



Grupo **Fleury**

We are passionate about people and what we do.



Sustainability Report
2021



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Fleury Brasil Unit II

Message from the Management

The year 2021 was full of challenges and transformations for Fleury Group, resulting in the sustainable growth of the business, making us increasingly prominent in Brazilians' health. In a period still affected by the Covid-19 pandemic, resilience was a crucial pillar for us to deliver, focused on the customer, and to achieve positive results on different fronts.

During the year, we reviewed our strategic planning, formally establishing the three growth avenues for the coming years. We thus combined our tangible and digital offerings and integrated the Diagnostic Medicine, Health Platform (Saúde iD) and New Links in the health chain, offering a broad portfolio of services in varied specialties such as medicine infusion, reproductive medicine, orthopedics, ophthalmology and outpatient surgical center.

Diagnostic medicine will continue to be our main focus, but we have created other avenues to offer increasingly integrated care to our clients, with the quality that Fleury

Group is known for, expanding the number of lives served.

Under new executive management at the head of all three growth avenues, we achieved the highest revenue, highest EBITDA and highest net income in our history. The record performance was a conjunction of the business' organic growth, which raised gross revenue by 24%, plus the six acquisitions announced, three in Diagnostic Medicine and three in Novos Elos, respectively in the infusions, orthopedics and ophthalmology segments.

Our acquisitions and strategic investments towards building the end-to-end healthcare ecosystem have further strengthened and expanded our business scale, ensuring the conditions for long-term sustainable growth focused on adding value to the customer's healthcare journey.

The long-term view also permeates the group's cultural evolution towards its ESG performance. In 2021, we further brought the

topic to the center of our strategy, with the ESG targets starting to impact the executive compensation and the creation of an ESG Committee, evidencing the commitment of everyone to the subject. Additionally, we carried out the first issue of ESG debentures: an SLB (Sustainability Linked Bonds) in the amount of R\$ 1 billion.

The Company's inclusion for the second year in B3's Dow Jones Sustainability Index (DJSI) and in B3's Carbon Efficient Index (ICO2), as well as its permanence in Corporate Sustainability Index (ISE) portfolio, also from B3, for the ninth consecutive year, crown the recognition of our ESG strategy, which remains linked to the voluntary commitments made with the United Nations (UN) Global Compact.

Finally, 2021 was also the year in which we set a new record, directly related to our innovation capacity. There were 430 implementations of new services, products and methodologies, a 35% growth when compared to the previous year. Gains from

these projects are vital for the positioning of leadership and quality in our business, besides providing a cost reduction of R\$ 127 million in the period.

We would like to thank the work of all the teams, as well as the trust of our customers and partners throughout the year. For 2022, we will continue with a broad discipline in the execution of the established planning, seeking a robust performance by offering services that are a reference in health in the country.

**Board of Directors
and Executive Board**

About the Report

GRI 2-3 / 2-5

Welcome to Fleury Group Annual Sustainability Report.

In this report, we will present the main environmental, social and financial aspects relevant to our sustainability and how our strategy, operations and results created value for employees, investors, customers, suppliers and other stakeholders in the period between January 1st and December 31st, 2021.

Prepared based on the Global Reporting Initiative (GRI) guidelines in its Standard version, Core option, and Sustainability Accounting Standards Board (SASB), the Report also follows the Integrated Reporting framework, and, for the first year, the Task Force on Climate-Related Financial Disclosures (TCFD) recommendations.

Any questions, suggestions or requests for information can be sent to ri@grupofleury.com.br

The information presented was assured by Bureau Veritas Certification Brasil (Bureau Veritas), an external and independent company, and validated by the Company's top management.

The social indicators presented here cover 100% of our operations. The environmental indicators, referring to the electricity consumption, water consumption and waste generation indexes, cover 89.64%, 72.50% and 74.79% of the company's operations, respectively.



How to read the report

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



GRI and SASB INDICATORS: at the beginning of each subchapter, we present the disclosures that will be reported, by means of the acronyms “GRI-” and “SASB-”. The full list of disclosures can be found on page 108.

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

CAPITALS: based on the Integrated Reporting, we pointed out which capitals are addressed in each chapter. At the end of the Report, in the Capitals Map (page 120), we present the pages in which each capital is addressed.

Capitals:



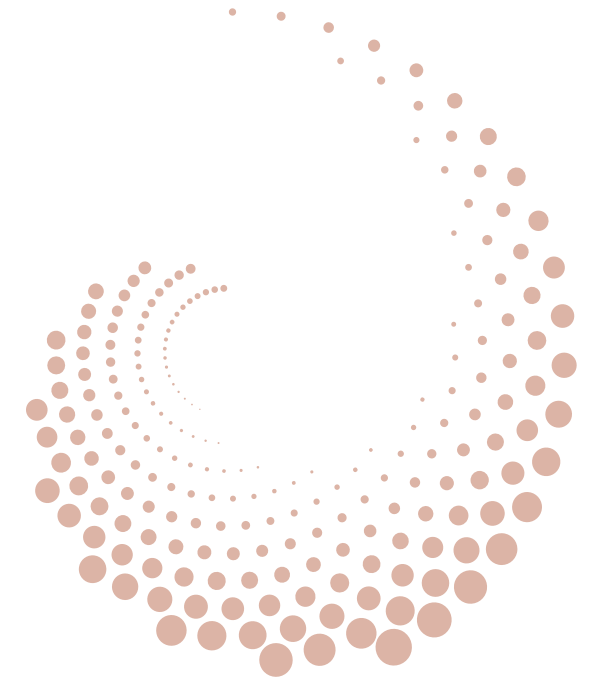
SUSTAINABLE DEVELOPMENT GOALS (SDGs):

taking into consideration our commitment to the SDGs, we point out the connection of each chapter’s content with the goals on the SDG Map (page 119).



TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES (TCFD):

in the TCFD Index (page 116), we present the answers or the page where the recommendations are reported throughout the document.



Materiality

GRI 2-29 / 3-1 / 3-2 / 3-3

This report is based on Fleury Group's materiality matrix, last updated in 2020. In accordance with our Sustainability Policy, this matrix must be reviewed every three years, with 2023 as the date of the next update.

To select material topics, we conducted a review of the Group's internal and external contexts. In the internal context, we assessed, reviewed and complemented the topics identified in the last materiality process, conducted in 2017. In the external context, we searched for sector trends indicated in sustainability guidelines and performed benchmarking to identify the material topics of nine companies in the sector that are already part of and/or eligible for the Dow Jones Sustainability Index portfolio.

Finally, we submitted the most frequent topics to prioritize the relevance by internal and external stakeholders. The process was carried out through an online consultation with 2,091 responses and a face-to-face consultation panel with the Company's strategic stakeholders, with 22 participants.

SHAREHOLDERS CONSULTED



Customers



Unions



Client laboratories



Healthcare Associations



Startups



Executives and directors



Employees



Sustainability Institutions



Suppliers



Neighboring communities



Investors



Health Operators



NGOs



Environmental Agencies



Physicians

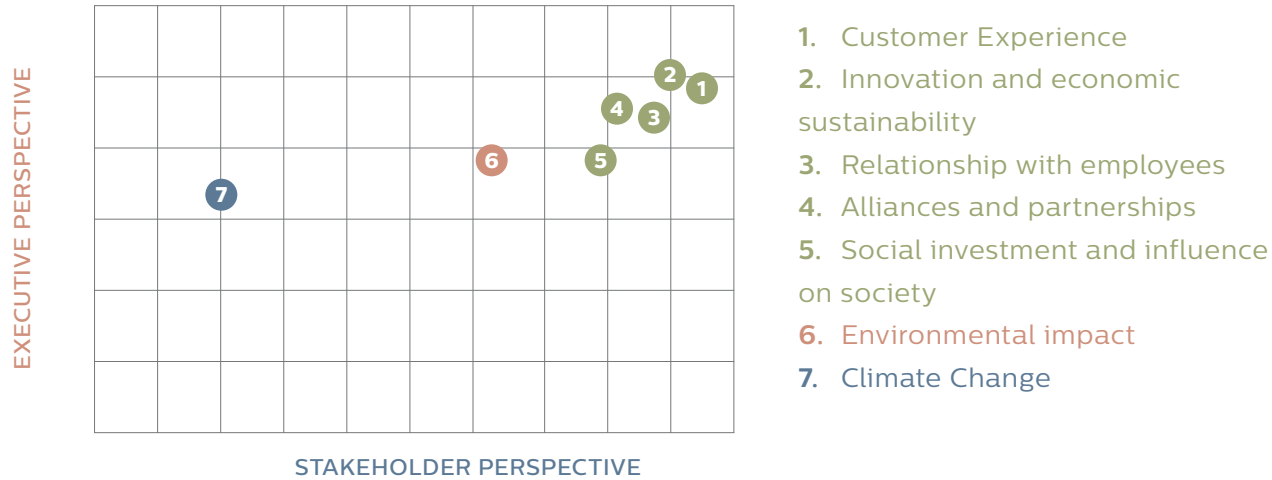


Universities



Hospitals

As a result, we obtained the materiality matrix:



1. Customer Experience
2. Innovation and economic sustainability
3. Relationship with employees
4. Alliances and partnerships
5. Social investment and influence on society
6. Environmental impact
7. Climate Change

The five most relevant topics were defined as Fleury Group’s material topics. The topic “Environmental impact” was considered as a cross-cutting topic, which should be analyzed together in all our materiality discussions. The topic “Climate change” was not considered material for the Group in this matrix review, but was a topic highlighted in last year’s ESG strategic planning review, given its relevance in the current context and the updates unfolding from the United Nations Climate Conference (COP 26) held in 2021 in Glasgow, Scotland.

We mapped the boundaries and impacts of the prioritized topics in order to understand where and which stakeholders are affected by the Company’s activities:

Material Topics	Topic Boundary	Stakeholders Directly Affected
Customer Experience	Inside and outside the company	Committees and boards (management and fiscal), employees, physicians, shareholders and investors, customers, client laboratories, health operators, hospitals.
Innovation and economic sustainability	Inside and outside the company	Committees and boards (management and fiscal), employees, physicians, shareholders and investors, suppliers, client laboratories, health operators, universities, NGOs, hospitals, sustainability institutions, startups and unions.
Relationship with employees	Inside the company	Committees and boards (management and fiscal), employees, physicians, shareholders and investors, health operators, and unions.
Alliances and partnerships	Inside and outside the company	Committees and boards (management and fiscal), class entities, employees, physicians, shareholders and investors, customers, suppliers, client laboratories, health operators, neighboring communities, universities, NGOs, hospitals, sustainability institutions, environmental agencies, startups and unions.
Social investment and influence on society	Outside the Company	Committees and boards (management and fiscal), employees, physicians, shareholders and investors, customers, suppliers, client laboratories, health operators, neighboring communities, universities, NGOs, hospitals, sustainability institutions, environmental agencies, startups and unions.
Environmental impact	Inside and outside the company	Committees and boards (management and fiscal), employees, physicians, shareholders and investors, customers, suppliers, client laboratories, health operators, neighboring communities, universities, NGOs, hospitals, sustainability institutions, environmental agencies, and startups.

Material Topic	Subtopic	Indicators	Is there a Goal?	Goal Defined	Results
1. Customer Experience	Excellence in service	NPS	Yes	Strategic, non-public goal	The 2021 NPS reached 72.47% (details in ASR 2021)
	Data security and customer privacy	418-1: Substantiated complaints regarding breaches of customer privacy and loss of customer data	No	No goal is set	There were no cases in 2021.
2. Innovation and economic sustainability	Financial Health of the Business	ROIC	Yes	Strategic, non-public goal	The ROIC for the year 2021 was 44.4% (without goodwill).
	Innovation	Strategic project portfolio (considers new business growth)	Yes	Strategic, non-public goal	Strategic, non-public goal
3. Relationship with employees	Volunteer Program	Voluntary participation (employee participation in the Group's social initiatives)	Yes	The goal was 2,497.	The result achieved was 1,488 voluntary participations.
4. Alliances and partnerships	Engagement with suppliers	Supplier performance in the Excellence in Relationship with the Supply Chain Program	Yes	Goal: 85% of the participating suppliers should achieve at least a 70% success rate in the program.	The result achieved was 84.09% of suppliers, with the minimum performance of 70%.
5. Social investment and influence on society	Developing social initiatives	Private social investment (amounts spent on social projects / initiatives in the company)	No	No goal is set	Private social investment totaled R\$4,520,384.00 in 2021.
		Assisted beneficiaries (number of people assisted in social projects)	No	No goal is set	Assisted beneficiaries totaled 3,177.
6. Environmental impact (crosscutting topic)	Biological waste management	Intensity (kg/exam)	Yes	Goal set was 0.0136 kg/exam	The indicator positively exceeded the target, reaching 0.018 kg/exam
	Common waste management	Intensity (kg/exam)	Yes	Goal set was 0.0182 kg/exam	The indicator positively exceeded the target, reaching 0.0180 kg/exam
	Water consumption	Intensity (m ³ /exam)	Yes	Goal set was 0.0033 (m ³ /exam)	The indicator positively exceeded the target, reaching 0.0032 m ³ /exam
	Energy consumption	Intensity (Kwh/exam)	Yes	Goal set was 1.1181 (Kwh/exam)	The indicator positively exceeded the target, reaching 0.9994 Kwh/exam

Highlights from 2021



R\$ 4.2 billion in Gross Revenue and **R\$ 1 billion** of Operational Cash Generation



6 acquisitions, being **3** of diagnostic medicine and **3** of Novos Elos.



R\$ 22 million invested in Research, Development and Innovation.



over 30.3% Net Revenue growth.



over 12.7 million customers served.



R\$ 4.5 million invested in corporate social responsibility projects.



R\$ 1,1 billion EBITDA (+28.6%).



21.7% growth of Mobile Service, with expansion to all brands.



3.177 people directly benefited by private social investment actions and tax incentive laws.



R\$ 374.7 million Adjusted Net Income (+37.3%).



Joining the Global Compact's **100% Transparency Movement**.



72.47% in NPS in the service centers.



Preparation of **325** continuous improvement reports, focused on mapping innovation opportunities, in technical, customer experience, and employee processes, in the quality management context.



First issue of Sustainability Linked Bonds by a healthcare company in Brazil, worth **R\$ 1 billion**



3 new service and **14** retrofits executed.



over 4.000 employees benefited with the "Support Network" financial benefit".

Capitals:



Natural



Social and Relationship



Manufactured



Intellectual



Financial



Human

Material Topics:



Customer experience



Innovation and economic sustainability



Relationship with employees



Alliances and partnerships



Social investment and influence on society



Environmental impact

Awards and Recognitions

Gold Seal of the Brazilian GHG Protocol Program

The Gold Seal of the BGHGPP, organized by FGV EAESP, certifies our emissions inventory for achieving the highest level of qualification.

Top Christmas Award

The Institute of Radiology of Natal ranked first in the Imaging Clinic, Ultrasound and Radiology category of the Award organized by the Tribuna do Norte in partnership with the Social, Political and Economic Research Institute (IPESPE), which recognizes the 35 most remembered brands by consumers in the state of Rio Grande do Norte.

Valor Inovação

The Group ranks 71st in the ranking of 150 companies organized by the newspaper Valor Econômico and strategy&. In the Medical Services category, it ranked third.

Forbes 10 Most Innovative Companies in Brazil 2021

Fleury Group is ranked in Forbes Brasil Magazine.

As Melhores da Dinheiro 2021

For the second consecutive year, Fleury Group placed first in the Healthcare category. The methodology evaluates five dimensions to define the winners: Financial Sustainability, Innovation and Quality, HR Management, Social Responsibility and Governance.

Transparency Trophy

For the 4th time, Fleury Group was recognized for the clarity and integrity of its financial statements in an award promoted by ANEFAC.

Top of Mind – Porto Alegre

The Weinmann brand won the Top Porto Alegre award as the most remembered brand by consumers in the Clinical Analyses Laboratory category, among the brands from Rio Grande do Sul. The Top of Mind AMANHÃ is the most important regional brand research in Brazil.

Pro-Ethics Company 2020-2021

Pro-Ethics is the result of joint efforts by the public and private sectors to promote a more honest, ethical, and transparent corporate environment in the country.

The initiative consists of encouraging the voluntary adoption of integrity measures by companies, through public recognition of those that, regardless of size and line of business, are committed to implementing measures to prevent, detect and mitigate acts of corruption and fraud.

Estadão Empresas Mais

In the ranking organized by the newspaper O Estado de São Paulo, Fleury Group ranked second in the Health Care category, among the companies that stood out in the Estadão/ FIA Impact Coefficient (CIE). In the specific Governance ranking, the Group ranked first.

Melhores de ESG

EXAME Magazine, in partnership with consulting firm ABC Associados, chose Fleury Group as the first place in the Healthcare category.

Municipal Seal of Human Rights and Diversity

Fleury Group was recognized by the São Paulo City Hall with this Seal for “Supported Employment”, a professional qualification program, carried out in partnership with the IJC - Jô Clemente Institute, which encourages people with intellectual disabilities or autistic spectrum disorder to enter the job market.

Reclame Aqui Award

Fleury Medicina e Saúde brand won the Reclame Aqui Award in the Health, Laboratory and Imaging category. The purpose of the Award is to recognize companies that respect consumers the most, valuing service and providing a positive experience for them.

Smart Customer Award

Fleury Group, in partnership with Verint and Wittel, was elected Gold Case in the Smart Customer Award in two categories: Customer Experience and Relationship Technology.

O melhor de São Paulo

Fleury Medicina e Saúde won first place in the Laboratories category, a position shared with another company. The Folha de São Paulo/Datafolha survey revealed the preferred services of São Paulo residents in 40 categories.

Recognized Performance in ESG

Fleury Group was selected to join the New York Stock Exchange's Dow Jones Sustainability Index (DJSI) for the second consecutive year, in the Emerging Markets 2021/2022 portfolio. The new listing is composed of 108 companies, 10 of which are Brazilian, and we are the only health care company in the Americas.

The DJSI is the main global sustainability index, composed of corporations that stand out worldwide for adopting the best ESG (Environmental, Social and Governance) practices, and is one of the references for investors all over the planet.

We also remain, for the 9th consecutive year, in the Corporate Sustainability Index portfolio (ISE) - which underwent a revision of its methodology in 2021 - and for the second year in the ICO₂ index portfolio (Carbon Efficient), both from B3 - Brasil, Bolsa e Balcão.

These recognitions are yet another achievement in the company's solid trajectory and highlight the integration of environmental, social and governance initiatives into the growth strategy of the Fleury Group's solutions ecosystem.

The Fleury Group

Who We Are

GRI 2-1 / 2-2

Fleury S.A. has a 96-year history, and over this long period of time we have grown into one of the largest and most respected medical and health care companies in the Country. We are recognized by the medical community and public opinion for our excellence in customer service, innovation and technical quality.



Fleury Unit Alphaville

Material Topics:



Customer experience



Innovation and Economic Sustainability



Alliances and partnerships

Capitals:



Social and Relationship



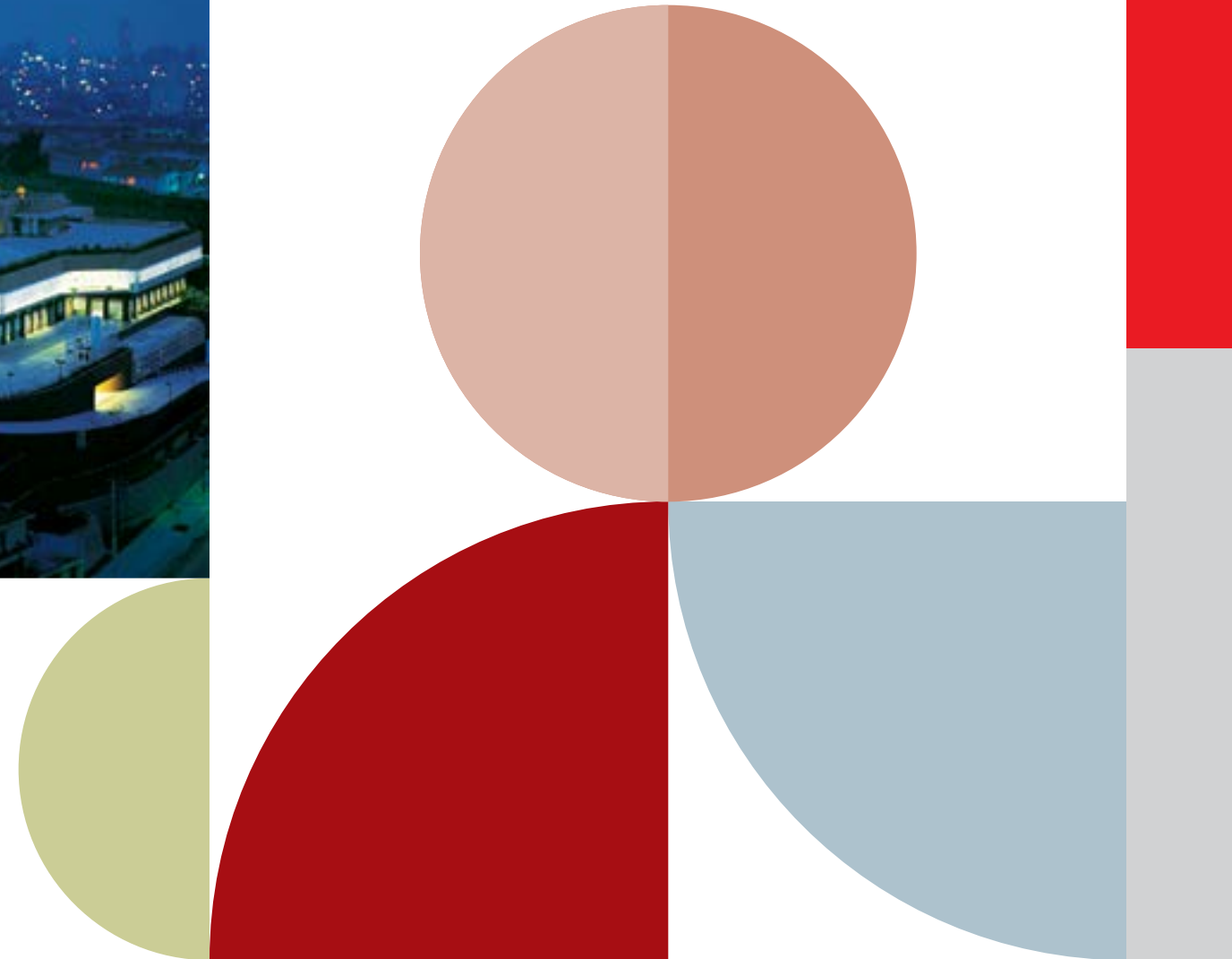
Manufactured



Financial



Human





With headquarters located in São Paulo (SP), we offer comprehensive and integrated solutions for health management and the well-being of people, through a broad network of diagnostic medicine laboratories — which also offers its services to other laboratories and hospitals — and services that we call “New Links” (learn more on page 20), focused on medical specialties such as orthopedics, ophthalmology, infusions, fertility and low complexity surgeries.

To make all this happen, we rely on about 13,000 employees and 3,000 physicians spread over nine Brazilian states (Bahia, Espírito Santo, Maranhão, Pernambuco, Paraná, Rio de Janeiro, Rio Grande do Norte, Rio Grande do Sul, São Paulo) and the Federal District.



Solutions Ecosystem

We are a health ecosystem that covers, through our brands and services, in a holistic way, the health journey of our customers, acting from prevention and wellness to tertiary care.



Essence, Mission, Vision and Values

Our essence

We have been, since the beginning, driven by a passion for medicine and a permanent restlessness that makes us strive for the best in all dimensions.

We know that those who love what they do give the best of themselves. That is why our essence is based on passion, especially for our people. They are our main characters of yesterday, today, and the future. After all, they are the generators of our success, which has as its greatest symbolism the satisfaction of our customers, who are served in a welcoming way and with a genuine desire to do good.

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

Mission

To provide even more complete and integrated solutions for healthcare management and personal well-being characterized by excellence, humanity and sustainability

Vision

Health and well-being that enables people to fully realize their potential

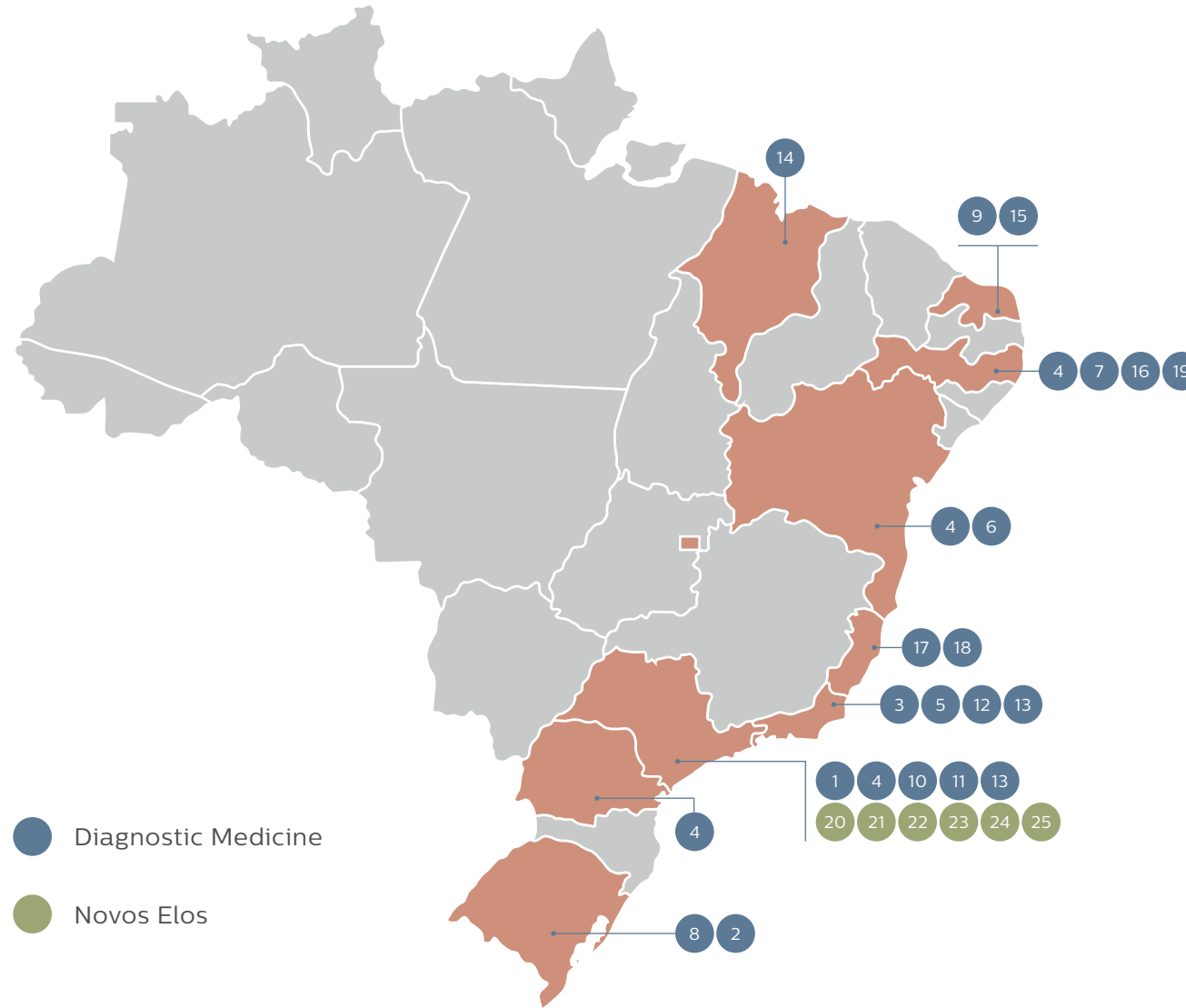
Values

Excellence
Respect
Interdependence
Solidarity
Focus on the Customer
Integrity
Innovation
Enthusiasm



Fleury Group in Brazil

GRI 2-6



State	Customers Served
Bahia	192,878
Federal District	4,984
Espírito Santo	174,685
Maranhão	149,853
Pernambuco	315,685
Paraná	226,068
Rio de Janeiro	2,167,537
Rio Grande do Norte	272,993
Rio Grande do Sul	514,104
São Paulo	2,906,011
B2B	5,730,285
Total	12,727,216

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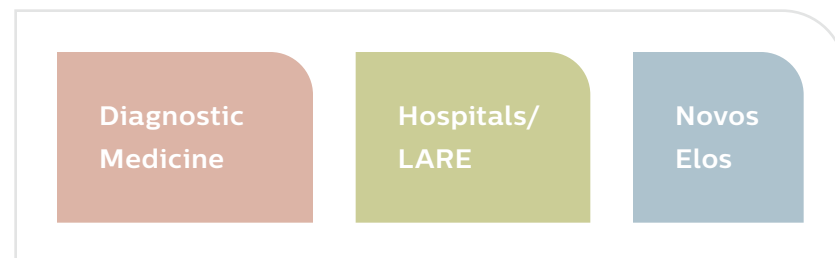
Business Units

GRI 203-2

Historically, Fleury Group has always seen innovation in new products (tests, examinations, etc.) as an important component of its operations. In recent years, this vision has also expanded to offering new services, in addition to diagnostic medicine.

