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MaterDei

Rede de Saúde



SUSTAINABILITY REPORT 2023

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José Henrique Dias Salvador
CEO of Rede Mater Dei de Saúde

MESSAGE FROM THE CEO

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Assuming the leadership of Rede Mater Dei de Saúde, as the grandson of its Founder, represents a significant milestone in my professional journey and a personal achievement. I take on the role of president of an institution that stands as a benchmark for humanized care and clinical excellence, supported by more than 9,500 employees and 10,000 members of our medical staff, who uphold the highest standards in diagnostics, treatment, patient safety, and health prevention, guided by the Quintuple Aim management model.

In addition to our healthcare professionals, we collaborate with over 4,500 suppliers and 130 health insurers, ensuring comprehensive services for Rede Mater Dei de Saúde. To integrate this diverse ecosystem while remaining true to our Mission and Values, we have developed a robust governance model built on high ethical standards and strong data security protocols. We are continuously refining our processes and policies to make them more transparent and accessible to all stakeholders engaging with Rede Mater Dei de Saúde.

In a society marked by rich cultural variety, embracing diversity and inclusion is paramount, and these practices are continuously evolving within our institution. Women now represent the majority of our workforce and hold 80% of our leadership positions. We understand that this journey involves respecting differences and ensuring equal opportunities, and our Values

reflect this diverse environment, fostering a positive impact that connects people and businesses.

Our patients and their families are central to our Mission and are the heart of Rede Mater Dei. Through structured feedback processes and a commitment to continuous improvement, we constantly seek ways to enhance the patient experience, addressing their unique needs to deliver humanized care alongside clinical excellence.

Looking toward the future, our Innovation department is advancing significant projects and partnerships, leveraging technology and artificial intelligence to create solutions that connect various areas of our business. Our partnership with A3Data has brought innovative solutions to Rede Mater Dei and the broader market, democratizing healthcare services and reducing medical sector bureaucracy through AI. Additionally, our Clinical Research department has expanded and is leading key projects aimed at advancing healthcare in Brazil.

Since 2022, Rede Mater Dei has expanded its presence across four Brazilian states, with nine hospitals in operation and one under construction in Nova Lima, Minas Gerais, scheduled to open on August 23, 2024. Reaffirming our commitment to growth, we are also excited to announce our expansion into a new state through a partnership with Atlântica Hospitais e Participações, a Bradesco Seguros Group company, for the construction of a new hospital in São Paulo.

Expanding Rede Mater Dei’s expertise and high-quality care to more locations and promoting access to excellent healthcare is a central objective of our expansion, driving our ambition to become one of Brazil’s leading healthcare consolidators. To ensure our Mission, Vision, and Values are consistently practiced across all Units, we host various events and training programs, ensuring the essence of Rede Mater Dei is upheld in every hospital where we serve patients and clients.

Recognition through national and international accreditations, certifications, and awards reflects our commitment to being on the right path. Accreditations such as the *Joint Commission International (JCI)*, QMENTUM certification and the *Top Performer ICU* and *Efficient ICU* by the *Associação de Medicina Intensiva Brasileira* (“Brazilian Intensive Medicine Association,” AMIB) and EPIMED highlight that for us, patient safety is not just a practice – it is a reality and an unwavering commitment. Alongside our focus on delivering quality care, we recognize our responsibility to the planet and are proud of our sustainability and ESG (Environmental, Social, and Governance) journey. We are developing new projects and processes in a structured manner, ensuring that Rede Mater Dei increasingly adopts the best practices available in the market. As indicators of this commitment, Rede Mater Dei has joined the Global Compact, initiated its greenhouse gas inventory, and integrated 90% of its Units into the Free Energy Market.

We are prepared for the future, embracing innovation and technology as key allies in the positive transformation that Rede Mater Dei de Saúde brings to society, while democratizing access to high-quality healthcare. With nearly 45 years of experience, our long-standing journey provides the foundation we need to continue fulfilling our Mission of uncompromising commitment to life and quality care.

In this Report, you will find more information about Rede Mater Dei de Saúde.

Enjoy your reading.

José Henrique Dias Salvador

CEO, Rede Mater Dei de Saúde

1 REDE MATER DEI DE SAÚDE

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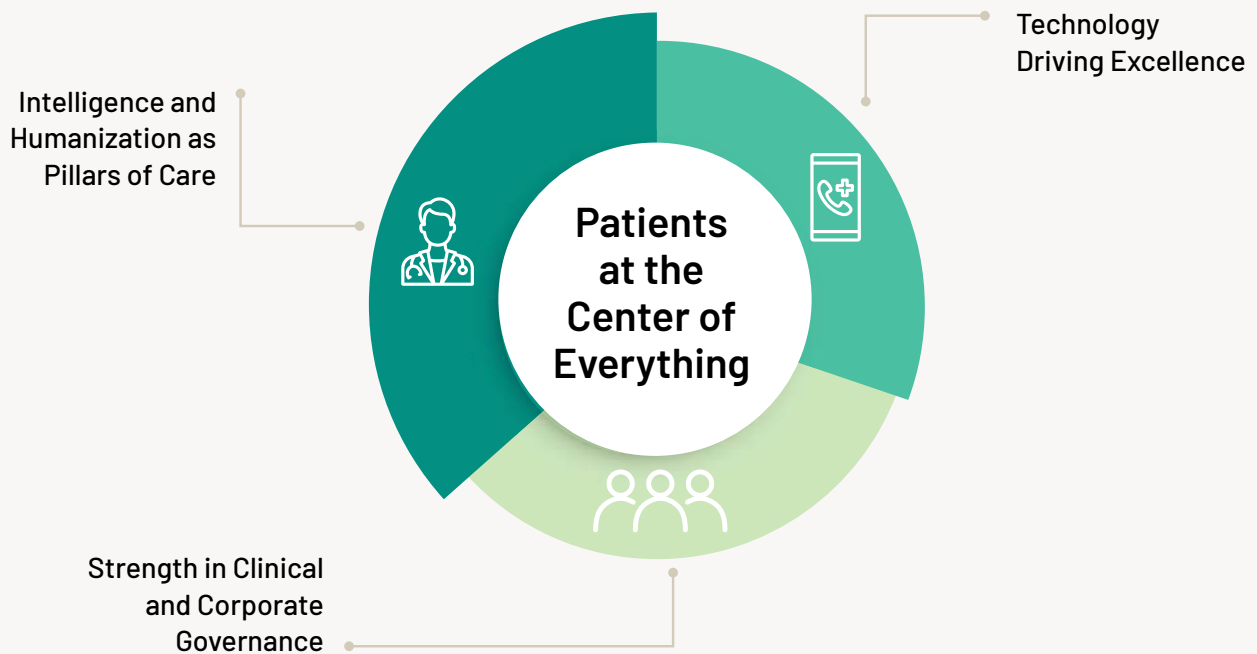
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WHO WE ARE

Rede Mater Dei de Saúde (“Mater Dei Healthcare Network”) is a comprehensive healthcare institution dedicated to serving individuals at every stage of life. Our approach focuses on personalized, human-centered, and integrated care, with a constant emphasis on high-quality healthcare and well-being. Our care framework places the patient at the center of all our efforts, supported by three key pillars that drive our strategic vision.

PILLARS OF REDE MATER DEI DE SAÚDE



Our Mission revolves around a staunch Commitment to Quality of Life, and as healthcare professionals, we strive to ensure that our clients receive nothing short of top-tier quality and excellence. Equipped with state-of-the-art technology, modern infrastructure, a highly skilled medical team, and active management, we offer personalized care that ensures efficiency and rapid service.

Rede Mater Dei is renowned for its clinical excellence, recognized by patients, the medical community, health insurers, suppliers, and other key sectors, with a strong emphasis on innovation and medical leadership. Additionally, our units feature modern, spacious convention centers designed to promote scientific research and knowledge sharing

through academic events, conferences, and sectoral meetings.

2021 was a landmark year for Rede Mater Dei. To enhance our ability to provide quality care throughout Brazil, Rede Mater Dei de Saúde went public and embarked on an expansion journey.

With over 40 years of history, by 2023, Rede Mater Dei has grown to include ten hospitals across four Brazilian states (MG, BA, GO, PA), firmly establishing itself as one of the nation’s leading healthcare institutions. Supporting this robust infrastructure are over 9,600 employees, 10,000 medical professionals, partnerships with 130 health insurers, and 4,500 suppliers.

REDE MATER DEI DE SAÚDE IN SÃO PAULO (SP)

At the end of 2023, Rede Mater Dei de Saúde and *Atlântica Hospitais e Participações*, a subsidiary of the Bradesco Seguros Group, formed a joint venture to build a new hospital in the Santana neighborhood of São Paulo, a region with a high demand for premium healthcare services.

This 45,000 m² facility will feature approximately 250 private rooms, along with cutting-edge surgical suites and advanced imaging technology. The new hospital is expected to begin operations in four years, with Rede Mater Dei de Saúde managing the hospital's operations.



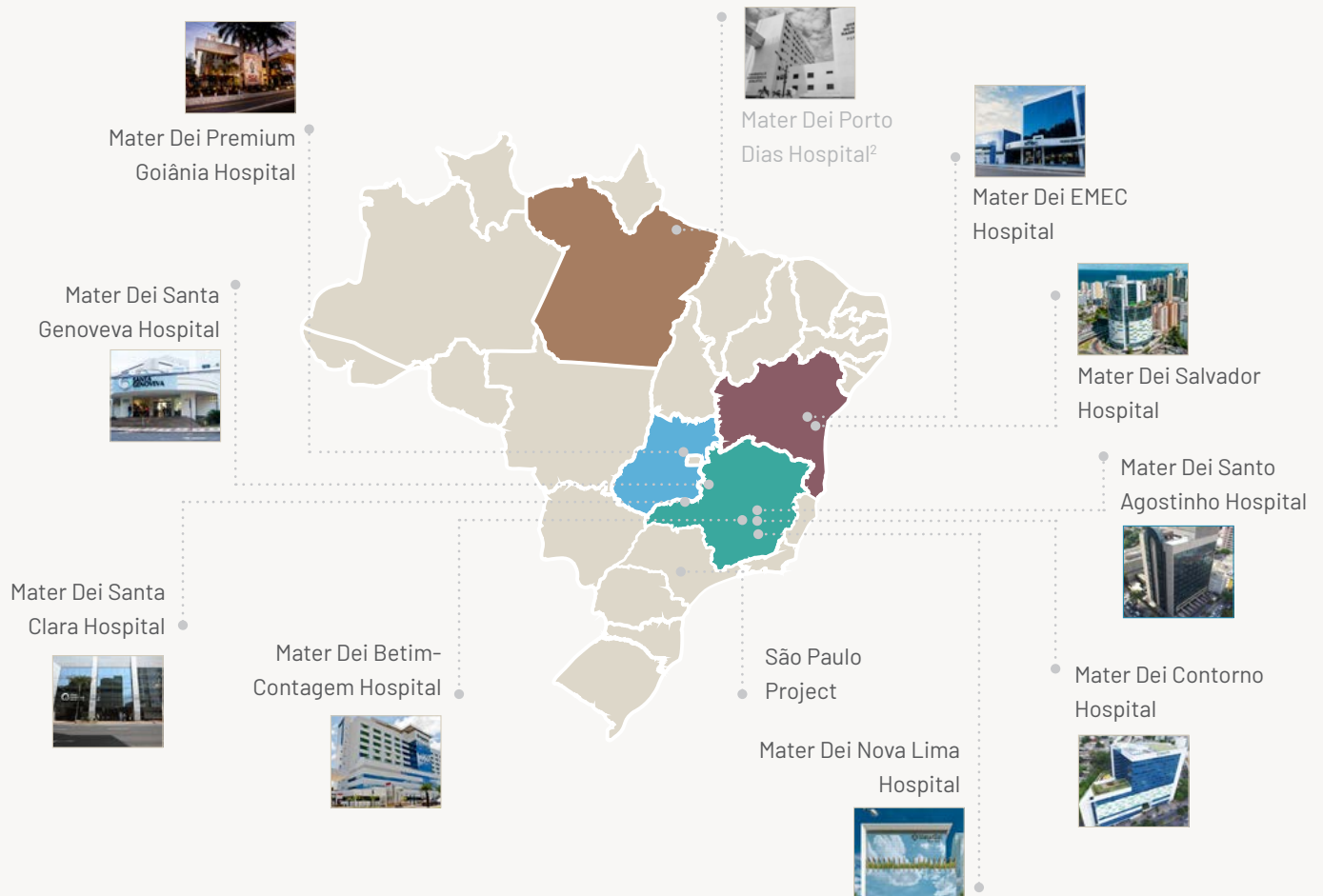
From left to right: Carlos Marinelli (President, *Atlântica*); Dr. Felipe Salvador Ligório (VP, Rede Mater Dei); Renata Salvador Grande (VP, Rede Mater Dei); José Henrique Dias Salvador (CEO, Rede Mater Dei); Ivan Gontijo (CEO, Bradesco Seguros); Dr. Márcia Salvador Geo (VP, Rede Mater Dei Board of Directors); Dr. Henrique Salvador (Chairman, Rede Mater Dei Board of Directors); Dr. Maria Norma Salvador Ligório (VP, Rede Mater Dei Board of Directors); Dr. Norma Salvador (President, Rede Mater Dei Family Council); Dr. José Salvador Silva (Founder and Honorary Chairman, Rede Mater Dei Board of Directors); Renato Salvador (Board Member, Rede Mater Dei); Rani Campos (Director of People and Management, Rede Mater Dei); Manoel Peres (CEO, Bradesco Saúde); Rafael Cordeiro (CFO, Rede Mater Dei); Dr. Maurício Ceschin (Board Member, Rede Mater Dei).

At present, the company is advancing two green-field projects as part of its expansion plan: Mater Dei Nova Lima Hospital, set to open in August 2024, and the recently announced project in northern São Paulo, in partnership with Atlântica Hospitais.

As Rede Mater Dei de Saúde remains attentive to market opportunities, the company decided in May 2024 to divest its entire 70% stake in Centro Saúde

Norte S.A., the parent company of Hospital Porto Dias, and to discontinue its operations at that hospital complex¹.

2024 marks a year of significant transitions and new milestones as Rede Mater Dei de Saúde takes crucial steps on its continued path to success.



With over four decades of experience in refining hospital protocols, procedures, and methodologies, Rede Mater Dei de Saúde remains dedicated to providing the highest quality care for its patients, maintaining excellence through certifications from leading international organizations. The network fosters a supportive work environment with ample opportunities for professional growth, and its employees consistently rank it as one of the best places to work.

¹This transaction is contingent upon the fulfillment of certain conditions precedent.

²In May 2024, Rede Mater Dei de Saúde decided to divest its entire stake and cease operations at Porto Dias Hospital complex.

TIMELINE OF REDE MATER DEI SAÚDE

FOUNDATION



1980-1999



PIONEERING THE BEGINNING

Inauguration of the 1st Unit: Santo Agostinho

DIRECT RELATIONSHIP WITH HOSPITAL SECTOR DEVELOPMENT



2000



REGIONAL EXPANSION

Inauguration of the 2nd Facility



2004



ONAT III ACCREDITATION

1st hospital in a Brazilian capital



2009



NIAHO ACCREDITATION

1st Hospital Outside the USA



2011



BEGINNING OF CONSTRUCTION Contorno Unit



2014



OPENING Mater Dei Contorno Hospital

JCI 1st hospital in MG (2016)



2017



BEGINNING OF CONSTRUCTION Betim-Contagem Unit

CONSOLIDATION OF LEADERSHIP IN MINAS GERAIS AND NATIONAL EXPANSION



2024



NEW UNIT Nova Lima

New Project São Paulo

Divestiture from Porto Dias Hospital



2023



NEW UNIT Mater Dei Salvador Medical Center

JCI ACCREDITATION Salvador's Visits Santo Agostinho Betim-Contagem and Santa Geneveva



2022



ACQUISITION Santa Geneveva Premium Emec Santa Clara CDI

NEW UNIT Salvador



2021



IPO MATD3

ACQUISITION Porto Dias Hospital A3 Data



PROVEN EXPERTISE Strong KPI performance amidst COVID-19

JCI ACCREDITATION Santo Agostinho e Betim-Contagem



2019



OPENING Mater Dei Betim-Contagem Hospital

BEGINNING OF CONSTRUCTION Salvador Unit

OUR UNITS

BELO HORIZONTE METROPOLITAN REGION HUB (RMBH)

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

CENTRAL BRAZIL HUB

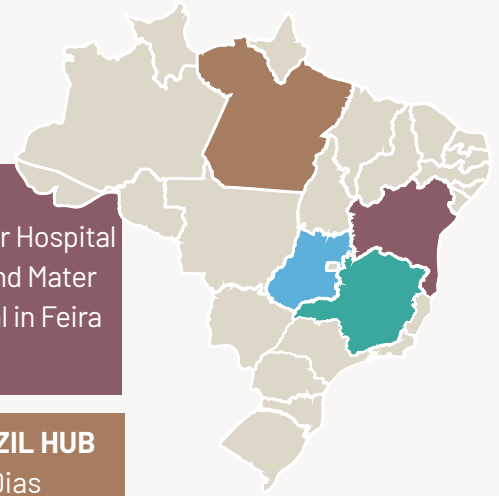
Mater Dei Santo Agostinho and Mater Dei Contorno hospitals in Belo Horizonte (MG), and Mater Dei Betim-Contagem hospital in Betim (MG).

BAHIA HUB

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

NORTHERN BRAZIL HUB

Mater Dei Porto Dias Hospital in Belém (PA).



BELO HORIZONTE METROPOLITAN REGION HUB

MATER DEI SANTO AGOSTINHO HOSPITAL

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

Opening date: June 1980

Expansion: 2000

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

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

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



MATER DEI CONTORNO HOSPITAL

In 2014, Mater Dei Contorno Hospital was inaugurated, effectively doubling our service capacity at the time and marking the beginning of Rede Mater Dei de Saúde. The innovative, modern design enhanced the quality of the hospital's infrastructure for both patients and clinical staff, with the construction following sound architectural, engineering, and environmental sustainability standards.

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



MATER DEI BETIM-CONTAGEM HOSPITAL

Establishing Rede Mater Dei de Saúde as the largest and leading provider of private healthcare services in Minas Gerais, Mater Dei Betim-Contagem Hospital is strategically located on the border between Betim and Contagem – two major cities in the Belo Horizonte metropolitan area, both boasting some of the highest GDPs in the state. With the inauguration of this facility, Rede Mater Dei de Saúde extended its high-quality medical and hospital services beyond Belo Horizonte.

Opening Date: January 2019

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

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

Certification: Efficient ICU

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

MATER DEI NOVA LIMA HOSPITAL

The newest addition to Rede Mater Dei de Saúde is currently under construction, with its inauguration scheduled for August 2024. Designed to offer personalized care, ranging from prevention to specialized treatment, Mater Dei Nova Lima Hospital is set to provide an exceptional experience for patients and their families, located in the privileged Vila da Serra neighborhood of Nova Lima, MG.

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

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



CENTRAL BRAZIL HUB



MATER DEI SANTA GENOVEVA HOSPITAL

Founded in 1975 in Uberlândia, MG, Mater Dei Santa Genoveva Hospital is a high-complexity general hospital. In 2022, Rede Mater Dei de Saúde acquired the hospital, which boasts a highly experienced and well-regarded medical staff, located in a prime area of the city.

Opening date: October 1975

Acquisition Date by Rede Mater Dei: February 2022

Services: 24-hour Adult and Pediatric Emergency Room; Adult, Pediatric, and Neonatal Intensive Care Units; Inpatient Units; Maternity Ward; Hemodynamics; Hybrid Operating Room; Surgical Center; Hyperbaric Medicine; Oncology; Bone Marrow Transplant (BMT); Outpatient Clinics.

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

Certification: ICU Top Performer

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

MATER DEI CDI – DIAGNOSTIC IMAGING CENTER

Founded in 1978 in Uberlândia, Mater Dei CDI is a regional leader in diagnostic imaging, offering a modern infrastructure and cutting-edge technology. In 2022, Rede Mater Dei finalized its acquisition alongside the Mater Dei Santa Geneveva 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 Date by Rede Mater Dei: February 2022

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

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



MATER DEI SANTA CLARA HOSPITAL

Inaugurated in 1949 in Uberlândia, Mater Dei Santa Clara Hospital is a high-complexity general hospital, recognized as one of the most traditional healthcare institutions in the region. 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 finalized, further solidifying our presence in the Triângulo Mineiro and Central West region of Minas Gerais. This acquisition enabled synergy with Mater Dei Santa Geneveva Hospital and Mater Dei Premium Goiânia Hospital.

Opening date: 1949

Acquisition Date by Rede Mater Dei: September 2022

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

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

Certification: ICU Top Performer

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

MATER DEI 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 Date by Rede Mater Dei: March 2022

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

Certification: ICU Top Performer

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



BAHIA HUB



MATER DEI SALVADOR HOSPITAL

Inaugurated in 2022, Mater Dei Salvador Hospital is a high-complexity general hospital, integrated with the Mater Dei Salvador Medical Center, and stands as one of the most ambitious and advanced projects in northeastern Brazil. The arrival in Bahia marks a new chapter for Rede Mater Dei de Saúde, as this unit is the network's first greenfield project (built from the ground up) outside the state of Minas Gerais.

In November 2023, the hospital furthered its commitment to medical excellence with the inauguration of the Clinical Research Center, with a mission to expand the boundaries of knowledge and consolidate an institutional model of clinical research based on best practices.

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).

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

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

MATER DEI SALVADOR MEDICAL CENTER

As part of an integrated healthcare complex with Mater Dei Salvador Hospital, the Mater Dei Salvador Medical Center was inaugurated in February 2023, offering over 70 medical consultation rooms and a large Convention Center. This integration reinforces Rede Mater Dei de Saúde's presence in the state capital and enhances multidisciplinary care, providing patients with significant benefits such as improved efficiency, quality, and comfort in the services delivered.

Opening date: February 2023

Services: Outpatient Clinic (with 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 EMEC HOSPITAL

Mater Dei EMEC Hospital, established in 1963 in Feira de Santana – Bahia's second-largest city by population – is a high-complexity General Hospital with over 40 medical specialties. Acquired by Rede Mater Dei in 2022, the hospital now enjoys enhanced synergies with Mater Dei Salvador Hospital.

Opening date: 1963

Acquisition 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

NORTHERN BRAZIL HUB

MATER DEI PORTO DIAS HOSPITAL

A leading facility for medium and high-complexity treatments in Northern Brazil, Mater Dei Porto Dias Hospital, located in Belém, PA, was inaugurated in 1995. It joined Rede Mater Dei de Saúde in 2021. In May 2024, we made the decision to sell our entire 70% stake in Centro Saúde Norte S.A., the parent company of Hospital Porto Dias, thus concluding our operations at this hospital complex.

Opening date: June 1995

Acquisition Date by Rede Mater Dei: November 2021

Date of the decision to cease operations by Rede Mater Dei: May 2024

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, re-certified in 2021.

Certification: Efficient ICU

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



ACCREDITATIONS AND CERTIFICATIONS

ACCREDITATIONS	UNIT	LAST EVALUATION	NEXT EVALUATION
	Mater Dei Porto Dias Hospital	2021	2024
	Mater Dei Contorno Hospital	2022	2025
	Mater Dei Santo Agostinho Hospital	2023	2026
	Mater Dei Betim-Contagem Hospital	2023	2026
	Mater Dei Salvador Hospital	2023	2026
	Mater Dei Santa Clara Hospital	2022	2025
	Mater Dei Santa Genoveva Hospital	2023	2026

A3DATA

A3Data is a consultancy specializing in data and artificial intelligence, with the mission of empowering individuals and organizations by transforming them into data-driven enterprises and accelerating the adoption of Artificial Intelligence (AI). As a trusted advisor, A3Data delivers high-impact projects through a comprehensive journey of analytical maturity, covering everything from AI project prototyping to data infrastructure implementation and governance, as well as the development of predictive models and autonomous systems with Generative AI.

In the past five years, the company has grown by 2,100% and now employs around 200 professionals across 20 Brazilian states and the Federal District, with an international presence in Portugal. It continues to rank among the best companies to work for in Brazil, as recognized by the GPTW rankings.



Following the 2021 merger with Rede Mater Dei Saúde, A3Data established a dedicated R&D division focused on developing digital products, primarily within the healthcare sector. In addition to Rede Mater Dei Saúde, which remains a key client, A3Data has worked with over 40 prominent brands across various industries.

NEW OFFERINGS FROM THE A3 PORTFOLIO:



Buora: A pre-configured ecosystem of technological solutions that accelerates the deployment of Generative AI in businesses.



Beta.AI: A3Data's AI prototyping lab, in partnership with AWS.



Jumpstart: A3Data's innovation hub for design, strategy, and data.

READY-TO-USE SOLUTIONS FROM A3DATA AND REDE MATER DEI SAÚDE:



Maria Saúde: A digital clinic application powered by AI that offers personalized and continuous care for corporate employees.



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

Learn more about A3Data here.



“This landscape strengthens A3Data’s market position. Alongside product development funded by Rede Mater Dei’s investment, our consultancy, which remains our core business, continues to grow, including the introduction of proprietary solutions such as Buora, a Generative AI accelerator now part of our expanded portfolio.”

Rodrigo Pereira, CEO, A3Data

OUR SERVICES

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

OUR FACILITIES

Our network has 2,589 beds:



1,984
inpatient beds
(installed capacity)



13
hemodynamic rooms



585
adult, pediatric,
and neonatal
ICU beds



144
operating rooms



Three (3)
robotic operating rooms

Diagnostic Park



3
PET-CT
scanners



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



20
CT scanners



24 MRI
machines

MISSION, VISION AND VALUES

In recent years, the Rede Mater Dei de Saúde has undergone substantial growth. To support this momentum, a new version of its guiding principles was established in 2022.

OUR MISSION

Commitment to quality of life.

OUR VISION

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

OUR VALUES

The core values of Rede Mater Dei de Saúde remain consistent with those previously practiced. However, beginning in 2022, they have been redefined through a process of continuous evolution to support our expansion and meet new challenges.



Human
WARMTH



Doing things
SAFELY and
PROPERLY



PEOPLE who make a
DIFFERENCE



Pioneering and
INNOVATION



RESULTS
for all

ORGANIZATIONAL CULTURE

In recent years, Rede Mater Dei Saúde has undergone rapid growth. To support this expansion, in 2022, the company structured its Cultural Management with the assistance of business development experts. Cultural management has become a core part of our strategic agenda, involving employees, medical staff, and business partners across all units.



CULTURAL FORMALIZATION

In January 2023, we held the Cultural Officialization Event, a live-streamed, in-person gathering for all Units. During this event, Dr. Henrique Salvador – current Chairman of the Board of Rede Mater Dei and former CEO – along with the senior leadership team and more than 300 leaders, reaffirmed our Mission and Vision. More importantly, they clarified the redefinition of Rede Mater Dei’s Values, which guide our actions, behaviors, and work processes. This milestone marked the beginning of the journey, with a particular focus on leadership as a foundational pillar for driving our ongoing transformation.



GENTIL TEMÁTICO

One of the best practices at Rede Mater Dei de Saúde is kindness, which inspired the creation of the *Gentil Temático* initiative to help disseminate the institution's Values. This program allows employees to recognize their colleagues who demonstrate the Values in their daily actions through personalized cards linked to the Rede Mater Dei Values.



CULTURE RITUALS

Throughout the year, team leaders organized meetings with their respective groups to promote the internalization and ongoing practice of the Mater Dei Culture. These gatherings provided employees with the opportunity to exchange ideas and realign their behaviors in relation to the Values – what we do and what we do not do.

In 2023, more than **19,000 people**

took part in these Culture Rituals.

BOOKLET, CARDS, AND SEALS

The booklet “We are Made of Values, We are Mater Dei” served as a vital resource, providing all employees with access to Rede Mater Dei Saúde’s positioning and allowing them to track the progress of the Culture Journey. It was extensively utilized during the Culture Rituals. The booklet outlines the Mission, Vision, and, in particular, the behaviors associated with each of the Mater Dei Values.

Additionally, we introduced a dynamic system of collectible cards and seals, enabling employees to document their participation in the journey (cards) and collect recognitions (seals) from colleagues to demonstrate their commitment to the Values. In total, more than **11,000 cards and seals were distributed.**



CULTURE WEEK

Under the theme “The Mater Dei Way to Delight! A week of Values in action,” Rede Mater Dei Saúde organized a week-long event in November 2023, featuring lectures and interactive activities across all Units. This provided employees and clinical staff the chance to engage with the Values in practice, strengthen relationships, and celebrate the talent within the company.

71
eNPS¹



VALUE WEDNESDAY

Every Wednesday, employee testimonials sharing their perceptions, feelings, and results from Culture initiatives were broadcast across all Rede Mater Dei Saúde Units. In total, over 68 testimonials were shared.



“We are experiencing a pivotal moment with the Culture Journey. Operating in various regions of Brazil, we’ve redefined the Mater Dei Culture to honor local differences and regional diversity while consolidating our Values. We invite everyone to be part of this journey, embodying the Mater Dei Culture in our everyday lives.”

Paula Abreu Assunção

Hospital Services Manager – Mater Dei Santo Agostinho Hospital



“The Culture Journey has been a significant experience for all of us. For new employees, it’s a chance to learn more about our history; for long-serving staff, it’s an opportunity to revisit the Values deeply embedded in our personal beliefs. This period of learning and integration highlights how essential this journey is for our growth. I’m proud to be part of Rede Mater Dei Saúde.”

Vinicius Vicente de Souza Silva

Administrative Nurse – Mater Dei Contorno Hospital

¹Employee Net Promoter Score (eNPS) is a tool used to measure employee satisfaction and loyalty.



“The Culture Journey came at a critical time for us, the employees of Rede Mater Dei. Each day, I am inspired by the people I work with, and that makes me a better professional. Our patients are at the center of everything we do, so we must make a difference, never forgetting that our Mission is still Quality of Life. Let’s move forward together because we are People Who Make a Difference.”

Fabiana Rodrigues Heleno Fernandes
Executive Secretary

EXECUTIVE CONVENTION

The annual event, now a tradition at Rede Mater Dei Saúde, serves as a forum for executive leadership to discuss the company’s Strategic Planning for the years ahead.

The 2023 convention brought together 84 leaders from Rede Mater Dei and was held from October 20 to 22 in Minas Gerais. Over the course of 19 hours of sessions, key topics included: Healthcare Sector Trends and Outlook, Strategic Guidelines, and Budget & Market. The event also featured a consultant specializing in Strategic Planning and Matrix Management methodologies.

Participants highlighted transparency, clarity, and objectivity as key strengths, with **97% expressing satisfaction** with the convention.

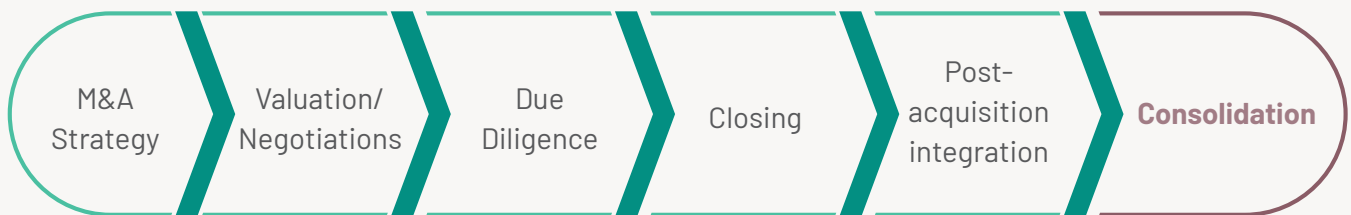


INTEGRATION

Rede Mater Dei Saúde’s recent growth was driven by deliberate planning, clear direction, and strategic structuring, which included identifying opportunities and creating pre-defined 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 this expansion, structuring the integration of Units within Rede Mater Dei became essential. A multidisciplinary corporate team was mobilized to lead this process, evaluating the strengths of each unit and incorporating best practices into Rede Mater Dei’s daily operations while respecting regional distinctions and introducing the network’s organizational culture.

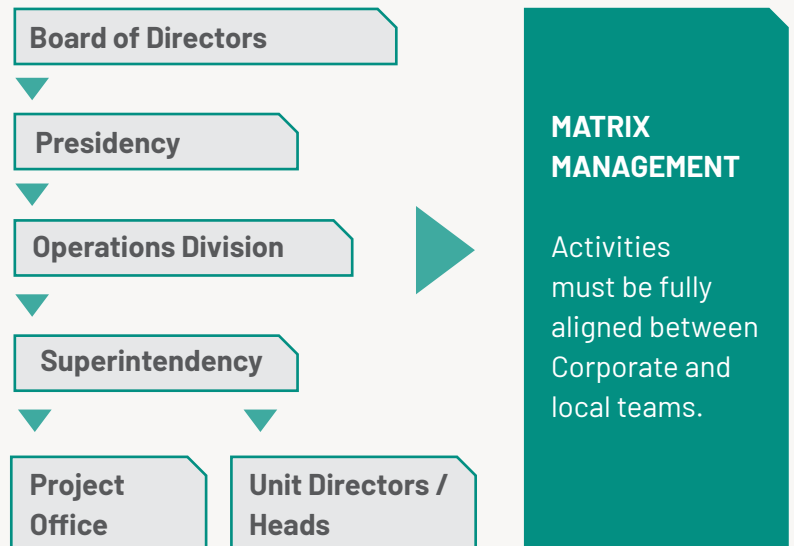
REDE MATER DEI INTEGRATION CYCLE



- Continuation of synergy capture
- Continuous adjustments
- Process review, mapping, and audits

The corporate integration team collaborates closely with the Rede Mater Dei units, focusing on various fronts: standardizing processes, implementing healthcare protocols, leveraging technologies, benchmarking best practices, driving commercial synergies, renegotiating supplies to achieve cost savings, capturing economies of scale, optimizing and renegotiating contracts, integrating shared areas to streamline teams, and launching revenue-generating services.

The Corporate Integration Team operates according to the following matrix structure:



PRINCIPLES AND INTEGRATION PROCESS

At Rede Mater Dei Saúde, leadership actively participates in shaping processes, and best practices must be disseminated to ensure that patient care and employee actions are conducted in a humanized and respectful manner. The integration of Rede Mater Dei Saúde Units emphasized warmth, empathy, and personalized interactions, following these key principles:

Promote inclusion, collaboration, autonomy, and accountability, demonstrating that it is the people who make the difference.

Ensure excellence in task execution by incorporating preventive measures into processes for effective risk management.

Foster innovation and pioneering by leveraging new ideas to enhance practices, healthcare protocols, and processes while introducing new technologies, management approaches, and workflows.

Position all Rede Mater Dei Saúde Units as the first choice for clients, with actions that create positive impacts for all stakeholders.

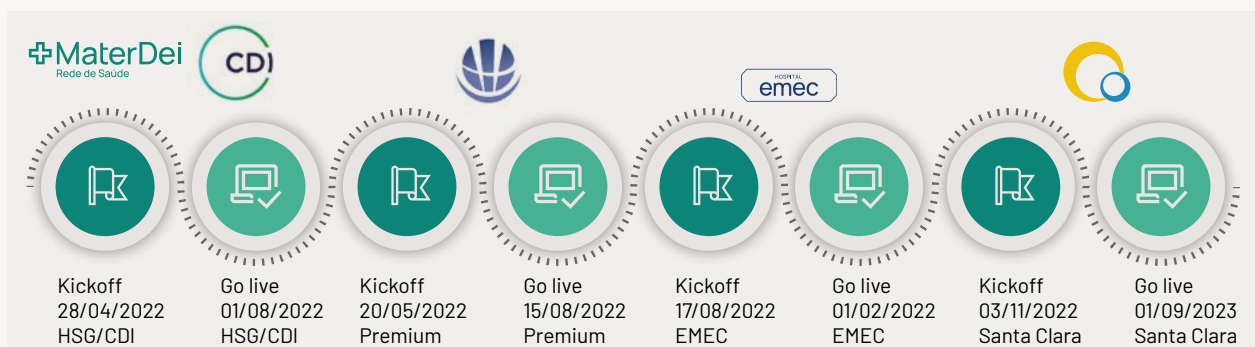
In 2023, Rede Mater Dei Saúde completed the integration of its Units by standardizing systems and processes.

ERP SYSTEM INTEGRATION

The integration team conducted an analysis using the As-Is methodology (a.k.a. Current State Analysis) of each Unit's processes and systems and identified discrepancies compared to Rede Mater Dei's standard processes, working closely with local management. Based on this, points for change were outlined, and a plan was developed using the To-Be methodology (defining the future state of organizational or business processes). A timeline was set for the implementation or adjustment of the MV ERP system, tailored to each Unit's specific needs but

aligned with Rede Mater Dei's process standards and parameters. User integration and training, coordinated with local managers, corporate management, and MV consultancy, ensured the necessary system and process adjustments were made. The GO LIVE date (system launch) was established, marking the point at which all system entries would occur in the new MV ERP. Thus, we integrated the affiliated Units under a unified ERP system and process standard, resulting in a consolidated database and standardized registrations and business operation rules.

REDE MATER DEI SAÚDE 2023 INTEGRATION SCHEDULE



Following the completion of the Integration Cycle, ongoing operational monitoring was required to identify process disruptions and allow for immediate action by the Integration team, local Unit Management, and Corporate Managers.

Even though the Units have ERPs in place, Rede Mater Dei actively monitors, tracks, and responds to the results presented. Additionally, we have a Data Economy and Governance area that consolidates necessary information and shares it with Management teams and Senior Leadership.

Through the strategic direction of Senior Leadership, supported by Unit and Corporate Management, and in partnership with the Integration team, we ensure standardized operations and delivery of results in line with the established strategic goals.



PROCESS AUDIT

To ensure process standardization and the achievement of strategic objectives, a Process Audit plan was established. This plan calls for quarterly audits in all Units throughout 2024, alongside the creation of action plans based on the maturity levels of identified processes. Corporate Management is responsible for the audits, with oversight based on the authority outlined in the Matrix of Responsibilities.

Process audits are guided by documents such as the Quality Manual, Process Matrix, Activity Flows, Client-Supplier Chain, and Standard Operating Procedures (SOPs), among others, to identify any discrepancies in accordance with the established standards. Action plans are then implemented to address these issues and revise models to suit the unique characteristics and resources of each Rede Mater Dei Saúde Unit.

While Rede Mater Dei Saúde has a guiding process standard, the individuality of each region where its Units are located, as well as commercial agreements with key stakeholders, are taken into account, ensuring that any deviations are assessed and addressed according to these specificities without compromising the established process standard.

