

**DSJ**



# Sustainability Report

**2024** Short version



# WHO WE ARE

Founded in 1961, Dasa\* is one of Brazil's largest healthcare groups, featuring over 850 diagnostic units (domestic and international), as well as 18 hospital and oncology clinic brands operating in five states and the Federal District. Over 50,000 of our professionals are dedicated to changing the patient journey. Abroad, we are present in Latin America, operating in Argentina under the Diagnóstico Maipú, Labmedicina, and Dasa Genômica brands.

We provide comprehensive health care, always with the aim of improving patients' quality of life. To this end, our structure is organized into two major business units: Diagnostics; and Hospitals and Oncology. We offer full diagnostic medicine solutions, including clinical analysis, diagnostic imaging, oncology, genetics and personalized medicine, performing more than 414 million tests a year. Our purpose is to be the health that people want and that the world needs. We operate with a focus on excellence and innovation to meet the population's healthcare needs. We seek to deliver solutions that guarantee efficiency, precision and care that is ever closer to people.

\* Data on Dasa refer to the year 2024.

## 2024 HIGHLIGHTS



### Diagnostics

Over **40** brands

Over **414** million exams

**+850** service units in Brazil and Argentina

**12 million**

Nav Dasa patients

**+512 thousand**

Nav Dasa Telemedicine consultations

**28** Technical

Operations Centers in operation

**+89 thousand**

healthcare professionals registered on Nav Pro



### Hospitals and Oncology

Over **856** thousand patient-day

**18** brands

including Hospitals and Oncology clinics across five Brazilian states and the Federal District

**3,434**

total beds

**Intellat**

Prize to Hospital Nove de julho

# 2024 HIGHLIGHTS

**8 million**

people reached through campaigns promoting the importance of vaccination

**Award**

William A. Zoghbi Research Award, granted by the American College of Cardiology

**10 Dasa employees**

selected to participate in the 2nd edition of MentorEla, an initiative promoted by the UN Global Compact

**CientificaLab invited by the Sao Paulo City Hall (SP)** to provide consulting services for certification by ONA (Brazilian National Accreditation Organization)

NPS CientificaLab **83.7**

**Association Agreement with Amil approved**

by CADE (Brazilian Administrative Council for Economic Defense)

**Private Social Investment**

Approval of Dasa's Corporate Social Responsibility Policy

The R&D area recognized as a **top recruiter** in two studies conducted in Brazil

Awards for startups in the Dasa ecosystem:  
**2nd place** in the 100 Open (Open Innovation Award) – healthcare services ranking  
**4th place** in the Valor Inovação Award – medical services ranking

# 2024 HIGHLIGHTS



## Results

**R\$ 2.5 billion**  
+11% EBITDA  
growth vs. 2023

**R\$ 16.8 billion**  
+8% gross revenue  
growth vs. 2023



## Environmental

**71** new units  
migrated to the Free  
Energy Market or  
Distributed Generation

**Waste management** with  
integrated  
system and real-time  
monitoring



## People

**Average of 88.9%**  
of employees evaluated  
based on performance

**Average of 20h**  
of training for all  
employees



# FINANCIAL RESULTS

The year 2024 saw the start of Dasa's transformation process, with a focus on building a more profitable company while maintaining medical standards and patient care. We laid the foundations for a strategic, operational and financial repositioning. Among the main initiatives were the operational excellence program, the signing of the Association Agreement with Amil and the sale of Dasa Empresas for R\$255 million.

In June, the Company received an AFAC (Brazilian Advance for Future Capital Increase) of R\$1.5 billion from our controlling shareholders, which strengthened our liquidity and time for the realization of operational deleveraging initiatives. Thus, we began this transformation with important achievements that allow us to look to the future with optimism and the certainty of the work needed to consolidate Dasa as an increasingly solid, profitable and enduring company, recognized for its quality medicine.

## 2024 versus 2023 results

**Consolidated gross revenue 8% growth**

Hospitals and Oncology +7%  
Diagnostics +9%

**Gross profit 8% growth**

**Net financial debt**

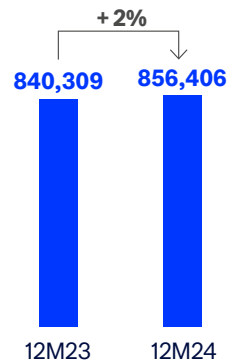
after acquisitions payable and advance on receivables R\$ 775 million lower than at the end of 2023

**EBITDA 11% growth**

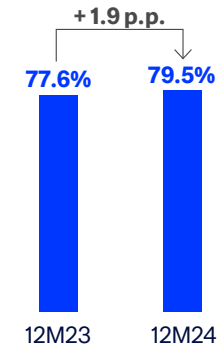
EBITDA margin +0.6 p.p.

## Hospitals and Oncology

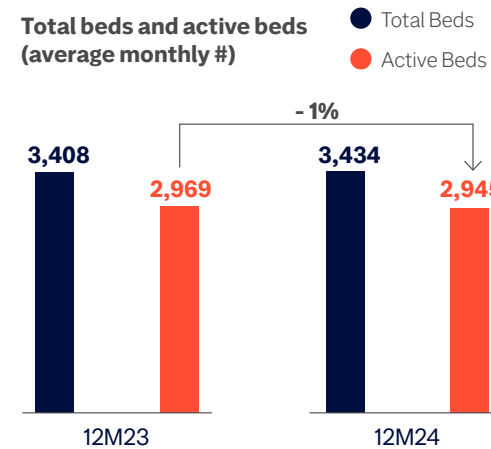
**Patient-days (average number of patients #)**



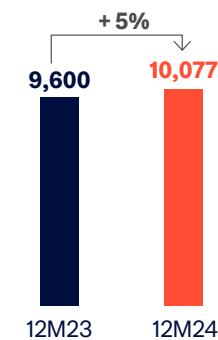
**Occupancy rate (%)**



**Total beds and active beds (average monthly #)**



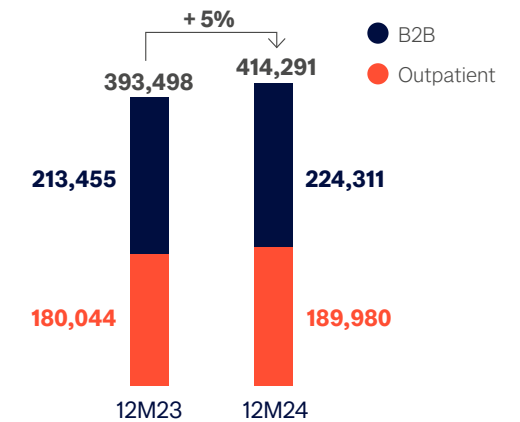
**Average Ticket\* (R\$)**



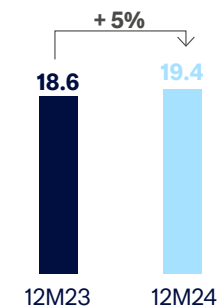
\*Average ticket for the BU1 = gross revenue of the BU/number of patient-days.

