



Grupo**Fleury**

We are passionate about people and what we do.

Sustainability Report  
**2024**

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# About the report

Welcome to Fleury Group's Annual Sustainability Report.

Through this document, we report information on our strategy, operations, and results for the period between January 1st and December 31st, 2024, reaffirming our commitment to transparency and value creation for our stakeholders. **GRI 2-3**

This Report covers all activities under the Company's operational control or majority ownership, unless otherwise indicated. **GRI 2-2**

The scope of the Report is based on the Fleury Group's materiality matrix, developed in 2023 with the approval of the ESG Committee and revised in 2024 following the beginning of the integration with Pardini Group (learn more on page 13). **GRI 3-1**

The reported information has been verified and audited by an independent third party (learn more on page 111). The contents were approved by the ESG Committee and the Executive Board of People, Culture and ESG, by the Senior ESG Manager, and by the Institutional Relations Board, with support from the ESG technical team. **GRI 2-5 | 2-14**

As a complement to the Annual Sustainability Report, we present a Supplementary Report with more detailed information on the environmental, social, and governance indicators monitored by the Company.

The information presented in both documents is aligned with global and industry best practices and standards for corporate sustainability reporting, enabling standardized communication of ESG indicators.



**If you have any questions or comments,  
please contact: [sustentabilidade@  
grupofleury.com.br](mailto:sustentabilidade@grupofleury.com.br) or [ri@grupofleury.com.br](mailto:ri@grupofleury.com.br)**

## REPORTING GUIDELINES

The indicators reported throughout this Report are identified either after the titles of the respective chapters or at the end of each paragraph, based on the following international references:

- Global Reporting Initiative (GRI) content;
- Sustainability Accounting Standards Board (SASB) guidelines;
- Task Force on Climate-related Financial Disclosures (TCFD) recommendations.

At the beginning of each chapter, we indicate how its content relates to the Sustainable Development Goals (SDGs) of the 2030 Agenda and to the Capitals defined in the Integrated Reporting framework.

On page 100, we present the correlation between the GRI and SASB indicators and the principles of the United Nations (UN) Global Compact.



# Message from the Management

GRI 2-22

The year 2024 brought remarkable results that reflect the solid performance and value-generating capacity of our Company. We recorded consistent growth in our key financial and operational indicators, as well as significant progress in our expansion strategy through mergers and acquisitions, with the acquisition of the São Lucas Group and the Confiante Laboratory.

Meanwhile, we remained firmly engaged in the business combination process between the Fleury and Pardini Groups, focusing on capturing synergies and generating value through this consolidation.

The consistency of our results was once again evident, with gross revenue growing 19.5% compared to 2023 (+7.4% on a pro forma basis), reaching R\$8.3 billion in 2024. Moreover, the resilience of our brands stood out over the past year, as reflected in the solid financial performance across all of the Group's growth avenues.

**Our ESG agenda continues to advance steadily over time. We remain focused on expanding access to healthcare, which is the core pillar of this strategy and is aligned with the guidelines for sustainable business growth.**

A key highlight was the early achievement of our goal to expand access to healthcare for social classes C, D, and E, associated with the ESG debentures issued in 2021. By June

2024, we had reached 1.8 million patients served in this segment, surpassing by two years the original target of 1 million patients by June 2026.

Our Lab-to-Lab service platform also contributed to the geographic expansion of our services, enabling new municipalities to access our high-quality diagnostic offering.

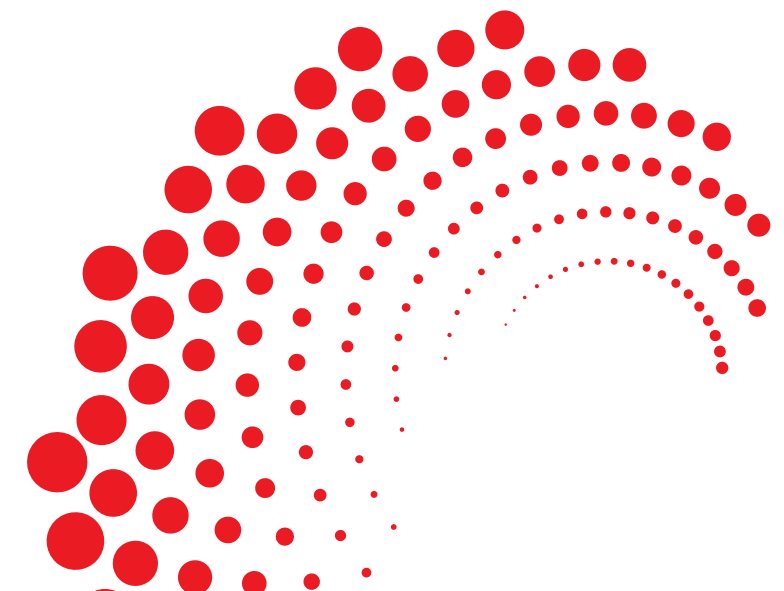
We maintained substantial investments in innovation and Research & Development (R&D), focusing on increasingly accurate diagnostics and integrated solutions for the patient journey. These initiatives not only enhance the quality of care, but also contribute to the overall efficiency of the healthcare system.

On the climate front, we completed the implementation of five photovoltaic plants, with 25% of our energy consumption now sourced from distributed generation, including our own photovoltaic plants. We also expanded our drone transport routes, increasing logistics efficiency, and began developing our decarbonization strategy with the goal of assessing science-aligned emissions reduction commitments.

Additionally, we met the interim target for reducing the generation of biological waste, also set within the scope of the ESG debentures, reaffirming our commitment to responsible environmental management.

We remain committed to the health, safety, and well-being of our people, and therefore we have continued to build an increasingly respectful, inclusive, and diverse work environment, strengthening our Diversity, Equity, and Inclusion initiatives.

Finally, our continued presence in the market's leading ESG indices reinforces the recognition of our sustainable practices and validates the successful execution of our integrated business and social-environmental responsibility strategy.



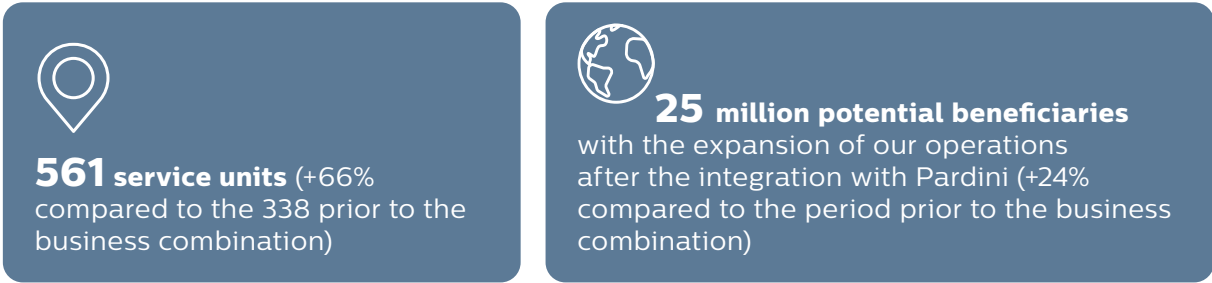


# Highlights from 2024

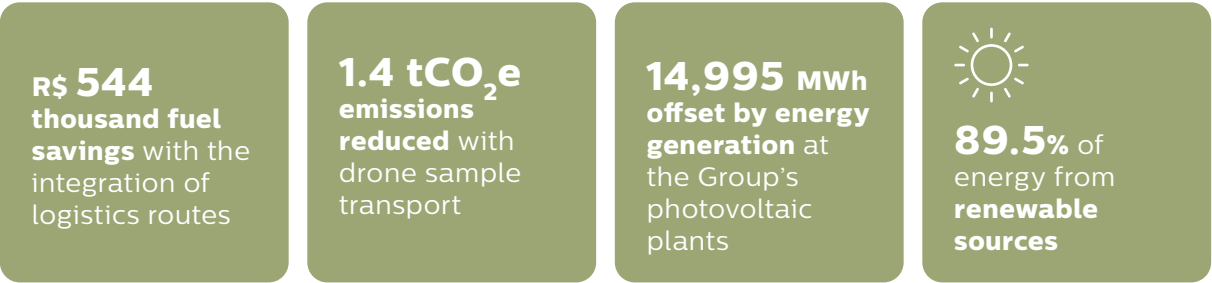
## FINANCIAL AND INVESTMENT DISCIPLINE



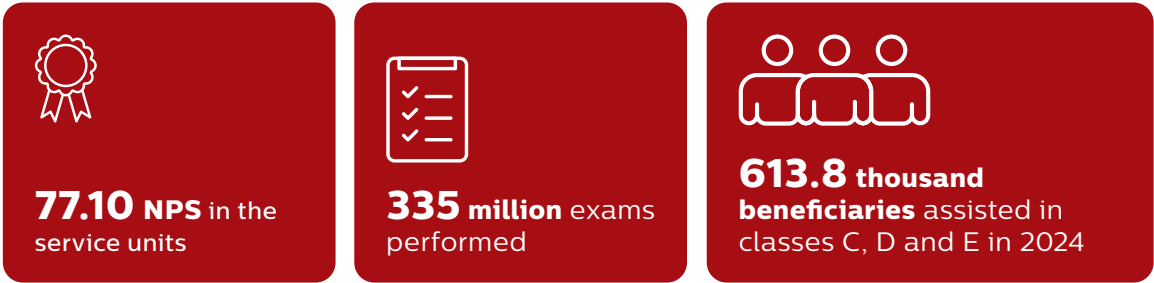
## SERVICE EXPANSION



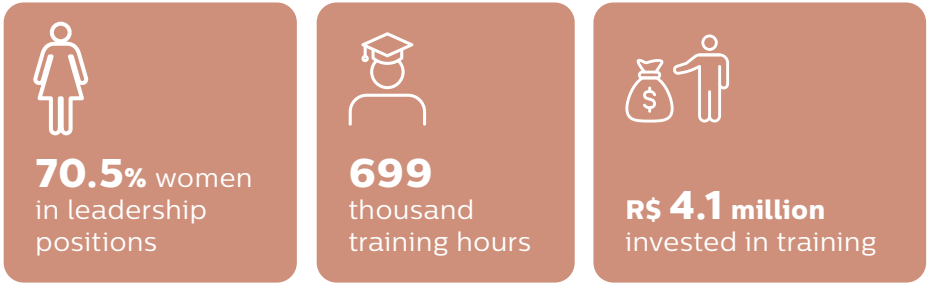
## POSITIVE ENVIRONMENTAL IMPACT



## PATIENT CARE



## TALENT MANAGEMENT



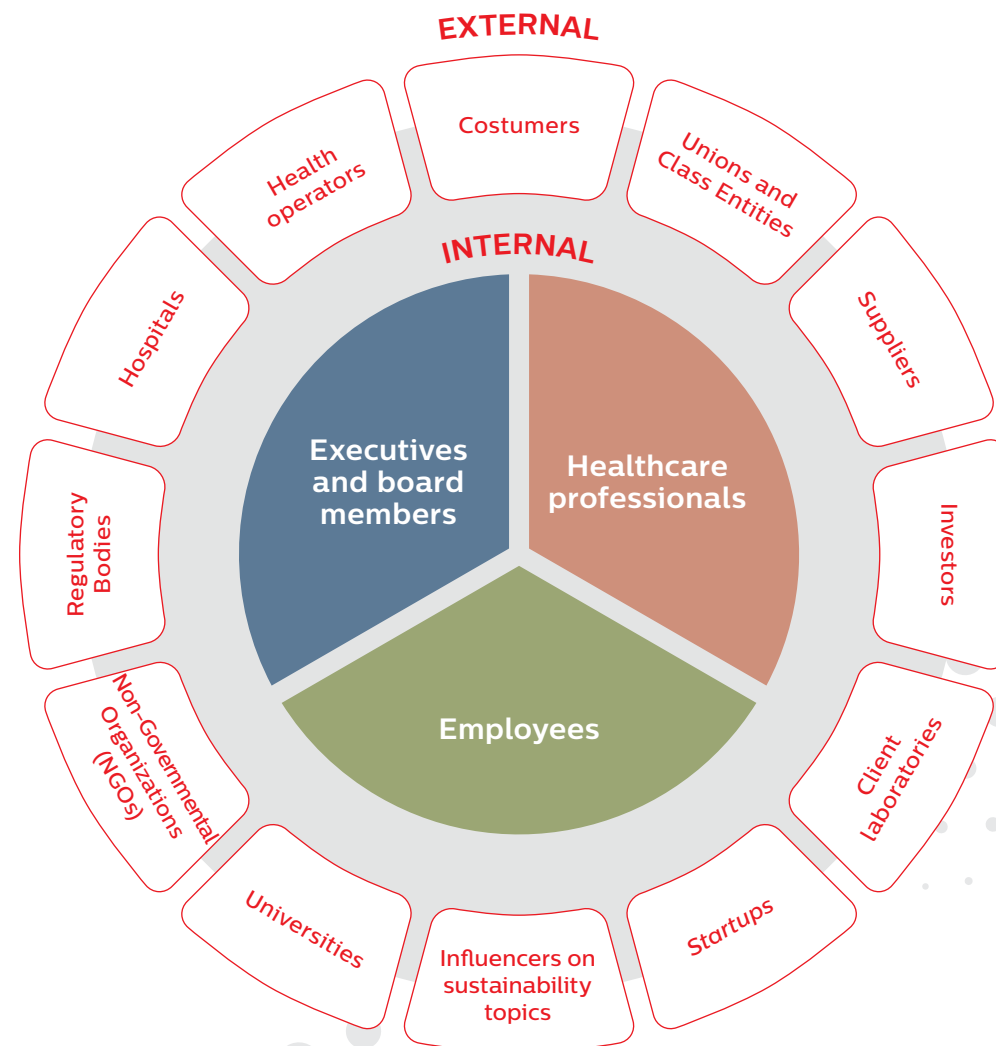
# Material topics

Our materiality was updated in 2023, in line with the principles of double materiality and in accordance with the guidelines of the Fleury Group's Sustainability Policy, which provides for the review of the Company's material topics every three years. GRI 3-1

This process assessed the Company's internal and external context in three stages: GRI 3-1

- 1. Assessment of the strategic scenario** through sector benchmarking and analysis of key market mechanisms and sustainability frameworks to understand investor perspectives and how other healthcare companies are addressing the most relevant topics for the sector;
- 2. Online consultation with stakeholders** to prioritize the most relevant topics;
- 3. In-person panel with stakeholders** to gather their perceptions on the topics identified as most important in the previous stages.

## STAKEHOLDERS CONSULTED GRI 2-29



In order to stay aligned not only with sector trends and the demands of our stakeholders, but also to reflect the Company’s transformations, we revised our materiality again in 2024 following the business combination with Pardini Group. GRI 3-1

The high degree of synergy between the material themes and topics of both organizations resulted in a unified materiality, comprising 14 topics grouped into six material themes. GRI 3-2

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

\* Regulatory: Topics covered by regulatory demand, whether imposed by legislation or by requirements and/or standards to which publicly traded companies are subject.  
Differentiation: Topics that Fleury Group manages as strategic for its operating model.  
Mitigation: Topics that require Fleury Group to manage with a focus on mitigating the impacts caused by its operations.



# The Fleury Group

## Capitals used:

-  Natural
-  Manufactured
-  Intellectual
-  Financial
-  Human

## Related SDG:





# Who we are

We are Fleury Group. Our journey began in 1926 as a clinical analysis laboratory. Over the decades, we have expanded our activities and evolved into a business model focused on offering complete and integrated solutions throughout the healthcare journey of our patients. GRI 2-1 | 2-6

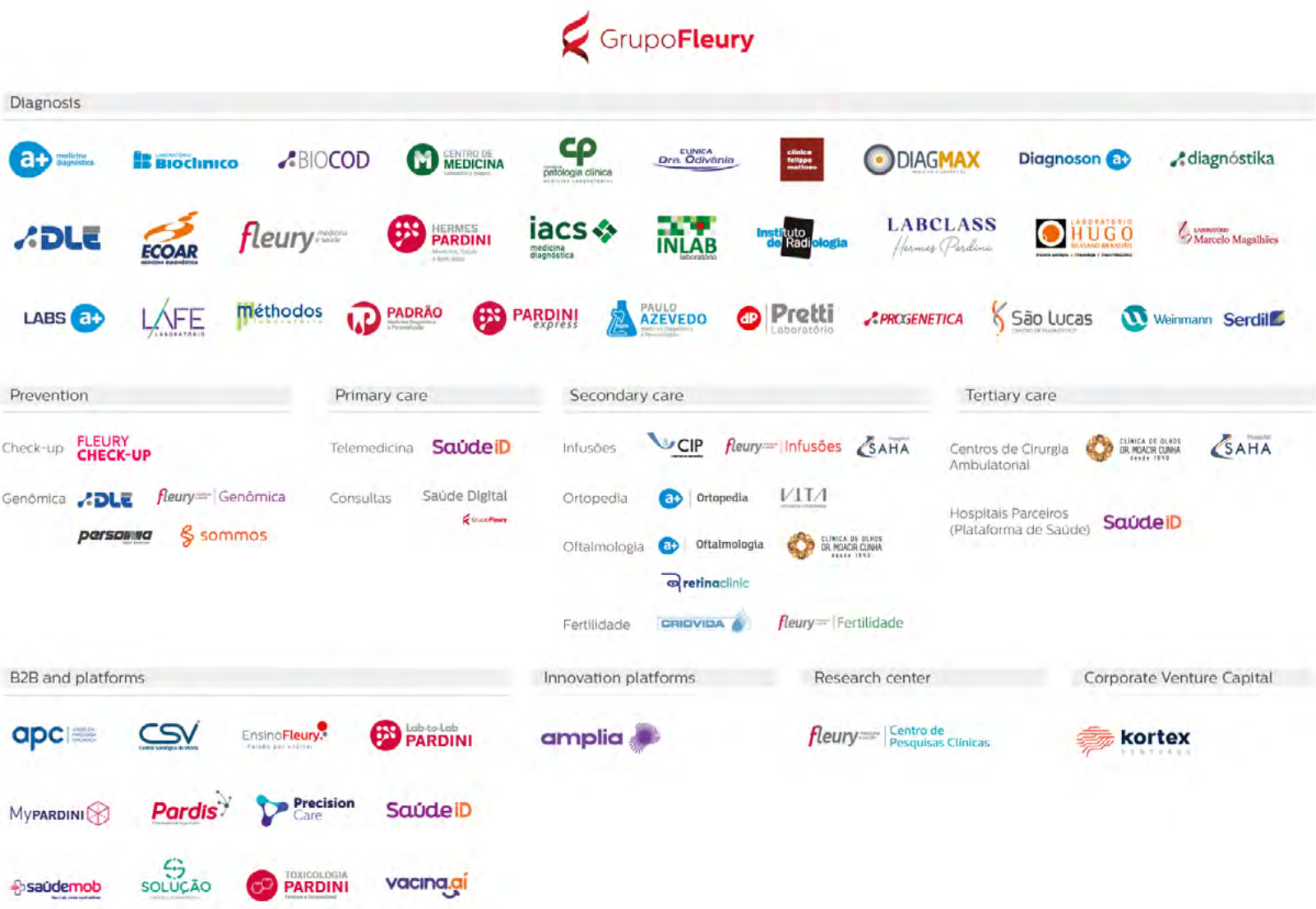
Headquartered in São Paulo (SP) and operating nationwide, we are now a benchmark in the Brazilian healthcare sector, recognized by the medical community and society for our technical excellence, quality of service, and management practices – as well as for our ability to drive the sector forward through innovation and the adoption of best ESG practices. GRI 2-2

We strive to contribute to the sustainability of the healthcare system through our 31 brands, which together provide a complete, patient-centered diagnostic medicine care journey. GRI 2-6



Click [here](#) to access Fleury Group's shareholding structure.

## INTEGRATING THE INDIVIDUAL'S CARE JOURNEY



# Our operations

In 2024, we marked one year since the beginning of our integration journey with the Pardini Group, reaching a new level of presence in the Brazilian market.

With 561 service units across the country, we offer a comprehensive portfolio of solutions through regionally recognized brands in various segments. We are supported by more than 22,000 employees and over 4,000 physicians, performing more than 335 million tests per year.

Today, we are a reference in diagnostics, with:



**24 technical areas**

Distributed throughout the national territory



**335 million exams**

Performed in our service units, hospitals and Lab-to-Lab

## MISSION, VISION AND VALUES

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

Those who love what they do, give their best and, therefore, our essence is based on passion, especially for our people.

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

**MISSION:** To provide increasingly complete and integrated solutions for healthcare management and personal well-being, with excellence, humanity and sustainability.

**VISION:** Health and wellbeing for people’s full realization.

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



- 1 Number of technical areas
- States with service units
- States served B2B



# Strategic vision

We are recognized as a benchmark in diagnostic medicine in Brazil, offering solutions centered on the individual, with a strong capacity for innovation and technology.

Over the past years, we have focused on fulfilling our purpose of expanding access to healthcare, delivering a comprehensive portfolio of services and solutions to an increasing number of people.

We are driven by the ambition to strengthen our position as one of the leading healthcare providers in Brazil through increasingly complete, integrated, and sustainable solutions and experiences throughout people’s health and well-being journeys.

We also operate in the business-to-government (B2G) segment, providing services to public entities. In this area, we have a dedicated team responsible for ensuring legal compliance, efficiency, and transparency in public tenders and contracts, minimizing risks and ensuring quality management of public processes.

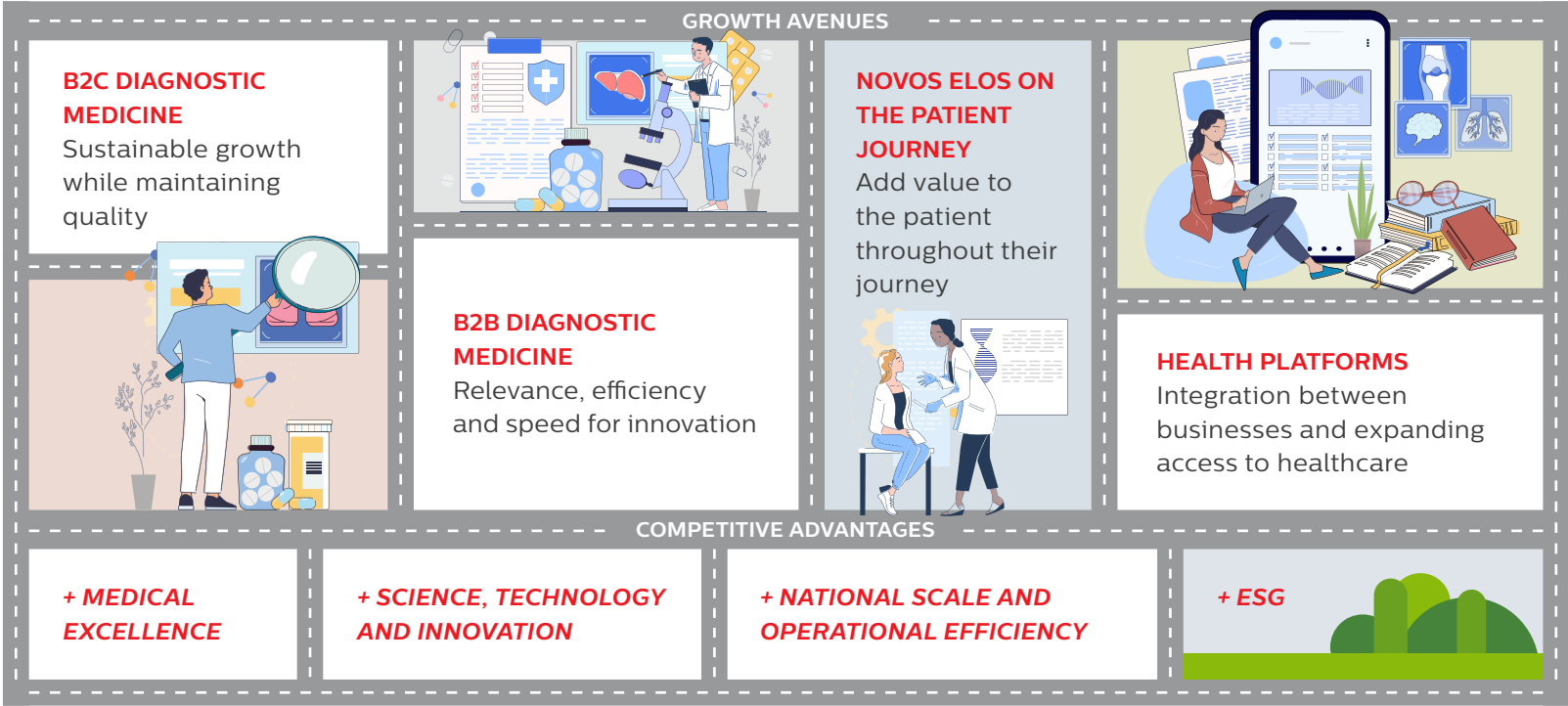
In 2024, our work in toxicology stood out, with a 26.3% increase in demand for toxicological tests compared to the previous year. For 2025, we anticipate the approval of Bill No. 3.965/2021, which may mandate toxicological testing for first-time driver’s license applicants, app drivers, and taxi drivers. We are therefore preparing to absorb increased demand driven by both regulatory and market requirements.

## Growth avenues

We currently combine physical and digital offerings, integrating diagnostic medicine, health platforms and Novos Elos in the healthcare chain, with a broad portfolio of services in various specialties (learn more on page 21). Our growth avenues and competitive advantages allow us to position ourselves differently in the healthcare market.

Below, we present each of our growth avenues, as well as their highlights throughout 2024.

### DIGITAL AND CULTURAL TRANSFORMATION



B2C diagnostic medicine

Through an extensive network of service units and proprietary laboratories, we provide direct patient care within a business-to-consumer (B2C) model.

With a focus on the development of digital products and mobile services, as well as efficiency and profitability, we strive to expand access to diagnostic medicine services by opening new units and pursuing strategic acquisitions, strengthening our healthcare ecosystem.



**561 service units**  
accros 14 states and in the Federal District



**31 brands in all segments\***  
allowing service to a large portion of the population

\*Basic, intermediate and premium

B2B diagnostic medicine

We operate under a business-to-business (B2B) model through strategic partnerships with laboratories and hospitals, with a focus on strengthening the relevance, efficiency, and agility in delivering innovative healthcare services.

As a result of the business combination with Pardini, since 2023 we have witnessed a significant expansion of our national presence in this segment through Lab-to-Lab operations (learn more on page 66).

Over the past year, the B2B segment has evolved through the integration of logistical routes between Fleury and Pardini, as well as the expansion of our service portfolio, becoming an important distribution channel for highly complex tests and unlocking new avenues for growth.



**45% of exams volume**  
under the responsibility of Lab-to-Lab



**+8 thousand customers served**  
in more than 2,200 cities

Novos Elos

In line with our strategy to expand the Company's activities beyond diagnostic medicine, we have invested in a variety of medical specialties. In this context, the "Novos Elos" segment has become an important growth avenue, offering services such as orthopedics, ophthalmology, infusions, fertility treatments, and low-complexity surgeries (learn more on page 27).

In 2024, we continued to expand the service offerings within the Novos Elos front through the launch of new Integrated Centers (learn more on page 31).

Health platforms

The expansion of users on our digital platforms is one of our key growth strategies, aimed at fostering integration between brands and partners and, as a result, generating greater efficiency, cost reduction, and improvements in the patient experience.

In 2024, this segment gained strength in the areas of telemedicine and marketplaces, with special emphasis on Pardis — an online sales and distribution platform for laboratory and hospital supplies (learn more on page 30).

