





# Summary

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Photo: Greuce Silva



# Message from the President

GRI 2-22

It is a special moment for Rede D'Or. We remain firm in our purpose of growing based on a business model driven by the pillars of technical and perceived quality and financial results. Our mission is to offer a humanized service to our patients, supported by the most modern health technologies, which have been our guiding principle in actions over the past year.

In 2022, Mergers and Acquisitions incorporated the hospitals of Santa Marina (MS), Arthur Ramos (AL), Santa Isabel (SP) and Aeroporto (BA) into Rede D'Or. By the end of the year, the National Health Agency (ANS), the Administrative Council for Economic Defense (Cade) and the Superintendence of Private Insurance (SUSEP) gave the authorization to incorporate the SulAmérica company. This last achievement contributes to raising the sustainability quality in the health sector and reinforces our investment plan in the country.

Through our organic growth and acquisitions, we are now one of the biggest employers in the country, reached 71,000 employees and over 19,000 indirect professionals. And Rede D'Or has been constantly investing over the years. In 2022 alone, BRL 471 million were invested in research, teaching and innovation in the technology park. Our expansion plan moved BRL 2.1 billion in 2022, the year in which BRL 2.7 billion was paid in taxes.

An important highlight of our work throughout the year is the increasing transparency of performance level indicators. The idea is that, in addition to showing society how we are technically evolving, we can also demonstrate how we position ourselves in comparison with two important market benchmarks. The first is the international quality standard in healthcare developed by the Joint Commission International (JCI) to identify, measure and share the best practices available in the world for quality of care. The second important benchmark is the data set from the National Association of Private Hospitals (Anahp), which was built based on the best institutions in Brazil indicators.

By publishing these comparisons, we evaluate our performance to identify areas for improvement and continuously raise our service quality.

Additionally, together we aim to positively influence the health sector in the country as one, helping patients to make more informed decisions when choosing a health institution to carry out their treatments. This movement most certainly encourage the health sector to improve in quality, thus raising the level of medical and hospital care.

Another essential aspect is that by using these comparisons, it enables us to show our patients that besides our network being equipped with a



Paulo  
Junqueira  
Moll



modern infrastructure, latest technology and first-class medical staff, a hospital is bigger than all factors combined. It is a place capable of creating a safe environment for humane reception and efficient treatments.

We are also proud of the technical quality indicators evolution at acquired or newly opened hospitals. These are guided by a detailed training program and committed management, promptly obtaining hospital accreditations and presenting technical quality indicators compatible with the traditional hospitals in our Rede. On average, this effort takes over a year.

In 2022, we also progressed in incorporating environmental, social and governance criterias into our activities. For us, the ESG agenda constitutes an unique opportunity to contribute to society in a broad way – through the responsible management we have in our work and by adopting practices to rationalize the energy resources use. Our Energy Efficiency Program for the air conditioning systems in our facilities an example of this effort. Another great one is the Water Efficiency Program, which focuses on water consumption reduction and optimization of the hospital operation units.

All these initiatives have produced concrete results. We saved approximately 326 tonCO<sub>2</sub>eq (tons of carbon equivalent) in 2022 and additional 528 tonCO<sub>2</sub>eq in 2021. More than 2,200 homes could be powered every year (average consumption of 160 kWh/month per home) with the energy saved

in 2022 through the automation of Cold Water Centers (CAGs) in hospitals.

We also registered more than 40 million liters of water saved only in 2022. And more than 54 million liters of water saved between 2021 and 2022 with the implementation of the water consumption efficiency program. Another important aspect is the increasing search for renewable energy sources. By the end of 2022, Rede D'Or had 41 consumer units allocated (in 38 hospitals) connected to the free energy market; the others facilities should migrate by the end of 2025.

Waste management is also a major issue in our hospital units – which have the Health Services Waste Management Program (PGRSS), supervised by our Sustainability and Environment team. We aim to reduce the waste volume by creating partnerships with other companies and by acting on reverse logistics, focused on packaging, and purchase of water bottles with less use of polyethylene terephthalate (PET) in their composition.

Parallel to these important projects, Rede D'Or also advanced in the consolidation of the sustainability culture which required carrying out the ESG Strategic Planning, the CDP Report (in the first year of reporting, we were able to demonstrate and certify the environmental impacts of our activities), and the first ESG Assessment for Suppliers. In 2022, we also launched the The Health, Safety and Environment Policy and the Academia Rede

D'Or and Cuidando das Emoções initiatives. Lastly, we signed the partnership with Instituto Proa to create opportunities for personal and professional development of socially vulnerable young people from public schools.

Our solid strategy and progress in adopting more sustainable practices have been recognized by the important corporate sustainability parties. Rede D'Or has been selected to be part of B3's Corporate Sustainability Index (ISE) portfolio (Brasil, Bolsa, Balcão) - effective in 2023. Rede D'Or also obtained the best classification among all companies in Latin America in an evaluation carried out by the international consultancy S&P with focused on ESG indicators, and occupied the first regional place and the fourth position in the health sector in the global ranking. Also, we were recognized among the Best in ESG by Exame magazine. These results fill us with pride and show clearly to us that the path to drive our activities into sustainability is a continuous journey.

Strongly committed to social and cultural drivers, the company was one of the largest donors in the country throughout the Covid-19 pandemic, spending more than BRL 300 million to support the SUS (Sistema Único de Saúde) and during 2022 we also invested BRL 8 million in the cultural area via tax regulations incentives.

Another major point is the performance of the Instituto D'Or de Pesquisa e Ensino (IDOR), through which we contribute to the production of

knowledge, establish partnerships with universities, researching and teaching institutions in Brazil and abroad. And, at the same time, we invested in training and development of professionals among different areas of the health sector. It is another path to contribute to society and the country's health sector.

Good reading!

**Paulo Junqueira Moll**

CEO Rede D'Or



# Highlights 2022

**BRL 22,987.4 million**  
in net operating revenue



**71 thousand**  
employees



**87 thousand**  
accredited physicians

**BRL 5,303.0 million**  
of EBITDA

**9,469**  
operational beds and  
**11,487**  
total beds




**85%**  
Perceived Quality  
Satisfaction Index

**52.1 thousand**  
births per year



**BRL 1,262.3 million**  
in net profit, a 24.8% decrease  
compared to the previous year

**4.1 million**  
outpatient visits  
**2.7 million**  
patient-days

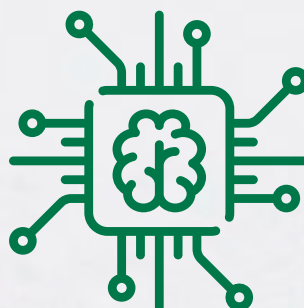
 **5.4 million**  
emergency calls

reduction of  
**4,345.59 MWh**  
in energy consumption  
with the implementation  
of automation systems

**35.59 MWm**  
of incentivized energy (renewable)  
contracted until 2026



**200 million**  
invested in  
Robot Park



**2.55 million**  
in innovation



# Main indicators



MANUFACTURED CAPITAL	2020	2021	2022
Own hospitals (unit)	52	64	69
Clinics (unit)	45 <sup>1</sup>	50	54
Laboratories (unit)	12	12	11
Operational Beds (unit)	7,393	8,946	9,469

1. Data recalculated in relation to the 2020 Sustainability Report. **GRI 2-4**



NATURAL CAPITAL	2020	2021	2022
Total waste generated (ton)	24,814	40,417	39,515
Total energy consumption (GJ)	925,863	1,129,627	1,187,432
Direct Emissions of Greenhouse Gases (GHG) - Scope 1 (ton. de CO <sub>2</sub> eq.)	77,011	108,388 <sup>1</sup>	64,785
Indirect GHG emissions - Scope 2 (ton. de CO <sub>2</sub> eq.)	16,253	35,612 <sup>1</sup>	12,535
Indirect GHG emissions - Scope 3 (ton. de CO <sub>2</sub> eq.)	13,883	30,272 <sup>1</sup>	33,448

1. Significant increase in emissions, especially in scope 1, motivated by the acquisition of new hospital units and the measurement of emissions from oncology clinics and analysis laboratories, not included in the inventories of the previous cycle.



HUMAN CAPITAL	2020	2021	2022
Hours of training per employee/year <sup>1</sup>	4.41	4.62	5.58
Frequency Rate of Accidents with leave	5.68	6.40	5.17
Frequency Rate of Accidents without leave	3.85	5.25	8.24
Jobs generated	9,033	21,592	18,983

1. Only training in EAD format



INTELLECTUAL CAPITAL	2020	2021	2022
Number of articles published	246	315	236
Number of potential partners mapped (Open D'Or)	1,178	1,576	1,801



SHARE CAPITAL AND RELATIONSHIP CAPITAL	2020	2021	2022
Social investment and sponsorship - Tax incentives (R\$ million)	5,023	14,322	12,531
Accredited hospitals (unit)	41	51	57
Customer Satisfaction Index	88%	88%	85%



FINANCIAL CAPITAL	2020	2021	2022
Net revenue (BRL million)	14,029.4	20,381.89	22,987.4
EBITDA (BRL MILLION)	2,481.8	4,897.0	5,303.0
EBITDA Margin (%)	17.7%	24.0%	23.1%
Net profit (BRL million)	459.4	1,677.7	1,262.3
Net debt (BRL million)	5,506.9	12,665.9	14,671.9
NET DEBT / EBITDA	2.2	2.6	2.8
Investments made (BRL million)	3,788.8	5,653.7	3,678.6



# Who we are

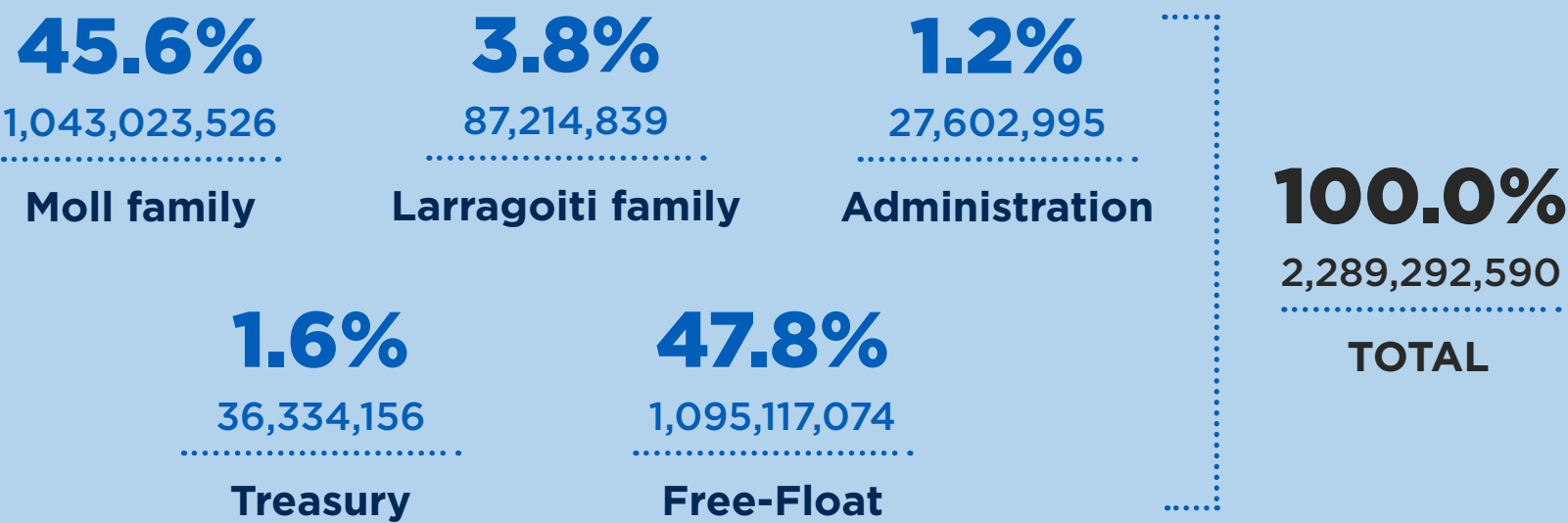
## Rede D'Or

GRI 2-1, 2-2, 2-6  
SASB HC-DY-000.A

Inaugurated in 1977, in Rio de Janeiro, Rede D'Or São Luiz S.A. (corporate name) is a publicly-held corporation with private capital, which is currently the largest integrated health care network in the country and part of the supplementary health sector. At the end of 2022, our structure consisted of 69 own hospitals in operation and another three managed; 54 oncology clinics; and 87,000 accredited physicians. With approximately 11,500 total beds, Rede D'Or performs 5.4 million emergency calls and 4.1 million outpatient visits, 469,000 surgeries and 52,100 births per year, registering 2.7 million of patient-days.

See in detail the activities of the Company in the [Reference Form](#) of Rede D'Or, and in our [By-Laws](#).

## Shareholding structure in 12/31/2022



## Mission, vision and values



### Mission

Provide highly-effective medical and hospital care, with qualified and motivated teams, respecting ethics and the individual 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 standards and socio-environmental responsibility.



### Values

Competence, credibility, sustainable development, humanization, integrity and respect.



# Our presence in Brazil

GRI 2-2, GRI 2-6

Rede D’Or operates in Brazil and is present in 12 states – Alagoas, Bahia, Ceará, Maranhão, Mato Grosso do Sul, Minas Gerais, Paraíba, Paraná, Pernambuco, Rio de Janeiro, São Paulo and Sergipe, in addition to the Federal District. The headquarters of the administrative center are located in São Paulo, in the State of São Paulo. Hospitals Santa Marina (MS), Arthur Ramos (AL), Santa Isabel (SP) and Aeroporto (BA) were incorporated into the D’or in 2022.

## Alagoas

1 Hospital

Hospital Memorial Arthur Ramos

## Bahia

5 Hospitals

Hospital Aliança  
Hospital Cardio Pulmonar  
Hospital São Rafael  
Hospital Santa Emília  
Hospital Aeroporto

## Ceará

1 Hospital

Hospital São Carlos

## Distrito Federal

4 Hospitals

Hospital Coração do Brasil  
Hospital Santa Helena  
Hospital Santa Luzia  
DF Star

## Maranhão

1 Hospital

UDI Hospital

## Mato Grosso do Sul

2 Hospitals

Proncor  
Santa Marina

## Minas Gerais

1 Hospital

Biocor

## Paraná

1 Hospital

Hospital Santa Cruz

## Paraíba

2 Hospitals

Hospital Nossa Senhora das Neves  
CLIM

## Pernambuco

4 Hospitals

Hospital Esperança Olinda  
Hospital Esperança Recife  
Hospital Memorial São José  
Hospital São Marcos

## Rio de Janeiro

21 Hospitals

Clínica São Vicente  
Hospital Badim  
Hospital Balbino  
Hospital Bangu  
Hospital Barra D’Or  
Hospital Caxias D’Or  
Hospital Copa D’Or  
Hospital Copa Star  
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 Mar  
Hospital Rios D’Or  
Hospital Samer  
Hostital Jutta Batista  
Perinatal Laranjeiras  
Perinatal Barra  
São Lucas Hospital de Clínicas Macaé



## São Paulo

25 Hospitals

Hospital Alpha Med  
Hospital América Mauá  
Hospital Aviccena  
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 Serra Mayor  
Hospital São Luiz Jabaquara  
Hospital São Luiz Morumbi  
Hospital Villa Lobos  
Hospital Vivalle  
IFOR  
Vila Nova Star  
Maternidade São Luiz Star

## Sergipe

1 Hospital

Hospital São Lucas



# Our service

One of our great differentials is the humanized service, supported by multidisciplinary and qualified teams and the adoption of modern technologies. We go beyond the search for the best assistance provided by our employees, and we place the patient at the center of attention.

Rede D'Or follows a series of technical quality parameters defined by its Assistance Practices Manual, built with the collaboration of more than 100 specialists. It is a guarantee that patients will find the same safety and efficiency in any unit.



Photo: Hermes Garcia

## Covid-19 treatment

The company’s hospitals were the first in Brazil, in 2022, to use the drug Evusheld, which prevents Covid-19. Studies prove that the drug, developed by AstraZeneca and approved in February by the National Health Surveillance Agency (Anvisa), to be effective in preventing all variants of the disease, including Omicron.



# Oncologia D'Or

## [D'Or Oncology]

Oncologia D'Or, a structure specialized in oncology care, has 54 units in ten states (Rio de Janeiro, São Paulo, Maranhão, Bahia, Pernambuco, Paraíba, Ceará, Sergipe, Alagoas and Paraná) and in the Federal District. In these units, more than 670 physicians and around 900 employees with different backgrounds are dedicated to the diagnosis and treatment of different types of solid tumors and hematological neoplasms, offering services of an international level.

In 2022, an average of 50,000 monthly consultations were performed, applying different antineoplastic treatments – chemotherapy, targeted therapy, immunotherapy, hormone therapy, radiotherapy, and bone marrow transplantation – in approximately 10,000 patients.

The integrated work of clinical oncologists and hematologists, pathologists and doctors from other specialties involved in cancer treatment in each of our hospitals is one of the differentials of Oncologia D'Or. This integrated work model provides faster diagnosis and greater efficiency in the design of treatment strategies. The integrated performance model is facilitated by daily multidisciplinary meetings (Tumor Board) for online discussion of

cases, gathering oncologists from all regions and, of course, Rede D'Or doctors involved in the care of cancer patients throughout Brazil. There are also weekly meetings in the different areas of oncology that bring together the main leaders of Oncologia D'Or, improving decision-making and facilitating the alignment of medical practices in our network.

The reinforcement of the Green Line project, carried out in 2021 and continued in 2022, promoted waiting-time reduction for oncological diagnoses and procedures, guiding the patient more efficiently, thus providing a better clinical outcome and improving the complete patient experience in Oncologia D'Or.

Another project widely worked on different fronts in the Oncology sector was the Oncogenetics. The project has a unique algorithm, which signals to the doctor in service during the Electronic Patient Record (EPR) fill up, when patients are eligible for a consultation with Oncologia D'Or's oncogeneticists. This oncogenetics movement is a solution to empower precision medicine within the company and deliver patients the possibility of anticipating possible health problems.



# Oncology pharmacies

Oncology pharmacies are essential to ensure the quality of antineoplastic therapies, helping to ensure greater safety, agility, and economy in the processes of drug preparation.

Throughout 2022, the pharmacy team implemented national inventory standardization processes, to optimize the process, reduce time and issuing prints, meanwhile create and implement a manual to standard inventory; system sanitation, with reduction and optimization of stock operations; and integration between the Clinical Pharmacy and Production Pharmacy teams, with periodic training in pharmacotechnics. There was also the implementation of processes in the HTML5 System and the standardization and implementation of the Risk Classification of Antineoplastics – all initiatives to elevate safety for the patient and enable risk reduction.

Furthermore, the implementation of the CH-12 device for handling bags with up to 100 ml of diluents optimized the complete infusion of the drug in the patient and provided a reduction in losses.

Finally, another process implemented in the pharmacy was the reuse of CADD infuser bags, aiming to reduce the new bags consumption and unnecessary discards, while optimizing sending new bags and reducing costs in pharmacy supplies.



# National Tumor Board

Oncologia D’Or holds daily multidisciplinary meetings (Tumor Board) to discuss cases of the main specialties, providing agility for the diagnosis and increase accuracy in the treatment strategies design.

# Events for patients

Oncologia D’Or also held monthly events to address the key-topics of patient’s interest. The “Encontros Oncologia D’Or” project in Rio de Janeiro continued, alternating online and face-to-face formats. In São Paulo, the initiative gathered professionals monthly until November, with the Bahia regional participating in special sessions, and an agenda already scheduled to take place monthly in 2023.

# Hybrid international symposiums

With the progress of Covid-19 vaccination and the flexibility of in-person events, in 2022 Oncologia D’Or held most of the medical meetings and its five scientific symposiums in a hybrid format, mixing presential and online. The following events were held: VII International Symposium on Hematology Oncologia D’Or, in May (Salvador); VII International Symposium of Uro-oncology Oncologia D’Or, in July (Brasília); VII International Symposium on Lung Cancer Oncologia D’Or, in August (Rio de Janeiro); IX International Symposium on Gastrointestinal Cancer Oncologia D’Or, in September (Rio de Janeiro); and VII International Symposium on Breast Cancer Oncologia D’Or, in October (São Paulo).

We had the participation of 212 national and internationally renowned speakers during the five meetings, which gathered approximately 2,300 participants (of which 1,500 via online access) to follow more than 71 hours of presentations and debates on the greatest advances in oncology. All the online content and extra unpublished materials were later available on an exclusive website to participants for further consultation.

# Sponsorship of medical-scientific events

In 2022, Oncologia D’Or supported a varied role of medical-scientific events organized by the Brazilian leadership at medical societies in the specialties of coloproctology, mastology, urology, and oncology.





# New units and certifications – Oncologia D’Or

In 2022, we opened Oncologia D’Or new units in different areas of the country. In Santo André, the Oncologia D’Or clinic reopened at a new address, next to the Rede D’Or Medical Center in the region. Oncologia D’Or Morumbi was inaugurated on the first floor of Centro Médico São Luiz, in the homonymous neighborhood in São Paulo.

Rede D’Or also acquired hospital units with Oncologia D’Or operations. They are:



Hospital Santa Isabel, in São Paulo



Hospital Memorial Arthur Ramos, in Alagoas



Hospital Nova Atibaia, in São Paulo

## D’Or Consultoria

Present in seven Brazilian states, D’Or Consultoria has the role of carrying out operational management, risk and health management, consultancy, market diagnosis and evaluation, marketing services and specialized communication.

### D’Or Consultoria Numbers

- + **BRL 4 billion** in premium
- + **3.4 thousand** customers
- + **BRL 2.3 million** in lives managed
- + **de 900** employees



# Awards, recognitions and presence in indexes and ratings in 2022



**Marcas dos Cariocas 2022 (O Globo/TroianoBranding):**

Winner in the Clinics and Hospitals category; in third place was Perinatal, a maternity unit that is also part of the company.



**Top Performer 2022 (Epimed Solutions):**

The certificate, intended for the best intensive care centers in the country, was awarded to [87 ICUs in the group](#).



**The Most Beloved of São Paulo (Veja São Paulo/MindMiners):**

Hospitals São Luiz de São Paulo were ranked third in the [Hospital](#) category.



**Best ESG Guide 2022 (Exame):**

Rede D'Or was among the best ESG companies in the [Health Sector and Health Services](#) category.



**Brazilian GHG Protocol Program (GHG Protocol):**

The group's corporate inventory of greenhouse gas (GHG) emissions was recognized with the [Gold Seal](#), the highest level of qualification.



**Carbon Disclosure Project (CDP):**

By publishing for the first time its information on changes in the 2022 [CDP](#) questionnaire, Rede D'Or obtained a "B" grade – a rating with direct impact over sustainability indices, such as the ISE B3.



**Corporate Sustainability Index (ISE-B3)**

The company was selected to be part of B3's [Corporate Sustainability Index](#) (ISE) portfolio in 2023.



**Carbon Efficient Index (ICO2-B3):**

The company joined B3's [Carbon Efficient Index](#) (ICO<sub>2</sub>) portfolio, which takes into account the degree of efficiency in controlling greenhouse gas (GHG) emissions.



**ESG Rating (S&P Global Ratings):**

The group won first place in Latin America and fourth place in the health sector in the ranking, which is based on environmental, social and public governance information from 180 companies worldwide, until December 2022. With this, Rede D'Or was included for the first time in the [S&P Global Sustainability Yearbook 2023](#), which brings together the world's leading companies based on their sustainable business practices in their sectors.



**MSCI ESG Ratings (Morgan Stanley):**

The rating was assigned to Rede D'Or for the 1st time in May 2021. In 2022, the BBB rating was reaffirmed. We are part of the Health Service Providers sector, which has 50 constituents. The [MSCI ESG Rating](#) seeks to measure companies' resilience to the long-term risks associated with ESG issues. Companies are rated per industries on a CCC-AAA scale.



**100 Most Influential in Health (Healthcare Management)**

The founder and chairman of the Board of Directors of Rede D'Or, Jorge Neval Moll Filho, was one of the winners in the Entrepreneur category. In addition, the group's President of Oncology, Paulo Hoff, was recognized in the Reference category, and engineering manager Robson Szigethy in the Space and Operations category.



**Great Place To Work Seal (GPTW):**

For the second year in roll, D'Or Consultoria has been recognized by the global consultancy as one of the best companies to work for.



**Top Performer:**

Certificate awarded by the [Brazilian Association of Intensive Care Medicine \(Amib\)](#) for the performance of the Rede D'Or intensive care units (ICUs).



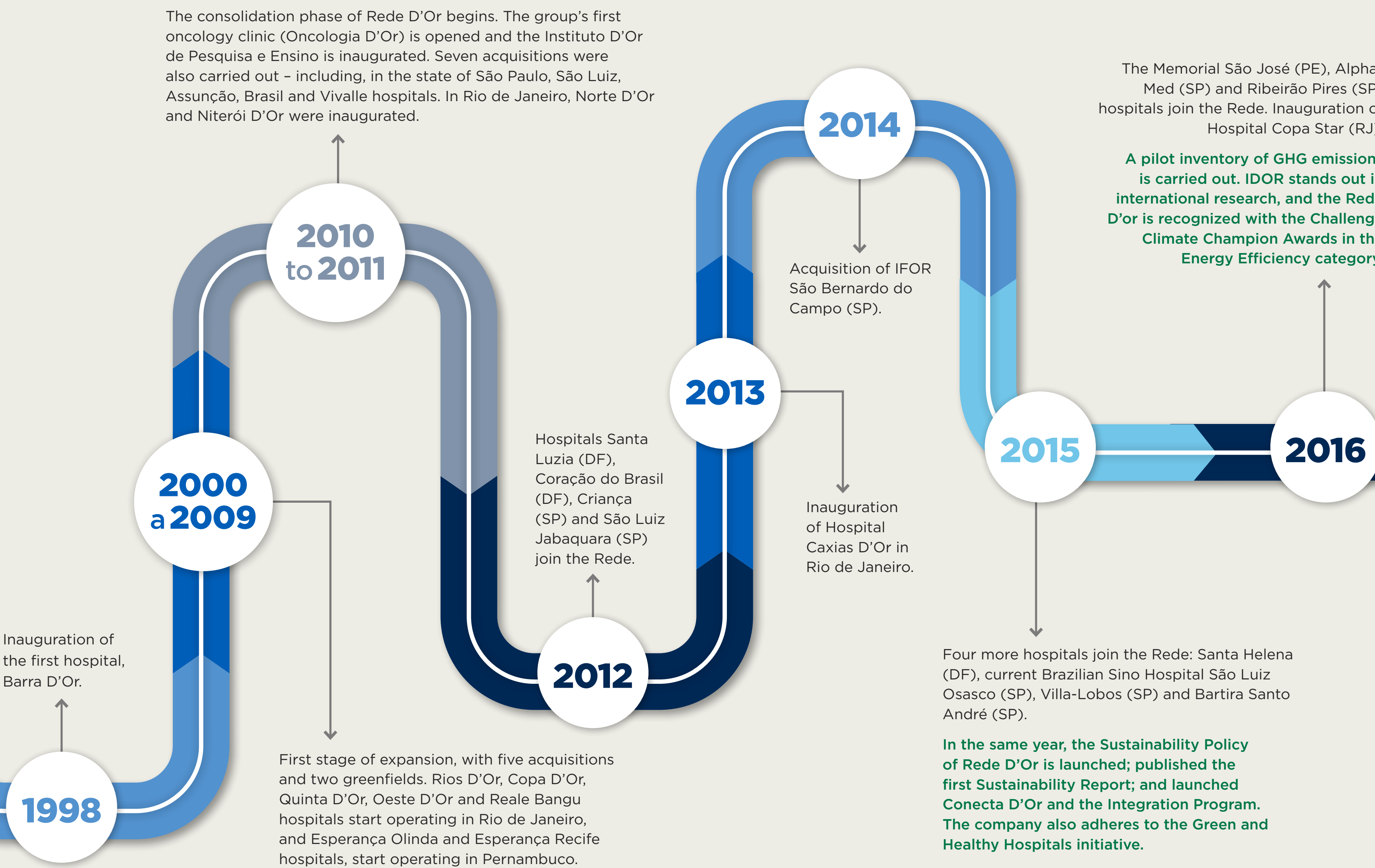
# Timeline

Founded in 1977 in Rio de Janeiro as Cardiolab, Rede D'Or is the largest integrated health care network in Brazil, with presence in the states of Alagoas, Bahia, Ceará, Maranhão, Mato Grosso do Sul, Minas Gerais, Paraíba, Paraná, Pernambuco, Rio de Janeiro, São Paulo, and Sergipe, in addition to the Federal District.:

1977

Foundation, with the first laboratory installed in Rio de Janeiro.









The D'or incorporates three more hospitals: UDI (MA), São Rafael (BA) and Samer (RJ), and acquires the Richet Laboratory (RJ).

**Creation of Open D'Or, expansion of Rede D'Or hospitals to the Healthy Hospitals Project and GHG emission inventory.**

2017

At the same time that Hospital São Luiz inaugurates a unit in São Caetano do Sul (SP), the group acquires Hospital e Clínica São Vicente (RJ).

**Rede D'Or establishes its Environmental Policy and creates the Sustainability Commission. The GHG emissions pilot inventory is expanded, and IDOR's Research and Education program launched.**

2018

Rede D'Or performs its first initial public offering (IPO) – thus becoming a publicly traded company with shares traded on B3 – the Brazilian stock exchange. In the same year, Glória D'Or (RJ) is inaugurated. The group's acquisitions include the Perinatal Barra and Laranjeiras hospitals (RJ); Santa Cruz (PR), Aliança (BA), São Lucas Macaé (RJ) and São Carlos (CE).

**In the same year, Rede D'Or joined a serie of key-initiatives in sustainability stewardship: membership at Pacto Global (UN), ao GHG Protocol, ao Ethical Principles in Health Care (Epihc), and joining the Ethos Institute and the Green Kitchen. It also carries out an inventory of GHG emissions with third party verification, obtains external assurance from the Global Reporting Initiative (GRI) and, in response to the Covid-19 pandemic, structures its Employee Support Center (CAC) and officializes remote work model (home office). The D'or is recognized with the Sustainable Attitude and Challenge Climate Champion Awards in the Renewable Energies category.**

2019

Two new greenfields come into operation: Vila Nova Star and DF Star (DF), and São Lucas (SE), Aviccena (SP), Rio Mar (RJ), and Cardio Pulmonar (BA) hospitals are acquired and pediatric hospital Jutta Batista (RJ).

**The Trainee Program is launched. Adherence to the Free Energy Market. The D'or launches the environmental KPIs system and produces another inventory of GHG emissions.**

2020



2021

Rede D'Or enters the states of Minas Gerais, Paraíba and Mato Grosso do Sul, with the acquisition of hospitals: Biocor (MG), Nossa Senhora das Neves (PB), and Proncor (MS). Other acquisitions were also made: Antonio Afonso (SP), Guaianases - atual Central Leste (SP), Balbino (RJ), América (SP), Serra Mayor (SP), Santa Emília (BA), Orthoservice (SP), e Novo Atibaia (SP).

**The ESG agenda advances even further at Rede D'Or with the establishment of Human Rights, Climate Change and Social Responsibility policies. External assurance of the sustainability report is again obtained and a new inventory of GHG emissions is made with external verification. In addition, the Rede adheres to the Race to Zero initiative, launches the RH Digital application and the Se Cuida com a Rede program. The Diversity and Inclusion program is publicized, and the pilot evaluation of the ESG initiative for Suppliers also launched.**

2022

Rede D'Or incorporates SulAmérica, in an operation that receives approval from the National Health Agency (ANS) in December. Hospitals Santa Marina (MS), Arthur Ramos (AL), Santa Isabel (SP) and Aeroporto (BA) also joined the Rede. In addition to the inauguration of the greenfield Hospital Maternidade São Luiz Star

**The ESG Strategic Planning, the CDP Report and the first ESG Assessment for Suppliers are carried out. The Health, Safety and Environment Policy and the Academia Rede D'Or and Cuidando das Emoções programs are launched. A partnership with Instituto Proa is signed, and the Company reaches a total of 41 hospitals in the Free Energy Market. Inclusion in Exame magazine's Guia Melhores do ESG, in the ISE B3 2022/2023 portfolio and ICO<sub>2</sub> B3 (Carbon Efficient Index).**



# Business model

## Industry scenario

Despite experiencing a decrease in the number of hospitalized patients due to the spread of Covid-19, the year 2022 still bore the marks of the befallen crisis over the Brazilian hospital sector since before the emergence of SARS-CoV-2. According to the Scenario of Hospitals in Brazil study: 2021-2022 ([available here](#)), prepared by the Brazilian Federation of Hospitals (FBH) and the National Health Confederation (CNSaúde), a downward trend was already detected in the number of hospital establishments in the private network – a situation that only became more acute at the heights of the pandemic. However, in 2021 a recovery was already in sight, with the opening of new hospitals (to around 4,500) and the increase in the volume of available beds (264,000).

At the same time, while the resumption has taken place in the private network at hospital sector, data from the National Supplementary Health Agency (ANS) showed large medical assistance operators had been accumulating negative results; a remaining reflection of the pandemic acute phase, when the segment became highly pressured by the rising care costs and, subsequently, by the increase in the search for

medical procedures dammed up during the last two years.

At the same time, the Brazilian economic scenario in 2022 continued to present challenges, despite the gradual resumption of economic activities once impacted by Covid-19. Gross Domestic Product (GDP) growth rates showed initial recovery, closing the year with an increase of 2.9%; inflation was above the target of 4.75% set by the Central Bank – even though its reduced in the last months of the year, due to the drop in fuel prices; IPCA for the year was 5.79%. The basic Selic interest rate was 13.75% at the end of the year. This scenario deeply impacted the population’s purchasing power, reflecting at the provision of health services, as well as the maintenance or contracting of plans.

## Rede D’Or activities

In face of this scenario, Rede D’Or was able to participate positively in the recovery process of the Brazilian hospital sector, intensifying its expansion process – incorporating new hospitals into the D’or or opening new units.

This achievement was only possible due to the three pillars guided business

model and permeate all our activities, always in alignment with our vision, mission and values. Those pillars are: financial sustainability, perceived quality and technical quality. In this way, we are able to offer a humanized service, with a high-quality and safer standard, that

incorporates the latest technologies, according to the most up-to-date medical evidence.

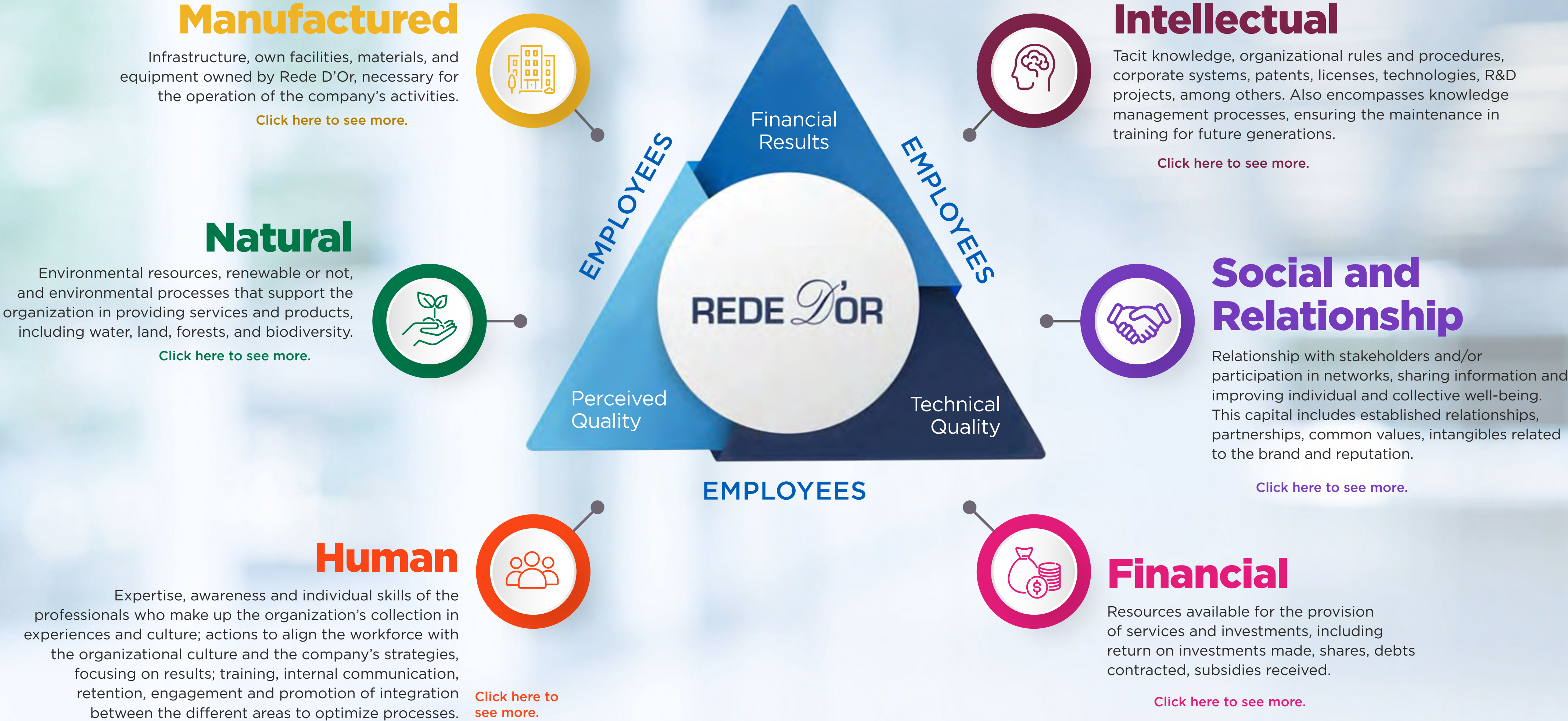
This way of acting is present throughout our network and relies as one of its main commitments: to peruse the

highest standards of ethics and integrity in care practices, in relationships between different audiences, and the commercial stewardship.





# Value Generation Model





# Generation of shared value

We are fully aware of the impact we generate through our activities. This might be seen not only in the promotion of health to our patients, and in the opening of jobs for professionals, but also in the health and support areas or in the financial results, and at every building hospitals. These have the effect of promoting the development of the areas where they are installed, creating income for the local population. Furthermore, we contribute to the country's health sector through research carried out by the Instituto D'Or (IDOR), and we collect taxes and contributions for the public authorities.

Based on value generation for different audiences, we continue to invest in working with our employees, partners and society in general, always guided by transparency and excellence, high level of performance and commitment to sustainability.





# Commitments to sustainability

GRI 2-23



Rede D’Or maintains continuous efforts to adopt best practices related to the of sustainability stewardship. The soundness of our strategy is the result of continuous progress on this journey, also corroborated by the main recognitions and assessment tools for corporate sustainability. In 2022, we achieved our inclusion in B3’s Corporate Sustainability Index (ISE) portfolio, effective from January to April 2023. This is a historic milestone for the group, which is now part of the Novo Mercado, a segment that lists companies with the highest level of transparency and corporate governance.

This achievement ratifies our commitment to sustainability management and our journey designed within efficient and successful. The key-factor for joining the ISE was the disclosure of our strategic information on climate change in the 2022 questionnaire of the Carbon Disclosure Project (CPD). Over the 15 companies in the health sector eligible to participate in the ISE in the period of 2022 and 2023, only seven responded to the CDP. Of these, three companies achieved a score above the required average (“C”). Rede D’Or obtained a “B” grade.