In 2021, we conducted a review of our Strategic Planning (learn more on page 36) aimed at the growth of the Group's business, which originated the creation of three business units (BUs) that, along with Saúde iD, will guide our strategy in the upcoming years.

Business Units



Fleury Vila Mariana Unit

Diagnostic Medicine

Diagnostic Medicine is our core business, where we intend to continue growing consistently.

In 2021, we saw a relevant growth in this business line, representing 25.0% in the Service Units and 22.2% in the B2B, mostly in part due to the resumption of elective exams throughout the year.

Another important growth factor was that, unlike the years 2016 to 2019, when weak growth in Brazil's Gross Domestic Product (GDP) and rising unemployment led to a drop in the number of health insurance beneficiaries, in 2020 and 2021 the number of people with access to this service grew, despite these factors.

This is mainly due to the growth of basic health plans, showing that the population is interested in this service, even in the basic categories.

According to estimates by the National Supplementary Health Agency (ANS), 49 million Brazilians had access to supplementary health care in December 2021, 1.5 million more than in the same period last year.

In order to serve this market, we are working on the development of a service offering for the basic segment of health plans. Recently, for example, we closed an exclusivity contract with a large operator for some segments of health plans in São Paulo, Rio de Janeiro and Pernambuco, which will give us access to 440,000 lives over the next five years. Of these, approximately 250 thousand are classified in the basic segment.

Our planning also includes organic and inorganic growth through acquisitions

In 2021, we will open three new units: Fleury Vila Mariana, a+ SP Vila Mascote and Weinmann Farrapos. Our organic expansion strategy for the coming years includes service units in São Paulo, Rio de Janeiro, as well as in cities in the northeast and south regions of Brazil.



Fleury Alameda Jaú Unit - Women's Health Area

From the inorganic growth standpoint, we maintained our prospecting strategy based on relevant markets, with quality assets that offer synergies, resulting in the incorporation of 53 new units.

Out of these incorporations, 40 were through our entry in Espírito Santo, with the acquisition of two leading brands in the Espírito Santo market of clinical analyses, Laboratório Pretti and Laboratório Bioclínico, and the other 13 were through the acquisition of Laboratório Marcelo Magalhães, a leading brand in Recife (PE). With these acquisitions, we have surpassed the level of R\$1 billion invested in acquisitions in the last five years

In addition to our brick and mortar units, we also inaugurated a drive-thru unit at the Ibirapuera Gymnasium in São Paulo (SP), with capacity for 1 thousand services per day, so customers do not have to get out of their vehicles. The alternative guaranteed accessibility, flexibility and safety for our customers, given the worsening of the Covid-19 pandemic at the beginning of the year.



Laboratório Pretti and Laboratório Bioclínico

Both acquisitions represent the company's entry into the Espírito Santo market and represent another strategic move, expanding our national reach and further complementing our offer in the Southeast region of the country. Laboratório Pretti, with a 55-year history, operates in clinical analysis through 25 service units in the Greater Vitória metropolitan area. Laboratório Bioclínico is also a traditional clinical analysis laboratory, with 33 years of history, which also operates in greater Vitória through 15 service units. Both companies are well respected, with high reputation among the medical community and their clients and have great convergence with our values.



Laboratório Marcelo Magalhães

With Laboratório Marcelo Magalhães, which has 13 service units and a mobile service, we have expanded our presence in the state of Pernambuco. We have thus increased our reach to 31 service units in the metropolitan region of Recife, where we already operate with clinical analysis and imaging tests through the a+ Medicina Diagnóstica, Diagmax and Cedire brands. Additionally, as of 2022, we intend to expand the offer of solutions to our clients with integrated services that complement the health care journey. Laboratório Marcelo Magalhães has a notable recognition for being a reference of medical excellence and admiration from clients.

Main figures



284 service
Units all over Brazil



6.8 million
services
and **60.3 million**
exams performed in 2021



BU accounts for
94.6%
of Fleury Group's revenue

Home care also continued to provide comfort to customers during the year. We have expanded the locations where the service is available, expanded the available portfolio of exams and saw a growth of 21.7% compared to 2020, representing 7.4% of the Group's Revenue, equivalent to the average revenue of 26 physical service units.

Reference Hospitals/Laboratories (LARE)

The objective of the Hospitals and LARE (Reference Laboratory) business unit is to maintain Fleury Group as a reference and strategic partner in offering integrated solutions in diagnostic medicine for hospitals and client laboratories (lab-to-lab), with technical and medical excellence.

We are present in 31 hospitals in three Brazilian states (Rio de Janeiro, Rio Grande do Sul and São Paulo), as well as in the Federal District. In our portfolio are renowned hospitals such as Sírio-Libanês, Beneficência Portuguesa, Oswaldo Cruz and Instituto Brasileiro de Controle do Câncer.

In 2021, we played a major role in the Covid-19 context by assisting client hospitals and laboratories in processing Covid tests and other exams. In all, we performed more than 34 million procedures.

The year was also characterized by the start of four new operations in hospitals. One of them was at Hospital Santa Virgínia, in São Paulo (SP), and others in three units of Hospital São Camilo, also in São Paulo.

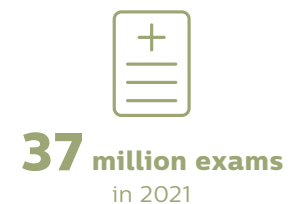
In the LARE operation, we closed the year with 677 clients spread throughout Brazil, a growth of 6.6% compared to 2020, and totaled 1,228,920 exams performed.

For the coming years, we will continue working to make integrations and logistics processes with business unit partners even more effective.

Test Report Center (CL)

The Central Test Report Project (CL) in clinical analysis came to unify knowledge and make it available to hospital operations. We started with three hospitals connected to CL. In these locations, it was possible to optimize the number of employees through remote support from the CL team.

Main figures



Partnership with Robot Laura

We entered into a partnership with Robot Laura - an Artificial Intelligence tool - that monitors, in real time, the clinical picture of patients in the inpatient units and emergency services.

With the help of artificial intelligence algorithms, the technology allows a more effective preventive action, avoiding the evolution to a worsening in complex cases related to sepsis, Covid-19, and other diseases. The partnership has already brought benefits to patients admitted to partner hospitals.

Novos Elos

Novos Elos business unit was created to encompass and facilitate the management of all initiatives and services that go beyond diagnostic medicine.

Thus, we expanded the Company's operations scope, providing new paths for growth, placing customers increasingly at the center of care and offering a better and more integrated experience in our services.

In 2021, our patients could obtain diagnoses, consult specialists and undergo treatments in **ophthalmology, fertility and infusions**, in addition to performing **low-complexity surgeries**.

Objectives

- 1 To place the patient at the center of care, offering journeys from first care to the case outcome
- 2 To capture new revenue opportunities
- 3 To maximize the use of the physical service structure of the different brands of Fleury Group
- 4 To expand the use of our diagnostic medicine services

Speciality

Brand

Infusion Centers

fl | Infusões



Ophthalmology



Orthopedics/
Physical Therapy



Reproductive
Medicine



Main figures


4
medical specialties


6
brands


21 service units


BU responsible for **4.38%**
of Fleury Group's revenue



In Infusions, we operate with the brands Fleury Infusões and Centro de Infusões Pacaembu (CIP), whose acquisition was announced in 2020 and concluded in 2021. We have seven units in the state of São Paulo.

For ophthalmology, we offer consultations, exams and surgeries through Clínica de Olhos Dr. Moacir Cunha, whose acquisition was also announced in 2020 and completed in 2021, with two units in the city of São Paulo.

In orthopedics, we already had the Fleury Day Clinic, a space equipped with the highest quality standards in equipment and infrastructure, allowing for low-complexity orthopedic surgeries, in which the patient does not need to be exposed to the hospital environment and can be discharged on the same day.

In order to further strengthen our work in this specialty, in July 2021, we acquired Clínica Vita, a reference in surgery and rehabilitation consultations, with nine orthopedics and physical therapy units in the city of São Paulo.

In reproductive medicine, we work through Fleury Fertilidade, the Reproductive Medicine Center opened in March 2021 in São Paulo, where doctors and patients can perform all Human Reproduction-related procedures in a single place. The infrastructure has a complete surgical center, embryo collection and transfer room, RPA, embryology, andrology and cryogenics laboratory, large suites, a medical lounge and auditorium.

All spaces have equipment of the highest quality standard, in addition to Fleury's focus on service and standard reception.

Fleury Fertilidade does not have its own medical staff, differing from all models of human reproduction clinics in the country. In this sense, the center is open to the work of external doctors, to support them in carrying out their procedures.

In 2021, the Novos Elos business unit achieved strong growth, which reflects not only the revenues from the acquisition of Clínica Vita,



Fleury Fertilidade

but also the growth recorded in the main already existing services highlighting the Infusions service, which grew 88.2%, and the Day Clinic, which grew 63.8%. In addition, we

continue to expand the portfolio of services offered in these business lines, with new procedures performed mainly at Day Clinic and at the Reproductive Medicine Center.



Saúde iD

Saúde iD is one of Fleury Group's paths of growth, in line with our strategy of becoming an increasingly digital Company focused on integrated health care to our customers. Launched in late 2020, it operates independently, but leveraged by the Group's assets.

Its business model operates in three lines of products and services:

Marketplace: environment in which teleconsultations, exams and surgeries are offered by several partners, including other companies of Fleury Group, and can be purchased by individual consumers. In 2021, we already had nine effective partners and twenty other partners in the negotiation process;

Corporate Solutions: offer of teleconsultations and health management (both digital and in person) for thousands of employees and customers from different companies. We ended 2021 with 24 B2B customers in our portfolio;

Solutions for physicians: through Consultório iD, we allow approximately 5,000 physicians to offer teleconsultations.

In its first full year of operation, Saúde iD has already accounted for 800,000 teleconsultations, obtaining an NPS (net promoter score) of over 90%, in addition to expanding the number of registered physicians.

Focusing on classes C, D and E, where many people do not have access to a private health insurance, Saúde iD offers the opportunity to carry out consultations, exams and surgeries at more affordable prices.

The platform will be essential for Fleury Group to reach the goal of expanding access to healthcare for one million lives in classes C, D and E by 2026, as established in the issuance of a debenture linked to environmental, social and corporate governance (ESG) metrics).

Visit saudeid.com.br and discover the marketplace!

Other fronts of action

GRI 203-2

Genomics

Launched at the end of 2020, Sommos DNA is Fleury Group's genetic testing brand that allows the identification of predisposition to the development of hereditary diseases, thus enabling a better understanding of the body and planning for a healthier future.

Sommos DNA's genetic testing are simple and practical and the collection is done through a saliva sample. Based on this analysis, it is possible to comprehend several issues related to the patient's health.

The analyses comprise hereditary cancer- and heart disease-related genes, in addition to understanding how the body works, taking into account diet and nutrition, drug responses and sports performance, for example.

In 2021, we launched five new tests. Among them "Viva o seu Bebê" and "Viva Mulher". The first one analyzes more than 350 genetic diseases, whose early detection can change the baby's health future. The second one evaluates characteristics of all stages of a woman's adult life, from the risk of infertility and predisposition to cancer, to menopause symptoms.

In order to help patients understand the report, all customers who undergo a SOMMOS test are entitled to a free post-test genetic consultation to clear up any doubts regarding the result.

Learn more about our activities in Genomics and about the partnership with Sociedade Beneficente Israelita Brasileira Hospital Albert Einstein for the creation of Genesis, on page 41.



Medicine Content

Based on the perception of the medical community's difficulties in navigating the large amount of existing content (often with little accuracy) and the opportunity to create content in formats that are more suitable for the doctors' daily lives, the company launched Pupilla, an integrated Health knowledge platform, which is the result of a partnership between Fleury Group, MIT SMBrazil, Philips and Bricnet, bringing together technology and the best minds in medicine to offer high quality content and courses to more than four thousand registered physicians.

With four specialties — Cardiology, Radiology, Internal Medicine and Pediatrics — the platform offers more than 270 audio, video and text content to suit the physicians' routine and needs, in addition to synchronous and asynchronous courses curated by specialist physicians, the so-called Key Opinion Leaders (KOLs).

After registering on the platform, users receive daily content according to their preferences and can take the paid courses available on the platform.

The platform also offers all the support and infrastructure for the content creator, whether in creating or selling courses

Click [here](#) and discover Pupilla!

Connecting with the Startup Ecosystem

Aware of the importance of strengthening relationships with the universe of startups, the company consolidated a partnership with Sabin Group, which gave rise to Kortex Ventures, a Corporate Venture Capital fund, created on November 2020, with the aim of maintaining Fleury Group connected to the ecosystem of startups and healthtechs operating in digital health, diagnostic medicine and personalized medicine; accompanying the development of these businesses and taking the most innovative to our customers.

In its first year of operation, the fund evaluated more than 200 opportunities and made three investments, one of which was an indirect investment in another Venture Capital fund in the United States. This deal represents Kortex's first step in establishing partnerships in Silicon Valley.

The partnership was driven by our vision of expanding borders beyond the Brazilian healthcare and technology market, accessing geographies where we are not yet present, as we did with Qure in Israel and also in our investment in Sweetch, which was recently considered by CB Insights as one of the ten most promising digital therapy companies in the world. This data placed Kortex Ventures as the only Brazilian Venture Capital fund among the top ten investors in DTx (digital therapeutics) on the planet.

Governance and Risk Management

Management Structure

GRI 2-9

Fleury Group is committed to high standards of Corporate Governance, based on principles that emphasize transparency and respect for shareholders. Therefore, our management and reporting structure incorporates the market's best practices, such as the presence of 40% of independent members on the Board of Directors and the structuring of advisory committees; in addition to an internal control system.

Material Topics:



Innovation and economic sustainability



Relationship with employees

Capitals:



Social and Relationship



Intellectual



Human

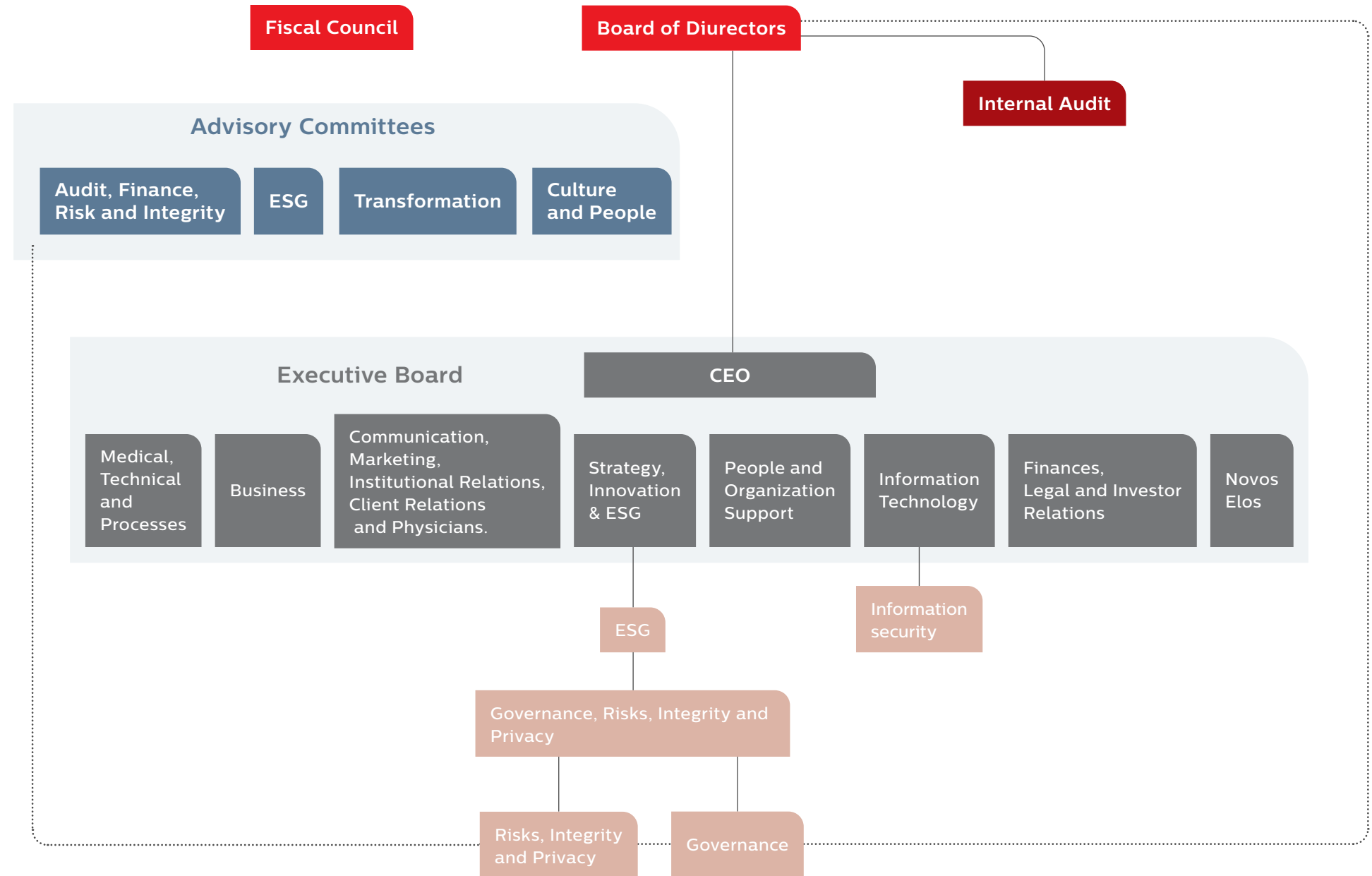


As the Company is listed on the Novo Mercado da B3 – Brasil, Bolsa e Balcão, it is also subject to the institution’s strictest Corporate Governance standards.

Finally, Fleury Group also adopts the main practices recommended by the Brazilian Institute of Corporate Governance (IBGC) in its Code of Best Corporate Governance Practices.

The Company is managed by a Board of Directors and an Executive Board. The Board is advised by four committees: Audit, Finance, Risk and Integrity; Culture and People; Transformation; and ESG.

Information on the corporate structure, the composition of the Board of Directors, Executive Board and Advisory Committees, in addition to documents such as bylaws, code of conduct, policies and internal regulations are available on our [Investor Relations website](#).



Board of Directors

GRI 2-10 / 2-11 / 2-12 / 405-1

Fleury Group's Bylaws determine that the Board of Directors is responsible for: setting the overall direction of the Company's and its subsidiaries' business, always respecting the ethical values adopted by the community where it operates, especially respect for human rights and the environment; approving, reviewing or modifying the Work Plan, Annual Budgets, Investment Plan and the Company's and its subsidiaries' Strategic and Expansion Programs; and discussing on the policies, plans, and other matters proposed by the Executive Board. These are additional attributions to the matters provided for in Article 142 of the Corporate Law.

The Board of Directors must be composed of a minimum of seven and a maximum of eleven effective members, all of whom may be elected and removed at any time by the General Meeting and with a unified term of office of two years, with reelection permitted. Individuals who hold positions in companies that may be considered competitors of Fleury Group are ineligible for the

Company's management positions.

The proposal for appointment and (re) election of the Board of Directors members must consider the availability of time, attendance at meetings during the previous term, the good performance of the director during the period of exercise of his/her functions and diversity aspects such as : knowledge, behavior, cultural aspects including geographic region, age group, gender, race/ethnicity. Their experience, the body's efficiency and the complementarity of their functions are also taken into account.

Currently, the body is composed of ten effective members, four of which are independent (40%). Two Directors are female, both independent.

It is the Company's practice that the Board of Directors' chairman — currently, Marcio Pinheiro Mendes — is not an executive of the company, and since its IPO, all the Board of Directors' chairman were not executives of the Company.

In 2021, the Board of Directors carried out a review of both the company's Strategic Planning and Risk Management. The work ensured that the Group could reaffirm and review important points such as mission and strategy, in addition to ensuring a strategic view of the Group's risks, which will be periodically reported to the Executive Board, Risk Committee and Board of Directors. It is worth noting that all risks mapped by the Company were mandatorily assessed taking into account five pillars: i) Image and Reputation; ii) Legal and Regulatory; iii) Financial; iv) Environment and v) Operation and Innovation.

Gênder*	% Board
Male	80.0%
Female	20.0%

Age Group*	% Board
Up to 30 years old	0.0%
From 30 to 50 years old	20.0%
More than 50 years old	80.0%

* As of 2021, we only consider the members of the Board of Directors in the calculation. Until 2020, the percentages also considered the members of the Fiscal Council.



Jabaquara Headquarters, in São Paulo.

BOARD OF DIRECTORS PERFORMANCE ASSESSMENT

GRI 2-18

Annually, we carry out the Company's Board of Directors performance assessment process, based on the market's best practices and following the recommendations of the Brazilian Institute of Corporate Governance (IBGC). The process is conducted by the Board of Directors' Chairman, addressing the main points raised and incorporating improvements within the dynamics of the Board, its Advisory bodies and globally in the Company's governance processes.

The process consists of the self-assessment of the directors and the collegiate assessment of the body. With the ambition of covering the main dimensions that make up the Board's responsibilities, in 2021 the following topics were evaluated.

- 1) Composition and dynamics;
- 2) People and Culture;
- 3) Structure and processes
- 4) Strategy and Business;
- 5) Corporate risks and internal controls;
- 6) Profile adequacy;
- 7) Role and responsibilities;
- 8) Competencies and behaviors;
- 9) Assessment by the Board of Directors' Chairman, with a self-assessment and an assessment by the collegiate.



In 2021, the main points highlighted by the collegiate were:

- i) Foster more and more interaction with the business operation and challenges, a topic already addressed in 2022 with a schedule of visits to regional operations and greater contact with different levels of executives and employees of the Company;
- ii) Enhance Governance for the long-term follow-up of all deliberations made by the Board of Directors, a topic already addressed within the annual thematic agenda and the alignment meetings before and after Board meetings;
- iii) Ongoing improvement in the preparation of agendas and conduct of discussions, increasingly focusing on the company's strategic vision and long-term ambitions, an item addressed through the review and integration of the Group's Governance system.

Advisory Committees

Below, we present the four committees that advise the Board of Directors, with an emphasis on the ESG Committee, established in 2021.

	Attibutions
Audit, Finance, Risk and Compliance Committee:	Recommend the conditions for hiring an independent external audit and propose its objectives; analyze and evaluate the internal audit work, ensure and improve internal controls; recommend procedures in face of inadequacies in relation to best accounting practices; and follow the mapping of risks to which the company is exposed and the respective preventive and mitigating actions.
Culture and People Committee	Advise the board of directors and/or the Executive President in the evaluation, appointment and dismissal of directors; follow the evolution of the organization facing strategic challenges for business and management; evaluate performance assessment systems, salary policies and staff development programs; propose guidelines and criteria for variable compensation programs; and monitor and propose actions resulting from the assessment of the organizational climate.
Transformation Committee	Support the Board of Directors in the evaluation, prioritization and monitoring of the most relevant projects in the Company.
ESG Committee	Leverage the development of the work on the subject that is already being carried out by the Company, reinforce Fleury Group's permanent attention to the ESG principles in its business strategy, and accentuate discussions on the subject within the main long-term strategic lines, which will contribute for the continuity of the organization and the environment the Group influences and takes part in on a daily basis. The Committee is coordinated by the Board of Directors' Chairman.

Fiscal Council

Composed of three effective 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, which provides that it is responsible for supervising management activities, reviewing the Company's financial statements and disclosing its conclusions to shareholders.

Executive Board

GRI 405-1

Executive officers (statutory) are responsible for the representation and general conduction of the Company's business, and are able to perform all necessary or convenient acts, except for those for which the Brazilian Corporation Law or Fleury's bylaws reserve for the General Shareholders' Meeting or the Board of Directors.

Currently, the executive board is composed of eight members, four of which are statutory, in line with the Company's Bylaws, which determines a composition between three and ten members. The terms of office are for two years, with reelection permitted, and must coincide with the terms of office of the Board of Directors.

In 2021, Fleury Group experienced a successful change in the positions of Chief Executive Officer (CEO), hold by Jeane Tsutsui, an experienced executive of the Group with 20 years of experience, and Executive Finance, Legal, M&A and Investor Relationships Director, hold by José Antonio de Almeida Filippo.



Jeane Tsutsui, CEO

Gender	% Board
Male	78.3%
Female	21.7%

Age Group	% Board
Up to 30 years old	0.0%
From 30 to 50 years old	60.9%
More than 50 years old	39.1%

Diversity Indicator	% Board
Black	4.4%
Asian	8.7%

Note: The figures presented consolidate the data from the board of directors and executive board.



Remuneration Policy

GRI 2-19 / 2-20

The Management Remuneration Policy (“Policy”) aims to reward the performance of each professional in managing the Company’s interests in accordance with their attributions and responsibilities, as well as in accordance with the job market. Its guidelines seek to encourage the achievement of results for each professional in their roles, retain and attract qualified professionals, thus ensuring the Company’s development and growth, and align individual goals with the achievement of strategic goals.

The members of the Board of Directors receive a fixed monthly remuneration.

Members of the Executive Board are entitled to fixed remuneration and direct, indirect and post-employment benefits, in addition to short-term variable compensation, based on individual and Company performance, and a long-term variable compensation, with criteria established by the Board of Directors

Find out about our Directors’ Remuneration Policy in full by accessing the [link](#).

Ethics and Compliance

Acting ethically and compliantly are values that we do not give up. Therefore, Fleury Group supports integrity behavior and the prevention of corruption in all links of its business and in its value chain, ensuring business sustainability.

We value transparency in our actions and formally disclose our proposals and positions through the participation in public consultations published by regulatory agencies in the health sector, positions from associations and sectoral representation bodies.

In 2021, we joined the UN Global Compact Brazil's **100% Transparency Movement**. We are one of 12 companies engaged in the initiative, which aims to foster corporate transparency in the country, going beyond legal obligations and strengthening transparency and integrity methods.

Conflict of Interests

GRI 2-15

Fleury Group's Integrity area is responsible for identifying related parties. All directors, members of the Boards, members of Executive Committees or advisory committees of the Board of Directors and key management personnel are listed and a cross-check is carried out with the Group's database, which includes all individuals and legal entities in order to identify whether there are related parties.

In relation to disclosure to stakeholders, according to the guidelines contained in the Policy on Transactions with Related Parties, Fleury Group must disclose transactions with related parties, clearly and accurately, in its Financial Statements, in accordance with the applicable accounting principles available, as well as disclose to the market, pursuant to the current regulations, especially in the Reference Form and under the terms of Annex 30-XXXIII of CVM Instruction No. 480/09, observing any regulatory updates.

Below, we present the mechanisms and initiatives aimed at institutionalizing the practices and promoting the education of our employees in the areas of ethics and compliance.

