

Rede D'Or 2024 ESG Materiality Report

in the Context
of Sustainability



REDE *D'OR*

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1 Foreword

Founded in 1977 in Rio de Janeiro, Rede D'Or is the largest integrated healthcare network in Latin America today. Our network presence spans key Brazilian states including Rio de Janeiro, São Paulo, Pernambuco, Bahia, Maranhão, Sergipe, Ceará, Paraná, Minas Gerais, Mato Grosso do Sul, Paraíba, Alagoas and the Federal District. Through a focus on compassionate care, staff excellence, innovation, and service expansion, Rede D'Or has built recognized leadership in technical quality.

To learn about Rede D'Or's principles-based purpose, operations, and business model, visit our [official website](#) and [Investor Relations website](#).

As part of our commitment to sustainability, we have embedded Environmental, Social, and Governance (ESG) practices in our strategy. In 2020, Rede D'Or became a signatory of the [United Nations \(UN\) Global Compact](#) and pledged to support the 2030 Agenda and its [Sustainable Development Goals \(SDGs\)](#). In 2023, we updated our Strategic ESG Plan, establishing key governance processes through 2030, including ESG materiality management (for further details, see the [2023 Integrated Sustainability Report](#), page 37 to 40). In the current year, we were recognized as one of the world's most sustainable companies, earning a spot in *Time* magazine's 2024 ranking of the [500 most sustainable companies](#) globally.



2 About Rede D'Or's Approach to Materiality in the Context of Sustainability

We first began conducting materiality assessments in accordance with the [Global Reporting Initiative \(GRI\) Standards](#) in 2017 to ensure our operations and strategy address the economic, environmental and social impacts that are most relevant both to our business and to our stakeholders.

In 2022, we reviewed our materiality assessment process for consistency with the GRI standards published in 2021, and more specifically GRI 3: Material Topics.

Rede D'Or conducts complete materiality assessments every two years and materiality reviews annually. The partial materiality review in 2023 identified needed adjustments and updates, including a review of topic prioritization and definitions to ensure they reflect the evolving internal and external context. The materiality assessment process takes into account the broader value chain as required in Disclosure GRI 2-6, covering Rede D'Or's operations comprehensively (see the [Integrated Sustainability Report](#), page 12).

In 2024, we conducted our biennial full materiality assessment, introducing a financial materiality analysis alongside our traditional assessment of impacts, within a **double materiality** framework in line with internal standards.

This Materiality Report has been developed to provide a comprehensive view of key positive and negative impacts, risks, and opportunities within Rede D'Or's value chain and beyond (including other entities). Identifying and reviewing material topics enables us to align our goals and initiatives with stakeholder expectations while mitigating financial and operational risks.

Background information on our materiality assessments is available here: [Sustainability - Rede D'Or](#)



3 About the Materiality Assessment in the Context of Sustainability

The double materiality assessment was conducted using the framework established in “EFRAG IG 1: Materiality Assessment Implementation Guidance,” issued by the European Financial Reporting Advisory Group (EFRAG)¹. This framework outlines best practices for assessing impact and financial materiality, in line with [GRI 3: Material Topics 2021](#), from the Global Reporting Initiative (GRI), and [IFRS S1 - General Requirements for Disclosure of Sustainability-related Financial Information](#)², from the International Sustainability Standards Board.

The double materiality framework evaluates both an organization’s impacts and the sustainability-related risks and opportunities affecting its financial performance and value creation.

According to IFRS S1, financial materiality focuses on ESG-related factors that could influence an organization’s financial performance and cash flow.

This integrated approach meets investors’ and stakeholders’ need for a clear, comprehensive view of how sustainability issues affect and are affected by an organization, strengthening business resilience and supporting long-term strategy.

As outlined in our most recently updated internal policies, Rede D’Or now assesses the risks and opportunities arising from our social and environmental impacts (financial materiality).

1. EFRAG is a private association established in 2001 with the encouragement of the European Commission to serve the public interest. EFRAG extended its mission in 2022 following the new role assigned to EFRAG in the Corporate Sustainability Reporting Directive (CSRD), providing Technical advice to the European Commission in the form of fully prepared draft EU Sustainability Reporting Standards and/or draft amendments to these standards. The CSRD is a European Union directive aimed at strengthening corporate sustainability reporting requirements. It mandates that companies disclose detailed information about their environmental, social, and governance (ESG) impacts, promoting transparency and accountability in business operations.

2. The ISSB (International Sustainability Standards Board) is an international board established by the IFRS Foundation in November 2021 to develop and maintain a comprehensive set of global sustainability reporting standards.





GRI 3: Material Topics

According to “GRI 3: Material Topics 2021”, a materiality assessment is the process of identifying and ranking the topics that represent an organization’s most significant impacts on the economy, environment, and people, including impacts on their human rights.

Under GRI 3, impacts are categorized as positive or negative, and as actual or potential. This framework stresses the importance of identifying impacts both within the direct value chain as well as in related activities that affect or are affected by the organization.

Although the primary focus under GRI is reporting on external impact, it also addresses how sustainability issues might affect the organization, especially risks and opportunities with financial implications. This approach reflects the double materiality concept.

The main steps in determining material topics, as outlined in GRI and adopted by Rede D’Or, are as follows:

Step 1 | Understand the organization’s context: analyze the context surrounding the organization, using the Sector Standards to ensure an accurate

understanding of the external and internal environment. This includes considering industry trends, regulations and other conditions affecting the organization’s operations.

Step 2 | Identify impacts: identify the organization’s actual and potential, positive and negative impacts and the stakeholders affected.

Step 3 | Assess the significance of impacts: assess the significance of each impact in terms of magnitude (scale, scope, and irremediable character for negative impacts and scale and scope for positive impacts).

Step 4 | Prioritize impacts: arrange identified positive and negative impacts from most to least significant, define a cut-off point or threshold, and group the impacts into topics to determine a list of topics for validation.

Step 5 | Test and approve the material topics: test the material topics with experts and information users and validate the final topics with the highest governance body.

IFRS S1: General Requirements for Disclosure of Sustainability-related Financial Information

As defined by IFRS S1, information is material if it could reasonably be expected to influence decisions that primary users of general purpose financial reports make relating to providing resources to the entity. This means that organizations must identify and disclose risks and opportunities that may have a material impact on their financial position, financial performance and cash flows. This definition of materiality supports an integrated approach to identifying material topics, ensuring Rede D'Or's reports provide meaningful insights into its strategy and financial sustainability.

The process of defining material information includes specific steps to identify, evaluate, and disclose sustainability-related risks and opportunities, as condensed below:

Step 1 | Identify sustainability-related risks and opportunities: map out sustainability-related risks and opportunities that could impact the organization's resources and relationships across the value chain. These factors may include natural, manufactured, intellectual, human, social

and financial capital, all of which support an organization's operations and value creation.

Step 2 | Assess information materiality: determine the significance of risks and opportunities based on their potential impact and likelihood of affecting the organization. Both quantitative aspects (e.g., financial metrics) and qualitative factors (e.g., impacts on stakeholders or reputation) should be considered for a comprehensive understanding of materiality. This process combines financial and operational data with qualitative considerations like stakeholder perceptions and reputation to create a more detailed picture of actual and potential impacts on the company.

Step 3 | Establish connections between sustainability information and financial statements: ensure sustainability disclosures align with financial information, enhancing transparency and connectedness. This includes considering how sustainability-related risks and opportunities affect financial metrics such as cash flow, expenses, and revenue.

Step 4 | Periodic reviews and adjustments: the materiality process is not static. An organization's material must be reviewed periodically to incorporate changes in context, such as external events, new regulations, or market shifts.





EFRAG IG 1: Materiality Assessment Implementation Guidance

The EFRAG materiality assessment framework applies both **impact materiality** criteria, based on the GRI Standards, and **financial materiality** criteria, aligned with IFRS S1, to identify material sustainability topics.

Impact Materiality

The magnitude of negative impacts is evaluated based on three main criteria: scale, scope, and irremediability³. Positive impacts are assessed using scale and scope as measures of magnitude.

Potential impacts incorporate a probability criterion to assess their likelihood, providing a more comprehensive assessment of the magnitude of impact.

Financial Materiality

Financial materiality assesses both the likelihood of occurrence and the magnitude a financial effects, including direct effects on performance,

cash flow, cost of capital, and access to finance over the short, medium or long term⁴.

However, the financial impact assessment extends beyond quantitative metrics. Qualitative factors, though not measurable, have a significant effect on an organization's financial health. Examples of such qualitative factors include reputational risks, customer loyalty, investor confidence, regulatory exposure, and technology adoption. These factors can influence long-term stability and prospects, even without immediate financial repercussions.

Financial materiality assessments must therefore include both quantitative and qualitative dimensions, providing a comprehensive picture of sustainability-related risks and opportunities that could influence the organization's strategy and financial position.

³. For negative environmental impacts, magnitude is evaluated prior to factoring in mitigation measures.

⁴. Financial materiality assessments emphasize residual risk — the remaining risk after mitigation efforts are accounted for.

4 Rede D'Or's Double Materiality Process

Rede D'Or's double materiality assessment evaluated the company's impacts, risks, and opportunities (IROs) through a structured process, detailed below and aligned with internal guidelines:

a. Context analysis (industry drivers and IROs)

Taking into account Rede D'Or's business model, value chain, and affected stakeholders, the context analysis examined the internal and external landscape, regulations, and key internal documents, including: our Strategic ESG Plan, corporate policies and guidelines, enterprise risk assessments, 2022 and 2023 materiality assessments, Reference Form, among others. In addition, interviews with senior executives provided insights into core business and sustainability priorities. The context analysis can be thought of as indirectly engaging internal and external stakeholders. Rede D'Or's Strategic ESG Plan incorporates materiality considerations to ensure our policies and guidelines are relevant and effective based on identified impacts and relevance.

To assess external trends and factors, the context analysis drew on international and industry-specific standards, detailed below:

- **Sustainability Accounting Standard Board (SASB) - Health Care Delivery**: SASB is a nonprofit organization, founded in 2011, that

sets standards to guide the disclosure of financially material sustainability information by companies to their investors. Disclosures from SASB's Health Care Delivery Standard (2013) were used in the analysis, addressing the sustainability issues most relevant to the healthcare sector. Document available at: <https://materiality.sasb.org/>

- **Sustainability Yearbook 2024 - S&P Global**: an annual roundup of major business and financial trends across economic sectors. Insights from the Health Care Equipment & Services sector were included in the context analysis.
- **National Health Service (NHS) - Sustainability: The NHS Long Term Plan**, a roadmap outlining initiatives to improve patient care in the British National Healthcare Service over the next ten years.
- **Global Green Healthy Hospitals - Health Care Without Harm (HCWH)**: the [Global Green and Healthy Hospitals Sustainability Agenda](#) provides tools and resources to enhance

b. Assessment of Impacts, Risks, and Opportunities

sustainability and environmental health in healthcare systems globally. The framework consists of ten interconnected goals, each supported by specific actions that can be adopted by both healthcare providers and healthcare systems. Supporting tools and resources are available at <https://greenhospitals.org>

- **The Global Risks Report 2024 - World Economic Forum (WEF):** an annual publication detailing the foremost global risks. The report identifies imminent global risks and classifies them by their expected timelines to emergence.

b.1 Impact Materiality

Rede D'Or conducted its impact materiality assessment process based on GRI 3: Material Topics and its internal standards, following the steps outlined below:

- **Identifying impacts**

Identifying and documenting actual and potential, positive and negative impacts from the company's operations, value chain, and beyond (other entities). Rede D'Or first analyzed and validated a long list of impacts.

As part of the analysis, we determined how each impact directly or indirectly affects fundamental rights, and mapped each impact to the relevant Articles of the Universal Declaration of Human Rights. This included both potential and actual impacts.

- **Assessing the significance of impacts**

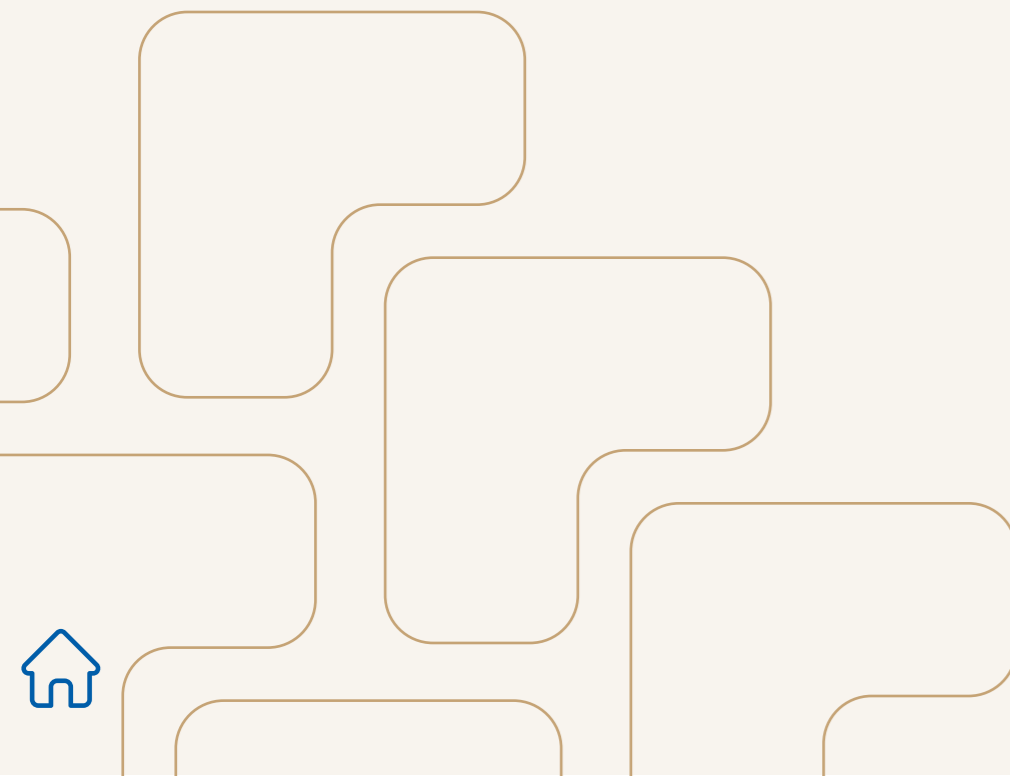
Following the identification step, Rede D'Or assessed the severity and likelihood of impacts. Actual impacts were assigned maximum likelihood by default. This assessment informed the development of an impact matrix (severity vs. likelihood) to guide prioritization.

