

# Sustainability Report 2023



# Index



## Welcome

Message from the president  
Message from the corporate director  
About this report

1

## Pequeno Príncipe Complex

About us  
Century-long legacy  
Business model  
Quick facts 2023

2

## Governance and strategy

Humane and transparent management  
Strategic planning 2022-2026  
Governance structure  
Risk management, ethics and integrity

3

## Pequeno Príncipe Hospital

Prioritizing children and adolescents  
High-quality service  
Education and research  
Quality, safety and emergency management

4

## Pequeno Príncipe College

Two decades of history  
Graduation, post-graduation and extension courses  
Academic and career development

5

## Pelé Pequeno Príncipe Research Institute

The Institute  
Translational medicine  
Investment in research

6

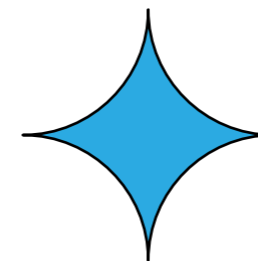
## Human capital

Workforce profile  
Development and training  
Health, safety and well-being

7

## Creating value

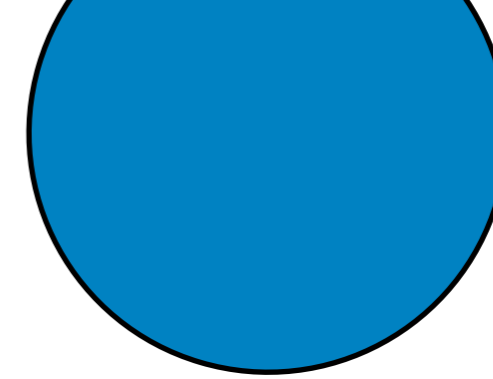
Preventive and holistic health  
Financial and economic performance  
Environmental commitment  
Supply chain



## GRI content index

## Credits

## Partnerships





# Welcome

**We present the key information about the performance of the care, education, and research operations of Pequeno Príncipe Complex in 2023.**

This report invites everyone to learn about our annual journey, sharing the achievements, challenges, and dreams that motivate us to continue advancing in health promotion in 2024.

Our organizational model prioritizes social responsibility and transparency, which are the result of the commitment and dedication of all the Complex's professionals and the support of partners, investors, and the community, to whom we express our gratitude.

We hope you find this report an enjoyable read.



# Message from the **president**

GRI 2-22

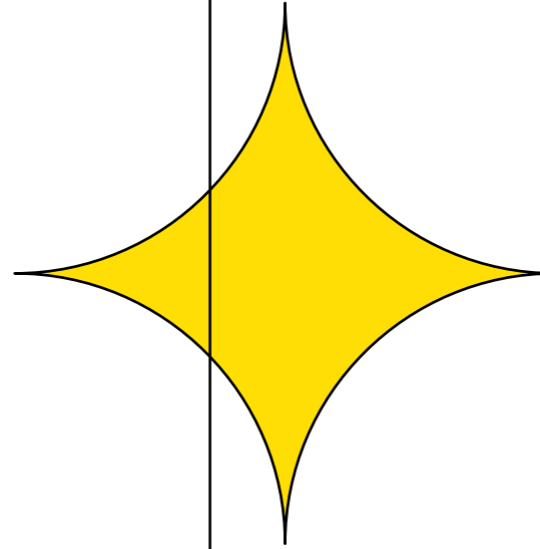
## Children deserve and expect **everyone's** attention

Health is always hanging by a thread. At my age, this becomes more apparent every day. Looking at my daughters, grandchildren, and granddaughters, it becomes even clearer that illness or recovery doesn't depend solely on age. Observing the patients we care for at Pequeno Príncipe Hospital, this situation is even more evident, almost translucent. It is visible, tangible, and an immeasurable challenge. Without exaggeration, it might be the "13<sup>th</sup> labor of Hercules."

**I have no doubt that the professionals dedicated to this cause clearly understand the value of a human life.** Even more so for children who have their journey ahead of them, which must and should be lived with the best conditions and well-being so they can enjoy everything a healthy life can give them, be it the wonder of being alive or the beauty of living.

We now extend in advance our gratitude to each person who shares this purpose and works at Pequeno Príncipe with dignity and dedication to provide the best health care to our patients. **Our teams are "diamonds in human form," precious in the purest meaning of the word!** Such recognition and gratitude also extend to the professionals at our College and Research Institute, who together create a virtuous synergy in favor of applied and disseminated scientific

✦ Welcome



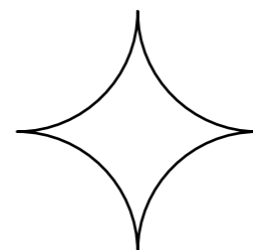
knowledge and the training of professionals prepared for ethical and competent practice in the health sector.

Caring for the health of children and adolescents is not only complex and delicate but also urgent and a priority. **The right to life belongs to all children, and to uphold this right we need to care for them at the right time, in the right way, with the best techniques and conditions.** This is the bedrock for competent care that can be recognized by families, public authorities and society as a whole.

This recognition often comes generously, with people overflowing with gratitude. Other times, this acknowledgment is not so automatic and clear. **It is necessary to inform decision-makers and funders that hospital care for children is more expensive than for adults.** This is due to several reasons: catering to accompanying family members, extra activities for children such as education, recreation, and culture, medication fractioning, a larger nursing team in critical sectors, among other situations. Not to mention that maintaining a team of dedicated and well-prepared professionals for pediatric care requires special attention and investment in training and specialization. Moreover, good hospital management requires equipment renewal, process modernization, and digital transformation. **The fact is that this perception is still not common or universal among all those involved in financing child and adolescent health, whether through the Brazilian Public Health System (SUS, abbreviation in Portuguese) or healthcare providers.**

**Providing humanized and specialized health services with quality and safety requires fair funding from all financiers, at least enough to cover costs and allow continuous care at the desired standards.**

In our 2023 report, you can closely observe the progress of our research and scientific publications, our undergraduate and graduate courses delivering well-trained professionals to the market, and the resumption of post-pandemic care provision. This productivity is reflected in the volume of care provided, the quality of services, the effort to improve management, and our survival strategies. It is also



evident in our commitments to the ESG agenda and the SDGs, as well as in the social relevance and impact of Pequeno Príncipe's work and contributions.

For all these reasons, I always wonder: **how many Pequeno Príncipe hospitals would Brazil need to properly care for the health of our children? And how many Universities and Research Institutes could add to the knowledge of child and adolescent health? While we await the answers, we will take good care of this precious entity in our hands.**

Being 104-years old, having to continually demonstrate the financial need related to the peculiarities and uniqueness of people in development is admittedly tiring, but we will keep doing it until the Universe hears us: we are here. We work tirelessly for the health of children!

This care is crucial for the proper development of generations and generations! This is how we are contributing to the future of society!

**From wherever you are and in any way you can, join us in making this world better. Starting with a healthy childhood!**

### Ety da Conceição Gonçalves Forte

President of the Dr. Raul Carneiro Hospital Association for Childhood Protection



# Message from the corporate director

GRI 2-22



## Overcoming challenges

**2023 was marked by profound contradictions at the Pequeno Príncipe Complex. We experienced fantastic events** in our three units while also facing extremely **delicate situations**.

From an economic-financial standpoint, **our health sector costs increased by 14% on the previous year**. This increase was primarily due to the prices of materials and medications. The fact that 60% of our care is dedicated to patients from the Brazilian Public Health System (SUS), whose remuneration has not been revised and is outdated, has exacerbated this financial imbalance.

**The crisis in the supplementary health system also hindered our performance**, as insurers increased the number of denials and extended their payment deadlines, affecting our cash flow. In many cases, they changed their operational approach, providing care themselves and thus directing less complex patients to their facilities.

Another critical moment for our institution was the **fire in the Oncology, Hematology, and Bone Marrow Transplantation Outpatient Clinic** in October. One of our staff members was injured and is now fully recovering. Fortunately, the fire was quickly controlled by our Emergency Response Team, preventing it from spreading to other areas, and no children or family members were harmed. The 200m<sup>2</sup> space, which represents hope for many children fighting cancer, was completely destroyed. However, with society's support, we will fully rebuild it, incorporating improvements in 2024.

On the other hand, **2023 brought many positive moments. For the third consecutive year, we were recognized as one of the best hospitals for pediatric care in the world by the American magazine Newsweek.** We are the first exclusively pediatric hospital from Brazil and Latin America on the list, moving up seven positions to 80<sup>th</sup> place in the overall ranking.

**Pequeno Príncipe College achieved the highest score in the Ministry of Education recertification (MEC score 5),** and launched new courses, demonstrating and expanding our commitment to excellence in health professional training.

**In research, we made significant progress,** with a project approved for funding from the Financier of Studies and Projects (Finep, abbreviation in Portuguese) and from Pronon (National Program to Support Oncology Care). **We are contributing significantly to advancing this topic.**

Another special international recognition came from Health Care Without Harm, a global organization that compares health establishments' environmental relations. Among pediatric hospitals worldwide, only Pequeno Príncipe and Seattle Children's received the Gold Seal in "Climate Leadership".

Our **telemedicine program was consolidated and expanded in 2023.** The initiative provides specialized pediatric care to regions where this service was previously unavailable. Through "telepresence," our physicians now enhance primary care in three Brazilian municipalities: Curitiba, Paranaguá (state of Paraná), and Iguape (state of São Paulo), already showing significant results. By doing so, we are making all the accumulated knowledge of our institution available to an increasing number of children, democratizing access to high-quality, highly effective healthcare.

The number of **critically ill children we receive from all parts of Brazil is steadily increasing.** Bernardo from João Pessoa (state of Paraíba) and Caleu from Roraima state are among the stories of overcoming adversity that we helped to write with our knowledge and excellence in 2023. **When we look to the future, we clearly see the need to expand our structure so that more and more children in need of specialized care have this opportunity.**



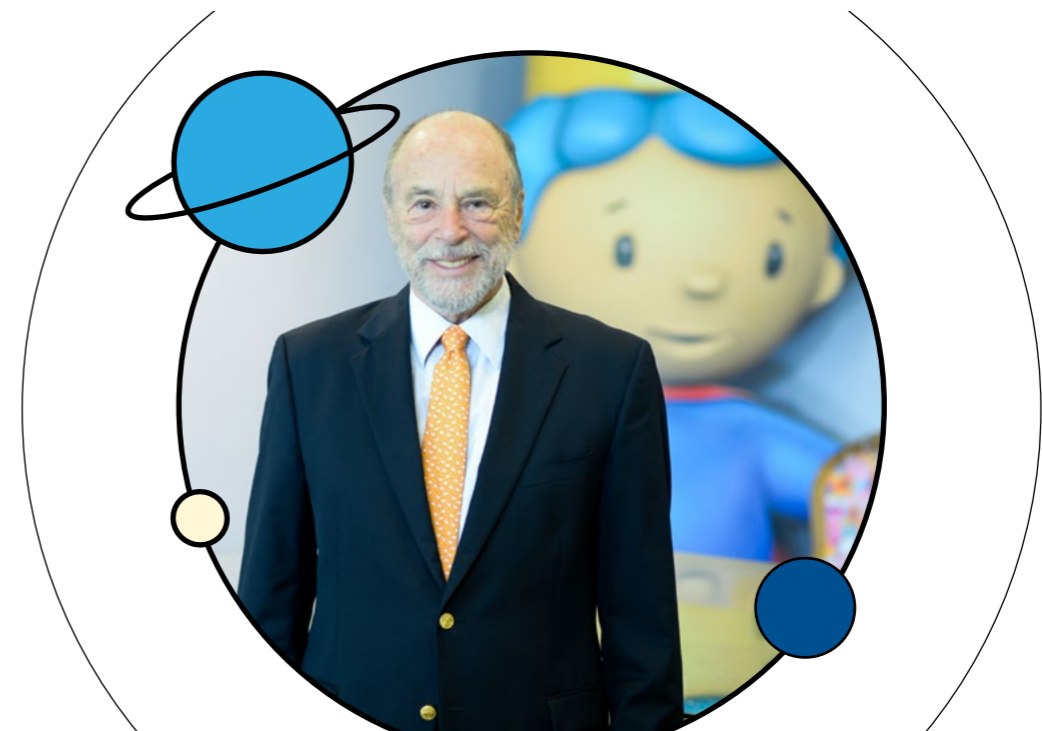
In this regard, we had two significant events: with the support of the Paraná State Government and *Volkswagen do Brasil*, we worked on the **implementation of eight new ICU beds**, which became available in early 2024. Another major highlight was the **approval of a R\$ 72 million funding for the first phase of our new complex**, affectionately called Pequeno Príncipe Norte. This funding comes from public funds provided by the State Congress of Paraná, the State Department of Health of Paraná (Sesa), the federal delegation of our state, and Itaipu Binacional, representing the federal government.

As a major novelty and source of hope, the **enactment of the law providing for the annual adjustment of services provided to SUS, at the beginning of 2024**, completed the scene of good news. **Valuing SUS and its key partners** - philanthropic hospitals - is essential to ensuring access to health for about 75% of the Brazilian population. **Seven out of ten Brazilian children depend on this public policy to have their right to health and life guaranteed.**

**We dream of the day when no child will need a hospital.** That is why we invest in care, education, and research. Until that day arrives, **we want to be prepared to receive them with quality and effectiveness, improving the entire health ecosystem**, especially the pediatric segment. **To you who help us in this mission, we offer our heartfelt thanks!**

### José Álvaro da Silva Carneiro

Corporate Director of the Pequeno Príncipe Complex





# About this report

GRI 2-2, 2-3

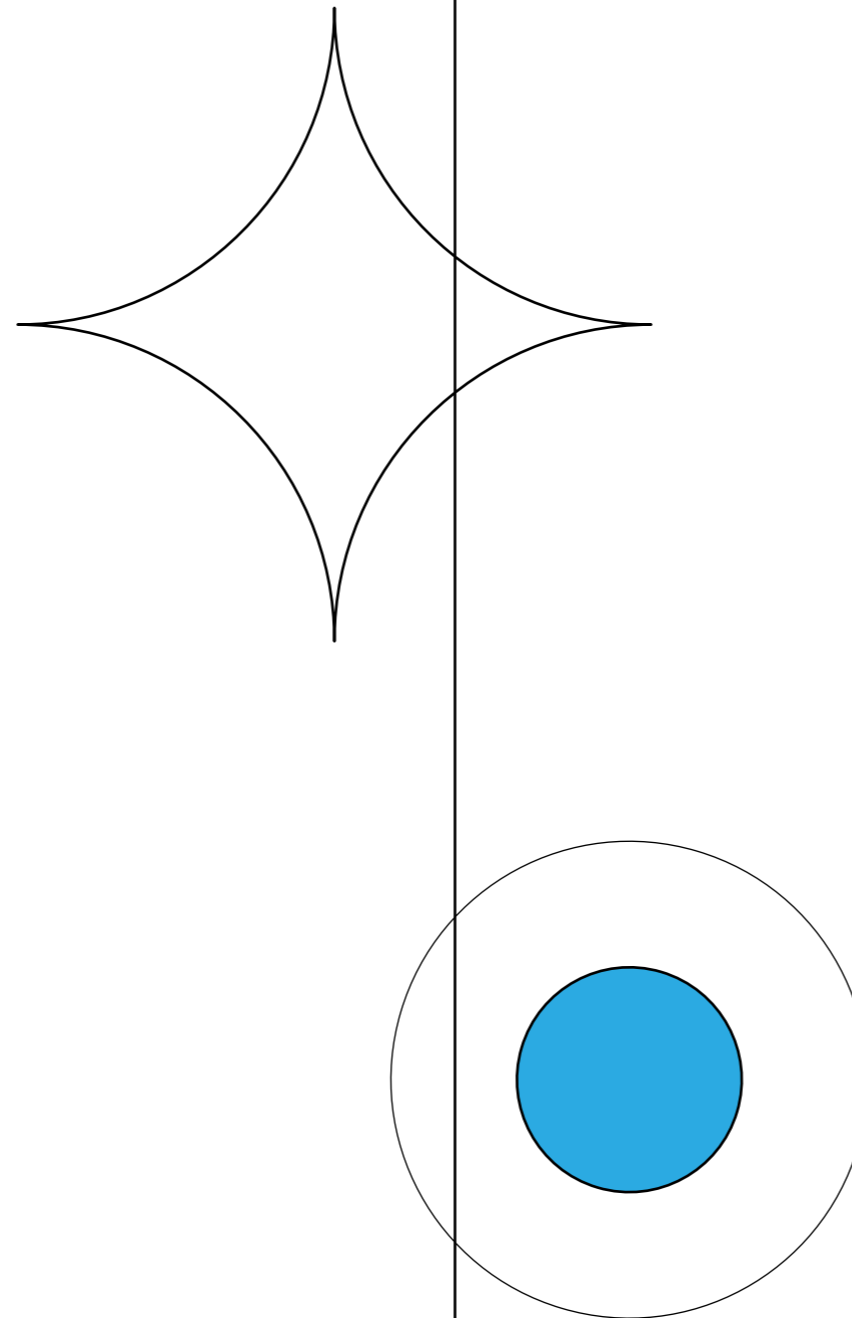
The 2023 Sustainability Report of the Pequeno Príncipe Complex presents the annual performance of our three units – Pequeno Príncipe Hospital, Pequeno Príncipe College, and the Pelé Pequeno Príncipe Research Institute – regarding environmental, social, and governance (ESG) aspects, and our strategy and century-long legacy that create value for society.

With information covering the period from January 01 to December 31, 2023, the report was prepared based on the *Global Reporting Initiative (GRI)* standards, an internationally recognized methodology for sustainability reporting.

It consequently compiles selected quantitative and qualitative indicators according to our materiality matrix and the principles of the United Nations Global Compact, which we have been members of since 2019, and the Sustainable Development Goals (SDGs).

Both our own indicators (CPP XX) and the GRI indicators (xx-x) are referenced throughout the report, with explanations of the data provided in the GRI content summary starting on page 154, which also includes some of these responses.

The material is published annually and validated by the Corporate Executive Board of the Pequeno Príncipe Complex and the boards of the business units controlled by the organization, as listed in its financial report (Hospital, College, and Research Institute).



For questions, comments, and suggestions, please contact us at [comunicacao@hpp.org.br](mailto:comunicacao@hpp.org.br).

## Materiality matrix

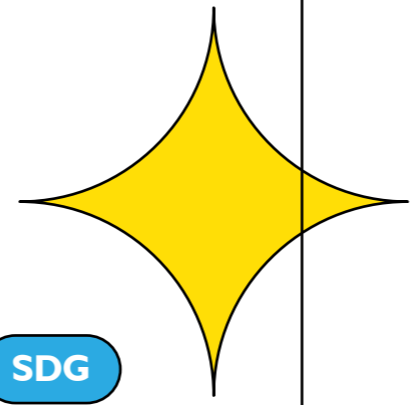
GRI 2-29, 3-1

The materiality matrix of the Pequeno Príncipe Complex follows the concept of double materiality, a modern methodology that considers three axes: socio-environmental impact, financial impact, and relevance to stakeholders. It was structured through a process divided into four stages: identification, prioritization, analysis, and validation.

In the first stage, stakeholder mapping was carried out. Eight priority stakeholders were then chosen: patients/families, physicians, resident physicians, individual donors, corporate donors, health insurance managers, employees of the three units (including teachers and researchers), and students of Pequeno Príncipe College. During this phase, a list of material topics that could impact the Pequeno Príncipe Complex was created.

In the prioritization stage, interviews and online consultations were conducted with nine members of the Pequeno Príncipe Complex leadership, including executives and board members, to capture aspects of the business strategy and vision and to select financial material topics. Internal specialists participated in three meetings totaling 13 people to choose priority socio-environmental and governance topics. Other involved stakeholders participated in online consultations regarding the perceived relevance of the listed topics, resulting in 1,120 responses.

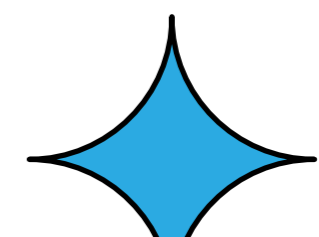
The consolidation of material topics was performed by cross-referencing all this information, analyzing frameworks and benchmarks, and validating by the institution's senior leadership (Board of Directors and unit boards). In total, 13 material topics were defined for the Pequeno Príncipe Complex, with initiatives and goals aligned with various Sustainable Development Goals (SDGs).



**Material topics** GRI 3-2

Topics	Description	SDG
<b>1. Democratizing access to health</b>	Democratizing and promoting access to the healthcare system, especially for economically vulnerable segments, offering managed care and additional access.	<b>3, 10, 16</b>
<b>2. Innovation and technology</b>	Investing in innovation to enhance our ability to adapt to new developments, foster health care research and education, market trends and creating a circular business model.	<b>3, 8, 9, 16</b>
<b>3. Humane management</b>	Promotion of dialog channels and active listening, incorporating the needs of patients/families, students, and workers into management processes.	<b>3, 8</b>
<b>4. Attracting, developing and retaining employees</b>	Career development plans; recognition; compensation; benefits; employee engagement and training, and efforts to reduce turnover.	<b>3, 4, 8</b>
<b>5. Researching, producing and sharing expertise</b>	Development of knowledge about human health, education, science, and the guarantee of human rights. Training of highly specialized professionals in health.	<b>3, 4, 9</b>
<b>6. Health, safety and well-being</b>	Protecting employee well-being and health by managing the organizational environment in a way that supports the mental and physical health of our employees and their families.	<b>3, 8</b>
<b>7. Service quality and safety</b>	Management practices and investments to ensure the quality and safety of health care and teaching services.	<b>3, 9, 12</b>

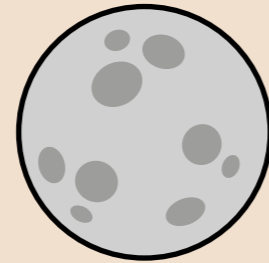
Topics	Description	SDG
<b>8. Emergency preparedness</b>	Emergency and contingency plans for care in the event of critical incidents, extreme events, and epidemics or pandemics. This topic applies to Pequeno Príncipe Hospital and Pequeno Príncipe College. <b>GRI 2-2</b>	<b>3</b>
<b>9. Transparency and stakeholder engagement</b>	Promoting transparency in our relationships and communications with stakeholders.	<b>16</b>
<b>10. Data privacy and security</b>	Securely managing the collection, retention and use of sensitive and confidential information, and safeguarding cybersecurity and data privacy in compliance with the Brazilian General Data Protection Law (LGPD, abbreviation in Portuguese).	<b>16</b>
<b>11. Ethics, integrity and compliance</b>	Transparent reporting, anti-corruption compliance, disseminating our code of conduct and the ethical principles governing our organizational processes, and combating anti-competitive practices and bribery.	<b>16</b>
<b>12. Preventive and holistic health</b>	Preventive health through actions focused on cultivating proactive care among the child population, patients (via caregivers), students, and employees to prevent the onset of diseases.	<b>3, 8</b>
<b>13. Government and regulator relations/ advocacy</b>	External relations that advance collective interests and social well-being through proactive advocacy for the causes that Pequeno Príncipe Complex supports.	<b>16, 17</b>







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# Pequeno Príncipe Complex

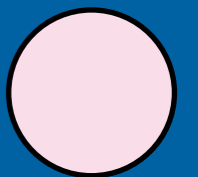
## In this chapter

About us

Century-long legacy

Business model

Quick facts 2023

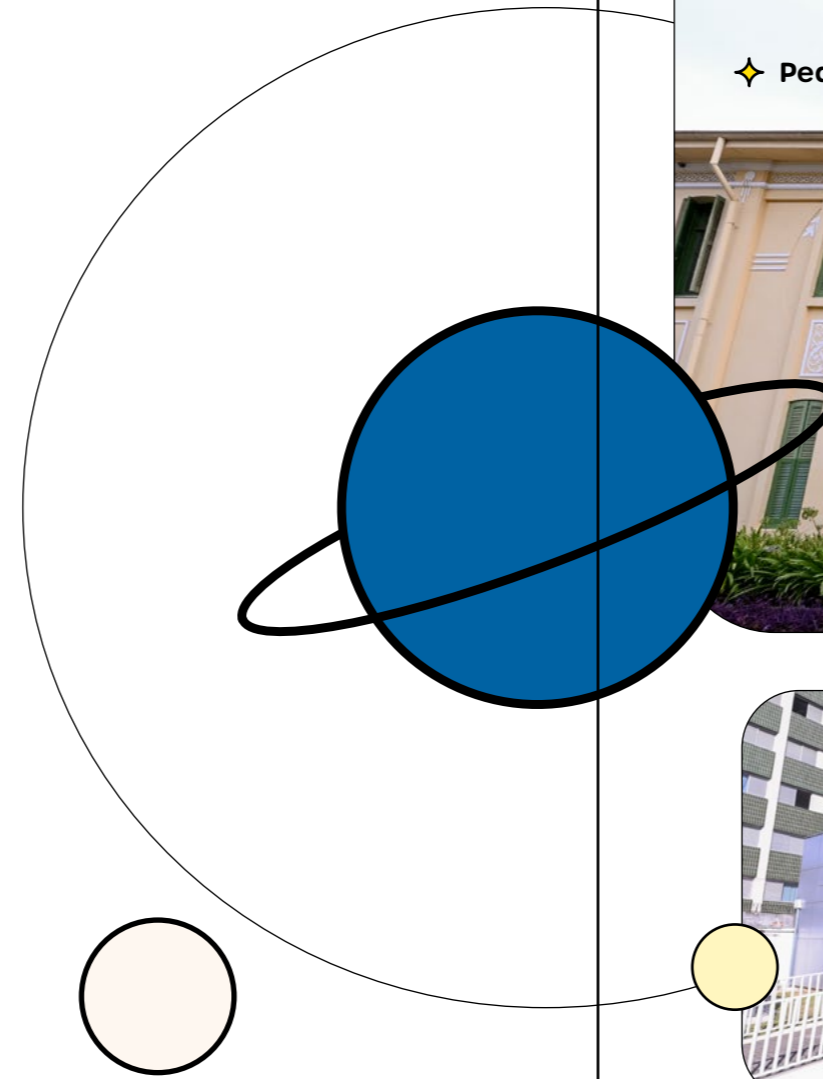


# About us

GRI 2-1, 2-6

The Pequeno Príncipe Complex is a philanthropic institution that plays a fundamental role in health, education, and research through three entities: Pequeno Príncipe Hospital, Pequeno Príncipe College, and the Pelé Pequeno Príncipe Research Institute. Located in Curitiba (state of Paraná), it is funded by the Dr. Raul Carneiro Hospital Association for Childhood Protection, a non-profit organization that holds the Certification of Social Assistance Charity (CEBAS, in Portuguese) in health and education.

Internationally recognized in pediatrics, Pequeno Príncipe Hospital has a history of over a century, combining technical-scientific excellence with humanized care, especially in cases of high and medium complexity. It is the largest and most comprehensive pediatric hospital in Brazil, offering care in 47 specialties and fields of pediatric practice, with the most modern diagnostic and treatment options for children and adolescents.



◆ Pequeno Príncipe Complex



◆  
3  
units working  
for health

A strong commitment to health education and scientific research led to the creation of Pequeno Príncipe College in 2003 and the Pelé Pequeno Príncipe Research Institute in 2005. Pequeno Príncipe College offers undergraduate and graduate courses, multiprofessional residencies, and extension programs in health. The Pelé Pequeno Príncipe Research Institute focuses its efforts on basic and translational scientific research to advance knowledge, resulting in innovative diagnostics and treatments that enhance people's quality of life.

The three units work together to achieve the mission of the sponsoring institution: **to protect children and adolescents through care, education, research, and social mobilization, strengthening the family nucleus.**

# Century-long legacy

The history of Pequeno Príncipe begins with a group of women who wanted to assist socially vulnerable children in Curitiba. From the *Grêmio das Violetas*, the Institute of Child Hygiene and Puericulture of the Red Cross was born in 1919, providing consultations and medications to children from low-income families.

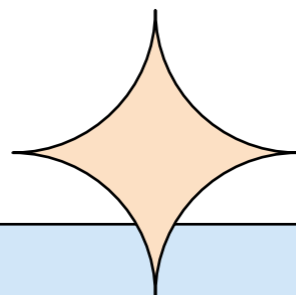
Over these 104 years of care and love for children, built by the hands of health professionals, employees, volunteers, and supporters, we reached 2023 as the largest and most comprehensive pediatric hospital in Brazil, being a benchmark in promoting equity and humanizing care.

Democratizing access to healthcare for children and adolescents is one of Pequeno Príncipe's pillars, which in 2023 significantly impacted more than 104,000 patients and their families through its welfare initiatives.