## Diagnostics

**Exams ('000 exams)**



**Average Ticket\*\* (R\$)**



\*\*Average ticket of BU2 = gross revenue of the BU (excluding care coordination)/ number of exams.

**LEARN MORE**

*In the "Financial Results" section in the full version of the 2024 Sustainability Report, page 27.*

# OUR BUSINESSES

## ACCESS TO HEALTHCARE

Promoting access to quality healthcare for all is one of Dasa's core commitments. We operate across multiple fronts, serving the public market by contributing to SUS (Brazil's public healthcare system); the supplementary health system by serving health plans, insurance and private health services; and the private market by serving to individual patients.

In 2024, we continued with initiatives aimed at expanding our services to all these audiences, helping to strengthen the health system on the following fronts:

### Public Healthcare Market

For serving the public healthcare market, Dasa is supported by CientificaLab (CL) across four areas of operation: municipalities, social organizations, philanthropic institutions, and large clients, allowing the development of joint solutions in highly vulnerable regions and ensuring that more people have access to quality testing and diagnostics.

### Private Healthcare Market

Service to the private healthcare market saw a significant increase in the year, promoting health and efficient service. This work front relieves the public health service and represented one of Dasa's main sources of revenue for the year. We carry out preventive breast and cervical cancer screenings with conditions that are affordable for the population and we have diagnostic units in four Brazilian regions, making popular pricing tables available in locations with a higher concentration of vulnerable people.

### HOME CARE

Home care services is a strategic model that takes exams, vaccines, and other services, delivering safe and quality care wherever patients are. It grew during the pandemic and is still expanding, supported by the digitalization of the journey, the expansion of the offer and the reach of services, reinforcing Dasa's commitment to making access to health easier.

### DASA +SAÚDE

The Dasa + Saúde card offers discounts and special payment terms for medical visits (both in-person and via telemedicine), exams, medications, vaccines, surgeries and unlimited access to digital urgent care. The card is available on an annual subscription basis with the option of monthly recurring payments, and has national coverage and over 40 medical specialties.

### VACCINATION

We consolidated our activities by expanding the supply of vaccines and promoting information about their importance and benefits, impacting eight million people, as well as working with the medical community, reaching over 160,000 physicians. During the year, we ran discount campaigns aimed at specific diseases.

### SPECIALIZED CARE

In 2024 we opened our first clinic dedicated to the comprehensive care of children with Autism Spectrum Disorder (ASD). We developed a dedicated care model to ensure quality and efficiency, with specific activities and a focus on positive outcomes, offering a better experience for families, which benefited 70 children during the period.

# QUALITY OF SERVICE

Quality and safety across Dasa units is ensured by internal audits, certifications, visits from government agencies and protocols that standardize processes and reduce risks, with continuous monitoring supported by analysis tools and strategic indicators. All these actions are logged in our quality management system, addressed with corrective and preventive actions and monitored by effectiveness assessments, and communicated to the stakeholders involved.

## Hospitals and Oncology

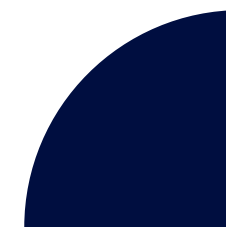
In our hospitals, processes are evaluated and certified by national and international quality institutions. We constantly strive to improve the quality of our services through continuous improvement cycles and the monitoring of care results. To do this, we use Patient-Reported Outcome Measures (PROMs), which consist of standardized questionnaires applied 30 days after surgery, to assess the patient's experience and the impact of treatments on their quality of life, strengthening patient loyalty, as well as helping clinical and strategic decisions and increasing the reliability and sustainability of healthcare institutions. This data allows for a more objective and detailed assessment of the patient's journey, with no direct intervention by healthcare professionals.

We have also invested in innovation, using electronic medical records in all hospitals, integrating patient data and optimizing clinical decision-making. This digitalization and the technological solutions we continue to expand contribute to more efficient and secure processes. Another highlight is our expanded structure: The total number of beds grew compared to the previous year (3,408 in 2023 vs. 3,434 in 2024); outpatient visits reached 1,462,136 in hospitals while in-person elective consultations totaled 70,024 at the diagnostics units in the period. These advances reflect our commitment to strengthening access to our services, always with integrated multidisciplinary teams to offer personalized, quality care.

## Diagnostics

In Diagnostics, we kept the processes of Quality Audit Management, Internal Quality Controls (IQC), Proficiency Testing (PT) and the PAC (Brazilian Alternative Controls Program), validation of supplies and equipment, development of technical and scientific content, information management, quality management system documentation, mandatory reporting, and patient safety and risk management. These processes are monitored by specific indicators such as number of complaints, adverse events, and requests for new sample collections, with the aim of identifying opportunities for improvement and impacts on patients.

We also track indicators related to proficiency testing performance and the number of internal and external audits, always supported by our accreditation programs. We evaluate the efficiency of each activity from the pre-analytical phase to the delivery of results, including clinical analysis, pathology, genomics, and imaging. Process mapping and standardized training help prevent errors and unintentional actions, while risk management and patient safety ensure prevention of adverse events, delayed diagnoses, repeat sample collections and treatment errors.



# Accreditations

We are recognized for the excellence of our services both in Brazil and abroad. Internal and external audits help ensure quality across every stage of our value chain. Below is a list of our current certifications and accreditations:

## Diagnostics

**CAP:** international certification granted by the College of American Pathologists (CAP), recognizing excellence in clinical laboratory and anatomic pathology practices. Units: Dasa Genômica and NTO (Dasa's Technical Operations Center) Alphaville.

