



 A.C. Camargo
Cancer Center



INTEGRATED
ANNUAL
REPORT
2023



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About the Report

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We are pleased to present to our employees, partners, public bodies, local communities and other interested parties the results of the A.C. Camargo Cancer Center for the period from January 1 to December 31, 2023.

In the Integrated Annual Report, we use the leading international guidelines for sustainability reporting and management, such as the Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB) guidelines, and the International Integrated Reporting Council (IIRC) framework. Ever mindful of care, education and research practices, we also report our own indicators, which allow us to assess performance in the oncology ecosystem. The GRI XXX-X, SASB XX-XX-XX and ACC XX labels identify the indicators, which can be found in a full list in Chapter 6 - Indicators.

We follow integrated reporting guidelines to highlight the interactions between the various capitals that make up our institution, transparently demonstrating how we generate value and sustainability for our operation. Moreover, this report highlights the efforts dedicated to achieving the Sustainable Development Goals (SDGs) of the UN's 2030 Agenda.

The production of the 2023 Integrated Annual Report was overseen by A.C. Camargo's Institutional Relations and Sustainability, Marketing and Communications teams, with the support of senior management. This document was approved by the Board of Trustees and underwent an external and independent review conducted by KPMG.

INTEGRATED REPORTING CAPITALS



Financial



Human



Intellectual



Manufactured



Natural



Social



Relationship



If you have any questions or suggestions about this report or the topics covered in it, please contact us by e-mail: relatorio_sustentabilidade@accamargo.org.br.



Message from the Administration

GRI 2-22

A.C.Camargo was born 70 years ago with the support of society, to whom we give back by innovating in the health sector, training specialists and providing humanized care to our patients and their families. We proudly celebrate our decades of experience and, over this period, we have cemented our position as the country's largest institution specializing in oncology, combining education and research with the training of our staff while disseminating our knowledge to the country's professionals and to society. Over these seven decades, we have daily reaffirmed our commitment to excellence, positively influencing the healthcare market and cancer care practices.

Recognizing the changes in the domestic and international health scenarios, in recent years we have adjusted our institutional strategy while preserving our original mission:

- We operate on all oncology fronts.
- We have expanded our interface with the health ecosystem by identifying our essential role in disseminating knowledge in oncology to society.
- We revisited our purpose, vision, values and brand to understand this role.
- We have created institutional commitments based on our ability to generate value.
- We have outlined the **2023-2025 Strategic Plan**, which leads us in the task of overcoming the current healthcare market challenges, increasing our operational efficiency while maintaining the quality and safety of our care.

As part of our recent advances on the **patient care**, front, we created the Cancer Network institutional partnership program, transformed our Reference Centers into business units, advanced in tumor-specialized management and launched the Oncology Value-based Office, benefiting the equation of outcomes versus costs in oncology patient care. In **education**, we created the Cancer University, based on lifelong learning, strategic partnerships and digital education; we created the Innovation Hub, interacting with and influencing young health entrepreneurs and startups. In terms of **social responsibility**, we have started nationwide programs, taking our knowledge and experience to other municipalities in the country, bolstering the debate on integrated oncology and cost-effectiveness in the National Health System (SUS). Our primary goal is to transform the A.C.Camargo Cancer Center into an open oncology platform, connected to the world and focused on improving people's health.

Partnerships for health

We understand that the evolution of the oncology ecosystem depends on **good relations** among all the players in the health value chain, on strengthening partnerships to integrate capacities, strengths and opportunities, on valuing service providers and on interacting with entrepreneurs for innovation.



We are specialized in life

We learn every day and strive to evolve to achieve the best outcomes in patient care, as evidenced by our **patients' five-year overall survival rates**. We would like to highlight our outcomes for the most common cancers, such as lung adenocarcinomas, with an increase from 10.4% in 2000 to 51.1% in 2020. This evolution is the outcome of advances in research, the technology used in treatment and personalized protocols and journeys. Aware that we must continue to innovate in order to ensure our services are excellent, we anticipate periodically updating our equipment and technologies for diagnosis, treatment and patient follow-up.

Integrating patient care, education, research and innovation

In patient care, **96,459 patients were treated efficiently and cost-effectively**, as shown by our quality of patient care and patient satisfaction indicators.

In **clinical research**, there has been a **72% increase in new studies**, with innovative treatments benefiting 250 patients and an 82% increase in research revenue. Here, we would highlight CAR-T cell therapy, through which we took second place in patient recruitment worldwide and is an example of the integration between research and patient care. During the year, **we published 255 articles in internationally indexed journals**, making a significant contribution to the advancement of global protocols and knowledge about cancer. We also held the second edition of the José Eduardo Ermírio de Moraes Award - Innovations for Life, **attracting 53 innovative solutions for oncology, 40 of which were developed by Brazilian startups**. We currently have contracts with 15 of them dedicated to

improving products for cancer patients, including diagnostic tests, treatments and innovative care processes.

Thanks to all the knowledge we have acquired, we play a key role in providing excellent education and developing valuable technical and scientific leaders for Brazilian oncology. In 2023, we graduated the **1,000th student in the Graduate program (MSc/PhD) and the first students in the Professional Master's class began defending their theses**.

Social impact

As part of our mission to transform national oncology, **we challenge ourselves to impact 500,000 lives a year through treatments, services, courses, research and the dissemination of knowledge to society**. Within this context, the **Missão A.C.Camargo** program will have a high social impact by disseminating information and prevention, diagnosis and treatment practices in the different realities and challenges of oncology in the country. In 2023, we renewed our partnership with the São Paulo Municipal Health Department to **offer high-complexity cancer care to SUS patients**, totaling over 3,900 under treatment.

ESG Strategy

In 2022, we set the **Institutional Commitments for 2025**, with seven targets linked to value creation, incorporated into the challenges of 2023, with results already achieved.

Internally, we have carried out several initiatives with a Focus on the Future, People, the Supply Chain and the Environment, such as the creation of the **Humanamente Program** for our employees; the **updating of the Conduct Code**, which received contributions from internal and external



audiences; and the advances in **key environmental indicators** monitored by the entire institution.

Business sustainability

Oncology treatment demands continuous innovation with sustainability. Faced with the need to use high-cost medication, the Oncology Value-based Office began to organize information from the health market and understand the advantages of paying based on value to the patient, as opposed to the volume payment model. In 2023, we designed **four contracts** based on this model and we will continue to delve deeper into cost-effectiveness analysis, understanding that the collaborative approach between healthcare institutions and pharmaceutical companies creates value and enables patients to access innovative therapies.

We also made a **significant investment of around R\$223 million**, which contributed to achieving gross revenue of R\$1.7 billion, demonstrating the effectiveness of financial management combined with expansion in service and maximizing quality for patients. Throughout the year, we recorded an **increase in new patients from the supplementary health system** and, as a result, our strategy has been increasingly understood and valued by society, patients and paying sources, standing out for its more efficient and cost-effective approach to patient care, associated with gains in digital experience and physical structure.

Our thanks

To honor the legacy that has been built for 70 years, we reinforce our commitment to the institution's continuity and the transformation of Brazilian health and oncology. We would like to thank the **Board of Trustees** members for their active contributions; the **patients, families and society**, for their trust in our work; and the **donors** and all those who support us in raising funds. We would also like to thank our **partners, suppliers, public bodies, volunteers and local communities**, who have contributed to our solidity and reliability. Our deepest gratitude goes to all the **who have contributed to our solidity and reliability. Our deepest gratitude goes to all the professionals and clinical staff who make up A.C.Camargo.**

These 70 years are celebrated as a milestone and a testament to the commitment and positive impact we have had on people's lives and on the evolution of cancer medicine.

We are confident that the original mission is being accomplished to live up to the dreams of our founders and that much more will be done towards the vision of ultimate success: a world that overcomes cancer.

JOSÉ ERMÍRIO DE MORAES NETO

Chairman of the Board of Trustees

JOSÉ HERMÍLIO CURADO

Institutional Chairman of the Board of Trustees

VICTOR PIANA DE ANDRADE

CEO

1



Related capitals

Platform for Life

70 YEARS OF A.C.CAMARGO

GRI 2-1

In April 2023, we celebrated the 70th anniversary of the A.C. Camargo Cancer Center. The date was commemorated with great honor and satisfaction and perceived as a recognition by society, the fruit of our dedication, accumulated knowledge, seriousness and integrity. We were the first cancer hospital in the city of São Paulo to be built with money donated by the population, at the time, with no links to official health institutions or financial support from organizations.

Over seven decades dedicated to oncology, we have built a remarkable legacy in patient care, education and research. We are leading players in oncology in Brazil and an international benchmark, a Platform that adopts the cancer center model and seeks to go

further, offering patients state-of-the-art treatments in oncology, achieving high survival rates and providing positive value for society. During this time, we have welcomed thousands of patients, trained professionals who have achieved notable expertise in their specialties and contributed to innovation and the dissemination of knowledge in the field.

As we celebrate our history, we also pay tribute to all those who have contributed to building the institution and we remain committed to an even more promising future for oncology, with the best outcomes for patients and cost-effectiveness of treatments.



VISION

A world that overcomes cancer.



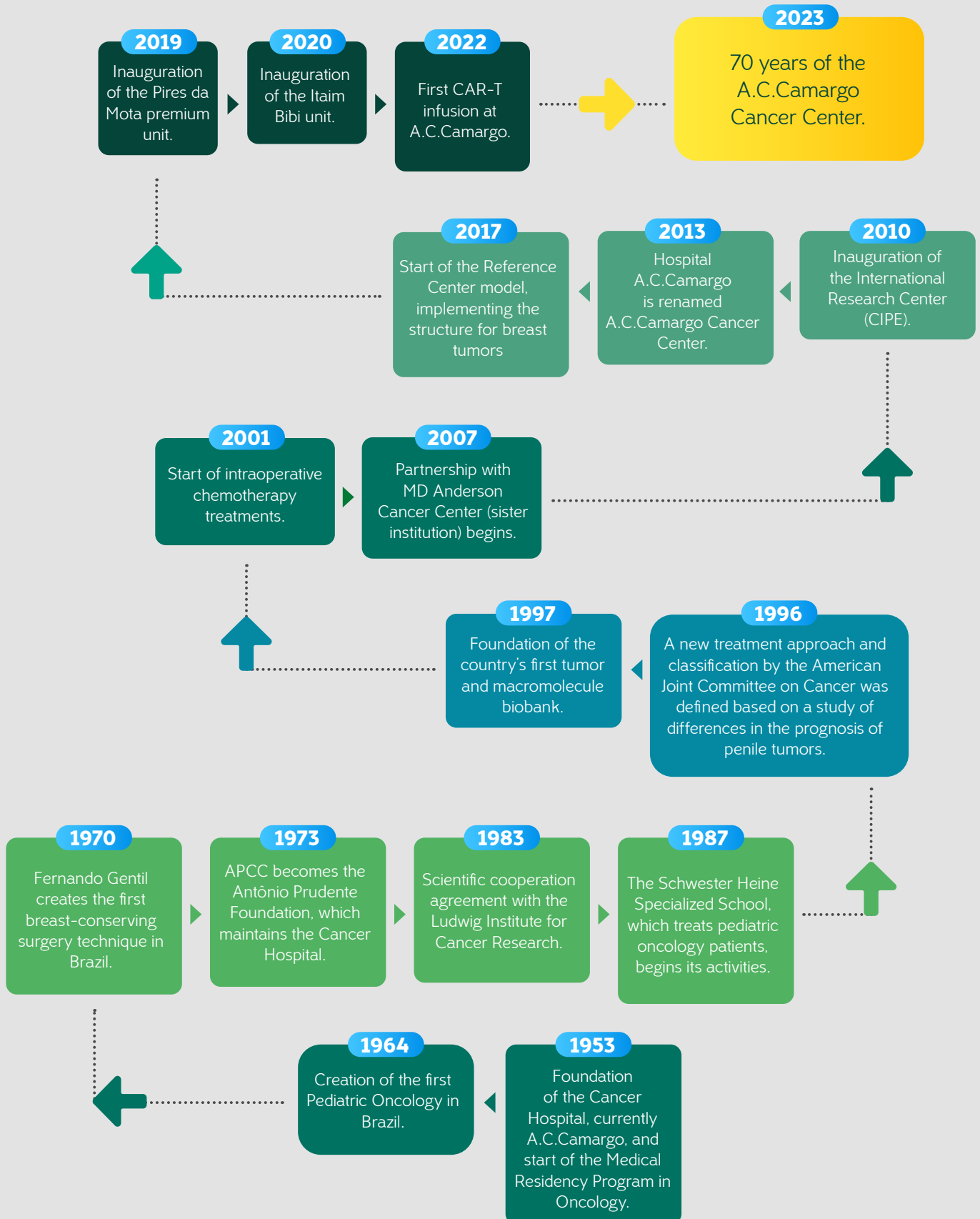
PURPOSE

Honoring life, challenging the oncology frontiers, promoting education and research for society.



VALUES

- Respect for life.
- Generating and sharing knowledge.
- Social commitment.
- Conscientious use of resources.
- Excellence at all times.





Oncology platform

As a prominent oncology platform in the medical community and society, we work with partners to fulfill our goal of improving the lives of 500,000 people annually. Through the A.C. Camargo Mission Program, we want to spread our expertise in oncology to other areas, therefore expanding the social responsibility, impact, and relevance of A.C. Camargo outside the boundaries of the São Paulo municipality.

NEW BRAND POSITIONING

With the new brand positioning, we have evolved from an institution focused exclusively on patient care and have turned to **improving the oncology system, understanding it as a part of our institutional role, consistent with the objective of generating benefits** for society as a whole in our area of specialty.

Our evolution in marketing initiatives is related to strengthening the brand and executing institutional objectives, especially in strengthening the relationship with partner physicians and improving digital access throughout the oncology journey. In 2023, we reviewed the A.C. Camargo conceptual framework – **purpose, vision and values** – and began implementing these objectives, marking a new phase in our journey.





Operating structure

GRI 2-1 | 2-2 | ACC 17 | 38



7

Units

5 patient-care units

1 administrative unit

1 research unit



3

Surgical centers

(Antônio Prudente,

Pires da Mota and

Tamandaré)



331

Beds in use

66

Infusion stations

distributed in

two centers:

42 at the Antônio Prudente Unit

24 at the Pires da Mota Unit

12

Reference Centers

1

Outpatient Surgical

Center

(Pires da Mota)

28

Operating rooms

190

Consultation rooms

NEW FACILITIES TO BETTER WELCOME PATIENTS:

- Inauguration of the Audiology Center.
- Inauguration of breastfeeding support rooms.
- Revitalizing physiotherapy for rehabilitation.
- Reformulation and expansion of the Pediatric Cancer Reference Center.

Certifications

ACC 17

The Antônio Prudente and Tamandaré units are certified by international standards of excellence in recognition of their quality in environmental management systems, governance and care practices.



Qmentum International
Diamond Level - Since 2015



ISO 14001 - Since 2012



CANCER CENTER MODEL

GRI 2-1

A.C.Camargo is a Brazilian cancer center that positions the patient at the center of care and goes beyond treatment, providing therapeutic decisions through an integrated vision between the patient care, education and research areas.

Our distinguishing feature is our comprehensive multidisciplinary care for all types of cancer, including the rarest, in all age groups, from infancy to old age. We have education and research areas that qualify our specialized clinical staff and the patient care we provide. Furthermore, with all the technologies available in a single place, we avoid the critical impacts of fragmented care in this sensitive phase of patients' lives and offer a quick and effective response to cancer cases, minimizing wasted time and resources.

We are committed to humanizing patient care, continuous innovation and the search for better outcomes for all our patients.

ADVANTAGES OF THE CANCER CENTER MODEL:

- Higher survival rates and improved quality of life.
- Integrated and multidisciplinary protocols.
- Patient on an oncology journey, receiving the best care, from the best specialist, at the right time, with no waste of resources and time.
- Better qualified clinical staff and patient care, thanks to integration with education and research.
- Solutions focused on the patient experience.
- Streamlined routine, with access to exams, clinical visits and therapies in just one place.
- Specialized multidisciplinary team, with a coordinated and optimized performance.
- Combined analysis of clinical outcomes and costs in the search for strategies to increase value creation for patients, payment sources and the institution.
- Solid knowledge base in cancer, disseminated by the education area.
- Access to innovative medicines and state-of-the-art technologies, even in more complex cases, which ensures the best outcomes for each patient.



PATIENT CARE

We offer integrated and humanized patient care for cancer cases, always focused on patient needs and safety.

- Prevention and screening.
- Diagnosis.
- Treatment.
- Rehabilitation.
- Follow-up.
- Survivorship.



EDUCATION

- Short- and mid-term courses.
- *Stricto sensu* and *lato sensu* graduate program.
- Medical and multidisciplinary residences.
- Scientific and technological initiation.
- Hospital school.
- Corporate university.
- Scientific events.

We train specialists from, and for, all regions of Brazil, preparing them to disseminate knowledge and contribute to the evolution of the fight against cancer. The presence of education in the institution qualifies patient care and guarantees the excellence of our professionals.

CANCER CENTER



RESEARCH

- Basic.
- Clinic.
- Epidemiological.
- Translational.

A leading private cancer research center in the country, where doctors and scientists work in an integrated manner to develop research that will be applied in the future of oncology, with domestic and international partnerships.



Reference Centers

ACC 1 / 42

Reference Centers (RC) are care units structured by tumor site, providing a specialized and personalized approach for each patient.

Each of the 12 RCs has specialized infrastructure and clinical protocols based on scientific evidence to ensure the effectiveness of treatments. With humanized care, patients receive an individual oncology navigation program, supported by a nursing professional. The transition between specialties is thus facilitated, contributing to the timely and integrated care of patients.

Apart from the advantages of integrating professionals and patients, the organization of the Reference Centres as business units allows us to set our own targets and budgets, which brings more managerial organization to dealings with health insurance companies and also a particular view of the challenges faced by each unit. This business structure makes it possible to base better solutions, influencing everything from the pricing of procedures to communication formats with external audiences, with efficiency gains in patient care, business sustainability and assertiveness in strategic decisions.



In 2023, eight business plans were approved for the CRs - Breast, Gynecology, Head and Neck, Hematological Neoplasms, Cutaneous, Lung and Chest, Urology and Colorectal - which guide investment decisions and the prioritization of specific actions by CR.



NEW PATIENTS BY REFERENCE CENTER (2023 VS. 2022)



HEAD AND NECK TUMORS

2,620 (+1.4%)



SKIN TUMORS

2,803 (+14.8%)



BREAST TUMORS

2,390 (+5.1%)



UROLOGICAL TUMORS

1,644 (-4.3%)



GYNECOLOGICAL TUMORS

1,322 (+2.2%)



UPPER DIGESTIVE TUMORS

1,100 (+6.6%)



PEDIATRIC TUMORS

1,044 (+11.2%)



COLORRECTAL TUMORS

1,036 (+23.8%)



HEMATOLOGICAL NEOPLASMS

773 (+21.7%)



LUNG AND CHEST TUMORS

560 (+12.9%)



SARCOMA AND BONE TUMORS

490 (+8.2%)



CENTRAL NERVOUS SYSTEM TUMORS

116 (-35.9%)



PATIENTS NOT LINKED TO A SINGLE CR

3,191 (+46.2%)

19,089 (+11.9%)

TOTAL NEW PATIENTS



Tumor Board

ACC 9

The Tumor Board brings together transdisciplinary teams with the aim of providing the most effective and rapid treatment for highly complex cancer patients. With specialists in oncological surgery, clinical oncology, radiotherapy, pathological anatomy, radiology, palliative care, nuclear medicine, researchers and multiprofessionals,

different approaches to care are discussed, including treatments, surgical interventions and complex clinical decisions such as not going ahead with invasive treatments. The opinion is always based on scientific evidence, providing safety and clarity for patients. In 2023, **2,323 cases** were assessed in various specialties, an increase of 3.8% compared to 2022.

NUMBER OF CASES DISCUSSED BY THE TUMOR BOARD

Pathology or treatment type	2023	2022
Upper Digestive System Tumors	343	411
Onco-Hematology	251	158
Sarcomas	233	181
Colorectal Tumors	230	210
Breast Tumors	206	176
Head and Neck Tumors	196	240
Skin Tumors	180	203
Gynecological Tumors	178	164
Chest	175	152
Urology	97	110
Pediatric	86	65
Central Nervous System	69	102
Vascular	58	12
Molecular	11	34
Hypophysis	10	20
Total	2,323	2,238



Patients by segment

SASB HC-DY-240A.1 | ACC 51 | 62

We offer excellent care for all our patients, regardless of the health insurance segment, with unique hospitality in some categories.

Segment	Category*	Description	%
Health Insurance Companies	Basic Plans	Low average ticket	15.45
	Executive Plans	Intermediate average ticket, generally corporate	54.40
	Premium Plans	Average ticket higher than the Executive	5.70
	Other Healthcare Plans	Assistance to employees and care concessions	4.55
Private	Private	Services paid for by patients	9.14
National Health System	SUS	Patients under SUS contract management, instrument 018/SMS.G/2023	5.59
Cancer Network	B2B partnerships	Patients referred by partner companies and institutions	4.90
Education and Research	Clinical Research	Patients in studies of new medications, in partnership with the pharmaceutical industry	0.27
Total			100

* THE VITAL PLAN WAS INCORPORATED INTO THE BASIC PLAN AND THE INTERMEDIATE PLAN INTO THE EXECUTIVE PLAN.



MARKET INTELLIGENCE CENTER

In 2023, the Market Intelligence Center was created with the aim of monitoring, identifying, mapping, studying and transforming internal and health market information, generating strategic knowledge. The center collected and monitored quantitative data (Data Analytics), qualitative data (Market Analytics) and georeferenced data (Geoanalytics), as well as consolidated internal information of managerial relevance on clients, the market and competitors. The defensive, comparative, proactive and predictive analyses produced by the center allow the institution to reduce its risks, as well as broaden its market vision and support business decisions in the medium and long term.



SURVIVAL RATE

ACC 50

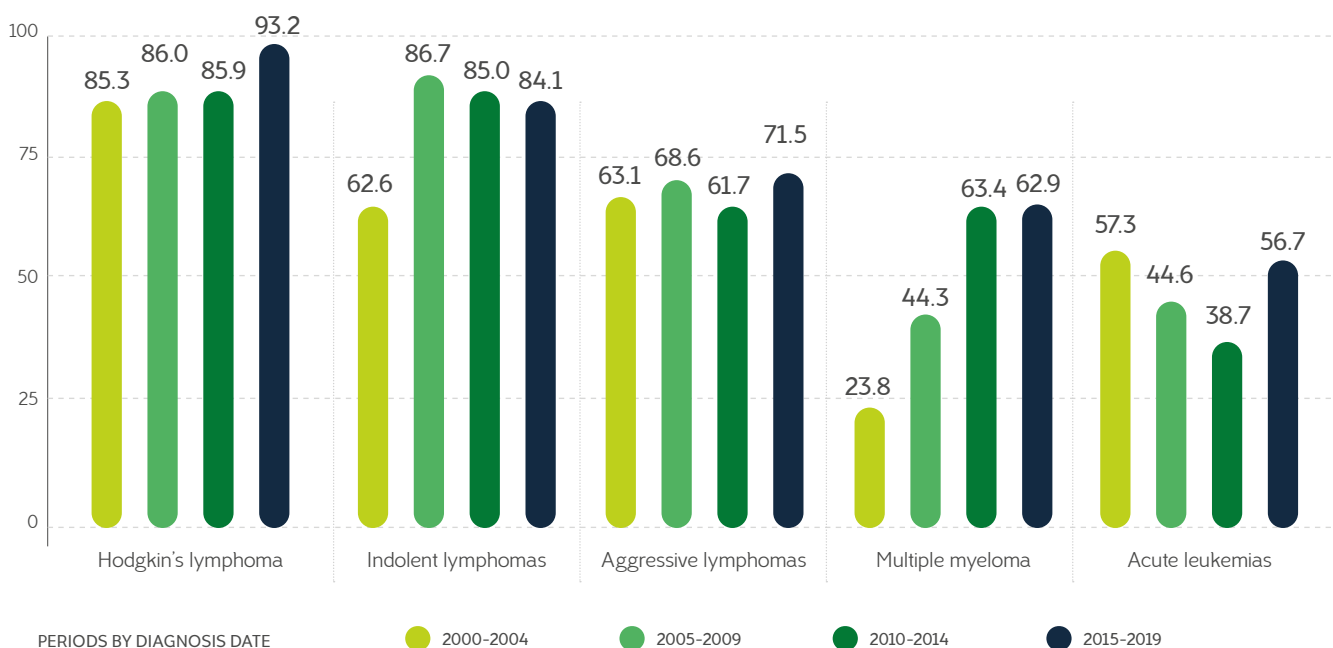
As a demonstration of our transparent stance and continuous search for better outcomes for our patients and cost-effectiveness, in the last two years we have reported on the survival indicator. In this report, we have extended our study to hematologic neoplasms, which include leukemia, lymphomas and multiple myeloma. The treatment of these cancers has advanced in recent decades and, at the A.C.Camargo Cancer Center, over 3,700 new cases of hematologic neoplasms have been registered since 2000. Every two years we will report a full comparison of the other cancer types.

