

# SUSTAINABILITY REPORT



2024

 **MaterDei**  
Rede de Saúde

*Belo  
Horizonte*

*Betim  
Contagem*

*Uberlândia*

*Goiânia*

*Feira de  
Santana*

*Salvador*

# CONTENTS

Message from  
the CEO

## MESSAGE FROM THE CEO . 03



Rede Mater Dei  
de Saúde

## REDE MATER DEI DE SAÚDE . 05

Who We Are . 06  
Timeline . 07  
Organizational Culture . 08  
Units and Hubs . 13  
Services and Infrastructure . 20  
A3Data . 21



Highlights

## HIGHLIGHTS . 22



Pioneering and  
Innovation

## CORPORATE AND CLINICAL GOVERNANCE . 47

Organizational Structure . 48  
Corporate Risk Management . 54  
Data Privacy and Cybersecurity . 58  
Clinical Governance . 61  
Clinical Research  
and Ethics Committee . 69  
Ethics and Integrity . 73



## PIONEERING AND INNOVATION . 30

Innovation . 31  
Ongoing Projects . 34  
New Projects . 43

Corporate and  
Clinical Governance

Value Creation for  
Stakeholders



## VALUE CREATION FOR STAKEHOLDERS . 81

Patient Experience . 82  
Quality and Patient Safety . 96  
People Management . 105  
Employee Health and Safety . 132  
Economic Performance . 141  
Health Plan Operators . 144  
Suppliers . 146  
Clinical Staff . 152  
Social Responsibility . 159



Looking  
Ahead

## LOOKING AHEAD . 168

Sustainable Buildings . 169  
Energy . 170  
GHG Emissions and Addressing  
Climate Change . 174  
Water . 177  
Waste . 179



About this  
Report



## ABOUT THIS REPORT . 184

Material Topics and Strategic  
stakeholders . 185  
Global Compact . 187  
Priority SDGs . 188  
ESG Governance . 189

GRI Index

## GRI INDEX . 191





# MESSAGE THE FROM CEO

GRI 2-1 | 2-2 | 2-6 | 2-22 | 3-3

The year 2024 was a particularly meaningful one for all of us at Rede Mater Dei de Saúde. We made significant progress and delivered important results across the strategic pillars that sustain our business model.

From an economic and financial standpoint, we posted record revenue, driven by the organic growth of existing units, a rise in the average ticket value, and consistent performance by the newly opened Mater Dei Nova Lima Hospital. The network's average bed occupancy rate reached 75% – our highest since 2018 – reflecting our ongoing pursuit of operational efficiency and excellence in care delivery. We closed the year with over 4,400 shareholders, reinforcing our commitment to transparency and the financial soundness of our business. With nine units across Brazil, we are actively preparing to expand into São Paulo's northern zone, with operations set to begin at the end of 2028 through a partnership with Bradesco Seguros and Atlântica Hospitais. This new unit will address a critical regional need for specialized healthcare, strengthening our purpose of caring for life at every stage.

Innovation continued to be one of the core pillars of our platform. We invested in robotic surgery, advanced diagnostic capabilities, and digital tools that enhance the patient experience. Among these, I highlight the Smart Medical Record and Virtual Queue – developed in collaboration with A3Data – which furthered our digital transformation and our commitment to care quality and patient-centered service.

We also saw major advancements in our ESG practices

throughout the year. We conducted our first Diversity and Inclusion Census – an important step toward understanding our workforce – and promoted several awareness initiatives tied to this agenda. These included mandatory training on sexual harassment and abuse prevention for all male leaders, a pioneering effort led by the institution's senior leadership. On the environmental front, we reached a key milestone: 100% of our energy consumption is now sourced from renewables, certified by CEMIG-REC. Additionally, we launched new topic-based training programs and



established the National Sustainability Committee, reinforcing the strategic importance of ESG in our governance and long-term vision.

Patient safety and care quality are non-negotiable. By the end of 2024, six of our nine units had received international safety accreditations – either from JCI (Joint Commission International) or Qmentum. The remaining three, currently in advanced preparation stages, have already shown marked improvement in care performance. Today, all units across our network follow unified performance metrics and share the same clinical governance framework.

In 2025, Rede Mater Dei de Saúde celebrates 45 years of a legacy built on excellence in care, innovation, and a steadfast commitment to sustainability. This is more than a historic milestone – it is

the affirmation of a transformative journey shaped by strategic choices and strong investments in technology, artificial intelligence, and governance.

Looking ahead, we remain committed to acting responsibly, inclusively, and innovatively. We are fully aware that our path to sustainability is what will carry us through the next 45 years of progress and transformation. With the courage to innovate and the responsibility to drive change, we remain dedicated to our mission: delivering quality of life with excellence and integrity. You will learn more about this journey in our Sustainability Report.

I wish you a pleasant read.

**José Henrique Dias Salvador**  
CEO of Rede Mater Dei de Saúde







1

# REDE MATER DEI DE SAÚDE

GRI 2-112-212-613-3



Message from  
the CEO

Rede Mater Dei  
de Saúde

Highlights

Pioneering and  
Innovation

Corporate and  
Clinical Governance

Value Creation for  
Stakeholders

Looking  
Ahead

About this  
Report

GRI Index

# REDE MATER DEI DE SAÚDE

## WHO WE ARE

Rede Mater Dei de Saúde (Mater Dei Health Network) is a leading institution in comprehensive healthcare, recognized for delivering humane, personalized, and patient-centered care.

With over four decades of experience, it combines modern infrastructure, a highly qualified medical team, and state-of-the-art technology to provide a decisive and agile healthcare experience. Renowned for its clinical excellence and pioneering spirit, the Network also promotes scientific development, maintaining convention centers dedicated to academic and industry events.

In 2021, Rede Mater Dei de Saúde began its national expansion through an initial public offering. Between 2021 and 2022, it made strategic acquisitions, inaugurated the Mater Dei Salvador Hospital, and in 2024 launched its newest facility: the Mater Dei Nova Lima Hospital.

As of May 2025, the Network comprises 7,984 employees, 13,500 registered providers (clinical staff), 101 health insurance partners, 3,300 suppliers, and a total of 9 hospitals, diagnostic imaging centers, and medical clinics across three Brazilian states: Minas Gerais, Bahia, and Goiás.

Rede Mater Dei de Saúde has entered into a joint venture<sup>1</sup> with Atlântica Hospitais e Participações S.A. – a company of the Bradesco Seguros Group – to develop and operate a new high-complexity general hospital in São Paulo. This Unit, to be operated by Rede Mater Dei de Saúde, will be located in the Santana district, in the northern area of the state capital.

## Strategic Pillars of Rede Mater Dei de Saúde

Technology  
Driving  
Excellence



Strength of  
Clinical and  
Corporate  
Governance



Patients at  
the Center of  
Everything



Intelligence and  
Humanization as  
Pillars of Care



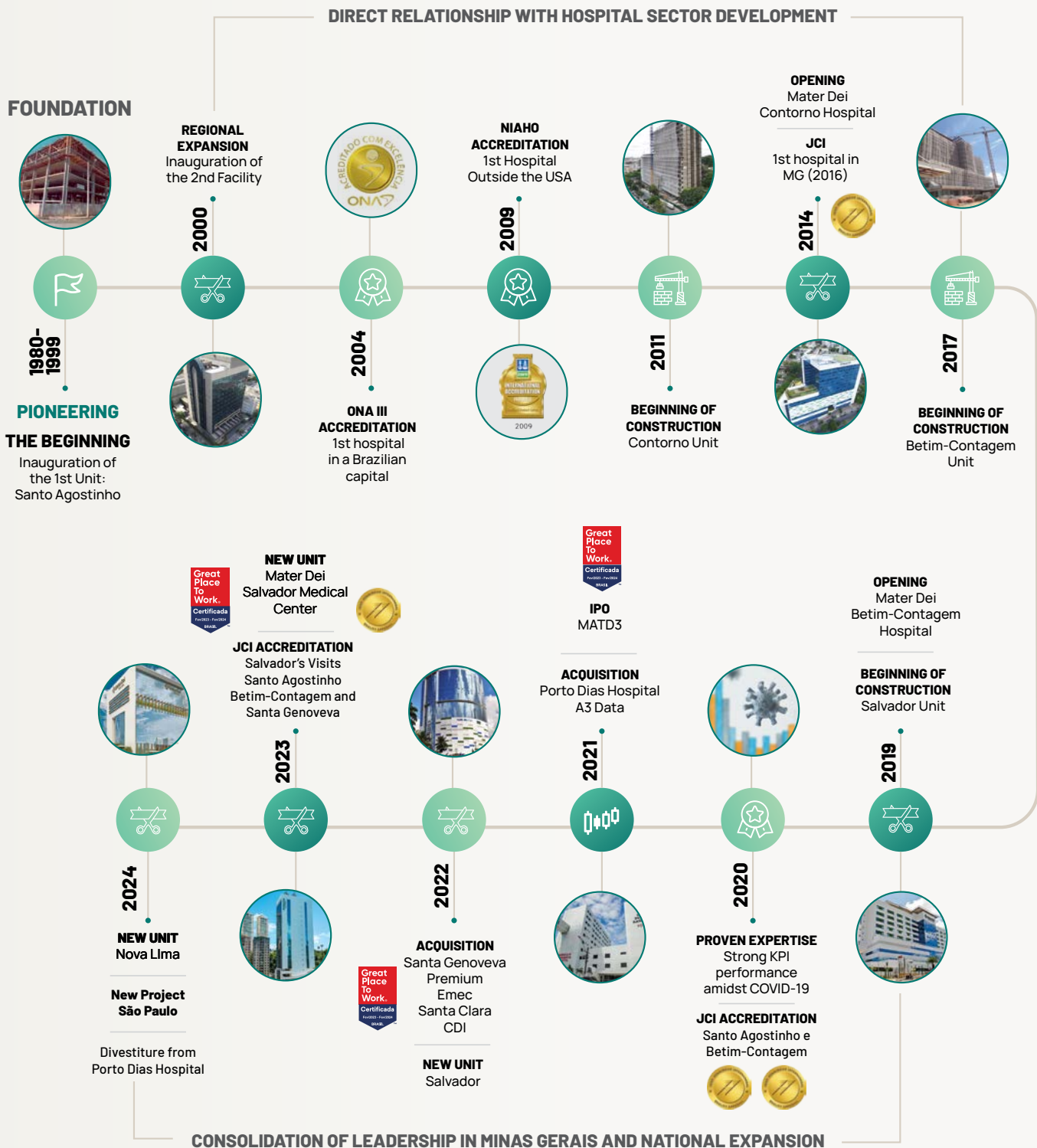
<sup>1</sup>Joint venture: a form of strategic alliance between two or more companies that come together to carry out a specific project or business, sharing resources, risks, profits, and responsibilities. Despite the partnership, each company typically retains its legal independence.



## REDE MATER DEI DE SAÚDE TIMELINE

Rede Mater Dei de Saúde's quality standard – refined over more than four decades through the continuous improvement of hospital protocols, procedures, and methodologies – reflects its steadfast commitment to excellence in patient care.

This achievement is supported by highly qualified teams working in a welcoming environment with ongoing opportunities for professional development. As a result of this internal culture of care, the Network is also recognized as one of the best places to work in the healthcare sector.



## ORGANIZATIONAL CULTURE

### Mission, Vision and Values

#### OUR MISSION

Commitment to quality of life.

#### OUR VISION

To be a national reference in health, growing sustainably with innovative solutions, maintaining and generating knowledge, attracting talent, and caring for people in all stages of life.

#### OUR VALUES



Human  
**WARMTH**



**SAFELY** and  
**PROPERLY**



PEOPLE who  
make a  
**DIFFERENCE**



**RESULTS**  
for all



Pioneering and  
**INNOVATION**



Journey of  
**CULTURE**

The core values of Rede Mater Dei de Saúde remain unchanged but were redefined in 2022 to support the organization's expansion and evolving challenges. In this context, Culture Management was incorporated into the strategic agenda, with support from specialized consultants and active participation by employees, clinical staff, and partners across all Units.

A key milestone in this transformation was the Culture Formalization Event, held in January 2023, with senior leadership attending in person and the program broadcast live throughout the Network. On that occasion, the institutional



Mission and Vision were reaffirmed, and the organizational Values were reinterpreted, becoming the foundation for expected behaviors, attitudes, and processes. Leadership was emphasized as a key pillar in this cultural transformation.



## CULTURE WEEK

Designed to strengthen employee engagement with the Mater Dei Culture and foster practical application of institutional values, Culture Week – held from November 25 to 29, 2024 – became a key initiative for consolidating organizational culture. Through a diverse program, the initiative offered employees an immersive and meaningful experience, reinforcing alignment with the principles that underpin Rede Mater Dei de Saúde.

## Semana da Cultura

Nossos valores em ação



**Lecture: "How Can We Innovate in Health?" Speaker: Dr. Bruno Nascimento, Innovation Manager at Singular (Health & Benefits consultancy firm).**



As part of Culture Week, the **Administrative Highlight** event recognizes employees nominated by their direct managers and selected through a voting process open to all Network staff. In 2024, the initiative honored **79 professionals for their performance and alignment with the institution's values.**

The event called **"Most Praised by External Customers"**, also took place, celebrating **employees recognized directly by patients and family members**, – further underscoring the Network's commitment to excellence in care.

Both events were held simultaneously across all Units, reinforcing a culture of recognition and engagement in an integrated and inclusive way.



**6,180**  
participants

**84.3%**  
average lecture  
feedback rating

**90%**  
in the reaction  
assessment for the  
reference groups<sup>1</sup>  
initiative

<sup>1</sup> Groups of leaders formed to propose actions that foster cultural engagement across Network Units.

## EXECUTIVE CONVENTION

A long-standing tradition at Rede Mater Dei de Saúde, the Executive Convention – now in its sixth edition – brings together leaders to discuss the organization's Strategic Planning. Held on September 19 and 20 in Minas Gerais, the 2024 edition convened 85 of the Network's senior leaders, including members of the Executive Board and the Board of Directors.

With the goal of evaluating results, analyzing scenarios, and proposing sustainable strategies for continued growth, the meeting was supported by the consulting firm IESB (Instituto de Estudos Econômicos do Brasil).

The two-day event was marked by intensive collaboration, high levels of engagement, and the development of new perspectives and insights to guide the Network's future.



6ª Convenção de  
**Executivos**  
da Rede Mater Dei



## CORPORATE COMMUNICATION

Responsible for coordinating all institutional communication efforts at Rede Mater Dei de Saúde, the Corporate Communication department focuses on both internal and external stakeholders. Its mission is to create brand content that fosters engagement, builds trust, and supports organizational performance.

Among its key responsibilities, the area plays a strategic role in ensuring communication governance – integrating the institutional image across all Units and defining the brand's architecture and visibility. The department also works to align Organizational Culture with employee behavior, map regional particularities to support business development, and lead initiatives that enhance the Network's image by promoting its services and achievements.





## Informing and Engaging | Internal Communication

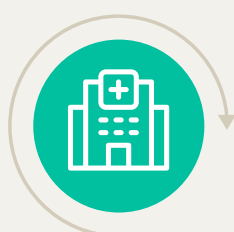
Rede Mater Dei de Saúde believes that a clear sense of purpose drives employee performance. To strengthen this alignment, the Internal Communication team works in partnership with leadership and leverages multiple communication channels to promote engagement and ensure broad, accessible information sharing.

The strategy integrates both physical and digital formats – such as bulletin boards, posters, intranet, emails, and messaging apps – ensuring that content reaches all teams. For clinical staff, communication is also reinforced through meetings and management routines, along with dedicated spaces such as “medical comforts” and other high-traffic areas, supporting integration and alignment across all Units.

## New Internal Communication | Our future always starts with you

In 2024, a detailed assessment was conducted, and several initiatives were implemented to enhance internal communication. A key development was the introduction of a new visual identity for internal content, designed to improve accessibility and comprehension for all employees.

Communications now incorporate colors and graphic elements to help identify the type of message and clearly signal when action is required. This change aims to boost engagement and make information exchange more dynamic and effective across the organization.



### INSTITUTIONAL

The color green is used for content related to Rede Mater Dei de Saúde, such as updates to the organizational structure or workplace news and announcements.



### INFORM

Cooler tones, such as blue, are used to present updates, internal policies, operational information, and business performance.



### ENGAGE

Warmer colors are used to highlight initiatives and content that foster connection across Units and departments, often accompanied by calls to action.



### INSPIRE

With brighter, open tones, this category gives space to the protagonism of Rede Mater Dei de Saúde's employees – sharing inspiring stories, celebrating achievements, and recognizing noteworthy contributions.

## Informing and Caring | External Communication

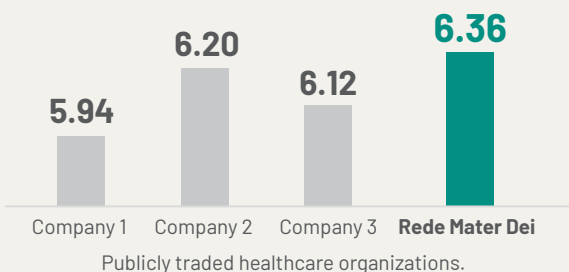
Rede Mater Dei de Saúde's external communication is guided by proximity, transparency, and a commitment to building trust with society. Its objective is to strengthen relationships through relevant content that aligns with public expectations and institutional purpose.

To broaden its reach and promote credible health information, the Network is active on major social media platforms (Instagram, Twitter, Facebook, LinkedIn, and YouTube) and maintains a strong relationship with the press. The institutional website ([www.materdei.com.br](http://www.materdei.com.br)) also serves as a strategic hub for information and stakeholder engagement.

## Corporate Reputation Project

In the second half of 2024, the Corporate Communication department created a dedicated function to monitor both traditional media and social networks (Instagram, Facebook, Twitter, and YouTube). This area specializes in collecting, processing, and analyzing data to assess the image and reputation of Rede Mater Dei, its Units, and its competitors. The proprietary tool developed evaluates brand attributes, narrative consistency, thematic relevance, and audience perception – while also measuring brand visibility and spokesperson performance. The methodology uses a scoring system that combines three dimensions – Reach, Quality of Exposure, and Resonance – applied in the formula:  $(R + Q) \times R = \text{Reputation}$ . The monitoring process also includes weekly one-page reports<sup>1</sup> and daily alerts.

### Average Reputation Index – Sept to Dec/24



The monthly target set for this indicator is 6.3. The monthly results were very close to this goal, and performance remained above that of competitors throughout the entire measurement period – September to December/24.

<sup>1</sup>One-pager: a single-page document that clearly, directly, and visually summarizes the most important information about a project, product, company, idea, or proposal.





## UNITS AND HUBS OF REDE MATER DEI DE SAÚDE

**10**  
Units

- 1  Mater Dei Santo Agostinho Hospital
- 2  Mater Dei Contorno Hospital
- 3  Mater Dei Betim-Contagem Hospital
- 4  Mater Dei Nova Lima Hospital
- 5  Mater Dei EMEC Hospital
- 6  Mater Dei Salvador Hospital
- 7  Mater Dei Goiânia Hospital
- 8  Mater Dei Santa Genoveva Hospital
- 9  Mater Dei Santa Clara Hospital
- 10  Mater Dei Santana Project (SP)

### BELO HORIZONTE METROPOLITAN AREA HUB (RMBH)

Mater Dei Santo Agostinho and Mater Dei Contorno Hospitals in Belo Horizonte (MG), Mater Dei Betim-Contagem Hospital in Betim (MG), and Mater Dei Nova Lima Hospital (MG).

### CENTRAL BRAZIL HUB

Mater Dei Santa Clara Hospital, Mater Dei Santa Genoveva Hospital and CDI in Uberlândia (MG), and Mater Dei Goiânia Hospital, in Goiânia (GO).

### BAHIA HUB

Mater Dei Salvador Hospital in Salvador (BA) and Mater Dei EMEC Hospital in Feira de Santana (BA).

## UNITS

### MATER DEI SANTO AGOSTINHO HOSPITAL

**First Unit of Rede Mater Dei de Saúde**

**Opening Date:** June, 1980

**Expansion:** 2000 | New tower

**Services:** Mais Saúde – Outpatient and Continuous Care; Infusion Center; Espaço Saúde – Prevention, Wellness, and Performance; Diagnostic Medicine; Sports Medicine; Pain Medicine; Sleep Medicine; Wound and Hyperbaric Center; Human Reproduction Center; Hemodynamic Unit; 24-hour Adult, Geriatric, Gynecological, and Obstetric Emergency Room; Surgical and Obstetric Center; Maternity; Day Hospital; Inpatient Units; Adult and Neonatal Intensive Care Units; Radiotherapy; Check-up; Corporate Health; Vaccinations.

**Accreditations:** ONA (National Accreditation Organization) Level 3: first hospital in a Brazilian capital (2004); NIAHO (National Integrated Accreditation for Healthcare Organizations): first hospital outside the U.S. to achieve this certification (2009); JCI (Joint Commission International): certified in 2020 and recertified in 2023. Certifications:

**Certification:** ICU Top Performer e Efficient Cardiac ICU.

**Address:** R. Gonçalves Dias, 2.700 – Santo Agostinho, Belo Horizonte – MG, CEP 30.190-094



### MATER DEI CONTORNO HOSPITAL

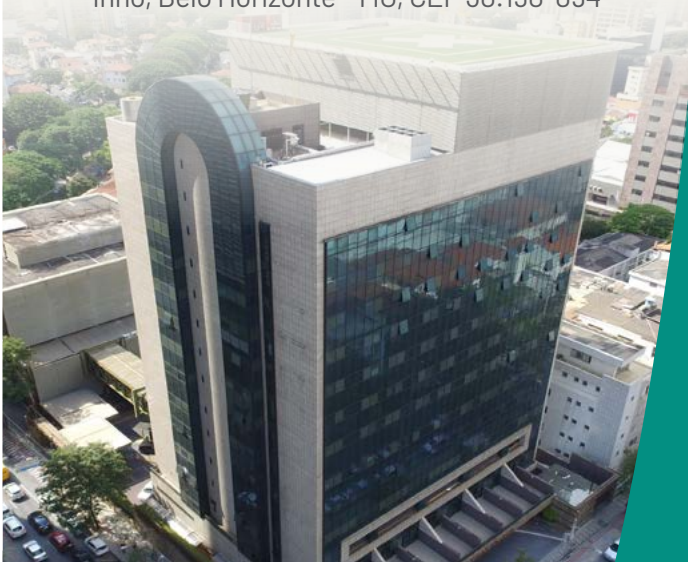
**Doubled its capacity at the time and laid the foundation for Rede Mater Dei de Saúde.**

**Opening Date:** June, 2014

**Services:** 24-hour Adult and Pediatric Emergency Room; Surgical Center with Robotic Surgery; Diagnostic Medicine; Adult and Pediatric Inpatient Units; Adult Intensive Care Center; Pediatric Intensive Care Unit; Hemodialysis; Integrated Cancer Hospital with Bone Marrow Transplant (BMT) Unit; Mastology Unit; Hemodynamics; Burn Treatment Unit.

**Accreditation:** JCI (Joint Commission International) – Certified in 2016 (the first hospital in Minas Gerais to be certified) and recertified in 2022.

**Address:** Av. do Contorno, 9.000 – Barro Preto, Belo Horizonte – MG, CEP: 30.110-064





## MATER DEI BETIM-CONTAGEM HOSPITAL

**Consolidated Rede Mater Dei de Saúde as the leading and largest private healthcare provider in the state of Minas Gerais.**

**Opening Date:** January, 2019

**Services:** 24-hour Adult and Pediatric Emergency Room; Surgical and Obstetric Center; Diagnostic Medicine; Inpatient Units; Adult Intensive Care Unit; Neonatal and Pediatric Intensive Care Units; Hemodialysis; Oncology; Hemodynamics; Pediatrics; Maternity Ward; Outpatient Clinics; Check-up.

**Accreditation:** JCI (Joint Commission International) – Certified in 2020, recertified in 2023.

**Certification:** Efficient ICU

**Address:** Via Expressa de Betim, 15.500 – Duque de Caxias, Betim – MG, CEP 32.673-472

## MATER DEI NOVA LIMA HOSPITAL

**The newest Unit of Rede Mater Dei de Saúde**

**Opening Date:** August, 2024

**Services:** 24-hour Pediatric, Adult, and Obstetric Emergency Room; Diagnostic Medicine; Premium Maternity Ward; Medical Center; Sports Medicine and Preventive Medicine with 24-hour Orthopedics in the ER and subspecialties in the Medical Center; Oncology; Surgical Center; Hemodynamic Unit; Adult and Neonatal Intensive Care Units; integration with services from other Rede Mater Dei de Saúde Units within the Belo Horizonte Metropolitan Region Hub.

**Address:** Alameda Oscar Niemeyer, 61 – Vila da Serra, Nova Lima – MG, CEP: 34.006-056



## MATER DEI GOIÂNIA HOSPITAL

Located in a strategic region, the hospital stands out for its excellence in pediatrics, obstetrics, and various clinical and surgical specialties. Acquisition completed in 2022 by Rede Mater Dei de Saúde.

**Opening date:** 2013

**Acquisition Date by Rede Mater Dei:** March, 2022

**Services:** Diagnostic Medicine; Adult, Pediatric, and Obstetric Emergency Room; Adult, Pediatric, and Neonatal Intensive Care; Inpatient Units; Maternity Ward; Hemodynamics; Surgical Center; Outpatient Clinics.

**Award:** Recognized as a Top Performer ICU.

**Address:** Av. T-4. 1445 – Setor Bueno, Goiânia – GO, CEP 74.230-035



## MATER DEI SANTA GENOVEVA HOSPITAL

**A hospital with an experienced and highly respected clinical staff, incorporated into Rede Mater Dei de Saúde in 2022.**

**Opening Date:** January, 1975

**Acquisition Date by Rede Mater Dei:** February, 2022

**Services:** Adult and Pediatric Emergency Room; Adult, Pediatric, and Neonatal Intensive Care Units; Inpatient Units; Hemodynamic Unit; Hybrid Operating Room; Surgical Center; Hyperbaric Medicine; Oncology; Bone Marrow Transplant (BMT); Outpatient Clinics.

**Accreditation:** Qmentum International – Certified in 2019 and recertified in 2023.

**Certification:** Efficient ICU

**Address:** Av. Vasconcelos Costa, 962 – Martins, Uberlândia – MG, CEP 38.400-448



## MATER DEI CDI - DIAGNOSTIC IMAGING CENTER

A regional reference in diagnostic imaging, with modern infrastructure and state-of-the-art technology, incorporated into Rede Mater Dei de Saúde in 2022.

**Opening date:** February, 1978

**Acquisition Date by Rede Mater Dei:** February, 2022

**Services:** Bone Densitometry; Mammography; Interventional Radiology; X-ray; Magnetic Resonance Imaging (MRI); Computed Tomography (CT); Ultrasound.

**Address:** Av. Vasconcelos Costa, 937 – Martins, Uberlândia – MG, CEP: 38.400-454



## MATER DEI SANTA CLARA HOSPITAL

The second hospital acquired by Rede Mater Dei de Saúde in Uberlândia (MG), strengthening its presence in the Triângulo Mineiro and Central-West regions. Acquisition completed in 2022.

**Opening date:** 1949

**Acquisition Date by Rede Mater Dei:** September, 2022

**Services:** Diagnostic Medicine; Adult and Obstetric Emergency Rooms; Adult and Neonatal Intensive Care Units; Inpatient Units; Maternity; Hemodynamic Unit; Surgical Center with Robotic Surgery; Outpatient Clinic.

**Accreditation:** Qmentum International – Certified in 2019 and recertified in 2022.

**Certification:** ICU Top Performer

**Address:** Av. João Pinheiro, 289 – Centro, Uberlândia – MG, CEP 38.400-124





## MATER DEI EMEC HOSPITAL

A high-complexity general hospital with more than 40 specialties, acquired by Rede Mater Dei de Saúde in 2022.

**Opening date:** 1963

**Acquisition Date by Rede Mater Dei:**  
April, 2022

**Services:** Emergency Room; Maternity Ward; Hemodynamic Unit; Inpatient Units; Diagnostic Medicine; Outpatient Clinic; Infusion Center; Surgery and Obstetric Center; Adult and Neonatal Intensive Care Units.

**Address:** Av. Getúlio Vargas, 1186 – Ponto Central, Feira de Santana – BA, CEP 44.075-005

## MATER DEI SALVADOR HOSPITAL

One of the most innovative and advanced projects in Northeastern Brazil – the Unit is the first greenfield project (built from the ground up) by Rede Mater Dei de Saúde outside the state of Minas Gerais.

**Opening date:** May, 2022

**Services:** 24-hour Adult and Pediatric Emergency Room; Integrated Cancer Hospital (HIC); Diagnostic Medicine; Nuclear Medicine; Surgical Center with Robotic Surgery System; Obstetric Center; Hemodynamic Unit; Maternity; Adult, Pediatric, and Neonatal Intensive Care Units; Corporate Health; Radiotherapy; Nuclear Medicine; Inpatient Units; Laboratory; Medical Center.

**Accreditation:** JCI (Joint Commission International) – Certified in 2023.

**Address:** Av. Vasco da Gama, 5.938 – Rio Vermelho, Salvador – BA, CEP 40.220-005





## MATER DEI SALVADOR MEDICAL CENTER

Forms an integrated healthcare complex with Hospital Mater Dei Salvador, strengthening Rede Mater Dei de Saúde's presence in the state capital.

**Opening date:** February, 2023

**Services:** Outpatient Clinic (with consultations in various medical specialties for adults and children); Clinical Analysis Laboratory; Hemodialysis; Human Reproduction; Infusion Center.

**Address:** Rua Doutor Rômulo Serrado, 224 – Rio Vermelho, Salvador – BA, CEP: 40.220-005



## HOSPITAL MATER DEI SANTANA PROJECT

Rede Mater Dei de Saúde entered into an investment agreement with Atlântica Hospitais, part of the Bradesco Seguros Group, to create a joint venture<sup>1</sup> for the development and operation of a high-complexity hospital in São Paulo, in the Santana district. Rede Mater Dei de Saúde will be responsible for the Unit's medical and administrative management, holding a 49% stake, while Atlântica will hold 51%. The hospital<sup>2</sup> will have between 250 and 300 beds, in a 45,000 m<sup>2</sup> area, and will be built on property owned by Bradesco under a built to suit<sup>3</sup> contract.

<sup>1</sup>Joint venture: a form of strategic alliance between two or more companies that come together to carry out a specific project or business, sharing resources, risks, profits, and responsibilities. Despite the partnership, each company typically retains its legal independence.

<sup>2</sup>Hospital: the operation is subject to regulatory approvals and other conditions precedent.

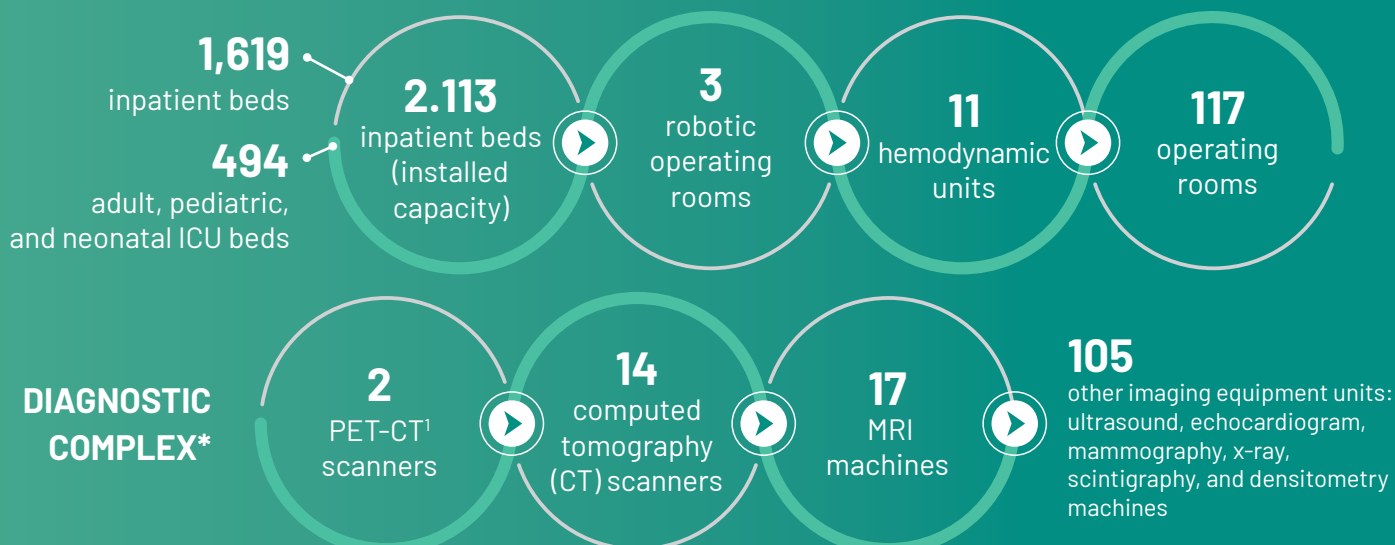
<sup>3</sup>Built to suit: a construction model in which a property is designed and built to meet the specific needs of a future tenant or buyer. In Portuguese, it can be translated as "construído sob encomenda" or "sob medida."



## SERVICES\*

- Advanced Lupus Erythematosus Center
- Surgical Center with Robotic Surgery System
- Multiple Sclerosis Center
- Wound and Hyperbaric Center
- Infusion Center
- Human Reproduction Center
- Checkup
- Advanced Pulmonary Function
- Hemodialysis
- Hemodynamic Unit
- Integrated Cancer Hospital (HIC)
- Hospitalization for Adult and Pediatric Patients
- Mater Dei Mais Saúde – Medical Centers
- Maternity Ward
- Pain Medicine
- Sleep Medicine
- Diagnostic Medicine
- Sports Medicine
- Polysomnography
- 24h Emergency Room serving Adult, Pediatric, Oncological, Gynecological, and Obstetric care
- Corporate Health
- Telemedicine
- Adult, Pediatric and Neonatal Intensive Care Units
- Bone Marrow Transplant (BMT)
- Mastology Unit
- Burn Treatment Unit
- Vaccinations

## INFRASTRUCTURE\*



<sup>1</sup>PET-CT: an advanced diagnostic imaging exam that combines two technologies: PET (Positron Emission Tomography), which shows the metabolic functioning of tissues and organs, and CT (Computed Tomography), which provides detailed anatomical images. When used together, they allow for the identification of functional and structural changes in a single exam, with high accuracy.

Data as of March 2025.

## A3DATA

A3Data is a consultancy specializing in data and artificial intelligence, with the purpose of empowering people and corporations, transforming companies into data-driven<sup>1</sup> organizations, and accelerating the adoption of Artificial Intelligence (AI). As a trusted advisor<sup>2</sup>, A3Data delivers high-impact projects through a comprehensive journey of analytical maturity, covering everything from AI project prototyping to data infrastructure implementation and governance, as well as the development of predictive models and autonomous systems with Generative AI<sup>3</sup>.

Over the past five years, the company has recorded 2,100% growth and has approximately 200 professionals operating in 20 Brazilian states and in the Federal District. It continues to stand out in the GPTW (Great Place to Work® – Best Companies to Work For) ranking as one of the best companies to work for in Brazil. It is a leader in 4 ISG Provider Lens<sup>4</sup> studies, one of the leading global names in insights<sup>5</sup> and technology consulting, which highlights companies that excel in quality and innovation in data projects.

Following the 2021 M&A<sup>6</sup> process involving Rede Mater Dei de Saúde, A3Data created an R&D<sup>7</sup> division

focused on developing digital products primarily for the healthcare sector. In addition to Rede Mater Dei Saúde, which remains a key client, A3 has worked with over 23 prominent brands across various industries.

**“This landscape strengthens A3Data’s market position. Alongside product development funded by Mater Dei’s investment, our consultancy, which remains our core business, continues to grow, including the creation of proprietary products, such as Buora – a Generative AI accelerator that now forms part of A3Data’s new solutions portfolio,” – Rodrigo Pereira, CEO of A3Data.**



## HIGHLIGHTS

### maria saúde

**Maria Saúde:** an AI-based chat service that provides primary care to patients.

### nuvie

**Nuvie:** A medical co-pilot app that leverages voice recognition and AI to streamline clinical tasks.

<sup>1</sup>Data-driven: a strategic concept that can be applied to any business. In practice, it means that decisions are made based on data analysis and interpretation.

<sup>2</sup>Advisor: a counselor, mentor, or consultant who provides guidance and advice in a given field or area.

<sup>3</sup>Generative AI (Artificial Intelligence): a type of artificial intelligence focused on creating new content – such as text, images, audio, video, and code – based on training data. It uses deep learning models to generate original and creative results in response to user prompts or commands.

<sup>4</sup>ISG Provider Lens: a series of research and consulting reports by Information Services Group (ISG), which specializes in evaluating and ranking technology service providers and digital transformation partners, both in Brazil and globally. These comparative reports help companies make strategic decisions about selecting ideal partners for their IT needs, based on criteria such as expertise, competitiveness, and innovation.

<sup>5</sup>Insights: deep and sometimes sudden understandings that can lead to new perspectives, problem-solving approaches, or more assertive decision-making – like a “light turning on” in one’s mind, revealing something previously unclear.

<sup>6</sup>M&A: acronym for Mergers and Acquisitions, referring to transactions involving the purchase, sale, or merger of companies. The term is used to describe the process of combining two or more companies, either through a merger (formation of a new company) or an acquisition (purchase of one company by another).

<sup>7</sup>R&D: Research and Development.





# 2

# HIGHLIGHTS

GRI 2-112-212-613-3

# HIGHLIGHTS

## INAUGURATION OF HOSPITAL MATER DEI NOVA LIMA

In August 2024, Rede Mater Dei de Saúde inaugurated the newest hospital in the group – Hospital Mater Dei Nova Lima. Located at Alameda Oscar Niemeyer, 61 – Vila da Serra, in Nova Lima, the Unit received R\$ 200 million in investments and has a total area of 21,000 square meters. Designed and built to meet stringent regulatory requirements and the highest standards of hospital architecture, it offers patients a care experience defined by comfort, safety, and quality, supported by hospital processes that are both verified and internationally certified.

Staffed by renowned physicians, the hospital already has a highly qualified team dedicated to caring for patients and their families with the same distinctive approach to medical care that has defined the Network for 45 years and is well known to Mater Dei patients. Hospital Mater Dei Nova Lima offers Emergency Care, a Maternity Ward, a Medical Center with multiple specialties, Diagnostic Medicine with high-precision testing, an Infusion Center, Oncology, a Surgical Block fully equipped for complex procedures, a Hemodynamic Unit, and ICUs with advanced support capabilities.



The project has generated around 2,000 direct and indirect jobs, contributing to the socio-economic development of the region. This new Unit underscores the Network's commitment to its expansion strategy, with a focus on humanized care, access to healthcare, and creating value in the communities it serves.

**MaterDei**  
Nova Lima



## GREAT PLACE TO WORK (GPTW)

In 2024<sup>1</sup>, Rede Mater Dei de Saúde earned Great Place to Work<sup>2</sup> certification, reaffirming its commitment to creating a workplace that prioritizes excellence, respect, and employee well-being. It also received the “Great People to Work – Mental Health” seal, underscoring its dedication to valuing and supporting the mental health and well-being of its workforce.



## EPIMED RECOGNITION

Epimed Recognition (“Reconhecimento Epimed”) is a certification awarded by Epimed Solutions to hospitals and intensive care units (ICUs) that demonstrate excellence in patient safety and quality of care. The seal recognizes an organization’s commitment to the continuous improvement of care processes and to patient safety.



Below are the seals awarded to Rede Mater Dei de Saúde in 2024:

### Top Performer ICU Seal:

- Mater Dei Santa Clara Hospital
- Mater Dei Santa Genoveva Hospital
- Mater Dei Goiânia Hospital
- General ICU – Mater Dei Santo Agostinho Hospital

### Efficient Cardiology ICU Seal:

- Coronary Care Unit – Mater Dei Santo Agostinho Hospital

### Efficient ICU Seal:

- General ICU – Mater Dei Betim-Contagem Hospital



<sup>1</sup> The GPTW (Great Place to Work) certification seal dated 2025 refers to the organizational climate survey conducted during 2024. The certification is always awarded the following year; therefore, the seal bears the validity year (2025), even though the performance evaluated took place in 2024.

<sup>2</sup> Great Place to Work: A global organization that helps businesses identify, create, and maintain excellent workplace environments. Through a rigorous analysis of management practices and employee feedback, GPTW certifies and ranks companies that excel in fostering a culture of trust, high performance, and innovation.



## MADAME DORUCHER AWARD – NATIONAL ACADEMY OF MEDICINE (ANM)

Dr. Henrique Salvador, mastologist and Chair of the Board of Directors at Rede Mater Dei de Saúde, and Dr. Maria Luiza Braga Gil, mastologist at the Mastology Unit of Mater Dei Contorno Hospital (Belo Horizonte), received the Madame Dorucher Award from the National Academy of Medicine (ANM).

The recognition was granted for a study based on globally collected data, bringing together the experience of hospitals from multiple countries and comparing two types of treatment for Phyllodes breast tumors:

- Open surgery, involving incision and removal of the tumor;
- Needle aspiration, performed on an outpatient basis with ultrasound guidance, eliminating the need for hospitalization.

This achievement reinforces Rede Mater Dei de Saúde's commitment to research, innovation, and the pursuit of increasingly safe and effective treatments for patients.



## "EMPRESAS DE EXCELÊNCIA DE MINAS GERAIS" AWARD

Rede Mater Dei de Saúde received the Empresas de Excelência de Minas Gerais award in the Healthcare category at the 26<sup>th</sup> Prêmio Minas – Desempenho Empresarial – Mercado Comum – Melhores e Maiores Empresas de 2024 ceremony, widely regarded as the "Oscar of the Minas Gerais Economy."

The award recognizes companies that achieved outstanding performance in Minas Gerais in 2023 and 2024, based on operational excellence, financial results, and significant contributions to the development of both the local and national economy.



## CONAHP 2024

Rede Mater Dei de Saúde once again participated in the National Congress of Private Hospitals (CONAHP) 2024. One of the most important events in the healthcare sector, CONAHP is organized by the National Association of Private Hospitals (ANAHP) and brings together leaders, healthcare professionals, and hospital industry experts to discuss trends, innovations, challenges, and best practices in hospital management and healthcare delivery.

At this year's event in São Paulo, our executives took part in key panels, showcased our innovative solutions, and launched the second edition of the Clinical Excellence Yearbook and the fifth edition of our Sustainability Report.



### 3rd PLACE – POSTER SESSION

#### Project: Antimicrobial Stewardship – Mater Dei Santa Clara Hospital

The CONAHP Poster Session plays an essential role in sharing hospital best practices by presenting projects that showcase the results of successful initiatives and contribute to a more efficient, high-quality healthcare system.

This year, 26 projects were submitted and 11 approved, with Mater Dei Santa Clara Hospital's project winning 3rd place – reinforcing Rede Mater Dei de Saúde's commitment to safety, care excellence, and innovation.



## TOP OF MIND – UBERLÂNDIA

The Top of Mind seal is awarded through an annual survey that recognizes the most widely recalled companies and professionals in the community. Mater Dei Santa Genoveva Hospital and Mater Dei Santa Clara Hospital once again celebrated winning the Top of Mind award in the Hospital category.



## LEADERS LEAGUE BRAZIL – COMPLIANCE SUMMIT AND AWARDS 2024



Rede Mater Dei de Saúde was a finalist in the Leaders League Brazil – Compliance Summit and Awards 2024, alongside 17 other companies from the biotechnology, pharmaceutical, and healthcare sectors.

This recognition from the market underscores that the organization is on the right track, demonstrating consistency, coherence, and excellence in its compliance practices.



## ONE OF THE BEST-KNOWN NAMES AMONG THE PEOPLE OF GOIÂNIA AND THE SURROUNDING REGION

### Mater Dei Goiânia Hospital

According to the Pop List survey, Mater Dei Goiânia Hospital was recognized as one of the five most widely recalled general hospitals among residents of Goiânia and the surrounding region. It also received the award for the most widely recalled plastic surgery clinic.



### COMPLIANCE ON TOP

For the second time, Rede Mater Dei de Saúde and its Internal Audit and Compliance Manager were featured in the Compliance on Top Guide to Compliance Professionals, published by LEC.



### UNIDAS INTERNATIONAL CONGRESS

Rede Mater Dei de Saúde participated in the 27<sup>th</sup> UNIDAS International Congress, one of the most prominent events in Brazil's supplementary healthcare sector. Under the theme "Innovation Driving the Purpose of Self-Managed Health Plans", the congress brought together leaders and industry experts in Florianópolis in November to discuss the sector's key trends and challenges.

Our organization was represented by members of the Executive Board and other senior leaders. By participating in UNIDAS, we were able to showcase our pioneering initiatives and forge new partnerships, reinforcing our role as a driving force in transforming healthcare delivery.



## 12TH BRAZIL UNLISTED CONFERENCE – BRADESCO BBI

In May 2024, the 12th edition of the Brazil Unlisted Conference took place – Bradesco BBI's annual event in New York for privately held companies. The conference program included a presentation by Dr. Henrique Salvador, Chair of the Board of Directors at Rede Mater Dei de Saúde, who shared the Network's expansion journey following its initial public offering on the stock exchange.



## CEO OF REDE MATER DEI DE SAÚDE HONORED AS ONE OF THE 100 MOST INFLUENTIAL IN HEALTHCARE



José Henrique Dias Salvador, CEO of Rede Mater Dei de Saúde, was honored with the "100 Most Influential in Healthcare" award, promoted by Grupo Mídia. This award recognizes leaders who strengthen Brazilian healthcare. José Henrique celebrated the tribute as a reflection of his dedication to innovation, excellence, and patient-centered care, dedicating the recognition to the Rede Mater Dei team. In his first year as CEO, he has invested in technology and AI to optimize hospital management.

## ADCE-MINAS CORPORATE SOCIAL RESPONSIBILITY AWARD

Dr. José Salvador Silva, founder of Rede Mater Dei de Saúde, received the "ADCE Entrepreneur for Social Responsibility 2024" award, a tribute from the Christian Association of Business Leaders of Minas Gerais.



## 100+ MOST INNOVATIVE IN IT USE

Rede Mater Dei de Saúde was named one of the 100 most innovative companies in Brazil by IT Forum, marking a significant milestone in its technological journey.

The core value of Pioneering and Innovation and the pursuit of technological solutions that optimize healthcare management and enhance patient well-being are fundamental pillars of our institution.



## PRESENTATION OF FAMILY SUCCESSION CASE STUDY AT EVENT

The auditorium of Mater Dei Contorno Hospital hosted another edition of Missão BB Generation, an event promoted by Banco do Brasil in partnership with Fundação Dom Cabral (FDC). Aimed at training 40 successors from business families in agribusiness, food industry, retail, mining, and investment sectors from the 2<sup>nd</sup> to 4<sup>th</sup> generations, the event offered activities

focused on developing strategic skills and management practices.

Due to its standout succession journey, Rede Mater Dei de Saúde was represented by Renata Salvador Grande, Vice President of Sales and Marketing and a third-generation family member, who shared the organization's succession success story.



## EXPERIENCE AWARDS SAÚDE

The Santo Agostinho Unit was recognized as a benchmark in customer experience at the *Experience Awards Saúde*. The award, based on feedback from more than 1 million Brazilian customers, certified over 50 standout brands across four healthcare sector categories.