**NBR ISO 17025:** reference standard related to the management of testing and calibration laboratories. Unit: Chromatox.

**ONA:** accreditation by the ONA (Brazilian National Accreditation Organization), which develops and oversees Brazil's healthcare quality and safety standards. Certified unit: CientificaLab.

**PADI:** Brazil's Imaging Diagnostics Accreditation Program, a certification granted by the Brazilian College of Radiology. Unit: Alta Diagnósticos SP.

**PALC:** Brazil's Clinical Laboratory Accreditation Program, a certification granted by the Brazilian Society of Clinical Pathology/Laboratory Medicine. Several units.

**QGA:** The program developed by Quality Global Alliance (QGA), in partnership with the IBSP (Brazilian Institute for Patient Safety)

was designed by a specialized technical committee and built on a rigorous review of national and international references and best practices in patient safety, following the principles established by the International Society for Quality in Health Care (ISQua) for developing healthcare quality standards. Diagnostic Units.

## Hospitals

### Certification of Distinction in Hemodynamics Services:

granted by the IQG (Brazil's Qualisa Management Institute) — Health Services Accreditation, evaluates a comprehensive set of protocols and steering indicators, promoting multidisciplinary knowledge sharing with added value to patients during and after interventional procedures. Certified unit: Hospital da Bahia.

**Joint Commission International (JCI):** World-leading healthcare accreditation body, granting certification in safety and quality for hospital services. Certified units: Hospital Santa Paula and Hospital Nove de Julho.

**ONA:** Brazilian National Accreditation Organization, responsible for developing and managing Brazil's healthcare quality and safety standards. Certified unit: Hospital Paraná, Hospital da Bahia.

**QMentum International QGA:** a partnership between the QGA and the Health Standards Organization (HSO), giving Brazilian healthcare institutions access to international excellence standards through high-performance guidance and monitoring in quality and safety. Certified units: Hospital Leforte Morumbi, Hospital Leforte Liberdade, Hospital e Maternidade Christóvão

da Gama, Complexo Hospitalar de Niterói, Hospital São Lucas Copacabana, Hospital Águas Claras, Hospital e Maternidade Brasília, and Hospital São Domingos.

### Foundation for the Accreditation of Cellular Therapy (FACT):

accreditation for cellular therapy programs, including bone marrow transplantation and stem cell therapies. Unit: Complexo Hospitalar de Niterói.

### Quality Oncology Practice Initiative (QOPI):

certification by the American Society of Clinical Oncology (ASCO®), which promotes the highest standards of care and safety in institutions dedicated to cancer treatment and cure around the world. Oncology Units.

**UTI Top Performer:** seal granted by Epimed, in partnership with the Brazilian Association of Intensive Care Medicine, to Intensive Care Units (ICUs) in Brazil that demonstrate high performance based on the Standardized Efficiency Matrix and SAPS-3 scoring system. Certified units: Hospital Águas Claras, Hospital Brasília, Hospital São Lucas Copacabana e Hospital Nove de Julho.

### World Stroke Organization (WSO):

certification granted by the SIECV (Ibero-American Society of Cerebrovascular Diseases). The process certifies the quality of healthcare institutions in terms of infrastructure, care, and treatment for stroke (Cerebrovascular Accident – CVA). Certified units: Hospital Santa Paula, Hospital Nove de Julho, Hospital e Maternidade Christóvão da Gama, Hospital São Lucas, Hospital da Bahia, Hospital Brasília.



# PATIENT EXPERIENCE

Over the year, we improved the patient experience by investing in digital innovation, operational efficiency, and human-centered care. We continued with initiatives that integrate patients, such as the Patient and Family Advisory Councils (PFACs), which is present in five hospitals. On the Diagnostics front, we held monthly forums to monitor the customer experience. In addition, we collected satisfaction indicators such as the Customer Satisfaction Index (CSAT), Effort Index, Experience Index and Net Promoter Score (NPS), reinforcing our commitment to excellence in care.

## Hospitals and Oncology

Within our hospitals, we have a structure that works in collaboration with care teams and families, strengthening guidelines, processes and workflows. The Patient Experience Committees operate in all hospital units, monitoring indicators and implementing strategic actions. We have consolidated Patient Experience Program at the national level, based on regulatory guidelines, local policies and routines. We centralized our ombudsman function, consolidating 16 hospital units into a single structure, which reduced the average response time to minutes.

We advanced in preventive practices, resulting in 1.8% of patients impacted by recollections, while the 30-day readmission rate was 6.1%.

We ensure greater patient protection by providing detailed pricing information and procedures before exams are carried out, via email, apps, websites, call centers and physical materials at the units, in accessible language and with clear payment terms.

## Diagnostics

We continued to strengthen the monitoring and prevention of adverse impacts. We made progress in digitalization, modernizing service units and promoting the competitive advantage of at-home or in-person testing, as well as increasing accessibility in Delboni service units with service in Libras (Brazilian Sign Language), and an audible warning for visually impaired patients in the Consulta On-line Agora (real-time online consultation platform) environment. We also consolidated the omnichannel journey, reducing bureaucracy and strengthening integrated care, with well-structured service channels and corrective action plans whenever necessary.

## Service Management

In Service Management, we monitor indicators aligned with the guidelines of ANS (Brazil’s National Supplementary Health Agency) and the Anahp (Brazil’s National Association of Private Hospitals), as well as the London Protocol for incident investigation. Reviews are carried out in monthly forums with specialized teams, ensuring that causes are identified and corrective plans are implemented. In 2024, there were no cases of non-compliance affecting patient health and safety. During the period, our hospitals recorded 17,174 adverse events, 84.9% were classified as mild, 13.6% resulted in moderate harm, and 1.5% were considered severe or resulted in death. In our Diagnostics units, ten severe adverse events were formally recorded.

## Patient safety

To ensure patient safety, we rely on NSP (Dasa’s Patient Safety Centers), composed of multidisciplinary teams. The NSP meet monthly to review indicators and adverse events, developing action plans to mitigate risks. More severe cases are reviewed by the Strategic Committee for Patient Quality and Safety.