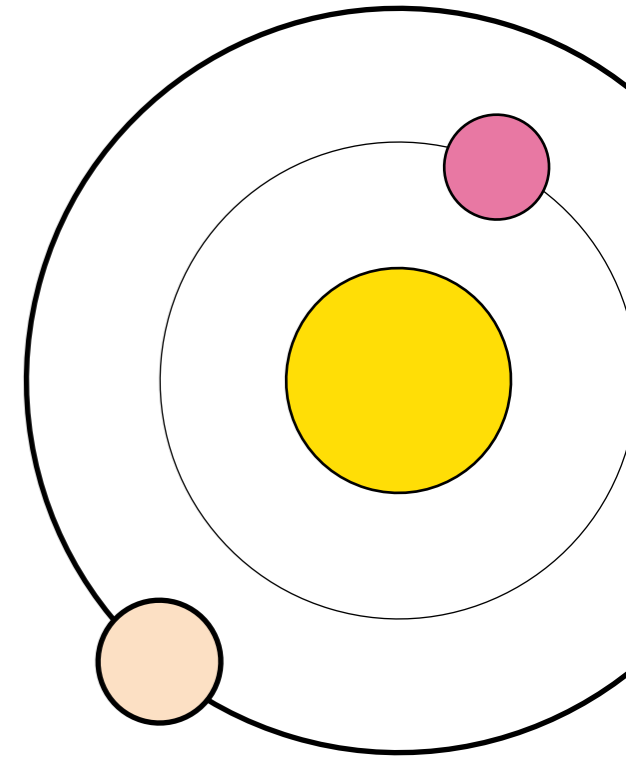
**104,000**

patients and their families impacted in 2023














In Brazil, access to healthcare has been achieved through various public policies and initiatives by civil society organizations. These include the creation of the Brazilian Public Health System (SUS), immunization programs, family health strategies, and specialized care programs. Pequeno Príncipe Hospital has joined these initiatives in a continuous effort to ensure healthy development and a quality life from the earliest years.

Regarding education, Pequeno Príncipe has maintained medical residency programs since the 1970s. Pequeno Príncipe College was established in 2003 and, the following year, joined the University for All Program (Prouni), offering partial and full scholarships to low-income students.











# Timeline

- 1919**  The Institute of Child Hygiene and Puericulture of the Red Cross is born, created from the mobilization of the *Grêmio das Violetas*.
- 1922**  Construction of the Children's Hospital begins.
- 1930**  Inauguration of the Children's Hospital, which begins to be managed by the Red Cross and the Medicine School of the Federal University of Paraná.
- 1936**  Creation of the Nursing course at the Hospital.
- 1951**  The Children's Hospital is renamed César Pernetta Children's Hospital, in honor of one of the greatest authorities in Brazilian pediatrics.
- 1956**  Volunteers found the Dr. Raul Carneiro Hospital Association for Childhood Protection, contributing to the maintenance of César Pernetta Children's Hospital.
- 1966**  Dr. Plínio de Mattos Pessoa invites Ety da Conceição Gonçalves Forte to become the voluntary president of the Dr. Raul Carneiro Hospital Association for Childhood Protection, a position she still holds to this day.
- 1968**  Creation of the Oncology and Hematology Service.
- 1971**  Inauguration of the new building of Pequeno Príncipe Hospital.
- 1982**  Creation of the Hospital Psychology Service.
- 1991**  Opening of the Neonatal ICU.

## ✦ Pequeno Príncipe Complex



- 2003**  Creation and inauguration of the *Instituto de Ensino Superior Pequeno Príncipe*, later renamed Pequeno Príncipe College.
- 2006**  The Pelé Pequeno Príncipe Research Institute begins its activities, the only initiative in the world bearing the name of the King of Football.
- 2007**  Start of the stricto sensu graduate program at Pequeno Príncipe College in partnership with the Pelé Pequeno Príncipe Research Institute.
- 2008**  Expansion of Pequeno Príncipe Hospital, adding four new floors.
- 2014**  Pequeno Príncipe College begins its first class of the Medicine course.
- 2020/2021**  Pandemic years: Pequeno Príncipe is chosen by the American magazine *Newsweek* as one of the 150 best pediatric hospitals in the world. Currently, it ranks 80<sup>th</sup> in this ranking.
- 2022**  Inauguration of the Interprofessional Health Practices Outpatient Clinic at Pequeno Príncipe College. Recognition by the Climate Challenge Award 2022 – Silver category, placing Pequeno Príncipe among the 54 hospitals in the world with the best environmental practices.
- 2023**  Start of construction for Pequeno Príncipe North and recognition by the Climate Challenge Award 2023 – Gold category.



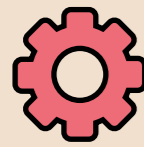
Click [here](#) and check out these and other milestones of our history on our website (content available only in Portuguese).

# BUSINESS MODEL



## Financial capital

Diverse sources of revenue, medical and hospital services, educational programs, societal support, government transfers, and participation in public calls for proposals.



## Manufactured capital

Modern infrastructure with 361 hospital beds\*, advanced technology and equipment encompassing the Hospital, Institute, and College to ensure quality services and complex procedures.



## Intellectual capital

Over 100 years of accumulated knowledge and practice in health assistance, research and teaching.



## Human capital

Healthcare professionals, educators, researchers, administrative staff and a strategic network of partnerships with leading specialists and institutions.



## Social and relationship capital

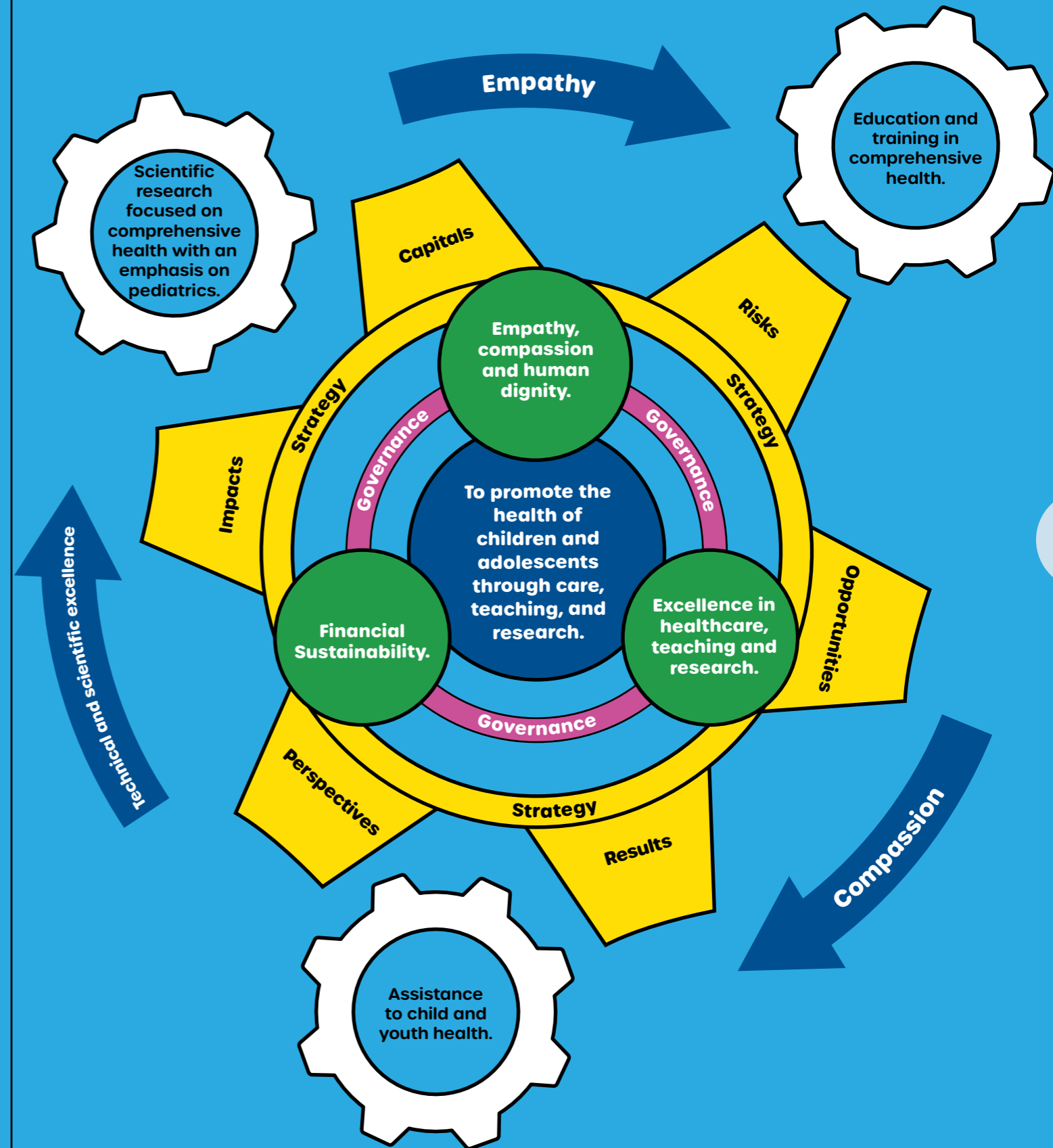
International recognition, humanization programs and family participation. Integrating education and culture with hospital care. Community outreach through educational practices and extension projects, supported by societal investments.



## Natural capital

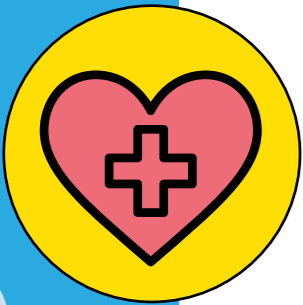
Adopting sustainable practices that harmonize environmental care and health.

\*In March 2024, eight new ICU beds became operational, taking the total to 369.

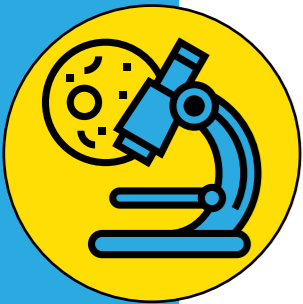




- Health revenue (SUS, arrangements, private, vaccines): R\$ 247,006,255
- Education revenue: R\$ 88,306,753
- Funds raised: R\$ 83,321,754
- Finance revenue: R\$ 12,961,206
- Non-operating revenue: R\$ 4,225,466



Pequeno Príncipe Hospital: Comprehensive structure for the diagnosis, treatment and rehabilitation of children and adolescents, with 47 pediatric specialties and areas of expertise.



Pelé Pequeno Príncipe Research institute - 7 lines of research:

1. Complex diseases and oncogenetics
2. Epidemiological, clinical, and educational studies
3. Imaging, radiological protection, and radiotherapy
4. Molecular medicine and bioinformatics
5. Microbiology and infectious diseases
6. Neurosciences
7. Cell therapy and pharmacology

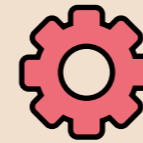


Pequeno Príncipe College  
 12 undergraduate programs  
 2 master's programs  
 1 doctorate program  
 Residency programs  
 Extension courses  
 Interprofessional Health Practices  
 Outpatient Clinic  
 Psychology Clinic



### Financial capital

- Revenue diversification
- Investment in innovation and continual improvement
- Fair prices for services
- Cost and indicator management



### Manufactured capital

- Units prepared to meet specific demands in health, education and pediatric research
- Standard of excellence in care, innovation and professional training
- Add value in energy security, IT, maintenance, logistics, Environmental Management, hospitality and infrastructure



### Intellectual capital

- Advances in health knowledge and new treatment protocols
- Collaborative research and innovations, and translational medicine
- Leadership in high-complexity medicine
- International recognition as one of the 80 best hospitals in the world for pediatrics in the ranking compiled by the American magazine *Newsweek*



### Human capital

- Continuous professional development, attraction and retention of talent
- Training of professionals with critical thinking
- Employee appreciation and continuous improvement of the CAC PP
- Comprehensive and humanized care for patients, students and employees



### Social and relationship capital

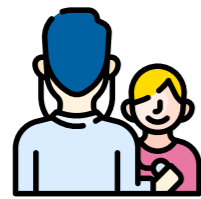
- Continuous support from society through donations made by individuals, corporations, and the Judiciary, Legislative and Executive branches
- Partnerships with other health institutions, universities and NGOs
- Humanized care with compassion and support for the entire family
- Compliance with regulations governing charities
- Concrete mobilization actions to guarantee rights



### Natural capital

- A holistic vision that integrates human health care with environmental health
- Integration of sustainable practices that mitigate emissions, value biodiversity, and manage waste following the brown agenda
- Recognition in the Climate Challenge Award in the Climate Resilience category.
- Friend of the Environment Award PAMA

# Quick facts



47

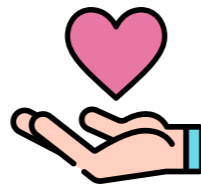


**specialties**  
and areas of  
pediatric practice



8

**new intensive care  
unit (ICU) beds**  
inaugurated in March 2024



307



**transplants**



7

**new undergraduate  
courses**  
at Pequeno Príncipe  
College, four of them being  
remote (EaD) and three  
in-person



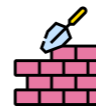
# 2023



Creation of the **Giving Patients a Voice** program.



**Expansion of the telemedicine program** to improve primary pediatric care in three municipalities.



**Start of construction for Pequeno Príncipe North** with government support for the first stage of the project.



**Top rating for Pequeno Príncipe College** in the Ministry of Education recertification evaluation.



**Certification of the Medical Degree Program at Pequeno Príncipe College** by the Accreditation System of Medical Schools from the Federal Council of Medicine (Saeme-CFM, abbreviation in Portuguese).



Start of the **Community and Food Center Project** at Pequeno Príncipe College.



**Opening of another location** for the Pelé Pequeno Príncipe Research Institute.



Research to **develop a phytotherapeutic product for treating oral mucositis**, one of the main complications affecting patients undergoing chemotherapy.



**Transition** of some units of the Complex to the **free market for electric energy**.



## Awards and recognitions



- **World's Best Specialized Hospitals 2024 by Newsweek:** for the third consecutive year, recognized as one of the best pediatric hospitals in the world, ranking 80<sup>th</sup> overall in the American magazine's Newsweek ranking.
- **Innovative Practices in Education:** Pequeno Príncipe College won first place in the award promoted by the Private Schools Union (Sinepe/PR) in the Higher Education category with the Inclusion Program for People with Disabilities.
- **Marcos Moraes Award for Research and Innovation in Cancer Control:** Recognition granted to the Pelé Pequeno Príncipe Research Institute by the Cancer Foundation, Rio de Janeiro, in the Innovation in Palliative Care category for research developing a mouthwash from agro-industrial waste to prevent and treat oral mucositis, a primary side effect of chemotherapy.
- **Global Health Care Climate Challenge Award:** International recognition for climate solutions aimed at reducing the institution's environmental impact. In the 2023 edition, Pequeno Príncipe advanced to the Gold Leadership in Climate category, demonstrating its potential to educate about climate and health.
- **Innovation Champions Award:** for the third consecutive year, Pequeno Príncipe received the award promoted by *Grupo Amanhã* and IXL-Center from the United States.
- **6th Femipa Award for Best Practices and Creativity:** first place in the People Management category with the Safe Life project, which trains teams for fire combat (award announced in March 2024).





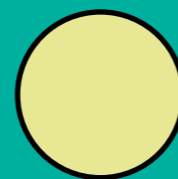
# 2



## Governance and strategy

### In this chapter

- Humane and transparent management
- Strategic planning 2022-2026
- Governance structure
- Risk management, ethics and integrity



# Humane and transparent management

GRI 3-3: Humane management, 3-3: transparency and stakeholder engagement

Humanization represents an essential approach adopted by the Pequeno Príncipe Complex in its assistance, education, and research activities. This comprehensive policy significantly impacts patients, their families, students, and employees of the Complex's three units.

At Pequeno Príncipe Hospital, a unit focused on assistance, 15 humanizing practices were developed, reaching 257,031 appointments in the year. **CPP 13**

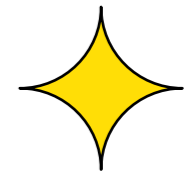
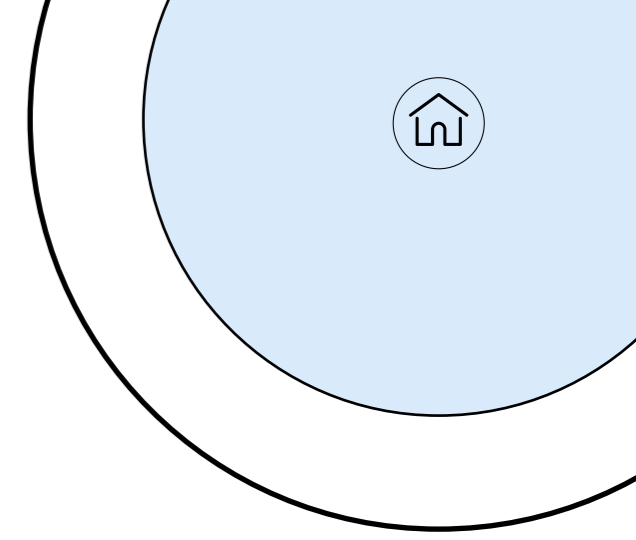
Reinforced in our Code of Conduct (learn more on page 51), the humanization of care represents a commitment to the quality of the assistance provided. This is evidenced by both tangible results in health indicators and the positive impact on mental health, lives, well-being, and the guarantee of rights for patients and their families. Some of the main humanization initiatives at Pequeno Príncipe Hospital are:



## Governance and strategy

### Participating Family

Pequeno Príncipe Hospital was a pioneer in public policy by guaranteeing hospitalized patients the right to have and stay with a companion throughout their hospital stay. This was made possible with the creation of the Participating Family Program in the 1980s. Since then, its results have been positive for strengthening family bonds and improving treatment outcomes. Through the program, we offer all the necessary infrastructure for companions of patients treated by the SUS to stay comfortably in the hospital environment. They receive four free meals daily and hygiene kits. They also have access to an exclusive room where they can store their belongings, rest, and take care of their hygiene.



### Number of family members served **CPP 17**

2021	<b>9,997</b>
2022	<b>11,207</b>
2023	<b>11,315</b>

The Hospital also provides psychological support, social assistance, and access to educational, cultural, and leisure activities for this audience. Additionally, they receive guidance for a positive participation in the care of the child or adolescent undergoing treatment. The Support House maintained by the Hospital offers free accommodation for those who need to stay in the city during treatment. **CPP 17**





### Very Early Childhood Project

The organization has maintained since 2014 the Very Early Childhood Project, which aims to empower caregivers regarding the overall development of children aged 0 to 3 years, who account for about one-third of the Hospital's patients. In addition to emphasizing the importance of bonding with their primary caregivers, the activities train companions to promote developmental stimuli and adopt habits that favor physical and emotional health. **In 2023**, the initiative reached **1,730 participants**. [CPP 16](#)

### Support in cases of death

Pequeno Príncipe Hospital has a support team in cases of death. In addition to assisting with necessary documentation during this difficult time, the team works on the emotional dimension by welcoming and having conversation and reception circles with grieving families. A total of **138 people** were seen **in 2023**. [CPP 18](#)



### Education and culture

For all patients with prolonged hospital stays, Pequeno Príncipe Hospital provides educational support, ensuring the right to education for children and adolescents. Teachers provided by the Municipal Education Department of Curitiba and the Education Department of Paraná join professionals hired by the hospital to maintain contact with patients' original schools and continue the learning process. **In 2023, 7,049 educational support activities** were carried out.

The Education and Culture Sector also organizes a cultural program offering patients, families, and staff various presentations and workshops that bring a range of artistic expressions into the Hospital: theater, music, dance, visual arts, cinema, and photography, transforming the hospitalization experience into a moment of cultural and social inclusion. In total, **14,327 patients and family members were served**. [CPP 15](#)

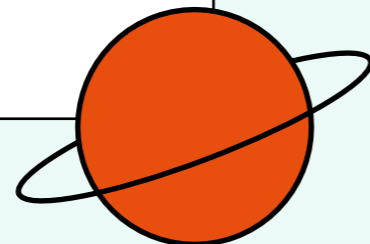




## Volunteering

Founded by volunteers, Pequeno Príncipe values and encourages the participation of people willing to donate their time and talents to the organization. Volunteers primarily engage in recreational interaction with children and adolescents undergoing treatment, whether in inpatient or outpatient care, ensuring their right to play.

**In 2023, the Volunteering Service provided a total of 83,786 episodes of care provided,** nearing pre-pandemic levels. In 2022, there were 40,825 interactions, and in 2021, 24,822. **CPP 14**



## Initiatives for employees **CPP 19**

The Pequeno Príncipe Complex undertakes various humanization initiatives for its employees. Some activities span the three units, such as Easter, Christmas, International Women's Day, Mother's Day, Father's Day, Children's Day, and events related to the awareness months like Pink October and Blue November. The College carries out specific actions: Yellow September and Self-Defense Course, for example.

Hospital employees also had access to various initiatives, including:

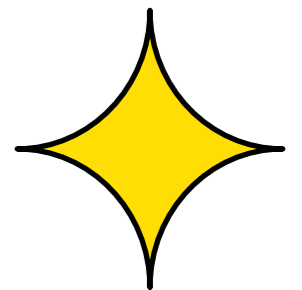
**Discussion groups:** meetings between individuals in different roles and positions within the institution to create a horizontal listening space. The most significant topics raised in each circle are addressed to the management. In 2023 there were a total of 84 groups with 583 participants.

**Spiritual support for employees:** visits to workstations aimed at fostering spiritual connection, listening, mutual care, and self-care. In 2023, there were 5,794 consultations.

**Coffee with stories:** professionals from different areas and managers gather at an external event to share narratives about their experiences within the institution. There were 17 sessions in 2023, with 399 participants.

**Owl Visit:** A musical event for night-shift employees, attended by 696 people.

**Tree planting:** an activity involving 64 employees with over 25 years of service who participated in reforestation efforts with native species in the area where the institution's new unit will be built.





## Humane vocational training

GRI 3-3: Humane management

Pequeno Príncipe College works to train highly qualified professionals with a critical view of social reality.

The institution disseminates knowledge that not only informs but also promotes significant changes to society.

Thus, its curriculum includes essential elements for comprehensive and committed humanized education. This includes a solid scientific foundation, the cultivation of compassionate care, the appreciation of humanization in health practices, and the promotion of social responsibility as fundamental pillars. The goal is to equip professionals with technical skills who act with sensitivity and compassion.

# Strategic planning 2022-2026

The Pequeno Príncipe Complex's Strategic Planning is undergoing a major restructuring that began in 2022 with the support of independent consultants. In the first year of work, the focus was on Pequeno Príncipe Hospital, which had its vision redefined. New strategic directions were also established to ensure the organization's financial sustainability, excellence in strategy management, and improvement in the experience of patients and professionals, elevating Pequeno Príncipe to the level of a future hospital through physical expansion and digital transformation. These directions were broken down into strategic initiatives that began to be implemented and monitored in 2023, already showing significant results, such as an increase in bed occupancy to 75.8%, about a 5% increase compared to the previous year, and the improvement of the NPS (Net Promoter Score) of the Emergency Service (learn more on [page 81](#)).

The Pelé Pequeno Príncipe Research Institute began revising its strategic planning in 2023. The mission and vision of the unit were redefined, and its strategic directions were set, which will be broken down into goals starting in 2024.

This effort aims for the unit's economic and financial sustainability, a balance between academic recognition and the production of assistance solutions, and increased efficiency in the use of available resources.

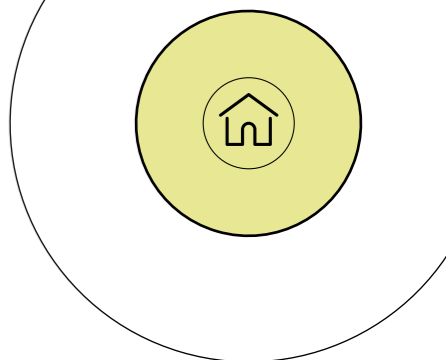
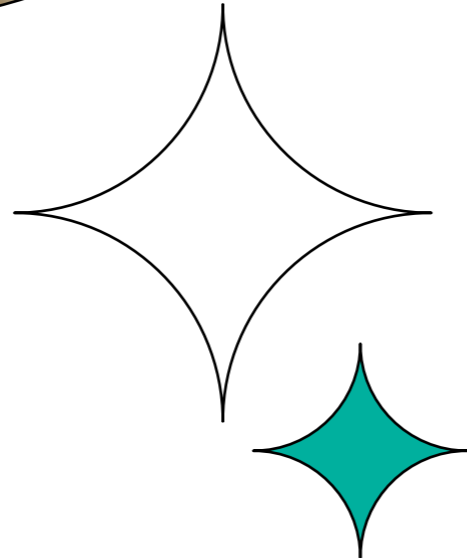




At Pequeno Príncipe College, the institutional vision was reviewed, and strategic directions were defined, aiming to improve financial results, achieve excellence in the production and dissemination of knowledge, and enhance the journey of students, graduates, and professionals.

As an initial result of this work, the College has advanced in structuring a dedicated data analysis area to improve the monitoring of financial and operational indicators, adopting a data-driven and automated approach. A finance committee integrated with the Complex's management was also structured to monitor the financial impact of various initiatives and decisions, ensuring alignment with the unit's strategic objectives.

The strategic planning work will continue in 2024 with the monitoring of the established goals.

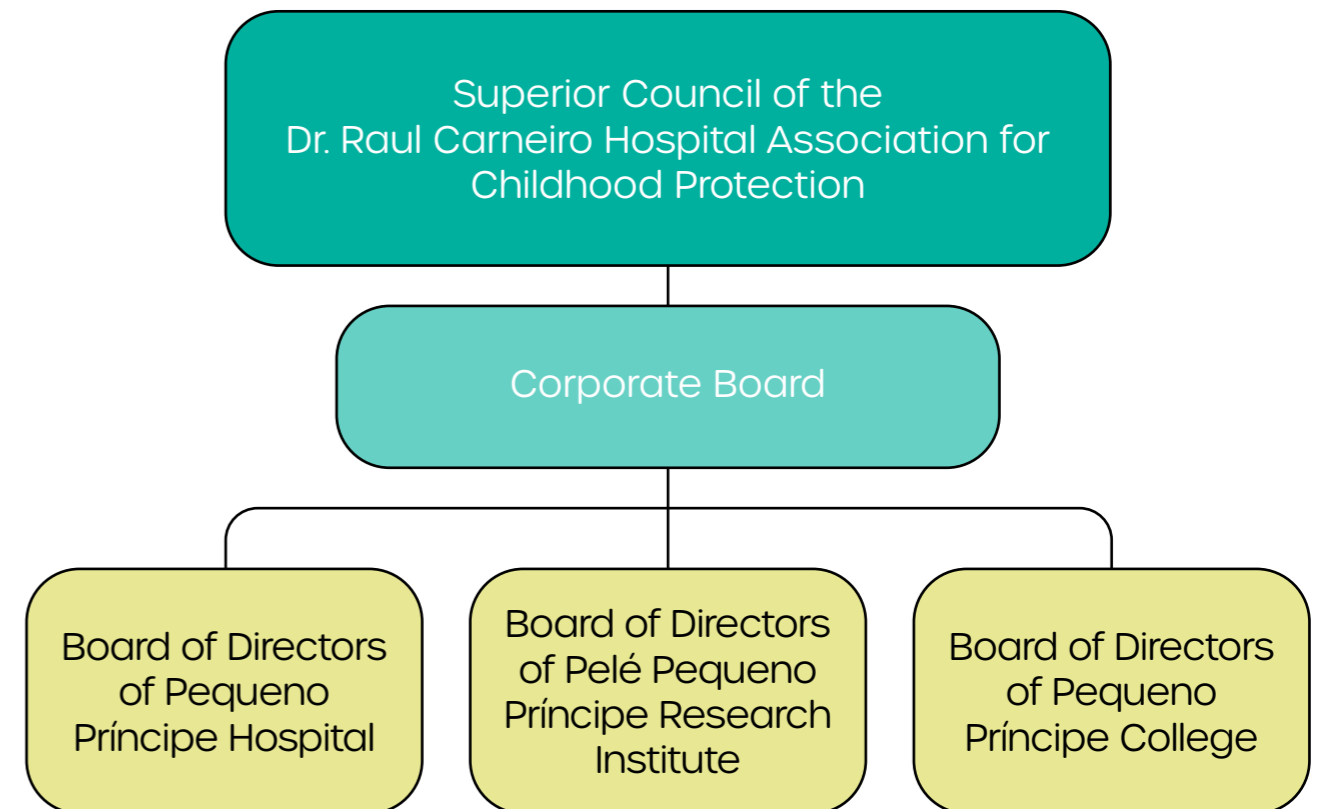


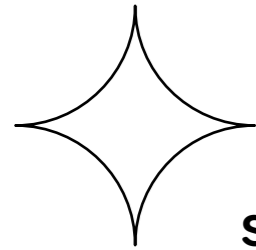
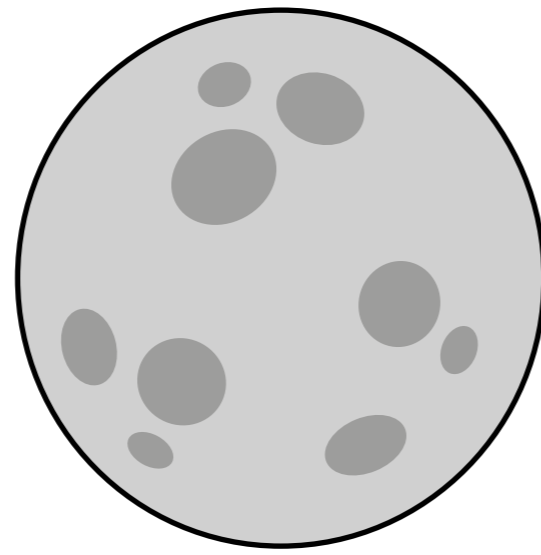
# Governance structure

GRI 2-9

Our governance structure's highest body is the Superior Council of the Complex's funder, the Dr. Raul Carneiro Hospital Association for Childhood Protection. Each of the three units has a management board, all of which answer to the Corporate Board. While there are no permanent or established advisory committees in 2023, the Superior Council can create commissions for technical, political, and strategic advisory, inviting or hiring their members.

