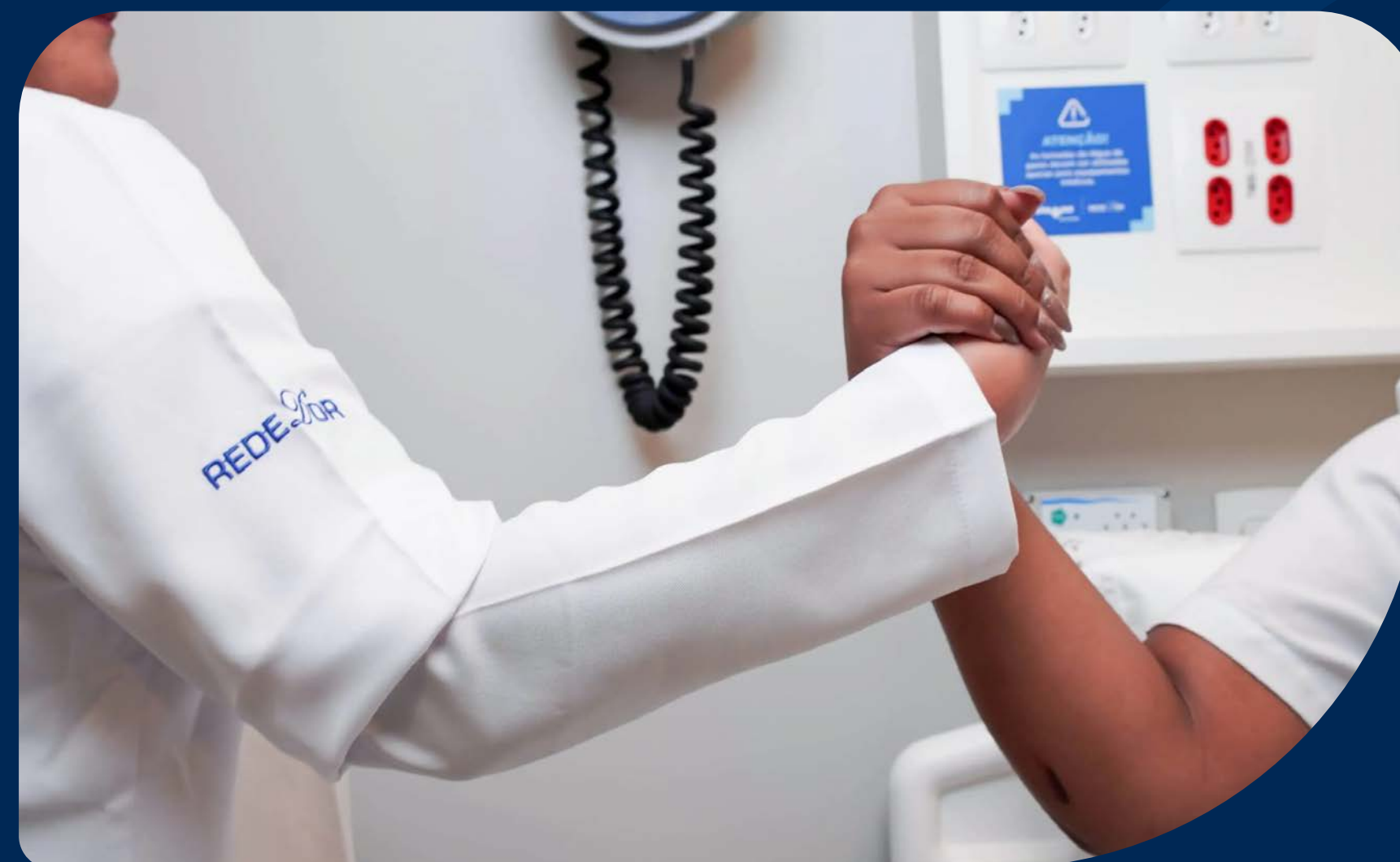
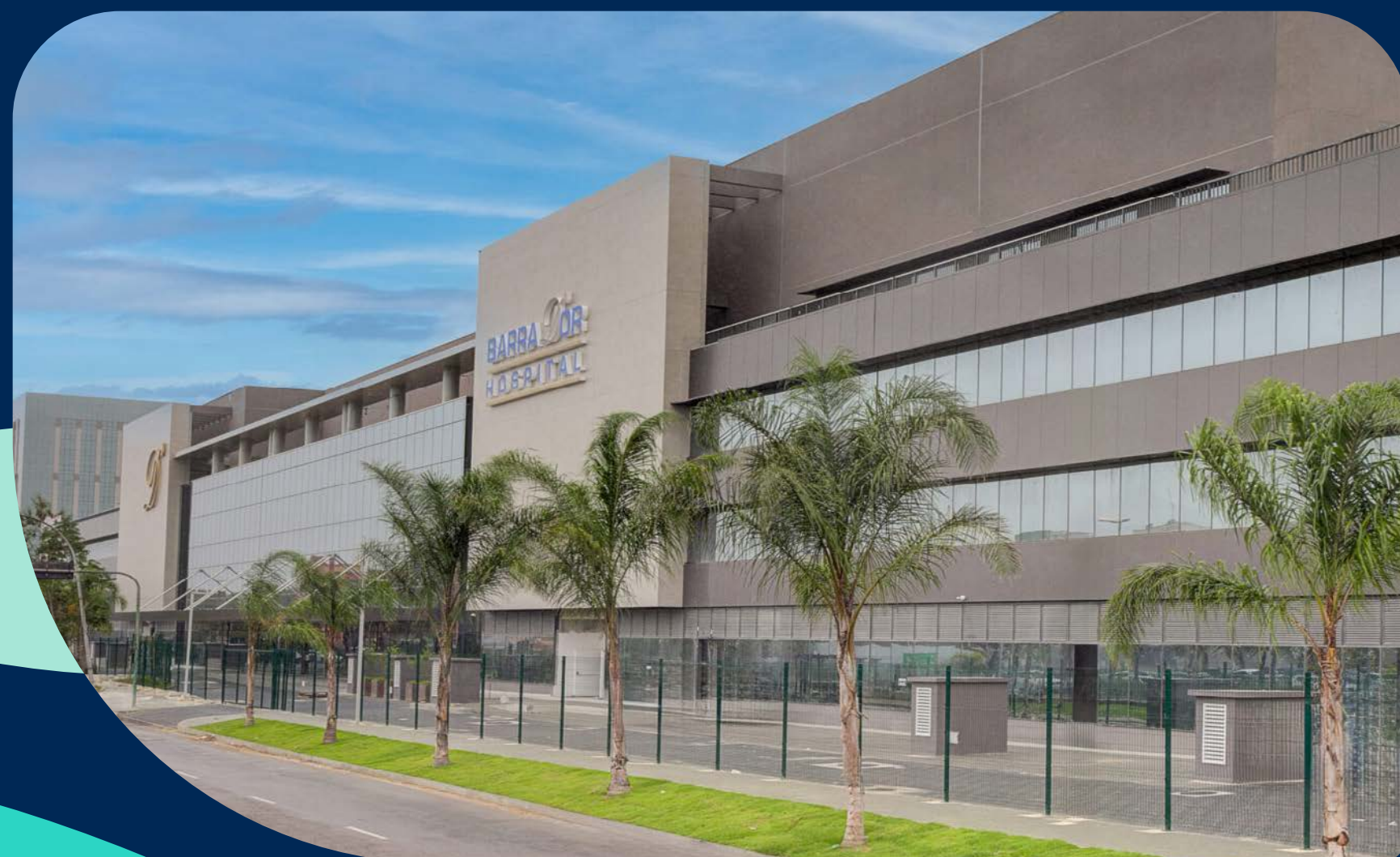




# Sustainability Report 2025

REDE *D'OR*

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# 1

## Presentation

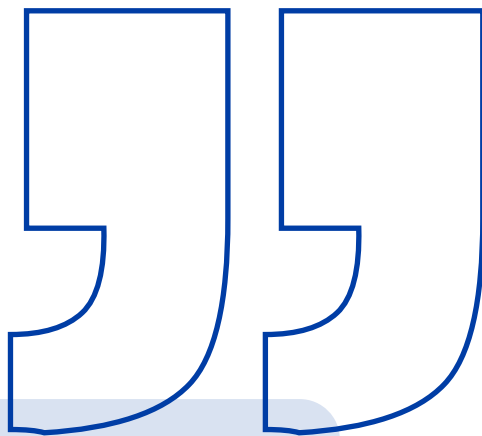
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# Message from the President

GRI 2-22

Brazil’s healthcare system will only be sustainable if we are able to consistently combine scale, efficiency, and quality of care. This conviction guides Rede D’Or’s decisions—and it is what shaped our actions throughout 2025.



The year marked a milestone in the Company’s trajectory. Beyond record results, we advanced in consolidating a business model capable of growing with discipline, expanding access, and raising the standard of care. We closed the period with solid revenue growth, strong cash generation, and a meaningful expansion of our care capacity.

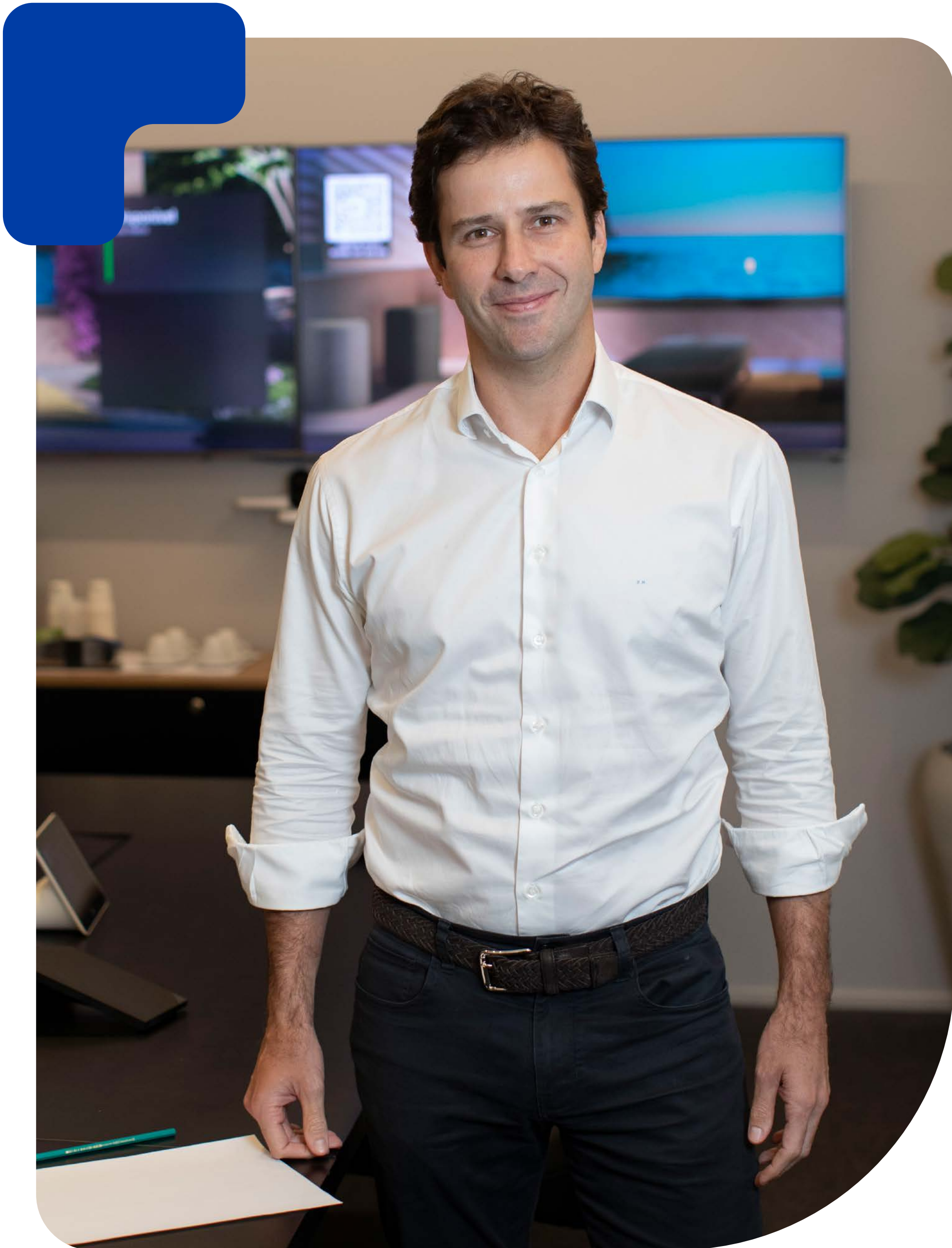


foto EDILSON DANTAS | O GLOBO

Clinical excellence does not happen by chance. It is built through method, discipline, and, above all, people.

Today, we have 47 units with international accreditations and another 24 with national accreditations. More than certifications, these figures reflect a structured quality system, with standardized processes, teams in continuous development, and rigorous monitoring of clinical indicators. Technical visits based on our Clinical Practice Manual are a central part of this process—a continuous mechanism for improving quality, patient safety, and consistency of practices across the network.

We continue to grow responsibly. In 2025, we reached 13,555 total beds, of which 10,351 were operational, and performed 570 thousand surgeries. This progress reflects not only expansion, but also meaningful productivity gains and increased clinical complexity, while maintaining healthy hospital occupancy levels.

From a financial perspective, we recorded consolidated gross revenue of BRL 59.9 billion, growth of 10.5%, and net income of BRL 4.8 billion, an increase of 23.1%. These results demonstrate the consistency of our strategy and our ability to generate value sustainably over time.

This performance is directly linked to Rede D'Or's evolution as an integrated healthcare platform. The connection between hospitals, insurance, oncology, diagnostics, and care coordination allows us to operate more efficiently, reduce waste, and improve quality of care. We believe this integration is one of the most relevant paths to addressing the structural challenges of Brazil's healthcare system.

We also made consistent progress in expanding and modernizing our infrastructure. We invested in process standardization, digitalization, and automation, with emphasis on the revenue cycle. These initiatives strengthen our productivity and lay the foundation for the adoption of new technologies, including artificial intelligence, which is expected to positively transform how clinical teams work and deliver care.

None of this would be possible without over 80,000 people who are part of our organization. Our growth is accompanied by an ongoing commitment to training, development, and appreciation of our employees. It is this human capital, combined with the dedication of our physicians and partners, that sustains the quality of care and the trust of millions of patients.

In ESG, we advanced with consistency and tangible results. In 2025, we reduced emissions intensity by 54%, significantly exceeding the target originally set for 2030. This result was mainly driven by the reduction in the use of nitrous oxide—one of the highest climate-impact initiatives in Brazil's healthcare sector—and reinforces our commitment to an increasingly efficient and low-impact operation.

We also highlight the development of the Lagoinha Solar Complex, which will ensure the supply of clean energy for Rede D'Or's hospitals, as well as the expansion of energy and water efficiency programs, with the growing use of technological solutions in the management of natural resources.

We continue to look to the future with responsibility and ambition. We have a robust growth agenda, new projects under development, and financial discipline that allows us to move forward with confidence while maintaining flexibility to capture opportunities.

Our commitment remains unchanged: to continuously advance in quality of care, innovation, and efficiency—contributing in a tangible way to building a more sustainable healthcare system in Brazil.

We are only at the beginning.

**Paulo Junqueira Moll**  
CEO Rede D'Or



# 2025 Highlights

## Most Loved in Rio

Survey conducted by the newspaper O Globo with the public in Rio de Janeiro. **In the Hospitals category, Copa D'Or ranked first, followed by Barra D'Or and Quinta D'Or.**

## World's Most Trustworthy Companies 2025

Rede D'Or ranked 15th in Newsweek magazine's ranking of the most trustworthy companies in Brazil. **In the healthcare sector, the Company ranks first.**

## Valor 1000

Rede D'Or was elected **the best medical services company in Brazil** by the Valor Econômico newspaper ranking.

## World's Best Hospitals 2025:

25% of the hospitals listed in Brazil's Best Hospitals 2025, by Newsweek magazine, belong to Rede D'Or.

## Global Green Health Challenge Award

Rede D'Or was recognized as a **"Climate Champion"** in the **mitigation**, resilience and leadership categories by Health Care Without Harm.

## Gold Seal in the Brazilian GHG Protocol Program

Received for the fourth consecutive year.

## Aberje Sustainability Award 2025

Nationally awarded for the nitrous oxide emissions reduction project ([see more on page 146](#)).

## Schneider Electric Sustainability Impact Awards

granted to the Company for its **commitment to concrete solutions for energy efficiency and the decarbonization** of its operations.

## MAIN INDICATORS OF THE INTEGRATED REPORT

GRI 201-4, 302-1, 305-1, 305-2, 305-3, 306-3, 401-1, 404-1, 403-9, SASB HC-DY-000.A



| Manufactured Capital      | 2025   | 2024  | 2023  |
|---------------------------|--------|-------|-------|
| Owned hospitals (units)   | 76     | 75    | 70    |
| Managed hospitals (units) | 3      | 3     | 3     |
| Clinics (units)           | 65     | 61    | 55    |
| Laboratories (units)      | 11     | 11    | 11    |
| Operational beds (units)  | 10,351 | 9,857 | 9,598 |



| Natural Capital <sup>1</sup>                                | 2025                                          | 2024                                           | 2023                                          |
|-------------------------------------------------------------|-----------------------------------------------|------------------------------------------------|-----------------------------------------------|
| Total waste generated (t)                                   | 41,407                                        | 39,958                                         | 37,725                                        |
| Energy consumption within the organization (GJ)             | 1,558,009                                     | 1,443,630                                      | 1,316,304                                     |
| Direct GHG emissions – Scope 1 (tCO <sub>2</sub> e)         | 48,391                                        | 76,147                                         | 67,385                                        |
| Indirect GHG emissions – Scope 2 (tCO <sub>2</sub> e)       | location-based: 17,705<br>market-based: 6,108 | location-based: 19,120<br>market-based: 10,670 | location-based: 12,450<br>market-based: 9,252 |
| Other indirect GHG emissions – Scope 3 (tCO <sub>2</sub> e) | 27,423                                        | 28,351                                         | 31,259                                        |

<sup>1</sup> Does not include the following units: Hospital Badim, Hospital Cinco de Outubro, Hospital Estadual da Criança, and Hospital Yutaka Takeda.



| Human Capital                    | 2025   | 2024   | 2023   |
|----------------------------------|--------|--------|--------|
| Training hours per employee/year | 21.38  | 4.76   | 4.25   |
| Accident frequency rate          | 12.08  | 15.28  | 15.41  |
| Jobs generated                   | 30,129 | 26,840 | 21,325 |



| Intellectual Capital         | 2025  | 2024  | 2023  |
|------------------------------|-------|-------|-------|
| Number of articles published | 320   | 172   | 192   |
| Number of partners mapped    | 2,227 | 2,196 | 2,142 |



| Social and Relationship Capital                              | 2025   | 2024   | 2023   |
|--------------------------------------------------------------|--------|--------|--------|
| Social investment and sponsorship (BRL million) <sup>1</sup> | 25,760 | 23,583 | 17,465 |
| Accredited hospitals                                         | 71     | 71     | 60     |
| Customer Satisfaction Index (%)                              | 88     | 86     | 87     |

<sup>1</sup> Private Social Investment (ISP) in incentivized projects.



| Financial Capital                      | 2025 <sup>2</sup> | 2024 <sup>2</sup> | 2023 <sup>2</sup> |
|----------------------------------------|-------------------|-------------------|-------------------|
| Net revenue (BRL million) <sup>1</sup> | 55,725.9          | 50,571.2          | 46,508.6          |
| EBITDA (BRL million)                   | 11,718.0          | 9,074.0           | 7,065.3           |
| EBITDA margin (%)                      | 21.0              | 17.9              | 15.2              |
| Net income (loss) (BRL million)        | 4,843.6           | 3,934.1           | 2,113.7           |
| Net debt (BRL million)                 | 21,722.4          | 17,806.9          | 16,854.7          |
| Net debt / EBITDA                      | 1.9               | 2.0               | 2.4               |
| Capex (BRL million)                    | 3,284.8           | 3,178.3           | 2,862.20          |

<sup>1</sup> The published values are presented in the Company's [Financial Statements](#).

<sup>2</sup> Includes results from Rede D'Or and SulAmérica.

# Who we are

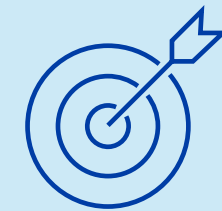
## Rede D'Or GRI 2-1, 2-2, 2-6

Present in all Brazilian regions, in 13 states and in the Federal District, we form the largest private healthcare company in Latin America, operating in the Brazilian supplementary healthcare sector. We are Rede D'Or São Luiz S.A., a publicly held private company headquartered in São Paulo (SP).

GRI 2-1

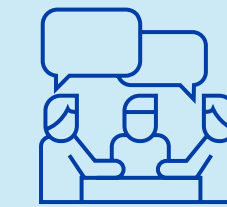
Our focus is to deliver humanized care and the best possible clinical outcomes for our patients. We seek to ensure this commitment through continuous investment in infrastructure, professional training and technology. We hold international certifications that attest to the quality of our services.

Our main activities are described in the [Reference Form](#), in item 1.2, as well as in the [Corporate Presentation](#). Both are updated annually and are published on the Company's Investor Relations website. GRI 2-2, 2-6



### MISSION

Provide highly effective medical and hospital care, with qualified and motivated teams, respecting ethics and the individual in their social and environmental context.



### VISION

To be a reference in hospital management and in the provision of medical services, based on the highest technical standards and socio-environmental responsibility.



### VALUES

- Competence;
- Credibility;
- Sustainable development;

- Humanization;
- Integrity; and
- Respect.



## TIMELINE

**1977**

- Foundation of Cardiolab, with its first laboratory installed in Rio de Janeiro (RJ).

**1998**

- Opening of the first hospital, Barra D'Or, in Rio de Janeiro (RJ).

**2000-2009**

- First stage of expansion, with five acquisitions and two new projects (greenfields).

**2012-2016**

- Acquisitions of hospitals in the Federal District and in the states of São Paulo, Rio de Janeiro and Pernambuco.
- Launch of the Sustainability Policy and the first Sustainability Report. We joined the Green and Healthy Hospitals initiative and produced a pilot inventory of greenhouse gas (GHG) emissions.

**2010-2011**

- Beginning of the consolidation phase of Rede D'Or.
- Opening of the first oncology clinic and the IDOR.

**2017**

- New unit of Hospital São Luiz in São Caetano do Sul (SP).
- Acquisition of clinics in the state of Rio de Janeiro.
- Establishment of the Environmental Policy and creation of the Sustainability Committee.

**2018**

- Acquisitions of hospitals in the states of Maranhão, Bahia and Rio de Janeiro.
- Creation of Open D'Or.
- Publication of the first GHG emissions inventory.

**2019**

- Two new hospitals begin operations: Vila Nova Star (SP) and DF Star (DF).
- Acquisition of hospitals in the states of Sergipe, São Paulo and Rio de Janeiro.
- Adoption of the Free Energy Market and launch of the environmental key performance indicators (KPIs) system.

1 PRESENTATION

SUSTAINABLE  
JOURNEY

GOVERNANCE

MANUFACTURED  
CAPITAL

HUMAN CAPITAL

SOCIAL AND  
RELATIONSHIP  
CAPITAL

NATURAL CAPITAL

INTELLECTUAL  
CAPITAL

FINANCIAL  
CAPITAL

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2020

- Rede D'Or Initial Public Offering (IPO), with shares listed on the Novo Mercado segment of B3 – Brasil, Bolsa, Balcão.
- Opening of Glória D'Or (RJ).
- Acquisition of hospitals in the states of Rio de Janeiro, Paraná, Ceará and Bahia.
- Adoption of national and global sustainability initiatives: UN Global Compact; GHG Protocol; Ethical Principles in Health Care (Epihc); Instituto Ethos; and Green Kitchen.
- First GHG emissions inventory with external verification.
- Obtaining the first external assurance for the Sustainability Report, using the Global Reporting Initiative (GRI) framework.

2021

- Acquisition of hospitals in the states of Minas Gerais, Paraíba, Mato Grosso do Sul, São Paulo, Rio de Janeiro and Bahia.
- Launch and publication of the Human Rights, Climate Change and Social Responsibility policies.
- Adoption of **Race to Zero** and disclosure of the Diversity and Inclusion Program.

2022

- Incorporation of SulAmérica.
- Acquisition of hospitals in the states of Mato Grosso do Sul, Alagoas, São Paulo and Bahia.
- Opening of Hospital Maternidade São Luiz Star (SP).
- ESG Strategic Planning, CDP reporting and first ESG assessment for suppliers.
- Launch of the Health, Safety and Environment Policy.
- Inclusion in Exame magazine's Best ESG Guide, and in B3's Carbon Efficient Index (ICO2) and Corporate Sustainability Index (ISE).
- First climate reporting in accordance with the Task Force on Climate-related Financial Disclosures (TCFD) recommendations.

2023

- Opening of Hospital São Luiz Campinas (SP).
- Revision of the Sustainable Development Goals (SDGs) Program.
- Creation of the Privacy Committee.
- Publication of the climate risk matrix.
- Revision of the ESG Strategic Planning (approved by the Board of Directors in March 2024).

2024

- Six new projects:
  - Memorial Star, in Recife (PE);
  - New tower at Vila Nova Star, in São Paulo (SP);
  - Aliança Star, in Salvador (BA);
  - São Luiz Guarulhos (SP);
  - São Luiz Alphaville (SP); and
  - Macaé D'Or (RJ).
- Creation of Atlântica D'Or, a new hospital network in partnership with Bradseg Participações S.A., the controlling company of the Bradesco Seguros Group.
- Creation of the "ESG in Network Bulletin".

2025

GRI 2-6

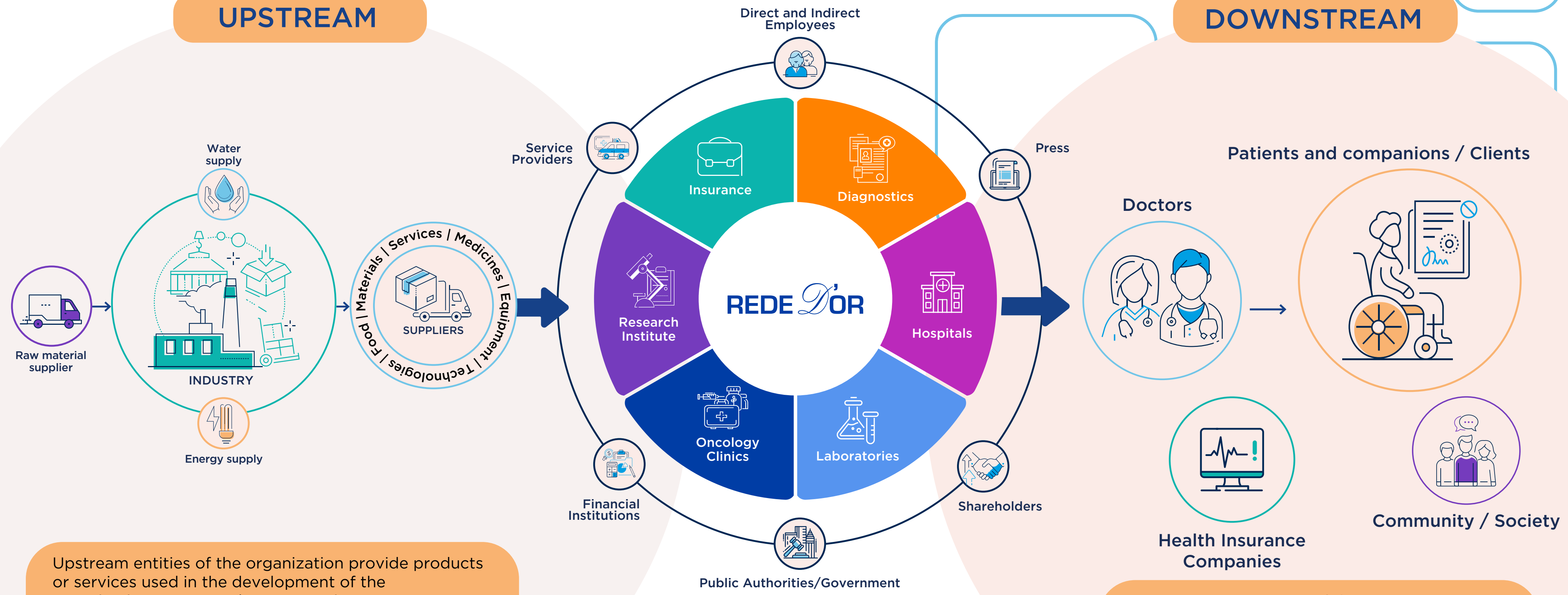
- Inauguration of the new unit Hospital Barra D'Or, in Rio de Janeiro (RJ).
- Reduction in nitrous oxide consumption (**see more on page 146**), improving our Scope 1 performance.
- Largest clean energy self-generation contract in the sector (**see more on page 126**).

# VALUE CHAIN

GRI 2-6

## UPSTREAM

## DOWNSTREAM



Upstream entities of the organization provide products or services used in the development of the organization's own products or services.

Downstream entities of the organization are those that receive products or services from the organization.

## Our ecosystem

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

We ended 2025 with 76 own hospitals in operation and three under management; 65 oncology clinics; 11 laboratories; and 128 thousand accredited physicians. With 10,351 operational beds, we annually perform 5.7 million emergency visits and 6.2 million outpatient visits, 569,962 surgeries and 46,126 childbirths, totaling 3 million patient-days. We have one of the largest diagnostic networks in Brazil, an extensive blood bank operation and the largest and most advanced robotic surgery park in Latin America.



### HOSPITALS

Largest and most awarded network of independent private hospitals in Brazil.

Reference in quality standards.

Opened in 1998.



### INSURANCE

One of the largest insurers in the country, SulAmérica, acquired in 2022.

Diversified distribution model and nationwide presence.

129 years of history.



### ONCOLOGY

Largest integrated oncology treatment network in the country.

Opened in 2011.



### DIAGNOSTICS

Third largest diagnostics operator in Brazil.

Opened in 1977, with relaunch in 2018.



### EDUCATION AND RESEARCH (IDOR)

Scientific collaboration with more than 80 countries.

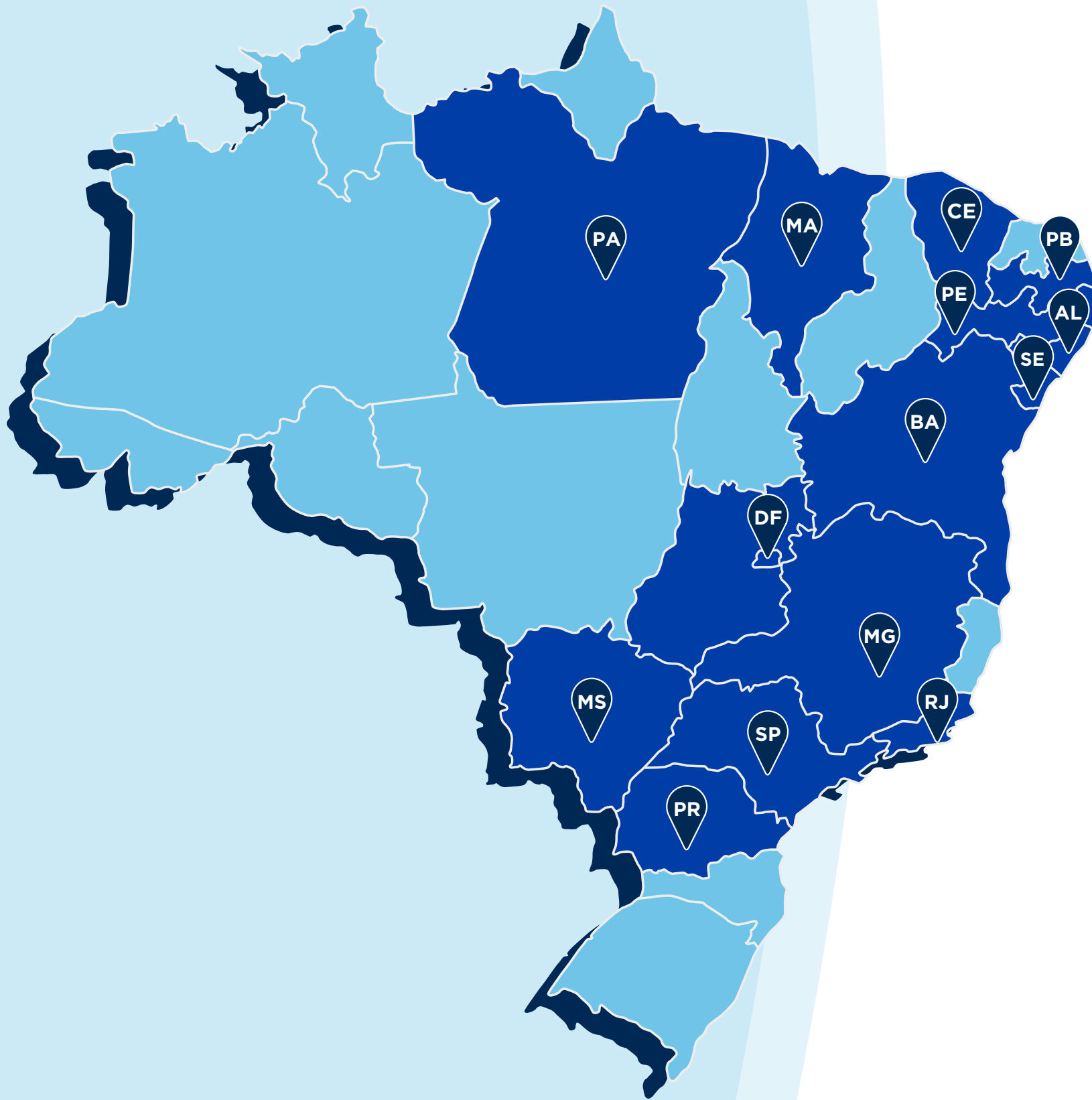
More than 70 medical residency programs.

Private medical education plan under development.



### COMPLEMENTARY SERVICES

Participation in Qualicorp S.A. (28.98%).



# Our presence in Brazil

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

We operate in 13 states (Alagoas; Bahia; Ceará; Maranhão; Mato Grosso do Sul; Minas Gerais; Pará; Paraíba; Paraná; Pernambuco; Rio de Janeiro; São Paulo; and Sergipe) and in the Federal District.

**Our healthcare ecosystem** is formed by hospitals, laboratories and oncology clinics, as well as the operations of the D’Or Institute for Research and Education (IDOR) and SulAmérica, whose activities cover the entire country.

79

hospitals

76 owned  
3 managed

13

Brazilian states and the Federal District

**ALAGOAS | 1 hospital**

- Hospital Memorial Arthur Ramos

**BAHIA | 6 hospitals**

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

**CEARÁ | 1 hospital**

- Hospital São Carlos

**FEDERAL DISTRICT | 4 hospitals**

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

**MARANHÃO | 1 hospital**

- Hospital UDI

**MATO GROSSO DO SUL | 2 hospitals**

- Hospital Proncor
- Hospital Santa Marina

**MINAS GERAIS | 1 hospital**

- Hospital Biocor

**PARÁ | 2 hospitals**

- Hospital Cinco de Outubro<sup>1</sup>
- Hospital Yutaka Takeda<sup>1</sup>

<sup>1</sup> Managed hospital.

**PARANÁ | 1 hospital**

- Hospital Santa Cruz

**PARAÍBA | 2 hospitals**

- Hospital Nossa Senhora das Neves - Unidade Jardim Botânico
- Hospital Nossa Senhora das Neves - Unidade Eptácio (former Clim Hospital Geral)

**PERNAMBUCO | 5 hospitals**

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

**RIO DE JANEIRO | 24 hospitals**

- Clínica São Vicente
- Hospital Badim
- Hospital Balbino
- Hospital Bangu
- Hospital Barra D’Or
- Hospital Barra D’Or II**
- Hospital Caxias D’Or - Duque de Caxias
- Hospital Copa D’Or
- Hospital Copa Star
- Hospital Estadual da Criança<sup>1</sup>
- Hospital Glória D’Or
- Hospital Pediátrico Jutta Batista
- Hospital Macaé D’Or
- Hospital Niterói D’Or
- Hospital Norte D’Or
- Hospital Oeste D’Or
- Hospital Quinta D’Or
- Hospital Real D’Or
- Hospital Rio Barra
- Hospital Rios D’Or
- Hospital Samer - Resende
- Perinatal Barra
- Perinatal Laranjeiras
- São Lucas Hospital de Clínicas - Macaé

<sup>1</sup> Managed hospital.

11

laboratories

65

oncology clinics

**SÃO PAULO | 28 hospitals**

- Hospital Bartira - Santo André
- Hospital Brasil - Mauá
- Hospital Central do Tatuapé (former Hospital Aviccena)
- Hospital Central Leste (former Hospital Guaianases)
- Hospital Central Oeste (former Hospital Alpha Med) - Carapicuíba
- Hospital Central Sul (former Hospital Serra Mayor)
- Hospital de Clínicas Antônio Afonso - Jacareí
- Hospital da Criança
- Hospital e Maternidade Brasil - Santo André
- Hospital e Maternidade Ribeirão Pires - Ribeirão Pires
- Hospital e Maternidade São Luiz Anália Franco
- Hospital e Maternidade São Luiz - Guarulhos
- Hospital e Maternidade São Luiz - Campinas
- Hospital e Maternidade São Luiz Itaim
- Hospital e Maternidade São Luiz - Osasco (former Hospital Sino Brasileiro)
- Hospital e Maternidade São Luiz São Caetano - São Caetano do Sul
- Hospital Novo Atibaia - Atibaia
- Hospital Orthoservice - São José dos Campos
- Hospital Santa Isabel
- Hospital São Luiz Alphaville
- Hospital São Luiz Jabaquara
- Hospital São Luiz Morumbi
- Hospital São Luiz São Bernardo
- Hospital Vila Nova Star
- Hospital Villa Lobos
- Hospital Vivalle - São José dos Campos
- IFOR - São Bernardo do Campo
- Maternidade Star

**SERGIPE | 1 hospital**

- Hospital São Lucas

Unit inaugurated in 2025 **in bold**.

# Atlântica D'Or

**Atlântica D'Or** is the hospital network launched in 2024, resulting from the strategic partnership that brought together Grupo Bradesco Seguros and Rede D'Or. This collaboration expands the offering of high-quality care services to more cities and reinforces the commitment we have made to healthcare excellence for the Brazilian population.

At the end of 2025, there were four hospitals operating under the Atlântica D'Or brand:



## Hospital São Luiz Guarulhos (SP)

The largest private hospital unit in the city, with 268 beds and more than 52 thousand m<sup>2</sup> of built area, with 11 floors and four basements.



## Hospital São Luiz Alphaville (SP)

The unit is designed to have 212 beds in total, 55 of which are adult and pediatric intensive care unit (ICU) beds. In total, there are 42 thousand m<sup>2</sup> of built area, in a 14-story building.



## Hospital Macaé D'Or (RJ)

It has 99 beds and will reach 140, which will be activated gradually. The total area is more than 20 thousand m<sup>2</sup>.



## Hospital São Luiz Campinas (SP)

It has 325 operational beds, in more than 46 thousand m<sup>2</sup>.

There are two other units with announced projects, both in the state of São Paulo, in Taubaté and Ribeirão Preto.

The launch of construction for the Ribeirão Preto unit took place in 2025. The estimated investment is BRL 250 million. The hospital will have approximately 19 thousand m<sup>2</sup> of built area and will include inpatient beds,

adult and pediatric ICU, a high-complexity surgical center, adult and pediatric emergency care, in addition to a medical center with several specialties. The unit will also house a complete diagnostic imaging center focused on minimally invasive procedures and for the treatment of a wide range of conditions, including cardiovascular, neurological, orthopedic, and general conditions.

# SulAmérica

Rede D’Or and SulAmérica, one of Brazil’s leading independent insurers, began combining their businesses in 2022. Together, they operate in the health and dental insurance, life and personal accident, asset management, and private pension product segments. Part of the business combination is SulAmérica Investimentos, which operates in asset management.

In 2025, SulAmérica published its own report, providing detailed disclosure of its results ([see here](#)). For this reason, it is not included within the reporting boundaries of this Integrated Report.



1 PRESENTATION

SUSTAINABLE  
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INTELLECTUAL  
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FINANCIAL  
CAPITAL

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In 2025, Oncologia D'Or recorded a monthly average of 33 thousand patients treated and 61 thousand visits, reflecting the scope of its operations and the complexity of the services offered.

## Oncologia D'Or

**Oncologia D'Or** is composed of clinics specialized in oncology and hematology diagnosis and treatment. We currently have 65 units in 11 states: Alagoas, Bahia, Ceará, Maranhão, Minas Gerais, Pernambuco, Paraíba, Paraná, Rio de Janeiro, São Paulo and Sergipe and in the Federal District.

Its multidisciplinary team is formed by approximately 1.5 thousand employees, including more than 500 physicians. These professionals are focused on offering accurate diagnoses, personalized therapies and humanized care, sustaining a standard of excellence that places safety and well-being at the center of clinical decisions.

The units also offer non-oncological and immunobiological therapies, expanding care to patients with autoimmune diseases and other complex conditions. International certifications attest to the high level of quality, safety and innovation of the services provided.



## EXPANSION, INTEGRATION AND CARE ADVANCEMENTS IN 2025

- Inauguration of the Oncologia D'Or units at Barra D'Or Hospital, Radiotherapy at Barra D'Or Hospital, and Oncologia Real D'Or, all in Rio de Janeiro (RJ), as well as the Oncology and Radiotherapy units at Memorial Star in Recife (PE), and Oncologia D'Or Campinas in Campinas (SP).
- Expansion of the care structure in the ABC Paulista region, with the delivery of the Oncologia D'Or unit at Hospital São Luiz São Bernardo, which underwent renovation and expansion, resulting in modernized infrastructure better aligned with regional needs.
- Digital check-in: the expansion of this functionality has optimized service from reception onward, allowing advance confirmation of attendance via WhatsApp and the Oncologia D'Or app. The initiative contributed to reduced waiting times, more up-to-date information for care teams, and greater operational safety.
- Implementation of the Educa OncoD'Or evaluation and training model, aimed at nursing and pharmacy teams, strengthening continuous training and technical updating of professionals.



## MOLECULAR PATHOLOGY

An essential service for genomic tumor characterization and for defining targeted therapies and immunotherapies. In 2025, there was significant progress in integration with care teams, expanding access to high-precision diagnostic resources and strengthening personalized therapeutic decision-making at Oncologia D'Or.

Rede D'Or's Pathological Anatomy department includes more than 120 oncology-specialized pathologists working in exclusive laboratories located in São Paulo, Rio de Janeiro, and Bahia, serving more than 60 hospitals across all regions of the country.

The team operates one of the most modern Molecular Pathology laboratories in Brazil, ensuring precise diagnoses and fundamental support in defining the best therapeutic strategy for each type of cancer, promoting safer and more assertive clinical decisions.

## ONCOLOGY PHARMACIES

Oncologia D'Or Oncology Pharmacies play an essential role in ensuring the safety and quality of antineoplastic therapies, including chemotherapy, targeted therapy, immunotherapy, hormone therapy, radiotherapy, and bone marrow transplantation. Pharmaceutical operations ensure efficiency, traceability, and excellence in medication preparation and administration, always focused on patient well-being and safety.

In 2025, we advanced in consolidating pharmaceutical excellence and strengthened strategic initiatives, such as:

- **Integrated informatization of the National Pharmacy:** initiative aimed at standardizing pharmaceutical processes and ensuring secure records across the medication chain, strengthening governance and promoting greater integration among units nationwide.
- **Integration and expansion of units:** expansion of the pharmaceutical structure through incorporation of the Oncologia Hospital Barra D'Or, Oncologia D'Or Centro Médico Real D'Or, and Oncologia D'Or Campinas units, strengthening the care network and expanding service reach.

- **Sustainability and energy efficiency:** compounding pharmacies in Rio de Janeiro and São Paulo joined the free electricity market, contributing to reduced operating costs and a more sustainable model.
- **Electronic temperature monitoring and traceability:** enhancement of the standardized medication temperature control system, ensuring quality, stability, and full traceability at all stages, reinforcing therapeutic safety and operational reliability.

## INTERNATIONAL QUALITY CERTIFICATION

In 2025, Oncologia D'Or made consistent progress in its quality and patient safety agenda, **achieving new Joint Commission International (JCI) accreditations**, a global benchmark in healthcare best practices. During the period, five units were certified: Tijuca and Campo Grande (Rio de Janeiro), and Memorial São José, Memorial Star, and the Compounding Pharmacy (Pernambuco).

With these achievements, Oncologia D'Or now totals **19 JCI certifications**, including pharmacies in São Paulo, the Federal District,

and Pernambuco, in addition to the 14 units previously accredited or re-accredited in Bahia, Rio de Janeiro, São Paulo, and the Federal District.

This progress reinforces the institution's ongoing commitment to excellence, patient safety, and standardized processes aligned with international best practices.

### Oncogenetics

In 2025, Oncogenetics was consolidated as a strategic pillar, expanding communication

and access to hereditary risk assessment, genetic counseling, and structured guidance for patients and families. This progress strengthens an increasingly preventive and personalized approach across the network.

The service became more consistently integrated into Oncologia D'Or's institutional channels, facilitating access to information for physicians, care teams, and patients, and promoting greater alignment in clinical conduct and longitudinal care monitoring.

## EVENTS, SCIENTIFIC PRESENCE AND ENGAGEMENT

### X Oncologia D'Or International Congress – Onco in Rio

In 2025, Oncologia D'Or held the 10th edition of its International Congress, officially renamed Onco in Rio, in Rio de Janeiro (RJ). The event gathered 3,627 participants from Brazil and abroad, consolidating its position as one of the most relevant scientific oncology meetings in the country.

### International symposia

Scientific symposia complemented professional training and updating initiatives carried out in 2025. A total of five meetings were held, bringing together 1,902 participants. The program included 296 national and 13 international speakers, totaling around 83 hours of qualified scientific content.

For the first time, one of the symposia was held in Curitiba (PR), expanding institutional presence and strengthening integration with regional operations where Oncologia D'Or operates.

### Sponsorship of scientific events by medical societies

In 2025, Oncologia D'Or supported 17 medical-scientific events organized by leading Brazilian medical societies, covering specialties such as mastology, oncoplastic surgery, hepatology, pulmonology, bone marrow transplantation, and urology.

### Patient-focused events

We maintained a continuous agenda of patient-oriented events, including monthly meetings through the Encontros Oncologia D'Or project and awareness initiatives focused on prevention, self-care, and treatment support.

We also participated in sports events and wellness initiatives in partnership with medical societies, expanding access to qualified information and strengthening community engagement.

### Pink October – O Ano Todo Rosa “Pink All Year Long”

In 2025, the *O Ano Todo Rosa* campaign reinforced its continuous nature, promoting awareness about breast cancer prevention and early diagnosis throughout the year. The dedicated page on the website was updated, consolidating itself as a permanent channel for guidance.

The initiative included activations across several regions of the country, notably in Rio de Janeiro, with mobilization at Maracanã Stadium in partnership with Clube de Regatas do Flamengo and a talk show at Teatro Claro Rio, reinforcing the educative characteristic of the campaign.

In addition, sports and wellness activities were promoted, encouraging physical exercise as a tool for prevention. Among the initiatives, highlights include the Brazilian Society of Mastology Run in Rio de Janeiro (RJ); functional training sessions and yoga classes at Ibirapuera Park in São Paulo (SP); Pilates activities at the Instituto de Oncologia do Vale; a yoga class in Curitiba (PR); and physical activity programs in Salvador (BA). In the Federal District, the *O Ano Todo Rosa* Run was held for the third time, bringing together more than 600 participants at Parque da Cidade in Brasília.

These initiatives reinforce Oncologia D'Or's commitment to health promotion, prevention, and comprehensive patient care.

## NEXT ONCOLOGY: ADVANCING RESEARCH

In 2025, Oncologia D'Or strategically advanced in the clinical research theme through the establishment of an unprecedented partnership between the **D'Or Institute for Research and Education (IDOR)**, **Rede D'Or**, and **Next Oncology**, an international network specialized in Phase 1 clinical trials for the treatment of advanced cancers. This initiative integrated expertise in oncological care, scientific research, and the development of innovative therapies, creating a dedicated platform to expand clinical studies in Brazil.

The partnership strengthened the organization's capacity to conduct complex research in alignment with international standards, broadening patients' access to emerging therapies that were previously limited to major global centers. By combining the network's healthcare reach with the newly implemented structure, the initiative accelerated the adoption of new technologies and expanded therapeutic possibilities, reinforcing the clinical and social impact of oncology research in Brazil.

## CLINICAL NAVIGATION AND EXPANSION OF DEDICATED CARE LINES

The strengthening of dedicated care pathways, with a focus on breast cancer and advanced therapies, contributed to the improvement of clinical protocols, the organization of diagnostic and therapeutic workflows, and the reinforcement of multidisciplinary collaboration, promoting more assertive clinical decision-making.

Clinical navigation, led by specialized nurses who support patients from diagnostic suspicion through the initiation and continuity of treatment, expanded the standardization of clinical practices and the integration across different stages of care. This model improved the fluidity of care pathways, ensuring adherence to protocols and providing a more agile, coordinated, safe, and patient-centered experience focused on continuity of care.

### BIG NUMBERS FROM ONCOLOGIA D'OR

**65** units

**More than 500** dedicated doctors

**Average of 61,000** visits per month

**Approximately 1,500** employees

**Average of 33,000** patients per month

## Richet Laboratories

Part of Rede D'Or since 2018, [Richet Laboratories](#) are advanced diagnostic and immunization centers. We have 11 units – 10 in Rio de Janeiro (RJ) and one in Niterói (RJ) – for carrying out medical-laboratory tests and diagnostic imaging.

We operate both in the hospital area and in partnership with clinics specialized in fertility, executive check-ups, geriatrics, sports medicine, nutritional support and occupational medicine. We also offer laboratory care infrastructure to clinical research centers with technical, operational and logistical support.



## D'Or Institute for Research and Education

We foster science through the D'Or Institute for Research and Education (IDOR). The entity is dedicated to the production of knowledge. For this purpose, we establish partnerships with research and teaching institutes and universities in Brazil and abroad. It is also through IDOR that we train and develop professionals who work in the Network in various health specialties.

[Learn more about IDOR.](#)



## Clinivac

[Clinivac](#) is a reference clinic in immunizations, acquired by Rede D'Or in 2022. It offers complete and specialized care, covering all age groups. In 2025, we administered 21,968 vaccines.

We offer state-of-the-art vaccines, aiming at the highest standards of safety and effectiveness in results. All are stored in special chambers equipped with

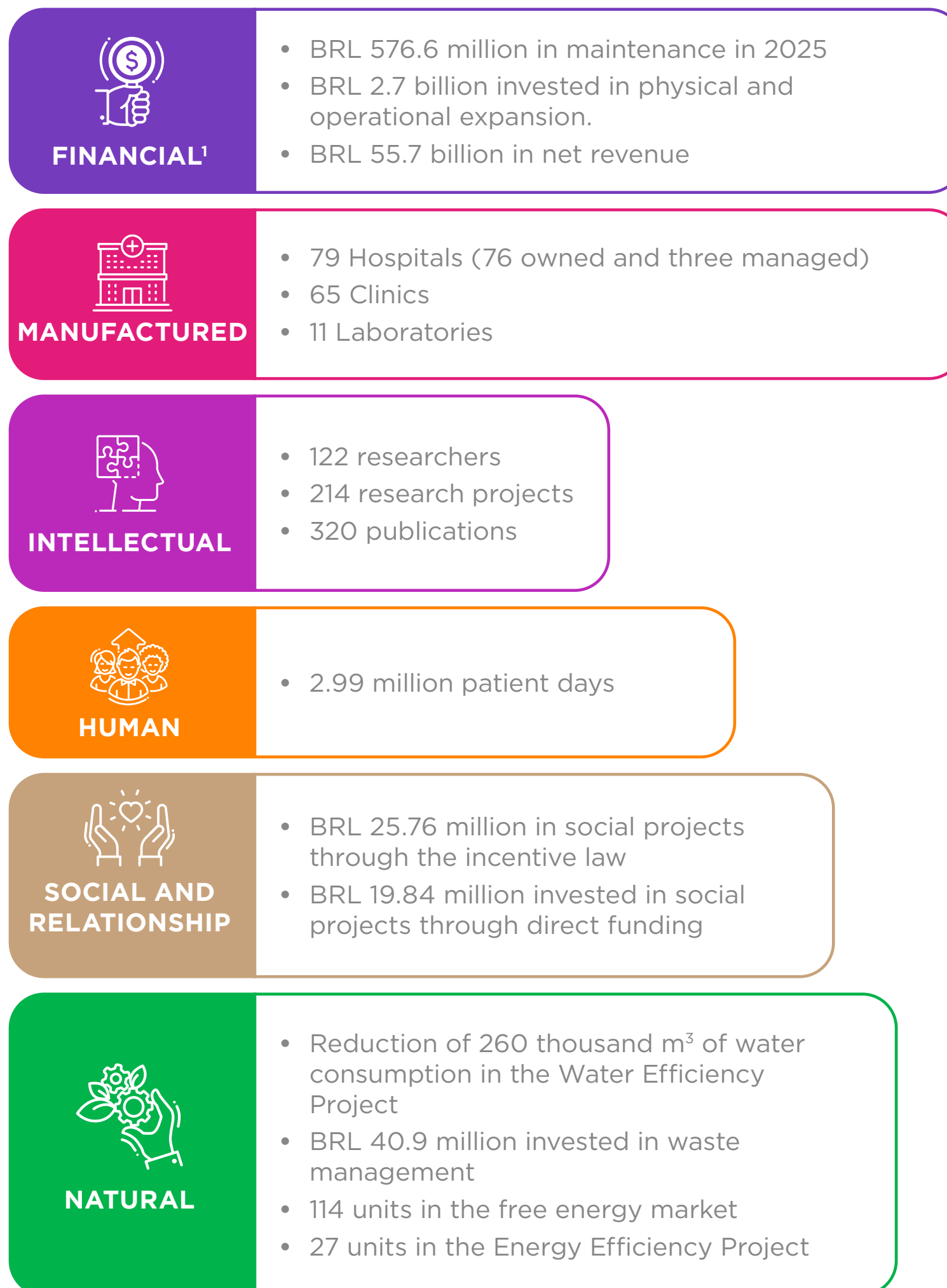
power generators, ensuring the preservation and integrity of immunobiological products under any circumstances.

In-company, hospital, home and in-clinic vaccinations are also offered, providing convenience and comfort without compromising quality and safety.

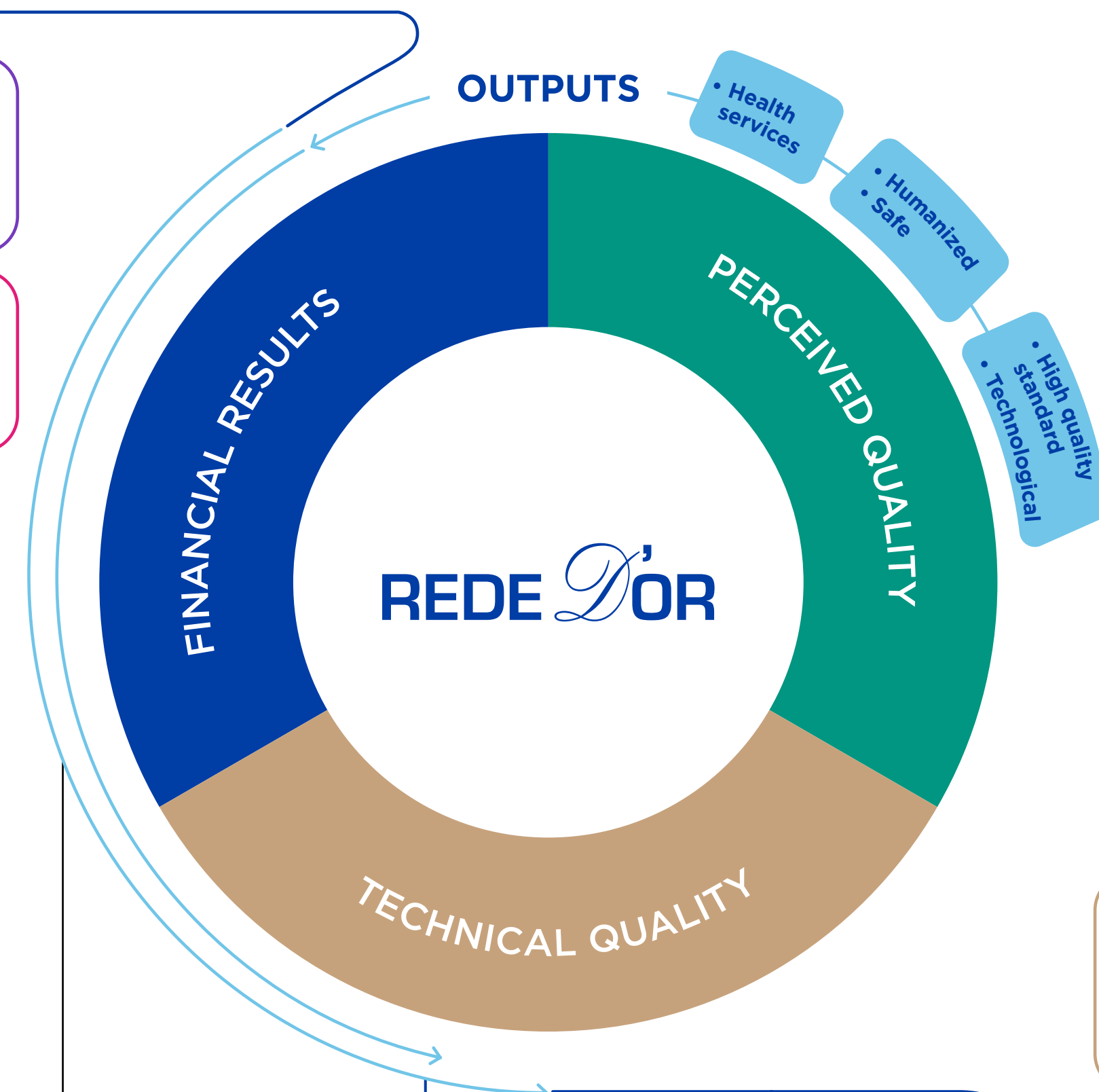
# Business model

GRI 2-6, 3-3 SASB HC-DY-000.A, HC-DY-000.B

## CAPITALS — INPUTS



<sup>1</sup> Includes results of Rede D'Or and SulAmérica (Group).



