

INTEGRATED SUSTAINABILITY REPORT

REDE *D'OR*

20
24



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MESSAGE FROM THE PRESIDENT

[GRI 2-22]

Six new projects were inaugurated, 1,317 additional beds, and a new partnership was established to create a hospital network. The year 2024 marks, unequivocally, our vocation to deliver quality healthcare to society and sustainable organic growth for all our stakeholders. More than just impressive numbers, we present the realization of an audacious investment plan.

We have consolidated Rede D'Or's leadership in the Brazilian private healthcare sector through disciplined and consistent execution of our growth strategy, as well as a commitment to innovation that develops and incorporates new solutions for the benefit of the most comprehensive service. Thus, we continue to elevate our standards of excellence. This level is sustained primarily by delivering the best possible clinical outcomes for patients and the most suitable working conditions for our professionals.



photo by EDILSON DANTAS | O GLOBO



The quality of our services is attested by the world’s leading hospital certification institutions. In 2024, five new hospitals were accredited by the Joint Commission International (JCI), with four recertifications and two expansion visits. We account for 44% of JCI-accredited hospitals in Brazil. The Agencia de Calidad Sanitaria de Andalucia granted ten additional accreditations. Also, Qmentum International awarded us with two new certifications and three recertifications. In total, 91% of our units hold accreditations, with 58% recognized by international standards.

This is achieved through operational excellence and investments in quality care, innovation, and technology. These attributes were carried into the six new projects inaugurated this year: Memorial Star in Recife (PE), the new tower of 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).

The last three are part of an important innovation for the Brazilian healthcare sector: Atlântica D’Or. This is the hospital network we created because of our partnership with Bradseg Participações S.A., the controlling company of Bradesco Seguros Group. Together, we have already announced two additional investments for the construction of units in Taubaté and Ribeirão Preto, both in the state of São Paulo. Moreover, São Luiz Campinas (SP) has begun operating under the new brand.

If 2024 was a milestone for inaugurations, recent years prove that our investments are structured and continuous. In 2021, we delivered 411 new beds; 560 in 2022; and 250 in 2023. Currently, we are developing approximately 40

greenfield and brownfield projects at various stages of development and licensing. We plan to deliver a total of 5,384 new beds between 2024 and 2028.

Our organic growth follows the planned expansion of Rede D’Or units under development, namely: The new tower of São Lucas Hospital in Aracaju; expansion works at Assunção Hospital in São Bernardo do Campo, and a new unit in Ribeirão Preto, both in São Paulo state; UDI Hospital in São Luís, Maranhão; DF Star in Brasília; Caxias D’Or and Oeste D’Or in Rio de Janeiro; and Hospital São Carlos in Fortaleza, Ceará.

The integration with SulAmérica was one of the pillars of Rede D’Or’s organic growth in 2024, strengthening the strategy of offering quality supplementary healthcare on a national scale. This year, SulAmérica expanded its beneficiary base, adding 153,000 health plan members and 216,000 dental plan members, totaling over 6.8 million clients. This growth resulted from a responsible pricing policy aligned with services that meet consumers’ real needs.

The company also stood out for innovation, launching 29 new products tailored to regional specificities—such as the plan developed for Parauapebas (PA) — and consolidating the Concierge line, which provides close and exclusive service to premium plan clients, reinforcing SulAmérica’s positioning as a health manager focused on well-being.

The strategic use of technology helped maintain SulAmérica’s app as the highest-rated in the sector, while the fight against fraud and abuse was intensified, promoting more conscious use of healthcare resources.

Synergy with Rede D’Or was essential for these results, enabling more efficient management and a robust care network, especially in regions like Rio de Janeiro, where the presence of beds in our units enhances the experience for beneficiaries. This integration continues to generate sustainable value for clients, shareholders, and the healthcare system as a whole.

To grow organically and sustainably, we rely on an ESG strategic plan with clear and transparent goals to be executed until 2030. Fully aligned with the United Nations Global Compact and its Sustainable Development Goals (SDGs), we have built commitments in environmental, social, and corporate governance areas.