Code of Trust and Integrity Policy

GRI 2-24 / 2-26

In the Code of Trust, we formalize the values and provide guidelines on what is expected of the conduct of each employee in the trusting relationships established in the Company's day-to-day activities.

The document is applicable to all employees, managers, doctors, shareholders, business partners, suppliers, service providers, borrowers of funds for projects, donations or sponsorships, public and private, national and international agents and institutions, as well as as to any and all persons, individuals or legal entities, that may have a relationship with or represent the Company; also extending to its direct or indirect subsidiaries and controlled companies.

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

We also have an Integrity Policy, applicable to all employees, third parties and all publics that have a relationship with Fleury Group, which reflects our position on bribery, corruption, money laundering, competition, associations, contributions and donations, interactions with public agents and bids. The document supports the Company in its commitment to integrity and ethics in its activities, as provided for in the Code of Trust. Thus, it seeks to minimize its exposure and that of its employees to any infractions and sanctions imposed by current legislation, as well as to reduce possible damage to the business and reputation.

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

Trust Channel

GRI 2-16 / 2-26 / 406-1

We provide our employees and other business partners with a communication channel for reporting facts and conduct in disagreement with the Company's principles, consolidated in our Code of Trust and Integrity Policy.

The Trust Channel is managed by the Group's Internal Audit area, which has the autonomy to act independently in the conduct of its activities and reports directly to the Board of Directors.

The manifestations are received by an outsourced company, which ensures the absolute confidentiality of the whistleblower's identity. Monitoring can be done on the Channel itself, with the protocol number

Access the Trust Channel [here](#) or call 0800 601 6943. Service is provided 24 hours a day, seven days a week.

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

As described in our Code of Trust, Fleury Group does not accept any form of retaliation or intimidation of any person, whether in case of doubts, questions or complaints. If the person prefers so, he/she can choose not to be identified when registering a report or question, thus preserving anonymity

With a frequency ranging from monthly to quarterly, we hold meetings with the Executive Board, the Audit, Finance, Risk and Integrity Committee and the Board of Directors, where the most relevant matters determined by the Trust and Compliance Channel are dealt with.

In the last period, there were no cases reported to the Board of Directors, but all manifestations, whether valid or not, were communicated or resolved by the Ethics and Conduct Forum, as well as by the Audit, Finance, Risks and Integrity Committee.

In 2021, the Company recorded 16 cases of moral harassment, 12 of sexually inappropriate conduct and five of discrimination. Disciplinary sanctions were applied to all of them, in line with the established Consequence Management criteria.

Evolution of manifestations in the Trust Channel

Year	Number of employees	Number of manifestations
2018	9,609	810
2019	10,260	911
2020	11,460	913
2021	12,952	941



941 manifestations received in 2021.
3.1% increase vs 2020



344 sanctions applied.
5.5% increase vs. 2020



96.2% of cases completed within 60 days

Trainings

Fleury Group promotes training activities for its employees, doctors and service providers on the topics included in the Code of Trust and the Integrity Policy. Everyone must comply with the training schedule organized by the Company. Failure to comply with these obligations is also considered inappropriate conduct.

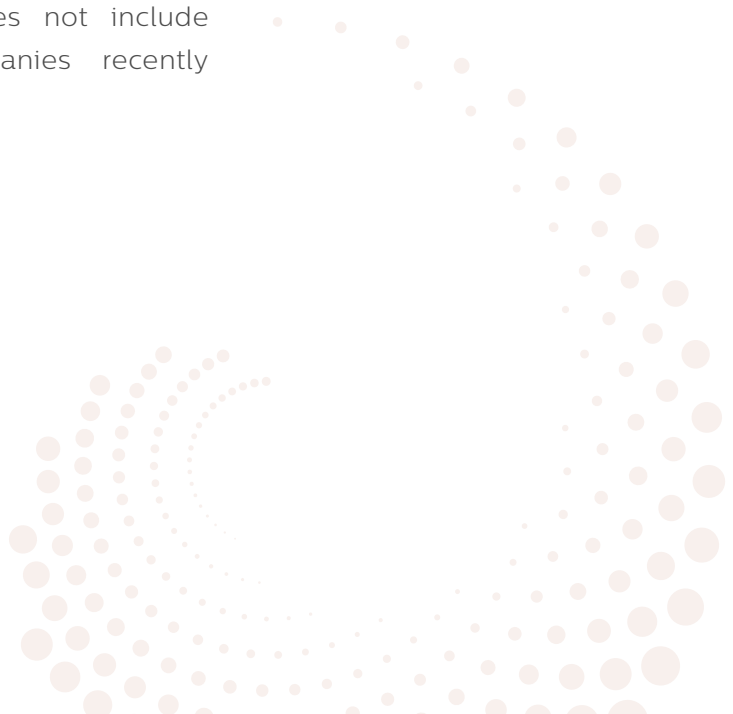
In 2021, the Code of Trust training completion rate was one of the ESG indicators for calculating PLR. During the year, 92.3% of employees underwent training on the Code of Trust. The number does not include employees of the Companies recently acquired by the Group.

In order to bring an integrated view of ESG concepts, in 2021, we unified the Integrity Week and the Diversity Week into a single event, called “ESG Connection”. During 35 days, through lives, webinars, podcasts and e-books, we worked on various themes focused on social, environmental and governance issues in the Company.

Overall, there were more than 30 speakers involved and 15 hours of programming.



Fleury Group's trainees



Risk Management

Fleury Group's risk management process underwent an update in 2021. With the help of an external consultancy and in order to follow the steps provided for in ISO 31000, we carried out a first stage of risk identification, which was based on the Group's strategic planning. This stage aimed to understand, in the Senior Management perception, which are the main events that could impact the materialization of the Company's strategy and included interviews with members of the Board of Directors, executive and corporate directors and managers.

Subsequently, a second stage was carried out according to the perception of the Executive Board, monitored by the Audit, Finance, Risks and Integrity Committee and validated by the Board of Directors, evaluating and classifying the risks in terms of their impact if materialized and likely to occur.

The third stage, risk treatment, was led by the Executive Board who, together with their teams, identified what is already being done to address risks and risk factors, in

addition to defining action plans aimed at enhancing mitigation measures.

One of the results of this work consisted in the consolidation of a structured Risk Map based on a strategic perspective, which favors a vision of future events, uncertainties and unmaterialized events, thus helping to deal with the themes in a holistic and transversal manner in the Company.

The strategic view of risks also allows Senior Management to have important information about the business, so that they can make better decisions, following the strategic planning and ensuring the protection of shareholder value.

Find out about our Risk Management Policy by clicking [here!](#)

EMERGING RISKS

One of Fleury Group's focuses is the diversification of its core business, through innovation in diagnostic medicine and portfolio diversification. In these times of pandemic, when technology has taken over, increasing the number of services offered online, the Company believes that to put this vision into practice, a large investment in digital transformation is essential.

From this point of view, some of the topics that could have a relevant impact over the next three to five years are the triad Innovation, Cybersecurity and Data Privacy.

The first is related to the company's desire to increase its business model and expand its scope of operation and number of lives served, through, for example, the further use of telemedicine

As technology is highly present in these innovations, it is understood that eventual failures in the functioning of information technology

systems can strongly compromise the Group's operations and image, which is directly related to the data privacy item.

Since the Company's focus is to diversify its portfolio in an increasingly online world, attention turns to the information technology environment. This environment, in turn, must be monitored, followed up and undergo a process of constant updates, since the essence of the services provided by the Company

is linked to data and that a collapse could have a great impact on the Group's image.

Risk Management in Human Rights

GRI 412-1

Human rights risk assessment carried out by Fleury Group is based on corporate guidelines and policies that involve the Company as a whole, such as the Code of Trust and the Integrity Policy, and is based on the Universal Declaration of Human Rights.

In view of this, we chose not to carry out an analysis focused on specific regions or operations, as we understand that the risks assessed may occur in all the Company's operations. Since no deviations were identified in the risk analysis, there was no need to take corrective actions, which led us to the conclusion that the controls adopted by the Company in this regard are already in place. Even so, any deviations that eventually occur on a day-to-day basis are recorded and dealt with by Fleury Group's Trust Channel.

Even with these conclusions, we took advantage of the company's moment when the risk management process was being reviewed and we further examined the human rights risk theme, carrying out an internal study on the subject, led by the

ESG area, in partnership with the risk team. The result of this work was the integration of the human rights theme into the organization's risk dictionary, with the specific mapping of the risk "Failure or omission in the execution of the human rights program.

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

Risk factors are related to:

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

The assessment encompasses our value chain, activities and issues inherent to the Company's business, including new brands acquired, after the acquisition and their integration into corporate processes and policies.

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

In the case of healthcare companies, some of the human rights risk factors listed are: slave labor, child labor, harassment (moral and sexual), discrimination, labor laws-related processes (salary, benefits, working hours, etc.) and image risk due to partnerships with companies that present practices that violate human rights. The most vulnerable groups end up being the employees and partner suppliers.

In conjunction with the Strategy, Innovation and ESG Area, risk factors will be prioritized for taking complementary remediation actions throughout the year.



Among the existing controls, we highlight the Code of Trust and the Trust Channel, the registration of manifestations by the Customer Service and Ombudsman, suppliers prior assessment, inclusion of clauses in supplier contracts (Sustainability and Citizenship Annex, for example), actions of Diversity program, institutional policies (Diversity, Sustainability, Integrity, Intellectual Property, Third Party Management) and Information Security actions, among others. Such mitigation actions cover all of the Company's operations.

Future Strategy

Strategic Planning

We reviewed our Strategic Planning in 2021, defining the Group's strategy for the coming years. As a result, we aim to become one of the main players in the healthcare sector, acting throughout the value chain and leading the way in coordinating the patients' integrated journey.

Thus, we will look for:

- continued growth in Diagnostic Medicine, our core business;
- expansion of our operations in Novos Elos; and
- strengthening of our performance in digital health, with Saúde iD.

To address the actions and put the new Strategic Planning into practice, we restructured our operation into three business units: Diagnostic Medicine, Hospitals/Lare and Novos Elos, in addition to having Saúde iD acting independently (learn more on page 16).

Material Topics:



Customer Experience



Innovation and economic sustainability



Relationship with employees



Alliances and Partnerships



Social investment and influence on society



Environmental impact

Capitais:



Natural



Social and Relationship



Manufactured



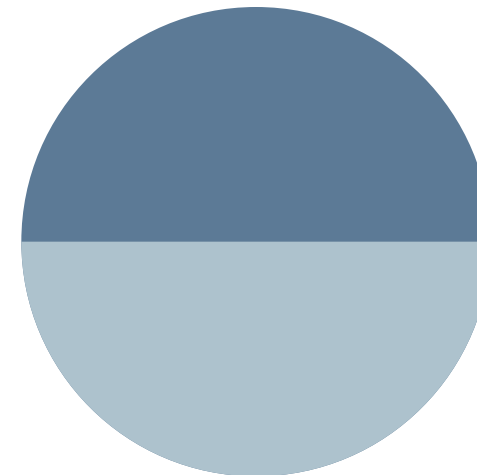
Intellectual



Financial



Human





ESG

GRI 2-13 / 2-22

In line with the changes in the Strategic Planning, we also reviewed our strategy in environmental, social and corporate governance (ESG) aspects. To this end, we have a strategic ESG agenda, which prioritizes the most relevant topics in the understanding of senior management and which will unfold into other projects and initiatives, as we advance in this agenda.

Our objective is to consolidate ourselves as a reference in ESG in the Brazilian market, through the expansion of Fleury Group's social impact, inspiring sustainable practices in other companies.

To achieve this, we have set the following long-term commitments and goals:

E

1. Reduce the generation of biological waste by 20% by 2025
2. Become a Net Zero company by 2030

S

1. Structure initiatives to encourage employability through qualification/training in health
2. Reach one and a half million patients from classes C, D and E served by the Group's products and services and/or impacted by philanthropic healthcare actions by 2030
3. Increase representativeness of prioritized Diversity cuts (PwD, Gender, LGBTQIA+, Ethnic-racial, Generational) in the Group and in leadership positions by 2030

G

1. Become a B system-certified company (B Corp) by 2030
2. Increase representativeness of prioritized Diversity (PwD, Gender, LGBTQIA+, Ethnic-Racial, Generational) in the Councils
3. Preserve the Group's culture of medical excellence in adapting policies and processes to the new governance model.

As it is a strategic project, the progress of the schedule, agreed deliveries and success indicators are monitored monthly by the Corporate PMO and the Executive Board. In addition, to ensure the transversality of the ESG goals, the ESG indicators were shared with other strategic projects of the Company, so that the goals are achieved through a joint effort by all.

The goals of reducing the generation of biological waste by 20% by 2025 and reaching one and a half million patients in classes C, D, and E by 2030 are even connected to the issue of a R\$1 billion debenture we carried out in the year, reinforcing our commitment to socio-environmental actions.

Debenture Issue

The first Debentures with ESG goals were issued by a company in the healthcare sector in Brazil. The initiative is connected to the Company's growth acceleration strategy and the ambition to build a sustainable healthcare ecosystem, with integrated solutions to benefit patients, doctors, operators and society overall, in line with the best ESG practices.

The funding was based on a second opinion prepared by SITAWI Finanças do Bem, with the objective of ensuring the classification of the Issue as an ESG Sustainability-Linked Bond, following the Sustainability-Linked Bond Principles of the International Capital Markets Association. This is the Company's first ESG issue and its goals are in line with Fleury Group's Strategic Plan regarding the focus on environmental conservation, sustainable development and democratization of health, with a high relevance and materiality for the Group's business.



In addition, we publicly commit to becoming a Net Zero company by 2030, given the importance of climate change in the global context. In order to fulfill it, we will continue to invest in sustainable alternatives, linked to the Company's main sources of emissions, such as increasing the use of electric cars in logistics operations and reducing waste generation.

Seeking to diversify its energy matrix, the company will have two solar plants to supply its largest operations, São Paulo and Rio de Janeiro, which will start operating respectively in 2022 and 2023. Additionally, the company is constantly studying the possibility of migrating other units to the free energy market, through the signing of renewable energy purchase agreements.

Sustainability Governance

The year 2021 was also marked by two important movements in sustainability governance within the Company. The first of them was the **creation of the ESG Committee**, in April, with the aim of having a body focused on sustainability-related issues and supporting the achievement of its goals and objectives. The Committee is coordinated by the Board of Directors' chairman and has three external counselors (learn more about the Committee's attributions on page 29).

In this sense, at the end of 2021, the ESG Management was created, through the migration of the Sustainability area to the Strategy, Innovation and ESG Executive Board and its merger with the Governance, Risk Management, Integrity and Privacy areas. In this way, we guarantee that ESG topics are 100% related to Strategic Planning, so that their execution always has an integrated look at social, environmental and governance issues.

The second movement also highlights the placing of ESG theme at the center of the Company's strategy by **linking ESG indicators to the result obtained in the Profit Sharing**

(PLR) program.

We selected one indicator from each dimension — reduction in the relative common waste index (E); number of voluntary participation (S); percentage of adherence to the training on the Code of Trust (G) — which together now correspond to 10% of the BSC Corporative panel, which, in turn, impacts the PLR of all employees.

For executive officers, we also link a portion of the profit sharing to the achievement of goals and delivery of the Company's strategic projects, and the implementation of new ESG initiatives is in the scope of one of them.

Our continuous efforts on the subject were recognized by the Company's maintenance in the following indices:

- Dow Jones Sustainability Index (DJSI), for the second consecutive year;
- B3's Corporate Sustainability Index (ISE), for the ninth consecutive year; and
- ICO2 (Carbon Efficient), for the second time

Learn more on page 10.



Electric Cars

Innovation and Digital Transformation

Innovation

GRI 3-3

At Fleury Group, we see Innovation as a fundamental element to advance in our strategic objective of becoming a player that integrates the entire health journey of our customers, increasing the range of services we provide.

For this purpose, we seek to provide an internal environment favorable to innovation, encouraging an agile culture, while looking at possible externally relevant partnerships.

Material Topics:



Customer Experience



Innovation and economic sustainability



Alliances and Partnerships

Capitals:



Social and Relationship



Manufactured



Intellectual



Human



Our innovation practices are mainly focused on Research and Development (R&D). Over the year, the Company invested BRL 22 million in R&D, mainly allocated to new tests and methodologies. The value is about 60% higher than in 2020.

In 2021, Fleury Group had a record in the number of new products, services and methodologies implemented. There were a total of 430 implementations, a volume 35% higher than in 2020. Of these, 269 were new products and 161 were changes in methodologies, which characterize improvements and enhancements to products already in force in the company's portfolio.

The incremental innovation projects have not only brought benefits to the business itself, such as cost reduction, but also, from an idea, it is possible to positively impact our employees, customers, and the environment, by adopting solutions that use fewer natural resources or generate a lower waste volume. In 2021, these projects accounted for a cost reduction of more than BRL 127 million.



Year	Amounts invested on R&D (BRL MM)	CapEx value (BRL MM)	OpEx value BRL MM)
2018	15.16	5.15	10.01
2019	14.55	1.91	12.63
2020	13.95	1.03	12.92
2021	22.29	6.29	16.00


269 new products


73 scientific publications


84,000 patients attended
 by new products implemented


45 new products
 focused on precision medicine


21 projects
 in data science

Genomics

GRI 203-2

For some years now, personalized and precision medicine has been one of our main areas of activity in R&D. In 2021, among new products and changes in methodology, our Genomics Portfolio had 53 new implementations, with 20 new genetic panels implemented in the year, such as the Panel for Skeletal Dysplasias, Hereditary Deafness, Ophthalmology, Male Infertility and Hereditary Cardiomyopathies.

Genomics, the specialty that accounted for 3% of clinical analysis revenue in 2021 and has grown to almost 40% since 2017, now offers its patients the possibility of performing a genetic reanalysis at an affordable price. So, if a patient performs a smaller genetic panel and then needs or wants to expand the analysis to an expanded panel, he/she will have a special condition to do so. In addition, we also started to offer the possibility of delivering results in a reduced period (15 days).

Among the new Oncology products, the highlights were the Tumor Panel for Gastrointestinal Stromal Cancer (somatic) and the Fusion Panel for the Diagnosis of Sarcoma and other conditions. In mass spectrometry, we continued to develop hormone tests, drugs for continuous use and vitamins.



Genesis

In order to further strengthen the Group's positioning in Genomics, in December 2021, we signed a non-binding preliminary document to regulate the bases for the creation of a new society in partnership with Sociedade Beneficente Israelita Brasileira Hospital Albert Einstein ("Einstein"), whose main object is cooperation to work in the development of integrated solutions in genomics area, conducting research, development of processes and services to directly serve consumers interested in carrying out the preventive management of their health from genomic tests ("Genesis").

Additionally, it is also part of the object to study and make technology available for the country's healthcare sector. Fleury will have a majority stake and control of Genesis, and its creation reinforces the Company's growth acceleration strategy, uniting two leading medical institutions and creating an intense environment for scientific production and knowledge generation to benefit the development of solutions for the medical conduct and patients' health.

The partnership is born from Fleury and Einstein current operations, and with the largest portfolio of genomics products in the country, with more than 300 tests, established based on the most rigorous validations and with the certification of international institutions.

What's New in the Portfolio due to Covid-19

Still in a year of facing the Covid-19 pandemic, we started offering new testing options to our patients:

- Rapid test for antigen research;
- Test for the detection of neutralizing antibodies, very relevant due to the advance of vaccination in the country and for its prescription before elective surgeries and medical procedures.
- SARS-CoV-2 spike gene sequencing test.

Given the reports of people with difficulties in resuming their daily activities after contracting Covid-19, we also developed a check-up capable of providing a personalized diagnosis of the patient's health status. The "Post Covid Check-up" is a preventive medicine service that includes various exams and analyses.



Support for the Group's New Businesses

Fleury Fertilidade start-up (learn more on page 21) led to the implementation of around 50 new exams and procedures related to the specialty.

In Infusions, with the approval of new drugs, we also started offering the infusion of ten new drugs/new dosages in our business (Fleury Infusões and CIP).

At Fleury Day Clinic, the new features incorporated into the portfolio are due to the performance of procedures such as renal biopsy and liver biopsy.

ESG-Related Innovations

In line with our sustainability strategy (learn more on page 37), we are continually looking for innovations in processes, products and services that allow us to have a more sustainable performance in socio-environmental aspects.

In 2021, we led a review of the different stages of the ascorbic acid (vitamin C) dosage test — one of our tests with the highest volume of demand — which allowed for an optimization of the test performance time, an increase in production capacity and a gain in agility in releasing the result. The new method was designed with the aim of reducing inputs consumption and waste generation, achieving a monthly reduction of 8 kilos of plastic, 10 kilos of glass and 3.1 kilos of paper.

In our sample collection process, we reduced steps, improved exam grouping and revised collection volumes. As a result, we stopped using almost a million tubes in less than a year.



Still on the ESG topic, another relevant action that also brought financial benefits, was the nationwide project that allowed for a reduction in the consumption of dry ice for transport on our logistics routes by 320 tons a year. The initiative represented an 80% reduction in the material that was consumed in São Paulo and Rio de Janeiro regions. Replacement with frozen shipping boxes provides environmental benefits, since dry ice requires a lot of energy.

to be produced, an increase in the safety of our employees, a reduction in the number of cases in which recalls are necessary and costs savings by more than BRL 1 million in technical material.

Por fim, substituímos as caixas de isopor por caixas rígidas para uma das etapas do transporte de amostras. Em seis meses, deixamos de consumir 3.500 unidades de caixas de isopor, por conta dessa ação.



Parceria com a Quintessa

We signed a partnership with the social business accelerator Quintessa, which will facilitate the connection of Fleury Group with impact startups.

In addition to seeking internal improvements to the established ESG goals, the objective is to contribute to the development and growth of social entrepreneurs. The project is based on two aspects:

- Validation of pilots, for startups with more mature solutions, focused on achieving the goals of the debenture issued by the group (learn more on page 38);
- Acceleration of startups in the traction phase, which still need development and maturation, focused on medium and long-term ESG goals.

Fleury Innovation Award (PIF)

In 2021, we held, 100% online, the 7th edition of Fleury Group Innovation Award (PIF). PIF was born in 2015 with the aim of recognizing and disseminating highly innovative projects arising from national research, with a focus on the health area.

In 2021, a year in which we continue to face the impacts of the Covid-19 pandemic, PIF sought to recognize and reward individuals, groups, professionals and companies that created and led innovative long-term initiatives, seeking changes driven by the pandemic adversities.

PIF 2021 had three categories of projects:

1. Social Actions: actions with a positive impact on the community, the general population and/or minority groups, aiming to minimize the long-term damage caused by the pandemic or aggravated by it;

2. Technologies: applications to overcome the challenges of the pandemic period (applications, remote work-related solutions, e-commerce related projects, new products, among others); and

3. Alternatives related to inputs: initiatives developed to help solve problems generated by the pandemic or that offer transformations for a post-pandemic context.

A total of 63 initiatives signed up for the Award, of which 51 had their participation validated. Nine were awarded (1st, 2nd and 3rd places for each of the three categories).

The satisfaction survey carried out after the event obtained a 4.76 score (maximum score = 5).



Digital Transformation

Following our strategic planning, with the aim of placing the patient at the center of care, we invest in the intensive use of technology so that the experience of this public becomes increasingly fluid, complete and integrated. Thus, we are operating on three crucial pillars:

1. Agile Model: Currently, we already have this model in place, with specific teams working at each stage of the customer journey. We will expand this culture, taking the focus on technology and digital to all business areas, making the Company lighter and increasing its capacity for innovation.

2. Data-driven culture: strategic data planning and Company positioning as an innovative company with a solid data culture, anchored in the use of analytics, machine-learning and artificial intelligence. We already have a data lake with over two billion exam results and over 50 million images.

3 Modernization of technology architecture: intensifying the use of cloud-native solutions and continuing the expansion of the Application Programming Interface (APIs) platform, which already meets more than 200 million requests per month, covering 82 services.

Some results are already widely perceptible. In 2021, on the Data front, the Data Science and Bioinformatics Group for Medical and Technical Operations worked on the development of dozens of new Genomics products and SOMMOS DNA brand products, completed the structuring phase of Fleury Group's Alleles Database and developed six new projects focused on Health Data Science, in addition to constantly working on disseminating data culture in the company. In this context, collaborative developments, guided by an open innovation ecosystem, place Fleury Group in a vanguard position in terms of advances in Artificial Intelligence with a focus on the patient's journey.





Fleury Fertilidade

Open innovation

Our open innovation ecosystem mapped, throughout 2021, 72 new solutions from startups with the objective of finding solutions to increase the products portfolio, reduce costs and bring more agility to internal processes. Three of these solutions have entered the Group's routine, among which we highlight the Aidoc artificial intelligence tool, an Israeli startup.

After a long period of evaluation of using the tool in chest computed tomography (CT) focused on pulmonary embolism research, with 656 lives positively impacted by the rapid communication and coordination of care between the medical teams, we decided to expand the application of the technology and incorporate new modalities, including algorithms for CT scans of the skull, cervical spine, and abdomen.

Developed by the Israeli startup AIDOC, a leading provider of artificial intelligence (AI) solutions for medical imaging, the tool has been under evaluation since April 2019 at the premium brands Fleury Medicina e Saúde, in

São Paulo, and Clínica Felipe Mattoso, in Rio de Janeiro.

The use of technology and its expansion will now cover all units of Fleury Group's brands in the states where we are present.

The tool is important because test results with critical findings, such as pulmonary embolism or intracranial bleeding, must be communicated to the responsible physician as soon as possible. With Aidoc's AI solution, it is possible to reduce the detection time of these findings to around 15 minutes, allowing rapid communication between the radiologist and the patient's physician, thus leading to earlier treatment.

Our results

Sector Scenario

In a year still marked by the Covid-19 pandemic, the number of beneficiaries of supplementary health in the Brazilian health sector reached 49.0 million people in December 2021, according to data from the National Agency of Supplemental Health (ANS). The number is the highest since March 2016, showing growth despite the unemployment level in the country,

which reached 12 million people by the end of 2021, according to the Brazilian Institute of Geography and Statistics (IBGE).

The data is positive for the Company's operations, as it increases its addressable market. Fleury Group, aware of this socio-economic moment of increasing demand for basic health insurances, is carrying out a strategic move to expand the services of its brands beyond premium and intermediate plans.

The second wave of the pandemic at the beginning of the year also led to an increased demand for medical and hospital supplies, which required strong action to ensure that suppliers met the contracted deadlines and volumes, avoiding shortages at our units.

The Company continued to show positive results in 2021, despite the impacts caused by the Covid-19 pandemic, that lasted over



Material Topics:



Customer Experience



Innovation and economic sustainability



Social investment and influence on society

Capitals:



Manufactured



Financial

the period reflecting the increase in cases and the emergence of new variants of the disease. Gross revenue increased by 30.1%, with a 25.0% growth in care units, 22.0% in B2B operations, in addition to a strong growth resulting from Novos Elos and Saúde iD, which reached 5.4% of Group's consolidated gross revenue.

The sector also experienced the consolidation of some players, increasing the verticalization of healthcare operators, hospitals and laboratories.

In this context, Fleury Group, with a solid and resilient performance, expands its relevance in the market and strengthens the financial sustainability of the business by expanding its activities beyond diagnostic medicine (learn more on page 16).

To see the details of our operations and their numbers, [click here](#)



Operational Performance

After 2020, a year heavily impacted by the Covid-19 pandemic, especially at its beginning, we experienced with concern the arrival of the second wave of the disease in the first quarter of 2021. At that time, the internal solidarity culture was crucial for us to go through this period of difficulty, taking care of our employees who were more exposed to the disease.

After the first quarter, it was a year of growth for the Group, in all its business units. In diagnostic medicine, we acquired three relevant brands in their markets (Espírito Santo and Pernambuco) and increased the number of care units all over Brazil to 284. This number does not yet include the units that will be integrated after CADE's approval for the acquisition of Laboratório Marcelo Magalhães.

The year was also marked by partnerships with healthcare operators in order to expand access to the Group's brands, with emphasis on an exclusivity contract for 441 thousand lives for the next five years. The business unit totaled 6.8 million cares and 60.3 million

exams performed, a 25.3% increase over the previous year (the numbers do not consider companies acquired in the last 12 months).