## VISION

- To be a reference in hospital management and medical services, based on the highest technical standards and socio-environmental responsibility.

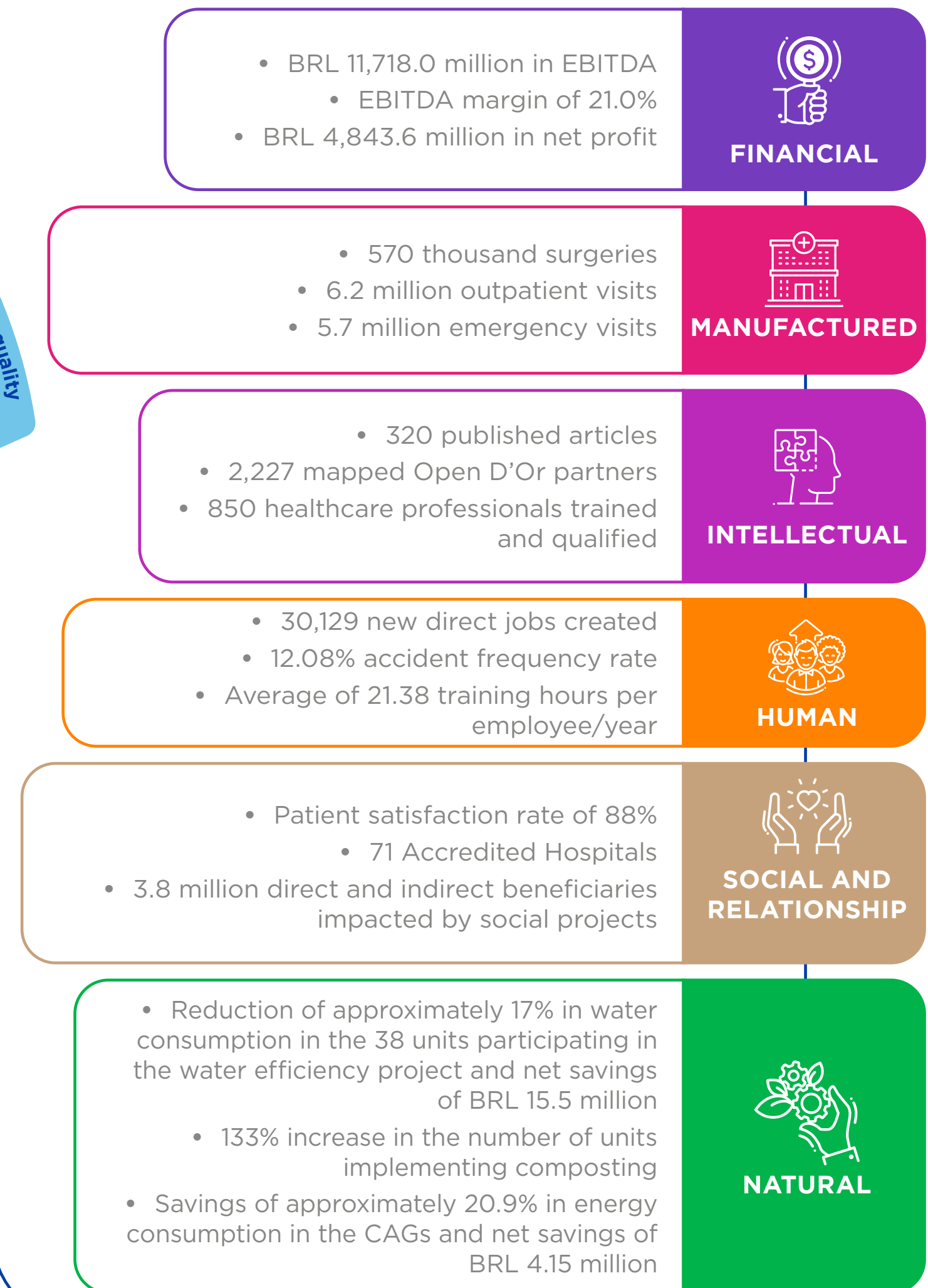
## MISSION

- To provide high-efficacy medical-hospital care with qualified and motivated teams, respecting ethics and individuals in their social and environmental context.

## VALUES

- Competence
- Credibility
- Sustainable development
- Humanization
- Integrity
- Respect

## CAPITALS



## OUTCOME

# About the report

GRI 2-2, 2-3, 2-4, 2-5, 2-14

Our Integrated Sustainability Report, an annual publication, is prepared based on the Company's double materiality assessment and its connections with the [United Nations Sustainable Development Goals \(SDGs\)](#). As guidelines for its preparation, we follow international corporate reporting frameworks and guidance, such as the [Global Reporting Initiative \(GRI\)](#) Standards and the disclosure topics and metrics established by the [Sustainability Accounting Standards Board \(SASB\)](#). [GRI 2-3](#)

We also report climate change-related data in the [CDP Climate 2025](#) report. Within this topic, Rede D'Or is structuring itself so that it can also publish reports in accordance with [IFRS S1 \(General Requirements for Disclosure of Sustainability-related Financial Information\)](#) and [IFRS S2 \(Climate-related Disclosures\)](#), also considering the requirements of the [Brazilian Securities and Exchange Commission \(CVM\)](#) for Brazilian publicly traded companies to adopt them starting in 2027 (with data referring to 2026).

This edition of the Report, published on May 14, 2026, presents the results of Rede D'Or's main projects and actions carried out between January 1 and December 31, 2025. Approved by the Executive Board, following an internal approach that considers the organization's collective thinking, it is submitted for verification by an independent third party, UHY, with no commercial ties to the Company. [GRI 2-3, 2-5](#)

The limited assurance letter issued can be read at the end of the document. It details the audited information, the standards applied, the level of assurance and its limitations. This report is also available in digital format both in Portuguese and in English. [GRI 2-5, 2-14](#)

The financial information presented in this Report is based on the results disclosed to the market on February 25, 2026, with data referring to 2025, the same period covered by this report. For the preparation of this publication, we have covered the operations carried out by the Company throughout the country and reported in the annual Financial Statements under revenue as "hospital services". [GRI 2-2, 2-3](#)

The Financial Statements are audited by EY. The results comply with the guidelines established by Accounting Pronouncements Committee (CPC) 21 (R1) and the international standard IAS 34 - Interim Financial Reporting, issued by the International Accounting Standards Board (IASB).

The information presented in this Integrated Report refers exclusively to Rede D'Or's operations, encompassing hospitals, oncology clinics, laboratories, IDOR, seven distribution centers—three owned and four outsourced—and Clinivac's immunology clinics. This document does not present SulAmérica's operational and financial indicators, except for data disclosed on a consolidated basis with Rede D'Or under Financial Capital, in order to maintain consistency with the Company's financial disclosures and ensure the financial connectivity required by OCPC 09.

Some Rede D'Or information may not cover all units due to the lack of indicators, the impossibility of monitoring or because they are not under the Company's operational control. For these situations, we use explanatory notes. [GRI 2-2](#)

To obtain additional information about this report, please contact our Sustainability and Environment area:  
[sustentabilidade@rededor.com.br](mailto:sustentabilidade@rededor.com.br) [GRI 2-3](#)

SÃO VICENTE  
REDE D'OR

2

## Sustainable journey

Interactive  
Table of  
Contents

- Vision for the future
- ESG strategy
- Materiality
- Targets and results

REDE D'OR

# Vision for the future

Excellence and consistency are objectives that define Rede D'Or's performance. Delivering on these objectives for our stakeholders means putting into practice the foundation on which we have structured the Company: financial sustainability, perceived quality and technical quality.

To achieve excellence, we invest in cutting-edge technology ([read more on page 170](#)), in science, research and development ([read more on page 158](#)), in innovation ([read more on page 165](#)) and in professional training ([read more on page 78](#)). We seek the most globally recognized accreditations to attest to the quality of our work ([read more on page 99](#)). All these efforts converge toward the Company's main objective: delivering the best possible clinical outcome for our patients.

Carrying out these tasks consistently means, for Rede D'Or, delivering the commitments established with its investors and other stakeholders, in a pact made with the market at the launch of the Company's first initial public offering, in 2020. Our planning includes,

by 2028, the organic growth of the hospital network, with an increase in the number of quality beds and sustainable financial results.

In this scenario, 2025 was a year of consolidation of our expansion plan, in which we achieved historical operational records in indicators such as the number of total beds, volume of patient-days and average occupancy rate, in addition to robust financial results ([read more on page 174](#)). These are important milestones that allow us to move forward with the future vision planned by the Company.

Rede D'Or's ESG strategy ensures the support of this vision and enables us to go further, generating socio-environmental value for the planet and for our business. An example of deliveries in this regard was the inauguration, in 2025, of the Lagoinha Solar Complex, in Ceará ([read more on page 126](#)), which we built in partnership with the Chinese company CGN, and which will generate clean and renewable energy to supply all of the Company's current hospitals as well as those that are part of our organic expansion plan.

All these investments and efforts signal Rede D'Or's confidence in the future. We seek to translate the commitments publicly undertaken into results, with the generation of lasting and sustainable value.



# ESG strategy

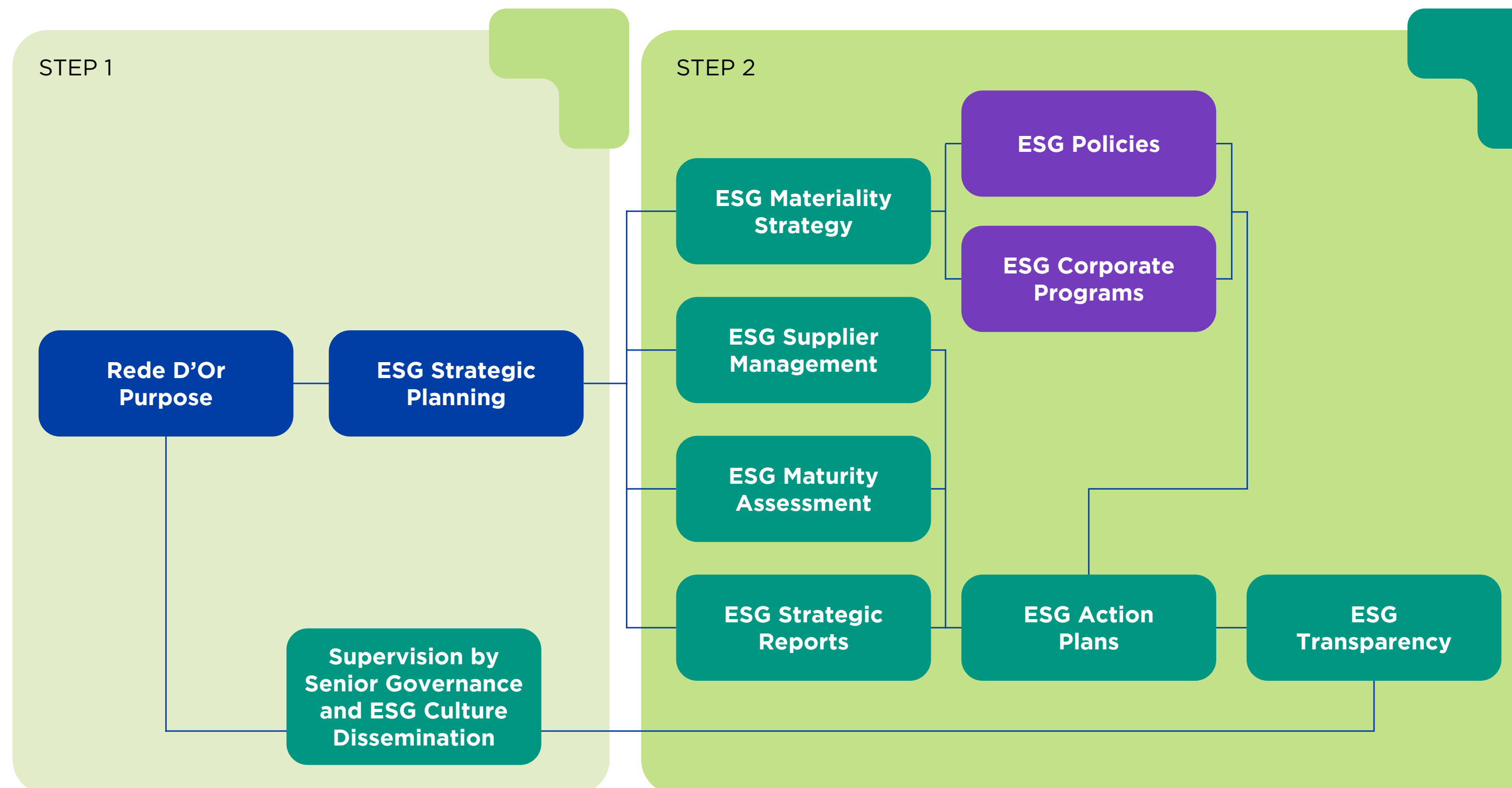
GRI 2-14

Our 2022-2030 ESG Strategic Planning connects Rede D'Or's mission, vision and values to sustainable business management. Through it, we structure the Company's governance for sustainability, unfolding it into actions, projects and processes. Details of the processes can be

seen in the 2023 Integrated Report ([PT-BR](#) / [ENG](#)).

The most recent version of the ESG Strategic Planning was approved in March 2024 by the Board of Directors. The validation of this work by the Company's top governance legitimizes the initiatives

among internal and external audiences, strengthening the dissemination of ESG culture throughout Rede D'Or.



## ESG MATERIALITY ASSESSMENT

Conducted annually in accordance with GRI Standards, our materiality matrix is reviewed biennially, as was done in 2024 ([read more on page 31](#)). For each material topic, we establish management processes.

## Commitment to sustainability

GRI 2-28, 3-3

An important part of our 2022-2030 ESG Strategic Planning is adopting the main international sustainability guidelines and frameworks.

We are signatories to the **UN Global Compact**. We support the 2030 Agenda established by the Organization, which brings together the **17 Sustainable Development Goals (SDGs)**. Through the Rede D'Or SDG Program, we connect our materiality matrix and ESG Strategic Planning with the commitments undertaken on this global agenda.

In 2025, we carried out a review of the Rede D'Or SDG Program, to define the Sustainable Development Goals to be prioritized in the three-year period 2025-2026-2027. For this work, we created our own methodology, fully aligned with the Company's business strategy. With this, we intend to enhance the Company's contribution to achieving the targets of the 2030 Agenda.

The technology developed by Rede D'Or for this work is based on the methodologies of the UN Global Compact (SDG Compass) and risk matrix methodologies, considering degree of impact and probability. With these guidelines, we reassessed all 169 targets of the 17 SDGs in order to connect them to our business and prioritize them.

Finally, the prioritized SDGs are correlated with our material topics, so that we can determine objectives, metrics, indicators and targets. Subsequently, we carried out the review of Rede D'Or's ESG targets.

With this work, we reduced the prioritized SDGs from eight to six, considering the SDG Compass recommendation.



### PRIORITIZED SDGS



## OUR COMMITMENTS

GRI 2-28

We have the goal of net zero carbon emissions by 2050, as part of the **Race to Zero** initiative. We are also signatories to the **World Bank's Ethical Principles in Health Care (EpiHC)**. We are members of **Projeto Hospitais Saudáveis (PHS)**, which represents and coordinates the activities of **Health Care Without Harm** and the **Global Green and Healthy Hospitals** network in Brazil.

We also participate in sustainability and governance indices and ratings that attest to the quality of our ESG management: **GRI 2-28**

- **FTSE4 Good Index Series**
- **Corporate Sustainability Index (ISE B3)**
- **B3 Carbon Efficient Index (ICO2 B3)**
- **Carbon Disclosure Project (CDP) – Climate and Water Security**
- **Solactive ISS ESG Global**
- **Bloomberg ESG Index**
- **MSCI Emerging Markets Index**

## GREEN KITCHEN PROGRAM

GRI 2-28

Another initiative to which Rede D'Or has been committed since 2020 is the Green Kitchen Program. It is a certification of the quality and continuous improvement of nutrition and dietetics services, which considers sustainability criteria throughout the production process and encourages healthy eating in the hospital environment.

To obtain and maintain the Green Kitchen seal, parameters such as air, water, food and waste quality are verified annually. In 2025, we reached approximately 56% of the kitchens of our owned units, considering the 2020 base year, certified by the Program. With this, we exceeded the 50% target established for the year.

The result achieved reinforces the effectiveness of the policies adopted and consolidates Rede D'Or as a reference in the transition to more sustainable operational models in the healthcare sector.



## ESG HIGHLIGHTS AWARD

In 2025, we held the 2nd edition of Rede D'Or's ESG Highlights Award. The event took place at IDOR's headquarters, in São Paulo (SP), and celebrated the best ESG practices developed in our hospital units.

The award aims to strengthen ESG culture within Rede D'Or and foster initiatives in the environmental, social and corporate governance areas that make a difference in the Company's operations and reflect our commitment to sustainable management.

A total of 123 projects were submitted. Find out who the winners are in each of the three categories:

### ENVIRONMENTAL



**1st place:** Hospital Esperança Recife, with the project "Composting Organic Waste and Donating Fertilizer to Pequenos Profetas NGO".

**2nd place:** Hospital Santa Luzia, with the project "Reuse of Batteries and Cost Reduction".

**3rd place:** Hospital viValle, with the project "Eureka: Promoting ideals, engagement and impact in sustainability".

### SOCIAL

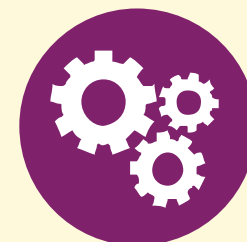


**1st place:** Hospital e Maternidade São Luiz Campinas, with the project "Heart at School" ([read more on page 120](#)).

**2nd place:** Hospital Copa Star, with the project "Guardians of Health - Training and Employability for Rocinha Residents Through Hospital Cleaning".

**3rd place:** Hospital e Maternidade São Luiz Guarulhos, with the project "Roots of Love: A seedling for the life that begins, a seed for the memory that remains, and a sustainable gesture that unites employees, families and the community".

### GOVERNANCE



**1st place:** Maternidade Star, with the project "Application of 3D Printing and Machining in Clinical Engineering: Reducing Costs and Equipment Downtime".

**2nd place:** Hospital Norte D'Or, with the project "Sustainable Management in Data Protection".

**3rd place:** Hospital viValle, with the project "Qualified Frontline, Solid Governance: Reduction of Disallowances Project".



# Materiality

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

Our current double materiality matrix, updated in 2024, is composed of 12 material topics.

Its preparation is based on the guidelines established in the GRI 3 Material Topics 2021 handbook. In the process of building the matrix, we developed an impact assessment, consulted stakeholders and conducted sector benchmarking. The 2024 Rede D'Or Materiality Report is public and can be accessed [here](#).

Our internal policies determine the full update of the materiality matrix every two years. In addition, annually we conduct a partial assessment, to verify the possibility of including new material topics, as well as reviewing the terminology, descriptions of each of them and their impacts on the Company's performance.

The current Rede D'Or double materiality matrix covers the following material topics:

- **Economic performance**
- **R&D, innovation and health education**
- **Ethics, compliance and anti-corruption**
- **Privacy and information security**
- **Energy**
- **Water and effluents**
- **Waste**
- **Health and safety**
- **Patient-centered care**
- **Climate change**
- **Socioeconomic impact**
- **People management**



# Targets and results

The ESG targets established by Rede D'Or are directly connected to the Company's materiality assessment, to the 2022-2030 ESG Strategic Planning, to the UN Global Compact and to our SDG Program, reviewed in 2025. We monitor these indicators and publish them annually in this

report, in accordance with the principle of transparency adopted by the Company. Each target is assigned to a responsible area for its management, which establishes its respective action plans and allocates the necessary resources to achieve the objectives.

| Material Topic                         | Target <sup>1, 3, 4</sup>                                                                                                                                                                                                                                                         | Key Indicator                                          | 2024   | 2025   | Final Status <sup>2,4</sup> | Prioritized SDG |
|----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|--------|--------|-----------------------------|-----------------|
| Economic Performance                   | Deliver 491 beds in 2025.                                                                                                                                                                                                                                                         | Total new beds added                                   | 1,317  | 501    | ✓                           |                 |
| Ethics, Compliance and Anti-Corruption | Train 90% of employees (in leadership positions within hospital units) on integrity-related procedures by 2025.                                                                                                                                                                   | % of employees trained                                 | 74.0%  | 96%    | ✓                           | 5               |
| Privacy and Data Security              | Achieve 90% compliance with data subject requests within 15 days by 2026.*<br><small>This target is not directly associated with a Sustainable Development Goal (SDG) prioritized by the Company, but contributes to sustainable performance in internal strategic areas.</small> | % of requests handled within the established timeframe | -      | 100%   | →                           |                 |
| Energy                                 | Maintain at least a 10% annual reduction in electricity consumption of CAG units within this project by 2026. <sup>5</sup>                                                                                                                                                        | % of task completion                                   | -16.7% | -20.9% | →                           | 12              |
|                                        | Include a total of 74 consumer units in the Free Energy Market (FEM), using renewable energy sources by 2025.                                                                                                                                                                     | Number of consumer units                               | 75     | 114    | ✓                           | 12              |
|                                        | Adopt high-performance LED lighting (efficiency level A) in at least 90% of specifications in each completed project annually*.<br><small>*Application phase: project. By 2028, considering the expansion plan.</small>                                                           | % of specifications per project                        | 100%   | 100%   | →                           | 7               |

 Completed
  In progress
  Canceled

| Material Topic        | Target <sup>1, 3, 4</sup>                                                                                                                                                                                                                                                                                                                                                    | Key Indicator                                   | 2024   | 2025   | Final Status <sup>2,4</sup> | Prioritized SDG |
|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|--------|--------|-----------------------------|-----------------|
| Water and Effluents   | Maintain at least a 10% annual reduction in water consumption across all units within this project by 2026. <sup>5</sup>                                                                                                                                                                                                                                                     | % annual consumption reduction                  | -19.6% | -16.5% | →                           | 12              |
|                       | Adopt water-efficient hydraulic system equipment in at least 90% of specifications in each completed project annually*.<br><small>*Application phase: project. By 2028, considering the expansion plan.</small>                                                                                                                                                              | % of task completion                            | 100%   | 100%   | →                           | 6               |
| Waste                 | Achieve a 30% recycling rate by 2030*.<br><small>*Percentage of total municipal solid waste.</small>                                                                                                                                                                                                                                                                         | % of waste composition                          | 15.7%  | 17.8%  | →                           | 12              |
| Health and Safety     | Reduce by 20%, by 2025*, the lost-time injury frequency rate**. <sup>6</sup><br><small>*Based on 47 CNPJs (units) in 2021.<br/>**Lost-time injury frequency rate: TF = Number of lost-time accidents x 1,000,000 / HHT (Source: NBR 14280).</small>                                                                                                                          | % variation in lost-time injury frequency rate  | -1.4%  | -      | ✗                           | 3               |
|                       | Maintain, by 2028, the lost-time injury frequency rate at 20% below the ANAHP benchmark from the previous year*. <sup>6</sup><br><small>*ANAHP reference value for 2024: 10.59<br/>Target for 2025: 8.47.<br/>Note: The target includes all active Rede D'Or entities, including hospitals, corporate, IDOR, CEMED, Oncology, and Richet, totaling 168 branch codes.</small> | Lost-time injury frequency rate (TF).           | -      | 6.4    | →                           | 3               |
| Patient-Centered Care | Achieve excellence zone* NPS performance across all Star hospitals by 2030.<br><small>*Excellence: NPS between 76 and 100; Quality: NPS between 51 and 75; Improvement: NPS up to 50; Critical: NPS between -100 and 0.</small>                                                                                                                                              | % of Star hospitals in excellence zone          | 80%    | 83%    | →                           | 3               |
|                       | Achieve quality zone* NPS performance across non-Star hospitals by 2030.<br><small>*Excellence: NPS between 76 and 100; Quality: NPS between 51 and 75; Improvement: NPS up to 50; Critical: NPS between -100 and 0.</small>                                                                                                                                                 | % of hospitals (excluding Star) in quality zone | 74%    | 100%   | →                           | 3               |

✓

Completed

→

In progress

✗

Canceled

| Material Topic       | Target <sup>1, 3, 4</sup>                                                                                                                                                                                                                                                                 | Key Indicator                             | 2024    | 2025   | Final Status <sup>2,4</sup> | Prioritized SDG |
|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|---------|--------|-----------------------------|-----------------|
| Climate Change       | Reduce GHG** emissions intensity by 36%* by 2030.<br><small>*Compared to the 2020 base year (0.057 tCO<sub>2</sub>e/patient-day).<br/>**Includes Scopes 1, 2, and 3 (categories: Upstream Transportation and Distribution, Waste generated from operations, and Business Travel).</small> | % variation in GHG emissions              | -30.1%  | -54%   |                             | <b>13</b>       |
|                      | Achieve net-zero carbon emissions by 2050.<br><small>*Compared to the 2020 base year.</small>                                                                                                                                                                                             | Net carbon emissions (tCO <sub>2</sub> e) | 115,169 | 81,923 |                             | <b>13</b>       |
| Socioeconomic Impact | Encourage employee and physician participation in social initiatives by the end of 2025                                                                                                                                                                                                   | % of task completion                      | 100%    | 100%   |                             |                 |
| People Management    | Ensure that at least 50% of leadership positions are held by women by December 2025.                                                                                                                                                                                                      | % of women in leadership                  | 69.8%   | 69.8%  |                             | <b>5</b>        |

Completed

In progress

Canceled

<sup>1</sup> Targets established in the Corporate ESG Programs and/or SDG Program, which are part of the ESG Strategic Planning.

<sup>2</sup> Final status: refers to the achievement of the target in relation to the quantitative value reached. The status “completed” means that the target was achieved before or after the deadline; the status “in progress” means that the deadline has not yet been reached and that there is an action plan under implementation; the status “delayed” means that the target is in progress but was not achieved within the established timeframe; the status “canceled” means that the target had to be discontinued for specific reasons, including but not limited to: lack of feasibility due to changes in the business model; decision by senior management; force majeure.

<sup>3</sup> Some targets were established in 2025, and a selection of those to be disclosed to the market will be made in the next Integrated Report (base year 2026). It is important to emphasize that targets in force from 2025 onwards will be maintained and their results disclosed. Regarding the topic “R&D, innovation and education in health,” which is centralized in IDOR’s activities, we understand that the institution has a specific focus and strategies that differ from Rede D’Or’s core business. Therefore, targets that align both business units and can be externally disclosed are still being defined.

<sup>4</sup> The qualitative assessment of progress for each target is maintained in an internal document, as provided for in the ESG Strategic Planning.

<sup>5</sup> Due to the relevance and applicability of the target, as well as the opportunity to expand and implement the projects in other units, its deadline remains valid for 2026, even after having been achieved in previous years and reaching the previously established deadline of 2024.

<sup>6</sup> The target was revised in 2025 with the objective of expanding the number of units covered and establishing ANAHP figures as a benchmark.

REDE D'OR

Sustainability Report 2025

PRESENTATION

2 SUSTAINABLE JOURNEY

GOVERNANCE

MANUFACTURED CAPITAL

HUMAN CAPITAL

SOCIAL AND RELATIONSHIP CAPITAL

NATURAL CAPITAL

INTELLECTUAL CAPITAL

FINANCIAL CAPITAL

APPENDICES

CREDITS

# 3

Interactive  
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## Governance

- Governance structure
- Policies and standards
- Integrity Program
- Risk management
- Privacy and information security

# Governance structure

GRI 2-9, 201-4, 405-1

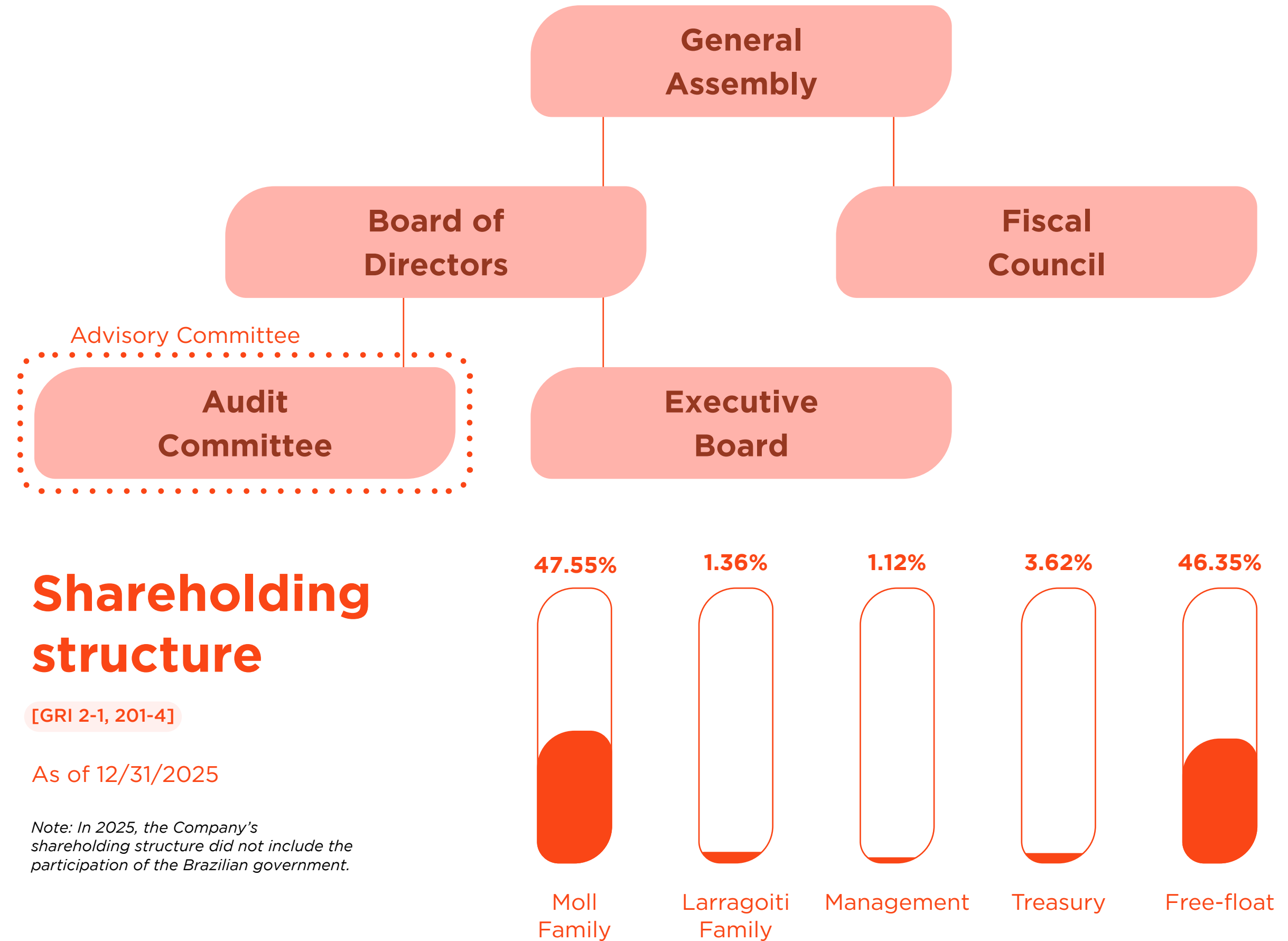
Our governance structure has the **Board of Directors** and the Executive Board as its central management bodies.

The Board of Directors is supported by the **Statutory Audit Committee** (read more on page 40), which contributes to the continuous improvement of its decision-making process. We also have a **Fiscal Council**, which is not permanent in operation and has been installed annually since 2022, responsible for overseeing the acts of management and verifying compliance with their legal and statutory duties.

To guide our governance and the actions of these bodies and employees, we have a broad range of policies. They include guidelines for the implementation of ESG principles in the Company. These regulatory instruments are also published on our **Investor Relations website**.

Senior management, under the coordination of the Chief Executive Officer, leads initiatives related to the ESG strategy, in coordination with the Company's various areas, with a view to incorporating it into the organizational culture. GRI 2-12

For more information on the composition of the Board of Directors, the Fiscal Council, the Executive Board and the Audit Committee, please consult our **Reference Form**.



# Board of Directors

GRI 2-9, 2-10, 2-11, 2-12, 2-13, 405-1

The preparation and approval of the policies, guidelines and strategies that govern Rede D'Or's operations, including those related to sustainable development, are the responsibility of the Board of Directors. The board monitors the execution of targets, management decisions and evaluates the Company's efficiency.

The results related to Rede D'Or's ESG agenda, including those presented in reports prepared by the Sustainability and Climate Change Committee ([read more on page 41](#)) and in the information shared during Audit Committee meetings, may be shared with the Board of Directors, when relevant, including through the periodic reports submitted by the Audit Committee. In this context, the Committee may support the Board by reviewing these themes, contributing to discussions on the progress of initiatives and potential improvements to related strategies and policies.

All these activities and responsibilities of the Board of Directors are guided by its [Internal Rules](#), which, like the [Company's Bylaws](#) (articles 16 and 17), provide additional powers to the Board beyond those assigned to it by the Brazilian Corporate Law.

The composition of the Board of Directors is guided by the Bylaws, which foresees at least five and at most nine members for the group. At least two, or 20%, whichever is greater, must be independent directors. We adopt as the independence criterion what is defined by CVM Resolution 80 and the B3 *Novo Mercado* regulation.

The Chairman of the Board of Directors is not part of the Executive Board, and no board member is an executive of the Company, as determined by best governance practices. Additionally, the Bylaws provide that the positions of Chairman of the Board of Directors and Chief Executive Officer may not be held by the same person. [GRI 2-11](#)

At the end of 2025, the Board of Directors consisted of seven members, two of them independent, six men and one woman. There were no members who self-declared as belonging to underrepresented social groups.

[GRI 405-1](#)

The selection of board members is carried out by Rede D'Or's shareholders, in an election held during the General Shareholders' Meeting, in accordance with the guidelines of current legislation and our Bylaws. The last election took place on April 30, 2024. The term is two years, with the possibility of re-election.

The nomination of the Board of Directors members must comply with legal, regulatory and [Bylaws requirements](#), as well as the criteria provided for in the [Internal Rules of the Board](#) itself and in the [Policy for the Nomination of Members of the Board of Directors, Committees and Executive Board](#). Existing prerequisites must be evidenced through documents, and nominees may not fall under any of the cases provided as prohibited access to the position. We seek to promote a plurality of knowledge, experiences, behaviors, cultural aspects, age groups and genders, with the objective of broadening diversity of perspectives and contributing to more qualified and secure decision-making processes.

Members of the Board of Directors must meet the following requirements: (i) alignment and commitment to the Company’s values and culture, its Code of Conduct and its internal policies; (ii) unblemished reputation; (iii) academic background compatible with the duties of Board of Directors members, recognized professional trajectory and solid experience; (iv) be free from conflict of interest with the Company, as well as not participate in, be linked to or benefit, as an investor, shareholder, manager, consultant, board member or otherwise, from business or activities (a) directly or indirectly competing with those of the Company or (b) whose activity in the sector or market would justify, at the Company’s discretion, greater care in the sharing of data or information; and (v) availability of time to dedicate adequately to the function and responsibility assumed, which goes beyond attending Board of Directors meetings and prior reading of documentation. **GRI 2-10**

Item 7 of the **Reference Form** also provides information regarding the structure of the Board of Directors and presents the resumes of the directors, members of the Audit Committee, the Fiscal Council and the Executive Board.

The mechanisms for evaluating directors’ performance, as well as the methodology, frequency and scope adopted, are provided for in the Board’s Internal Rules. The main procedures used in this activity are also described in the Reference Form (item 7.1b).

COMPOSITION AS OF 12/31/2025

- **Jorge Neval Moll Filho**  
President of the Board of Directors
- **Heráclito de Brito Gomes Junior**  
Vice President of the Board of Directors
- **Pedro Junqueira Moll**  
Board Member
- **Fernanda Freire Tovar-Moll**  
Board Member
- **André Francisco Junqueira Moll**  
Board Member
- **Wolfgang Stephan Schwerdtle**  
Independent Board Member
- **Edson Gustavo Georgette Peli**  
Independent Board Member

Executive Board **GRI 2-11, 405-1**

The Executive Board is responsible for developing the Company’s projects and actions, based on the guidelines received from the Board of Directors or the decisions of the General Shareholders’ Meeting. The Board manages the economic, environmental and social aspects of our activities.

The term of office of directors is three years and re-election is permitted. Its composition ranges from at least two to at most twenty members. Their duties are defined by the Bylaws.

COMPOSITION AS OF 12/31/2025 **GRI 2-11**

- **Paulo Junqueira Moll**  
CEO and Chairman of the Executive Board
- **Otávio de Garcia Lazcano**  
CFO and Investor Relations Officer
- **Mauro Teixeira Sampaio**  
Director
- **Rodrigo Gavina da Cruz**  
Director
- **Leandro Reis Tavares**  
Director
- **Jamil Muanis Neto**  
Director

# General Shareholders' Meeting

Rede D'Or's General Shareholders' Meeting is held, on an ordinary basis, within the first four months of each fiscal year. Whenever necessary, it may also be held extraordinarily. It is chaired by the Chairman of the Board of Directors, or by someone designated by him, who has the prerogative to invite one of those present to act as secretary.

At these meetings, management accounts are approved. The Meeting also examines, discusses and votes on the financial statements, elects the members of the Board of Directors and of the Fiscal Council, approves the overall compensation of management and has the authority to amend the Company's Bylaws, among other duties.

# Fiscal Council

The Fiscal Council is responsible for overseeing the actions of management and verifying compliance with legal and statutory duties, issuing an opinion on the Annual Management Report and on proposals of management bodies to be submitted to the General Shareholders' Meeting, including matters such as changes in share capital, issuance of debentures or subscription bonuses, investment plans or capital budgets, distribution of dividends, processes of transformation, incorporation, merger or spin-off, in addition to the analysis of the Company's financial statements, among others.

The duties of the Council are established in article 163 of the Brazilian Corporate Law. At Rede D'Or, the Fiscal Council has its own Internal Rules. It is composed of three full members and three alternates.

The Council operates on a non-permanent basis. In 2025, it was installed on April 30, during the Company's Annual General Shareholders' Meeting.

## COMPOSITION AS OF 12/31/2025

- **Mauro Moreira**  
Chairman of the Fiscal Council
- **Emanuel Sotelino Schifferle**  
Fiscal Council Member
- **Guilherme Portella Cunha**  
Fiscal Council Member

## Advisory committees

GRI 2-12, 2-17

Our advisory committees support the Board of Directors and the Executive Board in evaluating relevant topics for conducting Rede D'Or's business. They are responsible for providing essential analyses and information to support the decision-making process, including disclosure of the ESG impacts resulting from our activities.

GRI 2-12

They also play a role in raising awareness within the Board of Directors regarding ESG topics, through a theoretical and practical approach.

GRI 2-17

### AUDIT COMMITTEE GRI 2-12

The Statutory Audit Committee has the function of advising the Board of Directors, to which it reports directly. The Committee quarterly supervises the quality and integrity of financial reports, aiming to ensure compliance with legal, statutory and regulatory standards, evaluate the adequacy of processes related to risk management and monitor the activities of independent auditors. It also monitors the Company's Integrity Program and supervises activities and results in the sustainability area.

It is composed of at least three and at most five members, with a unified two-year term. The end of this term must coincide with that of the members of the Board of Directors, and reappointment for successive terms is permitted, at the discretion of the Board itself, provided that it is limited to a maximum period of 10 years.

Among the members of the Audit Committee: (i) at least one must be an independent member of the Company's Board of Directors, as defined in the Nomination Policy; (ii) the majority must be independent, pursuant to CVM Resolution 23; (iii) at least one must have recognized experience in corporate accounting matters, pursuant to the regulation issued by the CVM; and (iv) the same member may combine the two characteristics provided for in items (i) and (iii) above.

The coordinator of the Audit Committee, acting individually or accompanied by other members, is responsible for: meet with the Board of Directors at least quarterly; attend the Company's Annual General Shareholders' meetings; prepare an annual summary report (to be presented together with the financial

statements, containing a description of the activities carried out, results and conclusions reached, in addition to its recommendations); and document any significant disagreements between management, the independent auditors and the Audit Committee regarding the financial statements.

### COMPOSITION AS OF 12/31/2025

• **Boris Jaime Lerner**

Audit Committee Coordinator

• **Robson da Silva Garcia**

Audit Committee Member

• **Wolfgang Stephan Schwerdtle**

Audit Committee Member

## CORPORATE RISK COMMITTEE

The Corporate Risk Committee is responsible for providing the Executive Committee with a comprehensive assessment of Rede D'Or's vulnerability to potential risks. The Committee supports the assessment of the business, operational, cyber, strategic, financial, compliance, sustainability and reputational risks. It also makes recommendations to prevent identified potential risks and presents frequent reports to the Audit Committee.

## SUSTAINABILITY AND CLIMATE CHANGE COMMITTEE GRI 2-12

We have a Sustainability and Climate Change Committee dedicated to promoting the development of guidelines and strategies on these topics. The Committee ensures that our performance aligns with best ESG practices.

The Committee supports the Executive Board on sustainability-related issues, on an ongoing advisory basis. With participation from different sectors of the Company, it is composed of a minimum of three and a maximum of nine members.

ESG strategies and objectives are brought to the attention of the Board of Directors, which periodically monitors their progress and adherence to established guidelines, considering the integration of sustainability aspects into the Company's strategic planning.

In 2025, the committee met twice, addressing the following topics: mental health, climate change and the institutionalization of the Climate Working Group (GT Clima) ([read more on page 139](#)).

## PRIVACY COMMITTEE GRI 2-4, 405-1

The Privacy Committee, established in 2021 and standardized in 2023, is responsible for the protection of personal data at Rede D'Or. Its responsibilities include:

- Determining the appropriate procedure to be adopted in each situation involving the handling of personal data;
- Supporting compliance with legislation and best practices in personal data protection;
- Deliberating on actions regarding privacy risks in Rede D'Or's activities.

# Policies and standards

GRI 2-23, 2-24

We govern our operations through policies that reflect the Company's organizational culture and values. These policies establish guidelines on topics considered relevant to Rede D'Or's operations, including socio-environmental and corporate governance matters.

We prepare our policies based on guidelines contained in intergovernmental instruments such as the UN Global Compact, the **IFC Ethical Principles in Health Care** (EPIHC), the International Labour Organization (ILO) and the Universal Declaration of Human Rights. They are updated at least every three years and apply to all our stakeholders. We align these standards with market best practices and the Company's commitment to ESG aspects.

Rede D'Or adopts a risk and impact-based management approach: the continuous pursuit of zero harm to employees and communities, strict compliance with current legislation, and consideration of the opinions, suggestions

and questions of third parties and other stakeholders in its decision-making processes, going beyond the mere mitigation and neutralization of negative impacts resulting from its activities.

The Executive Board is responsible for supervising and implementing these policies, which guide commitments, decisions and processes. Internal Audit is responsible for assessing whether the actions of executives, directors, employees and outsourced workers comply with the policies, procedures and applicable laws, regulations and governance standards of the Company.

Our policies include rules for procurement and contracting. Contracts with suppliers and service providers include clauses that ensure respect for human rights, the environment, and the fight against slave and child labor ([read more on page 108](#)).

Rede D'Or's main regulatory instruments are:

- [Policy for the Hiring of Audit and Non-Audit Services](#)
- [Code of Conduct](#)
- [Securities Trading Policy](#)
- [Related Party Transaction Policy](#)
- [Health, Safety and Environment Policy](#)
- [Material Fact Disclosure Policy](#)
- [Stakeholder Engagement Policy](#)
- [Internal Audit Policy](#)
- [Climate Change Policy](#)
- [Sustainability Policy](#)
- [Human Rights Policy](#)
- [Social Responsibility Policy](#)
- [Risk Management Policy](#)
- [Remuneration Policy](#)
- [Nomination Policy](#)

All ESG policies and voluntary sustainability commitments are approved by the Board of Directors and are available for consultation on the [Investor Relations website](#). They thoroughly applied to all our operations and business relationships, covering employees and third parties, suppliers and business partners, hospital mergers and acquisitions operations, training and onboarding of new employees.

These commitments are also communicated through periodic training throughout the year, disclosure of specific contractual clauses for suppliers and specific behavioral training on human rights for the property security team.

GRI 410-1

Internally, we offer continuous and mandatory training to ensure the implementation of commitments to responsible business conduct. Policies are presented to new employees during their onboarding period. These measures aim to ensure that all levels of the organization, from senior management to professionals in operational areas, are aware of and committed to the Company's practices.

Training covers essential topics for the application of corporate policies, such as compliance, anti-corruption, LGPD, human rights, inclusive attitudes and prevention of sexual violence. These training sessions are

conducted in person and online through Academia Rede D'Or ([read more on page 78](#)), and their effectiveness is monitored to ensure that commitments are implemented effectively.

## Analysis and delegation of responsibilities

GRI 2-12, 2-13

Rede D'Or's Bylaws, in article 22, determine that the guidelines for managing the Company's impacts, encompassing economic, environmental and social aspects, must be established by the Board of Directors and put into practice by the Executive Board.

The Chief Executive Officer is responsible for developing and implementing activities and projects related to the Company's business objectives. An internal standard defines roles and responsibilities in the management of ESG topics, ensuring that corresponding initiatives are evaluated, addressed, monitored and communicated efficiently, both from a strategic and operational perspective.

The CEO contributes to the formulation of the ESG strategy, encouraging integration among various areas and the incorporation of the topic into the organizational culture as a relevant value of the Company's identity. With the support of the vice presidents, he promotes the alignment of the ESG Strategic Planning with their respective management areas.

Responsibility for impact management is also shared with other members of senior management, including the Sustainability and Climate Change Committee ([read more on page 41](#)), which supports the Audit Committee, the Board of Directors and the CEO. The Committee is responsible for forwarding discussions on ESG topics and assisting in the implementation of policies related to the topic. Impact management is addressed in an integrated manner, involving various areas and employees of the Company, in accordance with internally defined guidelines.

The results of the impact management process are monitored through semi-annual meetings between Sustainability and Environment management and the Audit Committee, which in turn reports to the Board of Directors at least quarterly.

## Senior management performance assessment

GRI 2-18

At least once during each term, the Chairman of the Board of Directors must conduct a formal and structured process for evaluating the performance of senior management. The objective is to improve the efficiency of the management. This process may be supported by a specialized external advisor.

The evaluation focuses on the performance of the Board of Directors as a collegiate instance, each of its individual members, its chairman, the Company's directors and the members of the Audit Committee. Members of the Board and the Executive Board who have attended at least four ordinary meetings since the last evaluation can participate as evaluators or evaluated parties.

In this process, the following are observed as minimum requirements: (i) disclosure of the management acts performed regarding the legality and effectiveness of the administrative action; (ii) contribution to the results of the fiscal year; and (iii) achievement of the objectives established in the business plan and compliance with the long-term strategy.

Those evaluated answer specific questions and assess the effectiveness of the Board based on five fundamental dimensions:

- **Strategic focus;**
- **Knowledge and information about the business and its operations;**
- **Independence and work processes of the Board;**
- **Functioning of meetings and bodies; and**
- **Motivation and alignment of interests.**

The consolidated results of the evaluations of the Board of Directors, its members, the directors and the members of the Audit Committee are disclosed as determined by the Chairman of the Board of Directors. The evaluations of each member of this Board and of its chairman are mandatorily discussed in individual feedback sessions.

## REMUNERATION GRI 2-19, 2-20

The parameters and procedures for determining the remuneration of the members of the Board of Directors, the Executive Board, and the Audit Committee, as well as other committees and strategic positions, are described in our **Remuneration Policy**. The standard covers individuals with authority and responsibility for the planning, direction and control of Rede D'Or's activities, whether directly or indirectly – considered key personnel for the Company.

The definition of compensation criteria is the responsibility of the Board of Directors. It is carried out based on an analysis that takes into account the Company's objectives and the responsibilities of the positions. The compensation of the members of the Board of Directors itself and of the Statutory Executive Board is set by the Company's General Shareholders' Meeting.

Remuneration policies may be periodically reviewed and adjusted based on market comparisons made through external surveys. Based on these, feedback from stakeholders may influence the decision on updates to the standard.

## REMUNERATION POLICY

The criteria we use to define the remuneration of our executives include:

- **Alignment of interests:** ensuring that the interests of key personnel are aligned with the Company's strategic objectives.
- **Attraction and retention:** attracting, rewarding and retaining essential talent, encouraging the sustainable conduct of business within acceptable risk limits.
- **Performance recognition:** offering remuneration based on criteria that value individual performance and differentiate performance.
- **Market competitiveness:** maintaining standards compatible with the responsibilities of each position, ensuring competitiveness in relation to the reference market, including guidelines for fixed remuneration, variable compensation and benefits.

The total remuneration of key personnel may consist of:

- **Fixed remuneration:** determined by the degree of responsibility of the position, the required experience and individual qualifications, in addition to other factors considered important by the Board of Directors. It is divided into monthly fixed compensation (pro labore) and benefits.
- **Variable compensation:** composed of profit-sharing or results-sharing plans or programs, aimed at rewarding the achievement and surpassing of the Company's targets, aligned with performance, sustainability and growth strategy in each fiscal year.
- **Share-based compensation:** offers long-term incentives, based on shares, with the objective of encouraging alignment of interests between key personnel and the Company, aiming at the creation of sustainable value in the medium and long term.
- **Other components:** the Board of Directors may deliberate on other components of compensation, respecting the limits established by the General Shareholders' Meeting.

For more information about our remuneration policies, such as the individual ratio and the median individual remuneration of employees, consult the **Reference Form**.

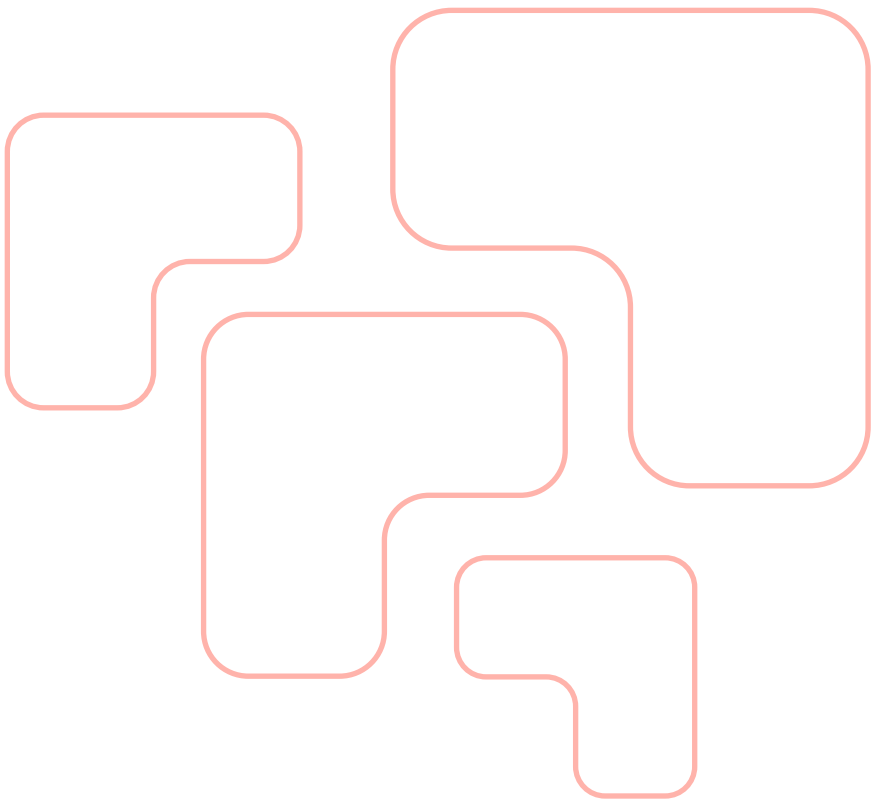


# Communication of critical concerns

GRI 2-16, 3-3

At the quarterly meetings of the Sustainability and Climate Change Committee—or at shorter intervals, if necessary—critical issues related to the ESG agenda are discussed. Subsequently, they are presented to the Board of Directors and recorded in the minutes during ordinary or extraordinary meetings.

The committee’s meetings include the participation of the Executive Vice President, directors, managers and specialists from various areas. In 2025, we had 13 issues related to ESG topics.



## NUMBER AND NATURE OF ESG AGENDA CONCERNS

| Material topic                                            | Nature                                                                                                                                   | Quantity | Date                                                                             |
|-----------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|----------|----------------------------------------------------------------------------------|
| Economic performance                                      | Interest on equity                                                                                                                       | 1        | 03/21/2025<br>06/11/2025<br>09/18/2025<br>12/12/2025                             |
|                                                           | Dividends                                                                                                                                | 1        | 12/12/2025                                                                       |
|                                                           | Share buyback                                                                                                                            | 1        | 12/15/2025                                                                       |
|                                                           | Debenture issuance                                                                                                                       | 1        | 06/02/2025<br>08/07/2025<br>08/19/2025<br>09/15/2025<br>11/10/2025<br>12/23/2025 |
|                                                           | Early redemption of debentures                                                                                                           | 1        | 09/29/2025                                                                       |
|                                                           | Issuance and offering of notes to the international market by Rede D’Or Finance, a subsidiary of the Company headquartered in Luxembourg | 1        | 09/03/2025                                                                       |
|                                                           | Company’s annual budget                                                                                                                  | 1        | 12/12/2025                                                                       |
|                                                           | Approval of annual and quarterly financial statements                                                                                    | 1        | 03/10/2025<br>05/06/2025<br>08/05/2025<br>11/04/2025                             |
|                                                           | Management remuneration proposal                                                                                                         | 1        | 03/10/2025                                                                       |
|                                                           | Activities carried out by the Audit Committee                                                                                            | 1        | 03/10/2025<br>05/06/2025<br>08/05/2025<br>11/04/2025                             |
| Ethics, compliance and anti-corruption                    | Update of the Internal Audit Policy                                                                                                      | 1        | 03/21/2025                                                                       |
|                                                           | Update of the Health, Safety and Environment Policy                                                                                      | 1        | 09/18/2025                                                                       |
| Water and effluents, waste, energy, and health and safety | Update of the Health, Safety and Environment Policy                                                                                      | 1        | 09/18/2025                                                                       |
| All material topics                                       | Company statement regarding proposed amendments to the Novo Mercado Regulation                                                           | 1        | 06/11/2025                                                                       |
| Total                                                     |                                                                                                                                          | 13       |                                                                                  |

The Reference Form also details the critical concerns.

# Integrity Program

GRI 2-25, 2-26, 3-3 [Ethics, compliance and anti-corruption], 205-2



One of our corporate values is Integrity ([read more on page 9](#)) and one of our material topics is Ethics, compliance and anti-corruption.

Acting ethically and in compliance with Brazilian legislation is a commitment undertaken by the Company with all its stakeholders. To do so, we have an Integrity Program, which encompasses all the rules and tools necessary to strengthen the topic among our employees and the stakeholders with whom we do business.

The current Integrity Program was developed based on the Brazilian Anti-Corruption Law (Law nº12,846/2013) and implemented throughout the Company in 2017.

During the year, we also structured a pilot project to recognize the adherence of Rede D'Or units to the Integrity Program, considering specific criteria related to the topic pillars.

Rede D'Or considers as fundamental principles for the operation of the Integrity Program the engagement of senior management, the establishment of a regulatory framework, with emphasis on the Code of Conduct, the management of risks and internal controls with an anti-corruption focus ([read more on page 48](#)), the carrying out of communication and training actions for employees, the guarantee of independence for the Compliance area's work, and the existence of a confidential, secure and independent [Reporting channel](#) ([read more on page 52](#)).

The regulatory structure contained in the Integrity Program is formed by internal policies and rules, some of which are disclosed on our website, such as the Related Party Transactions Policy and the Corporate Anti-Corruption Policy. The documents are reviewed according to the periodicity established by the Company or on demand.

Internally, we have regulatory instruments that, similarly, provide guidelines on the topic, such as the rules that address the responsibilities of the Compliance area, the operation of the Reporting Channel and the management of conflicts of interest. A highlight of 2025 was the development and dissemination of the policy on Workplace Violence and Inappropriate Behavioral Conduct.

To ensure the dissemination of the Integrity Program, the Compliance area conducts training both online and in person, in addition to making training available on the internal knowledge platform, Academia D'Or. In addition, all new employees, at the time of hiring, adhere to the Code of Conduct. During the onboarding of these professionals, the correlated topics are addressed, and courses on online platform (Plataforma EAD), regarding compliance guidelines, are made available.

In the area of training, a key highlight in 2025 was the development and disclosure of a specific training program on the prevention of workplace harassment.

The Integrity Program and its set of internal policies, combined with regular training initiatives and internal communications on the topic, are essential to ensure that the impacts of the material topic Ethics, compliance and anti-corruption are properly managed. Through these efforts, we aim to prevent misconduct by both our employees and third parties associated with the Company, thereby avoiding the materialization of risks identified as legal violations, breaches of our Code of Conduct, as well as labor and reputational risks, which may affect the organizational climate and result in fines and/or sanctions for the Company.

Both the updating of policies and the implementation of training programs, as well as the communication of relevant topics to the Company, are structured based on guidance from senior management and the Compliance area. To this end, business risks related to the topic are assessed, and data from the Reporting Channel are considered, serving as inputs for preventive, corrective, and continuous improvement actions.

## Anti-Corruption Policy

GRI 2-26, 2-27, 205-1, 205-3, 3-3 [Ethics, compliance and anti-corruption]

The management of the material topic Ethics, compliance and anti-corruption is complemented by our **Corporate Anti-Corruption Policy**. The regulatory instrument is intended for all our stakeholders and presents a general guide on the subject.

The policy highlights relevant points of Brazilian anti-corruption legislation, such as the prohibition of offering or receiving undue advantage, in addition to specific guidelines on gifts, presents and hospitality, relationships with public authorities, sponsorships and donations, relationships with third parties, record-keeping and internal controls, compliance procedures and training, as well as reporting mechanisms and whistleblower protection.