Five-year survival probability estimates were calculated from the Cancer Hospital Registry database for the period from 2000 to 2019. The data was grouped according to the morphological codes

of the International Classification of Diseases for Oncology, 3rd edition (ICD-O3), into the categories of acute leukemia, aggressive lymphoma, indolent lymphoma, Hodgkin's lymphoma and multiple myeloma. Survival rate was estimated as the difference between the diagnosis date and the date of death (for any reason) or the date of the last information, updated to December 31, 2023. Survival curves were calculated using the Kaplan-Meier method in the IBM® SPSS Statistics software, version 23.

Five-year overall survival rates for both genders from 2000 to 2019 was 88.0% for Hodgkin's lymphomas, 82.1% for indolent lymphomas, 66.5% for aggressive lymphomas, 56.0% for multiple myeloma and 51.1% for acute leukemias.

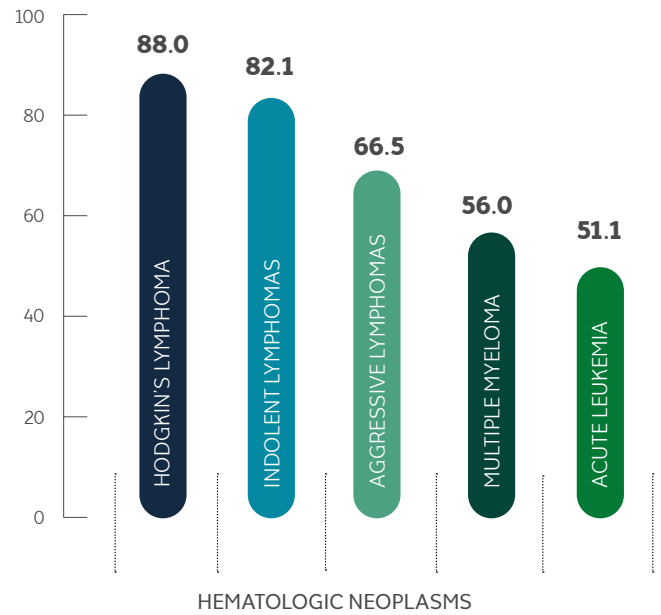
EVOLUTION OF THE PROBABILITY OF SURVIVAL IN 5 YEARS (%)





The probability of five-year overall survival rate was calculated for the following diagnosis periods: 2000-2004, 2005-2009, 2010-2014 and 2015-2019, considering both genders and all age groups. For these time periods, the outcomes show greater chances of survival rates for multiple myeloma over time, with 23.8% in 2000-2004, 44.3% in 2005-2009 and 62.9% in 2015-2019. For indolent lymphomas, there was a significant increase, from 62.6% in 2000-2004 to 84.1% in 2015-2019.

PROBABILITY OF OVERALL SURVIVAL
for both sexes between 2000 and 2019



Click here to consult the data of the other tumors in the Cancer Observatory.





Highlights in 2023 (2023 VS. 2022)



96,459 (+6.9%)
Patients served



295,641 (+0.1%)
Outpatient visits



R\$ 1.75 billion (+14.4%)
of Net Revenue



19,089 (+11.9%)
New patients



20,399 (-10.3%)
Emergency services

A 12% increase in the number of new patients compared to 2022.

Statement of value added

R\$ 360.2
million (+17.6%)
Personnel
(salaries and benefits)

R\$ 306.6
million (+15.5%)
Economic value
retained

R\$ 26.6
million (-37.0%)
Third-party capital
remuneration

R\$ 2.6
million (+4.0%)
Taxes, charges,
and contributions





70 years of A.C. Camargo

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Planning cycle 23-25**

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Meeting at A.C. Camargo**

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GENERATING VALUE AND COMMITMENTS FOR 2025

GRI 2-24 | 201-1 | ACC-2025-CF | ACC-2025-CH | ACC-2025-CI | ACC-2025-CM | ACC-2025-CN | ACC-2025-CS | ACC-2025-CR

Since the beginning of its activities 70 years ago, A.C.Camargo has been dedicated to delivering value to society, and the current strategic planning cycle lays out commitments to be made until 2025. The following, besides the progress made in 2023, communicates these commitments towards a more sustainable future, which we will build together with patients, professionals and partners in the healthcare chain.



FINANCIAL CAPITAL

- Revenue from a variety of sources.
- Investment in innovation, professional specialization, education and research.
- Funds from funding agencies and donations from individuals and companies.
- Management of the Social Impact and Evolution Reserve (RISE).
- R\$ 223 million invested in infrastructure and technology improvements.

Inputs/resources:

A.C.CAMARGO'S PERFORMANCE

- **Integrated patient care, education and research**
- Reference Centers.
- Focus on the patient journey.
- Social responsibility.
- Ethics and transparency.
- Sustainability platform.
- Technology and innovation.
- Specialized in life.
- Strategic planning.
- Valuable partnerships.
- Vision of the future.
- Commitment to cost-effectiveness.

- Resources invested with social impact.
- Projects in patient care, research, education, innovation and social impact.
- R\$ 1.75 billion in net revenue (+14% vs. 2022).
- R\$ 539 thousand in value added distributed to the institution, employees, and society.

Value created

EXTERNAL BUSINESS IMPACTS

- Sector legislation and regulation.
 - Political changes.
- Healthcare market dynamics.
- Macroeconomic questions.

2025 commitments

OWN RESOURCES DESTINED TO LEVERAGE OUR SOCIAL IMPACT

2023-2025 goal: Ensure that 20% of the total EBIT in the period is directed to the Reserve for Social Impact and Evolution (RISE).

STATUS 2023

The Board of Trustees approved the annual allocation of 20% of total EBIT for 2022 to RISE, totaling over R\$18 million.



HUMAN CAPITAL

Inputs/resources:

- 3,845 in-house specialized professionals.
- 765 doctors on clinical staff and multidisciplinary team.
- 639 professionals, including outsourced personnel and trainees.
- 68 research professionals.
- Professional development and talent retention.
- Promoting well-being, integral health and quality of life.
- Joining the UN Empowering Refugees Seal.



INTELLECTUAL CAPITAL

Inputs/resources:

- Personalized routines and journeys, based on scientific evidence.
- Dissemination of technical knowledge in oncology.
- An environment that promotes innovation in diagnosis, treatment and patient experience.
- Partnerships with startups.
- Investments in awareness and education regarding privacy and data protection.
- R\$113.5 million invested in research and innovation.

A.C.CAMARGO'S PERFORMANCE

Value created

- 3.4% increase in the number of professionals with 968 new hires.
- 27.5 hours of training per professional on average.
- 62 multi professional medical residents trained.
- Drawing up a succession plan for leaders.
- Utilization of students graduating from the Technical School of Nursing.
- Affinity Groups.
- Development of technical skills.
- Humanamente Program.
- Conduct Code update.

FOSTERING PLURAL THINKING IN SENIOR MANAGEMENT TO PROMOTE DIVERSITY IN DECISION-MAKING

2023-2025 goal: Have a diverse and inclusive senior management to promote a plural approach to institutional culture and decision-making, considering aspects such as age range, gender, color, inclusion of people with disabilities and LGBTQIAP+.

STATUS 2023

We ended the year with progress in terms of representation, with at least one person per group* holding leadership positions.

2025 commitments

Value created

- Leadership in CAR-T cell therapy, with 20 infusions carried out.
- 80 clinical studies in the follow-up or recruitment phase.
- 319 research projects with 255 published articles.
- 1,200 participants in 26 short- and mid-term courses offered.
- 73 interdisciplinary Research Board meetings.
- 18 research projects used samples stored in the Biobank.
- 2nd José Eduardo Ermirio de Moraes Award: Innovations for Life, with 53 projects submitted.
- Science and Innovation Meeting.
- 41 professionals completed their master's, doctorate and post-doctorate courses.

POSITIVE IMPACT AND PIONEERING SPIRIT IN NATIONAL ONCOLOGY

2023-2025 goal: To be among the top five private institutions in oncology in the SCImago Institutions Rankings (SIR).

STATUS 2023

We closed the year in 3rd place in the Private Institution, Oncology Production category.

2025 commitments

* WE HAVE NOT REPORTED LGBTQIAPN+ PEOPLE, AS WE DO NOT YET HAVE A SELF-DECLARATION FROM THE ENTIRE INSTITUTION.



MANUFACTURED CAPITAL

Inputs/resources:

- A network of care units, rehabilitation facilities and a high-tech hospital complex with laboratory units.
- International Research Center (CIPE), Advanced Clinical Research Center (CAPEC) and 12 Oncology Reference Centers.
- Strategic partnerships.
- 331 active beds, 190 Consultation rooms and 28 operating rooms.



NATURAL CAPITAL

Inputs/resources:

- Renewable and non-renewable natural resources.
- Environmental Management System (EMS).
- Working group dedicated to environmental management.
- Members of the Healthy Hospitals Project (PHS).

A.C.CAMARGO'S PERFORMANCE

Value created

- Humanized environment for welcoming patients and their companions.
- Digital channels available to patients.
- CAR-T cell infusions.
- Opening of the Audiology Center.
- Inauguration of breastfeeding support rooms.
- Renovations to the Surgical Center and Outpatient Clinics at the Antônio Prudente unit.
- Revitalization of physiotherapy for rehabilitation.
- Management of the medicines chain.
- Reformulation of the Pediatric Tumors CR.
- New data center.

Value created

- Gold seal from the Greenhouse Gases Protocol (GHG).
- Annual targets for environmental indicators.
- 2025 commitment to combating climate change.
- 90,865 gigajoules of energy consumed, with a 23.2% reduction in diesel consumption.
- 31% of the waste generated was reused, recovered or recycled.
- Replacement of cooling equipment.

2025 commitments

DIGITIZATION OF THE PATIENT JOURNEY

2023-2025 goal: Provision of self-service digital channels for patients, aimed at increasing service capacity, speed, and assertiveness in their interactions with A.C.Camargo.

STATUS 2023

We have achieved the goals set for 2023, with the implementation of the Zero Fault system and the start of the Fast Check-in project.

2025 commitments

COMBATING CLIMATE CHANGE

2023-2025 goal: Expand the measurement of the greenhouse gas (GHG) emissions generated in our value chain (Scope 3 – Other Indirect Emissions).

STATUS 2023

We have expanded the GHG measurement of scope 3 to include transportation & distribution (upstream) and business travel.



SOCIAL CAPITAL

Inputs/resources:

- Interaction with social investors in the health sector.
- Relationships built up with local communities and partnerships with doctors.
- Patient safety.
- Partnership with the National Health System and with institutions that contribute to strengthening the health ecosystem.
- Pursuit of health equity.



RELATIONSHIP CAPITAL

Inputs/resources:

- Relationships built with patients and their companions.
- Relationships created with local communities and partnerships with doctors.
- Partnerships developed with suppliers, public entities, companies, health insurance companies and service providers, education institutions, associations and entities in the health and oncology sector.

A.C.CAMARGO'S PERFORMANCE

Value created

- Oncology solutions for the Brazilian population.
- Impact on thousands of lives with knowledge in prevention, diagnosis, quality of life and survival in cancer treatment.
- A.C.Camargo Mission.
- Dona Carolina Tamandaré Program.
- Promoting employability.
- Actions carried out to engage with patients.
- 295,641 outpatient visits.
- 20,399 emergency consultations.
- Schwester Heine Specialized School benefited 1,191 students, with a total of more than 4,628 consultations.

Value created

- Partnerships to promote actions in patient care, innovation, education and research.
- 2,691 suppliers, 760 direct and 1,931 indirect.
- Around 100 suppliers assessed on regulatory, technical, socio-environmental and safety aspects.
- 96,459 patients seen, 19,089 of them new.
- New institutional brand.
- Dissemination of knowledge to society with the Cancer Observatory, podcasts, webinars, video library, theses and dissertations.
- Implementation of the Operational Intelligence Center.

2025 commitments

NUMBER OF LIVES IMPACTED NATIONWIDE.

2023-2025 goal: Impact 500,000 lives per year.

STATUS 2023

We have impacted 99,751 lives in 2023.

2025 commitments

PATIENT SATISFACTION INDEX IN THE ONCOLOGY JOURNEY IN STRATEGIC CRS.

2023-2025 goal: Achieve a minimum satisfaction rate of 90 points for patients treated at the Reference Centers for breast, urological, skin, and head and neck tumors.

STATUS 2023

We achieved NPS ≥ 90 in the urological, skin and breast tumor CRS, and 89.4 in the head and neck CR.



VISION OF THE FUTURE

Oncological medicine is on its way to becoming one of the biggest causes of mortality in the global population, representing a growing challenge all over the world. In Brazil, the lack of structure and preparation worsen this scenario and, in view of this, A.C.Camargo is determined to use its 70 years of experience to contribute to the health system, offering specialized knowledge and direct patient care.

In this sensitive context of the oncology market, we face challenges with health insurance companies and payers when dealing with the most complex cancer cases. Among the challenges, we can mention the recent process of downgrading the health plans of patients undergoing treatment, when we need to use our experience and leadership to devise new strategies in this national oncology scenario.

Creating new strategies is possible thanks to our robust information base, with which we can project the evolution of cases by type of cancer and patient

profile, and thus shape the ideal oncology journey in the stages of treatment, tests and procedures. Predictability increases the patient's quality of life throughout treatment and allows us to offer better quality services, using resources optimally and allocating them correctly and at the right time.

We seek a preventive, predictive, personalized and participatory approach. By providing clear information on treatment alternatives, we empower our patients through education and active involvement in their own care.

Our initiative for the future of oncology and health is to create, together with health insurance companies, predictive strategies for the patient's journey, devising models for providing services by cycles of care, with clinical, operational and financial advantages.



We employ measures to balance cost and effectiveness, aiming for financial sustainability while maximizing quality of care and patient satisfaction.



Cost-effectiveness

ACC 53

In 2023, we implemented the Operational Intelligence Center, which plays a crucial role in centralizing information and making operational indicators available as often as necessary to support decision-making by clinical staff, managers and health plans. With the indicators generated by the Operational Intelligence Center, it is possible to analyze processes more accurately, making it easier to identify opportunities for optimization and cost reduction, while maintaining the quality of care.

We have also set up a control area with the aim of creating a communication and dialogue bridge between teams and health insurance companies, thus speeding up decisions and mitigating financial risks. The partnership brings benefits to all parties by speeding up the approval of procedures, which is reflected in greater chances of successful treatments and a more positive experience for patients.

With the Operational Intelligence Center and the control area, surgery cancellations and disallowances have decreased, making management more efficient, with greater assertiveness in care and treatment strategy, directly reflecting on patients' quality of life.

As another measure aimed at cost-effectiveness, we have created compensation models with risk-sharing agreements with partner companies. In these agreements, financial risks are shared based on clinical outcomes, promoting a more transparent approach based on evaluating results.

In 2022, we introduced the **Value-based Office**, which is made up of five areas: prevention and early diagnosis, navigation and follow-up, rehabilitation and palliative care, clinical outcomes and tumor board, and

cost-effectiveness. This arrangement covers the entire patient journey, ensuring the most cost-effective lines of care on the market.

In 2023, we put our efforts into projects aimed at improving outcomes for our patients, prioritizing quality of life and reducing indicators such as average hospital stay, emergency room visits and readmissions. Find out more about care quality indicators on page 75. These advances were achieved through integrated clinical protocols, coordination of care by the multi-professional team and waste reduction.

We also highlight the success of our Corporate Prevention program, which in 2023 served 20 companies, potentially benefiting 73,000 employees and reducing claims through screening and early diagnosis.

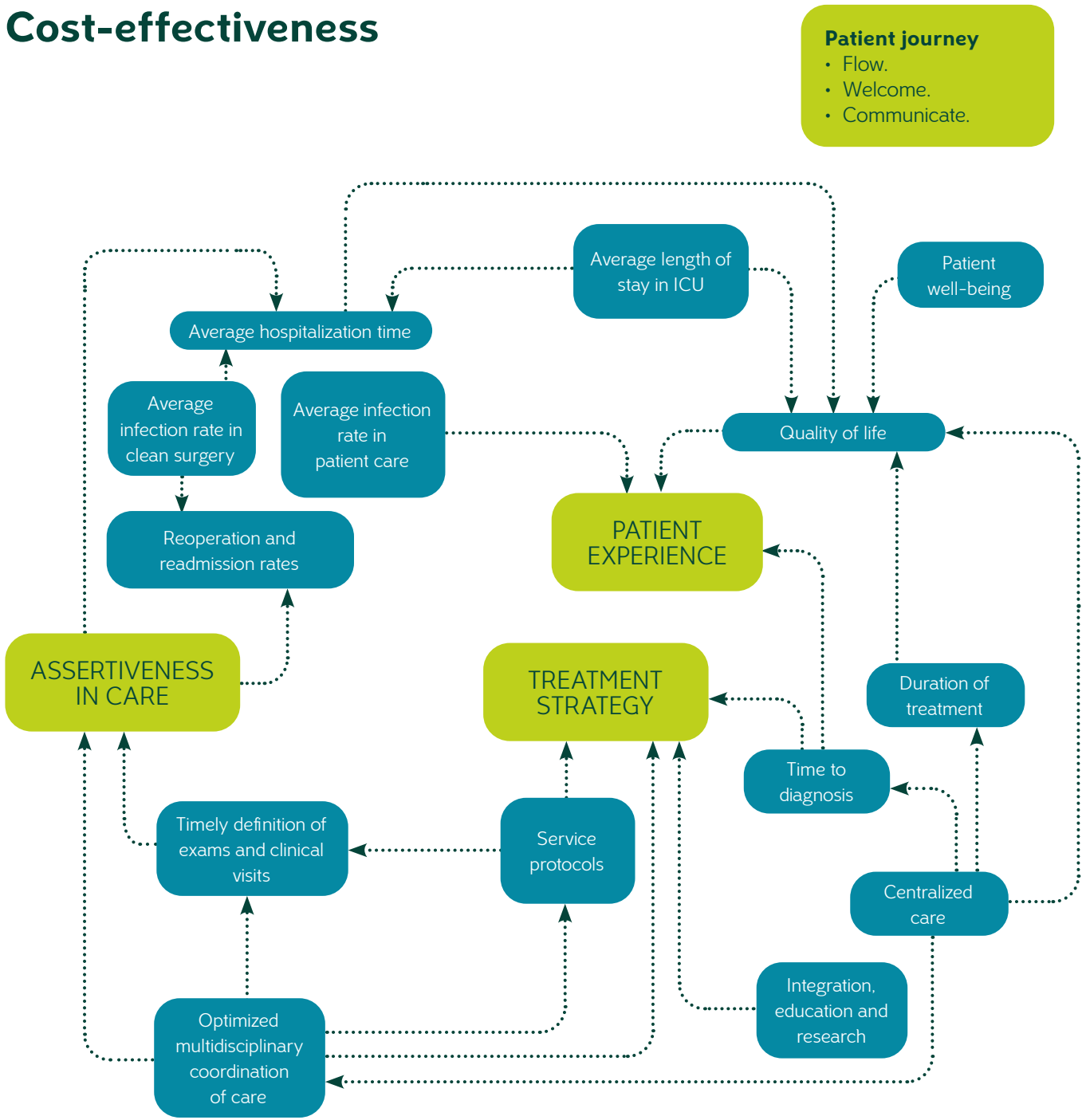
The cost-effectiveness area plays a vital role in conducting economic analyses for the A.C. Camargo Cancer Center's Technology Incorporation Committee, as well as setting up risk-sharing agreements.

In the Palliative Care area, we have expanded our services to satellite outpatient clinics, bringing us closer to the specialties and enabling early follow-up of patients.

With regard to the Navigation Program, in addition to the face-to-face clinical visits, we introduced teleconsultation, ending the year with 135 visits. In total, 4,184 patients were navigated and 3,104 included in post-treatment survivorship. We also took part in the international ECHO project with MD Anderson in August to implement the Navigation Program at Maputo Central Hospital in Mozambique.



Cost-effectiveness



Patient journey

- Flow.
- Welcome.
- Communicate.

Quality of care

- Correct treatment.
- At the right time.
- Meeting the patient's needs.

Accumulated knowledge:
 Our 70 years guide us towards a long-term vision in every routine activity of the teams, whether it's focused on the quality of life and survival of patients, building partnerships or achieving business objectives.



PARTNERSHIP NETWORK TO PROMOTE THE HEALTH ECOSYSTEM

ACC 45

Partnerships are critical to the advancement of the healthcare ecosystem, as they enable the sharing of knowledge and resources, with gains in quality and efficiency of services, benefiting everyone involved.

Health Insurance Companies

Partnerships with health insurance companies are key to improving health outcomes and the business environment. The joint search for a better clinical outcome and optimization of resources brings opportunities for operational efficiency and cost reduction. By making use of accumulated knowledge, A.C. Camargo offers health insurance companies better diagnoses, coupled with accurate predictability of the patient's journey. Our care protocols allow us to create integrated service packages, minimizing waste and anticipating the needs linked to different types of cancer and treatments, providing ease and a complete experience for patients.

Pharmaceutical companies

We are pioneers in signing risk-sharing contracts with pharmaceutical companies, a model that promotes the monitoring of patient outcomes and reimbursement in the event of an unexpected outcome, reinforcing our commitment to the healthcare system's sustainability. Moreover, this type of agreement gives patients access to new therapeutic alternatives.

Companies

We collaborate with partner companies to foster health, prevent cancer, make early diagnoses and provide care for the professionals who are part of their teams. For employees facing cancer journeys, we try to balance professional life with treatment, developing a schedule that takes into account treatment cycles and fluctuations in work capacity, providing quality of life for the patient and organization for the company.





Healthcare institutions

GRI 203-1

Partnerships with health institutions promote the dissemination of preventive care and provide cancer patients with excellent treatment, avoiding redundancies in investments and infrastructure.

Hospital Infantil Sabará (Sabará Children's Hospital)

In 2021, we entered into a partnership between pediatric and oncology specialties, with a view to offering a comprehensive journey to child and adolescent patients from both institutions. This collaboration entails the referral of complex oncological cases to A.C.Camargo and non-oncological pediatric pathologies to Hospital Infantil Sabará. The partnership includes interclinical visits in telemedicine and face-to-face modalities, joint education and research activities, as well as the presence of clinical doctors with oncology specialties in Sabará's physical structure to support the diagnosis, staging and treatment of cancer, promoting effective interaction between the medical teams. By 2023, the partnership had provided care for 169 patients, 117 of whom were treated at Hospital Sabará and 52 at A.C.Camargo, with joint monitoring by interdisciplinary teams.

Grupo Carinho (Vale do Paraíba)

Also launched in 2023, this partnership includes brand awareness and exposure, joint development of education and research, and patient conversion. In patient care, the partnership promotes preventive oncology, collaboration in pathological anatomy, implementation of second opinion programs and a bimonthly tumor board.

Hospital Santa Rita (Santa Rita Hospital)

Beginning in 2023, the partnership involves getting brands closer together and showcasing them, coordinating patient journeys, carrying out pathology tests, referring patients between institutions, promoting preventive oncology, as well as developing education and research activities.

Hospital Santa Joana (Santa Joana Hospital)

Partnership started in 2022 to offer integrated care to newborn children and pregnant women, especially during periods when some women are diagnosed with cancer. The collaboration involves providing on-demand services, allowing patients to access face-to-face or remote consultations with specialists and mutual medical support.





PARTNERSHIPS IN CANCER PREVENTION

Preventive care is paramount so that the population is aware of the signs of cancer and can identify its manifestations in the early stages, facilitating therapy and the patient's journey. To this end, A.C. Camargo has made the dissemination of information and prevention practices one of its main institutional roles, taking its high level of knowledge to other locations and population profiles through programs with health institutions, health professionals, municipalities and educational organizations.

Our potential to reduce the incidence of cancer in the Brazilian population through education, training, access to prevention and treatment constitutes A.C. Camargo's Social Impact Program, through which we expand our outreach and the number of people we benefit.

Partner doctors

This partnership model allows for a direct channel between A.C. Camargo and physicians to refer patients to our specialized services. Through a well-defined relationship strategy, we provide our partner doctors with an ongoing dialog about patient progress, while also offering access to information, tools, educational initiatives, services and other benefits within the partnership.

In 2023, we received **3,128 new patients** referred by external doctors. Throughout the year, we maintained 36 planned interactions with partner doctors, including 27 content actions, 4 brand reinforcement actions, 4 events and 1 awareness campaign. Over 1,000 partner doctors were impacted by these actions throughout the year.





Municipal healthcare

Municipal Health Department of São Paulo - SP

Every year we renew our partnership with the São Paulo Municipal Health Department to provide care for cancer patients under the National Health System (SUS). For the current contractual arrangement, targets have been set to meet the main demands of the Department. We more than doubled the number of new patients received, especially those cases that are more prevalent and have a high backlog, such as thyroid and prostate tumors.