The severity of negative impacts was assessed based on scale (how grave the impact is), scope (how widespread the impact is, for example, the number of individuals affected or the extent of damage), and irremediable character (how hard it is to counteract or make good the resulting harm). The magnitude of positive impacts was evaluated using scale and scope as the primary criteria. This process identified both direct and indirect impacts from the company's operations, as well as related externalities, namely indirect impacts that extend beyond the organization and affect society or the environment.

- **Prioritizing impacts**

Using the impact matrix, Rede D'Or ranked identified impacts by significance. Highly and moderately relevant impacts were categorized

into topics. Each topic was weighted by the significance of its associated impacts. The significance of each topic, based on the impact assessment, became one axis of the double materiality matrix.



b.2 Financial Materiality

The financial materiality assessment was conducted using the steps outlined in EFRAG IG 1 Materiality Assessment Implementation Guidance, while also drawing on guidance from IFRS S1 for prospective alignment. The main steps in the financial materiality assessment were as follows:

- **Identifying risks and opportunities**

Identifying and documenting potential risks and opportunities that could affect the company's financial performance, taking into account its operations and value chain. Alongside a review of internal and external documents from the context analysis step, the impacts identified in the impact materiality assessment were factored in. This yielded a long list of potential risks and opportunities.

- **Determining the significance of risks and opportunities**

Working with the Risk Management team, Rede D'Or assessed the significance of risks and opportunities by analyzing their likelihood and potential severity, guided by the following quantitative and qualitative factors: Financial, Reputational, Life and Licensing (for further details, see the Rede D'Or's Risk Management Policy, available at <https://ri.rededorsaoluiz.com.br/en/corporate-governance/bylaws-codes-and-policies//>).

- **Prioritizing risks and opportunities**

Risks and opportunities were arranged according to their assessed relevance. Risks and opportunities deemed most relevant were grouped into topics, mirroring the approach used in the impact materiality assessment. Each topic was weighted by the significance of its associated risks and opportunities. The weighted significance of each topic formed one axis of the double materiality matrix.

The prioritized relevance of risks, opportunities, and their associated topics determines the list of material topics that Rede D'Or will report on.

The financial materiality assessment ensures we identify risks and opportunities affecting financial performance, and factor them into strategic planning. This approach enables us to make informed decisions and maintain resilience in a competitive, constantly evolving landscape.

c. Stakeholder consultation (mapping, engagement, and findings)

We conducted an online stakeholder survey to assess the proposed list of topics. Participants rated each topic on a scale of 1 (No Relevance) to 5 (Highly Relevant), suggested additional topics, and provided additional feedback. The survey received 692 responses, categorized as follows:

- Direct and indirect employees: **437**
- Rede D'Or leaders/managers: **147**
- Suppliers: **32**
- Customers: **30**
- Civil society representatives (nongovernmental organizations): **18**
- Health insurance carriers: **05**
- Investors/ shareholders: **04**
- Staff physicians: **03**
- Local opinion makers (journalists, healthcare experts, academics, researchers): **03**
- Contractors: **03**
- Competitors and/or peers: **01**
- Community representatives: **01**
- Other: **08**

In addition to the online survey, we held interviews with Rede D'Or directors and leaders, indirectly engaging different internal and external stakeholders, while directly engaging priority internal and external stakeholder groups.

d. Defining and prioritizing material topics, action planning, and materiality review

d.1 Building the Double Materiality Matrix

After identifying, prioritizing, and grouping impacts, risks, and opportunities (IROs) into common topics, the assessment compared results to identify the most significant topics from the perspective of impacts both FROM and ON the company. Using a prioritization-based risk management approach, as outlined in Rede D'Or's [Risk Management Policy](#), the materiality assessment was graphically represented as a risk matrix.

The double materiality matrix placed impact materiality on the x-axis and financial materiality on the y-axis, consistent with the corporate risk matrix format defined in Rede D'Or's policy.

d.2 Final approval of the Double Materiality Matrix

Topics were mapped to the relevant GRI and SASB disclosures and Sustainable Development Goals (SDGs), with priority given to those SDGs most relevant to the business. This ensured the most significant positive and negative impacts (externalities) from our business on the SDGs were addressed.

The Double Materiality assessment and the short list of prioritized topics were submitted for review by the Sustainability Committee—which oversees Rede D'Or's sustainability strategies and policies—and approved by senior leadership, ensuring alignment with organizational strategy and stakeholder expectations.

d.3 Materiality action planning

This step is an integral component of Rede D'Or's strategic planning process. Rede D'Or's "ESG Materiality Management" process, consistent with [GRI 3-3](#), involves a materiality action planning step where prioritized topics are governed by internal policies and standards, supported by corporate programs targeting strategic issues. Material topics are managed against a set of indicators, goals, and commitments.

Action plans are not developed solely as a result of materiality assessments but are broader tools for managing material topics. These plans may not always be formally documented; instead, they are intrinsic management practices that support this objective. Action plans are managed based on Rede D'Or's "Roles and Responsibilities in ESG Management" standard.

The following action plans have been established for managing materiality:

a. Action plans for prioritized topics, ensuring engagement around sustainability and alignment with company strategy:

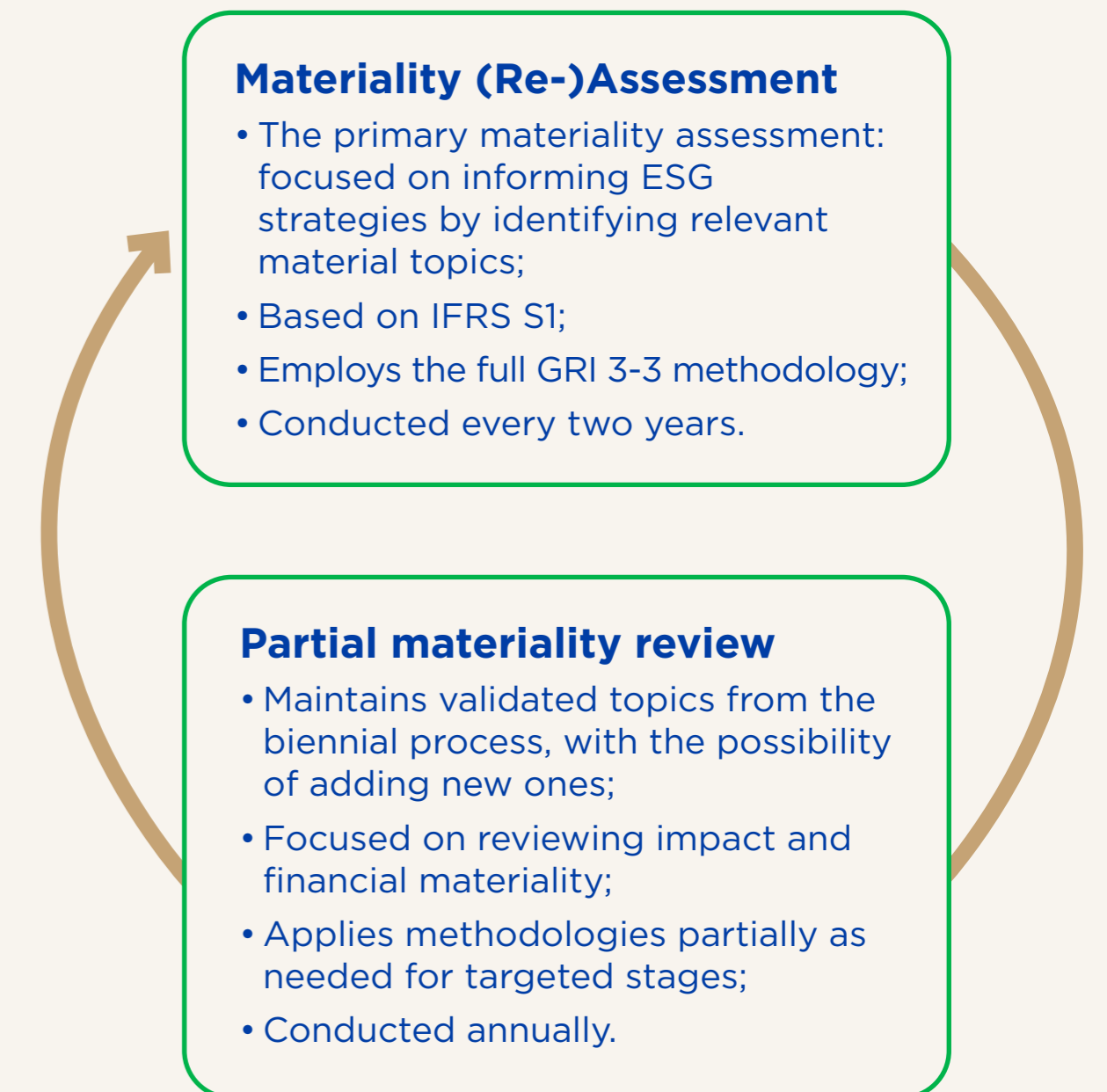
these plans are designed to manage material topics in line with GRI 3-3 guidelines. Based on materiality assessments, these plans foster ongoing improvements in materiality management through collaboration across corporate and operational teams, such as by establishing policies, ESG programs, performance indicators, and targets that are periodically monitored.;

b. Risk management action plans: outlined in our Risk Management Policy, these plans are designed to identify negative impact and financial externalities and address them to mitigate potential impacts, while identifying positive externalities to capture opportunities.

c. Transparency action plan: this plan documents the outcomes of the materiality assessment in a dedicated report, defining the scope and topics that form the outline of our annual Integrated Sustainability Report. The approach to materiality management (GRI 3-3) is detailed for each material topic, with corresponding indicators and criteria such as accuracy and comparability to ensure data reliability.

d.4 Materiality Review

Rede D'Or conducts materiality assessments at two different intervals, as outlined in [Chapter 2](#) of this report: a biennial full materiality assessment, and an annual partial review. Both are subject to approval by senior leadership. The following diagram provides an overview of the process:



5 Results



a. Stakeholder Consultation Findings

This section summarizes the feedback given in the fields “**Identify additional topics not yet covered that you consider significant**” and “**Additional comments**”. These inputs were collected from different stakeholder groups. This feedback provided valuable insights into strategic, operational, and social issues, as well as perceptions, suggestions, and interests that added to previously addressed topics and known stakeholder expectations and priorities.

A detailed analysis by stakeholder group is presented below, emphasizing the most frequently cited topics. This analysis captures the core concerns and expectations of stakeholders, identifying opportunities for Rede D’Or to advance **its efforts in health, sustainability, and innovation**.

Customers

Customers underscored the importance of community outreach programs, including **consultations and care for uninsured populations**, to expand access to Rede D’Or’s services. Regarding care delivery, customers suggested **improving clinical evaluations in emergencies, with a focus on reducing unnecessary prescriptions, especially in pediatrics**. Preventive care and quality of life were mentioned as important areas to expand on, reflecting interest in initiatives aimed at fostering wellness before the onset of illness. In terms of sustainability, customers recommended enhancing practices like circular-economy principles and biodiversity conservation, inspired by examples from peers. **Mental health support and diversity and inclusion** were identified as essential for delivering more compassionate and patient-centered care.

Most frequently mentioned topics

1. Community outreach (care for uninsured populations)
2. Improved clinical evaluations in emergencies (reducing unnecessary prescriptions)
3. Preventive care and quality of life initiatives
4. Sustainability practices (circular economy and biodiversity conservation)
5. Mental health and diversity and inclusion in patient care
6. Innovation in designing new services and expanding medical coverage

Local opinion makers

Opinion makers highlighted the need for expanding **access to healthcare**, promoting health, and ensuring cost-effectiveness. **Patient safety** and transparent communication of practices and outcomes were viewed as crucial, along with the use of technology to improve healthcare efficiency and efficacy. Programs targeting **vulnerable populations, ethical business practices**, and transparent pricing policies were also highlighted as priorities. The double materiality analysis must remain flexible, responding to evolving stakeholder expectations and regulatory developments, with transparent communication and robust metrics to track progress.

Suppliers

Feedback from Rede D'Or suppliers provided key insights into partnership dynamics and the organization's role in ESG, healthcare, and innovation. Suppliers emphasized areas for improvement to enhance business relationships, sustainable management, and alignment with modern healthcare sector needs.

Key topics included diversity and inclusion, with an emphasis on the inclusion of people with disabilities (PWD), gender equality, and employment opportunities for professionals aged 50 and above. Risk management and tracking technology trends, such as telemedicine and emerging innovations in treatment, were highlighted as high-impact priorities. Environmental sustainability was noted as critical for operations and the wider supply chain, with an emphasis on water conservation, renewable energy use, and emissions reduction and offsets. Suggestions included social and environmental education projects targeting children and volunteer programs in underserved communities to expand Rede D'Or's social impact. Transparency and alignment with existing ESG initiatives were also cited as value-adding, reaffirming the importance of integrated, responsible business practices.

Most frequently mentioned topics

1. Diversity and inclusion (PwDs, gender equity, workforce aged 50+)
2. Risk management
3. Environmental sustainability (water conservation, renewable energy, emissions reduction, and offsetting)
4. Social and environmental education (with a focus on children)
5. Volunteering and social impact in underserved communities
6. Technological trends (telemedicine, emerging treatment technologies)
7. Transparency
8. Alignment with ESG principles

Rede D'Or direct and indirect employees

Responses from Rede D'Or employees highlighted the importance of robust **people management** practices, with an emphasis on **recognition, talent retention, and career growth**, alongside attention to **mental health and well-being**. Environmental priorities mentioned included **energy efficiency, waste minimization, and compliant disposal of hospital and corporate waste**. **Patient-centered care** was cited as especially relevant, with **calls to enhance quality of care, patient safety, and accessibility**. **Transparency** and enhanced metrics were stressed as essential for informed strategic and operational decisions. Employees recommended increased **investment in training and development to meet operational and ESG requirements**. Other recurring topics included workplace diversity and inclusion, safety, strategic partnerships with communities and health insurance carriers, and driving operational efficiency and innovation.

Most frequently mentioned topics

1. Gestão de pessoas (valorização, retenção de talentos, desenvolvimento);
2. Saúde mental e bem-estar dos colaboradores;
3. Sustentabilidade ambiental (eficiência energética, descarte de resíduos, redução de desperdícios);
4. Cuidado centrado no paciente (segurança, qualidade, acessibilidade);



5. Transparência e mensuração de indicadores;
6. Treinamentos e capacitação;
7. Diversidade e inclusão no ambiente de trabalho;
8. Segurança física (funcionários e instalações);
9. Parcerias estratégicas (comunidade e operadoras de saúde);
10. Eficiência operacional e inovação tecnológica.