Since 2020, Rede D’Or has been committed to the principles of the United Nations (UN) Global Compact. We also joined the 2030 Agenda, comprehending 17 Sustainable Development Goals (SDGs). Based on a Materiality Matrix, established in 2020 and updated in 2022, we defined the priority SDGs for our work. We are currently committed to contributing directly to five of the SDGs: health and well-being; quality education; gender equality; decent work and economic growth; and action against global climate change. Indirectly, we also support and collaborate to achieve all the SDGs. Due to the materiality review in 2022, in 2023 we will update the SDG Program and, as consequence, also analyse its prioritization. In 2022, we developed the SDG D’Or Program to explain our commitment to the SDGs, gathering stakeholders even closer, and present our goals within the five priority objectives. This program has been approved by senior management.

**The following are our goals<sup>1</sup>:**





GOAL:  
**Achieve the NPS zone of excellence performing in all hospitals by 2030<sup>2</sup>**

FOLLOW-UP:  
Em 2021, tivemos 8 hospitais na zona In 2021, 8 hospitals were in the excellence zone, 41 in the quality zone, and 6 in the improvement zone, which consolidated 64 points, corresponding to the quality zone; in 2022, there was a reduction of consolidated down to 56 points, remaining in the quality zone. The challenge is to develop hospitals in the quality zone into the excellence. Currently, to optimize and reach the goal, the projects and actions are focused in the units at the quality and improvement zones, as maintaining the permanence of those who already achieved the excellence zone.



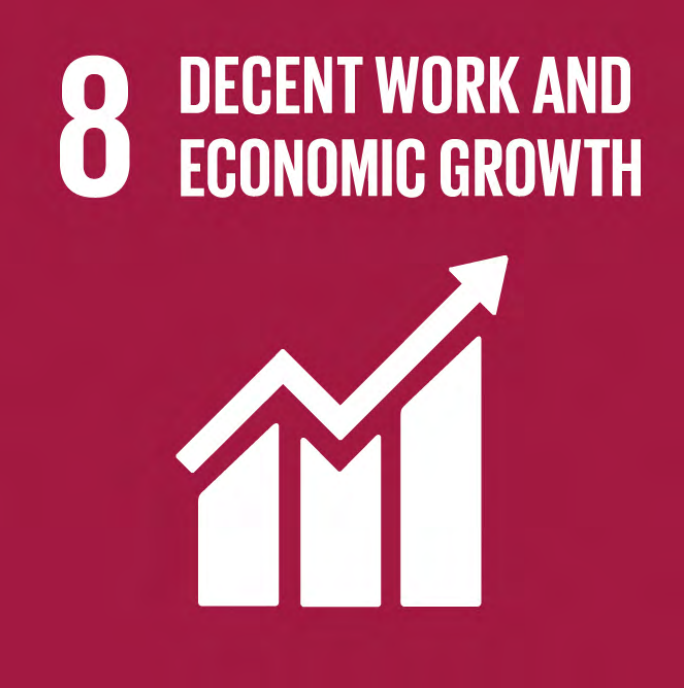
GOAL:  
**Restructure the organization of knowledge management content at Academia Rede D'Or by December 2022.**

FOLLOW-UP:  
The goal has been completed. We prepared institutional material and Academia Rede D'Or is now available.



GOAL:  
**Ensure that 50% of leadership positions (supervisors/ coordinators/ managers/ directors) are held by women by December 2025.**

FOLLOW-UP:  
The goal is in progress, with execution rate at 66%. We are currently tracking the indicator to assess the number of women in leadership positions.



GOAL:  
**Launch the diversity and inclusion program by December 2024.**

FOLLOW-UP:  
The goal has been initiated, currently in the initial phase. We are also preparing an action plan, mapping all the initiatives that will contribute to the launch of the program.



GOAL:  
**Reduce GHG relative emissions (intensity) by 36% by 2030<sup>2,3</sup>**

FOLLOW-UP:  
monitoring phase. We intend to publish compliance in the next report.

<sup>1</sup> The goals of the SDG Program are under review by the responsible areas. Is planned to be published, in its entirety, in the next report;  
<sup>2</sup> Target results are being monitored. Publication in the next report is planned;  
<sup>3</sup> SDG 13: compared to the base year of 2020.



The commitments undertaken by Rede D’Or guided our Sustainability Policy, addressing management efficiency and the balance of economic, social, environmental and governance aspects. The headlines are audits the biannual audits for hospitals and annually audits for clinics and laboratories, projects and reforms on demand, training of assistance and operational teams, standardization, technical consultancy, and standardization of procedures.

A constant evolution trajectory allowed us to achieve the corporate sustainability goals throughout the year, reinforcing the company’s collaboration with the health sector.

Since 2015, when Rede D’Or accelerated the implementation of its commitment in environmental, social and governance (ESG) criteria, a series of policies have been implemented to orient responsible governance (for more informations, accesse our [site](#)). Following: Climate Change Policy; Sustainability Policy; Human Rights Policy; Corporate Social Responsibility Policy; Health, Safety and Environment Policy; Quality policy; Risk Management Policy; and Corporate Anti-Corruption Policy. Furthermore, we have an Ethics Program and reporting channels.

Policies and programs are approved by members of the Executive Board

and the Board of Directors, and then largely publicized to our stakeholders through notices, press releases and sustainability reports.

In 2022, the evolution of sustainable management was reinforced by the creation of the Sustainable Procurement area, responsible for:

GRI 308-1, 308-2, 414-1, 414-2

- Publish reports and indicators on suppliers ESG evaluation;
- Select strategic suppliers for evaluation;
- Define the objective and scope for sustainable supplier assessments;
- Apply or to ensure application of supplier ESG assessments;
- Collect applicable documents and evidence for the evaluations;
- Develop action plan to address compliance and solve non-conforming items at supply chain;
- Provide technical guidance for suppliers in assessments and action plans;
- Support the Technical Standards areas with technical orientation;
- Monitor and engage supplier to implement the action plan;
- Hire and manage consulting services for supplier ESG assessment;
- Validate third parties analyzes and audits;

- Train and qualify suppliers to adhere into sustainable practices;
- Evaluate proposals for partnership projects;
- Activate strategic areas to implement the projects in partnership;
- Create and monitor the development plan for partnerships;
- Reward the best sustainable practices in supply chain;
- Develop, if applicable, the management of the external consultancy responsible for ESG assessment processes, ensuring compliance within criteria and monitoring of reports.

The health sector is one of the biggest responsible for greenhouse gases emissions, and its decarbonization is a complex process that involves all actors in the supply chain, construction sector, and service provision. Therefore, all systems, hospitals and health units can contribute locally to climate governance based on their sustainability agendas.

As a healthcare company, we recognize the impacts of our activities on the environment. Aware of our role in the health sector, we adopted a series of processes, mentioned throughout this report, in order to mitigate potential negative effects, and to fulfill the requirements of the Global Reporting Initiative (GRI).

Participation in associations

GRI 2-28

In addition to active participation in the National Association of Private Hospitals ([Anahp](#)), in which the CEO of Rede D’Or serves on the Board of Directors, we voluntarily committed into sectorial initiatives, as the [UN Global Compact](#), the Ethical Principles of the World Bank ([Epihc](#)), the [Global Green and Healthy Hospitals Network](#) (since 2015), the [Ethos Institute](#) and [Green Kitchen](#).

These initiatives include our Energy and Water Efficiency programs, Health Services Waste Management, Building Automation Systems, and the adoption of sustainability criteria in projects and actions with our stakeholders. Additionally, it is our practice to develop the greenhouse gas emissions inventory in our business units, including hospitals, oncology clinics and laboratories. Regarding the waste produced at new facility or renovations, we stipulated in contracts the supplier’s obligation to comply with the Civil Construction Waste Management Plan (PGRCC).

Since 2015, Rede D’Or has been part of the non-governmental organization Healthy Hospitals (PHS). As an institutional representative, the company is committed to PHS’s objectives, such as to incentivate

research and development; use of cleaner and safer technologies; promotion of efficient, fair and ethical management of resources and operations; and defense of public policies to promote environmental public health. This year, 20 D’Or units in a universe of 48 participants were awarded for the Energy Challenge project at the Healthy Hospitals seminar.



# Incorporating commitments into our management

GRI 2-24

Operating in different regions and cultures brings a complexity into our business, and also challenge us to translate our organizational culture and established commitments to the thousands of employees (we are more than 71 thousand people).

We desire to build an organizational culture to Rede D’Or workforce guided by our vision: to be a reference in hospital management and the provision of medical services, based on the highest technical standards and socio-environmental responsibility. Therefore, the Human Resources team works supporting the business areas throughout the constant search for operational efficiency and the evolution in training strategic successors to enable the company’s growth, and to continue the pursuit of excellence at Rede D’Or in employee’s journey.

As a starting point, we encourage employees to follow the company’s values, expressed in the Code of Ethical Conduct. The compliance area also has played a key role in the process, committed into disseminate the company’s values to all stakeholders. More than 90% of the Rede D’Or employees, including the newly integrated units, were trained on the Code of Conduct.

We also invest in organizational skills, by training and developing the essential skills and abilities of employees. The Academia Rede D’Or has an important role on it (see more in the [Trainings](#) chapter).

In addition, all third party contracts contain clauses on ethical aspects expressing to Rede’s commitment. Supplier selection and addition processes are also guided by the company’s ESG policies and requirements.





# About the Report (Materiality)

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

The Sustainability Report of Rede D’Or 2022 refers to the period from January 1st to December 31st, 2022. Its scope covers the group operations, the same ones contemplated in the company’s annual Financial Statements, and presented in the illustrative map of “[Our presence in Brazil](#)” section. Some socio-environmental information may not cover all units due to absence of indicators or impossibility of monitoring. Explanatory notes in tables, graphs and texts were underlined for these situations.

Published annually, the report highlights strategies, objectives, targets, indicators, management processes and actions taken not only related to the company’s commitment to sustainability, but also to operational excellence and a focus on results.

The content was prepared in accordance with the guidelines of the [Global Reporting Initiative](#) (GRI) in its 2021 version. In addition, presents elements of the [International Framework for](#)

[Integrated Reporting](#) (IIRC), proposed by the Value Reporting Foundation and meets the disclosure and metrics topics of the [Sustainability Accounting Standards Board](#) (SASB) for the Health Care Delivery segment.

For the first time, we also present the [Task Force on Climate Related Financial Disclosures](#) (TCFD) recommendations in the TCFD Annex, for which we intend to formalize our support by 2025.

Performance data are also correlated with the [Sustainable Development Goals](#) (SDGs) of the United Nations (UN).

The Financial Statements (DF), which consolidate the group’s information, follow the guidelines issued by the Accounting Pronouncements Committee (CPC) 21(R1) and the international standard IAS 34 - Interim Financial Reporting, and by the International Accounting Standards Board (IASB), being audited by Ernst & Young (EY). The DF period covers the period from January 1st to December 31st, 2022.

The information presented in this report was verified internally, with the consent of Senior Management, and underwent verification by a third party: DNV Business Assurance Assessments and Certifications Brasil Ltda., an independent verifier with no commercial relationship with Rede D’Or ([see Assurance Statement](#)). The external verification process consisted of limited assurance of non-financial reporting, with quantitative and qualitative contents being verified on a sample basis, based on the GRI and SASB standards (88 and 9 reported indicators, respectively), with the limitations as pointed in the report audit prepared by the third party.

More information about this report can be obtained by contacting the Sustainability area by email [sustentabilidade@rededor.com.br](mailto:sustentabilidade@rededor.com.br).

## Definition of material topics

GRI 2-14, 2-29, 3-1

The guiding principle of the Sustainability Report is based on Rede D’Or’s business model understanding and mapped its most significant impacts on the economy, the environment, and people. Thus, it is possible to define the material topics considered in the analysis of the company’s strategy, in risks and opportunities mapping, and in the definition of the prior actions for development. These same topics are used as a parameter to select the GRI standard content reported in this document.

In 2022, we reassessed the material topics presented in 2020, not only as a good practice, but also for fully compliance within the GRI 2021 standards. Thus, the materiality methodology was based on the “GRI 3: Material Themes 2021”, and as an important clarification also in 2022 we elaborate the “Matrix of Materiality” as an internal study to support this process. The construction process and the results obtained were taken for consideration and approval with Senior Management.



# Definition of material topics

GRI 2-14, 2-29, 3-1

Considering an integrated process, thinking about the business in a systemic way, the mapping of the company's impacts, in accordance with the GRI standards, promotes the discussion of risks and opportunities for the company. The way in which impacts are addressed will be presented throughout the Sustainability Report, when topics associated with impacts are addressed, with their management policies, actions taken, goals and monitoring metrics. The detailed stages of the materiality process can be found in the Materiality Report.





# Descrição dos novos temas materiais GRI 3-2

Material theme	Description
Economic Performance	The economic performance of Rede D’Or contributes to generate shared value, through return to shareholders and by stimulating the economy with the acquisition of materials, inputs, generation of direct and indirect jobs, payment of taxes and development of suppliers.
R&D, Innovation and Knowledge Dissemination	Scientific research supports health organizations in the development of new treatments that improve the condition of human life. The Instituto de Pesquisa e Ensino (IDOR) plays a fundamental role not only in research and innovation, but also in training professionals in the health area and disseminating knowledge. Rede D’Or’s operations are based on an increasing use of digital customer service technologies.
Integrity, Risk and Anti-Corruption	The adoption of measures to combat failures in ethical conduct or non-compliance with laws and regulations must permeate relationships, management and data protection, generating trust, transparency and preventing the occurrence of fraud in the health system. In parallel, the Integrity Program establishes mechanisms used to prevent, detect, and combat corruption, bribery, and fraud in competitions. Risk management reinforces the organization’s lines of defense by mitigating the various risks and enhance opportunities.
Energy	Energy consumption in hospitals has direct connection to lighting operation, air conditioning, heating, water pumping, elevators, and medical equipment. The efficient use of energy and the pursuit of autonomy are practices at Rede D’Or to minimize the energy impact on its processes.
Water and Effluents	Water consumption is a key-component for the hospital services provision. The water management use includes the control, reuse and rainwater use, impacting in cost reduction, the impact reduce and in the generation of effluents.
Waste	Waste management involves aspects from the generation, segregation, packaging, collection, storage, recycling, treatment to the final disposal, as well as public health and the environment protection.

Material theme	Description
Health and Safety	Performance in this pillar encompasses health promotion, occupational health and safety for direct and indirect employees, and accidents and incidents prevention. Taking care of people, mitigating safety risks and absenteeism are key initiatives for persuing excellence levels, and the purpose of the business.
Prevention and Health Promotion	Health prevention and promotion covers the continues management of diseases, supported by facilities and necessary knowledge to identify and carry out early intervention in new pathologies. Thus involves accurate and short time diagnoses, resulting in appropriated treatment and a reduction in the hospitalizations and readmissions of patients rates.
Patient Experience	The patient experience gathers interactions that influence patient perception, and also encompass patient health and safety, quality (technical and perceived) of services provided, clinical outcome, and the patient ultimate satisfaction.
Climate Change	Greenhouse gas emissions are the key-cause for climate change, and the healthcare sector is one of the biggest greenhouse gases contributors in the world. Rede D’Or promotes the natural/energy resources endowment through the adoption of sustainable and healthier construction, and the use of telemedicine.
Socioeconomic Impact	Rede D’Or generates value through the local community development surrounding our hospitals, private social investment, and through continues work to inform the community about health and sanitary issues in general.
Human rights	Based on Human Rights respect, the agenda embraces the labor rights of our employees and third parties workers, the development, attraction and retention of talent, the promotion of a healthy, diverse, inclusive and stimulating environment, with qualified and motivated teams, and the respect of ethics and individual in their social and environmental context.

**Materiality Report**  
For more details on Rede D’Or materiality topics definition process, visit our, [website](#).



# Management of Material Issues

GRI 3-3

In the table below we present a correlation between the material topics, the GRI Standards content, and the assets promoting value generation to the interested parties. Our business impacts are described in the Rede D’Or Value Generation Model, on page 43. Actions to prevent and mitigate negative impacts, as well as practices to promote positive impacts, are also described throughout this Report, in the indicated chapters.

MATERIAL THEME	RELATED CAPITAL	GRI CONTENT	CORRELATED INDICATORS	ADDRESSING IMPACTS AND CONTROLS (CONSULTATION CHAPTER)	POLICIES OR COMMITMENTS
Economic Performance	Financial <div></div>	GRI 201: Economic Performance 2016	201-1 to 201-4	<a href="#">Financial management and shared value</a>	<a href="#">Sustainability Policy</a>
R&D, Innovation and Knowledge Dissemination	Human <div></div> Intellectual <div></div>	GRI 404: Training and Education 2016	404-1 to 404-3	<a href="#">Our Human Capital: Attention to employees</a>	
Integrity, Risk and Anti-Corruption	Social and Relationship <div></div>	GRI 205: Fighting Corruption 2016 GRI 418: Customer Privacy 2016	205-1 to 205-3 418-1	<a href="#">Ethics and compliance</a>	<a href="#">Code of ethics</a> <a href="#">Risk Policy</a> <a href="#">Corporate Anti-Corruption Policy</a> <a href="#">Privacy Policy</a>
Energy	Natural <div></div>	GRI 302: Energy 2016	302-1 to 302-5	<a href="#">Environment: Energy consumption</a>	<a href="#">Health, Safety and Environment Policy</a>
Water and Effluents	Natural <div></div>	GRI 303: Water and effluents 2018	303-1 to 303-5	<a href="#">Environment: Water and effluent management</a>	<a href="#">Health, Safety and Environment Policy</a>
Waste	Natural <div></div>	GRI 306: Waste 2020	306-1 to 306-5	<a href="#">Environment: Waste management</a>	<a href="#">Health, Safety and Environment Policy</a>
Health and Safety	Human <div></div>	GRI 403: Occupational Health and Safety 2018	403-1 to 403-10	<a href="#">Our Human Capital: Occupational health and safety</a>	<a href="#">Health, Safety and Environment Policy</a>
Health Prevention and Promotion	Social and Relationship <div></div>	GRI 416: Customer Health and Safety 2016	416-1 to 416-2	<a href="#">Management model</a>	<a href="#">Quality policy</a>
Patient Experience	Manufactured <div></div> Social and Relationship <div></div>	IN	IN	<a href="#">Management model</a>	<a href="#">Quality policy</a>
Climate Change	Natural <div></div>	GRI 305: Emissions 2016	305-1 to 305-7	<a href="#">Environment: Climate changes</a>	<a href="#">Climate Change Policy</a>
Socioeconomic Impact	Manufactured <div></div> Social and Relationship <div></div>	GRI 203: Indirect Economic Impacts 2016 GRI 413: Local Communities 2016	203-1 and 203-2 413-1 and 413-2	<a href="#">Socioeconomic impacts</a>	<a href="#">Corporate Social Responsibility Policy</a>
Human rights	Human <div></div> Social and Relationship <div></div>	GRI 401: Employment 2016 GRI 405: Diversity and Equal Opportunities 2016 GRI 406: Non-Discrimination 2016 GRI 410: Security Practices 2016	401-1 to 401-3 405-1 and 405-2 406-1 410-1	<a href="#">Our Human Capital: Attention to employees</a>	<a href="#">Human Rights Policy</a>



# Governance

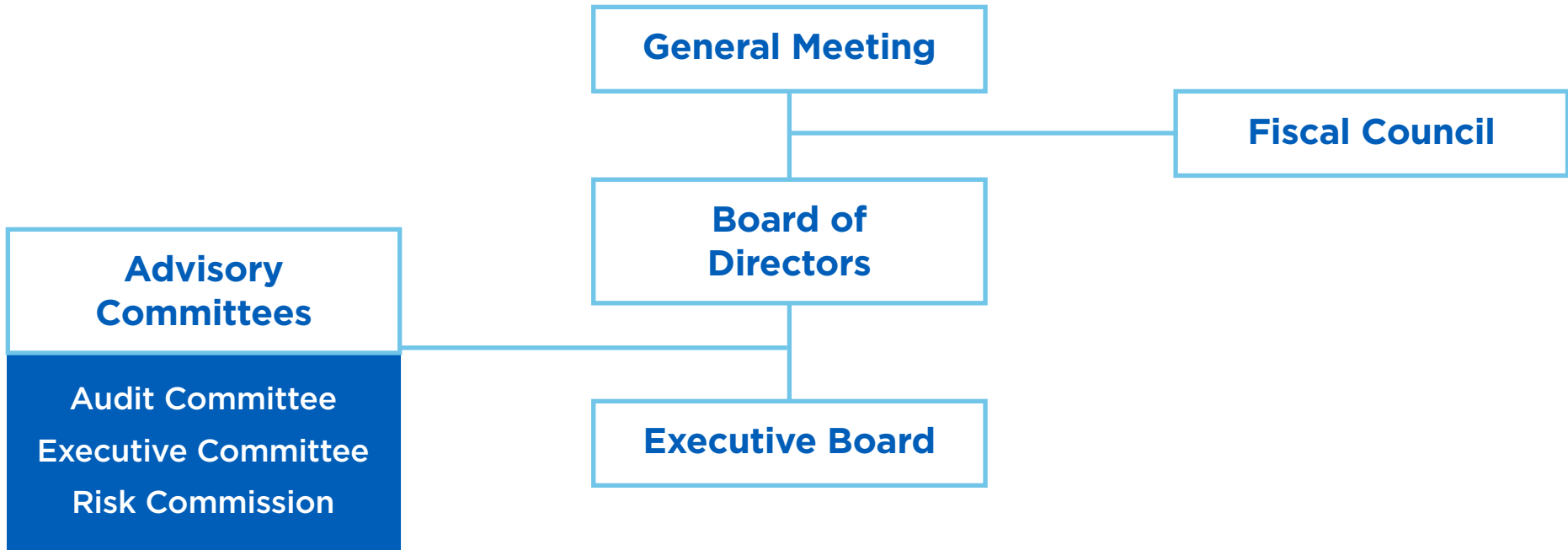
## Governance structure

GRI 2-9

The Board of Directors and the Executive Board are the two main components of the governance structure of Rede D’Or: the first is responsible for preparing and for approving the guidelines that orientates our activities, and the second is responsible for implementing and managing the economic, environmental and social aspects of our activities.

For continuous improvement in the decision-making process, both the Board of Directors and the Executive Board are advised by supporting

collegiate bodies – the Corporate Risks Commission, the Executive Committee and the Statutory Audit Committee. In addition, the Company’s guidelines are oriented by a group of policies, constantly updated; among them are the guides for environmental, social and governance criterias at our activities. Read more about the members of the Board of Directors, Executive Board, Audit Committee and Fiscal Council, and their respective functions on our [Investor Relations](#) website.



## Corporate policy update

Seeking the constant evolution of our governance in 2022, six regulations were updated and/or came into effect. Here, follows the list:

- **Engagement Policy with Stakeholders:** It governs the relationship among our stakeholders; [\[GRI 2-29\]](#)
- **Internal Regulations of the Fiscal Council:** Establishes the operation norms for the Fiscal Council;
- **Securities Issued Trading Policy:** Defines the procedures and criteria to be adopted in the transactions issued by us, in order to avoid the inappropriate use of relevant company information;
- **Code of Conduct:** Practical guide which uphold our ethical and conduct standards, and to orient employees, suppliers, service providers, customers, shareholders and other people or entities we negotiate with;
- **Relevant Fact Disclosure Policy:** Provide the guidelines and proper procedures for disclosing our Relevant Acts or Facts; and
- **Health, Safety and Environment Policy:** Contains guidelines for commitment to prevent or mitigate negative impacts on health and safety, and the environment in our activities.





## General Shareholders’ Meeting

Held on an ordinary basis in the first four months of each fiscal year, and on an extraordinary basis whenever necessary, the General Shareholders’ Meeting is the group responsible for take the management’s accounts, examine, discusse and votie on the financial statements, electing or removing members of the Board of Directors and the Fiscal Council, approving the compensation of managers and amend its Bylaws, among other attributions. As a rule, it is presided over by the Chairman of the Board of Directors or by a person designated by him in writing or during the General Meeting itself.

The last meeting, held in April 2022, addressed, among other matters, the incorporation of Hospital Santa Helena and the election of the members of the Board of Directors.

## Administrative Council

GRI 2-11

Our Board of Directors is responsible for establishing the business strategy, overseeing the fulfillment of goals and management decisions, and monitoring the performance of Rede D’Or. Following the guidelines of our Bylaws, its members are elected by the shareholders at the General Meeting for two-year terms, with the possibility of re-election. The activities of this body are governed by an [Internal Regulation](#). The Chairman of the Board of Directors is not part of the Executive Board.

The Company’s Board of Directors was elected at the 2022 Annual General Meeting<sup>1</sup>

### Composition on 12.31.2022:

**Jorge Neval Moll Filho**, chairman of the Board of Directors (alternate: Jorge Neval Moll Neto);

**Heráclito de Brito Gomes Junior**, vice president 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); and

**William H. McMullan**, independent member of the Board of Directors (Alternate: Joseph Zhi Bress).

1. The independence criterion used for directors is described in Annex K of CVM Resolution No. 80 and in the Novo Mercado regulation

## Executive Board

Responsible for administering and managing our business based on the guidelines of the Board of Directors or the decisions of the General Meeting, it has attributions designated by the Bylaws of Rede D’Or. Currently have eight members, with a three yeats mandate, and allowing re-election.

### Composition on 12.31.2022:

**Paulo Junqueira Moll**, CEO;

**Otávio de Garcia Lazcano**, CFO and Investor Relations Officer;

**Mauricio da Silva Lopes**, director;

**Mauro Teixeira Sampaio**, director;

**Rodrigo Gavina da Cruz**, director;

**Leandro Reis Tavares**, director;

**Jamil Muanis Neto**, director; and

**Raquel Reis Corrêa Giglio**, director.

## Fiscal Council

It works on a non-permanent basis and is composed of three effective members and an equal number of alternates. Its attributions are those defined under the terms of article 163 of the Brazilian Corporate Law, such as overseeing the acts of managers and verifying compliance with their legal and statutory duties, giving an opinion on the annual management report and on the proposals of the management bodies to be submitted to the General Meeting, related to changes in the capital stock, issuance of debentures or subscription warrants, investment plans or capital budgets, distribution of dividends, transformation, incorporation, merger or spin-off, examining the Company’s financial statements and other.

### Composition on 12.31.2022:

**Mauro Moreira**, president of the Fiscal Board;

**Emanuel Sotelino Schifferle**, member of the Fiscal Board;

**Rogério da Silva Ribeiro**, member of the Fiscal Board.



Advisory Committees

These committee support the Board of Directors and the Executive Board through the evaluation of relevant topics for Rede D’Or. They also provide analysis and relevant information to support the decision-making process, including reporting on the social, economic and environmental impacts arise from our activities.

Statutory Audit Committee

It is the body responsible for monitoring the quality and integrity of our internal control mechanisms and the Company’s accounting and financial information, in addition to reviewing and supervising the activities of the Company’s external auditors. Therefore, this committee is responsible for overseeing the activities of the Company’s financial statement preparation area, monitoring the quality and integrity of non-accounting information and measurements that add elements not foreseen in the structure of the usual financial statements reports. It comprises a minimum of three and a maximum of five members, chosen by the Board of Directors, to whom it reports directly, and has its own internal regulations.

Composition on 12.31.2022:

- Boris Jaime Lerner**, Committee coordinator;
- Robson da Silva Garcia**, member of the Committee;
- Wolfgang Stephan Schwerdtle**, member of the Committee.

Executive committee

Formed by members of our management, it works to define general management guidelines, validate proposals for regular guidelines, resolve deadlocks and monitor the Company’s results.

Corporate Risk Committee

Provides the Executive Committee with a macro, consolidated view of exposure to potential risks and supports the monitoring of business, operational, cyber, strategic, financial, compliance, sustainability and reputational risks. It also issues preventive recommendations for potential risks mapped out at meetings of Committee members and makes periodic reports to the Audit Committee.

Sustainability Committee

Promotes the strengthening of the Network’s sustainability guidelines and strategies, in order to align our actions into the best environmental, social and governance practices, and adherent to our policies related to these topics. With an advisory and permanent character, the body also advises the Executive Board on all matters related to sustainability. It is formed by a minimum of three and a maximum of nine members, with participation from different areas of Rede D’Or. All responsibilities for sustainability management are defined in corporate regulations, to ensure that all activities inherent to the theme are evaluated, treated, monitored and communicated efficiently, both in the strategic and the operational scope.

More information on the composition, operation, characteristics and information about the members of the Board and the Board of Directors, in addition to the responsibilities and powers of each advisory committee, can be accessed in the Company’s Bylaws and in the specific regulations [here](#).

Details on the composition of the Board of Directors, the Fiscal Council, the Executive Board and the statutory Audit Committee can be found at <https://ri.rededorsaoluiz.com.br/informacoes-financeiras/formulario-de-referencia/>



# Appointment and selection of the highest governance body

GRI 2-10

The policy governing the members of the Board of Directors, committees and board of directors of Rede D'Or appointment (available [here](#)) establishes that the criteria must be followed for their nomination, and according to the position. All required elements must be supported by documents, and candidates cannot incur any of the possibilities of barring access to the nominated position.

# Analysis of socio-environmental issues and responsibility delegation

GRI 2-12 and GRI 2-13

The Chief Executive Officer is responsible for manage and administrate the Company, developing projects and activities related to Rede D'Or objectives, exercising the assigned corporate functions, observing the Bylaws provisions and the shareholders' agreements, foses in preserve a good relations with customers and suppliers, and maintain the ethical conduct and professional integrity required by the position.

The company's top management has support of different executives, focused on topics related to ESG aspects and environmental issues:

- **Risks and Internal Controls Board:** Through the Sustainability and Environment Management, it develops actions to meet and promote the company's ESG policies, including the Health, Safety and Environment Policy, also carrying out internal and external environmental audits and inspections to anticipate possible irregularities regarding environmental issues.





• **Works and Expansion Executive Board:**

It interacts with environmental aspects due to the high volume of material and services purchases, also related to the consumption of water, energy, waste generation, CO<sub>2</sub> emissions, debris production, large soil and materials movement and transportation. An effective management system is carried out to mitigate both greenfield and brownfield projects, and units maintenance potential environmental impacts. An adequate and efficient dimensioning of hydrosanitary, electrical, lighting and air conditioning installations has been implemented, and urbanization projects and contractor adequate working conditions are also analysed.

• **Supply Chain and Revenue Cycle Executive Board:** Responsible for ensuring the alignment of corporate supply areas with ESG strategic planning, regulations and current governance. The company has established a series of guidelines for tenders, multiformat contracting, and for the general activities development to comply with legislation and environmental agencies regulations.

Initiatives as the Sustainable Procurement sector creation has also been adopted to go beyond legal compliance (see [Commitments to Sustainability](#) chapter).

Regarding to social aspects, the Human Resources Department is responsible for

planning, designing, executing, maintaining and evaluating all actions related to People Management and Occupational Health and Safety at Rede D’Or, and other company’s business units.

The Medical and External Services Vice-President is responsible for ensuring excellence in the services provision, working towards all hospitals qualification, to pursuit certifying organization recognition for quality care provided.

At business units, especially hospital, environmental nature activities are led by different areas, as an example the Hospital Infection Control area (CCIH), which provides assistance with adequate waste disposal and processes, participates in the units Health Service Waste Management Plan (PGRSS) updating process, and performs internal audits to monitor the action plan and implemented improvements. The Hospitality teams also coordinate all actions involving waste management and the Maintenance teams are responsible for predict and preventive maintenance, control of the third party licenses, and equipment and machinery existing or in use in hospital facilities.

## Senior Management performance evaluation

GRI 2-18

Due to Company’s Board of Directors’ Internal Regulations, the Board of Directors chairman will conduct a formal and structured evaluation process at least once every mandate. If necessary, will be hired external consultancy specialized support.

Among the questions proposed in the evaluation, there is an emphasis for the “strategic focus and company controls” related topics:

- Strategic direction;
- Strategic focus;
- Execution monitoring;
- Corporate risk management;
- Compliance and internal controls; and
- Corporate governance.

The assessment refers to the Board of Directors, and the collegiate body to its members, individually, the Chairman of the Board of Directors, the Company’s directors, and the members of the Audit Committee.

The assessments consolidated result is discussed at the Board of Directors meeting, when possible improvements plans are defined.

## Policies and processes for determining compensation

GRI 2-19 and 2-20

The remuneration policy for key actors at Rede D’Or São Luiz was approved in March 2021 by the Board of Directors, responsible for implementing and complying with its provisions and for additional amendments (accessed [here](#)).

The document establishes criteria and procedures to define the key-actors earned compensation – that is, members of the company’s Board of Directors, the Executive Board and, as applicable, on a case-by-case basis, the Audit Committee and other company committees (whether statutory or non-statutory), and strategic positions held by persons with authority and responsibility for planning, directing and controlling the group’s activities directly or indirectly.

Its objectives are:

- Align the interests of these professionals within the company’s objectives;
- Attract, reward, retain and encourage them to conduct their business in a sustainable manner, subject to appropriate risk limits;
- Provide remuneration based on differentiate performance criteria and allow recognition and appreciation of individual performance; and
- Ensure the maintenance of standards compatible with the responsibilities of each position and competitive with the market, establishing guidelines for setting possible remuneration and benefits granted.



## Compensation characteristics

The global remuneration may consist of the following components:

- Fixed remuneration;
- Variable salary; and
- Other components eventually deliberated by the Board of Directors, within the limits imposed by the general meeting of Rede D'Or.

The values related to compensation are periodically compared through external surveys to assess readjustments of compensation components.

Find out more about the remuneration of key-actors at Rede D'Or in our [Reference Form](#).

## Conflict of interests

GRI 2-15

*Rede D'Or's Integrity Program* is specially structured to strengthen relationship management processes, anticipating and dealing with risks, impacts and possible conflicts and violations of rights. Based on the Brazilian Anti-Corruption Law (law 12.846/2013), this program comprises a series of policies and regulations that are used to prevent, detect and combat corruption, and ensuring the company's total commitment to ethics and transparency. One of these norms exclusively issues the conflict of interests, in order to avoid possible situations through the specific rules definition.

Senior management members are committed to the ethical values defined by the Rede D'Or, and monitor the program application, demonstrating the mandatory obligation to comply with the established rules.

More information about our *Integrity Program* can be accessed [here](#).

## Communication of critical concerns

GRI 2-16

For the critical concerns communication related to socio-environmental issues, the company has an advisory bodies support, as mentioned throughout this chapter. Among them is the Sustainability Committee, which includes the participation of the executive vice-president, directors, managers, as well as company's specialists from the different areas to address specific technical matters. Meetings take place quarterly or on demand, in order to achieve defined objectives.

In 2022, three quarterly meetings were held with the Sustainability Committee, and topics related to the ESG objectives and targets definition, and energy and water efficiency projects were addressed.



# Risk Management

Annually reviewed, our Risk Management Policy sets out the principles, guidelines, concepts, actions and responsibilities that our managers must observe when dealing with uncertain events capable of impacting the Company's objectives.

The company's risk assessment comprises five stages: identification; analysis and evaluation; treatment; monitoring and critical analysis; and registration and reporting to interested parties (stakeholders).

In the process, the first step is to identify the risks based on information from executives and managers and, after analyzing the criticality and probability of the risks, to define the Primary Risk Matrix.

The next step involves mapping actions and risk treatment measures to enable the risk levels established and review, and to prepare the Consolidated Risk Matrix, for managers approval and then taken to the directors for evaluation.

At the end of the process, the Corporate Risk Matrix is defined and the risks that require greater involvement of Senior Management are selected. It includes strategic risks, which are periodically monitored and evaluated by the Board of Directors. The risk matrix is reviewed and approved annually by the Board.

It is important to mention that a Climate Risk Matrix is under development and will be used specifically for this type of risk. The completion and approval of this matrix is scheduled for 2023, so that it will be incorporated into Rede D'Or's risk management.





MAIN TYPES OF RISK

MITIGATION FORMS

<b>Credit:</b> It is the risk of losses arising from the default of customers, financial institutions or counterparties of their financial instruments.	Management is carried out through periodic analyzes and the adoption of effective forms of collection.
<b>Liquidity:</b> Lack of sufficient resources to meet obligations associated with financial liabilities, such as supplier balances, loans, financing and debentures, salaries, provisions and social charges payable, accounts payable for acquisitions and other liabilities.	To avoid or mitigate this risk, continuous monitoring of cash flows is carried out and financial investments of a speculative nature and with high financial risk are also avoided.
<b>Interest rate:</b> Related to changes in interest rates, which may affect financial investments, loans, financing, and debentures contracted in local currencies.	Our financial area monitors the behavior of interest and exchange rates and seeks equity protection instruments (hedge).
<b>Exchange:</b> Arising from the variation in the value of future cash flows of a financial instrument due to fluctuations in foreign currency.	
<b>Compliance:</b> Associated with the imposition of legal or regulatory sanctions, financial loss or reputation as a result of non-compliance with laws, agreements, regulations, code of conduct and internal policies and procedures.	The Board of Risks and Internal Controls and outsourced service providers monitor new laws and regulations to which the company may be subject; with this, it is possible to adopt, if necessary, an action plan to align the Rede with these new laws.
<b>Strategic:</b> It involves risks related to Rede D’Or’s strategy in the pursuit of value creation, protection, and growth, and are caused by events of changes in the external environment - in the political, economic, social, market, competition and technological innovation spheres, among others.	Annually, our executives and key professionals contribute to defining the strategic plan for the following year. Rede D’or performance indicators are regularly discussed, as well as an action plan for eventual course corrections.
<b>Operational:</b> It arises from the inadequacy or failure in the management of internal processes and people that may hinder or prevent the achievement of the company’s objectives; involve activities linked to the operation of the business and the management of support areas.	Our internal audit tests internal controls to ensure their effectiveness and determine whether they are sufficient to mitigate operational risks. There is also monthly monitoring of the performance indicators of organizational processes.
<b>Cybernetic:</b> It is the possibility of threats that can exploit vulnerabilities in our assets, impacting the confidentiality, integrity, and availability of information.	The Information Technology (IT) area reviews all internal controls in order to increase the security of information systems and data protection.
<b>Technological:</b> It also refers to threats that could compromise the confidentiality, the integrity, and the availability of information – in this case including intellectual property, business and personal data of patients and staff.	
<b>Regulatory/Legal:</b> Risk that laws or regulations (including legal changes or partial or complete absence of their application) may have strategic, image and/or financial impacts, in addition to being able to significantly affect the administration of its businesses.	Continuous monitoring of compliance with the laws and regulations to which the company is subject is carried out.
<b>Socio-environmental:</b> This is the possibility of losses as a result of negative effects on the environment and society caused by impacts that affect ecosystems, peoples and native communities, protection of human health, cultural properties and biodiversity.	Any possible environmental or social impacts caused by our activities (especially in greenfield and brownfield projects) are continuously monitored.

Our Risk Management Policy is monitored by the Board of Directors, the Audit Committee, the Risks and Internal Controls Department, the Compliance Department, and by internal auditing. The internal audit also acts independently and objectively, and reports to the Audit Committee.





# Management of impacts and critical issues for the business

GRI 2-25

All of our policies, as well as the actions that are proposed by the executive officers with the purpose of mitigating risks and economic, financial and operational impacts of the business, are approved by the Board of Directors.

The Executive Board oversees the administering and manage our business based on the guidelines set forth by the Board of Directors or the General Shareholders' Meeting decisions, also being responsible for coordinating the management of the economic, environmental and social aspects of our activities.

For decision-making, the Board relies on advisory bodies, such as the Executive Committee, the Risk Committee, and the Audit Committee. In turn, the Risk Commission holds quarterly meetings, guiding the agenda of discussions based on the risks that were mapped in the Risk Matrix and through inputs coming from various areas, such as Internal Controls. The Climate Risk Matrix that is being prepared will be used specifically to manage climate impacts.