Municipality of Santos - SP

In 2023, we started a pilot project in the city of Santos, on the coast of São Paulo, in partnership with the City Hall and the Comunitas organization. The initiative's aim is to support the municipality's specific needs in terms of prevention and optimizing cancer diagnoses, as well as making it faster and more efficient to refer patients for treatment.

In cooperation with the Municipal Health Department, we conducted an extensive survey using questionnaires, interviews and data analysis to map the prevalent cancer needs. This detailed diagnosis allowed us to identify comprehensive and priority actions, addressing both the prevention and early diagnosis of cancer, based on screening, support for protocols and care processes, education and awareness-raising among SUS professionals and the local population.

A.C.CAMARGO MISSION PROGRAM

In its second year running, the A.C.Camargo Mission program aims to have a high positive impact on the health system and on society, with actions to disseminate information and practices of prevention, diagnosis and treatment in the different realities and challenges in oncology in the country. Acting on two axes - Local Projects and Thematic Axis, the program offers expertise in oncology to Brazilian municipalities, with initiatives focused on local public health needs related to cancer, as well as a national program focused on primary and secondary prevention, emphasizing early diagnosis.

The project entails raising public awareness about prevention and training professionals in the public health network to suspect cancer cases, encouraging the adoption of protocols, routines and incorporating new learning, resulting in a more effective and cost-efficient cancer journey. The data collected in the program feeds into translational and epidemiological studies at A.C.Camargo, which will provide support for the early diagnosis of cancer to the National Health System (SUS) and other oncology services.

Support for early diagnosis

In the second half of 2023, workshops were held on the innovation sprint design methodology. The aim was to define the core premises that will guide the activities of this program. These premises include identifying the specific needs of the target population, as well as the resources and partnerships needed to achieve the desired outcomes. In 2024, prototypes, tests and the launch of the developed solution will take place.



PARTNERSHIPS IN EDUCATION

Insper

In partnership with Insper, we created the **Leadership Development Program (PDL)**, one of the major highlights in professional training in 2023. The program engaged **228 leaders**, divided into three groups, who improved their skills and business vision in the healthcare market. Focusing on pillars such as Healthcare Strategy, Business Management and Operational Excellence, Leadership, People and Team Management, the program aims to strengthen the skills necessary for A.C.Camargo's success.

The program's dynamics create collective skills and a more effective integration of the medical and administrative departments, providing a significant improvement in hospital management. The partnership has been essential for standardizing knowledge in agile methodologies and project management, as well as equalizing and enriching the knowledge of the leadership, stimulating a broader understanding of the business and building a strategic vision, aligned with institutional objectives, to drive innovation and effectiveness in the institution.





Cogna

The partnership with Cognia Educação aims to expand the portfolio of courses aimed at medicine and healthcare areas, offering *lato sensu* graduate courses in distance, hybrid and face-to-face education. This collaboration enhances A.C.Camargo's educational role, while offering excellent training opportunities to health professionals from all over Brazil. Not only does the initiative represent a way of expanding the range of oncology courses on offer to the education market, but it also represents a promising expansion of revenue for the institutions.

Amazonas State Oncology Control Center Foundation (FCecon)

The partnership with FCEcon aims to collaborate on graduate programs (DINTER) in order to meet the existing demand for advanced training in oncology in Amazonas. This professional training will boost the development of researchers and science in the region.

In 2023, A.C.Camargo and Cognia began offering the following *lato sensu* graduate courses in partnership:

- Oncology nursing.
- Data science in healthcare.
- Health teaching.





Princess Margaret Cancer Centre

A.C. Camargo is Latin America's only institution that is part of the Princess Margaret Cancer Centre's Global Oncology Program, along with 11 other institutions around the world. In partnership, we launched the second master course by the Union for International Cancer Control (UICC), addressing the organization of a cancer center and its impact on clinical outcomes and access to cancer treatment. The course, led by the Princess Margaret Cancer Center, aims to train professionals and health institutions globally, underlining the efficiency of the cancer center model. A.C. Camargo is the only health institution from Latin America to take part, along with institutions from Jordan, India and Canada. Exclusive to UICC members, the online course included recorded classes and live sessions for interaction and clarification of doubts, and took place between September and December 2023.

MedRoom

We have established a partnership with Edtech MedRoom, a Brazilian company focused on developing applications and experiences for health simulation and training with virtual reality. We are developing a virtual reality training module that will allow interaction and exam reconstruction. The tool will contribute to the training of residents (medical and multi-professional) and to internal discussions within healthcare teams, with a focus on improving therapeutic conduct and patient outcomes. The Radiology and Abdominal Surgery residents took part in the project, delivering a prototype that is currently being validated internally.



[Click here to consult the UICC membership map.](#)





Governance and strategy

GOVERNANCE STRUCTURE

A.C.Camargo is a private, non-profit institution run with efficiency, ethical rigor, transparency and dedication. Our daily quest is for excellence in the quality of the services offered to patients, coupled with the guarantee of the institution's longevity in a business model that prioritizes leadership in the health and oncology market.

Our organizational structure is made up of the following boards and instances:

- **Board of Trustees**, plays a central role in the Institution's governance, supported by six Advisory Committees.

- **Internal Audit Superintendency**, linked to the advisory committee of the Board of Trustees, acts independently, ensuring compliance and effectiveness in governance and risk management.

- **Executive Board**, management supported directly by six Directorates and two Superintendencies, receives indirect support from four Superintendencies linked to the Directorates.

- **Executive Committees**, the Institution also has ten committees to support the governing body, contributing to effective management in line with the Institution's strategic objectives.



View here our governance structure and its members.





* THE SCIENTIFIC ADVISORY BOARD WAS RESTRUCTURED IN 2022, WITH A NEW COMPOSITION, AND NEW MEETING DYNAMICS AND DISCUSSIONS.

** IN 2022, THE SOCIAL IMPACT AND STRATEGY EXECUTIVE COMMITTEES WERE ALSO CREATED, WITH THE LATTER BEGINNING ITS ACTIVITIES IN 2023.

EXECUTIVE BOARD



Board of Trustees

GRI 2-9 | 2-10 | 2-11

A.C.Camargo's highest governance body, it is made up of eleven independent members, with no executive functions, whose terms of office last two years and may be renewed, as stipulated in the Antônio Prudente Foundation's Bylaws.

The Board of Trustees' duties include: determine the general orientation of the foundation's business; define its strategic guidelines; approve the strategic plan, expansion projects and investment programs; and approve institutional policies. In addition, it is responsible for establishing the institution's values, statutory purposes, and rules of ethical conduct, and ensuring they are followed. The Chairman and members of the Board of Trustees do not exercise any executive functions. They are all volunteers and are not compensated for their work.

For board member elections, the nominations are previously analyzed by the Corporate Governance Committee with regard to the candidates' previous experience and their adherence to the competencies defined for the Board of Trustees. Subsequently, the nominations are submitted for analysis by the Board of Trustees, which is responsible for submitting the list of candidates for approval by the Public Prosecutor's Office of the State of São Paulo. In February 2023, two new members entered office and, in April, four Board Members were re-elected.

Its composition is distinguished by the diversity of professional profiles, broadening the vision for decision-making: two doctors, one economist, four engineers and two business administrators.

COMPOSITION OF BOARD OF TRUSTEES



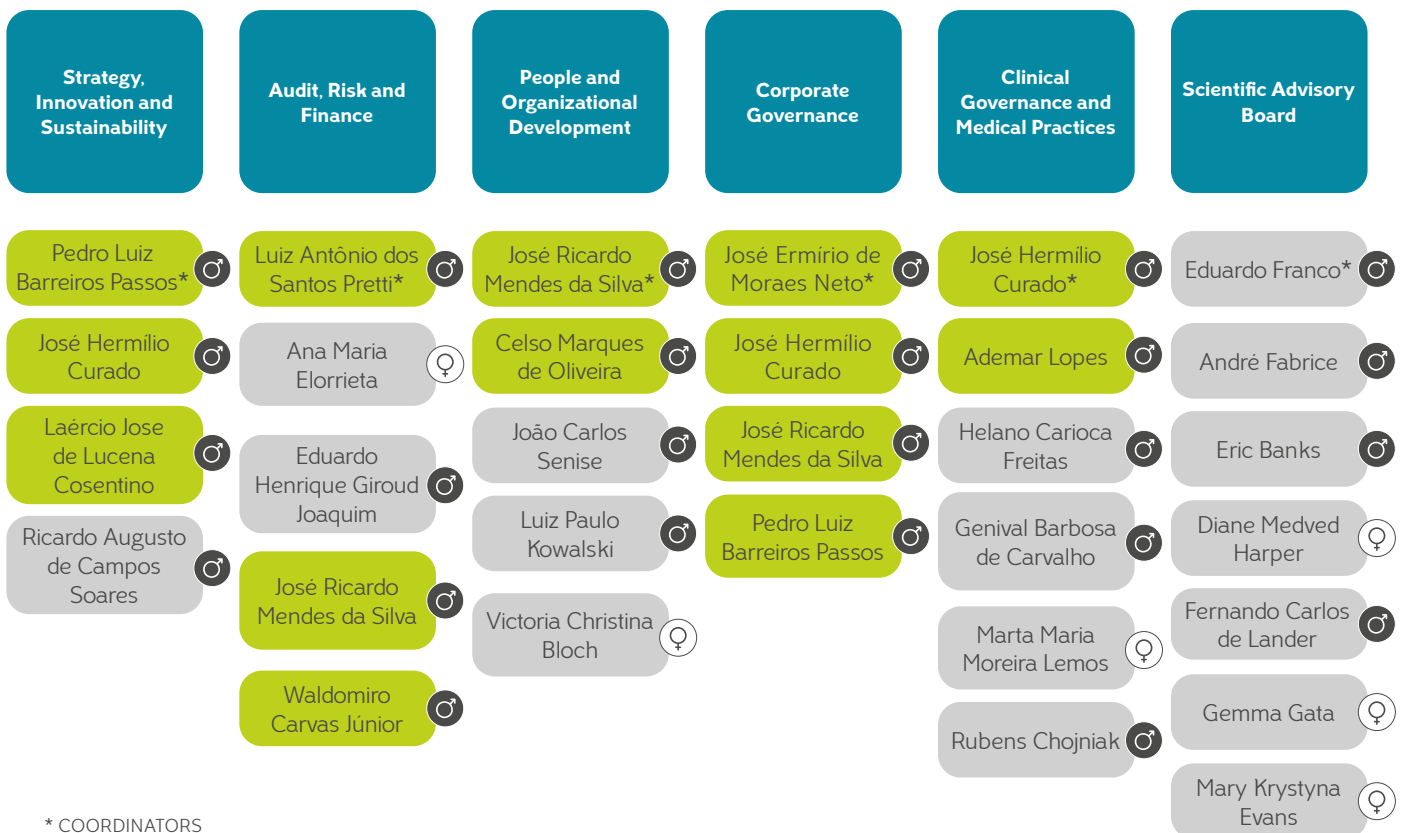


Advisory Committees

The Advisory Committees play a pivotal role in supporting the Board of Trustees and collaborating on strategic issues, strengthening institutional governance. Their members are selected on the basis of recommendations from the Corporate Governance Committee. This selection is based on an evaluation and search for complementary skills between committee members and nominees.

To move forward on sustainable development issues, the Strategy, Innovation and Sustainability Committee plays a critical role and is responsible for monitoring the activities carried out by the Sustainability area, which is linked to the Legal, Governance and Institutional Relations Department, and by the Social Impact Executive Committee, which is linked to the Executive Board.

COMPOSITION OF THE ADVISORY COMMITTEES



* COORDINATORS

● BOARD OF TRUSTEES MEMBERS



SUSTAINABILITY GOVERNANCE

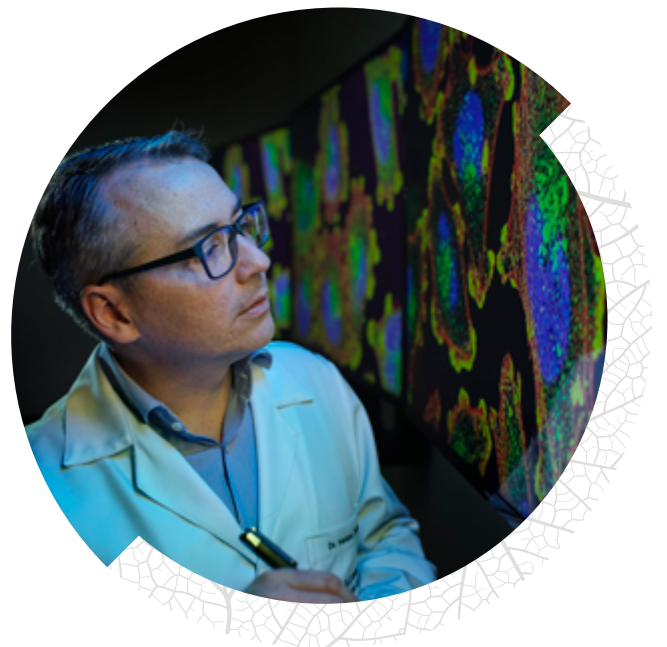
Relevant issues for institutional sustainability and the achievement of long-term commitments are dealt with by the Strategy, Innovation and Sustainability Committee (CEIS), which advises the Board of Trustees:

- recommend actions on strategic management and encouraging innovation.
- assessing adherence to principles, protocols, agreements and treaties on sustainability issues.
- monitor the implementation of policies, strategies, actions and projects for sustainable business development, including social and environmental management and communication.
- evaluating performance on critical sustainability issues, monitoring the effectiveness of indicators and actions taken to achieve strategic positions and objectives.

Executive Board

Made up of professionals appointed by the Board of Trustees, they are carefully selected based on the suitability of their profiles and skills to the strategic and institutional development objectives of A.C.Camargo. As those responsible for the long-term executive and operational management of the institution, the Executive Directors must implement the policies, strategies, activity plans and budgets approved by the Board of Trustees.

In 2023, the group was made up of six members, one CEO and five area directors.





Executive Committees

The ten executive committees are organized around themes related to the quality of services, institutional sustainability and risk management, with the aim of developing relevant institutional activities and producing analyses that support collegiate and information-based decision-making.

Committee	Main topics in 2023	
Medical-scientific	<ul style="list-style-type: none"> Clinical Staff Support Center. Integrative and complementary practices in oncology. Zero Harm Campaign. 	<ul style="list-style-type: none"> Palliative Care Project (SUS). Reference Center for Neuroendocrine Tumors. Comprehensive analysis of events - ACE.
Corporate Risks	<ul style="list-style-type: none"> Follow-up of internal audit action plans. NAV Pro system (update). Accountability (Public Prosecutor's Office). Incident involving personal data 	<ul style="list-style-type: none"> Operating license issued by Health Surveillance. Cycle of the medication chain. Outcomes of tests and simulations.
Finance	<ul style="list-style-type: none"> Results and Capex. Exchange Fund Status. Cash Flow and Financial Investments. 	<ul style="list-style-type: none"> Accounts receivable. Invoicing. Disallowances.
Conduct	<ul style="list-style-type: none"> Quarterly indicators (Conduct Channel). Monthly presentation of the Compliance Program's pillars progress. Compliance E-learning. 	<ul style="list-style-type: none"> Project indicators. Results and action plans generated as a result of manifestations. Review of the Conduct Code.
Infrastructure	<ul style="list-style-type: none"> Acquisition of 2 surgical robots. Acquisition of 1 linear accelerator. C3 Security Project (Monitoring Center). Renovation of the Antônio Prudente Surgical Center. 	<ul style="list-style-type: none"> Creation of the NACC (Clinical Staff Support Center). Creation of an area for the Schwester Heine School in the Pediatrics outpatient clinic. Renovation of the Fernando Gentil Outpatient Clinic.
Innovation and Digital Transformation	<ul style="list-style-type: none"> Patient and doctor digital journeys Digital Pathology. Revitalization of the Technology Park. 	<ul style="list-style-type: none"> Process mining. Creation of the Innovation Hub (planning approval).
Corporate Security and Data Protection	<ul style="list-style-type: none"> Managing vulnerabilities. Identity Management (IDM), Forcepoint e Quality Due Diligence. 	<ul style="list-style-type: none"> Dosimetry of the National Data Protection Authority (ANPD). Data privacy incidents. Logical and physical access management.
Operational Efficiency	<ul style="list-style-type: none"> Monitoring and deliberation of the Athena Project. Technology demand funnel. 	<ul style="list-style-type: none"> Medicines chain management. Payer Source Compensation Model Efficiency Project.
Social Impact	<ul style="list-style-type: none"> Institutional commitments for 2025 (social impact). Dona Carolina Tamandaré Program premises and indicators. 	<ul style="list-style-type: none"> Strategic guidelines of the A.C.Camargo Mission Program.
Strategy	<ul style="list-style-type: none"> Implementation of 15 strategic projects Monitoring of key results. Investment execution. Interfaces between projects. 	<ul style="list-style-type: none"> Monitoring critical human resources. Reconciliation of strategic risks.



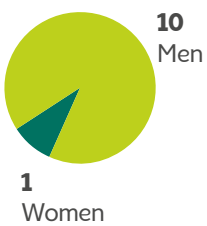
Governance Practices

Diversity on the board and in senior management

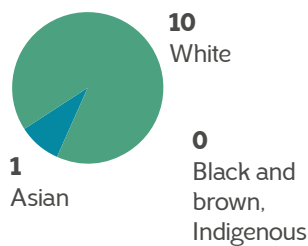
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BOARD OF TRUSTEES - 11 MEMBERS

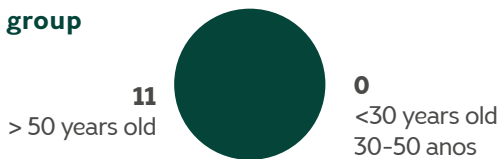
Gender



Race

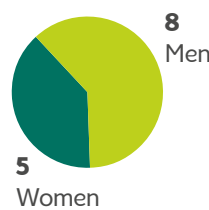


Age group

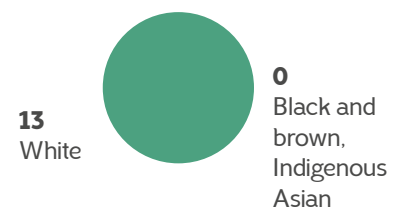


SENIOR MANAGEMENT* - 13 MEMBERS

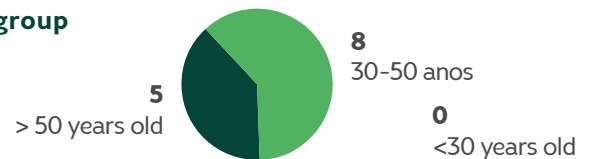
Gender



Race



Age group



* INCLUDES SIX EXECUTIVE DIRECTORS, FIVE SUPERINTENDENTS AND ONE MANAGER.

Governance assessment

GRI 2-18

Governance assessments help to continuously improve these bodies, based on criteria of performance effectiveness and adherence to institutional culture and values. Evaluations are carried out every two years using interviews and questionnaires, the last of which was conducted in 2023 for the 2022 cycle. In 2023, we also complied with the action plan, mainly related to the board and committee composition, working on the development of its members, reviewing procedures for holding meetings and defining guidelines for crisis management.

Compensation

GRI 2-19 / 2-20

The Board of Trustees acts voluntarily and its members are not paid for their activities. Professionals in senior leadership positions are paid a fixed salary, in line with market standards, and a variable portion linked to performance on corporate targets. This variable portion is linked to institutional goals and competency-based assessment. Senior management compensation follows the A.C.Camargo Compensation Policy.



STRATEGIC PLAN FOR 2023-2025

In force between 2023 and 2025, the Strategic Plan ("PE") has been approved by the Board of Trustees and will act as a basis for achieving A.C. Camargo's institutional objectives.

These objectives include deepening the integration of the pillars of a cancer center, structuring the Reference Centers as business units and strengthening patient care with efficiency, cost-effectiveness and satisfaction in the patient experience. Progress on these objectives has paved the way for achieving excellence in the most recent institutional challenges of expanding acquired knowledge to a national scale, ensuring long-term financial sustainability and boosting strategic partnerships and innovation in oncology. The year 2023 was highlighted by the incorporation of the objectives and goals of the Strategic Plan and the 2025 commitments by the institutional teams and practices, which will allow us to strengthen and grow the cancer center model, always looking to the future of oncology.



Succession plan

Board of Trustees: The succession model, discussed in the Corporate Governance Committee, aims to assess the skills and experience needed by members of the Board of Trustees and committees, ensuring a holistic view, not limited by individual experiences. Profiles are thus defined to complement members' experience and knowledge, including additional skills such as knowledge of the healthcare market and ESG.

Senior Management: With a view to the longevity of the Institution and the development of our professionals, we annually review our succession mapping, taking into account career motivations and expectations, professional history and experience, as well as skills and competencies.

GET TO KNOW SOME OF THE OBJECTIVES OF THE STRATEGIC PLAN 2023-2025:

- Increasing healthcare income from new business.
- increase the potential for monitoring new cases of cancer.
- Impact 500,000 lives a year, nationwide.
- Revitalize the institution's brand through promoting the advantages of the cancer center model.
- Ensuring excellence in the patient journey.

Learn more about the 2025 Commitments on page 22.





BALANCED SCORECARD

The Balanced Scorecard (BSC) and specific indicators are used as a reference to assess performance and review targets for the areas of processes, clients, the market, financial sustainability and organizational development. See below for the perspectives and their respective objectives:

- **Financial:** ensuring EBITDA for Private Care, SUS, Education and Research is consolidated in the budget.
- **Customers and Market:** ensure patient satisfaction in all areas, ensure new patients treated in chemotherapy, surgery or radiotherapy and ensure operational efficiency at the start of the patient journey.
- **Processes:** ensure efficiency of the revenue cycle and ensure efficiency at the start of treatment.
- **Organizational development:** ensuring organizational development for the evolution of reference centers.





TRANSPARENCY AND INTEGRITY

GRI 2-16 | 2-26 | 2-29 | 205-1 | 205-2 | 205-3 | 406-1

The Conduct Code sets out the principles and standards that guide the organizational culture, promoting mutual respect in all daily interactions, professional practices and relationships with stakeholders. Approved by the Board of Trustees, the document was built based on our institutional values, current legal requirements and the principles of the Global Compact. In 2023, **there were no confirmed cases of corruption.**

The Executive Board has a strong commitment to preserving ethics as a fundamental value and seeks to advance relevant issues in our society, such as diversity and inclusion, combating discrimination, eradicating child, forced or compulsory labor, preventing moral and sexual harassment in the workplace, privacy, health and safety, as well as preventing and combating corruption, fraud and money laundering, among others. A core practice of this commitment is the assessment of operations to identify and mitigate corruption risks, allowing us to raise awareness and train our teams, as well as reinforcing controls to prevent any future incidents. Over the past year, the compliance program has been strengthened with initiatives to raise awareness and revise or create standards to further improve the issue throughout the institution.

NEW CONDUCT CODE

In 2023, we began revising our Conduct Code to bring a more updated, inclusive vision in line with ESG principles. Conducted in a collaborative manner, this update values the contributions of internal and external representatives, interest groups and the patient council. Workshops and public consultations were instrumental in the process, allowing for broad participation and capturing a clearer understanding of expectations regarding the Institution's conduct and values.

The New Conduct Code with this lighter and user-friendly approach will be completed in 2024 and disseminated in different formats to facilitate understanding and its everyday application by our professionals.



Information security and LGPD

GRI 418-1

We constantly strive to improve our platforms and structures in order to guarantee the privacy and security of the data we have access to. We also invest resources and efforts in digitalization, improving the journey for patients, doctors and professionals.

Due to the sensitivity of the data we deal with on a daily basis at the institution, especially our patients' health information, we have reinforced our commitment to compliance with the General Personal Data Protection Law (LGPD). This includes reviewing privacy notices according to the guidelines issued by the National Data Protection Authority (ANPD), as well as advancing privacy risk assessment in our organizational processes.

A total of 22 privacy violations were recorded in 2023, 20 of which were internal and 2 external. The incidents referred to leaks, thefts or losses of customer data due to human error in information security, and did not result in regulatory agency fines. We have implemented systems that make it possible to visualize the indicators of these violations, identify the sources of deviations and deal with them.

With the new data center, we can proactively analyze the patient experience, as well as bring more robustness and security to our patient care, education and research solutions.





Reports

GRI 2-25 / 2-26

The Conduct Channel is accessible both digitally and by telephone, allowing individuals to raise concerns about deviations from the principles set out in our Conduct Code or other internal guidelines, covering irregularities, illegalities and unethical behavior.

