

A collage of diverse people's faces, including a woman with brown eyes, a man with grey hair, a woman with a large afro, a woman with a surgical mask, a woman with long brown hair, a man with a beard, a woman with green eyes, a man with glasses, a man with a beard, and a man with a beard and mustache. The collage is set against a background of blue and green squares.

REDE D'OR

INTEGRATED SUSTAINABILITY REPORT

2023



# Summary

---

## 03 Presentation

Message from the CEO  
2023 Highlights  
Who we are  
About this report

## 31 Business Model

Value creation model  
Vision of the future  
Our management commitments  
Commitment to sustainability

## 42 Governance

Governance structure  
Commitments and Management Practices  
Risk Management  
Integrity Program

## 61 Manufactured capital

Clinical engineering  
Organic expansion  
Sustainable building

## 67 Human capital

Our employees

## 86 Social and relationship capital

Our patients  
Supply chain  
Society and community

## 114 Natural capital

Environmental management

## 132 Intellectual capital

D'Or Institute for Research and Education - IDOR  
Technology in healthcare

## 142 Financial capital

Economic performance  
Investments

## 151 Annexes

## 159 GRI and SASB Content Index

GRI Content Index  
SASB Content Index  
Assurance Report

## 175 Corporate Information and Credits



# PRESENTATION

- 04 Message from the CEO
- 06 2023 Highlights
- 11 Who we are
- 26 About this report



Interactive  
summary

# Message from the CEO

GRI 2-22

In 2023, we delivered robust results that reflect the execution of our investment plan, creating value for all our stakeholders. Throughout the year, we recorded more than 10 million medical visits and performed approximately 500,000 surgeries for patients who came to our units because they trust the quality of care that we deliver to the Brazilian population. Approximately 360,000 patients were also treated at D'Or Oncologia.



In 2023, thanks to our operational excellence, our hospitals' high technical quality was recognized by several independent national and international organizations, such as the Joint Commission International (JCI). Seventeen of our hospitals are accredited by JCI, thus Rede D'or accounts for 32% of all Brazilian hospitals that were awarded the seal. Over 82% of our hospitals have some sort of accreditation (JCI, QMENTUM, NIAHO, ACSA or ONA) and the remaining are preparing to obtain such accreditations.

As regards our economic performance, we recorded net income of R\$2.1 billion and EBITDA (Earnings Before Interest, Taxes, Depreciation and Amortization) of R\$7.1 billion.

We are the leaders of the Brazilian private healthcare sector, offering the best in medicine in the geographic regions where we operate, measuring and publicizing our healthcare outcomes, and always striving to achieve the greatest possible operational efficiency, reflecting our commitment to our industry's sustainability. Another important milestone in 2023 was the merger of SulAmérica's management, seeking synergies in common processes, improving scalable services and bringing efficiency to the entire Group. SulAmérica remains as an independent operation, and we have set cohesive strategic goals and plans for our insurance business, confident that we are a solid operation in our country.

In 2023, we opened Hospital São Luiz Campinas (SP), and important projects have entered their final construction stages. In addition to Hospital Memorial Star in Pernambuco, which will start operating in April 2024, we highlight the expansion of Hospital

Vila Nova Star, in the city of São Paulo, the Aliança Star project in Salvador, as well as the new Hospital Macaé D'Or, in Rio de Janeiro state. Moreover, we have projects for new hospitals and expansion of existing units that are already well underway: two new units in São Paulo state - Alphaville and Guarulhos; Barra D'Or II, in the city of Rio de Janeiro; the new tower at Hospital São Lucas, in Aracaju; and the expansion of Hospital Assunção, in São Bernardo do Campo, in São Paulo State. Together, these nine units represent a total investment of approximately R\$3.5 billion, creating close to 20,000 direct and indirect jobs.

We emphasize our commitment to the economic development of the regions where we operate, which is evident in the percentage of materials and services procured by the Company from local suppliers: over 90%.

We have made important investments, most of which were focused on technology and innovation to achieve greater customer service efficiency, real productivity gains in our operations, and the continuous improvement of our service quality.

PRESENTATION

- Business Model
- Governance
- Manufactured capital
- Human capital
- Social and relationship capital
- Natural capital
- Intellectual capital
- Financial capital
- Annexes
- GRI and SASB Content Index
- Assurance Report

This way, we ensure that our patients and families have the best possible experience during their stay with us.

We have been focusing our efforts on the climate change agenda, contributing to a low-carbon economy. Among our strategic and assertive initiatives in this journey, we announced our intention to migrate 74 consumer units to renewable energy, as part of our goal to reduce our greenhouse gas emissions by 36% until 2030, considering our commitment to Race to Zero. We also continue to invest in boosting our units' energy efficiency and enhancing our waste management program.

As a result of our efforts on the environmental agenda, our 2023 greenhouse gas emission inventories (base year 2022) received the gold seal. At year-end, we reached the milestone of 133 Rede D'Or business units participating in the GHG Protocol Program, which will be reported in the next cycle. For the second consecutive year, we received a B score in our CDP questionnaire. We also prepared a climate risk scenarios and matrices study and remained in the Carbon Efficient Index (ICO2) portfolio. We must also mention our recognition in the "healthcare climate champions" and "climate leadership" categories in the Health Care Climate Challenge 2023, which annually

highlights advancements in the environmental agenda achieved by hospitals and healthcare systems and organizations worldwide.

Moreover, we continue to be part of BM&FBovespa's Corporate Sustainability Index (ISE) portfolio for the period from January 2, 2024, to December 30, 2024. This is the second consecutive time that the Company has been included in the portfolio, this time ranked 32<sup>nd</sup>, just two and a half years after its IPO.

On the social front, we seek to value our talents and filled 1,654 open positions with our in-house talents (Movimenta Rede program), an increase of 13% over the previous year. We offer a wide range of training and qualification programs (1.3 million training hours in our corporate university) and safeguard the quality of our working environment. The satisfaction of working at Rede D'Or is evident in the results of the annual climate survey: a more than 72% approval rate. In the leadership pillar, we have a Leadership Development Program (PDL, in Portuguese), which aims to accelerate and support the Company's talent pipeline to further develop and strengthen these professionals' performance and potential considering Rede D'Or's organic growth.

We also participated in numerous social initiatives, including the 10th anniversary of Hospital da Criança, a non-profit social organization that performs highly complex surgeries for children in the state of Rio de Janeiro. Based in Vila Valqueire, over these 10 years, the institution has recorded more than 206,000 outpatient visits and performed over 50,000 surgeries and more than 250 transplants, restoring the lives of thousands of young Brazilians.

Thanks to our strong employer brand, we can attract the best talents, both through recruitment and selection and through our Trainee Program, which is now in its third edition. We are always focused on having a diverse and inclusive team.

I would like to thank everyone who is part of Rede D'Or and who believes in the Company's capacity, which allows us to reaffirm our enthusiasm and commitment to the Brazilian healthcare industry.

**Have a good read!**

**Paulo Junqueira Moll**  
Rede D'Or CEO

PRESENTATION

Business Model

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

# 2023 Highlights

EBITDA OF  
**BRL 7.1 billion**

BRL **2.5 billion**  
INVESTED IN EXPANSION WORKS

NET INCOME OF  
**BRL 2.1 billion**

**7,500**  
direct  
AND INDIRECT  
JOB OPENINGS

**5,257.40**  
MWh  
OF REDUCTION IN ELETRICITY  
CONSUMPTION AT THE UNITS THAT JOINED  
THE ENERGY EFFICIENCY PROGRAM

**4.9**  
million  
OUTPATIENT VISITS

**44**  
thousand  
BIRTHS PER YEAR

**1.3**  
million  
HOURS OF TRAINING  
AND QUALIFICATION

**71**  
thousand+  
EMPLOYEES

**133**  
units  
WITH GHG INVENTORIES

**2.8**  
million  
PATIENTS/DAY

**5.3**  
million  
EMERGENCY SERVICES



 **11,737**  
total beds

**106,000+**  
ACCREDITED PHYSICIANS

PRESENTATION

- Business Model
- Governance
- Manufactured capital
- Human capital
- Social and relationship capital
- Natural capital
- Intellectual capital
- Financial capital
- Annexes
- GRI and SASB Content Index
- Assurance Report

# Awards, Recognitions, and Indexes

## Rede D'Or Highlights



**Health Care Climate Challenge 2023**  
Our Company was recognized with the **Health Care Climate Challenge**, global award, given by international organization **Health Care Without Harm**, for its commitment to fighting climate change. Together with six other healthcare companies from across the globe, Rede D'Or received the accolade in the Health Care Climate Champions and Climate Leadership – Gold categories.

Every year, **Health Care Without Harm**, represented in Brazil by the Healthy Hospitals Project (*Projeto Hospitais Saudáveis*), recognizes advancements in the environmental agenda achieved by hospitals as well as healthcare systems and organizations worldwide. More than 200 institutions from 18 countries signed up for the challenge in 2023.



**Brazil's Most Admired Brands (Marcas Mais Admiradas do Brasil)**  
We won the Hospital Network and Healthcare Plans category in this award presented by **BandNews FM** radio station in partnership with BandNews TV. The accolade recognizes the companies that stand out the most in the opinion of Brazilians.



**Most Beloved in Rio (Mais Amados do Rio)**  
Barra D'Or, Copa D'Or, and Quinta D'Or were named by locals the most beloved hospitals in Rio de Janeiro in the fourth edition of the Most Beloved in Rio award, according to **Veja Rio magazine**, SulAmérica was ranked 3<sup>rd</sup> in the Healthcare Plans category.



**Valor 1000**  
We came second in the Medical Services category in the **23<sup>rd</sup> edition of Valor 1000**, a ranking of the 1,000 largest Brazilian companies. Combined, net revenue from the 1,000 companies included in this edition totaled BRL 7.4 trillion, a real gain of 11.1% over 2021. Because of SulAmérica's performance, we came in second place in Brazil's largest insurance companies ranking.



**ELSO Award**  
Hospital Copa D'Or received the **Silver Level Award** of Excellence in Extracorporeal Life Support, for standing out in its processes, procedures, and systems implemented to promote excellence and exceptional care in extracorporeal membrane oxygenation.



**Abrasca Award – Best Annual Report**  
We received an Honorable Mention in the Economic-Financial Analysis category of the **25<sup>th</sup> Abrasca Award for Best Annual Report for Publicly Held Companies - Group 1** (net revenue of BRL 3 billion or more) and were one of the finalists with our 2022 Sustainability Report.



**FTSE4Good**  
In June 2023, we received the new **FTSE4Good Index Series**, certificate, with a score of 3.9, among the Top 6 companies in the sub-sector. Prepared by the Financial Times Stock Exchange (FTSE) Russell, a London Stock Exchange division, this is one of the most important international sustainability indices. It comprises publicly held companies committed to ESG criteria, selected after evaluating more than 300 indicators.

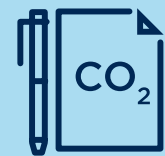
PRESENTATION

- Business Model
- Governance
- Manufactured capital
- Human capital
- Social and relationship capital
- Natural capital
- Intellectual capital
- Financial capital
- Annexes
- GRI and SASB Content Index
- Assurance Report



**GHG Protocol**

Grupo D'Or's 2022 Greenhouse Gas (GHG) emissions inventory, published in the **Public Emissions Registry**, in 2023, once again received the **Gold Seal** in the **Brazilian GHG Protocol Program**, the highest qualification level.



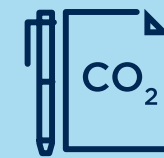
**Carbon Disclosure Project (CDP)**

For the second consecutive time, we reported information on climate change to the **Carbon Disclosure Project (CDP)** Climate Change 2023 questionnaire, in which we maintained our B grade — a rating that positively impacts sustainability indices such as ISE B3. In addition, for the first time, we published the CDP Water Security (2023) questionnaire, in which we achieved grade C.



**ISE B3**

We were included in the 19<sup>th</sup> portfolio of **B3's Corporate Sustainability Index (ISE; 2024 portfolio)**, an index that measures the commitment of companies listed on B3 to corporate sustainability. This portfolio came into force on January 2, 2024, and includes 78 companies from 36 sectors. This is the second time in a row that we were selected for the index, rising from 50<sup>th</sup> to 26<sup>th</sup> place in the ranking (in the 18<sup>th</sup> portfolio, we ranked 50<sup>th</sup>), just three years after our IPO.



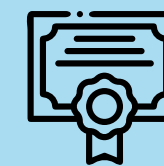
**ICO2-B3**

For the second year in a row, we are part of **B3's Carbon Efficient Index portfolio** now in its 13<sup>th</sup> edition. The index considers the level of efficiency in controlling Greenhouse Gas (GHG) emissions.



**ISS ESG**

We achieved the Prime seal, according to the **Institutional Shareholder Services (ISS)**, analysis methodology, demonstrating that we meet the highest sustainability performance requirements for our sector. ISS analyses help major institutional investors in making their investment decisions.



**JCI**

Seventeen of our network's hospitals were accredited by the **Joint Commission International**, a global leader in healthcare institution certification, and, thus, recognized for their technical quality.



**S&P Global ESG - The Sustainability Yearbook**

We were included in The Sustainability Yearbook 2023 and maintained our position in the 2024 edition of this guide produced by **Standard & Poor's (S&P Global ESG Scores)**. The document lists the institutions with the best environmental, social, and governance (ESG) practices. Over 7,000 companies were evaluated, and only 15% of those that obtained the best score in their sector were mentioned in the publication. The ESG report is a sustainability reference for international investors.



**Green Kitchen Program**

In 2023, 22 of our units — 20 owned and two under management — received a seal issued by the **Green Kitchen Program**, which recognizes quality standards in the production of healthy food based on sustainability criteria.

PRESENTATION

Business Model

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report



## SulAmérica Highlights



### Healthcare Leaders Award (*Prêmio Líderes da Saúde*)

We were the big winners of the 10<sup>th</sup> Healthcare Leaders Award, in the Healthcare Operator and Insurer category. The event, held by Grupo Mídia, recognizes the industries, suppliers, distributors, operators, sector entities, among other players in the healthcare market that have stood out the most in the last year.



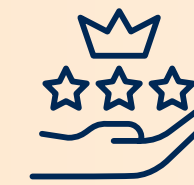
### CNSeg Insurance Innovation Award (*Prêmio de Inovação em Seguros CNSeg*)

We ranked first in the Communication category, with the *Treinou, Ganhou!* (you exercise, you win) project, in partnership with Gympass; and second place in the Sustainability and Processes (Socially Responsible Investment project) and Technology (Artificial Intelligence Applied to Fighting Fraud) categories in the **12<sup>th</sup> edition of the Antonio Carlos de Almeida Braga Award for Innovation in Insurance, Open Private Pension Funds, Supplementary Healthcare, and Capitalization Bonds**. The award is presented by the National Confederation of Insurance Companies (CNseg).



### 2023 Best Fixed Income Asset Award

SulAmérica was recognized in FGV's 2023 **Investment Funds Guide (Guia de Fundos)** as the Best Fixed Income Asset of 2023, reflecting the trust of our customers and the quality of our management.



### Experience Awards 2023 (Best Healthcare Plan)

We were named the Best NPS in Brazil, according to the **Experience Awards 2023**, showcasing our commitment to offering the best customer experience.



### Most beloved healthcare plan in São Paulo

SulAmérica was chosen as the manager of the most beloved healthcare plan in São Paulo. The result is part of a survey carried out by **Veja São Paulo magazine**, in partnership with MindMiner research and intelligence firm. The survey, which is in its second edition, was based on the opinion of more than 5,000 readers, who responded to an online survey, choosing São Paulo city's favorite establishments and brands. The finalists were chosen by journalists from the magazine's editorial staff.



JRS Award: Commercial Partnerships; and Innovation in Health and Dental Care (**Troféu JRS: parcerias comerciais, inovação saúde e odonto**) We were recognized in two categories in the **21<sup>st</sup> JRS Award**: commercial partnerships; and innovation in health and dental care.

PRESENTATION

Business Model

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

# Main Indicators

SASB HC-DY-000.A



Manufactured Capital	2023	2022	2021
Owned hospitals (unit)	70	69	64
Managed hospitals (unit)	3	3	3
Clinics (unit)	55	54	50
Laboratories (unit)	11	11	12
Operational beds (unit)	9,598	9,469	8,946



Natural Capital	2023	2022	2021
Total waste generated (ton)	37,725	39,515	40,424
Energy consumption within the organization (GJ)	1,316,304	1,207,716	1,129,627
Direct Greenhouse Gas (GHG) emissions - Scope 1 (tonne of CO <sub>2</sub> eq)	67,385	64,785	108,388
Indirect GHG emissions - Scope 2 (tonne of CO <sub>2</sub> eq.)	Per location - 12,450	12,537	35,612
	Purchase option - 9,252		
Other indirect GHG sources - Scope 3 (tonne of CO <sub>2</sub> eq.)	31,259	33,448	30,272



Human capital	2023	2022	2021
Training hours per employee/year	4.25	5.58	4.62
Accident frequency rate	15.34	14.92	11.65
Jobs created	21,325	18,983	21,592



Intellectual Capital	2023	2022	2021
Number of articles published	192	236	315
Number of partners mapped	2,142	1,801	1,576



Social and Relationship Capital	2023	2022	2021
Social investment and sponsorship (BRL million)	17,465	12,531	14,322
Accredited hospitals (unit)	60	57	51
Customer Satisfaction Index	87%	85%	88%



Financial Capital	2023 <sup>2</sup>	2022	2021
Net Revenues (BRL million)	46,508.6	22,987.4	20,381.9
EBITDA (BRL million)	7,065.3	5,303.0	4,897.0
EBITDA Margin (%)	15.2%	23.1%	24.0%
Net income (loss) (BRL million)	2,113.7	1,262.3	1,677.7
Net Debt (BRL million)	16,854.7	14,671.9	12,665.9
Net Debt/EBTIDA	2.1	2.8	2.6
Amount invested (BRL million)	2,908.0	3,678.6	5,653.7

<sup>1</sup> Published amounts are included in the Company's [Financial Statements](#).

<sup>2</sup> Includes Rede D'Or's and SulAmérica's results.

PRESENTATION

Business Model

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

# Who we are

## Rede D'Or

GRI 2-1, 2-2, 2-6

Operating for 45 years, we are Rede D'Or São Luiz S.A. (corporate name), a privately held, publicly traded Company that is a benchmark in technical quality and Latin America's largest integrated healthcare network. We are present in 13 Brazilian states and the Federal District, and our administrative headquarters is located in São Paulo, SP. Part of the supplementary healthcare sector, we are focused on humanized care, team qualification, the adoption of new technologies, and the expansion of care. A full description of the Group's main activities can be found in the [Reference Form](#), and in the [Institutional Presentation](#), publicly available documents that are updated annually.

Our business relations cover our value chain, which includes business partners, which are people or entities with whom we have relationships. The value chain encompasses our stakeholders, which can be verified in the [Stakeholder Engagement Policy](#) and which are subject to the guidelines set out in Rede D'Or's [Code of Conduct](#).



### MISSION



Provide highly-effective medical and hospital care, with qualified and motivated teams, respecting ethics and individuals in their social and environmental context.

### VISION



To be a reference in hospital management and the provision of medical services, based on the highest technical and social & environmental responsibility standards.

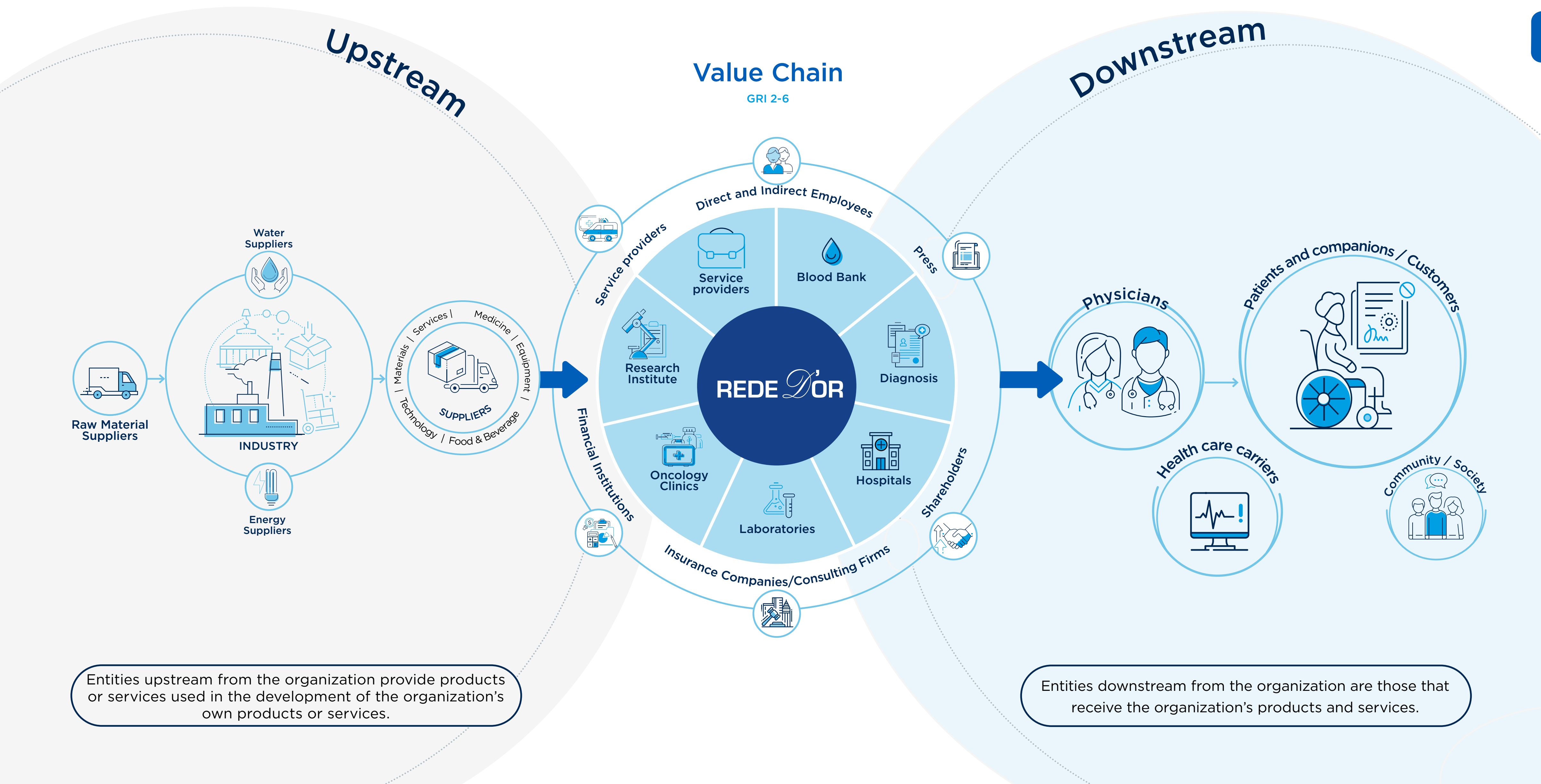
### VALUES



- Competence;
- Credibility;
- Sustainable Development;
- Humanization;
- Integrity;
- Respect.

#### PRESENTATION

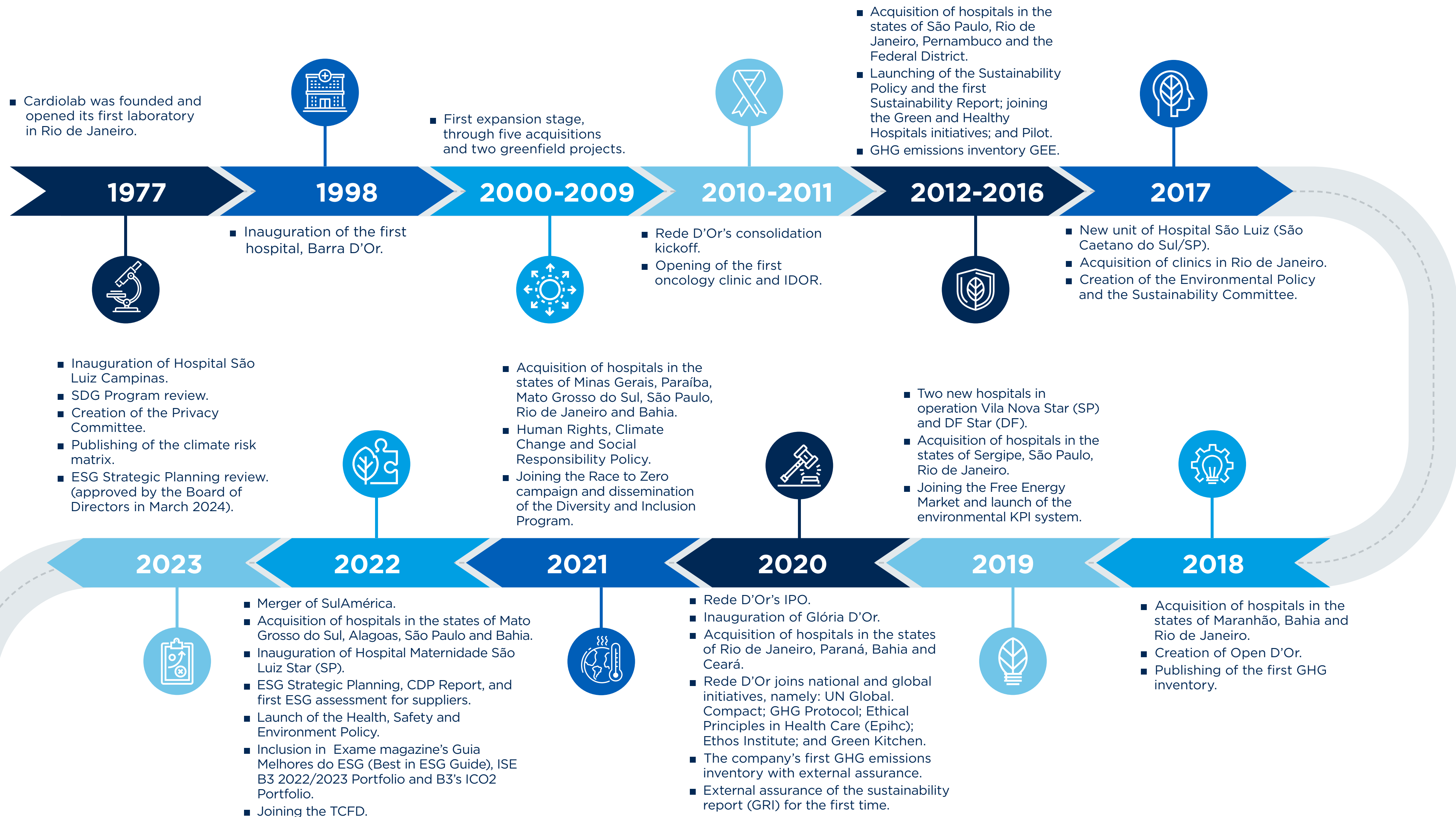
- Business Model
- Governance
- Manufactured capital
- Human capital
- Social and relationship capital
- Natural capital
- Intellectual capital
- Financial capital
- Annexes
- GRI and SASB Content Index
- Assurance Report



**PRESENTATION**

- Business Model
- Governance
- Manufactured capital
- Human capital
- Social and relationship capital
- Natural capital
- Intellectual capital
- Financial capital
- Annexes
- GRI and SASB Content Index
- Assurance Report



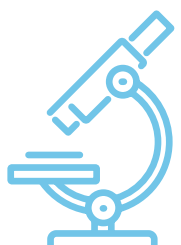


# Timeline



**PRESENTATION**

- Business Model
- Governance
- Manufactured capital
- Human capital
- Social and relationship capital
- Natural capital
- Intellectual capital
- Financial capital
- Annexes
- GRI and SASB Content Index
- Assurance Report

Brazil's largest healthcare ecosystem<sup>a, b</sup> | GRI 2-6

Hospitals	Insurance	Oncology	Diagnosis	Education and Research (IDOR)	Supplementary services
<p>Brazil's <b>largest</b> independent private hospital network.</p> <p>Benchmark in <b>quality</b> standards.</p> <p>Opened in 1998.</p> 	<p>Brazil's largest independent <b>Insurance Company</b>.</p> <p>Diversified <b>distribution model</b> and nationwide presence.</p> <p><b>128-Year</b> history.</p> 	<p>Services <b>fully integrated</b> to the hospital network.</p> <p><b>Leadership</b> position.<sup>2</sup></p> <p>Opened in 2011.</p> 	<p>Brazil's <b>3<sup>rd</sup> largest</b> diagnostic operator<sup>3</sup>.</p> <p>Opened in 1977 and operations resumed in 2018.</p> 	<p>Scientific collaboration with 60+ countries.</p> <p>40+ medical residency programs</p> <p><b>Private medical education plan</b> under development.</p> 	<p><b>D'Or Consultoria</b>, and stake in <b>Qualicorp S.A.</b> (25.85%).</p> <p><b>Brazil's largest blood bank</b>, acquired in 2017 (42.4% stake).</p> <ul style="list-style-type: none"> <li>■ Dialysis</li> <li>■ Distribution</li> <li>■ Materials and medicines</li> <li>■ Nephrology</li> <li>■ Complex transplants</li> </ul> 

a. Footnote: Some figures and indicators relating to D'Or Consultoria; Oncologia D'Or; SulAmérica; Laboratórios Richet; and Instituto D'Or de Pesquisa e Ensino (IDOR) business were presented in the "Our presence in Brazil" chapter.

b. For more details, go to the [Institutional Presentation](#).  
 (1) Number of beds in May/22;  
 (2) In terms of 2022FY EBITDA, including infusions and cancer surgeries;  
 (3) Considering 2020FY adjusted EBITDA for all publicly-held companies.

Our structure is made up of 70 own hospitals in operation and another three under management; 55 oncology clinics; 11 laboratories; and 106.400 accredited physicians. With 9,598 operational beds, Rede D'Or records 5.3 million emergency room visits, 4.9 million outpatient visits, 498,000 surgeries and 44,000 births a year, totaling 2.8 million patient/days. We have one of Brazil's largest diagnosis networks, a broad blood bank operation, one of the largest health consulting services in Brazil and the largest and most advanced robot-assisted surgery park in Latin America.

PRESENTATION

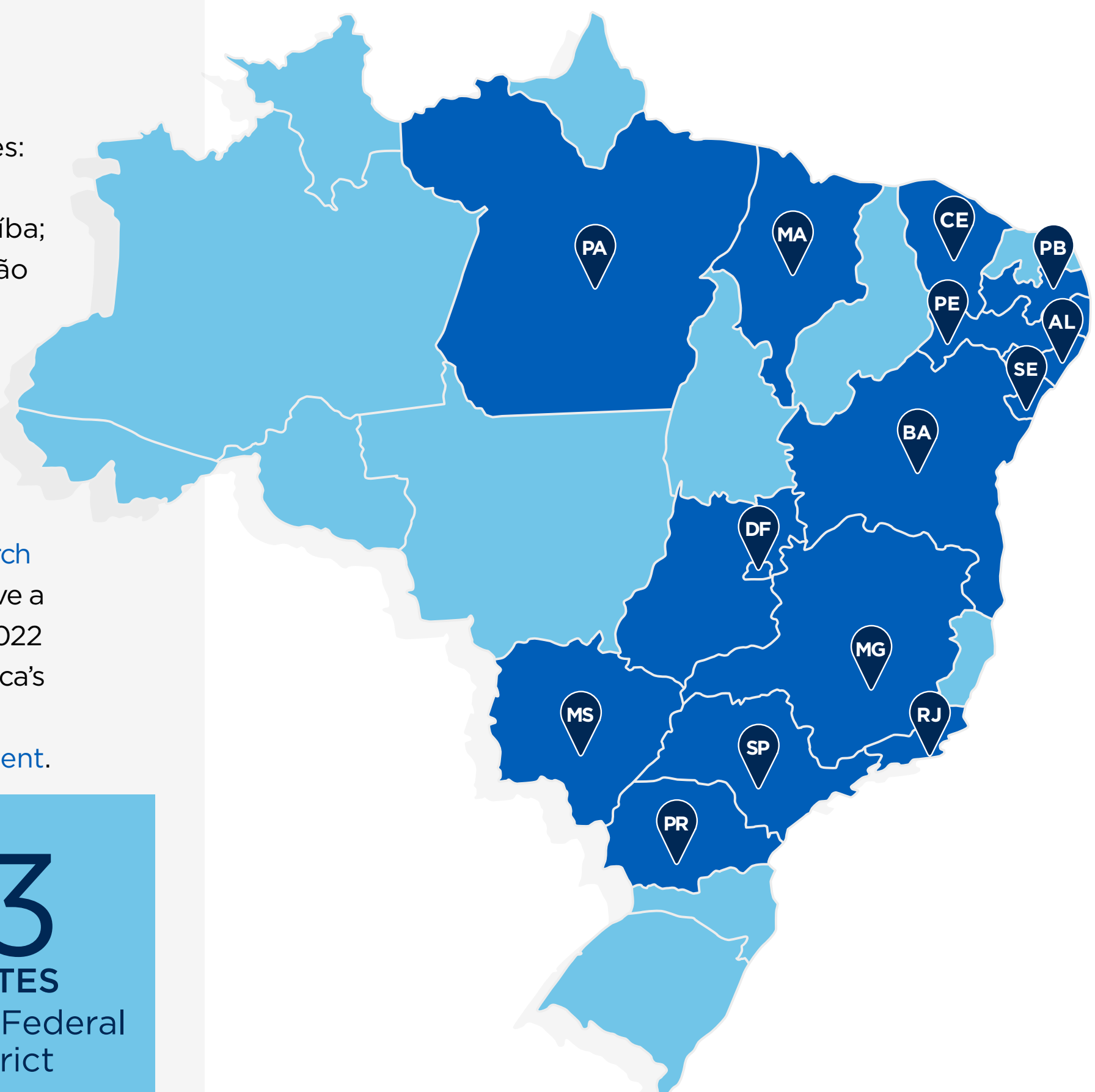
- Business Model
- Governance
- Manufactured capital
- Human capital
- Social and relationship capital
- Natural capital
- Intellectual capital
- Financial capital
- Annexes
- GRI and SASB Content Index
- Assurance Report

## Our presence in Brazil

GRI 2-2, 2-6

Rede D'Or operates in 13 Brazilian states: Alagoas; Bahia; Ceará; Maranhão; Mato Grosso do Sul; Minas Gerais; Pará; Paraíba; Paraná; Pernambuco; Rio de Janeiro; São Paulo; and Sergipe, in addition to the Federal District.

In addition to healthcare units (hospitals, laboratories, and oncology clinics), we operate *D'Or Consultoria*, *Instituto D'Or de Pesquisa e Ensino (D'Or Institute for Research and Education)* and *SulAmérica*, which have a nationwide presence. Compared to the 2022 Sustainability Report, we merged SulAmérica's operations, whose indicators were included in the [ESG Indicators attachment](#).



**73**  
HOSPITALS  
70 owned  
3 managed

**13**  
STATES  
and the Federal District

**11**  
LABORATORIES

**55**  
ONCOLOGY CLINICS

The entities included in our sustainability report are those listed on pages 74 and 75 of the Financial Statements (4Q23). For situations where the information does not cover all the units, we use explanatory notes.

**ALAGOAS | 1 hospital**  
Hospital Memorial Arthur Ramos

**BAHIA | 5 hospitals**  
Hospital Aliança  
Hospital Cardíaco Pulmonar  
Hospital São Rafael  
Hospital Santa Emília  
Hospital Aeroporto

**CEARÁ | 1 hospital**  
Hospital São Carlos

**FEDERAL DISTRICT | 4 hospitals**  
Hospital Coração do Brasil  
Hospital Santa Helena  
Hospital Santa Luzia  
Hospital DF Star

**MARANHÃO | 1 hospital**  
UDI Hospital

**MATO GROSSO DO SUL | 2 hospitals**  
Hospital Proncor  
Hospital Santa Marina

**MINAS GERAIS | 1 hospital**  
Hospital Biocor

**PARÁ | 2 hospitals**  
Hospital Yutaka Takeda<sup>1</sup>  
Hospital Cinco de Outubro<sup>1</sup>  
<sup>1</sup> Managed hospital

**PARANÁ | 1 hospital**  
Hospital Santa Cruz

**PARAÍBA | 2 hospitals**  
Hospital Nossa Senhora das Neves  
Hospital Nossa Senhora das Neves (Epitácio)

**PERNAMBUCO | 4 hospitals**  
Hospital Esperança Olinda  
Hospital Esperança Recife  
Hospital Memorial São José  
Hospital São Marcos

**RIO DE JANEIRO | 22 hospitals**  
Clínica São Vicente  
Hospital Badim  
Hospital Balbino  
Hospital Bangu  
Hospital Barra D'Or  
Hospital Caxias D'Or  
Hospital Copa D'Or  
Hospital CopaStar  
Hospital Glória D'Or  
Hospital Niterói D'Or  
Hospital Norte D'Or  
Hospital Oeste D'Or  
Hospital Quinta D'Or  
Hospital Real D'Or  
Hospital Rio Barra  
Hospital Rios D'Or  
Hospital Samer  
Hospital Jutta Batista  
Hospital Perinatal Laranjeiras  
Hospital Perinatal Barra  
São Lucas Hospital de Clínicas  
Hospital Estadual da Criança<sup>1</sup>  
<sup>1</sup> Managed hospital

**SÃO PAULO | 26 hospitals**  
Hospital Alpha Med  
Hospital Brasil Mauá  
Hospital Central do Tatuapé  
Hospital Assunção  
Hospital Bartira  
Hospital Central Leste  
Hospital da Criança  
Hospital de Clínicas Antônio Afonso  
Hospital e Maternidade Brasil  
Hospital e Maternidade Ribeirão Pires  
Hospital e Maternidade São Luiz Anália Franco  
Hospital e Maternidade São Luiz Itaim  
Hospital e Maternidade São Luiz São Caetano  
Hospital São Luiz Osasco  
Hospital Novo Atibaia  
Hospital Orthoservice  
Hospital Santa Isabel  
Hospital Central Sul  
Hospital São Luiz Jabaquara  
Hospital São Luiz Morumbi  
Hospital Villa Lobos  
Hospital Vivalle  
Hospital IFOR  
Hospital Vila Nova Star  
Maternidade São Luiz Star  
Hospital e Maternidade São Luiz Campinas

**SERGIPE | 1 hospital**  
Hospital São Lucas

**PRESENTATION**

- Business Model
- Governance
- Manufactured capital
- Human capital
- Social and relationship capital
- Natural capital
- Intellectual capital
- Financial capital
- Annexes
- GRI and SASB Content Index
- Assurance Report

## D'Or Consultoria

Operating in seven Brazilian states, D'Or Consultoria provides operational, risk and health management; market consultancy, diagnosis and evaluation; marketing services and specialized communication.

BRL **5** BILLION  
Premium amount

**3,400**  
CUSTOMERS

**2.5**  
MILLION  
Lives under management

**900**  
EMPLOYEES



**PRESENTATION**

Business Model

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report



## Oncologia D'Or

Oncologia D'Or, our specialized oncology care structure, operates more than 55 units in 10 Brazilian states (Rio de Janeiro, São Paulo, Maranhão, Bahia, Pernambuco, Paraíba, Ceará, Sergipe, Alagoas and Paraná) and the Federal District. Offering world-class services, these units have more than 480 physicians and around 1,374 employees from different academic backgrounds, who are dedicated to the diagnosis and treatment of various types of solid tumors and the group of diseases characterized by the multiplication of blood cells (hematologic neoplasms).

In 2023, Oncologia D'Or inaugurated a new molecular pathology laboratory, in partnership with IDOR. The unit will enable faster and more accurate diagnosis, without the need to send samples abroad for analysis ([more information on page 133](#)). The oncology, pathology and other specialty teams work together all the time, discussing the appropriate therapeutic approach for the patient's individual needs.

In 2023, an average of 52,900 care services were carried out each month, applying the

different treatments to approximately 29,000 patients. We must emphasize the first hepatic radioembolization with Yttrium-90 in Brazil's Midwest region, carried out by Hospital DF Star. This radiotherapy directly treats diseased cells – a therapeutic option for liver tumors, such as primary liver cancer (hepatocellular carcinoma), and liver metastases, such as colorectal tumors.

55  
CLINICS

52,900  
consultations per  
month on average

29,780  
patients per month  
on average

COVERED BY  
170  
healthcare plans

UNITS OPENED  
IN 2023:  
ONCOLOGIA D'OR  
RIBEIRÃO PIRES



PRESENTATION

- Business Model
- Governance
- Manufactured capital
- Human capital
- Social and relationship capital
- Natural capital
- Intellectual capital
- Financial capital
- Annexes
- GRI and SASB Content Index
- Assurance Report

The integrated work of clinical oncologists, hematologists, pathologists, radiologists and physicians from other specialties involved in cancer treatment in each of our hospitals is one of the advantages of Oncologia D'Or. This integrated working model enables faster diagnosis and more efficient treatment strategies. The model also benefits from daily multidisciplinary meetings (called Tumor Boards) to discuss cases online, bringing oncologists from all the regional units closer to Rede D'Or's physicians involved in cancer patient care across Brazil.

We have extensively worked on different fronts in projects already in place at Oncologia D'Or. The Green Line project, for example, continued to deliver excellence in patient care, making it easier to schedule exams and surgeries, thus reinforcing the differential advantage of a single integrated flow between the oncology diagnosis, surgery and treatment units of Oncologia D'Or and Rede D'Or hospitals.

Thus, the project continued to help cancer patients throughout all the necessary stages in the group's structures, speeding up diagnosis and consequently reducing the time it takes to start treatment, which in turn increases the chances of a better prognosis. The national Oncogenetics project has strengthened precision medicine within the

Company, enabling patients to anticipate possible health problems.

Oncologia D'Or's app optimizes the routine of patients undergoing cancer treatment, as it is an essential tool for them to keep track of information on their journey, such as a list of the medicines they are taking, details of exams, scheduled appointments, prescriptions and personalized medical advice. The app also allows patients receiving outpatient cancer care to record symptoms and vital signs, which can be done daily, so that their case can be monitored by the medical team.

Moreover, a nursing professional (called a reception nurse) has the mission of acting as a coordinator in the patients' line of care, guiding them throughout their treatment to facilitate processes and boost results, providing greater comfort and agility for patients and their families.

The new [Oncologia D'Or](#) website is also an important milestone in 2023, offering better navigability, high-quality information and data about our structure, e.g., clinic addresses, information on the clinical staff and accepted healthcare plans. This is another improvement to complement a good patient experience at our clinics.

### Sponsorship of medical-scientific events

In 2023, Oncologia D'Or supported the most varied medical-scientific events organized by the main Brazilian medical societies in the specialties of colorectal surgery, hematology, gynecology, mastology and urology.

#### Events for patients

Monthly events were held for patients, addressing their main topics of interest. The *Encontros Oncologia D'Or* (Oncologia D'Or Meetings) project in Rio de Janeiro was maintained, alternating between online and in-person formats; in São Paulo, the project took place every two months; and the Bahia regional office joined the project in special sessions,

scheduled according to the demand for certain topics. The project also resulted in a 10-episode web series for Oncologia D'Or's YouTube channel and had a special in-person edition for Pink October, which was part of the activation calendar for patients in the *O Ano Todo Rosa* (Pink All Year) campaign.

#### Oncologia D'Or 2023 International Congress

The 8<sup>th</sup> [Oncologia D'Or International Congress](#) reached a record number of attendees — more than 6,000 people registered —, and exhibitors — 17 partner brands present on three floors of the event —, with 300 speakers gathered to discuss the latest developments in cancer diagnosis and treatment, divided into seven rooms with simultaneous modules.

International and Brazilian guests were part of this historic edition, which took place in April at the Windsor Oceânico Hotel's convention center in Rio de Janeiro.

The event's wide program discussed the latest and most important developments in the diagnosis and treatment of cancer, including topics such as robotic surgery, organ transplants, integration of specialties, lines of care, new molecular tests, interventions for treating pain and clinical research, with a broad participation of IDOR.

### PRESENTATION

Business Model

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

**Hybrid International Symposia**

With the resumption of face-to-face events, in 2023, Oncologia D'Or held its medical meetings and its six scientific symposia in person (some in the hybrid format). The Company held the 8<sup>th</sup> Oncologia D'Or International Uro-oncology Symposium, in Salvador (June); the 8<sup>th</sup> Oncologia D'Or International Lung Cancer Symposium, in Recife (August); the First Oncologia D'Or International Gynecologic Cancer Symposium, in Rio de Janeiro (September); the 10<sup>th</sup> Oncologia D'Or International Gastrointestinal Cancer Symposium, in Brasília (September); the 9<sup>th</sup> International Breast Cancer Symposium, in Fortaleza (October); and the 8<sup>th</sup> Oncologia D'Or International Hematology Symposium, in São Paulo (November).

The symposia were attended by 195 nationally and internationally renowned speakers, during the six meetings, with almost 3,291 registrations and nearly 200 participants, 896 of whom attended in person and 130 online, to follow more than 80 hours of original scientific knowledge on the main advances in oncology.

**National Pink October events**

In 2023, we expanded events for patients in the Pink October campaign, with activations of the Oncologia D'Or's *Ano Todo Rosa* campaign in different regions. The aim was to raise awareness of breast cancer in the month in which the world shines a light on the subject, while delivering the content of Oncologia D'Or website, which is available all year round, in order to inform people about ways of preventing and treating this type of tumor. The main events were:

- **Street Run for Life** (Salvador);
- **Event with Frevo dance classes and light show** at fine artist Francisco Brennand's Crystal Tower (Recife);
- **Papo pela Vida (Chatting about life)** – Talk Show with specialists and guests and parade with patients (São Paulo);

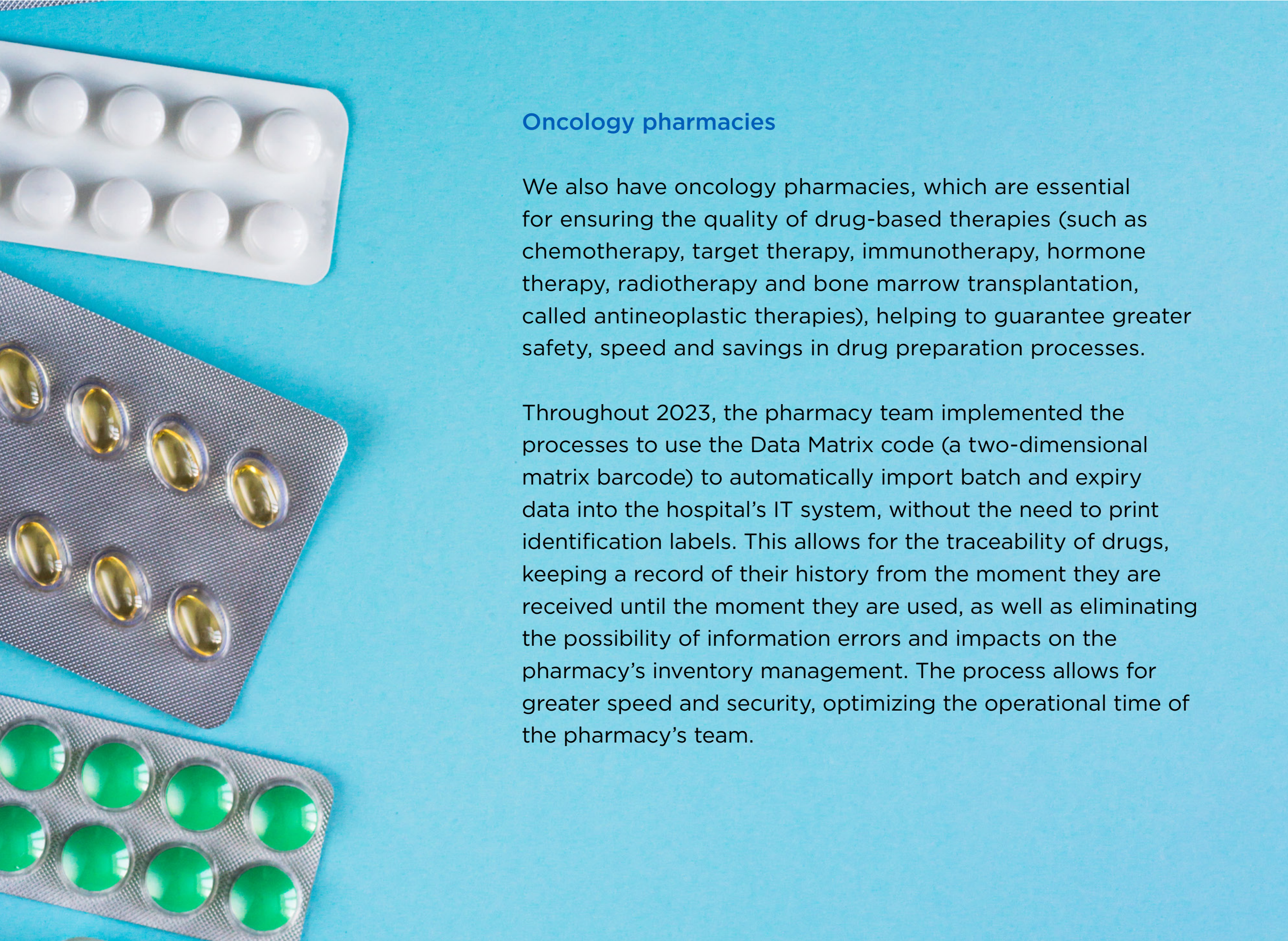
- **Dance event and talk sessions** with professionals (Fortaleza);
- **Morning with work** out sessions at Morro da Urca (Rio de Janeiro);
- **Encontro Delas: Edição Especial O Ano Todo Rosa** (Women Together: Pink All Year Special Edition) – Talk session with guests (Rio de Janeiro);
- **Unraveling Breast Cancer Myths** - morning lecture for the NGO "Marque esse Gol", for women undergoing breast cancer treatment, and guided tour of the recently renovated Flamengo Museum (Rio de Janeiro); and
- **O Ano Todo Rosa street run** (Brasília).



the Oncologia D'Or's Ano Todo Rosa campaign

PRESENTATION

- Business Model
- Governance
- Manufactured capital
- Human capital
- Social and relationship capital
- Natural capital
- Intellectual capital
- Financial capital
- Annexes
- GRI and SASB Content Index
- Assurance Report



### Oncology pharmacies

We also have oncology pharmacies, which are essential for ensuring the quality of drug-based therapies (such as chemotherapy, target therapy, immunotherapy, hormone therapy, radiotherapy and bone marrow transplantation, called antineoplastic therapies), helping to guarantee greater safety, speed and savings in drug preparation processes.

Throughout 2023, the pharmacy team implemented the processes to use the Data Matrix code (a two-dimensional matrix barcode) to automatically import batch and expiry data into the hospital's IT system, without the need to print identification labels. This allows for the traceability of drugs, keeping a record of their history from the moment they are received until the moment they are used, as well as eliminating the possibility of information errors and impacts on the pharmacy's inventory management. The process allows for greater speed and security, optimizing the operational time of the pharmacy's team.

### New units and certifications

In 2023, we opened new Oncologia D'Or units in different Brazilian regions. In São Bernardo do Campo (SP), the Oncologia D'Or clinic opened at a new address, in the same space as the Rede D'Or Medical Center. Oncologia D'Or Itaim opened in the Visionare Medical Center, in the Itaim neighborhood in São Paulo. In Rio de Janeiro, the Oncologia D'Or Campo Grande unit also began operating in a new space.

In this reporting cycle, the following units were certified:

- Pio X, Taguatinga, Biosphere and Anchieta units - **JCI recertification;**
- Pio X Unit - **QOPI (ASCO) recertification.**

PRESENTATION

- Business Model
- Governance
- Manufactured capital
- Human capital
- Social and relationship capital
- Natural capital
- Intellectual capital
- Financial capital
- Annexes
- GRI and SASB Content Index
- Assurance Report

# SulAmérica

GRI 2-6

On December 23, 2022, our value proposition was significantly enhanced by the completion of the business combination with SulAmérica — one of Brazil’s leading independent insurance companies. Operating in the segments of healthcare, dental care, life and personal accident insurance; asset management; and private pension products, SulAmérica had more than 7 million customers spread across Brazil by year-end 2023.

In a challenging year for the supplementary healthcare sector, the insurance company focused on reducing administrative expenses and gaining synergies from the integration of its businesses, seeking greater efficiency while maintaining its essence. SulAmérica’s financial statements, as of 2023, have already been incorporated into Rede D’Or’s balance sheet.

SulAmérica recoded a 14.6% increase in net revenue, totaling R\$27 billion. Consolidated claims ratio, an important sector indicator, fell by 2.1 percentage points in 2023 versus 2022, ending the consolidated year at 86.4%.

SulAmérica ended the year with a positive balance, related to the growth in the number of beneficiaries, adding close to 40,000 new lives, considering health and dental care plans. This result arises from several strategies adopted, ranging from the fight against fraud to the launch of products, including the intelligent network of hospitals and laboratories with national or regional coverage at competitive prices. The investments in cross-sell initiatives and customer activation, which standardized, automated and tailored approaches and communication.

In addition to a continuous campaign and offer routine, several multidisciplinary projects were implemented, focused on improving data visualization, such as linking customers with brokers, and a business platform for brokers to work on commercial opportunities.

Another important step was to control the parameters of claims, thus curbing fraud, reviewing the operational strategy and investing in technology in the beneficiary relationship interface.



PRESENTATION

- Business Model
- Governance
- Manufactured capital
- Human capital
- Social and relationship capital
- Natural capital
- Intellectual capital
- Financial capital
- Annexes
- GRI and SASB Content Index
- Assurance Report

## Fighting Fraud

SulAmérica, like the entire sector, has seen a substantial growth in fraud against healthcare plans. For this reason, in 2023, the company sought to raise awareness among beneficiaries, service providers, client companies and brokers about the correct use of the benefit, which is essential to maintaining the sustainability of supplementary healthcare. In addition to joining the campaigns promoted by the Brazilian Association of Healthcare Plans (Abramge, in Portuguese) and the Brazilian Federation for Private Health Insurance and Plans (FenaSaúde, in Portuguese), SulAmérica invested in technological resources to map abuses and signs of fraud in the use of the plan. The company also adopted a new approach in its communications and developed a targeted communication plan.

Studies show that cost of claims for people impacted by the communication reduced by almost 30%. Given its success, the project will continue and be expanded to other operations. SulAmérica will invest in technology to improve its algorithm to have a timelier response.

The company also expects to make progress in mapping advertisers for a daily routine of solutions, and advanced measurement tools will be implemented in order to guarantee efficient results.

## Relationship with stakeholders

### Beneficiaries

SulAmérica has improved its beneficiary service and relationship by reinforcing its purpose of improving people’s lives, ensuring access to quality healthcare and delivering the best clinical outcome. The app, one of the main points of contact between beneficiaries and the company, continued to receive investments to provide a more fluid user experience.

Digital resources stood out throughout 2023 as we sought to promote services that facilitate and speed up access to healthcare, such as appointment scheduling, online visits in various specialties, medication prescriptions, exam guides, doctor’s notes, reimbursement via the app and with biometrics. We also promoted the use of LabIn, a home laboratory service, offering beneficiaries convenience and agility.

In order to strengthen its main advantage, which is high-quality care services, the insurer has sought, among other initiatives, to work on lines of care, with a team of physicians and specialists to monitor the patient’s entire health journey. Likewise, it has improved initiatives aimed at disease prevention, by offering periodic examinations and raising awareness among corporate customers about healthcare offers for its employees.

### Customers/Companies

During 2023, SulAmérica continued the strategy of delivering value to its Health and Dental customers. We revised contracts, introducing or increasing co-pay; revised reimbursement multiples; and reinforced actions to fight fraud. This allowed better adjustment negotiations with corporate customers, focusing on positive results for everyone.

The dental plan was another action to increase the benefits offered to health beneficiaries of companies in the SME+, Corporate and Managed segments, expanding the benefits offered to these clients.

The company also worked to strengthen its relationships and give visibility to its strategic paths, including communication actions, events, sponsorships and partnerships structured since the implementation of contracts.

### Agents

Our network of over 37,000 agents was a crucial element of the actions designed to strengthen our relationships. SulAmérica recognized the unique characteristics of each region with specific actions and the launch of regional products. One of the most important launches of the year was the new portfolio of dental services, restructured to reach more beneficiaries.

In 2023, we promoted *Onda Laranja* (Orange Wave), an event that highlights SulAmérica’s color, in 20 states, strengthening our relationship to over 6,000 brokers, reinforcing the company’s competitive advantages and bringing us closer to our salesforce, thus boosting sustainable growth.

### Physicians

Structuring a robust event agenda and having a frequent and consistent communication network is key to strengthening the partnership with SulAmérica’s more than 10 thousand service providers, including physicians, hospitals, clinics and laboratories. In 2023, SulAmérica invested heavily in expanding the accredited network in some regions, especially Minas Gerais. More than 450 new service providers were included in the network, as well as thousands of specialties for service, reaffirming the Company’s commitment to expanding access to healthcare and strengthening its presence in the region.

PRESENTATION

Business Model

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

## New Products

One of the solutions adopted to contribute to business sustainability, both for the operator and its client companies, was to invest in the sale of products with co participation, offering a more affordable price to end users and raising awareness among beneficiaries about the best way to use the health insurance (avoiding wastage and reporting fraud).

Aimed at pursuing profitability, new regional products were launched to offer a range of alternatives that meet the characteristics and demands of each Brazilian region.

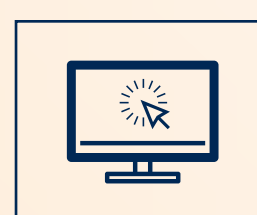
This business strategy, combined with customer relationship, has resulted in an increase in the number of beneficiaries of 8.7% in the period from 2021 to 2023, which represents more than 4.9 million beneficiaries of health and dental insurance.

### Products launched in 2023

- *Novo Portfólio Odonto*
- *Direto Aracaju*
- *Direto Nacional SP*
- *Direto Nacional RJ*
- *Direto Nacional Fortaleza*
- *Direto Nacional Salvador*
- *Direto Nacional BH*
- *Direto Recife*
- *Especial Mais SP Capital*
- *Especial Mais SP Interior 1 (Campinas)*
- *Especial Mais SP Interior 3 (Ribeirão)*
- *Especial Salvador*
- *Especial Mais Interior 2*
- *Especial Mais Direto Aracaju*

## Incentivized projects

In 2023, SulAmérica sponsored three projects by using the Culture and Sports Laws. Focused on broadening access to culture and leisure, the company continued its partnership with the Ouro Preto Orchestra, promoting an open concert for 15,000 people, at Villa Lobos Park, in São Paulo (SP), with the special participation of singer Diogo Nogueira. Together with the orchestra, the company also sponsored the Ouro Preto Orchestra Academy, which is responsible for accelerating the careers of 17 young musicians. As regards sports, to encourage people to exercise, we promoted another edition of the Move project, a free arena for 2,000 people in Villa Lobos Park, with street running and walking, dance classes, Pilates, activities for children and consultations with a nutritionist.



More information on SulAmérica is available on the company's website or the Investor Relations channel.

## SulAmérica in numbers

BRL **27**  
billion  
NET REVENUE

**59%**  
OF LEADERSHIP  
AND EXECUTIVE  
LEADERSHIP  
POSITIONS HELD BY  
WOMEN

**37,000**  
ACTIVE  
AGENTS

**4.9**  
million  
BENEFICIARIES

## SulAmerica *Investimentos*

In 2023, SulAmérica Investimentos reaffirmed its commitment to the ongoing pursuit of excellence in asset management and fiduciary principles.

The company stood out among the country's leading independent asset managers and was recognized as the Best Investment Grade Fixed Income Pension Manager by the Valor / FGV ranking and the Best Fixed Income Asset in the Guia de Fundos FGV (FGV Fund Guide), in the group of specialist managers. It has reached BRL 63 billion in assets under management and administration, more than 200,000 shareholders and BRL 18 billion in private credit assets.

For the 14<sup>th</sup> consecutive year, Standard & Poor's rated SulAmérica Investimentos with the highest score in its evaluation of investment fund managers. The confirmation of the top rating "AMP-1 – Very Strong" reflects the business' good profile and financial structure; disciplined investment processes, aligned with best management practices; diversified product portfolio; company strategy; and good fiduciary principles, as well as the team's expertise.

Repeating such an achievement shows the company's ongoing concern with improving processes, strict risk control and transparency in customer relationship.

### PRESENTATION

Business Model

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

## Laboratórios Richet

Acquired in 2018, Laboratórios Richet are advanced diagnostic and immunization centers, with 11 units for carrying out medical laboratory tests and diagnostic imaging. With a team of around 450 employees, it operates 10 units in the city of Rio de Janeiro and 1 in Niterói (RJ).

Richet operates both in hospitals and in partnership with clinics specializing in fertility, executive check-ups, geriatrics, sports medicine, nutritional support and occupational medicine. It offers a laboratory service structure for clinical research centers with technical, operational and logistic support.