Promoted by SoluCX in partnership with SOBREXP, Beedoo, Pridge, and CamiX, the Experience Awards Saúde aims to honor companies that truly excel in customer experience, as evaluated by the consumers themselves.

## ASHRAE TECHNOLOGY AWARD

Mater Dei Salvador Hospital won first place in the ASHRAE Technology Award competition in the Healthcare Facilities category, becoming the first Brazilian institution to receive this recognition. The award was presented in Orlando, Florida, during the event held by ASHRAE – a century-old U.S. organization that highlights innovative and sustainable building operations. It recognized the hospital's innovative architectural design,

signed by architect Mário Sérgio Pinto de Almeida. With over 61,000 square meters, 360 beds, and 21 operating rooms, the facility stands out for its modern, sustainable concept, including solutions such as chilled beams – a system that eliminates the need for electric motors, reducing energy consumption, noise, and maintenance costs. This international recognition reaffirms the institution's commitment to innovation, sustainability, and excellence in healthcare.





3

# PIONEERING AND INNOVATION

GRI 3-3



# PIONEERING AND INNOVATION

## INNOVATION

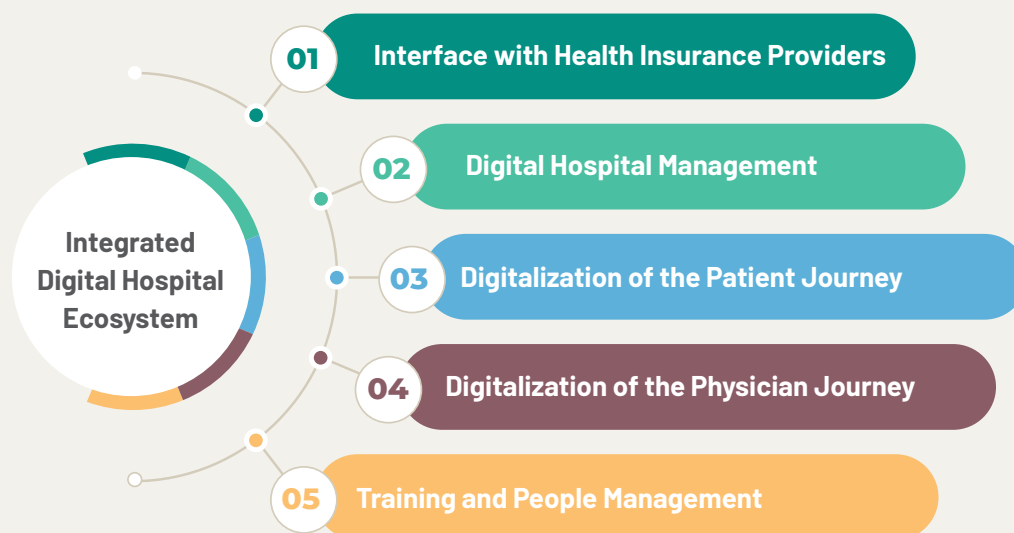
### Digital Transformation and Expansion with Sustainability and Innovation

Since 2021, Rede Mater Dei de Saúde has accelerated its expansion, growing from three to nine hospitals by 2024. This growth required integrating the new Units into a management model grounded in clinical excellence, operational efficiency, and financial sustainability, all while maintaining a commitment to quality and personalized patient care.

To address the challenges of large-scale integration, the Network has made technology and inno-

vation its strategic pillars. The digital transformation process, already underway for several years, has been fostering synergy between traditional medicine and health tech<sup>1</sup> solutions, with the aim of generating value, operational intelligence, and seamlessness throughout the care journey.

In 2024, the Strategic Innovation Plan was launched, establishing the Integrated Digital Hospital Ecosystem, structured around five pillars:



This ecosystem is centered on the patient and aims to enhance interactions across all of the Network's audiences, using Big Data<sup>2</sup>, analytics<sup>3</sup>, and artificial intelligence – always in compliance with Brazil's General Data Protection Law

(LGPD) and international information security standards.

The training and people management pillar was established as an enabling axis, focusing on the

<sup>1</sup> Health tech: technology in healthcare. Refers to companies or solutions that use technology to improve healthcare delivery.

<sup>2</sup> Big Data: large volumes of data. Refers to datasets so vast and complex that traditional analysis methods are ineffective. It involves capturing, storing, and analyzing data on a large scale to generate useful insights. Example: using Big Data to predict disease outbreaks based on hospital and social media data.

<sup>3</sup> Analytics: data analysis. Refers to the use of statistical, mathematical, and computational methods to interpret data and support decision-making. Can be applied in areas such as marketing, healthcare, and finance.

development of learning platforms and innovation in talent management. Data Governance areas operate in an integrated manner, identifying opportunities, developing solutions, and fostering a culture of innovation.

In 2024, this structure was reconfigured with clearly defined governance, processes, and a strategic roadmap<sup>1</sup>. Initiatives prioritized partner-

ships, an internal culture of entrepreneurship, operational efficiency, improved experiences for all of the Network's audiences, and advancements in cybersecurity and data processing.

With specialized teams and close alignment with the innovation ecosystem, Rede Mater Dei de Saúde continues to advance with a sustainable growth model built on technology, innovation, and clinical excellence.

## NEW INNOVATION GOVERNANCE AND ESG CONTRIBUTION

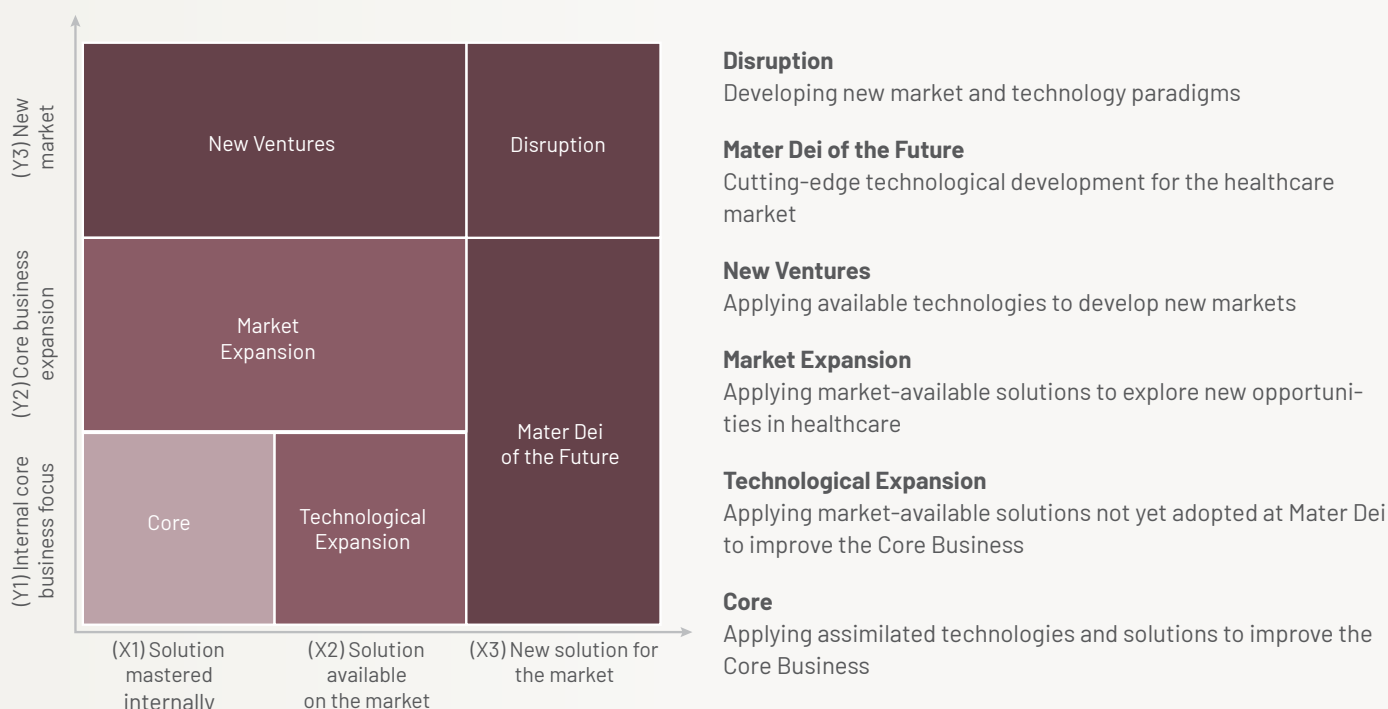
As part of the evolution of its ESG strategy, Rede Mater Dei de Saúde redefined the governance of its Innovation area, focusing on strategic alignment, portfolio management efficiency, and maximizing returns from digital transformation.

The new structure adopts a two-axis analytical approach – market and solution – resulting

in the Innovation Quadrant Matrix, a tool that classifies projects according to their degree of technological novelty and target market type. The six resulting quadrants guide the focus and priority of each initiative, ranging from core business<sup>2</sup> improvements to disruptive projects targeting new markets and emerging technologies.

### INNOVATION PORTFOLIO MANAGEMENT MODEL I INNOVATION QUADRANTS

The Market and Solution axes combine into six quadrants with different compositions:



<sup>1</sup> Roadmap: a strategic plan or action plan – a document or visual representation that outlines a project's, product's, or company's future objectives, with defined steps and timelines.

<sup>2</sup> Core business: the company's main line of activity or central focus. Refers to what is essential to the organization's existence and operations – the primary products or services that define its purpose and represent its main area of expertise and specialization.



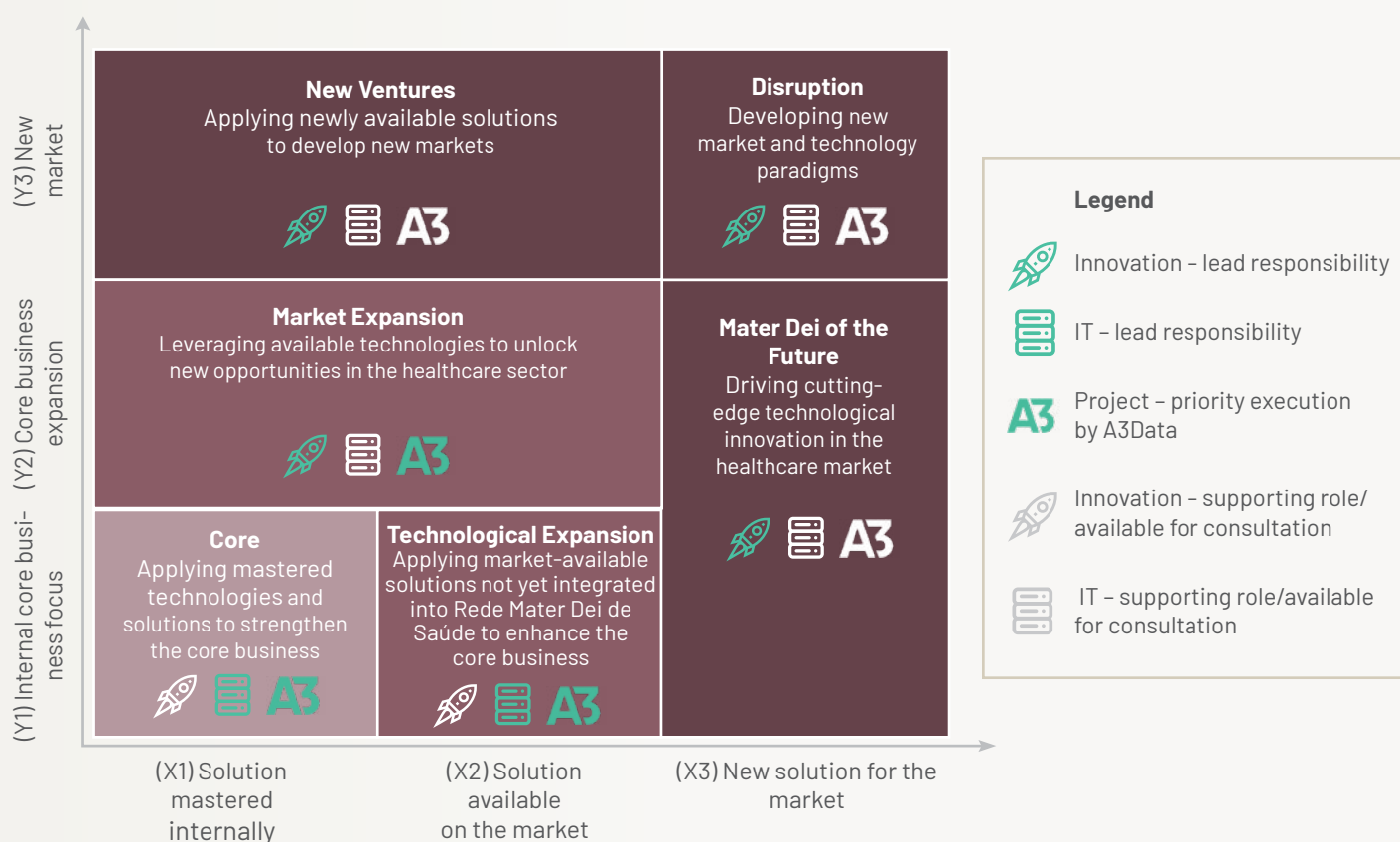
Governance establishes clear roles across areas:

- The Innovation area leads projects focused on disruption, new businesses, and frontier technologies.
- The IT (Information Technology) area spearheads digitization and infrastructure initiatives aimed at operational efficiency.
- A3Data, as a strategic partner, is prioritized in data science and artificial intelligence projects, especially within the technological and market expansion quadrants.
- Hybrid projects are co-led by Innovation and IT, depending on the complexity of the solution.

## GUIDELINES AND FUNCTION ROLES

### OPERATING GUIDELINES

Definition of each function's role based on digital project categories.



This model provides transparency, clarity of responsibilities, and strategic use of resources, while enabling results tracking with a clear view toward the Network's future.

In the ESG dimension, innovation governance contributes significantly by:

- Structuring innovation with measurable, scalable impact;
- Promoting the ethical use of technology, focused on patient experience and expanded access to healthcare;
- Fostering sustainable partnerships with start-ups, universities, and innovation ecosystems;
- Supporting digital transformation in a responsible, secure, results-oriented way.

## ONGOING PROJECTS

### DIGITAL TRANSFORMATION, BIG DATA AND ANALYTICS

The Digital Transformation, Big Data and Analytics program at Rede Mater Dei de Saúde is designed to fundamentally reshape interactions among patients, employees and the medical staff, delivering an integrated, seamless and efficient journey centered on the patient experience. Aligned with its strategy for sustainable digitalization and innovation, the institution deploys solutions that leverage historical data, public databases and scientific evidence to enhance operations, strengthen relationships and improve internal control mechanisms.

Data governance is guided by the strictest international privacy standards, Brazil's General Data Protection Law (LGPD) and core principles of information security – all of which are considered essential pillars of this transformation. By ensuring the integrity, confidentiality and ethical use of the information under its care, Rede Mater Dei de Saúde reaffirms its commitment to trust, transparency and human-centered care, fostering a culture of responsible digital innovation.



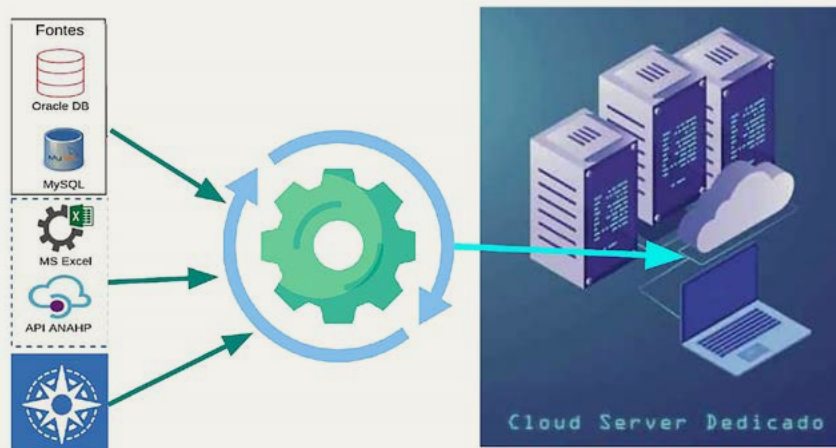
### MATER LAKE PROJECT

In partnership with A3Data – an analytics and artificial intelligence company acquired in 2021 – Rede Mater Dei de Saúde has developed the Mater Lake Project, a structural solution for managing large volumes of data from multiple sources with high availability and reliability. The initiative aims to consolidate all databases into a single digital environment with standardized concepts, automated calculations and unified data, ensuring greater precision and reliability in strategic decision-making.

Key benefits include conceptual standardization, consistency of information, democratized access

to data and the elimination of discrepancies, fostering a sustainable, data-driven organizational culture.

In 2024, the project advanced with the integration of new datasets, laying the groundwork for the development of artificial intelligence solutions, which require well-structured, integrated and accessible information. This progress strengthens the institution's commitment to digital innovation, data governance and the generation of sustainable value.





## "MARIA SAÚDE"

Maria Saúde offers the organization's employees a fully digital healthcare experience, including medical consultations and prescriptions, follow-up with a multidisciplinary team, and services such as appointment scheduling, diagnostic testing, and administrative support

via a digital concierge. All of this is facilitated by conversational AI, providing speed, convenience, and a welcoming experience, promoting not only easier access to healthcare but also cost reduction and stronger connections between employees and ongoing care.

### Healthcare Outcomes – 2023/2024

#### Consultations

2024:

**12.529**

In 2023: 4,041

Medical consultations conducted during the year.

#### Multidisciplinary Team Consultations

2024:

**15.810**

In 2023: 4,645

Multidisciplinary Consultations.

#### Engagement<sup>1</sup>

2024:

**70%**

In 2023: 80%

<sup>1</sup> Patients with three or more interactions with the app.

#### Productivity<sup>2</sup>

2024:

**6.3/hour**

In 2023: 5,6/h

<sup>2</sup> Potential number of medical consultations per hour.

#### Resolution Rate<sup>3</sup>

2024:

**83%**

In 2023: 85%

<sup>3</sup> Percentage of consultations resolved without referral.

#### CSAT (Customer Satisfaction Score)

2024:

**4.9**

In 2023: 4.9

n = 6.9k ratings

#### NPS (Net Promoter Score)

2024:

**9.50**

In 2023: 0

### Healthcare Outcomes – 2024/2025 (Partial)

#### Consultations

Jan 1 – Jun 25, 2025

**6,690**

In 2024: 12,529

Medical consultations conducted during the year.

#### Multidisciplinary Team Consultations

Jan 1 – Jun 25, 2025

**9,540**

In 2024: 15,810

Multidisciplinary Consultations.

#### Engagement<sup>1</sup>

Jan 1 – Jun 25, 2025

**41%**

In 2024: 70%

<sup>1</sup> Active patients / registered patients.

#### Productivity<sup>2</sup>

Jan 1 – Jun 25, 2025

**6.4/h**

In 2024: 6,3/h

<sup>2</sup> Potential number of medical consultations per hour.

#### Resolution Rate<sup>3</sup>

Jan 1 – Jun 25, 2025

**74%**

In 2024: 83%

<sup>3</sup> Percentage of consultations resolved without referral.

#### CSAT (Customer Satisfaction Score)

Jan 1 – Jun 25, 2025

**4.8**

In 2024: 4.9

n = 4k ratings

#### NPS (Net Promoter Score)

Jan 1 – Jun 25, 2025

**9.60**

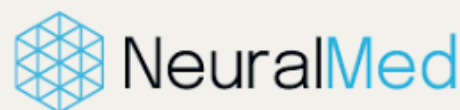
In 2024: 9.5

## AI-DRIVEN EARLY DIAGNOSIS

Rede Mater Dei de Saúde has partnered with NeuralMed, a leader in artificial intelligence solutions for healthcare, to advance early disease detection and streamline clinical workflows. The partnership's core goal is to identify high-risk patients sooner, enhance triage, and optimize care pathways across the Network's hospitals.

A key innovation is Atlas, a Natural Language Processing (NLP) platform designed to identify and stratify patients with elevated cancer risk based on information contained in medical reports.

Before adopting Atlas, the care team could manually review only around 1,000 exams per month.



With AI in place, they were able to analyze more than 10,000 patients in just 26 hours. In total, the system processed 19,423,589 characters of medical text, identifying approximately 2,500 high-risk cancer patients.

This initiative demonstrates how AI can enhance clinical efficiency, enabling more accurate triage, saving time, and improving the allocation of hospital resources.

### Before Atlas

At the hospital, professionals had previously been able to analyze and review exams for no more than **1,000** patients per month.



1,000 patients



30 days

### After Atlas

Atlas analyzed **10,430** patients from 8 Units in less than two days (26 hours). Overall, the AI model processed **19,423,589** characters of medical text.



10,430 patients  
across 8 Units



02 days

The focus in 2023 was lung nodules, and in 2024, breast nodules.

### Lung-focused data analysis:

Number of lung CT reports analyzed<sup>1</sup>:  
**29,420**

Number of distinct patients:  
**16,633**

Number of reports identifying nodules larger than 0.6 mm<sup>2</sup>:  
**2,433**

referring to:  
**1,623** patients

### Breast-focused data analysis:

Number of breast reports<sup>3</sup> analyzed<sup>1</sup>:  
**24,868**

Number of distinct patients:  
**20,508**

BI-RADS+4<sup>4</sup> patients:  
**1,487**

Anátomo<sup>5</sup> (anatomopathology) analyses conducted:  
**1,688** reports

Positive Anátomo<sup>5</sup> (anatomopathology) results: **246** patients

<sup>1</sup> Number of reports analyzed across all Rede Mater Dei de Saúde Units.

<sup>2</sup> Nodules over 6 mm are considered a point of concern, with the likelihood of malignancy increasing progressively with size.

<sup>3</sup> Includes mammography, MRI, and ultrasound exams.

<sup>4</sup> BI-RADS category 4 indicates findings suspicious for malignancy, requiring further investigation (usually a biopsy) to confirm or rule out cancer.

<sup>5</sup> "Anátomo" is a prefix meaning "related to anatomy," the study of the structure and form of living organisms. It is often used in compound terms such as "anatomopathological" and "anatomophysiological." Anatomopathological refers specifically to the examination of organs and tissues to diagnose diseases.



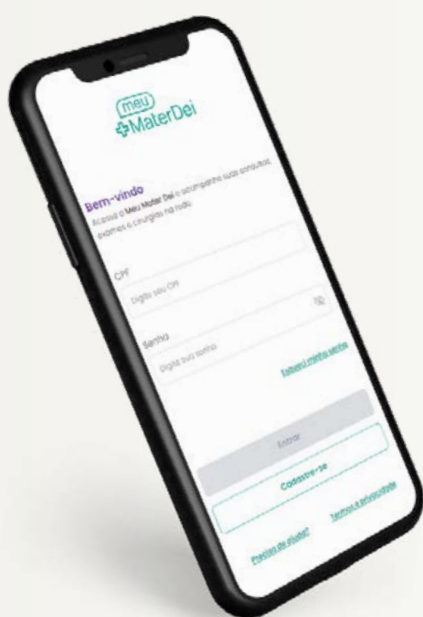
## Project Goals for 2025:

- Medical referral for patients identified with risk factors and reports indicating possible cancer;
- Implementation of a care pathway and monitoring within the platform;
- Re-engagement of patients in screening programs;
- Active communication with patients to ensure streamlined alignment with the care pathway.



## MEU MATER DEI ("MY MATER DEI")

**Innovation focused on convenience, efficiency, and satisfaction**



Since 2021, this platform has aimed to deliver a more integrated, agile, convenient, and effective journey for patients, physicians, and hospitals within Rede Mater Dei de Saúde. Below are patient and physician satisfaction levels, monitored through the organization's Net Promoter Score (NPS), along with the incremental innovations introduced throughout 2024.

## Highlights of the Meu Mater Dei Project

The digital transformation driven by the Meu Mater Dei project has had tangible impacts on the care experience, operational efficiency, and user engagement with Rede Mater Dei's digital health platform. Key results were observed across four strategic areas:



**Click here to download the Meu Mater Dei App**





## Surgical Journey

The digitization of surgical journey processes has generated substantial efficiency gains and enhanced quality as perceived by physicians. Key advances include:

**Increased physician satisfaction**, with the average score rising from **7.5** (Jan 2023) to **8.2** (Aug 2024).

**Reduced surgical authorization lead times**, both for procedures with and without special orthopedic and prosthetic materials (OPME<sup>1</sup>), reaching the shortest turnaround on record in April 2025.

**High physician adoption of Meu Mater Dei for submitting medical orders**, with more than **87%** of requisitions sent directly through the platform.

## Outpatient Journey

Steady growth in the share of digital scheduling, with more than **30% of consultations booked through Meu Mater Dei** in April 2025, **some Units already surpass 50%.**

Increase in total scheduling volume, reaching over **35,000 appointments in a single month**, with more than **12,000 booked through the digital channel.**

Ongoing improvement in NPS for consultation scheduling, reaching **86 points in January 2025 and remaining above 85 in subsequent months.**

## Diagnostics Journey

An increase in the share of exam bookings made through Meu Mater Dei, **from 7.2% (Sept 2024) to 15.3% (Apr 2025), with some Units surpassing 30%.**

Significant growth in digital exam bookings, with over **4,500 scheduled through the platform in the latest month analyzed.**

Record-high patient satisfaction, with **NPS hitting 88 points in March 2025 – the highest in the organization's history.**

<sup>1</sup> OPME: Acronym for Órteses, Próteses e Materiais Especiais ("Orthoses, Prostheses, and Special Materials").



## Meu Mater Dei App

Flutter Flow



App Store

**29.7k**

Downloads



Play Store

**30.2k**

Downloads



Users

**71.2k**

(App + Website)

LEARN MORE ABOUT  
MY MATER DEI

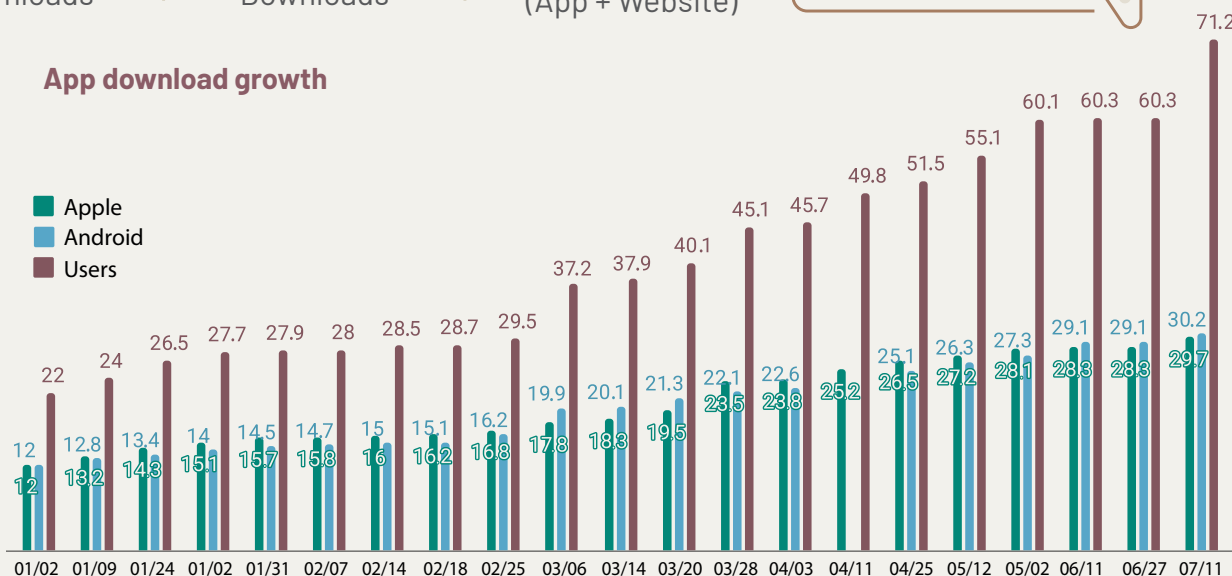
Patients:

[meu.materdei.com.br](http://meu.materdei.com.br)

Physicians:

[docmeu.materdei.com.br](http://docmeu.materdei.com.br)

### App download growth



## VIRTUAL QUEUE

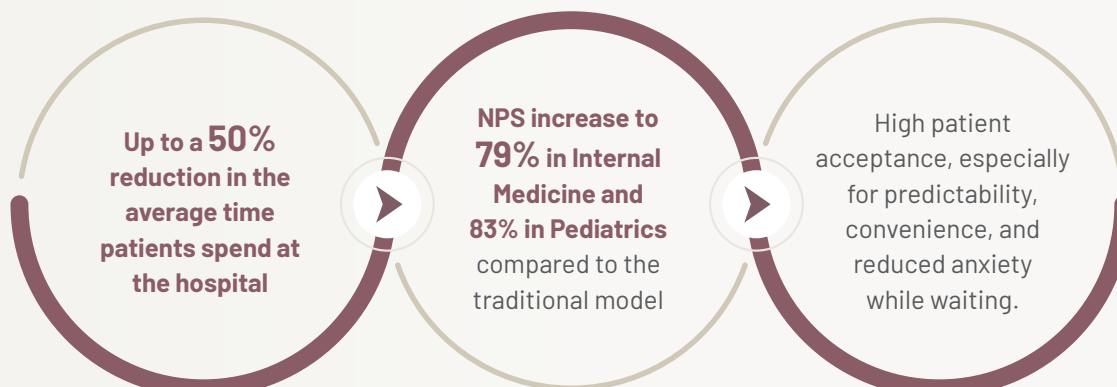
### Enhancing convenience, efficiency, and satisfaction



In 2024, Rede Mater Dei de Saúde took an important step in digitally transforming the patient journey with the launch of the Virtual Queue, a solution developed in partnership with A3Data and integrated into the Meu Mater Dei platform. The tool enables patients to obtain a virtual ticket for the Emergency Department before arriving at the hospital, giving them estimated waiting times and

the ideal arrival window, without compromising clinical triage criteria.

The pilot project was rolled out at the Contorno Unit, in the specialties of Internal Medicine and Pediatrics, between October 2023 and January 2024. With more than 230 visits completed, the results were significant:



Building on the pilot's success, the solution was rolled out to the HUB RMBH Units (April 2025) and Salvador (May 2025). The impact was immediate: **A 65% increase in tool usage, an NPS for the Virtual Queue of 82 points (well above the traditional service's 65) and sustained reductions in wait times of 48% to 60%.**

The Network also developed a predictive model to estimate average medical service times and began tracking indicators by specialty, Unit, time of day, and day of the week. This approach enables the identification of bottlenecks, optimization of staffing, improvement of patient flows, and strategic decision-making grounded in real-world data, advancing a more efficient, transparent, and patient-centered model of care.

## MATER DEI EMPRESAS – CORPORATE HEALTH FOR ENTERPRISES

Rede Mater Dei offers Corporate Health, a program designed to help companies deliver high-quality, preventive healthcare to their employees, including the option of setting up on-site clinics. This service brings measurable benefits to organizations, from promoting employee well-being to reducing absenteeism, lowering medical leave rates, and cutting health plan costs.

NPS – Mater Dei  
Empresas (2023)  
**93**

NPS – Mater Dei  
Empresas (2024)  
**95**

## EXECUTIVE CHECKUP

In February 2024, as part of its ongoing digital transformation to improve operational efficiency and patient experience, Rede Mater Dei de Saúde launched an automated WhatsApp process for confirming and securing Executive Check-up appointments at the Santo Agostinho Unit. The process requires advance payment of a convenience fee, helping to ensure appointment adherence. The initiative addressed the high No Show<sup>1</sup> rates recorded in 2023, as well as frequent complaints from clients unable to secure appointments due to limited availability.

The new routine automatically sends a payment link 15 days before the scheduled check-up, valid for 96 hours. If payment is not received within that time, the appointment is released to another patient. This automation is also integrated into financial workflows, enabling the treasury team to receive fees in advance and optimize cash flow.

**The results were notable: No-show rates dropped steadily from 19.8% in June 2023 to 9.28% in June 2024, and further to just 4.08% in September, compared with 15% in the same month the previous year. Beyond the operational and financial gains, the initiative reinforces Rede Mater Dei's commitment to sustainable digital transformation and the strategic use of data to enhance both patient care and management efficiency.**

The project earned first place in the network's internal Creative Suggestions Program.



<sup>1</sup> No Show: unjustified absence from a scheduled appointment.

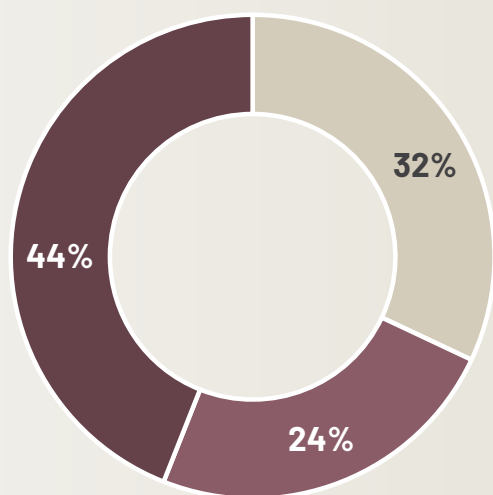


## SUGESTÃO CRIATIVA

The *Sugestão Criativa* ("Creative Suggestions") program is an internal initiative at Rede Mater Dei de Saúde, open to all employees, designed to recognize innovative projects carried out during the year and to encourage the sharing and implementation of new ideas. In 2024, *Sugestão Criativa* ran from November 8 to December 10.



## 2024 Categories x Eligible Suggestions



**Cost Reduction / Revenue Growth**

**6 suggestions submitted**

**Patient Experience improvement**

**11 suggestions submitted**

**Process Improvement**

**8 suggestions**

**9 suggestions approved**

## Evaluation Criteria

The methodology was refined compared to the previous cycle, improving safeguards against affinity bias, undue influence, and other relevant factors.

The 2024 evaluation criteria were:

- Asynchronous voting by leaders from across the Network;
- Anonymization of participants and of the Unit linked to the suggestion (during voting);
- Indicative criteria:
  - Innovation;
  - Clarity of the suggestion;
  - Management capacity demonstrated for effective implementation;
  - Impacts and results.





The *Sugestão Criativa* program holds an annual awards ceremony<sup>1</sup> recognizing the top three ideas in each challenge category, with cash prizes for the winners. In its latest edition, nine projects were honored, engaging more than 30 employees from across the organization.

Over recent years, implemented suggestions have

delivered tangible contributions to the institution's financial sustainability, generating estimated annual savings of BRL 360,000. The initiative underscores the value placed on human capital and fosters a culture of innovation, encouraging employees to play an active role in developing solutions that create measurable impact on both operations and patient care.

## IMPORTANCE OF INTRAPRENEURSHIP FOR REDE MATER DEI DE SAÚDE

Rede Mater Dei de Saúde maintains structured programs to foster intrapreneurship, recognizing it as a strategic pillar for driving innovation, enhancing operational efficiency, and delivering excellence in patient care. Initiatives such as *Sugestão Criativa* and advanced bed-occupancy forecasting systems illustrate the direct impact of these efforts in improving the patient experience, reducing costs, and strengthening organizational culture.

In 2024, this approach generated significant advances in digital transformation, process automation, and talent retention – further consolidating the institution's standing as a benchmark in sustainable healthcare innovation.

<sup>1</sup> This award has been duly approved by the Rede Mater Dei Compliance Department.



## NEW PROJECTS

### MATER LAB

In 2024, Rede Mater Dei de Saúde launched Mater Lab, its newest intrapreneurship program, designed to spark and develop innovative ideas from within the organization. The initiative was built to stimulate creativity through dedicated workshops, acceleration support from the Innovation Department, and awards for the most outstanding finalists.

A key requirement for participation was that each team include employees from different areas and hierarchical levels, creating a genuinely multidisciplinary environment. This collaborative structure fostered communication and knowledge-sharing across departments, enriching the workplace culture and reinforcing a mindset of innovation that spans the organization.

The 2024 challenge – **Operational Efficiency and Revenue Growth** – encouraged initiatives capable



A vida exige. A gente inova.  
O Mater Lab faz acontecer.

of maximizing productivity while minimizing the use of human, environmental, and/or financial resources, without compromising service quality or long-term business sustainability.

The program received **55 submissions**, of which **33 advanced to the workshop stage**, **9 to Pitch Day** and **5 were selected for acceleration in 2025**. In total, **145 employees** participated actively, impacting **22 departments** and engaging **6 Rede Mater Dei Units**.

Leaders from across the organization were actively involved throughout every stage. Roundtable discussions were held, and participants received support from specialized external consultants, contributing to the refinement of proposals and strengthening a results-oriented innovation culture.

/desenvolvimento

MATER

LAB

O Mater Lab é um programa de intraempreendedorismo que incentiva colaboradores a desenvolverem projetos inovadores por meio de desafios temáticos previamente definidos, promovendo a criatividade e a busca por soluções de impacto.

No final do ano, cinco projetos foram aprovados pela diretoria para validação do investimento financeiro e implementação. Eles podem seguir três linhas de desenvolvimento:

- Parcerias com Instituições de Ciência e Tecnologia (ICTs);
- Parcerias com startups ou empresas de tecnologia;
- Desenvolvimento com recursos internos.

Atualmente, o time de Inovação da Rede está avaliando as ICTs que oferecerão suporte ao desenvolvimento dos projetos. Para isso, estamos realizando entrevistas com diversas instituições, buscando a parceria mais estratégica e eficiente.

Você sabe o que são ICTs?

ICTs - Instituições de Ciência e Tecnologia, são organizações públicas ou privadas dedicadas à pesquisa científica, desenvolvimento tecnológico e inovação. Uma ICT auxilia um projeto de inovação fornecendo infraestrutura, expertise técnica, pesquisa aplicada, mão de obra especializada e acesso a financiamentos. Além disso, facilita parcerias estratégicas e transferência de tecnologia para o desenvolvimento e escalabilidade da solução.

Nos próximos meses, compartilharemos sobre o desenvolvimento dos projetos do Mater Lab.

45
com você,  
por toda a vida.

### PARTNERSHIPS:

Fundação Dom Cabral  
(program design) and  
Q4 TECH (workshop  
facilitation)





## PROJECT EVALUATION: RELEVANCE TO THE THEME AND POTENTIAL FOR IMPACT

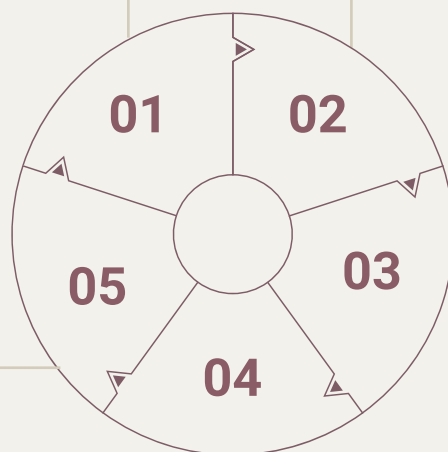


### Alignment with Rede Mater Dei's business scope and the Mater Lab theme: Operational Efficiency and Revenue Growth

Ideas outside the institution's scope, unrelated to the proposed challenge or strategic pillars, or lacking value-generation potential were not considered eligible.

### Scalability

Potential to scale the idea, considering the strategy and resources required for broader implementation.



### Originality

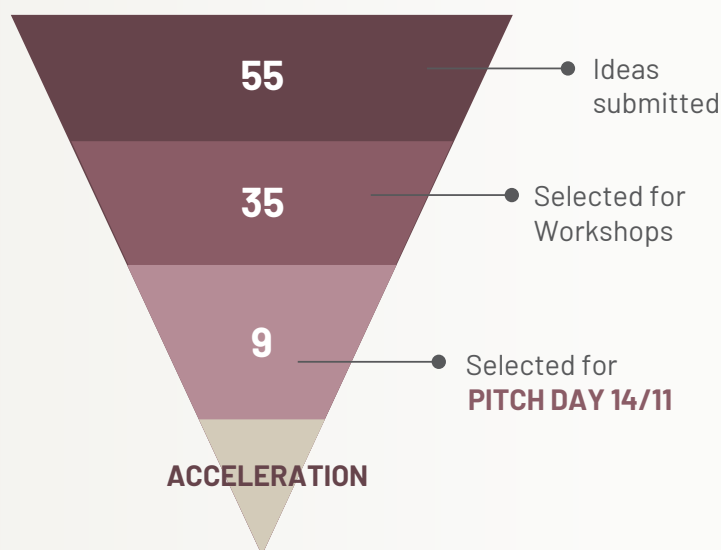
Only ideas not already covered by existing projects within the organization were accepted.

### Overall Comprehension

Clear problem definition and a coherent value proposition. Clarity and quality in the pitch presentation and supporting materials.

### Feasibility of Execution

Relevance and coherence of requirements, business hypotheses, and validation metrics. A positive, viable cost-benefit ratio.



**6**  
Units involved

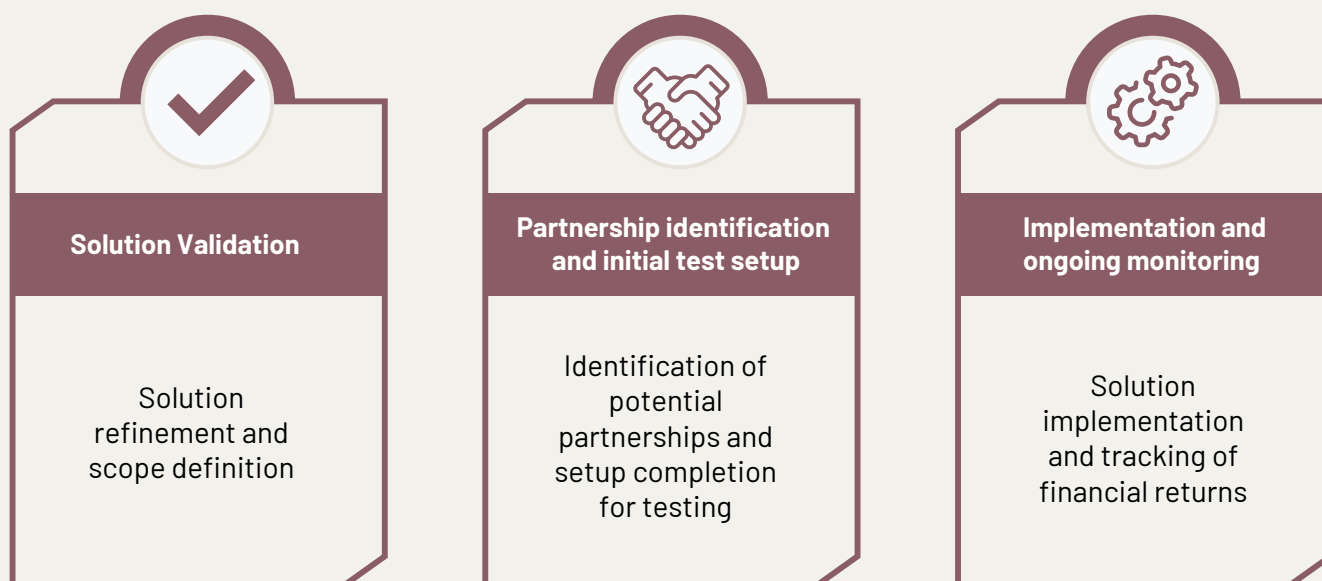
**22**  
Areas impacted

**145**  
Employee participants

## Key themes of Pitch Day ideas



## PROJECT IMPLEMENTATION PROCESS



Financial return will be monitored for one year after implementation. Award amounts will be calculated based on the project's return during this period. Returns generated after this time-frame will not be considered. Four financial return brackets were defined, each with a corresponding award percentage, as well as a maximum award cap – all approved by Compliance, the Executive Board, and the Board of Directors.

Selected strategic projects will be accelerated in partnership with Science and Technology Institutes (ICTs) recognized as EMBRAP II Units (*Empresa Brasileira de Pesquisa e Inovação Industrial*).

These institutes provide specialized technical support for technological development and operate within an innovation-promotion framework supported by management contracts with government agencies such as the Ministry of Science, Technology and Innovation (MCTI). This approach underscores Rede Mater Dei's commitment to collaborative, sustainable innovation in healthcare.



### Qualitative Results:

- Fosters a more open, collaborative innovation culture;
- Promotes active listening;
- Recognizes and values employee ideas;
- Develops critical skills such as problem-solving, communication, teamwork, and familiarity with agile and design methodologies;
- Increases engagement, sense of belonging, and ownership among participants;
- Encourages diverse perspectives, resulting in more creative and integrated solutions;
- Strengthens cross-department collaboration and leadership;
- Contributes to positive transformation of processes, behaviors, and organizational strategies.

## FACULDADE CIÊNCIAS DA SAÚDE MATER DEI

In April 2025, Rede Mater Dei de Saúde took a strategic step in its institutional journey by initiating the accreditation process as a higher education institution with Brazil's Ministry of Education (MEC), achieving the highest rating both for the college's accreditation and for the authorization of its Hospital Management program.

Already offering medical and multidisciplinary residency programs, the organization is expanding its



role in training healthcare professionals, strengthening its position as a benchmark not only in care and innovation, but also in higher education.

**Environmental (E):**  
adoption of sustainability practices in hospital management



**Governance (G):**  
transparency, planning, and compliance with regulatory standards ESG

**Social (S):**  
education and professional development

**Access:**  
<https://faculdadematerdei.com.br>

## VITA HUB

As part of its strategy to foster open innovation and collaboration within the healthcare ecosystem, Rede Mater Dei de Saúde joined the founding group of Vita Hub, an initiative led by Biominas Brasil with institutional support from the National Association of Private Hospitals (ANAP).

Vita Hub is a national healthcare innovation network that seeks to connect hospitals, universities, and startups to accelerate the development and adoption of innovative solutions in the sector.

Acting within a network makes it possible to mitigate risks,

optimize resources, and co-create technologies with high impact potential. Rede Mater Dei's participation in this movement reinforces its commitment to sustainable digital transformation and to integrating science, the market, and patient-centered care.





