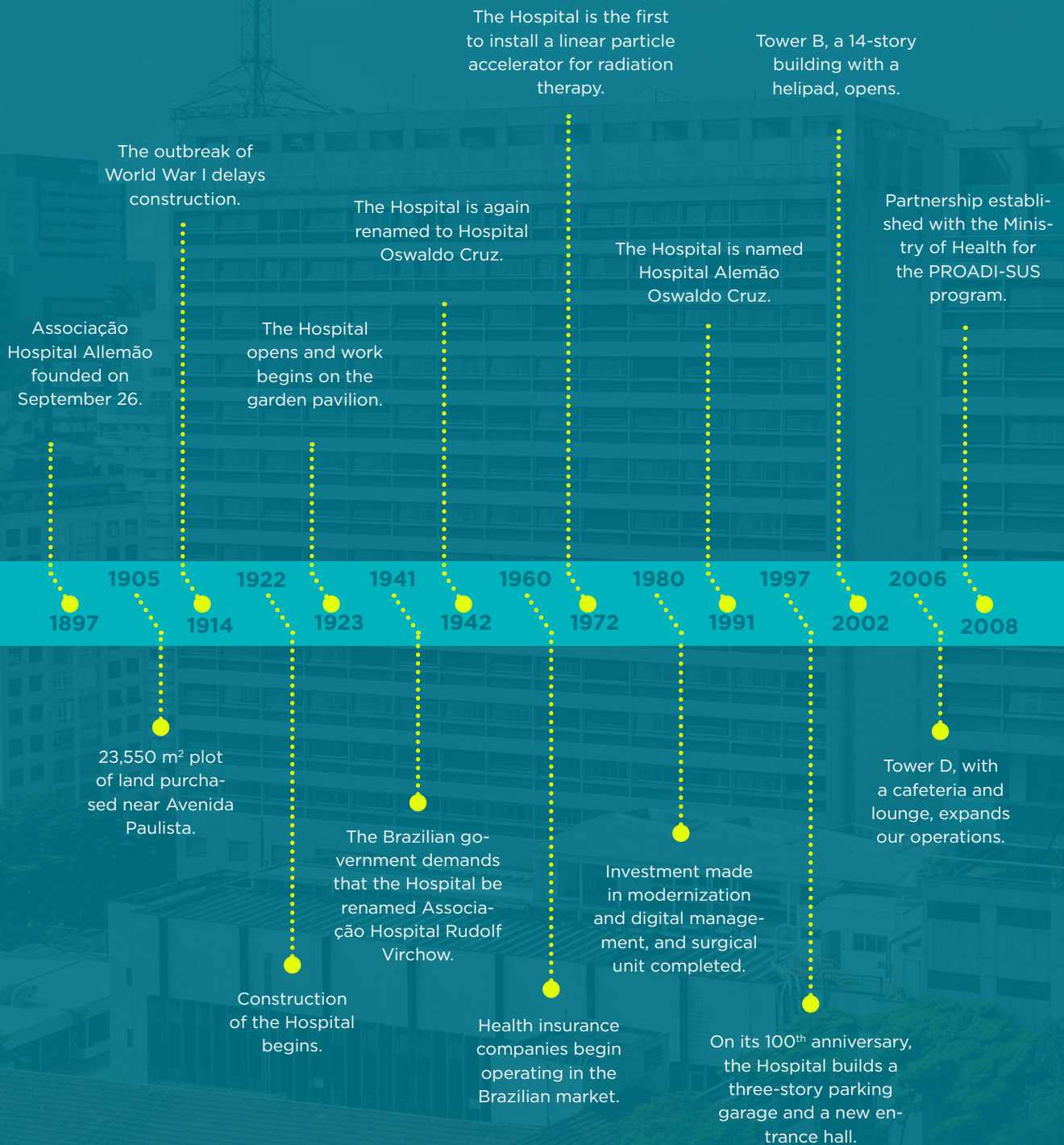
To leverage growth and consolidate the Hospital's leading position in healthcare, in 2021 we created a new Strategic Planning cycle.

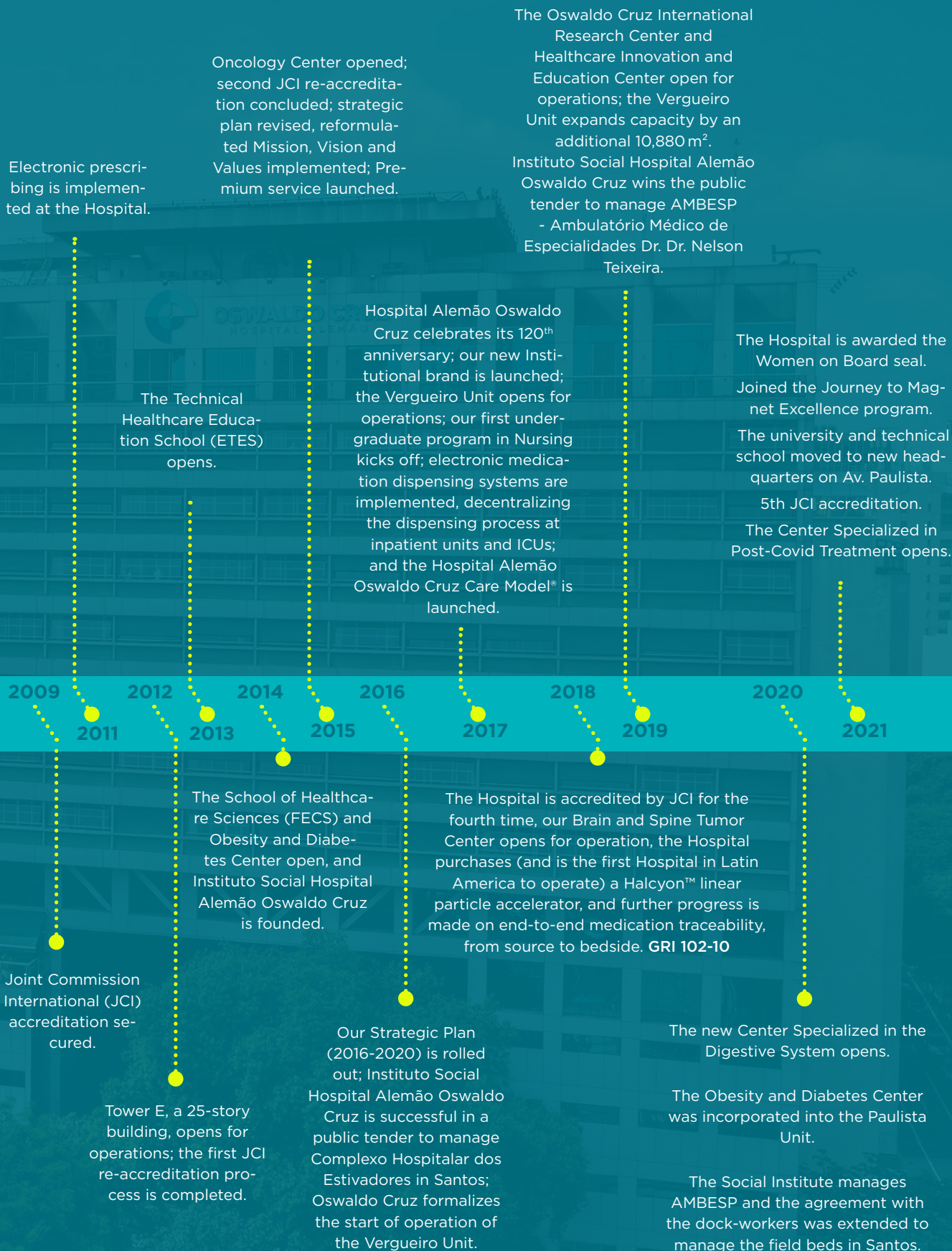


We combined the traditions
of the past century and our
commitment to innovation
with our commitment to high
performance and excellent care.

About us

Timeline





125 years dedicated to caring for lives with humanity and respect

GRI 102-1, 102-2, 102-3, 102-5

Hospital Alemão Oswaldo Cruz is over a century old. It was first established by German-speaking immigrants in the city of São Paulo to focus on high-complexity healthcare and the care, treatment, education, as well as research in numerous areas such as oncology, the digestive system, orthopedics, urology, neurology, and cardiology. We also provide Emergency Service.

As a Latin American reference, in its almost 125 years the Institution has developed a tradition of combining excellence in treatment and a vocation for care supported by three pillars: Private healthcare: Digital Health, Education, Research, and Innovation, and Sustainability and Social Responsibility.

Today, the Hospital has 3,659 direct employees and 4,767 credentialed doctors and dentists in its active database. In 2021 it performed over 120 thousand ambulatory care services, and 25,012 surgeries.

Our commitment to improving Brazilian healthcare is part of the philanthropic profile of the organization, managed by a group of executives dedicated to responsible growth and supported by its operations. In addition to the Paulista, Vergueiro, and Campo Belo units, the Institution produces and disseminates knowledge with research, and graduate, undergraduate, and technical education. It also uses its Sustainability and Corporate Responsibility programs to improve public health and the Instituto Social Hospital Alemão Oswaldo Cruz.

The Institute's work expanded to the Baixada Santista, where it now manages Complexo Hospitalar dos Estivadores, part of AMBESP – Ambulatório Médico de Especialidades Dr. Nelson Teixeira and, at the peak of the pandemic, the Vitória Field Hospital in Santos (SP).

Hospital Alemão Oswaldo Cruz developed a position of reference in Latin America.



Mission

We use a rigorous yet humanistic approach to provide the best experience and health outcomes for our patients.



Vision

Deliver comprehensive healthcare by combining expert knowledge and compassion.



Values

• **Patient safety** – Care and accuracy to deliver what is most essential for our patients: safety.

Compassionate care

It is in the human touch and gaze that medicine is at its most profound.

Truth

Trust is our means, and credibility our end. We act with integrity toward ourselves and toward the world around us.

Proactive collaboration

A Hospital is a living organism. We must all fulfill our individual roles and, above all, we must demonstrate initiative, see ourselves through the eyes of one another, and work as a team.

Innovative tradition

Preserving the culture and legacy of a Hospital with more than a century behind it, but which knows how to reinvent itself to continuously evolve.

In 2021, the revenue of Hospital Alemão Oswaldo Cruz jumped an impressive 33% compared to the previous year.

The institute's revenue in 2021 was R\$ 1.13 billion, despite the impact of Covid-19 and an overall increase in costs and inputs. It also prioritized the purchase of the technologies required for the period, and dedicated much of its

human capital to the search for knowledge and to address the pandemic, focusing on the health of its professionals and on protecting the health of its patients and their families.

Our operations

GRI 102-4, 102-6, 102-7

PAULISTA UNIT

This unit is strategically located in the Avenida Paulista region, in the heart of the city. It focuses on providing support services, and on high-complexity medical diagnoses treatment across several specialties.



Specialized Digestive System Center

The Specialized Digestive System Center is approaching one-thousand visits a month. In addition to a number of high-complexity surgeries, the analyses and metrics of the outcomes obtained are impressive.

Paulista Unit

Paulista Unit facilities

- 138 thousand m² in built-up area
- 307 inpatient beds
- 18 operating theaters
- 44 ICU beds

TOWER A

- Diagnostic Imaging Center
- Oncology Center
- Orthopedics Center
- Clinical and Orthopedic Emergency Unit
- Nephrology and Dialysis Center
- Surgical Specialty Ambulatory Care Unit
- Clinical Neurophysiology
- International Research Center

TOWER B

- Surgical Unit
- Cardiovascular Center
- Clinical Specialties Center
- Inpatient Units
- ICU
- Non-invasive cardiology
- Day Clinic
- Endoscopy and Colonoscopy - Specialty Center
- Physician Comfort Center and Lounge
- Materials and Sterilization Center (MSC)
- Physician Cafeteria

TOWER C

- Emergency Department
- Cardiology, Neurology and Surgical Emergency Unit
- Surgical Unit

TOWER D

- Specialized Digestive System Center
- Obesity and Diabetes Center
- Urology Center
- Robotic Surgery Center
- Employee cafeteria, fitness center and lounge
- Employee Health and Safety Center (CASSC)

TOWER E

- Inpatient Units
- Surgical Unit
- ICU and premium service rooms
- Physician Comfort Center and Lounge
- Patient lounge
- Auditorium
- Oncology/Hematology Unit

Vergueiro Unit

This facility focuses on providing care and support services, as well as ambulatory and surgical care with an innovative business model that uses bundles (standardized sets of processes and procedures) negotiated with healthcare operators at known prices and focused on the clinical outcome. R\$ 18.3 million were invested as expenses with personnel, and to expand and adapt the Hospital to the pandemic scenario. Today, the building has new bone marrow transplantation beds, and also houses the Oncology Center and the Obesity and Diabetes Center.

Vergueiro Facilities

- 36.5 thousand m² in built-up area
- 202 inpatient beds
- 30 ICU beds
- 13 operating theaters
- 57 doctors' offices

Campo Belo Unit

Located in the southern part of the city of São Paulo (Zona Sul), this 1.4 thousand m² unit has 15 patient care rooms, including:

- Infusion Center
- Dizziness center
- Custom checkups
- Upper Endoscopy and Colonoscopy Service
- Surgical Day Clinic
- Memory Center
- Physician visits in the following specialties: clinical medicine, general surgery, cardiology, geriatrics, dermatology, gynecology, rheumatology, gastroenterology, colorectal surgery, hepatology, ophthalmology, orthopedics, otolaryngology, nephrology, plastic surgery, urology, neurology, psychiatry, psychology, pneumology, nutrition and speech therapy

Center for Digital Health and Innovation

This center is located on Avenida Paulista and also houses a startup incubator and accelerator. It includes a data science lab, a virtual reality solution education and development center, an augmented reality center, and a 3D printing island. Some of the activities of the International Research Center take place at this location.

- 790 m² in built-up area

Technical School and University

The Institution has a School of Education and Health Sciences, and a Technical School offering graduate, undergraduate, and technical courses.

- 8 classrooms
- 3 labs (IT, Care Practices and Virtual Reality)
- 980 m² in built-up area



Services managed by the Social Institute

COMPLEXO HOSPITALAR DOS ESTIVADORES

Located in Santos, this facility has been managed by Instituto Social Hospital Alemão Oswaldo Cruz since 2016. It houses a maternity and elective surgery center, and is a regional reference for high-risk expecting mothers and newborns, providing diagnostic services as well as ambulatory medical care. At the start of the pandemic, it converted its internal medicine ICU beds to serve Covid-19 patients. This facility continued to actively care for Covid-19 patients, helping mitigate the health crisis in the Baixada Santista area.

- 11,600 m² in built-up area
- 223 beds in total capacity
- 51 ICU beds (10 neonatal, 16 adult and 25 Covid-19)
- 4 operating theaters

AMBESP - AMBULATÓRIO MÉDICO DE ESPECIALIDADES DR. NELSON TEIXEIRA.

This facility has been managed by the Institute since 2020, and offers 34 medical specialties and eight non-medical specialties, in addition to diagnostic center and surgical procedures.

- 4.4 thousand m² in built-up area
- 5 floors

VITÓRIA FIELD HOSPITAL (COVID-19 ONLY)

This unit is also managed by the Social Institute, under an extended agreement signed with Complexo Hospitalar dos Estivadores. This facility focused on treating Covid-19 patients and ran from May 2020 through October 2021. During this period it saved more than 1.2 thousand lives. It received patients from the city of Santos ERs, as well as patients referred from other cities in the Baixada Santista.

