



# MaterDei

Rede de Saúde

# SUSTAINABILITY REPORT 2022

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# LETTER FROM THE CEO

## GRI 2-3 | 2-22

Since the establishment of the first Mater Dei Health Network Unit on June 1, 1980, in Belo Horizonte, Minas Gerais, our journey has been characterized by our ability to continuously reinvent ourselves. Over the course of 43 years, we have accomplished a diverse array of milestones, confronted challenges, and triumphed through significant political, economic, and social changes in Brazil. We have earned a reputation as a benchmark for compassionate and excellent healthcare, upheld by our high-quality standards in diagnostics, treatments, patient safety, and health prevention.

In 2011, upon assuming the presidency, our commitment was to uphold the vision of our founders, Dr. Salvador and Dr. Norma, and keep their dream alive. We now stand as a comprehensive Healthcare Network comprising 10 Hospitals, maintaining our essence of innovation and unwavering commitment to excellence, providing top-notch care and promoting optimal health to all who rely on our services.

We hold a distinctive position in Brazil's healthcare sector, owing to our perseverance, the quality of our services, the steadfast practice of our values, and most importantly, the dedicated

individuals who constitute Mater Dei, propelling us forward. We invest significantly in attracting, developing, and retaining talent. And as a testament to our dedication, we organized a Culture Journey across all Mater Dei Units to disseminate our core values: Human Warmth, People Who Make a Difference, Doing Things Safely and Properly, Pioneering and Innovation, and Results for All.

The year 2021 was a transformative milestone in our history, marked by our IPO and debut on the Brazilian Stock Exchange, driven by well-planned growth strategies. Continuing in the same direction, 2022 proved to be equally fruitful, as we expanded our reach and solidified Rede Mater Dei de Saúde as a unifying platform for hospitals across our nation.

During this period, we acquired significant hospitals in various Brazilian states, namely Minas Gerais, Bahia, Pará, and Goiás, thus extending our care model to new regions. In May 2022, we proudly inaugurated Mater Dei Salvador Hospital, bringing quality care to the people of Bahia. Additionally, we are currently preparing for the upcoming inauguration of Mater Dei Nova Lima, situated in the metropolitan area of the capital of Minas Gerais.

At Mater Dei, growth is perpetual, but never stagnant – this is one of our defining traits. In our discussions



CEO of Rede Mater Dei de Saúde, Dr. Henrique Salvador



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regarding the present and future of Rede Mater Dei de Saúde, we aim to establish the conditions for sustainable growth through a resolute movement of acceleration. Indeed, the impressive numbers and expanded services offered by our company validate the wisdom of our decisions.

This expansion has significantly contributed to improving the health of the population. Such accomplishments are made possible by well-defined flows and processes, successful partnerships, and the unwavering trust of our employees, clinical staff, clients, and health plan operators.

There are more than 4,500 private hospitals in Brazil, many of which are small and lack sufficient resources to compete with larger, well-organized structures. The acquisition of these smaller hospitals by larger networks is not a phenomenon unique to Brazil, as it is a common practice in Europe and the United States, where hospital networks can comprise 100, 200, or even more hospitals.

When deliberating on our path, certain undeniable facts emerge: over these four decades of existence, we have developed essential assets that sustain Rede Mater Dei's progress.

Our governance has achieved a fair level of maturity, with various elements working cohesively and systematically to foster commitment to our purpose and institutional

guidelines. Clinical governance, in particular, aligns our clinical staff and care teams with the overarching strategy of Rede Mater Dei. We have perfected our organizational processes, and our hospitals strictly adhere to accreditation and certification protocols, such as JCI – a prominent international hospital certification program. This commitment guarantees the quality and safety of care within Rede Mater Dei, solidifying our status as a national benchmark. This distinction is evident through the numerous accolades we have garnered in this realm, including recognition at national events organized by our peers.

Our efforts are geared towards a model that integrates health promotion, preventative measures, diagnoses,

and treatments, all rooted in robust scientific evidence. We channel our investments into operational efficiency, streamlining resources and curtailing waste while maintaining a comprehensive perspective on the multi-professional and interdisciplinary workflow. True to Mater Dei's mission, we place the customer experience at the forefront, tailoring services to match the unique requirements of each patient. Beyond delivering top-notch care, this approach also contributes to the long-term viability of the supplementary healthcare sector.

It bears emphasizing that expertise in clinical governance heightens the prospects of recovery while



***Health is our most valuable asset. It is crucial for each of us to embrace healthy habits and a lifestyle that not only prolongs life but also enhances its quality.***

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concurrently diminishing the likelihood of recurrent hospitalizations. It also curtails the duration of hospital stays, minimizes complications, and mitigates adverse treatment effects, thus alleviating the strain on healthcare services. This approach not only ensures optimal patient experiences and outcomes but also engenders cost control, generating a virtuous cycle of benefits that resonates positively with all stakeholders.

Rede Mater Dei places a premium on transparency in management and remains resolute in its commitment to disseminating information. To this end, we convene numerous forums that foster continuous interaction across various governance levels. Moreover, we facilitate real-time updates through meticulous analysis of outcomes. Our robust Compliance framework, firmly rooted in legal guidance, permeates every echelon of the organization. This framework encompasses a confidential avenue for grievances, affording all stakeholders the platform to voice concerns in cases of perceived ethical transgressions. Complementing this structure, our Code of Ethics and dedicated Ethics Committee regularly convene, proactively steering and guiding

endeavors in accordance with best-in-class Compliance standards.

Building on this foundation, we align our actions with exemplary ESG (Environmental, Social and Governance) practices. In 2022, we achieved another milestone by crafting our Materiality Matrix, a product of engagement with diverse stakeholders and the insights of an ESG Working Group comprising representatives from all Mater Dei Units. Our unwavering commitment entails delivering impactful healthcare services in a sustainable manner, attuned to global best practices, to cater to the needs of patients, clinical practitioners, staff, investors, and all participants in the healthcare continuum, including suppliers, healthcare operators, companies, and the neighboring communities of our hospitals. These and other initiatives are meticulously documented within this Sustainability Report, encapsulating our endeavors throughout the span from 01/01/2022 to 12/31/2022.

Enjoy!

**Dr. Henrique Moraes Salvador Silva**  
CEO



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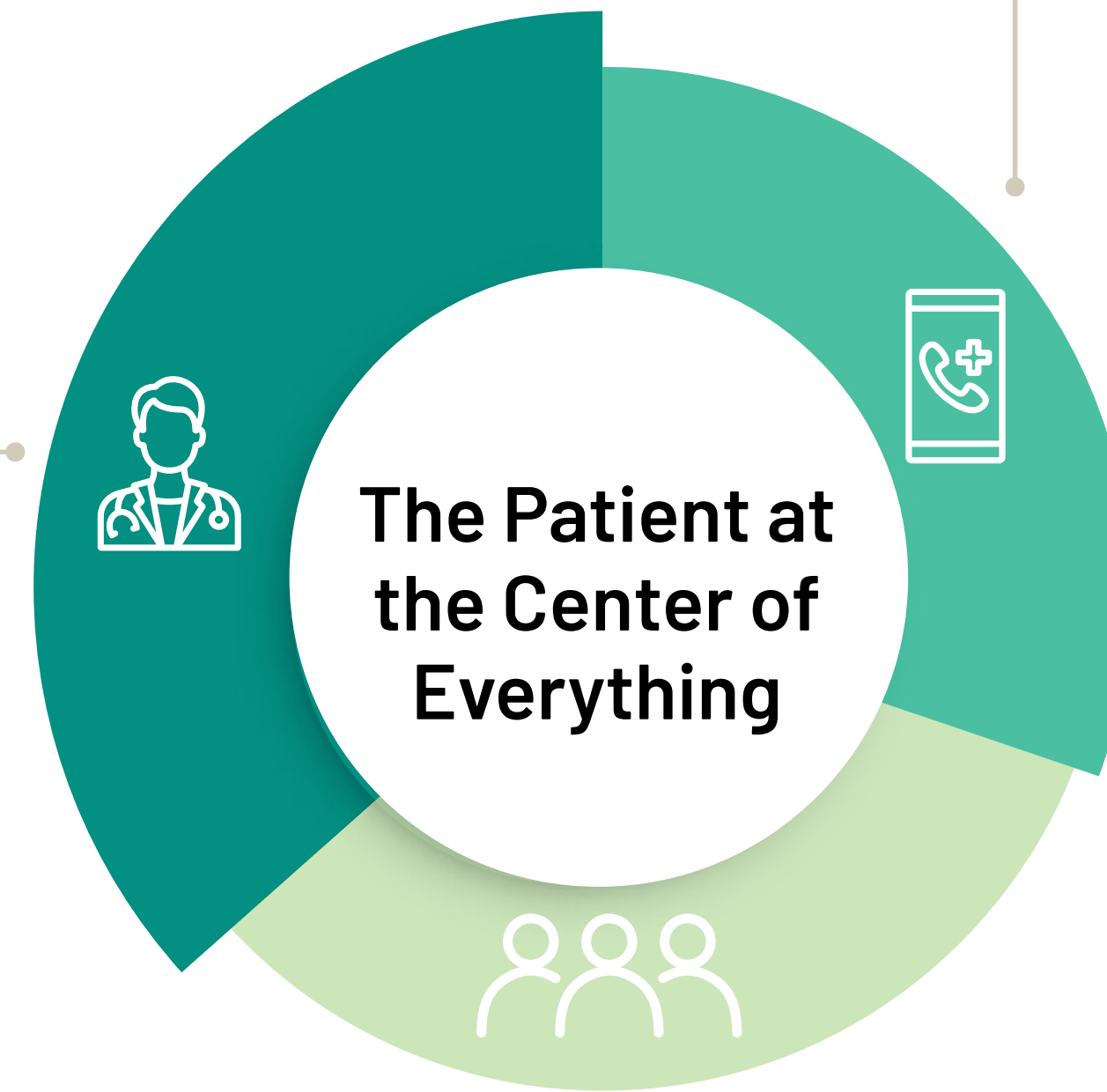
## WHO WE ARE

The Rede Mater Dei de Saúde (“Mater Dei Healthcare Network”) stands as a comprehensive healthcare network meticulously crafted to cater to individuals across all life stages. Our approach revolves around personalized, human-centric, and integrated healthcare, consistently emphasizing quality well-being. Our care framework positions the patient as the focal point of all endeavors, and we channel dedicated efforts into nurturing three pivotal pillars that underpin our strategic vision.



*Our Mission is our  
Commitment to  
Quality of Life.*

Intelligence and  
Humanization as  
Pillars of Care



Technology as  
a Guarantor of  
Excellence

Strength of  
Clinical and  
Corporate  
Governance

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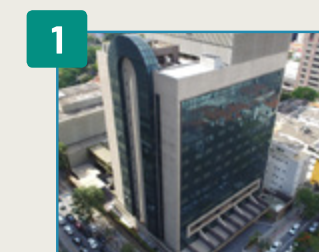
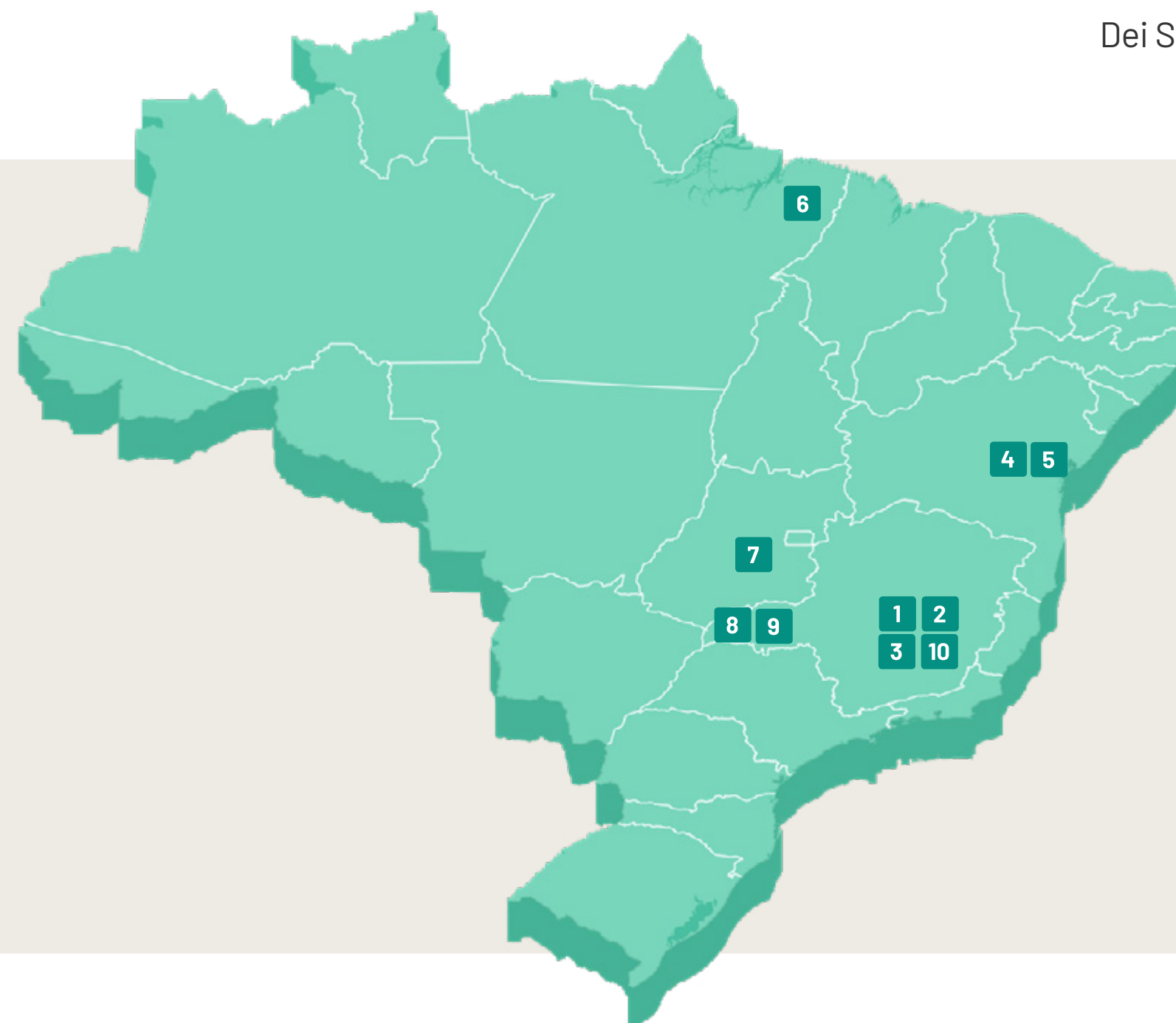
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Our Mission revolves around a staunch Commitment to Quality of Life, and as healthcare professionals, we tirelessly endeavor to ensure that our clients receive nothing short of top-tier quality and excellence. Bolstered by cutting-edge equipment, synergizing with modern infrastructure, the exceptional caliber of our clinical personnel, and the vigilant management of operational functions, we offer a personalized experience that seamlessly blends precision with promptness in service. Our clinical distinction is acknowledged not only by patients but also by the medical community,

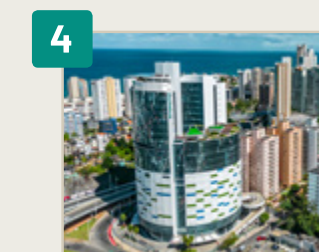
health operators, suppliers, and significant segments of society, all while we maintain our unwavering focus on innovation and medical breakthroughs.

With a storied legacy spanning 43 years, the Rede Mater Dei de Saúde comprises a constellation of ten hospitals spanning four Brazilian states, steadfastly solidifying its position as a flagship healthcare network in Brazil. Presently, our units are situated across Minas Gerais (Mater Dei Santo Agostinho Hospital, Mater Dei Contorno Hospital, Mater Dei Betim-Contagem Hospital, Mater Dei Nova Lima Hospital - currently under construction, Mater Dei Santa Genoveva Hospital, CDI Imagem (Diagnostic

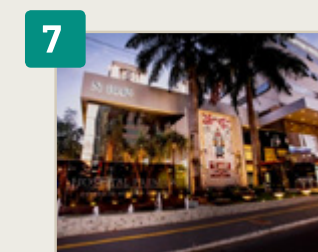
Imaging Center) and Mater Dei Santa Clara Hospital), Bahia (Mater Dei Salvador Hospital and Mater Dei EMEC Hospital), Goiás (Mater Dei Premium Goiânia Hospital), and Pará (Mater Dei Porto Dias Hospital). To sustain this remarkable trajectory of growth, our institution has adapted to the contemporary landscape, redefining our core principles to facilitate sustained expansion. This has entailed embracing pioneering solutions, fostering knowledge retention and generation, and extending compassionate care to individuals across all life phases. As of the close of 2022, Rede Mater Dei boasted a workforce of around 9,900 dedicated employees, complemented by an esteemed clinical staff encompassing nearly 10,000 registered physicians.



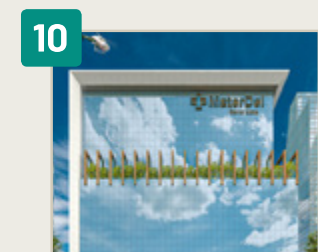
**Mater Dei Santo Agostinho Hospital**



**Mater Dei Salvador Hospital**



**Mater Dei Premium Goiânia Hospital**



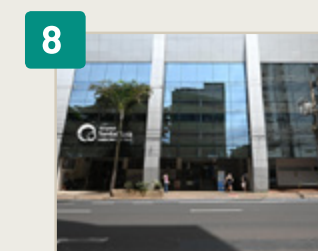
**Mater Dei Nova Lima Hospital (under construction)**



**Mater Dei Contorno Hospital**



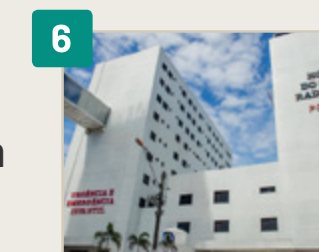
**Mater Dei EMEC Hospital**



**Mater Dei Santa Clara Hospital**



**Mater Dei Betim-Contagem Hospital**



**Mater Dei Porto Dias Hospital**



**Mater Dei Santa Genoveva Hospital/Mater Dei CDI - Diagnostic Imaging Center**



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The inauguration of the first hospital unit took place in Belo Horizonte in June 1980, nestled within the Santo Agostinho neighborhood, marking the advent of a novel paradigm of medical care in the city. This establishment materialized as the visionary aspiration of Dr. José Salvador Silva and Dr. Norma Salvador, catalyzed by the vision of erecting a medical facility that would be not only beneficial to the community but also emblematic of distinct, personalized, and empathetic care. In the year 2000, a new tower was unveiled, expanding the same facility's capacity and service portfolio, emblematic of its relentless pursuit of growth.

Fast forward to 2014, and the Mater Dei Contorno Hospital was inaugurated, reflecting an avant-garde and contemporary architectural blueprint. This establishment notably harbored the state's pioneering oncology emergency department, a testament to our commitment to progressive medical infrastructure. In 2016, we witnessed the incorporation of the Integrated Cancer Hospital into the fabric of the institution, thereby becoming the first privately owned healthcare establishment in Minas Gerais to adopt this comprehensive approach, extending holistic care to cancer patients.

January 2019 marked the inauguration of the third unit, bridging the municipalities of Betim and Contagem, two pivotal cities within the broader Belo Horizonte metropolitan nexus. Bolstered by the IPO in 2021, Rede Mater Dei embarked on a trajectory of national expansion. This culminated in the acquisition of 70% of Hospital Porto Dias in Pará and a controlling 50.1% stake in A3Data, a technology-driven enterprise specializing in artificial intelligence and analytics. The year 2022 witnessed an even more significant expansion. The network successfully completed the acquisition of 96.4% ownership in Hospital Santa Genoveva and full ownership of the Diagnostic Imaging Center (CDI), both situated in Uberlândia, Minas Gerais. In that same year, the network acquired 98.5% of the share capital of Hospital Mater Dei Premium Goiânia, 98.3% of Hospital EMEC in Feira de Santana, and a 75% stake in Hospital Santa Clara, a prominent unit also located in Uberlândia.

In May 2022, we celebrated the inauguration of Mater Dei Salvador Hospital, in the capital of Bahia. Just a few months later, in February 2023, the Mater Dei Salvador Medical Center was unveiled. This center, working in tandem with Mater Dei Salvador Hospital, establishes a seamlessly

integrated health complex sprawling across 72,000 square meters of constructed area. Furthermore, it ushers in a new era of healthcare, facilitating comprehensive multidisciplinary care while offering an array of advantages for patients, including swifter, more comfortable, and superior-quality services.

Steering into the year 2024, in line with our expansion strategy, the Rede Mater Dei de Saúde is set to unveil the Mater Dei Nova Lima Hospital in the bustling metropolis of Nova Lima, situated within the metropolitan area of Minas Gerais' capital city. This strategic move corresponds to the mounting demand from our clients, health operators, and clinical personnel for top-tier services within a region brimming with potential for growth and opportunities.

Having devoted over four decades to refining hospital protocols, procedures, and methodologies, the Rede Mater Dei de Saúde is ceaselessly advancing, steadfast in its aspiration to evolve into an even more substantial and influential entity within the healthcare sector. All the while, we remain firmly committed to nurturing innovation and fostering a sense of closeness among our clinical staff, internal stakeholders, families, patients, and the surrounding community.



## FACTS & FIGURES

### Our network has 2,497 beds:



**1,926**  
inpatient beds  
(installed capacity)



**571**  
adult, pediatric, and  
neonatal ICU beds



**131**  
operating  
rooms



**3**  
robotic operating  
rooms



**13**  
hemodynamic  
rooms

### Diagnostic Park



**3**  
PET-CT  
scanners



**25**  
MRI machines



**23**  
CT scanners



**151**  
other imaging equipment units: ultrasound, echocardiogram,  
mammography, x-ray, scintigraphy, and densitometry machines

## OUR SERVICES

- Integrated Cancer Hospital (HIC)
- Bone Marrow Transplant (BMT)
- Mais Saúde Mater Dei – Outpatient and Continuing Care Centers
- Diagnostic Medicine
- Sports Medicine
- Human Reproduction Center
- Hemodynamics
- Hemodialysis
- 24h Emergency Room serving Adult, Pediatric, Oncological, Gynecological, and Obstetric care
- Surgery Center equipped with a Robotic Surgery System
- Maternity Ward
- Adult, Pediatric and Neonatal Intensive Care Units
- Wound and Hyperbaric Center
- Burn Treatment Unit
- Checkup
- Corporate Health
- Telemedicine

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## OUR UNITS

### MATER DEI SANTO AGOSTINHO HOSPITAL

Mater Dei Santo Agostinho Hospital was the first unit of Rede Mater Dei de Saúde and is situated in the Santo Agostinho neighborhood in the south-central region of Belo Horizonte, MG. In 2000, a new tower was inaugurated for expansion.


 **Opening date:** June 1980

 **Services:** Mais Saúde – Outpatient and Continuous Care; Espaço Saúde – Prevention, Wellness, and Performance; Diagnostic Medicine; Sports Medicine; Wound and Hyperbaric Center; Human Reproduction Center; Hemodynamics; 24-hour Adult and Gynecological and Obstetric Emergency Rooms; Surgery and Obstetric Center; Maternity Ward; Inpatient Units; Adult and Neonatal Intensive Care Units; Checkup; Corporate Health.

 **Accreditations:** ONA (National Accreditation Organization) Level 3 – In 2004, it became the first hospital in a state capital of Brazil to achieve this recognition.

NIAHO (National Integrated Accreditation for Healthcare Organizations) – In 2009 it secured this certification in 2009, making it the first non-U.S. hospital to do so.

JCI (Joint Commission International) – Certified in 2020 and recertified in 2023.


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





### MATER DEI CONTORNO HOSPITAL

In 2014, Mater Dei Contorno Hospital was inaugurated, effectively doubling our service capacity at that time and marking the inception of Rede Mater Dei de Saúde. The innovative and contemporary project extended the quality of the hospital's infrastructure provided to both patients and clinical staff, with its construction adhering to the standards of sound architectural, engineering, and environmental sustainability practices.

 **Opening date:** June 2014

 **Services:** 24-hour Adult and Pediatric Emergency Room; Surgery Center; 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





## OUR UNITS


### MATER DEI BETIM-CONTAGEM HOSPITAL

Situated on the border between the municipalities of Betim and Contagem, two of the most populous cities in the Belo Horizonte metropolitan area, both boasting some of the highest GDP figures in the state of Minas Gerais, Mater Dei Betim-Contagem Hospital commenced its operations in 2019. This hospital further extended the reach of top-notch medical and hospital services beyond the city limits of Belo Horizonte, solidifying Mater Dei's position as the foremost and largest provider of private healthcare services in Minas Gerais.

 **Opening date:** January 2019

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

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

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





### MATER DEI PORTO DIAS HOSPITAL


A renowned institution for medium and high-complexity treatments in the Northern region of the country, Mater Dei Porto Dias Hospital is situated in the city of Belém (PA) and was established in 1995. In 2021, the Unit joined the Rede Mater Dei de Saúde – a strategic step to capitalize on the synergies of two brands recognized for their exceptional quality of care and operational effectiveness.

 **Opening date:** June 1995

 **Acquisition Completion Date by Rede Mater Dei:** November 2021

 **Services:** Diagnostic Medicine; Adult, Child, and Obstetric Emergency Rooms; Adult, Pediatric and Neonatal Intensive Care Units; Outpatient Clinic; Diagnostic Medicine; Inpatient Units; Maternity Ward; Hemodynamics; Surgery Center; Hyperbaric Medicine; Oncology; Checkup.

 **Accreditation:** JCI (Joint Commission International) – Certified in 2018, recertified in 2021.

 **Address:** Av. Almirante Barroso, 1.454 – Marco, Belém – PA, CEP 66.093-020



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### MATER DEI SANTA GENOVEVA HOSPITAL


Mater Dei Santa Genoveva, a highly specialized general hospital, was established in 1975 in the city of Uberlândia (MG). In 2022, Rede Mater Dei acquired the unit, which boasts an experienced and highly esteemed clinical team situated in a distinctive area of the city.

 **Opening date:** October 1975

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

 **Services:** Diagnostic Medicine; Adult, Child and Obstetric Emergency Rooms; Adult, Pediatric and Neonatal Intensive Care Units; Inpatient Units; Maternity Ward; Hemodynamics; Hybrid Room; Surgery Center; Hyperbaric; Oncology; BMT; Outpatient Clinic.

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

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





### MATER DEI CDI – DIAGNOSTIC IMAGING CENTER

Mater Dei CDI was established in 1978, serving as a benchmark in diagnostic imaging within the Uberlândia region, boasting a contemporary infrastructure and state-of-the-art technological facilities. In 2022, Rede Mater Dei finalized its acquisition alongside the Mater Dei Santa Genoveva Hospital. Given their proximity within the same hospital complex, the harmonization of processes and operational streamlining ensures efficiency and an enhanced experience for patients.

 **Opening date:** February 1978

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

 **Services:** Magnetic Resonance Imaging, Tomography, Ultrasound, Mammography, X-ray, Bone Densitometry, Interventional Radiology.

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



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### MATER DEI PREMIUM GOIÂNIA HOSPITAL

Established in 2013, Mater Dei Premium Goiânia stands as a highly advanced general hospital with a strong focus on surgical expertise and cutting-edge technology. Positioned uniquely within the city of Goiânia, it boasts a clinical staff of over 600 doctors encompassing various specialties.

 **Opening date:** 2013

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

 **Services:** Diagnostic Medicine; Adult and Obstetric Emergency Rooms; Adult and Neonatal Intensive Care Units; Inpatient Units; Maternity; Hemodynamics; Surgery Center; Outpatient Clinic.

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




### MATER DEI EMEC HOSPITAL

Established in 1963, Mater Dei EMEC Hospital is situated in Feira de Santana, the second most populous city in Bahia. Serving as a highly advanced general hospital encompassing over 40 specialties, the Unit was acquired by Mater Dei in 2022, facilitating crucial synergy with Mater Dei Salvador Hospital.

 **Opening date:** 1963

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

 **Services:** Emergency Room; Maternity Ward; Hemodynamics; Inpatient Units; Diagnostic Medicine; Outpatient Clinic; Infusion Center; Surgery and Obstetric Center.

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



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## OUR UNITS

### MATER DEI SALVADOR HOSPITAL

Launched in 2022, Mater Dei Salvador stands as a profoundly sophisticated general hospital seamlessly incorporated into the Mater Dei Salvador Medical Center. Marking one of the most ambitious and cutting-edge ventures in the Northeast of Brazil, its establishment in Bahia ushers in a fresh chapter for the group. Notably, this Unit represents Rede Mater Dei's initial *greenfield* project (constructed from the ground up) beyond the borders of Minas Gerais state.

 **Opening date:** May 2022

 **Services:** 24-hour Adult and Pediatric Emergency Room; Integrated Cancer Hospital (HIC); Diagnostic Medicine; Nuclear Medicine; Surgery Center equipped with a Robotic Surgery System; Obstetric Center; Hemodynamics; Maternity Ward; Adult, Pediatric and Neonatal Intensive Care Units; Corporate Health; Inpatient Units; Bone Marrow Transplant (BMT).

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





### MATER DEI SANTA CLARA HOSPITAL


Founded in 1949, Mater Dei Santa Clara is a high-complexity general hospital, heralded as one of the region's most venerable medical institutions. The hospital boasts a clinical cadre of 400 doctors encompassing over 40 specialties, alongside a workforce of more than 700 employees. In 2022, the acquisition of this hospital – the second in Uberlândia (MG) within Rede Mater Dei – was consummated, thereby solidifying our foothold within the Triângulo Mineiro and Central West region of Minas Gerais. This strategic maneuver engenders vital synergies between Santa Genoveva and Mater Dei Premium Goiânia hospitals.

 **Opening date:** 1949

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

 **Services:** Diagnostic Medicine; Adult, Child, Obstetric Emergency Rooms; Adult, Pediatric and Neonatal Intensive Care Units; Inpatient Units; Maternity Ward; Hemodynamics; Surgery Center; Outpatient Clinic.

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

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



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## OUR UNITS

### MATER DEI SALVADOR MEDICAL CENTER

In 2023, the Mater Dei Salvador Medical Center was inaugurated, equipped with 73 medical offices and an expansive Convention Center. This development further fortifies Mater Dei's influence within the city, as it establishes a healthcare complex interlinked with the Mater Dei Salvador Hospital. This integration empowers us to provide comprehensive, multidisciplinary care, affording patients an array of advantages, including agility, quality, and elevated comfort in the services extended.

 **Opening date:** February 2023


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

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




### MATER DEI NOVA LIMA HOSPITAL

The forthcoming phase in the expansion of Rede Mater Dei de Saúde entails the inauguration of Mater Dei Nova Lima Hospital, a valuable complement to the BHMA Hub Hospitals. This upcoming hospital distinguishes itself as an investment prospect within a region of immense growth potential. Apart from rendering improved accessibility for patients encountering travel challenges to existing network Hospitals, this Unit will encompass medical offices, a highly advanced diagnostic facility, and specific medical specializations necessitating enhanced regional support. Presently under construction, the new hospital is slated for inauguration in 2024.

 **Services:** Emergency Room; Maternity; Neonatal, Pediatric and Adult Intensive Care Units; Inpatient Units; Diagnostic Medicine; Outpatient; Oncology; Surgery and Obstetric Center.

 **Anticipated Opening Date:** 2024

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





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## OUR UNITS

### A3DATA

Shortly after the 2021 IPO, Rede Mater Dei de Saúde acquired a 50.1% stake in A3Data. The company specializes in data and artificial intelligence consultancy, aiming to empower individuals and corporations through data utilization, know-how transfer and fostering a data driven culture. With an emphasis on cultural and analytical transformation, A3Data spearheads impactful data and artificial intelligence projects for medium and large organizations, significantly influencing their outcomes.

Moreover, it covers the full spectrum of the data journey, from establishing data lakes, to self-service analytics, culminating in predictive and prescriptive model creation.

Between 2018 and 2022, A3Data experienced exponential growth, witnessing its turnover surge by over 22 times. Presently, the organization employs around 200 professionals distributed across 20 Brazilian states, the Federal District, and Portugal. Recognized by the GPTW Ranking, the company secures a notable distinction as the fourth best company to work for in Minas Gerais, boasting a commendable 95% certification rate.

Through its collaboration with A3Data, in addition to orchestrating several high-value digital strategy projects, Rede Mater Dei propels substantive advancement in its joint quest to develop highly scalable digital products grounded in artificial intelligence. This acquisition notably contributes to reinforcing its technological infrastructure strategy, fostering the formulation of solutions that drive heightened productivity and promote the significance of alternative business remuneration models.



**Empowering  
people  
through  
data.**



# MISSION, VISION AND VALUES

In recent years, the Rede Mater Dei de Saúde has undergone substantial growth. To maintain this expansion, it has been imperative to adapt and redefine the principles and values shaping our conduct. Equally crucial is assimilating the distinctive traits, regional characteristics, local impacts, and well-established best practices inherent in each Unit integrated into the Rede Mater Dei. In 2022, we embarked on a systematic journey of Culture Management and outlined a refreshed iteration of the Rede Mater Dei's directives.

## MISSION

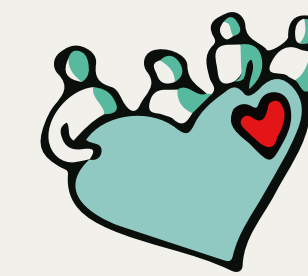
**Commitment to quality of life.**

## 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.**

## VALUES

The values of Rede Mater Dei de Saúde remain consistent with those that have been in practice. However, in 2022, they were redefined to fortify growth and provide backing in tackling emerging challenges.



Human **WARMTH**



PEOPLE <sup>who make a</sup> **DIFFERENCE**



Doing things **SAFELY** and **PROPERLY**



Pioneering and **INNOVATION**



**RESULTS** for all

## BRAND REVITALIZATION

The expansion of Rede Mater Dei de Saúde is driven by our inherent need to grow. Our aim is to continually enhance the provision of quality healthcare services, recognizing that our purpose extends beyond mere growth. In 2022, against this backdrop, we undertook the reimagining of the Rede Mater Dei de Saúde brand. This endeavor entails more than a mere cosmetic alteration to our company logo; it constitutes a strategic management approach and a fresh brand positioning. This positioning is carefully crafted to resonate effectively with diverse audiences in light of our expanding reach. Thus, this initiative communicates the inherent strengths of our brand within the framework of the institution's narrative.

Our decision to embrace change stems from the substantial impact of external investments, mergers, and acquisitions on the market. With escalating competition, Rede Mater Dei consistently strives to maintain a leading stance. This compels us to fortify and amplify our brand presence. Our history fills us with pride, while the promise of the future propels us to progress.

**We are a comprehensive Healthcare Network,  
dedicated to providing all that is necessary for  
your well-being and recovery.**



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## ORGANIZATIONAL CULTURE

In recent years, the Rede Mater Dei de Saúde has experienced significant growth. Given this scenario and with the primary goal of sustaining this expansion, we have been prompted to advance the principles and values that shape our conduct. Thus, in 2022, we initiated a structured journey towards Culture Management, collaborating with two prominent consultancies specializing in business development, culture, leadership, governance, and strategy.

The Culture Management process has seamlessly integrated into our strategic agenda, encompassing a series of coordinated efforts involving employees, clinical staff, and business partners, and extending across all Units, including newly acquired ones that are commencing operations. It has become imperative to instill the culture that has propelled the Rede Mater Dei to its current status. Countless opportunities have arisen to contemplate the roles of each individual, respecting local customs while simultaneously crafting a unified directive that truly reflects Mater Dei's essence and its aspirations for the years ahead. This initiative holds substantial significance in constructing a network where Units synchronize not only in financial aspects but also in terms of care and operations. We set sail into the journey of reevaluating our culture in August 2022 with the establishment of initial connections aimed at formulating the cultural drivers based on institutional values.

Throughout various workshops, our leaders collaborated in establishing connections and took part in the formalization event, reaching a consensus on the organizational culture with all employees. Numerous developmental meetings transpired between the People and Management departments and the Integration Committee, fostering self-improvement in culture and leadership. In this context, the Reference Group (GR) was established, comprised of strategic managers representing all Units, facilitating enhanced interaction and information exchange during regular sessions.

To comprehend the environment, perceptions, and organizational structure shaped by our cultural practices,



*Culture is our way of being and doing; it is the 'glue' that integrates the various organizational dimensions: Purpose, Strategy, Structure, Processes, People, Leadership, and Results, all of which influence and are influenced by the environment.*





Dr. José Salvador

a survey engaged over 860 employees spanning various hierarchical levels, departments, and hospitals alongside clinical staff members whose insights contributed to understanding the essence of Rede Mater Dei de Saúde.

In October 2022, the Rede Mater Dei de Saúde Executive Convention was convened, bringing together the key leaders from all Units:

CEOs, Vice Presidents, Directors, Corporate Managers, and General Managers. This assembly deliberated on the Rede Mater Dei's Strategic Planning and Culture Management, discussing forthcoming trends, strategies, and business challenges. A two-day immersive experience encompassed lectures, panel discussions, and workshops, fostering interaction, learning, and the exchange of insights among the 70 participating executives. The presentation of new values transpired, accompanied by a forum aimed at reaffirming the principles governing acceptable and unacceptable behaviors within the organization.

Continuing the journey initiative, beginning in 2023, a series of integrated endeavors has enabled the practical application of these values. An official event unveiled the new values, with the CEO Dr. Henrique Salvador and senior management reiterating the company's mission and vision. They delineated the path ahead for the Culture Journey, encompassing Culture Rituals for imparting new values to our employees and clinical staff, Conversation Rounds facilitated by Reference Groups (RGs), Leadership Knowledge Trails, Culture Week, Pulse Surveys, and other vital initiatives to ensure Mater Dei's culture perseveres seamlessly and is ingrained in all our endeavors.

Performance  
Convention for  
**Rede Mater  
Dei's Executives**



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## INTEGRATION

The recent growth of the Rede Mater Dei, which has been made possible through a series of acquisitions and the establishment of its own Unit, has been underpinned by careful planning, strategic targeting, and meticulous structuring based on identifying opportunities and creating pre-identified regional hubs. The selection of assets was influenced by several attributes, including their location in cities with significant growth and developmental potential, the hospitals' importance to their communities, well-organized clinical staff, shared values with Rede Mater Dei de Saúde, a competitive client roster, a recognized name, and a brand with a positioning strategy aligned to that of the network.

Following the acquisitions, it became imperative to streamline the process of integrating the Units within the broader Rede Mater Dei, with a principal focus on harnessing synergies and ensuring long-term viability. To facilitate this, Corporate Integration Management was established. This entity is tasked with assessing the strengths of each Unit, bringing their most effective practices into the Rede Mater Dei framework, respecting regional distinctions, and instilling the Mater Dei culture and ethos.

The corporate team collaborates closely with the hospital departments, focusing on a range of fronts: standardizing processes, defining assistance protocols, integrating technologies, benchmarking best practices, realizing commercial synergies, renegotiating procurement agreements (resulting in cost savings) benefiting from economies of scale, optimizing and revising contracts, integrating shared spaces, and inaugurating revenue-generating services.

### INTEGRATION PREMISES

In the integration process of Rede Mater Dei Units, the emphasis is on upholding human warmth through empathetic and humane interactions involving people. Since leaders play a role in shaping processes, it is imperative to disseminate best practices that facilitate humanized and respectful execution of patient care and employee tasks. Hence, the following foundational principles have been established:

- Integration must foster inclusion, collaboration, autonomy, and accountability, illustrating the influential role of individuals.
- Unit integration should ensure the highest quality execution of tasks, ensuring safety and meticulousness while incorporating processes that incorporate preemptive measures for risk management.
- Integration should encourage pioneering and innovation, incorporating groundbreaking concepts that enhance practices, care protocols, and operational procedures. This includes innovation in technologies, management approaches, and processes.
- Integration should guarantee that all Mater Dei units are the primary choice for clients through actions that embody sustainability with a positive impact on all the stakeholders we engage with. This is directed towards yielding optimal outcomes for all parties involved.



*As time progresses, we accumulate experiences, learn new things, influence, and are influenced by the cultures where we are. We want to be where it makes sense to be, adding new cultures, without losing our essence and values.*

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## INSTITUTIONAL COMMUNICATION

The Rede Mater Dei de Saúde engages in integrated and transparent communication that informs and fosters dialogue with all stakeholders. The communication process aims to establish an ongoing discourse among the parties as part of a value co-creation endeavor involving diverse stakeholders. We are committed to communicating with the following audiences:

**Approximately 9,900 employees, 10,000 clinical staff members (comprising doctors, physiotherapists, psychologists, and speech therapists), clients (both existing and potential), health insurance providers, companies, suppliers, and the community.**

### INFORMATION TO RAISE AWARENESS – INTERNAL COMMUNICATION

Apart from relying on leaders to disseminate information, the Rede Mater Dei de Saúde establishes direct points of contact with employees and clinical staff members, enhancing the dissemination of pertinent network-wide topics.

Due to the dynamic nature of our business, our communication occurs both online and offline. Hence, as employees navigate the hospital premises, they come across physical information dissemination points like Mural Newspapers, Time Bulletins, and information pouches in elevators. These communication channels serve as quick reference and update sources, fitting seamlessly into their daily routines.

Furthermore, we employ digital platforms such as the intranet, emails, and workstations equipped with computers. All these communication avenues are updated weekly or, in digital contexts, upon request. In turn, the clinical staff not only receives information and updates through meetings but also through emails, messaging app groups, and the medical app. Information pouches also find applications in the Medical Comforts area.

### INFORMATION FOR WELL-BEING – INTERNAL COMMUNICATION

Our communication with external audiences aims to become progressively more accurate and informative, fostering awareness of health and well-being.

The objective is to provide information for the sake of care and consequently educate society about the significance of consistent healthcare while also underlining the critical nature of seeking hospital assistance when needed. To expand our reach and deliver reliable health insights to a broader demographic, we maintain an active presence on social media platforms, including Instagram, Twitter, Facebook, LinkedIn, and YouTube, as well as in the press. Additionally, we host an institutional website at [www.materdei.com.br](http://www.materdei.com.br)



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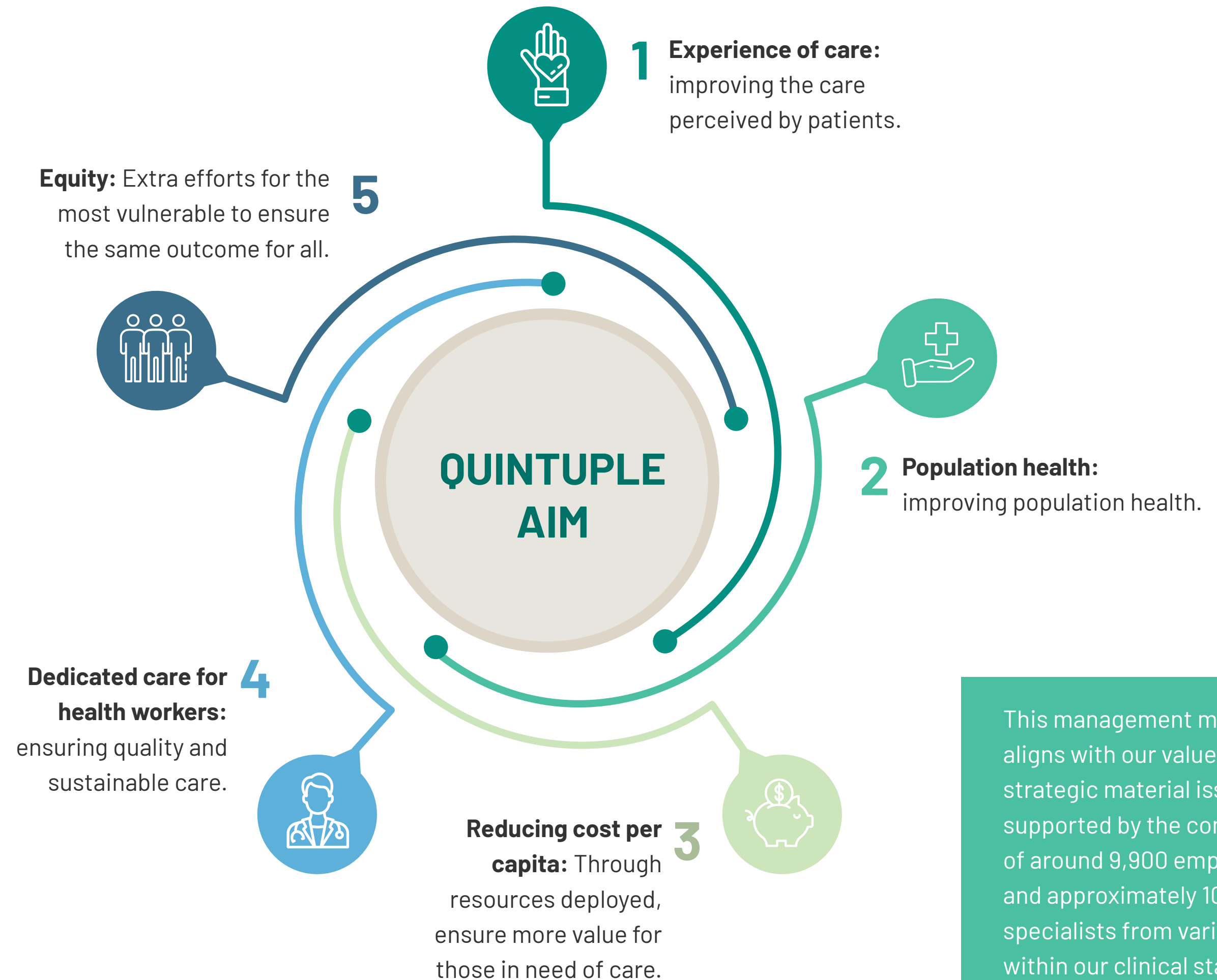
## MANAGEMENT MODEL

Coupled with the insights gained over 43 years, Rede Mater Dei de Saúde has formulated an exclusive management approach that amalgamates clinical excellence with operational efficiency, all at an accessible cost for its clients. This culminates in furnishing a high-caliber supplementary healthcare service.