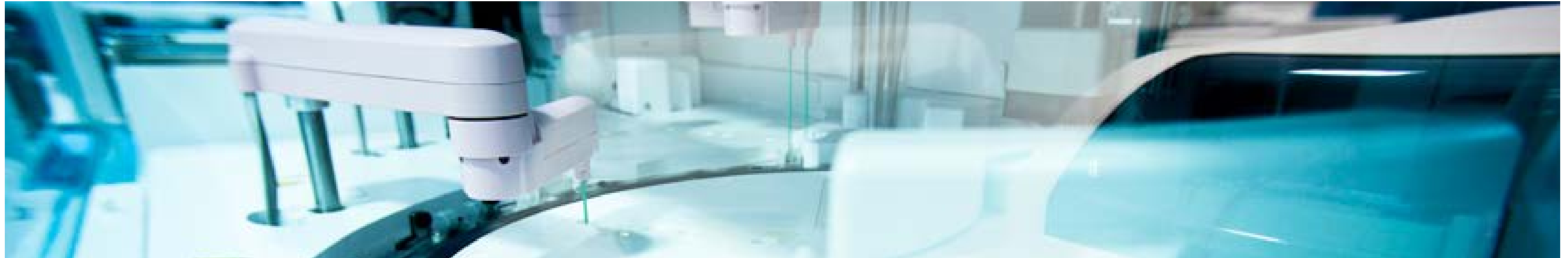
In "Hospitals/LARE", we maintained our operations in 31 renowned hospitals, carrying out more than 37 million exams in the year. In addition, we expanded the number of client laboratories (lab to lab) by 6.6%, reaching 677.

The year of "Novos Elos" was marked by the acquisition of Clínicas Vita, which brought nine more units into the Group and the launch of Fleury Fertilidade, another path for growth for the Company. Altogether, in the four specialties of the business unit (orthopedics, ophthalmology, fertility and infusions), we had a revenue of BRL 181 million in 2021.

Finally, our digital health arm, Saúde iD, had an outstanding performance due to the growing number of cares (+ 750,000), number of partners in the marketplace (9) and physicians registered on the platform (approximately 5,000).

Economic Financial Performance

GRI 201-1



In Fleury Group, we understand that ensuring the financial sustainability of the business is essential to ensure the generation of value for all stakeholders a long-term perspective. In addition to evaluating the direct economic value generated and distributed, the topic includes aspects such as long-term growth, direct and indirect impacts and shared value.

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

Economic Value Generated (R\$)	2019		2020		2021	
Revenues (R\$)	3,108,428,000		3,185,676,000		4,154,628,000	
Economic Value Distributed (R\$)	2019		2020		2021	
Operating costs	210,263,000	12.65%	216,175,000	13.75%	257,620,000	12.34%
Employee wage and benefits	698,060,000	41.99%	715,926,000	45.55%	915,936,000	43.87%
Payments to providers of capital	296,701,155	17.85%	231,264,976	14.71%	333,995,000	16.00%
Payments to government	441,747,000	26.57%	395,474,000	25.16%	562,949,000	26.96%
Statutory Reserve	15,616,000	0.94%	12,848,000	0.82%	17,496,000	0.84%
Total	1,662,387,155	100%	1,571,687,976	100%	2,087,996,000	100%
Economic Value Retained (R\$)	2019		2020		2021	
"Direct economic value generated" less "economic value distributed"	1,446,040,845	-	1,613,988,024	-	2,066,632,000	-

In 2021, investments totaled R\$413.3 million, allocated as follows:

- IT/Digital (39.4%),
- New units, offer expansion in existing units and technical areas (33.2%);
- Renewal of diagnostic and maintenance equipment (27.3%).

When compared to the amount invested in 2020 (R\$ 187.8 million), 2021 showed an 120.0% increase.

Patients at the Heart of Healthcare

Patient Experience

GRI 3-3

The heart of Fleury Group's business is to offer products and services for people's health and well-being, through increasingly complete and integrated solutions, offering a range of medical specialties in addition to diagnostic medicine. At all times, we are looking for opportunities for our patients' experience to be the best and most complete

possible in their relationship with us.

We understand that each customer is unique and that is why we promote initiatives in order to customize, streamline and make service processes more efficient, positively impacting customers' experience with the Group's brands.



Material Topics:



Customer Experience



Innovation and economic sustainability



Relationship with employees



Alliances and Partnerships

Capitals:



Social and Relationship



Manufactured



Intellectual



Human

Digital Experience

Almost 40% of our investments in 2021 were in information and digital technology. The data reflects our quest to provide tools and services that expand omnichannel.

We have, for example, self-service tools for scheduling exams and tests for Covid-19, a digital check-in process before arrival at the unit, reducing the time spent in our facilities, and a call center via Whats App. All this without losing the essence of our human service.

Saúde iD digital platform (learn more on page 22) also reinforces the Group's presence in digital channels for the marketing of health-care services.



Adverse Events

GRI 416-1 / 416-2

At Fleury Group, we are committed to offering a safe and healthy environment for our employees, customers and suppliers, while providing services that respect the environment and the community. Therefore, 100% of our products and services are evaluated for impacts on customers' health and safety.

All of our examination processes (clinical analyses, imaging and diagnostic center) undergo constant evaluation. Furthermore, we also have a policy in place to report and address adverse events that occur with our customers. Such events are recorded, classified according to their criticality, and then investigated with the objective of preventing recurrences. Medical complications are also recorded and addressed with the patients, including case follow-up.

Possible adverse events with patients during the examinations may impact the customer, affecting their health and safety, as well as the Company's reputation. As our fundamental purpose is to promote the well-being and health of our customers, in addition

to complying with all existing legislation and rules to ensure patient safety, we have several failure prevention tools. Additionally, we always work closely with the customer to maintain the level of excellence throughout the relationship cycle.

In 2021, 511 adverse events were recorded at Fleury Group, with a higher incidence of events related to the release of incorrect results; incorrect sample identification and/or examination; procedure failure; fall due to patient difficulty; trauma; fall associated with the exam; release of exchanged images and/or report; burns and incorrect identification of the tube and/or sample. No cases of non-compliance were identified in relation to the health and safety impacts caused by products and services.

Medical Culture Commission

In December 2021, we took another step to reinforce and improve best practices in medical care with the creation of the Medical Culture Commission, a group that aims to promote, disseminate and enhance our company's medical and health culture in order to ensure excellence in patient care and safety.

The Commission is responsible for:

- Keeping up with medicine and health trends and ensuring that this knowledge is disseminated and enhanced in business;
- Analyzing medical management policies, processes and procedures;
- Recommending indicators and targets for the Medical Excellence Program;
- Monitoring the performance and development of medical leaders;
- Monitoring succession planning for key positions and encouraging the formation of new medical leaders; and
- Recommending candidates to the Medical Culture Commission in companies acquired, controlled or invested in.

It is composed of a minimum of three and a maximum of eleven members appointed by the Executive Board, who must be Fleury Group physicians, members of the Executive Board or members of the Board of Directors..



Cleveland Training

We have a partnership with Cleveland Clinic, a world reference in delivering value to the patient, which provides two online training courses to our employees. The “S.T.A.R.T”, focused on how to provide quality service and the “H.E.A.R.T”, which enables employees to act positively in response to any customer complaints.

Training is provided by the Corporate University to doctors, nurses and technicians with health education, at the time of onboarding at the Company, reinforcing the importance of welcoming patients, placing them at the center of care.

Certifications and Accreditations

Fleury Group is one of the most respected medical and health organizations in Brazil, focusing on excellence, innovation and technical quality, with a rigorous standard in services provision. In compliance with its high quality standard, the Company has certificates and accreditations, and the following can be highlighted:

In 2021, we continued advancing on the subject and certified Fleury Day Clinic, Centro de Infusões Pacaembu and nine units in the Rio de Janeiro region to ISO 9001 and ISO 14001 standards.



Cyber Incident

In June 2021, we experienced a cyber incident in our information technology environment, which left part of our systems and operations unavailable for a few days.

We follow safety and control protocols in order to minimize impacts, acting diligently and focused on mitigating the effects caused. With the collaboration and union of our entire medical staff and employees, we adopted measures to maintain customer service through contingency solutions.

After the complete restoration of services, we carried out a forensic work in order to investigate and understand the occurrence, in addition to intensifying actions to reinforce our lines of protection.

Customer Care

Service Infrastructure

GRI 2-29 / 203-1

Always seeking the best and safest experience for our customers, during the year, we adapted our units and service protocols according to the evolution in the dynamics of the Covid-19 pandemic and vaccination in the country.

Throughout 2021, we made strong investments in the ongoing improvement of our units' infrastructure and environment, aiming at well-being, safety and operational efficiency. During the year, we carried out 14 retrofit projects that renewed equipment and environments, making them more welcoming.

It is worth mentioning the work at Fleury Santo André I unit, which is located in a listed building, where we carried out a wide renovation, allying respect for historical heritage with the modernity of our facilities.

Sustainability is a factor we do not give up when carrying out these projects, and it is

taken into account at all stages, from the management of the operation (automations, use of LED lighting, ecological air conditioning, waste and natural resources management) to customer care, such as the availability of accessible armchairs for the elderly, pregnant women and obese people.

Aiming to further improve our customers' experience, providing a differentiated service, we installed a new concept for the Fleury Medicina e Saúde brand, working on a new trousseau for the café environment with a remodeled menu — including gluten- and lactose-free options.

We have a preventive maintenance plan that aims to ensure the integrity of our buildings, as well as periodic visits and inspections by maintenance supervisors, with a technical eye to identify possible issues. We also have a 24-hour operations center monitoring the units in matters such as safety, energy and critical utilities.



Any deviation is dealt with immediately by sending a technical team to the site.

The external service to our facilities was also successful in the year. Mobile service, which allows our customers to perform exams in the comfort and safety of their homes, grew by 21.7% compared to 2020. The result reflects the expansion of the areas where the service is available and the expansion of the portfolio of exams that can be carried out in this type of service, which already accounts for 7.4% of Fleury Group's revenue.



NPS

We constantly monitor our Net Promoter Score (NPS), with daily reports by brand and region.

In 2021, Fleury Group's average NPS was 72.47%, 2.3% lower than in 2020. This result reflects the challenges faced by the Company in the cyber incident and the worsening of Covid-19 cases due to the delta variant, which simultaneously increased the flow at the units and caused employees to withdraw.

In addition, we monitor the rate of complaints and the rate of praise. Our goal is not only to serve, but to provide a differentiated experience with our services.



Privacy and Safety

GRI 418-1 / SASB HC-DY-230a.3 / HC-DY-230a.4

Patient safety is an important premise of Fleury Group and the Brazilian General Data Protection Law (LGPD) has accelerated the improvement and care the company had always shown in this regard. Our project to adapt to the Law involves three fronts: compliance with internal processes; information security and improvement of the organizational privacy culture.

Regarding compliance with the LGPD, we mapped the personal data cycle in the Company, identified the legal bases that allow data processing and which data need the consent of the holders (customers, doctors, employees and third parties). We contracted a market tool for the management of personal data and prepared flows to meet the rights of holders provided for in the Law. In addition, we revised our Privacy Policy and created the Privacy Portal.

The Company also has a Privacy Forum, with quarterly meetings between the CEO,

the Company's Board of Directors and the IT, Audit, Marketing, Medical and Privacy areas, with the objective of deliberating on privacy issues and their risks.

In terms of information security, we reinforced our cyber security plan and adopted protocols to improve the management of digital data.

Regarding the organizational culture of privacy, we carry out training with employees and have an ongoing training plan on the subject. Additionally, we have important measures in progress, such as the processes integration between all Fleury Group's companies and the adequacy of the LGPD with business partners.

We consider data privacy as a feed-backing cycle, and therefore, we plan to take new steps for mapping personal data, reviewing policies and procedures, privacy risk assessment and training.

During 2021, we recorded no data breaches nor monetary losses resulting from legal proceedings related to data security and privacy, except for the cyber incident described on page 54.

Learn more about the topic on our [Privacy Website](#).

Ombudsman

GRI 2-25

Our customers have an Ombudsman and a Customer Service (SAC), to which they can make their reports and complaints by phone, contact us, email, chat and social networks. In the units, reports can be made verbally or through opinion forms available.

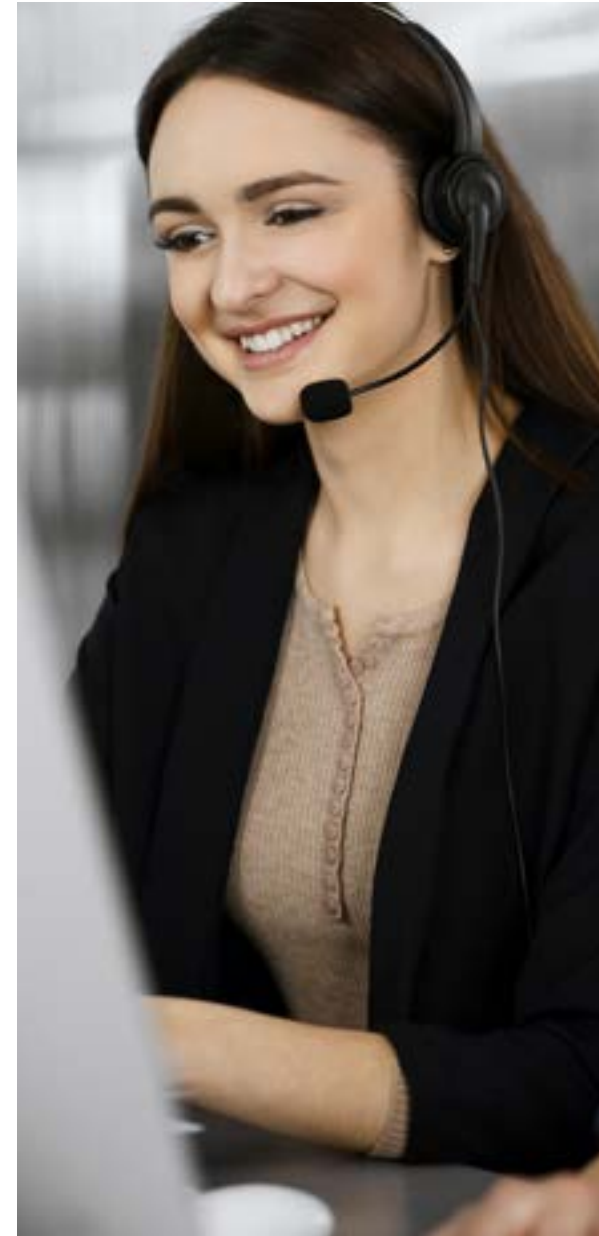
These are fundamental mechanisms for us to understand our customers' needs and thus promote an improvement on their experience with our activities.

In the first semester, we achieved a significant number of 73% of cases resolved within 5 business days, and in the second semester, due to the cyber incident that led to an increased demand for service channels, this value was 18%.

In 2021, the Ombudsman received 26 complaints, related to works, noise caused by them or by equipment used in our units, and maintenance needs (leakage). Those responsible for the respective units were contacted by the Ombudsman, and the actions taken to resolve these issues include, but are not limited to:

- Readjustments of the work schedule, always carried out in accordance with the municipality permission;
- Maintenance or replacement of equipment that generated noise in the neighborhood;
- For the leakage reported, proper identification and maintenance was carried out.

All solutions were shared with customers by the Ombudsman.



Customer Council

GRI 2-25

Since 2016, based on the reports registered with the Ombudsman, we have held the Customer Council. It is a moment of dialogue in which customers express their perceptions about the business to Fleury Group's directors, allowing the identification of opportunities for improvement in the services offered by our brands.

The initiative shows the relevance that the customers' voice has for our business. In this sense, we strive to maintain it during the pandemic, and the meeting is being held online. In 2021, we had a meeting with the public using the mobile service, a modality that grew 21.7% compared to 2020.

Excellence Team

Profile

GRI 2-7 / 2-8 / 2-30 / 3-3

Our 12,952 employees are the fundamental link for our recognition of technical, medical and service excellence, which makes us one of the main integrated healthcare companies in the country.

In a year like 2021, our culture and resilience were strengths to face the emerging challenges.



Material Topics:



Relationship with employees

Capitals:



Intellectual



Human



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

Permanent and temporary employees profile

By gender	2018	2019	2020	2021
Men	1,838	1,975	2,182	2,555
Women	7,548	8,019	9,060	10,397
Total	9,386	9,994	11,242	12,952

By region	2018	2019	2020	2021
Midwest	175	203	200	202
Southeast	8,120	8,443	9,195	10,753
Northeast	386	665	1,147	1,203
South	705	683	700	794
Total	9,386	9,994	11,242	12,952

In addition to these own employees, we have 2,935 outsourced workers and approximately 3,000 doctors working in our operation.

Employer Branding Review

In 2021, we carried out an immersive study to define the new positioning of Fleury Group's employer brand. After an analysis of Nossa Essência and a series of qualitative interviews with employees from different areas and positions, we reached the "Passion that becomes a career, career that becomes a passion (Paixão que vira carreira, carreira que vira paixão)" Movement.

The phrase is based on 4 pillars that are present in our daily lives and stood out in conversations with our professionals:



Care

We are passionate about people and what we do. And this reception is perceived not only with our patients, but also with employees, doctors, suppliers and the entire ecosystem that we impact.



Excellence

We always want to raise the quality of our services, looking for ways to do everything in a smarter and more efficient manner. This relentless quest to be the best makes us one of the most respected companies in the industry.



Brand Value

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



Purpose

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

Before launching the action, we invited all of the Company's leadership to learn about the campaign and make them aware of the topic. Then, we talked about the Employer Brand Movement for the entire Group, explaining each pillar in detail and carrying out engagement actions.

Additionally, we launched the "Be the Face of the Employer Brand (*Seja o Rosto da Marca Empregadora*)" contest, inviting our employees to be part of the Company's new image bank.

For external audiences, we carried out publicity on social media such as LinkedIn, Indeed and Glassdoor in order to reinforce our pillars and tell inspiring stories of our employees.



Valuing Diversity and Inclusion

GRI 405-1 / 405-2

For us, promoting and valuing diversity and inclusion is something capable of promoting egalitarian, welcoming, respectful and non-discriminatory spaces, thus providing a healthy environment for business.

Therefore, we have a Diversity Appreciation Policy, which establishes the guidelines and principles in order to reinforce the mechanisms for valuing the topic in the Company, as well as inspire respectful and inclusive practices, supporting all employees in the appropriate resolution of any incidents.

The policy, which aims to guide the relationship among employees, leaders, physicians, customers, suppliers, third parties and other stakeholders, was prepared based on the Company's Code of Trust, the Universal Declaration of Human Rights, the Global Compact Guidelines, the Goals of the United Nations (UN), in the Conventions of the International Labor Organization (ILO) and in the Guiding Principles on Business and Human Rights of the UN.

See Fleury Group's Diversity Appreciation Policy in full, by accessing the [link](#).

Diversity among employees by employment category and gender (%)

	2019		2020		2021	
	Men	Women	Men	Women	Men	Women
Technical Area	19.4%	80.6%	19.1%	80.9%	20.9%	79.1%
Customer Service	13.2%	86.8%	13.1%	86.9%	12.2%	87.8%
Call Center	14.3%	85.7%	14%	86%	13.7%	86.3%
DC	33.1%	66.9%	32.8%	67.2%	33.4%	66.6%
Corporate	35.2%	64.8%	35.4%	64.6%	35.1%	64.9%
Nursing	9.9%	90.1%	9.8%	90.2%	10.5%	89.5%
Hospital	23.6%	76.4%	25.9%	74.1%	12.2%	87.8%
Leadership	33.9%	66.1%	33%	67%	31.8%	68.2%
Other operations*	-	-	-	-	33.3%	66.7%
Total	19.8%	80.2%	19.1%	80.9%	19.7%	80.3%

* Other operations refers to the associated companies Novos Elos

Diversity among employees by employment and ethnic-racial category – 2021 (%)

	Asian	White	Indigenous	Not informed	Black	Brown
Technical Area	1.77%	59.25%	0.00%	0.53%	4.14%	34.31%
Customer Service	0.71%	41.69%	0.03%	0.47%	9.54%	47.56%
Call Center	0.48%	40.35%	0.00%	0.13%	12.82%	46.22%
DC	0.98%	52.48%	0.00%	0.74%	5.71%	40.09%
Corporate	1.04%	50.96%	0.11%	0.81%	6.34%	40.74%
Nursing	0.61%	50.96%	0.00%	0.58%	8.19%	39.66%
Hospital	4.08%	55.10%	0.00%	2.05%	4.08%	34.69%
Leadership	0.90%	66.55%	0.11%	0.90%	3.03%	28.51%
Total	0.87%	49.13%	0.03%	0.58%	7.81%	41.58%

Diversity among employees by employment category and age group (%)

	2019			2020			2021		
	Under 30	Between 30 and 50	Over 50	Under 30	Between 30 and 50	Over 50	Under 30	Between 30 and 50	Over 50
Technical Area	30.2	61.3	8.5	30.3	60.4	9.4	30.3	61.6	8.1
Customer Service	43.7	50.3	6	44.9	48.9	6.3	42.7	50.2	7.1
Call Center	55	40.4	4.7	57.1	37.6	5.3	59.5	35	5.5
DC	12	77.6	10.4	10.7	79.3	10	16.4	74.4	9.2
Corporate	35.4	57.2	7.4	33.5	58.4	8.1	41.4	50.8	7.8
Nursing	22	68.4	9.5	23.5	67.3	9.2	25.4	66.4	8.2
Hospital	37.5	56.3	6.3	37	55.6	7.4	46.9	44.9	8.2
Leadership	10.6	80.6	8.8	10	80.1	9.8	10.3	80.5	9.3
Other operations*	-	-	-	-	-	-	58.3	25	16.7
Total	31.8	60.4	7.8	30.3	60.4	9.4	35.2	57.1	7.7

Brown and black employees by functional category (%)

	2019		2020		2021	
	Brown	Black	Brown	Black	Brown	Black
Technical Area	35.74	5.08	34.83	5.45	34.31%	4.14%
Customer Service	49.29	8.03	47.43	8.38	47.56%	9.54%
Call Center	47.71	11.83	44.60	14.29	46.22%	12.82%
DC	38.29	4.11	38.02	4.54	40.09%	5.71%
Corporate	40.90	6.57	40.61	6.24	40.74%	6.34%
Nursing	45.61	8.92	44.58	10.56	39.66%	8.19%
Hospital	29.86	11.81	34.07	9.63	34.69%	4.08%
Leadership	26.79	2.30	25.92	2.96	28.51%	3.03%
Total	42.38	7.26	41.34	8.11	41.58%	7.81%

Ratio of basic salary and compensation of women to men, by employment category *

	2018	2019	2020	2021
Consultant	98.49%	94.18%	98.26%	103.50%
Coordinator	84.40%	86.52%	82.65%	85.03%
Director	79.96%	92.64%	93.90%	88.48%
Manager	96.38%	95.91%	97.89%	101.09%
Supervisor	106.31%	93.16%	94.34%	106.49%
Final Average	93.11%	92.48%	93.41%	96.92%

*The 405-2 indicator reporting methodology was adjusted in order to more assertively reflect the Company's reality. The figures for the years 2018, 2019 and 2020 are shown again.

Mean and median bonus difference between genders:

Mean Difference	71.76%
Median Difference	70.70%

Women in the workforce	80.27%
Women in leadership positions	68.33%
Women in entry-level leadership positions	78.08%
Women in highest level of leadership positions	44.35%
Women in revenue-generating leadership positions	61.90%
Women in STEM* positions	74.30%

Other diversity indicators

	%
People with disabilities	2.49%
Black	48.19%
Indigenous	0.03%
Asian	0.86%

Black people hold 30.7% (289) and indigenous people hold 0.11% of the Company's management positions.



Affinity Groups

Since 2018, the Company has had the Female Leadership affinity group (gender equity), and since 2020 the Prisma (LGBTQIA+) and Uzoma (ethnic/racial) groups — which voluntarily bring employees together around common interests.

Our affinity groups aim to reflect and discuss Diversity-related topics, carry out corporate actions to disseminate knowledge and good practices, mobilize employees and encourage their engagement in initiatives that allow for the expansion of expected results in the relationship with all audiences.



Trainee Program

Among the actions developed in 2021 that show the cultural evolution Fleury Group has been going through, we highlight the reformulation of the guidelines and premises of the Trainee Program, with the objective of making it more inclusive and obtaining greater diversity in the selection process.

Criteria such as English language proficiency and higher education level were relaxed, and blind steps were taken in order to make the process less biased.

Those responsible for the candidate selection process were also previously trained on unconscious biases.

Thus, the candidates' cultural attributes had greater weight and we obtained a positive result in the diversity of selected personnel:

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

Emprego Apoiado

Emprego Apoiado (Supported Employment) is a professional qualification program that enables people with intellectual disabilities or autism spectrum disorder to discover their vocational profile, entering the job market through professional learning programs in partnership with companies.

The Program is carried out in partnership with Instituto Jô Clemente, which offers jobs mapping, leadership training, support for conducting the selection process, technical visits for professional guidance, family mediation, monitoring and support for the manager facing the demands and needs identified during the onboarding process.

Within the Company, the initiative aims to include these professionals in the workforce, in order to strengthen their autonomy through professional inclusion, thus improving their quality of life and expanding family and social independence.

In 2021, we hired 20 professionals, who joined another 21 who were already with us,

totaling 41. Most of the professionals hired by the Program work in our units.

To welcome them, we arranged awareness-raising lectures with all the leaders and teams that would receive the new colleagues. All of them have a godfather or godmother who helped in the onboarding process and accompany them daily.

We see that the initiative helps to break paradigms regarding the inclusion of people with disabilities and to deconstruct a capableist vision. Employees in the areas comment that the experience is positive and enriching, as they also have the opportunity to learn from these professionals.

Due to the project, we were granted the Municipal Seal of Human Rights and Diversity from the City of São Paulo (learn more on page 10).

For 2022, we plan to expand by 30 positions to other regional offices of the Group.



PWD apprentices

At the end of 2021, we further reinforced the initiatives to include professionals with disabilities through our PWD Apprentices Program, with 18 new job openings.

In partnership with socio-educational institutions, we offer job opportunities for young people with disabilities aged 17 to 22. The Program is structured by carrying out theoretical activities at the partner company and practical activities at

Fleury Group, in order to train those who are taking.

In practical activities, young people can develop their skills in our service and administrative units or in the Customer Service Center.

The Program aims to train these young professionals for the job market, and they may even be incorporated into the Group's team.

Other Diversity Initiatives

Demonstrating the commitment of our management to diversity, throughout 2021 we carried out a series of other initiatives with the aim of expanding our understanding on the topic and engaging employees, including:

- **Diversity Census:** carried out between July and October 2021, it aimed to refine the Company's demographic data while capturing employees' perceptions on aspects of the Diversity program, such as: general satisfaction with the program, gender, sexual orientation, ethnical-racial, generational, religious and PWD diversity, sense of belonging and inclusive leadership. The census had more than 3,000 responses;

In 2021, 27% of the Company's employees participated in the census. Of these, 14% declared themselves as LGBTQIA+ and 46 identified themselves as transgender.

- **Learning Trail:** we designed the diversity learning trail, an educational program focused on the theme. It starts with the onboarding of employees from introductory videos on the diversity program, going through modules about general knowledge on the subject, inclusive leadership and deepening in specific aspects of diversity, such as gender, ethnical-racial, LGBTQIA+, etc. The onboarding module was launched in 2021, and the others will be launched in 2022.
- **Diversity Calendar:** The program featured special activities, such as lectures and campaigns held on Diversity commemorative dates, such as International Women's Day, LGBTQIA+ Pride Month, Latin American and Afro-Caribbean Black Women's Day, National Day of Persons with Disabilities, among others. Lives and podcasts were also held during the ESG Connection event.