Since 2022, we have maintained a partnership with the Quality Global Alliance (QGA) to accredit our hospital clinical governance systems. We achieved Expert recognition status, based on four key pillars. To monitor the quality of hospital care, we use the Hospital Acquired Conditions (HAC) metric, focusing on assessment of primary bloodstream infections, ventilator-associated pneumonia, urinary tract infections, and infections related to clean surgeries. HAC allows us to identify areas needing improvement in infection prevention practices. Finally, we have carried out audits in our hospitals in order to ensure the implementation of international safety targets.

### Hospital-Acquired Condition (HAC) Score

	2022	2023	2024
<b>Primary Bloodstream Infection (PBI)</b>	1.9	1.5	0.8
<b>Ventilator-Associated Pneumonia (VAP)</b>	3.1	2.4	1.7
<b>Urinary Tract Infection (UTI)</b>	0.9	0.5	0.3
<b>Infection in clean surgery</b>	0.7	0.5	0.4
<b>Fall with injury</b>	0.3	0.2	0.2
<b>Pressure injury</b>	1.7	1.3	1.2



# RESEARCH AND DEVELOPMENT

To achieve greater synergy and efficiency on the research fronts, we have unified our Research and Development (R&D), Medical Education, and Innovation areas. Throughout the year, we updated the Genomics platform and invested in molecular biology studies.

To drive these research initiatives, Dasa's main asset is the CPCLin - Centro de Pesquisas Clínicas de São Paulo (Dasa's Clinical Research Center in Sao Paulo), in partnership with the IEPD (Dasa's Institute for Education and Research), which supports these initiatives, especially in contract management and regulatory matters. In 2024, CPCLin enabled the conduction of 25 clinical trials, recruiting 381 participants. The studies primarily involved the following specialties: Endocrinology, Cardiology, Rheumatology, and Neurology.

In 2024, our healthcare professionals participated in more than 50 national and international medical congresses and events.

We reached a significant milestone by surpassing one thousand published/accepted papers in indexed journals, standing out in the scientific community. This number includes 200 articles published/accepted in 2024 alone, with 25% in high-impact journals in the health field, reflecting the continuous growth and quality of our research efforts.

## GenoP Project

The GenoP - Genômica Populacional (population genomics) project, launched in 2023 to build a genetic database focused on the Brazilian population, enabling the development of Polygenic Risk Score (PRS) tests at a lower cost. In 2024, we made progress in both genetic sequencing and participant enrollment, with the goal of improving healthcare solutions for these populations. By year-end, the study had reached approximately 1,744 participants, with 1,148 samples sequenced. Between November 2024 and January 2025, three abstracts were submitted to major conferences, focusing on improving the sensitivity and specificity of PRS testing in the Brazilian population.

## Specialized Healthcare Training Program

We offered Specialized Healthcare Training Programs, including internships and clinical rotations across our hospital network as well as Medical Residency programs in states like Sao Paulo and Rio de Janeiro. These initiatives aim to strengthen medical and multidisciplinary education, with a focus on training in areas such as Nursing, Physical Therapy, Nutrition, Pharmacy, and Psychology, offering theoretical and hands-on training, supervised by seasoned professionals.



+1,000

Papers published in indexed journals since 2020



200

Published articles, with 25% appearing in high-impact journals within the healthcare field

Research fronts:



Investigator initiated studies



Clinical studies



Validation of new technologies

## Dasa Educa Highlights

In 2024 we held **10** scientific events—both online and in person—with over **44 thousand** registered participants.



### Scientific content

(from 2022 to 2024)

Over **115 thousand** access to scientific content produced;

Over **18 thousand** registered doctors;

**134 thousand** registrations for live sessions and symposiums;

Over **500** scientific articles available in the Scientific Library.



### Specialized Healthcare Training

**64** Specialized Medical Training Programs;

**1,234** enrolled participants;

**85%** of graduates chose to continue their professional careers at Dasa.



### Program distribution by category:

Medical and Multiprofessional Health Residency Programs;

Medical Specialization Programs (Fellowships).

## Innovation

Innovation is a strategic pillar at Dasa, and it manifests itself in an integrated way with Research and Development (R&D). This synergy is directly aligned with our strategy of investing in technical-scientific innovation, improving existing services and developing new services and business models.

### Digital Transformation

We have implemented initiatives that optimize service and improve operational efficiency, such as: reducing registration time, accessing test results through the Nav Dasa app, implementing the Hoobox tool in hospitals, automating the reading of medical orders via Optical Character Recognition, and using Natural Language Processing (NLP). Moreover, we launched and redesigned websites for stability, safety, and ease of access. Currently, 40% of appointments and consultations are already made online.

### Open Innovation

In 2024, the focus was on exploring and integrating new technologies, based on three main pillars:

**BUSINESS:** pillar focused on business acceleration, 25 theses were cocreated in partnerships with startups and external players. Of this total, eight were completed in 2024, and two stand out for their impact results, which are already contracted, namely Automation in Population Health Management and Automatic Management of Medical Shifts.

**ECOSYSTEM:** curated selection of over 500 startups, including approximately 270 healthtech companies, where we consolidate our connections through Radar Dasa (Dasa's platform that organizes and streamlines relations with startups). Throughout the year, we received the following awards: 4th place in the Valor Inovação Award (recognizes Brazil's most innovative companies) – medical services ranking and 2nd place in the 100 Open (open innovation award) – health services ranking.

**CULTURE:** we held the 1st edition of the Programa Inovação com Ousadia e Excelência (Innovation with Boldness and Excellence program), which had over 500 candidates registered, 280 ideas submitted, and five projects awarded and presented to the COMEX (Dasa's Executive Committee).