INTEGRATION AND MONITORING FLOW

MATRIX MANAGEMENT STRUCTURE

CORPORATE CCF + QUALITY DOCUMENTATION

PROCESS AUDIT

MATURITY MATRIX

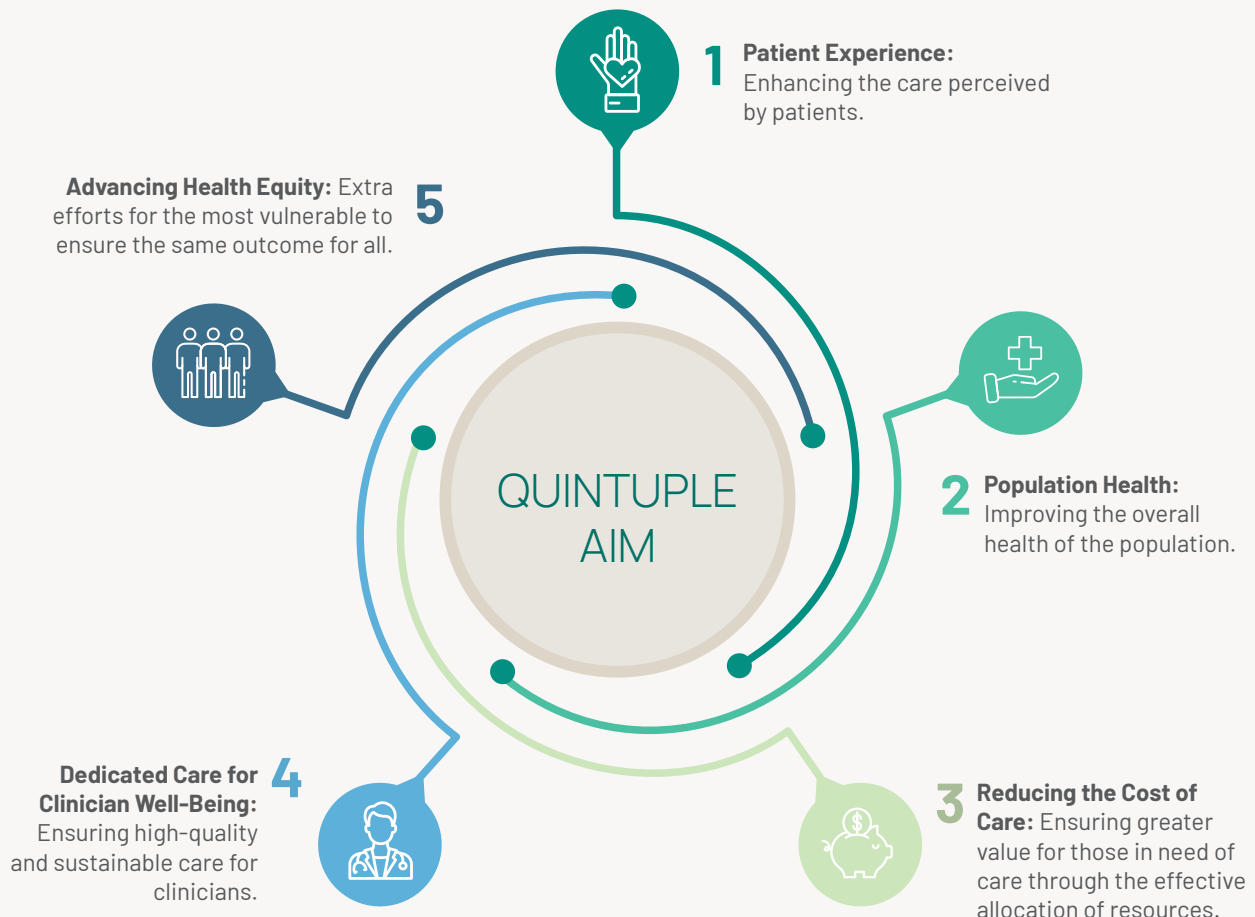
MANAGEMENT MODEL

Leveraging its market expertise, Rede Mater Dei Saúde has developed a distinctive management model that integrates clinical excellence with operational efficiency, providing high-quality care at an affordable cost to its clients. This model is built on organizational competencies focused on the continuous improvement of Unit performance and the optimization of resources. By controlling expenses and minimizing waste – whether natural, material, or financial – and ensuring the proper allocation of human resources, it guarantees the financial sustainability of both its operations and its partners.

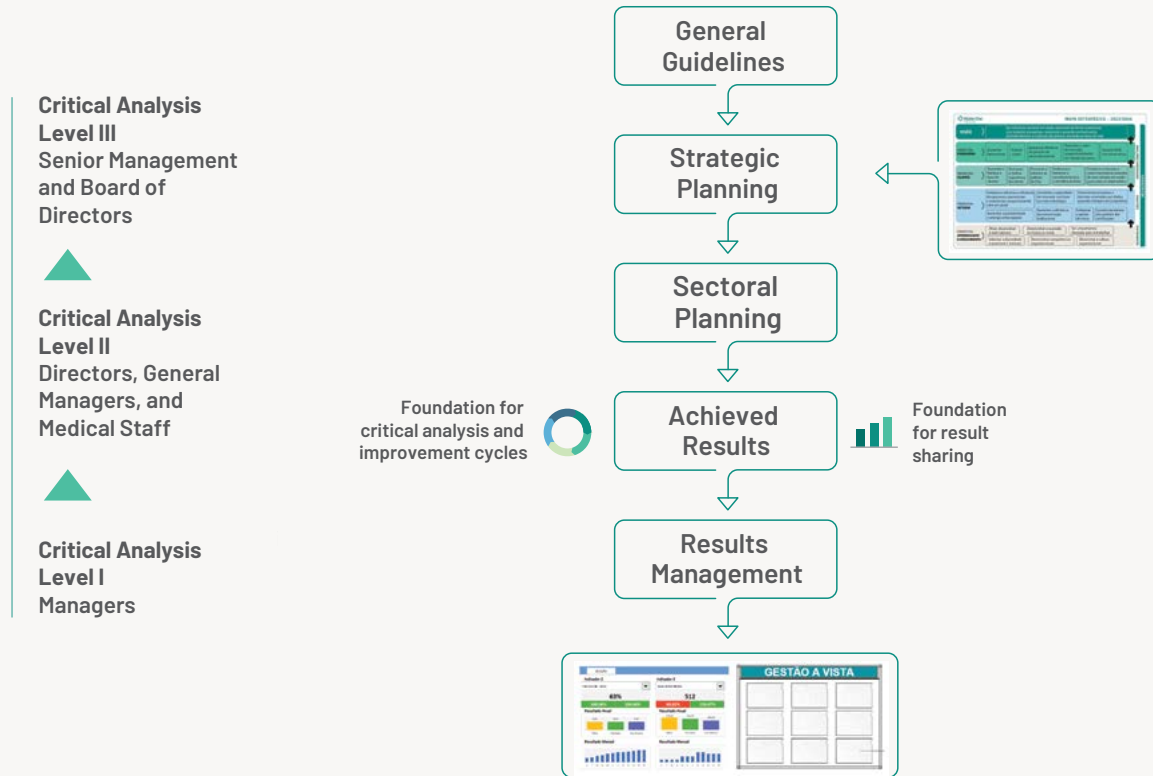
QUINTUPLE AIM MODEL

Rede Mater Dei Saúde’s operations are closely aligned with the Quintuple Aim Model, developed by the Institute for Healthcare Improvement (IHI), a global non-profit recognized for its leadership in safety and quality. This management framework is in line with our values and strategic priorities, guiding healthcare organizations to focus on five core dimensions:

QUINTUPLE AIM DIMENSIONS



REDE MATER DEI DE SAÚDE MANAGEMENT



CORPORATE COMMUNICATION

At Rede Mater Dei Saúde, Corporate Communication manages all communication activities related to the corporate sphere, targeting both internal and external audiences. It is responsible for protecting Rede Mater Dei Saúde’s reputation by creating brand content that engages the institution’s various stakeholders, fostering trust, and driving positive results. These stakeholders include:



Corporate Communication is also tasked with establishing governance and ensuring a consistent brand image across all Rede Mater Dei Saúde Units. This includes defining the brand architecture, aligning the institution’s mission and purpose with employee attitudes, and identifying Unit-specific characteristics to maximize business opportunities. Additionally, it develops projects that promote products and services, positively influencing the institution’s overall image.

INFORMING TO ENGAGE – INTERNAL COMMUNICATION

We believe that the institution is driven by a clear purpose that inspires each of our employees to act, serve, and care for everyone who seeks our services.

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.

In addition to leadership support and internal meetings for disseminating information, Rede Mater Dei Saúde establishes direct communication points with employees and clinical staff, enhancing the distribution of essential information throughout the network.

Given the nature of our business, we employ a variety of communication methods, utilizing multiple formats. As employees navigate through Rede Mater Dei Units, they have access to internal communication channels, such as bulletin boards and informational posters in elevators, which serve as tools for consultation and updates during their daily routines.

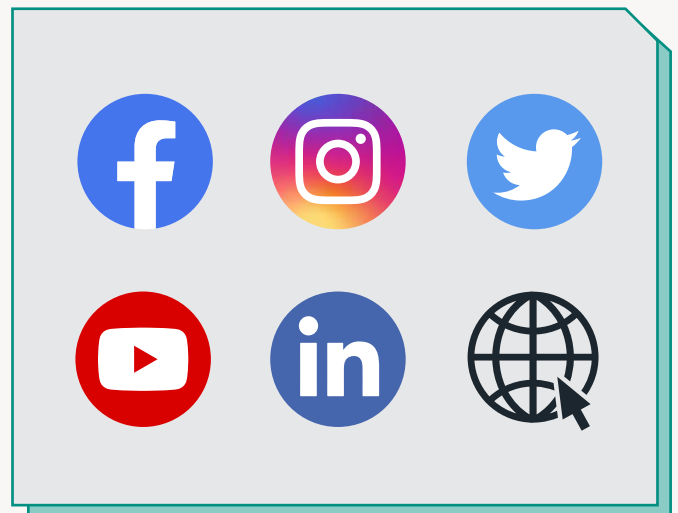
Digital platforms, including the intranet, messaging apps, and email, are also integral to our internal communication strategy. For clinical staff, communication is facilitated through internal meetings, management rituals, emails, and messaging groups. Whenever necessary, additional information is shared via available channels, such as doctors’ lounges and other high-traffic areas for clinical staff.



INFORMING TO CARE – EXTERNAL COMMUNICATION

Our communication with external audiences seeks to maintain a constant, close, and transparent dialogue with society, fostering relationships of trust that help the institution meet expectations and achieve its goals through relevant messaging.

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. We also rely on our institutional website as a key communication tool, at www.materdei.com.br.



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Rede Mater Dei de Saúde is pleased to present its fifth Sustainability Report, adhering to the international guidelines established by the Global Reporting Initiative (GRI). This annual publication aims to share data and information regarding Mater Dei's sustainability and governance initiatives, covering 2023 data while highlighting actions and initiatives for 2024.

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.

To access previous Sustainability Reports, [click here.](#)

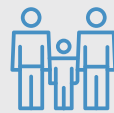


MATERIAL TOPICS AND STRATEGIC STAKEHOLDERS

This report shares the same material topics and strategic stakeholders as the 2022 Sustainability Report.

The significant material topics concerning the Rede Mater Dei in 2022 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. All the work was conducted with the support of a specialized consulting firm.

REDE MATER DEI DE SAÚDE KEY STAKEHOLDERS



Patients and their families



Employees



Clinical staff



Society



Shareholders



Suppliers



Health plan operators



Corporations

MATERIALITY MATRIX

OUR VALUES	MATERIAL TOPICS	MATERIAL SUBTOPICS
RESULTS FOR ALL	Corporate Governance and Clinical Governance	<ul style="list-style-type: none"> Organizational Culture Business Ethics Data Privacy and Security Economic and Financial Management
	Social Responsibility	<ul style="list-style-type: none"> Waste Management
PEOPLE WHO MAKE A DIFFERENCE	People Management	<ul style="list-style-type: none"> Talent Attraction and Retention Human Capital Development and Capacity Building Worker Health and Safety Management Mental Health and Well-being in the Workplace
PIONEERING AND INNOVATION	Innovation in Technologies, Management Approaches, and Processes.	<ul style="list-style-type: none"> Research, Development and Innovation
DOING THINGS SAFELY AND PROPERLY	Quality, Safety, and Clinical Excellence	<ul style="list-style-type: none"> Patient Health and Safety and Quality of Care
HUMAN WARMTH	Patient Experience	<ul style="list-style-type: none"> Customer Satisfaction

GLOBAL COMPACT

The UN Global Compact¹, is a voluntary initiative for businesses to implement universal sustainability principles and take actions that support the achievement of the Sustainable Development Goals (SDGs). It encourages companies to follow a process of understanding, prioritization, goal-setting, strategy integration, and ultimately, reporting in order to contribute to the 2030 Agenda.



Pacto Global Rede Brasil



REDE MATER DEI SAÚDE JOINS THE UN GLOBAL COMPACT

Rede Mater Dei Saúde has taken a significant step in reaffirming its commitment to sustainability. In early 2024, the institution completed the process to join the United Nations Global Compact, the world's largest corporate sustainability initiative. The Global Compact encourages organizations to align their strategies and operations with ten universal principles in the areas of human rights, labor, the environ-

ment, and anti-corruption. It also provides opportunities for learning from organizations that follow best institutional practices and promote actions that help address societal challenges. By signing the Compact, Rede Mater Dei reaffirms its commitment to advancing sustainable development that generates positive environmental, economic, and social outcomes.

¹UN Global Compact: <https://www.pactoglobal.org.br>

PRIORITY SDGS

In line with its mission, Rede Mater Dei Saúde undertook a study in 2022 to prioritize the SDGs most relevant to its business, building on the materiality matrix and the identification of strategic audiences. This was done using a tool based on the 169 SDG targets, enabling a clearer identification of the company's priority sustainability goals.



ESG GOVERNANCE

In addition to being a leader in Corporate and Clinical Governance within the healthcare sector, Rede Mater Dei Saúde has long been engaged in practical sustainability and ESG initiatives. In 2019, we formalized this journey by launching the *Pra Você Ficar Bem* ("For Your Well-Being") Program, which focuses on five key pillars: social and environmental aspects, professional development, quality of life, and well-being. In 2022, we launched the Strategic ESG Project, which delivered significant progress in ESG practices across Rede Mater Dei, with further development continuing into the following year.

Currently, the Marketing department, responsible for communication with various external audiences and for the positioning of Rede Mater Dei, spearheads the project, directing efforts at the managerial and executive levels. The goal is to align the corporate narrative with tangible practices, fostering a transparent, direct, and effective relationship with Rede Mater Dei's stakeholders.

Rede Mater Dei remains committed to the goals, targets, and objectives it has set, driving internal actions and innovative projects that enable the

achievement of key business indicators. The topic has been systematically addressed through mapping, targeting, and engagement across the entirety of Rede Mater Dei's areas.

A practical example of this is the establishment of standard indicators for water, energy, and waste consumption, as well as the measurement of Greenhouse Gas (GHG) emissions. These indicators are based on the market practices of the National Association of Private Hospitals (ANAHP), ensuring better tracking and analysis of results.

3 HIGHLIGHTS

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Accreditations and Certifications . 50

In 2023, Rede Mater Dei achieved significant success in embedding its Integration, Culture, and Values across all Units. The receipt of various awards, certifications, accreditations, and recognitions strengthens our journey and highlights the success of our activities.

We are proud of our teams, the work accomplished, and the results achieved:

We are more than **9,650 professionals** dedicated to promoting the health of our patients.

We are led by women: They now hold **80% of leadership positions** within the company.

We have opened more than **ten new service areas** within our units.

A leadership transition occurred, with the **third generation of the founding family** taking over management.

Since 2022, approximately **R\$ 1.6 million** has been allocated to over **15 social projects**.

We work with around **130 health plan operators**.

AWARDS AND RECOGNITIONS

REDE MATER DEI DE SAÚDE

100 OPEN STARTUPS 2023 RANKING

On October 18, Rede Mater Dei Saúde¹ was recognized in the 100 Open Startups 2023 Ranking, placing among the Top 10 in the Healthcare Services sector. This award honors companies that lead in open innovation with startups across various sectors in Brazil.

¹Since acquiring A3Data, a company specializing in data and artificial intelligence, Rede Mater Dei has strengthened its commitment to innovation by developing solutions that enhance operational and healthcare efficiency, positively impacting the patient experience and transforming the healthcare sector in Brazil.



AMCHAM EXECUTIVE FINANCE AWARD

Rafael Cordeiro, CFO and Investor Relations Director of Rede Mater Dei Saúde, received the “Executive Finance Award” for his work on “Business Adaptability in Times of Uncertainty and DATATEMPO” during the CEO Dinner at the AmCham Awards 2023. This individual recognition reflects the teamwork and dedication at Rede Mater Dei.

BEING HUMAN AWARD 2023

On November 30, A3Data and Rede Mater Dei Saúde won 1st place in the “Being Human” Award’s Organizational Excellence category for the Com.partilha and Corporate Health projects. The Com.partilha project resulted in an 85% reduction in overtime for nurses and nursing technicians at Rede Mater Dei, with a 22.5% return on investment within ten months. The Corporate Health project not only delivered positive financial outcomes but also achieved an NPS score of 86 among employees, with an issue resolution rate of 87%.

BEING HUMAN AWARD – ABRH MG

ORGANIZATIONAL EXCELLENCE CATEGORY

1st Place: Rede Mater Dei de Saúde – Projects: Com.Partilha and Corporate Health

Involved Professionals: Daniel Nicodemos, Tâmara Brandão, Vinicius Vicente Silva, Solange Maria Lobo de Oliveira, Telma Santos, Fernanda Cotta, Matheus Junqueira, Flávia Hosken, and Wagner de Oliveira Borges.

Organized by ABRH-MG, the Minas Gerais chapter of the Brazilian Human Resources Association, this award recognizes projects that innovate and enhance human resources practices.

This is the second consecutive year that Rede Mater Dei Saúde has been recognized by ABRH for its initiatives. In 2022, the Leadership Development Program – Lidera Mater Dei was a standout in the Development category.

ROI
22.5%

Return within ten months
85% reduction in overtime in the RMBH Hub



CONAHP

The National Congress of Private Hospitals (CONAHP) is one of the most significant events in the healthcare sector, organized by the National Association of Private Hospitals (ANAHP). CONAHP gathers leaders, healthcare professionals, and experts from the hospital sector to discuss trends, innovations, challenges, and best practices in hospital management and healthcare services.

In 2023, Rede Mater Dei Saúde had 15 projects approved for the Poster Session, showcasing innovative solutions that reflect the institution’s pioneering spirit, commitment to excellence, and focus on humanized care. As a result, we secured 1st place with the project “Smart Medical Record: A strategy to make the electronic medical record more integrated, user-friendly, and secure.”

Additionally, during the event in São Paulo, we distributed copies of the 2022 Sustainability Report and launched the first Clinical Excellence Yearbook. The launch took place at our booth, designed in collaboration with A3Data, with the presence of Rede Mater Dei Saúde’s executive board members. The results highlighted in the Yearbook showcase the dedication of Rede Mater Dei Saúde’s professionals and emphasize the importance of building a pioneering and excellent clinical governance model that delivers sustainable outcomes for the healthcare sector in Brazil.



Click here to access the Clinical Excellence Yearbook of Rede Mater Dei Saúde.



INNOVATORS AWARD 2023

The INNOVATORS Award (Prêmio INOVATIVOS, in Portuguese) was created to recognize companies and their Digital Innovation initiatives that contribute to the development of innovative solutions, promoting the sharing of best practices and inspiration for the market. In 2023, Rede Mater Dei Saúde was a finalist in the Health category with the Com.partilha project.



THE EQUILIBRIST AWARD

The Brazilian Institute of Finance Executives (IBEF) in Minas Gerais annually presents the “Executive of the Year” award through the “Equibrista” (*O Equibrista*, in Portuguese) trophy. The recipient is selected by a vote of IBEF members based on leadership, ability to navigate adversity, achievement of goals, and the company’s contribution to societal development.

In 2023, Rafael Cordeiro, CFO and Investor Relations Director at Rede Mater Dei Saúde received the award in recognition of the outstanding work done by his team at Rede Mater Dei Saúde.



BELO HORIZONTE METROPOLITAN REGION HUB

2023 EXPERIENCE AWARDS

Mater Dei Santo Agostinho Hospital was honored in the Hospitals category with the Experience Awards 2023 certificate. This event, organized by SoluCx, recognizes companies leading in NPS (Net Promoter Score) across different sectors in Brazil.

The award employs the Net Promoter Score (NPS), which is the most widely used customer satisfaction metric in the market. Through a panel of over 700,000 registered consumers, brands are evaluated based on consumer feedback, making the award 100% customer-driven. This recognition affirms that our hospital is fulfilling its mission to provide comprehensive care to its patients through a team of dedicated professionals driven by genuine values and a focus on humanized care.





TOP OF MIND AWARD BY MERCADO COMUM

The Top of Mind Award by *Mercado Comum* Minas Gerais newspaper recognizes the leading brands in the state through a public opinion survey on spontaneous brand recall across different sectors and industries. The survey covers the 50 largest municipalities in Minas Gerais, representing more than half of the state's population.

In its 28th edition, Rede Mater Dei Saúde won in the Expression category for the Healthcare and Hospital segments. This prestigious award highlights the excellence of our professionals and the quality of services we provide to our clients and patients.

CENTRAL BRAZIL HUB



TOP OF MIND AWARD

Caring for people is our mission, and being recognized by the Top of Mind Award year after year reaffirms that we are on the right path. When both of our hospitals in the region are acknowledged, it strengthens our confidence that excellent work is being done. For the eighth and ninth consecutive years, Mater Dei Santa Clara and Mater Dei Santa Genoveva hospitals, respectively, received the Top of Mind Uberlândia 2023 Award.

2023 TOP 100 BEST AWARD

Once again, Hospital Mater Dei Santa Genoveva in Uberlândia has been recognized among the 2023 Top 100 Best. This award, the largest event in the countryside of Minas Gerais, honors companies, entrepreneurs, and professionals who excel in their respective fields.

These accomplishments are the result of a dedicated clinical team and staff who remain committed to our patients, consistently upholding the values of Rede Mater Dei Saúde.





HONORARY CITIZEN TITLE

The Chairman of the Board of Rede Mater Dei Saúde, Dr. Henrique Salvador, was awarded the title of Honorary Citizen of Uberlândia by the City Council.

BAHIA HUB

HEALTHCARE BENCHMARKING AWARD

For the second consecutive year, Hospital Mater Dei Salvador received the Healthcare Benchmarking Award 2023 (*Prêmio Benchmarking Saúde*, in Portuguese), organized by Criarmed. The Vice President of Medical and Clinical Services at Rede Mater Dei, Dr. Felipe Salvador Ligório, attended the award ceremony in Bahia's capital.



BRAZILIAN CANCEROLOGY CONGRESS – CONCAN

On the first night of the XXIII Brazilian Cancerology Congress (CONCAN), Dr. Henrique Salvador, Chairman of the Board of Rede Mater Dei Saúde, was honored. In 2023, the Congress took place in Salvador, Bahia, and was organized by the Brazilian Society of Oncology (SBC), the largest oncology event in the country.



SERVICE AND INFRASTRUCTURE OPENINGS AND EXPANSIONS

BELO HORIZONTE METROPOLITAN REGION HUB

ESPAÇO SAÚDE MATER DEI – PREVENTION, WELLNESS, AND PERFORMANCE

The *Espaço Saúde Mater Dei – Prevention, Wellness, and Performance*, inaugurated at the Santo Agostinho unit, now provides patients with an integrated and personalized service structure aimed at promoting health and encouraging care and treatment beyond mere disease management. 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* offers a broader perspective, promoting, preventing, diagnosing, and treating patients’ illnesses.



NEW MATERNITY FLOOR

In April 2023, a new facility dedicated to the well-being of pregnant women and their babies was inaugurated. The 11th floor of Hospital Mater Dei Santo Agostinho in Belo Horizonte was completely renovated to expand its capacity. It now includes six birthing rooms and 36 new beds, featuring apartments, deluxe suites, and new PPP suites (Pre-Labor, Labor, and Post-Labor rooms) – designed for labor with options like a bathtub and chromotherapy to reduce anxiety and alleviate pain, providing comfort and tranquility during such a special moment. Its comprehensive structure also features a Neonatal Intensive Care Unit (NICU) and an Adult Intensive Care Unit (ICU) specifically for high-risk expectant mothers, along with a 24-hour Gynecological and Obstetric Emergency Room with exclusive access. Additionally, a Concierge service is available for birthing patients, streamlining communication and facilitating the scheduling of appointments, exams, and other individual needs.

MASTOLOGY UNIT

From diagnosis to integrated treatment. From personalized care to humanized service. In June 2023, Hospital Mater Dei Contorno launched the Mastology Unit, composed of a multidisciplinary team integrated with the Cancer Integrated Hospital and supported by an emergency department with highly qualified professionals to manage oncology emergencies. The Unit is equipped with advanced technology for diagnosing and treating breast diseases, including a 3 Tesla MRI machine and DR digital mammography with tomosynthesis (3D mammography) capability.



EXPANSION OF HEMODIALYSIS SERVICES

The expansion of the Hemodialysis services at Hospital Mater Dei Contorno enhances comfort, care, and personalization for our renal patients, offering a comprehensive and individualized treatment journey.

BURN TREATMENT UNIT

Inaugurated in July 2023, the new Burn Treatment Unit (UTQ, in Portuguese) – the first of its kind in a private hospital in Brazil – is equipped with state-of-the-art technology and staffed by a highly skilled medical and care team. The unit offers ten intensive care beds: six (6) for adults and four (4) for children. All beds are equipped with intensive care infrastructure, adhering to current legal standards.



CENTRAL BRAZIL HUB

NEW HOSPITALIZATION APARTMENTS

In February 2023, we celebrated the inauguration of new floors at Hospital Mater Dei Premium in Goiânia. With the launch of operations on the 4th and 5th floors, 112 new beds are now available, enhancing the delivery of high-quality care to the population of Goiânia and surrounding regions.



NEW HOSPITALIZATION APARTMENTS

Mater Dei Santa Genoveva Hospital also opened a new general hospitalization floor, further improving patient care by offering enhanced comfort and quality. The 4th floor, featuring 27 new beds, was designed to meet the highest standards of care, comparable to the top hospitals in Brazil.

With this expansion, the hospital now offers 180 beds, making it one of the largest private hospitals in Uberlândia. The new addition also includes two VIP suites, providing patients with luxury hospitality and personalized comfort services.



MATERNITY RENOVATION

In keeping with Rede Mater Dei Saúde's standard of excellence, Hospital Mater Dei Santa Clara introduced VIP dining and birthing services in 2023, offering added comfort and exclusivity for expectant mothers and their babies during this special time.



BAHIA HUB


RADIOTHERAPY

In June 2023, Hospital Mater Dei Salvador inaugurated its Radiotherapy service. The facility is now fully equipped to offer individualized therapeutic solutions to patients, ensuring optimal treatment tailored to their needs.



HUMAN REPRODUCTION CENTER

Located on the 6th floor of the Mater Dei Salvador Medical Center, the Human Reproduction Center was inaugurated with a special event. This exclusive floor is entirely dedicated to reproductive health, featuring cutting-edge technology and a fully equipped surgical center that offers the latest advancements in assisted reproduction. The facility also includes areas for specialized consultations, additional testing, and multidisciplinary care, all delivered by a highly qualified team to ensure comprehensive patient care.

Click here to learn more. 

RESPIRATORY MEDICINE

In August 2023, Hospital Mater Dei Salvador launched its Respiratory Medicine service. Supported by a multidisciplinary medical team with extensive expertise in diagnosing and treating respiratory diseases, the service is complemented by advanced technology, ensuring precise and reliable diagnostics.



For the first time, a scientific paper on Familial Pulmonary Fibrosis, led by Dr. Fernanda Aguiar Baptista, pulmonologist and Coordinator of Respiratory Medicine at Hospital Mater Dei Salvador, has been selected for presentation at the 2024 Congress of the European Respiratory Society (ERS) in Vienna, Austria.

INFUSION CENTER

To provide a calm and compassionate environment for patients in Feira de Santana and the surrounding region, Hospital Mater Dei EMEC inaugurated its new Infusion Center. This unit administers intravenous and subcutaneous medications to patients with rheumatological, gastrointestinal, dermatological, neurological, and pulmonary conditions, as well as other patients who require these treatments.



PIONEERING PROCEDURES AND CLINICAL CASES

CENTRAL BRAZIL HUB

INNOVATIVE PROCEDURE

For the first time at Hospital Mater Dei Santa Genoveva, an Intrauterine Blood Transfusion was successfully performed. This rare procedure involves transfusing blood to the baby in the womb through the umbilical cord. In this case, the procedure was neces-

sary because the mother, with a negative blood type, developed antibodies against positive blood types, leading to her baby, with a positive blood type, developing anemia. The transfusion, performed by Dr. Angélica Debs and Dr. Ana Paula Lino, was successful.

CENTRAL BRAZIL HUB

HIGH-COMPLEXITY GYNECOLOGICAL SURGERY

The gynecological surgery team at Hospital Mater Dei Salvador performed a high-complexity procedure to treat Pelvic Organ Prolapse (Laparoscopic Sacrocolpopexy). This minimally invasive procedure, considered the gold standard, was performed to address recurrent apical prolapse. The technique involves

the use of a Y-shaped polypropylene mesh to correct the condition, allowing for early discharge, faster recovery, and a significant reduction in post-operative pain and complications. The patient had a positive outcome, returning to her preferred physical activities within 15 days.

UNPRECEDENTED CLINICAL CASE IN UROLOGY

The Urology team at Hospital Mater Dei Salvador, led by urologist Dr. Nilo Jorge Leão, performed the first surgery in the North-Northeast region to treat male urinary incontinence using the new VICTO device (adjustable artificial urinary sphincter). This technique restores the patient's ability to control urination, corrects urinary leakage and significantly improves quality of life.

The procedure, led by urologist Dr. Pedro Gouveia, was a success, with the support of specialists Dr. Luis Gustavo Toledo and Dr. Rodrigo Brasileiro.



DISTINCT CLINICAL CASE IN ENDOSCOPY:

The Endoscopy Department at Hospital Mater Dei Salvador, coordinated by specialist Dr. Marcos Clarêncio, successfully performed a gastrostomy using a suturing technique with gastropexy on a four-month-old patient.

Clinical case: The patient, suffering from genetic abnormalities, dysphagia, and chronic dependence on a nasoenteral feeding tube, required a gastrostomy, a procedure indicated when oral feeding is not possible. The technique involves creating a connection between the skin and the stomach. The procedure was safely completed and was a success.

ACCREDITATIONS AND CERTIFICATIONS

GPTW¹

In 2023, Rede Mater Dei Saúde was certified, recognized, and recommended by its employees as an excellent workplace.



JOINT COMMISSION INTERNATIONAL (JCI) ACCREDITATION

JCI, an international accreditation body renowned for its expertise in the healthcare sector, helps organizations achieve highly reliable patient safety standards, focusing on patient-centered care and the environment in which it is provided. Receiving this certification is a significant acknowledgment of our excellence in governance and quality care.

BELO HORIZONTE METROPOLITAN REGION HUB



REACCREDITATION BY JOINT COMMISSION INTERNATIONAL – MATER DEI SANTO AGOSTINHO HOSPITAL

SEPTEMBER 2023



REACCREDITATION BY JOINT COMMISSION INTERNATIONAL – MATER DEI BETIM-CONTAGEM HOSPITAL

SEPTEMBER 2023

BAHIA HUB



REACCREDITATION BY JOINT COMMISSION INTERNATIONAL – MATER DEI SALVADOR HOSPITAL

DECEMBER 2023

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

CENTRAL BRAZIL HUB

QMENTUM CERTIFICATION

Recertification by Qmentum Diamond International – Mater Dei Santa Genoveva Hospital. This healthcare service evaluation model, developed by Accreditation Canada, ensures, guides, and monitors high-performance standards in quality and patient safety.



RECERTIFICATION BY QMENTUM – MATER DEI SANTA CLARA HOSPITAL

ICU TOP PERFORMER AND EFFICIENT ICU RECOGNITION BY AMIB AND EPIMED SOLUTIONS

In 2023, the ICUs at Rede Mater Dei Saúde were once again recognized by the Associação de Medicina Intensiva Brasileira (AMIB) and Epimed Solutions with the Top Performer Top Performer ICU, Efficient ICU, and Efficient Cardiac ICU seals. These recognitions reflect the outstanding clinical outcomes achieved by our ICUs, coupled with the efficient allocation of resources in the care of critically ill patients.



CERTIFICATION WAS BESTOWED UPON

Top Performer ICU

Mater Dei Santo Agostinho Hospital ,
Mater Dei Santa Genoveva Hospital ,
Mater Dei Santa Clara Hospital and
Mater Dei Premium Goiânia Hospital



Efficient ICU

Mater Dei Betim-Contagem Hospital
and Mater Dei Porto Dias Hospital



Efficient Cardiac ICU

Mater Dei Santo Agostinho Hospital

4 ECONOMIC PERFORMANCE

GRI 2-1 | 2-2 | 2-6 | 3-3 | 201-1

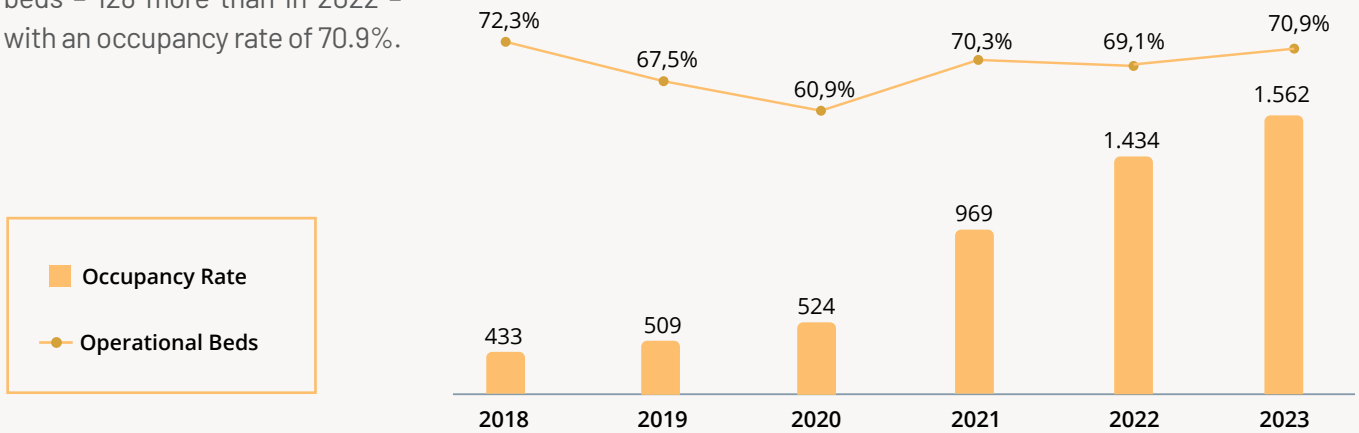


Investors . 54

Cost Management . 54

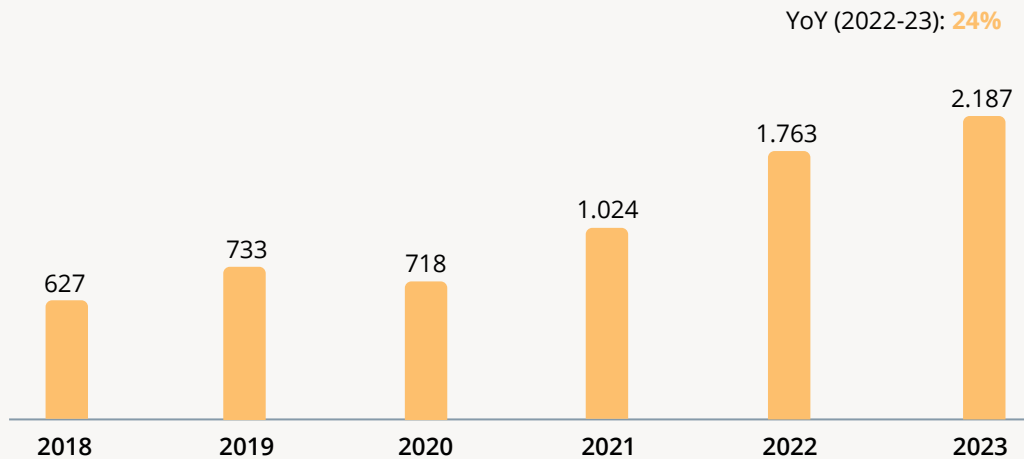
In 2023, Rede Mater Dei Saúde operated an average of 1,562 beds – 128 more than in 2022 – with an occupancy rate of 70.9%.

AVERAGE EVOLUTION OF OPERATIONAL BEDS AND ANNUAL OCCUPANCY RATE



OPERATIONAL GROWTH DELIVERING RECORD FINANCIAL RESULTS

NET REVENUE (IN R\$ MILLION)



Rede Mater Dei Saúde achieved another year of record-breaking results, with growth across both acquired and newly inaugurated assets, as well as expansion within existing units. We are confident and proud of our strategic decisions and the results they have delivered.

Click here to visit the Rede Mater Dei de Saúde Investor Relations website and access our consolidated financial results.



INVESTORS

The Investor Relations division maintains an open and transparent dialogue with the market, addressing investor needs and expectations. The website ri.mater-dei.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. In turn, shareholders can access this information through the Talk to IR channel.

R\$ 3.2 billion market value as of 12/31/2023

Average daily trading value of R\$ 3.6 million in 2023

At the end of 2023, the Company had 4,347 shareholders.

There were over 400 sell-side and buy-side interactions with investors, including meetings, events, conferences, and site visits to get to know our Units in the RMBH Hub and Salvador. Among them, the following stand out:



MEETINGS

Over **171** meetings involving **50 different funds** and **15 investment research firms.**



EVENTS

Conferences organized by banks (results announcements and group meetings):

15 events, with participation from a total of **400 funds** including over **120 different funds**.

Visits to the hospitals of the RMBH and Salvador Hubs: more than **40 different funds** in 2023.

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), with 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.

5 CORPORATE GOVERNANCE AND CLINICAL GOVERNANCE

GRI 2-9 | 2-10 | 2-11 | 2-12 | 2-13 | 2-14 | 2-15 | 2-16 | 2-17 | 2-18 | 2-19 | 2-20 | 2-23 | 2-24 | 3-3



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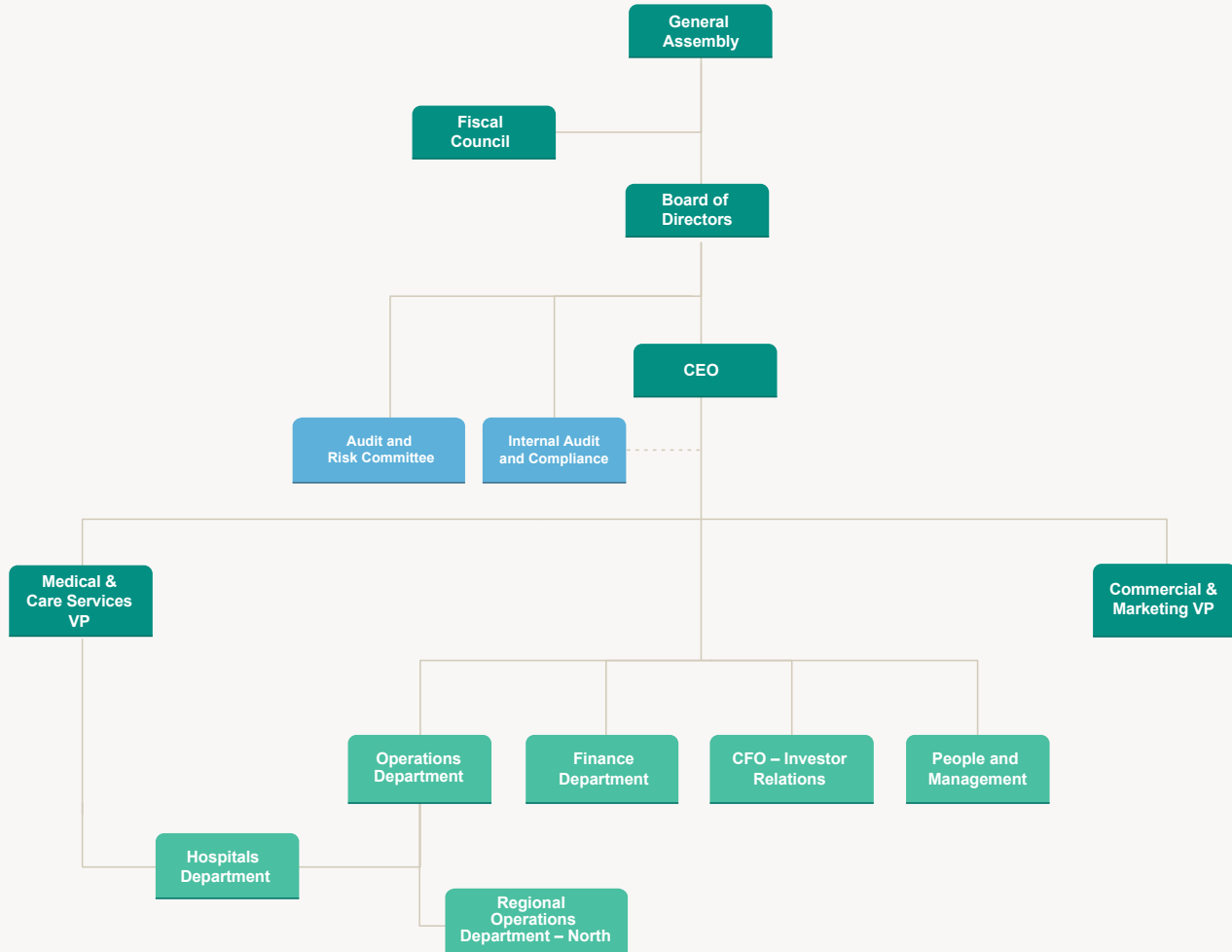
Clinical Governance . 68

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ORGANIZATIONAL STRUCTURE

ORGANIZATIONAL STRUCTURE OF REDE MATER DEI DE SAÚDE 2023



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 also engages 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's decision-making prowess is rooted in a mature governance structure. The process involves intercon-

nected 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.