In order to show its commitment to the Diversity causes, the Group also signed three voluntary commitments during the year:

- **Women 360 (Mulher 360) Movement:** formed by leading organizations in the Brazilian business scenario, committed to promoting gender equity and increasing female participation in the corporate environment, communities and the value chain;
- **LGBTI+ Rights and Business Forum:** created in March 2013, the Forum is a business movement with permanent action bringing together large companies around 10 Commitments to the promotion of LGBTI+ human rights. It is expected that each company seeks to comply with the Commitments in the relationship with its different stakeholders and that, together, they can positively influence the business environment and the society;
- **Business Initiative for Racial Equality:** movement formed by companies and institutions committed to promoting racial inclusion and overcoming racism.



Career Development

GRI 401-1 / SASB HC-DY-330a.2

Fleury Group believes in a hiring model contemplating diversity and valuing people. Our social role is further reinforced by our relevance in the Brazilian labor market. In 2021, we were a major hiring promoter, with over 4,500 people hired.

Faced with the new reality after the Covid-19 pandemic, we adapted the entire attraction, selection and onboarding process to be carried out through digital channels, in compliance with the best market practices.

The search for a candidate, either internal or external, is based on the detailed description of each position, including the prerequisites and competencies (mandatory and/or desirable) according to the area's needs, as well as the cultural elements and the organization's values. This practice ensures more quality in the execution of the process and the mapping of profiles that are more in line with our needs and challenges.

Another relevant action was the Horizon Project, led by the Compensation team in partnership with Mercer Consulting, which aimed to reassess the Company's function and compensation structure, aligning it with the best market practices. Some of the conclusions drawn were as follows:

- The Company has a robust compensation strategy and benefits package in line with what is offered by the market;
- The organizational design is aligned with the best market practices;
- The matrix adopted for evaluating performance and applying merits/promotions is in line with the market.

Our job openings are advertised on internal and external platforms, partner companies, entities related to the healthcare market and the press agencies. Interested candidates apply and if they meet the prerequisites for

the vacancy, they participate in the selection process. In 2021, we had 4,488 admissions, a 98% increase over the previous year. The expressive number is one of the aspects that represents the Company's growth.

New Hires

	2018	2019	2020	2021
Men	496	453	426	874
Women	1,846	1,762	1,830	3,630
Total	2,342	2,215	2,256	4,504

Turnover Rate

	2018	2019	2020	2021	Turnover Rate	Total	Voluntary
Men	18.0%	19%	21.8%	23.4%	2021	22.10%	13.54%
Women	17%	18%	20.7%	22.4%	2020	17.31%	8.69%
					2019	19.22%	10.11%
					2018	17.68%	9.66%

In the most recent satisfaction survey, carried out in 2018, we reached a percentage of 85% of responding employees, 75% of whom were engaged and satisfied.

Internal Recruitment



As a way to honor and recognize our employees, one of the premises of our Attraction and Selection area is the prioritization of internal talent recruitment. All openings are firstly open to the internal public, in order to value and provide the development of the people who are already part of our team.

This policy applies to all Fleury Group employees (CLT, interns and apprentices).

In 2021, we carried out 1,033 promotions, 448 within the same area and 585 with area transfer.

Openings filled by internal candidates

Year	Female	Male	Not Informed*	Total	% in relation to the total number of vacancies
2018	703	234	0	937	29.5%
2019	893	261	0	1,154	34.3%
2020	694	191	0	885	28.7%
2021	1,139	353	25	1,517	33.7%
Grand Total	3,429	1,039	25	4,493	

* The column shows the number of employees for whom no mapping of gender information was performed at the time of vacancy filling.

Year	Under 30	Between 30 and 50	Over 50	Not Informed	Total	% in relation to the total number of vacancies
2018	469	445	23	0	937	29.5%
2019	567	572	15	0	1,154	34.3%
2020	414	461	10	0	885	28.7%
2021	726	739	27	25	1,517	33.7%
Grand Total	2,176	2,217	75	25	4,493	

Race	2021	% of vacancies filled internally
White	638	42.1%
Asian	12	0.8%
Indigenous	1	0.1%
Black	832	54.8%
Not informed	34	2.2%
Total	1517	100%

Training

GRI 404-1 / 404-2

UniQi is the source and repository of a wide learning opportunity for our employees, offering in-person and online training. Within its portfolio, there are contents addressing technical and behavioral qualification, programs and development trails aimed at Leadership and Young Talents.

Over the year, we enriched the online training portfolio — which already has 261 courses and trails —, by launching: Onboarding – Diversity Track; Integration to Lean; I've got to Diagnostic Medicine, now what? (*Cheguei na Medicina Diagnóstica, e agora?* - nursing admission training); Star Trek - A place called CAC (*Jornada das Estrelas – Um lugar chamado CAC* - call center admission training) and Patient Safety.

In 2021, we invested R\$3.2 million in training and recycling our employees. The average expense per employee in the year was R\$ 247.06. The University conducted over 270 thousand hours of training, an average of 25 hours of qualification per professional.

We also have partnerships with several educational institutions so that employees and their respective families receive exclusive discounts on professional, undergraduate, graduate, MBA and language courses. There are more than 30 partnerships throughout Brazil to encourage continuous learning.

The Elos Program, for the management level, has an integrated leadership development strategy, in a six-module structure that address: The Competitive Environment, Value Proposition, Organizational Excellence, Execution and Strategy, Essential Leadership and Performance Catalysts, totaling 48 training hours for each participant. In the period between August 2021 and August 2022, approximately 168 leaders are expected to be impacted by the Program.

Average number of training hours by gender

	2018	2019 ¹	2020 ¹	2021
Men	46.6	32.4	11	15.7
Women	61.7	34.5	12.6	21.2

Average number of training hours by other diversity indicators

Race	Average hours
Black	18
Not informed	31
Indigenous	19
White	19
Asian	29
Age group	
Under 30	22
Between 30 and 50	17
Over 50	12
General Average	19
Management	27

Average number of training hours by Employment Category

	2018	2019 ²	2020 ²	2021
Technical Area	103.12	64.12	5.90	15.63
Costumer Service	40.48	19.31	10.80	17.46
Call Center	57.44	38.06	30.00	33.92
DC	16.68	16.23	4.2	11.08
Corporate	18.19	17.81	7.3	7.01
Nursing	92.88	33.73	13.2	25.23
Hospital	20.5	19.05	9.8	4.76
Leadership	66.18	64.5	13.1	20.54
Other	144.36	76.57	0	-
Other operations ³	0	0	0	13.22

¹ The average hours of training carried out in 2020 is lower than in previous years because some in-person training have been converted to online due to the pandemic. In these cases, the workload of in-person training is reduced by 50% to 80% when it is carried out in the online format. In addition, some programs were not implemented due to social isolation, which led us to focus on topics that would support the Operation team in initiatives related to the quality of products and services and the safety of customer care.

² Due to the change in the educational platform, in 2019 we did not account for On The Job training, those that employees do in the operation, reducing the total training hours.

³ Other operations refer to the associated companies Novos Elos.

NEXO PROGRAM

The Nexo Program is a medical leadership program in partnership with Insper. In 2021, it promoted seven meetings with a workload of 20 hours on the macro theme “Transforming Medical Leadership in Business Management”.

The contents addressed included, but were not limited to: Business Management, Leadership, Business in the Fleury brand and Financial Strategy in the healthcare market.

Among the main results, we observed:

- Greater engagement of medical leaders;
- Understanding of medical deliveries (services, activities, specialties) linked to the Company’s strategies (Fleury Group);
- Deployment of shared responsibilities for managing the business to the medical leader;
- Better understanding of the Company’s direction and opportunity for greater market performance;
- Participation of 67% of eligible medical coordinators.



FELLOWS PROGRAM

Fleury Group’s Fellow Program has been in place for 21 years and currently has 5 sub specialties in São Paulo and one in Rio de Janeiro. The subspecialties in the city of São Paulo are Abdominal Imaging, Musculoskeletal Imaging, Cardiovascular Imaging, Breast Imaging, Internal Medicine, and Overall Tomography and Resonance Imaging. Together, they total 20 openings per year. In Rio de Janeiro, there are ten openings for Overall Tomography and Resonance Imaging.

Over these 21 years, we have contributed to the training of more than 300 young radiologists from 15 Brazilian states.

Activities are divided between in-service training and practical discussion of clinical cases and scientific articles. In addition to these core activities of the program, there is the opportunity to participate in research projects and the preparation of papers for congresses.

Furthermore, fellows are invited to participate in the mentoring program, and thus they can count on support in building their careers. Meanwhile, everyone has the opportunity to start working at the Company, which reinforces the fellow as an important professional port of entry into Fleury Group.

BEYOND THE WALLS PROGRAM

A dedicated space for exchanging and enhancing new knowledge and practices. Through recorded lives and classes, the community learns about issues related to health and well-being, human development and new technologies. Created at the beginning of the Covid-19 pandemic in 2020, the Program has already more than 12 thousand views in 21 content generated.

Performance Evaluation

GRI 404-3

The Performance Evaluation Cycle is a career management tool that monitors the performance of employees based on alignment with the organizational culture, deliveries, readiness for evolution and feedback application. In 2021, more than 8,700 eligible employees were evaluated. For management levels, our cycle considers an assessment by their respective managers, peers, partners and team, and for other positions, assessment by peers and leaders is considered.

Throughout 2021, more than 50,000 evaluation forms - including employee self-assessment — were applied, and more than 50 calibration committees with the participation of managers and business partners were held, totaling more than 200 hours of discussions about careers and development.

We use the 9-box methodology to assess the alignment of employees with the Company's culture and the deliveries made.

Percentage of employees receiving regular performance and career development reviews

Gender	Percentage
Male	20.37%
Female	79.63%

Employment Category	Percentage
Technical Area	13%
Customer Service	35%
Call Center	2%
DC	11%
Corporate	14%
Nursing	18%
Hospital	3%
Leadership	8%
Operations	10%
Other operations ¹	13%

¹ Other operations refer to the associated companies Novos Elos.



Recognition and Appreciation

Aware of the importance of valuing individual and collective contributions, strengthening the sense of belonging, we have some initiatives aimed at recognizing and thanking employees.

- **Our Essence Award:** in its third year, the award recognized outstanding projects and professionals (employees, managers and doctors) in the year, in the categories Gastão Fleury – Focus on the Customer; Rui Maciel – Organizational Culture and Walter Leser – Excellence. In 2021, the third edition of Our Essence Award had more than 6,300 professionals nominated, 35,000 votes counted, 112 projects applied and evaluated by 35 leaders in discussion committees that totaled more than 10 hours. The award live, broadcasted on the Corporate University's Youtube channel, was attended by directors, executive directors and members of the board of directors, in addition to various musical attractions;

- **Years of Service Award:** recognized, in 2021, more than 1,600 employees and doctors of Fleury Group, in all regions, who celebrated 5, 10, 15, 20, 25, 30 or 35 years in the Company. Throughout the month, the honored employees were impacted with recognition actions, and the virtual event Years of Service 2021 was broadcasted on the Corporate University's Youtube channel on August 26th.
- **Jaleco de Ouro (Golden Lab Coat):** program to recognize employees in the Technical Area who have had outstanding experiences and actions related to values such as customer focus and excellence. In 2021, along with the event, the Gold Continuous Improvement Report (RMC) was also carried out, which recognized the three improvements implemented by employees that brought greatest impact to the patient and added value to the technical processes, improving the experience of employees in the technical area.



Additionally, we offer our employees tools to exchange feedback and recognition among each other. *Mandou Bem* is a non-financial recognition program that engages managers in the constant recognition of teams and individuals. In 2021, among several initiatives, the program's agenda was present at the Leaders Meeting held in November, when employees from the Commercial, M&A, Integrations and Medical Board areas were recognized for their excellence in their deliveries.

Fala Aí, in turn, is the feedback tool available on Fleury Group's Career Platform, which allows employees to recognize colleagues for their deliveries, regardless of the structure or their positions, encouraging collaboration and interdependence. In 2021, more than 2 thousand feedbacks throughout the organization were sent through the *Fala Aí* platform, enhancing the continuous feedback culture.

Compensation and Benefits

GRI 401-2 / 401-3

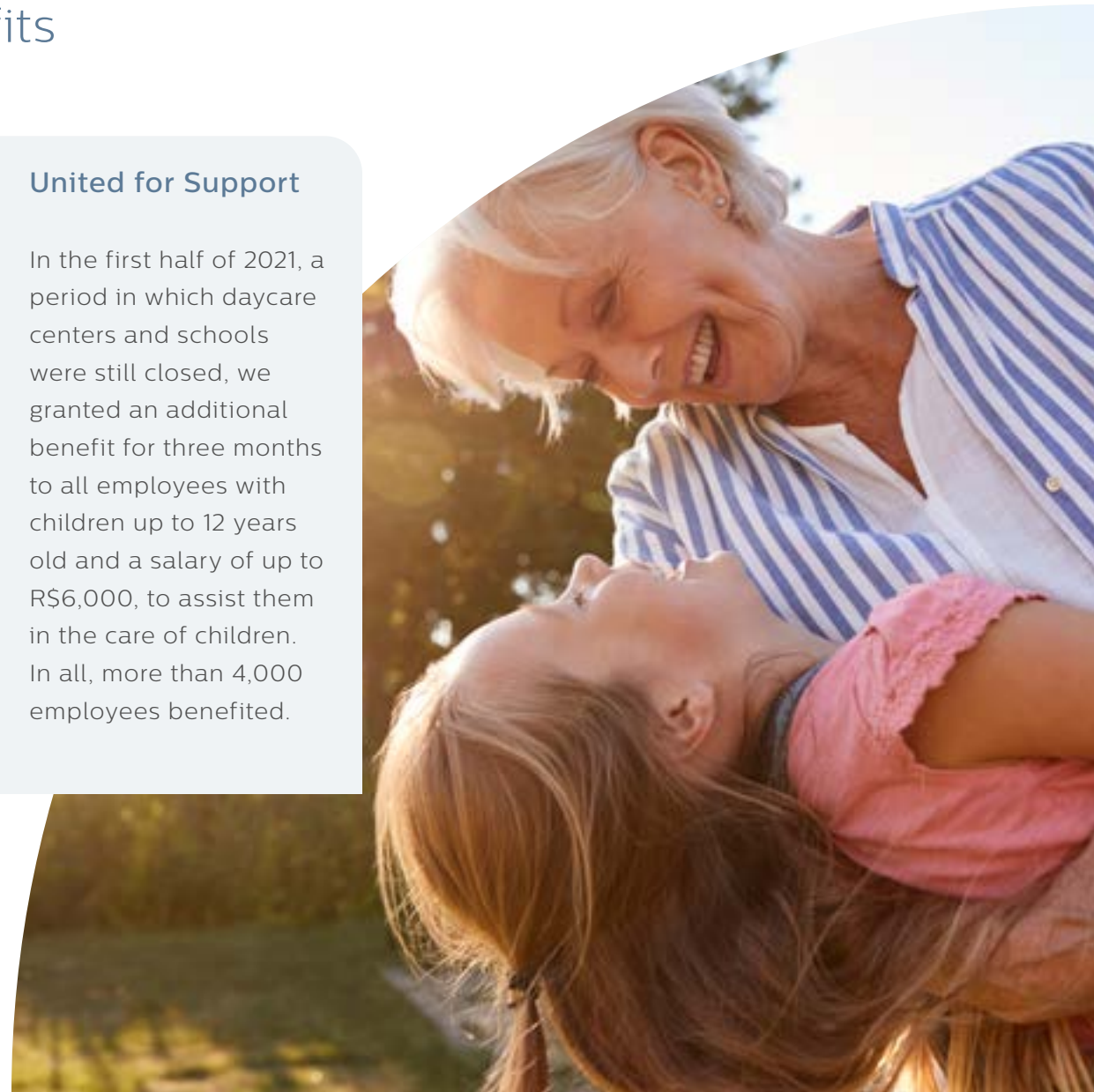
Grupo Fleury has a Compensation and Benefits Policy that aims to attract, reward and retain qualified professionals, by providing salary levels that are competitive with the market and enabling their personal growth. In addition to wages, according to the goals of each employee's contract, we also offer bonus payments and Profit Sharing (PLR). As of 2021, the achievement of ESG goals started to impact the results of all employees, including directors, management and operational positions.

In 2021, the People Committee, in view of the challenges faced by employees in a year still marked by the fight against the Covid-19 pandemic, and the good results obtained, decided to pay bonuses to all employees.

Furthermore, we make available other types of benefits for our employees, such as the Meal Voucher, Meal Tickets, etc. See the full list of benefits on page 104.

United for Support

In the first half of 2021, a period in which daycare centers and schools were still closed, we granted an additional benefit for three months to all employees with children up to 12 years old and a salary of up to R\$6,000, to assist them in the care of children. In all, more than 4,000 employees benefited.



Total number of employees who took maternity/paternity leave in the year

Gender	Total
Male	70
Female	416

Total number of employees who returned to work after maternity/paternity leave in the year

Gender	Total*
Male	70
Female	472

*The total number of employees who returned to work in 2021 after leave is higher than the number of employees who took leave in the year, as in some cases the employee started the leave in 2020 and returned in 2021.

Total number of employees who have completed this year 24 months or more of their post-leave return to work

Gender	Total
Male	134
Female	678



Health and Safety

GRI 403-1 / 403-2 / 403-3 / 403-9 / 403-10

In a year still impacted by Covid-19, we maintained hybrid work for all employees who were in this modality in 2020, such as back-office services and other administrative areas.

For the safety of those who work in person at our units, we kept all the protocols established by federal, state and municipal agencies, in addition to the World Health Organization (WHO) guidelines, and we provided the necessary Personal Protective Equipment (PPE) in order to keep employees as safe as possible.

In order to protect employees' health and safety, the Company has an Occupational Health and Safety Policy that establishes guidelines and responsibilities on the subject, providing conditions for a healthy, safe and sustainable work environment.

The Occupational Health and Safety Management System follows regulatory standards and legislation, such as NR 32, Protective Standard for Ionizing Radiation

NN 3.01 and Basic Guidelines for Radiological Protection. The System has integrated actions to prepare for and respond to emergency situations, assessments in CAP (College of American Pathologists) accreditation and PALC (Accreditation Program for Clinical Laboratories) accreditation, and progress assessment in the reduction/prevention of health problems and risk.

We are also based on the standards of the Occupational Health and Safety Assessment Service (OHSAS) certification, of the Pan American Health Organization and on the recommendations and Technical Standards of the Ministry of Health and the Brazilian Health Regulatory Agency (ANVISA).

All of the Company's activities and workplaces are evaluated according to the health and safety system requirements.

The incident risk management and identification process is carried out through inspections, environmental

reports evaluation and data survey of the risks of the functions within the scope of the Environmental Risk Prevention Program (PPRA).

In order to ensure the management of identified risks, we seek to continuously improve our health and safety management system, enhancing processes and flows and training, guiding and recycling employees. This risk management also allows for the assessment of the need to change and adapt Personal Protective Equipment (PPE), as well as updating activities to changes in legislation applicable to the Group, thus reducing legal risk.

Among the main work-related hazards at the Company are accidents with sharps and possible contamination with infectious agents. To mitigate these risks, we carry out communication campaigns, training through the Corporate University app and the assessment of this item in safety inspections. In addition, the Accident Platform was created for communication, information, doubts and access to the Group's contents.

The Company has the Internal Accident Prevention Commission (CIPA) and the Biosafety Commission to deal with health and safety matters, in addition to specific channels for reporting accidents. Employees can report or ask questions about any work accident on the Group's specific channel or directly with the safety technicians responsible for the units. Every reported accident undergoes an investigation process by the Group's health and safety and, if the accident is characterized, a Work Accident Report (CAT) is opened.

Among the processes to investigate work accidents and determine improvements and corrective measures, there is a risk assessment of processes and activities, observation of employees' routines through inspections at the units, evaluation of accident and incident data, accident investigation form, clinical evaluation of injured employees and evaluation of the use of PPE and collective protective equipment (CPEs).

In 2021, the main chronic occupational diseases were musculoskeletal and mental disorders. With regard to infectious diseases, the highest incidence was Covid-19.

Health and safety service	Role
Risk identification: Environmental Risk Prevention Program (PPRA) and Risk Management Program (PGR)	Assessment of the main environmental risks and dangers related to the functions and activities of the employees through PPRA/PGR, in order to direct preventive measures for the employees' health and safety.
Delivery and control of PPE	Provide the PPE necessary for the performance of the activities and record the delivery of the PPE.
Risk map	Visually present the environmental risks identified in the survey conducted for each area of the company.
Complementary exam determination according to risk exposure	Define the exams to be performed by the employees in the periodic Occupational Health appointments, and other health measures, based on the survey of risks performed.
Preparation of PCMSO and performance of occupational exams	From PPRA, the Occupational Health prepares the Occupational Health Medical Control Program (PCMSO), which describes the employees' medical control measures for monitoring and preservation of the Occupational Health by performing the admissions, periodic, dismissal, change of function, return to work, etc. exams.
Ergonomics Program	A set of activities aimed at identifying ergonomic conditions at the workstations and establishing improvement actions, when necessary, aiming at preventing occupational health and safety risks.
Quality of Life Programs	Additional and complementary programs that encourage healthy living habits, such as physical activity, nutrition, mental health, and pregnant women's health. They try to look at the employee's health in an all-encompassing way, including assistance care (follow-up on surgeries, medical appointments, etc.), as well as occupational care.
Control of leaves of absence, periodic and vaccination	Monitoring employee absences; performing the periodic exams that prove that employees are fit to work; making the mandatory and non-mandatory vaccines available to employees, such as hepatitis B, flu vaccine, etc.
Health Indicators	Follow-up, monitoring, and analysis of the main health indicators (ASO, vaccines, among others) of the Group's employees.

In order to respect employees' privacy, health-related personal information is not disclosed, as is the profile mapped through occupational exams data. This data is used exclusively for the development of health programs and actions, and is restricted

and available only to occupational health professionals. No health condition can be shared with management teams, HR or any other area.

Rates of injuries, occupational diseases, lost days, absenteeism and deaths

	2019			2020			2021		
	Women	Men	Both	Women	Men	Both	Women	Men	Both
Injury rate - typical accident	13.2	5.94	11.68	10.3	3.33	8.65	10.93	4.32	9.62
Injury rate - commuting accident	9.23	4.81	8.3	5.8	3.05	5.23	8.76	3.18	7.61
Rate of lost days - typical accident	112	7	25	21.08	8.59	18.46	12.52	7.95	11.58
Rate of lost days - commuting accident	54	33	49	42.6	18.57	37.57	58.25	16.81	75.06
Lost days	1.053	137	1.190	867	98	965	607	109	716
Rate of occupational diseases	0	0	0	0	0.277	0.058	0.35	0.45	0.37
Absenteeism rate %	3.05	2.1	2.86	4.96	3.53	4.68	3.21	1.98	2.98
Number of typical accidents with lost time	65	10	75	58	9	67	95	10	105
Number of typical accidents without lost time	111	11	122	79	3	82	91	9	100
Number of commuting accidents with lost time	115	15	130	75	11	86	138	14	152
Number of commuting accidents without lost time	8	2	10	4	0	4	11	0	11
Deaths*	0	0	0	0	0	0	2	0	2

*Both deaths recorded are due running over (commuting accidents), and a CAT was opened.



Number of deaths resulting from work-related injuries

2

Number of reported work-related accidents with mandatory reporting

367

Number of worked hours

21,414,833.50

Hours worked basis used to calculate rates (200,000 or 1,000,000)

1,000,000

Rate of deaths resulting from work-related injuries

0,09339321

Rate of reported work-related accidents with mandatory reporting

17.13765367

Describe the main types of work-related accidents
Typical accidents with biological material and commuting accidents

Employees' Integral Health

Our Viver Melhor (Better Living) Program has maintained and reinforced its role in the integral promotion of well-being and quality of life for employees and their dependents, expanding the health clinics in other regions. Currently, the Program has nine outpatient clinics for employees and first-level family members spread across the country. Outpatient clinics allow for high quality primary care, quickly and with less exposure to contamination risks than hospital environments. In addition to the emergency room, specialties in orthopedics, gynecology and occupational health are also available.

The Program also created an online platform with the Corporate University, where stretching classes and lives on topics related to mental health are held. We also provide psychologists on a weekly basis to assist employees free of charge.

Finally, the Amor de Mãe (Mother's Love) initiative offers the Company's mothers monitoring carried out by specialized nurses and physicians, from pregnancy to the after-birth period, in addition to extended maternity leave, 20-day paternity leave, daycare assistance and baby-sitter assistance.



Type of Service	Number of Services
Psychiatry (Medical Care)	1,238
Psychology (Psychological Care)	6,866
Nutrition (Nutritionist's Care)	2,480
Campo Belo SP (Medical Care)	6,899
Jabaquara (Medical Care)	4,269
Orthopedics (Medical Care)	933
Physiotherapy (Physiotherapist Care)	1,882
Primary Care (Medical Care)	9,291
Gynecology (Medical Care)	1,753
CAC - RJ (Medical Care)	2,117
Rio Grande do Sul (Medical Care)	1,355
Rio Grande do Norte (Medical Care)	533
Maranhão (Medical Care)	661
Distrito Federal (Medical Care)	185
Bahia (Medical Care)	668
Paraná (Medical Care)	34
Pernambuco (Medical Care)	493
Rio de Janeiro (Medical Care)	5,290
Call Center (0800)	35,972
Total	82,919

Social Action

Social Investment

GRI 413-1 / 3-3

Fleury Group develops several initiatives with a positive social impact on its stakeholders, through programs and actions focused on the health and education areas. The initiatives include corporate volunteering, donations, sponsorships and private social investment. The Group also seeks to engage its supply chain in sustainability-related practices.



Material Topics:



Customer Experience



Relationship with employees



Alliances and Partnerships



Social investment and influence on society

Capitals:



Social and Relationship



Manufactured



Financial



Human

In 2021, we invested **R\$ 4,520,384.00** in social actions, benefiting 3,177 people. The main numbers for 2021 are presented below:

Total social investments of the Company	<p>We invested R\$ 4,520,384.00, of which:</p> <ul style="list-style-type: none"> • R\$ 2,196,590.00 for private social investment actions (amount that accounts only for Fleury Group's own resources), • R\$ 992,000.00 via tax incentive laws; • R\$ 166,974.00 in the equivalent cost of volunteer work; and • R\$ 1,164,821.00 in donations.
% of social investments destined for philanthropic donations	<p>48%, considering:</p> <ul style="list-style-type: none"> • R\$ 992,000.00 via tax incentive laws; and • R\$ 1,164,821.00 for liberality, such as: <ul style="list-style-type: none"> • the donation of R\$ 1 million to the Salvando Vidas (Saving Lives) campaign by BNDES; • R\$ 50,000.00 for the NGO Gerando Falcões, supporting the "Corona no Paredão, Fome não" campaign, against the approximately R\$ 50,000.00 donated by employees and partners who joined the campaign (for every R\$1 donated, the Group would double the value); • R\$89,820.81 in support of Fundação Pescar and; • R\$25,000.00 to Instituto PROA.
% of social investments destined for investments in communities	<p>52%, considering:</p> <ul style="list-style-type: none"> • R\$2,196,590.00 through the donation of 10,596 imaging tests and clinical analysis; and • R\$ 166,974.00 in equivalent cost of volunteer work

Saving Generated to the Brazilian Public Health System (SUS)

In 2021, SUS saved R\$ 171,446.20 in exams carried out by the Company.

To calculate this value, we measured the economic value of the procedures and exams performed for philanthropic institutions, public hospitals and health departments of the public health service, according to the values listed in the public services economic table, and calculated how much the public service saved with donations and procedures performed for the patients attended.



Volunteering

GRI 203-2

Our Volunteering Program, focused on social responsibility and solidarity, seeks to involve our employees in projects aligned with the UN's Sustainable Development Goals (SDGs), capable of generating significant changes in society.

As the Covid-19 pandemic continued, the Company needed to rethink the format of its initiatives. Around 1,488 employees worked as volunteers in the Company's social initiatives in 2021.