- 110 beds, 40 of them in the ICU

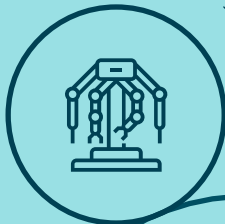


BUSINESS MODEL

Below we summarize our value creation process, from the capitals we use to the impacts we produce

CAPITALS WE USE
(our assets)

A Hospital network with more than a century behind it, which preserves its German culture but has reinvented itself to continually evolve. Modern infrastructure, high-tech equipment and a high standard of care



A philanthropic organization funded by private healthcare revenues, health plan carriers and self-managed health plans. All revenues are reinvested in the organization



A multidisciplinary, highly qualified and integrated team focused on providing comprehensive care by combining expert knowledge and compassion. High-quality partnerships with suppliers, researchers, and specialists. Cost-effectiveness and operational excellence

Oswaldo Cruz**KEY ACTIVITIES****Private Healthcare**

A large, high-complexity Hospital focused on quality care and patient safety

Digital Health, Innovation, Education, and Research

We generate and disseminate knowledge through innovation, research, and education. We train talents and support development through technical, undergraduate, and graduate programs

Sustainability & Social Responsibility

We provide excellence in care within the National Healthcare System (SUS) through value-sharing partnerships under which we manage public Hospitals and contribute to strengthening and improving healthcare in Brazil

The Hospital Alemão Oswaldo Cruz Care Model

A proprietary model that delivers personalized, comprehensive, and compassionate care, with patients and their families at the center of care

High-performance medicine and a passion for care

OUTPUT

(the value we deliver)

High-performance medicine that delivers the best patient experience and health outcomes to our patients, providing more people with excellence in medicine, compassionate care, and cost predictability. Sharing knowledge and best practices with other organizations

Byproducts



Waste treatment and recycling

- > Hospital waste
- > recycled water

OUTCOMES

(our impact)



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



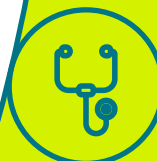
A disruptive payment model that provides cost predictability across diagnosis, treatment, and post-discharge and is therefore more sustainable for payors



Foster access to health in both the public and private networks, and improve public hospitals



Patient and family-member satisfaction



A health management model for companies spanning health promotion, diagnostics, treatment and post-discharge, and integrated information across the entire healthcare value chain



Information for the public about healthy lifestyles and disease prevention



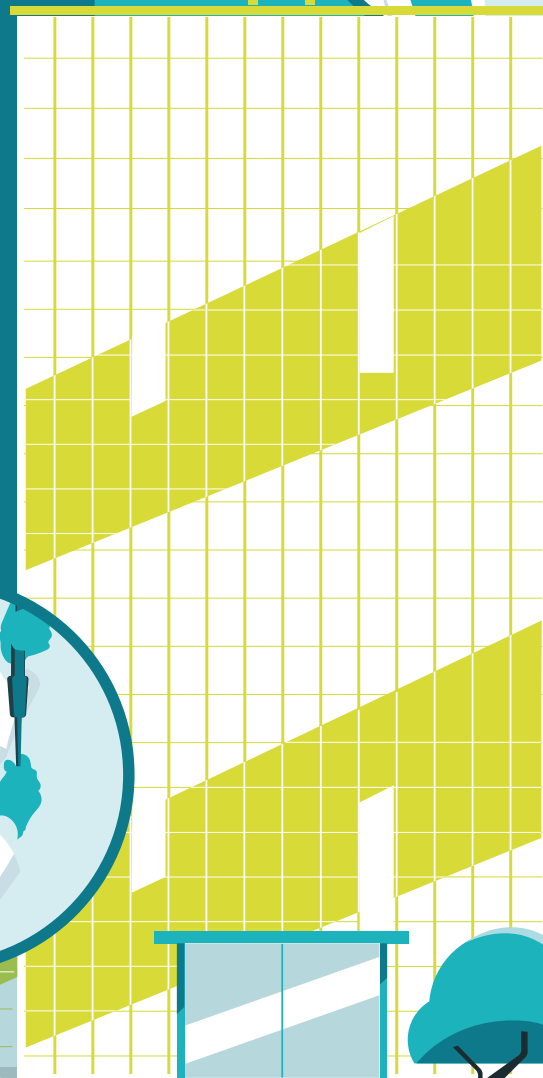
Knowledge creation, research and innovation

Oswaldo Cruz: a large, high-complexity hospital

As a Latin American reference, in its almost 125 years Hospital Alemão Oswaldo has developed a tradition of combining excellence in treatment and care. With a renowned medical staff and one of the best care services in Brazil, the Institution has a proprietary Care Model that places patients and families at the center of care

WE DEFEND SCIENCE AND INVEST IN SCIENTIFIC RESEARCH

- **110 studies** in 2021 - with 30% on alternative therapies against Covid-19
- **187 papers** published, involving more than 10 thousand patients
- **Partnership with TriNetX** to expedite clinical trials and discover therapies and treatments through Real World Evidence



WE STRENGTHEN SUS AND ARE SOCIALLY RESPONSIBLE

We are one of the Excellence in Health Care Entities (ESRE) of the National Health care System Institutional Development Program (Proadi-SUS) run by the Ministry of Health.

- **Expanding health care access** through telemedicine, TeleUTI Suporte,
- **Training and qualifying health-care professionals** in Brazil under the TeleHAOC telemedicine project

Through Instituto Social Hospital Alemão Oswaldo Cruz we manage the Complexo Hospitalar dos Estivadores and the Dr. Nelson Teixeira Specialty Outpatient Center, in Santos (SP). We also helped the local government manage its field hospital beds during the pandemic

- **1,200 lives saved** at the Field Hospital in Santos (SP)
- **12 thousand telemedicine** consultations conducted in AMBESP, approved by 90% of patients
- **Contribution to reducing the child mortality** rate in Santos, which fell from 3.5% in 2020 to 2.2% in 2021



WE FOSTER QUALITY EDUCATION ACROSS BRAZIL

- **More than 16 thousand** new students impacted by our University and Technical College (in-person and remote)
- **More than 12 thousand** professionals trained to combat Covid-19

SUSTAINABILITY AND THE ENVIRONMENT:

- **Structuring the Environmental Management System** based on ISO 14000
- **325 metric tons** of waste recycled in 2021 (up 13% on 2020)
- **With a green area of 2 thousand m²** lush with century-old trees, the Paulista Unit is the first hospital in Brazil to have a digital management system for tree assets. The area is used for physical exercise for patients and visits by pets

WE INNOVATE TO ADVANCE HEALTHCARE

- **Using virtual and augmented realities** in surgical planning. Less invasive surgery for patients and more precise procedures
- **We use artificial intelligence** to assess and predict the improvement in patient health, enabling even more customized care

FOSTERING DIVERSITY AND THE CARING OF OUR STAFF

- **64%** of leadership and 60% of board positions held by women
- **Approving the creation of a Diversity Program** to implement affirmative action
- **We are ranked amongst the Best Companies** in Great Place to Work (GPTW)®. We also received the GPTW status of Best Workplaces in the Tertiary Sector and Healthy Management rankings



Corporate governance

GRI 102-18

The Governance mode used by Hospital Alemão Oswaldo Cruz seeks to combine the Institution's Philanthropic Nature and strict professional rules in its business, improving its ability to create value and share it with society, patients, partners, employees, the clinical staff, and other audiences.

2021 saw a relevant transformation in our governance. Completing over 15 years at the head of the Institution, CEO Paulo Vasconcellos Bastion handed over the reigns to Dr. José Marcelo A. de Oliveira, a physician and executive with 25 years' experience in healthcare.

Other Executive Board positions were renewed or created to manage our support areas, focusing on preparing the Hospital for a new cycle in its strategy. Planning for this process started in 2020, and extended through the first half of 2021.

New rituals, such as committees dedicated to information security and risks were created, along with leadership meetings to ensure high-level decisions based on ethics and excellence.

OUR GOVERNANCE STRUCTURE

Hospital Alemão Oswaldo Cruz governance bodies are the General Meeting of the Associates, the Advisory Board, the Fiscal Board, the Board Support Committees, and the Executive Board. In 2021, Board of advisory committees in different specialties were added.

General Meeting of the Associates

This is the main body, and meets ordinarily once a year to elect the members of the Advisory and Fiscal Boards, vote on the financial statements for the previous period, and discuss other matters in the Bylaws.

- 119 members
- 2 meetings in 2021

Advisory Board

This is the Hospital's highest decision and guidance body, responsible for defining its goals, setting fundamental guidelines, and the general standards for its organization, operation, and management. This group is made up of at least eight and at most ten members, and is responsible for ensuring implementation of the Strategic Plan, and for Executive Board performance assessments. Board members are not compensated.

- 10 members
- 13 members in 2021 (ordinary + extraordinary)

Audit Board

A permanent and independent collegiate body made up of at least three and at most six members. It focuses on ensuring the Hospital's tax and accounting compliance.

- 4 members
- 5 ordinary meetings in 2021

Advisory Committees

The Hospital has five permanent advisory committees that support the Advisory Board in its decisions. In 2021 the following were active:

- Audit & Risk Management Committee
- People Committee
- Strategy Committee
- Innovation & Technology Committee
- Research and Education Committee

Executive Board

This group is responsible for excellent execution of the business plan. In 2021 two new positions were created, the Chief Officer of Finance, Infrastructure, Technology, and Procurement, and the Chief Officer for Business, Marketing, and Strategy. In addition to the position of CEO, the following were maintained:

- Medical
- Care
- People & Management
- Digital Health, Education, Research, and Innovation
- Sustainability & Social Responsibility

In accordance with instructions issued by the Federal Board of Medicine (CFM), the Chief Medical Officer is appointed by the open clinical staff.

Executive Committees

This organization supports the Institution's leaders in discussing themes that are key for successful execution of its strategy. The following groups were active in 2021:

The Executive Committee for sustainability was created in late 2021 to accelerate the Institution's ESG agenda.

The Executive Committee for Patient Experience includes representatives from diverse areas, not only care, but also from administration and support.

Instituto Social Hospital Alemão Oswaldo Cruz Governance

Instituto Social Hospital Alemão Oswaldo Cruz is a social healthcare organization with its own governance and management. Its members include the General Meeting of the Associates, the Board of Directors, the Audit Board, and the CEO.

The Board of Directors is made up of ten members elected for four-year terms, who may be reelected once.

The Chair and Deputy-Chair are appointed by Hospital Alemão Oswaldo Cruz. The Audit Board has at least three and at most six members, all founding or full associates. The Executive Board has three members, one of whom is the CEO.



HOSPITAL ALEMÃO OSWALDO CRUZ

ADVISORY BOARD



WEBER PORTO
CHAIR



MARK ESSELE
DEPUTY CHAIR



JULIO MUÑOZ KAMPFF
MEMBER



JOÃO CARLOS VISETTI
MEMBER



CAROLINA DA COSTA
MEMBER



RODOLFO SPIELMANN
MEMBER



FABIO MITTELSTAEDT
MEMBER



MICHAEL LEHMANN
MEMBER



RONALD SCHAFFER
MEMBER



VALÉRIA CARMIGNANI
BARBOSA
MEMBER

AUDIT BOARD



CHARLES KRIECK
CHAIR



CESAR ANTONELLI
MEMBER



ROLAND GALLBACH
MEMBER



BEATE CHRISTINE
BOLTZ
MEMBER

EXECUTIVE BOARD



DR. JOSÉ MARCELO A.
DE OLIVEIRA
CEO



FÁTIMA SILVANA
FURTADO GEROLIN
CHIEF CARE OFFICER



ANTONIO DA SILVA
BASTOS NETO
CHIEF MEDICAL
OFFICER



KENNETH ALMEIDA
CHIEF OFFICER OF
DIGITAL HEALTH,
EDUCATION,
RESEARCH, AND
INNOVATION



ANA PAULA NEVES
MARQUES DE PINHO
CHIEF SUSTAINABILITY
AND SOCIAL
RESPONSIBILITY
OFFICER



MARIA CAROLINA
LOURENÇO GOMES
CHIEF OFFICER
- PEOPLE AND
MANAGEMENT



ANDRE TANNO
CHIEF BUSINESS,
MARKETING AND
STRATEGY OFFICER



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

CLINICAL BOARD



MARCELO OLIVEIRA
DOS SANTOS
CLINICAL DIRECTOR



GILBERTO
TURCATO JUNIOR
DEPUTY CLINICAL
DIRECTOR

INSTITUTO SOCIAL HOSPITAL ALEMÃO OSWALDO CRUZ

BOARD OF DIRECTORS



MARIO PROBST
CHAIR



ANTONIO DA SILVA
BASTOS NETO
MEMBER



BRUNA JACOBINA
COELHO
MEMBER



BRUNO DE CARLI
MEMBER



KENNETH ALMEIDA
MEMBER



MARIA CAROLINA
LOURENÇO GOMES
MEMBER



MARK ALBRECHT
ESSLE
MEMBER



OSKAR KEDOR
MEMBER



RONALD SCHÄFFER
MEMBER

AUDIT BOARD



MICHAEL LEHMANN
CHAIR



BEATE CHRISTINE
BOLTZ
MEMBER



ROGER PETER JOSÉ
MICHAELIS
MEMBER



ROLAND GALLBACH
MEMBER

EXECUTIVE MANAGEMENT



ANA PAULA NEVES
MARQUES DE PINHO
CEO

Ethics, integrity, and risks

GRI 102-16, 103 | 205, 103 | 418, 103 | 419, 418-1

Commitment to ethical and upstanding behavior is among the obligations of all Hospital Alemão Oswaldo Cruz employees, professionals, and partners.

Given the nature of the business, our focus is on ensuring that the relationship between physicians, members of our multi-professional care team, governments, patients, families, and communities is based on the utmost good faith. Our efforts focus on protecting the image and reputation of the Hospital's brand, and enabling a culture of ethical behavior across our entire value chain.

The Hospital Alemão Oswaldo Cruz Compliance and Integrity Program invests in training, communication, awareness, policy disclosure, and channels that may be used for complaints, manifestations, and whistle-blowing. Our Ombudsman and Internal Audit and Corporate Risk Management complement our governance related to this theme.

In 2021, the program was completely reviewed and re-launched to our employees to reinforce the importance of this topic across the different business areas. Our Legal and Compliance Department was an important contributor to design the structure of an area dedicated to making adjustments and ensuring compliance with the General Data Protection Law (GDPL), to be implemented in 2022, based on the Data Protection Program created during the year.

Another area we reviewed in 2021 is Internal Auditing, which digitized processes and adapted them to the social distancing requirements during the peak of Covid-19 contagion. The team continues to report directly to the Audit and Risk Management Committee.

The Hospital Alemão Oswaldo Cruz Compliance and Integrity Program was extensively reviewed in 2021

Our rules of conduct, that apply to the entire Institution, are disclosed in our Manual of Ethical conduct, and are complemented by the following policies:

- Confidential Channel Policy;
- Conflict of Interests Policy;
- Conduct Committee Bylaws;
- Anti-corruption Policy;
- Organizational Ethics Policy;
- Information Security Policy;
- Related-Party Transactions Policy;
- Risk Management Policy; and
- Internal Auditing Policy.

Risk analyses are performed annually as part of our compliance dimension. This department is also responsible for checking and analyzing potential corruption incidents. Every new employee is trained in our Manual of Ethical Conduct, and the channels used to investigate and analyze incidents and reports. Senior leadership is also made aware of the theme from time to time.

The Whistleblowing Channel is managed by an independent third-party to ensure anonymity and the confidentiality of the information. This channel is available Monday through Friday from 9 am to 6 pm by phone, at 0800 721 0758, and the corresponding website can be reached using the QR code above.

Reports forwarded to the channel are reviewed by the Ethical Conduct Committee comprised of the CEO and the Internal Audit, Legal, Compliance, and People and Management managers. In

2021 it received 380 reports. In 2020 there were 467 reports, in 2019 491, and in 2018 182. In 2021 there were no claims made by clients or the agencies involved in data leaks.



Whistleblowing Channel



A close look to our contractors

Aware of the importance of managing our value chain, in late 2021 the Institution created a multidisciplinary group focused on managing contractors and analyzing the premises of our supplier relationships to improve our relationships and processes in that regard. The group is coordinated by the legal and Compliance Department along with Data Protection, and includes Procurement, the People and Management Department, and the office of the Chief Medical Officer.

2021

Fruit of the past, current situation, and window to the future

Hospital Alemão Oswaldo Cruz was born on September 26, 1897 in São Paulo, as Associação Hospital Allemão [German Hospital Association]. It turns 125 in 2022, and its German origins are an

essential component of its culture. Excellence in care and compassion are trademarks of Hospital Alemão Oswaldo Cruz.

Inserted into a world in constant transformation, and a scenario where the operating basis of the healthcare industry are being redesigned, the Institution reinvents itself to ensure its legacy and contribution for the development and advancement of Healthcare. Below we describe the initiatives of 2021, and how the Institution is preparing itself for the future.



THE PRIVATE HEALTHCARE INDUSTRY

Consolidation of the private healthcare sector in Brazil continued in 2021, with large international groups landing in Brazil, Institutions issuing IPOs, acquisitions and other transactions. Healthcare Operators are increasingly integrating and verticalizing by purchasing new plans and service providers.

Other relevant factors are the Brazilian economy and the impact of inflation on Hospital costs in general, and the devaluation of the Brazilian Real in particular.

However, some trends are clear, such as the use of digital in care and treatment, and use of data science tools for population management and care protocols, the progress of telemedicine, and the need to look at a patient in a more holistic manner. All of these were reinforced in the second Covid-19 year.



The future of health and new business

Technology is increasingly prevalent, not only in Healthcare, but in all economic and social activities of today's world, and technology can create opportunities and reorganize the processes of Hospital Alemão Oswaldo Cruz.

It is not by chance that the Institution has its own Innovation and Digital Transformation front that, in practice, covers from the review of operating structures through issues of digital health and innovation. Furthermore, the Hospital is drafting its Information Technology Master Plan (ITMP).

Planning, targets, and indicators

STRATEGIC MAP

The Strategic Plan was created to integrate Private Healthcare, Sustainability and Social Responsibility, and Digital Health, Education, Research, and Innovation.