# New business and M&A

In 2024, we celebrated one year since the business combination between Fleury and Pardini Groups, marking significant progress in cultural integration, synergy capture, and process standardization (learn more on page 44), all of which contributed to consistent results in terms of revenue generation and market share growth.

After a full year since the beginning of our integration journey with the Pardini Group, we have achieved the following results:



**25 million potential beneficiaries**

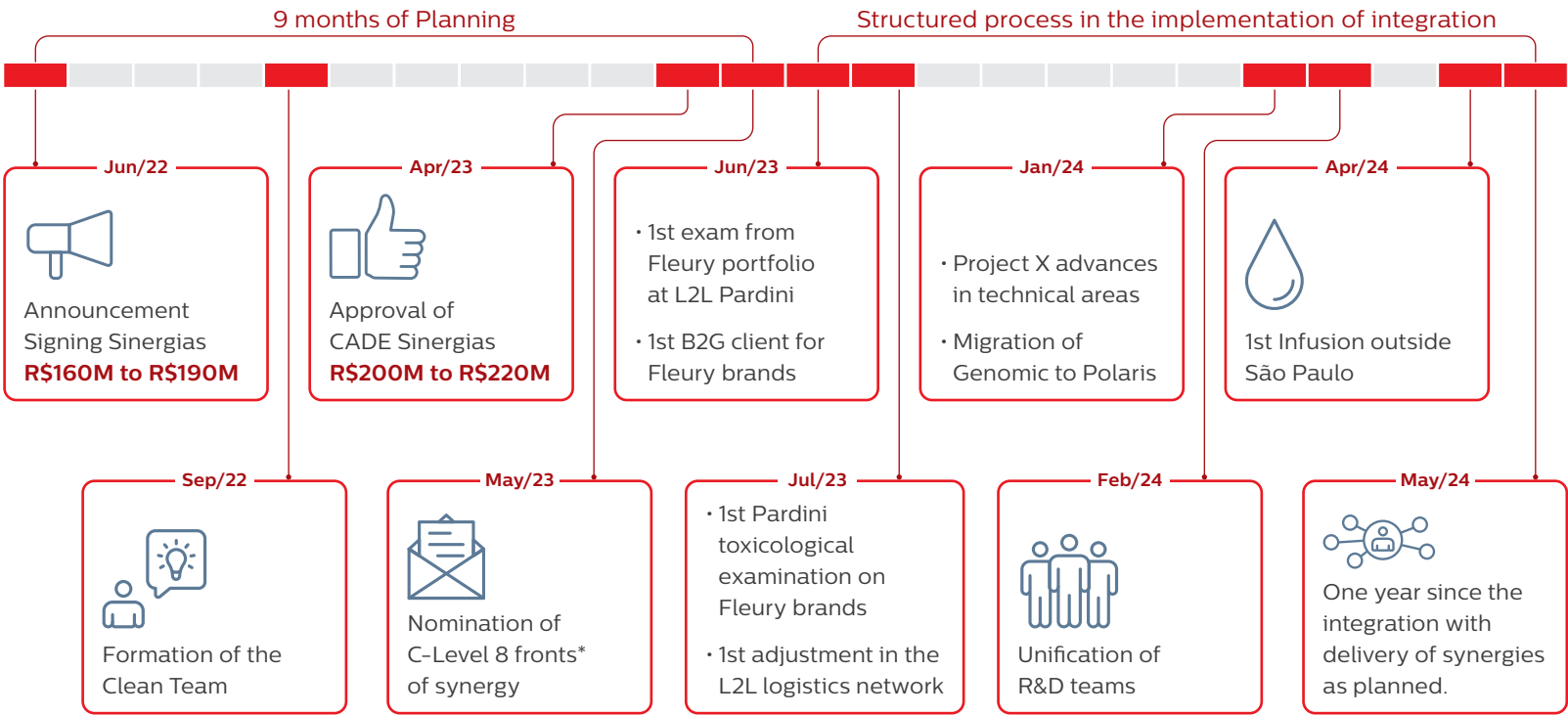
+24% compared to the period prior to integration (20MM)



**561 service units**

+66% compared to the 338 units prior to the business combination

## EVOLUTION OF BUSINESS COMBINATION



\*People, SG&A, procurement, technical areas, logistics, service units, CAPEX, revenues and additional.

### Structural Activities

- Defining governance and establishing the IMO
- Designing the new organizational structure
- Monitoring initiatives
- Monitoring KPIs
- Strengthening organizational culture
- Measuring results



## Novas aquisições



### SÃO LUCAS CENTRO DE DIAGNÓSTICO

In August 2024, we completed the acquisition of São Lucas Centro de Diagnóstico, a laboratory operating in diagnostic imaging and clinical analysis services in four units in the cities of Itajaí and Balneário Camboriú (SC).

The transaction marks the entry of the B2C segment in Santa Catarina.



### CONFIANCE

In November 2024, we announced the acquisition of Confiance, a laboratory founded in 1997 in Campinas (São Paulo), which offers a wide range of clinical analysis tests and vaccines.

With 25 units located in the city and surrounding areas (Indaiatuba, Hortolândia, Paulínia, Valinhos, Vinhedo, and Sumaré), we have strengthened our brand positioning in a key region of the state of São Paulo.



### PARDINI EXPRESS

The Campana brand, a specialist in blood tests and medical diagnostics in the state of São Paulo, has adopted the name Pardini Express as part of an initiative aimed at enhancing the services provided to patients.

This change was designed to bring greater convenience and comfort to patients through the following services:

- A more practical and dynamic self-service model;
- At-home sample collection and vaccination services;
- A broader range of diagnostic tests;
- Modernized and more comfortable physical spaces, with the high-end technology already offered by Pardini.

The benefits of the old brand were maintained, such as the units, location, price, accepted health operators and medical and technical quality.



# Sustainability governance

## ESG governance

At Fleury Group, we believe that in order to fulfill our mission of providing complete and integrated solutions for people’s health management and well-being, we must balance environmental preservation, social responsibility, and value creation through high-quality processes.

In this regard, our Sustainability Policy, approved by the Board of Directors, guides our governance practices and corporate culture in relation to the ESG agenda. Its guidelines are considered in our decision-making processes, ensuring alignment between our strategic focus and the Company’s ongoing commitment to sustainability. GRI 2-12

The Senior Sustainability Management is responsible for ensuring the implementation and monitoring of sustainability practices within Fleury Group, while the ESG Committee — chaired by the Chairman of the Board and including external members — is tasked with overseeing the ESG Strategic Plan, described below (learn more about our ESG area on page 63). GRI 2-12

## ESG Strategic Plan

Fleury Group’s ESG Strategic Plan — approved by the Board of Directors and monitored by the ESG Committee — was developed to support and strengthen the execution of the Company’s Strategic Plan, ensuring its alignment with the

environmental, social, and governance guidelines established in our Sustainability Policy. The Plan provides for the implementation of prioritized projects and initiatives based on the themes most relevant to senior management.

### ESG AMBITION

To establish itself as an ESG benchmark in the Brazilian market by expanding Fleury Group’s social impact and inspiring sustainable practices in other companies.

### STRATEGIC IMPERATIVES

1. Lead the innovative transformation of the healthcare ecosystem, to maintain a position of excellence and pioneering.
2. Disseminate knowledge in health, to qualify the market and strengthen relationships with priority stakeholders.
3. Democratize access to healthcare to expand the Company’s social impact.

ESG Goals and Commitments

In line with our ESG Strategic Plan, our sustainability initiatives follow the Group’s strategic priorities and are aligned with the Company’s long-term goals (see the image beside for more details). GRI 2-22


These commitments are also linked to the commitments undertaken by the Company in the debenture market. The outcomes and status of goal achievement will be presented throughout this report. GRI 2-22

The Senior Sustainability Management team conducts monthly monitoring of indicators related to this topic, which directly impact the Company’s variable compensation and Corporate Balanced Scorecard (BSC). Among the monitored indicators, we highlight the management of biological waste, the total number of supported beneficiaries from socioeconomic classes CDE, and the completion of mandatory training on topics such as integrity, sustainability, and corporate citizenship. GRI 2-13




Further information on the issuance of the ESG debenture by Fleury Group can be found on the [Investor Relations website](#).


SOCIAL



1. Structure initiatives to encourage employability through qualification in healthcare (page 32)




2. Reach 1.5 million patients in social classes C, D and E served by the Company’s products and services and/or impacted by philanthropic healthcare actions by 2030 (page 38)




3. Enhance the representation of prioritized Diversity groups (PwD, gender, LGBTQIA+, ethnic, racial and generational) within the Group and in leadership positions by 2030 (including the Board of Directors and Statutory Executive Board) (page 54)

ENVIRONMENTAL




1. Reduce the generation of biological waste by 20% by 2025 (in line with the goals of the ESG debenture (page 71)




2. Become a net-zero company by 2050 (page 65)\*

GOVERNANCE



1. Become a B corporation (B corp) certified company by 2030



2. Preserve the Group’s culture of medical excellence and evolve in risk management, internal controls and anti-corruption (page 44)

\*under study and validation.



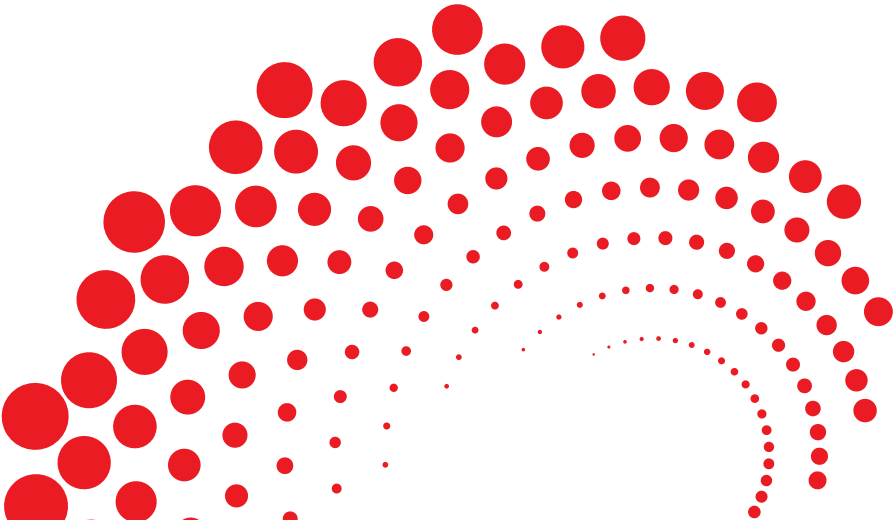


ESG Goals 2024

In 2024, our ESG efforts were guided by the establishment of material goals focused on environmental, social, and governance aspects. By fulfilling these interim commitments, we moved closer to achieving our long-term ambitions, in alignment with the Company’s ESG-linked debentures (learn more on page 38). GRI 2-22

For 2025, we will further increase the ambition of our ESG goals, and will also incorporate targets related to diversity, equity, and inclusion (DE&I), including specific goals for hiring Black women in leadership positions. GRI 2-22

indicator	2024 target	Result
Biological waste generation index (learn more on page 71)	Less than or equal to 0.0111 kg/exam	0.0090 kg/exam
Number of beneficiaries assisted in classes C, D and E (learn more on page 38)	Greater than or equal to 250 thousand	613,837
Carrying out mandatory training (ESG, unconscious bias, anti-racism, Code of Trust and information security) (learn more on page 47)	75%	72.31%



# Certifications and accreditations

Fleury Group's commitment to excellence, innovation and technical quality makes it one of the most respected brands in the healthcare sector in Brazil. We ensure the compliance of our services through the adoption of rigorous quality and safety standards, recognized by national and international certifications and accreditations.



## ISO 9001 and 14001

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



## ISO 17025

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



## Fitwel Certification

The Brooklin (São Paulo) operational headquarters, inaugurated in 2023, received Fitwel certification in recognition of its design, which incorporates measures that support the physical, mental, and social well-being of all individuals who circulate through the space..



## CAP Accredited

CAP-accredited laboratories meet the standards of the College of American Pathologists (CAP). Certification is voluntary and demonstrates our commitment to the quality of our services.



## ISO 15189

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



## LEED Gold-CI

In 2023, the Technical and Operational Center was awarded the LEED Gold - CI (Leadership in Energy and Environmental Design) Certification, in recognition of initiatives such as energy efficiency, solar heating, a wastewater treatment plant, infrastructure for electric vehicles, among others..

## OTHER CERTIFICATIONS



## PALC

The Clinical Laboratory Accreditation Program (PALC) recognizes institutions that meet requirements based on specific quality standards designed to encompass laboratory activities..



# Awards and recognitions

## REFERENCE IN HEALTHCARE

**Estadão Best Services Ranking:** Hermes Pardini ranked 1st in the laboratories category, and Laboratório Fleury took 3rd place in the ranking that highlights the three best companies in each category.

**‘Os Melhores de São Paulo’:** The Fleury Medicina e Saúde laboratory won the ‘Best of São Paulo’ award, which recognizes the favorite companies of São Paulo residents among 40 categories from different sectors.

**Healthcare Leaders 2024:** Hermes Pardini was recognized as one of the healthcare players that stood out the most last year.

**Top of Mind:** for the 13th year, Weinmann Laboratory was awarded 1st place as Top of Mind Porto Alegre in the Clinical Analysis Laboratory category.

**Valor1000:** for the third year, we led the Valor 100 Award in the medical services sector, which highlights companies that stand out in terms of performance, management and contribution to the country’s economic development.

**‘Marcas Mais’ Ranking:** Fleury Medicina e Saúde Laboratory ranked 2nd in the Estadão award in partnership with Troiano Branding.

**‘Mais Amados de SP’:** the Fleury and a+ brands were recognized in the Veja São Paulo award with 1st and 3rd place, respectively, in the clinical analysis laboratories category.

**Época 360º:** Grupo Fleury took 44th place in the general ranking of the Época Negócios 360º yearbook and 5th place in the healthcare sector. In specific topics, we ranked 1st place in the ESG – Governance category, 2nd in the ESG – Environmental category and 4th place in Vision of the Future of the healthcare sector.

**50 most valuable brands in Brazil:** we reached 36th place in the ranking of the most valuable brands in Brazil in 2024, published by Valor Econômico.

**Benchmarking Health Award:** we won 1st place in the Special Award – Social Action with the solution to improve the customer service journey through artificial intelligence, created in partnership with the startup Afrosauáde.

## RECOGNITIONS FOR OUR CEO

**CEOs Change Makers Brasil:** Jeane Tsutsui was ranked 15th on the list of Brazil’s most transformative CEOs, compiled by consultancy HORSE and led by businesswoman Luiza Helena Trajano, from Magalu.

**IV ESG Day:** our CEO was recognized by Money Report for her leadership and initiatives in the Group’s ESG efforts.

**Conarec Award:** we received recognition in the healthcare segments and in the special category of CEO of the Year.

**500 Most Influential People in Latin America 2024:** our CEO was featured on Bloomberg Línea’s list, which includes leaders of major companies and digital influencers who are redefining marketing and communication strategies.

**100 Most Influential People in Healthcare:** Jeane Tsutsui was honored by Grupo Mídia, which acknowledges individuals who have stood out for their efforts to strengthen healthcare in Brazil.



## ESG PERFORMANCE

### World's Best Companies in Sustainable Growth:

We ranked 17<sup>th</sup> overall and 4<sup>th</sup> among Brazilian companies recognized by TIME Magazine's award, which honors 500 companies worldwide that demonstrate leadership and excellence in sustainable growth.

**Best in ESG:** Fleury Group secured first place in the Health and Healthcare Services category of the "Best in ESG" ranking, a partnership between Exame Magazine and Ibmecc.

**ISE B3:** We have been part of the B3 Corporate Sustainability Index (ISE) portfolio since 2014. This is the leading sustainability index on the São Paulo Stock Exchange.

**ICO2 B3:** Once again in 2024, we were included in the B3 Carbon Efficient Index (ICO2), which assesses the scope and quality of our carbon emissions as well as our commitment to their reduction.

**Global Sustainability Yearbook:** For the fourth consecutive year, we were included in the S&P Global Sustainability Yearbook, which analyzes more than 9,300 organizations worldwide and highlights the top 15% in each sector. In addition, we once again became part of the Dow Jones Sustainability Index – Emerging Markets portfolio.

**B3 IDiversa:** We are proud to be part of the first Latin American index focused on diversity. This index comprises companies that not only foster a more equitable society but also embrace diversity as an investment thesis.

**Municipal Seal of Diversity and Human Rights:** In 2024, we were honored by the São Paulo City Hall with the Seal recognizing initiatives that promote human rights, diversity, and inclusion in the city, highlighting practices that ensure respect and the protection of vulnerable groups.

**Racial Equality Seal:** We received the São Paulo City Seal that acknowledges best practices in promoting racial equality.

**Mente em Foco Movement:** Fleury Group was recognized at the UN Global Compact awards for our "Acolher" initiative, one of the pillars of the Viver Melhor Program (learn more on page 57).

**Valor Inovação Award:** Fleury Group ranked 20<sup>th</sup> overall and 2<sup>nd</sup> in the medical services category in the Valor Econômico Innovation Awards.

**Top 20 Innovation Leaders in Brazil:** Fleury Group was featured on Veja São Paulo's list of the 20 most innovative companies in Brazil in the healthcare sector.

**Open Corps:** Fleury Group stood out in the 2024 awards, reaching 4<sup>th</sup> place in the healthcare services category. The award celebrates Brazil's most innovative and collaborative startups and companies.

**Transparency Trophy:** For the seventh time, we received the ANEFAC Transparency Trophy for the quality of our 2023 financial statements.

**Atlas Governance Awards:** We were awarded 1<sup>st</sup> place in the publicly traded company category of the Atlas Governance Awards, which recognize market leaders in governance and innovation practices.

**Reclame Aqui Award:** Fleury and Hermes Pardini brands secured 1<sup>st</sup> and 3<sup>rd</sup> places, respectively, in Brazil's most prestigious award for customer service and reputation.

**Pro-Ethics Seal:** Grupo Fleury received the Pro-Ethics Seal, which promotes awareness among companies of the importance of ethical conduct and the expansion of a culture of integrity.





# Care journey integration

Capitals used:

- Manufactured
- Intellectual
- Financial
- Human

Related SDG:







## Care journey integration

Our work is grounded in the efficient coordination of healthcare, connecting all stages of the patient journey. In doing so, we aim to provide a personalized and integrated experience that goes beyond the diagnosis and treatment of illnesses, fostering health and well-being throughout every stage of life.

In 2024, we strengthened our role in the care journey by developing innovative and integrated solutions, based on health data analysis as well as population and statistical insights. This approach enabled the creation of dashboards that support the identification of real issues and the proposal of effective solutions, resulting in a positive impact on both the patient experience and the sustainability of the healthcare system.

In this way, we reaffirm our leadership role in integrating innovative and sustainable solutions that create value for patients, physicians, and the healthcare system as a whole.

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## BREAST CANCER DIAGNOSIS

One of the highlights of 2024 was the new breast cancer screening journey (learn more on page 76), launched as a pilot at Fleury and a+ Medicina Diagnóstica units. The initiative involved 335 patients and led to the early diagnosis of one case of breast cancer.

The other patients were included in closer follow-up care, reinforcing the importance of early risk identification and continuous monitoring.

This initiative demonstrated that investing in prevention can save lives and reduce costs, proving that the early diagnosis of even a few cases is enough to offset the cost of screening the entire population assessed.

## DIABETES TESTING

We implemented an engagement strategy focused on diabetes care (learn more on page 76) which involved reaching out to 4,000 patients who had gaps in care for glycated hemoglobin testing, across the Fleury Medicina e Saúde and a+ Medicina Diagnóstica brands.

The goal was to encourage these patients to take a more active role in their health. Over a five-month period, we observed an 8% decrease in overdue diabetes tests among a+ patients and a 6% reduction among Fleury patients. Among those with pre-diabetes, the results were even more significant, with reductions of 26% at a+ and 15% at Fleury.



# Prevention

The first step in our journey of care is prevention. Through a preventive approach, we avoid the onset of disease and encourage the maintenance of health rather than simply treating existing conditions.

To achieve this, we strive to support patients in adopting healthy habits and reducing the risk of developing chronic diseases.



## Genomics

The Genomics division of Fleury Group is housed within the Genesis business unit, a joint venture with Hospital Albert Einstein. In 2024, we consolidated our leadership in Precision Medicine in Latin America, driven by technological innovation, strategic expansion, and a strong commitment to social impact.

As a result of the business combination with Pardini, our Genomics testing has experienced significant growth within our operations. We closed the year 2024 with a portfolio of 396 tests - the largest in Latin America.

We also made progress on our commitment to expanding the Genomics For All program, providing access to complex genetic testing for a growing number of low-income patients. Additionally, we broadened our Diagnostic Support Programs through partnerships with more than 15 pharmaceutical companies, advancing initiatives focused on oncology and rare diseases.

The Fleury Genomics website has further enabled access to Precision Diagnostics nationwide, ensuring service for patients in hundreds of cities, including those without physical units of the group.

Our investments in research contributed to the incorporation of the MGI T7 sequencer into our genomics hub, enhancing result quality and making genomic medicine more accurate, accessible, and integrated. We also launched new innovative tests, such as the Sommos line, focused on prevention and wellness, and the TSO500 tumor profiling test, based on Illumina's TruSight Oncology technology, which expands options for cancer diagnosis and monitoring.

Participation in more than 10 national and international congresses — including the Brazilian Congress of Medical Genetics, the American Society of Human Genetics (ASHG), and the Brazilian Congress of Clinical Oncology (SBOC) — has strengthened our scientific standing and broadened our global presence. We also highlight our involvement in the 2024 Latin American SLEINPM congress held in Uruguay.

In Brazil, we hosted the first “Coffee with Genesis Genomics Researchers,” a proprietary event that fostered scientific dialogue, open innovation, and closer collaboration with research institutions.

These advancements reinforce the role of genomics in building a more sustainable and inclusive future in healthcare.

## Vaccines

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Reaffirming our commitment to preventive medicine, we expanded access to immunization through online vaccine stores. In this context, the digital platform recorded record sales, both under the Saúde iD brand (learn more on page 30) and through other units with their own stores, establishing itself as a key tool for health promotion.

Beyond improving access, this initiative helped disseminate information about the national vaccination calendar\*, raising awareness and increasing demand for immunizations. This led to a significant rise in vaccine sales across nearly all units compared to 2023, and as a result, Fleury Group is currently among the top three vaccine providers in the country.

In 2024, the Hermes Pardini Institute (MG) sold 61,989 vaccine doses, representing a 54% increase over 2023. Of these, 2,417 doses (3.9%) were purchased through the online store.

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\*The vaccines sold follow the recommendations of the official calendar and do not require a medical prescription or prior care, expanding the scope of preventive immunization.





# Primary care

With the aim of providing comprehensive solutions for the patient's healthcare journey, we offer primary care services through teleconsultations and in-person appointments with physicians across several service units and specialty centers.

Throughout 2024, we strengthened our role in digital healthcare solutions, with a focus on our Digital Emergency Room (PA Digital) and Primary Health Care (PHC) programs. These initiatives expanded access to quality medical services and encouraged a more rational use of healthcare resources, contributing to the sustainability of the system.

## Telemedicine

Telemedicine has proven to be an effective alternative in reducing unnecessary referrals to emergency rooms, offering a safe and efficient option.

With high resolution rates and high satisfaction levels, especially in vulnerable contexts such as dengue outbreaks and regional viral surges, this initiative ensures quick access to medical care, even in remote areas.

PA Digital conducted 847,885 medical consultations and 50,539 nursing appointments throughout the year, in addition to 6,786 specialty consultations, including nutrition and psychology. These results reflect not only the efficiency of telemedicine solutions but also their positive impact in broadening access to healthcare.

We have also strengthened our efforts in Primary Health Care (PHC), a program offered to companies with a focus on health promotion and disease prevention for employees, through proactive monitoring of previously identified high-risk patients.

In a “phygital” model – which integrates physical and digital care – PHC offers a broad, integrated view of care. The data generated is shared in a structured way with client companies' Human Resources departments, enabling more efficient corporate health management.

In 2024, the PHC program recorded 20,788 medical and nursing consultations, centered on health promotion and disease prevention.



# Secondary care

We strengthened our efforts in secondary care through the Novos Elos segment, offering comprehensive and integrated solutions in specialties such as Infusions, Orthopedics, Ophthalmology, and Fertility.

## Infusions

By the end of 2024, we had 18 infusion units in operation, in addition to mobile care services, which enabled us to perform over 60,000 infusions throughout the year. These figures underscore our commitment to expanding access to integrated and high-quality care for all patients.

During the year, the Pacaembu infusion unit was relocated to Pinheiros (SP), offering a larger, more modern, and welcoming space - an improvement that was very well received by patients. The Saha Hospital also shifted its focus toward complex immunobiological infusions, reducing the volume of general surgeries.

Furthermore, we broadened our scope to include the care of rare diseases, many of genetic origin, going beyond the typical infusion patient. In doing so, we reinforced our role as a reference in delivering personalized and high-complexity solutions to these patients.

## Orthopedics

Orthopedics experienced significant growth in 2024. In addition to our premium units, we opened a+ Ortopedia Tatuapé in the sub-premium segment, and other units within the Vita segment underwent structural renovations and operational improvements, resulting in meaningful efficiency gains.

The complete orthopedic care journey - from prevention to rehabilitation - was strengthened through high technology, service integration, and partnerships with top-tier hospitals and professionals. Over the year, we carried out 10,000 specialized consultations, 2,000 surgeries, and 130,000 rehabilitation and prevention sessions.

### ORTHOPEDIC CARE

We have made progress in implementing an innovative orthopedic care model that integrates concepts of value-based healthcare and population health management. This model uses clinical and operational indicators focused on quality of care and patient experience, cost management and risk sharing.

## TOXICOLOGY

Our toxicology services are designed to support companies and partners in identifying worker exposure to harmful substances (occupational toxicology) or psychotropic substances (forensic toxicology)

Through these tests, we help strengthen people's safety and reduce exposure to risk factors, such as the use of substances that impair drivers' attention, thus contributing to traffic safety.

In 2024, we performed 903.7 thousand tests, representing a 26.3% increase compared to 2023.

For the coming year, we are preparing for potential increases in testing demand driven by changes in legislation, which may require toxicology testing for professional drivers and candidates for their first driver's license.

Ophthalmology

This segment remains a benchmark of excellence in the sector. Over the past year, we expanded our operations through the consolidation of a+ Oftalmologia, which provides sophisticated treatments to the sub-premium public.

This strategy promotes broader access to specialized services through an innovative business model, with expanded credentialing and a focus on scaling care delivery.

We operated five ophthalmology units, delivering approximately 50,000 consultations, 150,000 exams, and 3,200 surgical procedures in 2024, aiming at broadening access to high-quality eye care for the population.

Fertility

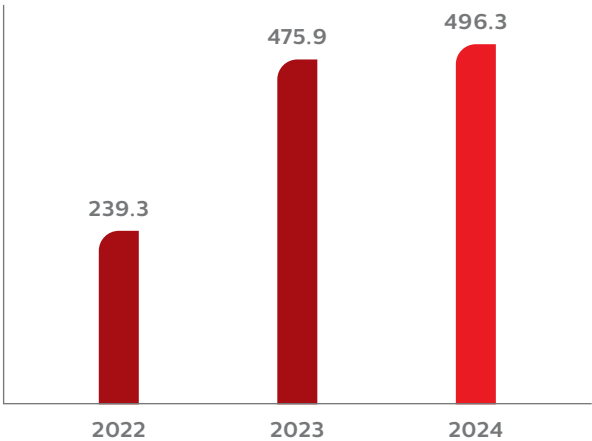
Fleury Fertilidade operates under an open-door model, providing a complete infrastructure for partner fertility specialists to carry out complex treatments without employment ties.