In greenhouse gas (GHG) emissions, we aim to reduce our intensity by 36% by 2030 and achieve net-zero by 2050. Already in 2024, 100% of the electricity consumed by the Rede D’Or hospitals comes from renewable energy contracts. Additionally, we developed energy efficiency projects in 24 units. These actions have integrated us into the B3 Carbon Efficient (ICO₂) and Corporate Sustainability (ISE) indices, as well as the Carbon Disclosure Project (CDP).



Beyond ensuring excellence in patient care, we are committed to generating a positive impact in the communities where we operate by creating employment and income opportunities. We also support the Instituto D’Or de Pesquisa e Ensino, dedicated to professional training and scientific development.

We are dedicated to the constant development of our employees, fostering a work environment that values knowledge and professional growth. Through the Rede D’Or Academy, we invest in training and continuous development programs, covering both technical and leadership development content.

Additionally, we constantly seek to identify and promote internal career opportunities, by allowing our employees to grow within the company. We received 17,133 applications for internal recruitment processes and opened 4,954 internal positions, of which 1,841 have already been filled.

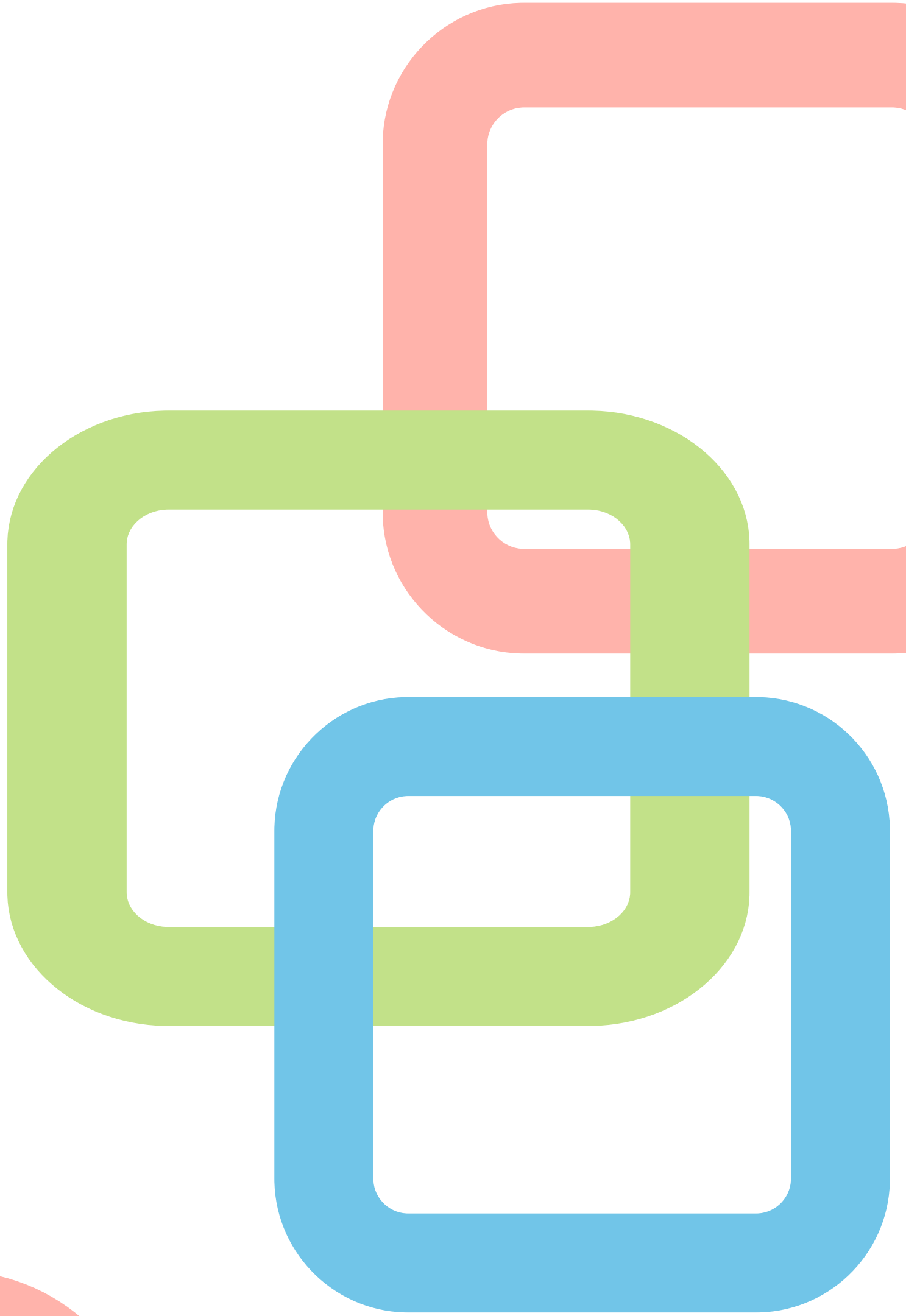
Attracting and developing talent is a strategic priority. We work to attract professionals whose values align with ours, ensuring diversity and innovation in the workplace. These actions are fundamental to strengthening a solid and sustainable organizational culture.