## Digital Platform

### Nav Dasa

**12 million**  
patients

**305,204**  
specialty telemedicine visits

**206,857**  
Consulta On-line Agora (real-time online consultation platform) sessions

**40%**  
of appointments made by self-scheduling

Redesigned front-end and implementation of biometric authentication

### Nav Pro - Health Professionals

**89 thousand** healthcare professionals registered  
(vs. 68,900 in 2023)

## Medical Innovations

When it comes to medical innovation, our focus is on finding solutions for disease detection and prevention, increasing diagnostic accuracy, reducing costs, and improving the patient experience. To this end, we have a team focused on developing Artificial Intelligence models. Among the main solutions, we highlight:

- Use of **Natural Language Processing (NLP)**, which enabled swifter communication between doctors and patients in cases of significant changes in test results;
- Between **6,000 and 10,000** diagnostic reports processed daily throughout Brazil, capable of detecting up to **43 different conditions** and reducing the start of treatment to seven days;
- Creation of **DasaBERT**, generative AI specialized in filtering more complex findings in medical reports;
- Creation of the **Kardia system** based on AI in partnership with the startup Neomed. The system performs electrocardiograms and generates reports in less than **five minutes**;
- Implementation of a **deep learning algorithm** to **reduce in 80%** noises in MRI images in **80%** of the equipment. This reduced the scan time required to perform the tests by **40%**.





# HOSPITAL ASSOCIATION AGREEMENT

On April 1, 2025, Dasa announced the closing of an Association Agreement between the Company and Amil Assistência Médica Internacional S.A. (“Amil”), establishing Ímpar Serviços Hospitalares S.A. (“Ímpar”)—Dasa’s hospital and oncology division—as a joint venture, with equal 50% ownership and shared control between Dasa and Amil.

On the same date, the Ímpar Shareholders’ Agreement between Dasa and Amil came into effect, with the goal of maintaining a cohesive controlling group aligned around long-term interests. The governance structure was designed to ensure balanced decision-making, with three representatives from each shareholder and three independent members on the Board of Directors. Most decisions are made by simple majority.

Through this strategic alliance, Ímpar will operate under the Rede Américas brand across all its hospital operations. The group becomes a stronger, more attractive, and non-verticalized hospital network for patients and commercial partners, offering a wider range of facilities, healthcare professionals, and treatments. The combined network now comprises 25 hospitals and over 4,000 beds, primarily in Sao Paulo, Rio de Janeiro, and the Federal District.

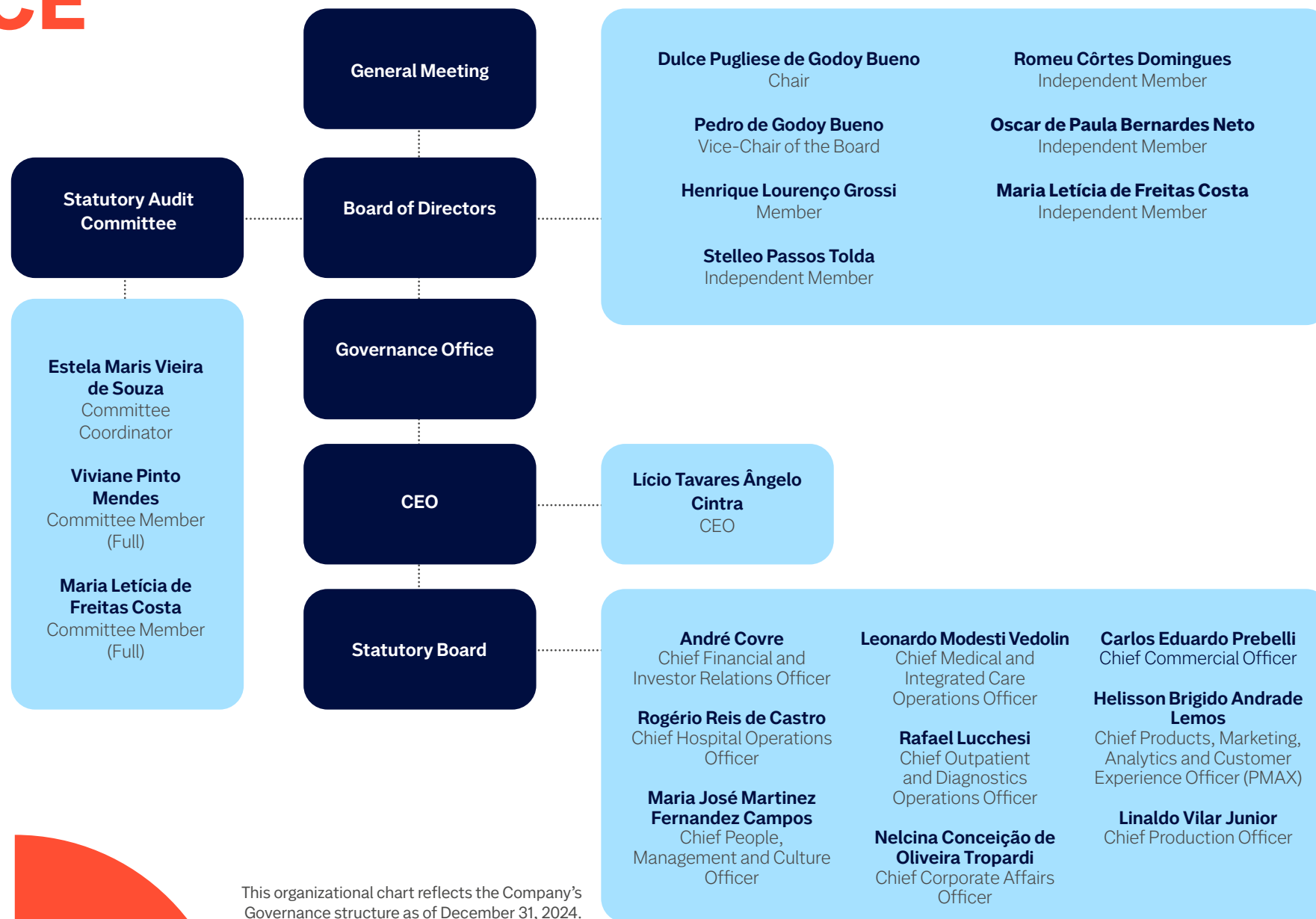
The integration of Rede Américas brings greater efficiency and scale to the joint operation, creating value for all stakeholders and contributing to the development of Brazil’s healthcare system.

# GOVERNANCE

## CORPORATE GOVERNANCE

We follow governance practices aligned with the guidelines of the IBGC (Brazilian Institute of Corporate Governance) and B3's Novo Mercado segment (highest corporate governance segment of the Brazilian stock exchange) requirements, which demands high management standards, transparency, and strengthening of shareholder rights. Beyond regulatory compliance, we strive to ensure decision-making processes that are fair, responsible, equitable, and accountable.