Institutional results

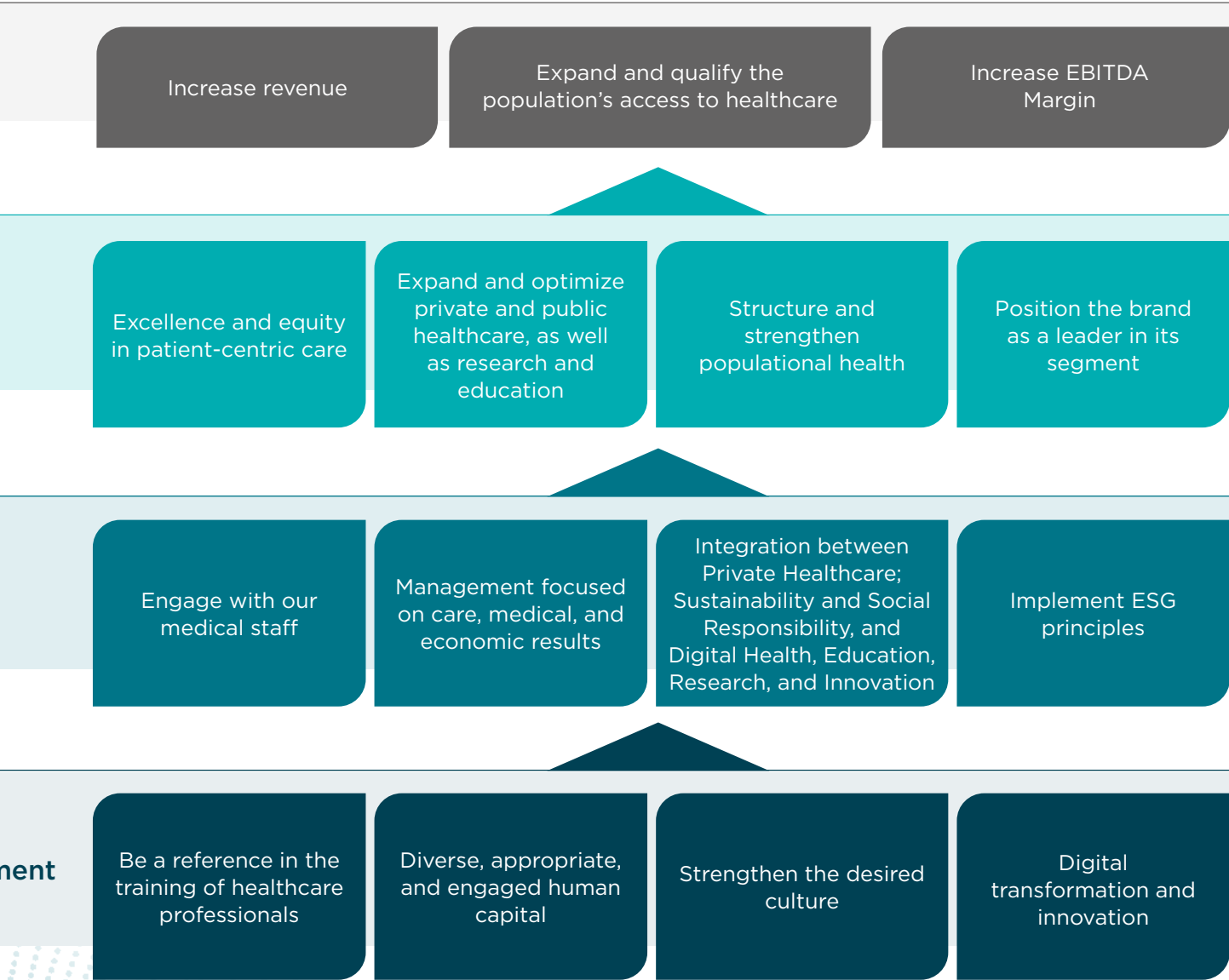
Clients and market

Internal processes

Organizational Development

STRATEGIC MAP

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



Relevant Indicators

To monitor its progress in the fronts selected as core for measuring the health and success of its business, Hospital Alemão Oswaldo Cruz manages a set of key performance indicators (KPIs).

Here are the indicators managed in 2021.

BED TURNOVER

Definition: this indicator measures the relationship between efficiency, effectiveness, and bed occupancy at the Hospital. It is calculated using the formula “number of discharges / number of beds x number of months”.

2021 analysis: This indicator dropped compared to 2019 due to the impact of the pandemic (SARS-CoV-2), the increase in (mostly clinical) hospitalizations, and frequent changes, not only in the number of operational beds, but also beds set aside exclusively for Covid-19 patients. Although the total number of Covid-19 patients dropped, and the number of elective hospitalizations increased over the year (especially as of the third quarter of 2021), this was insufficient to raise this performance indicator to a level above 2019.

BED TURNOVER

Paulista and Vergueiro Units

2019

2020

2021

5.6

4.5

5.0

AVERAGE ACCOUNTING RECEIVABLE TERM

Definition: number of days before the Institution is paid for services rendered.

2021 analysis: average receivables was 11.3 days shorter, thanks to the implementation of a more efficient collection system

DAR* (DAYS)	2019	2020	2021
	123.18	118.21	106.89

* Days A/R* (without deducting Expected Losses on Doubtful Accounts): accounts receivable/total net revenue x days.

NET REVENUE

Definition: net revenue generated by the Institution.

2021 Analysis: between 2020 and 2021 the Hospital's net revenue increased 33%. Net revenue at the Vergueiro Unit grew an impressive 96%. The Paulista Unit recovered from the loss of elective patients in 2020, and ended the year with a 24% increase in net revenue.

NET REVENUE (IN R\$ THOUSAND)	2019	2020	2021
	842,596	852,497	1,133,500

INSTITUTO SOCIAL CARE SERVICES

Definition: total episodes of care provided by the Hospitals and outpatient units of Instituto Social Hospital Alemão Oswaldo Cruz.

2021 analysis: the number of lives served, which had increased exponentially when the institute took over the management of the Santos Feld Hospital, increased even more due to the significance of the activities performed by AMBESP - Ambulatório de Especialidades Dr. Nelson Teixeira in secondary care in the city of Santos. This resulted in physician visits in 34 medical specialties as in-person visits gradually resumed in 2021. Furthermore, outpatient cases were also followed by tele-visits.

EPISODES OF CARE	2019	2020	2021
People seen	23,071	97,834	298,611

3,184

**Deliveries at Complexo Hospitalar dos
Estivadores in 2021**



PROVISION FOR DOUBTFUL ACCOUNTS

Definition: the volume of unpaid receivables which the Hospital deems to be at risk of nonpayment

2021 analysis: the share of revenue from private patients increase, which directly impacted the indicator.

PDD (R\$)	2019	2020	2021
	(11.5 million)*	2.6 million	20.2 million

* Negative due to a revision of our policy on allowance for doubtful accounts, resulting in reversals in the period.

EMPLOYEE SATISFACTION

Definition: employee satisfaction as measured in a survey conducted with support from Great Place to Work (GPTW).

2021 analysis: the Hospital had major achievements in confidence (77%, 4 p.p. above 2020) and price (84%, thanks to the consistent management of its human capital and the Institution's image of solidity and excellence in the community).

EMPLOYEE SATISFACTION	2019	2020	2021
Confidence Index	69%	73%	77%

PATIENT SATISFACTION

Definition: satisfaction as measured by the Net Promoter Score (NPS) in post-discharge SMS or email surveys

2021 analysis: this indicator remained constant compared to 2020. However, in December, with the increase in demand for the ER due to respiratory syndromes, longer wait times caused the NPS to drop, and the year average was a bit below expectations (which had been 79%).

NPS	2019	2020	2021
	73%	76.7%	77.6%

Capital allocation



In 2021, the Hospital's CAPEX dropped a bit from 2020, and its spending was a bit lower, yet investments resumed.

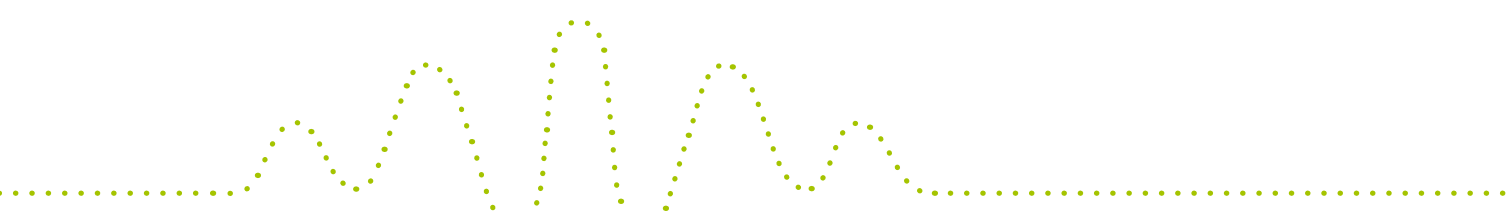
This is difficult to do even in normal years, and prioritizing works was particularly challenging in 2021, when the Hospital had to handle not only the impact of the pandemic for the second consecutive year, but also serve demand that had been repressed for the same reason.

Another Capex highlight for the year was the Works Master Plan.

One of the main investments in the year was the replacement of the MRI at the Paulista Unit, the year's largest capital expenditure totaling R\$ 7.7 million.

IT and data protection

In 2021, the office of the Chief Finance, Information Technology, and Procurement created a new concept to monitor information security events, partnering with a Security Operations Center (SOC) to increase the Institution's security. Furthermore, the Data Protection Committee was put into place. This includes members of senior management and creates routines for data privacy, information security, *compliance*, and technology





Investments in 2021

R\$ 30.4 million

in consolidated Hospital CAPEX in 2021, including:

- **R\$ 22 million**

invested in **works and improvements** and medical equipment (engineering) at the Paulista and Vergueiro units

- **R\$ 4.5 million**

for IT, communications, and the digital journey

- **R\$ 1.7 million**

to expand the Vergueiro Unit



Six more operating theaters.

In February, three more operating theaters were added to the Paulista Surgical Center, and another three in September. This allowed the Hospital to reach its record number of surgeries in 2021, despite efforts made regarding the pandemic.

VERGUEIRO: A DISRUPTIVE BUSINESS MODEL

The Vergueiro unit of Hospital Alemão Oswaldo Cruz was born in 2017, and from the onset used a disruptive business model based on protocols and bundles (standard sets of processes and procedures) for all specialties, including clinical hospitalizations, surgical procedures, tests and physician visits.

By efficiently using resources, strictly adhering to the protocols, and transparent relationships with healthcare operators, the Vergueiro Unit delivers quality and safety of care, and is inspiring a number of improvements across the entire Institution. The Vergueiro business plan was updated in 2021. Currently its target public is broader than the one served at the Paulista Unit, thus democratizing population access to quality medical services with safety for the patient.

Growth of the Vergueiro Unit in 2021

+ 96%
in revenue

+ 31%
in number of surgeries

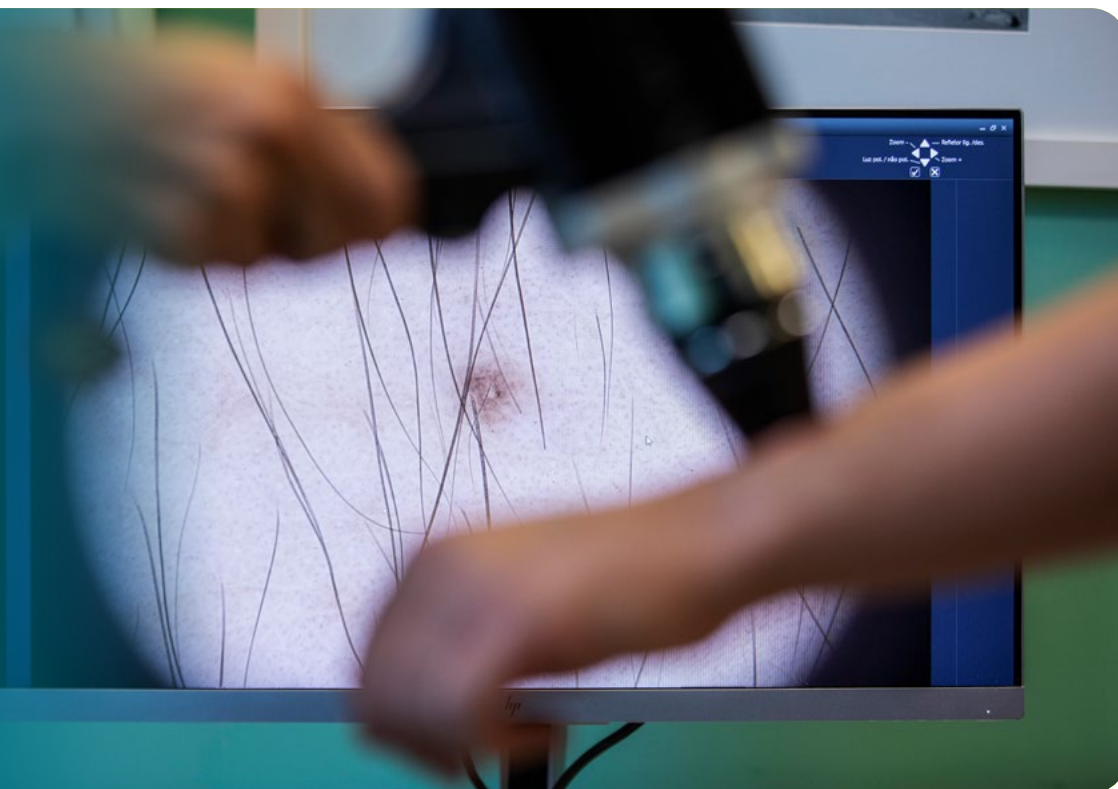
+ 76%
increase in the ICU

ONCOLOGY AT THE VERGUEIRO UNIT

Oncology at the Vergueiro Unit has grown exponentially. Chemotherapy, for example, increased a whopping 300% between 2020 and 2021. Within Oncology, in 2021 onco-hematology got a bone marrow transplant unit and, in early 2022, a center specialized in Lymphoma, Melanoma, and Cell Therapy. In addition, with the inauguration of the International Research Center, the Vergueiro Unit will have more and more opportunities to advance research in Oncology.

Partnerships with the public system

In 2021 the Vergueiro Unit signed an agreement with the São Paulo city government to perform liver, kidney, and pancreas transplants. The Vergueiro Unit intends to continue partnering with the Unified Health System (SUS) to help improve service in the public system, participating in actions such as the so-called Corujão da Saúde (an initiative to use facilities that are normally not used in the overnight hours). This is an initiative of the state of São Paulo government to provide SUS patients with the possibility of getting imaging tests at private Hospitals during alternative hours, thus accelerating user service.



CAMPO BELO: STRENGTHENING AND POSITIONING

In 2021, the Hospital decided to concentrate its checkup services at the Campo Belo Unit. This change made particular sense during the pandemic, when service flows, structures, and staff teams had to be adapted. Following the more critical Covid-19 contagion phase, the demand for checkups increased significantly as of July.

Good protocols are behind the success of Hospital Alemão Oswaldo Cruz's checkup service. In 2021, a number of products and portfolios were created to help increase its capillarity among healthcare operators. One example was the accreditation in early 2021 to offer endoscopies and small procedures to its ensured.

In 2021, the Hospital concentrated its checkup service at the Campo Belo Unit.

ALL-ROUND HEALTH

In 2021, the All-Round Health Program, which focuses on managing population health, became its own Business Unit and now has a group of family physicians and multiprofessional primary care teams. Today, in addition to services like the sale of consulting services regarding Covid-19 protocols, All-round Health cares for about 15 thousand lives between the Hospital's own CASSC (Employee Health and Safety Center), located in the Vergueiro Unit, and four more clients: Klabin, AFAB (the BASF Associated of Retired Employees), and Siemens, in addition to a large Hospital in the city of São Paulo.

All-round Health's Net Promoter Score (NPS) was 98.4% at Klabin and in the Hospital mentioned. The consolidated NPS for the Vergueiro Unit was 87%.

In 2021, the Vergueiro Unit provided 5,200 care events in All-round Health, most of them in family health. On average, each patient was seen by his/her physician 2.3 times in the year. During these visits, even the more specific complaints do not shift the holistic focus.

Each patient is submitted to a careful assessment that collects risk factors, so the team is able to initiate a health prevention and promotion effort. For patients referred to specialists, All-round Health performs what is now known as "steering care". About 10% of the All-round Health primary care cases are referred to specialists.



All-round Care Health Program

GRI 102-12

In February 2021, the All-round Healthcare Program was launched, a partnership of the ANS (National Supplemental Health Agency), the IHI (Institute for Healthcare Improvement), and SBKFC (the Brazilian Society for Family and Community Medicine). Because of its *expertise*, Hospital Alemão Oswaldo Cruz was selected for this mission. This initiative is part of the Program to Certify Best Practices in Healthcare, the aim of which is to train new primary care services of healthcare operators so they may request, and possibly receive, certification in Primary healthcare (PH). Operators across Brazil are participating in the project, which once again shows that discussing other primary healthcare business and compensation models are here to stay



In 2021 we again had to deal
with the pandemic

Covid-19, year two

The second year of Covid-19

In 2020, there was strong demand for the Hospital to expand its activities due to the pandemic, in 2021, many of these initiatives remained, plus demand for elective services increased in response to demand repressed in 2020, and the start of demobilization of the Covid-19 teams.