This approach enables wider access to cutting-edge resources for fertility preservation and treatment, including procedures such as in vitro fertilization, cryopreservation of eggs, sperm, ovarian tissue, and embryos, as well as female and male surgeries.

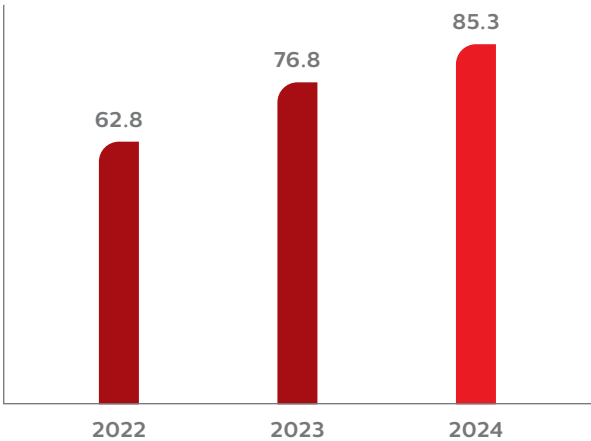
In 2024, the service showed significant growth, with increased conversion and success rates, consolidating its position as a reference in the field.

EVOLUTION OF NOVOS ELOS REVENUE  
Gross revenue (in R\$ millions)

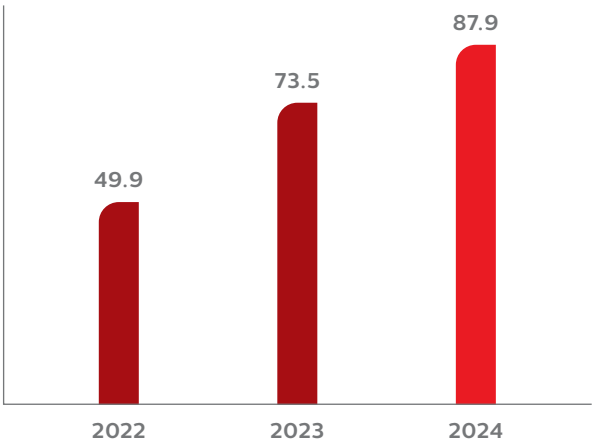
INFUSIONS



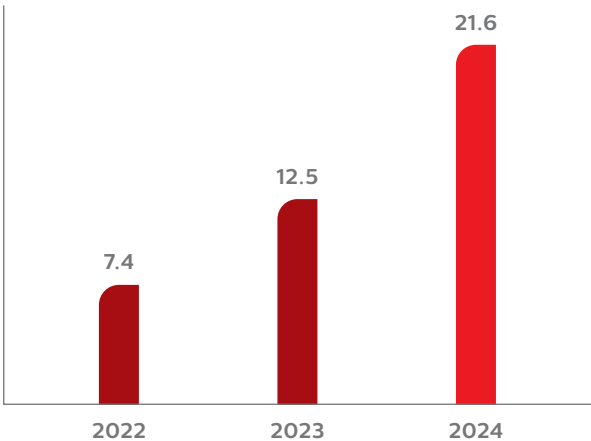
ORTHOPEDICS



OPHTHALMOLOGY



FERTILITY





# Tertiary care

We operate in tertiary care by taking our operating model to partner hospitals and outpatient surgical procedures, performed in our own units.

## Partner hospitals

Throughout 2024, we upheld our tradition of delivering excellent services to hospitals in the specialties of clinical analysis, radiology, anatomical pathology, and genomics.

**5 million services**

and over 34 million tests processed

**35 partner hospitals**

located in six states and the DF

**26,153 medical advice**

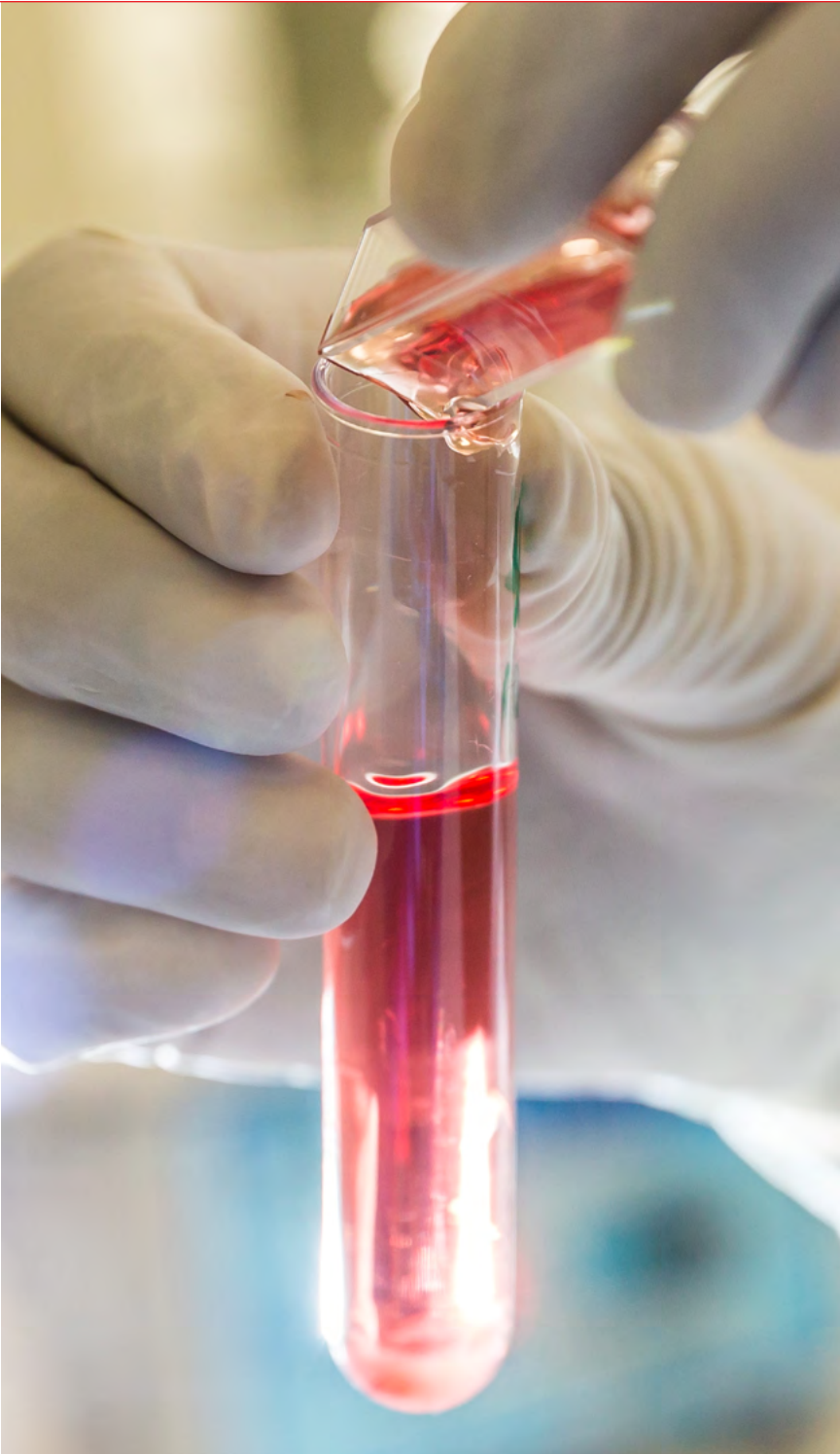
to discuss cases or report critical results that require immediate action by the healthcare team.

The year was marked by the establishment of new and important partnerships, such as with Hospital GRAACC, which plays a key role in the treatment of children and adolescents with cancer, and collaborations with the maternity hospitals Santa Joana, Pró Matre, and Santa Maria.

We also expanded our presence in the countryside of São Paulo state by initiating service provision for Unimed Salto/Itu, and we strengthened our brand in the Federal District through our partnership with Hospital Santa Lúcia Sul, part of the Grupo Santa.

In addition to contributing to improved access to healthcare, the Hospitals Business Unit is a significant generator of employment within Fleury Group.

We are proud to count 285 physicians and 1,165 team members, including biologists, biomedical scientists, pharmacists, nursing technicians, and clinical pathology technicians, who are dedicated to delivering diagnostics for hospital patients with commitment, excellence, and care.



# Health platforms

Through our health platforms, we strive to integrate our brands and partner laboratories, delivering in a single channel the services that can provide health and well-being to patients.

## Pardis

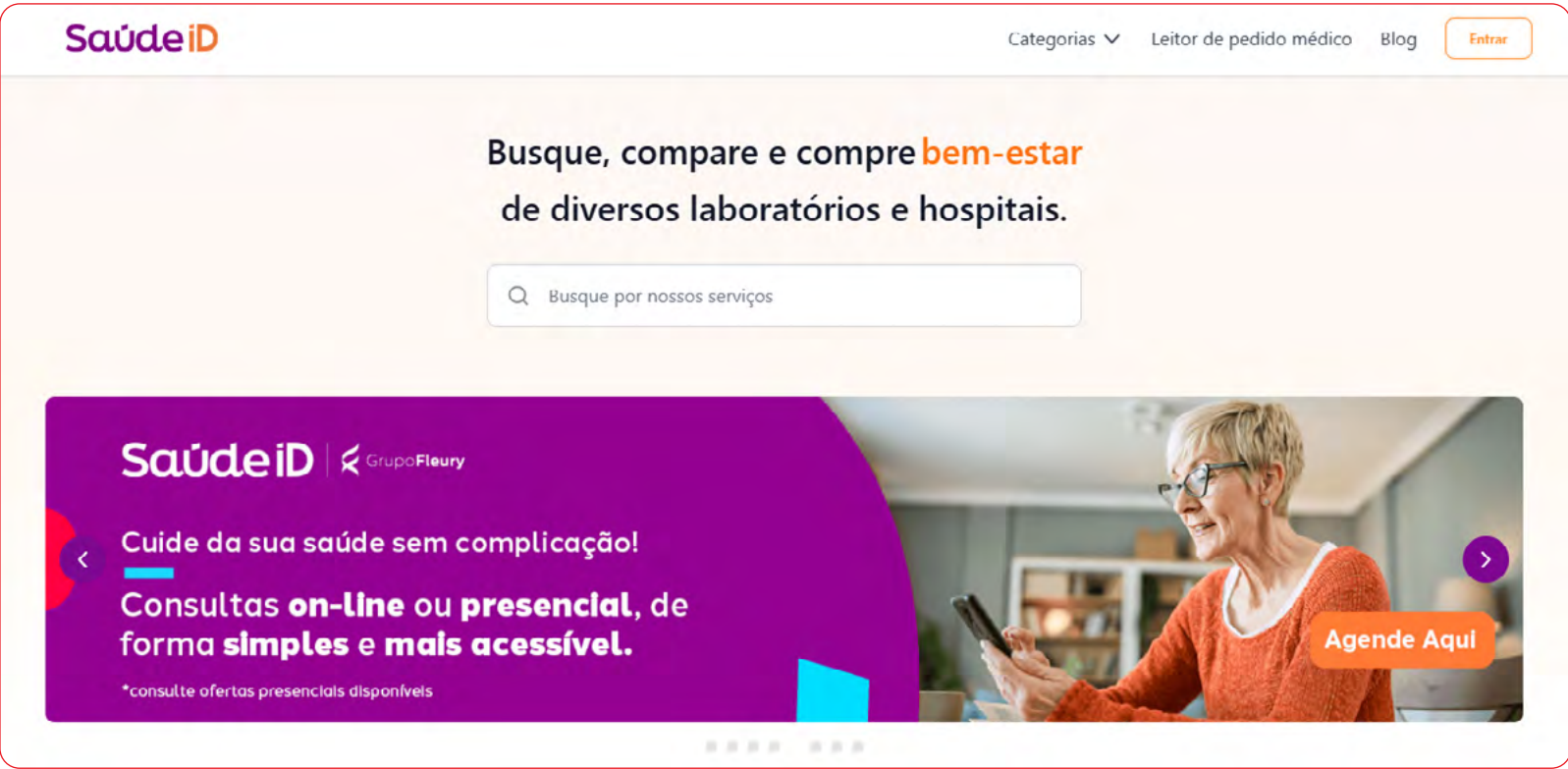
Pardis is one of the newest Business Units within Grupo Fleury. It was created during the COVID-19 pandemic to meet an urgent market need: supplying laboratory kits to our partner labs.

With an innovative structure, the platform quickly established itself as an online distributor of laboratory and hospital supplies, serving healthcare companies across Brazil.

In 2024, Pardis recorded a 248% increase in revenue compared to 2023, reflecting the trust of our clients and the effectiveness of our market strategies. We served over 2,600 clients and processed more than 14,000 orders (a 269% increase over the previous year).

## Saúde iD

Through the Saúde iD platform, Fleury Group offers a marketplace for affordable tests and procedures, expanding access to healthcare for individuals without medical coverage, with a focus on social classes C, D, and E.



# Integrated centers

Throughout 2024, we made significant strides in our commitment to offering patients a comprehensive care journey, with the inauguration and expansion of key integrated centers focused on specific areas of medicine.

In addition to working on disease prevention and investigation, these centers also provide diagnostic services and treatment, offering consultations with medical specialists across a range of fields.



## Integrated Endometriosis Center

Endometriosis affects approximately 7 million women in Brazil. In light of a potential R\$2 billion market, we launched in 2024 an innovative space dedicated to women’s health care, located in São Paulo (SP).

In a welcoming and patient-centered environment, supported by a specialized multidisciplinary medical team that is present throughout every step of the patient’s journey, we provide individualized and personalized care to women diagnosed with this condition.

## Integrated Neurology Center

Given the rise in diagnoses of patients with cognitive disorders, we inaugurated in 2024 the new Integrated Neurology Center at our Itaim unit in São Paulo (SP). This initiative builds on a major milestone reached in 2023, the launch of an innovative diagnostic test for Alzheimer’s disease.

The center is equipped with state-of-the-art technology, methods, and techniques, and offers advanced diagnostic imaging, with a focus on magnetic resonance imaging (MRI), computed tomography (CT), and electroneuromyography.

In total, the Fleury Group has the following integrated centers to expand the range of specialized services offered to our patients:

- Advanced Thyroid Nodule Diagnostic Center;
- Integrated Pregnancy Center (Gestar);
- Advanced Women’s Diagnostic Center;
- Integrated Cardiovascular and Neurovascular Center;
- Image-Guided Procedures Center;
- Integrated Allergy and Immunology Center;
- Advanced Osteomuscular Imaging Diagnostic Center;
- Integrated Dermatology Center;
- Integrated Neurology Center;
- Integrated Endometriosis Center.



Learn more about all of Fleury’s unique services [here](#).



# Excellent medical practice



To fulfill our mission of providing increasingly comprehensive and integrated healthcare solutions, we rely on a medical team dedicated to care delivery, diagnostic reporting, and physician engagement.

We are committed to medical excellence and continuously strive to enhance the quality of the services we offer, investing in initiatives aimed at the development of our technical staff.

In 2024, the medical practice at Grupo Fleury achieved significant results, reinforcing our position as one of the most respected companies in the sector and a leading force in the transformation of healthcare in Brazil.

## Congresses

In 2024, our medical professionals participated in several congresses through sponsorships provided by our Corporate University. In total, we recorded:

### 29 participation in congresses



- **6 national congresses** with presentations of works produced by Fleury Group
- **16 international congresses** with presentations of works produced by Fleury Group
- **7 international congresses** with speakers representing Fleury Group.

## FELLOWS PROGRAM

Fleury Group offers Fellowship programs in Diagnostic Imaging and Pathology, through which physicians can participate in exclusive mentorships and have the opportunity to join residency programs.

The Diagnostic Imaging program is intended for radiologists who have completed three years of residency, while the Pathology program is designed for recently graduated pathologists seeking to deepen their knowledge.

In 2024, we offered 42 spots across these programs, distributed in São Paulo, Rio de Janeiro, and Minas Gerais.



Medical Consultations

We offer medical consultations to discuss and clarify diagnostic reports, guided by a culture of clinical excellence and an integrated approach — always placing the patient at the center of every decision.


Our consultations are based on three main approaches:

- Focus on the exam result;
- Focus on the care gap;
- Appropriate use of resources.


In 2024, we conducted 96,267 medical consultations, representing a 13.4% increase compared to the previous year.

Fleury Med Podcast


In 2024, we launched the Fleury Med Podcast, a podcast series featuring current topics discussed by the medical community, with the participation of renowned guests to provide high-quality knowledge across a wide range of specialties. The project included:



**14 episodes**  
in collaboration with 24 guests (clients), 10 collaborators and 2 experts



**R\$31,9 million**  
investment



**+1,3 million views**  
with more than 220 thousand episode reproductions on the main streaming platforms

MEDICAL EXCELLENCE PROGRAM

The Medical Excellence Program seeks to encourage the ongoing personal and professional development of our medical staff through variable compensation based on the achievement of goals related to themes such as sustainable development, physician engagement, and knowledge and innovation.

Among the individual indicators evaluated are: medical consultations for communication and discussion of results, preferred examinations in which the client requests a specific physician, documentation of academic achievements, and participation in scientific events.

Leaders are also assessed based on the gross revenue of the specialties under their supervision and the management of costs invested in medical provider compensation, in line with the company's expectations.

Of the 2,295 eligible physicians, 820 (35.7%) met the established goals, with an increase in the number of preferred examinations (+3%) and medical consultations (+4.5%) compared to 2023.



# Patient trust

## Patient safety GRI 3-3

At Grupo Fleury, we are committed to maintaining a culture focused on the health, well-being and safety of our patients. To this end, we have a continuous patient safety management system focused on identifying and mitigating risks, aiming for harm-free processes at all stages.

As pillars to support our patient safety culture, we adopt the following principles:

-  **Continuous improvement** of care practices and the use of healthcare technologies.
-  **Mapping and management** of care-related risks.
-  **Dissemination of** patient safety culture, promoting a culture of learning, a fair culture and a culture of reporting.
-  **Training** on the topic of Patient Safety.



**In this context, we rely on a dedicated team responsible for patient safety strategies, which include:**

- ongoing education for employees, patients, companions, and/or family members;
- effective communication and an environment of learning and mutual trust;
- data and indicator management, along with reporting to senior leadership;
- clinical risk management through the Clinical Risk Matrix;
- development, implementation, dissemination, and continuous updating of the incident reporting system, which supports the identification of care-related risks.

To ensure that these strategies are effectively shared with our operations team, we count on our Patient Safety Ambassadors, professionals selected to promote the topic within their teams.

As our main learning tool, we developed the Patient Safety Pathway, a mandatory training program for all staff members across the group, where we present concepts, protocols, and the incident reporting system.

**INCIDENT REPORTING, HANDLING, AND MITIGATION**

Our incident reporting system is available to all professionals. Through it, incidents can be reported, classified, and addressed in a structured manner. In 2024, the highest volume of reports (54%) referred to incidents related to patients’ pre-existing conditions, followed by no-harm events (30%) and preventable adverse events (16%).

Some of the preventable adverse events are brought to discussion at the Patient Safety Forum — a multidisciplinary meeting that analyzes contributing factors and the proposed actions to mitigate future incidents, whether through targeted or systemic interventions.

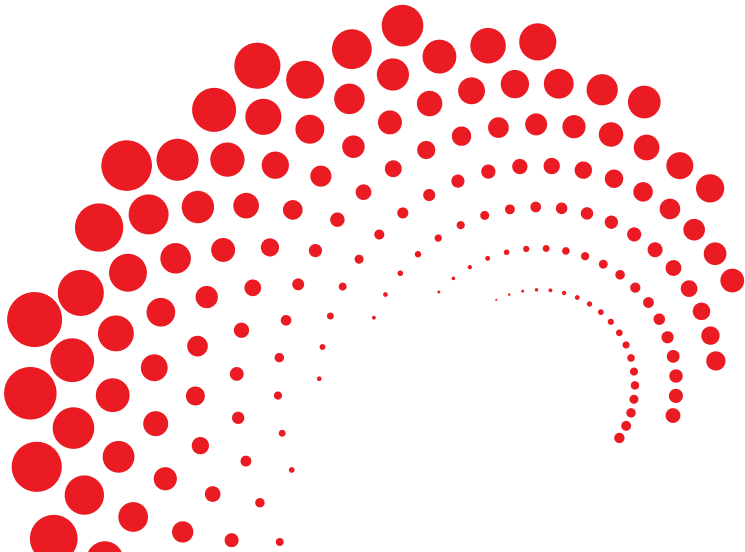
**Customer Satisfaction** GRI 3-3

The patient is at the heart of everything we do. To measure their level of satisfaction, we conduct daily monitoring of the Net Promoter Score (NPS), in addition to tracking complaint rates and compliment rates. The results we obtain serve as valuable input for implementing improvements in our products and services.

The combined result for the Fleury and Pardini Group reached 77.1 in 2024, exceeding the target of 76.4. The response rate for Fleury was 5.2%, while Pardini recorded a response rate of 7.7%.

	2021	2022	2023*	2024*
Result	72.22	76.76	77.73	77.10
Target	76.03	75.95	76.20	76.40
% response to customer complaints	4.21%	4.24%	3.85% (Pardini) and 9.32% (Fleury)	5.2% (Pardini) and 7.7% (Fleury)

\*The data for 2023 and 2024 consolidate the results of Fleury and Pardini. The data for 2021 and 2022 refer only to Fleury.





Complaint mechanisms GRI 2-25

In order to continuously improve the customer experience and advance the quality of our services, we have implemented a range of initiatives and structures dedicated to handling complaints, generating valuable data that supports the development of action plans across different departments.

**CUSTOMER SERVICE AND OMBUDSMAN**

Our Customer Service (SAC) handles less complex issues, while the Ombudsman is responsible for more complex matters, both working with the shared goal of delivering a satisfactory experience.

Although they operate independently, SAC and the Ombudsman work together when necessary, always guided by impartiality and confidentiality. All customer interactions are recorded in specific systems and received through various channels such as phone, email, mobile app, and social media, among others.

Both teams are responsible for analyzing and resolving critical cases, ensuring the confidentiality of all information and collaborating with other areas of the business through our customer feedback management systems.

**CUSTOMER COUNCIL**

The Customer Council hosts regular meetings between clients and executives, where feedback is shared and proposals for service improvements are discussed. In addition, forums are held to monitor performance indicators and address critical issues.

**CUSTOMER EXPERIENCE CENTER (NEC)**

The Customer Experience Center (NEC) monitors and standardizes customer feedback across the Group's brand channels. In 2024, the NEC took on the responsibility of monitoring social media and managing critical customer concerns.

The customer experience (CX) team handles requests, complaints, compliments, and inquiries from Digital Health clients, primarily through digital channels and health plan operators.

The NEC meets regularly with the Business and Operations teams to review results and define action plans, while also managing the Net Promoter Score (NPS) and providing quality and satisfaction metrics.

Together, SAC, the Ombudsman, CX, and NEC strive for transparency, ethics, and continuous service improvement, strengthening customer trust in our Company.





# Health and social responsibility

Capitals used:

- 💡 Intellectual
- 💰 Financial
- 👤 Human
- 👥 Social

Related SDG:





# Expanding access to healthcare

GRI 3-3 | 203-2

The Company’s social engagement is directly connected to its core business and is guided by the expansion and democratization of access to healthcare.

We are committed to serving 1.5 million patients from social classes C, D, and E by 2030, 1 million as a result of the goals established through the issuance of our ESG debenture, and 500 thousand through the additional effort and commitment of the Company to the social cause.

In 2024, we reached 613,831 new patients in these segments, a figure driven by new business lines resulting from the combination with Pardini. This outcome exceeded the target of 250 thousand new lives set for the year.

By the end of the year, we had reached a cumulative total of 1.8 million patients from classes C, D, and E served by our products and services since 2021, thus surpassing the target linked to the debenture ahead of schedule. Looking ahead, we will maintain this indicator to ensure that our ambition to broaden access to healthcare continues to move forward with strength and purpose.

## CDE ACCESS FORUM

In 2024, we established the CDE Forum with the aim of bringing together the Company’s main areas that contribute to meeting the indicator of beneficiaries assisted in classes C, D and E.

In total, around 11 areas actively participated in the initiative, which had three meetings in the 2nd half of 2024. As a result, the forum proposed encouraging partner areas to rethink their business models, increasingly offering healthcare access to this population.



Learn more about the Fleury Group’s ESG debenture issuance [here](#).



# Sustainability in the healthcare sector

In addition to expanding access to our services, we strive to promote social initiatives that further strengthen the Company’s connection with communities in need of medical care and attention. These initiatives include volunteer programs, donations, investments through tax incentive laws, health education, and support for projects with social impact.

## TAX INCENTIVE LAWS

In 2024, Grupo Fleury allocated R\$ 2,759,418 to incentivized projects in the areas of health, education, culture, and sports, through the Fumcad, Rouanet, Audiovisual, Sports, Elderly, and Children and Adolescents tax incentive laws.

In total, 11 projects were supported, with the participation of five of the Group's brands.

### PROJECTS SUPPORTED VIA INCENTIVE LAW

Project	Incentive Law	Bidder	Amoount (R\$)
O Gato Malhado e a Andorinha Sinhá	Culture	Samya Produções Artísticas e Culturais	200,000.00
AR-TE	Culture	Instituto Ar	290,000.00
Ray – O Musical	Culture	TEMA Eventos Culturais LTDA	400,000.00
Futuro da Saúde	Audio-visual	Produtora Brasileira de Arte e Cultura	248,548.00
Girl Power Run 11	Sports	RBR Esportes e Cultura – Associação de Fomento de Atividades Esportivas e Culturais	200,000.00
Amistoso	Sports	Instituto Mano Down	145,170.00
Yes Juventude Prolongada	Elderly	Instituto de Pesquisas e Projetos Empreendedores (IPPE)/ Fundo Municipal Idoso BH	289,335.00
Envelhecer Com Arte	Elderly	Espaço de Cultura e Arte (ECA)/ Fundo Idoso BH	72,585.00
Desenvolve In	Child and Adolescent	Instituto Nosso Olhar/ Fundo Estadual da Criança e Adolescência	289,335.00
Lazer na Vila	Sports	Fundação Gol de Letra	378,671.00
Jogo Aberto na Vila	Sports	Fundação Gol de Letra	245,774.00

## SOCIAL INVESTMENTS

In 2024, we invested BRL 6.98 million in social projects, broken down as follows:

**R\$ 1.58 million**  
in private social investment initiatives  
(using our own resources)

**R\$ 2.76 million**  
through tax incentive laws

**R\$ 98.9 thousand**  
equivalent cost of volunteer work

**R\$ 2.54 million**  
in donated medical exams

Of this total, 63% of the investments were allocated to philanthropic donations, either through tax incentive laws or voluntarily, and 37% were directed toward community investments through volunteer work and the donation of imaging and laboratory tests.

As a result, in 2024 we generated savings of BRL 112,699.87 for the Brazilian Unified Health System (SUS), based on SUS pricing, by performing 11,536 exams for patients without access to private healthcare. In addition, we donated the equivalent of BRL 2,541,483.64 in medical exams through social initiatives.





# Social responsibility

Throughout 2024, 17,260 people benefited from social initiatives promoted by the Company, which included the participation of 4,107 volunteer employees.  
GRI 413-1 | 203-2

## Main initiatives

### HEALTH PROMOTION AND EXAMS

#### CONECTA SAÚDE

Conecta Saúde is an educational tool in the format of a game that addresses topics such as health, sexuality, teenage pregnancy, and Sexually Transmitted Infections (STIs), aimed at young people aged 12 and older. In 2024, we trained 23 new volunteers to serve as game moderators. The activity was implemented twice in partnership with Instituto Devolver, benefiting 38 young participants and engaging four volunteers.