**LABORATÓRIOS RICHET**  
are advanced diagnostic and immunization centers

**11**  
**UNITS**  
laboratory tests and diagnostic imaging

**450**  
**EMPLOYEES**  
With a team of around

PRESENTATION

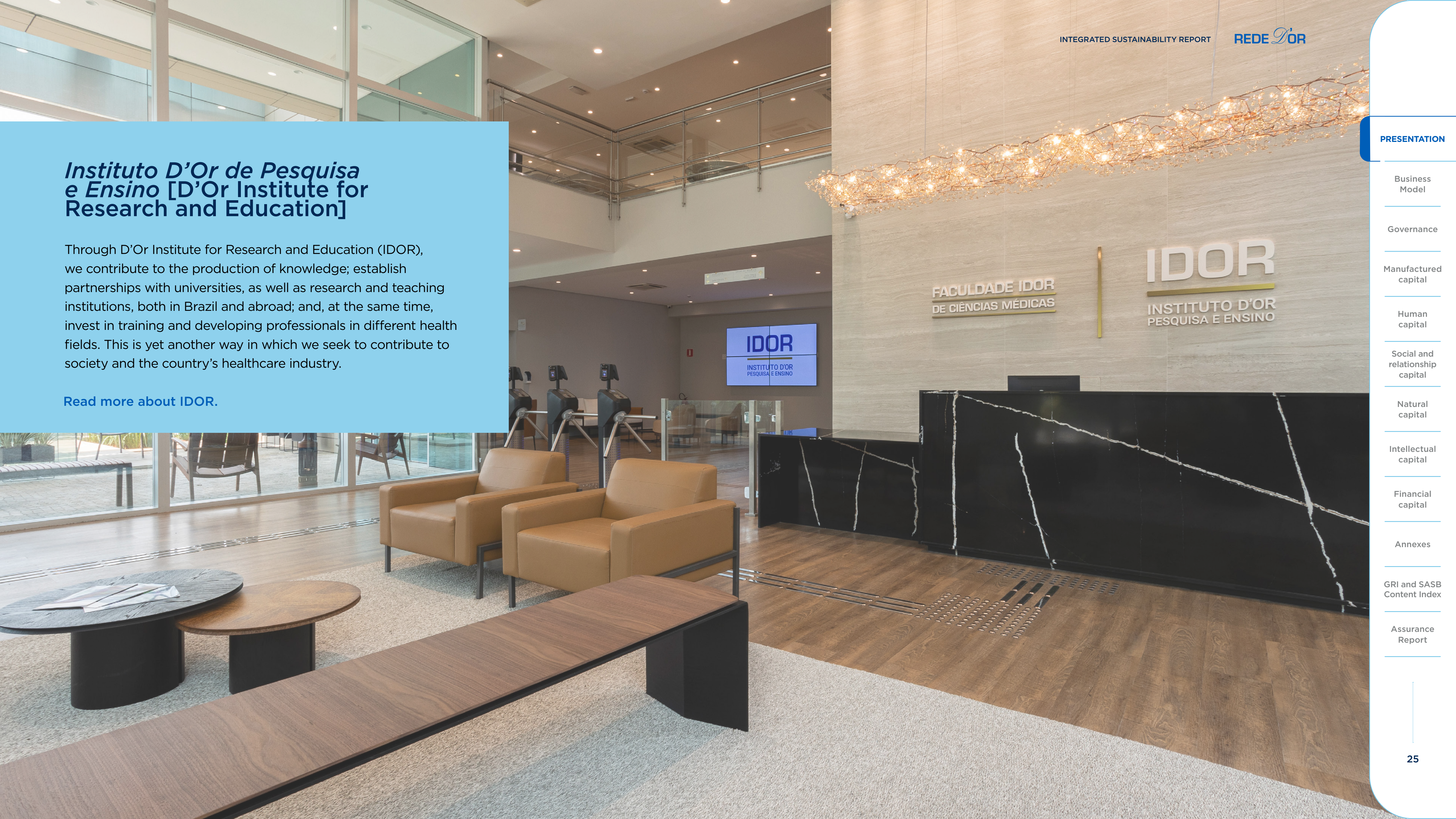
- Business Model
- Governance
- Manufactured capital
- Human capital
- Social and relationship capital
- Natural capital
- Intellectual capital
- Financial capital
- Annexes
- GRI and SASB Content Index
- Assurance Report



## Instituto D'Or de Pesquisa e Ensino [D'Or Institute for Research and Education]

Through D'Or Institute for Research and Education (IDOR), we contribute to the production of knowledge; establish partnerships with universities, as well as research and teaching institutions, both in Brazil and abroad; and, at the same time, invest in training and developing professionals in different health fields. This is yet another way in which we seek to contribute to society and the country's healthcare industry.

[Read more about IDOR.](#)



PRESENTATION

- Business Model
- Governance
- Manufactured capital
- Human capital
- Social and relationship capital
- Natural capital
- Intellectual capital
- Financial capital
- Annexes
- GRI and SASB Content Index
- Assurance Report

# About this report

GRI 2-2, 2-3, 2-5, 2-14

Our Sustainability Report has been [published annually](#) in a version adapted for stakeholders with accessibility needs, as well as in additional versions (digital and English), and covers the period from January 1 to December 31, 2023. The Report's scope encompasses the Company's operations throughout Brazil and which are reflected in the Company's annual [Financial Statements](#) in item 7 (related-party transactions). The reporting process, as well as the materiality, is approved by Senior Management.

The content was prepared in accordance with the [Global Reporting Initiative \(GRI\)](#), standards and indicators, 2021 version, and the Integrated Report framework<sup>1</sup>, complying with the 2021 version. It also incorporates elements of the Integrated Reporting Framework<sup>1</sup> and complies with the disclosure topics and metrics of the [Sustainability Accounting Standards Board \(SASB\)](#) disclosure topics. Performance data is correlated with the [Sustainable Development Goals \(SDGs\)](#), including economic, social and environmental performance targets associated with material topics. Information related to climate change, as



For further information on this report, please contact the Sustainability department: [sustentabilidade@rededor.com.br](mailto:sustentabilidade@rededor.com.br) [GRI 2-3]. Visit our official "[Rede D'Or Sustainability](#)" page here.

**This Integrated Sustainability Report was structured to guarantee accessibility tools and is available in digital and English versions. All operations carried out by the Group throughout the territory national were reported here, as well as details of the Company's annual Financial Statements.**

in the previous report, has been published according to the [Task Force on Climate-Related Financial Disclosures \(TCFD\)](#), which can be consulted in an attached document. We are looking into adapting our climate information to the [IFRS S2 \(Climate-related Disclosures\)](#) standard. A summary of this topic can be found in chapter [Climate Change](#), with the reporting of the respective GRI indicators.

It is important to note that SulAmérica's ESG indicators have been published in an [attachment to this report](#), and that some information from Rede D'Or may not cover all units due to the lack of indicators or the impossibility of monitoring. For these situations, we use explanatory notes.

The non-financial information contained in this report has been internally verified, with the agreement of senior management, and subject to external assurance by [KPMG](#). This entity acts as an independent verifier, with no

commercial ties to Rede D'Or ([see the assurance statement for more details](#)) [GRI 2-5].

The [Financial Statements \(FS\)](#) were prepared for the same reporting period (Jan 1, 2023 to Dec 31, 2023) and published on March 27, 2024, pursuant to the [corporate calendar](#). Results present the group's information, adhering to the [Accounting Pronouncements Committee \(CPC\) 21 \(R1\)](#) guidelines and the [IAS 34 - Interim Financial Reporting](#), international standard, published by the International Accounting Standards Board (IASB). The financial statements are reported one month prior to the sustainability report, as defined by the Company. These statements are audited by Ernst & Young (EY).

<sup>1</sup> In relation to the Integrated Report guidelines, there were no omissions of data or information.

# Materiality

GRI 2-29, 3-1, 3-2, 3-3

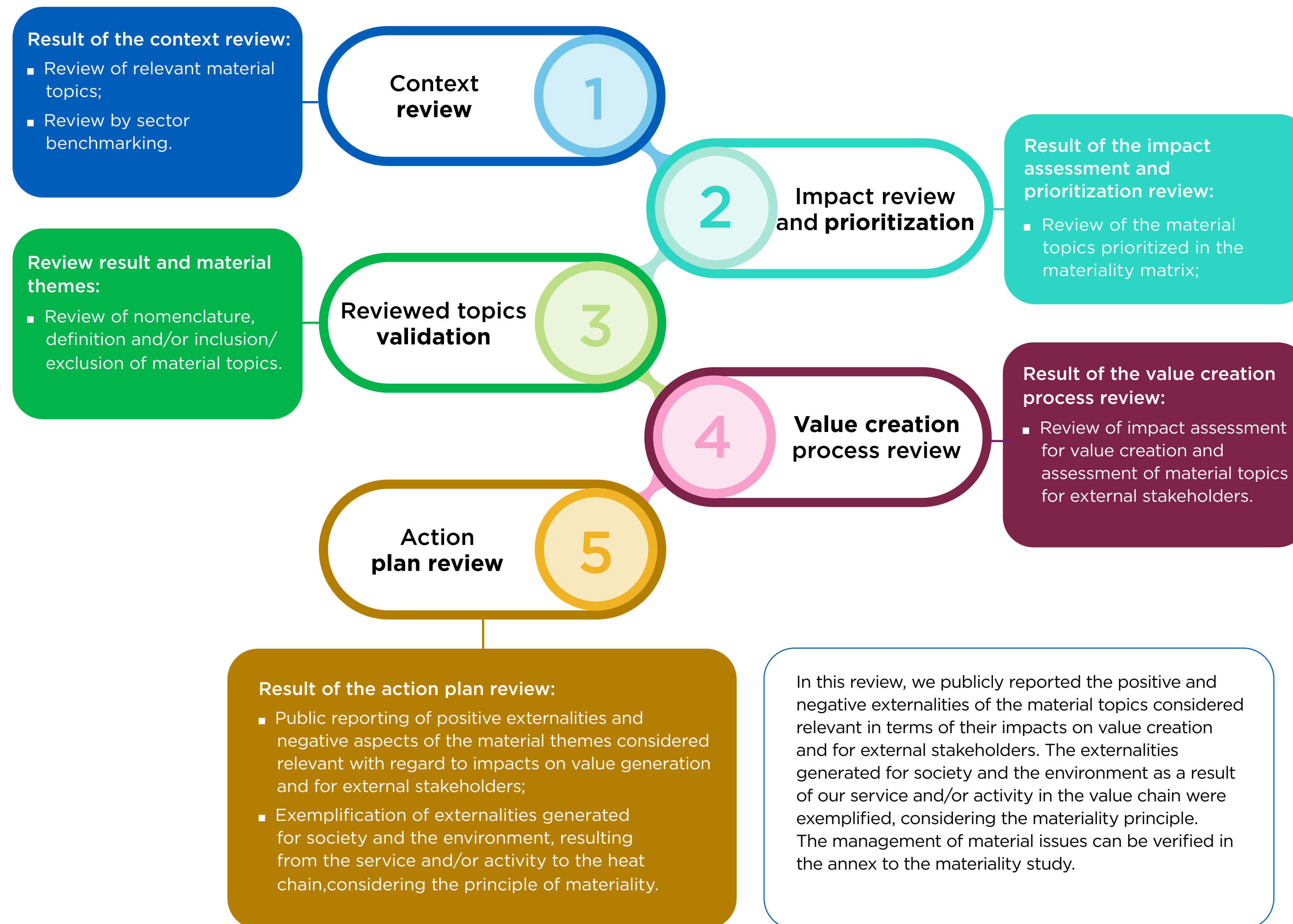
Periodically, we conduct a materiality assessment, as provided for in our internal regulations, in two separate processes. A full materiality study is carried out every two years, considering the GRI 3: Material Topics 2021 standard in its entirety, in order to define the priority material topics based on the stakeholder engagement and impact assessment, as well as define the ESG strategy on a biannual basis. This biannual study, which defined our material topics for this Integrated Sustainability Report, can be accessed in Portuguese and English on [Rede D'Or's official website](#).

In 2023, we established and carried out the annual review process, whose goals are to identify the possibility of adding new relevant material topics, based on industry benchmarking; to review the interpretation of the nomenclature of topics and/or their description, in order to ensure accuracy in their interpretation; to review the impacts of material topics determined in the biannual study; and/or to review for other necessary reasons, such as the Company's ESG strategy [\[GRI 2-4\]](#).



For more details on the 2023 Materiality Review Process, [click here](#) — accessible in Portuguese and English.

The materiality review process encompassed the following steps:



PRESENTATION

- Business Model
- Governance
- Manufactured capital
- Human capital
- Social and relationship capital
- Natural capital
- Intellectual capital
- Financial capital
- Annexes
- GRI and SASB Content Index
- Assurance Report

Description of the 2023 material topics | GRI 3-2, 3-3

Material topic	Description
 <b>Economic Performance</b>	The contribution of Rede D'Or's economic performance is reflected in the creation of shared value, through return to shareholders and fostering the economy, through the acquisition of materials and inputs, creation of direct and indirect jobs, payment of taxes, development of suppliers and social investment in the community.
 <b>R&amp;D, Innovation and Education<sup>1</sup></b>	Scientific research plays a pivotal role in supporting healthcare organizations to develop new treatments, thereby improving quality of life. The Research and Education Institute (IDOR) not only leads the way in research and innovation, but also plays an essential role in training healthcare professionals and disseminating knowledge. Rede D'Or's operations are increasingly based on the use of digital care technologies.
 <b>Integrity, Risk and Anti-corruption</b>	We adopt measures to fight ethical misconduct and non-compliance with laws and regulations, aimed at grounding relationships and data management with trust and transparency. The Integrity Program establishes mechanisms to prevent, detect and fight corruption, bribery and bid-rigging. Risk management strengthens the organization's defenses, mitigating several risks and enhancing opportunities.
 <b>Energy</b>	Energy consumption in hospitals is directly related to the operation of systems such as lighting, air conditioning, heating, water pumping, elevators and medical equipment. We practice the efficient use of energy and seek energy autonomy to minimize the impact on our processes, promoting the conscious consumption of this resource.
 <b>Water and effluents</b>	Water consumption is indispensable for providing hospital service. Efficient management of water use, including the control, reuse and utilization of rainwater, not only reduces costs, but also mitigates the environmental impact of its use and the generation of effluents, thus promoting the conscious consumption of this resource.

Material topic	Description
 <b>Waste</b>	Waste management covers aspects such as generation, segregation, packaging, collection, storage, recycling, treatment and final disposal, prioritizing the protection of public health and the environment.
 <b>Health and Safety</b>	Health and Safety performance encompasses the promotion of occupational health and safety for direct and indirect employees and the prevention of work-related accidents and incidents. Key initiatives include taking care of people, mitigating safety risks and absenteeism in order to maintain levels of excellence and fulfill the business purpose.
 <b>Patient-centered care<sup>2</sup></b>	It encompasses all interactions that influence patient perception, covering health and safety, technical and perceived quality of services, clinical outcome and patient satisfaction.
 <b>Climate Change</b>	Greenhouse gas emissions are the main cause of climate change, and the health sector, according to studies by Health Care Climate Action, is one of the main emitters globally. We promote the saving of natural/energy resources through the adoption of sustainable and healthy buildings, as well as the use of telemedicine.
 <b>Socioeconomic impact</b>	Creating value through local community development, private social investment and efforts to keep the community informed about health and sanitary issues.
 <b>Human Rights</b>	The commitment to Human Rights includes respect for the labor rights of own and third-party employees, developing and retaining talent, promoting a diverse, inclusive and stimulating environment, with qualified and motivated teams, respecting ethics and the individual in their social and environmental context.

PRESENTATION

- Business Model
- Governance
- Manufactured capital
- Human capital
- Social and relationship capital
- Natural capital
- Intellectual capital
- Financial capital
- Annexes
- GRI and SASB Content Index
- Assurance Report

After the review process, the list of 2023 material topics was validated with two changes to the nomenclature of the material topic, as well as to the description of material topics [GRI 2-4, GRI-3]:

1. The 2022 material topic "R&D, Innovation and Knowledge Dissemination" has been reclassified as "R&D, Innovation and Education".  
 2. The 2022 material topics "Disease prevention and health promotion" and "Patient experience" were consolidated into the topic "Customer-centered care".



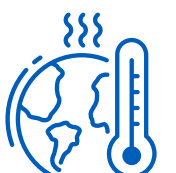


## Management of material topics | GRI 3-3

Material topic	Related capital	Content	Related indicator	Where controls and impacts are addressed	Policies and commitments
<p><b>Economic Performance</b></p>	Financial	GRI 201: Economic Performance 2016	GRI - 201-1 to 201-4 GRI - 207-1	Manufactured Capital Financial Capital	Policy for Hiring Audit and Extra-Audit Services; Sustainability Policy; Stakeholder Engagement Policy.
<p><b>R&amp;D, Innovation and Education</b></p>	Intellectual and human	GRI 404: Training and education 2016 / R&D and Innovation Content	GRI - 404-1 to 404-3, and Company indicators: <ul style="list-style-type: none"> <li>▪ R&amp;D - Number of research.</li> <li>▪ R&amp;D - Number of published articles.</li> <li>▪ R&amp;D - Number of quotations.</li> <li>▪ R&amp;D - Number of scientists in training.</li> <li>▪ Education - Number of medical students.</li> <li>▪ Education - Number of graduate programs.</li> <li>▪ Education - Number of residents.</li> <li>▪ Innovation - Number of products under development.</li> <li>▪ Innovation - Number of patents.</li> </ul>	Human Capital Intellectual capital	Innovation policy; Stakeholder Engagement Policy.
<p><b>Integrity, Risk and Anti-corruption</b></p>	Social and Relationship	GRI 205: Anti-corruption 2016 GRI 418: Customer privacy 2016	GRI - 205-1 to 205-3 GRI - 418-1	Ethics and Compliance	Integrity Program; Code of Conduct; Internal Audit Policies; Anti-Corruption Policy; Privacy Notice; Stakeholder Engagement Policy.
<p><b>Energy</b></p>	Natural	GRI 302: Energy 2016	GRI - 302-1 to 302-5	Environment: energy consumption	Health, Safety and Environment Policy; Risk Management Policy; Sustainability Policy.
<p><b>Water and effluents</b></p>	Natural	GRI 303: Water and effluents 2018	GRI - 303-1 to 303-5	Environment: water management and effluents	Health, Safety and Environment Policy; Sustainability Policy.
<p><b>Waste</b></p>	Natural	GRI 306: Waste 2020	GRI - 306-1 to 306-5	Environment: waste management	Health, Safety and Environment Policy; Sustainability Policy.

**PRESENTATION**

- Business Model
- Governance
- Manufactured capital
- Human capital
- Social and relationship capital
- Natural capital
- Intellectual capital
- Financial capital
- Annexes
- GRI and SASB Content Index
- Assurance Report

Management of material topics | GRI 3-3

Material topic	Related capital	Content	Related indicator	Where controls and impacts are addressed	Policies and commitments
 <p><b>Health and Safety</b></p>	Human	GRI 403: Occupational Health and Safety 2018	GRI - 403-1 to 403-10	Human Capital: Occupational Health and Safety	Health, Safety and Environment Policy; Stakeholder Engagement Policy.
 <p><b>Patient-centered care</b></p>	Social and Relationship/ Infrastructure	GRI 416: Customer Health and Safety 2016 / Quality and company content	GRI - 416-1 to 416-2 and company indicators: <ul style="list-style-type: none"> <li>Standardized hospital mortality rate;</li> <li>Readmission rate in adult ICU up to 24 hours;</li> <li>Catheter-associated urinary tract infection.</li> <li>Ventilator-associated pneumonia.</li> <li>Primary bloodstream infection associated with catheter use;</li> <li>NPS.</li> </ul>	Management model	Quality Policy. Stakeholder Engagement Policy.
 <p><b>Climate Change</b></p>	Natural	GRI 305: Emissions 2016	GRI - 305-1 to 305-7	Environment: Climate Change	Climate Change Policy, Risk Management Policy; Sustainability Policy.
 <p><b>Socioeconomic impact</b></p>	Social and Relationship	GRI 203: Indirect Economic Impacts 2016 GRI 413: Local Communities 2016	GRI - 203-1 e 203-2 GRI - 413-2	Socioeconomic Impact	Policy of Corporate Social Responsibility; Stakeholder Engagement Policy.
 <p><b>Human Rights</b></p>	Social and Relationship / Human	GRI 401: Employment 2016 GRI 405: Diversity and equal opportunities 2016 GRI 406: Non-Discrimination 2016 GRI 410: Safety practices 2016	GRI - 401-1 to 401-3 GRI - 405-1 and 405-2 GRI - 406-1 GRI - 410-1	Human Capital	Integrity Program; Human Rights Policy; Policy of Corporate Social Responsibility; Sustainability Policy; Stakeholder Engagement Policy.

PRESENTATION

- Business Model
- Governance
- Manufactured capital
- Human capital
- Social and relationship capital
- Natural capital
- Intellectual capital
- Financial capital
- Annexes
- GRI and SASB Content Index
- Assurance Report

# BUSINESS MODEL

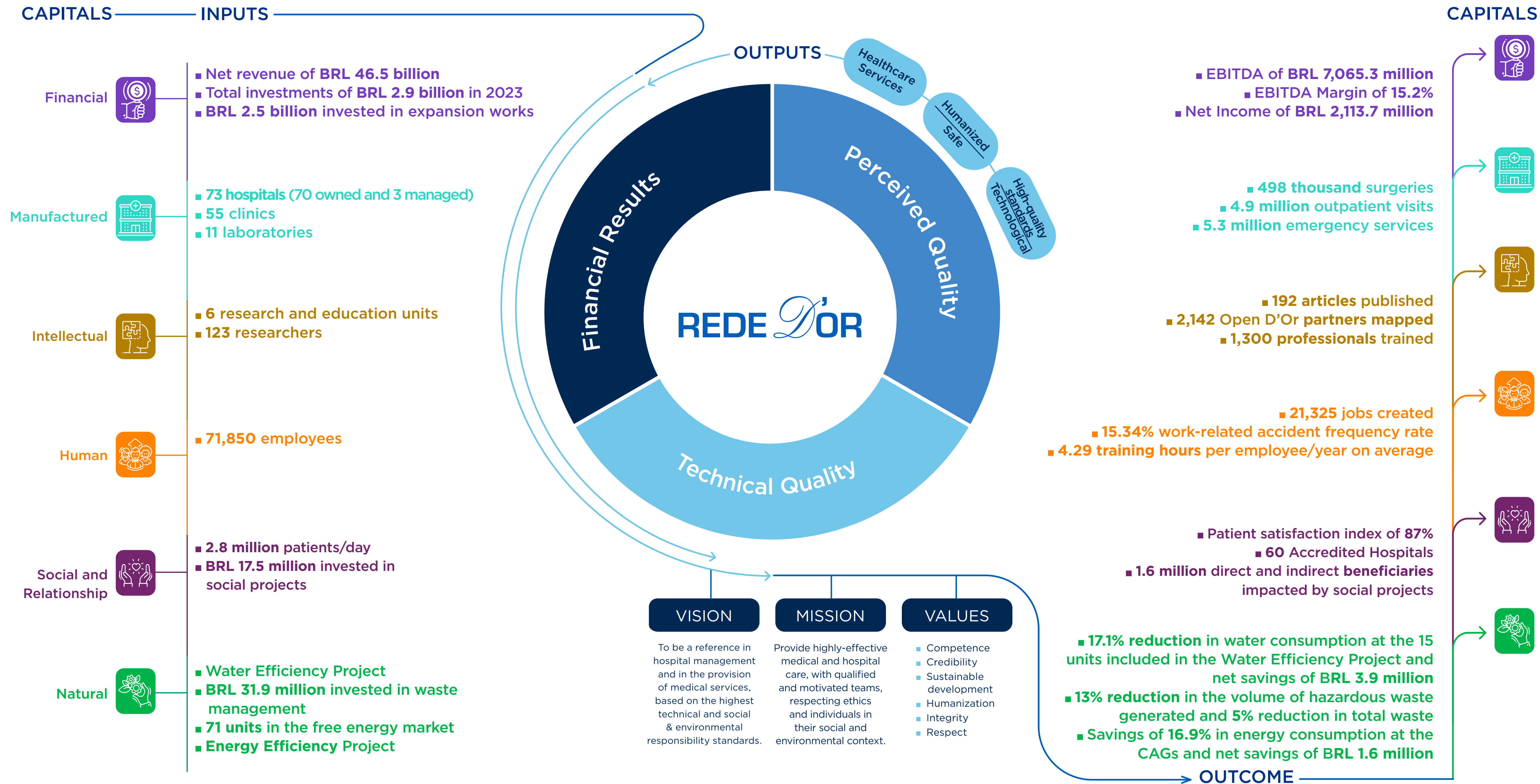
- 32 Value creation model
- 33 Vision of the future
- 35 Our management commitments
- 36 Commitment to sustainability

## SDG



# Value creation model

GRI 2-6, 3-3 SASB HC-DY-000.A, HC-DY-000.B



Presentation

BUSINESS MODEL

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report



# Vision of the future

## Industry scenario

GRI 2-6

In January 2023, Brazil had 4,529 private hospitals and 264,253 beds available, mostly concentrated in the states of São Paulo and Minas Gerais, according to the survey Brazilian Hospital Scenario – 2023, prepared by the National Health Confederation (CNSaúde, in Portuguese) and the Brazilian Federation of Hospitals (FBH, in Portuguese), available for consultation [here](#). Although these figures seem significant, they present a scenario of concern for a country of continental dimensions.

Today, we have a ratio of 1.9 bed per one thousand inhabitants, below the average ratio for Latin America, which is 2 beds per one thousand inhabitants, and well below the World Health Organization's (WHO) global estimate of 3.2 hospital beds per one thousand inhabitants. Furthermore, in some regions, such as the Southeast, which concentrates 42% of Brazil's private hospitals, the concentration of units is much lower than that of beneficiaries, as 61% of the population with health insurance is concentrated in this region.



Presentation

**BUSINESS MODEL**

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

**+60**  
PROJECTS  
in the Organic  
Expansion Program

**6,634**  
NEW BEDS  
planned with the  
Organic Expansion  
Program

**11,737**  
TOTAL BEDS  
at the end of 2023

Data shows an imbalance in the Brazilian hospital operation, with successive losses of private hospital units and beds in recent years. In 2022, 202 private hospitals were opened, while 139 closed down given the challenges and difficulties of keeping a hospital running.

Added to this, healthcare insurance carriers continued to record negative results, totaling BRL 4.5 million, according to a report by the Brazilian Association of Healthcare Plans – Abrange, in Portuguese (*Cenário da Saúde publication, volume 8 no. 4*). The data, however, already shows a recovery over the previous year, driven by an increase in the number of beneficiaries (expected to grow

by 1.6% in 2023, to 51.2 million people) and improved management models (reducing expenses, reviewing processes), as well as the growing use of analytics, artificial intelligence, among other tools.

From a macroeconomic stance, the Brazilian scenario remained challenging in 2023 but saw the start of an upturn in the level of economic activity. Greater acquisition of services has led to an expansion in this segment's activities. Traditionally a high employer, the sector boosted the labor market, which contributed to GDP closing the year up by 2.9%, slightly above the forecast. As a result, Brazil was ranked among the Top 20 largest economies in the

world in 2023, according to the International Monetary Fund (IMF).

Inflation, as measured by the Extended National Consumer Price Index (IPCA, in Portuguese) – the government's official rate –, closed 2023 with an accumulated increase of 4.62%, within the inflation target range determined by the National Monetary Council (CMN, in Portuguese), which was 3.25% (inflation was 5.6% in 2022). The unemployment rate ended the year at an average of 8%, showing that most of the population is employed, which contributes positively to the recovery of the economy and, consequently, to spending with healthcare.

### Rede D'Or's operation

GRI 3-3

We continue to strengthen the private hospital network to ensure hospital care for the Brazilian population. In 2023, we increased the number of beds to 11,737 (2.2% more than in 2022). Our organic expansion program includes more than 60 projects distributed in new units (greenfield) and existing units (brownfield), totaling 6,634 beds, 1,221 of which have already been delivered between 2021 and 2023.

The program is part of the strategy grounded on three pillars that guide our business model and permeate all our activities:

financial sustainability; perceived quality; and technical quality. Thus, we are able to offer humanized, high-quality care, which is safer and incorporates the most modern technologies, in accordance with the most up-to-date medical evidence.

Accordingly, we maintain our commitment to keeping the highest ethical and integrity standards in our care practices, in the relationship with all stakeholders and in our commercial transactions.

# Our management commitments

Sustainable development underpins our management model. This means that we are committed to operational efficiency (optimizing natural resources, making operational beds available and constantly improving performance in all units), always respecting the characteristics of each location where we operate and sharing best practices.

We strive to be agile in all our procedures and efficient in our operations, as well as control expenses and prevent wastage — of natural, material and financial resources and of our professionals' time. More than that, our management is committed to delivering maximum technical quality and comfort in the care of our patients' health, at the lowest possible cost.



Presentation

**BUSINESS MODEL**

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

# Commitment to sustainability

GRI,2-2, 2-28, 3-3, 308-1, 308-2, 414-1, 414-2

We devote our efforts to adopting the best sustainability-related practices, which has been a multidisciplinary topic for Rede D'Or for many years. The soundness of our strategy, a result of continuous progress on this journey, is attested to by the main corporate sustainability recognitions and assessment tools.

We are signatories to the United Nation's [Global Compact](#) and committed to UN's [2030 Agenda](#) and [World Bank's Ethical Principles in Health Care \(EpiHC\)](#). We are members of the [Ethos Institute for Social Responsibility](#) and the Healthy Hospitals Project (PHS, in Portuguese), which represents and coordinates the activities of [Health Care Without Harm](#) and the [Global Green and Healthy Hospitals Network](#) in Brazil. We have a goal to zero our net carbon emissions by 2050, as part of the [Race to Zero](#) initiative.

In 2016, we prepared our first Greenhouse Gas (GHG) emissions inventory, initially as a pilot project. Since 2020, we began to submit our inventory to external assurance and publish it in the Public Emissions Registry. We have been awarded the Gold Seal by the Brazilian GHG Protocol Program, in recognition of our complete and audited information, which attests to our efforts to reduce environmental impacts.

One of our most important commitments is to provide quality care for our patients, seeking to improve their experience with us every day, based on empathy and compassion and a team trained in [Patient-Centered Care](#) concepts and definitions, for example. Some programs reinforce our commitment to sustainability, namely, the Energy Efficiency Programs, aimed at promoting

the efficient use of electricity and, therefore, reducing Greenhouse Gas emissions; the Water Efficiency Program, which sets out strategies to increase water use efficiency in the hospital units; and the Diversity Program, through which we carry out awareness-raising and engagement initiatives on the subject.

In 2023, we revised our ESG Strategic Planning, which includes the SDG Program and was approved by Senior Management, and we committed to new targets by prioritizing more sustainable development goals, increasing them from five to eight, according to our revised SGD Program ([see more information here](#)).

We also aim to increase the number of hospital kitchens with the [Green Kitchen](#), sustainable seal, which adopts sustainability criteria for food services.

We are included in important sustainability and governance indexes and ratings, which reaffirms our commitment to sustainability management and to an efficient and successful journey.

- FTSE4 Good Index Series
- Corporate Sustainability Index (ISE B3)
- B3's Efficient Carbon Index (B3's ICO2)
- Institutional Shareholder Services (ISS) ESG
- Standard&Poors's (S&P) The Sustainability Yearbook 2023
- Carbon Disclosure Project (CDP)



# ESG Strategic Planning

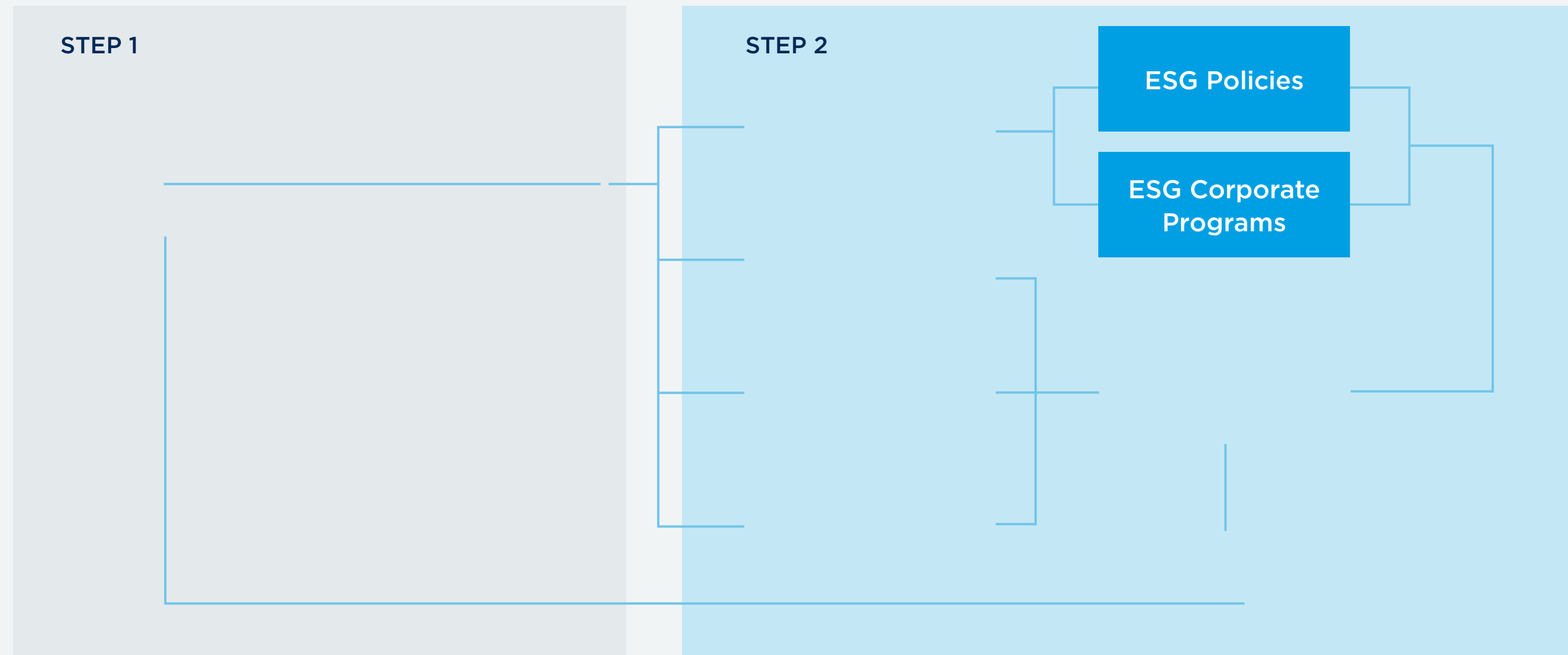
GRI 2-14,3-3

Our ESG strategy was based on the ESG Strategic Planning, approved by the Board of Directors on June 30, 2022, for the 2022-2030 period [GRI 2-14]. This planning is an internal document designed to guide our sustainable management processes, based on the Environmental, Social and Governance pillars.

The Planning which was revised in December 2023, and approved by the Board of Directors on 21/03/2024, materialized our governance on the topic [GRI 2-14]. This document presents the main processes structured to underpin our strategy, aligning social, environmental and governance goals with our business model. It was updated based on the maturity of our sustainability governance,

broken down into robust processes that have been in place since 2015, and takes into account the materiality principle. The main objective of the ESG Strategic Planning is to transparently present our sustainability management to both internal and external stakeholders, as well as to maintain our position as one of the main ESG practice benchmarks in our main industry.

The ESG Strategic Planning is structured as shown below.  
 Click on the highlighted pictures (green) to see more details:



<sup>1</sup> For strategic reasons, we have chosen not to publish the ESG Strategic Planning in its entirety.



## SDG Program

GRI 3-3

The Sustainable Development Goals (SDG) are important tools for strengthening the culture of sustainability, as well as making business more efficient, responsible, transparent and competitive. By implementing a methodology to comply with the SDGs, we take on our responsibility in mitigating and contributing to the solution of major social and environmental problems in the contemporary world.

That is why, in 2022, we developed the D'Or SDG Program, which is a structured program in which we defined five priority SDGs, considering the material topics established in the Materiality Matrix prepared in 2020. With a new Materiality Matrix and a review of material topics, in this reporting cycle, we revisited the D'OR SDG Program and added SDGs 9, 12 and 16 as priorities. For prioritization, we also considered the [B Impact Assessment](#), which uses the SDG Action Manager tool, made available by the UN Global Compact. For each priority SDG, we set related goals, targets, metrics and indicators, in order to contribute to the priority SDGs.

### Priority SDGs



## ESG Goals

GRI 3-3

One of the ESG Strategic Planning's main processes is developing structured programs for strategic topics, which have been identified as recurring themes from 2015 to 2023, namely: the Integrity Program; Corporate Water Efficiency Program; Corporate Energy Efficiency Program; Corporate Waste Management Program; Corporate Program on Adaptation to Climate Change and Greenhouse Gas Emissions Management; and SDG Program, in which the SDGs are prioritized and aligned with the material topics in a comprehensive manner [\[GRI 3-3\]](#).








We set ESG targets through these programs, and we consider the deadline set in the ESG Strategic Planning - 2030 - to be in line with our commitment to the [2030 Agenda](#). These programs are maintained internally, and their

results are overseen by the responsible departments and the Sustainability Committee.

As provided for in the ESG Strategic Planning through the "ESG transparency" process, we carried out a quantitative assessment of the current status, compared to the previous year; presented the final status when considering the target deadline; and carried out a qualitative analysis of the target's progress. It is important to note that, in accordance with our internal regulations on roles and responsibilities in ESG management, there is a department responsible for each of these targets, which establishes an action plan and provides resources for achieving the goals.







Below is a list of ESG targets that help manage material topics | GRI 3-3

Material topic	Target <sup>1</sup>	Target's main indicator	2022	2023	Final status <sup>2,3,4</sup>	Prioritized SDG
 <b>Economic Performance</b>	By 2023, set out an assessment process for suppliers in the ESG high-risk categories for direct and indirect supplies.	% of the task completed	0.0%	100.0%	✓	8
 <b>R&amp;D, Innovation and Education</b>	Restructure the organization of Academia Rede D'Or's knowledge management content by December 2022.	% of the task completed	100.0%	100.0%	✓	4
	Increase the number of young people impacted by corporate programs* by 20% until 2030. *Internship and trainee programs; (reference year 2021).	Percentage change (%) of young people impacted	17.1%	92.2%	→	4
 <b>Integrity, Risk and Anti-corruption</b>	Train 90% of active employees and contractors (those holding leadership positions in the hospital units) on integrity-related procedures by 2025.	% of trained employees	N/A	77.2%	→	16
 <b>Energy</b>	Establish a committee to set out analyze and approve energy and water efficiency measures by 2022.	% of the task completed	0.0%	100.0%	✓	12
	Maintain at least a 10% annual reduction in electricity consumption at the cold-water centers (CAGs, in Portuguese) of all units included in the project by 2024.	% of the task completed	-21.0%	-16.9%	→	12
	By 2025, migrate 74 consumer units to the Free Energy Market, using renewable energy.	Number of consumer units	44	71	→	12
	Use high-performance LED lamps (A-rated lighting efficiency) in at least 90% of the specifications in each project completed each year*. *Application stage: project.	% of the specifications in each project	0.0%	100.0%	→	9
 <b>Water and effluents</b>	Standardize a procedure for monitoring effluent water quality at units with an STP by December 2023.	% of the task completed	0.0%	100.0%	✓	-
	Maintain at least a 10% annual reduction in water consumption for all units included in this project by 2024.	% annual reduction in consumption	-11.0%	-17.1%	→	12
	Use low-water-consumption hydraulic system equipment in at least 90% of the specifications in each project completed each year*. *Application stage: project.	% of the task completed	0.0%	100.0%	→	9
 <b>Waste</b>	By 2030, achieve a 30% recycling rate.	Percentage composition (%) of waste	11.3%	12.8%	→	12
 <b>Health and Safety</b>	By 2025*, reduce by 20%, the lost-time injury frequency rate ** *Considering the base of 47 legal entities (units), in 2021. **Lost-time Injury frequency rate: LTI = No. lost-time accidents x 1,000,000 / person-hour (Source: NBR 14280).	Percentage change (%) in the lost-time injury frequency rate	-23.3%	-1.8%	→	3

✓ Completed → In progress ⊘ Canceled

- Presentation
- BUSINESS MODEL**
- Governance
- Manufactured capital
- Human capital
- Social and relationship capital
- Natural capital
- Intellectual capital
- Financial capital
- Annexes
- GRI and SASB Content Index
- Assurance Report

Below is a list of ESG targets that help manage material topics | GRI 3-3

Material topic	Target <sup>1</sup>	Target's main indicator	2022	2023	Final status <sup>2,3,4</sup>	Prioritized SDG
 <b>Patient-centered care</b>	Disseminate health-related topics through Rede D'Or's 7 Care Program campaigns, adapted with offices and the Diagnostic and Therapeutic Support Service (SADT), to carry out preventive digital media and Out of Home (OOH) campaigns, seeking brand visibility until the end of 2023.	Number of campaigns	0.0	7.0	✓	3
	Use educational and health prevention videos in at least 50% of our 64 Medical Centers (CEMEDs, in Portuguese) for the local population, as well as publicizing them on social media*, by the end of 2023. These videos can be made available to companies in the area surrounding the hospitals and CEMEDs, depending on their interest and availability for publication. <small>*Rede D'Or's social media are Instagram, Facebook, Twitter and LinkedIn.</small>	% of Medical Centers (CEMEDs) that received campaign material	0.0%	71.9%	✓	3
	Achieve NPS zone of excellence* performance in all Star hospitals by 2030. <small>*Excellence: NPS between 76 and 100; Quality: NPS between 51 and 75; Improvement: NPS between and 50; Critical: NPS between -100 and 0.</small>	% of Star hospitals in the excellence zone	100.0%	100.0%	→	3
	Achieve NPS quality zone* performance in the hospitals (except Star line) by 2030. <small>*Excellence: NPS between 76 and 100; Quality: NPS between 51 and 75; Improvement: NPS between and 50; Critical: NPS between -100 and 0.</small>	% of hospitals (except Star) in the quality zone	63.0%	76.0%	→	3
 <b>Climate Change</b>	Develop a Climate Risk Matrix and its scenarios by 2023.	% of the task completed	0.0%	100.0%	✓	13
	Formal adherence to the Task Force on Climate-Related Financial Disclosures (TCFD) by 2025.	% of the task completed	54.2%	83.3%	⊘	13
	Reduce GHG* emissions intensity by 36%** until 2030. <small>*In relation to reference year 2020 (0.057 tCO<sub>2</sub>e/pat.day). **Includes scopes 1, 2 and 3.</small>	Percentage change (%) in GHG emissions	-27.3%*	-30.8%*	→	13
	Net zero carbon emissions by 2050. <small>*In relation to the reference year 2020."</small>	Net carbon emissions (tCO <sub>2</sub> e)	110,770	107,896	→	13
 <b>Socioeconomic impact</b>	Encourage employees and physicians to participate in social initiatives, e.g.: the renovation of nursing homes, activities at orphanages and distribution/collection of food items for the surrounding communities until the end of 2025.	% of the task completed	100.0%	100.0%	→	16
	Participate and sponsor committees and class events to discuss topics such as diversity, child labor, types of violence, capacity building for the first job, etc. until the end of 2025.	% of the task completed	0.0%	0.0%	⊘	16
 <b>Human Rights</b>	Maintain an annual Human Rights Campaign until 2024.	Number of campaigns carried out	1	1	→	16
	Restructure and launch the Diversity and Inclusion program by December 2024.	% of the task completed	50.0%	99.0%	→	8
	Ensure that 50% of leadership positions (supervision, coordination, management and executive office) are held by women by December 2025.	% of women in leadership positions	65.7%	67.6%	→	5

✓ Completed → In progress ⊘ Canceled

(1) Targets established in the ESG Corporate Programs and/or the ESG Strategic Planning's SDG Program.  
 (2) Final status: refers to the achievement of the target in relation to the quantitative value achieved. The status "completed" means that the target was achieved before or after the deadline; the status "in progress" means that the deadline has not yet been reached and that an action plan is in progress; the status "delayed" means that the target is in progress but has not been met by the established deadline; the status "canceled" means that the target had to be discontinued for specific reasons, such as, but not limited to: the target not being viable due to a change in the business model; Senior Management decision; and force majeure.  
 (3) Targets with a "completed" status have been finalized. As a deployment of the revised SDG Program Action Plan, we intend to quantitatively measure our impact on the prioritized SDGs by using the "SDG Action Manager" tool from B Impact Assessment. As a result of this assessment, we expect to identify gaps and set new targets for these SDGs and/or our material topics, which will be validated by the responsible departments to ensure that they are also aligned with our business model.  
 (4) The progress assessment for each target is kept in an internal document, as provided for in the ESG Strategic Planning.

- Presentation
- BUSINESS MODEL**
- Governance
- Manufactured capital
- Human capital
- Social and relationship capital
- Natural capital
- Intellectual capital
- Financial capital
- Annexes
- GRI and SASB Content Index
- Assurance Report



## Green Kitchen Program

We began our journey as members of the [Green Kitchen Program](#) in 2020, with three hospital units eligible for the [Green seal](#). The seal is a quality certification that recognizes the ongoing improvement of the Nutrition and Dietetics Service, taking into account sustainability criteria throughout the production process and encouraging healthy eating habits in the hospital environment. In order to obtain and maintain the seal, technical criteria and concrete actions linked to air, water, food and waste quality parameters, among others, are assessed annually by the Program.

In 2023, the Central do Tatuapé, Morumbi, São Marcos, Villa Lobos and viValle units were awarded their first Green Kitchen seal, increasing the number of hospitals recognized by the program to 22 (20 owned units and two under management).

In line with its purpose, the Green Kitchen program encourages the continuous improvement of nutrition services, and establishes categories (PIN) within the program by using scores. In 2023, the kitchen at Copa Star Hospital was recognized with 50 points during the seal maintenance process, and thus became part of the select group of kitchens awarded PIN 5. This is Rede D'Or's first hospital to achieve the certification's top score. The Hospital São Marcos' kitchen was the first in the Northeast region to receive the seal and the first in the entire program to be certified in the state of Pernambuco.

Hospital units recognized by the Green Kitchen Program:

- |                       |                |                  |
|-----------------------|----------------|------------------|
| ■ Anália Franco       | ■ DF Star      | ■ São Caetano    |
| ■ Assunção            | ■ Itaim        | ■ São Marcos*    |
| ■ Barra D'Or          | ■ Jabaquara    | ■ Vila Nova Star |
| ■ Caxias D'Or         | ■ Morumbi*     | ■ Villa Lobos*   |
| ■ Central do Tatuapé* | ■ Niterói D'Or | ■ Vivalle*       |
| ■ Cinco de Outubro    | ■ Norte D'Or   | ■ Yutaka Takeda  |
| ■ Copa D'Or           | ■ Osasco       |                  |
| ■ Copa Star           | ■ Quinta D'Or  |                  |

\*First seal in 2023.

### Hospitals that moved up in the assessment (PIN) in 2023

**Anália Franco**

PIN 4

**Caxias D'Or**

PIN 4

**Cinco de Outubro**

PIN 4

**Copa D'Or**

PIN 3

**Copa Star**

PIN 5

**DF Star**

PIN 4

**São Caetano**

PIN 3



**22**  
HOSPITALS

Accredited by the Program

**5**

NEW UNITS IN THE PROGRAM

received the first Green Kitchen seal in 2023

**38.5%**  
OF OWNED HOSPITALS  
KITCHENS CERTIFIED

**GOAL:**  
CERTIFY  
**50%**  
OF KITCHENS BY 2025  
(owned hospitals)\*

\*Reference year 2020 (52 owned hospitals).



We have a Green Kitchen-related target, which can be seen in the "ESG Goals" chapter.

# GOVERNANCE

- 43 Governance structure
- 48 Commitments and Management Practices
- 52 Risk Management
- 57 Integrity Program

SDG



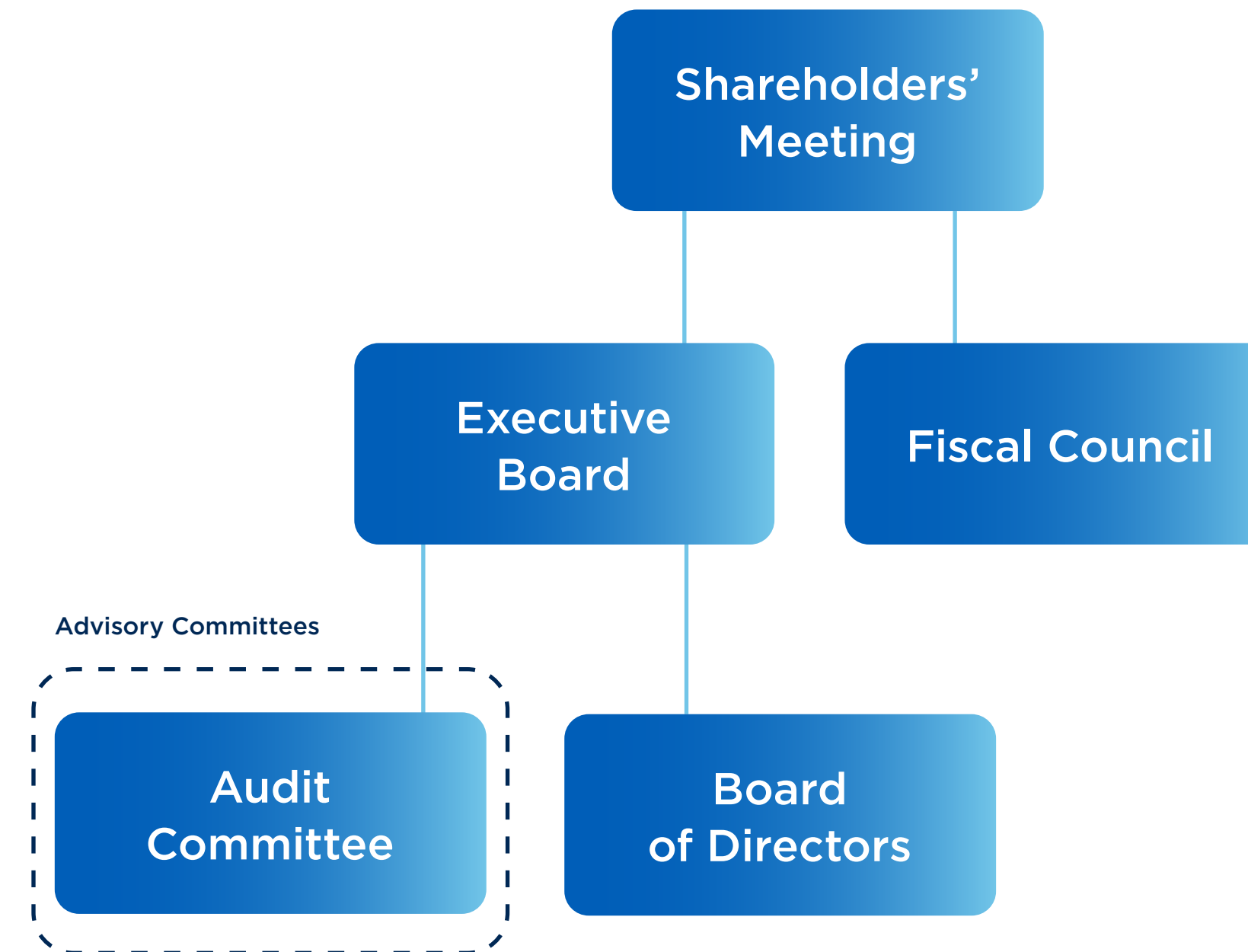
Interactive  
Summary

# Governance structure

GRI 2-9

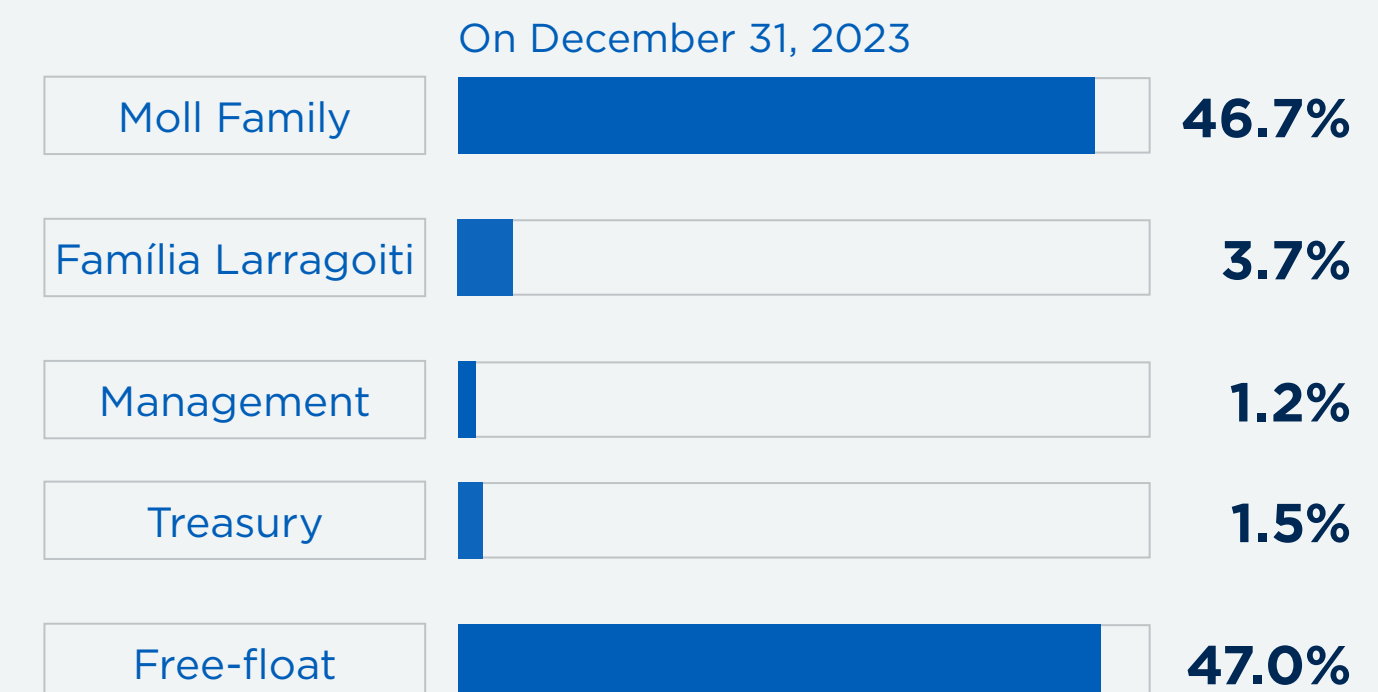
Our governance structure is based on the Board of Directors and the Executive Board. Additionally, the Board of Directors is advised by the Statutory Audit Committee, which contributes to the continuous improvement of this body's decision-making process. We also have a Fiscal Council that, among other duties, is responsible for overseeing management's actions and verifying compliance with their legal and statutory duties.

As support, we have also established a set of specific policies, including those aimed at implementing ESG criteria in our activities. Learn more about our governance structure on the **Investor Relations** website, and access further details about the composition of the Board of Directors, the Fiscal Council, the Executive Board and the Audit Committee in our **Reference Form**.



## Shareholding structure

GRI 2-1, 201-4



Note: in 2023, the Company's shareholding structure did not include government stakes.

Presentation

Business Model

**GOVERNANCE**

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

# Board of Directors

GRI 2-9, 2-10, 2-11, 2-12

Our **Board of Directors** is responsible for developing and approving the guidelines that govern our operations, which include establishing our business strategy, overseeing compliance with goals and management decisions, and monitoring the Company's performance. According to our Bylaws, members are elected by shareholders at a General Meeting. The last election took place in 2022. Members serve a two-year tenure and re-election is allowed. In line with the best governance practices, the Board of Directors Chairman does not participate in the Executive Board, and no member is an Executive Officer of the Company. The Board of Directors is governed by its **Internal Regulations**. The independence criteria used for directors is described in Annex K of CVM Resolution 80 and in the Novo Mercado regulation.

The Board of Directors will be made up of a minimum of five and a maximum of nine members, of which at least two, or 20%, whichever is greater, must be independent, under the terms of the Novo Mercado Regulations. In 2023, the Company's Board of Directors was made up of seven members (six men and one woman), two of whom were independent. On December 31, 2023, no members of the Board of Directors declared to be part of underrepresented social groups.

In addition to the legal and regulatory requirements and those set forth in the Bylaws, the nomination and appointment of members of the Company's Board of Directors meets a series of criteria set out in the "Policy for the Appointment of Members of the Board of Directors, Committees and the Executive Board".

This policy is designed to ensure the best corporate governance practices and takes into account the diversity of knowledge, background, behavior, cultural aspects, age group and gender to enable the Company to benefit from diverse arguments and better and more confident decision making. With regard to stakeholder representation, the Company has rules on the composition of the Board of Directors set out in the Stakeholder Engagement Policy, the Nomination Policy and the Board of Directors' Internal Regulations. For more information, see item 7 of the Company's Reference Form, which also includes the CVs of all members of the Board of Directors, the Audit Committee, the Fiscal Council and the Executive Board.

In addition to the powers conferred on it by Brazilian Corporate Law, the Board of Directors has additional powers set forth in the Company's Bylaws, described in articles 16 and 17.

Finally, the Board of Directors' Internal Regulations provide for performance assessment mechanisms, describing assessment periodicity, scope, methodology and main criteria, as described in item 7.1 b of the Reference Form, in the Stakeholders Policy, in the Nomination Policy and in the Internal Regulations of the Board of Directors. The performance evaluation mechanisms, the frequency of evaluations and their scope; the methodology adopted and the main criteria used in the evaluations; and whether external consulting or advisory services were contracted are described in item 7.1 b of the Reference Form.

## Composition on December 31, 2023

### JORGE NEVAL MOLL FILHO

chairman of the Board of Directors  
(alternate: Jorge Neval Moll Neto)

### HERÁCLITO DE BRITO GOMES JUNIOR

vice chairman of the Board of Directors  
(alternate: Paulo Junqueira Moll)

### PEDRO JUNQUEIRA MOLL

member of the Board of Directors  
(alternate: Alice Junqueira Moll)

### FERNANDA FREIRE TOVAR-MOLL

member of the Board of Directors  
(alternate: Renata Junqueira Moll Bernardes)

### PATRICK ANTONIO CLAUDE DE LARRAGOITI LUCAS

member of the Board of Directors  
(alternate: Louis Antoine de Ségur Charbonnières)

### WOLFGANG STEPHAN SCHWERDTLE

independent member of the Board of Directors  
(alternate: Gustavo Cellet Marques)

### WILLIAM H. MCMULLAN

independent<sup>1</sup> member of the Board of Directors  
(alternate: Joseph Zhi Bress)

Presentation

Business Model

## GOVERNANCE

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

## Executive Board

The Executive Board is responsible for implementing and managing the economic, environmental and social aspects of our activities, based on the [Board of Directors'](#) guidelines or decisions of the General Shareholders' Meeting. It is comprised by a minimum of two and a maximum of 20 members, with a three-year term of office and the possibility of re-election. The Executive Board does not have its own Charter; therefore, its duties are designated by the Bylaws.

### Composition on December 31, 2023

**PAULO JUNQUEIRA MOLL**  
Chief Executive Officer

**OTÁVIO DE GARCIA LAZCANO**  
Chief Financial and Investor Relations Officer

**MAURO TEIXEIRA SAMPAIO**  
Executive Officer

**RODRIGO GAVINA DA CRUZ**  
Executive Officer

**LEANDRO REIS TAVARES**  
Executive Officer

**JAMIL MUANIS NETO**  
Executive Officer

**RAQUEL REIS CORRÊA**  
Executive Officer

## General Shareholders' Meeting

The General Shareholders' Meeting is responsible for approving the management accounts; examining, discussing and voting on the financial statements; electing the members of the Board of Directors and the Fiscal Council; approving management compensation; and amending the Company's Bylaws, among other duties. Held on an ordinary basis within the first four months of each fiscal year, and on an extraordinary basis whenever necessary, the General Meeting is presided over by the Chairman of the Board of Directors or a person designated by him – in writing or during the meeting.

## Fiscal Council

The duties of the Fiscal Council are defined in accordance with Article 163 of the Brazilian Corporation Law, which includes overseeing management actions and verifying compliance with their legal and statutory duties. This body is also responsible for issuing an opinion on the Annual Management Report and on Management proposals to be submitted to the General Meeting, related to changes in capital stock, issue of debentures or subscription warrants, investment plans or capital budgets, distribution of dividends, transformation, incorporation, merger or spin-off; as well as examining the Company's financial statements, among other responsibilities. With its own internal regulation, the Fiscal Council is a non-permanent body and is composed of three sitting members and an equal number of alternates. In 2023, it was installed in April, during the Company's Annual Shareholders' General Meeting.

### Composition on December 31, 2023

**MAURO MOREIRA**  
chairman of the Fiscal Council

**EMANUEL SOTELINO SCHIFFERLE**  
member of the Fiscal Council

**ROGÉRIO DA SILVA RIBEIRO**  
member of the Fiscal Council

Presentation

Business Model

#### GOVERNANCE

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

## Advisory Committees

GRI 3-3

The Advisory Committees support the Board of Directors and the Executive Board in evaluating topics relevant to Rede D'Or. They are responsible for providing relevant analysis and information to support the decision-making process, which includes reporting on the ESG impacts of our activities. The Company's advisory bodies raise the Board of Directors' awareness about ESG topics through theoretical and practical approaches. [GRI 2-17].

In 2023, one of the measures taken to develop collective knowledge, skills and experience of the highest governance body on sustainable development was to involve the Board of Directors in the construction and approval of the Company's ESG Strategic Plan, ESG policies, Materiality update process, presentation of quarterly results and the approval of this report.

## Audit Committee

GRI 2-12

As an advisory body to the Board of Directors, the Statutory Audit Committee is responsible for overseeing the quality and integrity of financial reports; adherence to legal, statutory and regulatory standards; the adequacy of risk management processes and the activities of independent auditors, as well as monitoring and assessing the Company's Integrity Program. It is composed of a minimum of three and a maximum of five members, with a unified two-year term of office and re-election is allowed.

The coordinator of the Audit Committee, individually or, when necessary or convenient, accompanied by other members of the Audit Committee, meets with the Board of Directors at least quarterly and attends the Company's Annual Shareholders' Meetings, as well as prepares a summary annual report, to be presented together with the financial statements, containing a description of its activities, results and conclusions, recommendations and any situations in which there is a significant disagreement between the Company's management, the independent auditors and the Audit Committee about the Company's financial statements.

### Composition on December 31, 2023

**BORIS JAIME LEMER**  
member

**ROBSON DA SILVA GARCIA**  
member

**WOLFGANG STEPHAN SCHWERDTLE**  
member

## Executive Committee

The Committee is responsible for defining the Company's overall and management guidelines, validating proposals of our order of business, deciding on deadlocks and monitoring the Company's results. It is comprised by members of our Management.

Presentation

Business Model

**GOVERNANCE**

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

## Corporate Risk Commission

Our Corporate Risk Committee provides the Executive Committee with a consolidated macro view on the exposure to potential risks, and supports the overseeing of corporate, operational, cyber, strategic, financial, compliance, sustainability and reputational risks. Its responsibilities include making preventive recommendations on potential risks mapped during its meetings and presenting periodic reports to the Audit Committee.

## Sustainability Commission

ESG is part of our business strategy. Therefore, we have a Committee specially dedicated to strengthening Rede D'Or's sustainability guidelines and strategies, ensuring that our operations are always aligned with the best environmental, social and governance practices, as well as complies with our policies related to such topics. A consultive and permanent body, the Committee is also responsible for advising the Executive Board on sustainability-related matters. It comprises a minimum of three and a maximum of nine members, from different Company departments.

## Privacy Committee

This permanent deliberative body was established in 2023 to act on various issues involving personal data privacy and protection within Rede D'Or. Its fundamental role is to provide subsidies for:

- Decision-making regarding the procedures to be adopted in each specific situation involving the processing of personal data;
- Supporting compliance with legislation and good practices for the protection of personal data;
- Deciding on strategies to address risks involving Rede D'Or's activities.