¹Visit the Investor Relations website of Rede Mater Dei de Saúde: <https://ri.materdei.com.br/>

FAMILY SUCCESSION

Rede Mater Dei has established a well-structured family succession process for its majority shareholder, the Salvador family, designed and continuously supported by Fundação Dom Cabral (FDC). This process ensures the consistent maintenance of quality standards, patient safety, and technical excellence while upholding the trust of senior leadership and all employees.

Clear guidelines are in place for third-generation family members seeking to join the business, with oversight by an active Family Council. To assume a leadership role, family members must complete several steps, including earning a university degree aligned with the business, working at Rede Mater Dei, gaining experience at healthcare organizations of comparable or larger scale, completing an MBA at a top global executive education institution, and then assuming a leadership position within the group.


In 2011, Dr. José Salvador Silva, Founder and Honorary Chairman of the Board of Directors of Rede Mater Dei Saúde, began implementing the succession process for the second generation by becoming Chairman of the Board. His son, Dr. Henrique Salvador, was appointed CEO, while his daughters, Dr. Márcia Salvador Geo and Dr. Maria Norma Salvador Ligório, became vice presidents.

In November 2023, a new transition occurred, with Dr. Henrique Salvador, Dr. Márcia Salvador Geo and Dr. Maria Norma Salvador Ligório shifting their focus to the Board of Directors. Leadership transitioned to the third generation of Dr. José Salvador Silva’s grandchildren: José Henrique Dias Salvador as CEO, Dr. Felipe Salvador Ligório as Vice President of Medical and Clinical Services, and Renata Salvador Grande as Vice President of Commercial and Marketing. In June 2024, after successfully completing the steps outlined in the succession plan, Dr. Lara Salvador Geo was appointed Director of Innovation and Patient Experience at Rede Mater Dei Saúde. Three generations now work collaboratively alongside experienced market professionals on the Executive Board, combining diverse knowledge and experiences to ensure the ongoing success and sustainability of Rede Mater Dei Saúde.

SUCCESSION REQUIREMENTS

- Earn a degree relevant to the business area;
- Work at Rede Mater Dei for several years;
- Gain experience at top hospitals outside of Rede Mater Dei (minimum of 2 years);
- Complete an MBA at one of the world’s leading business schools.

[Click here to view the composition of Rede Mater Dei Saúde’s governance bodies on the Investor Relations website.](#)

<p>1980 Foundation</p>  <p>Founder: Dr. José Salvador Silva</p>	<p>2011 Second generation</p>  <p>CEO: Dr. Henrique Salvador Vice President of Financial & Administrative Affairs: Dr. Maria Norma Salvador Ligório Vice President of Assistance & Operations: Dr. Márcia Salvador Geo</p>	<p>2023 Third generation</p>  <p>CEO: José Henrique Dias Salvador Vice President of Sales & Marketing: Renata Salvador Grande Vice President of Medical Assistance: Dr. Felipe Salvador Ligório June 2024 – Director of Innovation and Patient Experience: Dr. Lara Salvador Geo</p>
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FAMILY COUNCIL AT REDE MATER DEI SAÚDE

To engage family members who are not directly involved in the business but are shareholders and/or heirs of the institution, the Family Council is chaired by Dr. Norma Salvador. The council meets quarterly to align and share information about the business, and it holds an annual festive gathering that includes members of the extended family.



Dr. Norma Salvador – Chair of the Family Council

NOMINATION AND SELECTION OF THE HIGHEST GOVERNANCE BODY

The Member Nomination Policy of Rede Mater Dei de Saúde seeks to establish the principles, processes, and responsibilities for appointing members to the Executive Board, the Board of Directors, and the committees formed by statutory authority or by the 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.

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 of Directors carries the

authority to designate directors, 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 of Directors, 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 Management, within their respective areas of responsibility, are tasked with defining investments, managing human capital, and establishing compensation, benefits, and other policies for Rede Mater Dei de Saúde. To effectively achieve these objectives, they are supported by strategic areas including Corporate Governance, New Business Development, Internal Audit and Compliance, Investor Relations, Finance, Operations, Sales, Medical Assistance, and various Committees and Commissions.

BOARD OF DIRECTORS

Chairman of the Board:

Dr. Henrique Salvador

Vice Presidents of the Board:

Dr. Maria Norma Salvador Ligório
Dr. Márcia Salvador Geo

Full Members:

José Salvador Silva
Renato Moraes Salvador Silva
Dr. Diogo Porto Dias

Independent Members:

Maurício Ceschin
Ary Costa Ribeiro
Geraldo Sardinha Pinto Filho
Pedro Franco Sales



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 six 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 healthcare market landscape.

EXECUTIVE BOARD

CEO: José Henrique Dias Salvador

Vice President of Sales & Marketing:
Renata Salvador Grande

Vice President of Medical Assistance:
Felipe Salvador Ligório

Director of Innovation and Patient Experience:
Lara Salvador Geo

Chief Operations Officer:
André Soares de Moura Costa

Finance Director:
Fábio Mascarenhas da Silva

CFO and Director of Investor Relations:
Rafael Cardoso Cordeiro

Chief People & Performance Officer: Rani Gressi Campos

FISCAL COUNCIL

First elected in 2023, the Fiscal Council of Rede Mater Dei Saúde is responsible for overseeing the administration's actions, reviewing the company's financial reports, and communicating its findings to shareholders. The Fiscal Council operates on a non-permanent basis and, when convened, consists of three main members and an equal number of alternates, who may or may not be shareholders. They are elected and may be dismissed at any time by the General Assembly.

FISCAL COUNCIL

Full Members:

Fernando Daniel de Moura Fonseca

Rafaela Rocha França Dumont

Roberto Tommasetti

Alternate Members:

Alceu Alves da Silva

Eduardo Augusto Franklin Rocha

Bruno Gonçalves Siqueira

BOARD OF DIRECTORS ADVISORY COMMITTEES

The Advisory Committees are technical and consultative bodies, as well as non-statutory and non-deliberative bodies. While they do not engage in management or representation, they provide specific advisory functions to the Board of Directors, offering analyses, studies, and recommendations on matters within their scope. Their conclusions are non-binding on decisions made by the Board or Rede Mater Dei’s Executive Board.

As of 2024, Rede Mater Dei Saúde has the following Committees:

AUDIT AND RISK COMMITTEE

The Audit and Risk Committee operates as an autonomous entity tasked with the ongoing evaluation of the Company’s risk identification, compliance systems, and internal controls. By monitoring risk exposure and ensuring compliance with governance and regulatory standards, the committee plays a crucial role in maintaining organizational integrity. It comprises three members:

Geraldo Sardinha Pinto Filho

Sicomar Benigno de Araújo Soares

Dr. Maria Fernanda Pires de Carvalho Pereira

QUALITY AND CLINICAL PRACTICES COMMITTEE

The Quality and Clinical Practices Committee advises the Board on strategic decisions to ensure that Rede Mater Dei continues to be a national leader in healthcare excellence. It serves as a model for clinical governance and maintains strong relationships with medical staff while overseeing quality and patient safety. Committee members include:

Dr. Márcia Salvador Geo

Dr. Ary Costa Ribeiro

COMMERCIAL STRATEGY COMMITTEE

This committee’s mission is to advise the Board of Directors on commercial strategies. Its members include:

Dr. Maria Norma Salvador Ligório

Dr. Maurício Ceschin

FINANCE AND INVESTMENT COMMITTEE

The Finance and Investment Committee supports the Board of Directors by ensuring high standards in financial management, capital allocation, investment returns, and economic performance. The committee ensures these processes are responsibly conducted to foster the sustainable financial growth of Rede Mater Dei Saúde. Committee members:

Dr. Henrique Moraes Salvador Silva

Pedro Franco Sales

TOP MANAGEMENT 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.

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.

BOARD OF DIRECTORS EVALUATION

Rede Mater Dei Saúde conducts an annual evaluation of its Board of Directors to enhance corporate governance, meet market demands, and comply with regulatory recommendations. This evaluation is key to the ongoing improvement of corporate governance bodies, contributing to better outcomes for both the business and society at large.



CONFLICT OF INTERESTS

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

In situations of uncertainty regarding the definition of a conflict of interest or in the event of a suspected conflict, the Internal Audit and Compliance department should be formally contacted through the Confidential Channel, available 24/7, for assessment and appropriate guidance if needed.

Compliance Manual available here.



Rede Mater Dei de Saúde Whistleblowing Channel

<https://www.canalconfidencial.com.br/materdei>

or through the toll-free number 0800 741 0017 (available 24 hours a day, 7 days a week)

CORPORATE RISK MANAGEMENT

Rede Mater Dei Saúde developed its Corporate Risk Matrix in 2021, based on the ISO 31000 methodology, and updated it in 2023.

CORPORATE RISK MATRIX – 2023 DATA

Mapped Risks 57				
Financial 29	Reputational 4	Operational 4	ESG 7	Strategic and Business Continuity 13

RISK MANAGEMENT POLICY

The Risk Management Policy of Rede Mater Dei de Saúde adheres to the ISO 31000 standard. This policy establishes the principles, processes, and responsibilities to be observed concerning the risks faced by Rede Mater Dei during its business development, including operational, financial, reputational, ESG, strategic, and business continuity risks.

The company utilizes the Three Lines Model from the Institute of Internal Auditors (IIA) as the foundation for its management. This model offers a standardized and comprehensive approach to governance and risk management:

FIRST LINE:

Risk management is championed by leaders accountable for identifying risks and control practices;

SECOND LINE:

Areas that support risk management methodologies and control processes, such as Quality, Compliance, Clinical Pharmacy, GPA, Safety, and SESMT, among others.

THIRD LINE:

The Third Line encompasses Internal Audit, which reviews the adequacy of internal controls relative to the risks identified by Rede Mater Dei's leadership.

Click here to access Rede Mater Dei Saúde's Risk Management Policy.



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 organization.

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 Due 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.

M&A DIVISION¹

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, startups, 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.

¹M&A: Mergers and Acquisitions.

PMO DIVISION¹

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). The PMO of Rede Mater Dei operates across three 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.

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.

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.

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 conducts numerous studies using external and public data, along with robust investigations utilizing internal data. These efforts convert relevant information into strate-

gic analyses and insights. Furthermore, the area serves all Rede Mater Dei's 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. Market analyses take into account both the areas where the Units are currently situated and other potential markets.

¹PMO: Project Management Office.

DATA PRIVACY AND CYBERSECURITY

DATA PROTECTION AND LGPD

Rede Mater Dei de Saúde, dedicated to safeguarding personal data – both common and sensitive – has implemented robust measures to prevent unauthorized access and situations that could jeopardize the right to privacy. Since July 2019, the institution has been compliant with the General Data Protection Law (LGPD). A Data Protection Officer (DPO) has been appointed and works in collabora-

tion with the Digital Governance Committee, which includes representatives from key areas such as Information Security, Internal Audit, Compliance, IT, HR, Legal, Clinical Practices, Communication, Finance, Management, and Nursing. Together, they establish a framework for the collection, processing, storage, and sharing of data, operating in a responsible and synergistic manner.

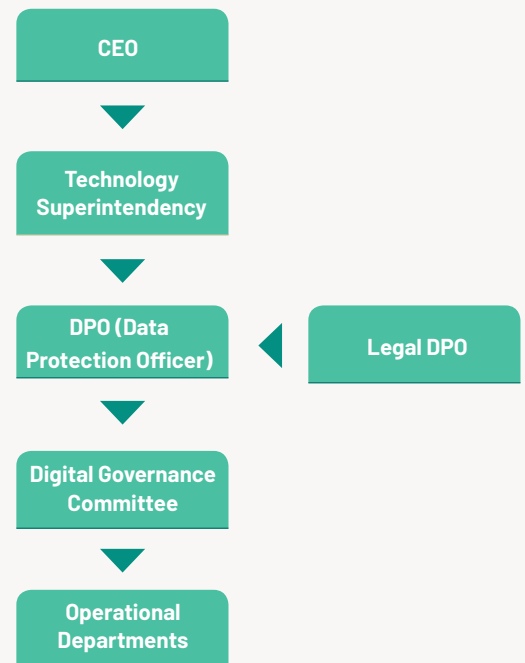
Rede Mater Dei de Saúde is also dedicated to prioritizing data protection by systematically implementing awareness campaigns that highlight its importance and ensure that all employees and service providers understand their responsibilities. This initiative is a key component of our ongoing commitment to institutional governance.

PRIVACY PROGRAM

The Privacy Program at Rede Mater Dei Saúde is designed to mitigate corporate risks and prevent the leakage of personal data from patients and employees. It reviews internal processes, establishes policies and procedures, and implements mechanisms to identify and address the causes of incidents, preventing recurrences.

Since the beginning of its data collection efforts, Rede Mater Dei Saúde has maintained an impeccable record, with no incidents of data breaches, theft, or loss of personal information. Moreover, the company has not been involved in any legal proceedings or penalties related to data breaches.

These practices underscore Rede Mater Dei Saúde’s commitment to data privacy and security, fostering trust among patients and employees in the management of their personal information.



KEY IT DRIVERS:

Data-driven organization

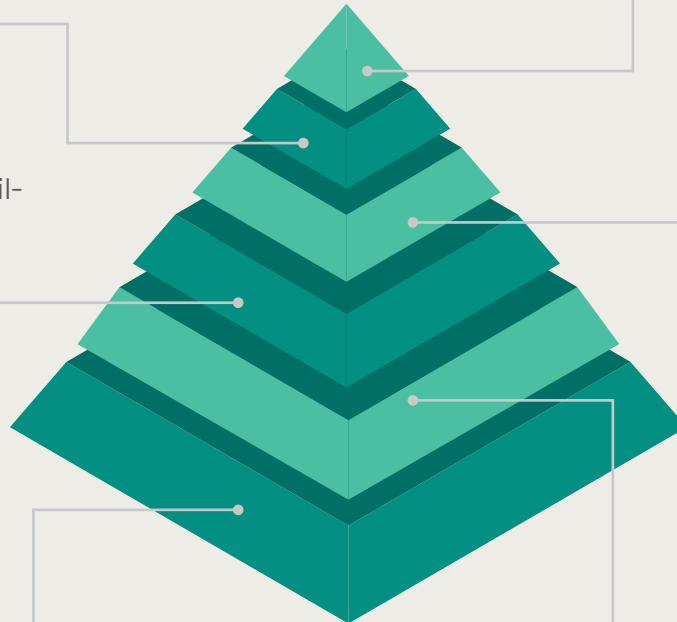
Fostering decision-making based on data analysis.

High availability and DR

Ensuring system availability and readiness for disaster recovery.

Synergies and Efficiency

Optimizing resource utilization to enhance performance.



Client centricity

Developing healthcare ecosystem projects with a focus on digital solutions, patient well-being, and safety.

Digital

Digitalizing patient, clinical, and employee journeys using agile methodologies to enhance user experience.

Cyber security

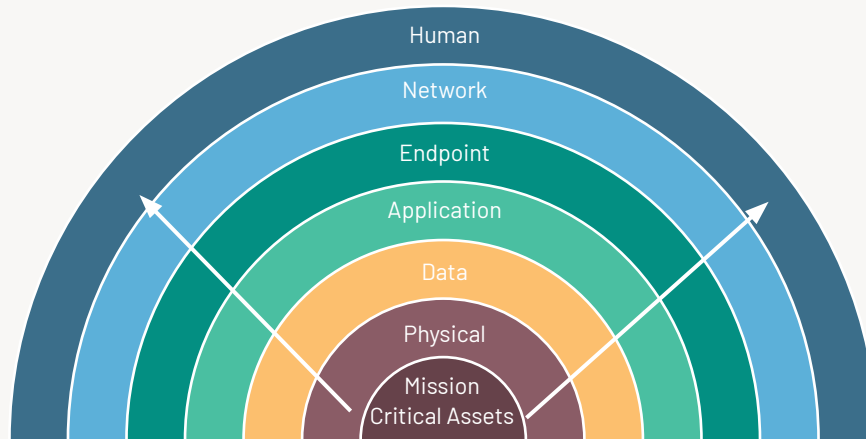
Serving as the foundation for all initiatives, ensuring best practices, governance, and project security.

INFORMATION SECURITY

The Information Security division of Rede Mater Dei de Saúde is dedicated to utilizing resources that continuously enhance cybersecurity protection levels. We implement processes to safeguard the integrity of stored data and ensure the confidentiality of information.

Our 24/7 monitoring services cover all Rede Mater Dei de Saúde Units, with all traffic monitored through specialized tools and a trained team. With a dedicated SOC/SIEM (Security Operations Center/Security Information and Event Management) team, we monitor 100% of network assets.

Rede Mater Dei Saúde maintains security at every level:



We have established indicators that focus on the pillars of Confidentiality, Integrity, Availability, and Authenticity, and we regularly test redundancy mechanisms to ensure maximum availability of our information technology services.

All our systems undergo continuous testing, and we implement monthly routines for validating information security systems, performing backups, disaster re-

covery, and defense mechanisms. Our access networks are tightly controlled, offering high availability and the necessary speed to deliver optimal experiences for both internal and external clients.

Every asset entering Rede Mater Dei Saúde’s data network, whether physical or digital, is subject to a thorough due diligence process to identify and mitigate vulnerabilities before it becomes accessible.

The technology park of Rede Mater Dei de Saúde is regularly updated to ensure that all security patches are applied to the equipment promptly upon release by the manufacturers.

Rede Mater Dei Saúde remains committed to investing in the maintenance and expansion of information security solutions, executing annual projects that enhance security, streamline and automate processes, and ensure system efficiency.

SECURITY INFORMATION DISCLOSURE

Information security and data privacy campaigns and updates are regularly communicated to employees, clinical staff, and directors by the Communications department.

Security training is integral to our onboarding process, ensuring that all employees, physicians, and suppliers are well-informed on the responsible use of technology resources and sign clear, comprehensive terms outlining security practices.

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 ensures patient safety and enhances the patient experience, directly contributing to effective 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. By means of meet-

ings 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. Additionally, in the pursuit of excellence in care, we conduct national and international benchmarks in collaboration with other market leaders, resulting in the continuous implementation of improvements and the ongoing re-evaluation of practices. Consequently, clinical excellence manifests as a noteworthy value proposition, benefiting both patients and the healthcare sector as a whole.

REDE MATER DEI DE SAÚDE CLINICAL GOVERNANCE

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

Prompt interactions with professionals and/or coordinators

Availability of individual indicator results annually for performance comparison within the team and against external benchmark.



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

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

REDE MATER DEI DE SAÚDE CLINICAL EXCELLENCE YEARBOOK

In a demonstration of its pioneering spirit, Rede Mater Dei Saúde launched its Clinical Excellence Yearbook in October 2023. The publication reflects the collective efforts of everyone at Rede Mater Dei Saúde. Through an innovative program based on national and international scientific evidence, Clinical and Corporate Governance are seamlessly integrated to uphold best practices. Clinical excellence within Rede Mater Dei is exemplified through the delivery of superior care results arising from the efforts of our medical and clinical staff. The yearbook was externally audited by the Lucas Machado Educational Foundation (Feluma).

[Click here to access the yearbook.](#)



SAFETY HUDDLE – RED TO GREEN

To improve the execution of therapeutic plans and enhance patient care, the Safety Huddle is conducted daily in the inpatient units at Rede Mater Dei Saúde. Led by the care team and nursing management, the huddle focuses on patient progress. In the patient journey, a “red day” indicates that a patient receives little to no added value, while a “green day” signifies that the patient receives value-added care that facilitates their progress toward discharge. The process is centered on transitioning from red days to green days

(Red to Green) signifying the resolution of pending issues for patient discharge.

This process identifies inefficiencies in the patient journey caused by internal and external delays, directly influencing bed turnover and patient satisfaction. Drawing from the managed flowchart, the team implements interventions to optimize and ensure the patient’s therapeutic plan is executed efficiently and promptly.

ANTIMICROBIAL MANAGEMENT PROGRAM (PGA)

Antimicrobial resistance (AMR)¹ is a significant global public health concern with widespread implications, affecting not only patients but the entire population worldwide. In response, the World Health Organization (WHO) has promoted global strategies to combat AMR, with the primary objective of ensuring appropriate treatment and strengthening preventive measures against infectious diseases.

Aligned with this mission, Rede Mater Dei Saúde has implemented the Antimicrobial Management Program (PGA) to maximize pharmacotherapeutic outcomes, reduce the occurrence of adverse events, prevent the selection and spread of resistant microorganisms, and ensure cost-effective therapy.

KEY PILLARS OF THE PGA AT REDE MATER DEI SAÚDE:

- Leadership support
- Professional education
- Initiatives to optimize antimicrobial use
- Monitoring and dissemination of results

The program’s effectiveness aligns with Rede Mater Dei’s strategic goals and is monitored regularly by Clinical Management through critical review sessions regularly presented to the Medical Board.

RMBH HUB RESULTS

Adherence rate to antibiotic therapy² in monitored protocols (PAC, UTI, SEPSIS):
87%

Adherence rate to surgical antibiotic prophylaxis:³
87%

¹AMR refers to the ability of microorganisms to adapt to their environment, leading to a reduced or eliminated effectiveness of the antimicrobial agent in treating or preventing infection.

²Appropriate antibiotic therapy adheres to the correct choice, dosage, administration route, and total duration (including post-discharge prescriptions).

³Appropriate antibiotic prophylaxis involves adherence to the correct timing, choice, and duration of antibiotic use.

CLINICAL GOVERNANCE AND CARE LEADERSHIP WORKSHOP

In May 2023, the 1st Clinical Governance and Care Leadership Workshop was held to foster synergy across Rede Mater Dei Units and promote the integration of processes and personnel. The event brought together over 30 healthcare leaders from Rede Mater Dei Saúde.

On the final day of the event, the 1st Clinical Excellence Seminar of Rede Mater Dei took place, open to the public, with the goal of presenting the results and commitments of the Units, while reinforcing quality and safety through indicators. All information shared during the event is included in the Rede Mater Dei 2023 Clinical Excellence Yearbook.



To access the Rede Mater Dei 2023 Clinical Excellence Yearbook, click here.



CARE PRACTICES MANAGEMENT (GPA)

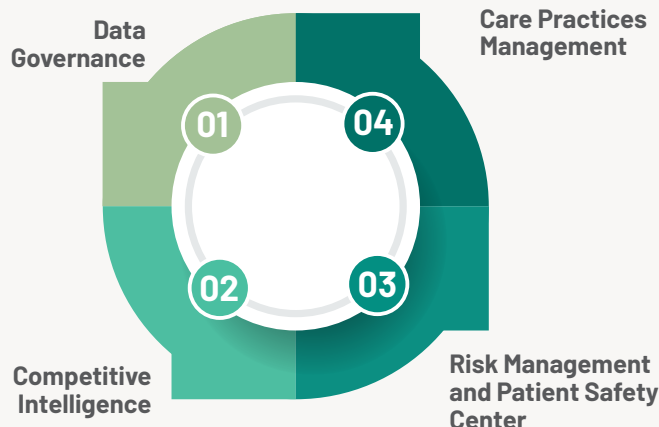
The Care Practices Management (GPA) sector provides support to Governance and Clinical Management, collaborating closely with the Medical Leadership. It oversees the entire journey of the clinical staff, starting from the registration and validation of credentials for delivering care services within 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 2023, over 2,000 indicators were discussed within the RMBH Hub, engaging **53 teams** from various specialties.

OPERATIONAL AND CARE ALIGNMENT MEETINGS

Ongoing meetings ensure the alignment of operational and clinical activities across all areas and Units of Rede Mater Dei Saúde.

WEEKLY MEETINGS

Participants: Directors and managers from all Units of Rede Mater Dei Saúde

Objectives: Present strategic agendas for discussion and communicate updates to leaders, ensuring that all employees receive the necessary information.

WEEKLY OPERATIONAL MEETINGS

Participants: Unit leaders from Rede Mater Dei Saúde

Objectives: Discuss corporate updates, challenges, demands, and operational solutions for specific Units, fostering interaction and facilitating decision-making.

MONTHLY CRITICAL ADMINISTRATIVE AND CARE REVIEW MEETINGS

Participants: Board members and managers from administrative and clinical areas

Objectives: Review indicators, assess the previous month's action plans, and address strategic planning objectives.

CLINICAL STAFF PLENARY MEETINGS

Participants: Board members and clinical staff from the Units

Objectives: Align information and discuss relevant topics to strengthen collaboration for the benefit of our patients.

QUARTERLY CRITICAL CLINICAL REVIEW MEETINGS

Participants: Clinical staff members, directors, and strategic leaders from Rede Mater Dei Saúde

Objectives: Discuss clinical outcomes, present indicators for various specialties, review cases and protocols, and identify opportunities for improving patient care.

BIMONTHLY BOARD OF DIRECTORS MEETINGS

Participants: Board members of Rede Mater Dei Saúde

Objectives: Review and discuss the organization's short-, medium-, and long-term strategies, exchange insights, and provide necessary guidance for future decisions. Extraordinary meetings can be called to discuss specific projects, results, and other matters.

REDE MATER DEI FAMILY COUNCIL MEETINGS

Participants: Members of the Salvador family, the majority shareholders of Rede Mater Dei Saúde, who are not actively involved in management but remain shareholders and/or heirs

Objectives: Quarterly meetings to align on events, decisions, and other relevant matters pertaining to the institution.

MEDICAL AND HEALTH PROFESSIONAL TEAM MEETINGS

Participants: Medical teams and healthcare professionals from Rede Mater Dei

Objectives: Discuss clinical cases, treatments, and areas for improvement in each specialty, and share updates and innovations in their fields.



COMMITTEES AND COMMISSIONS

The Committees and Commissions of Rede Mater Dei de Saúde have been established to support governance in strategy development, quality and safety practices, and the analysis and evaluation of services offered across various areas within the network's hospitals. Members of these groups are appointed by the CEO, and their activities are overseen by the Quality department in accordance with specific regulations that define their responsibilities.

The primary duties of the Committees and Commissions include discussing key topics, monitoring outcomes, and establishing plans and goals for each area of specialization. Aligning all Units with best practices for meeting corporate requirements in their internal procedures is essential for ensuring the quality of service provided by Rede Mater Dei de Saúde.

REDE MATER DEI DE SAÚDE COMMITTEES

Executive Committee for Critical Analysis of Administrative and Assistance Indicators

Ethics and Compliance Committee

Executive Committee for Strategic, Operational, and Administrative Planning

Strategic Planning Support Center

Executive Committee for Medical Performance Review

Productivity Committee

Research Ethics Committee

Committee for the Prevention of Maternal, Infant, and Fetal Mortality

Risk Management and Patient Safety Center

Radiological Protection Committee

Crisis Committee

Venous Thromboembolism Committee

Digital Governance Committee

REDE MATER DEI DE SAÚDE COMMISSIONS

Commission for Death Review

Internal Accident Prevention Commission

Commission for Preventing Risks of Injuries from Sharp Objects

Healthcare Waste Management Plan Commission

REDE MATER DEI DE SAÚDE COMMISSIONS

Hospital Infection Control Commission

Hemotherapy Commission of Rede Mater Dei de Saúde

Enteral and Parenteral Support Commission

Pharmacy, Therapeutics, and Introduction of New Technologies Commission

Internal Processing Commission of Rede Mater Dei de Saúde

Codes Commission

Incident Response Commission – Internists

Intra-Hospital Organ and Tissue Donation Commission for Transplants

Transplant Commission

Medical Record Review Commission

Patient Safety Core Commission

Wound Prevention and Treatment Commission

CLINICAL RESEARCH AND RESEARCH ETHICS COMMITTEE (CEP)

Clinical research, the scientific investigation process involving human subjects, aims to expand knowledge or gain new scientific insights into medications, procedures, or methods for addressing health issues that affect people and to achieve results that benefit society at large. Clinical research represents the most critical phase in the development of new drugs.

At Rede Mater Dei Saúde, scientific health research is conducted based on the principles of quality, relevance, applicability, and the transfer of results to society. The research conducted in the hospitals that make up Rede Mater Dei Saúde is guided by laws, regulations, and the leadership of each Unit. Through its Research Ethics Committee (CEP), integrated with the National Commission of Ethics in Research (CONEP), Rede Mater Dei Saúde evaluates the ethics of human-related research to be implemented within the institution, ensuring the protection of participants. The development and

execution of projects adhere to high ethical and methodological standards, both nationally and internationally.

Rede Mater Dei encourages and supports the dissemination of research results through high-impact scientific publications, both nationally and internationally. At the same time, it promotes the dissemination of scientific knowledge to society using accessible media and language. To ensure the sustainability of research, Rede Mater Dei fosters partnerships with public and private institutions and seeks funding from national and international agencies.

The discovery of new drugs, medical equipment, and procedures for treating and preventing diseases is crucial to improving the quality of life and saving lives. Clinical research plays a pivotal role in developing increasingly innovative and personalized treatments that cater to each patient’s specific needs.

CLINICAL RESEARCH CENTER

With the mission to expand the frontiers of knowledge, support evidence-based medicine, drive innovation, and pursue excellence in healthcare through clinical studies while ensuring patient safety and data quality, Rede Mater Dei Saúde's Clinical Research Center has emerged to consolidate an institutional clinical research model based on best practices.

The Center offers comprehensive support for the implementation and management of Phase I, II, III, and IV clinical trials on both national and international levels. With personalized attention aimed at assisting pharmaceutical companies, biotechnology firms, and innovators, it upholds the highest standards of scientific, clinical, and regulatory quality. As a strategic partner, the center facilitates clinical studies

and acts as an accelerator in development processes. The development and execution of projects adhere to high ethical and methodological standards, both nationally and internationally.

Located on the 7th and 12th floors of Hospital Mater Dei Salvador, the Clinical Research Center is equipped with medical consultation rooms, a dedicated monitoring visit room, administrative offices, a pharmacy, and an infusion center, all within a comfortable and secure environment for research participants. The center also includes a physical space with a phone line, computer with internet access, refrigerator, freezer, centrifuge, and pharmacy for storing and managing medications.



Strategic Goals of the Clinical Research Center at Rede Mater Dei Saúde:

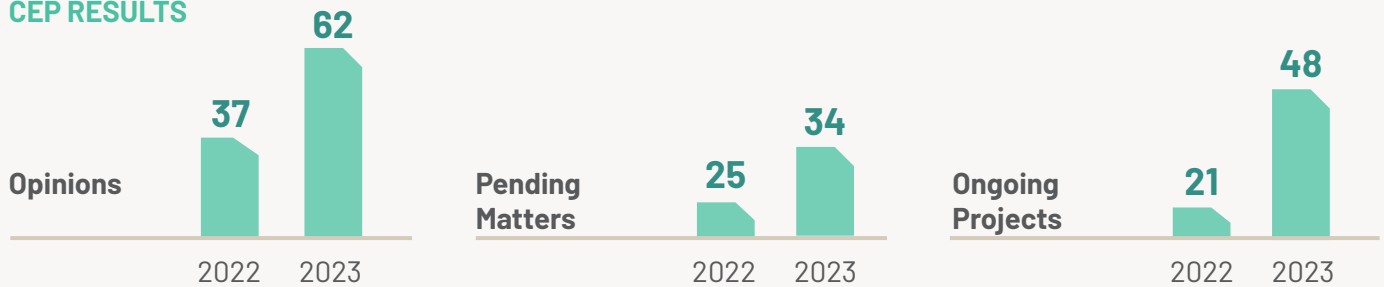
- Access to innovative therapies
- Integration into an international research network
- Loyalty-building with employees and clients
- Standardization of care
- Optimized care quality

RESEARCH ETHICS COMMITTEE

The Research Ethics Committee (CEP) of Rede Mater Dei Saúde, accredited by CONEP (National Commission of Ethics in Research), is an independent, interdisciplinary body created to evaluate and approve research conducted throughout Rede Mater Dei Saúde. Its role is to assess the risks and benefits for participating patients, ensuring confidentiality and the protection of research information, as well

as all details outlined in the Informed Consent Form (ICF). This helps drive clinical research within ethical standards.¹ Internally, the CEP is regulated by REG-PGQ-002, which defines its purpose, responsibilities, composition, and operations. Researchers interested in conducting their studies with Rede Mater Dei Saúde must register on the Plataforma Brasil to submit their project to the Rede Mater Dei CEP.

CEP RESULTS



ONGOING PROJECTS IN 2023

01 Interventional Clinical Study

47 Observational Studies

- 16** Orthopedics and Traumatology
- 07** Anesthesiology
- 05** Gynecology and Obstetrics
- 03** Mastology
- 03** Physical Therapy
- 02** Urology
- 02** Pediatrics

- 02** Internal Medicine
- 02** Nursing
- 02** Biomedicine
- 01** Neurology
- 01** Cardiology
- 01** Intensive Care

EFZO-FIT TRIAL | ATYR1923-C-004

The EFZO-FIT™ study is a global Phase 3, multicenter, randomized, double-blind, placebo-controlled trial evaluating the efficacy and safety of intravenous (IV) efzofitimid in patients with symptomatic pulmonary sarcoidosis.² Sponsored by TYR Pharma, the study plans to enroll 264 patients across centers in the United States, Europe, Japan, and Brazil. The primary goal is to assess whether treatment with efzofitimid can reduce patients' oral corticosteroid doses com-

pared to placebo. The study will also evaluate whether efzofitimid improves lung function and symptoms compared to placebo during steroid reduction.

The study was approved by the Research Ethics Committee on December 18, 2023, and is currently ongoing at the Clinical Research Center of Hospital Mater Dei Salvador, with an expected completion date in July 2025.

¹Research involving human subjects is regulated by CNS Resolution 466/2012 and Resolution 510/2016.

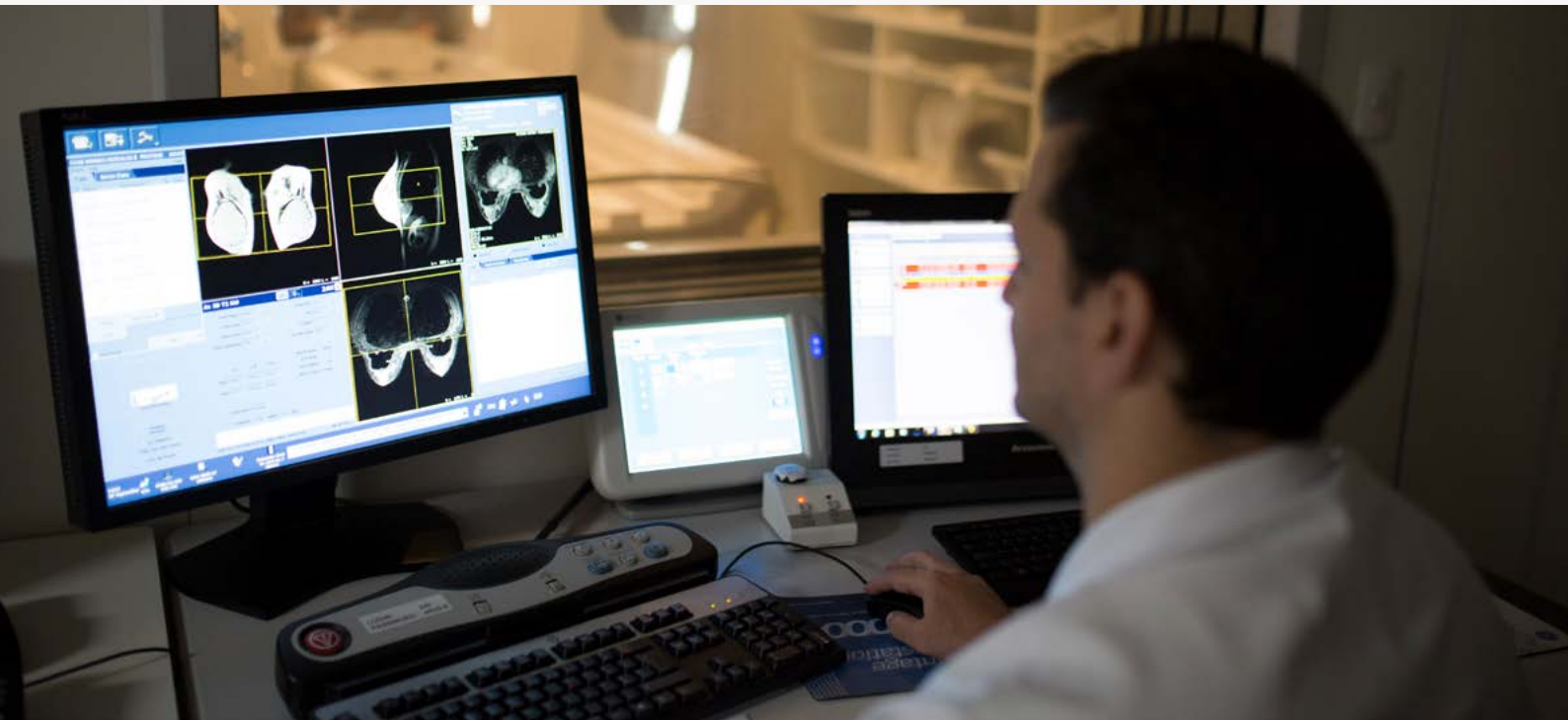
²Pulmonary sarcoidosis is an inflammatory disease of unknown cause, characterized by the formation of granulomas (clusters of inflammatory cells) in the lungs.

FUTURE PROJECTS



GLOBAL MEDICAL GRANTS SYSTEM

Rede Mater Dei Saúde has established a partnership with Pfizer to participate in the Global Medical Grants System. This program opens several avenues for collaboration, including RFP (Request for Proposal) sponsorships for studies in specific therapeutic areas, as well as individual sponsorship for investigator-initiated research (Investigator Sponsored Research), strengthening the Center-Industry partnership globally.



GOOGLE CLOUD HEALTH CARE | CLINICAL RESEARCH PLATFORM

Rede Mater Dei Saúde has entered into an innovative partnership with Google Cloud Healthcare to develop a platform for integrated management of clinical research processes using artificial intelligence.



Google Cloud

6 ETHICS AND INTEGRITY

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



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Ethics, integrity, and compliance are the core commitments guiding all actions of Rede Mater Dei Saúde in its business operations and relationships with its various stakeholders. To clarify the rules and values that shape our work environment, the Compliance Program and the Compliance Manual are widely disseminated, fostering a culture grounded in responsible, ethical, and transparent conduct, as well as mutual respect.

COMPLIANCE PROGRAM

Rede Mater Dei de Saúde's Compliance Program, also known as Integrity Program, encompasses several initiatives and has been active since 2017:

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

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



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

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**.

TRAINING INITIATIVES – COMPLIANCE PROGRAM

Compliance Program training is conducted by the Internal Audit and Compliance Department across three levels:

- 1) Integration: Employees, managers, and clinical staff participate in the Corporate Integration Program (PIC), where they are granted digital access to the Manual and confirm their compliance through a formal declaration.
- 2) Refresher: Employees, clinical staff, and other partners receive updated content every two years via e-learning platforms to ensure ongoing compliance awareness.
- 3) Development: Employees and managers undergo leadership development programs and specialized training across various departments and

units to enhance their understanding of compliance, anti-corruption measures, and integrity.

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

In addition to these three levels, specific training is conducted in departments experiencing serious or recurrent issues.

In 2023, the Compliance Program generated over 6,000 hours of training.

COMPLIANCE TRAINING PROGRAMS – HIGH-RISK AREAS

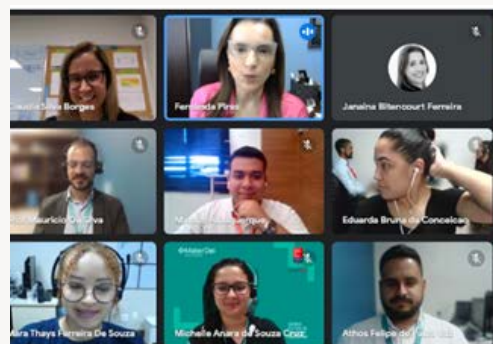
The commercial and supply departments have been identified as high-risk areas for corruption. To mitigate these risks, the Compliance Department conducts annual preventive training sessions, led by specialists, aimed at preventing illegal activities, particularly corruption in interactions with public administration, while promoting best practices across the company. The main objective is to provide updated information and reinforce Rede Mater Dei's commitment to ethics, morality, and integrity.



SUPPLIES DEPARTMENT

Date: March 2023

Participants: 53



COMMERCIAL DEPARTMENT

Date: August 2023

Participants: 19

MEETING WITH SUPPLIERS

Since 2010, this annual event has reinforced Rede Mater Dei's commitment to close relationships with stakeholders. The 2023 meeting focused on the Compliance Manual's rules and their application to business relations. With 360 in-person participants and 883 online views of the recorded content, it is clear that trust and transparency are key to the success of Rede Mater Dei and its partners.