The advisory instances signal to the Corporate Governance area the need to include topics on the agenda of the Board of Directors. Then, the respective boards presentat the appropriate proposals for risk mitigate measurements to be adopted, and the Board of Directors is responsible for the due approval.

It is worth mentioning that the Rede D'Or provides treatment of the identified risks, so that potential impacts connected to the business can be anticipated and prevented.



# Due diligence (Prior or Preventive Due Diligence)

GRI 2-23, 2-25

Based on specific regulations (socio-environmental risks identification and assessment after mergers and acquisitions), before and during acquisitions of new hospitals, the company plans 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 the acquisitions the company acts preventively by establishing actions, control procedures to mitigate the risks inherent to the business. The compliance area works to define the rules and general criteria related to third-party integrity risks, in an integrated manner with the contracting process of materials, equipment and services purchase; sponsorships, donations, gifts, hospitality and partnerships are also formalizes.



# Data privacy

SASB HC-DY-230a.2, HC-DY-230a.3, HC-DY-230a.4

Rede D’Or implements information security processes and tools in data processing operations and safeguards personal data, to protect from undue access, accidental and/ or illegal situations that may generate privacy risks to the holders. The privacy-oriented security controls management establishes: greater risk management, in terms of identification and mitigation; benefits in generating value to business processes covered by security and privacy strategies;

resource management regarding to skills, abilities and professional skills of those involved in our Privacy Program management, and the measurement of efforts and performance to identify whether the expected objectives are being achieved.

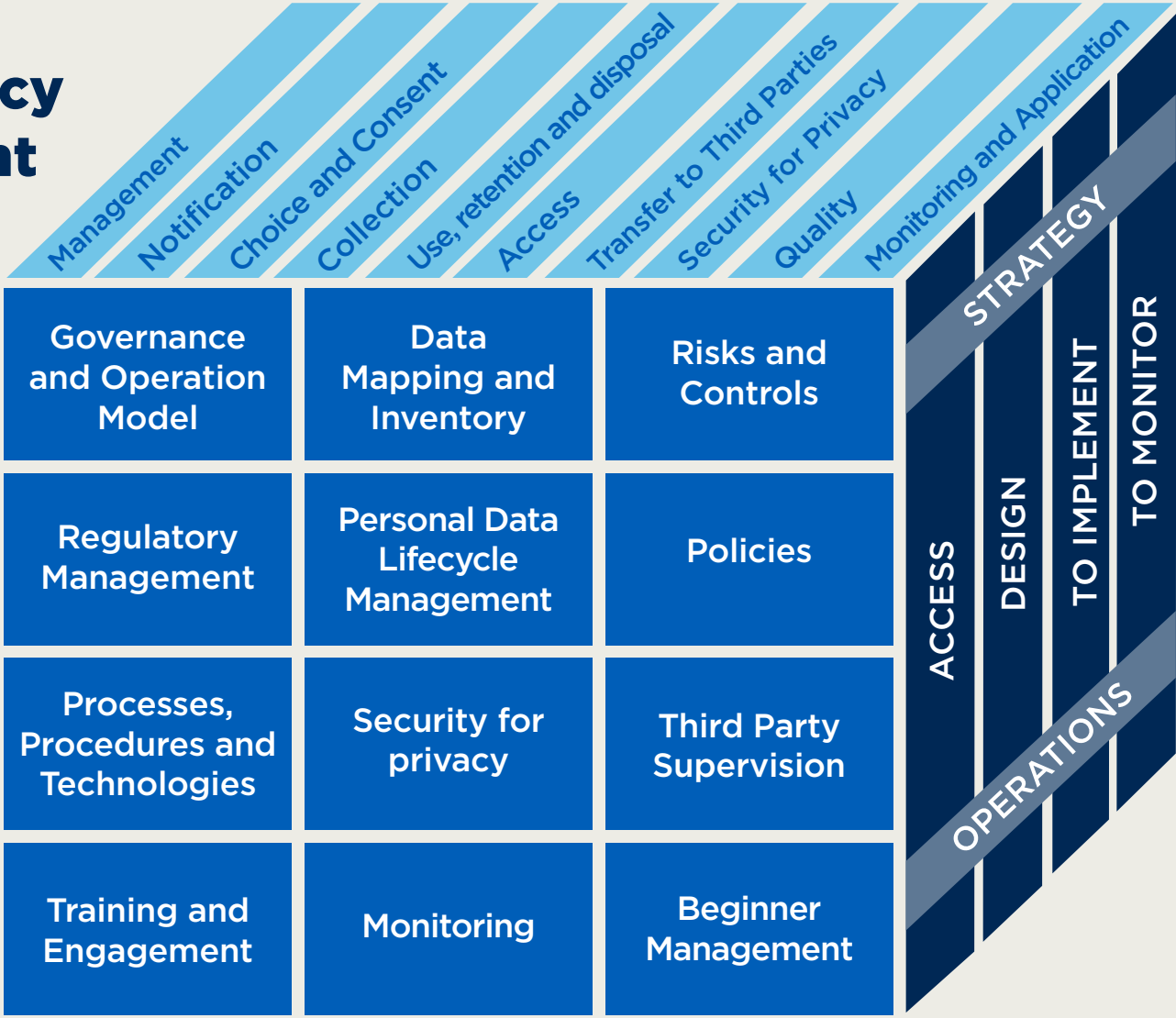
Our Privacy and Data Protection Governance Program aims to structure a management chain of actions, campaigns and processes involving the personal data processing; in order to

ensure the data protection in comply with the General Data Protection Law (LGPD, law 13.709/2018), and offer the data subject management of their data. It covers all the companies of the group (Rede D’Or, Oncologia D’Or, GTS, Richet e IDOR), which demonstrates respect for the freedom, image, honor and individuals privacy rights and society in general.

The program includes a Governance and Operation Model, Management and Processes suitable for the personal data processing and the roles definition and responsibilities in relation to privacy.

The methodology adopted by the Rede D’Or group to develop the Privacy Program was based on KPMG’s Privacy Management Framework (which assesses possible privacy breaches and recommends action plans), as well as on the Guide for Preparing a Privacy Governance Program available by the Ministry of Economy, to direct the program’s actions and processes through an approach based on risks and controls, focused on achieve the compliance objectives within the relevant laws and regulations.

## KPMG Privacy Management Framework



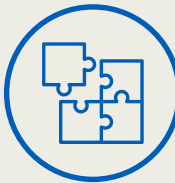
**Privacy principles**

The privacy components of the Privacy Management framework are internationally recognized privacy foundations and provide the foundation for a privacy management framework.

**Channels for contacting the Data Officer**

e-mail: [dpo.rededor@rededor.com.br](mailto:dpo.rededor@rededor.com.br)

website: [www.rededorsaoluiz.com.br/o-grupo/privacidade](http://www.rededorsaoluiz.com.br/o-grupo/privacidade)



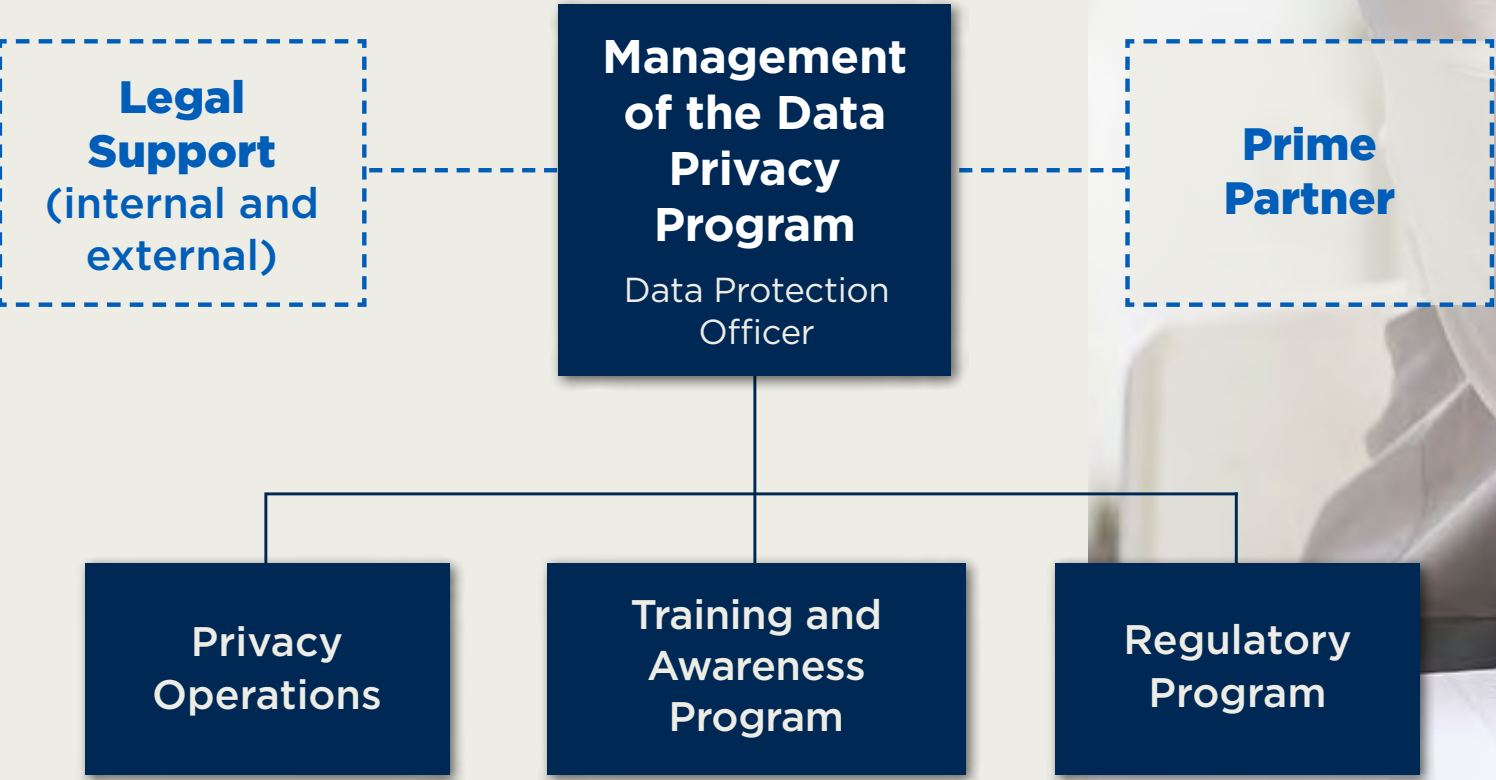
**Privacy Management Framework**

The framework’s elements are distributed across 12 macro domains which address various aspects related to data protection controls and best practices that organizations adopt to help ensure compliance with applicable privacy laws and regulations. They provide a practical and pragmatic framework for organizing the management and oversight necessity to mitigate data exposure subjects to privacy risks.





The governance model adopted for our *Privacy Program* has an improved decision-making process, which enables the adoption of successful processes, in which there is a DPO (data protection officer), a dedicated executive who prepares the privacy and data protection strategy, also guided by the Risk and Privacy Commissions, and advised by an Information Privacy Management. The Data Controller at Rede D'Or is the person responsible for managing compliance within all the Privacy Program pillars, operating as a holders focal point in the interaction and requested meetings with the National Data Protection Agency (ANPD).



To guarantee professionals engaging with the rules set out in the LGPD, we carried out several training and awareness initiatives throughout the year. Among these actions, we can mention the monthly periodic communications released by the area and the online course aimed at clarifying the privacy issue, launched this year and also available on the Academia Rede D'Or teaching platform.

There were no complaints records to the ANPD regarding privacy violations at Rede D'Or in 2022, therefore no impact on monetary value.

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

The program also instituted a procedure to evaluate suppliers companies on the security maturity and privacy controls levels, in order to ensure LGPD compliance by all parties involved in the data processing chain. Thus, the relationship with suppliers is analyzed and preceded by adequate diligence and verification, to identify and prevent from the beginning any restrictions or continuity risk on Rede D'Or relationship. The outsourced supervision process flow involves the privacy, security, compliance, legal and supply areas activities.

For 2023, the Rede D'or data privacy management area has defined the following key-initiatives:

- Evolution of the Training and Awareness Program contemplating new initiatives and adherence monitoring;
- The continued actions evolution to raise the maturity level, in both corporate level and in the network's units; and
- Updating inventory data.



# Ethics and Compliance

GRI 2-26, 2-27

## Integrity and compliance

The Audit Committee is responsible for overseeing ethical issues, to monitor the quality and integrity of our internal control mechanisms, accounting and financial reporting, and also reviewing and supervising the external auditors activities. Its Bylaws can be accessed [here](#).

For us, is an inseparable part of our routine having a performance model based on compliance – with fully adherence to laws and regulations concerning our activities, and the highest transparency and integrity standards.

Thus, we have internal mechanisms and procedures intended to prevent, detect, and correct any deviations, such as fraud and illicit acts committed against the public administration. Updated in 2022, our Code of Conduc is an essential part of this policy, and it sets out the mandatory guidelines to all Rede D'Or employees, as well as business partners, suppliers and service providers, in relationships with different audiences.

Our Compliance Policy gathers the general rules on the subject of integrity, and sets out the guidelines, principles and responsibilities that must be observed in the company's activities performance. All procedures for supervising, monitoring and operating these integrity mechanisms are under the responsibility of a specific department at Rede D'Or.

Since 2017, we have implemented a Corporate Anti-Corruption Policy to prevent the bribery and corruption occurrence, enabling a quick response to any illegal conduct detected. We also specify rules to govern the gifts, samples and hospitality receiving, that guides our participation in sponsorships, partnerships, and donations; an additional corporate guide also establishes relationship rules with bodies and public administrative representatives.

These policies are constantly reviewed in order to effectively improve and

monitor best market integrity practices. You can access them [here](#).

All transactions submitted for compliance review are assessed for corruption-related risks, which may involve bribery, kickbacks and/or related illegal payments. **GRI 205-1**

Communication on anti-corruption policies and procedures occurs via e-mails and groups of managers, while in classroom or distance learning platform (EAD) trainings. Suppliers are engaged through the contractual clauses present in our contracts and the anti-corruption policy is applicable to everyone who has a relationship with Rede D'Or, and also disclosed on our [website](#). It is worth noting that the third parties and service providers are also invited to participate in face-to-face trainings. **GRI 205-2**



Penalties

Code of Conduct rules or our internal policies and procedures violations may be punished with verbal or written warning, suspension or contract termination, according to the seriousness of the case – law violation cases might add civil and criminal penalties.

Regarding suppliers or outsourced employees, the employer is informed by formal notification and immediate replacement also demanded- with the additional possibility of communicating the illicit acts event to the legal authorities.

Reporting and complaint channels

We have an independent Reporting Channel, operated by a specialized company, and stakeholders can report irregularities 24 hours a day, seven days a week. If the interested party wants to fill an anonymous report, the operator of the Reporting Channel will guaranteed its right.

Another important channel for identifying and handling complaints is the Ombudsman, whose role is to manage, standardize, and monitor metrics and results related to the customers quality perceived. The Ombudsman is also available to the external public, acting as an intermediation channel for conflict relations between the company and its consumers, and also serving the communities around the hospital units (including those under construction or renovations). The Ombudsman also assists the units in achieving the goals set by the company (*learn more about the processes related to the Ombudsman in the chapter “Hospital management and governance model”*).

In 2022, 3,286 complaints were registered, an increase of approximately 45% compared to 2021, which totaled 1,962 registered reports. This growth is

related to the new hospitals integration and the consequent consultations and interactions with patients increase number. The highest occurrence typology was deviant behavior, with 1,114 reports, and 34% of them considered valid or partially valid after later investigations. In these cases were applied the appropriate measures. Currently, we have 100 reports under investigation, all tracked by typology. There were no corruption cases confirmed. **GRI 205-3**

53 complains has reported “Discrimination” as theme; 30% were concluded as valid or partially valid during investigations, and had the proper internal, disciplinary, and operational measures applied. **GRI 406-1**

Regarding to local communities, we had 312 complaints related to noise, 64 of which were filed by vicinity residents. All were directed and treated.



Reporting Channels  
Rede D’Or Sao Luiz and Richet



TELEPHONE  
**0800 377 8031**



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



EMAIL  
**[canaldedenuncias@rededor.com.br](mailto:canaldedenuncias@rededor.com.br)**



LETTER  
**Av. Voluntários da Pátria, 138 - Botafogo  
Rio de Janeiro/ RJ CEP: 22270-010  
To attention of the Compliance Department**

Cases involving D’Or Consultoria can be reported  
in its own reporting channel:



TELEPHONE  
**0800 450 4510**



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



EMAIL  
**[canaldedenuncias@dorconsultoria.com.br](mailto:canaldedenuncias@dorconsultoria.com.br)**



## Compliance with laws and regulations

The Social and/or environmental compliance to be observed are in the obligations clauses of the drafts contracts. Failure to comply with any clause or condition of this contract will subject the offending party to a fine.

The Risks and Internal Controls Board continuous monitors compliance risk.

ACCESS HERE 

Total number and nature of corruption cases confirmed		
2020	2021	2022
There were no occurrences in the period	There were no occurrences in the period	There were no occurrences in the period

## Culture of integrity

GRI 205-2

A critical component at any compliance policy is its communication and employees full comprehension – own or outsourced. Through this we guarantee either the adherence to the company’s rules, and to its ethical principles. For this reason, we carried out a series of specific trainings on the requirements and the anti-corruption laws obligations and the *Code of Conduct*, including managers and senior leadership. Participation in training is mandatory for everyone, without distinction, and must be proven –in both cases of in classroom events and those offered through distance learning tools.

At Academia Rede D’Or (the company’s education portal) are available courses on Compliance, Anti-Corruption and Human Rights, in addition to the new *Code of Conduct*. The acknowledgment term about the code update is also available on the portal. In 2022, 17,380 people were trained in ethics-related matters, totaling 5,158 hours and 50 minutes.

Ethical standards regular audits were carried out in the period, in which ethical issues has been monitored through established processes in our integrity program, such as the Reporting Channel, unit reports and evaluations initiated by the area.

Advising and questions regarding ethical issues are adressed through direct contact (face-to-face/ telephone) or e-mail ([compliance@rededor.com.br](mailto:compliance@rededor.com.br)), or with the focal points defined by management and trained by the company’s compliance team in units cases.



# Good practices with suppliers

GRI 308-1, 308-2; 414-1, 414-2

To ensure that the group’s businesses move forward towards environmental, social and governance practices improvement, and that these are also encouraged within our supply network, Rede D’Or has a series of strategies with suppliers; –one of them is the sustainability assessment. Through the Supply Chain Risk Matrix construction, we classify each purchase category in high, medium, or low risk, considering environmental, social, governance and reputational aspects.

After preparing the Matrix, we classify the suppliers, strategically selected according to the category level risk. For low-risk suppliers, the assessment takes place through a self-declaration; those in medium risk level, however, must be evaluated through a self-declaration and documental analysis; while those at high risk must also be assessed through an audit, in addition to self-declaration and document analysis.

Assessments are carried out annually, biennially or triennially, depending on the supplier’s adherence level, and the assessment criteria are based on methodologies known in the business sustainability indicator market, such as those proposed by the Ethos Institute.

After validating the results, an

action plan is developed to adjust environmental, social and governance criteria, focusing on the supply chain sustainable development. After identified the improvement opportunities, a periodic training is carried out to empower suppliers in priority topics mapped in the evaluations.

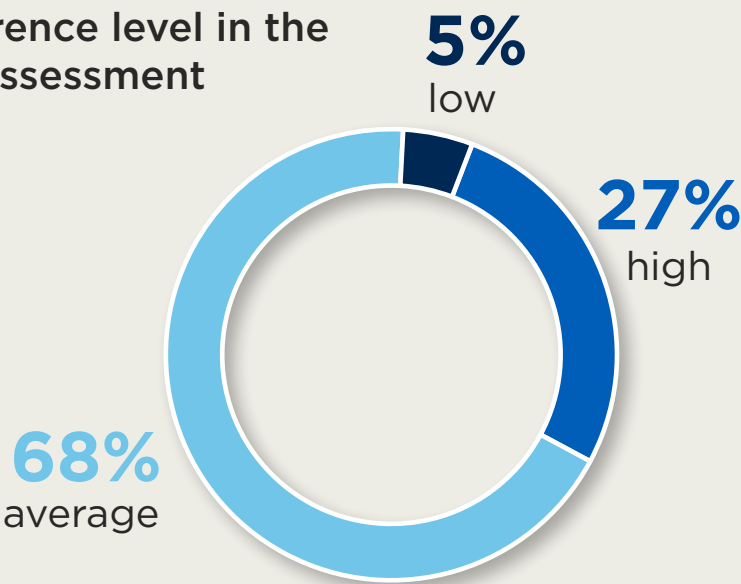
Another mechanism for monitoring suppliers good practices compliance is the ESG self-assessment, implemented since 2021 by the company. The objective is to identify those already advanced in sustainability for mapping possible partnerships and, mainly, to verify which group need improvement, and how we can support their evolution. This year, 74.2% of the 221 suppliers strategically invited adhered to the process (147 were mapped as level 1 and 17 as insufficient for level 1). As divided into categories, the level adherence result in the self-assessment was 27% (high), 68% (medium) and 5% (low), respectively.

Also, an internal team or a third party company carried out 28 audits among 38% of high-risk suppliers, to verify their compliance, legislation level maturity, and environmental, social and governance spheres good

practices. As a pilot training and development initiative, this year we extended access to selected suppliers into Academia Rede D’OR. More than 70 courses were made available, including the “Sustainability Trail”. The Trail consists of training: Concepts of Sustainability, Climate Change and Sustainable Development Goals. Suppliers also had access to the Diversity and Inclusion course and webinars were held to present and share Rede D’Or’s ethics and sustainability policies and guidelines.

In addition to the evaluation and training processes, in 2022 important advances were made in sustainable purchasing practices, such as the creation of the Sustainable Purchasing sector and accession to the Sustainable Purchasing Challenge, created by the

Results of the adherence level in the self-assessment



In 2022:

28 third-party audits;

38% of audited high-risk suppliers.

Healthy Hospitals Project (PHS). We also revised our Purchasing Policy and ESG criteria included.

To ensure that our suppliers adhere to the theme, the group provided training for more than 60 buyers, addressing the sustainable purchasing strategy defined for the Institution, the ESG evaluation strategy for suppliers, the development journey, how to map and promote possible sustainability projects in partnership, and the sustainable procurement methodology proposed by ISO 20400.

The journey with our partners has revealed successful cases. As an example, we started the reverse logistics project for plastic waste from medical supplies at Hospital Santa Cruz

in Curitiba (PR) in partnership with one of our suppliers. This action diverted 2,523 Kilos of waste for correctly disposal, representing the equivalent of 3,658 kilos of CO<sub>2</sub> emissions. The practice is already being expanded in 2023 to the São Luiz Itaim unit, and throughout the year to other company’s units. There was also the delivery of 100% of the electric fleet in the company’s units. Jabaquara and Villa Lobos units also received 100% of the electric fleet, representing a reduction of 512 kg of CO<sub>2</sub> emissions.



# Sustainability in buildings

The new units construction works, retrofit or acquired hospitals renovations must comply with our sustainable requirements and respect the standard specifications notebook.

These guidelines include:

- Energy efficiency connected to the building envelope, lighting system and the conditioning system;
- Better energy efficiency equipment;
- Use of light-colored coatings on roofs and facades to reflect sunlight and consequently reduce the thermal load;
- Water-based paints use, free of volatile organic compounds, and without heavy metal-based pigments, etc.;
- Architectural design based criterias on the bioclimatic zones established definitions, in order

to avoid deep sunlight and allow natural lighting and ventilation;

- Construction site organized with more sustainable criteria from an environmental perspective, which includes the water and rainwater reuses, solid waste produced recycling and the non-reusable waste segregation for disposal;
- Civil Construction Waste Management Project (PGRCC), in accordance with Resolution 307/2002 of the National Council for the Environment (Conama);
- Use of scaffolding and props, preferably metallic, or material that allows the reuse;
- Use of materials and equipment meeting sustainability criteria, such as safety, durability and efficiency in order to minimize waste generation, and to reduce wastage and environmental impact;
- External floors use to favor the rainwater infiltration into the soil, so to avoid overloading the rainwater collection system;
- Provision of specific physical space for the recyclable materials collection and storage;
- Priority local hiring and use for the manpower, materials, technologies, and raw materials;
- Rainwater collection and use system implementation, adding elements to the hydraulic system that enables its use for garden watering and cleaning waste containers;

- Low-pressured water-saving equipment use, such as faucets with aerators, also equipped with sensors or automatic closing, toilets with sensors, double-acting or vacuum discharge valves;
- An irrigation system adoption for water consumption reduction, for example dripping, micro-sprinkler or programmable electronic mechanism for automatic irrigation;
- Lighting segmentation in the same environment, using switches to allow localized use and natural light use, including the presence sensors installation in places that do not require constant lighting - such as garages, circulation areas, elevator halls and stairs;
- Energy-efficient compact fluorescent lamps or high-performance tubes use;
- Use of the ABNT NBR 15920:2011 standard as a reference for economic sizing of electrical cables based on joule effect losses;
- Renewable energy use;
- Use of equipment approved by the Brazilian Labeling Program of the National Institute of Metrology, Quality and Technology (Inmetro), and selected among the most efficient;
- Air cooling technologies use that allows the system automation, in order to promote the adequate sectorization of air-conditioned environments; and
- Air conditioners installation purchased in accordance with Brazilian standards.





# Management model

## Our way of act

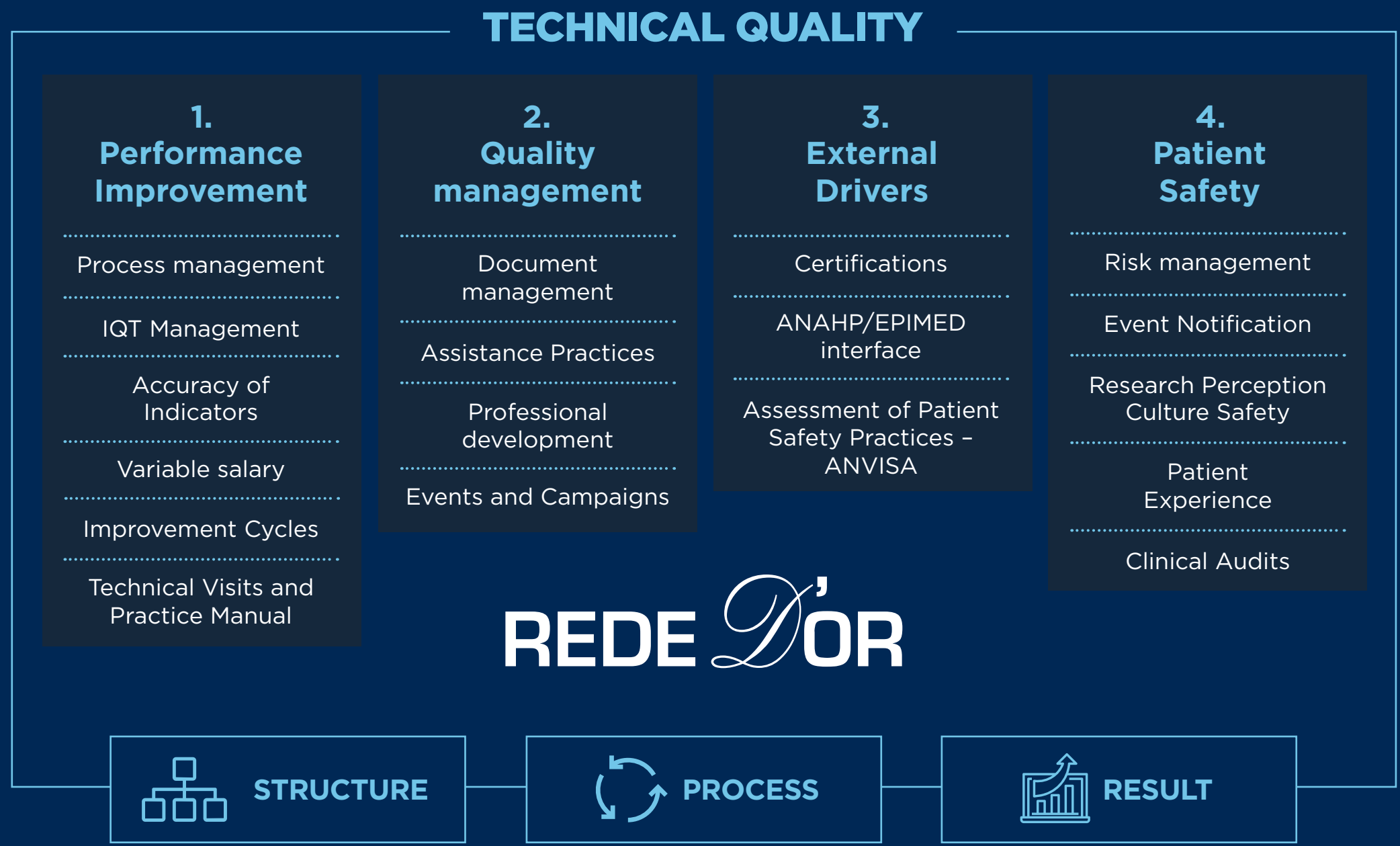
Rede D’Or is based on sustainable development. This means having an operational efficiency based on the resources optimization, the beds operational availability, and the constant improvement performance in all units; – including not only the assistance part, but all other areas, including support and operational areas. Thus, the agility in all our procedures, the action efficiency, the expenses control and the fight against wastage – here not only natural, material, or financial resources, but also the time of professionals – are concepts that are increasingly inserted in our daily lives.

The covid-19 pandemic acute phase, between 2020 and 2021, ended up highlighting these points, since we had to manage a 30% patients volume higher than usual in emergency care. The Rede D’or has learned to increase its capacity to serve faster than usual; and then, with the new coronavirus cases decrease, it promptly adapted to the new reality. The quality and reliability of our work became stronger after this period. And one essential aspect was Rede D’Or’s ability to engage its leaders into solve arising problems, creating an operational alignment based on local characteristics respects, and sharing good practices.

## Excellence in quality

Rede D’Or has a structured quality and patient safety program, based on the governance clinical pillars, to offer society a safer patients treatment environment and the best possible outcomes, according to the treated patients profile.

This program has four pillars, as shown in the figure below:





# 1. Performance improvement

All the group’s management is anchored in processes where each business unit (emergency, ICU, inpatient unit, among others) defines the customers chain, suppliers, upcoming tasks, possible dangers, risks and barriers, and the process monitoring indicators. We have a 49 technical

quality indicators panel, to monitor our hospitals and analyze the hospitalized patients process and outcomes. Rede D’Or publicly discloses the seven most important indicators, which are lethality, pneumonia associated with mechanical ventilation, ICU adults average length of stay, ICU readmission rate, primary

bloodstream infection (associated with deep vein use), urinary tract infection (associated with tube use) and pressure injury. All results are always analyzed, to support our process continuous improvement. As a result, we have stood out in the National Association of Private Hospitals (Anahp) rankings,

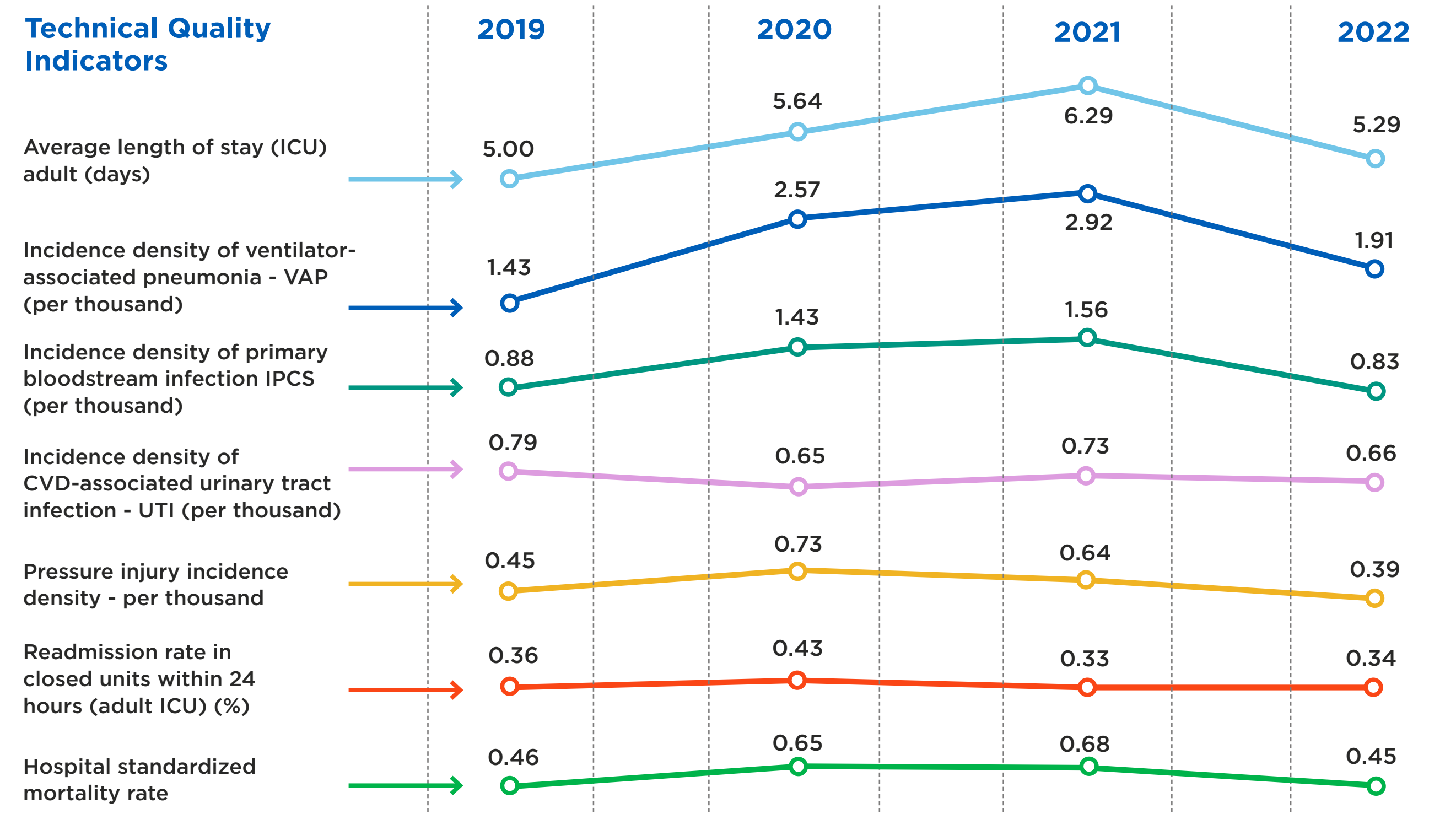
by Epimed Solutions and the accredited hospitals group by the Joint Commission International (JCI).

Analyzing the Technical Quality Indicators (IQT) results of Rede D’Or in 2022, we observe improvements. Here we summarize the main results: 16% in average stay, 34% in standardized mortality rate cases, 47% in incidence primary density of bloodstream infection, 10% in incidence density of catheter-associated urinary tract infection, 35% in incidence density of ventilator associated pneumonia, and 39% in pressure injury incidence density.

We need to consider the profile change with the reduction in cases of covid-19 in 2022, returning the pattern to previous years (2019). However, we also have to consider that in comparison with 2019 to 2022 there was a significant increase in hospital units – 68% (37/62), which also elevates the new units practices adoption challenge that guarantee the Rede D’Or standard. Although the new units integration, especially when compared to external benchmarks, maintaining the level results demonstrates the Technical Quality pillar importance for Rede D’Or.

In 2022, Rede D’Or’s Manual of Care Practices received its second edition, addressing good quality, safety practices, and legislation compliance requirements, divided into four sections and 28 standards. The document revision involved 97 specialists collaboration from 40 Grupo D’Or hospitals, under the coordination of the Rede’s Corporate Quality team. This standardization manual is an important tool for internally assessing our hospitals performance, contributing to improving performance and preparing them for accreditation.

Based on the Rede D’Or Care Practices Manual first edition, this year we recognized our 20 best hospitals. The four units that best performed were: Hospital do Coração do Brasil, in Brasília; Hospital Vila Nova Star and Hospital Aviccena, both in São Paulo; and Hospital Norte D’Or, in Rio de Janeiro.





## 2. Quality Management

All care practices are evaluated in technical visits and audits, and shared in meetings on this agenda. And additionally, presented as units benchmark. This information and experiences sharing makes possible the units processes improvement and, consequently, the individual and group performances.

Rede D’or also works to enhance the competence of professionals involved in quality assessment. Since the beginning of the project, 35 professionals have participated in face-to-face, hybrid and remote technical visits through the Quality Assessor Development program. Currently, the group has 3 evaluators in the maximum category (senior); 4 in the full category; 11 evaluators in the junior category and 17 in the trainee category. In 2022, we evolved with the multiprofessional participation in a group of eight experts in the areas of anesthesia, hospital infection control service, nutrition and staff clinical management.

Our range of clinical and safety protocols is robust and widespread. The group currently has 74 of these protocols prepared by specialists from the Rede itself, 56 of which have already been published and are available to all hospitals. The others are being developed for later publication.

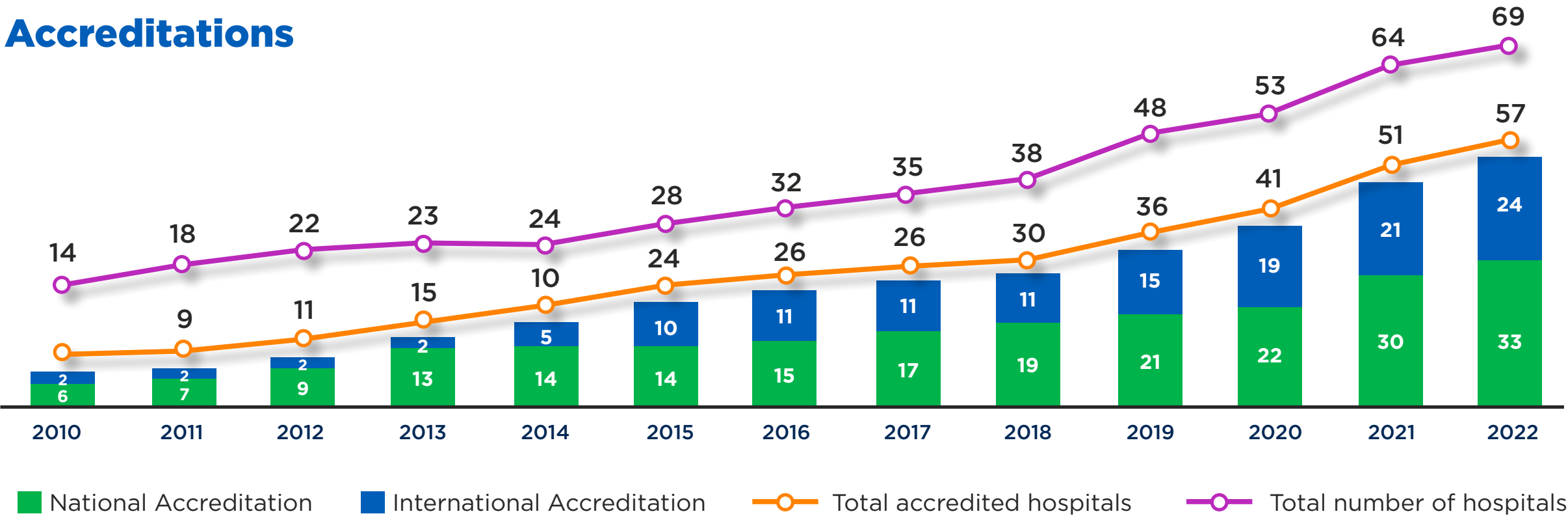
## 3. External drivers

The Rede uses accreditation as an external guide. We are the only Brazilian hospital group to pursuit all Network hospitals accredited. We have 83% of our hospitals duly accredited, and the rest are in the process of accreditation (hospitals need to have at least one year operation to be properly evaluated). Of the total accredited hospitals, 86% are considered excellent (ONA 3 or international certification).