#### PROJETO PESCAR

Projeto Pescar is a socio-professional training program that prepares low-income youth for the job market. The Weinmann brand, in partnership with Fundação Pescar, offers the Professional Initiation Course in Quality Customer Service in the state of Rio Grande do Sul. The 26th class has welcomed 14 new students.

### EXAM DONATION

#### INSTITUTO VITA

Fleury Group maintained its partnership with Instituto Vita, providing free imaging exams to high-performance athletes. In total, 38 athletes were supported in 2024, with a donation value of R\$ 63,993 in exams.

#### INSTITUTO PORTO SEGURO

In partnership with Instituto Porto Seguro, we organized three health campaign events to offer exams for children and adolescents living in vulnerable conditions in the Favela do Moinho, in São Paulo. A total of 120 children and youth benefited from 1,044 donated exams.

#### DOMINGO ROSA

On October 20, 2024, we held the Domingo Rosa (Pink Sunday) initiative, providing free exams throughout Brazil. The campaign involved 12 regions, 16 brands, and 19 units, including new participants. A total of 7,660 exams were performed and 1,128 patients were seen, thanks to the support of 473 volunteer employees.

#### EXPEDICIONÁRIOS DA SAÚDE

We supported the 55th expedition “Operando na Amazônia” and “Mulheres da Floresta” in Assunção do Içana (Amazonas), aimed at serving isolated Indigenous populations. The initiative received an investment of R\$ 18,000, assisting 166 patients through the work of two volunteers and supplying materials for Pap smear analyses and biopsies.

SOLIDARITY CAMPAIGNS

BLOOD DONATION CAMPAIGN

Since 2016, we have been promoting initiatives to encourage blood donation. In 2024, we carried out the third edition of our internal campaign in partnership with Pró-Sangue, at the São Paulo Blood Center. The collection took place at our Campo Belo administrative headquarters and counted on the participation of 70 volunteers, resulting in 61 units of blood donated - enough to benefit 244 people.

CAC SOLIDÁRIO

Created in 2014, the CAC Solidário program encourages volunteerism among our Customer Service teams. In its 11th edition, our CACs from São Paulo, Rio de Janeiro and Pernambuco collected 356 items, benefiting 178 people. The deliveries were supported by 10 dedicated volunteers.

YEAR-END INITIATIVES

At the end of 2024, we promoted a series of solidarity actions with the engagement of our employees. In partnership with the “Natal sem Fome” (Christmas Without Hunger) campaign, we donated 10,478 meals. We also held another blood donation campaign in São Paulo, with 29 donors contributing to help 96 people. Altogether, 111 volunteers took part in these initiatives, reinforcing the Group’s commitment to social responsibility.

TELEMEDICINE BOOTHS GRI 203-1

In partnership with the NGO Gerando Falcões, since 2022 we have been carrying out the Primary Health Care (APS) project, aimed at offering healthcare services to residents of communities within the Favela dos Sonhos, in Ferraz de Vasconcelos (São Paulo).

Consultations take place inside a telemedicine booth installed in the community. In this space, residents can undergo a screening and have a remote consultation with a team of professionals from Grupo Fleury, composed of physicians working remotely and on-site nursing technicians.

In 2024, the project was expanded with additional services in Ferraz de Vasconcelos, as well as the installation of a second booth in the riverside community of Lagoa Mandaú, in Maceió (Alagoas).





RESTORATION EFFORTS IN RIO GRANDE DO SUL

Fleury Group responded swiftly following the climate catastrophe that struck the state of Rio Grande do Sul between April and May 2024. We promptly established a Crisis Committee comprised of our key executives, prioritizing the safety of our employees while resuming essential services.

In this context, there was a strong wave of voluntary mobilization from employees across Brazil. Among the solidarity actions carried out, the following stand out:

- An online fundraising campaign (“Vakinha”), which collected R\$117,896.45 (amount doubled by the Group, totaling R\$235,792.90);
- Direct financial support to operations and the distribution of 3,600 liters of water, 200 food baskets, and hygiene kits;
- Campaigns to collect clothing, food, and hygiene items in various regions of the country;
- Participation in the “Querência Amada” movement.



**2,150 individuals benefited**

including 80 employees who received physical donations and 57 who received proceeds from the Vakinha. In addition, 2,013 individuals from the general population received physical donations.



**8,372 items collected**


through the efforts of 3,110 volunteers, including 2,000 who participated in physical collection campaigns and 1,100 who contributed to the Vakinha.


In addition to providing social support to those affected, we made psychologists, physicians, and social workers available through the Viver Melhor program to offer care and address individual needs. We also facilitated mediation with health plans and public agencies to assist with rescues and locating individuals.

Furthermore, employees impacted by the floods were offered the option to receive an advance payment of the first installment of their thirteenth salary and of their vacation allowance.

REGENERA RS FUND

Aware of the severity of climate-related disasters in Rio Grande do Sul and the urgent need for effective solutions and models to address these pressing challenges, we joined the Regenera RS Fund, founded by the Gerdau Johannpeter Family. Through this initiative, we support the establishment of a Philanthropic Fund dedicated to the regeneration of the state.

 **R\$ 500 thousand** donated in support of the initiative;

 **1 seat** representative on the Advisory Board.





# Our people

Capitals used:

- Intellectual
- Financial
- Human
- Social

Related SDG:

3

GOOD HEALTH AND WELL-BEING

4

QUALITY EDUCATION

5

GENDER EQUALITY

8

DECENT WORK AND ECONOMIC GROWTH

16

PEACE, JUSTICE AND STRONG INSTITUTIONS

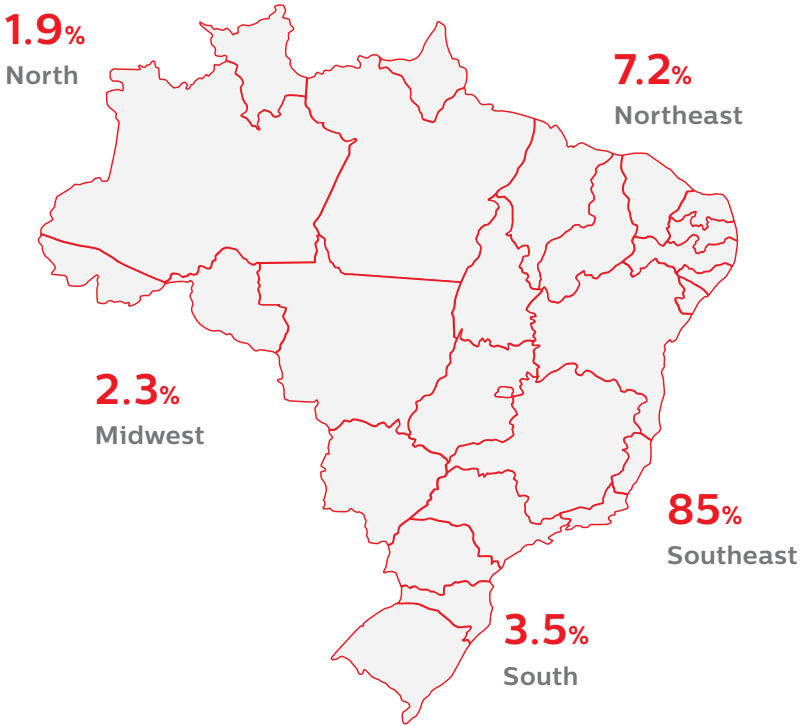


# Employee profile

Our team is made up of 22,313 people, present in all regions of Brazil, who, together, dedicate themselves daily to keeping Fleury Group as a reference in the health sector. GRI 2-7

## OUR PEOPLE IN NUMBERS GRI 2-7

- 79.8% women
- 20.2% men
- 34.1% under 30 years old
- 57.2% between 30 and 50 years old
- 8.7% over 50 years old
- 55.5% Black<sup>1</sup>
- 42.3% White
- 1.2% Asian
- 0.1% Indigenous
- <sup>1</sup>0.9% not informed



Access complete data on the profile of our people in the [Supplementary Indicator Booklet](#).

## OUR CULTURE

*Caring for people is in our DNA.*

*It is a noble purpose, a calling, a kind of work that impacts and saves lives. And this sense of care extends not only to our patients, but also to our employees, physicians, suppliers, and the entire ecosystem we impact.*

*These are traits of our culture, which has been evolving since 2023 with the integration of Pardini. After a full year since the beginning of this business combination, we continue on our journey to strengthen this integrated culture, reaching new heights of growth and synergy.*

In 2024, the People and Culture Board conducted a survey to assess the maturity of Fleury Group in the following aspects: culture and leadership, strategy and planning, technology and infrastructure, training and development, digital mindset and engagement, resistance to change, adaptability and flexibility, collaboration and teamwork, and future vision.



**89% recognize the importance of digital acceleration**

with digital mindset and engagement standing out as strengths.



**94% consider themselves flexible in the face of change,**

with adaptability and flexibility being positively assessed.

# Talent attraction, retention and development

GRI 3-3

To strengthen our team of excellence, we seek talented professionals who are committed to our values and to our purpose of caring for and promoting the health of our patients, while contributing to the Company’s growth and development.

Our recruitment and selection process is conducted remotely, providing greater convenience and expanding our reach to candidates from different regions. Opportunities are published on both internal and external platforms, in partnership with specialized firms, healthcare sector organizations, and through our press office. In 2024, the average cost per filled position was R\$ 691.05.

## NEW HIRES AND TURNOVER GRI 401-1



**8.246 new hires**

6,758 women  
1,488 men



**36.96% turnover rate**

32.97% women  
37.97% men

## Recruiter Training

In 2024, we delivered a training program for our professionals dedicated to talent acquisition, aiming to ensure higher quality in our processes by identifying profiles aligned with our needs.

The training covered topics such as job posting strategies, identification of key skills, hiring procedures, and onboarding steps following recruitment.

We also worked to eliminate unconscious biases throughout the entire hiring journey, addressing stereotypes related to gender, race, social class, sexual orientation, age, among other aspects (learn more on page 51).



Access complete data on attraction and selection in the [Supplementary Indicator Booklet](#).



## SUPPORT FOR CAREER TRANSITION

GRI 404-2

We offer an outplacement service specifically designed for executives in situations where the employment contract is terminated at the organization’s initiative.

The goal of this process is to support these professionals during their career transition, providing expert guidance and assistance in seeking new opportunities in the job market.



Careers page


In 2024, we conducted research and benchmarking to promote actions aligned with Employer Branding market trends and identified an opportunity to give even more visibility to our culture and essence within our recruitment processes.

We understand that strengthening the perception of our employer brand is essential in an increasingly competitive job market for attracting and retaining talent.

In this context, in April, we launched our career website — a channel for people to learn more about the Company and connect with our purpose of working in the healthcare field. Through this platform, candidates can find information about our history, essence, culture, brands, programs, awards, and job openings.

The site offers an interactive and dynamic experience, allowing visitors to access detailed information about current openings, requirements, and selection process stages. It is also possible to explore our areas of expertise, learn about our diversity, equity and inclusion initiatives, well-being and professional development programs, and the benefits we offer our team.

Upholding transparency and cultural alignment, we also provide a communication channel where applicants can ask questions to our team in group video sessions. Between April and December 2024, our site received over 227,000 views.



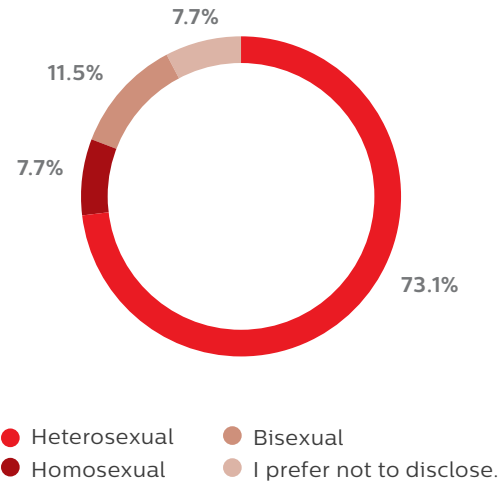
[Click here to access the Careers Page of Fleury](#)

INTERNSHIP PROGRAM

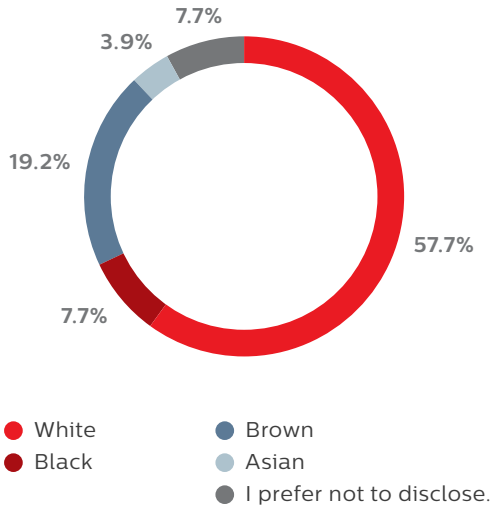
Fleury Group’s 2024 Internship Program received 9,300 applications from university students across various fields of study and regions of Brazil, resulting in 33 individuals being hired at the end of the selection process. In line with our commitments to diversity, equity, and inclusion, we have worked to increase the representation of underrepresented groups.

Among those hired, 84.6% identify as women and 15.4% as men. Additionally, 11.5% are heads of household, and 11.5% are single mothers or fathers.

SEXUAL ORIENTATION



RACE



# Training and development

The development of our people is primarily driven by the provision of training and other capacity-building initiatives. In addition, we rely on a structured performance evaluation process to recognize the talents that make up our teams.

## Training

In 2024, we invested R\$4.1 million in professional development programs, involving interns and employees with different working hours, as per the contract. Altogether, we delivered more than 699,000 hours of training through our Corporate University (UniFleury), which corresponds to an average of 30 training hours per person. This figure is 26% higher than the market average (24 hours per person) and also exceeds our internal goal of 22 hours per person.

Moreover, throughout 2024, over 190 individuals received educational subsidies for congresses, seminars, symposiums, and external courses, covering both occasional and recurring development opportunities. GRI 404-2



**R\$ 4.1 million**

invested in training



**30 hours**

average training hours per employee

## POTENCIALIZE AND MIRA PROGRAMS

In 2024, we implemented a self-awareness journey through the Potencialize Program to foster leadership development, structured in two stages: GRI 404-2

1. **Self-awareness:** with tools enabling leaders to identify their strengths, receive feedback, and develop Individual Development Plans (IDPs);
2. **Development:** through a collective educational initiative combined with individual actions defined by each leader. In 2025, we will move forward with the implementation of collective actions and the monitoring of individual ones.

We also offer the Mira Program, aimed at developing leadership at the Coordination and Supervision levels in the B2C Business area. In 2024, we supported the development of 195 leaders through this program, addressing topics such as integration, strategic and people leadership, and operational systems. GRI 404-2

The Executive Education Program - Leadership Journey is aimed at directors and managers and, in 2024, had a 70% participation rate. Its objective is to support cultural evolution and digital acceleration, strengthening the connection between leaders through influence, trust and collaboration.



CLINICAL ENGINEERING TRAINING

In 2024, we created a training matrix for the Clinical Engineering team, with the goal of enhancing technical knowledge and optimizing the use of medical equipment to ensure safety, efficiency, and waste reduction.

The program includes both in-person and online training on physical and radiological principles, covering equipment such as ultrasound, mammography, tomography, magnetic resonance imaging, and life support systems. To ensure continuous access to the content, we have made training portals available for future reference.

In 2024, we conducted over 327 operational training sessions for technicians and physicians, as well as more than 22 training sessions specifically for Clinical Engineering team members.



UNIFLEURY PLATFORM

In 2024, we restructured our corporate university by launching UniFleury, a distance learning (EAD) platform aimed at fostering the development of our employees through online courses focused on both soft and hard skills. GRI 404-2

We made 113 new training programs available to strengthen our annual development plan and the digital education model, directly contributing to the development of our physicians, leaders, and employees. GRI 404-2

Furthermore, it is worth mentioning that our Corporate University has specific coaching and mentoring programs for the Group’s employees and doctors.

TRAINING EVALUATION

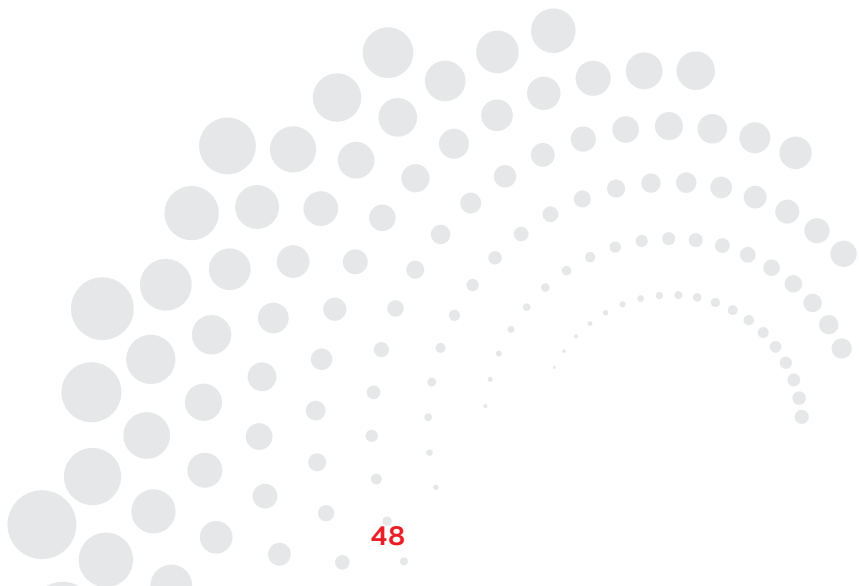
Within the **learning** pillar, all training programs include an evaluation designed to capture employees’ experiences regarding the trainings, with a focus on teaching methods, facilitator proficiency, structure, logistics, and format.

For training sessions exceeding 30 hours, we conduct an aptitude assessment within 90 days after course completion. This allows us to measure the practical maturity curve of technical trainings, as well as their effectiveness in terms of impact and learning progression.

In the **performance and development** pillar, we also rely on a feedback tool that assesses the integrated competencies of our people.



Access complete data on training and development in the [Supplementary Indicator Booklet](#).





Performance evaluation

As part of our cultural strategy, Fleury Group launched a set of corporate competencies aimed at strengthening people management and professional development.

From there, we began the process of disseminating these competencies through initiatives such as podcasts, reading suggestions, and management rituals, culminating in the **Competency Assessment Exercise**.

This assessment, which was carried out for the first time using the competency-based management model, took place through an online tool, using a 90° format for non-leaders and a 180° format for leaders, followed by a feedback stage and the creation of an Individual Development Plan (IDP). In 2025, this process will evolve into a broader performance and development evaluation.

In the latest cycle, 7.9 thousand employees were eligible to participate, and 9.9 thousand completed their competency assessments. This corresponds to an adherence rate of 55%.  
GRI 404-3

EMPLOYEES WHO RECEIVED PERFORMANCE REVIEWS\*

GRI 404-3

By gender	Total	% of total
Men	2,097	46.47%
Women	7,828	43.98%
TOTAL	9,925	44.5%

\* Data from previous years were not included due to a change in the methodology of the performance evaluation process, impacting the comparability of the data.

PEOPLE ANALYTICS

The employee development cycle is one of the areas in which we apply People Analytics (PA) tools, based on data collection and analysis to support people management.

We also use this tool for the strategic planning of our workforce, helping to allocate resources effectively, streamline processes, reduce turnover, and enhance talent attraction.

Based on market analyses, demand forecasts, and process indicators, we determine the optimal staffing levels for each of the Group’s service units, taking into account the specific characteristics of service hours, specialties, and particular needs. This workforce sizing is provided in the form of an allocation plan for the business units, supporting leadership in correctly assigning team members.

In doing so, we ensure the optimal allocation of human resources, avoiding financial losses while maintaining our standards of service and customer experience.

# Compensation and benefits

We continue to pursue our strategy of offering a competitive compensation package, comprised of a base salary and various variable remuneration programs linked to profitability and productivity. Among these, Long-Term Incentives (LTI) stand out, featuring a Stock Program aimed at our executive audience.

In 2024, the Compensation area, in partnership with the Continuous Improvement team, launched and revised the Crescer Program, a variable remuneration initiative directed at the team responsible for first-line contact at our units. This program focuses on achieving individual and collective goals related to productivity, quality, and revenue, having already held more than 80 classes, totaling 640 hours of face-to-face training with more than 439 people trained.

In the same year, with the incorporation of new brands into the Group, the meal allowance benefit was extended to nearly one thousand families in the states of Pernambuco, Rio Grande do Norte, Maranhão, and Santa Catarina. Additionally, we expanded access to the “Clube de Benefícios” (Benefit Club) to all Group members, ensuring that more than 23,000 families can enjoy exclusive discounts on products and services in the areas of education, leisure, culture, and health.



Access complete data on remuneration and benefits in the [Supplementary Indicator Booklet](#).



## RECOGNITION FOR LENGTH OF SERVICE

In 2024, we acknowledged our professionals for their Length of Service with the Fleury Group. In the month of their work anniversary, each professional received an official communication recognizing another milestone with us, along with a tribute in the form of graphic art designed for social media.

Those who reached 5 years of service, or multiples thereof, were presented with commemorative kits, while professionals with 10 or more years of service were invited to attend an in-person celebration event.

# Diversity, equity and inclusion

GRI 3-3

We see diversity, equity, and inclusion as opportunities to strengthen our values and reaffirm our commitment to respecting and caring for people.

Therefore, we work to build inclusive and welcoming work environments where everyone can feel safe to be who they truly are. Our goal is to attract diverse talents and create opportunities for personal and professional development, encouraging each individual to grow and reach their full potential.

## Governance and Guidelines

The management of this topic is guided by the Fleury Group’s Diversity Appreciation Policy, which consolidates our stance on diversity, equity, and inclusion (DE&I), defining principles and guidelines that steer the Group’s Diversity and Inclusion actions.

The strategy and initiatives are driven through the DE&I Program, under the leadership of the ESG area and with support from the Talent area and Affinity Groups (learn more on page 54). These efforts aim to foster reflection, raise awareness across the company’s various sectors, and support the adoption of practices aligned with the public commitments made by the Fleury Group on this subject.

## CORPORATE DE&I TARGETS

Throughout 2024, we conducted a study aimed at mapping the market’s main practices regarding the adoption of targets to increase the representation of diverse social groups within a company.

The study validated the setting of public goals as a major step forward for the diversity agenda and identified the types of targets organizations can adopt, along with practical examples for different diversity dimensions. As a result, we established the Group’s first corporate DE&I target in the corporate Balanced Scorecard, effective for 2025.

## DE&I RECOGNITIONS

Our ESG strategy, with a focus on Diversity, Equity, and Inclusion, has generated external recognitions, such as:



Municipal Seal of Human Rights and Diversity from São Paulo City Hall.



B3 Diversity Index (IDIVERSA)



Seal of Racial Equality of the city of São Paulo

## CULTURAL EVOLUTION PROJECT

In 2024, we implemented the Fleury Group’s Cultural Evolution Project, which includes a communication plan focused on reinforcing the Company’s values, achievements, business operations, and strategy.

Among the initiatives, we highlight institutional videos that showcase our geographic and human diversity, reflected in our people, accents, and business units. The project also features educational actions with content on digital acceleration, leadership, and good corporate conduct.

In the diversity segment, we held discussion circles on plurality, offered training courses, and provided anti-racist guides. We also made available learning materials on diversity and inclusion, such as the guide “Pages of Empathy” and an online DE&I learning pathway.





Our initiatives

Internally, we continue to strengthen actions and programs that foster a more diverse, inclusive, and equitable culture for our professionals, leadership, and physicians, as outlined below.

LETRAMENTO EM DE&I

We offer lectures, conversation circles, and training sessions for employees and leadership teams, either synchronously online or in person, with a focus on raising awareness and fostering literacy on DE&I topics.

In addition to training on anti-racist culture and unconscious bias, some of the themes addressed throughout the year included:

- **DE&I Awareness Campaign “I Am Responsible!”**, focused on combating discrimination and prejudice;
- **LGBTQIAPN+ Literacy**, aimed at fostering inclusion and respect for sexual and gender diversity;
- **Supported Employment Program**, dedicated to the inclusion of neurodivergent individuals in the workplace;
- **Diversity, Equity and Inclusion Learning Path** for all employees, physicians, and leaders across the organization.

INSTITUTIONAL ACTIONS

Throughout 2024, we worked to raise awareness and promote the value of diversity, equity, and inclusion through the Diversity Calendar. In specific months, we carried out initiatives focused on the highlighted theme, including literacy and awareness-building actions.

- March: **Women’s Month**;
- June: **LGBTQIAPN+ Pride Month**
- September: **Month of Advocacy for People with Disabilities (PwD)**
- November: **Black Awareness Month**.

DIVERSITY JOURNEY

In an effort to promote a respectful, humanized, and discrimination-free service experience, we launched a mid-term project called the Diversity Journey. Its goal is to ensure the consistent use of trans individuals’ chosen names across all stages of service — from appointment scheduling to the delivery of results.

This initiative aims to reduce registration errors, prevent possible cases of transphobia in our services, increase patient satisfaction, and, as a result, strengthen our institutional image.

AFFIRMATIVE JOB VACCANCIES

In 2024, we published several affirmative job openings focused on the intersectionality of race and gender, including managerial positions aimed at increasing the representation of Black women in leadership positions within the Company.

In this context, we implemented a self-identification form on our recruitment platform, with the goal of mapping the audiences we are reaching and intentionally shaping our candidate pools to prioritize underrepresented groups.

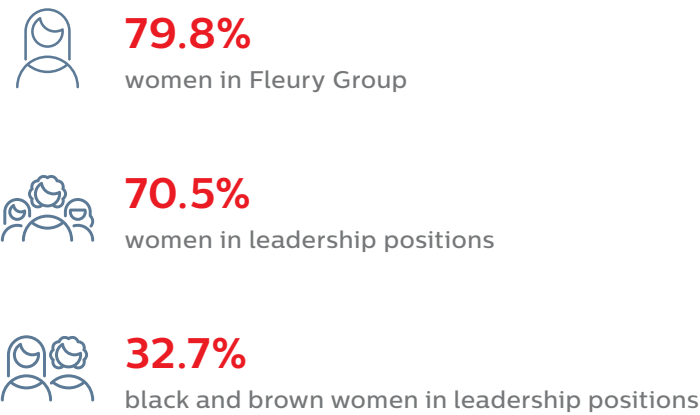
Additionally, all job openings shared by the Group include the following message, reinforcing our commitment to diversity and inclusion:

*“We foster an inclusive culture, with a focus on equity and valuing differences. Our opportunities are open to all audiences, and we intentionally offer affirmative positions. Our commitment goes beyond complying with diversity and inclusion regulations: we actively work to increase representation in our team, considering race, ethnicity, gender, generations, persons with disabilities, and LGBTQIAPN+ individuals. Furthermore, we seek to strengthen the presence of Black, indigenous and family-headed women in our team.”*

“ELAS NA LIDERANÇA” (WOMEN IN LEADERSHIP) PROGRAM

The Program, launched in 2023, is focused on developing and accelerating the careers of black and brown female employees who aspire to occupy leadership positions.

In 2024, we achieved important numbers that reflect female and black representation in our leadership.