More information about the composition, operation, characteristics and members of the Board of Directors and Executive Board, in addition to the responsibilities and competencies of each advisory committee, can be accessed in the Company's Bylaws and in their specific regulations are available on [Rede D'Or's Investor Relations](#) website.



Presentation

Business Model

### GOVERNANCE

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

# Commitments and Management Practices

GRI 2-23, 2-24

In light of the complexity of our business, the size of our operations and aimed at translating our organizational culture and established commitments, we maintain a series of policies that lay down guidelines on different topics, contributing to our continuous alignment with the best market practices and our ESG commitments. To ensure the evolution of our governance, in 2023, we reviewed the Human Resources, Construction Works, Hiring of Audit and Extra-Audit Services, Securities Trading policies as well as the Company's Code of Conduct.

We align our commitments, decisions and processes considering institutionalized policies, and the Executive Board is responsible for overseeing and implementing them. These policies are presented to new employees during onboarding, and reinforced in training sessions throughout the year.

## Our policies

We align our commitments, decisions and processes with institutionalized policies based on internationally recognized intergovernmental instruments, such as the [UN Global Compact](#), [IFC's Ethical Principles in Health Care \(EPIHC\)](#), the International Labour Organization (ILO) and the Universal Declaration of Human Rights, among others. These policies are presented to new employees during onboarding and reinforced in training sessions throughout the year.

- Policy for Hiring Audit and Extra Audit Services
- Code of Conduct
- Report on the Brazilian Code of Corporate Governance
- Policy for Trading Securities Issued by the Company
- Related-Party Transaction Policy
- Health, Safety and Environment Policy
- Policy of Disclosure of Relevant Information
- Stakeholder Engagement Policy
- Internal Audit Policy
- Climate Change Policy
- Sustainability Policy
- Human Rights Policy
- Policy of Corporate Social Responsibility
- Risk Management Policy
- Remuneration Policy
- Indication policy

All ESG policies and voluntary sustainability commitments have been approved by the Board of Directors and are available on [Rede D'Or's Investor Relations website](#), for consultation by all stakeholders, including business partners and other relevant parties [\[GRI 2-21, 2-23\]](#).



Select one of the documents above to see more details.

## Nomination and selection for the highest governance body

GRI 2-10

The nomination of members to the Board of Directors, committees and executive board is governed by the [Nomination Policy](#), which establishes the criteria to be followed for appointments, according to each position. Existing prerequisites must be proven through documents, and nominees cannot incur any of the possibilities of barring

access to the position. In order to reap the benefits of diverse arguments and a better and safer decision-making process, the policy also establishes the criteria for the composition of governance bodies, which include diversity of knowledge, backgrounds, behaviors, cultural aspects, age group and gender.



## Responsibility analysis and delegation

GRI 2-12, 2-13

The Board of Directors sets out all guidelines, which are developed by the Executive Board, in accordance with article 22 of the Bylaws. The Chief Executive Officer is responsible for the Company's management and administration; developing activities and projects related to business goals; performing the corporate duties assigned to him; complying with the provisions of the Bylaws and any shareholder agreements, preserving good relationships with customers and suppliers; as well as maintaining the ethical, upright and professional conduct inherent to the position.

The impact management process is monitored through monthly meetings of the Audit Committee, which reports the results to the Board of Directors on a quarterly basis and prepares a consolidated Annual Report once a year.

He is also responsible for leading the development of the Group's ESG strategy, seeking cooperation between different departments, and ensuring that the concept is embodied in the organizational culture,

transforming it into a relevant corporate value for defining the Company's identity. Therefore, the CEO relies on the support of the vice presidents to ensure that their departments are aligned with the ESG Strategic Plan.

Senior Management also has the support of the Sustainability Committee ([read more in Governance Structure](#)), whose chairman is responsible for forwarding discussions on sustainability to the Board of Directors and the Chief Executive Officer.

We have an internal standard that defines roles and responsibilities for ESG Management, in order to ensure that the activities inherent to the topic are properly evaluated, processed, monitored and communicated in an effective and efficient way, both at the strategic and operational levels.

All ESG strategies, goals and policies are approved by the Board of Directors, which periodically evaluates the effectiveness of the processes, through reports from the Sustainability Committee.

## Senior Management performance assessment

GRI 2-18

The Chairman of the Board of Directors conducts a formal and structured performance assessment of Senior Management at least once each tenure, aimed at systematically improving the body's efficiency. If necessary, a specialized external consultancy is hired to support the process. Any member of the Board of Directors and Executive Board who has been in office for at least four ordinary meetings since the last assessment will be eligible to participate in the process, as an assessor or assessee. Assesseees must answer specific questions and make their assessment of the five fundamental dimensions for the effectiveness of the body under evaluation: strategic focus, knowledge and information about the

Company's business and operations, body's independence and work process, how the body and meetings operate, motivation and alignment of interests.

The way in which the consolidated results of the assessments of the Board of Directors, its members, the Company's officers and the members of the Audit Committee are disclosed, including feedback, is described in item 7.1b of the Reference Form.



Details in the 2023 Reference Form.



Presentation

Business Model

**GOVERNANCE**

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

# Compensation

GRI 2-19, 2-20, 2-21

We have a [Compensation Policy](#) that lays down the criteria and procedures for defining the compensation of key personnel (members of the Board of Directors, the Executive Board, and to the extent applicable or convenient, case by case, members of the Audit Committee and other Company committees and strategic positions held by people with authority and responsibility for planning, directing and controlling Rede D'Or's activities, whether directly or indirectly).



See details in the Reference Form 2023. Item 10.3 (d) contains information on the proportion between the highest individual remuneration and the median individual remuneration of employees

## Compensation Policy

We follow the criteria below to define our executives' compensation:

- Alignment of the interests of key personnel with the Company's goals;
- Attracting, rewarding, retaining and encouraging key personnel to conduct their business in a sustainable manner, abiding by appropriate risk limits;
- Offering compensation based on criteria that differentiate performance while also allowing for the recognition and appreciation of individual performance;
- Keeping standards compatible with the responsibilities of each position and competitive with the reference job market, establishing guidelines for determining any compensation and benefits granted.

The overall compensation of key personnel may consist of:

**Fixed Compensation:** established based on the level of responsibility of each position or role; on the individual expertise and qualifications required; and on other factors that the Board of Directors deems relevant or appropriate, on a case-by-case basis. It is divided into monthly salary and benefits;

**Variable Compensation:** Consists of one or more profit-sharing plans or programs to reward the Company's achievement and surpassing of goals, aligned with the performance, sustainability and growth strategy of the Company's business in each fiscal year;

**Share-based Compensation:** Additionally, key personnel will be entitled to long-term share-based incentives, aimed at generating incentives, as well as aligning their interests with those of the Company to maximize the creation of value for the business, through consistent and sustainable results, both in the medium and long term.

**Other components eventually resolved by the Board of Directors** within the limits imposed by Rede D'Or's Shareholders' Meeting.

Compensation amounts are periodically compared through external surveys to evaluate adjustments to compensation components.

The overall compensation of the members of the Board of Directors and the statutory Executive Board is set by the Company's Annual Shareholders' Meeting, and the Board of Directors must set the monthly compensation of its respective members and the statutory Executive Board. Read more about the compensation of Rede D'Or's key personnel in our Reference Form (items 8.1 to 8.19, pages 414 a 460), on the [Company's website](#).

## Communication of critical concerns

GRI 2-16, 3-3

ESG topics and practices are consolidated and reported quarterly to the Sustainability Committee, covering sustainability/ESG processes, strategy and management. As a result of these discussion forums in the Sustainability Committee – which includes the executive vice president, officers, managers, as well as experts from various areas –, critical concerns linked to the ESG agenda are communicated to the highest governance body in ordinary and/or extraordinary meetings and recorded in minutes.


In 2023, the following topics in the social and governance pillar were submitted to the Board of Directors: the status and progress of cybersecurity initiatives at Rede D’Or, approval of the Policy for Hiring Audit and Extra Audit Services, approval of the update of the Company’s Securities Trading Policy, approval of the update of the Code of Conduct, analysis of the proposal for management compensation, human resources dynamics, overall annual management compensation for fiscal year 2023, installation of the Fiscal Council and election of its members, and amendment to the Company’s Bylaws.


In the environmental pillar, the main critical concerns referred to Climate Change and were addressed by

the Sustainability Committee and communicated to senior management through the publication of TCFD reports, available on Rede D’Or’s website.

When it comes to critical concerns related to socio-environmental issues, we rely on the support of various advisory bodies, such as those mentioned throughout this chapter. However, we would like to highlight the importance of the Sustainability Committee, which brings together the executive vice-president, directors, managers, as well as specialists from a wide range of areas, with the aim of debating technical issues specific to ESG aspects. Meetings are held quarterly or on demand, according to the need to achieve the proposed objectives.

The Sustainability Committee plans to meet at least three times a year to discuss sustainability and climate change issues. However, due to a change in the executive vice-president in the second half of the year, who was also chair of the Committee, it was only possible to hold one meeting in 2023, which dealt with progress on ESG targets and climate change.

 The minutes of all meetings can be accessed here.

 See details in the 2023 Reference Form. Item 7.2 (dc) provides information on critical concerns related to ESG topics and practices.

### Total number and nature of concerns on the ESG agenda

Dimension	Nature	Number	Registro
 <b>Governance</b>	Cyber security	1	Public minutes
	Approval of the Policy for Hiring Audit and Extra Audit Services	1	Public minutes
	Approval of the reelection of the Company’s Executive Officers	1	Public minutes
	Approval of the Company’s Securities Trading Policy	1	Public minutes
	Approval of the update of the Code of Conduct	1	Public minutes
	Installation of the Fiscal Council and election of members	1	Public minutes
	Amendment to the Company’s Bylaws.	1	Public minutes
 <b>Social</b>	Status of ESG targets	1	Minutes for internal use
	Dynamics of the human resources department	1	Public minutes
 <b>Environmental</b>	Overall annual management compensation	1	Public minutes
	Climate Change (CDP  TCFD)	1	Public document (CDP   TCFD )
<b>Environmental</b>	Energy Efficiency	1	Minutes for internal use
<b>Total</b>		<b>12</b>	

Presentation

Business Model

#### GOVERNANCE

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

# Risk Management

GRI 3-3

Managing risks, whether related or not patient care, is an essential activity for sustainability in the healthcare sector. At Rede D'Or, we map and adequately assess our risks, and ensure agile and efficient management of each of them. Advancing this process, in 2023, we consolidated the relationship between our oversight departments, ensuring that those involved in corporate risk management share a single view of the Company's risks.

We have a risk assessment process as well as a risk matrix, resolved annually by the

Board of Directors, which is also responsible for periodically assessing strategic risks. In 2023, we completed our Climate Risk Matrix, which was incorporated into our risk management process ([more information here](#)). Executive officers and Executive Committees set performance goals and are responsible for overseeing progress of climate-related goals.

We also have a Risk Management Policy that sets out the principles, guidelines, concepts, actions and responsibilities that management members must comply with when dealing

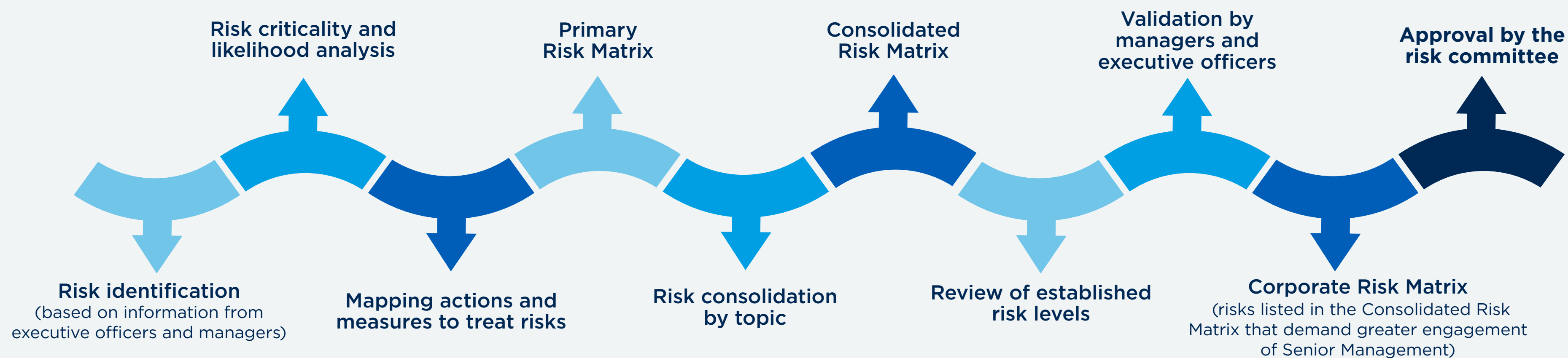
with uncertain events capable of impacting the Company's goals.

The policy is annually reviewed and monitored by the Board of Directors, the Audit Committee, the Risks and Internal Controls Executive Office, the Compliance Department and the internal audit (which acts independently and objectively, reporting to the Audit Committee).

**Rede D'Or's risk assessment**

Risk assessment encompasses five steps: identification; analysis and assessment; treatment; monitoring and critical analysis; record and report to stakeholders.

## Building Rede D'Or's Corporate Risk Matrix



GRI 2-25

**Main types of risk**

**Credit:** losses generated by the default of customers, financial institutions or counterparts of financial instruments.

**Liquidity:** lack of sufficient funds to fulfill obligations associated with financial liabilities.

**Interest rate:** impacts on financial investments, loans, financing and debentures contracted in local currencies, resulting from changes in interest rates.

**Exchange:** related to the change in value of future cash flows of a financial instrument due to fluctuations in foreign currency.

**Compliance:** concerns the imposition of legal or regulatory sanctions and financial or reputational loss as a result of non-compliance with laws, agreements, regulations, Code of Conduct and internal policies and procedures.

**Strategic:** Caused by changes in the external environment, in the political, economic, market, competition and technological innovation areas, among other causes. It refers to risks related to our strategy in seeking to create, protect and grow value.

**Operational:** Involves activities linked to the operation of the business and management of support areas. It is generated by the inadequacy or failure in management of internal processes or by people who may hinder or impede the achievement of the Company's goals.

**Cyber:** Threats that can exploit vulnerabilities in our assets, impacting the confidentiality, integrity and availability of information.

**IT:** Threats that may compromise the confidentiality, integrity and availability of information, including intellectual property and commercial and personal data of patients and employees.

**Regulatory/Legal:** When laws or regulations (including legal amendments or the partial or complete absence of their application) may have strategic, image and/or financial impacts, or have the power to significantly affect management and business.

**Social and environmental:** Possibility of losses as a result of negative effects on the environment and society caused by impacts on ecosystems, people and native communities, protection of human health, cultural properties and biodiversity.

**Forms of Mitigation**

**Credit Risk:** Periodic analyzes and adoption of effective collection methods.

**Liquidity Risk:** Continuous monitoring of cash flows. Financial investments of a speculative nature and with high financial risk are avoided.

**Market Risk:** Monitoring the behavior of interest and exchange rates, in addition to the search for hedging instruments.

**Compliance Risk:** Monitoring new laws and regulations to which the Company may be subject. With this, we are able to adopt, if necessary, an action plan to align Rede D'Or with these new laws.

**Strategic Risk:** Defining, each year, the strategic planning for the following period, with input from executive officers and key professionals. Performance indicators are discussed, as well as an action plan for possible course corrections.

**Operational Risk:** Testing of internal controls by the Audit area, in order to ensure their effectiveness and determine whether they are enough to mitigate operational risks. Monthly monitoring of performance indicators for organizational processes.

**Cyber and IT Risks:** Review, by the Information Technology (IT) area, of all internal controls, in order to increase the security of information systems and data protection.

**Regulatory/Legal Risk:** Continuous monitoring of compliance with laws and regulations to which we are subject.

**Social and environmental risk:** Continuous monitoring of any possible environmental or social impacts caused by our activities (especially greenfield and brownfield projects).

Presentation

Business Model

**GOVERNANCE**

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

## Management of impacts and critical topics

GRI 2-25, 3-3



The year 2023 marks the achievement of maturity and excellence in risk management in our Company, evidenced by the active participation of executive officers in monitoring risks, the involvement of the several areas that work in the governance and a broader scope of the risk management process in our business.

We manage all identified risks, ensuring that potential impacts linked to the business can be anticipated and prevented. The projects and actions proposed by the Executive Board to mitigate economic-financial and operational risks and impacts are monitored by the Risk Committee, in quarterly meetings, as well as other agendas that require discussions based on the Risk Matrix and inputs from different areas. The [Climate Risk Matrix](#) is used specifically to manage climate impacts, the negative impacts of which we manage with appropriate repairs.

In February 2023, we launched a Distance Learning program at Academia Rede D'Or, our corporate training platform, which allows employees at coordination, supervision, management and senior management levels to have access to the Company's concepts and vision on risk management. Also to spread the risk management culture among our team, the topic is discussed in the Company's thematic meetings (through commissions and committees).

Additionally, in 2023, we participated in a debate on the importance of managing non-healthcare risks, within the context of sustainable development, promoted by the National Association of Private Hospitals (Anahp), alongside other important players in the healthcare sector. Rede D'Or's debate presentation focused on the importance of managing multiple risks, considering the sustainability front and the relevance of establishing a risk culture.

### Due diligence

GRI 2-23, 2-25

Based on specific regulations on the identification and assessment of social and environmental risks after mergers and acquisitions, before and during the acquisition of new hospitals, we foresee a series of analyzes and investigations (due diligence) to identify the existence of environmental risks or liabilities. These analyzes are submitted to our senior management. If approved, after acquisitions, the company acts preventively by establishing control actions and procedures to mitigate the risks inherent to the business. The Compliance department works to define the rules and general criteria related to third-party integrity risks, in an integrated manner with the procurement of materials, equipment and services. This department is also responsible for risk assessments before formalizing sponsorships, donations, gifts, hospitality and partnerships.

Presentation

Business Model

**GOVERNANCE**

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

## Data privacy and information security

GRI 3-3, 418-1, SASB HC-DY-230a.2, HC-DY-230a.3, HC-DY-230a.4


We are committed to the privacy and protection of the data of our patients, employees and other stakeholders. Therefore, we employ processes and tools in operations involving the processing of personal data to protect them from accidental and/or illicit situations that may create risks to the holders' right to privacy.

We ensure data protection in line with the Brazilian General Data Protection Law (LGPD, in Portuguese) – Law 13,709/2018, offering the holder management over their information. Based on a Privacy and Data Protection Governance Program, we structure a chain of management of actions, campaigns and processes that involve the processing of personal data. Among the initiatives are the adoption of a governance and operation model, management and processes appropriate to the processing of personal data and the definition of roles and responsibilities in relation to privacy. In 2023, we received no fines nor had complaints reported to the National Data Protection Agency (ANPD, in Portuguese) regarding privacy violations.

Our Privacy Program was developed based on the [National Institute Of Standards and Technology's \(NIST\) Privacy Framework](#) and the [Privacy Governance Program Development Guide](#), made available by the Ministry of Economy, demonstrating our respect for the rights of freedom, image, honor and privacy of individuals and society in general. The Program covers all companies in the group (Rede D'Or, Oncologia D'Or, GTS, Richet and IDOR) and guides, through the abovementioned frameworks, stakeholder engagement as well as the main measures, goals and targets, processes that are intrinsic to these frameworks on which we base this Program [\[GRI 3-3\]](#).

Note: This chapter provides a contextual view of the impacts identified in the impact assessment process for the "Customer Privacy" topic within the Integrity, Risk, and Anti-corruption topic. Therefore, we described the relevance of such impacts to our business, along with their management measures, effectiveness, and stakeholder engagement. An actual positive impact was contextually reported, namely: "Increased use of data and digital technology." We identified "Patient exposure due to data breach (LGPD)" as an actual negative impact. [\[GRI 3-3\]](#).



 **Contact channels with the Data Controller**  
 e-mail: [dpo.rededor@rededor.com.br](mailto:dpo.rededor@rededor.com.br)  
 site: [rededorsaoluiz.com.br/o-grupo/privacidade](http://rededorsaoluiz.com.br/o-grupo/privacidade)

**50,000+**  
 people attended distance learning training on privacy

**1,500+**  
 areas mapped on privacy

Presentation

Business Model

**GOVERNANCE**

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

### Privacy Management Framework

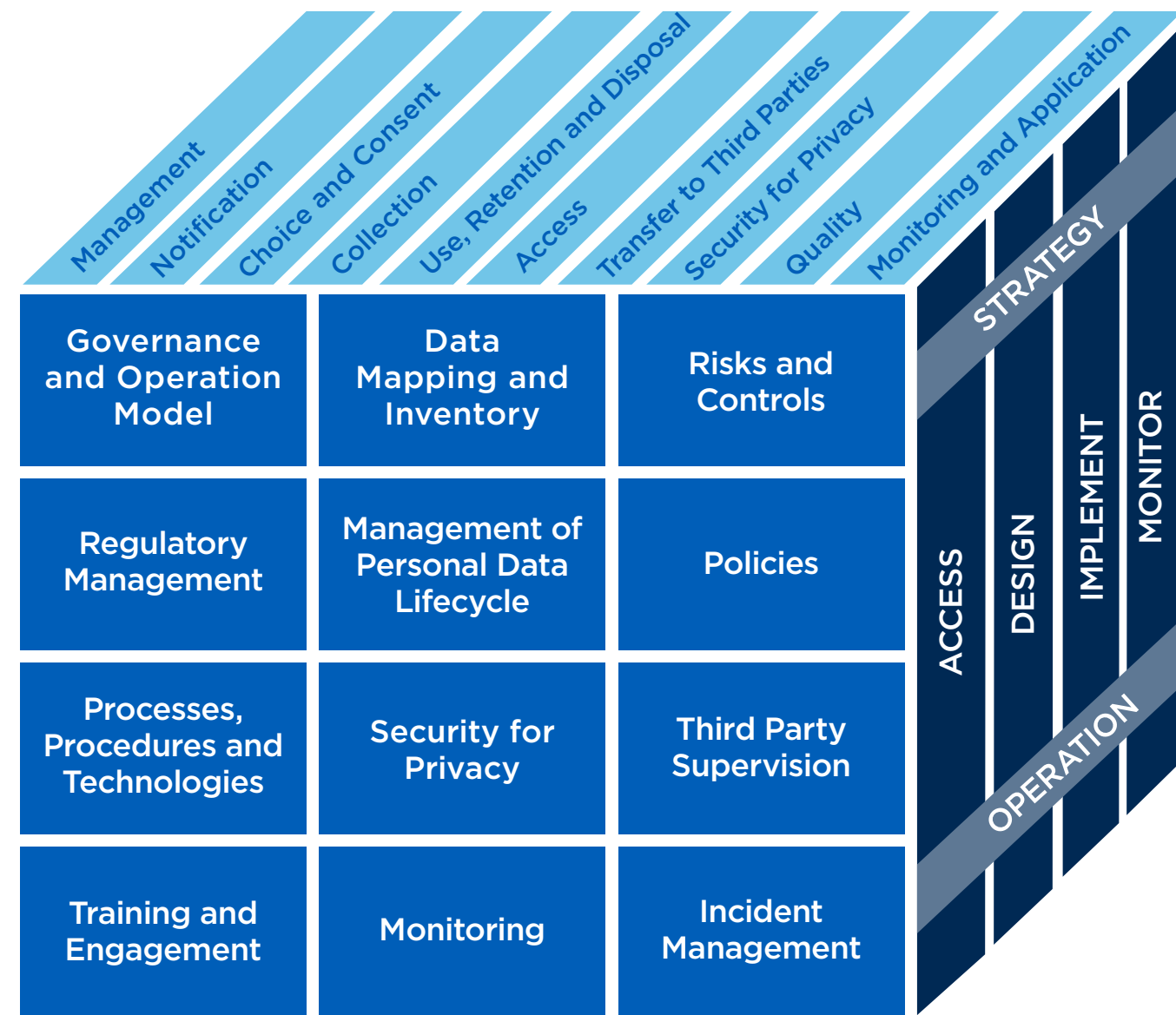


Image IR 2022



#### Privacy Principles

The components of the privacy framework are internationally recognized foundations that provide the basis for the privacy management framework.



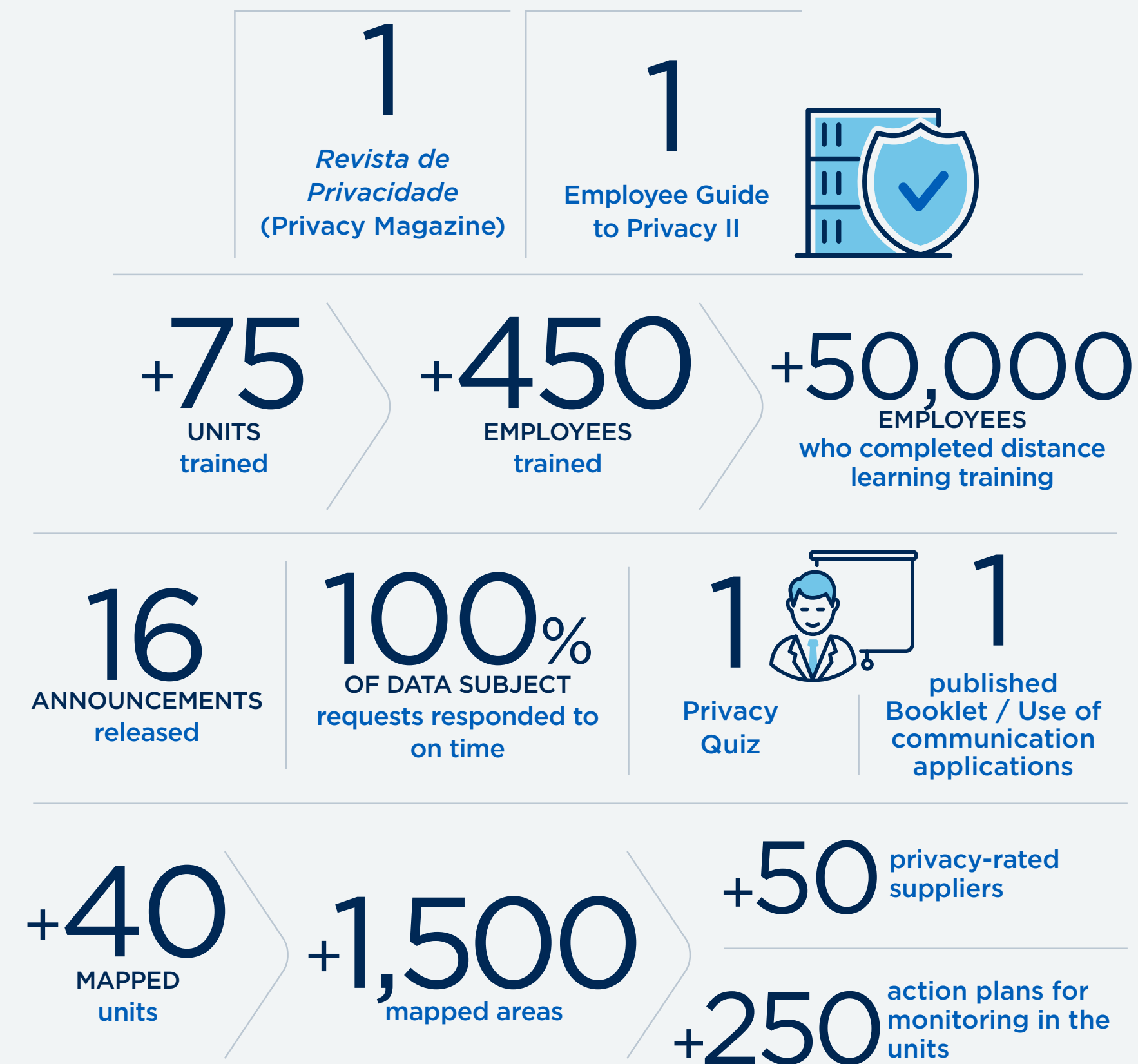
#### Privacy Management Framework

The framework elements provide a pragmatic structure for organizing the management and oversight necessary to mitigate subject exposure to privacy risks. They are distributed among 12 macro-domains that address several aspects related to data protection controls and good practices and that help ensure compliance with applicable privacy laws and regulations.

The governance model adopted in our Privacy Program features an improved decision-making process, which enables the adoption of more efficient actions. The Data Protection Officer (DPO) currently also has the role of Privacy Manager and has the support of the Risk Committee and the Privacy Committee. The professional is responsible for managing compliance with all Privacy Program's pillars and acting as a focal point in interacting and responding to requests from data subjects and with the National Data Protection Authority (ANPD, in Portuguese) [GRI 3-3].

To engage our professionals in complying with the rules set out in the LGPD, we offer a training and awareness program focused on privacy. Throughout 2023, several actions were carried out in a structured manner, including more than 250 action plans to carry out monitoring in the units; distance learning training for more than 50,000 employees; publication of the Employee Guide to Privacy II; announcement; and launch of a biannual online magazine addressing the topic, among other initiatives [GRI 3-3].

### Privacy Actions in 2023 GRI 3-3



### Information Security

We are committed, through our Information Security department, to ensuring the protection of information assets, applying robust controls and measures to preserve the confidentiality, integrity and availability of information. We constantly seek to improve our safety processes, ensuring the trust of our patients and employees.

**See details on the official "Information Security" page.**



# Integrity Program

GRI 2-25, 2-26, 3-3

The material topic of Integrity, Risks and Anti-Corruption is considered strategic, according to our ESG Strategic Plan. To address this topic, we implemented a robust Integrity Program (available in Portuguese and English), which has been constantly improved over the years to remain adequate despite the rapid changes taking place in society and the business environment. The guidelines, principles and responsibilities that must be abided by when carrying out our activities are established in the Code of Conduct and in several policies on specific topics, such as Anti-Corruption, Internal Audit, Privacy, among other topics.

We also have tools for preventing and/or detecting possible infractions, such as the Whistleblowing Channel and the Ombudsman's Office (Read more here). All oversight, monitoring and operation procedures for these integrity mechanisms are the responsibility of our Compliance Department.

Our employees and partners, among which directors, executive officers, management members, managers, shareholders, employees, suppliers, service providers, customers and people or entities with whom we interact, must comply with the ethical principles that guide our business conduct, in addition to disseminating them to our relationship network.

## Integrity and compliance

GRI 2-26, 2-27, 3-3, 205-1, 205-3

We remain admittedly committed to the highest ethics and integrity standards in our care practices and commercial transactions. Inseparable from our daily activities, we maintain a business model entirely based on compliance and we have a series of internal mechanisms and procedures to prevent, detect and correct any deviations, such as fraud and illicit acts committed against the Public Administration. Our Code of Conduct, updated last year, is an essential piece as it provides guidelines that must be followed by all of our stakeholders.

A Corporate Anti-Corruption Policy, established in 2017, contributes to preventing incidents of bribery and corruption, allowing us to quickly respond to any illegal conduct observed. In addition, we have specific corporate rules that govern the receipt of gifts, presents and hospitality; the participation in sponsorships, partnerships and donations; and the relationship and agreements with the Government. All operations subject to compliance analysis are assessed for risks related to corruption and ethical issues are supervised by the Audit Committee.

Anti-corruption policies and procedures are communicated via email, in manager groups and training sessions, whether in person or on the distance learning platform. Currently, more than 80% of our employees have their capacity-building programs updated on the topic. Third parties and service

providers are also invited to participate in in-person training. Regarding suppliers, we have contractual clauses in our contracts, in addition to the Anti-Corruption Policy published on our website and applicable to everyone who has a relationship with Rede D'Or.

Based on all the practices mentioned on [page 59](#) hereof, we consider that 100% of the operations are assessed for corruption risks ([pages 28 and 53](#)), following Rede D'Or's Anti-corruption Corporate Policy and the Integrity Program. The Company's internal normative structure formalizes the procedures expected for identifying these risks, outlining processes and guiding actions to mitigate any impacts [\[GRI 205-1\]](#).



Note: This chapter provides a contextual view of the impacts identified in the impact assessment process for the "Customer Privacy" topic within the Integrity, Risk, and Anti-corruption topic. Therefore, we described the relevance of such impacts to our business, along with their management measures, effectiveness, and stakeholder engagement. No positive impacts were identified, however, we identified "Failure in ethical conduct" as actual negative impacts [\[GRI 3-3\]](#).

Presentation

Business Model

**GOVERNANCE**

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

## Social and environmental compliance with laws and regulations

GRI 2-23, 2-27, 3-3

The Risks and Internal Controls Executive Office continuously monitors compliance risks. The provisions related to social and/or environmental compliance to be abided by are included in clauses of the contractual drafts. Failure to comply with any clause or condition of the contract will subject the violating party to a fine.

The number of fines in the period and non-pecuniary sanctions can be found in the reference form (confidential or non-confidential processes), in items 4.4, 4.5 and 4.6, or in item 24 of the 4Q23 Financial Statements. We emphasize that these proceedings are still in progress.

As of December 31, 2022, the total amount provisioned for the main non-confidential judicial, administrative, and arbitration proceedings classified with a likely loss probability was BRL 1.4 million. The provisions for 2023 have not been determined yet, as they will be described and published in Rede D'Or's 2024 Reference Form.

The main non-confidential judicial, administrative, and arbitration proceedings are available in item 4.4 of the Reference Form, however, the total number of non-compliances with legislation and regulations, as well as the amounts of fines incurred during the reporting period, remain yet to be determined.

The significance of these non-compliances is tied to the level of organizational risks, as outlined in the methodology described in the Company's internal regulations.



**+11,000**  
HOURS  
in capacitation  
about ethics

### Penalties

GRI 3-3

Violations of the rules of our Code of Conduct or our internal policies and procedures may be punished with a verbal or written warning, suspension or termination of the employment relationship, depending on the severity of the case - in addition to civil and criminal penalties in case of conduct that also violates the law.

In the case of violations involving suppliers or outsourced employees, a notification is made to the employer informing them of the incident and demanding immediate action - and the authorities may be notified in the case of illegal acts.



**Total number and nature of confirmed corruption cases (205-3): 2021 to 2023, no such cases in the reporting period.**

Presentation

Business Model

**GOVERNANCE**

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

# Whistleblowing Channel

GRI 2-25, 2-26, 3-3, 205-3, 406-1

We have an independent channel, operated by a specialized company, for reporting possible irregularities involving Rede D'Or<sup>1</sup>. Anonymity is guaranteed and the channel is available to anyone, 24/7.

Furthermore, our Ombudsman's Office is also available to the external public and acts as a channel for intermediating conflicts between the Company and its customers, in addition to serving the communities surrounding the hospital units.

In 2023, we received 4,707 reports, approximately 43% more than in 2022. This increase is related to campaigns to adhere to the code and in-person training. The report type with the highest occurrence was deviant behavior, with 1,396 reports. After investigations, it was concluded that 33% of the complaints were substantiated or partially substantiated, and the appropriate measures were applied. We did not record any confirmed corruption cases.

Specifically on the topic of discrimination, 110 complaints were received, 29% of which were deemed substantiated or partially substantiated and internal, disciplinary and operational measures were applied. The increase in reports compared to 2022 can be explained by reinforced communication about the Whistleblowing Channel, as well as the fact that the topic was addressed more recurrently in in-person training, carried out by the Compliance team and the Diversity and Inclusion department.

In relation to local communities, we received 71 noise-related reports, with complaints originating from 21 (30%) of our hospital units. All were directed and addressed.

Once the reports submitted through the whistleblowing channel are forwarded to the parties in charge of investigating them, the Compliance department monitors their execution, assessing the actions taken. The effectiveness of the whistleblowing mechanism is ensured through the continuous monitoring of indicators systematically tracked by the Compliance Department via the whistleblowing channel.



## Whistleblowing Channels

### Cases involving Rede D'Or and Richet

**Telephone**  
0800 377 8031

**Website**  
[www.canalconfidencial.com.br/canalconfidencial](http://www.canalconfidencial.com.br/canalconfidencial)

**E-Mail**  
[canaldedenuncias@rededor.com.br](mailto:canaldedenuncias@rededor.com.br)

### Cases involving D'Or Consultoria

**Telephone**  
0800 450 4510

**Website**  
[www.canalconfidencial.com.br/dorconsultoria](http://www.canalconfidencial.com.br/dorconsultoria)

**E-Mail**  
[canaldedenuncias@dorconsultoria.com.br](mailto:canaldedenuncias@dorconsultoria.com.br)

### Cases involving GSH

**Telephone**  
0800 025 8846

**Website**  
<https://www.canalconfidencial.com.br/gshcorp>

<sup>1</sup>. Does not include SulAmérica.

## Integrity Culture

GRI 3-3, 205-2

Among our main challenges are ensuring the dissemination and full understanding of our Compliance Policy, ensuring not only adherence to the Company's rules, but also to our ethical principles by all our more than 71,000 employees, including our own and outsourced employees.

Through Academia Rede D'Or, we annually carry out several mandatory training sessions, regardless of position, on topics such as compliance, anti-corruption, Human Rights and refresher course on the Code of Conduct. In 2023, we also offered training on matters related to ethics, which covered a total of 16,474 people and over 11,000 training hours. In addition, several regular audits of ethical standards were carried out, which were monitored through processes established in our Integrity Program, such as the Whistleblowing Channel, unit reports and evaluations initiated by the department.

For further questions regarding ethical issues, employees can choose to contact us in person, by telephone or by email at [compliance@rededor.com.br](mailto:compliance@rededor.com.br). The units also have focal points chosen by management and trained by our Compliance team.



## Conflict of Interests

GRI 2-15

We have adopted a Corporate Standard for Conflict of Interests to guide employees and partners about the need to avoid any situation in which a possible personal interest conflicts with the obligations they have with our principles or potentially conflicts with Rede D'Or. We disapprove of any type of inappropriate use of one's position at the Company or of the Company's business relationship to obtain a personal benefit or advantage in relationships with third parties. All business activities, personal investment or work that may conflict with the employee's ability to carry out their responsibilities with the Company must be communicated, evaluated and managed. Read more in our [Code of Conduct](#).

Additionally, we implemented the Related-Party Transaction Policy, which establishes rules and procedures to ensure that all decisions involving transactions with related parties are made with the interests of the Company and its shareholders in mind and always in accordance with requirements for

competition, compliance, transparency, equity and commutativity.

Our Bylaws and the Brazilian Corporation Law also establish that anyone who has conflicting interests with the Company cannot be elected as management member, unless exempted at the General Shareholders' Meeting. If any member of the Company's management or of any of its subsidiaries or affiliated companies identifies any matter that may give rise to a conflict of interest between the Company and any related party, that person must, mandatorily, state the reasons for such conflict of interest to the Company's Compliance Department before the conflict of interest situation is realized and refrain from participating in the decision-making process involving the corporate operation, business or transaction that may represent a possible conflict of interest situation. The situations that must be formally declared and previously approved are provided for in item 11.2 of the [2023 Reference Form](#) (pages 484 to 486).



In 2023, we also offered training on matters related to ethics, which covered a total of 16,474 people and over 11,000 training hours

Presentation

Business Model

GOVERNANCE

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

# MANUFACTURED CAPITAL

- 62 Clinic Engineering
- 63 Organic expansion
- 66 Sustainable building

SDG

<b>3</b> GOOD HEALTH AND WELL-BEING	<b>8</b> DECENT WORK AND ECONOMIC GROWTH	<b>9</b> INDUSTRY, INNOVATION AND INFRASTRUCTURE	<b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION	<b>13</b> CLIMATE ACTION

  
Interactive Summary

# Clinic Engineering

For our hospitals scheduled for 2024 (Novo Barra, Guarulhos and Alphaville), in 2023, we acquired three Magnetic Resonance Imaging (MRI) scanners with the Sealed Magnets project, which do not require large quantities of helium gas to maintain the magnetic field active.

The investment was made after a successful experience with a similar scan installed at the São Luiz Anália Franco unit (São Paulo/SP) in 2021, and after the manufacturer improved this technology. Through this initiative, we will reduce the cost of replacing helium gas in the scans, in addition to reducing its weight by approximately one ton. This enables the feasibility of new service projects with magnetic resonance imaging, thus boosting our quality of care for our patients. Further acquisitions are planned for future hospital projects.



Presentation

Business Model

Governance

**MANUFACTURED CAPITAL**

Human capital

Social and relationship capital

Capital natural

Capital intellectual

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

# Organic expansion

GRI 3-3


We have a comprehensive organic expansion program, with more than 60 projects distributed across new units (greenfield) and existing units (brownfield). The projects total 6,634 beds (1,221 were delivered between 2021 and 2023), of which 2,083 are greenfield beds (GF) and 4,551 brownfield beds (BF). In May 2023, we opened São Luiz Campinas (SP) hospital, and important projects have entered their final construction stages. In addition to Hospital Memorial Star

which will start operating in April, we highlight the expansion of Hospital Vila Nova Star, in the city of São Paulo, the Aliança Star project in Salvador, as well as the new Hospital Macaé D'Or, in Rio de Janeiro state. Moreover, we have other greenfield and brownfield hospitals that are already well underway: two new units in São Paulo state - Alphaville and Guarulhos; the Barra D'Or II greenfield project, in the city of Rio de Janeiro; the new tower at Hospital São Lucas, in Aracaju; and the expansion of Hospital Assunção, in São Bernardo do Campo, in São Paulo.

**+ 60**  
**PROJECTS**  
distributed across  
new units (greenfield)  
and existing units  
(brownfield)

## Hospital São Luiz Campinas

The new hospital, with 47,000 sqm, has 325 beds and offers the largest highly complex private care structure in the region. The hospital features 243 adult inpatient beds (10 for the maternity ward), nine pediatric inpatient beds, 52 adult ICU beds, 13 neonatal and eight pediatric ICU beds. With an investment of BRL350 million, the unit contributes to the creation of around three thousand direct and indirect job vacancies, through outsourced service providers.



Further details about our expansion plan is available in our **Reference Form** on our **website**.



- Presentation
- Business Model
- Governance
- MANUFACTURED CAPITAL**
- Human capital
- Social and relationship capital
- Natural capital
- Intellectual capital
- Financial capital
- Annexes
- GRI and SASB Content Index
- Assurance Report

## New hospitals and expansions opened in 2023 and inaugurations scheduled for 2024

Opening	Hospital	Specialty	New beds	State
2023	Hospital São Luiz Campinas (Campinas/SP) - GF	General Hospital	325	SP
2024	Hospital Vila Nova Star - Torre 2 (São Paulo/SP) - BF	General Hospital	140	SP
2024	Hospital Memorial Star (Recife/PE) - GF	General Hospital	150	PE
2024	Macaé D'Or (Macaé/RJ) - GF	General Hospital	150	RJ
2024	Hospital Aliança (Salvador/BA) - BF	General Hospital	196	BA

## Beds that will be added by 2025 through new projects and expansions

In 2023, we inaugurated São Luiz Campinas (SP) and, in 2024, we expect to open Hospital Memorial Star, in Recife, deliver the expansion of Hospital Vila Nova Star, in the city of São Paulo, the Aliança Star project in Salvador, as well as the new Hospital Macaé D'Or, in Rio de Janeiro state. Moreover, we have other greenfield and brownfield hospitals that are already well underway: two new units in São Paulo state - Alphaville and Guarulhos; the Barra D'Or II greenfield project, in the city of Rio de Janeiro;

the new tower at Hospital São Lucas, in Aracaju; and the expansion of Hospital Assunção, in São Bernardo do Campo, in São Paulo.

More information on projects under development can be found in section 2.10 of the [Company's Reference Form \(FR\)](#), which also details all projects, beds and investments up to 2027.

Presentation

Business Model

Governance

**MANUFACTURED CAPITAL**

Human capital

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report



# Compensation

GRI 2-5, 2-25, 203-1, 203-2

In 2023, we continued applying mitigating and compensatory measures, some of which began in 2022, which include improving roads, revitalizing road signaling and planting seedlings. These actions seek to meet demands from environmental agencies during the licensing processes involving São Lucas, UDI, Taubaté and São Luiz São Bernardo hospitals.

Investments and support for services result from compliance with environmental laws and regulations, such as compliance with environmental licensing conditions [GRI 3-3].

	Mitigating Measures	Amount	Status
<b>Hospital São Lucas</b>	Restoration of the channel protection guardrail	BRL 805,201.38	Paid <sup>1</sup>
	Revitalization of horizontal and vertical road signs		
	Installation of four bus shelters		
	Other pertinent works, to be defined by the public authorities		
	Compensatory Measures	Amount	Status
<b>UDI Administrative Offices</b>	Road improvements in the surrounding area, including rainwater drainage, vertical and horizontal signs	BRL 90,434.52	Completed <sup>2</sup>
	Land clearing, purchase and planting of 2,500 tree seedlings	BRL 57,499.60	Completed <sup>2</sup>
	Compensatory Measures	Amount	Status
<b>Hospital Taubaté</b>	Purchase and planting of 0.57 hectares in PROJETO PLANTVERD (Contract BRL41,040.00)	R\$ 16,416.00	Paid
	Other measures to meet conditions (Onerous Grant)	R\$ 850,000.00	Paid
	Compensatory Measures	Amount	Status
<b>Hospital São Luiz São Bernardo</b>	Improvement of road infrastructure through milling, asphalt resurfacing, new paving and restoration of road signs	BRL 4,550,000.00	Completed
<b>Total</b>		<b>BRL 6,369,551.50</b>	

1. Rede D'Or was only responsible for paying the compensation, its execution will be carried out by the Environmental Department.

2. Instrument of Commitment already signed between the parties.

# Sustainable building

GRI 2-25, 3-3

We observe **SDG 9**, which aims to build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation in constructing new facilities, as well as in the adaptation or renovation of acquired hospitals. To achieve this, we have specifications outlined in our standardization manuals. These guidelines include:

- Energy efficiency linked to the building envelope, lighting system, and HVAC system;
- Equipment providing better energy efficiency;
- Light-colored coatings on roofs and facades for sunlight reflection and consequent reduction of thermal load;
- Water-based paints, free of volatile organic compounds, without pigments based on heavy metals, etc.;
- Architectural design based on established bioclimatic zone definitions to avoid deep solar radiation and allow for natural lighting and ventilation;
- Organized construction site with more environmentally sustainable criteria, foreseeing water reuse, reuse of rainwater and solid residues produced, and separation of non-reusable waste for disposal;

- Construction Waste Management Plan (PGRC,C in Portuguese) according to Conama's Resolution 307/2002;
- Scaffolding and props made of metal or other reusable material;
- Materials and equipment meeting sustainability criteria such as safety, durability, and efficiency to generate less waste, reduce wastage, and have a lower environmental impact;
- External floors that facilitate rainwater infiltration into the soil to avoid overloading the rainwater collection system;
- Specific physical space for collecting and storing recyclable materials;
- Preferential use of local labor, materials, technologies, and raw materials for execution;
- Rainwater harvesting and utilization system, adding elements to the hydraulic system to enable its use for garden irrigation and cleaning of waste containers;
- Air conditioning units acquired in accordance with Brazilian standards;
- Renewable energy;
- Low-pressure, water-saving equipment, such as faucets with aerators, equipped with sensors or automatic shut-off, toilets with sensors or dual flush valves, or vacuum flush;
- Irrigation system that reduces water consumption, such as drip, micro-sprinkler, or programmable electronic mechanism for automatic irrigation;
- Zoned lighting using light switches to allow for localized use and take advantage of natural light, with the presence of motion sensors in places that do not require constant light, such as garages, corridors, elevator hallways and stairs;
- Compact, high-efficiency or tubular, high-performance fluorescent lamps;
- ABNT NBR 15920:2011 standard applied as a reference for the economic sizing of electrical cables based on losses by joule effect;
- Equipment approved by the Brazilian Labeling Program of the National Institute of Metrology, Quality, and Technology (Inmetro), chosen among the most efficient;
- Air cooling technologies enabling system automation to allow proper zoning of air-conditioned environments;

Presentation

Business Model

Governance

MANUFACTURED CAPITAL

Human capital

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

# HUMAN CAPITAL

69 Our employees



SDG

3 GOOD HEALTH AND WELL-BEING

4 QUALITY EDUCATION

5 GENDER EQUALITY

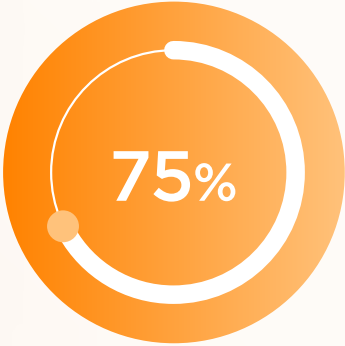
8 DECENT WORK AND ECONOMIC GROWTH

Interactive summary

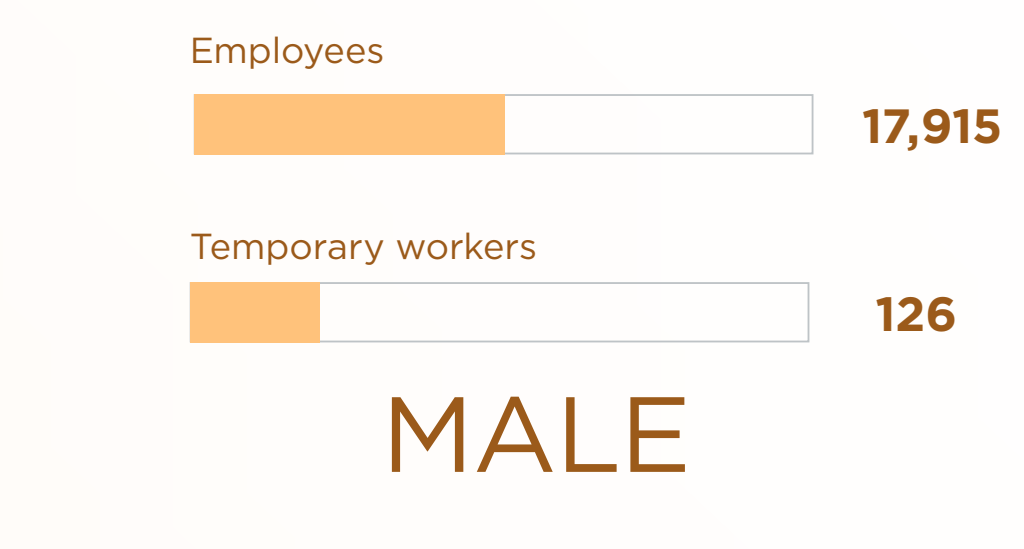
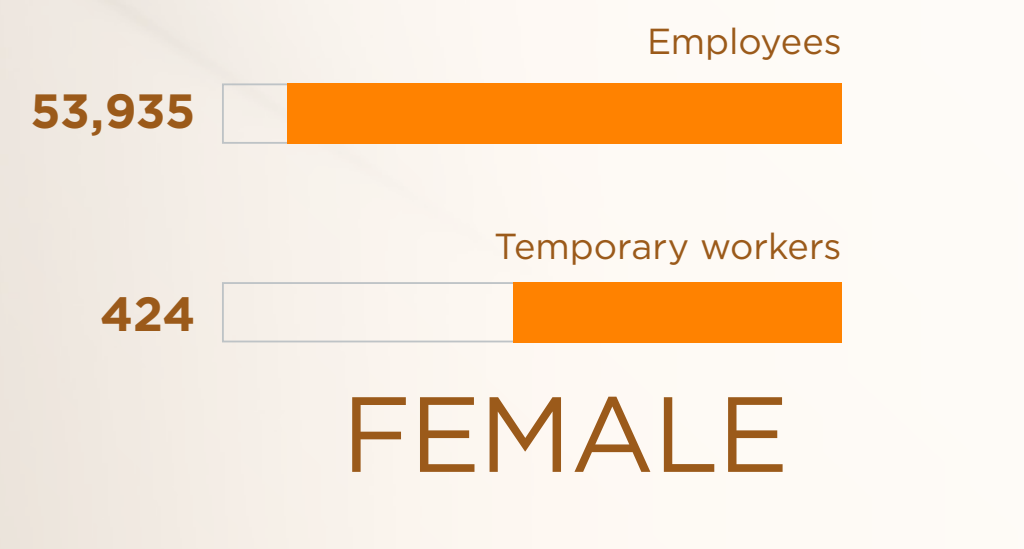


# Human capital highlights

**71,850**  
EMPLOYEES



Percentage of total employees in 2023



**364**  
interns

**21,325**  
hired during the period

**1,083**  
apprentices

**868**  
people with disabilities

- Presentation
- Business model
- Governance
- Manufactured capital
- HUMAN CAPITAL**
- Social and relationship capital
- Natural capital
- Intellectual capital
- Financial capital
- Annexes
- GRI and SASB Content Index
- Assurance Report

# Our employees

GRI 3-3, 401-1, 401-2, 401-3, 404-1, 404-2, 404-3

Our staff members are the foundation of the daily success we cultivate across Rede D'Or. In line with this belief, we adopt as premises the appreciation and encouragement of the personal and professional performance of each of our more than 71,000 employees. We translate this into investments in continuous training and development, healthcare and well-being, transparent communication and initiatives to create an increasingly better work environment.

In 2023, we invested in expanding our relationships with universities and institutions to attract young talents. We continue with the Rede D'Or Trainee Program, aimed at accelerating the development of new leaders, and we received a record-breaking number of applications.

In another front, together with Instituto Proa, we prepare young adults in vulnerable situations for the job market, promoting productive inclusion and enhancing employability and professional and personal development.

Aimed at valuing our employees and offering real opportunities for career growth within Rede D'Or, since 2020 we have the internal recruitment program *Movimenta Rede*, which advertises opportunities for all areas and units across Brazil.

For 2024, our HR will continue to devote its efforts to strengthening the bond between employees and our strategy of maximizing the strategic pillars—Technical Quality, Perceived Quality and Economic Results.

Rede D'Or follows all laws and regulations related to this topic and is committed to respecting human rights of all our employees, medical staff, patients, suppliers, third parties and society.

Additional information about Rede D'Or commitments can be found in the policies associated with the respective topics, referenced on pages 29 and 30 hereof, as well as in the sustainability commitments reported on page 36.



Presentation

Business model

Governance

Manufactured capital

**HUMAN CAPITAL**

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

# Talent attraction and retention

GRI 3-3, 401-1

We greatly value the promoting and dissemination of our corporate culture, the creation of job opportunities<sup>1</sup> for those entering the job market and the establishing of a successor training process. We believe that through our initiatives, we will not only attract professionals who are willing and committed to performing to the best of their abilities but also retain them in a welcoming and rewarding environment for both professional and personal development.

In this sense, in 2023 we invested in broadening our relationship with universities, extending our reach to over 45 institutions nationwide, thus creating an actual positive impact on the community. The aim is to maintain a close relationship with leading institutions to offer our internship, trainee and other professional opportunities. This movement also included extending relationships to other states, especially in the Northeast, where we face challenges hiring skilled professionals due to the Company's growth.

<sup>1</sup> Actual positive impact.

<sup>2</sup> To prevent non-compliance with labor laws (negative impact), Rede D'Or follows all laws and regulations concerning the subject and is committed to respecting the human rights of all employees, clinical staff, patients, suppliers, third parties and society. Additional information about Rede D'Or commitments can be found in the Human Rights Policy.



## Rede D'Or' Trainee Program

GRI 3-3

We launched Rede D'Or's 2024 Trainee Program, designed to expedite the development of new leaders through an immersive experience within the business. The program offers technical tools for project and people management, as well as behavioral tools based on the eight competencies adopted at Rede D'Or. In the program's third edition, we received over 17,000 applications (360% more than in 2022) to fill 16 positions opened in this reporting cycle.

Our Trainee Program welcomes applicants from all undergraduate backgrounds, whether related to healthcare or not, and stands out among others for its innovative approach to professional development. The recruitment processes include behavioral profile assessment and mapping, dynamics and interviews with executives from different executive offices, including the CEO. Accepted candidates undergo a nine-month job rotation within the business, providing them with an in-depth understanding of the healthcare sector and developing multidisciplinary skills.

Throughout the program, from January to September 2024, applicants will be mentored by experienced Company leaders and will have the opportunity to learn from leading professionals in the field, collaborate on challenging projects and be involved in day-to-day hospital management. They will also have access to *Academia Rede D'Or*, which provides opportunities for continuous learning and professional improvement.

In October 2024, newly graduated trainees will be assigned to their definitive positions

Note: Read more about the target for the "R&D, Innovation and Education" material topic and its progress assessment in the the "ESG Targets" topic.

Presentation

Business model

Governance

Manufactured capital

**HUMAN CAPITAL**

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report



Corporate team members based in Rio de Janeiro

## Hiring young talents

GRI 3-3

In partnership with the PROA Institute, we train young people aged 18 to 22 from vulnerable backgrounds for the job market, promoting productive inclusion and enhancing employability and professional and personal development. We offer a 100-hour socio-emotional training through paths that cover topics such as self-awareness, communication, logical reasoning, professional project and career planning. Upon completion of the training, they choose one of the technical paths in Administration, Logistics or other available areas. In 2023, we hired 20 young people through this initiative.

We also contribute to the inclusion and social transformation of young people and adults from marginalized areas by promoting employability, especially in operational positions, through our new partnership with *Entre o Céu e a Favela Institute*, empowering them to take the lead in socio-cultural actions.

In total, 26 young people were hired through these initiatives.

## Movimenta Rede

GRI 3-3, 404-3

To value our employees and provide genuine growth opportunities within Rede D'Or, we prioritize in-house recruitment and maintain a program for this purpose called *Movimenta Rede*. Since 2020, all program stages have been conducted in an online environment, increasing the visibility of opportunities. Every month, we announce open positions through different internal channels together with significant statistics and testimonials from people who have taken a new step in their careers within the Company.

In 2023, we offered 4,881 internal opportunities across all areas and units throughout Brazil, for which we received 18,476 applications. As a result, 1,654 employees took on

new challenges through the *Movimenta Rede* program, a 13% increase compared to 2022. The program has impacted over 60,000 individuals over the years.

In 2023, announcements regarding *Movimenta Rede* were the most accessed in our internal HR Digital app, indicating a strong interest among teams. We recorded 38,500 views across nine posts, with the most popular post receiving around 8,000 views. Furthermore, we produced four videos and issued various announcements on other internal channels, such as email, posters, whatsapp cards and corporate TVs.

The hiring process is based on our Competency Model, which focuses on the organizational behaviors expected at each hierarchical level, ensuring alignment with our strategic guidance, management model, mission and values.

Each month, our Recruitment and Selection department assesses the experiences of individuals who were successful or unsuccessful in both internal and external selection processes to monitor their perception in their journey and promote improvements in the areas' services and processes, including an inquiry about the perception of openness to diversity [GRI 3-3].

Presentation

Business model

Governance

Manufactured capital

**HUMAN CAPITAL**

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

## Compensation and benefits

GRI 2-19, 2-20, 2-21, 3-3, 401-2

Our overarching goal is to provide excellent care for people, which is achieved through our employees. As recognition and a demonstration of trust in everyone within the Company, our compensation and benefits practices follow market benchmarks and comply with Brazilian regulations and our Human Resources Policy. In addition to their base salaries, employees are provided with a goals and bonuses program. Based on the performance of each individual's work within their teams, areas and executive offices, the program has simple and easy-to-understand rules that were shared with employees through HR notices, emphasizing how each individual's work directly influences our overall results. Aligned with the Bonus Program, we have established goals that were communicated to

the entire Company, ensuring greater transparency and governance, in addition to a Power BI dashboard that allows senior management to track these goals. For 2023, we further simplified calculations to make it easier to effectively monitor our results. As support, we provide an explanatory booklet outlining basic concepts and a FAQ with all goals to be achieved.

We also offer our employees a benefits plan that includes health<sup>1</sup> and dental<sup>1</sup> insurance (extended to family members); meal allowance or on-site cafeteria; food voucher<sup>1</sup>; life insurance<sup>1</sup>; disability and invalidity assistance; parental leave; partnership with the Total Pass<sup>3</sup> corporate fitness platform,

focusing on employees' quality of life, health and well-being; Christmas kit<sup>2</sup>; as well as an exclusive Partnerships Club. On an online platform, we provide our employees with products and services negotiated exclusively with insurance, education (including language and computer courses), culture and entertainment, wellness and gastronomy companies, and access to *D'Or Mais Saúde*, a marketplace featuring a wide range of products. In 2023, our platform had over 82,653 visits and 127,562 accesses to the program, posting a 45% growth compared to the previous year.

<sup>1</sup> Not granted to apprentices and interns

<sup>2</sup> Not granted to interns and temporary employees

<sup>3</sup> Not granted to interns

<sup>4</sup> The definition of Significant Operating Units for this indicator is companies that are part of the Company's core business, i.e. all hospital units, excluding imaging, oncology and hematology clinics, medical centers and corporate units.

More information on benefits are available in item 10.3b of the [Reference Form](#).

### Rede D'Or's Partnerships Club

In addition to our benefits, we offer an online platform that gathers special conditions for Rede D'Or teams in one place, including products and services from segments such as insurance, education, culture and entertainment, well-being and gastronomy.

[Learn more about Rede D'Or's Partnerships Club.](#)



Presentation

Business model

Governance

Manufactured capital

**HUMAN CAPITAL**

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report



## Collective bargaining agreements

GRI 2-30

In 2023, 96% of our employees were affected by health and safety issues addressed in collective bargaining agreements or conventions negotiated with labor unions. Out of our 71,850 employees, 3,083 lack representation, meaning they affiliated with unions but do not have collective bargaining agreements or their positions are not represented by the unions, although they receive salary adjustments in advance at the discretion of Rede D'Or.

At Rede D'Or, we maintain constant open communication channels with both labor and employer unions. We abide by collective agreements and/or conventions, as well as relevant legislations.

## Career and development

### Competency Program

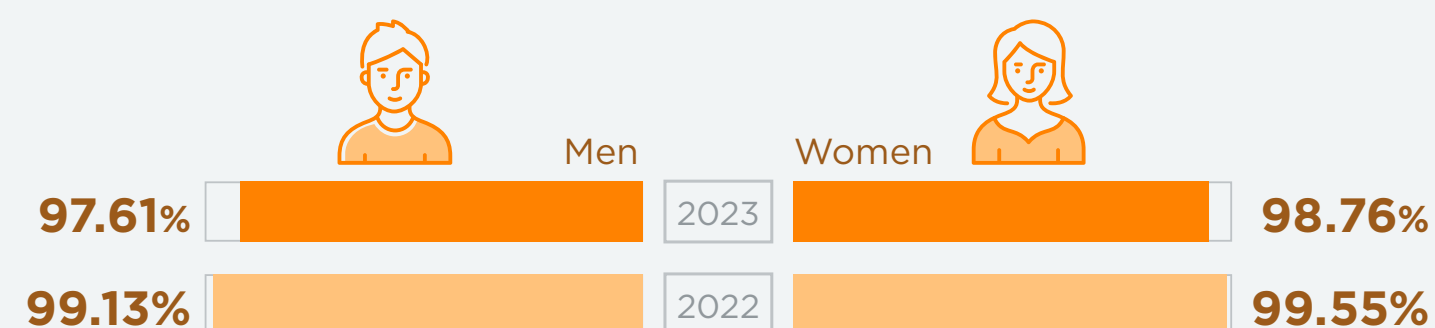
The personnel cycle permeates every aspect of the employee experience: recruitment and selection, onboarding, competency assessment, feedback, training initiatives and career and professional performance processes. We continuously seek to encourage a culture of learning among our employees, promoting a stance of self-development and empowerment.