# 4 CORPORATE AND CLINICAL GOVERNANCE

GRI 2-9 | 2-10 | 2-11 | 2-12 | 2-13 | 2-14 | 2-15 | 2-16 | 2-17 | 2-18 | 2-23 | 2-24 | 2-25 | 2-26 | 2-27 | 3-3 | 205-2



Message from  
the CEO

Rede Mater Dei  
de Saúde

Highlights

Pioneering and  
Innovation

Corporate and  
Clinical Governance

Value Creation for  
Stakeholders

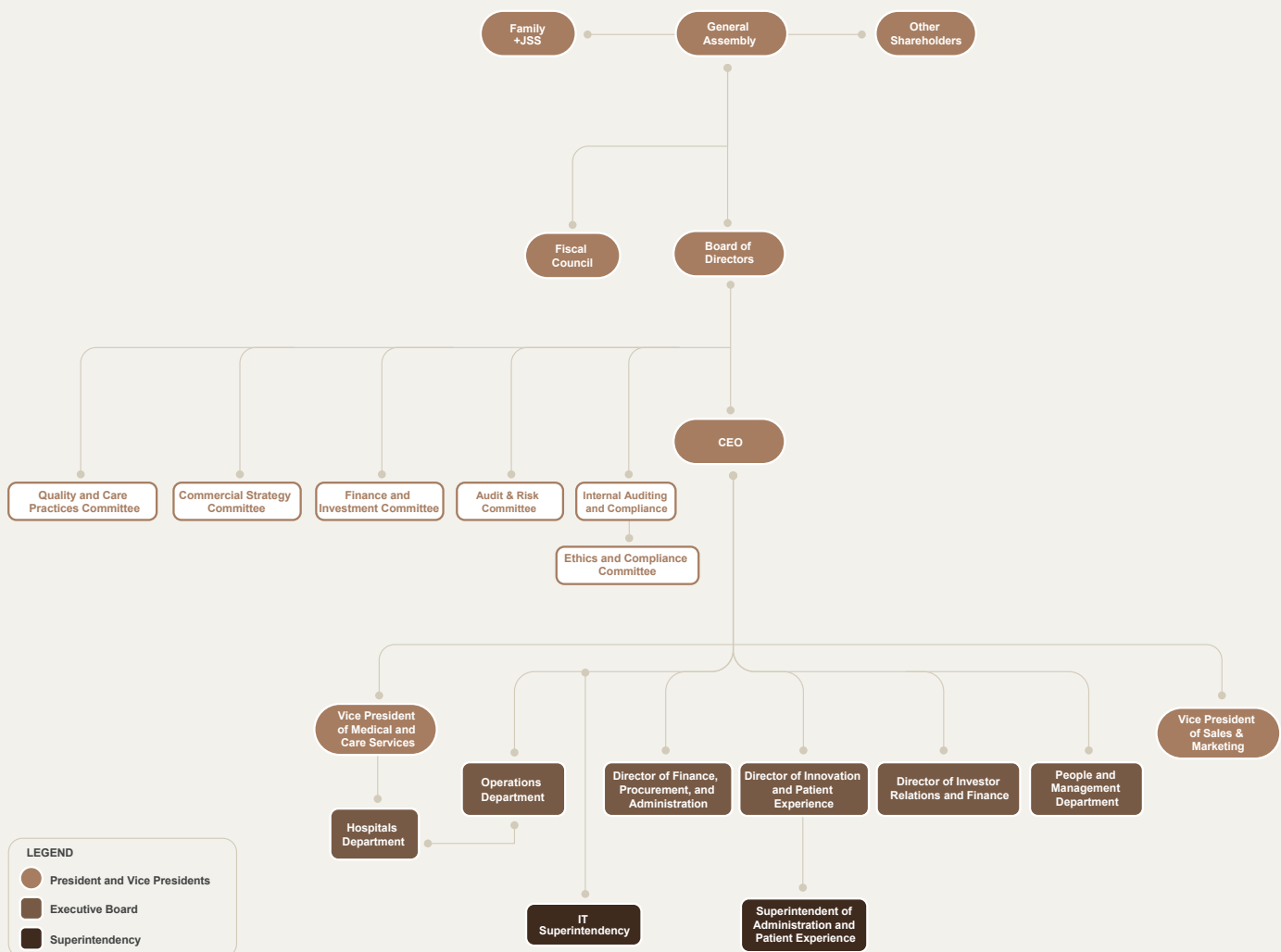
Looking  
Ahead

About this  
Report

GRI Index

# CORPORATE AND CLINICAL GOVERNANCE

## ORGANIZATIONAL STRUCTURE



Rede Mater Dei de Saúde adopts a distinctive management model that integrates corporate and clinical governance practices, engaging the medical staff directly in administrative management and the oversight of performance indicators, protocols, and processes.

All guiding directives<sup>1</sup> that underpin Rede Mater Dei's operations are regularly updated and made available on the Investor Relations website<sup>2</sup>.

<sup>1</sup>Guiding directives: bylaws, codes, policies, and topic-specific regulations.

<sup>2</sup>Investor Relations website – Rede Mater Dei de Saúde: <https://ri.materdei.com.br/>

## FAMILY SUCCESSION

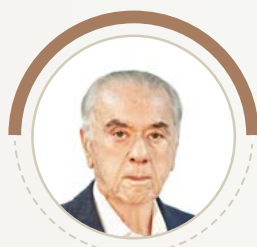
The succession plan for the majority shareholder, the Salvador family, was designed and is continuously overseen by Fundação Dom Cabral (FDC) to ensure the preservation of quality standards, clinical and technical safety, and the continued trust of senior leadership and all employees.

Clear criteria guide the involvement of family members in the business: candidates must hold an undergraduate degree aligned with the company's activities, complete an internship at the

institution, take part in a job rotation<sup>1</sup>, gain professional experience in healthcare organizations of equal or greater size than Rede Mater Dei, and earn an MBA<sup>2</sup> abroad from one of the world's top business schools before becoming eligible for an executive position within the group.

As previously reported in Rede Mater Dei de Saúde's 2023 Sustainability Report, in June 2024, Dr. Lara Salvador Geo was appointed Director of Innovation and Patient Experience after completing all stages outlined in the succession plan.

### 1980 Foundation



**Founder:**  
Dr. José Salvador Silva

### 2011 Second generation



**CEO:**  
Dr. Henrique Salvador



**Vice President of Financial & Administrative Affairs:**  
Dr. Maria Norma Salvador Ligório



**Vice President of Care and Operations:**  
Dr. Márcia Salvador Geo

### 2023 Third generation



**CEO:**  
José Henrique Dias Salvador



**Vice President of Sales & Marketing:**  
Renata Salvador Grande



**Vice President of Medical and Care Services**  
Dr. Felipe Salvador Ligório



**June 2024 – Director of Innovation and Patient Experience:**  
Dr. Lara Salvador Geo

\* Composition as of April 30, 2025.

<sup>1</sup>Job rotation – a human capital development strategy in which employees rotate across different functions and departments within the organization to acquire new skills and broaden their knowledge of the business.

<sup>2</sup>MBA – Master of Business Administration. In Brazil, an MBA is a graduate program designed to deepen expertise and develop competencies in areas such as management, leadership, finance, and marketing for professionals with relevant work experience.



## FAMILY COUNCIL

Meeting quarterly to align on priorities and share business updates, the Family Council is chaired by Dr. Norma Salvador and includes family members who are not involved in day-to-day operations but are shareholders and/or heirs of the institution. Once a year, a celebratory gathering is held with the participation of the entire family.



Dr. Norma Salvador –  
Chair of the Family Council

## NOMINATION AND SELECTION OF THE HIGHEST GOVERNANCE BODY

The selection and election of members of the Board of Directors, Executive Board, and statutory committees – or of the Board of Directors itself – involves a review of professional qualifications and public records to assess the technical expertise, managerial experience, and reputation of each candidate. This process follows Rede Mater Dei de Saúde's Policy for the Nomination of Members, which sets out the principles, procedures, and responsibilities to be applied in all cases.

## BOARD OF DIRECTORS\*

The Board of Directors comprises nine full members, including four independent members – exceeding the requirement of the Novo Mercado listing segment. It is responsible for defining strategic guidelines to drive the company's growth and long-term sustainability, and for overseeing the work of the Executive Board.

Board members are elected at the Annual General Meeting for two-year terms and may be re-elected. The Chair of the Board is not a member of the Executive Board, as the Board is tasked with electing the executive team, evaluating its performance, and approving and monitoring the strategic plan proposed by the Executive Board.

Acting jointly, the Board of Directors and the Executive Board decide on all matters essential to the continuity of the business – including investments, human capital management, remuneration, benefits, and internal policies – supported by the organization's specialist areas and committees.

Upholding the core principles of corporate governance, the Board of Directors and the Executive Board establish processes and create committees and/or commissions as needed to develop and monitor specific initiatives or projects. To ensure high-quality decision-making, regular meetings are held every two months, with extraordinary meetings convened by the Chair when necessary.

## Current composition of the Board of Directors

**Founder and Honorary Chair**  
Dr. José Salvador Silva

**Chair of the Board**  
Dr. Henrique Salvador

**Vice Chair of the Board:**  
Dr. Maria Norma Salvador Ligório

**Vice Chair of the Board**  
Dra. Márcia Salvador Geo

**Director**  
Renato Moraes  
Salvador Silva

### Independent Board Members

Ary Costa  
Ribeiro

Fernando Daniel de  
Moura Fonseca

Geraldo Sardinha  
Pinto

Pedro Franco  
Sales

\* Composition as of April 23, 2025.

## EXECUTIVE BOARD

The Executive Board is composed of seasoned professionals with extensive leadership experience and deep expertise in Rede Mater Dei de Saúde's field of operations. It is responsible for managing the organization in accordance with the strategic guidelines set by the Board of Directors and for developing and presenting both short- and long-term strategic proposals.

### MEMBERS OF THE EXECUTIVE BOARD



**CEO:**  
José Henrique  
Dias Salvador



**Vice President  
of Sales & Marketing:**  
Renata Salvador Grande



**Vice President  
of Medical Care:**  
Felipe Salvador Ligório



**Director of Innovation  
and Patient  
Experience:**  
Lara Salvador Geo



**Chief Operations  
Officer:**  
André Soares de  
Moura Costa



**Finance Director:**  
Fábio Mascarenhas  
da Silva



**Chief People  
& Performance Officer:**  
Márcia Fernanda  
Barreto Sampaio



**CFO and Director  
of Investor Relations:**  
Rafael Cardoso Cordeiro

## FISCAL COUNCIL

The Fiscal Council is composed of three full members and three alternates, who may be shareholders or external appointees, elected and subject to removal at any time by the General Meeting. It operates on a temporary basis, convened as needed. First elected in 2023, the Fiscal Council's primary responsibilities are to oversee management activities, review financial statements, and report its findings to shareholders.

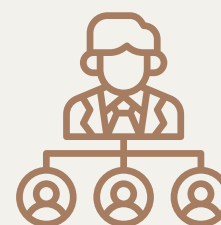
### MEMBERS OF THE FISCAL COUNCIL\*

#### Full Members:

Alceu Alves da Silva  
Rafaela Rocha França Dumont  
Tiago Curi Isaac

#### Alternate Members:

Alessandra Kardouss  
Bruno Gonçalves Siqueira  
Eduardo Augusto Franklin Rocha



\* Composition as of April 23, 2025.

## BOARD OF DIRECTORS ADVISORY COMMITTEES

The Advisory Committees have specific mandates to support the Board of Directors through analyses, studies, and recommendations on the matters for which they were established. Their recommendations are non-binding for both the Board of Directors and the Executive Board. These are technical and consultative bodies, non-statutory and non-deliberative, with no authority to make management decisions or to represent the company.

COMMITTEES	RESPONSIBILITIES	MEMBERS*
Audit and Risk	Supports the Board of Directors in overseeing the effectiveness of internal and external audit processes, internal controls, and risk management mechanisms, while safeguarding the quality of financial statements and other related information disclosed to the market.	Geraldo Sardinha Pinto Filho Sicomar Benigno de Araújo Soares Dr. Maria Fernanda Pires de Carvalho Pereira
Commercial Strategy	Advises the Board of Directors on matters relating to commercial strategies.	Dr. Maria Norma Salvador Ligório Adriano Mattheis Londres
Quality and Care Practices	Advises the Board of Directors in defining strategic directions to ensure Rede Mater Dei remains a national benchmark in healthcare excellence, a model in clinical governance practices and in its relationship with the medical staff, and in monitoring the quality and safety of care delivery.	Dr. Márcia Salvador Geo Dr. Ary Costa Ribeiro
Finance and Investments	The Finance and Investment Committee Advises the Board of Directors on the quality and efficiency of financial management, capital allocation, investment returns, and overall economic-financial performance, ensuring these are conducted responsibly to support Rede Mater Dei's sustainable growth.	Dr. Henrique Moraes Salvador Silva Pedro Franco Sales

**The composition of Rede Mater Dei de Saúde's governance bodies can be found on the Investor Relations website. Click here to learn more.**

\* Composition as of April 23, 2025.





## BOARD OF DIRECTORS EVALUATION

An evaluation is conducted at least once during each term of office. Its objective is to continuously strengthen the organization's governance, in accordance with recommendations from regulatory bodies and prevailing market practices.

## CONFLICT OF INTEREST

Rede Mater Dei de Saúde's Compliance Manual guides all stakeholders on prioritizing the organization's interests in any circumstance that may constitute a conflict of interest or lead to an actual or potential benefit for themselves or any other party. Currently in its fifth edition, the manual is available in both Portuguese and English.

The Internal Audit and Compliance Department is available to receive formal notifications and provide guidance in cases of uncertainty about whether a situation represents a conflict of interest, or in cases of suspicion. Reports can be made via the confidential channel, available 24 hours a day, seven days a week.



**Compliance Manual**

### Rede Mater Dei de Saúde Whistleblowing Channels:

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

**0800 741 0017**  
available 24 hours a day, 7 days a week

## CORPORATE RISK MANAGEMENT

In 2021, Rede Mater Dei de Saúde strengthened its risk management framework by establishing Corporate Risk Management as a distinct process from Operational Risk Management. Both are grounded in ISO 31000, under which the risk matrix is reviewed regularly and the skills of those involved are enhanced through targeted training to improve methodology.

Between 2023 and 2024, in keeping with the need for continual review and adaptation, risk assessments were conducted. In 2023, risks were identified by executive managers, resulting in a higher number of operational risks. In 2024, the CEO of Rede Mater Dei de Saúde decided that corporate directors would assume responsibility for corporate risk identification and oversight. This change led to the mapping of 12 risks in 2024. During the same period, a specialized consulting firm validated the work performed and recommended additional enhancements. As a result of the new approach, risks identified in 2023 and 2024 are not directly comparable, as the previous categorization was replaced with a new analytical structure that classifies risks by their nature, based on risk factors and underlying causes.

As part of this process, members of the Audit and Risk Committee, corporate directors, unit directors, and managers received training from an external provider. The internal team also expanded its expertise through additional training with another specialized firm.

This enhanced risk management process has enabled more precise analysis and stronger monitoring of mitigation actions. It has also improved the identification of common factors and causes across different risks, supporting a more integrated and strategic response. Corporate Risk Management remains focused on strategic risks, with the updated approach reinforcing the organization's commitment to continuous improvement. Operational risks continue to be managed by the Quality Department, with oversight tailored to each unit and department.

Operational risks continue to be managed by the Quality Department, with oversight tailored to each unit and department.

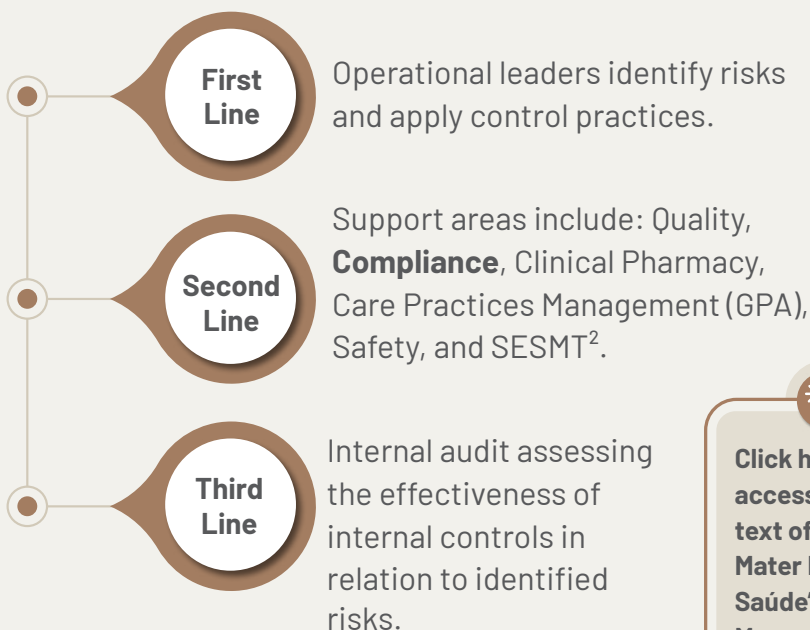


## RISK MANAGEMENT POLICY

Aligned with ISO 31000, the Risk Management Policy sets out the principles, processes, and responsibilities for addressing various types of risks – operational, financial, image and reputation, ESG<sup>1</sup>, strategic, and business continuity.

The policy adopts the Institute of Internal Auditors' (IIA) Three Lines Model, providing an integrated framework for governance and control.

### Three Lines of Defense Model



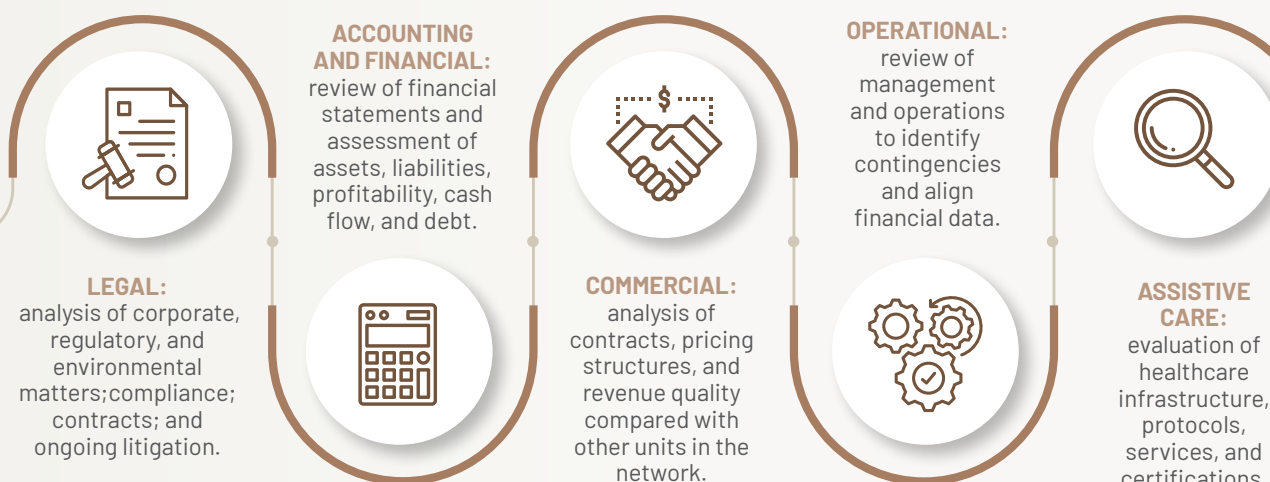
Click here to access the full text of Rede Mater Dei de Saúde's Risk Management Policy.

## RISK MANAGEMENT FOR ACQUISITIONS AND NEW INVESTMENTS

Rede Mater Dei de Saúde applies a rigorous approach to mergers, acquisitions, partnerships, and joint ventures, prioritizing risk identification and the long-term sustainability of growth. The

process involves corporate directors, internal managers, and external advisors conducting a comprehensive review of the transaction's history, current status, and future outlook.

### Due diligence is carried out across five key dimensions:



<sup>1</sup> ESG: Environmental, Social, and Governance – a set of criteria used to evaluate a company's responsibility and sustainability.

<sup>2</sup> SESMT: Specialized Service in Safety Engineering and Occupational Medicine.



## PROJECT MANAGEMENT OFFICE<sup>1</sup> (PMO)

### Delivering excellence in project management

Rede Mater Dei de Saúde operates a dedicated Project Management Office (PMO) that applies a proprietary methodology for managing strategic initiatives, grounded in the best practices of the PMBOK® Guide<sup>2</sup> from the Project Management Institute<sup>3</sup> (PMI). The PMO oversees three main fronts:

## M&A DIVISION<sup>4</sup>

### Driving growth

Rede Mater Dei de Saúde has a dedicated in-house division focused on inorganic growth strategy, specializing in the sourcing and execution of new business opportunities and acquisitions. This team analyzes strategic regions, identifies target hospitals, startups, and healthtechs<sup>5</sup>, and manages the entire evaluation and negotiation process.

Its responsibilities include company profile analysis, market and investor research, financial modeling, feasibility assessment, transaction oversight, and support in hub formation.

## GREENFIELD PROJECTS

construction of new units, structured through a Work Breakdown Structure (WBS) to ensure effective planning, execution, and delivery.

### Greenfield Projects in 2024

Mater Dei Nova Lima Hospital, then in the final stage of construction. Phase 1 delivery: August 2024 Final delivery: December 2024

Mater Dei Santana Hospital, in São Paulo, is now in the architectural design and approval stage. In 2024, the preliminary study and the occupancy study were completed. In 2025, the preliminary design and basic project phases are under development.

## BROWNFIELD PROJECTS

integration of acquired units, monitored via the Work Breakdown Structure (WBS), periodic reporting, and performance indicator reviews.

No projects were carried out under this scope in 2024.

## STRATEGIC PROJECTS

aligned with business objectives, initiated with a Project Charter (TAP), managed by project leaders, monitored by the PMO, and reported to senior leadership.

### Strategic Projects in 2024:

Thirty strategic projects were identified in 2024 and were developed and monitored throughout the year.

For 2025, following a review of concepts and the application of Systems Thinking and Scenario Planning, eight strategic projects have been defined, in addition to tactical projects.

<sup>1</sup> Project Management Office (PMO): centralized function responsible for project governance and oversight.

<sup>2</sup> PMBOK® Guide (Project Management Body of Knowledge): international standard compiling best practices, methods, processes, and guidelines for planning, executing, monitoring, controlling, and closing projects effectively and efficiently.

<sup>3</sup> Project Management Institute (PMI): one of the world's leading professional associations in project management.

M&A: mergers and acquisitions.

<sup>5</sup> Healthtechs: a term combining "health" and "technology," encompassing startups and established companies developing technology-driven solutions to innovate and enhance healthcare services.

Across all areas, the primary focus is achieving the results set out in the organization's strategic objectives, as defined in its strategic map.

Project management aims to ensure the best possible outcomes through synergy, efficiency, and continuous improvement, drawing on lessons learned from previous projects. The responsibilities of the Project Management Office include promoting standardization in project management, ensuring the adoption of best practices, and delivering results within scope, on time, on budget, and in accordance with the quality and performance standards expected by the organization.

## STRATEGIC PROJECTS MONITORING



## COMPETITIVE INTELLIGENCE DEPARTMENT

### Transforming data into strategic decisions

Rede Mater Dei de Saúde operates a dedicated Competitive Intelligence Department, composed of professionals in healthcare, data science, and analytics. Its mission is to turn internal and external data into strategic insights<sup>1</sup> that fuel the organization's growth and pursuit of excellence.

The division conducts continuous monitoring of the healthcare market, analyzing competitors, regulatory trends, innovations, and the political and economic environment. It also performs in-

depth studies of regions where Rede Mater Dei already operates or plans to expand.

Leveraging proprietary methodologies and artificial intelligence, it delivers comparative analyses against industry benchmarks and scientific literature, identifying opportunities for improvement and expansion. By doing so, the department reinforces Rede Mater Dei's market leadership, advancing a future that is more innovative, sustainable, and focused on excellence in patient care.

<sup>1</sup> Insights: understanding gained through the analysis of information or data, enabling better decision-making and the creation of effective solutions.

## DATA PRIVACY AND CYBERSECURITY

### DATA PROTECTION AND LGPD

Rede Mater Dei de Saúde re-affirms its commitment to safeguarding the privacy and protection of personal and sensitive data – particularly vital in the healthcare sector. Since July 2019, the organization has been in compliance with Brazil's General Data Protection Law (LGPD), proactively implementing robust measures to prevent unauthorized access and protect the right to privacy.

### PERSONAL DATA PROTECTION GOVERNANCE PROGRAM

**This program guides Rede Mater Dei de Saúde's day-to-day operations to ensure that all personal data processing is carried out with a focus on protecting data subjects' rights and in strict compliance with applicable privacy laws.**

**It supports the mitigation of corporate risks and the prevention of personal data breaches involving patients and employees through the review of internal processes, the definition of policies and procedures, and the implementation of mechanisms to identify incident root causes and apply preventive measures to avoid recurrence.**



### DIGITAL GOVERNANCE COMMITTEE

In partnership with the Data Protection Officer (DPO<sup>1</sup>), the Digital Governance Committee brings together representatives from ten strategic areas of the organization, fostering an integrated and multidisciplinary approach to privacy and information security management.

**As a result, in 2024 there were no inspections by Brazil's National Data Protection Authority (ANPD) and no other demands related to data processing.**

**1** initiative every  
**2** two months to promote a culture of information security

**100%**  
of leadership trained through the Cybersecurity and LGPD Risk Training Program

**Developed and implemented** Artificial Intelligence (AI) Policy

**10** Data Protection Notices reviewed and distributed across the organization

**Monthly meetings** of the Digital Governance Committee

**Implemented:** Privacy by Design<sup>2</sup> principle in the development of the Meu Mater Dei project

**12** sectors mapped at the Santa Clara, Goiânia, and Santa Genoveva units.

**Reviewed and approved:** General Information Security Policy (PSI)

<sup>1</sup> DPO: Data Protection Officer – the professional responsible for overseeing the organization's data protection strategy and compliance.

<sup>2</sup> Privacy by Design: a fundamental data protection principle that requires embedding privacy safeguards from the outset in any project, product, service, or process involving personal data processing.

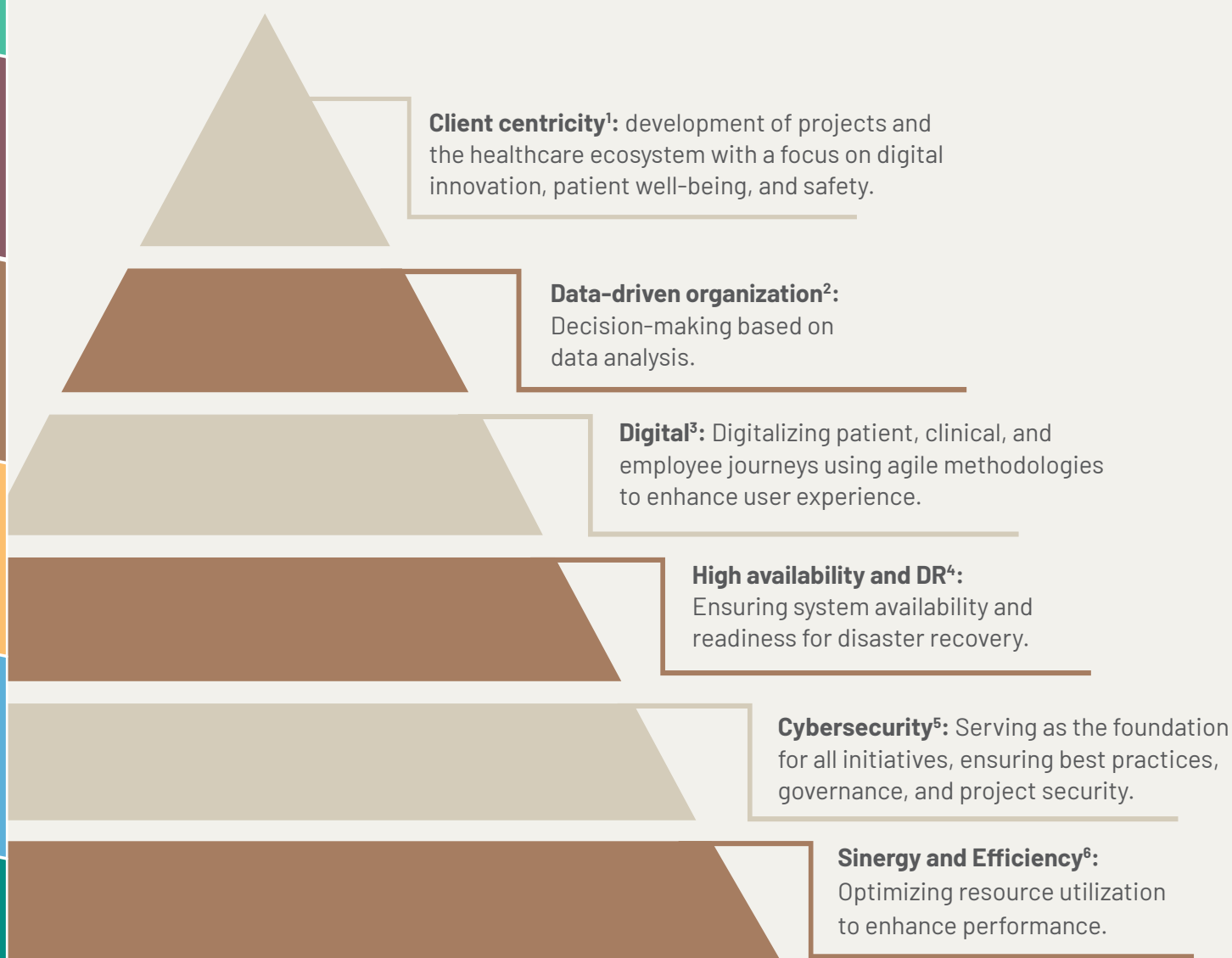


## PRIVACY BY DESIGN

The application of the Privacy by Design principle to the Meu Mater Dei platform focused on producing a legal opinion assessing the legal and security requirements related to patient data processing. Through the platform's Privacy Policy and Terms of Use, stronger legal safeguards were established for both Rede Mater Dei de Saúde and its patients.



## KEY IT DRIVERS



<sup>1</sup> Client centricity: placing the client at the center.

<sup>2</sup> Data-driven organization: an organization that bases decisions on data analysis.

<sup>3</sup> Digital: technology-based solutions.

<sup>4</sup> High availability and Disaster Recovery (DR): continuous operation and rapid recovery in the event of failures.

<sup>5</sup> Cybersecurity: practices, technologies, and processes used to protect systems, networks, devices, and data from cyberattacks.

<sup>6</sup> Synergy and Efficiency: maximizing the effective use of resources.

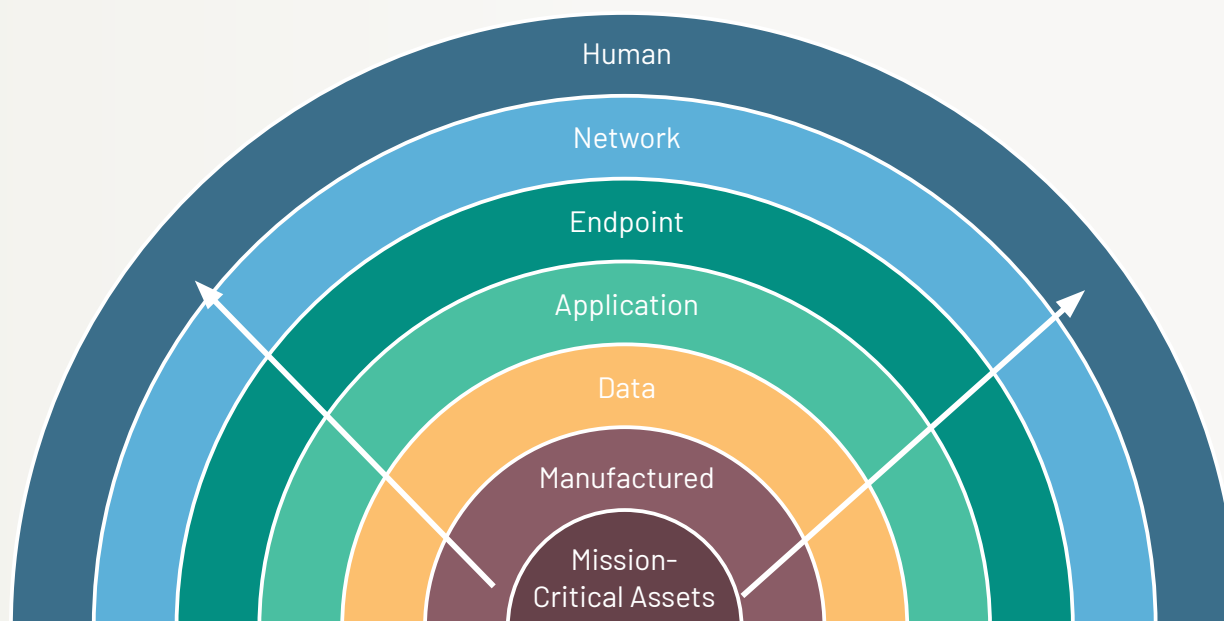
## INFORMATION SECURITY

The Information Security Department at Rede Mater Dei de Saúde is dedicated to continuously strengthening cybersecurity, safeguarding the integrity of data and the confidentiality of information. With 24/7 monitoring, advanced tools, and a specialized team operating the Security Operations Center (SOC<sup>1</sup>) and Security Information and Event Management (SIEM<sup>2</sup>) platform, the division ensures comprehensive protection of network assets across all units.

All systems undergo routine testing and monthly validation cycles covering backups<sup>3</sup>, disaster recovery, and defense mechanisms. Access networks are configured with strict controls, high availability, and optimal speed to deliver the best possible experience for both internal and external users.

## PROTECTION ACROSS ALL LAYERS

**Any new asset – whether physical or logical – introduced into the data network is subject to a due diligence<sup>4</sup> process to identify and mitigate potential vulnerabilities before deployment.**



<sup>1</sup> SOC (Security Operations Center): a dedicated function where specialized teams monitor, detect, analyze, and respond to security incidents in real time.

<sup>2</sup> SIEM (Security Information and Event Management): technology used within the SOC to collect and analyze security data from multiple systems, detect threats automatically, and generate real-time alerts.

<sup>3</sup> Backup: a secure copy of data or systems created to ensure recovery in the event of loss, failure, cyberattack, human error, or natural disaster.

<sup>4</sup> Due diligence: a detailed investigation and assessment process. In information security, it is used to evaluate risks and confirm compliance with standards and best practices before assets go into operation.

## CLINICAL GOVERNANCE

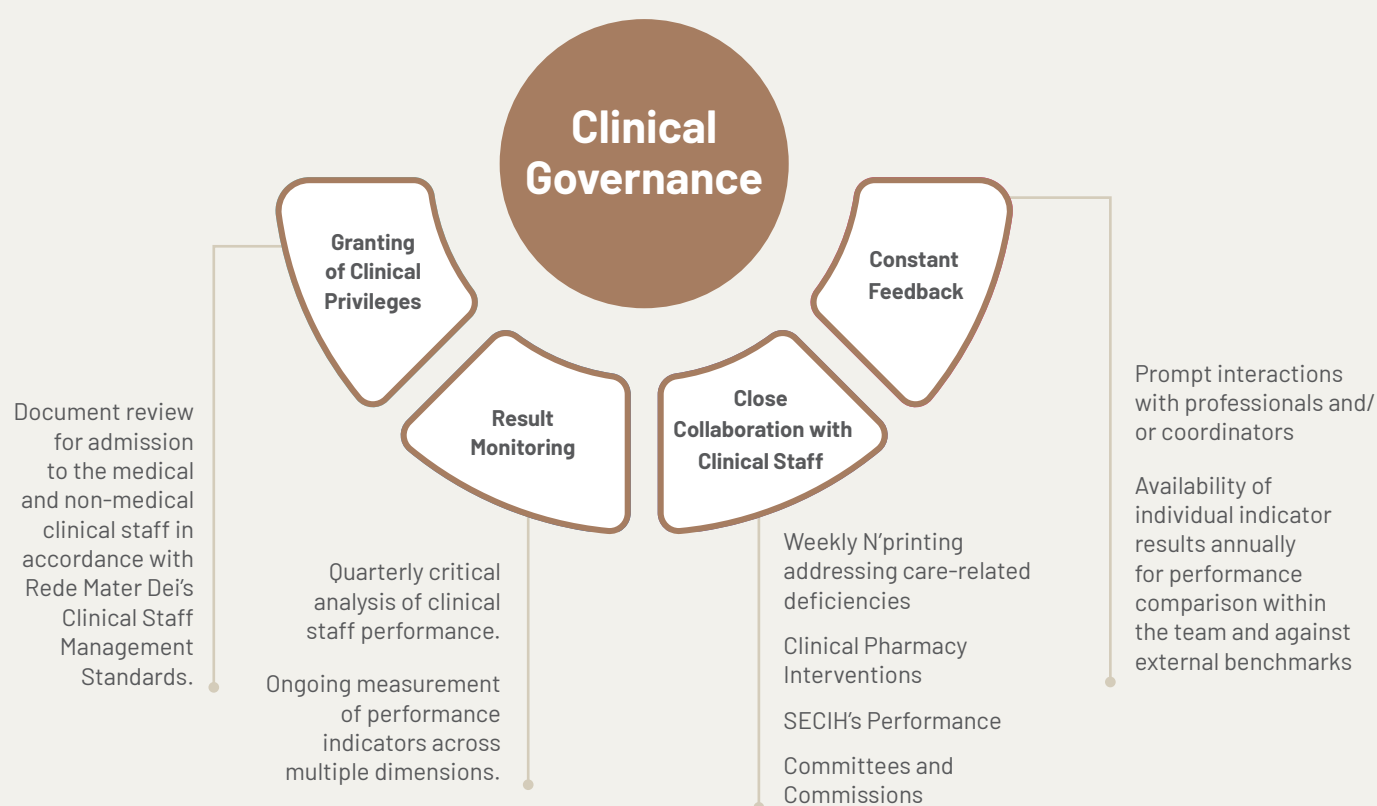
Excellence and quality in care depend on fostering a Clinical Governance environment in which managers and professionals adhere to clear standards and guidelines that ensure effective clinical outcomes, patient safety, and cost efficiency.

Since 2003, Rede Mater Dei de Saúde has led a pioneering Clinical Governance program in Brazil, fully aligned with strategic management. The pro-

gram brings together technical committees, regular meetings, and systematic analysis of clinical data to enable timely, evidence-based decisions and drive continuous improvement.

National and international benchmarking with leading institutions further supports the ongoing adoption of best practices, ensuring superior value creation for patients and the healthcare system.

### Pioneering Clinical Governance Program in Brazil since 2003



### CLINICAL EXCELLENCE YEARBOOK | 2<sup>nd</sup> EDITION

The second edition of the Clinical Excellence Yearbook was officially launched at Rede Mater Dei de Saúde's stand during Conahp<sup>1</sup> 2024. The publication showcases the program's history, standout clinical results, and innovations implemented across the network's hospitals, with a focus on the benefits delivered to physicians, patients, and healthcare leaders.

The yearbook was audited by Fundação Educacional Lucas Machado (Feluma), ensuring rigor and credibility in the information presented.

**Click here to access the 2<sup>nd</sup> Edition of Rede Mater Dei de Saúde's Clinical Excellence Yearbook.**

<sup>1</sup> Conahp: Congresso Nacional de Hospitais Privados – Brazil's leading private hospital sector event, organized by the Associação Nacional de Hospitais Privados (ANAHp).



## ANTIMICROBIAL STEWARDSHIP PROGRAM (ASP)

### Advancing Patient Safety through Sustainability

#### Mater Dei Santa Clara Hospital

Rede Mater Dei de Saúde has implemented an Antimicrobial Stewardship Program (ASP) in alignment with ANVISA<sup>1</sup> guidelines, grounded in the pillars of patient safety, sustainability, and evidence-based therapeutic practices:

- Daily audits of antimicrobial prescriptions with structured clinical feedback following the handshake stewardship<sup>2</sup> model.
- Continuous education for medical staff and multidisciplinary teams to foster a culture of rational and conscientious antimicrobial use.
- Strict application of evidence-based clinical protocols, with a focus on surgical prophylaxis, sepsis management, and priority healthcare-associated infections (HAIs).
- Ongoing analysis of the hospital's microbiological profile, enabling targeted interventions based on pathogen sensitivity and resistance trends.
- Coordinated action by the Hospital Infection Control Committee (CCIH<sup>3</sup>), clinical pharmacy, microbiology, and nursing teams to ensure adherence and effectiveness.

#### Positive impacts:

- Enhanced patient safety and improved clinical outcomes.
- Rational antimicrobial use, reducing the risk of antimicrobial resistance.
- Lower costs associated with medications and infection-related complications.
- Strengthened institutional sustainability, recognized at the national level.

#### RESULTS ACHIEVED:

Reduced prevalence of multi-drug-resistant organisms, including carbapenemase-producing strains and non-fermenting gram-negative bacteria. Hospital flora now predominantly composed of ESBL-producing organisms.

Surgical prophylaxis adherence increased **93% to 98%**

#### Significant reductions in Healthcare-Associated Infections (HAIs):

Catheter-associated urinary tract infections (CAUTI): **▼10%**

Central line-associated bloodstream infections (CLABSI): **▼60%**

Ventilator-associated pneumonia (VAP): **▼80%**

<sup>1</sup>ANVISA: Agência Nacional de Vigilância Sanitária – Brazil's National Health Surveillance Agency.

<sup>2</sup>Handshake stewardship: Handshake symbolizes trust; "stewardship" refers to responsible oversight. Together, the term describes a trust-based, ethically committed approach to antimicrobial management.

<sup>3</sup>CCIH: Hospital Infection Control Committee.

### 3<sup>rd</sup> Place – Conahp 2024 Poster Session

#### ANTIMICROBIAL STEWARDSHIP

#### Mater Dei Santa Clara Hospital

##### Institutional highlight:

This initiative achieved national recognition, earning 3<sup>rd</sup> place at Conahp<sup>1</sup> 2024 and underscoring Mater Dei Santa Clara Hospital's leadership in advancing patient safety and combating antimicrobial resistance – fully aligned with Brazil's National Plan for the Prevention and Control of Healthcare-Associated Infections (HAIs) and with the guidelines of ANVISA<sup>2</sup> and the WHO<sup>3</sup>.



**This exceptional team effort delivered outstanding results and national visibility, a source of great pride for Rede Mater Dei de Saúde.**

Looking ahead to 2025, with the consolidation of best practices and the institutional strengthening of the Antimicrobial Stewardship Program (ASP), the network expects even more significant and robust improvements in antimicrobial resistance and hospital infection indicators, further amplifying the program's positive impact.

## CLINICAL GOVERNANCE AND CARE LEADERSHIP WORKSHOP

In August 2024, the 2nd Clinical Governance and Care Leadership Workshop was held at Mater Dei Santo Agostinho Hospital, bringing together medical and nursing managers from across the network. The event's purpose was to promote strategic alignment and strengthen collaboration between medical and nursing leadership. Key priorities included leadership development, integration between clinical and management processes, reinforcement of organizational culture, and the continuous pursuit of excellence in healthcare delivery.

## 1<sup>st</sup> NATIONAL MEETING OF CLINICAL STAFF COORDINATORS

In August, Mater Dei Contorno Hospital hosted the first National Meeting of Clinical Staff Coordinators, a forum for sharing experiences in management, clinical governance, and care practices. The event gathered 190 professionals from across the network. Its objective was to connect and integrate clinical leadership from all divisions, fostering strategic alignment and the exchange of best practices.



<sup>1</sup> Conahp: Congresso Nacional de Hospitais Privados – Brazil's leading private hospital sector event, organized by the Associação Nacional de Hospitais Privados (ANAHP).

<sup>2</sup> ANVISA: Agência Nacional de Vigilância Sanitária – Brazil's National Health Surveillance Agency.

<sup>3</sup> WHO: World Health Organization.

## CARE PRACTICES MANAGEMENT DEPARTMENT (GPA)

The Care Practices Management Department (GPA) partners closely with the Medical Directorate to strengthen clinical governance and management, overseeing every stage of the medical staff's engagement – from credential verification and registration to the delivery of care and the assessment of results.

With an unwavering commitment to continuous improvement, quality, and patient safety, the GPA designs a strategic plan guided by robust performance indicators. These measure the quality of care provided, professional conduct, technical advancement, and institutional sustainability.

Quarterly review meetings bring together clinical staff, executive directors, and strategic leaders to critically evaluate performance in care delivery, patient experience, and sustainability.

### DATA MANAGEMENT AND MONITORING OF CARE INDICATORS – REDE MATER DEI DE SAÚDE



In 2024, the RMBH Hub analyzed over 2,000 indicators in collaboration with **54** multidisciplinary teams – including, for the first time, the Human Reproduction team.





## COMMITTEES AND COMMISSIONS

Committees and Commissions are essential to strengthening institutional governance at Rede Mater Dei de Saúde. They play a central role in advancing patient safety, ensuring the quality of care, maintaining compliance with legal and regulatory requirements, fostering continuous education, promoting interdisciplinary collaboration, enhancing internal communication, and

enabling informed, evidence-based technical and administrative decisions. Each body operates with a clearly defined scope, allowing for focused, specialized, and collaborative action. In 2024, new Commissions were created, expanding the governance framework and reinforcing the institution's commitment to excellence in both operational and clinical performance.

CEC – Ethics and Conduct Committee

NAPE – Strategic Planning Support Center

CC – Crisis Committee

CGD – Digital Governance Committee

CNSP – Rede Mater Dei Patient Safety Center Commission

CIR – Rede Mater Dei Internal Reprocessing Commission

CRPM – Medical Record Review Commission

CRO – Rede Mater Dei Mortality Review Commission

CHEM – Rede Mater Dei Hemotherapy Commission

CFTINT – Pharmacy, Therapeutics, and New Technology Introduction Commission

CSNEP – Rede Mater Dei Enteral and Parenteral Nutritional Support Commission

CIPA – Internal Accident Prevention Commission

CPR – Radiological Protection Committee

CIHDOTT – Intra-Hospital Organ and Tissue Donation Commission for Transplants

CPGRSS – Healthcare Waste Management Plan Commission

CCAA – Code Blue and Yellow Commission

CEADM – Executive Committee for Medical Performance Review

CCIH – Hospital Infection Control Commission

CPRAMP – Rede Mater Dei Multidisciplinary Commission for the Prevention of Sharps-Related Accidents

COP – Rede Mater Dei Productivity Committee

CAI – Internal Medicine Incident Response Commission

CEP – Rede Mater Dei Research Ethics Committee

CTEV – Venous Thromboembolism Committee (Internal Regulations)

Wound Prevention and Treatment Commission

Transplant Commission – Mater Dei Santo Agostinho and Contorno Units

Management and Implementation Commission for the Antimicrobial Stewardship Program

Technology Investment Committee

## MATER LEARN

In October 2024, Rede Mater Dei de Saúde launched Mater Learn, an online education program for members of its medical staff, featuring high-relevance clinical topics delivered by physicians and senior leaders from across the network.

Such initiatives are essential to driving continuous improvement in care quality, fostering team engagement, and encouraging innovation.

**In the first season, held between October and November 2024, 247 professionals participated, with five sessions, nine topics covered, and 13 speakers.**

**In the second season, held between March and April 2025, participation rose to 384, a 55% increase compared to the first edition, with five sessions, 10 topics covered, and 15 speakers.**



By providing regular updates on advances in the medical field, Mater Learn helps embed safer, more efficient, and more collaborative care practices, reinforcing Rede Mater Dei de Saúde's culture of continuous learning.

## HEMORRHAGE CODE

### A Patient Safety Initiative

In 2024, Rede Mater Dei de Saúde took part in a collaborative project led by the Excellence Office of Hospital Israelita Albert Einstein, alongside nine other hospitals, aimed at reducing mortality from hemorrhagic shock.

The Hemorrhage Code – a value-based care protocol – streamlines diagnosis and accelerates treatment for patients with severe bleeding, helping to prevent critical outcomes. The protocol's multidisciplinary, integrated approach delivers greater efficiency while strengthening both patient safety and care quality.



During the implementation of the protocol, **from June 2024 to April 2025**, the following were carried out:

Direct training of approximately **600 care professionals** on identifying the criteria and ensuring proper adherence to the *Código H* ("Code H") protocol

More than **200 physicians** in online and in-person meetings, by team

**25 patients** with *Código H* activation

Average age:  
**53 years**

**22**  
lives saved

Gender

Female  
**72%**

Male  
**28%**

## IMPROVING PATIENT SAFETY IN EMERGENCY ROOMS

### Manchester Triage System<sup>1</sup>

In March 2025, Rede Mater Dei de Saúde introduced the Manchester Triage System<sup>1</sup> in the emergency departments of its RMBH HUB Units. The initiative aligns with the institutional strategic goal of Zero Preventable Harm, aiming primarily to eliminate severe adverse events and preventable deaths.

Key objectives include:

- Ensuring alignment among professionals in applying the triage system to prioritize care for the most critical patients;

- Restructuring patient evaluation and re-evaluation processes for those under observation;
- Enhancing clinical communication and the quality of care records.