The managerial framework encompasses organizational skills that are guided by the perpetual enhancement of performance across all Units. It also entails the prudent management of resources by exercising fiscal restraint and countering the squandering of natural, material, and financial assets. Similarly, this model strives to judiciously allocate human resources.

### THE QUINTUPLE AIM FRAMEWORK

The Rede Mater Dei's performance is closely tied to the Quintuple Aim Framework developed by the Institute for Healthcare Improvement (IHI) – an esteemed global non-profit organization recognized for its work in safety and quality. This model advocates that health organizations should ground their performance in five dimensions:



This management model aligns with our values and strategic material issues, supported by the commitment of around 9,900 employees and approximately 10,000 specialists from various fields within our clinical staff.



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# MANAGEMENT

**Critical Analysis Level III**  
Senior Management and Board of Directors



**Critical Analysis Level II**  
Directors, General Managers, and Medical Staff

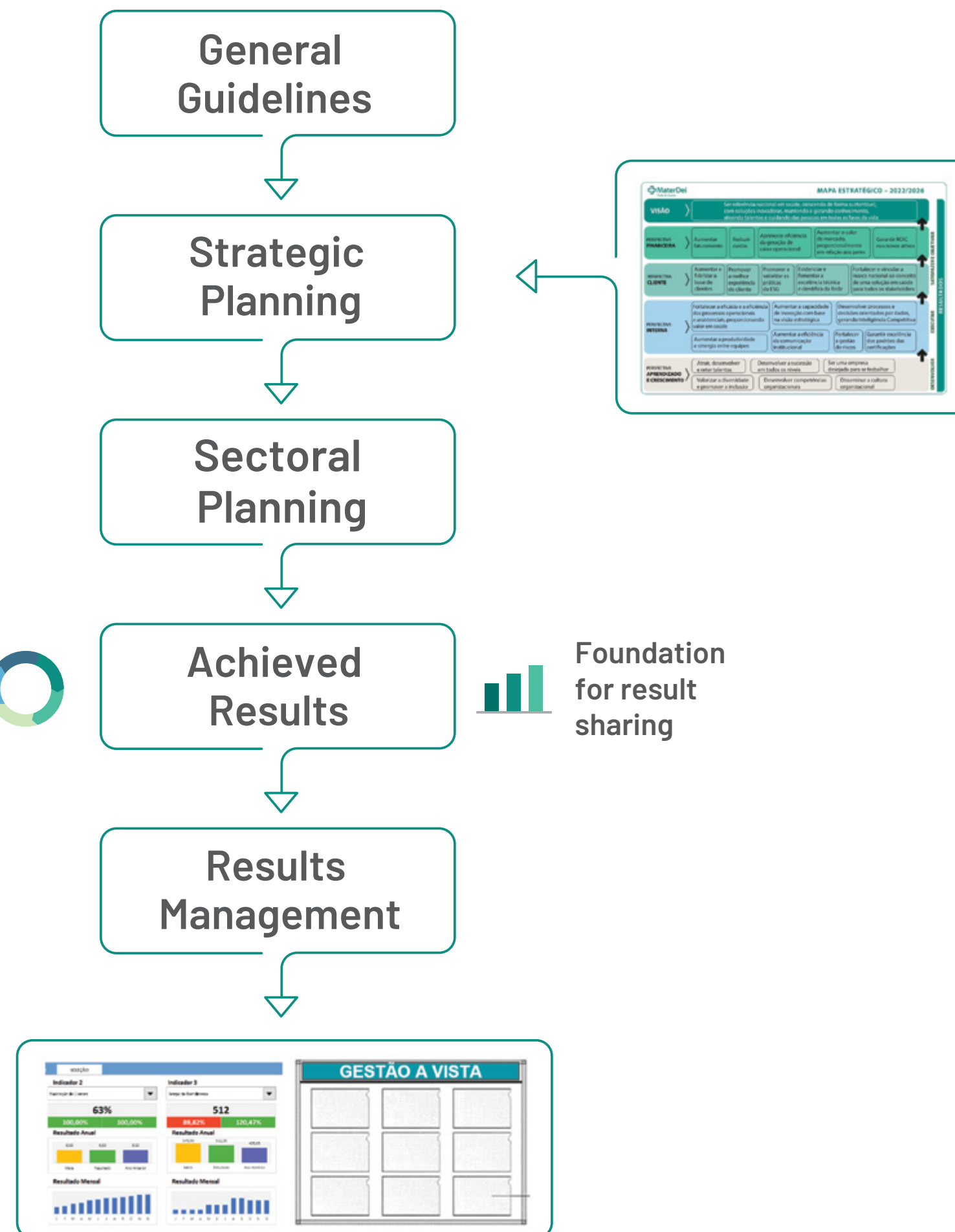
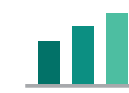


**Critical Analysis Level I**  
Managers

Foundation for critical analysis and improvement cycles



Foundation for result sharing



# CLINICAL EXCELLENCE



The Rede Mater Dei de Saúde has gained national recognition as a benchmark for quality healthcare. To attain levels of excellence across various specialties, the organization has formulated a robust Clinical Governance system. This system incorporates daily monitoring via care indicator dashboards.

By means of meetings and committee work, which amalgamate data analysis with physician engagement, teams receive insights that facilitate swift and well-informed decision-making. This approach aims to consistently enhance the quality of service rendered. Moreover, in the quest for excellence in healthcare, a strategy is employed involving the identification of national and international benchmarks. This is accomplished in collaboration with other key players in the industry, leading to the continuous implementation of enhancements and ongoing reevaluation of these practices. Consequently, clinical excellence manifests as a noteworthy value proposition, benefiting both patients and the healthcare sector as a whole.

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## GRI

The Rede Mater Dei de Saúde is pleased to present its fourth Sustainability Report, adhering to the international guidelines established by the Global Reporting Initiative (GRI). This annual publication is designed to provide information and data pertaining to the sustainability endeavors undertaken by Mater Dei.

The current report offers data for the year 2022 and underscores the actions and initiatives anticipated for 2023 that affirm its strategic commitment to investing in efforts that enhance ESG management and governance.

These endeavors also aim to foster the generation of positive impacts across all fronts and for all stakeholders.

For further details, inquiries, or questions regarding Rede Mater Dei de Saúde's ESG actions, initiatives, and this Report, please don't hesitate to contact us at [comunica@materdei.com.br](mailto:comunica@materdei.com.br).

## REPORTING PERIOD AND UNITS

The data included in this Sustainability Report from Rede Mater Dei de Saúde covers the timeframe starting from January 1, 2022, to December 31, 2022.

Mater Dei Santo Agostinho Hospital, Mater Dei Contorno Hospital, Mater Dei Betim-Contagem Hospital, and Mater Dei Porto Dias Hospital were integral to Mater Dei before 01/01/2022. Hence, all relevant information about them is incorporated in this report. As for the units acquired post this date, they underwent a gradual integration process throughout the entirety of 2022.

Consequently, this Sustainability Report primarily focuses on the indicators concerning the Rede Mater Dei de Saúde Units pre-acquisition while still providing insights regarding all units in line with the relevant themes. The content of this Report has been meticulously reviewed and endorsed by the Executive Boards of the Rede Mater Dei.

## MATERIAL TOPICS

In 2022, in order to progress the Rede Mater Dei's environmental, social, and corporate governance sustainability strategies, a specialized consultancy was engaged to execute the Strategic Materiality project. This initiative led to the formation of the ESG Working Group (GT ESG), composed of leaders, including directors from all Units and strategic corporate sectors. Numerous endeavors were undertaken to pinpoint and prioritize stakeholders, pertinent subjects, risks, and opportunities relevant to the Rede Mater Dei de Saúde within the ESG framework.

The significant material topics concerning the Rede Mater Dei were delineated through an assessment of sustainability challenges confronting the healthcare sector, the analysis of strategic notes derived from activities undertaken in collaboration with the ESG Working Group, and the feedback from stakeholders. Once the significant topics were defined, they underwent further examination via qualitative and quantitative research phases involving stakeholders.

The engagement phase encompassed interviews with key leaders, investors, and clinical staff members. For the quantitative component of this survey, an electronic form was employed, facilitating an extensive range of interactions with employees, patients, family members, social program beneficiaries, physicians, suppliers, and other external audiences across all the regions where Mater Dei operates.

### PRIORITY STAKEHOLDERS OF THE REDE MATER DEI DE SAÚDE

- Patients and their families
- Clinical staff
- Shareholders
- Health plan operators
- Employees
- Society
- Suppliers
- Corporations



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## STRATEGIC MATERIALITY MATRIX

The outcome of this consolidated process enabled the establishment of paramount themes that underpin the efforts of the Rede Mater Dei de Saúde. These themes are interconnected with institutional values and are depicted as follows:

VALUES	MATERIAL TOPICS	MATERIAL SUBTOPICS	DESCRIPTION
<b>RESULTS FOR ALL</b>	Corporate Governance and Clinical Governance	<ul style="list-style-type: none"> <li>Organizational Culture</li> <li>Business Ethics</li> <li>Data Privacy and Security</li> <li>Economic and Financial Management</li> </ul>	Fostering a Governance structure that guarantees compliance and corporate integrity across all facets, mitigates risks, and holds pivotal importance in cultivating a responsible and equitable culture, aligning robust principles within Corporate Governance and Clinical Governance.
	Environmental Responsibility	<ul style="list-style-type: none"> <li>Waste Management</li> </ul>	Commitment to due care for environmental issues, maintaining awareness of the impact of the environment on health, and the efficient use of resources.
<b>PEOPLE WHO MAKE A DIFFERENCE</b>	People Management	<ul style="list-style-type: none"> <li>Talent Attraction and Retention</li> <li>Human Capital Development and Capacity Building</li> <li>Worker Health and Safety Management</li> <li>Mental Health and Well-being in the Workplace</li> </ul>	Prioritizing the well-being of those who provide care remains one of our foremost commitments. As a result, we place significance on cultivating a wholesome working environment and continuously investing in the growth of individuals, teams, and leaders. This strategy fosters a workforce that operates with dedication, safety, collaboration, autonomy, and responsibility.
		<ul style="list-style-type: none"> <li>Research, Development and Innovation</li> </ul>	We innovate in technology, management, and processes through care, equipping our clinical staff with cutting-edge tools and equipment centered around quality care. We perpetually learn and progress, generating knowledge that casts a positive influence on society at large.
<b>DOING THINGS SAFELY AND PROPERLY</b>	Quality, Safety, and Clinical Excellence	<ul style="list-style-type: none"> <li>Patient Health and Safety and Quality of Care</li> </ul>	Our Mission is our Commitment to Quality of Life. We consistently enhance process performance, channel investments into strategies that uplift service quality, foster a culture of learning and safety, and invariably position the patient at the core of our care approach.
<b>HUMAN WARMTH</b>	Patient Experience	<ul style="list-style-type: none"> <li>Customer Satisfaction</li> </ul>	Humanized, personalized, and distinct care aimed at fostering a positive and unparalleled experience for patients and their families.

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## SDG PRIORITIZATION

The Global Compact outlines a path for organizations to advance the 2030 Agenda, which involves comprehending, prioritizing, setting targets, integrating into strategy, and ultimately reporting.

This signifies understanding the company's momentum, devising a strategy around priorities, and executing and reporting efforts in that direction. By stipulating objectives and targets, the Sustainable Development Goals (SDGs) foster the convergence of endeavors aimed at addressing diverse sustainability challenges. In the realm of development, none of these aspects differ from the pursuit of economic prosperity – a cornerstone for the sustainability of individuals, nations, and businesses.

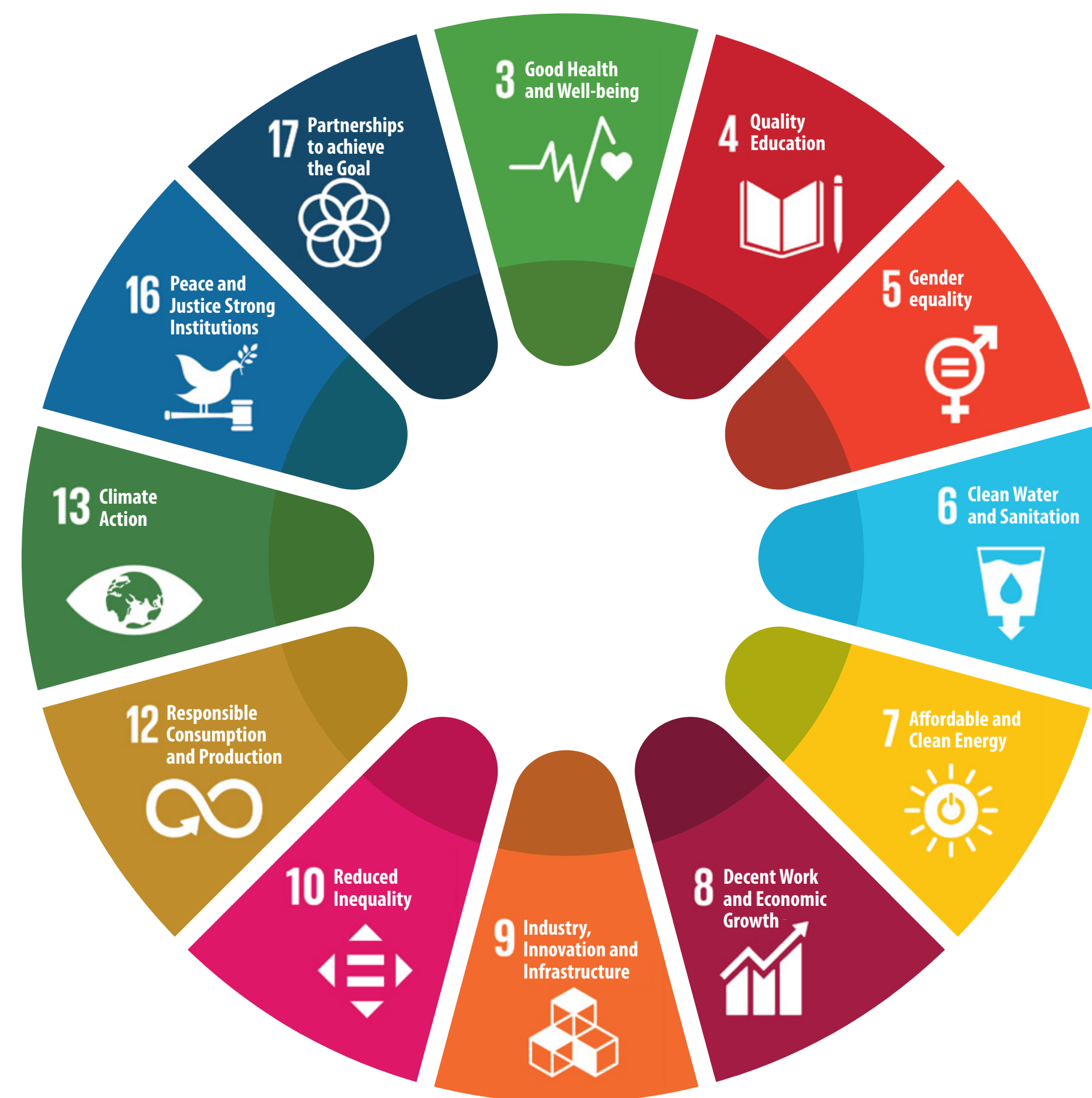
We build upon this perspective by giving precedence to the SDGs through a tool structured on the 169 SDG targets customized to organizational realities. This instrument facilitates the identification of sustainable objectives and generates more explicit engagement.

The tool presents analytical exercises in which respondents record their perceptions concerning:

- The risk or opportunity the subject poses within and for the business;
- The impact of the subject on and for the business;
- Alignment with strategic planning;
- Alignment with the business's purpose.

Once converted into values, each exercise yields scores enabling the ranking of SDGs. Direct analysis allows for the identification of SDGs with the highest scores – those where the organization is most likely to experience or generate impact.

This analytical process permits the establishment of correlations between ongoing projects and initiatives, creating links among them. Consequently, the definition of priority SDGs indicates strategic action fronts based on them. The outcome of this endeavor aligns well with the Rede Mater Dei's reality and echoes the comprehensive work of materiality assessment.



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## ESG GOVERNANCE

Our priority lies in aligning Rede Mater Dei de Saúde's ESG discourse with practice, mitigating the risk of individual interests superseding Mater Dei's mission, codes of ethics, and sustainability commitment.

We stand as a benchmark for Corporate Governance and Clinical Governance within the health sector. We strive to enhance energy and water efficiency across our hospital units, advocating sustainable practices and environmental preservation.

Sustainability has been an integral part of Rede Mater Dei de Saúde's strategic dialogues since its inception. Similarly, ESG has been a salient feature of Mater Dei's Strategy Map for several years now. In 2019, with the goal of structuring and further enhancing performance

in these domains, the Pra Você Ficar Bem ("For You to Be Well") Program was established, encompassing five pillars: Social Development, Environment, Culture and Sports, Training and Professional Development, and Health and Quality of Life. In 2022, an ESG Strategic Project was formulated, yielding substantial outcomes to advance this topic. Spearheaded by the Marketing department, responsible for communication with diverse external stakeholders and Rede Mater Dei's positioning, the project is directed by top-level management and the board. The objective revolves around maintaining transparent, direct, and effective corporate discourse, recognizing its cross-cutting role in project development.

An ESG Working Group (GT ESG) was established,

consisting of leaders, including directors from all units and strategic corporate areas, who present reports during board meetings. The topic has been systematically addressed through mapping, targeting, and engagement across the entirety of Rede Mater Dei's areas. As an initial phase, corporate sustainability indicators were established, drawing on the market practices of the National Association of Private Hospitals (ANAHP) and other healthcare institutions to measure and monitor consumption and preservation outcomes across all Units, including inventories of Greenhouse Gas (GHG) emissions.

In the continuation of the ESG Strategic Project, a specialized consultancy was enlisted to oversee the process of constructing strategic materiality. This effort yielded the prioritization of the SDGs and the identification of priority corporate stakeholders. We have examined certifications and sustainability indices, along with forging partnerships with global institutions, to drive us towards ever more robust sustainability practices. An ESG culture is being nurtured within the organization itself, permeating all aspects of the company, from management to patient care, in order to engender tangible and enduring impacts on society and the environment.



*We stand as a benchmark for Corporate Governance and Clinical Governance within the healthcare sector, and we strive to enhance energy and water efficiency across our hospital units, promote sustainable practices, and preserve the environment.*

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the CEO

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# HIGHLIGHTS 2022

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## NEW UNITS

In 2022, in line with the expansion and geographical diversification strategy, Rede Mater Dei de Saúde successfully concluded the acquisition of four hospital units and a diagnostic center while also inaugurating its self-owned unit in the city of Salvador, Bahia.

FEBRUARY 2022	FEBRUARY 2022	MARCH 2022	APRIL 2022	SEPTEMBER 2022
<p><b>SANTA GENOVEVA HOSPITAL</b></p> <p>As of February 2022, Santa Genoveva Hospital in Uberlândia (MG) became an integral part of Rede Mater Dei de Saúde.</p>	<p><b>MATER DEI CDI - DIAGNOSTIC IMAGING CENTER</b></p> <p>Similarly, in February 2022, CDI - Diagnostic Imaging Center, located in Uberlândia (MG), joined Rede Mater Dei de Saúde.</p>	<p><b>PREMIUM HOSPITAL</b></p> <p>In March 2022, Premium Hospital, situated in Goiânia (GO), became an integral part of Rede Mater Dei de Saúde.</p>	<p><b>EMEC HOSPITAL</b></p> <p>In April 2022, EMEC Hospital, located in Feira de Santana (BA), was incorporated into Rede Mater Dei de Saúde.</p>	<p><b>SANTA CLARA HOSPITAL</b></p> <p>In September 2022, Santa Clara Hospital in Uberlândia (MG) was integrated with Rede Mater Dei de Saúde.</p>



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**MATER DEI SALVADOR HOSPITAL**

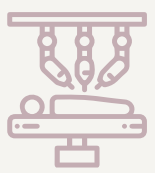
This Unit was inaugurated on May 1, 2022, based on an integrated healthcare concept to cater to the diverse needs of patients. It consists of a highly complex general hospital with approximately 370 beds, spanning over 40 specialties, encompassing both adult and pediatric Intensive Care Units, and equipped with state-of-the-art operating facilities (including a hybrid room with hemodynamics, robotic surgery, interventional radiology featuring a dedicated GE Healthcare Revolution ACT CT scanner within the Surgery Center, among other cutting-edge


equipment). The hospital also includes maternity, oncology, and diagnostic medicine services.


Through this care model, the Rede Mater Dei de Saúde contributes to the growth of the sector in Bahia. Providing the most advanced healthcare in the world, the population can now access a hospital boasting a captivating architectural design regarded as one of the most stunning in the nation. This hospital is equipped with cutting-edge technology and trained staff who are committed and available to address everyone's needs. The clinical staff is dedicated to establishing a trusting relationship with patients, their families, and the community.


Mater Dei Salvador Hospital is the network's inaugural hospital constructed beyond the borders of Minas Gerais, offering a contemporary hospital structure that seamlessly integrates a hospital and a medical center. Spanning a total built area of 72,000 m<sup>2</sup>, it provides multidisciplinary services and care, enhancing patient convenience and comfort. This integration encompasses primary activities, including consultations; secondary activities, including diagnostic exams; tertiary activities, involving low and medium-complexity surgeries; and quaternary activities, encompassing high-complexity surgeries like transplants, cardiac procedures, and neurosurgeries, all housed within a unified complex.





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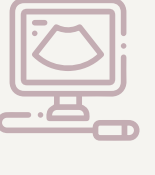
**1**  
**Robotics Room - Da Vinci XI Robot**
- 


**1**  
**hemodynamic rooms**
- 


**3**  
**C-arms**
- 


**1**  
**PET-CT scanners**
- 

**1**  
**MRI machine**
- 

**2**  
**CT scanners**
- 

**12**  
**ultrasound machines**
- 

**4**  
**X-ray machines**
- 

**1**  
**mammogram**
- 

**1**  
**radiotherapy machine**

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## AWARDS AND CERTIFICATIONS

Throughout 2022, Rede Mater Dei de Saúde garnered a series of accolades and certifications, underscoring the recognition received from various organizations, entities, and partners across diverse sectors and domains. These commendations stand as a testament to the dedication of our employees, as well as the market's trust in our endeavors.

### JCI REACCREDITATION – MATER DEI CONTORNO HOSPITAL

In April 2022, Mater Dei Contorno Hospital underwent a successful reaccreditation process by the Joint Commission International (JCI). The Unit welcomed JCI auditors, a renowned international entity specializing in hospital quality and safety certifications. The reaccreditation assessment encompassed various facets of the hospital's operations, including patient care and safety, as well as the maintenance of the hospital environment. This included a thorough analysis of documents, medical records, and interactive discussions with patients, employees, and members of the clinical staff. It is noteworthy that, besides Mater Dei Contorno Hospital, the Santo Agostinho, Betim-Contagem, and Porto Dias Units also boast JCI accreditations.



### QMENTUM RECERTIFICATION – MATER DEI SANTA CLARA HOSPITAL

In March 2022, Mater Dei Santa Clara Hospital successfully achieved the Canadian International recertification bestowed by Qmentum. Qmentum International a health services evaluation framework provided by Accreditation Canada, sets and oversees high-performance standards for quality and safety within the healthcare domain. It guides and monitors various processes, spanning patient identification, medication administration, hygiene, protocols, and other vital procedures. This international recertification unequivocally affirms Mater Dei Santa Clara Hospital' steadfast commitment to delivering superior quality and safety services to its patients.



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### GPTW 2022-2023 RECERTIFICATION

Once again, Rede Mater Dei de Saúde has garnered recognition as a Great Place to Work (GPTW) reaffirming its status as an exceptional workplace. This acknowledgment followed a climate survey conducted at Mater Dei Santo Agostinho Hospital, Mater Dei Contorno Hospital, and Mater Dei Betim-Contagem Hospital.

The GPTW Seal, a globally esteemed certification, showcases companies that have been acclaimed by their employees as outstanding workplaces. Mater Dei's recertification is a testament to the partnership and dedication of all professionals who contribute to enhancing the lives of those who place their trust in our exceptional healthcare services.



### 2022 BENCHMARKING SAÚDE AWARD

Rede Mater Dei de Saúde clinched the prestigious Benchmarking Health Award, presented by Criarmed, in the ESG Commitment category for high-complexity hospitals. This accolade, one of the healthcare sector's most distinguished honors, lauds projects that embody innovation and astute management.

The recognition was attributed to the outstanding E of Environmental initiatives. The Mater Dei Salvador Hospital, an epitome of high complexity, which opened its doors in May 2022, harmoniously fused top-tier infrastructure with sustainable sensibilities. This crystallized Rede Mater Dei's dedication to exemplary management practices, sustainability, and innovation. The project's innovative architectural and engineering techniques ensured energy efficiency and minimal environmental impact, translating sustainable consciousness into tangible accomplishments.

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**TOP OF MIND AWARD**

For the sixth consecutive occasion, Rede Mater Dei de Saúde has secured the prestigious Top of Mind Award, conferred by *Mercado Comum* magazine in the Leadership category within the Hospitals/ Belo Horizonte segment.

In the 27th edition of the Top of Mind Common Market Award – Successful Brands Minas Gerais 2022, a total of 1,518 interviews were conducted. This methodology gauges which company is most ingrained in the memory of a specific demographic across diverse categories. The accolade’s merit lies in the unwavering dedication and daily efforts of employees and clinical staff, progressively nurturing the health and well-being of a growing number of individuals.



**HEALTHCARE EXCELLENCE AWARD**

Rede Mater Dei de Saúde has proudly clinched the Excellence in Health Award bestowed by Grupo Mídia under the Corporate Governance – 2022 Edition category. Since 2013, this award has recognized institutions that have demonstrated exceptional achievements over the past year across numerous healthcare sectors. Mater Dei’s pioneering integration of Corporate Governance and Clinical Governance has yielded significant outcomes, enabling sustainable growth and the realization of our mission, that is, our Commitment to Quality of Life.



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## BEING HUMAN AWARD

Rede Mater Dei de Saúde remains committed to fostering people development and training initiatives that align with its core value of recognizing People who Make a Difference.

A noteworthy accolade, the Lidera Mater Dei Program, secured the Ser Humano (“Being Human”) Award presented by the Brazilian Association of Human Resources of Minas Gerais (ABRH-MG). This award acknowledges exceptional people management practices by companies. The program, hailed in the Development category, rests on three core pillars: people management, processes, and outcomes. Its objective revolves around cultivating leaders equipped with essential competencies rooted in the organization’s purpose and goals.

Through Lidera Mater Dei, the network ensures that its leaders are consistently aligned and prepared to steer projects, programs, and strategies for the approximately 9,900 employees diligently serving patients in every Unit on a daily basis. Beyond structural investments, processes, and technology, it’s the dedicated focus on individuals that sets the Rede Mater Dei apart in the eyes of patients. This award commends the dedicated efforts of the People and Management team, in collaboration with various managers, who uphold and nurture our employees.



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### TRIBUTE TO DR. JOSÉ SALVADOR SILVA – CONAHP 2022

The opening of the National Congress of Private Hospitals (CONAHP 2022) featured a tribute to Dr. José Salvador Silva, the founder of Rede Mater Dei de Saúde and the then-chairman of the Board of Directors. This recognition celebrated his illustrious career and enduring legacy within the nation’s healthcare sphere.

Held in November 2022, the event was organized by the National Association of Private Hospitals (ANAHP). On this occasion, Maurício Ceschin, a member of Rede Mater Dei’s Board of Directors, also received an honor for his remarkable contributions to the healthcare field. Since 2021, ANAHP has been steadfast in honoring figures pivotal to its growth and consolidation as a major representative entity within the sector.



### OUTSTANDING EXECUTIVE AWARD – DR. HENRIQUE SALVADOR

The inaugural edition of the Amcham Awards Minas Gerais crowned Henrique Salvador, the president of Rede Mater Dei de Saúde, as the Outstanding Executive – CEO.

The ceremony, held in November 2022 in the capital of Minas Gerais, witnessed the presence of executives spanning diverse business sectors.

Finalists were determined by numerous companies in the state through an executive survey, which then nominated the most frequently mentioned names for the final selection. The winners were chosen through a public vote, along with input from a panel comprising market representatives and Amcham members.

### ACADEMIC HONORS BY THE MINAS GERAIS ACADEMY OF MEDICINE – DR. HENRIQUE SALVADOR

Henrique Salvador, President of Rede Mater Dei de Saúde, was honored with the Academic Honors by the Minas Gerais Academy of Medicine (AMM). This tribute took place during the Solemn Commemorative Session of the institution’s 52nd Anniversary in November 2022. The Academic Honors, the highest distinction of the entity, are bestowed based on nominations by Academics selected by the Commission of Laurels. These honors are granted to Full or Emeritus Members who have exhibited exceptional accomplishments in scientific pursuits, medical education, and social merit.

### TOP 100 MOST INFLUENTIAL PEOPLE IN HEALTHCARE – DR. HENRIQUE SALVADOR

Henrique Salvador, the president of Rede Mater Dei de Saúde, was honored as one of the 100 Most Influential Personalities in Health Care 2022, within the Management and Efficiency category. The award ceremony took place in July 2022 in São Paulo under the auspices of Grupo Mídia, a prominent name in the health sector’s leading magazines.



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### BEST SAFETY PRACTICES FOR VTE PREVENTION – IBSP

To enhance care reliability and ensure safe patient outcomes, the Brazilian Institute for Patient Safety (IBSP) introduced the Validation of Good Safety Practices through on-site visits to hospital institutions. This initiative aims to promote strategies that bolster such processes and elevate their hierarchy of reliability and performance.

Notably, the Rede Mater Dei de Saúde was the inaugural recipient of the VTE Prevention validation with the Safety Zone Program. In 2022, the Network reaffirmed this achievement. According to IBSP, there are approximately

10 million new cases of venous thromboembolism annually. This condition stands as a significant contributor to in-hospital morbidity and mortality among clinical and surgical patients.

This accomplishment is attributed to several factors, including active engagement of senior management with the multidisciplinary team's efforts, robust clinical pharmacy involvement, and deployment of resources. The strategic utilization of technology, including artificial intelligence and business intelligence, aids in mapping and identifying opportunities to enhance reliability throughout the care process.

Units that secured this validation include Mater Dei Santo Agostinho, Mater Dei Contorno, Mater Dei Betim-Contagem, and Mater Dei Porto Dias – the latter being the initial Northern region hospital to receive this recognition.



### ICUTOP PERFORMER – MATER DEI CONTORNO HOSPITAL

In 2022, Mater Dei Hospital's Intensive Care Unit earned certification in the Top Performer ICU category from Epimed Solutions. The Epimed UTI seal, granted by the Brazilian Intensive Care Medicine Association (AMIB) and Epimed Solutions – specialized company in management systems and data analysis for Intensive Care Units (ICUs) – acknowledges ICUs that exhibit excellence in care quality, performance, and patient safety within the realm of intensive care.



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### CHAPTER TECHNOLOGY AWARD – MATER DEI BETIM-CONTAGEM

The Chapter Technology Award honors exceptional and innovative technology utilization in specific fields or sectors. Mater Dei Betim-Contagem Hospital secured victory in the New Facilities in Healthcare category.

This accomplishment underscores the unwavering dedication to employing cutting-edge technology for optimal patient care. It highlights the pervasive technological excellence and innovation across all facets of the hospital. Through strategic investments and a highly skilled team, achieving excellence becomes attainable, markedly enhancing service efficiency and quality.



### 2022 UBERLÂNDIA TOP OF MIND AWARD – MATER DEI SANTA CLARA HOSPITAL AND MATER DEI SANTA GENOVEVA HOSPITAL

Being acknowledged as a regional healthcare reference is always a reason for celebration. The elation amplifies when that recognition arrives twofold. Mater Dei Santa Clara Hospital claimed the Top of Mind, Award for the seventh time, while Mater Dei Santa Genoveva Hospital clinched the honor for the eighth consecutive time, following a technical tie between the two. These awards reflect the overarching mission of Rede Mater Dei, reinforcing the unwavering commitment to enhancing the quality of life.



### BEST OF 2022 AWARD – TOP 100 – MATER DEI SANTA GENOVEVA HOSPITAL

Mater Dei Santa Genoveva Hospital has once again secured the Best of 2022 – Top 100 Award. Now in its 43rd edition, this event stands as the largest in the interior of Minas Gerais, honoring companies, entrepreneurs, and professionals who stand out in their respective sectors. Distinguished by their steadfastness and quality, the hospital stands as one of the city’s premier entities, boasting a robust trajectory marked by customer and partner satisfaction. This accomplishment owes itself to the dedication of the clinical staff and institution employees, who consistently embody ethics, attentiveness, dedication, and commitment.





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### 3M SECURE ATTACHMENT CERTIFICATION PROGRAM – MATER DEI CONTORNO HOSPITAL

Mater Dei Contorno Hospital garnered recognition from 3M within its Good Clinical Practices Program, particularly in the realm of Safe Catheter Fixation, securing the Black Diamond category. This recognition is aimed at institutions implementing care protocols rooted in best practices for preventing bloodstream infections and related complications.

The primary objective is to establish catheter fixation protocols, thereby curtailing waste and costs for the hospital while maintaining patient comfort. These measures align healthcare institutions with international recommendations like those of INS1 and CDC2. This recognition serves as tangible evidence of our remarkable performance and the elevated standards we uphold across all facets of our Units, placing patient safety and sustainability at the forefront of healthcare service delivery.



### UNIQUALI UNIMED UBERLÂNDIA – MATER DEI SANTA GENOVEVA HOSPITAL, CDI AND MATER DEI SANTA CLARA HOSPITAL

UniQuali, a quality program introduced by Unimed Uberlândia, commends outstanding institutions across diverse categories among its service providers. This initiative encourages continuous improvement, patient safety, and coordinated care.

In 2022, all three Rede Mater Dei Units situated in Uberlândia garnered recognition through the Unimed Uberlândia Quality Appreciation Program – Mater Dei Santa Genoveva Hospital, CDI, and Mater Dei Santa Clara Hospital. This certification underlines our commitment to service quality enhancement, constantly striving to improve our care practices.



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### BEST EMTN IMPLEMENTATION AND DEPLOYMENT OF BY BRASPEN - MATER DEI PREMIUM GOIÂNIA HOSPITAL

In October 2022, the city of Maceió hosted the XXIV Brazilian Congress of Parenteral and Enteral Nutrition. The nutritionist and clinical coordinator of the EMTN (Multi-professional Nutritional Therapy Team) at Mater Dei Premium Goiânia Hospital, Bruna Taciana de Carvalho, and the nutritionist Alline Lopes received the BRASPEN Award for Best EMTN Implementation and Deployment. The award was part of the contest promoted by the institution, which evaluated teams from all over Brazil and recognized the professionals of Mater Dei Premium Goiânia Hospital.



### 2022 EXCELLENCE IN STROKE PATIENT CARE - MATER DEI SANTA GENOVEVA HOSPITAL

Mater Dei Santa Genoveva Hospital earned international recognition with the Stroke Ready bestowed by the Angels Awards initiative. This accolade certifies the world's finest Angels hospitals, assessed via performance indicator results. This award, endorsed by World Stroke Organization (WSO) and the Iberoamerican Society of Cerebrovascular Diseases (SIECV), validates the hospital's standing as a stroke care beacon. Beyond honoring teams dedicated to stroke-related practices, the award fosters a culture of ongoing vigilance.

## STRATEGIC PARTNERSHIPS



### TECHNICAL COOPERATION PARTNERSHIP WITH THE AMERICAS GROUP

A Technical Cooperation Partnership Agreement was signed between Rede Mater Dei and Americas Serviços Médicos. The objective is to implement a project to exchange safe care and administrative practices and explore possible synergies, considering the affinity of activities developed and the geographical complementarity of the respective hospital medical services networks.

Americas Serviços Médicos is a medical services delivery system distinguished by its focus on high-quality advanced care and is present in five Brazilian states and the Federal District, totaling more than 1,800 beds.



## INFRASTRUCTURE

During 2022, the Rede Mater Dei de Saúde invested in the renovation, expansion, and modernization of its infrastructure in several areas, services, and Units, aiming to improve and expand quality care for its patients.

### REVITALIZATION OF THE CLINICAL PATHOLOGY LABORATORY – MATER DEI SANTO AGOSTINHO HOSPITAL

In 2022, the external laboratory of the Rede Mater Dei de Saúde at the Santo Agostinho Unit underwent renovation and revitalization. The service is available to the public 24 hours a day, offering free parking for customers. The laboratory boasts a comprehensive infrastructure, including individual spaces for vaccine administration, blood collections, specialized rooms for pediatric and gynecological sample collection, male secretions, and a disability-friendly environment. The excellence of Mater Dei's laboratory service is confirmed by a certificate of excellence from the Brazilian Society of Clinical Pathology.



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## INAUGURATION OF THE DAY HOSPITAL – MATER DEI SANTO AGOSTINHO HOSPITAL

Starting in October, the Rede Mater Dei de Saúde allocated a floor of the Santo Agostinho Unit to establish the Day Hospital, designed to expedite and enhance patient journeys while adhering to the finest medical care protocols. This dedicated area caters to low and medium-complexity procedures, which include surgeries and interventions not requiring an overnight hospital stay.

The Day Hospital encompasses five fully equipped rooms, a post-anesthetic recovery area, and specialized patient recovery beds tailored to plastic surgery, ophthalmology, otorhinolaryngology, gynecology, angiology, urology, and orthopedics procedures.

In line with the postoperative patient recovery standard endorsed by the widely adopted Eras protocols in the United States, as well as Mater Dei's own guidelines, the multidisciplinary team employs modern logistical concepts to streamline bureaucratic and administrative processes. This approach simplifies minor surgeries and creates an optimal patient experience.

### DAY HOSPITAL BENEFITS

#### For the Patients

- More appealing costs
- Faster recovery
- Personalized care
- Welcoming environment

#### For the Clinical Staff

- Greater control over work routine
- Increase in productivity per hour

#### For the Organization

- Optimization of the total surgery cost
- Increase in hospital bed turnover, enabling an operational capacity boost without adding physical beds.
- Reduction in total hospital overbooking time



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## MATER DEI SANTA GENOVEVA HOSPITAL

A distinguishing feature of the Rede Mater Dei de Saúde is its continuous investment in infrastructure and processes to enhance the patient experience. In line with this commitment, in 2022, the revitalization of Mater Dei Santa Genoveva Hospital commenced, encompassing both building renovations and the establishment of new service workflows and processes.

### NEW PEDIATRICS AND OBSTETRICS AND GYNECOLOGY EMERGENCY UNIT

In 2022, Mater Dei Santa Genoveva Hospital inaugurated a newly established Pediatric and Gynecology and Obstetrics Emergency Room. The objective was to elevate the patient experience by introducing distinct care pathways that emphasize safety, convenience, and comfort.



### NEW OUTPATIENT CLINIC

Another investment in the facility was the establishment of the Outpatient Clinic for elective consultations across diverse specialties, grounded in the concept of comprehensive care.



### NEW EQUIPMENT

To bolster these advancements, Mater Dei Santa Genoveva Hospital invested in new equipment, including hospital beds, respirators, monitors, video towers, tables, lamps, and other instruments for the Surgery Center. This initiative has furnished the clinical staff members with enhanced infrastructure and safety to execute procedures.





**NEW MATERNITY WARD – MATER DEI EMEC HOSPITAL**

In August 2022, Mater Dei EMEC unveiled its new Maternity Ward, underpinned by a comprehensive patient care approach. The maternity unit encompasses 24 beds, equipment for humane childbirth, and the option to opt for specialized packages that offer exclusive accommodations for heightened comfort and convenience.



**PLASTIC SURGERY HOSPITAL – MATER DEI PORTO DIAS HOSPITAL**

Starting from September 2022, patients at the Surgery Hospital at Mater Dei Porto Dias are served by an elevated standard of care. Within a capacious and inviting environment, they are welcomed through a distinct pathway within the hospital structure.

The care journey commences with the surgeon’s secretary connecting with a designated Concierge. Procedures are now conducted within a dedicated Plastic Surgery Center. The support teams received training from the surgeons themselves to further enhance care provision. During hospitalization, patients also have the choice to select accommodations of varying standards, and surgical confirmations can be conveniently carried out online.

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### PEDIATRIC WARD RENOVATION – MATER DEI BETIM-CONTAGEM HOSPITAL

The pediatric floors of Mater Dei Betim-Contagem Hospital underwent a remarkable renovation in 2022. With a focus on the value of Human Warmth, the renovation aimed to further humanize the children’s care environment through elements encompassing space, furniture, textures, and colors. This transformation has turned it into a more welcoming environment, promoting the recovery of our pediatric patients.



### PET-CT PSMA EQUIPMENT – MATER DEI PORTO DIAS HOSPITAL

In the pursuit of technological enhancements for the diagnosis and treatment of cancer patients, Mater Dei Porto Dias Hospital, a pioneer in the North Region, commenced offering PSMA PET-CT scans starting in December 2022. This procedure unveils the status of small cancerous tumors, providing greater precision in treatment selection, such as guided surgery and radiotherapy. PSMA PET-CT is an examination that can complement MRI and CT scans. It takes only 20 minutes and causes no allergic reactions or radioactivity exposure.

**SURGERY CENTER AND ICU –  
MATER DEI PREMIUM GOIÂNIA HOSPITAL**

During 2022, the Rede Mater Dei de Saúde invested in expanding operational beds and modernizing the ICU and Surgery Center at Mater Dei Premium Goiânia Hospital, and acquired modern imaging equipment. This initiative has established the recently acquired Unit as a comprehensive hospital equipped with cutting-edge technologies and various medical specialties, ensuring superior care for patients in the region.



**MATERNITY WARD INAUGURATION –  
MATER DEI PORTO DIAS HOSPITAL**

With the aim to expand maternal and childcare services (a current gap in private healthcare in Northern Brazil), Mater Dei Porto Dias Hospital inaugurated its maternity ward in May 2022. The new center was conceived and designed by professionals with expertise in the field, boasting complete facilities with apartments and neonatal ICUs, along with state-of-the-art equipment.

The distinctiveness lies in the supportive care processes and the obstetric team’s trust in expectant mothers, providing continuous accompaniment from pregnancy’s onset to its conclusion, adhering to humanized delivery protocols. Beyond delivery services, the maternity hospital offers emergency obstetrics and gynecology care, routine and high-risk prenatal consultations, preventive gynecology (including routine, preventative, and physical examinations, and women’s and breast health), gynecological surgeries (for conditions like myomas, adenomyosis, polyps, endometriosis, ovarian cysts, etc.), and gynecological oncology (comprising treatment and follow-up for neoplasms of the ovary, endometrium, cervix, vagina, and vulva).

All services are specialized and executed by a dedicated team of professionals committed to maintaining the best care protocols for families and society. Altogether, there are 18 rooms, with three designated as “PPP” suites (prepartum, delivery, and postpartum).



Vaginal Delivery Rate at Mater Dei Porto Dias Maternity Ward:

**44,8%**

*\* Period: May to December 2022*



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## PIONEERING PROCEDURES

Throughout 2022, the Rede Mater Dei de Saúde reaffirmed its commitment to Pioneering and Innovation by acquiring advanced surgical tools innovative hospital equipment, and executing groundbreaking medical procedures. Among these, some noteworthy procedures were conducted:

### PRESSURIZED INTRAPERITONEAL AEROSOL CHEMOTHERAPY (PIPAC) – MATER DEI PORTO DIAS HOSPITAL

Mater Dei Porto Dias Hospital achieved a significant milestone as the first in the Northern Region to perform Pressurized Intraperitoneal Aerosol Chemotherapy (PIPAC). This minimally invasive treatment, practiced in several specialized centers worldwide for peritoneal disease,

is intended for patients with peritoneal metastases. The procedure involves delivering chemotherapy in an aerosolized form directly into the peritoneal cavity. This approach enhances the medication's penetration into tissues, effectively controlling the progression of peritoneal disease. The proposed mini-video laparoscopic technique reduces surgical trauma, promoting swifter clinical recovery.