Each year, employees who have been with the Company for at least three months (excluding interns, apprentices and outsourced personnel) undergo a Competency Assessment

with rounds of feedback and the creation of Individual Development Plans (IDPs). This allows us to identify the level of adherence of their behaviors to the technical and organizational competencies mapped in the analysis, enabling employees to establish actions to improve areas identified during feedback sessions and focus on the skills, knowledge and attitudes they need to develop. In 2023, we assessed over 60,200 employees across 92 participating units. This figure includes all active employees hired (under the Brazilian Labor Law - CLT) and managers contracted (independent contractors) by February 28, 2023.

### Total workforce who received regular performance and career development assessment | GRI 404-3

By Gender



Note: There is no information for the year 2021.

By employment category	2023	2022
Officers	72.35%	93.25%
Managers	85.47%	96.67%
Supervisors	95.03%	95.66%
Professional Staff	98.56%	99.78%
Operational Staff	97.53%	97.51%
Technicians	98.93%	99.70%

Note: There is no information for the year 2021.

**92**  
PARTICIPATING UNITS  
and over **60,200**  
employees assesses  
across

Note: In 2023, we did not have a career transition program, since this initiative is not a Company practice. Currently, the programs are aimed at developing the journey of the active employee [GRI 404-2].

Presentation

Business model

Governance

Manufactured capital

**HUMAN CAPITAL**

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

## Rede D'Or's organizational competencies

- **Identification with the organization:** Commitment and alignment with the organization's purpose;
- **Customer orientation:** Excellence in customer service provision;
- **Adaptation to changes:** Maintaining a positive attitude during times of change and uncertainty, adapting quickly and seeking the best from each experience;
- **Cooperation:** Building and encouraging collaboration, respecting differences, with empathy and team spirit;
- **Initiative and planning:** Initiative and organization for efficient performance;
- **Communication and interpersonal relationship:** Effective communication, with empathy and support;
- **Engaging leadership:** Development of employees and oneself, building committed teams;
- **Results optimization:** Understanding our business and accountability for delivering results.

## Training and Development

GRI 3-3, 404-2

At Rede D'Or, as a positive impact<sup>1</sup>, we foster a culture of learning, encouraging a stance of self-development and empowerment among our employees. In order to do so, we rely on the 70-20-10 learning model, because we understand that competence development arises through various sources, learning in the workplace, exchanging knowledge with leaders, peers and colleagues, and through formal learning.

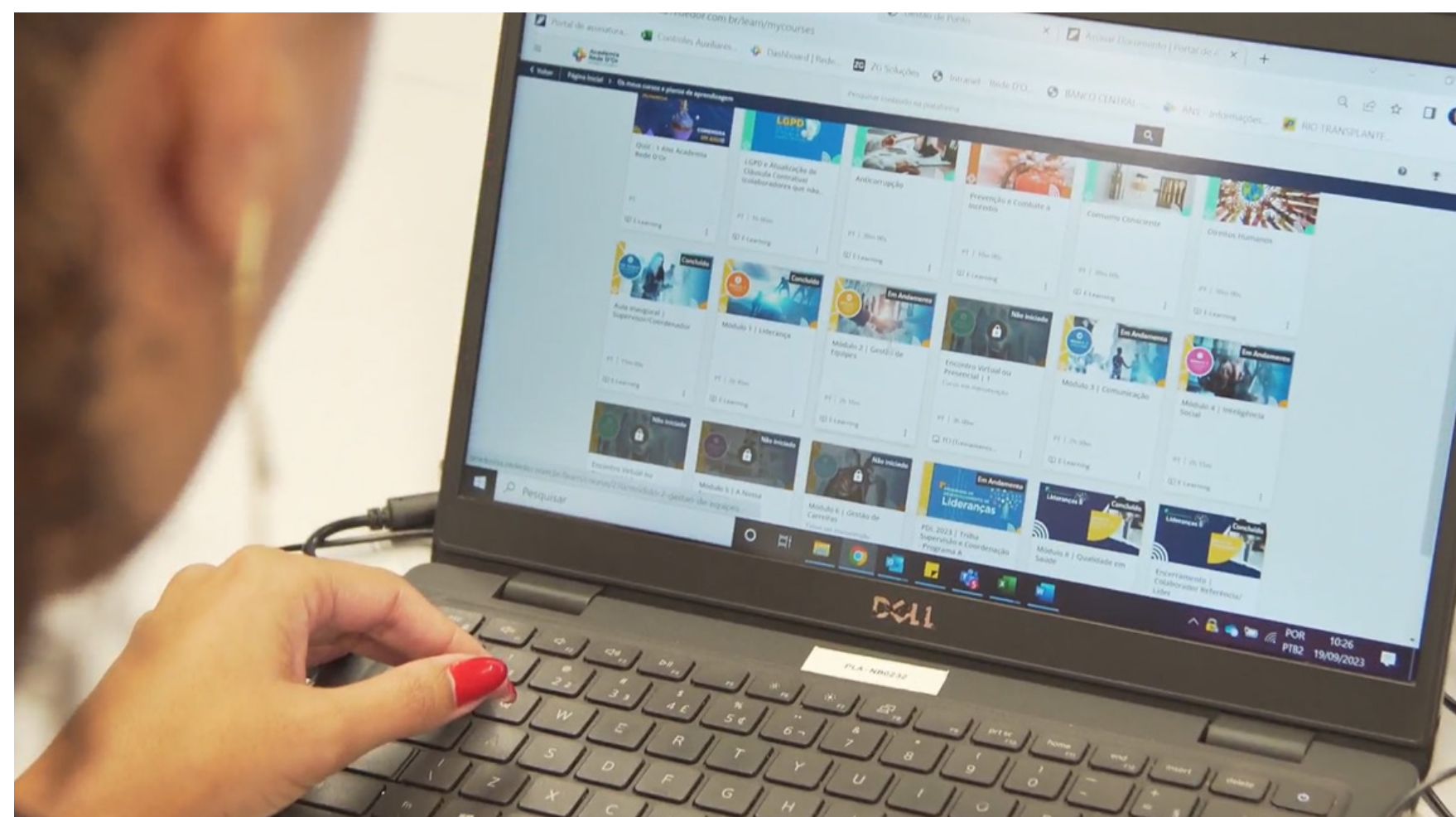
All our employees are encouraged to build their Individual Development Plan (IDP) together with their leadership, which, in this sense, becomes an important tool allied to self-development.

In 2023, we celebrated the first year of our corporate university, **Academia Rede D'Or**, and launched several initiatives on our platform, aimed at developing our business and our people: the Diversity and Inclusion, Perceived Quality, and Revenue Cycle learning trails.

**In 2023, we recorded more than 1 million training hours with 20,000 access per month on average to our platform.**

Note 1: only actual and positive impacts were identified related to the training and education of our employees.

Accelerating the training and development of employees to keep pace with technological advancements and face increased competition in the market is part of the guidelines of our Human Resources Policy (an internal and confidential document).



Presentation

Business model

Governance

Manufactured capital

**HUMAN CAPITAL**

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

### Academia Rede D'Or (Rede D'Or Academy)

GRI 3-3

We believe that shared knowledge opens up new horizons, fostering improvements in the quality of our services. In this sense, the *Academia Rede D'Or* provides an ecosystem of learning and organizational development which is crucial for shaping our professionals. Established with the mission of promoting knowledge management across various business areas and fostering our core competencies, the *Academia Rede D'Or* allows for the continuous development of employees, enhancing the quality of our services and strengthening our organizational culture. The Academy features a [Distance Learning portal](#) and access is available to all employees, contractors, and suppliers in the supply chain [GRI 3-3].

The Academy is built upon four educational pillars focusing on topics related to essential competencies for our business and governance: culture, behavior and sustainability; leadership; technical skills; and health, safety and well-being. More than 300 contents are offered, including training, courses and knowledge trails, including essential topics such as privacy, compliance, diversity and inclusion and human rights.

Among the training modules available to all our employees are:

General Data Protection Law (LGPD in Portuguese); Diversity and Inclusion Trail; Communication Trail; Sustainability Trail; and courses within the technical pillar. A specific trail called *Chega+* is made available for new employees, offering a collection of practical content and information for new employees.



#### Perceived Quality Trail

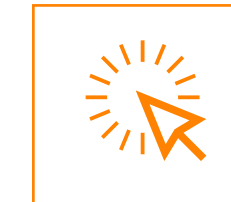
In May, we launched the Perceived Quality Trail, aimed at training our employees, physicians, multidisciplinary teams and leaders on topics that contribute to improving perceived quality indicators, as well as developing essential competencies and skills to better serve our customers.

This is a hybrid capacity building program that offers online courses available through the *Academia Rede D'Or* platform, as well as in-person workshops. Since its launch, over 250 trainers from hospital units, oncology and the call center have been trained.

They are responsible for conducting in-person workshops and serving as ambassadors for the topic.

The topics covered in this first track include Rede D'Or Management Model, Our Customers, Rede D'Or Patient Journey, and Customer Experience. The content was developed by internal and external experts and made available both in the distance learning format and in-person during the Patient Journey workshop.

**IN DECEMBER, MORE THAN 32,900 EMPLOYEES** completed the trail, accounting for **45%** of our workforce, and **over 4,800** employees had already attended the in-person workshop.



Read more about the target for the "R&D, Innovation and Education" material topic and its progress assessment in the "ESG Targets" topic. [GRI 3-3]

- Presentation
- Business model
- Governance
- Manufactured capital
- HUMAN CAPITAL**
- Social and relationship capital
- Natural capital
- Intellectual capital
- Financial capital
- Annexes
- GRI and SASB Content Index
- Assurance Report

**Acelera Program**

GRI 3-3

Another highlight of the year was the launch of the first class of the Acelera Program, aimed at leaders of our receivables chain. The initiative aims to align and address improvement opportunities within the revenue cycle (with a course available in the learning trail of the same name, as mentioned earlier), by providing a space for knowledge sharing, sharing best practices with effective paths and solutions for the process with the Corporate expert areas. On a hybrid format, the program has a minimum hour load of 65 hours and duration of approximately six months. In workshops, participants discuss how to solve and envision the future of revenue cycle challenges.

On the same topic, we launched the first course in the Revenue Cycle Trail, aimed at providing a comprehensive overview of the department, ensuring the provision of high-quality patient care and proper billing to health insurance providers for the services rendered.

**Leadership development program**

GRI 3-3

In recent years, we have broadened our perspective in a more strategic way, thinking not only about continuity but also about supporting Rede D'Or's organic growth. In this context, the Leadership Development Program (PDL, in Portuguese) provides an environment that helps building a pipeline of high-performance leaders, prepared to take on present and future challenges. This approach not only strengthens the Company's ability to respond to market demands but also establishes a solid foundation for long-term sustainable growth.

In continuous evolution, in 2023, we launched a new version of the program, addressing market concepts aligned with Rede D'Or's management practices. The PDL was divided into four learning trails based on job levels, impacting over 2,200 leadership positions

The content of the trails focuses on a humanized, empathetic, and collaborative leadership model, focused on improving processes and managing results, stimulating the empowerment and self-development of each individual.

The reference employee/leader trail is fully available on the Academia Rede D'Or (Rede D'Or Academy) platform and addresses topics that help managing daily challenges.

Meanwhile, the track developed for supervisory/coordination positions is carried out in a hybrid model, with online activities—synchronous and asynchronous—as well as in-person sessions. For this level, we created programs A and B. The first one was aimed at supervisors and coordinators who did not attend the PDL in 2022, consisting of six modules, two of which delivered in person by the program's facilitators. For that purpose, we trained 115 Business Partners from hospital units and corporate offices to conduct the in-person meetings, as outlined in this trail. Program B was designed for leaders who had completed the PDL the previous year and included a meeting with an expert,

with the participation of a Rede D'Or leader, who shared their experience and practices on the discussed topic.

The management trail was offered in a synchronous online format, developed by both external and internal experts from Rede D'Or. Seven different topics were addressed, focusing on team and process management.

Trainee Program participants have access to a leadership development trail specially designed for this audience, providing young talents with the tools and knowledge necessary to become prominent leaders in their fields.



Presentation

Business model

Governance

Manufactured capital

**HUMAN CAPITAL**

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

### MBA in Hospital Services Management – Executive Leadership Development

GRI 3-3

In November 2022, a new MBA program in Hospital Services Management - Executive Leadership Development, in partnership with IDOR, began. With a duration of 14 months and modules covering topics such as Stakeholders, Operational Support, Operational Cycle Management, and Conclusion Work, the MBA focuses on the development of executive leadership. There were two classes - Rio de Janeiro (RJ) and São Paulo (SP), with a total of 41 students. Throughout the program, over 50 leaders from Rede D'Or shared their knowledge. The

MBA modules included Rede D'Or; Stakeholders; Operational Support; Clinical Care Cycle Management; Operational Cycle Management; and Capstone Project (TCC, in Portuguese).

The project aims to support our exponential growth by raising the level of knowledge and management of strategic positions in the business and supporting the Succession Program, which seeks to generate a pool of potential successors for leadership positions focusing on hospital units and the Corporate

Executive Office. As a result, we facilitate the decision-making process for the immediate filling of critical positions, identifying strengths and areas for improvement aligned with organizational competencies and promoting the executive leadership retention plan.

Following the completion of the classes, participants will focus their efforts on the capstone projects, which will address challenges relevant to Rede D'Or and will be presented and assessed by an examining board in February 2024.



“The Hospital Management MBA program played a pivotal role in my career growth, providing a unique platform for sharing experiences and building a valuable network of contacts. Furthermore, it deepened my knowledge in management, allowing me to apply effective strategies in the complex healthcare scenario, making it a crucial point in my professional journey.”

Lizandra Guerson  
General Director at  
Santa Cruz.



Presentation

Business model

Governance

Manufactured capital

**HUMAN CAPITAL**

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

# Climate Survey

GRI 3-3

The positive outcome of our initiatives is confirmed in our climate survey, the Fala Rede. In the 2023 edition, when asked if 'people of any age, ethnicity, religion, color, gender, and sexual orientation are treated the same way in the company,' we recorded an agreement rate of 88.4%.

With the participation of over 47,000 employees, an 80.3% participation rate, the survey also indicated a 72.2% adherence to organizational climate. Fala Rede is conducted annually, with its cycle starting in November, allowing for the assessment of results and the creation of action plans for the following year. The survey includes all employees hired up to 90 days before the end of the survey and contracted leaders. Employees are invited to fill out the survey, which can be accessed via mobile or desktop, with no mandatory participation. The results are anonymous, and access to the results of a specific department is only granted if there are more than 10 respondents.

## Dimensions of the Climate Survey

The dimensions assessed with the initiative are:

- 1. Work structure and well-being:** employees' perception of their work structure, including perceptions of mental health;
- 2. Leadership:** employees' perception of their leaders regarding influence, closeness, recognition and credibility;
- 3. Collaboration:** perception of the quality of relationships among peers and other teams;
- 4. Diversity and Inclusion:** employees' perception of diversity and inclusive practices within the organization; how represented, proud, and involved employees feel about their work and the Company's image;
- 5. Career and Development:** employees' perception of their professional trajectory, opportunities for growth offered by the Company, and the meaning they give to their professional growth;
- 6. Innovation:** how open the Company is to listening, discussing, implementing, flexibilizing, and adapting to changes and innovations whether from employees or the market;
- 7. Organizational Alignment:** employees' understanding of and alignment with the Company's management model.



Time do Hospital São Marcos (PE), em 2024, celebrando a entrega do troféu de destaque na pesquisa de clima "Fala, Rede!".

In 2023, according to the previous year's results, we developed several improvement actions focusing on health and well-being, work-life balance, and collaboration among departments. There were over 650 proposed initiatives distributed among 81 nuclei. Some initiatives stood out as they started in one nucleus and later spread to many others, such as the *Café com a Diretoria* (Coffee with the Boss), Stand RH & Você, Round of Conversation on Emotion Management, and the creation of focus groups.

Presentation

Business model

Governance

Manufactured capital

**HUMAN CAPITAL**

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

# Diversity and Inclusion

GRI 3-3, 405-1, 405-2

Providing a welcoming environment for everyone is part of our culture. With a workforce predominantly made up of women, who account for 75% of our workforce, we continue to invest in developing initiatives to promote diversity and inclusion in our hiring processes, as well as to ensure a welcoming and respectful work environment. At Rede D’Or, intolerance, discrimination, and any form of harassment are unacceptable. This stance is reflected in our Code of Conduct and in a Whistleblowing Channel available to our employees.

To that end, we maintain a series of initiatives in support of Diversity and Inclusion (D&I) through which we increase year after year the implementation of awareness-raising, literacy, and engagement activities. At Academia Rede D’Or, the topic is addressed in various courses and training sessions, including the Diversity and Inclusion Trail, Leadership Development (PDL in Portuguese) and Compliance Programs; along with webinars held on celebratory dates such as International Women’s Day, Black Awareness Day, and International Human Rights Day. In 2023, we **launched** the **D&I** awareness-raising pilot project through an in-person training called “Inclusive Patient Journey,” **aimed at our units’ leaders.**

Note: Only actual and positive impacts regarding Diversity and Equal Opportunities were identified.



In addition to focusing on our own staff, also promoted inclusion initiatives that directly impacted our patients. For example, in 2023, we had the second season of the web series *Lugar de Fala*, in which digital influencer Kate Viana, creator of the page [@comovaigordinha](#), returned to the hospitals she had visited at the beginning of the project and reported on the improvements made to meet the special needs of obese individuals. The episodes demonstrate how everyone is welcome at Rede D’Or, and our commitment to evolving through the opportunities that arise, so that more and more people are welcomed in our hospitals — both our patients and employees.

**OUR WORKFORCE** is predominantly composed of women. We continue to invest in initiatives related to Diversity and Inclusion.

Presentation

Business model

Governance

Manufactured capital

**HUMAN CAPITAL**

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

79%  
AVERAGE SCORE  
of accessibility  
in WCAG

In addition to this initiative, we were also invested in patient inclusion actions, such as implementation of bracelets/tags with the 'social name' field for transgender individuals. At Maternidade Star, we use 3D plaster printing to create replicas of the of the baby's ultrasound image so that visually impaired pregnant women can feel the shape, position and size of the child that is still in her womb.

We also maintain an annual D&I calendar, which includes the main dates related to the topic, with campaigns and the dissemination of specific booklets on International Women's Day, National Day of Denunciation Against Racism, International LGBTQIAPN+ Pride Day, among others.

To maintain continuous improvement and deepen our understanding of our people, promoting the creation of a better work environment, we launched a personal information update survey in 2023, including questions such as gender, race, and ethnicity data. This initiative aims to promote a sense of respect and belonging for all individuals [GRI 3-3].

Our investment in the digital transformation of Rede D'Or also involves a commitment to increasingly expanding diversity and inclusion in our digital channels, such as official websites, ensuring accessibility of our applications for all audiences. Thus, we comply with the Web Content Accessibility Guidelines (WCAG) guidelines for most items with A and AA criticality, giving our applications an average accessibility score of 79% [GRI 3-3]. We also continuously invest in addressing other critical items, including those related to visual, auditory, and intellectual disabilities, and in diversity, adapting our systems to include information in fields for social name and affiliation.

## Opportunity for all

GRI 3-3, 405-1, 405-2

Rede D'Or has in place an inclusive hiring process on its careers and job posting page, where everyone can apply. Applicants are assessed based on their behavioral competencies and directed to open positions. We also have exclusive openings for people with disabilities marked on the Career Portal to enhance attraction, recruitment, and hiring efforts. Additionally, we reinforce these efforts through Marketing team actions on online professional networking platforms. These efforts resulted in a total of 868 people with disabilities in our workforce in 2023.

We have also established partnerships to boost the recruitment of people with disabilities, including with the Government of the State of São Paulo, the Labor and Income Center (CTR, in Portuguese) of São Bernardo do Campo (SP), the Worker Support Center (CAT, in Portuguese) of the City of São Paulo (SP), and others yet to come [GRI 3-3].

In 2023, we were present at the 'Feira Dia D,' held in different locations within the state of Rio de Janeiro, through the State Center for Disability Assistance (NEAD, in Portuguese). In two days of the fair, 105 individuals were assisted with 64 of them approved by HR to move forward in the Rede D'Or's selection process. The goal of the fair is to assist individuals with disabilities, social security rehabilitated individuals and companies, focusing on facilitating their entry and reintegration into the job market.



Presentation

Business model

Governance

Manufactured capital

**HUMAN CAPITAL**

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report



## Occupational safety and health

GRI 3-3, 403-1, 403-8

At Rede D’Or, through the **Health, Safety, and Environment Policy**, we maintain a clear commitment to preventing or mitigating significant adverse impacts on health, occupational safety, and the environment that are directly related to our operations, products, and services, as well as through our many social and business relationships.

### Health, safety and environment responsibilities established in the Company’s regulations

<b>CEO</b>	Alignment with the health, safety, and environmental principles.
<b>Senior management</b>	Establishment and promotion of the Company’s health, safety, and environmental principles and strategies.
<b>Officers</b>	Monitoring performance and ensuring compliance with health, safety, and environmental principles and strategies; Ensuring the resources under their responsibility to achieve all expected results fulfilling health, safety, and environmental principles and strategies.
<b>Managers (all management levels)</b>	Ensuring compliance with health, safety, and environmental principles and strategies; Using resources under their responsibility to achieve all expected results related to health, safety, and environmental premises and strategies.
<b>Administrative/Operational Level (applicable to all hierarchical levels)</b>	Carrying out all activities while ensuring compliance with health, safety, and environmental principles.

Our Occupational Safety and Health (OSH) management system is based on regulatory standards (NRs, in Portuguese) complementary to Chapter V of the Brazilian Labor Laws (CLT, in Portuguese) by the former Ministry of Labor and Social Security (MTP, in Portuguese), as well as on all relevant legislation and technical standards. Our top goals are the prevention and mitigation of work-related accidents and incidents, the promotion of health, and the occupational safety and health of our direct and indirect employees [GRI 2-25]. In 2023, about 16,416 thousand indirect employees were mobilized in health operational areas.

Like every year, in 2023, we held the Internal Week for the Prevention of Accidents at Work (Sipat, in Portuguese), in a

hybrid format (digital and in-person) in all business units of Rede D’Or, focusing on safe behavior, healthy professional relationships, and well-being and health care. In addition to campaigns to encourage employee health prevention, the National Health and Safety Week stood out, promoting reflections on the importance of safe behavior in our daily lives to prevent accidents and promote the well-being of all.

The measures to eliminate other hazards and minimize the risks of work-related accidents include accident inspections, using specific forms and adopting the Ishikawa Diagram as a tool for mapping process failures and opportunities for improvement [GRI 403-4, 403-9].



## Identification, prevention, and mitigation

GRI 2-5, 3-3, 403-1,403-2,403-3, 403-4, 403-8, 403-9, 403-10

Through a Risk Management Program (PGR, in Portuguese), we map out and identify potential hazards, assess risks and impacts, prioritize through risk inventory, and implement necessary measures within the action plan in all our activities. Risks are classified according to their likelihood of occurrence and severity, including aspects of occupational hygiene, workplace accidents, and ergonomics, respecting the hierarchy of control. Employees take part in hazard identification through the ergonomic risk assessment form for workstations. The prevalence of work-related illness among employees in 2023 was 0.02%, primarily associated with musculoskeletal disorders.

As for outsourced service providers, we have specific regulations for Occupational Health and Safety Management aimed at establishing guidelines on the matter. Outsourced service providers must comply with all Federal, State, and Municipal Laws, Ordinances, Decrees, and Regulations on Occupational Safety, Medicine, and Hygiene, Social Security (INSS, in Portuguese), as well as internal norms and practices established by Rede D'Or. We track work-related accidents and oversee the implementation of measures with outsourced providers. As of the end of fiscal year 2023, no records of work-related illnesses were reported among outsourced personnel.

In pursuit of continuous improvement, we conduct a comprehensive review of the Risk Management Program every two years, and annually, the Occupational Health and Medical Surveillance Program (PCMSO, in Portuguese). The comprehensive analysis of the PCMSO is carried out by the occupational medicine department, which prepares the analytical report and, based on it, sets the necessary health monitoring initiatives, exchanges information with the occupational safety department regarding risk mitigation needs, and implements health promotion initiatives.

We carry out routine and scheduled inspections, primarily aimed at identifying and eliminating hazards and potential risks in the workplace. These inspections allow us to develop effective and objective action plans, aimed at promptly addressing the identified hazards and risks.

Work-related incidents are investigated, documented using event investigation forms, and addressed in action plans. These incidents are managed through an occupational health and safety software,

aiming at preventing the recurrence of similar incidents. Additionally, we conduct systematic audits based on our Internal Compliance Verification Program — which is also used to continuously improve our occupational safety and health management system.

It is also important to note that we comply with the legal requirements of Ministry of Labor and Social Security' NR-5, which establishes the Internal Commission on Accident Prevention (CIPA, in Portuguese)<sup>1</sup>, through regular monthly or special meetings.

<sup>1</sup> Meetings are held on a monthly basis.



Presentation

Business model

Governance

Manufactured capital

**HUMAN CAPITAL**

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

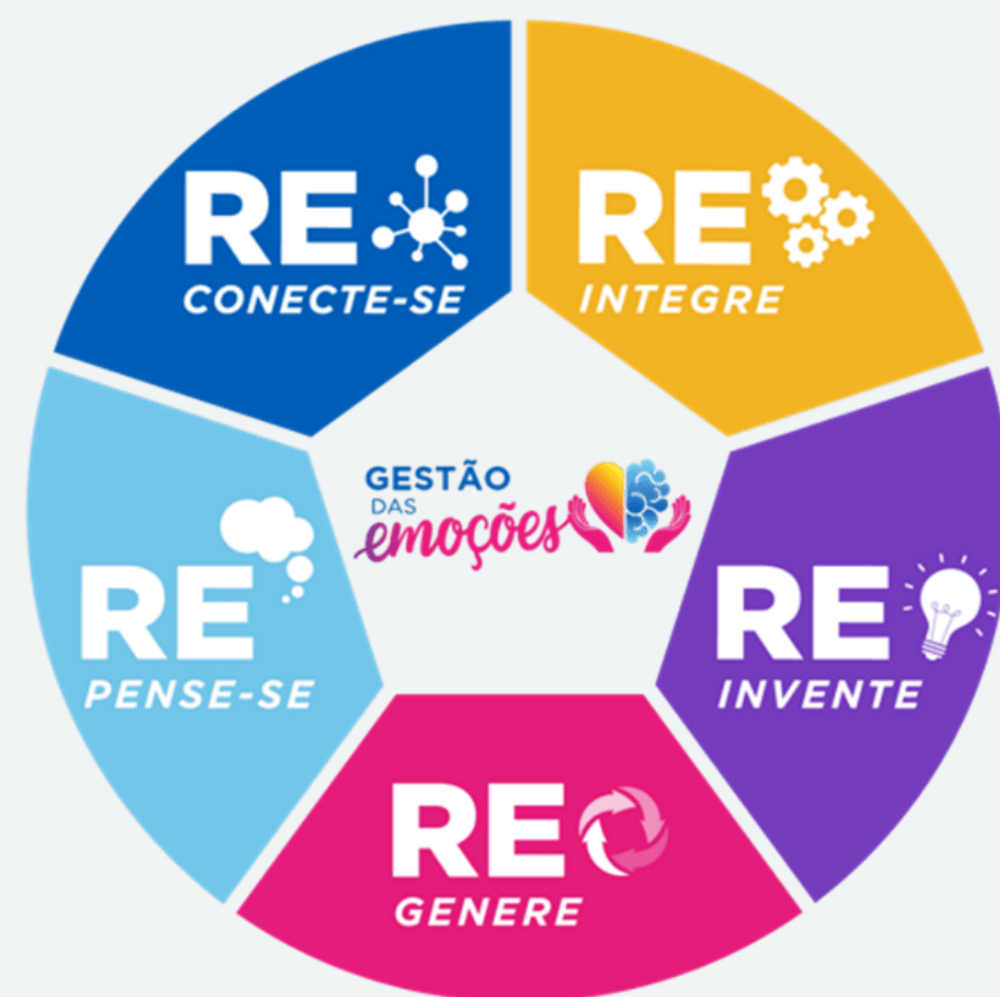
Assurance Report

## Emotional Management

Mental health has become a subject of growing prominence and relevance in our society in recent years, especially following the 2020 pandemic. Seeking to promote a culture of comprehensive and preventative health that addresses all areas, minimizing biopsychosocial risk factors and reinforcing a healthy and safe environment for employees, we implemented the Emotional Management program in 2022 [GRI 3-3].

This initiative was developed by a multidisciplinary team of occupational health professionals, which includes psychologists, nurses, ergonomists, hygienists, safety engineers, occupational physicians, and psychiatrists, among other professionals. With operational research stages and recreational activities every 45 days encouraging well-being and the comprehensive health of employees through virtual and in-person initiatives, the program includes access to an online health and well-being platform and is also available on the Digital HR app.

As part of the program, discussions are held with managers on the following topics: Rethink Yourself – Automatic Mode; Reconnect – Positive Relationships; Reintegrate – Purposeful Culture; Reinvent – Self-Responsibility; Regenerate – Commitment.



The validation of the Program is carried out through the Company's own technical methodology tools, thus contributing to the development of assertive actions aligned with business goals.

Additionally, we maintain a dashboard for systematic monitoring of health indicators to identify and manage cases and complaints from employees regarding exposure to stressful situations, including aspects related to mental health-related medical leaves.

### Emotional Management in numbers 2023

**69% of employees** participated in the biopsychosocial profile mapping

**982 leaders** participated in the discussion Round

**39,217 employees** participated in the recreational activities

**13,142 users** accessed the health and wellness platform

**53 officers** participated in strategic meetings



## Occupational health and safety training

GRI 3-3, 403-5

To ensure that our employees have the necessary knowledge and engagement in preventing potential health risks, we have a training program focused on occupational safety and health. At the time of hiring, all employees receive onboarding training on the routines and operational procedures they will perform in the Company, with a focus on occupational hazards.

Through educational campaigns, posters, newsletters, safety meetings, and initiatives such as *Gestão à Vista*, *RH Informa*, *Diálogos de Saúde e Segurança* (Health and Safety Talks), and messages via the HR Digital app, among other resources, we regularly communicate and emphasize the concepts of prevention and control of exposure to potentially dangerous situations [GRI 403-4].

Employees are also instructed on how to report potential hazards and risks, as well as behaviors that could result in accidents. These incidents are documented using a specific task refusal form for critical activities or through our Whistleblowing Channel. In both cases, protection against possible retaliation is ensured, based on our **Code of Conduct** [GRI 3-3, 403-2].

Presentation

Business model

Governance

Manufactured capital

**HUMAN CAPITAL**

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

## Healthcare services

GRI 3-3, 403-3

All our employees and their dependents have access to medical care, focused on preventative care and without co-pay charges, through the Primary Health Care (APS, in Portuguese) program. Aimed at health promotion and prevention, the program offers customized and accessible care, focusing on preventing health issues or the worsening of diseases.

In 2023, a total of 21,339 appointments were conducted across 12 units (Glória, Oeste, Caxias, Central do Tatuapé, Brasil, Brasil Mauá, Novo Atibaia, Esperança Olinda, São Marcos, HNSN, Santa Luzia, Santa Helena).

Our employees also have the option to join a health and dental insurance plan. Currently there are 102,284 individuals covered by the medical assistance plan and 73,304 with access to the dental plan. [Read more in Compensation and Benefits.](#)

## Continuous improvement

GRI 3-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-9, 403-10

We reaffirm our commitments to the SDGs and ESG targets and, to that end, continue to invest in the continuous improvement of our practices. In 2023, we continued to evolve our occupational health and safety management system through a series of actions.

### Initiatives developed in 2023

GRI 3-3

- Developing metrics for ISO 45001 certification in up to 10 Company's units;
- Carrying out systemic diagnosis for ISO 45001 certification, through external consultancy;
- Implementing an automated OS&H management system for service providers;
- Emotion management program's first reports;
- Strengthening the Risk Management Program;
- Improving the ergonomic assessment process;
- Corporate average of at least 50% compliance with the internal compliance verification program;
- Implementing the OS&H ranking program at the Company's units through the Internal Compliance Verification Programs.

### For 2024:

GRI 3-3

- Implementing the Toxicology Committee;
- Implementing the Ergonomics Committee;
- Implementing the Personal Protective Equipment Committee;
- Implementing the Occupational Hygiene Committee;
- Expanding and reinforcing health and well-being aspects by integrating them into Rede D'Or's Primary Health Care (APS, in Portuguese);
- Carrying out qualification training in ISO45001 internal audit for at least 50 people in direct or indirect Health and Safety leadership positions;
- Carrying out ISO45003 interpretation and foundation training for at least 50 people in direct or indirect Health and Safety leadership positions;
- Improving the implementation of the occupational health and safety document control system for contractors;
- Improving the Risk Management Program;
- Improving Health and Safety Guidelines for contracted companies.

**Targets for 2024 include the implementation of the Toxicology Committee and the Ergonomics Committee, as well as training on ISO45001 auditing and interpretation and foundation of ISO45003 [GRI 3-3].**

Presentation

Business model

Governance

Manufactured capital

**HUMAN CAPITAL**

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

**2023 Indicators**

GRI 3-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10, SASB HC-DY-320a1\*

**Rate of fatalities caused by work-related accidents**

Own employees **0**      Outsourced employees **0**

**Number and rate of fatalities as a result of work-related ill health**

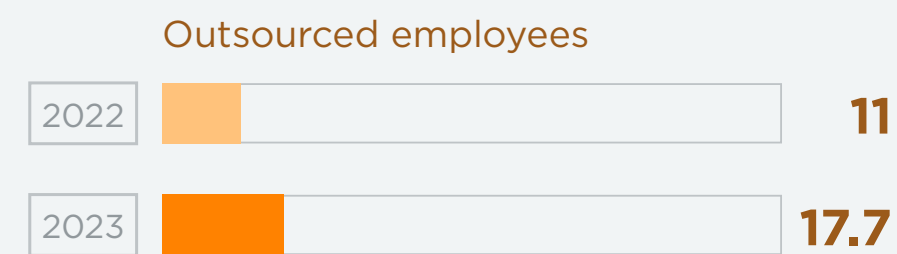
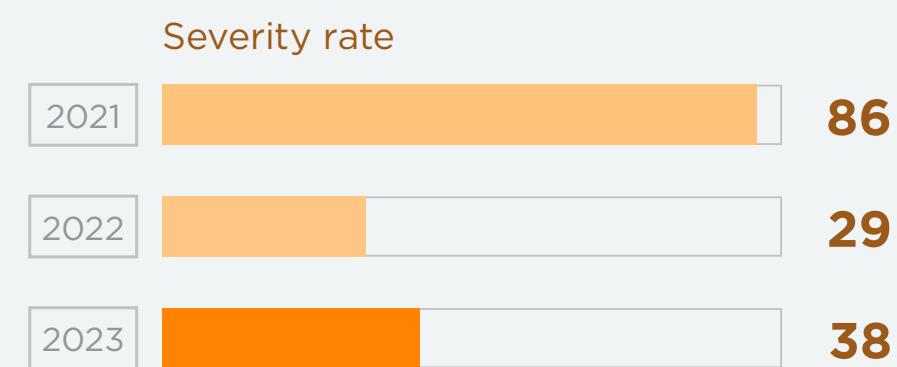
Own employees **0**      Outsourced employees **0**

**Number of mandatory reporting work-related ill health cases**

Own employees **19**      Outsourced employees **0**

**Number and rate of high-consequence work-related injuries**

Own employees considering a factor of 1,000,000 hours worked:



**Number and rate of mandatory reporting work-related accidents<sup>1</sup>**

Own employees considering a factor of 1,000,000 hours worked:



<sup>1</sup> After the pandemic we are finally readapting processes, adapting work dynamics , and reestablishing operational standards - without them we felt the impacts on OS&H processes. For 2024, we understand that our strategic planning is robust and the execution is ready to deliver what is expected to reduce accidents. Among our actions, we highlight the ones listed below:

- Carry out the national accident prevention campaign;
  - On a daily basis, carry out accident prevention briefings in the care services department;
  - Cover the OS&H area on all shifts to disseminate the culture of accident prevention.
- <sup>2</sup> Main reasons for work-related accidents: falling from the same level and people hitting objects [GRI 403- 9].

<sup>3</sup> There is no information on the main reasons for work-related accidents for third parties [GRI 403- 9].

<sup>4</sup> Occupational Health and Safety data is compiled for all employees, except for outsourced workers, using the Protheus 12 system. Data is extracted from the system for proper monitoring. [GRI 403-8].

<sup>5</sup> Among the standards, methodologies and assumptions used to understand the data are NR 1, NR 7, NR 9, NR 10, NR 32, NR 35 issued by the Ministry of Labor and Employment, NBR 14.280 and the Brazilian Labor Laws of 2017 [GRI 403-8].

\* We do not report in accordance with international standards, but rather in accordance with Brazilian laws and technical standards.

Presentation

Business model

Governance

Manufactured capital

**HUMAN CAPITAL**

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

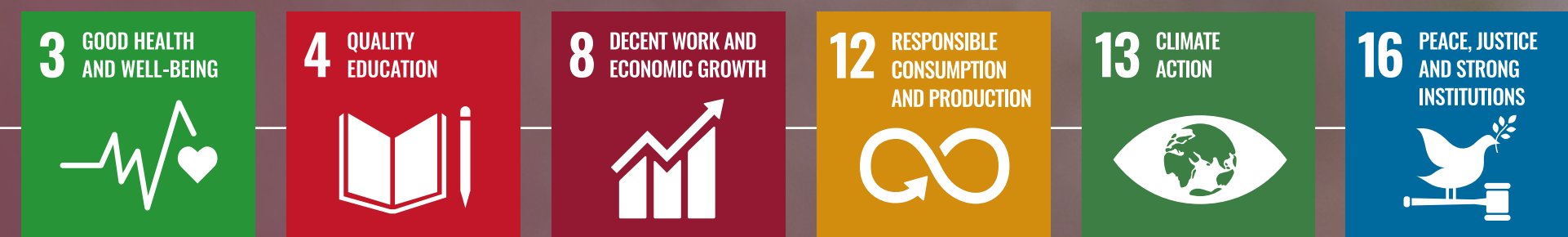
GRI and SASB Content Index

Assurance Report

# SOCIAL AND RELATIONSHIP CAPITAL

- 88 Our patients
- 99 Supply chain
- 105 Society and community

SDG



Interactive Summary

# Social and Relationship Capital Highlights

**88%**  
OF OUR HOSPITALS  
are accredited with  
excellence (ONA3  
or international  
certification).

**44**  
HOSPITALS  
were awarded the  
Top Performer ICU  
and Efficient ICU  
certifications

**1.6**  
million  
BENEFICIARIES  
direct and indirect in  
social projects

**BRL 17.5**  
million  
INVESTED  
in social projects

Note: This chapter provides a contextual view of the impacts identified in the impact assessment process for the "Economic Performance" topic. Therefore, we described the relevance of such impacts to our business, along with their management measures, effectiveness, and stakeholder engagement. Contextually, actual positive impacts were reported, including: Improvement of the Brazilian healthcare system's service and infrastructure (pages 88 to 98); job creation, tax collection, and economic stimulus (pages 105 and 106); and supplier development (pages 99 to 102). We identified the "Impacts resulting from lack of adherence to ESG requirements by suppliers" as an actual negative impact (pages 99 to 102) [GRI 3-3].

Presentation

Business Model

Governance

Manufactured capital

Human capital

**SOCIAL AND RELATIONSHIP CAPITAL**

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

# Our patients

## Patient-centered care

GRI 2-6, 3-3

Ensuring the best possible experience for our patients and their families during their stay with us is part of Rede D'Or's commitment. To this end, we have adopted a care model in which the patient is at the center of everything by receiving our Core Business services, making up the downstream in our value chain [GRI 2-6]. Therefore, we have adopted a care model where the patient is at the center of everything. A multidisciplinary team led by a medical team is devoted to achieving the expected outcome while monitoring the technical quality of assistance care and service satisfaction. Our ultimate goal is to achieve the desired financial performance while creating value for our users.

We maintain a Patient-Centered Care Policy—described by a working group—as recommended by the Joint Commission International (JCI) methodology, and a Patient Experience Committee that continuously works on developing strategies for improving patient's experience, as well as that of their families, and company's employees. To this end, the Committee relies on perceived quality information and interactions with institutional leaders and medical records, palliative care, and mortality committees. Projects are implemented by working groups focused on the theme.



### Hospital Estadual da Criança (Children's Hospital)

Managed by Rede D'Or São Luiz since 2013, Hospital Estadual da Criança celebrates 10 years of excellence in pediatric care. Located in Vila Valqueire, in Rio de Janeiro's Western Region, the unit is a reference in transplants and oncology and surgical treatments and has already provided care for more than 250,000 patients.

The hospital is a partnership entered into the company and the Rio de Janeiro State Health Department in 2012, to manage this new unit through D'Or Institute of Public Health Management. The Children's Hospital is housed in the building

of the former Hospital Rio de Janeiro—a private unit of Rede D'Or—which was provided by the company to provide public services to SUS patients through a Social Health Organization (OSS, in Portuguese). The hospital is the first pediatric unit in Rio de Janeiro focused on high-complexity surgical procedures and features modern facilities, fully adapted for pediatric care. Patients are referred to Hospital Estadual da Criança through the Rio de Janeiro State Regulatory System, as it does not provide emergency care.

Presentation

Business Model

Governance

Manufactured capital

Human capital

**SOCIAL AND RELATIONSHIP CAPITAL**

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report



The high volume of patient care continued to impact our Net Promoter Score (NPS) in 2023, which, although higher than that of the previous year (59 versus 56 in 2022), is still below our 2021 score, which was 64. We remain committed to achieving the NPS zone of excellence in all Star hospitals by 2030. We rely on the support of our Ombudsman Office, which operates with the units in an advisory model to help with recovery when a drop in NPS is identified and we are implementing a series of actions to consolidate the patient experience culture within the Company. In 2023, we resumed growth in NPS and other perceived quality indicators, which are directly affected by the high volume of patient care of the units. As recognition of our efforts, we have once again been nominated for the Experience Awards, which certifies companies with the highest NPS in Brazil [GRI 2-25, 3-3].

Seeking continuous improvement in our services, we also rely on tools to assess patient and employee satisfaction and to monitor healthcare quality indicators. Examples are managerial reports (Pearson correlation, HCAHPS and segmented IS indicators) showing detailed data in order to facilitate the identification of failures and, consequently, improve our performance level. In 2023, we developed dashboards to better manage our area indicators and invested in upgrading Requestia, a specific demand management tool, which allowed us to refine case typology, integrate with survey software, and develop a system for managing improvement actions. In an unprecedented initiative, in 2023, we also established an advisory board with clients for the co-creation of service journeys [GRI 2-25, 3-3].

Since 2015, hospital units have had improvement committees involving clinical and support teams, aiming to jointly evaluate customer feedback received through the ombudsman, satisfaction survey indicators, and testimonials to propose strategies and improvement actions for better service delivery to patients.

Between January and December 2023, we reached the milestone of over half a million surveys answered by our users. We received 104,625 demands through our Ombudsman Office, including complaints, compliments, and suggestions. Of this total, 79,687 were complaints, all addressed and returned to the customer [GRI 2-25, 3-3].

## Transplants

For many people, organ transplantation is the only chance for treating their illnesses and having a better quality of life. Therefore, as a transplant reference center in Brazil, we have published an Organ and Tissue Donation Manual, available on our website, to inform families and guide them through the entire process, from the organization of the National Transplant System to the clinical tests required to identify potential donors. Our hope is to contribute to increasing organ donation in Brazil and to save lives through them.

We have an extensive transplant program within our network – kidney, lung, heart and

liver – for which we provide a comprehensive set of patient guidance materials for transplant candidates and transplant recipients. In 2023, our kidney transplant program achieved the historic milestone of 150 procedures performed by Hospital São Rafael, one of our few accredited and authorized centers for the procedure in the state of Bahia. Meanwhile, the heart transplant program, established in 2017, gained the participation of Hospital Copa D'Or, which received certification and authorization from the Brazilian Ministry of Health to perform the procedure in 2023, the same year the unit also completed its first lung transplant.



Presentation

Business Model

Governance

Manufactured capital

Human capital

**SOCIAL AND RELATIONSHIP CAPITAL**

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

## Patient Safety

GRI 3-3, 416-1, 416-2

Our patient safety policy is in line with the six international patient safety goals set by the World Health Organization (WHO) and the guidelines of the National Patient Safety Program. Supported by a risk monitoring and management system, we identify events in patient care and implement measures to minimize the occurrence of adverse events, strengthening a safety culture across all our hospitals.

We assess the impacts on patients' health and safety in all of our services using indicators set by the WHO, which are regularly monitored by the healthcare teams. One of the tools we use is the continuous monitoring of recorded adverse events, such as a patient falling during an examination or incorrect medication dosage. All hospitals must report such events for proper analysis and the establishment of an action plan to minimize their occurrence. Harm caused to patients by



**During the period, 707 hospitals in Brazil took part in the Brazilian ICUs project, of which 58 (8%) are from the Rede D'Or. Among the 234 ICUs recognized as Top Performers, 78 (33%) are from the Rede D'Or, i.e. one in three ICUs awarded the distinction are ours.**

unsafe care is a significant, growing global health challenge and one of the leading causes of death and disability worldwide. Notably, most of this harm is preventable.

In 2023, we recorded 156 cases of non-compliance with laws related to impacts on health and safety that resulted in penalties, with 82 cases of medical errors and 74 cases of service delivery failures. The increase in cases compared to the previous year (62 in 2022) can be explained by the backlog of judicial decisions caused by the COVID-19 pandemic, which delayed trials and progress in proceedings, as well as by improvements in data registration in the company's new procedural monitoring system. We had no cases resulting in

Presentation

Business Model

Governance

Manufactured capital

Human capital

**SOCIAL AND RELATIONSHIP CAPITAL**

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

warnings and/or fines, nor there were any cases of non-compliance with voluntary codes [GRI 416-2]. As part of an international initiative to improve patient safety and care quality, we held nine Zero Harm workshops (two in 2022), four of which in the state of Rio de Janeiro, two in São Paulo, one in Bahia, one in Pernambuco, and one in the Federal District. Annually, a survey is conducted to gauge the level of patient safety culture perception within Rede D'Or, using a survey instrument from the Agency for Healthcare Research and Quality (AHRQ). The goal was to explore how knowledge and technology can support the hospitals' journey in this direction. In 2023, 48,560 professionals from 68 hospitals (both owned and managed) attended the events. As a result, 67% of participants rated patient safety in their units as excellent or very good.

Implementing the four pillars of the quality program leads to a culture of high patient safety and the democratization of quality standards across our entire network. Thus, we have been constantly evolving our indicators. An example of this is the recognition in the Brazilian ICUs project by the Brazilian Intensive Care Medicine Association (Amib, in

Portuguese), which awarded intensive care units across the country with the Top Performer ICU and Efficient ICU certifications, indicating that the units achieved high or good performance, respectively, in the year. In 2023, 707 Brazilian hospitals participated in this project, 58 (8%) of which from Rede D'Or; and 1,980 ICUs, of which 195 (9.85%) are part of our Company. Among the 234 ICUs recognized as Top Performers, 78 (33%) belong to Rede D'Or, meaning that one in every three ICUs awarded with such distinction belong to us.

Regarding Technical Quality, we have identified continuous improvement of quality standards as the main challenge, coupled with the expansion of activities and the growth of our network size, absorbing more hospitals. Another challenge, common to most healthcare organizations, is the shortage of specialized workforce. In this regard, we seek to mitigate the issue through professional training at IDOR. Learn more in Instituto IDOR. Finally, we still face the challenge of demonstrating to society the value of this new culture of quality, based on adherence to standards and protocols, and how it positively impacts patient care [GRI 3-3].



[Learn more at IDOR Institute](#)

Presentation

Business Model

Governance

Manufactured capital

Human capital

**SOCIAL AND RELATIONSHIP CAPITAL**

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

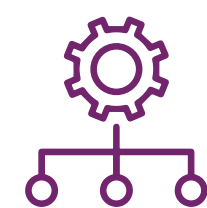
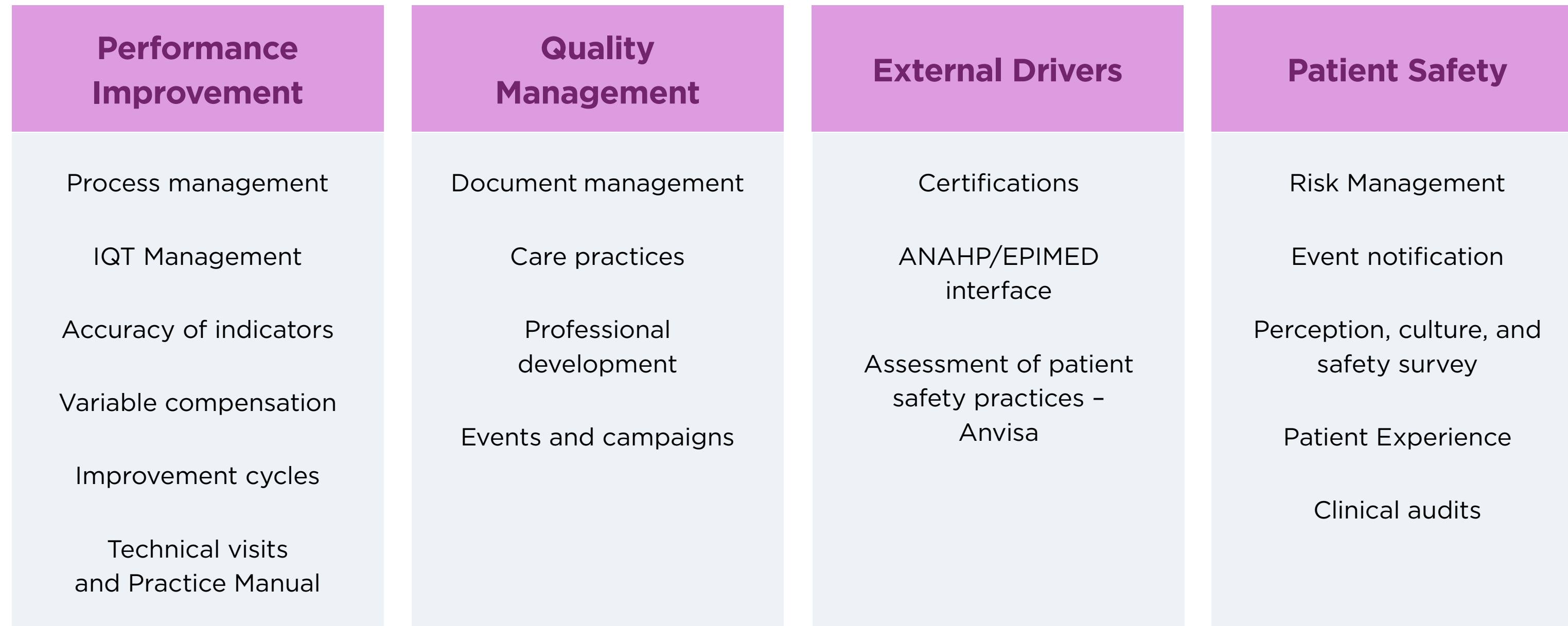
## Excellence in quality

GRI 3-3

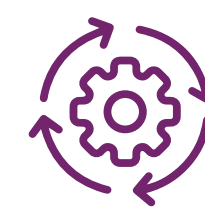
To provide a safer environment for our patients' treatment and the best possible outcomes according to each case profile, we maintain a structured Patient Quality and Safety Program based on the clinical governance pillars, as shown in the figure below:



# TECHNICAL QUALITY



Structure



Process



Result

Presentation

Business Model

Governance

Manufactured capital

Human capital

**SOCIAL AND RELATIONSHIP CAPITAL**

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

## Quality management



Our care practices undergo continuous evaluation through technical visits to the units and audits. The results are shared every month at Best Practices Meetings. To improve the units' processes and, consequently, improve each one and the entire Company's performance, we also conduct benchmarking visits among units to share information and experiences.

To enhance the technical skills of professionals working in quality offices, we rely on a Quality Assessor Development Program. Since the beginning of the project, in 2021, we have had the participation of 53 professionals in Corporate Quality Technical Visits, which are conducted in-person, hybrid, or remotely. By fulfilling defined requirements for professional participation, assessors progress through categories: trainee, junior, mid-level, and senior [GRI 3-3].

By the end of the 2023 technical visit schedule, the team was comprised of five senior assessors, eight mid-level assessors, eight junior assessors, and 22 trainee assessors. Since last year, we

have enhanced the team through multiprofessional participation, incorporating into the group eight specialists in the following areas: anesthesia, hospital infection control, nutrition, pharmacy, and clinical staff management. In 2023, we welcomed four more specialists in the hospital infection control, pharmacy, and transplantation areas.

Another notable initiative in 2023 was the Quality Workshop for professionals from the offices of 52 hospitals (27 in São Paulo/SP, 22 in Rio de Janeiro/RJ, and four in Recife/PE), focusing on Process Management and Quality Tools.

Our range of clinical and safety protocols is robust and widespread. Currently, we have 73 of these protocols prepared by Rede D'Or specialists, 71 of which have already been published and made available to all hospitals.

There seems to be a consensus that if certain procedures used in aviation training, such as mandatory simulation-based learning, standardized protocols, checklists, and crew instructions, were transferred to the healthcare sector, the result would not only be a significant improvement in patient care but also a sharp drop in mortality rates. Therefore, in 2023, we initiated a partnership with an aviation pilot to discuss Crew Resource Management to minimize the chances of an accident caused by human error. Three courses have already been conducted with the key leadership of São Luiz São Caetano, São Luiz Anália Franco, Niterói D'Or, Memorial São José, and Esperança Olinda hospitals.

**Robust clinical and safety protocols**

**73**  
PROTOCOLS  
drawn up by  
in-house experts

**71**  
PUBLISHED  
PROTOCOLS  
and available for all  
our hospitals

Presentation

Business Model

Governance

Manufactured capital

Human capital

**SOCIAL AND RELATIONSHIP CAPITAL**

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

## Performance improvement

GRI 3-3

We have a panel of  
**50**  
TECHNICAL QUALITY INDICATORS

We anchor Rede D'Or's management in processes where each business unit (emergency, ICU, inpatient unit, operating room, among others) defines the customers chain, suppliers, upcoming tasks, possible dangers, risks, and barriers, as well as process monitoring indicators. We have a 50 technical quality indicators panel, 24 indicators for adult patients, and 26 indicators for the maternal-child line, which we monitor in our hospitals, allowing for the analysis of hospitalized patients process and the outcomes.

**24**  
INDICATORS FOR ADULT PATIENTS

We publicly disclose the seven most important indicators, which are mortality, ventilator-associated pneumonia, average length of stay in adult ICU, ICU readmission rate, primary bloodstream infection

(associated with deep vein use), urinary tract infection (associated with tube use), and pressure injury. All results are analyzed so that we can continue to improve our processes. It is worth noting that we have stood out in the Anahp rankings; under the Top Performer ICU seal, awarded by Amib and Epimed Solutions; and by the group of hospitals accredited by the JCI methodology.

The indicators are also subject to internal audits to assess data accuracy. In 2024, we expect to implement an external assessment process conducted by independent entities. Analyzing the results of Rede D'Or's Technical Quality Indicators (TQI) in 2023, we observe the evolution

of our outcomes, with a reduction of 4.16% in the average length of stay in adult ICU, 11.11% in standardized mortality rate, 24.10% in primary bloodstream infection incidence density, 10.61% in catheter-associated urinary tract infection incidence density, 41.36% in ventilator-associated pneumonia incidence density, and 38.46% in pressure injury incidence density compared to 2022.

It is important to note that, between 2019 and 2023, we recorded a substantial increase in the number of hospitals participating in Quali D'Or Indicators adult profile (76%, from 37 to 65<sup>1</sup>), which also elevates the challenge of adopting practices in the new units to ensure the Rede D'Or standard. Maintaining results at these levels,

<sup>1</sup> Considering owned and managed hospitals.



**26**  
INDICATORS FOR THE MOTHER AND CHILD LINE

It is worth considering that, between 2019 and 2023, there was a significant increase in the number of hospitals participating in the Quali D'Or Indicators adult profile (76%, from 37 to 65<sup>1</sup>).

- Presentation
- Business Model
- Governance
- Manufactured capital
- Human capital

**SOCIAL AND RELATIONSHIP CAPITAL**

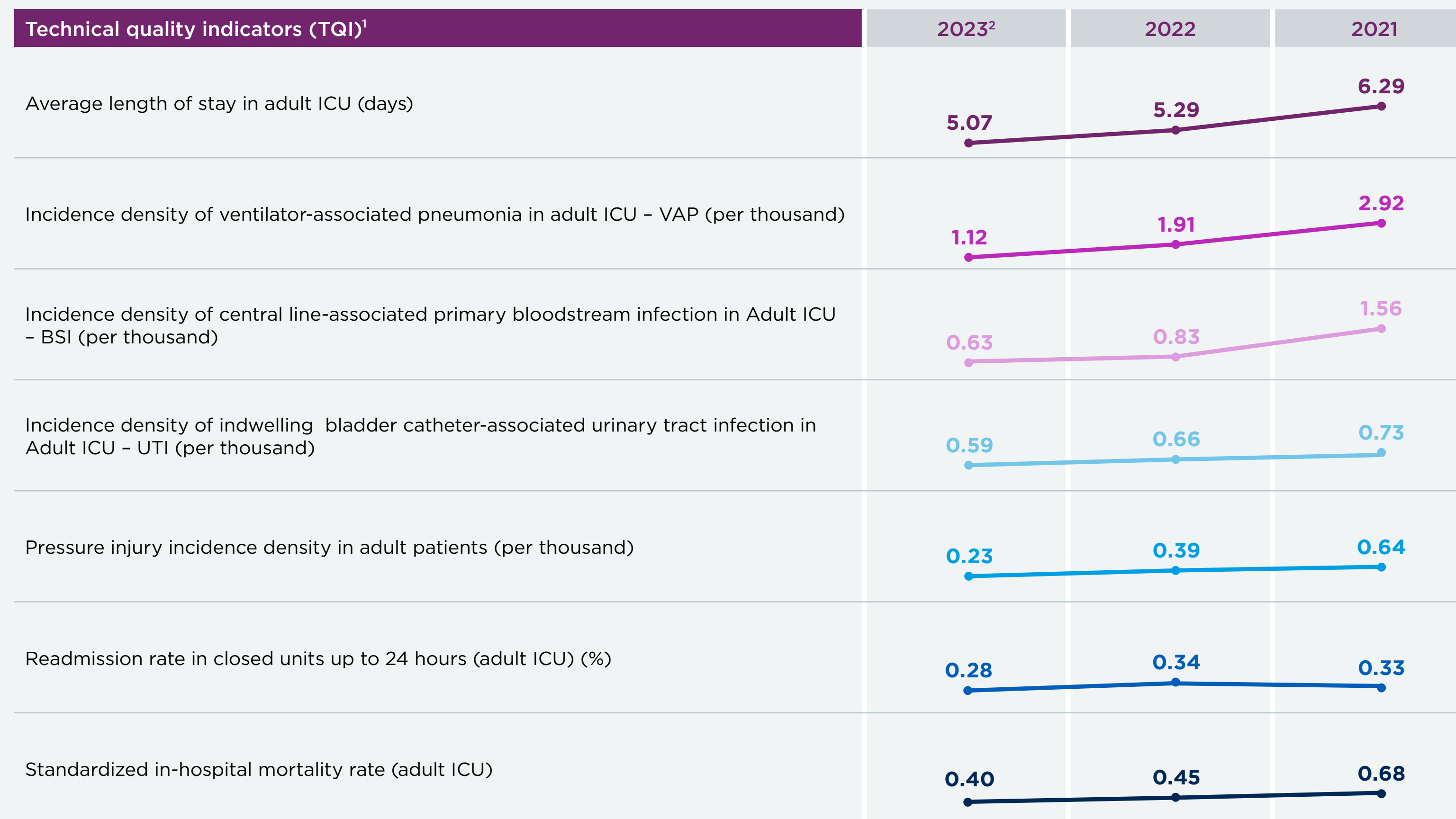
- Natural capital
- Intellectual capital
- Financial capital
- Annexes
- GRI and SASB Content Index
- Assurance Report

despite the integration of so many new units, is notable especially when compared to external benchmarks, demonstrating the importance of the Technical Quality pillar for our Company.

Success stories are documented in Rede D'Or's Manual of Care Practices, prepared with the collaboration of specialized professionals from hospitals across Brazil. In 2023, we implemented the second edition of the material in 69 hospital units, covering good practices in quality and safety and compliance requirements with legislation.

A standardization manual is an important tool for internal assessment of our hospitals' performance, contributing to performance improvement and preparing for accreditation processes. Hospitals that achieve an overall compliance rate equal to or greater than 75% are recognized. Technical assessment cycles of the standards outlined in the Manual of Care Practices occur every two years. Hospitals that achieve an overall compliance rate equal to or greater than 75% are recognized. In 2023, the five best performing units were Hospital São Luiz São Caetano, Hospital São Luiz Anália Franco, Hospital Vila Nova Star, Hospital Assunção, and Hospital São Luiz Morumbi. In 2024, the third edition of Rede D'Or's Manual of Care Practices will be adopted following a revision process. Units are required to adhere to these standards to prepare for the assessment scheduled for 2025 [GRI 3-3].

### Technical quality indicators<sup>1</sup>



<sup>1</sup> The lower the value, the better the result.  
<sup>2</sup> Figures reported for 2023 include owned and managed hospitals. In previous years we only reported our own hospitals.

## External drivers

At Rede D'Or, we use accreditation as an external driver for the quality of services provided by the Company. We currently have a total of 60 accredited hospitals. The remaining hospitals are in the process of accreditation (units need to have at least one year of integration to be properly assessed). Among the accredited hospitals, 53 are considered excellent (ONA 3 or international certification). Our hospital performance quality can be observed in the number of national and international accreditations received.