COMPLIANCE MANUAL

Originally known as the Rede Mater Dei Code of Ethical Conduct (2005), this document was revised and became the Compliance Manual in 2017. It presents the ethical standards and concepts to be adopted by all parties with whom Rede Mater Dei de Saúde interacts: administrators, employees, service providers, suppliers, and anyone who has any form of relationship with Rede Mater Dei.

The Compliance Manual is comprised of four key documents: the Functional Code, the Internal Regulations for Clinical Staff, the Decalogue, and the Code of Integrity. 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 disseminated, regularly updated, and accessible to internal (via Intranet and Interact) and external audiences (via Rede Mater Dei's websites, such as the [Whistleblowing Channel](#)).

The Compliance Manual is a comprehensive document that outlines all the rules related to situations where conflicts of interest and other ethical issues may arise, such as: relationships with public officials; confidentiality, data privacy and protection; sharing of photos and videos; interactions with the media; donations and sponsorships; receiving gifts; among others.

Photo

To access our Compliance Manual, click here.



ETHICS AND COMPLIANCE COMMITTEE

The Ethics and Compliance Committee is responsible for advising the presidency of Rede Mater Dei de Saúde on issues involving violations of the Compliance Manual by employees, as well as periodically evaluating their conduct and behavior to ensure they are aligned with the Company's Mission and Values.

In 2022, three regional committees were established to represent the Northern Brazil, Bahia, and Central Brazil hubs alongside the RMBH Hub Committee. In 2023, these regional committees were unified. The new committee has 11 members representing all Rede Mater Dei units and is responsible for their collective deliberations.

COMMITTEE MEETINGS

In 2023, 24 meetings of the Ethics and Compliance Committee were held.

CONFIDENTIAL CHANNEL

The Rede Mater Dei Saúde Confidential Channel is available to receive inquiries, complaints, compliments, suggestions, and reports of ethical breaches or any actions that contradict the company's Values and the rules set forth in the Compliance Manual. The Channel operates independently, managed by a specialized company, and is available 24/7.

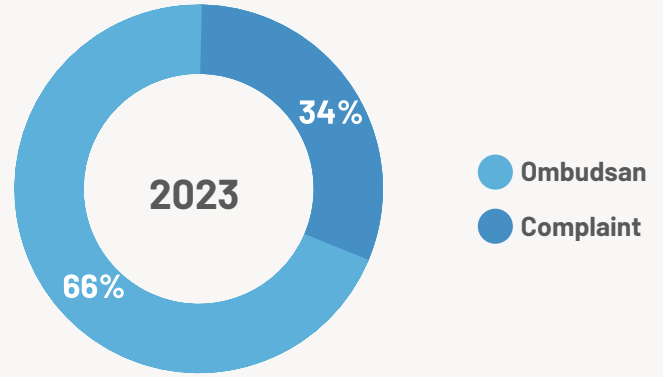
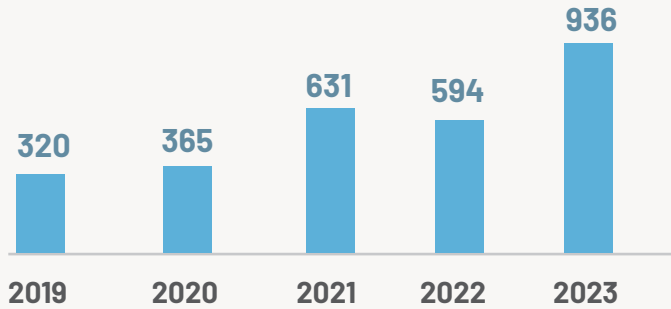
The confidentiality of all users is fully protected, with a particular emphasis on safeguarding bona fide whistleblowers. Complaints submitted through the Channel are investigated by the Internal Audit and Compliance department and forwarded to the Ethics and Compliance Committee. It is the responsibility of the Ethics and Compliance Committee to address the complaint, with the goal of halting the incident and implementing actions to forestall its recurrence. Complaints involving members of the Medical Staff are investigated and assessed by the Medical Ethics Committee. 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.

Rede Mater Dei de Saúde Whistleblowing Channel

<https://www.canalconfidencial.com.br/materdei/>

or through the toll-free number 0800 741 0017 (available 24 hours a day, 7 days a week)

CONFIDENTIAL CHANNEL IN FIGURES¹



TRAINING COURSE IN ADMINISTRATIVE INQUIRIES

Complaints registered through the Confidential Channel are investigated by the Internal Audit and Compliance department of the Rede Mater Dei de Saúde.

Cases requiring immediate action may be investigated by trained leaders, with investigations initiated through formal inquiries. To expedite the investigation and decision-making processes, 50 leaders were trained to conduct these procedures.



HARASSMENT AWARENESS PROGRAM

Ministry of Labor Ordinance 4.219/2022 changed the name of the Internal Accident Prevention Commission (CIPA) to the Internal Accident and Harassment Prevention Commission (CIPAA).

To better understand the impact of this decision, each CIPA president designated employees to participate in harassment and violence prevention training conducted by the Compliance department. The goal

was to equip CIPA members with the skills to identify and implement measures to prevent harassment and other forms of violence within the Rede Mater Dei de Saúde.

In 2024, in order to raise awareness of this critical social issue, training sessions on Workplace Harassment and Forms of Violence will be held across all Rede Mater Dei units, targeting leadership.

¹Confidential Channel figures are composed of data from the Ombudsman and Complaints results.

INTEGRITY AMBASSADORS PROGRAM

Established in 2021, 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.



MISS COMPLIANCE



Launched in 2021, Miss Compliance (*Senhorita Compliance*, in Portuguese) is an engaging and accessible initiative aimed at introducing employees to the importance of ethical behavior and best practices. Through comic strips depicting common workplace scenarios at Rede Mater Dei Saúde, the Compliance Manual highlights the appropriate actions to take in various situations. In 2022, 12 monthly bulletins were issued, a practice that continued in 2023.

To provide employees with a clear and educational explanation of the Compliance Manual, the Internal Audit and Compliance team has made videos available on the Intranet, addressing key topics such as: Sponsorships and Donations, Receiving Gifts, General Data Protection Law, Procurement and Contracting, and Conflicts of Interest.

HIGHLIGHTS

Compliance ON TOP: The Internal Audit and Compliance Management of Rede Mater Dei was featured in the 2023 publication, gaining national recognition.



National Compliance Committee Janaina Bitencourt, the Internal Audit and Compliance Manager, presented the Rede Mater Dei Compliance Program as an example of best practices to the National Compliance Committee.

COMISSÃO DE COMPLIANCE

NACIONAL

TEMA: Programa de Compliance da Rede Mater Dei de Saúde.

04

DEZEMBRO

19:30 ÀS 21H

ID reunião ZOOM: 982 804 3301

PARTICIPATION IN EVENTS

EVOLVING COMPLIANCE CONFERENCE

In preparation for hosting COP30 in Belém, Pará, in 2025,¹ the Order of Attorneys of Brazil (OAB/PA) Compliance Committee organized the Evolving Compliance Conference in November 2023. The event was attended by prominent entrepreneurs from Belém, with Rede Mater Dei Saúde represented by the Internal Audit and Compliance Manager, Janaina Bitencourt. Representatives from the Public Prosecutor’s Office and the OAB/PA were also present.



BRAZILIAN CONGRESS OF INTERNAL AUDITING

The Internal Audit and Compliance management team of Rede Mater Dei Saúde participated in Brazil’s leading congress on Internal Auditing, CONBRAI, organized by the Institute of Internal Auditors (IIA). The main theme of the 2023 event was “A Hybrid World: Integrating Past, Present, and Future in Internal Auditing.” The congress featured key figures who discussed how technology is transforming data into actionable information, aiding the development of indicators and enhancing decision-making processes.

10 YEARS OF THE ANTI-CORRUPTION LAW

At an event organized by Cemig, major companies from Minas Gerais gathered to celebrate the tenth anniversary of the Anti-Corruption Law. This legislation marked a significant shift by focusing on stricter penalties for corruptors rather than just those corrupted. According to the event’s participants, this has led to substantial benefits for companies. Rede Mater Dei Saúde was represented by its CEO, José Henrique Salvador (Chief Operating Officer at the time), and the Internal Audit and Compliance Manager, Janaina Bitencourt, who both participated as panelists at this important event.

INTERNATIONAL COMPLIANCE CONGRESS

The Internal Audit and Compliance department also participated in Brazil’s foremost Compliance congress, organized by Legal, Ethics & Compliance (LEC). This three-day event brought together leading experts in governance, risk, and compliance for valuable discussions and networking.



¹The 30th UN Climate Change Conference (COP30) will be held in Belém, Pará, in November 2025.

7 QUALITY AND PATIENT SAFETY

GRI 3-3 | 416-1 | 416-2



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Quality and patient safety are core principles of the Rede Mater Dei de Saúde. Our Quality Improvement and Patient Safety Program is aligned with the National Patient Safety Plan and the international accreditation standards applied across our Units, aiming to implement best practices and define strategies to achieve excellence. The Program serves as the foundation for structuring other plans and initiatives within the institution, ensuring a continuous

improvement system for both care quality and administrative practices, as well as patient safety. This guarantees efficient resource use and cost reduction. It establishes leadership, strategic planning, evidence-based practice, process design and redesign, monitoring of quality and safety standards, document management, indicator management, risk management, and strategies to meet International Patient Safety Goals, among other priorities. The program is

endorsed by senior management, which defines its structure and allocates the necessary resources for its implementation.

As new units are integrated into Rede Mater Dei, alignment projects are carried out to standardize quality and safety practices. These initiatives include continuous monitoring processes to ensure the consistent excellence of services provided to both clients and patients.

PATIENT SAFETY

The Patient Safety Centers of Rede Mater Dei Saúde collaborate through weekly integrated meetings, where implemented improvement measures and lessons learned from adverse events are shared across the network's hospitals. Additionally, initiatives aimed at strengthening the safety culture and care safety strategies are collectively planned and executed. These include movements such as "Towards Zero Harm" and the Internal Patient Safety Forum.



1ST INTERNAL PATIENT SAFETY FORUM – REDE MATER DEI

In celebration of World Patient Safety Day (September 17), a hybrid event was held on September 21, gathering over 100 leaders. Hospital leaders from across Rede Mater Dei shared strategies aimed at achieving Zero Avoidable Harm within their units. The event also featured a distinguished international speaker, Dr. Peter Najjar, Medical Director at the Johns Hopkins Armstrong Institute for Patient Safety and Quality, who provided insights on advancing patient safety practices.



INTERNATIONAL PATIENT SAFETY GOALS

At the Rede Mater Dei de Saúde, the International Patient Safety Goals are considered essential pillars of safe care. As such, we continuously invest in meeting these targets. We conduct monthly audits of the International Safety Goal protocols in applicable areas using structured checklists. These audits, designed to be educational, offer an opportunity for the auditing professional to explain the purpose of the practices to the employees.

We also monitor various outcome indicators to assess how these processes are contributing to patient care outcomes. Below are some of these indicators, compared with the performance of ANAHP hospitals:

Indicator	Consolidated 2023	ANAHP 2022
Incidence of hospital-acquired pressure injuries in patients aged 18 or older	1.44	1.44
Incidence of hospital-acquired pressure injuries in patients under 18	0.24	0.32
Incidence of falls in patients aged 18 or older	0.98	0.85
Incidence of falls resulting in injury in patients aged 18 or older	0.47	0.35
Incidence of falls resulting in injury in patients under 18	0.14	0.05

MATER DEI TOWARDS ZERO HARM

“Doing things safely and properly” has been a core value of Rede Mater Dei Saúde since its inception. In 2023, aligned with the global movement seen in renowned institutions such as Johns Hopkins Hospital, New York Presbyterian Hospital, and the Joint Commission International, we launched a challenge across all our hospitals: the pursuit of Zero Harm. Zero Harm means no care-related complications, no falls, no infections, and no missed opportunities to provide effective care. This is the level of care we strive relentlessly to offer our patients – safe and free from harm.

NATIONAL EVALUATION OF PATIENT SAFETY PRACTICES

Each year, ANVISA sends hospitals across Brazil with ICU beds a patient safety evaluation form. This assessment evaluates compliance with 21 structural and procedural indicators, in line with ANVISA’s Collegiate Board Resolution (RDC) No. 36/20133, which mandates patient safety actions in health-care services. Based on responses to these indicators, hospitals are classified according to their level of compliance:

High
67% to 100%
compliance

Low
0% to 33%
compliance



Of the eight Rede Mater Dei Saúde hospitals eligible for assessment, 50% achieved High Compliance in 2023:

- **Mater Dei Santo Agostinho Hospital**
- **Mater Dei Contorno Hospital**
- **Mater Dei Betim-Contagem Hospital**
- **Mater Dei Porto Dias Hospital**

The Rede Mater Dei hospitals that did not achieve High Compliance have developed an action plan to reach this goal in the next evaluation cycle.

SAFETY CULTURE ASSESSMENT SURVEY

Every two years, we conduct a survey across all Rede Mater Dei Saúde units to assess employees’ perceptions of the company’s safety culture. The survey results are essential for guiding efforts to build a positive institutional culture focused on continuous improvement and learning from mistakes. It allows us to evaluate the safety culture at the individual, Unit/Sector, and hospital-wide levels. The questionnaire, created by the Agency for Healthcare Research and Quality (AHRQ), was translated into Portuguese and validated by the Sérgio Arouca National School of Public Health/Fiocruz.

To encourage participation, the Quality department produced “Culture Pills,” brief educational materials shared weekly on the Intranet to engage employees and explain safety culture concepts. Workshops were also held in hospital cafeterias, with computers and printed questionnaires available to encourage participation.

In 2023, the survey received 2,697 responses, with 79.76% of participants rating patient safety in their work unit as Excellent or Very Good – surpassing ANVISA’s benchmark from a 2021 survey of Brazilian hospitals (78%). These results reinforced the significance of our implemented practices and highlighted that safety culture is a continuous, collective effort that must be nurtured and improved daily.



79,76%
of participants rated patient safety in their work unit as Excellent or Very Good – surpassing ANVISA’s benchmark from a 2021 survey of Brazilian hospitals (78%).

QUALITY WEEK

Quality Week has become a tradition at Rede Mater Dei de Saúde. These annual events, organized by the Quality Management team in collaboration with partner departments, address safety protocols in engaging and creative ways. The 11th Quality Week was held in 2023 under the theme “Let’s Get On Board, Towards Zero Harm.”

Activities took place between August and December for the first time across all hospitals in the Mater Dei network, with the support of the Quality Management, Corporate Education, Epidemiology and Hospital Infection Control, and Pharmacy departments.



Organizing team of the RMBH Hub hospitals.



Organizing team of the RMBH Hub hospitals.



Organizing team of the RMBH Hub hospitals.



Mater Dei EMEC Hospital



Mater Dei Premium Goiânia Hospital



Mater Dei Santa Genoveva Hospital



Mater Dei Salvador Hospital

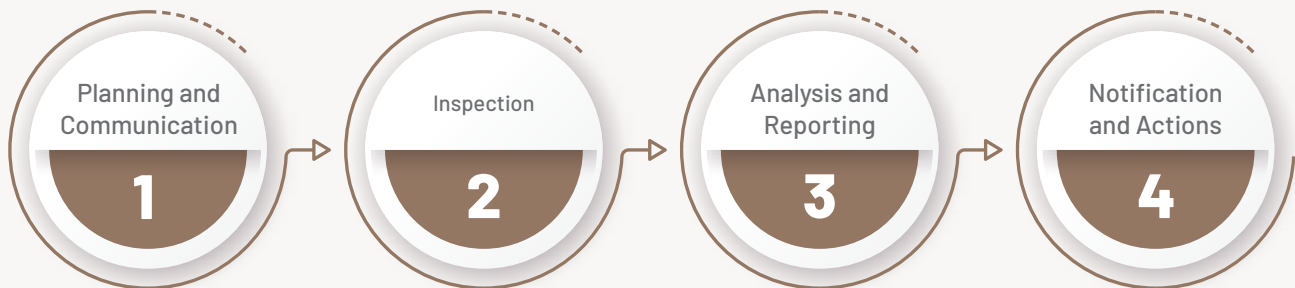
PROMOTING PATIENT SAFETY

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

Ensuring a safe care environment is vital for patient safety. Launched in 2021, the has become an effective initiative within Rede Mater Dei Saúde, driving actions to maintain a secure and organized environment. Its objective is to enhance and promote practices related to Safety, Organization, and Cleanliness in all workspaces, reducing risks to facilities and preventing unsafe conditions and actions affecting patients, families, employees, and clinical staff.



Through periodic inspections using structured checklists, we assess employee and facility safety, generating a final report. Based on the results, areas requiring improvement are identified, and an action plan is developed.



RESULTS

When comparing hospital performance in the 2022 and 2023 evaluations, all units showed improvement in compliance rates. In 2023, in its second year of operation, Hospital Mater Dei Salvador joined the program, achieving an optimistic compliance rate of 75%. The continues to expand across other hospitals in Rede Mater Dei de Saúde.

Unit	2022		2023	
	Total Number of Items Evaluated	Compliance Percentage	Total Number of Items Evaluated	Compliance percentage
Mater Dei Santo Agostinho Hospital	4,627	81%	4,431	89%
Mater Dei Contagem Hospital	2,851	83%	2,319	91%
Mater Dei Betim-Contagem Hospital	2,479	89%	2,768	94%
Mater Dei Salvador Hospital	-	-	2,014	75%
Mater Dei Porto Dias Hospital	3,428	89%	6,650	91%

QUALITY BULLETIN

Since 2015, the quarterly publication of Quality Bulletins has been part of Rede Mater Dei Saúde’s communication strategy to share quality and safety results with the entire team. The bulletin includes updates on actions taken to promote quality and safety, performance on the International Patient Safety Goals indicators, the primary causes of incident notifications, and the corrective actions implemented to address them.



HAND HYGIENE CAMPAIGN

To mark World Hand Hygiene Day (May 5), Rede Mater Dei Saúde units hold awareness-raising activities for employees. These initiatives include sharing information and providing training on services, operational processes, and internal policies. Hand hygiene is crucial to maintaining a healthy environment, preventing disease transmission, and ensuring safe care for all.

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, 2023, and encompassed patients in the inpatient and intensive care of Mater Dei Santo Agostinho, Mater Dei Contorno, Mater Dei Betim-Contagem, and Mater Dei Salvador units. This important initiative underscores Rede Mater Dei de Saúde’s commitment to providing patient care within the context of malnutrition and illness.

GYNECOLOGICAL-OBSTETRIC EMERGENCY ROOM IMPROVEMENTS

As of July 2023, the risk-based screening process for gynecological-obstetric care at Mater Dei Santo Agostinho Hospital has been stream-

lined to take place directly within the care area, reducing travel time and enhancing safety and comfort for both mother and baby.

PROACTIVE RISK MANAGEMENT

Risks represent potential threats that could impact desired outcomes. Effective risk management is crucial for any company striving to meet its objectives.

Identifying common risks and knowing how to detect them are essential steps in developing a proactive plan to minimize these occurrences. The Rede Mater Dei de Saúde's risk management framework is outlined in the Risk Management Program, following the NBR ISO 31000 methodology.



RISK MANAGEMENT IN THE PERINITY SYSTEM

The Perinity System is an integrated platform with various tools, including an Operational Risk Management module, designed to assist organizations in identifying, assessing, and managing operational risks. Through the Perinity system, it is possible to generate an Operational Risk Matrix, which is displayed on Visual Management Boards to help employees easily identify the key operational risks in their respective areas.

Between June and August 2023, the first evaluation cycle of control practices in Perinity was conducted at the RMBH Hub Hospitals. During this period, managers provided evidence of control execution, which was assessed by the Quality department. This initial

cycle achieved an 81.66% effectiveness rate in executing established controls. In 2024, the system's use will be expanded to optimize risk management in other Mater Dei units.

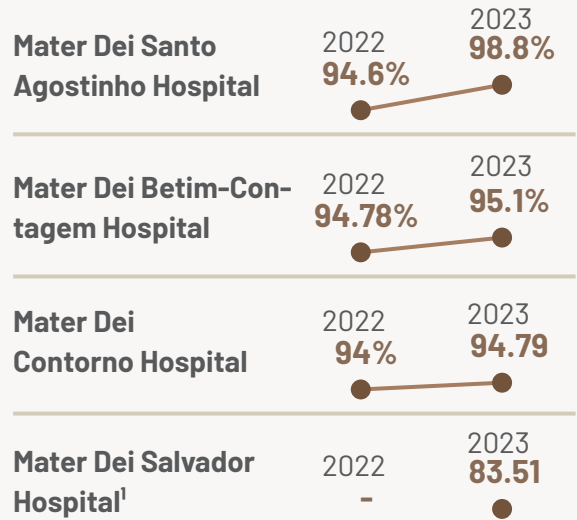


ASSESSMENT OF PROGRAM EFFECTIVENESS

Among the strategies used by Rede Mater Dei de Saúde hospitals to steer actions toward quality, safety, and risk management objectives is the implementation of targeted programs. These programs identify needs, outline plans to address those needs, specify the professionals involved and their respective responsibilities, and set clear goals and objectives.

An annual evaluation of program effectiveness is conducted to track progress and ensure adherence to the proposed initiatives. Currently, more than 20 programs are in place across the Rede Mater Dei de Saúde, measuring over 300 key items. These programs are actively implemented at the RMBH Hub and Hospital Mater Dei Salvador units.

ASSESSMENT OF PROGRAM EFFECTIVENESS OUTCOMES



SYSTEMIC EMERGENCY DRILLS

The Rede Mater Dei de Saúde regularly conducts Systemic Emergency Drills - Code C - at the RMBH Hub² and Mater Dei Salvador units. These drills aim to train employees to respond effectively to emergencies involving multiple casualties and test the organization's preparedness for 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.



¹Mater Dei Salvador Hospital joined these programs in 2023.

²In 2023, the Code C simulation was not conducted at Mater Dei Contorno Hospital as an exception.

8 PATIENT EXPERIENCE

GRI 2-25 | 3-3



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With its foundation as the "extension" of the medical practice of its founder, Dr. José Salvador Silva, Rede Mater Dei de Saúde provides personalized, humanized care, tailored to individual patient needs, with welcome and dedication as its core pillars.

Since the opening of the first unit, Patient Experience has been a priority, even if it was not labeled as such at the time. Active listening to patients through satisfaction surveys and interviews was already a dedicated practice.

Today, this commitment remains across all units, where Patient Experience management is well-structured,

robust, and patient-focused, supported by modern technologies that generate positive, consistent, and long-lasting results.

Two patient surveys are conducted regularly: the NPS Survey, measuring loyalty and satisfaction, and the Patient Experience Survey, objectively assessing each stage of the patient's journey across the RMBH Hub and Mater Dei Salvador units. Additionally, the "Dr. Salvador Visits" offer a humanized approach to hospitalized patients by asking standardized questions aimed at identifying and resolving potential dissatisfaction during their stay.

PATIENT SATISFACTION

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.

Media channels: SMS, email, WhatsApp, and QR Codes placed in strategic areas.

All areas within 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, where the management teams from departments that did not meet their tar-

gets review the status of ongoing or upcoming action plans. The goal is to meet the established targets. Additionally, a monthly meeting is held between the SAC teams from each unit and the Superintendent to review monthly results and monitor the progress of action plans.



PATIENT EXPERIENCE SURVEY

In addition to measuring customer satisfaction, we implemented the Patient Experience Survey¹ to obtain comparable, objective data on each stage of the patient journey at the RMBH Hub and Salvador Units. This survey is conducted every six months and includes nine questions for post-discharge patients to evaluate each of their interactions with the institution.

Media channels: Exclusively via telephone, managed by a multidisciplinary team.

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

BEDSIDE HOSPITALITY PROJECT – AUTOMATED CONCIERGE

One of the initiatives resulting from the Patient Experience Survey at the Santo Agostinho Unit is the Bedside Hospitality Project (*Projeto Hospitalidade Beira Leito*, in Portuguese). A critical issue highlighted by the survey was the amount of time nursing staff spent handling patient requests related to hospitality and support services, such as maintenance, laundry, and nutrition. To address this, a tool was introduced to automate hospitality processes, pro-

viding patients with a service menu accessible via tablet or QR code at their bedside.

The tool was tested in 2022 at the Santo Agostinho and Contorno units, and its successful outcomes led to its implementation at the RMBH Hub and Mater Dei Salvador units in 2023. For 2024, the project is already active at Mater Dei Premium Goiânia Hospital and is scheduled for deployment at the Nova Lima Unit.

RESULTS 2023

Project implemented in RMBH Hub and Mater Dei Salvador units

54,497 service requests

60% reduction in average patient service time

326,000 nursing hours saved (6 minutes x 54,497 calls)

88% general satisfaction rate among users who used the tool

280 customer service requests handled through the tool

DR. SALVADOR'S VISITS

One of the key cultural practices of Rede Mater Dei de Saúde, already part of the routine across all its units, is known as "Dr. Salvador's Visits." Initially, these were conducted every day by Dr. José Salvador Silva himself, who personally visited all inpatient beds. Today, care leaders carry out these visits. The main purpose of these visits, through a structured conversation, is to understand and quickly

address the needs of hospitalized patients with agility and efficiency. Over time, this practice has been encouraged at all Rede Mater Dei units.

These visits not only make leadership accessible to patients but also build relationships, demonstrating that patients are genuinely at the center of care. Active listening during these visits gives patients

a voice, fostering the co-creation of the patient experience. The outcomes of these visits are collated to develop enhancement plans involving care-related sectors. The units where Dr. Salvador's Visits are implemented include: RMBH Hub Units, Bahia Hub, Mater Dei Santa Genoveva Hospital, Mater Dei Santa Clara Hospital, and Mater Dei Premium Goiânia Hospital.

¹Inspired by the American "HCAHPS – Hospital Consumer Assessment of Healthcare Providers and Systems" survey, created in 2006.

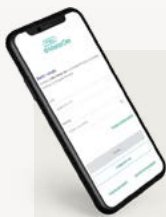
PRE-ANESTHETIC CONSULTATION VIA TELEMEDICINE

To enhance access to pre-anesthetic consultations, telemedicine services were introduced in three units of Rede Mater Dei Saúde throughout 2023. In 2024, this service will also be available at Mater Dei Be-tim-Contagem Hospital.

The implementation timeline and 2023 results are as follows:



Telemedicine: The remote delivery of healthcare services using technological and telecommuni-cations resources to facilitate the exchange of information across different levels of healthcare, enabling communication between healthcare professionals and between doctors and patients.



The My Mater Dei (Meu Mater Dei, in Portuguese) platform was created to offer patients an integrated experience, providing greater agility, more information, transparency, and convenience. Learn more.



HUMANIZATION INITIATIVES

REDE MATER DEI DE SAÚDE

PET VISITS

As part of its humanization initiatives, Rede Mater Dei Hospitals introduced the Pet Visit program, allowing patients to receive visits from their pets with proper medical authorization. Additionally, the hospitals can host visits from specially trained and qualified animals, certified for hospital environments. These visits bring moments of joy and relief to patients undergoing treatment.



Brisa the Dog - Santo Agostinho Unit

The Pet Visit program is conducted following all technical and clinical criteria established by Rede Mater Dei Saúde, ensuring the safety and well-being of all patients.

WORLD PREMATURETY DAY

At Rede Mater Dei Saúde, the commitment to providing exceptional care spans every stage of life, which is why the PICU (Pediatric Intensive Care Unit) has specialized professionals dedicated to the care of premature newborns. Modern hospitals, cutting-edge technology, and a humanized approach are essential in addressing the challenges of prematurity.

World Prematurity Day, observed on November 17, raises awareness of the global challenges surrounding premature births. To commemorate this occasion, our units host a range of activities involving patients and staff.



MATER DEI BETIM-CONTAGEM HOSPITAL



A special breakfast with premature babies event was held in the hospital garden, featuring snacks, games, entertainment, and plenty of fun. This gathering offers a precious moment of reunion between the premature babies born in the hospital and the multidisciplinary teams of Rede Mater Dei Saúde's PICU.

MATER DEI PREMIUM GOIÂNIA HOSPITAL



To celebrate life and raise awareness of prematurity, Mater Dei Premium Hospital Goiânia hosted a joyful event attended by children, families, and the healthcare teams involved in the birth and care of premature babies. More than 50 people participated in this meaningful event.

In 2023, Mater Dei Premium Goiânia Hospital partnered with Rede Umbiguinho to provide psychological support to women during pregnancy, childbirth, and the postpartum period.

Pregnant women receive daily psychological care, with support during childbirth and immediate postpartum debriefing, particularly for those experiencing gestational or neonatal losses.

Thanks to the positive outcomes and the strength of the partnership, the hospital delivered a presentation at the institution's annual event, highlighting the psychological support initiatives provided to patients. In 2024, this initiative will be expanded to Mater Dei units in Belo Horizonte and Salvador.



MARROW ENGRAFTMENT CELEBRATION



Mater Dei Contorno and Mater Dei Santa Genoveva Hospitals celebrate the moment when a patient successfully receives a bone marrow transplant, which is called "engraftment." This date is considered the patient's "second birthday," marking the recovery of the transplanted bone marrow and the restoration of its normal function – producing blood cells in the body. The engraftment is a crucial milestone for patients on their journey to recovery and a significant step towards a cure.

To mark this special occasion, the hospital's nutrition department provides a celebratory cake, and the multidisciplinary teams join in singing "Happy Birthday" to the patient, celebrating both the success of the transplant and the beginning of a new life.

Rede Mater Dei's grafting times are comparable to the best international centers, with an average of 10 days for autologous transplants and 15 days for allogeneic transplants.

BELO HORIZONTE METROPOLITAN REGION HUB

MATERNAL BEREAVEMENT PROJECT

Rede Mater Dei Saúde recognizes that maternal bereavement does not follow a set timeline or a linear healing process. Each mother experiences this grief in her own way and deserves empathy, understanding, and unwavering support. With this in mind, the Maternal Bereave-

ment Project at Mater Dei Santo Agostinho Hospital identifies patients who have suffered pregnancy loss through a personalized form. This approach not only highlights the patient's unique situation but also sensitizes the team to provide compassionate, humanized care.



NATIONAL CONGENITAL HEART DISEASE AWARENESS DAY

June 12th marks National Congenital Heart Disease Awareness Day, a time to raise awareness about this health condition, which remains unfamiliar to many.

Rede Mater Dei Saúde hosted a discussion circle titled “From Heart to Heart” (*De Coração para Coração*, in Portuguese) for patients and their families, providing a space for sharing experiences and asking questions. The event took place in the garden of Mater Dei Contorno Hospital and was led by Rachel Santos Sereno, a professional with over 20 years of experience in neonatal ICU services. It was a light, interactive moment filled with valuable exchanges between families.

TREE OF LIFE

At the Mater Dei Integrated Cancer Hospital, the Tree of Life symbolizes triumph for those who have completed their cancer treatment.

Upon finishing treatment, patients are invited to share messages of strength and hope on the Tree of Life. This initiative represents renewal, offering encouragement and hope to others on similar journeys.



CENTRAL BRAZIL HUB

CELEBRATING THE LAST ROUND OF CHEMOTHERAPY

At the conclusion of treatment, or upon completing a specific phase of chemotherapy, Hospital Mater Dei Santa Genoveva holds a celebration with the patient and their family to mark the occasion. During this special moment, the multidisciplinary team gathers to congratulate the patient, share messages of encouragement, and, most importantly, listen to the patient. It is a meaningful occasion for both the patient and the care team.



BAHIA HUB

ANIMAL-ASSISTED THERAPY (AAT) AT THE MATER DEI SALVADOR MEDICAL CENTER

Animal-Assisted Therapy (AAT), commonly known as pet therapy, is a therapeutic intervention method that uses trained animals to support treatments. Studies have shown that AAT positively affects the physical, emotional, social, and cognitive aspects of patients.

At the Mater Dei Salvador Medical Center, a cat named Jujuba accompanies a patient with ASD¹ during her appointments, bringing joy and comfort during her care sessions.



The Pet Visit program is conducted following all technical and clinical criteria established by Rede Mater Dei Saúde, ensuring the safety and well-being of all patients.

COMMUNICATION CHANNELS

All Rede Mater Dei Saúde units offer a variety of communication channels for patients and their families, including Contact Us, email, phone numbers, in-person support through the Customer Service department, social media, and the *Meu Mater Dei* app. This diverse array of channels is essential for receiving and addressing patient and family concerns both during their hospital stay and after discharge. Reports are logged and addressed by department leaders, who provide timely feedback to the complainant on the resolution, with clearly defined deadlines and performance indicators to track progress. Compliments are similarly recorded and forwarded to the relevant teams and employees for recognition.

HIGHLIGHTS

2022:
26,650
compliments

2023:
29,435
compliments

¹ASD: Autism Spectrum Disorder

9 PEOPLE MANAGEMENT

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What sets Rede Mater Dei de Saúde apart as a healthcare leader for patients and families, beyond investments in infrastructure, processes, and technology, is its unwavering focus on investing in highly skilled teams, with a strong commitment to continuous development. Our people management approach values diversity and inclusion, which reinforces our culture and drives innovation.

Our skilled teams deliver personalized and humanized care with a focus on quality and safety, ensuring excellent service across Rede Mater Dei de Saúde.

GPTW¹

The Great Place to Work (GPTW) certification is a prestigious recognition that reflects Rede Mater Dei's commitment to employee satisfaction and well-being. The certification process is based on 63 state-

ments, grouped into five dimensions that make up the GPTW Trust Index methodology. Rede Mater Dei de Saúde has been recognized and recommended by its own employees as an excellent place to work.

REDE MATER DEI DE SAÚDE: A GREAT PLACE TO WORK



¹Great Place to Work is a global organization that helps companies identify, create, and maintain exceptional work environments. Through a rigorous analysis of management practices and employee feedback, GPTW certifies and ranks companies that excel in fostering a culture of trust, high performance, and innovation.

REDE MATER DEI DE SAÚDE EMPLOYEES

To maintain an excellent team of professionals, Rede Mater Dei de Saúde offers a variety of employment contract types. These include direct employees, contracts with legal entities (PJs), and contracts with outsourced companies. Together, more than 9,500 professionals contribute to the success of Rede Mater Dei.

In terms of gender identity, 76% of our workforce is female.

This trend extends to leadership roles, where women hold 80% of the positions, reflecting a 5% increase from the previous year. Rede Mater Dei is committed to addressing gender equality challenges in the labor market, and we are proud that women not only represent the majority of our workforce but also dominate leadership roles.

GENDER IDENTITY

Gender Identity	Quantity	Percentage
Female	7,078	76%
Male	2,217	24%
TOTAL	9,295	-

LEADERSHIP¹ AND GENDER IDENTITY

Gender Identity	Quantity	Percentage
Female	363	80%
Male	93	20%
TOTAL	456	-

GENDER IDENTITY AND AGE GROUP

Information	< 30 years	30 to 50 years	50+ years
Women	2,291	4,268	519
Men	708	1,306	203
Percentage	32%	60%	8%
TOTAL	2,999	5,574	722

ROLE AND AGE GROUP

Role	< 30 years	30 to 50 years	50+ years
Leadership	74	337	45
Non-Leadership	2,925	5,112	802
TOTAL	2,999	5,449	847

¹Leadership: positions at or above the supervisory level.

SELF-DECLARED RACE OR ETHNICITY AND ROLE¹

Role	Asian	White	Black	Mixed	Indigenous	Other	Prefer not to say
Leadership	10	169	51	160	1	1	64
Non-leadership	121	1,002	733	2,013	18	13	4,939
TOTAL	131	1,171	784	2,173	19	14	5,003

APPRENTICES AND INTERNS

Information	Quantity
Apprentices	199
Intern	790

NUMBER OF THIRD-PARTY CONTRACTORS

Third-party contractors by activity	
Administrative	105
Operational	172
Total	277

Third-party contractors by geographic location	
North	149
Northeast	36
Central West	15
Southeast	77
South	-
Other Countries	-
Total	277

EMPLOYEES BY HUB

HUB	Mater Dei Unit	Number of Employees
RMBH	Santo Agostinho (SA + Corporate offices)	1,880
	Contorno	1,372
	Betim-Contagem Hospital	904
Central Brazil	Santa Clara	690
	Santa Genoveva (SGH + CDI)	821
	Premium Goiânia	464
Bahia	Salvador's Visits	789
	Emec	546
Northern Brazil	Porto Dias	1,829
TOTAL		9,295

¹The self-declared data on race or ethnicity comes from employee participation in the GPTW (Great Place to Work) Survey. Similarly, the classification into Leadership and Non-Leadership roles is determined according to the GPTW Survey methodology.

GENDER IDENTITY AND GEOGRAPHIC LOCATION

Information	North	Northeast	Southeast	Central West
Women	1,292	1,003	4,410	373
Men	537	332	1,257	91
Percentage	20% 14%	61%	5%	
TOTAL	1,829	1,335	5,667	464

POSITION AND GEOGRAPHIC LOCATION

Information	North	Northeast	Southeast	Central West
Leadership	44	68	325	19
Non-Leadership	1,785	1,267	5,342	445
TOTAL	1,829	1,335	5,667	464

SELF-DECLARED RACE OR ETHNICITY AND GEOGRAPHIC LOCATION¹

Region	Asian	White	Black	Mixed	Indigenous	Others	Prefer not to say
North	26	212	137	805	5	2	642
Northeast	14	88	225	288	3	2	715
Central West	15	73	22	96	1	0	257
Southeast	76	798	400	984	10	10	3.389
TOTAL	131	1,171	784	2,173	19	14	5,003

¹The self-declared data on race or ethnicity comes from employee participation in the GPTW (Great Place to Work) Survey.

AGE GROUP AND GEOGRAPHIC LOCATION

Region	< 30 years	30 to 50 years	50+ years
North	491	1,152	186
Northeast	324	947	64
Central West	158	275	31
Southeast	2,026	3,075	566
TOTAL	2,999	5,449	847

NEW HIRES AND GEOGRAPHIC LOCATION

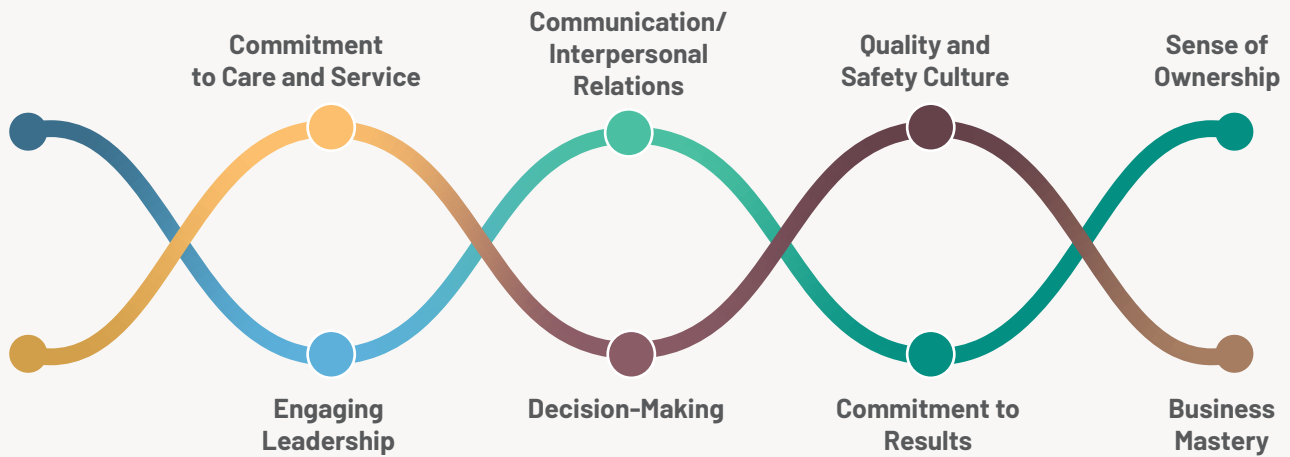
Hired Employees	North	Northeast	Southeast	Central West	Total
Women	245	389	1,481	243	2,358
Men	117	133	455	55	760
Percentage	12%	17%	62%	10%	-
TOTAL	362	522	1,936	298	3,118



RECRUITMENT AND SELECTION

To achieve its goals, any company requires skilled and dedicated professionals and recruitment and selection play a critical role in this process. At Rede Mater Dei Saúde, we use the organization's Core Competencies model to recruit, evaluate, and select professionals, ensuring alignment with the behaviors expected at each hierarchical level.