Investors

Investors commented that Rede D'Or could improve by tackling **food waste**, implementing **technical and perceived quality indicators** aligned with national and international benchmarks, and strengthening its institutional reputation among healthcare professionals and insurance carriers.

Rede D'Or leaders/managers

Leaders and managers underscored the importance of **people management**, citing professional recognition, talent retention, development opportunities, and enhanced support for mental health and employee well-being. **Environmental sustainability** was also a widely cited topic, with an emphasis on energy efficiency, waste minimization, and compliant disposal of hospital and corporate waste. **Patient-centered care** was emphasized, including quality care, patient safety, and accessibility to enhance the care experience for patients and their families. **Transparency and communication** were identified as critical, with calls for better performance metrics and clearer internal and external messaging. **Training and capacity-building** initiatives were also highlighted, to both align with ESG policies and optimize operational and safety practices. Lastly, areas such as **workplace diversity and inclusion, safety, strategic partnerships, operational efficiency**, and **social outreach** were highlighted, emphasizing the need for a holistic strategy to address healthcare sector challenges.

Most frequently mentioned topics

1. People management (recognition, talent retention, career development)
2. Employee mental health and well-being
3. Environmental sustainability (energy efficiency, waste management, waste reduction)
4. Patient-centered care (quality, safety, accessibility)
5. Transparency and metrics-based decision-making
6. Training and capacity-building
7. Workplace diversity and inclusion
8. Safety (staff and facilities)
9. Strategic partnerships (communities and health insurance carriers)
10. Operational efficiency and technological innovation

Health insurance carriers

Health insurance carriers stressed the **importance of improving people management practices**, particularly in **compensation and benefits**, to **reduce turnover** and retain a **high-caliber workforce**. They also pointed out the **need for effective training programs** in hospitals, calling for **sustainability** initiatives aligned with contemporary practices. The importance of **patient-centered care** was also underscored, with an emphasis on how **employee satisfaction and recognition** influence **quality of care**.



Civil Society Organizations (CSOs)

Feedback from CSOs highlighted Rede D'Or's role as a strategic partner in social-impact initiatives. Their emphasis was on topics related to social responsibility, sustainability, and innovation, as well as offering suggestions to enhance existing programs. The feedback from CSOs emphasized the value of ongoing alignment between CSO objectives and Rede D'Or's strategic initiatives.

The importance of **corporate social responsibility** was also noted, particularly initiatives focused on children, people with disabilities, and partnerships addressing challenges in underserved communities. **Volunteer** initiatives and **compassionate care** were identified as opportunities for growth and greater visibility. **Sustainability** priorities included eco-friendly design and construction, ethical sourcing, and fostering healthier environments. In **technology and innovation**, incorporating artificial intelligence and other innovative technologies to streamline processes and increase social impact was seen as highly relevant. Supporting **cultural and educational programs** that improve access to culture was suggested as an added differentiator. Continued partnerships with CSOs to drive positive change in underserved areas were widely mentioned as highly valuable.

Most frequently mentioned topics

1. Social responsibility (support for children, people with disabilities, and underserved populations)
2. Volunteer programs and compassionate care
3. Sustainability (eco-friendly design and construction, ethical sourcing)
4. Information technology and artificial intelligence
5. Cultural and educational projects in underserved communities
6. Strengthening partnerships with CSOs to enhance social impact
7. Support for individuals with disabilities
8. Ongoing support for social and cultural initiatives spearheaded by IDG

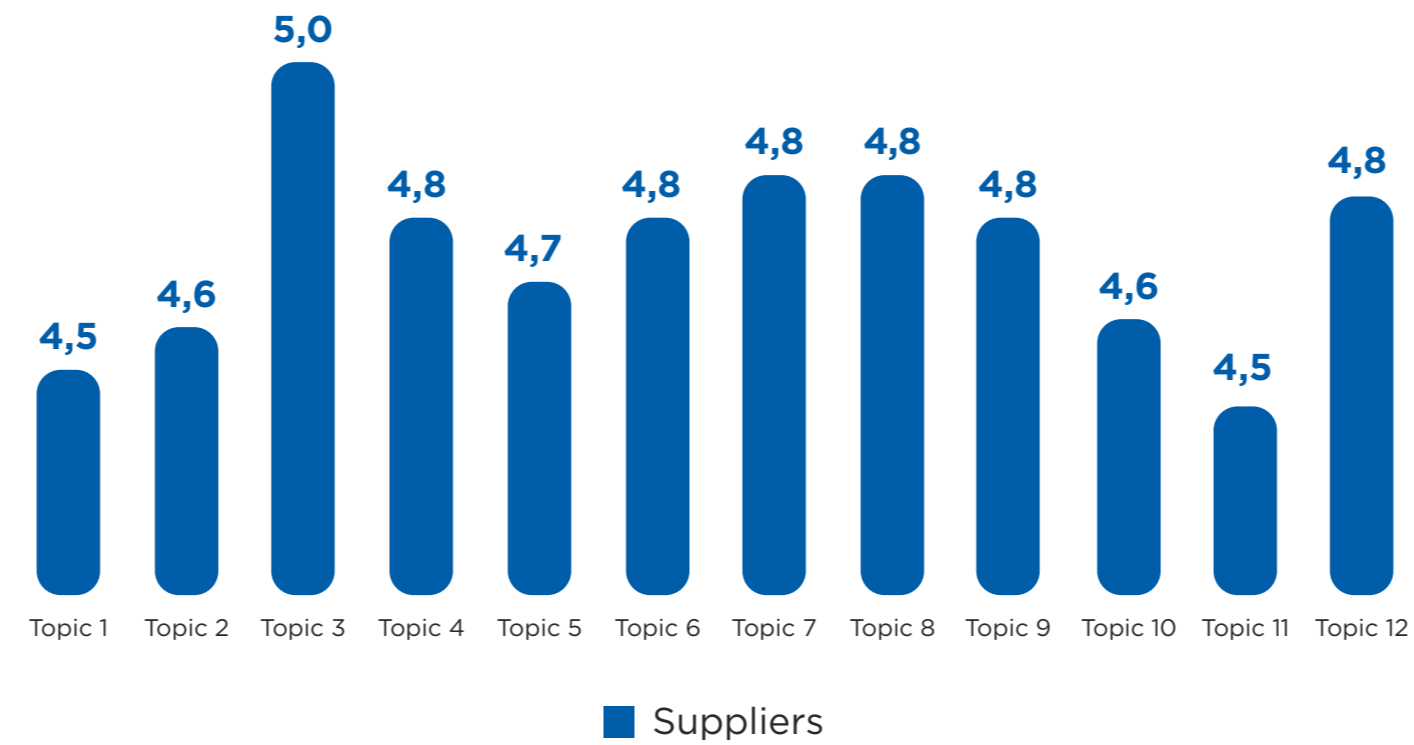
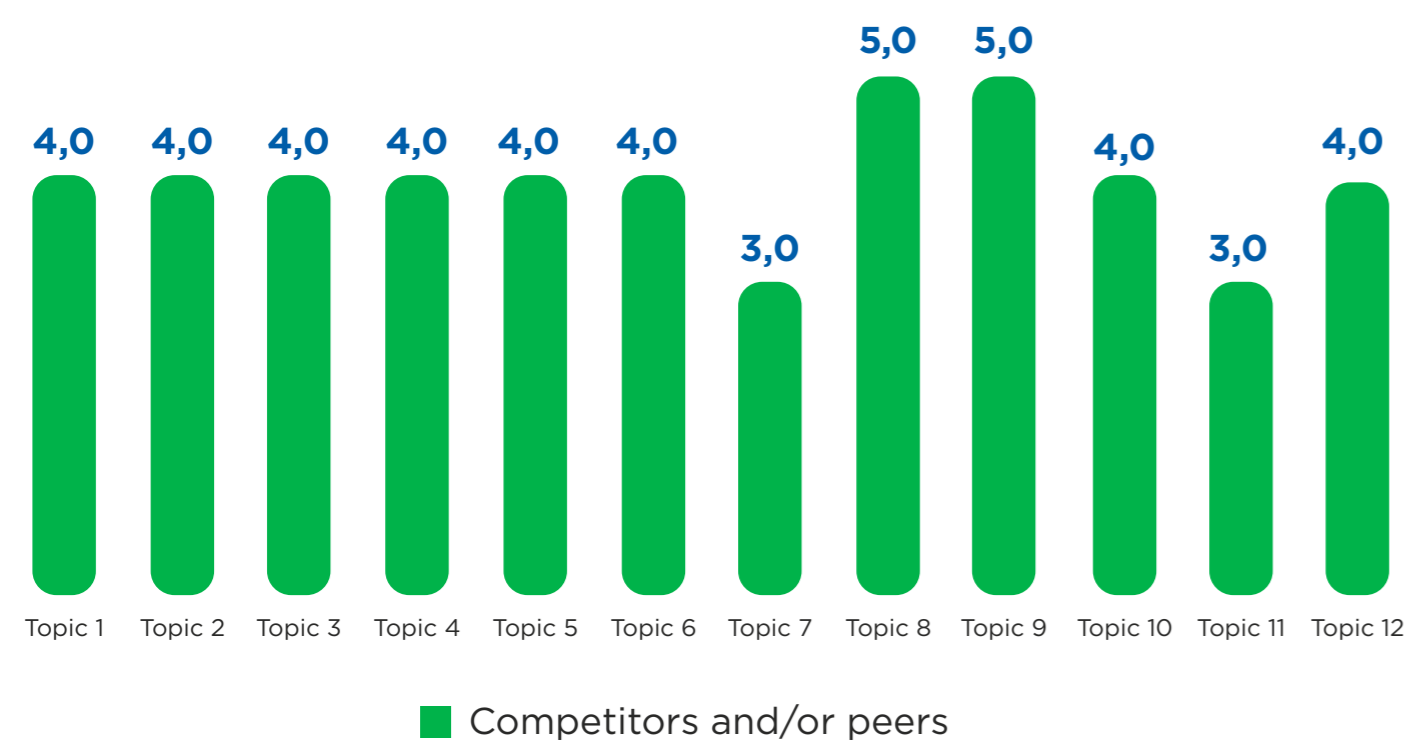
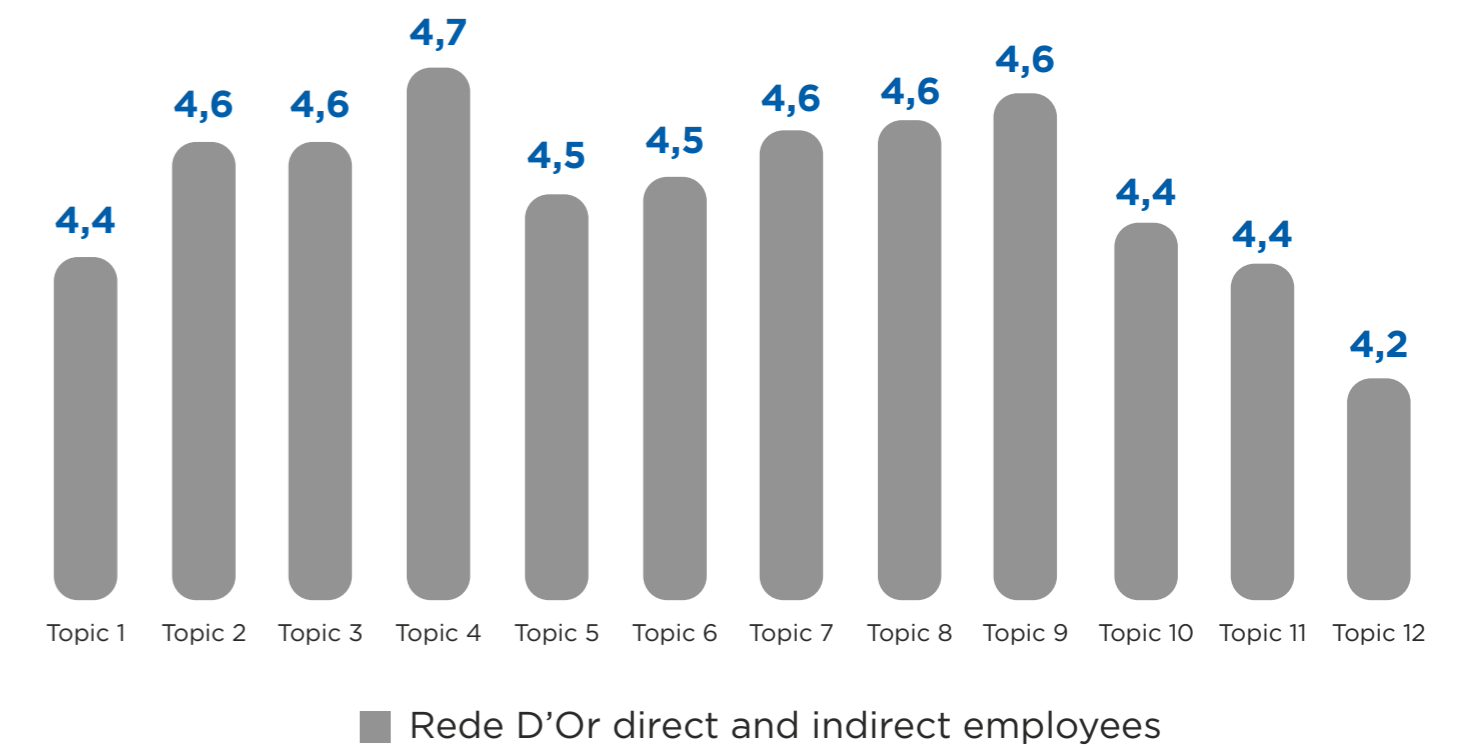
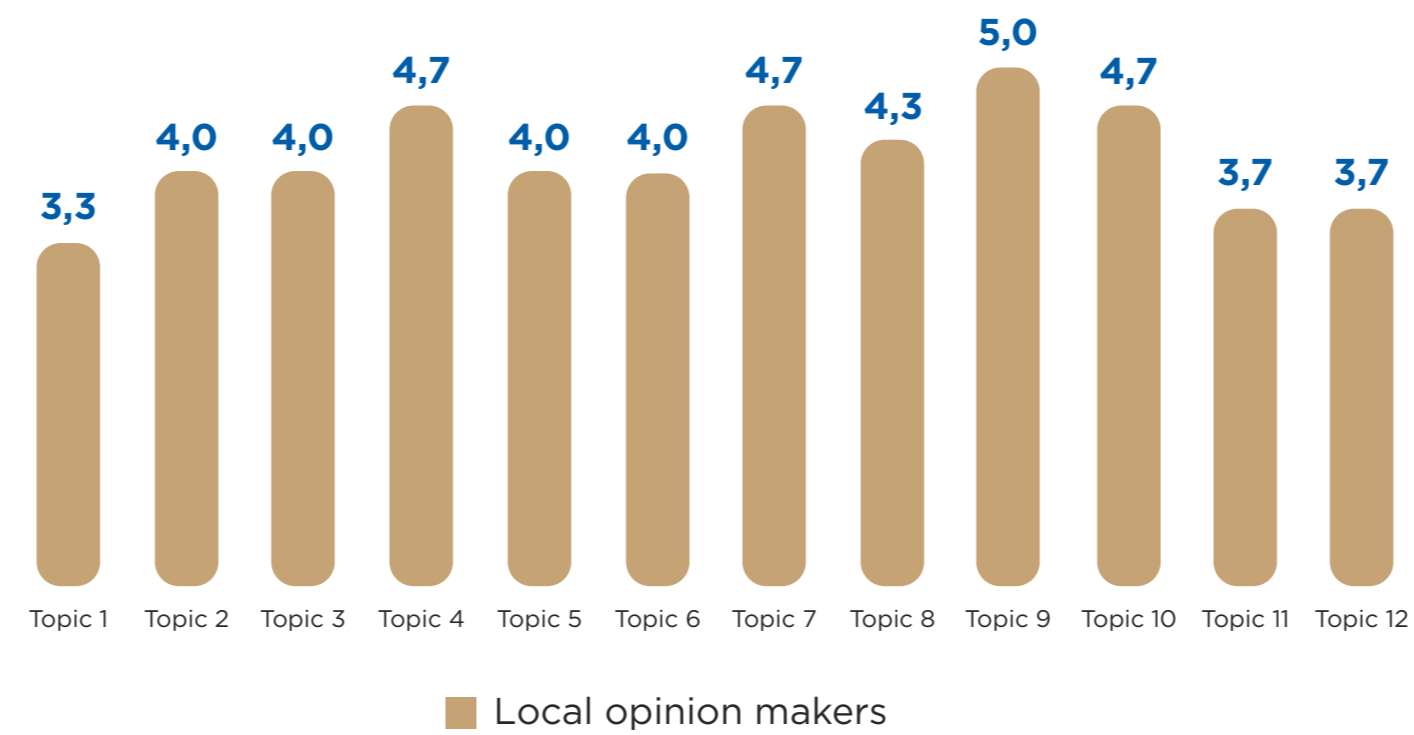
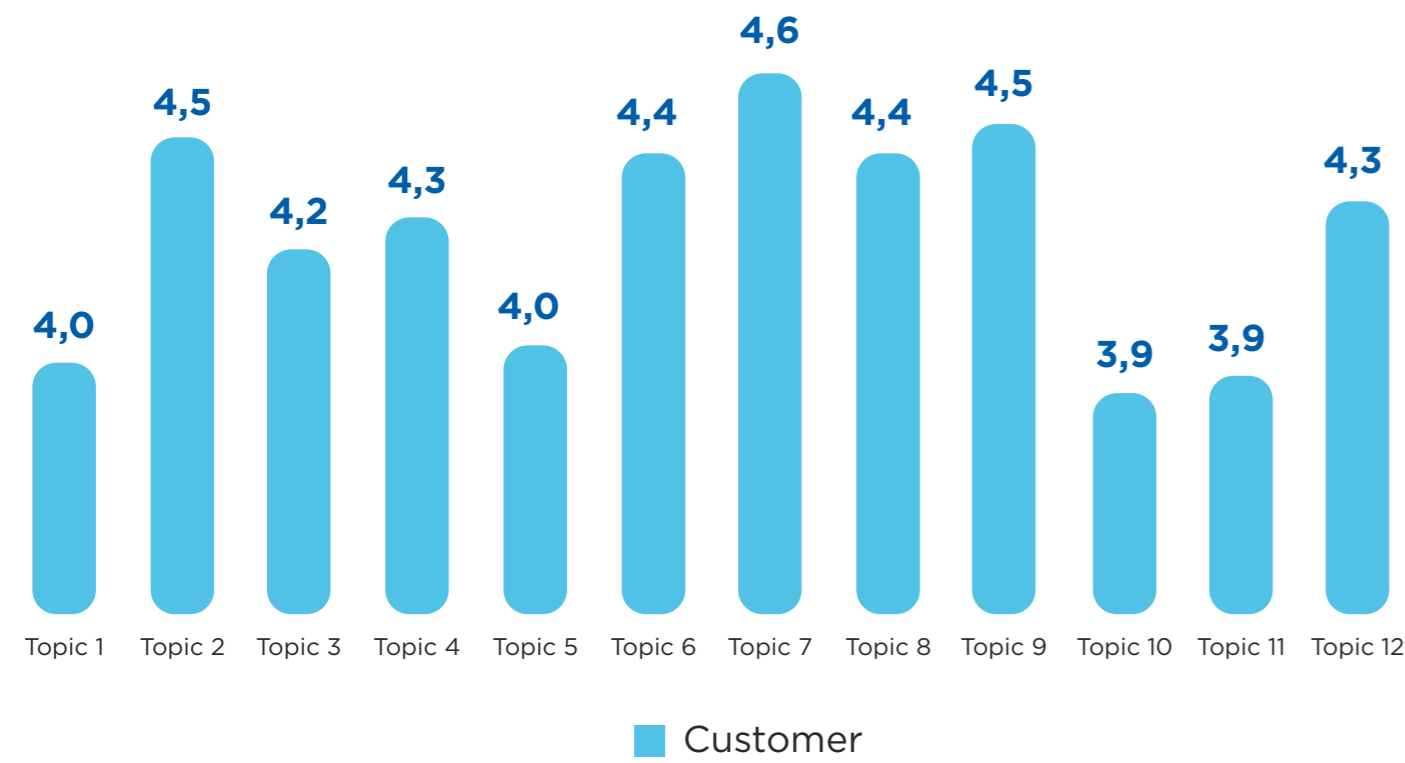
Other