In a complementary manner, all Company operations, framed within the criteria previously established by senior management and the Compliance area, are assessed for risks related to integrity, corruption and ethical issues. These assessments are supervised by the Audit Committee. **GRI 205-1**

Additionally, before the acquisition of new hospitals, the Company carries out a prior diagnosis of corruption risks in the companies involved in the transaction, through a specific integrity due diligence procedure. [GRI 2-23](#)

During the due diligence procedures, various aspects contained in public information sources are verified, contributing to accuracy in decision-making. [GRI 2-28](#)

In 2025, no cases of corruption were identified or reported in our operations. It reflects the Company’s diligent performance in its relationships, through procedures that aim to know our business partners and assess the risks involved in relevant operations. In addition, possible situations of corruption are monitored through the Reporting channel ([read more on page 52](#)). [GRI 205-3](#)

**COMMUNICATION AND TRAINING ON ANTI-CORRUPTION POLICIES AND PROCEDURES** [GRI 205-2](#)

Academia D’Or provides specific content on the topic of anti-corruption. Additionally, the Compliance area conducts in-person training sessions addressing the topic. In 2025, more than 8,593 employees were trained in in-person programs at our hospital units.

Third parties and service providers are also invited to participate in the in-person training sessions, which also address other Company guidelines.

Find [here](#) the data on communication and training on the topic of anti-corruption.

**PENALTIES**

**Rede D’Or’s Code of Conduct** establishes penalties for violations of the Company’s guidelines. These disciplinary measures vary according to the severity of the case and may include verbal or written warnings, suspensions, or even termination of the employment relationship. For infractions involving suppliers or outsourced employees, the employers are notified so that they may take the appropriate measures.

Additionally, we emphasize that there are civil and criminal penalties for conduct that violates the law.

## Third-party due diligence

GRI 2-24, 2-25, 2-23, 3-3 [Ethics, compliance and anti-corruption]

The management of the impacts of the material topic Ethics, compliance and anti-corruption includes due diligence work on third parties with whom Rede D'Or maintains relationships. This action involves the analysis of any involvement with corrupt, bribery and fraud practices, in addition to non-compliance with applicable legislation. In addition, we maintain contractual clauses, with all suppliers, that address integrity issues.

The analyses, carried out by the Compliance area, aim at preventing and mitigating risks inherent to relationships with our business partners. We seek to identify illegal or unethical practices carried out by the parties assessed. The purpose is to protect the Company, ensuring ethical business conduct, preventing eventual strict liability and reducing the likelihood of financial losses and the materialization of reputational risks.

Considering the result of the due diligence carried out, in the hiring or maintenance of the existing supplier base, potential partners may not have their business ties formalized and previously signed contracts may be terminated. The decision to terminate the relationship is made by the executive board based on the risk classification made by the Compliance area.

GRI 205-2

## SOCIO-ENVIRONMENTAL ASSESSMENT GRI 2-23

We also apply a series of measures that assess the integrity of our suppliers in socio-environmental and corporate governance aspects ([read more on page 108](#)).

We carry out socio-environmental due diligence before and during the acquisition of new hospitals. These analyses include the identification of environmental risks or liabilities and are submitted to senior management. After approval, control actions and procedures are implemented to mitigate the risks inherent to the business.



# Conflict of interest

GRI 2-15

Rede D’Or has a corporate standard on conflict of interest. It presents guidelines for employees and business partners on the need to avoid any situation in which a possible personal interest conflicts with our principles of conduct.

In this sense, any improper use of the Company’s position or business relationship to obtain personal benefit or advantage in relations with third parties is expressly disapproved by Rede D’Or. All business activities, personal investments or work that may conflict with the employees’ responsibilities toward the Company must be communicated, evaluated and managed, as guided by our Code of Conduct ([read more on page 47](#)).

We also have the [Related Party Transactions Policy](#), which establishes rules to ensure that all business decisions are made with the interests of the Company and its shareholders in mind. To this end, the requirements of competitiveness, compliance, transparency, fairness and commutativity are observed.

Additionally, Rede D’Or’s [Bylaws](#) and the [Brazilian Corporations Law](#) (Law nº 6.404/76) establish that a person with an interest conflicting with the Company may not be elected as an officer, except if waived by the General Shareholders’ Meeting. If any matter that may give rise to a conflict of interest between the Company and any related party is identified by any member of the management of the organization or of its controlling companies or subsidiaries, such person must, mandatorily, state the reasons for this occurrence to the Compliance area before the situation is formalized and refrain from participating in the decision-making process involving the transaction. The list of situations that must be communicated is set out in **item 11.2 of the 2025 Reference Form**.

# Compliance with laws and regulations

GRI 2-23, 2-27

Monitoring the compliance of the Company’s operations with Brazilian laws and regulations is carried out by the business and operational areas.

Observance of socio-environmental compliance is part of the obligation clauses in the draft contracts of our suppliers. Non-compliance with the clauses subjects the offending party to a fine.

In 2025, there were no fines related to significant non-compliance with laws and regulations.

Rede D’Or defines what significant cases of non-compliance are according to the level of significance of organizational risks, which is linked to the risk represented to the Company, according to the methodology described in an internal standard.

The main non-confidential judicial, administrative and arbitration proceedings related to the Company may be consulted in item 4.4 of the [2025 Reference Form](#).

## Reporting Channel

GRI 2-25, 2-26, 3-3, 205-3, 406-1

Our official channel for reporting violations of the Code of Conduct, Rede D'Or's guidelines, or Brazilian laws is the **Reporting Channel**. Available to all Company stakeholders, the channel is operated by a specialized third-party provider and ensures the right to anonymity and confidentiality. Reports can be submitted 24 hours a day, seven days a week, and are investigated independently and impartially. Any form of retaliation against whistleblowers is strictly prohibited.

We also maintain an Ombudsman channel for external stakeholders. It serves as an escalation channel for mediating and resolving conflicts between Rede D'Or and its stakeholders, promoting transparency and trust. The Ombudsman operates as a direct communication channel with clients and communities surrounding hospital units, and may also be used to provide clarification regarding the rights and responsibilities of complainants.

In 2025, 137 discrimination complaints were recorded, of which 39 were substantiated or partially substantiated. We observed a 5% increase in this indicator compared to 2024.

This rise in reported cases may be attributed to the Company's growth, as well as to the expansion of training initiatives on compliance, diversity, and inclusion, delivered both in person and through the Rede D'Or Academy (**read more on page 78**). These data are externally audited by Ernst & Young on a sample basis.

All reports are investigated by independent teams, and appropriate measures are applied based on the evidence and circumstances identified. For cases deemed substantiated,

even partially, in addition to the measures taken, action plans may be implemented at the unit level, including monitoring, support initiatives, or suggested training.

The Reporting Channel is managed by the Compliance area, which is responsible for the continuous monitoring of indicators, as well as the evaluation and oversight of the implementation of defined actions and established SLAs (Service Level Agreements).



# Risk management

We have a public [Risk Management Policy](#) available to all our stakeholders on the Company's Investor Relations website. The policy covers care-related and non-care-related risks. Its main premises are:

- **Add value and protect the institutional environment;**
- **Contribute to the achievement of the organization's objectives and targets;**
- **Be an integral part of the Company's processes;**
- **Act as the second line of defense against corporate risks in safeguarding and supporting the units;**
- **Foster a culture of prevention of risks and incidents, contingency and emergency response;**
- **Support decision-making;**
- **Be systematic, interdisciplinary, structured and timely;**
- **Be based on the best available information;**
- **Be aligned with the context of the organization and with the risk profile;**
- **Consider human factors;**
- **Be transparent and participatory;**
- **Be dynamic, interactive and subject to change;**
- **Support the continuous improvement of the Company; and**
- **Be properly reported and adequately recorded**

The policy was approved by Rede D'Or's Board of Directors, which also actively participates in evaluating the Company's risk matrix. Governance on the topic also includes the Corporate Risk Committee ([read more on page 41](#)) and the Risk and Internal Controls Department. The standard is reviewed annually. In addition to these bodies, the Compliance area and the Audit Committee also participate in this process.

The standard addresses the following types of risk:

- **credit;**
- **liquidity;**
- **interest rate;**
- **exchange rate;**
- **compliance;**
- **strategic;**
- **operational;**
- **cyber;**
- **technological;**
- **regulatory/legal; and**
- **socio-environmental, in which climate risks are considered.**

For each of them, instruments for prevention and mitigation are established, detailed in the content of the policy. The policy also provides for the three lines of defense to prevent the occurrence of adverse events. The first, responsible for execution, is formed by the Company's business units: hospital units, laboratories and Oncologia D'Or. The second, focused on supervision, is composed of corporate areas, such as Internal Audit, Finance, Compliance, Quality, IT, Pharmacy and Occupational Health and Safety. And the third, which acts as the decision-making entity, includes the following committees: Fiscal Council, Audit Committee, Board of Directors and Executive Committee.

Risk assessment is carried out in a five-step process: identification; analysis and evaluation; treatment; monitoring and critical review; recording and reporting to stakeholders.

The risk matrices of our units are prepared based on this work. They are built in a process that includes a set of technical analyses, with qualitative and quantitative classifications. The identified events are organized into different levels of probability, impact and criticality. Additionally, action plans for responding to risks are established, as well as accident investigation protocols.

In 2025, we implemented a series of improvements in risk management, consolidating its alignment with Rede D'Or's strategic objectives and advancing in the adoption of new technologies. During the year, a Business Intelligence (BI) tool was created for hospital units to control the execution of their action plans. With BI analyses, we improved data integration in the ObraSoft system, with the issuance of reports within the software itself used by Rede D'Or.

These advances allowed the implementation of management-level and executive-level reports for senior management, containing information on the main action plans identified during the diagnostics carried out at hospital units.

In 2025, we also conducted training sessions with corporate areas to disseminate knowledge on the Company's risk management processes.



## Fire prevention and firefighting

In 2025, we consolidated the restructuring of the fire prevention and firefighting processes carried out in the previous cycle. We reinforced the culture of acting in fire prevention and contingency, in addition to preparing ourselves for situations involving evacuation of spaces.

During the year, we carried out training sessions and drills in the units, in addition to executing the operational processes defined by the internal standards related to the topic:

- **Monitoring of special services with risk of fire/explosion;**
- **Monthly inspection of extinguishers and hydrants;**
- **More than 1.5 thousand notifications reported for the Fire Risk Management area to analyze and address;**
- **More than 2.8 thousand fire contingency plan drills were carried out;**
- **More than 50 thousand daily fire risk inspections in all sectors of our units;**
- **More than 900 tests and inspections of the fire pump house with hydrant opening;**
- **More than 4.5 thousand inspections of the Civil Firefighter proximity kit; and**
- **More than 50 Integration Drills with Public Authorities.**



Within the scope of the Fire Risk Management area, which acts in supervision and tactical support to the units, the following were carried out:

- **11 participations in integration drills with Public Authorities at units, six of them with integration of the Crisis Room;**
- **10 lectures directed at kitchen teams on the topic of fire risk prevention;**
- **Four workshops on fire processes for all leadership;**
- **Two lectures for leadership related to fire processes, risks and the complexity of the hospital environment;**
- **Eight Development Pills with 2,786 participants, all on topics related to fire;**
- **Review of the policies for continuous improvement of the process, based on the lessons learned in 2024. Highlights include:**
  - Change in the response time of the Rapid Response Team from three minutes to two minutes, with the objective of seeking greater effectiveness in responding to fire events, gas leaks and/or chemical product spills/leaks;
  - Reduction of contingency plan drills from 16 to eight per month, aiming greater quality in execution;
  - Improvement of the inspection checklists used by Civil Firefighters, facilitating the accuracy of the data communicated.
- **54 technical visits with the support of the operational areas of Maintenance, Operational Health and Safety, Physical Security and Unit Management.**
- **Implementation, in the second half of 2025, of the National Emergency Bulletin;**
- **Preparation of a new standard, by a multidisciplinary team, to define criteria for SAVE and parking of electric vehicles and fire prevention and firefighting;**
- **Preparation of the Manual of Good Practices for Firefighting in Hospital Facilities. The document was presented to the Fire Department of the State of Rio de Janeiro in December.**

CRISIS ROOM

We have a Crisis Room dedicated to prompt response to emergencies. It is a corporate command and control environment, located in Rede D’Or’s corporate building in Rio de Janeiro (RJ), structured to consolidate and make available, in real time, information on critical events, nearby units, surrounding mobility conditions, strategic contacts and other relevant data, supporting decision-making by the Crisis Committee and continuous support to the Crisis Cell installed at the affected site.

In 2025, we tested the Crisis Room methodology through six drills integrated with public authorities, in which it was possible to prove the effectiveness of the structure in supporting units facing ongoing fire scenarios.

The Crisis Room is part of Rede D’Or’s Crisis Management Plan and functions as the main corporate environment for strategic coordination during critical events, ensuring alignment among senior management, corporate areas and operational teams in the field. Its work occurs in an integrated manner with the Crisis Cells installed in the units, providing a systemic view, centralized governance and specialized support for decision-making, with priority focus on preserving the lives of patients, companions and employees, care continuity and protection of institutional reputation.

The structure operates in physical and virtual format, allowing immediate activation and rapid mobilization of leadership and strategic areas. During events, care, operational, structural and reputational indicators are monitored, in addition to information from public authorities, media and social networks.

The governance of the Crisis Room is led by the Risk and Internal Controls Department, with operation by the Physical Security Management area, which ensures the permanent readiness of the structure, the updating of standards, the maintenance of activation flows and the coordination of support for the decisions of the Crisis Committee.

As an evolution of the Crisis Management Plan, a responsibility matrix involving the Company’s strategic areas was implemented, ensuring clarity of roles, standardization of action and greater integration among the care, operational, administrative and communication fronts.

PHYSICAL SECURITY RISK MANAGEMENT

Rede D’Or’s Physical Security is structured based on systematic risk analyses, which guide the design of unit protection systems. Based on these studies, integrated solutions are implemented that combine physical barriers, access controls, video monitoring, alarm systems and preventive and predictive technologies, including intelligent monitoring.

This model aims to protect the Company, employees, patients, visitors and third parties against threats capable of generating damage, ensuring the preservation of life and assets. The work is primarily guided by prevention, without losing the capacity for structured response to contingencies and critical events.

In 2025, there was progress in strengthening the physical and electronic security of the units, through the expansion and modernization of asset protection systems. The main initiatives included:

- **Reinforcement of physical barriers**, with the installation of new turnstiles and controlled gates;
- **Expansion of access controls**, with the consolidation of facial recognition—initiated in 2024—and its integration into monitoring and management systems. This evolution made it possible to achieve complete traceability of access, generation of analytical reports to support decision-making and greater agility in entry flow;
- **Integration of security systems**, enabling centralized management, faster responses to events and greater adherence to best governance, compliance and risk management practices;
- **Strengthening of preventive measures**, with revision of protocols and use of technology to reduce vulnerabilities and increase operational resilience;
- **Structuring of the use of electronic monitoring in maternity units**, with operation beginning in 2026, expanding predictive capacity in more critical areas;
- **Implementation of the Digital Incident Logbook**, ensuring greater traceability, transparency and standardization of records.

As a result of the continuous improvement actions, physical security indicators showed significant progress in 2025. A highlight was the 50% reduction in successful telephone scams, resulting from the intensification of awareness and preventive communication campaigns. Additionally, a 60% reduction in illicit actions in the units was recorded, a direct reflection of strengthened controls, expanded monitoring and the growing use of intelligent solutions.

# Privacy and information security

GRI 3-3 [Privacy and information security], 418-1, SASB HC-DY-230a.2, HC-DY-230a.3, HC-DY-230a.4

Privacy and information security is one of our material topics. To manage it, we maintain the Privacy and Data Protection Program, built based on the guidelines of the **National Institute of Standards and Technology** (NIST) Privacy Framework, ISO 27701, regulations of the National Data Protection Authority (ANPD) and the Guide for Preparing a Privacy Governance Program, made available by the Federal Government. We also have the Privacy and Data Protection Policy, directed to the internal public, with guidance for full compliance with the Brazilian General Personal Data Protection Law (LGPD).

The Program, periodically updated and audited, defines actions, campaigns and processes involving the processing of personal data throughout Rede D'Or. Through it, roles and responsibilities of the areas in relation to privacy are structured. For this purpose, it includes internal policies, models, guidelines and data management processes that guide employees regarding the topic.

We also have a privacy training and awareness program, which aims to guide and sensitize the Company's professionals considering the care and importance of protecting personal data. In this regard, we offer e-learning training, publish periodic privacy bulletins and notices, and hold events on the topic.

The management of the Privacy and Data Protection Program in the companies Rede D'Or, Oncologia D'Or, Richet and IDOR is the responsibility of the senior manager and the privacy manager, as Data Protection Officer and Alternate Data Protection Officer, respectively, as stated in the Company's Privacy and Data Protection Policy, directed to the internal public. Both are supported by the technical areas and the Corporate Risk and Privacy committees (**read more on page 41**). They are also the focal points of these companies with the ANPD.

The Privacy management area is responsible for ensuring compliance with the strategic direction of the topic at Rede D'Or. The area works in identifying problems and opportunities, proposing initiatives, and monitoring and leading the execution of actions aimed at improving maturity in the processing of personal data. Its professionals proactively participate in public forums that debate the subject within the healthcare sector in Brazil.

To ensure the effectiveness of its work, the Privacy area has an established process with the Procurement area for supplier assessment. This is an automated flow for evaluating these business partners, with the objective of understanding and monitoring their privacy control environments. Through this, we aim to ensure the same level of security in the processing of personal and sensitive data that we adopt internally at Rede D'Or and full compliance with the LGPD.

In 2025, the Privacy area promoted webinars and interactive live sessions for Rede D’Or employees. The proposal was to create spaces for dialogue and learning. A highlight was the “Privacy Festival – ‘ProteSão João,’” in which we combined the dissemination of knowledge on the topic with interactive quizzes and entertainment for participants. The event featured five activities on general privacy and LGPD concepts, in addition to data protection tips.

During the year, we improved our score— from 3.95 in 2024 to 4.12 in 2025— maintaining the NIST maturity level at the “Managed” stage for the companies Rede D’Or, Oncologia D’Or and Richet, assessed by an independent external third party, PwC.

During the year, there were no complaints recorded against Rede D’Or at the ANPD regarding personal data violations. The Privacy area performs daily monitoring of the SEI (Electronic System of Information) – the official ANPD complaints and communications system.

GRI 418-1

### Information security

It is Rede D’Or’s commitment to ensure the protection of information assets. To this end, we apply controls and measures to preserve confidentiality, integrity and availability of information, aiming at ensuring the trust of our patients and employees.

Learn more on our official page on the topic of **Information security**.

## Privacy Notice and Data Subject Service Channel

GRI 3-3 [Privacy and information security], SASB HC-DY-230a.2

We provide a page on our website for the **Rede D’Or Privacy Notice**. There, we present complete, simple, transparent and objective information on security in the processing of personal data. We also address the activities we perform in which we collect data, explaining the reasons why we do so.

One of the pillars of the Privacy and Data Protection Governance Program is to serve data subjects by ensuring quality, timeliness and respect for fundamental rights and guarantees. In this regard, we present our direct channel for addressing the topic, which is the email of the Company’s Data Protection Officers: **[dpo.rededor@rededor.com.br](mailto:dpo.rededor@rededor.com.br)**. To monitor the effectiveness of this initiative, we maintain established service time metrics, with periodic monitoring of the indicators.

# Privacy risk and impact management

GRI 3-3 [Privacy and information security]

The actual positive impacts in managing the material topic Privacy and information security are related to:

- **Protection and legitimate use of data:** strengthening of structures, processes and controls to reduce the likelihood of access, sharing or use of data outside its intended purpose, contributing to the protection of data subjects and to the reliability of operations and services.
- **Trust and relationship with stakeholders:** consistent data protection practices sustain the trust of clients and other publics with whom the Company relates, favoring long-term relationships in a context of high demand for integrity and security.

- **Institutional reputation and credibility:** the structured management of the topic reinforces the perception of Rede D'Or's commitment to governance and responsibility, which contributes to preserving the Company's credibility and to obtaining and maintaining unit certifications, such as National Accreditation Organization (ONA) and Joint Commission International (JCI), ensuring compliance with quality and safety standards.

- **Risk mitigation and continuity:** the prevention and treatment of risks associated with data privacy and information security reduce exposure to losses and events that may compromise operations, in addition to supporting integrated risk management.

The potential negative impacts identified are:

- **Privacy incidents and data breaches:** events such as leaks or cyberattacks may result in undue exposure of data and harm to data subjects, in addition to operational, regulatory and reputational impacts for the Company.

- **Misuse and consequences for data subjects:** failures in governance and control may allow misuse of data, with adverse effects such as fraud, scams and other forms of harm to data subjects.

- **Implementation and cultural challenges:** disseminating and maintaining adherence to policies, standards and procedures throughout the organization is an ongoing challenge; gaps in understanding and engagement may reduce the effectiveness of topic management and increase exposure to incidents.

- **Regulatory dynamics and need for update:** changes and developments in the regulatory environment demand frequent updates of guidelines, processes and controls, which may generate operational pressure and risk of temporary misalignment.

- **Reputation and trust:** the materialization of incidents may trigger negative reactions from stakeholders, with the potential to compromise credibility and trust, especially when there is broad public repercussion.

REDE D'OR

# 4

## Manufactured capital

Interactive  
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- Expansions, modernizations and acquisitions

# Expansions, modernizations and acquisitions

In 2025, Rede D’Or celebrated the five-year anniversary of its initial public offering (IPO) of shares on B3, the Brazilian stock exchange, with positive records. During this period, we transparently executed our expansion, modernization and acquisition plan. Delivering to the Company’s investors and other stakeholders what we planned is an ambition that we aim to achieve with financial discipline, to generate value in a consistent and lasting manner. During the year, we inaugurated the **new Barra D’Or**, in Rio de Janeiro (RJ), with 44 thousand m<sup>2</sup> of built area and 250 beds, which will be activated gradually. The unit, inaugurated in January, received investments of BRL 549 million. It has the largest private emergency unit in the state, a cardiology emergency unit with a state-of-the-art angiograph, a specialized oncology care line, high-technology robotic surgery, magnetic resonance imaging up to 40% faster, and Brazil’s first infrared radiotherapy device.





- **Hospital São Luiz São Bernardo**, in São Bernardo do Campo (SP), an expansion of the traditional Hospital Assunção. Inaugurated in November, it has 52 thousand m<sup>2</sup> and 319 beds. The unit brings high-complexity services to the city, such as hemodynamics and robotic surgery. The investment amounted to BRL 300 million.

The opening, together with the expansions carried out, contributed to reaching 2025 a year marked by operational and financial records. We ended the period with 13,555 total beds, an increase of 4% compared to 2024. The average occupancy rate closed the cycle at 79.6%, similar to the previous period. There was a 5% increase in patient-day volume and a 14.3% increase in surgical volume. [SASB HC-DY-000.A](#)

This information demonstrates the solidity in delivering the results planned and communicated by Rede D'Or to its shareholders, investors and society. Our expansion schedule through 2028 includes the forecast of 2,702 total new beds, 755 in greenfield projects (new units) and 1,947 in brownfield projects (expansions in existing units). The ongoing construction projects, as part of our business plan, include those presented in the table on the right.

Our investments in new units and expansions of existing hospitals are made with the aim at ensuring the application of the most modern and innovative technologies and learnings in medical areas, patient care, as well as in energy and water efficiency, waste management and the generation of opportunities for the local community.

From a water and energy standpoint, we ensure supply even in situations of interruption by the respective utility companies. This is done through the installation of generators that meet the demands of our units, as well as water reservoirs.

More information on the projects under development is provided in section 2.10 of the [Reference Form](#).

- **New tower of Hospital São Lucas, in Aracaju (SE);**
- **Expansion at Hospital Central Tatuapé, in São Paulo (SP);**
- **New unit in Ribeirão Preto (SP);**
- **New unit in Taubaté (SP);**
- **UDI Hospital, in São Luís (MA);**
- **DF Star, in Brasília (DF);**
- **Glória D'Or, in Rio de Janeiro (RJ);**
- **Caxias D'Or, in Caxias (RJ);**
- **Oeste D'Or, in Rio de Janeiro (RJ);**
- **Hospital São Carlos, in Fortaleza (CE); and**
- **Hospital Aeroporto, in Lauro de Freitas (BA).**

# Socioeconomic impact

GRI 2-25, 203-2, 3-3 [Socioeconomic impact]

Generating positive socioeconomic impact in the places where we operate is a value delivered by Rede D'Or to society and a commitment that we undertake with local communities. It is also a material topic for our operations.

With this perspective, we aim to understand the actual and potential impacts—positive and negative—of the operation of our units on stakeholders. In this sense, during the execution of construction works, we provide a direct communication channel open to the public for the submission of suggestions and complaints, strengthening transparent dialogue and relationships with surrounding communities.

We observe, as positive impacts of our activities, the generation of direct and indirect jobs, improvement in local infrastructure and the development of health-related initiatives. In addition, during construction periods, the proper disposal of solid waste in civil construction is essential to ensure environmental sustainability, legal compliance and the protection of public health.

In the social area, training the local community is a way of providing support for entry into the labor market. Rede D'Or's very presence brings opportunities to municipalities, as we prioritize local hiring.

In 2025, we generated approximately 380 direct jobs and 1,140 indirect jobs during the construction of Hospital São Luiz São Bernardo (former Assunção) in São Paulo (SP).

Another recurring practice in interaction with stakeholders—operating units and end customers—is the alignment and adjustment of schedules for potentially noisy activities or those requiring intervention in specific areas. In addition, there are employee awareness actions regarding compliance with working hours and observance of noise regulations, reinforcing the commitment to good coexistence.

Within the scope of impact prevention and mitigation, we focus on using modern machinery in our works, contributing to the reduction of vibrations and noise levels. When traffic interference is necessary, prior communication is made to the competent authorities, ensuring adequate planning of the necessary measures and minimizing disruptions to local mobility.

In agreement with municipal authorities, we make investments in local infrastructure as compensatory measures established as conditions of the environmental licensing processes for our projects. **Learn more on the table alongside.**

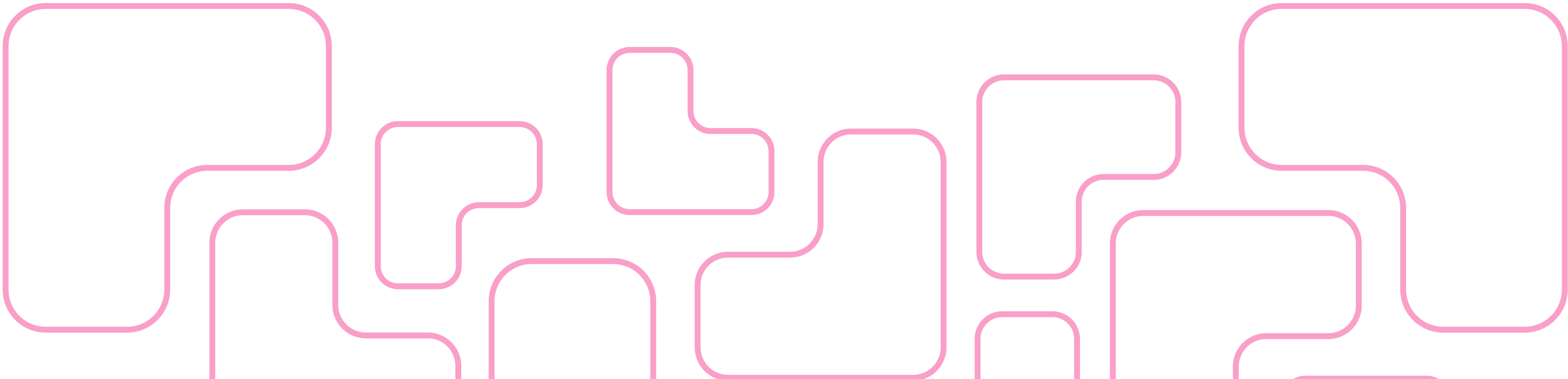
We issue environmental licenses in the Preliminary (LP), Installation (LI) and Operation (LO) categories, in addition to preparing technical studies and obtaining specific authorizations, such as the Certificate of Movement of Waste of Environmental Interest (Cadri). All these processes are conducted with a focus on legality, safety and environmental integrity of potentially polluting activities. The technical documents include the Technical Responsibility Annotation (ART), location plan and descriptive memorials that ensure full compliance with environmental licensing requirements.

| Significant indirect economic impacts identified                                           | Type of impact | Description of the impact                                                                                 | Indirect economic impacts in the context of external references and stakeholder priorities                                                                            |
|--------------------------------------------------------------------------------------------|----------------|-----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Local community development                                                                | Positive       | Positive indirect effect on the well-being and quality of life of the community.                          | Aspects of the Company's operations contribute to public policies and global sustainable commitments, such as the one in the line below.                              |
| Private social investment                                                                  | Positive       | Indirectly promotes community development and social well-being.                                          | The Company has a Social Responsibility Policy, which contains specific guidelines on private social investment ( <a href="#">read more on page 115</a> ).            |
| Generation of direct and indirect jobs                                                     | Positive       | The generation of job opportunities is positive for economic development in the regions where we operate. | Employment and income generation: contribution to reducing unemployment rates, in line with SDGs 1 and 8 of the 2030 Agenda.                                          |
| Stimulating the economy through the acquisition of materials, inputs and natural resources | Positive       | Promotes the economy, with an indirect positive impact.                                                   | Stimulus to the local economy and regional development, in line with SDGs 8, 9 and 12.                                                                                |
| Improvement in service and infrastructure of the Brazilian healthcare system               | Positive       | Improvement in service and infrastructure of the Brazilian healthcare system.                             | Strengthening healthcare systems: the Company's expansion contributes to the implementation of new technologies, innovations and health training, in line with SDG 3. |
| Supplier development                                                                       | Positive       | Encouragement of good practices, with an indirect impact on sustainability and human rights.              | Stimulus to the local economy: contributes to public policies for regional development, in line with SDGs 8, 9 and 12.                                                |

COUNTERPARTS GRI 203-1

| Unit                                                 | Services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Amount       | Status    |
|------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------|
| Hospital Ribeirão Preto                              | Fulfillment of compensatory measure required following the approval of the Neighborhood Impact Study                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | -            | Completed |
|                                                      | Contribution corresponding to 4.5% of the project cost, considering Municipal Decree 273/2019                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 2,351,378.66 |           |
|                                                      | Fulfillment of compensatory measure required following the approval of the Traffic Impact Report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | -            |           |
|                                                      | Materials required for the renewal and implementation of horizontal and vertical road signage around the project and on the main access roads. The signaling is the responsibility of RP Mobi                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 54,190.00    |           |
| Hospital Taubaté                                     | Fulfillment of compensatory measure required following the approval of the Traffic Impact Report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | -            | Completed |
|                                                      | Provision of software compatible with Digicon brand controllers, models CD200 and CD300, for a period of 12 months                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 32,000.00    |           |
|                                                      | Provision and installation of a metal bus shelter (simple model) in the project's area of influence, at a location to be defined by the Public Transport Department of Semob                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 25,500.00    |           |
| Hospital Brasil (Expansion of Block C – Ed. Garagem) | Fulfillment of compensatory measure required following the approval of the Neighborhood Impact Study                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | -            | Completed |
|                                                      | Donation or provision of resources necessary for the expropriation of land CF 15.124.009 and CF 05.124.008 (partial) for PSA for the extension of Santo André Street. Fulfillment of the compensatory measure carried out through pecuniary payment (amount allocated to the Municipal Urban Development Fund)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 4,765,083.28 |           |
|                                                      | Payment to the Municipal Urban Development Fund of the amount of 185,346.490 FMPs, to be used by the Municipality for the implementation of education facilities in the surrounding area. Fulfillment of the compensatory measure carried out through pecuniary payment (amount allocated to the Municipal Urban Development Fund)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 1,029,395.88 |           |
| Hospital São Luiz São Bernardo - Expansion           | Pecuniary environmental remuneration to the Municipal Environmental Recovery Fund due to tree suppression for the implementation of access to the unit                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 7,600.00     | Completed |
|                                                      | Fulfillment of compensatory measures required following the approval of the Neighborhood Impact Study: <ul style="list-style-type: none"><li>• Construction waste and surplus earthmoving material must be sent to a disposal site;</li><li>• Installation of recycling bins in the common areas of the development;</li><li>• Compliance with drainage guidelines issued by the Macrodainage Department of the Basic Sanitation Company of the State of São Paulo (Sabesp) and Enel;</li><li>• Hiring of water trucks for washing surrounding streets;</li><li>• Regular periodic maintenance of equipment used in the execution of the works;</li><li>• Use of protective screens to minimize the fall of materials on buildings adjacent to or bordering public roads;</li><li>• Provision of job opportunities to residents of the municipality</li></ul> | -            |           |
|                                                      | Execution of pavement restoration on roads located in Vila Marchi.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 4,550,000.00 |           |
|                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |              |           |

| Unit                           | Services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Amount            | Status                    |
|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|---------------------------|
| Hospital São Lucas - Expansion | Commitment Term established following the Neighborhood Impact Report (RIV), which provides for: <ul style="list-style-type: none"><li>• Restoration of the protective guardrail of the Canal located on Av. Gonçalo Prado Rollemberg, between Rua Cel. Stanley da Silveira and Av. Anísio Azevedo;</li><li>• Revitalization of horizontal and vertical road signaling in the areas of direct and indirect influence of the project;</li><li>• Installation of four bus shelters to be implemented in the vicinity of the project</li></ul> | 805,201.38        | Completed                 |
|                                | Removal of four trees, which resulted in remuneration through monetary conversion                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 1,200.00          |                           |
| Ed. Garagem Itaim              | <ul style="list-style-type: none"><li>• Implementation of road signaling on several streets</li><li>• Execution of curb lowering and tactile paving</li><li>• Provision and installation of a monitoring system</li><li>• Implementation of a data transmission network</li></ul>                                                                                                                                                                                                                                                          | 1,900,000.00      | Completed                 |
| Tunnel                         | Term of permission for the temporary and paid use of underground public space. Monthly remuneration (BRL 4,300.53) plus medical exams, which have not yet started to be performed, due to a request from the Health Department asking for a review of which exams will be offered                                                                                                                                                                                                                                                          | 51,606.36         | Remuneration paid monthly |
| Footbridge                     | Term of permission for the temporary and paid use of overhead public space. Monthly remuneration (BRL 1,494.34) plus medical exams, which have not yet started to be performed, due to a request from the Health Department asking for a review of which exams will be offered                                                                                                                                                                                                                                                             | 17,932.08         | Remuneration paid monthly |
| TOTAL                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | BRL 15,591,087.64 |                           |



# Impacts of operations

GRI 413-2

In our hospital operations, we carry out a broad survey of actual or potential negative impacts on communities, so that we can avoid and mitigate them. See them below:

| Impact                                                                                                            | Type      |
|-------------------------------------------------------------------------------------------------------------------|-----------|
| Noise pollution from noise generated by transformers, motors, compressors, machines and others.                   | Actual    |
| Failures in serving vulnerable groups.                                                                            | Potential |
| Changes in the health conditions of the surrounding community due to the generation of solid waste.               | Potential |
| Violation of the labor rights of third-party employees, through companies, cooperatives, associations and others. | Potential |
| Dependence on imported inputs                                                                                     | Potential |

# Sustainable construction

Sustainability attributes are applied in our construction projects. We aim to use modern sector concepts, adopting resilient infrastructure that promotes the lowest possible environmental impact at all stages of the works. See the main actions in this regard:

- Energy efficiency related to the external structure of the building, lighting system and air conditioning system;
- Equipment that provides better energy efficiency;
- Light-colored coverings on roofs and façades, to reflect sunlight and consequently reduce heat load;
- Water-based paints, free of volatile organic compounds, without heavy metal-based pigments, etc.;
- Architectural design based on the established bioclimatic zone definitions, in order to avoid deep solar exposure and allow natural lighting and ventilation;
- Organized construction site, with more sustainable environmental criteria, providing for water reuse, reuse of rainwater and produced solid waste, and the separation of non-reusable materials for disposal;
- Metal scaffolding and shoring or material that allows reuse;
- Materials and equipment that meet sustainability criteria, such as safety, durability and efficiency, to generate less waste, less wastefulness and less environmental impact;
- External flooring that favors the infiltration of rainwater into the soil, so as not to overload the rainwater collection system;
- Specific physical space for the collection and storage of recyclable materials;
- Preferential use of labor, materials, technologies and raw materials of local origin for execution;
- Rainwater collection and utilization system, adding to the hydraulic system elements that enable its use for garden irrigation and cleaning of waste containers;
- Air conditioning equipment acquired in compliance with Brazilian standards;

- Renewable energy;
- Water-saving equipment, with low pressure, such as faucets with aerators, equipped with sensors or automatic shut-off, toilets with sensors or dual-flush or vacuum discharge valves;
- Irrigation system that reduces water consumption, such as drip irrigation, micro-sprinkling or programmable electronic mechanism for automatic irrigation;
- Zoned lighting by means of switches, to allow localized use and use of natural light, with installation of presence sensors in places that do not require constant lighting, such as garages, circulation areas, elevator halls and stairs;
- High energy-efficiency compact fluorescent lamps or high-performance tubular lamps;
- ABNT NBR 15920:2011 standard applied as a reference for economic sizing of electrical cables, based on losses due to the Joule effect;
- Equipment approved by the Brazilian Labeling Program of the National Institute of Metrology, Quality and Technology (Inmetro), chosen among the most efficient; and
- Air cooling technologies that allow system automation, in order to enable proper zoning of air-conditioned environments.





REDE D'OR

5

## Human capital

Interactive  
Table of  
Contents

- Our employees
- Talent attraction and retention
- Training and development
- Diversity and inclusion
- Occupational health and safety

# Our employees

GRI 2-7, 2-8, 2-23, 2-30, 3-3 [People management], 401-1, 405-1

We finished 2025 with 82,472 employees on our team, an increase of 6.93% compared to 2024. This increase is a direct result of Rede D'Or's growth, with hospital openings and the expansion of the total number of beds ([read more on page 63](#)). Our professionals are responsible for ensuring excellence in patient care at all our units, working to deliver the best possible clinical outcomes. **GRI 2-7**

Our people management — a material topic for Rede D'Or — is focused on ensuring that all employees have the best conditions to carry out their work in the most diverse areas. To this end, we carry out structured actions in the areas of health, safety and well-being, diversity and inclusion, training, qualification and employee appreciation. In this way, we intend to attract, develop and retain talents that drive the Company's results.

We are committed to respecting and ensuring the human rights of all employees, medical staff, patients, suppliers, third parties and society. We have a [Human Rights policy](#), published on our website, and a Human Resources policy for the internal public. Added to these are standards that guide people management at Rede D'Or on the following topics: recruitment and selection, competency assessment and organizational climate.

It is the premise of our work to maintain ethical and transparent dialogue with the unions that represent the Company's employees. We respect collective labor agreements and/or conventions and the relevant legislation. In 2025, 77,278 of our professionals, representing 93.7% of the total, were covered by these agreements.

During the year, 5,194 workers did not have union representation. This means that they are affiliated with unions, but do not have a signed collective agreement or do not have their position represented by these labor bodies. In these cases, Rede D'Or chose to grant the adjustment percentages, aiming at maintaining the same working conditions for all professionals.



# Talent attraction and retention

GRI 3-3 [People management], 401-1

Building Rede D'Or's employer brand is part of the Company's efforts to attract and retain talent personnel capable of driving our results. In a scenario of expanding business activities, this challenge becomes even more crucial so that we can ensure the sustainability of operations, delivering excellence and quality to our patients.

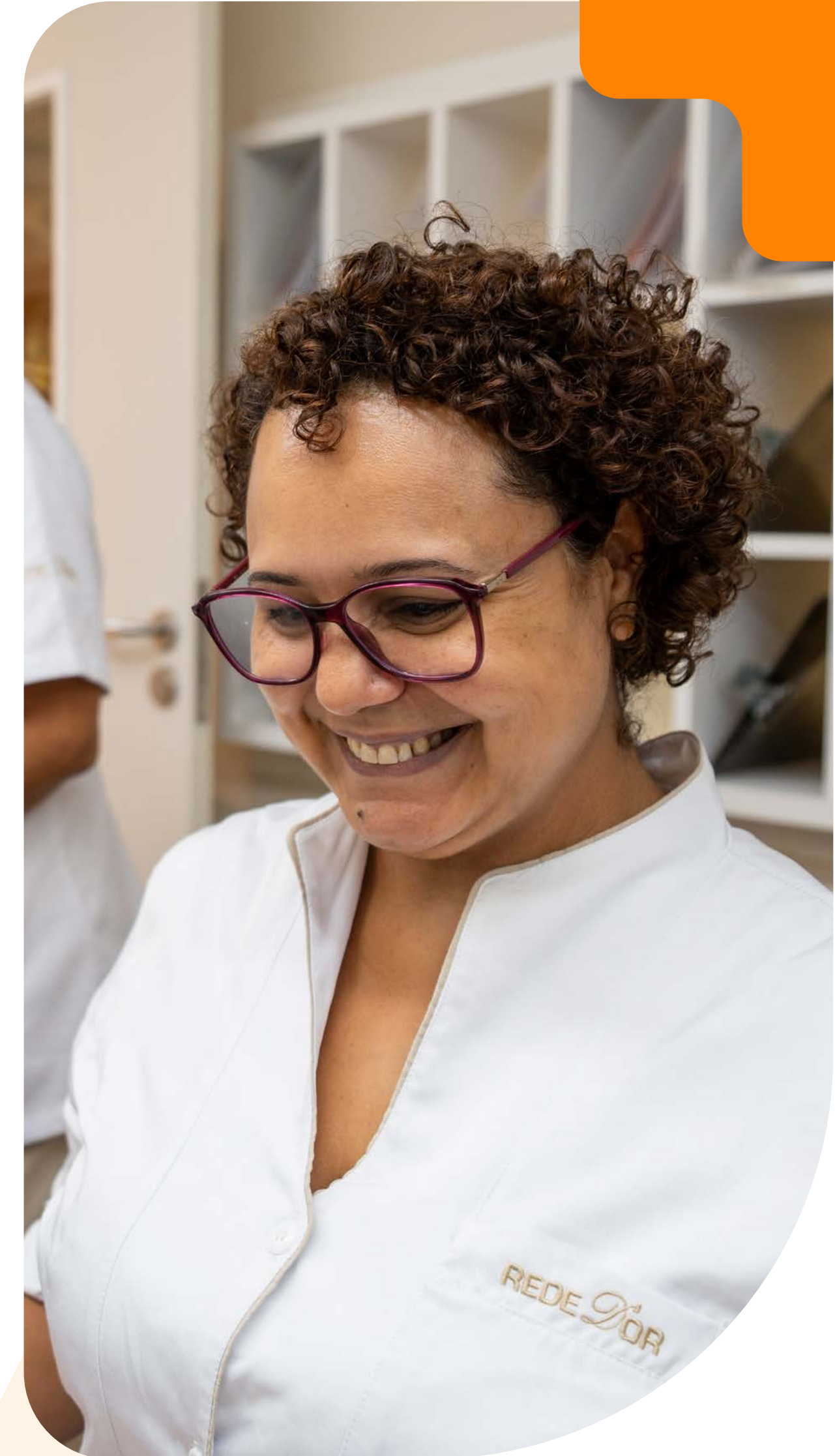
This effort is supported by proactive actions to attract talent, such as maintaining internship and trainee programs and hiring people in local communities, by building a safe and welcoming work environment, and by professional development processes that enable employees to build successful careers within the Company.

By combining attraction with talent retention, we prioritize both to bring in new employees, who renew the competencies and ideas available to conduct the Company's work, and to strengthen organizational engagement.

This set of initiatives is capable of increasing motivation and productivity, with improvement in organizational climate and strengthening of Rede D'Or's corporate culture.

Internal communication actions give voice to Rede D'Or's people management initiatives, strengthening the connection between the Company and its employees. They seek not only to inform, but also to inspire, bring people closer together and promote transparent alignment of objectives and strategies, reinforcing the collective commitment to care and excellence.

In this line of work, we act both in the continuous improvement of existing communication channels and in the development of new possibilities, with improvement in reach, monitoring and technology. We strive to build and disseminate quality and informative content.



Annually, we structure a calendar of campaigns to be worked on internally, with themes considered relevant to the Company's activities and that awaken a sense of belonging and pride among employees.

## FALA REDE

Employee engagement is a strategic factor for talent retention and for delivering consistent and quality experiences to Rede D'Or customers, as evidenced by internal analyses.

To monitor this topic in a structured way and guide decision-making, the internal engagement survey Fala Rede acts as one of the Company's main organizational listening instruments. The initiative is aimed at professionals with at least three months of service, excluding apprentices and third parties.

The survey allows employees to express their perceptions anonymously and contribute feedback on practices that can be improved, as well as on successful initiatives.

In 2025, the survey had the participation of more than 52 thousand employees, representing 80% of the eligible public, and recorded an overall favorability rate of 81%. The survey evaluates dimensions organized based on principles

inspired by Maslow's hierarchy of needs, covering different aspects of the employee experience:

- **Work structure (physiological needs):** perception of the basic conditions and resources necessary to perform activities.
- **Health and well-being (safety needs):** covers physical safety, emotional safety and fair treatment in the workplace.
- **Collaboration (social needs):** perception of interpersonal relationships, teamwork and sense of integration.
- **Leadership (social needs):** perception of leaders' performance, including relational aspects and business conduct.
- **Career and development (esteem needs):** perception of recognition, appreciation and growth opportunities.
- **Belonging (self-actualization):** perception of identification with the organization, purpose and pride in being part of the Company.

The social dimension of Maslow's hierarchy of needs was broken down into collaboration and leadership, considering the specific relevance of leaders' performance for employee engagement. Gallup studies indicate that leadership can influence up to 70% of the variation in team engagement, reinforcing the importance of monitoring this perception in a dedicated manner.

The results of Fala Rede constitute the main inputs for defining priorities, preparing action plans and implementing initiatives aimed at strengthening employee engagement and well-being. Based on the captured perceptions, the areas structure continuous improvement actions directed at the main points of attention and at valuing well-evaluated practices, contributing to the evolution of productivity, service quality and, consequently, customer experience. **GRI 2-26**

## Trainee and Internship Programs

GRI 3-3 [People management], 404-2

The SulAmérica and Rede D'Or Trainee Program received more than **71 thousand** applications in 2025. The wide dissemination of the initiative, added to the constant work of building the Company's employer brand, allowed a **16.4%** growth in the number of young professionals interested in participating in this selection process, which is considered an important tool for the succession process in the organization.

Professionals from all over the country could participate, graduated between July 2021 and December 2025, in any higher education course, primarily in the areas of Administration, Economics, Accounting, Engineering (Civil, Production, Electrical, Electronics, Control and Automation, Management, Materials), Pharmacy, Biochemistry, Nursing and related areas. At the end of the process, **13 trainees** were selected, starting the program in January 2026. They will have the opportunity to perform different functions, working on strategic projects with professionals from different areas of Rede D'Or and SulAmérica.

The trainees have access to an exclusive development track for leaders in the healthcare segment, through Academia Rede D'Or ([read more on page 78](#)). Monitoring program participants is considered a differential for professionals. Even after they are hired permanently, they continue to receive ongoing guidance from HR and Company leadership for more than four years.

The SulAmérica and Rede D'Or Trainee Program offers hiring under the CLT regime and benefits such as medical and dental plans, Totalpass, travel assistance and relocation assistance, discounts on services and products from partners, and partnerships with educational and language institutions.

In 2025, we completed the hiring of 13 trainees who had participated in the previous edition of the program and became part of Rede D'Or's employee staff.

Rede D'Or's Internship Program is also a gateway for young talents into the Company. It includes: a complete development track for the first 12 months, focused on soft and hard skills; a cyclical development track, with exchange of experiences with interns from the entire organization, regardless of time at the Company; networking with leaders and specialists; and a structured development plan, so that the student knows their role, their manager's role and can see the next steps in their career.

In 2025, more than **17 thousand young people** applied for the Internship Program selection process, and **73** were hired by Rede D'Or in administrative areas in corporate structures and Hospital Units.

## PROA Institute

GRI 3-3 [People management]

Our partnership with **PROA Institute** is an initiative that combines talent attraction with the Company's social actions. The nonprofit organization, supported by Rede D'Or, works to train young people aged 18 to 22 in social vulnerable situations for the job market.

The Institute offers short courses that support young people in entering the job market. The available content is in the area of socio-emotional training, with learning tracks that include themes such as self-knowledge, communication, logical reasoning, professional project and career planning. After completing the training, young people choose one of the technical tracks in Administration, Logistics or other available areas.

In 2025, Rede D'Or hired **21 young people** who had gone through Instituto PROA. During the year, we received the Barco de Ouro Award, a tribute to the companies that hire the most through the institution.

## Chega+: Integration Program

With the objective of providing a structured and welcoming integration experience, in 2025 the Company reformulated its Chega Mais program. The initiative marks a strategic movement focused on engagement from the beginning of the journey, consistent adaptation of new employees and strengthening the sense of belonging.

As part of this first stage, standardized and automated onboarding surveys were implemented, sent via WhatsApp to new employees through Isadora, the Human Resources team's virtual assistant, at the milestones of seven, 30 and 90 first days of work at the Company. The initiative makes it possible to monitor the perception of new hires, identify opportunities for improvement and promote continuous adjustments in the integration experience.

The Chega+ Ambassadors Program was also created, in which each area appointed employees to act as a reference and support point for new professionals. The initiative involved more than 5 thousand ambassadors, prepared and trained to perform the role of welcoming, guiding and facilitating adaptation to the Company's environment and culture.

To ensure consistency and quality in the integration journey, a structured integration kit was developed, directed at leaders, employees and ambassadors, with guidance, support materials and clear guidelines on their role in receiving and following up with new colleagues. The material reinforces the co-responsibility between manager, ambassador and area, ensuring a more standardized experience, which contributes to engagement and sense of belonging.

## Movimenta Rede

GRI 3-3 [People management]

Promoting growth opportunities is an objective at Rede D'Or. In a context of expansion, internal recruitment strengthens organizational culture, values Company talent and contributes to employee retention.

In this sense, we maintain the Movimenta Rede Program, through which we publicize open positions so that our employees can apply and expand their opportunities within the Company itself. In 2025, 1,809 positions were filled by Company employees.

## Compensation and benefits

GRI 2-19, 2-20, 401-2

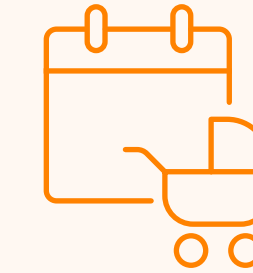
We have compensation and benefits practices — for all hierarchical levels of the Company — in compliance with Brazilian legislation and our Human Resources Policy.

We maintain a targets and bonus program, with rules shared with employees through HR bulletins, which ensures transparency and good governance for the action. Its structure is based on the results and performance of each professional with their teams, areas and departments. Senior management has a Power BI dashboard that allows monitoring of the Company's general indicators.

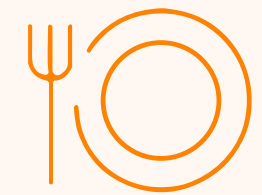
The benefits offered include: [GRI 401-2](#)



Medical and dental care plan  
(extended to dependents);



Maternity/paternity leave;



Meal voucher or cafeteria  
at the workplace for  
professionals who work  
directly in hospitals;



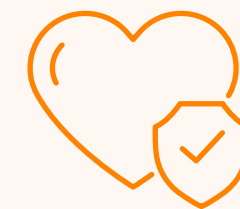
Partnership with the corporate  
physical activity platform, Total Pass,  
focused on employees' quality of  
life, health and well-being;



Food voucher;



Christmas kit;



Life insurance;



Partnership Club, an online platform  
in which products and services  
negotiated exclusively for our  
employees are made available with  
insurance, education (including  
language and computer courses),  
culture and entertainment, well-  
being and gastronomy companies,  
in addition to access to D'Or Mais  
Saúde, a marketplace with a broad  
product catalog.

Learn more about senior management  
remuneration on [page 45](#).

# Training and development

GRI 3-3 [People management], 404-2

Rede D'Or believes in and invests in the continuous development of employees through Academia Rede D'Or, a learning ecosystem that offers access to courses, training and qualifications aligned with different business areas and needs. The initiative promotes knowledge management among internal sectors and the strengthening of the Company's core competencies, driving the continuous development of employees, the quality of services provided and the strengthening of organizational culture.

At Academia, the goal is to stimulate a culture of continuous learning, encouraging a posture of self-development and ownership, with educational experiences connected to the reality of the business and structured in a practical and dynamic way to increase participant engagement. In this way, it contributes to the formation of professionals prepared to sustain the Company's growth and evolution.

**Academia Rede D'Or offers more than 1,200 courses and training materials** in online and in-person formats, organized into four educational pillars: culture, behavior and

sustainability; leadership; technical; and health, safety and well-being. The platform is available to own employees, third parties and the supplier chain. In 2025, a total of **1,763,512 training hours** were delivered, reinforcing the Company's commitment to expanding access and enhancing the effectiveness of its training initiatives.

Complementing this ecosystem, **Muito Mais Academia** brings together training sessions held in live online meetings, conducted by internal employees and guests recognized in the themes addressed. The program intends to stimulate knowledge sharing, strengthen collaborative

learning and promote interactive experiences that support the development journey throughout the Company. In 2025, six editions of the program were held, covering topics such as Artificial Intelligence, Power BI, Project Management, Financial Education, Feedback, Mental Health and Emotional Intelligence, Career and Excel. The initiative had the **participation of 4,387 professionals** and the completion of **8,272 training hours**, achieving an NPS of 90 and reinforcing the positive perception of participants regarding the quality and relevance of the actions.



# Leadership development

GRI 3-3 [People management], 404-2

Rede D’Or’s people management guideline is the continuous preparation of its leaders, recognizing their central role in translating strategy into results, in people’s management focused on performance and development, and in strengthening team engagement.

With this objective, we maintain the **Leadership Development Program (PDL)**, a structuring initiative aimed at training high-performance leaders, which in 2025 carried out another training cycle aligned with the Company’s culture and strategic priorities.

The program integrates market practices with Rede D’Or’s guidelines and culture, composing the Company’s leadership development training structure. The PDL is organized into four learning tracks — first leadership; coordinators and supervisors; managers; and directors — defined according to the degree of responsibility and scope of action. Each level has its own track, with specific content and workloads. In 2025, around **5.5 thousand employees participated in the initiative.**

During the year, in addition to the PDL, we offered the **Executive Mentoring Program**. Its focus is to accelerate the development of senior leaders, to support the Company’s growth plan. In this cycle, 22 employees at the director level participated in the initiative, which had members of Rede D’Or’s senior leadership as mentors.

We also launched the **First Leadership Track**, directed at professionals newly promoted to the first management level. The training, which is 100% online and asynchronous, includes content focused on strengthening essential leadership competencies and daily management performance, including communication with teams, conducting alignment rituals and practices that sustain engagement and performance.

Another initiative was the **MBA in Hospital Services Management**. The course is developed in partnership with IDOR ([read more on page 167](#)) and has official recognition from the Ministry of Education. Its objective is to provide a structured immersion in the Company’s culture and strategy, strengthening integration among executive leaders and encouraging the construction of internal collaboration networks. Part of the activities took place throughout 2025, with completion of the current cycle expected in 2026.

The MBA focuses on the development of executive leadership. The project aims to raise the level of professionals’ knowledge, in addition to supporting the management of strategic positions for the Company’s business. In 2025, the class had 38 participants. The course covered the following themes: Culture and Strategy; Corporate Structure and Support in Health Management; Management of Care and Hospital Operations; and Final Course Project.



# Competency assessment

GRI 3-3 [People management], 404-2

The professional growth and deliveries of our employees are supported and monitored through an annual Competency Assessment, which includes structured feedback rounds and the preparation of the Individual Development Plan (IDP). All professionals with at least three months of service in the Company participate in the process, except interns, apprentices and outsourced workers.

The Competency Assessment allows leadership and the People Management area to identify the level of technical and behavioral adherence of employees to the requirements of their roles, as well as recognize points of excellence and map development opportunities. The tool also makes it possible to evaluate the degree of alignment of the behaviors demonstrated with the organizational competencies and the requirements of the position held.

It is an important starting point for each professional's development journey in the Company. Based on individual analysis and feedback conversation, the employee is guided to reflect on their results and behaviors, prioritize points for improvement and define, together with their leadership, the actions necessary to evolve in skills, knowledge and attitudes, formalized in their IDP.

Rede D'Or leaders, responsible for conducting the process with their teams, are trained for this role. Guidance materials are made available to support the conduct of development and career evolution conversations. In addition, we promote Conversation Circles with employees, reinforcing the importance of continuous development and the impact of individual deliveries on business results and sustainability.

## OUR ORGANIZATIONAL COMPETENCIES

- **Identification with the organization:** commitment and alignment with the organization's purpose;
- **Customer orientation:** acting with excellence in customer service;
- **Adaptation to changes:** maintaining a positive attitude in times of change and uncertainty, adapting agilely and seeking the best from each experience;
- **Cooperation:** building and encouraging collaboration, respecting differences, with empathy and team spirit;
- **Initiative and planning:** initiative and organization for efficient performance;
- **Communication and interpersonal relationships:** communicating efficiently, with empathy and welcoming;
- **Engaging leadership:** developing employees and oneself, building committed teams;
- **Results optimization:** understanding our business and being responsible for delivering results.

# Diversity and inclusion

GRI 2-23, 3-3 [People management], 405-1, 405-2

Diversity and inclusion form one of the pillars of our people's management. We act proactively to build welcoming, inclusive work environments of respect and appreciation for differences.

Our Code of Conduct ([read more on page 47](#)) presents objective guidelines on the topic. The document prohibits any type of intolerance, discrimination and harassment practices. We also have the [Human Rights Policy](#), which reinforces the Company's position regarding the prohibition of forced labor/modern slavery, minimum employment age, minimum wage, fair working hours, equal pay, non-discrimination, anti-moral and sexual harassment, and freedom of collective association. These instruments aim to protect our employees and medical staff, patients, suppliers, outsourced employees and society in general.