The quality of our hospital performance can be seen in our accreditation numbers relevance in both national and international scenarios. Today, Brazil has 49 hospitals accredited by the US Joint Commission International (JCI). Of this amount, 15 are from Rede D’Or, i.e. 30%. The National Accreditation Organization registers 208 hospitals accredited at level 3, 12% belonging to our group. Considering the Qmentum methodology, the group’s units represent 10% of the 77 accredited Brazilian hospitals.

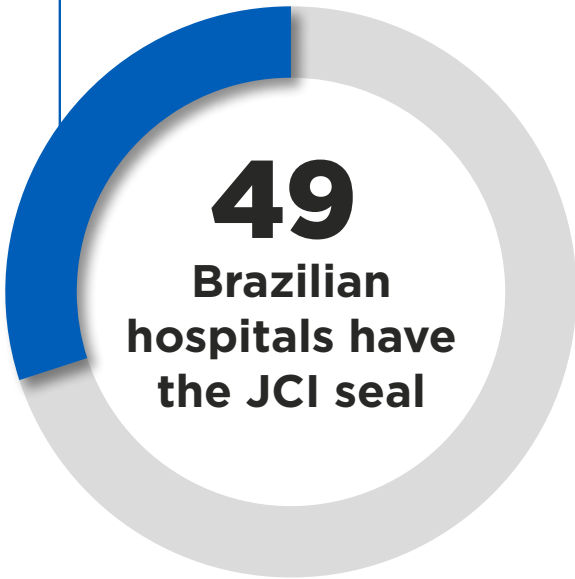
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
% accredited hospitals	57%	50%	50%	65%	79%	86%	81%	80%	79%	75%	77%	80%	83%
ONA 1 and 2	3	3	3	7	8	10	11	10	6	5	3	6	8
ONA 3	3	4	6	6	6	4	4	7	13	16	19	24	25
Qmentum and NIAHO	1	1	1	1	2	7	7	7	7	10	12	11	9
JCI	1	1	1	1	3	3	4	4	4	5	7	10	15

### Accreditations



86% HOSPITALS ACCREDITED WITH EXCELLENCE (ONA 3 in international)

30% of them are from the D’Or chain



Joint Commission International  
Recognized as the most rigorous in the accreditation and certification of the quality of health care and patient safety.



# 4. Patient safety

GRI 416-1

Our patient safety policy is in line with the guidelines of the National Patient Safety Program and encourages care risk management in our units. We adopted tools to identify what happens at the end of care, and thus adopt measures to disseminate and assimilate our culture is disseminated in all our hospitals.

One of these measures is the recorded events continuous monitoring that occurs unduly in hospital units, such as a patient falling during an exam or the wrong dosage of a medication. All hospitals must communicate these incidences for the proper analysis, and to establish an action plan for correction.

Annually, a survey is carried out to assess the perception degree of the patient safety culture in the Rede, using a survey instrument by Healthcare Research and Quality (AHRQ). This year we had the participation of 47,812 professionals from 66 own hospitals. Of the total amount, 69% recognized patient safety in their unit as excellent or very good.

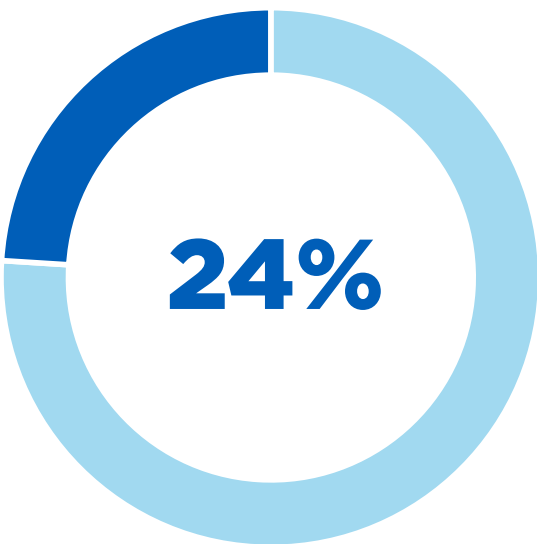
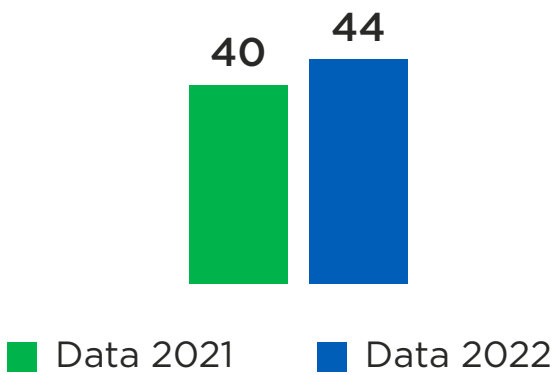
The result of applying these four pillars quality program structured is a high safety patient culture and standard quality democratization throughout our network. As a result, we have

constantly evolved in our indicators: on example is the Brazilian ICUs project recognition by the Brazilian Intensive Medicine Association (AMIB), which was granted to intensive care units across the country with UTI Top Performer and ICU Eficiente certifications, indicating that the units obtained high performance or good performance, respectively, in the year.

The data analysis for 2022 shows 707 hospitals participated in this project in Brazil, 59 (8%) of which are Rede D'Or hospital. In the project, 135 hospitals were awarded the UTI Top Performer distinction, 32 (24%) of which belonging to Rede D'Or.

Considering the result between UTI Top Performer and UTI Eficiente, we had 44 Rede D'Or hospitals recognized: 18 as UTI Top Performer, 12 as UTI Efficient and 14 recognized in both categories. Compared to the previous year, we increased recognition in 4 hospitals.

Recognized Rede D'Or hospitals  
(UTI Top Performer and UTI Efficient)



32 Rede D'Or hospitals recognized with the TOP PERFORMER award, out of a total of 135



After tackling the Covid-19 pandemic most acute period in 2020 and 2021, Rede D'Or faced in 2022 - and will continue to - three main challenges. The first is to continue improving its quality standards while expanding its activities and increasing the D'Or size, absorbing more hospitals. Next, there is the labor health skilled lack - something similar is also seing in other countries and notably in Brazil - and

which we seek to mitigate through the professionals training at IDOR. We highlight more information on this subject on [pg. 80](#). Finally, there is the challenge of showing society our culture quality value, based on adherence to standards and protocols, and how this positively impacts the patients health.



# Patient experience

At Rede D’Or, we are constantly concerned with offering our patients the best experience possible, through high-quality care, the modern technologies use and initiatives that seek to promote health and prevent disease. Throughout 2022, our main challenge was the large volume of emergency room visits, which impacted the care perception in this sector, and also in the care provided to others (mainly hospitalization). Another issue was the perceived quality process implementation in the units acquired by the Rede.

In 2021, to improve the customer experience management we created reports (Pearson correlation, HCAHPS and segmented IS indicators) showing more detailed data, in order to facilitate the failures identification and, consequently, to improve our performance level. We also started the improving process the Ombudsman’s satisfaction survey and complaints management tool – advances that will be effectively applied from the first half of 2023. In addition, it was development a training project on perceived quality for employees and managers began, it should also be carried out in the 2023 first semester.

In 2022, we recorded 93,000 registers – including complaints, compliments, suggestions, and requests. All of them are registered through the Requestia, a specific demand management tool to define deadlines for each demand registered. The claimant always provides feedback. In 2022, there were 67,000 complaints registered and handled.

In 2020 and 2021, we reached 88% in the satisfaction rate and the objective was to improve results. For 2022, the goal was to reach a 90% satisfaction rate . However, we obtained a result of 85% in customer perception. Several actions were carried out throughout the year with the objective of helping the units improving their results, but many factors influenced, such as the greater emergency room visits volume. In 2023, the target will be scaled based on the causes analysis.

It is worth mentioning that our Net Promoter Score (NPS) index dropped from 64 to 56 points from 2021 to 2022. The main patients complaint is related to the care delay- which also occur due to the high volume of patients registered throughout the year.

To reach the excellence in the performance NPS zone of all hospitals by 2030, we are strengthening improvement committees whose objective is to identify the root cause of customer demands and design effective action plans to lead into a better patient experience. Additionally, we will strengthen the customer experience culture (disseminate its definitions/ concepts, in addition to training employees and leaders). Adding to these initiatives, the Ombudsman works in an advisory model with our units that present a drop in NPS , helping with their recovery.

In 2022, our efforts to provide better care to our patients were recognized with second place in the Customer Centricity World Series Awards, in the Best Measurement of Customer Experience category, promoted by the consulting firm Arcet Global. Rede D’Or also won third place in the Best Customer Experience Strategy category.



Photo: Michele Silva



## Sharing best practices

Rede D'Or's quality culture permeates and is driven by the same thing: the search for the best for our patients. In addition to adopting various programs and mechanisms to monitor and improve our practices, we also consider the good practices information sharing as an essential component of our performance. An example of this is our Share program, which seeks to disseminate transversally this culture, covering different company areas- from intensive care to the supply sector, for example.

We also count on a set of Technical Chambers to enable the discussion and our medical teams constant updating regarding the most relevant matters for their work. Include topics such as hospital infection control, intensive care, emergency and dressings. Following: Infectious Diseases CT, Intensive Care CT, Emergency CT, Surgery & Anesthesia CT, Inpatient Units CT, Sterilization Material Center CT and Dressings and Coverings CT

Another important initiative is the scientific events and debates promotion on the best practices among the Rede D'Or different units. It is a way of analyzing how the same protocol or practice can be applied and interpreted in different ways, within different infrastructures. The best results and initiatives are shared with others - even promoting a contest that rewards the best ideas.

In 2022, we had 533 works published at Mostra, in 8 thematic axes of 50 participating hospitals. Due to the high level work, the material generated has been converted into articles for scientific publications.



# Human capital



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# Attention to employees

The strength of business is due to our employees' engagement. Rede D'Or's premises are to value and encourage the personal and professional performance of our 71,000 employees through training and qualifications; physical and mental health care; agile and transparent communication; and the application of a target and bonuses program, among other initiatives. In addition, we ensure the creation of a corporate culture that encourages diversity and inclusion, and that generates job opportunities for those who are entering the job market. We believe that, in this way, we have managed not only to attract professionals committed to working in the best possible way to Rede D'Or, but also to retain our employees in a welcoming and rewarding environment for their development.

These initiatives, added to the evolution of the successors training process, reveal the importance of our Human Resources area for operational efficiency, and consequently, the guarantee of offering quality services to our customers and the company's growth.

## Compensation and benefits GRI 401-2

The year 2022 further consolidated this ever-evolving trajectory. One of the highlights was the disclosure of the new Rede D'Or Bonus Program, based on the 2022 results. Conceived with simpler rules for calculations, the new Rede D'Or Bonus Program is more accessible for monitoring the company, including a booklet explaining its basic concepts and a FAQ with all the goals to be achieved. The initiative was communicated to all Rede D'Or employees, thus ensuring greater transparency and governance.

In addition to this program, we also have a benefit plan, consisting of medical and dental assistance, meal or cafeteria vouchers at the workplace, food vouchers and the Partnership Club. On an online platform, we offer products and services that we negotiate exclusively for our employees with insurance, education, culture and entertainment, wellness, gastronomy, and other segments with the novelty of D'Or Mais Saúde, a marketplace with a wide catalog of products.

In 2022, we had more than 95,000 visits to the platform, 57,426,000 accesses to the program, a volume 35.4% higher than in 2021.





Collective agreements

GRI 2-30

Today we have a total of 68,000 employees on our payroll. Of this total, 3,000 employees are not represented, that is, they are affiliated to unions but do not have a collective agreement signed, or do not have their position represented by unions. In this way, 95% of our employees are impacted by issues related to health and safety contained in collective agreements or collective agreements signed with unions.

Unrepresentative employees receive the readjustment percentage of agreements and collective agreements signed with regional unions in advance, as they are not represented by them. Their working conditions are not changed, only the wages so that they do not go without annual readjustment.

Currently, Rede D’Or uses the Protheus 12 payroll system from the company Totvs, which enables the management of employees and the carrying out of negotiations related to collective agreements at all our regional offices. Through the Union Relations area, the Rede strives to maintain an open channel of dialogue with unions, whether they are labor or employers. Collective work agreements and/or conventions are respected by the company, as well as relevant legislation. We recognize the uniqueness of each union and its representation base.

Attracting and retaining young talent

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

The search for young talents (see box below) is part of our hiring journey, as well as the maintenance of the Trainee program combined with the training and qualifications offered by the Teaching Program of Academia D’Or (see [Training chapter](#)) which have the purpose of spreading our culture and constantly increasing the retention of employees in the company.

Hiring young talent

In September 2022, we expanded the employability of young people aged between 18 and 22, from public schools and in vulnerable situations, through a partnership with Instituto Proa. Young people undergo a challenging selection process and participate in a 100-hour socio-emotional training through trails that encompass the themes of self-knowledge, communication, logical reasoning, professional project, and career planning. After this training, they choose one of the technical tracks in administration, logistics, etc. Their journey follows the inclusive selection process, training, technical track, and employability. This year, Rede D’Or hired 28 young people through this initiative.



Tamara Luize da Silva Santos



**The experience as a Young Apprentice at Rede D’Or is exceeding my expectations. With the help of Proa (a professional course), I had the pleasure of improving my knowledge and having the chance to apply for a vacancy here on the Rede. The course gave me self-knowledge and greater preparation to participate in the selection process. I hope that Proa can help other young people, as it helped me. I’m working at Social Service at Quinta D’Or, and the opportunity to work in a place where I can expand my horizons, in relation to the job market, has enriched me a lot as a professional. At Social Service, I had the responsibility of feeding spreadsheets, establishing contact with patients’ families, establishing control of discharges, among other activities. I have grown as a professional and person here with the help of my manager and co-workers who helped me with the setting and help with the work to be carried out and are always making the environment light.”**

Testimony by **Tamara Luize da Silva Santos**, Hospital Quinta D’Or



# Movimenta Rede

SASB HC-DY-330a.2

With a commitment to valuing our human capital, offering opportunities for growth within Rede D’Or and prioritizing the use of talents, in 2022 we continued the Movimenta Rede Program, which was restructured in 2021. The process steps are carried out in an online environment, increasing the transparency and visibility of opportunities by candidates.

In 2022, 5,501 internal opportunities were disclosed, (36.7% increase in people approved compared to the previous year), we received 16,948 applications. As a result of the year, 1,461 employees were referred to new challenges through the program.

The possibilities resulting from this program made the posts on the subject the most accessed in our RH Digital application, with more than 39,000 accesses in 2022.

On a monthly basis, our Human Resources area evaluates the recruitment and selection process to determine the experience and satisfaction level of the candidates, whether they are approved or not. This is an important thermometer to understand whether the procedures are in line with the company’s expectations and, when necessary, to improve them. Reported NPS in 2022 was 85, based on more than 11,000 reviews.

In addition, the hiring process is based on our Competency Model, which is focused on expected organizational behaviors for each hierarchical level, in align with the D’Or strategic direction, its management model, mission and values.

## Competencies Program

The Model permeates the entire employee’s journey, from the recruitment and selection process, through integration, assessment of skills, feedback, training actions and in career processes and professional performance. We stimulate a learning culture, encouraging and protagonism.

Annually, employees who have been with the company for at least three months (except interns, apprentices, and outsourced workers) undergo a Skills Assessment with feedback rounds and the individual construction of the Individual Development Plan (PDI). In this way, we identify the adhesion level of their behaviors in relation to the technical and organizational skills mapped in the analysis.

We understand that the competence development process takes place through several sources, learning in the environment where it is allocated, with the transfer of knowledge from leaders and peers and through formal learning.

In 2022, we launched the Communication and Productivity trails for all employees on the Academia Rede D’Or platform, as well as offering several courses focused on the development of soft skills. We trained two MBA

classes (an initiative arising from the retention plan) which aims to be another instrument in the development of leaders. **GRI 404-2**

### Percentage of total employees, broken down by gender, who received regular performance and career development evaluations (%) **GRI 404-3**

	2022
Female	72.99
Male	27.01
<b>Total employees</b>	<b>100.00</b>

### Percentage of total employees, broken down by functional category, who received regular performance and career development evaluations (%) **GRI 404-3**

	2022
Director	0.30
Management	0.80
Supervisor	3.30
Professional	19.10
Operational	4.40
Technician	72.10
<b>Total</b>	<b>100.00%</b>

NOTE: All employees hired under the CLT regime and active corporate managers who have been admitted by 11/30/2021 of the units incorporated by December 2021 are eligible for the 2022 Skills Assessment process (except IDOR, Cinco de Outubro and Yutaka Takeda). Apprentices, interns, trainees, residents, PJs without a management position and outsourced workers are not eligible.

## Rede D’Or organizational skills

SASB HC-DY-330a.2

- **Identification with the organization:** Commitment and alignment with the organization purpose;
- **Customer orientation:** Operates with excellence in customer service;
- **Adapting to changes:** We act positively in times of change and uncertainty, adapting quickly and seeking the best of each experience;
- **Cooperation:** We build and encourage collaboration, respecting differences, being empathetic and strengthening team spirit;
- **Initiative and planning:** We have initiative and organization for efficient performance;
- **Communication and interpersonal relationship:** We communicate efficiently and relate with empathy and acceptance;
- **Engaging leadership:** Our leaders develop employees and themselves, building committed teams; and
- **Result optimization:** We understand our business and take responsibility for delivering results.



# Training

SASB HC-DY-330a.2



Our training policy continued with good results during the year. A total of 1,390,876 thousand hours were spent on training and development activities, 28% of which in distance learning and 72% on-site.

To further reinforce good training practices that are already carried out in the company, the Academia Rede D’Or corporate education program was launched – an ecosystem for learning and organizational development. Based on four educational pillars dealing with topics related to the essential competencies for our business and governance made up of ambassadors, specialists and the HR team: culture, behavior and sustainability; leadership; technician; and health, safety and well-being. Academia Rede D’Or’s mission is to promote knowledge management in the different areas of the business and

## Academia Rede D’Or

There are more than 150 contents available on the Distance Learning platform, between training, courses, and knowledge trails, including essential topics such as privacy, compliance, diversity and inclusion, and human rights. The platform can be accessed both via the web and through the RH Digital application.

foster our core competencies, allowing for the continuous development of our collaborators, enhancing the quality of our services, and strengthening our organizational culture.

Among the training courses aimed at all our employees are: the concepts of the General Data Protection Law (LGPD); the Invisible Barriers course: The Unconscious Biases; Communication Trail; Sustainability Trail: Conscious Consumption; People & Management Trail; Productivity Trail and Technical Pillar.

A specific trail is available for new employees – Chega+, which gathers content and practical information for newcomers.

Knowledge Management practices and technical competencies were highlighted in the Technical Pillar of Academia Rede D’Or. We launched several courses in the EAD format for employees to improve their skills and technical knowledge, both corporate and hospital units. In 2022, more than 79,000 courses were completed, with emphasis on Medical Specialties such as Cardiology and Pharmacy Trails.

Outsourced professionals are also impacted by the program. In 2022, 79 thousand courses were held for this audience with different themes, such as Integration for Physicians, Managed Cardiology Protocols, Service Excellence, Patient-Centered Care, Waste Management, LGPD, Compliance and Anti-Corruption, among others.

As it occurs annually, the Internal Occupational Accident Prevention Week (Sipat) was held in a hybrid form (digital and face-to-face) in all business units of Rede D’Or, and focusing on safe behavior, healthy professional relationships, health care and well-being.

In addition to campaigns to encourage employee health prevention, it stood out the National Health and Safety Dialogue Week, encouraging reflection on the importance of safe behavior in our daily lives to avoid accidents and promote everyone’s health.



# Leadership development program

Another important step was the Leadership Development Program continuity at Rede D'Or, in which market concepts are addressed, aligned with the chain's management practices. In total, 2,465,000 leaders concluded the trails aimed at three job levels: reference employee/leader, 1,581; supervision/coordination, 630; and management, 254 (launched in January of this year). They worked on market concepts, aligned with our management practices.

The trails content is aimed at a more humane, empathetic and collaborative leadership model, encouraging protagonism and self-development. The development path for reference/leader employees is made up of 100% online activities. It was created for those who occupy reference role and support their leadership with day-to-day demands and the teams needs. The one aimed at supervisory/coordination positions is carried out through a hybrid format, with online and in-classroom activities, as well as the management development track.

## First Trail of Management Development

SCOPE:

421

eligible managers from the corporate and operational areas

### MODULE 1:

Trend in management

### MODULE 2:

High performance team management

### MODULE 3:

Communication and feedback

### MODULE 4:

Sustainability, diversity and inclusion

### MODULE 5:

Webinars about Rede D'Or business

At the same time as Academia Rede D'Or, the Trainee Program continued, aimed at developing young people at the beginning of their careers with the potential to take on strategic roles in the company. Around 9,000 internal and external candidates were enrolled, who participated in online stages (tests, dynamics, panel, and interview with managers) and face-to-face (interviews with top leadership and interviews with the Presidency).

Lasting one year, the program began in May with the integration of 15 trainees. Subsequently, there were rotation phases involving more than 25 corporate areas, and hospital areas. At this time, young talents are distributed across hospital units, developing specific projects with the aim of improving skills and competencies, applying the knowledge acquired in previous stages and deeply understanding our business models. In addition to presenting the developed projects results, the next steps include defining the final allocations for each trainee.

Throughout the program, actions are taken to develop and monitor these professionals through mentoring, checkpoints planned with HR and the leaders involved, workshops and a skills development track, including areas such as management and leadership. In total, there were more than 53 hours of targeted training. To ensure flexibility and more opportunities for development, the designed track mixes in-classroom and remote models.



## MBA in Hospital Services Management - Executive Leadership Development

Also in 2022, Rede D'Or launched the new MBA program in Hospital Services Management - Executive Leadership Development. Lasting 14 months and focusing on the development of its executive leaders, the course is a Human Resources department initiative through Academia Rede D'Or, in partnership with Instituto D'Or de Pesquisa e Ensino (IDOR). There are two groups made up of company executives, with periodic meetings in São Paulo and Rio de Janeiro.

The project aims to support the company's exponential growth, raising the knowledge level and management of strategic positions in the business, also supporting the Succession Program, which aims to generate a bank of potential successors for leadership positions focused on hospital units and the corporate board. This facilitates the decision-making process for the immediate occupation of critical positions, identifying strengths and areas for improvement, aligning organizational competencies, and fostering the executive leadership retention plan.

### Highlights

9

webinars conducted by the group's top executives

Themes focused on the career trajectory challenges of each area business of Rede D'Or's

Career trajectory





# Diversity and inclusion

Consisting mostly of women, who represent 75% of our workforce, Rede D'Or continues to develop initiatives to increase inclusion and diversity in its selection and hiring processes.

Throughout our history, actions to expand the diversity culture and ensure a welcoming and diversity respecting work environment include the creation and application of internal diversity and inclusion management policies; compliance with the Code of Conduct; and the Reporting Channel. It is also worth mentioning the Rede D'Or continuous efforts to promote, make available and encourage our employees participation in courses and webinars, with the purpose of disseminating the diversity and inclusion culture in our network.

The group's digital transformation also involves a commitment to increasing inclusion and diversity, ensuring the accessibility of our applications to all audiences. In this way, we meet the Web Content Accessibility Guidelines (WCAG) in most items with criticality A and AA, which gives our applications an average score of 79% accessibility. We are also continuously investing to deliver other critical items, including those related to visual, hearing and intellectual disabilities. More information about the WCAG criteria is available [here](#) (in Portuguese).

Our Diversity and Inclusion Program has increased the awareness and engagement

actions number, always based on the knowledge dissemination through training, webinars, campaigns with wide dissemination on commemorative themes dates, targeted employability programs and partnerships with specialized institutions. We currently provide training on diversity and inclusion, unconscious biases, empathetic leadership, and compliance, among others, at Academia Rede D'Or.

Launched in 2022, the Invisible Barriers course: The Unconscious Biases, aims to make participants understand their biases, understand their impacts and how to neutralize them to promote a diverse and inclusive culture in our company. Currently, more than 6,149 people have taken the course. We also add diversity and inclusion training in the Leadership Development Program, in the development tracks for reference/leader, supervision/coordination and management employees.

Issues such as intolerance, discrimination and any harassment type are considered unacceptable by Rede D'Or. This stance is translated into our Code of Conduct and a reporting channel available to our employees.



# Climate survey

The positive result of these initiatives can be seen in our climate survey – Fala Rede. The climate survey is carried out annually, and confirms how much diversity is respected at Rede D'Or. In 2022, when we asked if “people of any age, ethnicity, religion, color, gender and sexual orientation are treated in the same way in the company”, we recorded a rate of 79.5%. This number represents an increase of 0.5 percentage points compared to 2021. The organizational climate adherence index is 74.7%, obtained through the participation of 42 thousand employees. As the survey result, each core of the company carries out its strategic plan clear objectives defined. By compare the 2021 survey result, it was possible to build several improvement actions focused on career, climate, dialogue, health and well-being - a significant result for a company that is growing through mergers and acquisitions and that needs to integrate different organizational cultures.

For the second consecutive year, D'Or Consultoria received the Great Place To Work (GPTW) seal. Recognition is achieved through a survey conducted with employees on topics such as leadership, organizational climate, among others.



# Human Rights

GRI 410-1

We are committed in cultivating a diverse, inclusive, non-discriminatory, and equal employment opportunity work environment. Rede D’Or ensures respect for the human rights of all its employees, clinical staff, patients, suppliers, outsourced employees, and society in general. Our [Human Rights Policy](#) is applicable to all our units, and also in line with other guidelines already established by the Group – such as the Code of Conduct and our anti-corruption, environmental, sustainability and social responsibility policies. The document follows international references related to the human rights subject, such as the United Nations (UN) Global Compact, to which we have been signatories since 2020.

To support this commitment, our employees are required to sign and comply with the Code of Conduct which contains human rights issues. Through behavioral training, we carry out human rights policies or procedures capacitation developed to all members of Rede D’Or property security teams, almost predominantly outsourced. The practice also includes 15% of the company’s organic professional staff.

GRI 410-1

The outsourced employees training is fully guaranteed through a managerial KPI of the physical security corporate sector. Training is monitored quarterly with the sector’s regional coordinators; directly at the units with safety supervisors and also at some of the companies contracted by Rede. Additionally, part of our outsourced companies develop training for their employees that educate on human rights and behavior issues, among others.

Our Risks and Internal Controls Board also adopts several instruments for the prevention and the reduction of human rights negative impacts by security contractors. An example is the Perception Questionnaire, which enable a clear perspective on third parties reactions under adverse situations, also identifying possible violations.

Regarding the relationship with suppliers, service provision contracts have specific contractual clauses on environmental respect and the combat over slave and child labor, and demand documentation proving legal compliance. Suppliers must also ensure the business partners selection that

operate within labor legislation and ethical standards compatible within our Code of Conduct premises.

Rede D’Or’s Human Rights Policy demonstrates the group’s commitment to compliance with all laws and the regulations related to human rights, including:

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

## Human Rights Week

In 2022 during the celebration of International Human Rights Day, the first Rede D’Or Human Rights Week was launched. In order to multiply knowledge for society, the contents of the two webinars conducted during the event are available on our Youtube channel (check [here](#) and [here](#)). At the same time, we launched the EAD on human rights at Academia Rede D’Or, in a mandatory format for all employees and, by the end of December, 2,276 employees had been completed the training.





# Opportunities for all

SASB HC-DY-330a.2

Rede D’Or has an inclusive hiring process on its job posting careers page, in which everyone can sign up. Candidates are analyzed for their behavioral skills and directed to open positions.

We also have exclusive vacancies for PWDs posted on the [career portal](#), in order to increase attraction and hiring, and we reinforce this through actions by the marketing team on online platforms for professional relationships. These efforts represented a very positive result in 2022 with more than 30,000 applications, with a 66% increase in those approved in the HR stage between the first and second semesters. We also established partnerships to boost the PWDs recruitment, such as the SINE in BA and workshop participation to update the best practices for inserting these employees together with Special Opportunities, one of the largest Employability Projects aimed at People with Disabilities. In addition, we continue to establish similar partnerships in the other states where we operate.



# Occupational health and safety

GRI 403-1, 403-8

Our Health, Safety and Environment Policy (available [here](#)) latest revision has incorporated the occupational health and safety (H&S) dimensions, in order to clarify Rede D’Or’s commitment to preventing or mitigating significant adverse impacts in the health, work safety and the environment dimensions, all directly connected to its operations, products and services, as well as its various social and business relationships.

In line with current legislation and GRI protocols, this system uses the Sustainable Development Goals of the United Nations (UN) as reference - specifically SDG 3. It applies to all our employees, direct and indirect, in all activities and workplaces of the Rede D’Or. **GRI 403-8** There is even an internal rule specifically aimed at service providers, which establishes the entire verifying process and monitoring aspects of OH&S in these companies.

Our OH&S management system is based on [regulatory norms](#) (NR) complementary to Chapter V of the Consolidation of Labor Laws (CLT), of the then Ministry of Labor and Social Security (MTP); as well as in all legislation and specific technical standards on health



Photo: Ana Saraiva

and safety at work. Our priority goal is the accidents and incidents at work prevention and mitigation, the promotion of well being, and occupational health and safety of our direct and indirect employees as constant objective for us.

In 2022, approximately 19,000 indirect employees were mobilized in the health operational areas. As an improvement, an digital H&SO management system project is being implemented for third parties, with the support of specific software.



# Identification, prevention and mitigation

GRI 403-2, 403-4, 403-7

In terms of risks, the OH&S management system has mapped and identified them in accordance with our Risk Management Program (PGR) – which covers our activities, and services providers. Risks are classified according to their likelihood of occurrence and severity, and include the ergonomic environment work aspects. Based on this process, control measures are adopted, and monitored through specific action plans.

In a continuous improvement process, our existing OH&S actions are constantly evaluated, including the additional initiatives development. Every two years, the PGR global is reviewed, and, annually, the PCMSO report is prepared. Based on the indicators examination, we established an action plan with the necessary adjustments for the following year. In addition, the D'or performs systemic audits, based on our Internal Compliance Verification Program – is our tool to continuously improve the occupational health and safety management system.

Rede D'Or complies with the legal requirements established in NR-5 of the Ministry of Labor and Social Security, which establishes the Internal Commission for Accident Prevention (Cipa). In 2023, the company will implement three groups with OH&S themes – the Ergonomic Committee, the Occupational Hygiene Committee and the Mind in Focus Committee.



## Training

GRI 403-5

These initiatives are floowed by a training program, guiding the employees through a detailed understandment on how to prevent the possible risks occurrence to their health. Upon hiring, everyone receives training on the routines and the operational procedures related to their position, and with emphasis on occupational risks. In addition, the prevention and potentially dangerous situations control exposure are regularly emphasized through educational campaigns, posters, newsletters, safety meetings and initiatives such as Gestão à Vista; RH Informa, Health and Safety Dialogues and messages through the RH Digital application, among other resources.

Therefore, employees are instructed on how to communicate any dangers and risks, as well as attitudes that could lead to accidents. They can register these situations in a specific form for refusing tasks, or make reports through our Reporting Channel. In both cases, workers are protected from possible penalties, according to our Code of Conduct.

## Health care

GRI 403-3

All Rede D'Or employees have access to occupational health services, and to the Primary Health Care (APS) program care protocols, which aims to act in the health prevention and promotion of our teams. They undergo different types of mandatory medical examinations: admission, periodic, change of function or occupational risk, return to work and dismissal.

At the same time, employees who join the D'or have the option of also joining a health and dental plan.



## Initiatives in 2022

GRI 403-6



One 2022 highlight was the Management of Emotions program implementation – our newest step to improve care for the employees mental health. The developed initiative was led by the occupational work psychologist, a multidisciplinary OH&S team member, which is build up of ergonomist, hygienist, safety engineer, occupational physician and psychiatrist, among other professionals. With operational research stages and recreational activities that encourage well-being and comprehensive health activities for employees through virtual and face-to-face initiatives. The program includes access to the WoW Life care platform, available at this [link](#) or in the RH Digital application.

Also in 2022, new campaigns were carried out to encourage employee health prevention in all Rede D'Or business units. Among them we can mention the Health and Safety Dialogue National Week, which took place in July and promoted reflections on the importance of safe behavior in everyday life to avoid accidents and promote everyone's health.



Indicators for 2022

GRI 403-9, 403-10  
SASB HC-DY-320a.1

Mortality rate resulting from accidents at work

Own employees: **zero**  
Third-party employees: **zero**

Number and rate of accidents at work with serious consequences\*

Own employees considering a HH factor of 1,000,000:  
Severity rate 2021 = **86**  
Severity rate 2022 = **29**  
Third parties in 2022 = **11**

\*Except deaths.

Number and index of work-related accidents to be communicated

Own employees considering a HH factor of 1,000,000:  
Attendance rate 2021 = **14.92**  
Attendance rate 2022 = **13.41**  
Third parties in 2022 = **6.14**

Number and rate of mortality resulting from occupational diseases

Own employees: **zero**  
Third-party employees: **zero**

Cases number of mandatory reporting occupational diseases

Own employees: **zero**  
Third-party employees: **zero**

Occupational absenteeism rate: **0.77%**

Continuous Improvement

GRI 403-1 ao 403-7

For 2023, Rede D’Or intends to continue improving its occupational health and safety management system through a series of actions:

- Development of metrics for ISO 45001 certification in at least ten company units;
- Training of four groups as internal auditors in ISO 45001;
- Carrying out systemic diagnosis for ISO 45001 certification through external consultancy;
- Implementation of an automated H&SO management system for service providers;
- Make the first reports deliveries of the emotion program management;
- Strengthening the Risk Management Program;
- Improve the ergonomic evaluation process, implementing the Ergonomics Committee. The program provides for communication, training, local and general action plans;
- Achieve a 50% average corporate rate on the internal compliance verification program;
- Implement the OH&S ranking program in the company’s units; and
- Maintain 5% reduction in the frequency and severity rates compared to 2022.

Rede D’Or reinforces its commitments to the SDGs and ESG goals. For 2023, we are structuring actions that strengthen culture and diversity, we will maintain our efforts focused on the emotions program management, taking close care of our employees mental health. Furthermore, we will have a series of initiatives to reinforce our solidity in the internal talent training and actions that support the continuous evolution of our teams productivity.



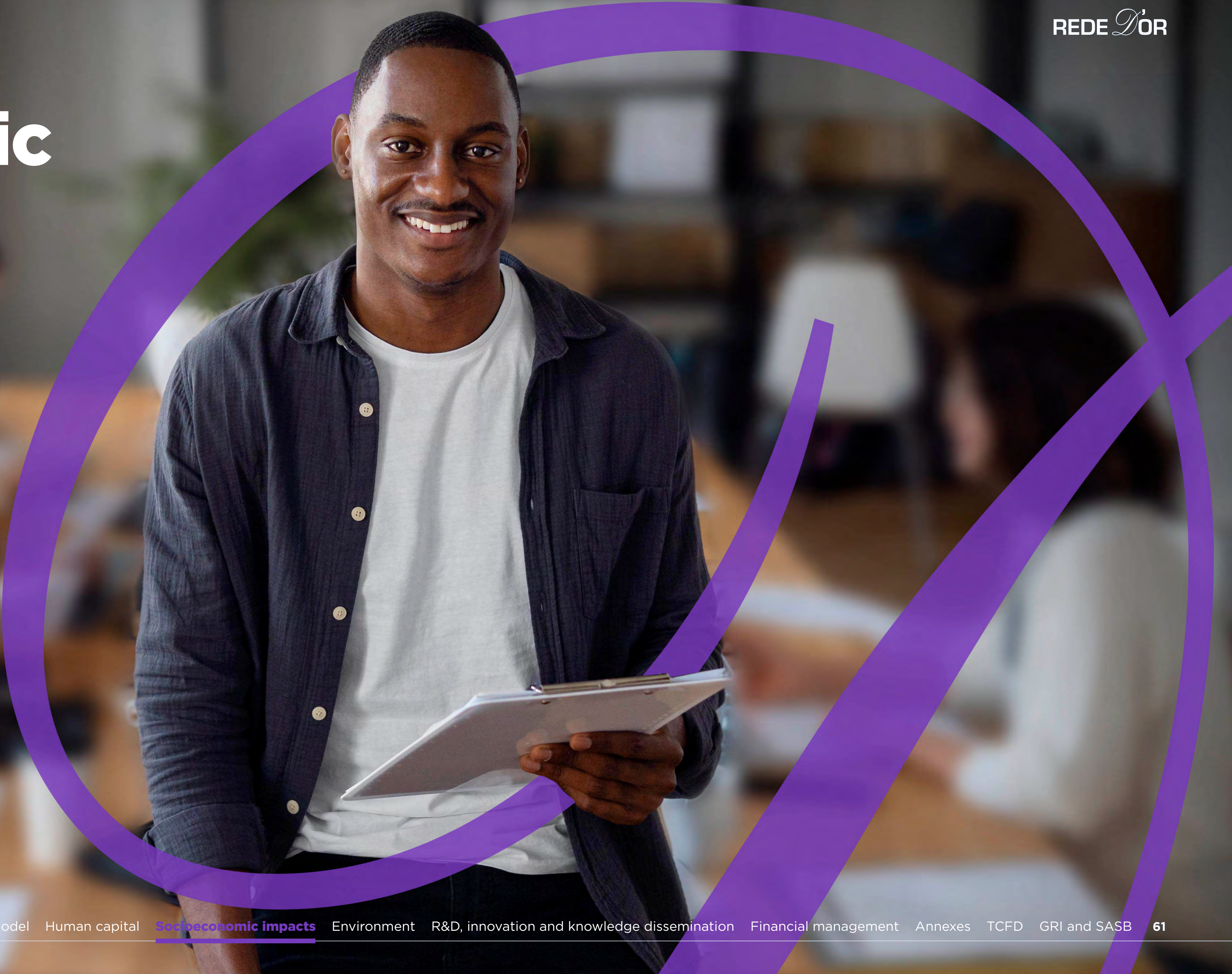


# Socioeconomic impacts

Contribution to the Brazilian health system .....62

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GRI 203-1, 203-2

Given its dimensions and distribution throughout the Brazilian territory, Rede D'Or is conscious of its the generated impacts, direct and indirect, for the communities where it operates, the public which it relates and for general society. As a service provider, we act as a driver for economic and social development in our area of expertise.

In line with our transparent positioning and adhering to good sustainability practices, we seek to make a difference at the various audiences we impact. Thus, the hiring of local workforce and suppliers, the taxes collection and infrastructure contributions and investments, among others, result in the life quality improvement of the populations that live around our units. These contributions have helped to improve national standards, protocols, and policy agendas.

In 2022, more than **BRL 1.1 billion were invested in projects** and more than **11,000 indirect jobs** were generated. Municipal tax collections were in the order of **BRL 34 million**, estimated based on the total amount spent on services x the municipal ISS rate for the city where the project was carried out.