Our structure includes a General Meeting, Executive Committee, Governance Office, Board of Directors (with a majority of independent members), Executive Board (statutory and non-statutory), and the Audit Committee, which became statutory in June 2024. We operate based on ethical and innovative principles, focusing on quality, sustainability, and continuity in our relationships with all our stakeholders.



This organizational chart reflects the Company's Governance structure as of December 31, 2024.



# DATA PRIVACY AND INFORMATION SECURITY



Throughout the year, we strengthened our information security structure with a focus on protecting sensitive data and complying with the LGPD (Brazil's General Data Protection Law). We have adopted an approach based on five pillars — data privacy and protection, information security governance, architecture and prevention, business continuity, and CDOC (Dasa's Cyber Defense Operations Center) —, supported by the Privacy and Data Protection Program and the P&PD (Dasa's Privacy and Data Protection Center), coordinated by our Data Protection Officer (DPO).

We rely on policies and tools, such as the OneTrust platform, as well as digital channels to serve data subjects. We also work in incident management, ensuring transparency, traceability, and compliance in the response process. In 2024, we recorded 13 complaints without any high-impact or critic incidents. There were no incidents of data leaks, theft, or loss, nor any legal proceedings or penalties related to security or privacy.

## LEARN MORE

*[In the "Data Privacy and Information Security" section in the full version of the 2024 Sustainability Report, page 62.](#)*

# ENVIRONMENTAL

## ENERGY, WASTE, WATER, AND EFFLUENTS

### Energy

#### Energy intensity

2023

**49.81 GJ**/R\$ million

2024

**28.06 GJ**/R\$ million

- Our energy intensity has been reduced to 43.66%. (vs. 2023);
- **12 solar plants** in operation, **three under construction**, participation in seven energy consortia and **346 diagnostic units** already supplied by distributed generation;
- Replacement of the gas-powered (LPG) HVAC system at Hospital São Lucas with an **automated electrical system**, resulting in:
  - Gas consumption avoided **5,928,980.4 GJ** (687 tCO<sub>2</sub>) (vs. 2023);
  - Savings in excess of **R\$ 972 thousand**, compared to the previous year.

### Waste

#### Diagnostics

**8,010.48** tons

#### Hospitals and Oncology

**9,594.25** tons

- **PGRSS (Dasa's Health Services Waste Management Plan)** developed for each facility;
- **Regular training sessions** on proper waste segregation, storage, transport, and final disposal;
- **Waste management system** with real-time integration into state and federal systems, which allowed the consolidated data to be integrated into the **GHG Emissions Inventory**;
- Implementation of monthly **waste generation monitoring**.

### Water and effluents

#### Diagnostics

**273.33** megaliters

#### Hospitals and Oncology

**812.02** megaliters

- Development of a **dedicated tool for monitoring water consumption**, which enabled the mapping of over **1,200 water meters** across our facilities;
- Integration of the **effluent volumes from our NTOs** (Dasa's Technical Operations Centers) into our **GHG Emissions Inventory**, with monthly monitoring.



# EMISSIONS

For the fifth consecutive year, we conducted a comprehensive Greenhouse Gas (GHG) Emissions Inventory, audited and certified in accordance with the guidelines of the Brazilian GHG Protocol Program and NBR ISO 14.064 (Brazilian standard for measuring and reporting GHG emissions).

We implemented a new GHG emissions management process, which enabled a faster completion of the Inventory. This reduction enabled the use of inventory as a tool for management and continuous data monitoring.

## Emissions Intensity\* 2024: 6.56 tCO<sub>2</sub>e/R\$ million

\*Total emissions from Scopes 1, 2, and 3 relative to consolidated gross revenue.

Total emissions by scope (tCO <sub>2</sub> e)**						
Direct emissions	CO <sub>2</sub> e (t)			Biogenic CO <sub>2</sub> (t)		
	2022	2023	2024	2022	2023	2024
<b>SCOPE 1</b>	32,077.81	28,570.05	30,187.37	674.88	749.63	751.30
Indirect emissions	CO <sub>2</sub> e (t)			Biogenic CO <sub>2</sub> (t)		
	2022	2023	2024	2022	2023	2024
<b>SCOPE 2</b>	8,153.64	4,468.53	8,029.43	-	-	-
Indirect emissions	CO <sub>2</sub> e (t)			Biogenic CO <sub>2</sub> (t)		
	2022	2023	2024	2022	2023	2024
<b>SCOPE 3</b>	34,508.74	41,417.91	72,037.13	4,516.40	6,906.83	12,771.02

\*\*Gases included in the calculation of Scopes 1, 2, and 3: CO<sub>2</sub>, CH<sub>4</sub>, N<sub>2</sub>O, HFCs, PFCs, SF<sub>6</sub> and NF<sub>3</sub>. Base year: 2024.

### LEARN MORE

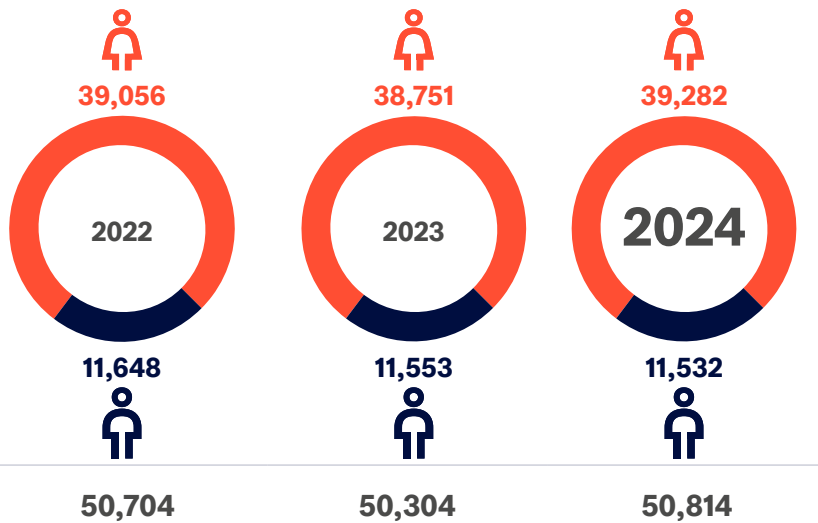
[See the full tables of emissions and energy consumption in the Annexes to the full version.](#)