Cultural investment is viewed as a strategic lever that benefits both society and employees, fostering a sense of belonging and amplifying the company's positive impact. Civics education, leveraging art and learning, helps preserve cultural heritage while promoting values like environmental stewardship and supporting the common good. Strong, long-standing partnerships in cultural projects have proven

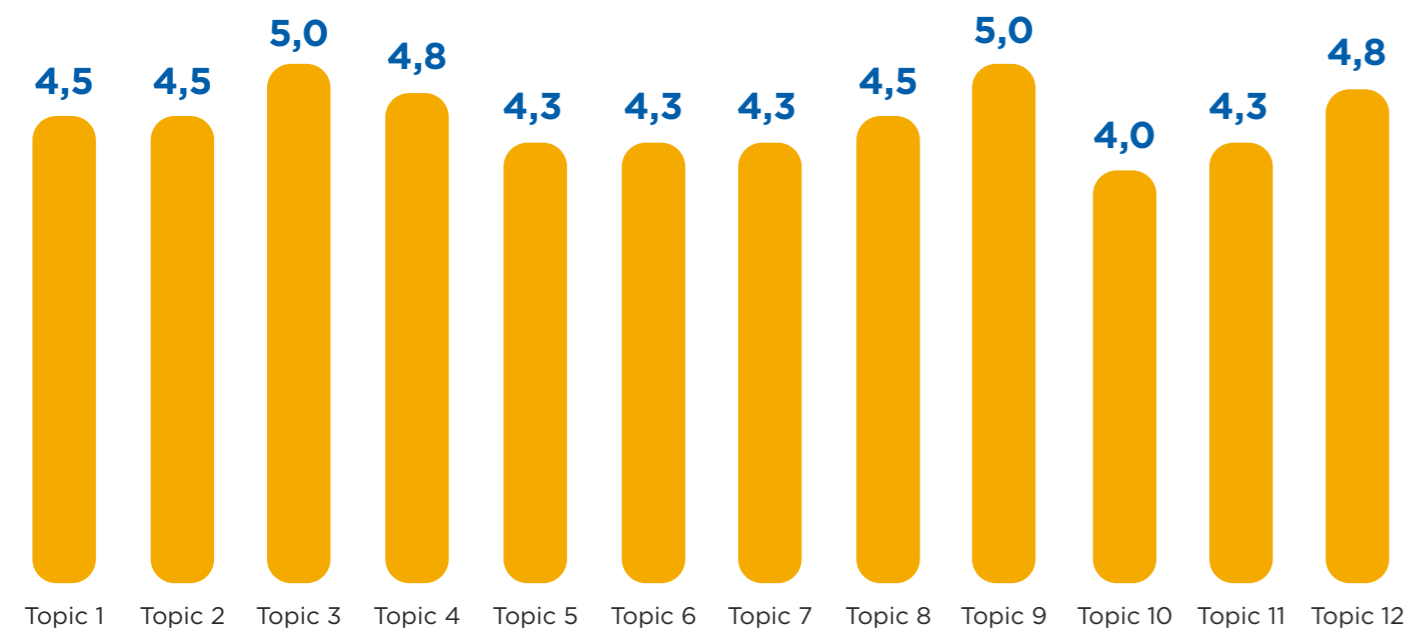
effective and impactful, particularly in the restoration of public spaces and the provision of arts education throughout Brazil. **Accessibility**, as a key principle for physical spaces, along with a collective commitment to these efforts, is deemed essential to strengthening Rede D'Or's reputation and operational management.



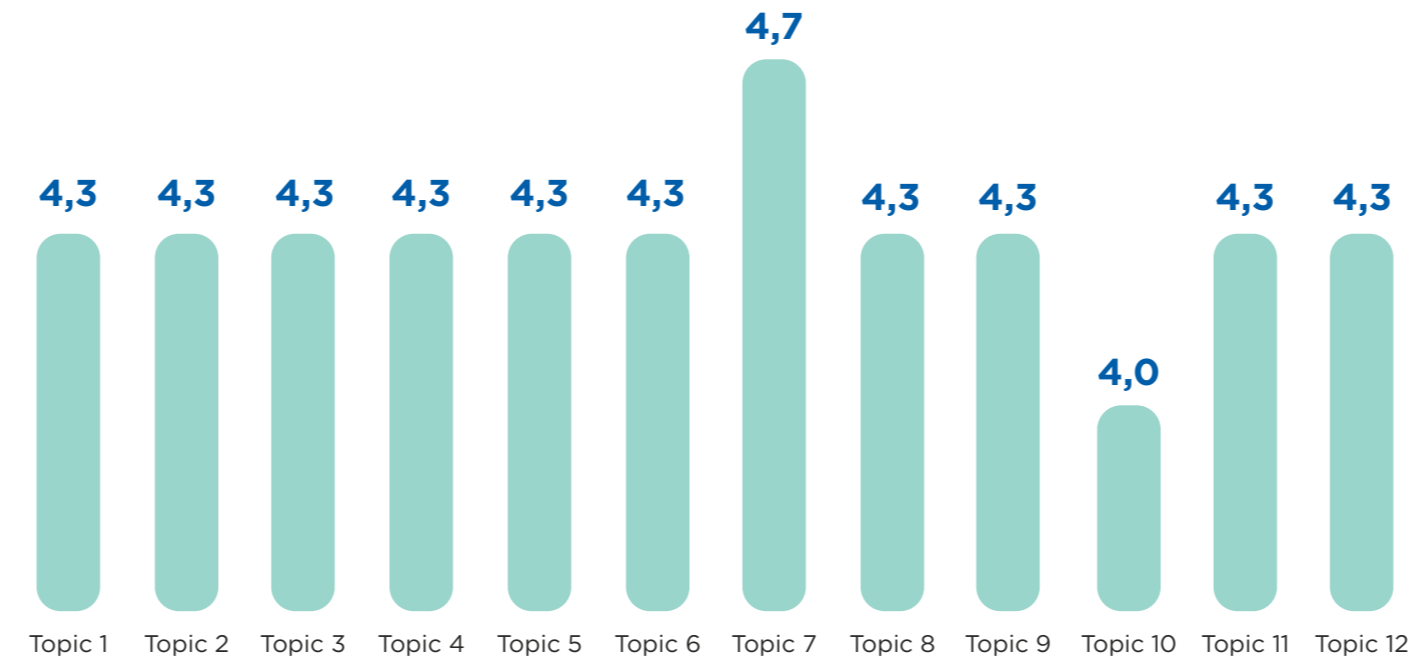
The survey results are presented in quantitative terms below:



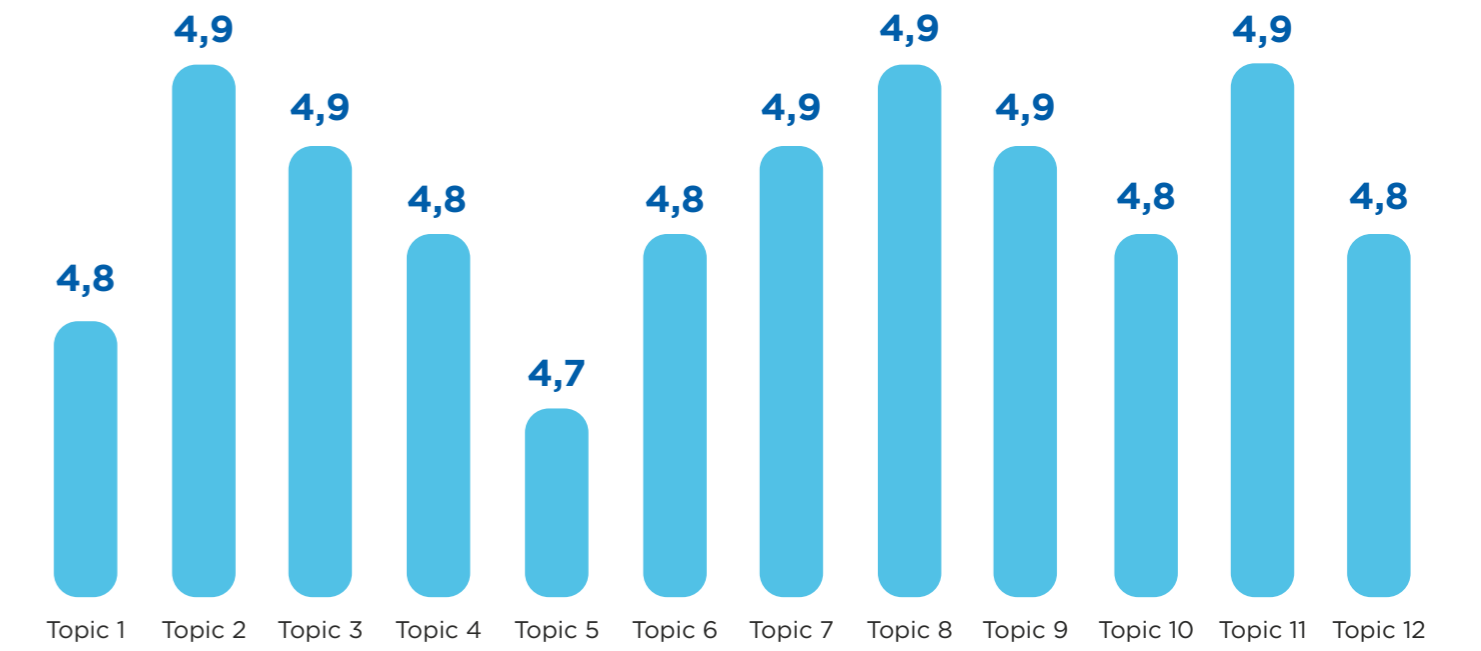
- Topic 1: Economic Performance
- Topic 2: R&D, Innovation, and Health Education
- Topic 3: Ethics, Compliance, and Anti-Corruption
- Topic 4: Privacy and Information Security
- Topic 5: Energy
- Topic 6: Water and Effluents
- Topic 7: Waste
- Topic 8: Health and Safety
- Topic 9: Patient-Centered Care
- Topic 10: Climate Change
- Topic 11: Social and Economic Impact
- Topic 12: People Management