As of December 2023, Brazil had 53 hospitals accredited by the Joint Commission International (JCI), 17 of which are Rede D'Or hospitals, i.e., 32%. The National Accreditation Organization methodology recorded 414 accredited hospitals, 8% of which belonging to our Group. We also have eight units accredited as Diamond through the Qmentum International methodology; one unit accredited by the National Integrated Accreditation for Healthcare Organizations (NIAHO), and one unit accredited by the Agencia de Calidad Sanitaria de Andalucía (ACSA). Hospital Memorial Arthur Ramos in Maceió was the first hospital in Latin America to achieve excellent-level accreditation from ACSA.



**88% hospitals accredited with excellence (ONA 3 in international)**

### Joint Commission International

Recognized as the most rigorous in the accreditation and certification of healthcare quality and patient safety.



**53**   
**BRAZILIAN HOSPITALS**  
have the JCI seal



**of them are Rede D'Or's hospitals**

Presentation

Business Model

Governance

Manufactured capital

Human capital

**SOCIAL AND RELATIONSHIP CAPITAL**

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

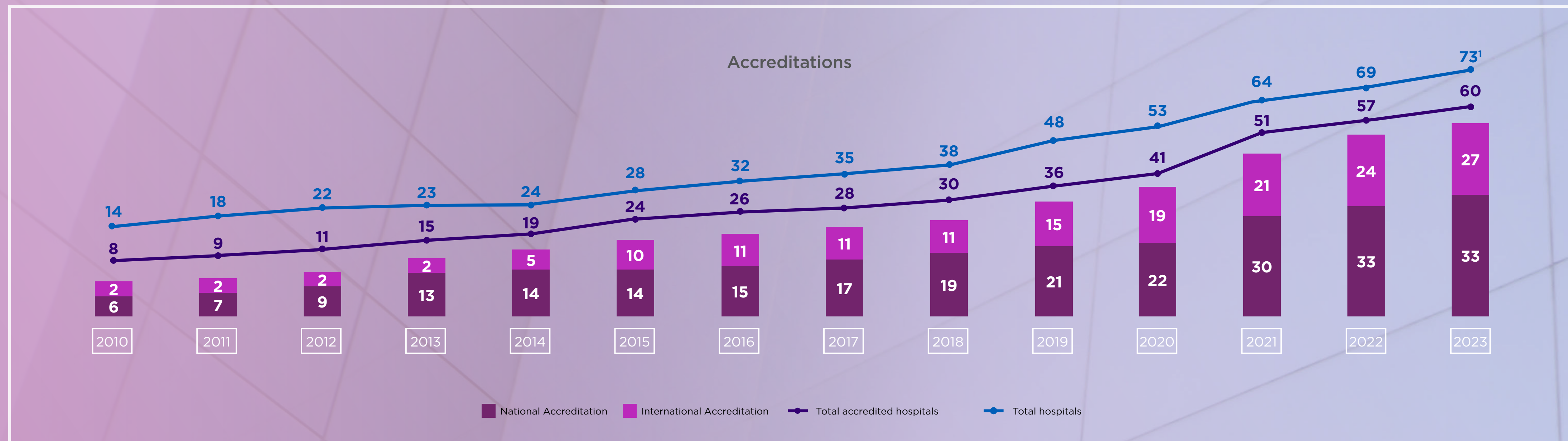


% accredited hospitals	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010
	82%	83%	80%	77%	75%	79%	80%	81%	86%	79%	65%	50%	50%	50%

	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010
ONA 1 and 2	7	8	6	3	5	6	10	11	10	8	7	3	3	3
ONA 3	26	25	24	19	16	13	7	4	4	6	6	6	4	3
Qmentum	10	9	11	12	10	7	7	7	7	2	1	1	1	1
JCI	17	15	10	7	5	4	4	4	3	3	1	1	1	1

The fluctuations found in 2023 are due to the upgrading of certifications in some hospital units, for example, a hospital with ONA 1 and 2 certification achieved ONA 3 in 2023.



<sup>1</sup> Considering owned and managed hospitals

Presentation

Business Model

Governance

Manufactured capital

Human capital

**SOCIAL AND RELATIONSHIP CAPITAL**

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

## Sharing good practices

Throughout the year, we organized and participated in various activities aimed at fostering engagement and disseminating a culture of good quality practices throughout our Company.

To reach different areas, we have the Share Program (Programa Compartilha), which encourages the multidisciplinary dissemination of culture, covering different areas. Additionally, we also host an annual Quality Showcase, where good practices are presented as scientific papers.

In 2023, we hosted the event's 5th edition, with the participation of 52 hospitals and three partners (IDOR, Mederi Saúde, and Núcleo de Transplante). A total of 469 submissions were received across seven thematic axes: process improvement, innovative practices, safety culture, patient experience, clinical cases, health value initiatives, and waste reduction. Eighty-six professionals evaluated the papers and selected 42, 20 of which for poster presentation and 22 for oral presentation before a panel of specialists.

The winning paper in the health value initiatives axis was "Saving in anesthesia: cost-effective analysis of standardized and managed care by an institutional team." São Luiz Itaim (SP), São Rafael (BA), and Vila Nova Star (SP) hospitals

were recognized with the highest number of qualified papers. Due to the high level of the submissions, the content is being converted into articles for scientific publications.

On another front, we have a set of Technical Boards and Technical Working Groups for discussion and updating of our teams on topics such as infectious diseases, intensive care, emergency, surgery and anesthesia, inpatient

units, central sterilization material, dressings, and wound covering. It is also worth highlighting the promotion of scientific events and the discussion of best practices among our units, aiming for a collective analysis of how the same protocol or practice can be applied or interpreted in different ways, adapting to the infrastructure. The best initiatives are awarded in an annual contest.



5ª Rede D'Or Quality Show

5<sup>th</sup>  
REDE D'OR  
QUALITY SHOW

42  
works  
selected

469  
works registered  
in 7 thematic areas



The São Luiz Itaim (SP), São Rafael (BA) and Vila Nova Star (SP) hospitals were recognized with the highest number of classified works.

Presentation

Business Model

Governance

Manufactured capital

Human capital

**SOCIAL AND RELATIONSHIP CAPITAL**

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

# Supply chain

GRI 2-6, 3-3

By definition laid down in our internal regulations, our supply chain comprises suppliers of materials and/or service providers, both individuals and legal entities [GRI 2-6].

Aware of our role in the relationship with our suppliers, we employ a series of strategies to ensure that the Company's operations continually progress towards improving environmental, social, and governance practices. Among these strategies is sustainability assessment. By establishing a Supply Chain Risk Matrix, we classify each procurement category and their respective sectors, into high, medium, or low-risk levels considering all ESG and Reputational aspects. According to this classification, we develop an assessment strategy based on risk level [GRI 3-3].

The assessment of low-risk suppliers is based on a self-declaration, while Medium-risk suppliers are assessed through document analysis. High-risk suppliers undergo both the previous stages as well as an audit. Assessments are conducted every one, two, or three years, depending on the supplier's adherence level. The assessment criteria are supported by methodologies well-established in corporate sustainability indicators market, such as those proposed by the Ethos Institute.

After validating the results, we develop an action plan to meet environmental, social, and governance criteria, prioritizing the development of a sustainable supply chain. We provide the supplier's detailed results as well as the average results of its category for benchmarking with the score of suppliers in the same activity sector. Additionally, we conduct periodic training sessions to empower suppliers in priority topics identified through assessments [GRI 3-3].

The mechanism for monitoring suppliers' adherence to good practices, the ESG self-assessment, was implemented in 2021 [GRI 3-3]. The goal is to identify those already advanced in sustainability practices for mapping potential partnerships and, primarily, to ascertain which ones require improvements and how we can contribute to their progress. Considering all direct and indirect suppliers with spending in 2023 (3,881 suppliers), 292 suppliers participated in assessment accounting for 7.5% of the supplier base and 27% of suppliers

with active contracts. Divided into high, medium, and low categories, the adherence levels to sustainable practices in the self-assessment were 37%, 57%, and 6%, respectively. In 2023, we began requesting supporting documentation for responses in the self-assessment from a sample of suppliers. Eighty-two suppliers were evaluated.

We also conducted audits to verify compliance and maturity levels regarding legislation and best environmental, social, and governance practices, either by an internal team or by a third-party company. There were 41 audits, equivalent to 31% of high-risk suppliers [GRI 2-25]. Over the last three years, we have had 63 audits, the equivalent to 48% of high-risk suppliers. Considering only contracted suppliers, 58% of high-risk suppliers have been audited during this period. If the ESG audit confirms non-compliance with the legislation, the supplier is subject to a contract termination clause [GRI 3-3].



Evento "Melhores Práticas ESG"

In 2023, we hosted our first event aimed at suppliers—the 'Best ESG Practices'—featuring lectures by leaders from many departments (Sustainability, Diversity and Inclusion, IDOR, Investor Relations, alongside Sustainable Supplies and Procurement). Besides being an important networking opportunity, we awarded 15 suppliers in different categories of ESG assessment, ESG Projects, and Excellence in Engagement in Rede D'Or Initiatives.

Presentation

Business Model

Governance

Manufactured capital

Human capital

**SOCIAL AND RELATIONSHIP CAPITAL**

Natural capital

Intellectual capital

Financial capital

Annexes

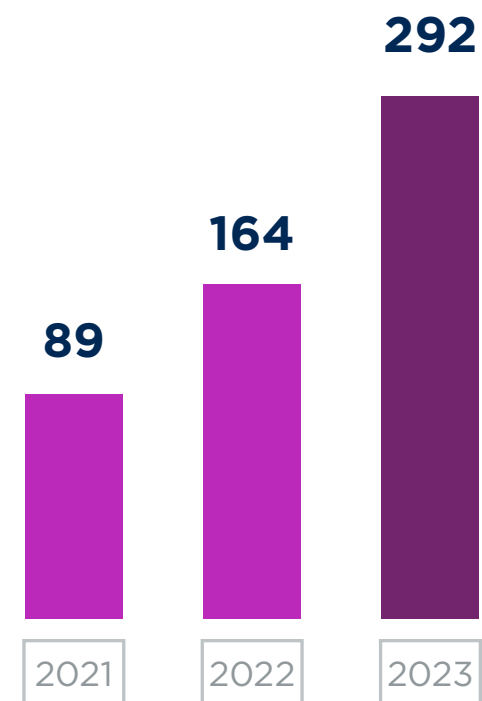
GRI and SASB Content Index

Assurance Report

## Sustainable procurement

GRI 3-3

Suppliers that participated in ESG self-assessments



In 2023, we continued to make significant progress in sustainable procurement practices. We structured competitive bidding among suppliers using sustainable procurement criteria divided into four scores: mandatory, recommended, desirable, and good business sustainability practices. We developed and piloted questionnaires for suppliers and checklists based on a product life cycle approach to assess the criteria.

In the previous year, we had already seen the department's progress with the establishment of a Procurement sector, participation in the Sustainable Procurement Challenge initiated by the Healthy Hospitals Project (HHP), and the revision of our Procurement Policy to include ESG criteria.

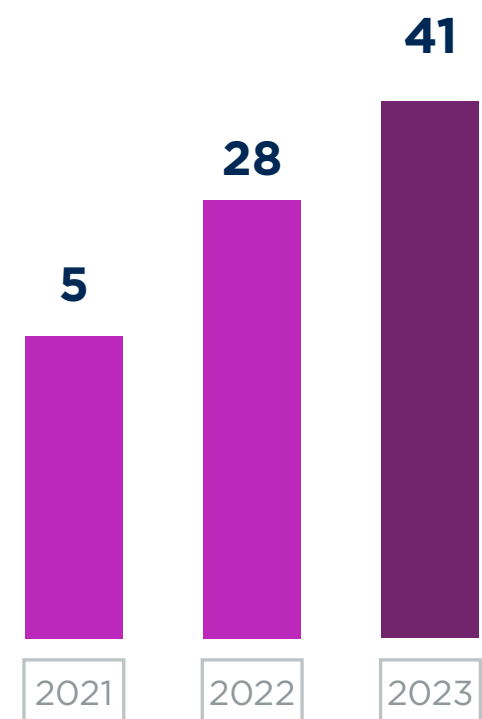
As part of our training and development initiative, we conducted webinars on sustainable procurement, training over 120 buyers in the past year. At the Rede D'Or Academy, we offered an institutional course on sustainable procurement, presenting the procurement guidelines we aim to promote in our supply chain, such as reducing emissions, waste, and natural resource consumption. In 2023, 859 employees attended such training. To improve our practices, we extended access to the Rede D'Or Academy to selected suppliers, offering 35 courses, including the Sustainability Track and Anti-Corruption training. By the end of 2023, we had 72 suppliers from 42 companies (including 15 high-risk suppliers) registered on the platform.

To bolster our initiatives in partnerships with suppliers, we have developed a channel (access here) for the submission of projects related energy, water, effluents, waste, reverse logistics, circular economy, emissions, health and safety, community relations, diversity, inclusion, education, and capacity building. Suggestions received are evaluated by the Company for subsequent implementation planning. Some success stories from this journey can be found in the chapter Encouraging Good Practices.



Click here and access out channel to the subscription of suppliers in Sustainability projects.

Suppliers that participated in ESG audits | GRI 2-25



In the last year we have trained  
+than 120  
 BUYERS  
 in webinars on sustainable purchasing

859

EMPLOYEES

trained in the Institutional Sustainable Purchasing course

- Presentation
- Business Model
- Governance
- Manufactured capital
- Human capital

**SOCIAL AND RELATIONSHIP CAPITAL**

- Natural capital
- Intellectual capital
- Financial capital
- Annexes
- GRI and SASB Content Index
- Assurance Report

## Encouraging good practices

GRI 3-3

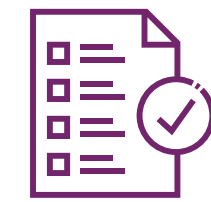
### Rede D'Or adopts a more sustainable model for disposable curtains

In 2023, we completed the standardization process for disposable curtains across the entire Company. A new fixation model, using adjustable adhesive tapes, was specially developed for Rede D'Or, available in six different sizes. The previously used model relied on plastic hooks for fixation.

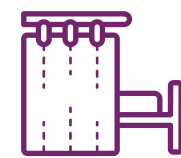
#### Benefits of the new model:



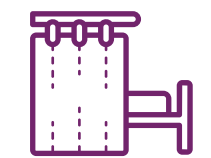
A 17% decrease in the average curtain price;



Size standardization, reducing SKUs from 39 to 6;



Uniformity in curtain usage with adjustable adhesive tapes, providing ease of installation and handling;



Removal of logos for uniformity, except for the curtains used in Star hospitals;



Elimination of hooks, preventing the disposal of about 800kg of plastic material per month;



Reduction in the supplier base from 4 to 1.

### Privates in mixed fabrics with recycled polyester fibers from PET bottles

In order to make use of recycled materials and use them in hospital activities, we have standardized on the Rede D'Or, for all regional offices, the privates made of mixed fabrics with recycled polyester fibers from PET bottles.



Presentation

Business Model

Governance

Manufactured capital

Human capital

**SOCIAL AND RELATIONSHIP CAPITAL**

Natural capital

Intellectual capital

Financial capital

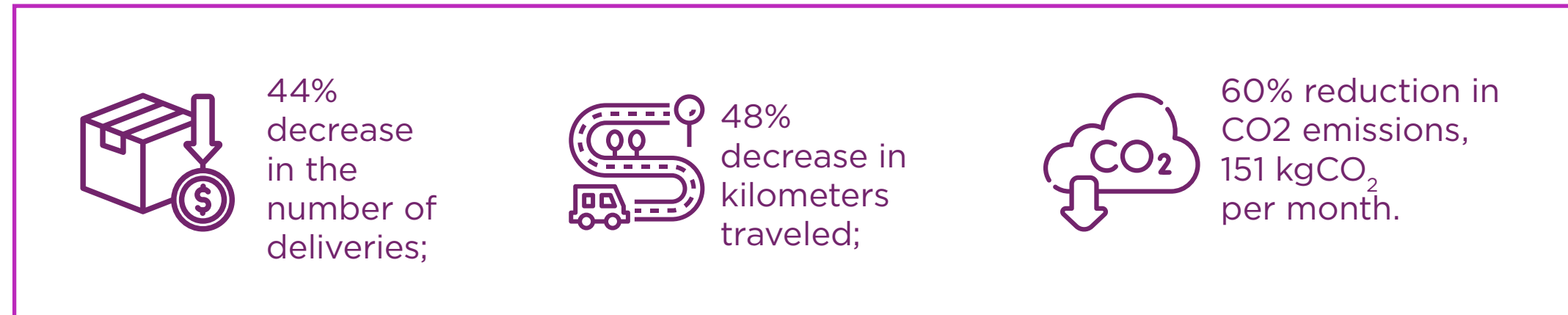
Annexes

GRI and SASB Content Index

Assurance Report

## Centralization of Johnson & Johnson deliveries

Centralization of deliveries for 13 hospitals in São Paulo at Rede D'Or's Embú das Artes Distribution Center using electric vehicles.



## Electric fleet

Results from some partnerships with suppliers:

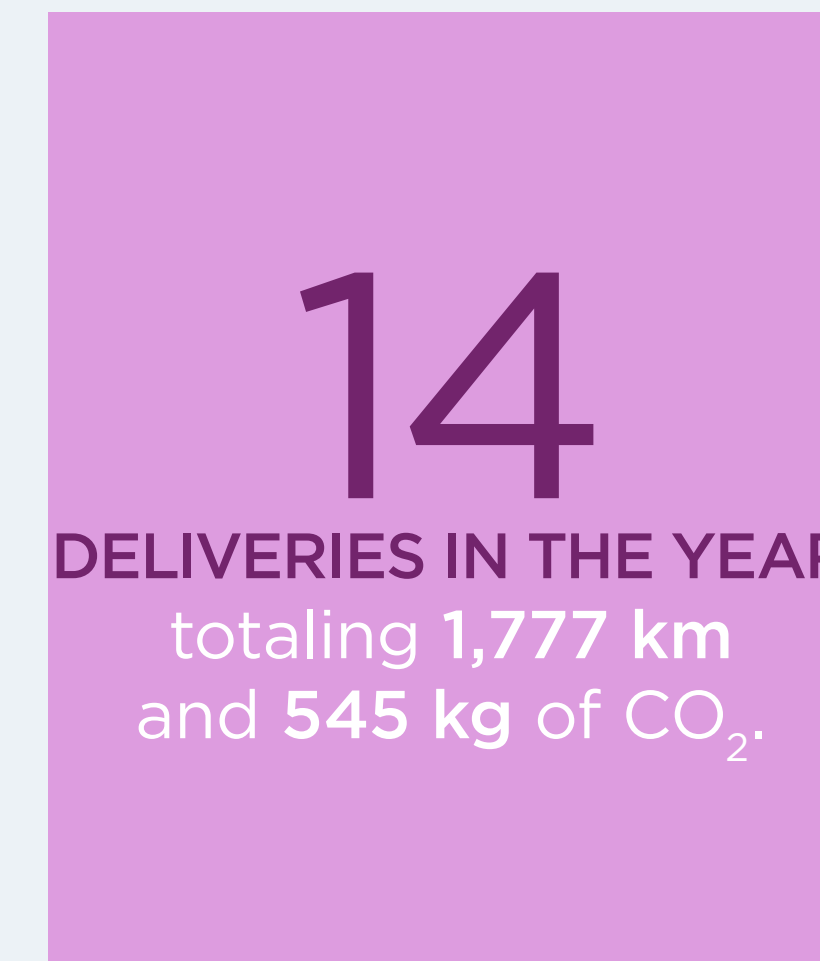
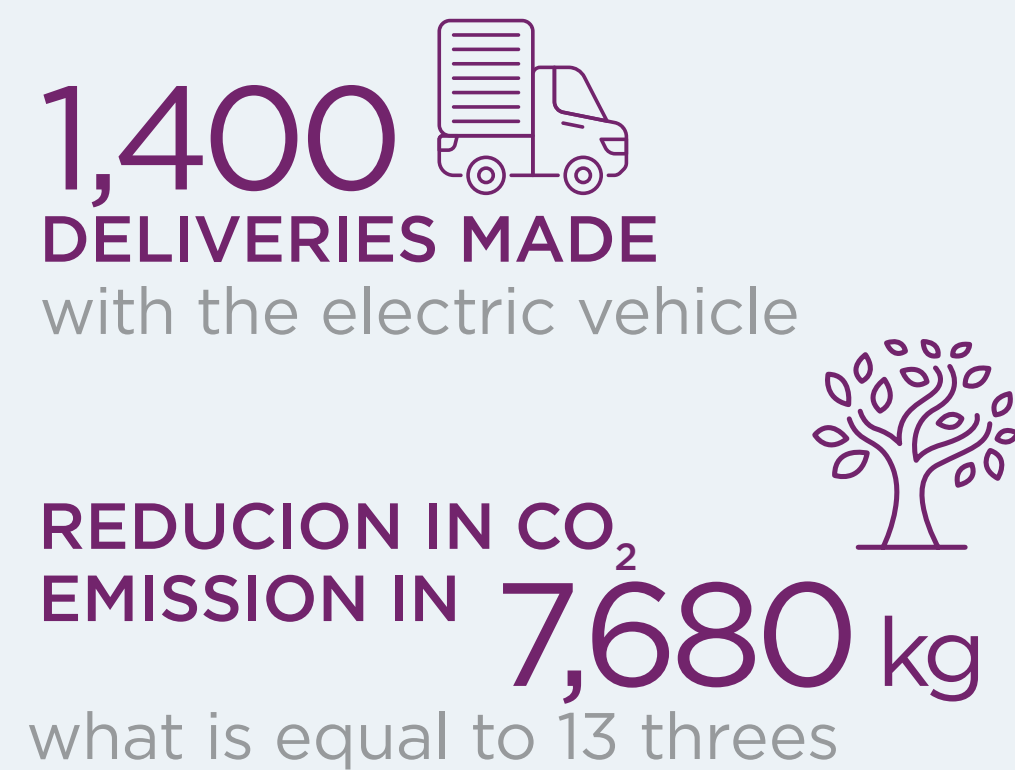
### Boston

Since July 2023, 100% of supplies deliveries in the Greater São Paulo Area are carried out by a new fleet of electric vehicles. The initiative will be extended to Rio de Janeiro

starting March 2024, and we expect to achieve a significant reduction in CO<sub>2</sub>, further contributing to our environment.

### Molnlycke Health Care

Officially launched in November 2023 in the State of São Paulo, with plans for expansion in 2024, Molnlycke Health Care is carrying out deliveries using a new fleet of electric vehicles.



- Presentation
- Business Model
- Governance
- Manufactured capital
- Human capital

## SOCIAL AND RELATIONSHIP CAPITAL

- Natural capital
- Intellectual capital
- Financial capital
- Annexes
- GRI and SASB Content Index
- Assurance Report

# Human rights

GRI 2-21, 2-23, 2-24, 2-25, 3-3, 406-1, 410-1

We pledge the commitment to fostering a diverse, inclusive work environment, free from discrimination, and offering equal employment opportunities. At Rede D' Or São Luiz we are committed to respecting human rights of all our employees, medical staff, patients, suppliers, outsourced employees and society.

Our Human Rights Policy, applicable to all our units, is in line with other guidelines of the Company, such as the Code of Conduct and anti-corruption, environmental, sustainability, and social responsibility policies. Said document is based on international human rights-related frameworks, such as the UN's Global Compact, of which we are signatories since 2020. To support such commitment, our employees are required to sign and adhere to the Code of Conduct, which addresses human rights matters.

We provided training on specific human rights policies or procedures through behavioral training for 100% of our security personnel, which is predominantly outsourced<sup>1</sup>. To reinforce this scenario, we conducted an unprecedented training session in 2023 on the topic 'Diversity: Advantages and Challenges; How Inclusion Occurs in Practice?' for over 60 individuals (own and outsourced employees) working in security operations across many of our units. The event featured a lecture by the human rights projects, corporate practices, and public policies coordinator of Ethos Institute, alongside internal multidisciplinary departments.

Furthermore, we have adopted many measures for preventing and reducing negative impacts related to human rights

by security contractors [GRI 2-25]. One such measure is the Perception Questionnaire, conducted internally, which provides insights into how third parties respond to adverse situations and allows us to assess possible violations. Regarding suppliers relations, service contracts include specific clauses on respect for the environment and forced and child labor prevention, and we require documentary evidence of legal compliance. Suppliers are also required to ensure that their business partners operate within labor laws and ethical standards compatible with the principles outlined in our Code of Conduct.

<sup>1</sup> This is an internal target.

## Security personnel trained in human rights polices or procedures | GRI 410-1

	Own			Outsourced		
	2023	2022	2021	2023	2022	2021
Security personnel	67	58	52	1,904	1,939	2,550
Security personnel trained in Human Rights	67	58	52	1,904	1,939	2,550
Percentage of security personnel trained in Human Rights (%)	100%	100%	100%	100%	100%	100%

Presentation

Business Model

Governance

Manufactured capital

Human capital

**SOCIAL AND RELATIONSHIP CAPITAL**

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

GRI 2-21, 2-23

Rede D'Or's Human Rights Policy outlines the group's commitment to adhering to all human rights-related laws and regulations, including [GRI 2-21, 2-23]:

- Forced labor / modern slavery;
- Minimum age for employment;
- Minimum wage;
- Working hours;
- Equal pay;
- Non-discrimination;
- Moral and sexual harassment prevention; and
- Freedom of collective association.

GRI 3-3

As a testament to our dedication to this cause, we organized the II Human Rights Week at Rede D'Or at the end of 2023.

During this period, internal communications were published, and two online events were held for employees—a webinar with support from the Brazil Global Compact Network and a panel discussion featuring specialists from Rede D'Or's Compliance, Data Privacy, Legal, Human Resources and Sustainability areas. Additionally, the Inclusive Attitudes training was conducted for about 50 members of Rede D'Or's Physical and Property Security team.

## 2ª Semana DE DIREITOS HUMANOS REDE D'OR

*Cuidado que vai além da saúde!*

**De 04 a 10/12**

you are invited (a) to accompany the events and online communications that we will hold in commemoration of International Human Rights Day.

Conheça os Objetivos do Desenvolvimento Sustentável (ODS) priorizados pela Rede D'Or:



Participe e invista no seu conhecimento! Aguarde a programação completa.

REDE D'OR





# Society and community

GRI 3-3

We are mindful of the direct and indirect impacts<sup>1</sup> we have on the communities where we operate, the stakeholders we engage with, and society as a whole. We also recognize that, given our size and nationwide presence, we serve as a catalyst for economic and social development in our area of operation.

In line with our commitment to transparency and sustainability best practices, we strive to make a difference for the different stakeholders we engage with. An example is our hiring of local labor and suppliers, which, combined with tax contributions and investments in infrastructure, lead to the improvement of the quality of life for the communities surrounding our units. Our contributions have consistently contributed to the enhancement of national norms, protocols, and policy agendas over the years.

In 2023 alone, about 7,500 indirect jobs were created, and over BRL 400 million were invested in four major projects in the final construction stage: Memorial Star, Complexo Aliança, Macaé and Vila Nova Star II (Itaim Tower). Municipal tax collections amounted to about BRL 20.6 million, estimated based on the total expenditure on services compared to the municipal ISS (Service Tax) rate for the city where the project was carried out.



were created  
**7,500**  
INDIRECT  
JOBS

**BRL**  
**400+**  
MILLION  
invested in the  
construction of four  
hospitals

<sup>1</sup>: only actual and positive economic impacts on communities and society were identified.

Presentation

Business Model

Governance

Manufactured capital

Human capital

**SOCIAL AND RELATIONSHIP CAPITAL**

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

## Contribution to the Brazilian Healthcare System

GRI 3-3, 203-1, 203-2, 413-2

Our contribution to the advancement and improvement of the Brazilian healthcare system is undeniable, extending beyond our significant contribution evident in the provision of quality healthcare services through a comprehensive network of hospitals and clinics (learn more at Rede D’Or).

In terms of innovation, we are responsible for introducing numerous advancements in medical technology to the market (such as Tomotherapy and CyberKnife radiotherapy equipment), and we account for approximately 20% of Brazil’s robotic surgery infrastructure. In research and education, we operate one of the country’s leading institutes funded by a private healthcare company, the D’Or Institute. Through this institute, we generate knowledge and promote the training of physicians, healthcare professionals, and researchers, not only for our benefit but also for society as a whole. (Learn more in Intellectual Capital).

Additionally, we are also affiliated with the D’Or Institute for Public Health Management, a non-profit association classified as a Social Health Organization (OSS in Portuguese), which manages the Hospital da Criança in Rio de Janeiro (RJ), a hospital exclusively dedicated to providing free public healthcare services to underprivileged children.

## Tax collection

GRI 207-1

We systematically monitor the regulations of all municipalities and states where we operate, as well as federal laws, to ensure compliance. Rede D’Or’s adherence to tax regulations and legal standards is comprehensive, as is our alignment with tax

authorities. Additionally, we regularly monitor any changes in the legislation to which we are subject, allowing us to anticipate any potential impacts on our operations.

### Allocation of taxes (BRL )

From the Government	2023	2022	2021
Federal taxes, fees and contributions	2,316,822,175 (81.1%)	2,312,357,224 (84.3%)	2,283,793,723 (85.2%)
State taxes and fees	905,263 (0.0%)	1,880,227 (0.1%)	2,217,023 (0.1%)
Municipal taxes, fees and others	540,881,393 (18.9%)	429,931,448 (15.6%)	393,321,172 (14.7%)
<b>Total</b>	<b>2,858,608,830</b>	<b>2,744,068,900</b>	<b>2,679,331,918</b>

# Community projects

GRI 3-3, 201-4, 203-1, 203-2

Guided by our principles and values, we contribute to the development of local communities where we operate and encourage the implementation of various projects, including cultural and sports initiatives, as well as initiatives supporting children, youth, and the elderly, and healthcare assistance nationwide. These actions are sponsored by tax incentive policies and aligned with our stance on the ESG agenda, addressing the eight Sustainable Development Goals (SDGs) that we prioritize:



Our participation in these actions is governed by our Social Responsibility Policy, which sets the goals of our private social investment initiatives. In 2023, these projects involved nearly 1.6 million direct and indirect beneficiaries and represented an investment of about BRL 17.5 million.

Investment of  
**BRL 17.5 million**  
in social projects

In 2023, we used the amounts described in the table below resulting from tax benefits provided for in the Brazilian legislation. [GRI 201-4].

Tax incentives (BRL thousand)	2023	2022	2021
Cultural Incentive Law - Rouanet Act	6,180	5,940	5,550
Cultural Incentive Law - Service Tax (ISS)	4,669	1,371	788
Audiovisual Incentive Law	NA <sup>1</sup>	600	1,347
Sports Incentive Law	3,079	1,558	2,090
Municipal Fund for the Rights of Children and Adolescents (FUMCAD)	902	1,531	NA <sup>1</sup>
State Council for the Rights of Children and Adolescents (CONDECA)	106	NA <sup>1</sup>	NA <sup>1</sup>
Municipal Council for the Rights of Children and Adolescents (FUNCRIA) and Children and Adolescent Municipal Fund (FMIA)	530	NA <sup>1</sup>	2,090
National Elderly Support Fund	1,499	1,531	1,957
National Cancer Care Program (PRONON)	500	NA	500
<b>Total</b>	<b>17,465</b>	<b>12,531</b>	<b>14,322</b>

<sup>1</sup> Does not apply for the year.



## Key Projects Sponsored by Rede D'Or in 2023

### Aprendendo com Arte (Learning through Art - Fortaleza and Orós, CE)

Municipal Children and Adolescent Fund (CMDCA of Orós)

In partnership with the Raimundo Fagner Social Foundation, the project promotes activities designed within the pedagogical framework aimed at integrating culture, technology, formal education, and fostering reflective awareness through workshops on singing, choir, flute, guitar, music theory, musicalization, ensemble practice, theater, computer science, reading and writing, literature, and art history.

SDG



Audience reached: 200  
Investment: BRL 100,000

### Um dia 5 Estrelas / Meu nome é Gal movies (Rio de Janeiro, RJ)

Cultural Incentive Law (Rouanet Act)  
In collaboration with Paris Filmes, production of feature-length films for nationwide cinema distribution, providing access to culture for socially vulnerable individuals through the provision of free tickets.

SDG



Audience reached: 13,000  
(audience of the movie Um dia 5 Estrelas by December/23)  
Investment: BRL 597,000

### Storytelling in Hospitals (Rio de Janeiro, RJ)

Cultural Incentive Law (Rouanet Act)

Through the Viva e Deixe Viver (Live and Let Live) Project, volunteers receive training and capacity building on storytelling and the practice of recreational activities in hospitals.

SDG



Audience reached: 30,000  
Investment: BRL 210,000

### Perdida / Love Kills / Victor Hugo movies (São Paulo, SP)

Cultural Incentive Law (Rouanet Act)

In collaboration with Filmland, production of feature-length films for nationwide cinema distribution, providing access to culture for socially vulnerable individuals through the provision of free tickets. The sponsorship was renewed through the Audiovisual Law, this time for the film "Jungle Jungle."

SDG



Audience reached: 100,000 spectators  
Investment: BRL 1 million



Presentation

Business Model

Governance

Manufactured capital

Human capital

**SOCIAL AND RELATIONSHIP CAPITAL**

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

**Riachuelo Theater Rio 2023 (Rio de Janeiro, RJ)**

Cultural Incentive Law (Rouanet Act)

In collaboration with Instituto Evoé, we have developed a physical and digital experience to celebrate the history of Clube de Regatas do Flamengo. The exhibition is permanent, holds significant emotional value, and delivers a significant visual impact with its interactive elements.

SDG



Audience reached: 120,000, including 5,000 complimentary tickets for socially  
Investment: BRL 1.3 million

**Golf as a social inclusion instrument (Japeri, RJ)**

Encouragement of Sport

In collaboration with the Japeri Public Golf Association, we offer free golf lessons to children and adolescents from public schools, with support and guidance from psychologists and P.E. professionals for functional training, as well as golf instructors.

SDG



Audience reached: 100  
Investment: BRL 120,000

**Jovens Criativos (Creative Youth - São Paulo, SP)**

Municipal Fund for the Rights of Children and Adolescents (FUMCAD)

In collaboration with Instituto Jatobás, fostering the comprehensive development of adolescents aged 13 and 17, promoting self-awareness, socio-emotional and cognitive skills development, mentoring, technical training for creative and social entrepreneurship, career exploration, and exposure to new forms of work.

SDG



Audience reached: 500  
Investment: BRL 110,000



**High-Performance Athlete Support Program (Curitiba, PR, and São Paulo, SP)**

Sports Incentive Law

In partnership with the Paraná State Triathlon Federation, sponsorship of triathlete Fernando Toldi, providing all the necessary resources for a high-performance athlete: equipment, participation in national and international championships, training, and other costs associated with his professional triathlete career.

SDG



Audience reached: 1  
Investment: BRL 250,000

**Assistance to Elderly Oncological Patients at Hospital de Câncer (Recife, PE)**

National Elderly Support Fund

Financing of clinical and outpatient care expenses for elderly cancer patients at Hospital do Câncer de Pernambuco, as well as the acquisition of medical supplies and chemotherapy drugs for curative cancer treatment, ensuring quality, compassionate, safe, and sensitive care while respecting local culture and patient privacy.

SDG



Audience reached: 12,000  
Investment: BRL 465,000

Presentation

Business Model

Governance

Manufactured capital

Human capital

**SOCIAL AND RELATIONSHIP CAPITAL**

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

**Ser Criança (To Be a Child - Recife, PE)**  
Municipal Fund for the Rights of Children and Adolescents (FUMCAD)

In collaboration with the Educandário Nossa Senhora do Rosário, the project promotes the comprehensive development of early childhood through family-oriented initiatives fostering positive parenting practices.

SDG:



Audience reached: 165  
Investment: BRL 100,000

**Bem Viver nos Bairros (Living well in your neighborhood - Recife, PE)**  
National Elderly Support Fund

In partnership with the Alternative Technology Service (SERTA in Portuguese), the project implemented 600 eco-productive backyards and two community gardens in Alto José do Pinho and the Santa Luzia community.

SDG:



Audience reached: 600  
Investment: BRL 260,000



**Longevidade: Articulação e Promoção do Envelhecimento Ativo (Longevity: Advocating for and Promoting Active Aging - Recife, PE)**  
National Elderly Support Fund

In partnership with the Center for Development and Citizenship, the project offers activities aimed at active aging across nine long-term care institutions, providing training for staff to support the health and well-being of the elderly.

SDG:



Audience reached: 350  
Investment: BRL 260,000

**Catavento (Recife, PE)**  
Municipal Fund for the Rights of Children and Adolescents (FUMCAD)

In collaboration with the Fé e Alegria do Brasil Foundation, the project offers cultural, artistic, sports, leisure, and human development activities as a means of preventing situations of vulnerability and social risk, fostering individual potential and strengthening family and community ties.

SDG:



Audience reached: 70  
Investment: BRL 100,000

**Flamengo Museum (Rio de Janeiro, RJ)**  
Cultural Incentive Law (Rouanet Act)

In collaboration with MUDE, development, construction, and management of the Flamengo Museum, inaugurated in 2023.

SDG:



Audience reached: 30,000, including 2,000 complimentary tickets for social  
Investment: BRL 550,000

Presentation

Business Model

Governance

Manufactured capital

Human capital

**SOCIAL AND RELATIONSHIP CAPITAL**

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

**Longevidade com Dignidade: Cuidar, Proteger e Promover (Dignified Longevity: Care, Protect and Promote - Fortaleza, CE)**

*National Elderly Support Fund*

In partnership with Lar Torres de Melo, the project provides institutional care for the elderly, ensuring comprehensive care to ensure a dignified and high-quality life.

SDG:



Audience reached: 200  
Investment: BRL 260,000

**Rio Open (Rio de Janeiro, RJ)**  
*Encouragement of Sport Law*

With IMMBR, we organize a sporting event that promotes the practice of tennis and encourages a healthy and active lifestyle, using tennis as a tool for inclusion.

SDG:



Audience reached: 63,000 spectators at the tournament, 700 young people in social projects  
Investment: BRL 535,000

**Revitaliza Rio - Praça Paris (Revitalize Rio - Paris Square - Rio de Janeiro, RJ)**  
*Cultural Incentive Law (Rouanet Act)*

In partnership with Das Lima Produção e Promoção de Eventos, revitalization of iconic cultural heritage spaces in the city of Rio de Janeiro, such as Praça Paris. Production of a video with the history of space.

SDG:



Audience reached: 3,000  
Investment: BRL 500,000



**Ricardo Brennand Institute (Recife, PE)**  
*Cultural Incentive Law (Rouanet Act)*

The Institute's Annual Plan, which includes the continuation of exhibitions, courses, lectures, research, and artistic performances, as well as the implementation of new pedagogical and cultural initiatives to expand audiences and promote access for all.

SDG:



Audience reached: 150,000  
Investment: BLR 300,000

**Claro Theater (Rio de Janeiro, RJ)**  
*Cultural Incentive Law - ISS*

In collaboration with Brain+, implementation of the Rede D'Or's Accessibility project, promoting cultural accessibility and improving the access to performances. This includes physical accessibility, sign language interpretation, audio description, and subtitled videos.

SDG:



Audience reached: 350,000 (including the audience of Teatro Bangu)  
Investment: BRL 500,000

Presentation

Business Model

Governance

Manufactured capital

Human capital

**SOCIAL AND RELATIONSHIP CAPITAL**

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

# Social actions

GRI 3-3

Over the year, we encouraged our employees and physicians to participate in over 50 social initiatives nationwide. Here are some highlights:

## BLANKET DONATION:

Hospital Vila Nova Star (São Paulo, SP) donated 1,335 blankets to the Pastoral do Povo da Rua, part of the Archdiocese of São Paulo. The donation included one thousand affordable blankets made from two tons of textile waste from the unit's activities and 335 unused blankets. Additionally, 200 new quilts were donated.

## BREAST MILK DONATION:

In celebration of World Human Milk Donation Day in May and to honor the donors, Hospital e Maternidade São Luiz Anália Franco (São Paulo, SP) organized a gathering for sharing stories and expressing gratitude for this act of kindness. In 2023, the unit marked over 15 years of partnership with the Leonor Mendes de Barros State Hospital, leading to the donation of over 3,000 liters of surplus human breast milk throughout the period.

## BLOOD DONATION:

In July, Rede D'Or and GSH Banco de Sangue Serum held a new edition of the #SeuTipoSalvaVidas campaign at the Riachuelo Theater in downtown Rio de Janeiro (RJ). The aim of the partnership is to raise awareness and engage the population in the importance of blood donation.

## FOOD DONATION:

We launched a non-perishable food items collection campaign at our year-end celebrations nationwide in partnership with Rede D'Or physicians. In 2023, we collected 5,196 tons of food items, which were sent to local institutions.

## LOST AND FOUND DONATION:

Pre-registered and approved philanthropic institutions received donations of lost and unclaimed items left by visitors at some of our hospital units. The items undergo a predefined process, with a maximum storage time per type, and if not claimed, they are sorted, sanitized, and packaged for donation.

In 2023, Vila Nova Star (SP), Memorial São José (PE), Santa Helena (DF), and Copa Star (DF) hospitals have displayed a notable commitment to such initiative. Beneficiaries included institutions such as Salvation Army (RJ), Casa dos Artistas (RJ), and Abrigo Cristo Redentor (PE), as well as schools and religious entities like the Social Pastoral do Povo da Rua project, part of the Archdiocese of São Paulo, led by Father Júlio Lancelotti, known nationally for assisting and serving homeless people in the city of São Paulo.

## SESC MESA BRASIL PROGRAM IN RIO DE JANEIRO:

In 2023, we benefited 48 socio-assistance institutions with our donations to the food waste and hunger relief program. A total of 2,787 people were benefited.



Presentation

Business Model

Governance

Manufactured capital

Human capital

**SOCIAL AND RELATIONSHIP CAPITAL**

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report





Throughout 2023, we encouraged our employees and physicians to take part in social initiatives, including:

**CHILDBIRTH CLASSES:**

The goal is to promote and provide guidance to pregnant women on pregnancy and postpartum care.

**LAVAGEM DAS MÃOS (HAND WASHING):**

Initiatives to raise awareness of the importance of hand sanitization and personal hygiene in everyday life.

**ELDERLY CARE REFRESHER COURSE:**

Update individuals who care for the elderly on information related to the aging process, as well as on daily care needs.

**RECYCLING ACTION**

Train and educate in a playful way on about the disposal of recyclable waste.

**BLOOD DONATION**

Actions to raise awareness about the importance of blood donation.

**PURPLE NOVEMBER**

Provide guidance on pregnancy and premature infant care.

**AÇÃO AMOR EM UM VIDRO (LOVE IN A JAR INITIATIVE)**

Donation of glass containers to store human breast milk.

Presentation

Business Model

Governance

Manufactured capital

Human capital

**SOCIAL AND RELATIONSHIP CAPITAL**

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

# NATURAL CAPITAL

115 Environmental management

## SDG

3 GOOD HEALTH AND WELL-BEING



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



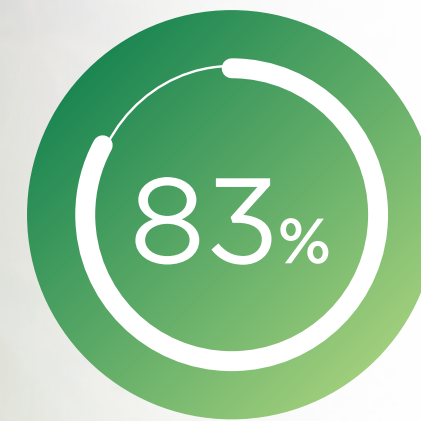
# Environmental management

GRI 2-25

Our concern for the environment is evident in the Company's strategic drivers, in the Code of Conduct, as well as in our ESG Strategic Planning and comprises the organization's and executives' performance goals and targets. We have a Health, Safety, and Environment Policy that lays out guidelines on the topic and guides our actions.

We work to promote the rational use of natural resources and develop projects to reduce their consumption, thus mitigating our environmental impact. To monitor the consumption of natural resources, we rely on a tool (Schneider Electric's Resource Advisor), which allows for real-time monitoring of water and electricity consumption in hospital units. The tool consolidates all environmental indicators onto a single platform, facilitating management and replacing internal KPI systems. In addition to the environmental data collection tool, we have an ESG management tool that incorporates key sustainability reporting methodologies.

## Natural capital highlights



**83%** of energy consumption from renewable sources



**↓13%** reduction in total hazardous waste generated



**↓5%** reduction in total waste generated

**133**  
units with  
GHG INVENTORY

**71**  
units  
JOINED THE FREE  
ENERGY MARKET

Presentation

Business Model

Governance

Manufactured capital

Human capital

Social and relationship capital

**NATURAL CAPITAL**

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

# Energy

GRI 3-3, 302-1, 302-2, 302-4, 302-3, 302-4, 302-5

For the operation of our lighting systems, air conditioning, heating, water pumping, elevators, and medical equipment, we primarily use power supplied by utility companies. Generators are only activated when necessary, either due to power outages from the utility company or for equipment maintenance purposes.

We monitor monthly power consumption in all hospital units in real-time (Resource Advisor), assisting in conscious consumption and power savings.

This is a strategic material topic according to our ESG Strategic Planning.

## Energy consumption within the organization GRI 302-1, 302-3 | SASB HC-DY-130a.1

### Renewable energy

Energy consumption - renewable sources   GRI 302-1		2023 <sup>9</sup>		2022 <sup>8,9</sup>		2021 <sup>9</sup>		Comparison to previous report <sup>7</sup>
		MWh <sup>5</sup>	GJ <sup>4</sup>	MWh <sup>5</sup>	GJ <sup>4</sup>	MWh <sup>5</sup>	GJ <sup>4</sup>	
Electricity <sup>3</sup>	Conventional electricity (Captive Use / Utility Companies) <sup>3</sup>	12,641.66	45,509.98 (63%)	18,672.55	67,221.17 (72%)	47,846.39	172,247.00 (89%)	
	Diesel (generators)	7,517.75	27,063.91 (37%)	7,183.97	25,862.29 (28%)	5,652.06	20,347.43 (11%)	
	<b>Total electricity</b>	<b>20,159.41</b>	<b>72,573.89 (34%)</b>	<b>25,856.52</b>	<b>93,083.46 (42%)</b>	<b>53,498.45</b>	<b>192,594.43 (60%)</b>	
Heating	Diesel	195.06	702.22 (0%)	-	-	-	-	
	Gasoline	1,447.11	5,209.61 (4%)	-	-	-	-	
	Liquefied Petroleum Gas (LPG)	5,420.90	19,515.22 (14%)	5,634.30	20,283.46 (16%)	-	-	
	Natural Gas	32,168.27	115,805.76 (82%)	30,200.77	108,722.77 (84%)	35,498.08	127,793.10 (100%)	
<b>Total Heating</b>	<b>39,231.34</b>	<b>141,232.81 (66%)</b>	<b>35,835.07</b>	<b>129,006.24 (58%)</b>	<b>35,498.08</b>	<b>127,793.10 (40%)</b>		
Cooling and steam production for consumption and self-generation using unused fuels <sup>1</sup>						N/A		
Energy sale <sup>1</sup>						N/A		
<b>Total energy - non-renewable sources</b>		<b>59,390.75</b>	<b>213,806.70</b>	<b>61,691.58</b>	<b>222,089.70</b>	<b>88,996.54</b>	<b>320,387.53</b>	
<b>Rate of non-renewable sources (GJ/pt./day) <small>GRI 302-3<sup>7</sup></small></b>		<b>0.076</b>		<b>0.083</b>		<b>0.078</b> <b>Decreased</b>		

Presentation

Business Model

Governance

Manufactured capital

Human capital

Social and relationship capital

**NATURAL CAPITAL**

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

## Renewable energy

Energy consumption - renewable sources   GRI 302-1		2023 <sup>9</sup>		2022 <sup>8,9</sup>		2021 <sup>9</sup>		Comparison to previous report <sup>2</sup>
		MWh <sup>5</sup>	GJ <sup>4</sup>	MWh <sup>5</sup>	GJ <sup>4</sup>	MWh <sup>5</sup>	GJ <sup>4</sup>	
Electricity <sup>3</sup>	Conventional electricity (Captive Use / Utility Companies) <sup>3</sup>	50,566.64	182,039.90 (16%)	248,588.90	380,919.95	143,539.17	516,741.00	
	Incentivized electricity (Wholesale Energy Market)	255,667.91	920,404.48 (84%)	167,973.89	604,706.00	81,249.44	292,498.00	
	<b>Total electricity</b>	<b>306,234.55</b>	<b>1,102,444.38 (100%)</b>	<b>416,562.79</b>	<b>985,625.95</b>	<b>224,788.61</b>	<b>809,239.00</b>	
	Ethanol	14.83	53.37 (100%)	N/A	N/A	N/A	N/A	
	<b>Total heating</b>	<b>14.83</b>	<b>53.37</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	
Cooling and steam production for consumption and self-generation using unused fuels <sup>1</sup>							N/A	
Energy sale <sup>1</sup>							N/A	
<b>Total energy - renewable sources</b>		<b>306,249.38</b>	<b>1,102,497.75</b>	<b>416,562.79</b>	<b>985,625.95</b>	<b>224,788.61</b>	<b>809,239.00</b>	
<b>Rate of renewable sources (GJ/pt./day) GRI 302-3<sup>7</sup></b>		<b>0.060</b>		<b>0.142</b>		<b>0.216</b>		<b>Decreased</b>

## Consolidated GRI 302-1, 302-3

Energy consumption within the organization   GRI 302-1		2023		2022		2021	
		MWh <sup>5</sup>	GJ	MWh <sup>5</sup>	GJ	MWh <sup>5</sup>	GJ
Non-renewable sources		59,390.75	213,806.70 (16%)	61,691.58	222,089.70 (18%)	88,996.54	320,387.53 (28%)
Renewable sources		306,249.38	1,102,497.75 (84%)	416,562.79	985,625.95 (82%)	224,788.61	809,239.00 (72%)
<b>Total</b>		<b>365,640.13</b>	<b>1,316,304.45</b>	<b>478,254.37</b>	<b>1,207,715.65</b>	<b>313,785.15</b>	<b>1,129,626.53</b>
<b>GJ/pt./day GRI 302-3</b>		<b>0.136</b>		<b>0.224</b>		<b>0.294</b>	

<sup>1</sup> Not applicable (N/A). The Rede D'Or does not consume fuels for cooling processes, steam generation, and does not sell energy.

<sup>2</sup> There was a gradual reduction in the consolidated energy intensity of hospital units when compared to previous years (approximately -39% between 2023 vs. 2022), even though absolute consumption increased, which reinforces the company's energy efficiency actions with its goal of reducing energy consumption (see "Energy Efficiency" and "ESG Goals") [GRI 302-4]. Considering that hospitals account for almost 95% of the company's total consumption, it should be noted that electricity consumption in the captive market has been reducing every year as units join the Free Energy Market (FEM), which in turn means that renewable electricity consumption increases with each reporting cycle. Adherence to the FEM is a company strategy in which this action is driven by a specific goal (see the topic "ESG Goals"). With this, in line with the company's environmental commitment, we can see that our energy consumption matrix within the organization is around 80% from renewable energy and 20% from non-renewable energy, noting that the composition of renewable energy in relation to non-renewable energy has been favored every year.

<sup>3</sup> Captive electricity consumption (renewable and non-renewable) is estimated based on total consumption and consumption in the free energy market, in which "total electricity consumption (captive) = total electricity consumption - total electricity consumption in the free energy market". In 2022, we reported electricity without distinguishing between renewable and non-renewable sources, and we had reported 1,052,847.12 GJ for 2022 and 981,486 GJ for 2021, as we did not have a reference for this segregation of conventional market electricity. In this reporting cycle, we adopted as a reference the Interactive National Energy Balance (BEN in Portuguese), which segregates the "Electric Flow of Internal Energy Supply" into renewable, non-renewable, and imported electricity (on the website, select "1. Energy Analysis and Aggregated Data" and "1.14. Electric Flow"). Thus, we adopted the premise of estimating our sources of electricity consumption from these theoretical data for renewable and non-renewable energy. Regarding "imported electricity," we consider it as non-renewable, as a precaution, since the source is not traceable, it is reasonable to assume that a significant portion thereof comes from the surplus sale of Itaipu from Paraguay to Brazil (hydroelectric - renewable) [GRI 2-4]. Electricity consumption from the Free Energy Market includes hospitals and other business units, such as medical centers (CEMEDs), which can be located inside the hospital units. However, consumption in CEMEDs accounts for approximately 2% of the total, so it is insignificant in the total amount;

<sup>4</sup> Until the publication of this report, the electric flow for 2023 had not been published. Therefore, we adopted as a reference the average electricity flow from 2020 to 2022, which will be restated in the next report after the publication of the 2023 electric flow. Thus, we considered a consumption of 80% renewable electricity and 20% non-renewable (which includes imported energy), estimating 182,039.90 GJ from renewable sources (163,972.56 GJ from hospitals) and 45,509.98 GJ from non-renewable sources (40,993.14 GJ from hospitals). In 2022, we recorded a consumption of 85% renewable energy, 12% non-renewable and 3% imports (15% total non-renewable), respectively, so we estimate a total of 380,919.95 GJ from renewable sources (376,165.73 GJ from hospitals) and 67,221.17 GJ from non-renewable sources (66,382.19 GJ from hospitals). In 2021, we recorded a consumption of 75% renewable energy, 22% non-renewable and 3% imports (25% total non-renewable), so we estimate a total of 516,741.00 GJ from renewable sources (512,489.48 GJ from hospitals) and 172,247.00 GJ from non-renewable sources (170,829.83 GJ from hospitals).

<sup>5</sup> Energy conversion between GJ and MWh is 1 kWh = 0.001 MWh and 1 kWh = 0.0036 GJ.

<sup>6</sup> The energy intensity within the organization has been restated from 0.82 GJ/pt.day to 0.294 GJ/pt.day for 2021; for 2022, from 0.87 GJ/pt.day to 0.224 GJ/pt.day, as duplicates were identified in the previous denominator rationale, and now considers only hospital units, as "pt.day" is a specific indicator for this type of business. [GRI 2-4].

<sup>7</sup> As it is a metric with a denominator specific to owned hospital units, the energy intensity rate calculation considers only this business typology. In any case, the amount of energy for hospitals corresponds to practically 100% of the total value. Thus, the total estimated energy consumption within the organization in hospitals was considered as numerator at 170,829.83 GJ (non-renewable) and 512,489.48 GJ (renewable), totaling 683,319.31 GJ for 2021; and 66,382.19 GJ (non-renewable) and 376,165.73 GJ (renewable), totaling 442,547.92 GJ for 2022; and 40,993.14 GJ (non-renewable) and 163,972.56 GJ (renewable), totaling 204,965.69 GJ for 2023. We must point out that consumption in hospital units represents, on average, 95% of the total consumption reported in GRI 302-1, which is why we have chosen to report it in this way. We recognize that separate, consolidated reporting is ideal, and we will evaluate this possibility for future reporting cycles.

<sup>8</sup> The values presented in 2022 for Maternidade Star were only considered from May onwards, when the unit began its operations.

<sup>9</sup> For M&A, consumption begins in the month of acquisition.

Presentation

Business Model

Governance

Manufactured capital

Human capital

Social and relationship capital

**NATURAL CAPITAL**

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

Energy consumption outside the organization | GRI 302-2, GRI 302-3

Consumption of non-renewable upstream fuel for transportation (GJ) <sup>1</sup>	2023	2022	2021 <sup>3</sup>
	GJ	GJ	GJ
Diesel	413.97 (9.7%)	41.37 (6.7%)	N/A
Gasoline	2,343.51 (54.9%)	572.68 (93%)	N/A
Compressed Natural Gas (CNG)	1,511.35 (35.4%)	N/A	N/A
<b>Total</b>	<b>4,268.83</b>	<b>614.05</b>	<b>N/A</b>
<b>Intensity (GJ/pt./day)<sup>4</sup></b>	<b>0.00025</b>	<b>0.00014</b>	<b>N/A</b>

<sup>1</sup> There was no energy consumption outside the organization in downstream categories.

<sup>2</sup> The consumption of non-renewable upstream transportation fuels increased compared to the previous year. This increase is attributed to the greater accuracy of the data obtained from third-party companies regarding this indicator.

<sup>3</sup> Data for 2021 was not reported; the Company started reporting in 2022. Data restated from 0.19 GJ/pt.day to 0.00014 GJ/pt.day, as duplicates were identified in the denominator rationale, and now considers only hospital units, as "pt.day" is a specific indicator for this type of business. [GRI 2-4]

<sup>4</sup> As it is a metric with a denominator specific to owned hospital units, the energy intensity rate calculation considers only this business typology. In any case, the amount of energy used by hospitals corresponds to practically 100% of the total value. Thus, total energy consumption outside the organization in hospitals was considered as the numerator, at 369.89 GJ for 2022; and 1,046.67 GJ for 2023.

Consumption of non-renewable upstream fuel for transportation (GJ) <sup>1</sup>	2023	2022
	GJ	GJ
Ethanol	1,507.36 (110%)	1.79 (100%)

<sup>1</sup> Energy intensity does not apply to this indicator since consumption was not from a hospital unit.

Energy intensity ratio | GRI 302-3

Measurement unit	2023	2022	2021
	GJ/pt./day	GJ/pt./day <sup>1</sup>	GJ/pt./day <sup>1</sup>
Energy intensity ratio within the organization <sup>1,2</sup>	0.136 (approx.100%)	0.224 (approx.100%)	0.294 (100%)
Energy intensity ratio outside the organization <sup>1,2</sup>	0.00025 (approx.0%)	0.00014 (approx.0%)	N/A
Consolidated energy intensity ratio <sup>2</sup>	0.136	0.224	0.294

<sup>1</sup> Energy intensity within the organization was rectified from 0.82 GJ/pac.day to 0.294 GJ/pac.day for 2021; for 2022, from 0.87 GJ/pac.day to 0.224 GJ/pac.day. The intensity outside the organization was rectified in 2022, from 0.19 GJ/pac.day to 0.00014 GJ/pac.day. For both cases, duplicity was identified in the rationale of the denominator [GRI 2-4]. It is possible to note that, until then, the energy outside the organization is not representative in comparison to that within the organization;

<sup>2</sup> As it is a metric whose denominator is specific to its own hospital units, the intensity calculation only considers this type of business. In any case, the amount of energy used by hospitals corresponds to practically 100% of the total value. See more details in explanatory note 2 of GRI 302-1 and explanatory note 4 of GRI 302-2.

Free Energy Market

GRI 3-3

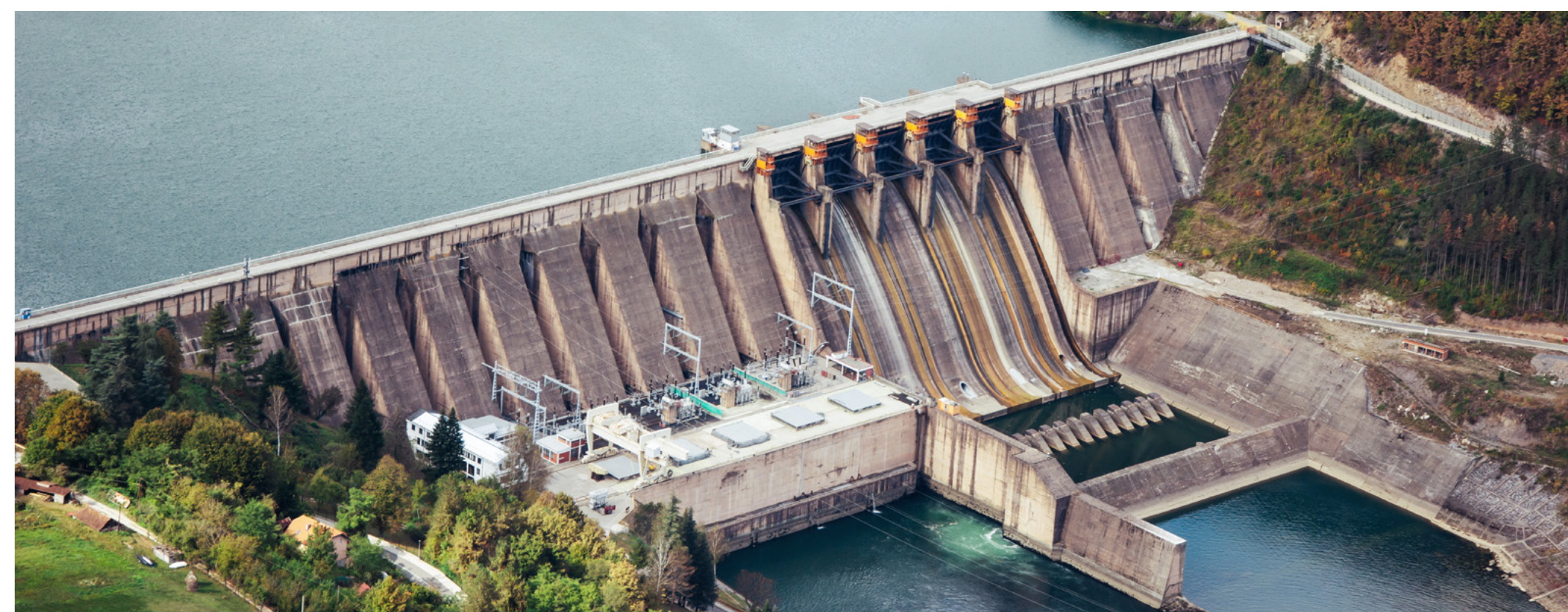
In 2023, we achieved the milestone of 90% of our energy consumption coming from renewable sources through the Free Energy Market (MLE, in Portuguese). This goal is part of the Rede D'Or's ESG Strategic Planning, which will guide our actions until 2030. The initiative to migrate electricity consumption from the captive market to the free market began in 2019 with the São Lucas (SE) and UDI (MA) hospitals, and continued in 2020 and 2021 with the Perinatal Barra and Laranjeiras (RJ), Santa Cruz (PR), Aliança (BA), São Carlos (CE), Balbino (RJ), Biocor (MG), Nossa Senhora das Neves (PB), and Novo Atibaia (SP) hospitals.

In 2023, we continued the migration plan for another 27 consuming units, totaling 13 MW average of contracted incentivized energy

(wind, solar, biomass, and small hydroelectric plants). We currently have 71 consuming units in the Free Energy Market (located in 66 hospitals and medical centers), equivalent to 35 MW average, and we aim to reach 74 units by 2025.

The units consuming incentivized energy will be recognized with the International Renewable Energy Certificate (I-RECs), internationally applied to track environmental attributes and prove that the electricity consumed by the company comes from 100% clean sources.