# Contribution to the Brazilian health system

GRI 203-1, 203-2

Our role in improving the Brazilian health care system can be put in different perspectives. The notorious one is the network availability of 69 own hospitals in operation, plus three administered (Cinco de Outubro - PA, Yutaka Takeda - PA and Israelita Albert Sabin - RJ), in addition to 54 oncology clinics - all recognized for the quality services and the high level of training of its 87,000 accredited doctors, in 12 states and in the Federal District. In this way, we contribute not only to increasing the available bed hospitals volumes in Brazil, but also to improve the medical care standard, introducing modern technologies, including the largest robotic park in the country.

In addition, the fact that we have one of the major research and teaching institutes in Brazil (Instituto D'Or - IDOR) financed by a health private company, allows us to make an important contribution not only to the professionals training who will work in essential areas of medicine, such as neurology,



Photo: Gisa Rizzo

cardiology and oncology, also producing relevant research in several medical areas.



# Tax collection

Present in 12 states and the Federal District, Rede D’Or systematically monitors municipal, state and federal legislation, in order to ensure its compliance. Our adherence to tax precepts and legal norms is total, as is the Red D’Or’s alignment with the tax administration. We also seek to regularly monitor possible changes in the legislation to which we are subject, in order to anticipate possible impacts on our operations.

## ALLOCATION OF TAXES (BRL)

GRI 207-1

FROM THE GOVERNMENT	2020	2021	2022
Federal taxes, fees and contributions	1,799,993,077	2,283,793,723	2,312,357,224
State taxes and fees	368,893	2,217,023	1,880,227
City and other taxes and fees	271,198,614	383,321,172	429,831,448
TOTAL	2,071,560,584	2,669,331,918	2,744,068,900

# Incentives and projects

Rede D’Or contributes to the local communities development where it operates and encourages the realization of various projects, in addition to initiatives to support children, young people and the elderly, and health care, throughout Brazil. Tese actions are in line with the Rede D’Or’s positioning in ESG agenda, and meet SDGs 3 (Health and well-being), SDGs 4 (Quality education), SDGs 6 (Drinking water and sanitation), SDGs 8 (Decent Work and Economic Growth), SDGs 10 (Reducing Inequalities), SDGs 11 (Sustainable Cities and Communities) and SDGs 17 (Partnerships and Means of Implementation), and sponsored by tax incentive policies

Throughout 2022, these initiatives involved 1.7 million participants and represented, an investment of around BRL 12 million. Actions were quite diversified, involving incentives for theater productions, museums revitalization (including the Ipiranga Museum, on the 200th anniversary of Brazil’s independence occasion), sports competitions and the endorsement for health and support institutions.

## Some examples of initiatives carried out in 2022:

GRI 203-1, 203-2

### Flamengo Olímpico IV - Collective and individual | Sports Incentive Law

Promotes the sports development of basketball, volleyball, and judo athletes, in addition to maintaining and improving technical teams and financially assisting athletes over 14 years, among others.

AUDIENCE REACHED: **275 people**

INVESTMENT: **BRL 1 million**

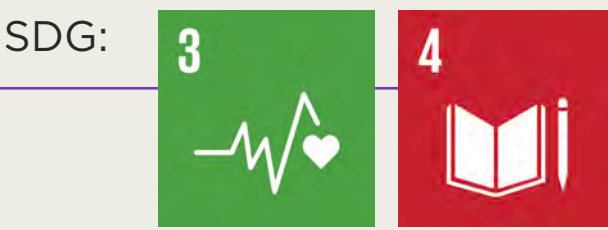


### Japeri Golf School Sports Incentive Law

Sporting and community project daily serves 100 children and young people between 6 and 17 years of age in socially vulnerable situations, in Baixada Fluminense. Two students from the Japeri Golf School are among the best ranked golfers in Rio de Janeiro.

AUDIENCE REACHED: **100 children and youth**

INVESTMENT: **BRL 150,000.00**





Teatro Riachuelo Rio 2022  
Culture Incentive Law

Maintenance and programming of Teatro Riachuelo, located in Rio de Janeiro. It guarantees diversity and quality in programming at affordable prices.

AUDIENCE REACHED: **56,409 people**

INVESTMENT: **BRL 1.3 million**

SDG:



Projeto Rede D'Or Acessibilidade  
Rouanet Law

Unique creation project with concept of fully accessible space endorsed by the D'or for the cultural accessibility promotion and amplification of access in pounds, audio description and subtitling with 100% coverage in Teatro Claro programs in the cities of São Paulo and Rio de Janeiro.

AUDIENCE REACHED: **350 thousand people**

INVESTMENT: **BRL 2 million**

SDG:



Vida Saudável nos Morros  
Incentive Law: Statute of the Elderly

Aimed at the elderly population in Recife (PE) communities, the project encourages the inclusion and production of healthy foods with the creation of productive backyards and community gardens.

AUDIENCE REACHED: **600 people**

INVESTMENT: **BRL 222 thousand**

SDG:



Longevity: Articulation and  
Promotion of Active Aging  
Incentive Law: Statute of the Elderly

Activities aimed at active aging in nine Long Stay Institutions for the Elderly (ILPIs) in the capital of Pernambuco, including qualification of professionals from these institutions.

AUDIENCE REACHED: **350 people**

INVESTMENT: **BRL 485 thousand**

SDG:







New Ipiranga Museum  
Culture Incentive Law

The project included restoration works, accessibility and modernization of the Monumento Building for the Ipiranga Museum reopening in the Brazil’s Bicentennial Independence celebration, providing society with an option for culture and leisure with comfort and technology.

AUDIENCE REACHED: **700 thousand people**

INVESTMENT: **BRL 400 thousand**

SDG:


4

17


Rede D’Or’s participation in these actions is governed by our Social Responsibility Policy, which establishes the objectives of our private social investment initiatives.

TAX INCENTIVES (BRL MILLION) GRI 201-4	2020	2021	2022
Culture Incentive Law - Rouanet Law	2.665	5.550	5.940
Culture Incentive Law - ISS	0.921	0.788	1.371
Audiovisual Law	0	1.347	0.600
Sports Incentive	0.479	2.090	1.558
Municipal Fund for the Rights of Children and Adolescents (Fumcad)	IN	IN	1.531
State Council for the Rights of Children and Adolescents (Condeca)	IN	IN	IN
Municipal Council for the Rights of Children and Adolescents (Funcria) and Municipal Fund for Children and Adolescents (FMIA)	0.479	2.090	IN
National Fund for the Elderly	0.479	1.957	1.531
National Support Program for Oncology Care (Pronon)	0	0.500	IN
TOTAL	5.023	14.322	12.531


Sociocultural Investment (2022)



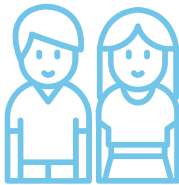
Culture Incentive Law - Rouanet Law  
**BRL 5.940 million**




Audiovisual Law  
**BRL 600 thousand**




Sports Incentive  
**BRL 1.558 million**



Child and Adolescent Statute  
**BRL 1.531 million**



National Fund for the Elderly  
**BRL 1.531 million**



Culture Incentive Law - ISS  
**BRL 1.371 million**

SOCIOCULTURAL INVESTMENT  
IN PORTFOLIO\*\*  
**BRL 88.31 million**  
Investment considered between  
the years 2016-2022

SOCIOCULTURAL INVESTMENT  
IN 2022\*  
**BRL 12.53 million**

\*With fiscal incentives



# Goals



**Use of educational and health prevention videos in at least 50% of our 64 Medical Centers (Cemeds) for the population that circulates there, as well as disseminate them on social networks\*, by the end of 2023. These videos will be made available to companies in the region around the hospitals and Cemeds, according to their interest and availability of disclosure<sup>1</sup>.**

To achieve this goal, videos will be produced regarding the specialties Pulmonology (January/February), Nephrology (March/April), Gastrology (May/June), Hepatology (July/August), Cardiology (September/October) and Oncology (October / November), which will be released on the official channels of Rede D'Or.

Rede D'Or social networks are: Instagram, Facebook, Twitter and LinkedIn.

1. These goals were included in the last Report and were revised by the area.  
2. Target results are being monitored and publication in the next Report is planned.



**Disseminate health-related topics through the seven campaigns of the Rede D'Or Care Program, adapted with offices and the Therapeutic Diagnostic Support Service (SADT) to carry out preventive campaigns digital media and Out of Home (OOH), seeking visibility of the brand by the end of 2023<sup>1</sup>.**

To achieve this goal, an action plan is being organized.



**Participation and sponsorship of committees and class events to discuss topics such as diversity, child labor, types of violence, the first job training, by the end of 2025<sup>2</sup>.**



**Encouraging the employees and physicians participation in social actions, such as renovation of nursing homes, activities in orphanages or distribution/collection of food for surrounding communities until the end of 2025<sup>2</sup>.**



# Volunteering

We encourage the employees and physicians participation in social actions throughout 2022:

**Courses for pregnant women:**

Thirteen courses were held, with the aim of promoting knowledge and guidance to pregnant women on care during pregnancy and postpartum. The initiative covered five units: Caxias D’Or, Oeste D’Or, Perinatal Laranjeira, Perinatal Barra and Santa Cruz.

**Winter clothing campaign:** Eight coat donation actions in seven units: Caxias, Quinta, Norte, Niterói, Balbino, Samer and São Lucas Macaé.

**Campaign to collect toys and restoration:** Initiative implemented by the Santa Cruz hospital, through which the unit becomes a delivery point for toys and materials for restoration.

**Care and prevention:**

The Niterói D’Or hospital promoted a burn care and prevention class for children at a local school.

**World Handwashing Day:**

The Arthur Ramos hospital promoted an action to reinforce the importance of hand hygiene and personal hygiene in everyday life at the Institution Lar das Meninas.

**Children’s Christmas Donation:**

Donation of toys to an orphanage in Campo Grande (MS), promoted by the Oeste D’Or hospital.

**Donation of clothing/hygiene products to Petrópolis:** The Copa D’Or hospital promoted a campaign to collect products and clothes to support the population affected by the floods in Petrópolis (RJ).

**Blood donation with GSH:** Copa D’Or and Copa Star hospitals carried out campaigns in partnership with the GSH Blood Bank, with the aim of promoting awareness about the importance of blood donation.

**Solidary Christmas:** Hospitals in Pernambuco collected gifts for needy institutions.

**Saúde em Dia:** The Arthur Ramos hospital promoted an action in a local social institution with the objective of promoting the practice of physical activity.

**SOS Petrópolis:** Campaign for the donation of non-perishable clothing and food in the municipality of Petrópolis (RJ), with the involvement of seven hospitals – Caxias, Quinta, Norte, Niterói, Oeste, Perinatal Barra and Perinatal Laranjeiras.



# Environment

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# Climate changes

GRI 201-2; GRI 305  
SASB HC-DY-450a.1

Environmental management at Rede D’Or contributes not only to the essence of service provision in the area in which we operate, but also as an important opportunity for the group to contribute to society in the face of the world’s challenge in relation to climate change. We have our Climate Change Policy, approved by the Board of Directors, which sets out the company’s main guidelines and the commitments for managing risks and the climate change impact on units and businesses, providing mitigation and adaptation mechanisms.

In this way, we work not only to achieve a better understand our environment impacts, in order to adopt mitigation or prevention actions, as we also work to make our employees aware of the subject importance. At the same time, we act as inducers of the transition process towards a low-carbon economy by extending these practices to our outsourced employees and suppliers.

The guidelines of our Climate Change Policy can be accessed [here](#).

## Measurement and mitigation of impacts

The actions we undertake to face climate change involve measuring our impacts, through the continuous improvement of our annual report of greenhouse gas (GHG) emission inventories in our units, including hospitals, clinics, and laboratories. The data obtained is submitted to an external audit and disclosed in the Public Emissions Registry (*read more in the PBGHGP Gold Seal box*).

Seeking to mitigate the impacts caused by GHG emissions, in 2022 we started implementing two electric transport projects for ambulances and trucks, and four others focused on reverse logistics.

## Climate management

As a signatory to the principles of the UN Global Compact, member of the GHG Protocol and the Global Network of Green and Healthy Hospitals, the company has been evolving in its journey of reducing greenhouse gas (GHG) emissions.

Among the actions to improve and implement the environmental management of Rede D’Or in 2022 is the the Carbon Disclosure Project (CDP) report – a non-profit global organization considered the main initiative of the financial sector that works towards the climate change mitigation. In our report, we highlight corporate information related to climate management, in addition to reporting the carbon emissions generated by the company’s units. The CDP is

considered the world’s largest database related to climate change, among other aspects. D’or was invited to respond to B3’s Carbon Efficient Index (ICO<sub>2</sub>), where it also reported its carbon emissions.

## Awareness

The topic is addressed in our *Sustainability Trail*. This is a course platform, which is exclusively accessible to company employees through Academia Rede D’Or, and covers the main topics related to sustainable development: climate change; Sustainable Development Goals (SDGs) and conscious consumption, among others. In the Sustainable Development Concept Module, for example, we present the priority milestones in the global effort towards sustainable development; and in the Climate Change Module, we address the major impacts of climate change, contextualizing the problem from the health area perspective.

In 2022, the novelty was the development and dissemination of the Conscious Consumption Module, whose objective is to provoke reflection on both positive and negative consequences of our consumption habits on health and the environment, meanwhile presenting the initiatives adopted by Rede D’Or to ensure a more sustainable efficiency.



## Gold Seal Brazilian GHG Protocol Program (PBGHGP)

As a result of the work being carried out, in October this year Rede D’Or received the gold seal of the Brazilian GHG Protocol Program (PBGHGP) for its corporate inventory of greenhouse gas (GHG) emissions for the year 2021.

The seal certifies the corporate inventory for achieving the highest level of qualification in reporting, based on concepts and guidelines established by the PBGHGP and in compliance with ISO 14064:2007.

The inventory includes all gases internationally recognized as GHG (regulated by the Kyoto Protocol) and is in line with national and international methodologies. For example, the following gases are considered: CO<sub>2</sub>, N<sub>2</sub>O and CH<sub>4</sub>, which are emitted through fixed and mobile combustion, electricity generation, generation and treatment of effluents and waste, among others.



GHG emissions inventory (tCO<sub>2</sub>e)

GRI 305-1, 305-2, 305-3

Source	Cycle 2021 (2020)	Cycle 2022 (2021) <sup>1</sup>	Cycle 2023 (2022) <sup>4</sup>
Scope 1	77,011 (72%)	108,388 (62%)	64,785 (58%)
Scope 2	16,253 (15%)	35,612 (20%)	12,537 (11%)
Scope 3	13,883 (13%)	30,272 (17%)	33,448 (30%)
Total	107,146	174,271 <sup>2,3</sup>	110,770

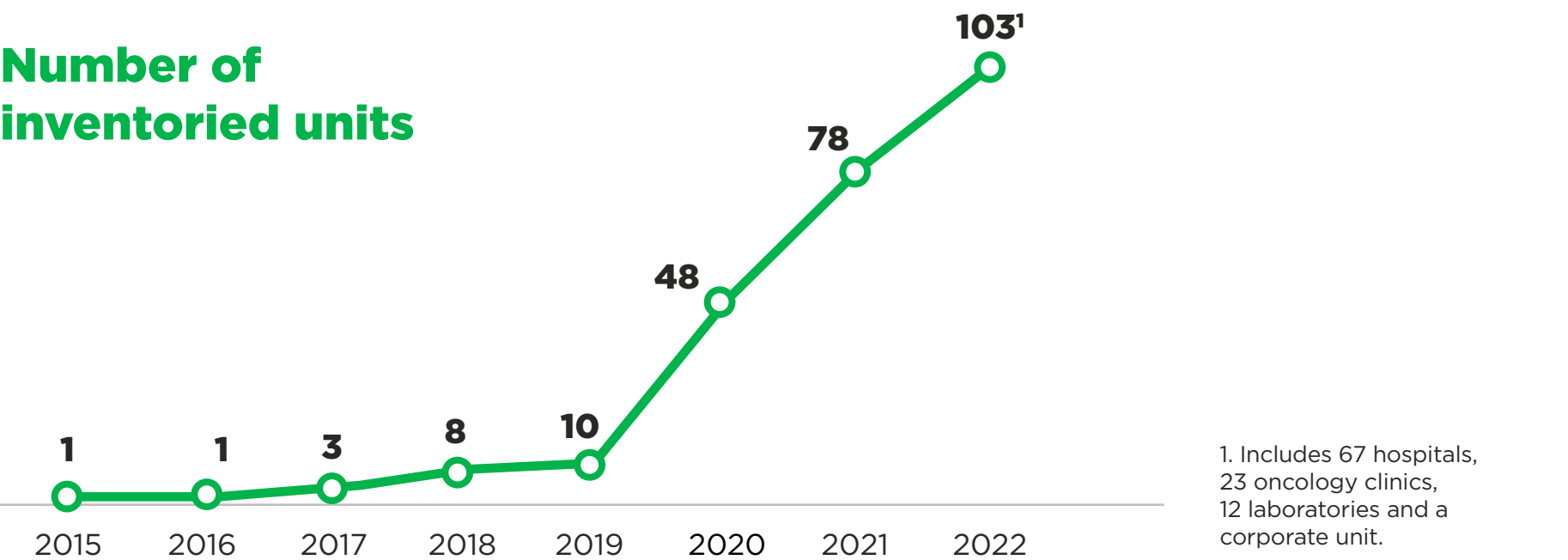
1. Inventories carried out in 2021, included in the 2022 cycle, include hospital units, oncology clinics and laboratories.  
2. Significant increase in emissions, especially in scope 1, driven by the acquisition of new hospital units and by measuring emissions from oncology clinics and analysis laboratories, not included in inventories from the previous cycle.  
3. Update of emission factors in the GHG Protocol methodology for the 2022 Cycle (2021), which impacted the measured emissions volume, mainly in scopes 2 and 3.  
4. For these indicators, hospital units (except Badim and Santa Isabel), oncology units and Richet units were considered.

GRI 305-4

Intensity of GHG Emissions (tCO <sub>2</sub> e) /patient.day	2020 <sup>1,2</sup>	2021 <sup>1,2</sup>	2022 <sup>1</sup>
Intensity of GHG Emissions – Scope 1 <sup>4</sup>	0.042 (72%)	0.046 (62%)	0.024 (60%)
Intensity of GHG Emissions – Scope 2 <sup>4</sup>	0.009 (15%)	0.015 (20%)	0.005 (12%)
Intensity of GHG Emissions – Scope 3 <sup>4</sup>	0.008 (13%)	0.012 (17%)	0.012 (29%)
Consolidated intensity of GHG Emissions <sup>3</sup>	0.058	0.073	0.040

1. The intensity calculation includes only hospital units. For the calculation, in 2020, 48 hospitals were considered; in 2021, 61 hospitals; and in 2022, 67 hospitals were considered (Badim and Santa Isabel units were not considered);  
2. The data presented in the previous report were rectified in this report, since previously the average of the units intensities was calculated, whereas from this cycle, the metric adopted was “intensity = absolute emissions (hospitals) / pac.day (hospitals)” in accordance with indicator 305-4. In addition, Scope 1, 2 and 3 intensities were considered, as well as their consolidation. **GRI 2-4**  
3. The data obtained may include the following gases: CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCS (see **GRI 305-7**), but do not consider emissions of gases not regulated by the Kyoto Protocol as they are insignificant in the result.  
4. The percentages presented represent the composition by scope, in which 2022 we observe a change due to the reduction in Scope 2.

Number of inventoried units



305-5 – Reduction of greenhouse gas (GHG) emissions

Scope 1

In 2022, there was a significant reduction in the amount of refrigerant gas consumed, which can be explained by the large quantity of refrigerant gas purchased in the previous year and due to the preventive maintenance carried out throughout 2022, thus reducing the incidence of possible leaks. It is worth remembering that refrigeration and air conditioning equipment does not consume refrigerant gas in normal operation. The refrigerant gas works as a fluid to allow the water condensation, which changes from a gaseous to a liquid state, returning to a gaseous in a continuous cycle.

A reduction in fuel consumption for transport (mobile combustion) was also identified, since a large part of this service was outsourced and, in some units, there was only the occasional removal of patients in the reporting year.

Reductions in numbers (tCO<sub>2</sub>e):

Refrigerant Gases	2022	2023
	35,759.58	17,184.31
Mobile combustion	2022	2023
	181.77	163.73

Scope 2

The reduction is due to the decrease in the electricity emission factor for the year 2022, when compared to 2021, according to the calculation methodology used by the Brazilian GHG Protocol Program. The SIN annual FE average was 0.1264 tCO<sub>2</sub>/MWh in 2021, rising to 0.0426 tCO<sub>2</sub>/MWh in 2022.

Reduction in numbers (tCO<sub>2</sub>e):

Electric power	2022	2023
	35,612.49	12,537.26

305-6 – Emissions of substances that deplete the ozone layer (ODS)

The substances considered in this indicator are: Halon, Carbon Tetrachloride (CTC), Hydrochlorofluorocarbon (HCFC), Chlorofluorocarbon (CFC) and Methyl Bromide, which are substances controlled by the Montreal Protocol. The use of HCFC-22 (R22) gas, a refrigerant gas used in air conditioning devices, was mapped.

According to the FGV GHG Protocol calculation tool, one ton of CFC-11 is equivalent to approximately 4,660.00 tons of CO<sub>2</sub> equivalent. As the GHG tool allows us to calculate in CO<sub>2</sub> equivalent tons and for HCFC-22 we had a total of 5,826.959 tCO<sub>2</sub> and we conclude that the amount correspond to about 1.250420386 tons of CFC-11 equivalent.

Goals  
Zero net carbon emissions by 2050<sup>1</sup>

Reduce GHG relative emissions (intensity) by 36% by 2030

1 Target results are being monitored and it is planned to publish them every 5 years (from 2025);

305-7 – NOX, SOX and other significant atmospheric emissions

Among our emissions measured and calculated using the Brazilian GHG Protocol Program tool (PBGHG), in the base year of 2022, we had the emission of N<sub>2</sub>O (nitrous oxide) which is one of the nitrogen oxides (NOx). In this cycle, we accounted for a total of 143.64 N<sub>2</sub>O metric tons in scopes 1 and 3 (direct and indirect emissions, respectively). In our activity, a large part of this gas is used in the form of anesthetic gas generally administered in surgical procedures in hospital units. No other significant categories emissions requested by the indicator were calculated.



# Energy consumption

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

Our energy consumption in hospitals is associated with the lightning, air conditioning, heating, water pumping, elevators and medical equipment systems operations. Both direct energy from fuel, used to supply generators, and indirect energy, in the form of electricity, are included.

The generators are activated in occasions of power outage from the concessionaire, or for a brief period of the month for equipment maintenance. By means of installed equipment, it is possible to check the fuel volume in the tanks.

## Electricity consumption

Our Energy Efficiency Program aims to ensure the effectiveness of the air conditioning system at the units, based on chilled water plant automation and monitoring, and optimizing energy consumption. This focus on the chilled water plant (CAG) is due to the high energy consumption. Such prioritization is essential because, when considering the electricity consumption in a modern hospital, the CAG is equivalent to 50%. Currently, Rede D'Or has 20 Energy Efficiency projects at CAG in operation, with nine contracts in force and 11 under implementation – in addition to another 30 mapped as possible to be applied.

Each of these projects undergoes thorough an economic, financial, and technical feasibility analysis by the company's corporate infrastructure team before being effectively implemented. We seek for details attention, such as the number of outlets installed per bed, in order to reduce the number of new generators and substations installations, thus reduce energy consumption.

We have increasingly opted the energy consumption obtained from renewable sources, that is, those resources whose

reserves are constantly renewed. By the end of 2023, we estimate that 99% of our hospitals units consumption will rely on renewable sources from the Free Energy Market (MLE). This is part of Rede D'or's ESG Strategic Planning goal, 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 were extended 2020 and 2021 throughout the Perinatal Barra and Laranjeiras hospitals (RJ) Santa Cruz (PR), Aliança (BA), São Carlos (CE), Balbino (RJ), Biocor (MG), Nossa Senhora das Neves (PB) and Novo Atibaia (SP). In 2023, Rede D'Or will proceed with its migration plan to the Free Energy Market of another 33 consumer units, which correspond to 13.761 average MW of contracted incentivized energy. At the end of 2022, we had 41 consumer units (allocated in 38 hospitals) in the Free Energy Market,

equivalent to 21.831 MWm and we should reach a total of 74 units – which will correspond to 35.59 average MW of incentivized energy.

Considering Rede D'Or's ESG guidelines, 54.6% of the units that consume or will consume incentivized energy will be recognized with the International Renewable Energy

Certificate (I-RECs); used internationally to track environmental attributes and prove that the electricity consumed by the company comes from a 100% clean source. **GRI 302-5**





# Power efficiency

Among the main energy efficiency actions carried out, we highlight the air conditioning system (chiller) automation and the obsolete equipment retrofit. Also, we monitor the units with the highest consumption, using consumption indicators per patient day, consumption per number of beds and consumption per area, for example.

Maintaining energy efficiency actions requires an annual payment of around BRL 1 million and, on the other hand, in 2022 we have gross energy savings of around BRL 2.2 million.

We operate in the purchase of more efficient equipment, which may have a higher cost, but since they consume less energy, they present a good return in the short term due to savings in the energy bill. The search for more efficient buildings is also due to the reduction of polluting gas emissions into the atmosphere, corroborating sustainability and generating greater financial savings. **GRI 302-5**

In 2022, with the cold-water plant automation at the Copa Star, Jutta Batista, Itaim, Hospital e Maternidade Brasil, Morumbi, São Caetano, Anália Franco, São Luiz Osasco, Vivalle, Jabaquara and Criança units, we achieved energy savings of 4,345.59 MWh, in addition to other benefits, as follows **GRI 302-4:**

CAG Automation - Energy Efficiency	2021	2022
Implemented units	7	10
Gross savings (BRL)	1,595,085	2,284,856
Net savings (BRL)	620,352	1,248,468
Reduction in tons of CO <sub>2</sub>	202	326
Consumption reduction (%)	6%	7%

## Energy consumption within the organization<sup>1</sup> **GRI 302-1** **SASB HC-DY-130a.1**

Consumption of fuels from non-renewable sources (GJ)	2020	2021	2022
Diesel	19,476 (16%)	20,347 (14%)	25,862.29 <sup>5</sup> (19%)
Natural gas	100,832 (84%)	127,793 (86%)	108,722.77 (81%)
Total	120,308	148,141	134,585.07

Consumed energy (GJ)	2020	2021	2022 <sup>6</sup>
Electricity <sup>3</sup>	805,647	981,486	1,052,847.12
Total	805,647	981,486	1,052,847.12 <sup>5</sup>

Total consumed energy (GJ)	2020	2021	2022
Fuels from non-renewable sources	120,308 (13%)	148,141(13%)	134,585.07 (11%)
Fuels from renewable sources	0 (0%)	0 (0%)	0 (0%)
Consumed energy <sup>3</sup>	805,647 (87%)	981,486 (87%)	1,052,847.12 (89%)
Electricity sold	N.A.	N.A.	N.A
Total	925,955	1,129,627	1,187,432.18

## Energy intensity<sup>2</sup> **GRI 302-3**

	2020		2021		2022	
Unit of measurement	kWh/pat. day	GJ/pat. day	kWh/pat. day	GJ/pat. day	kWh/pat.day	GJ/pat. day
Energy intensity within the organization <sup>3,4</sup>	194.56	0.70	228.67	0.82	242.17	0.87
Energy intensity outside the organization <sup>4</sup>	N.A	N.A	N.A	N.A	N.A	0.19
Consolidated energy intensity <sup>4</sup>	N.A	N.A	N.A	N.A	N.A	1.06

## Energy consumption outside the organization **GRI 302-2**

Consumption of fuels for upstream transport from non-renewable sources (GJ)	2022
Diesel	41.37 (6.8%)
Gasoline	572.68 (93%)
Ethanol	1.79 (0.3%)
Total	615.84

## Incentivized energy consumption (Free Energy Market)<sup>7</sup>

Year	Consumption (GJ) <sup>8</sup>	Consumption (kWh)	Consumption (MWh)	Consumption (MWm)
2019	33,847	9,401,987	9,402	1.07
2020	83,654	23,237,326	23,237	2.65
2021	292,498	81,249,407	81,249	9.28
2022	604,706	167,973,897	167,974	19.18

1. For these indicators, hospital units (except Badim and Santa Isabel), oncology units and Richet units were considered.  
2. For these indicators, only hospital units were considered (except for Badim and Santa Isabel).  
3. Includes consumption of incentivized energy (Mercado Livre de Energia).  
4. Energy intensity outside the organization was reported from 2022. Consolidated data consider the sum of consumption inside and outside the organization **GRI 2-4**.  
5. Increase in consumption due to the expansion of beds at Rede D'Or São Luiz.  
6. The values presented in 2022 for Maternidade Star were only considered from the month of May, the month in which the unit began to operate.  
7. For M&As, consumption from the month of acquisition was considered.  
8. The consumption values of incentivized energy (Mercado Livre de Energia) in GJ are included in "Electricity" and "Electric energy consumed", in the tables shown above.





# Water and effluent management

GRI 303-1, 303-2

Like other natural resources, water plays a major role in our sector activities. Today, Rede D’Or units have three water collection types: concessionaire, artesian well and water truck.

All sources are intended to supply the water reservoirs of the units. Water is used in various activities carried out in the hospital enterprises facilities and meets various demands such as water purifiers, toilets, cleaning material deposits, nutrition and dietetics service, Material and Sterilization Center; dialysis, clinical analysis laboratories, among others.

To ensure water quality, the units periodically analyze their reservoirs quality water, carried out by independent companies, as well as analyzes at strategic points, prioritizing critical areas. The points are defined by sampling, so that each collection point can strategically represent entire location, giving special attention to areas defined as critical, the points being determined by the maintenance sector of the units in line with the established by the Hospital Infection Control Committee of each hospital.

The water quality analysis is what will define whether the water state is suitable for use for the purpose for which it is intended, according to its physicochemical and microbiological potability parameters (color, turbidity, conductivity, pH, total dissolved solids, ammonia, alkalinity, hardness, total coliforms, escherichia coli, etc.). As an example, in the case of water used to sterilize surgical materials, we adopte more rigorous treatment systems, such as reverse osmosis. When water is used for washing outdoors, garden maintenance, etc., some units operate with reused water and minimal treatment, such as physical filtration.

Whenever units is inserted in areas where effluent collect system is unavailable, it is directed to the Sewage Treatment Station unit, until it reaches the potability parameters defined in resolution 430/2011 of the National Council for the Environment (Conama), according to the water body classification for the effluent subsequent disposal.

The entire procedure related to the

water and effluents management is based on two internal rules that are available to all Rede D’Or business units and use as a reference federal and state scope legal rules, such as ordinance GM 888/2021 of the Ministry of Health and Conama resolution 430/2011, in order to ensure the standard management recommended by the competent authorities.

Within the hospital activity, we have laboratories for clinical analysis and pathological anatomy; these installations use chemical reagents and other products considered dangerous and major potential agents if they reach water bodies. To preserve the local ecosystem and the employees occupational safety, all inputs used in these activities have safety information sheets for chemical products (FISPQs), which are followed, specially in regard to disposal guidelines. These facilities equipment is connected to identified containers, ensuring that its contents do not spill into the sewer system, and are properly sent to companies that meet all environmental and legal requirements.



A Rede D’Or important tool to map and identify all aspects and possible impacts and establish action plans in the deviations and non-compliance event is the periodic performance of environmental audits in all hospital units by the corporate sector of Sustainability and Environment.

To ensure the relationship between the organization and this resource occurs in the most sustainable way possible, external audits are carried out for critical services suppliers , such as laundries. The two-stage audits involve surveying relevant documentation for possible legal compliance assessment and an on-site visit to verify the structure and operational procedures.

Water Efficiency Program

The Water Efficiency Program aims to reduce not only water supply costs, but also consumption, optimizing the unit’s operation, eliminating leaks and, consequently, water loss. In addition, it includes more efficient equipment installation (flow reducers, aerators, etc.) and real-time monitoring, to quickly detect potential problems. This ensures faster resolution of problems, avoiding prolonged expenses and waste.

The initiative aims to reduce in 10% the water consumption of all units participating in the project by 2024. Surpassing the results of 2021, throughout 2022 there was a gross saving of approximately BRL1,757,834.82 and a reduction in consumption of 43,098 m³, which represents approximately 12% of total consumption.

In 2021, the corporate Water Efficiency Program was implemented in four hospital units of Rede D’Or. This number increase to six units in 2022, including those located in the Southeast and Northeast regions – which, historically, have suffered recurrently from water stress.

In addition to corporate water efficiency initiatives, we have projects developed and implemented by the units themselves, such as delay tank systems, rainwater capture for reuse in cleaning external areas, tap installation with automatic activation, condensed water use from air conditioners, among others. Rede D’Or also has corporate campaigns that promote environmental education and more sustainable practices, such as the conscious consumption campaign, widely publicized in the organization.

Water collection and consumption<sup>6</sup>

GRI 303-3, GRI 303-5

Water withdrawn and consumed per source <sup>1, 2</sup>		2020		2021 <sup>3,4</sup>		2022	
Unit of measurement		m³	ML	m³	ML	m³	ML
Third party water (fresh water)	Dealership	2,810,117 (88%)	2,810.12 (88%)	1,676,447 (73%)	1,676.45 (73%)	1,750,698 (77%)	1,751.70 (76%)
	Water truck	99,546 (3%)	99.55 (3%)	209,838 (9%)	209.84 (9%)	314,089 (14%)	314.09 (14%)
Underground water (fresh water)	Artesian well	295,992 (9%)	295.99 (9%)	409,956 (18%)	409.96 (18%)	214,316 (9%)	214.32 (9%)
Total		3,205,655	3,205.66	2,296,240	2,296.24	2,279,103	2,279.10

Water disposal<sup>6</sup>

GRI 303-4

Water disposal <sup>1</sup>	2020		2021 <sup>4</sup>		2022	
Unit of measurement	m³	ML	m³	ML	m³	ML
Third party water (fresh water)	2,327,730 (91%)	2,327.73 (91%)	1,509,028 (82%)	1,509.03 (82%)	1,651,829 (90%)	1,651.83 (91%)
Água subterrânea (água doce)	236,794 (9%)	236.79 (9%)	327,964 (18%)	327.95 (18%)	171,453 (10%)	171.45 (9%)
Total	2,564,524	2,564.53	1,836,992	1,837.03	1,823,282	1,823.28

2022 results for energy and water efficiency projects

GRI 302-4, GRI 303-1, 303-2

- **Net savings:** BRL 2.2 million;
- **Environmental benefit:** More than 326 tonnes of CO<sub>2</sub>eq avoided<sup>5</sup>;
- More than **2,200 popular homes** could be served annually with this saved energy<sup>5</sup>;
- More than **1,400 trees** would be needed to offset CO<sub>2</sub> emissions<sup>5</sup>; and
- More than **43 million liters of water saved** since the beginning of the project, in 2022 with the water efficiency project.

1. The historical series was also reported in megaliters (ML), as required by the GRI indicator 305 (GRI 2-4).

2. We adopt as water consumption what is captured so that our report is aligned with Anahp's indicators, which are the data that make up the publication in the entity's "Annual Observatory".

3. Data for 2021 do not include the months of January to June at Hospital Guaianases.

4. Data for 2021, in relation to Hospital São Lucas RJ, includes only the month of August.

5. Considering only energy efficiency project.

6. For these indicators, hospital units (except Badim and Santa Isabel), oncology units and Richet units were considered.



# Goals



**Leverage, by 2025, a total of 74 business units in the Free Energy Market (MLE), using energy from renewable sources.**

Follow-up: a goal that will probably be achieved before the stipulated deadline, as at the end of this year the company consolidated 41 units in the MLE, representing 21.831 MWm. The forecast for 2023 is to reach the migration of another 33 units.



**Reduce water consumption by 10% at units participating in the water efficiency project by 2024.**

Follow-up: Currently, the Oeste D'Or, Barra D'Or, Rios D'Or, São Rafael, Aliança and Cardio Pulmonar units are part of this project. We achieved a 12% reduction, surpassing the target set so far.



**Achieve, by 2030, a 30% rate of recyclable waste.**

Follow-up: the target was broken down into individual targets for each unit and per year in order to reach the rate targeted by the group by 2030. With actions to promote awareness and engagement, we achieved a 12% recycling rate in 2022 and plan to increase the rate each year.

# Waste management

GRI 306-1, 306-2  
SASB HC-DY-150a.1

The waste generation of infectious (biological and sharps) and chemical waste is inherent to the activities carried out at Rede D'Or units. It also has a direct impact on its destination, when rejected to landfills (when there is no technical or economic possible use other than destinations), which have a limited useful life. The waste collection and transport between the generation unit and the treatment, and its subsequent landfill disposal has an impact on the greenhouse gases emission generated by displacement.

Prior to sanitary landfills disposal, the hazardous waste is sent to companies that carry out treatment: electrothermal deactivation for infectious waste treatment, and mass burning incineration for chemical waste.

Various disposable inputs are used for the activity carried out at Rede D'Or, which impact the result of waste generation. These are segregated at the source by the hygiene units teams, weighed and packaged in accordance with the RDC 222/2018 guidelines of the National Health Surveillance Agency (Anvisa) and then collected and treated by outsourced companies.

Before being contracted, all Rede D'Or services provider undergo an approval process. For the waste management chain, we evaluate various strategic and technical documents and analyse if these documents comply with legal requirements, by carried out a compliance audits for in loco verification. Only companies that meet both the legal documentation criteria and the requirements observed in the audit are hired to provide services to Rede D'Or. Periodically, occasional audits are carried out to validate whether suppliers continue to meet all criteria and practices in accordance with the law.

After weighing and temporally disposing the waste, information is entered into Schneider's Resource Advisor system, both regarding weight and traceability (Waste Transport Manifests and respective Final Disposal Certificates). Through the system, it is possible to monitor the each unit generation profile, and propose treatments for atypical situations identified.



Waste Management Program

All our hospital units have the Health Services Waste Management Program (PGRSS) approved by the competent regulatory body. The initiative is overseen by our corporate Sustainability and Environment team, composed of trained environmental professionals. They are also responsible for annual environmental audits, carried out both internally and externally gathering the main waste providers for collection, transport, treatment, and final disposal services.

To reduce the waste volume from health services (collection, transport, treatment, and final disposal), Rede D’Or signs several partnerships. Among them, we highlight the Becton Dickinson (BD) established for the reverse logistics of uncontaminated packaging, such as saline solutions; and the partnership with the brand Lindoya Verão, prioritizing the water bottles acquisition with less use of polyethylene terephthalate (PET) in their composition. The bottles weight is only 19 grams, 36.67% less when compared to similar products available on the market. As the annual purchase volume of water bottles is equivalent to 2.013 million units, the reduction in the PET generation will be 38.3 tons – which corresponds to a 36.59% reduction in relation to the current 60.4 tons PET consumed. In this way, we can reduce the waste volume generated in hospital activities. Whenever a new unit joins the group, we assess its waste management and program reformulations when necessary.

In addition, we entered a partnership with Janssen to perishables and dry cargo deliveries began to be carried out in returnable packaging – eliminating the operation logistics use of cardboard, styrofoam and plastic, and reducing the transit of waste. As a result, it was possible to decrease the waste production and disposal- we estimate an amount of 3,445 kg/ CO<sub>2</sub> per year.

In 2022, investments in the PGRSS totaled BRL 27.50 million. We generated 39,514.96 tons of waste in this cycle, representing a reduction of 2.28% compared to 2021, which we consider to be an important advance, through the increase in the number of beds in 2022. Of the total waste, 27% was classified as hazardous waste and therefore destined for special disposal methods – such as incineration by mass burning or electrothermal deactivation.