REDE MATER DEI SAÚDE CORE COMPETENCIES



RECRUITMENT AND SELECTION INITIATIVES – MATER DEI NOVA LIMA HOSPITAL

In preparation for the opening of Rede Mater Dei in Nova Lima, several special initiatives were launched to create job opportunities for local residents. A key premise of this project is to employ a majority of staff from within the city of Nova Lima. Below are some of the initiatives implemented to promote job openings:

- Partnership with the Municipality of Nova Lima through the Professional Connection Program, organized by the Municipal Department of Economic Development, Work, and Income;
- Partnership with the Municipality of Nova Lima through the Workshop on the Inclusion of People with Disabilities in the Labor Market, in partnership with Nova Lima Specialized Care Foundation (FAENOL).
- Partnership with educational institutions in Nova Lima to train professionals (SENAC);
- Establishment of the Institutional Training Center (CFI) to train nursing technicians, modeled after the other RMBH Hub units.

EMPLOYEE ONBOARDING PROGRAM (PIC)

Rede Mater Dei Saúde recognizes that a good recruitment process is just the beginning; welcoming new employees is essential for ensuring they feel supported and valued. The Employee Onboarding Program (PIC) is mandatory for all newcomers and is held weekly across all units. This program is designed specifically for new employees, involving key business areas to ensure a smooth onboarding process. In 2023, 6,000 employees participated in the program.



ATTRACTING AND RETAINING TALENT

To ensure equal access to job opportunities at Rede Mater Dei Saúde, vacancies are advertised to both internal and external candidates. In addition to job postings, Rede Mater Dei operates an electronic Talent Bank, where professionals interested in working with the organization can register their profiles. This enables them to be considered for future opportunities as new roles become available, ensuring a proactive approach to matching candidates with suitable positions.



External candidates can view and apply for vacancies on our institutional website ([visit our Work With Us page here](#)). Conversely, Mater Dei employees can access internal recruitment opportunities through the corporate Intranet under the "HR and You - Opportunities" section.

We believe that a diverse workforce cultivates a workplace that enhances overall performance, encouraging innovation and collaboration. As such, all vacancies are open to people with disabilities and are published with accessibility features in mind.

MATER DEI TALENTS

The Mater Dei Talents program is designed to recognize and retain internal talent. In addition to motivating employees by highlighting growth and development opportunities within the organization, the program optimizes time and resources by utilizing employees who are already familiar with the company's culture and processes. This also helps maintain a positive organizational climate and promotes employee engagement.

RMBH HUB

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

REFER A FRIEND PROGRAM

Rede Mater Dei de Saúde has been running the Refer a Friend (*Quem Indica Amigo É*, in Portuguese) program since 2014, aimed at encouraging employees to refer individuals with disabilities for available positions at Rede Mater Dei, contributing to our goal of becoming an increasingly diverse and inclusive organization. By leveraging internal networks, the program offers the opportunity to recruit professionals who align with Rede Mater Dei's culture. To encourage participation, successful referrals that result in hires may earn gifts and surprises for the referring employees.



YOUNG APPRENTICE PROGRAM

Based on Law 10.097/2000 and Decree No. 9.579/2018, Rede Mater Dei de Saúde's Young Apprentice Program offers theoretical and practical learning opportunities for young individuals from vulnerable social backgrounds in the regions where we operate. This initiative not only promotes inclusion and vocational training but also provides young people with industry-specific knowledge and essential socio-emotional and behavioral skills for the job market.

We partner with several training institutions, including ASSPROM, IEL, CIEE, ICASU, RENAPSI, and Proativa. In 2023, Rede Mater Dei had over 300 active apprentices.

PwD APPRENTICE PROGRAM

The People with Disabilities (PwD) Apprentice Program at Rede Mater Dei de Saúde, launched in 2023, is a tangible demonstration of our commitment to "Fostering personal and professional growth." Starting in May 2024, the program not only creates job opportunities for young individuals with disabilities but also equips them for the workforce through structured, supervised training. This initiative emphasizes holistic development, addressing human, technical, socio-emotional, and civic skills to prepare participants comprehensively.

By creating an inclusive environment that promotes both personal and professional growth, Rede Mater Dei de Saúde not only fulfills its mission of promoting patient well-being but also contributes to a more just and equitable society.



INTERN AND OUTSTANDING INTERN PROGRAM

Rede Mater Dei de Saúde offers an internship program for technical and higher education students across health-care, administration, and support roles. Since its inception in 2011, more than 6,000 participants have gained practical experience and training, contributing to the development of future employees.

Each year, Rede Mater Dei recognizes exceptional interns through the Outstanding Intern Program, which evaluates them based on skills, learning progression, alignment with organizational values, and engagement. The program recognizes and rewards 10 technical-level interns and 10 higher-education interns at each unit of Rede Mater Dei.

In December 2023, we hosted an in-person event for all interns, apprentices, and their leaders. The CEO of Rede Mater Dei de Saúde, José Henrique Dias Salvador, kicked off the event with a presentation on the future of the network. This was followed by a talk from Operations Director André Soares on “How I Took Charge of My Career.” Vocational guidance specialist Karina Marcenes shared valuable insights on this topic. The event concluded with a special coffee and the announcement of outstanding interns.



NURSING WEEK AND THE *INSPIRAR* PROGRAM

Nursing Week celebrates the dedication of our nursing professionals with special events, including lectures, recognitions, awards, and gifts. This is how Rede Mater Dei de Saúde chose to recognize and express gratitude to these dedicated professionals, who embody the “Mater Dei Way” by delivering exceptional patient care.

During the week, the *Inspirar* Program also recognizes and rewards technicians and nurses who stand out in their practice and adherence to our organizational values. The recipients are selected through a vote open to all employees and members of the Clinical Staff. In total, 216 employees were honored, including 12 nursing technicians and 12 nurses from each unit.

216
employees
honored



INTERNAL DEVELOPMENT ASSESSMENT

All Rede Mater Dei de Saúde employees are assessed against the organization’s Core Competencies 90 days after joining and again during the Annual Competency Assessment Cycle. This systematized process provides consistent data for tracking and supporting employee development.



COMPETENCY ASSESSMENT PROCESS

The competency assessment process strengthens the culture of career development and leadership, fostering meritocratic decision-making aligned with Rede Mater Dei’s business strategy.

In 2023, the program assessed all employees at the Mater Dei Santo Agostinho, Betim-Contagem, Contorno, and Salvador hospitals on essential competencies, including leadership, teamwork, and core skills required across all roles. The 180-degree evaluation process involves both self-assessment by the employee and evaluation by their leader. Afterward, they meet to discuss the results, focusing on strengths and areas for improvement, and collaborate on an Individual Development Plan (IDP).

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 RMBH Hub and Mater Dei Salvador Units.

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 Goiânia Hospitals, an organized performance evaluation process is currently being implemented.

The Competency Assessment program will be revised for 2024, introducing 360-degree evaluations for administrative roles and 90-degree evaluations for technical operational roles. The competencies were also revisited for the new cycle.

REDE MATER DEI DE SAÚDE ORGANIZATIONAL COMPETENCIES

Commitment to Care and Service

Communication/ Interpersonal Relations

Quality and Safety Culture

Sense of Ownership

Technical Execution

Commitment and Result-Oriented Approach

Engaging Leadership

Decision-Making

Commitment to Results

Business Mastery

REMUNERATION AND BENEFITS

Rede Mater Dei de Saúde offers a structured, competitive remuneration policy aligned with best market practices. Employees hired under the CLT regime, in addition to their base salary, have access to various incentives and benefits, some of which extend to spouses and dependents.

JOB AND SALARY PROGRAM

Launched in May 2023, the Job and Salary Plan was developed in partnership with a specialized consultancy and applies to all Rede Mater Dei hospitals.

It involved a comprehensive salary survey with 40 companies, resulting in updated national and regional salary tables. The com-

pensation strategy was redesigned to be more competitive, enabling the attraction of professionals aligned with Rede Mater Dei's challenges while promoting a merit-based reward system for employees.

The project also involved reviewing, optimizing, and standardiz-

ing job descriptions, assigning positions to specific grades, and defining salary ranges. Additionally, the project assessed the total compensation mix and analyzed the impact of the new strategy, utilizing data on fixed and variable pay, along with benefits, from both internal company practices and market trends.

EMPLOYEE BENEFITS

Rede Mater Dei de Saúde offers various benefits, which may vary by unit, including: medical and dental insurance, life insurance, pharmacy partnerships, meal and transport vouchers, scholarships, profit sharing (PLR), the Executive Rewards Program (PPE), Gym-pass memberships, psychological support, and access to vacation camps and recreational clubs.

NEW INITIATIVE

CAREER AND SUCCESSION PROGRAM 2024



In 2024, a new program will assess all employees based on six competencies, divided into two pillars: business and people. The process will involve 90-degree evaluations (by leaders) and 360-degree evaluations (self-assessment and team feedback). A Calibration Committee, comprising leadership, will analyze employee performance, guide individual development, and map critical and succession roles within Rede Mater Dei de Saúde.

The results will inform each employee's Individual Development Plan (IDP).

SCHOLARSHIP PROGRAM

Since 2016, Rede Mater Dei has offered a Scholarship Program for employees of the RMBH Hub¹, aimed at fostering continuous development. The program promotes the acquisition of knowledge and learning to enhance skills through the awarding of scholarships. Our policy provides a subsidy of up to 50% of tuition fees, covering technical courses, undergraduate and postgraduate programs, Executive MBAs, professional training, and language courses. This initiative ensures employees have access to opportunities for growth and expertise development.



2022

53 scholarships were awarded, with an investment of **R\$ 204,142.20**

2023

37 scholarships were awarded, with an investment of **R\$ 297,828.547**

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.

DIVERSITY AND INCLUSION

At Rede Mater Dei de Saúde, embracing differences and promoting inclusion are fundamental aspects of our daily work and organizational values.

Under the theme “By embracing differences, we can make a difference!,” we launched our Diversity



and Inclusion Program, a practical initiative aimed at expanding our efforts in these areas.

The program’s objectives include:

- Strengthen the representation of minority groups through workplace inclusion.
- Foster a culture where everyone is respected for their differences and individuality.
- Provide equal opportunities for employment, social, and professional development.

- Enable all individuals to reach their developmental potential within the organization.

Rede Mater Dei is committed to building a more diverse, equitable, and inclusive organization.

At the program’s inception, several initiatives focused on promoting inclusive practices in the areas of People with Disabilities, Gender, and Ethnic-Racial issues.

¹Employees can choose from a selection of courses and receive financial assistance for tuition.

INITIATIVES TARGETING OUR EMPLOYEES

WOMEN'S WEEK (MAR/2023)

In celebration of International Women’s Day, we organized a talk on “Women in Modern Society: The Challenge of Balancing Responsibilities and Its Impact on Women’s Health,” presented by Diego Lisboa Cotta, a family doctor and psychiatrist. Additionally, self-care activities were offered at various units.



NATIONAL DAY OF THE RIGHTS OF THE DISABLED PEOPLE (SEP/2023)

A lecture titled “Creating an Inclusive and Welcoming Workplace for Everyone” was delivered by Diogo Chaves, a Diversity and Inclusion Specialist.



NATIONAL BLACK AWARENESS DAY (NOV/2023)

A lecture titled “The Collective and Inclusive Path for Black People: Where Do I Fit in This Story?” was presented by Camila Silva, a Social Responsibility Specialist.

NATIONAL TRANS VISIBILITY DAY (JAN/2024)

An online lecture was broadcast on “The Importance of Trans Visibility in Society,” presented by Artur Bugre, a university professor, lecturer, and columnist for Estado de Minas newspaper.



DIVERSITY AND INCLUSION BITES

As part of Rede Mater Dei de Saúde’s commitment to fostering an inclusive and diverse environment, “Diversity Bites” were developed to encourage reflection on behaviors and actions that promote diversity awareness at all levels of the organization. The aim of these “bites” is to support corporate education by delivering content that is accessible, concise, and easy for employees to engage with. These materials are distributed through various communication channels, including email, WhatsApp, and bulletin boards.

INCLUSÃO DE PESSOAS COM DEFICIÊNCIA (PCD)

Olá, colaborador(a)!

Você sabe que é o capacitismo?

O Capacitismo é o ato de ver as Pessoas com Deficiência (PCD) como incapazes, improdutivas e dependentes, subestimando a sua capacidade e aptidão para realizar determinadas tarefas.

Atitudes capacitistas impedem que as Pessoas com Deficiência (PCD) possam usar todo seu potencial!

Como rever falas capacitistas?

Fala	Por que é capacitista?
"Eu pensei que você fosse normal"	Sugere que o PCD não tem condições de ter uma vida comum.
"Você é um exemplo de superação"	Invisibiliza a promoção dos investimentos para a inclusão em todos os espaços, responsabilizando o PCD da necessidade de superar todas as barreiras.
"Precisamos que ser gratos por não ter deficiência"	Referencia a ideia de que há algo para ser corrigido ou que o PCD é digno de ódio.
"Eu que não tenho deficiência não faço a metade do que você faz"	Sugere que o PCD não pode ter alta performance ou ser bem-sucedido.

Combater a discriminação e o preconceito é dever de todos nós! Vamos juntos?

CAMPAIGN FOR SELF-DECLARATION AND IDENTIFICATION OF HIDDEN DISABILITIES

In 2023, we launched the Self-Declaration of Disability Campaign, encouraging employees with disabilities to voluntarily self-declare. This initiative aims to cultivate a welcoming and respectful work environment, allowing Rede Mater Dei to make necessary structural or behavioral adjustments to further an inclusive and empathetic culture.

To raise engagement and awareness, we shared testimonials from employees with disabilities and provided information on the various types of disabilities. Additionally, we introduced lanyards and buttons featuring sunflower and puzzle motifs, symbolizing hidden disabilities and autism, respectively.

CORDÃO DE IDENTIFICAÇÃO DE DEFICIÊNCIAS OCULTAS

A Rede Mater Dei de Saúde disponibiliza para você, colaborador com deficiência oculta, os cordões com girassóis e com quebra-cabeças.

Para usar um desses cordões, os demais colaboradores saberão a importância de se adaptar às suas necessidades, eliminando as barreiras para um melhor convívio e interação.

PESSOA COM DEFICIÊNCIA OCULTA

Você sabe a sua(s) Deficiência(s) Oculta(s)?

Entre as mais comuns destacam-se as deficiências auditivas; visuais; cognitivas; os transtornos psicocomportamentais e do espectro autista (TEA).

PESSOA COM ESPECTRO AUTISTA

Se você tem uma deficiência oculta e deseja utilizar o Cordão, acesse o setor de Saúde Corporativa ou o SESMT da sua unidade para retirar o seu.

***O uso dos cordões é voluntário.**

Com as diferenças, fazemos diferença!

SENTE QUE FAZ A DIFERENÇA. AQUI VALORIZAMOS A DIVERSIDADE E PROMOVEMOS A INCLUSÃO.

EMPLOYEES WITH DISABILITIES

Rede Mater Dei de Saúde is dedicated to providing job opportunities and fostering professional development for all. In 2023, more than 280 people with disabilities were employed within the organization, and we continue to focus on increasing this number.



LIBRAS FOR ALL PROGRAM – MATER DEI

Rede Mater Dei de Saúde is committed to fostering inclusion not only for its employees but also for the patients who trust us with their care. To support this mission, we offer a free online Brazilian Sign Language (LIBRAS) course to all employees and clinical staff. The program aims to equip teams with basic LIBRAS communication skills, facilitating interaction with patients and colleagues who rely on this language. This approach ensures the development and inclusion of both our internal and external clientele, further enhancing our humane, personalized, and distinctive service.

The program is available across all Mater Dei units, offering 10 hours of instruction divided into 24 modules, accompanied by exercises, e-books, and additional resources.



Once employees complete the LIBRAS course, they can apply to join Rede Mater Dei's Fluent Speakers List. Active in all units, this list functions as a support group, where employees fluent in various languages are called upon to assist in specific tasks or help clients who do not speak the local language.

BELO HORIZONTE METROPOLITAN REGION HUB

NURSE-FRIENDLY PROGRAM

The Nurse-Friendly Program (*Amigos da Enfermagem*, in Portuguese) aims to foster the inclusion and development of nursing technicians in training, particularly individuals with disabilities, by offering training opportunities within Rede Mater Dei. In 2023, this initiative involved 17 technical schools from Belo Horizonte.



Meeting held on 08/10/2023

BAHIA HUB

CARE PATHWAY FOR PATIENTS WITH AUTISM SPECTRUM DISORDER AND DEPRESSIVE DISORDERS

At Mater Dei Salvador Hospital, specialized training was provided to employees on inclusive care for patients with Autism Spectrum Disorder (ASD) and Depressive Disorders (TDs). This training underscores Rede Mater Dei’s commitment to delivering humanized and compassionate care for all patients, including neurodivergent individuals. A total of 60 employees participated in the training.



In June 2024, Rede Mater Dei expanded this knowledge-sharing initiative by providing training to all leaders, guiding them on the appropriate procedures and reception strategies for patients with ASD, their companions, and caregivers.

WE ARE THE ONLY HOSPITAL IN B3’S IDIVERSA INDEX (THE BRAZILIAN STOCK EXCHANGE).

IDIVERSA B3 is the first diversity index in Latin America, highlighting publicly traded companies that excel in promoting diversity, particularly regarding gender and race representation on their Board of Directors and Executive Board.

We are proud of this recognition, which reflects our commitment to fostering an inclusive and diverse workplace grounded in fairness and transparency.

IDIVERSA B3

TRAINING AND DEVELOPMENT



CORPORATE EDUCATION

The development of professionals at Rede Mater Dei de Saúde is anchored in providing the necessary skills and knowledge to achieve our organizational objectives. We continuously invest in training, development, and ongoing education to enhance both professional and personal performance. As in previous years, a range of training programs was delivered across all Mater Dei units, focusing on care, administration, and support areas.

RESULTS

2022

Average training hours per employee: **33.42**

Total training hours at Rede Mater Dei: **289,734 hours**

2023

Average training hours per employee: **36.34**

Total training hours at Rede Mater Dei: **340,018 hours**

5% increase in training hours compared to the previous year

LEADERSHIP DEVELOPMENT PROGRAM

In 2023, the Leadership Development Program (PDL), titled *Lidera Mais* ("Lead Further"), focused on strengthening Rede Mater Dei's culture with an emphasis on management practices and organizational values. *Lidera Mais* engaged leaders across all areas of the Mater Dei units, involving more than 400 leaders from various hierarchical levels and delivering over 6,000 hours of training aimed at reinforcing the company culture.

The development pathway for all leaders includes readings, videos, and both online and in-person activities, preparing them to act as change agents within their teams.

LIDERA MAIS

Lidera Mais (“Lead Further”) is a comprehensive development journey designed to prepare leaders for the challenges of management. Through a structured learning pathway, it enables leaders to learn, experience, and embody the Mater Dei Way of Leading.



PILLARS OF LIDERA MAIS

CULTURE:

Lead and act as a culture ambassador, fostering its growth and multiplying its impact.

PEOPLE:

Master the people and management processes to achieve better results, ensuring a healthy work environment and high-performing teams.

BUSINESS:

Understand Rede Mater Dei’s business model to make strategic, effective decisions.

To consistently reinforce the Culture Pillar, we focus on the following approaches:

REFERENCE GROUPS (GRS)

The Reference Groups (GRs) form a key part of Rede Mater Dei de Saúde’s leadership development. Comprised exclusively of leaders, their mission is to nurture the organization’s culture in alignment with business growth strategies.

Leaders facilitate “ConversAction Circles”, online forums where Managers and Coordinators come together to engage in meaningful conversations and take action on critical topics that drive cultural and organizational growth.

RESULTS 2023:

18 participating leaders

Representation across all units

Seven workshops held

112 hours of training per participant

CONVERSATION CIRCLES

This structured, ongoing process fosters dialogue between leaders, creating a communication network.

OBJECTIVE: To accelerate the practice of culture across all units, strengthen integration, and enhance leadership development.

FREQUENCY: every 45 to 60 days.

FORMAT: online.

FACILITATOR: GR (mediator and director)

TOPICS COVERED: Accountability, high-performance leadership, trust, and the management of people, resources, processes, costs, and results.

RESULTS 2023:

260+ Leaders
(100% of managers and coordinators)

Seven rounds
conducted

3,500 hours
of training

REDE MATER DEI DEVELOPMENT PROGRAMS

MATER DEI EDUCA PLATFORM

The Mater Dei *Educa* Platform is an online resource offering institutional, technical, and behavioral content tailored to the development of key professional skills. It is accessible to all employees and clinical staff at the RMBH Hub and Mater Dei Salvador Units, with over 200,000 logins since its inception. Mater Dei Porto Dias and Mater Dei Santa Clara hospitals use the Medportal platform, which serves the same purpose.



In December 2023, a project began to upgrade the platform, expanding access to all Mater Dei employees and introducing more than 800 new development modules.

CULTURE AND LEADERSHIP PATHWAY

In partnership with Betania Tanure Associados (BTA), Rede Mater Dei de Saúde offered leaders four development courses on the following topics: Culture & Change, Leadership, Team Development, and Leadership Skills. More than 400 leaders participated, totaling over 500 hours of online training.

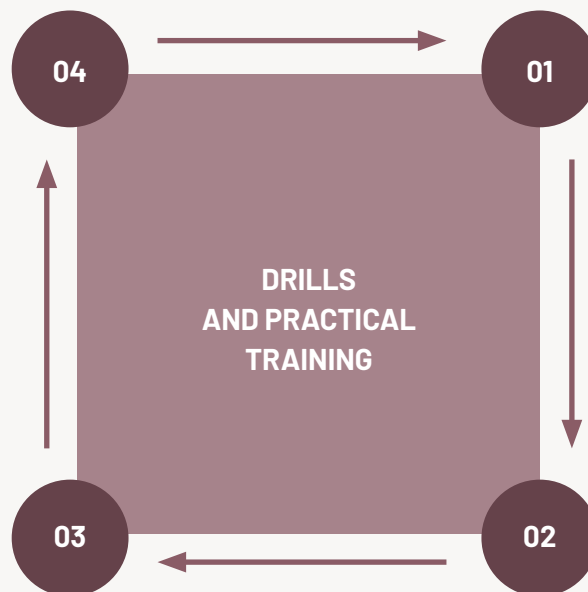


MATER DEI REALISTIC SIMULATION SEMINAR – MINI SUN

Mini SUN is an internationally recognized scientific event organized by Laerdal¹ in collaboration with partner healthcare and educational institutions. It is a technical and educational event covering topics relevant to health professionals, educators, and students. In 2023, the regional event took place at Mater Dei Santo Agostinho, focusing on Resuscitation Science. A total of 108 professionals from Rede Mater Dei de Saúde participated, including 82% from nursing teams and 12% from medical teams, as well as external guests.



WORKSHOP ON SIMULATION AND CARDIOPULMONARY RESUSCITATION



¹Laerdal: a multinational company that develops products and programs for healthcare professionals, voluntary organizations, educational institutions, hospitals, and the military worldwide.

SECTOR-SPECIFIC TECHNICAL AND/OR BEHAVIORAL TRAINING

Geared towards all Rede Mater Dei de Saúde 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.

NURSE DEVELOPMENT PROGRAM

PERFORMANCE NURSE



Mater Dei Salvador Hospital

The Performance Nurse program is designed for nurses who have been working in direct patient care at Rede Mater Dei de Saúde for less than 12 months. The program focuses on developing key technical and behavioral competencies through skills training, simulations, and group dynamics, particularly those related to core care protocols and daily nursing activities.

Launched at the RMBH Hub, the program was expanded to Mater Dei Salvador Hospital in 2023, involving a total of 268 nurses. Expansion to other Rede Mater Dei units is planned for 2024.



RMBH Hub

EDUCATIONAL PARTNERSHIPS

Thanks to its outstanding infrastructure and highly skilled professionals, Rede Mater Dei de Saúde engages in several initiatives aimed at promoting the educational development of healthcare professionals at various levels.

INSTITUTIONAL TRAINING CENTER (CFI)

Since 2012, the Institutional Training Center (CFI) at Rede Mater Dei de Saúde has been providing training for technical nursing professionals aligned with the organization's culture and values. Through the CFI, exceptional curricular interns have the opportunity to extend their internships into an extracurricular program supported by a scholarship until the completion of their studies. At the end of the program, participants are assessed for potential employment.

The CFI program operates at Mater Dei Belo Horizonte, Betim-Contagem, Salvador, and Premium Goiânia units.

RESULTS 2023

963 curricular trainees joined the CFI program

617 participants received scholarships

400 were hired as nursing technicians or assistants

65% success rate for students completing the CFI program



GRADUATE PROGRAM IN HOSPITAL NURSING

The Graduate Program in Hospital Nursing, developed in partnership with the Ânima Group and Uni-BH College, is open to the public, with selection taking place twice a year through public calls for applications. This program is aimed at nurses seeking specialization in medium- and high-complexity hospital care, offering them the opportunity to enhance their scientific knowledge through practical, in-field experience and expand their career prospects. The 13-month program combines in-service training at RMBH Hub units with theoretical instruction provided by the partner educational institution and field practice supervised by professionals from Rede Mater Dei. Many graduates of the program have advanced to nursing leadership positions within the network.



RESULTS AND EXPANSION

In 2023, 56 places were available for the Postgraduate Hospital Nursing course, with 48% of participants hired as nurses by Rede Mater Dei de Saúde.

For 2024, the number of places will increase to 64, with the participation of the new unit in Nova Lima.

REALISTIC SIMULATION LAB

The Realistic Simulation Lab 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.

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 commitment to the ongoing growth of our teams to ensure the excellence of our services.

MEDICAL RESIDENCY AND SPECIALIZATION IN NURSING AND MEDICINE

The Medical Residency Programs (PRM) provide high-quality professional training for the clinical staff at Rede Mater Dei de Saúde, ensuring alignment with our top-tier standard of care. The sector responsible for coordinating, supervising, and evaluating the residency programs (PRM) is the Medical Residency Commission (COREME). Currently, Mater Dei Santo Agostinho and Contorno Hospitals have 133 residents enrolled, participating in activities across the three units within the Belo Horizonte Metropolitan Region Hub (RMBH). Rede Mater Dei has been accredited by the Ministry of Education (MEC) since 2009, and currently offers Medical Residency Programs (PRM) in the following specialties: Cardiology, General Sur-

gery, Vascular Surgery, Internal Medicine, Geriatrics, Gynecology and Obstetrics, Mastology, Fetal Medicine, Intensive Care Medicine, Oncology/Clinical Oncology, Orthopedics and Traumatology, Pediatrics, Radiotherapy, Human/ Assisted Reproduction, Obstetric and Gynecological Ultrasound, Emergency Medicine, Radiology, and Diagnostic Imaging. In 2023, Rede Mater Dei units in Uberlândia launched PRM programs in Internal Medicine and Radiology. 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).

Rede Mater Dei de Saúde also offers *lato sensu* graduate special-

izations in partnership with the Lucas Machado Educational Foundation (FELUMA) across various specialties and areas of expertise. The selection process is managed by FELUMA Concursos. Currently, we have 61 specialists enrolled in our courses.

In addition to our own medical residency and specialization programs, we welcome residents from other institutions for elective internships across all specialty areas, contributing to the training of young professionals from across the country.

In 2023, 44 medical specialists completed their medical residency, and 25 completed their specialization through the Mater Dei-FELUMA graduate program.



INSTITUTIONAL EVENTS

Rede Mater Dei de Saúde values, recognizes and engages its employees and clinical staff by hosting meetings and events to celebrate milestones and special occasions.

AÇÃO JUNINA

The *Ação Junina 2023* (“June Initiative”) event at Rede Mater Dei de Saúde was a tremendous success. Meticulously organized to ensure simultaneous activities across all units, the event aimed to foster engagement, create a positive atmosphere, and preserve the tradition of the June festival while strengthening employees’ sense of belonging.

In addition to personalized decorations, music, and themed table settings featuring sweets and

local delicacies, the event included a *Correio Elegante* (a playful letter-sending activity traditionally seen at Brazilian Festas Juninas), using *Gentil Junino* (the company’s mascot adapted for June Festival celebrations), to promote the exchange of messages and recognition among colleagues.

The 2023 June Initiative, featuring a quadrille contest, offered a fun, engaging, and memorable experience for over 9,000 employees, celebrating traditional June festivities while fostering team spirit.





CHILDREN'S DAY

To extend the Human Warmth that is central to Rede Mater Dei de Saúde's values to families, we organized a joyful and creative experience for the children of our employees in October.

Each child was given a bag filled with tools for creativity. Armed with colored pencils, they were encouraged to personalize their bags, unleashing their imagination and expressing their individuality. In total, more than 4,000 children received these gifts. In total, over 4,000 children received gifts.



END-OF-YEAR GET-TOGETHER SERVICE RECOGNITION AND CHRISTMAS CELEBRATION

Every December, Rede Mater Dei de Saúde holds its Christmas ceremony, with participation and interaction from all Units to celebrate the year's achievements alongside employees, clinical staff, and their families. The hybrid format, which includes both in-person and online participation, allowed for over 4,000 live attendees, along with social media interactions.

During this event, we also honor and recognize professionals who stood out 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
- Awards for Creative Suggestions

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



INSTITUTIONAL CHOIR



NUMBER OF CHOIR MEMBERS:

RMBH Hub:
40 members

Mater Dei Premium Goiânia Hospital:
18 members

Mater Dei Santa Clara and Santa Genoveva Hospitals:
30 members

Mater Dei Salvador Hospital
18 members

Mater Dei EMEC Hospital:
31 members

Mater Dei Porto Dias Hospital:
17 members

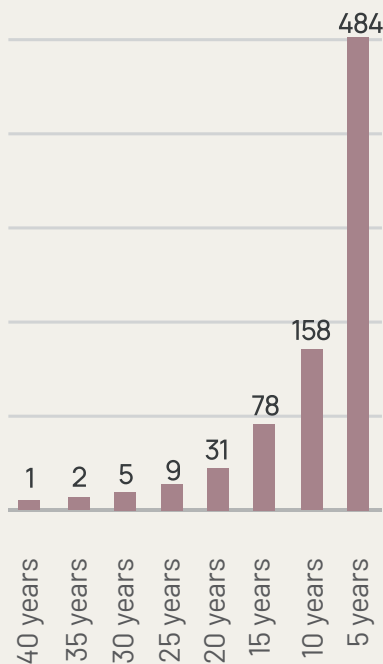


LONG SERVICE RECOGNITION AWARD

At Rede Mater Dei de Saúde, every employee is valued, and celebrating their contributions over the years is fundamental to strengthening our relationship. Having an event dedicated to honoring the years of dedication our professionals have given to Rede Mater Dei is a special opportunity to show appreciation for our teams and strengthen our bond, with the possibility of including the families of those being recognized. In 2023, 762 employees were honored for their length of service.



NUMBER OF HONOREES BY LENGTH OF SERVICE



10 EMPLOYEE HEALTH AND SAFETY

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Rede Mater Dei de Saúde has two key sectors dedicated to preventive and proactive occupational health: the Specialized Services in Safety Engineering and Occupational Medicine (SESMT) and the Corporate Health division. Through internal programs and educational initiatives, Rede Mater Dei promotes daily health and safety awareness among all employees, including third-party contractors.

SESMT oversees the Internal Commissions for Workplace Accident Prevention (CIPAs) and the Commissions for Preventing Injuries from Sharp Objects at each Rede Mater Dei unit. All activities are conducted in strict compliance with current Occupational Health and Safety regulations. Using the Occupational Management Software (SOC), SESMT tracks legal records and ensures timely reporting of information to eSocial.

CORPORATE HEALTH

Recognizing the crucial role of well-being in enhancing quality of life, Rede Mater Dei de Saúde introduced the Corporate Health Program in 2019, providing integrated and continuous healthcare for its employees and their dependents. This innovative, comprehensive care model delivers effective health initiatives in both work and personal life, including family physicians and occupational health services.

Medical consultations and hospital care for employees and their families are offered at Rede Mater Dei's own facilities. The program also includes daily tracking of medical leave, mandatory occupational exams, and specialized care pathways for prenatal, childcare, women's health, and mental health services.

In 2023, the Corporate Health Program was rolled out to the units in the Belo Horizonte Metropolitan Hub (RMBH) and Mater Dei Salvador, with plans to extend these benefits to other units currently underway.

2023 PERFORMANCE DATA RMBH HUB

NPS: 86%

Total appointments: 24,631

Physician utilization rate: 115%

Case resolution rate: 87%

Employee satisfaction rate: 100%

Occupational health exams performed: 10,507

2023 PERFORMANCE DATA MATER DEI SALVADOR HOSPITAL

NPS: 97.25%

Total appointments: 1,274

Physician utilization rate: 73.77%

Case resolution rate: 95.25%

Employee satisfaction rate: 97.25%

Occupational health exams performed: 562

2023 PERIODIC EXAMINATIONS

Periodic examinations are a legal requirement aimed at promoting employee 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.

Over 6,100 periodic medical exams were conducted in 2023.

EMOTIONAL WELL-BEING PROGRAM

To support the mental health and well-being of its employees, Rede Mater Dei de Saúde has implemented several initiatives under its Emotional Health Program:

PARTNERSHIP WITH PSICOLOGIA VIVA¹

Through this partnership, Rede Mater Dei offers emotional care and support to employees at the Belo Horizonte Metropolitan Hub (RMBH) units and Mater Dei Salvador Hospital. In 2023, the program saw substantial growth, with a 63% increase in the number of sessions provided.



-  Total segurança e sigilo
-  Algoritmo Inteligente
-  Sessão por vídeo, áudio ou chat
-  Sessões 24 horas/ 7 dias

Terapia é um dos melhores caminhos para uma mente saudável.



MEDITATION SESSIONS

Mater Dei Santa Clara and Santa Geneviva Hospitals regularly host meditation sessions, with over 900 sessions held throughout 2023.

In total, more than 9,000 psychological care sessions were provided to employees by certified psychologists during the year.



Meditation at Mater Dei Santa Clara Hospital



¹Psicologia Viva: the largest online psychotherapy platform in Latin America.

SAUDÁVEL MENTE PROGRAM

The *Saudável Mente* (“Healthy Minds”) Program offers employees group meditation sessions, individual psychological support, and group therapy at the Central Brazil Hub Units.



Focusing on emotional well-being during complex times, our People and Management Director, Rani Campos, participated as a panelist at the Amadoria Conecta event, presenting Rede Mater Dei’s mental health initiatives for employees.



DIGITAL HEALTH

MARIA SAÚDE

Maria Saúde is an innovative health monitoring app developed in partnership with Rede Mater Dei de Saúde, designed to offer personalized healthcare services to employees and their dependents.

As of May 2023, all employees and their dependents at the RMBH Hub have access to a personal physician and a digital assistant powered by artificial intelligence, offering comprehensive support for well-being and healthcare needs.

The *Maria Saúde* app supports our beneficiaries with services such as scheduling and conducting online consultations, booking exams, receiving prescriptions, and obtaining medical guidance, among others.



RESOLUTION RATE*

85%

*consultations without referrals

AVERAGE RATING

9.9

n = 1.5K + reviews.

HEALTH PROMOTION CAMPAIGNS FOR EMPLOYEES

WHITE JANUARY

January is dedicated to raising awareness of mental and emotional health, known as White January. In line with the Ministry of Health’s “Life Calls for Balance” campaign, Rede Mater Dei de Saúde encouraged employees to reflect on the importance of preventing stress-related conditions such as anxiety, depression, and panic, while also highlighting the organization’s ongoing mental health promotion programs.



INFLUENZA VACCINATION CAMPAIGN

Rede Mater Dei de Saúde runs an immunization program for its employees in accordance with Regulatory Standard 32, which governs health and safety in healthcare services.

In April 2023, the influenza vaccination campaign was held across the RMBH, Central Brazil, Bahia, and Northern Brazil hubs, covering all employees and clinical staff members. More than 4,000 vaccine doses were administered during the campaign.



TOTAL NUMBER OF EMPLOYEES VACCINATED:

RMBH HUB

2,238

Central Brazil HUB¹

865

Bahia HUB

232

Northern Brazil HUB

830



¹ Central Brazil Hub: Mater Dei Goiânia Hospital did not participate in the 2023 campaign.

SMOKE-FREE HOSPITAL PROGRAM

Rede Mater Dei de Saúde's Smoke-Free Hospital Program encompasses a range of actions focused on disease prevention and promoting employee health.

In 2023, the following initiatives were implemented:

- Inclusion of information on the Tobacco Ban in the Employee Integration Program (PIC) for new hires.
- Display of no-smoking signs across all units.
- Health education through a lecture on smoking and distribution of informational leaflets on World No Tobacco Day.
- Inspections by Occupational Safety to ensure enforcement of the no-smoking policy.

- Internal audits via the SOL (Safety, Organization, and Cleanliness) Program.
- Corporate health consultations and follow-up care provided by family physicians and health teams.
- Support and guidance during routine occupational health consultations.
- Dissemination of the program by the Care Practices Management to all clinical staff.
- Communication of the no-smoking policy during operational meetings by Occupational Health.



SMOKING AWARENESS

In recognition of World No Tobacco Day (May 31), an online lecture titled "Smoking Awareness" was delivered by family physician Dr. Camila Pimenta Guimarães. The lecture covered key smoking-related statistics, including the number of smokers and smoking-related deaths in Brazil, and outlined the Smoke-Free Hospital Program. The event had an audience of 517 employees.

Palestra: Conscientização sobre o Tabagismo

Olá, colaborador!

Para celebrar o Dia Mundial sem Tabaco (31/05), a Saúde Corporativa irá realizar uma palestra *on-line*. Confira as informações:

Data: 18/05/2023 | quinta-feira
Horário: 15h
Local: Youtube
Palestrante: Camila Pimenta Guimarães

Professora graduada pela Universidade Católica de Pontas Altas - UNIPONTAS (2005), especialista médica em Medicina de Família e Comunidade pelo Hospital das Clínicas da Universidade Federal de Minas Gerais - UFMG (2005), especialização em Hemopatias pelo Instituto Mineiro de Hemopatias (2008). Atua como médica em equipe de saúde de família na Prefeitura de Belo Horizonte, na atenção domiciliar da CapSafed, médica de Família no plano Excelsior do Vitalão Saúde. Atua como Diretora Técnica da empresa de atenção online Hospital Excelsior Saúde Conectados LTDA por Santos (2022). Foi professora visitante de Medicina da Universidade Católica de Minas Gerais - PUC-MG e atualmente é professora no Faculdade de Medicina - FAMINAS. No momento, atua ainda como médica de Família no plano de saúde Mater Dei Saúde.

Para participar da palestra, clique aqui ou escaneie o QR Code:

RMBH AND MATER DEI SALVADOR HOSPITAL

This program exists as a complement to the Smoke-Free Hospital Program, which aims to establish strategies for eliminating smoking among healthcare professionals, employees, patients, and visitors at Rede Mater Dei de Saúde hospitals.

WINTER ILLNESSES

A media campaign was launched to promote preventive measures against respiratory illnesses during the winter months.

SAÚDE CORPORATIVA

PREVINA-SE CONTRA AS DOENÇAS DO INVERNO

O inverno está próximo, mas, mesmo antes do início da estação, já temos dias com temperaturas mais baixas. Essa época do ano está associada a uma série de complicações para a saúde de todos.

HIDRATE-SE CONSTANTEMENTE
ALIMENTE-SE DE FORMA EQUILIBRADA
EVITE DEIXAR A CASA TOTALMENTE FECHADA
USE MÁSCARA SE ESTIVER GRIPADO
LAVAR AS MÃOS CONSTANTEMENTE
MANTENHA AS VACINAS EM DIA

EVITE DEIXAR A CASA TOTALMENTE FECHADA
USE MÁSCARA SE ESTIVER GRIPADO
LAVAR AS MÃOS CONSTANTEMENTE
MANTENHA AS VACINAS EM DIA

Intecções virais, como gripe, resfriados e gastroenterites, que ocorrem por disseminação aérea direta (gotículas de tosse ou espirro) ou indireta (contato físico com objetos contaminados), são mais comuns no inverno. O vírus influenza, causador da gripe, ganha importância por sua alta frequência e associação com complicações graves que podem, inclusive, levar à óbito.

O tempo frio exige atenção para evitar doenças respiratórias. Dessa forma, a Saúde Corporativa orienta os colaboradores medidas simples:

Caso necessite de uma consulta, agenda com a Saúde Corporativa, entre em contato com o renal 37599.

MaterDei

CARE FOR PREGNANT WOMEN AND GOLDEN AUGUST

Rede Mater Dei's Corporate Health Department monitors pregnant employees and their dependents through Primary Health Care teams across all units. On average, 70 employees and/or dependents receive monthly prenatal care.

Postnatal care continues after birth, with outpatient appointments scheduled between the 5th and 7th day of life. Additionally, children receive ongoing pediatric care, averaging 193 visits per month.