### HEMODYNAMICS AND CONGENITAL HEART DISEASE – MATER DEI SANTA CLARA HOSPITAL

In October 2022, Mater Dei Santa Clara Hospital achieved an innovative feat in the Uberlândia region. Through a minimally invasive hemodynamic procedure, a vascular plug device was implanted to rectify blood flow in the heart of a child below two years old diagnosed with congenital heart disease. The surgical team comprised doctors and nurses from Mater Dei Santa Clara Hospital's Hemodynamics unit and the Hemokids team from Goiânia. The procedure took place within a well-equipped environment featuring advanced technological apparatus and the facility's Pediatric Intensive Care Unit (ICU).

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### ROBOTIC SALVAGE LYMPHADENECTOMY – MATER DEI SALVADOR HOSPITAL

In July 2022, the urology and interventional radiology teams at Hospital Mater Dei Salvador executed a robotic rescue lymphadenectomy bolstered by the dedicated CT scanner within the Surgery Center. Mater Dei Salvador Hospital achieved pioneering status within the state, performing an unprecedented surgery in Bahia that integrated the hybrid room with the da Vinci Xi robot.



Dr. Mauricio Liberato and Dr. Nilo Jorge Leão.



Dr. Rodrigo Brasileiro, Dr. Marcio Marcos, Dr. Felipe Pinho, Dr. Luís Gustavo, Dr. Pedro Gouvea, Dr. Eduardo Deda and Dr. Nilo Jorge Leão.



### FIRST URINARY INCONTINENCE TREATMENT SURGERY WITH SPECIAL DEVICE IN THE NORTH-NORTHEAST REGION – MATER DEI SALVADOR HOSPITAL

Mater Dei Salvador Hospital achieved a significant milestone by conducting the first urinary incontinence treatment surgery in the North-Northeast region using the Victo device. This adjustable artificial urinary sphincter aims to reinstate the natural process of urinary control. It simulates the sphincter's ordinary function by regulating the opening and closing of the urethra according to the patient's volition. The hospital's prominence lies in its exceptional, advanced technology encompassing surgical devices, hospital equipment, and diagnostic medicine.

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**FIRST ROBOTIC SURGERY GUIDED BY INTRACORPOREAL ROBOTIC ULTRASOUND IN BAHIA – MATER DEI SALVADOR HOSPITAL**

In May 2022, the medical team at Hospital Mater Dei Salvador achieved a remarkable feat by performing the first robotic surgery guided by an intracorporeal robotic ultrasound in Bahia. The objective was to excise a kidney tumor. The hospital stands as the sole establishment within the state and the second within the Northeast region to acquire the BK5000 robotic ultrasound integrated with the da Vinci Xi surgical system for executing minimally invasive surgeries. The application of this equipment ensures heightened precision in locating diminutive and challenging tumors for removal, thus enhancing safety for both the surgeon and the patient. The use of intracorporeal robotic ultrasound with da Vinci Xi marks a revolutionary advancement in robotic surgery.

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## EVENTS

The Rede Mater Dei de Saúde actively promotes and supports scientific events to foster quality continuous medical education and to stay current with trends and advancements in the healthcare field. Furthermore, our executives have been engaged in various events hosted by renowned institutions across the country. Here, we highlight some of the events we participated in during 2022:

### ROBOTIC SURGERY EXPERIENCE BAHIA II – MATER DEI SALVADOR HOSPITAL

Distinguished for its cutting-edge technology and proficient clinical personnel, Mater Dei Salvador Hospital showcased the latest in robotic techniques at the Robotic Surgery Experience in December 2022. The event, organized by the Bahia Institute of Robotic Surgery (IBCR), served as a platform to explore novel robotic technologies and their benefits.

Throughout the event, a live broadcast of robotic surgery featuring the da Vinci Xi robot was conducted. This robot represents the fourth generation of the da Vinci surgical system and is the most advanced iteration globally. Additionally, Mater Dei Salvador Hospital arranged a booth with a da Vinci Xi system simulator, affording all attending doctors the opportunity to test and familiarize themselves with the technology.



### ANAHP SEMINAR – REDE MATER DEI DE SAÚDE

In September, the Contorno Unit's Convention Center of the Rede Mater Dei de Saúde hosted the Anahp Seminar – Belo Horizonte, organized by the National Association of Private Hospitals (ANAHP).

Themed "Practical Initiatives for Sustainability in Health," the event congregated professionals from ANAHP member institutions to share experiences in the field. They deliberated on topics such as new supplementary health remuneration models and the role of primary care in bolstering the healthcare system's sustainability.

The Rede Mater Dei de Saúde was represented by President Henrique Salvador and Commercial and Marketing Director Renata Salvador. They took part in the panel titled "New Models of Supplementary Health Remuneration in Practice." Renata Salvador introduced the Corporate Health model, which prioritizes employee health through a distinct approach via primary healthcare. Furthermore, she discussed collaborations with clinical staff and health operators, fostering transparent and respectful relationships with the goal of providing the finest assistance to clients.

### IBGC CONECTA – REDE MATER DEI DE SAÚDE

In October 2022, the Brazilian Institute of Corporate Governance (IBGC) hosted another edition of IBGC Conecta. The event focused on the theme "Governance and Succession in Business Families" and featured the participation of members from the Salvador family of Rede Mater Dei de Saúde. During the event, they elaborated on the succession processes and the group's successful trajectory. Dr. Henrique Salvador, CEO of Rede Mater Dei, and José Henrique Dias Salvador, the Director of Operations, shared insights into the key processes and lessons learned by the family group, along with the third generation's vision.



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### 10-YEAR JOURNEY OF THE ORTHOPEDICS AND TRAUMATOLOGY RESIDENCY PROGRAM – MATER DEI PORTO DIAS HOSPITAL

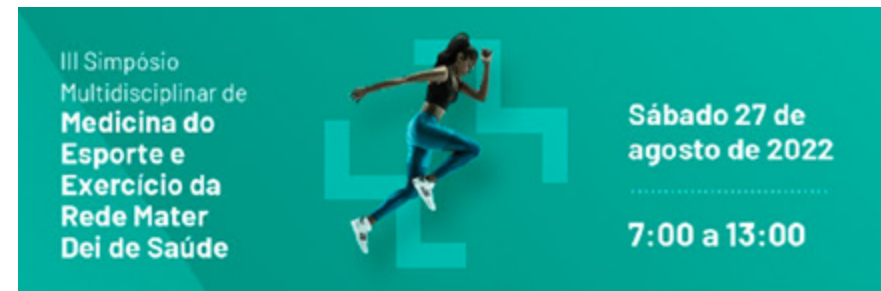
In August 2022, Mater Dei Porto Dias Hospital collaborated with SBOT and UEPA to commemorate the “10 Years Journey of the Orthopedics and Traumatology Residency Program.” This significant event welcomed Dr. Carlos Garrido as a distinguished national guest.



### 1ST REGIONAL SYMPOSIUM OF THE REDE MATER DEI DE SAÚDE: MORE HEALTH FOR UBERLÂNDIA – MATER DEI SANTA GENOVEVA HOSPITAL

April 2022 witnessed the inaugural 1st Regional Symposium of the Rede Mater Dei de Saúde at the premises of the Commercial and Industrial Association of Uberlândia (ACIUB). The symposium revolved around the theme “Promoting Health for Uberlândia.” The event was attended by Mayor Odelmo Leão, who, along with healthcare, development, and management professionals, discussed relevant topics, sector updates, and shared experiences.

The symposium’s structure encompassed five thematic panels, allowing doctors and managers to engage in discourse regarding “The Era of Innovation and its Implications for the Healthcare Sphere,” “Enhancing the Patient Experience,” “Models of Care Fostering Health, Minimizing Waste, and Delivering Value,” “Advancing Social Inclusion and Health Promotion among Individuals with Disabilities,” and finally, “Forging Hospital Networks and gauging their Economic and Care Ramifications.”



### III MULTIDISCIPLINARY SYMPOSIUM ON SPORTS AND EXERCISE MEDICINE – REDE MATER DEI DE SAÚDE

August 2022 marked the occasion of the III Multidisciplinary Symposium on Sports and Exercise Medicine within the Rede Mater Dei de Saúde. The event catered to a broad audience, including health professionals, athletes, sports enthusiasts, and individuals associated with sports. It delved into subjects encompassing Recovery, Weight Loss, Exercises in Special Situations, and Emergencies in Sports.



### HEALTH MANAGEMENT SEMINAR – REDE MATER DEI DE SAÚDE

In June 2022, the 12th Health Management Seminar took place, coinciding with the celebration of Mater Dei's 42nd anniversary. The seminar encompassed various discussions on pertinent subjects, including "Anticipated Socio-Political and Economic Scenarios and their Health Implications for the Near Future," "A Holistic Healthcare Model for Promoting Well-being," "Harnessing Technology to Enhance Humanization and Personalization," and "Networking: Enhancing Synergies and Interfaces to Optimize Processes."



### HEMODYNAMICS SUMMIT – MATER DEI PORTO DIAS HOSPITAL

The Hemodynamics Summit at Mater Dei Porto Dias Hospital took place in February 2022. The event featured the participation of prominent figures in the fields of Neurosurgery, Cardiology, and Vascular health from across the nation, both in-person and online.



### II INTERNATIONAL SYMPOSIUM ON URO-ONCOLOGY – MATER DEI PORTO DIAS HOSPITAL

October 2022 witnessed the hosting of the 2nd International Symposium on Uro-oncology at Mater Dei Porto Dias Hospital in Belém. The event garnered the presence of esteemed regional, national, and international experts who engaged in discussions about the latest advancements in the field and their practical implementation in day-to-day scenarios.



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### 1ST CARDIOLOGY SYMPOSIUM – MATER DEI SANTA GENOVEVA HOSPITAL

September 2022 marked the 1st Cardiology Symposium, a significant event that delved into crucial subjects, including cardiovascular emergencies and outpatient cardiology, drawing upon clinical cases. The symposium featured presentations and discussions led by experts from Mater Dei Santa Genoveva Hospital, alongside the participation of distinguished national and regional guests.



### SYMPOSIUM ON BEST PRACTICES IN THE SURGICAL BLOCK – MATER DEI PORTO DIAS HOSPITAL

August 2022 saw the organization of the Symposium on Best Practices in Mater Dei Porto Dias Hospital's Surgical Block. The event encompassed enlightening lectures and interactive workshops that revolved around practices ensuring surgical safety. The symposium, attended by field specialists, underscored the paramount importance of proper conduct within the operating room, fostering knowledge enrichment and the exchange of invaluable experiences.



### INTENSIVE CARE SUMMIT – MATER DEI PORTO DIAS HOSPITAL

Also in August 2022, Mater Dei Porto Dias Hospital orchestrated the Intensive Care Summit within its auditorium. The event attracted a substantial audience comprising both internal and external clinical staff. Pertinent matters related to the theme took center stage, fostering comprehensive discussions.

### 1ST ANESTHESIA SYMPOSIUM – MATER DEI PORTO DIAS HOSPITAL

March 2022 witnessed the collaborative effort between Mater Dei Porto Dias Hospital and Sampa, resulting in the successful execution of the 1st Anesthesia Symposium. This event gathered specialists from the field, both in-person and virtually, facilitating a robust exchange of knowledge and insights.



### MULTIDISCIPLINARY LUNG CANCER SYMPOSIUM FOR THE NORTHERN REGION – MATER DEI PORTO DIAS HOSPITAL

October 2022 brought forth a pioneering initiative in collaboration with ISENP and New Health, the 1st Multidisciplinary Lung Cancer Symposium for the Northern Region, hosted by Mater Dei Porto Dias Hospital. This symposium attracted esteemed professionals from the national and international arenas.

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# 4 ECONOMIC PERFORMANCE

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# ECONOMIC PERFORMANCE

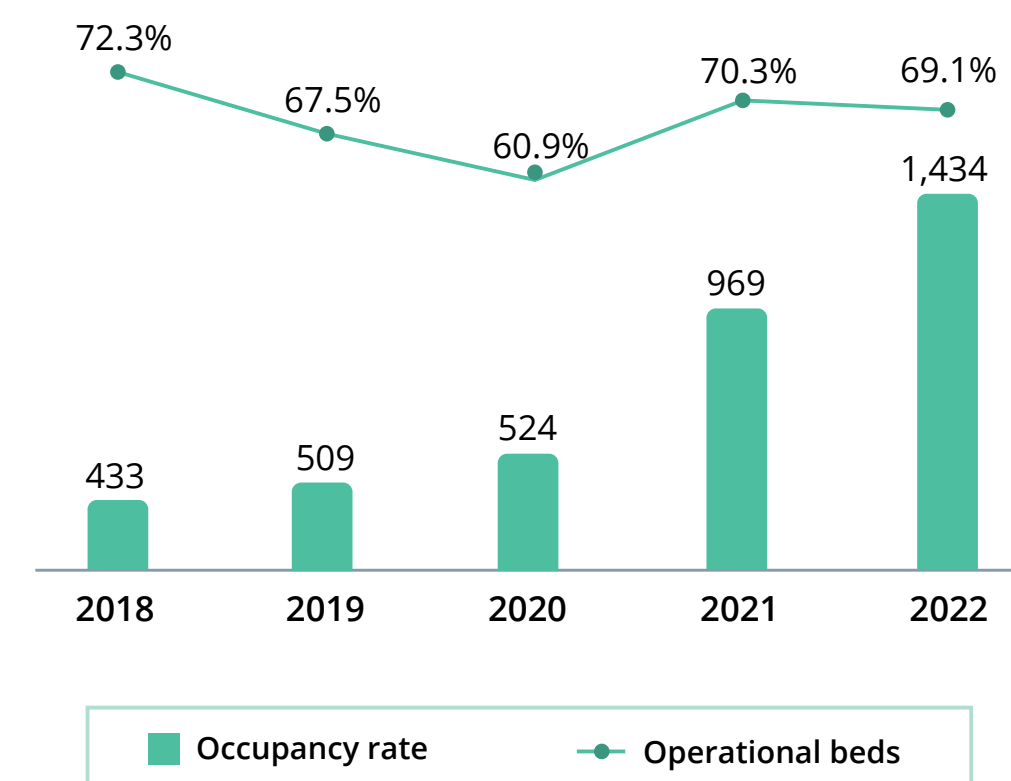
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In 2021, Rede Mater Dei de Saúde conducted its IPO, marking its entry into the capital market, enabling the continuation of its expansion strategy with the acquisition of Grupo Porto Dias – the largest private hospital network in the Northern Region of Brazil – and A3Data, which focuses on the cultural and analytical transformation of companies, with significant application in new remuneration models. In the same year, Rede Mater Dei also debuted its inaugural issuance of non-convertible debentures, garnering a substantial R\$700 million.

In the year 2022, the expansion strategy was consolidated through geographical diversification via inorganic growth, with the completion of the acquisition of four hospital units and a diagnostic center – Santa Genoveva Hospital/CDI, and Premium, EMEC, and Santa Clara Hospitals. Additionally, a noteworthy accomplishment was the inauguration of our greenfield unit in Salvador.

Over the course of the year, we achieved an average of 1,434 operational beds – reflecting a notable increase of 465 beds compared to 2021 – with an occupancy rate averaging 69.1%.

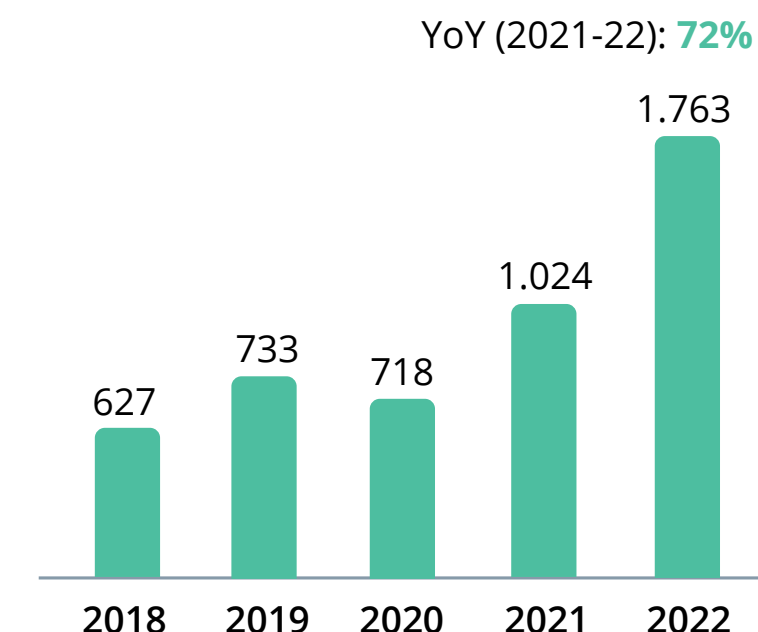
## AVERAGE EVOLUTION OF OPERATIONAL BEDS AND ANNUAL OCCUPANCY RATE



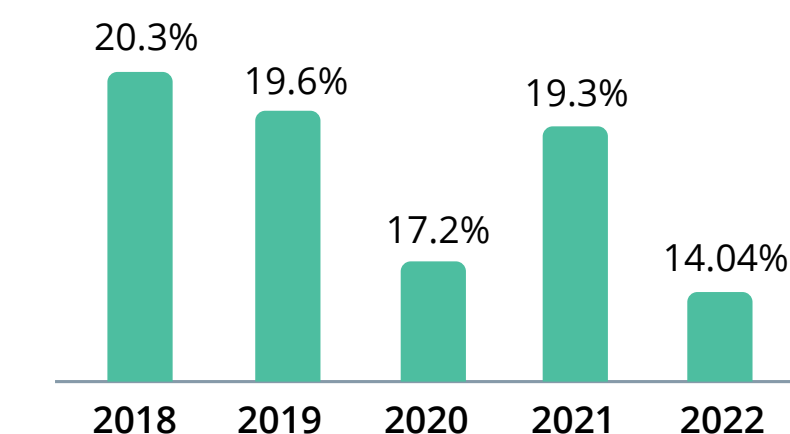
Operational growth translated into remarkable financial outcomes, as evidenced by a net revenue of R\$1.8 billion – a noteworthy 72% surge compared to the previous year. These figures stand as a testament to the success of our integration strategy, founded on steadfast execution of expansion initiatives and the fortification of partnerships with payers across the diverse locations where Rede Mater Dei operates.

## OPERATIONAL GROWTH RESULTING IN EXCEPTIONAL FINANCIAL RESULTS

### NET REVENUE (IN R\$ MILLION)<sup>1</sup>



### ROIC



1. Figures presented in thousands of Reais.

2. For further details, refer to the Financial Statements as of December 31, 2022, accessible on the Rede Mater Dei de Saúde Investor Relations website.

3. In 2022, the successful acquisition of four hospital units and a diagnostic center was accomplished, namely: Santa Genoveva Hospital and CDI (Feb/22), and Mater Dei Premium Goiânia (Mar/22), EMEC (Apr/22), and Santa Clara Hospitals (Sep/22).

4. ROIC is computed by dividing (EBIT - Taxes) by the average of (Equity + Net Debt) over the designated period.

[Click here to visit the Rede Mater Dei de Saúde Investor Relations website and access our complete financial results.](#)

## COST MANAGEMENT

The Rede Mater Dei de Saúde is dedicated to investing in cost management and process development. This control is executed through three committees: the Critical Analysis Committee, the Productivity Committee, and the Revenue and Disallowances Committee. These committees periodically oversee the performance of key established metrics.

The Critical Analysis Committee operates across three tiers: supervisors and managers, superintendents, and the board of directors. Managers and personnel from various Units and departments collaborate to assess results, discuss performance indicators linked to objectives, and establish action plans to rectify operational courses. The Productivity Committee convenes weekly with a focus on personnel management, consistently aiming to align action plans or indicators for hiring. The Revenue and Disallowance Committee engages with the board weekly to address matters pertaining to revenue and relationships with health operators. The Rede Mater Dei, Units, and sectors undergo Strategic Planning annually, which culminates in the formulation of the next fiscal year's budget, grounded in the zero-based budgeting approach.

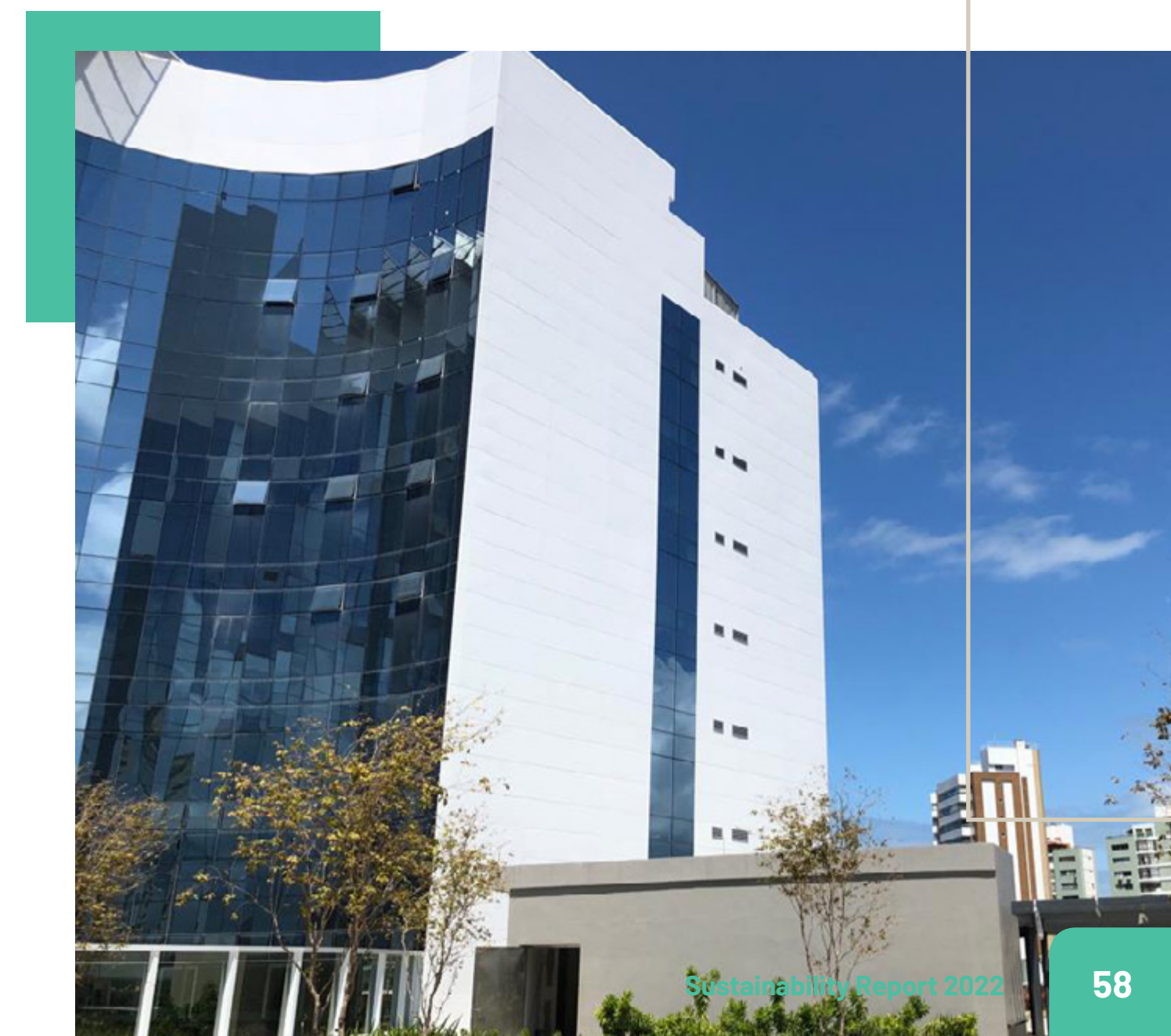
Rede Mater Dei's budget adopts a five-year multi-year structure encompassing the company's medium-term guidelines, objectives, and goals. The budget is constructed with varying scenarios, heightening predictability and risk management. Moreover, resource and supply management involves comprehensive oversight of the company's assets, striving for amplified availability and commercial contracts for procurements and resources that leverage gains of scale through the negotiating prowess of the Rede Mater Dei.

## NEW REMUNERATION MODELS

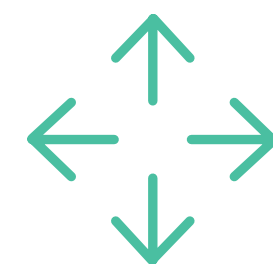
The sustainability of the healthcare sector holds paramount importance for Rede Mater Dei de Saúde. Our efforts have been directed towards enhancing efficiency, trimming unnecessary costs, streamlining processes, embracing best practices, and, most notably, fostering closer dialogue with health plan operators to introduce novel remuneration models.

Throughout 2022, in alignment with market trends, Mater Dei collaborated with A3Data to implement innovative remuneration models in collaboration with payers. These encompassed comprehensive global per diem structures and risk-sharing-oriented packages, which were developed and expanded due to their mutually advantageous nature. Employing cutting-edge artificial intelligence tools, the Remunera platform, devised by A3Data, undertakes analyses of historical profiles of certain illnesses, procedures, and input utilization and leverages a simulator to provide more precise outcomes while accounting for risks and pricing. This approach facilitates the offering of customized products to partner operators that exhibit competitiveness in the market without requiring beneficiaries to compromise on accessibility, quality of care, or safety.

Within the BHMA Hub over 50% of production originates from the newly instituted remuneration models, ensuring predictability, process agility, operational optimization, and reduced data transactions. At the Salvador unit, this novel model already accounts for more than 90% of operators' production. Notwithstanding these achievements, our collaboration with health plan operators will endure as we continue presenting products to augment investment predictability and minimize assistance variability, thus empowering them with greater market competitiveness.



## NEW UNITS ACQUIRED



Aligned with the expansion strategy and the pursuit of geographic diversification through inorganic growth during 2022, Mater Dei procured four hospitals and a diagnostic center and inaugurated its maiden greenfield venture in Salvador.

Approximately R\$640 million was disbursed to facilitate these acquisitions, encompassing real estate transactions. An investment of roughly R\$500 million was also allocated towards developing Mater Dei Salvador Hospital, the network's pioneering organic expansion project beyond the Minas Gerais region. This investment also included the Mater Dei Salvador Medical Center, which commenced operations in February 2023.

Strategic regional hubs were established following the finalization of acquisitions subsequent to the IPO and our induction into the B3 stock exchange's Novo Mercado segment in 2021. This expansion strategy was also tailored to foster scale at a national level, extending beyond regional confines.

### BHMA HUB

Mater Dei Santo Agostinho Hospital and Mater Dei Contorno Hospital in Belo Horizonte (MG) and Mater Dei Betim-Contagem Hospital in Betim (MG)

### NORTH HUB

Mater Dei Porto Dias Hospital, Belém (PA)

### BAHIA HUB

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

### CENTRAL BRAZIL HUB

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

### EFFICIENT CONSTRUCTION

Centered on economic sustainability, the Rede Mater Dei de Saúde has progressively amassed substantial technical proficiency in constructing its greenfield Units over the years. Starting from its inaugural project, an in-house team has executed all subsequent endeavors. This approach ensures that construction activities are conducted with swiftness, unwavering quality, and adherence to sustainability benchmarks while anticipating future expansions. Notably, this strategy is remarkably cost-effective when juxtaposed with the alternative of outsourcing



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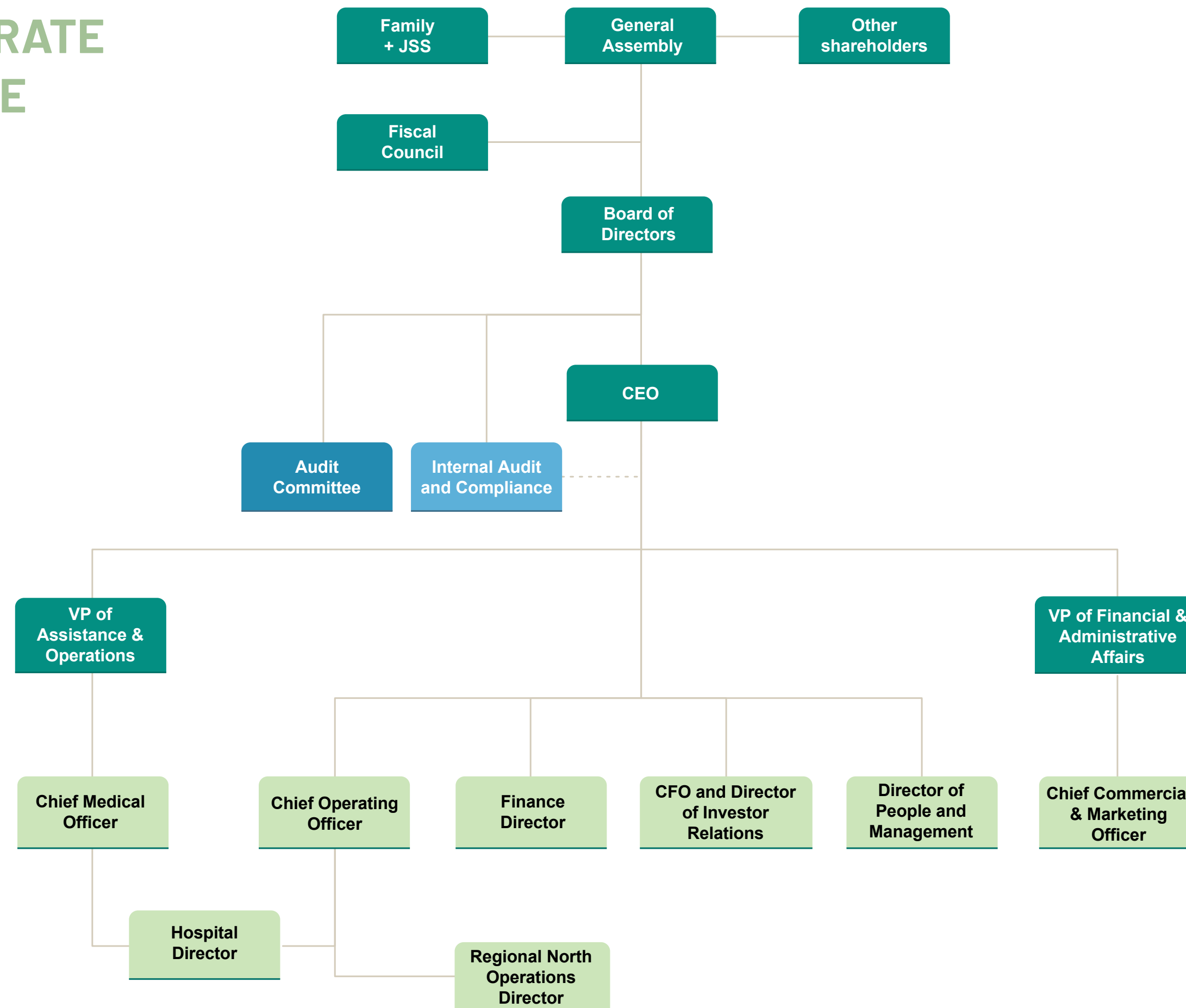
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# CORPORATE GOVERNANCE AND CLINICAL GOVERNANCE

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## CORPORATE PROFILE



The Rede Mater Dei de Saúde stands as an integrated platform for delivering hospital and oncology services, meriting national recognition within the healthcare domain. It ranks among Brazil's largest hospital networks in terms of private bed count, operating across the states of Minas Gerais, Bahia, Pará, and Goiás.

Across its historical trajectory, Rede Mater Dei has meticulously forged a distinctive management model grounded in the fusion of clinical and corporate governance practices. This paradigm encompasses the engagement of clinical professionals, including physicians and nurses, in administrative management endeavors. From a hospital standpoint, it entails vigilant oversight of performance metrics, protocols, and processes.

Mater Dei upholds a methodical and guided family succession process within the majority shareholder echelons. This approach remains steadfast in upholding standards of quality, care, technical security, and the reliability of senior management and all personnel. These benchmarks were conceived and continue to be advised by Fundação Dom Cabral (FDC).

This succession process is executed in an equitable manner, grounded on established tenets allowing

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second and third generations to partake in business management. The participation criteria for family members are lucidly defined and supported by an active family council. Gaining the opportunity to function within the Organization necessitates traversing multiple stages. These encompass completing a higher education program compatible with the industry, undergoing an internship within the Organization, engaging in job rotation, amassing experience in health organizations equivalent to or larger in scale than the Rede Mater Dei de Saúde,

pursuing an MBA program overseas at a distinguished executive education institution, and only then assuming a managerial role within the group. This trajectory serves to legitimize the organization's operations.

Mater Dei's decision-making prowess is rooted in a mature governance structure. The process involves interconnected bodies, ensuring a well-ordered and systematic operation. This modus operandi engenders commitment across different spheres and alignment with the institution's overarching objectives and guidelines.

**The directives of Rede Mater Dei de Saúde are anchored in a comprehensive array of distinct statutes, codes, policies, and regulations tailored for each focal point. These resources undergo continual refinement and are readily accessible on the network's Investor Relations website.**



## AUDIT COMMITTEE



The Audit Committee operates as an autonomous entity tasked with the ongoing evaluation of the Company's risk identification, compliance systems, and internal controls. Furthermore, it oversees risk exposures, making necessary adjustments to regulatory and governance benchmarks. This committee plays a pivotal role in these functions and comprises the following three members:

- Geraldo Sardinha Pinto Filho
- Roberto Tommasetti
- Maria Fernanda Pires de Carvalho Pereira

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## BOARD OF DIRECTORS

The Board of Directors assumes the responsibility of establishing strategic directives for the expansion and enduring viability of the enterprise. Comprised of ten principal members who oversee the Executive Board's administration, it includes four independent members, a count surpassing the Novo Mercado ("New Market") stipulation.

The Chairman of the Board of Directors holds a distinct role from the Executive Board, while directors are elected in General Meetings for two-year tenures, with prospects for re-election. The Board carries the authority to designate directors,



*It is the responsibility of the Board of Directors to make decisions regarding investments, human capital management, compensation, benefits, and other policies of the Rede Mater Dei de Saúde.*

evaluate their performance, and endorse and oversee the strategic plan proposed by the Executive Board.

To uphold decision quality, regular meetings are convened bi-monthly, with special sessions occurring as summoned by the Chairman. The Board, in tandem with the Executive Board, actively adheres to fundamental principles of corporate governance, and this extends to the formulation of processes and establishment of committees requisite for action development and monitoring.

Both the Board of Directors and the Executive Board share the responsibility of shaping overarching business frameworks, encompassing investments, human capital management, compensation, benefits, and other policies for the Rede Mater Dei de Saúde.

Their joint endeavors encompass execution and oversight, with keen attention to ramifications pertinent to critical areas such as the economy, environment, and society. To cultivate robust governance standards, senior management is fortified by strategic sectors like New Business, Internal Audit and Compliance, Investor Relations, Finance, Operations, Commercial, and Assistance. Furthermore, committees are instrumental in steering decision-making processes.

**Chairman of the Board:**

José Salvador Silva

**Vice Chairman of the Board:**

Henrique Moraes Salvador Silva

**Full Members:**

Maria Norma Salvador Ligório

Márcia Salvador Geo

Renato Moraes Salvador Silva

Antonio Carlos Correia Dias

**Alternate Members:**

Maurício Ceschin

Ary Costa Ribeiro

Geraldo Sardinha Pinto Filho

Eduardo Borges de Andrade

*\* Composition of the Audit Committee during 2022.*

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## EXECUTIVE BOARD

The Executive Board holds the responsibility of overseeing the enterprise in accordance with the directives set forth by the Board of Directors. Moreover, it presents both short- and long-term strategic propositions to the Board of Directors. This body is constituted by the Chief Executive Officer and seven additional officers appointed by the Board of Directors, and their terms span three years, subject to re-election. The members of the Board of Directors are seasoned professionals, boasting substantial executive acumen and understanding of the market landscape.



**Chief Executive Officer (CEO)**

Henrique Moraes Salvador Silva

**Vice President of Financial & Administrative Affairs:**

Maria Norma Salvador Ligório

**Vice President of Assistance & Operations:**

Márcia Salvador Geo

**Chief Operations Officer:**

José Henrique Dias Salvador

**Chief Medical Officer:**

Felipe Salvador Ligório

**Chief Commercial & Marketing Officer:**

Renata Salvador Grande

**Finance Director:**

Fábio Mascarenhas da Silva

**CFO and Director of Investor Relations:**

Rafael Cardoso Cordeiro





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### NOMINATION AND SELECTION OF THE HIGHEST GOVERNANCE BODY

The Member Appointment Policy aims to delineate the principles, procedures, and obligations guiding the appointment of Executive Board members, Directors, and Committees established by Rede Mater Dei de Saúde's bylaws or Board of Directors. In all instances, a curriculum assessment and investigation through public sources validating the appointed members' technical, managerial, and reputational competencies are undertaken.

### DETERMINATION OF REMUNERATION

The comprehensive remuneration structure may encompass Fixed or Variable remuneration, and other components designated by the Board of Directors within the parameters mandated by the Rede Mater Dei de Saúde's General Assembly.

### REMUNERATION POLICIES

The Management Remuneration Policy was endorsed on November 4, 2022, by the Board of Directors, which bears the responsibility for effectuating and adhering to its provisions, including any amendments. The Company's remuneration practices for the Board of Directors and Statutory Executive Board are designed to ensure compliance with relevant laws, regulations, and the corporate governance standards to which Rede Mater Dei de Saúde adheres. Remuneration is determined by the Ordinary General Meeting, specifying the overall annual sum for directors and allocating distribution amongst the Board of Directors and Statutory Executive Board members.

This document endeavors to:

- Draw, reward, retain, and motivate executives to conduct business sustainably within suitable risk confines while aligning with shareholder interests.
- Furnish remuneration is founded on criteria distinguishing performance and allowing recognition and acknowledgment of individual achievements.
- Maintain standards of internal and external equilibrium, congruent with each role's responsibilities and competitive within the benchmark labor market. This is accomplished by regulating criteria and instating administrative controls capable of addressing the Company's manifold needs.

### SENIOR MANAGEMENT PERFORMANCE ASSESSMENT

An annual evaluation process is executed for the Company's Board of Directors. The outcome of this assessment informs decisions regarding the re-election of assessed directors.

### CONFLICTS OF INTEREST

Through the Rede Mater Dei de Saúde Compliance Manual, employees, interns, clinical staff members, suppliers, and other associates are educated to prioritize Mater Dei's interests in scenarios that could entail a conflict of interest or potential benefits for themselves or third parties.

In instances where uncertainty exists about defining a conflict situation or if a conflict of interest is suspected, the Internal Audit and Compliance should be formally notified via the Whistleblowing Channel for evaluation and guidance, if applicable.

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## RISK MANAGEMENT POLICY



Our Risk Management Policy aligns with the best practices and recommendations of the Committee of Sponsoring Organizations of the Treadway Commission (COSO) and fulfills ISO 31001 requirements. It establishes principles, processes, and responsibilities pertinent to the risks confronting Mater Dei throughout its business evolution.

The policy strives to ensure safeguarding against risk factors that could sway investment decisions and impede the realization of Rede Mater Dei's objectives, encompassing:

- Business and/or strategic risks
- Operational risks
- Financial risks
- Image and reputation risks
- Environmental risks
- Compliance risks
- Share capital risks

Risk management is overseen by the Board of Directors, adhering to principles, processes, and obligations designed to devise mechanisms for recognizing and scrutinizing risks that could impact the business. Additionally, it entails controls and protocols for ongoing supervision aimed at averting occurrences or minimizing their repercussions.

The Rede Mater Dei's risk management adheres to the Institute of Internal Auditors' (IIA) Three Lines criteria. In the First Line, risk management is championed by leaders accountable for identifying risks and control practices. The Second Line entails dedicated areas within Mater Dei that endorse methodologies and organizational control practices, including Quality, Compliance, Clinical Pharmacy, GPA, Safety, and SESMT, among others. Lastly, the Third Line encompasses Internal Audit, verifying the adequacy of previously defined internal controls relative to risks identified by Rede Mater Dei's leadership.

# CORPORATE RISK MANAGEMENT

GRI 2-23 | 2-24

**A 5X5 MATRIX HAS BEEN PREPARED, ENCOMPASSING:**

**52**  
Risks Mapped

**170**  
Controls Identified

**Extreme Risk – 04**  
**High Risk – 12**  
**Moderate Risk – 35**  
**Low Risk – 01**

		LIKELIHOOD				
		Very low 1	Low 2	Moderate 3	High 4	Very high 5
IMPACT	Very high 5	Moderate Risk 5	High Risk 10	Extreme Risk 15	Extreme Risk 20	Extreme Risk 25
	High 4	Moderate Risk 4	High Risk 8	High Risk 12	Extreme Risk 16	Extreme Risk 20
	Moderate 3	Moderate Risk 3	Moderate Risk 6	High Risk 9	High Risk 12	Extreme Risk 15
	Low 2	Low Risk 2	Moderate Risk 4	Moderate Risk 6	High Risk 8	High Risk 10
	Very low 1	Low Risk 1	Low Risk 2	Moderate Risk 3	Moderate Risk 4	Moderate Risk 5

## GOVERNANCE ADVISORY AND ASSESSMENT

Confronted by the post-IPO business challenges and the management of a Health Network that included M&A as part of its growth strategies and the establishment of units in different states, the business's complexity, propelled by health market trends, presents challenges for both the Company and its Governance. Aiming to continually enhance the dynamics of the Rede Mater Dei de Saúde's Corporate Governance structures, a consultancy and evaluation initiative was undertaken in March 2022. This work was carried out by a reputable national firm specializing in business development, health, and organizational vitality.

Grounded in the optimal Corporate Governance practices advocated by the Brazilian Institute of Corporate Governance (IBGC), the Brazilian Securities and Exchange Commission's (CVM) stipulations, and their professionals' expertise, an exhaustive evaluation procedure was executed. This involved participation in Board meetings and over 35 qualitative and quantitative surveys. The findings were encapsulated in a comprehensive report detailing the Board's evaluation results, contributing to the business's progress and success.

The Rede Mater Dei de Saúde maintains an ongoing investment in enhancing its governance processes. Concurrently, we acknowledge that business expansion necessitates respecting the distinct culture of each region we venture into, preventing the dilution of our path toward growth and the erosion of our culture of clinical excellence, distinctive care, and warmth.

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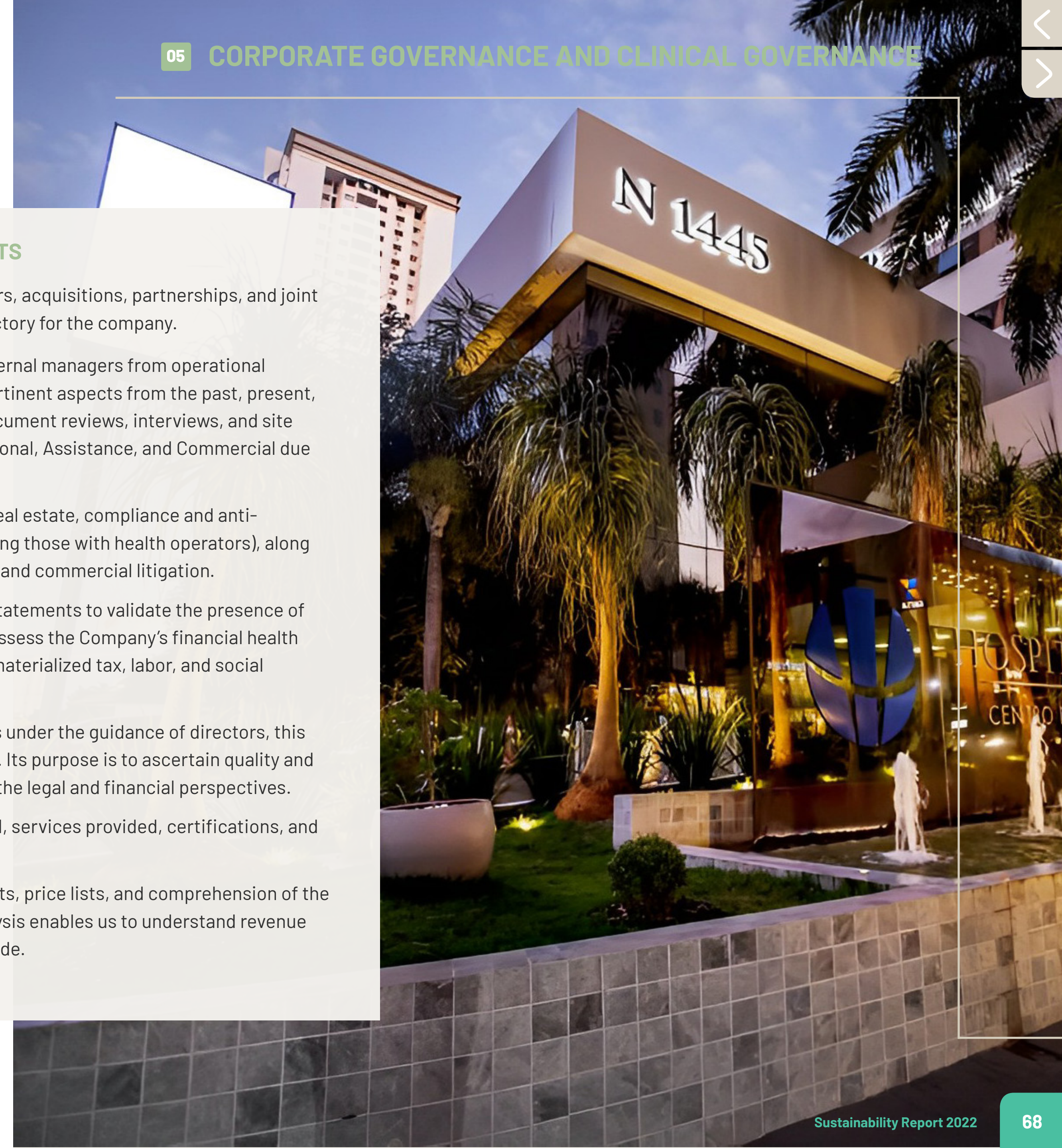
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## RISK MANAGEMENT FOR ACQUISITIONS AND NEW INVESTMENTS

The Rede Mater Dei de Saúde carries out due diligence for potential mergers, acquisitions, partnerships, and joint ventures to grasp potential risks and secure a sustainable expansion trajectory for the company.