# SOCIAL

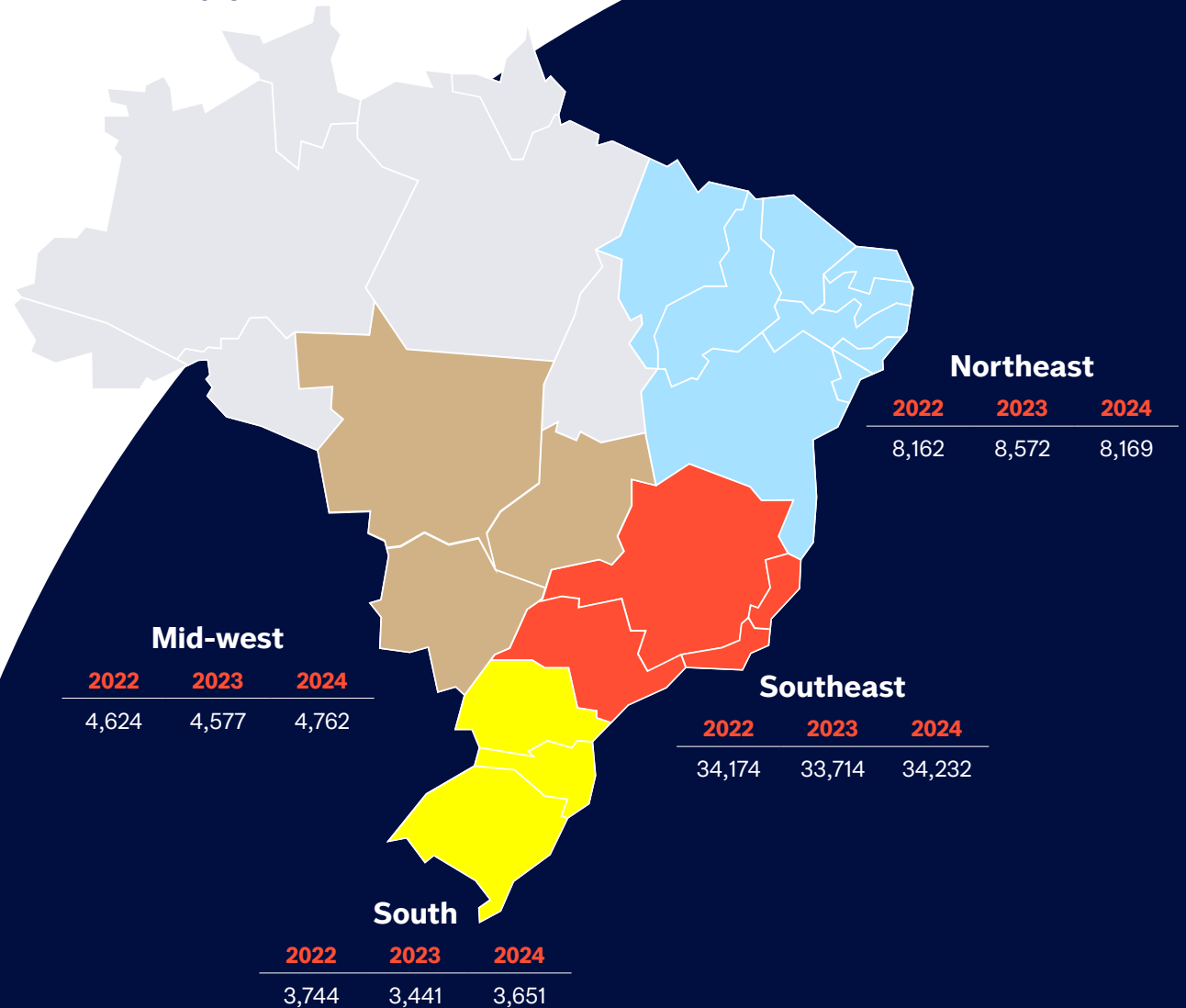
## OUR PEOPLE

By taking care of our people, we are building a more resilient organization—one that is prepared to face future challenges while remaining focused on excellence and creating a positive impact on society. In 2024, we employed 50,814\* employees in our business units, that ensure efficiency, accuracy, and care that is increasingly closer to people.

### BY GENDER



### BY REGION



\* Includes trainees, apprentices, and those who left in December. Does not include outsourced employees, which total 14,281.

## Training and Development

Dasa remained committed to employee development by promoting structured career transition programs and strengthening workforce skills and employability. Supported by Universidade Dasa (Dasa's corporate University), the Company offered a variety of training programs across all its business areas, reinforcing a culture of continuous learning and preparing teams for the challenges of an everevolving healthcare sector. Among the main initiatives in this area, we highlight:

### Universidade Dasa:

- Over **892 thousand** courses were completed, with more than **75% of the training delivered online**;
- Corporate Education with **122,479 completions** in Asynchronous Missions (mandatory trainings), achieving **NPS of 86.7**;
- 179,477 participations in synchronous events, with **NPS of 96.5**.

### Training:

- **230** learning objects delivered, with **NPS of 90**;
- Rise of **40.6% in unique access** to Universidade Dasa, compared to 2023.

## Ocupacional Safety

Dasa has a structured occupational health and safety management system, backed by clearly defined policies, standardized procedures and defined goals, ensuring access and understanding for all employees. The structure ensures compliance with legislation at all levels, as well as meeting the requirements of audits conducted by national and international certifying bodies. Regular updating of documents and the use of technology reinforce risk prevention and continuous improvement of processes.

Management is conducted by a dedicated and specialized SESMT (Dasa's Specialized Service in Safety Engineering and Occupational Medicine) team, linked to the Human Resources Directorate.

This team leads initiatives such as the Risk Management Plan (RMP), the PCMSO (Dasa's Occupational Health Medical Control Program) and the Radiological Protection Plan (RPP), promoting safer environments that comply with Regulatory Norms. All employees are covered by the system. Moreover, 100% of outsourced workers are also covered by the Third-Party Code of Conduct.