At Academia Rede D'Or, there are seven training courses on the topic, which can be accessed online by all employees and outsourced workers: The Inclusive Journey of the Patient Person; Inclusive service using the social name; Inclusive attitudes; Invisible

barriers: unconscious biases; Diversity and inclusion; Inclusive leadership; and The role of leadership in the diversity and inclusion journey. In 2025, **43,764 employees were impacted** by at least one of these training courses.

On a regular basis, we carry out communication, awareness and literacy campaigns on diversity and inclusion. Internally, we use special dates to carry out communication actions to engage employees in diversity and inclusion themes. In 2025, we addressed the following topics: Women's Day; International Day for the Elimination of Racial Discrimination; LGBTQIA+ Pride Day; International Day for the Elimination of Violence Against Women; and Black Awareness Day.

Added to this effort is the establishment of partnerships to expand the attraction of people with disabilities. Participating in this work are

the Government of the State of São Paulo, the Employment and Income Center (CTR) of São Bernardo do Campo (SP) and the Worker Support Center (CAT) of the City of São Paulo (SP). We also participated in fairs such as NEAD, held by the State Center for Assistance to Persons with Disabilities, instituted by the Secretariat of Labor and Income of the State of Rio de Janeiro (Setrab).



During the year, entry programs showed relevant diversity indicators. In the Internship Program, 66% of participants were women and 52% were Black people. In the Trainee Program, among those approved, 76% were women. Considering active post-trainees in the Company, 62% were women and 35% were Black people.

Rede D’Or understands that minority groups are not necessarily small in number. The term refers to the systematic disadvantages to which certain population groups are exposed to society, such as exclusion from decision-making spaces, everyday discrimination or institutional invisibility. Knowing and recognizing them in work environments is fundamental to guiding our diversity and inclusion actions in a strategic way and aligned with the social reality of the Company and Brazil.

In this context, we conducted our diversity and inclusion census. In 2025, women represented 75% of the employee workforce and 67% of leadership positions. Black people corresponded to 65% of the workforce and 48% of leadership positions.

We comply with the guidelines of the Web Content Accessibility Guidelines (WCAG) and ABNT NBR 17225 across most items, resulting in an average accessibility score of 91 points,

according to our Accessibility Monitor. We continuously invest in addressing remaining critical items, particularly those related to visual, hearing, and intellectual disabilities, as well as diversity, by adapting our systems to include fields for preferred name and affiliation.

Accessibility is also a priority in our hospitals. Several units have implemented initiatives tailored to different stakeholders. For example,

Clínica São Vicente (RJ) developed a guide in Brazilian Sign Language (Libras) to facilitate communication with patients, in addition to offering adapted reception areas with dedicated workstations for wheelchair users. Meanwhile, the Orthoservice unit (SP) provides a mobile device at reception equipped with applications that help overcome language barriers.



# Occupational health and safety

GRI 2-25, 3-3 [Health and safety], 403-1, 403-3, 403-8, 403-7

The pursuit of excellence in health is an ambition of Rede D'Or, directed both to patients in hospital units and to our employees. Ensuring the well-being and safety of the workers who work in the Company is a condition for us to offer environments conducive to the fulfillment of their professional and personal ambitions — and, consequently, contribute positively to organizational results.

The material topic Health and safety is governed by internal instruments, focused on employees, and by public commitments. The main one is the **Health, Safety and Environment Policy**, built in line with the principles of sustainable development. Its content encourages the dissemination of a prevention culture, with guidelines aimed at reducing adverse impacts, covering both the Company's operations, products and services, and our social and business relationships.

We have an Occupational Health and Safety (OHS) management system, valid for all

employees and outsourced professionals with activities carried out in workplaces under Rede D'Or's control. It covers all operations, processes and workplaces of the Company.

The OHS management system operates based on the Regulatory Standards (NRs) of the

Ministry of Labor and Employment, specific Brazilian laws and technical regulations on the topic, and the International Labor Organization (ILO) guidelines on OHS. The main NRs for the sector in which we operate are:

- **NR-1: General provisions and occupational risk management;**
- **NR-7: Occupational Health Medical Control Program (PCMSO);**
- **NR-9: Assessment and control of occupational exposure to physical, chemical and biological agents;**
- **NR-10: Safety in electrical installations and services;**
- **NR-15: Unhealthy activities and operations;**
- **NR-16: Hazardous activities and operations;**
- **NR-17: Ergonomics;**
- **NR-24: Sanitary and comfort conditions in workplaces;**
- **NR-32: Occupational health and safety in healthcare services;**
- **NR-33: Occupational health and safety in confined spaces;**
- **NR-35: Work at height.**

In 2025, we advanced in the contracting of the SOC System for complete management of processes related to OHS. With this, we strive to make the management of documents, training, exams and legal compliance more secure and efficient. Its application to all units will enable a complete view of compliance with all Brazilian regulatory requirements.

The work for implementation of the system involved analysis of organizational needs, alignment with corporate objectives and the definition of guidelines to ensure efficient and sustainable implementation. The main stages of this action, carried out in 2025, were: situational diagnosis; establishment of clear goals for integration, performance and safety, in addition to prioritization of critical functionalities to meet strategic areas; allocation of resources; and creation of protocols to mitigate operational and technological risks.

In 2025, we obtained ISO 45001 certification for **Maternidade Star** and **Hospital São Caetano**, both in the state of São Paulo. Hospital Vila Nova Star is preparing to receive certification audit in 2026.



## Health promotion

GRI 403-6

The health of our employees is monitored through the Occupational Health Medical Control Program (PCMSO). It provides for active and passive surveillance actions regarding employees' health, with a comprehensive well-being approach that considers factors outside the workplace, reinforcing prevention, safety and sustainability for the Company. At the end of the PCMSO period, an analytical report is prepared, consolidating a structured view of the continuous improvement processes related to the prevention and elimination of factors that may generate illness or risks for the Company's professionals.

The PCMSO is carried out by Rede D'Or's Occupational Health area. The adopted approach is holistic and comprehensive, with a view to all dimensions of

employee health. In this sense, occupational exams provide for the biopsychosocial assessment of the professional, aiming to gather data on their social characteristics, in addition to early diagnosis to identify situations of mental illness and chronic diseases such as obesity, hypertension, dyslipidemia, diabetes, musculoskeletal disease and unhealthy lifestyle habits such as smoking and alcoholism.

The data collected from employees allow for the preparation of individualized diagnoses. Based on this work, the need for specific referrals is assessed, in which employees have an articulated support network involving Primary Health Care (PHC) ([read more on page 86](#)), the Emotion Management Program ([read more on page 86](#)) and internal psychology services that use the brief psychotherapy method.

### ANNUAL CAMPAIGNS GRI 403-3, 403-6

In 2025, Rede D'Or Occupational Health teams carried out monthly health and well-being promotion campaigns. Among them, the following stood out, due to their greater representativeness and reach:

- **Janeiro Branco:** psychoeducational actions aimed at providing greater understanding of mental health, reducing the stigma of mental illness, developing stress management skills and encouraging seeking help.
- **Setembro Amarelo:** psychoeducational actions aimed at providing greater understanding of mental health and suicide risks, warning that suicide corresponds to a medical emergency and encouraging seeking help.
- **Outubro Rosa:** educational actions aimed at making people aware and alerting, especially women, to the importance of prevention and early diagnosis of breast and cervical cancer.
- **Novembro Azul:** educational actions aimed at making people aware, especially men, about male diseases, with emphasis on prevention and early diagnosis of prostate cancer.

In addition to these, informative health actions were conducted throughout the year, covering the themes: Safe Carnival Network, Anti-Dengue Campaign, Green April, Influenza, Healthy Eating, Biological Risk and Good Health Practices.

## HEALTHCARE SERVICES

GRI 3-3 [Health and safety], 403-3, 403-6

We maintain the Primary Health Care Program (PHC), which offers our employees and their dependents preventive medical care, without co-payment charges. The focus on this initiative is prevention and health promotion.

Based on the identification of each employee's or dependent's health demands, referrals can be made to specific actions, also made available through the PHC, in the areas of spine care, mental health, obesity and women's health. In 2025, **25,796 consultations were carried out in 24 units.**

GRI 403-3, 403-6

We also offer the possibility of joining medical and dental plans to our employees.

**We ended 2025 with 106,402 lives, between holders and dependents, in the medical care plan, and 84,658 lives in the dental plan.**

## EMOTION MANAGEMENT

GRI 3-3 [Health and safety], 403-3, 403-6

The Emotion Management Program is committed to preventing and mitigating impacts on the different dimensions that support mental health (physical, dietary, social/family, occupational, financial, intellectual), enabling an integral view of care and strengthening a culture of healthy habits among employees, family members and dependents. In addition, its actions provide mitigation of psychosocial risks, promoting a healthier environment.

The program is organized into the dimensions Avoid, Promote/Protect and Support, ensuring actions ranging from primary prevention to specialized support. In 2025, we expanded its capillarity, with the incorporation of new units.

The program's in-person actions are organized in cycles. Each of them works on a specific objective related to a health dimension. To expand the continuity of these initiatives, for 30 days after the action carried out, daily activities are shared via WhatsApp that strengthen the sustainable culture focused on health and well-being. In 2025, we reached **more than 84 thousand participations** in these actions.

Employees also have weekly live sessions with health specialists and a free integral health platform (WoWLife), which offers health and well-being content. At the end of 2025, **more than 20 thousand employees used the platform.**

The Emotion Management Program also includes leadership, promoting training and awareness on the topic of mental health. In 2025, **more than 1.2 thousand managers** participated in these meetings.

During the year, we also implemented a new functionality in the artificial intelligence tool used to monitor employee health. The solution started to identify psychosocial risks, strengthening institutional assessment and prevention mechanisms.

When signs and symptoms of mental illness are present, the worker can access specialized treatment with psychologists and psychiatrists through Primary Health Care.

## OUTSOURCED WORKERS GRI 403-7, 403-8

We consider care for the health and safety of outsourced workers who provide services in our units to be fundamental. We work together with partner companies so that all applicable legislation, such as federal, state and municipal laws, ordinances, decrees and regulations related to occupational safety, medicine and hygiene and Social Security (INSS) standards, is complied with. We also require the application of the internal rules and practices established by Rede D'Or.

In 2025, we redesigned the process for managing third parties in the OHS area. We updated the internal standard that addresses the subject, standardizing the safety and training of service providers within hospitals. We also standardized the registration of these partners, whose information became common to all Rede D'Or units via OبراSoft software. These initiatives prepare the Company for the creation of a Business Intelligence (BI) tool for managing these suppliers.



# Risk management

GRI 3-3 [Health and safety], 403-1, 403-2, 403-3, 403-4, 403-6, 403-7, 403-8, 403-9, 403-10

Rede D'Or's Risk Management Program (PGR) is the management instrument that guides the Company in identifying potential hazards to employees' health and safety. The mapped risks are classified according to the probability of occurrence and severity.

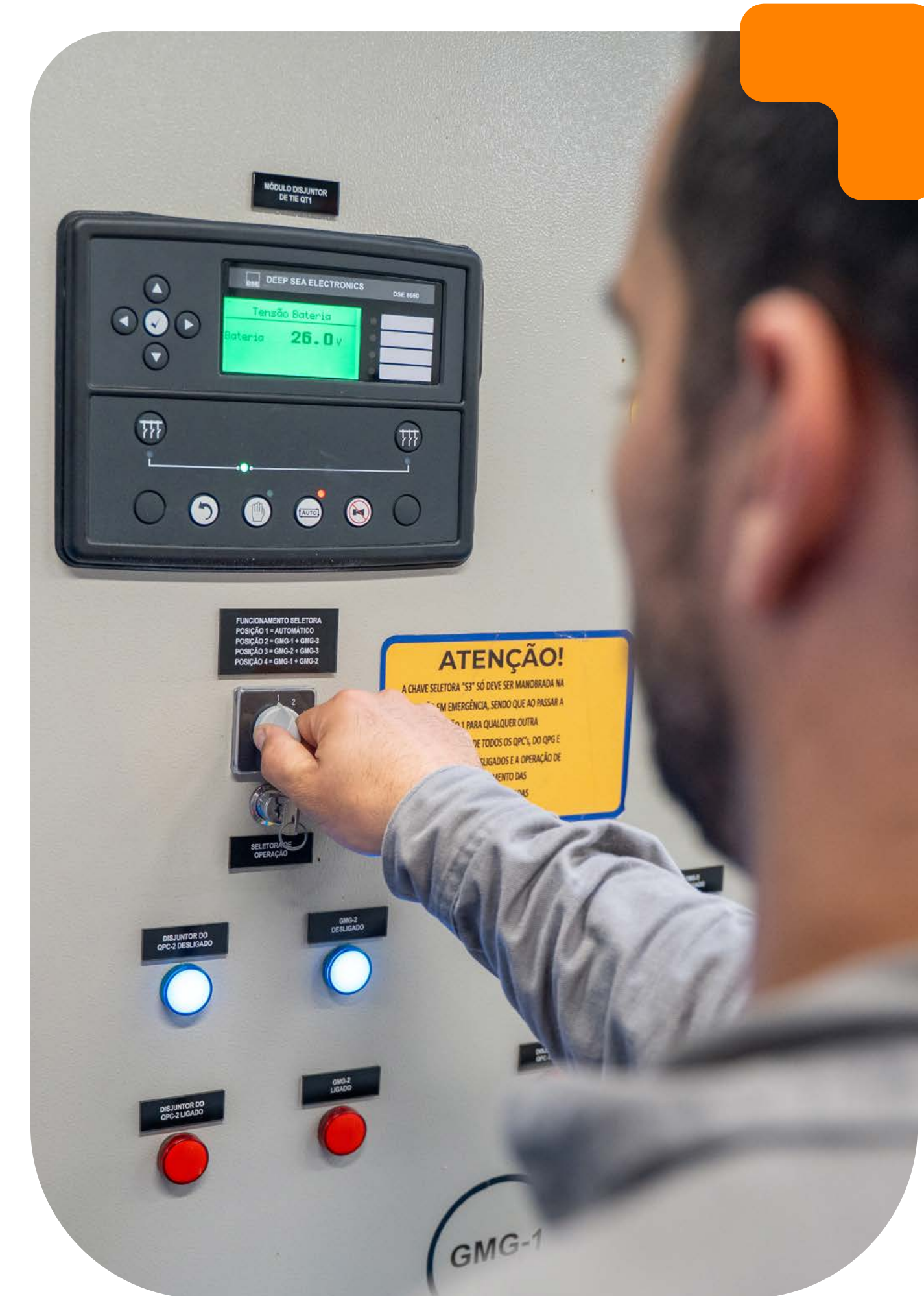
The areas covered in this identification and classification work, conducted by multidisciplinary teams made up of safety engineers, safety technicians and specialized professionals, are: occupational hygiene, accident prevention and ergonomics. The professionals involved in this process hold certifications on the topics analyzed and undergo regular training to ensure technical competence and alignment with regulatory standards.

From the identification and analysis of risks, we develop action plans for each one. In them, we define a hierarchy of controls to eliminate or minimize them, establish rapid

responses to incidents through specialized teams and process review to prevent recurrence, and share lessons learned and best practices between Rede D'Or and our partners.

In 2025, we implemented a Business Intelligence (BI) system to monitor the contents of the PGR. As a result, the Company now has a more complete and nationwide view of its performance in risk management, facilitating governance of the process and the identification of potential improvements.

This information supports the continuous review of our Occupational Health and Safety Management System. It serves as a basis for the implementation of corrective and preventive actions according to the hierarchy of controls: hazard elimination, replacement with safer alternatives, engineering controls, administrative controls and use of personal protective equipment (PPE).



## EMPLOYEE PARTICIPATION

GRI 3-3 [Health and safety], 403-2, 403-3, 403-4

We encourage the participation of all our professionals in identifying incident risks. For the Company, employees' knowledge regarding their workstations and activities is essential so that we can avoid the materialization of events that affect their health and well-being.

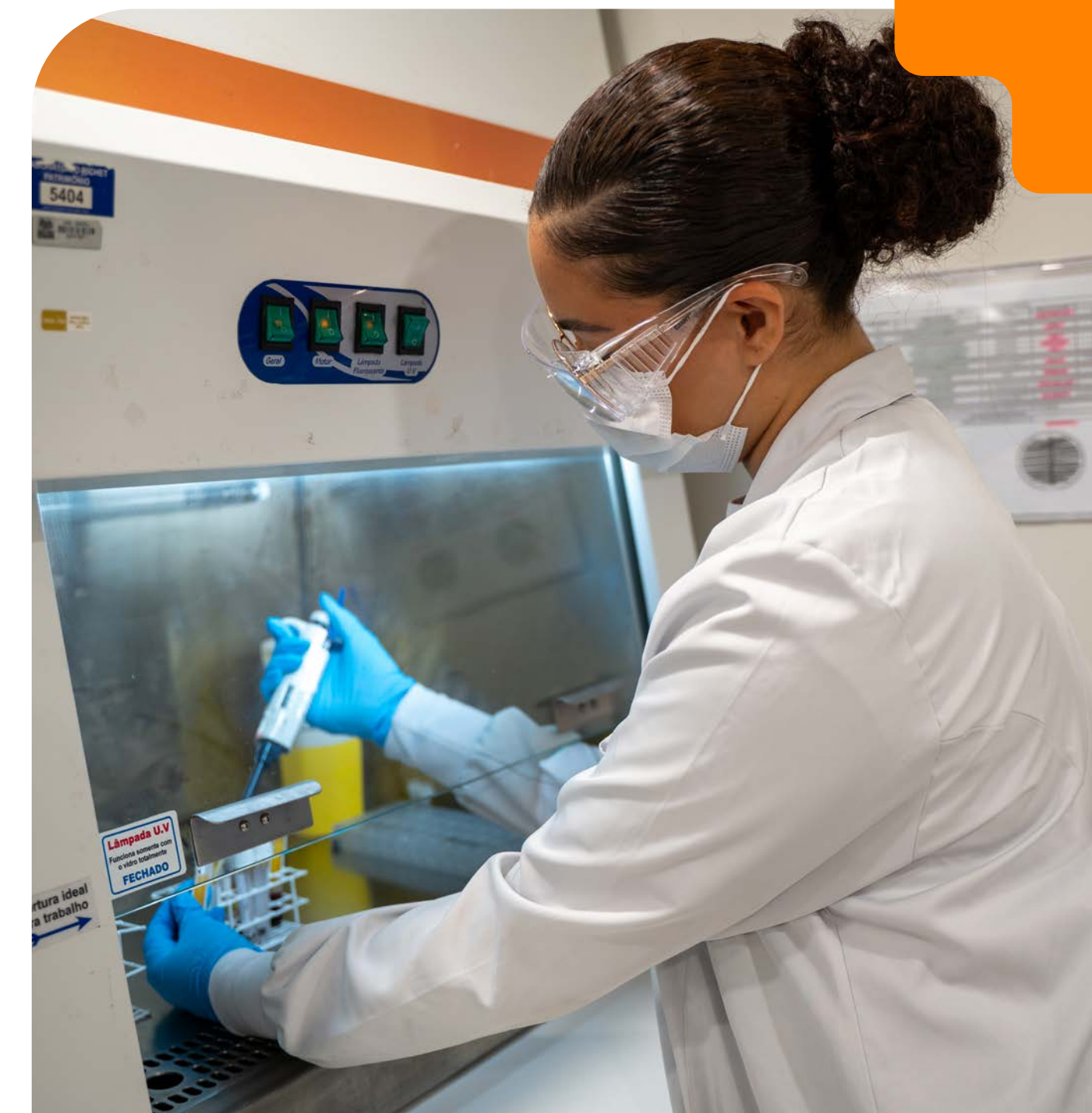
- **Formal consultations:** carried out in periodic meetings between worker representatives and managers, including analysis of feedback on safety policies and practices.
- **Participation in training and campaigns:** employees are invited to contribute suggestions and participate in the creation of educational content related to health and safety.
- **Communication of relevant information:** health and safety information is shared through bulletin boards, corporate applications, e-mails and in-person meetings, ensuring quick and clear access to the most recent data.

Additionally, we have the following mechanisms for reporting risks and incidents:

- **Online incident reporting systems, available to all employees;**
- **Direct communication with supervisors or with the Health and Safety Committee to report hazards and risk situations;**
- **Ergonomic risk assessment form, available in all units and workstations;**
- **Daily Safety Dialogues (DDS), in which employees can express concerns about the most relevant and urgent topics related to OHS. DDS take place at every care shift change, in all units; and**
- **Ordinary or extraordinary monthly meetings, held on special occasions, of the Internal Accident Prevention Committee (Cipa).**

In any of these employee participation processes in safety management, we ensure that they are protected against retaliation. We promote a confidentiality policy in reporting and adopt practices to investigate complaints ethically and impartially.

In addition, we have a standard, regularly communicated internally, that ensures the right to stop any activity considered unsafe.



## SIPAT GRI 403-1, 403-4, 403-7

Annually, we carry out the Internal Week for Accident Prevention at Work (Sipat). In 2025, we included a new thematic axis in its program, which is added to the two traditionally addressed, health and safety: emergency and fire risks ([read more on page 91](#)).

The 2025 Sipat was carried out through a digital platform, which allowed the distribution of unified content at the national level, which can be locally unfolded with the specificities of each unit. We adopted a “gamified” format to engage employees and encourage participation in the event.

The slogan of Sipat 2025 was “Safety 360: Taking Complete Care of You.” The topics addressed were: harassment; risk perception, with a focus on risk of falls; practices in emergency situations; mental health; vaccination and accidents with biological material — good practices in the use and handling of sharps and the importance of vaccination against exposure.

## HEALTH AND SAFETY IMPACT MANAGEMENT

GRI 3-3 [Health and safety], 403-2, 403-7

In managing the material topic Health and safety, we identify its real and potential, negative and positive impacts:

- **Potential negative:**
  - Occurrence of incidents with the workforce in the exercise of labor activity;
  - Occurrence of occupational diseases;
  - Occurrence of incipient fire.
- **Negative real:**
  - Work accidents;
  - Psychosocial impacts on employees;
  - Personal and property damage.
- **Positive real:**
  - Development of actions and procedures that educate the worker by adding applicable knowledge;
  - Adoption of practices to improve the worker’s quality of life, inside and outside the work environment;
  - Development of actions and procedures that educate the worker, adding applicable knowledge inside and outside the work environment.

We act to avoid the materialization of negative impacts and to mitigate them when they occur, as well as to enhance the positive effects of our work. On a continuous basis, we carry out training, including the OHS Track at Academia Rede D’Or, training on fire prevention and firefighting, drills, educational campaigns and actions to avoid accidents.

We continuously monitor and communicate work accident rates to unit senior management, with the objective of promoting a safe and healthy environment for all employees. We monitor operational efficiency indicators, aiming to ensure that the accident frequency rate remains at least 20% below the reference value established in the report of the National Association of Private Hospitals (Anahp).

All work incidents are investigated through a structured process that includes:

- **Collection of statements, evidence at the accident site and analysis of evidence;**
- **Identification of root causes using tools such as the Ishikawa Diagram; and**
- **Determination of corrective measures based on the hierarchy of controls.**

## FIRE PREVENTION GRI 403-7

In 2025, governance related to fire prevention and firefighting advanced with the strengthening of the organizational structure dedicated to the subject and the consolidation of processes increasingly adherent to the complexity of the hospital environment.

At the Company, the fire topic is treated transversally, involving multiple responsible areas, which instituted specific processes for the hospital reality, which presents greater complexity and criticality when compared to common work environments, such as offices.

Management is structured based on three main standards, which underpin prevention, contingency and evacuation processes:

- **Fire Protection and Prevention Plan (PPCI);**
- **Fire Contingency Plan (PCI); and**
- **Emergency Evacuation Plan (PAE).**

Annually, these standards are updated and revised based on lessons learned from operations, reinforcing the culture of continuous improvement. Additionally, we carry out systematic risk mapping, with the definition of corrective and compensatory actions.

The implemented actions go beyond full compliance with applicable Brazilian legislation. Among the practices that exceed regulatory requirements, the following stand out:

- **Installation of escape masks in critical sectors, such as ICUs;**
- **Prohibition of the approach of electric vehicles near diesel tanks, substations and other risk areas;**
- **Systematic inspections to identify potential risks, allowing immediate preventive action.**

During the year, we implemented an Emergency Business Intelligence (BI) system. Through it, we monitor indicators and targets established for each unit. The goal is for all of them to remain with performance above 80% of all items required by the Company. Senior management monitors the results obtained through internal auditing.

All notifications recorded by the Units are also monitored, with a focus on the implementation of corrective actions and the continuous improvement of processes.

The strengthening of the prevention culture is also reflected in the expansion of training initiatives. In 2025, the Emergency Track was incorporated into Academia Rede D’Or, in addition to offering the Basic Fire Notions course to all employees. The following also stand out:

- **Creation of the role of person responsible for the Volunteer Fire Brigade, a leader also trained through Academia;**
- **In-person Basic Fire Prevention and Firefighting training, with practical content directed to the specific risks of each hospital operational area, with mandatory annual refresher;**
- **Training of operational teams (rapid response team) through the Development Pills Program, with exclusive themes on fire prevention and firefighting.**

We regularly conduct drills to reinforce preparedness and quick response in emergencies, which cover the processes of contingency and evacuation of physical spaces. In 2025, we implemented tabletop drills in 100% of the units. In them, managers use the hospital floor plan to discuss coordinated actions, which has even generated changes in the physical structure of the units to facilitate escape routes.



The training matrix also includes the Public Authorities Integration Drill, an initiative aimed at bringing the Company closer to these stakeholders, especially the Military Fire Department. The action allows:

- **Testing processes in simulated crisis situations;**
- **Improving internal flows;**
- **Contributing so that military firefighters know the physical structure of the Units in advance, increasing agility and assertiveness in possible real occurrences.**

In 2025, the Manual of Good Practices for Firefighting in Hospital Facilities was prepared and presented to the Military Fire Department of the State of Rio de Janeiro. For 2026, joint work is planned in the structured exchange of knowledge, which strengthens Rede D’Or’s internal processes and supports the training of the employees in hospital environments, expanding the positive impact beyond the Company’s boundaries.

[\*\*Read more on the topic on page 55.\*\*](#)

# Occupational health and safety training

GRI 3-3 [Health and safety], 403-2, 403-4, 403-5, 403-7

Our OHS training program is continuously applied to our employees and outsourced workers. We provide information on routines, procedures, operational risks and actions to avoid and mitigate them, according to the PGR ([read more on page 88](#)).

The regular and generic OHS training courses are as follows:

- **Health and safety integration for new workers;**
- **Awareness of the importance of the correct use of Personal Protective Equipment (PPE);**
- **General guidelines on emergency procedures, such as evacuation and firefighting;**
- **Basic Notions of OHS (e-learning); and**
- **Fire Prevention and Firefighting (e-learning).**

Training for hazardous situations or emergencies consists of evacuation and emergency response drills ([read more on page 91](#)) and Volunteer Fire Brigade training, carried out according to the legislation of each state.

We regularly communicate and reinforce the concepts of prevention and control of exposure to potentially hazardous situations through educational campaigns, posters, notices, safety meetings, and initiatives such as Gestão à Vista, RH Informa and DDS, in addition to messages

sent through the RH Digital application. Additionally, we invite employees to contribute suggestions and participate in the creation of educational content related to the topic. **GRI 403-3**

We also invest in the qualification and continuous training of occupational health professionals, in addition to carrying out the audit of the Internal Compliance Verification Program (PVCi). **GRI 403-3**

## Continuous improvement: actions planned for 2026

GRI 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10

- **Carry out the PDCA of the PGRs of all units.**
- **Implement the Mental Health Committee.**
- **Achieve engagement of the target audience to participate in the ergonomics and mental health committees.**
- **Certify two hospitals under ISO 45001.**
- **Invest in qualification of OHS professionals at all levels.**
- **Incorporate a biopsychosocial view into the classification of people with disabilities.**
- **Consolidate health protocols aligned with biopsychosocial assessment indicators, promoting a preventive and worker-centered view.**
- **Strengthen the integration between PHC and Occupational Health to establish an integrated care line, ensuring well-defined care flows and comprehensive care for the worker.**

# 6

## Social and relationship capital

Interactive  
Table of  
Contents

- Patient-centered care
- Quality management
- Supplier chain
- Society and community



# Patient-centered care

GRI 3-3

Our modern infrastructure, with state-of-the-art equipment, and the more than 82 thousand employees who make up the Rede D'Or team come together daily to turn the Company's mission into reality. This means delivering, without interruption, excellence in medical and hospital care to our patients.

Ensuring the best possible clinical outcomes for each of our patients is an objective that we pursue through continuous investments aimed at ensuring the high quality of the healthcare solutions we make available to society. To this effort, we add the continuous training of Rede D'Or professionals, so that they can perform their roles according to the most up-to-date, efficient and safe techniques, combining medical excellence with humanized relationships, guided by respect and integrity.

We have an internal standard focused on patient-centered care, prepared based on the guidelines established by the Joint Commission International (JCI) methodology. This regulatory instrument guides the work of our employees toward the structuring of a care model focused on the individual and carried out by multidisciplinary teams led by the Company's medical staff.

The quality of Rede D'Or's care services is constantly monitored by the Company together with patients. We provide relationship channels with our clients, so that they can contact the organization, and we also carry out active listening actions, aimed at determining the degree of satisfaction with the services we provide.

Our Ombudsman channel can be accessed at any time through the [website](#) or by calling 3003-4330, from Monday to Friday, from 8 a.m. to 6 p.m. In 2025, there were more than 141 thousand requests received through Fale Conosco.

Proactively, we carry out satisfaction surveys with all patients treated at all Rede D'Or units. Starting in August, we began sending them via WhatsApp, which brought a 177% increase in the number of surveys answered.

# 1.015 million

## satisfaction surveys answered in 2025

Continuous interaction with our clients also takes place through a Patient Experience Committee. This Committee monitors information obtained in satisfaction surveys and through Fale Conosco in order to propose action plans aimed at the continuous improvement of our care.

In 2025, we had 2,998,829 patient-days, 5% more than in 2024. There were 5,659,539 emergency visits and 6,158,225 outpatient visits, a reduction of 3.8% and an increase of 12.71%, respectively, compared to the previous cycle. Altogether, we performed 569,962 surgeries, 14.3% more than in the previous period, and 46,126 births, 7.5% more than in 2024.



## Patient experience

In 2025, we advanced in the initiatives of the Patient Experience Working Group (WG). After one year of meetings, surveys and studies, the WG identified a gap: the lack of a tool to measure institutional maturity on the subject, from the perspective of healthcare professionals, those responsible for care.

From there, an unprecedented, voluntary and anonymous survey was created, composed of 47 questions, structured on the pillars of Rede D'Or's Patient-Centered Care Policy.

Altogether, there were more than **48 thousand responses in 2025, with 8,665 suggestions in open fields**. With the data collected, a schedule of customized workshops was developed. The events began in October 2025 and are expected to continue in 2026.

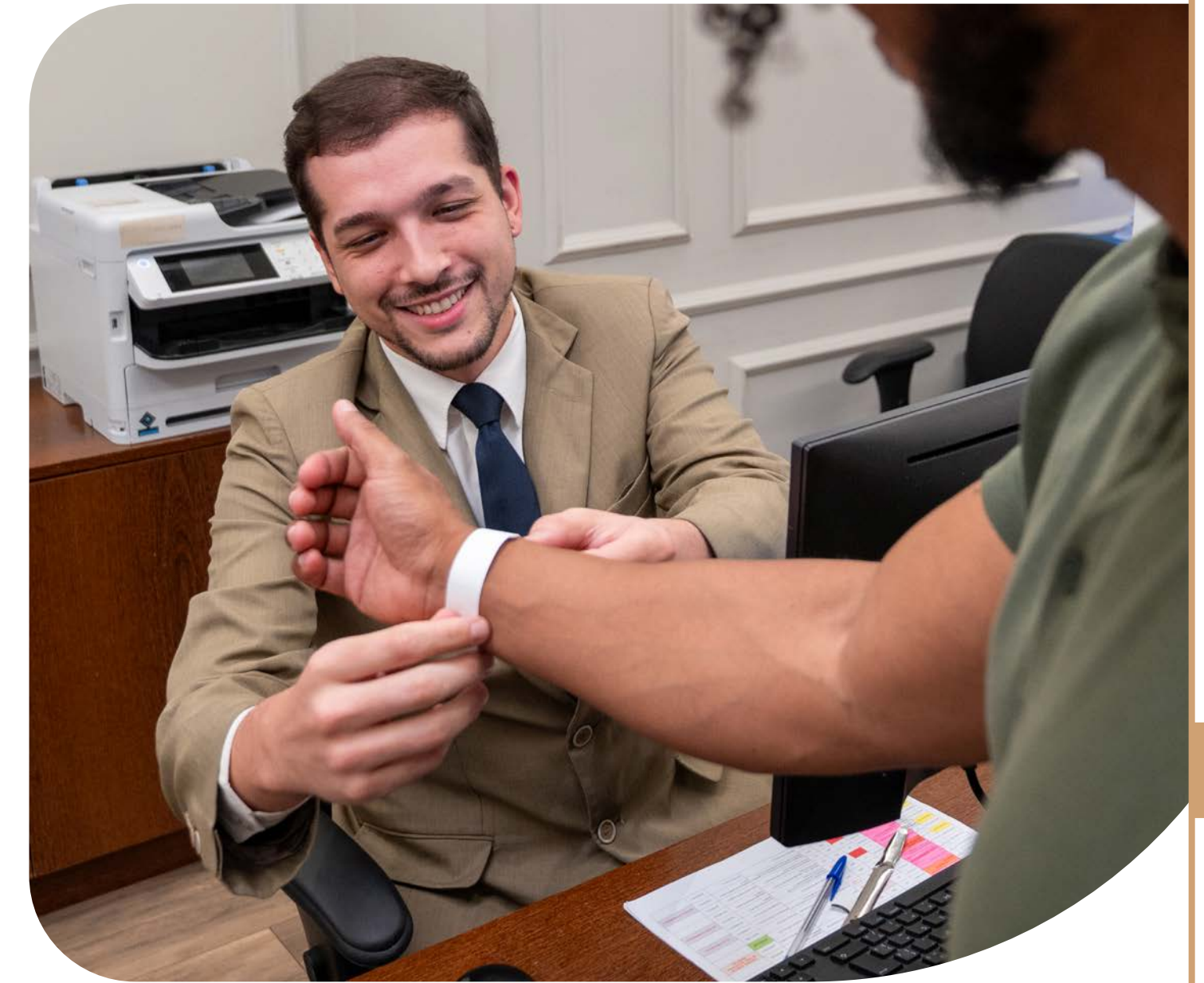
## Perceived quality

We use internationally standardized metrics to monitor the quality perceived by our clients:

- **Net Promoter Score (NPS);**
- **Customer Satisfaction Score (CSAT);**
- **Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS); and**
- **Voice of the Customer, captured through relationship channels and satisfaction surveys.**

To transform the data collected on perceived quality into inputs for the development of continuous improvement actions, we use an automated tool, with artificial intelligence, to interpret the information. It integrates the data collected in the satisfaction surveys with the information received via Fale Conosco. With this, we assess the Voice of the Customer globally and include it more quickly in our processes and projects, in addition to providing support for the work of the Patient Experience Committee.

In 2025, we received more than 141 thousand requests from our patients, including complaints, compliments and suggestions. Of these, 114 thousand referred to complaints, all of which were handled and returned to the client. The Satisfaction Index measured in the year was 88% and the NPS was 66, a value 7 points above 2024 and 2023.



## TRAINING FOR EXCELLENCE

For our employees to be prepared to offer quality care, we maintain the Perceived Quality Track: training focused on the concept of patient-centered care. In 2025, more than 33 thousand employees completed the training course, which enables the development of skills in areas such as patient reception and interpersonal relationships.



## Patient safety

GRI 3-3 [Patient-centered care], 416-1, 416-2

Our Patient Safety Policy is fully aligned with the guidelines of the National Patient Safety Program and the goals established in this area by the World Health Organization (WHO). It guides our teams on measures to avoid the materialization of risks, through a constant monitoring and management system.

Rede D'Or's care teams, based on indicators established by the WHO, monitor all care provided to the patient. Thus, we identify and address all adverse events occurring in our units. In a complementary manner, we act to implement solutions that prevent the root causes of these occurrences. **GRI 416-1**

In 2025, we recorded 264 cases of non-compliance with laws related to health and safety impacts that resulted in penalties, including 104 cases related to harm arising from the provision of healthcare services and 160 cases of service delivery failures not associated with such harm. **GRI 416-2**



The Incident and Adverse Event Notification Management System - Notifica remained active in 100% of the units owned or managed by Rede D'Or. The tool makes it possible to quickly alert all those involved in the events, ensuring traceability of the information and actions carried out, in addition to managing the deadlines for handling them.

Notifica has 7.5 thousand users and about 13 thousand active sessions per month. Since its implementation, in 2023, 820 thousand notifications have been recorded.

# Quality management

The delivery of healthcare solutions with excellence to our clients is only possible with rigorous quality and safety management, focused on patient-centered care. To ensure it, we adopt internal standards that follow the most recognized international standards in the area and we seek external accreditations that attest to the implementation of these guidelines in our hospital units.

We have the Patient Quality and Safety Program, which determines the quality and safety standards to be adopted in Rede D'Or's operations. The initiative defines uniform measures for all the Company's units and points out parameters for continuous improvement and for decision-making that directly impact on the care provided to our clients.

The Program is structured in four pillars:

## PATIENT SAFETY

Risk Management

Event Reporting

Safety Culture  
Perception Survey

Patient Experience

Clinical Audits

## QUALITY MANAGEMENT

Document  
Management

Clinical Practices

Professional  
Development

Events and  
Campaigns

## EXTERNAL BENCHMARKING

Certifications

ANAHP/EPIMED  
Interface

Assessment of  
Patient Safety  
Practices - Anvisa

## PERFORMANCE IMPROVEMENT

Process  
Management

Quality Indicator  
Management (IQT)

Indicator Accuracy

Variable  
Compensation

Improvement Cycle

Data Governance

Technical Visits and  
Practice Manual

REDE D'OR

## Care Practices Manual

The Rede D'Or Care Practices Manual is the document that guides hospital units in adopting the four pillars of the Patient Quality and Safety Program. Its most recent version was launched in 2024, with four sections: Organizational Management; Patient Care; Diagnosis and Therapeutics; and Support.

The document has a practical approach applied to the units. The requirements presented in the Manual are aimed at patient-centered care. All established indicators have detailed technical sheets, aiming at precision in the measurement of results.

Based on the establishment of common standards and indicators for hospital units, we carry out cycles of technical visits every two years to assess results. In 2025, we started more than one cycle of this activity. In all, 70 hospitals were assessed. Those with a percentage above 80% compliance receive internal recognition for the excellence of their performance.

The visits last an average of two days and are carried out by a team of specialists who maintain the assessment standard. The indicators observed are scored in a Results Matrix by section, which makes it possible to create a heat map and a diagnosis with the strengths and those to be worked on for continuous improvement.

This methodology contributes to evidence-based decision-making, and to guiding action plans and systematically monitoring the evolution of results.

We have trained professionals to carry out quality assessments of Rede D'Or hospital units. To keep them updated on the most current market requirements and national and international certifications, we have the Quality Assessors Development Program - Qualifica D'Or.

To ensure the quality standard in a period of expansion of Rede D'Or's operations, acquired units undergo a checking process, carried out by an internal consultant, who prepares action plans for any adjustments. New hospitals built by the Company have already begun operating with all the quality requirements necessary to meet the required standard of excellence.



## Improvement of Science

In 2025, we consolidated training in Improvement Science as one of the main foundations for advancing care quality in our hospitals. The focus was on promoting collaborative learning, on a large scale, developed based on methodologies that favor reliable and lasting changes.

All Rede D'Or units have adopted this model to optimize processes, reduce variability, strengthen the culture of safety and promote more efficient and sustainable clinical-operational practices. These results were perceived during the audits of the Care Practices Manual carried out in 2025. This institutional movement expanded the capacity of multidisciplinary teams to diagnose problems, test solutions, measure results in real time and disseminate lessons learned in a coordinated and systemic way.

A relevant project conducted under this approach was aimed at reducing nitrous oxide emissions ( $N_2O$ ) ([read more on page 146](#)), developed by Group 1 of the training, in São Paulo (SP). The initiative became the largest decarbonization effort related to  $N_2O$  in Latin America and the only one published to date with an applied Improvement Science methodology. The action demonstrated that it is possible to reduce the use of anesthetic gas with high global warming potential. After the implementation of the strategies in two units in the city of São Paulo, there was a reduction in the median rate of use, an increase in adherence to restrictive criteria for pediatric induction and a decrease in emissions per anesthesia.



The action received the 2025 Aberje [Brazilian Business Communication Association] Sustainability Award for the communication, engagement and cultural change strategy associated with the project. The recognition demonstrates the importance of integrated initiatives among clinical teams, quality, engineering, maintenance, nursing, anesthesiology and management.

Another project applying Improvement Science was ReCiclo, implemented initially at DF Star, in Brasília (DF), focused on the process of segregation and recycling in the surgical center. The review of operational flows, team training, adjustment of collection containers and logistical reorganization resulted in an increase in the recycling rate and a reduction in common and contaminated waste. In addition to the positive environmental impact, the action contributed to operational efficiency and alignment with the best national practices in hospital waste management. This initiative is connected to the Recicla Rede project ([read more on page 151](#)).

In 2025, we held the PDSA Workshop and the second group of Improvement Science, an initiative to disseminate the theme in several units. The in-person events took place in São Paulo (SP), Rio de Janeiro (RJ), Salvador (BA), Recife (PE) and Brasília (DF), aimed at quality offices and their leadership teams. In all, there were around 300 participants.

300

people participated  
in the workshop.

## International Symposium on Quality and Safety

1.900

registered participants

In 2025, we held the 4th Rede D'Or International Symposium on Quality and Safety, in Salvador (BA). Its theme was Sustainable Health, with the purpose of connecting care quality to excellence in environmental, social and governance practices. The event took place in a hybrid format, with in-person and remote access. There were more than 1.9 thousand registered participants.

The topics discussed were: From climate crisis to health crisis; How to identify and retain leaders; How hospital accreditation can be a strategic differentiator; Burnout in healthcare professionals; Artificial intelligence in healthcare; Care that transform; Value metrics in healthcare; Improvement model as a driver of quality. There was also a presentation of the ten-year results of the Rede D'Or Observatory.

## QUALITY SHOW

The 7th edition of the Rede D'Or Quality Show, an annual event for the presentation of innovative and valuable practices in the quality area, had 1,027 papers submitted. In total, 58 Company hospitals and 19 partner institutions participated. The initiative, which precedes the International Symposium on Quality and Safety, is supported by IDOR.

The papers can be submitted in the following thematic areas: clinical cases; safety culture; waste reduction; patient experience; team health, engagement and well-being; process improvement; innovative practices; and sustainability and value initiatives in healthcare. The judging panel, composed of specialists, awarded the most impactful initiatives according to the following criteria: Potential impact of findings; Clarity of writing and organization; Clear and achievable objectives according to the described methods; Methodology (organization, synthesis capacity and clarity of presentation); and Results.

In 2025, 408 papers were approved, evaluated by 58 professionals. The 41 best received recognition for their innovative contributions in the presented areas – 19 posters and 21 in oral presentations before

the panel. The main highlights were the winners “Evaluation of the avoidable cost and value in healthcare of the association of ketamine and methadone: impact on patient-centered outcomes and clinical efficiency,” in the sustainability and value initiatives in healthcare area, and “Process improvement and operational potential of a digital tool for dengue surveillance during epidemic periods,” in process improvement.

The most prominent initiatives in the Showcase are being transformed into **scientific articles for publication**, expanding the reach of the knowledge produced.



# Technical Quality Indicators

GRI 3-3

Rede D'Or maintains targets for Technical Quality Indicators (TQIs), applied to all the Company's hospital units. They are defined based on the Care Quality Program and are applied as directed by the Care Practices Manual.

In 2025, our TQI panel was made up of 54 indicators, 25 related to adult care and 29 to the maternal and child line. All are reviewed annually by a team of specialists to ensure that the data reflects best practices and the needs of patient treatments.

| Technical Quality Indicators                                                                                                    | External Benchmarks (ANAHP* and Epimed with JCI**) – 2025 | 2025 | 2024 | 2023 |
|---------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|------|------|------|
| Average length of stay in adult ICU (days)                                                                                      | 4.70**                                                    | 4.54 | 4.75 | 5.07 |
| Incidence density of ventilator-associated pneumonia (VAP) in adult ICU (per thousand)                                          | 2.21*                                                     | 1.41 | 1.08 | 1.12 |
| Incidence density of primary bloodstream infection associated with central venous catheter (CLABSI) in adult ICU (per thousand) | 1.44*                                                     | 0.69 | 0.6  | 0.63 |
| Incidence density of urinary tract infection associated with indwelling urinary catheter (CAUTI) in adult ICU (per thousand)    | 0.76*                                                     | 0.4  | 0.44 | 0.59 |
| Incidence density of pressure injury in adult patients (per thousand)                                                           | 0.91*                                                     | 0.32 | 0.28 | 0.23 |
| Readmission rate to closed units within 24 hours (adult ICU) (%)                                                                | 0.66**                                                    | 0.3  | 0.28 | 0.28 |
| Standardized hospital mortality rate (adult ICU)                                                                                | 0.56**                                                    | 0.39 | 0.39 | 0.4  |

The measurement of TQIs allows comparison of Rede D'Or's average results with externally measured indices. Monitoring is also fundamental so that, internally, we can identify both deviations in results and best practices, fostering them for application in more units.

To validate the data disclosed to the market, we have adopted internal and external data auditing since 2023. In the cycle of this Report, 69 hospitals were audited.



## External accreditation

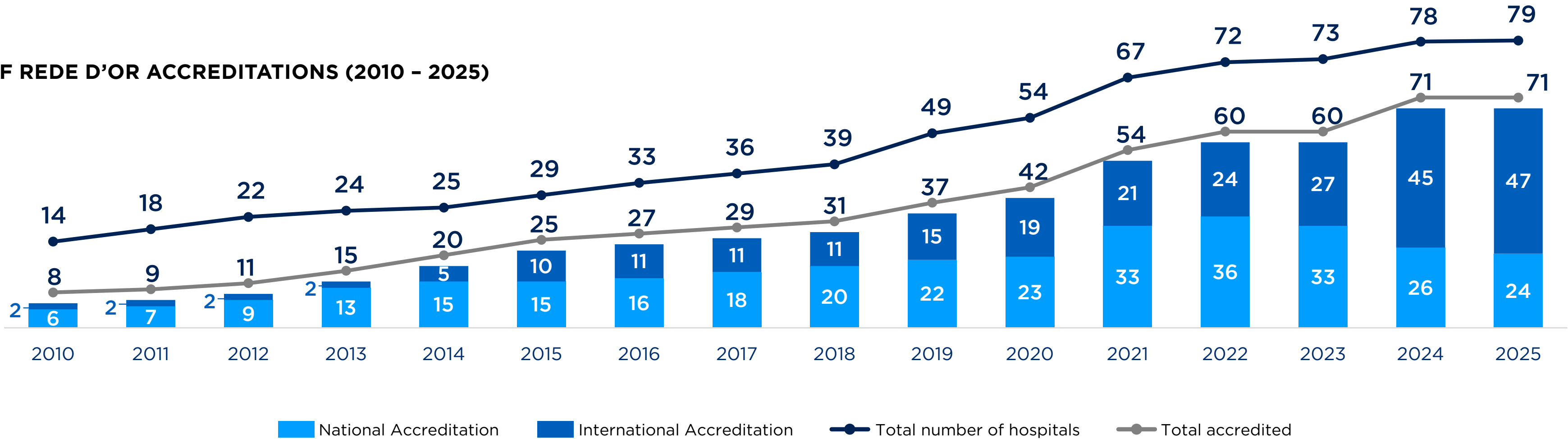
External accreditation is a way for us to attest to the excellence of the services provided by Rede D'Or.

In 2025, we received upgraded certification from the National Accreditation Organization (ONA) at four hospitals: Bangu (RJ), Central Leste (SP), Rio Barra (RJ) and São Carlos (CE). Another eight units were recertified by ONA: Bartira (SP), Central do Tatuapé (SP), IFOR (SP), São Marcos (PE), Caxias D'Or (RJ), Orthoservice (SP), Central Oeste (SP) and Central Sul (SP).

In international methodologies, there were six recertifications by Joint Commission International (JCI), at the units Jutta Batista (RJ), Glória D'Or (RJ), Vivalle (SP), São Caetano (SP), Nossa Senhora das Neves (PB) and São Vicente (RJ). By the Agencia de Calidad Sanitaria de Andalucia (ACSA), Hospital Samer, in Resende (RJ), received its first international accreditation. The same occurred with Hospital São Luiz Jabaquara (SP), which received QMENTUM International certification.

In total, **90% of Rede D'Or hospitals are accredited (71/79)**, 59% (47/79) by international methodology and 41% (24/79) by national methodology. Among the 58 hospitals accredited by JCI in Brazil, 25 belong to Rede D'Or, which represents 43% of the total.

EVOLUTION OF REDE D'OR ACCREDITATIONS (2010 - 2025)



Note:<sup>1</sup> For accreditation purposes, Memorial and Memorial Star are assessed jointly during a single site visit. The same approach was applied to Aliança and Aliança Star. Glória D'Or and Perinatal Glória underwent an expansion survey following the integration of the Perinatal Glória maternity unit. The Glória D'Or/Perinatal Glória units received an expansion visit after the maternity unit (Perinatal Glória) was added.

| Certification                               | Number of Accredited Hospitals 2025 | Number of Accredited Hospitals 2024 |
|---------------------------------------------|-------------------------------------|-------------------------------------|
| ONA Level 1 and 2                           | 7                                   | 12                                  |
| ONA Level 3                                 | 17                                  | 14                                  |
| Qmentum                                     | 9                                   | 8                                   |
| NIAHO                                       | 1                                   | 1                                   |
| ASCA                                        | 12                                  | 11                                  |
| JCI                                         | 25                                  | 25                                  |
| <b>Total Accredited Rede D'Or Hospitals</b> | <b>71</b>                           | <b>71</b>                           |

## EPIMED

Recognition by the Brazilian ICUs project adds to our units’ national and international certifications. The initiative, maintained by the Brazilian Intensive Care Medicine Association (Amib), in partnership with Epimed, aims to characterize the epidemiological profile of ICUs in the country to improve the quality of care.

In 2025, Rede D’Or achieved outstanding recognition: 61 of the Company’s hospitals were among the 800 hospitals monitored by the project (8%), and 24% (140 out of 588) of our intensive care units (ICUs) were recognized as Top Performer or Efficient.

# Supplier chain

GRI 2-6, 3-3 [Economic performance]

Rede D'Or's supply chain is composed of direct and indirect materials and services suppliers. Integrity and sustainability guide our relationships with this public, with whom we strive to build long-term relationships.

Our commitment to fair and ethical purchasing goes beyond regulatory compliance. To manage our relationships with the supply chain, we have standards that determine guidelines related to supplier registration, including compliance items monitored via due diligence, socio-environmental guidance, in addition to rules for the acquisition of direct and indirect goods, services and materials.

In managing the material topic Economic performance, we also address supplier management, aiming to identify, understand and mitigate the risks and impacts inherent to the relationship with these business partners.

Three impacts are considered the most relevant:

1

## Low dependence on imported inputs, with potential supply disruption risk

Although more than 90% of Rede D'Or's purchases are sourced from domestic suppliers, we work with Brazilian distributors of imported products, local suppliers that rely on imported raw materials, and direct international procurement. For strategic items, the Company negotiates dedicated inventory to ensure supply continuity in case of delivery disruptions. One initiative to enhance control over supply and distribution was the development of Rede D'Or's own distribution Company, MDR. In addition, we maintain inventory policies, contracts, and commercial agreements that are periodically reviewed—at least annually—for price and delivery renegotiation, ensuring process optimization.

2

## Shortage of critical equipment or medications, even if unlikely, with potential impact on patient care and service delivery

We have a Portfolio Management Directorate for Materials and Medications (MAT&MED), designed to include a technical team—comprising physicians and nurses—responsible for defining, monitoring, and managing a standardized list of items and their alternatives for use in cases of supply disruption or non-compliance. To manage this risk, we regularly convene strategic suppliers for evaluation meetings, alignment discussions, and feedback sessions with key procurement leadership. Additionally, our units have dedicated channels to report complaints directly to procurement and portfolio teams in the event of any non-compliance related to products, materials, or deliveries.

3

## Support for economic activity through the procurement of materials and inputs and the promotion of responsible and sustainable business practices. In this area, we implement initiatives focused on sustainable procurement.

# Sustainable purchasing

GRI 2-25, 3-3 [Economic performance]

In the socio-environmental management of the topic, we adopt as a strategy the sustainability assessment of our business partners. We have a Sustainable Procurement Policy, implemented by a Sustainable Procurement department, and we are also part of the **Sustainable Procurement Challenge of the Sustainable Hospitals Project (PHS)**.

To support our acquisition processes, we built an ESG risk matrix, in which we classify purchasing categories to define a risk assessment strategy for business partners: low, medium or high.

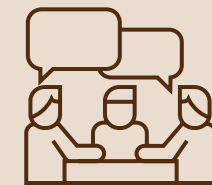
For low ESG risk suppliers, there is a self-assessment. For medium-risk suppliers, there is documentary analysis. And for high-risk suppliers, there is an audit, in addition to the previous stages. The periodicity of this monitoring depends on the supplier's degree of adherence and may be every one, two or three years.

We use 13 indicators for supplier assessment, based on the corporate sustainability methodology of Instituto Ethos. They are:



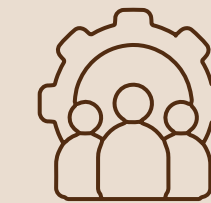
## ENVIRONMENTAL

- Sustainable use of natural resources and production inputs;
- Climate change.



## SOCIAL

- Labor relations;
- Commitment to professional development;
- Employee health and safety;
- Relationship with the community.



## GOVERNANCE

- Strategy and sustainability;
- Integrity program (compliance);
- Financial management and business administration;
- Productivity and innovation;
- Relationship and management of suppliers;
- Relationship with consumers or clients;
- Compliance with labor, tax and environmental laws.

With the objective of forming lasting partnerships with our business partners, we may develop specific action plans for each supplier, focused on improvements in ESG criteria. We share the supplier's results and those of its category for benchmarking, and we conduct periodic training on priority topics.

In 2025, 296 suppliers carried out self-assessment. We selected a sample of 70 of these partners for analysis of the supporting documentation for the responses. We achieved the following results in the year:

| Sustainability Adherence | Number of Suppliers | %           |
|--------------------------|---------------------|-------------|
| High                     | 89                  | 30.1%       |
| Medium                   | 187                 | 63.2%       |
| Low                      | 20                  | 6.8%        |
| <b>Total</b>             | <b>296</b>          | <b>100%</b> |

After validating the results, we developed action plans and training to adapt suppliers to Rede D'Or's environmental, social and governance criteria, aiming at the development of the sustainable supply chain. With this objective, we also provide detailed assessment results for the respective supplier, as well as the average of its category for benchmarking.

In our ESG targets, we established the minimum achievement of 30% of suppliers assessed on sustainability criteria by 2025. We ended the year at 37.7%, exceeding the expected objective. For 2026, we will resize this percentage to ensure the evolution of this initiative.

In addition to self-assessments, in 2025 we carried out 35 audits with suppliers focused on ESG aspects. Considering high-risk suppliers with active contracts, we reached 80.4% of the total with an audit carried out in the year.

Additionally, in 2025, we continued structuring competitive bidding among suppliers using sustainable procurement criteria, considering four scores: mandatory; recommended; desirable; and good business sustainability practices.

During the year, questionnaires were developed for suppliers and forms with a survey of the established criteria, based on a product life cycle approach. This action was strengthened mainly for purchases from categories with high ESG risk.

In 2025, we trained more than 60 buyers in webinars on sustainable procurement and ESG risk management in the supply chain. At Academia Rede D'Or, we offer an institutional course with procurement guidelines that promote the reduction of emissions, waste and consumption of natural resources. By the end of the year, 3,407 employees had participated in this training. We extended access to the platform to selected suppliers, making available more than 40 courses, including Sustainability Track and Anti-Corruption Training. During the period, 98 companies (27 high-risk ones) were registered on the platform.

Additionally, we held a webinar in partnership with the Brazilian Textile Retail Association (Abvtex), in which an initiative of the entity aimed at ensuring decent working relationships and encouraging sustainable development

Click [here](#) and access our channel for supplier submissions in sustainability projects.

throughout the production chain was presented to Rede D'Or suppliers in this sector. This action is carried out through a verifiable and voluntary certification. For Rede D'Or, it is an opportunity to reduce risks in its supplier chain in this segment.

To strengthen partnerships with suppliers, we have a channel for submitting projects related to topics such as energy, water, effluents, waste, reverse logistics, circular economy, emissions, health, safety, diversity, inclusion, education and training. The suggestions received are evaluated for the preparation of an implementation plan.





## Best ESG Practices

The Best ESG Practices Award reached its third edition in 2025, with the theme emission reduction for a sustainable supply chain. During the year, there were 232 participants. The initiative is carried out in partnership with IDOR. The award ceremony took place in May.

### ESG PROJECTS CATEGORY

- Amenix
- Nespresso Professional
- SP Intervention in partnership with Endolog

### ESG ASSESSMENT CATEGORY

- Ecolab Química
- Alelo
- Claro
- B. Braun
- GE Healthcare do Brasil

The award ceremony included a program focused on the theme decarbonization. The National Service for Industrial Training (Senai) made available online training of up to 40 hours for our business partners on climate change and greenhouse gas inventory. There was also a roundtable with suppliers on the theme “Promoting Innovation and Sustainability through ESG Partnerships”.

## Sustainable partnerships

### Promopress: sustainable standardization of packaging and waste reduction

In July 2025, we began a project in partnership with Promopress to standardize the packaging used in our units. The proposal is to replace low-density polyethylene bags with others produced in Suzano KFSC 220g duplex paper – a renewable, certified material with a low carbon footprint. The initiative is fully implemented in the São Paulo and West Rio de Janeiro regional units of Rede D'Or, in Richet Laboratories.