This process entails involvement from directors, external advisors, and internal managers from operational sectors. They collectively assess potential transactions, scrutinizing all pertinent aspects from the past, present, and foreseeable future. This evaluation is conducted through inquiries, document reviews, interviews, and site visits. The process is segmented into Legal, Accounting-Financial, Operational, Assistance, and Commercial due diligence stages:

- **Legal Due Diligence:** Addresses corporate, environmental, regulatory, real estate, compliance and anti-corruption aspects. It involves the analysis of relevant contracts (including those with health operators), along with surveys, risk classification, and quantification of all tax, labor, civil, and commercial litigation.
- **Accounting-Financial Due Diligence:** Entails a review of the Financial Statements to validate the presence of assets, liabilities, and equity on the balance sheet. This review aims to assess the Company's financial health through profit generation, cash flow, and debt levels. Additionally, non-materialized tax, labor, and social security aspects related to operations are evaluated and quantified.
- **Operational Due Diligence:** Conducted by operational internal managers under the guidance of directors, this assessment focuses on the management and operation of the Company. Its purpose is to ascertain quality and align financial information, providing insight into contingencies beyond the legal and financial perspectives.
- **Care Diligence:** Involves evaluating the care structure, protocols utilized, services provided, certifications, and quality and patient safety programs in place.
- **Commercial Due Diligence:** Involves the analysis of commercial contracts, price lists, and comprehension of the negotiation process with operators by the commercial sector. This analysis enables us to understand revenue quality and compare it with other units within the Rede Mater Dei de Saúde.



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# DATA PRIVACY AND CYBERSECURITY

## DATA PROTECTION AND LGPD

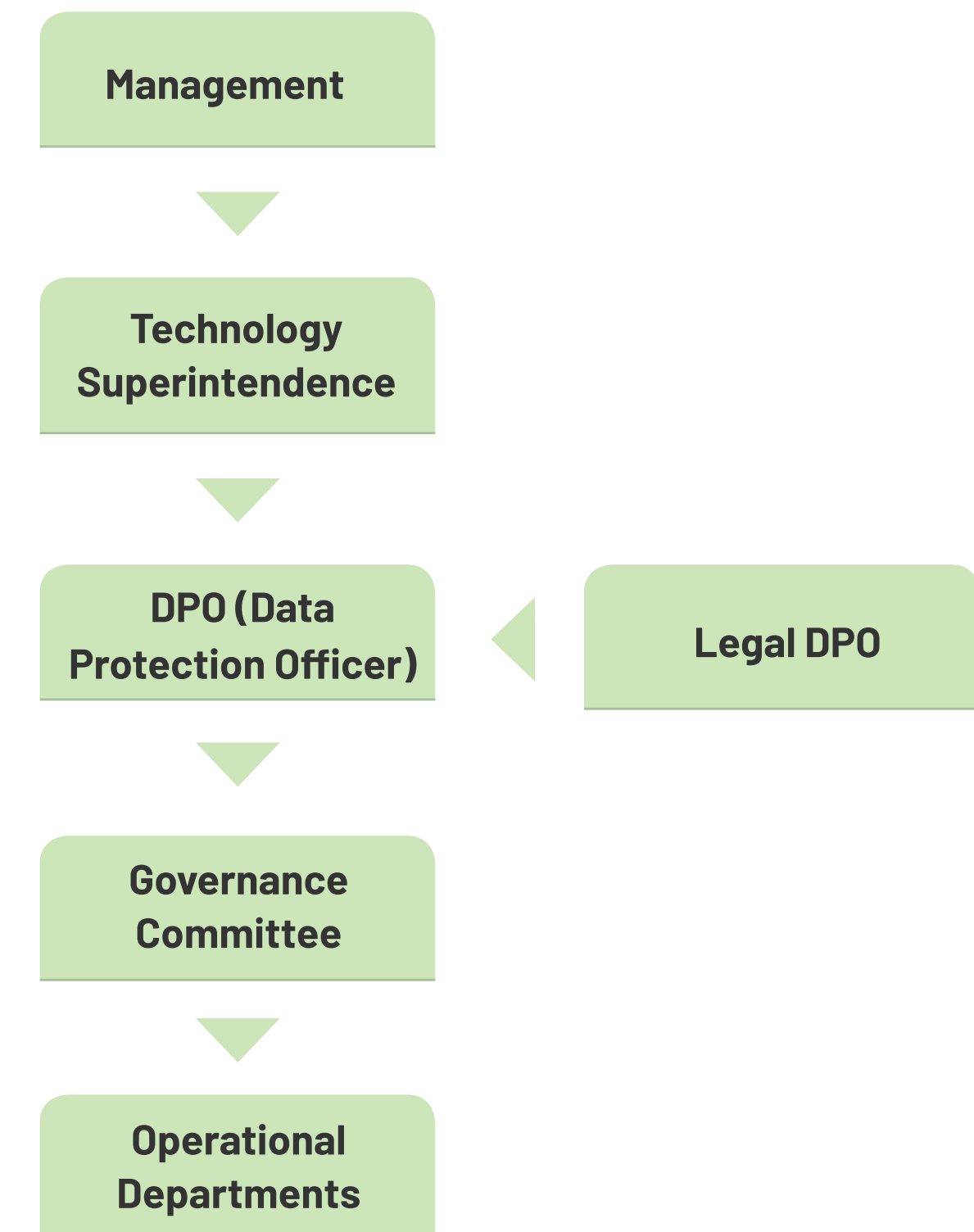
To ensure the protection of common and sensitive personal data and prevent unauthorized access and accidental or unlawful situations that could pose risks to privacy rights, we have complied with the General Data Protection Law (LGPD) since July 2019. A Data Protection Officer (DPO) was appointed to work in conjunction with the Multidisciplinary Digital Governance Committee, which includes representatives from key areas such as Information Security, Internal Audit and Compliance; Information Technology, Human Resources, Legal, Care Practices, Communication, Finance, Management,



and Nursing. These parties collaborate responsibly and synergistically to establish rules for data collection, processing, storage, and sharing.

The DPO coordinates *workshops*, lectures, and other awareness programs involving employees at all levels. The Privacy Program aims to mitigate corporate risks and prevent the leakage of patients' and employees' personal data. It involves reassessing internal work processes, defining policies and procedures, and implementing mechanisms to identify the causes of incidents, accompanied by a set of measures to prevent future occurrences.

Over the past three years, we have not recorded any instances of personal data leaks, theft, or losses that affected data subjects or were reported to regulatory agencies. Similarly, we have not been engaged in any legal proceedings or subjected to penalties related to personal data breaches.



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## INFORMATION SECURITY

The Rede Mater Dei de Saúde's Information Security and Infrastructure department is dedicated to enhancing cybersecurity levels through the continuous utilization of resources.

Currently, we employ eight layers of security, which encompass automated monitoring and control tools for all activities within our operational environment infrastructure (SOC/SIEM). Furthermore, we utilize firewall solutions for both on-Premise and cloud applications, establishing a security perimeter by regulating data traffic entering and exiting the Institution. Our systems encompass remote access with network posture validation by the VP, infrastructure server and access control (AD) management, network and server micro-segmentation, antivirus and inventory management systems, and risk assessment through diligence (ISO 27005), among other measures. These combined efforts have elevated our Institution to Level Three Maturity in terms of national information security.

Our focus includes indicators for Confidentiality, Integrity, Availability, and Authenticity. Regular redundancy mechanism testing ensures the highest availability of information technology services.



## SECURITY INFORMATION DISCLOSURE

Periodic campaigns and newsletters regarding Information Security and Data Privacy are disseminated by the Communication area to Rede Mater Dei's employees, doctors, and directors.

The Educa Mater Dei platform offers content divided into six modules in the form of animated videos providing information about the General Data Protection Law, along with guidance on security practices and standards. Approximately 10,000 professionals participated in training sessions on data security and privacy during the year 2022.

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# CLINICAL GOVERNANCE



Excellence and Quality of Care are achieved through the establishment of a Clinical Governance framework, where managers and healthcare professionals commit to following the standards and guidelines that underpin and sustain clinical outcomes and results. Clinical Governance plays a pivotal role in the healthcare system, as its effective implementation ensures patient safety and a positive experience, directly contributing to cost management.

The Clinical Governance Program of the Rede Mater Dei de Saúde, a pioneer in Brazil, has been monitoring care performance in alignment with management and strategic plans since 2003.

In 2005, the strategic planning was extended to include clinical staff, progressively integrating more medical teams. This initiative includes permanent quality programs with periodic evaluations of clinical staff performance. These programs involve monthly meetings with physicians and managers to discuss specific critical clinical cases and manage SLAs, individual technical meetings, and quarterly meetings with physicians to deliberate on clinical outcomes and provide feedback on KPIs.

Physician involvement in management, as fostered within this framework, offers valuable insights and swift

responses to enhance Mater Dei's efficiency and service level, gaining nationwide recognition as a benchmark for quality medicine.

Clinical protocols are pivotal for standardization and ensuring quality of care and patient safety. They serve as important tools for service management and waste control. The standardization of practices based on scientific evidence, ensuring meticulous care approaches and improved clinical outcomes, can contribute to reducing mortality, shortening hospital stays, cutting treatment expenses, and showcasing the distinguishing element of multi-professional care quality.

Through indicators, the Rede Mater Dei de Saúde perpetually monitors compliance with the implemented clinical protocols, guaranteeing secure and quality practice.

Clinical Excellence within the Rede Mater Dei is demonstrated through the delivery of superior care results, encompassing treatments, diagnoses, and preventive measures. These outcomes arise from the collective efforts of medical and healthcare staff. Moreover, this excellence is underscored by the recognition of quality, safety, and the delivery of optimal results to patients, society, and funding sources, thereby concretizing the Healthcare System's essence.

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**Granting Clinical Privileges**

Thorough evaluation of documentation for admission to the RMDS clinical staff, following the guidelines of the Medical and Non-Medical Staff Management Standards.

**Constant Feedback**

Prompt interactions with professionals and/or coordinators  
Availability of individual indicator results annually for performance comparison within the team and against external benchmarks



**Result Monitoring**

Quarterly comprehensive analysis of Clinical Staff  
Results for the corresponding indicators across various dimensions

**Close Collaboration with Clinical Staff**

Weekly N'printing addressing care-related deficiencies  
Clinical Pharmacy Interventions  
SECIH's Performance  
Committees and Commissions

**SAFETY HUDDLE / RED TO GREEN**

Utilized to enhance the efficiency of therapeutic plans and patient experiences within inpatient units, the Safety Huddle occurs daily and is led by the care team. The process is centered on transitioning from red days to green days (Red to Green) signifying the resolution of pending issues for patient discharge.

Moreover, it aids in recognizing time lost during the patient's journey due to delays in both internal and external procedures, directly impacting bed turnover and the patient experience. Drawing from the managed flowchart, the team implements interventions to optimize and ensure the patient's therapeutic plan is executed efficiently and promptly.

**TRANSPARENCY ELEVATING CLINICAL AND CARE MANAGEMENT OUTCOMES IN THE HEALTHCARE SECTOR**

[Click here](#)





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**ANTIMICROBIAL MANAGEMENT PROGRAM – STEWARDSHIP**

The proper utilization of antibiotics contributes to global health management. Guided by the principles of “Doing Things Safely and Properly” and “Results for All,” the Rede Mater Dei de Saúde enforces stringent control over antibiotic usage in our patients. Our focus lies in selecting the most suitable medication, administering it at the appropriate time and dosage, and adhering to prescription and administration protocols that must be followed by all professionals.

Continuous audits and monitoring of quality indicators are conducted, with comprehensive analyses regularly presented to the Medical Board. Through this approach, the Rede Mater Dei de Saúde ensures optimal performance in Antimicrobial Stewardship. This approach prevents soil and water supply source contamination while also curbing unnecessary expenses for health plan operators and patients.



**RESULTS 2022:**

**91%** compliance with antibiotic selection in the Community-Acquired Pneumonia Protocol.

**86%** adherence to antibiotic selection in the Community-Acquired Sepsis Protocol.

**80%** adherence to the Urinary Tract Infection Treatment Protocol.

**For Surgical Site Infection Prophylaxis Protocols, we achieved**

**86%** antibiotic usage in accordance with the Institutional Protocol.

*\*Data compiled from the BHMA Hub Units.*

**CONAHP 2022 POSTER SESSION**

Once again, the Rede Mater Dei de Saúde has garnered attention in the CONAHP 2022 Poster Session. Five scientific papers were accepted, contributing to the advancement of a more efficient and higher-quality healthcare system. The selected works are centered around initiatives aimed at enhancing the patient experience, refining care practices, reducing costs, and embracing more sustainable approaches.

The approved submissions for 2022 were:

- Feasibility analysis for software acquisition and maintenance by a multifocal committee;
- Technological tool for optimal allocation of nursing staff across Units and ICUs;
- Project management within hospital organizations;
- Streamlining the inpatient journey;
- Strategies implemented in the ICU to minimize central venous catheter manipulation and its impact on patient care.



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**CARE PRACTICES MANAGEMENT (GPA)**

The Care Practices Management sector provides support to Governance and Clinical Management, collaborating closely with the Medical Leadership. It oversees the entire journey of the clinical staff, starting from the registration and validation of credentials for delivering care services within the Rede Mater Dei de Saúde all the way to managing clinical practices and outcomes.

To ensure ongoing enhancement of service delivery and to uphold quality and safety standards in healthcare, GPA establishes processes associated with the strategic planning of clinical staff. This is achieved through defining indicators for continuous performance assessment. These indicators encompass various aspects, such as clinical care quality, professional behavior, growth, and sustainability. Quarterly meetings are convened among the clinical staff, directors, and strategic leaders.

These sessions serve to evaluate conduct, adherence to protocols, and clinical outcomes and offer decision-making opportunities to further enhance the care provided.

**DATA MANAGEMENT AND MONITORING STRUCTURE FOR CLINICAL INDICATORS OF THE MATER DEI HEALTH NETWORK**



In 2022, within the BHMA Hub, **2,010** indicators were discussed with the participation of **44** teams from medical, physiotherapy, speech therapy, and psychology specialties.



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## OPERATIONAL AND CARE ALIGNMENTS

One of the values of Rede Mater Dei de Saúde is “Doing Things Safely and Properly,” and this commitment extends to the contributions of professionals in the administrative and care areas at all levels. For this reason, permanent meetings are held to monitor and align the operational and care processes of all areas and units of the Rede Mater Dei de Saúde. These include:

### WEEKLY MEETINGS

Coordinated by the Directorates, the weekly meetings are attended by managers from all Units, enabling the discussion and dissemination of strategic agendas to leaders, ensuring that this information reaches all employees. The primary objective of these meetings is to maintain the consistency of actions, decisions, and relevant communication, as well as to support the internalization and sustenance of the Culture and Values of the Rede Mater Dei de Saúde.

### OPERATIONAL MEETINGS

With the participation of Unit leaders, the so-called Operational Meetings are conducted weekly at each hospital. During these meetings, corporate information, challenges, demands, and solutions related to the Unit’s operation are shared, facilitating interactions and potential decision-making.

### CRITICAL ADMINISTRATIVE AND CARE ANALYSES

Monthly meetings are held between the Board of Directors and Managers from the administrative and care divisions to analyze indicators and action plans executed in the previous month based on each of the objectives set in the Strategic Planning.

### CRITICAL REVIEWS BY CLINICAL STAFF

Quarterly meetings are convened between members of the Clinical Staff, Directors, and strategic leaders to discuss clinical outcomes and present indicators assigned to different specialties. These meetings also encompass case discussions, evaluation of protocols, and identification of areas for improvement in patient care.

### BOARD MEETINGS

The Board convenes bi-monthly to receive and provide feedback on the Institution’s short-, medium-, and long-term directions. This time is dedicated to the exchange of knowledge and information necessary for the Organization and guidance of Mater Dei’s upcoming steps. Extraordinary meetings can also be called to discuss specific projects, results, and other matters.

### FAMILY COUNCIL MEETINGS

The Family Council meetings bring together members of the Salvador family, the majority shareholders of Rede Mater Dei de Saúde, five times a year. During these forums, four generations convene to align events, decisions, and other matters relevant to the Rede Mater Dei de Saúde.

### MEETINGS OF MEDICAL TEAMS AND HEALTHCARE PROFESSIONALS

Meetings of Rede Mater Dei’s medical and health professional teams provide a space for discussing cases, care practices, and areas for improvement within each specialty. It is also a time for doctors to share information, updates, and news relevant to their respective areas of expertise.

**More than 215 meetings were conducted in 2022**

### PLENARY MEETINGS WITH CLINICAL STAFF

Plenary meetings with the clinical staff are organized by the Board of Directors and exclusively attended by members of the Clinical Staff from the Units. These meetings serve as a platform to align information and engage in discussions on important subjects, with the aim of enhancing our partnership for the betterment of our patients.

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## COMMITTEES AND COMMISSIONS

The committees and commissions of the Rede Mater Dei de Saúde have been established to provide support to Governance in strategy development, quality and safety practices, as well as the analysis and evaluation of services offered across a wide range of areas within the network's hospitals. Appointed by the president, their activities are overseen by the quality department, following the specific regulations that outline the responsibilities of each committee.

Their primary responsibilities include engaging in discussions on pertinent subjects, monitoring outcomes, and formulating plans and objectives for each area of expertise. Ensuring the alignment of all Units with the best practices to meet the corporate requirements set forth in their internal procedures is crucial to guaranteeing the quality of the services delivered.



### GET TO KNOW THE COMMITTEES AND COMMISSIONS THAT ARE PART OF THE VARIOUS UNITS OF REDE MATER DEI DE SAÚDE:

- Risk Management and Patient Safety Center - NGRSP
- Sharp Object Incident Commission - CAPC
- Code Blue and Yellow Commission - CAAC
- Yellow, Blue, and Pink Codes Commission - CCAAR
- Hospital Infection Control Commission - CCIH
- Palliative Care Commission - CCP
- Medical Ethics Committee - CEM
- Commission for Pharmacy, Therapeutics, and Introduction of New Technologies - CFTINT
- Hemotherapy Commission - CHEM
- Commission for Wound Prevention and Treatment - CPTF
- Death Review Committee - CRO
- Medical Record Review Committee - CRPM
- Enteral and Parenteral Nutritional Support Committee - CSNEP
- Transplant Commission - TC
- Health Services Waste Management Plan Committee - CPGRSS
- Multidisciplinary Management Committee for the Prevention of Sharps Accidents - CPRAMP
- Internal Committee for Accident Prevention - CIPA
- Internal Reprocessing Committee - CIR
- Multidisciplinary Committee for Nutritional Therapy - CMTN
- Solid Waste Management Program Committee - CPGRS
- Transfusion Commission - TC
- Critical Utilization Analysis Committee - CACUL
- Strategic Planning Support Committee - CAPE
- Internal Medicine Care Committee - CAI
- Research Ethics Committee - CEP
- Ethics and Compliance Committee - CEC
- Hospital Thromboembolism Prevention Committee - CPTH
- Productivity Committee - COP
- Radiological Protection Committee - RPC
- Maternity Patient Safety Committee - CSPM
- Venous Thromboembolism (VTE) Committee - CTEV
- Executive Committee for Critical Analysis of Administrative and Assistance Indicators - CRAIAA
- Executive Committee for Medical Performance Review - CEADM
- Executive Committee for Strategic, Operational, and Administrative Planning - CEPEOA
- Digital Governance Committee - CGD
- Hospital Committee for the Prevention of Maternal, Infant, and Fetal Mortality - CPMMIF
- Multidisciplinary Crisis Management Committee - CMGC

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**M&A DIVISION**

To promote and execute its inorganic growth strategy, Rede Mater Dei de Saúde has an internal team focused on new businesses and acquisitions. This team is responsible for studying potential regions, selecting target hospitals, start-ups, health-tech companies and executing such transactions. The area also conducts surveys and evaluates the profile of companies, studies the economic market, researches potential investors, and prepares financial modeling to identify feasibility and materialize business opportunities. Additionally, it monitors the evolution of transactions and supports hubs formation decisions.

**PMO DIVISION**

The Rede Mater Dei de Saúde has a Project Management Office that employs its own management methodology based on the best project management practices of the PMBOK Guide by the Project Management Institute (PMI). Mater Dei's PMO works on three project fronts: Greenfield expansion projects (construction of new units), Brownfield projects (integration of newly acquired units), and strategic projects aimed at meeting the company's business drivers and objectives.

Greenfield Projects – From the initiation phase, a Project Analytical Framework (PAF) is developed. This framework breaks down the project scope into work packages and activities, aiming at the effective management of all deliverables.

Brownfield Projects – The PAF is also used here, combined with a monitoring routine for integration through reporting meetings. These meetings involve the presentation of a one page report and the results of previously defined indicators.

Strategic Projects – For each strategic project, a Project Opening Term (POT) is developed. This document contains essential planning and execution information. From there, the project is managed by the Project Manager (PM), with reports presented at intervals defined by the sponsor. These, in turn, are then submitted for review and analysis by senior management during Level III Critical Analysis meetings.

Across all these fronts, the area's objective is to continuously improve processes by applying lessons learned from similar projects that are completed or in progress. The area also ensures the thorough execution of project steps to guarantee effectiveness and synergy.

**COMPETITIVE INTELLIGENCE AREA**

Emphasizing the significance of data-driven decision-making, Rede Mater Dei de Saúde has an internal competitive intelligence area. This area comprises professionals in health, data science, and analytics. The team structures and conducts numerous studies using external and public data, along with robust investigations utilizing internal data. These efforts convert relevant information into strategic analyses and insights. Furthermore, the area serves all Units, maintaining constant vigilance over the market and the country's political and economic landscape. It also assesses the potential impact and consequences on the healthcare sector. The team undertakes multiple market analyses, both within the cities of our operation and in potential locations. Comparative studies of results within the supplementary health market are also conducted, referencing national and international literature. The goal is to identify opportunities for enhancing existing services and exploring new business avenues.

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# 6

# QUALITY AND PATIENT SAFETY

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# QUALITY AND PATIENT SAFETY

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The quality and safety of the care provided by the Rede Mater Dei de Saúde are evident in our outcomes and the accreditations we have chosen as our quality and safety benchmarks. To ensure quality and safety for our patients, we rely on evidence-based clinical protocols developed and validated by our teams, which are accessible to all hospitals and trained personnel. Our attention and monitoring are directed towards both patient care and the operational environment. Facilitator and evaluator groups are established across our various Units to ensure consistent dissemination and monitoring of best practices. This is carried out through technical visits and internal audits as part of an ongoing annual program. Internal quality auditors, trained for this purpose, conduct these evaluations periodically. In addition to the Internal Quality Audits Program, which also encompasses adherence to accreditation manuals, we have structured environmental assessments under the SOL Program (Safety, Organization, and Cleanliness).

For every acquired hospital, a project (Quality and Care Practices) is developed to ensure alignment and commitment to Rede Mater Dei standards, aligning them with our practices, regardless of the attained accreditations. Monitoring indicators are established, and follow-up processes occur at three levels: operational, tactical, and strategic. Results are communicated internally to employees through Visual Management Boards and Quality Bulletins.

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

To ensure safe care, it is essential to guarantee the safety of the environment it operates. In 2021, we launched the SOL project, which has evolved into a dynamic and effective program as one of our initiatives to uphold a secure environment.

### Objective

Enhance and promote practices of Safety, Order, and Cleanliness in all workspaces.

### Purpose

Reduce risks in the facilities, unsafe conditions, and actions for patients, families, employees, and clinical staff.

### Coverage Area of Assessments

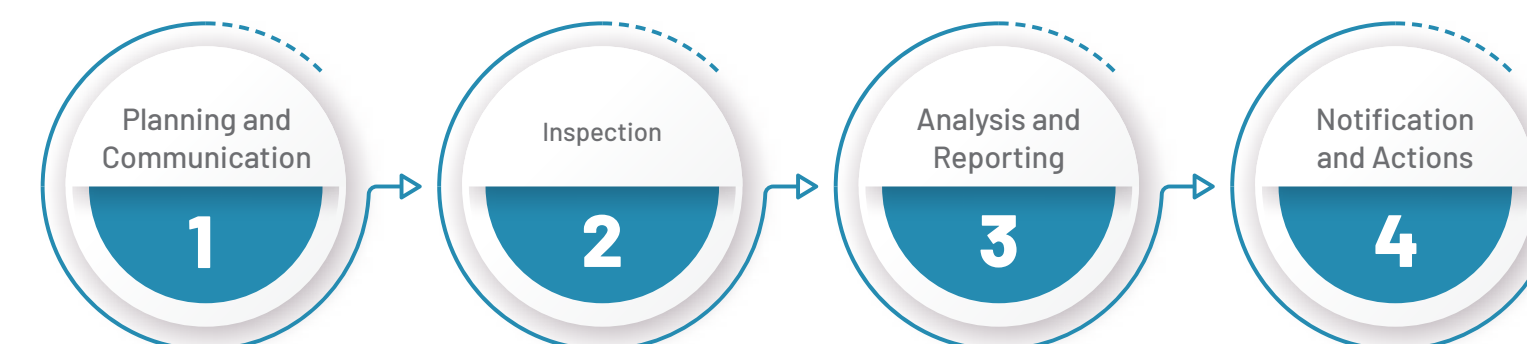
The sectors and their adjoining communal areas.

### Actions Taken

Periodic inspections are conducted following a structured checklist encompassing employee and facility safety requisites.



## STEPS



The hospitals where the SOL Program has been implemented showcase outstanding outcomes, as demonstrated in the table below. The project is set to expand to the remaining hospitals in the coming year.

HOSPITAL UNIT	ASSESSED ITEMS	LEVEL OF CONFORMITY
<b>Mater Dei Santo Agostinho</b>	4,627	81.39 %
<b>Mater Dei Contorno</b>	2,851	6 %
<b>Mater Dei Betim-Contagem</b>	2,479	89 %
<b>Mater Dei Porto Dias</b>	3,428	89.44%

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### JCI CUP QUALITY CHALLENGE

Taking advantage of the World Cup atmosphere and the excitement of Brazilians regarding the theme, the Quality team orchestrated the JCI Cup Quality Challenge across the BHMA Hub Units. A draw determined the country each sector would represent, and challenges were devised involving quizzes administered within the areas. These quizzes focused on safety processes outlined in our protocols. With the aim of reinforcing the key topics of the JCI 7th Edition Manual, fostering employee engagement through playfulness at the highest level, and identifying primary knowledge gaps for subsequent actions, the gymkhana unfolded from December 12 to 29. The initial two rounds occurred within the sectors themselves, and the concluding round transpired in the Auditorium, involving participation from all.



### PROJECTS AIMED AT PATIENT SAFETY ENHANCEMENT – MATER DEI PORTO DIAS

#### PATIENT SAFETY D-DAY

In line with the central theme introduced by the World Health Organization (WHO), "Medication Without Harm," a knowledge and experience exchange took place on September 27 at Mater Dei Porto Dias Hospital. This exchange involved professionals directly engaged in patient care and those working in support areas, focusing on practices related to patient safety.



#### PRESSURE INJURY PREVENTION CAMPAIGN

In the month of April, Mater Dei Porto Dias Hospital conducted the Pressure Injury (LPP) Prevention Campaign. The event occurred within the hospital's departments and aimed to share and reinforce knowledge and experiences that contribute to the prevention and treatment of pressure injuries.



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**PROJECTS AIMED AT PATIENT SAFETY ENHANCEMENT – MATER DEI PORTO DIAS**

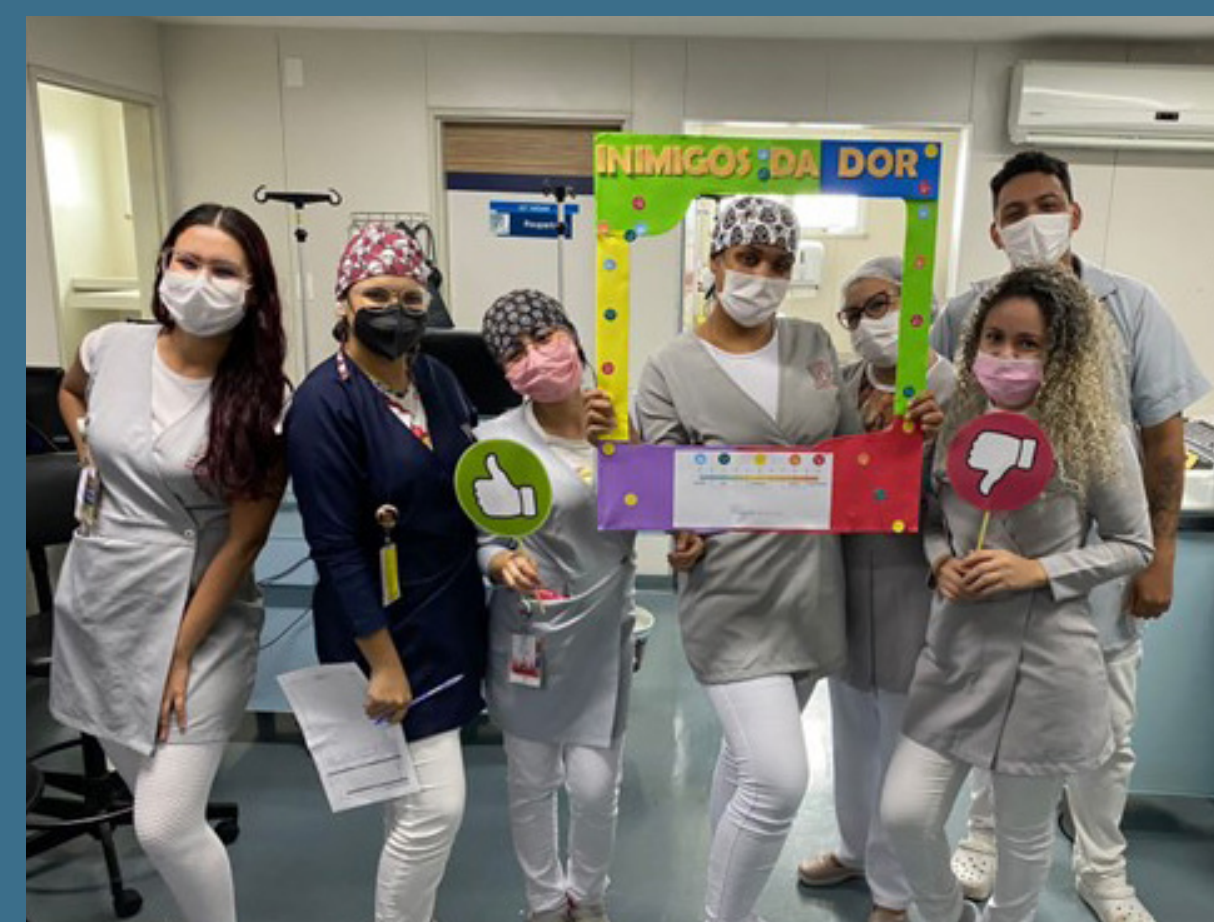
**EPP – SAVING LIVES CAMPAIGN**

In April 2022, the Mater Dei Porto Dias Hospital hosted the EPP – Saving Lives Campaign, aimed at recognizing employees who displayed high adherence to patient protection strategies.



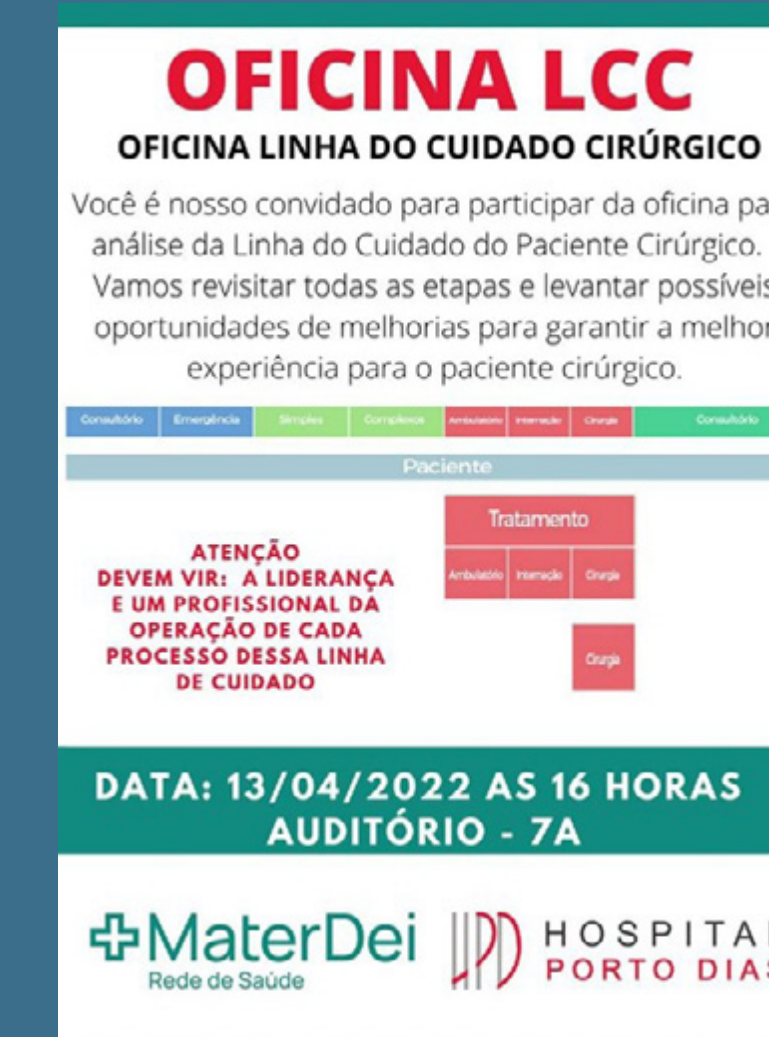
**ENEMIES OF PAIN – PAIN PROTOCOL CAMPAIGN**

On March 3 and 4, 2022, Mater Dei Porto Dias Hospital conducted the Pain Protocol Campaign within the hospital departments under the theme “Enemies of Pain.” The campaign’s objective was to encourage the care team’s commitment to the pain prevention protocol.



**LCC – SURGICAL CARE LINE WORKSHOP**

On April 13, 2022, Mater Dei Porto Dias Hospital organized the Surgical Care Line Workshop. The event included an LCC analysis, reviewing all stages and identifying potential improvement opportunities to ensure the best experience for surgical patients.



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## RISK MANAGEMENT AND PATIENT SAFETY CENTER

“

*Patient safety is understood as managing the risks that patients are exposed to during the care process, spanning the entirety of their treatment journey. It encompasses all measures taken to prevent patients from experiencing unnecessary harm due to any shortcomings in healthcare.*

**Lucas Zambon**

The standardization of practices based on scientific evidence, ensuring meticulous care approaches and improved clinical outcomes, can contribute to reducing mortality, shortening hospital stays, cutting treatment expenses, in addition to showcasing the distinguishing element of multi-professional care quality. To deliver top-tier care and ensure patient safety, the Rede Mater Dei de Saúde employs Managed Protocols, which comprise care guidelines developed in collaboration with clinical coordinators. A diverse team continuously updates and monitors adherence to the clinical protocols through indicators, ensuring safe and high-quality practices.

Rede Mater Dei Hospitals house Risk Management and Patient Safety Centers, entities designated by Senior Management that collaborate with departments to foster measures enhancing healthcare safety. These measures include establishing safety barriers, adapting and formulating protocols, providing training, and overseeing incident management, along with adhering to actions defined by RDC 36/2013.

Patient Safety Center registered with Anvisa  
**100%**

Well-established incident identification process in the hospital  
**100%**

Monthly incident notifications submitted through Notivisa  
**100%**



# CARE QUALITY INDICATORS

## REDE MATER DEI DE SAÚDE RESULTS 2022

### 01 SEPSIS PROTOCOL MANAGEMENT



**51 min** median door-to-antibiotic time

**60 min** ILAS 2023

*\*Reference (Latin American Institute for Sepsis Studies - ILAS)*

### AVERAGE LENGTH OF STAY:

**Rede Mater Dei** **\*Anahp 2023**

**8 days** **10 days**

*\*Reference (National Association of Private Hospitals - Anahp)*

**Our processes ensure that the sepsis patient receives antibiotics faster** than the time recommended by international societies, leading to improved clinical outcomes and reduced mortality rates.

### 02 STROKE PROTOCOL MANAGEMENT

Rede Mater Dei was a pioneer in acquiring and implementing the RAPID software.

This software, integrated with CT scanners, plays a crucial role in extending the therapeutic window for stroke patients.

This approach **enables more patients to**

The shorter the time, **the greater the chance of recovery** from the neurological deficit or sequelae.



**56 min<sup>1</sup>** **60 min<sup>2</sup>**  
Median door-to-needle time

<sup>1</sup> Average time between patient arrival at the hospital and treatment to restore blood flow (thrombolysis).

<sup>2</sup> Gold Standard defined by the American Stroke Association.

### 03 AMI PROTOCOL MANAGEMENT



**81 min** 81-min door-to-balloon time (angioplasty in patients diagnosed with acute myocardial infarction within 90 minutes).



**90 min** Benchmarking American Heart

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## ADEQUATE BIRTH

The Adequate Birth Project is an initiative of the National Supplementary Health Agency (ANS), Hospital Israelita Albert Einstein, and the Institute for Healthcare Improvement, with support from the Ministry of Health, to identify innovative and viable models of care for labor and birth that value normal birth and reduce the percentage of unnecessary cesarean sections. The Rede Mater Dei's BHMA Hub Units are part of the project, whose main objective is to increase safety in their care processes, focusing on fetal vitality, pain management, anesthetic induction, and monitoring of pregnant and postpartum women. Through this project, we reinforced the culture of care safety, associated the results of an increased normal delivery rate with perinatal outcomes, and implemented Code Pink, a rapid response team in obstetrics. Code Pink was created at Mater Dei Santo Agostinho and is a pioneering initiative for rapid assistance to pregnant women in emergency cases with the risk to their health or that of the fetus, through which a team of obstetricians, anesthesiologists and pediatricians, trained for the service, is activated and travels to the pregnant woman within 5 minutes, from any sector of the Hospital to the Obstetric Ward. The action is important because, in obstetrics, emergency intervention makes a substantial difference for the mother and child binomial. At this time, the hospital structure is essential.

### PERCENTAGE OF NORMAL DELIVERIES AT REDE MATER DEI DE SAÚDE IN 2022:

(Ratio of the percentage between the number of normal deliveries and the total number of deliveries performed)

**39.4%** Normal delivery rate  
**22.9%** Reference (Anahp 2023)

Normal delivery rates reach 55.48% (Rede Mater Dei) when considering only women who have no contraindications.

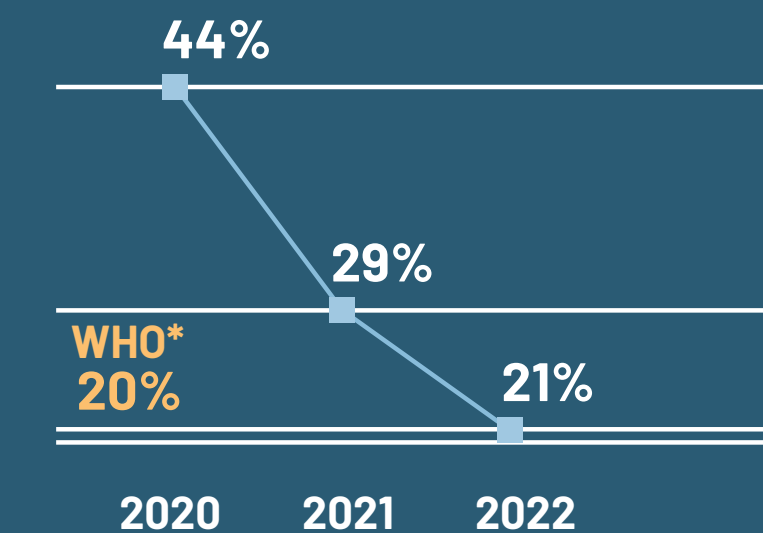
### AVERAGE LENGTH OF POSTPARTUM STAY

**Rede Mater Dei** **\*Anahp 2023**  
**2.3 days** **2.2 days**

\* Reference (National Association of Private Hospitals - Anahp)

Data compiled from Rede Mater Dei - BHMA Hub

### EPISIOTOMY



\*Goal set by the WHO (World Health Organization).  
Data compiled from the RMDBH Hub.

Despite the increase in normal delivery rates, the number of episiotomies has been decreasing over the years.

### BREASTFEEDING RATE

**1st hour of life** **30th day of life**  
**85.7%** **67.7%**

**5th day of life** **1st hour of life**  
**82%** **ENANI\***  
**62.4%**

Reference (National Study of Infant Feeding and Nutrition Enani, 2019)  
Data compiled from Mater Dei Santo Agostinho.



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### MEDICAL RECORDS REVIEW COMMITTEE

As part of its monitoring and performance improvement activities, the Rede Mater Dei's Medical Record Review Committee regularly evaluates the content and completeness of patients' medical records. The committee, consisting of professionals from various specialties, aims to assess compliance with Federal Council of Medicine Resolution 1638/2002 regarding the quality of medical record completion. Meetings are held quarterly to discuss evaluation results and drive record improvements. The patient's medical record's integrity is crucial for care quality, safety, and continuity as the primary communication tool among healthcare providers. For this reason, the Rede Mater Dei de Saúde has implemented processes to monitor adherence to proper patient record completion guidelines.

In 2022, the Medical Record Review Committee audited a total of **5,286** medical records at the BHMA Hub achieving **96%** adherence to established criteria.



### SMART MEDICAL RECORD PROJECT

Recognizing the significance of electronic medical records and their impact on patients and healthcare professionals, Mater Dei initiated the Smart Medical Record Project in 2022. The project aims to enhance the user experience within the electronic medical record system, contribute to the accurate provision of patient care information, offer greater agility and security in accessing care data, and directly influence care staff's quality, safety, and performance improvements.



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## PROGRAMS

One of the methodologies our hospitals employ to guide actions toward quality and safety objectives is the establishment of Programs. These Programs identify needs, outline strategies to address them, involve relevant staff and assign responsibilities, and set goals and objectives. The effectiveness of these Programs is assessed on an annual basis.

### Overall performance of Hospital Units in 2022:

**Mater Dei Santo Agostinho Hospital:**  
**94.60%**

**Mater Dei Betim-Contagem Hospital:**  
**94.78%**

**Mater Dei Contorno Hospital:**  
**94%**

*These programs are currently implemented in the BHMA Hub Units, with plans for implementation in other acquired units in the future.*

Patient Experience

Antimicrobial Management Program ( *Stewardship* )

Management of Patient's Own Medication Use at Rede Mater Dei de Saúde

Health Products Processing

Safety Culture Program

Emergency Management Program at Mater Dei Hospital Betim-Contagem

Medical and Hospital Equipment Management Program

Patient Safety Event Management Program

Laser Management Program

High Alert Medication Management Program

Construction and Renovation Management Program

Risk Management Program

Medication Use Management Program

Clinical Alarm System Management Program

Immunization Program for Professionals

Hazardous Materials and Waste Program

Quality Improvement and Patient Safety Program

Infection Prevention and Control Program

Laboratory Quality and Safety Program

Quality and Imaging Service Program

Worker Health and Safety Program

Mater Dei Betim-Contagem Fire Safety Program

Hospital Infrastructure Systems Program

Information Technology Program

Program for providing a safe environment for patients, families, staff, and visitors

Program for Secure Physical Facility Management

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## SYSTEMIC EMERGENCY SIMULATIONS

Periodically, the Rede Mater Dei conducts Systemic Emergency Simulation Exercises - Code C, with the aim of training hospital professionals to excel in situations involving multiple victims while simultaneously testing the organization's ability to respond promptly to systemic emergencies. This dedicated moment prepares teams for potential occurrences, fostering a vision of prevention and proactivity among members in handling real emergency situations, all while upholding our commitment to safety and the quality of care.