Click [here](#) to obtain more information in our Bylaws (content available only in Portuguese).



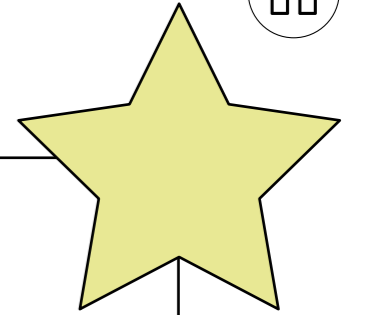


## Superior Council **GRI 2-12, 2-13, 2-24**

The Superior Council, voluntary and unpaid, is elected for four-year terms by the General Meeting of the associates. The nomination process takes into account not only the Board member's commitment to the funding institution's mission, but also requirements such as an impeccable reputation and a clean criminal record. **GRI 2-10**

The body makes decisions primarily by consensus. For critical issues, the Secretary-General, with support from key executives of the operational units when necessary, presents these issues to the Superior Council, where they are discussed and recorded in minutes. Examples of these concerns include the strategic planning for the period from 2022 to 2026, impacts of the nursing bill, environmental licensing issues, legal demands, and negotiations with strategic partners. **GRI 2-16**

To strengthen the integration of sustainable development into the organization's governance, the Superior Council is constantly informed and updated on this topic by the Secretary-General, who compiles and qualifies information and knowledge from both within and outside the Complex. **GRI 2-17**



## Responsibility of the Superior Council

### GRI 2-14

- Define strategic guidelines for the growth and development of the business.
- Assess financial results.
- Evaluate risks and opportunities related to sustainability and the preservation of the institution's mission.
- Review and approve the organization's reports and participate in the analysis of material topics and their impacts.
- Select the Secretary-General and the executives of the operational units, who are hired as employees of the Association.



Members in 2023	Position	Term
Ety da Conceição Gonçalves Forte	Chairman	From 4/1/2023 to 3/31/2027
Breno Trautwein Júnior	Deputy chairman	From 4/1/2023 to 3/31/2027
Hélio Júlio Marchi	First treasurer	From 4/1/2023 to 3/31/2027
Luiz Felipe Rodrigues Siqueira Junior	Second treasurer	From 4/1/2023 to 3/31/2027
Vera Regina Maranhão Trevisan	First secretary	From 4/1/2023 to 3/31/2027
Luiz Fernando Rodrigues Siqueira	Second secretary	From 4/1/2023 to 3/31/2027

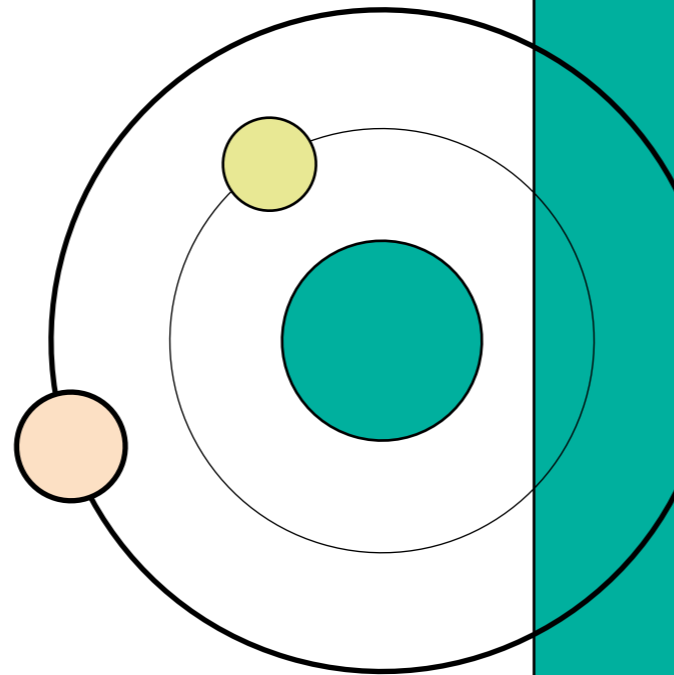
## Corporate Board GRI 2-12, 2-13, 2-24

It is composed of a single member, the Secretary-General a position held by José Álvaro da Silva Carneiro. Equivalent to the CEO, he is responsible for executing the strategic guidelines defined by the Superior Council and the executive management of the operational units (Pequeno Príncipe Hospital, Pequeno Príncipe College, and Pelé Pequeno Príncipe Research Institute).

The Secretary-General is tasked with a range of critical responsibilities, from the development and implementation of sustainable strategies, ensuring regulatory compliance, to promoting innovation and risk assessment. The exchange of information between the Secretary-General and the Superior Council is facilitated by performance reports, executive presentations, and regular meetings, establishing a continuous and detailed feedback cycle. Constant updates, with monthly and quarterly reports, keep the Superior Council informed and able to adjust the organization's strategies as necessary.

### Boards

The executive boards of Pequeno Príncipe Complex's units play a fundamental role in supporting strategic decisions and proposing actions in their specific domains: assistance, education, and research. These measures impact not only social spheres but also environmental and economic ones. These proposals are then submitted to the Superior Council for evaluation and approval. Each unit within the Pequeno Príncipe Complex has its own management team. These are:



## ◆ Governance and strategy



### Board of Pequeno Príncipe Hospital

- Executive Director: Ety Cristina Forte Carneiro
- Technical Director: Donizetti Dimer Gamberardino Filho
- Deputy Technical Director for Assistance and Teaching: Victor Horácio de Souza Costa Júnior
- Deputy Technical Director of Quality and Clinical Research: Fábio de Araújo Motta
- Deputy Technical Director of Assistance Planning and Productivity: Cassio Fon Ben Sum
- Administrative and Financial Director: André Luis da Silva Teixeira
- Deputy Director of Infrastructure and Diagnostic Services: Daisy Elizabeth Jose Schwarz
- Deputy Director of Innovation and Technology: Luiz Álvaro Forte Carneiro
- Special Advisor to the Board: Thelma Alves de Oliveira
- Advisor to the Marketing Director: Fernanda Salgueiro

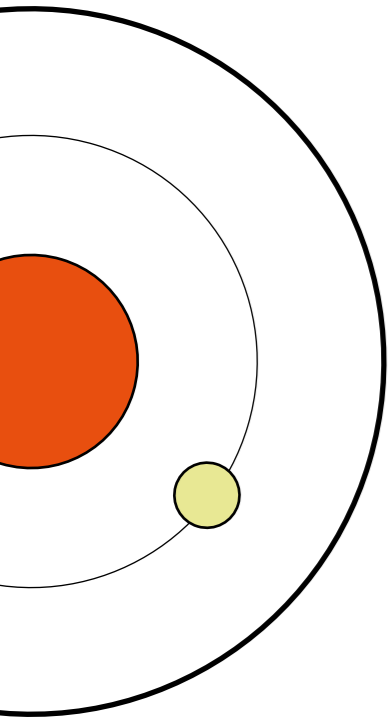
### Board of Pequeno Príncipe College

- Director-General: Patricia Forte Rauli
- Academic Director: Margareth Soares Galvão
- Administrative and Financial Director: Adrienne de Castro Rauli
- Research and Graduate Studies Director: Rosiane Guetter Mello
- Extension Director: Luiza Tatiana Forte

### Board of Pelé Pequeno Príncipe Research Institute

- Director-General: Ety Cristina Forte Carneiro
- Scientific Director: Bonald Cavalcante de Figueiredo
- Institutional Relations Director: Mara Lúcia Cordeiro
- Translational Medicine Director: Carolina Cardoso de Mello Prando





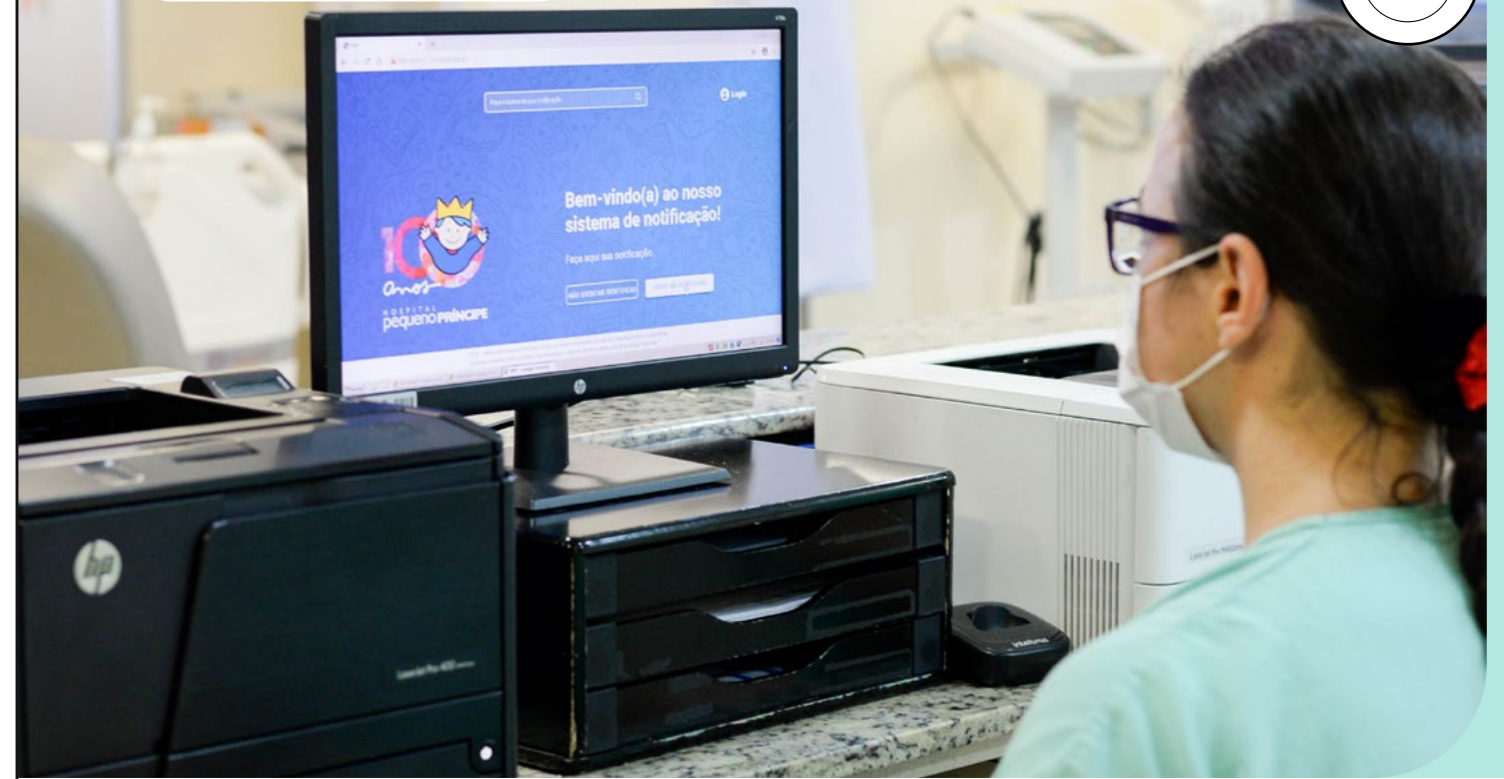
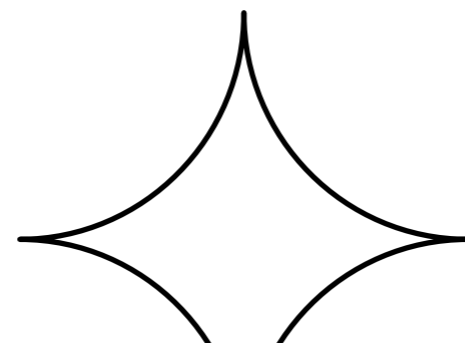
# Risk management, ethics and integrity

## GRI 3-3: Ethics, integrity and compliance

Risk governance at the Pequeno Príncipe Complex is being enhanced and strengthened through the strategic planning of its three operational units. One of the main challenges is ensuring the institution's financial sustainability while preserving its *raison d'être*: guaranteeing access to health care and other rights for children and adolescents, especially socially vulnerable ones, training qualified professionals in the health sector, and advancing science.

As part of the strategic planning development, the Finance Committee of Pequeno Príncipe College was established to work alongside the Executive Board, monitoring the application and profitability of revenues generated by the unit, which are being reserved for the implementation of Pequeno Príncipe North.

At the Research Institute, the planning has outlined ways to improve the governance system, impacting the revision and creation of institutional policies and reports expected to occur in 2024, with the goal of enhancing decision-making processes.



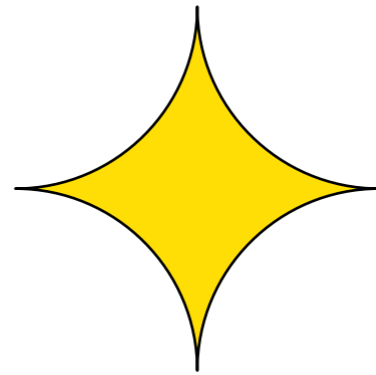
At Pequeno Príncipe Hospital, the strategic planning is monitored through 11 indicators managed by different boards. These indicators are consolidated on the digital platform Scopi, enabling quick and accurate tracking. The adopted governance model includes monthly meetings with managers (N2) responsible for these indicators. The information is consolidated and then presented to the senior leadership, which monitors performance and the action plans designed to improve results.

In addition to this monitoring, Pequeno Príncipe Hospital maintains the Risk Management Forum, which evaluates risk indicators in administrative, support, and care departments. Coordinated by the Quality Center, it comprises representatives from all boards. Through a monthly meeting schedule, the forum shares with Hospital staff the performance of risk indicators across different departments. Participation in the meetings is voluntary and open to all employees, aiming to promote engagement in the pursuit of ongoing improvement.

208 ✨  
risks are monitored by the Hospital

Pequeno Príncipe Hospital currently monitors 208 risks, 55% of them related to patient care. This risk management is supported by various strategies, including the actions of several committees, safety protocols, and systematic analysis of results, always seeking to improve processes and the quality of services provided. For further information, see the institution's website (content available only in Portuguese): <https://pequenoprincipe.org.br/institucional/governanca/>.

Critical concerns from any of the units are brought to the regular meetings of the Superior Council by the Corporate Director and the top executives of the three business areas (Hospital, College, and Research Institute). The information discussed in these meetings is recorded in minutes. Risk governance is the responsibility of the Executive Board, while the Superior Council, composed of volunteer members, oversees the process.



Regarding emergency management, the Pequeno Príncipe Complex focuses on implementing emergency and contingency plans for critical incidents, extreme events, epidemics, or pandemics. The units acknowledge a low probability of these events occurring due to adequate structures and preparations. Potential financial impacts include failures in the crisis management plan, delays in responding to priority stakeholders and society, and a sudden increase in demand for services, especially in situations not previously defined. The responsibility for emergency management is shared among boards, vice-boards, management, and coordination teams within the units, adopting a proactive approach that goes beyond legal requirements. This includes participating in society initiatives related to the topic, integrating the topic into their business strategy, investing in research and innovation, publicly advocating for policies that promote health, and collaborating with other organizations to create systemic changes. **GRI 3-3: Emergency preparedness**



## “Pequeno Príncipe way of being and doing”

The teams at Pequeno Príncipe Hospital actively participated in the creation of the institution's Code of Conduct in 2017. The methodology used to produce the Code included conversation circles among employees, who collectively listed the topics and expected conduct of each individual, according to common principles and values. The Code is based on the “Pequeno Príncipe way of being and doing,” which emphasizes comprehensive care.

After its preparation, a new phase began to disseminate its contents in their final form. In 2023, videos were created and used in training sessions to support this process, which are available through various communication channels. The initiative was further complemented by developing content focused on topics such as diversity, inclusion, equity, and belonging.

Pequeno Príncipe College also has a Code of Ethics, which underwent revision in mid-2023 to incorporate new demands related to the Brazilian General Data Protection Law (LGPD), Inclusion and Diversity, Artificial Intelligence, among others.



The videos are also available at this [link](#) on the Hospital's YouTube channel.



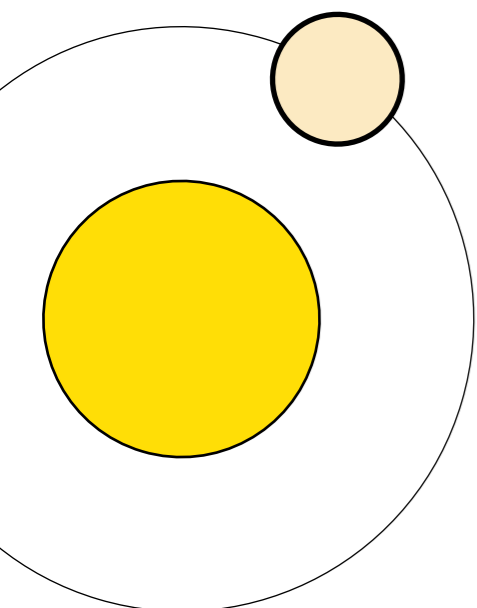
The organization also demonstrates its commitment to responsible business conduct through policies and documents such as the Bylaws, the commitment to join the UN's Global Compact and the SDGs, and the Privacy and Data Protection Policy. The organization maintains transparency by making documents and information about partnerships available online. The executive board ensures the uniform application of these commitments by widely communicating them through various channels. **GRI 2-23**

**Anti-corruption GRI 205-1, 205-2**

At the Pequeno Príncipe Complex, the approach to assessing corruption-related risks varies across its different units. Pequeno Príncipe College subjected its operations to a rigorous evaluation of corruption-related risks, identifying potential violations such as gifts, hospitality, extortion, and blackmail. The unit also has initiatives to develop a conduct manual for employees and regulations for investigation procedures applicable to teachers, students, and administrative staff.

In contrast, at the Hospital and the Instituto, corruption control is managed through bidding processes or obtaining three quotes, following the rules of each funding source for processes involving public funding. These include audits and formal accountability, ensuring transparency and financial control.

In 2023, 100% of governance members were informed and trained on these policies, demonstrating a commitment to fostering a culture of integrity and ethics.



# Data privacy

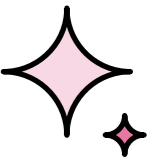
**GRI 3-3: Data privacy and security**

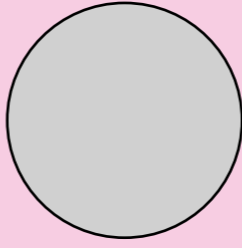
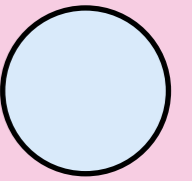
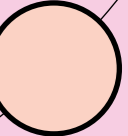
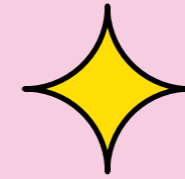
Building a solid trust relationship with stakeholders is a key value for the Pequeno Príncipe Complex to generate engagement, security, and lasting partnerships. This includes all stages of the relationship, from care and treatment to the quality of services offered, with special attention to the protection of personal data of patients, families, employees, volunteers, students, residents, donors, and all other stakeholders engaged by the Complex.

The institution has privacy and personal data protection policies in compliance with Law No. 13,709/2018 (Brazilian General Data Protection Law-LGPD). One policy covers the assistance and research units, while another is directed at the educational unit. These documents, published on the respective unit websites, establish rules for the collection, storage, processing, and sharing of personal data.

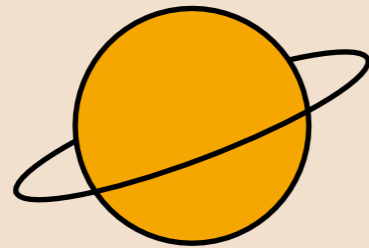
The institution ensures data registration and integrity, which are stored in secure operational systems that are not accessible to the general public. There is also an internal policy governing access by the institution's professionals based on the necessity of use and according to established rules.

The exposure of sensitive data of patients, families, employees, and students is considered a real negative impact for the organization. Therefore, to manage data processing and ensure compliance with the LGPD, evaluations of internal processes and workflows are conducted. In 2023, there were no reported incidents of privacy breaches. If users identify any suspicious activity regarding the security of personal data, they should contact the responsible channels: [lgpd@hpp.org.br](mailto:lgpd@hpp.org.br) and [lgpd@fpp.edu.br](mailto:lgpd@fpp.edu.br). **GRI 413-2**





3



# Pequeno Príncipe Hospital

## In this chapter

- Prioritizing children and adolescents
- High-quality service
- Education and research
- Quality, safety and emergency management



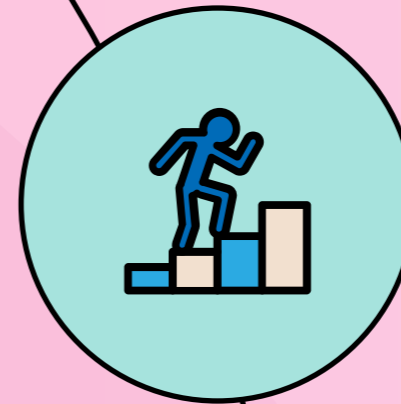
# Prioritizing children and adolescents

Our story began 104 years ago with a group of volunteers from civil society who wanted to promote access to healthcare services for at risk children and adolescents.

Determined to turn their dream into reality, they created the Institute of Child Hygiene and Puericulture, linked to the Red Cross, where children from financially disadvantaged families received consultations and free medications.

Over time, other professionals joined the project, which evolved into the creation of Pequeno Príncipe Hospital. The institution has remained true to its mission of caring for the lives and health of boys and girls, focusing especially on vulnerable ones and dedicating about 60% of its capacity to patients of the Brazilian Public Health System (SUS). With a focus on technical and scientific excellence, the team offers humanized care that guarantees rights, including culture, education, and encouragement of family interaction during their stay.

This unique way of being and doing – which improves the quality of life for patients, families, and staff – has brought significant international recognition: for the third consecutive year, Pequeno Príncipe Hospital is highlighted in the ranking of the best hospitals specializing in pediatrics worldwide, compiled by the American magazine *Newsweek*. In 2023, we achieved 80<sup>th</sup> place globally among 250 health care institutions recommended by specialists in 30 countries. In challenging times for the healthcare sector, this recognition reinforces our commitment to providing and multiplying healthcare for children and adolescents.



# Our purpose

## Mission

To be one of the best places in the world to receive and multiply healthcare for children and adolescents.

## Vision

To promote the health of children and adolescents through care, teaching, and research.

## Values

- Technical and scientific enhancement
- Comprehensive and humanized care
- Family engagement
- Equity in attention
- Innovation in care

## Principles

- Love and compassion for the child
- Striving for excellence
- Spreading expertise

# Expanding horizons

At the end of 2023, we reinforced our commitment to do more and better for the children of Brazil by starting the construction of Pequeno Príncipe North, our expansion project located in the Bacacheri neighborhood in the Northern Region of Curitiba. The initial infrastructure will be paid for with our own funds. For the construction of the first phase of the project, we will have an investment of R\$ 72 million, facilitated by the State Executive Government of Paraná, the State Congress of Paraná (Alep), the federal delegation of Paraná, and the federal government through Itaipu Binacional.

The first phase of the project includes the construction of a three-story day hospital (7,200 square meters) for daytime care. It will have 36 beds, six operating rooms, 12 infusion therapy beds and outpatient clinics, increasing our capacity for low-complexity procedures and elective surgeries, thereby allowing more high-complexity surgeries to be performed at the current site.

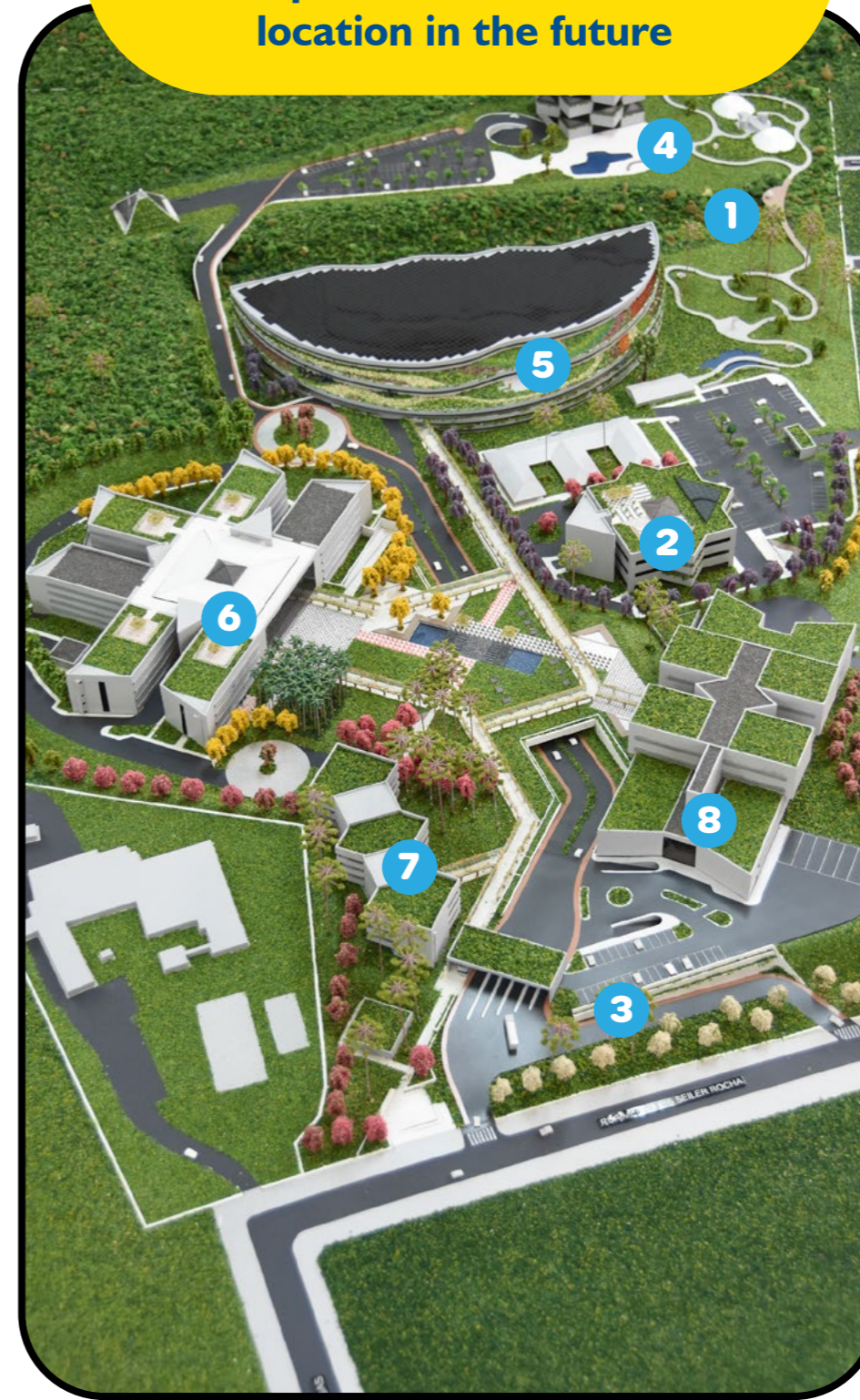
In addition to the day hospital, the first phase includes the implementation of a botanical garden, a visitor reception center, greenhouses, parking lots, guardhouses, and administrative headquarters.

The entire project involves relocating the headquarters of Pequeno Príncipe College and the Pelé Pequeno Príncipe Research Institute to this site, along with the construction of a high-complexity hospital, a cultural center, and an outpatient clinic building.

## Integration and expansion Pequeno Príncipe North Project



College, Pelé Pequeno Príncipe Research Institute and the Hospital will operate out of the same location in the future



- 1 Botanical garden
- 2 Day hospital
- 3 Infrastructure
- 4 Cultural center
- 5 Parking
- 6 Pequeno Príncipe College and Pelé Pequeno Príncipe Research Institute
- 7 Outpatient clinic
- 8 High-complexity hospital



## Comprehensive and **qualified care**

Pequeno Príncipe Hospital is considered one of the most complete pediatric hospitals in Brazil. Currently, it provides care in 47 pediatric specialties and areas, including assistance services, education, research, and the Center for Rare Diseases. In 2023, the Hospital maintained 361 active beds, including 68 in intensive care units (ICUs) and ten for bone marrow transplantation (BMT), and worked on the implementation of eight new ICU beds. This robust structure allows for comprehensive care that includes diagnosis, clinical and surgical treatment, and rehabilitation.



## The Hospital in **numbers** CPP 5, CPP 6, CPP 11



**361\*** ✦

**beds**, including 68 in ICUs and 10 for bone marrow transplantation

**227,557**

outpatient **assistances**

**20,077**

surgical **procedures**

**20,915**

**admissions**

**99,647**

consultations at the **Emergency Room**

**15**

**humanizing practices**

**1,063,824**

**exams**



**307** **transplants**, including:

**40**

**solid organ** (5 heart, 17 kidney, and 18 liver)

**60**

**bone marrow**

**46**

**cardiac valve**

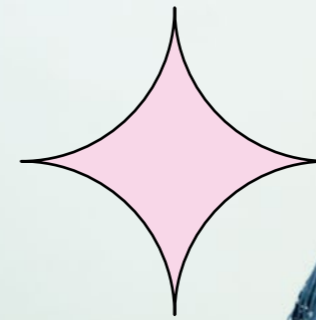
**161**

**bone tissue**

\*As of March 2024, the Hospital has added eight more ICU beds.