The project provides simplification of logistical processes, reduction of the supplier base, lower storage needs and greater operational agility. In 2025, it avoided the acquisition of around 250 thousand plastic bags, equivalent to 9.5 tons of waste and approximately 12.5 tons of CO<sub>2</sub> emission avoided.

### Ateliê SGC: carbon footprint analysis of the hospital menu

We developed a project with Ateliê SGC to assess the carbon footprint of hospital menus in Rio de Janeiro (RJ), considering all meals served to patients. The ten menus studied showed a daily average of 6,814 gCO<sub>2</sub>e, with significantly higher impacts in preparations containing beef, pork and poultry proteins, when compared to options with fish.

We understand that knowing the emissions associated with food is essential to promote changes in consumption patterns, integrate sustainability into nutritional management and reduce emissions from the food sector. The next steps of the project include: continuous monitoring, identification of the most emitting preparations and, in the future, on-site measurement of kitchen emissions to support the planning of menus with lower climate impact.

### Rioquímica: product replacement and emissions reduction

Rioquímica, one of our suppliers, achieved relevant results by replacing traditional products with more sustainable alternatives in its hospital line. In 2025, the use of 5,060 refills of an antiseptic avoided the equivalent consumption of 1,012,000 brushes of this product. The initiative is estimated to have reduced emissions by 12.05 tons of CO<sub>2</sub>e.

During the year, the Company also advanced in its line of sustainable packaging, replacing ordinary plastic packaging with others carrying the I'm Green seal, which certifies the use of renewable material produced from sugarcane. This change resulted in a reduction of approximately 6.33 tons of CO<sub>2</sub>e.

### Lanlimp: reduction of cardboard through plastic bundles

In 2025, the elimination of cardboard boxes as secondary packaging in the delivery of interfolded paper towels resulted in savings of 64 tons of the product. This change also avoided approximately 6 tons of CO<sub>2</sub>e related to the transportation of this material, in addition to reducing the demand for forest resources, minimizing the generation of solid waste and lowering disposal costs.

# Society and community

GRI 3-3 [Socioeconomic impact], 203-1, 203-2, 207-1

We are committed to Brazilian society to promote quality healthcare, with humanized and patient-centered care. By combining this way of working with our ESG Strategy, we create a pact that goes beyond the results established within hospitals.

We work to create positive impacts in the communities surrounding our units, through the generation of direct and indirect jobs, by prioritizing local hiring, by carrying out infrastructure works ([read more on page 66](#)) and by investing in social, sports, cultural and educational projects and initiatives. In this way, we intend to stimulate, throughout our value chain, a context conducive to sustainable regional development.

Beyond the impact on the surroundings of the Company's units, we actively participate in initiatives with positive repercussions for Brazilian society as a whole. In the healthcare sector, we engage in dialogue with representative entities of the segment, with public authorities and with our peers to promote continuous improvements in patient care and in the country's regulatory environment.

We also continuously invest in research, development and innovation to generate solutions that improve treatments and promote the population's well-being. In addition, we are associated with the D'Or Institute for Public Health Management, a nonprofit entity qualified as a Social Health Organization (OSS), which manages the Children's Hospital in Rio de Janeiro (RJ), promoting free public care for underprivileged children.

Our positive socioeconomic impact also includes tax collection, through full respect for Brazilian laws, including tax rules. We have internal controls to ensure absolute compliance with the standards established in this area. We monitor changes in legislation and seek good practices that ensure Rede D'Or's financial and operational sustainability, including periodic training of employees who work in this area. The person responsible for analyzing and approving the Company's tax strategy is the Executive Director.

**BRL 3,358,005,286**

**in taxes collected by  
the Company in 2025**

## STAKEHOLDER ENGAGEMENT

GRI 2-29

We have a **Stakeholder Engagement Policy**, disclosed on Rede D'Or's Investor Relations website, which describes the different stakeholders with whom the Company relates and establishes guidelines for the topic. These stakeholders make up the entities presented in our value chain ([read more on page 12](#)).

Our policy defines ethical parameters for engagement and communication with the Company's stakeholders. We act to build trust-based, long-term relationships with these stakeholders, guided by dialogue and transparency, aiming at shared value generation.

We engage our stakeholders through communication channels and specific frequencies for each of them. Every two years, we also promote engagement with relationship stakeholders through the update of our materiality matrix ([read more on page 31](#)).

### ESG EM REDE BULLETIN

We have a communication vehicle specialized in the topic of sustainability, the ESG em Rede Bulletin. Published every two months on the Company's **website**, it presents Rede D'Or's main achievements and commitments in the environmental, social and corporate governance areas.

### ESG EM REDE WORKSHOP

In 2025, we held six ESG em Rede Workshops, with the objective of presenting the Company's environmental, social and governance practices to different corporate areas. The events were organized in units in the Rio de Janeiro and São Paulo regional divisions, with more than 20 groups, totaling around 850 employees from operational and managerial sectors.



## Projects with the community

GRI 3-3, 201-4, 203-1, 203-2

Rede D'Or believes that it is possible to positively transform the reality of the communities where it operates through access to culture, sports, health and social inclusion. The Company is committed to this objective and establishes guidelines for its work in this area through **Rede D'Or's Social Responsibility Policy**, available on our Investor Relations website.

Our social work goes beyond regulatory compliance. The Company invests in projects approved under tax incentive laws that are connected to the six SDGs prioritized in our ESG Strategy (**read more on page 27**). Our focus is on initiatives in the following areas:

- **Health promotion and disease prevention;**
- **Access to healthcare;**
- **Gender equality;**
- **Social inclusion;**
- **Environmental education;**
- **Cultural promotion; and**
- **Sports.**

We encourage entities and civil society representatives to submit their projects approved under tax incentive laws to seek Rede D'Or sponsorship. We have dedicated a page on our **website** so that the proponents and managers of these initiatives can register them. In 2025, the period for receiving them ended on September 30.

The evaluation and selection of submitted projects is carried out according to Rede D'Or's technical criteria, such as the location of the actions to be developed, the number of direct and indirect beneficiaries, with prioritization of people in situations of social vulnerability, the relevance of the theme to health promotion and the long-term legacy established by the initiative. In this process, we count on the support of a consultancy specialized in the topic. The final decision on sponsorships is taken by senior management, after evaluation by the Marketing area and the contracted partner.

After defining the supported projects, we continuously monitor their results through semiannual reports.

In 2025, 57 projects carried out by 54 social organizations were sponsored by Rede D'Or, directly benefiting 3.222 million people, including approximately 355 thousand in initiatives focused on social transformation, with the remainder consisting of participants in free events. Including paying audiences at sponsored events, total reach amounted to 4.73 million people. The amount invested, based on tax incentives, was more than BRL 24 million, including in the deductions of BRL 25.7 million.

**3.2 million**

**people  
benefited from  
sponsored  
projects**

TAX INCENTIVES (BRL THOUSAND) GRI 201-4

|                                                                    | 2025 <sup>2</sup> | 2024 <sup>3</sup> | 2023            |
|--------------------------------------------------------------------|-------------------|-------------------|-----------------|
| Cultural Incentive Law – Rouanet Law                               | 6,662             | 8,755             | 6,180           |
| Cultural Incentive Law – ISS                                       | 4,695             | 4,695             | 4,669           |
| Audiovisual Law                                                    | 173               | 1,000             | NA <sup>1</sup> |
| Sports Incentive                                                   | 3,529             | 4,553             | 3,079           |
| Municipal Fund for the Rights of Children and Adolescents (FUMCAD) | 200               | 2,439             | 902             |
| State Council for the Rights of Children and Adolescents (CONDECA) | NA <sup>1</sup>   | NA <sup>1</sup>   | 106             |
| Municipal Council/Fund for Children and Adolescents (CMDCA/FMIA)   | 1,565             | NA <sup>1</sup>   | 530             |
| National Elderly Fund                                              | 1,765             | 2,139             | 1,499           |
| National Program to Support Oncology Care (PRONON)                 | 1,568             | 655               | 500             |
| PAT (Workers’ Food Program)                                        | 3,869             | 3,507             | NA <sup>1</sup> |
| “Lei do Bem” (Tax Incentive for Innovation)                        | 1,734             | 1,259             | NA <sup>1</sup> |
| <b>Total</b>                                                       | <b>25,760</b>     | <b>29,003</b>     | <b>17,465</b>   |

<sup>1</sup> Not applicable to the year.  
<sup>2</sup> For 2025, tax incentives are disclosed in the Financial Statements, with the Lei do Bem included under “Tax Benefit – Technological Innovation” and the others under “PAT and tax incentives” and “Other” (ISS does not affect the effective tax rate).  
<sup>3</sup> The values reported in 2024 were incorrectly divided by 1,000 and are corrected in this Report. GRI 2-4

In 2025, we continued participating in the Worker Food Program (PAT), ensuring a deduction of up to 4% in Corporate Income Tax on the subsidized amounts, which totaled BRL 3.869 million. We also used the benefits of Lei do Bem, which allow the reduction in Corporate Income Tax and Social Contribution on Net Profit on R&D investments, which in the year totaled BRL 1.734 million, with deduction expected for 2026.

In addition to the projects selected through tax incentive laws, in 2025 we directly contributed BRL 19,841,703 to initiatives supported by Rede’Or. The amount is higher than the BRL 12,100,532 allocated in 2024.

## Enhancing positive impacts and risk management

GRI 3-3 [Socioeconomic impact]

In 2025, as a way of managing the material topic Socioeconomic impact, we monitored specific situations of some of the projects sponsored by the Company, as a way of enhancing positive impacts and mitigating both actual and potential risks. See the highlights of the year:

### Learning through Art

Raimundo Fagner Social Foundation Fortaleza (CE)

The initiative uses music as a tool to strengthen formal education. Its objective is to increase schooling and reduce school failure rates among the 210 children and adolescents, aged seven to 17, participating in the action.

Art education activities lead the students to discover abilities that open up new possibilities for the future. In 2025, the project was carried out according to the planned schedule. Its activities expanded access to art, culture and education for vulnerable children and adolescents. Continued support may strengthen schooling indicators, reduce school dropout and expand the artistic and cultural repertoire of beneficiaries.

### TESTIMONIAL FROM ROSELI SILVEIRA, MOTHER OF ANA MARIA, TEN YEARS OLD, AND MARIANA, NINE YEARS OLD.

My daughters joined the Raimundo Fagner Foundation in 2025. Since I need to work to support my household and had no one to leave them with, I found in the Foundation a safe space where they could be well cared for and, at the same time, learn. At first, I saw the project only as this place of welcome and protection. Over time, however, as I followed my daughters' development, I realized that the impact was much greater than I had imagined. Today, I see significant progress: Ana Maria can already play musical notes on the flute, and Mariana is singing! In addition, both of their school performances have improved a lot.

## project for the renovation and outfitting of the Júlia Magalhães Geriatrics and Gerontology Center

Associação Obra Social Irmã Dulce Salvador (BA)

Received sponsorship from Rede D'Or and, with that, reached the amount necessary to be carried out. The initiative aims to offer a more adequate and welcoming structure while incorporating holistic and integrative practices into care.

The Center operates in a building constructed in the 1980s. Due to the age of the building, its structure requires recovery and requalification, which will be made possible through the fundraising carried out and Rede D'Or's support. In 2025, the Company monitored the project's progress and provided guidance for adjustments to the renovation timeline.

## Libraries of the World - The Show

Trena Triângulo Editora Nacional Rio de Janeiro (RJ)

Rede D'Or's sponsorship enabled the production and launch of the show "Libraries of the World," based on the book by author Daniela Chindler, considered the best informative book of 2012 by the National Book Foundation. The initiative, aimed at children and youth public, was carried out within the expected period, in the second half of 2025, and generated a positive impact on democratizing access to literature and forming new readers.

The show was presented 11 times, in eight public schools, one special presentation at Rede Cruzada, another social organization sponsored by Rede D'Or, a presentation in the Hall of the National Library and another at Teatro Municipal Zimbienski. Among its results are the expansion of children's cultural repertoire, the strengthening of literary culture and greater visibility for the work and the children's show.

## Bem Viver nos Bairros e Laboratórios Agroecológicos

Serviço de Tecnologia Alternativa (Serta)

Olinda (PE)

Suffered delays in the transfer of funds by the Pernambuco State Fund, even though the institution had no pending issues. The initiative, sponsored through the Elderly Law at the end of 2023, began in July 2025 because of this situation.

The project implements actions for mental health and food security for residents in Long-Term Care Institutions. The actions aim to encourage healthy aging for 600 elderly people through the implementation of eco-productive backyards and community gardens. With the delay in the transfer of funds, Rede D'Or advised a review of the planning, with schedule adjustments and reorganization of training cycles, to ensure that deliveries could be reactivated safely.

After the funds were released, monitoring was intensified, with document validation, alignment of targets and follow-up on the resumption of workshops, community practices and mental health promotions. There was also supported to adjust the counterpart obligations, strengthen institutional communication and ensure good visibility for the Rede D'Or brand in the activities.

## Sociedade Pernambucana de Combate ao Câncer (SPCC)

Pernambuco

also experienced delays in the release of resources related to the 2023/2024 cycle of the Pernambuco State Elderly Fund. Likewise, with no pending issues on the institution's part, the funds were only transferred in early 2025, which postponed the planned execution.

The project supported by Rede D'Or aims to expand the quality of oncology services provided and the care capacity, both in the surgical blocks and in the ICU of the Pernambuco Cancer Hospital, in Recife, a private nonprofit institution. After the transfer, carried out in 2025, the entity resumed the expected progress, strengthening the care capacity for more than one thousand elderly patients undergoing treatment through the SUS.

Rede D'Or followed the fund release process together with the Fund, maintaining continuous dialogue with SPCC to guide planning adjustments. Schedule adjustments were made, renovation stages were reorganized and the most sensitive areas were prioritized to ensure that execution resumed efficiently. In addition, we reinforced document validation and target monitoring, ensuring transparency and legal certainty for the continuity of the project. The joint work made it possible to minimize the impacts of the delay, ensure the resumption of the planned improvements and guarantee the strengthening of hospital infrastructure aimed at caring for elderly oncology patients.

## Social actions and volunteering

Initiatives with the communities surrounding Rede D'Or's developments go beyond support for tax incentive law projects. Institutionally and voluntarily, each Company unit carries out social actions that benefit this relationship public.

In 2025, a standout initiative was the Heart at School project, developed by Hospital e Maternidade São Luiz Campinas (SP). The work, carried out in partnership with the Campinas Society of Medicine and Surgery (SMCC) and Surgical Educação, aims to teach



### REDE DO BEM

In 2025, we advanced in structuring our Corporate Volunteering Program. The proposal is to create a movement involving all Company units, with the objective of encouraging employees to engage in social actions, promoting positive impact in Rede D'Or's partner NGOs and reinforcing the culture of solidarity and citizenship within the Company. Another objective is to bring our teams closer to social reality, strengthening values such as empathy, collaboration and social responsibility.

students, teachers and staff of public and private schools notions of basic life support (BLS), focused on cardiopulmonary resuscitation (CPR) and airway obstruction relief (choking). The action is supported by the Programa Primeira Infância Campineira (PIC), of the City of Campinas, and by the "Vai Lucas" Movement.

During the year, the project trained dozens of young people as knowledge multipliers to act safely in emergencies. The training sessions are carried out with high-quality simulators, active methodologies and instructors certified by the American Heart Association. By training young people as knowledge multipliers, the action benefits families, schools and the entire care network, creating a legacy of care, responsibility and solidarity aligned with Rede D'Or's values and mission.

The "Coração na Escola" project won the 2025 ESG Highlight Award in the social category ([read more on page 30](#)).

REDE D'OR

7

# Natural capital

Interactive  
Table of  
Contents

- Environmental management
- Energy
- Water and effluents
- Climate change
- Waste

# Environmental management

Our environmental management covers all dimensions of care and preservation in four topics considered most relevant to the Company's activities: water and effluents; waste; energy; and climate change. In these areas, we work both to avoid, whenever possible, and mitigate, when necessary, the impacts caused by our operations, as well as to increase the Company's resilience in the face of potential risks arising from external events, such as extreme weather events or water and/or electricity shortages.

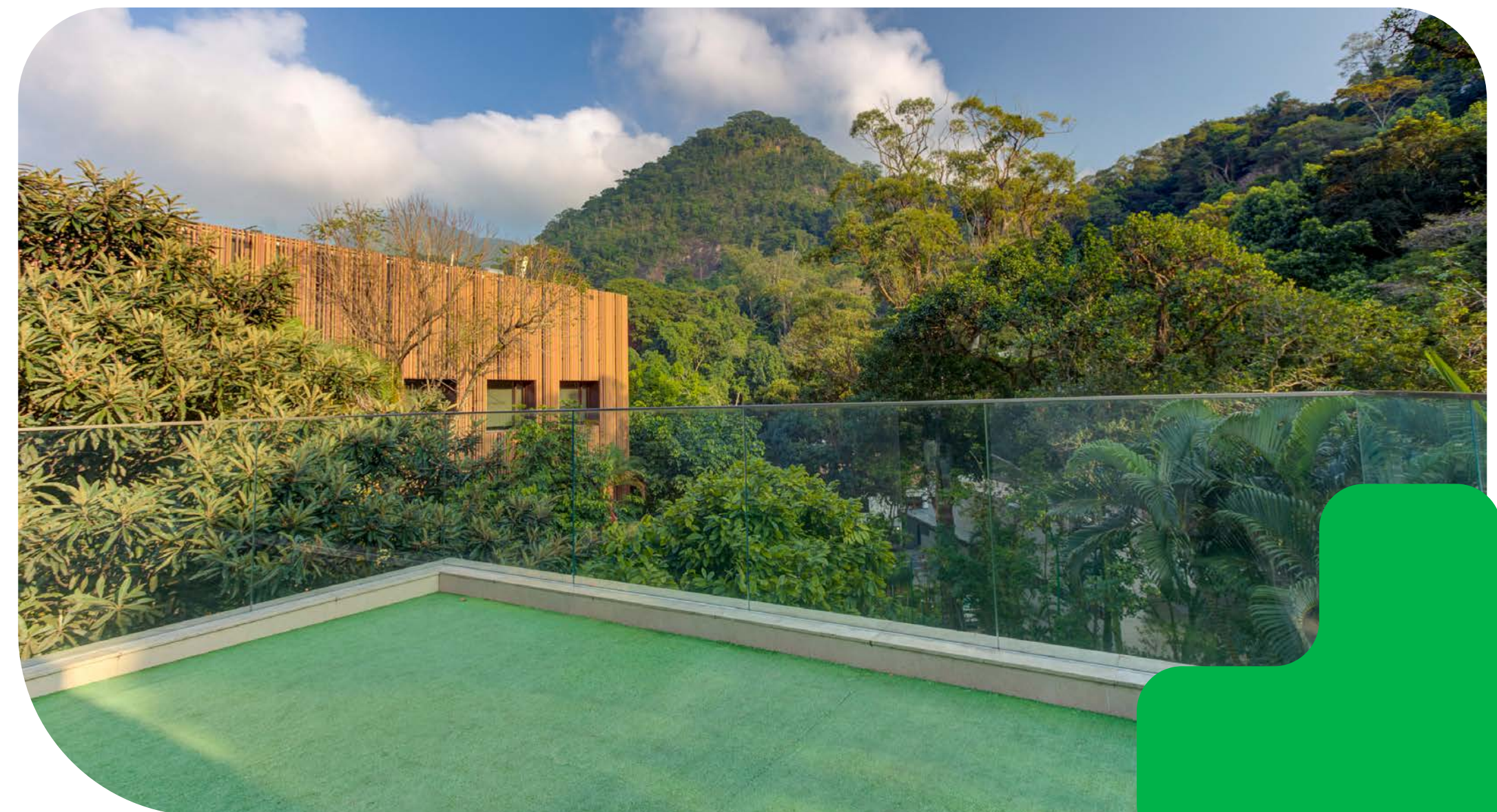
We have guidelines that direct our actions on these topics. Environmental preservation is part of our ESG Strategy ([read more on page 27](#)), and of Rede D'Or's vision and values ([read more on page 9](#)). The Company's Code of Conduct ([read more on page 47](#)) also addresses environmental aspects. We have [Sustainability](#), [Climate Change](#) and [Health, Safety and Environment](#) policies, the latter updated in 2025. During the year, we also advanced in the preparation of a new standard focused on air quality management. The document is expected to be published in the next cycle.

In addition to these public documents, we have dozens of internal standards and procedures, reviewed annually, with technical guidance for employees. Among them is a standard created in 2025 that addresses the methodology adopted by Rede D'Or for the mapping, control and consolidation of environmental indicators. These data collected by the

Company are the main instruments used for setting targets aimed at resource optimization, for the preparation of internal reports and strategic disclosures to the external public.

These targets are also defined based on the Company's materiality assessment, which includes topics related to environmental management ([read more on page 31](#)). To collect data related to them, we use the Resource Advisor tool, which feeds an online dashboard for monitoring results.

For the management of environmental audits, we use an additional tool, the ObraSoft software. It allows us to monitor in real time the resolution of findings identified during these processes. This system supports the preparation of strategies aims at reducing negative impacts and improving the performance of units.



# Engagement, communication and training

Environmental management is put into practice daily by Rede D'Or employees, whether in administrative activities or on the front lines at our hospital units. To encourage them to perform this role with excellence, we develop communication and engagement actions, disseminating knowledge and creating the perception that each professional's attitude is fundamental to achieving targets in this area.

Environment Week is one of the events held with the purpose of disseminating key topics for ESG management at the Company. The 2025 program included lectures and webinars addressing current issues considered relevant to Rede D'Or's business, such as the use and challenges of nitrous oxide ([read more on page 146](#)) and the environmentally appropriate disposal of recyclable waste through composting, recycling, and reverse logistics.

As part of the Environment Week's program, and for the third consecutive year, we carried out a tree-planting initiative involving native species, in partnership with Instituto Ecoflora. Employees from the Company's corporate areas in Rio de Janeiro (RJ) participated in the initiative, which took place at Pedra Branca State Park, in the capital of Rio de Janeiro. In total, 100 seedlings were planted.



**100** seedlings were planted in 2025

Throughout the year, we held other webinars on various topics such as health and climate change. We also promoted an event on Conscious Consumption Day, in which invited speakers addressed ways to use water resources rationally and discussed how responsible choices of inputs in the supply chain can generate positive impacts on the environment. In the nutrition area, we launched an e-book of sustainable recipes aimed at the full use of food.

We launched two new distance-learning courses on climate change, bringing information about the healthcare sector's influence on the topic. We also trained more than 900 employees, in person and remotely, on environmental legal compliance in care activities carried out at healthcare units.



## Incentiva, Rede

We continued the activities of the “Incentiva, Rede” Working Group. Its purpose is to work with units to disseminate good environmental practices. The strategy is to involve employees in the implementation of sustainable initiatives.

In 2025, we held two editions of “Incentiva, Rede”. In the first, there were 135 participants, and in the second, a special Working Group event during Environment Week, 154.

The Environment Week edition addressed topics such as donation of seedlings to mothers of newborn babies in maternity hospitals; reduction of plastic use in hospital linen room routines; creation of vegetable gardens, with waste reduction and conscious use of inputs; and the expansion and promotion of composting practices across units, with the possibility of donating the resulting compost to NGOs for use in community gardens.



## RICHET: SUSTAINABLE BREAKFAST

In 2025, we continued sustainable actions in the breakfasts offered by Richet Laboratories, a Rede D'Or group Company:

### Nature-friendly box

The kraft paper boxes used to package food and beverages are produced from natural and renewable fibers, using less energy and water. In addition, they are 100% recyclable and biodegradable, taking 60 days to degrade in a natural environment.

### Healthy and sustainable beverages

The beverages in the breakfast service use 100% recyclable packaging, from responsible sources and with reduced carbon emissions in their production.

### Wooden stirrers

The stirrers used in Fit and Kids snacks are made from certified wood, sourced from responsible forest management. They are compostable and biodegradable, taking 60 to 90 days to decompose in a natural environment.

### Biodegradable cups

All cups used in our units are 100% recyclable and biodegradable, becoming, after degradation, nutrients for plants, such as water and biomass.



# Energy

GRI 3-3 [Energy]

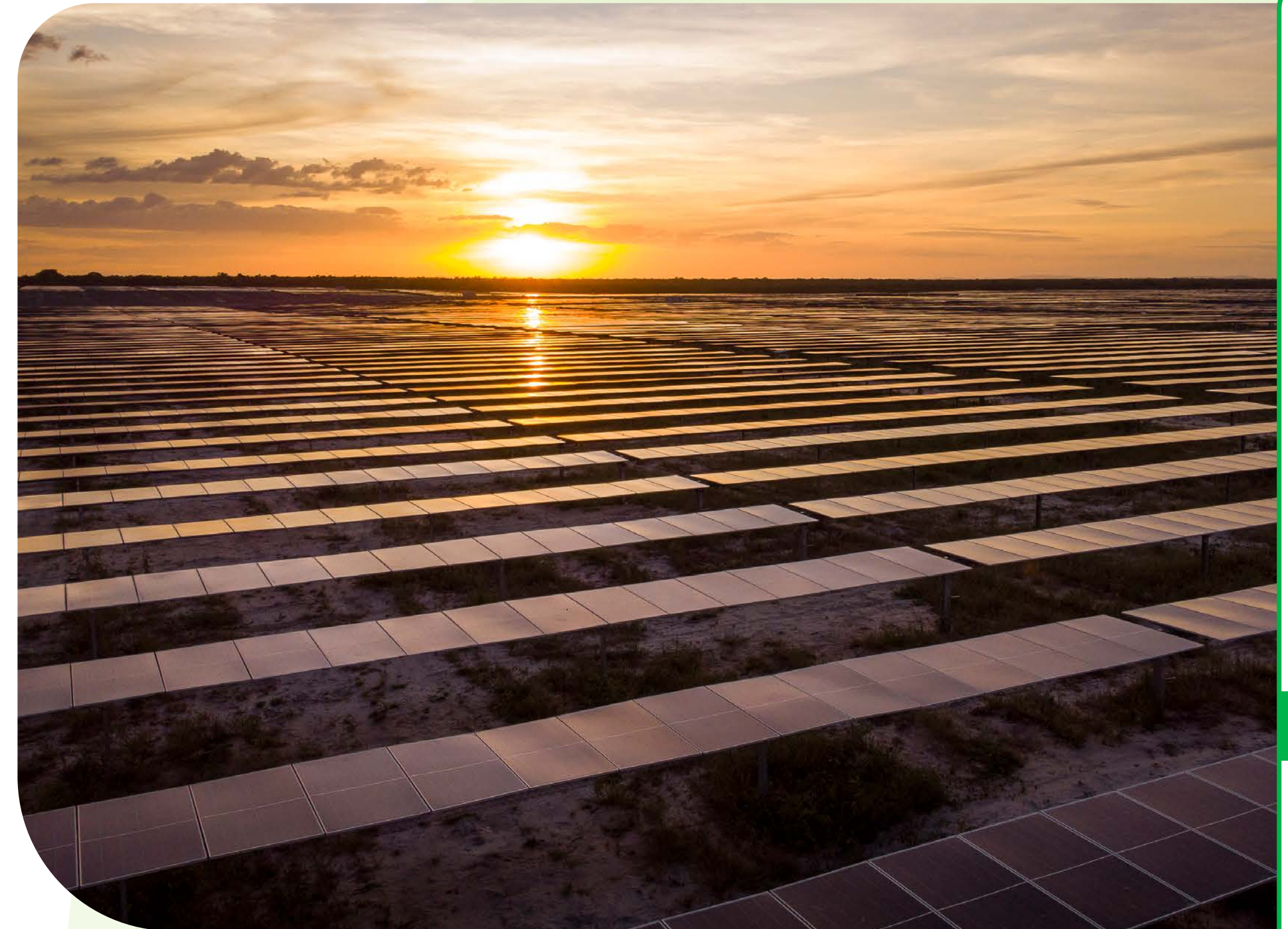
Energy efficiency is a guideline for Rede D'Or's operations. The management of the material topic Energy is guided by a rigorous analysis of the positive and negative impacts we have in this area, aimed at preparing broad initiatives involving the entire Company in an effort toward conscious consumption.

Our energy consumption occurs mainly in the operation of lighting, air conditioning, heating, water pumping, elevators and medical equipment systems in our

units. The Company's electrical installations are designed and carried out based on the guidelines of Anvisa Collegiate Board Resolution 50/2002. This regulation addresses planning, programming, preparation and evaluation of physical project plans for healthcare establishments.

We maintain an Energy Efficiency Program, through which we promote actions aimed at reducing electricity consumption, as well as the efficient use of water and fuel gas. Its flagship initiative is the Energy Efficiency Project in Chilled Water Plants ([read more on page 133](#)).

In 2025, Rede D'Or received the energy efficiency award "Schneider Electric Sustainability Impact Awards," for its commitment to establishing concrete energy efficiency solutions in its operations. The recognition demonstrates the credibility of the Program in proposing innovative solutions in this area.



## Lagoinha Solar Photovoltaic Complex

In 2025, Rede D'Or signed a 17-year agreement with the Chinese company CGN, representing the largest self-generation energy contract in Brazil's healthcare sector. The energy is generated at the Lagoinha Solar Photovoltaic Complex, located in the state of Ceará, which comprises approximately 337,000 solar panels across an area of 304 hectares.

# Clean energy for employees

As a way to encourage the contracting of clean energy beyond our own consumption, Rede D’Or carries out an engagement initiative with its employees. Through a partnership, the Company offers professionals the possibility of purchasing distributed generation energy in the Brazilian market.

Employees who join the initiative contribute to reducing greenhouse gas emissions by contracting energy generated from renewable and clean sources and receive discounts of up to 25% on their electricity bill. In 2025, 240 Company professionals joined the partnership. This represented a compensated volume of 282 MWh.

For its low-voltage consumer units, Rede D’Or also acquired energy through distributed generation from solar sources in eight Brazilian states. There were 6,604 MWh of compensated energy in 285 Company units.

6,604

MWh of compensated energy

in 285 Company units

## Impact management GRI 3-3 [Energy]

To manage the material topic Energy, we carry out a broad study to identify the risks and impacts related to it in our operations. Based on this work, it is possible to plan and execute measures to prevent and mitigate negative impacts and enhance positive ones.

Our positive impacts related to this topic are the initiatives aimed at energy efficiency, which intend to save energy and financial resources, lower greenhouse gas and pollutant emissions, and longer useful life of medical and hospital equipment due to greater operational reliability. The main initiatives that bring these results are investments in the Energy Efficiency Project in Chilled Water Plants ([read more on page 133](#)) and the periodic replacement of old equipment with new technologies.

In 2025, in addition to purchasing energy from renewable sources on the Free Energy Market, we entered into a partnership with CGN for the construction of the Lagoinha Solar Complex. Both are initiatives that place Rede D’Or in an environment of clean and renewable generation.

The negative impacts identified are related to power outages and failures in internal equipment used in managing the topic, such as generators and UPS systems. These problems may lead to partial or total interruption of hospital units, bringing risks to patients’ health. To avoid them, we have maintenance teams and electricians dedicated to this work.

We also ensure redundancy in generators, UPS systems, and links for restoring loads between electrical distribution panels, in addition to using medical equipment with internal batteries. Care is even more rigorous in sectors considered critical, such as surgical centers and ICUs. The target, achieved in 2025, is to guarantee 100% energy availability in the event of disruptions caused by utility providers.

# Free Energy Market

GRI 3-3 [Energy]

Purchasing energy on the Free Energy Market (FEM) is one of the ways Rede D’Or strives to reduce the impacts generated by the Company’s consumption. By doing so, we encourage energy production from clean and renewable sources, which is a condition for companies to operate in the FEM.

Our target of migrating 74 Company consumer units to the FEM by 2025 was already achieved in 2024. In 2025, we migrated 40 more consumer units, totaling 114, among hospitals, medical centers, oncology and diagnostics units. The contracted volume of incentivized energy reached 57 MWm.

In the year, we reached 86% of Rede D’Or’s energy consumption originating from renewable sources, based on the country’s electrical flow, according to the National Energy Balance. In this way, we contributed to lower greenhouse gas emissions.

# Energy Efficiency Program

GRI 3-3 [Energy]

Rede D’Or’s Energy Efficiency Program encompasses initiatives aimed at conscious energy consumption, with actions that also positively impact water management.

The program’s main action is the Energy Efficiency Project in Chilled Water Plants (CAGs). It acts on cooling systems used to air-condition and cool environments, with actions to optimize CAG infrastructure and operation through the Oxyn G5 platform, from Microblau. Among the solutions adopted are the use of artificial intelligence and machine learning to achieve the best performance in equipment, with lower energy consumption and greater operational safety.

In 2025, we implemented the project in four additional units, totaling 27. The result of the initiatives translated into savings of 11.5 GWh of energy consumption during the year, which means a reduction of approximately BRL 6.3 million in the cost of this input.

Through the Energy Efficiency Program, we also carry out actions to reduce the consumption of natural gas used for water heating. Among the main actions in this regard is the use of a system that recovers heat from the chiller. With it, we use the heat that would otherwise be rejected by the equipment outside the buildings to preheat water, storing it in thermal accumulation tanks for later use by the unit.



REDUCTION IN ENERGY CONSUMPTION GRI 302-4, 302-5

| Year | Initiative                                               | Type of Energy Saved | Total Energy Saved (MWh) | Gross Savings (BRL) | Net Savings (BRL) | Environmental Benefits                 |                                    |                              | Current contracts (number) | Qualitative details of each benefit                                                                                                                                                                                  |
|------|----------------------------------------------------------|----------------------|--------------------------|---------------------|-------------------|----------------------------------------|------------------------------------|------------------------------|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|      |                                                          |                      |                          |                     |                   | Avoided Emissions (tCO <sub>2</sub> e) | Equivalent number of trees planted | Reduction in consumption (%) |                            |                                                                                                                                                                                                                      |
| 2025 | Chilled Water Plant Automation - Air Conditioning System | CAG Electricity      | 11,470.00                | BRL 6,300,744.96    | BRL 4,158,866.00  | 443.72                                 | 3,412                              | 20.90%                       | 26                         | 1) Reduction of greenhouse gas emissions into the atmosphere.<br><br>2) Mitigation of climate change impacts.<br><br>3) Fight against global warming.<br><br>4) Lower need for natural resources to generate energy. |

# Consumption and intensity

GRI 302-1, 302-2, 302-3, SASB HC-DY-130a.1

The consolidation of Rede D’Or’s energy consumption data is carried out monthly through the Resource Advisor tool, developed by Schneider Electric. The system is integrated with regional electricity utilities, allowing cost

and consumption information, as well as invoices, to be automatically uploaded into the platform.

In 2025, an increase of approximately 8% in electricity consumption was recorded compared to 2024. As a result, total energy intensity also showed a slight increase.

During the year, we observed an expansion in energy consumption from renewable sources, totaling 122,665.76 GJ. Consequently, the use of non-renewable sources decreased, with a reduction of 7,381.74 GJ.

## ENERGY CONSUMPTION WITHIN THE ORGANIZATION GRI 302-1

| NON-RENEWABLE SOURCES                                                          |                                                     | 2025             |            |     | 2024 <sup>2</sup> |            |     | 2023      |            |     |
|--------------------------------------------------------------------------------|-----------------------------------------------------|------------------|------------|-----|-------------------|------------|-----|-----------|------------|-----|
|                                                                                |                                                     | MWh              | GJ         |     | MWh               | GJ         |     | MWh       | GJ         |     |
| Electricity                                                                    | Incentivized electricity (Free Energy Market)       | 0.00             | 0.00       |     | 0.00              | 0.00       |     |           |            |     |
|                                                                                | Conventional electricity (Regulated Market/Utility) | 2,843.527        | 10,236.697 | 26% | 2,917.03          | 10,501.32  | 31% | 8,849.16  | 31,856.98  | 54% |
|                                                                                | Diesel (Generators)                                 | 8,125.20         | 29,250.73  | 74% | 8,277.08          | 29,797.47  | 69% | 7,517.75  | 27,063.91  | 46% |
|                                                                                | Biodiesel (Generators)                              | 0,000            | 0,000      |     | 0,000             | 0,000      |     |           |            |     |
|                                                                                | Hydrated ethanol (Generators)                       | 0,000            | 0,000      |     | 0,000             | 0,000      |     |           |            |     |
|                                                                                | Total Electricity                                   | 10,968.73        | 39,487.43  | 21% | 11,194.11         | 40,298.79  | 22% | 16,366.91 | 58,920.89  | 29% |
| Heating                                                                        | Diesel (heating)                                    | 76.97            | 277.07     | 0%  | 122.09            | 439.52     | 0%  | 195.06    | 702.22     | 0%  |
|                                                                                | Automotive gasoline (heating)                       | 646.18           | 2,326.26   | 2%  | 863.68            | 3,109.26   | 2%  | 1,447.11  | 5,209.61   | 4%  |
|                                                                                | Liquefied petroleum gas (LPG) (heating)             | 3,326.46         | 11,975.25  | 8%  | 5,949.07          | 21,416.64  | 14% | 5,420.90  | 19,515.22  | 14% |
|                                                                                | Natural gas (heating)                               | 36,590.23        | 131,724.82 | 90% | 34,669.06         | 124,808.61 | 83% | 32,168.27 | 115,805.76 | 82% |
|                                                                                | Ethanol (heating)                                   | 0.000            | 0.000      |     | 0.000             | 0.000      |     |           |            |     |
|                                                                                | Total Heating                                       | 40,639.83        | 146,303.40 | 79% | 41,603.90         | 149,774.02 | 78% | 39,231.34 | 141,232.81 | 71% |
| Cooling and steam for consumption and self-generation using fuels not consumed |                                                     | N/A <sup>1</sup> |            |     |                   |            |     |           |            |     |
| Energy Sale                                                                    |                                                     |                  |            |     |                   |            |     |           |            |     |
| Total energy – non-renewable sources                                           |                                                     | 51,608.56        | 185,790.83 | 12% | 52,798.00         | 190,072.81 | 13% | 55,598.25 | 200,153.70 | 15% |
| Non-renewable energy intensity (GJ/patient-day)                                |                                                     | 0.060            |            |     | 0.067             |            |     | 0.071     |            |     |

<sup>1</sup> Rede D’Or does not consume fuels for cooling processes or steam generation and does not sell energy.

<sup>2</sup> The 2024 data were adjusted considering the updated electricity mix, composed of 86% renewable and 14% non-renewable sources (including imported electricity). Previously, the average electricity mix for the 2021-2023 period had been used. As a result, the initial estimate of 61,507.72 GJ from renewable sources and 13,501.70 GJ from non-renewable sources was revised to 64,508.10 GJ and 10,501.32 GJ, respectively. [GRI 2-4](#)

ENERGY CONSUMPTION  
FROM RENEWABLE SOURCES GRI 302-1

|                                                                                |                                                     | 2025       |              |      | 2024 <sup>1</sup> |              |      | 2023       |              |      |
|--------------------------------------------------------------------------------|-----------------------------------------------------|------------|--------------|------|-------------------|--------------|------|------------|--------------|------|
|                                                                                |                                                     | MWh        | GJ           |      | MWh               | GJ           |      | MWh        | GJ           |      |
| Electricity                                                                    | Incentivized electricity (Free Energy Market)       | 363,690.30 | 1,309,285.07 | 95%  | 330,277.45        | 1,188,998.84 | 95%  | 255,667.91 | 920,404.48   | 82%  |
|                                                                                | Conventional electricity (Regulated Market/Utility) | 17,467.38  | 62,882.56    | 5%   | 17,918.92         | 64,508.10    | 5%   | 54,359.14  | 195,692.90   | 18%  |
|                                                                                | Total Electricity                                   | 381,157.67 | 1,372,167.63 | 100% | 348,196.37        | 1,253,506.94 | 100% | 310,027.05 | 1,116,097.37 | 100% |
| Heating                                                                        | Ethanol (heating)                                   | 14.11      | 50.79        | 100% | 14,034            | 50,522       |      | 14.83      | 53.37        |      |
|                                                                                | Total Heating                                       | 14.11      | 50.79        | 0%   | 14.03             | 50.52        | 0%   | 14.83      | 53.37        | 0%   |
| Cooling and steam for consumption and self-generation using fuels not consumed |                                                     | N/A        |              |      |                   |              |      |            |              |      |
| Energy sales                                                                   |                                                     |            |              |      |                   |              |      |            |              |      |
| Total energy – renewable sources                                               |                                                     | 381,171.78 | 1,372,218.42 | 88%  | 348,210.41        | 1,253,557.46 | 87%  | 310,041.87 | 1,116,150.75 | 85%  |
| Renewable energy intensity (GJ/patient-day)                                    |                                                     | 0.461      |              |      | 0.441             |              |      | 0.404      |              |      |

<sup>1</sup> 2024 data were adjusted considering the updated electricity mix, composed of 86% renewable electricity and 14% non-renewable electricity (including imported energy). Previously, the average electricity mix for the period from 2021 to 2023 had been used. As a result, the initial estimate of 61,507.72 GJ from renewable sources and 13,501.70 GJ from non-renewable sources was adjusted to 64,508.10 GJ and 10,501.32 GJ, respectively. [GRI 2-4](#)

TOTAL ENERGY CONSUMPTION  
WITHIN THE ORGANIZATION GRI 302-1

|                                      |  | 2025       |              |      | 2024 <sup>1</sup> |              |      | 2023       |              |      |
|--------------------------------------|--|------------|--------------|------|-------------------|--------------|------|------------|--------------|------|
|                                      |  | MWh        | GJ           |      | MWh               | GJ           |      | MWh        | GJ           |      |
| Total energy – renewable sources     |  | 381,171.78 | 1,372,218.42 | 88%  | 348,210.41        | 1,253,557.46 | 87%  | 310,041.87 | 1,116,150.75 | 85%  |
| Total energy – non-renewable sources |  | 51,608.56  | 185,790.83   | 12%  | 52,798.00         | 190,072.81   | 13%  | 55,598.25  | 200,153.70   | 15%  |
| Total                                |  | 432,780.35 | 1,558,009.25 | 100% | 401,008.41        | 1,443,630.27 | 100% | 365,640.13 | 1,316,304.45 | 100% |

<sup>1</sup> 2024 data were adjusted considering the updated electricity mix, composed of 86% renewable electricity and 14% non-renewable electricity (including imported energy). Previously, the average electricity mix for the period from 2021 to 2023 had been used. As a result, the initial estimate of 61,507.72 GJ from renewable sources and 13,501.70 GJ from non-renewable sources was adjusted to 64,508.10 GJ and 10,501.32 GJ, respectively. [GRI 2-4](#)

FUEL CONSUMPTION FOR UPSTREAM TRANSPORTATION  
FROM NON-RENEWABLE SOURCES (GRI 302-2)

|                             | 2025     |       | 2024     |       | 2023     |                    |
|-----------------------------|----------|-------|----------|-------|----------|--------------------|
|                             | GJ       | %     | GJ       | %     | GJ       | %                  |
| Diesel                      | 412.66   | 8.9%  | 440.38   | 14.9% | 413.97   | 9.7%               |
| Automotive gasoline         | 3,200.57 | 69.1% | 1,602.18 | 54.2% | 2,343.51 | 54.9%              |
| Vehicular natural gas (CNG) | 1,017.13 | 22.0% | 911.64   | 30.9% | 1,511.35 | 35.4% <sup>1</sup> |
| Total                       | 4,630.36 |       | 2,954.20 |       | 4,268.83 |                    |

<sup>1</sup> The percentage of Compressed Natural Gas (CNG) was adjusted from 36.4% to 35.4%, according to the 2023 Integrated Report. GRI 2-4

FUEL CONSUMPTION FOR UPSTREAM TRANSPORTATION  
FROM RENEWABLE SOURCES (GRI 302-2)

|         | 2025                  |        | 2024   |        | 2023     |        |
|---------|-----------------------|--------|--------|--------|----------|--------|
|         | GJ                    | %      | GJ     | %      | GJ       | %      |
| Ethanol | 1,461.97              | 100.0% | 727.78 | 100.0% | 1,507.36 | 100.0% |
| Total   | 1,461.97 <sup>1</sup> |        | 727.78 |        | 1,507.36 |        |

Note: There was no energy consumption outside the organization in downstream categories.  
<sup>1</sup> The increase in 2025 compared to 2024 is due to certain units expanding services performed by third-party fleets and adjusting their logistics processes, which consequently increased fuel consumption.

ENERGY INTENSITY<sup>1</sup> (GRI 302-3)

|                                           | 2025           | 2024           | 2023           |
|-------------------------------------------|----------------|----------------|----------------|
|                                           | GJ/patient-day | GJ/patient-day | GJ/patient-day |
| Energy intensity within the organization  | 0.520          | 0.509          | 0.475          |
| Energy intensity outside the organization | 0.0002         | 0.0003         | 0.0002         |
| Consolidated Energy Intensity             | 0.520          | 0.509          | 0.475          |

<sup>1</sup> Hospitals Badim, Cinco de Outubro, Estadual da Criança, and Yutaka Takeda were not included in the total patient-days.



# Water and Effluents

GRI 3-3 [Water and Effluents], 303-1, 303-2

The **Water Efficiency Project** is one of the main initiatives to disseminate best practices among its units. Conscious consumption, aimed at reducing water use, and care in effluent treatment are approaches and initiatives that involve the entire Company. We also have targets related to this topic within our ESG strategy ([read more on page 27](#)).

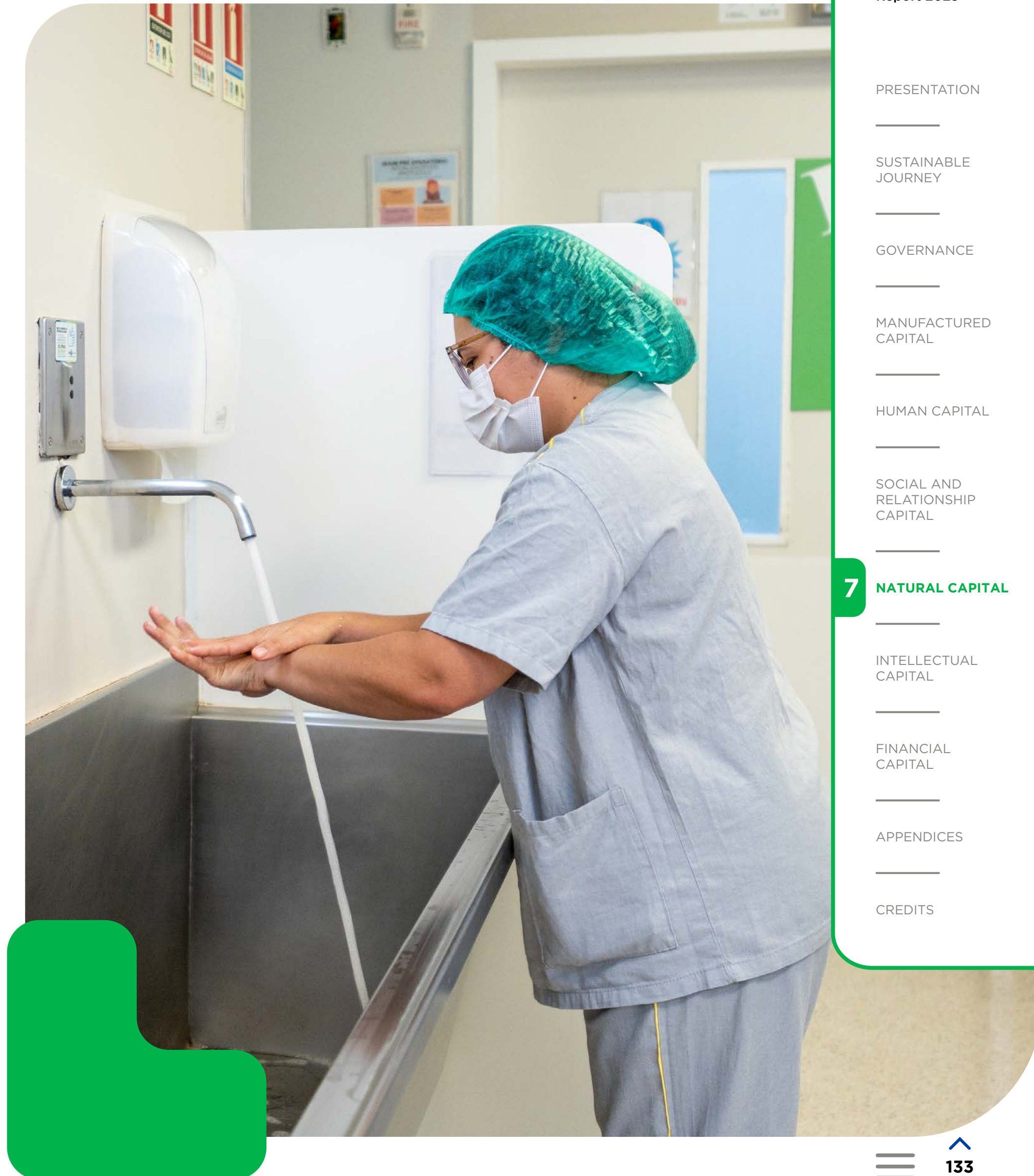
To provide guidelines for managing the material topic of Water and effluents, we rely on two internal standards. They were developed with reference to federal and state regulations, such as Ministry of Health Ordinance GM 888/2021, Resolution 430/2011 of the National Environment Council (Conama), and Collegiate Board Resolution 50 of Anvisa, which establishes technical regulations for planning, programming, designing and evaluating physical projects of healthcare facilities. Rede D'Or seeks to operate in full compliance with legal requirements.

Beyond the legal parameters met by the Company, the Water Efficiency Project promotes a culture of conscious consumption

among participating units. Overall, the initiative aligns with the principles of current public water resource policies, such as rational water use, prevention of waste, and mitigation of risks associated with water scarcity.

The most relevant actions included in the initiative are:

- Installation of flow reducers;
- Implementation of leak detection systems;
- Remote monitoring of reservoir consumption through the TDRR platform by T&D Sustentável, using artificial intelligence for real-time monitoring of indicators, enabling identification of deviations that may indicate potential leaks. The tool also includes alarm devices via app, SMS, email and WhatsApp, notifying those responsible of changes in water use patterns; and
- Optimization of hospital hydraulic maintenance processes, with the adoption of more efficient equipment.





In 2025, an additional 12 units joined the project, totaling 40. During the year, actions aimed at efficient consumption led to savings of approximately 260 thousand m<sup>1</sup> of water, equivalent to BRL 15.5 million. Consumption among participating units was reduced by 16.5% compared with the previous cycle. The target is to reduce the volume of m<sup>1</sup> consumed per patient-day by 10%, using the year of each unit's adherence as the baseline.

Although there is no formal mapping directly linking project units to areas officially classified as underwater stress, the initiative is designed as a preventive and mitigation measure against potential water crisis scenarios, especially considering climate variations, drought periods and local pressures on water availability.

In this way, the project contributes to the organization's operational resilience, reducing water dependency and promoting more sustainable resource management, in line with local contexts and public water management guidelines.

Another positive impact of this initiative is employee engagement regarding the importance of reducing waste. We regularly conduct training sessions and awareness campaigns on the topic, incorporating continuous improvements observed through project management. For Rede D'Or, this means

disseminating knowledge that professionals take into their homes, multiplying the culture of conscious consumption.

For the third consecutive year, we published the CDP – Water Stress report, structured with requirements similar to IFRS S1. In 2025, we maintained a B- score, the same as in 2024.

In monitoring the negative impacts related to the material topic of Water and effluents, we identified the following risks: interruption of water supply by the service concessionaire and the need to treat water sourced from wells or from the concessionaire. In both cases, there is a possibility of total or partial interruption of operations at the affected unit.

To prevent the risk from materializing, we rely on lines of defense and internal controls that enable continuous monitoring of operations, timely identification of non-conformities, and ongoing process improvement, with the prompt implementation of action plans and appropriate responses to any operational incidents that may arise. We maintain water reservoirs capable of supporting 48 hours of consumption, supported by an active contract with a water treatment provider. We also conduct daily inspections to verify reservoir levels and arrange water tanker deliveries when necessary. Our target, achieved in 2025, is to maintain 100% availability.

## Abstraction and discharge

GRI 2-25, 303-1, 303-2, 303-3, 303-4, 303-5

We abstract water for our operations from three sources: public utility supply, artesian wells, and water trucks.

For all three forms of abstraction, periodic quality analyses are conducted. To this end, we hire an independent laboratory to verify physicochemical and microbiological potability parameters, such as color, turbidity, conductivity, pH, total dissolved solids, ammonia, alkalinity, hardness, total coliforms and *Escherichia coli*.

Sampling collection points are defined jointly by the Maintenance departments of Rede D'Or units and each unit's Hospital Infection Control Committee (CCIH). The objective is to identify strategic points for measurement, with special attention to areas classified as critical.

Water consumption in our units is monitored monthly. To consolidate data collected from hospital units, we use the Schneider Electric Resource Advisor tool. Integrated with regional water utilities, the system directly records cost and consumption data as well as billing information.

Although effluent data is not directly collected from Resource Advisor, generation can be indirectly measured through water consumption monitored by the tool. In this case, a widely adopted technical conversion factor may be used — the return coefficient, which considers that approximately 80% of consumption returns as effluent, in accordance with ABNT NBR 9649/86, widely used by the National Water Agency (ANA).

Two potential agents of impact on water bodies are particularly relevant in our operations: clinical analysis laboratories and pathological anatomy laboratories. In these environments, chemical reagents and other substances are used to enhance contrast and optimize bacteriological analysis, such as dyes.

All such inputs are used in accordance with the instructions contained in Safety Data Sheets (SDS), which provide information on proper disposal of each material and are available at storage and usage sites. Laboratory equipment using these reagents is connected to properly contained and identified containers, ensuring that no content is discharged into the sewage system.

We also act proactively with our suppliers to ensure compliance with all legal requirements related to this topic. We conduct periodic environmental audits, including documentation reviews for legal compliance assessment and on-site visits to verify infrastructure and operational procedures in practice.

Sanitary effluent generated in hospital units located in areas served by sewage collection networks is sent to the local utility for appropriate treatment. For units located in areas without effluent collection systems, Rede D'Or collects and sends effluents to wastewater treatment plants. In this way, we ensure compliance with all requirements of Conama Resolution 430/2011, according to the classification of the receiving water flow, as well as local legislation. **GRI 303-2**

WATER ABSTRACTED, CONSUMED AND DISCHARGED BY SOURCE GRI 303-3, 303-4, 303-5

|                                        |                                |               | 2025                    |          | 2024                    |          | 2023                    |           |
|----------------------------------------|--------------------------------|---------------|-------------------------|----------|-------------------------|----------|-------------------------|-----------|
|                                        |                                |               | m³                      | ML       | m³                      | ML       | m³                      | ML        |
| Water abstraction<br>GRI 303-3         | Third-party water (freshwater) | Utility       | 2,103,032.81<br>(78.3%) | 2,103.03 | 1,967,558.02<br>(81.5%) | 1,967.56 | 1,930,989.46<br>(59.8%) | 1,930.99  |
|                                        |                                | Water truck   | 79,345,<br>(3.0%)       | 79.35    | 68,290.5<br>(2.8%)      | 68.29    | 989,489<br>(30.6%)      | 989.49    |
|                                        | Groundwater (freshwater)       | Artesian well | 503,203.43<br>(18.7%)   | 503.20   | 379,569.86<br>(15.7%)   | 379.57   | 308,660<br>(9.6%)       | 308.66    |
|                                        | Total water abstracted         |               | 2,685,581.24            | 2,685.58 | 2,415,418.38            | 2,415.42 | 3,229,138.46            | 3,229,140 |
| Water discharged<br>GRI 303-4          | Third-party water (freshwater) | Utility       | 1,682,426.25<br>(78.3%) | 1,682.43 | 1,574,046.42<br>(81.5%) | 1,574.05 | 1,544,791<br>(59.8%)    | 1,544,790 |
|                                        |                                | Water truck   | 63,476, (3.0%)          | 63.48    | 54,632.4<br>(2.8%)      | 54.63    | 791,591<br>(30.6%)      | 791.59    |
|                                        | Groundwater (freshwater)       | Artesian well | 402,562.74<br>(18.7%)   | 402.56   | 303,655.89<br>(15.7%)   | 303.66   | 246,928<br>(9.6%)       | 246.93    |
|                                        | Total water discharged         |               | 2,148,464.99            | 2,148.46 | 1,932,334.71            | 1,932.33 | 2,583,310.00            | 2,583.31  |
| Total water consumption GRI 303-5      |                                |               | 537,116.25              | 537.12   | 483,083.67              | 483.09   | 645,828                 | 645.83    |
| Consumption intensity (m³/patient-day) |                                |               | 0.181                   |          | 0.171                   |          | 0.237                   |           |

# Climate change

GRI 3-3 [Climate change], HC-DY-450a.1

We manage the material topic Climate Change based on guidelines, standards and responsibilities established in our **Climate Change Policy**. Widely disclosed to employees, investors, service providers, patients, clients and partners, the document is approved by the Board of Directors and is available for access on our Investor Relations website.

The policy is built on international principles and frameworks and considers the commitments assumed by Rede D'Or as a signatory to the **UN Global Compact** principles, as a member of the **GHG Protocol** and the **Global Green and Healthy Hospitals Network**. In addition, management of the topic is supported by guidance contained in other Company policies, such as Sustainability; Health, Safety and Environment; Risk Management; Human Rights; and Sustainable Procurement.

Rede D'Or also participates, with the aim of identifying opportunities to reduce negative impacts related to the topic, in initiatives such

as the UN Global Compact Climate Action Platform and sustainability working groups within the National Association of Private Hospitals. At the sector level, we are part of the Healthcare Climate Challenge, an initiative of the Sustainable Hospitals Project, and we report on the development of climate-related strategies to the **Race to Zero Campaign** through the international organization **Health Care Without Harm**.

Rede D'Or's climate targets are monitored by senior management, which has signed the commitment to achieve net zero carbon emissions by 2050 under the Race to Zero Campaign. As an intermediate goal, we intend to reduce greenhouse gas (GHG) emissions intensity by 36% by 2030 (**read more on page 147**).