Data on energy consumption from the Free Energy Market can be found in "GRI 302-1 - renewable energy consumption". We have an MLE-related target in the "Energy" material topic, which can be seen in the "ESG Goals" chapter.



Presentation

Business Model

Governance

Manufactured capital

Human capital

Social and relationship capital

**NATURAL CAPITAL**

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

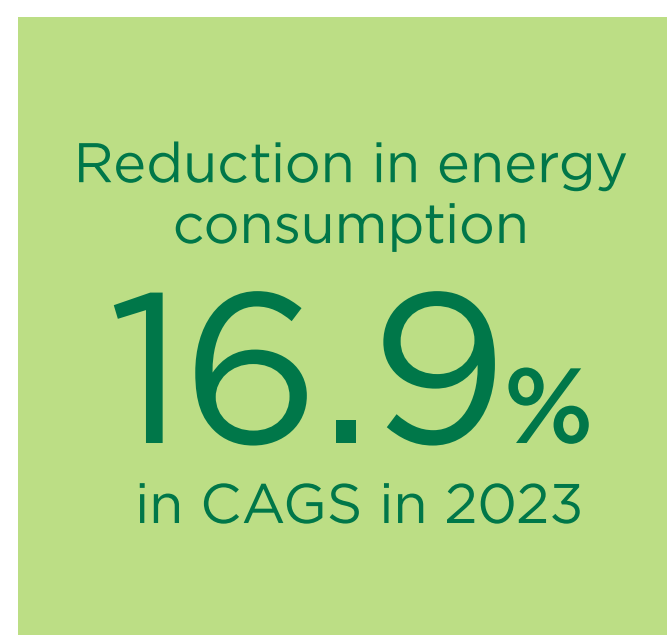
## Energy Efficiency

GRI 3-3, 302-3, 302-4, 302-5

We promote conscious and efficient energy consumption through the Energy Efficiency Program, which includes actions in electricity, water, and combustible gas. Among the noteworthy projects within the program is the Energy Efficiency Project in Chilled Water Plants (CAGs in Portuguese), whose main focus is to ensure the efficiency of this system by optimizing infrastructure, operation, and monitoring, also relying on artificial intelligence algorithms and machine learning to achieve the best equipment performance and reduce energy consumption.

We currently have 23 Energy Efficiency projects in operation in CAGs, with 20 ongoing contracts, five under deployment and three in the contracting stage,—in addition to another 32 identified as potential projects to be applied. Each of these projects undergoes a rigorous economic, financial, and technical feasibility analysis by the Company’s corporate engineering and maintenance team before being effectively implemented.

In 2023, the 15 projects in operation in the CAGs recorded a reduction in electricity consumption of 16.9% (5,257.40 MWh) compared to the same period in the previous year. This result can be seen in the target for the “Energy” material topic in the “ESG Goals” topic. This reduction is equivalent to 394.3 tons of CO<sub>2</sub> avoided and represents net savings of BRL 1,625,172.07 [GRI 3-3, 302-4].



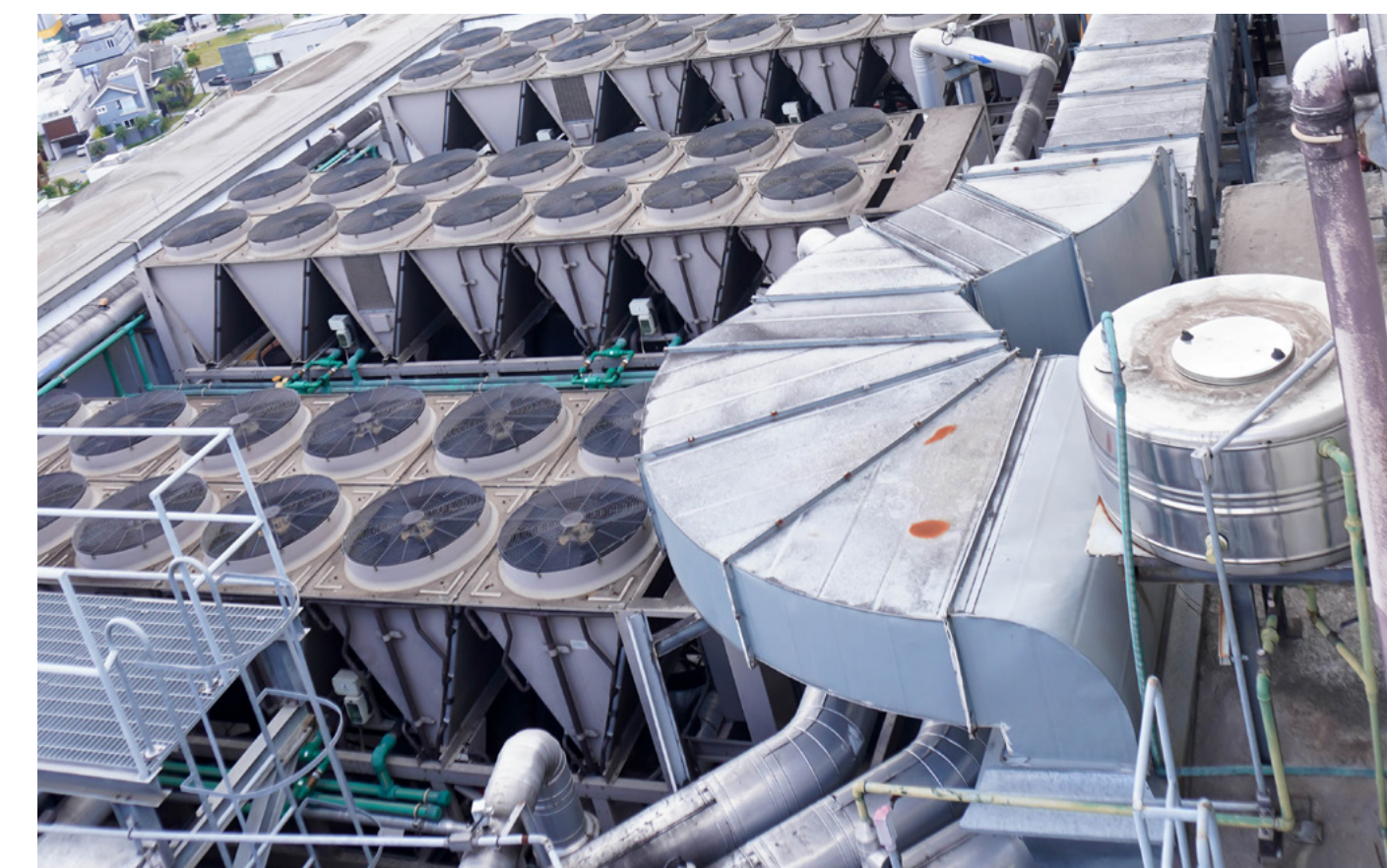
### Efficiency in combustible gas

The optimization of the heat recovery system aims to reduce natural gas consumption by utilizing the heat rejected by the chiller, which is usually directed outside the building, to preheat water stored in thermal storage tanks for later use by the unit. This system is operational at the São Caetano unit in São Paulo, with the possibility of activation in other Rede D’Or units that have the system, which are under analysis.

For other units that do not have the heat recovery function, the use of the heat pump is under consideration, a technology that can meet a significant portion of the fuel gas consumption of the units and is currently undergoing pilot testing and further studies at the Criança unit in São Paulo.

Hospital São Luiz Itaim (SP), for example, implemented a robust energy efficiency program in 2023. An expert, supported by a remote team of engineers and a complex automation system, runs a program aimed at improving the performance and energy efficiency of the chillers. Fine adjustments are constantly made to all equipment parameters considering conditions, allowing them to operate with greater efficiency and lower energy consumption.

This, coupled with efficient facades, reduces monthly energy costs, maintains the hydrotechnical comfort of the building, provides safety for patients, ensures adequate lighting during clinical and surgical procedures, and for general use of the building by patients and technical staff. [GRI 302-4]



Presentation

Business Model

Governance

Manufactured capital

Human capital

Social and relationship capital

**NATURAL CAPITAL**

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

## Water and effluents

GRI 2-25, 3-3, 303-2

The Company's water and effluent management is governed by two internal regulations available to all Rede D'Or's business units, referencing various federal and state legal regulations, such as the Ministry of Health's [Ordinance 888/2021](#) and National Environmental Council (Conama, in Portuguese) [Resolution 430/2011](#), ensuring that management of said resources comply with the standards set by proper authorities [\[GRI 303-2\]](#).

Crucial to our operations, water used in our healthcare units is withdrawn through three possible means: from a utility company, wells, and/or water trucks. Regular quality analyses are conducted for all three sources by an independent laboratory to assess their physicochemical and microbiological potability parameters—color, turbidity, conductivity, pH, total dissolved solids, ammonia, alkalinity, hardness, total coliforms, Escherichia coli, etc [\[GRI 303-4\]](#). Sampling defines the analysis collection points, conducted by the Maintenance department and the Hospital Infection Control Committee of the unit, so that each point can strategically represent the entire area, with special attention to areas designated as critical. This ensures the quality of the water supplied to our units [\[GRI 3-3, 303-2\]](#).

Within hospital activities, we have two potential local impact agents on water bodies: clinical analysis laboratories and pathological anatomy laboratories. This is due to the use of chemical reagents and other substances commonly used to increase contrast and optimize bacterial analysis, such as dyes, if they come into contact with water bodies. To prevent these potential impacts, thus preserving the local ecosystem

and the occupational safety of employees, all inputs used in these activities have safety data sheets (SDS) containing instructions on the correct disposal of these materials. The equipment used in these places is connected to properly sealed and identified containers, ensuring no leakage into the sewage system, and later sent for treatment and final disposal by companies complying with all environmental and legal requirements [\[GRI 3-3\]](#).

After use, water undergoes treatment at Sewage Treatment Plants, in the case of units located where the water and sewage utility company does not have effluent collection systems, in order to meet all parameters outlined in National Environment Council's (Conama, in Portuguese) [Resolution 430/2011](#), based on the classification of the water body into which the effluent will be subsequently discharged, in addition to local laws [\[GRI 303-2\]](#).

We conduct regular environmental audits at all hospital units to map and identify environmental aspects and potential impacts, establishing action plans for deviations and non-compliances. External audits are conducted on critical service suppliers, such as suppliers involved in waste management through collection, transportation, treatment, and/or final disposal, as well as laundries. Audits on these suppliers are conducted in two stages, involving the collection of relevant documentation for potential legal compliance assessment and on-site visits to inspect the structure and operational procedures [\[GRI 2-25, 3-3\]](#).

We do not have a specific methodology for evaluating water abstraction in water-stressed areas, as the Company is studying the possibility of starting research on the subject [\[GRI 303-3\]](#).



Presentation

Business Model

Governance

Manufactured capital

Human capital

Social and relationship capital

**NATURAL CAPITAL**

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report



## Water withdrawal, consumption, and discharge

GRI 303-3, GR 303-4, GRI 303-5

Water withdrawal, consumption and discharge by source <sup>1</sup>			2023		2022		2021 <sup>5,6</sup>		Comparison to previous report <sup>7</sup>
			m <sup>3</sup>	ML	m <sup>3</sup>	M <sup>3</sup>	m <sup>3</sup>	ML	
Water withdrawal GRI 303-3 <sup>2,3,4</sup>	Third-party water (freshwater)	Concessionary	1,930,989.46 (60%)	1,930.99	1,750,698 (77%)	1,750.70	1,676,447 (73%)	1,676.45	
		Water tanker	989,489 (31%)	989.49	314,089 (14%)	314.09	209,838 (9%)	209.84	
	Groundwater (freshwater)	Artesian well	308,660 (9%)	308.66	214,316 (9%)	214.32	409,956 (18%)	409.96	
		<b>Total water withdrawal</b>	<b>3,229,138</b>	<b>3,229.14</b>	<b>2,279,102</b>	<b>2,279.10</b>	<b>2,296,240</b>	<b>2,296.24</b>	
Total water discharge GRI 303-4 <sup>2</sup>	Third-party water (freshwater)	Utility Company	1,544.791	1,544.79	1,400,558	1,400.56	1,341,157	1,341.16	
		Water tanker	791,591	791.59	251,271	251.27	167,870	167.87	
	Groundwater (freshwater)	Artesian well	246,928	246.93	171,453	171.45	327,964	327.96	
	<b>Total water discharge</b>	<b>2,583,310.21</b>	<b>2,583.31</b>	<b>1,823,282</b>	<b>1,823.28</b>	<b>1,836,992</b>	<b>1,836.99</b>		
<b>Total water consumption</b> GRI 303-5 <sup>3</sup>			<b>645,828</b>	<b>645.83</b>	<b>455,820</b>	<b>455.82</b>	<b>459,248</b>	<b>459.25</b>	
<b>Consumption rate (m<sup>3</sup>/pt./day)<sup>8</sup></b>				<b>0.237</b>		<b>0.165</b>		<b>0.192</b> Increased	

<sup>1</sup> Report adjusted according to GRI 303-3, 303-4, and 303-5 standards, while keeping previously reported data unchanged. For benchmarking purposes, peer comparison, and performance evaluation, we also report rate per patient/day (GRI 2-4). It is not yet possible to measure water withdrawal and discharge in water-stressed areas, if any. It is also not possible to differentiate between categories of freshwater (total dissolved solids ≤ 1,000 mg/L) and/or other types of water (total dissolved solids > 1,000 mg/L).

<sup>2</sup> Since it is not possible to accurately measure water discharge, we adopt the technical estimation reference, the "return coefficient (c)" defined by ABNT NBR 9649:1986, which sets out "C = 0.8", where C represents the "average ratio between volumes of sewage produced and water actually consumed." Therefore, we consider that 80% of withdrawn water has been converted into disposed sewage. In other words, "water discharge = 0.8 x water withdrawal."

<sup>3</sup> It is not possible to measure water consumption, so we follow the rationale provided by GRI 303-5, where "water consumption = total water withdrawal - total water discharge." This is the first time we report in this manner (GRI 2-4).

<sup>4</sup> For reporting to ANAHP, we define water consumption as water withdrawal to align our reporting with the indicators of this organization, which are the data published in the "Obsevatório Anual" (Annual Observatory).

<sup>5</sup> 2021 data does not include information on Hospital Guaianases from January to June.

<sup>6</sup> The 2021 data for Hospital São Lucas RJ only includes the month of August.

<sup>7</sup> Regarding performance, there was an increase in water collection due to an expansion in the number of beds and units, which led to an increase in consumption intensity when compared to the previous year. This year, for these indicators, the hospital units (with the exception of the Badim, Cinco de Outubro and Yutaka Takeda units), oncology units, Richet units, two IDOR units and three corporate units are being considered.

<sup>8</sup> Since it is a metric whose denominator is specific to own hospital units, the intensity calculation only considers this type of business. In any case, the amount of water collected by hospitals corresponds, on average, to 98% of the volume. Therefore, the total water consumption in hospitals was considered as the numerator at 454,145.18m<sup>3</sup> for 2021; 439,686.52m<sup>3</sup> for 2022; and 642,852.10m<sup>3</sup> for 2023.

<sup>9</sup> There was no change in water storage in 2023.

Presentation

Business Model

Governance

Manufactured capital

Human capital

Social and relationship capital

**NATURAL CAPITAL**

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

## Water Efficiency Project

GRI 3-3, 303-2, 303-3, 303-4, 303-5

Water is a strategic material topic according to our ESG Strategic Plan. The Water Efficiency Project seeks to reduce costs related to water supply and consumption, through operations optimization and remote monitoring. Using newer, more efficient equipment brings the benefit of these savings, alongside periodic tests of cisterns, pipelines, leak detection, and even adjustments to existing equipment and process guidance (where possible), all of which has a substantial impact on consumption. Launched in 2021 at four hospital units, the program was already implemented in 15 units by the end of 2023, with new participating units expected for the next reporting cycle.

The program also features the TDRR remote monitoring system, with artificial intelligence and identification of each unit's profile, enabling real-time monitoring of water consumption by analyzing building behavior and anticipating potential consumption increases, thus optimizing project performance. The methodology evaluates reservoir consumption levels, consumption by time (nightly, daily, monthly), ongoing leak detection, operational safety, monitors pump activations and failure, consumption reduction, and offers an alarm system via app, text message, email, and WhatsApp.

Redution in  
**17%**  
water consumption in  
the units participating  
in the project.

**BRL 3.9**  
million  
net savings

**The introduction of dry bath technology for bedridden patients across 64 hospital units was one of the initiatives that helped reduce water consumption, as it uses 200 mL of water per bath kit, compared to 1 to 2 liters used in traditional baths.**

Units complement the program with their own initiatives, including the installation of delay tank systems, rainwater harvesting for reuse, installing automatic faucets, and reusing water from air conditioning units.

Additionally, we encourage the reduction of water consumption in our employees' and associates' homes through campaigns on responsible usage in our units. On World Water Day, for example, Hospital São Luiz São Caetano

provided informative posters with important tips for reducing water consumption in households.

In 2023, we added nine units, bringing the total number of participating units in the project to 15. As a result, a 17% reduction in water consumption was recorded in 2023, equivalent to 111,334.84 m<sup>3</sup>. This translated to net savings of BRL3,910,935.73. This percentage is part of the target monitored under the "Water and Effluent" material topic, as presented in the "ESG Goals" chapter. We anticipate the inclusion of at least 6 more units in the next reporting cycle.

Although consumption rates increased [GRI 303] between 2023 and 2022, the effect of the Water Efficiency Project is key to preventing an even marked increase.

Presentation

Business Model

Governance

Manufactured capital

Human capital

Social and relationship capital

**NATURAL CAPITAL**

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

# Climate Change

GRI 3-3, 201-2, 305-1, 305-2, 305-3, 305-4, 305-5, 305-6, 305-7, SASB HC-DY-450a.1

Climate change caused by increased Greenhouse Gas (GHG) emissions represents one of the greatest global challenges we face today. It impacts the environment, food security, human health, the economy, and social justice. Mitigating GHG emissions and adopting adaptive measures are crucial to reducing the impacts of climate change and promoting a sustainable, resilient future.

Our [Policy on Climate Change](#), which was approved by the Board of Directors, lays down the Company’s main guidelines and commitments to manage climate change risks and its impact on our units and businesses, providing impact identification, mitigation, and adaptation mechanisms. We also seek to raise awareness among our employees and suppliers about the importance of the matter, while serving as catalysts for the transition towards a low-carbon economy.

Climate change matters are addressed by the Executive Board and committees, with ongoing analysis of related indicators.

## Our commitments

We are engaged in many international initiatives aimed at mitigating climate change. We are signatories to the [UN Global Compact](#), members of the [GHG Protocol](#), and the Global Green and Healthy Hospitals Network, in which we actively participate in the Climate Working Group. Every year we respond the [Corporate Sustainability Index \(ISE B3\)](#) questionnaire and the Carbon Disclosure Project (CDP) – Climate Change ([ENG](#)), in which we achieved a B score in both 2022 and 2023. We are also part of B3’s [Carbon Efficient Index \(ICO2\)](#) portfolio.

We have also pledged our commitment to cut CO2 emission intensity by 2030 through the [Race to Zero](#) initiative. To reduce direct emissions, for example, we initiated efforts with anesthesiologists in 2023 to establish protocols for the rational use of nitrous oxide (N<sub>2</sub>O).

To educate and engage our employees on this issue, we have a specific module in our Sustainability Learning Trail addressing climate change impacts from a healthcare perspective. Additionally, we promote campaigns such as the online event on National Climate Change Awareness Day,

themed ‘climate crisis at the forefront of gender, health, and social justice debate.’

In our efforts to tackle climate change, we have been quantifying our impacts since 2016 through an annual, continuous, and enhanced reporting of our greenhouse gas (GHG) emissions inventory. Since 2020, the data obtained have undergone external audits and are publicly disclosed in the [Public Emissions Registry](#).

For publishing our report according to international standards, we were awarded the Gold Seal by the Brazilian GHG Protocol Program (PBGHGP in Portuguese) for our inventories of the 2021 and 2022 cycles.

The seal certifies our corporate inventory for achieving the highest level of qualification in reporting, following concepts and guidelines established by the PBGHGP and complying with ISO 14064-3:2007. The inventory includes all gases internationally recognized as GHGs (regulated by the Kyoto Protocol) and adheres to both national and international methodologies.



Climate Change is a strategic material topic according to our ESG Strategic Planning. Given that the [TCFD](#), one of the most significant frameworks for climate transparency, has been discontinued by the entity itself following the publication of the [ISSB IFRS S2 standard \(“Climate-Related Disclosure”\)](#), we are internally focused on structuring our climate management information in accordance with this standard. currently, our reporting remains within the TCFD framework ([refer to Annex](#)).

Presentation

Business Model

Governance

Manufactured capital

Human capital

Social and relationship capital

**NATURAL CAPITAL**

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

## Climate governance<sup>1</sup>

Climate management is overseen by the Risk and Internal Controls Executive Office with support from the Sustainability and Environment Department, which regularly submit reports to the Sustainability Committee, responsible for forwarding results to the Board of Directors—the highest body responsible for approving climate-related policies, projects, and commitments. Climate-related goals and results are not yet factored into the calculation of variable compensation for employees and executives.

## Climate strategy<sup>1</sup>

We conducted a comprehensive study of risks and opportunities based on physical climate scenarios (available in [Portuguese/English](#)) from the [Intergovernmental Panel on Climate Change \(IPCC\)](#) and transition scenarios from the [International Energy Agency \(IEA\)](#). The assessment of risks and opportunities related to climate scenarios was divided into physical scenarios (RCP 2.6, and RCP 2.8) and transition scenarios (NZE 2050, and STEPS). This marks an initial step in developing our climate risk matrix, enabling the Company to anticipate responses to risk costs and investment opportunities and, consequently, assess the criticality level identified within the risk matrix.

We use scenario analysis, climate risk matrices, risk management policies, climate change policies, and greenhouse gas emissions inventories as the basis for our climate strategy.

## Climate risk and opportunity management<sup>1,2</sup>

Climate risk assessment is integrated into the risk assessment procedures of both the Company and its subsidiaries, as described in our [Climate Risk Matrix](#). Climate risk management modeling is a specific process for managing climate change risks, i.e., a documented process that considers climate change risks and opportunities separately from other business risks and opportunities. However, as it is already considered a corporate risk and a sustainability material topic, it results from the unfolding of an already structured process integrated into our multidisciplinary risk management processes throughout the Company, where climate change risks and opportunities are integrated into our centralized corporate risk management program.

### Risks and opportunities with the potential to generate substantial changes in operations, revenue, or expenses GRI 201-2, SASB HC-DY-450a.1

For physical scenarios, we assessed risks and opportunities taking into account climate factors like temperature increase, heatwaves, rainfall, and sea level rise under variables of economic, infrastructure, and health impact [[SASB HC-DY-450a.1](#)]. In transition scenarios, factors like power demand, fossil fuel consumption, and nitrous oxide use in anesthesia were taken into account under the variables of economic, image, and political/legal impact.

As a result of the assessment in physical scenarios, the infrastructure impact variable associated with environmental factors such as rainfall and sea level rise obtained the most significant estimated financial impact, considering structural damages from floods. Physical risk management of structural damages resulting from floods considers the cost involved in insurance maintenance [[SASB HC-DY-450a.1](#)].

As a result of the assessment in transition scenarios, we identified nitrous oxide usage as a high financial impact risk in the transition scenario (NZE 2050 and STEPS), with legislation being one of its impact variables. An energy-related opportunity was identified in both physical scenarios (RCP 2.5 and RCP 8.5) and transition scenarios (NZE 2050 and STEPS), underscoring its significance for the Company. To manage this transition risk regarding the use of nitrous oxide, we are currently rationalizing individualized reduction goals that we will continuously monitor. To take immediate action in the short term to reduce the consumption of this input, we have identified with the Anesthesiologists Chamber only the control of its consumption to almost negligible levels, with the opportunity being the potential of nearly zero consumption of this chemical for surgeries. To execute such an initiative, we must act to change the behavior of clients (physicians), an action that should not involve any costs.

We have identified two energy-related opportunities: savings through energy efficiency projects and savings on the electricity bill by migrating to the free energy market. These measures incurred in costs related to the maintenance of efficiency projects, whereas for the Free Energy Market, we perceive costs as operational costs inherent in contracts between the consuming entity and the supplier. Both opportunities can be found in the [“Energy” Chapter](#).

<sup>1</sup> Details on governance; strategy; risk and opportunity management and climate metrics have been reported in the [TCFD Annex](#).

<sup>2</sup> [[SASB HC-DY-450a.1](#)] We have mapped physical climate risks associated with health impacts. We have identified climate-related risks/opportunities. As a result, risk factors for vector-borne and zoonotic diseases have been mapped nationwide (e.g., malaria, dengue and others), as well as those related to respiratory, cardiovascular and kidney diseases. These risks can have an impact on indicators that can influence our business prospects, such as morbidity and mortality rates. These risks were assessed as potential, so no quantitative assessment has yet been carried out to determine if these risks and opportunities are already impacting our business. Regarding preparation for and response to emergencies associated with climate risks, we already have operational actions in place to address climate emergencies, including, but not limited to, insurance, JCI international accreditations and emergency and evacuation plans, with drills, among others. The breakdown was reported in the “Strategy” chapter, item (a) of the TCFD Report “Chart 1”.

The estimated financial implications of risks and opportunities were outlined in the CDP 2023 - Climate Change.

### Climate metrics and goals<sup>a</sup>

Climate management relies solely on metrics. These are segregated into cross-sectoral goals, which include common metrics and indicators monitored by all sectors of the economy (in particular those used for GHG emissions reporting); and sector-specific metrics, which are specific to our business typology (for example, the pt. day metric).

#### GHG Emissions

GRI 3-3, 305-1, 305-2, 305-3, 305-4, 305-5, 305-6, 305-7

For publishing our report according to international standards, we were awarded the Gold Seal by the Brazilian GHG Protocol Program for our 2021 and 2022 inventories. The seal certifies our corporate inventory for achieving the highest level of qualification in reporting, following concepts and guidelines established by the PBGHGP and complying with ISO 14064-3:2007. The inventory includes all gases internationally recognized as GHGs (regulated by the Kyoto Protocol) and adheres to both national and international methodologies.

After preparing emissions inventory for hospitals, laboratories, some oncology clinics, and corporate offices, which have been externally assured, our current challenges are internal carbon pricing and monitoring scope 3 emissions, which involve the supply chain.

The Board of Directors and the Executive Board use emissions inventory data as a control and oversight tool and as a reference to assess emission activities and determine what reduction initiatives are effective. Additionally, they are used for reviewing, approving, and setting goals.

GHG Emissions <sup>1,2, 3</sup>	2023	2022	2021	2020 [Reference year for emission-related targets] <sup>7</sup>	Comparison to previous report <sup>8</sup>
<b>Scope 1 (tCO<sub>2</sub>e)</b>	<b>67,385 (62%)</b>	<b>64,785 (58%)</b>	<b>108,388 (62%)</b>	<b>70,124 (69%)</b>	
Intensity ratio (Scope 1/pt.day) <sup>5</sup>	0.025	0.024	0.046	0.040	Increased
<b>Scope 2 (tCO<sub>2</sub>e) <sup>4</sup></b>	<b>Location - 12,450 Purchase option - 9,252 (9%)</b>	<b>12,537 (11%)</b>	<b>35,612 (20%)</b>	<b>16,253 (16%)</b>	<b>Comparison to previous report<sup>8</sup></b>
Intensity ratio (Escopo 2/pac.dia) <sup>5</sup>	Location - 0.005 Purchase option - 0.003	0.005	0.015	0.009	Decreased
<b>Scope 3 (tCO<sub>2</sub>e)<sup>6</sup></b>	<b>31,259 (29%)</b>	<b>33,448 (30%)</b>	<b>30,272 (17%)</b>	<b>15,389 (15%)</b>	<b>Comparison to previous report<sup>8</sup></b>
Intensity ratio (Scope 3/pt.day) <sup>5</sup>	0.012	0.013	0.013	0.009	Decreased
<b>Total emissions (tCO<sub>2</sub>e)</b>	<b>107,896<sup>4</sup></b>	<b>110,770</b>	<b>174,272</b>	<b>101,766</b>	<b>Comparison to previous report<sup>8</sup></b>
Total carbon intensity ratio (tCO <sub>2</sub> e/pt.day) <sup>5</sup>	0.040	0.042	0.073	0.057	Decreased

<sup>1</sup> We use the tool from the Brazilian GHG Protocol Program, by Fundação Getulio Vargas (FGV), which is responsible for adapting the GHG Protocol method to the Brazilian context and developing calculation tools for estimating greenhouse gas (GHG) emissions. The provided calculation tools take identified emission sources as inputs, by Scope and category according to established metrics, along with conversion and emission factors. It is worth noting that we also use a conversion tool provided by the Sustainable Hospitals Project (PHS, in Portuguese), in partnership with the Climate Challenge, for the proper calculation of "incinerated waste".

<sup>2</sup> Data reported for 2023 includes 133 units in total: Hospitals 67, oncology clinics 26, clinical analysis laboratories 12, corporate office (05), and SulAmérica units, both corporate (18) and health (05) units. Data reported for 2022 includes 103 units in total: Hospitals (67) (Except Badim and Santa Isabel), oncology clinics (23), clinical analysis laboratories (12), and corporate office (1). Data reported for 2021 includes a total of 78 units, including hospitals, oncology clinics and laboratories.

<sup>3</sup> The obtained data may include the following gases: CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs (refer to GRI 305-7), but do not consider emissions of gases not regulated by the Kyoto Protocol as they are insignificant in the result.

<sup>4</sup> In 2023, Rede D'Or acquired I-RECs to obtain the environmental attributes necessary in order to electricity purchased from some of its operations to be considered clean, zeroing emissions of these operations, which, together, were equivalent to a consumption of 82,990 MWh of the certified units. Following the location approach, the emission would be 12,450.086 tCO<sub>2</sub>e (referring to the total consumption of 323,298.53 MWh of electricity from inventoried units). Thus, considering the purchase choice, the consolidated value of Rede D'Or's emissions considered is 107,896 tCO<sub>2</sub>e = Scope 1 + Scope 2 (purchase choice) + Scope 3

<sup>5</sup> GRI 305-4: Intensity ratio calculation only includes hospital units as it is a sector-specific metric for the business model. Calculations included 48 hospitals in 2020; 61 hospitals in 2021; 67 hospitals in 2022 (excluding Badim and Santa Isabel units); and 67 hospitals in 2023.

<sup>6</sup> For Scope 3, upstream categories were reported as "4. Upstream transportation and distribution," "5. Waste generated in operations" and "6. Business trips." Category 4 accounted for 148.05 tCO<sub>2</sub>e in 2021, 196.72 in 2022, and 341.55 in 2023; Category 5 accounted for 30,123.58 tCO<sub>2</sub>e in 2021, 32,175.21 in 2022, and 28,607.02 in 2023. Meanwhile, category 6 accounted for 1,075.98 tCO<sub>2</sub>e in 2022 and 2,310.56 in 2023. This last category started to be accounted for as of 2022.

<sup>7</sup> To ensure transparency regarding our mitigation goal performance, we continue to report the 2020 data. However, for the emissions calculations of the 2020 reference year, we employed GWP AR4, and the goals were set based on this metric. We have updated our reporting to AR5 for all reference year emissions, thus there was a restatement of information in Scope 1 data, changing from 77,011 tCO<sub>2</sub>e to 70,123 tCO<sub>2</sub>e, and in Scope 3 data from 13,883 tCO<sub>2</sub>e to 15,380 tCO<sub>2</sub>e. As a result, total absolute emissions have been restated from 107,146 tCO<sub>2</sub>e to 101,756 tCO<sub>2</sub>e (GRI 2-4). The progress assessment of these goals can be found in the "ESG Goals" chapter. However, the figures in the Public Emissions Registry for 2020 are 61,259.86 tCO<sub>2</sub>e for scope 1; 12,337.28 tCO<sub>2</sub>e for scope 2; 9,415.40 tCO<sub>2</sub>e for scope 3.

<sup>8</sup> There was an increase in total scope 1 emissions, which is due to the higher number of inventoried units and the units' maturity in terms of reporting this information in our indicator control. Total scope 2 and 3 emissions did not increase.

<sup>9</sup> Total scope 1 biogenic emissions: 268.46 tCO<sub>2</sub>e

<sup>10</sup> Total scope 3 biogenic emissions: 2,775.124 tCO<sub>2</sub>e

<sup>a</sup> Details on governance; strategy; risk and opportunity management and climate metrics have been reported in the TCFD Annex.

## Greenhouse gas (GHE) emission reduction<sup>7</sup>

GRI 305-5

### Scope 1:

In 2023, Rede D'Or expanded its coverage of inventoried units to 133 units, including hospitals, oncology clinics, laboratories and corporate offices. This substantial increase in the number of units compared to 2022, combined with the maturation of the units regarding control of environmental indicators, led to an upturn in scope 1 CO<sub>2</sub> emissions.

Even though in 2023 there was a significant reduction in emissions linked to the use of nitrous oxide (Scope 1 - Fugitive Emissions category - N<sub>2</sub>O), which has a high global warming potential (GWP), its substitutes (since both are used for anesthesia) were widely used. It is important to note that, as stated above, we have signed a commitment to develop procedures and strategies to mitigate these offenders.

Finally, despite the increase in emissions linked to this scope, there was a reduction of approximately 2% in their amount compared to the previous year.

### Scope 2:

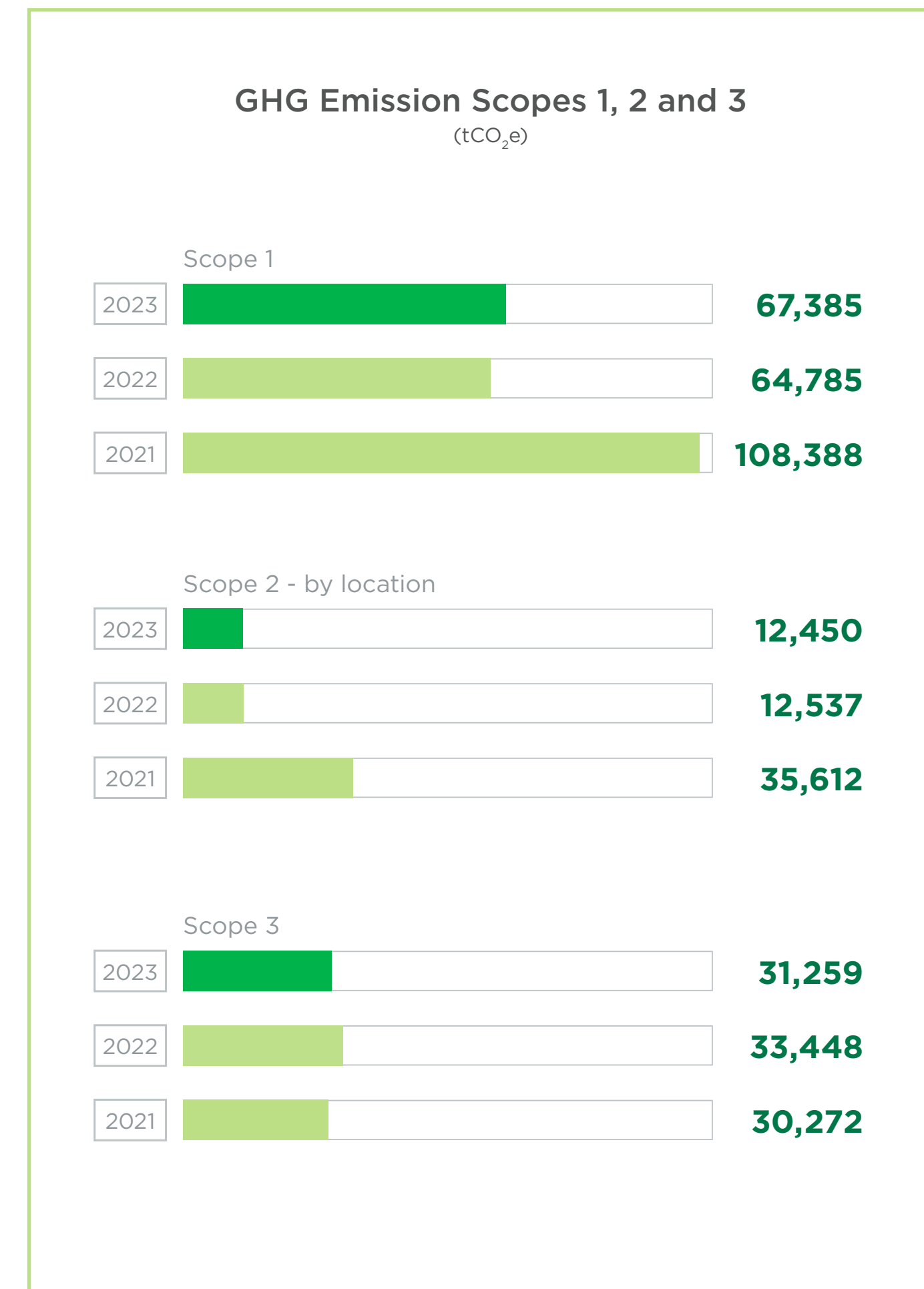
For the second consecutive year, despite an increase in the number of quantified units, Scope 2 emissions declined due to two important factors: our ongoing commitment to the energy efficiency program in Chilled Water Plants (CAGs in Portuguese) and a reduction in the average electricity emission factor in 2023 according to the calculation methodology used by the Brazilian GHG Protocol Program.

In 2022, the annual average emission factor of the National Interconnected System (SIN in Portuguese) was 0.0426 tCO<sub>2</sub>/MWh, and dropped to 0.0385 tCO<sub>2</sub>/MWh in 2023.

### Scope 3:

Scope 3 emissions declined compared to the previous year, driven by a reduction in the generation of chemical waste (group B) and infectious waste (groups A and E). Although the majority of group A and E waste is autoclaved, in some regions of the country, incineration is the only treatment technology available for this type of waste. On the other hand, group B waste must be incinerated. Thus, given the decline in the generation of these types of waste, there was a subsequent reduction in emissions of this scope.

In addition, there was an update to the tool developed by the Brazilian GHG Protocol Program (Fundação Getulio Vargas - FGV), with the introduction a new spreadsheet for reference year 2023 that lists incineration as a possible waste treatment, which was not the case in the previous version, as well as new emission factors. In previous years, our emissions from waste incineration were calculated using a spreadsheet developed and published by the Healthy Hospitals Project (PHS in Portuguese).



### Ozone-depleting substances (ODS) emissions

GRI 305-6

Substances considered in this indicator include Halon, Carbon Tetrachloride (CTC), Hydrochlorofluorocarbon (HCFC), Chlorofluorocarbon (CFC), and Methyl Bromide, which are substances regulated by the Montreal Protocol. The use of HCFC-22 (R22) gas, a refrigerant employed in air conditioning units, has been mapped.

According to the FGV's GHG Protocol calculation tool version, one metric ton of CFC-11 is equivalent to approximately 4,660.00 metric tons of CO<sub>2</sub> equivalent. Since the GHG Protocol tool allows us to calculate in metric tons of CO<sub>2</sub> equivalent, and for HCFC-22 we had a total of 5,782.2 tCO<sub>2</sub>e, we conclude that this corresponds to approximately 1.240815451 metric tons of CFC-11 equivalent.

### NOx, SOx, and other significant atmospheric emissions

GRI 305-7

Among our emissions measured and calculated using the Brazilian GHG Protocol Program (PBGHG, in Portuguese) tool, in reference year 2022, we recorded emissions of N<sub>2</sub>O (nitrous oxide), which is one of the nitrogen oxides (NOx). In this reporting cycle, we accounted for a total of 153.04 metric tons of N<sub>2</sub>O, across scopes 1 and 3 (direct and indirect emissions, respectively). In our operations, a considerable amount of this gas is used as a general anesthetic, typically administered during surgical procedures in hospital units. No other significant emissions from the requested categories were calculated (SOx emissions, persistent organic pollutants (POPs), volatile organic compounds (VOCs), hazardous air pollutants (HAPs) and particulate matter (PM)).

### Climate-related goals

Our climate and emissions-related goals can be reviewed in the "ESG Goals" chapter, under the material topics "Energy," "Waste," and "Climate Change."

On June 4, 2023, in celebration of World Environment Day, the Company set up an initiative to enrich the Atlantic Forest by planting 30 native tree seedlings in the Sugarloaf and Urca Mountains Natural Monument. The initiative was carried out in partnership with the "Pão de Açúcar Verde" (Green Sugarloaf) project. Also to commemorate World Environment Day, the Company held fun training sessions at the Coração do Brasil and DF Start units. At the event, employees had the opportunity to understand the importance of maintaining a balanced environment. A webinar was also held, in the form of a round table discussion, covering many material topics. Employees and external experts were invited to participate.



Presentation

Business Model

Governance

Manufactured capital

Human capital

Social and relationship capital

**NATURAL CAPITAL**

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

# Waste management

GRI 3-3, 306-1, 306-2

Our operations produce both hazardous (biological, sharps, and chemical) and non-hazardous (organic and inorganic) waste, which are correctly disposed of according to their nature. For non-hazardous waste, only those that are not technically or economically feasible to undergo recycling or other disposal methods are sent to landfills. Hazardous waste, on the other hand, is sent to specialized companies, with chemicals being sent for incineration and biological waste and sharps for autoclaving.

Disposable inputs are segregated at the source by the hygiene teams of the units, weighed, and packaged according to the guidelines of RDC 222/2018, issued by the National Health Surveillance Agency (Anvisa, in Portuguese), and collected and treated by third-party companies, according to applicable treatments, as mentioned. These companies undergo a homologation process, where technical and legal documents are evaluated, and their facilities and processes are audited before they are hired. To ensure ongoing compliance with all regulations, suppliers undergo regular spot audits following their contracting [GRI 2-25].

The waste generation profile of each unit is monitored through the Schneider Electric's Resource Advisor system, which collects data on weighing, disposal, management costs, and waste traceability documents.



Presentation

Business Model

Governance

Manufactured capital

Human capital

Social and relationship capital

**NATURAL CAPITAL**

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report



**Waste generated by composition of waste (t) | GRI 306-3, SASB HC-DY-150a.1**

Classification	Composition	2023 <sup>7, 10</sup>	2022 <sup>6</sup>	2021 <sup>5</sup>
Group A <sup>1</sup>	RSS - Infectious	8,268.02 (21.9%)	8,985.32 (22.7%)	11,944.01 (29.5%)
Group B <sup>1</sup>	RSS - Chemicals	523.16 (1.4%)	962.87 (2.4%)	1,126.78 (2.8%)
Group D <sup>1</sup>	RSS - common waste (organic)	24,832.71 (65.8%)	25,610.25 (64.8%)	23,891.69 (59.1%)
Group E <sup>1</sup>	RSS - Sharps	527.36 (1.4%)	759.15 (1.9%)	768.36 (1.9%)
Hazardous recyclables	Lamps <sup>4</sup>	6.45 (-0.0%)	3.77(-0.0%)	2.80 (-0.0%)
	Batteries	4.38 (-0.0%)	2.68 (-0.0%)	2.75 (-0.0%)
	Electronic equipment <sup>8</sup>	100.29 (0.3%)	85.96 (0.2%)	134.77 (0.3%)
Non-hazardous recyclables	Paper, metal, plastic, glass, and others	2,984.44 (7.9%)	2,637.63 (6.7%)	2,215.26 (5.5%)
	Organic	478.08 (1.3%)	467.33 (1.2%)	337.12 (0.8%)
<b>Total waste generated (t)</b>		<b>37,724.87</b>	<b>39,514.96</b>	<b>40,423.54</b>
<b>Waste generation rate (t/pt./day)<sup>9</sup></b>		<b>0.0138</b>	<b>0.0143</b>	<b>0.0160</b>
<b>Comparison to previous report<sup>2</sup></b>		<b>Decrease</b>		



**Waste diverted from disposal | GRI 306-4, SASB HC-DY-150a.1**

Classification	Composition	Recovery (outside the organization) <sup>3</sup>	2023 <sup>7, 10</sup>	2022 <sup>6</sup>	2021 <sup>5</sup>
Hazardous waste	Lamps <sup>4</sup>	Recycling	6.45 (0.2%)	3.77 (0.1%)	2.80 (0.1%)
	Batteries		4.38 (0.1%)	2.68 (0.1%)	2.75 (0.0%)
	Electronic equipment <sup>8</sup>		100.29 (2.8%)	85.96 (2.7%)	134.77 (5.0%)
Non-hazardous waste	Food waste	Composting	478.08 (13.4%)	467.33 (14.6%)	337.12 (12.5%)
	Paper, metal, plastic, glass, and others	Recycling	2,984.44 (83.5%)	2,637.63 (82.5%)	2,215.26 (82.3%)
<b>Total waste diverted from disposal (t)</b>			<b>3,573.64</b>	<b>3,197.37</b>	<b>2,692.70</b>
<b>Intensity of waste diverted from disposal (t/pt.)<sup>9</sup></b>			<b>0.0013</b>	<b>0.0012</b>	<b>0.0011</b>
<b>Comparison to previous report<sup>2</sup></b>			<b>Increased</b>		



**Waste directed to disposal (t) | GRI 306-5, SASB HC-DY-150a.1**

Classification	Composition	Final disposal method (outside the organization) <sup>3</sup>	2023 <sup>7, 10</sup>	2022 <sup>6</sup>	2021 <sup>5</sup>
Hazardous waste	RSS - Infectious <sup>4</sup>	Other disposal operations (autoclaving)	6,245.42 (18.3%)	5,571.15 (15.3%)	11,944.01 (31.7%)
		Incineration (without energy recovery)	2,022.60 (5.9%)	3,414.17 (9.4%)	
		Incineration (without energy recovery)	523.16 (1.5%)	962.87 (2.7%)	1,126.78 (3.0%)
Hazardous waste	RSS - Sharps <sup>4</sup>	Other disposal operations (autoclaving)	350.94 (1.0%)	347.88 (1.0%)	768.36 (2.0%)
		Incineration (without energy recovery)	176.42 (0.5%)	411.27 (1.1%)	
		Incineration (without energy recovery)	176.42 (0.5%)	411.27 (1.1%)	
Non-hazardous waste	RSS - Common waste (organic)	Landfill containment	24,832.71 (72.7%)	25,610.25 (70.5%)	23,891.69 (63.3%)
<b>Total waste directed to disposal (t)</b>			<b>34,151.25</b>	<b>36,317.59</b>	<b>37,730.84</b>
<b>Waste directed to final disposal (t/pt.)<sup>9</sup></b>			<b>0.012</b>	<b>0.013</b>	<b>0.015</b>
<b>Comparison to previous report<sup>2</sup></b>			<b>Decreased</b>		

<sup>1</sup>Healthcare Waste (RSS, in Portuguese) classification into groups A, B, C, D, and E, according to ANVISA's Collegiate Board Resolution (RDC) No. 222/2018. Group C (radioactive) is not counted.

<sup>2</sup>Total waste generated by the Company decreased by about 3.6% (consolidated intensity). This can be attributed to the structuring of the Waste Management Program and its waste reduction subprogram, as well as the intensification of provided training.

<sup>3</sup>With regard to "waste diverted from disposal" [GRI 306-4], there is no waste classified as "preparation for reuse" or "other recovery operations". The other disposal methods include "waste directed to disposal" [GRI 306-5] and the Company does not have waste classified as "incineration (with energy recovery)", while waste from "other disposal operations" is autoclaved. Waste reported in [GRI 306-4] and [GRI-306-5] is sent outside the organization, so there is no waste classified as "within the organization". The sum of indicators GRI 306-4 and GRI 306-5 (consolidated) includes GRI 306-3 (consolidated waste generated). We have adjusted the reporting of these indicators in relation to the previous reporting cycle due to a more assertive interpretation of what is requested in their protocol [GRI 2-4].

<sup>4</sup>The lamp indicator includes both fluorescent and LED lamps. As of 2022, it was possible to account for infectious waste and sharps with the final disposal methods separated into "incineration (without energy recovery)" and "other disposal operations (autoclaving)", as reported in GRI 306-5.

<sup>5</sup>2021 data includes Hospital São Lucas (RJ) information for August and September, only.

<sup>6</sup>The values presented in 2022 for Maternidade Star were only considered from May onwards, when the unit began its operations.

<sup>7</sup>The values presented in 2023 for the São Luiz Campinas unit were only considered from March onwards, when the unit began its operations.

<sup>8</sup>In the previous reporting cycle, electronic devices was reported as 'non-hazardous,' while this year they are classified as 'hazardous.' Furthermore, there was a restatement in the volume for 2021 from 133.68 t to 134.77 t, and for 2022 from 92.41t to 85.96t. This change is negligible as it was less than 10% for each year, and given the proportion of this waste in relation to others [GRI 2-4].

<sup>9</sup>As this is a metric whose denominator is specific to hospital-owned units, the intensity calculation only considers this type of business. In any case, the amount of waste generated by hospitals corresponds to practically 100% of the volume. Thus, the numerator considered the total waste generated (hazardous and non-hazardous) in hospitals was 13,067.98t (hazardous) and 24,767.56 t (non-hazardous), totaling 37,835.55 t for 2021; and 10,181.52t (hazardous) and 27,834.01t (non-hazardous), totaling 38,015.53t for 2022; and 9,295.31t (hazardous) and 28,160.865t (non-hazardous), totaling 37,456.18t for 2023. We recognize that the ideal is to have separate reporting by business type, and consolidated, and we will evaluate this possibility for the next cycles.

<sup>10</sup>This year, these indicators include the hospital units (with the exception of the Badim, Cinco de Outubro and Yutaka Takeda units), the oncology units, the Richet units, two IDOR units and three corporate units.

Presentation

Business Model

Governance

Manufactured capital

Human capital

Social and relationship capital

**NATURAL CAPITAL**

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

BRL 31.9  
MILLION  
invested in waste  
management

In 2023, we had a  
13%  
reduction in  
the total quantity  
of hazardous waste  
generated

Reduction in  
5%  
total  
waste generated

## Corporate Waste Management Program

GRI 3-3, 306-3, 306-4, 306-5

Waste is also a strategic material topic in our ESG Strategic Planning. Each of our hospital units has its Healthcare Waste Management Plan (PGRSS, in Portuguese), approved by the relevant regulatory body. The initiative is overseen by the corporate Sustainability and Environment team, which is also responsible for the annual environmental audits, conducted internally to ensure the proper execution of all internal norms and procedures, as well as municipal, state, and federal regulations, and externally to ensure the proper provision of waste collection, transportation, treatment, disposal, and final disposal services. In 2023, investments in waste management amounted to BRL 31.9 million.

Internal audits follow an Environmental Risk Matrix, established to determine risk levels for each unit, considering many material criteria. Throughout 2023, 93 internal environmental audits and 23 external audits were conducted. In internal audits, 1,714 events were identified, and 733 actions were implemented. We recorded a 43% effectiveness rate in reducing recurring non-conformities [GRI 2-25].

We have implemented a waste management program consisting of three main subprograms structured around this topic, following the waste disposal hierarchy outlined in the National Solid Waste Policy (PNRS, in Portuguese, Federal Law 12305/2010):

- Waste Reduction;
- Reverse Logistics, Reuse, and Recycling;
- Use of Recycled Materials.

## Waste reduction

GRI 3-3

We have forged several partnerships aimed at reducing the volume of waste generated, such as the partnership with the brand Lindoya Verão, prioritizing the acquisition of water bottles with reduced polyethylene terephthalate (PET) content.

Additionally, we have partnered with Janssen to transition deliveries of perishables and dry cargo to returnable packaging, eliminating the use of cardboard, Styrofoam, and plastic in our logistics operation, reducing waste traffic.

Many initiatives carried out in our units contribute to reducing waste generation and, in some cases, generating savings. This is the case with the replacement of disposable cups at the construction site of Novo Barra D'Or in Rio de Janeiro (RJ). The projection was to use 1.4 million cups over 14 months of construction, at an estimated cost of BRL 84,000. By switching to silicone cups and reusable bottles, only BRL 7.300 was spent, effectively mitigating a significant environmental impact.

Another example of this nature is the standardization process of disposable curtains. The model using plastic hooks was replaced by another fixed with adhesive tapes, resulting in a 17% reduction in the average price of curtains and the removal of approximately 800 kilograms of plastic from the environment every month (more information in Incentive for good practices).

Throughout 2023, we managed to reduce the rate of waste generated in our operations from 0.0143 to 0.0138 t/patient/day [GRI 306]. Of the total waste generated, 25% was classified as hazardous waste. We had a 13% reduction in the total quantity of such waste compared to the previous year, which is sent for special disposal methods such as burning mass incineration or autoclaving.

Of the total non-hazardous waste, 12% of group D was sent for recycling and composting, while the remaining volume went to sanitary landfills. No significant contaminations or leaks of any kind were recorded.

Presentation

Business Model

Governance

Manufactured capital

Human capital

Social and relationship capital

**NATURAL CAPITAL**

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

### Reverse Logistics, Reuse, and Recycling

GRI 3-3

All our units encourage employees to recycle. Waste collected for this purpose is directed to specialized companies, which reprocess it in accordance with current environmental legislation or send it to recycling cooperatives.

Since 2022, we have had a monthly monitoring tool to track compliance with the recycling targets of our hospital units, the Reciclômetro, which helps us achieve our goal of reaching a 30% recyclable waste rate by 2030. For more information, see the target performance in the material topic “waste” in the “ESG Goals” chapter.

Some recycling and material reuse practices contribute to reducing the volume of waste sent to landfills. One such practice involves re-purposing SMS blankets, which are typically used to package sterilized medical-hospital products, to make eco-friendly bags, cellphone holders, car trash bins, aprons, among other items.

Although widely practiced in our hospital units, selective waste collection was not yet a reality in the corporate offices in Rio de Janeiro. Therefore, in 2023, a pilot project was initiated to test the initiative, with the provision of labeled bins for each type of recyclable material, education campaigns, awareness activities, and training sessions, along with the launch of our Selective Collection Guide, aimed at enhancing the practice in our healthcare units. As a result, Hospital Esperança Olinda (PE) implemented waste storage bins for selective collection and conducted various educational activities in the “Recycling Month” campaign.

### Use of Recycled Materials

GRI 3-3

Geared towards reusing recycled materials and incorporating them into hospital activities, some units have part of their uniforms made from mixed fabrics with recycled polyester fibers produced by a supplier that works with PET bottle recycling to produce recycled polyester.

The process of obtaining recycled PET fiber is as follows:

- Used PET packaging is collected, sorted, and ground into flakes;
- The flakes undergo an extrusion process and are transformed back into PET resin;
- The recycled resin undergoes a high-tech process, turning into polyester fiber;
- This polyester fiber, combined with cotton, results in high-performance fabrics with a pleasant touch and excellent comfort level.

Details on some of the most recent results can be seen in the chapter “Curtains made of mixed recycled polyester fabrics from PET bottles.”



- Presentation
- Business Model
- Governance
- Manufactured capital
- Human capital
- Social and relationship capital

**NATURAL CAPITAL**

- Intellectual capital
- Financial capital
- Annexes
- GRI and SASB Content Index
- Assurance Report

# INTELLECTUAL CAPITAL

- 134 D'Or Institute for Research and Education - IDOR
- 140 Technology in healthcare

SDG

3 GOOD HEALTH AND WELL-BEING



4 QUALITY EDUCATION



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



Interactive summary

# Intellectual capital highlights

GRI 3-3



**NEW MOLECULAR PATHOLOGY**  
BRL 80 million invested in facilities and equipment

**192**  
ARTICLES PUBLISHED  
IN 2023, leading to  
**324** citations

**BRL 6.3**  
million  
in partnership agreements through  
Open D'Or

Research line covering  
**12**  
FIELDS

Presentation

Business model

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

**INTELLECTUAL CAPITAL**

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

# D'Or Institute for Research and Education - IDOR

We are the main sponsors of D'Or Institute for Research and Education (*Instituto D'Or de Pesquisa e Ensino* - IDOR, in Portuguese), a non-profit organization that contributes to the advancement of science, aiming to improve human life conditions. As such, the Institute brings together a body of researchers from different backgrounds to develop cutting-edge research and new technologies in the healthcare field.

Since its foundation in 2010, IDOR has been consistently contributing to national and international public health—such as in understanding the role of the Zika virus in nervous system malformation and in research aimed at fighting the Covid-19 pandemic, conducting drug clinical trials and monitoring volunteers (over 6,000 in total) for the Oxford/AstraZeneca study in Brazil and subsequently for the Coronavac/Butantan and Clover vaccines. In addition to its headquarters in Botafogo, the Institute boasts extensive facilities within Hospital Glória D'Or, dedicated to clinical research and educational purposes. It also has units in São Paulo (SP), Salvador (BA) and Brasília (DF), which operate together in research, education and innovation. IDOR extends its research to other Brazilian capitals, benefiting from Rede D'Or's structure in this process.

**1,100+**  
INTERNATIONAL COLLABORATIONS  
in scientific publications

**~2,000**  
PUBLICATIONS

**39,000+**  
CITATIONS

Collaboration in  
**80+**  
COUNTRIES

**International partnerships with the highest number of publications: Monash University (Australia), King's College (England), Oxford (England), Harvard (United States) and the National Institute of Health and Medical Research - Inserm (France).**

\* IDOR figures since 2010.

Presentation

Business model

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

**INTELLECTUAL CAPITAL**

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

## Publishing and research

GRI 203-2

The outstanding research conducted at IDOR has resulted in around two thousand publications since 2010, which have received over 39,000 citations in highly prestigious scientific journals. During this same period, we have established international scientific partnerships in over 80 countries. Among the studies published, 160 were dedicated to Covid-19 between 2020 and 2023. These figures underscore the strong dedication to science that we uphold at IDOR. In 2023 alone, scientists at IDOR published 192 new articles, resulting in 324 citations. The increasing number of impactful publications is matter of pride for everyone involved.

	2023	2022
Number of articles published	192	236
Number of citations	324	299
Number or researchers	123	100+

IDOR's main scientific achievements have been the result of partnerships with important research institutions. In Brazil, key collaborations include cooperative projects with Fiocruz, Federal University of Rio de Janeiro (UFRJ), Federal University of São Paulo (Unifesp), Federal University of Bahia (UFBA) and the University of São Paulo (USP), and internationally, we have forged partnerships with Stanford, University of California, Los Angeles (UCLA) and UC Berkeley.

Neuroscientific research, the cornerstone of IDOR's operations since its inception, continues to be the Institute's primary highlight, followed by studies in intensive care. However, other areas such as pediatrics, oncology, cardiology, pathology and hematology have also gained importance over the past years. Currently, our lines of research encompass 12 areas of study.

For instance, at the IDOR's Center for Applied Neuropsychology (CNA, in Portuguese), a team of specialists in neurology, psychiatry, speech therapy, radiology, psychology and occupational therapy provides specialized multi-professional

assistance to children and adolescents with learning disabilities, as well as adults and the elderly with memory challenges or signs of dementia.

IDOR operates through four platforms - structured areas designed to support research and business development - which have undergone a significant infrastructure upgrade this year:

### TRANSLATIONAL PLATFORM

Cutting-edge technological resources for biochemical and molecular analyses and cellular development. These resources are allocated to research projects focused on the identification of diagnostic or prognostic biomarkers for diseases, especially in oncology, neurology and cardiology. This platform also provides support to areas involved in the development of cellular therapies.

### CLINICAL RESEARCH PLATFORM

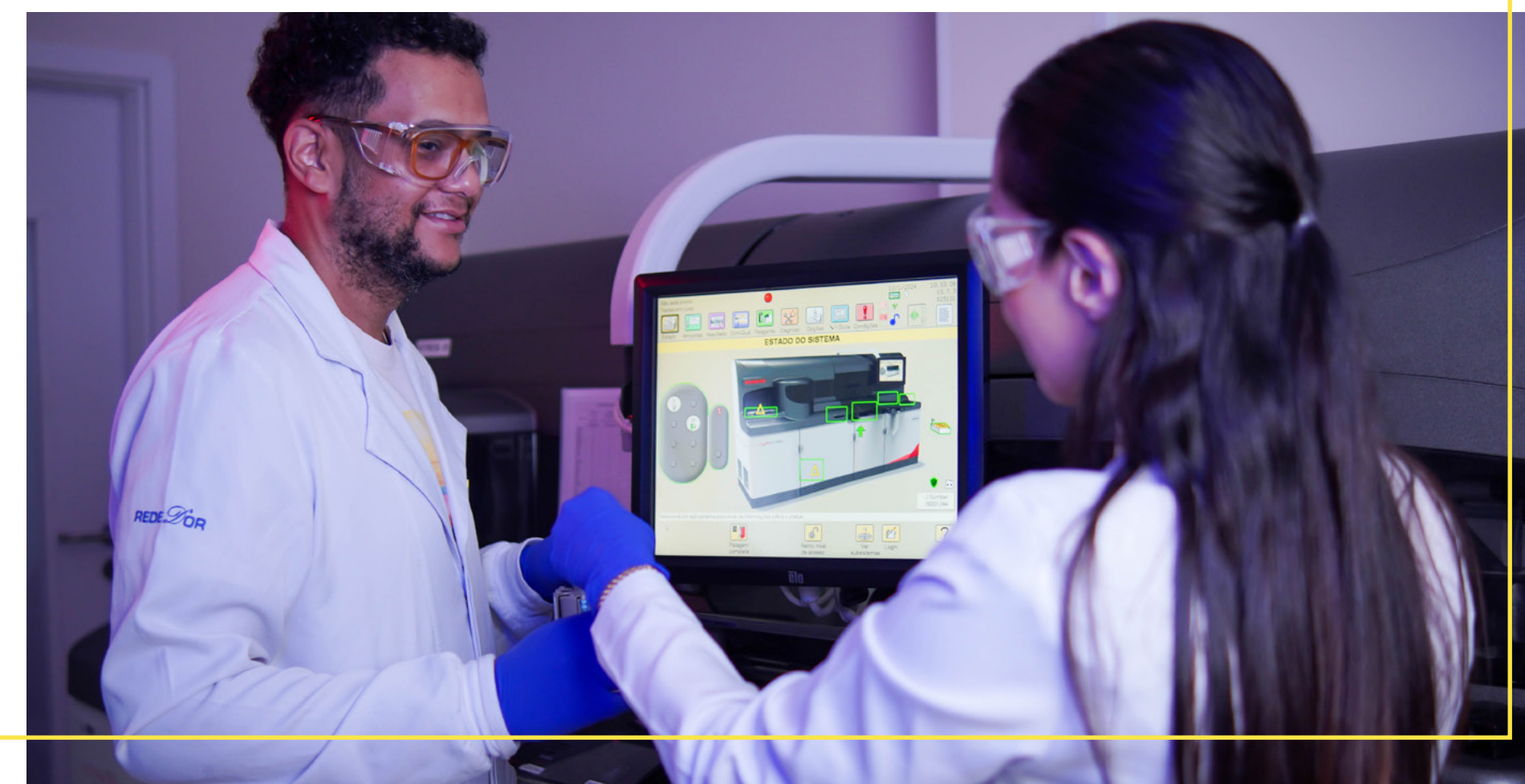
Conducts nationwide clinical trials, both independently and in partnership with the pharmaceutical industry.