### Specialties and areas of practice at Pequeno Príncipe Hospital

Allergy and immunology	Pediatric infectology
Anatomical pathology	Palliative medicine
Anesthesiology	Adolescent medicine
Pediatric cardiology	Neuroradiology
Head and neck surgery	Pediatric nephrology
Cardiovascular surgery	Neurophysiology
Orthopedics and traumatology	Neurosurgery
Hand surgery	Pediatric neurology
Spinal surgery	Pediatric nutrology
Cancer surgery	Pediatric parenteral and enteral nutrition
Pediatric surgery	Ophthalmology
Plastic surgery	Pediatric oncology
Thoracic surgery	Otorhinolaryngology
Vascular surgery	Clinical pathology (laboratory medicine)
Dermatology	Pediatrics
Echocardiography	Pediatric pulmonology
Electrophysiology	Child psychiatry
Pediatric endocrinology	Radiology and diagnostic imaging
Digestive endoscopy	Interventional radiology
Ergometrics	Pediatric rheumatology
Pediatric gastroenterology	Pediatric intensive care
Genetics	Neonatal intensive care
Pediatric hematology	*Urology
Hemodynamics	*Relevant area of knowledge.



Care practices CPP 5	2021	2022	2023
Outpatient assistances	200,776	249,302	227,557
Consultations at the Emergency Room	94,473	129,280	99,647
Surgical procedures	14,790	18,094	20,077
Exams	974,705	1,061,086	1,063,824
Admissions	15,861	20,044	20,915
Average hospitalization time CPP 11	5.13 days	3.96 days	4.71 days
Admissions in ICU	2,775	2,892	2,935
Average ICU hospitalization time CPP 11	7.44 days	7.38 days	7.69 days
Bed turnover (hospitalization)	11.77/month	13.7/month	9.38/month
Bed turnover (ICU)	1.61	1.83	0.91
Occupancy rate <sup>1</sup> CPP 6	64.93%	72.38%	75.80%

1. The indicator considers the occupancy rate of the inpatient unit and the intensive care unit.



# Telemedicine: innovation to expand and improve pediatric care

## 3-3: Democratizing access to health

The care of children and adolescents in primary healthcare units (UBSs) and emergency care units (UPAs) maintained by SUS in municipalities across Brazil is not always provided by pediatricians. These structures are classified as primary care in SUS, and there is no requirement to offer a specialized professional. In the vast majority of these units, care is provided by general practitioners or other health professionals, such as nurses, who conduct the initial consultation, recommend treatment, and refer patients to specialists or to medium and high-complexity units like Pequeno Príncipe Hospital.

The absence of a pediatrician during the first consultation often delays diagnosis and the initiation of effective treatment. To improve the care in these units, Pequeno Príncipe Hospital established a telepediatrics program that made significant progress in 2023, benefiting children and adolescents in three municipalities: Curitiba (Paraná state), Paranaguá (also in Paraná) and Iguape (São Paulo state).

Municipalities experiencing a backlog of pediatric demand or higher complexity cases in reference units can contract telepediatrics services from Pequeno Príncipe. Depending on each municipality's needs, the Hospital provides pediatricians who conduct remote patient consultations with the assistance of nursing professionals present in the units (teleinterconsultations), or who discuss cases with the general practitioners working in these units (teleconsultation).



## How the service works

**Iguape (SP):** first municipality to establish a partnership. For children and adolescents aged 0 to 18 with chronic complaints, comorbidities, and high-risk childcare needs. The service is mediated by nurses at the unit, conducted remotely with the assistance of TytoCare, and the physician from Pequeno Príncipe oversees the entire treatment.

**Paranaguá (Coastal PR):** initiated in one UBS in 2022, expanded to two more in 2023. For children of all ages, but with a focus on Early Childhood (0 to 6 years). Teleinterconsultations are mediated by nurses using TytoCare.

**Curitiba (PR):** part of a strategy by the Municipal Department of Health to consolidate specialty teleconsultations in UPAs. Piloted in 2022, it reduced the need for hospitalization in 50% of cases analyzed at UPA Tatuquara. The positive results led to expansion to all nine UPAs in the municipality in 2023.

**About TytoCare:** a device developed in Israel and brought to Brazil by the Pequeno Príncipe Complex in partnership with Sabará Children's Hospital and the PENSI Institute - Research and Teaching in Child Health. It connects healthcare professionals and patients in remote consultations, enhancing telehealth services. The device allows for measuring body temperature, auscultation of the heart, lungs, and abdomen, and examination of the throat, ears, and skin injury through a high-resolution camera. The data is transmitted to the physician in real-time through a digital platform. For further information, see [www.tuindacare.com](http://www.tuindacare.com).



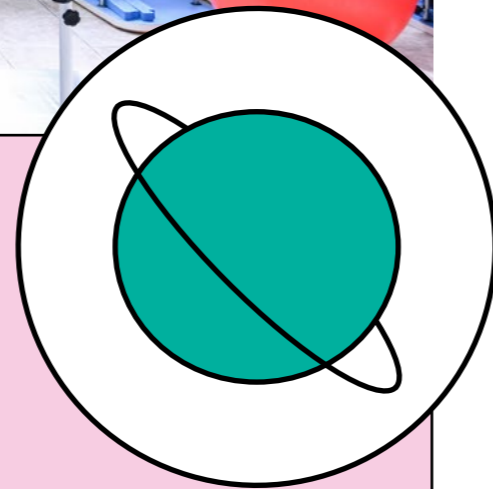
## Rehabilitation and Coliving Center

The Hospital also operates the Rehabilitation and Coliving Center of Pequeno Príncipe (former Appam Program), a unit that provides comprehensive and multidisciplinary care free of charge for children and adolescents with various types of disabilities: physical, visual, auditory, multiple, and rare diseases. In 2023, 438 children, adolescents, and their families were served at this center.

Our Rehabilitation and Coliving Center features a Computerized Gait Laboratory, Virtual Reality Rehabilitation Room, and an adapted park. The center offers sessions in physical therapy, speech therapy, occupational therapy, psychological care, and social work support. Patients can also engage in adaptive sports such as fencing and wheelchair tennis.

The professionals at the Rehabilitation and Coliving Center conduct guidance and lectures at the schools where the children and adolescents are enrolled in order to strengthen social inclusion.

In addition to treatments, the unit also provides support for home care by delivering monthly kits of medical supplies such as catheters, saline, gloves, and basic baskets of goods to socially vulnerable families.



438

patients treated in 2023



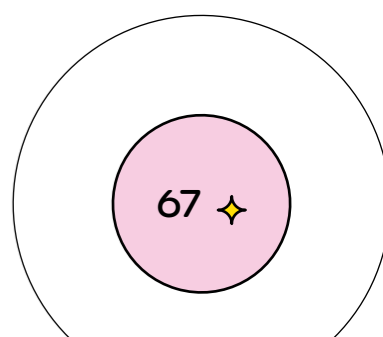
# Highly-quality service

The mission of Pequeno Príncipe Hospital is to care for children with complex health issues, such as congenital heart defects, childhood cancer, rare diseases, chronic conditions often requiring organ, tissue, or bone marrow transplantation, and life-threatening acute illnesses.

Having a wide range of specialties is essential to efficiently assist patients with these issues, thus allowing patients with complex health demands to be quickly evaluated by different areas, receiving the necessary support as quickly as possible. The infrastructure for conducting imaging and clinical exams, including molecular tests, along with the Surgical Center, which comprises nine rooms and a team of anesthesiologists specialized in pediatrics, provides the foundation for the best care.

The Hospital performs solid organ transplants (liver, kidney, and heart), bone marrow transplantations, and tissue transplants (including cardiac valves and musculoskeletal tissues). In 2023, a total of 307 transplants were performed across all modalities. A demonstration of the institution's expertise in complex care was showcased on September 22, when Pequeno Príncipe teams performed six transplants in 16 hours: five surgeries for three kidney transplants, one liver transplant, and one heart transplant, along with a bone marrow transplantation.

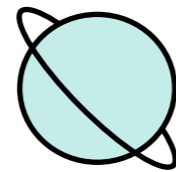
307  
transplants in the year



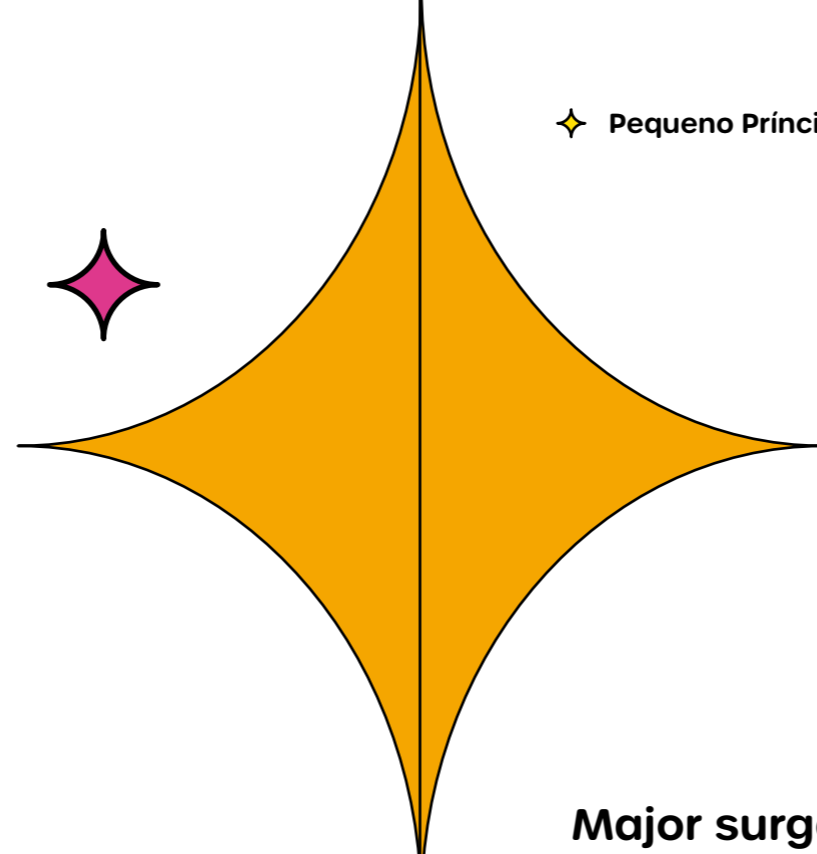


Regarding bone marrow transplantation, 2023 marked the resumption of these procedures. Pequeno Príncipe had seen a decline in the number of these procedures due to the pandemic and difficulties faced by patients from outside Paraná in accessing the service, due to changes in patient transfer protocols between states.

The Bone Marrow Transplantation Service at Pequeno Príncipe is a reference in Latin America due to the characteristics of the patients treated, such as their young age and the indication for transplant to treat rare diseases - 43% of the procedures performed this year. In 2023, the service also began offering CAR-T cell therapy for treating patients with certain types of leukemia that did not respond favorably to traditional bone marrow transplantation. Three patients received this treatment.



Number of transplants	2021	2022	2023
Heart	2	3	5
Liver	24	21	18
Bone marrow	73	56	60
Kidney	18	13	17
Bone tissue	122	135	161
Heart tissue and valves	43	47	46
<b>Total</b>	<b>282</b>	<b>275</b>	<b>307</b>



### Cardiology and cardiac surgery

The Cardiology and Cardiac Surgery services care for patients with severe heart malformations requiring attention from the first days of life, often including surgeries. To support treatments, the institution has electrophysiology and echocardiography areas. In 2023, 525 cardiac surgeries were performed, 16% of which were on infants up to 30 days old.

### Major surgeries

Besides transplants, Pequeno Príncipe performs major surgeries in various specialties. These include orthopedic procedures to correct spinal malformations affecting children's development (spinal arthrodesis), neurological surgeries, pediatric surgeries such as esophageal atresia correction (a malformation in the digestive system preventing food from reaching the stomach), congenital megacolon (absence of nerve cells in the intestinal wall), bladder exstrophy (a genetic malformation of the genital, urinary, and intestinal tracts), and cancer surgeries to remove tumors.

The Hospital also performs cochlear implants and is the only exclusively pediatric institution in Brazil authorized by the Ministry of Health to conduct these procedures through the SUS. One of the service's differentiators is the care for patients with complex syndromes. The cochlear implant is indicated for children and adolescents with severe or profound hearing loss, who do not benefit from conventional hearing aids. In the surgery, a physician inserts an electronic device into the patient's inner ear, allowing them to hear sounds again. In 2023, 42 cochlear implants were performed, 24 of them through the SUS, according to the system's available slots.



525

**cardiac surgeries were performed in the year**

## Intensive care units

Pequeno Príncipe Hospital has four ICUs, totaling 68 active beds in 2023. These beds accounted for 2,935 admissions, with an average stay of 7.69 days and an occupancy rate above 90%. The ICUs are essential for patients with complex conditions requiring stabilization in acute situations, such as severe respiratory syndromes, supporting life for those with congenital malformations and other birth problems, or those needing major surgeries, such as transplants and tumor removals.

Due to a R\$ 4.8 million investment by Volkswagen, facilitated through Paraná's state government investment attraction program, the Hospital added eight more ICU beds, which began operating in March 2024. This expansion will enable an additional 500 intensive care treatments per year. The strategic plan includes constructing another ICU with 28 beds over the next two years.



✦ Pequeno Príncipe Hospital



## Rare diseases

Pequeno Príncipe was the first Brazilian hospital authorized by the Ministry of Health to care for children and adolescents with rare diseases, starting in 2016. With a multidisciplinary team involving various specialties, the hospital conducts consultations, exams, and genetic counseling to clarify diagnoses and offer the best available treatment. Most rare diseases have no cure, making early diagnosis crucial to minimize the impact of the disease's progression. In 2023, the Hospital treated 834 new patients with rare diseases in specialties such as genetics, neurology, nutrition, pulmonology, allergology, immunology, and nutrition. The Infusion Service supports these treatments by administering recommended infusion therapies for each case. For some rare diseases, bone marrow transplantation - also offered at Pequeno Príncipe Hospital - are indicated and can provide the cure.

✦  
**834**  
new patients  
with rare diseases  
treated in the year

ICU beds in 2023 **10**



**beds** in the  
General ICU

**20**

**beds** at the  
Surgical ICU

**20**

**beds** at the  
Neonatal ICU

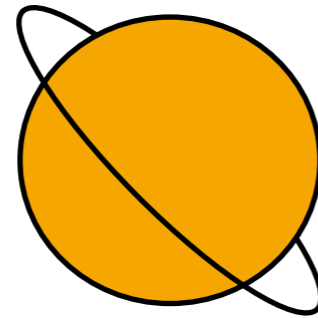
**18**

**beds** in the  
Cardiology ICU

\*In March 2024, eight new ICU beds became operational.

## Oncology and Hematology

The Oncology and Hematology Service treats children and adolescents aged 0 to 18, referred through its own outpatient clinics and from other institutions, including those outside Paraná. It is one of Brazil's first pediatric oncology and hematology services, operating for 55 years, providing the team with vast patient management experience. This experience is enhanced by constant knowledge exchange with international centers such as St. Jude's Children's Research Hospital, European groups, and participation in initiatives and working groups of the *Rede Amarte*, comprising 31 Brazilian hospitals providing oncology care.



The predominant diagnoses in the service are leukemia, solid tumors, lymphomas, and central nervous system tumors. The multidisciplinary team conducts treatment, supported by all other specialists at Pequeno Príncipe, offering both clinical and surgical treatments. A sector for manipulating and infusing chemotherapeutics completes the structure.

To advance knowledge on childhood cancers, the Pelé Pequeno Príncipe Research Institute conducts various studies in the field, transferring knowledge and improving the oncological care provided.

### Numbers for the Oncology and Hematology Service in 2023

**2,994**

chemotherapy sessions

**74%**

overall survival rate

**6,754**

outpatient assistances

**790**

admissions

**101**

new patients

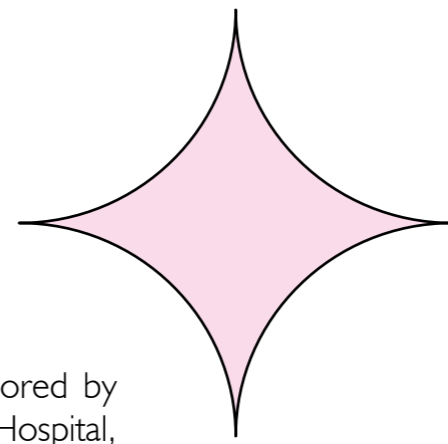


## Education and research

**GRI 3-3: Innovation and technology, 3-3: Research, production and sharing expertise**

In addition to patient care, Pequeno Príncipe Hospital maintains clinical research and teaching services, continually improving pediatric care. Our Research Center (known as Nupe), responsible for developing and managing clinical study protocols, is structured into three areas: industry-sponsored research, Pequeno Príncipe Hospital-initiated research, and the Value Management Office. All studies follow national and international good clinical research practices and are submitted for approval by the Ethics Committee for Research Involving Human Beings at Pequeno Príncipe Hospital (CEP) and the Brazilian Research Ethics Commission (Conep).





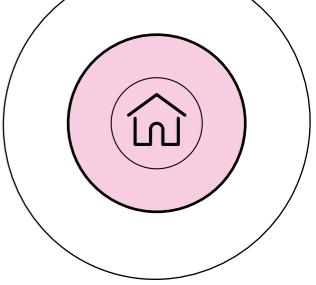
The objective of clinical research, whether sponsored by the pharmaceutical industry or of interest to the Hospital, is to ensure the efficacy and safety of new medications and protocols in pediatrics. Nupe is capable of conducting clinical study protocols in phases 1, 2, and 3, as well as monitoring study quality and the safety of clinical research participants.

In 2023, Nupe managed 26 clinical research studies, with 11 recruiting patients. The research focused on areas such as: neurology, gastroenterology, hematology/oncology, rheumatology, cardiology, infectology, anesthesiology, bone marrow transplant and telemedicine.

CPP 1, CPP 2

The Value Management Office, in turn, analyzes costs and clinical outcomes to guide clinical and administrative decision-making. The projects developed present performance indicators that add value to the institution and patients.

Among the initiatives coordinated by Nupe is the Antimicrobial Stewardship Program, which aims to share with Brazilian hospitals the management model for these medications to optimize their use and address the global health problem of antibiotic resistance, which favors the emergence of superbugs. **This initiative developed at Pequeno Príncipe has already been implemented in 15 other Brazilian hospitals.**



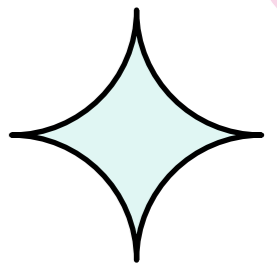
## Vocation training

Pequeno Príncipe Hospital trains healthcare professionals through three initiatives: medical residency programs, medical specialization programs, and internship programs for undergraduate health courses.

**In 2023, 14 residency programs and 12 specialization programs were offered, together training 153 physicians specializing in pediatrics.** Professional training through its own residency programs began in the 1970s, making them widely recognized.

In partnership with Pequeno Príncipe College, the Hospital also offers Multiprofessional Residency (Biomedical Sciences, Pharmacy, and Psychology) and Nursing Residency.

The Hospital also provided internships for students from Pequeno Príncipe College's Medicine and Psychology courses, and Medicine students from Pontifical Catholic University of Paraná (PUCPR, abbreviation in Portuguese) and Positivo University, totaling 550 students.

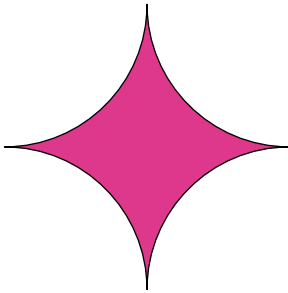


## Multiplica PP

In 2023, the continuing education program for health care professionals, *Multiplica PP*, updated around **600 professionals**. The portal offered 25 courses in pediatrics. Launched in 2022, the educational platform aims to disseminate the knowledge and expertise of Pequeno Príncipe's clinical staff in pediatric specialties.

# Quality, safety and **emergency** management

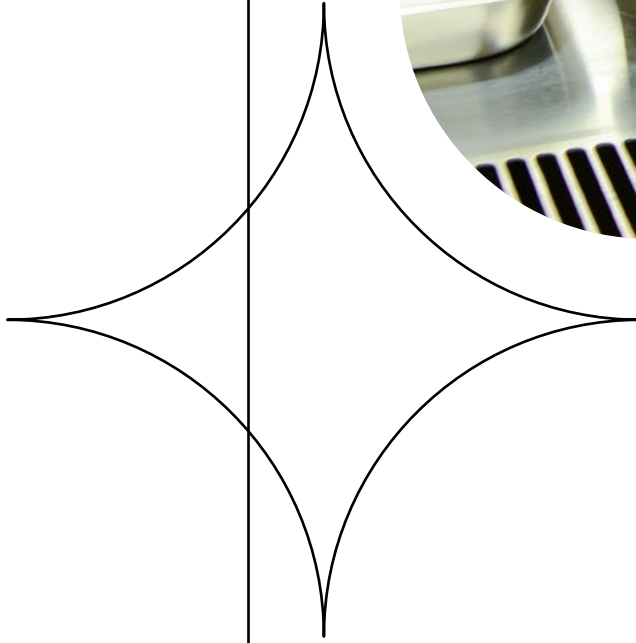
GRI 3-3: Emergency preparedness, 3-3: Service quality and safety, 2-25, 2-26



Pequeno Príncipe Hospital advocates for patient and family-centered care, coordinating qualified technical performance with humanized interactions between healthcare teams, patients, and families. In this context, policies and guidelines are aligned to guide professional conduct. The institution continually updates these documents, such as the recently revised and updated Care Communication Policy, to strengthen the process, incorporating more active and empathetic listening with families.

In 2023, the initiative to systematically give a voice to patients and families was consolidated. Pequeno Príncipe Complex demonstrates its commitment to correcting negative impacts through a detailed process involving listening to families, analyzing incidents based on the London protocol, and developing mitigation measures. This procedure seeks technical and behavioral improvements, culminating in delivering an improvement action plan to affected families.

Pequeno Príncipe Hospital



Monitoring the recurrence of adverse events and complaints allows for assessing the effectiveness of implemented measures, ensuring continuous process improvement and patient safety. Feedback is obtained through various mechanisms, including meetings and direct contacts, ensuring personalized and safe communication. The main complaints registered include procedural failures, delays in emergency care, scheduling difficulties, diagnostic problems, and communication issues with families. In 2023, 565 complaints were recorded through internal mechanisms and the SUS ombudsman (channel 156 of the Municipal Department of Health). Additionally, 185 compliments were registered through these channels.

The Giving Patients a Voice program exemplifies the incorporation of feedback and suggestions from patients' families, which are directly reported to managers, contributing to tangible improvements. Moreover, inviting family members to speak at events on patient safety demonstrates a significant and educational community involvement. **GRI 413-1**



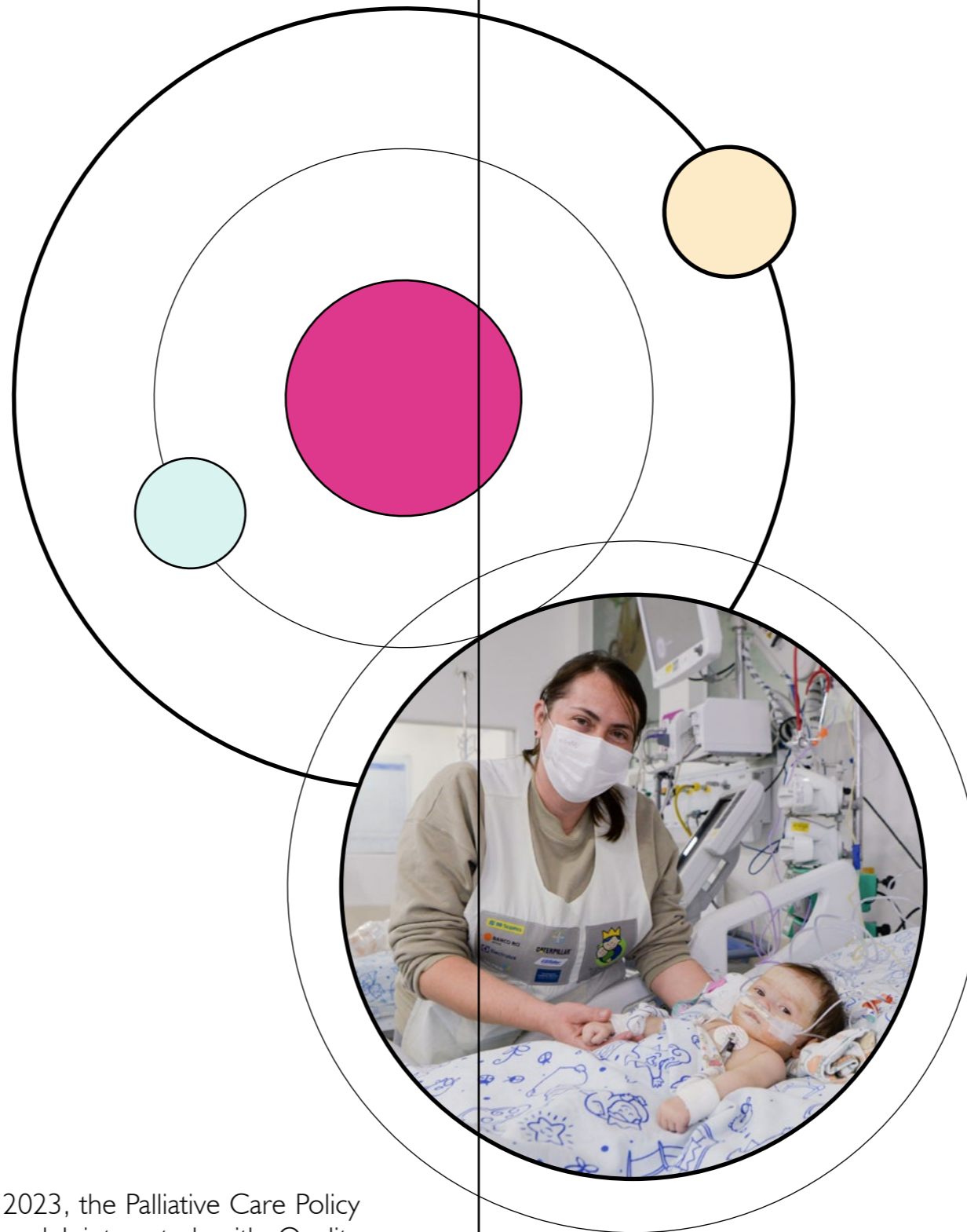
Regarding mechanisms for seeking advice and raising concerns, the Complex provides resources such as training, manuals, e-learning, and a specialized reporting channel, highlighting its commitment to integrity and corporate responsibility. These resources guide the implementation of responsible policies, ensuring everyone is informed and able to act according to the organization's principles. Dedicated phone numbers and specific reporting channels are available for reporting misconduct, facilitating effective communication and handling of non-compliance.

## ONA Level 3 certification CPP 12

Pequeno Príncipe's care processes were validated last year by maintaining Level 3 – Accredited with Excellence certification from the National Accreditation Organization (ONA, abbreviation in Portuguese), the highest level of accreditation.

### Palliative care

Revised throughout 2023, the Palliative Care Policy considers a work model integrated with Quality Management, aiming to expand concepts and practices among health teams and families. This movement is essential given the complexity of the patients at the institution.



Additionally, policies such as Patient Safety and Quality Management are pillars for best care practices and the performance of optimized and safe processes. They recognize families as partners in managing care risks, ensuring transparency in handling incidents through root cause analysis and communication protocols for potential errors or failures in care (disclosure).

### Adverse events

The Hospital recorded a density of 6.8 adverse events per thousand patient-days in 2023, an improvement from the previous year's 8.1 per thousand patient-days. The average monthly incident reporting rate was 28% relative to patient discharges. The data showed that 88% of reported incidents did not result in harm to patients; 10% caused mild harm; 1.4% caused moderate harm; 0.4% caused severe harm; and 0.03% resulted in a fatality, rates similar to those reported by the National Health Service (NHS) in terms of harm classification. **CPP 8**

The annual average mortality rates for sepsis and septic shock also decreased compared to the previous period, registering 0.8% and 4.4%, respectively. In 2022, sepsis lethality was 1%, and septic shock lethality was 6%. The goals are to keep sepsis lethality below 1% annually and septic shock lethality at 4% annually. **CPP 9**

The hospital mortality rate also showed a downward trend over three years: 0.79% in 2021, 0.61% in 2022, and slightly higher at 0.63% in 2023. **CPP 3, CPP 4**





**Healthcare-related infections (IRAS) CPP 10**

Healthcare-related infections (IRAS) are a significant public health issue due to their impact on morbidity, mortality, and patient quality of life. Prevention requires the collaboration of all health care professionals involved.

In 2023, our overall IRAS rate was 3.1%, similar to the previous year and within the expected range according to World Health Organization (WHO) indicators, which average 5%.