Our hazardous waste generation in 2022 also decreased by almost 23% compared to 2021. This occurred after we recorded periods with many suspected and/or confirmed cases of Covid-19, by the time this led to the disposal a lot of waste as dangerous for precaution, considering the technical guidelines.

Recycling

One of the great challenges we faced in 2022 was the restructuring of practices related to recycling in our hospital units. During the two previous years, due to the Covid-19 pandemic, we registered a reduction in our numbers, when compared to the historical series, due to the suspension of selective collection in several regions of the country – due to the risk of contamination and lack of knowledge on how to properly handle waste. Also contributing to this was the need to segregate all waste from care for patients suspected of being infected with the coronavirus as biological waste (A1), following the most diverse technical guidelines.

To change this scenario, and reach our goal of reaching, by 2030, a 30% rate of recyclable waste for inorganic waste such as plastic; paper, cardboard, glass, and metal, we set individual targets for each of our hospital units and instituted a monthly monitoring tool, the Recyclometer. It works like a bulletin, through which each unit receives its monthly performance results. Employee engagement was very positive, and we were able to approach the goal of 15% increase in recycling for Rede D’Or hospital units.

In addition to the “Recyclometer”, we also implemented the Resource Advisor system - a Schneider Electric technology, aiming to provide a robust approach to the indicators and data management, replacing the pevious KPIs internal system. By using this new tool, it has been possible to closely monitor the information, as well as all its data traceability,





which allows for better monitoring of waste management, including recyclable waste.

Additionally, we conduct an internal generation profile study to comply with the *Safe Management of Health Services Waste* study recommendations – prepared in 2014 by the World Health Organization (WHO) which predicts that about 85% of the waste generated in a hospital unit must be common, 10% infectious and 5 % chemicals. This study identified that around 75% of the waste generated at Rede D’Or units, when considering the historical series, is common waste (group D), while around 20% is infectious waste (groups A and E) and only 1 % chemical residues (group B).

While we developed and implemented the Reciclômetro bulletin and the Resource Advisor system, we also started four reverse logistics projects; we started a conscious consumption campaign with the raising purpose of awareness and engaging employees, while disseminating practices implemented in the assistance units and Rede D’Or corporate offices. We trained on waste management 31,212 employees and outsourced workers through our own courses given on Rede D’Or’s EAD study platform, the Academia Rede D’Or, and an additional 46,110 training participants in the most diverse subjects involving Sustainability.

Thus, we also provid an updated form, a *Quick Reference Guide* on waste management, fo the various internal regulations and procedures on the health service waste groups, which can be

consulted at any time by employees involved in waste management.

To ensure proper waste management at Rede D’Or units, periodic internal audits are carried out, in accordance with an Environmental Risk Matrix, established to define risk levels for each unit, considering various material criteria for the company. Additionally, we also carry out external environmental audits at companies in the waste management chain that provide services to the units. Throughout 2022, we audit more than 20 suppliers to certify compliance with all legal requirements. In all, 146 audits were carried out throughout the year, both internal and external.

Of the 28.81 thousand tons of common waste, around 11% were diverted and recycling, and 25.61 thousand tons went to landfills disposal. There were no records of significant leaks of any kind.

GRI 306-4, 306-5

Solid waste disposal

Disposal of hazardous waste generated by type and destination (t)<sup>4</sup>

GRI 306-3, 306-5

Method	Waste Type	2020	2021	2022
Incineration (mass burn)	Chemicals (group B)	317.38 (4%)	1,126.78 (8%)	962.87 (9%)
Autoclaving/ electrothermal deactivation/ incineration	Infectious (A) and sharp and piercing (B)	7,090.24 (96%)	12,712.38 (92%)	9,744.46 (91%)
Total		7,407.62	13,839.16	10,707.33

Total non-hazardous waste generated by type and destination (t)<sup>4</sup>

GRI 306-3, 306-5

Method	Waste Type	2020	2021	2022
Reciclagem <sup>3</sup>	Plastic, paper, cardboard, glass, metal and organic	1,591.93 (9.1%)	2,552.38 (9.6%)	3,104.96 (11%)
Reciclagem <sup>3</sup>	Electronics	156.99 (0.9%)	133.68 (0.5%)	92.41 (0.3%)
Landfill	Common waste <sup>2</sup>	15,657.55 (90.0%)	23,891.69 (89.9%)	25,610.25 (88.7%)
Total		17,406.47	26,577.74	28,807.63

1. The values presented in 2022 for Maternidade Star were only considered from the month of May, the month in which the unit began to operate.  
2. Those classified as Group D are considered as common waste, according to Anvisa's RDC 222/2018 resolution.  
3. Not intended for final disposal.  
4.For these indicators, hospital units (except Badim and Santa Isabel), oncology units and Richet units were considered.





# R&D, innovation and knowledge dissemination

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

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# Instituto IDOR

We are the main sponsors of the Instituto D’Or de Pesquisa e Ensino (IDOR). The non-profit organization contributes to the evolution of science to improve human life conditions. To achieve its mission, the institute unites cutting-edge research, professional training, and technological development in the area of health.

Founded in 2010 in Botafogo (RJ), IDOR has made important contributions to national and international public health – such as understanding the role of the Zika virus in malformations of the nervous system and research aimed at coping with the Covid-19 pandemic. IDOR’s first research areas were neuroscience (which is, until today, one of the institute’s highlights), intensive care medicine and internal medicine. IDOR has a diverse team of scientists, responsible for translational research – that is, they correlate the information obtained from the laboratory benches with clinical data related to patient care.

Besides its headquarters in Botafogo, the institute has ample space inside the Glória D’Or Hospital dedicated to clinical research. It also gained units in São Paulo (SP), Salvador (BA) and Brasília (DF), which operate in an integrated manner in research, teaching, and innovation. IDOR extends its research to other Brazilian capitals, relying on the structure of Rede D’Or in this process.

## Production and research

GRI 203-2

The high degree of commitment to science that we maintain at IDOR is reflected in the volume of studies published annually in the main national and international scientific journals. In 2022, IDOR reached the mark of more than 1,800 publications, which received more than 36,000 citations over this period. In the year 2022 alone, 240 new articles were published that generated 299 citations, with a Field-Weighted Citation Impact (FWCI) of 1.93. This means that IDOR publications in 2022 were cited 93% more times than the world average, when considering publications from similar areas.

More than 100 IDOR researchers have directly contributed to scientific advances year after year. Much of this work is carried out in partnership with many national and international institutions, in a collaborative research and publication process. From 2017 to 2022, this collaboration took place with 1,247 institutions around the world, in 816 IDOR publications.

The investments made by the group in the installation of a technological park for the generation of high-quality images were also fundamental for



the development of neuroscience research, including studies on brain activity in different diseases, in situations of chemical dependence and in the sphere of moral judgment. In addition, at IDOR’s Center for Applied Neuropsychology (CNA), a team made up of specialists in the areas of neurology, psychiatry; radiology, psychology and occupational therapy offer specialized multidisciplinary care for children and adolescents with

learning problems and adults and seniors with memory difficulties or signs of dementia.

IDOR develops research projects in other areas of medicine, such as intensive care, cardiology, pediatrics, oncology, hematology, gastroenterology, hepatology, infectious diseases, vaccines, pathology, cell therapy and data science.



# Faculdade IDOR de Ciências Médicas [IDOR College of Medical Sciences]

GRI 203-2

In addition to scientific publications that support clinical practices and other health interventions, the Institute trains qualified professionals for the sector, through courses offered by the Faculdade IDOR de Ciências Médicas, created in 2017. One of the highlights of 2022 was the training of 15 professionals during the first Teacher Training Meeting at the Faculdade IDOR de Ciências Médicas, focusing on new active teaching methodologies, one of the main differentials offered by the IDOR College.

The courses at the Faculdade IDOR de Ciências Médicas offer different levels of training – from undergraduate to doctorate, including extension courses, postgraduate, MBA, residency in various segments of the sector. In 2022, for example, the teaching entity opened enrollment for the first graduation class in Nursing and registered 48 students enrolled. In this way, we serve the increasingly demanding job market in training nursing professionals with care and management skills.

One of the main differentials of the Undergraduate Nursing course at the Faculdade IDOR de Ciências Médicas is the wide range of internships offered by the institution. Students carry out

part of their practical learning at Rede D'Or hospital units with state-of-the-art infrastructure, clinical staff recognized in their areas of expertise and state-of-the-art technology. This means that the student could solidify the knowledge learned in the classroom and will reach the last year of the internship qualified to work in more complex units, such as adult and pediatric Intensive Care Units.

The graduation in Nursing was authorized by the Ministry of Education (MEC) with a score of four – on a scale ranging from one to five. Institutions that achieve a score of four are above average in meeting MEC requirements, which evaluates aspects such as infrastructure, faculty, pedagogical project, and student performance. This classification highlights the wide, robust, and differentiated training, preparing professionals in the sector for an increasingly demanding job market that values multiple skills. The course also offers a wide range of internships at the institutiona oferta de estágios pela instituição.

Throughout the year, the IDOR Faculty also carried out a selection process for the first Nursing Fellowship in Solid Organ Transplantation; professional

improvement program created with the purpose of ensuring excellent care for patients eligible for organ transplants, in hospitals of Rede D'Or. The Fellowship is supported by the leading center for organ transplantation in the United States, the Miami Transplant Institute, part of the Jackson Memorial Medical Center.

In 2022, the academic internship programs in Pharmacy were launched in Rio de Janeiro, and in Intensive Care Medicine, in the Federal District and in Alagoas. Still, registration was opened for the 2023 selection processes for medical residency in Rio de Janeiro, São Paulo and Maranhão, and for multiprofessional residency in Rio de Janeiro and São Paulo.





## Innovation at IDOR

One of IDOR’s main strategic objectives is to promote research, development, and innovation (RD&I) in the health area. Using this perspective, the institute develops projects in the areas of drugs and biopharmaceuticals; advanced therapies; personalized medicine; artificial intelligence and digital health; and medical equipment and products. In recognition of its expertise in medical biotechnology, IDOR was accredited in August 2022 by the Brazilian Company for Research and Industrial Innovation (Embrapii) as an Embrapii IDOR Medical Biotechnology Unit. This enables the institute to co-develop RD&I projects with the industry in the following areas:

- Preclinical trials with advanced methods: It include RD&I projects involving advanced biological models, such as cellular models derived from induced pluripotency stem cells (iPSCs);
- Development of medical biotechnology products, processes and therapies: The priority theme is molecular and cellular biology applied to products, processes and therapies – such as biopharmaceuticals, vaccines, monoclonal antibodies, products composed of nucleic acids (DNA and RNA), diagnostic kits and advanced therapy products;
- Phase I clinical trials: Studies for the evaluation of safety and tolerability of therapies and drugs for human use.

Created in 2013 by the Ministry of Education and the Ministry of Science, Technology, and Innovation, Embrapii accredits research units that develop projects related to RD&I in partnership with industry. In this system, the institution finances part of the innovation projects; companies in the industrial sector participate with financial resources; and the accredited units collaborate with their scientific expertise for the development of projects (non-financial resources).

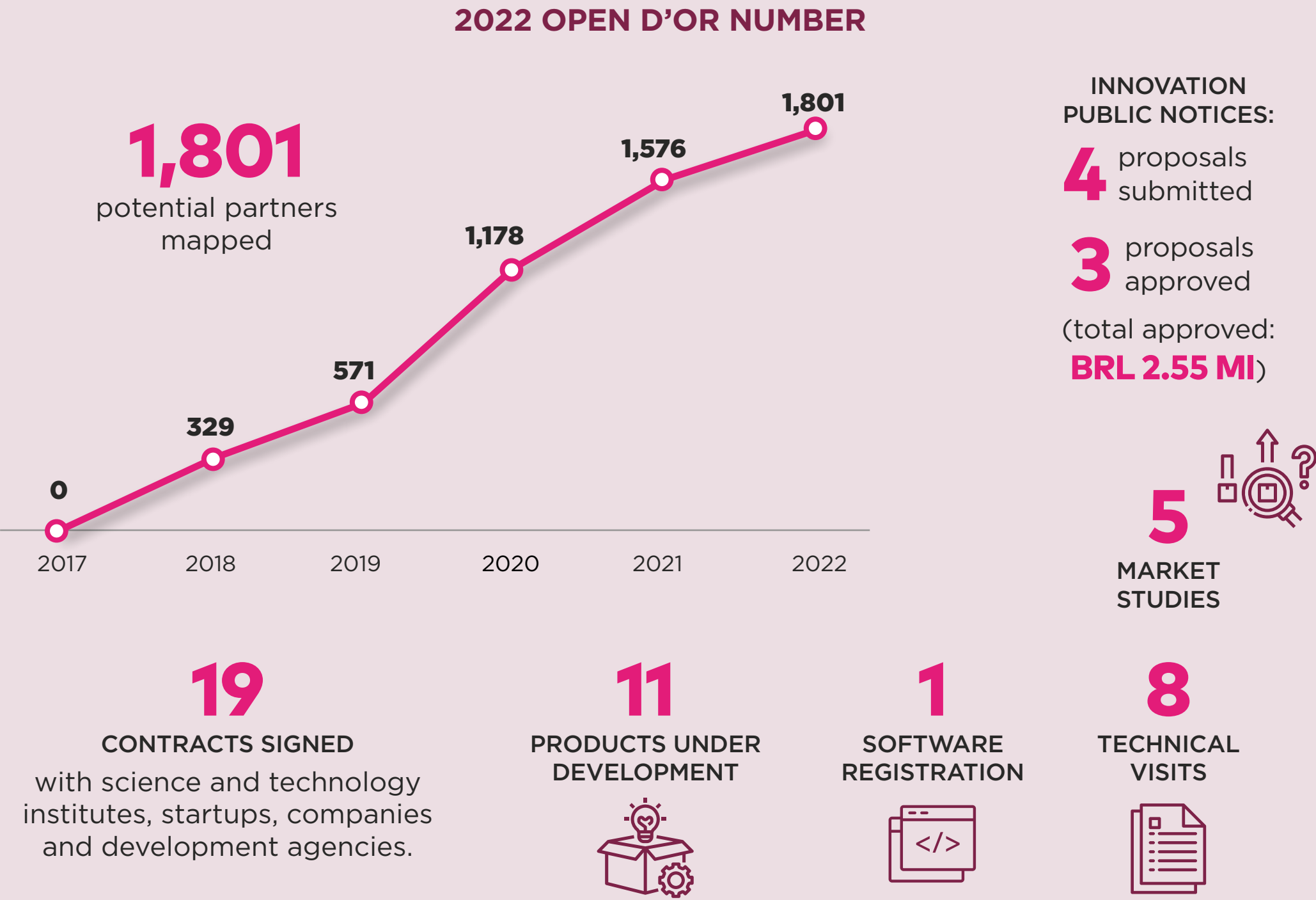
An important factor in Embrapii’s operating model is to guarantee the technological competence of its accredited units, which are rigorously evaluated before receiving accreditation. The institution must have excellent infrastructure and a highly qualified team in its area of expertise to be approved. In this way, IDOR’s association with Embrapii confirms the Institute’s technological and scientific competences, in addition to opening even more doors to open innovation partnerships.

Companies interested in co-developing RD&I projects with the EMBRAPII unit of Medical Biotechnology at Embrapii can get in touch via the e-mail [unidade.embrapii@idor.org](mailto:unidade.embrapii@idor.org) and learn a little more about our structure through the video [EMBRAPII IDOR: Biotecnologia Médica](#).

SOURCES:  
[https://www.youtube.com/watch?v=4lOwF\\_L7kR8&ab\\_channel=EMBRAPII](https://www.youtube.com/watch?v=4lOwF_L7kR8&ab_channel=EMBRAPII)  
<https://embrapii.org.br/institucional/quem-somos/>

## Open D’Or

Open D’Or is the innovation agency responsible for supporting IDOR in its innovation process. It performs market studies, identifies innovation opportunities, supports attracting public and private investment, negotiates partnerships, manages RD&I projects, manages intellectual property assets, and encourages scientific entrepreneurship. In addition, it is actively dedicated to fostering a culture of innovation, holding the IDOR Science, Technology, and Innovation Meeting, offering internal training and implementing policies to encourage innovation.





Faculdade IDOR de Ciências Médicas  
– numbers since 2016

GRI 203-2

446

classes offered considering Postgraduate, Undergraduate Short and Medium Duration Courses, Medical and Multiprofessional Residency and Academic Internship;

46

Medical Residency programs in RJ, SP, BA and MA;

2

Multiprofessional Residency programs in the RJ and SP axis;

2

graduations

1

doctoral program;

3

Academic Internship programs in Medicine in the RJ, DF and AL axis and 1 in pharmacy in RJ;

5400

health professionals;

Multiprofessional Residency programs in the RJ and SP axis;

More than 30 specialization and training programs (postgraduate and short and medium-term courses).

IDOR RESEARCH NUMBERS

- More than 1,800 artigos articles published;
- More than 36,000 citations;
- More than 100 PHDS among researchers, collaborators and professors;
- Scientific collaborations in more than 80 countries.

Robotic surgery

Started in 2015, the robotic surgery program is another highlight of our group, and today it already represents about 20% of the robotic park in Brazil. In November and December of this year, we invested BRL200 million in the acquisition of 13 new DaVinci robots. With these new acquisitions, the group now has 18 robotic platforms produced by three manufacturers and which are distributed in several surgical centers in the country.

Robotic surgery, minimally invasive and high precision, is offered at Rede D’Or for procedures in the areas of urology, gynecology, thorax, head and neck, general and bariatric surgery. In just seven years, 22,564 surgeries and 25,806 procedures were performed using robotic technology. We have the largest

park for robot-assisted surgeries in South America in a single network of hospitals, including the DaVinci models (DaVinci Si, X and XI, latest generation available on the market), available in 17 hospitals (CopaStar, Copa D’ Or, Quinta D’Or, Barra D’Or, Clínica São Vicente, Santa Helena, DF Star, Vila Nova Star, São Luiz Itaim, São Luiz Morumbi, São Luiz Jabaquara, São Luiz Anália Franco, Hospital Brasil, São Rafael, São Lucas, Esperança Recife and Hospital Aliança).

In February 2022, we received the first surgical robot in Latin America for testing, the Versius, produced by CMR Surgical, a global surgical robotics company headquartered in the United Kingdom and with a branch in Brazil since 2021. The company’s BRL 100 million investment in the Brazilian market allows for a significant increase in competition, methods, and the annual capacity to perform robotic surgeries.

Lightweight, compact, modular, and portable, Versius can be easily moved into any operating room and suit different hospital environments. The equipment was developed to allow the surgeon total freedom in positioning the robotic arm and trocar (instrument used for inserting robotic and optical tweezers in the patient), making it possible to use the same surgical plan as for laparoscopy or a different one, according to the need.

The system is already used worldwide in different surgical specialties, such as colorectal, gastrointestinal, gynecological, urological and hernia interventions. In the pre-clinical phase, studies are being carried out in the areas of head and neck and thoracic surgery. To date, more than 2,000 clinical cases have been completed with the new robot. The benefits of minimally invasive surgery for patients are well-proven and include reduced pain and infection at the surgical site, as well as a lower likelihood of other complications.

In line with the acquisition of state-of-the-art equipment, since 2016 we have also invested in training and updating doctors from Rede D’Or and external doctors with the Robotic Surgery Certification Program. With the approval of the Colégio Brasileiro de Cirurgiões (CBC) in quality and effectiveness, we have already certified more than 300 doctors in five states of Brazil (São Paulo, Rio de Janeiro, Pernambuco, Sergipe and Bahia) and in the Federal District. In 2021 alone, 141 certificates were issued (102 for our medical staff and 39 external), a considerable increase compared to 2020, when 38 certificates were issued (33 internal and five external). In 2022, more than 100 certificates were issued for internal and external physicians.





# Financial management and shared value

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Added value distribution .....	84
(BRL thousands)	
Investments.....	85





# Economic performance

Our business model allowed us to register in 2022 the continuity of the trend already shown in the previous year, and expanding our financial results. Some of the information presented below already includes data on SulAmérica and its subsidiaries, whose shareholding control was transferred to Rede D’Or in 2022.

Rede D’Or’s net revenue was BRL 22,987.4 throughout the year – which represents a growth of 12,8% compared to 2021. Once again, it was possible to combine the increase in the number of available beds, through a consistent

Rede expansion strategy, with our ability to attract more patients and perform a greater number of surgical procedures – all with efficient management, capable of maintaining occupancy rates at healthy levels.

Our earnings before interest, taxes, depreciation, and amortization (EBITDA) reached BRL 5,303.0, which represents an expansion of 8,3% compared to 2021. The chain’s operating cash generation before interest, fees and social contribution was 142,3% compared to the previous year.



## Added value distribution (BRL thousands) GRI 201-1

	2022	2021	2020
<b>Revenue</b>	24,483,333	21,820,899	14,946,817
Sales of goods, products and services	25,769,671	22,803,109	15,776,646
Provision for glosses	(1,290,258)	(1,103,432)	(833,749)
Other revenues	3,920	121,222	3,920
<b>Inputs purchased from third parties</b>	(10,107,490)	(8,991,333)	(6,108,608)
Cost of services sold	(9,599,694)	(8,449,526)	(5,823,637)
Materials, energy, third-party services and other expenses	(540,750)	(520,065)	(282,231)
Loss/recovery of assets	32,954	(21,742)	(2,740)
<b>Gross added value</b>	14,375,843	12,829,566	8,838,209
<b>Depreciation and amortization</b>	(1,404,142)	(1,228,670)	(844,527)
<b>Net added value</b>	12,971,701	11,600,896	7,993,682
<b>Added value received in transfer</b>	5,729,388	5,778,776	8,161,991
Equity income	46,080	79,338	(6,091)
Financial Revenues	5,683,308	5,699,438	8,168,082
<b>Total added value</b>	18,701,089	17,379,672	16,155,673
<b>Added value distribution</b>	(18,701,089)	(17,379,672) <sup>1</sup>	(16,155,673) <sup>1</sup>
Personnel and charges	(7,082,976)	(6,242,615) <sup>1</sup>	(5,088,672) <sup>1</sup>
Taxes, fees and contributions	(1,554,917)	(1,672,675) <sup>1</sup>	(937,523) <sup>1</sup>
Interest, rent and other operating expenses	(8,800,879)	(7,786,647) <sup>1</sup>	(9,670,055) <sup>1</sup>
Equity return <sup>3</sup>	(845,661)	(2,862,099)	(119,256) <sup>1,2</sup>
Retained earnings <sup>3</sup>	(416,656)	1,184,364	(340,167) <sup>1,2</sup>

1. Value reported as positive in the 2021 sustainability report was corrected to negative value.  
2. Value reported in the 2021 sustainability report has been corrected.  
3. The 2021 sustainability report consolidated these last two lines into a single line “Return on Equity”.



# Investments

GRI 203-1

## Organic growth

As the largest private hospital network in the country, Rede D'Or is constantly expanding its presence, both through the construction or acquisition of hospitals and outpatient clinics and clinical laboratories and oncology clinics. This strategy derives from the understanding that the current state of the Brazilian private hospital sector represents an opportunity for our sustainable growth.

Therefore, we have directed our investments to support this expansion, through greenfield (completely new) and brownfield (relating to existing facilities) projects that complement our operations in the regions where we operate. Before we begin any project, our Investment Committee (if approved by such committee) and the Board of Directors review each investment opportunity through a rigorous analysis of the cash flow generation potential, projected return on invested capital and levels of pro-forma leverage, to ensure that such a project fits into our strategy.

The funds allocated to these investments come from our operating activities; of investments allocated by our shareholders; and by loans and financing contracted in the financial and capital markets.

## Infrastructure investments

Our organic expansion plan was updated and announced to the market in May 2022. This year, we invested BRL 3.68 billion, of which BRL 2.65 billion were earmarked for new hospitals, expansions, and renovations, as well as maintenance of existing units, and BRL 1.03 billion invested in the acquisition of hospital assets.

The main projects inaugurated this year are the following: in the state of São Paulo, we had the construction works of the Hospital Maternidade São Luiz Star; and the expansion of Hospital São Luiz Osasco, formerly known as Hospital Sino Brasileiro.

For 2023, we expect to open some expansion projects, including the company's newest greenfield, the São Luiz Campinas hospital in the state of São Paulo.

Additionally, we work with more than 50 projects, which are in different stages of development and licensing; With them, we intend to add 6,600 beds by 2025. Of this total, 11 are under construction, including the Memorial Star Hospital, in Recife; the new tower of the Villa Nova Star Hospital, in São Paulo; the expansion of Hospital Aliança to form the Aliança Complex, in Salvador; and more recently, the expansion works of Hospital Assunção, in São Bernardo do Campo, in the ABC Paulista region.



In our Reference Form (available [here](#)), we detail information about new developments: whether they are greenfield or brownfield, number of beds, completion date of works, total investments and location. In the event of any change regarding the

delivery of these units, the company will promptly inform the market, as per the alignment of the presidency of Rede D'Or.



## New units acquired in 2022



### Hospital Santa Marina (Campo Grande, MS):

It has 30 beds and will be part of the expansion strategy of Hospital Proncor, also located in the capital of Mato Grosso do Sul and by Rede D'Or.



### Hospital Memorial Arthur Ramos (Maceió, AL):

It is a hospital complex that has a full accreditation seal granted by the National Accreditation Organization (ONA). It has 176 beds and has a large outpatient structure, laboratory, X-rays, surgical center, inpatient apartments, general, pediatric, and neonatal ICU, neurological area, 24-hour emergency service and several specialized partner clinics.



### Hospital Santa Isabel (São Paulo, SP):

The unit operates in an exclusively private way and is a reference in service in the region, having 119 beds and capacity for expansion for additional beds.



### Hospital Aeroporto (Salvador, BA):

Reference unit with 85 beds and potential for expansion to a total of 200 beds. It has in its structure units of ICU, surgical center, hemodynamics, emergency and ambulatory with several medical specialties.

Discover the complete list of acquisitions made by Rede D'Or in 2022: access the Management Report, on page 145 of the [2022 Financial Statements](#).



Rede D’Or also carried out two new projects. One of them was the construction of block C at the Hospital São Luiz Osasco (Osasco, SP), which allowed the increase from 206 to 296 the number of beds available in the unit, the expansion of operating rooms, the installation of a new obstetric center and improvements in the ICU, among other measures.. The other was the construction of Maternidade Star (São Paulo, SP), with capacity for 173 beds, including 58 dedicated to a neonatal ICU, and a structure that includes an obstetric emergency room; diagnostic center with state-of-the-art technology, fetal medicine and modern rooms and suites.

**PFor the medium term, Rede D’Or is expanding or building another nine hospitals:**

- Hospital Memorial Star (Recife, PE);
- Hospital São Rafael (Salvador, BA);
- Hospital Córdio Pulmonar (Salvador, BA);
- Hospital Aliança (Salvador, BA);
- Hospital Vila Nova Star (São Paulo, SP);
- Hospital Villa Lobos (São Paulo, SP);
- Hospital Ribeirão Pires (Ribeirão Pires, SP);
- Hospital São Luiz Campinas (Campinas, SP); e
- Clínica São Vicente (Rio de Janeiro, RJ).

**ESG view**

Rede D’Or expansion projects always incorporate environmental, social and governance aspects into infrastructure projects. Our units have continuous monitoring systems for the use of electricity, water, and air conditioning, which allows us to analyze the indicators and adopt measures to rationalize these resources. These initiatives are also put into practice in all our new projects, whether greenfield or brownfield. In addition, we are very concerned about meeting licensing requirements, so that they are fully compliant with the specific legislation.

**Counterparts**

GRI 203-1, 203-2

In 2022, Rede D’Or worked on compensatory works, which include maintenance and road signs revitalization. These actions seek to meet the environmental agencies demands in licensing processes involving the expansion of Hospital São Lucas, in Aracaju (SE), and the construction of a new unit, Hospital Memorial Star, in Recife (PE).

In the case of Hospital São Lucas, works were planned to revitalize the horizontal and vertical

road signs in the direct and indirect influence of the hospital areas; recovery of the channel protection guardrail located on Avenida Gonçalo Prado Rollemberg; and the installation of four bus shelters, to be installed in the vicinity of the hospital. Regarding the Memorial Star, we signed a term of commitment for the implementation of road improvements in the surroundings, including rainwater drainage, vertical and horizontal signs; also, we cleared the land and planted 2,500 tree seedlings.

	Mitigating measures	Value	Situation
Hospital São Lucas	Restoration of the channel protection guardrail	BLR 805,201.38	Pago <sup>1</sup>
	Revitalization of horizontal and vertical road signs		
	Installation of four bus shelters		
	Other relevant works, to be defined by the public authorities		
	Compensatory measures	Value	Situation
UDI Centro Administrativo	Road improvements in the surroundings, 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>
Hospital Taubaté	Other measures to meet conditions	BRL 36,446.33	Completed
Total		BRL 989,581.83	

1. Rede D’Or was responsible only for the payment of the counterparts; its execution will be carried out by the Secretariat for the Environment.  
2. Term of Commitment already signed between the parties

Investments and support for services result from compliance with environmental laws and regulations - as in the case of meeting conditions assigned during environmental licensing processes.





# Annexes



NEW HIRES AND EMPLOYEE TURNOVER

GRI 2-7, 401-1  
SASB HC-DY-330a.1

By gender

Turnover	2020						2021						2022					
	HC	Adm	DM	TO	Ind Exit	Ind Adm	HC	Adm	DM	TO	Ind Exit	Ind Adm	HC	Adm	DM	TO	Ind Exit	Ind Adm
Men	13,177	2,465	2,935	20.5%	22.3%	18.7%	16,864	5,641	4,183	29.1%	24.8%	33.4%	18,032	4,786	5,402	28.2%	30.0%	26.5%
Women	36,068	6,568	8,647	21.1%	24.0%	18.2%	46,839	15,951	10,751	28.5%	23.0%	34.1%	52,994	14,197	14,108	26.7%	26.6%	26.8%
TOTAL	49,245	9,033	11,582	20.9%	23.5%	18.3%	63,703	21,592	14,934	28.7%	23.4%	33.9%	71,026	18,983	19,510	27.1%	27.5%	26.7%

By age group

Turnover	2020						2021						2022					
	HC	Adm	DM	TO	Ind Exit	Ind Adm	HC	Adm	DM	TO	Ind Exit	Ind Adm	HC	Adm	DM	TO	Ind Exit	Ind Adm
Less than 30 years	15,274	4,599	5,029	31.5%	32.9%	30.1%	17,923	9,864	5,220	42.1%	29.1%	55.0%	20,165	9,365	7,007	40.6%	34.7%	46.4%
From 30 to 50 years	29,587	4,270	5,889	17.2%	19.9%	14.4%	39,045	11,145	8,687	25.4%	22.2%	28.5%	44,095	9,172	11,239	23.1%	25.5%	20.8%
Over 50 years	4,384	164	664	9.4%	15.1%	3.7%	6,735	583	1,027	12.0%	15.2%	8.7%	6,766	446	1,264	12.6%	18.7%	6.6%
TOTAL	49,245	9,033	11,582	20.9%	23.5%	18.3%	63,703	21,592	14,934	28.7%	23.4%	33.9%	71,026	18,983	19,510	27.1%	27.5%	26.7%

By region

Turnover	2020						2021						2022					
	HC	Adm	DM	TO	Ind Exit	Ind Adm	HC	Adm	DM	TO	Ind Exit	Ind Adm	HC	Adm	DM	TO	Ind Exit	Ind Adm
NORTH	19	3	4	18.4%	21.1%	15.8%	548	554	8	51.3%	1.5%	101.1%	554	246	241	44.0%	43.5%	44.4%
NORTHEAST	10,158	855	1,435	11.3%	14.1%	8.4%	14,658	3,084	2,431	18.8%	16.6%	21.0%	16,208	2,472	3,763	19.2%	23.2%	15.3%
MIDWEST	4,003	1,025	1,262	28.6%	31.5%	25.6%	4,754	2,018	1,372	35.7%	28.9%	42.4%	5,427	2,112	2,120	39.0%	39.1%	38.9%
SOUTH	N/A	N/A	N/A	N/A	N/A	N/A	847	340	305	38.1%	36.0%	40.1%	766	197	281	31.2%	36.7%	25.7%
SOUTHEAST	35,065	7,150	8,881	22.9%	25.3%	20.4%	42,896	15,596	10,818	30.8%	25.2%	36.4%	48,071	13,956	13,105	28.1%	27.3%	29.0%
TOTAL	49,245	9,033	11,582	20.9%	23.5%	18.3%	63,703	21,592	14,934	28.7%	23.4%	33.9%	71,026	18,983	19,510	27.1%	27.5%	26.7%

NOTE 1: We do not work part-time

NOTE 2: To calculate the GRI indicators, were considered only the 100% integrated units due to qualification cadastral mastery and where we have complete information to meet the indicator. It does not consider the units under integration.

NOTE 3: In 2020 there were no units in the South Regional

Keys: **HC** - head count; **ADM** - admissions; **DM** - dismissals; **TO** - occupancy rate; **IND** - output index; **IND ADM** - admission index; **N/A** - not available.



EMPLOYEES WITH NO GUARANTEED WORKLOAD, BROKEN DOWN BY GENDER AND REGION

	2022		
	HC	Women	Men
NORTH	38	31	7
NORTHEAST	717	495	222
MIDWEST	232	157	75
SOUTH	44	32	12
SOUTHEAST	3,097	2,042	1,055
TOTAL	4,128	2,757	1,371

Temporary By gender	2022
	HC
Men	51
Women	75
TOTAL	126

By region	HC
NORTH	0
NORTHEAST	0
MIDWEST	0
SOUTH	0
SOUTHEAST	126
TOTAL	126

NOTE 1: For the calculation of the GRI indicators, were considered only the 100% integrated units due to mastery of cadastral qualification.  
NOTE 2: Information referring to 2020 and 2021 is not available.  
NOTE 3: All employees who do not have/do not clock in are considered “without guaranteed working hours”.

Keys: **HC** - head count

TOTAL WORKERS WHO ARE NOT EMPLOYED, WITH WORK CONTROLLED BY THE ORGANIZATION, BY TYPE

GRI 2-8

	2022
Direct hiring	
Third Party	19,110
Indirect contracting (through a)	
Interns	816
Temporary workers	126
Trainees	391
Total	20,443

NOTA 1: We considered as third parties the companies (suppliers) that provide non-assistance services the Rede D'Or economic group.

MOST COMMON WORKERS TYPES AND JOBS PERFORMED

	2022
Direct hiring	
Third parties (Most common types of workers: hygiene assistant, maintenance assistant, works and renovations...)	Cleaning, maintenance, painting, waste collection services
Indirect contracting (through a third party)	
Apprentices	Administrative/sectoral services in the operational departments (warehouse, reception...)
Temporary workers (Most common types of workers: nurse, nursing technician, billing analyst, IT analyst, among others)	Assistive, technology and administrative services
Trainees	Administrative/sectoral and corporate, assistance, financial services







TRAINING HOURS    GRI 404-1

Average training hours per unit (HH)	2020	2021	2022
RDSL (medical, operational, and general and corporate boards)	806,647	1,028,160	1,379,381
RICHET		3,733	5,051
ONCOLOGY		3,982	6,444
Total	806,647	1,035,876	1,390,876

NOTE: Result of training in face-to-face and distance learning formats.

Average hours of training per year, per employee, by gender GRI 404-1	2020	2021	2022
Female	N/A	N/A	5.72
Male	N/A	N/A	5.17
Total	4.41	4.62	5.58

NOTE\*: Result of completed training in EAD format.

Average hours of training per year, per employee, per functional category    GRI 404-1	2020	2021	2022
DIRECTOR	N/A	N/A	5.18
MANAGEMENT	N/A	N/A	3.03
SUPERVISOR	N/A	N/A	8.36
PROFESSIONAL	N/A	N/A	10.40
OPERATIONAL/TECHNICIAN	N/A	N/A	6.50
Total	4.41	4.62	5.18

NOTE\*: Result of training in face-to-face and distance learning formats.

(\*) We are currently in the process to implement a new platform (1st semester in 2023) and then, will be possible to include details of in classroom trainings.

N/A = not available



DIVERSITY OF GOVERNANCE BODIES AND EMPLOYEES GRI 405-1

Under 30 years								
Functional category	2019		2020		2021		2022	
	Men	Women	Men	Women	Men	Women	Men	Women
DIRECTOR	0	0	0	0	0	0	0	0
MANAGEMENT	1	0	1	1	3	0	1	4
SUPERVISOR	39	73	49	101	42	77	47	83
PROFESSIONAL	684	2,347	603	2,103	558	2,005	620	2,290
OPERATIONAL	2,949	4,870	2,910	4,789	3,445	5,872	3,672	6,884
TECHNICIAN	874	3,595	962	3,755	1,224	4,697	1,320	5,244

Between 30 and 50 years								
Functional category	2019		2020		2021		2022	
	Men	Women	Men	Women	Men	Women	Men	Women
DIRECTOR	20	3	19	3	22	16	11	9
MANAGEMENT	36	86	42	88	54	113	63	140
SUPERVISOR	413	852	441	867	530	1,079	628	1,247
PROFESSIONAL	1,553	5,829	1,479	5,509	2,064	7,617	2,079	8,485
OPERATIONAL	3,268	6,995	3,052	6,566	4,011	8,166	4,441	9,553
TECHNICIAN	2,432	9,812	2,447	9,074	3,116	12,257	3,398	14,041

Over 50 years								
Functional category	2019		2020		2021		2022	
	Men	Women	Men	Women	Men	Women	Men	Women
DIRECTOR	16	13	16	12	36	16	20	15
MANAGEMENT	7	20	7	23	16	34	16	29
SUPERVISOR	60	115	57	125	107	189	102	176
PROFESSIONAL	127	351	132	389	213	695	174	650
OPERATIONAL	684	1,452	715	1,526	980	2,079	971	2,156
TECHNICIAN	221	1,041	245	1,137	443	1,927	469	1,988

Disabled people								
Functional category	2019		2020		2021		2022	
	Men	Women	Men	Women	Men	Women	Men	Women
DIRECTOR	0	0	0	0	0	0	0	0
MANAGEMENT	0	0	0	0	0	0	0	2
SUPERVISOR	2	2	1	3	3	6	3	8
PROFESSIONAL	15	18	8	13	18	33	15	40
OPERATIONAL	279	287	241	237	320	326	317	375
TECHNICIAN	21	50	19	37	33	77	33	92

Percentage of individuals within the organization’s governance bodies

Functional category	2022	
	Men	Women
Number of members of governance bodies	18	2
Percentage of members of governance bodies by gender	90%	10%

Percentage of individuals within the organization’s governance bodies

Faixa etária	2022	
	Men	Women
Under 30 years	0%	0%
Between 30 and 50 years	75%	25%
Over 50 years	100%	0%



MATHEMATICAL RATIO OF BASE SALARY AND REMUNERATION BETWEEN WOMEN AND MEN, BY EMPLOYEE CATEGORY

GRI 405-2

	2022
Director	
Base salary	71%
Remuneration	71%
Management	
Base salary	99%
Remuneration	99%
Supervisor	
Base salary	89%
Remuneration	89%
Prodeessional	
Base salary	92%
Remuneration	92%
Operational:	
Base salary	95%
Remuneration	95%
Technician	
Base salary	89%
Remuneration	89%

NOTE 1: Compensation is made up of the benefit factor that affects the base salary, this factor varies according to the position.

NOTE 2: As the benefit factor that affects the base salary for calculating remuneration is the same for each position, the indicator for base salary and remuneration has the same percentage per position.