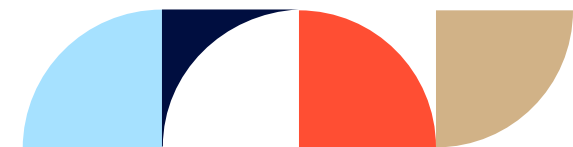
The Work Accident Frequency Rate in Hospitals and Oncology stood at 9.88 (36,540,179\* work hours, in 2024). In Diagnostics, the Work Accident Frequency Rate was 13.28 (53,165,280 work hours, in 2024). There were no reports of occupational diseases in either BU.

\*The rates were calculated based on 1,000,000 hours worked.

## Health, Safety, and Well-being

The Dasa Cuida Program is an initiative that provides free support to employees and their dependents, with over 20 initiatives organized into five pillars: physical, mental, emotional, intellectual, and spiritual health. These initiatives are supported by over 300 Dasa Cuida Ambassadors — employees who represent the program within their units and help promote and disseminate actions.

Throughout 2024, we carried out a range of prevention and awareness campaigns, such as the mental and emotional health programs. We continued to run awareness campaigns throughout the year, including Janeiro Branco (White January), focused on mental health; Agosto Lilás (Lilac August), to combat violence against women; Setembro Amarelo (Yellow September), for suicide prevention; Pink October, promoting women's health and breast cancer awareness; and Novembro Azul (November) dedicated to men's health and prostate cancer prevention.



# Main initiatives in Equality, Diversity, and Inclusion

## GENDER EQUITY

- Members of the *Elas Lideram 2030 (Women Lead Movement 2030)*, part of the UN Global Compact Brazil Network, since 2022. In 2024, ten Dasa female employees were among the 30 women selected to participate in the second edition of *MentorEla*, an initiative promoted by the agency in partnership with *Movimento Aladas*, to receive specialized and exclusive mentoring.
- By the end of 2024, 70 women held positions in Executive Management, Directorship, and Vice Presidency at Dasa, representing 45% of all such leadership roles.
- Members of the *Coalizão Empresarial pelo Fim da Violência Contra Mulheres e Meninas (Business Coalition for the End of Violence against Women and Girls)*.

## DIVERSITY

- Diversity Indicators Dashboard: monitors representation data across hierarchical levels and structures within the Company.
- Diversity Meetings Program: unification of the former Affinity Groups, with regular agendas focused on education and discussion of topics related to diversity and human rights, with the participation of people from all minority groups, as well as allies, jointly developing proposals for improvement for the Company.
- Publication of the new Anti-Harassment and Anti-Discrimination Policy, in 2025.

## LGBTI+

- Signatories of the *Fórum de Empresas e Direitos LGBTI+ (LGBTI+ Business and Rights Forum)* since 2021.
- *Acolhe Trans Program*: we maintained multidisciplinary monitoring of the project.

## PEOPLE WITH DISABILITIES

- In 2024, our workforce included 1,303 people with disabilities (PWDs).
- Advancing the inclusion of individuals with Autism Spectrum Disorder (ASD).
- Launch of a dedicated job page for affirmative roles.

## RACIAL EQUITY

- Members of the *Raça é Prioridade (Race is a Priority)*, part of the UN Global Compact Brazil Network, since 2022.
- By the end of 2024, Dasa had a total of 23,107 Black employees, including 515 in leadership positions—covering Coordination, Management, Executive Management, Directorship, and Vice Presidency—representing 32% of all leadership roles.

# PRIVATE SOCIAL INVESTMENT

Our initiatives are guided by ESG principles, promoting sustainable development and contributing to the improvement of quality of life for the people impacted by our activities, with a particular focus on health. Within this context, we allocate resources to incentivized projects and donate diagnostic tests to individuals in socially vulnerable situations.

In 2024, we advanced Dasa's Private Social Investment (PSI) projects. We enhanced the selection of projects receiving incentives by adopting our Decision Matrix, now based on the social determinants of health defined by the World Health Organization (WHO).

In total, R\$ 2,818,557.14\* was allocated to social, cultural, educational and sports projects, through municipal and federal tax incentives programs.

Through regular musical and sports training programs, we impacted over 4,500 children and young people. Additionally, 366,000 people had free access to cultural and sporting events, and more than 37,000 services were provided free of charge.

\*The amount is lower than the previous year because, in 2024, we did not have ISS SP (Brazilian Municipal Service Tax).

## Screening:

In 2024, Dasa participated in a lung cancer screening project in the state of Bahia. In partnership with a local organization, the Company's doctors voluntarily served as technical leads, conducting and issuing reports for chest exams for over five thousand people. The initiative enabled case follow-up and contributed to the early detection and treatment of the disease.

## Américas Amigas:

We performed 855 breast screenings in 2024, in partnership with the NGO (Non-Governmental Organization) Américas Amigas, promoting breast cancer prevention among women in vulnerable situations in the states of Bahia, Pernambuco and Sao Paulo.

## Xingu Project:

The Xingu Project, carried out by the NGO Xingu+Catu, was developed with the goal of advancing the process of performing molecular tests for Human Papillomavirus (HPV) detection in indigenous women, focusing on encouraging treatment and preventive mechanisms for cervical cancer.

## Viva+Oncogeriatría Project

The Viva+Oncogeriatría Project aims to expand access to and improve the quality of care for cancer patients over 60 years old served by SUS (Brazil's public healthcare system), through funding for exams, medications, and specialized professionals at the Complexo Funfarme – Hospital de Base in Sao Jose do Rio Preto (SP).

The initiative offers humanized care, early diagnosis, and dignified treatment, supporting patients throughout all stages of their oncological journey, including digital literacy actions and support via telemedicine. Throughout 2024, the project recorded over 37,000 in-person and remote appointments, chemotherapy sessions, and hospitalizations, significantly contributing to health equity and the well-being of the elderly population. The work of Viva+Oncogeriatría is aligned with Dasa's social investment strategy as a tax-incentivized project (Law 12.213/2010).



## LEARN MORE

The full edition of the **2024 Sustainability Report** includes details on these and several additional activities. It contains further information on our performance throughout the course of the year, as well as details about our commitments, value creation, and positive impacts.

# Credits

## Coordination

Dasa

ESG, Marketing and Investor Relations

## Editorial Project: Consulting, Writing, and Translation

Ricca Sustentabilidade

## Graphic Design: Layout and Formatting

Ricca Sustentabilidade

## Photos

Dasa Image Bank



DQSD