To celebrate Golden August, a month dedicated to promoting breastfeeding awareness, Rede Mater Dei de Saúde organized special events in all units. These included a coffee gathering for pregnant and breastfeeding women, featuring talks on breastfeeding and personal testimonials from colleagues sharing their experiences. A total of 80 people participated in this initiative.



YELLOW SEPTEMBER

Suicide is a global issue that significantly impacts society. September 10th is recognized as World Suicide Prevention Day. In 2023, Rede Mater Dei de Saúde focused on the theme, "If you need help, ask for it," launching various initiatives to raise awareness. Among these initiatives was a campaign aimed at raising awareness about the warning signs and risk factors for suicide, as well as promoting understand-

ing of mental health disorders, encouraging individuals to seek help and treatment.

To enhance this sensitive approach, we invited psychologist André Ferraz, a specialist in Positive Psychology, Neuroscience, and Behavioral Medicine, to deliver the talk "Mental Health in the Workplace," which was attended by over 100 employees.



PINK OCTOBER

To raise awareness about the importance of breast cancer prevention, Corporate Health organized several initiatives for women across all Rede Mater Dei de Saúde units. Institutional materials were distributed to highlight early detection, while stickers with self-exam instructions were placed in changing rooms. Additionally, teams conducted rounds to promote the "Mama Amiga" initiative, teaching women

how to perform breast self-exams. Mammograms were also raffled to employees and their families.

Those with abnormal results underwent further testing and were referred to specialists when necessary. In total, more than 150 women, including employees and their families, participated in the examinations.



BLUE NOVEMBER

In November, awareness initiatives focused on prostate cancer prevention were conducted, targeting Rede Mater Dei de Saúde employees. An online lecture titled "Comprehensive Care for Men's Health" was delivered by Dr. Camila Pimenta Guimarães, a family physician at Mater Dei Saúde.

As part of the initiative, chocolates were distributed, and medical exams and consultations were raffled off to employees and their families. Approximately 50 employees and their families benefited from the initiative,

Which included tests such as complete blood counts, cholesterol, triglycerides, TSH, Gamma GT, PSA, potassium, and routine urine tests.



RED DECEMBER

December is a pivotal month in the fight against HIV/AIDS, serving as an important opportunity to reinforce the need for infection prevention and to combat the human immunodeficiency virus (HIV). It is also a time to promote initiatives that improve healthcare support and uphold the rights of individuals living with the disease.

Rede Mater Dei de Saúde launched a campaign to raise awareness among its employees about the disease, its transmission methods, and the prevention of accidents involving biological materials.¹



WORKPLACE SAFETY

Beyond having excellent professionals in our units ensuring high-quality patient care, Rede Mater Dei de Saúde prioritizes the safety of its employees, implementing continuous improvement practices to strive for zero accidents.

The Workplace Safety team consists of a dedicated group that collaborates with all hospital departments, consistently working to reduce accidents and improve workplace environments. Performance indicators are shared with each department to facilitate monitoring, action plans, and ongoing improvement of results.

ACTIONS TAKEN IN 2023

- 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

FIRE PREVENTION AND CONTROL

Rede Mater Dei de Saúde 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 the *Educa* digital platform, we offer employees, in-



¹Accident involving biological materials: events in which a person comes into contact with substances that may contain living organisms or particles capable of causing infectious diseases, such as a needle stick injury involving blood residue.

terns, and clinical staff training on accident prevention measures. For units that do not yet have access to Educa Mater Dei, this training is provided during the onboarding process for new employees (PIC).

We also maintain an extensive network of Brigadiers, who receive annual training to ensure the safety of everyone during emergency situations. What sets our fire program apart is its organized involvement of the entire care team, each with spe-

cific 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

The purpose of the drills is to train individuals on how to respond in the event of a fire and ensure the safety of patients, their companions, and employees. All activities are timed and monitored by evaluators, who assess participants' actions and determine whether the evacuation and necessary care for victims adhere to established protocols. The drills involve participation from employees who act as "victims," as well as collaborations with various institutions.

In 2023, Rede Mater Dei de Saúde conducted both Internal (departmental) and External (systemic) fire drills, aligning these activities with the Emergency Fire Programs of its units and complying with state and regional regulations.

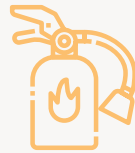
- **Systemic Drills:** Involve not only the department where the drill occurs but also specific firefighting teams (Maintenance, Automation, Occupational Safety, Security and Reception, Fire Brigade, and Fire Department).
- **Sector-Specific Drills:** Focus on the department and/or floor where the fire simulation takes place.



REDE MATER DEI DE SAÚDE FIRE BRIGADE

In 2023, Rede Mater Dei de Saúde trained 10,785 fire brigade members, fully prepared to lead in emergency situations, as part of its ongoing fire prevention and response education efforts. The organization continuously recruits volunteers to join the brigade, ensuring a steady pool of trained personnel.

Brigade members meet monthly to discuss and plan activities for the year.



The Bahia Hub of Rede Mater Dei de Saúde employs Civil Firefighters whose primary role is to enhance safety by addressing concerns and improving the emergency preparedness of the units. These professionals are highly trained and play a crucial role in occupational safety, maintaining direct communication with local firefighting services.

FIRE BRIGADE TRAINING



WORKPLACE ACCIDENT MANAGEMENT

Rede Mater Dei de Saúde's Specialized Service in Occupational Safety Engineering and Occupational Medicine (SESMT) team conducts regular safety inspections, with workplace accident indicators monitored monthly. All incidents are analyzed, followed by preventive and corrective actions.

Rede Mater Dei benchmarks its accident rates, with and without time off, against ANAHP (National Association of Private Hospitals) standards. Over the years, the results achieved by Rede Mater Dei have remained below the general ANAHP average. For instance, when compared to the ANAHP general average, the RMBH Hub's results show a reduction of 38.90% in lost-time incidents and 12.36% in non-lost-time incidents.

WORKPLACE ACCIDENT MANAGEMENT

Rede Mater Dei 2023¹:

438 incidents (Zero fatalities)

ACCIDENT PREVENTION CAMPAIGN

The Occupational Safety team meets weekly to discuss accidents and leads various awareness campaigns across units. Conducting awareness campaigns through blitz inspections, safety dialogues, recreational activities, team-building exercises, and distribution of informational brochures across all units. Periodically recognizing departments that

achieve a reduction in accident rates for their outstanding performance.

The Annual Internal Accident Prevention Week (SIPAT) includes a mix of in-person and virtual activities featuring innovative gamification resources.

ACCIDENT PREVENTION INITIATIVES 2023:

- Analysis of work accident indicators, both lost-time and non-lost-time incidents
- Level 1, 2, and 3 Critical Analyses with corresponding action plans
- Root cause analysis of individual accidents and implementation of corrective actions
- Mobile campaigns and operations focused on accident reduction
- Occupational safety inspections
- CIPA (Internal Commission for Accident Prevention)
- SIPAT (Internal Accident Prevention Week)
- "Green April": safety awareness month
- World Accident Prevention Day activities (July 27th)
- SESMT meetings
- Sharps Prevention Committee
- Disciplinary Measures

¹Data compiled from all Rede Mater Dei de Saúde's Hospital Units.



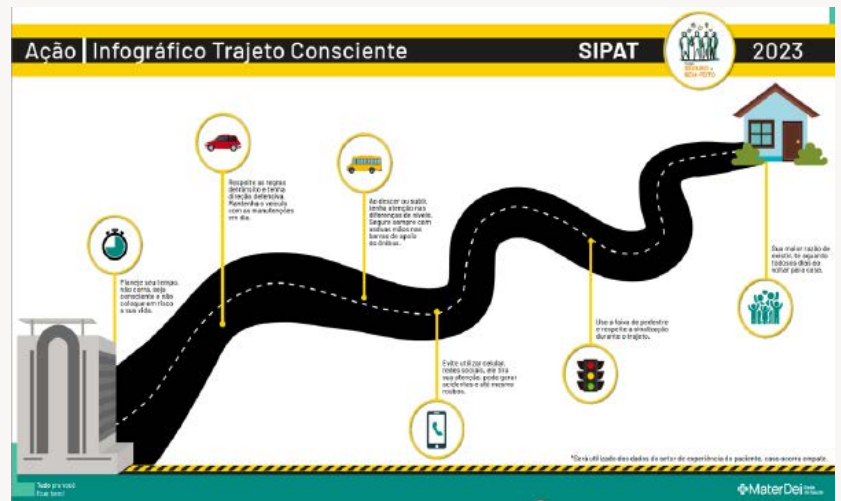
ZERO ADORNMENTS AWARENESS CAMPAIGNS

Rede Mater Dei de Saúde ensures compliance with the latest health and safety regulations and regularly promotes awareness among employees. In 2023, a specific initiative was launched to comply with Regulatory Standard No. 32 – Occupational Health and Safety in Healthcare Services, which prohibits the use of open shoes, jewelry (earrings, rings, necklaces, piercings, etc.), and loose hair in healthcare settings.

The “Mater Dei Way of Caring” (*Jeito Mater Dei de Atender*, in Portuguese) emphasizes personal presentation, including makeup, nail care, uniform guidelines, and badge use.

INTERNAL ACCIDENT PREVENTION WEEK (SIPAT)

In 2023, Rede Mater Dei de Saúde conducted its Internal Accident Prevention Week (SIPAT), focusing on the themes of Mental Health vs. Financial Education and Harassment and Workplace Accident Reduction. A standardized material was developed to reinforce the Culture of Safety and Respect, impacting over 1,000 employees.



Following Ordinance 4.219/2022, the Internal Accident Prevention Commission (CIPA) was renamed the Commission for Accident and Harassment Prevention. Through its Compliance department, Rede Mater Dei de Saúde conducted training on harassment and violence prevention for CIPA members, aimed at identifying and implementing preventive measures within the organization.

11 INNOVATION, NEW VENTURES, AND DIGITAL TRANSFORMATION

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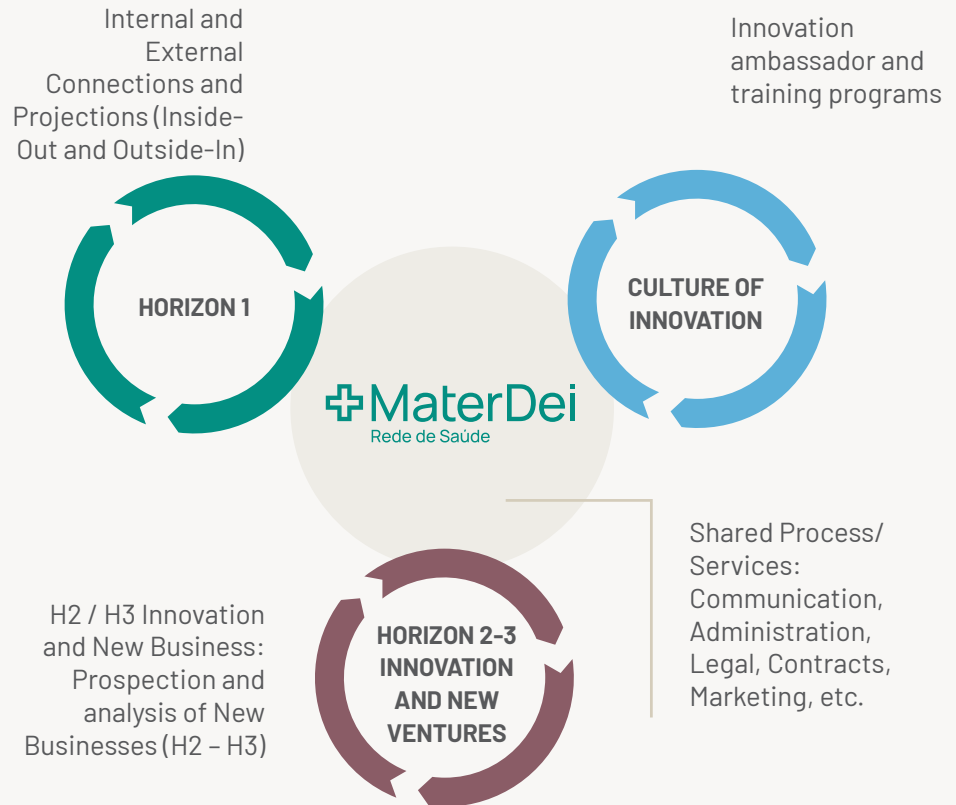
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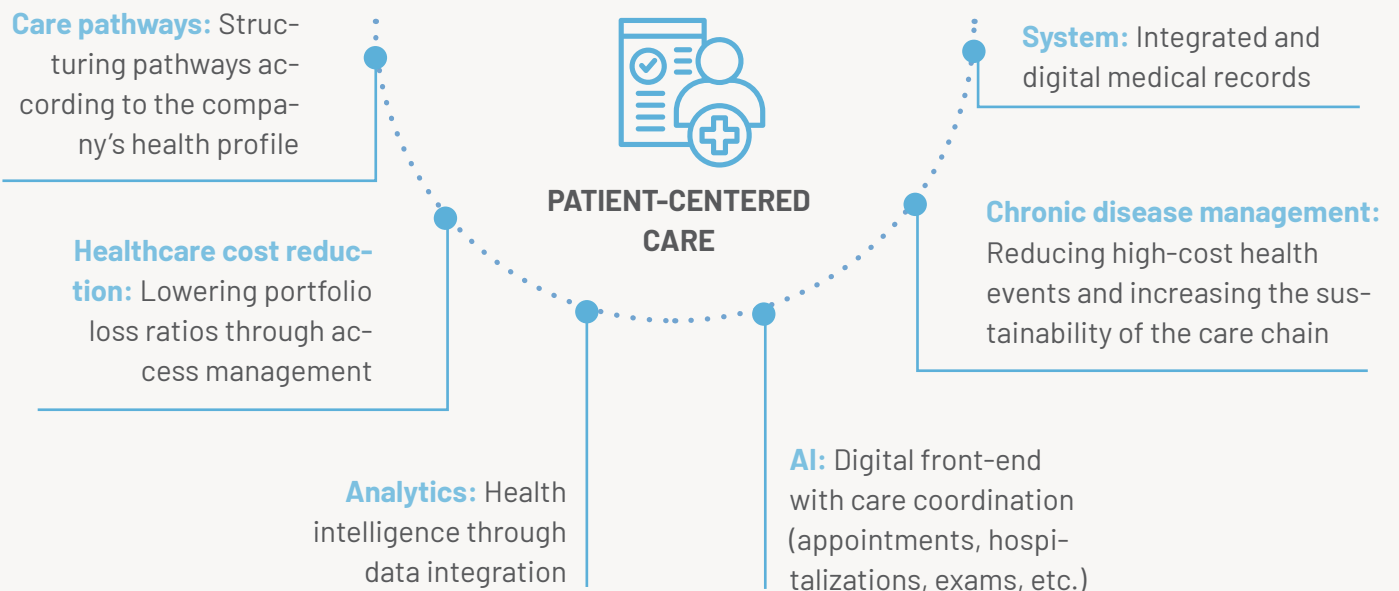
INNOVATION

Focusing on the value of Pioneering and Innovation, Rede Mater Dei de Saúde has specialist teams dedicated to identifying and developing technological and innovative solutions, as well as new business opportunities, through interaction with the innovation ecosystem – internal and external connections and projections.

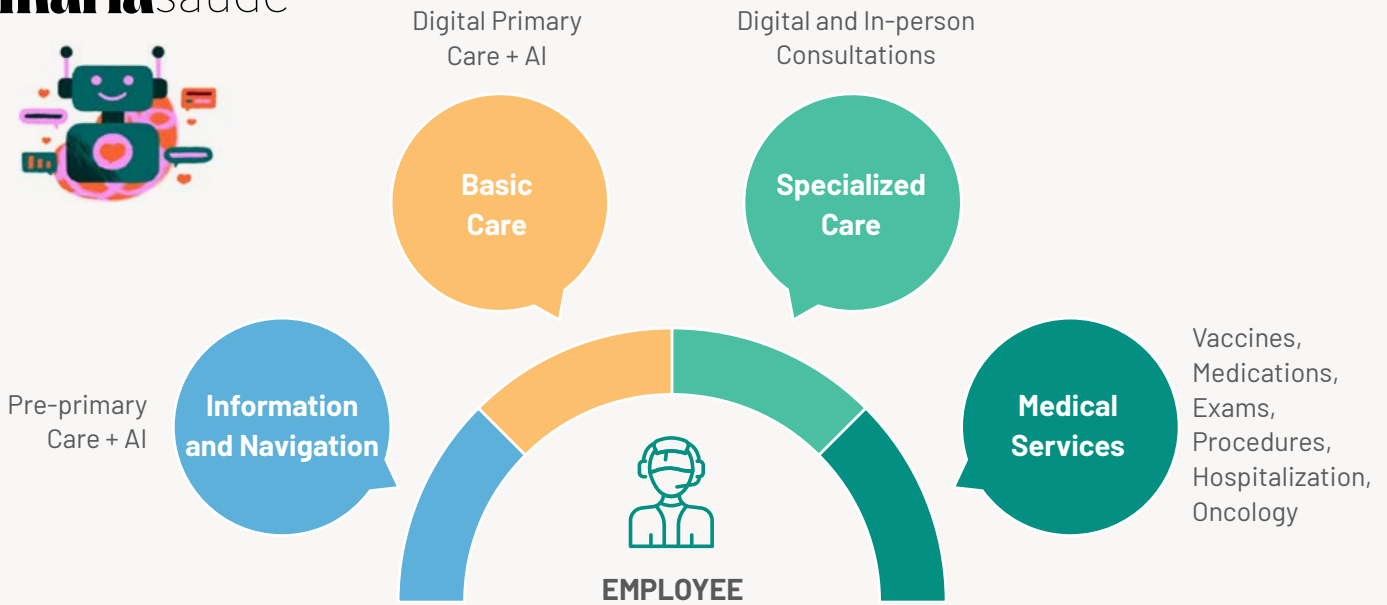


MARIA SAÚDE

mariasaúde



mariasaúde



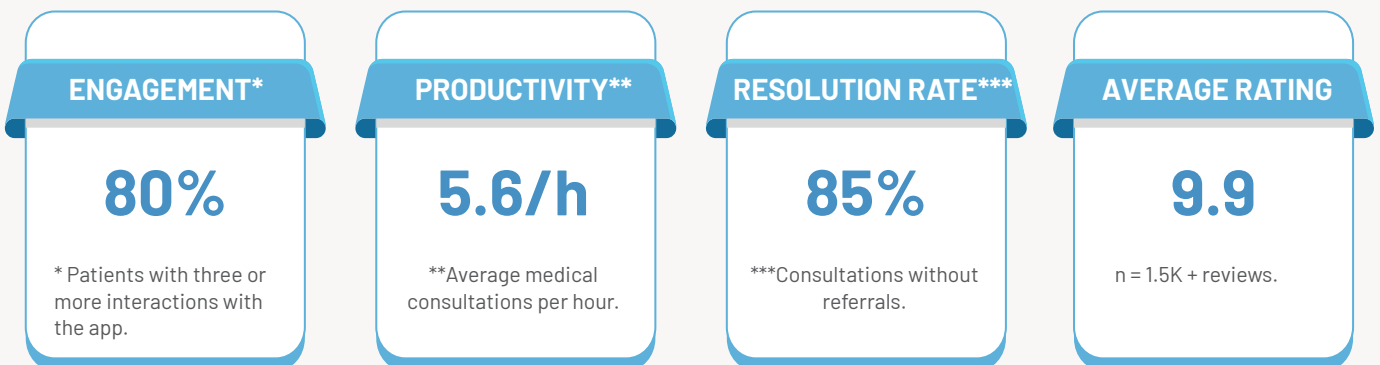
Maria Saúde features conversational intelligence, acting as a health co-pilot offering a range of digital services such as scheduling appointments and exams, issuing medical prescriptions, answering questions, and even providing administrative concierge services – all without needing to leave home.

Due to its convenience and speed, Maria Saúde brings significant benefits to companies, reducing costs

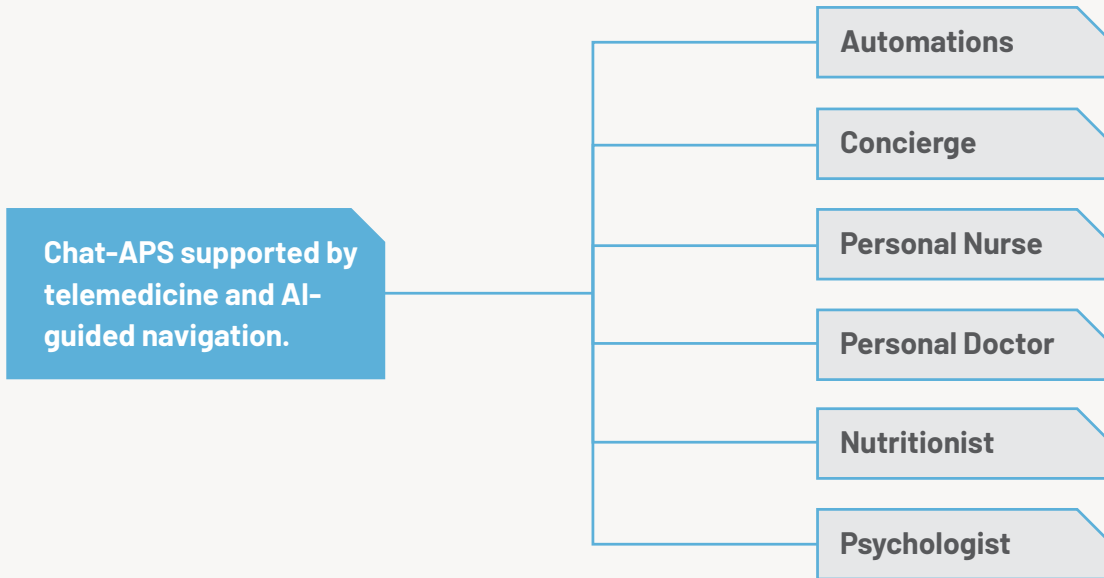
and increasing productivity, as many health issues for employees can be promptly addressed without requiring travel.

Another highlight is the availability of group care, a tool widely used in healthcare, particularly in Primary Care, promoting clinical and therapeutic effectiveness in patient care processes. One example is the Anxiety Group.

KPI 2023



INTELLIGENT FLOWS



NEURALMED

NeuralMED is an AI designed to assist in diagnosing lung nodules (2023) and breast nodules (2024).

Through NeuralMED, reports that would typically take a long time to process or could be overlooked due to their length are analyzed by our AI in milliseconds. In this specific case, the AI can detect nodules larger than 6mm, allowing for rapid referral of the patient for diagnostic confirmation and, if necessary, the prompt initiation of treatment.

MAPPING:

Identify patients for the institution, enabling a much more targeted approach for those in need of care.

CLASSIFICATION:

Allow the application of different care pathways for patients in more advanced stages of the same condition.

ENGAGEMENT:

Increase patient engagement with institutions through preventive medicine programs.

HIGH COST:

Reduce medical costs, hospitalizations, emergency visits, and inappropriate outpatient service expenses (SADTs, therapies, etc.).

UNIFIED DATA: We can read and structure all data on a single platform.

EASY SEARCH AND ANALYSIS: Allows quick searches of patients by predefined criteria.

TIME AND COST SAVINGS: Financial and time savings through rapid identification.

QUALITY FOR PATIENTS: Early prevention and treatment for patients.



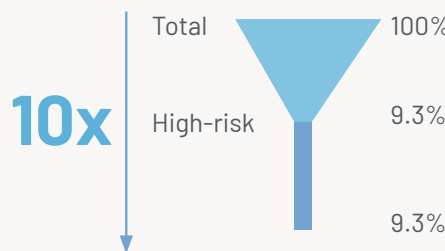
TIME SAVINGS

The tool can process reports 300 times faster than a human being.

While a person typically reads 1,000 reports per month, by using the tool we can read about 12,000 in 22 hours.

REDUCTION OF MANUAL READING WORKLOAD:

By using the tool, the manual reading workload is reduced by 10 times, with staff focusing only on the 9.3% of reports identified as high-risk, a process that can be further optimized with automation. This frees up human resources for more patient-focused tasks and care.



RESULTS:

Analysis Period:

Jan/2023 – Sep/2023

Reports analyzed:

12,556

High-risk reports:

966

Significance: Without AI assistance, these reports would typically be reviewed two months later, risking disease progression or missed results.

CARENET

Carenet, a pioneering Brazilian digital health company, develops innovative solutions for hospitals to remotely monitor critically ill patients. This advanced technology captures data directly from medical devices and displays it on interactive dashboards, streamlining the medical decision-making process. It also ensures seamless

integration with hospital information systems, allowing for efficient and secure data archiving.

The pilot project, conducted at one of Rede Mater Dei de Saúde's units in December 2023, had two strategic objectives: to explore and validate the new technology and to assess the hospital's readiness

to adopt these innovations. Additionally, the project demonstrated significant benefits in terms of interoperability, improved operational efficiency, and, most importantly, enhanced patient safety.

The project continues to be implemented in 2024 at Hospital Mater Dei Santo Agostinho.

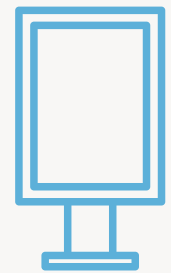
SELF-SERVICE KIOSKS



To streamline processes and improve efficiency, self-service kiosks have proven to be an effective tool for guiding patients through each step of their care.

With this in mind, Rede Mater Dei, in partnership with Infinity, developed a system that directs patients to the appropriate services, automatically processes health insurance authorizations, prints identification bracelets, and generates all necessary protocols. This innovation eliminates the need for patients to visit the registration desk, streamlining the check-in process and allowing care to begin more efficiently.

The average time for completing the entire reception process was reduced from up to 15 minutes to 1 minute and 30 seconds.



PARTNERSHIP WITH MEMED

In 2022, Rede Mater Dei de Saúde partnered with Memed to integrate digital prescriptions into its electronic medical records. This initiative supports innovation and enhances both patient and clinical staff experiences. By the end of 2023, the system was fully integrated across the RMBH, Central Brazil, and Bahia Hubs.

MEMED 2023 RESULTS:

Registered Doctors:

3,758

Patients Served:

131,000

Prescriptions Issued:

316,134

EDUCATION PROGRAMS

GRADUATE PROGRAMS AND SHORT-DURATION COURSES

In 2021, Rede Mater Dei de Saúde established a partnership with Inspirali, the healthcare vertical of Ânima Educação, which manages 15 medical schools in Brazil. Currently, the program offers four courses: Medical Specialization in Vascular Surgery, Graduate Program in Clinical, Surgical, and Interventional Cardiology, Sports Medicine, and a Free Course in Extracorporeal Membrane Oxygenation (ECMO).

This partnership combines top-tier resources and in-depth expertise, promoting high performance in the development of medicine in Brazil.

Click here and learn more



FDC ANGELS PARTNERSHIP

Rede Mater Dei de Saúde partnered with FDC Angels¹ to create a Health and Well-Being vertical with a focus on impact theses. In August 2023, the partnership held a co-creation workshop on Impact and ESG² Theses.



KEY CHARACTERISTICS OF IMPACT THESES

- Focused on opportunities that adhere to ESG principles with significant impact potential.
- Favors startups with mature corporate arrangements (“lone wolves” excluded).
- Valuations must correspond with the investment round size and requirements.
- Emphasizes complementary skills, relevant experience, leadership styles, and other key competencies.

ADVANTAGES OF THIS PARTNERSHIP

- **Access to the FDC Alumni network of over 50,000 qualified executives and entrepreneurs.**
- **Direct interaction with selected and invested startups, including corporate venture opportunities.**
- **Shared access to innovative content.**
- **Participation in events organized by the FDC Alumni network, FDC Angels, and partners.**

MY MATER DEI

Launched in 2021, the My Mater Dei platform was developed to create a more integrated, efficient, and agile journey for patients, hospitals, and doctors. It enhances care coordination by providing increased information, transparency, convenience, and satisfaction.



¹FDC Angels, supported by the Dom Cabral Foundation and its Innovation and Entrepreneurship Center, seeks to revitalize the entrepreneurship ecosystem through startups focused on impact and ESG. It promotes attractive investment opportunities for the Alumni network and fosters Brazil's development. Learn more at <https://www.fdcangels.vc/>

²ESG – Environmental, Social, and Governance, referred to as ASG (Ambiental, Social e Governança) in Brazil or directly as ESG in English.

KEY FEATURES

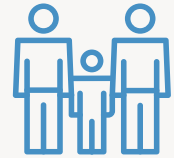
FOR PATIENTS

- Schedule, view, and cancel appointments seamlessly.
- Access and share test results effortlessly.
- View prescriptions, certificates, and test requests issued by doctors via Memed.
- Monitor surgery progress and follow-up care.

Patient NPS:

80

Exclusive for Scheduling Consultations



FOR DOCTORS

- Oversee surgical and outpatient schedules efficiently.
- Access a unified surgical agenda.
- Simplify sending appointment and surgical requests.
- Monitor order statuses and resolve pending issues.
- Review documents and pending authorizations for surgical procedures.
- Manage communication emails effectively.
- Streamline secretary management tasks.

Physician NPS:

80



ITEMS DELIVERED OR UNDER DEVELOPMENT FOR 2024

FOR DOCTORS

- Ability to cancel surgical notices.
- Monitor surgical indicators through the "My Surgeries" Module.

FOR PATIENTS

- Cancellation requests for surgical notices (implemented)
- Exams scheduling (implemented)
- Launch of the My Mater Dei app in app stores (expected 2024)
- New and improved homepage for patients (expected 2024)
- Enhanced access to test results (expected 2024)
- Improved patient journey in the emergency room (expected 2024)
- New information panel for surgical patients (expected 2024)

LEARN MORE ABOUT MY MATER DEI

Patient portal:
meu.materdei.com.br

Physician portal:
docmeu.materdei.com.br



INTRAPRENEURSHIP PROMOTION PROGRAMS

CREATIVE SUGGESTIONS

Creative Suggestion (*Sugestão Criativa*, in Portuguese) is a collaborative program designed to foster innovation within Rede Mater Dei de Saúde by encouraging employee participation. It aims to collect ideas and implement improvement actions in strategic areas of the units, enhancing the institution's development and strengthening its management and innovation capabilities.

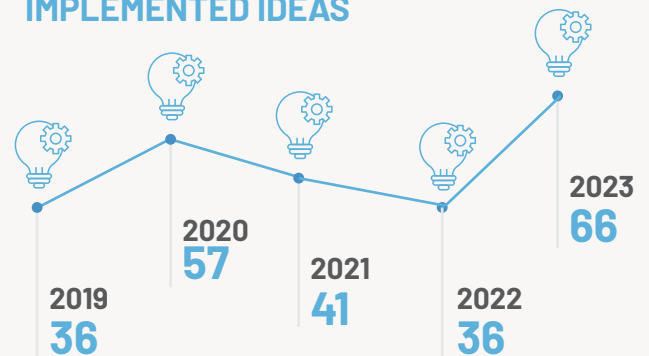
The 2023 categories were:

1. Cost Reduction/Increased Revenue
2. Enhanced Customer Service
3. Process Improvements

The selection of award-winning suggestions is overseen by a committee under the leadership of José Henrique Salvador, the CEO of Rede Mater Dei.

In 2022, 127 ideas were submitted with 36 implemented; in 2023, 142 suggestions were submitted with 66 implemented. Annual awards are presented to projects that

IMPLEMENTED IDEAS



AWARD VALUE¹ BY PROJECT CATEGORY:

1st Place:	2nd Place:	3rd Place:
R\$ 2,500	R\$ 1,500	R\$ 800

have been implemented, featuring cash prizes. Implemented suggestions have generated approximately BRL 360,000 in annual savings.

DIGITAL TRANSFORMATION, BIG DATA AND ANALYTICS



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 center of everything we do, we leverage historical data, public databases, and scientific research

to optimize operations, strengthen relationships, and improve internal controls.

Moreover, our efforts adhere to international data privacy standards, LGPD regulations, and robust information security protocols to safeguard the integrity, confidentiality, and accessibility of data entrusted to us.

¹This award has been duly approved by the Rede Mater Dei Compliance Department.

MATER DEI EMPRESAS – CORPORATE HEALTH FOR ENTERPRISES

Corporate Health is a service offered by Rede Mater Dei de Saúde to assist companies in providing quality healthcare. It includes the option to establish an outpatient clinic within the company itself, facilitating the care and monitoring of employees and their families from the contracting organization. This facilitates the care and monitoring of employees and their families, promoting preventive health measures that enhance well-being, reduce absenteeism, and lower health insurance costs. Additionally, Corporate Health seamlessly integrates data from various aspects of a company’s health management, including HR, Health Insurance Plans, and SESMT.

NPS – Mater Dei Empresas (2022)

85%

85

NPS – Mater Dei Empresas (2023)

85%

93

TELEMEDICINE

Utilizing advanced technology, Rede Mater Dei de Saúde provides telemedicine solutions that deliver quality, safe care without the need for travel. These services cater to individuals in regions with limited access to specialist doctors and help alleviate the burden on emergency services.

Advantages of Telemedicine:

- Democratizes access to healthcare
- Addresses the shortage of doctors in non-urban areas
- Eliminates the need for travel
- Saves time and costs
- Enhances accessibility for authorized users
- Ensures the confidentiality of health information

Telemedicine Service – Corporate Health:

Digital Emergency Room – Offers 24-hour medical care following stringent international quality and safety protocols.

Tele-Interconsultation – Provides medical support across various specialties for general practitioners nationwide.

NPS – Telemedicine (2022) 81

NPS – Telemedicine (2023) 91



EXECUTIVE CHECKUP

Rede Mater Dei de Saúde’s Executive Checkup is uniquely designed to deliver exceptional care and comfort. Patients stay in private apartments and receive comprehensive medical services within a single day, supported by Rede Mater Dei staff throughout the process, with travel only for specific tests. Each patient is evaluated by a multidisciplinary team of specialists, and based on their individual profiles, they undergo tailored imaging and/or graphical tests along with a complete laboratory review.

MULTIDISCIPLINARY EVALUATION

A diverse medical team including specialists in clinical medicine, cardiology, dermatology, neurology, otorhinolaryngology, pneumology, gynecology, and urology, among others.

COMPLETE EXAMINATIONS

Customized laboratory tests, chest X-rays, exercise tests, abdominal ultrasound, endovaginal ultrasound, thyroid ultrasound, echocardiograms, carotid duplex scans, bone densitometry, and mammography, all tailored to each patient’s individual profile.

PREVENTIVE FOCUS

Designed with a preventive approach, this service provides rapid access to specialist consultations and examinations, essential for the early detection of potential health issues.

CUSTOMERS ASSISTED IN 2023: 2,278 customers

NPS: 81

MATER LAKE PROJECT

The Mater Lake Project, undertaken by Rede Mater Dei de Saúde in partnership with A3Data – an AI and data analytics firm acquired in 2021 – addresses the challenge of managing and leveraging large volumes of data from diverse sources at high speed. 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. Additionally, it 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.

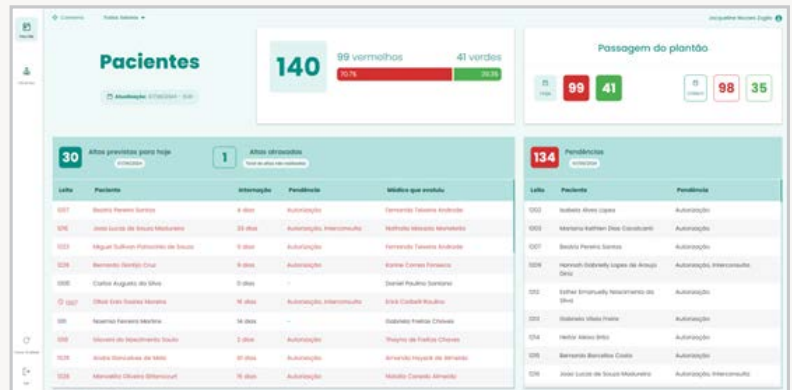
PROJECT BENEFITS

- Standardization of Concepts: Reduces subjectivity and increases objectivity.
- Database Unification: Provides a single database for all users, preventing information discrepancies.
- Data Standardization: Enhances clarity and supports better decision-making.
- Democratized Information Access: Facilitates the reliable dissemination of identical information across all business sectors.

PROJECTS UTILIZING MATER LAKE DATA:

CARE JOURNEY PROJECT (JCA):

Objective: Provide dashboards with insights for the care and support team, offering a comprehensive view of patients and their individual needs to expedite issue resolution and reduce losses.



DAILY PRODUCTION PROJECT

Objective: Offer dashboards with real-time production data for managers, enabling early interventions, faster decision-making, and loss reduction.

DAILY PRODUCTION

BUDGETED VS. ACTUAL PERFORMANCE

HOSPITALIZATION UNITS

ICU

ON-CALL DOCTOR (MDG)

ONCOLOGY

HEMODIALYSIS

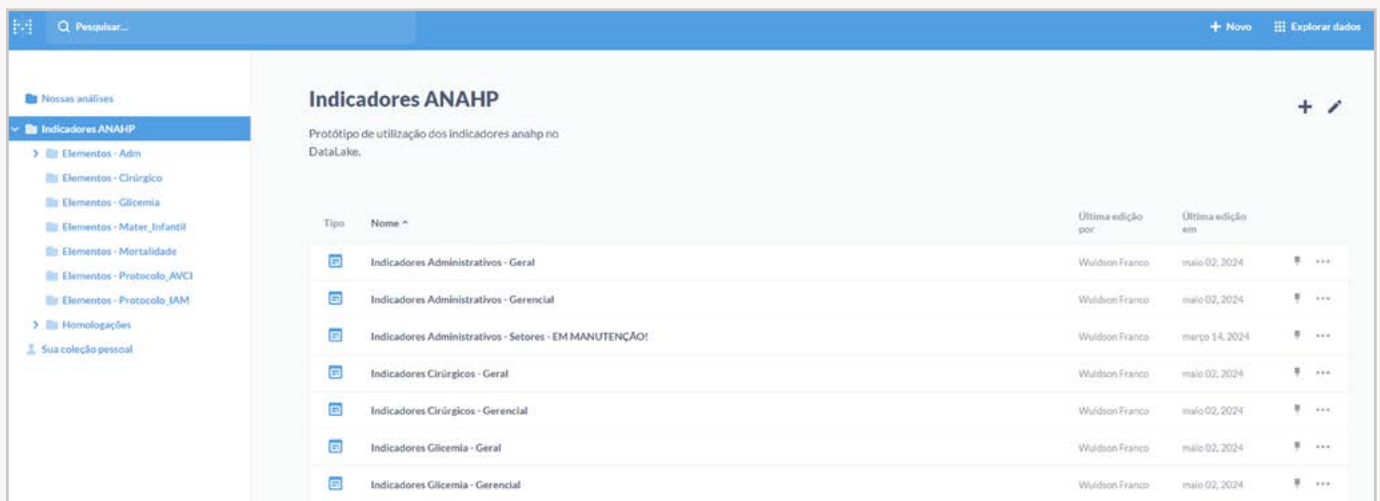
EMERGENCY ROOM

INTEGRATED SURGICAL CENTER (CCI)

OUTPATIENT CLINIC

ANAHP PANEL

Objective: Supply data from the *Sinhá* manual for team monitoring and reporting to ANAHP.



12 ENVIRONMENTAL MANAGEMENT

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Rede Mater Dei de Saúde continually enhances the environmental performance of its facilities by managing key indicators annually. Through data collection and analysis, specialized teams identify opportunities to implement tools and technologies that promote resource efficiency, ensuring the conscious use of essential resources.



In 2023, Rede Mater Dei de Saúde introduced a new framework for measuring environmental indicators, assessing water and energy consumption, greenhouse gas emissions, and waste generation on a per-patient basis, aligning with industry best practices.

To achieve desired outcomes and foster employee engagement, comprehensive campaigns are conducted to promote responsible resource consumption and raise awareness among teams.

GREEN AREAS AND HEALTH PROMOTION

Rede Mater Dei de Saúde integrates open spaces in its facilities to expand visual horizons and facilitate contact with nature. These green areas enhance natural lighting, improve ventilation, and contribute to overall well-being. Research indicates that interaction with natural environments significantly benefits health.

Consequently, initiatives have been developed to improve the psychological well-being of patients, supporting their treatment and recovery.

BELO HORIZONTE METROPOLITAN REGION HUB

MATER DEI BETIM-CONTAGEM HOSPITAL

This hospital has three key green space expansion initiatives: its own woodland, additional green areas, and a permanent preservation area.

Woodland: A thoughtfully designed natural refuge featuring diverse trees, plants, and elements that provide tranquility, beauty, and a connection with nature.