This project underscores Rede Mater Dei's commitment to patient safety, excellence in care, and the sustainability of its clinical practices.



### Smart Medical Record

Ongoing enhancement since 2022 in the recording and centralization of clinical and administrative data.

Recent results:

Reduced number of clicks

**Over 400** document types reviewed

Improved user satisfaction, with a nearly **20%** increase in the system's NPS

**Current challenge:** Tracking the entire patient journey with artificial intelligence support to strengthen patient-centered care.

<sup>1</sup> Manchester Triage System: a standardized triage protocol used in urgent and emergency care services to prioritize patients based on the severity of their symptoms rather than order of arrival. Developed in the United Kingdom, the system uses clinical flowcharts and a color-coded scale indicating the maximum acceptable wait time before care begins. This approach enables quick, safe, and structured assessments, supports clinical decision-making, mitigates risks to patients, and contributes to the organization and efficiency of healthcare services.



## Digital Transformation Assessment

Through the Digital Transformation Assessment – a detailed and systematic mapping of medical and care workflows – we identified and applied best practices and functionalities of the hospital information system within the care environment. The aim is to maximize the use of technology by integrating methodology, efficiency, user experience, and processes, thereby supporting and guiding the Institution on its journey toward digital transformation in healthcare.

## RESULTS

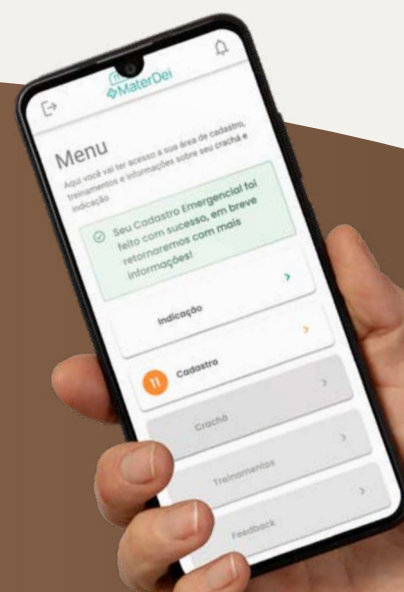
- More than 30% reduction in duplicate medical orders;
- Paper-related cost savings: 27.73% decrease in paper consumption within the first two months of implementation;
- Projected savings of over BRL 700,000 in 2020 from reduced printing and paper use;
- Optimization of hospital inventory management, with over BRL 2.5 million in stock reductions; Shorter time to retrieve information through the implementation of BI/Analytics dashboards;
- Greater care safety and higher patient and family satisfaction through the Closed-Loop Medication Administration system;
- Reduced purchase approval times, optimizing inventory replenishment;
- Improved supplier service levels;
- Lower stockout rates, enhancing quality of care;
- Over 80% of staff trained in information security;
- Increased adherence to and effectiveness of Clinical Protocols strengthened by digital solutions;
- Time from arrival to ECG completion in the Emergency Room reduced from 87 minutes to 7 minutes;
- Enhanced detection of hospital-acquired sepsis in non-critical wards;
- Better inpatient glycemic control in intensive care units, with an 8-day reduction in total length of stay.

## FUTURE PROJECT

### CLINICAL STAFF REGISTRATION APP

As part of its commitment to innovation, Rede Mater Dei is completing development of a Clinical Staff Registration app. The tool will simplify onboarding and registration updates, enhance the user experience for healthcare professionals, and improve the internal management of licenses, credentials, and professional histories.

Its purpose is to ensure that all members meet the standards required to work in the Network's hospitals, reinforcing both safety and quality of care. Launch is planned for the second half of 2025.



## CLINICAL RESEARCH AND RESEARCH ETHICS COMMITTEE (CEP)

Rede Mater Dei conducts clinical research to the highest ethical and scientific standards, generating relevant, applicable knowledge with a positive impact on society. All studies comply with applicable laws and regulatory standards and are reviewed by the Research Ethics Committee (CEP), which operates under the National Research Ethics Commission (CONEP), to safeguard participants.

These initiatives follow rigorous methodological criteria and focus on the development of new

medicines, procedures, and healthcare technologies. Rede Mater Dei promotes scientific dissemination in academic circles as well as to the general public, using accessible language. To ensure the continuity of research, it fosters partnerships with public and private institutions and secures funding from national and international sources. Clinical research is regarded as essential for innovative and personalized treatments, contributing directly to improved quality of life.

### CLINICAL RESEARCH CENTER

#### Mater Dei Salvador Hospital

Opened in 2023, the Rede Mater Dei Clinical Research Center provides technical and administrative support to researchers at every stage of their projects, ensuring full compliance with Good Clinical Practice guidelines. The Center also supports the implementation and execution of Phase I, II, III, and IV clinical trials, nationally and internationally, in collaboration with pharmaceutical companies, biotechnology firms, and innovation partners.

**Infrastructure:** Medical offices; Dedicated room for external monitoring visits; Administrative office; Pharmacy; Infusion center.

#### Strategic Priorities:

- Access to innovative therapies;
- Integration into an international research network;
- Loyalty-building with employees and clients;
- Standardization of care;
- Optimized care quality.

### CLIMATE CHANGE AND HEALTH RISKS



**Clinical research plays a vital role in understanding and mitigating the health impacts of climate change.**

**It examines how shifting climate patterns influence the spread of infectious diseases, the emergence of new illnesses, impacts on mental health, and the vulnerability of specific populations.**

**By identifying and assessing these emerging threats, research helps shape adaptation and mitigation strategies and provides essential evidence to inform public policy.**

## Research and Development as Strategic Pillars

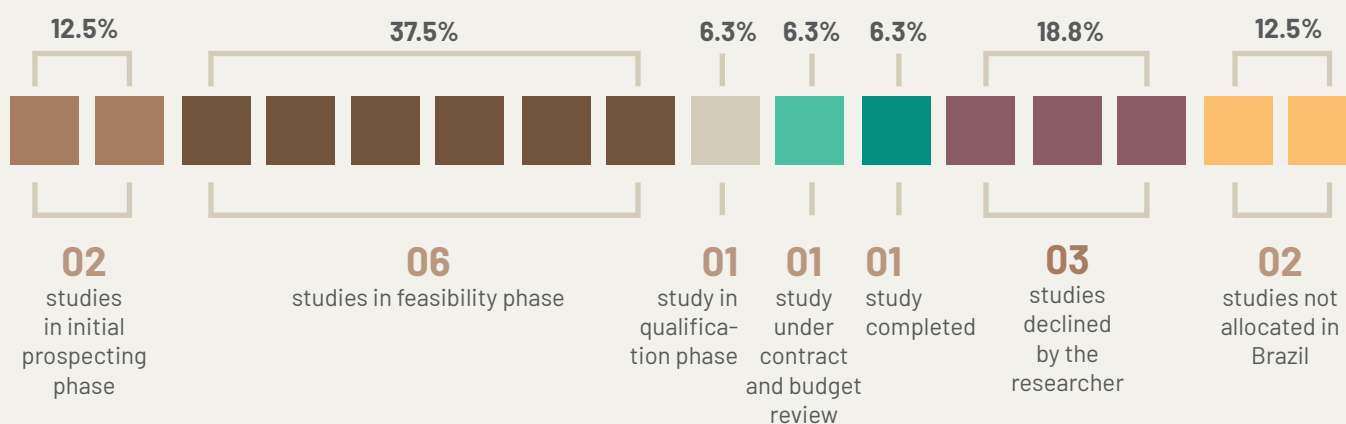
The Rede Mater Dei Research Center brings together professionals from diverse disciplines to conduct leading-edge studies and develop new healthcare technologies. Our researchers are recognized within the scientific community and actively participate in national and international studies across a wide range of specialties.

### 2024 RESULTS

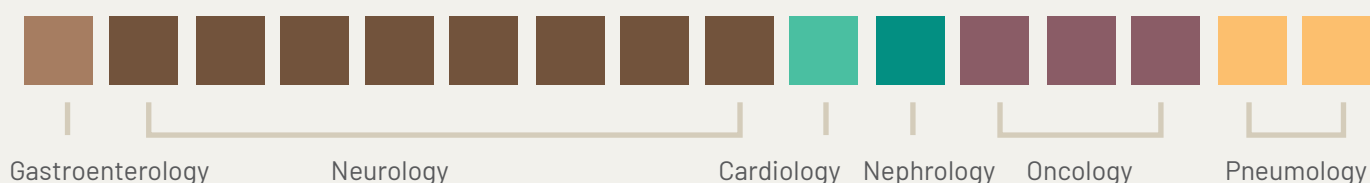
In **investigator-initiated studies**<sup>1</sup>, from January 2020 to December 2024, we recorded **177 research projects**.

**2024:**  
**16** new sponsored clinical studies were identified

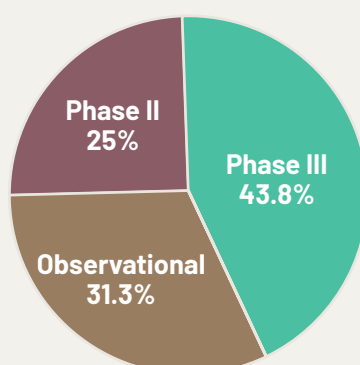
### Status of Sponsored Clinical Studies in 2024



### Status of sponsored clinical studies in 2024



### Total number of studies



<sup>1</sup>Investigator-initiated study: a research project conceived, developed, and led by the investigator, rather than commissioned by an external entity such as a government agency or funding body.



## REDE MATER DEI CLINICAL STAFF

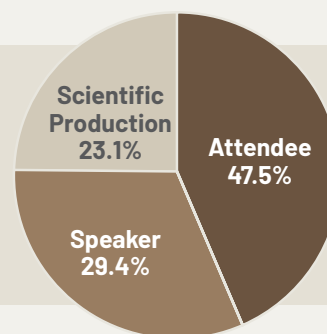
132

scientific  
works  
produced

168

conference  
participations  
as speakers

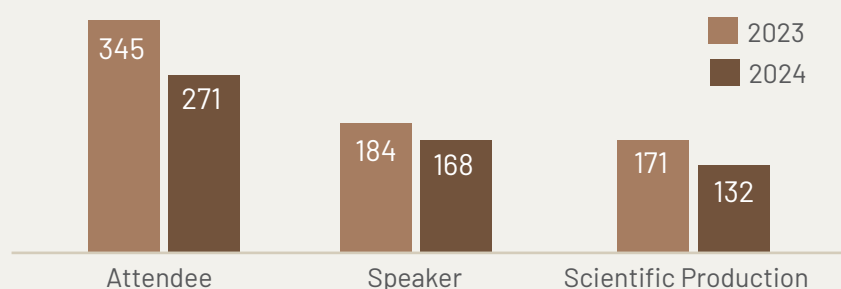
271

conference  
participations  
as attendees

## Production and Research

In 2024, the clinical staff of Rede Mater Dei delivered a total of 571 outputs<sup>1</sup> – combining scientific works with participation in congresses and scientific events – spanning 22 specialties.

## Scientific Works and Conference Participation



The decrease in these indicators from 2023 to 2024 reflects Rede Mater Dei de Saúde's decision, in May 2024, to divest its entire stake and conclude activities at the Hospital Porto Dias complex.

## Scientific Works by Specialty

Anesthesiology <b>8</b>	Intensive Care Medicine <b>1</b>
Surgical Oncology <b>2</b>	Neurology <b>2</b>
Cardiology <b>19</b>	Clinical Oncology <b>13</b>
General Surgery <b>4</b>	Orthopedics and Traumatology <b>6</b>
Vascular Surgery <b>5</b>	Otorhinolaryngology <b>19</b>
Internal Medicine <b>14</b>	Pediatrics <b>3</b>
Coloproctology <b>4</b>	Pulmonology/Phthysiology <b>1</b>
Digestive Endoscopy <b>2</b>	Psychology <b>2</b>
General Practice <b>1</b>	Radiology and Diagnostic Imaging <b>3</b>
Gynecology and Obstetrics <b>4</b>	Urology <b>17</b>
Hematology <b>1</b>	
Mastology <b>1</b>	

Total **132**

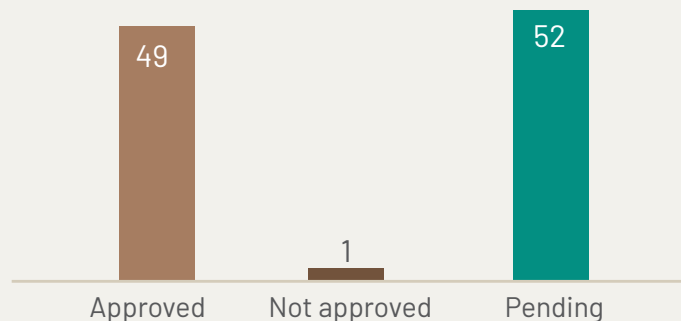
Pesquisa conduzida pela Dra. Marcela Borges, coordenadora do serviço de nefrologia e diretora clínica do Hospital Mater Dei Premium, é **destaque** no prestigiado *Journal of Nephrology*, da Itália.

<sup>1</sup> Scientific works: research outputs by healthcare professionals, including scientific articles, conference or symposium presentations, book chapters, technical or clinical reports of scientific relevance, theses, and dissertations, among others.

## RESEARCH ETHICS COMMITTEE

The Research Ethics Committee (CEP) of Rede Mater Dei de Saúde, accredited by the National Research Ethics Commission<sup>1</sup> (CONEP), is an independent, interdisciplinary body with a public mandate. Its mission is to review and approve all research conducted within Rede Mater Dei, assessing the risks and benefits for participating patients. The Committee ensures the confidentiality and protection of research data, including information provided in the Informed Consent Form (ICF), thereby supporting the advancement of clinical research in line with established ethical standards. Internally, the CEP operates under the REG-PGQ-002 regulation, which defines its purpose, responsibilities, membership, and operating procedures.

### Human Research Projects Reviewed in 2024



**Total 102**

## FUTURE PROJECTS

### COOPERATION AGREEMENT

#### Universidad Europea de Madrid

Rede Mater Dei has signed a cooperation agreement with the Universidad Europea de Madrid and Neon Cursos Odontológicos to promote academic, scientific, technological, and institutional collaboration. The agreement provides for the joint development of projects, educational programs, research, outreach, innovation initiatives, and other activities of mutual interest, within each institution's field of expertise.



### CENTER OF EXCELLENCE FOR ALZHEIMER'S DISEASE TREATMENT

#### Eli Lilly Partnership

Rede Mater Dei is preparing to become one of Eli Lilly's Centers of Excellence in Brazil for the treatment of Alzheimer's disease using Donanemab – a monoclonal antibody that represents a breakthrough in combating the disease, after more than 20 years without the approval of new therapies.



<sup>1</sup>The National Research Ethics Commission (CONEP) is a body under Brazil's National Health Council (CNS) responsible for coordinating and overseeing the national system of ethics in research involving human participants. Its role is essential in ensuring that scientific research respects participants' rights and is conducted with responsibility and transparency.

## ETHICS AND INTEGRITY

GRI 2-26 | 2-27 | 3-3 | 205-2 | 205-3

Ethics, integrity, and compliance are the core principles that guide all actions at Rede Mater Dei de Saúde, both in business conduct and in relationships with its various stakeholders. To reinforce these values, the organization actively promotes and communicates its Compliance Program.



Reaffirming its commitment to ethical business practices, in April 2024 Rede Mater Dei de Saúde signed the Business Pact for Integrity and Against Corruption, an initiative of Instituto Ethos.

## COMPLIANCE PROGRAM

In place since 2017, Rede Mater Dei de Saúde's Compliance Program is structured around a series of integrated initiatives.



At its center – represented by the **GREEN** core element is the **Commitment of Senior Management**

The **larger GREEN** and **BLUE** components denote **preventive measures**: Comprehensive **Compliance Diagnosis**, our primary policy: The **Compliance Manual**, as assessments of **Candidate-Compliance Risk and Supplier Compliance Risk**, **Training Initiatives**, and **Communications**.

The **RED** and **PINK** elements signify our **detection mechanisms**: **Internal Audit** and **Whistleblowing Channel**

The **smaller ORANGE** and **YELLOW** pieces represent **corrective measures** executed via **Disciplinary Actions** stipulated by the **Ethics and Compliance Committee**, chiefly implemented through **Process Changes** for continuous enhancement.



## Commitment to Integrity

Throughout 2024, Rede Mater Dei participated in several high-profile events, reaffirming its commitment to ethics, transparency, and the continuous advancement of compliance practices.

In July, the Compliance team took part in an event organized by Cemig, in collaboration with the Compliance Committee of the Brazilian Bar Association – Minas Gerais Section (OAB/MG), addressing the theme “Whistleblower Channels and Corporate Investigations – In Practice.”

In November, the team attended the Congresso Integridade – A Era da Integridade em Movimento,

organized by Via Ética. In the same month, it also participated in the 5<sup>th</sup> KPMG Compliance Risk University Alumni 2024, and the 3<sup>rd</sup> ANAHP Compliance Week.

Additionally, Rede Mater Dei was present at the 11<sup>th</sup> LEC Compliance Congress – the largest Compliance event in Brazil – keeping abreast of the latest trends and challenges in the field.

In November 2024, Rede Mater Dei hosted a live session on Corporate Compliance featuring CEO José Henrique Salvador, who reaffirmed the organization’s commitment and support for the Compliance Program and anti-corruption practices.



## TRAINING PROGRAMS

Each year, a Compliance training program is developed in partnership with the Corporate Education department, based on an assessment of needs. Trainings are delivered by the Internal

Audit and Compliance department or by managers and employees previously qualified for this purpose. Training is structured into three categories:



### Onboarding:

All employees take part in the Corporate Onboarding Program (PIC), receiving digital access to the Compliance Manual and formally acknowledging their adherence.



### Refresher:

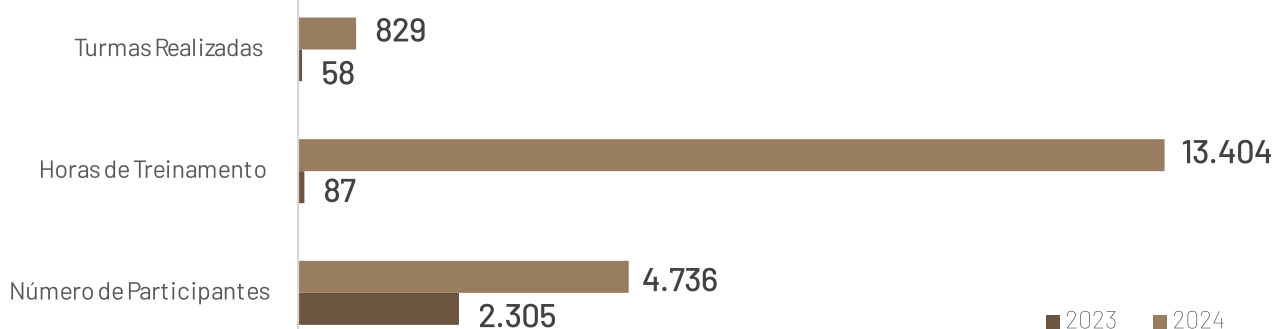
Every two years, all employees receive updated content through in-person or online sessions, or via the Rede’s education platform.



### Development:

In line with the needs and requirements of the Compliance Program, targeted training sessions are conducted to address specific topics. These initiatives are designed to strengthen the knowledge and skills of employees working in areas with higher exposure to compliance and corruption risks.

Specific training sessions are also conducted whenever necessary, in response to serious reports or recurring situations.



## PERCENTAGE OF EMPLOYEES TRAINED IN MANDATORY COMPLIANCE COURSES\*

**99%**  
of employees  
trained on the  
*Compliance Manual*  
during onboarding

**66%**  
of active employees  
participated  
in Refresher  
training

All Compliance training is mandatory for employees upon hiring and during annual refresher sessions. The Corporate Education team, in partnership with the Compliance department, delivers these courses in an online (distance learning) format and incorporates them into the annual training plan.

## 2024 HIGHLIGHTS

**Corruption Prevention:** The year began with a company-wide campaign revisiting fundamental concepts of corruption prevention, reinforcing the culture of integrity.

**Procurement Team Training:** A hybrid-format session for 99 employees across all Units, strengthening guidelines and best practices in supplier relations.

**Introductory Compliance Training:** Tailored sessions for 120 new employees at the Nova Lima Unit, inaugurated in August 2024.

**Corporate Risk Management Training:** Conducted for the Board of Directors, Executive Board, Audit and Risk Committee, and 58 additional

organizational leaders, delivered by a consultancy specializing in the subject.



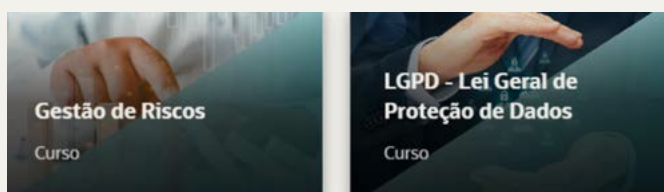
\* Data refer to all recorded training programs – TOTVS, GPS, and Educa – and include employees and clinical staff. TOTVS, GPS, and Educa – and include employees and clinical staff.

**Commercial Team Training:** The Compliance Program training was provided to the Commercial department, certifying 14 new Integrity Ambassadors.

**Male Leadership Training on Harassment and Sexual Misconduct:** Delivered to all male leaders by Rede Mater Dei CEO, José Henrique Dias Salvador.

**“Ethical and Innovative Connections”:** An event organized by the Compliance area focused on exploring ethics in innovation processes.

**New Online Courses** Added to the organization’s distance learning platform to expand training opportunities.



## SUPPLIER ENGAGEMENT

In 2024, Rede Mater Dei hosted the Suppliers and Partners Meeting, a dedicated training session for suppliers and partners in which CFO Fábio Mascarenhas Silva reaffirmed the organization’s commitment to the Compliance Program and anti-corruption practices. The event drew a strong audience and served as a key moment to align expectations and strengthen partnerships across the value chain.



Year	2023	2024
Theme	Compliance Manual and its application in commercial relationships	Compliance Program and anti-corruption practices
Online Participants	360	119
Recorded Content Accesses	883	279



## COMPLIANCE MANUAL

The Compliance Manual defines the ethical principles and standards that must be observed by all stakeholders with whom Rede Mater Dei de Saúde interacts. It comprises four documents: the Functional Code, Internal Regulations of the Clinical Staff, Decalogue, and Code of Integrity.

In 2024, based on recurring questions from 2023, the Compliance department updated the Manual, now in its fifth edition and available in both Portuguese and English. The updated Manual was approved by the Board of Directors.

**Click here to access Rede Mater Dei de Saúde's Compliance Manual**

## ETHICS AND COMPLIANCE COMMITTEE

The Ethics and Compliance Committee supports the Office of the President in evaluating potential breaches of the Compliance Manual and in periodically reviewing employee conduct to ensure alignment with the organization's mission and

values. Regional committees were created in 2022 but consolidated into a single body in 2023. Today, the Committee represents all areas and Units of the Network, is composed of 11 members, and met 32 times in 2024.

## CONFIDENTIAL CHANNEL

Rede Mater Dei de Saúde's Confidential Channel is independent and available 24/7 to receive questions, suggestions, compliments, complaints, and reports of conduct inconsistent with the organization's values. Managed by a specialized third party, the channel guarantees full confidentiality. Reports involving Clinical Staff members are investigated by the Medical Ethics Committee; all others are handled by the Internal Audit and Compliance. department. Once reviewed, cases are submitted to the Ethics and Compliance Committee, which determines the necessary actions – including disciplinary measures and preventive initiatives to avoid recurrence. Conclusions are reported to the Office of the President, the Board of Directors, and the Audit and Risk Committee.

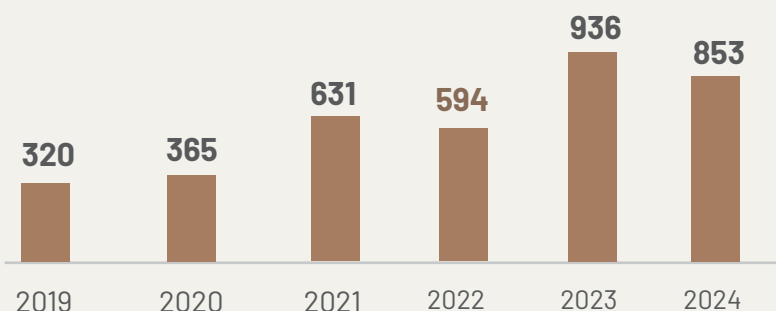
**Rede Mater Dei de Saúde Whistleblowing Channels:**

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

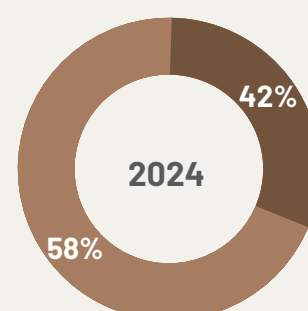
**0800 741 0017**

available 24 hours a day, 7 days a week

### CONFIDENTIAL CHANNEL – KEY FIGURES<sup>1</sup>



● Ombudsman  
● Complaint



<sup>1</sup> Figures include the combined total from the Ombudsman and the Confidential Channel.

## Governance and Whistleblowing Management

In 2024, Rede Mater Dei de Saúde strengthened its commitment to ethics, transparency, and respect in workplace relations by enhancing its whistleblowing channels and improving the processes for investigating and responding to reports.

Whistleblowing cases accounted for 42% of all submissions to the Confidential Channel – an increase of 8 percentage points compared to the previous year. This growth may indicate a higher level of employee trust in the channel, which is increasingly perceived as an accessible and secure tool. It also reflects a broader trend seen in many Brazilian companies, likely driven by greater engagement from civil society on this issue.

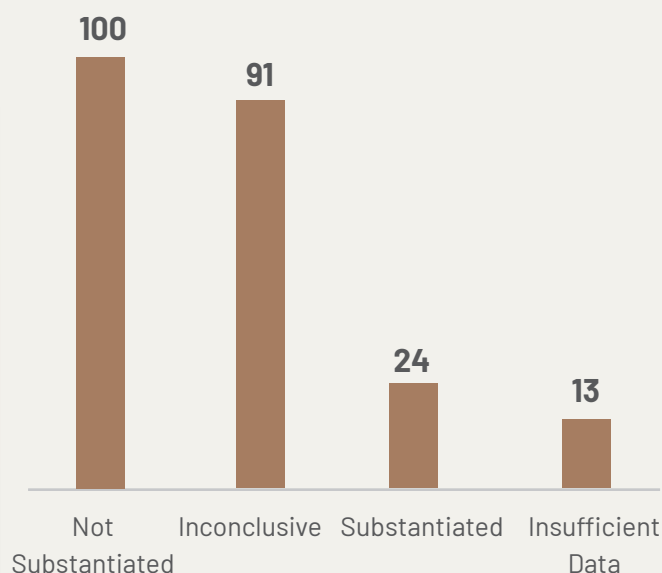
## Volume and Resolution of Reports

In total, **cases were concluded in 2024 – an increase of 111% compared to 2023**. Part of this rise was due to the closure of cases from the Porto Dias Unit, following the divestment process and the transfer of records to local management.

## Types of Reports

In line with findings from the 9<sup>th</sup> National Study on Whistleblowing Channels (Aliant, 2024), there was a continued rise in cases involving interpersonal relationships – particularly inappropriate behavior, abusive practices, and harassment (both workplace and sexual) – a pattern also observed internally at Rede Mater Dei de Saúde. These categories accounted for 84% of the cases in 2024, although the majority were found to be unsubstantiated after review.

## Closed Cases



## Investigations and Technological Innovation

In 2024, **397 cases were investigated**, up **108% from the previous year**, with **219 interviews conducted (+24%)**. In October, the organization introduced a **bot to support preliminary investigations**. The tool carried out **69 initial queries** and **reduced the average investigation time by 5 days – 139 compared to 144 in 2023**.

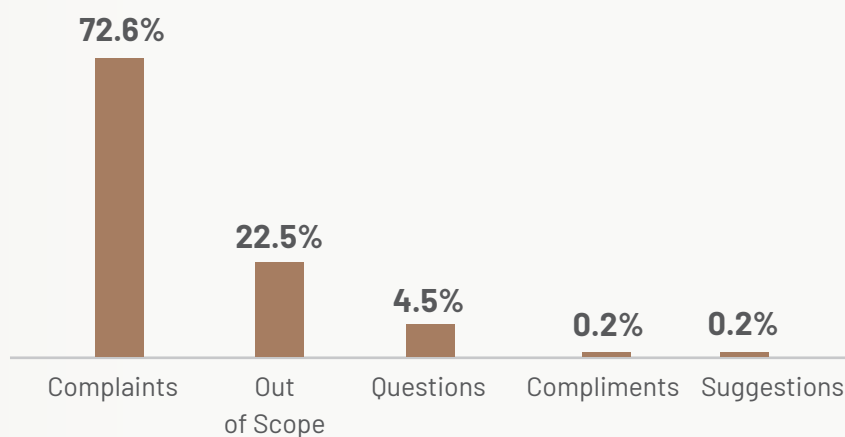
These advances underscore the strengthening of institutional governance and the consolidation of a culture grounded in ethics, active listening, and continuous improvement – leveraging technology and investigative intelligence to ensure a safer, fairer, and more transparent work environment.

## OMBUDSMAN MANAGEMENT 2024 INDICATORS AND PROGRESS

In 2024, Rede Mater Dei de Saúde reaffirmed its commitment to active listening and providing high-quality responses to all submissions received by the Ombudsman's Office, promoting transparent management and a focus on continuous improvement.

### Breakdown of Submissions

Of all cases received, 72.6% were complaints, followed by out-of-scope matters (22.5%), questions (4.5%), compliments (0.2%), and suggestions (0.2%). This profile reinforces the channel's role as a strategic tool for identifying critical issues and opportunities for enhancement.



### Actions and Follow-Up

Each complaint triggered specific actions, assigned to those responsible for resolution and shared with the relevant leadership. In 2024,

**765 actions** were generated, a **14% decrease compared to the previous year**, reflecting progress in preventing repeated issues. Actions must be completed within 15 days; if the deadline is not met, they are automatically reopened with a new 7-day timeframe and, if necessary, escalated to higher management levels.

### Response Time

The institutional target for responding to Ombudsman is **28 days**. In 2024, Rede Mater Dei de Saúde maintained its strong performance, achieving an **average response time of 26 days**, the same result recorded in 2022.

## WORKPLACE AND SEXUAL HARASSMENT

Under the Social pillar of ESG, Rede Mater Dei de Saúde reaffirms its commitment to fostering a diverse, safe, and inclusive workplace—one that upholds and protects the rights and dignity of every individual. The organization maintains a zero-tolerance stance toward workplace and sexual harassment, recognizing this as both a fundamental social responsibility and a core requirement of sound ESG practices.

Well-defined policies, clear codes of conduct, and effective whistleblowing channels are the foundation of its organizational integrity. Senior

management ensures the strict enforcement of these guidelines, reflecting the seriousness with which the matter is addressed, with support from the Legal and Compliance departments. Ensuring a harassment-free workplace directly contributes to equity, well-being, and productivity across the organization.

The Legal Department plays a pivotal role in advancing ESG practices, strengthening organizational integrity, and promoting a fair and safe working environment. Key contributions include: the continuous review of internal policies to



ensure legal compliance and alignment with governance best practices; technical support to the People and Management and Compliance teams in investigating reports; joint work with Compliance to review applicable disciplinary measures based on the employment relationship of the accused – whether in investigations led by Compliance or inquiries overseen by local directors; and the pro-

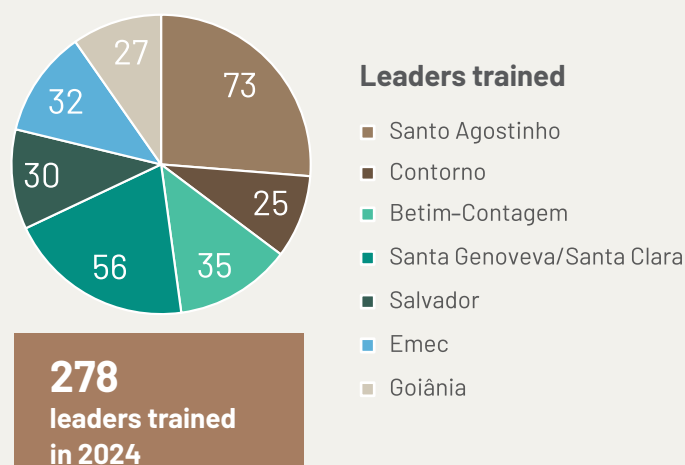
motion of a culture of respect through educational initiatives and preventive legal guidance.

By acting with ethical commitment and technical rigor, the Legal Department enhances the organization's credibility, mitigates legal risks, and reinforces its commitment to both social and corporate responsibility.

## INTEGRITY AMBASSADORS PROGRAM

Launched in 2021, the program promotes dialogue and learning on ethical practices in the workplace, within healthcare institutions, and in interactions with the public sector.

In response to reports received through the Confidential Channel, the Compliance team visited all Rede Mater Dei de Saúde Units, training new Integrity Ambassadors and addressing key topics such as harassment prevention and other forms of workplace violence. All leaders who completed the training were formally designated as Integrity Ambassadors.



## INDUSTRY AND ASSOCIATION ENGAGEMENT

Rede Mater Dei de Saúde plays an active role in several forums of the Brazilian National Association of Private Hospitals (ANAH), including the Compliance Working Group, which holds regular meetings to exchange experiences and share best practices among professionals in the field.

The organization also participates in the GRC Portal (Governance, Risk, and Controls) group, which provides a platform for discussion on these subjects. In April 2024, Rede Mater Dei de Saúde hosted the group's meeting, which explored Artificial Intelligence and Corporate Governance: Risks, Benefits, Regulation, and Key Considerations.

## NEGOTIATION WITH PUBLIC OFFICIALS

In 2024, the Executive Board of Rede Mater Dei de Saúde defined the professionals authorized to conduct negotiations with public officials. These designated employees underwent specific training on appropriate conduct for such interactions. A total of **45 leaders** received this training, including members of the Executive Board.



## MISS COMPLIANCE

Introduced in 2021, "Miss Compliance" supports the organization's efforts to raise awareness among employees about the importance of ethics and integrity – delivered in a playful, practical, and direct manner. Through a series of comic strips, everyday situations are depicted alongside the expected behaviors outlined in the Compliance Manual.

**48 comic strips produced and published by year-end 2024**



5

# VALUE CREATION FOR STAKEHOLDERS

GRI 2-6 | 2-7 | 2-8 | 2-19 | 2-20 | 2-29 | 2-30 | 3-3 | 201-1 | 401-1 | 401-2 | 403-1 | 403-2 |  
403-3 | 403-4 | 403-5 | 403-6 | 403-7 | 403-8 | 403-9 | 403-10 | 404-1 | 404-3 | 405-1

# VALUE CREATION FOR STAKEHOLDERS

## PATIENT EXPERIENCE

Since its founding, Rede Mater Dei de Saúde has upheld a steadfast commitment to delivering humanized, personalized care – placing each patient’s individual needs at the center of every interaction. Welcoming patients with empathy and practicing active listening have been embedded in the organization’s culture long before the formal adoption of the “Patient Experience” concept.

Today, all Rede Mater Dei de Saúde Units operate under a structured Patient Experience management model, supported by modern technologies and robust methodologies that ensure consistently positive and sustainable outcomes.

Key initiatives include:

- NPS Survey – measures patient loyalty and satisfaction;
- Patient Experience Survey – provides a detailed assessment of every stage in the inpatient care journey;
- “Dr. Salvador Visits” – a proactive, humanized approach to inpatients, aimed at identifying and resolving potential dissatisfaction before discharge.

These practices reaffirm the organization’s continuous commitment to excellence in care and to fostering a genuinely patient-centered culture.

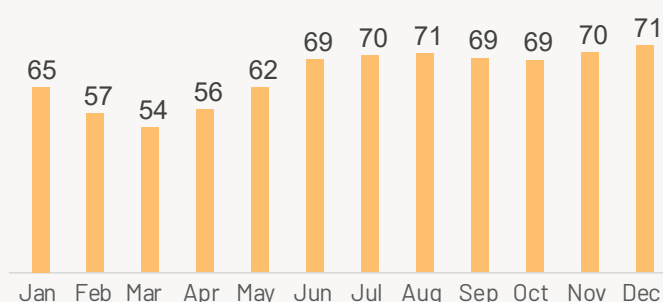
## PATIENT SATISFACTION

### NPS SURVEY

Rede Mater Dei de Saúde applies the Net Promoter Score<sup>1</sup> (NPS) methodology to assess patient experience and loyalty. Surveys are conducted via SMS, email, and WhatsApp, inviting patients to rate their experience on a scale of 0 to 10 and provide feedback on the care received.

Each Unit sets NPS performance targets, with results critically analyzed and followed by action plans to drive improvement. Weekly and monthly review meetings between management teams and the Customer Service Center (SAC) ensure close monitoring of indicators and the ongoing pursuit of service excellence.

### NPS Results – Rede Mater Dei de Saúde 2024\*



\* In the first half of 2024, Brazil faced a significant dengue outbreak.

**The NPS score improved by 10%  
between the first and second  
halves of the year.**

<sup>1</sup> NPS (Net Promoter Score) – a customer loyalty metric that gauges the likelihood of a customer recommending a company, product, or service to others. Scores range from -100 to +100 and serve as an indicator of overall satisfaction and brand loyalty.



This notable improvement is directly attributable to two key initiatives:

- **Patient Experience Ambassadors Program:** Equips and engages employees as active advocates for more humanized, welcoming care, reinforcing Rede Mater Dei de Saúde's distinctive service culture;
- **Unit-Specific Initiatives:** Customized actions implemented in each Unit, informed by qual-

itative analysis of NPS feedback, focusing on enhancements tailored to patient profiles and the unique needs of each location.

Together, these initiatives underscore Rede Mater Dei de Saúde's commitment to excellence and patient-centered care, delivering measurable gains in satisfaction and loyalty among those it serves.

## BEDSIDE HOSPITALITY

### Automated Concierge

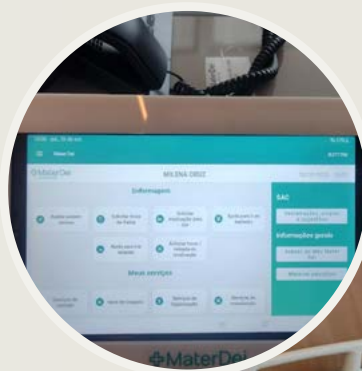
A digital hospitality management tool, accessible via a service menu on a bedside tablet or through a QR code, streamlining the way patients request and receive support. Requests submitted directly by patients automatically generate service tickets, routed in real time to the responsible department. Patients can monitor the status of their requests live, enhancing autonomy, transparency, and response times.

#### Benefits:

#### 2024 RESULTS

Implemented in the RMBH HUB, Salvador and Goiânia units.

- Greater speed and accuracy in service delivery;
- Shorter response and fulfillment times;
- Higher patient satisfaction rates;
- Enhanced operational management of services provided to patients.



**175,624** service requests

A **322%** increase over 2023

**90%** patient satisfaction rate

**347** SAC records (opportunities for improvement and proactive issue resolution)

## 1<sup>ST</sup> REDE MATER DEI PATIENT EXPERIENCE SEMINAR

Held in May 2024, the seminar aimed to deepen leadership understanding of Patient Experience concepts across Rede Mater Dei de Saúde, aligning them with the “Mater Dei Way of Caring,” while honoring the organization’s history and sharing market best practices.

The program featured two keynote presentations:

- Tomás Duarte (Track.co) – on the importance of NPS for publicly traded companies and strategies for driving continuous improvement;
- Marcelo Alvarenga (Conecta Exp) – on Rede Mater Dei’s long-standing tradition of service excellence and the importance of replicating this standard across all Units, particularly in the context of organizational growth.

The event was  
livestreamed  
to all Units

593  
participants

Participant  
feedback:  
99%  
satisfaction

During the seminar, Rede Mater Dei launched the “Mater Dei Way of Caring Ambassadors Program”.





## MATER DAY WAY OF CARING AMBASSADORS PROGRAM

Created to strengthen Rede Mater Dei's culture of service excellence, the program identifies and develops employees to act as custodians of best practices – serving as local references for onboarding new professionals and refreshing existing teams, always in alignment with the organization's care model.

In 2024, the program was rolled out across the four Units of the HUB RMBH. Participation was voluntary and open to employees in both customer-facing and support functions, attracting 571 applicants. From these, 88 employees were selected for the development stage,

which ran from July to September and comprised 16 hours of training combining theoretical modules with realistic simulation workshops, focused on enhancing behavioral skills (soft skills). The results were outstanding: the program closed with a final NPS score of 100, meaning every participant rated the training 9 or 10.



### Example of identification in daily practice



Daniella Carolina  
de Souza – PSO SA and  
Lilian de Moraes  
Martins Brant – UTIN SA

### RESULTS

**4** participating  
Units (HUB  
RMBH)

**16** hours  
of training

**571**  
applicants

**Final NPS**  
**100**

**88**  
participants  
selected

### Future Plans

Extension of the program to all Rede Mater Dei Units by 2026.





## PATIENT AND FAMILY COMMUNICATION CHANNELS

All Rede Mater Dei de Saúde Units provide a broad range of communication channels to strengthen engagement with patients and their families. These include the *Fale Conosco* contact form, corporate email, institutional phone lines, in-person assistance through the Customer Service Center (SAC), social media, and the Meu Mater Dei mobile app.

This diversity of channels ensures active listening throughout the patient journey – from hospitalization to post-discharge. All submissions are recorded, analyzed, and addressed by the relevant department leadership, with responses provided within pre-defined timeframes and monitored through dedicated performance indicators.

Positive feedback is also valued and shared with the relevant teams and professionals, fostering internal recognition and reinforcing a culture of care, hospitality, and service excellence.

### 2024 RESULTS

**Total surveys completed across the network:**  
**308,461**

**Total promoters:**  
**237,871**

**Total complaints registered:**  
**8,000**

**Average response time:**  
**5 days**

**Percentage of complaints addressed:**  
**85%**

<b>COMPLIMENTS (2022):</b>	<b>COMPLIMENTS (2023):</b>	<b>COMPLIMENTS (2024):</b>
<b>26,650</b>	<b>29,435</b>	<b>32,457</b>

### Future Plans

In addition to expanding the Mater Dei Way of Caring Ambassadors Program to further strengthen the patient-centered care culture, another priority for the Patient Experience area will be developing a structured engagement program with the medical staff. This will include regular, targeted meetings with clinical teams to deepen understanding of the healthcare professional's experience, fostering an environment of mutual listening and collaboration. By building this shared perspective, the aim is to achieve even higher standards of excellence in the patient experience.

## CARE PATHWAYS

### ATRIAL FIBRILLATION

#### LAUNCH EVENT

In November 2024, the launch event for the Atrial Fibrillation Care Pathway was held at the Mater Dei Santo Agostinho Hospital, bringing together specialists from five medical fields and nursing leaders representing four areas of expertise.

**Event Reach:**

**50 participants**

**70% physicians**

**30% hospital team + J&J**

Discussions covered clinical approaches, treatment protocols, and the use of advanced technological tools to support diagnosis – including artificial intelligence.



Powered by Neomed's Kardia artificial intelligence platform, this care pathway follows an optimized continuum – from early identification of at-risk patients to continuous monitoring. Through AI-enabled electrocardiogram (ECG) analysis, it delivers faster diagnoses, tailored risk stratification, and more precise therapeutic decision-making, enabling effective, patient-centered management with a clear focus on quality of life.

Role of AI (Kardia):

- **Early Detection and Diagnosis:**
  - Risk identification and triage
  - Rapid, accurate ECG interpretation for atrial fibrillation diagnosis
- **Risk Stratification and Treatment:**
  - Individualized assessment to guide treatment decisions
  - Support for customized care plans
- **Monitoring and Follow-Up:**
  - Continuous monitoring for recurrence detection
  - Enhanced patient engagement and streamlined communication
  - Potential prevention of complications

#### Expected Benefits:

- Quicker, more accessible diagnoses
- More personalized and effective treatment
- Improved monitoring and complication prevention
- Potential cost reduction



## CARDIOLOGY CONNECT

In 2024, Rede Mater Dei de Saúde hosted an exclusive continuing medical education event for cardiologists from HUB RMBH Units, in partnership with Johnson & Johnson. Part of the cardiovascular care pathway – **currently active in the Santo Agostinho, Contorno, and Salvador Units**,

the initiative was developed through the collaborative design of workflows and clinical protocols.

**Date:** November 2024

**Theme:** “Clinical Case Discussion”

**Speaker:** Dr. Dr. Cristiano Pisani, a leading electrophysiologist recognized for his expertise in managing cardiac arrhythmias.

The session presented the benefits of ablative therapy and featured clinical cases using CARTO® 3<sup>1</sup> technology, specifically aimed at clinical cardiologists.

This partnership reinforces Rede Mater Dei's commitment to care quality, professional training, and the standardization of evidence-based practices.



<sup>1</sup> CARTO® 3: An advanced electroanatomic mapping system that uses electromagnetic technology to create real-time 3D maps of cardiac structures. It enables electrophysiologists to navigate catheters with precision in diagnosing and treating arrhythmias – such as atrial fibrillation – through catheter ablation, while reducing fluoroscopy radiation exposure.

## HEART FAILURE CARE PATHWAY

**Launched in July 2023, with monitoring starting in January 2024.**

**Purpose:** To ensure that patients receive comprehensive follow-up from a dedicated cardiology team and a multidisciplinary support network – enhancing every step of the care journey.

Its focus is on educating patients about their condition, fostering treatment adherence, and supporting the adoption of healthy lifestyle habits.

**Expected results:** Improved quality of life, reduced hospital admissions, fewer heart failure-related complications.

### Specialized Care Resources:

- **Cardiology Team:** Ensures accurate diagnosis, optimizes pharmacological therapy, and recommends advanced interventions when indicated.
- **Multidisciplinary Team:** Addresses the full spectrum of the condition, including nutrition, physical rehabilitation, psychosocial support, and nursing education.

The Mater Dei care navigation team plays a central, integrative role in managing the Heart Failure Care Pathway, with a strong emphasis on empowering patients for self-care.

The points below outline the specific areas of activity for the navigation team:

- **Education:** Ensures patients and families **understand the condition**, the purpose and correct use of **medications** potential side effects, and **warning signs** that require immediate attention, making this knowledge accessible and relevant to daily life.
- **Treatment Adherence:** By providing continuous support, reminders, and clarifying doubts, the navigation team plays a key role in ensuring patients **understand the importance of strictly following the prescribed treatment**. They help overcome barriers that could lead to non-adherence, such as forgetfulness, lack of understanding, or financial difficulties.
- **Healthy Habits:** Encourages and supports the adoption of **healthy practices**, such as following a **recommended diet** (with sodium and fluid restrictions), engaging in **adapted physical activity** and **quitting smoking**, thereby integrating these changes into daily life in a practical and sustainable way.

By coordinating clinical, educational, and behavioral aspects of care, the navigation team not only manages treatment but also empowers patients with heart failure – equipping them with the tools and confidence to take an active, informed role in their own health management.