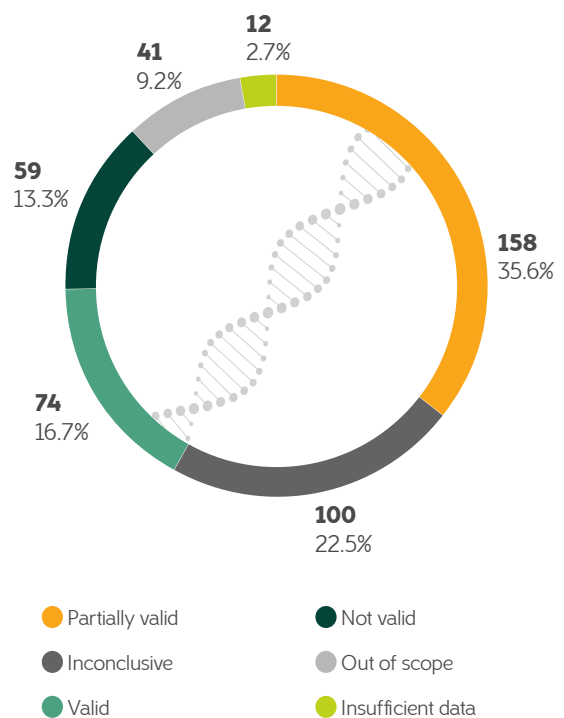
Complaints are analyzed by an independent third party, who ensures the integrity and confidentiality of the information, both about the event and the complainant, offering the option of anonymity. After careful screening, complaints are categorized by type and level of seriousness and then forwarded to the institution's Compliance department for investigation and appropriate treatment.

Internally, the Conduct Committee is responsible for assessing the most critical cases, drawing up action plans and managing the consequences of behavior, and can also notify the competent authorities whenever necessary. The committee also oversees the development of the institution's integrity program, including training for professionals.

Over the course of 2023, **444 reports were recorded on the Conduct Channel**, with incidents categorized as:

Incidents	%
Behavioral deviation	47%
Moral harassment	13%
Failure to comply with internal rules and policies	13%
Favoritism or conflict of interest	8%
Theft or misappropriation of materials	3%
Sexual harassment	2%
Breach of labor laws	2%
Fraud	2%
Discrimination	1%
Other	9%

Conduct Channel reports by result



CONDUCT CHANNEL

0800 377 8022

canaldeconduta@accamargo.org.br

<https://canaldeconduta.accamargo.org.br>









COMMUNICATION CHANNELS

GRI 2-16 | 2-25

Criticisms, compliments, requests, and suggestions may be submitted through several customer service communication channels (SAC) that we make available:

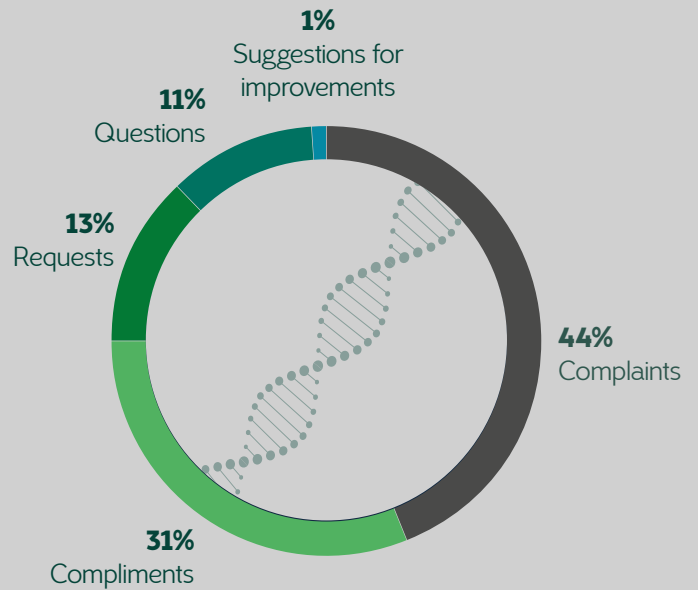
			
55 (11) 2189-5000	sac@accamargo.org.br	accamargo.org.br /form/contato	(11) 2189-5000

BREAKDOWN OF REPORTS

12,546
Total number of reports (SAC)

5,550
Number of concerns reported

70%
Responded to within 1 hour



For cases of **non-compliance or ethical issues**, we recommend contacting us via:

OMBUDSMAN CHANNEL:
<https://accamargo.org.br/form/ouvidoria>

CONDUCT CHANNEL:
www.canalconfidencial.com.br/accamargo
More information and contact channels on page 48.



RISK MANAGEMENT

GRI 2-12 / 2-13 / ACC 54

As a hospital institution, assuming and managing risks is critical to our operations and is part of our central commitment to achieving institutional objectives with safety, compliance, responsibility and transparency. All the institution's professionals share this responsibility and are aware of the risks associated with their activities, acting in accordance with the guidelines established in our Risk Management Policy. A.C.Camargo's risk management principles are:

Segregation of activities

between governance lines.

Effectiveness

of risk management actions.

Transparency

in disseminating information for decision-making.

Prior analysis

of the risks for strategic decisions.

Best practices

as a basis for risk management.

Conformity

with internal and external standards.

Risk management model

In line with the best market practices, our risk management process is structured based on the ISO 31000 standard and The Institute of Internal Auditors (IIA) Three-Line Model. We continually strengthen our risk management culture, carrying out a wide-ranging review of the roles and responsibilities of the management areas and the various control sectors.

The patient care and business areas, as those directly responsible for operations, bear the first line of responsibility for risk management, establishing processes and creating appropriate controls. The second and third lines of governance are formed by the control areas, which support the monitoring process with their technical expertise and independently supervise decisions in the institutional risk management process. We also have several committees, linked to the operation, which support the management of specific risks, especially healthcare risks.



Internal controls

The Internal Controls area is consultative and constructive, aiming to provide resources to strengthen the process management environment. The team relies on the technical expertise of professionals who use the ISO 31000 and COSO methodologies to assess controls and provide training and acculturation for the internal public. They also monitor the implementation of action plans in the processes evaluated, with a view to monitoring and managing risk more efficiently.

Business continuity

In 2022, an evaluation of 440 processes identified 19 continuity risks, and 24 operational plans were created to guide the occurrence of critical events such as the interruption of vital operations, emergency situations, cyber incidents, recovery from technology disasters or image crisis events. In 2023, we continued the program, reinforcing training, communication and testing adherence to the defined protocols.

MAIN RISK MANAGEMENT ACHIEVEMENTS IN 2023

- Implementation of Institutional Governance for handling risks and controls through the construction of Rules and Procedures.
- Defining the roles and responsibilities of the areas involved in the Controls and Risks Integrated Institutional System.
- Definition of the metrics for building the integrated Heat Map (risks).
- Identification of strategic risks and definition of management measures.
- Creation of the Risks Committee, with representatives from the areas that work in the Control and Risks Institutional System, promoting increased interaction between the areas and establishing a monthly agenda of activities to foster acculturation.
- Operational training on the subject of Risks and Internal Controls, with over 200 employees trained.
- Study group on the ISO 31000 standard, aimed at strengthening the methodology in the Institution and disseminating knowledge to the areas that work in the Institutional Controls System.
- Hiring a governance, risk and compliance (GRC) system to strengthen the integrated vision of risks and internal controls.



Patient care risk management

Safety in patient care processes reflects A.C.Camargo's commitment to its patients, integrated into the institutional culture and the routines of the professionals who provide care.

To strengthen the safety culture, the Care Practices area deals with the occurrence of adverse events and risk factors, as a measure to prevent harm to patients, analyzing their causes and possible corrective measures.

Besides focusing on the routine of patient care professionals, we have created forums that carry out comprehensive and effective analyses of care risks:

- **Operating Committees** to review procedures that prioritize the safety of patients and professionals and debate improvements in protocols and the adoption of measures to mitigate incidents.
- **Weekly meetings to follow up on adverse events** to define prevention and mitigation measures.
- **Ombudsman Committee** to analyze the risks identified by patients and family members.

Strategic risks

The risks identified as strategic are those that influence the long-term sustainability of the business. They cover areas such as the healthcare market, competition, institutional partnerships and patient experience; technology, information security and personal data protection; as well as issues related to people, processes and ethics.



PRIVACY PORTAL

<https://accamargo.org.br/privacidade>





Internal Audit

Internal Audit provides assessment services and communicates its opinions on the **effectiveness of governance, risk management and control processes**. These processes contribute to the institutional objectives in strategic, operational, financial and compliance aspects. Internal Audit's independence is guaranteed by reporting directly to the Audit, Risk and Finance Committee (CARF), which is linked to the Board of Trustees.

In 2023, the Internal Audit carried out nine programs, as established in the Annual Audit Plan, which were broken down into 113 action plans and strengthened internal control and the mitigation of associated risks. The plans proposed for each year are monitored by CARF, resulting in the action plans for 2023:

- 250 being implemented.
- 110 expired.
- 62 have been implemented.
- 48 were given a new deadline for completion after December 31, 2023.

External controls

Complementary to the internal structure, our external controls carry out independent evaluations, aimed at complying with the legislative and regulatory requirements pertinent to the institutional performance and the interests of stakeholders.

- **Independent audit:** contracted by the Board of Trustees, independent external auditors evaluate the financial statements for the previous fiscal year. In 2023, the auditing firm Grant Thornton issued an unqualified opinion for this year's accounts.
- **Public Prosecutor's Office:** As the institution is formally constituted as a foundation, its activities are supervised by the Curatorship of Foundations, a department of the Public Prosecutor's Office of the State of São Paulo. Every year, the institution reports on its corporate governance practices, financial management, activities developed and the value generated for society. In 2023, the 2022 financial statements were approved with no reservations.
- **Quality Certifications:** certifying organizations assess the quality and compliance of processes, risk management, effectiveness of controls and best practices in our operations. In 2023, we renewed as a **Qmentum Diamond Seal** institution.

3



Related capitals

Sustainable Platform

EVOLUTION IN THE MATERIAL ISSUES

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

Reflecting A.C. Camargo's commitment to generating sustainable value, we have defined our material issues through sustainability management guidelines and stakeholder consultation. The issues prioritized relate to the environmental, social and governance pillars, allowing us to manage the risks identified and implement continuous improvements in our patient care, education and research practices. For more details, see pages 42 and 43 of the 2021 Sustainability Report: <https://accamargo.org.br/institucional/relato-anual-integrado>.

Since 2015, we have been signatories to the United Nations (UN) Global Compact and aim to achieve the Sustainable Development Goals (SDGs), which make up the UN's 2030 Agenda, steering our commitments to the future and the incorporation of sustainable practices.

Next, we present the evolution of the material issues throughout 2023, sharing more about the actions aligned with the Institution's strategic planning and priority themes.





MATERIAL ISSUE	EVOLUTION	PILLAR	RELATED SDG
----------------	-----------	--------	-------------

Water use management

GRI 303-3 | 303-5

Efficient use of water allows us to balance the increase in the number of patient visits with an overall reduction in consumption. To this end, we have implemented a scheduled service management system that integrates routine preventive maintenance with operational activities, with no compromise to the quality of our services.

Environmental



Waste management

GRI 306-1 | 306-2 | 306-3
306-4 | 306-5

With a potential impact from handling, storage, transportation and final disposal, waste is managed in accordance with the Integrated Solid Waste Management Plan, which lays down specific procedures and precautions for health service waste, with all stages of management monitored for effectiveness by indicators and disposal certificates.

Environmental



Fighting climate change

GRI 305-1 | 305-2 | 305-3
305-4 | 305-5 | ACC-2025-CN

In 2023, we expanded scope 3 greenhouse gas emissions measurement to include indirect emissions from business travel and upstream transportation and distribution. We also obtained a renewable energy certificate, carried out preventive maintenance on cooling equipment to reduce the number of refrigerant gas refills and installed compost bins at one of our units to reduce the volume of organic waste transported for composting.

Environmental



Patient experience

GRI 416-1 | 416-2
ACC-2025-CM
ACC-2025-CR

We have an area dedicated to this topic, which monitors satisfaction throughout the patient journey, constantly evaluating the results captured in thematic committees and direct consultations. Seeking a positive experience in the recovery and well-being of patients, we have taken a multidisciplinary approach, focusing on strict safety criteria and extending individual care.

Governance + Social



Ethics and integrity






GRI 205-1 | 205-2 | 205-3

We increased our compliance team, strengthened our processes for investigating the Conduct Channel and implemented a declaration of conflicts of interest. Internal communication was improved with regular campaigns and training was carried out in person and online, focusing on the critical areas identified. The ongoing monitoring of these initiatives by the Conduct Committee reinforces the institution's commitment to ethical practices and integrity in all operations.

Governance





MATERIAL ISSUE	EVOLUTION	PILLAR	RELATED SDG
<p>Health quality and safety</p> <p>GRI 416-1 416-2 ACC-2025-CI</p>	<p>We emphasize improvements in risk notification, the creation of nuclei for medication matters and the creation of a specific management for materials and medications, with the aim of ensuring safety at all stages of the processes. As part of our routine, when we identify positive and negative points in the patient journey, actions are taken to manage them, monitoring the effectiveness of the actions through the frequency of new occurrences, monitoring indicators and guidance from specialized committees.</p>	<p>Social</p>	
<p>Equity in health</p> <p>SASB HC-DY-240A.1</p>	<p>We pursue equity in healthcare by expanding our patient portfolio, especially in basic and intermediate plans, while maintaining control over operational risks. Diversification is also achieved through partnerships, which allow us to strengthen our market share and increase revenue. In 2023, we faced the disqualification of some services due to unilateral decisions by the health insurance companies, which affected access to and continuity of treatment.</p>	<p>Social</p>	
<p>Data privacy and protection</p> <p>GRI 418-1</p>	<p>We continue to invest in awareness-raising and education on the subject at the institution, increasing the dedicated team and carrying out online training. Furthermore, initiatives such as the Due Diligence pilot project with selected suppliers demonstrate our proactive stance in guaranteeing data security in all operations. The follow-up and monitoring of processes, together with compliance with legislation, underpin credibility and confidence in the protection of our professionals and patients.</p>	<p>Governance</p>	
<p>Corporate governance</p> <p>GRI 2-9 2-10 2-11 2-12 2-13 2-14 2-15 2-16 2-17 2-18 2-19 2-20 2-21</p>	<p>We have mapped out our processes, risks and controls, so that activities can have a known and controlled ethical risk, we have structured our compliance program and provided a reporting channel for expressing deviations from the Conduct Code.</p>	<p>Governance</p>	
<p>Production chain management</p> <p>GRI 204-1 308-1 308-2</p>	<p>We continue to expand our supplier base for the most critical services. We analyze supply and socio-environmental risks to define criteria and to analyze supplier performance, drawing up action plans and encouraging production chain development.</p>	<p>Environmental + Social</p>	



MATERIAL ISSUE	EVOLUTION	PILLAR	RELATED SDG
----------------	-----------	--------	-------------

Diversity, inclusion and social justice

GRI 405-1 | 405-2 | ACC-2025-CH

We disseminate the Conduct Code guidelines so that our professionals do not suffer or act in a discriminatory manner. With inclusive face-to-face and online environments, professionals can act without fear and speak out in situations that violate these principles. In 2023, we continued to adopt measures and build internal and external partnerships to promote diversity in terms of gender, generation, people with disabilities, LGBTQIAPN+, race and ethnicity. Actions such as Affinity Groups, adherence to the UN Empowering Refugees Seal and a commitment to employing migrants and refugees have been implemented. Ongoing monitoring has proved the effectiveness of the measures and allowed for greater openness to hiring, with improvements being seen in the functional performance of people from minority groups.

Social



Talent strategy

GRI 401-1 | 401-3 | 404-1 | 404-2 | 404-3

We made progress in our talent strategy by prioritizing the internal selection process to fill vacancies and, by 2023, we had achieved an internal recruitment rate of 15%. We have also reinforced hiring former apprentices, former interns, former residents and students who have graduated from the Technical School of Nursing. Every year, we map the evolution of institutional competencies and invest in the continuous development of professionals with leadership programs, behavioral development trails, continuing education and internships. These initiatives aim to recognize professionals' adherence to the institution's values, culture and competencies, as well as promoting the development and retention of talent.

Social



Patient health and well-being

GRI 416-1 | 416-2 | ACC-2025-CS

Our priority is to ensure the health and well-being of patients, offering a comprehensive journey with a multi-disciplinary team and high-quality care protocols. In the Patient Experience, we focus on promoting well-being and empathy, rigorously supervising all actions and ensuring safety and quality throughout the treatment. The patient's journey is followed from start to finish, with continuous support from the care team.

Social





FOCUS ON THE FUTURE

GRI 2-23 | ACC 16

+KNOWLEDGE

With 70 years of experience in oncology, we put a lot of effort into research with the aim of offering the best treatment for each and every patient, in a humanized way and with a collective sense. We disseminate the knowledge we acquire to the scientific community and to professionals both in-house and external to the institution, so that all this information really does become a distinguishing feature in the treatment of cancer patients.

+HUMANIZATION

Based on patient care and relations, all initiatives are geared towards promoting a welcoming environment and a comprehensive, humanized cancer journey. For us, humanizing means taking a close look at the needs of the individual, while offering ultra-specialized care based on scientific evidence and established protocols.

+SOCIAL IMPACT

Our social impact initiatives create value for society and change lives. With donations, we will expand our expertise in life to the entire national territory and positively impact society.

+INNOVATION

We strive to explore and discover new paths, enable and offer new solutions, products and services, as well as improving processes and the patient journey, a stance in favor of the best patient experience and continuous evolution in oncology.

Reserve for Social Impact and Evolution (RISE)

Donations to A.C.Camargo's cause are allocated to the Reserve for Social Impact and Evolution (RISE), which aims to increase the institution's positive impact on Brazilian oncology.

RISE receives donations from individuals and companies, boosting and developing its **education, research and social impact activities**. In 2023, RISE became more relevant and mature, being dealt with regularly by the Finance Committee and moving towards being financially self-sustaining.

The institutional commitment related to Financial Capital aims to allocate resources to the Reserve for Social Impact and Evolution. **The Board of Trustees approved the annual allocation of 20% of total EBIT in 2023 to RISE.**

In 2023, over R\$23 million was earmarked for RISE, of which R\$18.2 million came from its own resources and R\$5.1 million from third parties.



To support quality cancer treatment, **click here.**





Donations and sponsorships

The Donations and Sponsorships Portfolio aims to attract potential partnerships and donations from individuals, companies and public authorities, in order to allocate and implement them in a project stipulated in the portfolio. Moreover, it is an effective communication tool for highlighting the projects and pillars that we have at A.C.Camargo and how they connect with the strategy of the donor person or company.

We have structured the 2024 Fundraising Portfolio with a new strategic positioning, with segmentation: +Knowledge, +Humanization, +Social Impact and +Innovation.





FOCUS ON PEOPLE

GRI 2-23 / ACC 16

Diversity, Equity and Inclusion

At A.C.Camargo, we welcome and support each other, promoting plurality, respect and advancing the Diversity, Equity and Inclusion agenda. Among the highlights of 2023, we fostered actions for mothers in the workplace and included minority groups and socially vulnerable young people. For the future, we are looking to consolidate partnerships and further engage our teams with the issue, especially through the Affinity Groups. Among the main initiatives for 2023 are:



- Creation of affinity groups: gender, race and ethnicity and people with disabilities.
- Implementation of breastfeeding support rooms.
- Employability of young people from the Dona Carolina Tamandaré Program.
- Institutional communication dedicated to literacy and celebrating a range of themes such as: People with Disabilities, Autism Spectrum, LGBTQIAPN+ Pride Month, National Migrant and Refugee Day.
- Adherence to the UN Global Compact on Refugees commitment, aiming to hire 70 migrants and refugees by 2027.
- Partnership with new NGOs to hire migrants and refugees (Adus, Amparo Maternal, Compassiva and Casa Venezuela).
- Structuring Portuguese language classes for our migrant and refugee professionals in partnership with the NGO Torre de Babel and Grupo Mulheres do Brasil.

Fostering employability

We have kicked off an initiative aimed at promoting the employability of socially vulnerable people. With implementation scheduled for 2024, we will offer full or partial scholarships for nursing technical schools and caregiver courses to individuals who are proven to be socially vulnerable and members of minority groups.



More people-focused initiatives in Chapter 5: A.C.Camargo Professionals.



A.C.Camargo Mission

With a nationwide coverage, the project promotes health and cancer control through institutional partnerships.

Learn more about the **A.C.Camargo Mission** on pages 32 and 100.

Dona Carolina Tamandaré Program

Support for child and adolescent cancer patients in socially vulnerable situations, with the aim of promoting social reintegration and employability.

Learn more about the **Dona Carolina Tamandaré Program** on page 101.





FOCUS ON THE SUPPLY CHAIN

GRI 2-6 | 2-23 | 2-24 | 204-1 | 308-1 | 308-2 | ACC 16

We rely on **2,691 suppliers**, of which 760 are direct and 1,931 indirect, totaling R\$991.7 million in spending in 2023 - 57% of the institution's net revenue. Domestic suppliers account for 97% of spending and international suppliers, 3%.

Suppliers perform a strategic role and contribute to the competitiveness and quality of the services provided by our Institution, being central to sustainability and the delivery of value to society. We conduct our operations ethically, with respect for human rights, the environment and promoting a relationship of respect, neutrality and equality with suppliers.

In an effort to institutionalize the practices expected in the supply chain relationship, we use the Supplier Relationship Manual, which presents the main guidelines and orientations for our commercial and partnership relationships.

To help reduce waste, especially from suppliers of medicines and medical supplies, we carry out reverse logistics projects with strategic partners, employing returnable boxes and electric vehicles for deliveries.

In 2023, for suppliers that process personal data and the Data Privacy and Information Security areas, we designed the due diligence questionnaire, intended to understand the supplier's maturity in these areas. Also by means of due diligence, the compliance area began to preliminarily assess the integrity of potential partners in strategic projects.

We evaluate service providers and suppliers of inputs (medical supplies and medicines) on the basis of safety, documentation, technical and socio-environmental aspects. If the Supplier Qualification Index (IQF) score is not satisfactory (less than 85), the supplier must draw up action plans for improvement and correction within an established timeframe.

In 2023, around 100 service providers were assessed, taking into account regulatory, technical, socio-environmental and safety aspects.





FOCUS ON THE ENVIRONMENT

GRI 2-23 | ACC 16 | ACC-2025-CN

We strive to strengthen the culture of conscious use of natural resources in all of A.C. Camargo's operations. Every year, in order to encourage a culture of conscious use of resources in operations, we select key environmental indicators to be monitored throughout the institution, which are regularly published through the Workplace institutional channel.

We have an Environmental Management System ("SGA") which allows us to manage and reduce negative environmental impacts and increase positive ones, seeking efficiency in the use of natural resources. To support the SGA, we have an Environmental Working Group, made up of various specialist areas. We are also externally audited every year to maintain our environmental certificate (ISO 14001) and strive for continuous improvement in this area.

To strengthen the institution's commitment to environmental sustainability, in 2023 we became a member of the Healthy Hospitals Project (PHS), whose purpose is to promote public and environmental health by encouraging member organizations to embrace at least one of the four challenges: climate, energy, waste and sustainable purchasing. At first, we will contribute to the waste reduction challenge.



Access A.C. Camargo's Sustainability Policy here.



KEY ENVIRONMENTAL INDICATORS MONITORED THROUGHOUT THE INSTITUTION

INDICATOR	UNIT	RESULT 2022	RESULT 2023	2023 TARGET	RESULT VS. TARGET
Water consumption	m ³	129,375	136,389	132,169	+3.2%
Electricity consumption	MWh	21,991	23,194	23,563	-1.6%
Waste generation	ton	1,430	1,422	1,503	-5.4%
GHG emissions	tCO ₂ e	8,534	2,879	9,162	-68.6%
Consumption of A4 paper	Reams	26,564	18,687	25,230	-25.9%
Printing	Millions of sheets	15,616	15,458	15,616	-1.0%
Number of environmental events	Unit	17	30	-	-



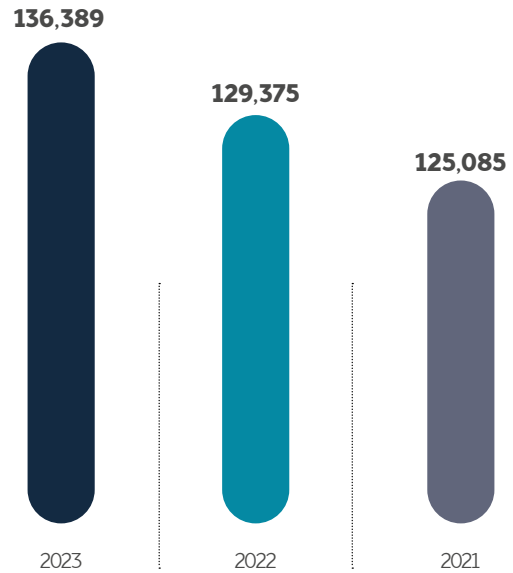
Water

GRI 303-3 | 303-5

In 2023, we consumed 136,400 m³ of water from supply and sanitation concessionaires, representing an increase of 5.4% compared to the previous year. The increase in consumption is mainly explained by the increase in the occupancy rate in 2023.

Due to the constant consumption of water in the institution's operations, environmental impact is inevitable. To mitigate this, A.C.Camargo continually updates its equipment in order to improve performance. Moreover, we regularly monitor water consumption, set annual targets and discuss the results in the Environmental Working Group.