AMIGOS DO BEM TELEMEDICINE

In a partnership with the NGO Amigos do Bem, since 2017 we have been working punctually in health efforts. In 2021, we designed a new model of action, through the mobilization of intern physicians as volunteers for telemedicine in communities in social vulnerability situation.

PINK OCTOBER

Every year, in October, at least one unit of each of our brands is open to serve patients from the Brazilian Public Health System (SUS), NGOs and philanthropic hospitals.

In 2021, the participation of our physicians and other volunteers in the action allowed around 1,100 patients to be treated in 12 units of the Group, performing 9,235 health exams, including clinical analyses, mammography, tomography, ultrasound, etc.



Private Social Investment

Our private social investment, i.e., our voluntary and planned transfer of resources to social, environmental and cultural projects of public interest, is carried out following the guidelines of Fleury Group's Sustainability Policy and Sponsorship and Donations Policy.

In 2021, the amount allocated to this investment category was R\$ 2,196,590.00.



Donations

GRI 203-2

We highlight below the main donations made in 2021.

CORONA NO PAREDÃO, FOME NÃO

Rede Gerando Falcões' initiative allows the virtual donation of food baskets to families affected by the Covid-19 pandemic in more than 700 favelas spread throughout Brazil. Food is distributed through the institution's own units and other partners in various locations across the country.

Named an angel company, Fleury Group provided an internal page dedicated to donations from employees and physicians.

A total of R\$ 93,000 were raised, of which R\$ 43,000 were donated by employees and partners of the Group and R\$ 50,000 were donated by the Company (for every R\$ donated, the Company donated another one). The amount allowed the distribution of 1,950 food baskets.

SAVING LIVES (SALVANDO VIDAS)

Fleury Group also supported the Saving Lives (Salvando Vidas) project of the National Bank for Economic and Social Development (BNDES). The initiative aims to allocate resources for the purchase of goods and services, such as PPE and medical-hospital equipment, making the items available to healthcare units and philanthropic hospitals serving the SUS.

Resources are allocated by BNDES proportionally to the amounts raised through donations from third parties. Thus, for every R\$1 donated, the bank adds another R\$1, in a joint effort with society to mitigate the effects of the pandemic.

The Group contributed with a donation of R\$ 1 million, helping 21 hospitals in the country.

UNITED FOR THE VACCINE (UNIDOS PELA VACINA)

United for the Vaccine (Unidos pela Vacina) is a civil society movement that brings together hundreds of entities, companies, associations and NGOs, for the purpose of making vaccination feasible throughout Brazil. The initiative connects municipalities that have declared needs for vaccination infrastructure, with sponsoring companies, which make donations to expedite vaccination in these locations. Additionally, the partners contribute to equipment validation and the dissemination of information on the importance of vaccination in their internal and external networks.

Fleury Group has participated in the initiative through:

- Communication support, with the dissemination of information to internal and external audiences (social networks), with the purpose of engaging people to adhere to vaccination;
- Availability of a technical consultant to support the initiative.



INSTITUTO DEVOLVER

Instituto Devolver promotes solidarity in favor of needy children and adolescents, by connecting accredited non-governmental organizations to volunteers and private donors.

The Institute created an exclusive page for Fleury Group's employees and physicians on the institution's social e-commerce, allowing the purchase of food and toys to be then distributed to those assisted by partner NGOs.

A total of 400 gifts were donated during the year.

FUNDAÇÃO PESCAR

Fundação Pescar acts in the qualification of young people under social vulnerability situations, preparing them for the labor market. With the partnership, we took up professionals trained by the project in openings at the Company. Historically, the average take-up of internal openings in the Group is 40%.

In 2021, the project was resumed in the city of Porto Alegre, with 12 young people selected for training in the "Quality in Customer Service" course. The class is scheduled to be completed by July 2022.

PROJETO ESCOLA

Aware that access to mammography screening programs may reduce mortality from breast cancer in more than 20% of the cases, we have carried out, in partnership with the Escola Paulista (UNIFESP), through the Projeto Escola, 562 consultations and 127 biopsies in patients with suspected breast cancer.

All patients were referred and had their situation regularized for treatment by the SUS, with follow-up by the institution.

Other Initiatives

In 2021, the Group started supporting the Brazilian Young People (Jovens do Brasil) Program, which brings together large companies dedicated to increasing the employability of this population.

The movement is led by a group of ambassadors who lead different work fronts, helping to create and disseminate opportunities for this new generation. Currently, the Company participates in the elaboration of workshops and contents to train participants in the search for their first job opportunity. More than a thousand young people from various locations in the country benefited from workshops on Communication, Time Management and Selection Processes.



In a partnership with Sabin Group, Fleury Group has created the **Women's Heart Movement: care at every beat (*Movimento Coração da Mulher: cuidado a cada batimento*)**, a nationwide initiative dedicated to making the female population aware of the importance of prevention and the adoption of healthy habits to reduce the chances of developing heart disease.

More details about the Women's Heart Movement can be found on the initiative's [instagram](#).

Suppliers

GRI 2-6 / 412-3 / 414-1 / 414-2

Our supply chain represents a key stakeholder group for the continuity and sustainability of our business. Therefore, we seek to establish a transparent and long-lasting relationship with responsible suppliers.

In 2021, the Company had a total of 2,693 suppliers, of which 634 were direct and 2,059 were indirect. Of these, 97.44% are based in Brazil, 1.78% in the United States and the remaining 0.78% are distributed in 11 other countries.

A total of R\$ 755.2 million were spent on direct suppliers, which fall into the categories of medical equipment, medicines, nursing materials, outsourced exams, among others. Indirect expenses, which accounted for R\$827.5 million spent by the Company, are mainly related to Human Resources, Information and Communication Technology, Logistics, Marketing and Security.

Of the 2,693 suppliers, 1,111 are considered critical or of high impact, i.e., they

REGIONAL (amount spent on suppliers in 2021)

SP	82%
RJ	9%
BA	3%
MA and RN	3%
RS and PR	2%
DF	0%

have a significant impact on the Group's core activities and/or offer exposure to the brand.

The Company is committed to respecting human rights in its daily operations and in conducting its business, adopting the analysis of practices related to this topic in its due diligence process, in line with recognized precepts guiding Human Rights, as well as within the premises established by Fleury Group's Sustainability Policy.

In all agreements and contracts, we include clauses related to human rights, through the anticorruption and Sustainability and



Citizenship annexes that, among other topics, include occupational health and safety criteria. In 2021, 156 significant investment agreements included these clauses, representing 100% of the total. We define significant investment agreements as all contracts signed with partners that, within an ABC curve assessment, were classified on curve A, either due to strategic representativeness or financial spend.

The "Terms and Conditions" document is attached to all purchase orders issued by the Group, which the supplier can challenge within 48 hours. Non-manifestation during this period is considered as acceptance under all the conditions set out therein. This document includes Fleury Group's sustainability and citizenship conditions and anti-corruption terms and conditions.

All Fleury Group's suppliers undergo an assessment through the QCF - Supplier Classification Questionnaire, so that their risk and impact to Fleury Group are mapped before contracting. Allied to the QCF, Fleury Group carries out consultations, in partnership with a startup, to public sources of information about its potential partners, mapping information such as: Politically exposed partners, CEIS - Cadastro de Empresas Inidôneas e Suspensas (Registry of Disqualified and Suspended Companies), CNEP - Cadastro Nacional de Empresas Punidas (National Registry of Punished Companies), IBAMA Records, Anvisa Records, among others.

Additionally, since 2010, we have developed the Excellence in Relationship with the Supply Chain (PERC) in order to assess and recognize the best suppliers in the business. A total of 44 companies were evaluated in 2021, accounting for 39% of the purchase spend in the year (R\$ 1.7 billion). Five were recognized with the best performance in the categories: Infrastructure and Support Services, "In Vitro" Products & Services, "In Vivo" Diagnostic Services, Operations Support and Unit & Customer.

From the total number of strategic suppliers linked to PERC, 9.1% were selected as new suppliers in 2021. The assessment is based on three dimensions:

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

To elect the best in each category, an online event was held, with the presence of a virtual audience, which could interact with the event



presenters and speakers, in addition to celebrating the awards live.

In 2021, the ESG recognition category was created, which awarded three suppliers with the best practices in the Environmental, Social and Governance dimensions.

The winner of the environmental category was the Master Express Group, which implemented electric cars to transport samples, thus reducing transport-associated CO2 emissions. In addition to Master Group, other suppliers, such as Manserv and BD, also adopted this measure for cars used to move between units and transport inputs to the Company's warehouse.

BioMerieux was awarded in the social category, with a project that raises awareness on the rational use of antibiotics in partner hospitals, in order to preserve the effectiveness of medicines in the long term.

In Governance, Maxipark was the winner, with a project that implemented a series of Governance and Compliance measures based on the requirements and guidelines of the PERC program.

We have also held PERC Talks, an online event aimed at raising awareness among our suppliers about ESG topics. Among the 180 people who attended the meeting in 2021, 70% were suppliers of the Company's A and B curves.

The agenda included topics such as Operational Excellence, LGPD, Information Security, Diversity and Gender Equity and Fleury Group's ESG Projects. The subjects were mediated by Company employees who presented the Group's best practices and showed how the suppliers network can contribute with relevant actions.

Also in 2021, we carried out a Diversity Survey with Suppliers, in order to learn about initiatives and practices developed by our partners. The 48 responses received provided us with an insight into the gender, ethnicity and race and LGBTQIA+ ratio in the body of employees and in the leadership of our supply chain.

PERC's goal is that 85% of participating suppliers reach the minimum score of 70% success. In 2021, 44 suppliers participated, representing 39% of the amount transacted in the year.

It was a year of recovery for many suppliers, with a great impact and influence from the pandemic crisis, which impacted the achievement of goals and monitoring of program requirements.

The overall result was 84.09% of suppliers with minimal success in the program. It was also the first year of the program in the new format, which highlights the ESG pillar and brings an additional challenge to participants.

Regarding the average payment term, we reached the mark of 54.5 days, compared to the scheduled 60 days.



Operational Eco-Efficiency

Environmental Management

GRI 3-3

Pioneer in the diagnostic medicine area, our Integrated Management System is certified by ISO 9001:2015 (Quality Management) and ISO 14001:2015 (Environmental Management) standards, which reflects our attention to quality, the environment, continuous improvement of procedures, and sustainability.



Material Topics:



Innovation and economic sustainability



Environmental impact

Capitals:



Natural



Manufactured



Financial



We are constantly looking for opportunities for improvement in addition to complying with current environmental legislation, and we monitor our environmental performance through indicators, including the management of our activities' impacts on aspects related to water, energy, effluents, waste and Climate changes.

Next we present a summary with the results of the ESG targets stipulated for 2021:



Indicators 2021 – Results

Indicator	Unit	Result	Goal	Status
Common Residues	Kg/exame	0.0180	0.0182	😊
Biological Residues	Kg/exame	0.0118	0.0136	😊
Water	m3/exame	0.0032	0.0033	😊
Energy	Kwh/exame	1.015	1.118	😊
Paper	Pct/exame	0.00143	0.00148	😊
Reduction of CO ₂ Emissions (2020)	%	-2,4	-10	😞
Voluntary Participations	#	1.488	2.497	😞
Adherence to Training on the Code of Trust	%	92.3	90	😊

Note: In 2022, the indicator "Number of people assisted in classes C, D and E will be monitored in the Corporate BSC.

Historically, we have adopted a series of measures aimed at greater efficiency in the use of energy, water and waste generation; in addition to the processes review aimed at reducing the consumption of materials and waste.

Among these actions, we highlight advances in telemetry, installation of LED lighting, exchanging equipment for models with lower energy consumption or

Energy Star seal, buying energy in the free market and adopting water reuse systems, such as the one implemented in the Jabaquara technical headquarters, which allowed, in 2021, the reuse of approximately 720 m³ of water.

At the same time, we have developed educational and awareness-raising actions with employees, partners and suppliers.

Polaris Project

Four years ago we began studies on a new headquarters for Fleury Group in São Paulo. The Polaris Project has emerged to address this need and is expected to be completed by the end of 2022.

The new building, with a total area of 37,000 m², will be located in the Brooklyn district and will have 12 floors. Six of them will be destined to laboratories, which will triple our test processing capacity, and six will be destined to administrative, technical and business areas.

The architectural design takes into account modern concepts of sustainability, including:

- Waste treatment system;
- Technical effluent treatment system;
- Gray water treatment system;
- Water reuse;
- LEED Commercial Interiors certification;
- LEED Wellness Certification.

Fighting Climate Change

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

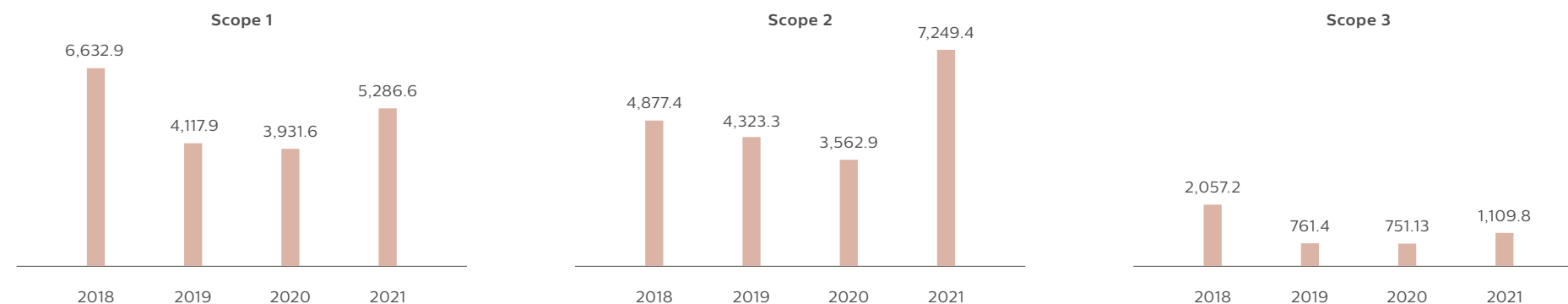
The management of risks and vulnerability related to climate change is carried in the Company out through a series of initiatives and practices. Internally, the topic is included in the mapping of environmental aspects and impacts, as part of the Environmental Management System, certified by ISO 14001:2015, and the company's strategic risk management process.

The climate change theme is also addressed in the "Sustainability Policy" and in the working instruction "Management of greenhouse gas emissions". Although not included as a material topic in Fleury Group's materiality matrix, we follow the main trends on the subject, reporting our information in the CDP since 2015 and preparing our emissions inventory annually, which is audited by a third party.

Additionally, our main strategy has been to reduce emissions through the reduction of waste generation and energy consumption, both indicated within the "Environmental Impact" theme, identified as a transversal

theme in the last materiality cycle. Also related to the topic, we will count on photovoltaic power plants to meet the energy consumption of the regions that account for the largest consumption of the Group (RJ and SP) and will bring direct impacts to the reduction of scope 2 emissions in the inventory of GHG emissions (Learn more on page 97).

Consolidated GHG emissions (tCO₂)



Note: Gases included in the calculation: Scope 1: CO₂, CH₄, N₂O e HFCs; Scope 2: CO₂; Scope 3: CO₂, CH₄ e N₂O

Direct GHG emissions (Scope 1)

Scope 1 emissions include those from sources owned or controlled by the Company.

	2018	2019	2020	2021
Generation of electricity, heat or steam resulting from burning fuels in stationary sources (tCO ₂ e)	1,171.47	1,082.29	739.93	779.29
Physic-chemical processing (tCO ₂ e)	0	0	0	0
Transportation of materials, products, waste, employees and passengers: resulting from burning fuels in mobile combustion sources owned or controlled by the company, such as trucks, trains, ships, airplanes, buses, cars (tCO ₂ e)	174.26	133.31	127.42	93.25
Fugitive emissions resulting from intentional or involuntary emissions (tCO ₂ e)	5,286.94	2,902.33	3,064.25	4,414.07
Total gross CO ₂ e emissions (tCO ₂ e)	6,632.95	4,117.93	3,931.60	5,286.6
Percent of operation covered	100%	100%	100%	100%

1. The gases included in the calculation were CO₂, CH₄, N₂O and HFCs.
2. The Tool_GHG_Protocol_v2022.1.0 was used to calculate direct GHG emissions.
3. The GHG Protocol Brasil Tool provided the emission factors and rates adopted, using as source the technical standard <<https://eaesp.fgv.br/centros/centro-estudos-sustentabilidade/projetos/programa-brasileiro-ghg-protocol>>.
4. The emissions consolidation approach was obtained through operational control.

In Scope 1, the variation compared to 2020 reflected a 34%-increase, largely due to the increase in fuel consumption because of the resumption of on-site activities, with the eventual reduction of social isolation after an improvement in Covid-19 contagion rates.

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

Scope 2 refers to indirect emissions, arising from Fleury Group's electricity consumption.

	2018	2019	2020	2021
Total indirect GHG emissions from the purchase of electricity (tCO ₂ e)	4,877.42	4,323.26	3,562.93	7,249.4
Percent of operation covered	100%	100%	100%	100%

1. The gases included in the calculation were CO₂.
2. The Tool_GHG_Protocol_v2022.1.0 was used to calculate direct GHG emissions.
3. The GHG Protocol Brasil Tool provided the emission factors and rates adopted, using as source the technical standard <<https://eaesp.fgv.br/centros/centro-estudos-sustentabilidade/projetos/programa-brasileiro-ghg-protocol>>.
4. The emissions consolidation approach was obtained through operational control.

In scope 2, the 103% growth is due to the increase in energy consumption, given the resumption of on-site activities and the variation in the electric energy emission factor, because of the activation of thermoelectric plants arising from the vacuum left by the hydroelectric plants, given the water crisis.



Other GHG Emissions (Scope 3)

The calculation includes the other indirect emissions that occur as a consequence of our activities, which are generated in sources external to the Company, including our value chain.

	2018	2019	2020	2021
Employee commuting (home-work)	86.79	13.51	10.6	69.15
Transport and distribution: outsourced fleet emissions (tCO ₂ e)	768.1	107.29	494.23	748.15
Waste generated in the operations (tCO ₂ e)	558.02	34.52	30.87	211.79
Business travel (tCO ₂ e)	644.28	606.04	215.96	80.71
Total (tCO ₂ e)	2,057.19	761.36	751.13	1,109.8
Percent of operation covered	100%	100%	100%	100%

1. Gases included in the calculation were CO₂, CH₄ and N₂O
2. The Tool_GHG_Protocol_v2022.1.0 was used to calculate direct GHG emissions.
3. The GHG Protocol Brazil Tool provided the emission factors and rates adopted, obtaining as a source the technical standard <<https://eaesp.fgv.br/centros/centro-estudos-sustentabilidade/projetos/programa-brasileiro-ghg-protocol>>.
4. The emissions consolidation approach was by operational control.
5. Following the company's practice that performed the Fleury Group emissions inventory, the first line that until 2020 was reported as "Activities related to energy and fuels: only those not included in Scope 1 or 2 emissions (tCO₂e)" was renamed to "Employee commuting (home-work)".

Scope 3 showed a 48%-increase in its emissions. The most significant were Transport and Distribution (Upstream) and Waste, which were influenced by the increase in fuel consumption and the returning of face-to-face activities to normal, with the eventual reduction of social isolation after an improvement in COVID-19 contagion rates. Overall, there was a significant increase in emissions, with emissions reductions recorded only in "Business Travel" due to the change in the format of meetings, with the encouragement of remote meetings.

Biogenic CO₂ emissions

Apart from the emissions described above, our GHG inventory includes biogenic emissions, which are those resulting from the burning of biomass. These emissions are considered neutral, because they are produced from the burning of sources that removed CO₂ from the atmosphere itself, as part of its natural cycle.

	2018	2019	2020	2021
Scope 1 (tCO ₂ e)	56.78	115.56	127.4	109.76
Scope 3 (tCO ₂ e)	196.02	847.43	1.249,72	982.3



Reduction and intensity of CO₂ emissions

In 2021, emissions have increased by 5,400.169 tCO₂e, which represented a 65%-increase in Fleury Group's inventory emissions..

One of the factors that influenced this increase was fuel consumption, due to the resumption of on-site activities. Another factor that contributed to the growth in the number was the variation in the electric energy emission factor, due to the activation of thermoelectric plants by the vacuum left by the hydroelectric plants, given the water crisis.

	2018	2019	2020	2021
Reductions in Scope 1 emissions (tCO ₂ e)	(2,795.94)	2,515.02	186.32	(1,355.00)
Reductions in Scope 2 emissions (tCO ₂ e)	680,20	554.16	760.32	(3,686.53)
Reductions in Scope 3 emissions (tCO ₂ e)	(211.39)	1.295.83	10.23	(358.67)

Note: the numbers in parentheses mean that the emissions of the scope in question have increased compared to the previous year.

As a result of the increase in the Group's emissions, we increased our emissions intensity over the year by 34.6%, as shown in the table below.

	2018	2019	2020	2021
Number of tests performed	74,712,446	82,713,205	79,278,383	97,411,916
Total GHG emissions (tCO ₂ equivalent)	12,400.73	9,202.54	8,245.67	13,645.83
GHG emissions intensity (tCO ₂ e and by test performed x 100)	0.0166	0.0111	0.0104	0.0140

1. The calculations include the gases Carbon Dioxide (CO₂), Methane (CH₄), Nitrous Oxide (N₂O) and Hydro fluorocarbons (HFCs).
2. The Tool_GHG_Protocol_v2022.1.0 was used to calculate direct GHG emissions.

RISKS AND OPPORTUNITIES DUE TO CLIMATE CHANGES

GRI 201-2

In 2020, we internally consolidated the study “Sensitivity Analysis - risks, opportunities and financial impacts of climate changes”, which allowed a more dedicated look at the understanding of the topic in the context of the Company. Given the strategic importance of the subject for the planet and aware of our role as a transformation agent, in 2021, we evolved to carry out negotiations that resulted in the incorporation of the topic in the company’s risk management process, and it became part of the organization’s risk dictionary, with the specific mapping of the adverse climate change risk.

Analyses of the impact of the theme for the company were carried out based on the method of the Adapting Business Agendas

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

Heavy rains can impact the delivery logistics of supplies and samples, as well as the arrival of employees and customers at the units, momentarily affecting the company’s operational capacity, and can lead to financial losses and damage to the group’s image.

The following were considered as risk factors of greater complexity for Fleury Group:



1. The effects of water scarcity on production processes and customer service units;
2. A possible reduction/ suspension of activities due to extreme precipitation events (storm, flooding and landslides);
3. The increase in expenses associated with energy consumption due to the raise in the prices.
4. Rising sea levels in more susceptible coastal cities, such as Recife and Rio de Janeiro.

To simulate the financial implications resulting from excessive rainfall and consequent flooding of the units, we used the two units with historically recorded events as examples: a+ Ilha do Leite, in Pernambuco, and Fleury Vila Lobos, in São Paulo.

To calculate the financial losses, we adopted as an assumption the temporary closure of the units for about 3 days, until the full reestablishment of the activities, and what this represents in relation to the total gross revenue of the unit, considering the values of 2019. The total financial impact, resulting from flooding of units a+ Ilha do Leite e Fleury Vila Lobos in 2019 was 523,994.28 reais, considering that they were closed for three days after the flooding, in order to carry out the maintenance and cleaning of the units.

Risks such as extreme rainfall events increase the possibility of damage to the units' infrastructure and potentially generate indirect economic impacts related to loss of working hours, reduction in the number of customers, difficulty in delivering inputs or to the

employees' well-being, e.g. due to an increase in commuting accidents.

Regarding the risk of water shortage, we understand that it is fully controlled in the company, since preventive measures have been adopted, such as the installation of water tanks capable of storing water for up to 3 days and the hiring of water tankers as a contingency plan. The Company has no records on this regard, but we understand it is reasonable to simulate the financial impact, as it is still a risk for the operation.

Given that we have no record of any unit being closed due to water shortage, in order to simulate the financial impact, the gross revenue of a small, a medium and a large unit was adopted as a premise, both for the a+ brand and for the Fleury brand. The daily financial impacts, based on 2021 gross revenue, resulting from the water shortage simulation, ranged from R\$5.3 thousand to R\$36.8 thousand in the a+ units, and from R\$9.5 thousand to R\$526 thousand in the Fleury units.

Considering an estimated cost for mitigation actions, when it comes to the recovery of a flooded unit, it is not possible to estimate the costs, since this would effectively depend on the specific case. Many times the cost would be restricted only to cleaning the unit and other times it would be necessary to perform building and equipment maintenance, or even the total replacement of damaged equipment.



In relation to an eventual lack of water, the cost for mitigation, by hiring a water truck, which may vary from R\$ 180.00 to R\$ 1000.00.

In relation to the transition risks related to climate change, the analysis included regulatory aspects, such as possible taxation due to the Company's emissions. To evaluate them, we conducted a survey of qualitative information, based on internal analyses, to identify the impacts on the Company (equity, financial losses, etc.) and the company's risk management model, considering in its analyses possible taxation due to the company's GHG emissions and or increases in the electricity tariffs.

According to recent IPCC studies, for the region where Brazil is located, the greatest physical risks would be linked to rising sea levels, which affects the company's operations, since we have units located on the coasts and lower regions.

The impact resulting from this risk consists in the interruption of service at the units, due to flooding, which may last for a few days, generating a decrease in the volume

of exams performed and consequently a drop in gross revenue.

It is important to highlight that the company has internal policies, instructions, and procedures specifically developed for the mitigation of the risks pointed out. In line with the organization's risk practices and thinking about not interrupting its activities, the company also has contingency plans for the infrastructure, both for the technical area and the distribution areas.

To work toward reducing its emissions, Fleury Group established absolute and relative emissions targets for 2020. Regarding absolute emissions, the goal proposed for 2021 consisted of a 10% reduction in emissions of scopes 1, 2 and 3, adopting as base year the 2019 emissions, which totaled 9,202.55 tCO₂eq. The result was a reduction of 2.4% and the failure to meet the proposed target was mainly due to the increase in scope 2 emissions, as a result of changes in the calculation factor and the increase in scope 3, due to increased transportation and distribution and waste generation in operations, which had been held back due to the Covid-19 pandemic.



With regard to relative emissions, the company monitors the tCO₂eq/N^o of exams indicator. In 2021, the goal set was 0.0111 tCO₂eq/Nr. exams, adopting 2019 as the

base year and including scopes 1, 2, and 3. The result was a reduction of 17.1%, since the consolidated indicator for tCO₂eq/Nr. of exams was 0.0092.



OPPORTUNITIES

Regarding the opportunities arising from climate change, there is potential growth in the testing portfolio, related to the diagnosis of emerging diseases, which tend to increase in a global warming scenario, such as Chikungunya, Zika virus and other tropical diseases. In recent years, Fleury Group's Research and Development sector has been prepared to rapidly develop and validate tests focused on these diseases and other epidemics, generating a positive financial impact for the Company.

The financial impact of the opportunities arising from climate change is proportional to the increase in the volume of these exams, and the period for the impact to be felt depends on the time it takes to develop and validate the exam. However, from the moment it is offered in the market, the impact is felt, month by month, in the company's cash flow.

Based on historical data, it is possible to conclude that the financial impact resulting from the opportunity to perform 116,600

tests for the diagnosis of Zika Virus and Chikungunya, in the period from 2014 to 2019, was R\$ 28.6 million. Regarding the costs involved in the implementation of these new opportunities, the company has an internal R&D team that works directly in the development and validation of tests, and partnerships with universities, research institutes, startups and other companies, and the development costs depend on a case-by-case basis and are strategic data for the organization.

This closer relationship with other institutions, in the search for solutions, also ends up being an opportunity arising from the climate changes, not only in terms of an eventual increase in the testing portfolio, but also the opportunity to rethink the use of natural resources in the Company's operations. There is a growing increase in solutions aimed at this subject, especially in the area of energy efficiency, incentives for renewable energy sources and water reuse.

Energy

GRI 302-1 / 302-2 / 302-3

We have a photovoltaic power plant being built in São Paulo and another in prospect for implementation in Rio de Janeiro, which will account for, respectively, 16% and 47% of the energy consumed by the Group's units in both cities. The completion of the plant in the capital of São Paulo is scheduled for July 2022, while the one in Rio de Janeiro is expected to start operating in 2023.