However, the learnings from the pandemic remained. In physical therapy for example, many of the practices continue to expand, even though the more critical periods of the pandemic are behind us.

At one point during the year the number of ICU patients receiving mechanical ventilation was 70%, when in normal times this number would be no more than 20 or 30%. The Paulista and Vergueiro units combined had over 80 ICU beds. Using an innovative approach and focused on safety, the physical therapy, medical, and clinical engineering teams performed a number of studies and came up with a protocol and training to ensure the safe use of anesthesia mechanical ventilators in the ICUs to meet demand.



In 2021, the Hospital created a center for the recovery of long-Covid patients.

This successful and enriching experience in 2021 was followed by other successful cases that will continue contributing to excellence in care, such as:

ECMO

Extra Corporeal Membrane Oxygenation) was extremely important during the second wave of the pandemic in 2021. Very few hospitals have expertise in this procedure, which was used on 45 patients at Hospital Alemão Oswaldo Cruz, coming from different parts of the country. The institution achieve excellent clinical outcomes using ECMO. The mortality of patients submitted to this treatment was 37%, significantly below the 50% in the literature and the international average.

HIGH-FLOW NASAL OXYGEN THERAPY

High-Flow Nasal Oxygen Therapy is recent in Brazil, but already there is considerable evidence of its positive effects on Covid-19 patients. This is why the Hospital researched a number of cut-off indicators that helped determine how efficient this therapy is in specific situations. Based on this study the ICU Physical Therapy team prepared a protocol for the safe and effective use of this therapy.

PROTECTIVE PADS

The so-called protective pads are used to protect the skin of Covid-19 patients placed in a prone position, in other words, on their stomachs. These pads help avoid or reduce injury to body parts such as the knees, feet, and face. Under normal circumstances the Hospital pronates only two patients in an entire year. With the pandemic, it had 60 pronated patients in a single month of 2021.

CLOUD DRUG MANAGEMENT

In 2021, Hospital Alemão Oswaldo Cruz created new technology that helps monitor the temperature and moisture to which drugs are exposed. Once this data is gathered, it is transmitted via cloud using a system that generates a number of alerts, supporting decision-making. This system was also used to help store Covid-19 vaccines.

Furthermore, during the more critical phases of the second wave of the pandemic, the Hospital created a medical committee with renowned academic reputation who, together with the Institution's medical management, supported and participated in the decisions involved in drafting medical protocols for the safe performance of elective surgeries.



Facing the pandemic:

- **R\$ 4.7 million**

used to train and compensate professionals hired to handle the second Covid-19 peak

- **40 ICU beds**

opened to address the second disease contagion peak in the first half of 2021

- **60,225 hours**

in team training

- **33 new published studies**

on the treatment and handling of Covid-19

- **110 studies**

performed at the International Research Center, 30% of which related to the disease caused by SARS-CoV-2.

- **45 patients**

in serious or critical situation treated with ECMO (Extra Corporeal Membrane Oxygenation), a therapy that helped the Hospital achieve mortality rates below reference numbers in the global literature.

- **1,200 lives**

of patients with Covid-19 were saved by Instituto Social Hospital Alemão Oswaldo Cruz, with the management of Complexo Hospitalar dos Estivadores in Santos (SP), and 60 field Hospital beds in that city.

The Hospital created a medical committee comprised of professionals of renowned academic reputation who worked with the Institution's medical management to draft protocols for the safe performance of elective procedures.

.....

RECOGNIZED FOR QUALITY IN THE MANAGEMENT OF CRITICAL PATIENTS

GRI 102-11

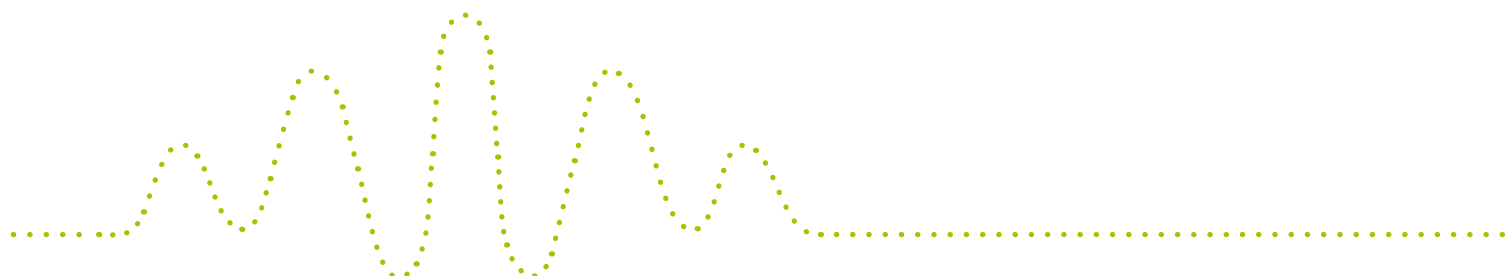
In 2021, Hospital Alemão Oswaldo Cruz regained its seal of Recognition for Quality in the Management of Critical Patients awarded by Epimed Solutions, a leading system for the management and analysis of Hospital Institution indicators. In 2021, the system added a report with data on the clinical outcome of patients diagnosed with Covid. This tool has allowed the Hospital to monitor a group of patients 90 days after being diagnosed with Covid-19. This initiative allowed us to assess the impact of the disease on patient quality of life. We use the EQ-5D-3L quality of life questionnaire, which allows us to assess dimensions such as mobility, personal care, normal activities, pain and malaise, anxiety, and depression. We also analyze their ability to return to work and practice physical activities during this period. We applied this tool to 1,667 patients between March 2020 and May 2021. In this group, 54% were female, averaging 46 years of age (18 to 93), 20% had a diagnosis of systemic hypertension, 11% had diabetes mellitus, and 25% had been through our ICU. Fifty-one percent of the participants did not engage in regular physical activity. Using a visual analog scale, where the patient can choose his/her quality of life (with zero being the “worst” quality and

100 the “best”), the average among our respondents was 76 (below population studies, where the average is around 85). Up to 14% of the respondents needed home oxygen for some time, and 13% reported the need to make adjustments to return to work. This data points to the significant impact Covid-19 can have on patients with more severe cases requiring hospitalization, and reinforced the importance of long-term follow-up. To improve the service provided to long-Covid patients, in 2021 Hospital Alemão Oswaldo Cruz opened a Post-Covid Treatment Center that combines specialists such as infectiologists, pneumologists, neurologists, and physical therapists, among others.

CHALLENGES IMPOSED BY EXPANDED ACTIVITIES

Maintaining an organization's culture while it expands its activities is always a challenge, and this is even more true when it comes to an organization on the eve of its 125th anniversary.

Expanding the Institution's activities revealed certain challenges, such as a large number of new hires that, without suitable management, could place at risk the Hospital's culture of quality and safety



Hirings driven by the pandemic

736 new hires between January and April, at the peak of the second wave of the pandemic. This was a 35% increase compared to the same period in 2020.

More modern recruiting processes supported by a new platform reduced the time for emergency hiring of medical and care teams by 67%,



Supply chain

GRI 102-9

The greatest supply chain highlight in 2021 was creating a multi-disciplinary group to manage contractors, responsible for reviewing the Institution's relationship with its ~800 active contractors. In partner management, the Hospital starts from a premise of cost-effectiveness and quality and excellence criteria, and seeks to standardize and review the use of specialty materials and services against actual needs, those that changed significantly over the year due to the pandemic and episodes such as the shortage of sedatives, neuromuscular agents and intubation kits, and the increasing prices of different items. None of these affected the Institution's patients.





Excellence in operations, high quality and safety standards, and increasing efforts in research and education in the service of care.

Performance and care

Excellence and humanity



The elite level of performance of Hospital Alemão Oswaldo Cruz is based on quality, safety, patient experience, and excellence in operations, in addition to growing efforts in education, research, and innovation. The only reason for having a high level of performance is to provide excellent care, which translates not only into how patients are welcomed, but also actions that focus on our employees and partners.

Furthermore, not even the second year of the Covid-19 pandemic affected the Hospital's ceaseless search for better outcomes, excellent care, and patient satisfaction.

The pandemic did not impact the Hospital's strategy to seek improved diagnoses, clinical outcomes, and patient care.





Compassionate ICU

In addition to the multi-disciplinary view of patients, the ICU is known for its Compassionate Welcome Program. Re-implemented in 2021 following a hiatus, this initiative includes the ICU Garden where chronic patients enjoy contemplative therapies (such as watching nature and birds).

To improve the well-being of hospitalized patients, during the year pets were allowed to visit at the Paulista and Vergueiro units, birthday parties were also allowed, along with music sessions and special meals prepared by the nutrition services according to the desires of each patient.



Elite performance

The mission of Hospital Alemão Oswaldo Cruz is to be accurate and compassionate to ensure the best possible patient health outcome and experience based on value, what we call Value Based Health care.

40 ICU beds

were opened to meet the higher demand for intensive care due to the Covid-19 pandemic.



ICU cost-effectiveness

With the increase in demand for intensive care resulting from the pandemic, the Hospital found it had to add 40 ICU beds, but this did not require major investments such as additional respirators or monitors. The Institution was able to achieve significant savings in a time of shortages, without affecting the quality and safety of its patient care.



Quality, safety and clinical outcomes

GRI 102-11, 103 | 416, 103 | 417, 416-1, 416-2

Hospital Alemão Oswaldo Cruz has an Institutional Patient Quality, Safety and Clinical Outcomes Policy, as well as a Quality and Safety Improvement Program to determine guidelines and processes, and prioritize critical items and sectors for the success of these areas. The institution adopts a number of international standards that break down into processes, protocols, and indicators. Its commitment to patient safety permeates day-to-day operations and includes the medical and care areas, as well as diverse support teams. We also draw attention to the Strategic Patient Safety and Quality Committee, which includes the Patient Safety and Quality team, and the corporate medical and care managers, as well as the chief executives of the Medical and Care Committee, the

decision-making body whose goal is to accelerate and broaden the scope of patient safety and quality actions.

All materials and inputs used at the Hospital are assessed for quality and safety, with audits performed by the areas in charge and a channel available to employees and the clinical staff to report incidents or risk situations. Lastly, in 2021 we received no fine, penalty or warning for health or safety reasons.

Value-Based Health

Value-Based Health or, in other words, health care centered on patient care and perception, is what guides the Hospital's quality and safety actions, as well as clinical outcomes. For this reason, the Outcome Program must consider not only concrete results, but the value perceived by the patient during the process.

As of 2022, the Institution's patients will be involved in designing and completing the Hospital's lines of care.

Care Risk Management Program

The Hospital Alemão Oswaldo Cruz Care Risk Management Program addressed both clinical and non-clinical risks, as required by Joint Commission International (JCI).



JCI Re-accreditation

Hospital Alemão Oswaldo Cruz's major quality, safety and clinical outcomes achievement in 2021 was its 5th JCI (Joint Commission International) accreditation as a highly reliable and credible health institution. The JCI is the world leader in improving the quality and

safety of health care companies. During accreditation, the hospital achieved its highest-ever compliance index.



Journey to Magnet Excellence in Nursing

In June 2021 Hospital Alemão Oswaldo Cruz joined Journey to Magnet Excellence in Nursing, a program that helps health care institutions across the world implement best practices in nursing, issuing a certificate of excellence from the American Nurses Credentialing Center (ANCC) to those that quality.

The Hospital's goal is to increase its level of excellence in care delivery with

practices comparable to those of the best institutions in the world. With this in mind, the office of the Chief Care Officer created a working group that met during the year to dive deeper into the manual, map opportunities for improvement, and disseminate the premises of the journey.

Pharmacy

The pandemic required that the Hospital Alemão Oswaldo Cruz Pharmacy make a number of adjustments to continue operating in the midst of increased care for Covid-19 patients. For this, we reorganized processes and training of the new teams hired on an emergency basis. Furthermore, the inventory in our dispensaries was remodeled to better accommodate the demands of patients and teams as the pandemic evolved. It was also important to ensure constant

monitoring of our sedative inventory in light of the market shortage, and reduce the risk of waste. Clinical pharmacists remained focused on evaluating and monitoring prescriptions, in particular due to the constantly updated publications.

In addition to Covid-19, the area reports the following highlights for the year:

- Implementation of **cloud technology to monitor the temperature and humidity of drug and vaccine inventories**
- Implementation and consolidation of the **Pharmaceutical Care Service** for outpatients using oral anti-neoplastic agents (focusing on increased adherence to chemotherapy)
- Creating a **graduate course in Oncological Pharmaceutical Care**, with the first class graduating in March 2022
- Organizing the **First Pharmaceutical Care Symposium**



Performance in indicators and rates

Density of incidence of catheter-related bloodstream infections in the ICUs of the Paulista and Vergueiro units (x/1,000 catheter-days)



Reference: Anahp (National Association of Private Hospitals): 3.14

Sepsis lethality rate (%)



Reference: Instituto Latinoamericano de Sepsis (ILAS): 22.3

Density of medication-related adverse events



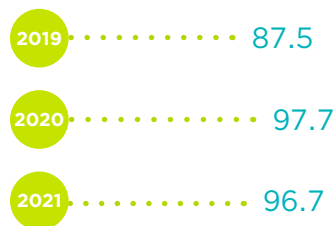
Reference: Anahp (National Association of Private Hospitals): 0.74

Falls with injuries (%)



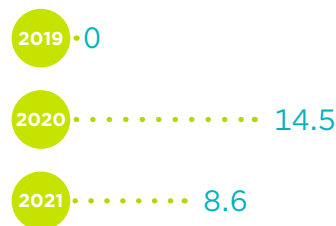
Reference: Anahp (National Association of Private Hospitals): 0.25

Percent adherence to the venous thromboembolism risk assessment (%)



Reference: Anahp (National Association of Private Hospitals): 86.2%

Acute Myocardial Infarction (AMI) Lethality (%)



Reference: Anahp (National Association of Private Hospitals): 6.4

Business results

GRI 103 | 201

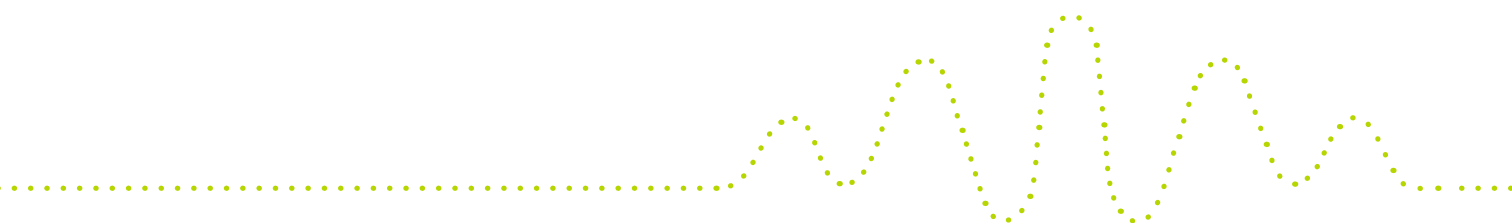
Although demand for visits, tests, and elective procedures is stronger than in 2020, 2021 was still quite challenging for the Institution.

Covid-19 had a greater impact on 1H21 results, in terms of both reduced demand for elective procedures and increased pandemic-related demand, the second half of the year saw a drop in Covid-related patients, and an increase in the flow of elective patients, resulting in unexpected results for the Institution in 2021.

Revenue rose by 33% in 2021. The budget for the year called for even more growth. One of the strategic goals issued by the Advisory Board is to double the Hospital's revenue in six years,

achieving a result equivalent to 16% of this turnover. 2021 revenue at the Vergueiro unit increased 96% compared to 2020, while net revenue at the Paulista unit increased 24%, and at the Campo Belo unit 53%.

The Hospital's revenue increased 33% compared to 2020.