DE&I FORUM

In 2024, we established the Diversity, Equity & Inclusion (DE&I) Forum, with the purpose of:

- Validating the initiatives and the annual plan of the affinity groups;
- Monitoring the overall performance of the program;
- Ensuring that tactical actions are aligned with top management guidelines;
- Supporting the prioritization and budget allocation for initiatives related to this topic within the company.

Around ten departments actively participated in the initiative, which held four meetings during the second half of 2024.



Access the complete DE&I indicators in the [Supplementary Indicator Booklet](#).

## Affinity groups

We have five Affinity Groups focused on discussing topics related to DE&I. Led by the ESG area and made up of employees from different areas, these groups meet periodically to strengthen the culture of diversity and inclusion. In 2024, the following initiatives stood out:

### LIDERANÇA FEMININA

- 1st Edition of the Entrelaçar Project: an exclusive networking event for women at Fleury Group. It brought together 77 women to share experiences about their careers and professional lives.
- 1st Edition of V.E.R.A.S Online: focused on Experiences, Reflections, and Self-Care in Health (V.E.R.A.S., Portuguese acronym for Vivências, Experiências e Reflexão no Autocuidado em Saúde), this is a Health Education program designed for female employees at Fleury Group.
- 3rd Edition of the Inspiração Program: the event featured female executives from the Company sharing personal stories and reflections on their careers.
- 3rd Edition of the Women Entrepreneurs Fair in São Paulo (SP) and the 1st edition in Minas Gerais.
- Distribution of a monthly themed newsletter, along with the promotion of live events, discussion circles, and talks focused on gender equity.

### UZOMA

- Bimonthly newsletters, live broadcasts, discussion circles, and lectures on ethnic-racial themes, with special emphasis on the Discussion Circle about Quilombola Communities;
- A Cultural Contest featuring artistic works that celebrate Black ancestry;
- Second year of partnership with Sommos to donate ancestry tests to Black employees and partner NGOs;
- Partnership with the Women Entrepreneurs Fair, with a focus on the intersection of ethnicity, race, and gender.

### ERAS

- First meeting of the Eras Group held, focused on age diversity;
- Creation of the Eras Group's visual identity, including the production of t-shirts, lanyards, and buttons.

### Inclusion

- Bimonthly newsletters, live broadcasts, discussion groups and lectures on PwD and Neurodivergences;
- Survey with PwD and neurodivergent employees about barriers at work;
- "Tell Us More About Yourself" survey to map PwD, rehabilitated and neurodivergent people in teams.

### PRISMA

- Bimonthly newsletter on LGBTQIAP+ topics, live broadcasts, discussion groups and lectures during LGBTQIAP+ Pride month (June) and Trans Pride month (January);
- 1st edition of "Queens CAC", with visits by Drag Queens to the Call Centers and 1st edition of the "Põe a Cara no Sol" Contest, with photos of LGBTQIAPN+ employees;
- Training at the Ombudsman's Office to promote a safe environment for the LGBTQIAP+ community, with the hiring of 3 transgender professionals in the area.



# Health, safety and well-being

GRI 3-3

## Management system

Fleury Group's Occupational Health and Safety (OHS) Policy establishes the guidelines and principles that guide this subject within the Company, aiming to promote a safe and accident-free occupational environment.

We also rely on an Occupational Health and Safety Management System (OHSMS), developed based on our internal guidelines and Regulatory Standards (NRs) on Occupational Health and Safety to guide our operations. GRI 403-1

All our people, including third parties, are covered by the System. Its effectiveness is monitored through inspections and internal audits carried out periodically by the OHS, quality, and environmental teams at the Group's units, as well as external audits through the Clinical Laboratory Accreditation Program (PALC), the Diagnostic Imaging Accreditation Program (PADI), and the College of American Pathologists (CAP). GRI 403-8

## Risk identification and assessment

Our OHS management is based on the monitoring of risks and action plans that make up the Risk Management Plan (PGR). This process enables the assessment of the need for adjustments and adaptations in Personal Protective Equipment (PPE), in addition to updating activities in accordance with changes in legislation.

In the process of identifying and assessing risks and corrective measures, we observe employees' routines through unit inspections, analyze data related to accidents and incidents, fill out investigation forms, conduct clinical evaluations of injured employees, and verify the use of individual (PPE) and collective protective equipment (CPE). GRI 403-2

For the reporting and investigation of accidents, there are widely publicized communication flows between teams. After recording incidents, the Occupational Safety area contacts employees to gather further information on the cases, investigating possible causes. Subsequently, action plans are developed with the support of the Internal Commission for Accident Prevention (CIPA). GRI 403-2

Moreover, we have the engagement of three committees representing all employees: GRI 403-4

- 1. Internal Commission for Accident Prevention (CIPA):** meets monthly and is responsible for ensuring OHS procedures at the units, reporting identified risks;
- 2. Radioprotection Committee:** responsible for ensuring procedures to mitigate employees' exposure to ionizing radiation;
- 3. Prevention and Risk Plan for Accidents with Sharp Materials:** responsible for standardizing procedures to prevent accidents involving sharp objects and biological material.

To report hazards and withdraw from risky situations, employees have a direct channel with the Health and Safety area and CIPA, as well as the Trust Channel, which is accessible to everyone and guarantees protection against reprisals. GRI 403-2

Health and safety communication

To strengthen our safety culture and minimize work-related risks, we provide both initial and ongoing training on occupational hazards. In addition, we hold regular safety talks and conduct accident learning sessions with all our team members. GRI 403-2

The Company’s Occupational Health and Safety department is responsible for training new employees, promoting regular safety dialogues, and posting monthly notices on bulletin boards at service units, as well as via email and intranet. GRI 403-4

The training sessions offered cover a range of topics, including: biosafety, radiation protection, fire prevention and firefighting, emergency brigades, ergonomics, driver safety, handling of cargo and people, chemical spill containment, and magnetic resonance safety, among others. GRI 403-5

RISK PREVENTION

GRI 403-7

The main health and safety risks identified in our business are:

- **Ionizing radiation in radiodiagnosis:** in this case, employees are only permitted to work after receiving proper training and using appropriate equipment and protective clothing.
- **Biological risk from handling infectious materials:** personal protective equipment (PPE) is provided, and incidents involving biological agents and sharps are analyzed, leading to the development of action plans aimed at mitigating these risks.



Access the complete OHS indicators in the [Supplementary Indicator Booklet.](#)



Health and well-being

We promote the health and well-being of our people by offering a range of services, notably: GRI 403-3

- **Psychology Services:** provides individual and group support to employees, offering training sessions on occupational stress, harassment, and workload management, while also promoting mental and emotional well-being.
- **Physical Educator and Nutritionist:** promote well-being activities, such as workplace exercise programs and guidance on posture and healthy eating, with the goal of improving both health and productivity.
- **Ergonomist:** conducts workplace assessments, adjusts furniture and equipment, and provides ergonomics training.
- **Social Services:** offer support with mental health issues, violence, social security leave, and referrals for benefits and medications.

Employee health data is kept confidential and, when necessary to share, it is encrypted in compliance with the General Data Protection Law (LGPD). GRI 403-3

Throughout 2024, we implemented a number of initiatives that encourage a holistic approach to health, aiming not only for physical transformation, but also for the mental and emotional balance of our people, as detailed below. GRI 403-6

‘VIVER MELHOR (LIVE BETTER) PROGRAM

The Live Better Program is designed to promote quality of life and well-being among the people of Fleury Group by providing access to health-related content, programs, and tracking tools.

Our diverse team of specialists works with a single purpose: to foster quality of life, disease prevention, and safety for our people. To this end, we offer access to psychologists, physicians, and social workers who provide care and referrals to meet the needs of our employees, including interfacing with health operators.

Live Better also extends its care to the families of our people, offering up to 50% discounts on exams performed at Fleury Group laboratories to parents and children who are not eligible as dependents.

In 2024, we highlight the addition of nutritionists to the Program to address cases of obesity, as well as the expansion of oncology support, which by year-end had 236 cancer patients under care.

AMOR DE FAMÍLIA E KIDS

In 2024, the Amor de Mãe (Mother’s Love) program was renamed Amor de Família (Family Love), with the goal of providing care and support to families going through pregnancy or adoption, as part of the Viver Melhor (Live Better) initiative.

For pregnant individuals — including cisgender women, transgender men, and non-binary people — the program offers online nursing follow-ups and specialized care across various health areas. Educational initiatives are also carried out, such as prenatal courses.

In the adoption support initiative (Acolher), psychological counseling was offered in two cases: one in Rio de Janeiro (RJ) and another in São Paulo (SP).

As of December 2024, the program had 295 participants enrolled in pregnancy follow-up.

Kids, our child care branch within the Viver Melhor Program, is an open-access initiative that provides well-child care and pediatric services through a multidisciplinary team. For those responsible for children through adoption, guardianship, or custody, a dedicated support journey is offered with the assistance of social workers, pediatricians, and psychologists.



**“AO SEU LADO” (BY YOUR SIDE)**

With our people’s well-being in mind, we offer the “By Your Side” Program, focused on fostering healthy nutritional and physical habits, which in turn support healthy weight loss.

The program began as a pilot in Rio de Janeiro, with 64 participants, and in 2023 it expanded to all regional branches. By the end of 2024, 246 employees had joined the program.

**“EM.FRENTE” PROJECT**

We believe that health goes beyond the physical body. That’s why our programs also support employees, physicians, and their families who may be experiencing or witnessing any form of violence. With the appropriate support, we offer a safe and welcoming space for emotional and psychological care, aiming to promote a healthier life and workplace, free from aggression.

**“ORIENTE ME” (GUIDE ME)**

To care for mental health, our platform offers emotional support through sessions with specialized psychologists and blog-style content. We also provide guided exercises in meditation, breathing, focus, stress management, and mindfulness, encouraging daily self-care.





# Supplier Relationship

Capitals used:

-  Manufactured
-  Intellectual
-  Financial
-  Human

Related SDG:







## Supplier chain profile

We work actively to promote best practices throughout our value chain. We require our suppliers to strictly adhere to our standards, codes of conduct, and to operate in alignment with the sustainability principles that guide our Company.

In 2024, we maintained a stable supplier base compared to the previous year, with 7,047 direct suppliers. During this period, the total volume of purchases with these partners reached R\$ 3.3 billion.

GRI 2-6

Among the main supply categories are medical equipment, third-party workforce services, various nursing materials, supply of medicines and infusions, asset security, maintenance and facilities services, food, consulting, marketing, logistics and fleet management, and outsourcing of diagnostic tests. GRI 2-6



# Social and environmental responsibility

GRI 3-3

## New suppliers assessment

We subject all new suppliers to a due diligence process led by our Integrity department. This process seeks information such as news articles, lawsuits, and other publicly available data related to labor irregularities, criminal investigations involving discrimination or corruption, and other relevant issues. GRI 414-1

In addition, we have a Work Instruction (ITR) that outlines the procedure for registering suppliers and defines the necessary criteria for these partners to become part of Fleury Group’s value chain.

In 2024, we welcomed 53 new suppliers into our value chain, representing 0.75% of Fleury Group’s total supply vendors. All new contracts (100%) were assessed based on social criteria. GRI 414-1

Our supplier management process includes the categorization of these partners through the Supplier Classification Questionnaire (QCF). This tool identifies, among various aspects, the environmental, social, and governance (ESG) risks and impacts that may be present in the services, products, or processes of these companies, considering the nature of their business. GRI 414-2

Each supplier’s impact is classified according to the risk assessment derived from their responses to the QCF. This assessment considers factors such as reputational risk, influence on test results, access to confidential information, environmental impact, impact on patients, shared responsibility, operational dependency, and source of supply. Evaluation results are not disclosed publicly.

Among the high-impact suppliers, 719 were assessed, and 69 required the development of action plans. No contracts were terminated.

## SUPPLIER RELATIONSHIP

Since 2010, we have maintained the Supply Chain Relationship Excellence Program (PERC), which aims to strengthen our relationship and integration with the Company’s value chain.

The program fosters the development of our partners in adopting ESG practices. The PERC Manual guides suppliers on the tools available to support the development of ESG initiatives and the metrics used to evaluate the good practices already implemented in their operations.

Suppliers who demonstrate stronger ESG practices do not receive preferential treatment over others; however, their performance reports are taken into consideration when making decisions about new business opportunities. The absence of ESG initiatives does not disqualify a supplier from participating – disqualification only occurs in cases of non-compliance with contractual clauses, applicable legislation, or violations of human rights.

Participants in the program are nominated by buyers, the Fleury Group’s Executive Board, and the PERC Committee. In 2024, 53 suppliers were selected and had their performance evaluated on a quarterly basis, with a minimum score of 70% required for the year.

Supplier Trust Code

In 2024, we made the [Third Party Trust Code](#) available on the Contato Seguro website, featuring exclusive content for our external stakeholders. Previously, these matters were addressed in other general documents of the Company.

The topics covered in the Code include child labor, forced labor, general working conditions, discrimination and harassment, freedom of association, collective bargaining agreements, and occupational health and safety. Ethics and anti-corruption issues are also addressed.

In addition, the document covers broad topics aimed at advancing the ESG agenda throughout the Company’s entire value chain, with a focus on: greenhouse gas emissions, energy consumption, resource efficiency, pollution prevention, waste management, biodiversity issues, zero deforestation, and conservation of natural areas.



The Third Party Trust Code is presented on the [Contato Seguro website](#).



HUMAN RIGHTS IN THE VALUE CHAIN

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

Supplier contracts include specific human rights clauses that guarantee freedom of association and collective bargaining, as well as the prohibition of child labor or work under slavery-like conditions. If these obligations are not met, the supplier may be blocked and added to our Restricted List.

The PJ dossier conducts semiannual re-approval of suppliers that have been active in the past 12 months, classifying them according to their level of risk regarding human rights violations. The results are based on research conducted through public websites and platforms.

The latest re-approval process evaluated 3,070 suppliers:

- **41 were classified as RED** (potential irregularities found in one or more sources consulted in the dossier). These companies were blocked;
- **173 suppliers were classified as AMBER** (there are warning signs in one or more sources consulted in the dossier). These cases are under review to determine appropriate action;
- **2,856 were classified as GREEN** (no irregularities found in any of the sources consulted in the dossier).

# Operational eco-efficiency

Capitals used:

-  Natural
-  Manufactured
-  Intellectual
-  Financial
-  Human

Related SDG:





# Environmental management

GRI 3-3

At Grupo Fleury, we pursue the continuous improvement of our environmental management processes, aligning them with key global trends while focusing on identifying opportunities for innovation and enhancing operational eco-efficiency.

To guide our actions more effectively, we have established short-, medium-, and long-term targets that guide and monitor the progress of our strategic environmental sustainability objectives. Systematic monitoring is conducted through performance indicators, enabling us to track advancements and identify areas for continuous improvement.

## 2024 ENVIRONMENTAL TARGETS

Indicator	Target	Result	Status
Generation of infectious waste (kg/test)	0.01110	0.0090	Reached
Generation of common waste (kg/test)	0.00953	0.01000	Reached
Energy consumption (kWh/test)	0.36346	0.33165	Reached
Water consumption (m3/test)	0.00113	0.00112	Reached
Reduction of total emissions (Scopes 1, 2 and 3) (%)	Reduce emissions by 10% compared to last year	2.19% reduction	Not Reached
Reduction of Scope 1 emissions (%)		21.33% increase	Not Reached
Reduction of Scope 2 emissions (%)		100% reduction*	Reached
Reduction of Scope 3 emissions (%)		0.9% reduction	Not Reached

\*“Purchase Choice” approach, based on renewable energy certificates

We also promote engagement and awareness initiatives aimed at our employees and suppliers, highlighting the importance of adopting environmentally responsible practices, an even more pressing matter in light of global challenges such as climate change and natural resource scarcity.

One example is the RMC de Ouro, an annual event we host to recognize employees from exam processing areas who have contributed to continuous improvement and ESG initiatives that delivered environmental and quality gains, including emission reductions. Winners receive reward cards with monetary value.

All these initiatives are guided by our Sustainability Policy, approved by the Board of Directors, which defines the guidelines and governance of the topic, ensuring alignment between our strategic vision and our ongoing commitment to sustainability.

## CERTIFICATIONS AND ACCREDITATIONS

We are pioneers in the diagnostic medicine sector in implementing an Integrated Management System certified under ISO 9001 (Quality Management) and ISO 14001 (Environmental Management) standards, and we continue to expand the reach of these certifications across the Group’s various regional units.

Currently, 52.34% of our operations fall within the scope of ISO 14001, while 57.24% are covered by ISO 9001.

The units not yet certified in environmental management undergo internal audits based on a self-assessment checklist aligned with ISO 14001 requirements. This process helps prepare them for future external audits and for eventual inclusion within the scope of certified units.

# Climate strategy


GRI 3-3

Throughout 2024, our climate strategy was strengthened in the context of our first year of business integration with Pardini. The consolidation of information added robustness to our greenhouse gas (GHG) emissions inventory, enabling us to identify opportunities for improvement and to develop targeted action plans for emissions reduction and mitigation.

Our climate initiatives are guided by the Fleury Group’s Sustainability Policy, and the topic is addressed annually during the regular meetings of the Company’s ESG Committee.

Furthermore, our Risk Management Policy, which is reviewed and approved periodically, defines the level of risk appetite in alignment with the Group’s strategies, also considering climate-related risks (learn more on page 17 of the Supplementary Indicator Booklet).

Board oversight ensures that climate risk management is integrated with our long-term strategic and corporate risk planning, helping to minimize exposures and strengthen the Group’s resilience in the face of climate change challenges.



**Access the Supplementary Indicator Booklet to learn more about our climate management.**

## Decarbonization journey TCFD Metrics and targets

We have made progress on our decarbonization journey, exploring project opportunities that will allow the Company to significantly reduce its net emissions by 2050.

In 2024, we improved our processes for measuring and projecting GHG emissions to better understand potential emission increases based on different short-, medium-, and long-term scenarios.


We maintained our longstanding goal of reducing emissions by 10% compared to the previous year. This initiative is preparing us for the future establishment of science-based targets, a topic currently under discussion with the Executive Board, supported by the ESG team and an external consultancy.

In order to comply with our commitments, we implemented a series of initiatives aimed at avoiding significant GHG emissions, notably the use of drones for sample transport, the operation of photovoltaic power plants (learn more on page 68), and supplier engagement on best climate management practices.

## SAMPLE TRANSPORTATION BY DRONE


In 2024, we made significant progress with our innovative project involving the transportation of biological samples by drones, through feasibility studies aimed at expanding the routes for these operations. In January 2025, we implemented the Group’s second drone logistics route for sample transport in Minas Gerais (MG).

Using drones to transport biological samples shortens delivery times and reduces logistical challenges. It also enhances diagnostic efficiency and expands access to healthcare services in more remote areas. From an environmental standpoint, the project significantly reduces greenhouse gas emissions, reinforcing the Group’s commitment to sustainability.



**50 minutes**

reduction in transport time  
(from 1h25min to 35min)



**1.4 tCO<sub>2</sub>e**

emissions reduced compared to cars (-833 kgCO<sub>2</sub>e compared to motorcycles)

Our collaboration with the National Civil Aviation Agency (Anac) and the National Health Surveillance Agency (Anvisa) played a key role in establishing a regulatory framework for the aerial transport of biological materials, positioning the Group at the forefront of health and logistics innovation in Brazil.

Lab-to-Lab Initiatives

In addition to the use of drones for transporting samples, we made progress on other initiatives aimed at reducing GHG emissions within the Lab-to-Lab (L2L) segment, as outlined below.

USE OF ELECTRIC MOTORCYCLES

We expanded the use of electric motorcycles for transporting biological samples - an option with lower emission intensity when compared to traditional car transport.

SUPPLIER ENGAGEMENT

We encouraged our partners and suppliers to fuel their vehicles with natural gas instead of gasoline or diesel, in order to reduce emissions intensity along their logistical routes.

INTEGRATION OF LOGISTICS ROUTES

Throughout 2024, we continued to integrate logistics routes between Fleury Group and Pardini laboratories. This allowed us to optimize vehicle use and, consequently, reduce fuel consumption and GHG emissions.

As a result, we achieved a reduction in fuel costs of R\$ 544 thousand in 2024. Most of the synergy was realized in the state of São Paulo.

GHG emissions TCFD Metrics and targets

In 2024, total greenhouse gas emissions\* reached 149.5 thousand tons of CO<sub>2</sub> equivalent (tCO<sub>2</sub>e), considering Scopes 1, 2, and 3 — a volume 2% lower than that recorded in 2023 (152.8 thousand tCO<sub>2</sub>e).

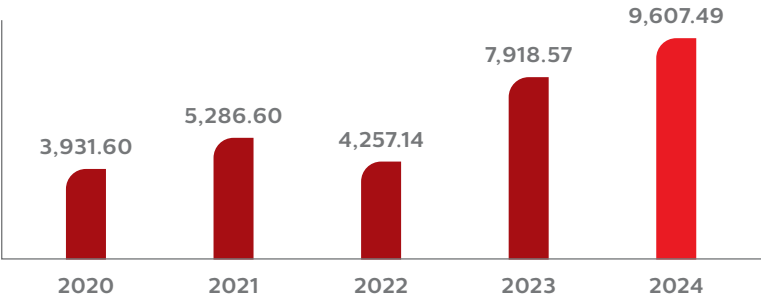
This result reflects our ongoing efforts toward the decarbonization of the Company.

The reduction in Scope 2 emissions stood out, as we were able to neutralize these emissions through the implementation of photovoltaic plants, distributed generation projects using renewable sources, and the purchase of renewable energy certificates (CEMIG REC) to offset emissions. As a result, we achieved our goal of reducing Scope 2 emissions by 10% compared to the previous year.

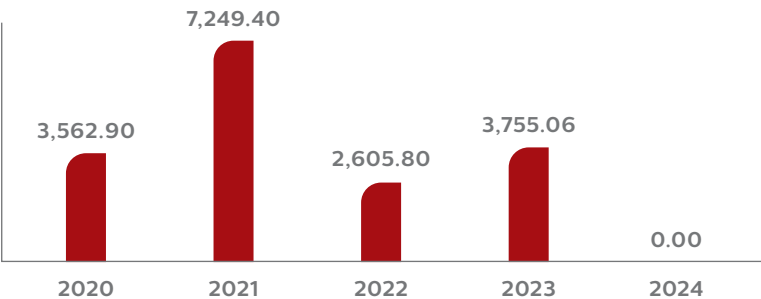
Although Scope 3 emissions did not meet the same target, they were reduced by 1% relative to 2023, even with the broader range of factors considered in the calculations for this scope. Scope 1 emissions, on the other hand, increased by 21% compared to the previous year, still as a result of business combinations.

\*Fleury Group's greenhouse gas emissions inventory is prepared based on the GHG Protocol methodology, using the Purchase Choice approach.

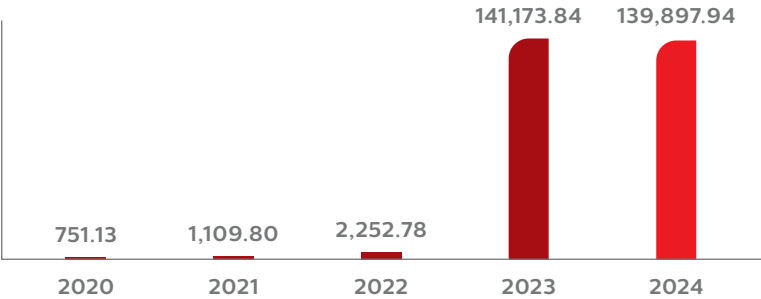
SCOPE 1 EMISSIONS (tCO<sub>2</sub>e)



SCOPE 2 EMISSIONS (tCO<sub>2</sub>e)



SCOPE 3 EMISSIONS (tCO<sub>2</sub>e)





Direct GHG emissions (Scope 1) 305-1	2022	2023	2024
Generation of electricity, heat or steam: resulting from the burning of fuels in stationary sources (tCO <sub>2</sub> )	854.63	707.68	951.84
Physical-chemical processing (tCO <sub>2</sub> )	0	0	0
Transport of goods, products, waste, employees and passengers: resulting from the burning of fuels in mobile combustion sources owned or controlled by the company (tCO <sub>2</sub> )	204.87	1505.62	1,277.61
Fugitive emissions: resulting from intentional or involuntary releases (tCO <sub>2</sub> )	3,197.63	5,612.61	7,272.14
Solid waste and liquid effluents (tCO <sub>2</sub> )	-	92.66	105.90
Total gross emissions of CO2 (tCO2)	4,257.14	7,918.57	9,607.49
Percentage of operation covered	100%	100%	100%
Energy sold	0.0	0.0	0

Indirect GHG emissions from electricity acquisition (Scope 2) 305-2	2022	2023	2024
Generation of electricity, heat or steam: resulting from the combustion of fuels in stationary sources (tCO2)	2,605.80	3,755.06	0.00*
Energy sold	100%	100%	100%

Other GHG emissions (Scope 3) 305-3	2022	2023	2024
Employee commuting (home-work)	104,29	20.684,88	14.419,68
Transport and distribution: emissions from the outsourced fleet (tCO <sub>2</sub> e)	428,74	5.844,58	6.097,41
Waste generated in operations (tCO <sub>2</sub> e)	1.513,53	7.878,92	8.464,63
Business trips (tCO <sub>2</sub> e)	206,22	1.031,82	1.406,37
Purchased goods and services (tCO <sub>2</sub> e)	-	98.788,23	105.548,00
Capital goods (tCO <sub>2</sub> e)	-	3.010,55	581,38
Activities related to fuel and energy not included in Scopes 1 and 2 (tCO <sub>2</sub> e)	-	3.931,48	3.380,47
Leased assets (tCO <sub>2</sub> e)	-	3,38	0
Total (tCO <sub>2</sub> e)	2.252,78	141.173,84	139.897,94
Percentage of operation covered	100%	100%	100%

\*Calculation performed following the Purchase Choice approach.

CLIMATE REPORTING

Each year, we report on our initiatives related to our climate strategy and the management of climate-related risks and opportunities, following the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

We also respond to the CDP Climate Change questionnaire, which covers topics related to our actions on the subject. In 2024, we received a score of B, reflecting our efforts in emissions measurement and best practices in climate management.

In 2024, we were also included in B3’s Carbon Efficient Index, which assesses the volume and scope of our carbon emissions and our engagement in their reduction.

# Energy

GRI 3-3



We have adopted a series of initiatives to improve energy efficiency across our operations, with a focus on making the Company’s energy matrix cleaner.

As a result of these efforts, 89.5% of the total energy consumed in 2024 came from renewable sources.

Key actions included conducting energy audits to identify opportunities for improvement, setting measurable energy-saving targets, and implementing measures to reduce consumption. The progress of these initiatives is continuously monitored, allowing us to assess the results achieved.

In addition, we have invested in innovation and research to develop more efficient solutions, along with training programs aimed at raising employee awareness about the importance of reducing energy consumption.

## PHOTOVOLTAIC POWER PLANTS

We have made progress in our strategy to make the Company’s energy matrix cleaner by implementing photovoltaic power plants to supply our operations and service units. In 2024, our distributed generation project operated with five photovoltaic plants and ten Small Hydroelectric Power Plants (SHPs), benefiting 341 service units.