These efforts complement Rede D’Or’s transparent and ethical way of operating to implement our ESG Strategic Plan. It shapes a company formed by people ready to care for our patients’ health, generating value for society, preserving the environment, and ensuring returns for shareholders and investors.

This is what we demonstrate in the following pages of this Integrated Sustainability Report, guided by internationally recognized standards for corporate reporting.

Good reading!

Paulo Junqueira Moll
CEO, Rede D’Or





2024 HIGHLIGHTS

Rede D'Or ESG Highlight Award 2024 (internal event). [Learn more here.](#)

Abrasca Best Report Award (external recognition). [Learn more here.](#)

World's Most Sustainable Companies: Rede D'Or is part of *Time magazine's* **ranking of the 500 most sustainable companies in the world.**

Marcas dos Cariocas 2024 (Brands of Rio de Janeiro population): For the sixth consecutive year, Rede D'Or is the most remembered hospital group by Rio de Janeiro residents in a survey by *O Globo*.

100 Most Influential Companies in Brazil: Rede D'Or recognized as the largest private healthcare network in the country by *Veja* magazine and Grupo Lide.

Os Mais Amados do Rio (The most beloved of Rio de Janeiro): For the fourth consecutive year, Copa D'Or was chosen as the best hospital in Rio by *Veja Rio* magazine. Quinta D'Or and Barra D'Or ranked second and third, respectively.

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Key Integrated Report Indicators

[SASB HC-DY-000.A]



Manufactured Capital	2024	2023	2022
Owned Hospitals (units)	75	70	69
Managed Hospitals (units)	3	3	3
Clinics (units)	61	55	54
Laboratories (units)	11	11	11
Operational Beds (units)	9,857	9,598	9,469



Natural Capital	2024	2023	2022
Total Waste Generated (tons)	39,958	37,725	39,515
Energy Consumption (GJ)	1,443,630	1,316,304	1,207,716
Direct GHG Emissions - Scope 1 (tCO ₂ e)	76,147	67,385	64,785
Indirect GHG Emissions - Scope 2 (tCO ₂ e)	By location: 19,120 Purchase choice: 10,670	By location: 12,450 Purchase choice: 9,252	12,537
Other Indirect GHG Emissions - Scope 3 (tCO ₂ e)	28,351	31,259	33,448



Human Capital	2024	2023	2022
Training Hours per Employee/Year	21.14*	4.25	5.58
Accident Frequency Rate	15.28	15.41	12.37
Jobs Created	26,840	21,325	18,983

*Note: The positive variation is due to the adoption of a new measurement tool that includes both online and in-person training.