Since 2017, we have established a partnership with a company that sells incentivized energy sources and migrated 28 of our units to the free energy market, which contributes to changing our energy matrix. In 2021, we expanded the practice to an additional 19 units, which consume renewable energy from the free market. In 5 years of partnership, in addition to contributing to the reduction of greenhouse gas emissions, by adopting cleaner energy, we had savings of more than 15 million reais.

In the management of our vehicle fleet, in a partnership with the Group's suppliers, we gradually started to use electric vehicles and motorcycles in our logistical operations.

Total costs with energy consumption (in R\$)

Year	Cost (R\$)
2018	33,429,881.73
2019	40,171,047.60
2020	30,077,952.83
2021	42,238,212.73

* Data covers 100% of the operation.



Total energy consumption (GJ)

	2018	2019	2020	2021
Fuels from non-renewable sources	23,692.88	20,561.00	14,391.69	14,755.31
Fuels from renewable sources	815.39	1,716.98	1,859.62	1,597.58
Energy consumed/purchased (electricity)	183,449.33	209,712.50	203,249.84	209,794.65
Energy sold	0	0	0	0.00
Total	207,957.60	231,990.50	219,501.15	226,147.54

* Since the Brazilian energy matrix is predominantly hydric, it is about the consumption of renewable energy. The scope of energy monitoring is 91%, as we have operations in condominiums and hospitals, locations where we do not have access to the monitoring clock.

Consumption of non-renewable fuel sources (GJ)

	2018	2019	2020	2021
LPG	410.83	553.96	371.67	477.75
Gasoline	3.333.93	2.326.00	1.769.87	1.296.49
Diesel	2.133.98	1.414.66	1.493.78	1.021.32
Dry Natural Gas	17.814.14	16.739.70	10.756.37	11.959.75
Total	23.692.88	21.034.32	14.391.69	14.755.31

Consumption of renewable fuel sources (GJ)

	2018	2019	2020	2021
Ethanol (hydrous ethanol)	622.82	1.061.00	1.228.46	1.154.00
Biodiesel	192.57	152.19	178.24	119.85
Anhydrous ethanol	-	-	452.92	323.73
Total	815.39	1.213.19	1.859.62	1.597.58

In 2021, our operation had an energy intensity of 0.0023 GJ per exam performed*, a value 14.81% lower than that of 2020, reaching the internally defined target of 0.0043 GJ/exam.

We also calculated the energy consumed outside the operation, in our value chain, as a consequence of our activities. In 2021, this figure was 24,024.01 GJ, resulting in an energy intensity of 0.00025 GJ per exam performed, 13.79% lower than in 2020.

Energy Intensity

	2018	2019	2020	2021
Number of tests performed	74,712,446	82,713,205	79,278,383	97,411,916
Energy consumption within the organization (GJ)	206,851.16	231,959.96	219,501.15	226,147.54
Energy intensity (within the organization) (GJ per exam performed)	0.00277	0.00280	0.0027	0.0023
Types of energy included in the intensity rate	LPG, Gasoline, diesel, dry natural gas, electricity	LPG, Gasoline, diesel, dry natural gas, electricity	LPG, Gasoline, diesel, dry natural gas, electricity	LPG, Gasoline, diesel, dry natural gas, electricity
Energy consumption outside the organization	14,750.28794	12,615.47522	23,210.39	24,024.01
Energy intensity (outside the organization)	0.00020	0.00015	0.00029	0.00025
Types of energy included in the intensity rate	Electricity	Fuel and Electricity	Fuel and Electricity	Fuel and Electricity
Total energy consumption in the organization	221,601.446	244,575.4354	242,711.54	250,171.55
Energy intensity (total for the organization)	0.00297	0.00296	0.00299	0.00257
Ratio of energy intensity inside/outside the organization	14.02	18.39	9.31	9.20
Percent of operation covered	100%	100%	100%	100%

Total renewable energy consumption (GJ)

	2018	2019	2020	2021
Total	3,678.36	101,312.15	18,171.19	4,460.95
Total covered	100%	100%	100%	100%

Among the renewable fuels used, we have Biodiesel, Anhydrous Ethanol, Hydrous Ethanol, and purchased renewable energy - the latter referring only to the year 2019. The analyses were performed from the energy consumption inside and outside the organization (Scopes 1, 2 and 3), and that had as sources: Stationary Combustion, Mobile Combustion, Electric Power, Scope 3 Mobile Combustion, and Transportation and Distribution (Upstream).

Total non-renewable energy consumption (GJ)

	2018	2019	2020	2021
Total	217,923.08	143,263.29	224,540.35	235,710.72
Total covered	100%	100%	100%	100%

Among the non-renewable fuels used, we have Diesel, LPG, Natural Gas, Automotive Gasoline, and purchased non-renewable electricity (SIN). The analyses were performed based on the energy consumption inside and outside the organization (Scopes 1, 2 and 3), and had as sources: Stationary Combustion, Mobile Combustion and Electricity, Scope 3 Mobile Combustion and Transportation and Distribution (Upstream).

Waste

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

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

This is the most material and relevant environmental topic for Fleury Group, due to the volume and different types of waste generated, which, if not properly managed, can cause public health problems and environmental risks. Common waste is generated by all areas of the Group, and biological waste is generated mainly in the sample collection and examination processing areas.

Materials used by unit ¹	2019	2020	2021
Serology tube with separator gel ²	224,789	11,784,350	13,005,700
Sterile Disposable Loop 1ul	146,738	123,680	145,286
Disposable Sterile 10ml Syringe without needle	417,955	454,815	614,777
Disposable Sterile 20ml Syringe without needle	207,437	170,722	213,944
A4 Paper with FSC forest certification ³	107,553	101,041	260,780
Holdex Holder (Greiner ⁴)	410,214 ³	397,334	543,049
Aerobic Culture Medium / FPlus	147,906	154,999	182,795
Anaerobic Culture Medium /FPlus	114,288	123,483	147,994

¹ Data obtained through a survey of the material codes registered in the SAP system, through which the numbers were compiled based on the materials that were most consumed in the company.

² The growth in the number of serology tubes with separator gel during the period presented is explained by the Covid-19 pandemic, which intensified the use of the material.

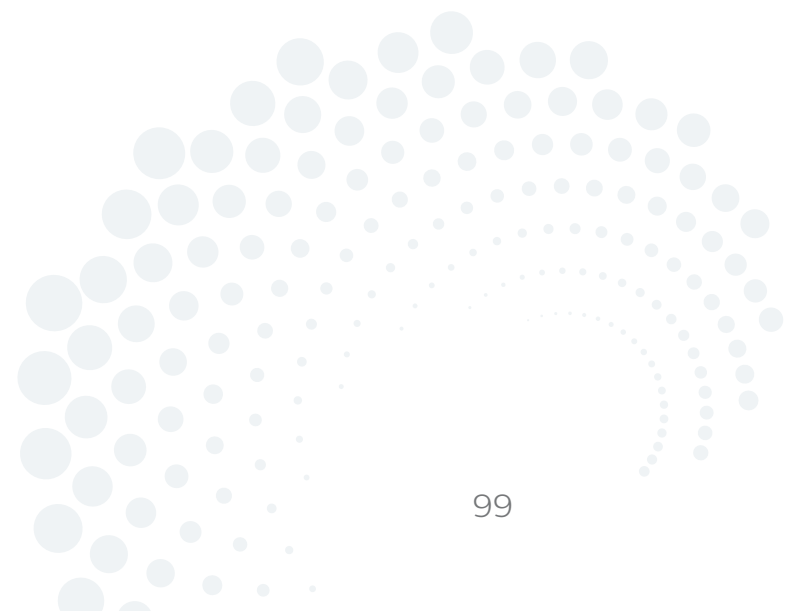
³ Pack of 500 sheets.

⁴ The volume of Holdex Greiner adapter was incorrectly filled in the 2019 Sustainability Report and is corrected in this table.

To manage the topic, we carry out communication and internal training on the correct disposal of materials and monitor the waste generation through monthly indicators.

The waste generated in the company is managed by contracted companies. The companies responsible for collection and final disposal follow current legislation and are responsible for validating the use of treatment techniques, which use biological indicators to monitor and prove their effectiveness.

During the year, we established a public commitment, linked to the issuance of debentures, to reduce the generation of biological waste by 20% by 2025 (learn more on page 38).



In the year, the performance of the waste intensity indicator (Kg/exam) was 0.0195 kg/exam. This calculation considers the volume of waste, which refers to all the waste generated by the company, and the total number of tests performed.

In 2021, there was an 18.7%-increase in the absolute volume of waste generated, caused by the inclusion in the waste monitoring program of the service units of five brands recently acquired by the Company in the northeast region, in the states of

Pernambuco, Maranhão and Rio Grande do Norte. However, the relative rates (Kg/exam) of common and biological waste were, respectively, 1.1% and 14.8% lower in 2021 when compared to 2020.

The amount of waste generated is measured by weighing processes at the unit/administrative headquarters, where cleaning employees weight and record the information in a specific form. The information on the total waste generated is collected and consolidated by the areas involved in the

Waste generated annually

	2018	2019	2020	2021
Weight (Kg)	1,943,786.03	2,018,453.92	1,639,426.57	1,906,872.94
Percentage of the operation covered	91%	96%	88%	91%

Non-hazardous waste generated (tons)

Type of waste	2018	2019	2020	2021
Recyclable waste	289.51	292.16	264.54	274.52
General waste	890.28	889.54	708.84	875.45
Total	1,179.79	1,181.70	973.38	1,149.97

Group's waste management. The indicator is reported monthly.

In 2021, we entered into partnerships with two suppliers that helped us manage waste in an even more efficient manner. The first partnership was with Becton Dickinson BD, a tube supplier for the technical area, to carry out the reverse logistics of these materials. Plastic is recycled and used as raw-material to manufacture toys. In 2021, 360 kg were collected to manufacture more than 2,000 plastic sand buckets.

The second one with Diasorin, to make the replacement of some materials automated, thus reducing the number of packages.

Hazardous waste generated (tons)

Type of waste	Weight
Infective	674.03
Radioactive	7.57
Chemical	75.29

Waste directed to disposal (tons)

Weight of incinerated hazardous waste (without energy recovery)

Waste incinerated on site	0
Waste incinerated off site	89.79
Total	89.79

Weight of hazardous waste sent to landfills

Waste sent to on-site landfills	0
Waste sent to off-site landfills	1.64
Total	1.64

Weight of hazardous waste destined for other disposal operations¹

On site	71.74
Off site	593.73
Total	665.47

Weight of non-hazardous waste sent to landfills

Waste sent to on-site landfills	0
Waste sent to off-site landfills	875.45
Total	875.45

Weight of non-hazardous waste destined for recycling

On site	0
Off site	274.52
Total	274.52

¹Refers to the volume of hazardous waste treated externally by autoclave, microwave (infective) and radioactive waste which, after decay, is treated as infective.

Water and Effluents

GRI 303-1 / GRI 303-2 / GRI 303-3 / GRI 303-5

Water is an extremely valuable natural resource for the maintenance of our business and we are committed to its sustainable use in all units. Therefore, we develop strategies and projects to ensure maximum efficiency in the use of this resource.

In order to obtain an increasingly efficient water management in our production processes, we direct initiatives to reduce water consumption and increase water reuse. We also have permanent actions to prevent leaks and waste, such as inspections at the service units and educational campaigns on conscious consumption. In this sense, throughout 2021, we developed a Strategic Program within the PMO office aimed at reducing the Company's water consumption.

Overall, the water used in our operations is captured in surface reservoirs, treated and distributed by public service concessionaires. In addition, in São Paulo, at the Technical Headquarters, water is obtained from an artesian well (underground collection) and a

water truck is used, if necessary. We have no units installed in watershed areas.

At Fleury, the production process is the largest source of water consumption, in addition to its use for human consumption and in refrigeration and air conditioning systems. Based on the monthly monitoring of the water consumption indicator, we developed action plans to enhance our knowledge of water consumption or to reduce consumption in all service units and administrative areas.

In the year, the performance of the intensity indicator (m²/exam) was 0.0032 m²/exam. For this item, the consumption of units eligible for the monitoring program, thus, the volume of exams is also for eligible units only.

The minimum standards adopted for the release of effluents are based on Conama Resolution 430/2011, which operates at the federal level considering the classification of water bodies in each region. Additionally, the effluents of Fleury Group's units are

Volume of water withdrawn per source (m³)

	2019	2020	2021
Groundwater ¹	14,817.00	14,509.00	14,856.00
Municipal water supply or other water supply companies	147,411.40	125,920.20	149,109.40
Total	162,228.40	140,429.20	163,965.40

¹ Groundwater withdrawal occurs only at the Fleury Jabaquara unit (installation 600553590001).

Total annual water consumption

	2018	2019	2020	2021
Underground water (m ²)	22,430.00	14,817.00	14,509.00	14,856.00
Municipal water supply or other water supply companies (m ²)	166,223.00	147,411.40	125,920.20	149,109.40
Percentage of operation covered	70.0%	76.0%	74.0%	72.5%

monitored every six months through physical-chemical analysis. The releases are in accordance with current legislation and do not affect the characteristics of water bodies. Most units generate only domestic effluent, which is collected by the sewage system of the sanitation company of the state where the unit is located.

Additionally, in 2021, the Technical Area's headquarters in Jabaquara (SP) started to have a process for reusing the waste water from the Elix deionization system. Thus, 70% of the water that was rejected by the equipment after deionization treatment, started

to be directed to the water tank, in order to be reused in the headquarters processes.

After analysis, the water from the system was considered potable for consumption when diluted with drinking water. Therefore, we throw this water directly into reservoirs, passing through a charcoal filter and returning to the system to be reused. The telemetry system, which monitors the volume of waste water from Elix, has verified that around 60 m²/month of water, which would previously have been discarded, is now reused.

Attachments

Content Attachments

GRI 2-7 - Employees and other workers profile

Employees by gender and employment type

	Male	Female
Full-time	1,465	4,633
Part-time	1,090	5,764
Total		12,952

Employees by employment contract

	Male	Female
Permanent	2,519	10,358
Temporary	36	39
Total		12,952

GRI 2-14 - Role played by the highest governance body in sustainability reporting

The priorities and planning of ESG aspects, including targets and indicators, are evaluated by the Executive Board (which includes the Group's Presidency), approved by the ESG Committee (Board of Directors' advisory body) and presented to the Board of Directors.

The ESG Committee is also responsible for approving the Company's materiality matrix. The externalities and the performance of the indicators are presented and discussed in the Committee and in other decision-making bodies of the group.

As the Annual Sustainability Report reflects the year's performance and projects, all information has been previously discussed

and evaluated over The period, and it is not necessary to submit the report for approval in the same forums. This information has already been presented to the market, as the Group is a publicly traded company.

In addition, the most important issues are also validated in interviews directly with the various Executive Directors of the Company.

In light of these points, the Report is prepared, approved, and reviewed within the scope of the Executive Officers of Strategy, Innovation, and ESG; Finance, Legal, and Investor Relations; People and Operation Support; and Communication, Marketing, Institutional Relations, Customer Relations, and Physicians.

GRI 2-17 – Collective knowledge of the highest governance body

ESG topics are mainly addressed within the scope of the Executive Board and the ESG Committee (Board of Directors’ advisory body). The Executive Board has a specific leadership development program, with various subjects for discussion, including ESG.

In addition, sustainability topics are presented at Executive Board meetings for knowledge and/or deliberation, and the company has a quarterly meeting with all the Group’s Boards, in which external speakers are invited to deepen their knowledge on several subjects.

Likewise, the ESG Committee has delved into the topic through knowledge sharing and discussions held during Committee meetings, benchmarking with other Boards and companies and external speakers invited to present specific topics within the scope of the Committee.

SASB HC-DY-330a.1 – (1) Voluntary and (2) involuntary turnover rate for: (a) physicians, (b) non-physician healthcare practitioners, and (c) all other employees

Voluntary turnover rate for: (a) physicians, (b) non-physician healthcare practitioners, and (c) all other employees	a - Data is not calculated by the Company b - 14.7% c - 14.9%
Involuntary turnover rate for: (a) physicians, (b) non-physician healthcare practitioners, and (c) all other employees	a - Data is not calculated by the Company b - 10.3% c - 9.7%

GRI 401-1 – Total and rates of new employee hires and employee turnover by age group, gender, and region

Age group	Total number of hires	Hiring rate (%)
Under 30	2,488	55.2%
Between 30 and 50	1,920	26.0%
Over 50	96	9.8%

Gender	Total number of hires	Hiring rate (%)
Male	874	34.7%
Female	3,630	35.1%

Region	Total number of hires	Hiring rate (%)
Northeast	290	24.5%
Midwest	44	21.8%
Southeast	3,861	36.1%
South	309	39.0%

Age group	Total number of terminations	Turnover rate (%)
Under 30	1,367	30.3%
Between 30 and 50	1,487	20.1%
Over 50	134	13.6%

Gender	Total number of terminations	Turnover rate (%)
Male	525	21.0%
Female	2,319	22.7%

Region	Total number of terminations	Turnover rate (%)
Northeast	248	20.0%
Midwest	42	20.8%
Southeast	2,482	23.2%
South	216	27.3%

GRI 401-2 – Benefits offered to full-time employees that are not offered to temporary or part-time employees, by major operations

- Medical and dental assistance;
- Life insurance;
- Quality of life and wellness programs;
- Private pension plan
- Medical check-up
- Agreement with discount clubs;
- 60-day maternity leave extension
- Home working aid.

Other Diversity Data

Percentage of employees occupying the positions below by gender and race/color - %

	Women	Black
Management positions	44.4	20.9
Board positions	18.8	0.0
C-level positions	37.5	12.5

Difference between average wage in each group indicated and average wage of the other members of the same employment level - %

	Women	Black
Management positions	101.1	20.9
Board positions	93.3	0
C-level positions	104.3	12.5
Other positions	71.1	49.7

Corporate Citizenship Strategy

The Company's social strategy is described in Fleury Group's Sustainability Policy, which aims to:

- Guide private social investment in programs aimed at the healthcare scenario, establishing open channels and working together with stakeholders;
- Establish "win-win" relationships with employees and the communities with which they interact, by assessing their needs;
- Encourage the adoption, by employees, of corporate citizenship practices, which allow a real contribution to society, inspiring them to think in an innovative way, committed with the social issues of the local community in which they work, as leaders, volunteers, and supporters, and encouraging them to participate in the process of building solutions that generate benefits for both the society and the company.

There are goals within the social strategy, such as the number of people benefiting from social projects and the number of voluntary participation by employees. The latter is presented quarterly on the Sustainability Macroprocess indicator panel.

The governance of this topic in the Company relies on the Corporate Citizenship area - linked to the Sustainability area and allocated within the senior ESG management. This, in turn, reports directly to the Strategy, Innovation and Sustainability Executive Board.

Project strategies are proposed internally by the Corporate Citizenship area and subsequently approved by the Strategy, Innovation and Sustainability Executive Board. Also, depending on the complexity and scope of the topic, the Executive Board and the Board of Directors of Fleury Group are also involved in the decision.

The objective of the social strategy is to expand the company's social impact through

the formation of networks and empowerment of other actors in the healthcare chain. Our main focus is initiatives related to the nature of the business, which is the provision of healthcare services. Our strategic priorities are:

1. Health education and training;
2. Health accessibility for classes C, D and E;
3. Fighting Covid-19.



Priorities described	Project	Project goal	Business Benefits	Indicators	SDG
Health education and training	Projeto Pescar	Training socially vulnerable young people to enter the job market	Absorption in Company's vacancies with more engaged professionals with lower absenteeism rates and higher retention rates	Employability rate / absorption rate in Company's internal vacancies	3, 4 and 8
	Colabinar	Live lessons from volunteer employees on different topics	Expansion of knowledge; Expansion of the Company's social impact; Engagement of employees with the Company	Number of engaged volunteers	3, 4 and 8
Health accessibility for classes C, D and E	Domingo Rosa	Opening of units in all the states where the Group operates to provide medical care and exams to socially vulnerable patients in partnership with philanthropic institutions, health secretariats and university hospitals	Image and reputation management; Expansion of the company's social impact; engagement of employees with the company	Number of patients served / Number of volunteers / Number and financial value of donated exams	3, 17
	Adopt an Elderly Person	Mobilization of employees for online services for the elderly in vulnerable situations	Image and reputation management; Expansion of the company's social impact; engagement of employees with the company	Number of engaged volunteers	3, 17
	Telemedicine in partnership with Amigos do Bem	Mobilization of intern doctors as volunteers for tele-advising in health in communities in social vulnerability situations, assisted by the NGO Amigos do Bem	Image and reputation management; Expansion of the company's social impact; engagement of employees with the company	Number of patients served / Number of volunteers	3, 17

Priorities described	Project	Project goal	Business Benefits	Indicators	SDG
Health accessibility for classes C, D and E	Impact Social Business	Hiring the Quintessa social business incubator for the planning and execution of a project linked to impact entrepreneurs	Image and reputation management; Expansion of the company's social impact; engagement of employees with the company	Number of entrepreneurs impacted	3, 17
Combate à COVID 19	Corona no Paredão, Fome não	Partnership with the NGO Gerando Falcões to collect food staples, providing immediate support to families whose income was affected by the social isolation imposed by Covid-19	Image and reputation management; Expansion of the company's social impact; engagement of employees with the company	Number of patients served / Number of volunteers	3, 17
	Parceria BNDES	Donation of R\$1 million for 21 hospitals to invest in the purchase of PPE to ensure the safety of health professionals against Covid-19	Image and reputation management; Expansion of the company's social impact	Number of patients served / Number of exams performed	3, 17
	Parceria CIEE, Sanfoca Coletivo de Moda e ONG Arca	Donation of 229 PCR tests for Covid-19	Image and reputation management; Expansion of the company's social impact	Number of patients served / Number of exams performed	3, 17
	Parceria Associação Aticirando e Associação Franciscana de Solidariedade	Donation of 570 vaccines against Influenza	Image and reputation management; Expansion of the company's social impact	Number of patients served / Number of exams performed	3, 17

Distribution of social investments according to their origin

% of social investments made through contributions in cash	48% , considering the amount of R\$ 992,000.00 via tax incentive laws, in addition to liberal investments such as the donation of R\$ 1 million to BNDES for 21 hospitals to invest in the purchase of PPE, guaranteeing the safety of healthcare professionals against Covid-19; R\$ 50,000.00 for the NGO Gerando Falcões, supporting the campaign Corona no Paredão, Fome não; R\$ 89,820.81 in support of Fundação Pescar and R\$ 25,000.00 for Instituto PROA.
% of social investments made through contributions of time from employee's volunteering	4% , considering the amount of R\$2,196,590.00 of the 10,596 exams and vaccines donated in medical and technical volunteering actions.
% of social investments made through contributions of donations in services	49% , considering the amount of R\$2,196,590.00 of the 10,596 exams and vaccines donated in medical and technical volunteering actions.
% of social investments made through contributions of costs with employees/ consultancy dedicated to social investment	Investment in consulting is not applicable, since the Corporate Citizenship area is fully dedicated to the planning and execution of projects that are part of the company's social initiatives.

SASB HC-DY-230a.2 – Description of policies and practices to secure customers' protected health information (PHI) records and other personally identifiable information (PII)

We have a number of policies and practices to secure customers' protected health information (PHI) records and other personally identifiable information (PII):

- Information Security Policy
- Data Privacy Policy
- Work Instructions on Information Security Incident Management
- Work Instructions on Access Granting and Revocation
- Work Instructions on Management of Mobile Media and Devices
- Work Instructions on Password Configuration
- Work Instructions on Internet Use
- Work Instructions on Secure Development
- Work Instructions on Use of Electronic Mail
- Internal Norm on Access to Routines for Consultation Results

Furthermore, we have trainings related to the protection of customers' medical and personal information in our Corporate University platform, among which we highlight:

- Information Security Policy Training
- Information Security Training in Remote Working Times
- General Law of Data Protection (LGPD) Training
- Information Disclosure Policy Training

GRI and SASB Content Index

Standard	Disclosures	Reference/Direct Response	Global Compact	
GRI 2: General Disclosures	2-1	Organization details	Page 11	
	2-2	Entities included in the organization's sustainability reports	Page 11	
	2-3	Reporting period, frequency and point of contact	Page 4	
	2-4	Information reformulations	There was no restatement of information reported in previous Reports.	
	2-5	External verification	Page 4	
	2-6	Activities, value chain and other business relationships	Pages 15 and 85. The Group offers integrated health solutions, with an integrated care journey covering all the care needs of the beneficiary, through a portfolio of diagnostic services, in-company care service, digital journey, telemedicine, genomics, emergency care, check up, consulting, in addition to delivering value to market demands, such as testing and vaccines. Among the main beneficiaries of the Group's market performance are: B2C customers, B2B customers (Laboratories and partner Hospitals), healthcare operators, brokers and companies.	
	2-7	Employees	Pages 59 and 102	
	2-8	Workers who are not employees	Page 59	
	2-9	Governance structure and composition	Page 25	
	2-10	Appointment and selection of the highest governance body	Page 27	
	2-11	Chairman of the highest governance body	Page 27	
	2-12	Role of the highest governance body in overseeing impact management	Page 27	
	2-13	Delegation of responsibility for impact management	Page 37	
	2-14	Role played by the highest governance body in sustainability reporting	Page 102	
	2-15	Conflict of Interest	Page 31	
	2-16	Communication of critical concerns	Page 32	
	2-17	Collective knowledge of the highest governance body	Page 103	
	2-18	Performance assessment of the highest governance body	Page 28	

Standard	Disclosures		Reference/Direct Response	Global Compact
GRI 2: General Disclosures	2-19	Compensation policies	Page 30	
	2-20	Process for determining compensation	Page 30	
	2-21	Ratio of the annual total compensation	The ratio of the total annual compensation of the highest paid individual in the organization to the average total annual compensation of all employees is 41 times. The calculation considers wages, overtime, night shift, PLR, Bonus, Transportation Ticket, Food Ticket and Meal Ticket.	
	2-22	Declaration on the sustainable development strategy	Page 37	
	2-23	Commitment policy	The Company's commitments to responsible business conduct are present in the Sustainability Policy, which encompasses, among other subjects, the company's commitment to the Human Rights topic. This is also present in the Valuing Diversity Policy. Both documents are subject to approval by the Board of Directors. The policies are publicly available on the Investor Relations website, at the link: https://ri.fleury.com.br/fleury/web/conteudo_pt.asp?idioma=0&conta=28&tipo=29070	
	2-24	Incorporating commitment policies	Page 31. A policy addressing all areas of the company and reaching interested parties, such as customers and suppliers, is the company's Code of Trust, a major driver of what is expected in terms of responsible conduct within the organization and by those who represent it. In addition, we have policies developed by the company's areas, which have different levels of approval, some of which can even be evaluated by the Board, such as the Sustainability Policy. The company's areas are responsible for preparing, reviewing, publishing and disseminating the content of its policies. These documents are available on the policy website, and some of them, of a more strategic nature, are published on the investor relations website. The management of compliance with company policies is an attribution shared by some areas such as sustainability, management system, quality and internal audit, mainly through internal and external audits, carried out by independent and third-party companies.	
	2-25	Processes to remedy negative impacts	Page 58	
	2-26	Mechanisms for seeking guidance and raising concerns	Page 31 and 32	