MATHEMATICAL BASE SALARY AND REMUNERATION RATIO BETWEEN WOMEN AND MEN, BY IMPORTANT OPERATING UNITS

GRI 405-2

	2022
AEROPORTO	127%
ALIANÇA	126%
ALPHA MED	73%
AMÉRICA MAUÁ	97%
ANÁLIA FRANCO	114%
ANTONIO AFONSO	89%
ARTHUR RAMOS	111%
ASSUNÇÃO	96%
AVICCENA	98%
BALBINO	107%
BANGU	100%
BARRA	110%
BARTIRA	95%
BIOCOR	92%
BRASIL	105%
CARDIO PULMONAR	121%
CAXIAS	91%
CENTRAL LESTE	90%
COPA	128%
COPA STAR	139%
CORAÇÃO	89%
CRIANÇA	126%
DF STAR	115%
ESPERANÇA	109%

ESPERANÇA OLINDA	104%
GLORIA DOR	112%
GRUPO NEVES <sup>3</sup>	79%
IFOR	94%
ITAIM	102%
JABAQUARA	103%
JUTTA BATISTA	118%
MATERNIDADE STAR	133%
MEMORIAL	107%
MORUMBI	102%
NITERÓI	99%
NORTE	93%
NOVO ATIBAIA	95%
OESTE	106%
PERINATAL	130%
PRONCOR	89%
QUINTA	115%
REAL DOR	99%
RIBEIRÃO PIRES	98%
RIO MAR	111%
RIOS	107%
SAMER	98%
SANTA CRUZ	95%
SANTA EMILIA	77%
SANTA HELENA	104%

SANTA ISABEL	102%
SANTA MARINA	94%
SÃO CAETANO	104%
SÃO CARLOS	87%
SÃO LUCAS	78%
SÃO LUCAS (MACAE)	97%
SÃO LUIZ OSASCO	100%
SÃO MARCOS	85%
SÃO RAFAEL	115%
SÃO VICENTE	103%
SERRA MAYOR	76%
STA LUZIA	103%
UDI	95%
VILA NOVA STAR	117%
VILLA LOBOS	96%
VIVALLE	104%

NOTA 3: Important Operating Units: Companies that are part of the company's core business, that is, all hospital units excluding imaging, oncology and hematology clinics, medical centers and corporate.

NOTA 4: As for the proportion information, the data previously published in the 2021 Annual Sustainability Report did not reflect what is reported by GRI 405-2. Thus, for the current report, it was necessary to update the indicator according to the correct methodology. **GRI 2-4**

NOTA 5: Grupo Neves - includes the hospital units Nossa Senhora das Neves and Clim.



RETURN TO WORK RATE AND RETENTION AFTER MATERNITY/PATERNITY LEAVE, BY GENDER

GRI 401-3

	2022
Employees entitled to take leave (unit)	71,026
Female	52,994
Male	18,032
Employees who took leave (unit)	4,133
Female	4,126
Male	7
Employees who returned to work after the end of leave (unit)	4,129
Female	4,122
Male	7
Employees who remained employed 12 months after their return (unit)	3,814
Female	3,806
Male	8
Return to work rate (%)	
Female	99.90%
Male	100.00%
Retention of employees who took leave (%)	
Female	92.00%
Male	114.00%

COMMUNICATION AND TRAINING IN ANTI-CORRUPTION POLICIES AND PROCEDURES GRI 205-2

Functional category <sup>1</sup>	TOTAL											
	2020				2021				2022			
	Received communication on anti-corruption procedures and policies	%	Received training in combating corruption	%	Received communication on anti-corruption procedures and policies	%	Received training in combating corruption	%	Received communication on anti-corruption procedures and policies	%	Received training in combating corruption	%
CONSELHEIRO <sup>2</sup>	7,323	100%	1,891	4%	17,707	100%	1,072	6%	56,554	100%	1,176	7%
DIRETOR <sup>2</sup>												
GERÊNCIA <sup>2</sup>												
SUPERVISOR <sup>2</sup>		0%	41,464	96%		0%	16,876	94%		0%	16,204	93%
PROFISSIONAL <sup>3</sup>												
OPERACIONAL <sup>3</sup>												
TÉCNICO <sup>3</sup>												
TOTAL	7,323	100%	43,355	100%	17,707	100%	17,948	100%	56,554	100%	17,380	100%

Note 1. We classified functional categories into leadership and non-leadership positions.

Note 2. Leadership category.

Note 3. Non-leadership category.



GRI 205-2 (continued)

Region	TOTAL											
	2020				2021				2022			
	Received communication on anti-corruption procedures and policies¹	%	Received training in combating corruption	%	Received communication on anti-corruption procedures and policies	%	Received training in combating corruption	%	Received communication on anti-corruption procedures and policies	%	Received training in combating corruption	%
NORTH	7,323	100%	3	0%	518	3%	360	2%	618	1%	193	1%
NORTHEAST			11,329	26%	2,051	12%	4,143	23%	14,048	25%	3,338	19%
MIDWEST			3,450	8%	1,687	10%	1,610	9%	4,295	8%	1,628	9%
SOUTH			773	2%	87	0%	180	1%	713	1%	175	1%
SOUTHEAST			27,800	64%	13,364	75%	11,655	65%	36,880	65%	12,046	69%
TOTAL	7,323	100%	43,355	100%	17,707	100%	17,948	100%	56,554	100%	17,380	100%

Nota 1. Não havia segregação por localidade.

Business Partners	TOTAL											
	2020				2021				2022			
	Received communication on anti-corruption procedures and policies	%	Received training in combating corruption	%	Received communication on anti-corruption procedures and policies	%	Received training in combating corruption	%	Received communication on anti-corruption procedures and policies	%	Received training in combating corruption	%
TRAINED PARTNERS	100%	100%			100%	100%			100%	100%		
TOTAL PARTNERS	100%				100%				100%			





# TCFD Report





# TCFD Report

THEMES	TCFD RECOMMENDATIONS	REFERENCE (PAGE/DIRECT ANSWER)
Governance	a. Describe how the Board oversees risks and opportunities related to climate change.	<p>Rede D’Or’s governance structure is composed of the Directors Board (CA) and the Executive Board.</p> <p>The Directors and Executive Boards set performance/monitoring objectives and oversee progress towards climate-related targets. To this end, they use emissions inventory data as a monitoring and inspection tool to assess emitting activities and verify which reduction initiatives are effective. In addition, it is also used as a basis for reviewing, approving and setting goals.</p> <p>The Board uses the Policies established as a risk management tool in the company. The Risk Management Policy defines socio-environmental risk as the potential losses caused by effects on the environment and society resulting from environmental impacts, impacts on peoples and traditional communities and impacts on the human health protection, cultural assets and biodiversity.</p> <p>The Climate Change Policy, validated by the Director/Executive Vice President and Risks and Internal Controls Director and approved by the Directors Board on August 3, 2021, has as guidelines: include in the strategy and decision-making process the climate change impacts reduction; climate change risks identify in the sector in which Rede D’Or operates; and identify opportunities in our operation sector (products, services and technologies) that enable the GHG emissions reduction.</p> <p>At least once a year, the Directors and the Executive Boards are informed about the company’s climate management based on documents and presentations prepared by the Internal Sustainability Commission. However, whenever an issue related to the review and approval of documents, policies and goals arises and its required senior management avaliation, meetings are scheduled with the Board, such as the Carbon Management Plan; the company’s Carbon Management Plan with reduction targets, which was approved in 2021.</p>
	b. Describe the Board’s role in assessing and managing risks and opportunities related to climate change.	<p>As previously described, Rede D’Or’s Governance structure is composed by the Directors Board (CA) and the Executive Board, which use the emissions inventory data as a reference to monitor the progress performance of issues and targets related to the climate.</p> <p>In 2021, we started the energy consumption migration to the Free Market and structured plans to define a waste recycling goal in 2022. Also, the Board approved this year targets to reduce emissions (achieve zero net emissions by 2050; achieve an internal target of 36% measurable relative emissions reduction by 2030, compared to the year-base 2020; reach 74 business units in the Free Energy Market (MLE); zero net Scope 2 emissions by 2050).</p> <p>The Director is responsible for ensuring the ESG policy implementation and dissemination (Sustainability Policy) in all business units, and ensure the ESG Strategic Plan implementation and results. In addition, the Director is the chairman of the internal sustainability committee, which is responsible for: monitoring and anticipating global trends issues in identifying risks or opportunities; evaluate products, technologies and processes and propose actions to reduce exposure risks and emissions at Rede D’Or; periodically monitor the key-actions to mitigate and adaptat to climate change; prepare recommendations for the Executive Board on strategic policies and prior actions for climate change mitigating and adapting.</p>



THEMES	TCFD RECOMMENDATIONS	REFERENCE (PAGE/DIRECT ANSWER)
Governança	<b>b.</b> Describe the Board’s role in assessing and managing risks and opportunities related to climate change.	<p>The appointed Director is also Executive Vice President and part of the Executive Board, which implements the guidelines approved by the Directors Board and coordinates the economic, environmental and social aspects management of our activities. The Executive Board considers the goals related to climate change and promotes the empowering and the development of human and financial resources, the institutional development, and the policies in favor to mitigate and adapt to climate change actions.</p> <p>In 2021, realizing the climate issue urgency, the need to increasingly commit to mitigating emissions and the potential opportunity for business, Rede D’Or sought a way to become more engaged with the topic. The company understood that it could pursue other initiatives, since Rede D’Or was already part of the Healthy Hospitals Project, which started the Health for the Climate Challenge, in which the company already had participating units. Thus, the Director signed Rede D’Or’s commitment to achieve net zero emissions and adhere to the United Nations Framework Convention on Climate Change Race to Zero campaign. Rede D’Or then became part of the global campaign.</p>
Strategy	<b>a.</b> Risks and opportunities related to climate change that the organization has identified in the short, medium and long term	<p>The company carried out an risk and opportunities analysis according to the terms: short, medium and long</p> <p><b>Short term (0 to 5 years):</b> risks that are already occurring. For example, chronic risks: increase in average temperature.</p> <p><b>Risk: current regulations:</b> There is a high probability of establishing regulations in Brazil related to the emission of Greenhouse Gases (GHG), which can increase the company’s operating costs, especially about N<sub>2</sub>O emissions, a gas used in conjunction with anesthetics. The company assesses how this regulatory discussion will prevent risks and prepare for future scenarios. In addition, there is concern about energy efficiency and emissions related to the consumption of fossil fuels, since regulations may become more restrictive in these aspects and the company’s operating cost may increase. Renovabio is an example, when it stipulates the payment of credits by fossil fuel distributors</p> <p><b>Risk: Market:</b> There is a possibility that some products and services will lose market if they do not become more sustainable and reduce their GHG emissions. In addition, there is a risk of losing market share if the company’s hospitals do not function properly during extreme weather events, which can generate insecurity on the part of customers, creating a negative view of the brand. Another issue involves the availability and inputs price which, during extreme weather events, may become scarce or their cost may suddenly increase. Climate change will make tropical diseases have a substantial impact, and this can create problems and stress in hospital care capacity and decrease the need for elective surgeries.</p> <p><b>Risk: acute physical events</b> Acute physical events occur intensely in a short period (floods, droughts, heat waves, cold waves, storms, landslides, hail, fires, etc.). These events can create access risks to hospitals for customers, employees, and the supply chain. In addition, they can generate problems in operation and customer service, whether due to lack of resources, interruption of electricity supply or lack of potable water. There is also the potential for damage to the hospital structure, which, in addition to entailing financial risks, can make their operation unfeasible and bring risks to all users.</p>



THEMES	TCFD RECOMMENDATIONS	REFERENCE (PAGE/DIRECT ANSWER)
Strategy		<p><b>Opportunity: resilience</b></p> <p>Participation in renewable energy programs and adoption of energy efficiency measures: Rede D’Or is investing in energy efficiency projects for the entire hospitals network, replacing the purchase of locally based energy with renewable energy based on a marked basis, with some units having solar power generation. These actions place the company in a prominent position, being better prepared to deal with some extreme weather events and reducing GHG emissions related to the electricity generation. This work is part of the climate management policy and will help Rede D’Or meet its emission reduction targets.</p> <p><b>Opportunity: resource efficiency</b></p> <p>Efficiency programs: energy, water use and consumption, waste reduction: The company has programs for energy efficiency, water efficiency, waste reduction, waste generation reduction and effluent treatment stations. Weather events can impact operations in the treatment and in waste and effluents disposal and in obtaining resources and inputs. In this way, increasing efficiency in the use and resources acquisition makes the company operate in a leaner way and increasingly capable of dealing with its effluents and waste, which may have their destination compromised by extreme weather events. All these programs are also essential to ensure greater climate resilience and market differentiation for the company.</p> <p><b>Medium term (5 to 10 years):</b> risks that may occur. For example, chronic hazards: changes in rainfall patterns and extreme variability in weather patterns; Acute risks: increased severity of extreme weather events such as cyclones and floods; Policies and legislation: other (carbon taxes).</p> <p><b>Risk: emerging regulation</b></p> <p>Possible regulations limiting GHG emissions could come into force, in addition to fees for decarbonization and renewable energy use. This point can be considered a risk, especially if there are measures related to the emission of N<sub>2</sub>O, which is widely used in hospitals because it is used in conjunction with more potent inhalational or intravenous anesthetics.</p> <p><b>Risk: legal</b></p> <p>Legal issues are relevant and Rede D’Or is always evaluating them in the company’s risk management, including new regulations that may increase operating costs or hinder the company’s operation. In addition, there are cases in the sector where customers have entered legal disputes with hospitals due to the inability to provide or continue care during extreme weather events, either due to problems in the hospitals or in their supply chain.</p> <p><b>Risk: technological</b></p> <p>Technological risk mainly involves the issue of not creating technologies that help the health sector carry out its decarbonization in the short and medium term, which can lead to various regulatory impositions that make the operation more expensive. Hospitals today emit a considerable amount of N<sub>2</sub>O, a GHG with significant global warming potential. Other technological risks involve the lack of technology to ensure the electricity and water supply to hospitals in extreme weather events and climate adaptation technologies to ensure the safety of facilities and access to them.</p>



THEMES	TCFD RECOMMENDATIONS	REFERENCE (PAGE/DIRECT ANSWER)
Estratégia		<p><b>Opportunity: products and services/ market</b></p> <p>The company maintains the D’Or Institute for Research and Teaching (IDOR), a non-profit organization that aims to contribute to the evolution of science to improve human beings’ living conditions and offers all scientific support to the company. One of the Institute’s lines of research is Infectious Diseases/Vaccines. The main objective of this research is epidemiological surveillance working with patients with neurological infections and arboviruses such as dengue, zika and chikungunya in RDSL hospitals. During the Covid-19 pandemic, the team dedicated itself almost exclusively to the new disease, participating in clinical trials of vaccines and therapeutic proposals. The sector intends to continue participating in clinical trials of vaccines against other diseases. The Institute has made relevant contributions to national and international public health, such as understanding the role of the zika virus in malformation of the nervous system, and research aimed at confronting the Covid-19 pandemic. With these actions, the company stands out for its excellent services and socio-environmental commitment, which drive the sustainable progress of the company and society</p> <p><b>Long-term (10 to 30 years):</b> risks that studies indicate may occur based on climate change scenarios. Rede D’Or understands that all companies will have to reduce their emissions in the long term. For this reason, it has already established goals (including Net Zero by 2050) and invests in emission reduction initiatives. Risks have already been assessed in 2021 and a study is underway to create a climate risk matrix to develop an action plan.</p> <p><b>Risk: reputation</b></p> <p>The company may face reputational risks if there are problems in meeting legal or voluntary targets for reducing GHG emissions. Another relevant issue in relation to reputation is the company’s transparency regarding climate management and progress in achieving goals. This can be impacted by lack of technological innovation or lack of implementation of actions.</p> <p><b>Risk: chronic physical events</b></p> <p>Chronic physical events are those that worsen over time due to climate change, including changes in rainfall, heat stress, water scarcity, temperature variability, changes in atmospheric currents, increased cases of tropical diseases, etc. These events can influence the hospitals operation (for example, a hospital may run out of water from both the utility and underground wells, which can lead to the interruption of hospital operations). Problems could also occur in the supply chain of hospital items, which would impact operations.</p> <p><b>Opportunity: products and services/change in consumer preferences</b></p> <p>Consumers are increasingly demanding about the products and services they consume and their impact on the environment and society. In this sense, Rede D’Or has stood out for always seeking the continuous improvement of its operations and committing itself to social and environmental causes, such as the one committed to the UN Race to Zero campaign, to reduce its emissions of GHG and achieve emission neutrality by 2050.</p>
	b. impacts of risks and opportunities related to climate change on the organization’s business, strategy and financial planning.	<p>The Risk Management Policy considers the ‘Strategic Risk’ type, which is related to the theme’s strategy and consists of the risks associated with the Company’s strategies in, pursuit of value creation, protection and growth. They are caused by events or changes in the external environment; political, economic and social; Marketplace; competitors; Fusions and acquisitions; availability; innovations; technologies and portfolio of products and services; and also, for the quality in the management of internal events related to its finances and operations.</p> <p>The financial criterion bases the risk allocation process in the Risk Matrix on the sum of the amounts insured for property damage and profits loss of each Company Unit, in order from the highest to the lowest.</p>



THEMES	TCFD RECOMMENDATIONS	REFERENCE (PAGE/DIRECT ANSWER)
Strategy		<p>The areas responsible for the risks inform the defined impacts, assessed by the Corporate Risk and Business Continuity Management, and reported to the Corporate Risk Committee.</p> <p>The company classifies impacts into four levels:</p> <p><b>Low:</b> generates little change in corporate objectives and, among other factors, may cause a temporary reduction in services;</p> <p><b>Medium, high to critical:</b> generates an impediment to corporate objectives and, among other factors, can cause the total stoppage of services.</p> <p>Today, the company does not disclose the monetary values that allocate an impact to the different levels because they vary according to the type of impact and its classification in the risk matrix.</p>
	<p><b>c.</b> Resilience of the organization’s strategy, considering different climate change scenarios, including a scenario of 2°C or less</p>	<p>The organization does not currently use climate-related scenario analysis to inform its strategy.</p> <p>Rede D’Or is committed to contributing to global carbon neutrality and inserting scenario analyzes in the coming years. In 2021, Rede D’Or prepared the Carbon Management Plan so that the company could begin in 2022 the development of the Corporate Sustainable Development Goals (SDG) Program, the preparation of a Risk Matrix for Extreme Events and approval of all these documents, which will serve as the basis for the company’s climate strategy.</p> <p>It should be noted that, as described in the “Strategy” section on opportunities (item ‘a’) of this document, Rede D’Or identified resilience as one of the opportunities identified with the potential to have a significant financial or strategic impact on its business</p>
Risk Management	<p><b>a.</b> Processes used by the organization to identify and assess risks related to climate change.</p>	<p>The risk assessment process of the company and its subsidiaries is described in the Risk Management Policy of Rede D’Or, and is structured through the following steps: (i) risk identification; (ii) risk analysis and assessment; (iii) treatment of risks; (iv) monitoring and critical analysis of risks; and (v) registration and reporting to interested parties (stakeholders).</p> <p>The company analyzes and evaluates the identified risks, classifying them in quadrants linked to the level of criticality in a Risk Matrix. Once the risk factors have been identified and/or reviewed, the Risks and Internal Controls Department analyzes the probability of occurrence and the impact of the risk assessed for each Unit of the company and allocates said risks in the quadrant referring to their degree of risk in a Risk Matrix (low, medium, high, and very high).</p> <p>Climate risks were assessed in 2021 and a study is underway to create a climate risk matrix and develop an action plan.</p> <p>As described in the “Strategy” section (item ‘a’) of this document, the company carried out an analysis according to the terms (short, medium, and long).</p> <p>In addition, the company conducted a ESG assessment program pilot using a questionnaire. Internally, Rede D’Or formed a working group with the participation of the Corporate Services and Sustainability and Compliance teams to map the potential risks and opportunities existing within each category of purchases. Rede D’Or mapped these risks and the history of market events using the main guidelines of the Global Reporting Initiative (GRI) to identify social, environmental and governance impacts in the supply chain. With this, the company updates its Sustainable Purchasing Policy, including specific guidelines for prioritizing suppliers based on ESG aspects, including climate-related issues.</p> <p>The highest management level is involved and has responsibility for assessing and also managing climate-related risks and opportunities, and annually issues reports to the board on climate-related issues, in which:</p> <ul style="list-style-type: none"><li>• The Executive Director/Vice-President is also the chairman of the Internal Sustainability Commission, and monitors and anticipates trends in global issues in the risks identification;</li></ul>



THEMES	TCFD RECOMMENDATIONS	REFERENCE (PAGE/DIRECT ANSWER)
Risk Management		<ul style="list-style-type: none"><li>• The Sustainability and Environment management coordinates the Internal Sustainability Committee and aligns the security, management and risk surveillance system with the ESG strategies;</li><li>• The Internal Sustainability Commission is an advisory and instruction body whose objective is to: Advise the Directos Board and the Executive Board on issues related to sustainability.</li></ul>
	b. Processos utilizados pela organização para gerenciar os riscos relacionados às mudanças climáticas.	<p>The risk management process is integrated into the multidisciplinary risk management process across the enterprise.</p> <p>As described earlier, the highest level of management is involved and has responsibility for both assessing and managing climate-related risks and opportunities. Climate risks have already been assessed in 2021 and the deployment of control actions is underway with the help of the climate risk matrix.</p> <p>The company's risk management process is set out in the current Rede D'Or Risk Management Policy and is described below. The company adopts the following responses to the risks identified from the risk matrix:</p> <p><b>(i) Optimize (Retain):</b> Improve the level of risk expressed by adjustments in terms of the combination of its impacts and probabilities, continuously evolving its performance in terms of assessing its significance;</p> <p><b>(ii) Certify (Assure):</b> Promote guarantees that ensure and improve the efficiency of results in the configuration of significance (criteria) of the risk level in the assumed scenario;</p> <p><b>(iii) Follow (Control):</b> Critically and continuously observe, to identify changes (vulnerabilities) in the expected levels of the risk significance configuration, seeking evolution in its classification level; and</p> <p><b>(iv) Mitigate (Reduce):</b> Slow down or minimize the level of risk found (tend to zero), taking effective actions against the identified adverse effects.</p> <p>Updating the risk matrix is reflected in the script and/or checklist for Scheduled Audits or Special Audits. Based on its results, an action plan is drawn up by the Unit itself for the due treatment of risks. The Action Plan must contain the action to be carried out, the responsible area, the deadline for its execution, the identification of the necessary resources and the status of each planned action. The action plan, once completed, is immediately sent to the Risks and Internal Controls Department for possible guidance and follow-up.</p> <p>The company adopts the following instruments to mitigate its main risks:</p> <p><b>i) Credit Risk:</b> management is carried out through periodic analysis of the level of default by customers, as well as the adoption of effective forms of collection. The company assumes the customers' credit risk following criteria defined based on statistical models, combined with internal information specific to our business, as well as internal information, these models being periodically reviewed based on historical loss rates of the portfolio's harvests. With regard to credit risk related to financial institutions depository of cash and cash equivalents or counterparties of its financial instruments, the company prioritizes the contracting of first-class financial institutions, as well as periodically monitors the soundness and the health of such financial institutions and counterparties of its financial instruments at the time of contracting;</p> <p><b>ii) Liquidity Risk:</b> management is carried out through continuous monitoring of expected and actual cash flows and by maintaining a close relationship with financial institutions, with frequent disclosure of information to support credit decisions, when external resources are needed. Furthermore, the company does not make financial investments of a speculative nature and with high financial risk;</p>



THEMES	TCFD RECOMMENDATIONS	REFERENCE (PAGE/DIRECT ANSWER)
<b>Risk Management</b>		<p><b>iii) Market Risks:</b> the financial department monitors fluctuations in interest rates and exchange rates that may impact the company's financial and operating results, as well as contracts derivative operations with top-tier financial institutions for the purpose of asset protection (hedge). Derivative operations are carried out for the purpose of hedging against (i) fluctuations in rate and foreign currency, to regulate exchange swap operations; in which the exposure resulting from the variation in foreign currency is exchanged for the exposure of an interest rate in functional currency (Real); and (ii) interest rate variations, to regulate interest rate swap operations, in which the exposure arising from interest rates is exchanged for exposure arising from a fixed interest rate;</p> <p><b>iv) Compliance Risk:</b> continuous monitoring by the Risks and Internal Controls Department and by outsourced service providers of new laws and regulations to which the Company is or may be subject. When identifying material facts that may influence the company's operations, the Risks and Internal Controls Department shares such facts in a board meeting to define an Action Plan, if necessary;</p> <p><b>v) Strategic Risk:</b> at the end of each year, the company brings together all its executives and key professionals to define the strategic planning for the following year, as well as its forecast budget. To support the execution of the strategy, the company has a profit sharing program for key people in its management with the aim of rewarding the achievement and the overcoming of goals by Rede D'Or, aligned with performance; sustainability and the Company's business growth strategy in each fiscal year. There are periodic results evaluation meetings in which performance indicators related to the goals are discussed and action plans are defined to correct the course of operations towards meeting the goals;</p> <p><b>vi) Operational Risk:</b> the company has an internal audit that, during the year, tests internal controls to ensure their efficiency and effectiveness. Among the functions of audits is judging whether the way internal controls were designed is sufficient to mitigate operational risks to a level acceptable to the company. When weaknesses in internal controls are identified, the auditors recommend improvements that are validated by the audit committee and implemented by process managers. The internal audit team monitors the progress of action plans to correct control failures until they are concluded, and reports to the audit committee or directly to the board of directors. In addition, performance indicators of organizational processes are monitored monthly at monthly result meetings. For indicators with unsatisfactory performance, action plans are created to correct the identified situations;</p> <p><b>vii) Cybernetic and Technological Risk:</b> to reinforce the security of its technology infrastructure and information systems, Rede D'Or has its own IT area whose function is to carry out the review of internal controls related to IT in order to increase the security of information systems by improving internal controls;</p> <p><b>viii) Regulatory/Legal Risk:</b> continuous monitoring by the Legal Department and/or outsourced legal advisors of compliance with laws and regulations to which the company is subject and of any situations, facts, news that may affect the operations or image of the Company; and</p> <p><b>ix) Socio-environmental risk:</b> continuous monitoring by the Legal Department and/or outsourced legal advisors of the potential or effective effects generated by the company's activities, in particular greenfield and brownfield projects developed by the company, on the environment and society.</p> <p>Employees involved in identified risks must participate in training to ensure the implementation of the guidelines provided for in the Policy, according to the training matrix prepared by the Risks and Internal Controls Department.</p>



THEMES	TCFD RECOMMENDATIONS	REFERENCE (PAGE/DIRECT ANSWER)
<b>Risk Management</b>	<p><b>c.</b> How the processes used by the organization to identify, assess and manage risks related to climate change are integrated into the organization's overall risk management.</p>	<p>Climate-related risks and opportunities influence Rede D'Or's strategy. As previously described, risk management is integrated into the multidisciplinary process and considered in the company's decisions. For Rede D'Or, the identified risks and opportunities influenced its strategy in the following way:</p> <p><b>Products and services:</b> The issue of energy consumption, related to the risks of the energy crisis and the opportunity to be more prepared to deal with extreme weather events and reduce the emission of greenhouse gases; led Rede D'Or to develop a study for the implementation of the Dry Bath technology. The company implemented the initiative in 2021 in 30 units and carried out a case study at the Copa Star unit, proving the reduction in the weight of the trousseau (56.72%) and in the amount of water (80%) used in the process. In 2021 alone, more than 200,000 kits were used by the company, representing savings of over 160,000 liters of water. In terms of energy consumption, there was a reduction of more than 4 MW/h. This reduction represents a total of 0.536 tons of CO<sub>2</sub> equivalent;</p> <p><b>Supply chain and/or current value:</b> Rede D'Or understands that the supply chain is directly responsible for a good result for the company, as it influences the quality of its products and consumer perception. Thus, the company sees an opportunity to encourage its suppliers to demonstrate their commitment to climate and other ESG matters. The company has maintained a partnership with Nespresso since 2018 for the delivery and the collection (reverse logistics) of capsules with the Recycling Car (electric vehicle) in 1 unit (Clínica São Vicente -RJ). Deliveries and collections are carried out fortnightly since July 23, 2018. In 2022, the partnership began a study to include more units in this capsule delivery/collection format. In 2021, Rede D'Or launched the ESG Supplier Evaluation Pilot Project to evaluate suppliers - selected among direct supply distributors (medicines, hospital disposables, aprons (PPE), asepsis and nutrition) and indirect supply distributors (suppliers of services in the categories of food and meals, concierge and surveillance and waste management) - through a self-declaration questionnaire with 41 questions divided into the three ESG themes. The surveys included questions related to climate management. In October, the company held an Awareness Workshop for suppliers, presented the general concepts needed to understand ESG management and briefly addressed its relevance in terms of risks and opportunities involving the topic. Then, it demonstrated the proposed method for the evaluation process applicable to the supply chain, aiming to gradually introduce socio-environmental issues. In 2022, the ESG Supplier Assessment for the base year 2021 took place through a self-declared online questionnaire, but with auditable questions and more specific objective response options, representing the different contexts of the suppliers involved. The assessment methodology provides a score for each response. Answers aligned with Rede D'Or's ESG strategy score higher. With this initiative, Rede D'Or updates its Sustainable Procurement Policy, including specific guidelines for prioritizing suppliers based on ESG aspects. The company is also conducting a study to enable a pilot project for 100% electric ambulances in selected units.</p> <p><b>Investment in Research and Development (R&amp;D):</b> Founded in 2010 in Rio de Janeiro, the Instituto D'Or de Pesquisa e Ensino (IDOR) is a non-profit organization that aims to contribute to the evolution of science. IDOR is the Research &amp; Innovation arm of Rede D'Or, supporting the development of science, innovation, and health technologies. The institute has many highly qualified researchers, health professionals and strategic partnerships with national and international universities and research and teaching institutions. Having as the main risk identified for Rede D'Or the dissemination of new diseases and vectors/pandemics resulting from climatic factors, in 2021, IDOR developed ten lines of research, one of them related to Infectious Diseases/Vaccines. In addition to maintaining projects to help combat covid-19: a mental health platform, contribution to vaccine efficacy tests and dissemination of information to society. In addition, it is worth mentioning that IDOR has researchers dedicated to studies on tropical diseases involving zika and dengue.</p> <p><b>Operations:</b> Weather events can impact operations in the treatment and disposal of waste and effluents and in obtaining resources and inputs. For this reason, Rede D'Or has already been investing in energy and water efficiency programs, waste reduction, reduction of waste generation and effluent treatment stations to ensure greater climate resilience for the company and differentiation in the market. Examples of energy efficiency in hospital buildings are: 100% LED lighting; insulating glass on the facades; ventilation chamber between the insulation and the finishing of the facades; ventilation chamber between the insulation and the facade finishes; solar boards; bath water heating through air conditioning chiller heat exchanger; high efficiency coolers; use of light-colored coatings on roofs</p>



THEMES	TCFD RECOMMENDATIONS	REFERENCE (PAGE/DIRECT ANSWER)
		<p>to reflect sunlight, with a consequent reduction in the thermal load on these surfaces; sectorialization of lighting in the same environment, by means of switches, to allow the localized use and use of natural light, including the installation of presence sensors in places that do not need constant lighting, such as garages, circulation areas, elevator halls and stairs; climate change mitigation activities: migration of energy consumption from location to beacon, prioritizing renewable sources; Installation of catalytic converters on generators.</p> <p>Examples of reduced water consumption are: Implementation of delay and reuse boxes for cleaning parking lots, garbage dumps and hotel cars; Flow restrictor in faucets and showers and installation of faucets with automatic activation. In 2021, Rede D’Or carried out the project to compost organic waste generated in nutrition services, implemented in three units (Hospital Caxias D’Or, Hospital Niterói D’Or and Hospital São Luiz Jabaquara). Also in 2021, the company started work on Maternidade São Luiz Star, completed in 2022, in a prime area in the south of São Paulo with more than 36,000 m² with a sustainable and innovative concept. With an investment of approximately BRL 1.5 billion, it includes the sustainable renovation of a building originally designed to be a commercial tower, built in 2012 in accordance with sustainability guidelines. The entire process uses the LEED tool (certification for sustainable construction) based on internationally validated ESG attributes.</p>
Metrics and goals	<b>a.</b> Metrics used by the organization to assess risks and opportunities related to climate change in accordance with its strategy and risk management process.	<p>Absolute GHG emissions (tCO<sub>2</sub>e) – see GRI 305 indicators;</p> <p>Average carbonic intensity (tCO<sub>2</sub>e/pac.day) – see GRI 305 indicators;</p> <p>Energy consumption (GJ) – see GRI 302 indicators;</p> <p>Electricity consumption (kWh, MWh and GJ) – see GRI 302 indicators;</p> <p>Energy consumption intensity (GJ/pac.day) – see GRI 302 indicators.</p>
	<b>b.</b> Transparency regarding scope 1, 2 and 3 emissions	<p>Scope 1, 2 and 3 emissions reports are available in the Annual Sustainability Reports; CDP questionnaire; and in the Public Registry of Emissions of the Brazilian GHG Protocol Program (emissions inventory). It is important to point out that, due to the company’s maturity in terms of climate change, Rede D’Or is still carrying out studies related to Scope 3 to expand the categories reported and monitored.</p>
	<b>c.</b> Targets used to manage climate change-related risks and opportunities, and performance against targets	<p>In 2021, Rede D’Or signed its commitment to achieve net zero emissions by 2050, and adhere to the Race to Zero campaign of the United Nations Framework Convention on Climate Change. As reported in the CDP questionnaire, we also have an internal target of reducing our relative measurable emissions by 36% by the year 2030 compared to the base year of 2020; with an estimate of absolute emission reduction from 107.1 thousand tCO<sub>2</sub>e in 2020 to about 68.6 thousand tCO<sub>2</sub>e in 2030 until then, and these absolute values can be changed annually; due to the acquisition and/or merger of units by Rede D’Or.</p> <p>We set another target just for Scope 2 considering base year 2022 to reach net zero emissions by 2050 We implement energy efficiency and automation initiatives. Also in 2021, we started work on the Maternidade São Luiz Star – the renovation of a building originally designed to be an office tower, built in 2012 in accordance with sustainability guidelines. The entire process uses the LEED tool (certification for sustainable construction) based on internationally validated ESG attributes.</p> <p>In 2022, it was the first year that Rede D’Or responded to the CDP, and the company is very engaged in the matter. However, despite having emission targets, having signed commitments, having a Corporate Greenhouse Gas Emissions Management Program and internal and external policies on climate change, Rede D’Or continues to advance in maturity. Therefore, for Scope 3, the emissions of two categories were calculated. In 2021, the company implemented the ESG supplier assessment pilot project and intends to update our Sustainable Procurement Policy, including specific guidelines for prioritizing suppliers based on ESG issues and climate change.</p>



# GRI and SASB Content Summary



# GRI Content Summary

Declaration of use	Rede D’Or reported in accordance with the GRI Standards for the period between January 1st and December 31st, 2022.
GRI 1	GRI 1 Fundamentals 2021
Applicable GRI Sector Standard	There was none

GRI STANDARD	CONTENT	RESPONSE	OMISSION			GRI SECTOR STANDARD
			OMITTED REQUIREMENT	REASON	EXPLANATION	
GRI 2: GENERAL CONTENTS 2021	2-1 Organization details	Page 7				
	2-2 Entities included in the organization’s sustainability report	Pages 7, 8 and 23				
	2-3 Reporting period, frequency and point of contact	Page 23				
	2-4 Restatements of information	Pages 6 and 93				
	2-5 External verification	Page 23				
	2-6 Activities, value chain and other business relationships	Pages 7 and 8				
	2-7 Employees	Page 89				
	2-8 Workers who are not employees	Page 90				
	2-9 Governance structure and its composition	Page 27				
	2-10 Nomination and selection for the highest governance body	Page 30				
	2-11 Chair of the highest governance body	Page 28				
	2-12 Role played by the highest governance body in overseeing the management of impacts	Page 30				
	2-13 Delegation of responsibility for managing impacts	Page 30				
	2-14 Role played by the highest governance body in sustainability reporting	Pages 23 and 24				
	2-15 Conflicts of interest	Page 32				



GRI STANDARD	CONTENT	RESPONSE	OMISSION			GRI SECTOR STANDARD
			OMITTED REQUIREMENT	REASON	EXPLANATION	
	2-16 Communication of critical concerns	Page 32				
	2-17 Collective knowledge of the highest governance body	The Company's advisory bodies make the Board of Directors aware of ESG issues through a theoretical and practical approach.				
	2-18 Evaluation of the performance of the highest governance body	Page 31				
	2-19 Remuneration policies	Page 31				
	2-20 Process for determining remuneration	Page 31				
	2-21 Annual total compensation ratio	Information on Remuneration can be found in the Company's Reference Form, item 13.11.	All.	The information is confidential.	As it is sensitive data that may compromise individual security or integrity due to the exercise of the position or function of occupation, the Company ensures the confidentiality of this information.	
	2-22 Declaration on sustainable development strategy	Page 3				
	2-23 Policy Commitments	Pages 19 and 35				
	2-24 Incorporation of policy commitments	Page 22				
	2-25 Processes for repairing negative impacts	Page 35				
	2-26 Mechanisms for counseling and raising concerns	Page 38				
	2-27 Compliance with laws and regulations	Page 38				
	2-28 Membership associations	Page 21				
	2-29 Approach to stakeholder engagement	Pages 23 and 24				
	2-30 Collective Bargaining Agreements	Page 51				



GRI STANDARD	CONTENT	RESPONSE	OMISSION			GRI SECTOR STANDARD
			OMITTED REQUIREMENT	REASON	EXPLANATION	
MATERIAL THEMES						
GRI 3: MATERIAL THEMES 2021	3-1 Process for defining material topics	Pages 23 and 24				
	3-2 List of material topics	Page 25				
MATERIAL THEME: <b>ECONOMIC PERFORMANCE</b>						
GRI 3: MATERIAL THEMES 2021	3-3 Management of material issues	Page 26				
GRI 201: ECONOMIC PERFORMANCE 2016	201-1 Direct economic value generated and distributed	Page 84				
	201-2 Financial implications and other risks and opportunities due to climate change	Page 69				
	201-3 Defined benefit plan obligations and other retirement plans	Rede D’Or makes the monthly payment of the contribution to the Social Security of its employees, destined to the National Institute of Social Security (INSS), which is responsible for the payment of retirement and other benefits to Brazilian workers. (Law No. 8.213, of July 24, 1991)				
	201-4 Financial assistance received from government	Page 65				
MATERIAL THEME: <b>SOCIOECONOMIC IMPACT</b>						
GRI 3: MATERIAL THEMES 2021	3-3 Management of material issues	Page 26				
GRI 203: INDIRECT ECONOMIC IMPACTS 2016	203-1 Infrastructure investments and services supported	Pages 62, 63, 78, 85 and 87				
	203-2 Significant indirect economic impacts	Pages 62, 63, 78 to 80, 82 and 87				