### BETIM-CONTAGEM



### SANTO AGOSTINHO



### SALVADOR



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## SIMULATED AERONAUTICAL EMERGENCY EXERCISE (ESEA)

In August 2022, the Rede Mater Dei de Saúde's Santo Agostinho unit participated, as the sole private hospital in the state of Minas Gerais, in the Simulated Systemic Emergency Exercise, organized by BH Airport, the concessionaire of Belo Horizonte International Airport. The Simulated Aeronautical Emergency Exercise (ESEA) is designed to showcase the capacity to respond promptly to aeronautical emergencies occurring at the airport and its vicinity, to save lives, mitigate material damage, address the consequences of such emergencies, and establish contingency measures to restore normal airport operations.

Doctors, nurses, technicians, receptionists, concierge/security staff, and other professionals were mobilized. The exercise simulated an aircraft crash with 180 people on board, taking place between the municipalities of Lagoa Santa and Vespasiano.

The activities were monitored and assessed by the Quality division, which was responsible for coordinating the simulation in collaboration with the Emergency Department management.

At the conclusion of the exercise, all processes were evaluated within the Rede Mater Dei de Saúde's Systemic Emergency Plan.

### CONFINS AIRPORT SIMULATION EXERCISE



### MATER DEI SANTO AGOSTINHO SIMULATED EXERCISE





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# CERTIFICATIONS AND ACCREDITATIONS

The Rede Mater Dei de Saúde holds accreditations as quality and safety benchmarks. One of the primary advantages of accreditation is the opportunity for the Institution to be benchmarked against the best in the country and, in the case of international accreditations, as is the norm for most of our hospitals, against the global standard. Consequently, the Organization is consistently

driven to make enhancements and strive for excellence. External audits for accreditation and reaccreditation occur every three years, and in the interim, internal and maintenance audits are conducted by external entities. Our culture of prioritizing quality and safety began with the opening of our inaugural hospital in 1980, and throughout this journey, we have been trailblazers in

numerous accreditation and certification processes in the state of Minas Gerais. Presently, 66% of our hospitals hold accreditation. Among these, 70% are accredited by the Joint Commission International (JCI) and 30% follow the Canadian Qmentum methodology. The remaining Units are currently undergoing preparation, with one of these evaluations scheduled for the upcoming year.

## 43 YEARS OF INVESTMENTS IN QUALITY SINCE OUR FOUNDATION



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# PATIENT EXPERIENCE

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The Rede Mater Dei de Saúde was conceived from the vision of its founder, Dr. José Salvador Silva, who dreamed that it would become an “extension” of his medical office, treating patients according to their individual needs, with warmth and dedication and valuing a differentiated, humanized, and personalized service. Thus, caring for the individual in a dedicated and welcoming way has always been one of Mater Dei’s pillars; that is, it is in its corporate DNA. The Patient Experience has always been a priority for the organization, even when it was not yet formally addressed by that name. Since the opening of the first hospital, the process of listening to patients was already carried out through satisfaction surveys and interviews.

To ensure our patients have the best experience in every aspect, we prioritize listening, understanding, and identifying their needs and preferences. All Mater Dei units practice and maintain a truly patient-centered culture. After all, a well-structured, robust Patient Experience management deeply grounded in patient-centeredness with the support of modern technologies produces not only positive but also consistent and lasting results.

Patient surveys are conducted regularly. The NPS Survey measures loyalty and satisfaction levels, and the Experience Survey measures each stage of the journey in a more objective way. In addition, we carry out Dr. Salvador’s Visits, which consist of an approach to inpatients with a short script of questions, aiming to remedy possible dissatisfactions during their hospitalization.

## IMPROVEMENT GROUP – INPATIENT UNITS

In March 2022, at the initiative of the Network President, an inpatient NPS improvement group was created, with the participation of nursing, patient experience, and people and management leaders, with regular reports to senior management.

An initial diagnosis was conducted, followed by the establishment of short and medium-term actions involving several areas of the organization. Since its formation in March 2022, the group held six meetings until the end of the year, developing around 40 actions recorded and monitored through our management system. The inpatient unit improvement group is currently active at Mater Dei Santo Agostinho Hospital, Mater Dei Contorno Hospital, and Mater Dei Betim-Contagem Hospital.



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### TAPO GOLD AND CUIDADO PRESENTE PROJECTS – MATER DEI PORTO DIAS HOSPITAL

Rede Mater Dei Hospitals believe that care, empathy, and human warmth aid in the treatment of long-term patients. Through the Tapo Gold and Cuidado Presente Projects, Mater Dei Porto Dias Hospital has developed innovative actions aimed at providing a better experience during the hospitalization of orthopedic patients who need an extended period of recovery. A multidisciplinary team conducts activities to enhance treatment adherence and the psychosocial well-being of patients and their families.

Activities include facility tours, including a passage through the Ivan Dias walkway, offering a panoramic view of Av. Almirante Barroso and João Paulo II, and the opportunity to enjoy a musical circuit with solo piano performances for relaxation. Every measure necessary for achieving satisfactory healthcare results is conceived, designed, and realized through the dedicated and compassionate efforts of its medical team.



Patients attended to at Mater Dei Porto Dias:  
**192**

Period:  
**January – December 2022**

## PATIENT EXPERIENCE SURVEY

Beyond the concept of customer satisfaction, we aim to implement an experience survey that gathers comparable and objective data regarding each stage of the journey within our Units. To create this experience assessment, we drew inspiration from the American survey called Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS), established in 2006.

The Patient Experience Survey is conducted biannually and comprises nine questions, enabling post-discharge patients to evaluate every interaction they have had with the Institution. Medical students carry out the survey over the phone, allowing these future doctors to practice active listening and comprehend the significance of value from the patient's perspective.

The survey results are monitored through indicators, subjected to critical analysis, and serve as a basis for devising action plans documented in the network's management system.



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## DR. SALVADOR'S VISITS

Dr. Salvador's Visits emerged from the practice of hospital visits to patients by the founder of the Rede Mater Dei since the opening of the first Unit in 1980. Whenever a patient expressed dissatisfaction, the relevant department was promptly engaged to address the concern, always striving to enhance the patient's well-being.

Over the years, this survey has been conducted across all network units. The primary objective is to comprehend and promptly address the demands of hospitalized patients with resolution, agility, and efficiency – an imperative responsibility. These visits are an integral part of care leaders' routine, entailing active listening and providing a platform for patients to actively participate in their care, a concept termed "patient experience co-creation."

These visits entail a relationship-building approach, where leaders make

themselves accessible to patients who feel welcomed, recognizing that they are genuinely at the forefront of our attention. Employees engaged in these visits focus on the individual, recognizing that each patient is unique and deserves respect tailored to their distinct needs. The outcomes of these visits are collated to develop enhancement plans involving all care-related sectors. The guiding principles include immediate intervention in processes flagged by clients with negative feedback, implementation of feasible value-adding suggestions, and utilization of collected visit data to drive improvement initiatives.

Units with established processes that conduct these visits include Mater Dei Santo Agostinho Hospital, Mater Dei Contorno Hospital, Mater Dei Betim-Contagem Hospital, Mater Dei Salvador Hospital, Mater Dei Santa Genoveva Hospital, Mater Dei EMEC Hospital, and Mater Dei Premium Goiânia Hospital.

## NPS SURVEY

Utilizing the Net Promoter Score (NPS) methodology, we conduct a survey among patients to gauge their likelihood of recommending the service offered by our Units, assigning scores ranging from 0 to 10, along with comments. A variety of communication channels are employed for triggering, including SMS, email, WhatsApp, and QR Codes in select areas, where engaging with customers demands a prompt resolution of their concerns.

All areas and units are equipped with indicators associated with their NPS outcomes and are tasked with conducting comprehensive analyses and devising action plans aimed at enhancements. Weekly "NPS Meetings" are held, involving managers from areas that have yet to achieve their set goals in the preceding week. These meetings entail the presentation of ongoing or planned action plans to propel them toward attaining their defined objectives. Additionally, a monthly session is conducted with the heads of Customer Service (SAC) from each Unit in collaboration with the Superintendence.

The Track tool, responsible for automating the entire survey process, along with results collection and dashboard generation, has been completely implemented across all



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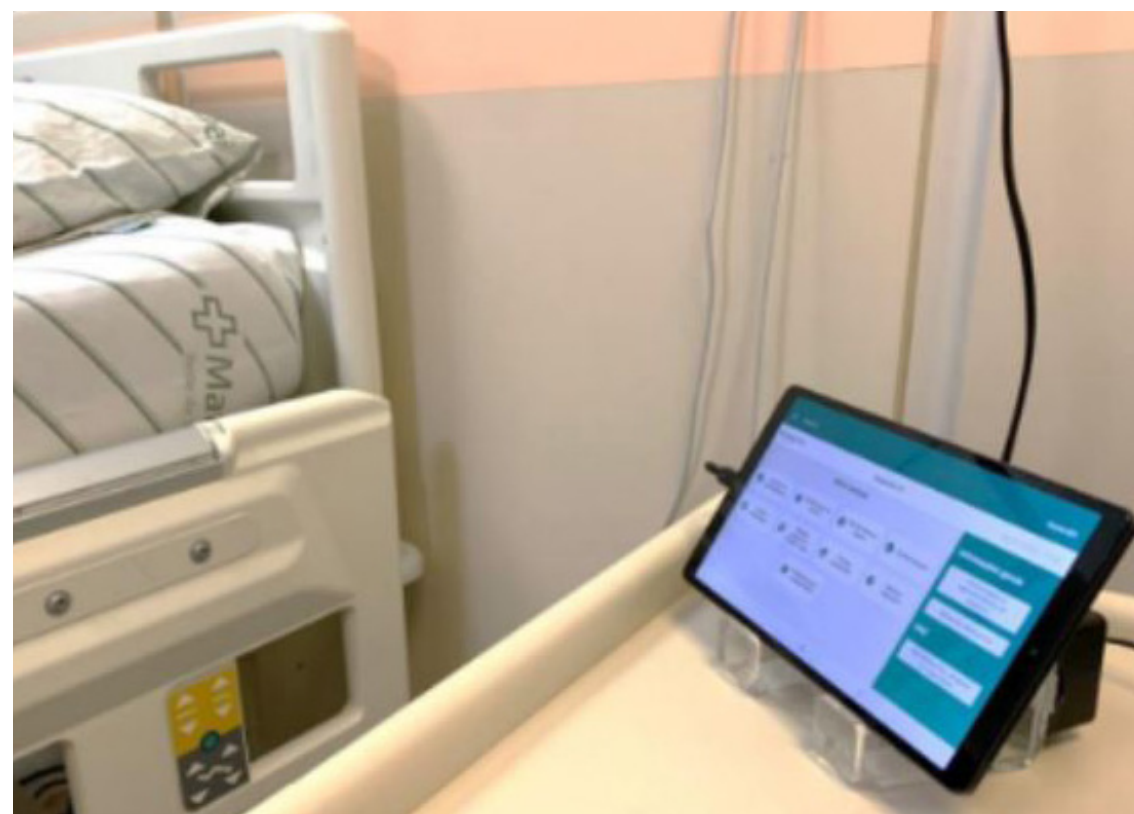
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### BEDSIDE HOSPITALITY PROJECT

Based on the findings from the Patient Experience Survey conducted at the Santo Agostinho Unit, one of the critical issues identified was the time that nursing staff dedicated to fulfilling clients' requests related to hospitality and support services, such as maintenance, linen, and nutrition. Addressing these requests often resulted in delays in the care routine or prolonged resolution times. To address this challenge, the Patient Experience team, in collaboration with the Innovation department, explored the market for a solution to automate hospitality processes. In 2022, a trial phase

was initiated involving the deployment of 57 tablets at the bedside. These tablets allow hospitalized patients to directly communicate their requests to the support departments, bypassing the need for nursing staff intermediation. This innovation not only enhances efficiency and convenience but also empowers patients to actively engage in their own care. The device also provides the capability to access pending tests and ongoing prescriptions and even signal instances of pain when necessary. The tool underwent testing towards the end of the year at the Santo Agostinho and Contorno Units. After evaluating the outcomes and securing approval from the Board, implementation for 2023 was greenlit.



#### SURVEY HIGHLIGHTS

**~2,700**  
tablet-initiated calls

**96%**  
Overall Mater Dei Patient Satisfaction Index

**~51%**  
Decrease in average patient care duration

**~140**  
Experience surveys responded to via tablet

**+263**  
Nursing hours saved across two floors

**+60**  
SAC/Ombudsman Reports



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## COMMUNICATION CHANNELS

Clients and family members across all Rede Mater Dei de Saúde units have access to a range of communication channels, including Contact Us, email, phone numbers, face-to-face support by Customer Service (SAC) division, social media, and the My Mater Dei platform. This array of communication channels is essential to address needs when necessary, whether during their hospital stay or after discharge. The feedback received is documented and managed by our leaders, and clients are provided with updates on the resolution of issues, with defined timelines and monitoring indicators. Similarly, compliments are relayed to departments and staff members as a means of acknowledgment and motivation.



### HIGHLIGHTS 2022

**26,650**  
compliments

## SOCIAL MEDIA

In addition to interactions during medical care, there exists the potential to enhance customer engagement with their own healthcare and offer new services while improving existing ones through value co-creation. Social media can serve as significant channels in this interactive process. They contribute to transforming users into value co-creators through a collaborative and dialogic approach. This engagement facilitates the enhancement of service delivery, and this relationship needs to be managed from a holistic perspective, focusing on enhancing the patient experience.

At Rede Mater Dei de Saúde, social media platforms such as LinkedIn, YouTube, Facebook, Instagram, and Twitter are utilized to cultivate customer relationships by providing content that fosters engagement, involvement, and commitment, thereby contributing to patient empowerment.

Through social media, we receive numerous messages daily regarding services, appointment requests, compliments to professionals, and feedback about our facilities. These are also platforms where our customers can voice their complaints, allowing us to address them through collaboration across all our hospitals.

Thanks to the immediacy offered by this communication

channel, we can engage with patients almost instantly, responding to their queries or resolving issues promptly. These interactions are gauged using a monthly indicator that measures responses to social media complaints within two hours. This time frame is established to ensure a timely assessment of the situation and the swift resolution of the customer's concern. The response and engagement are carried out by managers from the relevant departments in response to the directed comments.

### IN 2022, THERE WERE:

Approximately  
**490,000**

customer interactions.

Our posts reached more  
than

**6,300,000**  
people.



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# PEOPLE MANAGEMENT

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What sets Rede Mater Dei apart in healthcare for our patients and their families, in addition to investing in infrastructure, processes, and technology, is primarily our commitment to investing in individuals who create a meaningful impact and fostering the growth of our employees and clinical staff members. This ensures that they consistently Do Things Safely and Properly. Our approach to people management also encompasses fostering an inclusive and diverse environment while continually reinforcing our organizational culture.

For our clients, who entrust their well-being to the Rede Mater Dei, we deliver exceptional, tailored, and compassionate care through highly skilled teams. These teams offer top-tier services and prioritize patient safety to guarantee excellence in healthcare.

## EMPLOYEE PROFILE

### NUMBER OF EMPLOYEES BY SELF-IDENTIFIED GENDER

	Employees	
<b>Female</b>	6,562	<b>76.5%</b>
<b>Male</b>	2,019	<b>23.5%</b>
<b>TOTAL</b>	8,581	

### NUMBER OF EMPLOYEES BY SELF-IDENTIFIED GENDER, BY POSITION

	Female	Male
<b>Leadership</b>	313 <b>(3.6%)</b>	115 <b>(1.3%)</b>
<b>Non-Leadership</b>	6,249 <b>(72.8%)</b>	1,904 <b>(22.2%)</b>
	6,562	2,019

### NUMBER OF EMPLOYEES BY SELF-IDENTIFIED GENDER AND POSITION

<b>Women in leadership positions</b>	313	<b>73.1%</b>
<b>Men in leadership positions</b>	115	<b>26.9%</b>
<b>TOTAL</b>	428	

\*Considering Leadership from the supervisory level upwards



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**NUMBER OF EMPLOYEES BY SELF-IDENTIFIED ETHNICITY/RACE, BY POSITION**

	Asian	White (Caucasian)	Black	Mixed	Indigenous	Other	No answer
<b>Leadership</b>	16	143	44	120	1	1	103
<b>Non-Leadership</b>	127	1,099	819	2,169	15	31	3,893
	143	1,242	863	2,289	16	32	3,996

**NUMBER OF EMPLOYEES BY POSITION AND GEOGRAPHIC LOCATION, BY POSITION**

	North	Northeast	Central West	Southeast
<b>Leadership</b>	64	49	20	295
<b>Non-Leadership</b>	1,825	1,052	289	4,987
	1,889	1,101	309	5,282
	<b>22%</b>	<b>12.8%</b>	<b>3.6%</b>	<b>61.6%</b>

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**NUMBER OF EMPLOYEES BY POSITION AND AGE GROUP, BY POSITION**

	30 years old or younger	30 to 50 years old	50 years old or older
<b>Leadership</b>	47	320	61
<b>Non-Leadership</b>	2,517	4,886	750
	2,564	5,206	811
	<b>29.9%</b>	<b>60.7%</b>	<b>9.4%</b>

**NUMBER OF EMPLOYEES BY GEOGRAPHIC LOCATION SELF-IDENTIFIED GENDER**

	Female	Male
<b>North</b>	1,343	546
<b>Northeast</b>	806	295
<b>Central West</b>	236	73
<b>Southeast</b>	4,177	1,105
	6,562	2,019
	<b>76.5%</b>	<b>23.5%</b>

**NUMBER OF THIRD-PARTY CONTRACTORS**

Total and by groups, based on activity performed and geographic location

Third-party contractors by activity		
<b>Administrative Staff</b>	113	<b>39.6%</b>
<b>Operational Team</b>	172	<b>60.4%</b>
<b>TOTAL</b>	285	

Third-party contractors by geographic location		
<b>North</b>	149	<b>52.3%</b>
<b>Northeast</b>	35	<b>12.3%</b>
<b>Central West</b>	19	<b>6.7%</b>
<b>Southeast</b>	82	<b>28.7%</b>
<b>TOTAL</b>	285	

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**NUMBER OF EMPLOYEES BY GEOGRAPHIC LOCATION SELF-IDENTIFIED ETHNICITY/RACE**

	Asian	White (Caucasian)	Black	Mixed	Indigenous	Other	No answer
<b>North</b>	25	213	181	799	4	12	655
<b>Northeast</b>	11	82	177	236	1	1	593
<b>Central West</b>	11	53	19	88	0	1	137
<b>Southeast</b>	96	894	486	1,166	11	18	2,611
	143	1,242	863	2,289	16	32	3,996

**NUMBER OF EMPLOYEES BY GEOGRAPHIC LOCATION AND AGE GROUP**

	30 years old or younger	30 to 50 years old	50 years old or older
<b>North</b>	454	1,220	215
<b>Northeast</b>	276	764	61
<b>Central West</b>	99	196	14
<b>Southeast</b>	1,735	3,026	521
	2,564	5,206	811
	<b>29.9%</b>	<b>60.7%</b>	<b>9.4%</b>

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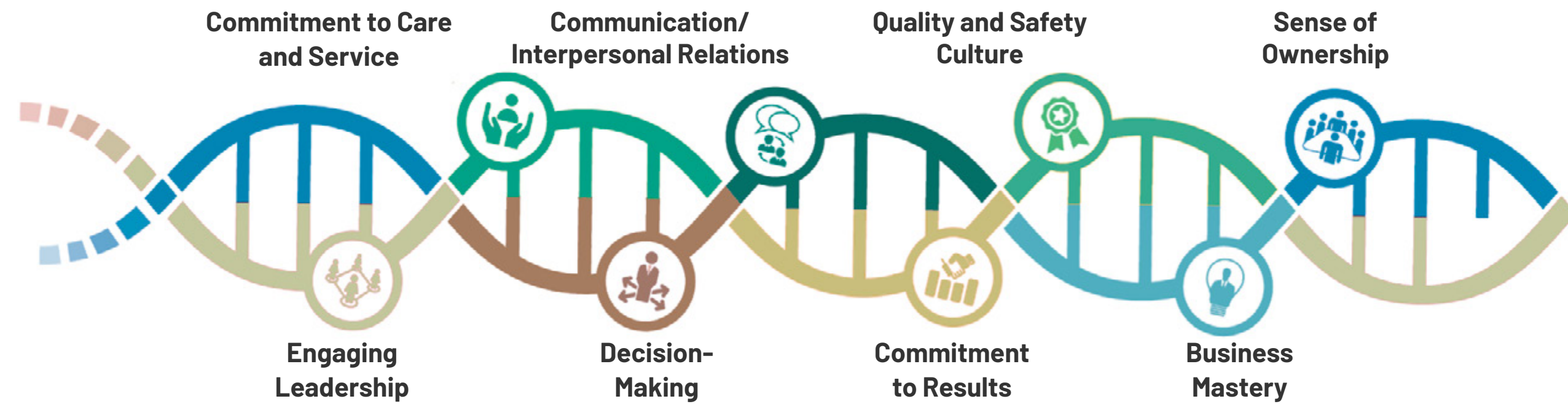
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## RECRUITMENT AND SELECTION

The process of recruiting, assessing, and selecting professionals for the Rede Mater Dei de Saúde's workforce is built upon the organization's Core Competencies model. This model centers on the expected behaviors for each hierarchical level, aligned with the strategic direction, management approach, mission, and values.



### ATTRACTION AND RETENTION – INTERNAL AND EXTERNAL PROCESSES

To enhance the process of attracting and retaining talent while also offering visibility to job opportunities for new hires, promotions, and internal transitions, the Rede Mater Dei employs an electronic Talent Bank accessible to both internal and external audiences. External candidates can explore open positions by visiting the institutional website [www.materdei.com.br](http://www.materdei.com.br) and applying for relevant positions. Conversely, Mater Dei employees can access internal recruitment opportunities through the corporate Intranet under the linked section "HR and You – Opportunities."

### PROBATION PERIOD ASSESSMENT AND COMPETENCY EVALUATION – ANNUAL CYCLE

Members of the Rede Mater Dei de Saúde workforce undergo assessment based on the Organization's Core Competencies within 90 days of commencing their work and annually as part of the Competence Assessment Cycle. This systematic process aims to gather and encourage reliable information for continuous monitoring and employee development.

The Annual Competence Assessment process embraces the 180-degree Model, encompassing Self-Assessment, Superior Assessment, and Consensual Assessment. This approach yields several benefits, including:

- Enhanced and enriched dialogue;
- Commitment to self-improvement;

- Promotion of ongoing feedback;
- Reinforcement of appraisal and alignment.

The Diário de Bordo ("Logbook") tool is available to managers, facilitating the organized documentation of guidelines, compliments, follow-ups, warnings, suspensions, and other incidents useful for feedback. Presently, this tool is utilized in the BHMA Hub Units and Mater Dei Salvador Hospital. In the Uberlândia Units and Mater Dei Porto Dias Hospital, annual evaluations are conducted using alternative control tools that encompass organizational competencies. At Mater Dei EMEC and Mater Dei Premium Hospitals, an organized performance evaluation process is currently being implemented.



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### YOUNG APPRENTICE PROGRAM

In accordance with Law No. 10,097/2000 and Decree No. 9,579/2018, the Young Apprentice Program aims to advance social and professional development for young individuals. Collaborating with training institutions such as ASSPROM, IEL, CIEE, and ICASU, we establish opportunities for personal and professional growth among these adolescents, fostering civic consciousness and active citizenship. In 2022, Mater Dei engaged over 400 young apprentices across its Units.

### OUTSTANDING INTERN PROGRAM

The Outstanding Intern Program draws in talented individuals by offering technical and higher education students the chance to deepen their understanding through hands-on experience in their respective fields. The Rede Mater Dei de Saúde invests in interns across care, administrative, and support domains. Since its inception in 2011, the program seeks to generate knowledge and facilitate the development of future network employees. Over six thousand interns have contributed to Mater Dei's activities, with many subsequently taking on key positions within the organization. Each year, Mater Dei acknowledges outstanding interns with an award, recognizing their performance demonstrated through a competence assessment.

## REMUNERATION AND BENEFITS

The Rede Mater Dei de Saúde maintains a competitive remuneration policy that aligns with prevailing market practices. Employees engaged under the CLT regime receive, in addition to the base salary, supplementary benefits, some of which are extended to their dependents.

Available benefits include:

REDE MATER DEI DE SAÚDE BENEFITS	SANTO AGOSTINHO	CONTORNO	BETIM-CONTAGEM	SALVADOR	SANTA CLARA	SANTA GENOVEVA	PREMIUM	PORTO DIAS	EMEC
Dental Insurance					X	X	X		
Medical Insurance	X	X	X	X	X	X	X	X	X
Pharmacy Agreement/ Partnership	X	X	X			X	X		X
Gympass						X			
Life Insurance					X	X			X
Scholarships	X	X	X	X	X	X			
Food Vouchers	X	X	X	X	X	X	X	X	X
Profit Sharing (PLR)	X	X	X						
Executive Reward Program (PPE)	X	X	X	X	X	X	X	X	X
Holiday Resort	X	X	X						
Partnership with Recreational Club					X	X			

### COLLECTIVE AGREEMENTS

The relationship between the Rede Mater Dei de Saúde and labor unions is built upon partnership, respect, and transparency. The aim is to align guidelines and clauses that pertain to its employees. Nationwide, all employees benefit from collective bargaining agreements that ensure rights beyond those mandated by labor legislation.

### JOB AND SALARY PROGRAM

The Rede Mater Dei de Saúde invests in a comprehensive Job and Salary Program to establish rules and procedures for managing positions, salaries, and personnel advancement within the organization. This initiative creates conditions for attracting and retaining professionals while maintaining an internally balanced and equitable salary structure. To support the People and Management department, Rede Mater Dei de Saúde enlisted the expertise of a specialized consultancy to develop the initial job and salary plan.

All Units are overseen by the corporate remuneration division, which conducts remuneration studies. The Job Description serves as the foundation for roles, work guidance, and evaluating how professionals fulfill their job responsibilities. Mater Dei Porto Dias Hospital employs a distinct job description model that incorporates suggestions from JCI. The remaining hospitals adhere to the standard Rede Mater Dei model.



### SCHOLARSHIPS

Since 2016, the Rede Mater Dei has maintained a Scholarship Program aimed at providing continuous development opportunities for employees. This initiative promotes and stimulates knowledge and learning essential for skill enhancement through the awarding of scholarships. Our scholarship policy covers up to 50% of the monthly fees and encompasses undergraduate, graduate, Executive MBA, training, and language courses.

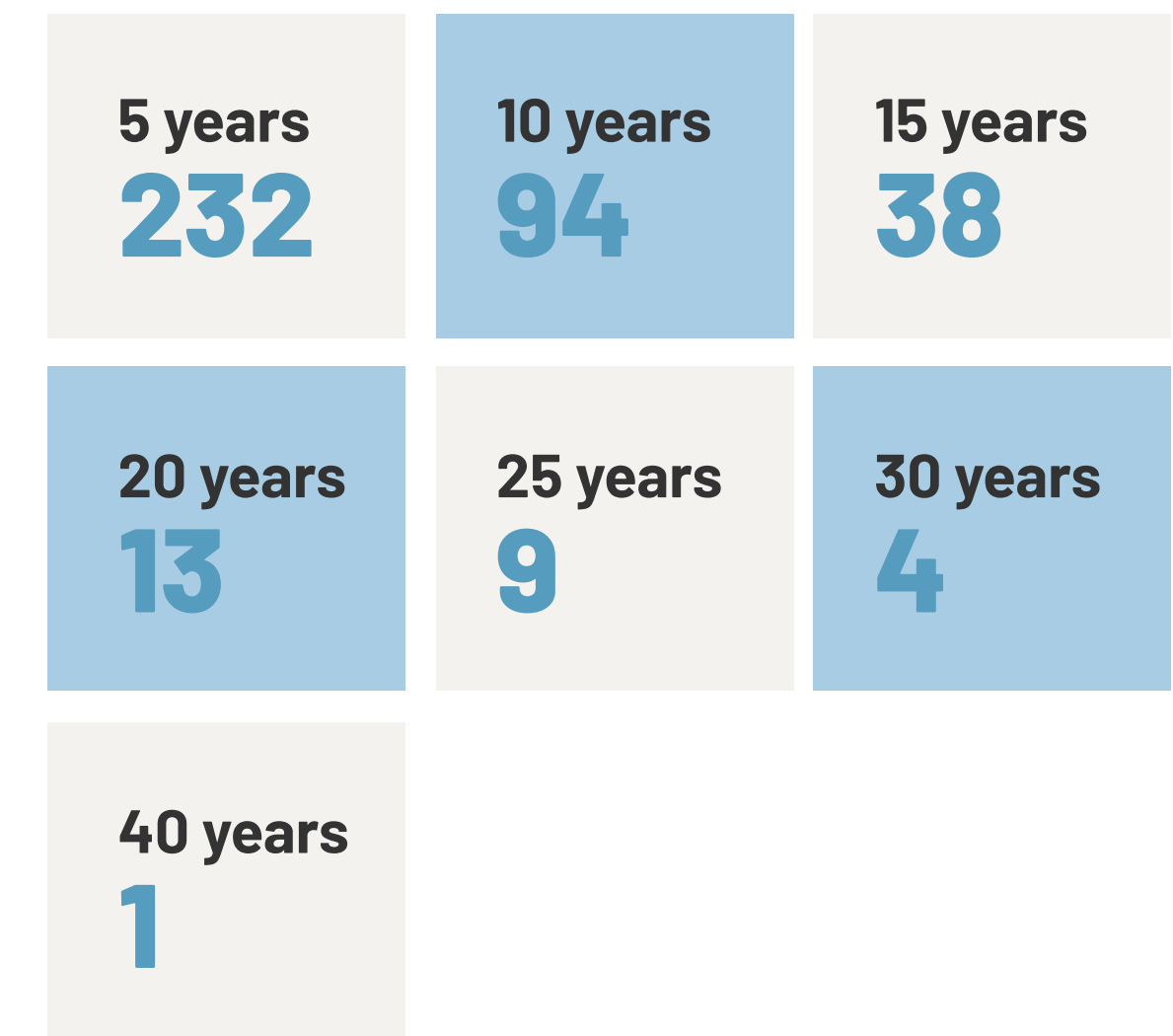
In 2022,  
**53** scholarships were granted, totaling an investment of  
**R\$ 204,142.20.**

### LONG SERVICE RECOGNITION AWARD

For years, the Rede Mater Dei de Saúde has upheld the tradition of honoring its employees for their years of continuous service. Recognizing these employees who are fundamental to the organization's growth highlights the significance of their dedicated work. Annually, during year-end celebrations, these employees receive a formal expression of gratitude from the top management.

Recipients honored for length of service in 2022:

**391**



Data compiled from all hospitals within the network.

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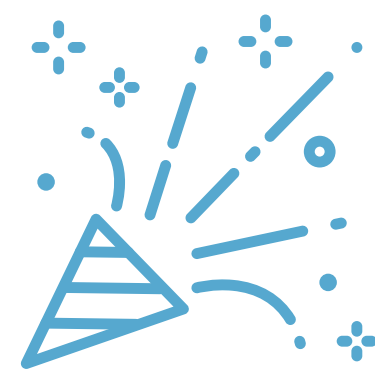
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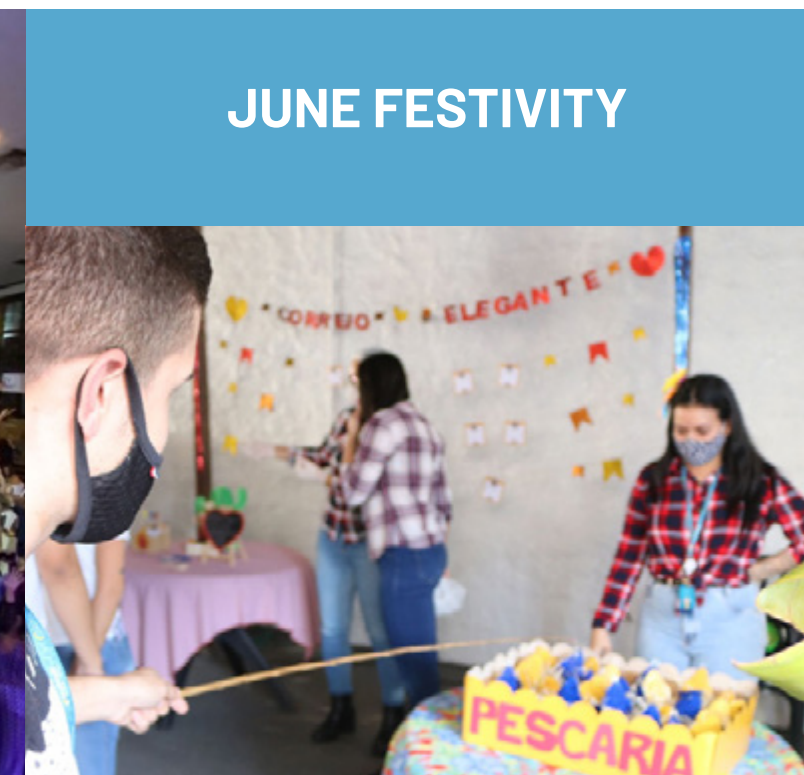
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## INSTITUTIONAL EVENTS

The Rede Mater Dei de Saúde places a premium on valuing and acknowledging its professionals through events of gratitude and recognition. It highly emphasizes teamwork and performance, which are vital elements for fostering a wholesome environment and continuous advancement.



YEAR END PARTY



JUNE FESTIVITY



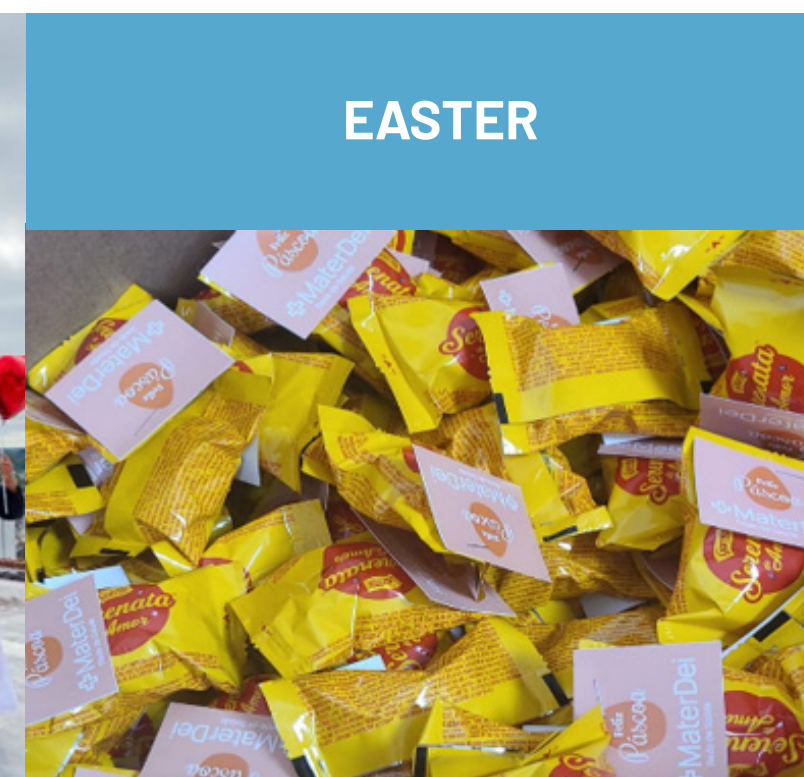
CHRISTMAS CELEBRATIONS



CHILDREN'S DAY



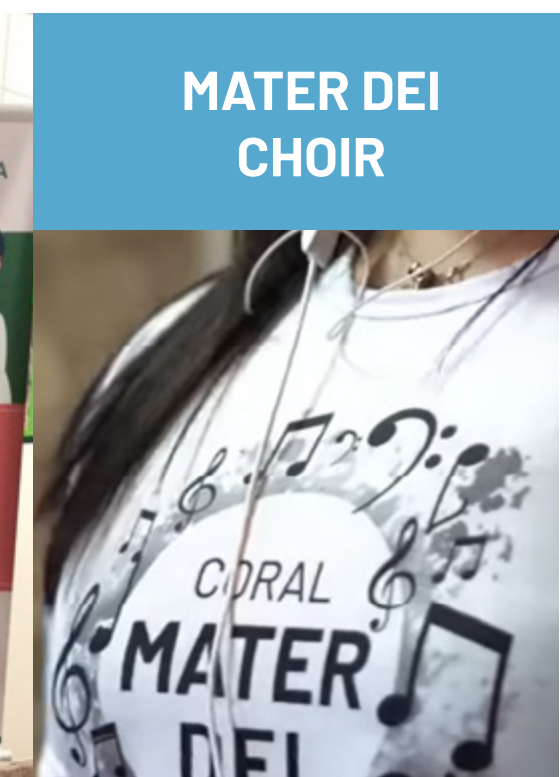
WOMEN'S DAY



EASTER



NURSING WEEK



MATER DEI CHOIR



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## YEAR END PARTY

Every December, the Rede Mater Dei de Saúde hosts an online ceremony involving all hospitals. This event celebrates the year's accomplishments alongside employees, clinical staff, and their families. The occasion serves as a tribute and recognition for numerous professionals who have excelled throughout the year:

**Employees recognized for their length of service**

**Employees who retired within the year**

**Employees most commended by external customers**

**Outstanding Administrative Staff**

**Outstanding Interns**

**Awards for Creative Suggestions**

During this time of celebration, gratitude, and employee recognition, the event features a splendid performance by the Institutional Choir, composed of employees from all our hospitals. Additionally, employees receive a Christmas basket containing items for their festive meal.



**Number of choir members:**

**BHMA Hub**

**27 members**

**Mater Dei Porto Dias Hospital**

**16 members**

**Mater Dei Salvador Hospital**

**14 members**

**Mater Dei**

**Premium Goiânia Hospital**

**6 members**

**Mater Dei EMEC Hospital**

**31 members**

**Central Brazil Hub**

**29 members**

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NPS Corporate Health above **85%**

No. of attendances Corporate Health **20,365**

Occupational examinations: **8,871** examinations conducted

**99%** Medical Occupation

**80%** PHC Team Effectiveness

**88%** Employee Customer Satisfaction

*\* Results pertain to BHMA Hub and Mater Dei Salvador Units.*

## CORPORATE HEALTH

With the well-being of its employees in mind, the Rede Mater Dei de Saúde introduced a Corporate Health Program in 2019 dedicated to integrated and continuous healthcare for employees and their dependents. Aiming to enhance employee health care, Rede Mater Dei has developed an innovative, comprehensive care model that extends effective health actions both within the workplace and in their personal lives. The model emphasizes primary care, with family doctors serving as the cornerstone of care, along with occupational health. Within the dedicated and well-equipped space for adult and pediatric medical consultations, family health teams – comprised of doctors, nurses, and nursing technicians – provide all the necessary guidance to employees and refer them to specialists when necessary. The objective is to promote comprehensive

care, closely monitor employees' health, and act preventively. Hospital care for employees and their families is available within the Rede Mater Dei units themselves.

We believe that engaging and empowering employees in their healthcare will promote wellness and disease prevention. All this is in line with the Rede Mater Dei de Saúde's standard of excellence and humanization. Under the scope of the Corporate Health Program, daily monitoring of sick leave, mandatory occupational examinations, as well as prenatal, childcare, women's health, and mental health care services are provided. Currently, the BHMA Hub and Mater Dei Salvador Units are covered by the program. The initiative to expand this benefit to employees in other Units is currently underway.

### COMPLETION OF PERIODIC EXAMINATIONS 2022

Periodic examinations are a legal requirement aimed at promoting well-being and health in the workplace. At the Rede Mater Dei de Saúde, the Occupational Health Medical Control Program (PCMSO) is conducted under the coordination of the Occupational Physician, while the SESMT department comprehensively monitors the health of our employees. Periodic occupational examinations are conducted regularly to assess work capacity and identify potential health issues.

**5,745** periodic examinations conducted

*\* Results pertain to all network Units, considering, in some cases, results from the date of acquisition.*

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# TRAINING AND DEVELOPMENT

## CORPORATE EDUCATION

Our infrastructure for conducting training initiatives includes auditoriums, training/meeting rooms, and a realistic simulation laboratory equipped with multimedia resources, all providing a comfortable space for our employees. The professional development approach at Rede Mater Dei is centered on equipping individuals with the skills and knowledge necessary to meet organizational objectives. To achieve this, a process has been established, encompassing various activities focused on training, development, and continuous education of employees, with an emphasis on enhancing professional and personal performance based on ethics, respect, and a commitment to Doing Things Safely and Properly across various dimensions. Throughout 2022, multiple training sessions were conducted across our Units, with a specific focus on the assistance, administrative, and support domains.

In 2022, the average duration of man-hour training was **29 hours, 50 minutes and 15 seconds**, whereas across the Rede Mater Dei, the cumulative total of training hours reached **289,734**



## EMPLOYEE INTEGRATION PROGRAM (PIC)

The Rede Mater Dei de Saúde recognizes that welcoming a new employee is a collective responsibility, which is why the Employee Integration Program (PIC) is designed as a multidisciplinary initiative. This means it involves core business areas and occurs weekly across all our Units. Participation in the PIC is mandatory for every new employee joining the Rede Mater Dei workforce. This training initiative aims to assimilate them into the company culture by comprehending the mission, vision, values, standards, and procedures. It contributes to their understanding of the environment and provides clarity regarding their responsibilities.



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## LIDERA MATER DEI

The Leadership Development Program (PDL) has recently undergone restructuring and is now called Lidera Mater Dei. With the goal of fostering essential leadership competencies aligned with organizational purposes and objectives, Lidera encourages leaders to cultivate People Management skills. This empowers them to build better-quality relationships, resulting in enhanced process performance and outcomes. The program addresses contemporary topics related to People Management, Leadership, and Self-Awareness, equipping leaders with the tools and resources to effectively manage their teams.

### LIDERA MATER DEI IS STRUCTURED INTO THREE MODULES:

**Training:** Tailored for each hospital based on a diagnosis (involving strategic leaders' focus group analysis of exit interviews, GPTW climate surveys, and internal customer satisfaction assessment system).

**Workload:**  
**16 hours**

**Development:** Tailored to each hospital, focusing on organizational competencies and institutional diagnosis.

**Workload:**  
**16 hours**

**Strengthening:** Conducted by external firms.

**Workload:**  
**16 hours**



Over  
**100 hours**  
of training  
in 2022

**332**  
leaders were trained  
in 2022 under the  
Lidera Program

**98%**  
of participating  
leaders rated the  
program as relevant  
to their professional  
development

## ORGANIZATIONAL COMPETENCIES

We acknowledge that competencies are inherent to the Rede Mater Dei's corporate DNA and, thus, have been defined in alignment with our Business, Vision, Mission, and Values. Understanding these competencies enables the identification of training needs and fosters commitment to development. The organizational competencies of the Rede Mater Dei encompass:

**Commitment to Care and Service**

**Communication/Interpersonal Relations**

**Quality and Safety Culture**

**Sense of Ownership**

**Engaging Leadership**

**Decision-Making**

**Commitment to Results**

**Business Mastery**

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## MATER DEI EDUCA

The Mater Dei Educa Platform is designed to offer access to institutional, technical, and behavioral content necessary for skill development via an online platform. Currently, all employees and clinical staff members of the BHMA Hub Units and Mater Dei Salvador Hospital have access to courses through this platform, with more than 200,000 accesses recorded since its implementation. Mater Dei Porto Dias and Mater Dei Santa Clara Hospitals utilize the Medportal platform. As for the units acquired in 2022, they do not yet possess access to online training platforms. However, a project for unification and expansion by the end of 2023 is currently in progress.



## SECTOR-SPECIFIC TECHNICAL AND/OR BEHAVIORAL TRAINING

Geared towards all Rede Mater Dei employees, these initiatives have the objective of identifying training subjects that emphasize the development of technical skills (knowledge and expertise) and/or behavioral skills (attitudes), taking into account the specific needs of each team within their respective sectors.

## NURSING ONBOARDING COURSE

The Nursing Onboarding Course serves as an orientation program for new nursing staff entering roles involving patient care. It includes nurses, nursing students, nursing technicians, nursing interns, and scholarship holders. The course primarily focuses on introducing and aligning participants with the main care processes within the organization. This ensures a consistent performance aligned with the mission, available resources, and patient safety requirements.

**Total Number of Classes Conducted in 2022:**

**42**

**Total number of hours:**

**252**

**Total number of participants:**

**934**

*\*Results pertain to the BHMA Hub Units.*

## MONTHLY NURSING COURSE

Comprising a series of technical and/or behavioral courses, this program is specifically designed for nursing professionals in care-related areas. Course planning is based on a needs assessment drawn from multiple sources, such as Strategic Planning Guidelines, results from quality and safety measurement activities (Non-Conformity Records – RNCs, Notification of Assistance Events – NEA), sectoral and collective indicators, facility management program monitoring data, skills assessments, process improvement and change, the introduction of new technologies and medical equipment, new protocols or clinical procedures, and adherence to legislation and standards. Guided by these needs, the Corporate Education department formulates the annual content schedule and releases a monthly calendar containing dates and times for attendance areas to nominate employees. Courses can be conducted in person or online employing various teaching methods, including skill training, realistic or on-site simulations, dynamic activities, flipped classrooms, and more.