Prevention of IRAS is a key institutional goal at Pequeno Príncipe. The Epidemiology and Hospital Infection Control Service focuses on continuous education, adopting new technologies, and disseminating preventive best practices to address increasingly complex and severe patient cases.

In the year, the conclusion of our participation in the Institutional Development Support Program of the Brazilian Public Health System (Proadi-SUS, abbreviation in Portuguese) – *Saúde em Nossas Mãos* project, which occurred during the 2021–2023 period, stands out. The goal was to achieve up to a 30% reduction in IRAS in the Neonatal ICU, and this target was exceeded. The reduction in infection cases also impacted hospitalization costs. According to estimates by the Ministry of Health, the Hospital saved R\$ 730,235.34 in the Neonatal ICU. These savings allow for investment in other areas and new preventive measures.



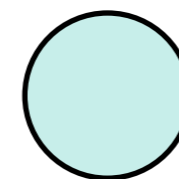
✦  
**R\$ 730,000**  
**savings from**  
**infection reduction**

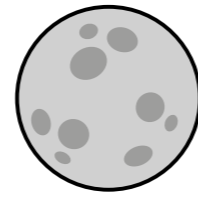
**User satisfaction and experience** GRI 2-25, 2-26

In 2023, the NPS was extensively analyzed as a strategic indicator, with various actions implemented in processes and management to achieve better scores. For inpatient units, the Hospital's NPS in 2023 was 81.28%, falling within the zone of excellence (75% to 100%), from a total of 3,852 samples. Including external services in this measurement, the NPS reached 76.75%, with an NPS of 70.88% in Emergencies and 74.93% in the Image Center, within the quality zone, with opportunities for improvements related to waiting times. For the Clinical Analysis Laboratory, the NPS was 86.32%.

199 complaints were registered on *Reclame Aqui* in the year, most cases related to donors receiving unsolicited donation payments slips. All complaints were addressed, 193 resolved without compensation, and six are still being processed. Consequently, the Hospital's rating on the platform was calculated at 7.4 – a level classified as good.

Regarding service in the Emergency Service, the average waiting time for care in insurance services was approximately one hour. The waiting time for risk classification (included in the wait/care time) was 18 minutes. The indicator does not present historical data because its monitoring method was changed in December 2022 due to the introduction of a new tool, preventing comparability. CPP 7





# Fire in the Oncology, Hematology, and BMT Outpatient Clinic



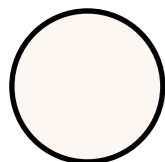
On October 31, around 7:30 a.m., a fire destroyed the Oncology, Hematology, and Bone Marrow Transplantation Outpatient Clinic of the Hospital, intended for consultations and chemotherapy sessions. At the time of the incident, there were no patients or family members present.

A nurse and a maintenance staff member were in the outpatient clinic. She was not injured. He suffered severe burns and is recovering. The Hospital continues to provide all necessary support to the employee and his family.

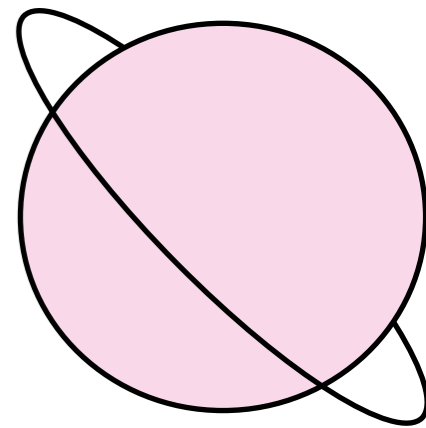
The Hospital's Emergency Brigade acted very quickly and efficiently, controlling the flames in less than ten minutes, even before the arrival of the Fire Department, preventing the fire from spreading to other areas.

On the same day, a temporary outpatient clinic was set up to ensure no patient was left without care, guaranteeing the continuation of treatments.

Reconstruction work began in April 2024 and is expected to take four months. The entire area of approximately 200 square meters will be rebuilt. The insurance reimbursement process is underway, but due to the urgency of the reconstruction, the work is being carried out with donations from companies and citizens moved by the incident.



# Resilience in emergency management



With 104 years of operation, the Pequeno Príncipe Hospital is a very resilient institution. Throughout its history, it has matured mechanisms for acting in moments of crisis.

In the face of unexpected situations, working groups are formed to act in these situations to mitigate impacts and develop prevention plans. When necessary, specialized consultancies are hired.

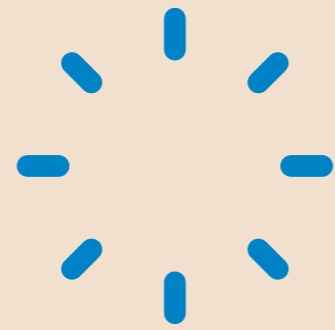
In the case of the fire in the Oncology, Hematology, and Bone Marrow Transplantation Outpatient Clinic, the most severe infrastructure-related incident in the institution's history, a multidisciplinary working group was formed. This group includes administrative employees from various functions, such as contract management, project development, and communication, the Infrastructure Board teams, and the Specialized Occupational Health and Safety Service (known as SESMT), which coordinates the Emergency Brigade. An external consultancy was hired to assist in the development of projects that will strengthen the fire prevention structure in the Hospital's spaces.

It is important to note that even before the incident, a project was already underway focusing on improving the fire prevention and combat system at the institution. The project, titled "Para Mais 100 Anos" [For Another 100 Years], raised funds from the community through tax exemption to enable civil and electrical interventions in the two basements, the seven floors of the Pequeno Príncipe Hospital building, and the two floors of the César Pernetta Hospital building. The work includes installing handrails on all stairs, placing and framing fire doors, and replacing ceilings. Additionally, the construction of an access ramp from the ground floor to the 6<sup>th</sup> floor of the Hospital is being made possible, which will serve as a safe escape route in case of any incidents occurring. In 2023, 62% of the ramp project was completed.





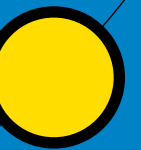
# 4



## Pequeno Príncipe College

### In this chapter

Two decades of history  
Graduation, post-graduation and extension courses  
Academic and career development



# Two decades of history

In 2023, we celebrated the 20<sup>th</sup> anniversary of Pequeno Príncipe College, the educational unit of the Pequeno Príncipe Complex, reaffirming our commitment to training competent health professionals with a critical perspective of social reality and humanized care. Over these two decades, the institution has evolved and established itself as one of the leading health education institutions, always focused on learning excellence and scientific investigation, resulting in significant milestones and achievements.

One such achievement, especially celebrated in 2023, **was receiving a score of 5 in the institutional re-accreditation evaluation by the Ministry of Education (MEC).** This highest score reflects the institution's maturity over its two decades of operation and solidifies our commitment to quality, sustainability, and social impact indicators for the coming years. Academically, being at the top of the MEC evaluation represents recognition of the quality and efficiency of our teaching-learning methodologies, physical infrastructure, and teachers. [CPP 12](#)

5 ✨

**Maximum score**  
in MEC  
recertification



**Another highlight of the year was the expansion of our course portfolio and the beginning of our activities in remote learning (EaD).** In the in-person mode, we started offering four new undergraduate programs – Physical Education, Physiotherapy, Nutrition, and Occupational Therapy. In the EaD model, we launched courses in Aesthetics and Cosmetics, Human Resources Management, Systems Analysis and Development, and Environmental Management.

To support the growth of courses and activities, **Pequeno Príncipe College also invested in expanding its physical facilities.** In practical terms this means new laboratories, such as Anatomy and Pharmacy; the beginning of the implementation of a new social and dining center; and more classrooms and tutoring areas.

Investments were also made in technological innovation for teaching and management processes. Notably, the Digital Academic Office, which offers more agility and efficiency in educational management processes, was highlighted.

## Recognition CPP 12

In 2023, we also received first place in the **Innovative Practices in Education award, promoted by the Private Schools Union (Sinepe/PR), in the Higher Education category, with the Inclusion Program for People with Disabilities**. This program developed inclusive pedagogical protocols for people with giftedness and high abilities, those with autism spectrum disorder, and people with visual, auditory, and motor disabilities. Developed by the inclusion group at the College, called NADIA (see more in the Academic and Career Development section), these protocols provide support tools for teachers to improve the monitoring of each student's progress, resulting in better learning outcomes.

Two other major achievements had their processes initiated in 2023 and were realized in early 2024: the international certifications for the undergraduate courses in Medicine and Nursing.

The Medicine course was certified by the **Accreditation System of Medical Schools, from the Federal Board of Medicine (Saeme-CFM)**, and the Nursing course by the **Regional Accreditation System of University Courses of Mercosur (Arcu-Sul System)**. These achievements recognize the high standard of quality of the education offered at the institution.

The certification of the Medicine course by Saeme-CFM facilitates the accreditation of the course by the World Federation for Medical Education. **In practice, this means the recognition of the diploma abroad, allowing graduates from the College to practice medicine in countries like the United States and Canada**, as well as to enroll in graduate and research programs at educational institutions in these countries.

1<sup>st</sup> place

**Innovative Practices in Education at the Sinepe Award**



## Our purpose

### Vision

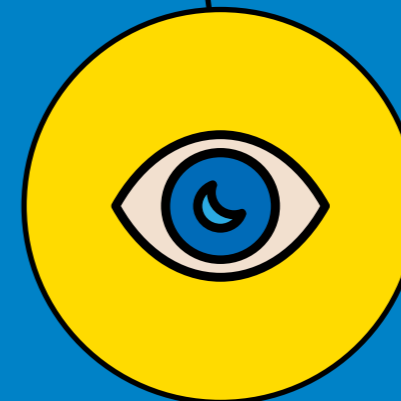
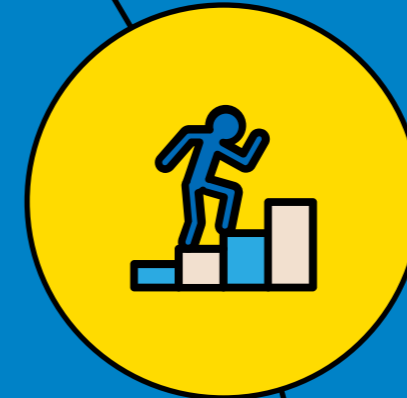
To be a national reference in the production and dissemination of health knowledge, promoting a transformative journey.

### Mission

To produce and disseminate knowledge, contributing to the construction of a healthy, citizen-centric, and supportive society, grounded in humanism and critical thinking on social realities.

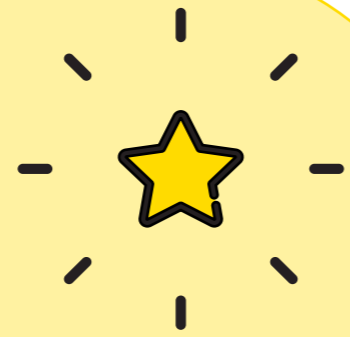
### Values

- Education
- Warning
- Inclusion
- Ethics
- Sustainability
- Innovation





## Numbers of Pequeno Príncipe College



1,888

students

221

teachers

138

technical-administrative staff

612

scholarships offered

R\$ 20.5 million

in scholarships awarded



## What Pequeno Príncipe College does



### Undergraduate

#### In-person courses

- Biomedicine
- Physical Education
- Nursing
- Pharmacy
- Physiotherapy
- Medicine
- Nutrition
- Psychology
- Occupational Therapy

#### Distance learning courses

- Systems Analysis and Development
- Aesthetics and Cosmetics
- Environmental Management
- Human Resources Management

### Post-graduate and research programs

#### Master's and doctorate programs

- Master's and PhD Program in Biotechnology Applied to Child and Adolescent Health (in partnership with the Pelé Pequeno Príncipe Research Institute)
- Master's Program in Teaching in Health Sciences

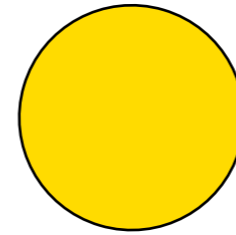
#### Specializations

#### Scientific initiation

#### Residencies

- Multiprofessional Residency in Child and Adolescent Health
- Nursing Residency in Child and Adolescent Health

### Extension courses and health services



# Graduation, post-graduation and extension courses

## 3-3: Democratizing access to health

Pequeno Príncipe College seeks to disseminate knowledge to promote social transformation through excellent academic training in undergraduate and graduate courses, as well as research and extension activities. In addition to academic excellence, the training provided at the College is guided by the commitment to form ethical citizens who are dedicated to the sustainable development of society.



Social responsibility is embedded in every stage of the educational and pedagogical processes at the College. **In 2023, a total of 612 scholarships were offered in various categories for undergraduate and graduate lato sensu and stricto sensu programs.**

We complied with the requirements for the Certification of Social Assistance Charity (CEBAS), **maintaining a tuition-free percentage of 25.95% for all undergraduate courses.** This represented 44 scholarships, exceeding the minimum requirement of 20% of paying students benefiting from the University for All Program (Prouni). For graduate lato sensu programs, 87 scholarships were granted. **CPP 26**

Across all courses and modalities, teaching is supported by active methodologies that cater to the dynamic profile and needs of the current generation. This model values students as the protagonists of their learning process, encouraging reflection and developing their observation skills, critical analysis, autonomy, and lifelong education. Everyone involved in the teaching process is considered an active participant in knowledge production. Students are exposed to challenges similar to those they will encounter in their professional lives and are equipped with tools to solve problems.

In 2023, academic production in the undergraduate courses at Pequeno Príncipe College was conducted on two fronts: term papers (TCCs) and the participation of teachers and students in scientific events to present their work and research. The institution participated in various national and international events and, as it does every year, **organized the Pequeno Príncipe College Teaching, Research, and Extension Meeting (Enepe, abbreviation in Portuguese).** This event aims to integrate, promote, and disseminate the academic productions of teachers and students in the undergraduate courses of Biomedicine, Nursing, Pharmacy, Medicine, and Psychology, as well as graduate students (lato and stricto sensu), residency programs, and scientific initiation.

✦  
**25.9%**  
**tuition-free**  
**in all courses**

### Active methodologies at Pequeno Príncipe College

- CBCL (Case-Based Collaborative Learning)
- Community Teaching
- PBL (Problem Based Learning)
- Problematization
- Inverted Classroom
- Clinical Simulation
- TBL (Team-Based Learning)

## From theory to practice in graduation

With the goal of contributing to the advancement of health care professionals' qualifications in Brazil, **the undergraduate courses at Pequeno Príncipe College have already graduated over 1,600 professionals.** In 2023, in addition to the five existing in-person courses (Biomedicine, Nursing, Pharmacy, Medicine, and Psychology), four more were included (Physical Education, Physiotherapy, Occupational Therapy, and Nutrition). In the online format, courses are now offered in Aesthetics and Cosmetics, Human Resource Management, Systems Analysis and Development, and Environmental Management. Pequeno Príncipe College offers a total of 13 undergraduate courses, with nine in-person and four online.

In this initial stage of higher education, the focus is on engaging students through knowledge in health, education, science, and the assurance of human rights. All tied to the best practices and technologies. Students have access to 11 modern, well-equipped laboratories and the Interprofessional Health Practices Outpatient Clinic in order to promote professional training based on theoretical and practical concepts.



The **Interprofessional Health Practices Outpatient Clinic** provides medical consultations to residents of the metropolitan area of Curitiba and some coastal municipalities through the **Brazilian Public Health System (SUS)**. Patients are referred by the Intermunicipal Health Consortium and can access consultations in the specialties of gynecology and obstetrics, cardiology, infectiology, angiology and vascular surgery, urology, pulmonology, nephrology, and gastroenterology. With an interprofessional work approach, Psychology and Pharmacy students also join the team and work in the space collaboratively. In 2023, 5,441 outpatient consultations were performed. Starting in April 2024, the clinic will expand its range of specialties to include orthopedics and neurology.

### Total number of students graduated from Pequeno Príncipe College in 2023

CPP 25

Courses	Total
Biomedicine	30
Nursing	22
Pharmacy	13
Medicine	100
Psychology	45
<b>Total</b>	<b>210</b>

### Undergraduate numbers

**210**  
students graduating

**11**  
laboratories

**13**  
courses  
(9 in-person and 4 remote learning)

**5,441**  
consultations at the Interprofessional Health Practices Outpatient Clinic

### Total invested in scholarships for undergraduate and graduate students at Pequeno Príncipe College CPP 27

Undergraduate	R\$ 17,878,045.43
Lato sensu postgraduate	R\$ 365,608.00
Stricto sensu postgraduate	R\$ 2,278,055.72
<b>Total</b>	<b>R\$ 20,521,709.15</b>



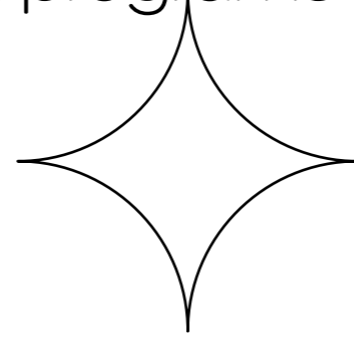
## Post-graduate and research programs

Pequeno Príncipe College expanded its portfolio of graduate courses by **structuring 20 new specialization courses** through the EaD (remote learning) modality. **Seven of these courses were offered in 2023, with the remaining 13 set to open in the coming years.** A total of 187 students attended the 11 specialization courses available (four in-person and seven EaD).

These specialization courses also utilize active teaching-learning methodologies.

In the Uni and Multiprofessional Residency Program, the highlight was the first Scientific Exhibition, where graduates shared their term papers with the academic community and professionals from the College and the Hospital, which were presented as posters, covering residencies in Nursing, Biomedicine, Pharmacy, and Psychology. In 2023, 23 of the 45 students in the Nursing Residency in Child and Adolescent Health graduated. In the Multiprofessional Residency, which had 23 students in 2023, eight graduated, including three biomedical scientists, two pharmacists, and three psychologists. [CPP 24](#)

The scientific production of the stricto sensu graduate programs was notable, with **120 papers published in scientific journals. The Program in Biotechnology Applied to Child and Adolescent Health published 72 papers, while the Program in Teaching in Health Sciences accounted for 48, also publishing 25 books and book chapters.** [CPP 22](#)



### Post-graduate numbers

**1**  
doctorate program:  
9 graduates

**2**  
master's programs: 34 graduates

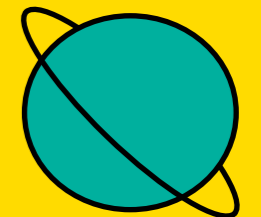
**11**  
specialization courses: 187 enrolled students

**31**  
residency graduates

**123**  
scientific initiation students

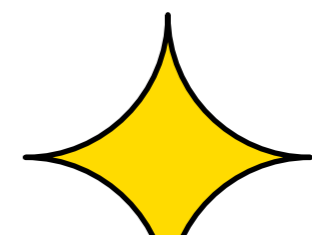
**120**  
papers published in scientific journals

**25**  
books and book chapters published



### Graduates in master's and doctorate programs CPP 20

	2022			2023		
	Master's	PhD	Total	Master's	PhD	Total
Master's and PhD in Biotechnology Applied to Child and Adolescent Health	18	5	23	9	9	18
Master's in Teaching in Health Sciences	18	NA	18	25	NA	25



## Extent of impact

### GRI 3-3: Preventive and holistic health

In 2023, we made significant progress in integrating extension activities into the curriculum, including 10% of extension activities in undergraduate courses. Other activities like programs, projects, courses, workshops, events, and services were also offered to the community.

In practice, this translates to a significant social impact, as extension activities are always conducted in person within the external community. Focusing on health and drawing on the expertise of various undergraduate courses, students and teachers gain a broader and more precise understanding of the needs of groups outside the academic environment. Approximately **22,000 people received preventive health care through College's extension initiatives** in 2023, representing an increase of nearly 90% on 2022. **GRI 413-1**



### Extension activities numbers

54

in-person courses

20

distance learning courses

12

projects

77

corporate initiatives

4,918

people impacted in companies

### Pequeno Príncipe College

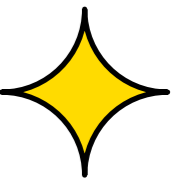


## Academic and career development

### GRI 3-3: Innovation and technology

Pequeno Príncipe College's strategic objective is to place students at a level of excellence, focusing on social realities and best practices in the workplace. The College includes support centers that respect the individual learning process and involve teachers in their actions and activities to provide comprehensive training in a safe and productive environment.

The Career Center aims to support, interact with, and encourage students and alumni, fostering networking in their fields of expertise. This center offers tailored individual or group sessions on topics such as specific areas of practice, employment, and recruitment processes. Created in 2023, students can access through the Career Portal content on the job market and professional development, as well as opportunities for internships and permanent positions.





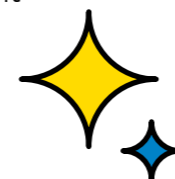
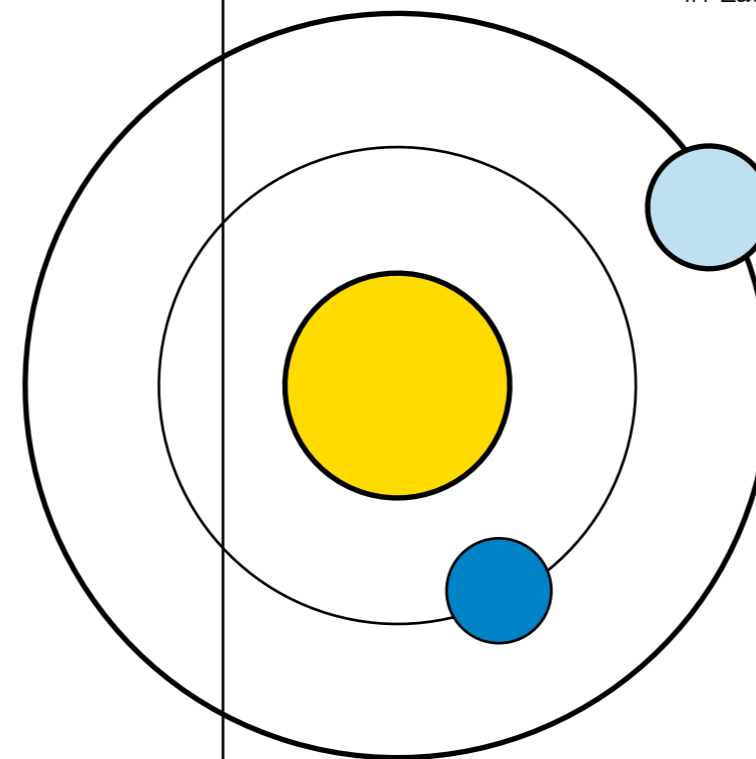
An important pillar in College's educational strategy is the Support Center for Pedagogical, Psychosocial, Inclusion, and Accessibility (NADIA, in Portuguese), standardized by the institution's Internal Regulations. As a support unit to the College's Headmaster, NADIA monitors students' learning and development process. This facilitates the detection of strengths or difficulties arising from the teaching and learning process and/or the cognitive, personal, social and cultural development of students. The center promotes inclusion and accessibility, enhancing the relationship between teachers, students, and institutional management.

Another support unit that makes a difference in student education is the Innovation and Entrepreneurship Center of Pequeno Príncipe College (known as NIE). Its greatest achievement was partnering with the Brazilian Service of Support for Micro and Small Enterprises (Sebrae), which enabled two additional rounds of the Startup Garage program in 2023. Undergraduate students were invited to participate in eight sessions with mentors from the institution to develop an innovation concept and propose a compatible product or process. The two winning projects in 2023 continue to receive mentorship from Sebrae to ensure the ideas are brought to life.



The first winning project was the development of a cream to relieve itching and burns caused by radiotherapy. The second was the creation of a wheelchair designed for work environments with limited space. This project was inspired by a Pharmacy student who uses a wheelchair and faces challenges accessing laboratories at the institution and in the workplace, hindering his professional integration.

College also has the Education and International Relations Center (NERI, abbreviation in Portuguese), established in 2012 to enhance internationalization initiatives. In 2023, NERI was transferred to the management of the Board of Research and Graduate Studies. One of the most important moves of the year was obtaining accreditation with the Brazilian Association for International Education (Faubai) and the Rede Enlazar, which focuses on the cooperation for internationalization of higher education institutions in Latin America and the Caribbean.





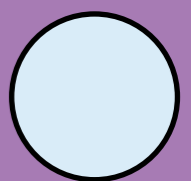
5



# Pelé Pequeno Príncipe Research Institute

## In this chapter

- The Institute
- Translational medicine
- Investment in research



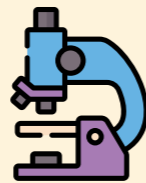
# The Institute

The Pelé Pequeno Príncipe Research Institute was inaugurated in 2006 with the support of king Pelé, who, upon scoring his thousandth goal in 1969, publicly expressed his concern for children, especially the most vulnerable. When he became acquainted with Pequeno Príncipe, he identified with the institution's values and goals and decided to support the creation of the Research Institute. This support opened doors for significant incentives and funding throughout the unit's history. For Pequeno Príncipe, establishing the Institute represented the formalization of a historically present area of activity within the organization.

Over its 17 years of existence, the Institute has made numerous contributions to advancing knowledge about complex childhood diseases. It has also been instrumental in training masters and PhDs through the Master's and PhD in Biotechnology Applied to Child and Adolescent Health, offered in partnership with Pequeno Príncipe College.

## Lines of research

1. Complex diseases and oncogenetics
2. Epidemiological, clinical, and educational studies
3. Imaging, radiological protection, and radiotherapy
4. Molecular medicine and bioinformatics
5. Microbiology and infectious diseases
6. Neurosciences
7. Cell therapy and pharmacology



For detailed information on the main ongoing research projects, visit: <https://pesquisa.pequenoprincipe.org.br/relatorio/en>



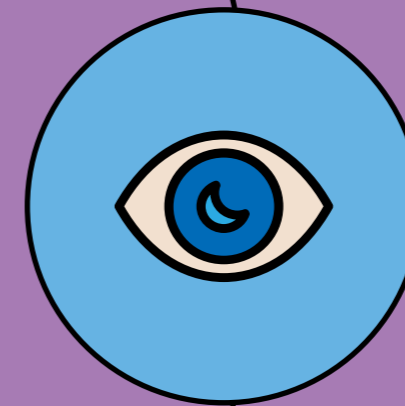
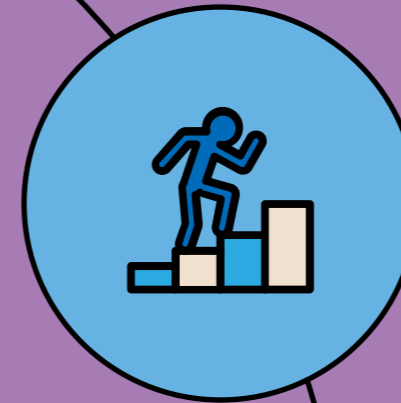
## Our purpose

### Vision

To be a benchmark in scientific production on child and adolescent health, generating impact in care and education.

### Mission

To promote scientific research in health to produce knowledge and improve the lives of children, adolescents, and their families.



## The Institute's figures



17  
years of operation

7  
lines of research

17  
main researchers

70  
scientific papers published in 2023

97  
projects under development

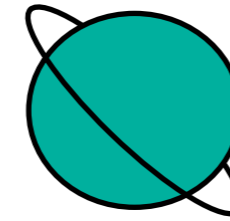
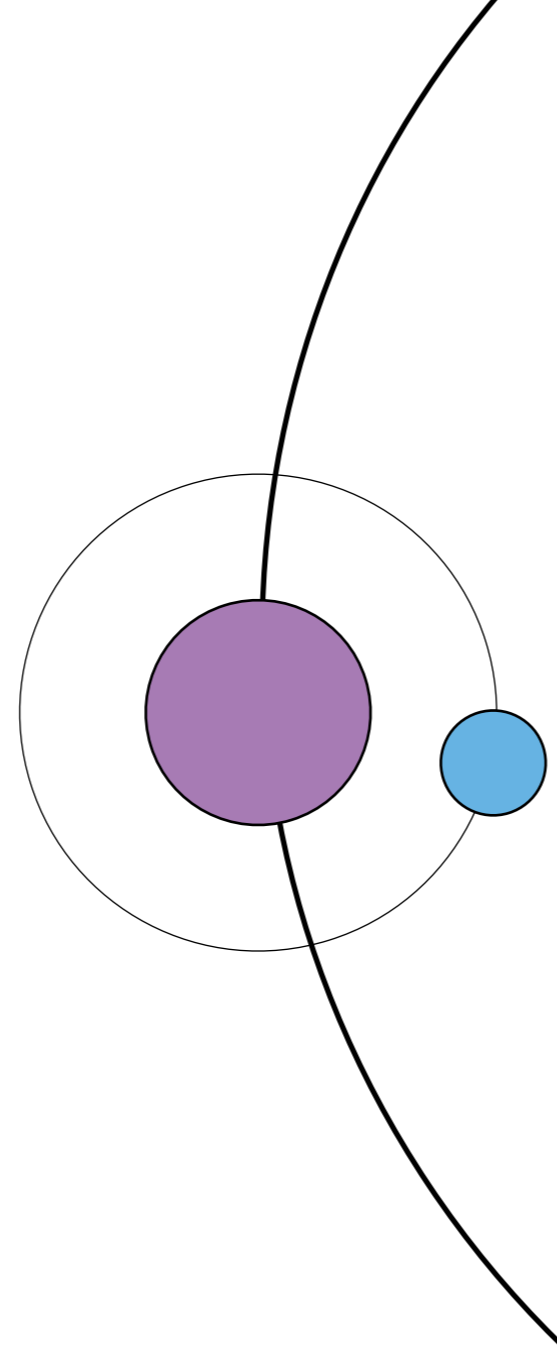
# Training new researchers and publications

Another contribution of the Pelé Pequeno Príncipe Research Institute to the advancement of science is the training of researchers in child and adolescent health and the dissemination of knowledge through the publication of papers in scientific journals and magazines. According to the *Plataforma Sucupira/Capes* (April 2024), there are 17 active master's and/or doctorate programs in this field in Brazil, with only three maintained by philanthropic organizations. One of them is Pequeno Príncipe.