The intermediate target covers Rede D'Or hospitals and does not include SulAmérica. It encompasses Scopes 1, 2 and 3 (including the categories upstream transportation and distribution, waste generated from operations and business travel). It was developed using the Science Based Targets initiative (SBTi) framework, although it has not been validated by the SBTi. In 2025, we achieved a 54% reduction in GHG emissions intensity.

The Executive Board contributes to the promotion of actions aimed at achieving the established targets. To this end, it is supported by the Sustainability and Environment, Procurement, Communications, Human Resources (Internal Communications), Corporate Risk, Corporate Engineering and Maintenance, and Quality departments. We also have an Internal Sustainability and Climate Change Committee, whose role is to monitor and anticipate trends in global sustainability issues, as well as to provide recommendations to the Executive Board on environmental and climate-related matters.



In 2025, we received the **Global Climate Champions Award – Climate Leadership in Brazil from Health Care Without Harm**. The recognition highlights healthcare institutions committed to sustainable practices and to reducing environmental impact.

# Guidelines

GRI 3-3 [Climate change]

The most relevant guidelines of Rede D’Or’s Climate Change Policy are:

- Consider, in planning, strategy and decision-making processes regarding investments and decisions, the reduction of climate change impacts;
- Periodically publish the GHG emissions inventory, submitting it to third-party verification;
- Participate in working groups, committees and voluntary programs on climate change and GHG emissions management through sectoral and intersectoral discussions;
- Identify climate change risks and opportunities in the sector of activity and in Rede D’Or’s operations, considering its value chain and climate scenarios;
- Identify opportunities in Rede D’Or’s sector of activity (products, services and technologies) enabling the reduction of GHG emissions and climate adaptation;
- Consider strategic targets for the direct or indirect reduction of accounted emissions and for climate adaptation;
- Aim engagement with entities that may directly and indirectly influence national and international climate change policies;
- Promote transparency on climate-related information through standardized climate-related reporting.

# Our commitments

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- **We are signatories to the UN Global Compact;**
- **We are members of the Brazilian GHG Protocol Program and the Global Green and Healthy Hospitals Network, in which we actively participate in the Climate Working Group;**
- **We annually respond to the Corporate Sustainability Index (ISE) questionnaire and are part of the Efficient Carbon Index (ICO2) of B3;**
- **We annually respond to the Carbon Disclosure Project (CDP) – Climate Change, with score C in 2025;**
- **We participate in the Race to Zero movement, with our GHG emissions reduction targets.**

Currently, our climate management is voluntary. We are structuring the collection of data and information for reporting under the **IFRS S2** framework (“Climate-Related Disclosure”), as determined by the Brazilian Securities and Exchange Commission (CVM) for publicly traded companies. We have also mapped new regulations in the Brazilian Carbon Market. The aim is to incorporate and adapt our voluntary climate management practices to these new regulations.

In our CDP 2025 report ([click here](#)), it is possible to verify our Governance structure; Identification, assessment and management of dependencies, impacts, risks and opportunities; Disclosure of risks and opportunities; Business strategy; and Performance in climate change.

# Projects and initiatives

GRI 3-3 [Climate change]

In 2025, we developed a series of actions to reduce emissions. Among them, the following stand out:

- Creation of the Climate Working Group (WG), with the objective of disseminating strategies related to the topic and strengthening governance over climate issues;
- We carried out the screening of Scope 3 of the GHG inventory, aiming to advance our understanding of impacts related to the value chain;
- Digitalization of medical registration, replacing manual processes with digital workflows. The initiative eliminated 31,280 printouts in one year, corresponding to approximately 135 kg of CO<sub>2</sub> avoided in the atmosphere;

- Progress in the project to reduce the use of nitrous oxide in surgeries ([read more on page 146](#));
- Adoption of technologies prioritizing the replacement of hydrofluorocarbon gases (HFCs) with more sustainable alternatives in hospital refrigeration. In the year, we received an award from Daikin, manufacturer of air-conditioning equipment, recognizing Hospital São Luiz São Bernardo (formerly Assunção) for its pioneering vision and commitment to sustainability. The unit was the first hospital in Brazil to adopt R-32 inverter technology, contributing to greater efficiency in air conditioning;
- Promotion of sustainable practices related to waste management, such as composting. In 2025, we increased by 133% the number of units that adopted composting compared to the previous cycle. As a result, we reduced the disposal of organic waste in landfills.

133%

increase in the number of units participating in composting





All mitigation actions related to Rede D'Or's GHG emissions are developed after studies and assessments that consider scientific criteria. This is the case of the assessment of risks and opportunities related to the topic ([read more on page 141](#)), which considers transition climate scenarios from the International Energy Agency (IEA) and physical scenarios from the Intergovernmental Panel on Climate Change (IPCC).

The climate changes may increase the presence of disease transmission vectors, which negatively affects society and the Company's value chain – and drives us to develop studies to mitigate these adverse effects.

Equally relevant to the management of the Climate Change topic is the active listening of our stakeholders. Rede D'Or's internal teams are involved in initiatives such as the development and updating of Company regulations and policies, carried out based on the continuous monitoring of new legislation or guidelines and frameworks. They also participate in the development of projects for the implementation of technologies aimed at reducing GHG emissions.

We conduct internal campaigns and communications on climate change to engage employees in positive actions related to the topic. We also provide a specific training

module on the subject in our Sustainability Track at [Academia Rede D'Or](#).

We also conduct, according to demand, consultations with external consultants and specialists, suppliers, scientific communities, investors, clients, regulators and financial institutions for the development of initiatives and projects aimed at mitigating climate risks and reducing GHG emissions.

# Climate risks and impacts

GRI 3-3 [Climate change]

Rede D’Or’s climate risk management is integrated into corporate risk management. We apply the precautionary principle, with specific guidelines on mitigation and treatment for each of the events identified as risks and their impacts.

In managing climate risks, we consider two types of actions: those focused on mitigating the impacts caused by emissions from our operations and those aimed at adapting the Company to the effects of climate change.

| Impact                                                                                                                                                                                                                                                                                                                                                                                                     | Classification | Management Measures                                                                                                                                       | Objectives, Targets, and Indicators                                                                                                                                | Prevention, Mitigation, and Remediation Measures                                                                                                                                                                                                                                                             |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Increased CO <sub>2</sub> eq concentration due to the use of anesthetic gases (nitrous oxide, sevoflurane, desflurane, and isoflurane) during surgical/hospital procedures.                                                                                                                                                                                                                                | Real negative  | Monthly monitoring of related indicators. We track consumption per unit to study the quantity of gases used per patient/day.                              | Raise awareness among medical teams about the use of anesthetic gases with lower pollution potential than nitrous oxide ( <a href="#">read more on page 146</a> ). | Creation of a Working Group and a Technical Chamber to implement projects to reduce nitrous oxide use ( <a href="#">read more on page 146</a> ). The Chamber developed technical guidance on the rational use of nitrous oxide in anesthesia.                                                                |
| Refrigerant gases (HFCs), used in refrigeration systems of units (chillers and air conditioning units), have the potential to impact the ozone layer, contributing to global warming and, consequently, climate change. Leaks of HFCs during cylinder replacement and refilling, as well as through oxidized, punctured, or poorly connected pipes, promote the escape of these gases into the atmosphere. | Real negative  | Monthly verification of the quantity of refrigerant gases used.                                                                                           | Seek alternatives to replace current HFCs with refrigerant gases with lower environmental impact.                                                                  | Creation of a Working Group involving environmental, sustainability, engineering, and project professionals to map possible reasons for high consumption in certain units and periods. This Group aims to facilitate the replacement of current HFCs with refrigerant gases with lower environmental impact. |
| Burning of fossil fuels, such as automotive gasoline and diesel from energy generators, emitting CO <sub>2</sub> into the atmosphere.                                                                                                                                                                                                                                                                      | Real negative  | The Company is part of the free energy market and obtains I-RECs, enabling the traceability of consumed energy ( <a href="#">read more on page 128</a> ). | Reduce greenhouse gas emissions by 2030 ( <a href="#">read more on page 147</a> ).                                                                                 | The Company increasingly seeks to source energy from renewable sources through the Free Energy Market and Distributed Generation. Additionally, Rede D’Or seeks suppliers that adopt the use of electric fleets, reducing indirect emissions from fossil fuels.                                              |
| Waste generation from activities and GHG emissions linked to its treatment and disposal.                                                                                                                                                                                                                                                                                                                   | Real negative  | Monthly control of environmental indicators, verifying waste generation per unit and per patient/day.                                                     | Individual targets for each hospital unit to achieve the global target of a 30% recycling rate ( <a href="#">read more on page 150</a> ).                          | Development and continuous management of internal programs like the Recicla Rede ( <a href="#">read more on page 151</a> ), through which we monitor recycling rates in the units.                                                                                                                           |

CLIMATE ADAPTATION RISKS AND OPPORTUNITIES

| Impact                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Classification                                   | Management measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Objectives, targets and indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Prevention, mitigation and remediation measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Political / Regulatory / Legal:</b><br/>Context: Climate regulation in Brazil advanced in 2025. During the year, the National Climate Change Plan (Plano Clima) was established, a document that guides Brazilian climate policy through 2035. The country also implemented the Brazilian Emissions Trading System (SBCE), following Law No. 15,042/2024, enacted in December 2024. These developments mark the beginning of a new phase of discussions on the regulation of the Brazilian carbon market, which is expected to take place in the coming cycles.</p> <p>Impacts:<br/>a) Financial savings from implemented decarbonization projects and rational use/reduction of natural resource consumption;<br/>b) Emission reductions through decarbonization projects;<br/>c) Anticipation of financial contingencies imposed by regulations;<br/>d) Increase in operating costs and provisioning in the short, medium and long term to implement decarbonization projects imposed by regulations;<br/>e) Risk of emissions taxation for the sector.</p> | Potential positive (a, b, c) and negative (d, e) | <p>1. The Sustainability and Environment Management, based on the Risk Policy methodology, carried out an assessment of risks and opportunities based on climate scenarios to identify and evaluate them.</p> <p>2. Systematic monitoring of regulations by various responsible areas and forecasting of legal contingencies related to sanctions.</p> <p>3. Climate-related working groups, as well as multidisciplinary meetings within the Sustainability and Climate Change Committee.</p> | <p>1. The risk and opportunity assessment was an internal Company target with a deadline for 2023, included in the ESG Strategic Planning and SDG Program, therefore completed. The objective was to obtain a diagnosis on the topic and plan mitigation and especially climate adaptation strategies, integrating both into a single strategy.</p> <p>2. Monitoring of existing legislation is intrinsic to the Company's operations. Regarding internal carbon market legislation, the objective is to complete the internal carbon pricing project by early 2027.</p> <p>3. Climate-related targets and their progress are published annually in this Integrated Sustainability Report, with results and effectiveness of actions periodically assessed.</p> | <p>The Company has Sustainability, Climate Change, Human Rights, and Health, Safety and Environment Policies, as well as Sustainable Procurement Policies, in addition to internal standards associated with these themes, with guidelines for forecasting and implementing prevention and mitigation measures for negative impacts.</p> <p>The Reporting Channel is the main mechanism for reporting negative impacts. In addition, the Company has internal regulations on disciplinary measures for prevention, mitigation, remediation and communication of such complaints.</p> |

| Impact                                                                                                                                                                                                                                                                                                                                                     | Classification                           | Management measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Objectives, targets and indicators                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Prevention, mitigation and remediation measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Technological:</b><br>Economic impact from implementation of technological and/or operational innovations that encourage the transition to a low-carbon economy:<br>a) Reduction of operating costs through efficiency in input consumption;<br>b) Technological competitiveness;<br>c) Increase in costs due to outdated technologies.                 | Real positive (a, b) and negative (c)    | 1. The Sustainability and Environment Management, based on the Risk Policy methodology, carried out an assessment of risks and opportunities based on climate scenarios.<br>2. Systematic evaluation of economically and environmentally viable technological and operational innovations to reduce emissions from priority sources. Examples include reducing emissions from nitrous oxide (N <sub>2</sub> O) and refrigerant gases, with involvement of the Risk, Supply, and Engineering/Maintenance Departments. Practical examples include implementation of internal protocols/standards; conscious consumption procedures; feasibility assessments for substitution/discontinuation of inputs. These actions are ongoing.<br>3. Implementation of internal carbon pricing to improve technological decision-making (ongoing project initiated at the end of 2024).<br>4. Climate-related working groups and multidisciplinary meetings within the Sustainability and Climate Change Committee. | 1. The risk and opportunity assessment was an internal Company target with a deadline for 2023 and is therefore completed.<br>2. Regarding N <sub>2</sub> O, progress has been made in reducing its use. In October, expansion of the pilot initiative (initially in two units) began, achieving approximately 80% reduction in usage volume and savings of BRL 3.5 million across the Company. Additionally, in refrigerant gases, technologies prioritizing replacement of hydrofluorocarbons (HFCs) with more sustainable alternatives in hospital refrigeration were adopted.<br>3. Regarding the use of internal carbon pricing tools to prioritize projects/technologies/innovation, the objective is to complete the project by early 2027.<br>4. Climate-related targets and progress are published annually in this Integrated Sustainability Report. | The Company has Sustainability, Climate Change, Human Rights, and Health, Safety and Environment Policies, as well as Sustainable Procurement Policies, in addition to internal standards associated with these themes, with guidelines for forecasting and implementing prevention and mitigation measures for negative impacts.<br>The Reporting Channel is the main mechanism for reporting negative impacts. In addition, the Company has internal regulations on disciplinary measures for prevention, mitigation, remediation and communication of such complaints. |
| <b>Market:</b><br>Unavailability and price changes of inputs due to climate issues:<br>a) Expansion of supplier vendor list (supply chain diversification);<br>b) Cost and emissions reductions through supplier chain efficiency;<br>c) Operational failures due to lack of inputs;<br>d) Increased costs and emissions due to supply chain inefficiency. | Real positive (a, b) and negative (c, d) | 1. The Sustainability and Environment Management carried out risk and opportunity assessment based on climate scenarios.<br>2. Systematic evaluation of economically and environmentally viable technological and operational innovations to reduce emissions from priority sources (e.g., N <sub>2</sub> O and refrigerant gases).<br>3. Implementation of internal carbon pricing for improved technological decision-making (ongoing project).<br>4. Climate-related working groups and multidisciplinary meetings within the Sustainability and Climate Change Committee.                                                                                                                                                                                                                                                                                                                                                                                                                         | 1. Risk and opportunity assessment completed as part of ESG Strategic Planning and SDG Program.<br>2. ESG management of the supplier chain, including indicators, targets and objectives, is reported annually in this Integrated Sustainability Report.<br>3. The Company has internal targets for ESG evaluation of suppliers.<br>4. Climate-related targets and progress are published annually in this Integrated Sustainability Report.                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

| Impact                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Classification                                       | Management measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Objectives, targets and indicators                                                                                                                                                                                                                                                                                                                                       | Prevention, mitigation and remediation measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Reputational:</b><br>The Company may face reputational risks if it fails to meet legal or voluntary GHG reduction targets. Transparency in climate management and progress toward targets is also relevant.<br>a) Positive brand exposure among clients;<br>b) Attraction of climate-conscious investors;<br>c) Market and stakeholder trust;<br>d) Loss of clients;<br>e) Loss of investors;<br>f) Market and stakeholder distrust.                                                                                                                                                    | Potential positive (a, b, c) and negative (d, e, f)  | 1. Sustainability and Environment Management carried out risk and opportunity assessment based on climate scenarios.<br>2. Transparency in disclosures by the Investor Relations Department and senior management, as well as in this Integrated Sustainability Report and CDP (Climate) reporting.<br>3. Internal and external communication by the Marketing Management regarding the Company's positioning on climate change.<br>4. Climate-related working groups and multidisciplinary meetings within the Sustainability and Climate Change Committee.              | 1. Risk and opportunity assessment completed as part of ESG Strategic Planning and SDG Program.<br>2. Financial and sustainability/climate results are disclosed quarterly and annually, respectively.<br>3. Climate-related targets and progress are published annually in this Integrated Sustainability Report.                                                       | The Company has Sustainability, Climate Change, Human Rights, and Health, Safety and Environment Policies, as well as Sustainable Procurement Policies, in addition to internal standards associated with these themes, with guidelines for forecasting and implementing prevention and mitigation measures for negative impacts.<br>The Reporting Channel is the main mechanism for reporting negative impacts. In addition, the Company has internal regulations on disciplinary measures for prevention, mitigation, remediation and communication of such complaints. |
| <b>Acute climate events:</b><br>Socioeconomic impacts may arise from acute physical events occurring intensely in a short period (floods, droughts, heat waves, cold waves, storms, landslides, hail, fires, etc.):<br>a) Implementation of climate adaptation infrastructure projects;<br>b) Implementation of emergency/contingency plans;<br>c) Training of human resources for climate emergency preparedness;<br>d) Loss of clients;<br>e) Structural damage (infrastructure, machinery and equipment);<br>f) Loss of employees;<br>g) Bed overload;<br>h) Supply chain inefficiency. | Real positive (a, b, c) and negative (d, e, f, g, h) | 1. Sustainability and Environment Management carried out risk and opportunity assessment.<br>2. Climate adaptation planning of infrastructure by the Construction and Expansion Department.<br>3. Climate training for employees and planning of specific training for medical and care teams.<br>4. Planning for development of Climate Transition Plans.<br>5. Continued support to IDOR in research on diseases related to climate change.<br>6. Climate-related working groups and multidisciplinary meetings within the Sustainability and Climate Change Committee. | 1. Risk and opportunity assessment completed.<br>2. No objectives, targets or indicators have yet been established for infrastructure adaptation, training and climate transition plans, as strategies will be aligned with IFRS S2 requirements.<br>3. IDOR actions, objectives, indicators and targets are reported annually in this Integrated Sustainability Report. |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

| Impact                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Classification                                                  | Management measures | Objectives, targets and indicators | Prevention, mitigation and remediation measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|---------------------|------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Chronic climate events:</b><br/>Socioeconomic impacts may arise from chronic physical events that intensify over time due to climate change, including precipitation changes, thermal stress, water scarcity, temperature variability, atmospheric circulation changes, etc.:<br/>a) Increase in research on acute/chronic diseases related to climate issues (respiratory, renal, cardiovascular and vector-borne);<br/>b) Training of human resources for climate emergency preparedness;<br/>c) Implementation of climate adaptation infrastructure projects;<br/>d) Implementation of emergency/contingency plans;<br/>e) Planned expansion of beds;<br/>f) Loss of clients;<br/>g) Structural damage (infrastructure, machinery and equipment);<br/>h) Loss of employees;<br/>i) Bed overload;<br/>j) Supply chain inefficiency.</p> | Potential positive (a, b, c, d, e) and negative (f, g, h, i, j) |                     |                                    | <p>The Company has Sustainability, Climate Change, Human Rights, and Health, Safety and Environment Policies, as well as Sustainable Procurement Policies, in addition to internal standards associated with these themes, with guidelines for forecasting and implementing prevention and mitigation measures for negative impacts.</p> <p>The Reporting Channel is the main mechanism for reporting negative impacts. In addition, the Company has internal regulations on disciplinary measures for prevention, mitigation, remediation and communication of such complaints.</p> |

## STUDY ON CLIMATE RISKS AND OPPORTUNITIES

GRI 201-2, SASB HC-DY-450a.1

Rede D'Or has a study prepared in 2023 that complements the analysis of climate impacts carried out in the management of the material topic Climate Change, presented in the table on the previous pages.

This study, which addresses climate risks and opportunities (access [here](#)), was developed based on physical climate scenarios described by the United Nations Intergovernmental Panel on Climate Change (IPCC), and transition scenarios addressed by the International Energy Agency (IEA). The material represents a preliminary stage in the development of the Company's climate risk matrix.

In the physical scenarios, the analyses consider the following factors: temperature increase; heat waves; precipitation and sea-level rise under the variables of economic impact; infrastructure; and health impacts. In transition scenarios, the following are addressed: energy demand; fossil fuel consumption; and use of nitrous oxide in anesthesia ([read more on page 146](#)) under the variables of economic impact; image; and political/legal aspects.

Rede D'Or considers that acute and chronic physical risks will affect its operations in the short, medium and long term, given that extreme climate events are expected to drive crisis scenarios with

higher morbidity and mortality rates, both from accidents and chronic diseases. These events are assessed considering the health impact variable and its potential consequences: increased vector reproduction; increased demand for care due to higher incidence of respiratory, cardiovascular and renal diseases; increased demand for care due to higher incidence of zoonoses; and restricted access to healthcare facilities.

The physical risk considered to have the greatest potential impact was structural damage caused by flooding due to sea-level rise. The most relevant transition risk identified was the use of nitrous oxide in hospital operations ([read more on page 146](#)).

## REDUCTION IN NITROUS OXIDE USE

The use of nitrous oxide (N<sub>2</sub>O) as an anesthetic is a relevant topic for Rede D'Or, as it is one of the gases contributing to the greenhouse effect. We seek to reduce it by adopting several lines of action.

During the year, we implemented the N<sub>2</sub>O reduction project across the entire Company – the most important decarbonization initiative for Rede D'Or.

Performance was immediate, with a reduction of 90%<sup>1</sup> in metric tons when comparing periods before and after implementation. When assessing cumulative absolute reductions, comparing January to December 2024 with January to December 2025, the decrease reached 71%<sup>2</sup> in tCO<sub>2</sub>e emissions, demonstrating efficiency in climate mitigation.

The main initiatives developed in 2025 were:

- We enhanced sustainability attributes in magnetic resonance imaging machines, with improved management of operational signals of this equipment ([read more on page 171](#)).
- Development of a project under the Improvement Science initiative: the initiative became the largest decarbonization effort related to N<sub>2</sub>O in Latin America ([read more on page 146](#)).
- Inclusion of a lecture on the use and challenges of nitrous oxide during Rede D'Or's Environment Week.

<sup>1</sup> The 90% reduction results from comparing the amount of 13,300 tons of N<sub>2</sub>O in October 2024 (the month when the project was expanded) with the amount of 2,178.00 tons of N<sub>2</sub>O in September 2025.

<sup>2</sup> The 71% reduction results from comparing the amount of 46,858,760 tCO<sub>2</sub>e of N<sub>2</sub>O in December 2024 with the amount of 13,475,538 tCO<sub>2</sub>e of N<sub>2</sub>O in 2025.

# GHG emissions

GRI 305-1, 305-2, 305-3, 305-4, 305-5, 305-6, 305-7

Our Annual GHG Emissions Inventory has been disclosed since 2016. From 2020 onwards, we have submitted the data to external audit and disclosed it in the Public Emissions Registry. In 2025, for the fourth consecutive cycle, we received the Gold Seal from the **Brazilian GHG Protocol Program** (PBGHGP), due to transparency in disclosure.

The seal certifies Rede D’Or’s inventory for achieving the highest level of qualification in reporting, based on concepts and guidelines established by the PBGHGP and in compliance with ISO 14064-3:2007. Additionally, we include in the annually disclosed document all internationally recognized gases, as regulated by the Kyoto Protocol, as GHGs, in line with national and global methodologies.

| GHG EMISSIONS                             |                                                                      | 2025                                                 | 2024                                                  | 2023                                                 | 2020 [Baseline year for emissions targets] | Comparison with previous report |
|-------------------------------------------|----------------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------|------------------------------------------------------|--------------------------------------------|---------------------------------|
| Scope 1 (tCO <sub>2</sub> e)<br>GRI 305-1 | Scope 1 (tCO <sub>2</sub> e)                                         | 48,391 (52%)                                         | 76,147 (66%)                                          | 67,308 (62%)                                         | 70,123 (69%)                               |                                 |
|                                           | Intensity (Scope 1/patient-day)                                      | 0.015                                                | 0.027                                                 | 0.025                                                | 0.040                                      | Decreased                       |
| Scope 2 (tCO <sub>2</sub> e)<br>GRI 305-2 | Scope 2 (tCO <sub>2</sub> e)                                         | Location-based - 17,705<br>Market-based - 6,108 (7%) | Location-based - 19,120<br>Market-based - 10,670 (9%) | Location-based - 12,277<br>Market-based - 9,079 (8%) | 16,253 (16%)                               | Comparison with previous report |
|                                           | Intensity (Scope 2/patient-day)                                      | Location-based - 0.006<br>Market-based - 0.002       | Location-based - 0.007<br>Market-based - 0.004        | Location-based - 0.004<br>Market-based - 0.003       | 0.009                                      | Decreased                       |
|                                           | Scope 3 (tCO <sub>2</sub> e)<br>GRI 305-3                            | 27,423 (29%)                                         | 28,351 (25%)                                          | 31,113 (29%)                                         | 15,389 (15%)                               | Comparison with previous report |
|                                           | Intensity (Scope 3/patient-day)                                      | 0.009                                                | 0.009                                                 | 0.011                                                | 0.009                                      | Decreased                       |
|                                           | Total emissions (tCO <sub>2</sub> e) <sup>1 2 3 4 5</sup>            | 81,923                                               | 115,169                                               | 107,500                                              | 101,765                                    | Comparison with previous report |
|                                           | Total carbon intensity (tCO <sub>2</sub> e/patient-day)<br>GRI 305-4 | 0.026                                                | 0.040                                                 | 0.038                                                | 0.057                                      | Decreased                       |

<sup>1</sup> The values reported in this table for Scope 1 and total emissions do not correspond to the figures presented in the verification statement attached to this Integrated Report, as the latter does not include emissions from anesthetic gases (sevoflurane, desflurane, and isoflurane), which are greenhouse gases not regulated under the Kyoto Protocol. The values adopted for these gases, totaling 1,461.474 tCO<sub>2</sub>e, were calculated using a sector-specific methodology (Support Tool - Climate Challenge - Healthy Hospitals Project | <https://www.hospitaissaudaveis.org/DesafioClima>), converting these emissions into tCO<sub>2</sub> and including them in our Scope 1. This methodology was also adopted for defining emission reduction targets, given the high global warming potential (GWP) of these gases, as well as their sector-specific nature and widespread use in surgical procedures.

<sup>2</sup> We use the tool developed under the Brazilian GHG Protocol Program, coordinated by Fundação Getulio Vargas (FGV), which is responsible for adapting the GHG Protocol methodology to the Brazilian context and for developing calculation tools to estimate greenhouse gas (GHG) emissions. The calculation tools provided use as inputs the identified emission sources, by Scope and category according to the established methodology, as well as conversion and emission factors. We also highlight the use of a conversion tool provided by the Sustainable Hospitals Project (PHS), through the Climate Challenge, for the proper calculation of oils.

<sup>3</sup> The 2025 data cover a total of 113 units: 71 hospitals, 26 oncology units, 12 clinical laboratories, 2 research institutes, and 2 corporate offices of Rede D’Or, including lubricants and anesthetic gases.

<sup>4</sup> The intensity calculation covers only hospital units, as this is a sector-specific metric for this type of business. The term **patient-day** is a metric used in healthcare to quantify the total number of days that patients remained hospitalized during a given period (**Formula:** Patient-day=Σ (hospitalized patients x number of days of hospitalization)).

<sup>5</sup> Emissions inventories have been prepared since 2016 as part of a pilot project. Emissions data began to be disclosed externally only from 2020 onward, through the Public Emissions Registry. **GRI 2-4**

REDUCTION OF GHG EMISSIONS AS A DIRECT  
RESULT OF REDUCTION INITIATIVES, IN METRIC  
TONS OF CO<sub>2</sub> EQUIVALENT

GRI 305-5

|  |           | Gases included in the calculation | Scope where the reduction occurred | Total reduction |
|--|-----------|-----------------------------------|------------------------------------|-----------------|
|  | 33,383.23 | N <sub>2</sub> O                  | Scope 1                            | 40,608.83       |
|  | 1,414.81  | CO <sub>2</sub> (location-based)  | Scope 2                            |                 |
|  | 4,561.828 | CO <sub>2</sub> (market-based)    | Scope 2                            |                 |
|  | 1,248.974 | CH <sub>4</sub>                   | Scope 3                            |                 |

EMISSIONS ANALYSIS

GRI 305-5

In 2025, 113 Rede D'Or units were included in the Greenhouse Gas (GHG) Inventory.

During the year, total GHG emissions across Scopes 1, 2, and 3 amounted to 81,923 tCO<sub>2</sub>e. In intensity terms, the result was 0,026 tCO<sub>2</sub>e per patient-day. Compared with 2020 (0,057 tCO<sub>2</sub>e per patient-day), the baseline year for the intermediate target, this corresponds to a 54% reduction.

This reduction was largely driven by the development of projects aimed at reducing the use of nitrous oxide, with an impact on Scope 1; by the implementation of energy efficiency initiatives, as well as the annual update of emission factors for the grid and the Brazilian energy mix, along with the expansion of I-REC contracts in the Free Energy Market, with an

impact on Scope 2; and by progress in recycling and composting projects, providing proper waste disposal and an alternative to landfills, with an impact on Scope 3.

SCOPE 1

Total Scope 1 emissions reached 48,391 tCO<sub>2</sub>e in 2025. This represents a 36% reduction compared with 2024 in absolute terms. In terms of intensity per patient-day, the value was 0.015, corresponding to a 43% reduction compared with the previous cycle.

SCOPE 2

Scope 2 results are presented using two approaches: location-based, which considers emissions according to the origin of the energy consumed; and market-based, which considers the origin of the purchased energy.

In 2025, emissions amounted to 17,705 tCO<sub>2</sub>e under the location-based approach and 6,108 tCO<sub>2</sub>e under the market-based approach. In the first case, this represents a 7% reduction in absolute terms compared with 2024 and a 12% reduction when assessed per patient-day. In the second case, a 43% reduction in absolute terms was recorded, alongside a 46% reduction per patient-day.

SCOPE 3

Scope 3 emissions declined by 3%, totaling 27,423 tCO<sub>2</sub>e, compared with 28,351 tCO<sub>2</sub>e in the previous cycle. When analyzed per patient-day, the reduction was 7%.

Scope 3 emissions include upstream transport and distribution, operational solid waste, and business travel.

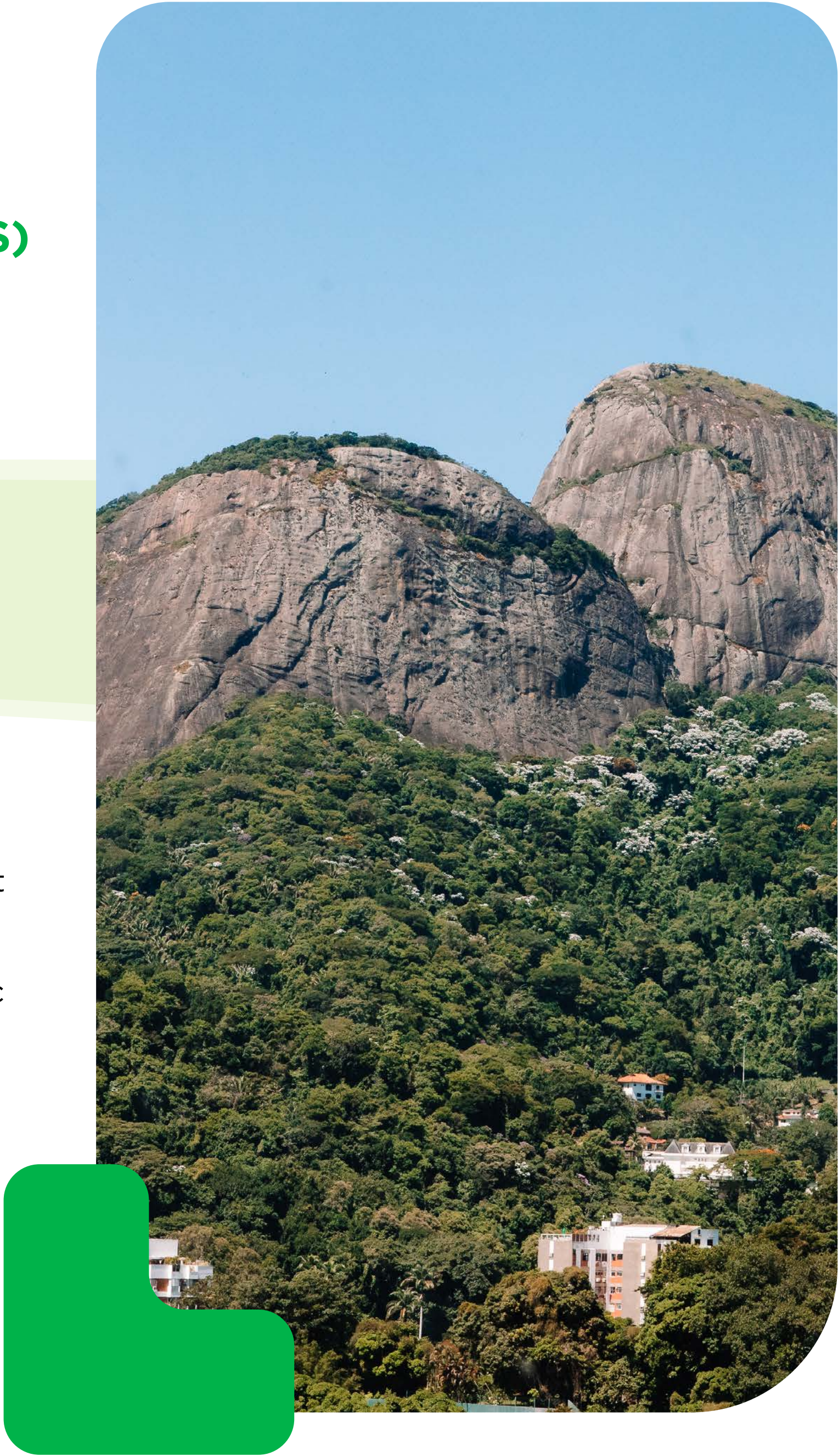
# EMISSIONS OF OZONE-DEPLETING SUBSTANCES (ODS)

GRI 305-6

The substances considered ozone-depleting under this indicator — and included in the Montreal Protocol — are:

- Halon;
- Carbon Tetrachloride (CTC);
- Hydrochlorofluorocarbon (HCFC);
- Chlorofluorocarbon (CFC); and
- Methyl Bromide.

At Rede D’Or, the use of HCFC-22 (R22), a refrigerant gas used in air-conditioning systems, has been mapped. According to the calculation tool of the GHG Protocol (FGV version), one metric ton of CFC-11 is equivalent to approximately 4,660.00 tCO<sub>2</sub>e. Thus, in 2025, total emissions reached 2,161.57 tCO<sub>2</sub>e, corresponding to approximately 0.8164 metric tons of CFC-11 equivalent.



# EMISSIONS OF NO<sub>x</sub>, SO<sub>x</sub> AND OTHER SIGNIFICANT ATMOSPHERIC EMISSIONS

GRI 305-7

As a service-sector company, Rede D’Or does not have processes that result in significant atmospheric emissions of NO<sub>x</sub>, SO<sub>x</sub>, persistent organic pollutants (POPs), volatile organic compounds (VOCs), hazardous air pollutants (HAPs), or particulate matter (PM).

Following the “[The 1988 Sofia Protocol concerning the Control of Emissions of Nitrogen Oxides or their Transboundary Fluxes](#)”, NO<sub>x</sub> is considered as the sum of NO and NO<sub>2</sub>.

In the base year 2025, emissions of N<sub>2</sub>O ([read more on page 146](#)), were recorded, which is one of the nitrogen oxides (NO<sub>x</sub>). During the cycle, a total of 51.7561 metric tons of N<sub>2</sub>O, were accounted for in Scopes 1 and 3 (direct and indirect emissions, respectively).

# Waste

GRI 3-3 [Waste], 306-1, 306-2

Our core activity — the provision of healthcare services — results in a high level of waste generation. In this context, we manage this material topic with the objective of achieving at least a 30% recycling rate by 2030.



We operate in full compliance with legal requirements in the locations where we operate. We follow the guidelines of the **Brazilian National Solid Waste Policy** (Law nº 12,305/2010) and **Resolution RDC 222/2018** of the **National Health Surveillance Agency** (Anvisa), which regulates best practices for waste management in healthcare services.

Internally, we rely on several instruments and tools that guide employees in waste management:

- **An internal policy providing guidelines on proper healthcare waste management;**
- **Instructions for the preparation and management of Healthcare Waste Management Plans (PGRSS) at each unit;**
- **Supplier Assessment and Development for the Sustainable Supply Chain;**
- **Definition of roles and responsibilities of those directly or indirectly involved in healthcare waste management;**
- **Several standard operating procedures related to the topic; and**
- **Environmental audits.**

Our **Health, Safety, and Environment Policy**, published on the Company's Investor Relations website for both employees and external stakeholders, also addresses practices related to waste management.

These instruments underpin the Recicla, Rede Program, aimed at developing actions to reduce waste generation, encourage reverse logistics, reuse, and recycling, and expand the use of recycled materials. As a result, in 2025 we achieved a 17.8% recycling rate, representing a two-percentage-point increase compared with the previous cycle.

The main initiatives that enabled this improvement were related to training and engagement. During the year, we developed informational booklets that explain in a practical way how good practices can be implemented and highlight improvement opportunities for units to enhance recycling actions. In addition, meetings of the “Incentiva, Rede” Working Group (**read more on page 124**) addressed the topic with the participation of specialists and knowledge-sharing among units.

In 2025, we launched the **Recicla, Rede Award**, recognizing units that excelled in different areas of the program. Three categories were created: “Top Recycler,” “Highest Engagement,” and “Most Improved.” The top three units in each category were recognized. The initiative was designed to foster internal engagement on the topic.

The Award winners are:

## Top Recycler:

**1st PLACE:** Vila Nova Star Hospital (São Paulo, SP)

**2nd PLACE:** Orthoservice Hospital (São José dos Campos, SP)

**3rd PLACE:** São Luiz Jabaquara Hospital (São Paulo, SP)

## Highest Engagement:

**1st PLACE:** São Marcos Hospital (Recife, PE)

**2nd PLACE:** Ribeirão Pires Hospital and Maternity (Ribeirão Pires, SP)

**3rd PLACE:** Esperança Recife Hospital (PE) and Esperança Olinda Hospital (PE)

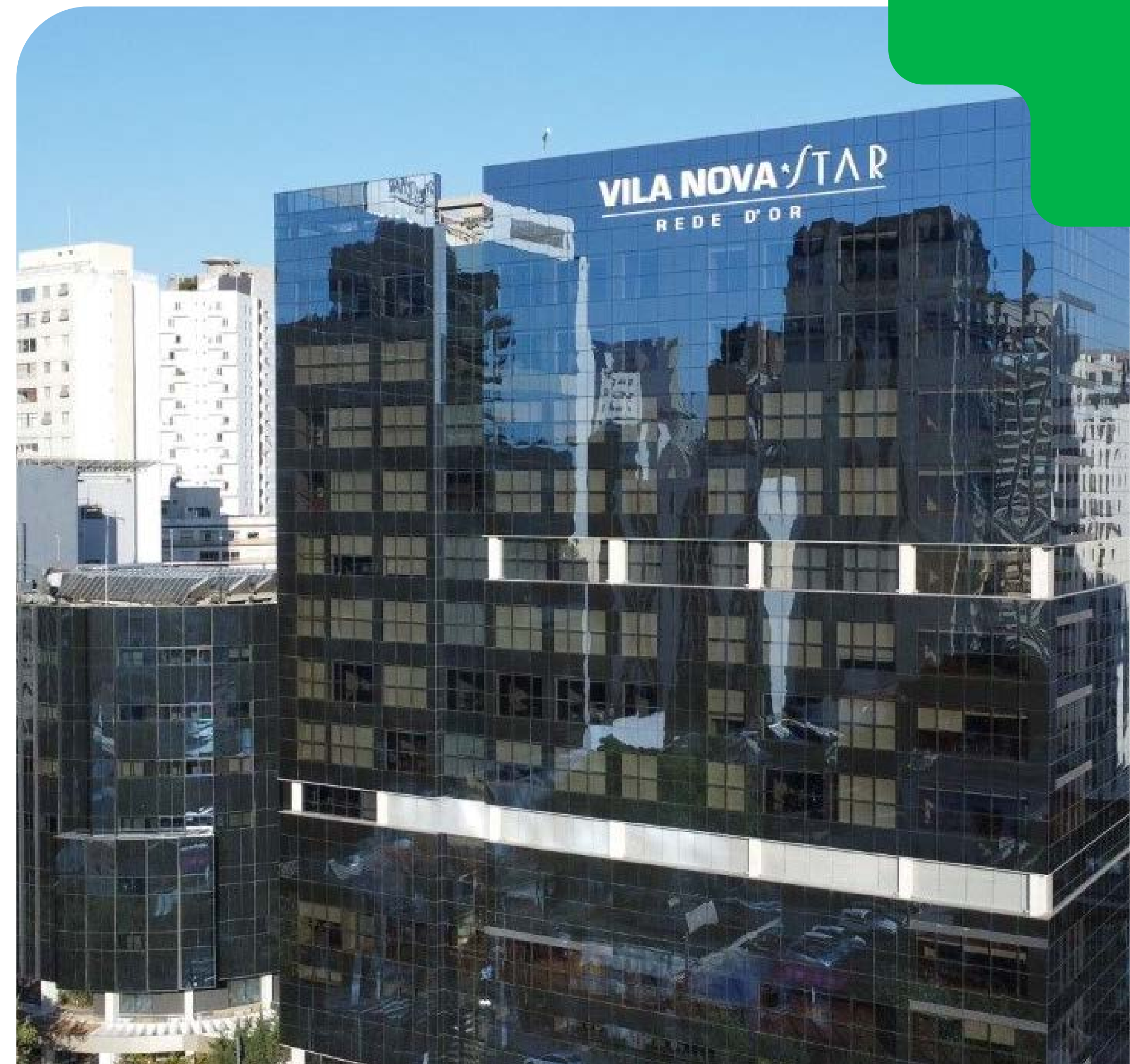
## Most Improved:

**1st PLACE:** Vila Nova Star Hospital (São Paulo, SP)

**2nd PLACE:** São Luiz Campinas Hospital and Maternity (SP)

**3rd PLACE:** Biocor Hospital (Nova Lima, MG)

Another highlight of the year was a 133% increase in the number of units implementing composting, reaching 21 units. This contributed to reducing the disposal of organic waste in landfills.



## Healthcare Waste Management Plans

GRI 3-3, 306-2

All units have Healthcare Waste Management Plans (PGRSS) approved by the competent regulatory authority, which guide the identification of environmental aspects and impacts related to waste management.

Oversight of PGRSS implementation is the responsibility of the Corporate Sustainability and Environment team. The area also conducts annual internal environmental audits to ensure compliance with Company standards and procedures, as well as municipal, state, and federal legislation. Externally, it monitors third-party providers to ensure the proper collection, transport, treatment, disposal, and final destination of waste.

The PGRSS defines actions such as employee awareness campaigns and training; internal and external environmental audits; allocation of dedicated teams to ensure the acquisition and renewal of environmental licenses; and monthly monitoring of environmental indicators and recycling targets.

These initiatives aim at preventing the materialization of negative impacts identified by Rede D'Or in waste management, which may affect the value chain both upstream and downstream. These include:

- **Transmission of diseases associated with pathogenic microorganisms in infectious waste;**
- **Creation of unhealthy environments, corrosive atmospheres, or fire risks due to contact with incompatible materials;**
- **Contamination of water sources due to improper waste disposal; and**
- **Saturation of landfills and greenhouse gas emissions during decomposition.**

After identifying risks and impacts at each unit and conducting audits to assess management effectiveness, action plans are developed to enhance positive actions that reduce waste generation and increase recycling rates. Results are monitored through evidence such as waste transport manifests and final disposal certificates, recycling rates, and valid environmental licenses.

Additionally, environmental impact assessments at each unit are reviewed every two years. Internal engagement is also promoted through training programs on the topic.

The results of these initiatives generate positive impacts both internally and for society. Materials sent for recycling serve as a revenue source for partner cooperatives, while compostable organic waste can be used as fertilizer and donated to employees and local NGOs.

Rede D'Or's reputation is also positively influenced by its waste management actions. The Company is included in stock exchange indices such as ISE and ICO2, which require evidence of good environmental practices and track record.



# Generation and disposal

GRI 306-1, 306-2, 306-3, 306-4, 306-5, SASB HC-DY-150a.1

We measure and monitor waste generation, segregation, packaging, collection, storage, recycling, treatment, and final disposal, as well as the protection of public health and the environment.

Waste indicators are monitored monthly through the Resource Advisor system from Schneider Electric. Units enter cost and generation data along with supporting documentation. Exceptions include newly acquired units, oncology centers, and laboratories, which report data manually through spreadsheets.

Internally, we monitor reported data to identify and correct inconsistencies, discrepancies, or reporting failures.

Waste generated in our operations may be non-hazardous (organic and inorganic) or hazardous (biological, sharp, and chemical). All waste is properly managed in accordance with Brazilian legislation and its specific classification.

Hazardous waste may pose occupational and environmental risks depending on its type and degree of hazard. Non-hazardous waste may also present environmental pollution risks.

Only non-hazardous waste that is technically or economically unfeasible to recycle or reuse is sent to landfills. Hazardous waste is treated by specialized companies: chemical waste is incinerated, while biological and sharps waste is primarily treated through autoclaving.

Disposable supplies are segregated at the source by hygiene teams. They are weighed and packaged in accordance with Anvisa’s **RDC 222/2018**. Subsequently, they are collected and treated by outsourced companies. These suppliers undergo a qualification process involving technical and legal document assessment, as well as audits of facilities and processes before contracting and periodically thereafter. Non-compliant suppliers may be disqualified.

In 2025, we observed an increase in the volume of X-ray film waste. The replacement of this material with digital imaging systems led to the disposal of this stock through environmentally appropriate channels.

A reduction in recyclable dry waste generation was also recorded, explained by the decrease in waste from lead aprons, electronic equipment, and hospitality materials. This resulted from equipment and furniture replacements and upgrades carried out in 2024 and previous cycles, eliminating the need for further acquisitions in 2025. Additionally, greater adherence to reverse logistics projects was observed across units.

The increase in organic waste not sent for final disposal was driven by the growing number of units that adopted composting practices in their operations. Similarly, there was an increase in the total volume of waste sent for recycling compared to previous years, particularly organic waste directed to composting, which contributed to reducing the volume of waste sent for final disposal.



WASTE GENERATED BY COMPOSITION (T)

GRI 306-3

| Classification            | Composition                                 | 2025              | 2024              | 2023              |
|---------------------------|---------------------------------------------|-------------------|-------------------|-------------------|
| Group A                   | Healthcare Waste - Infectious               | 8,544.79 (20.6%)  | 8,473.16 (21.2%)  | 8,268.02 (21.9%)  |
| Group B                   | Healthcare Waste - Chemical                 | 635.39 (1.5%)     | 622.79 (1.6%)     | 523.16 (1.4%)     |
| Group D                   | Healthcare Waste - General (residual waste) | 26,285.25 (63.5%) | 25,221.10 (63.1%) | 24,832.71 (65.8%) |
| Group E                   | Healthcare Waste - Sharps                   | 495.36 (1.2%)     | 518.64 (1.3%)     | 527.36 (1.4%)     |
| Hazardous recyclables     | Lamps                                       | 9.61 (~0.0%)      | 7.84 (~0.0%)      | 6.45 (~0.0%)      |
|                           | Batteries                                   | 13.39 (~0.0%)     | 12.75 (~0.0%)     | 4.38 (~0.0%)      |
|                           | Electronic waste                            | 52.86 (~0.1%)     | 56.96 (~0.1%)     | 100.29 (1.3%)     |
|                           | Lead apron                                  | 0.45 (~0.0%)      | 0.60 (~0.0%)      |                   |
|                           | Implants                                    | 0.54 (~0.0%)      | 0.65 (~0.0%)      |                   |
|                           | Hospital instruments                        | 0.26 (~0.0%)      | 0.19 (~0.0%)      |                   |
|                           | X-ray film                                  | 0.13 (~0.0%)      | 0.02 (~0.0%)      |                   |
| Non-hazardous recyclables | Paper, metal, plastic, glass, among others  | 3,607.66 (8.7%)   | 4,220.00 (10.6%)  | 2,984.44 (7.9%)   |
|                           | Organic waste                               | 1,715.84 (4.1%)   | 773.82 (1.9%)     | 478.08 (1.3%)     |
|                           | Hospitality waste                           | 45.84 (~0.1%)     | 49.21 (0.1%)      |                   |

|                                                            |            |           |           |
|------------------------------------------------------------|------------|-----------|-----------|
| Total waste generated (t)                                  | 41,407.358 | 39,957.74 | 37,724.87 |
| Total patient-days (used in intensity calculation)         | 2,940,969  | 2,801,076 | 2,716,028 |
| Waste generation intensity (t/patient-day)                 | 0.0139     | 0.0141    | 0.0138    |
| Waste generation intensity (t/patient-day) - Non-hazardous | 0.0032     | 0.0107    | 0.0104    |
| Waste generation intensity (t/patient-day) - Hazardous     | 0.0032     | 0.0034    | 0.0034    |

WASTE NOT DIRECTED TO FINAL DISPOSAL (T)

GRI 306-4

| Classification                                            | Composition                                | Recovery operation (off-site) | 2025             | 2024             | 2023             |
|-----------------------------------------------------------|--------------------------------------------|-------------------------------|------------------|------------------|------------------|
| Hazardous waste                                           | Lamps                                      | Recycling                     | 9.61 (0.2%)      | 7.84 (0.2%)      | 6.45 (0.2%)      |
|                                                           | Batteries                                  |                               | 13.39 (0.2%)     | 12.75 (0.2%)     | 4.38 (0.1%)      |
|                                                           | Electronic waste                           |                               | 52.86 (1.0%)     | 56.96 (1.1%)     | 100.29 (2.8%)    |
|                                                           | Lead aprons                                |                               | 0.45 (0.0%)      | 0.60 (~0.0%)     |                  |
|                                                           | Medical instruments                        |                               | 0.26 (0.0%)      | 0.19 (~0.0%)     |                  |
|                                                           | X-ray films                                |                               | 0.13 (0.0%)      | 0.02 (~0.0%)     |                  |
|                                                           | Implants                                   | Co-processing                 | 0.54 (0.0%)      | 0.65 (0.0%)      | 0.00 (~0.0%)     |
| Non-hazardous waste                                       | Food waste                                 | Composting                    | 1,715.84 (31.5%) | 773.82 (15.1%)   | 478.08 (13.4%)   |
|                                                           | Paper, metal, plastic, glass, among others | Recycling                     | 3,607.66 (66.2%) | 4,220.00 (82.4%) | 2,984.44 (83.5%) |
|                                                           | Hospitality waste                          |                               | 45.84 (0.8%)     | 49.21 (1.0%)     |                  |
| Total waste diverted from disposal (t)                    |                                            |                               | 5,446.58         | 5,122.04         | 3,573.63         |
| Intensity of waste diverted from disposal (t/patient-day) |                                            |                               | 0.0019           | 0.0018           | 0.0013           |

WASTE DIRECTED TO DISPOSAL (T)

GRI 306-5

| Classification                                                | Composition         | Disposal operation (outside the organization) | 2025                 | 2024              | 2023                       |
|---------------------------------------------------------------|---------------------|-----------------------------------------------|----------------------|-------------------|----------------------------|
| Hazardous waste                                               | HCW – Infectious    | Other disposal operations (autoclaving)       | 6,695.89 (18.6%)     | 6,422.66 (18.4%)  | 6,245.42 (18.3%)           |
|                                                               |                     | Incineration (without energy recovery)        | 1,848.90 (5.1%)      | 2,050.5 (5.9%)    | 2,022.6 (5.9%)             |
|                                                               | HCW – Chemical      | Incineration (without energy recovery)        | 635.4 (1.8%)         | 622.79 (1.8%)     | 523.16 (1.5%)              |
|                                                               | HCW – Sharps        | Other disposal operations (autoclaving)       | 394.22 (1.1%)        | 399.22 (1.1%)     | 350.94 (1.0%) <sup>1</sup> |
|                                                               |                     | Incineration (without energy recovery)        | 101.14 (0.3%)        | 119.42 (0.3%)     | 176.42 (0.5%) <sup>1</sup> |
|                                                               | Non-hazardous waste | HCW – General (non-recyclable)                | Landfill confinement | 22,347.78 (62.1%) | 21,944.94 (63.0%)          |
| Organic                                                       |                     |                                               | 3,937.47 (10.9%)     | 3,276.16 (9.4%)   |                            |
| Total waste directed to final disposal (t)                    |                     |                                               | 35,960.781           | 34,835.70         | 34,151.24                  |
| Total patient-days (used in intensity calculation)            |                     |                                               | 2,940,969            | 2,801,076         | 2,716,028                  |
| Intensity of waste directed to final disposal (t/patient-day) |                     |                                               | 0.012                | 0.012             | 0.012                      |

<sup>1</sup> The total amount of hazardous waste (sharps) destined for autoclaving and incineration without energy recovery, for 2023, was adjusted from 176.42 (0.5%) and 350.94 (1.0%) to 350.94 (1.0%) and 176.42 (0.5%), respectively. [GRI 2-4](#)

## PARTNERSHIPS FOR REVERSE LOGISTICS, REDUCTION, REUSE, AND RECYCLING

GRI 306-2, 306-3

We adopt good waste management practices. All our units have identified bins for the collection of each type of material. We provide a Selective Collection Guide and carry out educational campaigns, awareness actions, and training to engage employees in proper segregation and disposal practices.

An example of internal actions with positive impact is the reuse of SMS wraps, a material used to package sterilized medical-hospital articles, to produce eco-friendly bags, phone-holders, car trash bins and aprons, among other uses.

In addition to internal actions, we rely on partnerships to expand the reach of our initiatives in this area. In 2025, these actions gained further momentum, with positive results:

### Partnership with Steris

Aimed at the recycling of sterilized metal tubes. These materials, used in autoclaves to test the effectiveness of sterilization processes, were previously disposed of as common or biological waste. In 2025, the pilot project carried out in São Paulo was expanded to Rio de Janeiro, increasing from 28 to 46 participating units.

### Partnership with Becton Dickinson (BD)

Together with the company, we developed BD Recicla, a project to collect syringes used to flush IV lines and direct them to recycling. These materials contain only saline solution and do not include needles; therefore, they do not require disposal as infectious waste. The initiative was expanded in 2025, increasing from two to five participating units, with the inclusion of Morumbi, Vila Nova Star, and Anália Franco hospitals, in São Paulo (SP).

### Partnership with Nespresso

An initiative to recollect coffee capsules used in our units so they can be recycled by the supplier. In 2025, we increased from 15% to 34% the share of capsules purchased and sent for recycling. Additionally, we implemented the reverse logistics process in one corporate unit in Rio de Janeiro (RJ).

During the year, we continued the partnership with the Lindoya Verão brand. Through this initiative, we prioritize the purchase of water bottles with reduced use of polyethylene terephthalate (PET) in their composition.

# 8

## Intellectual capital

Interactive  
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- D'Or Institute for Research and Education (IDOR)
- Education
- Care technology and Clinical Engineering

# D'Or Institute for Research and Education (IDOR)

GRI 3-3 [R&D, innovation, and education in healthcare]

The **D'Or Institute for Research and Education (IDOR)** is a non-profit organization founded in 2010, dedicated to advancing science and improving human living conditions. Rede D'Or is its main sponsor, with investments focused on developing cutting-edge research and new technologies in the healthcare field. The Institute's physical structure includes:

- **Its headquarters in Rio de Janeiro (RJ), in the Botafogo neighborhood;**
- **A research-focused space within Glória D'Or Hospital, in Rio de Janeiro (RJ), with a teaching vocation;**
- **A teaching facility on Rua da Glória, also in Rio de Janeiro (RJ);**
- **A unit in São Paulo (SP);**
- **A unit in Salvador (BA); and**
- **A unit in Brasília (DF).**

In addition to its own facilities, the Institute relies on Rede D'Or's infrastructure as a support to conduct research in other Brazilian capitals. In all these locations, researchers and scientists from different backgrounds work in an integrated manner across research, education, and innovation.

Over its 15-year history, IDOR has repeatedly contributed to national and international public health. Investments in research and scientific production have resulted in improved clinical outcomes for patients. Key highlights include understanding the role of the Zika virus in nervous system malformations; developing new diagnostic approaches for dementia; research addressing the COVID-19 pandemic, including clinical drug assessments and monitoring more

than 6,000 volunteers for the Oxford/AstraZeneca study in Brazil; and later support for the development of Coronavac/Butantan and Clover vaccines.

The management of the material topic of R&D, innovation, and education in healthcare is therefore directly linked to the work carried out with IDOR. Guided by **IDOR's Innovation Policy**, the Institute generates real and potential positive impacts for society through basic, translational, and clinical research in healthcare, knowledge dissemination and professional training across education levels, international technology and knowledge transfer, and expanded use of data and digital technology.



IDOR’s engagement with multiple stakeholder groups supports the collection of inputs for developing initiatives aimed at improving the Company’s quality of care. It also contributes to designing new initiatives and solutions such as the Pioneering Science project, which supports talent development, attraction, and retention to produce frontier science in Brazil. Another stakeholder supported is the National Network for Science for Education, which seeks to investigate and introduce best teaching practices into classrooms.

RESEARCH AND DEVELOPMENT  
TRAJECTORY

On March 12, 2025, IDOR celebrated its 15th anniversary. To mark the occasion, the Institute launched the IDOR Podcast with the season “Trajetórias” (Trajectories). The nine episodes released during the year share stories of individuals who have pursued research and supported science within the organization. All episodes are available on [YouTube](#) and [Spotify](#).

To celebrate the 15th anniversary, a [video](#) was also produced presenting IDOR’s history, data, and key milestones.

More than **75,000** citations

More than **2,500** publications in international journals

International partnerships with the highest number of publications: Monash University (Australia), University of Oxford (England), University of Barcelona (Spain), Queen’s University Kingston (Canada), Harvard University (USA).

412 publications with more than 1,300 citations in 2024 and 2025, with collaboration across more than 80 countries.

**TOP 10**

collaborating  
institutions in  
Brazil

**TOP 10**

international  
collaborating  
institutions

More  
than **1,400**

research  
institutions with  
international  
partnerships

### SUSTAINABILITY IN RESEARCH

In 2025, IDOR began the process of obtaining the My Green Lab certification, an international benchmark in sustainability for research environments. The goal is to review and enhance laboratory practices by incorporating environmental criteria into researchers' daily processes.