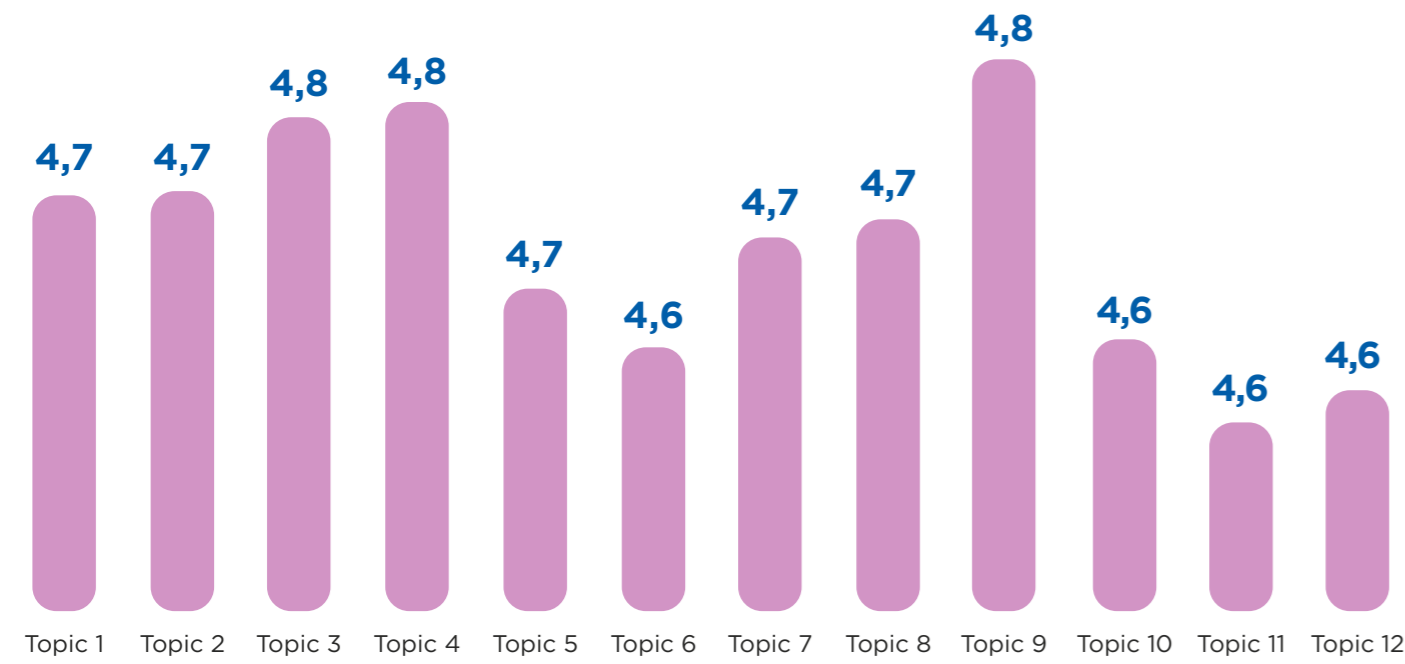
Investors/ Shareholder



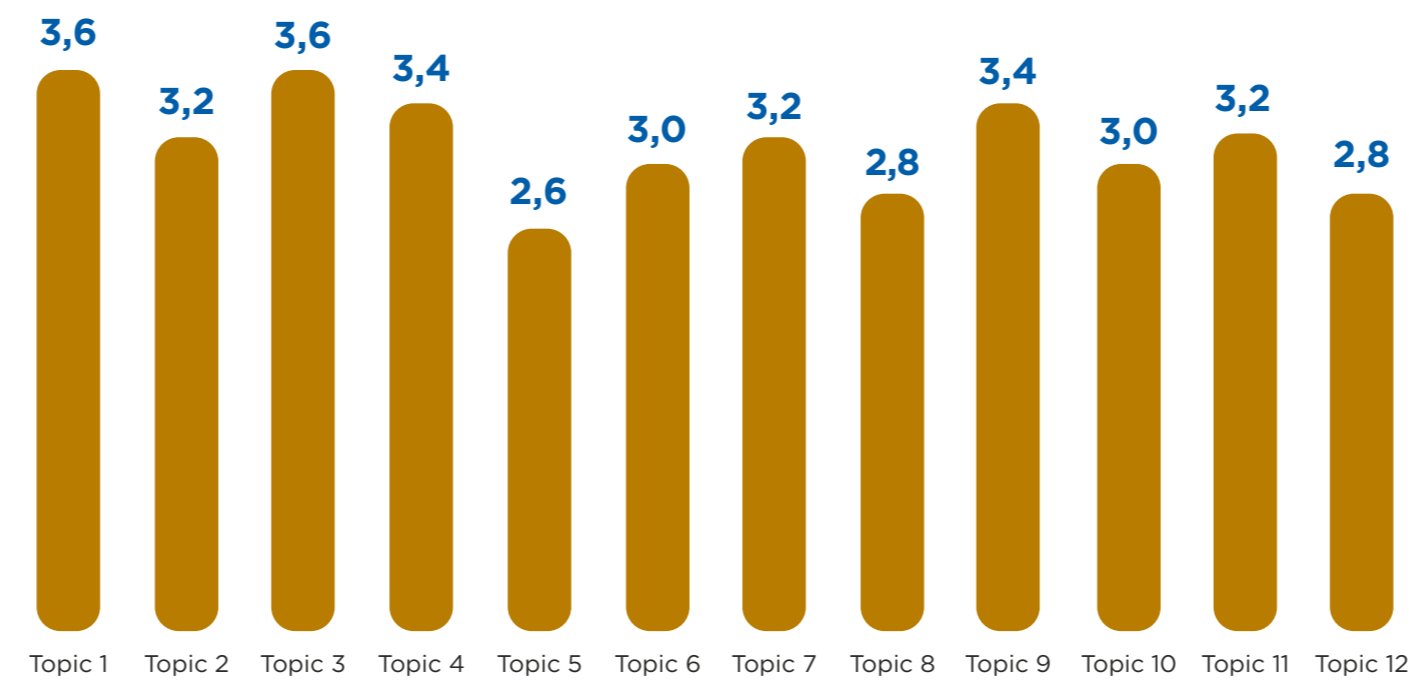
Staff physicians



Civil Society Organizations

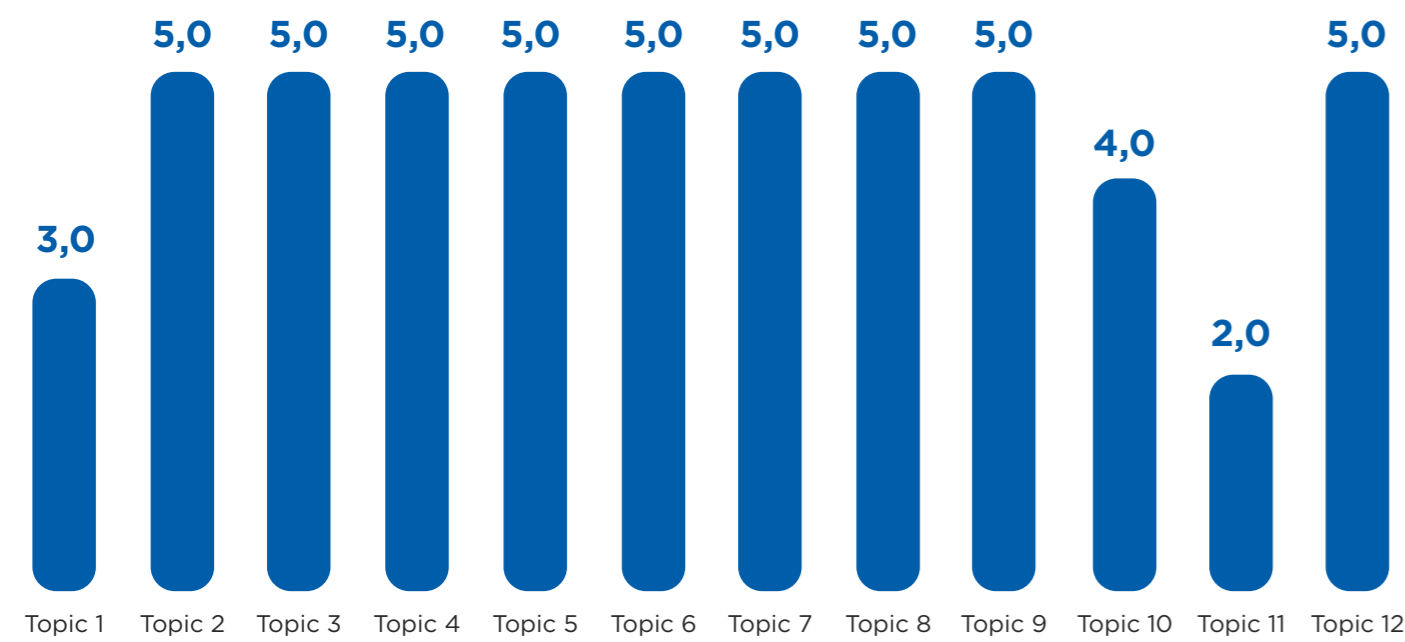


Rede D'Or leaders/managers

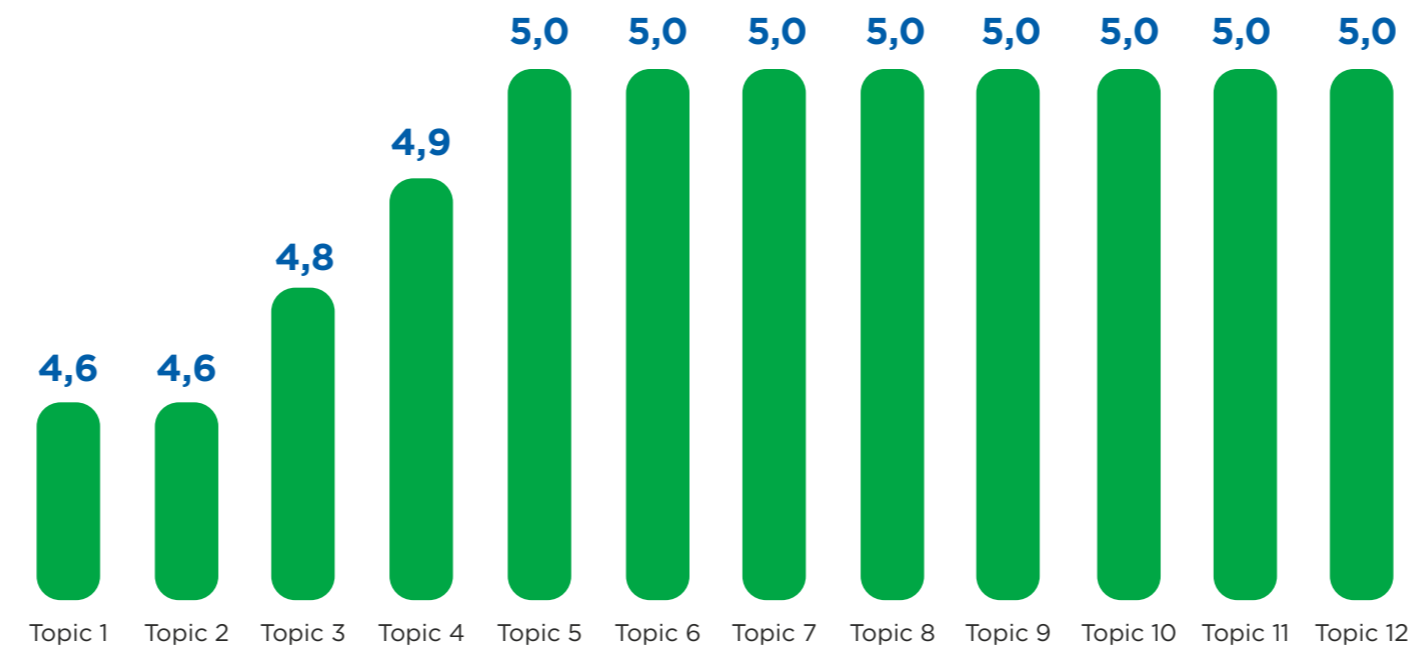


Health insurance carriers

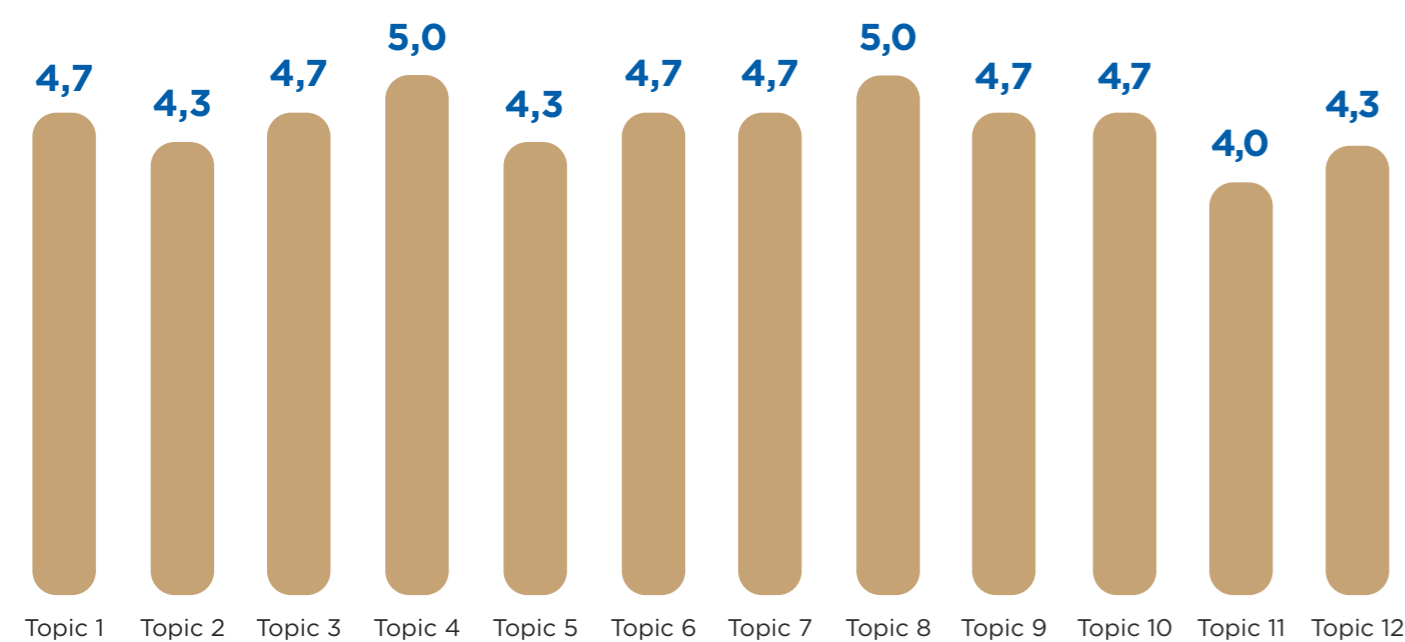
- Topic 1: Economic Performance
- Topic 2: R&D, Innovation, and Health Education
- Topic 3: Ethics, Compliance, and Anti-Corruption
- Topic 4: Privacy and Information Security
- Topic 5: Energy
- Topic 6: Water and Effluents
- Topic 7: Waste
- Topic 8: Health and Safety
- Topic 9: Patient-Centered Care
- Topic 10: Climate Change
- Topic 11: Social and Economic Impact
- Topic 12: People Management



■ Community representatives



■ Others



■ Contractors

- Topic 1: Economic Performance
- Topic 2: R&D, Innovation, and Health Education
- Topic 3: Ethics, Compliance, and Anti-Corruption
- Topic 4: Privacy and Information Security
- Topic 5: Energy
- Topic 6: Water and Effluents
- Topic 7: Waste
- Topic 8: Health and Safety
- Topic 9: Patient-Centered Care
- Topic 10: Climate Change
- Topic 11: Social and Economic Impact
- Topic 12: People Management



b. Insights from interviews with Rede D'Or directors and leaders

The interviews included the Chief Human Resources Officer, SulAmérica's Chief Corporate Services Officer, the CFO, and the VP of Supply Chain, who were asked the following questions:

1. How is Rede D'Or embedding ESG Factors into its growth strategy?

OBJECTIVE: Understand the extent to which senior management perceives sustainability as a central part of strategic planning and how it translates into competitive advantage and financial value creation.

2. What key ESG risks has Rede D'Or identified and how might they affect value creation over the coming years?

OBJECTIVE: Identify the most significant risks on the company's horizon and understand how management is structured to mitigate them and minimize financial impacts.

3. What is your assessment of the relevance of the material topics identified in the last cycle for Rede D'Or's sustainability and long-term growth? Which topics do you believe will have the most significant impact on strategic performance over the coming years?

OBJECTIVE: Rank topics by relevance (low, medium, high).

Feedback from directors and leaders shows a sense of pride in Rede D'Or's achievements, commitment to quality and patient-centered care. Leaders also recognize the strategic and operational challenges impacting the organization.

They noted that sustainability aligns with Rede D'Or's purpose and is integral to its business model. Publishing high-quality disclosures underscores Rede D'Or's commitment to transparency and accountability to the communities it serves. Leaders unanimously agreed that the material topics in the 2023 report remain relevant, with no new additions proposed during the interviews. These topics were deemed to accurately reflect Rede D'Or's current priorities and challenges.

Training teams, especially frontline workers, remains a critical challenge for maintaining high-quality service at Rede D'Or. Internal talent development, supported by ongoing education through IDOR, provides a competitive advantage in meeting growing demand for skilled professionals.

Given the labor-intensive nature of Rede D'Or's business and its rapid expansion, leaders flagged potential skill shortages, especially in nursing and

other critical areas, as a key risk. With turnover rates of 15%–20% annually, attracting and retaining talent remains a top priority. Leveraging artificial intelligence to identify high-performing candidates and optimize recruitment processes is viewed as a promising avenue to address hiring challenges.

Directors highlighted Rede D'Or's robust systems for mapping critical roles and ensuring leadership continuity through internal mobility. However, they recognize that the pace of expansion necessitates greater focus on quality assurance, and highlight the importance of integrated strategies combining technical training, talent retention, and employee recognition.

Leaders observed that supplier satisfaction with doing business with Rede D'Or is broadly positive, reflecting a collaborative environment aligned with expectations. However, they recognize the need for a preventive approach to operational, financial, environmental, and reputational risks, especially given the sector's reliance on specialized services and Rede D'Or's rapid expansion.

Despite adhering to best practices like operational redundancies, Rede D'Or's rapid expansion presents challenges in consistently

meeting established standards, affecting critical areas like people management, quality of care, and supplier relations.

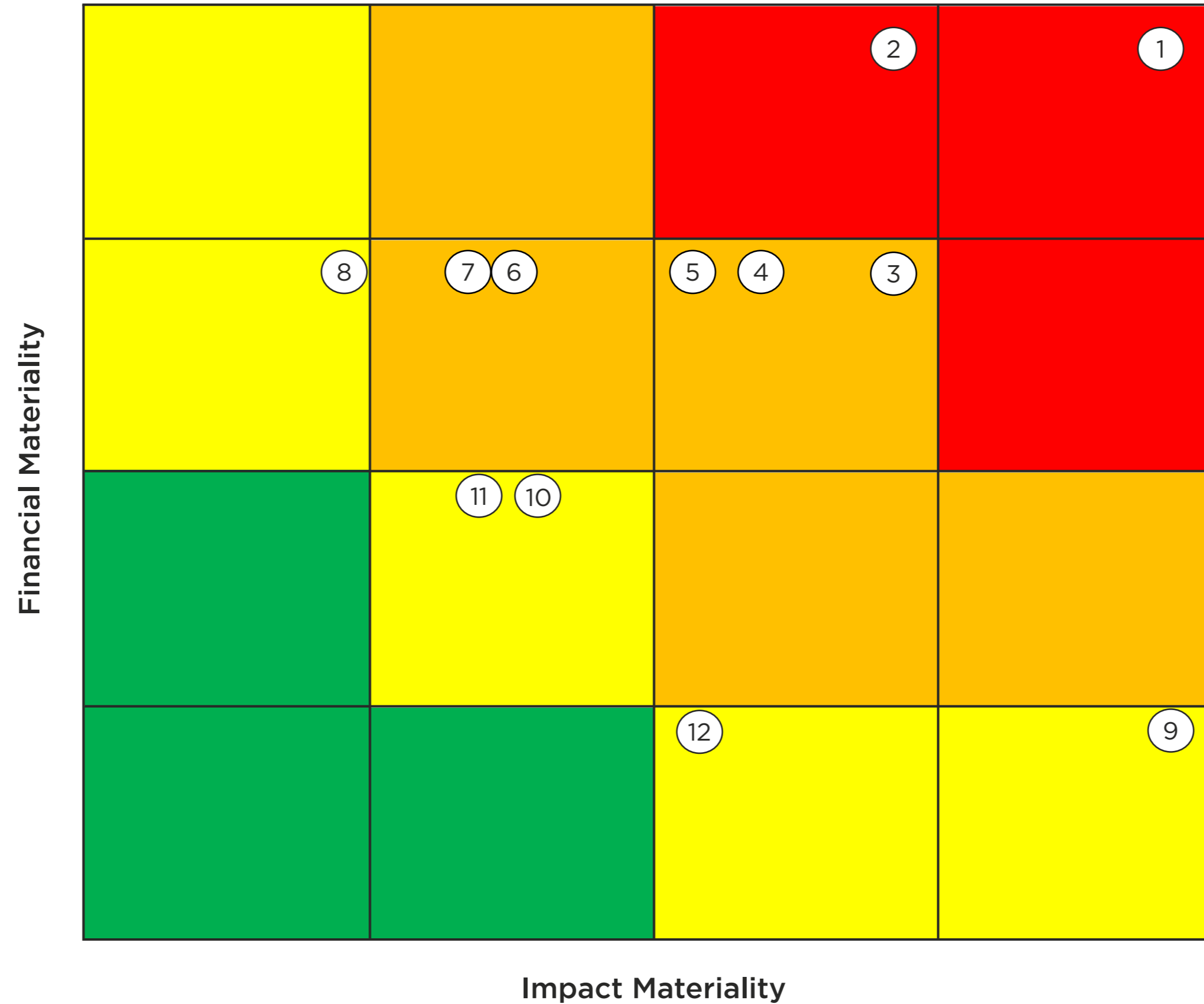
Integrating advanced technologies, like AI, with robust training programs provided by IDOR was seen as a strategic pathway to managing risks and capitalizing on opportunities.

c. Double Materiality Matrix Results

As part of Rede D'Or's biennial Double Materiality Assessment, the following topics were ranked by relevance:

- 1 Patient-Centered Care
- 2 Economic Performance
- 3 Climate Change
- 4 R&D, Innovation, and Health Education
- 5 Social and Economic Impact
- 6 Ethics, Compliance, and Anti-Corruption
- 7 Energy
- 8 Privacy and Information Security
- 9 Waste
- 10 Health and Safety
- 11 People Management
- 12 Water and Effluents

Rede D'Or's double materiality matrix is shown below.



Among the topics with the highest **financial impact** on Rede D'Or, two topics—“Patient-Centered Care” and “Economic Performance”—were identified as priorities. Six other topics also ranked high in importance: “Climate Change,” “Privacy and Information Security,” “Ethics, Compliance, and Anti-Corruption,” “R&D, Innovation, and Health Education,” “Social and Economic Impact,” and “Energy.”