In 2023, our Master's and PhD Program in Biotechnology Applied to Child and Adolescent Health, developed in a partnership with Pequeno Príncipe College, **involved 91 students, resulting in the graduation of nine masters and nine PhDs.** Additionally, 81 young researchers participated in scientific initiation programs.

The program was accredited in 2007 by the Coordination for the Improvement of Higher Education Personnel (Medicine 2, Capes) of the Ministry of Education and is currently rated 4. Capes conducts quadrennial evaluations, and the Institute's Scientific Board is focusing efforts on enhancing the group's scientific production to improve its rating in the next evaluation in 2025.

**In 2023, 70 papers were published in scientific journals and magazines.** Of these, 81% were published in journals classified as Qualis A by Capes, attesting to the quality of the Institute's teams' production.



## Cabral Unit

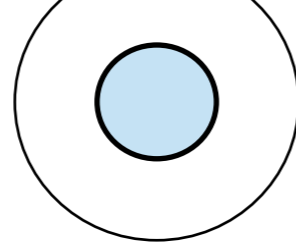
In 2023, to expand and improve its operations, the Institute inaugurated its third unit, located in the Cabral neighborhood of Curitiba (Paraná state), covering an area of 450 m<sup>2</sup> and housing seven large-scale equipment laboratories.

In addition to the multi-user laboratories, the Cabral unit features two cell culture laboratories for in vitro assays, a natural products laboratory for identifying new active principles, and Chromatography and Proteomics laboratories to enhance the Institute's technological park.



**81%**  
of the papers  
were published in  
**Qualis A journals**





# Research ethics

To evaluate the research projects developed, the institution has two structures: the Ethics Committee for Research Involving Human Beings of Pequeno Príncipe Hospital, established in 2000, and the Ethics Committee for Research of Pequeno Príncipe College, created in 2012. Both committees have been approved by the Brazilian Research Ethics Commission of the Ministry of Health (Conep-MS).

These evaluation and approval bodies promote ethical reflection among all involved, in accordance with Resolution no. 466 of December 12, 2012, of the National Health Council and its complementary resolutions. They are interdisciplinary, involving professionals from various fields and including at least one community representative. Their objective is to ensure the well-being of research participants.

The Committee of Pequeno Príncipe Hospital holds international certifications with the Federalwide Assurance (FWA) system and the United States Department of Health and Human Services (HHS) in the Registration of an Institutional Review Board (IRB), ensuring its commitment to the protection of human beings.

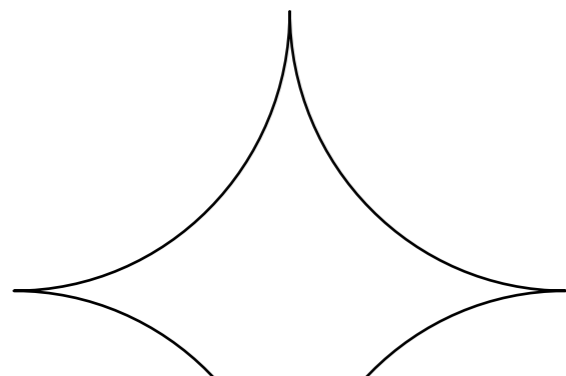
Additionally, when necessary, the projects developed at the Institute are submitted for evaluation and approval by other committees, according to the specific requirements of each study.



For further information, please see (content available only in Portuguese):

Ethics Committee for Research Involving Human Beings at Pequeno Príncipe Hospital: <https://pequenoprincipe.org.br/pesquisadores/comites-de-pesquisa/comite-de-etica-em-pesquisa-hpp/>.

Ethics Committee for Research at Pequeno Príncipe College: <https://faculdadespequenoprincipe.edu.br/pesquisa/comite-de-etica-e-pesquisa/>.

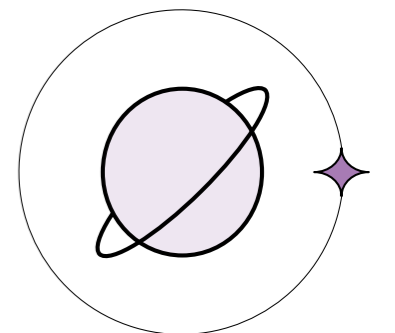


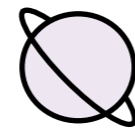
# Translational medicine

Translational medicine is the field that builds bridges between research and care. Through this practice, the transmission of knowledge generated in the labs to clinical practice is accelerated, and the results of studies are transformed into tools to assist in the evolution of diagnoses and treatments. **At Pequeno Príncipe Complex, translational medicine fosters collaboration between researchers at the Institute and the medical and care professionals at the Hospital**, accelerating innovations and benefiting children and adolescents.

In 2023, out of the **52 main studies in progress, 26 involved Hospital professionals.**

These studies not only focus primarily on discovering new treatments, protocols, and tests, but also on developing software and environmental analyses that enhance health management. Oncology, nutrition, and laboratory tests stand out as the primary areas of project integration.





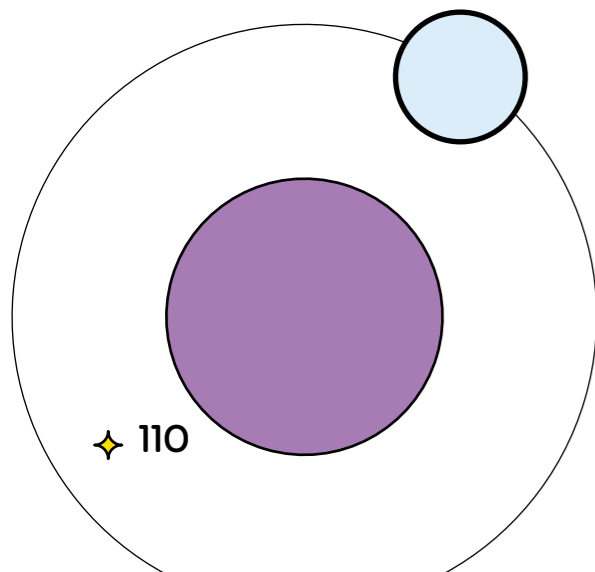
# Investment in research

R\$ 28 million  
invested in research in 2023

According to the latest UNESCO science report titled "The race against time for smarter development," global spending on science increased by about 19% between 2014 and 2018. Although consolidated data is not available, this trend was reinforced in subsequent years due to the COVID-19 pandemic. In the opposite direction of global trend, Brazil invested a smaller percentage. While countries like Germany and the United States direct about 3% of their Gross Domestic Product (GDP) to the field, in Brazil the percentage is about 1.2%.

**For Pequeno Príncipe Complex, investing in science is a significant economic and financial challenge, but also a great opportunity to find new ways to diagnose and treat complex diseases,** especially in childhood, advancing knowledge that can save and transform lives. The institution consequently strives to support its research unit.

In 2023, **more than R\$ 28 million were invested in research,** covering various categories of expenses and investments, with R\$ 21,005,889 in operational expenses (personnel, supplies, services, and administrative expenses), R\$ 6,821,895 in fixed assets, and R\$ 480,000 in infrastructure. **CPP 21**

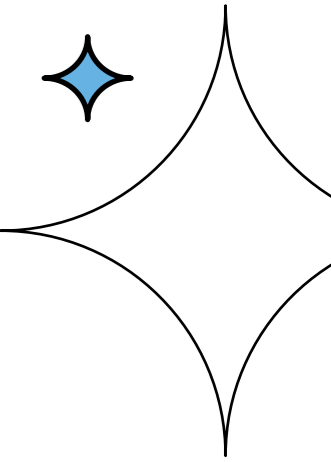


**The participation of society has been crucial in maintaining the studies.** The National Program to Support Oncology Care (Pronon, abbreviation in Portuguese) and the National Program to Support Healthcare for People with Disabilities (Pronas/PcD, also in Portuguese) are good examples of successful financing mechanisms involving the participation of the federal government and society. Launched in 2012, these programs allow individuals and companies taxed on actual profits to allocate part of their Income Tax to fund research in the field. In 2022, the programs were suspended but were resumed in 2023. Since the initiative's launch, the Pelé Pequeno Príncipe Research Institute has had nine projects funded this way.

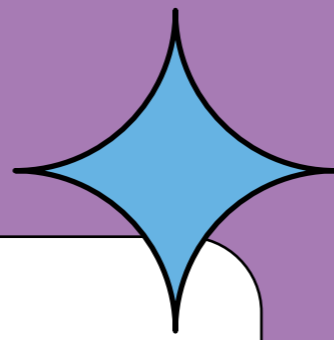
In oncology, for instance, such funding enabled Pequeno Príncipe Complex, through the Institute and the Hospital, to establish a genomic laboratory. The legacy of this project was to set up and operate a structure to support the treatment of cancer patients treated at Pequeno Príncipe Hospital, refining diagnoses, and aiding in decision-making regarding the best treatment for each child. Research projects have also been and are being carried out, such as the implementation of the Biobank and the pursuit of developing a therapeutic vaccine to combat adrenocortical carcinoma (ACC), a disease whose incidence in Paraná is 20 times higher than in the rest of the world. These are some of the studies made possible with these fundings.

Another advance in funding in 2023 was the selection of the Institute's project in a call from the Brazilian Financier of Studies and Projects (Finep), a public agency linked to the Ministry of Science, Technology, and Innovation (MCTI). The approved project will receive funds to investigate a highly aggressive type of childhood cancer: neuroblastoma. The project will be conducted in partnership with Oswaldo Cruz Foundation (Fiocruz, abbreviation in Portuguese), PUCPR, and the University of São Paulo (USP), with the expectation that the results will contribute to diagnostic accuracy and innovation in treatments.

Additionally, the group investigating leukemias was selected to participate in a national pediatric oncology research network and will receive funds from the National Institutes of Science, Technology, and Innovation (INCTs) Program, of the Ministry of Science, Technology, and Innovation.







## National and international partnerships

For conducting consistent and broader research, support, collaboration, and information exchange with institutions from other states or countries are essential. The Institute's key partnership in 2023 were:

- |  |   |
|--|---|
| Centre de Recherches sur les Macromolécules Végétales - CERMAV (FR)      | Unicentro (BR)  |
| Center for Immunobiological Production and Research (CPPI) (BR)          | Unioeste (BR)   |
| National Center for Energy and Materials Research - CNPEM (BR)           | University of California, Los Angeles - UCLA (USA)      |
| Companhia de Saneamento do Paraná - Sanepar (BR)                         | University of Georgia - UGA (USA)                       |
| Immunology Department of University of São Paulo - USP (BR)              | University of Brasília - UNB (BR)                       |
| Feinberg School of Medicine (USA)  | University of Maryland Eastern Shore, MD (USA)          |
| Hospital Erastinho (BR)  | University of Georgetown (USA)                          |
| Instituto Adolfo Lutz - IAL (BR)   | Université Grenoble Alpes (FR)                          |
| Instituto Carlos Chagas - Fiocruz - PR (BR)                              | Howard University (USA)                                 |
| Instituto de Biociências, Letras e Ciências Exatas - Ibilce - Unesp (BR) | Maastricht University (NL)                              |
| Institut de Pharmacologie Moléculaire et Cellulaire in Valbonne (FR)     | Universidade de Maringá - UEM (BR)                      |
| Instituto de Física da Universidade de São Paulo - USP (BR)              | Université Côte d'Azur (FR)                             |
| Instituto de Pesquisa para o Câncer - Ipec (BR)                          | University of the Western Cape (ZA)                     |
| Instituto Pasteur (FR)   | University of Alabama (USA)                             |
| Northwestern University (USA)  | State University of São Paulo - Unesp (BR)              |
| Pontifical Catholic University of Paraná - PUCPR (BR)                    | State University of Londrina - UEL (BR)                 |
| St. Jude Children's Research Hospital (USA)                              | Federal University of Pernambuco - UFPE (BR)            |
| The Feinberg Cardiovascular & Renal Research Institute (USA)             | Federal University of Santa Catarina - UFSC (BR)        |
| The Rockefeller University (USA)   | Federal University of São Paulo - USP (BR)              |
|  | Federal University of Maranhão - UFMA (BR)              |
|  | Federal University of Paraná - UFPR (BR)                |
|  | Federal Technological University of Paraná - UTFPR (BR) |



# 6



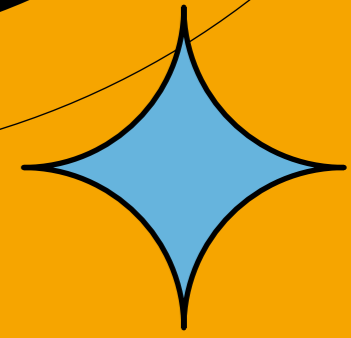
## Human capital

### In this chapter

Workforce profile

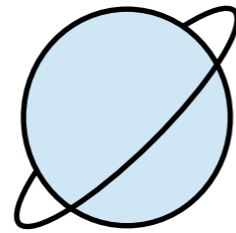
Development and training

Health, safety and well-being



# Workforce profile

Our team is the greatest asset of Pequeno Príncipe Complex, and the institution has projects and programs to value and support its professionals.



Regardless of their field, our professionals share a common desire and determination to care for the health of children and adolescents in a supportive manner, to train highly qualified professionals, and to truly contribute to the advancement of science, always guided by ethics and excellence.

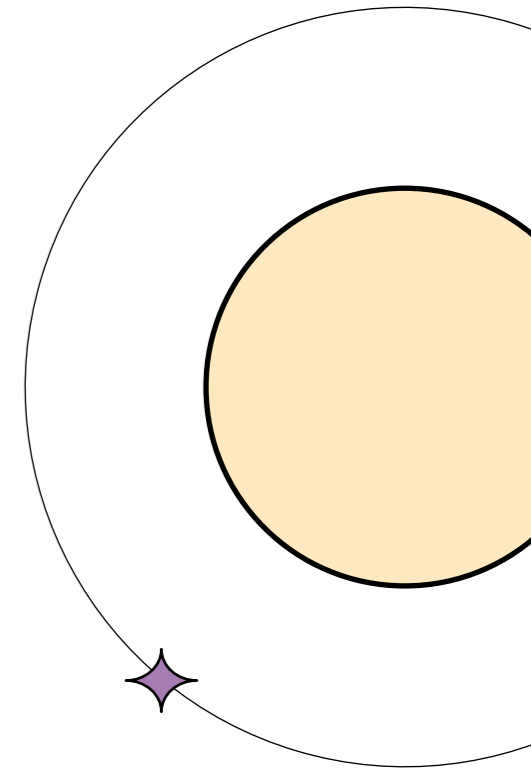
At the end of 2023, the combined workforce of the Hospital, College, and the Institute included **2,567 employees hired under the Brazilian Consolidated Labor Regulations (CLT), with a majority being women: 2,098 women and 469 men.** Additionally, the workforce comprises 432 freelancers (including 411 physicians, 20 physiotherapists, and one IT professional) and 59 interns. **GRI 2-7, 2-8**

To strengthen the culture of care and respect among employees, the Hospital developed a **campaign in 2023 focused on valuing diversity and**



**also implemented a new listening channel.** Through this channel, employees can provide compliments, make suggestions, and report situations that are not in accordance with the institution's Code of Conduct. Given the diverse activities at the Hospital, the channel allows for online submissions via an intranet form or physical submissions through boxes distributed throughout the institution. This ensures access for all employees, who can express themselves anonymously. In 2023, the Listening Channel received 388 messages. The institution also maintains the *Central de Atendimento ao Colaborador Pequeno Príncipe* (CAC PP, in Portuguese), which, among other activities, receives reports of any occurrences in the workplace. **GRI 2-29**

Pequeno Príncipe College has an active ombudsman office to which suggestions, compliments, complaints, and grievances are directed. All messages received are analyzed, and measures are taken to address the issues presented.



## Workforce by employment contract, gender and region<sup>1,2,3</sup> **GRI 2-7**

2023	Hospital			Institute <sup>4</sup>	College <sup>4</sup>	Complex		
	Indefinite term	Definite term	Total			Indefinite term	Definite term	Total
Men	317	7	324	12	133	472	7	469
Women	1,797	37	1,834	35	229	2,061	37	2,098
<b>Total</b>	<b>2,114</b>	<b>44</b>	<b>2,158</b>	<b>47</b>	<b>362</b>	<b>2,533</b>	<b>44</b>	<b>2,567</b>

<sup>1</sup> Data extracted from the Benner HR system.

<sup>2</sup> The methodology used to count the total number of employees is a direct count based on the date 12/31/2023.

<sup>3</sup> All employees are located in the Southern Region, except for six employees linked to the Hospital who work in the administrative area in São Paulo.

<sup>4</sup> All employees of the Institute and College are hired on an indefinite term basis.



**Workforce by employment type, gender and region<sup>1,2,3</sup> GRI 2-7**

2023	Hospital			College		
	Full time	Part time	Total	Full time	Part time	Total
Men	290	34	324	65	68	133
Women	1,652	182	1,824	111	118	229
<b>Total</b>	<b>1,942</b>	<b>216</b>	<b>2,158</b>	<b>176</b>	<b>186</b>	<b>362</b>

2023	Institute <sup>4</sup>			Complex		
	Full time	Part time	Total	Full time	Part time	Total
Men	10	2	12	365	104	469
Women	29	6	35	1,792	306	2,098
<b>Total</b>	<b>39</b>	<b>8</b>	<b>47</b>	<b>2,157</b>	<b>410</b>	<b>2,567</b>

<sup>1</sup> Data extracted from the Benner HR system.

<sup>2</sup> The methodology used to count the total number of employees is a direct count based on the date 12/31/2023.

<sup>3</sup> All employees are located in the Southern Region, except for six employees linked to the Hospital who work in the administrative area in São Paulo.

<sup>4</sup> The Institute considers part-time employees as those working up to 30 hours per week.

**Diversity of governance bodies and employees in 2023 GRI 405-1**

Board of Directors	Number	Percentage
Men	4	66.67%
Women	2	33.33%
<b>Total</b>	<b>6</b>	<b>100%</b>

By age group	Number	Percentage
Under 30	0	0%
30 to 50	0	0%
Over 50	6	100%
<b>Total</b>	<b>6</b>	<b>100%</b>

**Human capital**

**Employees by category and gender GRI 405-1**

	Hospital		Institute		College		Complex	
	Men	Women	Men	Women	Men	Women	Men	Women
Executive Board	60%	40%	33%	67%	0%	100%	31%	69%
Middle management	31%	69%	0%	100%	100%	0%	37%	63%
Heads/coordinators	23%	77%	0%	100%	29%	71%	24%	76%
Technical/supervisor	9%	91%	29%	71%	37%	63%	14%	86%
Administrative	18%	82%	17%	83%	42%	58%	21%	79%
Operational	24%	76%	0%	0%	40%	60%	25%	75%
<b>Total</b>	<b>15%</b>	<b>85%</b>	<b>26%</b>	<b>74%</b>	<b>38%</b>	<b>62%</b>	<b>18%</b>	<b>82%</b>

**Employees by category and age group GRI 405-1**

Executive Board	Hospital	Institute	College	Complex
Under 30	20%	0%	0%	8%
30 to 50	0%	33%	20%	15%
Over 50	80%	67%	80%	77%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Middle management	Hospital	Institute	College	Complex
Under 30	6%	0%	0%	6%
30 to 50	50%	0%	0%	39%
Over 50	44%	100%	100%	56%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>



Heads/coordinators	Hospital	Institute	College	Complex
Under 30	4%	0%	0%	3%
30 to 50	77%	100%	67%	74%
Over 50	19%	0%	33%	23%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Technical/supervisor	Hospital	Institute	College	Complex
Under 30	28%	14%	7%	24%
30 to 50	54%	63%	70%	57%
Over 50	18%	23%	23%	19%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Administrative	Hospital	Institute	College	Complex
Under 30	46%	33%	48%	46%
30 to 50	44%	50%	51%	45%
Over 50	10%	17%	1%	9%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Operational	Hospital	Institute	College	Complex
Under 30	12%	0%	7%	12%
30 to 50	55%	0%	63%	56%
Over 50	33%	0%	30%	32%
<b>Total</b>	<b>100%</b>	<b>0%</b>	<b>100%</b>	<b>100%</b>

Total	Hospital	Institute	College	Complex
Under 30	28%	15%	15%	26%
30 to 50	53%	60%	64%	54%
Over 50	19%	25%	21%	20%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

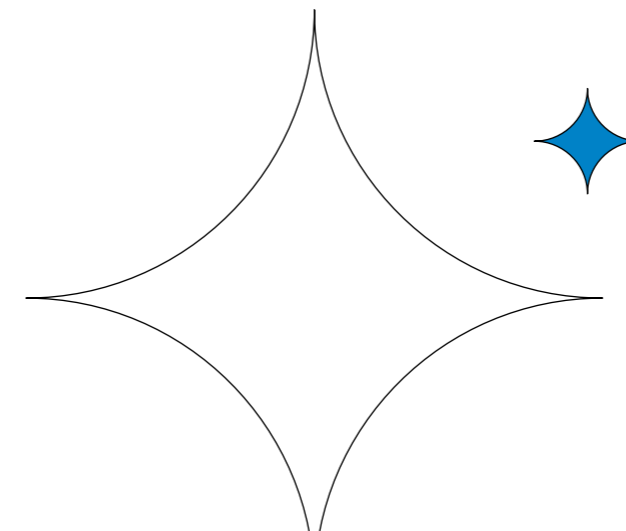
Employees by minority group, by employee category and gender GRI 405-1

	Hospital		College		Complex	
	Number	Percentage	Number	Percentage	Number	Percentage
<b>Black people</b>						
Executive Board	0	0%	1	20%	1	8%
Middle management	0	0%	0	0%	0	0%
Heads/coordinators	0	0%	2	8%	2	3%
Technical/supervisor	38	4%	7	3%	44	3%
Administrative	18	3%	27	37%	45	8%
Operational	21	4%	8	20%	29	6%
<b>Total</b>	<b>77</b>	<b>4%</b>	<b>45</b>	<b>12%</b>	<b>121</b>	<b>5%</b>

	Hospital		College		Complex	
	Number	Percentage	Number	Percentage	Number	Percentage
<b>PwDs</b>						
Executive Board	0	0%	0	0%	0	0%
Middle management	0	0%	0	0%	0	0%
Heads/coordinators	0	0%	0	0%	0	0%
Technical/supervisor	13	1%	1	0.46%	14	1%
Administrative	60	12%	6	8.22%	66	11%
Operational	48	10%	8	20%	56	11%
<b>Total</b>	<b>121</b>	<b>6%</b>	<b>15</b>	<b>4%</b>	<b>136</b>	<b>5%</b>

<sup>1</sup> No mapping of the LGBTQIA+ minority group is conducted in the three units of the Complex.

<sup>2</sup> The Institute maps black and people with disabilities (PwDs) groups, but currently, there are no active employees belonging to these groups.



Parental leave **GRI 401-3**



Total employees who took parental leave during the current year

Men	7	0	1	8
Women	57	0	6	63

Total employees expected to return in the current year

Men	7	0	1	8
Women	64	1	9	74

Rate of return

Men	100%	0%	100%	100%
Women	100%	100%	100%	100%

Retention rate

Men	85.71%	0%	100%	88%
Women	59.09%	100%	100%	71%



# Development and training

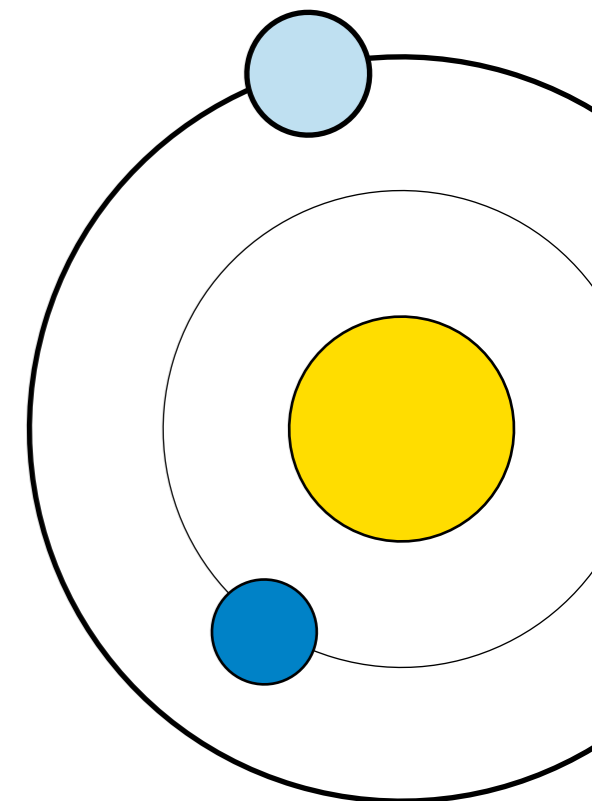
**GRI 3-3: Attracting, developing and retaining employees, 401-2**

Career plans, recognition, compensation, benefits, engagement, and training. These areas are all on our radar concerning the attraction, development, and retention of employees.

A significant highlight in the management of people across the Complex's three units was the annual performance evaluation. At Pequeno Príncipe College, the competency-based performance evaluation was initiated in 2023 with support from an external consultancy and the use of the *Galera* APP platform. The high adherence rate of 87% demonstrates the initiative's success. At the Hospital and Institute, the performance evaluation entered its fourth cycle.

Another highlight of the year across the three units was the review of career, position, and salary plans based on competence. At Pequeno Príncipe Hospital, the Leadership Development Program (PDL, in Portuguese) entered its third cycle and includes three target groups: functional leaders (nurses, pharmacists, ward chiefs, and supervisors), coordinators, and managers.

In 2023, the PDL hired a consultancy focused on integrative mentoring, which encourages career autonomy and the integration of professional, social, and personal roles.



Generally, most benefits are extended to all employees, regardless of the nature of their contract, with specific exceptions reflecting the policies of each unit. At College, alternative therapies (auriculotherapy, massage), a day off for birthdays, and collective vacations, for instance, are exclusive to full-time employees. At the Institute, the inclusion of temporary and part-time employees in life insurance, health insurance, and dental plan stands out. **GRI 401-2**

An important benefits initiative is the provision of spots at the *Centro de Educação Infantil* of the Pequeno Príncipe Hospital, which accommodates the children of employees from the three units of the Complex, aged between 4 months and 5 years.

**Own Childcare Center** serves employees' children



**New hires and turnover GRI 401-1**

Total new employee hires, terminations and turnover rate by age group				
Age group	Total workforce	New hires	Terminations	Turnover rate
<b>Hospital</b>				
Under 30	601	259	274	44.34
30 to 50	1,134	246	313	24.65
Over 50	423	32	51	9.81
<b>Total</b>	<b>2,158</b>	<b>537</b>	<b>638</b>	<b>27.22</b>
<b>College</b>				
Under 30	44	18	6	27.27
30 to 50	230	54	31	18.48
Over 50	88	17	12	16.48
<b>Total</b>	<b>362</b>	<b>89</b>	<b>49</b>	<b>19.06</b>
<b>Institute</b>				
Under 30	7	4	0	28.57
30 to 50	28	3	5	14.29
Over 50	12	0	0	0
<b>Total</b>	<b>47</b>	<b>7</b>	<b>5</b>	<b>12.77</b>
<b>Complex</b>				
Under 30	646	281	278	43.27
30 to 50	1,382	303	349	23.59
Over 50	519	49	61	10.6
<b>Total</b>	<b>2,547</b>	<b>633</b>	<b>688</b>	<b>25.93</b>

Total new employee hires, terminations and turnover rate by age group

Age group	Total workforce	New hires	Terminations	Turnover rate
<b>Hospital</b>				
Men	324	97	113	32.41
Women	1,834	440	525	26.31
<b>Total</b>	<b>2,158</b>	<b>537</b>	<b>638</b>	<b>27.22</b>
<b>College</b>				
Men	134	30	22	19.40
Women	228	59	27	18.86
<b>Total</b>	<b>362</b>	<b>89</b>	<b>49</b>	<b>19.06</b>
<b>Institute</b>				
Men	12	1	0	4.17
Women	35	6	5	15.71
<b>Total</b>	<b>47</b>	<b>7</b>	<b>5</b>	<b>12.77</b>
<b>Complex</b>				
Men	464	128	133	28.13
Women	2,083	505	555	25.44
<b>Total</b>	<b>2,547</b>	<b>633</b>	<b>688</b>	<b>25.93</b>



Compensation policies and processes GRI 2-19, 2-20, 2-29

Each unit of Pequeno Príncipe Complex has its own remuneration policy, all focused on fixed payment structures. The process for developing these policies includes setting objectives and a remuneration philosophy, market analysis, developing compensation packages, performance evaluations, and periodic reviews, emphasizing a commitment to transparency and equity. The supervision of this process is carried out in an integrated manner by the HR Management and the boards of the three units.