WATER CONSUMPTION (M³)





Energy

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

In 2023, we consumed 90,800 GJ of energy, up 4.9% compared to the previous year. There was a 5.8% increase in electricity consumption due to the higher volume of services and the heatwaves. As a management measure, in order to keep electricity consumption close to the stipulated target, operational adjustments were made to operating time and target room temperatures. On the other hand, we reduced diesel consumption by 23.2%.

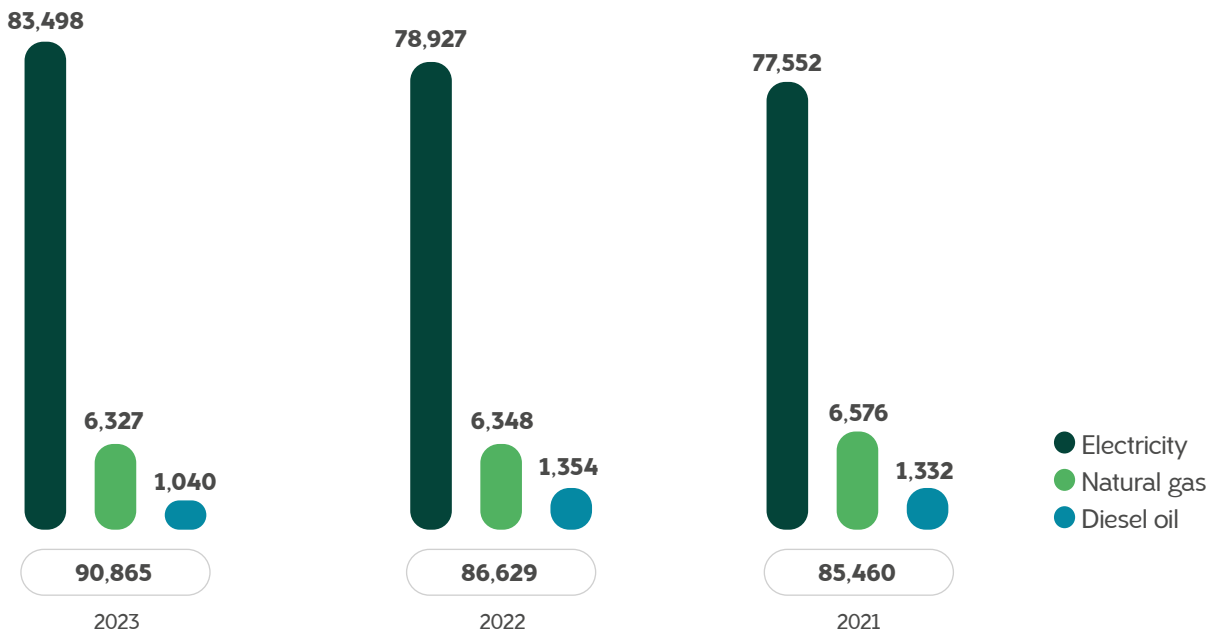
Our operations require permanent and intensive energy consumption and the energy intensity (electricity) was 0.87 GJ/patient-day.



ENERGY EFFICIENCY

In 2023, we replaced cooling equipment with more efficient models and installed the 3rd chiller at the Antônio Prudente unit, a piece of cooling equipment that allows the temperature and relative humidity of the rooms to be controlled. This action resulted in a more rational and efficient use of the air conditioning system, considering the replacement of less efficient equipment and the reuse of rejected heat to heat showers on some floors.

ENERGY CONSUMPTION (GJ)





Waste

GRI 306-1 | 306-2 | 306-3 | 306-4 | 306-5 | SASB HC-DY-150A.1

Considering all the Institution's units, 1,422 tons of hazardous and non-hazardous waste were generated, a drop of 8 tons compared to 2022. Out of the total waste, 31% was reused, recovered and recycled.

During the awareness and training programs relating to the Environmental Management System, which take place continuously for all employees, a number of initiatives and best practices are presented to be implemented in daily routines to reduce waste generation.

With regard to the risks associated with waste handling, transportation and storage, in-house

teams are trained to carry out these activities in the institution's units.

As for final disposal, infectious waste (Group A) has been treated in an autoclave (453.5 tons, equivalent to 99.7%) or incinerated (1.5 tons, 0.3%), ensuring proper disposal.

The remaining waste is disposed of by outsourced personnel, in procedures supervised by our team, strictly following the guidelines of the Integrated Solid Waste Management Plan (PGIRS) to avoid any adverse impact.

WASTE GENERATED (T)	2023	2022	2021
Total	1,422.1	1,430.1	1,600.3
Hazardous waste	541.7	582.5	594.7
Healthcare services - Group A (infectious)	454.9	513.0	527.0
Healthcare services - Group B (chemical)	55.2	55.1	59.4
Hazardous civil construction / industrial waste (recyclable)	31.4	14.4	8.3
Hazardous civil construction / industrial waste (non-recyclable))	0.2	0.0	0.0
Non-hazardous waste	880.4	847.6	1,005.7
Healthcare services - Group D (common) + civil construction and industrial waste (common)	471.7	410.0	368.9
Healthcare services - Group D (recyclables)+ civil construction and industrial waste (recyclables)	408.7	437.6	636.8



Greenhouse gas emissions

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

Since 2021, we have been measuring, monitoring and controlling greenhouse gas (GHG) emissions from scopes 1 (operations), 2 (energy) and 3 (value chain). As an evolution in the management of GHG emissions and in line with the 2025 institutional commitments, we expanded the measurement of scope 3 GHG as of 2023, including indirect emissions generated by the value chain, considering transportation, upstream distribution and business travel.

In 2023, around 2.9 thousand tCO₂e were emitted, 56% of which were scope 1, from the use of natural gas, diesel oil, recharging fire extinguishers, medical gases (nitrous oxide) and refrigerant gases (air conditioning); 31% were scope 2 and 13% were scope 3. The inventory follows the specifications of the Brazilian GHG Protocol Program and the results are verified by an independent audit.

We have significantly reduced emissions in scope 1, a decline of 78% compared to 2022. To achieve



GHG PROTOCOL GOLD SEAL

We have received the 2022 Brazilian Greenhouse Gas Program Gold Seal, awarded by the Getúlio Vargas Foundation, the program's highest level of certification.

this, we reviewed internal controls and closely monitored the supply of nitrous oxide, a gas used in anesthesia procedures and with a global warming potential 265 times greater than CO₂. We also replaced this gas supplier.

A total of 22,600 MWh of I-RECs (International Renewable Energy Certificates) were purchased for 97.4% of the electricity consumed in the year, representing a reduction of 870.3 tCO₂e in scope 2.

GHG EMISSIONS (TCO ₂ E)	2022*	2023*	Distribution	Biogenic
Total	8,553.9	2,878.9	100%	90.8
Scope 1 - Direct emissions (operations)	7,467.9	1,620.9	56%	7.2
Scope 2 - Indirect emissions (electricity)	933.9	893.2	31%	-
Scope 3 - Indirect emissions (value chain)	132.1	364.8	13%	83.7
Emission intensity (tCO₂e/patient-day)	0.11	0.03	-	-

* INCLUDES GREENHOUSE GASES NOT COVERED BY THE KYOTO PROTOCOL.



FINANCIAL SUSTAINABILITY

GRI 201-1 | 201-4 | ACC 33

Net revenue rose to R\$ 1.75 billion in 2023, an increase of 14% compared to 2022, reaching a distribution of value added of R\$761.4 million. Revenue from net hospital activity reached R\$1.62 billion in 2023, 12% higher than the previous year.



Access the
**Institution's
Statement of
Value Added here.**



Statement of value added (Fundação Antônio Prudente)	2023 (thousand) R\$	2022 (thousand) R\$
Revenues		
Revenue from hospital operations	1.618.112	1.441.446
Other revenue	36.226	43.057
SUS Incentive	35.528	13.754
Revenue related to the construction of own assets	76.836	63.479
Provision for doubtful debts	-14.285	-17.266
Inputs purchased from third parties		
Cost of goods and services sold	-848.318	-721.308
Materials, energy, third-party services and other	-268.396	-214.999
Provision for losses in inventory and fixed assets	-821	-2.109
Gross value added	634.882	592.300
Depreciation and amortization	-95.573	-87.974
Net value added	539.309	504.326
Value added received in transfers		
Financial income	222.074	215.153
Total value added to be distributed	761.383	719.479
Distribution of value added		
Personnel and charges	360.200	306.300
Direct remuneration	258.671	220.908
Benefits	78.214	64.524
FGTS	23.315	20.868
Taxes, charges, and contributions	2.654	2.536
State	-	28
Municipal	2.654	2.508
Expenses for SUS procedures	65.325	103.029
Remuneration of third-party capital	26.615	42.225
Interest	21.510	37.975
Rents	5.105	4.250
Remuneration of own capital		
Surplus for the year	306.589	265.389
Total value added	761.383	719.479



Economic and Financial Management

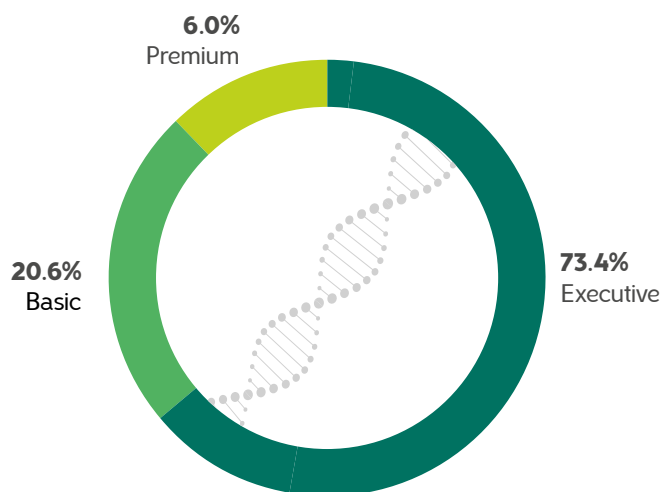
HC-DY-240A.1 | ACC 34

We have updated health plan segmentation to better adapt flows, processes and infrastructure, and the groups have been redefined as follows: **Executive, Basic and Premium**. By doing so, we were able to prioritize the greatest needs identified for each category, improve the patient journey and allocate fixed and variable costs with more effective results. The segment descriptions can be found on page 17.

The agreement with the **National Health System (SUS)** was renewed with the Municipal Health Department of São Paulo - SP, focusing on the care of highly complex cancer patients.

We keep evolving our compensation models, overcoming the challenges of the oncology sector, always in pursuit of the best cost-effectiveness.

DISTRIBUTION OF REVENUE BY HEALTH INSURANCE COMPANIES



* THE VITAL PLAN WAS INCORPORATED INTO THE BASIC PLAN AND THE INTERMEDIATE PLAN INTO THE EXECUTIVE PLAN.





Investments

GRI 203-1 | ACC 37 | 60

In 2023, around R\$223 million was invested in infrastructure and technology improvements, representing an increase of 87% compared to 2022.

Among the main investments made is the **Rehabilitation Center**, where professionals work together in the same environment, with an integrated vision, which provides greater evolution in treatments. We also invested in more modern **cooling equipment** and the **installation of the 3rd chiller**, increasing energy efficiency. We also completed the **renovations to the Surgical Center and the Outpatient Clinics** at the Antônio Prudente Unit, highlighting the acquisition of two new surgical robots, as well as investments in **preventive maintenance**, reducing the need for service interruptions.



INVESTMENTS IMPLEMENTED

Investment Type	Highlights	2023 (million R\$)	2022 (million R\$)	2021 (million R\$)
Expansion	Expansion of the Diagnostic Imaging equipment park at the Itaim Unit and refurbishment and expansion of the Endoscopy and Rehabilitation sectors.	38.8	-	-
Renovations and improvements	Renovations to the Surgical Center and Outpatient Clinics at the Antônio Prudente Unit, structural improvements (acquisition of a chiller, air conditioning system), retrofits in the inpatient units, changing rooms and furniture.	70.6	66.5	11.1
Information Technology	Continued investment in the new Data Center, replacement of equipment and upgrades, investment in information security.	27.6	24.4	25.7
Hospital equipment	Replacement of two surgical robots, replacement of current equipment for PET-CT scans and acquisition of an additional one, monitors, dispensaries, anesthesia machines, ultrasound machines, mammography machines, among others.	76.7	23.9	16.8
Innovation	Investments in the Digital Pathology project, continuation of the Cellular Therapies project, the digital journey of the patient and the doctor, among others.	9.2	4.6	4.8
Total		222.9	119.5	58.4



Financial resources for research

GRI 201-4 | ACC 31

In 2023, A.C.Camargo received financial investments for the development of research totaling over R\$5.6 million. The funds come from donations from individuals and companies, studies sponsored by pharmaceutical industries or funding from national and international development agencies, as well as support from the Ministry of Health. The Antônio Prudente Foundation also used its own resources, amounting to R\$17.3 million.

Source	2023 (thousand R\$)	2022 (thousand R\$)	2021 (thousand R\$)
Total resources	23,926	17,626	27,313
Antônio Prudente Foundation - own resources	17,302	14,559	16,731
Total national sources	5,667	2,823	2,160
Development agencies (FAPESP)	1,928	1,235	1,300
Grants	1,050	757	825
Scholarships	877	478	475
Development agencies (CNPq)	2,662	589	725
Grants	2,217	196	222
Scholarships	445	392	503
Ministry of Health (PRONON)	635	816	1,896
Personalized Medicine	490	296	882
Microbial Profiles	144	423	962
Biobank	0	98	52
Ministry of Health (PRONAS)	0	0.0*	0
Conduct Adjustment Agreements (TAC)	60	53	42
TAC CTC (15014)	42	33	36
TAC CTC (90717007)	18	20	6



Source	2023 (thousand) R\$)	2022 (thousand) R\$)	2021 (thousand) R\$)
Other*	379	131	197
HCOR - RENOVATE (90717002)	2	0*	9
ACCORD (90717003)	4,4	-	-
HCOR - HALO (90717004)	0,5	0,2	26
HCOR - IMPACTO-MR (3904)	0	2	-
FUNDAÇÃO CONRAD WESSEL (90717006)	53	54	55
ROCHE (90717009)	42,8	6,6	1
BDF NIVEA (90717010)	0	8	92
AMGEN (90717011)	8,6	0**	12
BAYER S.A (90717012)	153	-	-
LIBBS (90717013)	60	23	2
BMS CA (90717014)	14	-	-
LAGOC 0118 - RELANCE (90717016)	4,0	-	-
HCOR - IMPACTO-MR (90717018)	3,7	-	-
MA NOVARTIS- Brave (90717021)	3,5	-	-
Epidemiological - Cassiopeia (90717026)	17	-	-
MR-PAV Impact Study (90717037)	2,4	-	-
Chlorhexidine Bath Impact Study (90817016)	7,2	-	-
BAYER S.A (BHC0233/2019)	0	4	-
BMS (CA 209-950)	0	17	-
LACOG (0116)	0	9	-
LACOG (1918)	1,8	8	-



Source	2023 (thousand R\$)	2022 (thousand R\$)	2021 (thousand R\$)
Total international sources	957	243	421
CARL ZEISS (3811)	0	15	-
CAPEC - PFIZER Chile (15018)	474	203	154
IAEA (CTC_Radio) (15019)	738	14	1
IARC/WHO - Mutographs (cc 90717001)	393	9,5	8
UNI. CALIFÓRNIA (90717005)	1,2	1,5	97
LADY DAVIS (90717008)	0*	0*	160
GP-SHERLOCK (90717031)	2,0	-	-
GP-CGA-IGC (Inherited Gastrointestinal Cancer) (90717032)	1,5	-	-
GP-ASCP (90717035)	25,1	-	-
GP-WIME-Isavuconazol (90717036)	41,7	-	-
GP-ACCRF - Adenoid Cystic Carcinoma Research Foundation (90717038)	18,2	-	-

* PROJECT TERMINATED

** PROJECT ONGOING BUT WITH NO EXPENSES

NOTE: INCLUDES OPERATING EXPENSES (OPEX).



4



Related capitals

Integrated patient care.

OVERVIEW

ACC 2

96,459
(+7%)
patients
assisted



PATIENT CARE SUPPORT

OUTPATIENTS
295,641 (+0.1%)
outpatient
consultations

EMERGENCY
20,399 (-10%)
emergency care

INPATIENTS
18,892 (+4%)
hospital admissions

89,578 (+6%)
daily hospital stays
(patient-days)

19,089
(+12%)
new
patients



DIAGNOSIS

IMAGING DIAGNOSIS
288,217 (-2%)
imaging examinations



TREATMENT

IMMUNOTHERAPY
625 (+89%)
patients

CHEMOTHERAPY
26,276 (+6%)
sessions

RADIOTHERAPY
2,125 (-7%) cycles
31,832 (-0.03%) sessions

SURGERIES
22,119 (+6%)
surgeries

627 (+3%)
robotic surgeries



QUALITY OF PATIENT CARE

SASB HC-DY-250A.2 | HC-DY-250A.3 | HC-DY-250A.4 | ACC 4 | 5 | 6 | 7 | 10 | 11 | 12 | 13 | 41



Time elapsed between consultation and start of treatment **41** days



Reoperation before 30 days **0.08** %



Readmission before 30 days* **11.8** %



Fatality rate in cases of sepsis **22.8** %



Bed turnover by unit

4.86 Antônio Prudente
3.51 Tamandaré



Occupancy rate patient-days/bed-days **73** %



Timing of prophylactic antibiotic administration before surgeries

93 % Target **80** %



Average rate of healthcare associated infections (HAI) by unit

4.0% Antônio Prudente
4.8% Tamandaré



Length of stay

4.4 days UI - inpatient unit
3.5 days ICU - intensive care unit



Average infection rate in clean surgery by unit

1.2% Antônio Prudente
2.0% Tamandaré
0.5% Pires da Mota



Adverse events

1,753
44.4% no harm
53.1% low level of harm
1.8% moderate level of harm
0.1% severe level of harm
0.5% fatality
1.6% patients/day



Reportable severe events

1 Surgical or invasive procedures
51 Patient care management
Zero Product or device, patient protection, environment, radiological or criminal potential

* INPATIENT READMISSIONS RATE CONSIDERED ACCEPTABLE BY THE INSTITUTION IS 12%.



A.C.CAMARGO'S JOURNEY AND EXPERIENCE

PATIENT JOURNEY

START



Checking and organizing exams



1st Clinical visit



Additional examinations

Integration in cancer treatment provides patients with access to:

- Multidisciplinary team specialized in oncology;
- Medical and care teams for the care of critically ill patients;
- Support specialties;
- Optimized coordination of complex care and transition between teams.

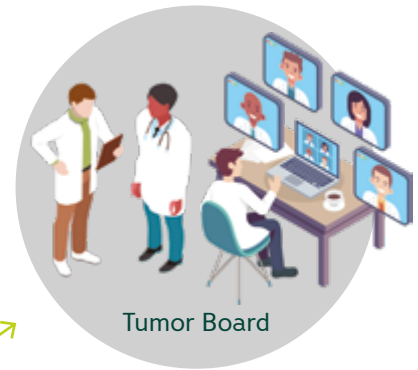
DIAGNOSIS



Diagnosis



Communication of diagnosis and treatment



Tumor Board

TREATMENT



Surgery



Post-surgery



Chemotherapy, Radiotherapy, Interventional Radiology and Nuclear Medicine



Return visit



Follow-up



NAVIGATION



EDUCATION



RESEARCH



INNOVATION

Quality

Cost-Effectiveness

Patient experience



In our challenge to improve the **Patient Experience**, we have restructured the dedicated department, renewing the scope of work based on three main focuses:



Immediate action team:

treats daily occurrences that may impact the patient experience and, using these inputs, develops action plans aimed at continuous improvement.



Journey experience:

identifies the weakest moments in the journey, acting to plan and implement improvement plans together with the different departments concerned.



Patient well-being:

support groups, NGOs, partners and workshops, among others, such as the Voluntary Network, are active in this focus, with integrative practices and welcoming and entertaining actions.





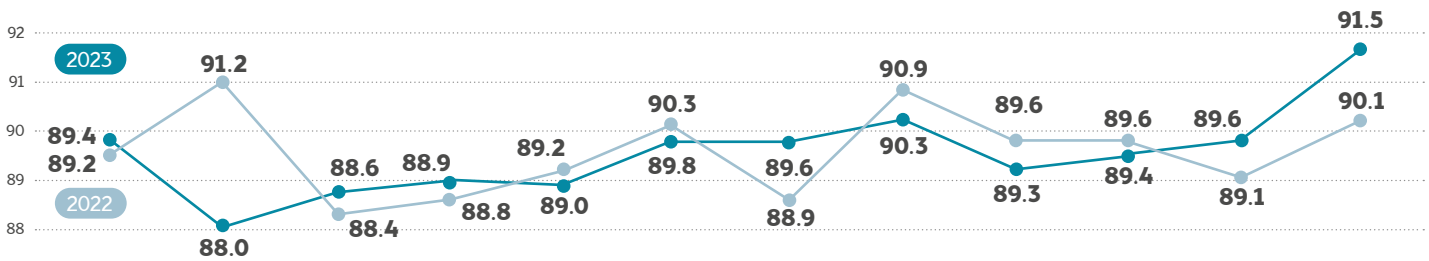
Patient satisfaction

GRI 2-29 | ACC 52

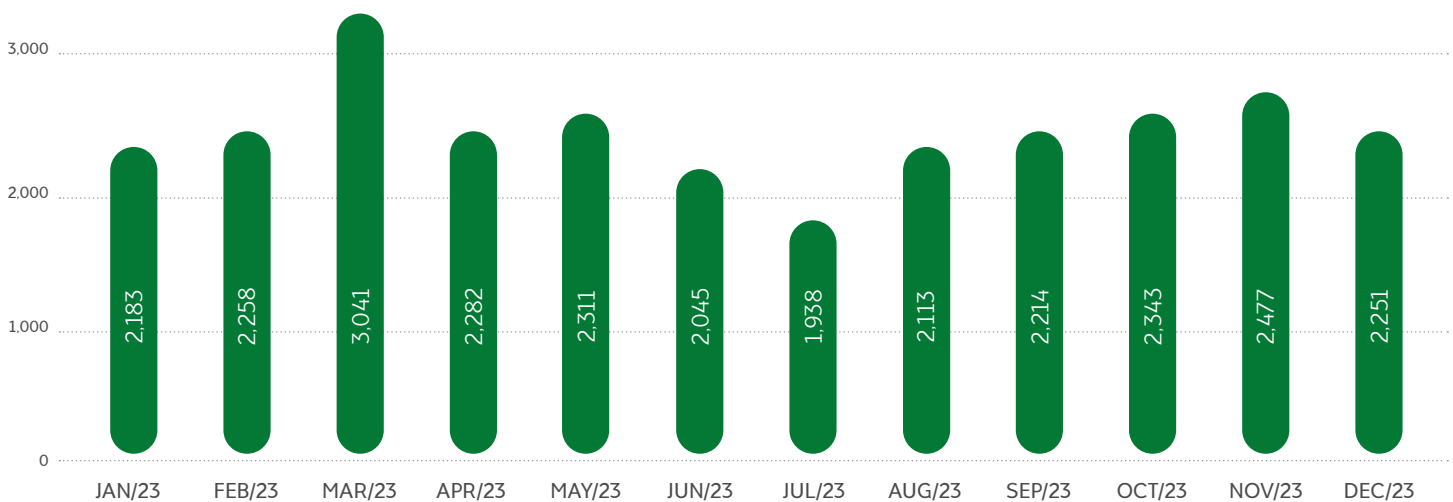
We use the Net Promoter Score (NPS) to assess the quality of our services. After the service, patients fill in a form about their satisfaction level, allowing us to identify possible problems and points for improvement. The managers of the assistance departments are in charge of analyzing the responses and proposing action plans.

A Balanced Scorecard (BSC) indicator aimed at improving patient satisfaction in their cancer journeys is to achieve over 90 points in the satisfaction index assigned by patients treated at all the Reference Centers. **In 2023, the average NPS was 89.4 points, considering all the evaluations received.**

PATIENT SATISFACTION - MONTHLY NPS



RESPONDENTS





Welcoming patients and companions

A.C. Camargo's units have a housekeeping team responsible for ensuring the proper maintenance of the entire infrastructure, ensuring that the environments are fully functional. This is reflected in the quality of the reception and welcoming of patients and companions, enhancing the patient journey experience.

In 2023, the **Concierge and Hospitality department**, was restructured, expanding the scope and hours of service, reviewing the service model and structuring dedicated spaces.





Health and safety in every patient care

GRI 416-1

Cancer treatment is complex and requires individualized follow-up due to patients' different responses to protocols. Prioritizing safety and the best outcomes, we evaluate 100% of our services in terms of their impact on patient health and safety, continually looking for ways to improve care. Among the actions taken are:

- Investment in Qmentum accreditation.
- Review of patient care protocols and patient navigation, monitored by a nurse navigator in the RCs.
- Audit of the Healthcare Related Infection Control Service (SCIRAS) team for hand hygiene and infection prevention controls.
- Periodic technical visits carried out by SCIRAS with the participation of area managers.
- Internal and external evaluations to check the quality of compliance with accrediting/certifying regulations.
- Monitoring of patient care indicators and adverse events.
- Daily monitoring of Safety Huddle reports.
- Internal evaluation by the areas themselves of their processes.
- Monitoring indicators to assess patient satisfaction.