Green Areas: Internal gardens and outdoor leisure spaces create a pleasant and revitalizing environment for both patients and visitors. These areas are thoughtfully designed to foster a connection with nature, even within the hospital's confines.



Permanent Preservation Area (APP): Covering over 18,000 m², the APP is being revitalized with native seedlings to preserve ecosystems, protect native species, and promote biodiversity. Initiated in January 2019 with 1,730 tree seedlings, the area has required replanting in 2020 and 2023 due to fire damage.

MATER DEI CONTORNO HOSPITAL

This facility features two hanging gardens that offer moments of well-being for patients and their families. Through the Garden Therapy Project, selected patients in intensive care, based on stability criteria and patient/family preferences, access the gardens to experience sunset views. The multidisciplinary team manages the process, ensuring care safety and fostering human warmth.



BAHIA HUB

MATER DEI SALVADOR HOSPITAL

Inaugurated in 2022, the Mater Dei Salvador Hospital features a comprehensive landscaping project with vegetative coverage on the 15th floor, providing moments of well-being for its visitors and therapeutic benefits for patients.



SUSTAINABLE BUILDINGS

Maintaining our commitment to efficient environmental management, Rede Mater Dei de Saúde implements conscious consumption and proper disposal practices in the construction of new units.

The pursuit of more efficient buildings is achieved through the application of engineering solutions, the use of energy-efficient equipment, and effective construction management. We collaborate with specialized teams and partners who adhere to all local standards and regulations.

One of the highlights of 2022 was the construction of the Mater Dei Salvador Hospital, where the project followed a series of sustainable standards, such as:

- First hospital in Brazil to use chilled beams¹ for air-conditioning internal areas, reducing energy consumption and enhancing user comfort.
- Glass Façade equipped with solar factor protection to maximize natural lighting and provide thermally insulated 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.
- Green Area on 15th Floor, designed to aid patient recovery and reduce hospitalization time by providing well-being moments.
- Expansion of the Kitchen 4.0 Project, to optimize gas, energy, and water consumption.



¹The chilled beams have no electric engine and, therefore, do not require the use of electricity to operate.

MATER DEI NOVA LIMA HOSPITAL CONSTRUCTION

Similar to the construction of the Mater Dei Salvador Unit, the Mater Dei Nova Lima Hospital, scheduled to open in August 2024, has been established with high standards of environmental management from its planning phase. Environmental parameters, focusing on environmental preservation and the conscious use of natural resources, have been applied from the project's inception. Waste management is conducted rigorously, adhering to guidelines for environmentally appropriate management and complying with current legislation. Below are the key measures implemented to ensure the project's environmental efficiency:

- Installation of sensor-operated automatic pressure taps to reduce water wastage.
- Installation of flow reducers in hydraulic systems and toilets with close-coupled cisterns.
- Utilization of energy-efficient LED lighting throughout the facility.
- Maximizing the use of natural light through UV-protected glass facades.
- Temperature control in inpatient rooms via digital displays.



- Building automation: Comprehensive monitoring, control, supervision, and management of air conditioning and mechanical ventilation systems using specialized software tools that process and analyze data for optimal performance.
- Remote metering: Equipping electrical, hydraulic, fire-fighting, elevator, and escalator panels with electronic meters connected to the building automation system, enabling real-time energy and resource consumption tracking.
- Inauguration of a Unit already participating in the Free Energy Market.

KITCHEN 4.0 PROJECT

In 2022, Rede Mater Dei de Saúde's Nutrition and Dietetics Service (SND) launched the Kitchen 4.0 Project at the Santo Agostinho and Contorno Units. This initiative involves renovating and upgrading outdated equipment with advanced, autonomous technologies, transforming the kitchens into smart environments. The Mater Dei Salvador Hospital has already implemented these practices, and in 2023, the Mater Dei Betim-Contagem Hospital began the rollout, with completion expected in 2024.

The Kitchen 4.0 Project aims to enhance productivity, minimize errors, and manage input availability effectively, thereby reducing production losses and waste. Additionally, the project has significantly decreased gas, energy, and water consumption in participating units, demonstrating Rede Mater Dei's commitment to sustainable resource use.



ENERGY

Rede Mater Dei de Saúde is dedicated to promoting energy efficiency and reducing resource waste through best practices in electricity consumption. To optimize energy use and lower greenhouse gas emissions, the organization encourages its units to:

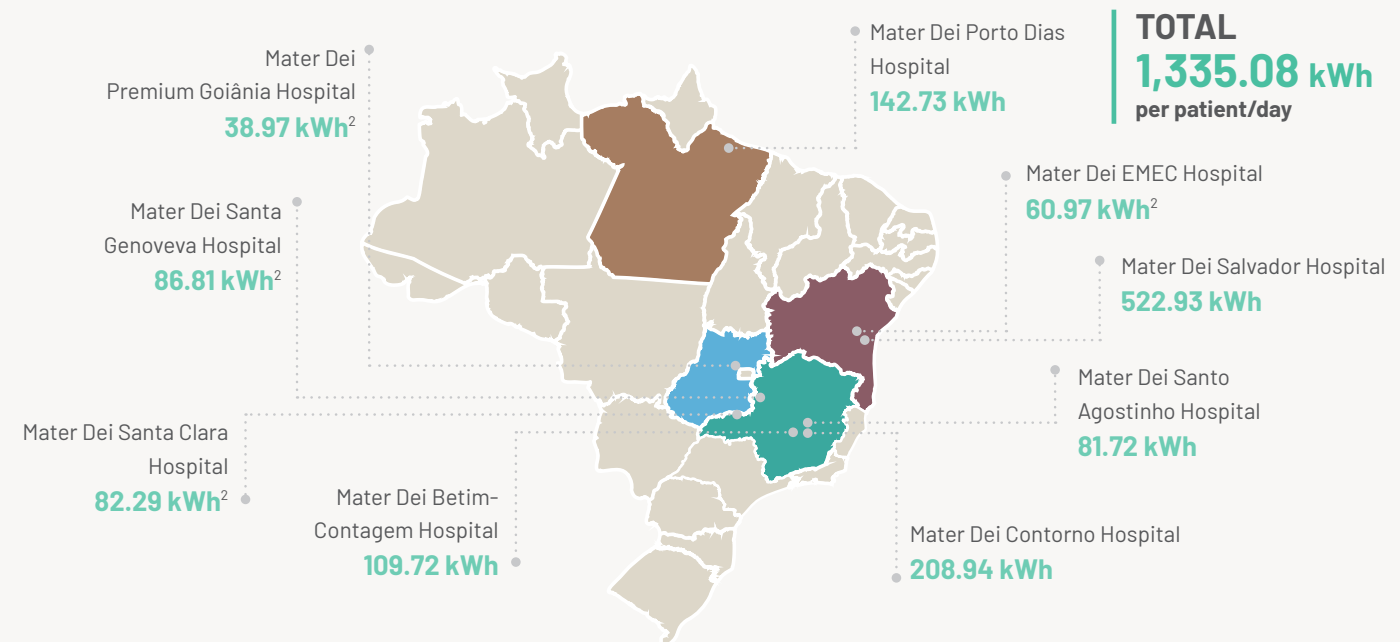
- Install energy-efficient LED lighting fixtures.
- Implement presence sensors in common areas.
- Upgrade low-efficiency equipment to energy-efficient alternatives.
- Set optimal comfort temperatures and operating schedules to enhance air-conditioning efficiency.
- Utilize photoelectric sensors to adjust artificial lighting based on the availability of natural light.
- Employ energy card systems in rooms.
- Install solar panels.
- Use elevators equipped with energy regeneration and traffic scheduling features.

- Control air conditioning based on door and window sensors to maintain optimal indoor conditions.
- Adopt online consumption monitoring software, enabling real-time decision-making to alleviate identified wastage.
- Participate in the Free Energy Market since 2016, securing budget predictability, sustainability, renewable energy usage, and surplus acquisition and sale.

All Mater Dei units regularly replace low-efficiency equipment, commission and program air-conditioning systems, replace conventional bulbs with LEDs, install presence sensors in common areas like garages and stairwells, and reuse energy for heating water.

Each unit monitors energy consumption per patient/day (kWh), which is analyzed by specialist teams to develop action plans when necessary.

ENERGY CONSUMPTION PER PATIENT/DAY (KWH) 2023¹



¹In 2023, environmental indicators began reporting consumption per patient per day. Energy consumption for previous years can be found in prior Sustainability Reports.

²EMEC, Santa Genoveva, and Santa Clara Hospitals have patient/day data as of April 2023, April 2023, and September 2023, respectively, with indicators measured from those months onward.

LIQUEFIED PETROLEUM GAS (LPG) AND NATURAL GAS

Rede Mater Dei de Saúde utilizes LPG and dry natural gas as energy sources for generators during power outages, heaters where available, and kitchen services.

NATURAL GAS CONSUMPTION (M³)

HUB	REDE MA-TER DEI UNIT	2019	2020	2021	2022	2023
RMBH	Santo Agostinho	37,362	35,528	33,358	32,585	20,172
	Contorno	64,840	61,137	67,889	77,869	52,686
BAHIA	Salvador's Visits					78,603

LPG CONSUMPTION (KG)

HUB	MATER DEI UNIT	2019	2020	2021	2022	2023
RMBH	Betim-Contagem Hospital	32,820	45,688	44,252	49,730	48,479
CENTRAL BRAZIL ¹	Santa Clara ²					2,407
	Santa Genoveva ²					2,323
BAHIA	EMEC ²					2,276
NORTHERN BRAZIL	Porto Dias				23,513	22,167

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. By mid-2023, 89% of our units were part of the Free Energy Market (MLE),³ a journey initiated by the Santo Agostinho and Contorno Hospitals in January 2016, making them the first hospitals to

join the MLE. The Mater Dei Premium Goiânia Hospital is currently adapting to enter the Free Energy Market, with the aim of achieving 100% participation across all Rede Mater Dei units by 2025. The Mater Dei Nova Lima Hospital will be inaugurated with MLE compliance, ensuring the use of renewable energy from its opening day.

¹Hospital Mater Dei Premium Goiânia does not use any type of gas.

²EMEC, Santa Genoveva, and Santa Clara Hospitals have patient/day data as of April 2023, April 2023, and September 2023, respectively, with indicators measured from those months onward.

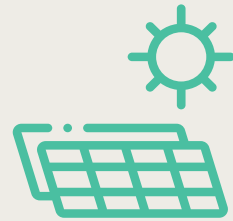
Rede Mater Dei de Saúde has acquired the CEMIG-REC certificate, which ensures the supply of clean, renewable, and traceable energy.

UNIT'S PARTICIPATION IN THE FREE ENERGY MARKET



SOLAR PANELS

In 2023, as part of its sustainable consumption practices, Mater Dei Betim-Contagem Hospital installed solar panels for water heating, replacing LPG with renewable energy. This initiative has significantly reduced LPG consumption, and in some months, eliminated its use entirely, underscoring Rede Mater Dei's commitment to renewable energy.



GREENHOUSE GAS EMISSIONS (GGE)

To enhance Rede Mater Dei's climate change strategy, specific indicators were established in January 2023 to identify, map, and quantify greenhouse gas (GHG) emissions across Rede Mater Dei units, encompassing Scope 1 and 2.¹ Consequently, a comprehensive 2023 emissions inventory was completed, and a Decarbonization Plan for the Santo Agostinho Unit is being developed as a pilot project for 2024. This aligns with the UN's 2030 Sustainable Development Goals (SDGs) and the GHG Protocol methodology, setting the stage for future implementation across all Rede Mater Dei de Saúde units.

IDENTIFICATION OF THE TYPES OF SOURCES MEASURED BY REDE MATER DEI DE SAÚDE IN 2023

Scope 1: stationary combustion (generators and heaters) and fugitive emissions (air conditioning, fire extinguishers, and medical gases).

Scope 2: electricity.

¹Scope 1: Direct GHG emissions from owned or controlled sources.

Scope 2: Indirect GHG emissions from purchased electricity and other energy forms.

GHG EMISSIONS: SCOPE 1 AND 2 PER PATIENT/DAY (tCO2e) 2023

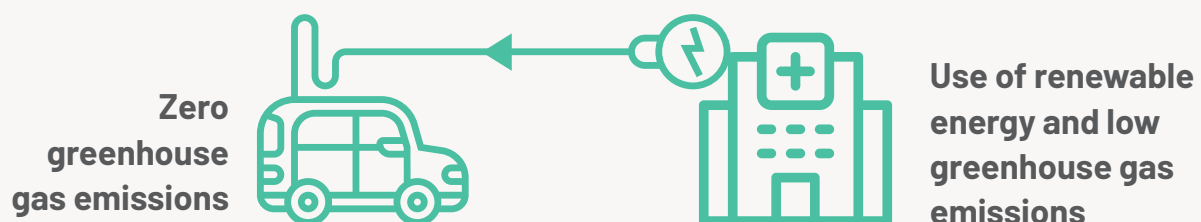
HUB	MATER DEI UNIT	SCOPE 1	SCOPE 2	TOTAL
RMBH	Santo Agostinho	0.006	0.003	0.009
	Contorno	0.006	0.008	0.014
	Betim-Contagem Hospital	0.016	0.004	0.02
CENTRAL BRAZIL	Santa Clara	0.056	0.004	0.06
	Santa Genoveva	0.003	0.004	0.007
	Premium Goiânia	0.004	0.003	0.007
BAHIA	Salvador's Visits	0.011	0.020	0.031
	Emec	0.0004	0.003	0.0034
NORTHERN BRAZIL	Porto Dias	0.006	0.006	0.012
TOTAL		0.1084	0.055	0.1634

EXCLUSIVE PARKING SPACES FOR CHARGING ELECTRIC VEHICLES

Embracing technological advancements and reinforcing our commitment to environmental excellence, Rede Mater Dei de Saúde units are implementing exclusive parking spaces for electric vehicle charging. The initiative began in 2019 with Mater Dei Betim-Contagem Hospital and was extended to Mater Dei Santo Agostinho Hospital in June 2023.

among unit users, as they can charge their vehicles for free while on the premises of these two hospitals. One point worth highlighting is that, since these hospitals participate in the Free Energy Market, the positive impact is even greater:

The project aims to encourage the use of electric cars



WATER



Based on the activities carried out at Rede Mater Dei de Saúde, water consumption is a significant factor in the operation of the units. Continuous improvement in internal processes and market practices regarding the efficient use of this resource are key focus areas for the specialist teams.

The water efficiency practices promoted across Rede Mater Dei de Saúde's units include:

- Integration of flow restrictors and water aerators in taps and showers
- Regulation of automatic tap opening durations
- Capturing water from air-conditioning systems for reuse in irrigating green areas
- Rainwater harvesting for non-potable activities

- Use of artesian wells
- Use of close-coupled toilets
- Regular maintenance of facilities and equipment
- Establishment of a specialized workflow in maintenance processes to address leak-related service requests.

Additionally, Mater Dei Contorno, Betim-Contagem, and Salvador Hospitals reuse water from rainwater harvesting and air-conditioning condensation for toilet flushing and garden irrigation.

ARTISIAN WELLS

In 2023, Rede Mater Dei de Saúde optimized water consumption at Mater Dei Betim-Contagem Hospital by adjusting the use of its artesian well. The same process is scheduled for Contorno and Santo Agostinho Hospitals in 2024. Utilizing artesian well water reduces reliance on the local public supply and includes an on-site water treatment system with daily potability testing.

CONTINGENCY SUPPLY

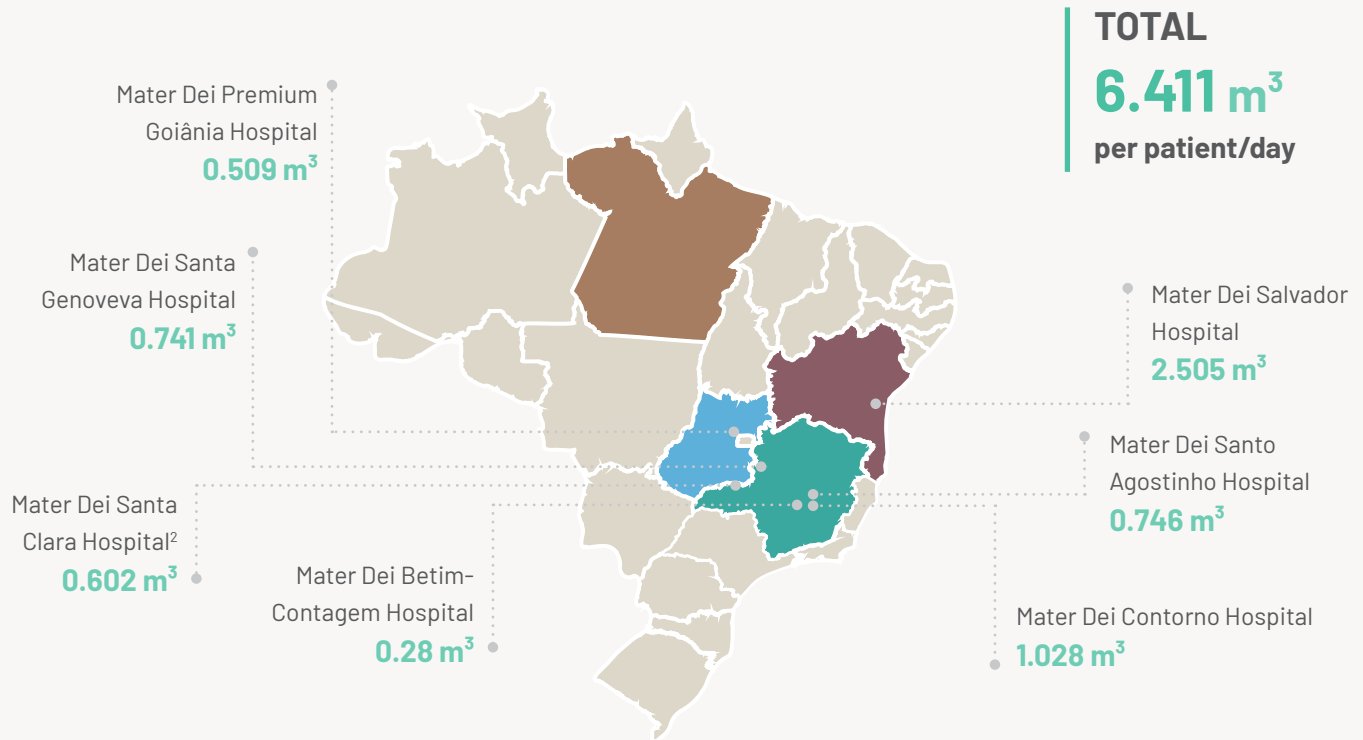
Rede Mater Dei de Saúde units rely on water trucks only during supply disruptions from the utility company or artesian wells, such as maintenance activities.

Prior to contracting water truck services, units request a water analysis to ensure quality.

EFFLUENT TREATMENT

Effluent treatment at Rede Mater Dei de Saúde units is managed by the local municipal network.

WATER CONSUMPTION PER PATIENT/DAY (m³) 2023¹



Note: The EMEC and Porto Dias units rely on artesian well water, and as of 2023, there were no water meters in place to measure water production at these locations.

STATE-OF-THE-ART MATERIAL AND STERILIZATION CENTER (CME)

The Mater Dei Salvador Hospital's Materials and Sterilization Center (CME³) is equipped with state-of-the-art technology that minimizes water and energy waste while enhancing productivity and safety for both patients and staff. The innovations aimed to enhance productivity and ensure the safety of both pa-

tients and professionals involved in the sterilization process. CME Equipment at Hospital Mater Dei Salvador: 4 autoclaves (3 high-temperature, 1 low-temperature), 3 washer-disinfectors, 1 cart washer, 3 ultrasonic cleaners, 2 drying cabinets, and 1 pressurized gun system.

¹2023 marks the first year of reporting environmental indicators based on water consumption per patient/day. Water consumption for previous years can be found in prior Sustainability Reports.

²Mater Dei Santa Clara began tracking patient/day data from September 2023 onward.

³CME: the department tasked with cleaning, disinfecting, sterilizing, and distributing materials utilized in medical procedures, including surgical instruments, equipment, and other tools.

WASTE

Rede Mater Dei de Saúde continuously adopts best practices in waste management. The Solid and Electronic Waste Disposal Program at Rede Mater Dei de Saúde complies with current regulations and best practices, engaging licensed and accredited companies for the proper disposal and/or recycling of each type of waste generated by its units. Special attention is given to infectious waste, which cannot be sent to landfills or recy-

clered and must be properly sorted and incinerated.

At each unit, waste is segregated at the source, collected, and sent for disposal or final destination according to the process outlined in the Healthcare Waste Management Plan (PGRSS) for each hospital. This document is updated regularly, following municipal guidelines, and the companies contracted for waste management are fully licensed.

The collection of waste management data for Rede Mater Dei de Saúde is in the process of integration, allowing for the consolidation of data across all units. In 2023, the network began measuring this indicator in kilograms per patient/day, and several units remain committed to improving their waste measurement, considering the defined categories.



WASTE GENERATION BY GROUP PER PATIENT/DAY (KG) 2023¹

HUB	REDE MATER DEI UNIT	GROUP A: Infectious biological waste	GROUP B: Chemical waste	GROUP C: Radioactive waste	GROUP D: Common or non-hazardous waste	GROUP E: Sharps waste	TOTAL
RMBH	Santo Agostinho	1.75	0.28	-	7.28	0.22	9.53
	Contorno	2.21	0.19	-	8.03	0.25	10.68
	Betim-Contagem Hospital	1.68	0.14	-	4.21	0.22	6.25
CENTRAL BRAZIL	Santa Clara ²	1.92	0.014	-	3.54	0.25	5.73
	Santa Genoveva ³	1.28	0.060	0.14	0.38	0.13	2
	Premium Goiânia ⁴	2.74	0.10	-	10.71	0.27	13.82
BAHIA	Salvador ⁵	1.58	0.046	-	0.634	0.086	2.35
	Emec ⁶	2.91	NM	-	7.66	NM	10.58
NORTHERN BRAZIL	Porto Dias	0.56	0.15	-	8.14	0.12	8.98
TOTAL		16.63	0.98	0.14	50.58	1.54	69.93

Legend: NM: Waste not measured at the unit during the period (-): Group C waste is not generated at the unit

¹In 2023, environmental indicators began reporting consumption per patient per day. Waste generation data from previous years, in kilograms, can be found in earlier Sustainability Reports.

²Mater Dei Santa Clara Hospital – Group D: measures only non-recyclable waste (does not account for recyclable waste generation).

³Mater Dei Santa Genoveva Hospital – Group D: measures only recyclable waste (does not account for non-recyclable waste generation).

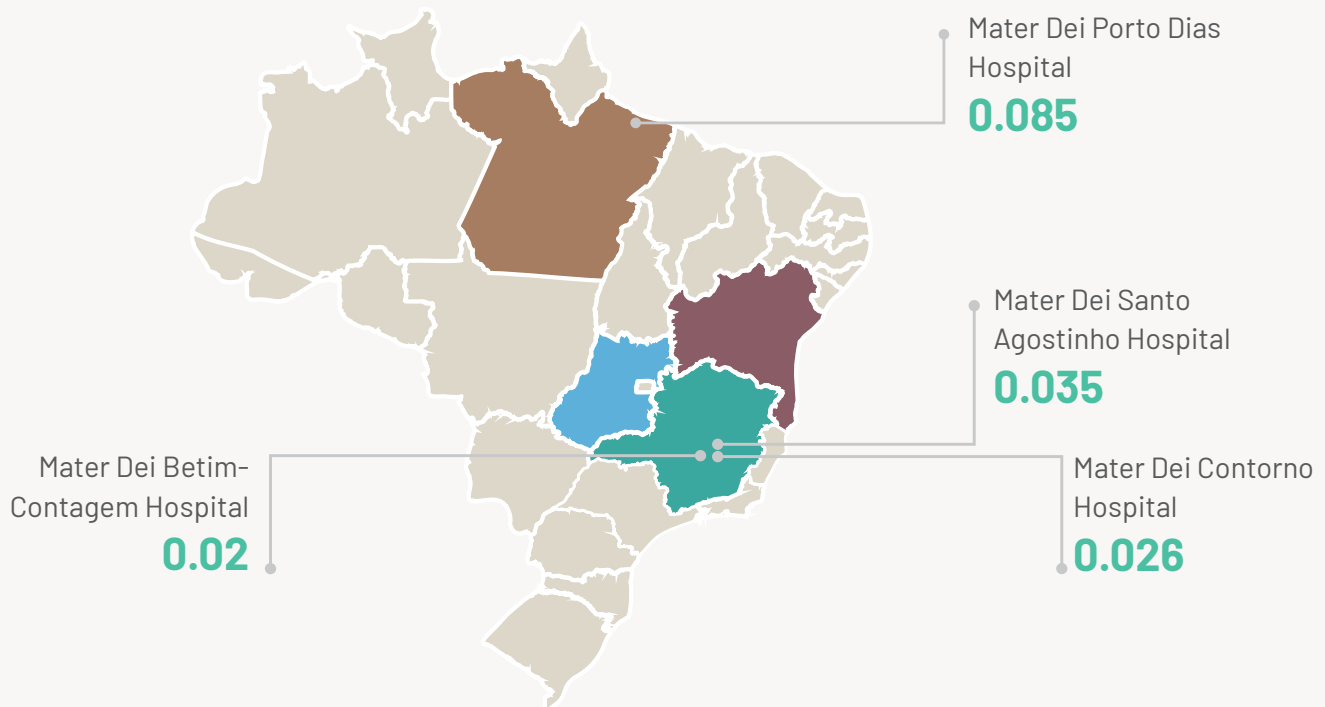
⁴Mater Dei Premium Goiânia Hospital – Group D: measures only non-recyclable waste (does not account for recyclable waste generation).

⁵Mater Dei Salvador Hospital – Group D: measures only recyclable waste (the quantification of common non-recyclable waste began in 2024).

⁶Mater Dei EMEC Hospital – Group D: non-recyclable waste measurement began in May 2023, with indicators based on annual averages.

GENERATION OF RECYCLABLE WASTE IN RELATION TO COMMON WASTE PER PATIENT/DAY (KG) 2023¹

Data from units that measure both recyclable and non-recyclable waste.



COOKING OIL RECYCLING¹

Since 2022, Mater Dei Contorno Hospital has been collecting used cooking oil from employees and clinical staff. The initiative aims to raise awareness about waste disposal and its impacts, ensure the proper collection and disposal of cooking oil, and donate the collected oil to a local social institution.

To encourage participation, awareness campaigns were conducted, and plastic containers were placed

in common areas for oil collection. The oil is donated to Circuito Inclusão for soap production. In 2023, 43.30 kg of cooking oil was collected.



¹Cooking 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.

TRAINING AND QUALIFICATION

BELO HORIZONTE METROPOLITAN REGION HUB

MATER DEI SANTO AGOSTINHO HOSPITAL

Weekly educational and training capsules were released, focusing on proper waste disposal methods and the importance of cleanliness and organization in the workplace.

Purpose: To inform and educate employees on correct waste disposal practices, promoting the proper separation of recyclable materials, disposal of organic waste, and reducing the use of plastics and non-recyclable materials.



MATER DEI BETIM-CONTAGEM HOSPITAL

Rede Mater Dei de Saúde maintains an annual waste management training schedule for all unit employees. In January 2023, 343 participants attended the training sessions. In June of the same year, managers revisited the topic and disseminated the information to their respective teams. Additionally, the Occupational Safety team conducted awareness campaigns to emphasize the proper disposal of infectious and sharp materials, reinforcing the importance of adherence to safety protocols.



CENTRAL BRAZIL HUB

MATER DEI SANTA GENOVEVA HOSPITAL

Conducted training sessions for employees in the collection sector to reinforce the importance of proper waste disposal and enhance the identification and separation of material transport trolleys.

Environmental Blitz: Distributed a communication to all employees on the theme "Incorrect Disposal" to emphasize the importance of correctly discarding waste in designated bins according to their classification.



13 SOCIAL RESPONSIBILITY

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Rede Mater Dei de Saúde recognizes that its commitment to society extends beyond caring for its clients and patients and maintaining a center of health excellence. Enhancing our dedication involves supporting social and cultural projects, providing access to basic health screenings, and engaging in activities with the communities surrounding our Units. These initiatives are increasingly generating a greater positive impact on society.



SOCIAL PROJECTS

Rede Mater Dei de Saúde has supported various projects for over four years through Belo Horizonte’s Cultural Incentive Law (LMIC). Utilizing this incentive law, our goal is to promote the dissemination and democratization of access to culture within the communities of Belo Horizonte. Since 2022, Rede Mater Dei¹ has invested over one million seven hundred thousand reais in more than 15 projects. Additionally, Mater Dei Salvador Hospital leverages the Federal Law of Sports Incentive to fund initiatives that promote

sports activities for children and youth in social vulnerability, thereby democratizing access to development, health, and well-being.

The selection and funding of these incentivized projects are managed by Rede Mater Dei de Saúde in compliance with all current regulations and through well-structured internal processes. We continuously monitor opportunities to utilize these resources to expand our positive impact across other locations.

CHRISTMAS ACTION: DONATION OF SPECIAL BASKETS

In December 2023, several units of Rede Mater Dei de Saúde donated special Christmas baskets and chocotones to local social institutions. These actions strengthen the bond between our units and local organizations, contributing to moments of joy and camaraderie.



In total, 581 baskets and 150 chocotones were donated to six social institutions:

299 baskets
APAE – Belo Horizonte, MG

53 baskets and 150 chocotones
Recanto do Menor – Betim, MG

87 baskets
Lar Vida – Salvador, BA

40 baskets
Instituição Espírita de Amparo à Velhice – Feira de Santana, BA

40 baskets
Instituição Capaja – Uberlândia, MG

62 baskets
Ong Mais Amigos – Goiânia, GO

¹To date, LMIC is utilized by Mater Dei Santo Agostinho Hospital and Mater Dei Contorno Hospital.

CULTURAL PROJECTS

BELO HORIZONTE METROPOLITAN REGION HUB

PRIMAVERA DOS LIVROS (SPRING BOOK FESTIVAL) – 5TH EDITION

Objective: Promote bibliodiversity and support the production of independent publishers.

Activities: Debates on Brazilian literature and reflections on *Mineiridade, Amor e Visão Crítica do Mundo* (“*Mineiridade, Love, and a Critical View of the World*”), honoring the author Carlos Drummond de Andrade (in memoriam).

Period: Scheduled for August 2024.



7TH MINAS GERAIS CHILDREN'S AND YOUTH BOOK FAIR

Objective: Invite children, youth, and adults to explore the literary universe, while paying tribute to renowned children's and youth author Marcelo Xavier.

Activities: Hosting workshops, debate panels, and book launches, totaling 55 free activities aimed at fostering dialogue between authors, readers, and professionals in the literary sector.

Number of People Directly Impacted: 2,400 people participated in workshops and debate panels, reaching full capacity, and 11,000 books were distributed. The event established itself as a key convergence point for literature enthusiasts

Period: November 16 to 20, 2023.



17TH CINEBH INTERNATIONAL FILM FESTIVAL

Objective: Create a space for training, exchange, premieres, and discussions on the most relevant contemporary cinematic productions.

Activities: Screening a selection of national and international films, including premieres and thematic showcases from 12 countries and 11 Brazilian states, with 56 sessions involving audiovisual and cultural professionals, as well as guests in debates, discussion circles, and commentated screenings. Offering professional training and capacity-building through seven types of courses (workshops, script labs, and masterclasses). Hosting Cine-School sessions, Children's Cinema Showcases, exhibitions, and artistic attractions.

Number of People Directly Impacted: Over 15,000 people attended in person, while the event reached over 1.5 million on social media. Additionally, more than 79,000 people from 44 countries accessed the event platform.

Period: September 26 to October 1, 2023.



LATUS ACCESSIBILITY – 3RD EDITION

Objective: Democratize access to online courses, with a focus on digital accessibility for cultural entrepreneurs.

Activities: offer three free courses for the cultural sector through an online education platform (Digital Transformation, Scripting for Live Streams and YouTube, and Digital Accessibility).

Number of People Directly Impacted: More than 180 registrations across the three courses offered.



SPORTS AND CIVIC CONSCIOUSNESS INCENTIVE PROJECT

BAHIA HUB

Project: Sports and Civic Consciousness in Salvador

Objective: Promote access to sports and developmental opportunities for children and youth.

Activities: Free indoor soccer (futsal) classes at Colégio Estadual Evaristo da Veiga, located in the Ondina neighborhood of Salvador.

Number of People Directly Impacted: 50 students aged 6 to 17, enrolled in regular school classes.

Period: April to November, 2024.



Project Launch: May 2024, featuring participation from the President of Rede Mater Dei and a lecture by Olympic medalist Edvaldo Valério.

HEALTH PROMOTION EVENTS – REDE MATER DEI DE SAÚDE

As Rede Mater Dei de Saúde is renowned for its excellence in healthcare, it serves as a key partner in events that promote health and well-being in the various regions where its units are located.

By establishing medical stations and deploying ambulances, we ensure urgent and emergency care for event participants, whether for accidents or other medical needs. Care is delivered on-site, or if necessary, patients are safely and efficiently transferred to one of our hospital units.



In addition to providing comprehensive support for participant health, Rede Mater Dei also sponsors initiatives that promote quality of life, well-being, and public health.

A successful example is Rede Mater Dei's participation in the Salvador Marathon in 2022 and 2023. In 2023, with 8,000 registered athletes, the teams from Mater Dei Salvador Hospital were involved in pre-race activities and on race day, offering bioimpedance assessments, lectures, post-race massages, and healthy snacks.



MANO DOWN INSTITUTE

Rede Mater Dei de Saúde is a proud partner and supporter of the Mano Down Institute. For more than 10 years, this institution has promoted the development, visibility, and opportunities for people with disabilities, highlighting their potential, transforming lives, promoting inclusion, and generating a positive societal impact.

FRIENDLY COMPANY – MANO DOWN INSTITUTE

In December 2023, 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 great pride in this partnership and in contributing to a more inclusive society.

HEALTH INITIATIVES

As part of its commitment to democratizing access to quality of life and well-being, Rede Mater Dei de Saúde carries out health initiatives within its units, offering free medical exams, as well as lectures and courses for the local community.



REDE MATER DEI DE SAÚDE

13TH REDE MATER DEI CAMPAIGN IN THE FIGHT AGAINST CANCER

Rede Mater Dei de Saúde's annual campaign for the prevention and early detection of breast and prostate cancer, the two most common tumors affecting women and men, has become a tradition. Capitalizing on Pink October and Blue November, Rede Mater Dei units are encouraged to participate by offering free consultations and exams focused on breast and prostate cancer prevention.

Eligible participants include women aged 40 and over and men aged 50 and over without health insurance. The campaign offers limited slots, with appointments scheduled in advance through the hospital teams. Its activities involve administrative, support staff, and specialists in Oncology, Mastology, Mammography, and Urology. This is a special time when our teams dedicate themselves to the care of participants.

Participating Teams in the 2023 Cancer Campaign:

Mater Dei Contorno Hospital, Belo Horizonte, MG

Mater Dei Betim-Contagem Hospital, Betim, MG

Mater Dei Salvador Hospital, Salvador, BA

Mater Dei Santa Geneveva Hospital, Uberlândia, MG

Mater Dei Porto Dias Hospital, Belém do Pará, PA



Integrated Cancer Center Team – Mater Dei Contorno Hospital



Integrated Cancer Center Team – Mater Dei Contorno Hospital



Integrated Cancer Center Team – Mater Dei Betim-Contagem Hospital

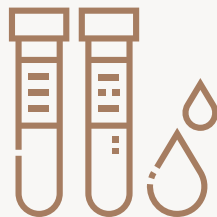


Mater Dei Salvador Hospital Team

FREE CREATININE TESTING CAMPAIGN

One of Rede Mater Dei de Saúde's key initiatives is providing free creatinine tests, exclusively for individuals without health insurance, to help prevent kidney diseases.

In 2023, three Rede Mater Dei units participated, conducting a total of 130 tests. Patients also received follow-up consultations to review their results. This preventive effort is crucial in raising awareness about kidney diseases and promoting early diagnosis.



THE EXPECTANT COUPLE COURSE

For nearly 40 years, Rede Mater Dei de Saúde has been offering the Expectant Couple Course free of charge. The aim is to provide quality information to ensure a safe pregnancy experience, a dignified and respectful birth, and a calm and healthy postpartum period.

The classes are led by specialists in Gynecology, Obstetrics, Anesthesia, and Pediatrics, covering the entire pregnancy cycle, from early stages to childbirth, breastfeeding, newborn care, and other relevant topics for families. Additionally, the course features a multidisciplinary support team that includes nurses, physical therapists, psychologists, and nutritionists, offering expert advice on best practices during pregnancy, delivery, and postpartum. This creates a supportive environment where participants can share concerns and receive guidance, enriching the program's overall quality.

In 2023, the course was held at the Santo Agostinho, Betim-Contagem, Salvador, and Premium Goiânia hospitals. In 2024, new classes were introduced at the Mater Dei EMEC and Mater Dei Santa Clara hospitals.

Along with providing awareness initiatives and free exams at its units, Rede Mater Dei teams also actively engage with the community by participating in various events throughout the year.

MATER DEI SANTO AGOSTINHO HOSPITAL RESULTS 2023

10 classes

565 participants



BELO HORIZONTE METROPOLITAN REGION HUB

GYNECOLOGY AND MASTOLOGY OUTPATIENT CARE

To address the healthcare needs of vulnerable populations, several gynecologists and mastologists from Rede Mater Dei de Saúde volunteer at outpatient clinics operated by Nossa Senhora do Carmo Church in the Carmo neighborhood and Nossa Senhora Rainha Church in Belvedere, both in Belo Horizonte, MG. This initiative, running for nearly 40 years, has had a significant positive impact on the local community, thanks to the voluntary medical services provided by our clinical staff.

HEALTH INITIATIVE AT SHOPPING PARTAGE

In January 2023, a free health initiative was held at Shopping Partage in Betim, MG. Teams from Mater Dei Betim-Contagem Hospital were present, offering blood pressure checks and blood glucose testing to visitors. Over 500 people received care during the three-day event.



CENTRAL BRAZIL HUB



1ST KIDNEY HEALTH WALK

To mark World Kidney Day in March 2023, the 1st Kidney Health Walk was held at Parque Vaca Brava to raise awareness about kidney health and common renal diseases. Mater Dei Premium Goiânia Hospital participated, offering blood pressure monitoring, educational materials on kidney disease prevention, and free registration for 50 creatinine tests in partnership with Laboratório Saúde, to assess kidney function.

CONGENITAL HEART DISEASE AWARENESS DAY

Held in June at Parque da Vaca Brava, Congenital Heart Disease Awareness Day featured participation from Mater Dei Premium Goiânia Hospital. In collaboration with Laboratório Saúde, the hospital provided 50 heart health exams and distributed gifts, water, juice, and lollipops to participants.



HEART HEALTH WALK

Both Mater Dei de Saúde units in Uberlândia, Mater Dei Santa Clara and Santa Geneveva Hospitals, took part in the Heart Health Walk at Parque do Sabiá as part of the Red September celebrations. The event emphasized cardiovascular care and addressed various heart health topics. Our teams contributed by answering questions, checking blood pressure and vital signs, providing massages, and promoting healthier lifestyle choices. All services were offered free of charge to participants.



WINTER CLOTHING DONATION CAMPAIGN

Every year, Rede Mater Dei de Saúde organizes its Winter Clothing Donation Campaign. With active participation from employees, the campaign collects gently used clothing for donation to local social institutions. This initiative helps to repurpose items in good condition, providing warmth and comfort to those in need during the colder months.



14 STRATEGIC RELATIONSHIPS

GRI 2-29 | 3-3



Clinical Staff . 182

Health Plan Operators . 189

Suppliers . 190

As previously mentioned, this report follows the same framework of material topics and strategic audiences as the 2022 Sustainability Report. While earlier chapters covered patients and families, shareholders, employees, and society, this chapter provides a deeper look into our key relationships with the clinical staff, health plan operators, and suppliers.