### IMAGE ACQUISITION AND PROCESSING PLATFORM

Equipped with state-of-the-art equipment for image acquisition and processing, diagnosis and patient segmentation, fully integrated into our structure for shared analyses.

### NEUROMODULATION PLATFORM

Consisting of non-invasive brain stimulation equipment used in clinical research in neurology and psychiatry, as well as for clinical rehabilitation.



Presentation

Business model

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

### INTELLECTUAL CAPITAL

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

# Innovation

GRI 3-3

Another pillar of the Institute's activity is innovation in the healthcare sector, with the promotion of Research, Development and Innovation (RD&I) projects as a strategic goal. As recognition of its expertise in medical biotechnology, IDOR has been accredited as an **Embrapii Unit** (Brazilian Company for Industrial Research and Innovation) IDOR Medical Biotechnology since 2022. This enables the Institute to co-develop RD&I projects with the industry in the following sublines:

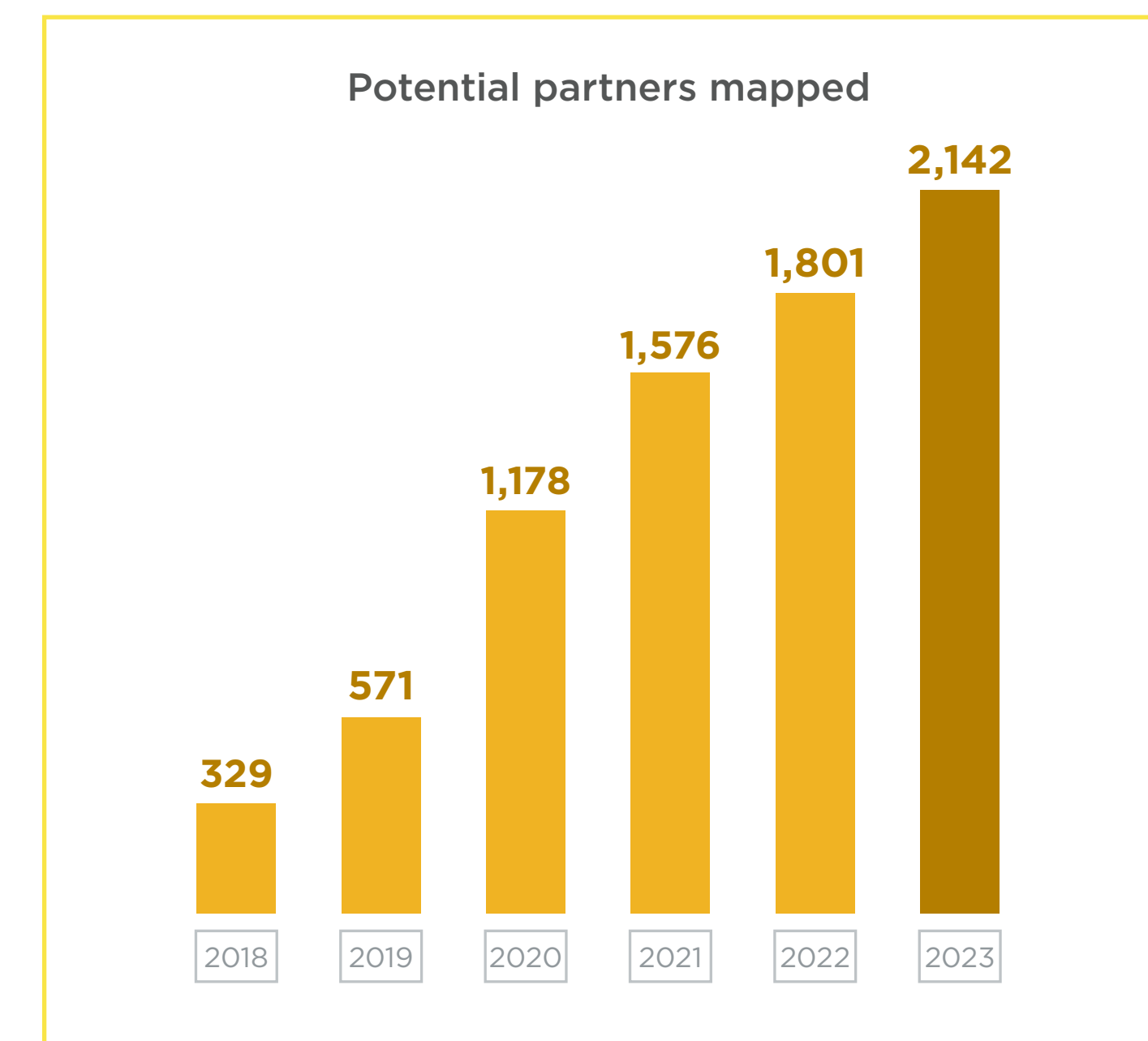
- **Pre-clinical trials with advanced methods:** includes RD&I projects involving advanced biological models, such as cellular models derived from induced pluripotent stem cells (iPSCs);
- **Development of products, processes and medical biotechnology therapies:** the priority theme is molecular and cellular biology applied to products, processes and therapies - such as biopharmaceuticals, vaccines, monoclonal antibodies, nucleic acid (DNA and RNA) products, diagnostic kits and advanced therapy products;
- **Phase I clinical trials:** studies for the assessment of safety and tolerability of therapies and drugs for human use.

The collaboration between IDOR and Embrapii, along with the continued support of this collaboration, confirms the technological and scientific capabilities of the Institute, while also encouraging new partnerships in open innovation.

In its innovation process, IDOR is supported by **Open D'Or**, an agency that conducts market studies, identifies innovation opportunities, supports attracting public and private investments, negotiates partnerships, manages RD&I projects, manages intellectual property assets and

promotes scientific entrepreneurship. Additionally, it is actively involved in fostering a culture of innovation through the IDOR Science, Technology and Innovation Conference, internal training sessions and policies to stimulate innovation.

	2023	2022
<b>Innovation calls for proposals</b>		
Number of proposals submitted	4	4
<b>Partnerships</b>		
Number of potential partners mapped	2,142	1,801
Number of contracts signed	45	25
Number of technical visits	3	8
Number of prospecting activities	25	19
Amount contracted in Partnership Agreements (BRL)	629,101	0
<b>Results</b>		
Number of products under development	10	11
<b>Intellectual property</b>		
Number of patent application filings	1	1



Presentation

Business model

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

**INTELLECTUAL CAPITAL**

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report



## Molecular Pathology Laboratory

With an investment of BRL 80 million in state-of-the-art facilities and equipment, the new Molecular Pathology Laboratory was inaugurated in August 2023, offering unprecedented procedures in Brazil, such as clonality testing and Minimal Residual Disease (MRD) testing, providing a more agile and precise diagnosis in various situations. Results that used to take up to 45 days to be obtained, as samples had to be sent abroad, can now be obtained within a few days through internal laboratory testing.

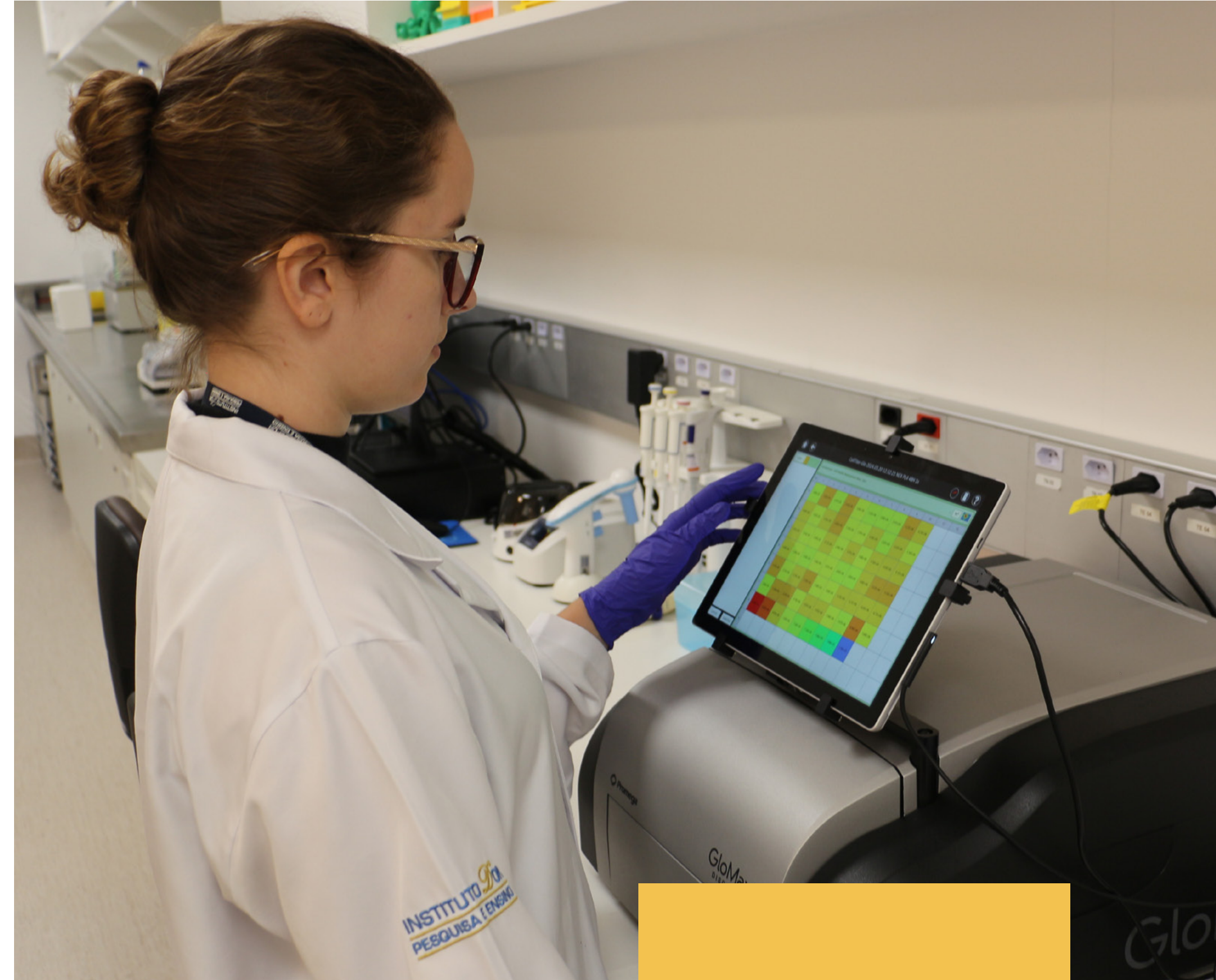
In oncology, molecular analysis of tumors serves as the cornerstone of personalized

medicine, enabling the selection of targeted treatments for identified driver mutations, often leading to better responses with fewer adverse effects. The unit, located in São Paulo (SP), is equipped to serve our 73 hospitals and 55 oncology clinics.

At IDOR, Pathology is a prominent research area, focusing on identifying biomarkers to predicting both the progression potential of diseases and their response to possible treatments.

### Key research departments of the IDOR/Rede D'Or Molecular Pathology Laboratory:

- Molecular panels for detecting genetic material variants in tumors (DNA and RNA);
- Liquid biopsy panels for detecting tumor genetic material in circulation;
- Methylation panels for identifying epigenetic changes in cancer;
- Spatial biology analyses, combining morphological analysis of tumor tissue with the molecular profile of cancer for characterizing different cellular populations forming the tumor;
- Transcriptome analysis and RNAseq. The platform also supports the areas involved in the development of cellular therapies.



Collaborator at the Molecular Pathology Laboratory

**BRL 80**  
MILLION  
invested in facilities and equipments

Presentation

Business model

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

**INTELLECTUAL CAPITAL**

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report



## School of Medical Sciences

GRI 203-2

In addition to collaboration in research, the Institute also contributes to the training and development of physicians and various other healthcare professionals, coordinating over 60 Medical Residency programs and four Multiprofessional Residencies across Rede D'Or hospitals. Furthermore, the institute runs the IDOR College of Medical Sciences, offering various levels of education, starting from undergraduate studies and extending through postgraduate and doctoral programs. IDOR is responsible for coordinating dozens of continuing medical education initiatives within Rede D'Or, such as congresses, symposiums and other events, directly impacting over 20,000 healthcare professionals nationwide each year.

Established in 2017, the IDOR School has already trained 6,500 professionals over the years, with 1,300 trained in 2023 alone. This year, the School received the Social Responsibility certification from the Brazilian Association of Sponsors of Higher Education Institutions (Abmes, in Portuguese), a recognition granted to institutions committed to promoting sustainable development initiatives and well-being in their community.

The first undergraduate program offered by IDOR was Radiology Technology, starting in 2019, to meet the demand



**1**New nurses will undergo a four-year training program grounded in three pillars: care, research, and leadership.

IDOR College trained  
**1,300**  
PROFISSIONALS  
in 2023

Opening of a  
**NEW UNIT**  
in the Glória neighborhood,  
in Rio de Janeiro

for skilled technicians working in the field. Its first class graduated in 2022, the same year it began offering the Nursing undergraduate program validated by the Brazilian Ministry of Education and Culture<sup>1</sup> (MEC, in Portuguese). Students of the School will undertake internships from the early semesters of their undergraduate studies, ensuring that theoretical learning and practical experience go hand in hand. As part of this initiative, the 1st Health Fair was organized to raise awareness of skin cancer prevention, healthy child nutrition and the importance of physical activity. As of 2023, the IDOR School has also introduced the Psychology program.

The inauguration of a new unit in the Glória neighborhood, Rio de Janeiro, marks the beginning of a new era of academic excellence for the institution. This is a modern, inspiring space designed to meet the academic and technological needs of students and faculty alike. It features well-equipped classrooms, communal areas and green spaces, creating an environment conducive to both learning and personal development.

Presentation

Business model

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

**INTELLECTUAL CAPITAL**

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

## Psychology Undergraduate Program

The course was built upon an innovative learning model, centered around a proactive, creative, humanistic, critical and analytical view of the world and professional activities. Throughout the course, students have the opportunity to interact with neuroscience researchers who are leaders in their respective fields of study and to undertake internships with experienced professionals in patient care.

The IDOR School closely collaborates with the IDOR Neuroscience Research Center and the CNA. In addition to guaranteed internship placements, another distinctive feature of the course is the in-depth study of Hospital Psychology, which prioritizes the training of professionals in hospitals and emergency rooms, and Psychology and Clinical Processes, aimed at promoting the health of individuals and groups through educational, preventive and interventional approaches.

### Stimulating science in schools

Aiming to provide a broad and practical insight into career possibilities in the healthcare field, the IDOR Day: Health Careers Immersion was held in September, targeting high school students and their guardians. The event featured a lecture by neuroscientist Stevens Rehen and neuroscience and behavior workshops, first aid, a mini microscopy laboratory, space biology, entrepreneurship and innovation.



"First aid workshop at the IDOR Day

### Education at IDOR

IDOR Education in numbers	2023	2022
Doctoral programs	1	1
Graduate programs (classes)	13	3
Extension courses	13	10
Undergraduate programs	3	2
Academic Internship Programs in Medicine	6	3
Medical Residency Programs	64	46
Academic Internship Programs in Pharmacy	1	*
Multiprofessional Residency Programs	4	2
Healthcare professionals trained	1,300	935

\*Planned for 2022, but the class only started in 2023.

Presentation

Business model

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

#### INTELLECTUAL CAPITAL

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

# Technology in healthcare

## Clinical intelligence

Three years ago, the Innovation Office created a clinical repository to support the analysis and interpretation of clinical and operational data for performance management and decision-making. Upon completing this stage, a need emerged for the creation of a clinical platform to facilitate the safe use of the repository, assisting healthcare professionals in accessing and interpreting patients' medical information, thereby contributing to more effective and coordinated care provision.

The Clinical Viewer tool, under development since then, is capable of supporting the development of population health strategies through in-depth and comprehensive knowledge of patients' health conditions and identification of frequent users in addition to serving as a reliable source for advanced clinical analyses and data science.

## Proactive care

In an effort to listen and better serve our patients, we are customizing care and making it more humanized and closer by implementing pilot projects and building use cases in the project titled *Hospital por Eventos* (Hospital by Events). Among the implemented initiatives are data validation by Dora—our virtual assistant (chatbot)—during check-in, and the provision of benefits to improve patient experience in cases of delays in appointments. We have also implemented notifications/alerts for the following cases:

- When a dissatisfied patient checks in at one of our facilities to better welcome them;

- When an Oncology patient checks in at any of our hospitals;
- When patients belonging to care lines check in at any of our units;
- When VIP patients check in at any of our hospitals;
- When an insured patient checks in at a GTS-accredited facility.

The goal is to expand the project to multiple units in 2024.



Presentation

Business model

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

### INTELLECTUAL CAPITAL

Financial capital

Annexes

GRI and SASB Content Index

Assurance Report

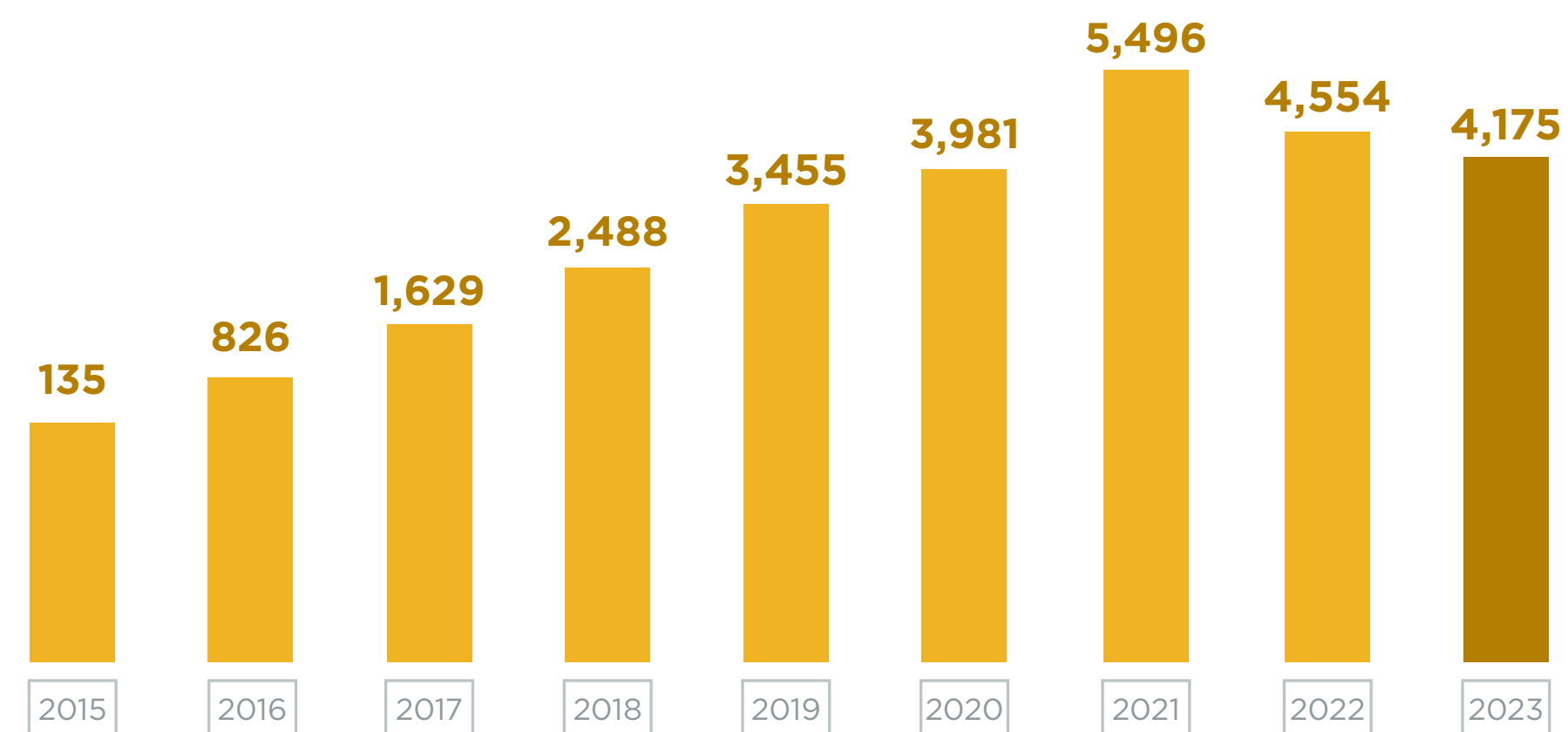
## Robotic surgery

In 2023, we had 21 hospitals equipped with the most advanced robotic surgery systems in Latin America, with 19 hospitals having their own robots and two with non-owned robots.

Robotic surgery, known for its minimally invasive and highly precise nature, is offered by Rede D'Or for procedures in the areas of urology, gynecology, thoracic, head and neck, general surgery and bariatrics. Over the past nine years, 26,721 surgeries and 31,495 procedures have been performed using robotic technology.



Our progress in robotic surgery



## Enfermeiras Navegadoras (Nurse Navigators)

The primary focus of the project is to identify and monitor patients with breast lesions. The entire process is guided by a scalable and innovative approach, aiming not only at improving healthcare but also aligning with ESG principles.

The collaboration between Artificial Intelligence tools and nurses accelerates the identification of radiological patterns, drastically reducing the need for repeat examinations, thereby contributing to a safer and more responsible approach to individual health by minimizing unnecessary exposure to

procedures and radiation. It also contributes to minimizing resources and energy waste.

Furthermore, the quick identification of specific patterns in medical reports by AI supports decision-making by healthcare professionals, allowing them to play a central role in patient care, prioritizing the doctor-patient relationship over inefficient manual processes. It also allows for a prompt start to treatment with potential impacts on both patient survival and quality of life.

Presentation

Business model

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

INTELLECTUAL CAPITAL

Financial capital

Annexes

GRI and SASB Content Index

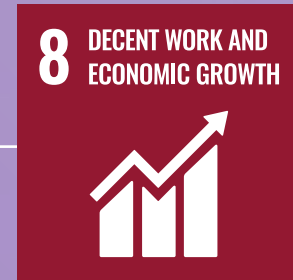
Assurance Report

# FINANCIAL CAPITAL

144 Economic performance

145 Investments

SDG



Interactive  
summary

# Financial capital highlights

BRL **46.5**  
billion  
OF NET REVENUE

BRL **7.1**  
billion  
OF EBITDA

BRL **2.1**  
billion  
OF NET PROFIT

BRL **2.9**  
billion  
TOTAL  
INVESTMENT

Presentation

Business model

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Intellectual capital

**FINANCIAL CAPITAL**

Annexes

GRI and SASB Content Index

Assurance Report

# Economic performance

GRI 3-3

In 2023, our financial results continued to grow, due to our strong expansion pace.

## Distribution of Added Value | GRI 201-1

(BRL thousand)

	2023	2022	2021
<b>Revenue</b>	<b>48,302,139</b>	<b>24,483,333</b>	<b>21,820,899</b>
Sales of goods, products and services	22,797,558	25,769,671	22,803,109
Revenue from insurance operations	26,719,752	-	-
Provision for disallowance	(1,371,237)	(1,290,258)	(1,103,432)
Other revenues	156,066	3,920	121,222
Benefits and claims	(19,263,465)	-	-
Expenses with benefits and redemptions	(19,263,465)	-	-
<b>Supplies acquired from third parties</b>	<b>(11,422,650)</b>	<b>(10,107,490)</b>	<b>(8,991,333)</b>
Cost of services sold	(10,544,797)	(9,599,694)	(8,449,526)
Materials, energy, outsourced services and other expenses	(983,604)	(540,750)	(520,065)
Loss/recovery of assets	105,751	32,954	(21,742)
<b>Gross added value</b>	<b>17,616,024</b>	<b>14,375,843</b>	<b>12,829,566</b>
<b>Depreciation and amortization</b>	<b>(1,500,033)</b>	<b>(1,404,142)</b>	<b>(1,228,670)</b>
<b>Net added value</b>	<b>16,115,991</b>	<b>12,971,701</b>	<b>11,600,896</b>
<b>Added value received in transfer</b>	<b>9,483,233</b>	<b>5,729,388</b>	<b>5,778,776</b>
Income using the equity method	(5,673)	46,080	79,338
Financial revenue	9,317,468	5,683,308	5,699,438
Appreciation (depreciation) of investment fund quotas and private and public bonds	2,411,723	-	-
Financial result of insurance contracts	(2,240,285)	-	-
<b>Total added value</b>	<b>25,599,224</b>	<b>18,701,089</b>	<b>17,379,672</b>
<b>Distribution of added value</b>	<b>(25,599,224)</b>	<b>(18,701,089)</b>	<b>(17,379,672)<sup>1</sup></b>
Personnel and charges	(8,216,159)	(7,082,976)	(6,242,615) <sup>1</sup>
Taxes, fees and contributions	(2,211,890)	(1,554,917)	(1,672,675) <sup>1</sup>
Interest, rents and other operating expenses	(13,057,474)	(8,800,879)	(7,786,647) <sup>1</sup>
Dividends and interest on equity <sup>2</sup>	(899,728)	(845,661)	(2,862,099)
Retained earnings <sup>2</sup>	(1,213,973)	(416,656)	(1,184,364)

<sup>1</sup> Value reported as positive in the 2021 sustainability report was restated to a negative value.

<sup>2</sup> The 2021 sustainability report consolidated these two lines into a single line "Equity Compensation".



Presentation

Business model

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Intellectual capital

FINANCIAL CAPITAL

Annexes

GRI and SASB Content Index

Assurance Report





# Investments

GRI 203-1

Our investments (ex-M&A) reached BRL 2,862.2 million in 2023, moving 8.2% up compared to the previous year, mainly due to expenditures with expansion projects.

Investments in the maintenance of our operations totaled BRL 313.9 million, which is equivalent to 1.2% of net revenue from hospitals, oncology and other lines recorded in the period (2.1% in the previous year).

(BRL million)	2023	2022	Change (%)
Capex	2,862.2	2,645.3	8.2
Maintenance	313.9	472.8	-33.6
Expansion	2,548.4	2,172.5	17.3
Mergers & Acquisitions	45.7	1,033.3	-95.6
<b>Total investment:</b>	<b>2,908.0</b>	<b>3,678.6</b>	<b>-20.9</b>

Over the last 20 years, our growth strategy has been characterized by high volume of acquisitions, accompanied by successful integration processes. Since filing for the IPO, in October/2020, we have already announced 17 acquisitions, which added 2,213 new beds to our service network.

The returns from Rede D’Or’s integration strategy come from economies of scale and the effects of synergies in optimizing operational costs, in addition to potential revenue gains from an increase in the volume of services and the complexity of procedures performed in the units. These are coupled with benefits of improving the units’ technology park, the relationship with the medical profession, and the level of quality and variety of services provided in each unit [GRI 3-3].



Further information on the projects under development can be found in our Reference Form, available on our website <https://ri.rededorsaoluiz.com.br>.

Presentation

Business model

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Intellectual capital

**FINANCIAL CAPITAL**

Annexes

GRI and SASB Content Index

Assurance Report

## Organic growth

The business strategy we adopt at Rede D'Or includes taking parallel and complementary initiatives that promote our organic growth through greenfield (new units) and brownfield (expansions of existing units) projects to expand our operational capacity. In May 2023, we updated our

Reference Form, which currently contains 63 projects that together add 6,634 new beds. In addition to the start of operations at Hospital São Luiz Campinas (SP), four major projects are in the final stages of execution by the end of 2023: Memorial Star, Aliança Complex, Macaé, and Vila Nova Star II (Itaim Torre).

Projects delivered in the last three fiscal years and those already planned for the coming years

Project	Type	Beds	Completion	Investments	State
<b>Total (with set dates)</b>		<b>6,634</b>		<b>9,867,944</b>	
<b>Greenfield projects (GF)</b>		<b>2,083</b>		<b>3,368,757</b>	
1 Itaim R. Helena (Delivered)	GF	173	2021	217,974	São Paulo
2 Campinas (Delivered)	GF	325	2022	441,308	São Paulo
3 Memorial Star - Phase 1	GF	150	2023	405,462	Pernambuco
4 Macaé - Phase 1	GF	150	2023	226,033	Rio de Janeiro
5 Alphaville - Phase 1	GF	212	2024	392,908	São Paulo
6 Guarulhos - Phase 1	GF	268	2024	446,562	São Paulo
7 Novo Barra		253	2024	513,485	Rio de Janeiro
8 Taubaté - Phase 1		120	2025	119,101	São Paulo
9 Novo Aviccena		150	2025	183,782	São Paulo
10 São Conrado		132	2026	265,297	Rio de Janeiro
11 Santos		150	2027	156,845	São Paulo



Presentation

Business model

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Intellectual capital

### FINANCIAL CAPITAL

Annexes

GRI and SASB Content Index

Assurance Report

Project	Type	Beds	Completion	Investments	State
<b>Brownfield projects (BF)</b>		<b>4,551</b>		<b>6,499,188</b>	
1 CEMA - Phase 1 (Delivered)	BF	14	2021	10,267	São Paulo
2 São Vicente - Phase 1 (Delivered)	BF	35	2021	61,735	Rio de Janeiro
3 São Rafael - Phase 1 (Delivered)	BF	50	2021	34,989	Bahia
4 Sino Tower (Delivered)	BF	90	2021	184,932	São Paulo
5 Different Expansions (Delivered)	BF	49	2021	19,600	N/A
6 Cardio Pulmonar (Delivered)	BF	32	2022	26,789	Bahia
7 CEMA - Phase 2 (Delivered)	BF	65	2022	26,579	São Paulo
1 Mauá - Phase 1 (Delivered)	BF	11	2022	8,505	São Paulo
9 São Vicente - Phase 2 (Delivered)	BF	35	2022	60,103	Rio de Janeiro
10 Ribeirão Pires - Phase 1 (Delivered)	BF	16	2022	6,167	São Paulo
11 São Rafael - Phase 2 (Delivered)	BF	62	2022	40,598	Bahia

Project	Type	Beds	Completion	Investments	State
12 Various Expansions 2022 (Delivered)	BF	14	2022	4,787	N/A
13 Itaim Tower	BF	140	2023	347,784	São Paulo
14 Aliança	BF	196	2023	282,390	Bahia
15 Serra Mayor - Phase 1	BF	25	2023	12,199	São Paulo
16 Atibaia - Phase 1	BF	24	2023	16,103	São Paulo
17 Santa Isabel - Phase 1	BF	10	2023	10,008	São Paulo
18 Central Leste - Phase 1	BF	10	2023	8,008	São Paulo
19 Various Expansions 2023	BF	298	2023	461,900	N/A
20 Ribeirão Pires - Phase 2	BF	27	2024	38,176	São Paulo
21 Assunção Tower - Phase 1	BF	183	2024	299,646	São Paulo
22 Serra Mayor - Phase 2	BF	19	2024	20,157	São Paulo
23 Santa Isabel - Phase 2	BF	26	2024	27,583	São Paulo
24 Oeste	BF	100	2024	112,080	Rio de Janeiro
25 Santa Cruz - Phase 1	BF	50	2024	98,113	Paraná

Presentation

Business model

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Intellectual capital

**FINANCIAL CAPITAL**

Annexes

GRI and SASB Content Index

Assurance Report

Project	Type	Beds	Completion	Investments	State
26 Aeroporto - Phase 1	BF	34	2024	35,700	Bahia
27 Various Expansions 2024	BF	320	2024	35,700	N/A
28 São Lucas	BF	115	2025	236,009	Sergipe
29 Brasil Bloco C	BF	330	2025	561,543	São Paulo
30 Atibaia - Phase 2	BF	98	2025	112,357	São Paulo
31 Santa Isabel - Phase 3	BF	25	2025	26,523	São Paulo
32 UDI Tower - Phase 1	BF	130	2025	265,954	Maranhão
33 São Carlos	BF	60	2025	63,946	Ceará
34 New Tower Caxias	BF	92	2025	125,172	Rio de Janeiro
35 DF Star - Phase 1	BF	80	2025	156,518	Distrito Federal
36 Vivalle	BF	40	2025	47,698	São Paulo
37 Central Leste - Phase 2	BF	77	2025	87,819	São Paulo
38 Ribeirão Pires - Phase 3	BF	82	2026	84,575	São Paulo
39 Mauá - Phase 2	BF	219	2026	277,536	São Paulo

Project	Type	Beds	Completion	Investments	State
40 Proncor	BF	84	2026	102,568	Mato Grosso do Sul
41 Artur Ramos	BF	64	2026	78,147	Maceió
42 BH Star	BF	150	2026	306,038	Minas Gerais
43 Assunção Tower - Phase 2	BF	54	2027	62,848	São Paulo
44 DF Star - Phase 2	BF	83	2027	162,387	Federal District
45 Lot 4 Project	BF	150	2027	174,578	Federal District
46 Nossa Senhora das Neves	BF	74	2027	90,358	Paraíba
47 Circular do Bosque	BF	81	2027	94,272	São Paulo
48 Esperança	BF	64	2027	74,486	Pernambuco
49 Santa Cruz - Phase 2	BF	50	2027	98,113	Paraná
50 Aeroporto - Phase 2	BF	115	2027	133,843	Bahia
51 São Luiz Jabaquara	BF	69	2027	80,306	São Paulo
52 Quinta - Phase 1	BF	200	2027	244,700	Rio de Janeiro

Presentation

Business model

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Intellectual capital

**FINANCIAL CAPITAL**

Annexes

GRI and SASB Content Index

Assurance Report

## Investment in infrastructure

In our infrastructure projects, we maintain strict parameters that show our concern in implementing ESG aspects that are very significant for the society [GRI 3-3].

**Lighting** - The lighting system with efficient LED lamps is installed to create a pleasant ambience from the front desk to the internal environments of the inpatient wards. The specified chillers offer energy savings in air conditioning equipment of 15 to 20% when compared to regular equipment. Filters are designed for indoor air quality, with three high-efficiency A3 absolute filters (HEPA) in the operating rooms. This allows the operating rooms to have filtered air with an efficiency of 99.97%. The other areas use the set of filters G4 and F8, with G4 having an efficiency of up to 90% and F8 between 90% and 95%, in compliance with current legislation. Renewing indoor air avoids the feeling of “still air” in the building.

**Electricity generators** - They guarantee the operation of our hospitals even without energy from the electricity utility, with the Company’s focus being the purchase of renewable incentivized energy on the Free Energy Market.

**The operating rooms are equipped with HEPA filters, with an efficiency of 99.97%, and the other areas use a set of high-efficiency G4 and F8 filters. Renewing indoor air avoids the feeling of “still air” in the building.**

**Noise** - Our care for people is also present in the adoption of noise attenuators applied to generators, so that engine noise does not disturb users and neighbors.

**Safety** - Our projects include a smoke extraction system with motorized fire dampers to operate in the event of an accident. Information and Communication Technology (ICT) data will be protected in the data processing center and air-conditioned with air conditioning with fine filtration and a no-break power system, i.e., systems that never stop working and have reserves in case of need.

Fire detection and alarm systems are installed with an alarm repeater center at nursing stations and power generators offer parallelism between the utility’s network and local power generation, i.e., the generators increase the safety of the facilities. Systems with automatic electric shock protection switch (DR device) will guarantee quality in energy installation and operation.



- Presentation
- Business model
- Governance
- Manufactured capital
- Human capital
- Social and relationship capital
- Natural capital
- Intellectual capital

**FINANCIAL CAPITAL**

- Annexes
- GRI and SASB Content Index
- Assurance Report

**Rational use of water** - These projects foresee rainwater harvesting for reuse and use for cleaning, as well as rainwater retention reservoirs to assist in the efficient use of this natural resource. The specification of faucets and sanitary ware also follows such criteria with a focus on reducing water use internally. Examples include faucets with an articulated aerator to save water during use and faucets with a built-in aerator for emergency environments, bathrooms and shower rooms to consume up to 90% less water than common faucets. Changing rooms have a design specification for toilets that are prepared for use with dual flush technology, for full flush and reduced volume flush. These toilets guarantee water savings of up to 60%.

All installations are 100% tested and checked before they are put into operation, and the tests on pipes used in procedures such as hemodialysis are reinforced, following our Water Safety Plan. We also install fans with a frequency inverter, which in addition to excellent pressure and flow regulators for the air conditioning system, enables us to save energy, avoiding peaks and more energy consumption.

**Air quality** - Our air renewal projects follow the recommendations of the ABNT 7256 standard in all environments. The kitchen hoods have air scrubbers and UV (ultraviolet) systems, which eliminate unpleasant odors. The kitchens are designed with negative air pressure in relation to the

adjacent rooms, preventing food odors from escaping into other rooms or circulating. The heating system was designed with low-impact refrigerating gas that do not harm the ozone layer nor does it increase global warming. Building automation control and supervision systems equipped with sensors are well dimensioned. Likewise, the technical plants are well positioned for constant maintenance throughout the building's life cycle.

**Automations** - These are planned with integration between the water, energy and air conditioning installations, optimizing energy consumption, as well as individual meters per floor. And system networks are organized

with the external Operation Control Center (CCO, in Portuguese) to ensure reliability.

Since the proper operation of the infrastructure systems depends on people, we direct our efforts to training our teams in automation systems, air conditioning, electrics, hydraulics, medical gases, hoods, generators, chillers and kitchen equipment.

**UP TO 90%  
REDUCTION**  
in water consumption  
with aerator faucets,  
compared to standard  
faucets.



- Presentation
- Business model
- Governance
- Manufactured capital
- Human capital
- Social and relationship capital
- Natural capital
- Intellectual capital

**FINANCIAL CAPITAL**

- Annexes
- GRI and SASB Content Index
- Assurance Report

# ANNEXES



Interactive  
Summary

COMMUNICATION AND TRAINING ABOUT ANTI-CORRUPTION POLICIES AND PROCEDURES | GRI 205-2

	Total											
	2023				2022				2021			
	Employees that the anti-corruption policies and procedures have been communicated to	%	Employees that received training on anti-corruption	%	Employees that the anti-corruption policies and procedures have been communicated to	%	Employees that received training on anticorruption	%	Employees that the anti-corruption policies and procedures have been communicated to	%	Employees that received training on anti-corruption	%
<b>Employee category<sup>1</sup></b>												
Board Members <sup>2</sup>	7	100%	0	0%	56,554	100%	1,176	7%	100%	1,072	6%	
OFFICERS <sup>2</sup>	148	0%	38	0%								
MANAGERS <sup>2</sup>	423	1%	83	0%								
SUPERVISORS <sup>2</sup>	2,684	4%	591	4%								
PROFESSIONAL <sup>3</sup>	0	0%	0	0%								
Operational <sup>3</sup>	60,356	95%	14,868	95%								
TECHNICIAN <sup>3</sup>	0	0%	0	0%								
<b>Total</b>	<b>63,618</b>	<b>100%</b>	<b>15,580</b>	<b>100%</b>	<b>56,554</b>	<b>100%</b>	<b>17,380</b>	<b>100%</b>	<b>100%</b>	<b>17,948</b>	<b>100%</b>	
<b>Region</b>												
North	555	1%	132	1%	618	1%	193	1%	518	3%	360	2%
Northeast	14,089	22%	3,057	20%	14,048	25%	3,338	19%	2,051	12%	4,143	23%
Midwest	5,388	8%	1,314	8%	4,295	8%	1,628	9%	1,687	10%	1,610	9%
South	819	1%	141	1%	713	1%	175	1%	87	0%	180	1%
Southeast	42,770	67%	10,936	70%	36,880	65%	12,046	69%	13,364	75%	11,655	65%
<b>Total</b>	<b>63,618</b>	<b>100%</b>	<b>15,580</b>	<b>100%</b>	<b>56,554</b>	<b>100%</b>	<b>17,380</b>	<b>100%</b>	<b>17,707</b>	<b>100%</b>	<b>17,948</b>	<b>100%</b>
<b>Business Partners</b>												
Partners that received training	10,229 <sup>6</sup>	100%	9 <sup>5</sup>	0.09%	100%	100%	100%	100%	100%	100%	100%	

<sup>1</sup> We break down employee category as leadership and non-leadership positions.

<sup>2</sup> Leadership position

<sup>3</sup> Non-leadership position

<sup>4</sup> Southeast region

<sup>5</sup> The Company focused on high-ESG-risk suppliers, who are undergoing the ESG assessment process.

<sup>6</sup> Namely 6,733 in the Southeast region; 2,133 in the Northeast region; 848 in the Midwest region; 369 in the South region; and 156 in the North region.

Presentation

Business Model

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Capital intellectual

Financial capital

ANNEXES

GRI and SASB Content Index

Assurance Report



NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER | GRI 2-7, 401-1 SASB HC-DY-330a.1

Total employees by gender

Gender	2023						2022						2021					
	HC	NH	DM	TO	Dis. rate	Hire rate	HC	NH	DM	TO	Dis. rate	Hire rate	HC	NH	DM	TO	Dis. rate	Hire rate
Men	17,915	5,076	5,064	28.3%	28.3%	28.3%	18,032	4,786	5,402	28.2%	30.0%	26.5%	16,864	5,641	4,183	29.1%	24.8%	33.4%
Women	53,935	16,249	14,930	28.9%	27.7%	30.1%	52,994	14,197	14,108	26.7%	26.6%	26.8%	46,839	15,951	10,751	28.5%	23.0%	34.1%
<b>TOTAL</b>	<b>71,850</b>	<b>21,325</b>	<b>19,994</b>	<b>28.8%</b>	<b>27.8%</b>	<b>29.7%</b>	<b>71,026</b>	<b>18,983</b>	<b>19,510</b>	<b>27.1%</b>	<b>27.5%</b>	<b>26.7%</b>	<b>63,703</b>	<b>21,592</b>	<b>14,934</b>	<b>28.7%</b>	<b>23.4%</b>	<b>33.9%</b>

Total employees by age group

Age group	2023						2022						2021					
	HC	NH	DM	TO	Dis. rate	Hire rate	HC	NH	DM	TO	Dis. rate	Hire rate	HC	NH	DM	TO	Dis. rate	Hire rate
< 30 years old	18,250	10,715	7,781	50.7%	42.6%	58.7%	20,165	9,365	7,007	40.6%	34.7%	46.4%	17,923	9,864	5,220	42.1%	29.1%	55.0%
30-50 years old	45,253	9,997	11,080	23.3%	24.5%	22.1%	44,095	9,172	11,239	23.1%	25.5%	20.8%	39,045	11,145	8,687	25.4%	22.2%	28.5%
Over 50 years old	8,347	613	1,133	10.5%	13.6%	7.3%	6,766	446	1,264	12.6%	18.7%	6.6%	6,735	583	1,027	12.0%	15.2%	8.7%
<b>TOTAL</b>	<b>71,850</b>	<b>21,325</b>	<b>19,994</b>	<b>28.8%</b>	<b>27.8%</b>	<b>29.7%</b>	<b>71,026</b>	<b>18,983</b>	<b>19,510</b>	<b>27.1%</b>	<b>27.5%</b>	<b>26.7%</b>	<b>63,703</b>	<b>21,592</b>	<b>14,934</b>	<b>28.7%</b>	<b>23.4%</b>	<b>33.9%</b>

Total employees by region

Region	2023						2022						2021					
	HC	NH	DM	TO	Dis. rate	Hire rate	HC	NH	DM	TO	Dis. rate	Hire rate	HC	NH	DM	TO	Dis. rate	Hire rate
North	569	223	206	37.7%	36.2%	39.2%	554	246	241	44.0%	43.5%	44.4%	548	554	8	51.3%	1.5%	101.1%
Northeast	15,485	2,532	3,228	18.6%	20.8%	16.4%	16,208	2,472	3,763	19.2%	23.2%	15.3%	14,658	3,084	2,431	18.8%	16.6%	21.0%
Midwest	5,665	2,551	2,309	42.9%	40.8%	45.0%	5,427	2,112	2,120	39.0%	39.1%	38.9%	4,754	2,018	1,372	35.7%	28.9%	42.4%
South	878	318	281	34.1%	32.0%	36.2%	766	197	281	31.2%	36.7%	25.7%	847	340	305	38.1%	36.0%	40.1%
Southeast	49,253	15,701	13,970	30.1%	28.4%	31.9%	48,071	13,956	13,105	28.1%	27.3%	29.0%	42,896	15,596	10,818	30.8%	25.2%	36.4%
<b>Total</b>	<b>71,850</b>	<b>21,325</b>	<b>19,994</b>	<b>28.8%</b>	<b>27.8%</b>	<b>29.7%</b>	<b>71,026</b>	<b>18,983</b>	<b>19,510</b>	<b>27.1%</b>	<b>27.5%</b>	<b>26.7%</b>	<b>63,703</b>	<b>21,592</b>	<b>14,934</b>	<b>28.7%</b>	<b>23.4%</b>	<b>33.9%</b>

Presentation

Business Model

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Capital intellectual

Financial capital

ANNEXES

GRI and SASB Content Index

Assurance Report

NUMBER OF NON-GUARANTEED HOURS EMPLOYEES, BY GENDER AND REGION | GRI 2-7, 401-1 SASB HC-DY-330a.1

Employees without guaranteed working hours, discriminating by gender and region

Regions	2023			2022			2021		
	HC	Women	Men	HC	Women	Men	HC	Women	Men
North	42	37	5	38	31	7	n.i.	n.i.	n.i.
Northeast	671	461	210	717	495	222	n.i.	n.i.	n.i.
Midwest	254	173	81	232	157	75	n.i.	n.i.	n.i.
South	70	52	18	44	32	12	n.i.	n.i.	n.i.
Southeast	2,914	1,899	1,015	3,097	2,042	1,055	n.i.	n.i.	n.i.
<b>Total</b>	<b>3,951</b>	<b>2,622</b>	<b>1,329</b>	<b>4,128</b>	<b>2,757</b>	<b>1,371</b>	<b>n.i.</b>	<b>n.i.</b>	<b>n.i.</b>

N.i.: no information

Temporary employees

Temporary	2023	2022	2021
<b>By gender</b>	<b>HC</b>	<b>HC</b>	<b>HC</b>
Men	126	51	n.i.
Women	424	75	n.i.
<b>TOTAL</b>	<b>550</b>	<b>126</b>	<b>n.i.</b>
<b>By region</b>	<b>HC</b>	<b>HC</b>	<b>HC</b>
North	0	0	n.i.
Northeast	68	0	n.i.
Midwest	80	0	n.i.
South	75	0	n.i.
Southeast	327	126	n.i.

N.i.: no information

Turnover in 2023 by gender, age group and region

Turnover	HC	Voluntary	Involuntary	Dismissal rate	Voluntary dismissal rate	Involuntary dismissal rate
<b>Gender</b>						
Men	17,915	2,147	2,917	28.3%	12.0%	16.3%
Women	53,935	5,351	9,579	27.7%	9.9%	17.8%
<b>Total</b>	<b>71,850</b>	<b>7,498</b>	<b>12,496</b>	<b>27.8%</b>	<b>10.4%</b>	<b>17.4%</b>
<b>Age group</b>						
< 30 years old	18,250	2,529	5,252	42.6%	13.9%	28.8%
30 - 50 years old	45,253	4,253	6,827	24.5%	9.4%	15.1%
> 50 years old	8,347	716	417	13.6%	8.6%	5.0%
<b>Total</b>	<b>71,850</b>	<b>7,498</b>	<b>12,496</b>	<b>27.8%</b>	<b>10.4%</b>	<b>17.4%</b>
<b>Region</b>						
North	569	54	152	36.2%	9.5%	26.7%
Northeast	15,485	1,982	1,246	20.8%	12.8%	8.0%
Midwest	5,665	639	1,670	40.8%	11.3%	29.5%
South	878	81	200	32.0%	9.2%	22.8%
Southeast	49,253	4,742	9,228	28.4%	9.6%	18.7%
<b>Total</b>	<b>71,850</b>	<b>7,498</b>	<b>12,496</b>	<b>27.8%</b>	<b>10.4%</b>	<b>17.4%</b>

1) To calculate these GRI indicators, the reporting methodology used was based on headcount(HC)/unit.  
 2) To calculate the Company's overall HC (headcount), all the units in the economic group (integrated and under integration) were considered.  
 3) GRI 401-1 and 2-7: To calculate the GRI indicators, only fully integrated units were considered as they have access to all tue information. All dismissals caused by the Company were considered "voluntary" and dismissals at the employee's initiative were considered "involuntary".  
 4) In 2020, there were no units in the South region  
 5) The Company does not have part-time employees  
 6) All employees who do not clock in are considered to have "no guaranteed working hours".  
 7) The healthcare sector in which the company operates has a history of turnover that is inherent to the business. Even so, the company invests in a structure that ensures the appreciation of internal talent through compensation and promotion policies, in addition to internal movement programs, individual development plans, career plans and succession plans. There are also processes such as Leadership Paths that aim at the self-development of teams that are prepared and capable of managing complaints, conflicts and challenges, providing a collaborative, effective and empathetic environment.

Presentation

Business Model

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Capital intellectual

Financial capital

ANNEXES

GRI and SASB Content Index

Assurance Report

**MOST COMMON TYPES OF WORKERS AND TYPE OF WORK THEY** | GRI 2-8

Total workers who are not employees and whose work is controlled by the organization, by type | GRI 2-8

Type of contract	2023	2022	2021
<b>Direct hiring</b>			
Outsourced Workers	16,416	19,110	n.i.
<b>Indirect hiring (through a third party)</b>			
Apprentices	1,083	816	n.i.
Temporary workers	550	126	n.i.
Interns	364	391	n.i.
<b>Total</b>	<b>18,413</b>	<b>20,443</b>	<b>0</b>

n.i.: no information

**TRAINING HOURS** | GRI 404-1

Average training hours per year per employee, by gender | GRI 404-1

Gender	2023	2022	2021
Women	4.38	5.725	n.i.
Men	3.86	5.168	n.i.
<b>Total</b>	<b>4.25</b>	<b>5.58</b>	<b>4.62</b>

Average training hours per year per employee, by employee category | GRI 404-1

Functional category	2023	2022	2021
Officers	2.36	3.03	n.i.
Managers	16.42	8.36	n.i.
Supervisors	11.10	10.40	n.i.
Professional	4.37	6.50	n.i.
Operational/technician	3.85	5.18	n.i.
<b>Total</b>	<b>4.25</b>	<b>5.58</b>	<b>4.62</b>

Assumptions:

- 1) "Trained employee" was considered to be any direct employee who had their access registered by the platform as a single Individual Taxpayer's ID (CPF) during 2023.
- 2) At the end of 2023, HR department changed the tool, making it possible to tabulate more detailed data on in-person training; for this reason, at this moment, the breakdown of this indicator was based only on distance learning training, which accounts for 28% of the workload.
- 3) The headcount in Dec/2023 was factored as the denominator and the number of accumulated hours as of Dec/2023 as the numerator. Only direct employees were considered.

n.i.: no information

Hiring	2023	2022
<b>Outsourced personnel (Most common type of workers: hygiene assistants, maintenance, construction and renovation assistants...)</b>	<b>Most common type of work performed</b>	<b>Most common type of work performed</b>
Indirect hiring (through a third party)	Cleaning, maintenance, painting and waste collection services	Cleaning, maintenance, painting and waste collection services
<b>Apprentices</b>	<b>Most common type of work performed</b>	<b>Most common type of work performed</b>
Apprentices	Administrative/ sector services at the operational departments (storeroom, reception ...)	Administrative/ sector services at the operational departments (storeroom, reception ...)
Temporary workers (Most common type of workers: nurses, nursing technicians, billing analyst, IT analyst...)	Patient care, technology and administrative services	Patient care, technology and administrative services
Interns	Administrative/sector and corporate, patient care and financial services	Administrative/sector and corporate, patient care and financial services

Assumptions:

- 1) We consider outsourced personnel to be companies (suppliers) that provide non-care services to companies in Rede D'Or's economic group. For outsourced personnel, this data was calculated manually with the support of the engineers at each unit.
- 2) Indirect hiring is done through specialized public or private organizations depending on the geographic location of the requesting unit (Ciee, Senac or Campi) or temporary labor consultancies.
- 3) The company's Recruitment and Selection process is regulated by internal corporate standard NORDOR 050.

Presentation

Business Model

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Capital intellectual

Financial capital

**ANNEXES**

GRI and SASB Content Index

Assurance Report

DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES | GRI 405-1

Diversity of governance bodies in 2022

Governance bodies	Executive Board	Board of Directors (Sitting members)	Board of Directors (Alternate members)	Fiscal Council	Audit Committee
<b>Number of members by gender</b>					
Men	7	6	5	6	3
Women	1	1	2	0	0
<b>Total</b>	<b>8</b>	<b>7</b>	<b>7</b>	<b>6</b>	<b>3</b>
<b>Percentage of members by gender</b>					
Men	88%	86%	71%	100%	100%
Women	13%	14%	29%	0%	0%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Number of members by age group</b>					
Under 30 years old	0	0	0	0	0
From 30 to 50 years old	4	1	4	1	0
Over 50 years old	4	6	3	5	3
<b>Total</b>	<b>8</b>	<b>7</b>	<b>7</b>	<b>6</b>	<b>3</b>
<b>Percentage of members by age group</b>					
Under 30 years old	0%	0%	0%	0%	0%
From 30 to 50 years old	50%	14%	57%	17%	0%
Over 50 years old	50%	86%	43%	83%	100%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

\*GRI 2-4 - The data for 2022 has been reformulated, since the 2022 Annual Sustainability Report did not break down the members of the governance bodies by body, nor did it inform the number of alternates.

Diversity of governance bodies in 2023

Governance bodies*	Executive board	Board of directors (sitting members)	Board of directors (alternate members)	Fiscal council (sitting members)	Fiscal council (alternate members)	Audit committee
<b>Number of members by gender</b>						
Men	6	6	5	3	3	3
Women	1	1	2	0	0	0
<b>Total</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>Percentage of members by gender</b>						
Men	86%	86%	71%	100%	100%	100%
Women	14%	14%	29%	0%	0%	0%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Number of members by age group</b>						
Under 30 years old	0	0	0	0	0	0
From 30 to 50 years old	3	3	4	0	1	0
Over 50 years old	4	4	3	3	2	3
<b>Total</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>Percentage of members by age group</b>						
Under 30 years old	0%	0%	0%	0%	0%	0%
30-50 years old	42.86%	42.86%	57.14%	0.00%	33.33%	0.00%
Over 50 years old	57.14%	57.14%	42.86%	100.00%	66.67%	100.00%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

1) As of December 31, 2023, no members of the Board of Directors declared to be part of underrepresented social groups..

Presentation

Business Model

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Capital intellectual

Financial capital

ANNEXES

GRI and SASB Content Index

Assurance Report

DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES | GRI 405-1

Employee category	Under 30 years old							
	2023		2022		2021		2020	
	Men	Women	Men	Women	Men	Women	Men	Women
Officers	0	0	0	0	n.i.	n.i.	n.i.	n.i.
Managers	2	0	1	4	3		1	1
Supervisors	34	55	47	83	42	77	49	101
Professional	540	2,029	620	2,290	558	2,005	603	2,103
Operational	3,337	6,747	3,672	6,884	3,445	5,872	2,910	4,789
Technician	1,125	4,381	1,320	5,244	1,224	4,697	962	3,755

Employee category	Between 30 and 50 years old							
	2023		2022		2021		2020	
	Men	Women	Men	Women	Men	Women	Men	Women
Officers	14	7	11	9	22	16	19	3
Managers	56	140	63	140	54	113	42	88
Supervisors	688	1,353	628	1,247	530	1,079	441	867
Professional	2,237	8,955	2,079	8,485	2,064	7,617	1,479	5,509
Operational	4,364	9,839	4,441	9,553	4,011	8,166	3,052	6,566
Technician	3,400	14,200	3,398	14,041	3,116	12,257	2,447	9,074

Employee category	Over 50 years old							
	2023		2022		2021		2020	
	Men	Women	Men	Women	Men	Women	Men	Women
Officers	17	15	20	15	36	16	16	12
Managers	17	38	16	29	16	34	7	23
Supervisors	126	209	102	176	107	189	57	125
Professional	219	868	174	650	213	695	132	389
Operational	1,108	2,510	971	2,156	980	2,079	715	1,526
Technician	631	2,589	469	1,988	443	1,927	245	1,137

DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES | GRI 405-1

Employee category	Persons with disabilities							
	2023		2022		2021		2020	
	Men	Women	Men	Women	Men	Women	Men	Women
Officers	0	0	0	0	0	0	0	0
Managers	0	3	0	2	0	0	0	0
Supervisors	4	10	3	8	3	6	1	3
Professional	17	50	15	40	18	33	8	13
Operational	38	100	317	375	320	326	241	237
Technician	301	345	33	92	33	77	19	37

Assumptions:  
 1) We still do not have complete information to present a breakdown by race/color in this indicator.  
 2) "New employees" considers all active employees of fully integrated units in 2023.

RATIO OF BASIC SALARY AND COMPENSATION OF WOMEN TO MEN, BY MAIN OPERATING UNITS | GRI 405-2

Employee category	2022		2023	
	Ratio of basic salary by Gender	Ratio of compensation by Gender	Ratio of basic salary by Gender	Ratio of compensation by Gender
Executive	71%	71%	88%	88%
Supervisors	99%	99%	101%	101%
Professional	89%	89%	89%	89%
Operational	92%	92%	92%	92%
Technicians	95%	95%	94%	94%
Técnico	89%	89%	89%	89%

Assumptions:  
 1) Base salary and compensation have the same percentage because compensation has the same factor for the same position.  
 2) Compensation consists of the benefit factor applied to base salary, which is based on the position. Also in this GRI, the differences pointed out are not due to gender privilege or any other discriminatory bias, but due to the following factors: length of service = men have been with the Company for longer than women, number of women in operational/technical positions = we have more women in the network, bringing the average salary down.  
 3) Definition of Significant Operating Units for this indicator: companies that are part of the Company's core business, i.e., all hospital units excluding imaging, oncology and hematology clinics, medical centers and corporate offices.

Presentation

Business Model

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Capital intellectual

Financial capital

ANNEXES

GRI and SASB Content Index

Assurance Report

RETURN TO WORK AND RETENTION RATES OF EMPLOYEES WHO TOOK PARENTAL LEAVE, BY GENDER | GRI 401-3

	2023	2022
<b>Employees entitled to parental leave (unit)</b>	<b>71,850</b>	<b>71,026</b>
Women	53,935	52,994
Men	17,915	18,032
<b>Employees who took parental leave (unit)</b>	<b>3,166</b>	<b>4,122</b>
Women	2,730	4,126
Men	436	8*
<b>Employees who returned to work after parental leave ended (unit)</b>	<b>3,166</b>	<b>4,129</b>
Women	2,730	4,122
Men	436	8*
<b>Employees that returned to work after parental leave ended and that were still employed 12 months after their return to work (unit)</b>	<b>2,812</b>	<b>3,814</b>
Women	2,434	3,806
Men	378	8
<b>Return to work rate (%)</b>		
Women	100%	99.90%
Men	100%	100.00%
<b>Retention rate of employees that took parental leave (%)</b>		
Women	89.16%	92%
Men	86.70%	100%*

\* GRI 2-4: Restructuring

In 2022, we reported that 114% of male employees returned to work after parental leave, but the correct percentage is 100%. What happened was that there was an employee with double entry in the headcount and when we accounted for his leave, only one entry was considered, however, when he returned, both were accounted for.

- Line "Retention rate of employees that took parental leave (men)": from 104% to 100%.

- Line "Employees who took parental leave (unit)" and "Employees who returned to work after parental leave ended (unit)" - Men: from 7 to 8 in both.

Assumptions:

The Company complies with Brazilian law: 120 days for women and 5 to 20 calendar days for men.