GRI STANDARD	CONTENT	RESPONSE	OMISSION			GRI SECTOR STANDARD
			OMITTED REQUIREMENT	REASON	EXPLANATION	
GRI 413: LOCAL COMMUNITIES 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Page 78				
	413-2 Operations with signifi-cant actual or potential negative impacts on local communities	During the materiality pro-cess, no significant actual or potential negative im-pacts on local communities were identified.				
MATERIAL THEME: INTEGRITY, RISK AND ANTI-CORRUPTION						
GRI 3: MATERIAL THEMES 2021	3-3 Management of material issues	pág. 26				
GRI 205: FIGHTING CORRUPTION 2016	205-1 Operations assessed for risks related to corruption	Based on all the practices mentioned on <a href="#">page 38</a> of this report, we consider that 100% of operations are evaluated.				
	205-2 Communication and training about anti-corruption policies and procedures	Pages 38, 40, 94 and 95				
	205-3 Confirmed incidents of corruption and actions taken	Page 39				
GRI 418: CUSTOMER PRIVACY 2016	418-1 Substantiated complaints relating to breaches of customer privacy and loss of customer data	page 37				
MATERIAL THEME: WATER AND EFFLUENTS						
GRI 3: MATERIAL THEMES 2021	3-3 Management of material issues	Page 26				
GRI 302: ENERGY 2016	302-1 Energy consumption within the organization	Pages 71 and 72				
	302-2 Energy consumption outside of the organization	Pages 71 and 72				
	302-3 Energy intensity	Pages 71 and 72				
	302-4 Reduction of energy con-sumption	Pages 71, 72 and 74				
	302-5 Reductions in energy requirements of products and services	Pages 71 and 72				



GRI STANDARD	CONTENT	RESPONSE	OMISSION			GRI SECTOR STANDARD
			OMITTED REQUIREMENT	REASON	EXPLANATION	
MATERIAL THEME: <b>WATER AND EFFLUENTS</b>						
GRI 3: MATERIAL THEMES 2021	3-3 Management of material issues	Page 26				
GRI 303: WATER AND EFFLUENTS 2018	303-1 Interactions with water as a shared resource	Pages 73 and 74				
	303-2 Management of water discharge-related impacts	Pages 73 and 74				
	303-3 Water withdrawal	Page 74				
	303-4 Water discharge	Page 74				
	303-5 Water consumption	Page 74				
MATERIAL THEME: <b>CLIMATE CHANGE</b>						
GRI 3: MATERIAL THEMES 2021	3-3 Management of material issues	Page 26				
GRI 305: EMISSIONS 2016	305-1 Direct (Scope 1) GHG emissions	Pages 69 and 70				
	305-2 Energy indirect (Scope 2) GHG emissions	Pages 69 and 70				
	305-3 Other indirect (Scope 3) GHG emissions	Pages 69 and 70				
	305-4 Intensity of greenhouse gas (GHG) emissions	Pages 69 and 70				
	305-5 Reduction of GHG emis-sions	Pages 69 and 70				
	305-6 Emissions of substances that deplete the ozone layer (ODS)	Pages 69 and 70				
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Pages 69 and 70				
MATERIAL THEME: <b>RESIDUES</b>						
GRI 3: MATERIAL THEMES 2021	3-3 Management of material issues	Page 26				
GRI 306: WASTE 2020	306-1 Waste generation and significant waste-related im-pacts	Page 75				
	306-2 Management of signifi-cant waste-related impacts	Page 75				
	306-3 Waste generated	Page 77				



GRI STANDARD	CONTENT	RESPONSE	OMISSION			GRI SECTOR STANDARD
			OMITTED REQUIREMENT	REASON	EXPLANATION	
	306-4 Waste diverted from disposal	Page 77				
	306-5 Waste directed to dispos-al	Page 77				
MATERIAL THEME: HUMAN RIGHTS						
GRI 3: MATERIAL THEMES 2021	3-3 Management of material issues	Page 26				
GRI 401: EMPLOY- MENT 2016	401-1 New employee hires and employee turnover	Pages 51 and 89				
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 50				
	401-3 Parental leave	Page 94				
GRI 405: DIVERSITY AND EQUAL OPPORTU-NITIES 2016	405-1 Diversity of governance bodies and employees	Page 92				
	405-2 Ratio of basic salary and remuneration of women to men	Page 93				
GRI 406: NON- DISCRIMINATION 2016	406-1 Incidents of discrimina-tion and corrective actions tak-en	Page 39				
GRI 410: SECURITY PRACTICES 2016	410-1 Security personnel trained in human rights policies or procedures	Page 57				
MATERIAL THEME: HEALTH AND SAFETY						
GRI 3: MATERIAL THEMES 2021	3-3 Management of material issues	Page 26				
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018	403-1 Occupational health and safety management system	Pages 58 and 60				
	403-2 Hazard identification, risk assessment, and incident investigation	Pages 59 e 60				
	403-3 Occupational health ser-vices	Pages 59 e 60				
	403-4 Worker participation, consultation, and communica-tion on occupational health and safety	Pages 59 e 60				
	403-5 Training of workers in occupational health and safety	Pages 59 e 60				
	403-6 Promotion of worker health	Pages 59 e 60				
	403-7 Prevention and mitigation of occupational health and safe-ty impacts directly linked by business relationships	Pages 59 e 60				



GRI STANDARD	CONTENT	RESPONSE	OMISSION			GRI SECTOR STANDARD
			OMITTED REQUIREMENT	REASON	EXPLANATION	
	403-8 Workers covered by an occupational health and safety management system	Page 58				
	403-9 Work-related injuries	Page 60				
	403-10 Work-related ill health	Page 60				
MATERIAL THEME: R&D, INNOVATION AND KNOWLEDGE DISSEMINATION						
GRI 3: MATERIAL THEMES 2021	3-3 Management of material issues	Page 26				
GRI 404: TRAINING AND EDUCATION 2016	404-1 Average hours of training per year per employee	Page 91				
	404-2 Programs for upgrading employee skills and transition assistance programs	Page 52				
	404-3 Percentage of employees receiving regular performance and career development re-views	Page 52				
MATERIAL THEME: PREVENTION AND HEALTH PROMOTION						
GRI 3: MATERIAL THEMES 2021	3-3 Management of material issues	Page 26				
GRI 416: CUSTOMER HEALTH AND SAFETY 2016	416-1 Assessment of health and safety impacts of categories of products and services	Page 46 For 100% of the services provided by Rede D'Or, an assessment is made of the impacts on patient health and safety.				
	416-2 Cases of non-compliance related to health and safety impacts of categories of products and services	62 casos relacionados à segurança do paciente, sendo 36 casos de erro médico e 26 casos de falha na prestação.				
OTHER RELEVANT INDICATORS						
GRI 207: TAXES 2019	207-1 Approach to tax	Page 63				



GRI STANDARD	CONTENT	RESPONSE	OMISSION			GRI SECTOR STANDARD
			OMITTED REQUIREMENT	REASON	EXPLANATION	
GRI 308: ENVIRONMENTAL ASSESSMENT OF SUPPLIERS 2016	308-1 New suppliers selected based on environmental criteria	Pages 21 and 41				
	308-2 Negative environmental impacts in the supply chain and actions taken	Pages 21 and 41				
GRI 414: SOCIAL EVALUATION OF SUPPLIERS 2016	414-1 New suppliers selected based on social criteria	Pages 21 and 41				
	414-2 Negative social impacts in the supply chain and actions taken	Pages 21 and 41				



# SASB Content Summary

TópicoTopics and accounting metrics for sustainability disclosure | Sector: Health Care Delivery

MATERIAL THEME	SASB THEME	CODE	ACCOUNTING METRICS	RESPONSE
ENERGY	Energy Management	HC-DY-130a.1	(1) Total energy consumed, (2) percentage of grid electricity, (3) per-centage of renewable energy	Page 72
RESIDUES	Waste management	HC-DY-150a.1	Total amount of medical waste: percentage (a) incinerated, (b) recy-cled or treated, and (c) landfilled	Page 75
PATIENT EXPERIENCE	Patient Privacy	HC-DY-230a.2	Description of policies and practices to protect health information records and other personally identifiable information	Page 36
		HC-DY-230a.3	Number of data breaches	Pages 36, 37
		HC-DY-230a.4	Total amount of monetary losses because of lawsuits associated with data security and privacy	Pages 36, 37
HEALTH AND SAFETY	Employee Health and Safety	HC-DY-320a.1	Total rate of serious incidents	Page 60
HUMAN RIGHTS	Employee: Recruit-ment, Development & Retention	HC-DY-330a.1	(1) Voluntary and (2) involuntary turnover rate for: (a) physicians, (b) non-medical healthcare professionals, and (c) all other employees	Page 89
		HC-DY-330a.2	Description of talent recruitment and retention efforts for healthcare professionals	Pages 51, 52, 53, 58
CLIMATE CHANGE	Climate Change and the impacts on human health and infrastruc-ture	HC-DY-450a.1	Description of strategy for dealing with the effects of climate change on business operations, physical facilities, infrastructure and facility design. Discussion of specific risks (such as physical hazards) posed by changes in the frequency and intensity of extreme weather events and changes in morbidity and mortality from disease and illness	Page 69
		SASB HC-DY-000.A	Number of facilities and number of beds	Page 7





WHEN TRUST MATTERS

# DNV Independent Assurance Statement

Rede D'Or São Luiz SA. ("RDSL") commissioned DNV Business Assurance Avaliações e Certificações Brasil Ltda ("DNV", "we", or "us") to undertake independent assurance of the RDSL 2022 Sustainability Report (the "Report") and to carry out an independent verification for selected performance indicators for the year ended December 31, 2022.



**Our Opinion:** On the basis of the work undertaken, nothing came to our attention to suggest that the Report does not properly describe RDSL's adherence to the Principles described below. In terms of reliability of the performance data, nothing came to our attention to suggest that these data have not been properly collated from information reported at operational level, nor that the assumptions used were inappropriate. In our opinion, the Report provides sufficient information for readers to understand the company's management approach to its most material issues and impacts.

## Without affecting our assurance opinion, we also provide the following observations:

### Stakeholder inclusiveness

**The participation of stakeholders in developing and achieving an accountable and strategic response to sustainability.**

Throughout the assurance process, DNV found that RDSL systematically engages key stakeholders across its business including employees, doctors, patients, communities, investors, suppliers and others. There is evidence that stakeholder feedback has informed the Report content and influenced decision-making within the company.

Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Stakeholder Inclusiveness.

### Materiality

**The process for determining the issues that are most relevant to an organization and its stakeholders.**

RDSL has demonstrated a structured and effective process for identifying its most material issues. The new materiality process undertaken in 2022 considered a wide range of inputs including the company's sustainability and risk context, sector trends, and stakeholder perspectives. Through its risk management framework, the company monitors emerging and priority issues on an ongoing basis. The Report presents the company's activities and performance against its most material topics.

Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Materiality.

### Sustainability context

**The presentation of the organization's performance in the wider context of sustainability.**

RDSL Sustainability Report aligns with global sustainability frameworks such as The Global Reporting Initiative (GRI), SASB Standards and guidelines developed by The Task Force on Climate-related Financial Disclosures (TCFD).

Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Sustainability Context.

### Completeness

**How much of all the information that has been identified as material to the organization and its stakeholders is reported.**

The Report provides a comprehensive overview of RDSL's ESG performance in the reporting year. Based on the work performed, we do not believe that RDSL has failed to report on any of its material issues. It was verified that the company uses systems and software to control information, which brings greater reliability and quality to the data. It was also verified that the systems cover the Corporate and other Hospital Units. However, oncology data are not yet entered into systems. It is recommended to insert them ensuring better management and effectiveness of information.

Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Completeness.

### Reliability

**The accuracy and comparability of information presented in the Report, as well as the quality of underlying data management systems.**

RDSL has established a variety of processes for collecting and consolidating the various data it reports. We have confidence in the processes in place to ensure reasonable accuracy for the information presented in the Report and data management systems. The disclosure of data is comprehensive and the indicators are disclosed in a balanced manner. Our review of selected indicators presented in the report resulted in minimal technical errors were identified and corrected based on our sampling.

Nothing has come to our attention to suggest that the Report does not meet the requirements related to the Principle of Reliability.



WHEN TRUST MATTERS

## Scope and approach

We performed our work using DNV's assurance methodology VeriSustain™, which is based on our professional experience, international assurance best practice including the International Standard on Assurance Engagements (ISAE) 3000 Revised ("ISAE 3000") and the Global Reporting Initiative ("GRI") Sustainability Reporting Guidelines.

We evaluated the Report for adherence to the VeriSustain™ Principles (the "Principles") of Stakeholder Inclusiveness, Materiality, Sustainability Context, Completeness, and Reliability.

We evaluated the selected GRI indicators and performance data as shown below using the GRI Reporting Principles for defining report quality (Accuracy; Balance; Clarity; Comparability; Completeness; Sustainability Context; Timeliness; Verifiability).

The review of financial data and Greenhouse Gas (GHG) emissions, data assertions and claims, are not within the scope of our work.

We understand that financial data, including financial data that feeds into the calculation of Selected Performance Indicators are subject to a separate independent audit process. DNV has relied on this information as accurate for the purposes of our scope of work. This includes but is not limited to any statements relating to sales, revenue, salaries, payments, number of patients, and financial investments.

The boundary of our work for data in scope is global operations. Our work for energy and water data was limited to RDSL Head Office activities where RDSL consolidates and reconciles data provided by its markets, regions of operation, suppliers and other third parties. The reliability of the reported data is dependent on the accuracy of data collection and monitoring arrangements at market and site level, not addressed as part of this assurance.

## Data in Scope

The selected performance indicators can be found page 107.

GRI Indicators in scope include:

- 201-2 (a.i, a.ii) Financial implications and other risks and opportunities due to climate change
- 203-2 Significant indirect economic impacts
- 205-1 (a) Operations assessed for risks related to corruption
- 205-3 Confirmed incidents of corruption and actions taken
- 302-1 Energy consumption within the organization
- 302-3 Energy intensity
- 303-2 Management of water discharge related impacts
- 303-5 Water consumption
- 306-1 Waste generation and significant waste-related impacts
- 306-3 Waste generated
- 306-5 Waste directed to disposal
- 401-1 New employee hires and employee turnover
- 401-3 Parental leave
- 403-1 Occupational health and safety management system
- 403-5 Worker training on occupational health and safety
- 403-9 (a) Work-related injuries
- 403-10 (a) Work related ill health
- 404-2 Programs for upgrading employee skills and transition assistance programs
- 404-3 Percentage of employees receiving regular performance and career development reviews
- 405-1 Diversity of governance bodies and employees
- 406-1 (a) Incidents of discrimination and corrective actions taken
- 413-1 Operations with local community engagement, impact assessments, and development programs
- 416-2 (a) Incidents of non-compliance concerning the health and safety impacts of products and services
- 418-1 (a) Substantiated complaints concerning breaches of customer privacy and losses of customer data

Performance data as relevant to the following Sustainability Accounting Standards Board (SASB) Health Care Delivery Sustainability Accounting Standard, version 2018-10 Indicators:

- HC-DY-130a.1. (1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable
- HC-DY-150a.1. Total amount of medical waste, percentage (a) incinerated, (b) recycled or treated, and (c) landfilled
- HC-DY-320a.1. Total serious incident rate
- HC-DY-330a.1. (1) Voluntary and (2) involuntary turnover rate for: (a) physicians, (b) non-physician health care practitioners, and (c) all other employees
- HC-DY-230a.3. Number of data breaches
- HC-DY-450a.1. Description of policies and practices to address: (1) the physical risks due to an increased frequency and intensity of extreme weather events and (2) changes in the morbidity and mortality rates of illnesses and diseases, associated with climate change

Note: DNV relied on information and data relating to number of patients that was outside the scope of this assurance.

## Responsibilities of Rede D'Or São Luiz SA and of the Assurance Providers

RDSL has sole responsibility for the preparation of the Report. In performing our assurance work, our responsibility is to the management of RDSL; however, our statement represents our independent opinion and is intended to inform all stakeholders. DNV was not involved in the preparation of any statements or data included in the Report except for this Assurance Statement. This is our first year providing assurance on RDSL's indicators and first year providing assurance for RDSL's Report. DNV's assurance engagements are based on the assumption that the data and information provided by the client to us as part of our review have been provided in good faith. DNV expressly disclaims any liability or co-responsibility for any decision a person or an entity may make based on this Independent Assurance Statement. All assurance engagements are subject to inherent limitations as selective testing (sampling) may not detect errors, fraud or other irregularities. Nonfinancial data may be subject to greater inherent uncertainty than financial data, given the nature and methods used for calculating, estimating and determining such data. The selection of different, but acceptable, measurement techniques may result in different quantifications between different entities

## Level of Assurance

We planned and performed our work to obtain the evidence we considered necessary to provide a basis for our assurance opinion. We are providing a 'limited level' of assurance. A 'reasonable level' of assurance would have required additional work at headquarters and site levels to gain further evidence to support the basis of our assurance opinion.





## WHEN TRUST MATTERS

## Basis of our opinion

A multi-disciplinary team of sustainability and non-financial assurance specialists performed work during February to April 2023. We undertook the following activities:

- Review of the current sustainability issues that could affect RDSL and are of interest to stakeholders;
- Review of RDSL's approach to stakeholder engagement and recent outputs;
- Review of information provided to us by RDSL on its reporting and management processes relating to the Principles;
- Conducted interviews with Senior Vice President, and areas as Risk Management; Sustainability; Human Resources; Environment; Health and Safety, IT and Compliance. They are responsible for areas of management and stakeholder relationships covered by the Report. The objective of these discussions was to understand top level commitment and strategy related to ESG and RDSL's governance arrangements, stakeholder engagement activity, management priorities, and systems. We were free to choose interviewees and functions covered;
- Assessed documentation and evidence that supported and substantiated claims made in the Report;
- Reviewed the specified data collated at the corporate level, including that gathered by other parties, and statements made in the Report. We interviewed managers responsible for internal data validation, reviewed their work processes, and undertook sample-based audits of the processes for generating, gathering, and managing the quantitative and qualitative sustainability data.
- We evaluated whether the evidence and data are sufficient to support our opinion and RDSL's assertions;
- Provided feedback on a draft of the report based on our assurance scope.

## Independence

DNV's established policies and procedures are designed to ensure that DNV, its personnel and, where applicable, others are subject to independence requirements (including personnel of other entities of DNV) and maintain independence where required by relevant ethical requirements. This engagement work was carried out by an independent team of sustainability assurance professionals.

## Business Assurance

DNV Business Assurance is a global provider of certification, verification, assessment and training services, helping customers to build sustainable business performance

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**Arias, Paulo** Digitally signed by Arias,  
Paulo  
Date: 2023.04.20  
16:41:49 -03'00'

Lead Auditor and Project Manager

D'Silva,  
Natasha

Technical Reviewer

For and on behalf of DNV Business Assurance Avaliações e Certificações Brasil Ltda

São Paulo, Brazil  
April 20th, 2023



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# Verification Statement

## Verification of Greenhouse Gases 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 N°: GHGEV 788207**

Within limited scope of assurance undertake and with respect to the document: Inventory of Greenhouse Gases Emissions **REDE D'OR SÃO LUIZ S.A. – Year 2022** for the period of 01/01/2022 to 12/31/2022 subject to the qualification indicated herein, nothing came to the attention of the verification team to suggest that the **REDE D'OR SÃO LUIZ S.A.** GHG emission inventory assertion provided as part at the mentioned document is not materially correct within 5% of the reported quantity. Further and within the scope of the assurance, we found that preparation of the inventory and generation of assertion generally conforms to the principles stipulated in the Brazilian Program GHG Protocol – 2nd edition. The verification activities have been carried out independently in accordance with the principles of ISO 14065:2013 and the Brazilian Program GHG Protocol (2011).

### GHG Emissions Statement

Emissions in metrics tons of CO <sub>2</sub> equivalent (tCO <sub>2</sub> e)				
GHG (tons)	Escope 1	Escope 2 location	Escope 2 purchase choice	Escope 3
CO <sub>2</sub>	9.135,573	12.537,264	-	5.949,099
CH <sub>4</sub>	491,148	-	-	27.408,444
N <sub>2</sub> O	37.973,705	-	-	90,365
HFCs	17.184,306	-	-	-
PFCs	-	-	-	-
SF <sub>6</sub>	-	-	-	-
NF <sub>3</sub>	-	-	-	-
<b>Total</b>	<b>64.784,732</b>	<b>12.537,264</b>		<b>33.447,908</b>
<b>CO<sub>2</sub> Biogenic</b>	<b>196,891</b>	<b>-</b>	<b>-</b>	<b>3.867,456</b>

These emissions are from the activities: **Provision of Health Care Services.**

For and on behalf BSI:



Original Registration Date: April 11, 2023  
Revision 02 (05/03/2023): Included table with all GHG emissions (page 1 of 6).

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\_\_\_\_\_  
Carlos Pitanga, Chief Operating Officer Assurance - Americas

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## Verification Statement Verification of Greenhouse Gases Emissions Inventory

### Reference N°: GHGEV 788207

#### Objective and Scope of Verification:

This Statement of Verification was prepared to offer a limited assurance determination that covering the direct emissions of the following activities: stationary combustion, mobile combustion, fugitive emissions, industrial processes and effluents (Scope 1) and electricity consumption (Scope 2), business travel, solid waste and upstream transport (Scope 3), reported by **REDE D'OR SÃO LUIZ S.A.** at the organization level to a possible materiality of 5% for the period from 01/01/2022 to 12/31/2022 whose sites are indicated in below:

#### 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

#### Units within scope

01 – Hospital Arthur Ramos	R. Hugo Corrêa Paes, 253 - Gruta de Lourdes, Maceió - AL, 57025-827
02 - Hospital Aeroporto	Av. Santos Dumont, 2028 - Centro, Lauro de Freitas - BA, 42700-000
03 - Hospital Aliança	Av. Juracy Magalhães Jr, 2096 - Rio Vermelho, Salvador - BA, 41920-900
04 - Hospital Cardio Pulmonar	Av. Garibaldi, 2199 - Ondina, Salvador - BA, 40170-130
05 - Hospital Santa Emília	R. Domingos Barbosa de Araújo, 1093 - Ponto Central, Feira De Santana - BA, 44075-095
06 - Hospital São Rafael	Av. São Rafael, 2152 - São Marcos, Salvador - BA, 41253-190
07 - Hospital São Carlos	Av. Pontes Vieira, 2531 - São João do Tatuapé, Fortaleza - CE, 60130-241
08 - Hospital Coração do Brasil	SHLS 716 / Conjunto G / Lote 6 - Asa Sul, Brasília - DF, 70390-700
09 - Hospital DF Star	SGAS 914 / Conjunto H / Lotes 64-A e 65-A, Brasília - DF, 70390-140
10 - Hospital Santa Helena	SHLN 516 / Conjunto D - Asa Norte, Brasília - DF, 73015-132
11 - Hospital Santa Luzia	SHLS 716 / Conjunto E / Lote 05 - Asa Sul, Brasília - DF, 70390-903
12 - Hospital UDI	Av. Prof. Carlos Cunha, 2000 - Jaracaty, São Luís - MA, 65076-820
13 - Hospital Biocor	Alameda Oscar Niemeyer, 217 - Vila da Serra, Nova Lima - MG, 34006-056
14 - Hospital Proncor	R. Raul Pires Barbosa, 1800 - Chácara Cachoeira II, Campo Grande - MS, 79040-150
15 - Hospital Santa Marina	R. Dr. Eduardo Machado Metelo, 835 - Chácara Cachoeira, Campo Grande - MS, 79040-830
16 - Hospital Nossa Senhora das Neves (Epitácio) Av. Pres. Epitácio Pessoa, 114 - Torre, João Pessoa - PB, 58040-000	
17 - Hospital Nossa Senhora das Neves R. Etelvina Macedo de Mendonça, 531 - Torre, João Pessoa - PB, 58040-530	
18 - Hospital Esperança Olinda	Av. Dr. José Augusto Moreira, 810 - Casa Caiada, Olinda - PE, 53130-410
19 - Hospital Esperança Recife	R. Antônio Gomes de Freitas, 265 - Ilha do Leite, Recife - PE, 50070-490
20 - Hospital Memorial São José	R. das Fronteiras, 2291 - Boa Vista, Recife-PE, 50070-140
21 - Hospital São Marcos	R. Pacífico dos Santos, 103 - Paissandu, Recife - PE, 52010-030
22 - Hospital Santa Cruz	Avenida Batel, 1889 - Batel, Curitiba - PR - CEP 80420-090
23 - Hospital Balbino	R. Angélica Mota, 90 - Olaria, Rio de Janeiro - RJ, 21021-490
24 - Hospital Bangu	R. Francisco Real, 752 - Bangu, Rio de Janeiro - RJ, 21810-042
25 - Hospital Barra D'Or	Av. Ayrton Senna, 3079 - Barra da Tijuca, Rio de Janeiro - RJ, 22775-002
26 - Hospital Caxias D'Or	Av. Brg. Lima e Silva, 821 - Jardim Vinte e Cinco de Agosto, Duque de Caxias - RJ, 25071-181
27 - Hospital Copa D'Or	R. Figueiredo de Magalhães, 875 – Térreo, Copacabana, Rio de Janeiro - RJ, 22031-011
28 - Hospital Copa Star	R. Figueiredo de Magalhães, 700 - Copacabana, Rio de Janeiro - RJ, 22031-012

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29 - Hospital Glória D'Or	R. Santo Amaro, 80 – Glória, Rio de Janeiro - RJ, 22211-230
30 - Hospital Jutta Batista	R. Dona Mariana, 220 - Botafogo, Rio de Janeiro - RJ, 22280-020
31 - Hospital Niterói D'Or	R. Mariz e Barros, 550 - Santa Rosa, Niterói - RJ, 24220-121
32 - Hospital Norte D'Or	R. Carolina Machado, 38 - Cascadura, Rio de Janeiro - RJ, 21350-135
33 - Hospital Oeste D'Or	R. Olinda Ellis, 93 - Campo Grande, Rio de Janeiro - RJ, 23045-160
34 - Hospital Perinatal Barra	Av. Embaixador Abelardo Bueno, 201 - Jacarepaguá, Rio de Janeiro - RJ, 22775-040
35 - Hospital Perinatal Laranjeiras	R. das Laranjeiras, 445 - Laranjeiras, Rio de Janeiro - RJ, 22240-005
36 - Hospital Quinta D'Or	R. Almirante Baltazar, 435 - São Cristóvão, Rio de Janeiro - RJ, 20941-150
37 - Hospital Real D'Or	R. Capelão, 137 - Padre Miguel, Rio de Janeiro - RJ, 21810-150
38 - Hospital Rio Mar	Av. Cândido Portinari, 555 - Barra da Tijuca, Rio de Janeiro - RJ, 22793-310
39 - Hospital Rios D'Or	Estr. dos Três Rios, 1366 - Freguesia (Jacarepaguá), Rio de Janeiro - RJ, 22750-008
40 - Hospital Samer	R. Cadete Édson, 38 - Montese, Resende - RJ, 27541-060
41 - Hospital São Vicente	R. João Borges, 204 - Gávea, Rio de Janeiro - RJ, 22451-100
42 - Hospital São Lucas Macaé	R. Teixeira de Gouveia, 789 - Centro, Macaé - RJ, 27913-120
43 - Hospital São Lucas Sergipe	R. Cel. Stanley da Silveira, 33 - São José, Aracaju - SE, 49015-400
44 - Hospital Alpha Med	R. Corifeu de Azevedo Marques, 168 - Centro, Carapicuíba - SP, 06328-331
45 - Hospital Anália Franco	R. Francisco Marengo, 1312 - Anália Franco, São Paulo - SP, 03313-001
46 - Hospital Antônio Afonso	R. Antônio Afonso, 307 - Centro, Jacareí - SP, 12327-270
47 - Hospital Assunção	Av. João Firmino, 250 - Assunção, São Bernardo do Campo - SP, 09810-250
48 - Hospital Avicena	R. Padre Adelino, 901 - Quarta Parada, São Paulo - SP, 03303-000
49 - Hospital Bartira	Av. Alfredo Maluf, 430 - Vila Alto de Santo Andre, Santo André - SP, 09240-410
50 - Hospital Brasil	R. Votuporanga, 111 - Vila Dora, Santo André - SP, 09030-590
51 - Hospital Brasil Mauá	R. Martin Afonso, 114 - Vila Bocaina, Mauá - SP, 09310-320
52 - Hospital Guaianazes	R. Cabo José Teixeira, 189 - Vila Iolanda (Lajeado), São Paulo - SP, 08451-010
53 - Hospital da Criança	R. das Perobas, 295 - Jardim Oriental, São Paulo - SP, 04321-120
54 - Hospital IFOR	R. Américo Brasiliense, 596 - Centro, São Bernardo do Campo - SP, 09715-021
55 - Hospital Itaim	R. Dr. Alceu de Campos Rodrigues, 95 - Vila Nova Conceição, São Paulo - SP, 04544-000
56 - Hospital Jabaquara	Rua das Perobas, 344 - Jabaquara, São Paulo - SP, 04321-120
57 - Hospital Maternidade Star	R. Helena, 29 - Vila Olímpia, São Paulo - SP, 04552-050
58 - Hospital Morumbi	Rua Engenheiro Oscar Americano, 840 - Jardim Guedala, São Paulo - SP, 05605-050
59 - Hospital Novo Atibaia	R. Pedro Cunha, 145 - Vila Santista, Atibaia - SP, 12941-020
60 - Hospital Orthoservice	Av. Tívoli, 433 - Vila Betania, São José dos Campos - SP, 12245-230
61 - Hospital Osasco	Av. Mal. Rondon, 299 - Centro, Osasco - SP, 06093-020
62 - Hospital Ribeirão Pires	R. Dr. Nicolau Assef, 52 - Centro Alto, Ribeirão Pires - SP, 09424-070
63 - Hospital São Caetano	R. Walter Figueira, s/n - Cerâmica, São Caetano do Sul - SP, 09531-205
64 - Hospital Serra Mayor	Estr. de Itapecerica, 4659 - Capão Redondo, São Paulo - SP, 05858-001
65 - Hospital Vila Nova Star	R. Dr. Alceu de Campos Rodrigues, 126 - Vila Nova Conceição, São Paulo - SP, 04544-000
66 - Hospital Villa Lobos	R. Lituânia, 260 - Mooca, São Paulo - SP, 03184-020
67 - Hospital Vivalle	Av. Lineu de Moura, 995 - Urbanova, São José dos Campos - SP, 12244-380
68 - Oncologia Barra	Av. das Américas, 3500 - Barra da Tijuca, Rio de Janeiro - RJ, 22640-102
69 - Oncologia Botafogo	R. Sorocaba, 654 - Botafogo, Rio de Janeiro - RJ, 22271-110
70 - Oncologia Campo Grande	R. Augusto de Vasconcelos, 177 - Salas 207 e 305 - Campo Grande, Rio de Janeiro - RJ, 23050-340

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71 - Oncologia Caxias	R. Marechal Floriano, 73 - Jardim Vinte e Cinco de Agosto, Duque de Caxias, Rio de Janeiro - RJ, 25075-025
72 - Oncologia Copacabana	R. Siqueira Campos, 59 - Salas 401 a 408 - Copacabana, Rio de Janeiro - RJ, 22031-071
73 - Oncologia Nova Iguaçu	R. Dr. Paulo Fróes Machado, 59 - Centro, Nova Iguaçu, Rio de Janeiro - RJ, 26255-170
74 - Oncologia Santo André	Av. Portugal, 875 - Centro, Santo André - SP, 09040-011
75 - Oncologia São Bernardo	Av. João Firmino, 250 - Assunção, São Bernardo do Campo - SP, 09810-250
76 - Oncologia Tijuca	R. Eng. Enaldo Cravo Peixoto, 105 - loja A, Tijuca, Rio de Janeiro - RJ, 20540-106
77 - Cehon Canelas	Av Araújo Pinho, 439 – Canela, Salvador - BA, 40110-090
78 - Cehon Teixeira de Freitas	R. Dr Osvaldo Cohim, 116 - Recanto do Lago, Teixeira de Freitas - BA, 45987-100
79 - Cehon Juazeiro	Tv. Napoleão Laureano, 2 - Santo Antonio, Juazeiro - BA, 48903-040
80 - Cehon Pituba	Av. Prof Magalhães, 1450 / Ed Millenium / Salas 01, 02, 509 e 510 - Pituba, Salvador - BA, 41810-012
81 - Oncologia Biosphere	ST SHL / Norte / Conjunto I / Bloco B / Salas 201 a 219 - Asa Norte, Brasília - DF, 70770-560
82 - Oncologia Connect Towers	Conjunto 26 / Lote 05 / Galpão A / Mezanino - Água Claras, Brasília - DF, 71950-550
83 - Oncologia Acreditar Pio X	ST SHLS Conjunto, s/n A / Bloco A / Sala 201 / Consultórios 501 a 510 - Asa Norte, Brasília - DF,
70390-906	
84 - Oncologia Acreditar Anchieta	QNC AE 08/9/10 / Loja 04 / Térreo / Centro de Excelência Anchieta - Taguatinga Norte, Brasília - DF,
70297-400	
85 - Oncologia CEMED UDI	Av. Prof. Carlos Cunha, 2000 - Jacarati, São Luís - MA, 65076-820
86 - Oncologia JK	Av. Pres. Juscelino Kubitschek, 180 - Itaim Bibi, São Paulo. CEP: 04543-000
87 - Fujiday Clinic	Av. Barão de Studart, 2626 / 4º andar - Joaquim Távora, Fortaleza - CE, 60120-002
88 - Oncologia OCN	R. Mariz e Barros, 550 - Santa Rosa, Niterói - RJ, 24220-121
89 - Oncologia Shopping da Gávea	R. Marquês de São Vicente, 52 / Sala 401 / 4º andar - Gávea , Rio de Janeiro - RJ, 22451-400
90 - Oncologia Aliança	Av. Juracy Magalhães Júnior, 2096 - Rio Vermelho, Salvador - BA, 41920-180
91 - Richet Barra Shopping	Av. das Américas, 4.666 / Centro Médico / Barra Shopping II / Sala 331 / 2º andar - Barra da Tijuca,
Rio de Janeiro - RJ, 22.640-902	
92 - Richet Icaraí	R. Lopes Trovão, 52 - Icaraí, Niterói - RJ, 24220-070
93 - Richet Barra da Tijuca	Av. das Américas, 4801 - loja D, Barra da Tijuca, Rio de Janeiro - RJ, 22631-004
94 - Richet Botafogo	R. Sorocaba, 477 / 1º Andar - Botafogo, Rio de Janeiro - RJ, 22271-110
95 - Richet Centro	Praça Mahatma Gandhi, 2 / Grupos 201 e 202 / Edifício Odeon - Centro, Rio de Janeiro - RJ, 20021-280
96 - Richet Copacabana	R. Dias da Rocha, 22 A - Copacabana, Rio de Janeiro - RJ, 22051-020
97 - Richet Ipanema	R. Visconde de Pirajá, 315 - Ipanema, Rio de Janeiro - RJ, 22410-003
98 - Richet Leblon	Rua Rainha Guilhermina, 117 - Leblon, Rio de Janeiro - RJ, 22441-120
99 - Richet NTO	Av das Américas, 13331 - Recreio dos Bandeirantes, Rio de Janeiro - RJ, 22790-701
100 - Richet Península	Av. dos Flamboyants da Península, 855 / Loja S 218 - Barra da Tijuca, Rio de Janeiro - RJ, 22776-070
101 - Richet Recreio	Av. das Américas, 13.331 / Lojas F e G - Recreio dos Bandeirantes, Rio de Janeiro - RJ, 22790-701
102 - Richet Tijuca	R. Pinto de Figueiredo, 31 / Loja B - Tijuca, Rio de Janeiro - RJ, 20511-240

The verification was conducted according to 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;

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- c) Specifications of the Brazilian GHG Protocol Program - Accounting, Quantification and Publication of Corporate Inventory of Greenhouse Gases Emissions - 2nd Edition; and
- d) Verification Specifications of the Brazilian GHG Protocol Program - 2011 Edition;

Responsibilities:

The reporting company **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, for any information and assessments that support the reported data, for determining the company’s objectives in relation to GHG information and for establishing and maintaining appropriate performance management and internal control system from which the reported information is derived.

In accordance with the verification contract dated September 16, 2022, it is the responsibility of BSI Brasil Sistema de Gestão Ltda. to form and independent opinion, based on the examination of information and data presented in the Emissions Report, and to report that opinion to the company.

BSI is responsible to report, when:

- Any information or assessment 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 our verification, we can also report to the company any identified opportunities for improvement the robustness of the process of emissions accounting and reporting.

Verification Summary and Qualification:

The BSI Brasil Sistema de Gestão Ltda. (BSI) was contracted by **REDE D’OR SÃO LUIZ S.A.** to provide third party verification of their direct and indirect Greenhouse Gases (GHG) emissions for the period from 01/01/2022 to 12/31/2022 for the purposes of voluntary reporting.

BSI Brasil Sistemas de Gestão Ltda has had no prior involvement in defining, collecting, handling and processing of the emission data for this reporting.

The emission data on which the reporting is based has been provided by **REDE D’OR SÃO LUIZ S.A.**

The verification scope is limited to the boundaries defined by the organization covering all its operations in the facilities mentioned on item “Objective and Verification Scope”.

The methodology used and calculation engaged to determine the emissions are deemed to be limited and consistent based on generally accepted practice.

Overall quantification and reporting of the Greenhouse Gases emissions has been against the specifications defined in GHG Protocol 2004 and specifications of Brazilian Program GHG Protocol - Accounting, Quantification and Publication of Corporate Inventory of Greenhouse Gases Emissions – 2nd edition.

The verification activities were delimited to a review of the reported data, its factors and calculations, and were performed at facilities of **REDE D’OR SÃO LUIZ S.A.** on March 23-24, 2023, and on April 03-06, 2023.

The BSI Brasil Sistemas de Gestão Ltda. verification activity is a risk-based process with defined data sampling plan and collection and evaluation of relevant objective evidence that adheres to ISO 14065:2013 requirements.

The specific qualification associated with this verification includes:

- The verification activities carried out at facilities of **REDE D’OR SÃO LUIZ S.A.;**

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- The declared total CO<sub>2</sub> equivalent value is dependent of information included in electronic spreadsheet used for demonstration, invoices of electric energy companies, and data got of computerized systems of the organization; and
- Uncertainty assessment presented.

Conclusion:

The verification was performed on a test evidence basis that provided limited assurance that the values and information declared for the data were adequately prepared in accordance with the rules and principles of the Brazilian Program GHG Protocol, as outlined in a) up to d) of “Objective and Verification Scope” section; and the review of documentation and data stablished in the items 1) up to 9) of “References” section.

In testing the emissions accounting and reporting processes, we examined elements of the organization **REDE D’OR SÃO LUIZ S.A.** with limited sampling of the visited facilities. This examination also involved evaluation, where necessary, of estimates and judgments made by the company in preparing of data, considering the overall adequacy of the presentation of data in the Inventory of Greenhouse Gases Emissions.

References:

1. Inventory of Greenhouse Gases of Rede D’Or São Luiz S.A. - Rio de Janeiro/RJ - ano de 2022 - versão 01;
2. Calculation memory Software Resource Advisor;
3. Data collection and consolidation worksheets;
4. Electricity utility invoices;
5. Invoices and management reports on gas consumption.
6. Fuel purchase invoices;
7. Travel agency reports;
8. Software Resource Advisor for registering and compiling the consumption of the emission sources of Rede D’Or São Luiz;
9. Relatório de auditoria BSI SMO 3890062; 3890064; 3890065, 3890102, 3890103, 3890104, 3890105, 3890106, 3890107, 3890419, 3890413; 3890063.

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GENERAL COORDINATION

**Sustainability & Environment Management of Rede D’Or**

COORDINATION, PLANNING, EDITING & GRI CONSULTING

**Walk4Good**

EDITING & WRITING

**SL Siscaro Editoração Ltda**

GRAPHIC DESIGN

**Alexandra Marchesini**

PHOTOGRAPHY

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