Leadership in all units does not receive variable compensation, attraction bonuses, recruitment incentives, termination payments, clawback of bonuses and incentives, or retirement benefits, reiterating the Complex's consistent approach to remuneration. GRI 2-21

Despite all efforts related to attracting and retaining employees, the Complex is not immune to dissatisfaction related to remuneration, which is common in the sector, particularly in care and support categories. This is considered a negative impact related to its operations.

GRI 413-2

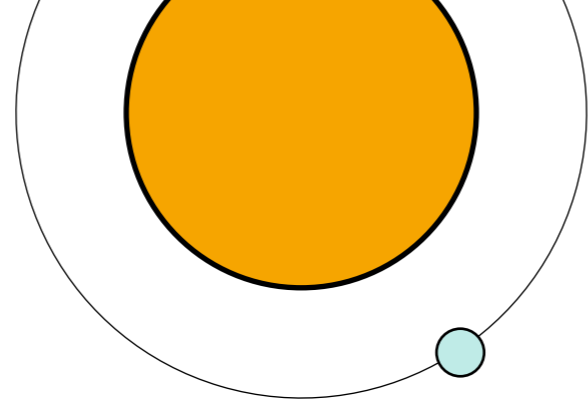




# Continuous learning

To motivate learning, the Hospital maintains a corporate education platform that focuses on the continuous development of skills and alignment with the institution's objectives. In 2023, access to the corporate education platform was extended to all Hospital employees. The Technological Training Program was also integrated into the platform. It is the first course dedicated to the hospital system. Previously, employees received guidance on using new technologies only during the system implementation period.

The evolution and maintenance of this knowledge were conducted during the daily work routine. Now, training sessions are conducted by the innovation team in conjunction with the Human Resources Department. Employees also participate in in-person training sessions, especially nursing professionals, who benefit from a specific continuing education program supported by practices developed in the Center for Realistic Simulation. Additionally, a program of valuing talent **benefited 85 employees in 2023 with the provision of scholarships.**



## Human capital

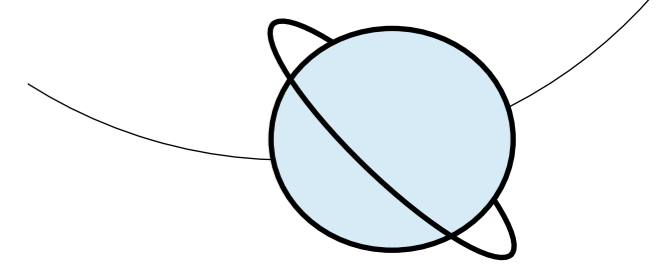


### Teacher training

At Pequeno Príncipe College, the Teacher Development Center (NDD) focuses on the training initiatives for professionals working in undergraduate and graduate courses. In 2023, the management of the NDD was transferred to the Board of Research and Graduate Studies, which restructured some processes.

The presence of the Master's in Teaching in Health Sciences at the institution strengthens the teachers training practices, contributing to the maintenance of a qualified and constantly updated technical staff. The course proposals are validated by the Academic Board and implemented by the Extension Board, which facilitates courses, events, and training seminars.

**In 2023, 20 courses were offered to teachers, with a satisfaction rate of 93%.** More than 50% of teachers were impacted by at least one of the training sessions offered.



### Nursing training integration

Over the past two years, a training initiative for nursing professionals in management has integrated the Hospital and College. The **Nursing Management Mentoring Program**, developed in the hospital environment, targets final-year Nursing students at Pequeno Príncipe College. Five students completed the first group in 2023 and had the opportunity to follow the Hospital's daily operations, delving into topics such as the functioning of health insurance, patient flow management, ICU management, process indicators and auditing, and customer service.

93%



satisfaction rate among teachers with **training courses**



# Health, safety and well-being

GRI 3-3, 403-1, 403-2, 403-4, 403-5, 403-7, 403-8

The Pequeno Príncipe Complex has an occupational health and safety management system across its three units – Hospital, College, and Institute – adhering to a wide range of legal requirements and recognized guidelines, including regulations from the Ministry of Labor and Employment (NRs), ONA accreditations, and Fundacentro standards.

Inclusive in nature, the system serves all types of workers, whether full-time, part-time, temporary, or others, ensuring no exceptions in the provision of occupational health services. This commitment to universality reinforces the Complex's dedication to the well-being of all employees.

The occupational risk management system (GRO) establishes processes for risk identification and prevention, training, and accident investigation. Communication with workers is reinforced through organizational climate surveys and internal supplier surveys, allowing their opinions and concerns to be directly considered in health and safety decisions. The institution has formal health and safety committees, composed of employers and workers, which are fundamental in monitoring and implementing preventive measures, investigating accidents, and promoting awareness, education, and training in occupational health and safety.

Employees participate in the Risk Management Program development

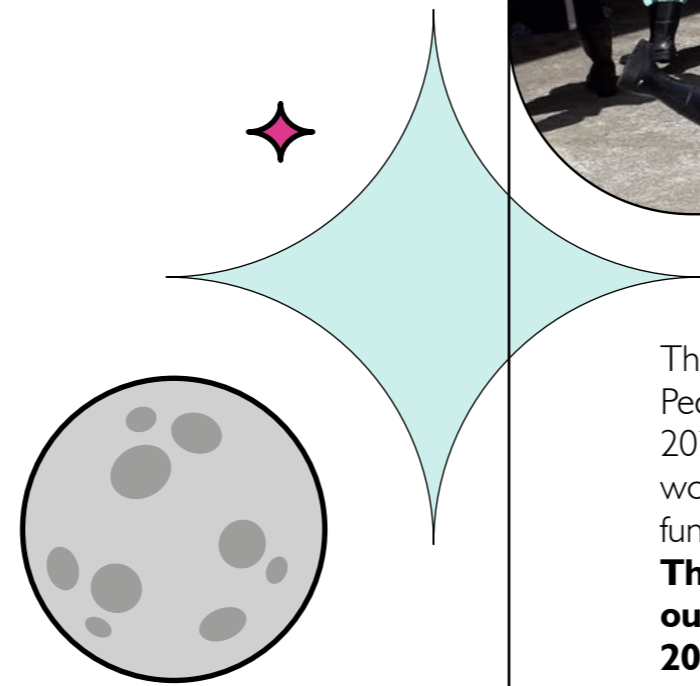
## Average hours of training per employee in 2023 GRI 404-1

By gender	Hospital <sup>1</sup>	Institute	College	Complex
Men	125.8	4.78	615	248.52
Women	165.6	4.8	1,597	589.13
By employee category	Hospital <sup>1</sup>	Institute	College	Complex
Executive Board	9.93	0	416	141.97
Middle management	137.35	5	0	47.45
Heads/coordinators	155.18	19.25	224	132.81
Technicians/supervisors	81.92	4.97	0	28.96
Administrative	150.4	2.67	356	169.69
Operational	71.88	0	0	23.96
Support	50.72	N/A	N/A	50.72
Nursing	246.23	14.5	N/A	130.36
Researcher	N/A	0	N/A	0
Teacher	N/A	N/A	1,216	1,216

<sup>1</sup> The reported value refers to the annual average number of training hours provided per employee.

The GRO forms the basis for the Risk Management Program (PGR, in Portuguese) and includes programs, controls, inventories, and documentation that are part of the Complex's occupational health and safety policy. Employees actively participate in the PGR's development through representation in key committees such as the Internal Accident Prevention Committee (CIPA, also in Portuguese) and the Sharps Injury Prevention Program (PPRA-Mape). The program includes safety inspections, ergonomic, chemical, and physical risk assessments, accident and incident analyses, and risk assessments in construction projects and organizational change impacts, all conducted routinely. To prevent and mitigate identified risks, there are measures focused on personal protective equipment (PPE) and collective protective equipment (CPE), training and capacity building, safety programs and risk analysis, preventive maintenance, and control of hazardous substances and occupational health.

Pequeno Príncipe Complex adopts a proactive approach to preventing and mitigating health and safety impacts by mapping hazards and risks in activities performed by workers in operations or business partnerships over which the company does not exercise direct control. If risks are identified, the institution develops plans to improve work processes, education and awareness, and structure. When accidents occur, they are investigated, and a dedicated action plan is created to minimize the risk of recurrence.



Human capital

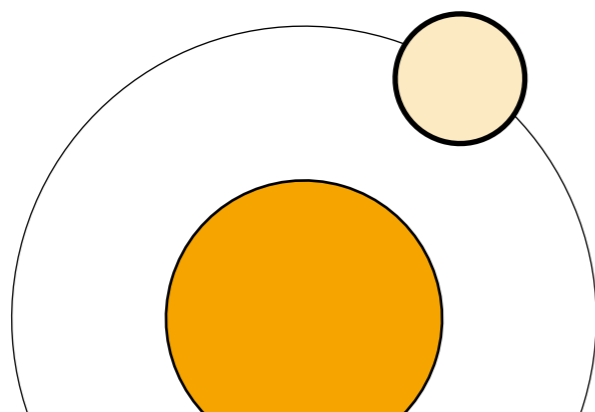


This approach was evident in response to the fire at Pequeno Príncipe Hospital in late October 2023. Since 2015, the institution has been developing projects and working to enhance the fire safety system, seeking funding from society to implement these improvements. **The work began in 2020 and is being carried out in stages, with completion expected in 2025.** In addition to this ongoing broader initiative, a risk mitigation plan was also implemented after the fire with the support of an external consultancy.

Training

Training in occupational health and safety at Pequeno Príncipe Complex aims to promote a culture of care, minimizing the risk of accidents and occupational diseases.

Service providers (third parties) undergo integration training, including self-defense courses, mental health awareness campaigns, and breast cancer prevention awareness. Employees receive training focused on fall prevention, fire fighting, ergonomics, first aid, use of personal protective equipment (PPE), prevention of occupational diseases, among others.



# All eyes on health

(GRI 403-3, 403-6)

Just as the Complex units prioritize the care of their users, whether patients, families, or students, the institution also cares for the health of its teams and maintains programs for prevention, disease control, and encouragement of physical and mental health. These initiatives aim to mitigate significant real impacts such as work overload and the absence of employees, teachers, and researchers.

GRI 413-2

The services offered include occupational medical examinations, occupational risk assessments, health and wellness campaigns, regular health and safety audits, preparation of legal documentation, among others, fully meeting regulatory requirements.

**The Central de Atendimento ao Colaborador Pequeno Príncipe (CAC PP) coordinates actions through the Cores Program, created 22 years ago.** Notable initiatives include support programs for employees who smoke, and those with obesity, diabetes, mental disorders, hypertension, and chronic diseases. These employees are referred to these programs through Occupational Medicine but can also join voluntarily.

The program offers activities such as psychological support and invests in well-being activities like workplace gymnastics, quick massages, and auriculotherapy to reduce stress. It also promotes leisure activities and care for those who provide continuous care throughout the year, such as themed lunches on occasions like Easter, Christmas, New Year, Mother's Day, and Father's Day.

## Human capital

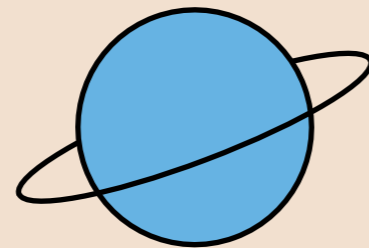


For women, who represent 82% of the organization's workforce, there is the Healthy Woman Program, which facilitates gynecological and breast exams, conducted by students from Pequeno Príncipe College.

Pequeno Príncipe Complex recognizes a variety of potential hazards that can lead to occupational diseases, including chemical, biological, physical, and ergonomic agents, among others. However, with the preventive measures adopted, there were no reports of occupational diseases in any of the three units in 2023. Regarding work accidents, the Complex totaled 62 reportable accidents during the year: 58 from the Hospital (including one serious accident that did not result in a fatality) and four from College. This results in an accident rate of 15.14 per million hours worked at the Hospital and 8.03 per million hours worked at Colleges in 2023. GRI 403-9, 403-10

Healthy Woman Program facilitates exams for female employees

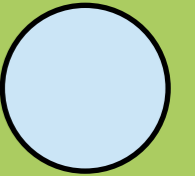
7



# Creating value

## In this chapter

- Preventive and holistic health
- Financial and economic performance
- Environmental commitment
- Supply chain





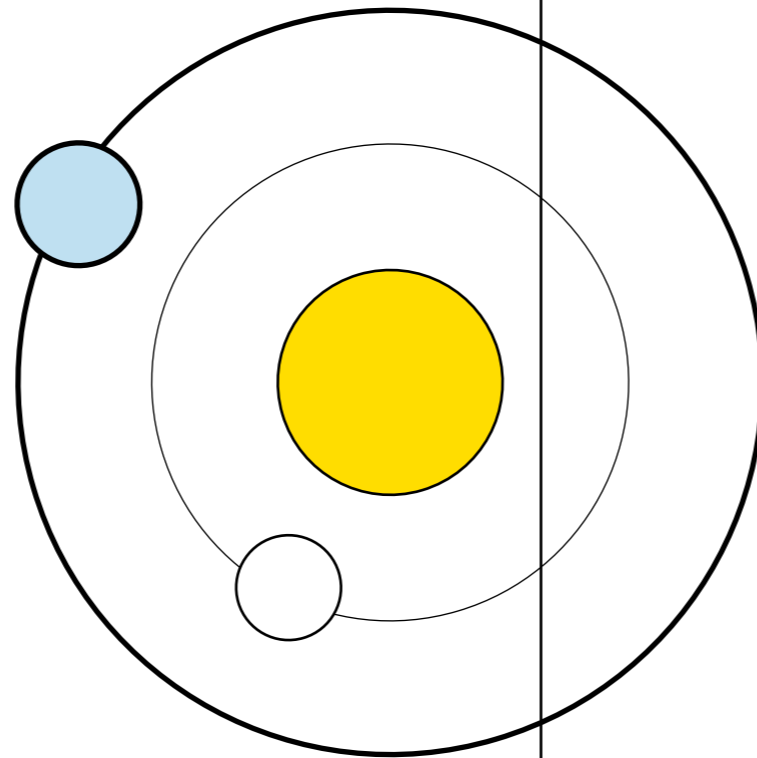
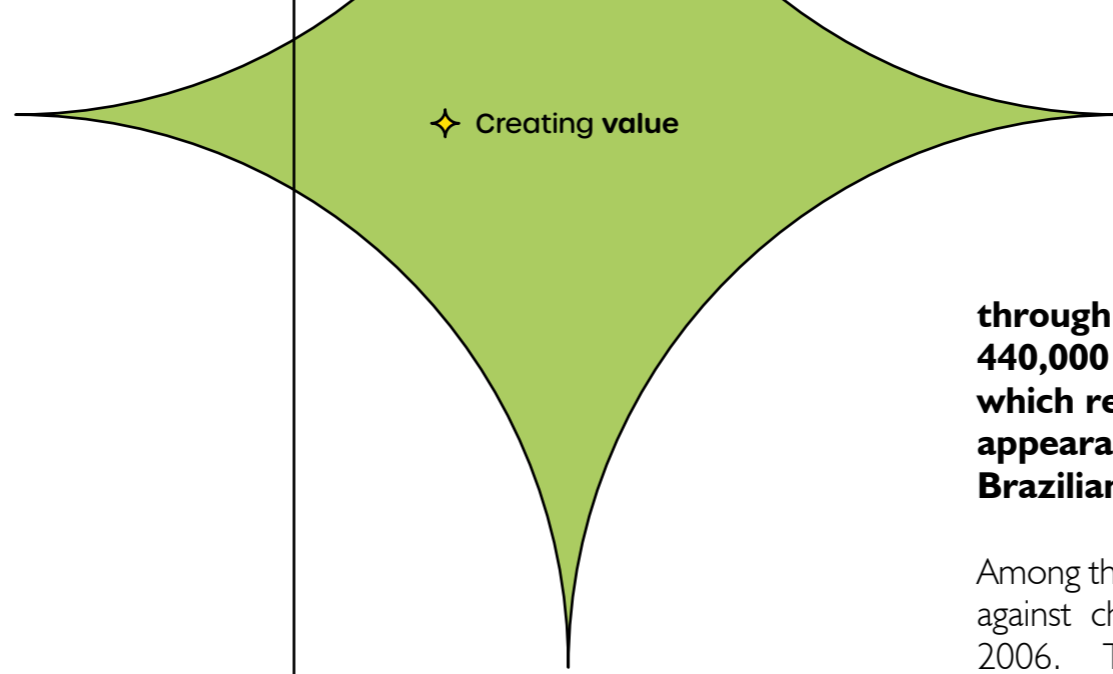
# Preventive and holistic health

**GRI 3-3: Preventive and integral health, 3-3: Government relations and advocacy**

Pequeno Príncipe Complex works to promote preventive and integral health through its three units: Pequeno Príncipe Hospital, Pequeno Príncipe College, and Pelé Pequeno Príncipe Research Institute. At the Hospital and Institute, actions aim to contribute to the comprehensive development of children and adolescents, aiming to reduce infant mortality rates. At College, the focus is expanded to all age groups.

Through its **Telepediatrics Program, the Hospital began working in primary care (health posts and emergency units of the Brazilian Public Health System) in 2023, expanding its active participation in preventive health.** Partnerships were established with the municipal health departments of Curitiba, Paranaguá (Paraná state), and Iguape (state of São Paulo). The involvement of pediatricians – professionals specialized in child and adolescent health – in primary care is crucial to improving assistance, contributing to early diagnoses, and providing access to appropriate treatments, preventing the worsening of health conditions (see more on [page 64](#)).

Another way to promote health preventively is through public awareness **campaigns about signs and symptoms that help families and professionals make early diagnoses.** In 2023, ten campaigns were developed, involving events and communication materials, **disseminating science-based, reliable information**



✦  
**745**  
✦  
**articles were published in the press with sources from Pequeno Príncipe related to prevention**

**through social media channels with over 440,000 followers, the institutional website which received one million visits in 2023, and appearances in 774 media outlets across 25 Brazilian states.**

Among these campaigns is the prevention of violence against children and adolescents, developed since 2006. Titled **Campaign for Life – Violence Cannot Mark the Future of Children**, it provides manuals with content that helps health and education professionals identify signs of violence and guides them on reporting methods and formally integrating victims into the rights advocacy system. Two poetry books in language suitable for children and adolescents promote empowerment and self-care. Each year, the campaign encompasses various initiatives, such as training rights councilors and involving companies in initiatives aimed at employees, among others. The media is also strongly impacted by the action, as the institution annually discloses shocking care numbers.

In addition to the ten campaigns, information dissemination is continuous. **In 2023 alone, around 50 preventive health topics were addressed on social media in 716 posts – 234 of them in video format. In the press, out of 2,350 articles published with sources from Pequeno Príncipe, 745 addressed prevention, early diagnosis, guidance on well-being and quality of life**, as well as tips on physical activities and healthy eating, topics also present in 129 of the 302 articles



published on institutional websites. The institution also has a partnership with the *Associação das Emissoras de Radiodifusão do Paraná (AERP)*, through which 38 programs on preventive health topics were aired in 2023, downloaded 899 times by AERP partner radio stations. Since 2022, the Hospital's YouTube channel has had the seal of approval from the Ministry of Health, an initiative to combat fake news.

The Hospital also maintains the **Pequeno Príncipe Vaccine Center**, providing private immunization services for all age groups – from newborns to the elderly. Vaccination is one of the main strategies to prevent child deaths, especially in the first five years of life.

At Pequeno Príncipe College, **the Interprofessional Health Practices Outpatient Clinic offers elective medical consultations to residents of the metropolitan region of Curitiba and some coastal municipalities, through the Brazilian Public Health System (SUS)**. Patients are referred by the Intermunicipal Health Consortium and have access to consultations in specialties such as gynecology and obstetrics, cardiology, infectiology, vascular surgery, urology, pulmonology, nephrology, and gastroenterology ([see more in page 95](#)).

✦ Creating value

**College also work in the preventive dimension through various extension projects such as Preventive Education, Infant Health, Vaccination, Migrants, Healthy Women and Waste Management.** These initiatives promote health education and prevention for various communities and age groups.

At Pelé Pequeno Príncipe Research Institute, some **studies focus on identifying genetic mutations that predispose children and adolescents to develop complex conditions.** Notable research includes studies on adrenocortical carcinoma (ACC) and the early identification of patients with immunodeficiencies. In both cases, early identification allows for therapeutic interventions that can promote patient recovery. For adrenocortical carcinoma (ACC), early surgical removal of the tumor prevents cancer from spreading. For immunodeficiencies, bone marrow transplantation are indicated for many diseases, reversing the condition and allowing the child to develop healthily.

**Another focus is the holistic approach to patients with neurodevelopmental disorders.** Through a partnership with the Curitiba Municipal Department of Education, children and adolescents suspected of having autism spectrum disorder (ASD), attention-deficit/hyperactivity disorder (ADHD), and high abilities, among others, are referred to the Institute. At the unit, patients undergo evaluations that enable differential diagnosis, supported by the Neuropediatrics and Outpatient Clinic for Rare Diseases teams at the Hospital. The goal is to minimize the impact of these conditions on their overall development.

The Institute conducts studies focused on identifying genetic mutations that predispose children and adolescents to develop complex conditions

# Advocacy for child and adolescent health (GRI 2-28)



Law No. 14,692 led to more tax-deductible donations for the Hospital

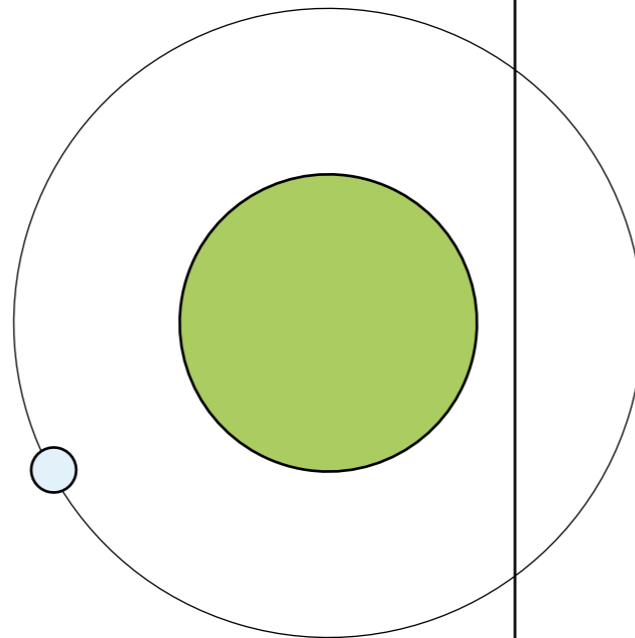
Pequeno Príncipe Complex is constantly involved in debates, negotiations, and actions to ensure the rights of children and adolescents. **In 2023, several advocacy actions contributed to creating a more favorable political and social environment for maintaining children's and adolescents' rights.** Among them were amendments to the Child and Adolescent Statute (ECA, in Portuguese) and elections for the Municipal Board and the State Board for Children's Rights, and the National Council for Development and Collaboration (Confoco, also in Portuguese).

In October, **Law No. 14,692 was enacted**, which amended the ECA to allow donors to allocate funding to specific projects of civil society organizations (OSCs) through tax exemption. Before this change, states had autonomy over the matter, but not all allowed directed donations. Alongside other sector representatives, Pequeno Príncipe actively participated in this movement to advance Brazilian legislation.

**In 2023, we were re-elected to the Curitiba Municipal Board for Children and Adolescents Rights (Comtiba) and the State Board for Children and Adolescents Rights (CEDCA).** Supported by the ECA, these boards manage children's and adolescents' funds received from citizens and companies through Income Tax allocations.

The Hospital is affiliated with prestigious organizations such as the National Association of Private Hospitals (Anahp, abbreviation in Portuguese), the Federation of Charitable Hospitals and Entities of Paraná (Femipa), the Healthy Hospitals Project, the Children's Hospital's International Executive Forum (CHIEF), and the UN Global Compact Network Brasil, among others.

Pequeno Príncipe College is a member of entities such as the Union of Higher Education Institutions (Sinepe), the Paraná Regional Council of Medicine (CRM/PR), the Brazilian Association of Higher Education Organizations (ABMES), the Metropolitan Service Consortium of Paraná (Comesp), the Brazilian Association of Ombudsmen (ABO Nacional), and EducationUSA, a network of the U.S. Department of State's international student advising centers in over 170 countries.







# Financial and economic performance

## 3-3: Democratizing access to health

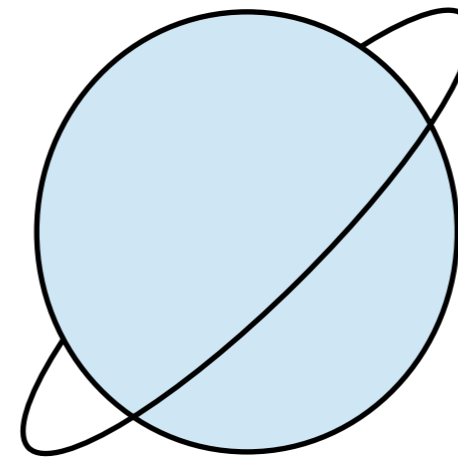
The Brazilian economy in 2023 showed positive surprises. Interest rates and inflation decreased, the Gross Domestic Product (GDP) grew by 2.9%, and unemployment also fell. However, the healthcare sector faced challenges. Responsible for more than 60% of high-complexity hospitalizations in the Brazilian Public Health System (SUS), philanthropic hospitals and *Santas Casas* saw their debts rise from R\$ 5 billion in 2005 (adjusted for inflation) to R\$ 10 billion in 2023.

**The root of the problem lies in the historical lag in the price table practiced by SUS.** Since 1994, the table has seen an average adjustment of 94%, while the National Consumer Price Index (INPC) has been adjusted by 636%, according to the Confederation of *Santas Casas*, Hospitals, and Philanthropic Entities (CMB).

**At Pequeno Príncipe Hospital, for every R\$ 100 spent on treating these patients, the institution receives about R\$ 56.90 from SUS, resulting in a deficit of around 43% per treatment.** Besides the price discrepancies, the reference values were established in the 1980s and based on the average cost of medicine practiced at that time. Medicine has advanced significantly, with new drugs, tests, and procedures not considered in these values. Therefore, even if the transfers had received adequate inflation adjustments, they would not align with current medical practices, which incorporate new technologies, increasing their costs.



In 2023, another factor that worsened our institution's performance was the **crisis in the supplementary health system. Health insurers increased the number of denied claims and extended their payment deadlines, affecting our cash flow.** In some cases, they also changed their operating methods, vertically integrating care and directing less complex patients to their own facilities. These changes particularly impacted the number of visits to our Emergency Service.



The Hospital's improved care productivity, with a 3.4 percentage point increase in the occupancy rate and an 11% increase in the number of surgical procedures, and a 1.5% reduction in expenses, were not enough to counteract the 14% increase in costs compared to the previous year. This rise was primarily driven by the prices of supplies, materials, and medications. The growth in health revenue did not reach double digits.

**Before the pandemic, the Hospital's care deficit was around R\$ 30 million and has gradually increased over the past few years, reaching R\$ 70.9 million in 2023 (excluding the amounts raised).** The support from society – through direct investments and tax exemption – was once again essential in handling this situation. **About 20% of the Complex's gross revenue in 2023 came from funds raised.**

Despite all these challenges, our net revenue ended 2023 at R\$ 387,582,371, a 16% increase compared to the previous year, which totaled R\$ 333,850,748. This total includes health, education, vaccine revenues, and funds raised.

CPP 28



**Direct economic value generated (R\$ thousand)<sup>1</sup> GRI 201-1**

Direct economic value generated	2023
Gross revenue	400,591,510
<b>Economic value distributed</b>	<b>374,080,000</b>
Operating costs	187,868,260
Employee wages and benefits	186,211,740
Payments to providers of capital	7,538,953
Community investments <sup>2</sup>	-
Payments to government (by country)	-
<b>Total</b>	<b>374,080,000</b>
<b>Economic value retained</b>	<b>2023</b>
	<b>18,652,571</b>

<sup>1</sup> The relevance of Pequeno Príncipe Complex in the Curitiba (Paraná state) region is determined by criteria such as its impact on employment, market share significance, contributions to innovation and research, and its commitment to sustainability and corporate social responsibility.  
<sup>2</sup> Community investments are considered in the total distributed value, as the services provided by the Complex are directed towards community care.

Financial assistance received from government <sup>1,2</sup> GRI 201-4	2023
Tax benefits and credits	66,240,569
Investment, research and development and other significant grants and incentives	44,330,635
Other financial benefits received or receivable from any government for any operation	7,084,324.00
<b>Total</b>	<b>117,655,528</b>

<sup>1</sup> For the above receipts, the following were considered: revenue from the collection of government grants (FIA, Pronon, and Pronas), tax exemptions and immunities, amendments and ordinances received in addition to SUS contractualization.  
<sup>2</sup> During the reporting period, the organization received financial support from governments, specifically from Brazil, highlighting the government's contribution to its operations. It is important to note that, despite this financial support, no government acts as a shareholder of the organization.