Intellectual Capital	2024	2023	2022
Published Articles	172	192	236
Mapped Partners	2,196	2,142	1,801



Social and Relationship Capital	2024	2023	2022
Social Investment and Sponsorship (R\$ million) ¹	23,583	17,465	12,531
Accredited Hospitals	71	60	57
Customer Satisfaction Index (%)	86	87	85

¹ Private Social Investment (ISP) of incentivized projects.



Financial Capital	2024 ²	2023 ²	2022
Net Revenue (R\$ million) ¹	50,571.2	46,508.6	22,987.4
EBITDA (R\$ million)	9,122.15	7,065.3	5,303.0
EBITDA Margin (%)	18.0	15.2	23.1
Net Profit (Loss) (R\$ million)	3,934.1	2,113.7	1,262.3
Net Debt (R\$ million)	17,806.8	16,854.7	14,671.9
Net Debt / EBITDA ²	2.0	2.1	2.8
Investments Made (R\$ million)	3,101.61	2,908.0	3,678.6

¹ The published values are in the Company's [Financial Statements].

² Includes results from Rede D'Or and SulAmérica (Group).

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WHO WE ARE

Rede D'Or

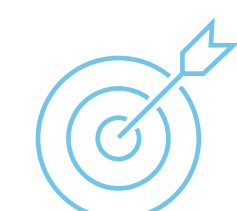
[GRI 2-1, 2-2, 2-6]

We are Rede D'Or São Luiz S.A., the largest private healthcare company in Latin America – a publicly traded company that operates in all Brazilian regions, including 13 states and the Federal District, with its administrative headquarters in São Paulo (SP). [\[GRI 2-1\]](#)

We operate in the Brazilian supplementary healthcare sector, focused on delivering the best possible clinical outcomes to our patients. To achieve this, we have

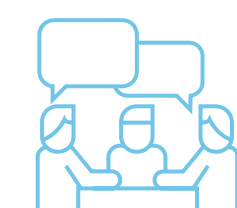
developed work recognized by international certifications for high qualifications and professionalism, humanized care, and constant technological updates.

Our main activities are described in the **Reference Form**, as well as in the **Institutional Presentation** and the **Bylaws**. We keep these documents published on the Company's Investor Relations website and we update them annually. [\[GRI 2-2, 2-6\]](#)