GRI 201-1

DIRECT ECONOMIC VALUE GENERATED (R\$ THOUSAND)

	2019	2020	2021
Revenue	902,857	891,676	1,164,287

ECONOMIC VALUE DISTRIBUTED (R\$ THOUSAND)

	2019	2020	2021
Employee salaries and benefits	381,247	405,602	524,174
Other operating expenses	360,504	394,587	511,190
PROADI-SUS funds invested	75,619	66,646	45,670
Financial results	22,471	28,330	27,798
TOTAL	839,841	895,164	1,108,832

ECONOMIC VALUE RETAINED (R\$ THOUSAND)

	2019	2020	2021
"Direct economic value generated" less "Economic value distributed"	63,016.25	- 3,488.62	55.454,63

ECONOMIC VALUE DISTRIBUTED (%)

	2019	2020	2021
Employee salaries and benefits	45.40	45.31	47.27
Other operating expenses	42.93	44.08	46.10
PROADI-SUS funds invested	9.00	7.45	4.12
Financial expense	2.68	3.16	2.51
TOTAL	100.00	100.00	100.00

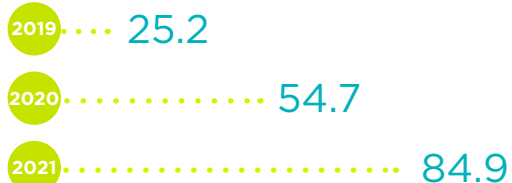
Our operating performance in numbers

ICU occupancy rate (%)

Paulista Unit



Vergueiro Unit

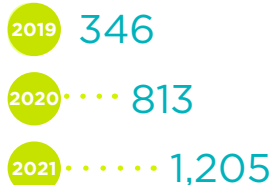


ICU episodes of care

Paulista Unit



Vergueiro Unit



Mean occupancy - Hospitalization (%)

Paulista Unit



Vergueiro Unit



Outpatient visits

Paulista Unit



Vergueiro Unit

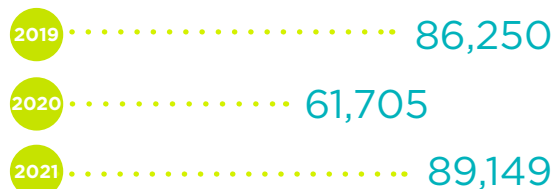


Campo Belo Unit

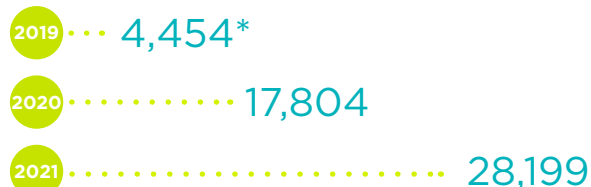


ER episodes of care

Paulista Unit



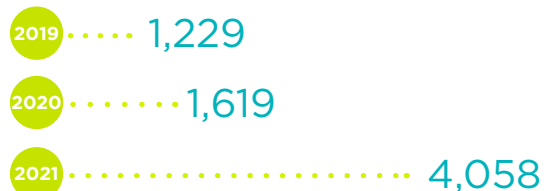
Vergueiro Unit



* The unit's ER was opened in August 2019.

Checkups

Campo Belo Unit



Paulista Unit



** Checkups were concentrated in the Campo Belo unit due to the pandemic.

Admissions

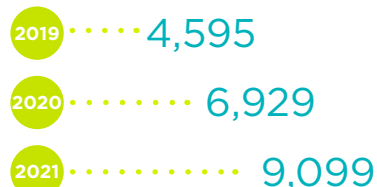
Paulista and Vergueiro Units

**Total surgeries (patients operated on)**

Paulista Unit



Vergueiro Unit

**Neurological surgeries**

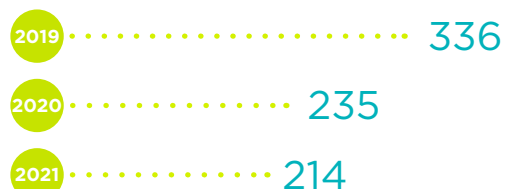
Paulista and Vergueiro Units

**Orthopedic surgeries**

Paulista and Vergueiro Units

**Robotic surgeries**

Paulista Unit



Caring for our relationships

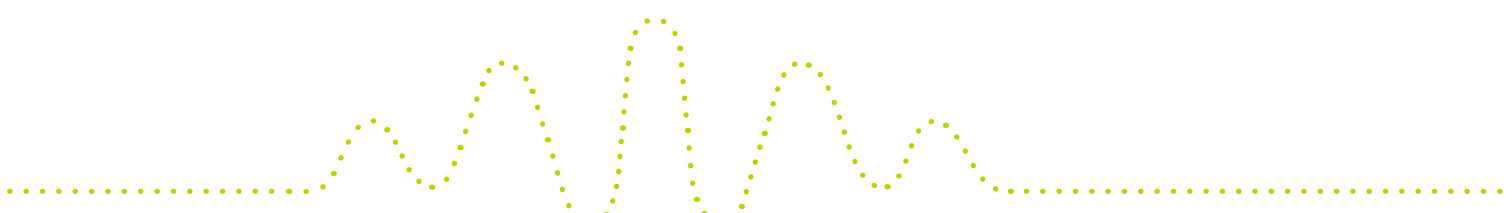


A major highlight in 2021 was launching our first Strategic Care Plan

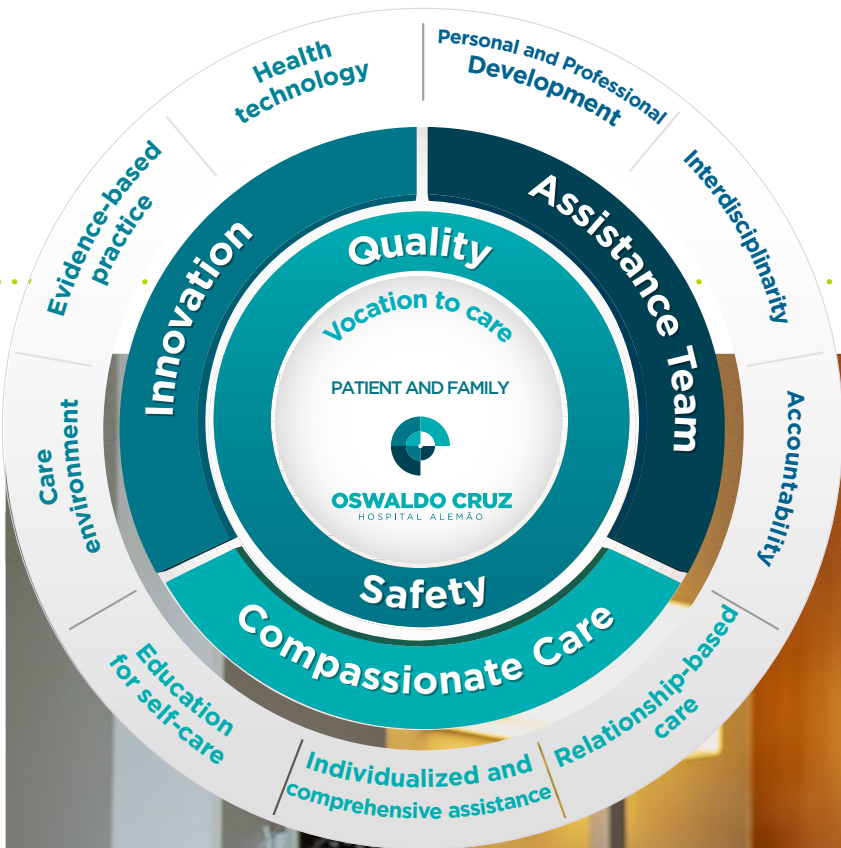
Care is so important for the Institution that it created its own care model: Modelo Assistencial Hospital Alemão Oswaldo Cruz® [Hospital Alemão Oswaldo Cruz Care Model], a set of guidelines and premises that inform the relationship between the Hospital and its patients and family members. The Model is based on RBC - Relationship Based Care, and on primary nursing.

It is the responsibility of the Corporate Center for Practices and the Care Model to disclose and monitor the correct application of model premises at all

HAOC units. This area had a very important mission in 2021, as it was in charge of the efforts resulting in the Hospital's first Strategic Care Plan. The Corporate Center for Practices and the Care Model introduced their plans for the area at the Hospital's 10th Care Seminar, talking about their goals and action plans, which involve some 70 multidisciplinary care leaders.



The Oswaldo Cruz Care Model®



This Model guides the Institution's relation with patients and their families.



Patient experience

From time to time, Hospital Alemão Oswaldo Cruz conducts patient satisfaction surveys and gathers data on its Net Promoter score (NPS). This survey asks respondents if they would recommend the Hospital and its services on a scale of 0 to 10. In 2021, the consolidated indicator increased to 77.6%, from 76.7% in the previous year. **GRI 102-43, 102-44**

Hospital volunteers are particularly important for patient well-being. For example, the Patient and Family Member Advisory Board is a group of volunteers who help the Institution improve the Hospital experience for patients and their families. In 2021 it kept its activities online, and still had good adherence in a year of renovation. When it came to selecting new members, no fewer than 760 people volunteered. These changes are the direct result of suggestions gathered by the Patient and Family Member Advisory Board in 2021, and include new

flows in the ER, a review of the patient manual, and better scheduling channels.

Another group of volunteers is the team that helps welcome patients. The number of volunteers working in Hospital went from 21 in 2020 to 40 in 2021. The Institution plans to increase this number in 2022, as a satisfaction survey revealed that the contributions of these volunteers are well received.

The Hospital's Net Promoter Score (NPS) with patients was 77.6 % in 2021.



De-hospitalization

The Paulista unit has had a group dedicated to de-hospitalization since 2019.

The Hospital's successful release rate is over 70%. This is due to the de-hospitalization group, which has been able to provide more answers and security to families, reducing the distance between medical team and family demands, and health plans and insurers.

Employees

GRI 102-8, 103 | 401, 401-1

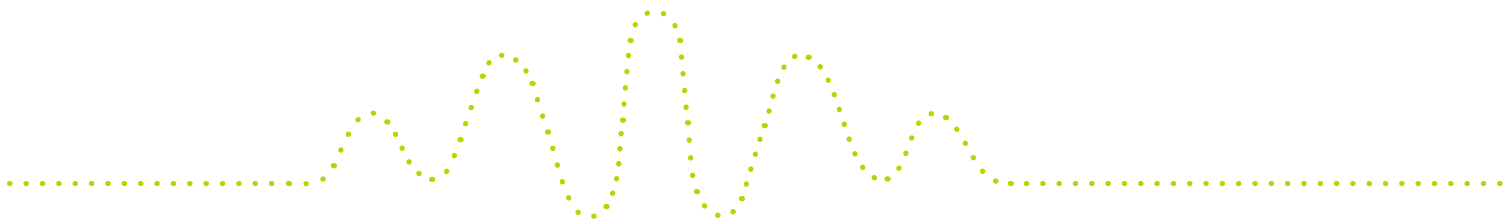
Despite the challenges of the second Covid-19 wave and repressed demand, Hospital Alemão Oswaldo Cruz recorded increase adherence in the most recent Great Place to Work (GPTW)[®], which is now 59%, 12 percentage points above 2020, and favorability, which increased 4 percentage points to 77%. Another highlight was the “proud to belong” score, which reached 84%. Still in people management, with the confidence index it achieved in 2021, HAOC was awarded the Great Place to Work seal for the second consecutive year.

The Institution is now one of the Best Places to Work For in the third sector, and also has the Healthy Management seal, awarded to companies that stand

out in occupational health. In early 2022 it was also recognized by GPTW as one of the Best Places to Work in the Hospitals category.

Adopting a matrix management model has helped the organization keep its culture, even while expanding, as it facilitates the coexistence between more experienced leaders and younger professionals within the Institution.

Another front that focuses on “keeping our culture” was created in 2021, part of our Preceptorship Program, a partnership between the Care and the Digital Health, Education, Research, and Innovation areas, ensuring another 1,800 hours of training for employees in 2021.



In 2021 the hospital was awarded the Great Place to Work seal for the second year in a row, reinforcing the Institution's commitment to promoting an excellent working environment.

.....



Adopting a matrix organization was one of the strategies deployed to keep the culture, even as activities expand.

CAREERS AND DEVELOPMENT

GRI 103 | 404, 404-1

In late 2021 the Corporate Education team was incorporated into the office of the Chief People and Management Officer. The main reason for this was to promote, disseminate, and maintain learning processes, and leverage the development of Hospital employees.

Furthermore, the entire Corporate Education platform was updated in 2021. The main changes were in ease of access, including remote access to enable distance training, usability, and integration.



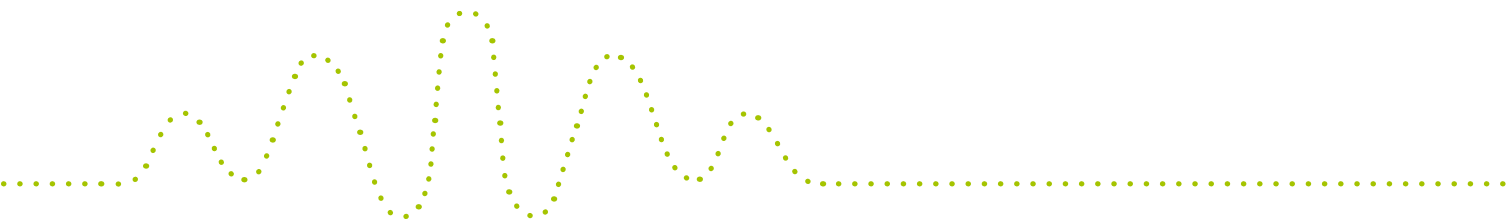


RECOGNITION

2021 was also an important year for employee recognition, and 302 professionals were promoted.

In addition, 184 educational grants were given for graduate, undergraduate, and short-term courses, as well as events.

The number of training hours per employee increased 10.3% compared to 2020.



MOST POPULAR TRAININGS

SUBJECT	ADHERENCE	PARTICIPATING EMPLOYEES*
Cardiopulmonary resuscitation	90%	2,940
Safety culture	84%	2,753
Data protection and privacy	85%	2,786

* A total of 3,283 employees were eligible for training.

The capabilities assessment plan added a more intuitive and user-friendly platform to facilitate the process for teams and leaders. The number of assessments grew 16% compared to 2020. **GRI 404-3**

Coffee and Chat

Coffee and Chat is something new added to the People and Management area in 2021, based on a suggestion made in the 2020 GPTW Climate Survey. It consists of monthly meetings to bring Hospital employees closer to its executives. These meetings offer a laid-back and informal environment to exchange experiences and knowledge, and answer any questions.

Anyone interested may register, and conversations are both in-person and online.

In 2021, 200 people participated, the NPS for in-person activities was 92.7%, and for online events 93%.

The Future of Our People and Management



The Institution's Challenges

Develop new business and people leaders, ensuring a consistent leadership program and a pipeline of managers who will help the Institution address its current and future challenges.

Strengthen team training with learning paths - Care, Medical, and Institutional -, contributing to a elite performance culture, focusing on the patient experience, digital health, and the Hospital's quality and safety.

Review the internship and trainee program to nurture a more diverse team

Structure and implement a diversity program, increasing the presence of minority groups within the Institution.

Improve the matrix management model, helping optimize teams and organizational efficiency.

Enable an employee performance assessment system that is in line with the Institution's Balanced Scorecard (BSC)

DIVERSITY AND INCLUSION

The highlight for the year was the approval of the Diversity and Inclusion Program by the Advisory Board. This Program will be put into practice in 2022. With steps that include dialog, awareness-raising and diagnostics (based on interviews and a census survey), the program will allow the Institution to better address the topic in all its pillars - gender, race, ethnicity, LGBTQIAPN+, PwDs, and generations.

In 2022, the Institution will have a Diversity and Inclusion Program to expand its activities on this front.

WORKFORCE BY EMPLOYMENT CONTRACT AND GENDER

TYPE OF CONTRACT	2019			2020			2021		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Permanent	1,035	1,942	2,977	1,153	2,160	3,313	1,213	2,307	3,520
Temporary	8	26	34	3	3	6	0	1	1
TOTAL	1,043	1,968	3,011	1,156	2,163	3,319	1,213	2,308	3,521

Note: all units are located in the Southeast.

AVERAGE MONTHLY HOURS OF TRAINING PER EMPLOYEE BY GENDER

	2019	2020	2021
Men	3.54	2.96	3.44
Women	3.75	3.17	3.41
TOTAL	3.68	3.10	3.42



AVERAGE MONTHLY HOURS OF TRAINING PER EMPLOYEE BY EMPLOYEE CATEGORY

	2019	2020	2021
Administrative	3.26	3.02	3.59
Care	3.77	3.21	3.70
Service	3.83	1.81	2.35
Operational	2.85	3.58	2.58
Leaders	6.06	2.60	3.03
TOTAL	3.68	3.10	3.42

Note: mean hours of training is the monthly average. This is equivalent of 41 hours of training per employee.