**20,325.32 MWh**

Energy consumed by units with distributed generation



**10,818.7 MWh**

Energy generated by the plants



**14,995.02 MWh**

Energy offset on invoices (74% of total consumption)



**1,146 tons CO<sub>2</sub>e**

Emissions avoided



**R\$ 3.3 million**

Savings in 2024



ENERGY CONSUMPTION GRI 302-1 | SASB HC-DY-130a.1

Total energy consumed (GJ) GRI 302-1	2021	2022	2023	2024
Non-renewable source fuels	14,755.3	20,230.3	38,204.3	38,644.7
Renewable source fuels	1,597.6	155.0	0.0	0.0
Energy consumed/ purchased (electricity)	209,794.6	222,871.0	364,262.1	327,844.3
Energy sold	0.0	0.0	0.0	0.0
TOTAL	226,147.5	243,256.3	402,466.4	366,489.0

	2021	2022	2023	2024
Total renewable energy consumption (GJ) GRI 302-1				
Total	235,710.72	223,025.98	364,262.10	327,844.30
Total non-renewable energy consumption (GJ) GRI 302-1				
Total	14,460.95	20,230.31	38,204.26	38,644.65
Total Coverage	100%	100%	100%	100%
Consumption of non-renewable sources fuels (GJ) GRI 302-1				
LPG	477.75	5,525.28	165.77	164.70
Gasoline	1,296.49	-	26,197.59	22,213.77
Diesel oil	1,021.32	1,395.11	2,723.97	2,652.42
Dry Natural Gas	11,959.75	13,309.92	8,954.09	13,419.03
Acetylene	-	-	162.84	194.74
TOTAL	14,755.31	20,230.31	38,204.26	38,644.66
Consumption of renewable sources fuels (GJ) GRI 302-1				
Ethanol (Hydrated Ethyl Alcohol)	1,154.00	-	0.00	0.00
Biodiesel	119.85	155.01	0.00	0.00
Anhydrous Ethanol	323.73	-	0.00	0.00
TOTAL	1,597.58	155.01	0.00	0.00





Total energy consumed (GJ) 302-2   302-3	2021*	2022*	2023	2024
Number of Exams performed	97,411,916	130,186,840	243,524,073.68	336,815,000
Energy consumption within the organization (GJ)	226,147.54	243,256.29	402,466.37	366,488.95
Energy intensity within the organization (GJ per exam performed)	0.0023	0.0019	0.0017	0.0011
Types of energy included in the intensity rate	LPG, gasoline, diesel oil, dry natural gas, electricity, ethanol, biodiesel and anhydrous ethanol	LPG, Diesel Oil, Dry Natural Gas, Biodiesel, Electricity	LPG, diesel oil, gasoline, dry natural gas, acetylene and electricity	LPG, diesel oil, gasoline, dry natural gas, acetylene and electricity
Energy consumption outside the organization (GJ)	24,024.01	1,555.14	249,110.29	153,406.66
Energy intensity (outside the organization)	0.00025	0.00001	0.001	0.0005
Types of energy included in the intensity rate	Fuel and electricity	Fuel	Fuel	Fuel and electricity
Total energy consumption of the organization	250,171.55	244,811.43	651,576.66	519,895.61
Energy intensity (total organization)	0.0026	0.0019	0.0027	0.0015
Ratio of energy intensity inside/outside the organization	9.2	19	1.6	2.4
Percentage of operation covered	100%	100%	100%	100%

\*The 2021 and 2022 data refer to a period prior to the business combination with Pardini.

# Waste

GRI 3-3

Our activities generate a significant amount of healthcare service waste, classified as hazardous. Therefore, proper waste management is essential from the moment of generation through to final disposal, in order to mitigate environmental impacts such as soil and water contamination, risks to human health, and the overloading of landfills. GRI 306-1

In this context, we carry out periodic assessments of our environmental aspects and impacts, in addition to having established internal controls that ensure compliance with documented procedures and relevant legislation. GRI 306-1

In our operations, waste is segregated at the source and managed in accordance with the requirements set forth by the Collegiate Board Resolution (RDC) 222/2018 of the Brazilian Health Regulatory Agency (Anvisa), as well as by the Health Service Waste Management Plan (PGRSS), which is periodically updated at each unit. Specialized companies are responsible for collection, treatment, and final disposal, ensuring compliance with current legislation and the effectiveness of the processes we adopt. GRI 306-2

## WASTE MANAGEMENT

We conduct waste audits to identify opportunities for improving our management performance, supported by action plans and quantitative targets for reducing waste generation.


We have implemented recycling programs for paper and plastic across our facilities and offices, and we follow strict procedures for the disposal of biological, chemical, and radioactive waste, in full compliance with environmental and sanitary regulations. GRI 306-2

In addition to promoting the integration of recycling programs to reduce the amount of waste sent to landfills, we also seek suppliers that use sustainable packaging and provide training sessions to raise employee awareness about the importance of waste reduction. GRI 306-2

## Continuous Improvement

A key driver in reducing waste generation is our attentive focus on internal processes, which allows us to rethink workflows with the aim of shortening test turnaround times, lowering technical costs, and minimizing the environmental impact of our operations.

In 2024, we achieved significant progress by reducing the consumption of materials, such as:



**-159,976**

collection tubes

**-670 kg**

of chemical waste generated

**-R\$ 16.4**

million in expenses

Additionally, we cut 265,000 hours of manual effort by implementing employee suggestions for process optimization. The results were monitored using dashboards and specific tools.

Alongside awareness and training initiatives for employees and internal audits, we also adopted a number of measures to reduce waste generation, including:

- Methodological changes, such as test pooling and enhancements in automation lines to reduce the number of tubes collected from patients;
- Miniaturization of methodologies;
- Systems for chemical treatment and reuse;
- Use of returnable product packaging;
- Process digitalization.

WASTE GENERATION AND DISPOSAL GRI 306-3 | 306-4 | 306-5

Waste generated annually* GRI 306-3	2022	2023	2024
Weight (kg)	2,060,575.24	6,215,490.00	6,717,601.97
Percentage of operation covered	74.60%	84.56%	77.84%

Non-hazardous waste generated* GRI 306-3	2022	2023	2024
Recyclable waste (t)	288.20	649.23	576.76
Common waste (t)	932.54	2,644.40	2,859.72
Reusable waste (t)	932.54	3.30	2.32
Wooden pallet (t)	-	-	12.28
TOTAL (t)	1,220.74	3,296.93	3,451.08

Hazardous waste generated* GRI 306-3	2022	2023	2024
Infectious (t)	708.63	2,490.97	2,641.79
Radioactive (t)**	9.58	3.79	2.50
Chemical (t)	121.62	423.76	618.30
Other hazardous waste (t)	-	-	3.93
TOTAL (t)	839.83	2,918.52	3,266.52

\*The coverage of the data is 77.84% and includes all service units and administrative units where we have the waste weighing process implemented.  
\*\* After decay, radioactive waste must be treated and disposed of according to the waste classification, which may be infectious, chemical, common or sharps.

Waste sent for disposal* GRI 306-4   306-5	2022	2023	2024
Weight of hazardous waste incinerated (without energy recovery)*			
Off site	134.68	411.00	428.61
TOTAL	134.68	411.00	428.61
Weight of hazardous waste sent to landfills*			
Off site	1.13	1,736.87	2,045.07
TOTAL	1.13	1,736.87	2,045.07
Weight of hazardous waste sent for recycling*			
Off site	-	-	0.013
TOTAL	-	-	0.013
Weight of hazardous waste sent for other disposal operations (autoclave, microwave, pyrolysis)			
On site	29.35	-	-
Off site	674.68	770.66	792.83
TOTAL	704.03	770.66	792.83
Weight of non-hazardous waste sent to landfills*			
Off site	932.54	2,644.43	2,871.07
TOTAL	932.54	2,644.43	2,871.07
Weight of non-hazardous waste sent for recycling*			
Off site	288.20	649.23	574.44
TOTAL	288.20	649.23	574.44
Weight of non-hazardous waste intended for reuse*			
Off site	-	3.30	2.32
TOTAL	-	3.30	2.32
Weight of non-hazardous waste sent for other forms of recovery*			
Off site	-	-	3.25
TOTAL	-	-	3.25

\*The on-site destination values for this type of disposal are zero.



# Water and effluents

GRI 3-3



Our operational activities are the primary source of our water consumption. Water is used in equipment for clinical analyses, restrooms, and restaurants, as well as in the administrative areas of our corporate buildings. GRI 303-1

Water is mostly supplied by public utilities, with the exception of one artesian well located at NTO Vespasiano. Wastewater disposal complies with the standards of Conama Resolution 430/2011 and is carried out through public treatment networks. At NTO Vespasiano and at our Brooklin headquarters — both of which are equipped with wastewater treatment plants — disposal is handled internally before being released into natural water bodies. GRI 303-1

Water consumption is monitored monthly using water meters. Any deviations from the estimated average are investigated so we can identify and resolve potential issues. We also take preventive measures, such as inspections and educational campaigns to reduce leaks and waste. GRI 303-1

Our annual water consumption targets are based on the previous year's results and projected testing demand. We track indicators and carry out action plans within the framework of our management meetings. GRI 303-1

In 2024, we extracted 348.3 megaliters (ML) of water across our operations. Of this total, 69.7 ML were consumed by the Company, and the remaining 278.6 ML were discharged into the public system. GRI 303-3 | 303-4 | 303-5

## IMPACT MANAGEMENT

The minimum standards we adopt for the discharge of effluents into water bodies are based on CONAMA Resolution 430/2011, in addition to applicable state and municipal regulations in the locations where we operate. GRI 303-2

In our water withdrawal processes, we recognize the worsening of water scarcity as a potential direct impact, and water rationing in the regions where we are present as an indirect impact. GRI 303-1

If any of our units cannot meet its water demand through regular reservoirs, we rely on water trucks to ensure operational supply. The same solution is employed in cases of hydraulic or supply-related issues. GRI 303-1

VOLUME OF WATER WITHDRAWN, CONSUMED AND DISCARDED BY SOURCE\* GRI 2-4 | 303-3 | 303-4 | 303-5

Volume of water withdrawn by source (ML)*   GRI 303-3	2022	2023	2024
Groundwater	4.4	41.9	39.9
Municipal water supply or other water supply companies	163.8	294.3	308.4
TOTAL	168.2	336.2	348.3
Volume of water discharged by source (ML)**   GRI 303-4	2022***	2023***	2024
Groundwater	3.52	33.49	31.95
Municipal water supply or other water supply companies	131.04	235.47	246.70
TOTAL	134.56	268.96	278.65
Volume of water consumed by source (ML)**   GRI 303-5	2022***	2023***	2024
Groundwater	0.88	8.37	7.99
Municipal water supply or other water supply companies	32.76	58.87	61.68
TOTAL	33.64	67.24	69.66
Percentage of operation covered	89.2%	76.62%	70.70%

WATER MANAGEMENT PROGRAM

As part of our water resource management strategy, we have implemented the following initiatives aimed at reducing water consumption across our operations, contributing to the achievement of our organizational goals:

- Assessment of water usage to identify opportunities for improving water efficiency;
- Actions to reduce water consumption;
- Measures to improve the quality of wastewater;
- Establishment of targets for reducing water usage;
- Implementation of water recycling practices;
- Awareness training provided to employees on water efficiency management programs.

\*The coverage of the data is 70.7% and includes all service units and administrative units where we have access to the specific water consumption of our operation.  
\*\*Values calculated via estimate: 80% discharge and 20% consumption.  
\*\*\*Values for 2022 and 2023 corrected according to the estimate adopted.

# Innovation and research

Capitals used:

-  Natural
-  Manufactured
-  Intellectual
-  Financial
-  Human

Related SDG:



3 GOOD HEALTH AND WELL-BEING



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



17 PARTNERSHIPS FOR THE GOALS





# Innovation, research and development

GRI 3-3

Innovation is one of the pillars that sets us apart in the healthcare market and lies at the heart of our strategy. Through continuous investments in research, development, and the adoption of new technologies, we advance scientific knowledge and promote significant progress in medicine, offering patients a more integrated and comprehensive healthcare journey.

With R\$ 13.1 million invested in Research and Development (R&D), in 2024 Fleury Group implemented 263 new products, 184 methodological improvements, and 17 test internalizations.

These innovations generated an annual savings of over R\$ 23 million, in addition to benefits such as shorter turnaround times and reduced waste, positively impacting both patients and the environment.

- **R\$ 13.1 million** invested in innovation
- **263** new products
- **184** methodology improvements
- **17** test internalizations
- **R\$ 23 million** in annual savings with innovations

## Innovation in the Care Journey

### ORTHOPEDICS

We have implemented a range of data-driven technologies and solutions grounded in medical protocols to enhance the orthopedic patient journey, focusing on effective treatments and cost reduction, while also strengthening our relationships with healthcare providers and beneficiaries.

One example is the development of a risk map to identify chronic spinal issues. This initiative is based on the use of Artificial Intelligence (AI) in radiology (learn more on page 80) to identify and coordinate the care of patients at risk of orthopedic complications, with an emphasis on early prevention and monitoring.

### ONCOLOGY

In oncology, we have incorporated a series of technologies into our services to screen for breast, colorectal, and prostate cancers. The application of innovative strategies enabled us to reduce the average diagnostic process time from 60 to 21 days, fostering greater patient adherence to care journey, accelerating diagnoses, and reducing treatment abandonment.

### DIABETES

With the support of our innovation team, we launched an electronic messaging campaign to remind patients to take their glycated hemoglobin tests — an initiative aimed at reducing the number of people who neglect diabetes monitoring (learn more on page 23). As a result, we saw a significant improvement in test adherence and a reduction in delayed pre-diabetes diagnoses.





Project X

Project X represents an important step in our strategy to increase operational synergy between the Pardini and Fleury Group brands. The initiative aims to expand interoperability across units through a cross-reference model.

With 21 clients already participating, the Project enables exams collected at Fleury Group units to be processed at Pardini facilities, and vice versa. This approach ensures greater agility, flexibility, and coverage in service delivery, reinforcing our presence across Brazil with comprehensive digital health solutions.

In 2023, we launched the first phase of the project, focusing on outsourcing low-volume, lower-complexity tests. In 2024, the second phase expanded the scope and complexity of services performed. For 2025, we plan to initiate the third phase, targeting the collection and processing of even higher test volumes.

To support these operations, robust interfaces were developed to ensure the operational efficiency needed to manage the high volume of tests and processes involved, positioning Project X as an innovative and strategic solution for the Company.

SCIENTIFIC PRODUCTION GRI 203-2

In 2024, Fleury Group stood out in the field of Research through its active participation in both national and international congresses, as well as the publication of 97 scientific articles.

Throughout the year, the diagnostics division focused on developing a series of new tests, including immunological assays for the identification of inborn errors of immunity and autoimmune diseases, in addition to new molecular biology tests aimed at detecting infectious diseases.

We also highlight the introduction of technologies such as mass spectrometry and liquid chromatography for the measurement of vitamins and hormones, which brought significant improvements in efficiency.

In total, we implemented 124 new products and services across our diagnostic centers, covering areas such as fertility, allergy, and dermatology.

In radiology, our medical team published 41 articles in renowned journals and took part in the Radiological Society of North America (RSNA) annual congress, presenting 72 studies, seven of which received awards, further strengthening our position as a reference in the field.



Data Science

In order to improve the analysis of medical tests and enhance the patient journey, we invested in advanced data science technologies and large-scale language models (LLM).

Throughout 2024, the data infrastructure was expanded with new innovative projects, such as:



**Automated management of lung nodules:** use of LLM to automate communication between radiologists and physicians about lung nodule monitoring;



**Breast cancer screening:** creation of an automated solution to identify patients who did not undergo breast cancer screening within the recommended timeframe (learn more on page 23). With the solution, the care protocol increased engagement by 8 times;



**Colonoscopy data extraction:** use of LLM to structure information from colonoscopy and biopsy reports, identifying high-risk patients for close monitoring.

OPEN INNOVATION

The Impacta Program, which aims to address the Company’s ESG challenges through partnerships with startups and entrepreneurs in an open innovation model, completed its second edition in 2024.

Among the 108 registered companies, six startups were selected for acceleration, with two of them standing out by being contracted.

The selected and accelerated ventures included Me Escuta, contracted to provide hearing aids through the Saúde ID platform, and AfroSaúde, chosen to implement a pilot care program in Bahia.

In addition, we collaborated with the startup Huna on a study to develop a breast cancer risk stratification tool based on blood analyses. This partnership led to a publication that ranked among the most accessed cancer-related articles in the journal Scientific Reports.





# Acceleration and digital transformation

Our commitment to innovation and the digital transformation of our business is reflected in the delivery of increasingly advanced solutions, with the goal of providing a better experience for patients throughout their entire care journey.

In this regard, we have been working to turn our clinical data into concrete solutions that contribute to improving population health, while reinforcing our data infrastructure strategy.

As a result of these efforts, in 2024 we welcomed over 130,000 new clients to our digital journey, generating savings of R\$ 1 million and contributing to the expansion of access to healthcare in the country (learn more on page 38).

Digital appointments accounted for 43% of bookings under the a+ SP brand, 27% under the Labs a+ brand, and 21% under the Fleury brand. The customer satisfaction level with digital products (CSAT) in 2024 reached 94%.

## FLEURY DATA HUB

Throughout 2024, the Fleury Data Hub established itself as the Company’s data platform, becoming a benchmark in security, governance and information analysis.

Analytical dashboards implemented on the platform enhanced the visibility of both operational and strategic metrics, reducing uncertainties and optimizing our management. Through artificial intelligence, we began identifying clients who had stopped using our services, allowing for a more efficient and targeted approach.

## PRA VOCÊ CARD

The Pra Você Card is a free card that offers exclusive discounts on services provided by Fleury Group laboratories. It provides access to services at over 200 Fleury Group brand units, including mobile services.

The Card is an important strategy for expanding healthcare services to classes C, D and E, facilitating access to supplementary healthcare.

## DIGITAL PRODUCTS

In 2024, our digital products achieved remarkable results, with increased customer satisfaction and cost reduction, providing an enhanced experience throughout the entire care journey. In both B2C and B2B segments, we highlight the following advancements:

### DIGITAL B2C

- Expansion of digital scheduling for the Fleury brand;
- Self-check-in (auto-registration) at the a+ brand, ensuring faster service;
- Automated reading of medical orders and health insurance cards, optimizing service time;
- Reduced paper usage, including for at-home exam deliveries.

### DIGITAL B2B

- Expanded telemedicine integration with major players, streamlining communication;
- Improved physician experience through patient data collection via Apple Watch devices, such as heart rate, step count, and daily caloric expenditure.

# Artificial Intelligence solutions

In 2024, we invested in the use of Artificial Intelligence (AI) tools across several stages of the patient care journey, with particular emphasis on imaging exams. This approach offers a strategic advantage by ensuring operational efficiency and high-quality care, while also enabling the generation and dissemination of knowledge through publications in scientific journals and presentations at conferences.

## AI solutions

### MAGNETIC RESONANCE IMAGING

The use of AI reduces examination time and energy consumption by 50%. Already implemented in 29 of the Group’s devices, the acceleration technology through sensitivity compression improves image quality and increases efficiency.

### COMPUTERIZED TOMOGRAPHY

Artificial Intelligence helps detect anomalies in chest (pulmonary thromboembolism and coronary calcifications) and skull (intracranial hemorrhage) tomography scans. In 2024, 100% of doctors were engaged with the new technology, which allowed the analysis of 30,109 exams, with 1,421 serious cases prioritized.

### ONCOFOCO

The application of AI has enabled the generation of reports on personalized treatments for metastatic cancer, totaling 6,186 exams performed since 2018.

### WIRELESS HOLTER

The equipment offers more comfort and the use of AI generates more efficient reports, which are later evaluated by our medical team.

### INPUT OPTIMIZATION (L2L)

The use of AI allowed monthly forecasting of the quantity of inputs required for Lab-to-Lab, reducing losses due to surpluses by 40%.



ETHICAL USE OF ARTIFICIAL INTELLIGENCE

We recognize the importance of technological innovation in healthcare and are committed to ensuring its ethical and responsible use. Aligned with the values of ethics and integrity that are a priority for the Fleury Group, fundamental principles of our business, we view transparency and safety in the use and application of technologies such as Artificial Intelligence as essential.

In 2024, we updated our Code of Trust — which applies to all employees and physicians within Fleury Group — to incorporate key principles that guide the appropriate use of AI. We are dedicated to promoting inclusion and equity, eliminating biases and discrimination, and ensuring that our solutions benefit everyone equitably.

The implementation of robust and transparent AI governance policies is crucial to maintaining integrity and ethics in handling these data assets, ensuring they are used in an ethical, correct, and responsible manner.



Click [here](#) to access Fleury Group's Code of Trust.

CARE LINE MONITORING

The Care Line Monitoring project leverages Artificial Intelligence, including Generative AI, to automatically analyze diagnostic reports such as chest CT scans and mammograms.

Through this approach, we generate important insights related to findings such as pulmonary nodules, risk indicators, or clinical recommendations, helping identify whether additional exams may be necessary for the patient. The solution automatically notifies our physicians (in the case of CT scans) and patients (in the case of mammograms) about relevant findings or the need to repeat the exam.

Specifically for mammograms, currently in the validation phase, the system enables patients to receive alerts via the Fleury app six or twelve months after the exam, contributing to risk reduction, cost optimization, and the continuous improvement of healthcare.

PATIENT CHURN DETECTION

The Patient Churn Detection study applies Artificial Intelligence with Machine Learning techniques to predict, up to six months in advance, whether a customer may stop using our services, based on the analysis of their care journey.

The solution integrates alerts directly into the service platform, allowing us to identify and offer special attention, through targeted marketing campaigns and personalized interventions, to customers at risk of churn. In doing so, the AI helps classify clients by churn risk, enhancing retention, satisfaction, and patient engagement.



# Corporate governance

## Capitals used:

-  Manufactured
-  Intellectual
-  Financial
-  Human

## Related SDG:



# Management structure

To ensure the sustainability and longevity of our operations, we are fundamentally committed to the ethical management of our business, always aligned with the market’s best practices in corporate governance.

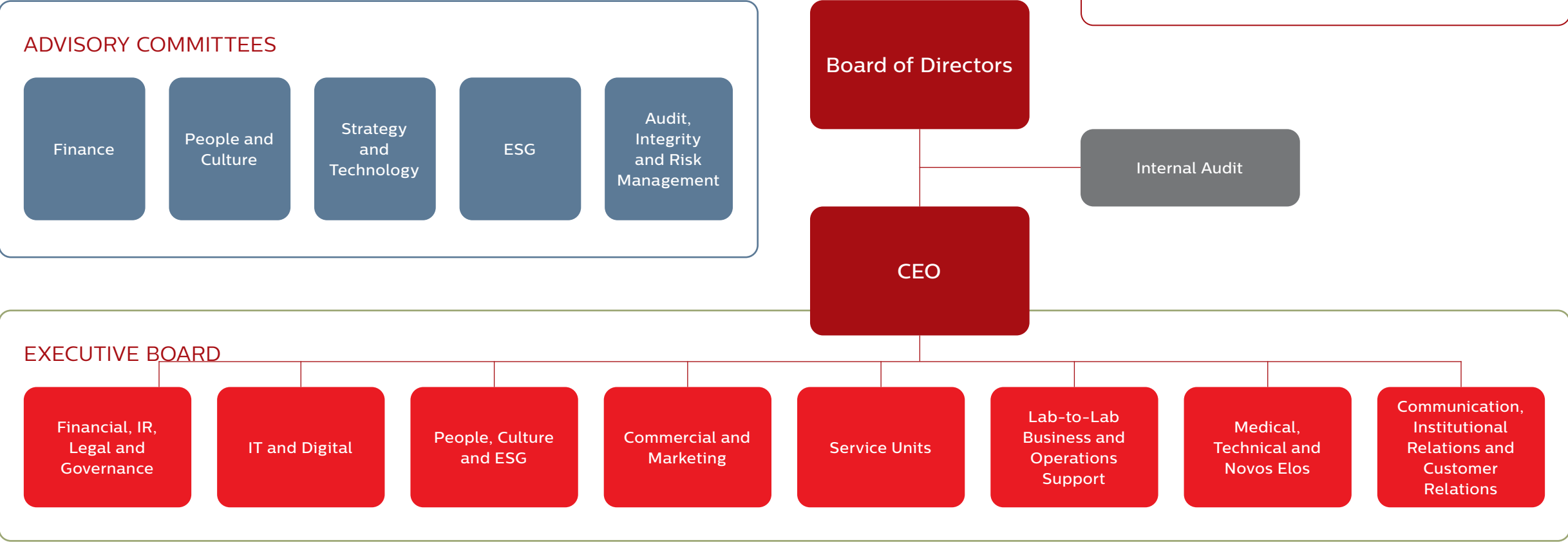
We operate with transparency and integrity, fostering continuous value creation for all our stakeholders. Our

governance structure is robust, composed of various bodies that guarantee the strategic management and corporate oversight of Fleury Group.

The Board of Directors is the organization’s highest governing body and is supported by five Advisory Committees to assist in decision-making. GRI 2-9

At the executive level, the Executive Boards, led by the CEO, are responsible for implementing our strategy. Regardless of the operational lines, we also have an Internal Audit function that reports directly to the Board of Directors. GRI 2-9

 [Learn more about the composition of the Fleury Group’s governance bodies here.](#)



Board of Directors

The Board of Directors (BoD) is responsible for defining the Fleury Group’s strategic guidelines and overseeing the performance of the Executive Board. It also deliberates on corporate policies, investment plans, annual budgets, expansion strategies, and ensures the identification, mitigation, and monitoring of organizational risks.. GRI 2-9

According to Fleury Group’s Bylaws, the Board must be composed of no fewer than seven and no more than eleven permanent members, each serving a unified two-year term, with the possibility of reelection. GRI 2-9

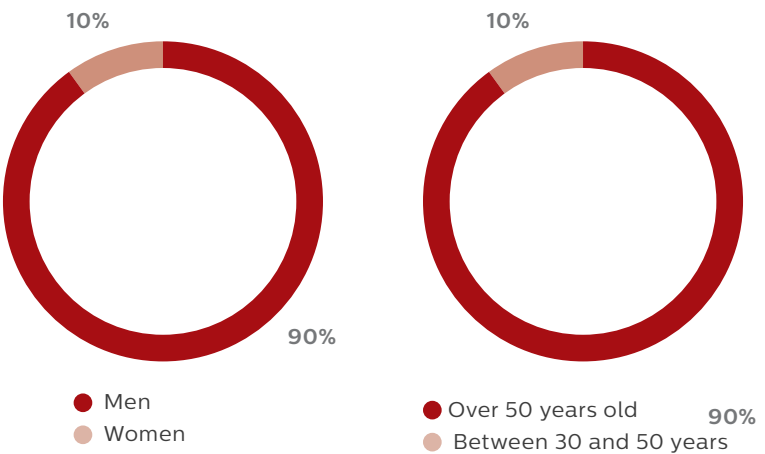
The selection of board members, as outlined in the Internal Regulations of Fleury Group’s Board of Directors, takes into account criteria such as experience, time availability, active participation in meetings, performance (in the case of reelection), and diversity-related aspects, including gender and race/ethnicity. Furthermore, as established in the Shareholders’ Agreement, the Board must include professionals with educational background and experience in the medical field. GRI 2-10

Currently, the BoD is composed of ten permanent members – nine men and one woman. Among them, four are independent board members, and eight have verified education and experience in the medical field. The Chair of the Board does not hold any executive position within the Company. GRI 2-9 | 2-11

By the end of 2024, the average term of office of the current Board members was 2.6 years, and nine of them held four or fewer terms at other companies. GRI 2-9

The Internal Regulations establish that each board member must attend at least 75% of the meetings. In 2024, the average attendance rate was 92%.

MEMBERS OF THE BOARD OF DIRECTORS BY GENDER AND AGE GROUP GRI 405-1



[Click here to access the Policy for Nominating Members of the Board of Directors, its Advisory Committees and Statutory Board.](#)

BOARD PERFORMANCE EVALUATION

GRI 2-18

An upright conduct, aligned with our principles and values, is fundamental to the composition of the Board of Directors. To ensure the Board’s integrity in fulfilling its role, we assess its performance with regard to its internal dynamics, advisory bodies, and the Company’s processes.