This initiative is part of a broader set of institutional measures focused on environmental responsibility and aligning research activities with contemporary issues.



# Production and research

GRI 203-2, 3-3 [R&D, innovation, and education in healthcare]

IDOR has contributed to the scientific community and society with more than 2,500 publications, which have received over 75,000 citations in internationally recognized journals. During its 15 years, the Institute has established partnerships with more than 1,400 research institutions in over 80 countries, resulting in nearly half of its published work.

Major scientific achievements stem from partnerships with renowned institutions both in Brazil and abroad. Domestic collaborations include work with Fiocruz, UFRJ, Unifesp, UFBA, and USP; internationally, partnerships include Stanford, UCLA, and UC Berkeley.

Relevant research areas since the Institute’s founding include neuroscience and intensive care studies. Currently, research lines span 15 areas, with emphasis on pediatrics, oncology, cardiology, pathology, and hematology. In 2025, patient quality and safety were added.

The Applied Neuropsychology Center (CNA) exemplifies multidisciplinary work. The CNA team includes specialists in neurology, psychiatry, speech therapy, radiology, and psychology, conducting research and providing specialized multidisciplinary care for children and adolescents with learning difficulties, and adults and older adults with memory impairment or signs of dementia. The center also develops clinical protocols for investigating neurodegenerative disorders.

|                                          | 2025             | 2024             | 2023               |
|------------------------------------------|------------------|------------------|--------------------|
| Number of published articles             | 320              | 172              | 192                |
| Number of citations                      | 436              | 241              | 324                |
| Number of researchers                    | 122              | 122              | 123                |
| Researchers in training                  | 81               | 58               | Not reported       |
| Number of studies                        | 214              | 178              | Not reported       |
| Countries with collaboration             | +80 (since 2010) | +80 (since 2010) | +80 (since 2010)   |
| International publication collaborations | 1,480            | 1,472            | 1,100 (since 2010) |

The research highlights in 2025 are:

- **Advances in early Alzheimer’s diagnosis:** a study published in *Nature Communications* showed that plasma levels of the pTau217 protein can accurately identify Alzheimer-related brain changes before clinical symptoms appear. [Learn more](#). IDOR professionals also participated in the Alzheimer Expert 2025 Symposium.
- **New pathways for preventing and treating atrial fibrillation:** research coordinated by UFRJ in partnership with IDOR was published in *Nature Cardiovascular Research*, contributing to the prevention of stroke and dementia risks. [Learn more](#).

## OPERATIONAL PLATFORMS

IDOR operates through four platforms supporting research and business development, which saw significant infrastructure expansion in 2025:

- **Translational platform:** we have advanced technological resources for biochemical and molecular analyses and cellular development, supporting research focused on identifying diagnostic and prognostic biomarkers, particularly in oncology, neurology, and cardiology, as well as cellular therapy development.
- **Clinical research platform:** conducts nationwide clinical trials independently and in partnership with the pharmaceutical industry.
- **Integrated Care & Research Platform (API):** a new integrated research initiative launched in 2025, combining basic science and clinical research to connect laboratory information, molecular pathology, and clinical data in oncology.

- **Imaging acquisition and processing platform:** state-of-the-art equipment integrated into shared analytical infrastructure.
- **Neuromodulation platform:** non-invasive brain stimulation equipment used in neurological and psychiatric clinical research and rehabilitation.

In 2025, IDOR conducted 214 studies and had 81 researchers in training.

## STORIES OF RESEARCHERS

Neuroscientist Roberto Lent, from IDOR, was a finalist in the 2nd Academic Jabuti Award in the Science Communication category. His book *“Existo, logo penso – Histórias de um cérebro inquieto”* compiles chronicles published between 2019 and 2023 in the newspaper *O Globo*.

## INTERNATIONAL RECOGNITION

In 2025, researchers affiliated with IDOR and Rede D'Or were recognized in two major global rankings assessing scientific impact in various subjects:

- **Ranking developed by Stanford University in partnership with Elsevier**, which identifies the top 2% most influential scientists in the world based on metrics such as number of citations, the h-index — a metric that combines researchers' productivity and scientific impact — and authorship relevance.
- **Ranking by Research.com**, which analyzes discipline-specific indicators, such as the D-index, reflecting the impact of publications within the researcher's primary field of expertise.

[Learn more](#) about the recognized researchers and their areas of expertise.

## Congresses and symposia

GRI 3-3 [R&D, innovation, and education in healthcare]

IDOR organizes major scientific events, including congresses and symposia, as well as smaller events such as preceptorships and meetings, to foster information exchange, multidisciplinary integration, and alignment of clinical practices within Rede D'Or. In 2025, 159 events were held, bringing together more than **24,000** participants.

Key events included:

- **International Symposium on Molecular Pathology**: the symposium took place at a time of growing demand for qualified professionals to perform molecular testing and interpret results. Over two days, with 12 hours of scientific programming, the event brought together more than 120 participants, including pathologists, oncologists, molecular biologists, and hematologists. Key topics included laboratory techniques, liquid biopsy, tumor signatures, the use of AI in pathology, and cancer epigenetics.

- **10th International Oncologia D'Or Congress - Onco in Rio**: the event featured 120 hours of scientific programming, with nine international speakers, 326 national speakers, and 3,600 participants.
- **Oncologia D'Or International Symposia**: five events were held, bringing together more than 2,000 participants to discuss major advances across different areas of oncology: Hematology (May, Rio de Janeiro), Uro-oncology (July, Recife), Thoracic tumors (August, Brasília), Gastrointestinal tumors (September, Curitiba), and Women's cancers (October, São Paulo).
- **1st International Ortopedia D'Or Congress - Orto in Rio**: the event gathered nearly 900 attendees for more than 40 hours of scientific programming. A total of 220 speakers discussed the latest developments across orthopedic specialties, including spine, hip, knee, foot and ankle, shoulder and elbow, hand, microsurgery, trauma, and sports medicine.

- **6th BEL-G Bariatric Endoscopy Live Global:** the world's largest online bariatric endoscopy event was supported by IDOR in this edition. During the program, 26 global centers of excellence connected for over 12 hours of live procedure broadcasts. In the sessions, 41 specialists from five continents discussed and debated interventions, providing real-time insights and diverse perspectives. The Brazilian representative was São Luiz Itaim Hospital (SP), which hosted five procedures in its endoscopy unit—three of them unprecedented: fat transplantation, magnetic anastomosis, and gastric mucosal ablation for weight loss. In total, the event had 13,756 participants from 158 countries.

During the year, IDOR and the Latin America team of the Bridge project [Brain Research International Data Governance & Exchange] participated in the Latin America Bioimaging (Labi) Meeting, held in Buenos Aires. The event brought together scientists in the field of bioimaging, technology developers, and researchers from different countries, fostering scientific collaboration and the use of bioimaging technologies to address complex biological challenges.

## PRECEPTORSHIPS AND MEETINGS

Smaller events focused on specific topics and designed for a specialized audience. Due to their more intimate nature, they foster greater interaction between participants and speakers, allowing for more in-depth discussions.



## MEETINGS, AND SESSIONS

IDOR supports the organization of regular meetings that bring together, either in person or online, professionals from various medical specialties across Brazil.

In 2025, the 594 meetings and sessions organized by IDOR brought together more than 20,000 participants. Key specialties included oncology, cardiology, hepatology, palliative care, transplantation, and gastroenterology.

## Directorate of Care Transformation, Innovation, and Artificial Intelligence

In the second half of 2025, Rede D'Or began structuring a new area: the Directorate of Care Transformation, Innovation, and Artificial Intelligence. Its main pillars of activity will be intrapreneurship and open innovation.

The initial efforts of the new directorate focused on mapping the main initiatives already developed by the Company across these three areas, spanning various fronts of operation. In this context, the development of a corporate

solutions portfolio is one of the planned actions. Once successful local innovations are identified, they may be incorporated into this portfolio, which will serve to disseminate and enable their replication across all units.

The promotion of intrapreneurship will be driven through workshops, mentoring programs aimed at transforming ideas into prototypes, and the creation of an annual award to recognize the best initiatives.

In the area of open innovation, the focus is on strengthening Rede D'Or's relationship with the external ecosystem, including startups and investment funds, as well as positioning the Company in innovation rankings and awards.

## ARTIFICIAL INTELLIGENCE

GRI 3-3 [R&D, innovation, and education in healthcare]

The use of artificial intelligence (AI) in research drives the development of innovative solutions. The objective is to improve the accuracy, agility, and quality of patient care across Rede D'Or.

IDOR has an intensive care research area with a dedicated line of work focused on analyzing large datasets from intensive care units (ICUs), using machine learning techniques.

The use of AI tools enables the identification of patterns that help explain the progression of different patient profiles, assess the impact of procedures, and guide future care decisions—ultimately improving team performance and optimizing the use of resources within these units.

In imaging research, AI tools are being developed to support the diagnosis of pulmonary diseases. These efforts are structured into two research lines, each using different AI approaches.

At Rede D'Or, AI is applied across multiple stages of the patient care journey. It supports the development of screening solutions to identify oncology patients, individuals with liver disease, endometriosis, rheumatologic conditions, and other pathologies—enabling faster and more accurate diagnoses.

Artificial intelligence is also used in hospital scheduling management. Managing missed appointments and exams helps reduce treatment and diagnostic times, improving patient care. The adoption of generative AI is another advancement, enabling the analysis of patient satisfaction survey comments and facilitating physicians' access to patients' full clinical histories.

In 2025, a new AI-driven innovation in patient care was implemented. A voice transcription tool, activated with prior consent, records consultations and generates pre-filled clinical documents for physicians, incorporating the guidance and observations provided to patients during hospital visits. To date, 13 units have adopted this tool.

The use of digital prescriptions is another recent development, allowing patients to receive prescriptions via QR code on their smartphones. In 2025, Rede D’Or also migrated protocols, medical certificates, and test requests to digital formats. Additionally, our Medical Relationship Portal has reduced the need for paper-based processes in physician registration

and Diagnostic and Therapeutic Support Services (DTS/SADT). Together, these initiatives contribute to reducing paper consumption, thereby minimizing the environmental impact of the Company’s operations.

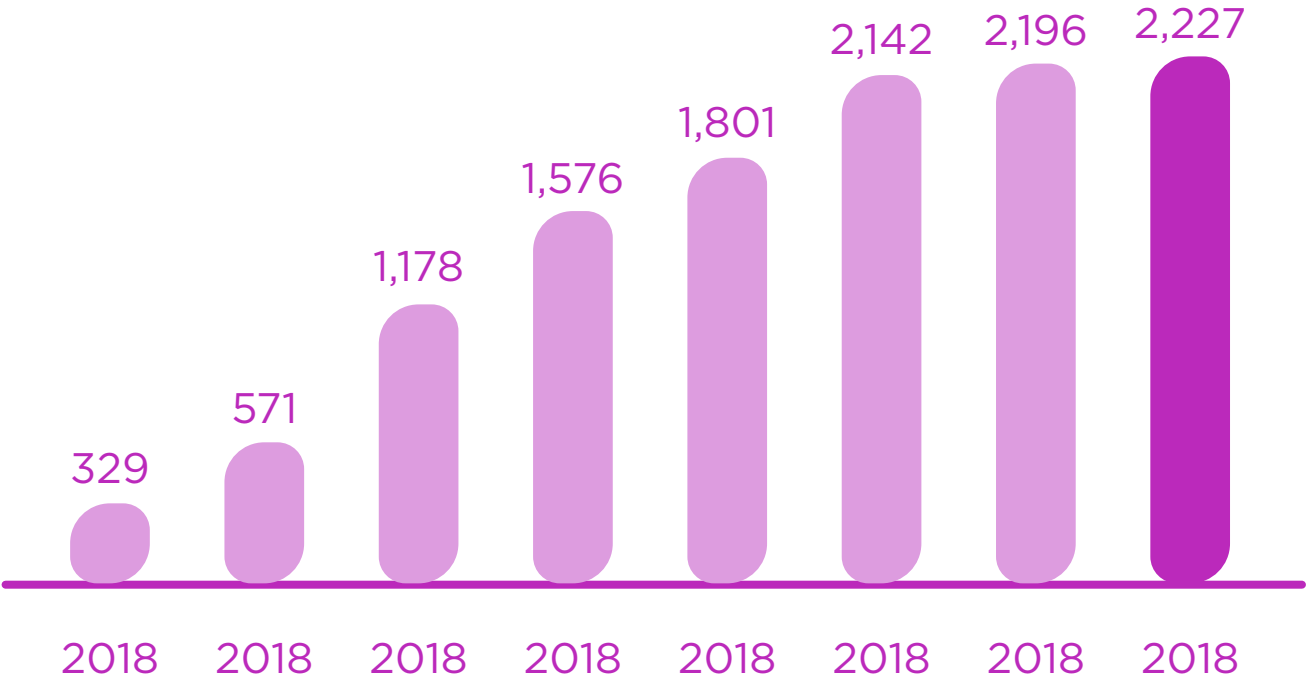
OPEN D’OR

Another area that supports IDOR’s innovation process is Open D’Or – an agency that conducts market studies, identifies innovation opportunities, supports the attraction of public and private investment, negotiates partnerships, manages R&D&I projects and intellectual property assets, and fosters scientific entrepreneurship.

Open D’Or is also dedicated to fostering a culture of innovation through the IDOR Meeting on Science, Technology and Innovation, internal training, and innovation incentive policies.

|                                                                | 2025    | 2024    | 2023    |
|----------------------------------------------------------------|---------|---------|---------|
| Number of proposals submitted to innovation calls              | 5       | 3       | 4       |
| Number of potential partners mapped                            | 2,227   | 2,196   | 2,142   |
| Number of contracts signed                                     | 38      | 24      | 45      |
| Number of technical visits                                     | 1       | 1       | 3       |
| Number of prospecting actions                                  | 9       | 14      | 25      |
| Amount contracted in Partnership Agreements (BRL)              | 524,584 | 629,101 | 629,101 |
| Number of products under development                           | 10      | 10      | 10      |
| Number of patent applications and software registrations filed | 1       | 1       | 1       |

POTENTIAL PARTNERS MAPPED



In 2025, the five proposals we submitted to innovation calls were approved, resulting in BRL 5.98 million investments.

# Education

GRI 203-2

IDOR's work in education contributes to the training and development of physicians and other healthcare professionals. The Institute coordinates more than 70 medical residency programs and two multiprofessional residency programs in Rede D'Or hospitals.

Since 2017, we have maintained IDOR Medical Sciences College, with different levels of education, from undergraduate to postgraduate and doctorate. A total of 850 professionals have already been trained. In 2025, there were 11 in undergraduate programs and 109 in medical and multiprofessional residencies. The employability rate of our students is around 90%.

In 2025, we inaugurated a new stage in IDOR's education area. We launched the first class of the Nursing Technician course in Rio de Janeiro (RJ). With more than 35 students enrolled, the opening represents the arrival of the technical school in the state. The program will last two years, with theoretical and practical classes, to prepare students to work in different healthcare contexts.

IDOR's Technical School now has units in Rio de Janeiro and São Paulo.

At Rede D'Or, in a complementary manner, we coordinate dozens of continuing medical education initiatives, such as congresses, symposia and other events, which directly impact more than 20 thousand healthcare professionals across the country each year.

|                                                | 2025 | 2024  | 2023  |
|------------------------------------------------|------|-------|-------|
| Doctoral Programs                              | 1    | 1     | 1     |
| Postgraduate Programs (classes)                | 17   | 16    | 13    |
| Undergraduate Program                          | 3    | 3     | 3     |
| Academic internship program in medicine        | 6    | 6     | 6     |
| Academic internship program in pharmacy        | 3    | 1     | 1     |
| Medical residency programs                     | 73   | 64    | 64    |
| Multiprofessional residency programs           | 2    | 4     | 4     |
| Healthcare professionals trained and qualified | 850  | 1,227 | 1,300 |

In 2025, considering postgraduate, undergraduate, technical school, short- and medium-term courses, medical and multiprofessional residency, and academic internship, we offered 152 classes in total, above the 103 in the previous cycle.

## PSYCHOLOGY UNDERGRADUATE PROGRAM

GRI 3-3 [R&D, innovation and education in healthcare]

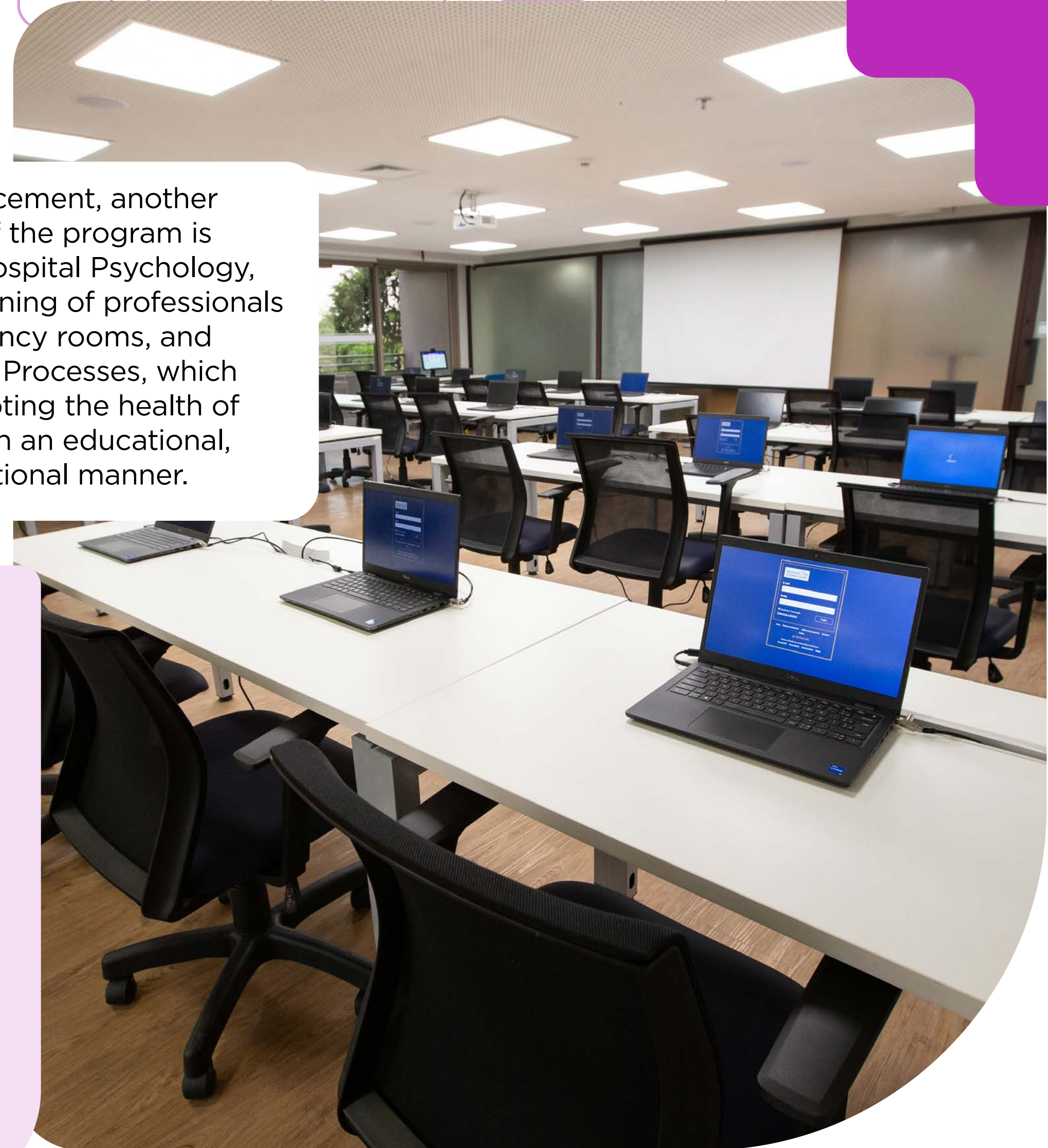
At Faculdade IDOR, we offer an undergraduate degree in psychology. Innovatively, its curriculum is based on a proactive, creative, humanistic, critical and analytical view of the world and of professional practice.

Faculdade IDOR works in close partnership with IDOR's Neuroscience Research Center, the Applied Neuropsychology Center (CNA), and IDOR's Memory Clinic. In addition to guaranteed

curricular internship placement, another distinguishing feature of the program is the in-depth study of Hospital Psychology, which prioritizes the training of professionals in hospitals and emergency rooms, and Psychology and Clinical Processes, which is responsible for promoting the health of individuals and groups in an educational, preventive and interventional manner.

### PSYCHOLOGIST FOR A DAY

In 2025, IDOR held the first edition of the event "Be a Psychologist for a Day!". The initiative brought together more than 70 participants, including high school students and undergraduates interested in learning more closely about the profession in practice. The proposal was to present an immersion in the daily life of the field through two thematic simulations, guided by the teaching staff: Clinical Psychology and Neuropsychology. In addition to these practical activities, students learned about the different segments of Psychology and the skills involved in each of them.



## SCIENCE IN SCHOOLS

GRI 3-3 [R&D, innovation and education in healthcare]

In 2025, two highlighted IDOR initiatives sought to inspire high school students to pursue scientific production and research. These actions reinforce the Institute's commitment to training new talent. See them below:

IDOR Day, which provides an immersion in healthcare careers for students from public and private schools and their guardians, reached its third edition in Rio de Janeiro (RJ). In the year, it had more than 230 participants. The program included the following themes:

- **Consultation on Stage:** simulation of the physician-patient relationship, focusing on communication and decision-making.
- **From DNA to Gene Editing (CRISPR):** introduction to the technique that allows DNA to be "rewritten".
- **OCD and Impulses:** exploration of Obsessive-Compulsive Disorder and its relationship with impulsivity.

Other activities held annually at IDOR Day include: First Aid Workshop, Neuroscience and Behavior Circuit, Mini Microscopy Lab, Clinical Research and Radiological Image Processing workshops, Scientific Curiosities Exhibition, and the Professions Mirror.

*Férias com Ciência*, (Vacation with Science) held in July in Rio de Janeiro (RJ) during the school break, welcomed more than 40 students in 2025 for an immersion in the research environment.

Through practical workshops, laboratory visits and conversations with researchers, participants got to know different areas of science up close. The program included themes and spaces such as:

- **Imaging Center and the Image Processing laboratories, with a Neuroimaging Workshop;**
- **Molecular Biology and Cellular Reprogramming laboratories, featuring a DNA Extraction Workshop;**
- **Neurocognition Workshop;**
- **Miniature Memory with *C. elegans*;**
- **Extracellular Vesicles Workshop; and**
- **Lecture: Cancer - Understanding to Prevent.**

## Faculty development

In 2025, IDOR promoted the first Naped Day, an initiative of the Center for Pedagogical Support and Teaching Experience (Naped). The event was a workshop on EPAs (Entrustable Professional Activities) and faculty development.

EPAs are a modern competency-based assessment and training model used in health education. Naped Day brought together professors, coordinators, preceptors and researchers from IDOR's different teaching areas, including undergraduate, postgraduate and technical programs, in a moment of integration and exchange of experiences.

The event promoted reflections on the role of EPAs in the assessment processes of students in training and in service-training programs.

# Care technology and Clinical Engineering

Investing in hospital infrastructure—through the acquisition and upgrading of state-of-the-art equipment, as well as the continuous training of the professionals who operate it—means continuously striving for the best possible clinical outcomes. This is an effort undertaken by Rede D’Or through its Clinical Engineering area, which aims to maximize the performance and efficiency of hospital equipment available on the market to deliver excellence in patient care.

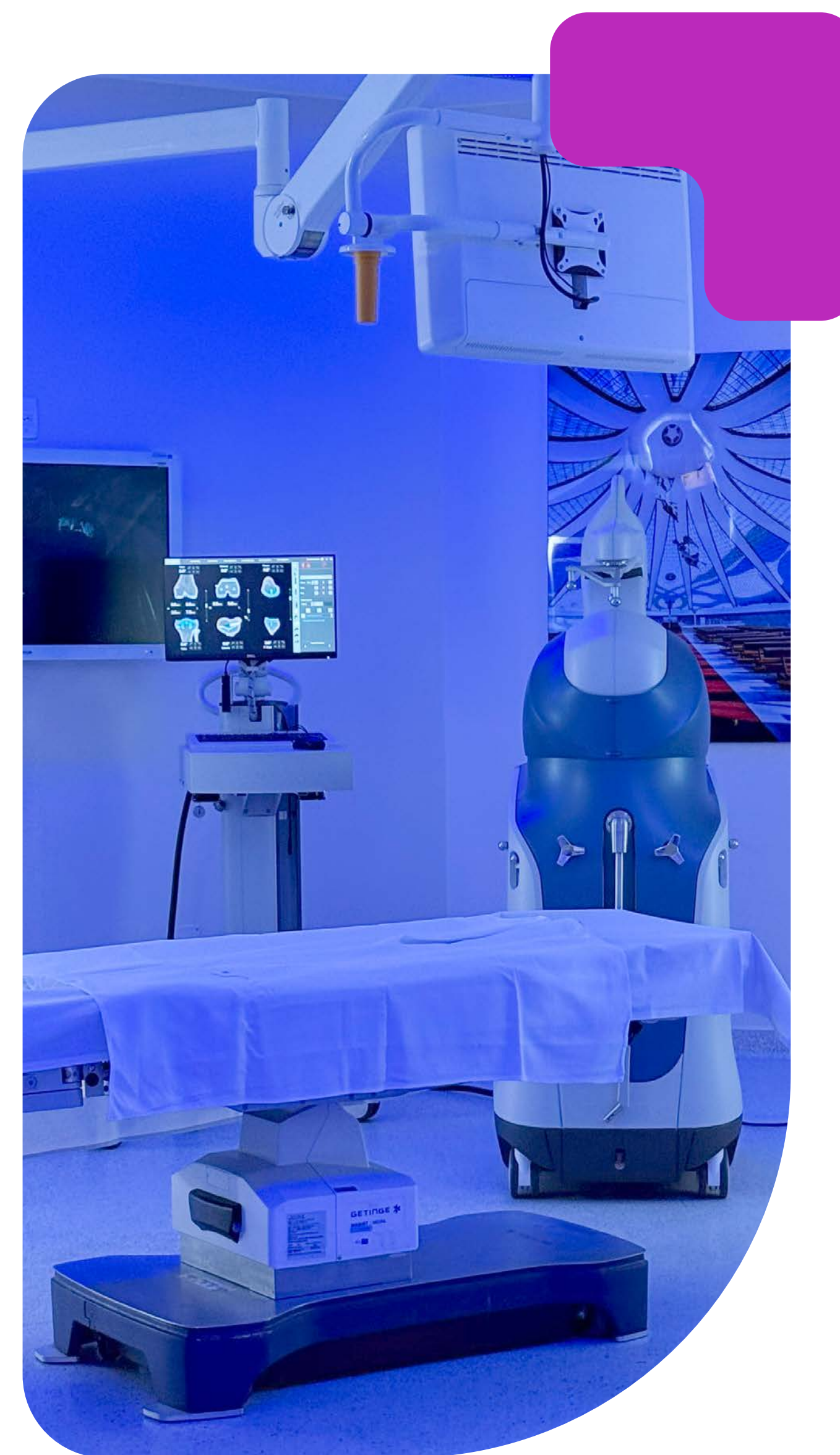
Rede D’Or’s Clinical Engineering acts as a strategic pillar in the identification, qualification and implementation of medical technologies, ensuring that each investment translates into safety and quality of care. After selecting the most appropriate equipment for acquisition, work is carried out so that their use maximizes clinical outcomes.

The constant analysis of performance and efficiency in the use of hospital equipment

and technologies allows Rede D’Or to allocate them to the most appropriate units for each type of clinical need. We add to these evaluations predictive, preventive and corrective maintenance, which ensure the preservation of the infrastructure offered to patients.

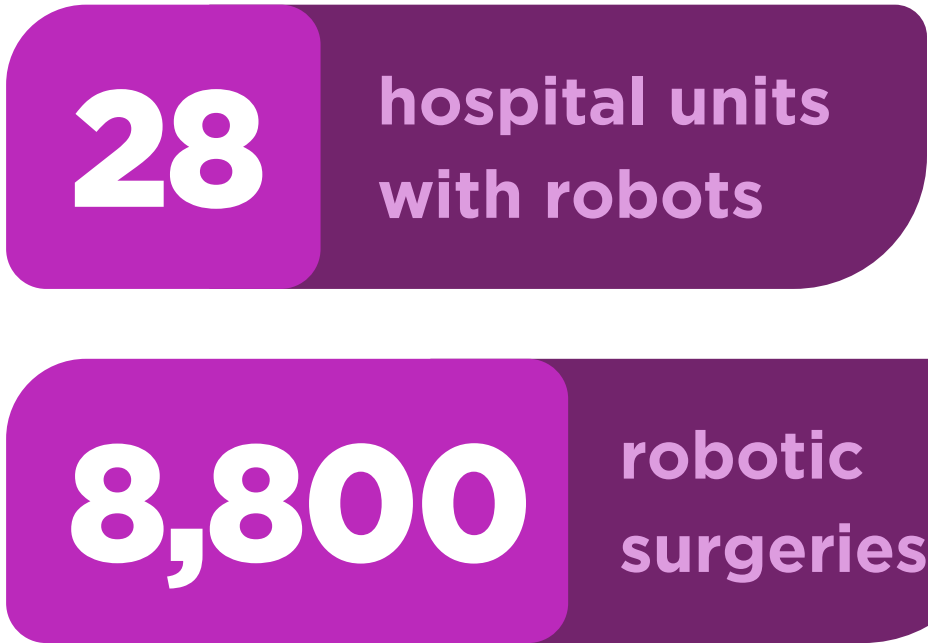
In 2025, we expanded our robotic fleet, which reached 35 robots operating in 28 different hospital units. During the year, we acquired new equipment for the orthopedics area, with superior functionality and technology and greater precision for performing medical procedures.

Another important investment made by Rede D’Or during the year was in strengthening the structure for transplants. We expanded the use of specific equipment for elastography, plethysmography, cardiopulmonary exercise testing, pH monitoring and manometry exams, which support the medical teams working with organ transplants.



Our magnetic resonance imaging fleet was expanded in 2025, reaching 100 installed machines, eight more than in the previous cycle. During the year, we invested in the efficiency of this area by implementing exam accelerators: software and hardware applied to the equipment, resulting in productivity gains between 25% and 30%. With this, we reduced exam time and increased patient comfort.

The sustainability attributes of magnetic resonance imaging machines were also expanded in 2025. We adopted improved management of the operating signals of these devices, with remote monitoring of temperature, humidity and energy consumption. This made it possible to reduce helium gas consumption, increasing the interval between refills. This effort adds to that of 2024, when we acquired equipment with sealed magnet technology, which does not require large volumes of this gas to keep the magnetic field active.



TRACEABILITY OF MATERIALS

In 2025, we continued the pilot project for material traceability, which aims to reduce the loss of tools and medications. To this end, the proposal is to have a precise inventory system in the units. The initiative will also make it possible to transfer surplus items to other hospitals.

During the year, we identified new suppliers for this system. The researched solutions will be tested considering safety and quality parameters. Currently, all Star units use this tool, in addition to two other hospitals, Copa D’Or and Clínica São Vicente, both in Rio de Janeiro (RJ).

The implementation of the system brings the following benefits to our operations:

- **Improved patient safety:** enables the tracking of instruments and materials, reducing the risk of infections and errors.
- **Increased efficiency:** automates processes, reducing time and manual effort.
- **Inventory control:** supports effective inventory management, preventing shortages or excess of materials.
- **Regulatory compliance:** meets the requirements of standards and regulations, such as RDC No. 15/2012, a technical standard issued by Agência Nacional de Vigilância Sanitária (Anvisa), which establishes requirements for good practices in the processing of health products.
- **Cost reduction:** minimizes losses and waste, while optimizing resource allocation.
- **Quality improvement:** enables the monitoring and enhancement of processes, improving the quality of services.

## 3D PRINTING: INNOVATION AND SUSTAINABILITY

Maternidade Star, in São Paulo (SP), developed an innovative project in the Clinical Engineering area, incorporating technologies such as 3D printing and machining to create tailor-made solutions, focused on reducing operational failures, costs and equipment downtime. The initiative was the winner of the ESG Highlight Award ([read more on page 30](#)) in the Governance category.

The project operates on two complementary fronts. The first involves the development of support for the connection plate of Hill Rom Progressa model beds, which frequently broke when connecting and disconnecting from the wall coupling, compromising communication with the monitoring center. The second involves creating safe and standardized support for fixing multiparameter monitors in transport incubators, replacing improvised methods that posed a risk of falling and damaging the equipment.

The results achieved demonstrate the initiative's positive impact. After the adoption of printed bed support, mechanical failures were eliminated, reducing to zero the occurrences related to the problem. Before the solution, between November 2022 and August 2024, seven corrective maintenance interventions had been recorded,

with an average of 94 days of downtime per occurrence and a total cost of BRL 12,957.81. The development and manufacture of multiple units of the support cost BRL 3,030.

In the case of the monitors, replacing improvised fixings with the machined support, with an investment of BRL 3,282, eliminated the risk

of falling. Previously, a single occurrence had generated an estimated loss of BRL 20 thousand. In addition to reducing potential costs, the solution increased operational safety and the reliability of the equipment during transport, according to the nursing team's perception.





# 9 Financial capital

Interactive   
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- Economic performance
- Investments

REDE D'OR

# Economic performance

## DISTRIBUTION OF ADDED VALUE (IN BRL THOUSAND) GRI 201-1

|                                                            | 2025                | 2024                | 2023                |
|------------------------------------------------------------|---------------------|---------------------|---------------------|
| <b>Revenues</b>                                            | <b>58,458,112</b>   | <b>53,060,544</b>   | <b>48,302,139</b>   |
| Sales of goods, products and services                      | 26,923,381          | 24,458,491          | 22,797,558          |
| Insurance operations revenue                               | 32,636,847          | 29,454,827          | 26,719,752          |
| Provision for disallowances                                | (1,495,659)         | (1,313,188)         | (1,371,237)         |
| Other revenues                                             | 393,543             | 460,414             | 156,066             |
| <b>Benefits and claims</b>                                 | <b>(19,745,722)</b> | <b>(20,121,071)</b> | <b>(19,263,465)</b> |
| Benefit and redemption expenses                            | (19,745,722)        | (20,121,071)        | (19,263,465)        |
| <b>Inputs acquired from third parties</b>                  | <b>(14,368,777)</b> | <b>12,701,233</b>   | <b>(11,422,650)</b> |
| Cost of services sold                                      | (13,162,979)        | (11,540,091)        | (10,544,797)        |
| Materials, energy, third-party services and other expenses | (769,781)           | (805,776)           | (983,604)           |
| Asset impairment/recovery                                  | (436,017)           | (355,366)           | 105,751             |
| <b>Gross added value</b>                                   | <b>24,343,613</b>   | <b>20,238,240</b>   | <b>17,616,024</b>   |
| <b>Depreciation and amortization</b>                       | <b>(1,831,830)</b>  | <b>(1,633,536)</b>  | <b>(1,500,033)</b>  |
| <b>Net added value</b>                                     | <b>22,511,783</b>   | <b>18,604,704</b>   | <b>16,115,991</b>   |
| <b>Added value received in transfer</b>                    | <b>8,012,205</b>    | <b>5,812,237</b>    | <b>9,483,233</b>    |
| Equity income result                                       | 41,349              | 48,864              | (5,673)             |
| Financial revenues                                         | 11,296,700          | 7,864,530           | 9,317,468           |
| Financial result from insurance contract                   | (3,325,844)         | (2,101,157)         | (2,240,285)         |
| <b>Total added value</b>                                   | <b>30,523,988</b>   | <b>24,416,941</b>   | <b>25,599,224</b>   |
| <b>Distribution of added value</b>                         | <b>(30,523,988)</b> | <b>(24,416,941)</b> | <b>(25,599,224)</b> |
| Personnel and charges                                      | (9,556,843)         | (8,482,950)         | (8,216,159)         |
| Taxes, fees and contributions                              | (3,529,493)         | (3,077,135)         | (2,211,890)         |
| Interest, rents and other operational expenses             | (12,594,029)        | (8,922,736)         | (13,057,474)        |
| Dividends and interest on equity                           | (4,799,272)         | (1,523,329)         | (899,728)           |
| Retained earnings                                          | (44,351)            | (2,410,791)         | (1,213,973)         |

# Investments

GRI 203-1

In 2025, our investments, excluding the amounts allocated to mergers and acquisitions, reached BRL 3.28 billion. The amount is 3.3% higher than in 2024, mainly due to the purchase of the property of Hospital e Maternidade São Luiz Anália Franco and disbursements related to expansion projects, including the development of greenfield and brownfield projects ([read more on page 63](#)).

Investments allocated to maintaining our operations totaled BRL 576 million, equivalent to 1.83% of net revenue from hospitals, oncology and other operations recorded in the period (1.65% in the previous year).

In 2025, we continued with our strategy of organic and sustainable growth, with an increase of 501 beds compared to the end of last year.



# Appendices

## EMPLOYEES

GRI 2-7

| WORKFORCE | 2025               |                    |                   |                    |                    |                   |
|-----------|--------------------|--------------------|-------------------|--------------------|--------------------|-------------------|
|           | Men                |                    |                   | Women              |                    |                   |
|           | Full-time          |                    |                   | Full-time          |                    |                   |
|           | Under 30 years old | 30 to 50 years old | Over 50 years old | Under 30 years old | 30 to 50 years old | Over 50 years old |
| North     | 93                 | 67                 | 11                | 261                | 334                | 17                |
| Northeast | 980                | 2,852              | 617               | 2,164              | 8,476              | 1,424             |
| Midwest   | 576                | 746                | 88                | 1,595              | 2,360              | 380               |
| Southeast | 4,431              | 7,935              | 1,676             | 13,348             | 26,110             | 4,956             |
| South     | 66                 | 70                 | 28                | 228                | 472                | 111               |
| Total     | 6,146              | 11,670             | 2,420             | 17,596             | 37,752             | 6,888             |

## TOTAL NUMBER OF EMPLOYEES

|           | 2025      |           |
|-----------|-----------|-----------|
|           | Men       | Women     |
|           | Full-time | Full-time |
| North     | 171       | 612       |
| Northeast | 4,449     | 12,064    |
| Midwest   | 1,410     | 4,335     |
| Southeast | 14,042    | 44,414    |
| South     | 164       | 811       |
| Total     | 20,236    | 62,236    |

Note 1: Only full-time employees are presented, because part-time work is not Rede D'Or's practice.

Note 2: Only the male and female genders were identified.

## WORKERS WHO ARE NOT EMPLOYEES

GRI 2-8

| Type of hiring                          | 2025   | 2024  | 2023   |
|-----------------------------------------|--------|-------|--------|
| Direct hiring                           |        |       |        |
| Third parties                           | 16,489 | S/I   | 16,416 |
| Indirect hiring (through a third party) |        |       |        |
| Apprentices                             | 916    | 951   | 1,083  |
| Temporary workers                       | 795    | 208   | 550    |
| Interns                                 | 421    | 244   | 364    |
| Total                                   | 18,621 | 1,403 | 18,413 |

## OPERATIONS ASSESSED FOR RISKS RELATED TO CORRUPTION

GRI 205-1

|                                                                     | 2025  | 2024  | 2023  |
|---------------------------------------------------------------------|-------|-------|-------|
| Total number of operations assessed for risks related to corruption | 5,198 | 2,380 | 6,973 |
| % of operations assessed                                            | 100%  | 100%  | 100%  |

Note: There was an increase in the total number of operations assessed for risks related to corruption (118%) compared to 2024. This was due to reassessments of cases whose deadline had expired (two years). In addition, the volume of requests also increased. Companies classified as low risk are reassessed every two years, while medium- and high-risk companies are reassessed annually.

Note: In October 2024, we strengthened the management of Occupational Health and Safety (OHS) for the outsourced workforce through the implementation of a specialized corporate software solution. The system was adopted to centralize information, standardize processes, and ensure full traceability of operational data. For the 2025 reporting period, five operational units (Perinatal; Santa Helena; Jutta Batista; Esperança Recife; and Biocor) were designated as pilot projects to test, validate, and improve the integration, data collection, and analysis processes of contracted companies. In these units, the monitored workforce comprises a total of 16,489 outsourced professionals.

The main categories of services provided include:

- Cleaning and maintenance services;
- Building maintenance; and
- Food preparation services;
- Security services.

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

| BY<br>FUNCTIONAL<br>CATEGORY | 2025                                                                          |        |                                             |        | 2024                                                                          |                |                                             |                | 2023                                                                          |        |                                             |                |
|------------------------------|-------------------------------------------------------------------------------|--------|---------------------------------------------|--------|-------------------------------------------------------------------------------|----------------|---------------------------------------------|----------------|-------------------------------------------------------------------------------|--------|---------------------------------------------|----------------|
|                              | Received<br>communication<br>on anti-corruption<br>procedures and<br>policies | %      | Received<br>anti-<br>corruption<br>training | %      | Received<br>communication<br>on anti-corruption<br>procedures and<br>policies | % <sup>1</sup> | Received<br>anti-<br>corruption<br>training | % <sup>1</sup> | Received<br>communication<br>on anti-corruption<br>procedures and<br>policies | %      | Received<br>anti-<br>corruption<br>training | % <sup>1</sup> |
| Board<br>member              | 0                                                                             | 0.00%  | 0                                           | 0.00%  | 10                                                                            | 0.02%          | 0                                           | 0.00%          | 7                                                                             | 0.01%  | 0                                           | 0.00%          |
| Director                     | 14                                                                            | 0.06%  | 200                                         | 0.27%  | 156                                                                           | 0.25%          | 48                                          | 0.20%          | 148                                                                           | 0.23%  | 38                                          | 0.24%          |
| Management                   | 29                                                                            | 0.13%  | 506                                         | 0.69%  | 446                                                                           | 0.72%          | 149                                         | 0.61%          | 423                                                                           | 0.66%  | 83                                          | 0.53%          |
| Supervisor                   | 225                                                                           | 0.99%  | 3,753                                       | 5.10%  | 10,326                                                                        | 16.78%         | 8,834                                       | 35.95%         | 2,684                                                                         | 4.22%  | 591                                         | 3.79%          |
| Professional                 | 0                                                                             | 0.00%  | 0                                           | 0.00%  | 0                                                                             | 0.00%          | 0                                           | 0.00%          | 0                                                                             | 0.00%  | 0                                           | 0.00%          |
| Operational                  | 22,380                                                                        | 98.82% | 69,124                                      | 93.94% | 50,601                                                                        | 82.23%         | 15,543                                      | 63.25%         | 60,356                                                                        | 94.87% | 14,868                                      | 95.43%         |
| Technical                    | 0                                                                             | 0.00%  | 0                                           | 0.00%  | 0                                                                             | 0.00%          | 0                                           | 0.00%          | 0                                                                             | 0.00%  | 0                                           | 0.00%          |
| <b>Total</b>                 | <b>22,648</b>                                                                 |        | <b>73,583</b>                               |        | <b>61,539</b>                                                                 |                | <b>24,574</b>                               |                | <b>63,618</b>                                                                 |        | <b>15,580</b>                               |                |

Note: Change in % formula. The years 2023 and 2024 used the total number of employees as denominator, but as GRI 2-7 covers only CLT employees and GRI 205-2 also includes legal entities, it is not possible to use the total from GRI 2-7 as denominator. [GRI 2-4](#)

| BY<br>REGION | 2025                                                                          |        |                                             |        | 2024                                                                          |                |                                             |                | 2023                                                                          |                |                                             |                |
|--------------|-------------------------------------------------------------------------------|--------|---------------------------------------------|--------|-------------------------------------------------------------------------------|----------------|---------------------------------------------|----------------|-------------------------------------------------------------------------------|----------------|---------------------------------------------|----------------|
|              | Received<br>communication<br>on anti-corruption<br>procedures and<br>policies | %      | Received<br>anti-<br>corruption<br>training | %      | Received<br>communication<br>on anti-corruption<br>procedures and<br>policies | % <sup>1</sup> | Received<br>anti-<br>corruption<br>training | % <sup>1</sup> | Received<br>communication<br>on anti-corruption<br>procedures and<br>policies | % <sup>1</sup> | Received<br>anti-<br>corruption<br>training | % <sup>1</sup> |
| North        | 296                                                                           | 1.31%  | 1,153                                       | 1.57%  | 603                                                                           | 0.98%          | 153                                         | 0.62%          | 555                                                                           | 0.87%          | 132                                         | 0.85%          |
| Northeast    | 3,544                                                                         | 15.65% | 15,137                                      | 20.57% | 13,909                                                                        | 22.60%         | 4,667                                       | 18.99%         | 14,089                                                                        | 22.15%         | 3,057                                       | 19.62%         |
| Midwest      | 1,713                                                                         | 7.56%  | 4,859                                       | 6.60%  | 4,295                                                                         | 6.98%          | 1,789                                       | 7.28%          | 5,388                                                                         | 8.47%          | 1,314                                       | 8.43%          |
| South        | 291                                                                           | 1.28%  | 631                                         | 0.86%  | 877                                                                           | 1.43%          | 842                                         | 3.43%          | 819                                                                           | 1.29%          | 141                                         | 0.91%          |
| Southeast    | 16,804                                                                        | 74.20% | 51,803                                      | 70.40% | 41,855                                                                        | 68.01%         | 17,123                                      | 69.68%         | 42,770                                                                        | 67.23%         | 10,936                                      | 70.19%         |
| <b>Total</b> | <b>22,648</b>                                                                 |        | <b>73,583</b>                               |        | <b>61,539</b>                                                                 |                | <b>24,574</b>                               |                | <b>63,621</b>                                                                 |                | <b>15,580</b>                               |                |

Note: Change in % formula. The years 2023 and 2024 used the total number of employees as denominator, but as GRI 2-7 covers only CLT employees and GRI 205-2 also includes legal entities, it is not possible to use the total from GRI 2-7 as denominator. [GRI 2-4](#)

TAX APPROACH GRI 207-1

| Type of contract                      | 2025                 |         | 2024                 |         | 2023                 |         |
|---------------------------------------|----------------------|---------|----------------------|---------|----------------------|---------|
| Federal taxes, fees and contributions | 2,577,999,983.51     | (76.8%) | 2,630,564,089.31     | (81.7%) | 2,316,822,175        | (81.1%) |
| State taxes and fees                  | 1,377,974.37         | (0.0%)  | 1,079,445.80         | (0.0%)  | 905,263              | (0.0%)  |
| Municipal taxes, fees and others      | 778,627,327.75       | (23.2%) | 587,050,077.02       | (18.2%) | 540,881,393          | (18.9%) |
| <b>Total</b>                          | <b>3,358,005,286</b> |         | <b>3,218,693,612</b> |         | <b>2,858,608,830</b> |         |

NEW EMPLOYEE HIRES AND TURNOVER GRI 401-1

| TURNOVER     | 2025         |              |              |              |            |              |               |              |               |               |            |              |
|--------------|--------------|--------------|--------------|--------------|------------|--------------|---------------|--------------|---------------|---------------|------------|--------------|
|              | Men          |              |              |              |            |              | Women         |              |               |               |            |              |
|              | <30          |              | 30-50        |              | >50        |              | <30           |              | 30-50         |               | >50        |              |
|              | Hires        | Terminations | Hires        | Terminations | Hires      | Terminations | Hires         | Terminations | Hires         | Terminations  | Hires      | Terminations |
| North        | 50           | 27           | 22           | 18           | 1          | 2            | 171           | 90           | 135           | 96            | 1          | 6            |
| Northeast    | 478          | 322          | 545          | 582          | 31         | 71           | 1,180         | 721          | 1,909         | 2,187         | 68         | 224          |
| Midwest      | 307          | 261          | 199          | 254          | 8          | 15           | 882           | 676          | 795           | 903           | 44         | 61           |
| Southeast    | 2,625        | 1,864        | 2,278        | 2,155        | 223        | 241          | 8,139         | 5,180        | 8,872         | 7,661         | 741        | 820          |
| South        | 54           | 43           | 31           | 43           | 5          | 3            | 140           | 103          | 183           | 197           | 12         | 14           |
| <b>Total</b> | <b>3,514</b> | <b>2,517</b> | <b>3,075</b> | <b>3,052</b> | <b>268</b> | <b>332</b>   | <b>10,512</b> | <b>6,770</b> | <b>11,894</b> | <b>11,044</b> | <b>866</b> | <b>1,125</b> |

| TOTAL<br>NUMBER OF<br>EMPLOYEES | 2025          |               |                   |               |                   |               |
|---------------------------------|---------------|---------------|-------------------|---------------|-------------------|---------------|
|                                 | Men           | Women         | New hire rate (%) |               | Turnover rate (%) |               |
|                                 |               |               | Men               | Women         | Men               | Women         |
| North                           | 171           | 612           | 42.69%            | 50.16%        | 35.09%            | 40.77%        |
| Northeast                       | 4,449         | 12,064        | 23.69%            | 26.17%        | 22.80%            | 26.07%        |
| Midwest                         | 1,410         | 4,335         | 36.45%            | 39.70%        | 37.02%            | 38.77%        |
| Southeast                       | 14,042        | 44,414        | 36.50%            | 39.97%        | 33.42%            | 35.36%        |
| South                           | 164           | 811           | 54.88%            | 41.31%        | 54.57%            | 40.01%        |
| <b>Total</b>                    | <b>20,236</b> | <b>62,236</b> | <b>33.89%</b>     | <b>37.39%</b> | <b>31.52%</b>     | <b>33.91%</b> |

MATERNITY/PATERNITY LEAVE GRI 401-3

|                                                           | 2025   | 2024   | 2023   |
|-----------------------------------------------------------|--------|--------|--------|
| Employees entitled to take leave                          | 82,472 | 77,124 | 71,850 |
| Female                                                    | 62,236 | 57,943 | 53,935 |
| Male                                                      | 20,236 | 19,181 | 17,915 |
| Employees who took leave                                  | 2,170  | 1,988  | 3,166  |
| Female                                                    | 2,167  | 1,984  | 2,730  |
| Male                                                      | 3      | 4      | 436    |
| Employees who returned to work after the end of leave     | 2,113  | 1,251  | 3,166  |
| Female                                                    | 2,110  | 1,247  | 2,730  |
| Male                                                      | 3      | 4      | 436    |
| Employees who remained employed 12 months after returning | 1,800  | 1,712  | 2,812  |
| Female                                                    | 1,798  | 1,708  | 2,434  |
| Male                                                      | 2      | 4      | 378    |
| Return-to-work rate (%)                                   | 97.37  | 62.93  | 100.00 |
| Female                                                    | 97.37  | 62.85  | 100.00 |
| Male                                                      | 100.00 | 100.00 | 100.00 |
| Employee retention after leave (%)                        | 82.95  | 86.12  | 88.82  |
| Female                                                    | 82.97  | 86.09  | 89.16  |
| Male                                                      | 66.67  | 100.00 | 86.70  |

WORKERS COVERED BY AN OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM GRI 403-8

Number and percentage of employees and non-employees whose work and/or workplace is controlled by the organization and who are covered by the occupational health and safety management system: **101,093 (100%)**

Number and percentage of employees and non-employees whose workplace is controlled by Rede D’Or and who are covered by an internally audited occupational health and safety system: **0 (0%)**

Number and percentage of employees and non-employees whose workplace is controlled by Rede D’Or and who are covered by an externally audited occupational health and safety system: **67,569 (67%)**

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

|                                                                       |                       | 2025   |       | 2024   |       | 2023   |       |
|-----------------------------------------------------------------------|-----------------------|--------|-------|--------|-------|--------|-------|
|                                                                       |                       | Number | Rate  | Number | Rate  | Number | Rate  |
| Fatalities resulting from work-related injuries                       | Own employees         | 0      | 0     | 0      | 0     | 0      | 0     |
|                                                                       | Third-party employees | 0      | 0     | 0      | 0     | 0      | 0     |
| Work-related injuries with severe consequences (excluding fatalities) | Own employees         | 0      | 0     | 3      | 0.02  | 3      | 0.04  |
|                                                                       | Third-party employees | 0      | 0     | -      | -     | -      | -     |
| Recordable work-related injuries                                      | Own employees         | 1,615  | 12.08 | 1,224  | 9.15  | 1,161  | 15.41 |
|                                                                       | Third-party employees | 8      | 2.40  | 40     | 12.18 |        | 5.5   |

Note: In October 2024, we strengthened the management of Occupational Health and Safety (OHS) for the outsourced workforce through the implementation of a specialized corporate software solution. The system was adopted to centralize information, standardize processes, and ensure full traceability of operational data. For the 2025 reporting period, five operational units (Perinatal; Santa Helena; Jutta Batista; Esperança Recife; and Biocor) were designated as pilot projects to test, validate, and improve the integration, data collection, and analysis processes of contracted companies. Therefore, the third-party workers considered here comprise the workforce of these units, totaling 16,489 professionals, as well as apprentices (916), temporary workers (795), and interns (421).

OCCUPATIONAL DISEASES GRI 403-10

|                                                           | 2025          |                       | 2024          |                       |
|-----------------------------------------------------------|---------------|-----------------------|---------------|-----------------------|
|                                                           | Own employees | Third-party employees | Own employees | Third-party employees |
| Number of fatalities resulting from occupational diseases | 0             | 0                     | 0             | 0                     |
| Rate of fatalities resulting from occupational diseases   | 0.00          | 0.00                  | 0.00          | 0.00                  |
| Number of recordable occupational disease cases           | 23            | 0                     | 4             | 0                     |
| Absenteeism rate (%)                                      | 5.00%         | 0.00%                 | 0.00%         | 0.00%                 |

AVERAGE HOURS OF TRAINING PER YEAR, PER EMPLOYEE

GRI 404-1

| Gender | 2025  | 2024             | 2023 |
|--------|-------|------------------|------|
| Male   | 17.02 | 4.59             | 4.38 |
| Female | 22.80 | 4.82             | 3.86 |
| Total  | 21.38 | 476 <sup>1</sup> | 4.25 |

<sup>1</sup> The average number of training hours in 2024 for the Director job category was adjusted from 9.80 to 4.76, as the figure reported for 2024 was incorrect. [GRI 2-4](#)

| Gender | 2025     |                                                                |
|--------|----------|----------------------------------------------------------------|
|        | Total HC | Total number of training hours provided to employees by gender |
| Male   | 20,236   | 344,450.00                                                     |
| Female | 62,236   | 1,419,062.00                                                   |
| Total  | 82,472   | 1,763,512.00                                                   |

AVERAGE HOURS OF TRAINING PER YEAR, PER EMPLOYEE

GRI 404-1

| Functional category | 2025  | 2024              | 2023  |
|---------------------|-------|-------------------|-------|
| Director            | 19.64 | 9.62              | 2.36  |
| Management          | 19.79 | 6.65              | 16.42 |
| Supervisor          | 19.92 | 8.38              | 11.10 |
| Professional        | 25.36 | 5.59              | 4.37  |
| Tech./Operational   | 20.45 | 4.41              | 3.85  |
| Total               | 21.38 | 4.76 <sup>1</sup> | 4.25  |

Notes: 2023 and 2024 figures adjusted due to the consolidation of the technical and operational functional categories. Other 2024 figures adjusted to include in-person training, which was not considered in the report published in 2025. [GRI 2-4](#)

Until 2024, the calculations considered only e-learning (EAD) training. For 2025, in-person training was also included.