FUNCTIONAL CATEGORY BY GENDER (M=Men / W=Women)

	2019					2020					2021				
Hierarchical level	M	W	Total	% M	%W	M	W	Total	% M	% W	M	W	Total	% M	% W
Apprentices	9	24	33	27%	73%	9	30	39	23%	77%	12	22	34	35%	65%
Assistant	313	655	968	32%	68%	335	651	986	34%	66%	357	694	1,051	34%	66%
Coordinator	22	98	120	18%	82%	23	99	122	19%	81%	30	98	128	23%	77%
Directors	5	3	8	63%	38%	6	4	10	60%	40%	6	9	15	40%	60%
Interns	2	6	8	25%	75%	3	12	15	20%	80%	7	18	25	28%	72%
Managers	12	27	39	31%	69%	12	29	41	29%	71%	11	31	42	26%	74%
Leaders	7	18	25	28%	72%	8	15	23	35%	65%	8	14	22	36%	64%
Professional	316	657	973	32%	68%	341	729	1,070	32%	68%	344	794	1,138	30%	70%
Technical	349	454	803	43%	57%	419	593	1,012	41%	59%	438	628	1,066	41%	59%
TOTAL	1,035	1,942	2,977	35%	65%	1,156	2,162	3,818	35%	65%	1,213	2,308	3,521	34%	66%



GENDER AND AGE GROUP (M=Men / W=Women)

Hierarchical level	2019							2020							2021						
	Under 30		30 - 50		Over 50		Total	Under 30		30 - 50		Over 50		Total	Under 30		30 - 50		Over 50		Total
	M	W	M	W	M	W		M	W	M	W	M	W		M	W	M	W	M	W	
Apprentices	9	24	0	0	0	0	33	9	30	0	0	0	0	39	12	22	0	0	0	0	34
Assistant	121	176	154	414	38	65	968	137	177	158	411	40	63	986	140	191	173	434	44	69	1,051
Coordinator	2	3	14	78	6	17	120	2	4	15	77	6	18	122	5	1	19	77	6	20	128
Directors	0	0	3	1	2	2	8	0	0	4	3	2	2	11	0	0	3	7	3	2	15
Interns	2	6	0	0	0	0	8	3	8	0	4	0	0	15	7	17	0	1	0	0	25
Managers	0	1	8	20	4	6	39	0	1	10	24	2	4	41	0	2	7	23	4	6	42
Leaders	1	3	4	11	2	4	25	1	3	5	9	2	3	23	1	3	5	8	2	3	22
Professional	55	187	237	441	24	29	973	64	225	253	474	24	30	1,070	56	240	260	515	28	39	1,138
Technical	58	78	269	341	22	35	803	88	138	305	421	26	34	1,012	86	153	323	438	29	37	1,066
TOTAL	248	478	689	1,306	98	158	2,977	304	586	750	1,423	102	154	3,319	307	629	790	1,503	116	176	3,521

SALARY EQUITY BETWEEN WOMEN AND MEN / PROGRESS*

	2019	2020	2021
Apprentices	100%	100%	100%
Assistant	100%	99%	98%
Coordinator	78%	71%	90%
Directors	86%	71%	72%
Interns	122%	89%	103%
Managers	77%	72%	84%
Leaders	108%	88%	81%
Professional	74%	94%	82%
Technical	100%	102%	100%
Total	84%	93%	92%

*The ratio of salaries paid to women and men in each functional category, calculated based on the formula: mean female salary/mean male salary

LEADERSHIP BY GENDER

Hierarchical level	2019		2020		2021	
	Men	Women	Men	Women	Men	Women
Coordinator	18%	82%	23%	81%	23%	77%
Directors	63%	38%	55%	45%	40%	60%
Managers	31%	69%	29%	71%	26%	74%
Leaders	28%	72%	35%	65%	36%	64%
Total	24%	76%	25%	75%	27%	73%

WORKFORCE BY EMPLOYMENT TYPE

	2019			2020			2021		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Full time	660	1,267	1,927	725	1,330	2,055	752	1,425	2,177
Part-time	383	701	1,084	431	833	1,264	461	883	1,344
Total	1,043	1,968	3,011	1,156	2,163	3,319	1,213	2,308	3,521

EMPLOYEES BY AGE GROUP

	2019	2020	2021
< 30	645	758	831
30 - 50	2,061	2,305	2,358
> 50	305	256	332
Total	3,011	3,319	3,521

SHARE OF PEOPLE OF COLOR (BLACKS)

	2019		2020		2021	
	Total	%	Total	%	Total	%
Apprentices	3	9%	3	8%	4	12%
Assistants	82	8%	87	9%	102	10%
Coordinator	0	0%	1	1%	1	1%
Directors	0	0%	0	0%	1	7%
Interns	0	0%	0	0%	2	8%
Managers	2	5%	2	5%	2	5%
Leaders	3	12%	3	13%	2	9%
Professional	25	3%	37	3%	42	4%
Technical	46	6%	59	6%	75	7%
Total	161	5%	192	6%	231	7%

BENEFITS GRI 401-2

Among the benefits Hospital Alemão Oswaldo Cruz offers its employees are medical and dental plans, private pensions (for employees who enter the plans), life insurance, including temporary and permanent disability, Comprehensive Health Program, education assistance (only for CLT employees with 18 months or more tenure), child-care

assistance (for female employees with children under the age of 6), meal vouchers, a gym at the Paulista unit, an on-site cafeteria, and transportation vouchers.

Temporary employees hired via an agency or equivalent have access to the on-site cafeteria and transportation vouchers.



SHARE OF PEOPLE OF COLOR (BROWN)

	2019		2020		2021	
	Total	%	Total	%	Total	%
Apprentices	9	27%	6	15%	4	12%
Assistants	329	34%	302	31%	314	30%
Coordinator	11	9%	12	10%	13	10%
Directors	0	0%	0	0%	0	0%
Interns	0	0%	1	7%	4	16%
Managers	1	3%	2	5%	2	5%
Leaders	9	36%	8	35%	12	55%
Professional	174	18%	184	17%	209	18%
Technical	252	31%	285	28%	295	28%
Total	785	26%	800	24%	853	24%

WORKFORCE BY FUNCTIONAL CATEGORY

	2019	2020	2021
Executive Board	8	11	15
Management	33	34	36
Leader/coordinator	93	123	108
Technical/supervisor	23	28	41
Technical	795	977	1,055
Administrative	515	573	573
Operational	1,480	1,473	1.606
<i>Trainees</i>	23	46	28
Apprentices	33	39	34
Interns	8	15	25
Total	3,011	3,319	3,521

MEMBERS OF GOVERNANCE BODIES

	2019	2020	2021
Board of Directors	9	9	10

EMPLOYEES HIRED BY AGE GROUP

	2019		2020		2021	
	#	Ratio	#	Ratio	#	Ratio
< 30	339	0.11	472	0.14	332	0.09
30 - 50	396	0.13	648	0.20	440	0.12
> 50	10	0.00	9	0.00	24	0.01
Total	745	0.25	1,129	0.34	796	0.23

EMPLOYEES HIRED BY GENDER

	2019		2020		2021	
	#	Ratio	#	Ratio	#	Ratio
Men	268	0.09	355	0.11	267	0.08
Women	477	0.16	774	0.23	529	0.15
Total	745	0.25	1,129	0.34	796	0.23

TURNOVER BY AGE GROUP

	2019		2020		2021	
	#	Ratio	#	Ratio	#	Ratio
< 30	202	0.07	255	0.08	337	0.10
30 - 50	278	0.09	475	0.14	590	0.17
> 50	36	0.01	47	0.01	52	0.01
Total	516	0.17	777	0.23	979	0.28

TURNOVER BY GENDER

	2019		2020		2021	
	#	Ratio	#	Ratio	#	Ratio
Men	169	0.06	233	0.08	317	0.09
Women	347	0.12	544	0.18	662	0.19
Total	516	0.19	777	0.28	979	0.28

EMPLOYEE HEALTH, SAFETY AND WELL-BEING

CASSC, the Center for Employee Safety and Health care, is the area in charge of occupational affairs, for managing the health care plan and for employee leave and rehabilitation. CASSC also manages specific quality of life programs, and monitors pregnant women and mental health. In addition, Hospital employees and their families (a total of seven thousand lives) also have a primary care service.

The management of psychosocial risks has always been part of the Institution's mental health promotion strategies. In addition to specialized care by psychiatrists, psychologists and social workers, the CASSC offers other practices that address the theme holistically. One example is the mindfulness clinic. This was created as a partnership with the School of Health Sciences Education, and promotes employee health and quality of life with behavioral training to help them deal with their emotions, as well as comprehensive care to reduce

their levels of stress and anxiety. Another highlight was the Personal Support Program, an initiative that offers specialized services in psychology, social services, and financial guidance for employees and dependents. This service is confidential and free, and may be done by phone or e-mail. Between April and December 2021 the Personal Support Program was contacted 911 times.

In 2022, the Occupational Health and Safety team will report Employee Health, Safety, and Well-being indicators to the Executive Board. This index is comprised of the frequency of typical lost-time accidents, absenteeism, employees on social security leave, and the health and well-being indicators.

In 2021 these indicators were monitored separately, as follows:

OCCUPATIONAL HEALTH & SAFETY INDICATORS

	2018	2019	2020	2021	2020/2021 VARIATION
Lost-Time Injury Frequency Rate	10.56%	11.30%	9.21%	7.19%	21.9% reduction
Absenteeism	2.34%	2.26%	3.45%	2.98%	13.6% reduction
Rate of employees on social security leave	-	5.04%	4.43%	4.23%	4.5% reduction
Health and Well-Being	-	-	-	46.18%	

Workplace Safety Highlights

Throughout the year, the Hospital progressed in structuring its Health and Safety Management System. Thanks to the efforts to review processes and adopt new practices, the Institution was able to reduce events related to workplace accidents by 30%. We also highlight the progress made in safe handling of hazardous substances and the acquisition and implementation of a system to report, investigate and address risks and incidents.

Facilities security management, which involved third-parties, was another important action front for Workplace Safety in 2021. Clauses in the agreements were reviewed, and the services handbook and risk assessment tools were used in 176 different activities.



Medical development

Medical Relations is directly responsible for the selection, assessment, and recognition of Hospital Alemão Oswaldo Cruz's clinical staff. Among the medical relations front are engagement in research and innovation, benefits, and the development of long-term relationships with those who, day after day, ensure the excellent care provided by the Institution.

Its priorities include searching for increasingly better communication and integration with the clinical staff, as well as professional development. As the Institution is increasingly positioned as a hospital of excellence, both in terms of its procedures as well as patient experience, this progress also includes strengthening medical specialties.



RELATIONSHIP DIMENSIONS

- Management of the clinical staff:** this is the basis of the relationship, and includes assessment and approval of physician documents and licenses. It also detects the needs of the clinical staff and strengthens their involvement with the Hospital The Medical Accreditation Commission, the Clinical Board and the areas under the Chief Medical Officer are part of this dimension.
- Medical Ombudsman:** this area receives clinical staff reports, queries, complaints, and compliments about the Hospital. Communications that involve ethical matters are referred to the Institution's compliance areas.
- Clinical Staff Development Assessment Program:** in 2021 the entire registered and active clinical staff was assessed with actions that included the analysis and measurement of medical results based on care indicators, clinical outcomes, surgical performance, record keeping, and the ability to create knowledge and participate in research. In 2021 the Clinical Staff Development Assessment Program experienced the start of an important change towards a new format known as the Health care Value Score (HVS), which considers the quality of care and cost-effectiveness, making measurements using an electronic platform. The goal is to reinforce value-based health care in all the Hospital's strategic actions. **GRI 404-3**
- Clinical Staff Academic Program:** is a direct incentive for the Institution's physicians and dentists to participate in research and knowledge creation. As is happening with the Clinical Staff Development Assessment Plan, this academic front is reviewing its analysis tools and scoring metrics.

Progress of the registered active clinical staff

(including physicians and maxillofacial surgeons)*







Creation and dissemination of
knowledge, contributing to the
development of healthcare in Brazil

Digital Health, Education, Research, and Innovation

Research

One of the highlights of 2021 was the consolidation of the Hospital Alemão Oswaldo Cruz International Research Center. The Institution's focus is on Real World Evidence, and with the goal of generating concrete benefits for quality of care at both the Hospital/outpatient levels, as well as population health, with excellent collaborative research. In 2021 the center performed 110 studies, 30% of them to assess therapeutic options for the treatment of Covid-19. Furthermore, the Center advanced in its integration with the clinical staff, with collaborative studies in areas such as Oncology, Infectiology, Cardiology, and the Digestive System.

Three of the most important studies in 2021 were:

- An international, retrospective, multicenter study of recurrence-free survival in respondents handled on a "Wait and See" basis after neoadjuvant chemotherapy for rectal cancer in the international database;
- Occlusion of the left atrial appendage during cardiac surgery to avoid stroke; and
- Handling obesity as an essential treatment objective for type-2 diabetes: time to modulate the dialog.

Use the QR code to see study abstracts.



In 2021, the International Research Center published 187 papers



TriNetX Platform

Real World Evidence is the reason for TriNetX, which Hospital Alemão Oswaldo Cruz joined in early 2021. Using a collaborative network of healthcare institutions, pharmaceutical companies, and research organizations, HAOC uses so-called Real World Data to better understand the health of different populations. So far, this platform has some 450 million anonymized medical files from 170 healthcare institutions in over 30 countries.

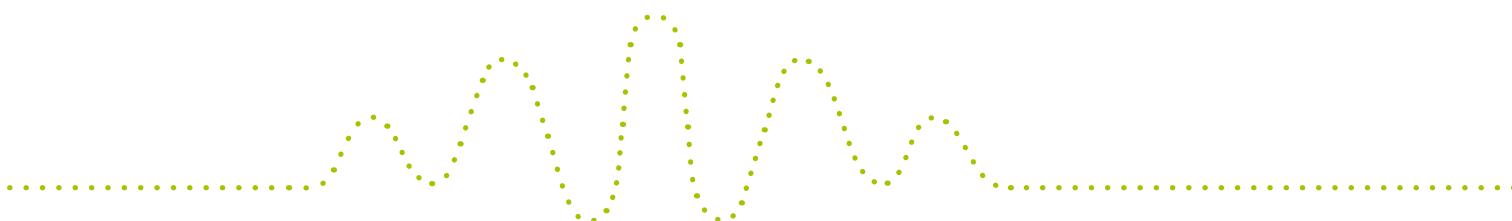
Joining TriNetX will enable the Hospital to participate in clinical studies underway at other institutions (and vice-versa).

Joining TriNetX is not only an achievement for the Hospital, but a major advance in Real World Evidence research in Brazil and Latin America in general.

Health Technology Assessment unit (HATU)

In 2021, Hospital Alemão Oswaldo Cruz International Research Center HATU (Health Technology Assessment Unit) continued to pursue its activities related to Covid-19, among them:

- Assessment of the risk factors for complications or a worse prognosis;
- Assessment of the prognosis for immunosuppressed patients;
- Assessment of the efficacy and safety of items such as tocilizumab, corticosteroids, colchicine, ECA and BRA inhibitors, nitazoxanide, ivermectin, chloroquine and hydroxychloroquine, anticoagulants (rivaroxaban) and anti-platelet agents (aspirin), convalescent plasma, antibiotic therapy, and nitazoxanide, among others;
- Assessment of the effectiveness of using masks;
- Assessment of ECMO (Extra Corporeal Membrane Oxygenation) effectiveness;
- Assessment of the permanence and resistance of SARS-CoV-2 on different types of surfaces;
- Development of criteria for performing (elective or emergency) surgery during the pandemic by monitoring the risks involved, and the predictions of statistical hospitalization models to avoid clinical complications, and the need for ICU beds and mechanical ventilation;
- Randomized studies to assess the efficacy and safety of Covid-19 interventions as part of the COVID-19 BRAZIL COALITION. Six of the ten projects have already been published in important scientific journals. Another completed project has already been submitted for publication, and three more will follow shortly. The Hospital is responsible for two of the ten projects.



National Research Network & International Partnerships

GRI 102-13

The Hospital Alemão Oswaldo Cruz International Research Center continues to be part of a collaborative network of 250 institutions in Brazil and abroad that perform studies of relevance for the population. Led by the Research Population Health Research Institute (PHRI), the world's largest academic research organization, it involves 1.5 million

participants from 102 countries, and supports high-impact research through excellence in statistical approaches, data analysis, and genetic sampling, outstanding technology infrastructure and quality control, and robust program management and contract negotiation. The HAOC International Research Center is the PHRI's base in Brazil.

Expansion of the International Research Center to the Vergueiro Unit

In 2021, the Vergueiro unit of our International Research Center started operations. The goal of this initiative is to foster important research for the health of the population in Brazil and the world, with mechanistic, epidemiological, and clinical studies, in addition to the assessment of healthcare technologies,

economic health analyses, and systematic reviews, some of them together with the Ministry of Health.

The team at the new unit is multi-professional, with physicians, research coordinators and analysts, nurses, and regulatory assistants.



Innovation



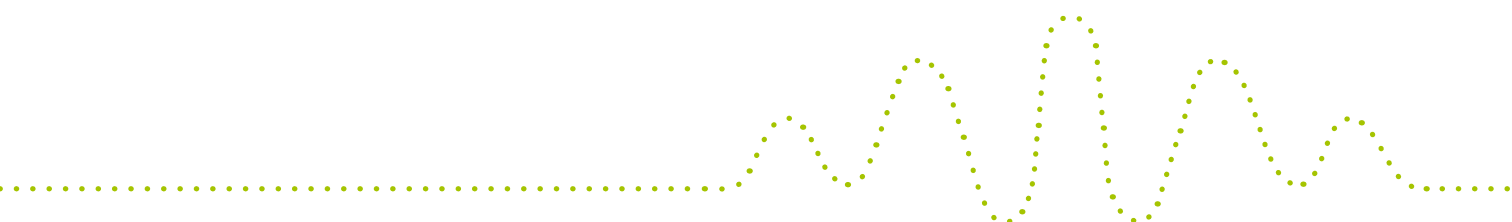
In 2021, the Center for Digital Health and Innovation launched 29 solutions in the market.