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## NURSE DEVELOPMENT PROGRAM

This program is tailored for nurses actively engaged in direct patient care. Its purpose is to enhance both the technical and behavioral proficiencies of professionals through skill training, simulations, and group dynamics tied to key care protocols and nurses' routine activities.



**8** sessions held from October to December 2022

**60 hours** of training

**119** Participating nurses from ICU, NICU, ICU/UTIN, PSO

*\*Results pertain to the BHMA Hub Units.*

## GRADUATE PROGRAM IN HOSPITAL NURSING



Created in collaboration with the Ânima Group, facilitated by the Faculdade Uni-BH, the Graduate Program in Hospital Nursing enhances the scientific foundation built upon practical care experiences within the field, broadening opportunities within the job market.

The program welcomes the general public and caters to nurses aspiring to specialize in hospital nursing. The selection procedure occurs biannually via public announcements, and successful candidates engage with the Institution for a span of 13 months. Throughout this duration, participants undertake specific practical tasks relevant to their field of expertise. These tasks are carried out under the supervision of the area's nurse manager and overseen by the Corporate Education sector. Numerous nursing leaders within the Rede Mater Dei have undergone training via this initiative, bolstering the attraction and retention of skilled professionals for the network.

Specialization Course in Nursing	Trained Nurses	Hired Nurses	Nurses Currently in Training – 22/23
	26	10	21

*\*Results pertain to the BHMA Hub Units.*



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### REALISTIC SIMULATION LABORATORY

The Realistic Simulation Laboratory offers practical training that concentrates on enhancing technical and behavioral competencies. The laboratory encompasses a realistic simulation chamber complete with components and mannequins, a pre-briefing room, and a control room. Simulations and training sessions can be conducted within the laboratory itself or by configuring scenarios within auditoriums or care departments. This approach permits in situ simulations within employees' actual workplaces, fostering a more authentic learning atmosphere and enhancing collaboration among diverse professionals.

Realistic Simulation Room – Mater Dei Santa Clara Hospital



Realistic Simulation Room – Mater Dei Santo Agostinho Hospital



Regular technical assistance training is consistently offered by the Corporate Education department to our care and clinical staff in accordance with the department's schedule. This underscores Rede Mater Dei's dedication to the ongoing growth of our teams to ensure the excellence of our services. Below are some examples:

#### LEVEL 1 RESUSCITATION

Advanced Life Support (ALS)  
Activation + Primary and secondary care in CPR.

#### LEVEL 2 RESUSCITATION

Basic Life Support (BLS) for healthcare professionals  
Activation + Primary care for cardiac arrest.

#### LEVEL 3 RESUSCITATION

Basic Life Support (BLS) for laypeople  
Activation + Cardiac compressions.

#### LEVEL 4 RESUSCITATION

Activation of the Azu Code.

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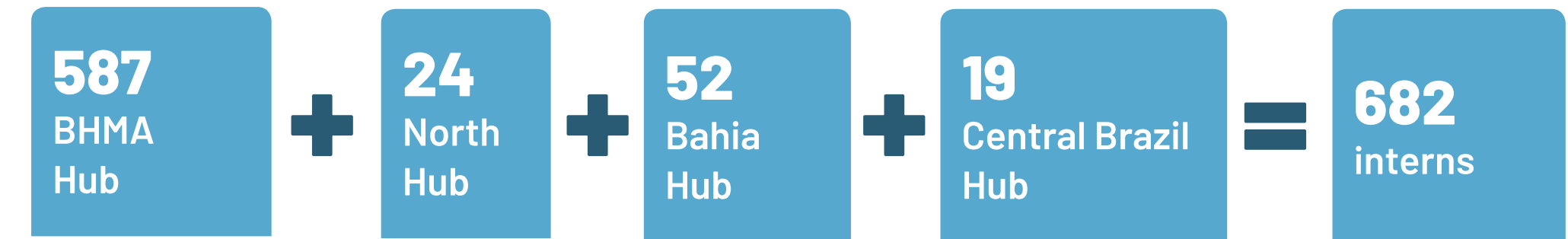
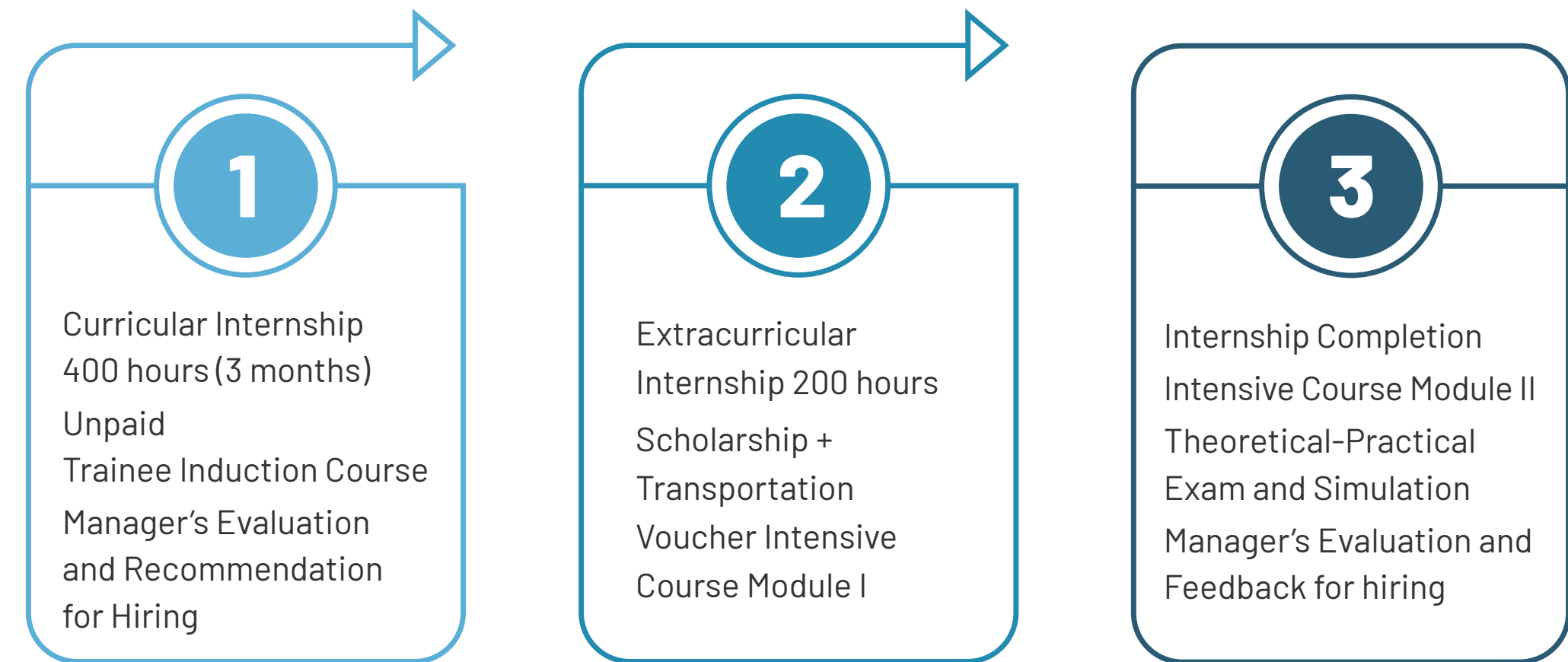
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### INSTITUTIONAL TRAINING CENTER – CFI

Since the opening of its initial Unit, the Rede Mater Dei de Saúde has devised training programs for nursing trainees. In 2012, the program underwent restructuring and gave rise to the Institutional Training Center (CFI). Conducted through collaborations with technical schools, the CFI targets trainees in their final year of nursing technician training. Its aim is to accompany and qualify trainees to provide nursing care consistent with the organization's objectives and values. To achieve this, the program features a dedicated team that invests in theoretical and practical training, field monitoring and assessment from both technical and behavioral standpoints. The program molds professionals in alignment with the organization's culture and technical and care quality standards, fostering patient safety and placing the patient at the core of care through exceptional service. Over the years, the CFI has gained strength as one of the key strategies for internal

nursing professional training. It caters to the demands of internal recruitment and sustains the growth of the Rede Mater Dei de Saúde. The CFI program operates in Belo Horizonte, Betim-Contagem, and Salvador hospitals. Additionally, Rede Mater Dei also offers Trainee Programs for Nurses and Nursing Technicians and the Directed Internship Program at Mater Dei Santa Clara Hospital. These programs aim to train professionals with no prior experience to deliver quality and efficient care. Tutors, strategically selected professionals, partner with these programs, guiding trainees and interns and aiding them in direct patient care. In the upcoming year, the program will also be implemented at Santa Genoveva Hospital.

### CFI STEPS



Institutional Training Center – BHMA and HMDS	Total Interns	Total Graduates from CFI	Total Hires
	613	407	336
	<b>83% Completion Rate</b>		



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## MEDICAL RESIDENCY AND SPECIALIZATION IN NURSING AND MEDICINE

The Medical Residency Programs (PRM) promote quality professional training for the clinical staff, consistent with our standard of care. The sector responsible for coordinating, supervising, and evaluating the residency programs (PRM) is the Medical Residency Commission (COREME). Currently, the Santo Agostinho and Contorno Units have 107 residents in progress who participate in activities at the three BHMA Hub Units. The Rede

Mater Dei has been accredited by the Ministry of Education (MEC) since 2009 and currently offers MRPs in the specialties of Internal Medicine, General Surgery, Gynecology and Obstetrics, Radiotherapy, Ultrasound in Gynecology and Obstetrics, Mastology, Cardiology, Intensive Care Medicine, Clinical Oncology, Pediatrics, Fetal Medicine, Human Reproduction, Geriatrics, Orthopedics, and Radiology and Diagnostic Imaging. Each year, the selection for the Medical Residency

Program is made through the Unified Selection Process (PSU), carried out by the Medical Residency Association of Minas Gerais (AREMG).

The Rede Mater Dei de Saúde also offers specializations in the *Lato sensu* (Specialization) graduate modality, in partnership with the Lucas Machado Educational Foundation (FELUMA), in various other specialties and areas of activity. The selection process is carried out by FELUMA Concursos. In

addition to our own medical residency and specialization programs, we host residents from other institutions for optional internships in all specific areas, contributing to the training of young professionals from all over the country. In 2022, 33 medical specialists completed their medical residency, and 14 completed their specialization through the Mater Dei-FELUMA graduate program.



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# WORKER HEALTH AND SAFETY

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Rede Mater Dei has two sectors focused on preventive and proactive actions in occupational health: the Specialized Services in Safety Engineering and Occupational Medicine (SESMT) and the Corporate Health division. These sectors are composed of multidisciplinary teams, dimensioned according to the regulatory standards of the Ministry of Labor and Welfare. Through internal programs and educational initiatives, they aim to raise awareness among all employees, including third parties, about the importance of doing things safely and properly. These sectors also oversee the Internal Committees for the Prevention of Work Accidents (CIPAs) and the Committees for the Prevention of Accidents with Sharps (PPRAMP) at each of the Units. All our activities are evaluated in accordance with the requirements of the Occupational Health and Safety Standards in effect. We actively engage in work areas by conducting inspections, risk assessments, and evaluating workstations. Before starting any new role within the staff, a risk and work environment assessment is conducted. Based on this assessment, the necessary Personal Protective Equipment (PPE) and additional requirements are determined for that role. When needed,

employees engaged in these roles are also monitored using appropriate instruments. The same process is applied when identifying a pregnant employee working in an unhealthy environment who needs to be relocated to a healthier role. Through the SOC system, occupational safety and health maintains updated records and submits events to eSocial.



## ACTIONS TAKEN IN 2022

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



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## FIRE PREVENTION AND CONTROL

The Rede Mater Dei has a well-established culture of fire prevention and control, ensuring safe facilities with various types of devices and automated systems. Additionally, internal programs disseminate knowledge and best practices to prevent accidents through its digital platform, Mater Dei Educa. This platform provides employees, interns, and clinical staff members with information about prevention measures available in the Rede Mater Dei environments. Sector-specific drills are conducted every six months, while a general drill is carried out annually. What sets our fire program apart is its organized involvement of the entire care team, each with specific roles in emergency situations. Daily updates ensure that each care member understands their responsibilities during emergencies, contributing to the safety of patients, employees, and other users of Rede Mater Dei facilities.

### SIMULATED FIRE DRILLS

Annually, our hospital units perform comprehensive evacuation and systemic emergency drills, including the activation of Codes B (Fire) and C (Catastrophe). These drills involve multiple victim care and evacuation exercises across the organization's units. The purpose of these simulations is to train individuals in responding to fire situations and to ensure the safety of patients, their companions, and employees. All activities are timed and monitored by evaluators who assess participants'

actions during the drills and their adherence to evacuation and victim assistance protocols. The simulations involve employees who play the role of "victims," and partnerships with military institutions like the Minas Gerais Fire Department are established, as seen in the general evacuation simulation at Santo Agostinho Hospital.

These simulations reinforce safety practices, improve emergency response capabilities, and enhance the efficacy of safety protocols among employees. They also identify

opportunities for improvement, allowing us to continuously enhance our teams' performance. Thus, these exercises play a crucial role in preparing our emergency teams and brigade members for real-world scenarios, fostering a preventive and proactive mindset among participants.

**Number of brigade members: 1,700**

*\*Data from all units.*



Uberlândia



Salvador



Belo Horizonte



Belo Horizonte



**SYSTEMIC FIRE DRILL –  
MATER DEI SANTO  
AGOSTINHO HOSPITAL**

Annual fire drills are conducted to train staff and to prepare both employees and contractors for emergency situations.

- **Brigade members’ participation: 86**
- **Employee participation: 127**
- **Total number of victims: 3**
- **Total number of patients: 7**
- **Total number of companions: 3**
- **Total participants: 223**
- **Simulation duration: 13 min and 42 sec**
- **Total evacuation time: 10 min and 22 sec**
- **Fire start time: 14h30h**
- **Firefighters’ dispatch time: 14h33**
- **Firefighters’ arrival time: 14h40**
- **Fire control time: 14h43**

\* Dados de 2022

**EMOTIONAL WELL-BEING PROGRAM**

In line with health promotion and prevention, the Rede Mater Dei de Saúde has partnered with Psicologia Viva, the largest *online* psychotherapy platform in Latin America, to provide emotional care and support to employees at the Santo Agostinho, Contorno, Betim-Contagem, and Salvador Units. Since 2021, Mater Dei Santa Clara Hospital has offered the Saudável Mente (“Healthy Mind”) Program, which includes group meditation sessions, individual psychological support and counseling, and group therapy sessions to its employees. In 2022, nearly 6,000 consultations were conducted through the program, encompassing various initiatives.

**Number of patients served by Psicologia Viva (BHMA and Salvador)**

**4,864**

**Number of psychological patients served (Uberlândia)**

**518**

**Number of meditation patients served (Uberlândia)**

**612**



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### WORKPLACE ACCIDENTS MANAGEMENT

Aligned with the National Association of Private Hospitals (ANAHP), the Rede Mater Dei consistently demonstrates results below the overall average in terms of occupational accident indicators, both with and without work time loss. The SESMT conducts regular safety inspections, and occupational accident indicators are monitored on a monthly basis. All workplace accidents within our Units undergo analysis and investigation, and the SESMT implements preventive and corrective measures.

### ACCIDENT PREVENTION CAMPAIGN

The Occupational Safety teams across all Units convene weekly to discuss any occurred accidents. Periodically, sectors with decreased accident percentages are acknowledged for their performance. Awareness campaigns are conducted throughout all Units, encompassing safety blitzes, safety dialogues, interactive activities, dynamics, and the distribution of informative booklets. The Annual Internal Accident Prevention Week (SIPAT) includes a mix of in-person and virtual activities featuring innovative gamification resources.

INFORMATION	SANTO AGOSTINHO	CONTORNO	BETIM-CONTAGEM
<b>Rate of fatalities resulting from work-related injuries:</b>	0	0	0
<b>Number and rate of severe occupational accidents (own employees), considering a factor of 1,000,000 man-hours:</b>	1.97	3.68	3.41
<b>Number and rate of mandatory-reporting occupational accidents (own employees), considering a factor of 1,000,000 man-hours:</b>	14.41	24.41	18.7
<b>Number and rate of fatalities resulting from work-related injuries:</b>	0	0	0
<b>Number of mandatory-reporting cases of occupational diseases</b>	0	0	0

*\*Data compiled from the BHMA Hub Hospital Units.*

### Number of Accidents

2022

**336**

*\*Data compiled from all Rede Mater Dei de Saúde's Hospital Units.*



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# INNOVATION, NEW VENTURES, AND DIGITAL TRANSFORMATION

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## INNOVATION

Aligned with our Pioneering and Innovation value, the Data Governance and Innovation and New Business departments collaborate to identify and develop technological and innovative solutions, as well as to establish new business ventures for the Rede Mater Dei. Through interactions within the innovation ecosystem, both internally and externally, these departments explore opportunities for crafting novel services and products. To support these efforts, an information intelligence division, along with expertise in population health management, analytics and artificial intelligence, is in place.

Utilizing agile methodologies, the Innovation and New Business team engages in market research, forms partnerships, and evaluates cutting-edge solutions, startup companies, and industry trends. This is complemented by internal training that nurtures a culture of innovation within Mater Dei. In 2022, the department underwent a restructuring that involved governance and structure refinement, process enhancement, performance optimization, and the creation of a strategic roadmap. The undertaken initiatives during this period prioritized partnerships to foster knowledge exchange, stimulate intrapreneurial endeavors, enhance patient, employee, and clinical staff experiences, improve operational efficiency across the network, enhance data repository quality and security, and bolster cybersecurity practices.

### PARTNERSHIP WITH MEMED

Rede Mater Dei has partnered with Memed to integrate their digital prescription system with the electronic medical record. This collaboration is geared toward augmenting innovation capabilities driven by strategic vision and enhancing the experiences of both patients and clinical staff members. The integration of this system is slated for implementation across all network units.



## EDUCATION PROGRAMS

### GRADUATE PROGRAMS AND SHORT-DURATION COURSES

In 2021, a significant partnership was established with Inspirali, the healthcare vertical company of Ânima Educação, responsible for overseeing 14 medical schools nationwide. This collaboration has resulted in the launch of two postgraduate degrees in Sports Medicine and Sports Sciences, along with a series of short courses. These short courses cover diverse topics, including ECMO, Osteoporosis, Pediatric Neurology, Endovenous Thermal Ablation, and Ultrasound.

This partnership holds immense importance as it leverages the technical prowess of both institutions, enabling the expansion and dissemination of high-quality knowledge. Furthermore, it significantly contributes to the comprehensive training of professionals within the market. Looking ahead, the array of offerings is set to encompass additional specialties in the upcoming year.





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### CERTIFICATION IN ROBOTIC SURGERY

Through a collaboration with the Falke Institute, our commitment to furnishing clients and clinical staff with cutting-edge technology and optimal infrastructure is evident. This commitment extends to the investment in training and updating both Mater Dei's internal staff and external physicians via the Robotic Surgery Certification Program. This comprehensive course features instruction delivered by the organization's clinical personnel and esteemed guest specialists. Spanning a duration of 70 hours (with possible variations contingent on each Specialty Society), the course is structured across three modules. The initial module focuses on theoretical foundations, encompassing live surgery observations. The subsequent module involves simulator-based training. Lastly, the third module, in-service, training, unfolds within the operating room, offering hands-on experience.

Since 2021, the course has been offered in Belo Horizonte. In 2022, its scope expanded to include training opportunities in Salvador, Bahia through Mater Dei Salvador Hospital, and in Belém do Pará through Porto Dias Hospital. To date, over

130 doctors have successfully obtained certification across these three states.

At the Rede Mater Dei de Saúde, the Robotic Surgery service boasts dedicated professionals committed to excellence and humanized care. Coupled with state-of-the-art equipment, including the da Vinci Xi robot, this service provides the epitome of safety and precision. Its applications span a range of minimally invasive procedures in urology, digestive, gynecological, thoracic, and cardiac surgeries. This service is accessible at Mater Dei Contorno Hospital in Belo Horizonte, Minas Gerais; Mater Dei Salvador Hospital in Bahia; and Porto Dias Hospital in Belém, Pará.



**130**  
**Graduate Physicians**

\*Ano 2022 - MG, PA e BA

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**RESEARCH ETHICS COMMITTEE – CEP**

The Research Ethics Committee (CEP) of the Rede Mater Dei de Saúde, accredited by the National Research Ethics Commission (CONEP), operates as an interdisciplinary and independent collegiate body with a public mandate. Its primary function is to assess and approve new projects, safeguard the well-being and dignity of research subjects, and contribute to the advancement of research within ethical frameworks (in accordance with the Norms and Regulatory Guidelines for Research Involving Human Beings - CNS Resolution No. 466 of 2012 and Resolution No. 510 of 2016).

Researchers must register on the Brazil Platform to submit the project to the CEP of the Rede Mater Dei de Saúde.

**In 2022:**

<b>Opinions Issued</b>	<b>Pending Matters</b>	<b>Ongoing Projects</b>
<b>37</b>	<b>25</b>	<b>21</b>

**PATIENT PROTECTION OFFICE – MATER DEI PORTO DIAS HOSPITAL**

Commencing in 2020, the Patient Protection Office (EPP) at Mater Dei Porto Dias Hospital operates as a command center utilizing video image surveillance conducted by a skilled nursing team. The primary objective is to predict undesirable events.

By harnessing improved tools and predefined algorithms, which utilize clinical data and provide real-time data analysis through Big Data – Business Intelligence (BI), the EPP’s responsibilities were expanded in 2022. This expansion included monitoring care processes within Inpatient and Intensive Care Units, ensuring adherence to clinical protocols, and maintaining post-discharge follow-ups for protocol patients.



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## PROGRAMS TO FOSTER INTRAPRENEURSHIP

### THE "INOVATERS" JOURNEY

In 2022, an intrapreneurship cycle was initiated to capture internal projects and concepts through the Inovaters Journey. This developmental program was established in collaboration with Orbi, an innovation and digital entrepreneurship hub situated in Belo Horizonte (MG). The program facilitated an immersive experience that encompassed training, practical application of concepts, and employee interactions. Its purpose was to disseminate an innovative culture within the Rede Mater Dei de Saúde, with a specific emphasis on expediting the cultural transformation process. This initiative aimed to cultivate coordinated and synergistic efforts to enhance productivity and efficacy.

**The Inovaters Journey transpired from January to May 2022. A total of 11 workshops were conducted, providing 30 hours of training and mentorship, thereby influencing over 80 participants. The program sought to stimulate creativity and foster the formation of innovation ambassadors.**



### CREATIVE SUGGESTIONS

Creative Suggestions, a collaborative initiative, serves as a catalyst for innovation within the Rede Mater Dei de Saúde. Employees are encouraged to contribute improvement ideas in strategic domains, thereby fostering institutional development and reinforcing their management and innovation capabilities.

Ideas were solicited in three categories: Cost Reduction/Revenue Enhancement, Improved Customer Service, and Process Enhancements. The selection of award-winning suggestions is overseen by a committee under the leadership of Henrique Salvador, the CEO of Rede Mater Dei.



**In the 2022 edition, 127 ideas were submitted, among which 36 were implemented. Annual cash prizes are awarded to the winners. The implemented suggestions resulted in approximately 360 thousand BRL/year in savings.**



**2019**  
**36** implemented ideas

**2020**  
**57** implemented ideas

**2021**  
**41** implemented ideas

**2022**  
**36** implemented ideas

### NEXT STEPS

In 2023, we will amplify our focus on fostering intrapreneurship among Rede Mater Dei employees. A significant step will involve merging the Creative Suggestions and Inovaters programs. This amalgamation will notably underscore our collaboration with the Innovation and Entrepreneurship Center of Fundação Dom Cabral (FDC), a prestigious business school renowned for providing innovative national and international Educational Solutions.



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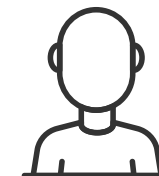
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## MY MATER DEI

The introduction of the My Mater Dei platform in 2021 marked a pivotal moment characterized by a substantial investment by the Rede Mater Dei in digital transformation for patients, physicians, and staff. This digital platform was conceived with the objective of cultivating a more cohesive, efficient, and dynamic experience throughout the patient and physician journey. It aims to facilitate care coordination by offering enhanced information, transparency, convenience, and satisfaction. Throughout 2022, the project continued to evolve and incorporate new features.

The platform facilitates heightened engagement between patients, hospitals, and physicians, along with more user-friendly and structured guidance. It also augments convenience and comfort and refines monitoring and personalized care.

My Mater Dei is equally designed to elevate the physician experience, empowering them from the initial Rede Mater Dei selection for a procedure to the point of discharge.



### KEY FEATURES AVAILABLE

#### FOR THE PATIENTS

- Progress tracking and status updates for surgeries
- Appointment scheduling by specialty or specific physician
- Access to scheduled appointments
- Ability to cancel appointments
- Viewing of partial and complete examination results (for both the account holder and their dependents)
- Option to share examination results

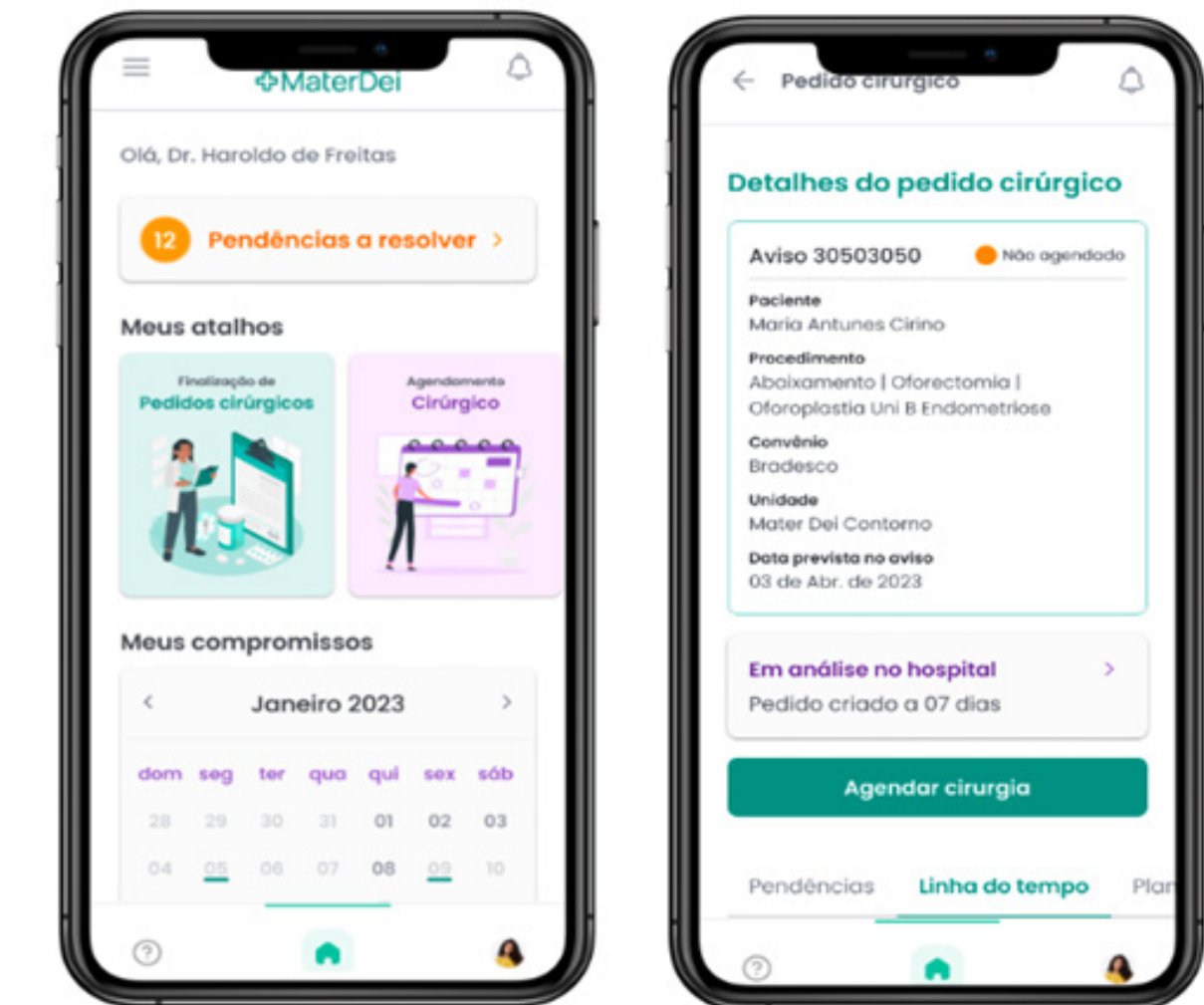
#### FOR DOCTORS

- Follow-up of the surgical and outpatient schedule
- Streamlined submission of surgical requests
- Monitoring of various order statuses
- Review of documents and pending matters related to surgical procedure authorization
- Visualization of schedules within the integrated surgical diary
- Communication through email submissions
- Weekly tracking of requests and backlogs
- Management of secretarial tasks



#### FOR EMPLOYEES

- Appointment scheduling via the Corporate Health service



#### FIND OUT MORE ABOUT MY MATER DEI

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

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



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## MATER DEI ENTERPRISES – CORPORATE HEALTH

Corporate Health, a service provided by the Rede Mater Dei, assists companies in offering high-quality, coordinated healthcare. This service facilitates the establishment of an onsite outpatient clinic within the company premises for employees and their dependents. It also streamlines the monitoring of the Company's workforce and their families. The service is delivered by a multidisciplinary team that follows the principles of primary health care (PHC).

This approach to healthcare emphasizes prevention, enabling the preservation of overall well-being, reduction of absenteeism, mitigation of presenteeism, lowering health insurance expenses, and enhancing talent retention. It also incorporates the Measurement of Results through Financial Indicators (ROI). Our solutions encompass the management of chronic conditions, oversight of high users cases and implementation of quality-of-life programs. Corporate Health seamlessly integrates data from various aspects of a company's health management, including HR, Health Plans, and SESMT.

**NPS – Mater Dei Enterprises 2022**  
**85%**

### TELEMEDICINE

Leveraging technology, our offerings facilitate safe and high-quality care, eliminating the need for travel, especially in regions with a scarcity of specialist physicians. These solutions alleviate the strain on emergency care services. Not only does Telemedicine provide the convenience for employees and their dependents to schedule virtual appointments with specialized and trained professionals, but it also yields numerous benefits for the institution itself. These advantages encompass a reduction in claims, diminished unnecessary visits to the emergency room and costly medical tests, as well as the ability to oversee the general health of the company's population.

Digital Emergency Room (PA Digital) – 24/7 medical support adhering to rigorous international safety and quality standards.

Tele-Interconsultation – Offers medical guidance across various specialties to general practitioners nationwide.

**NPS – Telemedicine 2022**  
**81%**

### EXECUTIVE CHECKUP

At Rede Mater Dei de Saúde, the Executive Checkup stands as a uniquely tailored experience, focusing on superior care and comfort. Patients are accommodated in well-appointed rooms, where they receive medical attention all in one day, eliminating the need for multiple visits. Guided by sector employees throughout the process, patients only travel to undergo specific tests. A multidisciplinary medical team evaluates the patient and conducts imaging studies, graph-based exams, and a comprehensive laboratory analysis tailored to their individual profile.

### IN-COMPANY VACCINES

The Rede Mater Dei also offers vaccines renowned for their safety and effectiveness, including several conjugate vaccines that confer immunity to multiple diseases with a single dose, thereby minimizing potential side effects. Beyond the vaccines listed on the official Brazilian calendar, this service also provides immunizations not offered by the public healthcare system. All vaccinations can be scheduled and administered with convenience and confidence to your company's employees.

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## THE MAKO ROBOTIC-ARM

Starting in February 2022, the Rede Mater Dei de Saúde has been equipped with the cutting-edge Mako Smart Robotics system for enhancing knee and hip surgeries. Mako Smart Robotics furnishes surgeons with heightened predictability during procedures, incorporating three pivotal components: 3D computed tomography-based planning, tactile technology to prevent cutting errors and soft tissue injuries, and data analysis.

Incorporating this advanced robotic technology ensures not only medical safety but also augments surgical precision, minimizes post-operative pain, accelerates recovery, and improves patient adaptation to implants. Guided by our core values of Pioneering and Innovation, and Doing Things Safely and Properly, we continually integrate technology in the service of our patients.



## REMUNERA PROJECT

The sustainability of the healthcare sector holds paramount importance for Rede Mater Dei de Saúde. Our efforts have been directed towards enhancing efficiency, trimming unnecessary costs, streamlining processes, embracing best practices, and, most notably, fostering closer dialogue with health plan operators to introduce novel remuneration models. In 2022, in alignment with prevailing market trends, Rede Mater Dei collaborated with A3Data to implement these novel remuneration models alongside payment sources. These models are rooted in risk sharing between operators and providers, aimed at achieving improved outcomes and more fitting care costs. Under the conventional “Fee for service” paradigm, providers bill for individual components utilized, yielding a lack of predictability for both parties. Conversely, through Global Daily Rates, Global Surgical Rates, and Surgical Packages,

services are bundled. This means operators and providers are well-informed about the predetermined value of a surgical procedure or daily rate, irrespective of the specific resources employed. The financial risk, previously borne solely by operators, is now shared with providers, necessitating prudent management of resources and care procedures to contain expenses within agreed package values. In response to this evolving landscape, Mater Dei and A3Data jointly developed Remunera – a platform that swiftly and precisely simulates remuneration models. This tool “packages” services, inputs, and procedures in a nimble, tailored, and accurate manner. Facilitating immediate and personalized simulations based on operators’ proposed package compositions, Remunera generates negotiation scenarios founded on statistical values, optimal pricing, interaction, and customization. This tool obviates the need for

multiple databases, substantial human resources, and months of labor to execute such simulations and derives final results. Additionally, it allows immediate and personalized simulations, according to each profile of package compositions proposed by the operators.

Within the BHMA Hub over 50% of production originates from the newly instituted remuneration models, ensuring predictability, process agility, operational optimization, and reduced data transactions. At the Salvador unit, this novel model already accounts for more than 90% of operators’ production. Notwithstanding these achievements, our collaboration with health plan operators will endure as we continue presenting products to augment investment predictability and minimize assistance variability, thus empowering them with greater market competitiveness.



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## COMPARTILHA PROJECT

The Compartilha (“Share”) Project represents an automated scale generation initiative rooted in demand projection aimed at optimizing patient care processes while curtailing costs, with a primary focus on care and support. This project yields positive effects across all metrics, spanning human resources, goal adherence, financial returns, and more. Through extensive research and data aggregation from diverse sources, including schedules, punctuality, employee lists, leave schedules, certifications, transfers, occupancy rates, surgeries, attendance records, bed utilization, inpatient units, and operational beds, an initial visualization was developed.

This visualization, structured into Units, floors, and sectors, employs a machine learning, algorithm to prognosticate bed occupancy in each of these divisions. By scrutinizing historical data, technical capacities, and individual preferences, the algorithm suggests the most qualified professionals suitable for a given scenario. All of this is achieved in an automated manner, offering valuable support to the decision-making process. This shift makes technician allocation proactive rather than reactive, minimizing the burden on nursing supervisors and allowing forecasts based on the skills of each professional. This, in turn, saves precious managerial hours spent on decision-making, returning them to the most crucial factor: the patients.

## MATER LAKE PROJECT

Executed in collaboration with A3Data, an artificial intelligence and data analytics company acquired by Rede Mater Dei in 2021, Mater Lake aims to formulate solutions addressing the challenge of managing and deriving value from large volumes of swiftly acquired data from various sources. This project stemmed from the necessity to construct a connected environment that consolidates all databases into a unified architecture. This includes a “dictionary” of concepts

and automated calculations, culminating in more reliable and cohesive information for decision-making. This establishment lays the groundwork for cultivating a data driven, culture, governance, maintenance, cost-benefit analyses, and more. As this environment takes shape and is enriched with high-quality input data, unified concepts and automated calculations enhance accuracy, enabling a more realistic and objective insight into the organization.

### PROJECT BENEFITS

#### Standardization of concepts

– Mitigates subjectivity and fosters objectivity.

#### Standardization of data

– Enhances clarity and confidence in

#### Unification of databases

– Access to a single database by all users, thereby averting discrepancies in figures.

#### Democratization of Information

– Facilitates the reliable dissemination of identical information across all business sectors. This serves as a catalyst for autonomy and swiftness at the organizational level.

**18 Sprints**

**80 Spark/Python Extraction/ Processing Scripts**

**11 Pipelines running daily processing**

**80 GB of data**

**70 Tables utilized**

**31 Indicators**

**14 Dashboards**

**117 Charts**

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## DIGITAL TRANSFORMATION, BIG DATA AND ANALYTICS

The Rede Mater Dei de Saúde's Digital Transformation Big Data and Analytics initiative strives to revolutionize the manner in which patients, employees, and clinical personnel engage, fostering a seamless, comprehensive, and holistic journey that upholds essential transparency and efficiency. Placing the patient at the core of all our endeavors stands as our foremost objective, and we leverage historical data, public databases, and scientific insights to continually enhance our operations, relationships, and oversight. Moreover, our efforts are meticulously aligned with international data privacy standards, LGPD regulations, and information security protocols to safeguard the integrity, confidentiality, and accessibility of data entrusted to us.





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# ETHICS AND INTEGRITY

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Ethics, integrity, and compliance serve as guiding principles shaping all actions undertaken by Rede Mater Dei de Saúde in its business conduct and interactions with a diverse range of stakeholders, including employees, clinical personnel, patients and their families, suppliers, shareholders, public officials, the community, competitors, the media, unions, partners, and the environment. The Compliance Program, along with our comprehensive Compliance Manual, is extensively disseminated across all units to foster a culture rooted in responsible, ethical, transparent, and mutually respectful conduct. The manual outlines regulations encompassing interactions with public agents, confidentiality, data protection, photo and video disclosure, media engagement, contributions and sponsorships, political campaigns, conflicts of interest, gift acceptance, and expected behavior, among other aspects.

Through the compliance practices outlined within this Manual, our intention is to contribute to the Organization's sustainability and continuity, allowing those who place their trust in us for their health – whether patients, family members, or employees – to comprehend our unwavering Commitment to Quality of Life.

The Rede Mater Dei de Saúde's Compliance Program, also referred to as "Integridade" ("Integrity"), encompasses several initiatives:

At the center, the initial piece in **GREEN** symbolizes **Senior Management Commitment**

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

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



*In 2022, no cases of corruption were recorded, highlighting the commitment of our employees to our Compliance Program.*

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**.

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## COMPLIANCE MANUAL

The Rede Mater Dei de Saúde Compliance Manual encompasses four documents: the Functional Code, Internal Regulations of the Clinical Staff, the Decalogue, and the Code of Integrity. These documents outline ethical standards and principles to be embraced by all managers, employees, collaborators, service providers, affiliated agents, suppliers, and any individuals or entities with any form of association with the network. The Rede Mater Dei's Code of Ethical Conduct was established in 2005 and was revised in 2017, evolving into the Compliance Manual, which has been periodically updated since. In August 2022, the Board of Directors sanctioned the latest version of the document, tailored to the Network's evolving reality, including newly incorporated Units.

The Compliance Manual is widely recognized and accessible via the Intranet and the Quality Management system (Interact) for employees and clinical staff. Additionally, it can be accessed through the Mater Dei websites, the whistleblowing channel, and Mater Dei IR.

To access the Compliance Manual, [click here](#)



### COMPLIANCE TRAINING

Training related to the Compliance Program is administered by the Internal Audit Compliance Department across three tiers:

1. Integration – New employees, managers, and clinical staff members participate in this level, where they are acquainted with the Corporate Integration Program (PIC) regulations upon joining. They gain digital access to the Manual and endorse their adherence through a declaration.
2. Refresher Training – Delivered through distance education platforms, the content is refreshed biennially.
3. Development – Executed through leadership development initiatives and specific training in various areas and Units.

In tandem with training across these three tiers, specialized training is provided based on specific areas or in response to serious or recurrent complaints. In 2022, training was extended to implement the Compliance program in the newly integrated Rede Mater



In total, **2,305** employees participated in these training sessions, which spanned **87** hours of instruction, distributed across **58** class groups.



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**SALES DEPARTMENT TRAINING**

In July 2022, the entire corporate commercial team of Mater Dei convened for training sessions on the New Bidding and the Anti-Corruption Laws. The training seeks to prevent unlawful activities, particularly corruption, in interactions with public administration. Additionally, it aims to foster sound practices within the company. These initiatives play a pivotal role in keeping information current and reinforcing the ethical, moral, and integrity culture of the Rede Mater Dei.



**ETHICS AND COMPLIANCE COMMITTEE**

The Ethics and Compliance Committee is tasked with advising the President in evaluating matters related to violations of the Compliance Manual by employees. It also periodically assesses their conduct to ensure alignment with the mission of the Rede Mater Dei de Saúde – a mission grounded in the philosophy of providing distinct, personalized, and compassionate service encapsulated in the Commitment to Quality for Life. The Committee also devises and oversees the implementation of actions aimed at enhancing organizational practices.

In 2022, three additional Committees were established, aside from the existing BHMA Hub Committee. These newly formed Committees represent the North, Bahia, and Central Brazil regions (Central West and Triângulo Mineiro).

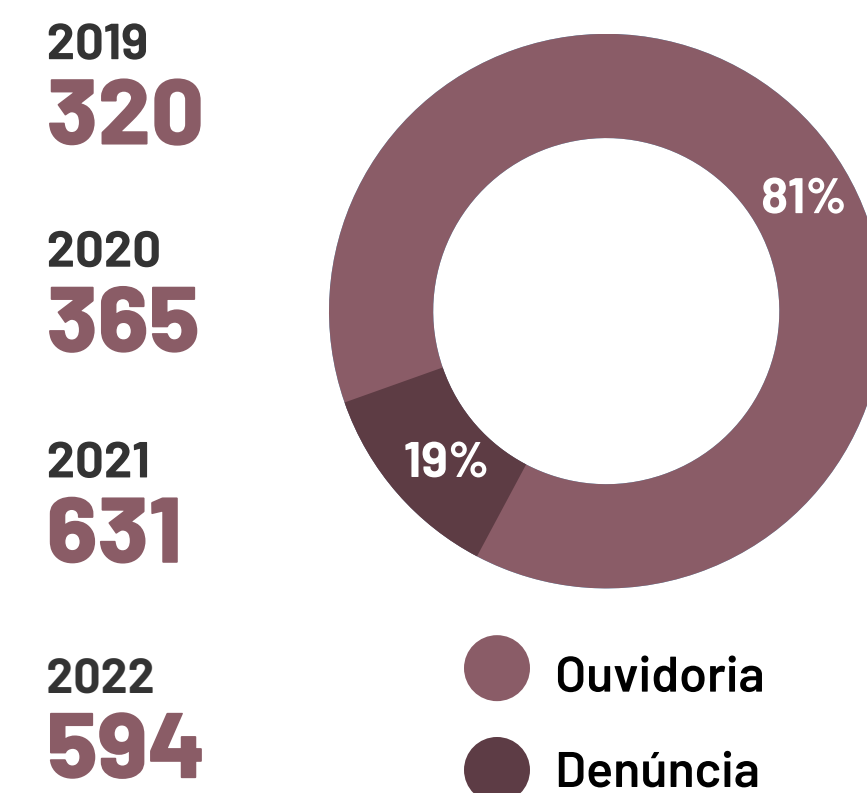
**COMMITTEE MEETINGS**

**In 2022, a total of 42 meetings of the Ethics and Compliance, Committees were convened across all Rede Mater Dei de Saúde Hubs.**

**WHISTLEBLOWING CHANNEL**

The Rede Mater Dei de Saúde maintains an independent Whistleblowing Channel, overseen by a specialized firm, which enables individuals from various segments to report irregularities round the clock, seven days a week. This channel serves as a platform for receiving inquiries, critiques, commendations, suggestions, and notifications regarding ethical deviations and actions conflicting with the organization's principles. Utmost confidentiality is guaranteed, and individuals acting in good faith receive protection as whistleblowers. Complaints forwarded through the channel are subjected to investigation by the Internal Audit and Compliance division. Depending on the region of occurrence, the reports are either referred to the Ethics and Compliance Committee. These committees are entrusted with deciding upon the complaint and taking necessary actions to halt the reported incident and forestall its recurrence. The Internal Audit and Compliance division is responsible for reporting the complaints and their outcomes to the Board of Directors, the Audit Committee, and the CEO of Rede Mater Dei de Saúde.