The following section outlines the impacts (risks and/or opportunities) these topics have on Rede D'Or and its stakeholders:

Patient-Centered Care

Potential negative impacts

- Faulty service delivery affecting patient health or safety
- Inability to provide patient care due to IT system disruptions or failures
- Reduced patient care capacity due to workforce strikes

Actual positive impacts

- Prevention and health promotion
- Ongoing disease management, with advanced facilities and expertise to detect and treat emerging illnesses
- Early detection and intervention in emerging pathologies

Risks and opportunities

- Risk of pandemics, epidemics, or disease outbreaks
- Opportunities to lower costs through prevention and reducing the need for treatments or patient readmissions
- Opportunities to enhance customer loyalty by delivering exceptional service quality

Economic Performance

Potential negative impacts

- Shortages of critical equipment or medications
- Overreliance on imported supplies
- Inefficient use of resources in medical procedures and diagnostics

Actual positive impacts

- Direct and indirect job creation
- Contribution to tax revenue
- Boosting the economy via procurement of materials, supplies, and natural resources (GDP contribution)
- Enhancing healthcare services and infrastructure across Brazil's health system

Risks and opportunities

- Risk of accidents or fires at facilities
- Risk of dependence on critical suppliers
- Opportunities to engage suppliers around ESG issues, supporting the adoption of best practices throughout the supply chain

Climate Change

Negative impacts

- Contribution to greenhouse effects through air emissions
- Degradation in air quality due to emissions (steam, refrigerant gases)
- Lack of climate resilience
- Emission of air pollutants (vehicle exhaust, particulates)
- Increased ambient temperature from emissions (heat)

Positive impacts

- Conservation of natural and energy resources via green, health-supporting construction practices
- Reducing emissions and contamination through telemedicine

Risks and opportunities

- Risk of brownouts or blackouts
- Physical and transition climate risks
- Opportunities to lower N₂O emissions in hospital operations, generating operational cost savings and helping to avoid potential emissions taxes, while aligning Rede D'Or with national and global greenhouse gas reduction targets.
- Opportunities to train staff for operations in adverse weather conditions, increasing resilience and ensuring service continuity during extreme weather events.
- Opportunities to implement adaptation plans to mitigate impacts from climate change, safeguarding operations and increasing long-term resilience.
- Opportunities to invest in self-generated electricity and diversify materials and energy suppliers, improving operational efficiency and resilience by reducing reliance on external suppliers, thus safeguarding against service disruptions.
- Opportunities to invest in energy-efficient facilities, enhancing sustainability by reducing emissions while achieving cost savings.

Privacy and Information Security

Negative impacts

- Patient data breaches and LGPD violations

Positive impacts

- Effective protection of personal data for patients and employees, fostering trust and loyalty
- Enhanced quality of services

Risks and opportunities

- Cybersecurity Risks
- Opportunities to invest in cutting-edge technology and staff training to effectively prevent and respond to security incidents, positioning Rede D'Or as a leader in data protection while attracting patients and partners that value information security.

Ethics, Compliance, and Anti-Corruption

Potential negative impacts

- Incidents of fraud within the healthcare system
- Ethical breaches

Positive impacts

- Establishing and promoting a culture of integrity

Risks and opportunities

- Risk of non-compliance with environmental laws and regulations
- Risk of adverse regulatory or governmental actions impacting the healthcare sector
- Risk of corruption among public officials
- Risk of noncompliance with ESG-related legislation and reporting obligations
- Risk of labor-related lawsuits
- Risk of unfavorable rulings in medical malpractice cases
- Opportunities to adopt policies addressing the company's impacts on society and the environment, strengthening long-term sustainability and value creation.
- Opportunities to establish partnerships that enhance Rede D'Or's reputation as a socially responsible company and build trust with stakeholders.

R&D, Innovation, and Health Education

Positive impacts

- Advancements in healthcare R&D and innovation improving human health outcomes
- Knowledge dissemination and healthcare professional training at all educational levels
- International knowledge and technology transfer
- Expanded use of data and digital technology

Risks and opportunities

- Risk of failure to effectively protect intellectual property assets
- Opportunities to disseminate knowledge and train healthcare professionals, enhancing talent attraction and the company's reputation as a leader in healthcare education and research.
- Opportunities to leverage data and digital technologies to optimize healthcare delivery, supporting more agile and resource-efficient operations.
- Opportunities to drive research, education, and innovation, enabling Rede D'Or to attract and retain top talent while supporting continuous innovation in medical treatments.
- Opportunities to invest in new technology adoption and sustainable practices, mitigating exposure to climate risks and building competitive advantages in the healthcare sector.