## RESULTS

	Target*	2024
Patients monitored per month	-	436
Patient contact rate per month	80%	85% effective
Readmission rate within 30 days – same and different causes	8%	3%
Adherence to guideline-recommended heart failure medications	80%	87%
Fatality rate	2%	2%
NPS	90	90

\* Benchmark: Hospital Indicators System – Brazilian National Association of Private Hospitals (ANAHF)



## 2024 CARE PATHWAY RESULTS

Rede Mater Dei de Saúde

8

new care  
pathways  
launched:

4

in Cardiology

2

in Pulmonology (asthma  
and lung nodule)

1

in Mastology  
(breast cancer)

1

in Oncologic Dermatology  
(skin cancer)

### Innovation in Diagnostic Imaging and Cardiology with Artificial Intelligence

In 2024, Rede Mater Dei de Saúde advanced the integration of artificial intelligence into its clinical workflows through strategic partnerships with leading health technology companies.

In collaboration with Neuralmed, the organization developed an AI-powered solution for analyzing imaging reports related to lung and breast nodules. This care pathway combined Mater Dei's clinical expertise with advanced technology – accelerating triage, enabling safer clinical deci-

sion-making, and improving patient outcomes.

A second strategic partnership was established with Neomed, a specialist in automated electrocardiogram (ECG) interpretation. This technology delivers ECG reports in as little as three seconds, allowing for the immediate detection of cardiac arrhythmias and enabling faster, more effective interventions in the cardiovascular care pathway.

These initiatives reaffirm Rede Mater Dei de Saúde's commitment to sustainable, patient-centered, and evidence-based healthcare innovation.



## NATURAL ENVIRONMENTS AND WELL-BEING

Rede Mater Dei de Saúde has been investing in the creation of open, nature-integrated spaces across several of its Units as part of a humanized and sustainable approach to care. These environments are designed to optimize natural light, promote cross-ventilation, and offer visual access to green areas – enhancing the comfort and well-being of patients, visitors, and healthcare professionals alike.

Scientific evidence consistently demonstrates the positive impact of nature on health. Studies show that the presence of green spaces, plants, natural views, and therapeutic gardens in hospital settings is associated with:

- **Faster recovery and shorter hospital stays;**
- **Reduced use of pain medication, including opioids;**
- **Lower levels of stress, pain, and anxiety;**
- **Improved mood, sleep quality, and mental health;**
- **Greater sense of well-being and satisfaction with care received.**

These benefits not only contribute to better clinical outcomes but also reinforce sustainable, patient-centered practices that align with Rede Mater Dei's strategic vision,

Beyond architectural design, these spaces host initiatives that nurture emotional well-being – complementing clinical treatment and supporting a more complete and humanized recovery.

The following are two examples of integrated care practices:

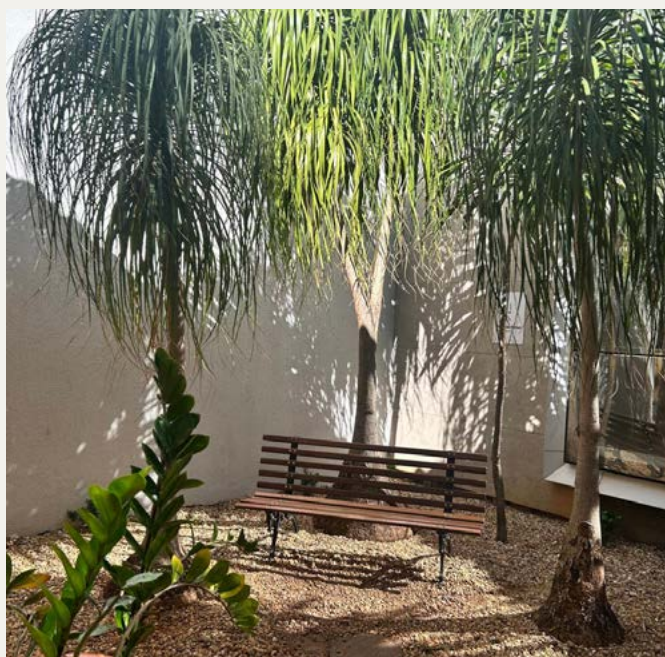
### MATER DEI CONTORNO HOSPITAL

The garden is available for use by patients and their families and also serves as a venue for events involving both employees and patients.



### NEW GARDEN AT SANTA GENOVEVA HOSPITAL

Designed to combine care and well-being, the space serves multiple purposes. It hosts a dedicated care pathway for older adults, offering physical therapy, psychology, and social services to approximately 150 seniors and their families each month. It also serves as a decompression area for employees and medical staff, providing a welcoming environment for rest, conversation, celebrations, and coffee breaks.





## HUMANIZATION AND EDUCATIONAL INITIATIVES

Rede Mater Dei de Saúde is committed to humanizing care and ensuring excellence in the Patient Experience across all its Units. As part of this approach, the organization promotes a year-round calendar of themed actions, events, and campaigns designed to welcome, inform, and engage patients and their families or companions.

These initiatives often coincide with commemorative dates – such as International Women’s Day, Mother’s Day, Father’s Day, and Children’s Day – helping to create a warmer, more compassionate atmosphere, especially during sensitive moments like hospitalization.

In addition, health awareness and education campaigns are carried out in alignment with national

observances, including White January (mental health), Pink October (breast cancer prevention), and Blue November (men’s health). These activities focus on information, prevention, well-being, and emotional support, reinforcing Rede Mater Dei’s role in promoting holistic health.

Such practices reflect the organization’s belief that care extends beyond technical excellence – integrating respect, empathy, and emotional comfort to create a more positive, conscious, and reassuring hospital experience.

**Below are some initiatives that foster emotional support and well-being for hospitalized patients, reinforcing the commitment to humanized care.**

### Birthday Celebrations

To enhance the patient experience on their birthday, Rede Mater Dei de Saúde introduced an initiative designed to bring warmth, care, and celebration to this special day. The action includes personalized balloon decorations, a commemorative card, active participation from the care team, a cake decorated in accordance with the patient’s clinical condition, and a photo to capture the moment. The results have included heartfelt emotional reactions, stronger bonds between patients and the care team, and the creation of a warmer, more compassionate, and humanized hospital environment.



Unit: Salvador



Unit: Santa Genoveva

Every patient who celebrates a birthday during hospitalization receives a special dessert, a personalized card, and a decorative balloon.

### Promoted to Older Sibling!

To make the arrival of a new baby special for the whole family, a keepsake is presented to older siblings, promoting their inclusion and strengthening family bonds during this sensitive time.



Unit: Santa Genoveva



## Children's Day

In October, Spider-Man made a spectacular rappel down the façade of Mater Dei Contorno Hospital, thrilling and surprising hospitalized children. Across other Units, visits from superheroes brought joy and excitement, creating unforgettable moments for young patients.



## Little Champions

In celebration of World Prematurity Awareness Month (November Purple), Hospital Santo Agostinho welcomed 52 families of premature babies born in its maternity unit who had spent time in the Neonatal ICU.



## SPECIAL VISITS

### Pet Visits and Therapy Dogs

Rede Mater Dei de Saúde offers Pet Visits in all Units, enabling patients to reconnect with their pets when such bonds play an important role in their emotional well-being. Visits are scheduled in advance and follow a rigorous process, including medical clearance and verification of the animal's health, to ensure a safe and controlled environment for all.



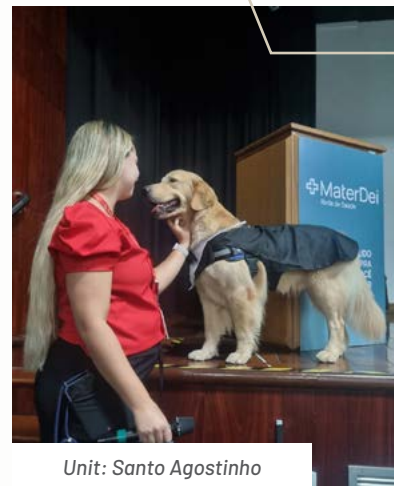
Unit: Santa Clara

The Therapy Dog program, carried out by trained volunteer handlers, provides visits to patients who express an interest in participating and are not under precautionary protocols. The same technical and safety criteria applied to Pet Visits are strictly followed.

These carefully planned interactions bring joy, comfort, and a sense of normalcy during hospitalization – positively impacting the patient experience and contributing to recovery.



Unit: Goiânia



Unit: Santo Agostinho

**All initiatives are carried out in strict accordance with Rede Mater Dei's clinical protocols and technical standards, ensuring the safety and well-being of patients, animals, and healthcare professionals alike.**



## MUSIC THERAPY

### RMBH Hub and Santa Clara Units

Music therapy brings comfort and positivity to patients, families, and staff. By transforming the atmosphere and influencing emotional well-being, it has proven especially beneficial for patients undergoing long-term hospitalization.

## CARE AND COMFORT

### Sensory Panel for Autism (TEA)



Unit: Nova Lima

Installed in the playroom on the 3<sup>rd</sup> floor of Hospital Nova Lima, this therapeutic and educational tool features a variety of objects, textures, colors, and shapes to stimulate tactile, visual, and auditory senses. It supports cognitive and motor development and encourages interaction among children with Autism Spectrum Disorder.

### Playroom – Santa Genoveva Hospital

In 2024, a safe, welcoming, and playful space was created to promote the well-being of hospitalized children. Designed for joint use by children and their companions, the space is also used by healthcare professionals – such as physical therapists and social workers – as part of therapeutic support activities.



Unit: Santa Genoveva





Unit: Santa Genoveva

### Special Waiting Room | Dedicated to Family Members

Acknowledging the emotional toll of waiting for a loved one in surgery, Rede Mater Dei de Saúde created a dedicated, comfortable space outside the main reception area for companions of patients undergoing minor procedures or treatments not requiring hospitalization.



Unit: Santa Genoveva

### "Pratinho com Carinho"

Children's meals, though carefully planned, can be a challenge for mothers caring for hospitalized children. To make mealtimes more enjoyable and comforting, the nutrition team personalized the pediatric unit's meal cart with themed decorations. During service, staff approach each child at their doorway and present meals on exclusive, decorated plates – transforming a routine moment into a playful, humanized dining experience.

## CONVENIENCE

### In-Hospital Birth Registration

Several Rede Mater Dei de Saúde Units provide on-site birth registration services, offering families greater convenience, speed, and comfort at this important milestone.



Units: Nova Lima and Santo Agostinho



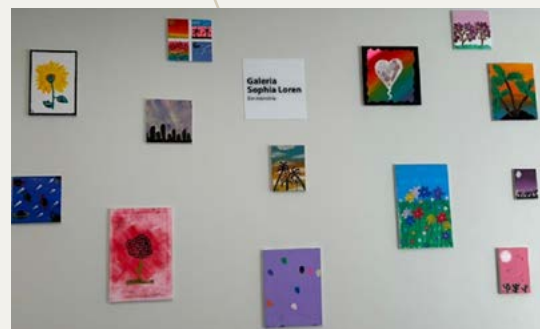
## ART EXHIBITION COLORS THAT HEAL

On August 8, Mater Dei Contorno Hospital hosted an exhibition of paintings by patient Isabella on its 12<sup>th</sup> floor, celebrating her artistic expression and personal story.



## ART GALLERY

In the pediatric oncology unit of Mater Dei Santa Genoveva Hospital, art became a source of strength and resilience for a young patient during her long hospitalization. She gifted her creations to the care teams, and following her passing, her parents – together with the pediatrics and oncology teams – established an art gallery within the hospital. The exhibition of her works now serves to inspire, comfort, and support other children and families facing similar challenges.



## GASTRONOMY WORKSHOP

Created to provide moments of leisure, relaxation, and well-being for children in the pediatric ward, this activity brought together healthcare professionals and recreation staff for a themed, playfully decorated event, featuring food specially prepared for young patients.



## HUMANIZED DISCHARGE – A WARM FAREWELL

When a patient is discharged after a long hospital stay, the care team organizes a heartfelt, symbolic farewell. The tribute includes posters with personalized messages, balloons, applause, and the presence of all professionals involved in the patient's journey – recognizing their recovery and resilience. This simple yet meaningful gesture reinforces Rede Mater Dei's humanized approach to care, creating a positive emotional impact for both patients and staff.



Unit: Salvador

## A STORY OF LOVE AND RESILIENCE

### Surrogacy Supported by Rede Mater Dei

In partnership with Clínica Vitti, Rede Mater Dei de Saúde had the privilege of accompanying a pregnancy marked by love, courage, and solidarity. The case involved a surrogacy arrangement – known in Brazil as barriga solidária – in which a relative of the biological mother carried the pregnancy. Due to a genetic condition associated with oncological risk, the biological mother could not safely conceive without endangering the babies' health.

Through in vitro fertilization and genetic testing of embryos, the team ensured the safety and health of twins Ana and João, who were delivered under the care of a specialized high-risk prenatal team. This experience stands as a testament to resilience and family unity,

reinforcing Rede Mater Dei's commitment to life, empathy, and comprehensive family care.



Unit: Betim-Contagem Hospital

## QUALITY AND PATIENT SAFETY

Quality and patient safety are core principles of Rede Mater Dei de Saúde's care model. The Quality and Patient Safety Improvement Program is built on multiple pillars, including the International Patient Safety Goals, the National Patient Safety Plan, international accreditation standards, and applicable legislation – focusing on the adoption of best practices and the continuous pursuit of excellence. It also sustains other organizational plans, creating a permanent system for improving

clinical, administrative, and safety practices – optimizing resources and reducing costs.

Approved by senior leadership, the program defines governance roles, develops evidence-based strategic planning, redesigns processes, monitors quality and safety standards, manages risks and indicators, and ensures full compliance with the International Patient Safety Goals.

## PATIENT SAFETY

Patient safety is promoted through Patient Safety Committees in all Rede Mater Dei hospitals, working collaboratively under the coordination of a Corporate Strategic Committee. Weekly integrated meetings allow the exchange of best practices and lessons learned from adverse events across Units. Together, these committees implement strategic initiatives to strengthen a culture of clinical safety – such as the Journey to Zero Harm movement.

### 2nd REDE MATER DEI INTERNAL PATIENT SAFETY FORUM

#### Journey to Zero Harm

Held on September 17 to mark World Patient Safety Day, this multi-unit event is part of the Journey to Zero Harm Program, aimed at sharing strategies to enhance patient safety across all Units.

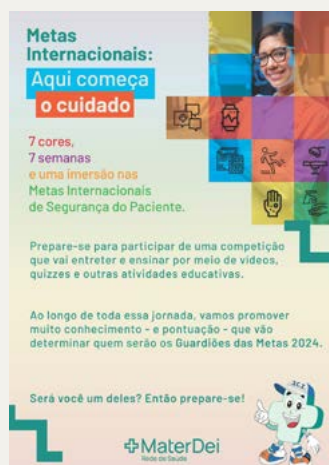
The opening was led by CEO José Henrique Dias Salvador and Vice President of Medical and Care Services Dr. Felipe Ligório. The keynote address, Strategies for Early Diagnosis and Management of Clinical Deterioration, was presented by Dr. Antonio Capone, physician and PhD from UNICAMP. Antonio Capone, physician and Ph.D. from UNICAMP.

Leaders from across the Network presented the results of their Zero Harm initiatives and shared insights on safety culture within their Units. The Executive Quality Manager concluded the event with a lecture on High Reliability Organizations.

Hybrid, multidisciplinary format

Over 600 participants





## INTERNATIONAL PATIENT SAFETY GOALS

At Rede Mater Dei de Saúde, the International Patient Safety Goals are recognized as essential to ensuring safe, high-quality care. The organization maintains an ongoing commitment to these goals through regular training, educational campaigns, and systematic monitoring. Monthly audits using structured checklists are conducted across clinical areas, with periodic review of indicators to assess progress.

At the HUB RMBH, a Knowledge Challenge was held to raise awareness and designate **Patient Safety Goal Guardians**.

**RESULT:**  
The guardians were the professionals who achieved the highest scores in the competition.

### 12 Guardians

**Mater Dei Betim-  
Contagem Hospital 3**

**Mater Dei Contorno  
Hospital 3**

**Mater Dei Santo  
Agostinho Hospital 6**

### Guardians' Responsibilities:

- Promote and reinforce the practical application of the International Patient Safety Goals in daily routines;
- Serve as the local point of reference on patient safety;
- Share knowledge through training sessions, team discussions, and awareness meetings;
- Act as a bridge between frontline practice and strategic safety objectives;

In addition to monitoring adherence, Rede Mater Dei tracks clinical outcomes and investigates incidents linked to non-compliance with the goals, including:

- Patient identification errors
- Pressure injuries
- Falls
- Hand hygiene failures
- Delays in communicating critical results
- Medication errors
- Surgical safety breaches

This approach enables a critical review of results and the implementation of corrective and preventive actions, reinforcing a strong safety culture.





## QUALITY WEEK

For over a decade, Quality Week has been one of Rede Mater Dei de Saúde's flagship initiatives to promote a culture of excellence in quality and patient safety. Led by the Quality Management Department in collaboration with multiple areas, the event transforms safety protocols into interactive, educational experiences – using creative and playful approaches to embed quality and safety principles into daily practice.

The 12th edition took inspiration from the popular game show *Roda a Roda* and aimed to strengthen staff familiarity with Joint Commission International (JCI) standards in a dynamic and collaborative way.

Teams were grouped into "caravans" by state (Minas Gerais, Bahia, and Goiás) and rotated through three interactive stations, each lasting 30 minutes:

### Activities held:

- 1. "Roda a Roda JCI":** A quiz game based on JCI standards such as SQE, QPS, and GLD, among others.
- 2. Name That Tune:** A music-based guessing game using JCI chapter acronyms (e.g., ACC, AOP, COP) as clues, followed by related questions.
- 3. Three-Clue Challenge:** A progressive clue game covering topics such as MMU, IPSPG, and PCI.



### Awards and Recognition:

The winning team was symbolically awarded the "Million Briefcase" as a gesture of appreciation and encouragement. All participants received chocolates as a thank-you.

Activities were held across all shifts and tailored to the needs of different areas – administrative, clinical, and support – over a four-day period.



# Over 4,000 participants

RMBH HUB<sup>1</sup>  
**1,023**

Central Brazil HUB<sup>2</sup>  
**2,391**

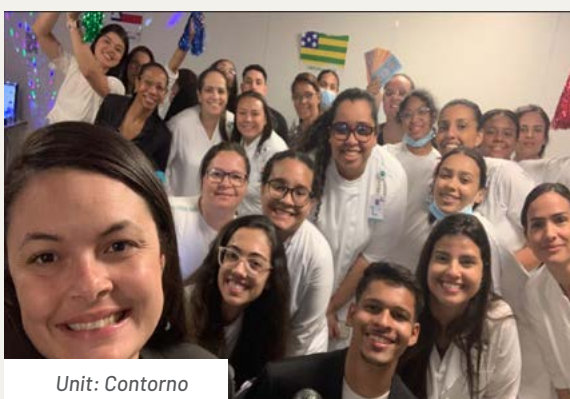
Bahia HUB  
**706**



Unit: Salvador



Unit: Goiânia



Unit: Contorno



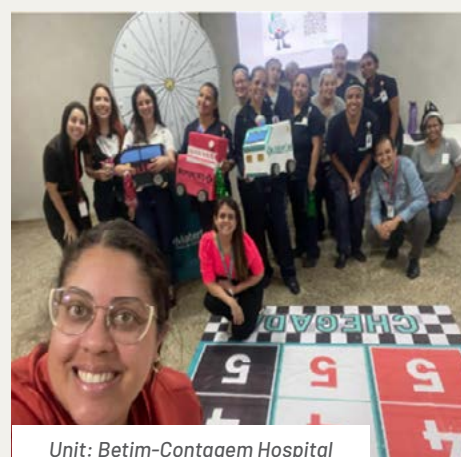
Unit: Santo Agostinho



Unit: EMEC



Unit: Santa Genoveva



Unit: Betim-Contagem Hospital

<sup>1</sup> Mater Dei Santo Agostinho did not participate due to internal renovations; Mater Dei Nova Lima did not participate as it was newly inaugurated.

<sup>2</sup> Mater Dei Santa Clara and Santa Genoveva did not host the full Quality Week but carried out other patient safety-related events throughout the year.



## PATIENT SAFETY PROMOTION INITIATIVES

### THE “SOL” PROGRAM (SAFETY, ORGANIZATION, AND CLEANLINESS)

Launched in 2021, the SOL Program reinforces workplace safety through regular inspections supported by structured checklists. Its purpose is to prevent accidents, minimize risks, and ensure safe conditions for patients, visitors, employees, and medical staff.

Identified nonconformities are recorded, trigger corrective action plans, and are monitored for resolution by the Quality team. Currently imple-

mented in green-field Units<sup>1</sup>, the program is re-viewed annually by a multidisciplinary team. Departments achieving 100% compliance are awarded the SOL Seal, recognizing their commitment to safety and operational excellence.



#### Results 2022

#### Results 2023

#### Results 2024

Unit	Total Number of Items Evaluated	Compliance (%)	Total Number of Items Evaluated	Compliance (%)	Total Number of Items Evaluated	Compliance (%)
Mater Dei Santo Agostinho	4,627	81%	4,431	89%	4,755	93%
Mater Dei Contagem	2,851	83%	2,319	91%	1,911	87%
Mater Dei Betim-Contagem	2,479	89%	2,768	94%	1,977	97%
Mater Dei Salvador	-	-	2,014	75%	2,162	86%

When comparing hospital performance in the 2022 and 2023 evaluations, all units showed improvement in compliance rates. Between 2023 and 2024, only one Unit saw a slight decline but still achieved its second-highest score since the program's inception.

<sup>1</sup> Greenfield Units: New facilities built from the ground up.



## PROACTIVE RISK MANAGEMENT

At Rede Mater Dei de Saúde, risk management is integral to achieving organizational goals, enabling the early identification, assessment, and mitigation of situations that could compromise outcomes. The Risk Management Program is based on the NBR ISO 31000<sup>1</sup> framework, ensuring a structured and effective approach to risk prevention, decision-making, and performance improvement.

## OPERATIONAL RISK MANAGEMENT VIA THE PERINITY PLATFORM

The Perinity platform serves as Rede Mater Dei de Saúde's integrated hub for Operational Risk Management, providing tools to systematically identify, assess, and monitor risks across the network. A key feature is the Risk Matrix, displayed on Management by Sight boards, which allows teams to clearly visualize the most significant operational risks in their respective areas.



### 1<sup>st</sup> Cycle – 2023

**Participants:**  
RMBH HUB Units |  
**3 Units**

**Effectiveness rate:**  
**81.66%**

### 1<sup>st</sup> Cycle – 2024

**Participants:**  
All Rede Mater Dei's Units |  
**9 Units**

**Effectiveness rate:**  
**82.1%**

The program maintained strong results despite expanding from 3 to 9 Units, supported by targeted awareness campaigns and regular process reviews.

## 2024 Operational Risk Management

Unit	Risks Identified	Controls Implemented
Santo Agostinho	204	1,221
Contagem	140	1,076
Betim-Contagem Hospital	144	920
Salvador	448	621
EMEC	331	706
Santa Genoveva	573	1,796
Santa Clara	430	987
Goiânia	207	676

In 2024, all newly acquired Units received training and implemented the same methodology used in HUB RMBH hospitals.

<sup>1</sup>NBR ISO 31000 is the Brazilian standard that sets out principles and guidelines for effective risk management, enabling organizations to identify, assess, treat, and monitor risks to enhance decision-making and operational performance.

# ASSESSMENT OF PROGRAM EFFECTIVENESS

## JCI-ACCREDITED UNITS

To ensure continuous improvement, Rede Mater Dei de Saúde applies a standardized methodology to evaluate the effectiveness of its institutional programs, tracking both implementation and results.

## 2024 CYCLES

Following the release of the 8th edition of the Joint Commission International (JCI) manual in 2024, the scope of the evaluation expanded, with more programs assessed and a higher volume of compliance items measured.

## ASSESSMENT OF PROGRAM EFFECTIVENESS

Unit	Programs	Items Assessed
Santo Agostinho	2023	27
	2024	38
Betim-Contagem Hospital	2023	26
	2024	38
Contorno	2023	27
	2024	40
Salvador	2023	24
	2024	39

## JCI LEADERSHIP SUMMIT

Marking the 25<sup>th</sup> anniversary of the Joint Commission International (JCI), accredited hospitals were honored for their sustained commitment to quality and patient safety. Rede Mater Dei de Saúde was proud to stand among the institutions recognized for their progress on the path to excellence.



Capacity-Building Workshops held by the Brazilian Consortium for Accreditation

## IMPLEMENTING THE 8TH EDITION OF THE JCI MANUAL

Published in July 2024, the 8th edition of the JCI Manual introduced new global standards and tools to further strengthen quality and safety practices. To support its rollout, leaders from Rede Mater Dei de Saúde’s accredited hospitals took part in a training program led by the Brazilian Consortium for Accreditation (CBA) in August 2024.

INTERNAL AUDITS

Sustaining 2024 Accreditations

Internal audits are a strategic mechanism used by Rede Mater Dei de Saúde to drive continuous improvement and reinforce its Quality and Safety Management System. In accredited hospitals and the HUB RMBH, audits follow accreditor guidelines and focus on:

- Ensuring compliance with planned and regulatory requirements;
- Evaluating the effectiveness of quality and

safety processes;

- Evaluating the effectiveness of quality and safety processes;
- Equipping senior leadership with insights to inform improvement actions.

These audits generate valuable input for refining processes, addressing gaps, and raising the standard of care.

Performance by Unit – 2023 vs. 2024

Year	Santo Agostinho	Contorno	Betim-Contagem Hospital	Salvador
2023	86.92%	91.87%	93.65%	92.38%
2024	91.38%	90.46%	93.99%	96.31%

MATER DEI CONTORNO HOSPITAL

In 2024, Mater Dei Contorno Hospital conducted an Internal Simulated Assessment based on the 8th edition of the JCI Manual as part of its transition to the updated standards. Led by the Network’s Executive Quality Manager, the initiative showcased the knowledge and maturity developed by leaders who served as internal auditors. The exercise was carried out with rigor, safety, and a collaborative approach, underscoring accreditation as a guiding framework for Quality and Safety across the organization. Following the positive results, the Internal Simulated Assessment will be extended to all accredited hospitals in 2025.



Internal Simulated Assessment  
Mater Dei Contorno Hospital



MAINTAINING QMENTUM ACCREDITATION

To strengthen technical expertise and sustain the accreditations of the Central Brazil HUB, leaders from Mater Dei Santa Clara, Santa Genoveva, and Goiânia participated in the in-company training program Qmentum International Preparation.

Participants:

30 leaders

Workload:

16 hours



## NATIONAL EVALUATION OF PATIENT SAFETY PRACTICES

Coordinated annually by ANVISA in partnership with the Patient Safety Centers of the Health Surveillance Authority (NSP VISA) and Infection Control Committees, the National Evaluation of Patient Safety Practices aims to embed a culture of safety in health-care, promote continuous quality improvement, mitigate risks, and disseminate best practices.

Hospitals with ICU beds, such as those within Rede Mater Dei de Saúde, complete an annual survey assessing compliance with 21 structure and process indicators, aligned with RDC No. 36/2013 – the regulation that establishes patient safety protocols in healthcare services. This assessment is an important tool for guiding strategic actions and reinforcing the commitment to safe, high-quality care.

Based on responses to these indicators, hospitals are classified according to their level of compliance:

High compliance	Moderate compliance	Low compliance
<b>67% to 100%</b>	<b>34% to 66%</b>	<b>0% to 33%</b>

**In 2023, four out of eight eligible hospitals (50%) achieved high compliance. In turn, five out of eight eligible hospitals (62.5%) achieved high compliance.**

### High-compliance Units in 2024:

Mater Dei Santo Agostinho Hospital  
 Mater Dei Contorno Hospital  
 Mater Dei Betim-Contagem Hospital  
 Mater Dei EMEC Hospital  
 Mater Dei Santa Clara Hospital

Hospitals that did not reach high compliance this year have developed action plans to achieve this benchmark in the next evaluation cycle.



## PEOPLE MANAGEMENT

At Rede Mater Dei de Saúde, our greatest strength lies in investing in people. Beyond infrastructure, processes, and technology, we prioritize highly qualified teams that are continuously developing their skills to deliver care that is safe, personalized, and human-centered. We foster a diverse and inclusive workplace that strengthens our culture, fuels innovation, and ensures excellence in serving patients and their families.

## GPTW – GREAT PLACE TO WORK<sup>1</sup>

In 2024<sup>2</sup>, Rede Mater Dei de Saúde once again achieved Great Place to Work® certification and was also awarded the “Great People to Work – Mental Health” seal, reaffirming our commitment to valuing and supporting employee well-being. The GPTW certification, granted by the global consultancy Great Place to Work®, recognizes organizations that provide a positive work environment and cultivate a healthy, welcoming corporate culture.

The Mental Health seal highlights our dedication to the emotional and psychological well-being of our professionals, reflecting initiatives focused on active listening, psychological support, and preventive action.



These recognitions demonstrate our ongoing commitment to service excellence and genuine care for our people, stemming from a management approach that prioritizes human development and fosters a sustainable workplace.

## ACTIVE LEADERSHIP

### “CAFÉ COM O ZÉ” (“COFFEE WITH ZÉ”)

A direct, open dialogue between Rede Mater Dei’s President, José Henrique Dias Salvador, and employees, held in a welcoming, informal setting. This initiative promotes proximity, transparency, and alignment, and takes place annually in each Unit.



**Results 2024:**  
**9** meetings held  
 with **122**  
 employees



<sup>1</sup>Great Place to Work: A global organization that helps businesses identify, create, and maintain excellent workplace environments. Through a rigorous analysis of management practices and employee feedback, GPTW certifies and ranks companies that excel in fostering a culture of trust, high performance, and innovation.

<sup>2</sup>The GPTW (Great Place to Work) certification seal dated 2025 refers to the organizational climate survey conducted during 2024. The certification is always awarded the following year; therefore, the seal bears the validity year (2025), even though the performance evaluated took place in 2024.

## "ENTRE NÓS" ("AMONG US")

An initiative designed to strengthen connections and promote information sharing between Unit leadership and employees. In an open and informal setting, participants are encouraged to engage in dialogue and exchange ideas, fostering collaboration and a sense of belonging. This initiative is held twice a year in every Unit across the Network.



### Results 2024:

**6** meetings held  
with **76**  
participants



## WORKFORCE PROFILE

To sustain a high-performance team, Rede Mater Dei de Saúde uses diverse hiring models, including permanent employees (CLT), independent contractors (PJ), and third-party providers. Across all Units, more than 7,000 professionals work daily to ensure quality, efficiency, and excellence in service delivery.

### WORKFORCE BY EMPLOYMENT MODEL

Employees	Service Providers (PJ)
<b>7,572</b>	<b>13</b>
Third-Party Contractors	Total
<b>238</b>	<b>7,823</b>

### TURNOVER RATE

	Hiring	Termination	Average Turnover Rate
Female	3,261	3,060	2.77%
Male	918	937	0.81%
<b>Total</b>	<b>4,179</b>	<b>3,997</b>	<b>3.58%</b>

<sup>1</sup> In May 2024, Rede Mater Dei de Saúde completed the divestment of its 100% stake in the Hospital Porto Dias complex, ceasing operations at the site. This decision had a direct impact on comparative indicators between 2023 and 2024, reflecting the Unit's exit from the organization's consolidated results.

**Women make up 78% of the workforce at Rede Mater Dei de Saúde – a profile that extends to leadership, where they hold 75% of positions, totaling more than 380 leaders.**

The organization recognizes the ongoing challenges to gender equity in the labor market and takes pride in maintaining a female majority not only across its overall staff but also in decision-making roles.





## FIRST DIVERSITY & INCLUSION CENSUS

In September 2024, Rede Mater Dei de Saúde carried out its first Diversity & Inclusion Census to gain a deeper understanding of its workforce profile and to strengthen its commitment to building an inclusive and equitable environment. Conducted in partnership with Teamhub<sup>1</sup>, the process comprised three stages: introductory awareness training, administration of a census survey with an inclusion perception assessment, and data analysis. The survey, completed by 70.86% of employees, generated valuable insights into culture, leadership, HR practices, and accessibility. These findings will guide targeted actions for continuous improvement, reinforcing the organization's inclusive culture and advancing its diversity agenda.

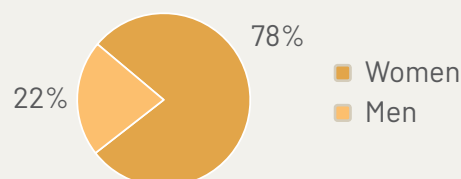
### INCLUSION MATURITY SCORE

Mater Dei: **3**

- 01 Inexistent** – No formal inclusion practices or policies in place.
- 02 Initial** – Isolated, inconsistent initiatives.
- 03 Development** – Inclusion practices in place, showing visible progress.
- 04 Advanced** – Inclusion integrated into operations, with measurable outcomes.
- 05 Model** – Industry leader and reference in sustainable, innovative inclusion practices.

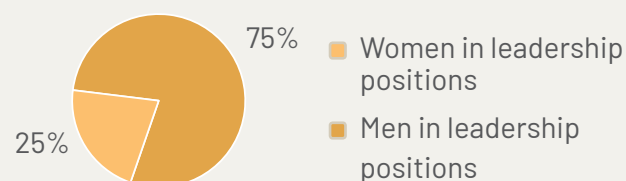
## GENDER REPRESENTATION – WORKFORCE

Women **5,933**    Men **1,639**    Total **7,572**



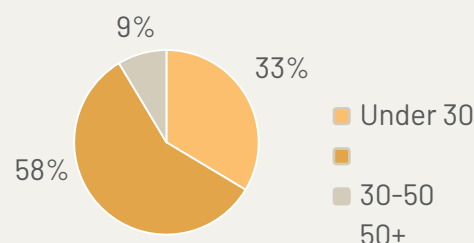
## GENDER REPRESENTATION – LEADERSHIP\*

Women in leadership positions: **384**    Men in leadership positions: **127**    Total **511**



## GENDER REPRESENTATION AND AGE GROUP

	Under 30	30-50	50+
Women	1,967	3,491	475
Men	556	908	175



## POSITION TYPE AND AGE GROUP

	Under 30	30-50	50+
Leadership	79	398	34
Non-leadership	2,444	4,001	616
<b>Total</b>	<b>2,523</b>	<b>4,399</b>	<b>650</b>

<sup>1</sup>Teamhub: <https://teamhub.com.br/>

\* Leadership includes supervisory roles and above.

## SELF-IDENTIFIED RACE OR ETHNICITY\* AND POSITION TYPE

	Asian	White (Caucasian)	Black	Mixed race	Indigenous	Other	No answer
Leadership	2	124	35	341	1	8	0
Non-leadership	34	1,146	654	5,123	16	88	0
	<b>36</b>	<b>1,270</b>	<b>689</b>	<b>5,464</b>	<b>17</b>	<b>96</b>	<b>0</b>

## SELF-IDENTIFIED SEXUAL ORIENTATION<sup>1</sup>

Sexual Orientation	Amount	Percentage
Heterosexual	5,071	84.30%
Homosexual	398	6.60%
Bisexual	266	4.40%
Pansexual	37	0.60%
Asexual	29	0.50%
Other	74	1.20%
No answer	141	2.30%
<b>Total</b>	<b>6,016</b>	

\* Figures sourced from the Diversity Census conducted by Rede Mater Dei de Saúde in September 2024.

## GENDER REPRESENTATION BY REGION

	SOUTH-EAST	NORTH-EAST	CENTRAL-WEST	TOTAL
	77%	18%	6%	
Women	4,577	1,007	349	<b>5,933</b>
Men	1,238	322	79	<b>1639</b>

## POSITION TYPE BY REGION

	SOUTH-EAST	NORTH-EAST	CENTRAL-WEST
Leadership	413	69	29
Non-leadership	5,402	1,260	399
<b>TOTAL</b>	<b>5,815</b>	<b>1,329</b>	<b>428</b>

\* The database is drawn from the TOTVS Human Resources Management System. Race and ethnicity data are collected via a self-declaration form completed during the hiring process.

\* Figures sourced from the Diversity Census conducted by Rede Mater Dei de Saúde in September 2024.

## APPRENTICES AND INTERNS

Apprentices  
**141**

Interns  
**635**

## THIRD-PARTY CONTRACTORS BY ACTIVITY

Administrative  
**59**

Total  
**238**

Operational  
**179**

## THIRD-PARTY CONTRACTORS BY REGION

Northeast  
**65**

Southeast  
**161**

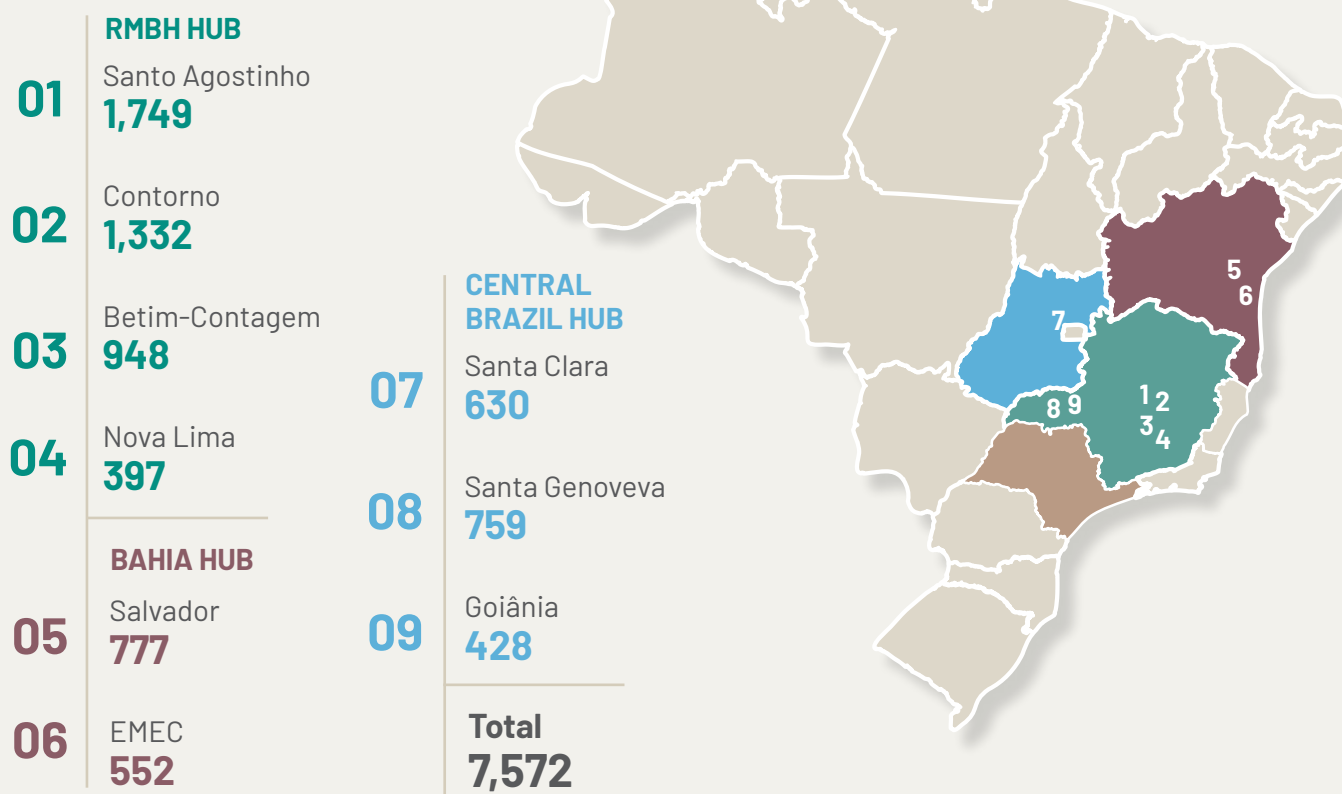
Central-West  
**12**

Total  
**238**

## NEW HIRES BY REGION

	SOUTH-EAST	NORTH-EAST	CENTRAL-WEST	TOTAL
	80%	13%	7%	
Women	2,604	428	229	<b>3,261</b>
Men	736	133	49	<b>918</b>

## REDE MATER DEI EMPLOYEES BY REGION (2024)



## AGE GROUP BY REGION

	Under 30	30-50	50+
Southeast	2,085	3,175	555
Northeast	312	949	68
Central-West	126	275	27
<b>TOTAL</b>	<b>2,523</b>	<b>4,399</b>	<b>650</b>

## SELF-IDENTIFIED RACE OR ETHNICITY\* BY REGION

Region	Asian	White (Caucasian)	Black	Mixed race	Indigenous	Other
Southeast	34	1,029	439	4,252	13	48
Northeast	2	151	238	890	2	46
Central-West	0	90	12	322	2	2
<b>Total</b>	<b>36</b>	<b>1,270</b>	<b>689</b>	<b>5,464</b>	<b>17</b>	<b>96</b>

\* The database is drawn from the TOTVS Human Resources Management System. Race and ethnicity data are collected via a self-declaration form completed during the hiring process.



## ORGANIZATIONAL CLIMATE INITIATIVES

In 2024, the organization made significant strides in recognizing and enhancing employee well-being. Based on active listening and ongoing analysis of organizational climate and engagement levels, a series of initiatives were implemented to improve the work environment and the overall employee experience.

Key initiatives included:

- Launch of the GPS platform – transforming Digital HR (see page 114 for more details);
- Revision and expansion of the Profit Sharing Program to include all Units;

- Enhancement of employee benefits, along with regular organizational climate initiatives;
- Consistent progress in diversity and inclusion efforts;
- Strengthening of organizational culture.

The achievement of GPTW recertification confirms that these initiatives have delivered positive impacts, as reflected in internal performance indicators, team motivation, and a reinforced organizational culture. This outcome reaffirms Rede Mater Dei de Saúde's commitment to continuous improvement.

## TALENT ATTRACTION AND RETENTION

People are the cornerstone of Rede Mater Dei de Saúde. The organization is committed to attracting highly qualified and engaged professionals who share its values and vision. To achieve this, the Recruitment and Selection department leverages multiple channels to advertise job opportunities – including LinkedIn, Indeed, Vagas.com, and the corporate website. All vacancies are open to every applicant, with no form of

discrimination, reaffirming Rede Mater Dei de Saúde's commitment to diversity and inclusion.

The selection process follows the Corporate Competency Model, built on three pillars – Career, Business, and People – aligned with the organization's values and the behaviors expected at each leadership level. Selection steps may include competency-based interviews, Individual Profile (PI) assessments, and technical or skills tests, applied according to the requirements of each role.

Career	Business			People		
Management	Focus on Sustainable Results	Innovation Management	Decision-Making	Collaboration and Relationship-Building	People Development and Engagement	Our Way of Being
Specialist	Technical Efficiency	Focus on Innovation			Technical Influence	
Administrative and Clinical (Higher-Level)	Operational Efficiency	Problem Analysis and Resolution	Initiative		Adaptability and Flexibility	
Technical Operational	Operational Discipline	Focus on Quality				
Acting with a Values-Driven Approach						

## ORGANIZATIONAL COMPETENCIES

Competencies are organized into two pillars: Business and People.

Each competency is defined by, though not limited to, a set of observable behaviors that are expected to drive performance.

The Values are embedded across all organizational competencies, reinforcing the message that they must guide all actions and decisions, in every career path within Mater Dei.

In 2025, Rede Mater Dei de Saúde will fully digitize its recruitment, selection, and onboarding processes through the Sydle platform.

### Key Benefits:

- Increased speed and efficiency;
- Enhanced reliability and transparency;
  - Improved process tracking for leaders;
- Greater autonomy for leadership throughout the process.

### RESULTS

#### Attraction and Selection

**3,174** positions filled (RMBH HUB)

**1.690** positions filled (BAHIA and CENTRAL BRAZIL HUBS)

## MATER DEI TALENTS

The *Talentos* Mater Dei Program is designed to value and retain employees by fostering internal career development. By promoting professionals who already understand the organization's culture and processes, the program boosts engagement, strengthens the organizational climate, and optimizes resources.

### RMBH HUB:

**In 2023, 781 vacancies (23%)** were filled by internal employees at the RMBH Hub.

**In 2024, 851 vacancies (26.81%)** were filled by internal employees at the RMBH Hub.

This represents a **9%** increase from 2023 to 2024, driven primarily by the opening of Mater Dei Nova Lima Hospital, which filled 51 positions through internal recruitment.

## YOUTH APPRENTICESHIP PROGRAM

In line with Law No. 10,097/2000 and Decree No. 9,579/2018, Rede Mater Dei de Saúde's Youth Apprenticeship Program provides both theoretical and practical learning opportunities for young people in situations of social vulnerability in the cities where the Network operates Units.

Beyond promoting inclusion and professional development, the program enables participants to acquire specialized technical knowledge in the network's areas of operation, along with essential socio-emotional and behavioral skills for successful entry into the job market.

We partner with several training institutions, including ASSPROM, IEL, CIEE, ICASU, RENAPSI, Proativa, and Rede Cidadã. In 2024, the program benefited 313 apprentices.

### Apprentices

2023	2024
<b>300</b>	<b>313</b>

## INTERNSHIP PROGRAM

Since 2011, Rede Mater Dei de Saúde has offered an internship program for technical and higher education students in the care, administrative, and support areas. Over the years, more than six thousand students have participated, gaining practical, real-world experience while enhancing their professional skills. The program also serves as a strategic talent pipeline, identifying high-potential individuals for future integration into the organization's workforce.

Total number of interns who took part in the internship program from January to December 2024:

**1,871**

## APPRENTICESHIP PROGRAM FOR PERSONS WITH DISABILITIES (PwD)

In 2024, Rede Mater Dei de Saúde launched its Apprenticeship Program for Persons with Disabilities (PwD), reaffirming its commitment to fostering personal and professional growth through concrete, inclusive action.

Developed in partnership with Rede Cidadã, the program welcomed its first cohort in May 2024 and was designed to promote full inclusion, with a focus on the comprehensive development of participants.

### Rede Inclusiva Rede Cidadã

Program Duration:

**1 year and 8 months**

Total Hours:

**1,580 – 4 hours/day**

Theoretical Training:

**400 horas**

Practical Training:

**1,180 horas**

### Results 2024

**15** apprentices  
(Betim-Contagem)

**15** apprentices (Contorno)

**15** apprentices (Nova Lima)

### Program Objectives:

- Deliver comprehensive training encompassing:
  - Human skills
  - Technical skills
  - Socioemotional competencies
  - Civic consciousness
- Prepare apprentices in a structured, closely monitored way for successful entry into the workforce.
- Provide a real and effective pathway to professional development.
- Support the retention of talent nurtured through the program.
- Foster career growth opportunities within Rede Mater Dei de Saúde.

## INTERNAL RECOGNITION | OUTSTANDING INTERN AWARD

Rede Mater Dei de Saúde honored 156 interns who stood out in 2024 for their performance, engagement, and alignment with the organization's values. The initiative reinforces the commitment to professional development and talent retention.

Selection is conducted through an online evaluation form, in which leaders assess behaviors that reflect Rede Mater Dei's core values: human warmth, people who make a difference, doing things safely and properly, and delivering results for all.

### OUTSTANDING INTERN AWARD – CELEBRATION HIGHLIGHTS

#### 01 Opening Remarks

Video message from José Henrique Salvador, CEO of Rede Mater Dei de Saúde, and Lara Salvador, Director of Innovation and Patient Experience.

#### 02 Keynote Lecture – Communication and Public Speaking

Presented by Érika Guerra, on the theme "Communication Designed for People."

#### 03 Coffee Break and Networking Opportunities

Closing session with partner universities offering guidance and answering questions about their academic programs.

#### 04 Career Journey Testimonial

Conversation with Kelvisson Lebarcky, who began his career as an intern at Rede Mater Dei and now serves as Infrastructure and Information Security Manager.