Presentation

Business Model

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Capital intellectual

Financial capital

ANNEXES

GRI and SASB Content Index

Assurance Report

# GRI AND SASB CONTENT INDEX

- 160 GRI Content Index
- 167 SASB Content Index
- 168 Assurance Report
- 175 Corporate Information and Credits



Interactive  
Summary

# GRI content index

Statement of use	The Rede D'Or reported according to GRI Standards for the period between January 1st and December 31st, 2023
Used GRI 1	GRI 1: Foundation 2021
Applicable GRI Sector Standard	There wasn't

GRI Standard	Content	Location	Omission			GRI Sector Standard
			Requirement(s) omitted	Reason	Explanation	
<b>General Contents</b>						
<b>GRI 2: GENERAL DISCLOSURES 2021</b>	2-1	Organizational details	11			
	2-2	Entities included in the organization's sustainability reporting	11, 15, 26			
	2-3	Reporting period, frequency and contactpoint	26			
	2-4	Restatements of information	27, 28, 117, 118, 121, 125, 129, 156, 158			
	2-5	External assurance	26, 168			
	2-6	Activities, value chain and other business relationships	11, 12, 14, 15, 21, 32, 33, 88			
	2-7	Employees	153, 154			
	2-8	Workers who are not employees	155			
	2-9	Governance structure and composition	43, 44			
	2-10	Nomination and selection of the highest governance body	44, 48			
	2-11	Chair of the highest governance body	44			
	2-12	Role of the highest governance body in overseeing the management of impacts	44, 46, 49			
	2-13	Delegation of responsibility for managing impacts	49			
	2-14	Role of the highest governance body in sustainability reporting	26, 37			
	2-15	Conflicts of interest	60			
	2-16	Communication of critical concerns	51			

- Presentation
- Business Model
- Governance
- Manufactured capital
- Human capital
- Social and relationship capital
- Natural capital
- Intellectual capital
- Financial capital
- Annexes

**GRI AND SASB CONTENT INDEX**

- Assurance Report



GRI Standard	Content	Location	Omission			GRI Sector Standard
			Requirement(s) omitted	Reason	Explanation	
<b>General Contents</b>						
<b>GRI 2: GENERAL DISCLOSURES 2021</b>	2-17	Collective knowledge of the highest governance body	46 The advisory bodies of the Company raise awareness within the Board of Directors on ESG issues through theoretical and practical approaches.			
	2-18	Evaluation of the performance of the highest governance body	49			
	2-19	Remuneration policies	50, 72			
	2-20	Process to determine remuneration	50, 72			
	2-21	Annual total compensation ratio	48, 50, 72, 103, 104 Requirement 2-21a This indicator is met in item 10.3d page 471 of the <a href="#">Reference Form</a> .	2-21b	The information is confidential.	As sensitive data could jeopardize individual safety or integrity due to the exercise of the position or job function, the Company ensures the confidentiality of that information.
	2-22	Statement on sustainable development strategy	4			
	2-23	Policy commitments	48, 54, 103, 104			
	2-24	Embedding policy commitments	48			
	2-25	Processes to remediate negative impacts	115, 120, 128, 130			
	2-26	Mechanisms for seeking advice and raising concerns	57, 59			
	2-27	Compliance with laws and regulations	57, 58			
	2-28	Membership associations	36, 161			
	2-29	Approach to stakeholder engagement	27			
	2-30	Collective bargaining agreements	73			

- Presentation
- Business Model
- Governance
- Manufactured capital
- Human capital
- Social and relationship capital
- Natural capital
- Intellectual capital
- Financial capital
- Annexes

**GRI AND SASB CONTENT INDEX**

- Assurance Report

GRI Standard	Content	Location	Omission			GRI Sector Standard
			Requirement(s) omitted	Reason	Explanation	
<b>Material Topics</b>						
<b>GRI 3: MATERIAL TOPICS</b>	3-1	Process to determine material topics	27			
	3-2	List of material topics	27 a 29			
<b>Material topic: Economic Performance</b>						
<b>GRI 3: MATERIAL TOPICS</b>	3-3	Management of material topics	29, 32, 39, 63, 65, 66, 87 a 90, 93 a 95, 99 a 102, 105 a 107, 143, 144, 149			
	201-1	Direct economic value generated and distributed	144			
	201-2	Financial implications and other risks and opportunities due to climate change	123 e 124			
<b>GRI 201 Economic Performance 2016</b>	201-3	Defined benefit plan obligations and other retirement plans	The Rede D'Or collects monthly contributions for Social Security from its employees, which are destined for the National Institute of Social Security (INSS), responsible for paying retirement and other benefits to Brazilian workers. (Law No. 8,213, of July 24, 1991)			
	<b>GRI 207: Taxes 2019</b>	207 -1	Tax approach	106		
<b>Material topic: Socioeconomic Impact</b>						
<b>GRI 3: MATERIAL TOPICS</b>	3-3	Management of material topics	19, 20, 21, 29, 32, 63, 66, 75, 80, 87, 88 a 98, 99 a 102, 104 a 112, 143, 144, 149.			
	203-1	Infrastructure investments and services supported	65, 106, 107, 145			
<b>GRI 203: Indirect Economic Impacts 2016</b>	203-2	Significant indirect economic impacts	65, 106, 107, 135, 138 Regarding the negative indirect economic impacts, we did not identify any in 2023 in the Materiality review process.			
	<b>GRI 413: Local Communities 2016</b>	413-2	Operations with significant actual and potential negative impacts on local communities	106 During the materiality assessment, noise pollution through noise emission was identified as a significant real or potential negative impact on local communities.		
<b>Material topic: Integrity, Risk, and Anti-Corruption</b>						
<b>GRI 3: MATERIAL TOPICS</b>	3-3	Management of material topics	29, 39, 50, 53 a 60			
	<b>GRI 205: Anti-corruption 2016</b>	205-1	Operations assessed for risks related to corruption	57		
	205-2	Communication and training about anti-corruption policies and procedures	60, 152			

Presentation

Business Model

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

**GRI AND SASB CONTENT INDEX**

Assurance Report

GRI Standard	Content		Location	Omission			GRI Sector Standard
				Requirement(s) omitted	Reason	Explanation	
<b>Material topic: Integrity, Risk, and Anti-Corruption</b>							
<b>GRI 205: Anti-corruption 2016</b>	205-3	Confirmed incidents of corruption and actions taken	57 a 59				
<b>GRI 418: Customer Privacy 2016</b>	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	55				
<b>Material topic: Energy</b>							
<b>GRI 3: MATERIAL TOPICS</b>	3-3	Management of material topics	116 a 119				
<b>GRI 302: Energy 2016</b>	302-1	Energy consumption within the organization	116 a 118				
	302-2	Energy consumption outside of the organization	116, 118				
	302-3	Energy intensity	116 a 119				
	302-4	Reduction of energy consumption	117, 118, 119				
	302-5	Reductions in energy requirements of products and services	116, 119				
<b>Material topic: Water and Effluents</b>							
<b>GRI 3: MATERIAL TOPICS</b>	3-3	Management of material topics	120				
<b>GRI 303: Water and Effluents 2018</b>	303-2	Management of water discharge-related impacts	120, 122				
	303-3	Water withdrawal	120 a 122				
	303-4	Water discharge	120 a 122				
	303-5	Water consumption	121, 122	303-5 b	Information unavailable/incomplete.	It is not yet possible to measure water abstraction and disposal in water-stressed areas, if any. The Company is studying the possibility of starting research on the subject.	
	<b>Material topic: Climate Change</b>						
<b>GRI 3: MATERIAL TOPICS</b>	3-3	Management of material topics	124 a 126				
<b>GRI 305: Emissions 2016</b>	305-1	Direct (Scope 1) GHG emissions	123, 125 Total scope 1 biogenic emissions: 268.46 tCO2e				
	305-2	Energy indirect (Scope 2) GHG emissions from the purchase of energy	123, 125				
	305-3	Other indirect (Scope 3) GHG emissions	123, 125 Total scope 3 biogenic emissions: 2,775.124 tCO2e				

Presentation

Business Model

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

**GRI AND SASB CONTENT INDEX**

Assurance Report

GRI Standard	Content	Location	Omission			GRI Sector Standard
			Requirement(s) omitted	Reason	Explanation	
<b>Material topic: Climate Change</b>						
<b>GRI 305: Emissions 2016</b>	305-4	GHG emissions intensity	123, 125			
	305-5	Reduction of GHG emissions	123, 125, 126			
	305-6	Emissions of ozone-depleting substances (ODS)	123, 125, 127			
	305-7	Nitrogen oxides (NOx), sulfur oxides(SOx), and other significant air emissions	123, 125, 127			
<b>Material topic: Waste</b>						
<b>GRI 3: MATERIAL TOPICS</b>	3-3	Management of material topics	130, 131			
<b>GRI 306: Waste 2020</b>	306-1	Waste generation and significant waste-related impacts	128			
	306-2	Management of significant waste-related impacts	128			
	306-3	Waste generated	129, 130			
	306-4	Waste diverted from disposal	129, 130			
	306-5	Waste directed to disposal	129, 130			
<b>Material topic: Human Rights</b>						
<b>GRI 3: MATERIAL TOPICS</b>	3-3	Management of material topics	29, 30, 36, 39, 40, 57 a 59, 69 a 71, 78 a 80, 103, 104			
<b>GRI 401: Employment 2016</b>	401-1	New employee hires and employee turnover	69, 70, 153, 154			
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	69, 72			
	401-3	Parental leave	69, 158			
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1	Diversity of governance bodies and employees	79, 80, 156, 157			
	405-2	Ratio of basic salary and remuneration of women to men	79, 80, 157			
<b>GRI 406: Non-discrimination 2016</b>	406-1	Incidents of discrimination and corrective actions taken	59, 103			
<b>GRI 410: Security Practices 2016</b>	410-1	Security personnel trained in human rights policies or procedures	103			

Presentation

Business Model

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

**GRI AND SASB CONTENT INDEX**

Assurance Report

GRI Standard	Content		Location	Omission			GRI Sector Standard
				Requirement(s) omitted	Reason	Explanation	
<b>Material topic: Health and Safety</b>							
<b>GRI 3: MATERIAL TOPICS</b>	3-3	Management of material topics	81 a 85				
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1	Occupational health and safety management system	81, 82, 84, 85				
	403-2	Hazard identification, risk assessment, and incident investigation	82 a 84				
	403-3	Occupational health services	82, 84				
	403-4	Worker participation, consultation, and communication on occupational health and safety	81, 83, 84				
	403-5	Worker training on occupational health and safety	83, 84				
	403-6	Promotion of worker health	84				
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	84				
	403-8	Workers covered by an occupational health and safety management system	81, 82, 85	403-8b	Information unavailable/incomplete.	We are seeking to improve the implementation of the occupational health and safety document control system for third-party companies, it is a goal for 2024, <a href="#">as stated on page 84.</a>	
	403-9	Work-related injuries	81, 82, 84, 85	403-9f	Information unavailable/incomplete.	We are seeking to improve the implementation of the occupational health and safety document control system for third-party companies, it is a goal for 2024, <a href="#">as stated on page 84.</a>	
	403-10	Work-related ill health	82, 84, 85				
<b>Material topic: Research &amp; Development, Innovation, and Education</b>							
<b>GRI 3: MATERIAL TOPICS</b>	3-3	Management of material topics	36, 69, 73 a 77				
<b>GRI 404: Training and Education 2016</b>	404-1	Average hours of training per year per employee	69, 155				

- Presentation
- Business Model
- Governance
- Manufactured capital
- Human capital
- Social and relationship capital
- Natural capital
- Intellectual capital
- Financial capital
- Annexes

**GRI AND SASB CONTENT INDEX**

Assurance Report

GRI Standard	Content	Location	Omission			GRI Sector Standard
			Requirement(s) omitted	Reason	Explanation	
<b>Material topic: Research &amp; Development, Innovation, and Education</b>						
<b>GRI 404: Training and Education 2016</b>	404-2	Programs for upgrading employee skills and transition assistance programs	69, 73, 74			
	404-3	Percentage of employees receiving regular performance and career development reviews	69, 71, 73			
<b>Proprietary Research P&amp;D</b>		Number of published articles	10, 32, 133, 135			
		Number of citations	133 a 135			
		Number of researchers	32, 135			
<b>Material topic: Research &amp; Development, Innovation, and Education</b>						
<b>Proprietary Indicators Education</b>		Number of trained and qualified healthcare professionals	139			
		Number of postgraduate and doctoral programs	139			
		Number of residency programs	139			
<b>Proprietary Indicators Innovation</b>		Number of products in development	136			
		Number of patent application filings	136			
<b>Material topic: Patient-Centered Care</b>						
<b>GRI 3: MATERIAL TOPICS</b>	3-3	Management of material topics	40, 89			
<b>GRI 416: Customer Health and Safety 2016</b>	416-1	Assessment of the health and safety impacts of product and service categories	90			
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	90, 91			
<b>Proprietary Technical Quality and Perceived Quality Indicators</b>		Hospital Standardized Mortality Rate	95			
		Rate of adult ICU readmissions within 24 hours	95			
		Urinary Tract Infection Associated with Catheter Use	95			
		Ventilator-Associated Pneumonia	95			
		Primary bloodstream infection associated with catheter use	95			
		Net Promoter Score (NPS)	89			

Presentation

Business Model

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

**GRI AND SASB CONTENT INDEX**

Assurance Report

# SASB Content Index

Material Topics	Topics SASB	CÓDIGO	Accounting Metric	Page
ENERGY	Energy Management	HC-DY-130a.1	(1) Total energy consumed, (2) percentage gridelectricity, (3) percentage renewable	116
WASTE	Waste Management	HC-DY-150a.1	Total amount of medical waste, percentage (a)incinerated, (b) recycled or treated, and (c)landfilled	129
HEALTH AND SAFETY	Employee Health and Safety	HC-DY-320a.1	(1) Total recordable incident rate (TRIR)	85
PATIENT-CENTERED CARE	Patient Privacy	HC-DY-230a.2	Description of policies and practices to securecustomers' protected health information (PHI)records and other personally identifiableinformation (PII)	55
	Patient Privacy	HC-DY-230a.3	(1) Number of data breaches	55
	Electronic Health Record	HC-DY-230a.4	Total amount of monetary losses as a result oflegal proceedings associated with data securityand privacy	55
CLIMATE CHANGE	Climate Change and Its Impacts on Human Health and Infrastructure	HC-DY-450a.1	Description of policies and practices toaddress: (1) the physical risks due to anincreased frequency and intensity of extremeweather events and (2) changes in themorbidity and mortality rates of illnesses anddiseases, associated with climate change	123
HUMAN RIGHTS	Employee: Recruitment, Development & Retention	HC-DY-330a.1	(1) Voluntary and (2) involuntary turnover ratefor: (a) physicians, (b) non-physician healthcare practitioners, and (c) all other employees	153, 154
		HC-DY-000.a	Number of (1) facilities and (2) beds, by type	10, 32

Presentation

Business Model

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI AND SASB CONTENT INDEX

Assurance Report



KPMG Auditores Independentes Ltda.  
 Rua do Passeio, 38 - Setor 2 - 17º andar - Centro  
 20021-290 - Rio de Janeiro/RJ - Brasil  
 Caixa Postal 2888 - CEP 20001-970 - Rio de Janeiro/RJ - Brasil  
 Telefone +55 (21) 2207-9400  
 kpmg.com.br

**Limited Assurance Report on the non-financial information included in the Integrated Sustainability Report 2023**

*(This is a free translation from the original report issued in Portuguese)*

To the Board of Directors and Shareholders of  
**Rede D'or São Luiz S.A.**  
 Rio de Janeiro – RJ

**Introduction**

We were engaged by Rede D'or São Luiz S.A. ("Company") to present our limited assurance report on the non-financial information included in the "Integrated Sustainability Report 2023" of Rede D'or São Luiz S.A., for the year ended December 31, 2023.

Our limited assurance does not extend to prior period information or to any other information disclosed together with the Integrated Sustainability Report 2023, including any images, audio files or embedded videos.

**Responsibilities of the Management of Rede D'or São Luiz S.A.**

The Company's Management is responsible for:

- selecting and establishing proper criteria for preparing the information included in the Integrated Sustainability Report 2023;
- preparing information with reference to the Global Reporting Initiative (GRI – Standards) criteria and guidelines, with the Sustainability Accounting Standard – Health Care Delivery, of Sustainability Accounting Standards Board (SASB), Task Force on Climate-Related Financial Disclosures (TCFD) and the CPC 09 Guidance - Integrated Reporting, correlated with the Basic Conceptual Framework of Integrated Reporting, prepared by the International Integrated Reporting Council (IIRC);
- design, implement and maintain internal controls over the information relevant to the preparation of the information included in the Integrated Sustainability Report 2023, which are free from material misstatement, whether due to fraud or error.

KPMG Auditores Independentes Ltda., uma sociedade simples brasileira, de responsabilidade limitada e firma-membro da organização global KPMG de firma-membro independentes licenciadas da KPMG International Limited, uma empresa inglesa privada de responsabilidade limitada.

KPMG Auditores Independentes Ltda., a Brazilian limited liability company and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee.



**Responsibility of independent auditors**

Our responsibility is to express a conclusion on the non-financial information included in the Integrated Sustainability Report 2023, based on the limited assurance engagements conducted in accordance with Technical Communication CTO 07/2022 issued by CFC – Federal Counsel of Accounting, and with NBC TO 3000 (revised) - Assurance Engagements Other than Audits and Reviews, as well issued by CFC, which is equivalent to international standard ISAE 3000 (revised) - Assurance engagements other than audits or reviews of historical financial information, issued by the International Auditing and Assurance Standards Board (IAASB). These standards require the planning of work and perform procedures to obtain limited assurance about whether the non-financial information included in the Company's Integrated Sustainability Report 2023, taken as a whole, is free from material misstatements.

KPMG Auditores Independentes Ltda. ("KPMG") applies the Brazilian Quality Management Standard (NBC PA 01), which requires that the firm plan, implement and operate a system of quality management, including policies or procedures regarding to compliance with ethical requirements, professional standards and applicable statutory and regulatory requirements. We complied with the independence and other ethical requirements of the Accountant's Professional Code of Ethics and Professional Standards (including Independence Standards) based on fundamental principles of integrity, objectivity, professional competence and due zeal, confidentiality and professional behavior.

A limited assurance engagement conducted in accordance with the revised NBC TO 3000 (ISAE 3000 revised) consists mainly of inquiring the Company's management and other professionals who are involved in the preparation of the information and applying analytical procedures to obtain evidence that enables us to conclude, in the limited assurance manner, information taken as a whole. A limited assurance engagement also requires additional procedures to be applied when the independent auditor gets to know about issues that lead him to believe that the information disclosed in the Integrated Sustainability Report 2023, taken as a whole, may have material misstatements.

The selected procedures are based on our understanding of the issues related to the compilation, materiality and presentation of the information included in the Integrated Sustainability Report 2023, of other circumstances of the engagement and of our consideration about the areas and processes associated with the material information disclosed in the Integrated Sustainability Report 2023, in which material misstatements could exist. The procedures consisted of, among others:

- a. planning the work, considering the relevance, the amount of quantitative and qualitative information, as well as the operating and internal control systems that supported the preparation of the information included in the Sustainability Integrated Report 2023;
- b. understanding the calculation method and the procedures followed to compile indicators by making inquiries and holding interviews with the managers in charge of gathering information;
- c. applying analytical procedures to quantitative information and inquiring about qualitative information and its relationship with the indicators disclosed in the information included in the Integrated Sustainability Report 2023;

KPMG Auditores Independentes Ltda., uma sociedade simples brasileira, de responsabilidade limitada e firma-membro da organização global KPMG de firma-membro independentes licenciadas da KPMG International Limited, uma empresa inglesa privada de responsabilidade limitada.

KPMG Auditores Independentes Ltda., a Brazilian limited liability company and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee.

Presentation

Business Model

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

**ASSURANCE REPORT**





- d. when non-financial data correlate with financial indicators, these indicators are cross-matched to financial statements and/or accounting records;
- e. analyzing the procedures followed to prepare the Company's Integrated Sustainability Report 2023 and its structure and contents, in accordance with the Content and Quality Standards for the Global Reporting Initiative – GRI Sustainability Report, with the Sustainability Accounting Standard – Health Care Delivery, of Sustainability Accounting Standards Board (SASB), Task Force on Climate-Related Financial Disclosures (TCFD) and the CPC 09 Guidance - Integrated Reporting, correlated with the Basic Conceptual Framework of Integrated Reporting, prepared by the International Integrated Reporting Council (IIRC);
- f. evaluating sampled non-financial indicators; and
- g. analysis of the reasonableness of the justifications for the omissions of performance indicators associated with aspects and topics indicated as material in the Company's materiality analysis.

The limited assurance engagements also covered compliance with the guidelines and criteria of the GRI - Standards framework applicable to the preparation of the information included in the Integrated Sustainability Report 2023.

**Scope and limitations**

The procedures performed in a limited assurance engagement vary in terms of nature and timing and are less in the extent than for a reasonable assurance engagement. Consequently, the level of security obtained in a limited assurance engagement is substantially lower than that obtained if a reasonable assurance engagement had been carried out. Had we performed a reasonable assurance engagement, we could have identified other issues and possible misstatements which may exist in the information included in the Integrated Sustainability Report 2023. Accordingly, we do not express an opinion on that information.

Non-financial data are subject to more inherent limitations than financial data, given the nature and diversity of the methods used to determine, calculate or estimate this data. Qualitative interpretations of materiality, relevance and accuracy of data are subject to individual assumptions and judgments. Moreover, we did not performed any procedures on data informed for prior periods, or about future projections and goals.

The preparation and presentation of sustainability indicators followed Global Reporting Initiative (GRI – Standards) criteria and guidelines, with the Sustainability Accounting Standard – Health Care Delivery, of Sustainability Accounting Standards Board (SASB), Task Force on Climate-Related Financial Disclosures (TCFD) and the CPC 09 Guidance - Integrated Reporting, correlated with the Basic Conceptual Framework of Integrated Reporting, prepared by the International Integrated Reporting Council (IIRC) and therefore do not have the purpose of ensuring compliance with social, economic, environmental or engineering laws and regulations. However, those standards provide for the presentation and disclosure of possible violations to these regulations when significant sanctions or fines are imposed. Our assurance report should be read and understood accordingly, inherent to the selected criteria Global Reporting Initiative (GRI – Standards) criteria and guidelines, with the Sustainability Accounting Standard – Health Care Delivery, of Sustainability Accounting Standards Board (SASB), Task Force on Climate-Related Financial Disclosures (TCFD) and the CPC 09 Guidance - Integrated Reporting, correlated with the Basic Conceptual

KPMG Auditores Independentes Ltda., uma sociedade simples brasileira, de responsabilidade limitada e firma-membro da organização global KPMG de firmas-membro independentes licenciadas da KPMG International Limited, uma empresa inglesa privada de responsabilidade limitada.

KPMG Auditores Independentes Ltda., a Brazilian limited liability company and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee.



Framework of Integrated Reporting, prepared by the International Integrated Reporting Council (IIRC).

**Conclusion**

Our conclusion was based on and is subject to the matters described in this report.

We believe that the evidence we have obtained in our work is sufficient and appropriate to provide a basis for our limited conclusion.

Based on the procedures performed and described on this report and the evidence obtained, nothing has come to our attention that causes us to believe that the non-financial information included in the Integrated Sustainability Report 2023 for the year ended December 31, 2023 of Rede D'or São Luiz S.A. has not been prepared, in all material respects, with reference to the Global Reporting Initiative - GRI (GRI- Standards) criteria and guidelines, with the Sustainability Accounting Standard – Health Care Delivery, of Sustainability Accounting Standards Board (SASB), Task Force on Climate-Related Financial Disclosures (TCFD) and the CPC 09 Guidance - Integrated Reporting, correlated with the Basic Conceptual Framework of Integrated Reporting, prepared by the International Integrated Reporting Council (IIRC).

Rio de Janeiro, May 13, 2024

KPMG Auditores Independentes Ltda.  
CRC SP-014428/O-6 F-RJ

*Original report in portuguese signed by*

Bernardo Moreira Peixoto Neto  
Accountant CRC RJ-064887/O-8

KPMG Auditores Independentes Ltda., uma sociedade simples brasileira, de responsabilidade limitada e firma-membro da organização global KPMG de firmas-membro independentes licenciadas da KPMG International Limited, uma empresa inglesa privada de responsabilidade limitada.

KPMG Auditores Independentes Ltda., a Brazilian limited liability company and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee.

Presentation

Business Model

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

**ASSURANCE REPORT**



# Verification Statement

## Verification of Greenhouse Gas Emissions Inventory

**REDE D'OR SÃO LUIZ S.A.**  
 Rua Voluntários da Pátria, 138 - Bloco I - Loja 201  
 Botafogo  
 Rio de Janeiro  
 Rio de Janeiro  
 22270-010  
 Brasil

Reference Number: **GHGEV 803034**

Within the scope of the limited assurance considered and with respect to the document Inventory of Greenhouse Gas Emissions (GHG) of **REDE D'OR SÃO LUIZ S.A. - Year 2023** for the period from 01/01/2023 to 12/31/2023 subject to the qualification indicated here, nothing was detected by the verification team, which suggests that the Greenhouse Gas Emissions Declaration of **REDE D'OR SÃO LUIZ S.A.**, provided in the mentioned document is not materially correct within 5% of the declared quantity. In addition, and within the scope assurance, the preparation of the inventory and generation of the declaration was found, generally meeting the principles established in the Brazilian GHG Protocol Program – 2<sup>nd</sup> edition. The verification activities were carried out independently and in accordance with the principles of ISO 14065:2013 and the Brazilian GHG Protocol Program (2011).

### GHG Emissions Statement - Consolidated

Emissions in metric tons of CO <sub>2</sub> equivalent (tCO <sub>2</sub> e)				
GHG	Scope 1	Scope 2 location	Scope 2 purchase choice	Scope 3
CO <sub>2</sub>	11.229,382	12.450,086	9.251,878	4.172,896
CH <sub>4</sub>	8,575	-	-	26.984,315
N <sub>2</sub> O	40.455,008	-	-	101,922
HFCs	15.393,355	-	-	-
SF <sub>6</sub>	298,920	-	-	-
<b>Total</b>	<b>67.385,240</b>	<b>12.450,086</b>	<b>9.251,878</b>	<b>31.259,133</b>
<b>CO<sub>2</sub> Biogenic</b>	<b>268,460</b>	<b>-</b>	<b>-</b>	<b>2.775,153</b>

These emissions are proceeding from the activities of: **Provision of Health Care Services.**

For and on behalf of BSI:



*Carlos Pitanga*  
 Carlos Pitanga, Chief Operating Officer Assurance - Americas

...making excellence a habit.™

Original Issue: April 11, 2024.  
 This statement is identical to the original version issued in Portuguese on April 09, 2024 (revision 03).

This certificate remains the property of BSI and shall be returned immediately upon request.  
 An electronic certificate can be authenticated on-line  
 Printed copies can be validated at [www.bsigroup.com/ClientDirectory](http://www.bsigroup.com/ClientDirectory)  
 To be read in conjunction with the scope or attached appendix.

BSI Brasil: Gomes de Carvalho Street, 1069 – 18th floor – Ste 183, Vila Olímpia - São Paulo - SP - 04547-004 Telephone: +55 11 2148 9600



### Verification Statement Verification of Greenhouse Gas Emissions Inventory

Reference Number: **GHGEV 803034**

### GHG Emissions Statement - Rede D'Or

Emissions in metric tons of CO <sub>2</sub> equivalent (tCO <sub>2</sub> e)				
GHG	Scope 1	Scope 2 location	Scope 2 purchase choice	Scope 3
CO <sub>2</sub>	11.198,947	12.277,073	9.078,909	4.059,628
CH <sub>4</sub>	8,555	-	-	26.957,705
N <sub>2</sub> O	40.430,008	-	-	95,293
HFCs	15.371,543	-	-	-
SF <sub>6</sub>	298,920	-	-	-
<b>Total</b>	<b>67.307,974</b>	<b>12.277,073</b>	<b>9.078,909</b>	<b>31.112,628</b>
<b>CO<sub>2</sub> Biogenic</b>	<b>267,747</b>	<b>-</b>	<b>-</b>	<b>2.730,713</b>

### GHG Emissions Statement – SulAmérica

Emissions in metric tons of CO <sub>2</sub> equivalent (tCO <sub>2</sub> e)				
GHG	Scope 1	Scope 2 location	Scope 2 purchase choice	Scope 3
CO <sub>2</sub>	30,433	170,024	-	113,267
CH <sub>4</sub>	0,019	-	-	23,759
N <sub>2</sub> O	24,999	-	-	6,617
HFCs	21,812	-	-	-
SF <sub>6</sub>	0,000	-	-	-
<b>Total</b>	<b>77,265</b>	<b>170,024</b>	<b>-</b>	<b>143,644</b>
<b>CO<sub>2</sub> Biogenic</b>	<b>0,713</b>	<b>-</b>	<b>-</b>	<b>44,411</b>

### Objective and Scope of Verification:

This Verification Statement was prepared to provide a conclusion with limited confidence level covering direct emissions from stationary combustion activities, mobile combustion, fugitive emissions, industrial processes and effluents (Scope 1); electricity energy consumption (Scope 2) and business travel, solid waste and upstream transportation (Scope 3) reported by **REDE D'OR SÃO LUIZ S.A.** for a possible materiality of 5% in the period from 01/01/2023 to 12/31/2023, which is located at the addresses following:

	Facility	Address
-	<b>Hospitals</b>	
1	Hospital Aeroporto	Avenida Santos Dumont, 2028 – Centro – Lauro de Freitas, BA, CEP: 42.700-000
2	Hospital Aliança	Avenida Juracy Magalhães Jr, 2096 – Rio Vermelho – Salvador, BA, CEP: 41.920-900
3	Hospital Anália Franco	Rua Francisco Marengo, 1312 – Anália Franco – São Paulo, SP, CEP: 03.313-100
4	Hospital Antônio Afonso	Rua Antônio Afonso, 307 – Centro – Jacaré, SP, CEP: 12.327-270
5	Hospital Arthur Ramos	Rua Hugo Corrêa Paes, 253 – Gruta de Lourdes – Maceió, AL, CEP: 57.025-827
6	Hospital Assunção	Avenida João Firmino, 250 – Assunção – São Bernardo do Campo, SP, CEP: 09.810-250
7	Hospital Balbino	Rua Angélica Mota, 90 – Olaria – Rio de Janeiro, RJ, CEP: 21.021-490
8	Hospital Bangu	Rua Francisco Real, 752 – Bangu – Rio de Janeiro, RJ, CEP: 21.810-420
9	Hospital Barra D'Or	Avenida Ayrton Senna, 3079 – Barra da Tijuca – Rio de Janeiro, RJ, CEP: 22.775-200
10	Hospital Bartira	Avenida Alfredo Maluf, 430 – Vila Alto de Santo André – Santo André, SP, CEP: 09.240-410
11	Hospital Biocor	Alameda Oscar Niemeyer, 217 – Vila da Serra – Nova Lima, MG, CEP: 34.006-560

...making excellence a habit.™  
 Page 2 of 9

This certificate remains the property of BSI and shall be returned immediately upon request.  
 An electronic certificate can be authenticated on-line  
 Printed copies can be validated at [www.bsigroup.com/ClientDirectory](http://www.bsigroup.com/ClientDirectory)  
 To be read in conjunction with the scope or attached appendix.

BSI Brasil: Gomes de Carvalho Street, 1069 – 18th floor – Ste 183, Vila Olímpia - São Paulo - SP - 04547-004 Telephone: +55 11 2148 9600

**Verification Statement  
Verification of Greenhouse Gas Emissions Inventory**

Reference Number: GHGEV 803034

12	Hospital Brasil	Rua Votuporanga, 111 – Vila Dora – Santo André, SP, CEP: 09.030-590
13	Hospital Brasil Mauá	Rua Martin Afonso, 114 – Vila Bocaina – Mauá, SP, CEP: 09.310-320
14	Hospital Campinas	Avenida Andrade Neves, 863 – Centro – Campinas, SP, CEP: 13.070-000
15	Hospital Cardiopulmonar	Avenida Garibaldi, 2199 – Ondina – Salvador, BA, CEP: 40.170-130
16	Hospital Caxias D'Or	Avenida Brigadeiro Lima e Silva, 821 – Jardim Vinte e Cinco de Agosto – Duque de Caxias, RJ, CEP: 25.071-181
17	Hospital Central do Tatuapé (Ex Avicenna)	Rua Padre Adelino, 901 – Quarta Parada – São Paulo, SP, CEP: 03.303-000
18	Hospital Central Leste (Guaianases)	Rua Cabo José Teixeira, 189 – Vila Iolanda (Lajeado) – São Paulo, SP – CEP: 08.451-100
19	Hospital Central Oeste (Alpha Med)	Rua Corifeu de Azevedo Marques, 168 – Centro – Carapicuíba, SP – CEP: 06.328-331
20	Hospital Central Sul (Serra Mayor)	Estrada de Itapeperica, 4659 – Capão Redondo – São Paulo, SP – CEP 05.858-100
21	Hospital Clim	Avenida Presidente Epitácio Pessoa, 114 – Torre – João Pessoa – CEP: 58.040-000
22	Hospital Copa D'Or	Rua Figueiredo de Magalhães, 875, Térreo – Copacabana – Rio de Janeiro, RJ, CEP: 22.031-110
23	Hospital Copa Star	Rua Figueiredo de Magalhães, 700 – Copacabana – Rio de Janeiro, RJ, CEP: 22.031-120
24	Hospital Coração do Brasil	SHLS 716 / Conjunto G / Lote 6 – Asa Sul – Brasília, DF, CEP: 70.390-700
25	Hospital da Criança	Rua das Perobas, 295 – Jardim Oriental – São Paulo, SP, CEP: 04.321-120
26	Hospital DF Star	SGAS 914 / Conjunto H / Lotes 64 A e 65 A – Asa Sul – Brasília, DF, CEP: 70.390-140
27	Hospital Esperança Olinda	Avenida Dr. José Augusto Moreira, 810 – Casa Caiada – Olinda, PE, CEP: 53.130-410
28	Hospital Esperança Recife	Rua Antônio Gomes de Freitas, 265 – Ilha do Leite – Recife, PE, CEP: 50.070-490
29	Hospital Glória D'Or	Rua Santo Amaro, 80 – Glória – Rio de Janeiro, RJ, CEP: 22.211-230
30	Hospital IFOR	Rua Américo Brasiliense, 596 – Centro – São Bernardo do Campo, SP, CEP: 09.715-210
31	Hospital Itaim	Rua Dr. Alceu de Campos Rodrigues, 95 – Vila Nova Conceição – São Paulo, SP, CEP: 04.544-000
32	Hospital Jabaquara	Rua das Perobas, 344 – Jabaquara – São Paulo, SP, CEP: 04.321-120
33	Hospital Jutta Batista	Rua Dona Mariana, 220 – Botafogo – Rio de Janeiro, RJ, CEP: 22.280-200
34	Hospital Maternidade Star	Rua Helena, 29 – Vila Olímpia – São Paulo, SP, CEP: 04.552-500
35	Hospital Memorial São José	Rua das Fronteiras, 2291 – Boa Vista – Recife, PE, CEP: 50.070-140
36	Hospital Morumbi	Rua Engenheiro Oscar Americano, 840 – Jardim Guedala – São Paulo, SP, CEP: 05.605-500
37	Hospital Niterói D'Or	Rua Mariz e Barros, 550 – Santa Rosa – Niterói, RJ, CEP: 24.220-121
38	Hospital Norte D'Or	Rua Carolina Machado, 38 – Cascadura – Rio de Janeiro, RJ, CEP: 21.350-135
39	Hospital Nossa Senhora das Neves	Rua Etelvina Macedo de Mendonça, 531 – Torre – João Pessoa, PB, CEP: 58.040-530
40	Hospital Novo Atibaia	Rua Pedro Cunha, 145 – Vila Santista – Atibaia, SP, CEP: 12.941-200
41	Hospital Oeste D'Or	Rua Olinda Ellis, 93 – Campo Grande – Rio de Janeiro, RJ, CEP: 23.045-160
42	Hospital Orthoservice	Avenida Tívoli, 433 – Vila Betânia – São José dos Campos, SP, CEP: 12.245-230
43	Hospital Osasco (Sino Brasileiro)	Avenida Marechal Rondon, 299 – Centro – Osasco, SP, CEP: 06.093-200
44	Hospital Perinatal Barra	Avenida Embaixador Abelardo Bueno, 201 – Jacarepaguá – Rio de Janeiro, RJ, CEP: 22.775-400
45	Hospital Proncor	Rua Raul Pires Barbosa, 1800 – Chácara Cachoeira II – Campo Grande, MS, CEP: 79.040-150
46	Hospital Quinta D'Or	Rua Almirante Baltazar, 435 – São Cristóvão – Rio de Janeiro, RJ, CEP: 20.941-150
47	Hospital Ribeirão Pires	Rua Dr. Nicolau Asséf, 52 – Centro Alto – Ribeirão Pires, SP, CEP: 09.424-700
48	Hospital Rio Mar	Avenida Cândido Portinari, 555 – Barra da Tijuca – Rio de Janeiro, RJ, CEP: 22.793-310

...making excellence a habit.  
Page 3 of 9

This certificate remains the property of BSI and shall be returned immediately upon request.  
An electronic certificate can be authenticated on-line  
Printed copies can be validated at [www.bsigroup.com/ClientDirectory](http://www.bsigroup.com/ClientDirectory)  
To be read in conjunction with the scope or attached appendix.

BSI Brasil: Gomes de Carvalho Street, 1069 – 18th floor – Ste 183, Vila Olímpia - São Paulo - SP - 04547-004 Telephone: +55 11 2148 9600

**Verification Statement  
Verification of Greenhouse Gas Emissions Inventory**

Reference Number: GHGEV 803034

49	Hospital Rios D'Or	Estrada dos Três Rios, 1366 – Freguesia (Jacarepaguá) – Rio de Janeiro, RJ, CEP: 22.750-800
50	Hospital Samer	Rua Cadete Édson, 38 – Montese – Resende, RJ, CEP: 27.541-600
51	Hospital Santa Cruz	Avenida Batel, 1889 – Batel – Curitiba, PR, CEP: 80.420-900
52	Hospital Santa Emília	Rua Domingos Barbosa de Araújo, 1093 – Ponto Central – Feira de Santana, BA, CEP: 44.075-950
53	Hospital Santa Helena	SHLN 516 / Conjunto D – Asa Norte – Brasília, DF, CEP: 73.015-132
54	Hospital Santa Isabel	Rua Dona Veridiana, 311 – Higienópolis – São Paulo, SP, CEP: 03.153-002
55	Hospital Santa Luzia	SHLS 716 – Conjunto E – Lote 05 – Asa Sul – Brasília, DF, CEP: 70.390-903
56	Hospital Santa Marina	Rua Dr. Eduardo Machado Metelo, 835 – Chácara Cachoeira – Campo Grande, MS, CEP: 79.040-830
57	Hospital São Caetano	Rua Walter Figueira, s/n – Cerâmica – São Caetano do Sul, SP, CEP: 09.531-205
58	Hospital São Carlos	Avenida Pontes Vieira, 2531 – São João do Tatuapé – Fortaleza, CE, CEP: 60.130-241
59	Hospital São Lucas Macaé	Rua Teixeira de Gouveia, 789 – Centro – Macaé, RJ, CEP: 27.913-120
60	Hospital São Lucas Sergipe	Rua Coronel Stanley da Silveira, 33 – São José – Aracaju, SE, CEP: 49.015-400
61	Hospital São Marcos	Rua Pacífico dos Santos, 103 – Paissandu – Recife, PE, CEP: 52.010-300
62	Hospital São Rafael	Avenida São Rafael, 2152 – São Marcos – Salvador, BA, CEP: 41.253-190
63	Hospital São Vicente	Rua João Borges, 204 – Gávea – Rio de Janeiro, RJ, CEP: 22.451-100
64	Hospital UDI	Avenida Professor Carlos Cunha, 2000 – Jaracaty – São Luís, MA, CEP: 65.076-820
65	Hospital Vila Nova Star	Rua Dr. Alceu de Campos Rodrigues, 126 – Vila Nova Conceição – São Paulo, SP, CEP: 04.544-000
66	Hospital Villa Lobos	Rua Lituânia, 260 – Mooca – São Paulo, SP, CEP: 03.184-200
67	Hospital Vivalle	Avenida Lineu de Moura, 995 – Urbanova – São José dos Campos, SP, CEP: 12.244-380
-	<b>Oncology Clinics</b>	
68	Cehon Canelas	Avenida Araújo Pinho, 439 – Canela – Salvador, BA, CEP: 40.110-900
69	Cehon Juazeiro	Travessa Napoleão Laureano, 2 – Santo Antonio – Juazeiro, BA, CEP: 48.903-400
70	Cehon Pituba	Avenida Professor Magalhães, 1450 - Edifício Millenium – Salas 01, 02, 509 e 510 – Pituba – Salvador, BA, CEP: 41.810-120
71	Cehon Teixeira de Freitas	Rua Dr. Osvaldo Cohim, 116 – Recanto do Lago – Teixeira de Freitas, BA, CEP: 45.987-100
72	Fujiday Clinic	Avenida Barão de Studart, 2626 – 4º andar – Joaquim Távora – Fortaleza, CE, CEP: 60.120-200
73	IOV CENON ANT SAES	Rua Antonio Saes, 462 – Centro – São José dos Campos, SP, CEP: 12.210-040
74	IOV CENON MAJOR	Rua Major Antonio Domingues, 494 – Centro – São José dos Campos, SP, CEP: 12.245-750
75	IOV COV JK	Avenida John Fitzgerald Kennedy, 856 – Jardim Maristela – Atibaia, SP, CEP: 12.946-742
76	IOV COV SJC	Rua Major Antonio Domingues, 472 – Centro – São José dos Campos, SP, CEP: 12.245-750
77	Oncologia Acreditar Anchieta	QNC AE 08/9/10 – Loja 04 - Térreo – Centro de Excelência Anchieta – Taguatinga Norte – Brasília, DF, CEP: 70.297-400
78	Oncologia Acreditar Pio X	ST SHLS Conjunto, s/n A - Bloco A – Sala 201 – Consultórios 501 a 510 – Asa Norte – Brasília, DF, CEP: 70.390-906
79	Oncologia Aliança	Avenida Juracy Magalhães Júnior, 2096 – Rio Vermelho – Salvador, BA, CEP: 41.920-180
80	Oncologia Barra	Avenida das Américas, 3500 – Barra da Tijuca – Rio de Janeiro, RJ, CEP: 22.640-102
81	Oncologia Biosphere	ST SHL Norte – Conjunto I – Bloco B – Salas 201 a 219 – Asa Norte – Brasília, DF, CEP: 70.770-560
82	Oncologia Botafogo	Rua Sorocaba, 654 – Botafogo – Rio de Janeiro, RJ, CEP: 22.271-110
83	Oncologia Campo Grande	Rua Augusto de Vasconcelos, 177 – Salas 207 e 305 – Campo Grande – Rio de Janeiro, RJ, CEP: 23.050-340
84	Oncologia Caxias	Rua Marechal Floriano, 73 – Jardim Vinte e Cinco de Agosto – Duque de Caxias – Rio de Janeiro, RJ, CEP: 25.075-250

...making excellence a habit.  
Page 4 of 9

This certificate remains the property of BSI and shall be returned immediately upon request.  
An electronic certificate can be authenticated on-line  
Printed copies can be validated at [www.bsigroup.com/ClientDirectory](http://www.bsigroup.com/ClientDirectory)  
To be read in conjunction with the scope or attached appendix.

BSI Brasil: Gomes de Carvalho Street, 1069 – 18th floor – Ste 183, Vila Olímpia - São Paulo - SP - 04547-004 Telephone: +55 11 2148 9600

Presentation

Business Model

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

ASSURANCE REPORT

**Verification Statement**  
**Verification of Greenhouse Gas Emissions Inventory**

Reference Number: GHGEV 803034

85	Oncologia CEMED UDI	Avenida Professor Carlos Cunha, 2000 – Jacarati – São Luís, MA, CEP: 65.076-820
86	Oncologia Connect Towers	Conjunto 26 – Lote 05 – Galpão A – Mezanino – Água Claras – Brasília, DF, CEP: 71.950-550
87	Oncologia Copacabana	Rua Siqueira Campos, 59, Salas 401 a 408 – Copacabana – Rio de Janeiro, RJ, CEP: 22.031-710
88	Oncologia JK	Avenida Presidente Juscelino Kubitschek, 180 – Itaim Bibi – São Paulo, SP, CEP: 04.543-000
89	Oncologia Nova Iguaçu	Rua Dr. Paulo Fróes Machado, 59 – Centro, Nova Iguaçu – Rio de Janeiro, RJ, CEP: 26.255-170
90	Oncologia OCN	Rua Mariz e Barros, 550 – Santa Rosa – Niterói, RJ, CEP: 24.220-121
91	Oncologia São Bernardo	Avenida João Firmino, 250 – Assunção – São Bernardo do Campo, SP, CEP: 09.810-250
92	Oncologia Shopping da Gávea	Rua Marquês de São Vicente, 52 – Sala 401 – 4º andar – Gávea – Rio de Janeiro, RJ, CEP: 22.451-400
93	Oncologia Tijuca	Rua Engenheiro Enaldo Cravo Peixoto, 105 – Loja A – Tijuca – Rio de Janeiro, RJ, CEP: 20.540-106
<b>- Laboratories</b>		
94	Richet Barra da Tijuca	Avenida das Américas, 4801 – Loja D – Barra da Tijuca – Rio de Janeiro, RJ, CEP: 22.631-400
95	Richet Barra Shopping	Avenida das Américas, 4.666 – Centro Médico – Barra Shopping II – Sala 331 – 2º andar – Barra da Tijuca – Rio de Janeiro, RJ, CEP: 22.640-902
96	Richet Botafogo	Rua Sorocaba, 477 – 1º Andar – Botafogo – Rio de Janeiro, RJ, CEP: 22.271-110
97	Richet Centro	Praça Mahatma Gandhi, 2 – Grupos 201 e 202 – Edifício Odeon – Centro – Rio de Janeiro, RJ, CEP: 20.021-280
98	Richet Copacabana	Rua Dias da Rocha, 22 A – Copacabana – Rio de Janeiro, RJ, CEP: 22.051-200
99	Richet Icarai	Rua Lopes Trovão, 52 – Icarai – Niterói, RJ, CEP: 24.220-700
100	Richet Ipanema	Rua Visconde de Pirajá, 315 – Ipanema – Rio de Janeiro, RJ, CEP: 22.410-300
101	Richet Leblon	Rua Rainha Guilhermina, 117 – Leblon – Rio de Janeiro, RJ, CEP: 22.441-120
102	Richet NTO	Avenida das Américas, 13331 – Recreio dos Bandeirantes – Rio de Janeiro, RJ, CEP: 22.790-701
103	Richet Península	Avenida dos Flamboyants da Península, 855 – Loja S 218 – Barra da Tijuca – Rio de Janeiro, RJ, CEP: 22.776-70
104	Richet Recreio	Avenida das Américas, 13.331 – Lojas F e G – Recreio dos Bandeirantes – Rio de Janeiro, RJ, CEP: 22.790-701
105	Richet Tijuca	Rua Pinto de Figueiredo, 31 – Loja B – Tijuca – Rio de Janeiro, RJ, CEP: 20.511-240
<b>Corporate Rede D'Or</b>		
106	Corporativo Rede D'Or (Voluntários) - Matriz	Rua Voluntários da Pátria, 138, Sobreloja – Botafogo – Rio de Janeiro, RJ, CEP: 22.270-010
107	Corporativo Rede D'Or (Passeio)	Rua do Passeio, 42 – Centro – Rio de Janeiro, RJ, CEP: 20.021-280
108	Corporativo Rede D'Or (Passeio)	Rua do Passeio, 56 – Centro – Rio de Janeiro, RJ, CEP: 20.021-280
109	IDOR	Rua Diniz Cordeiro, 30 – Botafogo – Rio de Janeiro, RJ, CEP: 22.281-100
110	IDOR	Rua Pinheiro Guimarães, 22 – Botafogo – Rio de Janeiro, RJ, CEP: 22.281-080
<b>SulAméricas and Paraná Clinics Units</b>		
111	CIM Água Verde – Hospital (Hospital Dia)	Avenida República Argentina, 650 – Curitiba, PR, CEP: 80.240-21
112	CIM Araucária – Unidade Assistencial Ambulatorial	Rua Manoel Ribas, 100 – Centro – Araucária, PR, CEP: 83.702-035
113	CIM CIC – Unidade Assistencial Ambulatorial	Rua Manoel Valdomiro de Macedo, 2851 – Cidade Industrial de Curitiba – Curitiba, PR, CEP: 81.170-150

...making excellence a habit.<sup>™</sup>  
Page 5 of 9

This certificate remains the property of BSI and shall be returned immediately upon request.  
An electronic certificate can be authenticated on-line  
Printed copies can be validated at: www.bsigroup.com/ClientDirectory  
To be read in conjunction with the scope or attached appendix.

BSI Brasil: Gomes de Carvalho Street, 1069 – 18th floor – Ste 183, Vila Olímpia - São Paulo - SP - 04547-004 Telephone: +55 11 2148 9600

**Verification Statement**  
**Verification of Greenhouse Gas Emissions Inventory**

Reference Number: GHGEV 803034

114	CIM São José dos Pinhais – Unidade Assistencial Ambulatorial	Rua Voluntários da Pátria, nº 300 – Centro – São José dos Pinhais, PR, CEP: 83.005-020
115	CIM Telêmaco Borba – Unidade Assistencial ambulatorial	Avenida Presidente Kennedy, 405 – Centro – Telêmaco Borba, PR, CEP: 84.261-400
116	Paraná Clínicas – Unidade Administrativa	Avenida Getúlio Vargas, 3201 – Água Verde – Curitiba – CEP: 80.240-040
117	SulAmérica Companhia de Seguro Saúde	Avenida Presidente Vargas, 290 – PV4 – Centro – Rio de Janeiro, RJ, CEP: 20.091-060
118	SulAmérica Companhia de Seguro Saúde	Rua Cláudio Soares 48 – Administrativo – Pinheiros – São Paulo, SP, CEP: 05.422-030
119	SulAmérica Companhia de Seguro Saúde	Avenida Professor João Fiúsa, 1190, Lojas 01, 02, 03 e 04 – Alto da Boa Vista - Ribeirão Preto, SP, CEP: 14.025-320
120	SulAmérica Companhia de Seguro Saúde	Avenida Ayrton Senna Da Silva, 70/100, Loja 07 – Gleba Fazenda Palhan – Londrina, PR, CEP: 86.050-460
121	SulAmérica Companhia de Seguro Saúde	Rua Tuiuti, 2629 – Tatuapé – São Paulo, SP, CEP: 03.307-005
122	SulAmérica Companhia de Seguro Saúde	Avenida Visconde De Souza Franco, 5 – Umarizal – Belém, PA, CEP: 66.055-005
123	SulAmérica Companhia de Seguro Saúde	Rua Laura, 49, Sala 1 e 2 – Centro – Santo André, São Paulo, CEP: 09.040-240
124	SulAmérica Companhia de Seguro Saúde	Avenida Rondon Pacheco, 635, Lojas 5 e 6 – Maracanã (Loteamento – Quadra 20; Lote 1 Ao 3) – Uberlândia, MG, CEP: 38.400-050
125	SulAmérica Companhia de Seguro Saúde	Rua Tito, 678, Loja 03 – Lapa – São Paulo, SP, CEP: 05.051-000
126	SulAmérica Companhia de Seguro Saúde	Setor Comercial Norte Q 1, Bloco D, Salas 102, 103 e 104 – Asa Norte – Brasília, DF, CEP: 71.551-010
127	SulAmérica Companhia de Seguro Saúde	Rua Blumenau, 64, Salas 1706 e 1707 – Bairro América – Joinville, SC, CEP: 89.204-250
128	SulAmérica Companhia de Seguro Saúde	Avenida Moema, 300 – Lojas 1 e 2 – Moema – São Paulo, SP, CEP: 04.077-020
129	SulAmérica Companhia de Seguro Saúde	Avenida Santos Dumont, 1810 – Aldeota – Fortaleza, CE, CEP: 60.150-161
130	SulAmérica Companhia de Seguro Saúde	Rua Claudio Soares, 48 – Conjuntos: 11, 12, 21, 22, 31, 32, 41, 42, 51, 52, 61, 62, 71, 72, 81, 82, 91, 92, 101, 102, 111, 112, 121, 131 e 132 – Pinheiros – São Paulo, SP, CEP: 05.422-030
131	SulAmérica Companhia de Seguro Saúde	Rua Antonio Lapa, 414 – Cambuí – Campinas, SP, CEP: 13.025-241
132	SulAmérica Companhia de Seguro Saúde	Rua Do Ouvidor, 60 Gr 12 - Salas 1303 e 1304 – Centro – Rio De Janeiro, RJ, CEP: 20.040-030
133	SulAmérica Companhia de Seguro Saúde	Rua Padre Carapuceiro, 733 – Salas 601 e 602 – Boa Viagem – Recife, PE, CEP: 51.020-907

The verification was carried out in accordance with the following standards and procedures:

- a) ISO 14065:2013 – Requirements for GHG validation and verification bodies for use in accreditation and other forms of recognition;
- b) ISO 14064-3:2006 – Part 3 - Specification with guidance for the validation and verification of greenhouse gas assertions;
- c) Specifications of the Brazilian GHG Protocol Program – Accounting, Quantification and Publication of Corporate Inventories of Greenhouse Gas Emissions – 2<sup>nd</sup> Edition; and
- d) Verification Specifications of the Brazilian GHG Protocol Program, 2011 Edition.

...making excellence a habit.<sup>™</sup>  
Page 6 of 9

This certificate remains the property of BSI and shall be returned immediately upon request.  
An electronic certificate can be authenticated on-line  
Printed copies can be validated at: www.bsigroup.com/ClientDirectory  
To be read in conjunction with the scope or attached appendix.

BSI Brasil: Gomes de Carvalho Street, 1069 – 18th floor – Ste 183, Vila Olímpia - São Paulo - SP - 04547-004 Telephone: +55 11 2148 9600

Presentation

Business Model

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

ASSURANCE REPORT

**Verification Statement**  
**Verification of Greenhouse Gas Emissions Inventory**

**Reference Number: GHGEV 803034**

**Responsibilities:**

The reporting organization **REDE D'OR SÃO LUIZ S.A.** is solely responsible for the preparation and reporting of Emissions of Greenhouse Gas (GHG) for the purposes of the Brazilian Program GHG Protocol, by any information and evaluation that supports the reported data, by determining the organization's objectives in relation to Greenhouse Gas information and by establishing and maintaining appropriate performance management and internal control system from which the reported information is derived.

In accordance with the verification contract dated November 08, 2023, it is the responsibility of BSI Brasil Sistema de Gestão Ltda. to form an independent opinion, based on the examination of information and data presented in the Inventory Emissions, and to report that opinion to the organization.

The BSI Brasil Sistemas de Gestão Ltda. is responsible to report, when:

- Any information or evaluation relating to the disclosed data are inconsistent with the verification findings;
- The verification team has not received all the information and explanation that it requires to conduct its examination; and
- We become aware of additional information, the omission of which may result in the reported data being materially misstated or misleading.

Without qualifying the opinion, the BSI Brasil Sistemas de Gestão Ltda. can also report to the organization any identified opportunities of improvement in the robustness of the process of accounting and reporting emissions.

**Verification and Qualification Summary:**

The BSI Brasil Sistema de Gestão Ltda. was contracted by **REDE D'OR SÃO LUIZ S.A.** to provide a third party verification of their Greenhouse Gas (GHG) Emissions for the period from 01/01/2023 to 12/31/2023 for the purposes of voluntary statement of Brazilian GHG Protocol Program (2011).

The BSI Brasil Sistemas de Gestão Ltda had no any involvement in defining, collecting, handling and processing of the emission data for this statement.

The emission data on which the inventory is based has been provided by **REDE D'OR SÃO LUIZ S.A.**

The scope of verification is limited to the boundaries defined by the organization which covers all its operations carried out at the locations mentioned in the item "Objective and Scope of Verification".

The methodology used and the calculations involved to determine emissions were considered acceptable and consistent based on generally accepted practices.

The qualification and global declaration of Greenhouse Gas Emissions were established in accordance with the specifications defined in the GHG Protocol (2004) and Specifications of the Brazilian GHG Protocol Program – Accounting, Quantification and Publication of Corporate Inventories of Greenhouse Gas Emissions – 2<sup>nd</sup> Edition.

The verification activities were delimited to the critical analysis of the declared data, its factors and calculations and were carried at the **REDE D'OR SÃO LUIZ S.A.** facilities on February 23, 26, 27, 28, 29 and March 01, 2024.

The verification activities of BSI Brasil Sistemas de Gestão Ltda. is a risk process with a defined sampling plan, and collection and evaluation of relevant objectives that adhere to the requirements of ISO 14065:2013.

The specific qualification associated with this verification includes:

- Verifications carried out in **REDE D'OR SÃO LUIZ S.A.**;
- The total declared value of CO<sub>2</sub> equivalent is dependent on the information contained in the electronic spreadsheets used for demonstration, electricity bills and data obtained from the organization's computerized systems; and
- Evaluation of uncertainly presented.

...making excellence a habit.<sup>™</sup>  
Page 7 of 9

This certificate remains the property of BSI and shall be returned immediately upon request.  
An electronic certificate can be authenticated on-line  
Printed copies can be validated at: [www.bsigroup.com/ClientDirectory](http://www.bsigroup.com/ClientDirectory)  
To be read in conjunction with the scope or attached appendix.

BSI Brasil: Gomes de Carvalho Street, 1069 – 18th floor – Ste 183, Vila Olímpia - São Paulo - SP - 04547-004 Telephone: +55 11 2148 9600

**Verification Statement**  
**Verification of Greenhouse Gas Emissions Inventory**

**Reference Number: GHGEV 803034**

**Conclusion:**

The verification was performed on an evidence test basis that provided limited assurance that the values and information declared for the data were properly prepared in accordance with the rules and principles of the Brazilian GHG Protocol Program; the standards and procedures indicated in items a) to d) "Objective and Scope of Verification"; and the analysis of the documentation and data contained in items 1) to 47) "References".

In the test process of the declared emission values, were examined elements at the level of organization **REDE D'OR SÃO LUIZ S.A.** with limited sampling for the data of the facilities. This examination also involved evaluation, where needed, of estimates and judgments made by the organization in preparing of data, considering the overall adequacy of the presentation of data in the Inventory of Gas Emission.

**References:**

- 1) ferramenta\_ghg\_protoco\_v2024.0\_Rede D'Or;
- 2) ferramenta\_ghg\_protoco\_v2024.0\_SulAmérica;
- 3) ferramenta\_ghg\_protoco\_v2024.0\_Consolidado;
- 4) ferramenta\_ghg\_protoco\_v2024.0\_Assunção;
- 5) ferramenta\_ghg\_protoco\_v2024.0\_Brasil;
- 6) ferramenta\_ghg\_protoco\_v2024.0\_Central Tatuapé;
- 7) ferramenta\_ghg\_protoco\_v2024.0\_Moema;
- 8) ferramenta\_ghg\_protoco\_v2024.0\_Morumbi;
- 9) ferramenta\_ghg\_protoco\_v2024.0\_Pinheiros;
- 10) ferramenta\_ghg\_protoco\_v2024.0\_Plataforma;
- 11) ferramenta\_ghg\_protoco\_v2024.0\_R. Tito;
- 12) ferramenta\_ghg\_protoco\_v2024.0\_R. Tuiuti;
- 13) ferramenta\_ghg\_protoco\_v3.03\_Assunção\_rev1;
- 14) ferramenta\_ghg\_protoco\_v3.03\_Assunção\_rev2;
- 15) ferramenta\_ghg\_protoco\_v3.03\_Brasil\_rev1;
- 16) ferramenta\_ghg\_protoco\_v3.03\_Brasil\_rev1;
- 17) ferramenta\_ghg\_protoco\_v3.03\_Central do Tatuapé\_rev1;
- 18) ferramenta\_ghg\_protoco\_v3.03\_Central do Tatuapé\_rev2;
- 19) ferramenta\_ghg\_protoco\_v3.03\_Central do Tatuapé\_rev3;
- 20) ferramenta\_ghg\_protoco\_v3.03\_Moema;
- 21) ferramenta\_ghg\_protoco\_v3.03\_Moema\_rev1;
- 22) ferramenta\_ghg\_protoco\_v3.03\_Morumbi\_rev1;
- 23) ferramenta\_ghg\_protoco\_v3.03\_Morumbi\_rev2;
- 24) ferramenta\_ghg\_protoco\_v3.03\_Pinheiros;
- 25) ferramenta\_ghg\_protoco\_v3.03\_Pinheiros\_rev1;
- 26) ferramenta\_ghg\_protoco\_v3.03\_Plataforma;
- 27) ferramenta\_ghg\_protoco\_v3.03\_Plataforma\_Rev1;
- 28) ferramenta\_ghg\_protoco\_v3.03\_R. Tito;
- 29) ferramenta\_ghg\_protoco\_v3.03\_R. Tito\_rev1;
- 30) ferramenta\_ghg\_protoco\_v3.03\_R. Tuiuti;
- 31) ferramenta\_ghg\_protoco\_v3.03\_R. Tuiuti\_rev1;
- 32) Desafio a Saúde Pelo Clima – Uma Oportunidade de Ação – Guia para Inventário de Emissões de Gases de Efeito Estufa em Organizações de Saúde – Hospitais Sustentáveis – Rede Global Hospitais Verdes e Sustentáveis – Updated 2023 – Issue 6.
- 33) Plan\_Apoio\_Clima\_2023\_Assunção;
- 34) Plan\_Apoio\_Clima\_2023\_Brasil;

...making excellence a habit.<sup>™</sup>  
Page 8 of 9

This certificate remains the property of BSI and shall be returned immediately upon request.  
An electronic certificate can be authenticated on-line  
Printed copies can be validated at: [www.bsigroup.com/ClientDirectory](http://www.bsigroup.com/ClientDirectory)  
To be read in conjunction with the scope or attached appendix.

BSI Brasil: Gomes de Carvalho Street, 1069 – 18th floor – Ste 183, Vila Olímpia - São Paulo - SP - 04547-004 Telephone: +55 11 2148 9600

Presentation

Business Model

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

**ASSURANCE REPORT**

**Verification Statement  
Verification of Greenhouse Gas Emissions Inventory**

**Reference Number: GHGEV 803034**

- 35)Plan\_Apoio\_Clima\_2023\_Central do Tatuapé;
- 36)Plan\_Apoio\_Clima\_2023\_Central do Tatuapé\_Rev1;
- 37)Plan\_Apoio\_Clima\_2023\_Morumbi;
- 38)Data collection and consolidation spreadsheets;
- 39)Electricity utility bills;
- 40)Supply Invoices and Management Reports on Consumption of Medical CO2 Gas;
- 41)Supply Invoices and Management Reports on Consumption of Medical N2O Gas;
- 42)Supply Invoices and Management Reports on Consumption of Gases Refrigerant Gases;
- 43)Supply Invoices and Management Reports on Consumption of Anesthetic Agents (Desfurane, Isoflurane e Sevoflurane);
- 44)Natural Gas Invoices from COMGAS;
- 45)Travel Agency Reports;
- 46)Software Resource Advisor for registration and compilation of consumption of emission sources of the REDE D'OR SÃO LUIZ;
- 47)Retirement Certificates (I-REC) – The International Rec Standard – Hospital Units.

**End of Statement**

...making excellence a habit.<sup>™</sup>  
Page 9 of 9

This certificate remains the property of BSI and shall be returned immediately upon request.  
An electronic certificate can be authenticated on-line  
Printed copies can be validated at: [www.bsigroup.com/ClientDirectory](http://www.bsigroup.com/ClientDirectory)  
To be read in conjunction with the scope of attached appendix.

BSI Brasil: Gomes de Carvalho Street, 1069 – 18th floor – Ste 183, Vila Olímpia - São Paulo - SP - 04547-004 Telephone: +55 11 2148 9600



Presentation

Business Model

Governance

Manufactured capital

Human capital

Social and relationship capital

Natural capital

Intellectual capital

Financial capital

Annexes

GRI and SASB Content Index

**ASSURANCE REPORT**

# Corporate Information

A Rede D'Or publication  
[www.rededorsaoluiz.com.br](http://www.rededorsaoluiz.com.br)

**Email:**  
[sustentabilidade@rededor.com.br](mailto:sustentabilidade@rededor.com.br)  
| [ri@rededor.com.br](mailto:ri@rededor.com.br)

**IR website:**  
<https://ri.rededorsaoluiz.com.br/>

**Institutional website:**  
<https://www.rededorsaoluiz.com.br/>

# Credits

**General coordination**  
Rede D'Or's Sustainability and Environment

**GRI Consulting**  
Rede D'Or's Sustainability and Environment  
Lanakaná

**Writing and Revision**  
blendON

**Graphic design**  
blendON

**Images**  
Rede D'Or Image Library  
Envato  
Adobe Stock