Social and Economic Impact

Negative impacts

- Disruptions to the daily lives of local communities caused by expansion projects

Positive impacts

- Jobs and income
- Community awareness on general health and sanitation topics
- Local community development
- Private social investment
- Health education initiatives targeting patients and communities
- Better quality of life

Risks

- Regulatory shifts in regions where Rede D'Or has significant operations

Opportunities

- Opportunities to drive local community development through tax incentive policies in line with Rede D'Or's ESG positioning.
- Opportunities to invest in health, education, and cultural initiatives to strengthen Rede D'Or's reputation among stakeholders.
- Opportunities to support and promote disease prevention and healthcare access initiatives, deepening community ties and advancing public health in the areas where Rede D'Or operates.
- Opportunities to maintain ongoing engagement with communities and stakeholders to understand and make sure their expectations are met, building mutual trust and supporting a more stable and sustainable business environment.

Energy

Actual negative impacts

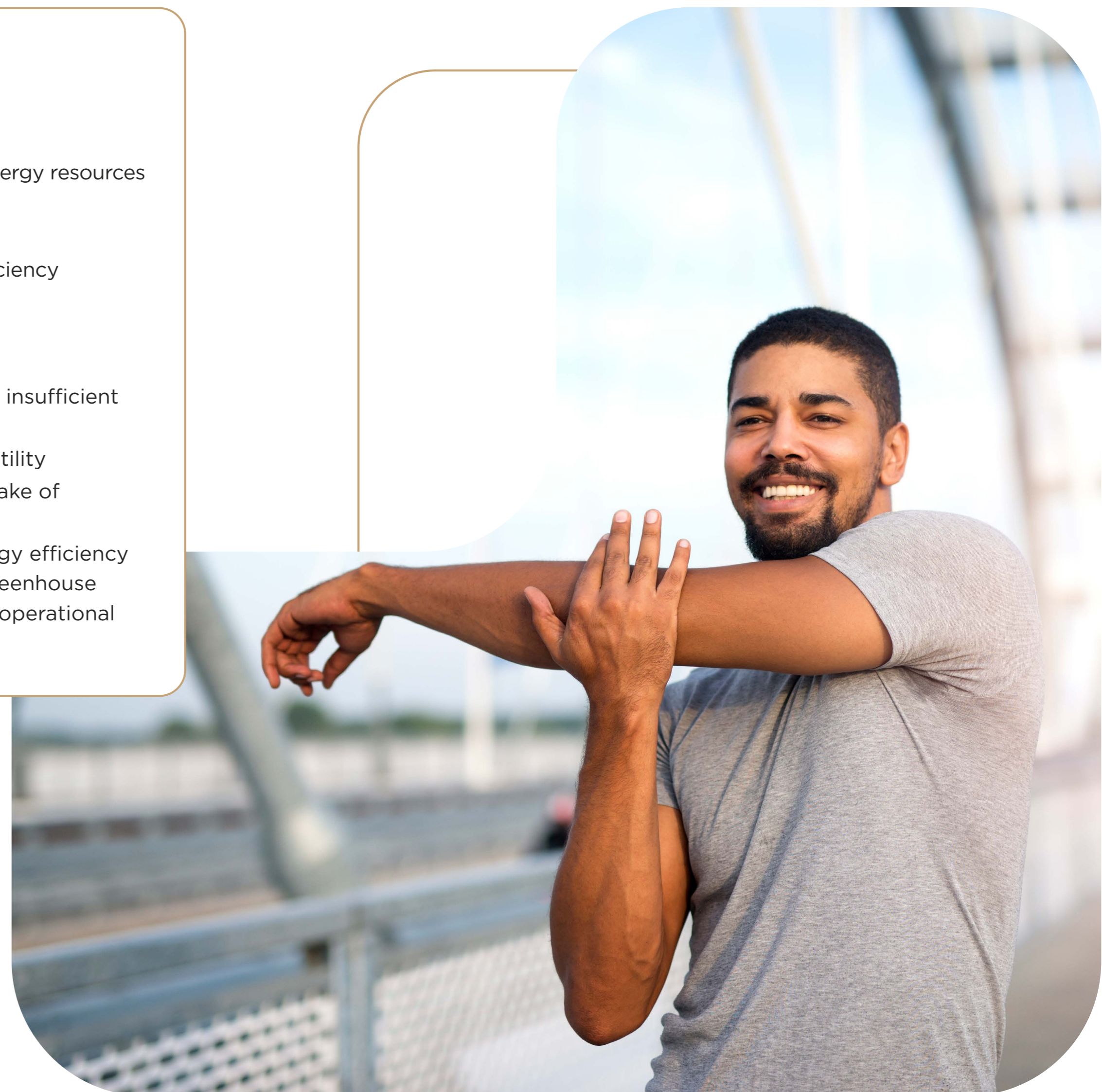
- Consumption of natural and energy resources

Positive impacts

- Implementation of energy efficiency measures

Risks and opportunities

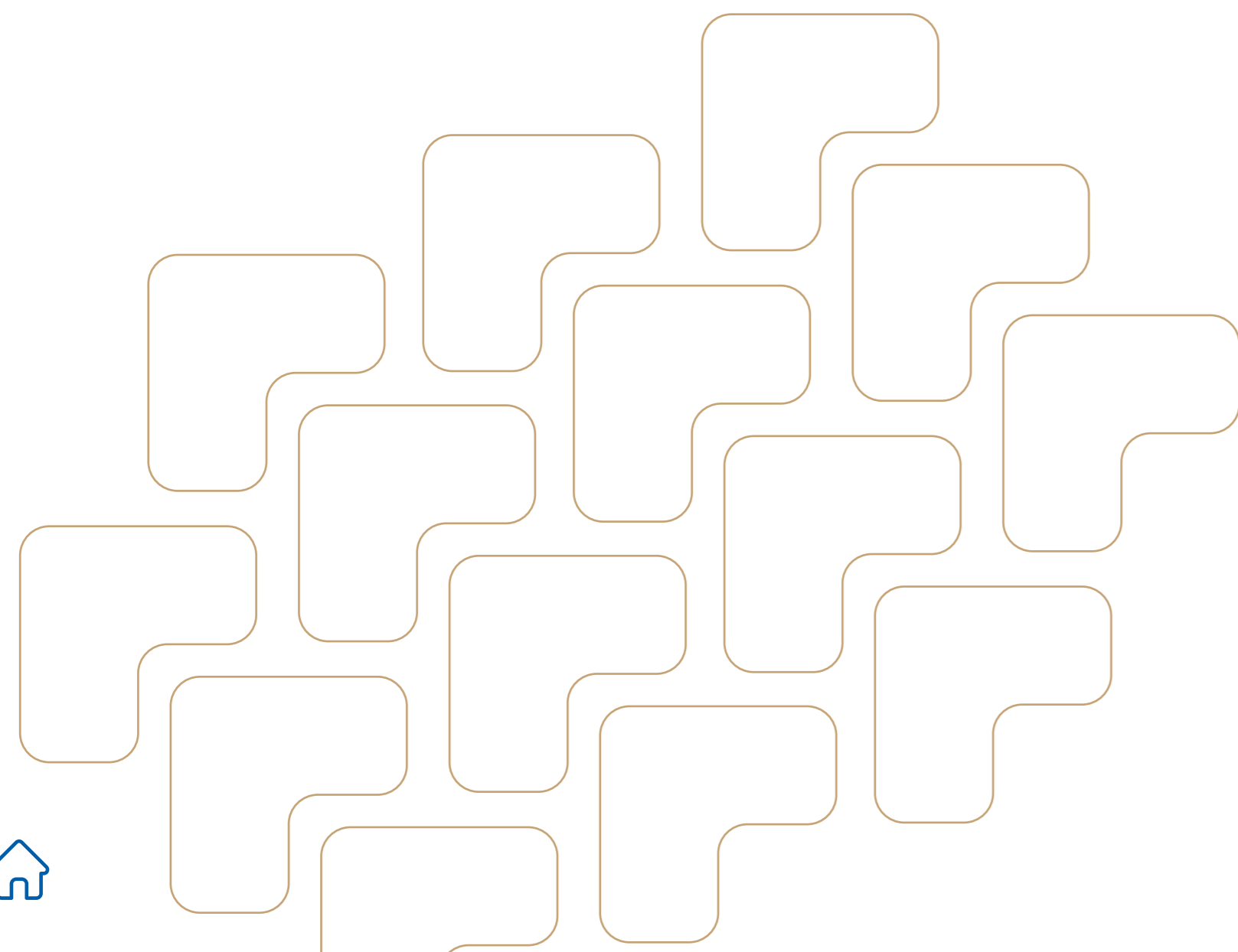
- Risk of procuring excessive or insufficient energy supplies
- Exposure to energy price volatility
- Opportunities to advance uptake of renewables
- Opportunities to expand energy efficiency programs, helping to lower greenhouse gas emissions while reducing operational expenses



c.1 Description of material topics

MATERIAL TOPIC	DESCRIPTION
Economic Performance	Rede D'Or creates shared value through strong economic performance, delivering shareholder returns and benefiting the economy via job creation, tax payments, and procurement of goods and supplies. Supplier development is critical to maintaining operational quality and continuity.
R&D, Innovation, and Health Education	Scientific research drives innovation in healthcare, enabling the development of treatments that enhance human well-being. Rede D'Or's Research and Education Institute (IDOR) plays a key role in advancing research, fostering innovation, training healthcare professionals, and disseminating knowledge. Rede D'Or's operations are increasingly powered by advanced digital technologies to optimize patient care.
Ethics, Compliance, and Anti-Corruption	Fostering a culture of integrity and transparency at all levels of the organization is vital to preventing unethical behavior and ensuring legal and regulatory compliance. Rede D'Or's Integrity Program operates as an integrated system for detecting, preventing and responding to risks of corruption, bribery, and fraud, ensuring our operations uphold the highest ethical standards. Well-structured processes and a commitment to upholding ethical standards build stakeholder trust and support long-term business sustainability.
Privacy and Information Security	Effective data management is critical to safeguarding sensitive information and minimizing risks, particularly in healthcare, where patient data privacy and integrity are top priorities. Rede D'Or has rigorous security protocols in place, leveraging advanced technologies and information governance frameworks to maintain confidentiality and protect against breaches. This ensures regulatory compliance, helps to build trust with patients and partners, and maximizes data security throughout all stages of patient care.
Energy	Hospitals rely on electricity for lighting, HVAC systems, water pumps, elevators, and medical equipment. Rede D'Or works actively to enhance energy efficiency and build energy self-sufficiency as a way to reduce the environmental footprint of our energy usage. This material topic relates to responsible consumption of energy.
Water and Effluents	Water is a vital resource for delivering hospital services. Effective water management, including monitoring, reuse, and rainwater harvesting, reduces costs and minimizes environmental impacts from both water use and effluent production. Water, as a material topic, refers to responsible consumption of this resource.
Waste	Waste management involves all aspects of waste handling - from generation and segregation to treatment and disposal - as well as protecting public health and the environment.
Health and Safety	Health and safety performance covers occupational health and safety for both direct and indirect employees, as well as performance in preventing occupational accidents and incidents. Protecting staff, mitigating safety risks, and addressing absenteeism are critical to sustaining high standards of excellence and fulfilling Rede D'Or's mission.

MATERIAL TOPIC	DESCRIPTION
Cuidado Centrado no Paciente	O cuidado centrado no paciente abrange todas as interações que influenciam sua experiência no atendimento, incluindo a saúde e segurança, a qualidade técnica e percebida dos serviços, os desfechos clínicos e a satisfação geral. Esse modelo de atenção prioriza a personalização do cuidado, garantindo que cada aspecto do atendimento esteja alinhado às necessidades e expectativas de quem recebe o tratamento.
Mudanças Climáticas	As emissões de gases de efeito estufa são a principal causa das mudanças climáticas, e o setor de saúde está entre os maiores emissores no mundo. A Rede D'Or adota práticas de mitigação e adaptação climáticas para promover a economia de recursos naturais e energéticos. Ciente que suas operações podem ser impactadas pelas mudanças climáticas, a companhia adota uma gestão preventiva na busca pela resiliência da prestação dos serviços.
Impacto Socioeconômico	A Rede D'Or gera valor por meio do desenvolvimento da comunidade local no entorno dos hospitais, da realização de investimento social privado e pelo trabalho de manter a comunidade informada sobre questões de saúde e sanitárias em geral.
Gestão de Pessoas	A Rede D'Or valoriza a atração e retenção de talentos, promovendo um ambiente de trabalho saudável, diverso e inclusivo. Com equipes capacitadas e motivadas, a empresa busca garantir que seus profissionais ofereçam o melhor cuidado possível aos pacientes, assegurando um atendimento de qualidade e alinhado aos mais altos padrões de saúde.



c.2 M2023 x 2024 Materiality Assessment

A comparison of the updated materiality assessment with the previous year reveals several key changes alongside refinements in topic descriptions:

- The ethics and compliance topic was renamed “Ethics, Compliance, and Anti-Corruption,” with a revised scope. Risk management considerations are now integrated across topics through the financial materiality process, while data management is now addressed under a standalone topic: “Privacy and Information Security.”
- “Human Rights” is now treated as a cross-cutting topic and has been linked to each identified impact, while aspects like talent attraction, development, and retention are reclassified under “People Management.”