**WHISTLEBLOWING CHANNEL IN FIGURES**



\* The utilization of the Rede Mater Dei de Saúde Whistleblowing Channel within the Units commenced upon the implementation of the Compliance Program in each respective Unit, as per the following schedule:  
 Mater Dei Santo Agostinho Hospital – Starting Oct/2017  
 Mater Dei Contorno Hospital – Starting Oct/2017  
 Mater Dei Betim-Contagem Hospital – Starting Jan/2019  
 Mater Dei Salvador Hospital – Starting May 2022  
 Mater Dei Porto Dias Hospital – Starting Aug/2022  
 Mater Dei Santa Genoveva Hospital/CDI – Starting Sep/2022  
 Mater Dei Premium Goiânia Hospital – Starting Oct/2022  
 Mater Dei EMEC Hospital – Starting Nov/2022  
 Mater Dei Santa Clara Hospital – Starting Dec/2022

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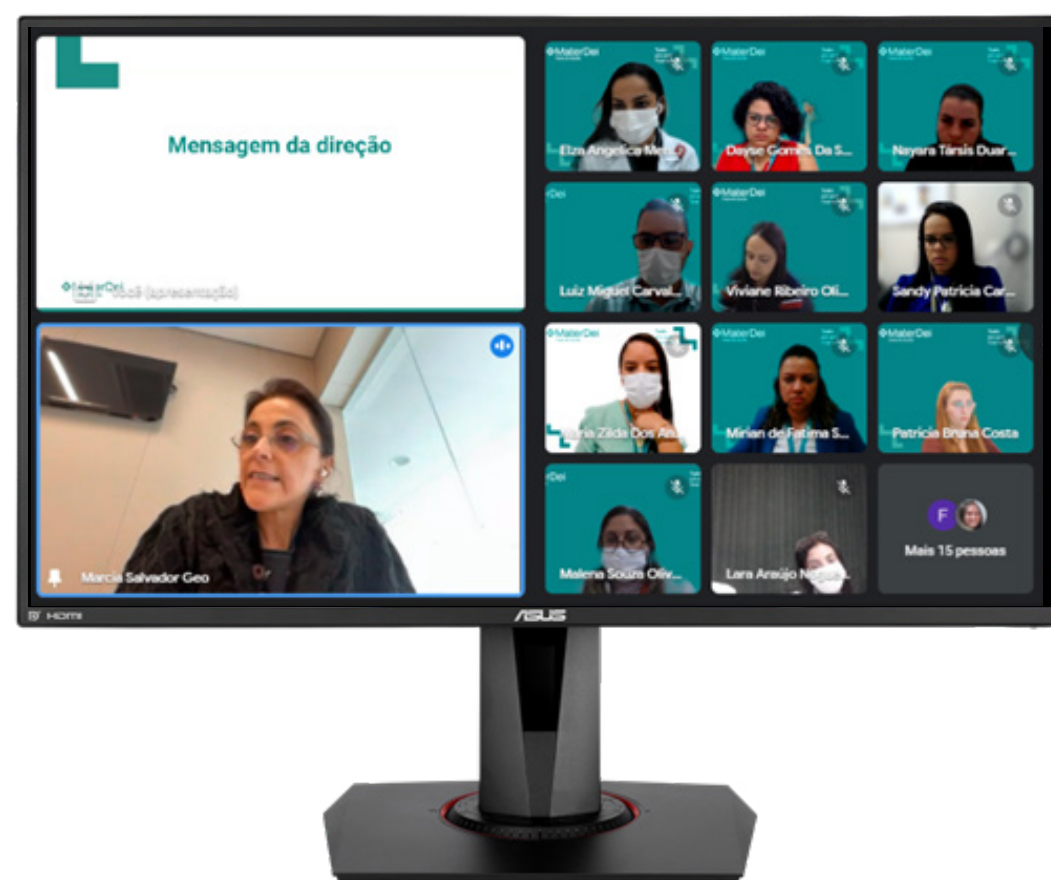
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## INTEGRITY AMBASSADORS PROGRAM

The Integrity Ambassadors Program endeavors to foster discussions and learning sessions about integrity practices, whether within healthcare institutions, interactions with public agencies or in the daily routines of employees. Initiated in 2021, the program continued into the subsequent year, conducting six training sessions that involved 22 ambassadors.

In August 2022, the Integrity Ambassadors 2022 graduation ceremony was held, graced by the presence of Dr. Márcia Salvador, who expounded on the program's significance for the Rede Mater Dei de Saúde.



### ETHICAL PRINCIPLES IN HEALTH CARE – EPIHC

An initiative launched by the International Finance Corporation (IFC), a constituent of the World Bank Group, the EPIHC seeks to encourage health systems to adopt a comprehensive set of 10 ethical principles. These principles encompass fundamental issues that health organizations must address to establish transparent and resilient systems adhering to the highest global ethical standards in healthcare delivery.

The ten principles are:

1. Respecting Laws and Regulations
2. Making a Positive Contribution to Society
3. Promoting High Quality Standards
4. Conducting Business Matters Responsibly
5. Respecting the Environment
6. Upholding Patients' Rights
7. Safeguarding Information and Using Data Responsibly
8. Preventing Discrimination, Harassment, and Bullying
9. Protecting and Empowering Staff
10. Supporting Ethical Practices and Preventing Harm



### BRAZILIAN CONSENSUS FRAMEWORK

Through ANAHP, the Rede Mater Dei de Saúde has signed the Brazilian Consensus Framework. This affirms our dedication to fostering collaborative relationships founded on transparency and integrity among healthcare institutions. The framework's focus is on patient well-being, fostering improved dialogue, trust, and respect among organizations operating within the sector, and fostering ethical competition.



### MISS COMPLIANCE

Introduced in 2021, Miss Compliance is a cartoon character integrated into the Units' work routines. She emphasizes actions deemed correct according to the Compliance Manual. Over the course of 2022, 12 newsletters were produced to educate Rede Mater Dei employees on the importance of honest and ethical practices, aligning with the directives of our Manual and normative guidelines.

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# ENVIRONMENTAL

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Environmental management constitutes a pivotal facet within the Rede Mater Dei de Saúde's sustainability strategy, manifesting an escalating efficiency in this realm. Our contribution extends not only to the fundamental nature of service provision but also to society at large, bearing in mind the global predicament of climate change. We adopt superlative practices concerning conscientious energy consumption, prudent water utilization, management of waste generation impacts, and curbing greenhouse gas emissions.

Every hospital within the Rede Mater Dei de Saúde has accorded precedence to the assimilation of environmental sustainability practices, envisioning the judicious employment of resources. Indicators have been established, subject to monthly scrutiny within critical analysis meetings. Multiple measures and projects are concurrently underway:

- Deployment of energy-efficient LED lamps
- Incorporation of occupancy sensors within communal zones to activate lighting solely in the presence of occupants
- Replacement of equipment with heightened energy efficiency
- Enactment of air conditioning system commissioning with hourly operation scheduling and the calibration of comfort temperatures

- Installation of photoelectric sensors to regulate artificial lighting, seamlessly adjusting it based on available natural light
- Integration of flow restrictors and water aerators in taps and showers
- Fine-tuning tap opening duration
- Harnessing air conditioning system condensate for irrigation purposes in green spaces, such as woods and gardens
- Harvesting rainwater for non-potable tasks, such as toilet flushing
- Adoption of energy card systems in beds, allowing patients to individually regulate energy consumption within their environment and shut down equipment when idle
- Installation of solar panels
- Use of artesian wells water
- Use of close-coupled toilets
- Implementation of elevators with energy regeneration and programmed traffic control
- Installation of sensors on doors and windows to oversee air conditioning operations
- Regular maintenance of plant and equipment to avert leaks and ensure judicious water utilization in all operations



- Utilization of online consumption monitoring software, enabling real-time decision-making to alleviate identified wastage
- Engagement in the Free Energy Market since 2016, securing budget predictability, sustainability, renewable energy usage, and surplus acquisition and sale
- Pioneering a distinct workflow within maintenance procedures for managing leak-related calls
- Enactment of communication campaigns to foster environmental education and cultivate conscious consumption

*\* Algumas das iniciativas listadas acima não se aplicam a todas as Unidades da Rede Mater Dei, e estão sendo avaliadas para implantação*



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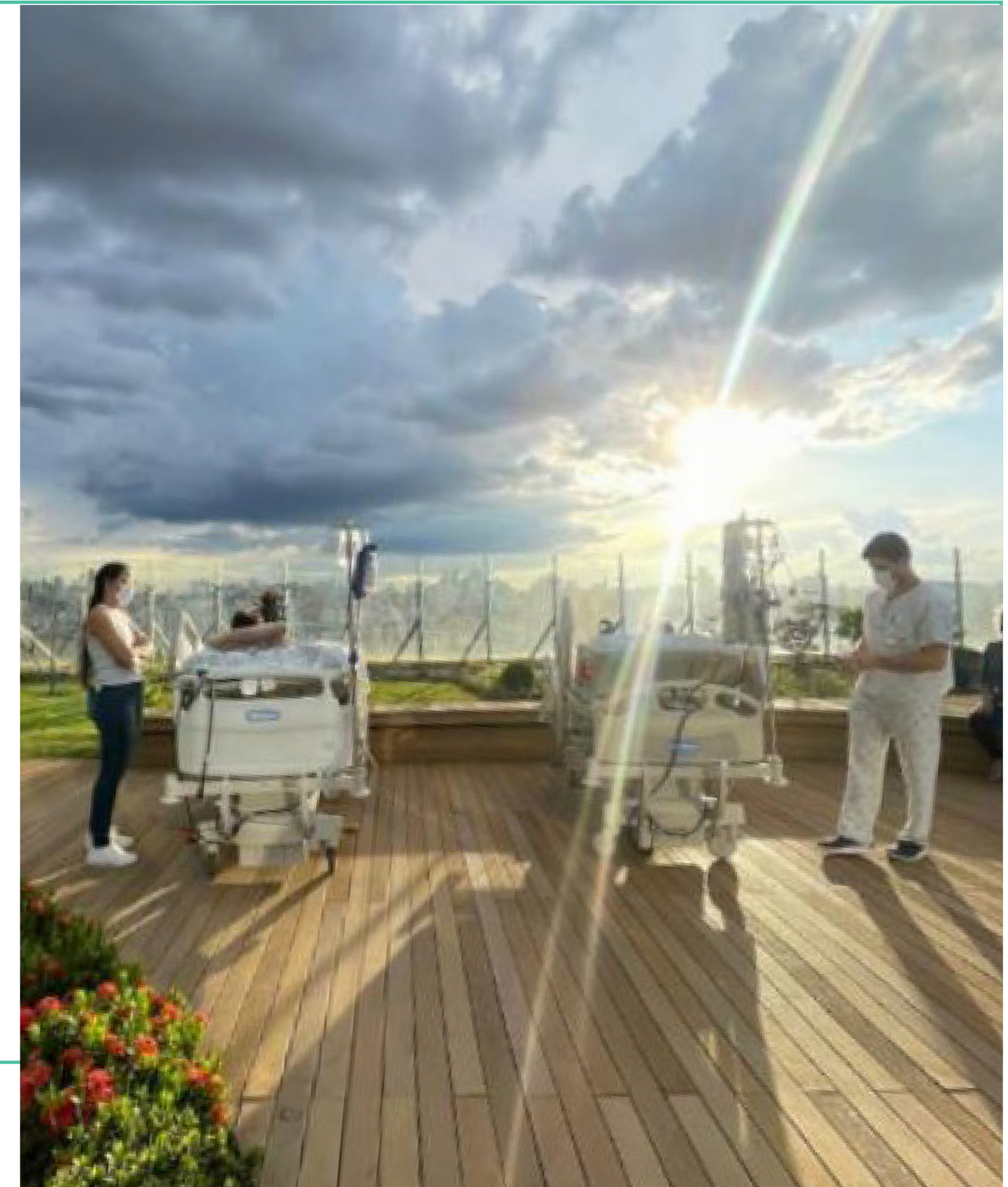
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## ENVIRONMENTAL HEALTH

Numerous studies underline the potential health benefits of engaging with nature. The psychological well-being of our patients significantly aids treatment and recovery. Bearing this in mind, Mater Dei has taken various measures and initiatives to foster health through nature-based experiences. Beyond merely ensuring comfort and solace for those undergoing medical care, our dedication to offering green spaces has demonstrated positive impacts on patients' healing processes.

### MATER DEI CONTORNO HOSPITAL

Mater Dei Contorno Hospital features two suspended gardens on its 12th and 13th floors, offering moments of well-being for patients and their families. The **Garden Therapy** project enables certain intensive care unit patients to access these gardens to relish sunset views. The entire process is facilitated by the multidisciplinary team, ensuring both care safety and compassionate human interaction. Patients and their families are selected based on patient stability criteria and their own wishes. It is worth emphasizing the favorable influence of improved psychological well-being on patients' treatment and recovery journeys. The Garden Therapy project upholds environmental respect, social sustainability, and comprehensive care for critically ill patients.





**MATER DEI BETIM-CONTAGEM**

The Mater Dei Betim-Contagem Unit offers sustainable environments, including a woodland, indoor green spaces, and a permanent conservation area.

**Woodland:** A meticulously designed green expanse providing a natural sanctuary for all attendees. Adorned with diverse trees, plants, and natural elements, this setting exudes tranquility, beauty, and a connection with nature, vital for patient recovery and well-being.

**Indoor Green Spaces:** We place a premium on contact with nature, cognizant of its health and well-being advantages. As such, we have crafted green areas within our hospital, comprising indoor gardens and outdoor recreational zones that provide a rejuvenating and pleasant ambiance for patients and visitors. These areas are thoughtfully designed to foster a connection with nature, even within the hospital's confines.

**Permanent Conservation Area:** A space dedicated to biodiversity conservation and promotion. Through the planting of 1,730 saplings, we contribute to ecosystem preservation and safeguard native species. This initiative exemplifies substantial efforts toward ecosystem restoration and upkeep, cultivating a more sustainable hospital environment. We acknowledge nature's pivotal role in our patients' and employees' health and well-being.



Starting from January 2023, specific corporate indicators were established to identify, map, and quantify sources of greenhouse gas (GHG) emissions, which will be presented in the upcoming report

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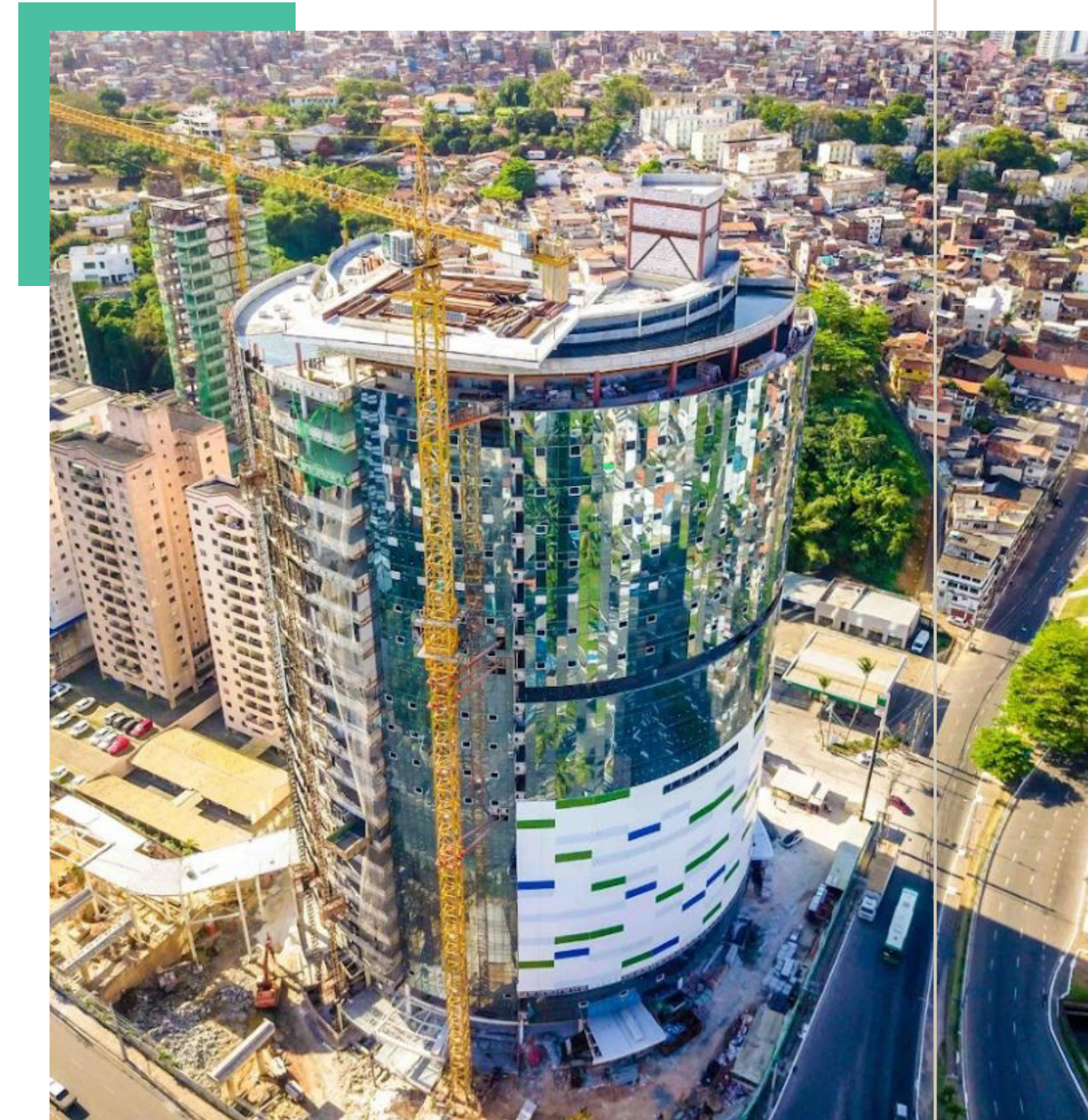
## SUSTAINABLE BUILDINGS

In our pursuit of sustainable practices, we adhere to stringent criteria in constructing new units and carrying out renovations to mitigate environmental impact, reaffirming Rede Mater Dei's dedication to resource management. Our drive for more efficient buildings stems from the reduction of polluting gas emissions, aligning with sustainability goals and yielding significant financial savings. Pertaining to waste management, compliance with the Construction Waste Management Plan (PGRCC) is contractually mandated with suppliers.

A prominent highlight of 2022 was the inauguration of Mater Dei Salvador Hospital in May. Its design adheres to an array of sustainable standards, some of which are detailed below:

- The first hospital in Brazil to incorporate chilled beams for air conditioning in rooms, reception areas, and administrative spaces, reducing energy usage and enhancing patient comfort (a sustainability practice prevalent in Europe).
- A façade featuring glazing for optimized natural lighting and equipped with solar protection, curtailing internal heating.
- Thermal insulation integrated into walls.

- Central air conditioning featuring a heat exchanger system that heats bathing water for patients, with no additional electricity expenditure.
- Utilization of series-connected chillers to boost chilled water plant efficiency.
- Emphasis on natural ventilation and lighting, aiming to maximize natural resources and enhance user well-being.
- Landscape design incorporating vegetation on the 15th floor, merging technology and nature and consequently yielding therapeutic benefits for patients by reducing recovery and hospitalization duration.



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### MATER DEI NOVA LIMA HOSPITAL CONSTRUCTION WORKS

The ongoing construction of Mater Dei Nova Lima Hospital has been meticulously planned with sustainability in mind, ensuring compliance with all environmental regulations. Throughout the construction phase and the design of the unit, environmental and sustainability parameters have been adhered to, focusing on minimizing the impact on the surrounding environment and responsibly utilizing available natural resources. Stringent waste management practices have been employed during the installation stages, adhering to guidelines for environmentally sound waste management to prevent improper disposal that could lead to environmental pollution and public health risks. Additional measures have been taken to ensure the project's sustainability:

- Installation of automatic and sensor-operated pressure taps featuring touchless manual activation;

- Incorporation of flow reducers into hydraulic systems;
- Adoption of LED lighting throughout the development;
- Utilization of UV-protected glass for the facade;
- Efficient climate control system with automatic monitoring and control equipment;
- Inpatient rooms equipped with temperature controllers with displays;
- Water supply and sanitation handled by COPASA, conforming to the Non-Domestic Effluent Receiving and Control Program (PRECEND);
- Building automation: Specialized software tools for monitoring, controlling, supervising, and managing building utilities, air conditioning, and mechanical ventilation. These tools process and analyze data, offering

- improved visualization and monitoring of information crucial for decision-making;
- Remote metering: Electronic meters for electrical measurements integrated into the building automation system, accessible from the electrical, hydraulic, fire protection, elevator, and escalator panels. This aims to monitor the energy consumption of communal building systems.



### KITCHEN 4.0 PROJECT

In 2022, the Nutrition and Dietetics Service (SND) at Rede Mater Dei de Saúde launched the Kitchen 4.0 Project at the Santo Agostinho and Contorno Units. The project involved renovating and replacing equipment with more technologically advanced and autonomous options, fitting into the concept of a Smart Kitchen. The goal was to enhance productivity, reduce errors, manage input availability, and consequently minimize production losses and waste. Importantly, the implementation of the project led to a significant decrease in gas, energy, and water consumption.

Since the Smart Kitchen's operation began in September 2022 at both units, energy consumption has been reduced by 40% and water consumption by 21%. Mater Dei Salvador Hospital, constructed and inaugurated with the same concept, will be followed by the project's extension to other units next year, pending evaluation.

## ENERGY

With a focus on responsible energy consumption and minimizing electricity waste, the Rede Mater Dei de Saúde prioritizes environmental sustainability best practices. The Units employ consumption indicators, reviewed and presented monthly in critical analyses. To achieve favorable outcomes and engage employees, systematic campaigns are conducted to foster conscious consumption through team-awareness activities. In the pursuit of reduced energy consumption, periodic equipment replacements with higher energy efficiency are carried out alongside the comprehensive commissioning of the entire air conditioning system and the implementation of hourly operational schedules for the equipment. The engineering department across all Rede Mater Dei de Saúde units undertakes practices such as substituting conventional bulbs with LEDs, installing presence sensors in shared spaces like garages and stairwells, and repurposing energy for water heating.



### ELECTRICITY CONSUMPTION - in kWh

	2019	2020	2021	2022
Mater Dei Santo Agostinho Hospital	6,226,317	5,225,930	4,943,182	4,613,939
Mater Dei Contorno Hospital	9,534,421	9,431,795	9,856,198	9,454,147
Mater Dei Betim-Contagem Hospital	3,074,954	3,786,377	4,471,976	4,057,054
Mater Dei Porto Dias Hospital				12,185,445
	<b>18,835,692</b>	<b>18,444,102</b>	<b>19,271,356</b>	<b>30,310,585</b>

The figures presented in the columns for the years 2019, 2020, and 2021 reflect the aggregate electricity consumption at the Santo Agostinho, Contorno, and Betim-Contagem Units. The column representing the year 2022 also encompasses the consumption at the Porto Dias Unit.

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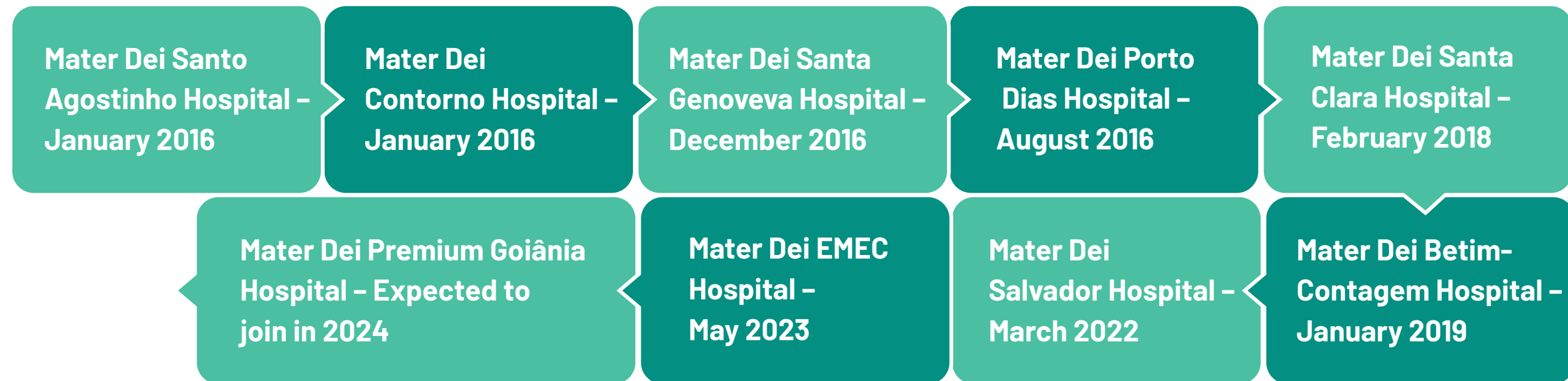
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### FREE ENERGY MARKET

Throughout the years, Rede Mater Dei de Saúde Units have placed a high emphasis on utilizing energy derived from renewable sources. These sources utilize resources with constantly replenished reserves, thereby contributing to the reduction of environmental impact. Since May 2023, 89% of our units have been integrated into the Free Energy Market (MLE), an arena structured with regulations and procedures for trade and services outlined by Brazil's Chamber of Electric Energy Commercialization (CCEE). To partake in this market, adherence to legal stipulations is mandatory. Mater Dei Premium Goiânia Hospital is poised to join in March 2024, following the blueprint set by the corporate engineering division. This step will render 100% of the Rede Mater Dei constituents of the MLE. It is pertinent to note that all power plants within the Free Market domain adhere to the International REC Standard (I-REC), a global system certifying and tracking the environmental attributes of renewable energy. This accreditation assures consumers that the procured energy is indeed "clean," devoid of gas emissions or other detrimental environmental effects.

### UNIT'S PARTICIPATION IN THE FREE ENERGY MARKET



### CHILLED BEAMS

Mater Dei Salvador Hospital has a central cooling system using chilled beams, an emerging technology for air conditioning environments with optimized energy consumption. The chilled beams have no electric engine and, therefore, do not require the use of electricity to operate.



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### GREEN PARKING SPACE FOR ELECTRIC VEHICLES

Following technological trends and reinforcing the Rede Mater Dei de Saúde's commitment to sustainable management, as well as the best initiatives related to environmental preservation, the parking lot of the Mater Dei Santo Agostinho unit now has an exclusive space for electric cars, with its own station and vehicle recharging equipment. The provision of space and the installation of chargers were made in order to encourage the use of electric cars by the population, with a focus on encouraging the use of cleaner and more sustainable energy and on reducing the emission of greenhouse gases that

impact the environment and climate change.

The project began with the inauguration of the Mater Dei Betim-Contagem Hospital in 2019, a unit that has already been inaugurated with the space available. In turn, the space at the Santo Agostinho unit was inaugurated in June 2023, and the project is expanding with the corporate engineering area to provide exclusive spaces for electric cars, with its own station and vehicle recharging equipment in the other Units.



### MEAL HEATING AND PREPARATION CONSUMPTION (NATURAL GAS – IN M<sup>3</sup> AND LPG – IN KG)

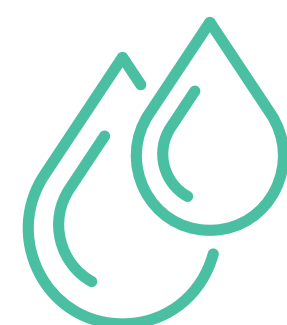
	2019	2020	2021	2022
<b>Mater Dei Santo Agostinho Hospital</b>	37,362	35,528	33,358	32,585
<b>Mater Dei Contorno Hospital</b>	64,840	61,137	67,889	77,869
<b>Mater Dei Betim-Contagem Hospital</b>	32,820	45,688	44,252	49,730
<b>Mater Dei Porto Dias Hospital</b>				23,513
	<b>135,022</b>	<b>142,353</b>	<b>145,499</b>	<b>183,697</b>

The figures presented in the columns for the years 2019, 2020, and 2021 reflect the aggregate NG/LPG consumption at the Santo Agostinho, Contorno, and Betim-Contagem Units. The column corresponding to the year 2022 also takes into account the consumption at the Porto Dias Unit. Within the Rede Mater Dei, both LPG and dry natural gas are utilized to fuel generators, heaters (when applicable), and kitchen services.

## WATER

Given the nature of our operations, water consumption holds significance within our sector. It serves diverse purposes across our Units, encompassing needs such as restroom facilities, storage of cleaning materials, nutrition and dietetics services, the Material and Sterilization Center, and clinical analysis laboratories, among others.

Across various Rede Mater Dei units, the practice of utilizing recycled water is employed. This process involves the collection, treatment, and subsequent reuse of rainwater, air-conditioning condensate water, and artesian well water. This recycled water serves multiple functions, including irrigation for gardens, sanitation system reuse, and cleaning of specific hospital areas. Furthermore, within the BHMA Units, the integration of aerators into all communal area faucets has been implemented.



### WATER CONSUMPTION – IN M3

	2021	2022
<b>Mater Dei Santo Agostinho Hospital</b>	45,641	46,913
<b>Mater Dei Contorno Hospital</b>	45,309	51,414
<b>Mater Dei Betim-Contagem Hospital</b>	15,837	7,269
<b>Mater Dei Porto Dias Hospital</b>		92,636
	<b>106,787</b>	<b>198,232</b>

The figures presented in the 2021 column represent the combined water consumption of the Santo Agostinho, Contorno, and Betim-Contagem Units. The column corresponding to the year 2022 also takes into account the consumption at the Porto Dias Unit.

### STATE-OF-THE-ART STERILE & MATERIALS PROCESSING DEPARTMENT – CME

CME is a crucial area in hospitals that conduct invasive procedures. It is tasked with cleaning, disinfecting, sterilizing, and distributing materials utilized in medical procedures, including surgical instruments, equipment, and other tools.

The technological infrastructure of the Mater Dei Salvador Hospital CME stands as one of the most contemporary and advanced today. It has been designed with cutting-edge equipment that employs sustainable technologies to minimize water wastage and energy consumption during operations. These innovations have also factored in heightened productivity, patient safety, and the well-being of professionals involved in the sterilization of surgical instruments, which is pivotal for maintaining the quality of care.

**In total, the center features 4 autoclaves (3 high-temperature and 1 low-temperature), 3 thermal disinfectors, 1 trolley washer, 3 ultrasonic washers, 2 drying cabinets, 1 pressurized gun set.**





## WASTE

We strive to embrace the finest practices in waste management, built upon strategies that will continue to evolve in the forthcoming years. Rede Mater Dei de Saúde's Solid and Electronic Waste Disposal Program adheres to prevailing regulations and sector best practices, achieved through contracts with licensed and accredited firms for responsible disposal and recycling. Certain materials utilized in our operations are inherently non-recyclable, necessitating the incineration of materials, particularly those categorized as infectious.

Within the Units, waste is segregated at its source, collected, and dispatched for disposal and/or final treatment as delineated in each Hospital's Health Service Waste Management Plan (PGRSS). This document is periodically updated in accordance with guidelines from municipal agencies, and the contracted waste management companies possess proper licenses.

### WASTE GENERATED BY REDE MATER DEI'S OPERATIONS (IN KG)

	2019	2020	2021	2022	
<b>Recyclables</b>	Mater Dei Santo Agostinho Hospital	11,659	6,817	5,749	6,640
	Mater Dei Contorno Hospital	14,148	8,543	7,996	6,293
	Mater Dei Betim-Contagem Hospital	-	1,812	1,318	1,912
	Mater Dei Porto Dias Hospital	-	-	-	30,368
	<b>TOTAL</b>	<b>25,807</b>	<b>17,172</b>	<b>15,063</b>	<b>45,213</b>
<b>General</b>	Mater Dei Santo Agostinho Hospital	607,789	380,389	440,193	472,180
	Mater Dei Contorno Hospital	496,924	370,623	440,533	485,134
	Mater Dei Betim-Contagem Hospital	-	246,655	87,338	170,410
	Mater Dei Porto Dias Hospital	-	-	-	812,328
	<b>TOTAL</b>	<b>1,104,713</b>	<b>997,667</b>	<b>968,064</b>	<b>1,940,052</b>
<b>Infectious</b>	Mater Dei Santo Agostinho Hospital	129,795	146,788	216,247	176,281
	Mater Dei Contorno Hospital	118,699	130,587	196,163	143,760
	Mater Dei Betim-Contagem Hospital	-	49,946	78,014	79,778
	Mater Dei Porto Dias Hospital	-	-	-	47,639
	<b>TOTAL</b>	<b>248,494</b>	<b>327,321</b>	<b>490,424</b>	<b>447,458</b>

The consolidation of information pertaining to Waste Management is currently underway to ensure that we possess comprehensive data from all Units. At this juncture, we provide the historical series data concerning the management of general, infectious, and recyclable waste from the BHMA Hub Units, as well as the data for the year 2022 from the Mater Dei Porto Dias Hospital, which was acquired in 2021.

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### SURGICAL BLOCK WASTE PROJECT

In October 2022, a waste management project was implemented in the surgical block at the Santo Agostinho Unit. The primary objective of this initiative was to reduce incorrect waste disposal in the area, categorized by type, and consequently decrease the volume of infectious waste while promoting the collection of recyclable materials. The **trash bins within this area were replaced**, and training programs were conducted to raise awareness among the healthcare professionals involved regarding the significance of environmental preservation and the impact that improper waste disposal can have on the environment. As a result, within just two months, **the production of infectious waste plunged by 24%**. Environmental education plays a pivotal role in enlightening individuals about proper waste disposal, yielding advantages not only for the environment but also for the Organization's economy.



### REDUCING DISPOSABLE WASTE

For the Rede Mater Dei de Saúde, sustainability means creating a better world for present and future generations. Plastics are indispensable within the healthcare sector and should be employed judiciously. Some straightforward measures to curtail disposable usage can foster positive effects on the economy and the environment, and these measures are being disseminated throughout all Units by the Health, Nutrition, and Dietetics (SND) division. Below are some initiatives undertaken in 2022:



- Starting in January, **plastic bottles of mineral water** used by patients in the hospitalization units of the Santo Agostinho unit were substituted with glass jugs. This transition led to a reduction of approximately 180 bottles per month or 2,160 bottles annually.
- In August, **porcelain containers** were procured for the dispensation of ingredients comprising the daily meals of patients at the Santo Agostinho and Contorno Units, eliminating the need for disposable containers. As a result of this action, over a span of four months, the usage and disposal of disposable packages decreased by roughly 4 million units. The Salvador unit was inaugurated already implementing the use of porcelain.
- Commencing September, **the delivery of commercially-packaged juices**, for inpatient meals at the Santo Agostinho Unit **was discontinued**. Within three months, over 667,210 packages ceased to be discarded into the environment.

### COOKING OIL RECYCLING

At the Mater Dei Contorno Hospital, an initiative to recycle the cooking oil used by employees was initiated. This endeavor aims to heighten awareness about waste disposal and its repercussions, ensuring the proper disposal of cooking oil to safeguard the environment while also providing financial support to a local social welfare institution.

**Cooking oil holds considerable pollution potential**, and its improper disposal can result in numerous environmental detriments, such as sewer blockages, groundwater contamination, and soil sealing and pollution. It is estimated that a single drop of oil can contaminate 20 liters of water.

To foster awareness, a campaign was launched, and multiple plastic containers were stationed in communal areas accessible to the Unit's staff **for collecting used cooking oil**. Subsequently, the waste is collected by a partnering supplier and sold to a company that employs it as a raw material for soap production. The proceeds generated from this sale are directed toward a charitable organization serving the community around the Hospital.

**Reciclagem de óleo de cozinha**

A reciclagem de óleo de cozinha é uma iniciativa importante para o meio ambiente e para a sociedade. Sabendo disso, em parceria com a Oxigás, o Hospital Mater Dei Contorno está implementando uma ação piloto para recolher óleo de cozinha usado e descartá-lo de forma correta.

Para isso, foi disponibilizado um recipiente no 1º subsolo (entrada dos colaboradores), para que você possa depositar o seu óleo usado, desde que esteja devidamente lacrado em um recipiente com tampa.

Reciclar esse rejeito ajuda a evitar a contaminação do meio ambiente, uma vez que o óleo despejado indevidamente na natureza pode causar diversos danos, como poluição de rios e lagos, por exemplo.

Participe desta ação trazendo óleo de cozinha e dando o destino correto. É uma forma simples e eficaz de ajudar o meio ambiente e a comunidade!

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# SOCIAL RESPONSIBILITY

The Rede Mater Dei de Saúde believes that corporate social responsibility should be practiced comprehensively, especially to benefit the communities surrounding its Units, with a primary focus on healthcare, and to promote culture and social inclusion through knowledge dissemination.

Therefore, we have numerous initiatives concentrated on social development. Throughout the years, we have backed projects aimed primarily at fostering a harmonious and inclusive society, supporting those dedicated to cultivating peace and diminishing disparities. Within the realm of culture, these supported projects encompass a variety of endeavors, such as facilitating access to culture, conducting lectures, providing training, and more. To bolster the enhancement of the healthcare system, we share practices and knowledge that contribute to enhancing access and the quality of care. Additionally, we conduct cancer prevention campaigns and furnish free consultations and

cancer screenings, particularly with an emphasis on early detection of the disease. The Expectant Couple Course project, offered at no cost for the past 40 years and open to the entire community, is swiftly expanding across all Units. We deliver valuable information to families concerning skilled professional practices throughout pregnancy, childbirth, and the postpartum period, creating a supportive, hospitable environment for sharing questions

and concerns facilitated by a medical and multidisciplinary team.

With the inauguration of the new Unit in Salvador, we not only broaden the availability and accessibility of healthcare services to the local population but also provide employment opportunities. This endeavor generates over 1,200 direct jobs and approximately 2,000 indirect jobs, aiming to contribute to the social development of the communities within the cities we operate.

## WINTER CLOTHING DONATION

Recognizing the changing temperatures and the needs of the community, the Rede Mater Dei de Saúde has been conducting the Winter Clothing Donation Campaign in its units for several years. During the months of April through June, collections of warm clothing, cold weather attire, and blankets take place, which are then distributed to institutions responsible for providing them to those in need. In 2022, collection points were set up at the reception areas of the Units, affording employees, clinical staff, and patients the opportunity to contribute through their donations.



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## CULTURAL PROJECTS

For more than four years, the Rede Mater Dei de Saúde has been supporting various projects through the Municipal Cultural Incentive Law. Our aim extends beyond mere support; we are dedicated to promoting the dissemination and democratization of access to culture within the cities and communities involved.

Among the projects undertaken in 2022, the following are noteworthy:

### BRASIL CINEMUNDI – INTERNATIONAL COPRODUCTION MEETING

The CINEBH Project took place from September 20 to 25, 2022, and featured cost-free audiovisual programming that bridges Brazilian production with the audiovisual industry. The Latin American Film Festival, with a specific focus on the creative aspirations of international authors, fostered dialogues and exchanges to enhance the networks of resonance and circulation among countries with Portuguese and Spanish colonial histories in the Americas.



### CULTURAL CONNECTION

This project contributes to the enhancement of cultural empowerment while fostering art and education in the involved municipalities of Minas Gerais (Betim, Arcos, Santa Bárbara, and Caeté). This is accomplished through a program facilitated by collaborative networks between stakeholders, including government, sponsors, and partners. Among the structured activities are Community Mobilization, Workshops and Lectures, Artistic Presentations, and Meetings.



Histórias para encantar, conectar e crescer!

### ARAXÁ LITERARY FESTIVAL – FLIARAXÁ

The Rede Mater Dei de Saúde supported the realization of the 10th Edition of the Araxá Literary Festival (Fliaraxá) in May 2022 through the Federal Culture Law. Adopting a hybrid format, the events were hosted both online and in-person at venues such as the Grande Hotel de Araxá, Maximiliano Rocha Municipal Theater, Parque do Cristo, and Calmon Barreto Cultural Foundation, in the city of Araxá (MG).

Fliaraxá was initiated in 2012 by cultural entrepreneur Afonso Borges, the CEO of the “Sempre um Papo” cultural association. Curated by writer and journalist Tom Farias for the 2022 edition, known for his biography of Carolina Maria de Jesus, the chosen theme was “Abolition, Independence, and Literature.” This subject shed light on the two paramount issues of 2022: Abolition, due to the festival coinciding with May 13, and the bicentennial of Brazil’s Independence. The literary

content relevant to these pivotal Brazilian historical events from varying time periods converged under the theme “Abolition, Independence, and Literature,” highlighting the significance of the social and cultural history of the Black community.



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### COMMUNITY LIBRARIES

The Rede Mater Dei de Saúde supported the establishment of three community libraries as part of the project initiated by the Association of Friends of Community Libraries (SABIC), operating within the framework of the Belo Horizonte Municipal Culture Law from 2021 to 2022. The aspiration is for each of these libraries to serve as inviting spaces for the exploration of knowledge and activities beyond conventional book lending. Within these spaces, artistic and cultural events are organized to nurture collective initiatives, facilitate discussions on social matters, and stimulate innovative concepts that foster community integration and empowerment.

#### São José de Calasanz Community Library

Maria Goretti – BH (MG)

#### Vista Alegre Community Library

Vista Alegre – BH (MG)

#### Vale do Jatobá Community Library

Vale do Jatobá – BH (MG)



## MEDICAL CARE

### EVENT SUPPORT

The Rede Mater Dei de Saúde extends its support to various institutions and companies, contributing to the execution of projects that promote health and engage in sports, artistic, cultural, charitable, and scientific events, providing education and learning to the communities where our Units are situated. One of the fundamental principles of the Rede Mater Dei de Saúde is to be a presence where we can make a positive impact. Throughout 2022, we demonstrated our commitment by furnishing medical care infrastructure along with the expertise of our professionals who consistently deliver quality and humanized care. We established medical assistance stations and

deployed ambulances to ensure prompt and emergency care to all individuals, whether arising from accidents or other exigencies. Our approach encompassed delivering care within local facilities or swiftly transporting patients to our hospital unit when necessary. In specific events like the fourth edition of the Salvador Marathon held in September 2022, our assistance team provided participants with complimentary blood pressure measurements, capillary glycemia tests, BMI calculations, and bioimpedance assessments, as well as deploying ambulances to offer support to runners along the route and at the race's finishing line.



### GYNECOLOGY AND MASTOLOGY OUTPATIENT CARE

Numerous gynecologists and breast surgeons from the Rede Mater Dei de Saúde voluntarily contribute to outpatient clinics in two churches within the city of Belo Horizonte (MG). The Nossa Senhora do Carmo Church, situated in the Carmo neighborhood, and the Nossa Senhora Rainha Church, in the Belvedere neighborhood, are recipients of medical assistance from volunteers among our clinical staff. The primary objective of this endeavor, now in its 38th year, is to provide health support to vulnerable populations in need.

In 2022, more than **1.000** patients received free medical consultations through this initiative.



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## MANO DOWN INSTITUTE

We take great pride in being a partner and supporter of the Mano Down Institute, an organization that, for a decade, has fostered development and visibility while offering opportunities that showcase the potential of individuals with disabilities to society. Through the institute's efforts, more than 750 families were directly impacted in 2022, gaining increased opportunities for growth, autonomy, and the promise of a better future.

### MANO DOWN WALK

During the event, our ambulances and medical assistance teams remained on standby to provide essential medical-hospital support. We share the mission of the Mano Down Institute to promote inclusion through sports and culture, encouraging society to view the abilities and potential of individuals with Down syndrome from a fresh perspective.



### FRIEND COMPANY – MANO DOWN INSTITUTE

In December 2022, the Rede Mater Dei de Saúde was recognized as a Friendly Company of the Mano Down Institute in acknowledgment of our partnership and support for their projects, initiatives, and events. We take immense pride in contributing to the construction of a progressively inclusive society.



## NUTRITIONDAY

In 2022, the Rede Mater Dei de Saúde joined NutritionDay, a global program for hospital nutrition standardization. This initiative establishes criteria to maintain and enhance the quality of nutritional care in hospitals worldwide. The project aims to increase awareness of malnutrition within healthcare institutions and, based on identified issues, devise plans to enhance nutritional treatment quality. With a one-day audit, the program facilitates knowledge and consciousness of nutritional care for hospitalized patients. Furthermore, it allows for comparisons between similar institutions, aiming to mitigate the impacts of hospital malnutrition.

The NutritionDay took place on November 10 and encompassed patients in the inpatient and intensive care units of Mater Dei Santo Agostinho Hospital, Mater Dei Contorno, and Mater Dei Salvador. The completed questionnaires outlined unit infrastructure and available resources,

patient information from medical records and direct input, including nutritional history. Lastly, information about the patient's condition after a specific period was documented. This initiative underscores the Rede Mater Dei de Saúde's commitment to providing patient care within the context of malnutrition and illness.



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## RENOVATION OF THE SÃO JOSÉ NURSING HOME

Established in 1978, the Lar dos Idosos São José (“São José Nursing Home”), managed by the Divina Providência System, provides comprehensive and continual care for elderly individuals in need. Those with dependency levels I, II, or III, facing social risks or rights violations or lacking familial support, find refuge here. Presently, the facility caters to approximately 90 residents of both genders. These residents receive medical, physiotherapeutic, occupational therapy, and nutritional support. The Rede Mater Dei de Saúde, through the Municipal Fund for the Elderly, allocated resources for the electrical refurbishment of the space dedicated to accommodating senior citizens.