Mission

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



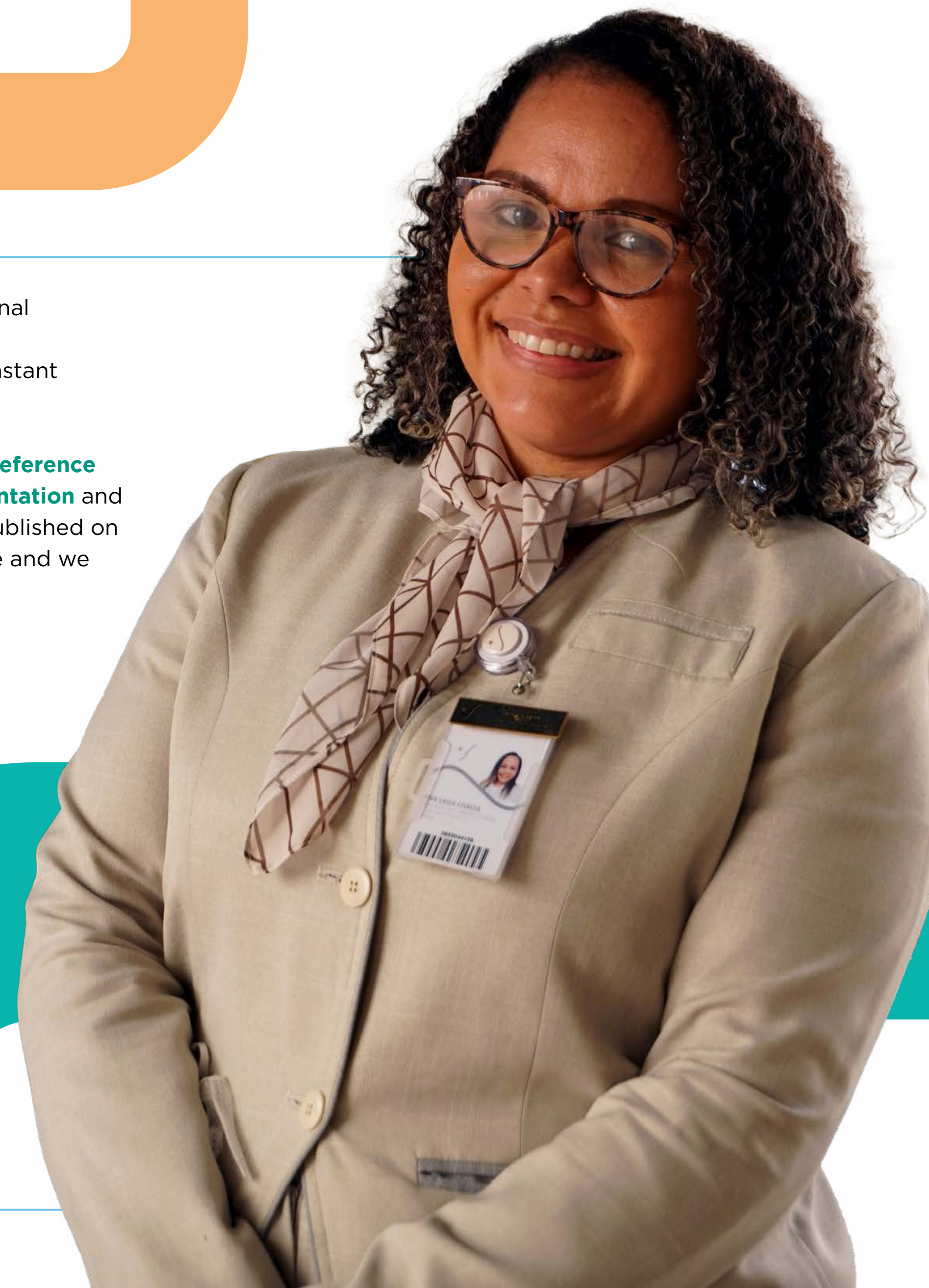
Vision

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



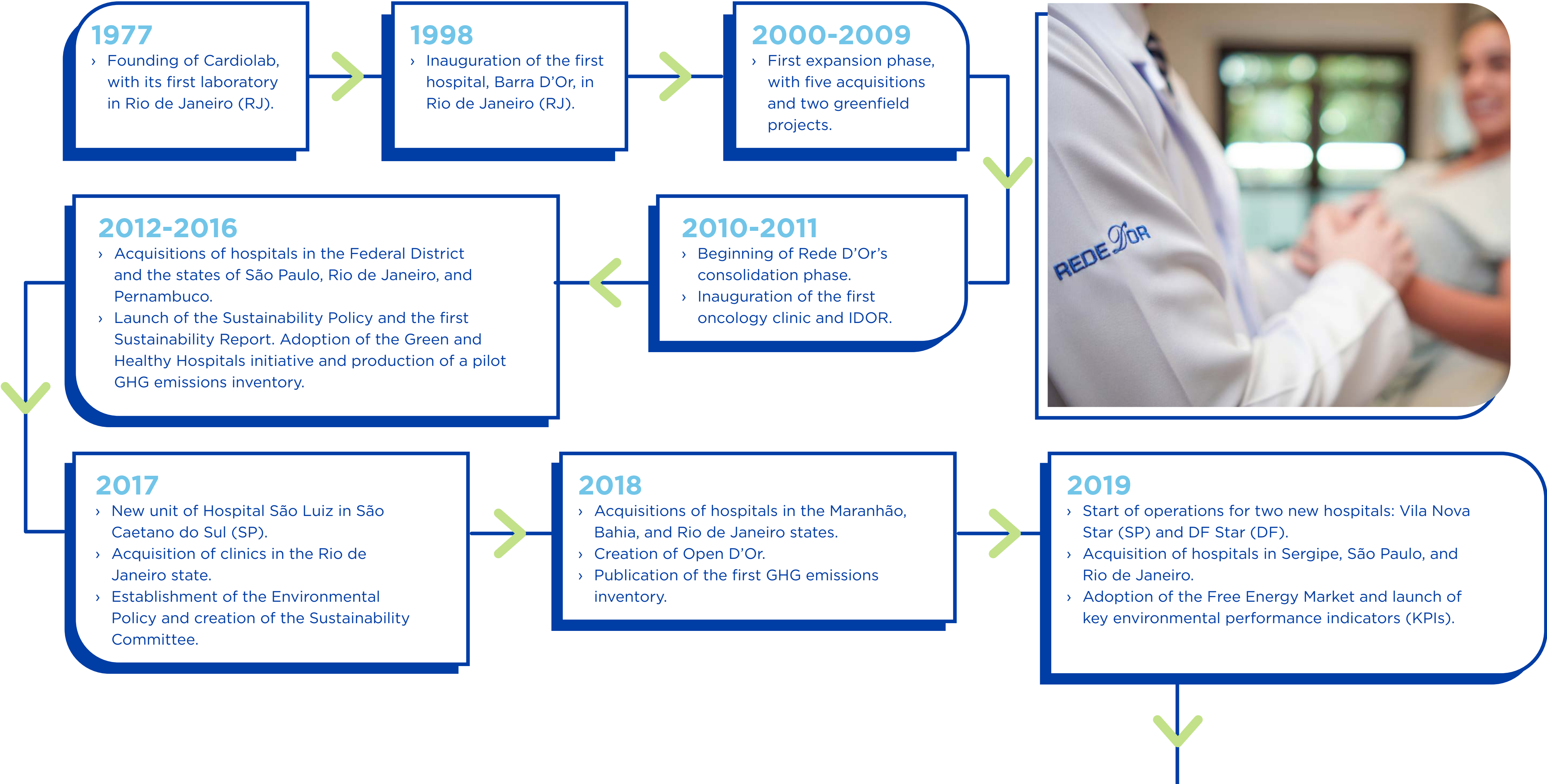
Values

- › Competence;
- › Credibility;
- › Sustainable development;
- › Humanization;
- › Integrity; and
- › Respect.





Timeline



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2020

- › Initial Public Offering (IPO) of Rede D'Or, traded on B3 - Brasil, Bolsa, Balcão.
- › Inauguration of Glória D'Or (RJ).
- › Acquisition of hospitals in Rio de Janeiro, Paraná, Ceará, and Bahia states.
- › 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.
- › First external assurance for the Sustainability Report, using the Global Reporting Initiative (GRI) framework.

2021

- › Acquisition of hospitals in Minas Gerais, Paraíba, Mato Grosso do Sul, São Paulo, Rio de Janeiro, and Bahia states.
- › Launch and publication of 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 Mato Grosso do Sul, Alagoas, São Paulo, and Bahia states.
- › Inauguration of Hospital Maternidade São Luiz Star (SP).
- › ESG Strategic Planning, CDP Reporting, first ESG assessment for suppliers.
- › Launch of the Health, Safety, and Environment Policy.
- › Inclusion in the Exame magazine's Best ESG Guide and the B3 Carbon Efficient (ICO2) and Corporate Sustainability (ISE) indexes.
- › The first climate report following the standard of the Task Force on Climate-related Financial Disclosures (TCFD), set of recommendations for climate-related financial disclosures.

2024 [GRI 2-6]

- › Six new hospitals:
 - › Memorial Star, in Recife (PE);
 - › New tower of 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 Bradesco Seguros Group.
- › Creation of the "Boletim ESG em Rede" [ESG in Rede Bulletin].