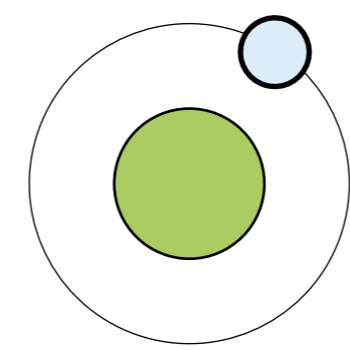
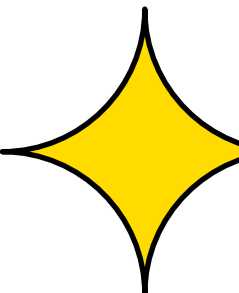
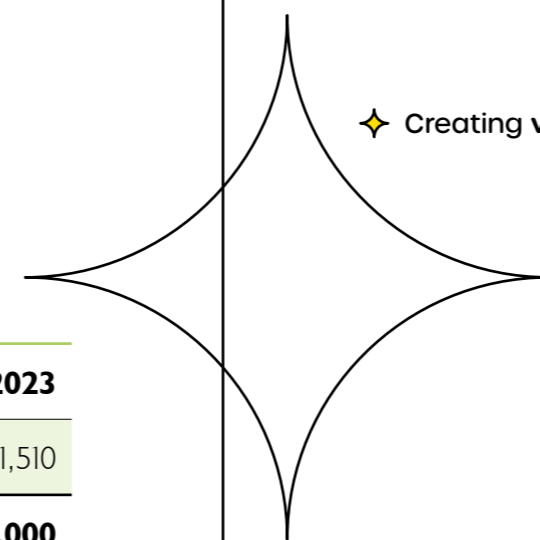
**Approach to tax**

GRI 207-1, 207-2, 207-3

Pequeno Príncipe Complex adopts a transparent fiscal strategy, publicly available, reflecting a commitment to transparency and social responsibility. Approved annually by the Superior Council, this strategy aligns with corporate objectives and regulatory requirements and integrates with business and sustainable development goals. The strategy aims not only at the organization's growth but also at socioeconomic advancement, addressing impacts such as reducing inequality and promoting employability. **It is important to highlight that, as a non-profit entity, our fiscal strategy is focused on maintaining this certification, which is crucial for our tax exemptions and immunities.**

Fiscal governance features a differentiated structure that integrates senior management, ensuring that fiscal matters are a priority at all decision-making levels. We identify fiscal risks through a detailed analysis of current regulations, supported by robust systems for effective management and monitoring.

We adopt a proactive approach in our relationship with tax authorities, which includes participation in constructive dialogs, internal audits, compliance with regulations, legislative monitoring, and specialized consulting. Additionally, we actively engage in advocacy actions, fostering dialogs about tax benefits. We utilize research, impact assessments, and social media monitoring to gauge stakeholder concerns, reinforcing our philanthropic role and positive community impact.



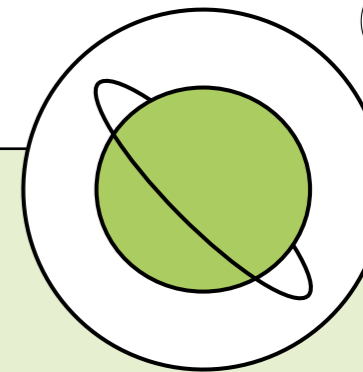


# Environmental commitment

**At Pequeno Príncipe, we believe that human health is intrinsically linked to the health of the planet.** As a health-focused institution, going beyond legal requirements is a moral commitment. Conserving nature with sustainable actions generates value for the Complex and, more importantly, for society, ensuring quality of life for present and future generations.

As a member of the Global Compact, Pequeno Príncipe is a pioneer among health institutions in implementing environmental actions. **In 2023, the major highlight at Pequeno Príncipe Hospital was the transition of part of the electricity consumption from the captive market to the free market, ensuring the acquisition of energy from 100% renewable sources.** This transition resulted in a 20% reduction in energy costs, positively impacting our financial performance. **GRI 413-1**

**100%**  
electricity  
consumed  
comes from  
**renewable  
sources**



## Pequeno Príncipe: a global leader in environmental best practices

For the third consecutive year, the Hospital received the global Health Care Climate Challenge award. This international recognition highlights the institution's pioneering efforts in transformative climate solutions to reduce the sector's impact on climate change and enhance resilience.

In the 2023 edition, the institution advanced to the Climate Leadership - Gold category, demonstrating its potential to educate about climate and health and promote policies to protect public health from climate change. In 2021, the Hospital was recognized in the Energy Efficiency - Silver category, and in 2022, in the Climate Resilience - Silver category.

A total of 48 institutions worldwide were awarded in this group, including ten from South America and five from Brazil. From Paraná, only Pequeno Príncipe received recognition in the Climate Leadership category, alongside Rede D'Or São Luiz AS from São Paulo.

This recognition is granted by the international organizations Health Care Without Harm and Global Green and Healthy Hospitals Network, in partnership with the Healthy Hospitals Project, to institutions participating in the Health Care Climate Challenge. This international program brings together and mobilizes health organizations worldwide to become more resilient and progressively reduce their emissions.

Participants in the challenge report data and receive technical support to manage their climate impact based on three pillars: leadership, resilience, and mitigation. This year, new criteria were introduced to recognize the ongoing commitment and notable achievements of hospitals and health institutions worldwide in climate actions.

# Climate strategy

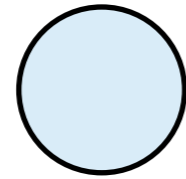
Pequeno Príncipe Hospital became the second hospital in Brazil – and the first pediatric hospital – to neutralize greenhouse gases (GHG) emissions in 2019 by quantifying its emissions and maintains since 2021 a reforested area with native species, covering ten hectares, in the *Reserva Natural das Águas*, managed by the Society for Wildlife Research and Environmental Education (SPVS, abbreviation in Portuguese) in Antonina, Paraná coast.

This project also aligns with the institution's participation in the Race To Zero campaign and the Atlantic Forest Friendly Company Program. By joining these initiatives, organizations commit to reducing their measurable GHG emissions by 50% by 2030 and achieving net zero by 2050.

Continuing its focus on energy efficiency, Pequeno Príncipe invested in installing a photovoltaic plant with 283 solar panels through a project developed with the Paraná Energy Company (Copel) and the National Electric Energy Agency (Aneel). This measure prevented the emission of 52,636.4 kilograms of carbon dioxide into the atmosphere, equivalent to preserving 7,200 trees.

**The most significant environmental management risk at Pequeno Príncipe remains the use of the medicinal gas nitrous oxide for anesthetics or sedation in children. Although it is suitable for pediatric patients, it significantly impacts our GHG emissions inventory**, accounting for about 60% of the 11.42 kt CO<sub>2</sub> emitted.

Our future challenge will be to find ways to solve or minimize these issues while always considering the well-being of our patients and staff, the health of the planet, and the financial balance of the institution.



283 ✨  
solar panels installed

# Natural resources and waste

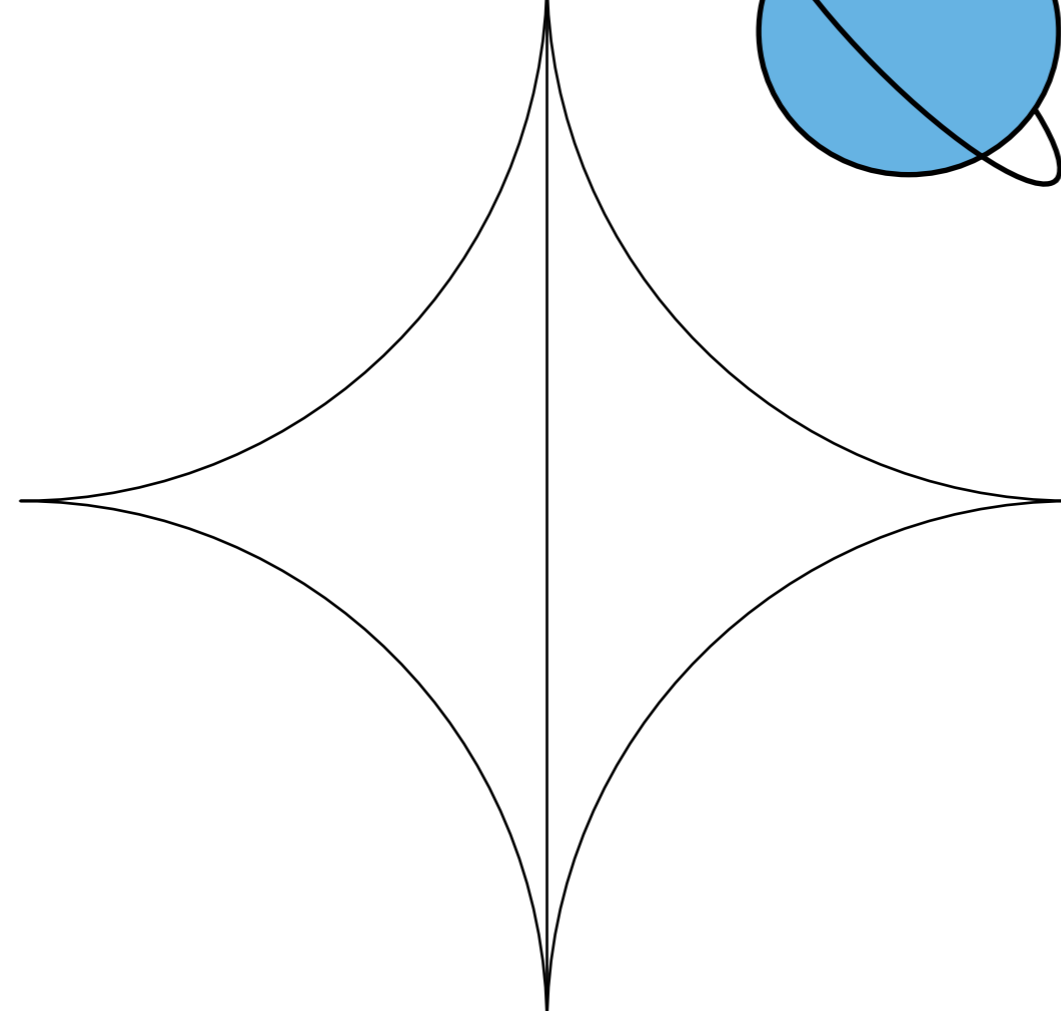
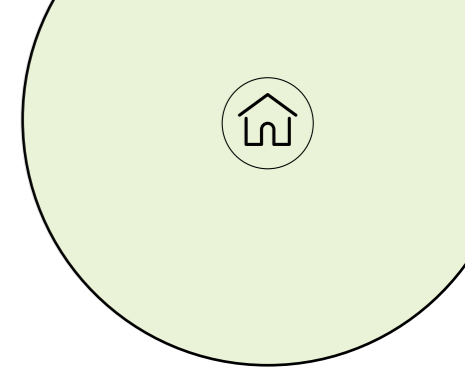
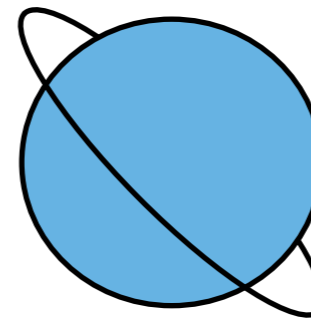
In all three units of Pequeno Príncipe Complex, there are initiatives to optimize the use of natural resources and properly manage generated waste.

At College and the Hospital, conventional faucets have been replaced with timed models, and cisterns have been installed to capture rainwater for reuse. Additionally, the Hospital replaced its water cooling generators with more modern and economical models. With the same goal, it replaced fluorescent lamps with LED technology. The use of energy, water, medicinal air, and Chiller temperature control systems (Manuteh, XP, and Grafana) allowed real-time monitoring of resource levels, peak consumption times, and the detection of possible electrical equipment failures to reduce production downtime.

Pequeno Príncipe also stands out for maintaining hospital waste generation per patient below the national average of 15.6 kilograms per patient/day. **In 2023, the Hospital generated 8.8 kilograms of waste (infectious, recyclable, and common) per patient/day.**

In waste management, a partnership with Badu Design contributes to recycling fabrics from uniforms, pajamas, and blankets into **upcycled products** like toiletry bags, eco-bags, thermal bags, and laptop cases. In 2023, 3.5 tons of fabric were diverted from landfills and transformed into 1,160 units of these products, sold in Pequeno Príncipe's store.

Another partner, *Ester Reciclagem*, acquired 576 kilograms of electronic waste and 2,900 kilograms of metal scrap, generating over R\$ 1.5 million from sales. Previously, the Hospital had to pay for the proper disposal of this waste.





Raw food, vegetable and fruit scraps, and other common waste are composted at the Bacacheri unit in Curitiba. There, about one and a half tons of waste are composted per month. The produced compost is used in the herb garden, which supplies herbs for the teas offered to hospitalized patients. Other waste, such as cooked food or bathroom trash, is sent to the landfill.

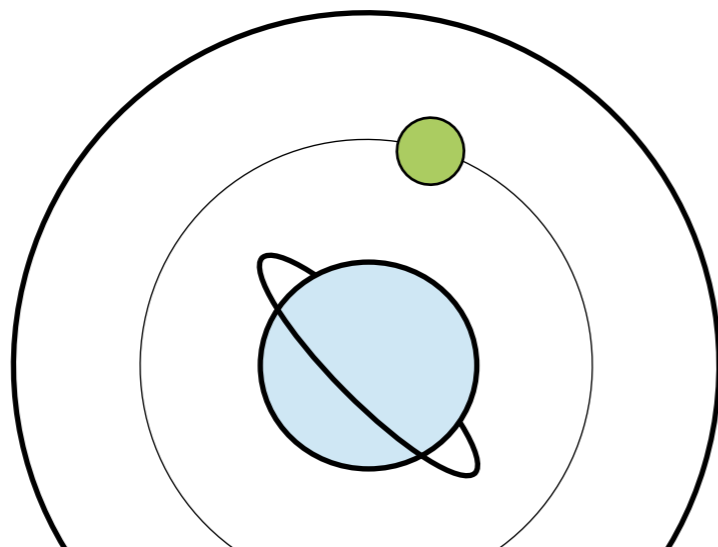
At College, initiatives ensure the proper disposal of laboratory waste and include campaigns to prevent the improper disposal of pharmaceuticals, among other efforts. **Since 2014, the institution has also maintained the Waste Management extension project, focused on hospital waste management.**

To reinforce its commitment to the environment, Pequeno Príncipe has a collection point for the proper disposal of electronic waste for employees across the three units. This collection service can be extended for free to employees' homes for larger appliances, such as stoves, by a specialized company that dismantles the products and separates the components. The materials are sold, and the proceeds are invested in Hospital improvements.

8.8



**kilograms of waste per patient per day** were generated in the year, below the national average



# Supply chain

GRI 2-6

The Pequeno Príncipe Complex's Product and Service Supplier Management Policy establishes rules regarding behavior, transparency, and necessary precautions during negotiations. The goal is for all parties involved to be aware of their obligations and to meet the terms of the agreements made.

**The Pequeno Príncipe Complex follows the Supplier Qualification and Evaluation Manual**, which contains the institution's ethical principles for acquiring products and services from third parties. The manual also outlines the rules for accreditation, evaluation, development, and de-accreditation, as well as specific applications according to the sector.

The main suppliers of Pequeno Príncipe Complex are from the sectors of medications, equipment, medical-hospital materials, orthoses, prostheses, laboratory materials, vaccines, food, hygiene and cleaning products, furniture, and hospitality linens.

# GRI content index

<b>Statement of use</b>	Pequeno Príncipe Complex reported the information cited in this GRI content summary for the period from January 1 to December 31, 2023 based on GRI standards.
<b>GRI 1 used</b>	GRI 1: Foundation 2021

GRI Standards	Disclosure	Location	Omission	SDG	
			Require- ments omitted	Reason	Explana- tion

**General disclosures**

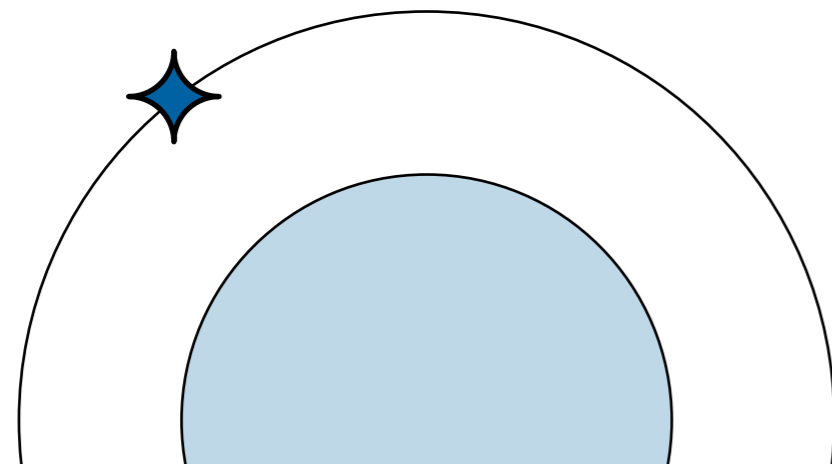
**The organization and its reporting practices**

GRI 2: General disclosures 2021	2-1 Organizational details	18			
	2-2 Companies included in the organization's sustainability reporting	12 and 15			
	2-3 Reporting period, frequency and contact point	12			



GRI Standards	Disclosure	Location	Omission	SDG	
			Require- ments omitted	Reason	Explana- tion

GRI 2: General disclosures 2021	2-4 Restatements of information		There were no additions of new specialties and/or areas of operation at Pequeno Príncipe Hospital in 2023. The change in the number from 33 reported in 2022 to 47 in this report is due to the adoption of the classification of pediatric specialties and areas of operation defined by the Federal Council of Medicine (CFM) and the Brazilian Medical Association (AMB).		
	2-5 External assurance		None.		
	2-6 Activities, value chain and other business relationships		18 and 153		
	2-7 Employees		116, 117 and 118		8, 10
	2-8 Workers who are not employees		116		8
	2-9 Governance structure and composition		43		5, 16
	2-10 Nominating and selecting the highest governance body		44		5, 16
	2-11 Chair of the highest governance body		The chair of the highest governance body is not an executive officer.		16
	2-12 Role of the highest governance body in overseeing the management of impacts		44 and 46		16



GRI Standards	Disclosure	Location	Omission			SDG
			Requirements omitted	Reason	Explanation	
GRI 2: General disclosures 2021	2-13 Delegation of responsibility for managing impacts	44 and 46				
	2-14 Highest governance body's role in sustainability reporting	45				
	2-15 Conflicts of interest	The Complex does not have a Related Parties and Conflicts of Interests Policy. Currently, the Hospital's Integrity Policy is under development, with the expectation that it will be extended to the other operational units.				16
	2-16 Communicating critical concerns	44				
	2-17 Collective knowledge of the highest governance body	44				
	2-18 Evaluation of the performance of the highest governance body	The organization has not yet established assessment and/or self-assessment processes for the highest governance body due to the fact that the board members are volunteers and are not compensated.				
	2-19 Remuneration policies	127				
	2-20 Process for determining remuneration	127				
	2-21 Annual total compensation ratio	127				
	2-22 Statement on sustainable development strategy	6 - 11				



GRI Standards	Disclosure	Location	Omission			SDG
			Requirements omitted	Reason	Explanation	
GRI 2: General disclosures 2021	2-23 Policy commitments	51 and 52				16
	2-24 Embedding policy commitments	44				
	2-25 Processes to remediate negative impacts	76 and 81				
	2-26 Mechanisms for seeking advice and raising concerns	76 and 81				16
	2-27 Compliance with laws and regulations	No non-compliance affecting the entity's mandatory certifications were recorded during the period, which is the criterion for "significant."				
	2-28 Membership of associations	142				
	2-29 Approach to stakeholder engagement	13, 116, 117 and 127				
	2-30 Collective bargaining agreements	The agreements cover 100% of the employees at College, which has teachers affiliated with Sinpes and technical-administrative staff associated with Saaepar. At the Hospital and Institute, 97.43% of employees are covered by collective bargaining agreements.				8

GRI Standards	Disclosure	Location	Omission	SDG
			Require- ments omitted	Reason Explanation
<b>Material topics</b>				
GRI 3: Material topics 2021	3-1 Process to determine material topics	13		
	3-2 List of material topics	14 and 15		
<b>Democratizing access to health</b>				
GRI 3: Material topics 2021	3-3 Management of material topics	65, 92 and 144	S	
Proprietary disclosure	CPP 28 Annual net revenue of the Complex	145	s	
GRI 201 - Economic Performance 2016	201-1 Direct economic value generated and distributed	146	S	
<b>Innovation and technology</b>				
GRI 3: Material topics 2021	3-3 Management of material topics	73 and 99	s	
GRI 203 - Indirect economic impacts 2016	203-1 Infrastructure investments and services supported	The Complex does not invest in external projects (infrastructure or services).		
Proprietary disclosure	CPP 1 Total number of sponsored clinical research studies	74	s	
	CPP 2 Sponsored clinical research (other indicators)	74	s	
<b>Humane management</b>				
GRI 3: Material topics 2021	3-3 Management of material topics	34, 40	s	
Own indicator: humanization	CPP 13 Total humanizing practices and number of attendances	34	S	
	CPP 14 Total activities of the Volunteering Service	38	S	
	CPP 15 Total cultural and educational activities	37	S	
	CPP 16 Total participants in the Very Early Childhood Project	36	S	



GRI Standards	Disclosure	Location	Omission	SDG
			Require- ments omitted	Reason Explanation
Own indicator: humanization	CPP 17 Total families attended by the Participating Family Program	35	S	
	CPP 18 Total support in cases of death	36	S	
	CPP 19 Total actions for employees	39	S	
<b>Attracting, developing and retaining employees</b>				
GRI 3: Material topics 2021	3-3 Management of material topics	123	S	
GRI 401 - Employment 2016	401-1 New employee hires and employee turnover	125	S	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	123 and 124	S	
	401-3 Parental leave	122	S	
GRI 404 - Training and education 2016	404-1 Average hours of training per year per employee	130	S	
GRI 405 Diversity and equal opportunity 2016	405-1 Diversity of governance bodies and employees	118 - 121	S	
<b>Research, production and sharing expertise</b>				
GRI 3: Material topics 2021	3-3 Management of material topics	73		
Proprietary disclosure	CPP 20 Number of graduates in master's and doctorate programs in the year	97	S	
	CPP 21 Total annual investment in research	110	S	
	CPP 22 Amount of papers published	96	S	



GRI Standards	Disclosure	Location	Omission	SDG
			Requirement omitted Reason Explanation	
	CPP 23 Amount of basic and translational research projects in progress		There were 97 projects in progress at the end of 2023.	
	CPP 24 Teaching indicators	96	S	
	CPP 25 Total number of graduates in the year at Pequeno Príncipe College	95	S	
Proprietary disclosure	CPP 26 Total number of scholarships offered in the year by Pequeno Príncipe College	93	S	
	CPP 27 refers to the total amount invested during the year in scholarships for students at Pequeno Príncipe College	95	S	
<b>Health, safety and well-being</b>				
GRI 3: Material topics 2021	3-3 Management of material topics	131	S	
	403-1 - Occupational Health & Safety Management Systems	131	S	
	403-2 Hazard identification, risk assessment, and incident investigation	131	S	
	403-3 Occupational health services	134	S	
GRI 403 - Occupational health and safety 2018	403-4 Worker participation, consultation and communication on occupational health and safety	131	S	
	403-5 Worker training on occupational health and safety	131	S	
	403-6 Promotion of worker health	134	S	
	403-7 Prevention and mitigation of occupational health and safety impacts directly in business relationships	131	S	



GRI Standards	Disclosure	Location	Omission	SDG
			Requirement omitted Reason Explanation	
GRI 403 - Occupational health and safety 2018	403-8 Workers covered by an occupational health and safety management system	131	S	
	403-9 Work-related injuries	135	S	
	403-10 Work-related ill health	135	S	
<b>Service quality and safety</b>				
GRI 3: Material topics 2021	3-3 Management of material topics	76		
	CPP 3 Mortality rate	79	s	
	CPP 4 hospital infections rate	79	s	
Proprietary disclosure	CPP 7 refers to the waiting time for service at the Emergency Service	81	s	
	CPP 10 IRAS disclosure	80	s	
	CPP 12 Certifications	78, 86 and 88	s	
			All significant categories of products and services at the Hospital and the Institute, totaling 40, are evaluated for health and safety impacts, achieving 100% for these evaluations.	
GRI 416 – Consumer health and safety 2016	416-1 Assessment of the health and safety impacts of product and service categories		All services undergo external evaluation through the methodology of the Brazilian Accreditation System. At College, although there are no categories of educational products and services evaluated for health impacts, they comply with the regulatory standards of higher education set by MEC.	
	416-2 Incidents of noncompliance concerning the health and safety impacts of products and services	None.	s	
<b>Emergency preparedness</b>				
GRI 3: Material topics 2021	3-3 Management of material topics	60 and 76	s	

GRI Standards	Disclosure	Location	Omission	SDG
			Requirement omitted	Reason Explanation
Proprietary disclosure	CPP 5 The number of outpatient visits, emergency visits, surgeries, examinations, hospital admissions, average length of hospital stay, ICU admissions, average length of ICU stay, hospital occupancy rate, bed turnover rate, and ICU bed turnover rate	61 and 63	M	
	CPP 6 Occupancy rate	61 and 63	M	
	CPP 8 Density of adverse events per day	79	S	
Proprietary disclosure	CPP 9 Lethality rate in patients with septic shock and sepsis	79	S	
	CPP 11 Average length of stay in inpatient units and ICUs	61 and 63	M	
<b>Transparency and stakeholder engagement</b>				
GRI 3: Material topics 2021	3-3 Management of material topics	34	S	
GRI 207 – Taxes 2019	207-1 Approach to tax	147	S	
	207-2 Tax governance, control and risk management	147	S	
	207-3 Stakeholder engagement and management concerns related to tax	147	S	
<b>Data privacy and security</b>				
GRI 3: Material topics 2021	3-3 Management of material topics	53	S	
GRI 418 - Customer privacy 2016	418-1 Substantiated complaints regarding breaches of customer privacy and losses of customer data			The Complex reported eight complaints from third parties, all from potential Hospital donors who received direct mail soliciting donations. They questioned how the entity obtained their data. However, there were no recorded cases of personal data breaches during the year.



GRI Standards	Disclosure	Location	Omission	SDG
			Requirement omitted	Reason Explanation
<b>Ethics, integrity and compliance</b>				
GRI 3: Material topics 2021	3-3 Management of material topics	48		
GRI 205: Fighting corruption 2016	205-1 Operations assessed for risks related to corruption	52		
	205-2 Communication and training on anti-corruption policies and procedures	52		
<b>Preventive and holistic health</b>				
GRI 3: Material topics 2021	3-3 Management of material topics	98 and 138		
GRI 413 - Local communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	77, 98 and 148	M	
GRI 413 - Local communities 2016	413-2 Operations with significant actual or potential negative impacts on local communities	53, 127 and 134	M	
<b>Government and regulator relations/advocacy</b>				
GRI 3: Material topics 2021	3-3 Management of material topics	138	s	
GRI 201 - Economic performance 2016	201-4 Financial assistance received from government	146	s	

# Partnerships

## GOVERNMENT

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Federal Government  
Office of the Chief of Staff of the Presidency of the Republic  
Ministry of Health  
Pronas – National Program to Support Healthcare for People with Disabilities  
Pronon – National Program to Support Oncology Care



Paraná State Government  
Paraná State Department of Education (Seed)  
Paraná State Department of Finances (Sefa)  
Paraná State Department of Health (Sesa)  
Paraná State Department for Family and Social Development (Sedef)



Curitiba Municipal Government  
*Fundação de Ação Social de Curitiba (FAS)*  
Curitiba Municipal Department of Health (SMS)  
Curitiba Municipal Department of Education (SME)  
Curitiba Municipal Department of Planning, Finance, and Budgeting (SMF)

## COUNCILS

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Confoco – National Council for Development and Collaboration  
CEDCA/PR – Paraná State Board for Children and Adolescents Rights  
Comtiba – Curitiba Municipal Board for Children and Adolescents Rights  
CMAS – Curitiba Municipal Council of Social Welfare  
CMS – Curitiba Municipal Council of Health

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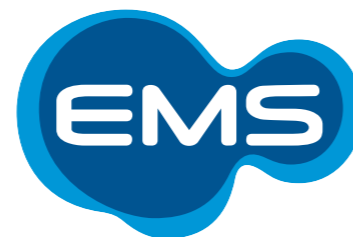
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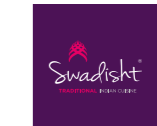


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[www.gruporeport.com.br](http://www.gruporeport.com.br)

Ana Souza and Isabela Ribeiro – project management

Anelize Moreira and Vera Rangel – writing

Larissa Pedroso and Rejane Lima – editing

Tatiana Lopes and Wagner Belchior – consultancy

Júlio Okabayashi – graphic design

Thomas Guedes – layout

Henrique Assale – infograph

LATAM Translations – translation into English

The background is a gradient of blue, transitioning from a darker shade at the top to a lighter shade at the bottom. A large, curved black line sweeps across the frame from the top left towards the bottom right. Several stylized celestial objects are scattered throughout: a large yellow four-pointed star in the upper left, a smaller yellow four-pointed star in the upper right, a pink planet with a black ring in the center, and three simple black-outlined stars (one in the top right, one in the bottom right, and one in the bottom center).

**Dr. Raul Carneiro Hospital Association  
for Childhood Protection**

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