Photos from the 2024 Outstanding Intern Program Celebration





## EMPLOYEE ONBOARDING PROGRAM (PIC)

A positive onboarding experience is critical to ensuring that new employees feel welcomed, valued, and part of the team from day one. Rede Mater Dei de Saúde conducts the Employee Onboarding Program (PIC) weekly across all Units. This mandatory initiative for new hires introduces the organization's core areas, fosters alignment with its culture and values, and facilitates a smooth transition into the workplace.

### PIC Participants:

2023:  
**6,000** employees

2024:  
**4,149** employees\*

## SEMEAR PROJECT

### Mater Dei Contorno Hospital

Launched in July 2024, the SEMEAR Project offers weekly sessions for new employees to learn about the organization's history and values. Conceived and led by Unit General Manager Marianna Xavier Dias, this initiative reinforces cultural integration from the outset.

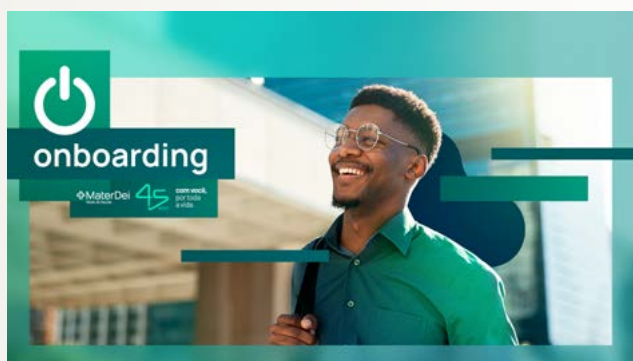


## ONBOARDING 2025 PROJECT

### Objective

Ensure that new talents experience a welcoming, structured, and efficient onboarding process – from the moment they accept a job offer through full integration into their teams – with a strong focus on cultural alignment and organizational values.

### New visual identity



### KEY ENHANCEMENTS

1. Personalized welcome letters for new employees
2. Personalized welcome letters for new leaders
3. E-book with essential access information and benefits
4. Onboarding Journey: revised program to be completed within 60 days of hiring

### Pilot – HUB RMBH (April 7, 2025):

Pre-implementation  
**NPS – 46%**

Critical: -100 to 0  
Improvement: 1 to 50

Post-implementation  
**NPS – 100%**

Quality: 51 to 75  
Excellence: 76 to 100

\* Data exclude the Porto Dias Unit, as it is no longer part of Rede Mater Dei de Saúde.

## GPS PLATFORM

The GPS Platform is a cornerstone of Rede Mater Dei's Digital HR transformation strategy. Developed in January 2024 and officially launched in July, it is accessible via desktop, tablet, and smartphone.

### Core Modules:

- **Core<sup>1</sup>:** Integration of the organizational structure;
- **Career and Succession:** Competency Assessment, Nine Box methodology<sup>2</sup>, and operationalization of career committees
- **Goals:** Launch of the new Short-Term Variable Compensation Program (PLR), with goal dashboards for monitoring performance;
- **Learning:** Delivery of technical and behavioral learning pathways aligned with values, standards, and protocols.



### IMPACT SINCE LAUNCH:

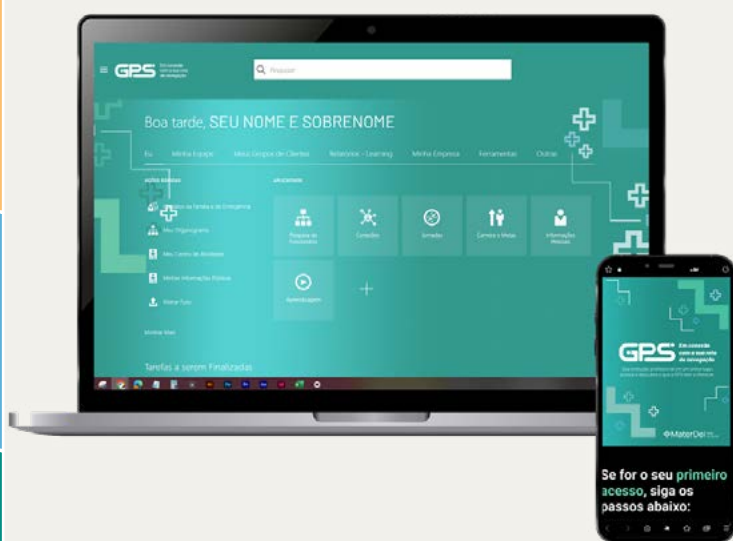
- Over **160 learning resources** across communication, marketing, compliance, HR, healthcare, finance, and IT;
- Creation of **27 structured learning pathways** aligned with organizational competencies and strategic themes
- **4,380 PLR goal dashboards** registered across all Units;
- **Over 130 career committees**, conducted organization-wide.

**The GPS Platform has enhanced transparency, accessibility, and integration in people management processes, marking a significant advance in the digitalization of HR.**

## COMPETENCY-BASED PERFORMANCE EVALUATION

In 2024, Rede Mater Dei refined its competency-based performance evaluation process, now applicable to all positions and Units.

Competencies are defined by observable behaviors aligned with organizational values and philosophy. This process aims at encouraging the consistent demonstration of expected behaviors, identifying gaps between current and target performance, and translating these gaps into development opportunities through targeted feedback and Individual Development Plans (IDPs). The program ensures that values are embedded in people management practices and supports the continuous professional growth of employees.



<sup>1</sup> Core: refers to the central module of the GPS Platform.

<sup>2</sup> Nine Box Methodology: Also known as the 9-Box Matrix, this tool evaluates performance and potential in a 3x3 framework, guiding strategic decisions on development, promotion, and talent retention.

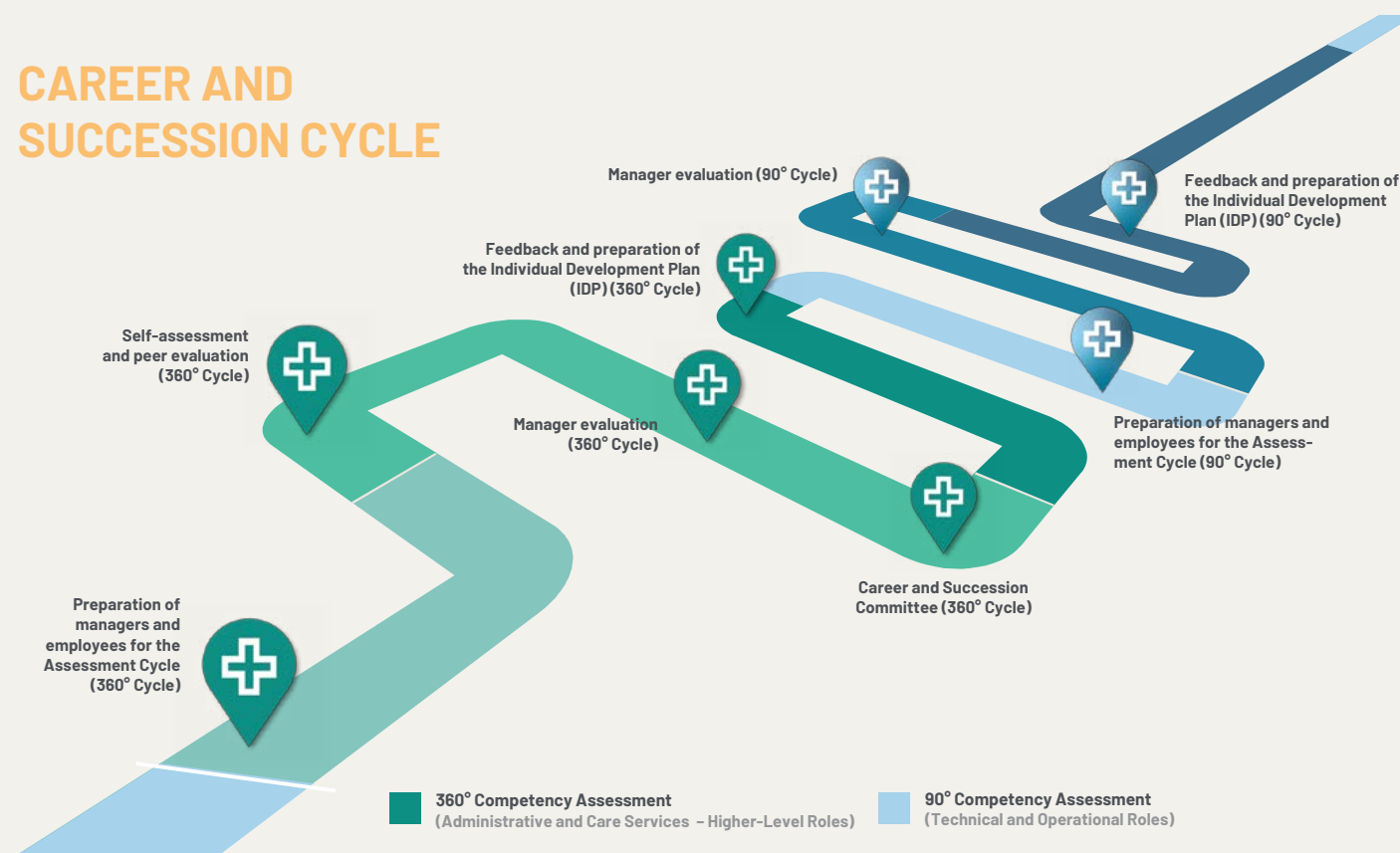
## CAREER AND SUCCESSION PROGRAM

Also launched in 2024, the Career and Succession Program evaluates competencies by job group across the organization and identifies high-potential successors.

### Evaluation Formats:

- 90°: Assessment by direct manager
- 360°: Assessment by peers, colleagues, subordinates, direct manager, and self-evaluation

## CAREER AND SUCCESSION CYCLE



## Careers and Eligibility

### MANAGEMENT

Directors  
Superintendents  
General Managers  
Managers  
Coordinators  
Supervisors  
Team Leaders  
Controller

### SPECIALIST

Engineer  
Specialists  
Occupational Health Physician  
Civil Engineer  
Physician

### ADMINISTRATIVE CLINICAL CARE

Analysts  
Buyers  
Communications Officer  
Internal HR Consultant  
Auditor  
Secretary  
Instructional Designer  
Nurse  
Nutritionist  
Occupational Health Nurses  
Pharmacists  
Laboratory Analyst  
Embryologist  
Biomedical Scientist  
Lawyer  
Nurse Educator

### TECHNICAL AND OPERATIONAL

Nursing Technician  
IT Technician  
Occupational Safety Technician  
Nutrition Technician  
Technical Specialists  
Nursing Assistant  
Assistants  
Support Staff  
Electrician  
Storekeeper  
Rebar Worker  
Attendant  
Firefighter  
Carpenter  
Inspector  
Cashier  
Receptionist



Following the evaluations, the Calibration Committee – made up of leadership and HR – reviews employee performance, providing guidance for individual development actions, identifying career aspirations, and mapping critical and succession positions within Rede Mater Dei de Saúde.

Subsequently, leaders give feedback to their teams and develop Individual Development Plans (IDPs) to strengthen and/or build competencies.

#### NEW CAREER AND SUCCESSION EVALUATION

**Over 130** leadership career committees held

**Over 1,360** participants in the 360-degree stage

**Over 4,430** participants in the 90-degree stage

#### CAREER AND SUCCESSION PROGRAM

##### 360° Cycle Stages

Skills and Qualifications

Self-Assessment and Peer Input

Manager Evaluation

Career and Succession Committee

Feedback and IDP

##### 90° Cycle Stages

Skills and Qualifications

Manager Evaluation

Feedback and IDP

## COMPENSATION AND BENEFITS

### JOB AND SALARY PROGRAM

The Job and Salary Plan, revised in 2023, introduced more competitive practices to attract professionals who are even better aligned with Rede Mater Dei de Saúde's strategic challenges.

The plan includes job descriptions, data collection on fixed and variable compensation practices and company benefits, salary benchmarking with a selected panel, job scoring, and analysis of the impact of the compensation strategy defined by Rede Mater Dei's Executive Board.



## COLLECTIVE BARGAINING AGREEMENTS

Rede Mater Dei de Saúde maintains its relationship with labor unions on the principles of partnership, respect, and transparency, consistently fostering an environment of open dialogue. All employees nationwide are covered by collective bargaining agreements that provide rights beyond those established by law, ensuring fair working conditions and professional recognition across all Units.

## EMPLOYEE BENEFITS

Rede Mater Dei de Saúde offers a benefits package that varies by Unit. Key benefits include: health plan, dental plan, agreements and partnerships with pharmacies, meal allowance, scholarship program, life insurance, Profit-Sharing Program (PLR), Executive Awards Program (PPE), vacation camp, access to Wellhub, Optum, and partnerships with recreational clubs.

## INVESTMENT IN EDUCATION, DEVELOPMENT, AND TRAINING

Rede Mater Dei de Saúde has always placed a high priority on developing its people, making substantial investments in initiatives such as the Scholarship Program, Leadership Development, Institutional Training Project, and technical training programs. Alongside an in-house team of more than 30 professionals dedicated to these initiatives, the network invested **R\$4,426,032 in courses and classes in 2024 – representing a 35% increase compared with 2023.**

## DIVERSITY AND INCLUSION

### DIVERSITY AND INCLUSION LITERACY AND CENSU

#### Purpose:

- **Map diversity:** identify the organization's demographic composition (gender, ethnicity, age, sexual orientation, gender identity, disability, among others);
- **Assess inclusion and equity:** understand employee perceptions of organizational policies, practices, and culture;
- **Identify gaps:** pinpoint challenges and opportunities for improvement in diversity, equity, and inclusion;
- **Monitor progress:** track the evolution and impact of diversity and inclusion initiatives over time;
- **Support strategies:** use the data to inform more inclusive policies and programs.

#### Main Actions:

- Educational and awareness-raising lectures;
- Internal awareness initiatives;
- Knowledge capsules;
- Training for leaders and People and Management teams;
- Inclusion track available to all employees.

#### Result:

**324**

employees trained through the Diversity and Inclusion Literacy lecture.

## RESULTS OF THE DIVERSITY AND INCLUSION CENSUS

**70.86%** employee engagement

**65.11%** of employees self-identify as Black

**13.67%** of employees self-identify as LGBTQIAPN+

**6,014** respondents

**score 3**

on inclusion maturity in the visible practices currently being implemented

## MATER DEI LIBRAS FOR ALL PROGRAM



Rede Mater Dei de Saúde is committed to fostering inclusion for both employees and patients, ensuring an accessible and welcoming environment. To that end, the Network offers a free Brazilian Sign Language (Libras) course to all employees and clinical staff, delivered online via the GPS platform.

The objective is to promote the use of Libras and equip teams to establish basic communication with everyone, strengthening both humanized and inclusive care.

The course is available across all Units, with 10 hours of content divided into 24 modules, including exercises and support materials.

**Result:**

**9** participants have completed the course

**175** participants currently enrolled

## TRAINING AND DEVELOPMENT

## CORPORATE EDUCATION

Professional development at Rede Mater Dei de Saúde is grounded in continuous learning, with a focus on building the skills and knowledge essential to each role. This approach combines training initiatives and continuing education programs designed to drive both professional and personal growth.

**2023**

- Average training hours per employee: **29.58\***
- Total network training hours: **278,606 hours\***

**2024**

- Average training hours per employee: **34.41**
- Total network training hours: **261,055 hours**

Increase of 4.83% in average training hours per employee compared to 2023.

\* Data updated in 2024, excluding Porto Dias Unit.



## LIDERA MAIS

### Leadership Development Program

Lidera Mais is designed to prepare Rede Mater Dei leaders to meet evolving management challenges. Through a structured learning pathway, leaders learn, experience, and apply the Mater Dei Way of Leading in their daily work.



### PILLARS & COMPETENCIES



#### PEOPLE

Learn how to guide, develop, and engage diverse teams, ensuring that every employee feels heard and recognized by leadership.



#### CULTURE

Embrace a leadership role as a culture multiplier, acting as an ambassador for organizational values.



#### BUSINESS

Master Rede Mater Dei de Saúde's business model to make strategic, effective decisions. Leverage people management processes and tools to deliver stronger results.

### MODULES OF LIDERA MAIS

#### ASSESSMENT CEO, VP, DIRECTOR, SUPERINTENDENT GENERAL MANAGER

Behavioral, performance, and potential assessment (PI)

Group debriefing session.

#### THE MATER DEI LEADER

Core leadership attributes:

Self-management and managing others

Productivity and time management

Motivation and engagement

Leadership and delegation

#### COMMUNICATIVE LEADERSHIP

Leader as communicator and culture ambassador:

Assertive communication and Nonviolent Communication (NVC)

Building a culture of open dialogue

Crafting key messages

Inspiring communication

Conflict management

### RESULTS:

**477** leaders trained in Modules 1 and 2

**83%** participation in the first two modules

**Two additional modules scheduled for 2025:**  
Decision-Making in Complex Scenarios and  
High-Performance Team Management



## PRE-OPENING TRAINING AND CULTURAL ONBOARDING – MATER DEI NOVA LIMA HOSPITAL

**135** classes

**300** employees trained in technical and behavioral topics

**290** training hours

**Over 10** partner suppliers engaged



Unit: Nova Lima

## PREMIUM SERVICE TRAINING

- **31** classes
- **263** employees trained
- **50** training hours
- NPS scores between **85% and 100%**



Premium Service Training. Nova Lima Hospital

## UNIT START-UP SIMULATION



## INAUGURATION BREAKFAST FOR EMPLOYEES







## SECTOR-SPECIFIC TECHNICAL AND/OR BEHAVIORAL TRAINING

Rede Mater Dei de Saúde delivers training to all employees, developing both technical competencies (knowledge and skills) and behavioral competencies (attitudes), aligned with team needs and healthcare sector regulatory requirements.

The Corporate Education department has dedicated teams in each Unit, offering training through active learning methodologies, simulations, and interactive events to enhance learning and boost engagement.



Uberlândia



Salvador



RMBH



Goiania

## DEVELOPING BEHAVIORAL SKILLS

### Mater Dei EMEC Hospital

In 2024, Mater Dei EMEC Hospital trained 60 employees in key behavioral skills, including teamwork, strategic thinking, communication, feedback, and leadership. Using a methodology based on business games and interactive activities, participants applied these concepts in practice, fostering creativity, collaboration, and problem-solving.

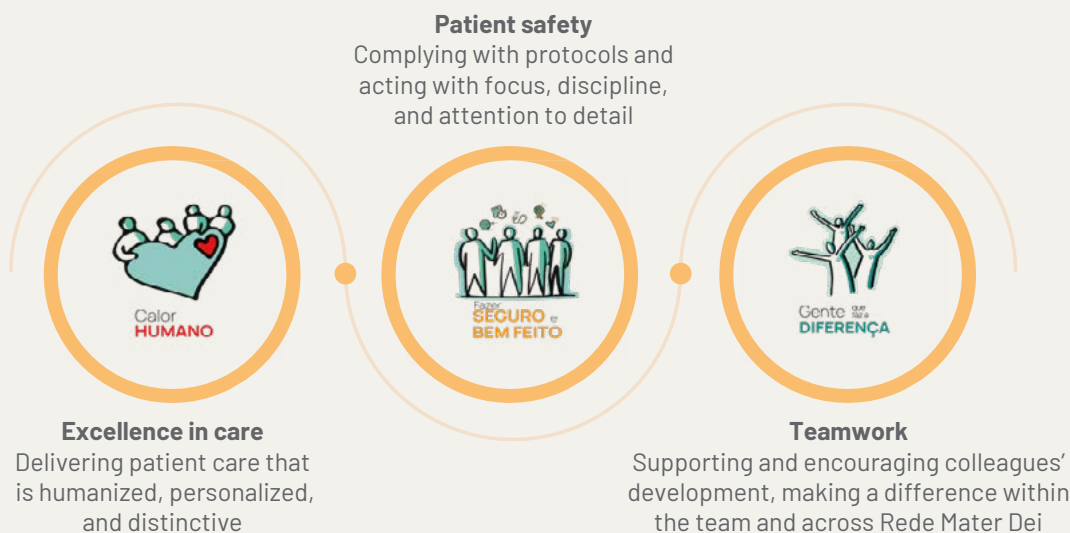




## NURSING WEEK AND 2nd EDITION OF THE INSPIRAR PROGRAM

Nursing Week at Rede Mater Dei de Saúde is a dedicated moment to celebrate and recognize the vital contributions of nursing professionals. The program featured lectures, awards, special refreshments, and gifts – expressing gratitude for the commitment and dedication of professionals who embody the Mater Dei Way of Being with excellence.

During the week, the second edition of the Inspirar Program was held for nurses, nursing technicians, and nursing assistants, honoring those who stand out in clinical practice and in living the Network's values.



**130** employees recognized

## NURSE DEVELOPMENT PROGRAM

### Performance Nurse

Performance Nurse is designed for nurses providing direct patient care who have joined the Network within the past 12 months. Its purpose is to strengthen technical and behavioral skills through practical training, simulations, and group dynamics, covering key clinical protocols and nursing routines, including the leadership role within care teams.

Launched in the HUB RMBH Units, the program expanded to Mater Dei Salvador Hospital in 2023 – training **268 nurses** – and in 2024 reached the Uberlândia Unit, graduating **244 professionals** that year.



## National Workshop on Skin Injury Prevention

**Purpose:** Present best practices in preventing and managing skin injuries.

**Partner:** 3M

**Audience:** Rede Mater Dei professionals

### Topics covered:

- Maintaining skin integrity
- Pressure injuries
- Incontinence-associated dermatitis
- Medical adhesive-related skin injuries
- Rede Mater Dei prevention protocol



## Results

**2**  
classes

**176**  
participants

**6**  
training hours

NPS:  
**100%**



## REALISTIC SIMULATION LABORATORY

Rede Mater Dei de Saúde's Realistic Simulation Laboratory provides hands-on training focused on developing technical and behavioral competencies. The facility includes simulation, briefing<sup>1</sup>, and control rooms, as well as the capacity for in situ<sup>2</sup> simulations directly in auditoriums or care areas, closely replicating real work routines.

All Units are equipped with mannequins and simulation tools to ensure effective, practice-based learning. The Care Practices Management team conducts regular technical and clinical training to support continuous professional development and maintain service quality.

<sup>1</sup> Briefing: delivering concise, targeted information and instructions about a mission or task.

<sup>2</sup> In situ: in its natural or normal location (used to describe a structure or organ).



## MEDICAL RESIDENCY AND SPECIALIZATION PROGRAMS

Rede Mater Dei de Saúde is committed to excellence in medical training through its Medical Residency Programs (PRM), coordinated by COREME – the Medical Residency Commission. Currently, Hospitals Mater Dei Santo Agostinho and Contorno host 149 residents engaged in activities across the HUB RMBH Units.

Accredited by Brazil's Ministry of Education (MEC) since 2009, the PRMs now cover 20 medical specialties Cardiology, General Surgery, Vascular Surgery, Internal Medicine, Geriatrics, Obstetrics and Gynecology, Mastology, Fetal Medicine, Intensive Care Medicine, Oncology and Clinical Oncology, Orthopedics and Traumatology, Pediatrics, Radiotherapy, Assisted Human Reproduction, Ultrasound in Obstetrics and Gynecology, Emergency

Medicine, Radiology, Diagnostic Imaging, Sports Medicine, and Gynecologic Endoscopy. Annual admissions are conducted through the Unified Selection Process (PSU), organized by the Medical Residency Association of Minas Gerais (AREMG).

In addition, the Network offers lato sensu specialization programs in partnership with Fundação Educacional Lucas Machado (FELUMA), with selection by FELUMA Concursos.

The network also hosts residents from other institutions for elective rotations, expanding the national reach of its medical training.

**In 2024, 70 physicians graduated from residency and specialization programs.**

## STRATEGY FOR HIGH PERFORMANCE AND EVOLUTIONARY RESILIENCE

### Mater Dei Contorno Hospital

Employees and managers took part in an inspiring session with two-time Olympic volleyball champion Thaísa Daher, exploring the theme of high performance in constantly changing environments.

The talk addressed strategies to face challenges, overcome obstacles, and develop evolutionary resilience – essential for long-term adaptation and success. Strong engagement and active participation underscored the relevance of the topic to current team realities.





## EDUCATIONAL PARTNERSHIPS

Thanks to its outstanding infrastructure and highly skilled professionals, Rede Mater Dei de Saúde engages in several initiatives aimed at promoting the educational development of its healthcare professionals at various levels.

### INSTITUTIONAL TRAINING CENTER (CFI)

Established in 2012, the Institutional Training Center (CFI) trains technical-level nursing professionals aligned with the Network's culture and values.

High-performing curricular interns may continue as extracurricular interns, receiving a scholarship and transportation allowance until course completion. At the program's end, participants are

assessed for potential hiring as young professionals within Rede Mater Dei.



The program is held in the Santo Agostinho, Betim-Contagem, Salvador, and Goiânia Units.

Indicators	2023	2024
Curricular interns	963	540
Promoted to extracurricular scholarship holders	617	472
Hired as Nursing Assistant/Technician	400	291
Internal placement rate	65%	62%

*In 2024, the number of interns decreased due to the discontinuation of activities at Hospital Porto Dias and the opening of the Nova Lima Unit.*



### GRADUATE PROGRAM IN HOSPITAL NURSING

Developed in partnership with Grupo Ânima and Uni-BH, the Graduate Program in Hospital Nursing is open to the public, with selection held twice a year. It targets nurses seeking specialization in medium- and high-complexity hospital care, combining scientific development with supervised clinical practice to enhance employability.



Spanning 13 months, the program provides on-the-job training at the RMBH HUB Units, combining theoretical classes delivered by the partner educational institution with field practice supervised by Rede Mater Dei de Saúde's Corporate Education team and care leadership.

### Results and Expansion

Launched in **2017** with **25 seats** the program now offers **70** in the HUB RMBH units. Since inception, **429 nurses have completed the course**, with **approximately 67% hired** for internal nursing positions within **Rede Mater Dei de Saúde**.



## CORPORATE INITIATIVES AND EVENTS

Rede Mater Dei de Saúde places a premium on valuing and acknowledging its professionals through events and ceremonies of gratitude and recognition. The network also promotes initiatives on commemorative dates to strengthen internal engagement and foster closer connections among teams.

### WHITE JANUARY & TRANS VISIBILITY (Jan/24)



Participants: Over **1,450** employees

### CARNIVAL | SEXUALLY TRANSMITTED DISEASE PREVENTION (Feb/24)



### INTERNATIONAL WOMEN'S DAY (Mar/24)





## Women's Day Initiative

### Objective

To foster inclusion and recognition, and to honor all women at RMDS.

### Event format and structure

Actions carried out in a synchronized and standardized manner, strengthening the sense of belonging across the network and ensuring employee satisfaction.



### Event date

Decorations in all Units and event held on March 8.

### Communication plan

Communication pieces and short features distributed via email and displayed in public areas of the Units.

## REDE MATER DEI FIGURES

**77%** of employees are women

**90%** of women identify as Black or mixed race

**48%** of women are mothers

**75%** of leadership positions are held by women





## EASTER (Apr/24)

Easter egg draw for employees who registered for the activity.



## FACTS & FIGURES

**1,675** employees registered for the draw

**20** winners per hospital

**180** chocolate eggs delivered across 9 Units

## INFLUENZA VACCINATION CAMPAIGN (Apr/24)



## LABOR DAY & WORLD NO TOBACCO DAY (May/24)

Special breakfast served to employees in all Units.



## JUNE FESTIVAL & RESPIRATORY DISEASE PREVENTION (Jun-Jul/24)



Unit:  
Santo Agostinho



Unit: Contorno



Unit: EMEC

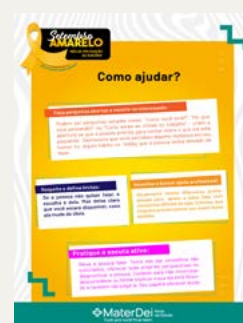


Unit: EMEC

## GOLDEN AUGUST - BREASTFEEDING AWARENESS (Aug/24)



## YELLOW SEPTEMBER & NATIONAL DAY FOR PERSONS WITH DISABILITIES (Sep/24)



## Inclusive Dialogues Lecture

**Purpose:** Raise awareness among employees about the challenges faced by persons with disabilities and provide guidance on effective communication.

**Location:** Santo Agostinho Unit, livestreamed to all Units

**Speaker:** Patrícia Gil Silva, Superintendent of Programs and Projects at the Association of Parents and Friends of Individuals with Disabilities (APAES) of Minas Gerais.

**Result:** 111 participants.



## PINK OCTOBER & CHILDREN'S DAY (Oct/24)



## CHILDREN'S DAY

**3,500 gifts** distributed to employees' legal dependents aged 0-12

## BLUE NOVEMBER & BLACK AWARENESS DAY (Nov/24)



## Mater Dei EMEC Hospital

To celebrate the beauty and strength of its people, the Unit invited employees to take part in a commemorative photo session.

## Black Awareness Day Lecture

**Purpose:** Foster meaningful reflection on the importance of diversity, racial equity, and inclusion in the workplace, especially in healthcare.

**Result:** 103 participants.



## HIV/AIDS AND SEXUALLY TRANSMITTED INFECTIONS AWARENESS CAMPAIGN (Dec/24)



## YEAR-END CELEBRATION (Dec/24)

### Service Tenure Recognition & Christmas Celebration

During the year-end event, **537 employees were honored for their years of service**, with recognition ranging from **5 to 35 years at Rede Mater Dei de Saúde**.

Awards were presented on December 5 in Unit auditoriums by local leaders, followed by a live-streamed Christmas event broadcast to all Units. The live event featured choir performances from every Unit.

Afterward, employees enjoyed a special coffee break, and all received a Christmas gift kit.

### Employees Recognized by Service Tenure

5 years <b>309</b>	25 years <b>11</b>
10 years <b>164</b>	30 years <b>4</b>
15 years <b>32</b>	35 years <b>1</b>
20 years <b>16</b>	Total <b>537</b>





## INSTITUTIONAL CHOIR

Choir members:

### 2023

- RMBH HUB: 40 members
- Mater Dei Premium Goiânia Hospital 18 members
- Mater Dei Santa Clara and Santa Genoveva Hospitals: 30 members
- Mater Dei Salvador Hospital 18 members
- Mater Dei EMEC Hospital 31 members
- **TOTAL 2023 (excluding Porto Dias): 137**

### 2024

- RMBH HUB: 47 members
- Mater Dei Premium Goiânia Hospital 28 members
- Mater Dei Santa Clara and Santa Genoveva Hospitals: 31 members
- Mater Dei Salvador Hospital 16 members
- Mater Dei EMEC Hospital 31 members
- **TOTAL 2024: 153**

**Over 10%**  
increase compared  
with 2023

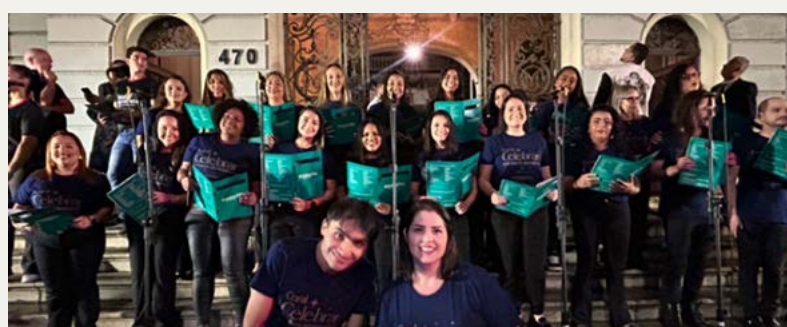


Year-end Network celebration

As part of the Christmas celebrations, the EMEC Unit choir performed for patients and employees, delighting audiences. The choir also performed on the streets of Feira de Santana, Bahia, sharing hope, warmth, and music with the community.



Hospital and Feira de Santana events EMEC Choir



Performance at Praça da Liberdade RMBH HUB

## EMPLOYEE HEALTH AND SAFETY

Rede Mater Dei de Saúde considers Occupational Health and Safety (OHS) fundamental to both business sustainability and people’s well-being. In 2024, the Network reinforced this commitment through preventive and educational initiatives aligned with its organizational culture.

Operations are managed through two specialized fronts: SESMT (Specialized Occupational Safety Engineering and Medicine Service) and Corporate Health. Together, they promote safe and

healthy environments for all employees, including third-party staff.

SESMT coordinates the Internal Accident Prevention Commissions (CIPAs) and the Commissions for the Prevention of Accidents with Sharps across all Units, ensuring compliance with applicable regulations. Management is supported by the SOC Occupational Management Software, which provides legal oversight and integrates with Brazil’s eSocial platform for reporting requirements.

## CORPORATE HEALTH

Rede Mater Dei de Saúde recognizes that employee well-being is essential to quality of life. Since 2019, the Corporate Health Program has offered comprehensive, continuous care to employees and their dependents through an innovative, human-centered approach that integrates occupational health with family medicine.

Consultations are carried out within the network’s Units, with close monitoring of medical leave, occupational exams, and care lines including prenatal, pediatric, women’s health, and mental health.

## PRIMARY HEALTH CARE

Focused on prevention, well-being, and holistic care, Rede Mater Dei de Saúde delivers a range of occupational health initiatives built around a people-centered approach.

These include scheduled and walk-in consultations, themed health-month campaigns, educational lectures, vaccination drives, and the promotion of digital health tools to support physical and mental well-being.

The key objective is to reduce physical and emotional risk factors, creating a healthier, more productive, and sustainable workplace.

RMBH HUB	2023	2024
NPS	86%	83%
Total appointments	24,631	24,644
Medical occupancy rate	115%	120%
Resolution rate	87%	88%
Occupational health exams performed:	18,099 <sup>1</sup>	22,939 <sup>2</sup>

<sup>1</sup> 2023 data updated: total number of all exam groups performed

<sup>2</sup> 2024 increase due to the opening of the Nova Lima Unit

## PERIODIC MEDICAL EXAMS

Periodic exams are part of the PCMSO (Occupational Health Medical Control Program), coordinated by the Occupational Physician and monitored by SESMT. Conducted for 100% of

employees every 11 months, these exams assess work capacity and allow early detection of health issues, promoting safety and well-being in the workplace.

## ABSENTEEISM RATE

Network	Santo Agostinho	Contorno	Betim-Contagem	Nova Lima	Santa Genoveva	Santa Clara	Salvador	Emec	Goiânia
3.19	3.63	4.02	4.34	2.64	2.76	2.98	3.56	2.09	2.67

## EMOTIONAL WELL-BEING PROGRAM

The Optum platform is part of the Network's benefits package, offering psychological support and multidisciplinary guidance to employees and their dependents (spouses and children aged 12+). Participation is confidential, free, and voluntary.

In 2024, RMBH HUB recorded **979 scheduled psychological sessions**, demonstrating the program's positive impact on mental health and family well-being.

## DIGITAL HEALTH | "MARIA SAÚDE"

Since May 2023, employees and dependents at RMBH HUB have had access to an exclusive app, developed in partnership, providing an innovative model for ongoing health management. The platform offers a personal physician and an AI-powered digital assistant for online consultations, exam scheduling, prescriptions, and tailored guidance.



In 2024, the app was firmly established as a practical, effective tool for comprehensive health management, improving access, prevention, and overall well-being.

## Care Performance

**Medical Appointments**  
2024:  
**12,529**  
In 2023: 4,041  
Total medical appointments.

**Multidisciplinary Appointments**  
2024:  
**15,810**  
In 2023: 4,645  
Total multidisciplinary appointments.

**Engagement<sup>1</sup>**  
2024:  
**70%**  
In 2023: 80%  
<sup>1</sup> Patients with three or more interactions with the app.

**Productivity<sup>2</sup>**  
2024:  
**6.3 appointments/hour**  
In 2023: 5.6/h  
<sup>2</sup> Potential number of medical appointments per hour.

**Resolution Rate<sup>3</sup>**  
2024:  
**83%**  
In 2023: 85%  
<sup>3</sup> Percentage of consultations resolved without referral.

**CSAT (Customer Satisfaction Score)**  
2024:  
**4.9**  
In 2023: 4.9  
n = 6.9k ratings

**NPS (Net Promoter Score)**  
2024:  
**9.50**  
In 2023: 0



## HEALTH PROMOTION CAMPAIGNS

Rede Mater Dei de Saúde conducts health promotion campaigns across all Units, engaging employees and patients to raise awareness, encourage prevention, and promote healthy lifestyle practices.

### WHITE JANUARY

A campaign focusing on mental health and emotional well-being.

**Activation:** Hug initiative and promotion of benefits offered by the network.



### FEBRUARY | STAYING HEALTHY DURING CARNIVAL

A campaign focusing on sexually transmitted disease prevention and safe practices during Carnival.

**Activation:** Distribution of condoms and educational materials.



### MARCH | HEALTH AND NUTRITION

A campaign promoting healthier eating habits.

**Activation:** dissemination and promotion of partner apps.



### APRIL | INFLUENZA VACCINATION CAMPAIGN

**Activation:** Immunization of healthcare professionals, in compliance with Regulatory Standard NR-32.



### INFLUENZA VACCINATION CAMPAIGN RESULTS

HUB	2023	2024	Change
RMBH HUB	2,238	2,429	8.5% <sup>1</sup>
BAHIA HUB	232	853	267.6% <sup>2</sup>
CENTRAL BRAZIL HUB	865	1,341	55% <sup>3</sup>
<b>NETWORK TOTAL</b>	<b>3,335</b>	<b>4,623</b>	<b>29.7%</b>

<sup>1</sup> Increase due to the opening of Mater Dei Nova Lima Hospital in Aug/2024

<sup>2</sup> Inclusion of Mater Dei EMEC Hospital in the 2024 campaign

<sup>3</sup> Inclusion of Mater Dei Goiânia Hospital in the 2024 campaign

## APRIL | HEALTHY HABITS

A campaign focusing on healthy living and physical activity.

**Initiative:** Promotion of partner app.



## GREEN APRIL

Occupational health and safety awareness campaign, held throughout April to mark the World Day for Safety and Health at Work (April 28).



## MAY | HIGH BLOOD PRESSURE & ANTI-SMOKING

A campaign focusing on hypertension and smoking prevention.

**Activation:** Promotion of support channels for employees with hypertension or who smoke.



## YELLOW MAY

A campaign focusing on prevention of commuting accidents and traffic safety.



## JUNE & JULY | WINTER DISEASES

A campaign focusing on respiratory health care.

**Activation:** Immunization awareness.



## GOLDEN AUGUST

A campaign focusing on the importance of breastfeeding.



## YELLOW SEPTEMBER

A campaign focusing on suicide prevention.

**Activation:** Lectures, activities, and distribution of cards and small gifts.



## PINK OCTOBER

Women's health promotion campaign. Encourages preventive screenings to detect the disease early and increase the chances of treatment and cure.



## BLUE NOVEMBER

A campaign focusing on the promotion of men's health, with emphasis on prevention and early diagnosis of prostate cancer and other male health conditions.



### MEN'S DAY ACTIVITIES

#### Men in Connection (Lecture)

Well-being and Masculinities: Challenges and Opportunities in Today's Society

#### Discussion circles

Intimate, safe spaces to share experiences and discuss common challenges. Facilitators from each Unit will be present to mediate the discussions.

#### Self-care and appreciation initiative

Haircuts for employees, scheduled in advance for those interested.

#### Videos with testimonials

We are going to shoot five videos (one per week) featuring employees who are recognized as role models within Rede Mater Dei de Saúde.

**Target audience:** All employees and clinical staff.

## RED DECEMBER

A campaign focusing on raising awareness of HIV/AIDS and other sexually transmitted infections.





## OCCUPATIONAL SAFETY

Employee safety is a top priority at Rede Mater Dei de Saúde. With highly trained professionals, the network works continuously to ensure safe workplaces and maintain a zero-accident culture.

The Occupational Safety team integrates with all hospital areas, monitoring indicators, implementing action plans, and making ongoing improvements to prevent accidents and strengthen the safety culture.

### MAIN INITIATIVES IN 2024

- NR-32 Campaigns (Zero Adornments Campaigns)
- National Accident Prevention Day
- Fire Prevention and Control – Simulated Fire Drills
- Internal Accident Prevention Week
- Internal Accident Prevention Committee
- Vaccination campaign



Unit: Nova Lima. CIPA Initiatives.

#### RESULTS:

**Operation Zero Accident**  
**OVER 6,000 PARTICIPANTS**

**Fire Drills**  
**OVER 2,200 TRAINING HOURS**

**Internal Accident Prevention Week (SIPAT)**  
**OVER 100 ACTIVITIES CONDUCTED**

**Fire Brigade Meetings**  
**OVER 100 MEETINGS HELD**

**Specialized Commissions**  
**OVER 450 PARTICIPANTS IN 36 COMMISSIONS**

**Thematic Awareness Campaigns**  
**OVER 45 INITIATIVES CONDUCTED**

**Daily Safety Dialogues (DDS)**  
**OVER 100 MEETINGS HELD**

**Safety Inspections (Blitz)**  
**OVER 400 ACTIVATIONS HELD**

## EMERGENCY PREPAREDNESS AND RESPONSE

Rede Mater Dei de Saúde maintains a strong culture of fire prevention and emergency readiness, with safe infrastructure, trained teams, and updated protocols. All Units have automated protection systems, updated emergency plans, and regular drills – both sector-specific and system-wide – to prepare employees, contractors, and clinical staff for critical scenarios.

In 2024, more than **2,500** participated in drills at RMBH HUB, with participation from administrative teams and 50% from care teams. Additionally, **90% of employees completed mandatory fire-fighting training on the GPS platform, including a final test.** Our **brigade members receive annual training** receive annual training and attend monthly meetings to refine strategies and ensure preparedness.



Best practices are also shared through the Educa Mater Dei platform and in-person orientations, ensuring everyone knows their role in emergencies.

### FIRE BRIGADE

In 2024, the Network had **2,017** active brigade members, present in all sectors and easily identifiable by red pins, lanyards, or posted photos.

Monthly meetings plan actions and drive continuous improvement, supported by approximately **annual training and refresher sessions**, keeping about **23% of members always up to date.** The network encourages new volunteers to join, reinforcing its commitment to safety.



## WORKPLACE ACCIDENT MANAGEMENT

Rede Mater Dei de Saúde's Specialized Service in Occupational Safety Engineering and Occupational Medicine (SESMT) conducts regular safety inspections and monitors accident indicators monthly, reviewing them with coordinators, managers, and the executive board. All accidents are thoroughly investigated, leading to preventive and corrective measures.

For benchmarking, accident indicators are compared with National Association of Private Hospitals (ANAHP) data. Historically, Rede Mater Dei de Saúde has performed better than the national average. For example, **Santo Agostinho Unit recorded performance 60.62% better in accidents with leave and 56.67% better in accidents without leave compared to ANAHP's overall average.**

## WORKPLACE ACCIDENTS – REDE MATER DEI

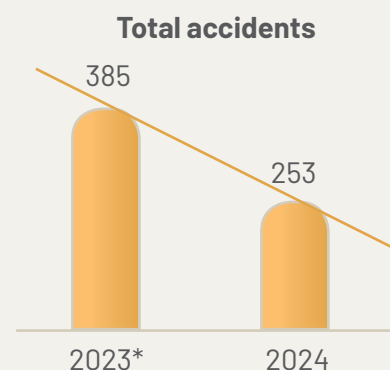
2024

Total Accidents:  
**253** (Zero fatalities)

Accidents with leave: **49**

**34%** reduction in  
accidents versus 2023

**132** fewer accidents  
across the network



## KEY ACTIONS TO REDUCE ACCIDENTS:

- Launch of Operation Zero Accidents (OZA) program
- Awards for best OZA performance: 1st – Mater Dei Santo Agostinho Hospital, 2nd – Mater Dei Goiânia Hospital, 3rd – Mater Dei Contorno Hospital
- Biweekly results reviews in operational meetings
- Monthly results presentations to the executive board
- Indicator review in SESMT meetings and Level II critical analysis
- Workplace safety inspections
- SESMT internal meetings
- Meetings with leaders of accident-affected areas
- Incident and accident analysis with sector leadership
- Safety dialogues in high-risk areas

## Operation Zero Accidents – Awarded Units



## ACCIDENT PREVENTION CAMPAIGNS | SIPAT

Under the theme “**There’s Always a Reason to Come Home**”, Rede Mater Dei de Saúde held a week-long awareness program focused on safety, well-being, and fostering a culture of care in the workplace. The initiative featured interactive activities, thought-provoking content, and lighter moments, reinforcing the importance of safe behavior and respectful relationships in daily professional life.

A key highlight was the screening of theatrical videos on workplace harassment – a topic the network addresses with utmost seriousness and

priority. The videos were shared through internal communication channels, reaching 391 views on YouTube and broadening the campaign’s impact.

As a symbolic gesture, 1,200 succulents were distributed to employees, representing health, care, and the importance of cultivating safe and healthy habits in all aspects of life.



\* 2023 accident total updated, excluding results from the Porto Dias Unit, divested in 2024.



## OPERATION ZERO ACCIDENTS (OZA)

### Structured campaign delivers significant accident reduction

From July to December 2024, Rede Mater Dei de Saúde reduced workplace accidents by 46% compared to the same period in 2023. This achievement reflects a structured approach centered on education, prevention, and employee engagement.

Recognition was given to Units with the highest percentage reduction in accidents between the first and second semesters of 2024, fostering a positive and collaborative safety culture.

#### Key OZA Actions:

- Appointment of “sponsor” leaders for high-risk sectors, ensuring targeted attention to critical areas;

- Regular Occupational Safety rounds in high-risk sectors;
- Weekly meetings among Safety Management teams across all Units to share practices, challenges, and results;
- High-visibility identification vests for Safety Management staff, improving accessibility;
- Active promotion during SIPAT of award rules and criteria to boost engagement.

These measures strengthen the network’s commitment to employee safety, embedding a care-driven, prevention-oriented, and sustainable workplace culture.



## COMPLIANCE WITH NR-1 – MENTAL HEALTH IN THE WORKPLACE

In line with the new requirements of Regulatory Standard NR-1 on mental health, Rede Mater Dei de Saúde is implementing:

- A facilitator group with SESMT and HR Consulting representatives to define methodology;
- Use of the internationally validated HSE-IT questionnaire to identify psychosocial risks;
- Presentation of the tool and NR-1’s relevance to the Executive Board;

- Communication of the project to managers and supervisors during operational meetings in each Unit;
- Development of an action plan to mitigate identified risks.

These actions aim to ensure a healthier, safer, and legally compliant work environment.

## ECONOMIC PERFORMANCE

GRI 3-3 | 201-1

Rede Mater Dei de Saúde's full 2024 financial performance is available on the Company's Investor Relations website.

## Highlights:

Bed occupancy rate in 2024: 75% – up 4.1 percentage points from 2023 and the highest since 2018. The average number of operational beds was 1,463.

Visit our Investor Relations website to view Rede Mater Dei de Saúde's full 2024 financial results.