Three new labs were created during the year: DataLab, HX Lab and Maker Lab. These labs will be even more specialized, agile, and independent, and will help organize Hospital activities. At these, innovations are seen as opportunities for research with patients, generating evidence and immediate care improvements. The concept of Real World Evidence is core to the Institution's innovation activities, and achievements are already visible, such as prototyping that has produced items taken to the patient's bedside.

management plan, and receive structured feedback on the feasibility of these ideas. Employees are mentored and can use the Digital Health Innovation Center labs for prototyping and project development. About 80 suggestions were screened in the year, and some projects have already left the drawing board.

FABRIK

Hospital Alemão Oswaldo Cruz launched Fabrik in 2021, making it the first Brazilian hospital to have an in-house entrepreneurship platform. This platform can be used by employees in all areas to submit innovative ideas for care and the





MIXED-REALITY SURGICAL PLANNING

Virtual reality and augmented reality contributed major advances in the activities of the Hospital Alemão Oswaldo Cruz Digital Health and Innovation Center in 2021. The most important example was the use of these technologies to support the planning of surgical procedures. Once captured, images from tests such as CT scans and MRIs are placed in

a virtual environment (metaverse), and can then be manipulated by physicians in 3D. This enables an immersive experience and a broader understanding of each situation, supporting physician decision-making, including in the planning of surgical procedures.

Education and knowledge creation

In Education, 2021 was marked by a return to in-person activities, with some adaptation. This resulted in more integration between patient care areas and hospital management, as well as a reorganization of our educational projects.

In addition, the Institution has been improving its student relationship tools, which includes communication platforms and an academic management system.

2021 Education In numbers

● **12 thousand**
healthcare professionals were trained to handle Covid-19, in a joint effort with Johnson&Johnson Brasil

● **37**
employees received financial support to complete a first aid course in mental health

● **128 students**
participated in the Student Development Program (SDP), which inserts students into hospital practices

● **20 thousand students**
registered for webinars about future courses

● **4,499**
participated in strategic events

One of the Hospital's priorities is to expand Education, and it is working to become a leading teaching hospital, where its tradition in care would also include teaching. Part of the vocation of the Digital Health, Research, and Innovation pillar focuses on programs for our organizational needs, and can create opportunities for growth with distinction, quality, and value added, and create strategic partnership networks that contribute to the Institution's perpetuity.

Courses

- **3** Undergraduate Courses
- **7** *Lato Sensu* Graduate Programs in Medicine
- **13** Extension courses
- **8** Multidisciplinary *Lato Sensu* Graduate Programs
- **4** University Extension
- **5** free





The Hospital's ESG
agenda and its impact on
Brazilian public health

Sustainability & Social Responsibility

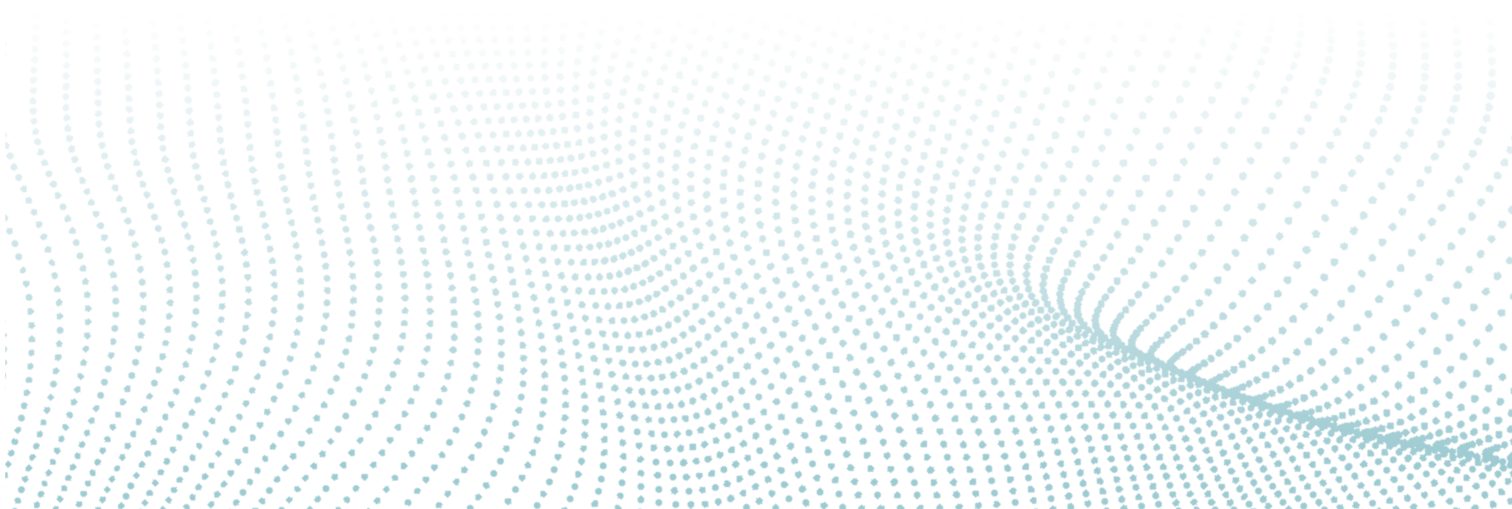
ESG agenda

GRI 102-40, 102-42, 102-43, 102-44, 102-47

Adherence to environmental, social, and governance (ESG) commitments and agendas are an integral part of Hospital Alemão Oswaldo Cruz's business model, which increasingly strives to evolve in this journey, with rich dialogs with the audiences with which it interacts, and an understanding of its impact.

The Hospital has been developing materiality processes since 2016, when it incorporated methodologies such as the Global Reporting Initiative (GRI) and International Integrated Reporting Council (IIRC) into its reports. The most recent listing of key sustainability themes was completed in 2019, defining the issues that today guide the Institutions communication and management in this area.

Materiality includes sector analyses, prioritization based on consultations, theme consolidation, and validation by senior leadership. The first step was a study of trends, key themes, and recent industry transformations. This study was performed based on policies, surveys, entity data, and Institution policies. The second step was comprised of two processes, an online survey of around 400 suppliers, industry leaders, employees, clinical staff, and health insurance operators, as well as face-to-face interviews with industry representatives, executive directors, and leaders. In the end, eight themes were mapped as being the most relevant for sustainability. This materiality will be reviewed in 2022.





In 2022, the Hospital will review its current materiality

MATERIAL TOPICS GRI 103-1	ASPIRATION	CHALLENGES
 Quality of care and patient safety	<p>Safe care that is based on the best available evidence, taking into account patient perceptions of value</p> <p>Efficient, reliable, and patient- and family-centric processes with reduced waste</p>	<ul style="list-style-type: none"> • Staff engagement in quality and patient safety initiatives • Patient participation in process design (codesign) • Improvement of soft skills
 Talent development and engagement	<p>Staff professional and academic training and performance management</p>	<ul style="list-style-type: none"> • Engagement of professionals developed by HAOC • Recognizing professional deliveries
 Engaging in the development of healthcare systems and initiatives to expand patient access to medical care	<p>Offering quality services to low-income communities, beyond the care and contributions to SUS, the government unified health system</p>	<ul style="list-style-type: none"> • Improving care for underprivileged communities • Increasing coverage and strengthening the brand • Managing change in the private healthcare market
 Resource-efficient economic performance	<p>A business and revenue model that reconciles the increase in operations with the need to maintain quality of services</p>	<ul style="list-style-type: none"> • New business model at the Vergueiro Campus • Increased integration across specialties • Developing new partners and suppliers for our innovative business model
 Engaging our medical staff	<p>Loyalty, benefits offered, career development and performance assessment tools for physicians</p>	<ul style="list-style-type: none"> • Increased engagement in decision-making processes • Closer engagement between the Medical Relations Department and physicians • Building closer relationships with physicians
 Carrier relations	<p>Health insurance carrier revenue sharing, and continued commercial relations</p>	<ul style="list-style-type: none"> • New payment and agreement models
 Innovation, Research & Education	<p>Recognizing performance, managing and disseminating knowledge, and driving innovation in healthcare processes and technologies</p>	<ul style="list-style-type: none"> • Improvement in information systems for collecting research data • Support for research within the Hospital
 Environmental sustainability	<p>Natural resource efficiency and impact management with a focus on emissions/energy, waste and water</p>	<ul style="list-style-type: none"> • Consumption of water and materials (paper)

* Extent of impact denotes the primary internal and external stakeholders who considered the relevant topics to be material during the materiality process

EXTENT OF THE IMPACTS* GRI 102-40, 103-1	RELATED GRI DISCLOSURES**	STRATEGIC TOPICS	SDGS
Managers Employees Patients Health insurance carriers Physicians Media Suppliers Competitors	102-43 102-44 416-1 416-2 417-1 418-1 419-1	<ul style="list-style-type: none"> Operating Efficiency Social Responsibility 	
Executive Board Managers Employees Patients Health insurance carriers Suppliers	102-8 102-41 401-1 404-1 404-3	<ul style="list-style-type: none"> Human Development Innovation, Research & Education 	
Executive Board Media Suppliers Health insurance carriers	203-2 413-1	<ul style="list-style-type: none"> Social Responsibility Innovation, Research & Education 	  
Executive Board	419-1	<ul style="list-style-type: none"> Expansion & Coverage 	
Physicians	Strategic indicators	<ul style="list-style-type: none"> Physician Relations Brand Building 	  
Physicians	201-1 201-4 205-3 419-1	<ul style="list-style-type: none"> Brand Building Carrier Relations 	
Executive Board	Strategic indicators	<ul style="list-style-type: none"> Innovation, Research & Education Brand Building 	 
Executive Board	302-1 303-1	<ul style="list-style-type: none"> Operating Efficiency Brand Building 	

** In the current reporting cycle, the Hospital chose to report on disclosures 201-3 and 401-2, although they are not among our materiality topics

Sustainability & Social Responsibility

The Hospital's impact on the nation's public health and the ecoefficiency measures the world requires are priorities in the Hospital's management model. This is the focus of the Sustainability Committee, created in 2021 to address the ESG (environmental, social, and corporate governance) strategies that are most urgent for the Hospital and its segment.

In addition to ESG, the office of the Chief Sustainability & Social Responsibility Officer now includes three main fronts: Support for the Institutional Development of the Unified Health System (Proadi-SUS), the Instituto Social Hospital Alemão Oswaldo Cruz and Environmental Sustainability.



Contributions to public health in Brazil

GRI 103 | 203, 103 | 413, 203-2, 413-1

As part of its commitment to society, Hospital Alemão Oswaldo Cruz seeks to have its public service work reflect its model of excellent healthcare, which helped consolidate HAOC's position as a reference for Latin America.

The Institution has worked in public health since 2008, as one of the ESRE (Healthcare Entities of Recognized Excellence) in the Ministry of Health's Proadi-SUS. Through this partnership, the Hospital has done technology performance and incorporation studies, trained human resources, managed healthcare services, and performed research studies of public interest. 2021 marked the start of a new three-year period for the Hospital (2021-2023), in which it plans to execute 26 projects that will contribute R\$ 199.377.870,00 in tax exemptions.

As part of its effort to support the systemic advancement of healthcare in Brazil, Hospital Alemão Oswaldo Cruz continued to support the Ministry of Health in handling the pandemic, within PROADI-SUS. This included activities such as the TeleICUs set up in the state of Rondônia for three months of 2021, helping expand access to healthcare for people living in remote parts of the country. It also developed Covid-19 prevention protocols and provided support, training and qualification for professionals across Brazil, through Hospital Alemão Oswaldo Cruz's tele-health service.

For 2021-2023 there are 26 projects within the scope of Proadi-SUS, yielding R\$ 199.3 million in tax exemptions.

Since the 2018-2020 period, the Department of Sustainability and Social Responsibility has included Knowledge Management and the Assessment and Monitoring Center to improve the management of its project portfolio. This area believes there is a need to embed culture of assessments, where all Proadi-SUS projects include assessment plans based on more robust results indicators that demonstrate the changes in the reality of public healthcare in Brazil. These assessment plans must also meet the demand for transparency on the part of control bodies and the population itself - synergistic measures that enable actions in different territories. In 2021, the Monitoring and Assessment Center was expanded, and portfolio management restructured along four themes: Research, Teaching and Methodology, Care Model, and Network Organization.

The following are some of the more important deliveries for the 2021-2023 period: 18,770 professionals trained, 106 hospitals across Brazil, and over 100 scientific articles (see other deliveries in the following infographic).

Projects for the 2021-2023 period

15 continuity projects**11 new projects****Total: 26**

Education

Training professionals in the SUS network, as well as Ministry of Health and Anvisa physicians, preceptors, and researchers, and technology assessment studies.

5 projects:

- DATS - Health Technology Assessment Development [from the Portuguese Desenvolvimento da Avaliação de Tecnologias em Saúde]
- Focus on education
- Medical Residency Preceptors
- Clinical Research
- Data Science



Research

Health research of public interest in different themes of national relevance.

5 projects:

- Telehealth services
- MR Impact
- National Mental Health Report
- Genome
- PCDT/MHT



PHP

Improvements in PHP (primary healthcare practices), implementing pharmacy services, as well as comprehensive and continued care of the obese.

3 projects:

- Cuida APS [PHP Care]
- Primary/Pharmaceutical Care
- Obesity and overweight care and prevention within PHP



Telehealth

Support for regulating weight-times for specialty care, PHP qualification, tele-visits, optimized clinical management of adult ICU patients using telemedicine.

3 projects:

- Regula + Brasil (discontinued in 2021)
- TeleICU
- TeleNortheast



Healthcare Network Optimization - RAS

Active in all states Support for improving management processes and state, regional, and city healthcare plans.

4 projects:

- Collaboration network
- Stronger state management
- Regionalization
- Oncology



Digital Health and Innovation

Subsidies for improving care databases, support for SUS management decision-making, support for Conecte SUS and the Digital Health Strategy.

2 projects:

- Digital Health Strategy Action, Monitoring and Assessment Plan
- ANS (National Health Agency) Standardization



Model for Care and Quality

Improved working processes and care indicators Patient safety and quality management

4 projects:

- Restructuring Public Hospitals (PHP)
- "Health in Our Hands"
- Post-Covid rehabilitation
- Integravisa

Further information on projects Hospital Alemão Oswaldo Cruz performed in its 13-year relationship with Proadi-SUS may be seen using the following QR Code:



Instituto Social Hospital Alemão Oswaldo Cruz

The Instituto Social Hospital Alemão Oswaldo Cruz currently has Management Agreements with Complexo Hospitalar dos Estivadores and AMBESP - Ambulatório de Especialidades Médicas Dr. Nelson Teixeira (both in partnership with the Santos, SP city government) . In addition to public-private partnerships, the Institute has strengthened its advisory and consulting pillar, developing solutions for private institutions. Another highlight for 2021 was the development of a strategic plan for the Institute to improve the management model and contribute to increased social impact.

COMPLEXO HOSPITALAR DOS ESTIVADORES

In 2021, Complexo Hospitalar dos Estivadores remained a reference center in maternity services. Less than 35% of the deliveries were C-sections, well below the current Brazilian average of some 80%. Furthermore, the neonatal care it offers contributes to reducing infant mortality in Santos to this day. The neonatal mortality rate in that city improved 38%, from 3.5% in 2020 to 2.2% in 2021. The maternity service at Complexo Hospitalar dos Estivadores is a reference in the treatment of Covid-19 positive pregnant women. Reinforcing its commitment to the quality of neonatal care, Instituto Social Hospital Alemão Oswaldo Cruz signed the National Alliance for Respectful and Safe Deliveries, a group of 50 private and government entities that fight maternal mortality and obstetrical violence, both serious problems in Brazil and the world.

AMBESP

In 2021, AMBESP - Ambulatório de Especialidades Médicas Dr. Nelson Teixeira provided over 150 thousand medical visits in 34 specialties. It resumed in-person physician visits and surgeries with safety and within all applicable health protocols. AMBESP also expanded the services provided by the Infusion Center and the Reference Center in Type I Diabetes Mellitus.



AMBESP televisits

We call attention to the implementation of ConsultaAMBESP, the teleservice platform operated by AMBESP – Ambulatório de Especialidades Médicas Dr. Nelson Teixeira.

Over 28 thousand televisits were performed, and patients over the age of 80 received their prescriptions and prescription

drugs at home. This played an important role in qualifying the service provided, and protecting the population from Covid-19 exposure and contagion during the more acute pandemic peaks.

Patient adherence to televisits was significant, with a 90% satisfaction rate.

289,308

Episodes of care provided by Instituto Social Hospital Alemão Oswaldo Cruz in 2021

13,915

services at the Obstetric Emergency Department

3,267

episodes of service at the attached lodging

1,336

episodes of service in Surgical Clinic

255,901

episodes of care at AMBESP

402

episodes of service in the adult ICU

1,109

episodes of service in Internal Medicine

9,800

episodes of care at the Complexo Hospitalar dos Estivadores outpatient clinic

394

episodes of service in the neonatal ICU

3,184

deliveries



Further information about the Institute is available by using the QR code.