ZERO HARM BY 2030

In 2023, we began preparing to join the international Zero Harm Campaign. With it, we plan to make processes even safer for patients, monitoring indicators and all incidents, drawing up action and follow-up plans to eliminate all possible harm by 2030. [Learn more here.](#)





Technology and innovation in patient experience

ACC-2025-CM

Technology and innovation play a key role in transforming the patient experience at A.C. Camargo. Throughout 2023, a total of **91,134 patients** interacted with technology solutions. Some initiatives have been adopted or continued with a focus on communication and aiming for greater comfort and ease:

- **Zero Fault System:** clinical visits and exams are confirmed by messages, avoiding idle staff and increasing agenda availability.

- **Self check-in:** carried out in self-service machines, the patient's waiting time for check-in is shortened, improving their experience and the process.

- **Remote patient monitoring:** for immunotherapy cases, patients can contact us remotely to receive clinical follow-up.

Other channels are currently being contracted or implemented, with their adoption scheduled for 2024.





Support groups and workshops

ACC 14 / 15

In our support groups and workshops, we provide interaction moments for patients and their companions, offered throughout the journey and in the survivorship and follow-up stages, when the late treatment effects are being monitored by our team.

With the aim of promoting health and well-being, these meetings take place in person and virtually, with the participation of psychologists, social workers, volunteers and specialized professionals. During the sessions, patients discuss their anxieties and difficulties, as well as taking part in entertainment and self-esteem-boosting activities.

For new radiotherapy patients, we offer a guided tour called Radiotour, which helps to demystify the treatment.



Website for registering patients and their companions in support groups.





Listening and engagement

GRI 2-29 | ACC 48 | 49

We currently have engagement forums focused on patient care:

Patient and Caregiver Consulting Council

The Council's purpose is to ensure that the needs and concerns of patients and caregivers are heard and considered in the institution's decision-making. It is made up of ten patients or family members who have a strong bond with the institution and representatives from seven areas of the institution: Patient Experience, Medical Directorate, Operations Directorate, Patient Care Superintendence, Quality Management, Ombudsman and SAC. Throughout 2023, several topics were discussed, such as: patient care, patient safety, the cancer patient journey, compliance (ethical dilemmas), palliative care and closing 22/23.

Patient experience medical committee

The Committee strives to drive continuous improvements in the quality of care provided to patients, taking into account the doctors' perspective and involvement in delivering a positive experience. The forum meets monthly with the aim of discussing issues related to the patient experience from the doctors' perspective, as well as exploring ways in which the organization can support healthcare professionals in providing an even better patient experience. Among the topics discussed in 2023 are: presentation of the project to set up the Clinical

Staff Support Center, presentation of the Business Partners and the support, health and well-being programs available to employees, the proposal for a Delirium protocol and the cancer patient journey, as well as the digital experience.

Patient perception forums

The aim of these forums is to instill a continuous improvement culture, using patient feedback to improve the services provided by the institution. These are discussion spaces dedicated to the main topics related to the evaluation of the patient journey and the Net Promoter Score (NPS) survey, as well as to complaints received by the Customer Service Department (SAC). The forums are organized into specific topics, covering areas such as hospitalization and emergency, infusions, clinical visits and diagnostic medicine. During these meetings, managers responsible for each journey are invited to present their analysis of the outcomes achieved and the action plans proposed to improve the patient experience in their respective areas.

Patient experience week

An annual event with the aim of raising awareness of the Patient Experience culture among the institution's professionals. In 2023, over 900 people took part in lectures, simulations, competitions and exhibitions.



INTEGRATING PATIENT CARE, RESEARCH AND EDUCATION

Integrating patient care, research and education in a cancer center is key to providing comprehensive and advanced care for cancer patients. Through prevention, diagnosis, treatment and follow-up, integrated and humanized care aims to meet the needs and ensure patient safety. Education encompasses the training

of specialists and the dissemination of knowledge, ensuring professional excellence. While basic, clinical, epidemiological and translational research drives scientific advances, therapeutic innovations and collaborative partnerships, shaping the future of oncology and offering the best to patients.

CAR-T cells

A.C.Camargo pioneered immunotherapy treatment with CAR-T cells. As one of the Brazilian institutions qualified to carry out this therapy, and the only one exclusively dedicated to cancer treatment, we were the first to use it commercially in an adult patient in the state of São Paulo.

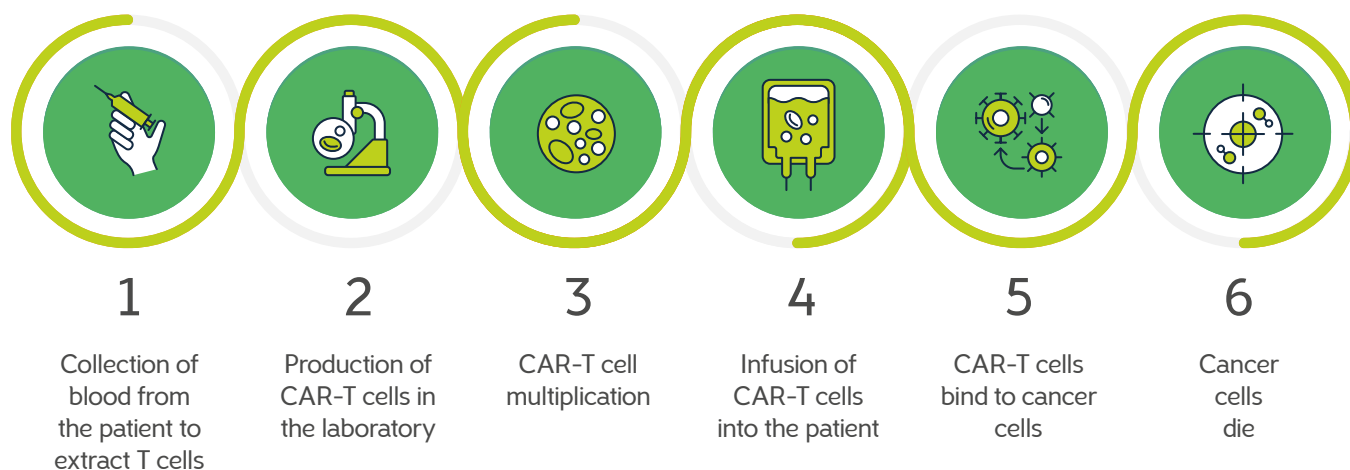
Throughout 2023, we conducted **20 CAR-T infusions**, including clinical trial cases. We are proud to have reached the **top 2 in worldwide recruitment in a study with multiple myeloma patients.**



[Click here for more on CAR-T cell therapy.](#)



CAR-T CELL THERAPY





Genomic and Molecular Diagnosis Center

ACC 57

The Genomic and Molecular Diagnosis Center at A.C.Camargo offers cancer diagnosis and monitoring tests, especially in precision oncology. These tests are critical to identifying specific genetic and molecular features of tumors, which allows for a more personalized and effective approach to treatment. Apart from providing test outcomes, the team of specialists made up of clinical oncologists, hematologists, oncogeneticists, pathologists and

molecular biologists offers assistance in interpreting reports and discussing cases with doctors and other health professionals.

Through **B2B** partnerships, A.C.Camargo carried out **4,795 exams** in 2023, an increase of 415% compared to 2022, from 190 contracts signed with diagnostic medicine laboratories, health service providers and pharmaceutical companies.





INVESTMENTS IN RESEARCH AND INNOVATION

ACC 37

During 2023, over **R\$ 113 million** were invested in information technology, hospital equipment and innovation, driving significant advances in research and innovation. Among the most relevant investments are:

- Acquisition of new models of robotic surgery equipment, Da Vinci X and Da Vinci XI.
- Replacement of PET-CT scanning equipment and acquisition of an additional one.
- Investment in the Digital Pathology project.
- Continuation of the Cellular Therapies project.
- New Data Center.
- Digitalization of patient and doctor journeys.





INNOVATION IN HEALTH AND ONCOLOGY

In partnership with startups, we are fostering the creation of new products, advances in research and improved quality in healthcare and oncology. With the development of the **innovation hub**, we will strengthen our strategy and institutional commitment to innovation. These initiatives enable closer collaboration with the sector's innovation ecosystem, speeding up the validation process and making new products available safely to benefit more and more patients.

Our aim is to provide solutions that increase productivity in medical care, simplify the patient journey and accelerate the development of biotechs, especially in the creation of new diagnostic lines.

The constant introduction of new technologies has contributed to the development of healthcare worldwide. Understanding this movement and the segment's needs, our innovation department is divided into three main pillars.

1. Innovation hub: responsible for managing and promoting a culture of innovation, fostering collaboration among different stakeholders, including entrepreneurs, researchers, doctors

and companies. It offers ideal conditions for sharing knowledge, infrastructure and management models, as well as facilitating networking between players in the sector.

2. Information Technology: by means of digital transformation initiatives, we strive to have a positive impact on medical care, reducing time, simplifying processes and cutting costs. Moreover, the data generated and managed may contribute to the development and monitoring of initiatives ranging from software development to clinical research.

3. Artificial Intelligence (AI): group made up of innovation and technology professionals and members of the clinical staff to define the strategy related to using AI resources in the institution. Its functions include:

- Recommending commercially available AI algorithms.
- Guiding and joining forces to develop AI tools internally (seeking partnerships with developers and startups).
- Encouraging discussion about AI at A.C.Camargo.
- Definition of an AI education trail for healthcare professionals.

The group also aims to use AI to compose the value chain, reduce costs and bring operational efficiency.



SCIENCE AND INNOVATION MEETING - 2023 EDITION

The event was held 100% digitally with the aim of promoting and publicizing the scientific and innovation activities carried out at the institution. A total of 163 people registered, including students, residents, researchers and employees, amounting to more than 80 oral presentations.

Six papers were awarded, one in each category, and the winners were presented with award certificates and short- and mid-term courses offered by A.C.Camargo's Education department.



Click here to read more about the event, the participating entries and the honorable mention.



Click here for more info about Aljava Biotech.



ALJAVA BIOTECH

Aljava Biotech, the first startup to be incubated at A.C.Camargo, is a 100% Brazilian company dedicated to developing biotechnology solutions. Its first project, which will be developed at A.C.Camargo's innovation hub, consists of a technology that will make it possible to test the efficiency of chemotherapies for patients' tumors before treatment begins by means of "microtumors" created in laboratory from tumor cells obtained from patients by biopsy or surgery. These structures are miniatures, or small samples, of a patient's tumor that are tested in the laboratory simultaneously and with different medications, making it possible to identify the most effective therapy to be administered.

IMMERSION AND INNOVATION PROGRAM

The first cycle of the Innovation Immersion Program was held in 2023 with the support of Inventta, an innovation consultancy. Aimed at fostering a culture of innovation, the project focuses on training employees in innovation methodologies and tools, to encourage the generation of ideas for innovative project initiatives at the institution. The program follows the design thinking methodology, which is aimed at developing in-depth knowledge of the problem and generating innovative solutions, focusing on unmet needs.

The first Innovation Immersion Program cycle had three challenges: improving the patient and family journey, increasing the efficiency of processes and/or treatments using data and digital technologies, and proven cost-effective patient care for health insurance companies. The project lasted around five months and involved 42 participants.



JOSÉ EDUARDO ERMÍRIO DE MORAES AWARD: INNOVATIONS FOR LIFE

In partnership with the José Ermírio de Moraes Neto family, we held the award's second edition with exciting ideas that could change the course of oncology in Brazil.

A total of **53 projects** were submitted, created by entrepreneurs from all Brazilian regions, members of the Alumni Network and A.C. Camargo residents, as well as researchers, professors and external graduate and postgraduate students from Brazilian higher education institutions. The initiatives were analyzed according to their compliance with three criteria: **relevance, maturity, business potential and impact on the health segment.**

The following evaluation criteria were used:

- Relevance: the importance of the problem explored, the number of people impacted by it and the distinctive nature of the solution presented.
- Maturity: the stage the business is at, the maturity of the solution, the competence and motivation of the team.
- Business potential and impact: the solution's ability to solve the problem, the market size, the business model and viability, the potential for scale and possible synergy with A.C. Camargo.



Felipe Fagundes (finalist), Stephani Tápias (winner of the Digital Health category), Adriana Toueg's representative (finalist), Carolini Kaid (winner of the Deep Techs category), Vilma Martins (finalist) and Marcos Santos (winner of the Deep Techs category).



Click here to find out more about the award's organizers, categories, winners and prizes.





CUTTING-EDGE RESEARCH

ACC 30 / 40

Research plays a pivotal role in the evolution of the fight against cancer, allowing us to expand access to new therapies, improve quality of life and increase patient survival. From basic research to its practical application in new treatments and technologies, passing through education and learning, promoting innovation, generating and disseminating comprehensive knowledge about cancer is our priority.

Integration among education, research and the dissemination of knowledge results in significant scientific advances for the community and benefits patients.

We have 197 professionals in the A.C.Camargo research area: 62 medical researchers, 15 CIPE researchers and 120 members of the CIPE administrative support team, the latter shared with the education area.

We carry out different types of research, integrating the knowledge generated at the institution and transferring it to patients, so as to advance the effective approach to cancer. At A.C.Camargo, we conduct the following types of research:

Basic Research
Laboratory work to discover mechanisms and ways in which tumors appear, advance and spread.

Clinical Research
Patient studies leading to new clinical practices.

Translational Research
Use molecular knowledge to solve real-life clinical problems. Transition from laboratory work to clinical practice.

Epidemiological Research
Studies to assess risk factors and the effect of cancer on the population.



Access here for our ongoing research projects





Cooperation with other institutions has boosted our research in 2023:

87 active cooperation agreements

66 domestic

21 international

61 new agreements

43 domestic

18 international

Total cooperation increased by **8%** and the number of medical researchers grew by **3%** over last year.



DÉDALO

Approved by the Board of Trustees in 2023, the Dédalos (**D**esenvolvimento EstratÉgico da **P**esquisa para **D**escobertas **A**plicáveis à Jornada **O**ncológica - *Strategic Development of Research for Discoveries Applicable to the Oncology Journey*) is a strategic project of renewed scientific research made up of actions in several axes, such as: Governance, Incentives, Attraction of resources, Management of human resources and Networking. The project's strategic objectives are:

- Increasing scientific leadership.
- Promote the alignment of research with the oncology journey.
- Bringing research closer to the innovation ecosystem and the productive sector.
- Broaden participation in national and international collaborative groups.
- Increasing funding for research.



Clinical Research

ACC 18 | 19

At the cancer center, patients with highly complex diseases can have access to innovative treatments. Experimental medications made available in clinical trials are an alternative for cases of poor response to conventional treatments and offer access to innovative medications within ethical and scientific standards.

In 2023, the sponsored clinical research unit conducted a total of 94 clinical studies, of which 14 were closed during the period and another 80 studies were in the follow-up and/or recruitment phase. The total volume represents a 15% increase on the previous year.



Category	2023	2022	2021
New studies cataloged	31	18	19
Studies cataloged from 2001 to 2023	317	286	268
New patients included in clinical research projects	114	64	88
Patients included in clinical research projects from 2001 to 2023	3,667	3,553	3,489
Studies initiated*	31	18	19
Studies being monitored**	51	51	38
Studies recruiting** patients	29	20	25
Studies completed in 2023	14	11	27
Studies completed from 2020 to 2023	56	38	31

In 2023, the clinical research unit conducted another seven post-studies in the Patient Care Programs.

Studies by type of research	80
Targeted therapy	41
Immunotherapy	31
Others (hormone therapy and pain)	5
Chemotherapy	0
Cell therapy	2
Epidemiological	1

* FROM THE SITE INITIATION VISIT MEETING.

** FOLLOW-UP AND RECRUITMENT ON 31/DEC/2023.



INTERNATIONAL RESEARCH CENTER (CIPE)

CIPE offers a comprehensive laboratory infrastructure with state-of-the-art technology and defined protocols for the development of basic, clinical, translational and epidemiological research.

Structure: Biobank, Research Support Office (EAIP), Clinical Research Support Center (CAPEC), Hospital-based Cancer Registry, laboratories for bench research, vivarium, project office and data science structure.

Support: Nursing specializing in research, biostatistics and core facilities for genomics, cytometry, cell culture and immunohistochemistry.

Main topics: Cancer epidemiology, immuno-oncology, tumor and cell biology, hereditary cancer syndromes, data science, artificial intelligence and pre-clinical models.

More info: <https://accamargo.org.br/pacientes/estudos-clinicos/tudo-sobre-estudos-clinicos>

CIPE Team: <https://accamargo.org.br/pesquisa/pesquisadores>

Hotpapers: <https://accamargo.org.br/pesquisa/publicacoes-cientificas/hotpapers>

Biobanco (Biobank)

ACC 29

The Biobank is responsible for identifying tumors' features and profiles, storing and analyzing a variety of samples, including tissues, blood, biofluids (plasma, serum, urine, saliva, sputum, cytology, etc.) and DNA/RNA. By characterizing the molecular and genetic aspects of patients and their tumors, it is possible to make accurate diagnoses and propose the most appropriate treatment and follow-up approach for each patient. Moreover, the Biobank is also essential for conducting research aimed at further advancing oncology.

Between 1997 and 2023, the Biobank collected 179,000 tissue and blood samples, 43,000 recruited patients and 33,000 DNA/RNA extractions.

Biobank Samples	2023	2022	2021
Tissues (collected and frozen)	673	909	1,317
Blood – leukocytes (isolated and frozen)	371	433	578
RNA and DNA extractions	1,484	1,417	1,869
Processed tissues and biofluids (includes RNA and DNA extractions)	4,594	3,953	4,672
Research projects that use samples stored in the Biobanco	18	15	26



Research Board

ACC 46

The Research Board gathers doctors, multi-professional staff and researchers from the various CRs to discuss and develop research.

Throughout 2023, **73 interdisciplinary meetings** were held, covering Colorectal (13 meetings), Skin (10), Urological (10) Chest and Lung (10), Sarcoma (9), Head and Neck (9), Breast (9), Gynecological (2) and Oncohematological (1) tumors.

Scientific production

ACC 20

We share the outcomes of our research with the scientific community by publishing articles in high-impact journals. By doing so, we contribute to the progress of cancer research and provide vital information that aids diagnosis and decision-making in the treatment of patients.

In 2023, we completed **319 research projects** and published **255 articles**.





KNOWLEDGE DISSEMINATION

ACC 21 | 22 | 23 | 24 | 25 | 28 | 55

Short- and mid-term courses

The courses produced by the Institution offer high quality content to the medical community and society. Some of these courses are available free of charge in online format, making it easier for those interested to take part and making the educational proposals more widely available.

SHORT- AND MID-TERM COURSES OFFERED IN 2023

1,200 participants

26 short- and mid-term
courses offered

93.7 NPS

Most attended courses:

- Prophylaxis and treatment of thrombosis: multidisciplinary update.
- Infections in cancer patients: a practical approach.
- Navigating cancer patients.

Nursing Technical School

The A.C. Camargo Technical School was created in 1990 with the purpose of **strengthening the integration between education and patient care at the institution**. It also seeks to encourage continuous learning among our nursing staff. In June 2023, 22 new nursing technicians graduated.

Lifelong Learning

As with other pillars of the cancer center, the education area is looking for strategic partners to implement measures that increase the knowledge of healthcare professionals and society about cancer.

In the development of Lifelong Learning, we are partnering with education institutions to offer **courses for continued education for healthcare professionals**. These courses are designed to meet different needs throughout their professional careers.



To check the available courses and their respective enrolments, **access**





Residency and Fellowship Programs

The medical residency program, multi-professional residency and fellowship programs aim to specialize these medical professionals through the **exchange of experiences and practical learning** in oncology. In 2023, we had 282 residents and fellows.

11 residents were integrated into A.C.Camargo's clinical staff on a permanent basis, generating value by training their own team.

Graduate program (MSc/PhD) - Professional Master's Degree in Oncology

This course provides a qualification in healthcare management, scientific methods and oncology patient care. It is aimed at professionals from all areas of knowledge interested in the practice of cancer patient care and the running of a specialized cancer center.

The project discussion forums, held between master's students and professors, aim to **enrich training with an interdisciplinary approach**. Launched in 2021 with recognition from CAPES (Coordination for the Improvement of Higher Education Personnel, Ministry of Education), in 2023 we graduated six students from the program and closed with a total of 51 students enrolled.

PROGRAM	2023	2022	2021
Medical resident graduates in the year	62	66	64
Total medical residency students	168	172	176
Multidisciplinary residents graduated in the year	21	22	27
Total residency program students	47	44	53
Fellows graduating in the year	12	10	10
Total fellowship students	13	10	11

NOTE: THE NUMBERS WERE COMPUTED AFTER THE PROGRAM GRADUATION CEREMONIES, WHICH ARE GENERALLY HELD IN FEBRUARY OF THE FOLLOWING YEAR.



Learn more about the Graduate program (MSc/PhD) - Professional Master's here.





Graduate program (MSc/PhD) - Academic

The academic graduate program offers master's, doctorate, post-doctorate and scientific initiation courses, taught by a competent and multidisciplinary body of professionals working in the clinical staff and recognized researchers in the oncology field.

After evaluation by the academic-scientific community, our Graduate program (MSc/PhD) courses received a grade of 6 from CAPES (Evaluation of the National Graduate System) for the 2017-2020 triennium. This is the country's highest grade in oncology, with 7 being the highest grade awarded in CAPES evaluations. This result represents an improvement on the previous evaluation, when we achieved a score of 5.

In 2023, a total of **41 professionals completed their master's, doctorate and post-doctorate courses**, while 140 graduate students and 40 scientific initiation students were developing their studies at the institution.

6

CAPES SCORE EVALUATION OF THE NATIONAL GRADUATE SYSTEM (2017-2020)

COURSE	2023	2022	2021
Masters completed	14	22	30
Total masters students	62	55	64
Doctorates completed	25	24	15
Total doctorate students	69	68	83
Postdoctorates completed	2	2	5
Total postdoctorate students	9	6	5
Scientific initiations completed	29	26	22
Total scientific initiation students	40	25	26



Learn more about the Graduate program (MSc/PhD) - Academic here.





Knowledge dissemination

By sharing scientific discoveries, technological and educational breakthroughs, we promote access to information and encourage continuous learning in all knowledge areas.

At A.C.Camargo, we have a number of actions to disseminate knowledge to internal and external audiences interested in the areas in which we operate and in the scientific production of the topic.

Cancer Observatory

The Cancer Observatory is an unprecedented initiative in favor of **public health in Brazil**. Completed in 2022 and published in 2023, the A.C.Camargo Hospital-based Cancer Registry Report for the period 2000 to 2020 presents sociodemographic, clinical, diagnosis, treatment and survival data.

The initiative, which has become an important source of information on cancer, is available to researchers, professionals, public bodies, patients and society.

Video library

The A.C.Camargo video library is a tool for disseminating knowledge and facilitating the exchange of information in the field of health and oncology.

Through this platform, we broadcast meetings, seminars and webinars that address relevant and current topics, bringing together renowned specialists and sharing their experiences and discoveries.

These videos not only extend the outreach of the initiatives promoted by A.C.Camargo, but offer a unique opportunity for healthcare professionals and the general public to access **educational and up-to-date content, thereby contributing to the dissemination of knowledge and the advancement of cancer treatment.**

A.C.Camargo Webinars

In our webinars, we seek to offer a **dynamic and informative platform**, where we present the insights of active professionals on key issues for the healthcare market in general and, more specifically, for oncology.

Among the topics covered were innovations in treatment, technologies aimed at patient relations and projections about the future of cancer medicine.

These sessions not only provide a **comprehensive snapshot** of the latest trends and breakthroughs in the field, but also promote the sharing of experiences and knowledge between specialists, thus enriching the debate and contributing to the continuous improvement of clinical practice and cancer patient care.



Cancer Observatory



Video library



Webinars





Cancer Center Radio Podcast

The podcast is an initiative aimed at the general public, in which we are devoted to **presenting relevant topics in oncology in an accessible and informative way**. Through these episodes, we explore important issues related to cancer, bringing scientific evidence to shed light on the most common doubts and promote a broader understanding of the disease.

With clear and straightforward language, we aim to make information about cancer more accessible and understandable to everyone, thus contributing to greater awareness and education on the subject.



Listen to our podcast!



Theses and dissertations

The dissemination of theses and dissertations from A.C.Camargo's graduate programs in areas such as oncology, healthcare and the humanization of care is vital for sharing significant advances and knowledge in the healthcare field.

These studies represent the result of **dedicated and innovative**, research, addressing issues that are critical to the understanding and treatment of cancer, as well as to the improvement of healthcare and the enhancement of humanized patient care.