Accordingly, the Board conducts an annual self-assessment as a collegiate body, in addition to individual evaluations of its members. In 2024, this evaluation covered the following aspects:

- Composition and dynamics;
- People and culture;
- Structure and processes;
- Strategy and business;
- Corporate risks and internal controls;
- Profile suitability;
- Roles and responsibilities;
- Skills and behaviors;
- Evaluation of the Chair of the Board.



Fiscal Council

Composed of three regular members and their respective alternates, the Fiscal Council is an independent body from the Company’s management, in accordance with Law No. 6,404/76. Its responsibilities include overseeing the activities of the management, reviewing the Company’s financial statements, and reporting its conclusions to the shareholders.

Advisory Committees

To support the Board of Directors in its strategic decision-making and in the supervision and monitoring of the Executive Board’s activities, we rely on five technical advisory committees. In total, the committees are composed of 15 members, of whom nine are independent members not part of the Board of Directors, and six are members of the Board itself, including three independent directors.

FINANCE COMMITTEE

Permanently active, this committee advises the Board of Directors and the Chief Executive Officer in setting direction, performance targets, and oversight of the Company’s financial management. This includes matters such as capital structure, cash flow, indebtedness and debt management, investment policy for surplus funds (available cash), dividend policy, receivables and disallowances management, as well as investment strategies and asset profitability.

AUDIT, INTEGRITY, AND RISK MANAGEMENT COMMITTEE

This committee recommends the conditions for hiring the independent external audit and proposes its objectives. It is also responsible for analyzing and assessing the work of the internal audit, strengthening and improving internal controls, and recommending procedures when inadequacies are identified regarding best accounting practices. Additionally, it monitors the mapping of risks to which the Company is exposed and the respective preventive and mitigating actions.

PEOPLE AND CULTURE COMMITTEE

This committee supports the Board of Directors and the Chief Executive Officer in the evaluation, appointment, and dismissal of executive officers. It monitors the organization’s evolution in the face of strategic business and management challenges and assesses performance evaluation systems, compensation policies, and employee development programs. It is also responsible for proposing guidelines and criteria for variable compensation programs, as well as tracking and proposing actions based on organizational climate assessments.

STRATEGY AND TECHNOLOGY COMMITTEE

Also operating on a permanent basis, this committee supports the Board of Directors in evaluating, prioritizing, and monitoring the Company’s most relevant projects. It is currently composed of four members, with a two-year term.

ESG COMMITTEE

This committee leverages the development of ESG-related efforts already underway within the Company, reinforcing ongoing attention to ESG principles in business strategy and deepening the discussion of this agenda within the Company’s long-term strategic pillars. These efforts contribute to the longevity of the organization and the sustainability of the environment in which the Group operates and influences. The Committee is chaired by the Chairman of the Board of Directors.



Executive Board

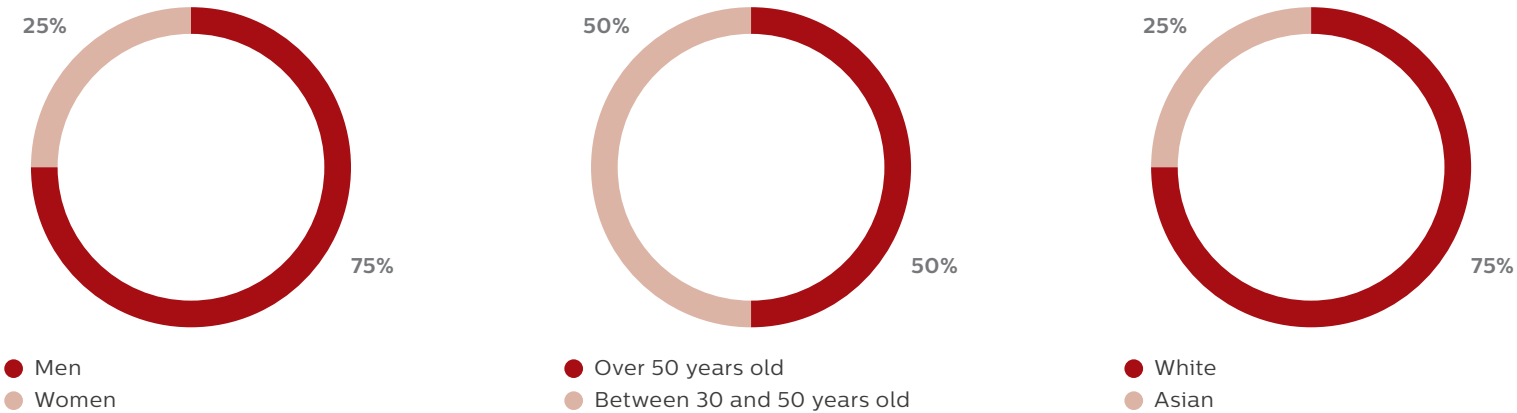
The executive officers are responsible for the institutional representation and management of the Company’s business activities, in accordance with the guidelines set forth in the Bylaws.

As provided for in its Internal Regulations, the Executive Board of the Fleury Group must be composed of no fewer than three and no more than ten members, each with a two-year term, with reelection permitted. We concluded 2024 with eight executive officers. Among them, we had one female representative serving as Executive Director of Service Units, in addition to our CEO, Dr. Jeane. GRI 2-9 | 405-1

From January to November 2024, we had an Executive Board of Strategy, Innovation and ESG. However, due to the ongoing business combination process, in December the People and Culture Executive Board temporarily incorporated the social and environmental dimensions — while the governance aspect was integrated into the Finance, Legal, and Investor Relations area.

The transition of the ESG area is underway and is expected to be completed in 2025, with its integration into the Executive Board of Operations. This will ensure that the sustainability agenda continues to permeate the Company’s business in a transversal manner, closely aligned with Fleury Group’s ESG strategy.

EXECUTIVE BOARD MEMBERS BY GENDER, AGE GROUP AND RACE GRI 405-1





ESG Connection

“Conexão ESG” (ESG Connection) is an event that brings together environmental, social, and governance practices to foster discussion, raise awareness, and align all employees’ understanding around key topics essential to building a more inclusive society.

During the meeting, we had the participation of members of the Board of Directors, Committees, and Executive Officers, as well as external guests such as diversity and inclusion expert Djamila Ribeiro.

In 2024, the event was guided by the following pillars:

- **Integrated and cross-cutting vision of ESG practices:** explores how ESG principles are connected across different areas and initiatives of the company, from Artificial Intelligence to strategies for democratizing and expanding access to healthcare;
- **Inspiration and learning from real initiatives:** employees share their experiences and projects that apply ESG principles, inspiring and motivating others to follow a similar path;
- **Deepening ESG knowledge:** offers relevant and up-to-date content, including online lectures, videocasts, and exclusive materials;
- **Development of a critical and proactive mindset:** invites reflection on each individual’s role in building a more sustainable future for the company and society.

GOVERNANCE ENGAGEMENT IN THE ESG AGENDA GRI 2-17

Throughout 2024, we promoted a variety of initiatives to engage the Board of Directors in the Company’s ESG agenda.

TRAINING

Board members participate in ESG training programs linked to our profit-sharing program, reinforcing the dissemination of the topic among senior leadership (learn more on page 47).

STRATEGIC ENGAGEMENT

Our corporate policies and the Code of Trust are reviewed and approved by the Executive Board and the Board of Directors. The Advisory Committees address sustainability-related matters, supporting decision-making and broadening our strategic vision.

ESG EVENTS

The Company’s ESG Management team holds the annual ESG Connection event, which includes the participation of Board and Committee members and covers topics such as sustainable governance, integrity, and emerging issues. We also maintain a yearly agenda on diversity, equity, and inclusion, open to all employees.

STRATEGIC DIALOGUES

Fleury Group’s Senior Management takes part in events focused on ESG trends and challenges, further strengthening our governance and commitment to sustainable development.



# Ethics and compliance

GRI 3-3

Fleury Group's Senior Management takes part in events focused on ESG trends and challenges, further strengthening our governance and commitment to sustainable development.

We conduct our activities based on the standards of conduct set forth in our Code of Trust, which applies to all our employees and partners, as well as on our Anti-Corruption and Integrity Policies, which inform our daily decisions and actions.

Our people also play a key role as ambassadors of ethical and transparent practices, supporting the understanding, application, and monitoring of these guidelines, as well as identifying and reporting any potential risks or violations of these principles.

We believe that, in doing so, we help strengthen a business environment rooted in integrity and excellence, contributing to the preservation of the Company's reputation and to the creation of sustainable value for all our stakeholders.

In this sense, since 2022 we have been part of the 100% Transparency Movement, an initiative by the UN Global Compact's Brazil Network aimed at promoting integrity and engaging companies in the development of anti-corruption policies with clear, committed actions on the subject.



## CODE OF TRUST

GRI 2-23 | 2-24

Our Code of Trust formalizes the values and principles that guide the expected conduct of employees, managers, physicians, partners, suppliers, and all other stakeholders who interact with the Company in the performance of their duties.

Approved by the Board of Directors, the Code addresses topics such as human rights, the environment, child labor, working conditions, compensation, occupational health and safety, corruption, discrimination, harassment, data protection, and anti-competitive practices.

In addition, our Integrity Policy reflects our stance on bribery, corruption, money laundering, competition, associations, contributions, donations, interactions with public officials, and bidding processes.

Responsibility for compliance with these policies is shared across different areas of the company and is monitored through a management and quality system. This oversight is primarily carried out through internal and external audits conducted by independent firms.

Anti-Corruption

We are guided by an Anti-Corruption Policy designed to prevent bribery and corruption, foster integrity in all our relationships, and reaffirm our commitment to ethics, transparency, and compliance with applicable laws and regulations.

In 2024, we assessed 100% of our operations (561 units, including acquisitions made during the year) for corruption risk through due diligence processes, internal audits, and financial controls. GRI 205-1

The Company’s Risk Factor for “Fraud and Misconduct, and Government Relations” is classified as high criticality (learn more on page 94), and its mitigation includes the implementation of preventive and corrective measures, such as the dissemination of our Code of Trust and the Integrity, Anti-Corruption, and Consequence Management Policies, as well as specific training programs, reinforcing our commitment to ethics and transparency. GRI 205-1




Learn more about ethics and integrity issues in the [Supplementary Booklet](#).

Training

To support the implementation of our commitments to ethics and integrity, in 2024 we offered mandatory training sessions to our employees on the following topics: Code of Trust, Risk Pathway, ESG, phishing (learn more on page 92), unconscious biases, and anti-racist culture. These trainings also cover the purpose and correct way to use the Company’s reporting channel. GRI 2-24

All stakeholders must participate in these trainings annually to ensure continuous updating on Integrity content and guidelines. The effectiveness of these training programs is regularly evaluated, and their completion is tied to the Company’s Profit Sharing Program (PLR). GRI 2-24

Throughout 2024, we carried out communication and engagement initiatives with our stakeholders regarding the anti-corruption policies and procedures implemented by the Company, achieving the following results: GRI 205-2



10 governance members  
**100% communicated and trained**

22,313 employees  
**100% communicated and 96% trained**

7,047 suppliers  
**100% communicated**



Communication Channels

We offer a Trust Channel that is accessible to all employees, third parties, clients, and the general community for reporting misconduct and seeking guidance on ethical and responsible business conduct. GRI 2-26

The channel is independently managed by Contato Seguro, ensuring anonymity and complete confidentiality for whistleblowers, with no risk of retaliation. All reports received are investigated impartially by the Internal Audit team of Grupo Fleury, ensuring that appropriate actions are taken according to the severity and nature of each case. GRI 2-26

The applicable guidelines and corrective measures are outlined in our Anti-Corruption, Consequence Management, and Integrity Policies, which include disciplinary sanctions for cases of discrimination and harassment. GRI 2-26



The Trust Channel is available to all audiences 24 hours a day, 7 days a week, on the website [www.contatoseguro.com.br/grupo-fleury](http://www.contatoseguro.com.br/grupo-fleury) and by telephone 0800 601 6943

Global Compact

In 2024, as a member of the Training Committee for SDG 16 of the UN Global Compact Network Brazil, Grupo Fleury hosted at its headquarters the course “Fundamentals of Compliance and Integrity Programs” for members of the Action Platform Against Corruption.

Compliance professionals from major national and international companies took part in important discussions, addressing topics such as the implementation of integrity programs.

CONFLICTS OF INTEREST

GRI 2-15

The Integrity Department reports quarterly to Internal Audit all related parties connected to the Fleury Group for the analysis of potential conflicts of interest. Any identified conflicts are disclosed in the Financial Statements and through public communications to the market, in accordance with applicable accounting principles and current regulations.

In cases of cross-participation in governing bodies, we rely on both internal and external guidelines set forth in the bylaws of these bodies, which provide clear direction on how to manage conflicts of interest within these instances.

In this regard, we make available a range of documents that standardize the topic, such as the Code of Trust, the Consequence Management, Anti-Corruption and Integrity Policies, and the Supplier Code of Trust (updated in 2024).

The Related Party Transactions Policy also outlines clear guidance to help our employees identify, distance themselves from, or report situations involving potential conflicts of interest. Should any practices be observed that contradict the preventive measures in place, the Trust Channel provides the option to “Report a conflict of interest.”



# Respect for Human Rights

GRI 3-3

Respect for human rights is a fundamental pillar of our business.

In 2024, we published a dedicated Human Rights Policy – a subject that had previously been addressed in other documents. The topics covered include, but are not limited to the repudiation of degrading labor, freedom of association, respect for diversity and inclusion, patient safety and well-being, and community engagement. GRI 412-1

This topic is monitored throughout our organization’s risk management process. The risk category “Compliance, Human Rights and Corporate Governance” is classified as high criticality in our risk matrix. GRI 412-1

**HUMAN RIGHTS IN THE VALUE CHAIN**

All contracts with partners include clauses related to human rights, as well as health and safety and anti-corruption practices, in line with Fleury Group’s principles (learn more on page 61).

In 2024, 155,190 agreements and contracts for significant investment purchases – that is, those entered into with our most strategically or financially relevant partners – were issued to 7,047 suppliers, all of which contained clauses referring to human rights. GRI 413-2

**HUMAN RIGHTS DIAGNOSIS**

In 2023, seeking to strengthen our actions in this area, we conducted a comprehensive diagnostic assessment on human rights, covering 100% of our operations. The aim was to evaluate our practices, identify areas for improvement, and develop an action plan. GRI 412-1

The methodology\* examined issues related to respect, protection, and remedy of human rights within the sector, the country, and our value chain. It also identified key trends, requirements, and best practice benchmarks, allowing us to understand our maturity level on this topic. GRI 412-1

As an initial step to mitigate this risk, we implemented a mandatory human rights awareness course for all employees. In 2024, we continued to implement improvements recommended in the action plan, with particular focus on strengthening our governance through the publication of the Policy and training our teams on the subject. GRI 412-1

\*The diagnostic assessment involved an in-depth analysis of the following topics: forced labor, child labor, human trafficking, freedom of association, freedom of collective bargaining, equal pay; discrimination; responsible governance; prevention and mitigation of impacts; information security. The analyses covered the following stakeholders: employees, women, children, outsourced workers, and local communities.  
\*\* Fleury Group does not have its own security personnel, only outsourced personnel.

**TRAINING**

Throughout 2024, 13,696 Fleury Group employees completed the human rights awareness course, 5.4 times more than in 2023, when 2,526 people were trained.

We also provided formal training on human rights policies and procedures to the security personnel working in our service units and at the Company’s headquarters. In the past year, 100% of our security team received formal training on policies and procedures related to human rights.\*\*. GRI 410-1

**MUNICIPAL SEAL OF HUMAN RIGHTS AND DIVERSITY**

In 2024, the “Women in Leadership” initiative received the Municipal Seal from the City of São Paulo, which recognizes initiatives that promote the defense of human rights, diversity, and inclusion in the city.

The Seal values practices that ensure respect for and promotion of the rights of vulnerable groups, such as people with disabilities, LGBTQIA+, indigenous peoples, among others (learn more on page 51).

# Information security and privacy

GRI 3-3

With the significant expansion in the use of digital technologies applied to healthcare, such as telemedicine and electronic records, health data has become highly valued and a frequent target of cyberattacks, due to its confidential and sensitive nature. As a result, data protection risks have come to be considered critical to our business, requiring constant monitoring.

To ensure the stability of our systems, which support the delivery of high-quality healthcare services, and to protect sensitive data and information related to our clients, we have adopted a preventive and proactive approach to security.

We invest continuously in strengthening and improving our internal controls, always operating in compliance with current legislation governing information security and data protection.

Our information security contingency plans are tested every six months, and in the event of an incident, we follow a Work Instruction (ITR) that provides specific guidance for responding to such events.

## Data Protection Governance

Throughout 2024, we continued to develop and update digital solutions to ensure compliance with the guidelines set forth by the Brazilian Data Protection Authority (ANPD) and the General Data Protection Law (LGPD), in addition to following market regulations and best practices.

Our approach to privacy and data protection is guided by the Personal Data Privacy and Protection Program, which aims to align and improve organizational processes in accordance with LGPD requirements. We also maintain an Ethics, Trust, and Privacy Forum, which meets regularly to deliberate on matters related to data protection and its associated risks.

Furthermore, we provide dedicated channels through which our employees can report suspicious situations related to information security by opening specific support tickets.



Learn more in [Fleury Group's Privacy Policy](#) and [Information Security Policy](#).



Cybersecurity

In 2024, we made progress in conducting disaster recovery tests, simulating both physical and logical scenarios across the Company’s operations to ensure service resilience. Our cybersecurity practices are audited by third parties, ensuring alignment with the industry’s best benchmarks.\*

We also implemented new data protection tools, such as automatic blocks on the sending of sensitive information via email, aiming to prevent information security risks. Phishing simulations further reinforced our digital security culture.

Additionally, we incorporated the use of a penetration testing (pentest) tool into our third-party hiring processes, enabling us to simulate cyberattacks arising from partner interactions.

As a result of our efforts in this area, no security incidents occurred over the past year. All low-impact occurrences were promptly addressed.

\*In 2024, we carried out an external audit of the Company’s IT infrastructure and information security.

The engagement of our people in the topic was strengthened through mandatory training programs, linked to the profit-sharing plan (PLR), as well as the launch of our first Information Security Week and ongoing awareness campaigns.

TRAINING IN INFORMATION SECURITY<sup>1</sup>

Fleury	Active employees	Completed	Ongoing	Not started
Employees	13,936	11,918 (85.5%)	585 (4.2%)	1,433 (10.3%)
Physicians	2,735	621 (22.7%)	179 (6.5%)	1,935 (70.7%)
Pardini	Active employees	Completed	Ongoing	Not started
Employees	7,388	4,594 (62.2%)	65 (0.9%)	2,729 (36.9%)


INFORMATION SECURITY WEEK

In 2024, we held Information Security Week at Grupo Fleury with the aim of engaging and training our people on topics related to data protection and privacy. The event featured lectures, live broadcasts and various actions on topics such as:

- Identity protection (444 participants);
- Risks and opportunities in information security using Artificial Intelligence (AI) (413 participants);
- Email phishing awareness (330 participants);
- Types of fraud (349 participants).

<sup>1</sup> We considered employees and physicians who were active in December 2024. For professionals originally from Fleury Group, training is not annual and data is cumulative up to that date. For employees originally from Pardini, Information Security training was annual.

Before the migration of the UniFleury course to the Knowledge Portal, employees were already taking the “PGSI – 2024” course. To highlight the training actions, the conclusions of the PGSI were considered for those who did not take the UniQi course. If the employee took only the PGSI, it was considered as completed. If they took both, the course was considered as having migrated from UniQi to UniFleury.



Learn more about information security and data privacy training at the [Supplementary Indicators Booklet](#).



# Risk management and internal controls

Fleury Group’s Risk Management Policy applies to all areas and companies within the Group and guides our risk management and internal controls process.

Over the past year, we have strengthened our structure and focus on internal controls. In addition, we have resized our risk map – which is reviewed every two years – now identifying 12 risks as strategic to Fleury’s business. This evolution enables us to act with greater objectivity and accuracy in identifying, assessing, and monitoring the most significant risks to our operations.

The risk management methodology adopted by the Company provides for the categorization of identified risks into five types: Financial, Operational, Strategic, Compliance, and Cyber. The mapping takes into account both external and internal contexts and follows the Company’s risk appetite as well as its impact and likelihood matrix. Based on these premises, risks can be classified as critical, high, moderate, or low.

Risk assessment also considers ESG-related factors. This approach not only protects the Company against potential adversities but also strengthens our reputation and reinforces our commitment to creating sustainable value.

## Risk management in practice

In line with market best practices, our risk management process follows the guidelines of ISO 31000:2018\* and COSO ERM\*\*. Our goal is to align the Company’s risk appetite with its strategy, providing integrated responses to the various risks we face.

We have adopted the three lines of defense model, in which each part of the organization has specific responsibilities in risk management (learn more alongside).

Within this framework, Executive Officers act as risk owners, ensuring accountability, a holistic view, and agility in addressing and monitoring risks, while fostering a resilient organizational culture.

\* ISO 31000:2018 is the international standard for risk management, which assists organizations in their risk analysis and assessments by providing basic principles and guidelines.  
\*\* COSO ERM is a publication by the multinational COSO that provides international risk management guidelines and recognizes the need to focus not only on process controls, but on risk management in a context of established corporate governance.



The full description of risk factors is available in the [Fleury Group’s 2024 Reference Form](#).

**1<sup>ST</sup> LINE OF DEFENSE**

Composed of business areas, it is responsible for identifying, managing and treating risks directly in its operations, ensuring mitigation and compliance with established policies and procedures.

**2<sup>ND</sup> LINE OF DEFENSE**

The areas of Integrity, Risk Management and Internal Controls stand out, which act to strategically guide internal controls, supervise and continually evaluate processes to mitigate risks, and ensure the company’s legal compliance with all applicable regulations.

**3<sup>RD</sup> LINE OF DEFENSE**

Internal Audit conducts independent assessments of the effectiveness of governance, risk management and internal controls. It also reviews compliance with first and second line functions.

RISK MANAGEMENT TOOL

In 2024, Fleury Group implemented parameters for a new risk management tool, scheduled to become operational in 2025. This tool consolidates and centralizes risk response actions, optimizing resources and automating the management of strategic risks and internal controls.

The tool ensures greater governance, security, and reliability of information. It also contributes to the preservation of historical data, allowing for the assessment of developments over time and supporting decision-making processes.



Learn more about the climate risk management process in the [Supplementary Indicator Booklet](#).

Assistance-Related Risks

We also rely on an Assistance-Related Risk Matrix, which is connected to Patient Safety risk and is part of our strategic risk map.

This matrix encompasses a set of activities that are mapped and managed by the corporate teams responsible for care-related processes, with predefined actions aimed at anticipating and reducing the impact of operational risks during multidisciplinary patient care.

To guide these efforts, we follow a methodology defined by the Risk department, with support from the Patient Safety Center. The methodology outlines the identified risks, the stages of patient care, and the existing mitigation measures for each subprocess.

Risk Communication

We have a structured process in place to capture and communicate stakeholders’ critical concerns about real or potential negative impacts to the Board of Directors. This process is aligned with our Risk Management Policy, which is reviewed every two years. GRI 2-16

In line with our commitment to transparency, we provide a Trust Channel for anonymous reporting and rely on the Audit, Integrity, and Risk Management Committee to oversee risks and forward relevant matters to the Board. GRI 2-16

Risk Trail

The Risk Trail offers training on the subject to all of our employees, addressing the challenges and nuances of the risks inherent to our business.

These trainings are mandatory and their completion is monitored on a regular basis. Additionally, in 2024, employee participation was included as one of the indicators in the Corporate Balanced Scorecard (BSC) (see page 16), affecting variable compensation. The indicator for risk mitigation actions also impacted the corporate BSC and the profit-sharing program (PLR) for management positions or above. This approach ensures that our entire team has the knowledge necessary to proactively contribute to our risk management culture. We closed the year 2024 with 92.6% of employees trained on this topic.

# Performance

## Capitals used:

-  Natural
-  Manufactured
-  Intellectual
-  Financial
-  Human

## Related SDG:





# Sectorial scenario and performance

The year 2024 was marked by a still challenging environment, yet with signs of stabilization for the supplementary healthcare sector. Data from the Economic-Financial Panel of Supplementary Health by the National Regulatory Agency for Private Health Insurance and Plans (ANS) indicated that, in the third quarter of 2024, the medical claims ratio returned to pre-pandemic levels, which allowed many health plan operators to once again report positive results.

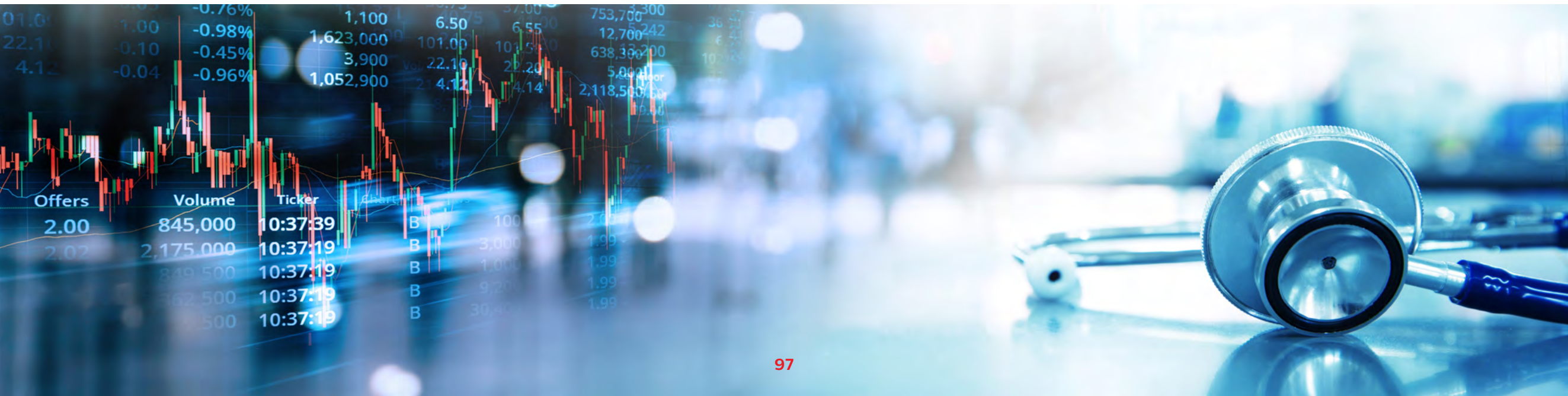
The number of beneficiaries of private health plans totaled 52.2 million lives in December 2024, compared to 51.3 million in the previous year.

This movement towards financial stabilization was also bolstered by the recovery of the formal labor market, since in Brazil, most health plans are still employer-sponsored (72%). Job creation over the past year contributed to the expansion of the number of beneficiaries, and broader access to supplementary healthcare represents a positive impact on the country's entire health ecosystem.

Despite these encouraging signs, the macroeconomic landscape remained challenging, with above-target inflation (4.83%), a high U.S. dollar exchange rate (R\$6.19), and elevated Selic interest rates (12.25%). Given this context, we remain attentive to potential future economic challenges,

such as a possible rise in interest rates, which could hinder access to capital for the implementation of new projects and increase investment risk aversion.

Long-term demographic trends may also influence our future performance. The aging of the Brazilian population and the increasing prevalence of chronic diseases, for instance, have been putting pressure on health plan operators, as the more frequent use of services by segments of the population that require ongoing care may directly impact the medical loss ratio. A high claims ratio, in turn, makes it more difficult to pass on costs and puts strain on the entire healthcare chain.