2023

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

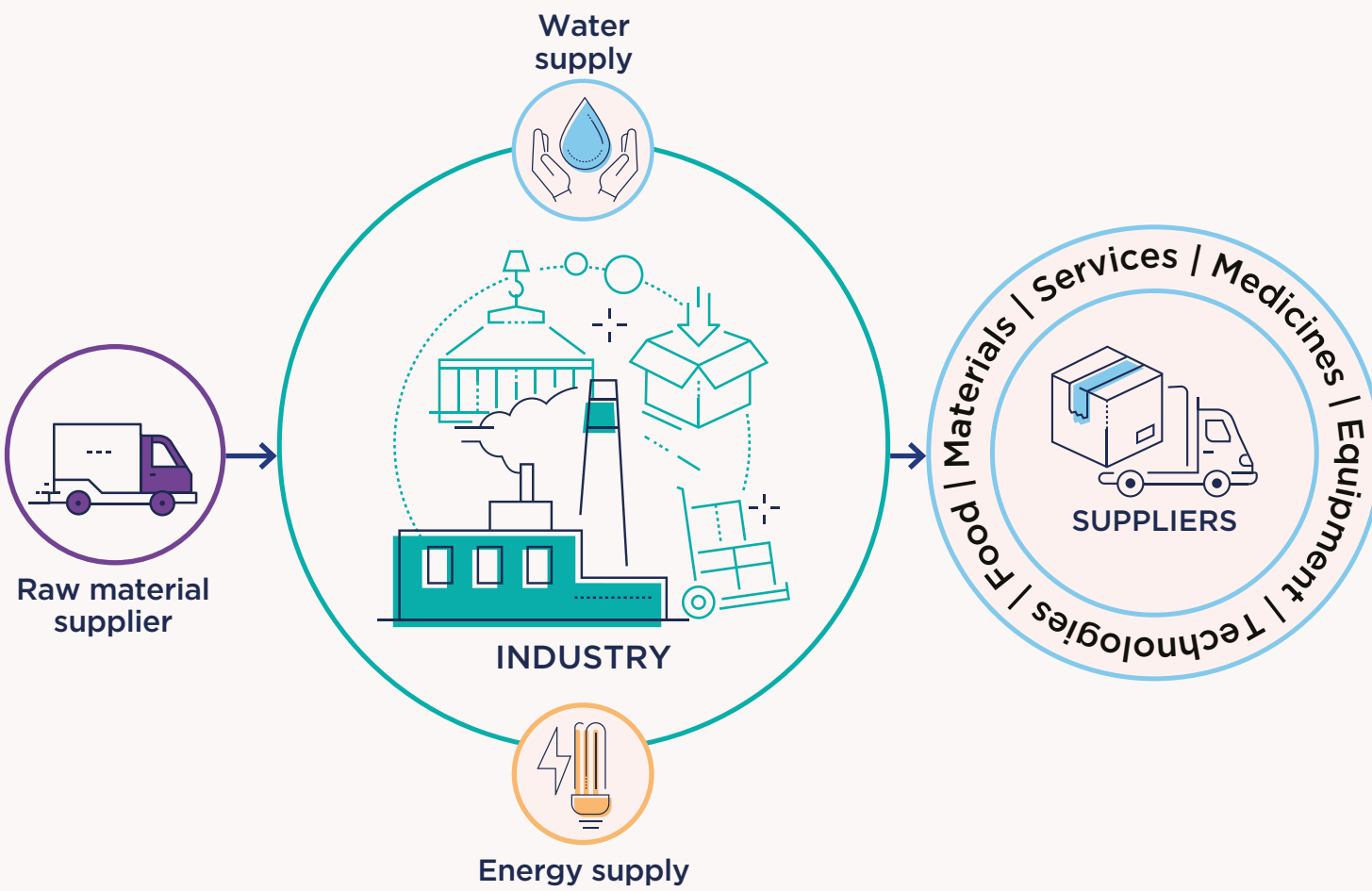