By making these academic productions available, A.C.Camargo contributes to scientific progress, the training of qualified professionals and the enrichment of the academic debate, promoting important reflections on crucial issues for oncology and health in general.



Discover the theses and dissertations developed at the Institution at:





ATTENTION TO SOCIAL IMPACT

ACC 26 / 27

As part of our 2023-2025 strategic planning, we are involved in three social impact programs: A.C. Camargo Mission, Dona Carolina Tamandaré and Schwester Heine Specialized School, all of which aim to make our knowledge of oncology available to society and deepen our involvement in social responsibility and impact.

SOCIAL IMPACT EXECUTIVE COMMITTEE

This year, the committee continued to monitor the social initiatives maintained by the Institution, with the aim of seeking new ways to expand the impact generated on society, ensure the construction of a legacy and disseminate cancer care.

A.C. Camargo Mission Program

In a structured and continuous effort, the program has made significant strides in carrying out a detailed diagnosis of opportunities in the oncology area. This analysis was based on qualitative and quantitative indicators, providing a comprehensive understanding of the issues faced.

In 2023, in addition to having a partnership with Comunitas for another year, **a strategic mission was established to transform oncology**, with a focus on reducing early cancer mortality in two fundamental axes: local and thematic. To achieve this goal, a thematic approach was adopted centered on the sprint methodology and agile **innovation methods for social impact**.

During specific workshops, professionals were trained to act as transformational catalysts. Priority stakeholders were defined for the year 2024, with the aim of improving the population's health in oncology. This choice was the result of detailed discussions and analyses carried out during the training sessions, to maximize the impact of the actions.

These workshops not only provided a deeper understanding of the sprint methodology and agile methods, but also allowed the professionals to become **effective articulators in the community**.

Find out more about the partnership with Santos City Hall on page 32.



To find out more about
the A.C. Camargo Mission,
access.





Dona Carolina Tamandaré Program

The Dona Carolina Tamandaré Program targets the employability of adolescents and young adults who have survived cancer and are in socially vulnerable situations. The initiative, created in 2016, became part of our main social impact actions from 2022, when we adopted an oncological approach to this care program.

Our aim is to prepare these people to overcome this phase of life and support them in their social and professional reintegration, **bringing productivity and well-being.**

As part of the program's expansion, we admitted **14 new pediatric oncology patients, bringing the current total to 26 beneficiaries.** Furthermore, we have included a range of assistance benefits, such as food aid, transport vouchers, dental plan, psychological counseling and ophthalmological clinical visits.

During the period, we held **24 meetings with beneficiaries,** covering a range of courses and lectures focusing on the educational, healthcare and professional pillars. These activities aimed not only to **provide knowledge,** but also to **promote their personal and professional development.**

In partnership with Instituto Proa, we held an interview simulation workshop.

The program has already been successful in **hiring students as young apprentices at A.C. Camargo,** affording valuable opportunities for learning and professional growth. We also ran a computer course in partnership with volunteers and the institutions Senac and Brazilian Art Academy (ABRA), offering participants the chance to acquire essential skills for the job market.

These initiatives reflect our ongoing commitment to providing comprehensive and holistic support to patients and their families.

Schwester Heine Specialized School

The Schwester Heine Specialized School, a **national reference** in primary and secondary education for children and adolescents who are hospitalized or being monitored on an outpatient basis, has the support of the Municipal and State Education Departments. The aim is to **ensure the continuity of the students' schooling** during their treatment, integrating them into their original school.

The project not only aims to avoid delays in studies, but also works to **reintegrate** child patients into the school environment after their return. In 2023, we inaugurated a new space for the School in the pediatric outpatient clinic and, as a result **1,191 students benefited, totaling over 4,628 visits.**



To learn more about the Dona Carolina Tamandaré Program, [access](#).





Related capitals

A.C. Camargo Workforce

SPECIALIZED IN LIFE

GRI 2-7 | 2-8 | 401-1 | 401-3 | 405-1 | 405-2 | SASB HC-DY-330A.2

Building a unique team involves developing the values and skills of our professionals and, over the course of the institution's 70 years, we have made an effort to improve our team.

We have over **four thousand professionals** specialized in life, making up a multidisciplinary team with the same goal: to provide patients with an efficient, quality service.

We recognize institutional opportunities and promote the constant development of individuals, teams and the business. We base our actions on respect, psychological safety, not tolerating discrimination and prejudice, as well as encouraging acceptance and raising awareness of these issues.



CLINICAL STAFF SUPPORT CENTER

We created the **Clinical staff support center**, an initiative designed to provide comprehensive support and valuable resources to medical professionals and multi-professionals, ranging from administrative assistance to guidance on procedures, streamlining communication between specialties and departments.

The main purpose of the Center is to ensure that professionals have at their disposal the information, tools and support they need to carry out their duties efficiently, always with a view to providing the highest quality of care to patients.



3,845

Employees (CLT contracts) 99.5% on a permanent contract



765

643 doctors and 122 professionals from multiple specialties



639

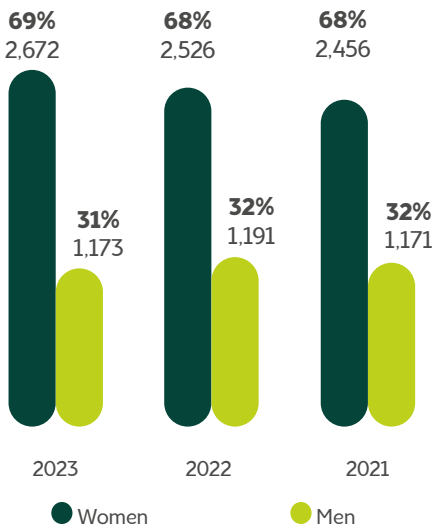
Outsourced professionals and trainees



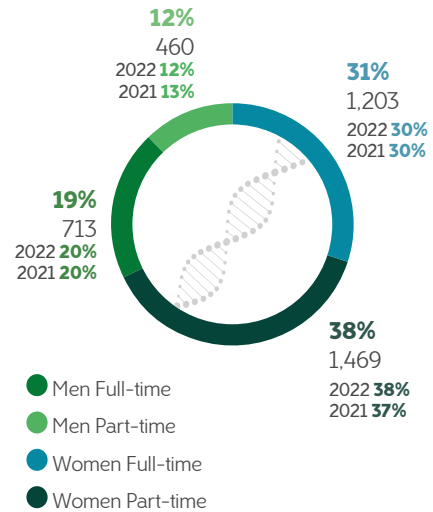
68

Professionals dedicated to scientific research*

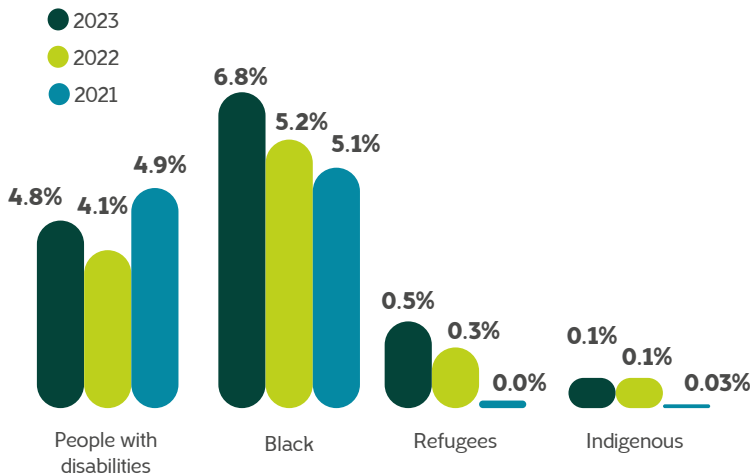
TOTAL EMPLOYEES BY GENDER



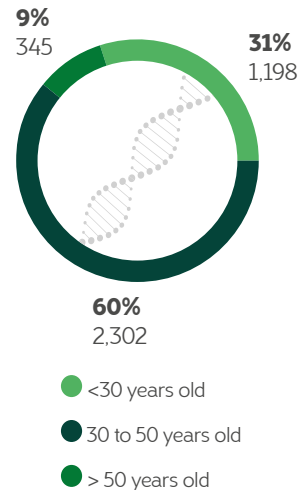
BREAKDOWN OF EMPLOYEES BY GENDER AND TYPE OF CONTRACT



DIVERSITY, EQUITY AND INCLUSION



BREAKDOWN OF EMPLOYEES BY AGE GROUP



NOTE: ANNUAL AVERAGE NUMBER OF EMPLOYEES ON 12/31/23

* OF THIS TOTAL, 44 PROFESSIONALS ARE PART OF THE MEDICAL STAFF AND 14 ARE PART OF THE STAFF WITH CLT CONTRACT.



EMPLOYEES BY FUNCTIONAL CATEGORY

● % Men ● % Women



* LEADERSHIP, COORDINATION AND SUPERVISION CATEGORIES WERE ACCOUNTED FOR IN AGGREGATE IN 2021.

** CATEGORY DISAGGREGATED IN 2022.

In 2023, we made progress in the **Diversity, Equity and Inclusion** of our team and now we have **38% women on the Executive Board** and **66% in leadership positions**. Promoting inclusion and engagement also entails **Age Diversity** and, in this regard, we have the **40+ Trainee Program** and a blind selection process, avoiding unconscious bias.

Promoting diversity, equity and inclusion favors a more equitable society, acknowledging and respecting the differences that exist in each individual.



In an effort to empower teams and add specialized professionals, we **hired 968 people in 2023**. Highlights include the **Dona Carolina Tamandaré Program's Youth Employability Program**, which hired three young people at the end of its activities, and the partnership with the NGOs **Casa Venezuela e Adus**, which hired people in refugee and migrant situations.

We had the opportunity to hire **four additional people living in refugee situations** and, in this regard, we would like to highlight our commitment to the UN Refugee Agency (UNHCR) for Refugee Employability. A.C.Camargo actively participates in the UNHCR's Business with Refugees Forum and, in partnership with the **Women of Brazil Group**, we offer Portuguese classes to refugees and migrants.

Hiring and turnover

GRI 401-1

With 3,845 CLT employees, we increased our staff by 3.4% in 2023, when 968 people were hired and 840 were terminated. Among our permanent staff, we had a hiring rate of 25.2% and a termination rate of 21.8%. As a highlight, we expanded the number of women in our team, hiring 694 professionals.

NOTE: THE TURNOVER CALCULATION INCLUDES EMPLOYEES WITH CLT CONTRACTS AND APPRENTICES, EXCEPT INTERNS, WHO ARE GOVERNED BY LAW 11.788/08, TOTALING 3,845 PROFESSIONALS.

Parental leave

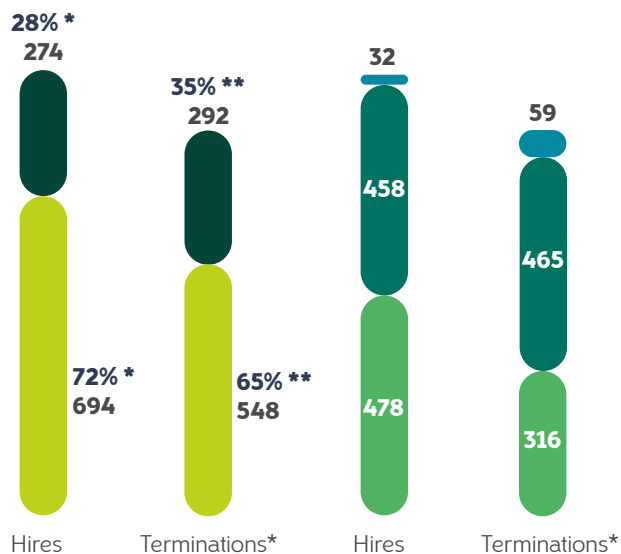
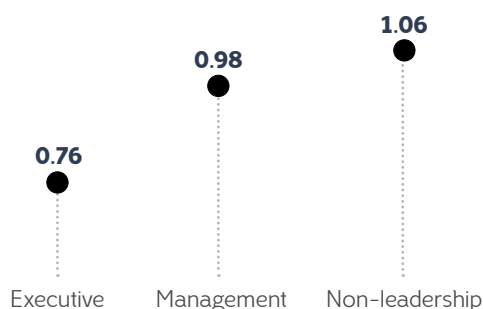
GRI 401-3

In 2023, **69 women and 23 men took parental leave**, with a return to work rate of 75% for women and 87% for men and a retention rate 12 months after returning from leave of 62% for women and 87% for men.

Compensation

GRI 405-2

In terms of **compensation**, we strive for fairness and the best market practices, as stipulated in our institutional policy. At executive level, the gender ratio is 0.76 between women and men, while at management level the ratio is 0.98 and at non-leadership level it is 1.06.



● Women ● <30 years old ● 30 to 50 years old ● > 50 years old
● Men

* Hiring rate
 ** Turnover rate

*TERMINATIONS INCLUDE RESIGNATIONS, VOLUNTARY DEPARTURES, RETIREMENTS AND DEATHS.



THE EMPLOYEE JOURNEY

GRI 403-1 | 403-2 | 403-3 | 403-4 | 403-5 | 403-6 | 403-7

Training and capacity building

GRI 404-1 | 404-2

Our team of experts receives organized training based on our **Strategic Planning** in our ongoing effort to provide high-quality services. Additionally, we offer supplementary training in response to the demand for organizational and individual growth.

We encouraged ongoing education in the hospital setting in 2023:

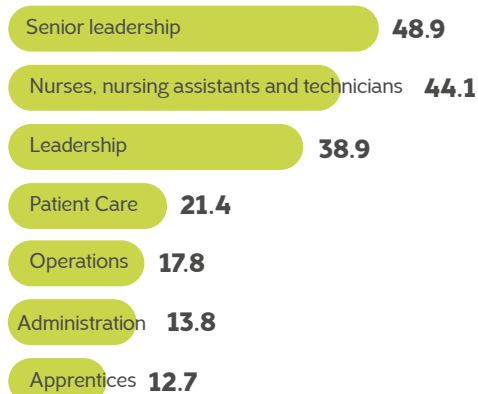
- **Integration Program:** with the participation of 1,548 professionals and service providers, technical and behavioral content was taught.
- **Trainee Program:** with the training of 51 undergraduate nursing students, including theoretical activities, field observation and outpatient practices.
- **Oncology Extension Course:** attended by 370 professionals, was offered in two modalities: basic and advanced.

In the **Training and Development** area, A.C.Camargo held in 2023:

- **Pharmacy Track:** addressed behavioral issues, self-knowledge, emotional intelligence, interpersonal relationships and communication, aiming to help pharmacy professionals build their skills to take on new roles.
- **Residents Track:** addressing soft skills, communication, leadership and innovation, the training offered to multi-professional residents* was designed to develop skills for practice and career enhancement.
- **Care Track:** offered to the patient care public, this track featured content on ethics, communication and humanized care, with the aim of providing instruction on the quality and safety standards required for a healthcare environment.

On average, 27.5 hours/employee of training were offered in 2023, with a gender breakdown of 29.5 hours for women and 22.7 hours for men.

AVERAGE NUMBER OF TRAINING HOURS PER FUNCTIONAL CATEGORY



* MULTI-PROFESSIONAL RESIDENTS ARE HIRED AS LEGAL ENTITIES. SO THEY ARE NOT TAKEN INTO ACCOUNT WHEN CALCULATING TRAINING.



LEADERSHIP DEVELOPMENT

In partnership with Insper, A.C.Camargo has developed a customized program, based on its **leadership training and development needs**, designed to improve managerial skills and knowledge and broaden the healthcare business vision.

The program is targeted at medical leaderships, directors, superintendents, managers, supervisors and coordinators. Contents included: Health Strategy, Business Management and Operational Excellence, Leadership and People and Team Management.

A.C.Camargo's partnership with Insper proved to be key, both to enrich the knowledge of the leaderships and to standardize knowledge in management methodologies and terminology.

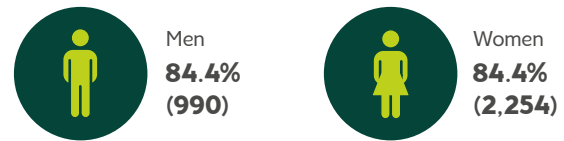
Skills assessment

GRI 404-3

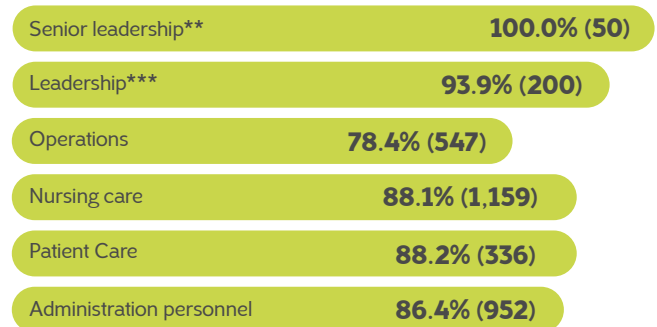
In 2023, of the total of 3,845 CLT* professionals, 3,762 were eligible for assessment, with 3,244 professionals having completed the process, which represents 84.4% compared to the total CLT workforce.

PROFESSIONALS WHO COMPLETED THE ASSESSMENT BY GENDER AND FUNCTIONAL CATEGORY

By gender



By functional category



* THE ASSESSMENT COVERS CLT PROFESSIONALS WHO ARE ACTIVE ON THE PAYROLL AND HIRED UNTIL OCTOBER 31, 2023. APPRENTICES, TRAINEES, FIXED-TERM CONTRACTS AND PROFESSIONALS ON LEAVE FOR OVER 180 DAYS ARE NOT ELIGIBLE.

** INCLUDES DIRECTORS, SUPERINTENDENTS AND MANAGERS.

*** INCLUDES COORDINATORS, SUPERVISORS AND LEADERS.



Communication and integration

Apart from capacity building and training, A.C.Camargo is dedicated to carrying out communication rituals with the leaderships, understanding the benefits to be gained from bringing managers closer together with conversations. In 2023, the **Management Rituals** stood out:

- **Chat with Piana:** designed to exercise clear and direct communication, the meeting with the Director General, Dr. Victor Piana de Andrade, is held every month in a calm atmosphere, with conversations, answers to questions and suggestions.
- **Quarterly meeting:** directors, superintendents, managers, clinical staff leaders, Reference Center leaders and internal Human Resources consultants meet periodically to share the Institution's strategic issues.

- **Leadership meeting:** attended by all the institutional leaderships, the meeting takes place in the months when the Quarterly Meeting is not held.
- **A.C.Camargo Encounter:** every semester, all the directors and superintendents meet to present the institution's results and news.

- **Our Value Program:** highlight in 2023, A.C.Camargo recognized five projects by professionals at the Institution that have improved the patient experience. Each of the 256 professionals concerned received a pair of movie tickets as a token of appreciation.





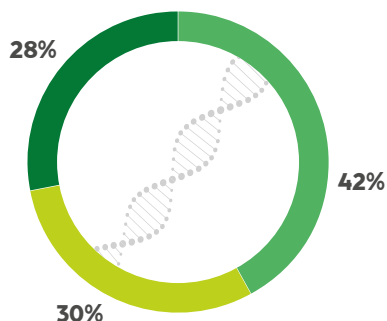
The **Affinity Groups** provide an opportunity to enrich and strengthen our institution's culture by providing spaces dedicated to discussions on topics relevant to minority groups. These groups share information, knowledge and collaborate to shape initiatives, driven by a sense of belonging and identification.

We are committed to fostering a safe, inclusive and welcoming work environment for all employees. We value diversity, represented by women's, racial, generational, LGBTQIAPN+, disabled and immigrant groups.

These connections are driven by the aim of **promoting a more inclusive environment, with equal opportunities and respect for differences.**

AFFINITY GROUPS

61 participants in 2023



- People with disabilities
- Race and ethnicity
- LGBTQIAPN+



THE INSTITUTION'S 70TH ANNIVERSARY

On the 70th anniversary of the A.C. Camargo Cancer Center, in April 2023, we celebrated our pioneering and forward-looking trajectory. We share the collective achievements at each stage of our history, presenting progress in the core pillars of Patient Care, Education and Research and highlighting key indicators and moments that depict our journey.





Employee health and safety

GRI 403-1 | 403-4 | 403-6 | 403-8 | 403-9 | 403-10

Our institutional culture includes the continuous improvement of practices, supported by a comprehensive occupational health and safety management system, with full coverage of sectors and occupational activities, in compliance with laws and ISO 14001 and Qmentum International Diamond category standards.

We prioritize the integral health of our professionals, offering occupational, gynecological and dental care, mental health care and social services, as well as patient care with medication for hypertension and diabetes. With regard to physical health, we promote specific actions to prevent breast and cervical cancer, as well as extensive immunization campaigns, ensuring the protection and well-being of our staff in all health aspects.

In 2023, we turned our attention to prevention and health promotion, including a comprehensive mental health survey and training for leaders to provide adequate support to employees. Periodic evaluations and comprehensive care for chronic cases are kept confidential and we continue to expand the **Viva Mais Program**, highlighting mental health, with wide publicity.

Towards 2024, we plan to implement a health program for our professionals, focusing on nutritional guidance and emotional support to achieve sustainable outcomes and long-term benefits. We are also designing a course on corporate health within the context of occupational medicine, offering knowledge on health, well-being and healthy practices adapted to our employees' individual needs.





The activities of the permanent staff follow the safety protocols of the **Health and Safety Management System**, which includes identifying risks through technical inspections, reports and action plans. There is also direct interaction with professionals to detect risks in the workplace.

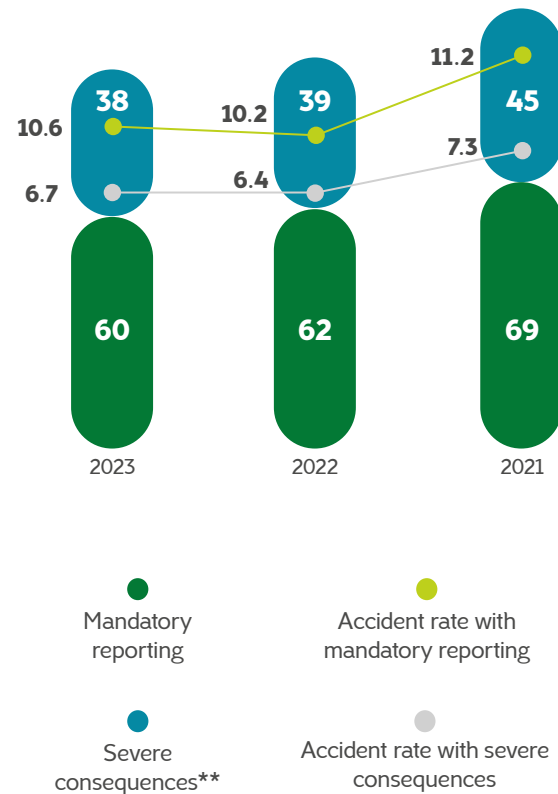
In 2023, our accident rate with severe consequences* was **6.7 for permanent employees and 0.88 for outsourced workers**, while the rate of accidents with mandatory reporting* was **10.6 for permanent employees and 0.72 for outsourced workers**.

Professionals exposed to risks undergo periodic examinations to monitor their health situations, in a joint effort between the safety and occupational medicine areas to minimize exposure to the risks identified. In 2023, we recorded 24 permanent employees who had occupational diseases that were mandatory to report. The increase was the result of the Ministry of Health updating its list of work-related illnesses and including the reporting of benefits granted by the INSS.

In **occupational safety**, we intend to improve our internal processes, disseminating and providing effective education on how to comply with procedures, with the aim of enhancing safety in our activities.

100% of our professionals are covered by our own and outsourced Occupational Health and Safety Management Systems.

ACCIDENTS AT WORK WITH OWN EMPLOYEES



* RATE PER 1 MILLION HOURS WORKED.

** NO DEATHS WERE REPORTED.



Employee safety and well-being

Our practices are governed by strict protocols and periodic training aimed at preventing and mitigating any negative impacts, especially in critical activities such as storing substances and handling emergencies. The institution has an outpatient clinic, provides occupational medical services and monitors the health of its employees according to the risks of their activities.

To identify and address potential risks, we use the “5 whys” methodology and perform technical inspections, followed by the preparation of action plans. We have Follow-up and Health Committees to supervise and discuss improvements, the Internal Accident Prevention Commission (CIPA), which collects risk perceptions from employees, and we offer a Conduct Channel to report dangerous situations.

Major occupational risks are associated with repetitive efforts and movements, carrying loads, impacts or falls, the use of sharp instruments and contact with biological or radioactive material. In the event of hazardous situations being identified, our employees are advised of their right to refuse, guaranteed against reprisals by our internal policies.

The continued **training programs and simulations for emergency situations**, such as chemical spills and the storage of substances with chemical incompatibility, has contributed to the promotion of safe practices, in line with the institution’s commitments to ISO 14001 certification, demonstrating its concern for institutional and environmental safety.

In line with our **commitment to society**, we have launched a channel dedicated to providing assistance and guidance in cases of violence against women, reinforcing our role in promoting a safe and welcoming environment.