# Financial discipline and investments

In 2024, Fleury Group experienced growth across all avenues and diversified its revenue base by consistently delivering solid results.

Our growth strategy is based on expanding the availability of and access to our healthcare services, aligned with the brand’s strong reputation and awareness initiatives, as well as the execution of mergers and acquisitions.

As a result, in 2024 we reached an Accounting Gross Revenue of R\$8.24 billion and a Pro Forma Gross Revenue of R\$8.32 billion, representing increases of 19.5% and 7.4%, respectively, compared to the previous year. We closed the year with EBITDA of R\$1,982 million (+19.6%) and Net Income of R\$616.2 million (+32%).

The growth of the Fleury brand and of our mobile services were the main drivers of our strong performance. In addition, our service units achieved significant market share gains, and the B2B and Novos Elos segments stood out with the performance of Lab-to-Lab and the expansion of infusion service offerings.

Our investments in 2024 totaled R\$488.1 million, focusing on: (1) quality and efficiency in service delivery across all segments, (2) expansion of units and service offerings, and (3) enhancements to our digital infrastructure, with a focus on customer service, information security, and organizational management through the use of data.

## ADDED VALUE DISTRIBUTION


Economic Value Generated (R\$) GRI 201-1   2-4	2022	2023	2024
Revenues (R\$)	4,794,733,000	6,929,868,000	8,237,803,000

Economic Value Distributed (R\$) GRI 201-1	2022		2023		2024	
Operational costs	496,457,000	20.10%	671,733,000	19.63%	704,503,000	17.53%
Employee salaries and benefits	1,085,743,000	43.95%	1,514,168,000	44.25%	1,686,520,000	41.97%
Payments to capital providers	293,336,000	11.87%	399,635,000	11.68%	572,845,000	14.26%
Payments to the government	579,445,000	23.46%	815,338,000	23.83%	1,023,471,000	25.47%
Legal reserve	15,395,000	0.62%	21,188,000	0.62%	30,809,000	0.77%
TOTAL	2,470,376,000	100%	3,422,062,000	100%	4,018,148,000	100%

Economic Value Retained(R\$) GRI 201-1	2022	2023	2024
Direct economic value generated” minus “economic value distributed	2,324,357,000	3,507,806,000	4,219,655,000

## INVESTMENTS

CAPEX (in R\$ million)	2022	2023	2024
Maintenance and renewal of equipment	149.9	200.7	117.0
New units, expansion of offers in units and technical areas	76.2	101.4	139.6
Infrastructure of the digital initiative and IT	188.5	111.7	231.6
TOTAL	414.6	413.8	488.1



Access the full results in the Company's [Financial Disclosures](#).



# Attachments

## Capitals used:

- 💡 Intellectual
- 💰 Financial
- 👤 Human
- 👥 Social





# GRI and SASB content index

Declaration of use	Fleury Group reported in accordance with the GRI Standards for the period: January 1st, to December 31, 2024
GRI used	GRI: Fundamentals 2021

Standard	Disclosure	Content	Page/Answer	Global Compact
GRI 2: Conteúdos Gerais - 2021				
Disclosures Gerais				
GRI 2: General Disclosures - 2021	2-1	Organizational details	Page 9 Fleury S.A. (CNPJ nº 60.840.055/0001-31) is headquartered at Av. Morumbi, 8860, 8th floor - Brooklin, São Paulo (SP) and operates only in Brazil.	
	2-2	Entities included in the organization's sustainability reporting	Pages 3 and 9 of Sustainability Report and Page 3 - Supplementary Booklet Headquartered in São Paulo (SP), Fleury Group is also present in Rio Grande do Sul, Paraná, Rio de Janeiro, Espírito Santo, Bahia, Pernambuco, Rio Grande do Norte, Maranhão and the Federal District, with more than 300 Diagnostic Medicine and New Links Service Units. In addition to being a reference laboratory for processing tests throughout the country, we also operate within hospitals offering diagnostic services.	
	2-3	Reporting period, frequency and contact point	Page 3 of Sustainability Report and Page 3 - Supplementary Booklet	
	2-4	Restatements of information	Pages 74 and 98	
	2-5	External assurance	Pages 3 and 111	
	2-6	Activities, value chain and other business relationships	Pages 9 and 60 of Sustainability Report and Page 16 - Supplementary Booklet	
	2-7	Employees	Page 44 of Sustainability Report and Page 4 - Supplementary Booklet	
	2-8	Workers who are not employees	Page 5 - Supplementary Booklet	
	2-9	Governance structure and composition	Pages 83, 84 and 86 of Sustainability Report and Page 22 - Supplementary Booklet	
	2-10	Nomination and selection of the highest governance body	Page 84	
	2-11	Chair of the highest governance body	Page 84. The Chairman of the Board of Directors does not have executive functions in the Company.	
	2-12	Role of the highest governance body in overseeing the management of impacts	Page 15	

Standard	Disclosure	Content	Page/Answer	Global Compact
GRI 2: Conteúdos Gerais - 2021	2-13	Delegation of responsibility for managing impacts	Page 16	
	2-14	Role of the highest governance body in sustainability reporting	Page 3	
	2-15	Conflicts of interest	Page 90	
	2-16	Communication of critical concerns	Page 95	
	2-17	Collective knowledge of the highest governance body	Page 87	
	2-18	Evaluation of the performance of the highest governance body	Page 84	
	2-19	Remuneration policies	Page 22 - Supplementary Booklet	
	2-20	Process to determine remuneration	Page 22 - Supplementary Booklet	
	2-21	Annual total compensation ratio	Page 13 - Supplementary Booklet	
	2-22	Statement on sustainable development strategy	Pages 4, 16 and 17	
	2-23	Policy commitments	Page 88	
	2-24	Embedding policy commitments	Pages 88 and 89	
	2-25	Processes to remediate negative impacts	Page 36	
	2-26	Mechanisms for seeking advice and raising concerns	Page 90	
	2-27	Compliance with laws and regulations	In the last year, no fines or notifications were issued regarding significant cases of non-compliance with laws or regulations.	
	2-28	Membership associations	- Sindicato de Hospitais , Clínicas and Laboratórios de SP (SINDHOSP/FESAUDE) - Saúde Digital Brasil (SDB) - Sociedade Brasileira de Patologia Clínica/Medicina Laboratorial - Instituto Coalizão Saúde - Associação Brasileira de Medicina Diagnóstica (ABRAMED) - Câmara Americana de Comércio SP (AMCHAM)	
	2-29	Approach to stakeholder engagement	Page 6	
	2-30	Collective bargaining agreements	Page 5 - Supplementary Booklet	3
Material Topics				
GRI 3: Material Topics - 2021	3-1	Process to determine material topics	Pages 3, 6 and 7	
	3-2	List of material topics	Page 7	
Material Topics: Ethics and Integrity				
GRI 3: Material Topics - 2021	3-3	Management of Material Topics	Page 88	

Standard	Disclosure	Content	Page/Answer	Global Compact
GRI 201: Economic Performance - 2016	201-1	Valor econômico direto gerado and distribuído	Page 98	
GRI 205: Anti-corruption - 2016	205-1	Direct economic value generated and distributed	Page 89	10
	205-2	Operations assessed for risks related to corruption	Page 89. It was not possible to collect data on suppliers reported in the anti-corruption policies and procedures by region.	10
	205-3	Communication and training about anti-corruption policies and procedures	In 2024, we had no confirmed cases of corruption.	10
GRI 206: Anticompetitive Behavior - 2016	206-1	Confirmed incidents of corruption and actions taken	In 2024, a lawsuit was filed with a claim for compensation because, according to the plaintiff, she had been reported to DENATRAN for alleged irregularities regarding her accreditation to perform exams. The facts that gave rise to the lawsuit involved an acquired company and occurred before our acquisition, and the legal process was monitored by the legal department. The lawsuit was dismissed and became final and binding without the possibility of further appeals.	
GRI 415: Políticas públicas - 2016	415-1	Lawsuits for unfair competition, trust and monopoly practices	We reaffirm that Grupo Fleury, in compliance with Law No. 13,165/2015, does not make political contributions in cash or any other form. As explained in the Code of Trust, the Company does not have any political position and does not make donations for this purpose.	
Material Topics: Patient Trust				
GRI 3: Material Topics - 2021	3-3	Management of Material Topics	Page 34	
GRI 416: Customer Health and Safety - 2016	416-1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	All of our products and services are evaluated for their impacts on the health and safety of our customers. We formalize our commitment to quality by implementing standards that standardize all processes, ensuring a standard of excellence in all of our units. We offer a safe and healthy environment for our employees, customers and suppliers, while providing services that respect the environment and the community. In 2024, no cases of non-compliance were identified regarding the health and safety impacts caused by products and services.	
	416-2	Total number of cases of non-compliance with regulations and/or voluntary codes related to the impacts caused by products and services on health and safety during the life cycle, broken down by type of outcome	In 2024, Fleury Group had no records (that were reported to the Company) of cases of non-compliance with laws and/or voluntary codes in relation to the health and safety impacts caused by products and services.	
GRI 418: Customer privacy - 2016	418-1	Total number of substantiated complaints regarding breaches of privacy and loss of customer data	In 2024, we recorded 9 complaints of violation of customer privacy received from third parties and proven by the organization. All are related to the exchange of reports in units.	
Material Topics: Innovation and Digital Transformation				
GRI 3: Material Topics - 2021	3-3	Management of Material Topics	Page 76	
Material Topics: Eco-efficient Operation				
GRI 201: Economic Performance - 2016	3-3	Management of Material Topics	Page 64	



Standard	Disclosure	Content	Page/Answer	Global Compact
GRI 301: Materials – 2016	201-2	Financial implications and other risks and opportunities due to climate change	Page 18 – Supplementary Booklet	
GRI 302: Energy – 2016	301-1	Materials used by weight or volume	Page 21 – Supplementary Booklet	7, 8
	302-1	Energy consumption within the organization	Page 69	7, 8
	302-3	Energy intensity	Page 70	8
GRI 303: Water and Effluents – 2018	303-1	Interactions with water as a shared resource	Page 73	7, 8
	303-2	Management of water discharge related impacts	Page 73	7, 8
	303-3	Water withdrawal	Pages 73 and 74	
	303-4	Water discharge	Page 74	
	303-5	Total water consumption	Pages 73 and 74	7, 8
GRI 305: Emissions – 2016	305-1	Direct (Scope 1) greenhouse gases (GHG) emissions	Page 67	7, 8
	305-2	Indirect (Scope 2) greenhouse gas (GHG) emissions	Page 67	7, 8
	305-3	Indirect (Scope 3) greenhouse gas (GHG) emissions	Page 67	7, 8
	305-4	Greenhouse gas (GHG) emissions intensity	Page 20 – Supplementary Booklet	7, 8
	305-5	Reduction of greenhouse gas (GHG) emissions	Page 20 – Supplementary Booklet	8
	305-6	Emissions of ozone-depleting substances (ODS)	Page 20 – Supplementary Booklet	8, 9
	305-7	NOx, SOx and other significant air emissions	Page 20 – Supplementary Booklet	
GRI 306: Waste – 2020	306-1	Waste generation and significant waste-related impacts	Page 71	8
	306-2	Management of significant waste-related impacts	Page 71	8
	306-3	Waste generated	Page 72	8
	306-4	Waste not intended for final disposal	Page 72	8
	306-5	Waste destined for final disposal	Page 72	8
Material Topics: Safe, diverse and prosperous work				
GRI 3: Material Topics – 2021	3-3	Management of Material Topics	Pages 45, 51 and 55	

Standard	Disclosure	Content	Page/Answer	Global Compact
GRI 401: Employment - 2016	401-1	Total number and rate of new employee hires and rate of employee turnover, by age group, gender and region	Page 45 of Sustainability Report and Pages 6 and 7 - Supplementary Booklet	6
	401-2	Benefits provided to full-time employees that are not provided to temporary or parttime employees, broken down by main operations	Page 10 - Supplementary Booklet	
	401-3	Return to work and retention rates of employees that took parental leave, by gender	Page 10 - Supplementary Booklet	6
GRI 402: Labor Relations - 2016	402-1	Minimum notice periods regarding operational changes	The flow followed for notification depends on the need for the operational change that will impact the employee, with no defined minimum period.	
GRI 403: Occupational Health and Safety - 2018	403-1	Occupational health and safety management system	Page 55	
	403-2	Hazard identification, risk assessment, and incident investigation	Pages 55 and 56	
	403-3	Occupational health services	Page 57	
GRI 403: Occupational Health and Safety - 2018	403-4	Participation of workers, consultation and communication to workers regarding occupational health and safety	Pages 55 and 56	
	403-5	Worker training on occupational health and safety	Page 56	
	403-6	Promotion of worker health	Page 57	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 56	
	403-8	Workers covered by an occupational health and safety management system	Page 55	
	403-9	Work-related injuries	Page 14 - Supplementary Booklet	
GRI 403: Occupational Health and Safety - 2018	403-10	Work-related ill health	Pages 14 and 15 - Supplementary Booklet	
GRI 404: Training and Education - 2016	404-1	Average hours of training per year per employee, by gender and employee category	Page 9 - Supplementary Booklet	
	404-2	Transition assistance programs provided to facilitate continued employability and the management of career endings resulting from retirement or termination of employment	Pages 45, 47 and 48	6
	404-3	Percentage of employees receiving regular performance and career development reviews, by gender and employee category	Page 49	6

Standard	Disclosure	Content	Page/Answer	Global Compact
GRI 405: Diversity and Equal Opportunity - 2016	405-1	Diversity of governance bodies and employees with percentage of individuals by gender, age group, minority or vulnerable groups and other indicators of diversity	Pages 84 and 86 of Sustainability Report and Page 11 - Supplementary Booklet	6
	405-2	Mathematical ratio of salary and remuneration between women and men, broken down by functional category and relevant operational units	Page 13 - Supplementary Booklet	6
GRI 406: Non-discrimination - 2016	406-1	Total number of cases of discrimination and measures taken	In 2024, 36 cases of discrimination were recorded. All occurrences were evaluated, of which 8 were considered valid, 21 unfounded and 7 inconclusive. For the valid cases, measures were applied in accordance with our internal policies.	6
GRI 407: Freedom of association and collective bargaining - 2016	407-1	Operations and suppliers where the right to freedom of association and collective bargaining may be at risk	Page 62	
GRI 408: Child labor - 2016	408-1	Operations and suppliers with significant risk of child labor incidents	Page 62	
GRI 409: Forced or compulsory labor - 2016	409-1	Operations and suppliers with significant risk of incidents of forced or compulsory labor	Page 62	
GRI 410: Safety practices - 2016	410-1	Security personnel trained in human rights policies or procedures	Page 91	
GRI 412: Human Rights Assessment	412-1	Total number and percentage of operations that have been subject to human rights reviews or impact assessments	Page 91	1
GRI 412: Human Rights Assessment	412-3	Percentage and total number of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Page 91	2
GRI 414: Supplier Social Assessment - 2016	414-1	Percentage of new suppliers that were screened using human rights criteria	Page 61	1, 2
	414-2	Significant actual and potential negative impacts on human rights in the supply chain and actions taken in this regard	Page 61	2
Material Topics: Influence on society				
GRI 3: Material Topics - 2021	3-3	Management of Material Topics	Page 38	
GRI 203: Indirect economic impacts - 2016	203-1	Development and impact of investments in infrastructure and services offered	The Company does not have the practice of investing in infrastructure and supporting direct services in the community. It only carries out social actions through specific projects, such as those mentioned on Page 39.	
	203-2	Significant indirect economic impacts, including the extent of impacts	Pages 38, 40 and 78	



Standard	Disclosure	Content	Page/Answer	Global Compact
GRI 413: Local communities – 2016	413-1	Percentage of operations with local community engagement, impact assessments, and development programs	Page 40	1
	413-2	Operations with significant actual and potential negative impacts on local communities	Given the nature of its business, our operations do not have any significant actual or potential negative impact on local communities.	1, 2

Índice SASB

Topic	Code	Metric	Measurement unit	Reference/direct answer	Global Compact
Energy management - 2018	HC-DY-130a.1	1. Total energy consumed; 2. Percentage from the electricity grid; and 3. Percentage from renewable sources.	Gigajoules (GJ), Percentage (%)	Page 69	
Waste management - 2018	HC-DY-150a.1	Total amount of medical waste, percentage (a) incinerated, (b) recycled or treated, and (c) landfilled	Metric tons (t)	In 2024, we generated 2,641.78 tons of hospital waste, of which: a) Incinerated: 11.21 tons (0.42%) b) Recycled or treated: 1,861.37 tons (treated by autoclave, microwave or pyrolysis) (70.46%) c) Sanitary landfill: 769.20 tons (29.12%)	8
	HC-DY-150a.2	Total amount of pharmaceutical waste: (1) hazardous and (2) non-hazardous, percentage (a) incinerated, (b) recycled or treated, and (c) landfilled	Metric tons (t), Percentage (%)	All of our pharmaceutical waste (equivalent to chemical waste) is classified as (1) hazardous, in the options (a) Incineration or (c) landfilled. We do not generate (2) non-hazardous pharmaceutical waste. In 2024, we will generate 648.30 tons of hazardous pharmaceutical waste, of which: (a) Incinerated: 381.40 tons (58.83%) (b) Recycled or treated: 0 tons (c) Landfilled: 266.90 tons (41.17%)	8
Patient Privacy and Electronic Health Records - 2018	HC-DY-230a.2	Description of policies and practices to protect protected health information (PHI) records and other personally identifiable information (PII)	n/a	Page 23 - Supplementary Booklet	
	HC-DY-230a.3	(1) Number of data breaches, (2) percentage involving (a) personally identifiable information (PII) only and (b) protected health information (PHI), (3) number of affected customers in each category, (a) only PII and (b) PHI	Number, Percentage (%)	Not applicable	
	HC-DY-230a.4	Total amount of monetary losses resulting from legal proceedings associated with data security and privacy.	Report currency (real - R\$)	Not applicable	

Topic	Code	Metric	Measurement unit	Reference/direct answer	Global Compact
Pricing & Billing Transparency - 2018	HC-DY-270a.1	Description of policies or initiatives to ensure that patients are adequately informed about price before undergoing a procedure	n/a	Our procedure involves providing information to the patient at the time of registration at our service units. At this point, they are informed about the cost of procedures if the option is to perform the test outside the coverage of the health plan. Customers can also consult price information by calling the corresponding Customer Service Center (CAC) for each brand.	
	HC-DY-270a.2	Discussion of how service pricing information is made publicly available	n/a	Fleury Group does not publish information about prices. Customers can obtain this information directly from the Customer Service Center (CAC).	
	HC-DY-270a.3	Number of the entity's 25 most common services for which pricing information is publicly available, percentage of total services performed (by volume) they represent	Number, Percentage (%)	The prices of the most common services at Fleury Group are not disclosed as they are considered strategic for the Company. However, prices are available directly at our units and through contact at the Customer Service Center (CAC).	
Employee Recruitment, Development & Retention - 2018	HC-DY-330a.1	(1) Voluntary and (2) involuntary turnover rates for: (a) doctos, (b) non-doctor healthcare professionals, and (c) all other employees	Tax	Page 7 - Supplementary Booklet	
	HC-DY-330a.2	Description of talent recruitment and retention processes for healthcare professionals	n/a	Page 8 - Supplementary Booklet	



# TCFD index

Topic	TCFD Recommendations	Page/answer
Governance 1	Describe how the Board oversees climate change related risks and opportunities	Page 17 - Supplementary Booklet
Governance 2	Describe the Board's role in assessing and managing climate changerelated risks and opportunities	Page 17 - Supplementary Booklet
Estrategy 1	Climate change-related risks and opportunities identified by the organization in the short, medium and long term	Pages 17 and 19 - Supplementary Booklet
Estrategy 2	Impacts of climate change-related risks and opportunities on the organization's business, strategy and financial planning	Pages 17 and 19 - Supplementary Booklet
Estrategy 3	Resilience of the organization's strategy, considering different climate change scenarios, including a scenario of 2°C or less	Pages 17 and 19 - Supplementary Booklet
Risk management 1	Processes used by the organization to identify and assess climate change-related risks	Page 17 - Supplementary Booklet
Risk management 2	Processes used by the organization to manage climate change-related risks	Page 17 - Supplementary Booklet
Risk management 3	How the processes used by the organization to identify, assess and manage climate change-related risks are integrated into the organization's overall risk management	Page 17 - Supplementary Booklet
Metrics and targets 1	Metrics used by the organization to assess climate change-related risks and opportunities in accordance with its strategy and risk management process	Pages 65 and 66
Metrics and targets 2	Scope 1, Scope 2 and, if applicable, Scope 3 greenhouse gas emissions, and related risks	Pages 65 and 66
Metrics and targets 3	Goals used to manage climate change-related risks and opportunities, and performance against targets	Pages 65 and 66

# SDG Map



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

The Fleury Group (p. 8)  
Care journey integration (p. 21)  
Health and social responsibility (p. 37)  
Our people (p. 43)  
Supplier relationship (p. 59)  
Innovation and research (p. 74)



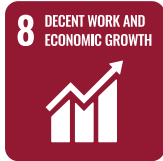
**Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all**

Care journey integration (p. 21)  
Health and social responsibility (p. 37)  
Our people (p. 43)  
Corporate governance (p. 82)



**Achieve gender equality and empower all women and girls**

Our people (p. 43)



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

Our people (p. 43)  
Supplier relationship (p. 59)  
Performance (p. 96)



**Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation**

Operational eco-efficiency (p. 63)  
Innovation and research (p. 74)



**Reduce inequality within and among countries**

The Fleury Group (p. 8)



**Ensure sustainable consumption and production patterns**

Supplier relationship (p. 59)  
Operational eco-efficiency (p. 63)



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

Operational eco-efficiency (p. 63)



**Promote peaceful and inclusive societies for sustainable development**

Care journey integration (p. 21)  
Our people (p. 43)  
Corporate governance (p. 82)



**Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.**

Health and social responsibility (p. 37)  
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# Assurance letter

## INDEPENDENT ASSURANCE STATEMENT- FLEURY S.A. (FLEURY GROUP)

### INTRODUCTION

Bureau Veritas Certification Brasil (Bureau Veritas) was hired by Fleury S.A (Grupo Fleury) to conduct an independent assurance of its 2024 Sustainability Report (hereinafter referred to as the Report).

The information published in the report is the sole responsibility of the GRUPO FLEURY management. Our responsibility is defined according to the scope below.

### SCOPE OF WORK

The scope of this verification was based on the analysis of compliance with the GRI Standards for Sustainability Reporting (GRI Standards), including the Principles<sup>1</sup> of the Global Reporting Initiative<sup>TM</sup> (GRI) and specific indicators from the Sustainability Accounting Standards Board (SASB), refers to the accountability for the period from January 01 to December 31, 2024.

In geographical terms, we clarify that we have verified data and information from GRUPO FLEURY at a Brazilian level.

### RESPONSIBILITIES OF FLEURY AND BUREAU VERITAS

The preparation, presentation and content of the Report are the sole responsibility of the GRUPO FLEURY management. Bureau Veritas is responsible for providing an independent opinion to the Stakeholders, in accordance with the scope of work defined in this statement.

### METHODOLOGY

The assurance included the following activities:

1. Interviews with those responsible for the material issues and the content of the Report;
2. Remote verification of corporate and operational systems and processes used to generate consolidated data and information presented in the Report;
3. Verification of the presentation of information in accordance with the Principles<sup>1</sup> that ensure the quality of the Report, in accordance with the GRI Standards;
4. Analysis of documentary evidence provided by GRUPO FLEURY for the period covered by the Report (2024);
5. Analysis of stakeholder engagement activities developed by GRUPO FLEURY;

6. Assessment of the system used to determine the material aspects included in the Report, considering the context of sustainability and scope of the information published.

The verification level adopted was limited in accordance with the requirements of the ISAE 30001, incorporated into Bureau Veritas’ internal protocols.

### LIMITATIONS AND EXCLUSIONS

It was excluded of this verification any information related to:

- Activities not included in the reported period;
- Positioning statements (expressions of opinion, belief, objectives or future intentions) by GRUPO FLEURY;
- Accuracy of economic and financial data contained in this Report, extracted from financial statements, verified by independent auditors;
- Inventory of Greenhouse Gas (GHG) emissions, including energy data (verified by independent auditors);
- Data and information from affiliated companies or outsourced employees, over which GRUPO FLEURY has no operational control.



The following limitations were applied to this verification:

- The principles of Accuracy and Verifiability were verified on a sample basis, exclusively in light of the information and data related to the material topics presented in the Report;
- The economic information presented in the Report was specifically verified against the GRI Balance and Completeness principles;

**OPINION ON THE REPORT AND THE ASSURANCE PROCESS**

- It is our understanding that the FLEURY GROUP Report presents the impacts of the company's activities in a balanced manner;
- The Fleury Group demonstrated an appropriate method for data collection and compilation in relation to the GRI Accuracy Principle, making it possible to ensure the traceability of reported data and indicators.
- Fleury Group prepared the Report following the Standards and Principles of GRI Standards, in the "in compliance" option;
- Grupo Fleury presents its Report based on a double materiality study, aligned with the guidelines of its Sustainability Policy, which provides for the review of material themes every three years. In 2024, the Company revised its materiality matrix due to the business combination with Grupo Pardini. This integration resulted in a unified materiality matrix, composed of 14 topics distributed across six material themes. This approach

reinforces Grupo Fleury's commitment to assess and transparently disclose the most relevant aspects for its sustainability and the impact it generates on society and the environment, considering the perspectives of both the business and the external context;

- Regarding the principle of completeness, we found that the information provided in the Report was sufficient to allow an assessment of the organization's impacts during the reporting period. The financial and socio-environmental impacts were related to the organization's business strategy, considering both the risk and opportunity perspectives of its internal and external flows;
- Regarding indicator 404-3 "Percentage of employees who receive regular performance evaluations", we found that Grupo Fleury implemented, in 2024, a new methodology for evaluating the performance of its employees, which demonstrates its commitment to continuous improvement in people management. The adoption of differentiated evaluations for employees and leaders, using online tools and multisource feedback, promotes a more complete and fair analysis of performance, in addition to favoring individual development through growth plans. The Company plans to evolve the process in 2025, in order to include all its employees, thus demonstrating a vision focused on the continuous training of talent, strengthening organizational development;

- We found that the FLEURY GROUP underwent a review of its risk methodology in order to act on its strategic risks;

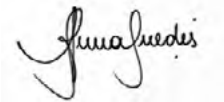
- The data presented to meet the GHG emissions indicators are part of the FLEURY GROUP GHG emissions inventory. This inventory was independently verified by a specialized company. We found that the presentation of the data regarding the inventory followed the GRI Standards;
- The inconsistencies found in the Report were adjusted during the verification process and satisfactorily corrected.

**CONCLUSION**

As a result of our verification process, nothing has come to our attention that would indicate that:

- The information provided in the Report is not balanced, consistent and reliable;
- GRUPO FLEURY has not established appropriate systems for collecting, compiling and analyzing quantitative and qualitative data used in the Report;
- The Report does not adhere to the Principles of quality and presentation of information and does not comply with the GRI Standards.

São Paulo, May 2025.



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# Credits

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## **CONSULTING FOR COLLECTING THE DISCLOSURES**

**ACCORDING TO THE GRI STANDARD GUIDELINE, MATERIALITY**

**REVIEW, DRAFTING, DESIGN, REVIEW AND TRANSLATION**

Ricca Sustentabilidade

## **DATE OF PUBLICATION**

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