<sup>1</sup> The average number of training hours for the Director job category in 2024 has been adjusted from 9.80 to 4.76, as the figure reported for 2024 was incorrect. [GRI 2-4](#)

| Functional category   | 2025     |                                                                     |
|-----------------------|----------|---------------------------------------------------------------------|
|                       | Total HC | Total number of training hours provided to each functional category |
| Director              | 129      | 2,533.00                                                            |
| Manager               | 524      | 10,369.00                                                           |
| Supervisor            | 2,422    | 48,246.00                                                           |
| Professional          | 15,998   | 405,690.00                                                          |
| Technical/Operational | 63,399   | 1,296,674.00                                                        |
| Total                 | 82,472   | 1,763,512.00                                                        |

PERCENTAGE OF EMPLOYEES RECEIVING PERFORMANCE AND CAREER DEVELOPMENT REVIEWS GRI 404-3

|        | Employees eligible for performance and career development review by gender | Employees who received performance and career development review by gender | Percentage |
|--------|----------------------------------------------------------------------------|----------------------------------------------------------------------------|------------|
| Male   | 14,271                                                                     | 13,780                                                                     | 96.56%     |
| Female | 40,984                                                                     | 39,704                                                                     | 96.88%     |
| Total  | 55,255                                                                     | 53,484                                                                     | 96.79%     |

|                               | Employees eligible for performance and career development review by gender | Employees who received performance and career development review by gender | Percentage |
|-------------------------------|----------------------------------------------------------------------------|----------------------------------------------------------------------------|------------|
| Director                      | 104                                                                        | 47                                                                         | 45.19%     |
| Manager                       | 467                                                                        | 379                                                                        | 81.16%     |
| Supervisor/Coordinator        | 2,116                                                                      | 2,014                                                                      | 95.18%     |
| Employee/Leadership Reference | 11,779                                                                     | 11,423                                                                     | 96.98%     |
| Technical/Operational         | 40,789                                                                     | 39,621                                                                     | 97.14%     |
| Total                         | 55,255                                                                     | 53,484                                                                     | 96.79%     |

DIVERSITY IN GOVERNANCE BODIES AND EMPLOYEES GRI 405-1

| GOVERNANCE BODIES              | Men                |                    |                   |            |       |            |       |       |                      |                           |          |
|--------------------------------|--------------------|--------------------|-------------------|------------|-------|------------|-------|-------|----------------------|---------------------------|----------|
|                                | Age group          |                    |                   | Race/Color |       |            |       |       |                      | Other vulnerable groups   |          |
|                                | Under 30 years old | 30 to 50 years old | Over 50 years old | Asian      | White | Indigenous | Brown | Black | Prefer not to answer | Persons with disabilities | LGTBQIA+ |
| Board of Directors (Sitting)   | 0                  | 2                  | 4                 | 0          | 4     | 0          | 0     | 0     | 2                    | 0                         | 0        |
| Board of Directors (Alternate) | 0                  | 2                  | 3                 | 0          | 3     | 0          | 0     | 0     | 2                    | 0                         | 0        |
| Executive Board                | 0                  | 2                  | 4                 | 0          | 3     | 0          | 1     | 0     | 2                    | 0                         | 0        |
| Audit Committee                | 0                  | 0                  | 0                 | 0          | 0     | 0          | 0     | 0     | 0                    | 0                         | 0        |
| Fiscal Council (Sitting)       | 0                  | 0                  | 3                 | 0          | 2     | 0          | 0     | 0     | 1                    | 0                         | 0        |
| Fiscal Council (Alternate)     | 0                  | 1                  | 1                 | 0          | 1     | 0          | 0     | 0     | 1                    | 0                         | 0        |
| Total                          | 0                  | 7                  | 15                | 0          | 13    | 0          | 1     | 0     | 8                    | 0                         | 0        |

| GOVERNANCE BODIES              | Women              |                    |                   |            |       |            |       |       |                      |                           |          |
|--------------------------------|--------------------|--------------------|-------------------|------------|-------|------------|-------|-------|----------------------|---------------------------|----------|
|                                | Age group          |                    |                   | Race/Color |       |            |       |       |                      | Other vulnerable groups   |          |
|                                | Under 30 years old | 30 to 50 years old | Over 50 years old | Asian      | White | Indigenous | Brown | Black | Prefer not to answer | Persons with disabilities | LGTBQIA+ |
| Board of Directors (Sitting)   | 0                  | 1                  | 0                 | 0          | 0     | 0          | 1     | 0     | 0                    | 0                         | 0        |
| Board of Directors (Alternate) | 0                  | 0                  | 2                 | 0          | 1     | 0          | 0     | 0     | 1                    | 0                         | 0        |
| Executive Board                | 0                  | 0                  | 0                 | 0          | 0     | 0          | 0     | 0     | 0                    | 0                         | 0        |
| Audit Committee                | 0                  | 0                  | 0                 | 0          | 0     | 0          | 0     | 0     | 0                    | 0                         | 0        |
| Fiscal Council (Sitting)       | 0                  | 0                  | 0                 | 0          | 0     | 0          | 0     | 0     | 0                    | 0                         | 0        |
| Fiscal Council (Alternate)     | 0                  | 1                  | 0                 | 0          | 0     | 0          | 0     | 0     | 1                    | 0                         | 0        |
| Total                          | 0                  | 2                  | 2                 | 0          | 1     | 0          | 1     | 0     | 2                    | 0                         | 0        |

NEW HIRES (EXCLUDING  
THIRD PARTIES AND  
APPRENTICES)

|                       | Men                   |                       |                      |            |       |            |        |       |                         |                              |          |
|-----------------------|-----------------------|-----------------------|----------------------|------------|-------|------------|--------|-------|-------------------------|------------------------------|----------|
|                       | Age group             |                       |                      | Race/Color |       |            |        |       |                         | Other vulnerable groups      |          |
|                       | Under 30<br>years old | 30 to 50<br>years old | Over 50<br>years old | Asian      | White | Indigenous | Brown  | Black | Prefer not<br>to answer | Persons with<br>disabilities | LGTBQIA+ |
| Director              | 0                     | 38                    | 44                   | 1          | 50    | 0          | 31     | 0     | 0                       | 0                            | 0        |
| Manager               | 3                     | 154                   | 43                   | 2          | 81    | 0          | 107    | 10    | 0                       | 0                            | 0        |
| Supervisor            | 56                    | 580                   | 103                  | 6          | 314   | 1          | 343    | 75    | 0                       | 9                            | 0        |
| Professional          | 599                   | 2,321                 | 289                  | 34         | 1,306 | 12         | 1,496  | 361   | 0                       | 19                           | 0        |
| Technical/Operational | 5,488                 | 8,577                 | 1,941                | 164        | 4,768 | 60         | 8,259  | 2,755 | 0                       | 332                          | 0        |
| Total                 | 6,146                 | 11,670                | 2,420                | 207        | 6,519 | 73         | 10,236 | 3,201 | 0                       | 360                          | 0        |

NEW HIRES (EXCLUDING  
THIRD PARTIES AND  
APPRENTICES)

|                       | Women                 |                       |                      |            |        |            |        |       |                         |                              |          |
|-----------------------|-----------------------|-----------------------|----------------------|------------|--------|------------|--------|-------|-------------------------|------------------------------|----------|
|                       | Age group             |                       |                      | Race/Color |        |            |        |       |                         | Other vulnerable groups      |          |
|                       | Under 30<br>years old | 30 to 50<br>years old | Over 50<br>years old | Asian      | White  | Indigenous | Brown  | Black | Prefer not<br>to answer | Persons with<br>disabilities | LGTBQIA+ |
| Director              | 0                     | 24                    | 23                   | 1          | 25     | 0          | 21     | 0     | 0                       | 0                            | 0        |
| Manager               | 3                     | 262                   | 59                   | 4          | 183    | 0          | 128    | 9     | 0                       | 2                            | 0        |
| Supervisor            | 97                    | 1,379                 | 207                  | 32         | 887    | 1          | 647    | 116   | 0                       | 8                            | 0        |
| Professional          | 2,596                 | 9,265                 | 928                  | 214        | 5,418  | 21         | 5,879  | 1,257 | 0                       | 54                           | 0        |
| Technical/Operational | 14,900                | 26,822                | 5,671                | 655        | 14,750 | 142        | 24,666 | 7,180 | 0                       | 450                          | 0        |
| Total                 | 17,596                | 37,752                | 6,888                | 906        | 21,263 | 164        | 31,341 | 8,562 | 0                       | 514                          | 0        |

NUMBER OF  
EMPLOYEES BY  
VULNERABLE GROUP

|                              | Director | Manager | Supervisor | Professional | Technical/<br>Operational |
|------------------------------|----------|---------|------------|--------------|---------------------------|
| Women                        | 47       | 324     | 1,683      | 12,789       | 47,393                    |
| Black                        | 0        | 19      | 191        | 1,618        | 9,935                     |
| Brown                        | 52       | 235     | 990        | 7,375        | 32,925                    |
| Persons with<br>disabilities | 0        | 2       | 17         | 73           | 782                       |
| LGTBQIA+                     | 0        | 0       | 0          | 0            | 0                         |
| Indigenous                   | 0        | 0       | 2          | 33           | 202                       |
| 50+                          | 103      | 102     | 310        | 1,217        | 7,612                     |
| Total                        | 202      | 682     | 3,193      | 23,105       | 98,849                    |

PERCENTAGE OF  
EMPLOYEES BY  
VULNERABLE GROUP

|                              | Director | Manager | Supervisor | Professional | Technical/<br>Operational |
|------------------------------|----------|---------|------------|--------------|---------------------------|
| Women                        | 36%      | 62%     | 69%        | 80%          | 75%                       |
| Black                        | 40%      | 48%     | 49%        | 56%          | 68%                       |
| Brown                        | 0%       | 0%      | 1%         | 0%           | 1%                        |
| Persons with<br>disabilities | 0%       | 0%      | 0%         | 0%           | 0%                        |
| LGTBQIA+                     | 0%       | 0%      | 0%         | 0%           | 0%                        |
| Indigenous                   | 80%      | 19%     | 13%        | 8%           | 12%                       |
| 50+                          | 103      | 102     | 310        | 1,217        | 7,612                     |
| Total                        | 202      | 682     | 3,193      | 23,105       | 98,849                    |

RATIO OF BASIC SALARY AND REMUNERATION  
RECEIVED BY WOMEN TO MEN GRI 405-2

| FUNCTIONAL<br>CATEGORY    | Total number of employees<br>by gender |        | Ratio of remuneration<br>by gender |
|---------------------------|----------------------------------------|--------|------------------------------------|
|                           | Male                                   | Female |                                    |
| Director                  | 82                                     | 47     | 82%                                |
| Management                | 200                                    | 324    | 96%                                |
| Supervisor                | 739                                    | 1,683  | 91%                                |
| Professional              | 3,209                                  | 12,789 | 84%                                |
| Technical/<br>Operational | 16,006                                 | 47,393 | 95%                                |

| FUNCTIONAL<br>CATEGORY    | Ratio of remuneration<br>by gender | Base salary ratio<br>by gender |
|---------------------------|------------------------------------|--------------------------------|
| Director                  | 82%                                | 82%                            |
| Management                | 96%                                | 96%                            |
| Supervisor                | 91%                                | 90%                            |
| Professional              | 84%                                | 84%                            |
| Technical/<br>Operational | 95%                                | 94%                            |

INCIDENTS OF NON-COMPLIANCE  
CONCERNING HEALTH AND SAFETY  
IMPACTS OF PRODUCT AND SERVICE  
CATEGORIES GRI 416-2

|                                                                       | 2025 |
|-----------------------------------------------------------------------|------|
| Incidents of non-compliance with laws resulting in fines or penalties | 264  |
| Incidents of non-compliance with laws resulting in warnings           | 0    |
| Incidents of non-compliance with voluntary codes                      | 0    |

SUBSTANTIATED COMPLAINTS CONCERNING  
BREACHES OF CUSTOMER PRIVACY AND  
LOSSES OF CUSTOMER DATA GRI 418-1

|                                                                                 | 2025 | 2024 |
|---------------------------------------------------------------------------------|------|------|
| Complaints received from external parties and substantiated by the organization | 0    | 0    |
| Complaints from regulatory agencies                                             | 0    | 1    |
| Number of customer data leaks, thefts or losses                                 | 0    | 0    |

INCIDENTS OF DISCRIMINATION AND CORRECTIVE ACTIONS TAKEN GRI 406-1

|                                                                                                                                      | 2025 | 2024 | 2023 |
|--------------------------------------------------------------------------------------------------------------------------------------|------|------|------|
| Total number of incidents of discrimination during the reporting period                                                              | 137  | 130  | 110  |
| Total complaints concluded as substantiated or partially substantiated, with internal, disciplinary and operational measures applied | 39   | 43   | 32   |
| % concluded as substantiated or partially substantiated, with internal, disciplinary and operational measures applied                | 28%  | 33%  | 29%  |

SECURITY PERSONNEL TRAINED IN HUMAN  
RIGHTS POLICIES OR PROCEDURES GRI 410-1

|                                            | Own  |      |      | Third parties |       |       |
|--------------------------------------------|------|------|------|---------------|-------|-------|
|                                            | 2025 | 2024 | 2023 | 2025          | 2024  | 2023  |
| Security personnel                         | 98   | 111  | 67   | 2,284         | 2,496 | 1,904 |
| Security personnel trained in human rights | 98   | 111  | 67   | 2,284         | 2,496 | 1,904 |

|                                                  | 2025 | 2024 |
|--------------------------------------------------|------|------|
| Total data breaches involving only personal data | 0    | 1    |
| Number of customers affected                     | 0    | 0    |
| %                                                | 0    | 0    |
| Total data breaches involving health data        | 0    | 0    |
| Number of customers affected                     | 0    | 0    |
| %                                                | 0    | 0    |

HUMAN RIGHTS (RECRUITMENT, DEVELOPMENT AND RETENTION OF EMPLOYEES) [SASB: HC-DY-330a.1](#)

| GENDER             | 2025                |           |             |               |                              |                                |                     | 2024      |             |               |                              |                                |                     |           | 2023        |               |                              |                                |  |  |  |
|--------------------|---------------------|-----------|-------------|---------------|------------------------------|--------------------------------|---------------------|-----------|-------------|---------------|------------------------------|--------------------------------|---------------------|-----------|-------------|---------------|------------------------------|--------------------------------|--|--|--|
|                    | Number of employees | Voluntary | Involuntary | Exit rate (%) | Turn-over rate (Voluntary) % | Turn-over rate (Involuntary) % | Number of employees | Voluntary | Involuntary | Exit rate (%) | Turn-over rate (Voluntary) % | Turn-over rate (Involuntary) % | Number of employees | Voluntary | Involuntary | Exit rate (%) | Turn-over rate (Voluntary) % | Turn-over rate (Involuntary) % |  |  |  |
| Men                | 20,236              | 3,579     | 2,166       | 28.4%         | 17.7%                        | 10.7%                          | 19,181              | 3,435     | 2,000       | 28.3%         | 17.9%                        | 10.4%                          | 17,915              | 2,147     | 2,917       | 28.3%         | 12.0%                        | 16.3%                          |  |  |  |
| Women              | 62,236              | 12,688    | 5,659       | 29.5%         | 20.4%                        | 9.1%                           | 57,943              | 11,468    | 4,906       | 28.3%         | 19.8%                        | 8.5%                           | 53,935              | 5,351     | 9,579       | 27.7%         | 9.9%                         | 17.8%                          |  |  |  |
| Total              | 82,472              | 16,267    | 7,825       | 29.2%         | 19.7%                        | 9.5%                           | 77,124              | 14,903    | 6,906       | 28.3%         | 19.3%                        | 9.0%                           | 71,850              | 7,498     | 12,496      | 27.8%         | 10.4%                        | 17.4%                          |  |  |  |
|                    |                     |           |             |               |                              |                                |                     |           |             |               |                              |                                |                     |           |             |               |                              |                                |  |  |  |
| AGE GROUP          | 2025                |           |             |               |                              |                                |                     | 2024      |             |               |                              |                                |                     |           | 2023        |               |                              |                                |  |  |  |
|                    | Number of employees | Voluntary | Involuntary | Exit rate (%) | Turn-over rate (Voluntary) % | Turn-over rate (Involuntary) % | Number of employees | Voluntary | Involuntary | Exit rate (%) | Turn-over rate (Voluntary) % | Turn-over rate (Involuntary) % | Number of employees | Voluntary | Involuntary | Exit rate (%) | Turn-over rate (Voluntary) % | Turn-over rate (Involuntary) % |  |  |  |
| Under 30 years old | 23,742              | 6,500     | 2,645       | 38.5%         | 27.4%                        | 11.1%                          | 22,471              | 6,476     | 2,688       | 40.8%         | 28.8%                        | 12.0%                          | 18,250              | 2,529     | 5,252       | 42.6%         | 13.9%                        | 28.8%                          |  |  |  |
| 30 to 50 years old | 49,422              | 9,053     | 4,534       | 27.5%         | 18.3%                        | 9.2%                           | 46,513              | 7,875     | 3,699       | 24.9%         | 16.9%                        | 8.0%                           | 45,253              | 4,253     | 6,827       | 24.5%         | 9.4%                         | 15.1%                          |  |  |  |
| Over 50 years old  | 9,308               | 714       | 646         | 14.6%         | 7.7%                         | 6.9%                           | 8,140               | 552       | 519         | 13.2%         | 6.8%                         | 6.4%                           | 8,347               | 716       | 417         | 13.6%         | 8.6%                         | 5.0%                           |  |  |  |
| Total              | 82,472              | 16,267    | 7,825       | 29.2%         | 19.7%                        | 9.5%                           | 77,124              | 14,903    | 6,906       | 28.3%         | 19.3%                        | 9.0%                           | 71,850              | 7,498     | 12,496      | 27.8%         | 10.4%                        | 17.4%                          |  |  |  |

| REGION    | 2025                |           |             |               |                              |                                | 2024                |           |             |               |                              |                                | 2023                |           |             |               |                              |                                |
|-----------|---------------------|-----------|-------------|---------------|------------------------------|--------------------------------|---------------------|-----------|-------------|---------------|------------------------------|--------------------------------|---------------------|-----------|-------------|---------------|------------------------------|--------------------------------|
|           | Number of employees | Voluntary | Involuntary | Exit rate (%) | Turn-over rate (Voluntary) % | Turn-over rate (Involuntary) % | Number of employees | Voluntary | Involuntary | Exit rate (%) | Turn-over rate (Voluntary) % | Turn-over rate (Involuntary) % | Number of employees | Voluntary | Involuntary | Exit rate (%) | Turn-over rate (Voluntary) % | Turn-over rate (Involuntary) % |
| North     | 783                 | 161       | 78          | 30.5%         | 20.6%                        | 10.0%                          | 646                 | 239       | 87          | 50.5%         | 37.0%                        | 13.5%                          | 569                 | 54        | 152         | 36.2%         | 9.5%                         | 26.7%                          |
| Northeast | 16,513              | 2,078     | 1,673       | 22.7%         | 12.6%                        | 10.1%                          | 16,325              | 1,753     | 1,300       | 18.7%         | 10.7%                        | 8.0%                           | 15,485              | 1,982     | 1,246       | 20.8%         | 12.8%                        | 8.0%                           |
| Midwest   | 5,745               | 1,516     | 536         | 35.7%         | 26.4%                        | 9.3%                           | 5,665               | 1,715     | 580         | 40.5%         | 30.3%                        | 10.2%                          | 5,665               | 639       | 1,670       | 40.8%         | 11.3%                        | 29.5%                          |
| South     | 975                 | 288       | 114         | 41.2%         | 29.5%                        | 11.7%                          | 966                 | 324       | 101         | 44.0%         | 33.5%                        | 10.5%                          | 878                 | 81        | 200         | 32.0%         | 9.2%                         | 22.8%                          |
| Southeast | 58,456              | 12,224    | 5,424       | 30.2%         | 20.9%                        | 9.3%                           | 53,522              | 10,872    | 4,838       | 29.4%         | 20.3%                        | 9.0%                           | 49,253              | 4,742     | 9,228       | 28.4%         | 9.6%                         | 18.7%                          |
| Total     | 82,472              | 16,267    | 7,825       | 29.2%         | 19.7%                        | 9.5%                           | 77,124              | 14,903    | 6,906       | 28.3%         | 19.3%                        | 9.0%                           | 71,850              | 7,498     | 12,496      | 27.8%         | 10.4%                        | 17.4%                          |

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|                            | 2025   | 2024   | 2023   |
|----------------------------|--------|--------|--------|
| Total number of beds       | 13,555 | 13,054 | 11,737 |
| Number of operational beds | 10,351 | 9,857  | 9,598  |
| Owned hospitals            | 76     | 75     | 70     |
| Managed hospitals          | 3      | 3      | 3      |
| Oncology clinics           | 65     | 61     | 55     |
| Laboratories               | 11     | 11     | 11     |

# GRI Content Index

| GRI Standard                    | Disclosure | Description                                                                 | Page(s)                                             | Omission               |                     |             | GRI Sector Standard |
|---------------------------------|------------|-----------------------------------------------------------------------------|-----------------------------------------------------|------------------------|---------------------|-------------|---------------------|
|                                 |            |                                                                             |                                                     | Requirement(s) omitted | Reason for omission | Explanation |                     |
| General disclosures             |            |                                                                             |                                                     |                        |                     |             |                     |
| GRI 2: General Disclosures 2021 | 2-1        | Organizational details                                                      | 9, 14                                               |                        |                     |             |                     |
|                                 | 2-2        | Entities included in the organization's sustainability reporting            | 9, 14, 24                                           |                        |                     |             |                     |
|                                 | 2-3        | Reporting period, frequency and contact point                               | 24                                                  |                        |                     |             |                     |
|                                 | 2-4        | Restatements of information                                                 | 24, 41, 116, 130, 131, 132, 147, 155, 177, 174, 180 |                        |                     |             |                     |
|                                 | 2-5        | External assurance                                                          | 24                                                  |                        |                     |             |                     |
|                                 | 2-6        | Activities, value chain and other business relationships                    | 9, 11, 12, 13, 14, 23, 107                          |                        |                     |             |                     |
|                                 | 2-7        | Employees                                                                   | 72, 176, 177                                        |                        |                     |             |                     |
|                                 | 2-8        | Workers who are not employees                                               | 72, 176                                             |                        |                     |             |                     |
|                                 | 2-9        | Governance structure and composition                                        | 36, 37                                              |                        |                     |             |                     |
|                                 | 2-10       | Nomination and selection of the highest governance body                     | 37, 38                                              |                        |                     |             |                     |
|                                 | 2-11       | Chair of the highest governance body                                        | 37, 38                                              |                        |                     |             |                     |
|                                 | 2-12       | Role of the highest governance body in overseeing the management of impacts | 37, 40, 41, 43                                      |                        |                     |             |                     |
|                                 | 2-13       | Delegation of responsibility for managing impacts                           | 37, 43                                              |                        |                     |             |                     |
|                                 | 2-14       | Role of the highest governance body in sustainability reporting             | 24, 27                                              |                        |                     |             |                     |
|                                 | 2-15       | Conflicts of interest                                                       | 51                                                  |                        |                     |             |                     |
|                                 | 2-16       | Communication of critical concerns                                          | 46                                                  |                        |                     |             |                     |
|                                 | 2-17       | Collective knowledge of the highest governance body                         | 40                                                  |                        |                     |             |                     |

| GRI Standard                    | Disclosure | Description                                                  | Page(s)                      | Omission               |                                      |                                                                                                                                                                                                                                                                                                                               | GRI Sector Standard |
|---------------------------------|------------|--------------------------------------------------------------|------------------------------|------------------------|--------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
|                                 |            |                                                              |                              | Requirement(s) omitted | Reason for omission                  | Explanation                                                                                                                                                                                                                                                                                                                   |                     |
| GRI 2: General Disclosures 2021 | 2-18       | Evaluation of the performance of the highest governance body | 44                           |                        |                                      |                                                                                                                                                                                                                                                                                                                               |                     |
|                                 | 2-19       | Remuneration policies                                        | 44, 77                       | a.iii                  | Information unavailable / incomplete | We do not have policies for termination payments for senior management.                                                                                                                                                                                                                                                       |                     |
|                                 | 2-20       | Process to determine remuneration                            | 44                           |                        |                                      |                                                                                                                                                                                                                                                                                                                               |                     |
|                                 | 2-21       | Annual total compensation ratio                              |                              |                        | Confidentiality constraints          | This disclosure is addressed in item 10.3d of the Reference Form. We have chosen to omit it because we consider the information confidential, as it is sensitive data that may compromise individual security or integrity due to the position or function held. The Company ensures the confidentiality of this information. |                     |
|                                 | 2-22       | Statement on sustainable development strategy                | 4                            |                        |                                      |                                                                                                                                                                                                                                                                                                                               |                     |
|                                 | 2-23       | Policy commitments                                           | 42, 49, 50, 51, 72, 81       |                        |                                      |                                                                                                                                                                                                                                                                                                                               |                     |
|                                 | 2-24       | Embedding policy commitments                                 | 42, 50                       |                        |                                      |                                                                                                                                                                                                                                                                                                                               |                     |
|                                 | 2-25       | Processes to remediate negative impacts                      | 47, 50, 52, 65, 83, 108, 135 |                        |                                      |                                                                                                                                                                                                                                                                                                                               |                     |
|                                 | 2-26       | Mechanisms for seeking advice and raising concerns           | 47, 48, 52, 74               |                        |                                      |                                                                                                                                                                                                                                                                                                                               |                     |
|                                 | 2-27       | Compliance with laws and regulations                         | 48, 51                       |                        |                                      |                                                                                                                                                                                                                                                                                                                               |                     |
|                                 | 2-28       | Membership associations                                      | 28, 29, 49                   |                        |                                      |                                                                                                                                                                                                                                                                                                                               |                     |
|                                 | 2-29       | Approach to stakeholder engagement                           | 31, 114                      |                        |                                      |                                                                                                                                                                                                                                                                                                                               |                     |
|                                 | 2-30       | Collective bargaining agreements                             | 72                           |                        |                                      |                                                                                                                                                                                                                                                                                                                               |                     |
| Material topics                 |            |                                                              |                              |                        |                                      |                                                                                                                                                                                                                                                                                                                               |                     |
| GRI 3: MATERIAL TOPICS          | 3-1        | Process to determine material topics                         | 31                           |                        |                                      |                                                                                                                                                                                                                                                                                                                               |                     |
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| GRI Standard                            | Disclosure | Description                                                                            | Page(s)                | Omission               |                                      |                                                                                                                                                                                                                                                                        | GRI Sector Standard |
|-----------------------------------------|------------|----------------------------------------------------------------------------------------|------------------------|------------------------|--------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
|                                         |            |                                                                                        |                        | Requirement(s) omitted | Reason for omission                  | Explanation                                                                                                                                                                                                                                                            |                     |
| Material topic: Economic Performance    |            |                                                                                        |                        |                        |                                      |                                                                                                                                                                                                                                                                        |                     |
| GRI 3: MATERIAL TOPICS                  | 3-3        | Management of the material topic                                                       | 107, 108               |                        |                                      |                                                                                                                                                                                                                                                                        |                     |
| GRI 201: Economic Performance 2016      | 201-1      | Direct economic value generated and distributed                                        | 174                    |                        |                                      |                                                                                                                                                                                                                                                                        |                     |
|                                         | 201-2      | Financial implications and other risks and opportunities due to climate change         | 146                    | a.v                    | Information unavailable / incomplete | There are no monetary values measured for the development of the actions reported, since there is no climate adaptation plan. We only have the known amounts for the development of energy efficiency projects and the costs inherent to Free Energy Market contracts. |                     |
|                                         | 201-3      | Defined benefit plan obligations and other retirement plans                            |                        |                        | Not applicable                       | Rede D’Or makes the monthly collection of its employees’ Social Security contribution, allocated to the National Social Security Institute (INSS), which is responsible for paying retirement and other benefits to Brazilian workers. (Law 8,213, of July 24, 1991).  |                     |
|                                         | 201-4      | Financial assistance received from government                                          | 8, 36, 115, 116        |                        |                                      |                                                                                                                                                                                                                                                                        |                     |
| GRI 207: Tax 2019                       | 207-1      | Approach to tax                                                                        | 113, 178               |                        |                                      |                                                                                                                                                                                                                                                                        |                     |
| Material topic: Socioeconomic Impact    |            |                                                                                        |                        |                        |                                      |                                                                                                                                                                                                                                                                        |                     |
| GRI 3: MATERIAL TOPICS                  | 3-3        | Management of the material topic                                                       | 65, 113, 117           |                        |                                      |                                                                                                                                                                                                                                                                        |                     |
| GRI 203: Indirect Economic Impacts 2016 | 203-1      | Infrastructure investments and services supported                                      | 67, 113, 115, 175      |                        |                                      |                                                                                                                                                                                                                                                                        |                     |
|                                         | 203-2      | Significant indirect economic impacts                                                  | 65, 113, 115, 161, 167 |                        |                                      |                                                                                                                                                                                                                                                                        |                     |
| GRI 413: Local Communities 2016         | 413-2      | Operations with significant actual and potential negative impacts on local communities | 69                     |                        |                                      |                                                                                                                                                                                                                                                                        |                     |

PRESENTATION

SUSTAINABLE  
JOURNEY

GOVERNANCE

MANUFACTURED  
CAPITAL

HUMAN CAPITAL

SOCIAL AND  
RELATIONSHIP  
CAPITAL

NATURAL CAPITAL

INTELLECTUAL  
CAPITAL

FINANCIAL  
CAPITAL

APPENDICES

CREDITS

| GRI Standard                                           | Disclosure | Description                                                              | Page(s)         | Omission               |                                      |                                                                                                      | GRI Sector Standard |
|--------------------------------------------------------|------------|--------------------------------------------------------------------------|-----------------|------------------------|--------------------------------------|------------------------------------------------------------------------------------------------------|---------------------|
|                                                        |            |                                                                          |                 | Requirement(s) omitted | Reason for omission                  | Explanation                                                                                          |                     |
| Material topic: Ethics, Compliance and Anti-Corruption |            |                                                                          |                 |                        |                                      |                                                                                                      |                     |
| GRI 3: MATERIAL TOPICS                                 | 3-3        | Management of the material topic                                         | 47, 48, 50      |                        |                                      |                                                                                                      |                     |
| GRI 205: Anti-Corruption 2016                          | 205-1      | Operations assessed for risks related to corruption                      | 48, 176         |                        |                                      |                                                                                                      |                     |
|                                                        | 205-2      | Communication and training about anti-corruption policies and procedures | 47, 49, 50, 177 |                        |                                      |                                                                                                      |                     |
|                                                        | 205-3      | Confirmed incidents of corruption and actions taken                      | 48, 49, 52      |                        |                                      |                                                                                                      |                     |
| Material topic: Energy                                 |            |                                                                          |                 |                        |                                      |                                                                                                      |                     |
| GRI 3: MATERIAL TOPICS                                 | 3-3        | Management of the material topic                                         | 126, 129        |                        |                                      |                                                                                                      |                     |
| GRI 302: Energy 2016                                   | 302-1      | Energy consumption within the organization                               | 129, 130, 131   |                        |                                      |                                                                                                      |                     |
|                                                        | 302-2      | Energy consumption outside of the organization                           | 130, 132        |                        |                                      |                                                                                                      |                     |
|                                                        | 302-3      | Energy intensity                                                         | 130, 132        |                        |                                      |                                                                                                      |                     |
|                                                        | 302-4      | Reduction of energy consumption                                          | 129             |                        |                                      |                                                                                                      |                     |
|                                                        | 302-5      | Reductions in energy requirements of products and services               | 129             |                        |                                      |                                                                                                      |                     |
| Material topic: Water and Effluents                    |            |                                                                          |                 |                        |                                      |                                                                                                      |                     |
| GRI 3: MATERIAL TOPICS                                 | 3-3        | Management of the material topic                                         | 133             |                        |                                      |                                                                                                      |                     |
| GRI 303: Water and Effluents 2018                      | 303-1      | Interactions with water as a shared resource                             | 133, 135        |                        |                                      |                                                                                                      |                     |
|                                                        | 303-2      | Management of water discharge-related impacts                            | 135             |                        |                                      |                                                                                                      |                     |
|                                                        | 303-3      | Water withdrawal                                                         | 135, 136        | a, b, c                | Information unavailable / incomplete | It is not yet possible to measure water withdrawal and discharge in areas with water stress, if any. |                     |
|                                                        | 303-4      | Water discharge                                                          | 135, 136        | a, b, c                | Information unavailable / incomplete | It is not yet possible to measure water withdrawal and discharge in areas with water stress, if any. |                     |
|                                                        | 303-5      | Water consumption                                                        | 135, 136        | a, b, c                | Information unavailable / incomplete | It is not yet possible to measure water withdrawal and discharge in areas with water stress, if any. |                     |

| GRI Standard                   | Disclosure            | Description                                                                     | Page(s)            | Omission               |                     |             | GRI Sector Standard |
|--------------------------------|-----------------------|---------------------------------------------------------------------------------|--------------------|------------------------|---------------------|-------------|---------------------|
|                                |                       |                                                                                 |                    | Requirement(s) omitted | Reason for omission | Explanation |                     |
| Material topic: Climate Change |                       |                                                                                 |                    |                        |                     |             |                     |
| GRI 3: MATERIAL TOPICS         | 3-3                   | Management of the material topic                                                | 137, 138, 139, 141 |                        |                     |             |                     |
| GRI 305: Emissions 2016        | 305-1                 | Direct (Scope 1) greenhouse gas (GHG) emissions                                 | 8, 147             |                        |                     |             |                     |
|                                | 305-2                 | Energy indirect (Scope 2) greenhouse gas (GHG) emissions                        | 8, 147             |                        |                     |             |                     |
|                                | 305-3                 | Other indirect (Scope 3) greenhouse gas (GHG) emissions                         | 8, 147             |                        |                     |             |                     |
|                                | 305-4                 | Greenhouse gas (GHG) emissions intensity                                        | 147                |                        |                     |             |                     |
|                                | 305-5                 | Reduction of greenhouse gas (GHG) emissions                                     | 147, 148           |                        |                     |             |                     |
|                                | 305-6                 | Emissions of ozone-depleting substances (ODS)                                   | 147, 149           |                        |                     |             |                     |
|                                | 305-7                 | Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions | 147, 149           |                        |                     |             |                     |
|                                | Material topic: Waste |                                                                                 |                    |                        |                     |             |                     |
| GRI 3: MATERIAL TOPICS         | 3-3                   | Management of the material topic                                                | 150                |                        |                     |             |                     |
| GRI 306: Waste 2020            | 306-1                 | Waste generation and significant waste-related impacts                          | 150, 153           |                        |                     |             |                     |
|                                | 306-2                 | Management of significant waste-related impacts                                 | 150, 152, 153, 156 |                        |                     |             |                     |
|                                | 306-3                 | Waste generated                                                                 | 8, 153, 155, 156   |                        |                     |             |                     |
|                                | 306-4                 | Waste diverted from disposal                                                    | 153, 155           |                        |                     |             |                     |
|                                | 306-5                 | Waste directed to disposal                                                      | 153, 155           |                        |                     |             |                     |

| GRI Standard                                  | Disclosure | Description                                                                                        | Page(s)                     | Omission               |                             |                                                                                                                                                                                                                                            | GRI Sector Standard |
|-----------------------------------------------|------------|----------------------------------------------------------------------------------------------------|-----------------------------|------------------------|-----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
|                                               |            |                                                                                                    |                             | Requirement(s) omitted | Reason for omission         | Explanation                                                                                                                                                                                                                                |                     |
| Material topic: People Management             |            |                                                                                                    |                             |                        |                             |                                                                                                                                                                                                                                            |                     |
| GRI 3: MATERIAL TOPICS                        | 3-3        | Management of the material topic                                                                   | 72, 73, 75, 76, 78, 79, 80  |                        |                             |                                                                                                                                                                                                                                            |                     |
| GRI 401: Employment 2016                      | 401-1      | New employee hires and employee turnover                                                           | 8, 72, 73, 178              |                        |                             |                                                                                                                                                                                                                                            |                     |
|                                               | 401-2      | Benefits provided to full-time employees that are not provided to temporary or part-time employees | 77                          |                        |                             |                                                                                                                                                                                                                                            |                     |
|                                               | 401-3      | Parental leave                                                                                     | 179                         |                        |                             |                                                                                                                                                                                                                                            |                     |
| GRI 405: Diversity and Equal Opportunity 2016 | 405-1      | Diversity of governance bodies and employees                                                       | 36, 37, 38, 41, 72, 81, 182 |                        |                             |                                                                                                                                                                                                                                            |                     |
|                                               | 405-2      | Ratio of basic salary and remuneration of women to men                                             | 81, 184                     |                        |                             |                                                                                                                                                                                                                                            |                     |
| GRI 406: Non-discrimination 2016              | 406-1      | Incidents of discrimination and corrective actions taken                                           | 52, 184                     |                        |                             |                                                                                                                                                                                                                                            |                     |
| GRI 410: Security Practices 2016              | 410-1      | Security personnel trained in human rights policies or procedures                                  | 43, 184                     | a                      | Confidentiality constraints | We train security teams with practical application of this training in their daily activities. As this is sensitive and confidential information, we have chosen not to report the percentage of security personnel trained in this cycle. |                     |

| GRI Standard                                 | Disclosure | Description                                                                                                   | Page(s)                | Omission               |                                      |             | GRI Sector Standard |
|----------------------------------------------|------------|---------------------------------------------------------------------------------------------------------------|------------------------|------------------------|--------------------------------------|-------------|---------------------|
|                                              |            |                                                                                                               |                        | Requirement(s) omitted | Reason for omission                  | Explanation |                     |
| Material topic: Health and Safety            |            |                                                                                                               |                        |                        |                                      |             |                     |
| GRI 3: MATERIAL TOPICS                       | 3-3        | Management of the material topic                                                                              | 83, 86, 88, 89, 90, 93 |                        |                                      |             |                     |
| GRI 403: Occupational Health and Safety 2018 | 403-1      | Occupational health and safety management system                                                              | 83, 88, 90             |                        |                                      |             |                     |
|                                              | 403-2      | Hazard identification, risk assessment, and incident investigation                                            | 88, 89, 90, 93         |                        |                                      |             |                     |
|                                              | 403-3      | Occupational health services                                                                                  | 83, 85, 86, 88, 89, 93 |                        |                                      |             |                     |
|                                              | 403-4      | Worker participation, consultation, and communication on occupational health and safety                       | 88, 89, 90, 93         |                        |                                      |             |                     |
|                                              | 403-5      | Worker training on occupational health and safety                                                             | 93                     |                        |                                      |             |                     |
|                                              | 403-6      | Promotion of worker health                                                                                    | 77, 85, 86, 88, 93     |                        |                                      |             |                     |
|                                              | 403-7      | Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | 83, 87, 88, 90, 91, 93 |                        |                                      |             |                     |
|                                              | 403-8      | Workers covered by an occupational health and safety management system                                        | 83, 87, 88, 93, 179    |                        |                                      |             |                     |
|                                              | 403-9      | Work-related injuries                                                                                         | 8, 88, 93, 180         | b.ii                   | Information unavailable / incomplete |             |                     |
|                                              | 403-10     | Work-related ill health                                                                                       | 88, 93, 176, 180       |                        |                                      |             |                     |

| GRI Standard                                         | Disclosure | Description                                                                                   | Page(s)                      | Omission               |                                      |                                                                                                                                                     | GRI Sector Standard |
|------------------------------------------------------|------------|-----------------------------------------------------------------------------------------------|------------------------------|------------------------|--------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
|                                                      |            |                                                                                               |                              | Requirement(s) omitted | Reason for omission                  | Explanation                                                                                                                                         |                     |
| Material topic: R&D, Innovation and Health Education |            |                                                                                               |                              |                        |                                      |                                                                                                                                                     |                     |
| GRI 3: MATERIAL TOPICS                               | 3-3        | Management of the material topic                                                              | 158, 161, 163, 165, 168, 169 |                        |                                      |                                                                                                                                                     |                     |
| GRI 404: Training and Education 2016                 | 404-1      | Average hours of training per year per employee                                               | 8, 180                       |                        |                                      |                                                                                                                                                     |                     |
|                                                      | 404-2      | Programs for upgrading employee skills and transition assistance programs                     | 75, 78, 79, 80               | b                      | Information unavailable / incomplete | Rede D’Or does not have career transition programs. The Company’s initiatives in this area are focused on developing the journey of active workers. |                     |
|                                                      | 404-3      | Percentage of employees receiving regular performance and career development reviews          | 181                          |                        |                                      |                                                                                                                                                     |                     |
| Material topic: Patient-Centered Care                |            |                                                                                               |                              |                        |                                      |                                                                                                                                                     |                     |
| GRI 3: MATERIAL TOPICS                               | 3-3        | Management of the material topic                                                              | 98                           |                        |                                      |                                                                                                                                                     |                     |
| GRI 416: Customer Health and Safety 2016             | 416-1      | Assessment of the health and safety impacts of product and service categories                 | 98                           |                        |                                      |                                                                                                                                                     |                     |
|                                                      | 416-2      | Incidents of non-compliance concerning the health and safety impacts of products and services | 98, 184                      |                        |                                      |                                                                                                                                                     |                     |
| Material topic: Privacy and Information Security     |            |                                                                                               |                              |                        |                                      |                                                                                                                                                     |                     |
| GRI 3: MATERIAL TOPICS                               | 3-3        | Management of the material topic                                                              | 59, 60, 61                   |                        |                                      |                                                                                                                                                     |                     |
| GRI 418: Customer Privacy 2016                       | 418-1      | Substantiated complaints concerning breaches of customer privacy and losses of customer data  | 59, 60, 184                  |                        |                                      |                                                                                                                                                     |                     |

# SASB Content Index

| Material Topic                      | SASB Topic                                                    | Code         | Accounting Metric                                                                                                                                                                                                                                                                                                                     | Page                   |
|-------------------------------------|---------------------------------------------------------------|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| Energy                              | Energy Management                                             | HC-DY-130a.1 | (1) Total energy consumed, (2) percentage of grid electricity, (3) percentage of renewable energy                                                                                                                                                                                                                                     | 130                    |
| Waste                               | Waste Management                                              | HC-DY-150a.1 | Total amount of medical waste: percentage (a) incinerated, (b) recycled or treated, and (c) landfilled                                                                                                                                                                                                                                | 153                    |
| Health and Safety                   | Employee Health and Safety                                    | HC-DY-320a.1 | Total recordable incident rate                                                                                                                                                                                                                                                                                                        | 180                    |
| Integrity, Risk and Anti-Corruption | Patient Privacy                                               | HC-DY-230a.2 | Description of policies and practices to protect health information records and other personally identifiable information                                                                                                                                                                                                             | 59, 60                 |
|                                     | Patient Privacy                                               | HC-DY-230a.3 | Number of data breaches                                                                                                                                                                                                                                                                                                               | 59                     |
|                                     | Electronic Health Record                                      | HC-DY-230a.4 | Total amount of monetary losses as a result of legal proceedings associated with data security and privacy                                                                                                                                                                                                                            | 59                     |
| Climate Change                      | Climate Change and Impacts on Human Health and Infrastructure | HC-DY-450a.1 | Description of the strategy to address the effects of climate change on business operations, physical infrastructure, and facility design. Discussion of specific risks, such as physical risks, posed by changes in the frequency and intensity of extreme weather events and changes in disease and illness morbidity and mortality | 137, 138, 146          |
| Human Rights                        | Employee Recruitment, Development and Retention               | HC-DY-000.a  | Number of facilities and number of beds                                                                                                                                                                                                                                                                                               | 8, 13, 14, 23, 64, 186 |
| People Management                   | Employee Recruitment, Development and Retention               | HC-DY-330a.1 | Voluntary turnover and (2) involuntary turnover rate for: (a) physicians, (b) non-physician healthcare professionals, and (c) all other employees                                                                                                                                                                                     | 185                    |

# Verification Statement



DECLARAÇÃO DE CONFORMIDADE

Conformity Declaration

Verification Statement

Nº 367.010/26

This **Verification Statement** documents that ABNT performed verification activities in compliance with the standard ABNT NBR ISO 14064-3:2007 and the verification specifications of the Brazilian GHG Protocol Programme.

|                                                 |
|-------------------------------------------------|
| REDE D'OR SÃO LUIZ S.A.                         |
| Responsible for the Inventory: Amanda Carvalho  |
| E-mail: amanda.dscarvalho@rededor.com.br        |
| Associação Brasileira de Normas Técnicas – ABNT |
| Team Leader: Thiago Ernani Guinancio Milagres   |
| E-mail: thiagoguinancio@gmail.com               |

The Greenhouse Gases (GHG) Emissions reported by **REDE D'OR SÃO LUIZ S.A.**, in its emissions inventory from January 1<sup>st</sup> to December 31<sup>st</sup>, **2025**, are verifiable and comply with the requirements of the Brazilian GHG Protocol Programme, detailed in the Specifications for Accounting, Quantification and Publication of Corporate Inventories of Greenhouse Gas Emissions (EPB).

Level of Assurance

ABNT has assigned the following level of assurance to the verification process:

☒ Verification with **limited** level of assurance.  
"There is no evidence that the Organizations' greenhouse gas inventory for the year **2025** is not materially correct, is not a fair representation of the GHG data and information and has not been prepared in accordance with the Specifications of the Brazilian GHG Protocol Programme."

The limits of the verification process were:  
Verification of secondary data.

Verification Scope Description

The Organization's inventory of **2025** has been verified within the following scope:



ABNT Associação Brasileira de Normas Técnicas

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Rua Conselheiro Nebras, 1.131 – Campos Eliseos – São Paulo – SP – CEP 01203-002



ABNT NBR ISO/IEC 17029

OVV 005



Declaração de Verificação

ABNT NBR ISO 14064-1



DECLARAÇÃO DE CONFORMIDADE

Conformity Declaration

| Organizational boundaries                                                                                          | Operational boundaries                                                                                                                                                                                                                 |
|--------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <input checked="" type="checkbox"/> Operational Control approach<br><input type="checkbox"/> Equity share approach | <input checked="" type="checkbox"/> Scope 1<br><input checked="" type="checkbox"/> Scope 2 – Location-Based method<br><input checked="" type="checkbox"/> Scope 2 – Market-Based method<br><input checked="" type="checkbox"/> Scope 3 |

☐ The following sources were excluded from the verification: N/A

Facilities visited

Facilities visited during the verification process:

| Facility                             | Relation with holding | Address                                                          | Date       |
|--------------------------------------|-----------------------|------------------------------------------------------------------|------------|
| RICHET LABORATORY                    | Unit                  | Rua Sorocaba, 477 / 1º andar - Botafogo, Rio de Janeiro/RJ       | 02/25/2026 |
| REDE D'OR ONCOLOGY CLINIC            | Unit                  | Rua Sorocaba, 654 - Botafogo, Rio de Janeiro/RJ                  | 02/25/2026 |
| COPA STAR HOSPITAL                   | Unit                  | Rua Figueiredo de Magalhães, 700 – Copacabana, Rio de Janeiro/RJ | 02/26/2026 |
| COPA D'OR HOSPITAL                   | Unit                  | Rua Figueiredo de Magalhães, 875, Térreo – Copacabana/RJ         | 02/26/2026 |
| BOTAFOGO CORPORATE UNIT – PLATAFORMA | Unit                  | Rua Voluntários da Pátria, 138, sobreloja – Botafogo/RJ          | 02/27/2026 |

Total verified emissions  
(Operational Control approach)

Consolidated Emissions:

| GHG                      | Metric Tons of CO <sub>2</sub> equivalent (tCO <sub>2</sub> e) |                                  |                                |            |
|--------------------------|----------------------------------------------------------------|----------------------------------|--------------------------------|------------|
|                          | Scope 1                                                        | Scope 2<br>Location-based method | Scope 2<br>Market-based method | Scope 3    |
| CO <sub>2</sub>          | 10,998.181                                                     | 17,780.222                       | 6,126.688                      | 4,599.330  |
| CH <sub>4</sub>          | 29.409                                                         | 0.000                            | 0.000                          | 23,088.821 |
| N <sub>2</sub> O         | 13,579.971                                                     | 0.000                            | 0.000                          | 246.854    |
| HFCs                     | 22,448.456                                                     | -                                | -                              | 0.000      |
| PFCs                     | 0.000                                                          | -                                | -                              | 0.000      |
| SF <sub>6</sub>          | 0.000                                                          | -                                | -                              | 0.000      |
| NF <sub>3</sub>          | 0.000                                                          | -                                | -                              | 0.000      |
| TOTAL                    | 47,056.018                                                     | 17,780.222                       | 6,126.688                      | 27,935.005 |
| Biogenic CO <sub>2</sub> | 303.774                                                        | -                                | -                              | 3,778.433  |

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ABNT NBR ISO/IEC 17029

OVV 005



Declaração de Verificação

ABNT NBR ISO 14064-1

REDE D'OR

Sustainability  
Report 2025

PRESENTATION

SUSTAINABLE  
JOURNEY

GOVERNANCE

MANUFACTURED  
CAPITAL

HUMAN CAPITAL

SOCIAL AND  
RELATIONSHIP  
CAPITAL

NATURAL CAPITAL

INTELLECTUAL  
CAPITAL

FINANCIAL  
CAPITAL

APPENDICES

CREDITS

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DECLARAÇÃO DE CONFORMIDADE  
Conformity Declaration

Emissions from Rede D'Or:

| GHG                      | Metric Tons of CO <sub>2</sub> equivalent (tCO <sub>2</sub> e) |                                     |                                   |            |
|--------------------------|----------------------------------------------------------------|-------------------------------------|-----------------------------------|------------|
|                          | Scope 1                                                        | Scope 2<br>Location-based<br>method | Scope 2<br>Market-based<br>method | Scope 3    |
| CO <sub>2</sub>          | 10,976.570                                                     | 17,705.113                          | 6,108.279                         | 4,108.697  |
| CH <sub>4</sub>          | 29.362                                                         | 0.000                               | 0.000                             | 23,074.545 |
| N <sub>2</sub> O         | 13,475.538                                                     | 0.000                               | 0.000                             | 239.852    |
| HFCs                     | 22,448.456                                                     | -                                   | -                                 | 0.000      |
| PFCs                     | 0.000                                                          | -                                   | -                                 | 0.000      |
| SF <sub>6</sub>          | 0.000                                                          | -                                   | -                                 | 0.000      |
| NF <sub>3</sub>          | 0.000                                                          | -                                   | -                                 | 0.000      |
| TOTAL                    | 46,929.925                                                     | 17,705.113                          | 6,108.279                         | 27,423.094 |
| Biogenic CO <sub>2</sub> | 303.463                                                        | -                                   | -                                 | 3,747.165  |

Emissions from SulAmérica:

| GHG                      | Metric Tons of CO <sub>2</sub> equivalent (tCO <sub>2</sub> e) |                                     |                                   |         |
|--------------------------|----------------------------------------------------------------|-------------------------------------|-----------------------------------|---------|
|                          | Scope 1                                                        | Scope 2<br>Location-based<br>method | Scope 2<br>Market-based<br>method | Scope 3 |
| CO <sub>2</sub>          | 21.604                                                         | 75.109                              | 31.647                            | 490.634 |
| CH <sub>4</sub>          | 0.048                                                          | 0.000                               | 0.000                             | 1.139   |
| N <sub>2</sub> O         | 104.433                                                        | 0.000                               | 0.000                             | 7.001   |
| HFCs                     | 0.000                                                          | -                                   | -                                 | 0.000   |
| PFCs                     | 0.000                                                          | -                                   | -                                 | 0.000   |
| SF <sub>6</sub>          | 0.000                                                          | -                                   | -                                 | 0.000   |
| NF <sub>3</sub>          | 0.000                                                          | -                                   | -                                 | 0.000   |
| TOTAL                    | 126.085                                                        | 75.109                              | 31.647                            | 498.774 |
| Biogenic CO <sub>2</sub> | 0.318                                                          | -                                   | -                                 | 31.135  |

Additional comments

Emissions of gases not regulated by the Kyoto Protocol:  
HCFC-22 (R22): 6,176.738 tCO<sub>2</sub>e  
HCFC 141b: 42.541 tCO<sub>2</sub>e  
Isoflurane: 1.983696 tCO<sub>2</sub>e  
Sevoflurane: 1,469.574445 tCO<sub>2</sub>e

Conflicts of interest

I, Thiago Ernani Guinancio Milagres, certify that no conflict of interest exists between **REDE D'OR SÃO LUIZ S.A.** and ABNT, or any of the individual members of the verification team involved in the verification of the inventory, as defined in chapter 3.2.1 of the Verification Specifications of the Brazilian GHG Protocol

Thiago Ernani Guinancio Milagres  
(Team Leader)  
☒ Digital signature recognition<sup>1</sup>  
03/18/2026  
Date

ABNT Associação Brasileira de Normas Técnicas  
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DECLARAÇÃO DE CONFORMIDADE  
Conformity Declaration

GHG Emissions Inventory Verifier's conclusion

As responsible for the verification activities of the GHG inventory of **REDE D'OR SÃO LUIZ S.A.**, we certify that the information contained herein are accurate.

Thiago Ernani Guinancio Milagres  
(Team leader)  
☒ Digital signature recognition<sup>1</sup>  
03/18/2026  
Date

Fabiane Governatori  
(Independent reviewer)  
☒ Digital signature recognition<sup>1</sup>  
03/18/2026  
Date

Authorization

I, Amanda Carvalho, accept the results of this verification statement.

Documento assinado digitalmente  
gov.br AMANDA DE SOUZA CARVALHO  
Data: 28/05/2026 21:22:27-0300  
Verifique em https://validar.iti.gov.br  
Amanda Carvalho  
☒ Digital signature recognition<sup>1</sup>  
03/18/2026  
Date

Document review

Rio de Janeiro, March 18<sup>th</sup>, 2026.



Guy Advocat  
Systems Certification Manager

<sup>1</sup> By checking the box "digital signature recognition", I agree that this verification statement is considered "in writing" and "signed" for all purposes and any electronic records will be considered "in writing". Expressly waive any and all rights to deny the legal validity, the validity or enforceability of this verification statement and any documents related to it on the grounds that have been prepared and completed electronically.  
This statement is supported by ABNT's standard service contract and procedures, valid only signed by the System Certification Manager. Its validity can be confirmed at the following address: www.abnt.org.br. For further information: sustentabilidade@abnt.org.br. CNPJ: 33.402.892/0001-06.

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# Assurance Report



**UHY Bendoraytes**  
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## INDEPENDENT AUDITOR'S LIMITED ASSURANCE REPORT ON SUSTAINABILITY INFORMATION

To the Board of Directors, Management, and Shareholders of  
Rede D'Or São Luiz S.A.

### Limited Assurance Conclusion

We have carried out a limited assurance engagement related to the environmental, social and governance (ESG) indicators included in the “Integrated Sustainability Report” (“Report”) of Rede D'Or São Luiz S.A. ("Company") for the year ended December 31, 2025, prepared based on the standards of Global Reporting Initiative (GRI Standards), *Orientação OCPC 09* and *CTG 09 - Relato Integrado*.

According to the procedures applied and the evidence obtained, we are not aware of any fact that leads us to believe that the environmental, social and governance (ESG) indicators included in the “Integrated Sustainability Report” of Rede D'Or São Luiz S.A. for the year ended December 31, 2025 were not prepared, in all material respects, based on the standards of Global Reporting Initiative (GRI Standards) including OCPC 09 Guidance, SASB, TCFD recommendations, and CBPS Pronouncements 01 and 02 and with *Orientação OCPC 09* and *CTG 09 - Relato Integrado*.

### Basis for Conclusion

We conducted our limited assurance engagement in accordance with NBC TO 3000 (reviewed) – Assurance Engagements and Reviews, NBC TAS 5000 - the Brazilian Accounting Standard for Assurance on Sustainability Information Disclosure (NBC TAS 5000), issued by the Federal Association of Accountants (CFC), General Requirements for Sustainability Assurance Engagements (ISSA) 5000, and ISAE 3000 (reviewed) - Assurance engagements other than audits or reviews of historical financial information issued by the international Audit and Assurance Standards Board (IAASB). Our responsibilities with respect to those standards are further described in the “Our responsibilities” section of the report.

We have complied with the independence and other ethical requirements of the Accountant’s Professional Code of Ethics and Professional Standards (including Independence Standards) issued by the Federal Association of Accountants (CFC) according to key principles of integrity, objectivity, professional competence and due zeal, confidentiality and professional behavior.

GBS-365/26

Audit | Tax | Consulting

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Our firm applies the NBC PA 01 Quality Management for Independent Auditors’ (legal entities) and International Standards on Quality Management (ISQM) 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements, issued by CFC and IAASB respectively. This Standards requires the firm to prepare, implement and operate a quality management system, including policies or procedures related to compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

### Emphasis of Matter - Reporting Boundaries and Financial Connectivity

We draw attention to the Financial Capital section and the respective explanatory notes of the Sustainability Information, which describe the Company's decision to keep the data of its subsidiary SulAmérica consolidated in the economic tables. This approach was adopted strictly to ensure financial connectivity with the audited Financial Statements (as recommended by OCPC 09), although it creates an intentional divergence regarding the operational reporting boundaries of the other sustainability dimensions and capitals, which exclude the operations of the aforementioned insurance company. Our conclusion is not modified in respect of this matter.

### Other Information

The Company's management is responsible for the other information. The other information comprises the financial statements and the historical information included in the Integrated Report, but does not include the Sustainability Information subject to this engagement and our assurance report thereon. Our limited assurance conclusion on the Sustainability Information does not cover the other information and we do not express any form of assurance conclusion thereon. In connection with our engagement, our responsibility is to read this other information and, in doing so, consider whether the other information is materially inconsistent with the Sustainability Information or our knowledge obtained in the engagement, or otherwise appears to be materially misstated. We have nothing to report in this regard.

### Management's Responsibilities for the Sustainability Information

The Company's management is responsible for:

- The proper preparation and presentation of the information in the Report in accordance with the OCPC 09 Guidance, GRI Standards, SASB, TCFD, and CBPS Pronouncements 01 and 02; and
- Design, implementation and maintenance of internal controls relevant to the preparation of the information included in the Report is free from material misstatement, whether due to fraud or error.

Audit | Tax | Consulting



Inherent Limitations in the Preparation of Sustainability Information

As discussed in the "Goals and Results" and "GHG Emissions" sections of the Sustainability Information, the measurement of greenhouse gas (GHG) emissions (particularly those under Scope 3) and the preparation of forward-looking information are subject to measurement uncertainties and inherent limitations. The determination of Scope 3 emissions depends on the availability and relative accuracy of information from value chain entities outside the Company's control. Additionally, the sustainability goals and forward-looking information were prepared based on a set of assumptions regarding future events and Management actions that may not necessarily occur, and actual results could differ materially from the projections.

Independent Auditor's Responsibilities

We are responsible for:

- Plan and carry out the engagement to obtain limited assurance about whether the information included in the Company's Report for the year ended December 31, 2025, prepared on the bases of OCPC 09 Guidance, GRI Standards, SASB, TCFD, and CBPS Pronouncements 01 and 02 is free from material misstatement, whether due to fraud or error;
- Form an independent conclusion according to the procedures applied and the evidence obtained; and
- Report our conclusion to the Company's Board of Director and Shareholders.

Summary of the work we performed as basis for our conclusion

We exercised professional judgment and maintain professional skepticism throughout the work. We design and perform our procedures to obtains evidence about the non-financial information included in the Company's report that is sufficient and appropriate to provide a basis for our conclusion. The procedures selected by our team depend on our understanding of the non-financial information included in the Company's report and on other circumstances of the engagement, in addition to our consideration of the areas in which material misstatements are likely to occur. When carrying out the work, we:

- Planned the engagement, considering the materiality of the issues to be addressed by the company's activities, the relevance of the information disclosed by the company, the amount of quantitative and qualitative information, as well as operating system and internal controls that supported the preparation of the information included in the report;
- Obtained an understanding of the calculation method and the procedures followed to compile indicators by making inquiries and holding interviews with the managers in charge of gathering information;
- Applied analytical procedures to quantitative information and inquiring about qualitative information and its correlation with the indicators disclosed in the information included in the Report;
- When non-financial data correlate with financial indicators, we compared these indicators with the financial statements; and evaluated the procedures followed for preparing the report and structure and contents, according to OCPC 09 Guidance, GRI Standards, SASB, TCFD, and CBPS Pronouncements 01 and 02.



The procedures applied in a limited assurance engagement vary in terms of nature and timing, and their extent is restricted (less extensive) than in reasonable assurance engagements. Therefore, the security level obtained from a limited assurance engagement is substantially lower than the security that would have been obtained if a reasonable assurance engagement had been carried out.

Rio de Janeiro, April 24, 2026.

UHY Bendoraytes e Cia.  
Auditores Independentes  
CRC 2RJ 0081/O-8

Original report in Portuguese signed by

Geysa Bendoraytes e Silva  
Contadora - Sócia-Líder do Trabalho  
CRC RJ 091330/O-5

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