2023 Material Topics

- Economic Performance
- R&D, Innovation, and Education
- Ethics, Compliance, and Anti-Corruption
- Energy
- Water and Effluents
- Waste
- Health and Safety
- Patient-Centered Care
- Climate Change
- Social and Economic Impact
- Human Rights

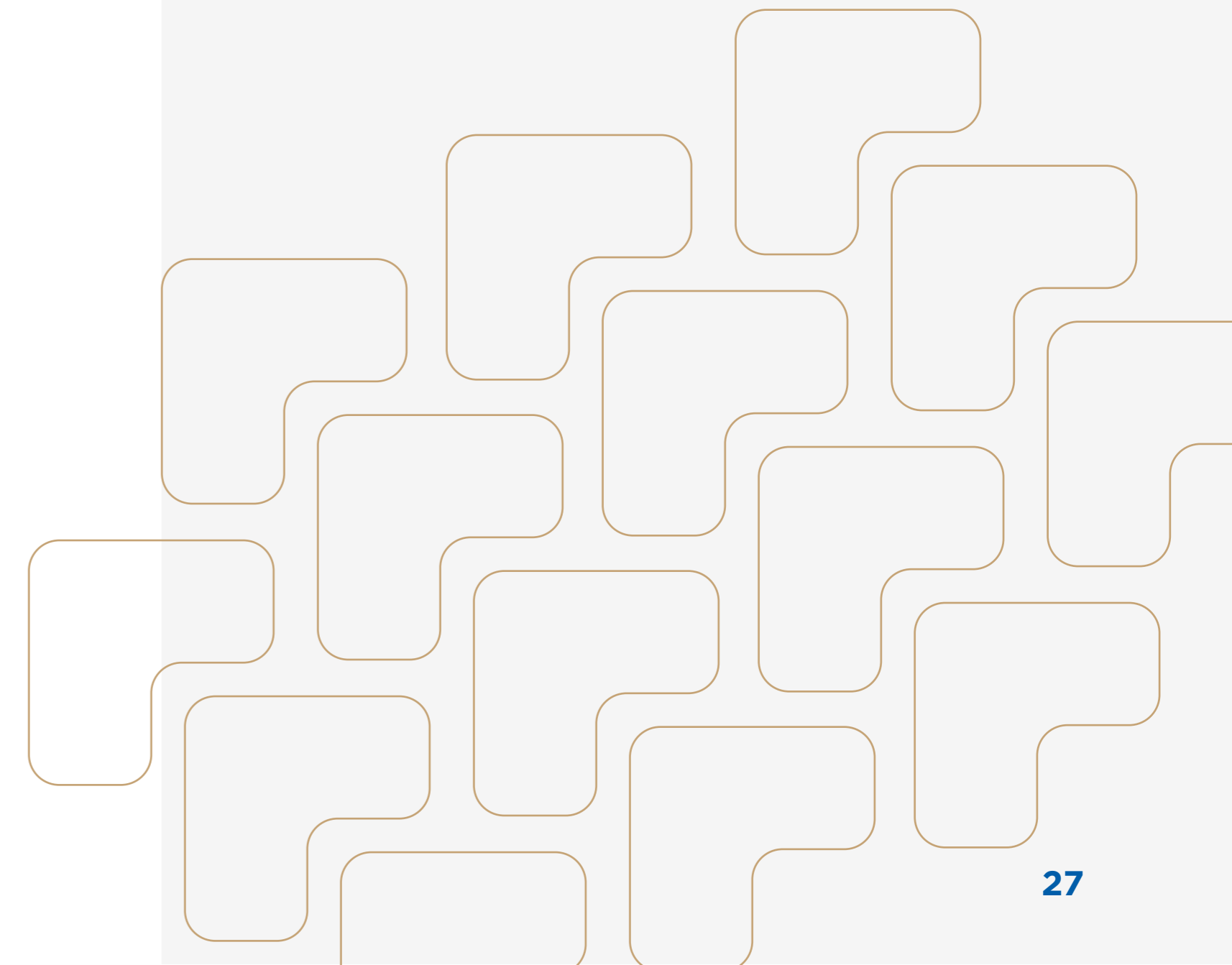


2024 Material Topics

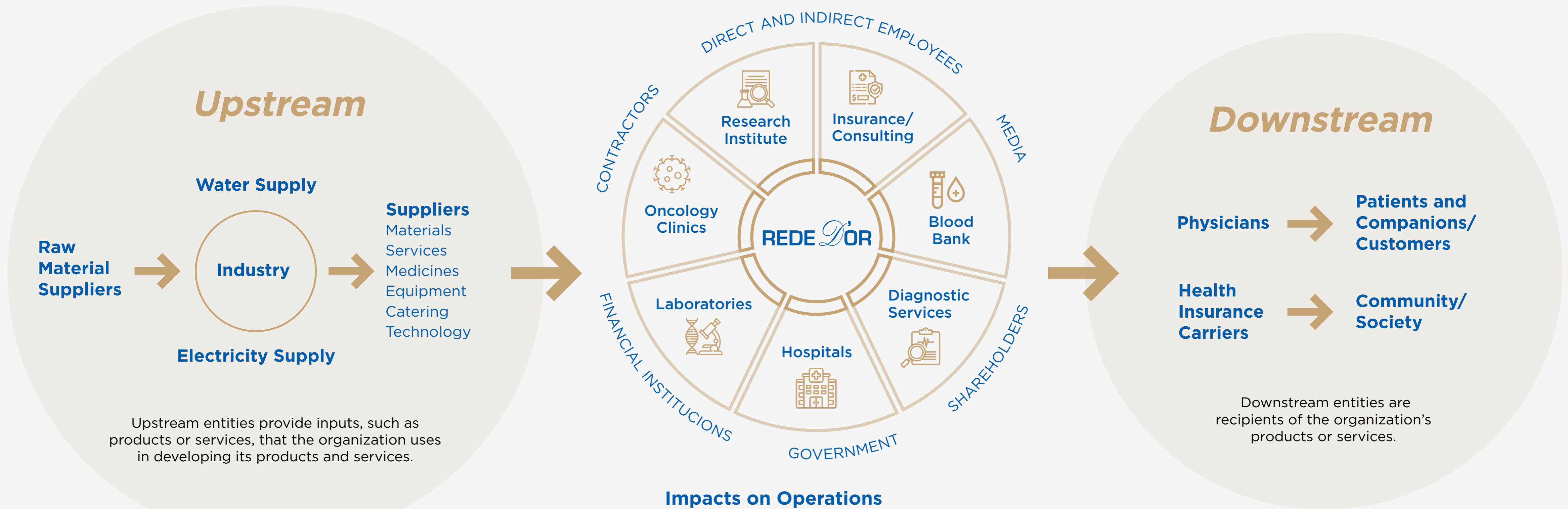
- Economic Performance
- R&D, Innovation, and Health Education
- Ethics, Compliance, and Anti-Corruption
- Privacy and Information Security
- Energy
- Water and Effluents
- Waste
- Health and Safety
- Patient-Centered Care
- Climate Change
- Social and Economic Impact
- People Management

c.3 Assessment of impact, risks and opportunities in Rede D’Or’s value chain

Our value chain has been defined in accordance with GRI 2-6 and is described in the first edition of our [Integrated Sustainability Report](#) (page 12). The assessment below is designed to provide an overview of the extent of positive and negative impacts on the value chain and within our sphere of influence beyond the value chain.



Impacts on the Value Chain



Upstream entities provide inputs, such as products or services, that the organization uses in developing its products and services.

Upstream Impacts

- Shortages of critical equipment or medications (-)
- Economic stimulus through supplier spend (+)
- Consumption of natural and energy resources (-)
- Supplier development (+)
- Emissions (-)

Impacts on Operations

- Job creation (+)
- Tax revenue (+)
- Advancing a culture of integrity (+)
- Disseminating knowledge (+)
- Increased use of data and digital technology (+)
- Occupational injuries (+)
- Value creation / results of operations (+)
- Transparent disclosures (-)
- Psychosocial impacts on employees (-)
- Waste generation (-)
- Emissions (-)

Downstream Impacts

- Faulty service delivery (-)
- Service unavailability (-)
- Resource wastage (-)
- Health promotion and disease prevention (+)
- Private Social Investment (+)
- Improved care and infrastructure in Brazil's healthcare system (+)
- Energy efficiency initiatives (+)
- Local community development (+)

c.4 Correlation between GRI, SASB, and SDG disclosures

MATERIAL TOPIC (GRI 3)	GRI	SDG*		GLOBAL COMPACT**	SASB
		PRIORITIZED	NOT PRIORITIZED		
Economic Performance	201, 207	8, 9, 16	2, 11, 17	1, 2, 7, 8, 9	HC-DY-240a.1, HC-DY-240a.2
R&D, Innovation, and Health Education	404	3, 4, 9	-	1, 2	HC-DY-330a.1
Ethics, Compliance, and Anti-Corruption	205, 406	5, 8, 12, 16	-	1, 2, 10	HC-DY-270a.1, HC-DY-270a.2, HC-DY-270a.3, HC-DY-510a.1
Privacy and Information Security	418	16	-	1, 2, 10	HC-DY-230a.1, HC-DY-230a.2, HC-DY-230a.3, HC-DY-230a.4, HC-DY-250a.5
Energy	302	12	7	1, 2, 7, 8, 9	HC-DY-130a.1
Water & Effluents	303	12	6	1, 2, 8	HC-DY-150a.2, HC-DY-450a.1
Waste	306	12	11	1, 2, 8	HC-DY-150a.1, HC-DY-150a.2
Health and Safety	403	3	-	1, 3, 4, 6	HC-DY-320a.1
Patient-Centered Care	410, 416	3	16	1, 2, 8, 9	HC-DY-250a.1, HC-DY-250a.2, HC-DY-250a.3, HC-DY-250a.4, HC-DY-260a.1, HC-DY-260a.2
Climate Change	201-2, 305	13	-	1, 2, 7, 8, 9	HC-DY-450a.1
Social and Economic Impact	203, 413	3, 5, 8, 12	1, 2, 10, 11	1, 2, 3, 4, 5, 6, 8, 9	HC-DY-240a.1, HC-DY-240a.2
People Management	201-3, 401, 402, 404, 405, 406, 410	3, 4, 5, 8, 16	1, 10, 17	1, 2, 3, 4, 5, 6, 10	HC-DY-330a.1, HC-DY-330a.2

* Consistent with our Strategic ESG Plan and SDG Program, we have identified all Sustainable Development Goals (SDGs) and targets to which our material topics contribute either directly or indirectly. The current prioritizations cover the three-year period 2022-2023-2024. As part of Rede D'Or's SDG Program (2030 Agenda), we will reassess our material topics at yearend 2024 and revise SDG prioritizations for the three-year period 2025-2026-2027. We are currently reformulating our approach to prioritizing the SDGs to identify meaningful ways to contribute to the 169 SDG targets while integrating them into our business risks and opportunities. The prioritization review will be based on the following methodologies: a) UN Global Compact ([SDG Compass](#)); b) Risk Assessment ([Rede D'Or Risk Policy](#)); and SDG Action Manager ([B Impact Assessment, developed in collaboration with the UN Global Compact](#)). In summary, the review exercise will: reassess all 169 targets across the 17 SDGs using the SDG Compass methodology; identify, based on risk matrices, which targets are applicable and critical to our business in terms of our contribution to the SDGs (Rede D'Or Risk Management methodology); and set internal targets to enhance our contributions to prioritized SDG targets (SDG Action Manager). Eight SDGs are currently prioritized, but our goal is to sharpen this focus to a maximum of five SDGs, following SDG Compass recommendations.

** [The Global Compact's 10 Universal Principles](#) derive from the Universal Declaration of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development and the United Nations Convention Against Corruption. Companies participating in the Global Compact pledge to uphold these principles in their day-to-day operations.

d. Outcomes from materiality action plans

ESG Materiality Management outcomes, including performance indicators, targets, and commitments for each material topic, are disclosed annually in our Integrated Sustainability Report, as mandated by the transparency process outlined in our Strategic ESG Plan. Action plan outcomes were as follows:

Topic action plans prioritized, supporting engagement around sustainability and guiding Company strategy:

most material topics from 2023 remain unchanged, with established management processes aligned with GRI 3-3. Processes have been established for engaging corporate and operational teams around the management of material topics, with systems and dashboards supporting periodic reviews of performance indicators and targets. The newly introduced topic, "Privacy and Information Security," will undergo evaluation using GRI 3-3 to pinpoint gaps and establish appropriate action plans.

Risk management action plans:

an IRO management process has been established in accordance with our [Risk Management Policy](#) and internal risk management standards, ensuring that material topics are fully incorporated into corporate risk strategies. For the material topic "Climate Change," a scenario-based assessment was completed in 2023 (In Portuguese - [PTBR](#) | In English - [ENG](#));

Transparency action plan:

the materiality assessment outcomes are presented in this report; the 2024 Integrated Sustainability Report will be prepared based on this assessment, presenting materiality management outcomes as part of disclosure GRI 3-3 and in the chapters relevant to each material topic. Both reports are published annually and are available on our [official website](#) and [Investor Relations website](#).



6 Conclusion

Materiality beyond reporting: integrated and systemic thinking

The Rede D'Or 2024 ESG Materiality Report has been prepared using the double materiality approach, consistent with GRI Standards and IFRS S1 definitions. This approach addresses both impacts from the company's operations and sustainability-related risks and opportunities that could significantly affect the business.

Double materiality meshes with integrated thinking, a holistic approach that evaluates long-term value creation across both financial and non-financial dimensions. The Integrated Reporting Framework, developed by the [International Integrated Reporting Council \(IIRC\)](#), supports integrated thinking by encouraging organizations to look beyond financial results and consider how their operations affect and are affected by environmental, social and governance (ESG) factors. Double materiality adds to this perspective by requiring companies to disclose both their environmental and social impacts (impact materiality) and how these and other factors affect financial performance (financial materiality). This integration provides

a more comprehensive understanding of corporate value, which is critical to enhancing organizational sustainability and resilience. IFRS S1 and integrated thinking are aligned in their focus on transparency and clarity regarding how key resources and relationships drive a company's value creation over the short, medium and long term. IFRS S1 emphasizes that materiality assessments should identify information that is useful to report users in making decisions, while Integrated Reporting offers a framework for cohesive, efficient communication of the interplay between a company's strategy, governance, and the external environment.

The synergy between double materiality and integrated thinking lies in their shared goal of providing a comprehensive, interconnected perspective of the business. This integration is essential for stakeholders to gain a comprehensive understanding of how the organization creates value and adapts to a dynamic, ever-changing landscape.





Materiality Process Assurance

Rede D'Or's materiality assessment and review processes for 2023 were assured by an independent third party accredited by the CVM (Brazilian Securities Commission) to provide such assurance.

Assurance of Rede D'Or's materiality process is integral to the assurance provided for the Annual Sustainability Report, covering both the biennial full assessment and the annual review.

The materiality process outlined in this report is summarized and included in a dedicated chapter, "Materiality" (or an equivalent title), within the Integrated Sustainability Report, which undergoes full third-party verification to ensure alignment with the established process.

In summary, the Integrated Sustainability Report's annual assurance process encompasses the materiality process, given that the report's structure is informed by the materiality assessment results. While this document does not include a standalone assurance letter, one is included with the Integrated Sustainability Report, certifying that the materiality process has been third-party assured. The assurance letter is available as an appendix to the Integrated Sustainability Report on the:

[Rede D'Or official website](#)

[Rede D'Or Investor Relations website](#)

REDE D'OR

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