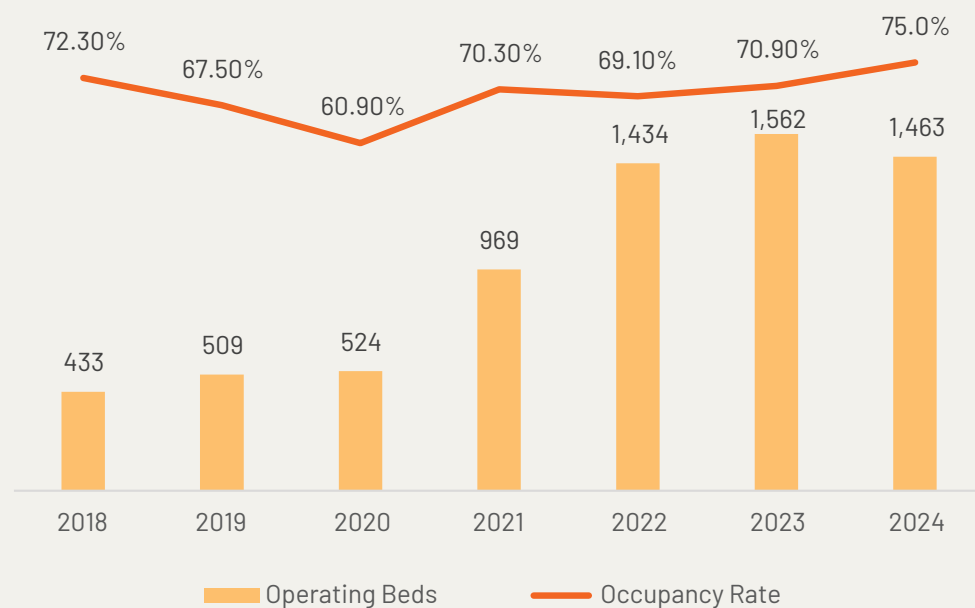
Bed  
occupancy  
rate:  
**75%**

An increase  
of **4.1%**  
compared to  
the previous  
year

The highest bed occupancy  
rate since 2018

A higher occupancy rate supports the organization's strategy to maximize operational efficiency.

## Average evolution of operational beds and annual occupancy rate\*



The change in operational beds in 2024 reflects the decision to divest fully from and close operations at the Porto Dias Hospital complex.

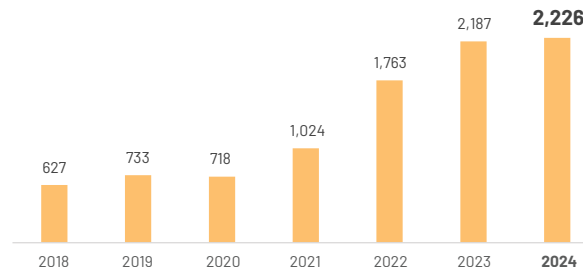
\* Occupancy rate calculated in accordance with the National Association of Private Hospitals (ANAP) methodology, considering only beds occupied by patients staying overnight.

OPERATIONAL AND COMMERCIAL GROWTH  
DELIVER RECORD FINANCIAL RESULTS

Rede Mater Dei de Saúde posted record revenue in 2024, driven by growth across existing Units, an increase in average ticket value, and contributions from newly acquired and recently opened assets – despite the divestment of Hospital Porto Dias in September 2024.

Record revenue in 2024

Net Revenue (in MM of BRL)



INVESTOR RELATIONS

Maintaining a consistent commitment to transparent, proactive communication with the market, Rede Mater Dei de Saúde’s Investor Relations team publishes quarterly results, financial statements, institutional and governance information, and Unit updates. Detailed market and performance analyses are made available through press releases on the Investor Relations website: [ri.materdei.com.br](https://ri.materdei.com.br). Shareholders also have direct access to the “Contact IR” channel.

Meetings and Engagements

Over 400 interactions

with investors, sell side<sup>1</sup> and buy side<sup>2</sup>, including meetings, events, conferences, and site visits<sup>3</sup> at Units in the RMBH HUB, Uberlândia, and Salvador

More than 216 meetings,

involving 68 distinct funds and 14 research firms

11 events

with participation from over 300 funds in total, including more than 100 distinct funds

On-site visits

to hospitals in the RMBH HUB, Uberlândia, and Salvador

<sup>1</sup> Sell side – refers to the selling side of the financial market. It comprises companies and professionals that provide investment services, such as investment banks, brokerage firms, and independent investment agents.

<sup>2</sup> Buy side – refers to entities that invest in assets such as securities, shares, or other financial instruments with the goal of generating returns. Examples include companies, investment funds, insurers, and pension funds.

<sup>3</sup> Site visit – an on-location visit.







## COST MANAGEMENT AND OPERATIONAL EFFICIENCY

Rede Mater Dei continually invests in cost management and operational efficiency through specialized operational committees that monitor key metrics and implement corrective measures.

### Critical Review Committee

Operates at three hierarchical levels, evaluates results, and defines action plans.

### Productivity Committee

Focuses on workforce management, hiring, and bed management.

### Cash Committee

Weekly meetings to identify improvements for cash generation.

### Revenue and Glosa Committee<sup>1</sup>

Weekly discussions on financial matters and health plan operators.

The organization's annual strategic planning process includes a zero-based budgeting approach, projecting a five-year multiannual budget with objectives, guidelines, and targets. Multiple scenarios are considered to enhance predictability and risk control. Supply, resource, and procurement management aim to ensure high asset availability and economies of scale through strategic negotiations.

<sup>1</sup>Glosa – unpaid or denied invoices in healthcare organizations, often resulting from communication issues between clinics and insurers.

## HEALTH PLAN OPERATORS

Renowned nationwide for its care excellence, Rede Mater Dei de Saúde maintains strategic partnerships with 108<sup>1</sup> health plan operators. Expansion into new regions has broadened operational scale and accelerated the signing of new commercial agreements, strengthening the network's presence and expanding its client base per hospital Unit.

## NEW AFFILIATIONS

New network affiliations in 2024 were key to increasing revenue, expanding patient volumes, and extending the continuum of care – enabling more integrated services for the same patient within Rede Mater Dei de Saúde, optimizing hospital capacity utilization.

**58** new health plan affiliations across Rede Mater Dei de Saúde Units

## PAYMENT MODELS

A history of strong relationships with health plan operators enabled the introduction, in 2022, of new, mutually beneficial reimbursement models based on risk-sharing and predictability.

In 2024, the network consolidated advances in adopting innovative care reimbursement models, aligned with best industry practices and objectives of efficiency, predictability, and economic sustainability.

### NEW NEGOTIATIONS

Global Daily Rate and Global Surgical Fee formats.

### EXPANSIONS

Surgical, emergency, and outpatient packages.

These models promote more effective, patient-centered care.

<sup>1</sup> Reduction in the number of operators reflects the full divestment of Rede Mater Dei's stake and operations at the Porto Dias Hospital complex.

## REMUNERA PLATFORM

These new models are structured and managed through the Remunera Platform. Developed in partnership with A3Data, the platform designs bundled packages integrating services, supplies, and procedures, enabling scenario-based negotiations grounded in statistical data. It provides multiple remuneration models, automates complex contractual rules, and applies payment criteria consistently, securely, and transparently – all built on risk-sharing between insurers and providers.

### Advantages

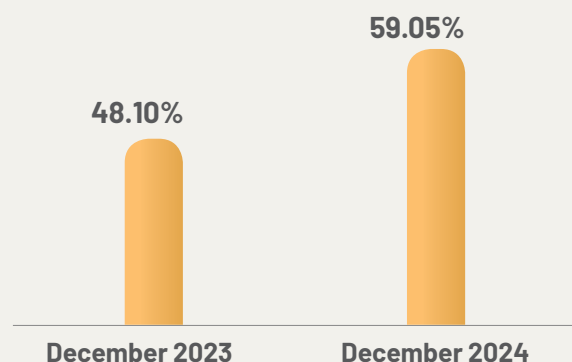
- Greater efficiency in internal processes, especially billing and auditing
- Reduction in denials (glosas) and rework
- Improved control and visibility over agreements with operators
- Predictability

### Expansion

Uberlândia and Goiânia joined RMBH HUB and Salvador in adopting the Global Daily Rate model in 2024.

The system is currently active in the RMBH HUB, Uberlândia, Salvador, and Goiânia Units.

### Revenue from New Remuneration Models as a share of total network revenue:



INCREASE OF  
**22.77%**  
in revenue from New  
Remuneration Models

In 2024, **58%** of Rede Mater Dei de Saúde's revenue came from operators using New Remuneration Models (Global Daily Rate, Global Surgical Fee, and Emergency Care Package).

In absolute terms, **18** new or migrated contracts were implemented across the network in 2024.

The concept was adjusted to measure by operator/Unit (previously by subplan/Unit).

### Historical Performance:

2022: **46**

2023: **23**

2024: **18**

Cumulative: **87**





## COMMERCIAL DEPARTMENT INTRANET

Developed to centralize and streamline access to key commercial information across Rede Mater Dei de Saúde, this internal portal offers employees a range of resources – from time-lines and calendars to detailed support materials, manuals, and training content.

The tool is designed to give teams greater autonomy, improve information flow, reduce reliance on email, and enable faster, data-driven decision-making.



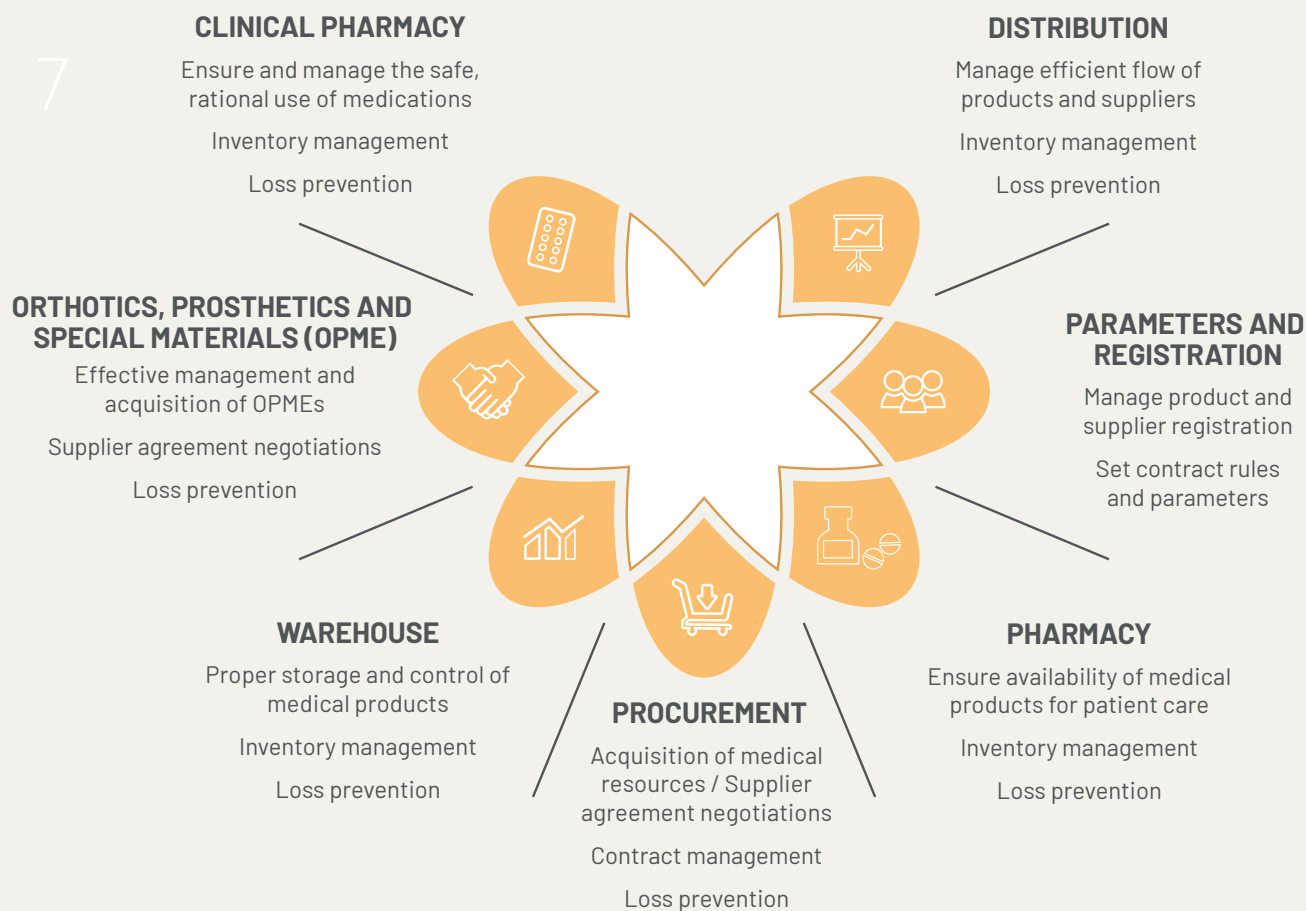
## SUPPLIERS

Rede Mater Dei's Supplies function is an integrated system that spans the entire chain – from procurement of medical materials to delivery at the patient's bedside.

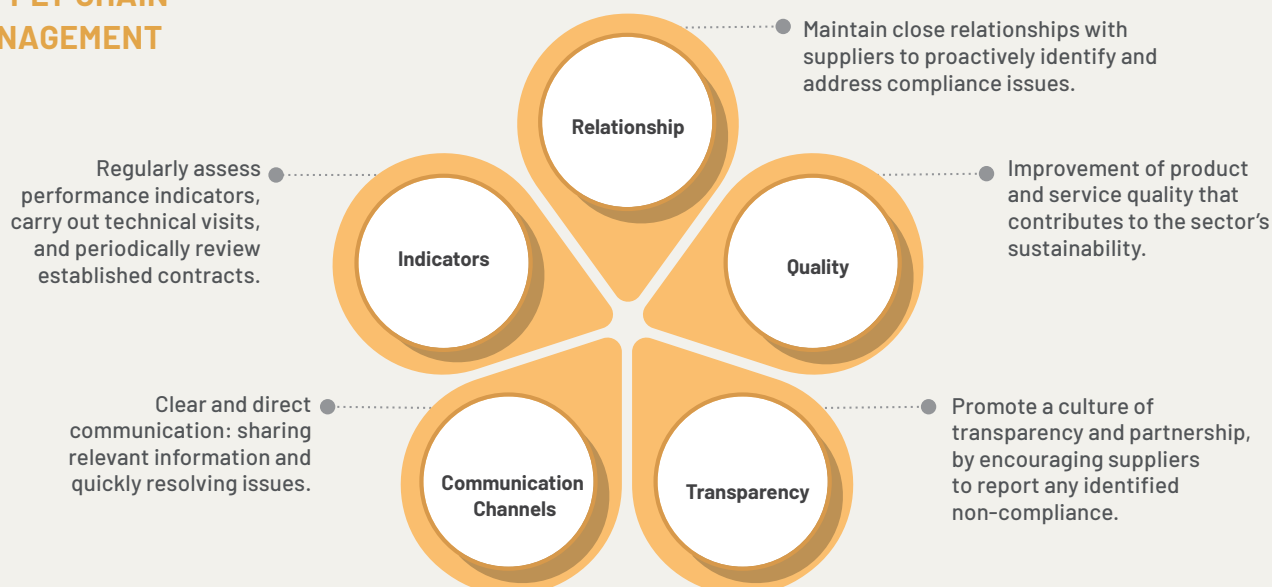
Responsibilities include:



## SUPPLY SECTOR DIVISION AND RESPONSIBILITIES – REDE MATER DEI

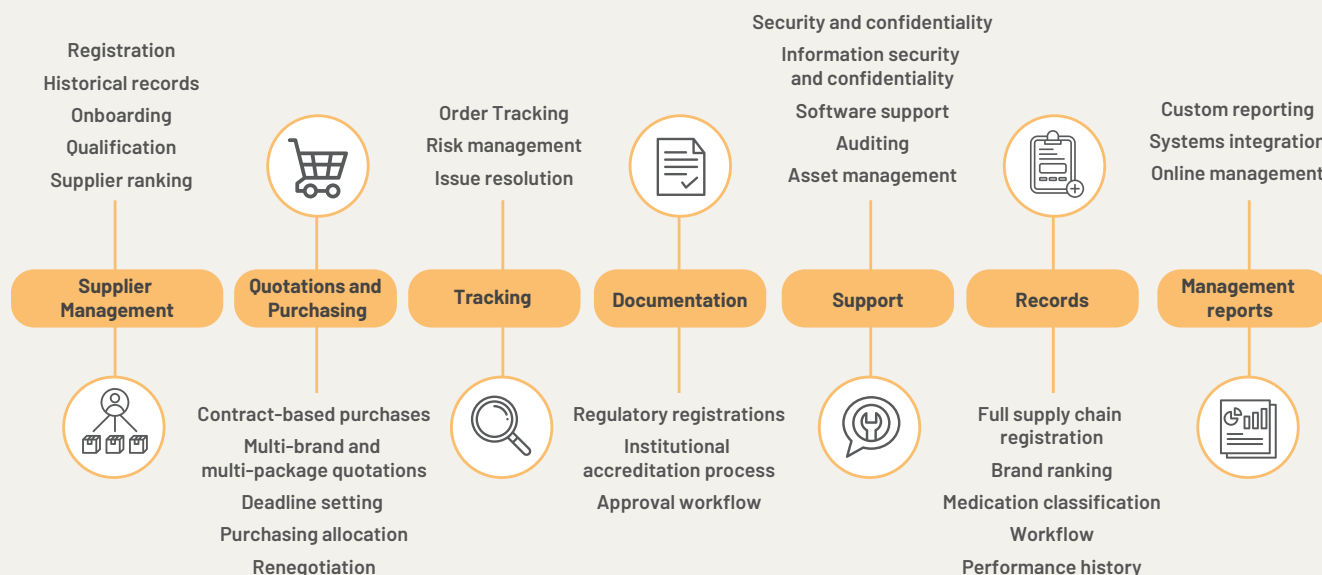


## SUPPLY CHAIN MANAGEMENT



## MONITORING THE SUPPLY CHAIN

The selection and oversight of suppliers take into account their direct impact on Rede Mater Dei de Saúde's quality, cost, and operational timelines. The aim is to mitigate risks, ensure service continuity, and drive efficiency and care-quality improvements.



Key evaluation criteria include:

### Technical visits:

On-site inspections to assess documentation, legal compliance, processes, quality standards, production capacity, and delivery capability – in short, the full operation of all mapped critical suppliers – helping mitigate risks to service continuity and quality.

### Effectiveness analysis:

Evaluation of supplier performance and impact, identifying strengths and weaknesses to strengthen partnerships and reduce risks.

### SLA monitoring<sup>1</sup>:

Oversight of service levels, metrics, responsibilities, and quality deadlines, with formal notifications of any breach, detailing the occurrence and its impact.

Only suppliers with consistent performance and alignment with corporate values remain as Rede Mater Dei de Saúde partners.

## REDE MATER DEI SUPPLIERS

Rede Mater Dei de Saúde's suppliers are distributed across multiple categories, including pharmaceuticals, medical and hospital equipment, orthoses, prostheses and special materials, technology, food products, and outsourced services, among others.

<sup>1</sup> SLA (Service Level Agreement) – A contract that defines the terms and conditions of a service between two parties, specifying the expected service level, timelines, responsibilities, and other relevant metrics.



### ACTIVE SUPPLIERS

Year	2019	2020	2021	2022	2023	2024
Total suppliers (thousands)	1.7	1.7	2	3	4.5	3.3

In 2023, Rede Mater Dei de Saúde recorded the highest number of active suppliers in its history. In 2024, however, the total number of suppliers decreased, reflecting the discontinuation of operations in the state of Pará following the divestment of the Porto Dias Unit. Rede Mater Dei de Saúde had acquired a controlling stake in the hospital in 2021 but, in May 2024, sold its shareholding, returning management to the Unit's founding family.

### ACTIVE SUPPLIERS BY SEGMENT

Breakdown of active suppliers in 2023, by segment:		Breakdown of active suppliers in 2024, by segment:	
Segment	Representation (%)	Segment	Representation (%)
Orthotics, Prosthetics and Special Materials (OPME)	33%	Orthotics, Prosthetics and Special Materials (OPME)	35%
Medication	29%	Medication	28%
Construction and expansion	10%	Fixed assets	14%
Fixed assets	10%	Construction and expansion	6%
Medical supplies	6%	Medical supplies	4%
Other Segments	4%	Other Segments	4%
Food supplies	4%	Food supplies	4%
Diagnostic materials	2%	Administrative	3%
Administrative	2%	Diagnostic materials	2%

In 2024, there was a marked decrease in the number of construction and expansion suppliers, reflecting the completion of works at Mater Dei Nova Lima Hospital, alongside a significant increase in suppliers of fixed assets due to the inauguration of this same Unit.

#### Direct and Indirect Procurement

2022:  
480 MM

2023:  
616 MM

2024:  
733 MM

## SUPPLIER SUMMIT

Held annually since 2010, the Supplier Summit reaffirms Rede Mater Dei de Saúde's commitment to transparency, ethics, and strengthening relationships with its partners. In 2024, the event centered on the theme of the Ethical Value Chain, bringing together more than 370 participants. These gatherings aim to build a supplier network grounded in trust, integrity, and accountability in all business relationships.



## CLINICAL PHARMACY

Rede Mater Dei de Saúde's Clinical Pharmacy is recognized as a pioneer in promoting the rational use of medicines. Its team of pharmacists is dedicated to patient-centered care, working to optimize pharmacotherapy, promote health, prevent complications, and encourage the responsible use of resources. The Unit's primary goal is to ensure medication safety by implementing measures that maximize therapeutic outcomes while minimizing associated risks. Efficient medication management directly contributes to improving patients' quality of life and strengthens the institution's financial sustainability by reducing losses and waste.

## PERFORMANCE AND RESPONSIBILITIES



### MEDICATION SUPPLY CHAIN AND PATHWAY



#### Error Prevention

Early detection of key prescription errors

#### Efficiency Improvement

Simplification of the pharmaceutical workflow

#### Cost Reduction

Minimization of adverse outcomes that lead to financial losses

### CLINICAL PHARMACY – KEY FIGURES

**+1,8M**  
prescriptions reviewed

**+80,000**  
lives positively impacted

**87%**  
acceptance rate for pharmacist interventions by the Clinical Staff

**3M**  
was the estimated cost optimization in 2024 from medication interventions





## MEDICAL STAFF

Rede Mater Dei de Saúde operates under an open medical staff model, allowing independent physicians to practice at its Units, subject to approval and compliance with the Compliance Program. Today, more than 12,000 physicians are registered across all Units.

Recognizing the excellence of its medical staff as a key differentiator, Rede Mater Dei continually invests in state-of-the-art infrastructure, qualified technical support, and modern equipment – ensuring the best conditions for medical practice, patient safety, and the well-being of both patients and physicians.

## MEDICAL RELATIONS

The Medical Relations department takes a structured approach to attracting and retaining medical staff, fostering loyalty through a welcoming environment, internal support, active listening, and streamlined processes.

It maintains close contact with physicians via medical projects, the Physician Channel, and the Clinical NPS<sup>1</sup>, and is also responsible for developing new services, care lines, and restructuring inefficient workflows. The focus is on listening to and implementing physicians' needs to ensure excellence in care.

## GUIDING PRINCIPLES, SCOPE, AND TOOLS



<sup>1</sup>NPS: NPS (Net Promoter Score): a metric that measures client loyalty – that is, the likelihood of recommending the company, product, or service to friends and family.

Building trust is essential for attracting and retaining the medical staff. This trust is based on values such as active listening, empathy, respect, clear communication, moral authority, sincerity, transparency, fairness, and ethics. These values underpin strong, long-lasting relationships between physicians and Rede Mater Dei de Saúde.

### PROCESS STAGES



### Workstreams and Initiatives for the Medical Staff

- Operations: support for physician onboarding/credentialing, operational requests, cross-department alignment, transfers, information management, and improvements to self-pay/private quotations.
- Strategy: medical projects, implementation, and monitoring.
- Systems: innovative solutions such as Meu Mater Dei<sup>2</sup>, a surgery-confirmation chatbot<sup>3</sup>, NeuralMed<sup>4</sup> (AI), Tracker Johnsons<sup>5</sup>, and telemedicine.
- Engagement: physician events, 24/7 personalized support, the Physician Channel, and social gatherings (e.g., barbecues and meetings).
- Communications & Marketing: promotion of medical events and engagement via social media.
- Care Pathway Development
- Medical Staff Relationship Data Governance
- Medical staff engagement programs

<sup>1</sup> NPS: NPS (Net Promoter Score): a metric that measures client loyalty – that is, the likelihood of recommending the company, product, or service to friends and family.

<sup>2</sup> Meu Mater Dei: project mentioned in the chapter: PIONEERING AND INNOVATION.

<sup>3</sup> Chatbot: software designed to simulate conversations with users, typically through text or voice, enhancing interaction and service efficiency.

<sup>4</sup> NeuralMed: a healthtech company that applies advanced technology to solve healthcare challenges, developing decision-support solutions that use artificial intelligence to analyze medical images and text.

<sup>5</sup> Tracker Johnsons: a smart medical-supply tracking solution integrated into the Johnson & Johnson care pathway at Rede Mater Dei de Saúde. Leveraging RFID (radio-frequency identification) and artificial intelligence, it enables real-time monitoring of supplies used in procedures, such as prostheses and other critical equipment, improving control, safety, and resource efficiency.

## MEDICAL MEET & GREET

To strengthen trust and foster integration among teams, the RMBH HUB units host an annual Medical Meet and Greet – a networking and social event that brings together physicians from a specific specialty within the Medical Staff. In 2023, the focus was on Gynecology; in 2024, Urology.

In addition to supporting physician retention, these gatherings are designed to attract new talent and encourage peer-to-peer referrals.



Medical Meet and Greet – Rede Mater Dei Board and Management with the RMBH HUB Urology Medical Staff (April 2024)

## MEDICAL STAFF EVENTS

Reinforcing its commitment to care excellence and continuous professional development, Rede Mater Dei de Saúde promotes the participation of its Medical Staff in leading medical events, ensuring access to the latest practices and knowledge in the field.

Fulfilling its role as a driver of development, the Rede also makes its facilities available to host major medical events, contributing to the growth of the scientific community.

## HIGHLIGHT CLINICAL EVENTS – 2024

### First International Oncology Congress – Rede Mater Dei de Saúde

In August 2024, Rede Mater Dei de Saúde hosted its first International Oncology Congress, a free event that brought healthcare professionals together for scientific updates and knowledge exchange. For the first time in Brazil, the event featured physicians and researchers from Johns Hopkins University – a world leader in medicine based in Baltimore, Maryland, USA.

The congress covered topics such as innovative therapies, advanced diagnostics, integrated care, and oncology patient quality of life, through lectures and multidisciplinary discussions. Content was organized into specialized modules, including Hematology and Pediatric Oncology, underscoring the Rede's commitment to clinical excellence, lifelong learning, and the sustainable advancement of medical knowledge.





## 14th Rede Mater Dei Health Management Seminar

On August 21, 2024, Rede Mater Dei de Saúde hosted the 14th edition of its Health Management Seminar, themed “Transformation in Healthcare: Efficiency, Quality, and Artificial Intelligence.” This free, hybrid-format event brought together nationally recognized speakers and leaders from major market players – including health plan operators, hospital networks and Units, physicians, and other healthcare professionals.

Since 2010, the seminar has been a flagship event on the industry calendar, serving as a platform for sharing experiences and best practices in healthcare management. This edition explored key transformation drivers in the sector, with a focus on innovation and technology, clinical governance, financial sustainability, and care outcomes.



## 1st Rede Mater Dei Plastic Surgery Symposium

On September 27–28, 2024, Mater Dei Goiânia Hospital held the inaugural Rede Mater Dei Plastic Surgery Symposium, gathering regional plastic surgeons for knowledge exchange and scientific updates. With a total of **9.5 hours of programming**, the event welcomed **65 participants**.

Addressing high-impact topics in the specialty, such as muscle fat grafting, it provided a collaborative environment for learning and professional integration, reinforcing the Rede's commitment to continuous medical education and excellence in specialized clinical practice.

Participants praised the symposium as an enriching initiative with significant technical and scientific impact.



## ROBOTIC SURGERY

### Groundbreaking spinal correction surgery in Minas Gerais restores teenager's quality of life

#### Mater Dei Contorno Hospital

For the first time in Minas Gerais, Rede Mater Dei de Saúde performed a robotic-assisted spinal correction on a 15-year-old patient with kyphoscoliosis, a rare and progressive spinal deformity.

Led by the Orthopedics, Traumatology, and Spine Surgery team, the procedure marked a significant milestone in applying advanced technology to



high-complexity care. In addition to being a state first, it ranks among the earliest cases of its kind in Brazil, delivering measurable improvements in the patient's mobility, self-esteem, and quality of life – all covered by a health plan.

The initiative reinforces the Rede's commitment to innovation, accessibility, and patient-centered care.

### First Robotic Cardiac Surgery in Belo Horizonte

#### Mater Dei Contorno Hospital

In another pioneering achievement, Mater Dei Contorno Hospital successfully performed Belo Horizonte's first robotic cardiac surgery. The procedure brought together the Rede's Cardiology team, the RMBH HUB Hemodynamics Service, and guest specialists Dr. Hugo Issa and Dr. David Glineur from Canada, who traveled to contribute their expertise.

The inaugural robotic cardiac surgery\* took place in November 2024 at the Mater Dei Contorno Unit. Following its success, two additional procedures were performed in April 2025 at the same Unit. In partnership with Dr. Hugo Issa and Dr. Luciano Mattar, these surgeries are scheduled to occur quarterly from July 2025 onward.



[Click here to watch patient Walmir Lopes share his experience.](#)

\* Robotic cardiac surgery: a minimally invasive technique that uses an advanced robotic system to assist surgeons in complex cardiac procedures, offering benefits such as smaller incisions, potential reduction in postoperative pain, faster recovery, and more.





## Kidney Transplant

### Mater Dei Contorno Hospital

On December 23, 2024, Mater Dei Contorno Hospital performed its first kidney transplant – a milestone in the institution's history. The surgery was successfully completed on 42-year-old patient Bruno Augusto Paschoal Soares, who received a kidney from his 37-year-old brother, Rodrigo Cesar Paschoal Soares, in a powerful act of love, solidarity, and hope.

This advance strengthens Rede Mater Dei's care capabilities and reaffirms its commitment to clinical excellence, expanding access to high-complexity treatments and promoting life.

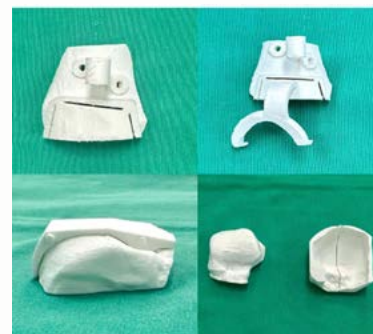
## First Ankle Transplant in Brazil

### Young patient receives new ankle in a groundbreaking national procedure

#### Mater Dei Contorno Hospital

In a landmark achievement for Brazilian medicine, Rede Mater Dei de Saúde performed the country's first ankle transplant on a 17-year-old with avascular necrosis of the talus, resulting from post-leukemia complications. The high-complexity surgery took place at Mater Dei Contorno Hospital in Belo Horizonte, led by a multidisciplinary team under Dr. Rafael Prinz and orthopedic surgeon Dr. Rodrigo Simões, a specialist in foot and ankle surgery.

Rare even on the international stage, the procedure demands exceptional precision and emerged as an innovative alternative for restoring patient mobility – reinforcing the Rede's position as a leader in advanced orthopedic care.



## REDE MATER DEI EXCEEDS NATIONAL AVERAGE FOR VAGINAL BIRTHS



According to the National Association of Private Hospitals (ANAHP), the national average for vaginal births in private hospitals is 22.95%, while at Rede Mater Dei this rate reaches 33.1%. The Rede follows specific protocols to reduce unnecessary cesarean deliveries and to welcome mother and baby as humanely as possible during this important moment.



## PHYSICIAN SATISFACTION

### Valuing professionals and fostering continuous improvement

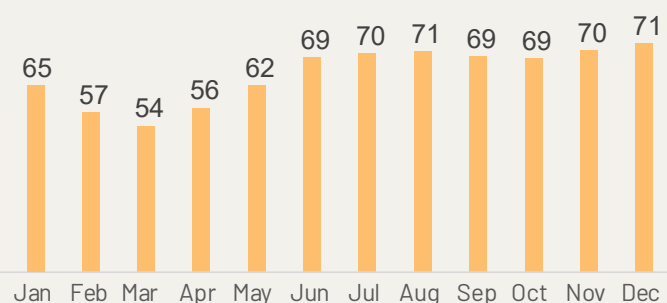
Rede Mater Dei de Saúde continues to strengthen its active listening practices and recognition of the medical staff through the systematic measurement of the Net Promoter Score (NPS) among surgeons and clinicians. These metrics play a key role in guiding strategic decisions, driving operational improvements, and ensuring a high-quality work environment for physicians, all of which directly contribute to excellence in patient care.

#### Surgeon Satisfaction

In 2024, the scope of surgeon satisfaction measurement was expanded to include additional Units – Santa Clara, EMEC, and Nova Lima – with results now incorporated into the Rede’s consolidated NPS.

The annual average NPS was 79, with peak months in February (85), August (83), September (85), October (84), and December (81).

The goal for 2025 is to achieve an annual average of 80 points.



**Among the Units with annual targets, one achieved the target and five exceeded expectations:**

#### TARGET ACHIEVED

Area / Unit	Target	NPS
CCI Contorno:	87	87

#### TARGET EXCEEDED

Area / Unit	Target	NPS
CCI Nova Lima	87	94
Hybrid Room – Contorno	90	99
Hemodynamic Unit – Salvador	85	93
Robotic Surgery Room – Contorno	85	90
Hemodynamic Unit Betim-Contagem	85	90

#### Clinician Satisfaction

Clinician satisfaction registered a marked improvement in 2024. The network’s average Net Promoter Score (NPS) rose from 78 in 2023 to 88 in 2024, led by the Santo Agostinho Unit with 94 points, followed by Contorno (83) and Betim-Contagem (81).

Unit	NPS 2023	NPS 2024
Santo Agostinho	80	94
Contorno	81	83
Betim-Contagem	68	81
<b>Network</b>	<b>78</b>	<b>88</b>

The sustained improvement in NPS is directly linked to the systematic inclusion of these indicators in monthly performance meetings, with

the active participation of Unit leadership. This governance model has accelerated issue resolution while strengthening a culture of listening, dialogue, and continuous improvement.

For 2025, the target is to maintain or exceed an NPS of 80 for both surgeons and clinicians – reinforcing Rede Mater Dei de Saúde’s position as a benchmark in providing a high-quality medical environment and valuing healthcare professionals.

## SOCIAL RESPONSIBILITY

More than caring for its clients and patients, Rede Mater Dei de Saúde understands that its commitment to society goes beyond excellence in healthcare. This commitment takes shape through support for social and cultural projects, promotion of access to basic screenings, and engagement initiatives with the communities surrounding its Units.

This commitment takes shape through the support of social and cultural initiatives, the promotion of access to basic health exams, and engagement actions with communities surrounding its Units.

## SOCIAL PROJECTS AND INITIATIVES

### FIRST SOLIDARITY SATURDAY

#### Mobilization in Support of Rio Grande do Sul

In response to the humanitarian crisis caused by severe flooding in Rio Grande do Sul, Rede Mater Dei de Saúde held the first edition of Solidarity Saturday. The initiative mobilized employees, patients, and the wider community, resulting in two truckloads of donations – women's, men's, and children's clothing; bed and bath items; nonperishable food; and drinking water.



### 2nd SOLIDARITY SATURDAY

#### Christmas Donations

In partnership with the CDL Foundation, Rede Mater Dei de Saúde held the second edition of Solidarity Saturday on December 21. The event took place at the Mater Dei Nova Lima Unit and brought together volunteers from across the Network. Santa's Caravan visited hospitalized patients, while 200 families from the José de Almeida Community Association received toys and food items collected through the initiative.

### VOLUNTEERING INITIATIVE

#### Mater Dei Santo Agostinho Hospital

The Santo Agostinho engineering team purchased kits for the Recanto do Menor children's institution. In 2025, this initiative was expanded to the other Units of the RMBH HUB.

A total of **49 kits** were donated, each containing a teddy bear and a magic drawing board.



	5 VALUE CREATION FOR STAKEHOLDERS				
	INCENTIVE-SUPPORTED PROJECTS				
	Project	Period	Objectives	Location	People Reached
Message from the CEO	Mamu Morro Mural Art 2024	Feb-May 2024	Transform homes in vulnerable communities into large-scale mural canvases, reshaping the visual landscape	Morro do Papagaio Community.	Approximately 2,000 residents.
Rede Mater Dei de Saúde	Liquidificador – Experimental Micro-Residencies – 2nd Edition	Jun-Jul 2024	Conduct two artistic residencies at municipal cultural centers in Belo Horizonte	Lindeia Regina Cultural Center and Padre Eustáquio Cultural Center	Emerging artists from the city’s outskirts.
Highlights	Master Plano Parks Circuit	May-Sep 2024	Host free live music events at Guilherme Lage Park in Belo Horizonte	Guilherme Lage Park	3,254 participants.
Pioneering and Innovation	Viva! Memory and Presence Seniors 60+ in the City	Feb-Jun 2024	Offer creative writing and storytelling workshops, contemporary dance classes, and community dance events.	Cultural centers in Belo Horizonte: Jardim Guanabara, Usina de Cultura, and Urucuia	150 adults aged 60 and over, men and women.
Corporate and Clinical Governance	Children’s Percussion Circuit in Belo Horizonte	May-Sep 2024	Present a series of performances for children, fostering an artistic education model through music	Five Early Childhood Education Centers (EMEIs) in Belo Horizonte, Marília Theater, and CEI Imaculada Conceição Theater	Approximately 3,150 residents.
Value Creation for Stakeholders					
Looking Ahead					
About this Report					
GRI Index					



## SPORTS DEVELOPMENT INITIATIVES

Through Brazil's sports incentive laws, Mater Dei Betim-Contagem Hospital sponsors Betim Futebol, an organization dedicated to fostering athletic talent and development in the city. Its youth training program is recognized by the Brazilian Football Confederation (CBF) and is estimated to benefit around 500 teenagers.

The partnership with Rede Mater Dei de Saúde began in 2023, the year the club was promoted to the first division of the Campeonato Mineiro. Today, more than 280 young athletes train in the club's development categories, supported by a complete infrastructure for healthcare, education, nutrition, and lodging at its training center in the Açude neighborhood, Betim.

Betim Futebol also runs a social outreach program in partnership with local soccer schools in 11 hubs across the city, directly benefiting nearly 1,500 children and teenagers. The initiative not only expands access to sports but also identifies and nurtures promising young talent.

**In 2025, with Rede Mater Dei's support, Betim Futebol achieved a historic season in the elite division of Minas Gerais football, securing a place in the 2026 Série D of the Campeonato Brasileiro. This milestone made the club the youngest institution in the history of Minas Gerais football to qualify for a national competition organized by the Brazilian Football Confederation (CBF).**



Board and President of Betim Futebol  
with the leadership of Hospital Betim-Contagem

## SPORTS AND CIVIC CONSCIOUSNESS INCENTIVE PROJECT

### BAHIA HUB

**Project:** Sports and Civic Consciousness in Salvador.

**Purpose:** Expand access to sports and support the personal development of children and adolescents.

**Activities:** Free indoor soccer (futsal) classes at Evaristo da Veiga State School, located in the Ondina neighborhood of Salvador.

**Number of People Directly Impacted:** 50 students aged 6 to 17, enrolled in regular school classes.

**Period:** April to November, 2024.

**Project launch:** May 2024, featuring participation from the President of Rede Mater Dei and a lecture by Olympic medalist Edvaldo Valério.



## HEALTH INITIATIVES ACROSS REDE MATER DEI DE SAÚDE

As part of its commitment to democratizing access to quality of life and well-being, Rede Mater Dei de Saúde promotes community-wide health initiatives at its Units. These include free medical exams, lectures, and educational courses for the local population.

### KIDNEY HEALTH TASK FORCE

In March, Rede Mater Dei de Saúde joined the Brazilian Society of Nephrology's campaign *Saúde dos Rins – Exame de Creatinina para Todos* ("Kidney Health – Creatinine Testing for All"), conducting a task force to perform 250 free creatinine tests. The initiative aimed to raise awareness about kidney health and the importance of prevention.

Participating in the initiative were the Mater Dei BH Hospital (50 slots), Betim-Contagem (50 slots),

Mater Dei Goiânia (50), and the Mater Dei Salvador and Emec hospitals (50 slots each, allocated to social institutions).

All patients also attended a consultation with the nephrology team to review results. This preventive action plays a vital role in raising public awareness of kidney disease and promoting early diagnosis. This preventive effort is crucial in raising awareness about kidney diseases and promoting early diagnosis.

### 14th REDE MATER DEI CAMPAIGN IN THE FIGHT AGAINST CANCER

For the 14th consecutive year, Rede Mater Dei de Saúde held a free drive for the prevention and diagnosis of breast and prostate cancer, benefiting women aged 40 and over and men aged 50 and over across all Units offering Oncology services.

In addition to consultations, the Rede hosted a public talk on the importance of women's health prevention, held on October 11 in the Mater Dei Contorno auditorium and led by the mastology coordinators, Dr. Anna Salvador and Dr. Waldeir Almeida.

#### Participating Units:

- Mater Dei Contorno Hospital, Belo Horizonte, MG
- Mater Dei Betim-Contagem Hospital, Betim, MG
- Mater Dei Santa Genoveva Hospital, Uberlândia, MG
- Mater Dei Salvador Hospital, Salvador, BA





## FREE BREAST RECONSTRUCTION SURGERIES

In support of the Pink October campaign, Mater Dei Goiânia Hospital carried out a special initiative led by plastic surgeon Dr. Bruno Garcia. Four women who had undergone mastectomy received free breast reconstruction surgeries, restoring their self-esteem and dignity after the challenges of cancer treatment.

The entire procedure was offered at no cost to the patients, funded by partner companies with Rede Mater Dei covering the costs of hospital stays.



This initiative celebrates the strength and resilience of these women, offering a new beginning and reaffirming the Rede's commitment to promoting health and quality of life.

## THE EXPECTANT COUPLE COURSE

### Care, knowledge, and support

For 40 years, Rede Mater Dei de Saúde has offered the Expectant Couple Course free of charge, providing high-quality information to ensure a safe pregnancy, respectful childbirth, and a smooth and healthy postpartum period.

The course is taught by specialists in Gynecology, Obstetrics, Anesthesiology, and Pediatrics, supported by a multidisciplinary team including nurses, physiotherapists, psychologists, and nutritionists.

Together, they share valuable guidance on all stages of pregnancy, childbirth, breastfeeding, newborn care, and other key topics for families. More than a course, it is a welcoming space for exchanging experiences, where questions and concerns are addressed with respect and empathy. The program is held in the Santo Agostinho, Betim-Contagem, Salvador, Santa Clara, and Goiânia Units.



Unit: Santo Agostinho

### Results

**32**  
classes  
held

**1,700**  
couples  
participated





## 13th INTERNATIONAL SYMPOSIUM ON DOWN SYNDROME

A key event in the discussion of Down syndrome, held at Mater Dei Contorno Hospital, organized by CEPEC-SP (Center for Clinical Studies and Research of São Paulo) in partnership with the Mano Down Institute and Dr. Patrícia Salmona, with the support of the Brazilian Federation of Down Syndrome Associations.

The event brought together more than 15 national and international speakers, interactive spaces, cultural performances, and a development program.



## HEALTH PROMOTION EVENTS – REDE MATER DEI DE SAÚDE

Rede Mater Dei de Saúde, a benchmark in health-care excellence, serves as a strategic partner in events that promote health and well-being in the communities where it operates.

Through the setup of medical care stations and the provision of ambulances, the Rede ensures fast, safe emergency care on-site or by transferring patients to its Units when necessary.

### Results 2024

Participation in 40 events with medical coverage and/or ambulance support:

**40**

Total participants:

**27,000**

### Below are some of these initiatives:

#### RMBH HUB

- Circuito Vida – Mamamiga
- Cemig Run
- 15th Gremig Over-50 Soccer Championship
- Sátira Night Run
- Mart Minas Run
- Verdemar Run
- Betim Runners – Betim

- CTA Training – Itabirito
- Copa JAM, Tennis and Beach Tennis Tournament – Tiradentes
- Chevals Equestrian Championship – Nova Lima
- Mano Down Sports Circuit – Contagem

#### BAHIA HUB

- Salvador Marathon
- Blue Run – Salvador



## FIRST MATER RUN

### Nova Lima

The first road race organized by Rede Mater Dei de Saúde celebrated the opening of Mater Dei Nova Lima Hospital. It was a unique and memorable moment where physicians, employees, and sports enthusiasts came together to celebrate life.

**+MaterRun**  
Corrida Nova Lima

### MATER RUN NOVA LIMA – KEY FIGURES

**1,500**  
runners

**1,800**  
total participants



## WORLD HEART DAY

Mater Dei EMEC Hospital partnered with the Brazilian Society of Cardiology to promote the “September Red – Every Heart Matters” campaign.

People passing through the venue received guidance on cardiovascular health and the adoption of healthy habits to protect the heart.





## PINK OCTOBER

### Minas Shopping

In partnership with Minas Shopping in Belo Horizonte, Rede Mater Dei offered preventive services to the public, with healthcare professionals checking blood pressure and measuring blood glucose levels during the event. The initiative was carried out in collaboration with Mamamiga and the Women's Cancer Prevention Association (ASPRECAM).



## BONDS OF COURAGE EXHIBITION

### Diamond Mall and Contagem Shopping

To mark Pink October, Rede Mater Dei de Saúde organized a photo exhibition featuring 10 cancer patients undergoing treatment at the Rede's Integrated Cancer Hospital. Displayed throughout October in the Diamond Mall and Contagem Shopping the exhibition aimed to raise awareness about breast cancer prevention.



Estevão Pinho (founder of "Agita Betim"), Erika Brant (City Sports Secretary), Paulo Neves (Communications and Marketing, Rede Mater Dei Betim-Contagem), and Cleusa Lara (Deputy Mayor of Betim).

## AGITA BETIM

### Mater Dei Betim-Contagem Hospital

In partnership with the city government, this program promotes health and sports for businesses and vulnerable communities in Betim, entirely free of charge.

The hospital provided blood pressure and blood glucose checks and offered a care pathway for patients with altered vital signs.

## CORREIOS HEALTH DAY

### Mater Dei Betim-Contagem Hospital

An initiative to guide postal service employees on healthy eating, sun protection, and the importance of regular checks of vital signs, blood glucose, and blood pressure.