CLINICAL STAFF

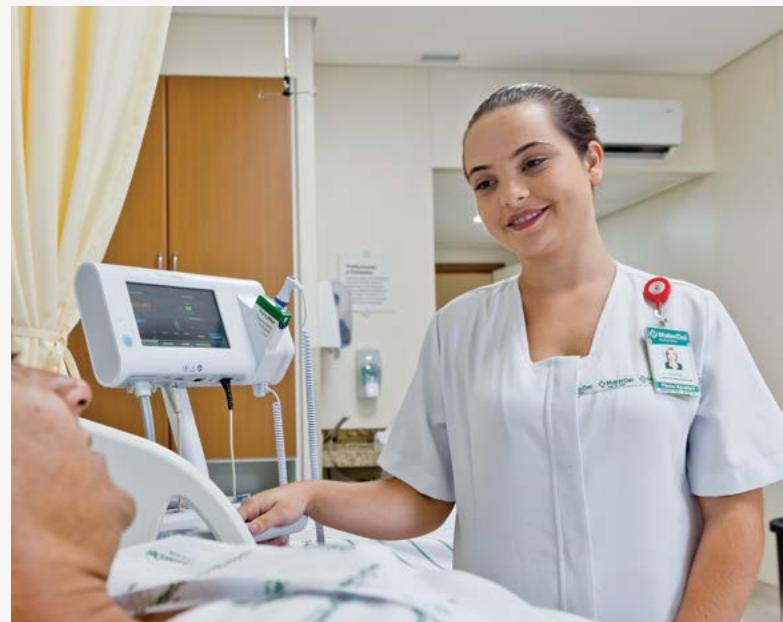
Rede Mater Dei de Saúde operates with an open clinical staff model, meaning autonomous professionals are granted the right to use the facilities. Today, over 10,000 professionals are registered across all Rede Mater Dei units, working in alignment with our Compliance Program.

The excellence of our clinical staff is a major differentiator for Rede Mater Dei, and we continually invest to ensure that these independent professionals have access to highly trained support teams, state-of-the-art technology, and hospital facilities that meet both their needs and those of their patients.

An example of this high-quality connection is the My Mater Dei digital platform, launched in 2021, which streamlines the entire medical journey - from scheduling appointments and surgeries to patient discharge.

The Clinical Practices Management (GPA) department supports Governance and Clinical Management

alongside the Medical and Care Vice-Presidency, overseeing the entire clinical staff journey and conducting annual reviews of the strategic plan, including performance evaluation indicators.



MEDICAL RELATIONS

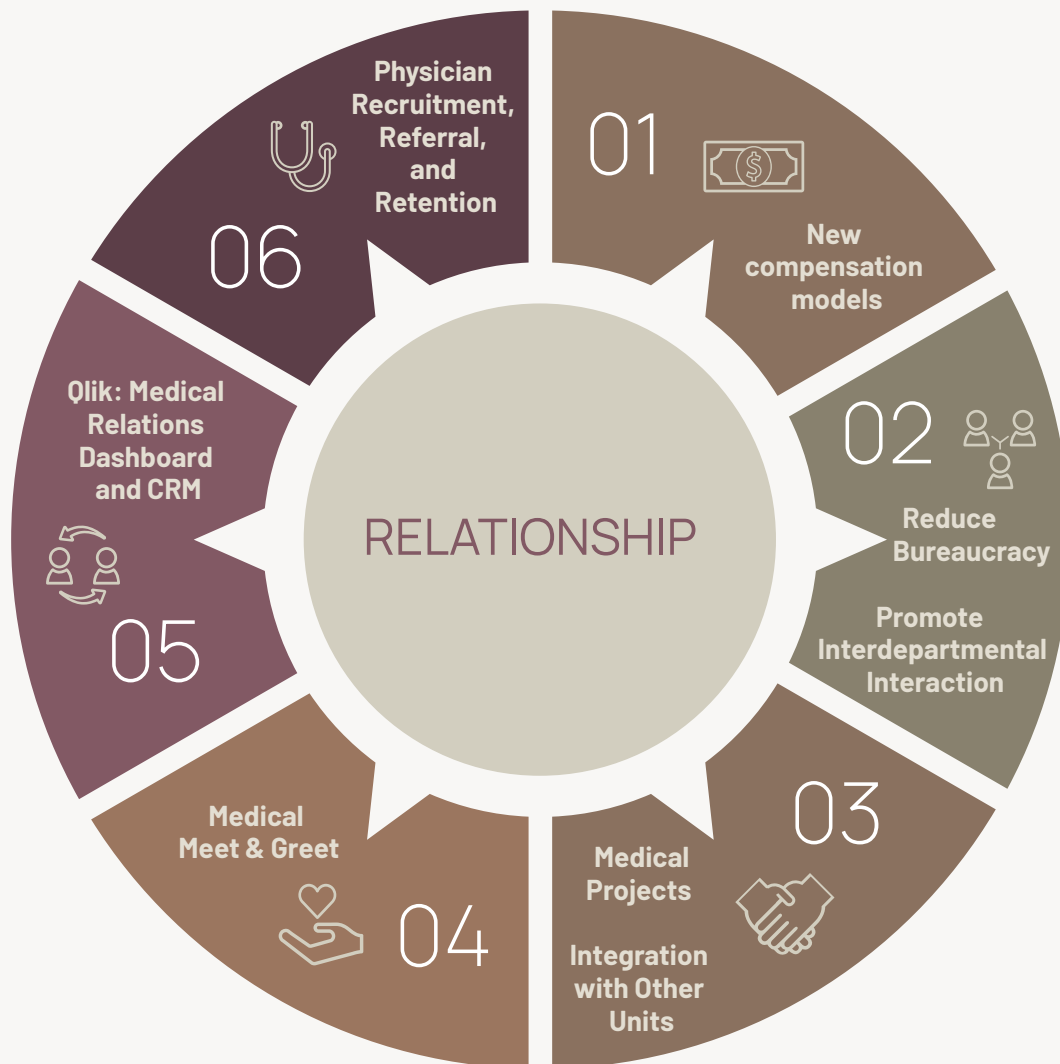
Established in 2010 and restructured in 2014 with the opening of Mater Dei Contorno Hospital, the Medical Relations department systematically manages the recruitment of new doctors and monitors retention strategies, aiming to strengthen professional loyalty through comprehensive support, internal resources, process optimization, and continuous feedback.

Medical Relations welcomes new clinical staff from their initial contact with Rede Mater Dei, whether through the Vice-Presidency, referrals from colleagues, active market research, or recommendations from suppliers, internal managers, and other channels. The Medical Relations team fosters strong, trusting relationships with the clinical staff, particularly in managing the

demands of specialties – for example, the 2,800+ surgeons practicing at Rede Mater Dei between 2022 and 2023. Close interaction with the clinical staff is maintained through medical projects, the dedicated medical communication channel, and clinical NPS (Net Promoter Score) assessments.

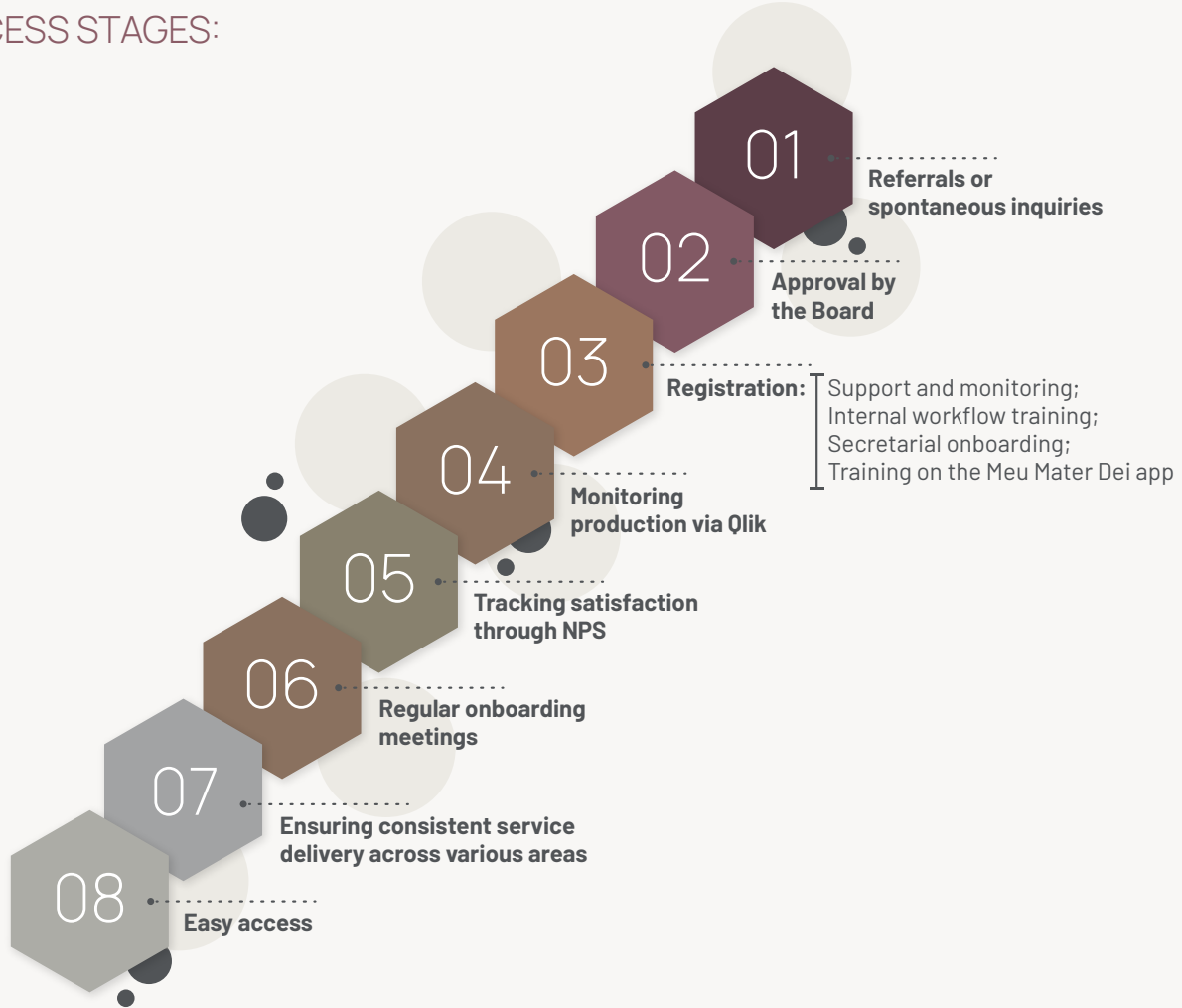
The structuring and organization of new medical projects, such as new services, care pathways, and the revitalization and optimization of inefficient service workflows, are also part of Medical Relations' responsibilities. Our team listens, supports, manages, and implements new medical projects and demands as they arise.

PRINCIPLES, FOCUS AREAS, AND TOOLS



In recruiting and retaining clinical staff, trust is built on a foundation of attentive listening, empathy, respect, clear communication, moral authority, sincerity, transparency, and a strong sense of justice and ethics.

PROCESS STAGES:



WORK PACKAGES AND INITIATIVES AIMED AT REDE MATER DEI DE SAÚDE'S CLINICAL STAFF:



Operations: Support for physician registration, operational demands, interdepartmental alignment, transfers, information, and improvement of private budget management



Systems: Implementation of new solutions like Meu Mater Dei, surgery confirmation chatbot, NeuralMed AI, Tracker Johnsons, and telemedicine



Strategy: Development and monitoring of medical projects



Marketing & Communications: Promotion of medical events and engagement through social media



Relationship: Medical Meet & Greets, 24/7 personalized support, a dedicated medical communication channel, and events (barbecues, meetings)

CLINICAL STAFF AND REDE MATER DEI EVENTS



To ensure that Rede Mater Dei professionals stay connected to the latest medical advancements and continue to maintain high standards of quality and performance, we encourage active participation in relevant medical events.

Furthermore, Rede Mater Dei provides its facilities for hosting important medical events, contributing to positive impacts in the communities we serve.

All proposals for events are reviewed and approved by the Board of Directors, which assesses and validates the activities. Below are the key events from 2023.

BELO HORIZONTE METROPOLITAN REGION HUB

WORLD MULTIPLE SCLEROSIS DAY

The inaugural Multiple Sclerosis Day, organized by Rede Mater Dei in Belo Horizonte, brought together healthcare professionals, students, patients, family members, individuals with suspected Multiple Sclerosis, and others interested in the topic. This hybrid event was held at Mater Dei Contorno Hospital, with 173 attendees participating in person and 262 joining online.

The event aimed to deepen understanding of MS through lectures delivered by various specialists, including neurologists, psychologists, nutritionists, and physical therapists, who approached key aspects of the disease from a multidisciplinary perspective. After each session, patients were invited to actively engage, sharing their experiences and asking questions.



IV MULTIDISCIPLINARY SPORTS MEDICINE SYMPOSIUM

Rede Mater Dei de Saúde hosted a free event that brought together healthcare professionals, athletes, and sports enthusiasts in a multidisciplinary initiative, underscoring the importance of physical activity and preventive health. Focusing on individualized performance, the event reached full capacity with over 750 registrations completed in just 72 hours.



VII NEURO-ONCOLOGY SYMPOSIUM – MATER DEI CONTORNO HOSPITAL



INTEGRATED LUNG CANCER SYMPOSIUM – MATER DEI CONTORNO HOSPITAL



MEDICAL MEET & GREET

To encourage greater team integration, hospitals in the RMBH Hub regularly host the Medical Meet & Greet, a social gathering for clinical staff across various specialties to network and build camaraderie.



CENTRAL BRAZIL HUB

1ST GYNECOLOGY AND OBSTETRICS SYMPOSIUM

Held at Mater Dei Premium Goiânia Hospital, this event was initiated by Dr. Fernanda Marques and Dr. Polyaná Mattedi Carvalho, both gynecologists and obstetricians. The symposium featured prominent speakers, including Dr. Marco Aurélio Albernaz (Gynecologist and Obstetrician), Dr. Alan Anderson (Intensivist and Cardiologist), Dr. Aldair Novato (Gynecologist and Obstetrician), and Dr. Rajasekhar Venkata Anne (Vascular Surgeon). The event was attended by 40 participants.



TALK SHOW

Mater Dei Premium Goiânia Hospital hosted the Wolters Kluwer and TM Jobs teams for a talk show on the theme: "Advances in Care Quality and Patient Safety: Solutions, Innovations, and Medical Evidence for Better Clinical Outcomes and Practical Cases." The event, led by Tania Machado, CEO of TM Jobs and President of HUBRH+ AAPSA, began with a formal ceremony for the 40 invited guests, followed by a discussion and distribution of gifts. In addition to local directors, physicians, and other guests, notable attendees included Claudio Giulliano, CEO of Folks, Dr. Cristiane Carvalho, Technical Director of the State Hospital for Women, and Thiago Custódio, CFO of Mater Dei Porto Dias Hospital.



MASTOLOGY SYMPOSIUM

Coordinated by Dr. Mariana Lôbo, a specialist in Mastology and Gynecology, alongside Dr. Jordana Nogueira, also a Mastology specialist, this free, in-person event was held at the auditorium of Mater Dei Premium Goiânia Hospital, with a total of 45 participants.

Vagas Limitadas

Simpósio de Mastologia
Hospital Mater Dei Premium

Palestrantes:

- Dr. Rogério Bizinoto**
Tema: "Câncer de Mama: O Que o Ginecologista Precisa Saber?"
- Dr. Alexandre Marchiori**
Tema: "Aspectos Reprodutivos Relacionados ao Câncer de Mama em Pacientes Jovens"
- Dr. Leonardo Ribeiro**
Tema: "Mastite Puerperal"

26 de setembro de 2023
19h (terça-feira)
Auditório
Hospital Mater Dei Premium | Av. T-4, 1645 - St. Bueno, Goiânia - GO

momenta
LABORATÓRIO SAÚDE

MaterDei
HOSPITAL PREMIUM



1ST CARDIOLOGY SYMPOSIUM

The 1st Cardiology Symposium at Mater Dei Premium Goiânia Hospital covered key topics such as Cardiovascular Emergencies, Outpatient Care, Patient Safety, Congenital Heart Disease, and Case Studies and Perspectives in Cardiology, attracting 40 participants.

ANESTHESIA FOR TAVI – BRAZILIAN CONGRESS OF ANESTHESIOLOGY 2023, UBERLÂNDIA



BAHIA HUB



MEETING THE EXPERTS – UROLOGY AND ROBOTIC SURGERY IN SALVADOR

Organized by the Bahia Institute of Robotic Surgery (IBCR) with support from Mater Dei Salvador Hospital, this event brought together leading physicians with extensive experience in robotic surgery, including Dr. Nilo Jorge, Head of Urology at Mater Dei Salvador Hospital, Dr. Nilo Leão, and Dr. Paolo Dell’Oglio, an internationally recognized expert in the field.

HEALTH PLAN OPERATORS

With its nationally recognized brand and reputation for healthcare excellence, Rede Mater Dei de Saúde has established strong partnerships with health plan operators. As the network expands to other regions in Brazil, it has accelerated the process of finalizing new commercial agreements, scaling up operations and enhancing the customer base for each hospital unit. In 2023, Rede Mater Dei de Saúde provided healthcare services to over 130 health plan operators.

These partnerships have a positive social impact by increasing the capacity to serve patients in various regions. By expanding the number of health plan operators accredited with our units, we extend access to quality healthcare services to a larger population. The utilization of the various services offered by Rede Mater Dei de Saúde demonstrates the significance of our units to their local communities, delivering excellence in equipment, clinical staff, and patient care.

Our strong history of cooperation with health plan operators enabled the development of new mutually beneficial payment models in 2022, based on risk-sharing and providing predictability. The *Remunera* platform, developed in collaboration with A3Data, packages services, supplies, and procedures, creating negotiation scenarios based on statistical values, interaction, and customization. Various remuneration package models are available on the platform, all based on risk-sharing between operators and service providers.

In 2023, 40% of Rede Mater Dei de Saúde's services were provided under new payment models. Maintaining the momentum from the previous year, the Salvador Unit stood out by maintaining nearly 90% of its production under new payment models, leading the Rede Mater Dei network in this area. Meanwhile, the RMBH Hub kept over 50% of its production originating from the platform.

EXCLUSIVE REGIONAL PRODUCTS OFFERED WITH HEALTH PLAN OPERATORS

Continuing its successful partnership with CASSI¹, established in 2022, Rede Mater Dei's collaboration now extends beyond Belo Horizonte to include Uberlândia and Salvador, benefiting Banco do Brasil employees and their families.



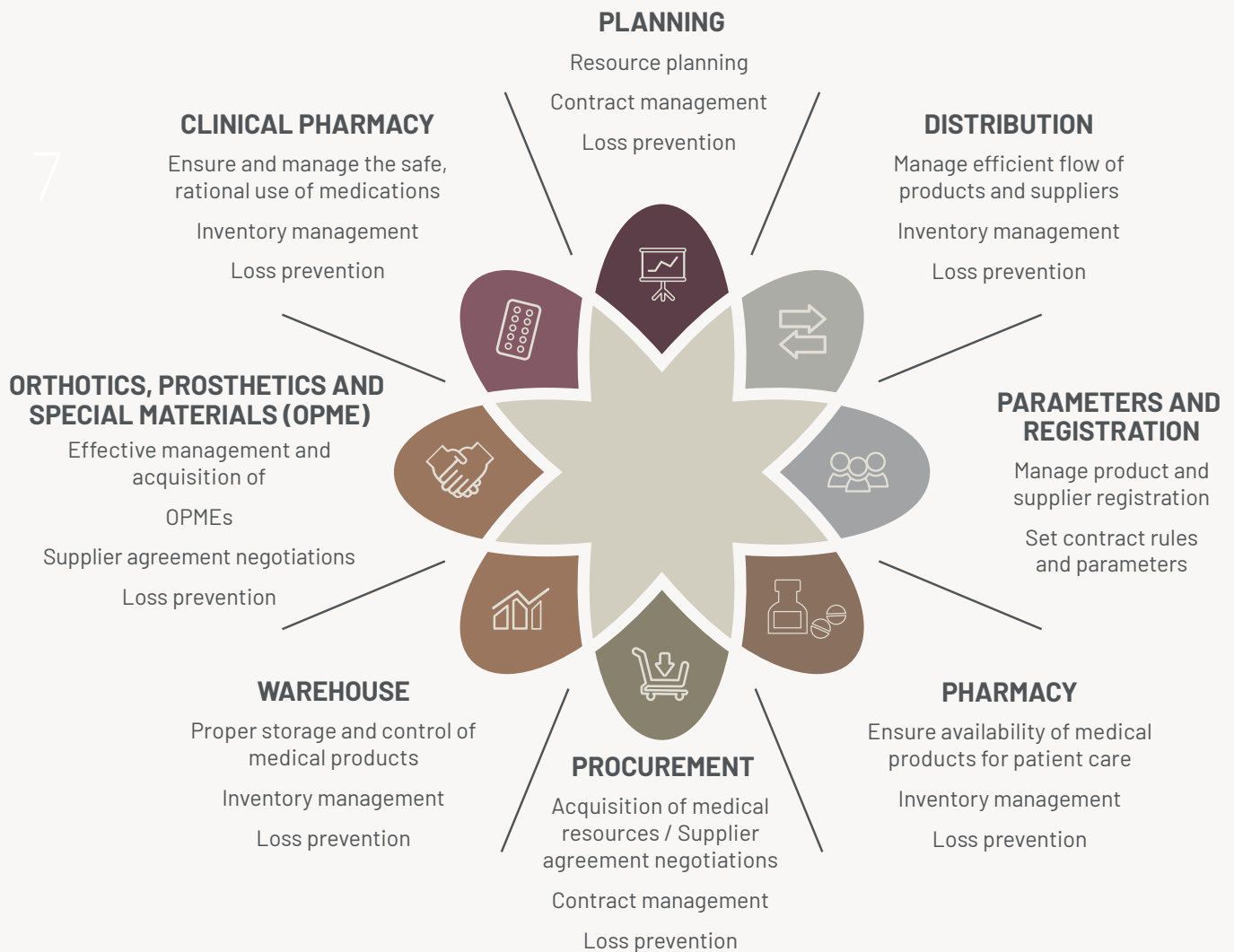
¹CASSI: health plan for Banco do Brasil employees and the largest self-managed operator in the country. It launched its first regional product, CASSI Vida BH, in 2022, choosing Rede Mater Dei de Saúde as its partner.

SUPPLIERS

Given its large purchasing volume, Rede Mater Dei de Saúde is considered a significant player in the health-care supply market. Since 2021, the number of active suppliers has grown year after year, as has the number of units comprising Rede Mater Dei. To manage this growth, corporate supplier management has

been crucial in establishing strong, long-term partnerships, yielding various benefits. This centralized management also enables the expansion of product catalogs, improvements in delivery processes, and even the development of new products.

SUPPLY SECTOR DIVISION AND RESPONSIBILITIES – REDE MATER DEI





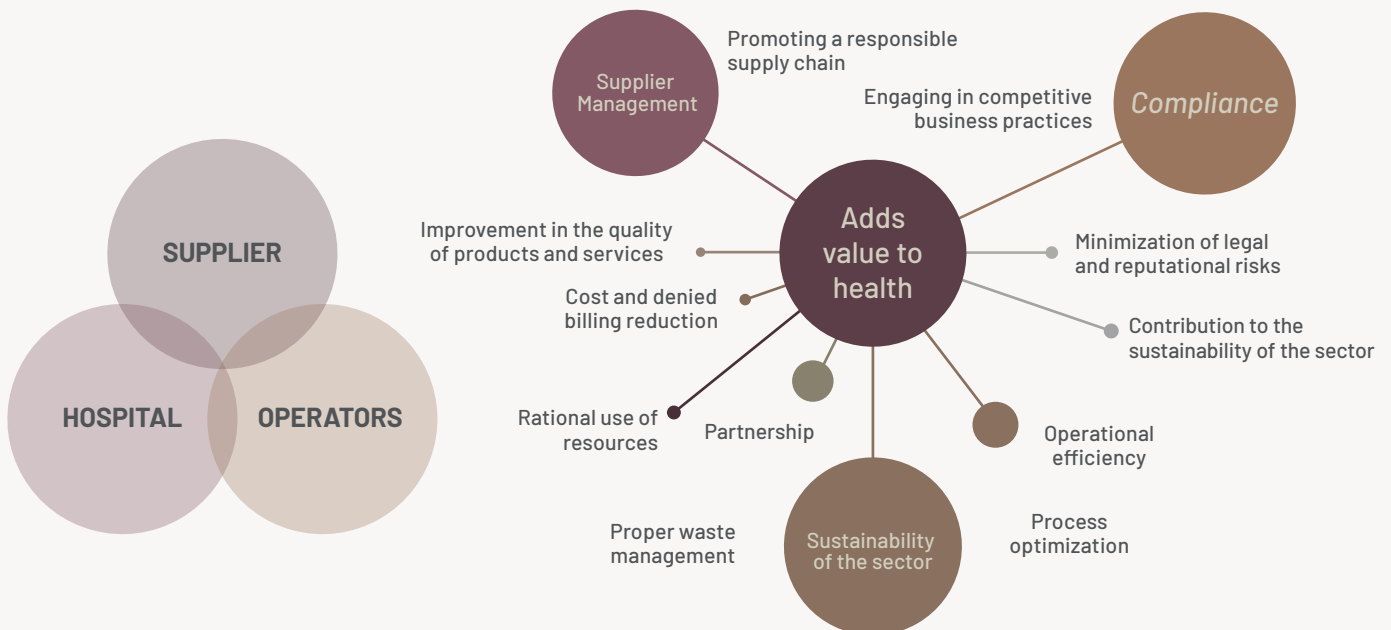
1ST SUPPLY LEADERSHIP MEETING

In July 2023, Rede Mater Dei de Saúde held its first Supply Leadership Meeting. This two-day event aimed to align corporate guidelines, processes, and vision for the future development of the supply sector within Rede Mater Dei. With 30 participants, the meeting also facilitated the exchange of information and best practices that can be strategically implemented in the coming years.

The Rede Mater Dei de Saúde’s supplier negotiation practices are underpinned by the principle of free competition. With a solid process for selecting and qualifying suppliers, all suppliers are transparently invited to participate in competitive bidding processes. Criteria such as quality, pricing, delivery timelines, supplier reputation, and financial status, among other factors, are thoroughly assessed.



IMPACT SYNERGY



In 2023, we achieved the highest number of active suppliers at Rede Mater Dei de Saúde: 4,500 thousand. These suppliers are spread across various business categories, including pharmaceuticals, medical and hospital equipment, orthotics, prosthetics, special materials, technology equipment, food products, and service providers.



ACTIVE SUPPLIER DISTRIBUTION BY SEGMENT – 2023

Segment	Representation (%)
OPME	33%
Medication	29%
Construction and expansion	10%
Fixed assets	10%
Medical supplies	6%
Other Segments	4%
Food supplies	4%
Diagnostic materials	2%
Administrative	2%

NUMBER OF ACTIVE SUPPLIERS BY YEAR

Year	Number of suppliers (in thousands)
2019	1.7
2020	1.7
2021	2
2022	3
2023	4.5



SUPPLY 4.0



In 2024, Rede Mater Dei de Saúde invested in SUPPLY 4.0. This management model integrates technologies such as IoT, big data analysis, and artificial intelligence from all our management platforms, enabling greater visibility and integration throughout the supply chain, including interactions with manufacturers.

The goal of SUPPLY 4.0 is to optimize efficiency, agility, and flexibility, ensuring faster responses to market demands and increasing competitiveness.

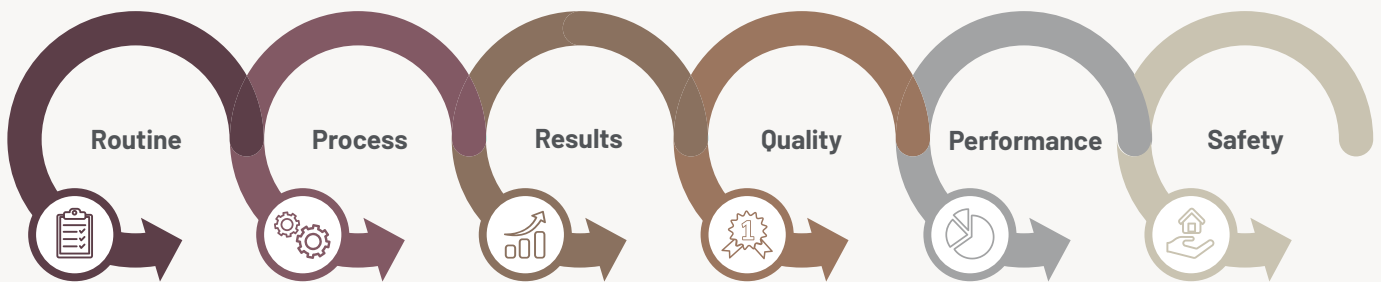
SUPPLIER MANAGEMENT

Supplier management is a key pillar of Rede Mater Dei de Saúde's Supply Sector, as the selected supplier directly impacts daily operations, processes, results, quality, performance, and service delivery safety.

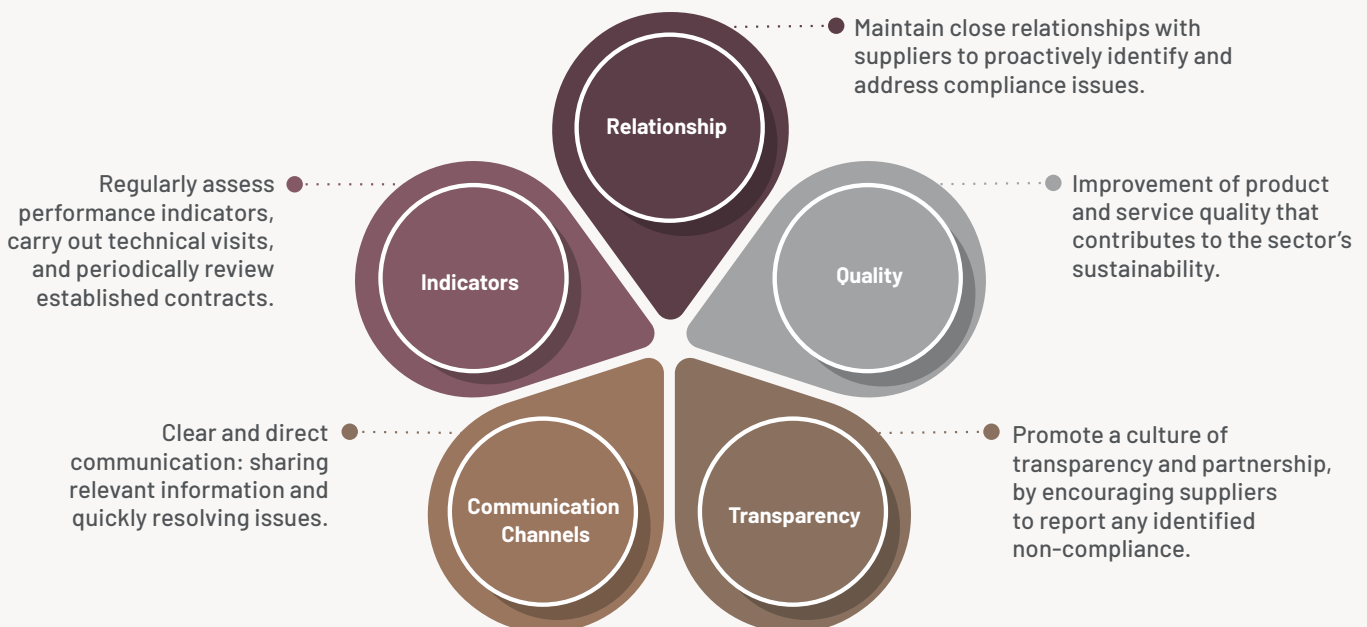
During the free competition process, potential suppliers are objectively and transparently assessed to

ensure they can meet the established requirements, respect the policies and guidelines of Rede Mater Dei de Saúde, and maintain its quality standards, thereby guaranteeing the sustainability of the business and the relationship.

REDE MATER DEI SUPPLIER INFLUENCE MATRIX



SUPPLY CHAIN MANAGEMENT



Deadlines and Deliveries

Strictly adhere to the delivery deadlines agreed upon during negotiations, as well as the specified quantities and commercial terms.

Quotations

Suppliers are required to participate in Rede Mater Dei's electronic quotation process to ensure traceability and process security.



Documentation

Maintain up-to-date documentation relevant to your field of operation, making it readily accessible for review by Rede Mater Dei.

Legislation

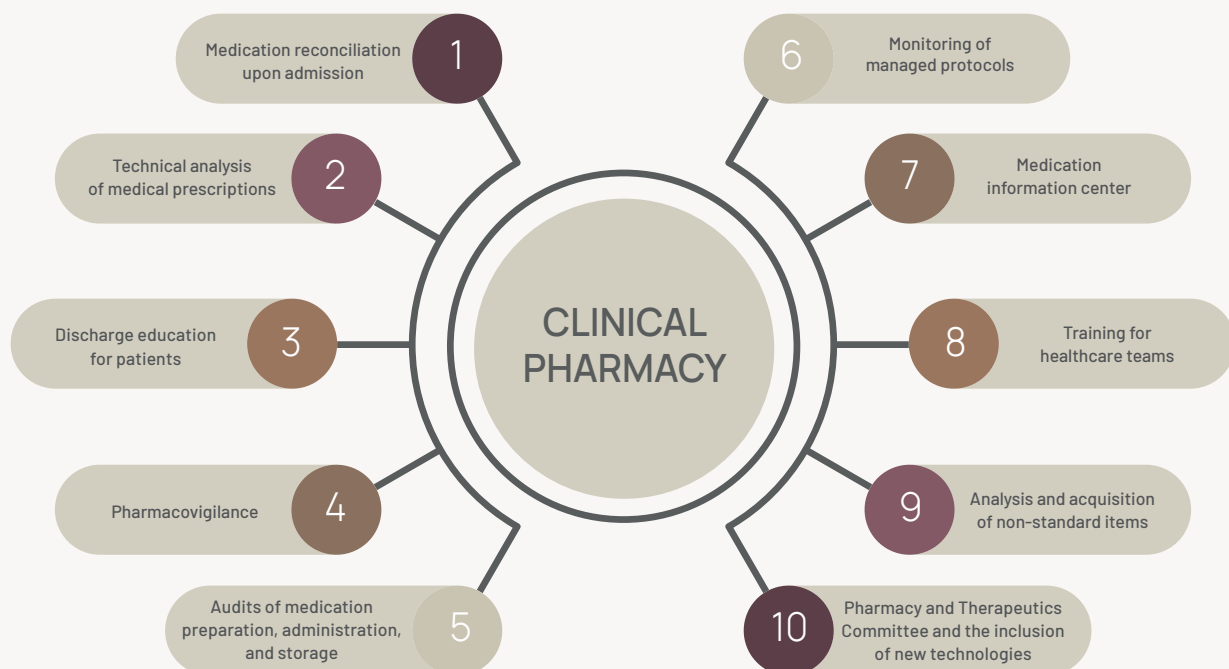
Comply fully with all relevant legislation and commit to upholding the highest quality standards.

CLINICAL PHARMACY

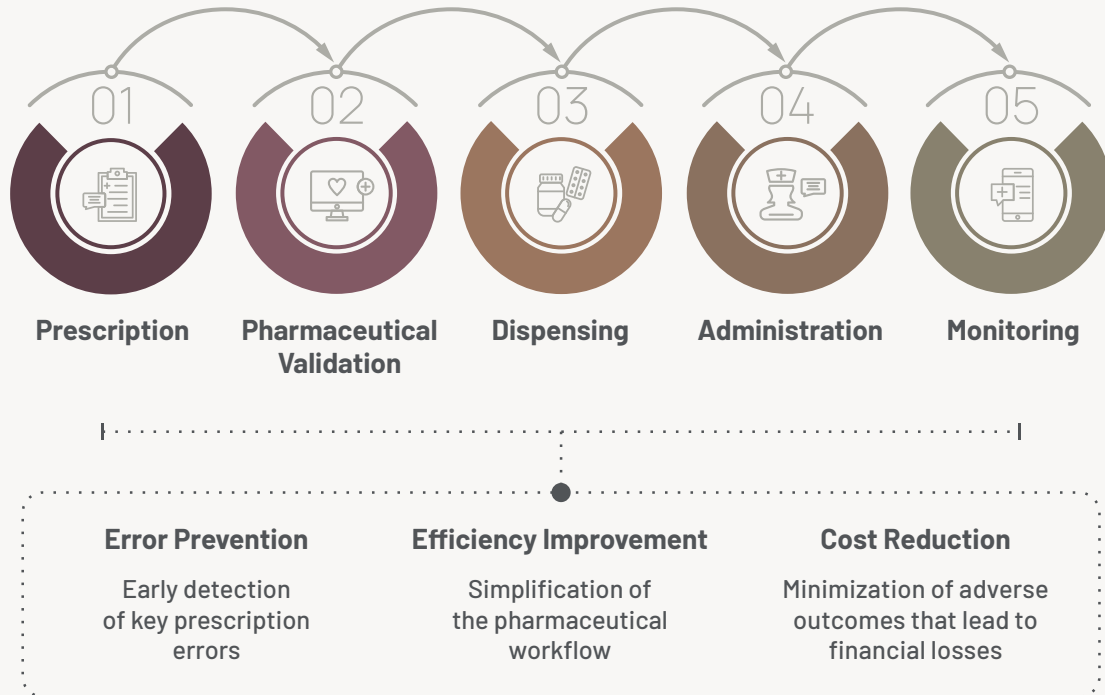
Rede Mater Dei de Saúde's Clinical Pharmacy leads in the rational use of medications. Pharmacists provide patient care by optimizing pharmacotherapy, promoting health, preventing complications, and encouraging the conscious use of resources. The primary goal of the Clinical Pharmacy is to ensure safe medication use by implementing actions that optimize therapeutic

outcomes with minimal risk. Effective medication therapy management directly impacts patients' quality of life and contributes to the financial sustainability of the organization by reducing waste and loss.

PERFORMANCE AND RESPONSIBILITIES



MEDICATION SUPPLY CHAIN AND PATHWAY



REDE MATER DEI CLINICAL PHARMACY DATA – 2023

+1.5M prescriptions reviewed

84% Clinical staff intervention acceptance

2.5M Estimated cost optimization in 2023 (medication interventions)

+60K Lives impacted

Our Compliance Manual is available [here](#).



MEETING WITH SUPPLIERS

Held annually since 2010, the supplier meeting reinforces Rede Mater Dei's commitment to maintaining close relationships with its stakeholders. The focus of the 2023 meeting was the Compliance Manual and its application in commercial relationships.

The online content reached 360 participants during training, with an additional 883 access points, underscoring the importance of trust-based relationships.



15 GRI INDEX



GRI CONTENT INDEX			
Disclosure	Content	Page(s)	SDG
GENERAL DISCLOSURES			
The organization and its reporting practices			
GRI 2: General Disclosures 2021 – The organization and its reporting practices	2-1: Organization details	6, 31, 52	
	2-2: Entities included in the organization’s sustainability report	6, 31, 52	
	2-3: Reporting period, frequency and contact point	6, 31, 52	
	2-4: Restatements of information	None	
	2-5: External assurance	This Report has not undergone external assurance during this cycle.	
Activities and workers			
GRI 2: General Disclosures 2021 – Activities and workers	2-6: Activities, value chain and other business relationship	6, 31, 52, 172	8 and 10
	2-7: Employees	103	8
	2-8: Workers who are not employees	103	
Governance			
GRI 2: General Disclosures 2021 – Governance	2-9: Governance structure and composition	55	5 and 16
	2-10: Nomination and selection of the highest governance body	55	5 and 16
	2-11: Chair of the highest governance body	55	5 and 16
	2-12: Role of the highest governance body in overseeing the management of impacts	55	16
	2-13: Delegation of responsibility for managing impacts	55	16
	2-14: Role of the highest governance body in sustainability reporting	55	16
	2-15: Conflicts of interest	55	16
	2-16: Communication of critical concerns	55	
	2-17: Collective knowledge of the highest governance body	36, 55	

GRI CONTENT INDEX			
Disclosure	Content	Page(s)	SDG
GRI 2: General Disclosures 2021 – Governance	2-18: Evaluation of the performance of the highest governance body	55	
	2-19: Remuneration Policies	55	
	2-20: Process to determine remuneration	55	
Strategy, policies and practices			
GRI 2: General Disclosures 2021 – Strategy, policies and practices	2-22: Statement on sustainable development strategy	4	
	2-23: Policy commitments	55	16
	2-24: Embedding policy commitments	55	
	2-25: Processes to remediate negative impacts	95	
	2-26: Mechanisms for seeking advice and raising concerns	77	16
	2-27: Compliance with laws and regulations	77	
	2-28: Membership associations	36	17
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GRI 2: General Disclosures 2021 – Stakeholder engagement	2-29: Approach to stakeholder engagement	181	
	2-30: Collective bargaining agreement	103	8
MATERIAL TOPICS			
Approach to material topics			
GRI 3: Material Topics 2021	3-1: Process to determine material topics	31	
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