Environment and efficiency

Environment is one of the ESG practices Hospital Alemão Oswaldo Cruz is committed to. In 2021 the Institution started to put together its Environmental Management system, based on ISO 14000. Its macro-themes are:

- Atmospheric emissions
- Liability management – technical/legal support
- Internal and external communications*
- Standards, procedures, and programs*
- Hazardous waste disposal*

- Environmental education
- Waste management*
- Water and effluent management
- Energy management
- Legal requirements
- Emergency response
- Social Responsibility
- Environmental responsibility

The following indicators are for the Paulista and Vergueiro units.

*Priority themes for 2021

Water

GRI 103 | 303, 303-1

The institution saved a total of 9,709 m³, including water used by contractors, at its Paulista and Vergueiro units. The amount of groundwater used increased 1,773% as a semi-artesian well was

reactivated and used to supply the administrative areas of the Paulista unit.

THE TOTAL WATER CAPTURED FROM ALL AREAS AND, INCLUDING WATER STRESS AREAS WAS, BY SOURCE (ML) GRI 303-3

	2019	2020	2021
Groundwater	NA	3,337.00	62,488.00
Public utility water	194,602.02	169,009.00	159,300.00
Total	194,602.02	172,346.00	221,788.00

Energy

GRI 103 | 302, 302-1

Among Hospital Alemão Oswaldo Cruz's main actions in this regard is promoting energy efficiency. In 2021 we disclosed measures for conscientious energy use, advances in automation, electronic monitoring of the amount of energy used

each month by the Institution (including actions to save energy, as applicable). We also joined the free energy market. In 2021 HAOC saved 414,923 kWh.

FUEL CONSUMPTION - NONRENEWABLE (GJ)

	2019	2020	2021
Gas	13,102.66	14,654.57	15,165.58
Diesel fuel	876.00	1,029.85	1,852.50
Total	13,978.66	15,684.42	17,018.08

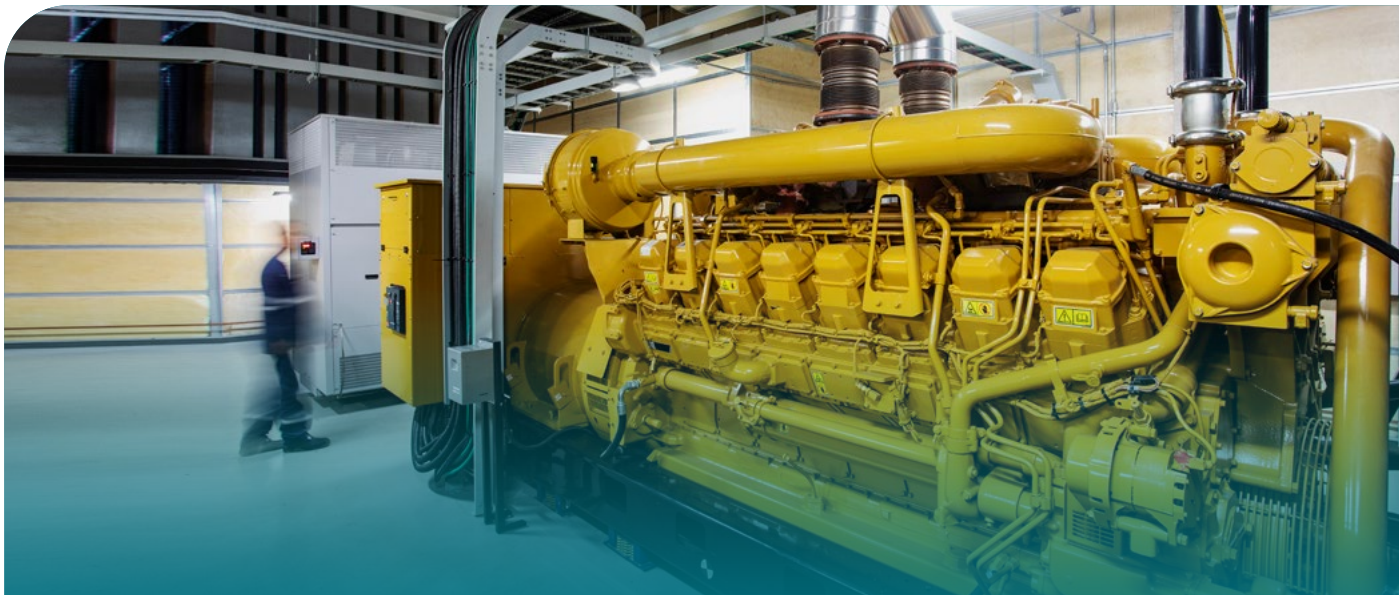
ELECTRICITY CONSUMED (GJ)

	2019	2020	2021
Electricity	89,312.13	97,627.61	102,914.00

TOTAL ENERGY CONSUMED (GJ)

	2019	2020	2021
Nonrenewable fuels	13,978.66	15,684.43	17,018.09
Energy consumed	89,312.13	97,627.61	102,914.00
Total	103,290.79	113,312.04	119,932.09

The Hospital currently does not consume electricity from renewable sources.



WELLNESS GROVE

Hospital Alemão Oswaldo Cruz has a 2,000 m² green area that patients, visitors, and employees can enjoy, with a walking path, deck for physical activities, and fresh air in the midst of centuries-old trees catalogued and preserved by the Institution.

In 2021, the Hospital became the first in the country to manage its tree assets digitally, with inspections, analyses, and assessment of the risk of falling trees. This is part of the environmental permitting system and operational control of handling activities.



Waste

GRI 103 | 306, 306-2

Hospital Alemão Oswaldo Cruz has internal routines to treat waste, in line with RDC 222.2018 governing Best Practices in Waste Management in Healthcare Services.

In 2021 the Institution further organized its environmental management system, demonstrating its commitment to minimizing the impact of its activities. These themes are monitored and assessed by the Hospital's Workplace Safety and Environment area. From time to time these areas are audited to ensure compliance in waste disposal and identification, and increase awareness of the topic.

During the year we performed 31 routines to segregate, transport, store, and dispose of waste. This area also reviewed the strategy to better absorb and manage the 22% increase in infectious/sharps waste due to Covid-19 response, both as a function of high occupancy and the additional measures required to protect patients and employees.

Despite the pandemic, the Hospital was able to reduce its hazardous waste generation by 30%. By recycling waste the Institution avoided the emission of 442 tons of CO₂, and the cutting down of 4,482 trees. Our waste indicators cover the Paulista, Vergueiro, and Campo Belo units.





Towards a paperless future

Part of our digital transformation is to make the operation of Hospital Alemão Oswaldo Cruz increasingly paperless, i.e. using less and less paper. Among the measures being implemented is the use of tablets for biometric signature of hospitalization, test, and physician

visit forms at the Paulista and Vergueiro units, electronic receipt of stockroom requisitions, and the digitization of different flows.

OTHER HIGHLIGHTS

- We created a routine for the safe disposal of controlled drugs, involving controlled-access supports. This serves all generating units at the Paulista, Vergueiro, and Campo Belo units. We also trained employees via our corporate education platform.
- Recycled 325 tons of waste (13% more than in 2020). Our Reverse Logistics Process increased the collection and recycling of chemical packaging by 18%, to about a ton.
- Recycled 72 kg of explants, partnering with a collection company.
- Expanded the collection of batteries, increasing the amount of items disposed of in an environmentally appropriate way by 184%. We also created collection points for cell phones and their batteries, for use by our stakeholders.
- Collected and recycled 30,050 cigarette butts which could have contaminated the soil, rivers, and streams, but were used in hydroseeding, which helps recover degraded soil.

HAZARDOUS WASTE DISPOSAL (T)

	2019	2020	2021
Incineration (mass burn)	91.26	131.04	110.87
Landfilling	394.94	524.87	641.75
On-site storage (radioactive waste)*	0.86	0.42	0.57
Total	487,06	656,35	753,19

*Only for the Paulista unit, where management follows the guidelines of CNEN, the Brazilian National Nuclear Energy Commission.

HAZARDOUS WASTE DISPOSAL (UN)

	2019	2020	2021
Light bulbs	10,162	10,204	8,782

NONHAZARDOUS WASTE DISPOSAL (T)

	2019	2020	2021
Recycling (paper, plastic, metal, glass, TNT sheets, and electronic equipment)*	235.23	288.48	325.31
Landfilling	1,163.87	1,168.61	1,365.46
Total	1,399.10	1,457.09	1,690.77

Certifications and awards

2003



ONA Level 2 Certification
(Integrated Management)

2005



ONA Level 3 Certification
(Excellence)

2007



Temos Certification

2008



ONA Level 3 Re-certification
(Excellence)

2009



Bariatric Surgery Center
Bariatric Surgery



JCI Accreditation

2010



Temos Certification

2011



Prêmio COREN-SP
Gestão com Qualidade
Quality Management
Award

2012



SOBED Endoscopy
Center
Certification



JCI Re-accredi-
tation



Well-Being Program.
National Quality of Life
Awards

2013



Temos Certification



Nutrition Service
Green Kitchen Seal



Health Award
Wellness Program

2014



JCI: Tower E extension
certificate



SOBED Endoscopy Center
Certification



As Melhores da Dinheiro: Best
Healthcare Company in Brazil

2015



JCI Re-accreditation

2015



Certification
Leed Gold

2016



Bariatric Surgery
Center Re-certification



Latin American Hand Hygiene
Excellence Award



JCI



As Melhores da Dinheiro: Best
Healthcare Company in Brazil

2017



Best Companies for Occupational Health and Safety – ANIMASEG



São Paulo Elderly-Friendly Program



ABERJE Award Media Communications and Relations



ABERJE Award Print Media LEVE



National Quality of Life Awards



As Melhores da Dinheiro: Best Healthcare Company in Brazil

2018



ABERJE Award Print Media LEVE



ABERJE Award Digital Media



Nutrition Service Green Kitchen Seal



JCI Re-accreditation



Global Healthy Workplace Awards



Award 2018 Automation

2018



Bariatric Surgery Center Re-certification



As Melhores da Dinheiro: Best Healthcare Company in Brazil

2019



Nutrition Service Green Kitchen Seal

2020



Great Place to Work (GPTW)



Cofen Seal awarded to the University and Technical School

2021



JCI Re-accreditation



Women On Board Seal



Great Place to Work (GPTW)



Great Place to Work (GPTW) 2021 Healthy Management



Great Place to Work (GPTW) Third sector, 2021



Grupo Fleury Innovation Award

The Hospital received prizes and awards in diverse segments

The Global Reporting Initiative (GRI)
Standards are among the reporting
practices we apply at the Hospital

GRI Content Index



GRI content index

GRI 102-55


**MATERIALITY
DISCLOSURES SERVICE**

2022

The GRI Materiality Disclosures Service revised that the content summary of the GRI is presented clearly and that the references to the disclosures 102-40 to 102-49 are in line with the appropriate sections in the body of the report. The service was performed in the portuguese version of the report.

GENERAL DISCLOSURES

GRI Standards	Disclosure	Page/URL	Omission	SDGs
GRI 101: Foundation 2016				
GRI 101 contains no disclosures				
Organizational profile				
GRI 102: General disclosures 2016	102-1 Name of the organization	18		
	102-2 Activities, brands, products, and services	18		
	102-3 Location of headquarters	18		
	102-4 Location of operations	20		
	102-5 Ownership and legal form	18		
	102-6 Markets served	20		
	102-7 Scale of the organization	8, 20		
	102-8 Information on employees and other workers	74		8, 10
	102-9 Supply chain	55		
	102-10 Significant changes to the organization and its supply chain	17		
	102-11 Precautionary principle or approach	53, 61		
	102-12 External initiatives	47		
	102-13 Membership of associations	97		
Strategy				
GRI 102: General disclosures 2016	102-14 Statement from senior decision-maker	10		

GRI Standards	Disclosure	Page/URL	Omission	SDGs
Ethics and integrity				
GRI 102: General disclosures 2016	102-16 Values, principles, standards, and norms of behavior	34		16
Governance				
GRI 102: General disclosures 2016	102-18 Governance structure	28		
Stakeholder engagement				
GRI 102: General disclosures 2016	102-40 List of stakeholder groups	104 and 107		
	102-41 Collective bargaining agreements	All employees are covered by collective bargaining agreements. SEE PAGE 107.		8
	102-42 Identifying and selecting stakeholders	102		
	102-43 Approach to stakeholder engagement	72, 104 and 107		
	102-44 Key topics and concerns raised	72, 104 and 107		
Reporting practices				
GRI 102: General disclosures 2016	102-45 Entities included in the consolidated financial statements	6		
	102-46 Defining report content and topic Boundaries	6		
	102-47 List of material topics	104		
	102-48 Restatements of information	6		
	102-49 Changes in reporting	6		
	102-50 Reporting period	6		
	102-51 Date of most recent report	April 2021		
	102-52 Reporting cycle	Annual		
	102-53 Contact point for questions regarding the report	6		
	102-54 Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards—“Core” option		
	102-55 GRI content index	124		
	102-56 External assurance	Not procured		

MATERIAL TOPICS

GRI Standards	Disclosure	Page/URL	Omission	SDGs
Economic performance				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its Boundary	106 and 107		
	103-2 The management approach and its components	66		
	103-3 Evaluation of the management approach	66		
GRI 201: Economic performance 2016	201-1 Direct economic value generated and distributed	67		8, 9
	201-3 Defined benefit plan obligations and other retirement plans	The Hospital has a defined contribution plan with minimum, regular or additional match contributions depending on employee contributions. The employer's minimum contribution is 1% of a participant's contribution salary. The employer is required to make contributions up to the participant's vesting date; termination; invalidity; or death.		
	201-4 Financial assistance received from government	The government participates neither directly nor indirectly in the Hospital's operations.		
Indirect economic impacts				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its Boundary	106 and 107		
	103-2 The management approach and its components	109		
	103-3 Evaluation of the management approach	109		
GRI 203: Indirect economic impacts 2016	203-2 Significant indirect economic impacts	109		1, 3, 8
Anti-corruption				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its Boundary	106 and 107		
	103-2 The management approach and its components	34		
	103-3 Evaluation of the management approach	34		
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	There were no instances of corruption involving the Hospital in 2021, as in previous years.		16

GRI Standards	Disclosure	Page/URL	Omission	SDGs
Energy				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its Boundary	106 and 107		
	103-2 The management approach and its components	115		
	103-3 Evaluation of the management approach	115		
GRI 302: Energy 2016	302-1 Energy consumption within the organization	115		7, 8, 12, 13
Water & Effluents				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its Boundary	106 and 107		
	103-2 The management approach and its components	114		
	103-3 Evaluation of the management approach	114		
GRI 303: Water and effluents 2018	303-1 Interactions with water as a shared resource	114		6, 12
	303-2 Management of water discharge related impacts	Decree 8468, article 19A, Consolidation Directive 5, RDC 11, NBR 17665.		6
	303-3 Water withdrawal	114		6, 8, 12
Waste				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its Boundary	106 and 107		
	103-2 The management approach and its components	117		
	103-3 Evaluation of the management approach	117		
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	117		3, 6, 11, 12
Employment				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its Boundary	106 and 107		
	103-2 The management approach and its components	74		
	103-3 Evaluation of the management approach	74		

GRI Standards	Disclosure	Page/URL	Omission	SDGs
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	74		5, 8, 10
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	85		3, 5, 8
Training and education				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its Boundary	106 and 107		
	103-2 The management approach and its components	76		
	103-3 Evaluation of the management approach	76		
GRI 404: Training and education 2016	404-1 Average hours of training per year per employee	76		4, 5, 8, 10
	404-3 Percentage of employees receiving regular performance and career development reviews	78 and 90		5, 8, 10
Local communities				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its Boundary	106 and 107		
	103-2 The management approach and its components	109		
	103-3 Evaluation of the management approach	109		
GRI 413: Local communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	109		
Consumer health and safety				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its Boundary	106 and 107		
	103-2 The management approach and its components	61		
	103-3 Evaluation of the management approach	61		
GRI 416: Consumer health and safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	61		
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	61		16

GRI Standards	Disclosure	Page/URL	Omission	SDGs
Marketing and labeling				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its Boundary	106 and 107		
	103-2 The management approach and its components	61		
	103-3 Evaluation of the management approach	61		
GRI 417: Marketing and labeling 2016	417-1 Requirements for product and service information and labeling	The Hospital has policies in place on purchasing, supplying/transporting, storing and tracking hazardous materials, as well as Material Safety Data Sheets that are available to all employees, contractors and partners. The potential environmental impacts from healthcare products are monitored and managed as part of our Healthcare Waste Management Program.		12
Customer privacy				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its Boundary	106 and 107		
	103-2 The management approach and its components	34		
	103-3 Evaluation of the management approach	34		
GRI 418: Customer privacy 2016	418-1 Substantiated complaints regarding breaches of customer privacy and losses of customer data	34		16
Socioeconomic compliance				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its Boundary	106 and 107		
	103-2 The management approach and its components	34		
	103-3 Evaluation of the management approach	34		
GRI 419: Socioeconomic compliance 2016	419-1 Non-compliance with laws and regulations in the social and economic area	We received no significant fines or penalties for non-compliance with laws and regulations.		16

OSWALDO CRUZ INTEGRATED REPORT 2021

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