Standard	Disclosures		Reference/Direct Response	Global Compact
GRI 2: General Disclosures	2-27	Compliance with laws and regulations	<p>The main complaints received by the Company occurred as a result of the noise caused by air conditioning equipment, alarm trips and the carrying out of works and renovations in the units, especially related to the noise generated. Other manifestations were related to specific failures of procedures, such as infiltrations resulting from works and incorrect disposal of effluents.</p> <p>During the year, the Company received a fine in one of its units due to the lack of write-off in the Municipal Installation License (LMI) process. The fine was paid and the process was regularized.</p> <p>Additionally, a notice of infraction (non-monetary sanction) was issued due to the impediment of access by the CETESB inspector to evaluate the waste treatment system. This was due to the unavailability of a responsible person to accompany the visit. After accepting the notice of infraction, the Company sent to the responsible inspector a supplementary documentation referring to the waste treatment system. The process of renewing the operating license for the Waste Treatment System is still ongoing.</p>	
	2-28	Membership of associations	<p>Associação Brasileira de Medicina Diagnóstica - ABRAMED</p> <p>Saúde Digital Brasil - SDB</p> <p>Câmara Americana de Comércio SP - AMCHAM S.P.</p> <p>Sindicato de Hospitais, Clínicas e Laboratórios do Estado de S.P. - SINDHOSP</p> <p>Confederação Nacional de Saúde - CNSaúde</p>	
	2-29	Approach to stakeholder engagement	Page 7 and 55	
	2-30	Collective bargaining agreements	Page 59	
GRI 3: Material topics	3-1	Process for determining material topics	Page 7	
	3-2	List of material topics	Page 8	
Material topic: Customer Experience				
GRI 3: Material topics	3-3	Material topic management	Page 51	
GRI 416: Customer Health and Safety – 2016	416-1	Percentage of significant product and service categories for which health and safety impacts are assessed, seeking improvements	Page 52	
	416-2	Total number of incidents of non-compliance with regulations and/or voluntary codes related to the health and safety impacts of products and services during their life cycle, by type of outcome	Page 52	
Customer privacy – 2016	418-1	Total number of substantiated complaints regarding breaches of customer privacy and loss of customer data	Page 57	

Standard	Disclosures	Reference/Direct Response	Global Compact	
SASB HC-DY 230a: Patient privacy and electronic health records - 2018	HC-DY-230a.2	Description of policies and practices to protect records of protected health information (PHI) and other personally identifiable information (PII)	Page 107	
	HC-DY-230a.3	(1) Number of data breaches, (2) percentage involving (a) personally identifiable information (PII) only and (b) protected health information (PHI), (3) number of customers affected in each category, (a) only PII and (b) PHI	Page 57	
	HC-DY-230a.4	Total amount of monetary losses resulting from legal proceedings associated with data security and privacy	Page 57	
SASB HC-DY 270a: Pricing & Billing Transparency- 2018	HC-DY-270a.1	Description of policies or initiatives to ensure patients are adequately informed about price before undergoing a procedure	When the form is opened in the service unit, the customer is registered to undergo an exam, at which time he/she is asked whether the service will be private or through a health insurance. If the service is private, the clerk asks if the customer knows the cost of the procedure, and the customer is informed if there is any disagreement about the amount that should be paid for the exams. If it is a health insurance plan, and for some reason the plan does not authorize the execution of the procedure, the customer is informed of the value of the private procedure, deciding whether or not he/she will take the exam. If so, the customer makes the payment before the exam is carried out.	
	HC-DY-270a.2	Discussion of how pricing information for services is made publicly available	When contacting the Company via the Call Center, the customer is informed of the actual value of the procedure valid for that day, which must be confirmed on the day of the performance.	
	HC-DY-270a.3	Number of the entity's 25 most common services for which pricing information is publicly available, percentage of total services performed (by volume) that these represent	Fleury Group does not publish price information. This information can be obtained upon request at our Call Center.	
Material topic: Alliances and Partnerships				
GRI 3: Material topics	3-3	Material topic management	Page 7	
GRI 2: General Disclosures	2-29	Approach to stakeholder engagement	Page 7 and 55	
Material topic: Environmental Impact				
GRI 3: Material topics	3-3	Material topics management	Page 88	
GRI 301: Materials - 2016	301-1	Materials used, by weight or volume	Page 99	7, 8
GRI 302: Energy - 2016	302-1	Energy consumption within the organization	Page 97	7, 8
	302-2	Energy consumption outside the organization	Page 97	7, 8
	302-3	Energy intensity	Page 97	8
	302-4	Reduction of energy consumption	Energy consumption was slightly increased due to the increase in fuel consumption, because of the resumption of on-site activities, with eventual reduction of social isolation after an improvement in Covid-19 contagion rates.	8

Standard	Disclosures		Reference/Direct Response	Global Compact
GRI 303: Water - 2016	303-1	Interactions with water as a shared resource	Page 101	7, 8
	303-2	Management of water discharge related impacts	Page 101	7, 8
	303-3	Total water withdrawal by withdrawal source, including in areas with water stress	Page 101	
	303-5	Total water consumption	Page 101	7, 8
GRI 306: Waste - 2020	306-1	Waste generation and significant waste-related impacts.	Page 99	8
	306-2	Management of significant waste-related impacts.	Page 99	8
	306-3	Waste generated	Page 99	8
	306-5	Waste destined for final disposal.	Page 99	8
SASB HC-DY 150a: Waste Management - 2018	HC-DY-150a.1	Total amount of medical waste, percentage (a) incinerated, (b) recycled or treated, and (c) landfilled.	All infectious waste generated by the Company falls under option (b) Recycled or Treated. In 2021, 681.60 tons of infectious waste were generated (including radioactive waste after decay), and 100% of infectious waste was treated (autoclave, microwave or electrothermal deactivation).	8
	HC-DY-150a.2	Total amount of: (1) hazardous and (2) nonhazardous pharmaceutical waste, percentage (a) incinerated, (b) recycled or treated, and (c) landfilled.	All pharmaceutical waste generated by the Company (equivalent to chemical waste) falls under option (a) Incineration or (c) landfilled. Thus, in 2021 we had: <ul style="list-style-type: none"> • 73.65 tons of chemical waste generated and destined for incineration; • 1.64 tons of chemical waste generated and sent to landfills; • 97.83% of chemical waste was incinerated and 2.17% was sent to landfill; • 100% of pharmaceutical waste (equivalent to chemical) is considered hazardous by the Company. 	8
Material topic: Innovation and economic sustainability				
GRI 3: Material topics	3-3	Material topics management	Page 40	
GRI 201: Economic Performance - 2016	201-1	Direct economic value generated and distributed	Page 50	
	201-2	Financial implications and other risks and opportunities due to climate change	Page 93	
	201-4	Financial aid received from the government	In 2021, we had the total amount of tax incentives, pursuant to Lei do Bem, of R\$14,944,243, with a financial return of R\$5,081,043 including Digital, IT and R&D projects.	

Standard	Disclosures		Reference/Direct Response	Global Compact
GRI 203: Indirect Economic Impacts - 2016	203-2	Significant indirect economic impacts, including the extent of impacts	Our main indirect economic impacts occur on the following topics: <ul style="list-style-type: none"> • Health service and solutions offerings (page 16) • Technical and scientific knowledge sharing (page 23) • Promotion of initiatives aimed at health education in communities (page 82) • Social volunteer initiatives, aimed at promoting access of populations in social vulnerability situations to exams and health units located in the municipalities in which they live (page 81) • Promotion of research, through the development of partnerships and establishment of agreements with reference national and international research institutions (page 42) 	
Material topic: Social investment and influence on society				
GRI 3: Material topics	3-3	Material topics management	Page 79	
GRI 203: Indirect Economic Impacts - 2016	203-1	Development and impact of investments in infrastructure and services offered	Page 55. Investment in public infrastructure is not a practice routinely adopted by the company and usually occurs as a result of environmental licensing. However, we have no indicators monitoring this issue. In 2021, we carried out the rescue of the historic heritage of Fleury Santo André I unit. Carried out by generosity, the Company hired a specialized company to restore the property and bring elements that date back to the time of its foundation, while contemplating the new concept of Fleury brand. The result consisted of an architectural style that mixes the modern with the old, adding beauty and contributing to the conservation of the municipal cultural heritage.	
GRI 412: Human Rights Assessment - 2016	412-1	Total number and percentage of operations subject to analysis or assessment of human rights-related impacts	Page 35	1
	412-3	Percentage and total number of significant investment contracts that include human rights clauses or that have undergone human rights screening	Page 85	2
GRI 413: Local Communities - 2016	413-1	Percentage of operations with local community engagement, impact assessments, and development programs	Page 79. 100% of our operations have implemented local community engagement, impact assessment or local development programs. All the projects we support are chosen based on our social action strategy and on the Group's volunteering policy, with a focus on local development and well-defined engagement plans. Although we always act nationwide, covering 100% of the company's area of operation, the actions are divided and organized according to our regional regions. As the company grows, we evaluate opportunities for developing new initiatives, or replicating those existing in other locations, always considering the needs and respecting the local culture.	1

Standard	Disclosures		Reference/Direct Response	Global Compact
GRI 413: Local Communities - 2016	413-2	Operations with significant actual and potential negative impacts on local communities	Our operations do not result in significant actual or potential negative impact on local communities.	1, 2
GRI 414: Supplier Social Assessment - 2016	414-1	Percentage of new suppliers selected based on human rights criteria	Page 85	1, 2
	414-2	Significant actual and potential negative human rights impacts on the supply chain and actions taken in this regard	Page 85	2
GRI 415: Public Policies - 2016	415-1	Total value of financial contributions to political parties and politicians by country and recipient/beneficiary	Fleury Group does not make political contributions in cash or in any other form. As explained in the Code of Trust, the Company has no political position and does not make donations for this purpose. In addition, we do not make any kind of contribution to political campaigns, political organizations, lobbyists or lobbying organizations, trade associations, groups aimed at promoting tax exemptions and other occasional expenditures (such as voting on measures, laws or referendums).	10
Material topic: Climate changes				
GRI 3: Material topics	3-3	Material topics management	Page 90	
GRI 305: Emissions - 2016	305-1	Direct greenhouse gas (GHG) emissions (Scope 1)	Page 90	7, 8
	305-2	Indirect greenhouse gas (GHG) emissions (Scope 2)	Page 90	7, 8
	305-3	Indirect greenhouse gas (GHG) emissions (Scope 3)	Page 90	7, 8
	305-4	Intensity of greenhouse gas (GHG) emissions	Page 90	8
	305-5	Reduction of greenhouse gas (GHG) emissions	Page 90	8, 9
	305-6	Emissions of substances that deplete the ozone layer (ODS)	Not applicable to Fleury Group's businesses.	
	305-7	NOx, SOx and other significant air emissions	Not applicable to Fleury Group's businesses.	
Material topic: Relationship with Employees				
GRI 3: Material topics	3-3	Material topics management	Page 59	
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	Pages 68 and 103	6
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations	Pages 74 and 104	
	401-3	Return to work and retention rates of employees that took parental leave, by gender	Page 74	6

Standard	Disclosures		Reference/Direct Response	Global Compact
GRI 403: Occupational Health and Safety - 2016	403-1	Occupational health and safety management system	Page 75	
	403-2	Hazard identification, risk assessment, and incident investigation	Page 75	
	403-3	Description of occupational health services functions	Page 75	
	403-9	Work-related injuries	Page 75	
	403-10	Work-related ill health	Page 75	
GRI 404: Training and Education - 2016	404-1	Média de horas de treinamento por ano, por empregado, discriminado por gênero e categoria funcional	Page 70	6
	404-2	Skills management and lifelong learning programs that support continued employability of employees in preparation for retirement	In addition to the programs described on page 70, we offer a career transition program for all leaders in the organization who have their employment contract terminated. In case of project closure or organizational structure review, the program is also offered to all employees involved. Managers participate in a six-month executive program and coordinators/consultants participate in a three-month program. Executives, in turn, participate in the "Market Preparation" workshop, which lasts a total of 16 hours.	
	404-3	Percentage of employees who regularly receive performance and career development reviews, by gender and employee category	Page 72	6
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 27, 29 and 62	6
	405-2	Ratio of salary and remuneration of women to men, by employee category and relevant operating units	Page 64	6
GRI 406: Non-discrimination - 2016	406-1	Total number of incidents of discrimination and corrective actions taken	Page 32	6
SASB HC-DY-330a: Employee Recruitment, Development & Retention - 2018	HC-DY-330a.1	(1) Voluntary and (2) involuntary turnover rate for: (a) physicians, (b) non-physician health care practitioners, and (c) all other employees	Page 103	
	HC-DY-330a.2	Description of talent recruitment and retention processes for health care practitioners	Page 68	

TCFD Index

Recognizing the importance of integrating the Task Force on Climate-Related Financial Disclosures (TCFD) recommendations with the Sustainability Report, we developed an internal study aimed at surveying the climate change-related risks and opportunities, integrating the topic in the company’s risk management process and, as of 2021, presenting the information in this Annual Report.

Topics	TCFD Recommendations	Page/ Direct Response
Governance 1	1. Describe how the Board oversees climate change-related risks and opportunities.	<p>In 2021, the Board of Directors carried out a review of both the Company’s Strategic Planning and Risk Management. The work ensured that the Group could reaffirm and review important points such as mission and strategy, in addition to ensuring a strategic look at the Group’s risks, which will be periodically reported to the Executive Board, Risk Committee and Board of Directors. It is worth noting that all risks mapped by the Company were mandatorily evaluated taking into account five pillars: i) Image & Reputation; ii) Legal & Regulatory; iii) Financial; iv) Environment and v) Operation & Innovation.</p> <p>The Risk area, together with the Executive Board, developed the process for assessing the criticality of risks in terms of probability and impact. After completing the criticality assessment, a graphical view of the risk map was prepared, showing the plotting of risks in terms of their criticality (Critical, High, Moderate and Low). The entire Risk Management process will be reported to the Board at least twice a year. In January 2022, the Group’s Strategic Risk Map was approved, and one of the Risks mapped as moderate was adverse climate changes.</p>
Governance 2	2. Describe the Board’s role in assessing and managing climate change-related risks and opportunities.	<p>Through the ESG Committee, which is composed of the Board of Directors’ chairman and three internal counselors, the Board has an advisory body focused on sustainability governance within the Company, ensuring that goals and objectives are met.</p> <p>Risk responses are actions to be implemented by the Company, which must be evaluated by the Risk Owner, in order to reduce risks to an acceptable level. It is worth remembering that each response requires different types of actions to be performed. If the response is “reduce”, “avoid” or “share”, appropriate action plans must be drawn up. When reported to the Board, its members have the opportunity to assess action plans and risk mitigation conduction overall. Given the company’s current core activity, the Risk of Adverse Climate Changes has no materialization recurrences and already has some mitigators. In this context, the Board monitors the actions already implemented and any deviations reported by the Risk Management and Administration.</p>
Strategy 1	3. Climate change-related risks and opportunities identified by the organization in the short, medium and long term.	Page 93 (Subchapter “Risks and Opportunities due to Climate Change”)
Strategy 2	4. Impacts of climate change-related risks and opportunities on the organization’s business, strategy and financial planning	Page 93 (Subchapter “Risks and Opportunities due to Climate Change”)

Topics	TCFD Recommendations	Page/ Direct Response
Strategy 3	5. Resilience of the organization's strategy, considering different climate change scenarios, including a scenario of 2°C or less.	The Company does not perform direct measurement for this item.
Risk Management 1	6. Processes used by the organization to identify and assess climate change-related risks.	In 2020 the Sustainability area carried out an internal technical study, in partnership with the Risk Management team, on the risks and opportunities of climate change in the context of the company. The main outcome of this work was the inclusion of climate change risk in the company's risk matrix and dictionary. The study also included a sensitivity analysis that assessed the risks, opportunities and financial impacts of climate change on the company, considering water shortage and flood risk as impact factors, respectively. The study came to add to the analysis of adaptation measures to climate change carried out by the Company, which involve the installation of water consumption reduction tools, expansion of the water storage capacity of the units, evaluation of supply contracts by water tankers, and evaluation of alternative logistics routes, among others. The study allowed the topic to be accompanied by the monitoring and reporting routine adopted for the company's other risks. As a result, we have a more comprehensive view in relation to the previous status, when climate change risks were only included in the scope of environmental risks, mapped in the company's Environmental Management System, certified by the ISO 14.001 standard.
Risk Management 2	7. Processes used by the organization to manage climate change-related risks.	<p>Pág 94.</p> <p>Considering the currently existing projections related to the effects of climate change on the company's operational areas, we do not foresee a high risk for the business, and the totality of the mapped risks are within the yellow range of the risk matrix, i.e., they represent a moderate level, according to the risk classification methodology adopted by the organization.</p> <p>The following were considered as risks of greater complexity for Fleury Group:</p> <ol style="list-style-type: none"> 1. The effects of water scarcity on production processes and customer service units; 2. A possible reduction/ suspension of activities due to extreme precipitation events (storm, flooding and landslides). <p>The Risk area conducts internal interviews seeking to obtain the areas' perception on the Company's strategy and any concerns related to the achievement of strategic objectives. During the interview, an attempt is made to understand the respondent's area strategy and his/her perception on the risks and events that may impact the achievement of strategic objectives and goals arising from the Strategic Planning. Within this process, the Group has an ESG assessment pillar, where all respondents and participants in the risk assessment process are engaged in thinking at what level a given risk may have an ESG (Environmental, Social and Governance) impact).</p>
Risk Management 3	8. 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.	<p>The Company has internal policies, instructions and procedures specifically developed to mitigate the risks raised. In line with the organization's risk practices and aiming at the non-interruption of activities, we have contingency plans for both infrastructure and for technical area and distribution areas.</p> <p>Once documented, the risks and their factors are structured based on qualitative and quantitative criteria, so that the effects of these risks, in case they materialize, are properly assessed and classified. Such criteria are established by means of spheres, which specify the main types of impact the risks may have on the Company. The risk impact can be classified into 4 scales, namely: very severe, severe, moderate and mild. Based on good market practices, this document will have quantitative and qualitative vectors, divided as follows:</p> <ul style="list-style-type: none"> • Quantitative criterion: Financial. • Qualitative criterion: Image & Reputation, Legal & Regulatory, Environment and Operation & Innovation. <p>Currently, the risk of adverse climate changes is part of the Company's Strategic Risk Map, which is monitored by the Risk Management, Audit, Risk Owners, Administration, Committees and Board.</p>

Topics	TCFD Recommendations	Page/ Direct Response
Metrics and goals 1	9. Metrics used by the organization to assess climate change-related risks and opportunities in accordance with its strategy and risk management process.	<p>The following were considered as risks of greater complexity for Fleury Group:</p> <ol style="list-style-type: none"> 1. The effects of water scarcity on production processes and customer service units; 2. A possible reduction/ suspension of activities due to extreme precipitation events (storm, flooding and landslides); 3. The increase in expenses associated with energy consumption due to the raise in the prices.
Metrics and goals 2	10. Scope 1, Scope 2 and, if applicable, Scope 3 greenhouse gas emissions, and related risks.	Page 90
Metrics and goals 3	11. Goals used to manage climate change-related risks and opportunities, and performance against targets.	<p>In 2021, the Company established two targets for the coming years: a 20% reduction in the generation of biological waste by 2025 (learn more on page 37) and the commitment to become a net zero company by 2030.</p> <p>The commitment to become a Net Zero company by 2030 (E) was publicly accepted due to the importance of climate change in the global context. In order to fulfill it, we will continue investing in sustainable alternatives, pegged to the Company's main emission generation sources, such as increased use of electric cars in logistics operations and reduced waste generation.</p> <p>We will also make changes in the energy matrix, aiming to increase renewable energy sources, such as solar energy. This initiative is already included in our plan to operate two photovoltaic plants capable of supplying 16% of the Group's consumption in São Paulo and 47% in Rio de Janeiro. The São Paulo initiative will be implemented in 2022, while in Rio de Janeiro it is planned for 2023. In addition, the Company has been making efforts to increase the purchase of renewable energy in the free energy market for the Group's units.</p> <p>To work toward reducing its emissions, Fleury Group established absolute and relative emissions targets for 2020. Regarding absolute emissions, the target proposed for 2021 consisted of a 10% reduction in scopes 1, 2 and 3 emissions, adopting as base year the 2019 emissions, which totaled 9,202.55 tCO₂eq. The result was a reduction of 2.4% and the failure to meet the proposed target was mainly due to the increase in scope 2 emissions, as a result of changes in the calculation factor and the increase in scope 3, due to increased transportation and distribution and waste generation in operations, which had been held back on account of the Covid-19 pandemic.</p> <p>With regard to relative emissions, the company monitors the tCO₂eq/N^o of exams indicator. In 2021, the target set was 0.0111 tCO₂eq/Nr. exams, adopting 2019 as the base year and including scopes 1, 2, and 3. The result was a reduction of 17.1%, since the consolidated indicator for tCO₂eq/Nr. of exams was 0.0092.</p>

SDG Map



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

Highlights from 2021	9
Fleury Group	11
Future vision	36
Patients at the heart of healthcare	51
Team of Excellence	59
Social impact	79



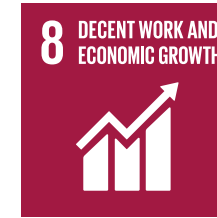
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Highlights from 2021	9
Governance and Risk management	25
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Achieve gender equality and empower all women and girls

Governance and Risk management	25
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Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Our results	48
Team of Excellence	59



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

Innovation and digital transformation	40
Operational eco-efficiency	88



Reduce inequality within and among countries

Future vision	36
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Ensure sustainable consumption and production patterns

Operational eco-efficiency	88
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Take urgent action to combat climate change and its impacts

Operational eco-efficiency	88
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Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Governance and Risk management	25
Patients at the heart of healthcare	51
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Strengthen the means of implementation and revitalize the global partnership for sustainable development

Innovation and digital transformation	40
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Capitals Map



Natural

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Intellectual

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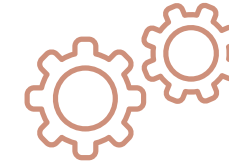
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INDEPENDENT ASSURANCE STATEMENT - BUREAU VERITAS

INTRODUCTION

Bureau Veritas Certification Brazil (Bureau Veritas) was engaged by Fleury S.A. (Fleury) to conduct an independent assurance of its Annual Report 2021 (hereinafter referred to as the Report).

The information published in the report are Fleury's management sole responsibility. Bureau Veritas' responsibilities are defined in the following scope of work.

SCOPE OF WORK

The scope of this verification encompassed the Standards and Principles¹ of the Global Reporting Initiative™ for Sustainability Reports including specific Sustainability Accounting Standards Board (SASB) indicators and refers to the reporting period from January 1 to December 31, 2021.

FLEURY AND BUREAU VERITAS RESPONSIBILITIES

The preparation, presentation and the content of the Report are Fleury's management sole responsibility. Bureau Veritas is responsible for providing an independent opinion to the Stakeholders, pursuant to the scope of work defined in this statement.

METHODOLOGY

The assurance work covered the following activities:

1. Interviews with the personnel responsible for material issues and Report content, including GRI indicators associated with the material issues.

2. Remote audits in the head office in São Paulo and the following sites: a+ unit (Canário) and Weinmann unit (Nilo Peçanha).
3. Review of documentary evidence provided by Fleury in relation to the reporting period (2021).
4. Evaluation of the systems used for data compilation.
5. Analysis of stakeholder engagement activities developed by Fleury.
6. Evaluation of the method used to define material issues included in the Report, taking into account the sustainability context and the scope of the information published.

The level of verification adopted was Limited, according to the requirements of the ISAE 3000 Standard², which were incorporated to the internal assessment protocols of Bureau Veritas

1-Materiality, Stakeholder Inclusiveness, Sustainability Context, Completeness, Balance, Comparability, Accuracy, Periodicity, Clarity, and Reliability

2-International Standard on Assurance Engagements 3000 – Assurance Engagements other than Audits or Reviews of Historical Financial Information



LIMITATIONS AND EXCLUSIONS

Excluded from the scope of this work was any assessment of information related to:

- Activities outside the defined reporting period.
- Statements of position (expressions of opinion, beliefs, goals, or future intentions) on the part of Fleury
- Accuracy of economic and financial data contained in this Report which has been taken from financial statements verified by independent auditors.
- The Inventory of Greenhouse Gas (GHG) emissions which has been externally verified by Instituto Totum, in an independent process.
- Data and information from affiliated companies, over which Fleury has no operational control

The following limitations apply for this assurance engagement:

- The Reliability of data was assessed on a sampling basis, exclusively based on the information and data related to the material issues published in the Report
- Economic information presented within the Report were assessed specifically against the GRI reporting principles of Balance and Completeness.

OPINION ON THE REPORT AND THE ASSURANCE PROCESS

- Throughout the assurance process it was possible to find a reliable system for collecting and consolidating the data that constitute the Report. The people responsible for the material issues, who responded to the assurance, demonstrated adequate knowledge about the indicators and the process of the Report's preparation

- Fleury's Report consists of a complete edition available on the company's website. The scope of our assurance covered the data and GRI indicators for 2021 on the material issues presented in this publication, including specific Sustainability Accounting Standards Board (SASB) indicators.
- Fleury presents its Report based on five material issues and one cross-cutting issue. Fleury's materiality matrix was last updated in 2020, in accordance with the company's Sustainability Policy, and should be reviewed every three years. In our understanding, the issues continue to reflect the impacts of Fleury's activities in a balanced manner.
- The data presented to address the energy (302-1 and 302-2), and emissions (305-2, 305-3 and 305-4) indicators of the GRI, are part of Fleury's Greenhouse Gas (GHG) Emissions Inventory, assessed by Instituto Totum in 2022, based on NBR ISO 14.064-1/07 and will be submitted to the review of the Brazilian Program of the GHG Protocol, within the deadlines established by the program
- We found that Fleury reviewed its strategic plan in 2021, incorporating the ESG vision in the long term, bringing the issue even more to the center of the strategy, with ESG targets starting to impact the remuneration of Executives and the creation of an ESG Committee, demonstrating the commitment of all to the topic.
- Regarding GRI Indicator 412-3 (Significant investment agreements and contracts that include human rights clauses or have undergone human rights screening), we found that Fleury reported measures under normal operating conditions, focused on suppliers, and not those based on significant investment agreements and contracts that led the organization to a majority shareholding in another entity or initiated a capital investment

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project that was material to the financial statements. Additionally, we declare that the company has adjusted the information

- We found that Fleury's risk management process was updated in 2021. This work consisted of the consolidation of a Risk Map structured according to the strategic viewpoint, which allowed for a vision of future events, uncertainties, and non-materialized events, helping in the treatment of issues in a global and cross-cutting manner in the Company.
- We found that Fleury reports data on all the waste generated in its sites and properly disposes of it.
- It is our understanding that the indicators associated with the GRI Core option, which includes social and environmental indicators, have been adequately reported.

CONCLUSION

As a result of our assurance process, we concluded that:

- The information presented in the Report is balanced, consistent and reliable.
- Fleury established appropriate systems for the collection, aggregation and analysis of quantitative and qualitative data used in the Report.
- The Report adheres to the Principles for defining report content and quality of the GRI Standards for sustainability reports and meet its Core level.

DECLARATION OF INDEPENDENCE AND IMPARTIALITY

Bureau Veritas Certification is an independent professional services firm specializing in Quality, Health, Safety, Social and Environmental Management, with more than 185 years' experience in independent assessment services.

Bureau Veritas implemented and follows a Code of Ethics throughout its business, in order to assure that its staff preserve the highest standards in the performance of their activities. We are particularly attentive to avoid conflicts of interest.

The assurance team has no links with Fleury, other than the independent assurance of the Sustainability Report. We understand that there is no conflict between other services performed by Bureau Veritas and this assurance conducted by our team.

The team that conducted this assurance for Fleury has extensive knowledge in information and systems verification, which involves environmental, social, health, safety, and ethical issues, which allied to the experience in these areas, allows us a clear understanding about the presentation and verification of good corporate responsibility practices



CONTACT

<https://certification.bureauveritas.com.br/fale-conosco/>

Phone (11) 2655-9000.

São Paulo, June 2022.



Claudia Stohler

Lead Auditor for Assurance Sustainability Reports (ASR)

Bureau Veritas Certification – Brazil

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Credits

Fleury Group

Av. General Valdomiro de Lima, 508, Jabaquara

CEP 04344-903 - São Paulo (SP)

Telephone: (55 11) 5014-7413

www.fleury.com.br/ri

Coordination

Strategy, Innovation and ESG Executive Board

Fernanda Gouveia

Daniel Périgo

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

Ricca Sustentabilidade