We introduced the “executive check-up” program aimed at executive leadership, with the aim of **ensuring the care and continuous assessment of the health and well-being** of these professionals, who play critical strategic roles in our institution. This progress strengthens our dedication to the integral development of our employees and the creation of a healthy and sustainable corporate environment.

In the **Pathological Anatomy** area, structural improvements and operational procedures were implemented, resulting in a significant 64% fall in risks previously classified as undesirable, unacceptable and catastrophic.

As for the **Nutrition sector**, we achieved considerable progress, with 77% of the planned actions being carried out.

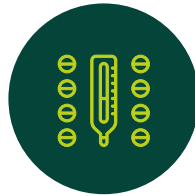
Our **integrated approach**, which includes structural improvements, enhanced operating procedures and investments in advanced Personal Protective Equipment (PPE), has reflected our constant commitment to providing a safe and sustainable hospital environment.



VIVA MAIS PROGRAM



Occupational Medicine
and Primary Care



Flu Symptoms



Gestar Bem
(Gestate Well) Program



Gynecology



Immunization



Mental Health



Smoking and Medications
for Has/Dm



Oncology care



HUMANAMENTE PROGRAM

Along with the training courses defined by the NRs, A.C. Camargo has implemented the Humanamente Program, using educational podcasts as a dissemination tool.

The program aims to strengthen mental health prevention by organizing conversation circles and an educational booklet with guidance on returning to work after periods of absence due to mental health issues.

The prevention and promotion of the mental health of our professionals is supported by a multidisciplinary team, which strengthens the organizational culture of mental health care.

Indicators

GRI CONTENT INDEX

A.C.Camargo reported the information mentioned in this GRI content summary for the period from January 1 to December 31, 2023 with reference on the GRI Standards: Fundamentals 2021.

INDICATORS		REFERENCE (PAGE)/DIRECT ANSWER
Universal standards		
The organization and its reporting practices		
2-1	Organizational profile	A.C.Camargo Cancer Center, whose corporate name is Fundação Antônio Prudente, is a private non-profit institution. Its activities are spread over seven units located in the city of São Paulo - SP, five of which are healthcare units, one administrative unit and one research unit. Pages 8, 11 and 12.
2-2	Entities included in the organization's sustainability reports	100% of A.C.Camargo's operations were included in the report: Antônio Prudente, Tamandaré, Pires da Mota, Castro Alves Assistencial, Castro Alves Administrativa, Itaim, International Research Center (CIPE) units. This report contains information on the same units reported in the financial statements. Page 11.
2-3	Reporting period, frequency and point of contact	Annual, from January 1st to December 31st, 2023. Page 4.
2-4	Restatements of information	There were no restatements.
2-5	External assurance	The report was externally assured. As a way of consolidating the transparency of our reports, A.C.Camargo's Board hired KPMG Auditores Independentes, an independent external auditor with global experience in sustainability services, to perform limited assurance procedures on the information disclosed in the Integrated Annual Report, which was prepared with reference to GRI standards. Page 4.
Activities and employees		
2-6	Activities, value chain and other business relations	Page 62.
2-7	Employees	Page 102.
2-8	Workforce members who are not employees	Page 102.



INDICATORS		REFERENCE (PAGE)/ DIRECT ANSWER
Governance		
2-9	Governance structure and composition	Pages 38, 42 and 56.
2-10	Nominating and selecting the highest governance body	Pages 38 and 56.
2-11	Chairman of the Board	Pages 38 and 56.
2-12	Board of Trustee's role in managing impacts	Pages 50 and 56.
2-13	Delegation of responsibility for managing impacts	Pages 50 and 56.
2-14	Highest governance body's role in sustainability reporting	Pages 4 and 56.
2-15	Conflicts of interest	The Conduct Code provides the guidelines on practices related to the subject. Page 56.
2-16	Communication of critical concerns	Pages 46, 49 and 56.
2-17	Collective knowledge of the highest governance body	Currently, no measures are taken to develop and improve collective knowledge about sustainable development. However, Board Members have considerable experience and knowledge on issues such as social and environmental responsibility, diversity, and inclusion. Page 56.
2-18	Evaluating the highest governance body's performance	Pages 42 and 56.
2-19	Remuneration policies	Pages 42 and 56.
2-20	Process for determining remuneration	Pages 42 and 56.
2-21	Annual total compensation ratio	Confidential information. Page 56.
Strategy, policies, and practices		
2-22	Statement on sustainable development strategy	Page 5.
2-23	Policy commitments	Pages 58, 60, 62 and 63.
2-24	Embedding commitment policies	Pages 22 and 62.
2-25	Processes to remedy negative impacts	Pages 48 and 49.
2-26	Mechanisms for seeking advice and raising concerns	Pages 46 and 48.
2-27	Compliance with laws and regulations	No significant cases of non-compliance with laws and regulations were reported in 2023.



INDICATORS		REFERENCE (PAGE)/ DIRECT ANSWER
2-28	Membership of associations	ANAHP - National Association of Private Hospitals Ethos - Ethos Institute for Business and Social Responsibility UICC - Union for International Cancer Control. GIFE - Group of Institutes, Foundations and Companies. PHS - Healthy Hospitals Project.
Stakeholder engagement		
2-29	Approach to stakeholder engagement	Pages 46, 78 and 83.
2-30	Collective bargaining agreements	Employees are 100% covered.
Material topics		
3-1	Process to determine material topics	Page 54.
3-2	List of material topics	Page 54.
3-3	Management of material topics	Page 54.
Specific Standards - Economic Content		
Economic performance		
201-1	Direct economic value generated and distributed	Pages 22 and 68.
201-3	Defined-benefit plan obligations and other retirement plans	The private pension plan is offered to CLT professionals, with beneficiaries contributing between 3% and 5%. Full coverage is achieved after 10 years of contributions.
201-4	Financial assistance received from government	Pages 68 and 71.
Indirect Economic Impacts		
203-1	Investments in infrastructure and services supported	Pages 30 and 70.
Procurement Practices		
204-1	Proportion of spending on local suppliers	Pages 56 and 62.
Anti-corruption		
205-1	Operations assessed for risks related to corruption	Pages 46 and 55.
205-2	Communication and training about anticorruption policies and procedures	Pages 46 and 55.
205-3	Confirmed incidents of corruption and actions taken	Pages 46 and 55.
Anti-competitive Behavior		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices and main outcomes	There were no cases of legal action for anti-competitive behavior, anti-trust or monopoly practices in 2023.
Specific Standards - Environmental Content		
Energy		
302-1	Energy consumption within the organization	Page 65.
302-3	Energy intensity	Page 65.
302-4	Reduction of energy consumption	Page 65.



INDICATORS		REFERENCE (PAGE)/ DIRECT ANSWER
Water		
303-3	Total water withdrawal by withdrawal source	Pages 55 and 64.
303-5	Total water consumption	Pages 55 and 64.
Emissions		
305-1	Direct (Scope 1) GHG emissions	Pages 55 and 67.
305-2	Energy indirect (Scope 2) GHG emissions	Pages 55 and 67.
305-3	Other indirect (Scope 3) GHG emissions	Pages 55 and 67.
305-4	GHG emissions intensity	Pages 55 and 67.
305-5	Reduction of GHG emissions	Pages 55 and 67.
Waste		
306-1	Waste generation and significant waste-related impacts	Pages 55 and 66.
306-2	Management of significant waste-related impacts	Pages 55 and 66.
306-3	Total weight of waste generated	Pages 55 and 66.
306-4	Total weight of waste diverted from disposal	Pages 55 and 66.
306-5	Total weight of waste directed to disposal	Pages 55 and 66.
Supplier Environmental Assessment		
308-1	New suppliers that were screened using environmental criteria	When contracting, suppliers are not screened for social and environmental aspects. Pages 56 and 62.
308-2	Negative environmental impacts in the supply chain and actions taken	Pages 56 and 62.
Specific Standards - Social Content		
Employment		
401-1	New employee hires and turnover	Pages 57, 102 and 105.
401-3	Parental leave	Pages 57, 102 and 105.
Occupational Health and Safety		
403-1	Occupational health and safety management system	Pages 106 and 110.
403-2	Hazard identification, risk assessment, and incident investigation	Page 106.
403-3	Occupational health services	Page 106.
403-4	Worker participation, consultation, and communication on occupational health and safety	Pages 106 and 110.
403-5	Worker training on occupational health and safety	Page 106.
403-6	Promotion of worker health	Pages 106 and 110.
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Page 106.
403-8	Workers covered by an occupational health and safety management system	Page 110.



INDICATORS		REFERENCE (PAGE)/ DIRECT ANSWER
403-9	Work-related injuries	Page 110.
403-10	Work-related ill-health	Page 110.
Training and Education		
404-1	Average hours of training per year, per employee	Pages 57 and 106.
404-2	Programs for upgrading employees' skills and transition assistance	Pages 57 and 106.
404-3	Percentage of employees receiving regular career development and performance reviews	Pages 57 and 107.
Diversity and Equal Opportunity		
405-1	Diversity of governance bodies and employees	Pages 42, 57 and 102.
405-2	Ratio of basic salary and remuneration of women to men	Pages 57, 102 and 105.
Non-discrimination		
406-1	Incidents of discrimination and corrective actions taken	Page 46.
Child labor		
408-1	Operations and suppliers at significant risk for incidents of child labor	We have a contractual clause that guarantees that suppliers do not engage in abusive practices.
Forced or Compulsory Labor		
409-1	Operations or suppliers at significant risk for incidents of forced or compulsory labor	The Register of Employers who have subjected workers to conditions similar to slavery is consulted, on the website of the Federal Government - Secretariat of Labor Inspection.

INDICATORS		REFERENCE (PAGE)/ DIRECT ANSWER
Security Practices		
410-1	Security personnel trained in human rights policies or procedures	75% of security and supervisory leaders, both in-house and outsourced, have undergone formal training in institutional policies and procedures relating to human rights and their application in security. Due to the turnover of the outsourced team, the percentage of 25% corresponds to newly hired employees, who are already undergoing training, in which we should reach the desired target of 100%.
Consumer Health and Safety		
416-1	Assessment of the health and safety impacts of product and service categories	Pages 55, 56, 57 and 80.
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	There were no significant cases of legal non-compliance in relation to health and safety impacts caused by products and services during the reporting period. Pages 55, 56 and 57.
Customer Privacy		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Pages 47 and 56.



SASB INDEX

INDICATORS		REFERENCE (PAGE)/ DIRECT ANSWER
Waste management		
HC-DY-150a.1	Description of the total amount and percentage of medical waste by destination (a) incinerated, (b) recycled or treated, and (c) sent to landfill	Page 66.
Access for low-income patients		
HC-DY-240a.1	Discussion on a strategy for managing the patient mix between insured and uninsured (SUS) patients, including alternative pricing programs	Pages 17, 56 and 69.
Quality of care and patient satisfaction		
HC-DY-250a.2	Number of Reportable Severe Events as defined by the National Quality Forum (NQF)	In 2023, 25 patients (42%) were in the final stages of life, which contributed to the unfavorable evolution of the lesions due to skin compromise. That same year, patients with more severe lesions began to be assessed by specialized stomatherapy nurses and received more rigorous assessments and conduct. It was also observed that the incidence of lesions may be related to the lack of or failure to apply the prevention protocol, and this problem was addressed with the area managers. Page 75.
HC-DY-250a.3	Hospital-acquired Condition score	Page 75.
HC-DY-250a.4	Excess readmission rate by hospital	11.8%, which is the ratio between total admissions and total hospital admissions in the previous month, for all months of the year. The formula has been updated in relation to RAI22. The readmission percentage of up to 12% is acceptable for the institution, as there is no comparative data with other hospitals with a similar profile. Page 75.
Employee Recruitment, Development & Retention		
HC-DY-330a.2	Description of talent recruitment and retention processes for healthcare employees and practitioners	Page 102.



A.C.CAMARGO INDICATORS

CODE	GROUP	THEME	REFERENCE (PAGE)/ DIRECT ANSWER
ACC 1	Patient Care	Reference Centers - CR	Page 14.
ACC 2	Patient Care	Patient Care	Page 74.
ACC 4	Patient Care	Time elapsed between clinical visit and start of treatment	Page 75.
ACC 5	Patient Care	Bed occupancy rate (IU and ICU)	Page 75.
ACC 6	Patient Care	Adverse events	Page 75.
ACC 7	Patient Care	Sepsis fatality	Page 75.
ACC 9	Patient Care	Cases discussed in the Tumor Board	Page 16.
ACC 10	Patient Care	Reoperation within 30 days	Page 75.
ACC 11	Patient Care	Readmission within 30 days	Page 75. The acceptable rate for the institution is 12%.
ACC 12	Patient Care	Average length of stay (IU and ICU)	Page 75.
ACC 13	Patient Care	Bed turnover (Antônio Prudente and Tamandaré Units)	Page 75.
ACC 14	Patient Care	Participation in Support Groups in face-to-face and online formats	Page 82.
ACC 15	Patient Care	Activities carried out in the Support Groups	Page 82.
ACC 16	Operational	Sustainability Platform	Pages 58, 60, 62 and 63.
ACC 17	Operational	Certifications	Page 11.
ACC 18	Research	Clinical search by type of therapy	Page 92.
ACC 19	Research	Clinical research by status of projects and patients included	Page 92.
ACC 20	Research	Scientific production	Page 94.
ACC 21	Research	Trained residents incorporated into the clinical staff	Page 95.
ACC 22	Research	CAPES Assessment	Page 95.
ACC 23	Research	Open courses and continuing education	Page 95.
ACC 24	Research	Medical and multidisciplinary residencies and fellowship programs	Page 95.
ACC 25	Research	Graduate program (MSc/PhD)	Page 95.
ACC 26	Patient Care	Dona Carolina Tamandaré Program	Page 100.
ACC 27	Patient Care	Schwester Heine Specialized School	Page 100.



CODE	GROUP	THEME	REFERENCE (PAGE)/ DIRECT ANSWER
ACC 28	Education	Technical course in Nursing	Page 95.
ACC 29	Research	Biobank: patients, stored samples, and research	Page 93.
ACC 30	Research	National and international cooperation agreements	Page 90.
ACC 31	Financial	Partnerships and financial resources in research	Pages 71 and 121.
ACC 32	Financial	Direct economic value generated and distributed	Page 68.
ACC 33	Financial	Net revenue	Page 68.
ACC 34	Financial	Own investment in research	Page 71.
ACC 37	Financial	Investments in infrastructure and technology	Page 70.
ACC 38	Operational	Infrastructure in patient care, education, and research	Page 11.
ACC 40	Research	Employees dedicated to Research area: scientists, research doctors and the CIPE administrative support team	Page 90.
ACC 41	Patient Care	Fatality rate	Page 75.
ACC 42	Patient Care	New patients treated by CR	Page 14.
ACC 43	Patient Care	Response to Covid-19	Employees: - vaccinated: 3,943 - contaminated: 447 - fatality:: 0 Patients seen: 1,658
ACC 45	Patient Care	Partnerships in patient care	Page 29.
ACC 46	Patient Care	Research Board	Page 94.
ACC 48	Patient Care	Patient Consulting Council	Page 83.
ACC 49	Patient Care	Patient Experience Medical Committee	Page 83.
ACC 50	Patient Care	Survival rate	Page 18.
ACC 51	Patient Care	Economic and financial management in patient care	Page 17.
ACC 52	Institutional	Net Promoter Score (NPS)	We had no NPS from selection processes in 2023.



CODE	GROUP	THEME	REFERENCE (PAGE)/ DIRECT ANSWER
ACC 53	Financial	Cost-effectiveness model	Page 27.
ACC 54	Institutional	Institutional risk management	Page 50.
ACC 55	Education	Open courses, total participants and per course	Page 95.
ACC 57	Research	Genomic and Molecular Diagnosis Center tests (B2B)	Page 85.
ACC 60	Institutional	Net revenue invested in innovation	Page 70.
ACC 62	Patient Care	SUS service	Page 17.
ACC- 2025-CR	Institutional	2025: Achieve a minimum satisfaction rate of 90 points among patients treated at the breast, urological, skin and head and neck tumor reference centers.	Pages 22 and 55.
ACC- 2025-CS	Institutional	2025: Positively impact 500,000 lives per year.	Pages 22 and 57.
ACC- 2025-CF	Institutional	2025: Ensure that 20% of total EBIT be directed to RISE - Reserve for Social Impact and Evolution, in the period from 2023 to 2025.	Page 22.
ACC- 2025-CM	Institutional	2025: Provision of self-service digital channels for patients, aimed at increasing service capacity, agility, and assertiveness in their interactions with A.C.Camargo.	Pages 22, 55 and 81.
ACC- 2025-CN	Institutional	2025: Expand the measurement of the greenhouse gas (GHG) emissions generated in our value chain (Scope 3 - Other Indirect Emissions).	Pages 22, 55 and 63.
ACC- 2025-CH	Institutional	2025: Have a diverse and inclusive senior management to promote a plural approach to institutional culture and decision-making, considering aspects such as age range, gender, color, inclusion of people with disabilities and LGBTQIAP+.	Pages 22 and 57.
ACC- 2025-CI	Institutional	To be among the top five private institutions in oncology in the SCImago Institutions Rankings (SIR).	Pages 22 and 56.



MAP OF THE UN SUSTAINABLE DEVELOPMENT GOALS



Ensure a healthy life and promote well-being for everyone, at all ages
• Pages 8, 29, 75, 76 and 102.



Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all
• Pages 60 and 68.



Ensure an inclusive and equitable quality education and promote lifelong learning opportunities for all
• Pages 84, 87 and 106.



Reduce inequality within and between countries
• Page 60.



Achieve gender equality and empower all women and girls
• Pages 42 and 60.



Ensure sustainable production and consumption patterns
• Pages 63 and 66.



Ensure the availability and sustainable management of water and sanitation for all
• Pages 63 and 64.



Take urgent measures to combat climate change and its impacts
• Pages 63 and 67.



Ensure reliable, sustainable, modern, and affordable access to energy for all
• Pages 63 and 65.



Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels
• Pages 41 and 43.



ASSURANCE LETTER



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Limited Assurance Report from Independent Auditors on non-financial information included in the Integrated Annual Report.

(A free translation of the original report in Portuguese, containing the Assurance Report).

To the Board of Trustees
Fundação Antônio Prudente
São Paulo – SP

Introduction

We have been engaged by Fundação Antônio Prudente ("Entity") to perform limited assurance procedures on the sustainability information disclosed in the "Integrated Annual Report 2023" ("Report") accompanying this report, for the year ended December 31, 2023.

Our limited assurance does not extend to information from previous periods or any other information disclosed in conjunction with the Integrated Annual Report, including any images, audio files, or embedded videos.

Responsibilities of Fundação Antônio Prudente Management

The management of Fundação Antônio Prudente is responsible for:

- Selecting and establishing appropriate criteria for the preparation of the information contained in the Report;
- Preparing the information with reference to the Global Reporting Initiative (GRI - Standards) criteria and guidelines, with the Sustainability Accounting Standards Board (SASB) Sustainability Accounting Standard - Health Care Delivery, with the basic conceptual framework of the Integrated Annual Report, elaborated by the International Integrated Reporting Council (IIRC) and the Institutional Commitments (i) Number of Lives Impacted Nationwide, (ii) Patient Satisfaction Index in the Oncology Journey in Strategic CRs, (iii) Fostering Plural Thinking in Senior Management to Promote Diversity in Decision-Making, (iv) Digitization of the Patient Journey, (v) Positive Impact and Pioneering Spirit in National Oncology, (vi) Own Resources

Destined to Leverage our Social Impact, and (vii) Combating Climate Change;

- Designing, implementing, and maintaining internal controls over the relevant information for the preparation of the information contained in the Integrated Annual Report 2023, which is free of material misstatement, whether due to fraud or error.

Responsibilities of Independent Auditors

Our responsibility is to express a conclusion on the non-financial information contained in the Integrated Annual Report 2023, based on the limited assurance procedures performed in accordance NBC TO 3000 - Assurance Engagements other than Audits or Reviews of Historical Financial Information, also issued by the CFC, which is equivalent to the International Standard on Assurance Engagements 3000 (ISAE 3000) issued by the International Auditing and Assurance Standards Board (IAASB). These standards require the auditor to comply with ethical requirements, independence, and other related responsibilities, including the application of Brazilian Quality Control Standards (NBC PA 01) and, therefore, the maintenance of a comprehensive quality control system, including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

Additionally, these standards require that work be planned and performed to obtain limited assurance that the non-financial information contained in the Integrated Annual Report 2023, taken as a whole, is free of material misstatement.

A limited assurance engagement conducted in accordance with NBC TO 3000 (ISAE 3000) consists mainly of inquiries of Fundação Antônio Prudente management and other Fundação Antônio Prudente professionals involved in the preparation of the information, as well as the application of analytical procedures to obtain evidence that allows us to conclude, in the form of limited assurance, on the information taken as a whole. A limited assurance engagement also requires the performance of additional procedures when the independent auditor becomes aware of matters that lead them to believe that the information disclosed in the Integrated Annual Report 2023, taken as a whole, may be materially misstated.

The procedures selected were based on our understanding of the aspects related to the compilation, materiality, and presentation of the information contained in the Integrated Annual Report 2023, other work circumstances, and our consideration of areas and



ASSURANCE LETTER

processes associated with the material information disclosed in the Integrated Annual Report 2023, where material misstatements could exist. The procedures included, among others:

- a. Planning the work, considering the materiality of the aspects for Fundação Antônio Prudente's activities, the relevance of the information disclosed, the volume of quantitative and qualitative information, and the operational and internal control systems that served as the basis for the preparation of the information contained in the Integrated Annual Report 2023.
- b. Understanding the methodology of calculations and procedures for compiling indicators through inquiries with managers responsible for preparing the information;
- c. Applying analytical procedures to quantitative information and inquiries about qualitative information and their correlation with the indicators disclosed in the information contained in the Integrated Annual Report 2023; and
- d. For cases where non-financial data is correlated with financial indicators, comparing those indicators with the financial statements and/or accounting records.
- e. Analysis of the processes for preparing the report and its structure and content, based on the content and quality principles of the Global Reporting Initiative's standards for sustainability reporting – GRI.
- f. Evaluation of the non-financial indicators sampled;
- g. Understanding the methodology of calculations and procedures for compiling indicators through interviews with managers responsible for preparing the information;

The limited assurance procedures also included adherence to the guidelines and criteria of the GRI – Standards preparation framework applicable to the information contained in the Integrated Annual Report 2023.

We believe that the information, evidence, and results obtained in our work are sufficient and appropriate to support our conclusion in a limited form.

Scope and Limitations

The procedures applied in a limited assurance engagement are substantially less extensive than those applied in a reasonable assurance engagement. Consequently, they do not allow us to obtain assurance that we have become aware of all matters that would be identified in a reasonable assurance engagement, which aims to issue an opinion. If we had performed a reasonable assurance engagement, we may have identified other matters and possible misstatements that may exist in the information contained in the report.

Non-financial data is subject to more inherent limitations than financial data, given the nature and diversity of the methods used to determine, calculate, or estimate such data. Qualitative interpretations of the materiality, relevance, and accuracy of the data are subject to individual assumptions and judgments. Additionally, we did not perform any work on reported data for previous periods, to assess the adequacy of its policies, practices, and sustainability performance, or with regard to future projections.

The preparation and presentation of sustainability indicators followed the GRI – Standards criteria and, therefore, do not aim to ensure compliance with social, economic, environmental or engineering laws and regulations. However, these standards do provide for the presentation and disclosure of any non-compliance with such regulations in the event of significant sanctions or fines. Our assurance report should be read and understood in this context, inherent in the selected criteria (GRI – Standards).

Conclusion

Based on the procedures performed, described in this report and the evidence obtained, nothing has come to our attention that leads us to believe that the non-financial information contained in the Integrated Annual Report 2023 for the year ended December 31, 2023 of Fundação Antônio Prudente, was not prepared, in all material respects, with reference to the sustainability reporting standards of the Global Reporting Initiative – GRI, with the Sustainability Accounting Standard – Health Care Delivery of the Sustainability Accounting Standards Board (SASB) and with the basic conceptual framework of integrated reporting, developed by the International Integrated Reporting Council – (IIRC) and the Institutional Commitments (i) Number of Lives Impacted Nationwide, (ii) Patient Satisfaction Index in the Oncology Journey in Strategic CRs, (iii) Fostering Plural Thinking in Senior Management to Promote Diversity in Decision-Making, (iv) Digitization of the Patient Journey, (v) Positive Impact and Pioneering Spirit in National Oncology, (vi) Own Resources Destined to Leverage our Social Impact, and (vii) Combating Climate Change.

São Paulo, June 26th, 2024

**KPMG Auditores Independentes Ltda.
CRC 2SP014428/O-6**

Original report in portuguese signed by
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This report was prepared with the contribution and
commitment of A.C.Camargo's professionals. We thank
you for your work and dedicate this publication to you.



A.C. Camargo
Cancer Center

CIPE
Centro Internacional
de Pesquisa e Ensino



A.C. Camargo
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