## JOB CREATION

### THE TRAINING TO EMPLOY PROGRAM

As a means of fostering education, professional training for the population, and promoting opportunities in the job market, the Rede Mater Dei de Saúde established a cooperative agreement with the City of Salvador to implement the Training to Employ Program by the Municipal Secretariat for Economic Development, Employment, and Income (SEMDEC), developed in partnership with the Municipal Service for Labor Intermediation (SIMM). The primary objective of this collaboration was to enhance the employability prospects for individuals without professional experience, particularly those living in the vicinity of Mater Dei Salvador Hospital. This initiative aimed to transform the lives of numerous families. Through the program, the Municipality provided targeted training for job positions that arose upon the inauguration of the new hospital unit. For the Rede Mater Dei de Saúde, the

guidance and technical support of the City of Salvador and partner agencies were crucial in recruiting new employees. This initiative generated more than 1,200 direct jobs and approximately 2,000 indirect jobs. The Rede Mater Dei de Saúde is a staunch advocate of education and recognizes its role in reducing social disparities within the country.



**1,200** direct jobs and approximately **2,000** indirect jobs



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## PARTNERSHIP WITH THE IRMÃ DULCE NURSING TRAINING CENTER

Aligned with the principles of compassionate care and comprehensive patient support, the Rede Mater Dei de Saúde and the Irmã Dulce Nursing Training Center have formed a partnership to train nursing technician students for employment at Mater Dei Salvador Hospital, inaugurated in May 2022. Students from technical schools in Salvador engaged in supervised internships under the guidance of nurses from the clinical staff at Santo Antônio Hospital (HSA). The institution already practices training employees from diverse sectors to ensure excellent patient care. This partnership emerged

due to the shared principles and care practices between both entities, as well as their esteemed status as philanthropic health institutions in Brazil. The collaboration provided a significant opportunity for new professionals to enter the job market and secure their first positions even without prior experience. Presently, over 90% of employees hired to work at Mater Dei Salvador Hospital are residents of the city, and for many, this marked their inaugural job experience. Professional development continues after hiring, facilitated by the training framework established at the Realistic Simulation Center. This center ensures continuous improvement, safety, and the quality of professional practices within the realm of healthcare.



## MATER DEI IN THE FIGHT AGAINST CANCER

The Mater Dei Campaign in the Fight Against Cancer is an initiative of the Rede Mater Dei de Saúde designed to raise awareness about the significance of early detection for breast and prostate cancer, the two most common types affecting women and men, respectively. In 2022, this campaign took place in November, providing complimentary mammography exams for women, PSA tests (blood tests to detect prostate alterations), and rectal examinations, if necessary, for men. Additionally, consultations to analyze results were available with reference doctors from the clinical staff. Women aged 40 or above and men aged 50 or above without health insurance were eligible to participate in the campaign.

The primary objective of this endeavor is to foster a healthy lifestyle and well-being for everyone at all stages of life, involving employees of the Units and their families, societal entities, and partner companies. The campaign involves voluntary participation from administrative, support, and healthcare service teams, including Oncology, Mastology, Mammography, Radiotherapy, Pathological Anatomy, Urology, Ultrasound, Diagnostic Medicine, and Clinical Analysis Laboratory departments. This social initiative, a part of the Rede Mater Dei for over a decade, is a source of great pride, and it is only possible due to the support and voluntary dedication of our Mater Dei community.

This year, the scope of mobilization and prevention expanded to encompass the communities surrounding the Units, ensuring more individuals could access consultations and exams conducted by our teams. The campaign extended to the BHMA Hub (Santo Agostinho, Contorno, and Betim-Contagem Units), as well as the new Rede Mater Dei de Saúde Units offering Oncology Services, namely Mater Dei Salvador (Salvador – BA), Mater Dei Santa Genoveva (Uberlândia – MG), and Mater Dei Porto Dias (Belém – PA).





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## THE EXPECTANT COUPLE

The Rede Mater Dei has been offering the Expectant Couple Course free of charge for nearly 40 years, conducted across hospital units in various states of Brazil. These classes, led by gynecologists, obstetricians, anesthesiologists, and pediatricians, encompass topics ranging from early pregnancy stages, delivery moments, breastfeeding, newborn care, and other subjects relevant to families. A multidisciplinary support team consisting of nurses, physiotherapists, psychologists, and nutritionists also contributes to the program's content, delivering valuable insights into skilled professional practices during pregnancy, childbirth, and the postpartum period. This takes place in a

supportive, nurturing environment that fosters the exchange of doubts and aspirations. These courses are regularly scheduled, participation is free, and they are open to the entire community surrounding the Units. This initiative showcases social responsibility and patient empowerment, equipping individuals with greater control over decisions and actions impacting their health. We believe that access to information during pregnancy is pivotal in ensuring a safe pregnancy, dignified and respectful delivery, and a serene, healthy postpartum period. In the Santo Agostinho Unit alone, more than 300 couples participated in the project in 2022.



### THE EXPECTANT COUPLE COURSE 2022 SCHEDULE - SANTO AGOSTINHO UNIT

#### MODULE 1

- Mater Dei and Childbirth Facilities: Getting to Know the Maternity Ward.
- Pregnancy Has Changed My Body. What Are the Main Symptoms?
- Interactive Session: How to Have a Healthy Lifestyle During Pregnancy?

#### MODULE 2

- When and How Will the Birth Happen?
- What Happens to My Perineum During Pregnancy and Childbirth?
- Having a Pain-Free Birth: How Pain Relief Techniques and Anesthesia Work?

#### MODULE 3

- Navigating Baby Care in the First Few Days.
- Breastfeeding and Breast Care

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## LIBRAS FOR ALL PROGRAM

The Rede Mater Dei de Saúde places a premium on inclusion not only for its employees but also for all patients entrusting us with their healthcare. Hence, the Libras for All program is offered, enabling employees and clinical staff to access training through complimentary classes.

The program's goal is to disseminate Brazilian Sign Language (LIBRAS), enabling all Rede Mater Dei de Saúde employees to establish fundamental communication with Libras users and acquire proficiency in our country's second official language (as per Law No. 10,436/02). This approach ensures the development and inclusion of both our internal and external clientele, further enhancing our humane, personalized, and distinctive service.

Human Warmth and People Who Make a Difference are two of our values, and they are intertwined with respect, compassion, understanding, welcoming differences, and promoting diversity and inclusion. Through the network's distance learning platform, Mater Dei Educa, the program's content is accessible according to individual learning paths. This initiative forms part of the Diversity, Equity, and Inclusion Learning path, granting our employees access to various complementary topics. The program consists of 10 hours of instruction, divided into 24 modules encompassing exercises, e-books, and more. Employees from the BHMA Hub and Salvador Units currently have access, and later this year, the course will be extended to the other Units.



### THE INCLUSION PROJECT - WE ARE ALL ESSENTIAL

In October 2022, Mater Dei Santa Genoveva Hospital received a Motion of Applause from the Uberlândia City Council for participating in the project called Inclusion - We Are All Essential. This initiative aims to integrate individuals with disabilities into the labor force with dignity and respect. Respect, inclusion, and diversity form integral parts of the entire Rede Mater Dei's history, fostering inclusive, diverse spaces within its units that prioritize not only patients but also the individuals comprising the workforce.



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# STRATEGIC AUDIENCES

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# STRATEGIC AUDIENCES

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## INVESTORS

### The **Investor Relations**

division maintains an open and transparent dialogue with the market, addressing investor needs and expectations.

The website [ri.materdei.com.br](https://ri.materdei.com.br)

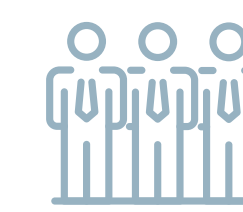
publishes quarterly results, financial statements, and general information about the Rede Mater Dei de Saúde, including its services, units, management, and governance. These releases offer in-depth and analytical insights into the market context and our performance. Shareholders can access this information through the Talk to IR channel.



**R\$ 2.8** billion market value as of December 31, 2022



Average daily trading value of **R\$ 6,2** million in 2022

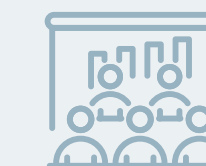


At the end of 2022, the Company had **4,555** shareholders.

There were over **300** sell-side and buy-side interactions with investors, including meetings, events, conferences, and site visits to get to know our Units in BH and Salvador. Among them, the following stand out:



**Meetings**  
Over **230** meetings involving **80** distinct funds and **15** investment research houses



**Events**  
Conferences organized by banks, result disclosures, and group meetings – **16** video conference events with the participation of **600** funds in total, including over **180** different funds



**Site Visits**  
**15** visits to the Belo Horizonte and Salvador Hospitals in 2022



Total of over **360** hours of interaction



Contacts through the “Talk to IR” on the website: **55**

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## CLINICAL STAFF

We have over 10,000 registered physicians across all units of the Rede Mater Dei de Saúde. In line with our ideology and in accordance with the guidelines of our *Compliance* Program, these professionals continually work towards promoting humanized, safe, and integrated healthcare. We collaborate with an open clinical staff, meaning self-employed healthcare professionals who are granted the use of the company's facilities. They are responsible for conducting all professional activities within ethical and humanitarian principles. The high caliber of clinical staff within our units is a distinctive feature of the Mater Dei brand and its corporate culture. Consequently, we make significant investments to ensure that independent physicians have access to appropriate support staff, technologically advanced equipment, and hospital facilities tailored to their requirements and those of their patients. These measures contribute to building a strong and enduring relationship with the medical community in the regions where we operate.

Focused on enhancing the experience of doctors in the Rede Mater Dei de Saúde clinical staff, which forms one of the core links in our chain, we launched My Mater Dei in 2021. This digital platform offers

conveniences throughout the physician's journey, from selecting the Rede Mater Dei for performing procedures to the point of discharge and follow-up plans. Notable features include:

- Follow-up of the surgical and outpatient schedule
- Streamlined submission and tracking of surgical requests
- Validation of documents and pending matters for surgical procedure authorization
- Visualization of schedules within the integrated surgical diary
- Weekly tracking of requests and backlogs
- Management of secretarial tasks

The Care Practices Management (GPA) division extends support for Governance and Clinical Management through the Medical Board. It oversees the entire journey of clinical staff, from registration to clinical practice and results management. The department defines processes for validating the credentials of providers interested in joining the Rede Mater Dei de Saúde. Additionally, it annually reviews a strategic plan incorporating indicators for evaluating clinical staff performance.



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## HEALTH PLAN OPERATORS

The Rede Mater Dei de Saúde currently provides healthcare services to more than 149 independent and self-insured health plan operators in Brazil. With its nationally recognized brand and reputation as a premium healthcare provider, combined with the expanded network of strategically located hospitals and the potential to offer comprehensive healthcare solutions in one location, the Rede Mater Dei engages in robust commercial contracts and partnerships. These contribute to maintaining a strong and enduring relationship with this pivotal stakeholder, thus affording the hospital units a substantial customer base.

Furthermore, these operator partnerships have facilitated the joint development of novel, mutually beneficial remuneration models. These models, based on risk sharing and delivery predictability, are facilitated through the Remunera platform. This platform was created in collaboration with A3Data, a data analytics and artificial intelligence company in which Rede Mater Dei acquired a partial stake in 2021.

Remunera offers surgical, emergency care, and oncology packages by disease, global daily rates, and surgical rates. These rates are founded on risk sharing between operators and providers, aiming for better outcomes and sustainable care costs. The financial risk, previously borne solely by operators, is now shared with providers, necessitating prudent management of resources and care procedures to contain expenses within agreed package values. Remunera, a platform that models remuneration scenarios, bundles services, resources, and procedures in a swift, tailored, and accurate manner. This generates negotiation possibilities grounded in statistical values, interaction, and personalization. With a steadfast focus on sustainability across the entire chain, Rede Mater Dei maintains its collaborative partnership with health plan operators. It introduces products that augment investment predictability and can minimize variability. This empowers operators with greater competitive strength in the market, all the while safeguarding care outcomes.



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### EXCLUSIVE REGIONAL PRODUCTS OFFERED WITH HEALTH PLAN OPERATORS

Built on a foundation of trust and a strong, enduring relationship with the nation's foremost health operators, we have had the privilege to conceive innovative regional plans tailored for self-management operators. An illustrative example is CASSI, the health plan for Banco do Brasil employees and the largest self-management operator in the country. CASSI launched its inaugural regional product, CASSI Vida BH, selecting the Rede Mater Dei de Saúde as its partner. Those who join this new plan have access to the complete offerings of the Santo Agostinho and Betim-Contagem Units for consultations, exams, hospitalization, and the Contorno Unit for pediatrics and oncology. Additionally, a specialized network is available. CASSI Vida BH is exclusively available to family members of Banco do Brasil employees, retirees, and pensioners up to the 4th degree by blood and up to the 2nd degree by affinity. This product represents an innovative step for the operator itself, as it previously only offered health plans with national coverage.

## EMPLOYEES

What sets the Rede Mater Dei as a benchmark in healthcare for its patients and families is not only its investments in infrastructure, processes, and technology but, more importantly, its dedication to nurturing People Who Make a Difference. We prioritize fostering the growth of employees and clinical staff members, ensuring they always Do It Safe and Do It Right. Our approach to people management also encompasses fostering an inclusive and diverse environment while continually reinforcing our organizational culture.



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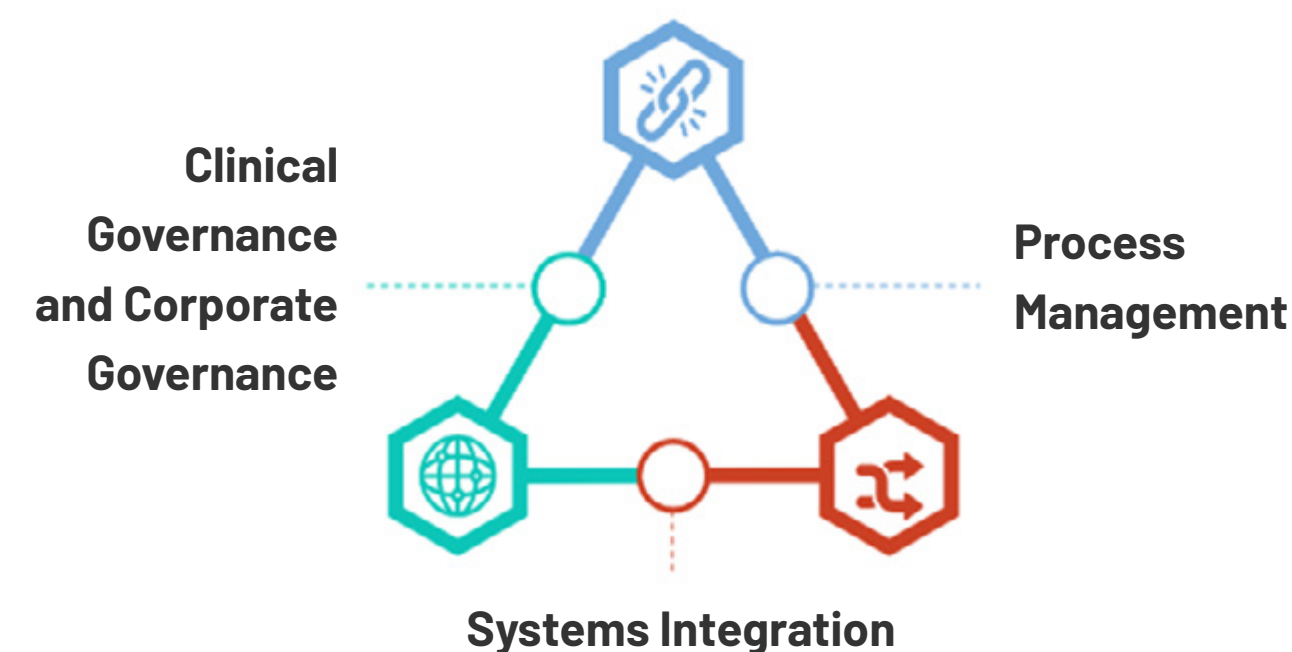
## SUPPLIERS

In 2022, we engaged with over 3,000 active suppliers from various sectors, including medicines, medical and hospital equipment, orthoses, prostheses, special materials, technology equipment, food products, and service providers. The Rede Mater Dei de Saúde's supplier negotiation practices are underpinned by the principle of free competition. We assess suppliers using both qualitative and quantitative criteria to ensure excellent supply practices, quality assurance, safe care, and transparency in our relationships. Regular meetings are conducted for adjustments and performance evaluations of deliveries. These meetings are geared towards maintaining a high-quality standard that guarantees continuous improvement in the services rendered at our hospitals.

### INTEGRATION

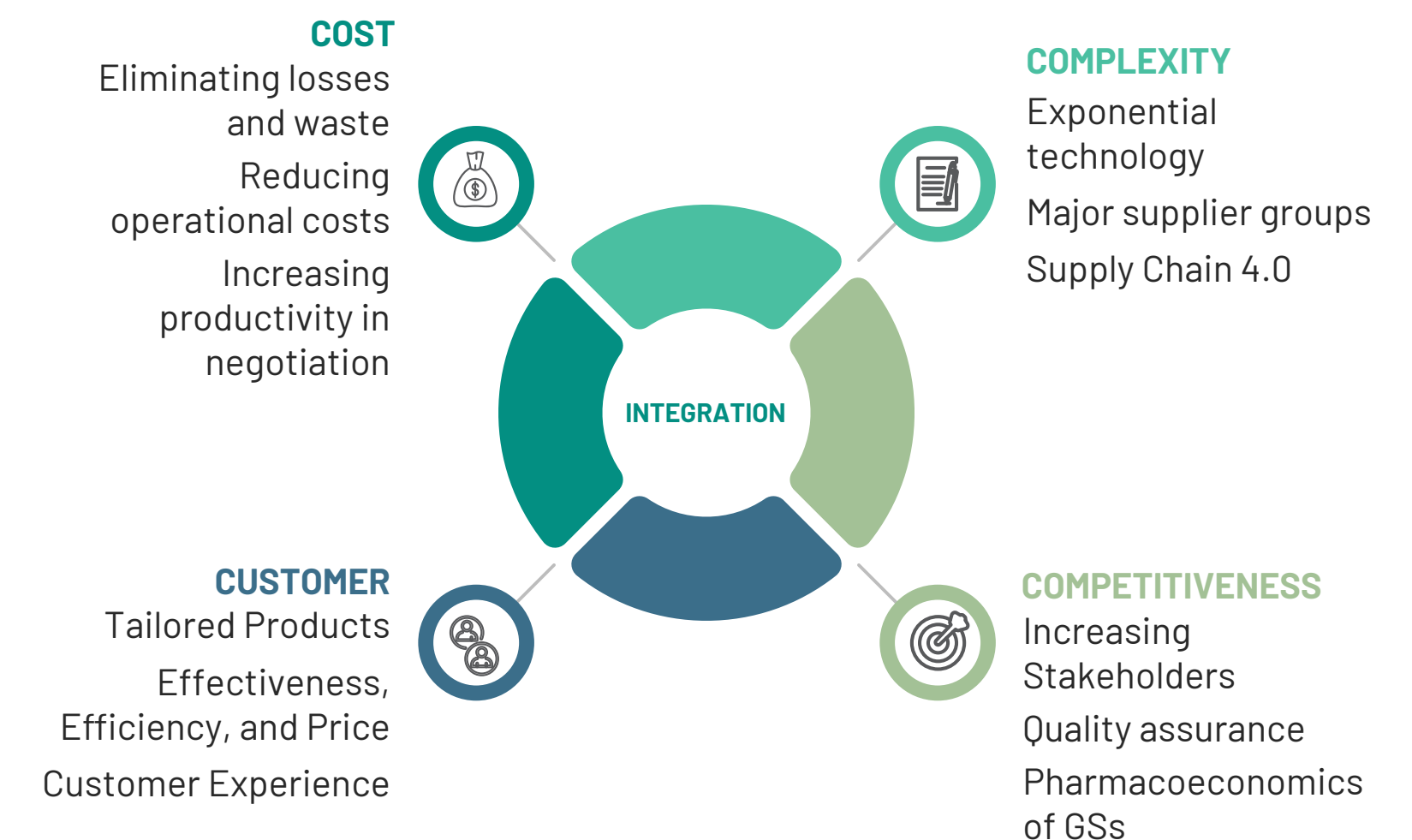
As the Rede Mater Dei expanded and acquired new units in 2022, the supply department underwent integration at the corporate level. This integration was driven by the aim of enhancing efficiency through cost reduction and margin maximization. This objective is aligned with ensuring the quality of care, patient safety, and financial sustainability for all stakeholders. This corporate initiative played a pivotal role in streamlining procurement processes, reducing costs, and enhancing operational best practices. Furthermore, it is crucial to address the intricacies of the hospital system and the significance of furnishing appropriate supplies and equipment to deliver exceptional care.

### COST AND QUALITY BALANCE



The process of integrating the services provided by the Supply area of the Units commences immediately after their acquisition. Monitoring occurs through weekly meetings with directors, utilizing reports that encompass strategic indicators such as saving through integration, inflation, and average payment period, among others.

Through the incorporation of this department into the corporate structure, enhanced control over procurement is attainable, ensuring the procurement of premier products at optimal prices. This integration also aids in standardizing the procured items and facilitating more effective inventory management. Consequently, an elevation in the quality of products and services furnished by the hospitals becomes feasible, ensuring client contentment and bolstering the institution's credibility. Thus, this strategy has evolved into an essential facet of Mater Dei.





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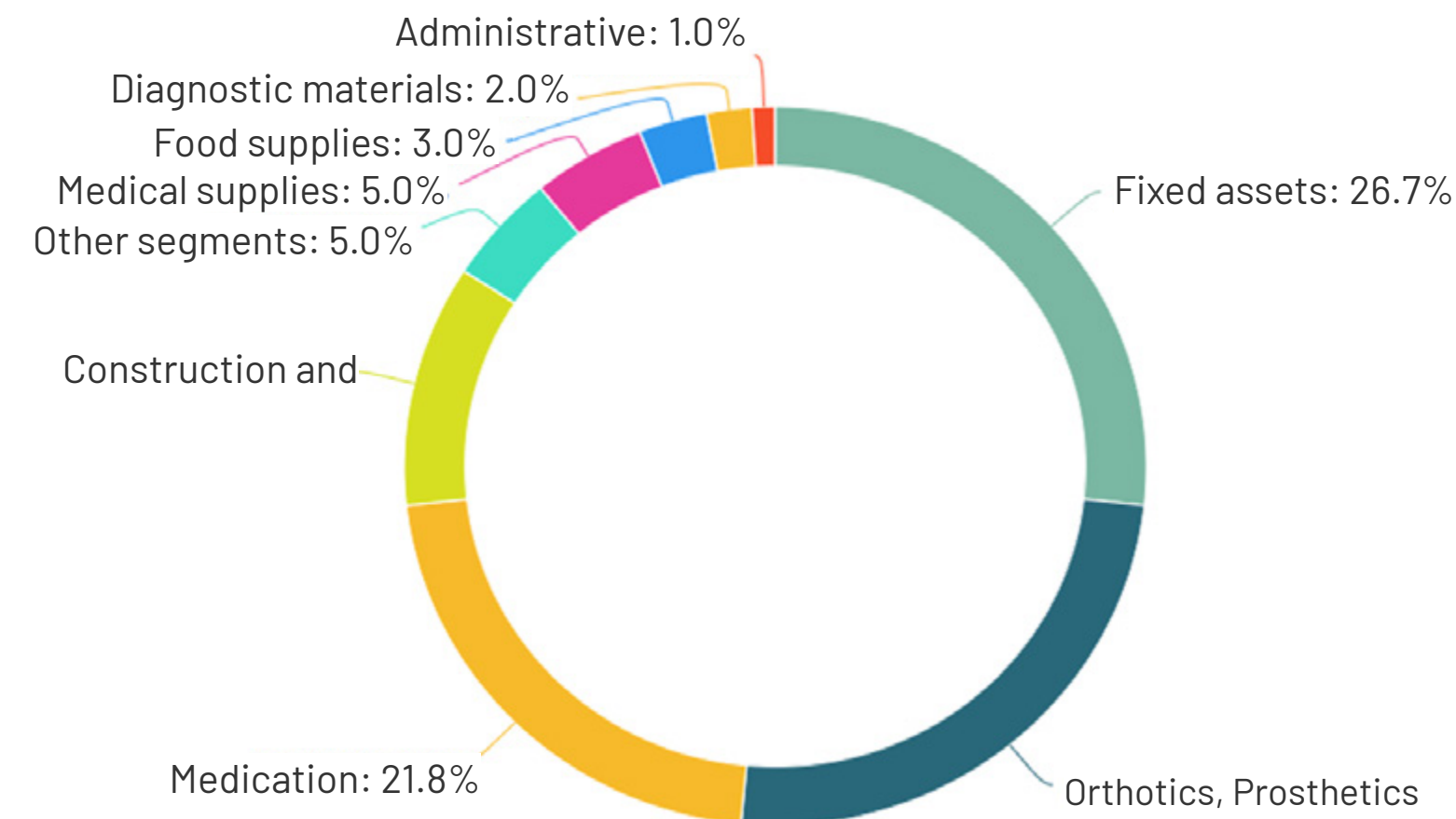
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The Rede Mater Dei de Saúde holds a significant purchasing volume, rendering it a notable player in the healthcare supplier market. To address this scenario, corporate supplier management has proven pivotal for Mater Dei. Through this approach, we have forged robust and enduring partnerships that yield benefits for both parties. The organization recognizes that such management facilitates catalog expansion, streamlines delivery processes, and even fosters the creation of novel products.

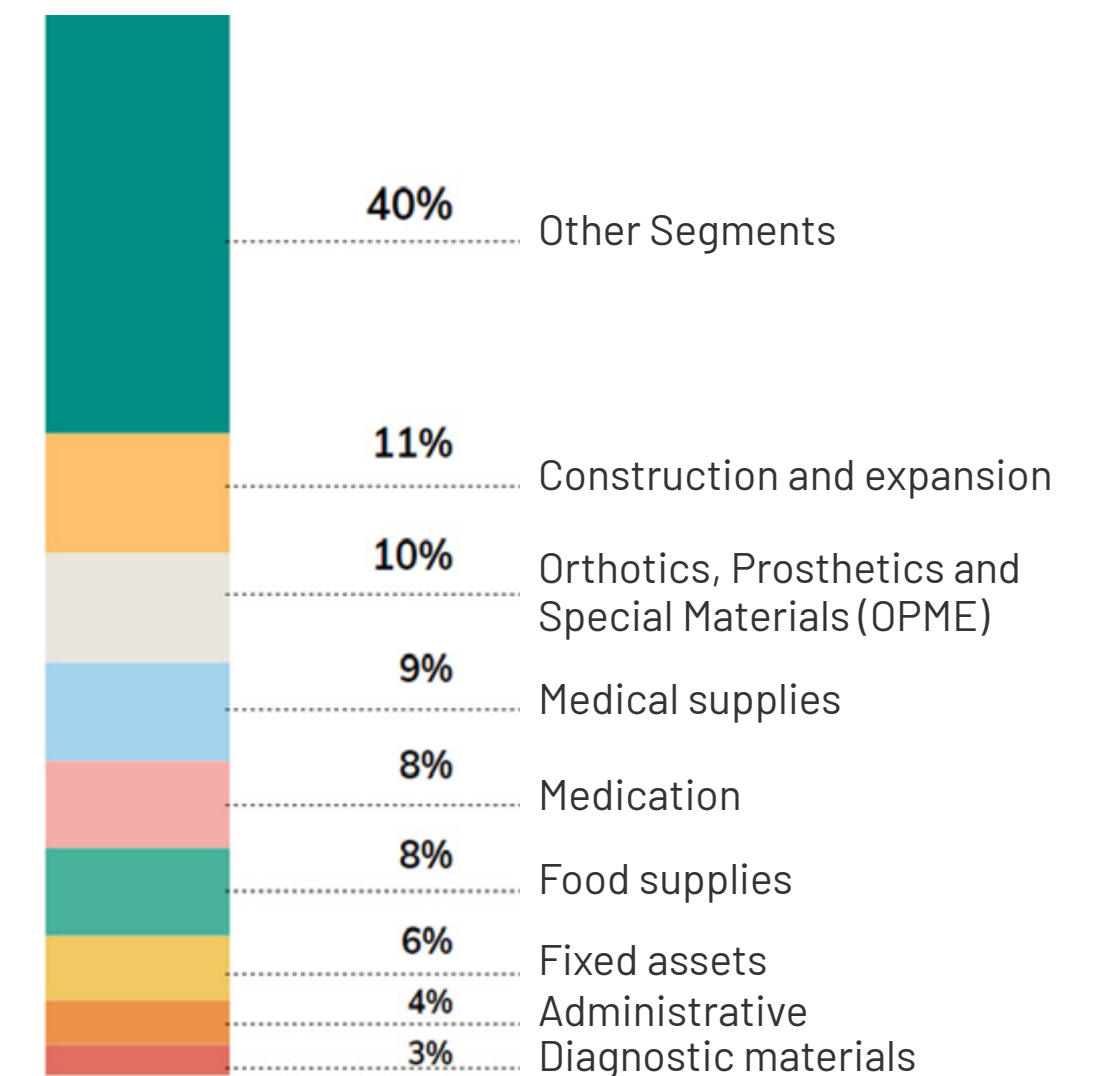
**Direct and indirect purchases in 2022**  
**480 million BRL**



**Investment by segment in 2022 (\$)**

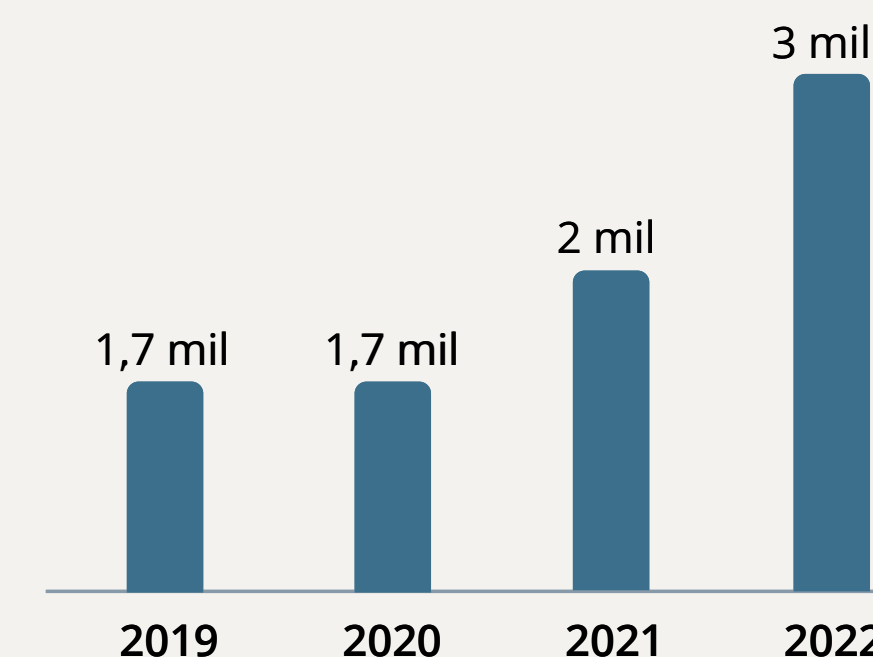


**% of suppliers by procurement segment**



We have established a robust supplier selection and qualification process. This transparent approach extends invitations to all suppliers to partake in the procedures. Criteria such as quality, pricing, delivery timelines, supplier reputation, and financial status, among other factors, are thoroughly assessed. This process holds paramount importance for the prosperity of suppliers and concurrently engenders enduring partnerships between the involved parties.

**Number of active suppliers**





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## SUPPLIER MEETING

The supplier meeting held in 2022 was focused on discussing essential topics related to technical regulations and legal requirements within the sector. Additionally, the LGPD and the compliance program were prominent themes, sparking discussions about the significance of information security and ethical conduct in business. Through these dialogues and exchanges, we reaffirm the belief that a relationship built on trust and transparency is crucial for the success of the Rede Mater Dei de Saúde. As a healthcare network, we operate in several states across the country and remain committed to ensuring things are done safely and properly, thereby guaranteeing excellence in patient care.



## CLIENTS

At the Rede Mater Dei de Saúde, the patient resides at the core of everything we do. Our medical and hospital services extend to the entire family across all life stages, offering high-quality care administered by exceptionally trained and specialized professionals. We hold the lives of our patients in the highest esteem, delivering the pinnacle of what medicine has to offer.

Our mission encapsulates our Commitment to Quality of Life. Health stands as humanity's most valuable asset. As both healthcare practitioners and an institution, our dedication entails ensuring that the care we provide to our patients is executed with quality and excellence. Nurturing health is synonymous with safeguarding lives.

Hence, we invest in personalized, distinctive, and empathetic care, perpetually offering an optimal patient experience through an amalgamation of cutting-edge technology for tailored treatments and a steadfast commitment to the well-being of all those who entrust their health to our hands.



## SOCIETY

An inherent trait of the Rede Mater Dei de Saúde is the emphasis placed on the direct and indirect repercussions it generates for the public it engages with, the communities encompassing its operations, and society as a whole. As providers of healthcare services, we function as catalysts for economic and social progress across all domains of our operation.

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## GPTW 2023-2024 SEAL

In February 2023, the Rede Mater Dei de Saúde was recertified for the third consecutive year as an excellent company to work for, following a Work Environment Survey conducted at Mater Dei Santo Agostinho Hospital, Mater Dei Contorno Hospital, Mater Dei Betim-Contagem Hospital, Mater Dei Santa Genoveva Hospital, Diagnostic and Imaging Center - CDI, Mater Dei Santa Clara Hospital, Mater Dei Premium Goiânia Hospital, Mater Dei Porto Dias Hospital, Mater Dei EMEC Hospital, and Mater Dei Salvador Hospital.

We remain committed to providing excellence in customer service, quality care, and highly trained specialized teams. This commitment aligns with our ability to foster a positive and welcoming work environment for the individuals who constitute the Rede Mater Dei, strengthening our core essence.



## ICU TOP PERFORMER AND ICU EFFICIENCY SEALS

In 2023, the Rede Mater Dei de Saúde ICUs once again received recognition from the Brazilian Intensive Care Medicine Association (AMIB) and Epimed Solutions through the ICU Top Performer and ICU Efficiency seals.

Certification was bestowed upon Mater Dei Betim-Contagem and Mater Dei Premium Goiânia in the Top Performer category, and Mater Dei Santo Agostinho, Mater Dei Contorno, Mater Dei Porto Dias, and Mater Dei Santa Clara hospitals in the ICU Efficiency category.

These certifications consider factors such as clinical outcomes and effective allocation of resources in the care of critically ill patients. This validation underscores our capacity to provide quality and secure services to our patients, reaffirming Rede Mater Dei de Saúde's dedication to quality of life.



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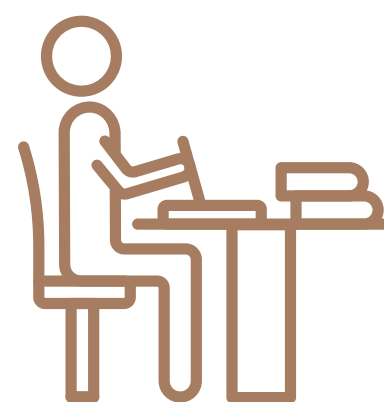
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## PARTNERSHIP BETWEEN REDE MATER DEI DE SAÚDE AND THE FACULTY OF MEDICAL SCIENCES OF MINAS GERAIS

From November 2022 to May 2023, the Care Practice Management area welcomed the initial group of medical students in a collaboration between Rede Mater Dei de Saúde and the Faculty of Medical Sciences of Minas Gerais. This initiative aimed to incorporate health management content for students who completed the Health Innovation course. These students participated in the II International Symposium on Extension and Health Education of FCM-MG (II SIEES) and produced a paper highlighting the significance of a hospital management internship in the education of healthcare professionals. Building on the positive student experience, a partnership was established to organize the 1st Congress of Management and Leadership in Health (Cogelis), scheduled for 2024. This event targets health academics, with the goal of highlighting the relevance of the theme within academic training.



## INAUGURATION OF ESPAÇO SAÚDE MATER DEI – PREVENTION, WELLNESS AND PERFORMANCE

The Espaço Saúde Mater Dei – Prevention, Wellness, and Performance, inaugurated at the Santo Agostinho unit, now offers patients an integrated and personalized service structure focused on promoting health and encouraging care and treatment beyond disease management. Patients benefit from a multidisciplinary team to guide them through scientifically proven practices aimed at enhancing healthy longevity, such as physical activity. Additionally, services for treating chronic diseases are available through integrated care approaches

that lead to improved quality of life and enhanced clinical outcomes. The spectrum of services includes preventive and sports medicine, sleep medicine, a wound center, and even a hyperbaric chamber for therapy with pure oxygen at elevated pressure. The Espaço Saúde embodies a comprehensive approach to health, encompassing promotion, prevention, diagnosis, and treatment. We firmly believe that an engaged patient within an educational and health-promoting system leads to more efficient and high-quality care, resulting in improved clinical outcomes.



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### FREE CREATININE TEST CAMPAIGN

In celebration of World Kidney Day in March, Mater Dei Hospitals in Belo Horizonte, Betim-Contagem, and Salvador joined forces to provide free creatinine tests for individuals without health insurance, with a special focus on safeguarding and supporting the most vulnerable populations. The initiative aimed to disseminate preventive information to those in need who may not have been receiving adequate healthcare. Our care team recognizes the paramount importance of identifying individuals who might be afflicted with kidney disease providing them access to appropriate treatments and therapies.



### INAUGURATION OF A NEW FLOOR IN THE MATERNITY WARD – MATER DEI SANTO AGOSTINHO HOSPITAL

The maternity ward at Mater Dei Santo Agostinho Hospital has steadily grown in importance within the city, offering technology, distinctive reception, comfort, and care safety under well-defined protocols. In May, the hospital completed the comprehensive renovation of its 11th floor to expand the maternity ward. This new floor encompasses six delivery rooms and 36 additional beds, including apartments, distinctive suites, and new PPP suites. The PPP suites enable vaginal delivery, featuring a bathtub for labor and chromotherapy to manage anxiety and pain, creating a soothing and tranquil atmosphere. This expansion sets the stage for differentiated service provision within a comprehensive hospital infrastructure that includes Neonatal ICU and Adult ICU. It caters especially to high-risk pregnant women, offering a 24-hour Gynecological and Obstetric Emergency Room with dedicated access and a concierge service for parturient women. This service streamlines communication and facilitates scheduling appointments, exams, and other personalized needs during this pivotal moment in patients' lives.



### MATERNITY PLAN

The Maternity Plan was designed to enhance the public's access to the specialized services rendered by the maternity units within the Rede Mater Dei de Saúde. Geared toward patients without health insurance, the Maternity Plan encompasses a service package that spans childbirth assistance to encompass other maternal and infant needs at the time of birth. This includes pre- and post-partum consultations and exams, infant vaccination packages, and more.

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### INAUGURATION OF MASTOLOGY UNIT

Focused on delivering a complete spectrum of mastology care, from diagnosis to integrated treatment, with personalized attention and humanization, the new Mastology Unit was inaugurated in June at Mater Dei Contorno Hospital. This unit boasts a multidisciplinary team and the backing of a general and highly complex hospital. Alongside care security, this team of physicians, psychologists, physiotherapists, and other specialists collaborates on an integrated care path designed for accurate diagnosis, management, and tailored treatment of patients. The service incorporates cutting-edge technology for diagnosing and treating breast diseases, including a 3 Tesla MRI and DR digital mammography supplemented with tomosynthesis (3D mammography). This array, coupled with the resources of the Integrated Cancer Hospital and the Oncological Emergency Room, staffed by highly qualified professionals, stands ready to address cancer patient urgencies and emergencies.

### INAUGURATION OF THE INFUSION CENTER – MATER DEI EMEC HOSPITAL

To provide enhanced comfort for patients necessitating immunobiological treatment, Mater Dei EMEC Hospital in Feira de Santana unveiled its new Infusion Center. This unit administers intravenous and subcutaneous medications to patients with conditions such as rheumatologic, gastrointestinal, dermatologic, neurologic, and lung diseases, among others, requiring immunobiological drugs.

Mater Dei EMEC's new Infusion Center is equipped to deliver approximately 200 drug infusions per month.

This modality of treatment has demonstrated increasing efficiency by targeting specific regions of the immune and inflammatory pathways in diseases. The presence of an Infusion Center within a hospital unit confers several benefits, as patients experience safe and humanized treatments and can count on a multidisciplinary team for support.



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## 1ST EXCELLENCE IN CLINICAL AND HOSPITAL GOVERNANCE WEEK

For 43 years, the Rede Mater Dei de Saúde has stood out for its compassionate and excellent healthcare, upheld by our high-quality standards in diagnostics, treatments, patient safety, and health prevention. After four decades of refining hospital protocols, procedures, and methodologies, Mater Dei hosted an internal governance conference centered on exemplary outcomes. Named the 1st Workshop on Clinical Governance and Care Leadership, this event saw medical directors and primary care leaders from the ten hospital units sharing successful cases yielding exemplary patient results achieved through resource optimization processes that consider the global health scenario. The workshop provided an opportunity to align best practices across hospitals, discuss established protocols in line with the organization's commitment to caring excellence and efficient, sustainable hospital governance, and train in the clinical management and governance model initiated in 2004 – a success case in itself.

On the event's final day, the 1st Rede Mater Dei Clinical Excellence Seminar was held, welcoming the general public. This seminar transparently showcased how clinical governance excellence directly influences health and value delivery. Discussions

revolved around ways to broaden the dialogue about the significance of top-notch care, as well as sustainability in healthcare, which necessitates the engagement of all stakeholders within the hospital landscape to achieve optimal results for patients, physicians, society, and operators. Rede Mater Dei de Saúde's efforts are oriented toward a model that integrates prevention, diagnosis, and treatments grounded in high-standard scientific evidence. Our hospitals' commitment and concern for quality and safety are demonstrated through the monitoring of indicators and care outcomes. Mater Dei believes in sharing organizational success with all stakeholders; therefore, the seminar addressed topics relating to safety indicators, quality, and outcomes reflecting care practices and results delivered to our patients.



## PARTNERSHIP BETWEEN MATER DEI AND FDC ANGELS

Rede Mater Dei de Saúde has established a collaborative alliance with FDC Angels, a collective of angel investors comprised of Fundação Dom Cabral (FDC) alumni. Under this endeavor, supported startups will collaborate in formulating solutions aimed at addressing challenges in the health sector within the scope of the Health & Wellness project vertical company. Beyond cultivating competitive solutions, the aspiration is to foster innovative practices, thereby enabling startups to access resources like infrastructure, inputs, and high-caliber professional teams. These resources, in turn, will bolster the development of groundbreaking initiatives that have the potential to disrupt the health market. Participating startups will gain advantageous perks, including subsidies, entry to a network of connections to amplify their ventures, financial support from angel investors, and a substantial learning experience facilitated by collaboration with experts from both Rede Mater Dei and the FDC Angels team.





Letter from  
the CEO

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# 16 GRI INDEX



# GRI INDEX

The Rede Mater Dei de Saúde has provided the information mentioned in this GRI content summary for the period from January 1, 2022, to December 31, 2022, in accordance with the GRI Standards.

GRI CONTENT INDEX			
Disclosure	Content	Page(s)	SDG
<b>GENERAL DISCLOSURES</b>			
<b>The organization and its reporting practices</b>			
<b>GRI 2: General Disclosures 2021 – The organization and its reporting practices</b>	2-1: Organization details	6	
	2-2: Entities included in the organization’s sustainability report	6	
	2-3: Reporting period, frequency and contact point	3, 26	
	2-4: Restatements of information	None	
	2-5: External assurance	There will be no external assurance of this Report in this cycle.	
<b>Activities and workers</b>			
<b>GRI 2: General Disclosures 2021 – Activities and workers</b>	2-6: Activities, value chain and other business relationship	6	8 and 10
	2-7: Employees	96	8
	2-8: Workers who are not employees	96	
<b>Governance</b>			
<b>GRI 2: General Disclosures 2021 – Governance</b>	2-9: Governance structure and composition	60	5 and 16

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	2-11: Chair of the highest governance body	60	5 and 16
	2-12: Role of the highest governance body in overseeing the management of impacts	60	16
	2-13: Delegation of responsibility for managing impacts	60	16
	2-14: Role of the highest governance body in sustainability reporting	26, 60	16
	2-15: Conflicts of interest	60	16
	2-16: Communication of critical concerns	60	
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	2-18: Evaluation of the performance of the highest governance body	60	
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2-20: Process to determine remuneration	60		
<b>Strategy, policies and practices</b>			
<b>GRI 2: General Disclosures 2021 – Strategy, policies and practices</b>	2-22: Statement on sustainable development strategy	3	
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	2-25: Processes to remediate negative impacts	90	
	2-26: Mechanisms for seeking advice and raising concerns	129	16
	2-27: Compliance with laws and regulations	129	
	2-28: Membership associations	31	17
<b>Stakeholder engagement</b>			
<b>GRI 2: General Disclosures 2021 – Stakeholder engagement</b>	2-29: Approach to stakeholder engagement	26, 155	
	2-30: Collective bargaining agreement	96	8
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<b>Approach to material issues</b>			
<b>GRI 3: Material Issues [GRI 32021]</b>	3-1: Process to determine material topics	26	
	3-2: List of material topics	26	
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<b>Water and effluents</b>			
<b>GRI 303: Water and Effluents 2018</b>	303-5: Water consumption	134	6

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<b>Employment</b>			
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