## MEDICAL CARE FOR THE MUNICIPAL GUARD

### Mater Dei Betim-Contagem Hospital

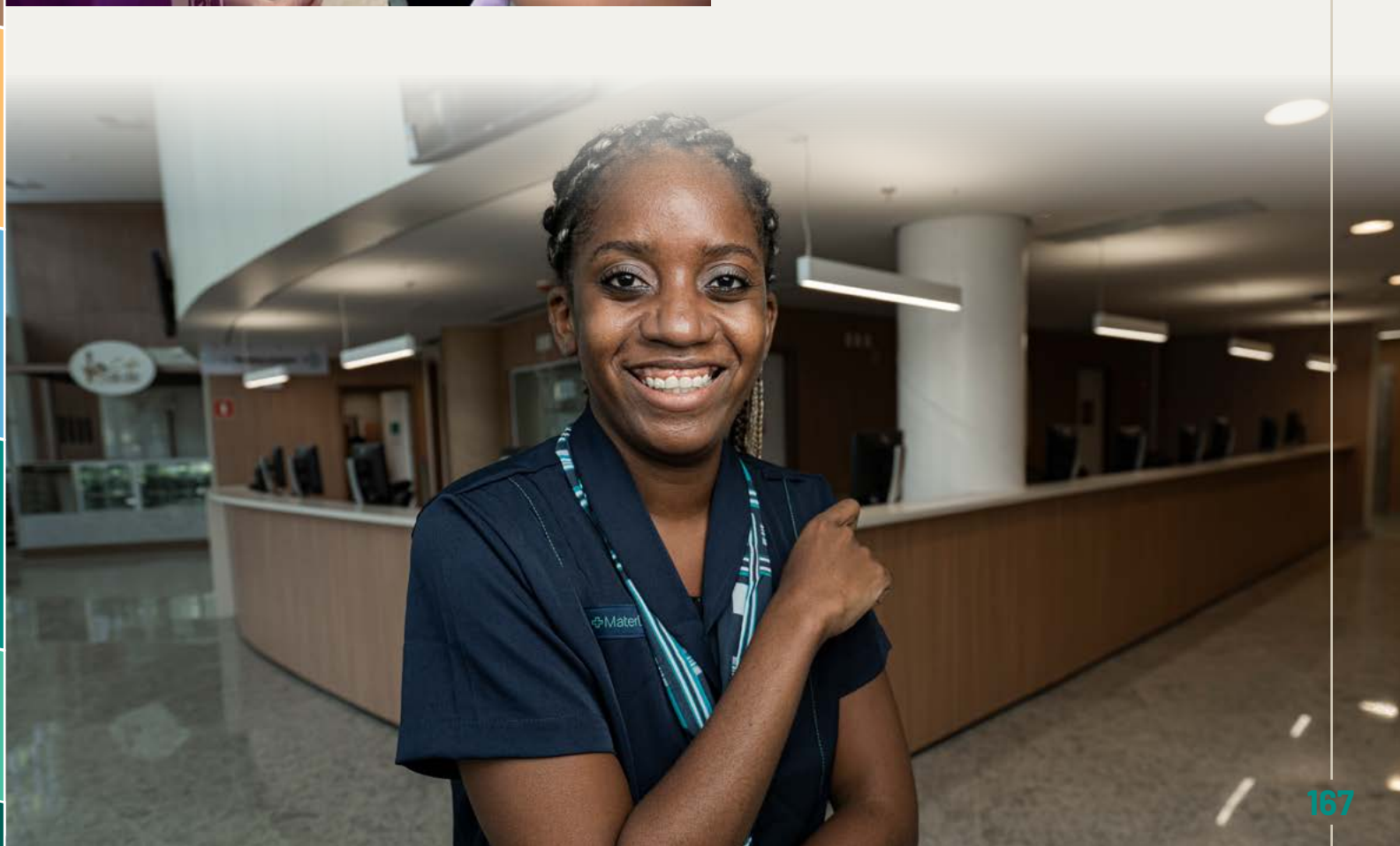
Rede Mater Dei de Saúde professionals provided care to the Betim Municipal Guard during an event dedicated exclusively to the force's health and well-being. More than 120 officers serving in the city received basic health care and had the opportunity to schedule follow-up consultations and exams.



## PURPLE NOVEMBER

### Mater Dei Betim-Contagem Hospital

To strengthen ties with the community, the Betim-Contagem team made surprise visits to families of premature babies born in the hospital. The initiative, marked by emotion and care, brought flowers and continued follow-up on the newborns' health, offering moments of affection and support outside the hospital environment.





# OP LOOKING AHEAD

GRI 3-3 | 302-1 | 302-4 | 303-5 | 305-1 | 305-2 | 305-4 | 305-5 | 306-3 | 306-4 | 306-5



# ENVIRONMENTAL STEWARDSHIP

## SUSTAINABLE BUILDINGS

Rede Mater Dei de Saúde strengthens its commitment to environmental stewardship by embedding responsible consumption and proper waste management practices into the construction of new Units. Its focus on sustainable buildings combines advanced engineering solutions, high-performance equipment, and specialized

construction management – always in compliance with local regulations.

The construction of Hospital Mater Dei Nova Lima, completed in 2024, stood out for its adoption of sustainable solutions and smart technologies. Key initiatives include:



**Sensor-activated faucets** with **flow reducers** to encourage efficient water use



**100% LED lighting and maximized natural light** through a UV-protected glass façade



**Individual temperature controls** in inpatient rooms via digital display<sup>1</sup>



**Advanced building automation** for monitoring and managing air-conditioning, ventilation, and infrastructure systems



**Remote metering** of electrical, hydraulic, fire safety, elevator, and escalator systems, integrated into the automation network



Entry into the **Free Energy Market** upon inauguration, with **100% renewable energy sourcing**

For Mater Dei Santana Hospital, our Unit in São Paulo now in the design phase, we are mapping the most advanced sustainability practices available to ensure the building meets the highest standards of environmental performance and responsible resource use.

<sup>1</sup> Display: a surface that presents visual information, such as images, text, or videos, to a user.





## IPTU VERDE

"IPTU Verde" ("Green Property Tax") is a municipal incentive program that rewards properties implementing sustainable practices.

In 2024, two Rede Mater Dei de Saúde Units in Salvador earned this distinction:



**Salvador:**  
Gold Category



**Medical Center:**  
Silver Category



## PERMANENT CONSERVATION AREA

### MATER DEI BETIM-CONTAGEM HOSPITAL

Spanning more than 18,000 m<sup>2</sup>, the Permanent Conservation Area (APP) is undergoing revitalization through the planting of native seedlings to protect ecosystems, preserve native species, and promote biodiversity. The initiative began in January 2019 with the planting of 1,730 trees.

## ENERGY

Committed to conscious consumption and waste reduction, Rede Mater Dei de Saúde applies leading practices for the efficient use of electricity, contributing to lower greenhouse gas emissions.

Highlights of initiatives adopted across Units include:

- Replacing conventional lightbulbs with high-efficiency LED lighting
- Installing energy-control cards in patient rooms, motion sensors in common areas, and photoelectric sensors that adjust artificial lighting to available natural light
- Smart programming of air-conditioning systems, with temperature control and sensors on doors and windows
- Equipping elevators with energy regeneration technology and installing solar panels
- Participating in the Free Energy Market to promote sustainability, ensure cost predictability, and increase the use of renewable sources
- Deploying online monitoring software for real-time management and waste prevention
- Reusing thermal energy for water heating



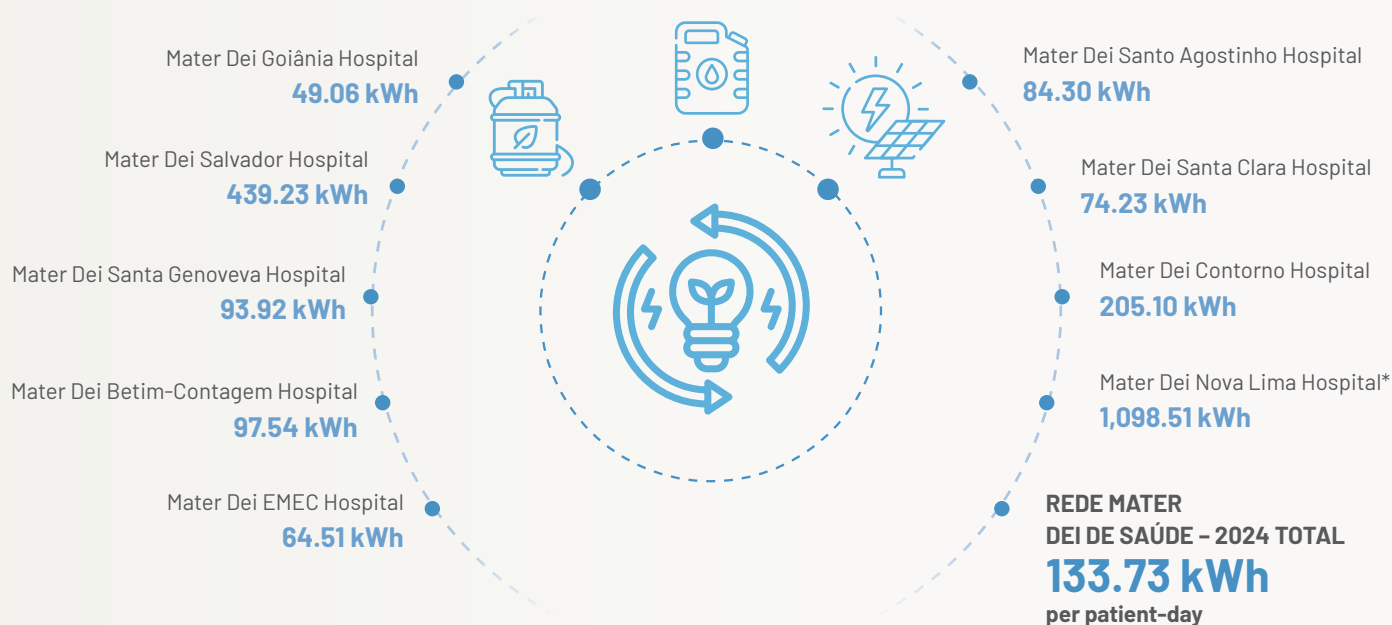
## INVESTING IN THE FUTURE

In 2024, equipment replacements and upgrades – driven by failures, damage, increased energy demand, the pursuit of greater efficiency, or renewal of the technology portfolio – resulted in:

**Over 5 million BRL**  
invested in  
new equipment

**150+**  
conventional lightbulbs  
replaced with LED

### ENERGY CONSUMPTION PER PATIENT-DAY 2024 (kWh)



\* Nova Lima – Unit opened in August 2024, with per patient-day consumption measured from October onward.



## ENERGY CONSUMPTION PER PATIENT-DAY 2023 vs. 2024 (kWh)

	Energy consumption per patient-day 2023	Energy consumption per patient-day 2024	Change
Rede Mater Dei de Saúde*	138.12	134.35	-2.73% ▼



2.73% REDUCTION IN CONSUMPTION

## STUDY ON SELF-GENERATION OF ENERGY

As part of its ongoing commitment to best practices in energy efficiency, Rede Mater Dei de Saúde has launched a study on self-generation of energy.

**Objectives:**

- Achieve energy autonomy
- Decentralize generation capacity
- Reduce operating costs
- Implement a cleaner, more resilient, and environmentally responsible energy model

## DIESEL

All Units are equipped with generators that activate in the event of a power outage.

## GENERATOR DIESEL CONSUMPTION 2023 vs. 2024 (liters)

	Diesel consumption 2023	Diesel consumption 2024	Change
Rede Mater Dei de Saúde*	20,881	19,663	-5.83% ▼



5.83% REDUCTION IN CONSUMPTION

\* 2023 total: In May 2024, Rede Mater Dei de Saúde sold its entire stake in the Hospital Porto Dias complex and ceased operations there. To ensure an accurate comparison with 2024, the 2023 total shown excludes that Unit's energy consumption.

\* In 2023, during the integration of certain newly acquired Units, standardizing indicator measurement meant that total figures did not include all months; these were therefore annualized.

\* Mater Dei Nova Lima Hospital: Unit opened in August 2024, with per patient-day consumption measured from September 24 onward.



## LIQUEFIED PETROLEUM GAS (LPG) AND NATURAL GAS

Used as an energy source for generators, water heaters (where applicable), and kitchen services.

### NATURAL GAS CONSUMPTION 2023 vs. 2024 (m<sup>3</sup>)

	Natural gas consumption 2023	Natural gas consumption 2024	Change
Units consuming natural gas*	151,461	121,728	-19.63% ▼



## 19.63% REDUCTION IN CONSUMPTION

### NATURAL GAS CONSUMPTION 2023 vs. 2024 (kg)

	LPG consumption 2023	LPG consumption 2024	Change
Units consuming LPG*	61,832	50,563	-18.23% ▼



## 18.23% REDUCTION IN CONSUMPTION

\* Units consuming natural gas: Santo Agostinho, Contorno, Salvador, and Nova Lima

\* Units consuming LPG: Betim-Contagem, EMEC, Santa Clara, and Santa Genoveva

\* In 2023, during the integration of certain newly acquired Units, standardizing indicator measurement meant that total figures did not include all months; these were therefore annualized.

## AWARENESS CAMPAIGNS

Internal awareness initiatives for employees on best practices to reduce energy consumption.



## GREENHOUSE GAS (GHG) EMISSIONS AND CLIMATE ACTION

### Decarbonization Strategy

In line with Rede Mater Dei de Saúde's commitment to tackling climate change, the organization launched its Decarbonization Strategy in 2023 as a pilot project at the Santo Agostinho Unit. Following positive results and proven operational and economic feasibility, the initiative was expanded in 2024 to all Units across the Network – representing a strategic step forward in energy management, with a focus on sustainability and mitigating climate impacts.

As part of this effort, the network obtained the **CEMIG-REC Renewable Energy Certificate**, confirming that 100% of the electricity consumed in its Units—except for the Goiânia Unit—comes from renewable sources such as hydro, solar, and wind power. This achievement enabled the complete offsetting of Scope 2

greenhouse gas emissions, which accounted for approximately 32.02% of the organization's total emissions, measured in metric tons of CO<sub>2</sub> equivalent (tCO<sub>2</sub>e). The certification meets international GHG Protocol standards and complies with the requirements of the Global Reporting Initiative (GRI).

This initiative marks a turning point in Rede Mater Dei's climate action, directly contributing to the reduction of its organizational carbon footprint and consolidating its path toward carbon-neutral operations. In addition, other measures are underway, such as the progressive replacement of gases used in climate-control systems, reinforcing the organization's commitment to ongoing total emissions reduction and alignment with global climate goals.



## IMPACT OF THE CEMIG-REC RENEWABLE ENERGY CERTIFICATION

Unit	Strategy	2024 Emissions (tCO <sub>2</sub> e) – Projected	2024 Emissions (tCO <sub>2</sub> e) – Actual	Impact (%)
Betim-Contagem Hospital	Obtained renewable energy certification	292.55	0	-60.35% ▼
Contorno	Obtained renewable energy certification	669.42	0	-53.88% ▼
EMEC	Obtained renewable energy certification	126.75	0	-54.55% ▼
Nova Lima	Obtained renewable energy certification	53.74	0	-25.88% ▼
Salvador	Obtained renewable energy certification	695.31	0	-58.66% ▼
Santa Clara	Obtained renewable energy certification	128.74	0	-7.56% ▼
Santa Genoveva	Obtained renewable energy certification	230.75	0	-14.40% ▼
Santo Agostinho	Obtained renewable energy certification	319.34	0	-36.49% ▼





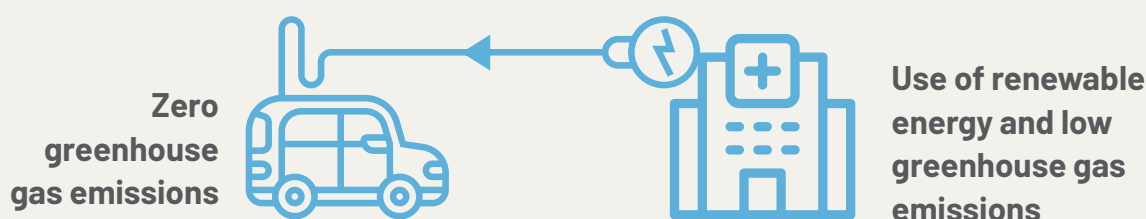


## DEDICATED ELECTRIC VEHICLES CHARGING STATIONS

Reaffirming its commitment to excellence in environmental management, Rede Mater Dei de Saúde has continued to invest in sustainable mobility solutions, including the installation of dedicated electric vehicle (EV) charging stations at its Units.

The initiative began in 2019 with the opening of Hospital Mater Dei Betim-Contagem and was extended to Hospital Mater Dei Santo Agostinho in June 2023. In 2024, Hospital Mater Dei Salvador also began offering this amenity, expanding access to free EV charging and earning *IPTU Verde* (Green Property Tax) certification.

This initiative further encourages the use of electric vehicles by visitors, patients, and staff at Rede Mater Dei de Saúde Units. With the support of the CEMIG-REC Renewable Energy Certification, it takes on even greater significance by ensuring that all electricity supplied to charging stations comes from renewable sources – maximizing the positive impact of electric mobility and making a tangible contribution to the Network's emissions reduction targets and environmental commitments.



## WATER

Water consumption is a critical factor in the operations of Rede Mater Dei de Saúde's Units. Continuous process improvements and the adoption of recognized best practices for efficient water use are a priority for the technical teams.

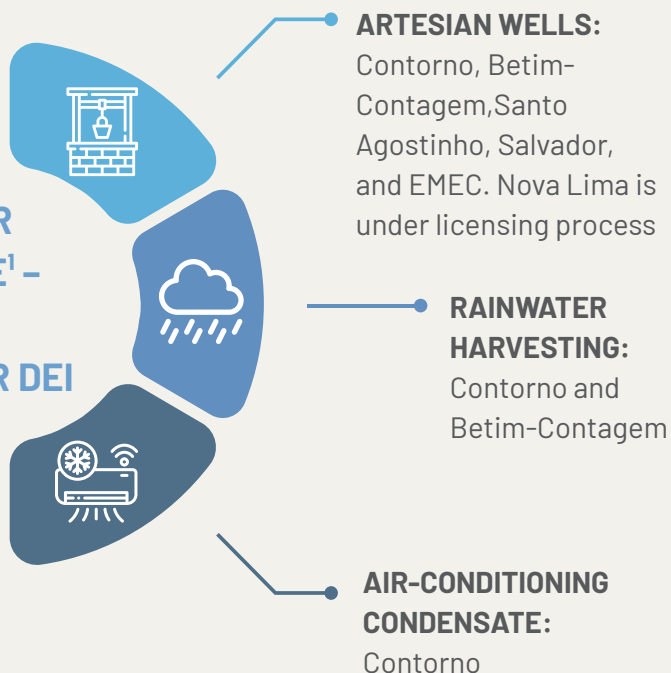
Key measures implemented include:

- Installing flow restrictors and aerators on taps and showers;
- Adjusting activation times for automatic taps;
- Reusing condensate from air conditioning systems and harvesting rainwater for non-potable purposes;
- Using artesian wells and water-efficient, closed-coupled dual-flush toilets.



## EFFICIENT WATER MANAGEMENT

### WATER REUSE<sup>1</sup> – REDE MATER DEI



#### PRIMARY USES:

**Contorno:** Toilet flushing, garden irrigation

**Betim-Contagem Hospital:**  
Toilet flushing, garden irrigation

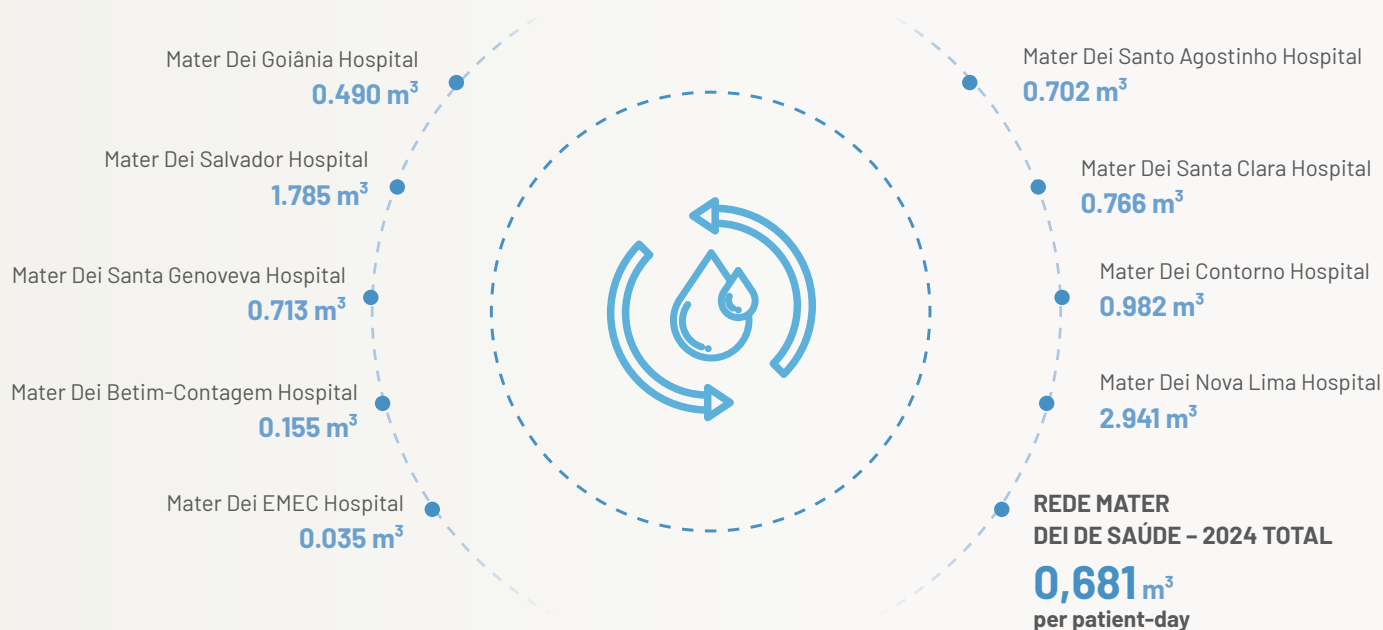
**Santo Agostinho:** Toilet flushing

**Salvador:** Toilet flushing, garden irrigation

**EMEC:** All processes except human consumption

**Mater Dei Salvador Hospital:** Operates a chilled beam system that does not generate demand on the mu-

### WATER CONSUMPTION PER PATIENT-DAY 2024 (m<sup>3</sup>)<sup>2</sup>



<sup>1</sup> Santa Genoveva, Santa Clara, and Goiânia Units do not have water reuse systems.

<sup>2</sup> Potable water quality is verified through periodic testing of physical-chemical and microbiological parameters in compliance with applicable regulations. Sampling points are determined by the Infection Control department.



## POTABLE WATER CONSUMPTION PER PATIENT-DAY 2023 vs. 2024 (m<sup>3</sup>)<sup>2</sup>

	Water consumption per patient-day 2023	Water consumption per patient-day 2024	Change
Rede Mater Dei de Saúde*	0.878	0.684	-22.10% ▼



### 22.10% REDUCTION IN

### EFFLUENT TREATMENT

Effluent treatment at Rede Mater Dei de Saúde units is managed by the local municipal network.

## WASTE



Rede Mater Dei de Saúde continues to strengthen its waste management practices across all Units. Each hospital has an established Healthcare Waste Management Plan (PGRSS), updated or revised whenever service offerings change or significant variations in waste volumes occur. All waste generated is handled by specialized, fully licensed service providers. In recognition of its responsibility for electronic waste management, the Network leases computers and printers under agreements that ensure proper end-of-life disposal when the equipment is no longer functional.

Since 2023, and in alignment with industry best practices, Rede Mater Dei de Saúde has report-

ed environmental waste indicators in accordance with the standards of the National Association of Private Hospitals (ANAHP), expressed in kilograms per patient-day. Historical waste generation data is available in previous Sustainability Reports.

### CONSTRUCTION WASTE

Waste generated during expansion and renovation projects – aimed at enhancing patient experience and safety – is disposed of in compliance with environmental regulations. In 2024, construction waste totaled 1,245 metric tons.

\* Medical Center: Not measured, as patients remain in the hospital for less than 24 hours.

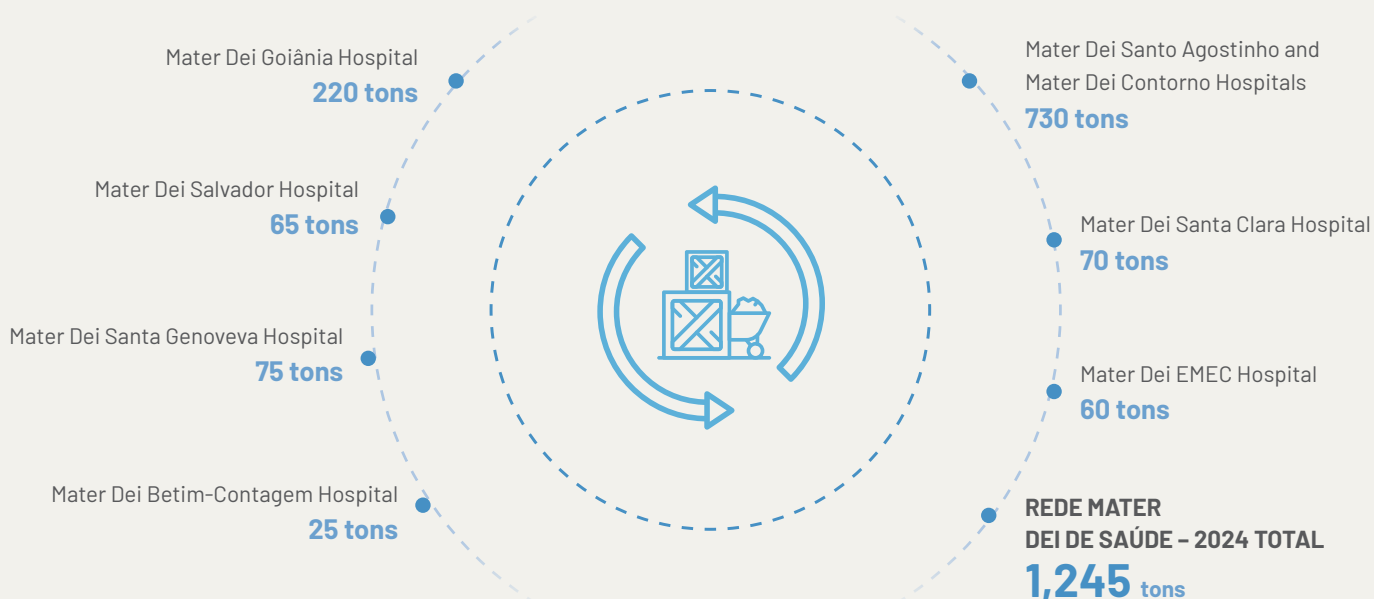
\* 2023 total: In May 2024, Rede Mater Dei de Saúde sold its entire stake in and ceased operations at the Hospital Porto Dias complex. For this reason, the 2023 total presented here does not include water consumption data for that Unit, to ensure more accurate year-on-year comparisons with 2024.

\* In 2023, during the integration of certain newly acquired Units, standardizing indicator measurement meant that total figures did not include all months; these were therefore annualized.

\* Mater Dei Nova Lima Hospital: Unit opened in August 2024, with per patient-day consumption measured from September 24 onward.

\* The two-year totals do not include the EMEC Unit, as 2023 consumption data was not available. From next year onward, annual results will be compared.

## CONSTRUCTION WASTER – REDE MATER DEI, 2024 (METRICS TONS)



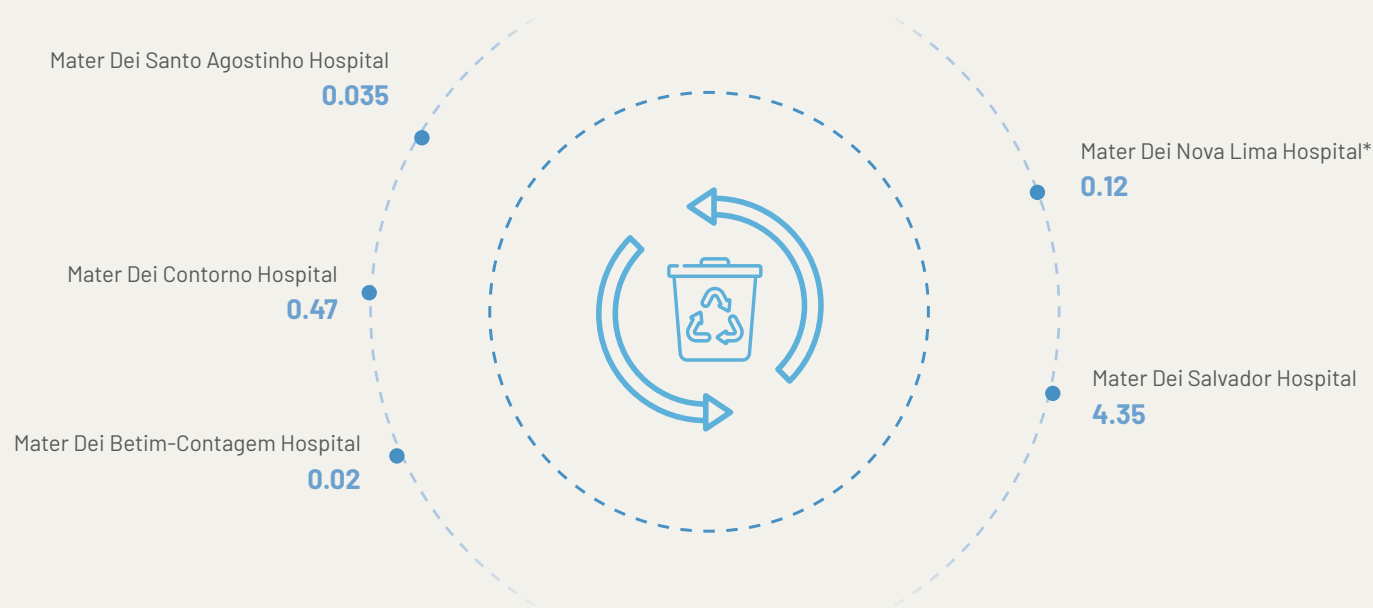
## WASTE GENERATION BY GROUP – PER PATIENT-DAY, 2024 (Kg)

Unit	GROUP A: Infectious biological waste	GROUP B: Chemical waste	GROUP C: Radioactive waste	GROUP D: General, non- hazardous waste	GROUP E: Sharps waste	Total
Santo Agostinho	1.95	0.23	0	6.53	0.21	8.92
Contorno <sup>1</sup>	2.3	0.23	0	9.60	0.31	12.44
Betim-Contagem Hospital	1.3	0.08	0	4.82	0.21	6.41
Salvador	1.79	0.05	0	10.40	0.09	12.33
EMEC	2.05	0	0	8.51	0	10.56
Santa Clara	1.66	0.02	0	5.21	0.21	7.10
Santa Genoveva	1.38	0.04	0.01	1.47	0.16	3.06
Goiânia	1.86	0	0	19.22	0	21.08
Nova Lima*	0.005	0.001	0	0.057	0.001	0.064

\* Mater Dei Nova Lima Hospital: Unit opened in August 2024, with per patient-day consumption measured from August 24 onward.

<sup>1</sup> Mater Dei Contorno Hospital: 2023 data adjusted relative to the 2023 Sustainability Report.

## GENERATION OF RECYCLABLE WASTE AS A SHARE OF GENERAL WASTE – PER PATIENT/DAY, 2024



## PAPERLESS\*

As part of its commitment to innovation, sustainability, and information security, Hospital Mater Dei Santa Genoveva has been implementing the Paperless Project since August 2021. The results of this initiative enabled Rede Mater Dei de Saúde to take a significant step forward in 2024 with the launch of the Hospital Paperless Project, inaugurating the Nova Lima Unit under this fully digital operational model.

The project aims to eliminate the use of paper in clinical and administrative processes, enhancing efficiency, traceability, and reducing environmental impacts.

Key results achieved:

- 100% of clinical records, prescriptions, and medical documents signed digitally;
- Complete digitization of TISS<sup>1</sup> forms, terms, and contracts, integrated into the electronic health record;
- Medication packaging information digitized in the patient record;
- Specific system access for internal and external audits, eliminating the need for printing;
- 61 processes fully migrated to digital solutions;
- Digital control of requests for medications, meals, and documents.

The Paperless Project reinforces the Network's commitment to sustainability and paves the way for expanding the model to other Units.

\* Mater Dei Nova Lima Hospital: Unit opened in August 2024, with per patient-day consumption measured from August 24 onward.

\* Paperless: In Portuguese, literally "without paper." The term refers to the reduction or elimination of physical documents in processes and operations, replacing them with digital alternatives.

<sup>1</sup>TISS: Troca de Informações de Saúde Suplementar is a standard established by Brazil's National Supplementary Health Agency (ANS) for the electronic exchange of data between private health insurance operators and healthcare providers. It standardizes communication and ensures security and efficiency in data transmission.



## USED COOKING OIL RECYCLING<sup>1</sup>

### MATER DEI CONTORNO HOSPITAL

Since 2022, the Unit has operated a used cooking oil collection program for staff and clinical teams. The initiative raises awareness on proper waste disposal, ensures correct recycling, and supports a local social organization.

sealed collection containers placed in common areas. Collection increased by 20% compared to the previous year. All collected oil is donated to the Circuito Inclusão organization, which repurposes it for soap production.

Educational campaigns were carried out and

## BATTERY

### MATER DEI EMEC HOSPITAL

The Unit reinforces its commitment to environmental preservation by placing a collection box in a strategic location for the proper disposal of used batteries. The collected material is sent to Retec Resíduos, a company specialized in the environmentally responsible treatment of this type of waste. This initiative reflects the hospital's ongoing dedication to sustainable practices and environmental stewardship.



### MATER DEI SANTO AGOSTINHO HOSPITAL

In 2024, the Unit launched a program to collect all used batteries on site, further strengthening its commitment to responsible environmental stewardship.

**Result:** Average monthly collection of 3.02 kg of batteries.



<sup>1</sup> Used cooking oil is highly polluting; improper disposal can clog sewer systems, contaminate groundwater, and cause soil impermeabilization and pollution. It is estimated that a single drop of oil can contaminate 20 liters of water.

## TRAINING AND QUALIFICATION



### MATER DEI CONTORNO HOSPITAL

100% of the team trained on proper disposal of hazardous materials and handling of healthcare waste.



### MATER DEI SANTA CLARA HOSPITAL

Reviewed its Healthcare Waste Management Plan (PGRSS<sup>1</sup>), provided targeted training, and stepped up awareness-raising among staff, reinforcing environmental and safety best practices.

### MATER DEI GOIÂNIA HOSPITAL

An educational initiative was delivered to all employees and members of the clinical staff, with the aim of building awareness and providing clear guidance on the importance of correct disposal and proper segregation of healthcare waste.



<sup>1</sup> Healthcare Waste Management Plan (PGRSS) – a technical, mandatory document that defines the procedures a healthcare facility must adopt for the safe handling of waste from its generation to its final disposal. Its primary objective is to protect public health, ensure worker safety, and safeguard the environment through secure and efficient waste management practices.



7

# ABOUT THIS REPORT

GRI 2-3 | 2-22 | 2-28 | 3-11 | 3-2 | 3-3 | 205-2



# ABOUT THIS REPORT

Rede Mater Dei de Saúde is pleased to present its sixth Sustainability Report, adhering to the international guidelines established by the Global Reporting Initiative<sup>1</sup> (GRI). This edition covers the period from January 1 to December 31, 2024, and includes data from all Rede Mater Dei de Saúde Units.

Published annually, the report presents the Network's sustainability initiatives and ESG practices, with the aim of providing stakeholders a clear view of its processes, impacts, and commitments to patients, employees, suppliers,

partners, clients, and the communities it serves.

For questions or additional information on Rede Mater Dei de Saúde's initiatives, or about this report, please contact: [marketing@materdei.com.br](mailto:marketing@materdei.com.br).

**Click here to access Rede Mater Dei de Saúde's previous Sustainability**

## MATERIAL TOPICS AND STRATEGIC STAKEHOLDERS

In preparing the content for this report, Rede Mater Dei de Saúde was guided by its Strategic Map, Materiality Matrix, and priority Sustainable Development Goals (SDGs)<sup>2</sup>.

This edition maintains the same set of material topics and strategic audiences established in the 2023 Sustainability Report. The identification of material topics was conducted in 2022, with the support of specialized consultants, and based on three main pillars.

Following this initial definition, the topics were validated through qualitative and quantitative research with the Network's stakeholders.

**Sustainability challenges in the healthcare sector**



**Strategic recommendations from the ESG Working Group**



**Active engagement with stakeholders**



<sup>1</sup> Global Reporting Initiative (GRI): An international, non-profit organization that develops the world's most widely adopted sustainability reporting standards. Its mission is to help organizations communicate their environmental, social, and governance (ESG) impacts with clarity and transparency.

<sup>2</sup> Sustainable Development Goals (SDGs): A global agenda comprising 17 goals and 169 targets, established by the United Nations (UN) for achievement by 2030. The SDGs aim to eradicate poverty, protect the planet, and promote peace and prosperity for all through coordinated action by governments, businesses, organizations, and civil society.

## MATERIALITY MATRIX

OUR VALUES	MATERIAL TOPICS	MATERIAL SUBTOPICS
 <b>RESULTS FOR ALL</b>	1. Corporate and Clinical Governance	1.1 – Organizational Culture 1.2 – Business Ethics 1.3 – Data Privacy and Security 1.4 – Economic and Financial Management
	2. Environmental Stewardship	2.1 – Waste Management
 <b>PEOPLE WHO MAKE A DIFFERENCE</b>	3. People Management	3.1 – Talent Attraction and Retention 3.2 – Human Capital Development and Capacity Building 3.3 – Worker Health and Safety Management 3.4 – Mental Health and Well-being in the Workplace
	4. Innovation in Technologies, Management Approaches, and Processes.	4.1 – Research, Development and Innovation
 <b>PIONEERING AND INNOVATION</b>	5. Quality, Safety, and Clinical Excellence	5.1 – Patient Health and Safety and Quality of Care
	6. Patient Experience	6.1 – Customer Satisfaction



## UN GLOBAL COMPACT AND SDG

The UN Global Compact is a voluntary initiative that invites companies to adopt universal sustainability principles and contribute to the United Nations Sustainable Development Goals (SDGs). Participation involves a structured journey encompassing: understanding key issues, setting priorities, integrating them into corporate strategy, and reporting progress – aligned with the UN 2030 Agenda.

## JOINING THE UN GLOBAL COMPACT



**Pacto Global**  
Rede Brasil

In 2024, Rede Mater Dei de Saúde became a signatory to the UN Global Compact, the world's largest corporate sustainability initiative. By joining, the network reaffirmed its commitment to universal principles on human rights, labor, the environment, and anti-corruption – aligning its practices with leading global standards. This step strengthens the organization's purpose of generating sustainable, positive impacts across environmental, social, and economic dimensions.

**Learn more:**



## REDE MATER DEI DE SAÚDE – PRIORITY SDGS

In 2022, Rede Mater Dei advanced its sustainability strategy by conducting a study to identify the Sustainable Development Goals most closely aligned with its business model. The analysis was integrated into the development of the Materiality Matrix and the definition of strategic stakeholders, using a tool based on all 169 SDG targets, enabling the organization to define its priority goals with precision.



**APRIL**

Signed the Business Pact for Integrity and Against Corruption with the Ethos Institute.

instituto  
**ethos**

**MAY 2024**

Rede Mater Dei de Saúde joined the UN Global Compact, reaffirming its commitment to the SDGs and the 2030 Agenda.



**Pacto Global**  
Rede Brasil

## ESG GOVERNANCE

Recognized for excellence in both corporate and clinical governance, Rede Mater Dei de Saúde has embedded sustainability and ESG practices since 2019, when it launched the *Pra Você Ficar Bem* ("For Your Well-Being") Program, structured around five pillars: social, environmental, professional development, quality of life, and well-being.

In 2022, the network launched its Strategic ESG Project, implementing significant actions that have evolved in subsequent years. As of now, the project is led by the Marketing Department, aligning institutional communication with operational practices and ensuring transparency with external stakeholders.

As part of its ongoing evolution, in 2023 Rede Mater Dei adopted the standard indicators of the National Association of Private Hospitals (ANAHF) for water, energy, waste, and greenhouse gas (GHG) emissions.

In 2024, in addition to the commitments above, the Network strengthened its focus on Diversi-

ty, Equity, and Inclusion (DEI) by conducting its first Diversity Census to: Map demographic and characteristic profiles (including ethnic-racial, socioeconomic, cultural, generational, gender identity, among others); assess employees' perceptions of inclusion; identify opportunities, gaps, and challenges; and establish a baseline for future action.

Another major initiative in 2024 was joining the Renewable Energy Certification Program, through which Rede Mater Dei earned the CE-MIG-REC Renewable Energy Certificate. This certification confirms that 100% of the electricity consumed in its Units comes from renewable sources such as hydropower, solar, or wind. This achievement enabled the Network to fully neutralize Scope 2 GHG emissions across all Units – except Goiânia – which accounted for approximately 32.02% of total organizational emissions, measured in metric tons of CO<sub>2</sub> equivalent (tCO<sub>2</sub>e). The certification is compliant with international GHG





Protocol standards and meets Global Reporting Initiative (GRI) requirements.

Looking ahead, in 2025 Rede Mater Dei launched a new ESG learning track, mandatory for all employees, featuring two new training programs: *ESG in Action* and *Conscious Consumption*. An internal communication campaign – *This is ESG* – was created to promote the initiative. ESG principles are also embedded in new employee onboarding, covering the concepts of ESG, climate change, its impacts on healthcare, and the Network's related

initiatives. Also in 2025, the organization established a National Sustainability Committee to amplify and accelerate its positive societal impact by reviewing progress, sharing results, and driving continuous improvement.

Year after year, Rede Mater Dei de Saúde advances its sustainability agenda and ESG practices, maintaining a steadfast commitment to its stakeholders.







8

# INDEX GRI

# INDEX GRI

GRI STANDARD	CONTENT	REPORT CHAPTER	PAGE(S)	RELATED MATERIAL TOPIC	RELATED SDG(s)
GRI 2: 2021 – The organization and its reporting practices	2-1: Organizational details	Message from the CEO, 1 and 2	3, 4, 6-20, 23-29	1.1	-
	2-2: Entities Included in the Report	Message from the CEO, 1 and 2	3, 4, 13-19, 23-29	1.2	17
	2-3: Reporting period, frequency and contact point	7	185	-	-
	2-4: Restatements of information	As of May 2024, Rede Mater Dei de Saúde divested its entire stake in, and ceased operations at, the Porto Dias Hospital complex. As a result, certain environmental indicators (Chapter 6) and People & Management indicators (Chapter 5) for 2023 were updated to exclude this Unit's data, ensuring that 2023-2024 comparisons are more accurate and reliable. All such data are indicated with footnotes. The network's risk matrix was revised, as detailed in Chapter 4, page 54.			
	2-5: External assurance	This Report has not undergone external assurance during this cycle.			
GRI 2: 2021 – Activities and workers	2-6: Activities, value chain and other business relationships	Message from the CEO, 1, 2 and 5	3,4, 6-20, 23-29, and 82-167	All	8 and 10
	2-7: Employees	5	105-31	3.1 and 3.2	8
	2-8: Workers who are not employees	5	106	-	8
GRI 2: 2021 – Governance	2-9: Governance structure and composition	4	48-52	1.2	5 and 16
	2-10: Nomination and selection of the highest governance body	4	50	1.2	5 and 16
	2-11: Chair of the highest governance body	4	50	1.2	5 and 16
	2-12: Role of the highest governance body in overseeing the management of impacts	4	50	1.2	16
	2-13: Delegation of responsibility for managing impacts	4	50	1.2	16

GRI STANDARD	CONTENT	REPORT CHAPTER	PAGE(S)	RELATED MATERIAL TOPIC	RELATED SDG(s)
GRI 2: 2021 – Governance	2-14: Role of the highest governance body in sustainability reporting	4	50	1.2	16
	2-15: Conflicts of interest	4	53	1.2	16
	2-16: Communication of critical concerns	4	50	1.2	16
	2-17: Collective knowledge of the highest governance body	4	50	1.2	-
	2-18: Evaluation of the performance of the highest governance body	4	53	1.2	-
	2-19: Remuneration Policies	5	116	1.2	8
	2-20: Process to determine remuneration	5	116	1.2	8
GRI 2: 2021 – Strategy, policies and practices	2-22: Statement on sustainable development strategy	Message from the CEO and 7	3, 4, 189, and 190	-	-
	2-23: Policy commitments	4	48-80	1.2	16
	2-24: Embedding policy commitments	4	48-80	1.2	16
	2-25: Processes to remediate negative impacts	4	48-80	-	16
	2-26: Mechanisms for seeking advice and raising concerns	4	48-80	1.2	16
	2-27: Compliance with laws and regulations	4	58-60 and 73-80	1.2	16
	2-28: Membership associations	7	188	-	17
GRI 2: 2021 – Stakeholder Engagement	2-29: Approach to stakeholder engagement	5	82-167	All	-
	2-30: Collective bargaining agreement	5	117	1.2	8



GRI STANDARD	CONTENT	REPORT CHAPTER	PAGE(S)	RELATED MATERIAL TOPIC	RELATED SDG(s)
GRI 3: 2021	3-1: Process to determine material topics	7	185	-	-
	3-2: List of material topics	7	186	-	-
	3-3: Management of material topics	The management of material topics is presented throughout the report and summarized here in the Index.			
GRI 201: 2016	201-1: Direct economic value generated and distributed	5	141-143	1.4	8
GRI 205: 2016	205-2: Communication and training about anti-corruption policies	4 and 7	74, 76 and 187	1.2	16
	205-3: Confirmed incidents of corruption and actions taken	No specific due diligence on this topic was conducted in 2024.			
GRI 302: 2016	302-1: Energy consumption within the organization	6	171-173	2	7
	302-4: Reduction of energy consumption	6	172 and 173	2	7 and 13
GRI 303: 2018	303-5: Water consumption	6	178 and 179	2	6
GRI 305: 2016	305-1: Direct emissions (scope 1)	6	176	2	13
	305-2: Indirect emissions (scope 2)	6	176	2	13
	305-4: Intensity of GHG emissions	6	175 and 176	2	13
	305-5: Reduction of GHG emissions	6	175	2	13
GRI 306: 2020	306-3: Waste generated	6	180	2	12
	306-4: Waste diverted from disposal	6	181	2	12
	306-5: Waste destined to final disposal	6	181 and 182	2	12

GRI STANDARD	CONTENT	REPORT CHAPTER	PAGE(S)	RELATED MATERIAL TOPIC	RELATED SDG(s)
GRI 401: 2016	401-1: New employee hires and employee turnover	5	106	3.1	8
	401-2: Benefits provided to full-time employees that are not provided to temporary or part-time employees	5	116 and 117	3.1	8
GRI 403: 2018	403-1: Occupational health and safety management system	5	132-140	3.3 and 3.4	3 and 8
	403-2: Hazard Identification, Risk Assessment, and Incident Investigation	5	132-140	3.3 and 3.4	3 and 8
	403-3: Occupational Health Services	5	132-140	3.3 and 3.4	3 and 8
	403-4: Worker participation, consultation and communication to workers regarding health and safety at work	5	132-140	3.3 and 3.4	3 and 8
	403-5: Worker training on occupational health and safety	5	132-140	3.3 and 3.4	3 and 8
	403-6: Promotion of worker health	5	132-140	3.3 and 3.4	3 and 8
	403-7: Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	5	132-140	3.3 and 3.4	3 and 8
	403-8: Workers covered by an occupational health and safety management system	5	132-140	3.3 and 3.4	3 and 8
	403-9: Work-related Accidents	5	132-140	3.3 and 3.4	3 and 8
	403-10: Occupational Diseases	5	132-140	3.3 and 3.4	3 and 8

GRI STANDARD	CONTENT	REPORT CHAPTER	PAGE(S)	RELATED MATERIAL TOPIC	RELATED SDG(s)
GRI 404: 2016	404-1: Average hours of training per employee	5	118	3.2	4 and 8
	404-3: Regular performance and career development reviews	5	114-116	3.2	8
GRI 405: 2016	405-1: Diversity of governance bodies and employees	5	107-109	3.4	5 and 8



## IMPRINT

Corporate Marketing Management

Adriana Heringer

## EDITORIAL

IN Consultoria

Adriana Heringer

## EDITING AND REVIEW

Adriana Heringer

## Photography

Rede Mater Dei Image Bank

## GRAPHIC DESIGN AND LAYOUT

Mariana Aarestrup