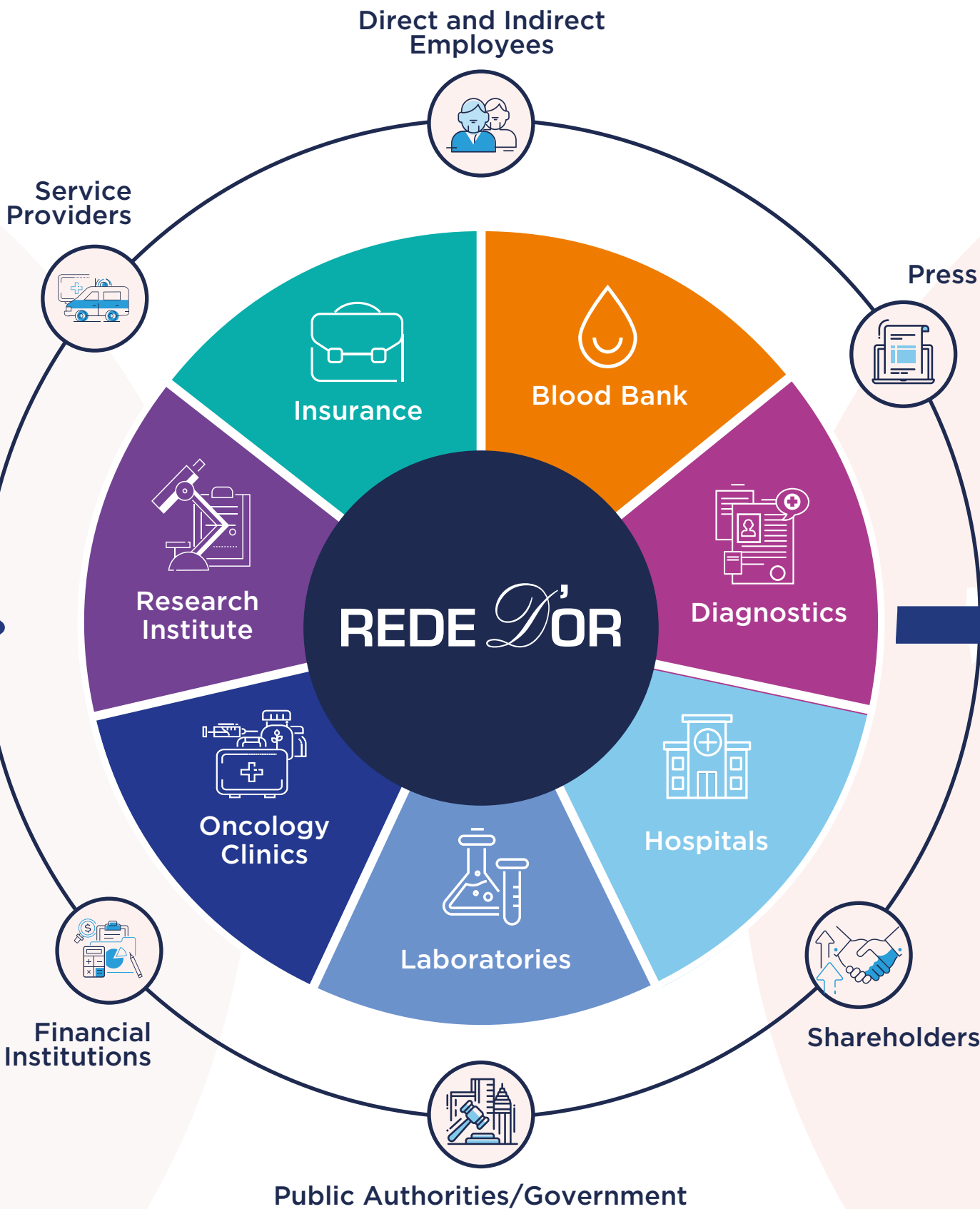
Value Chain

[GRI 2-6]

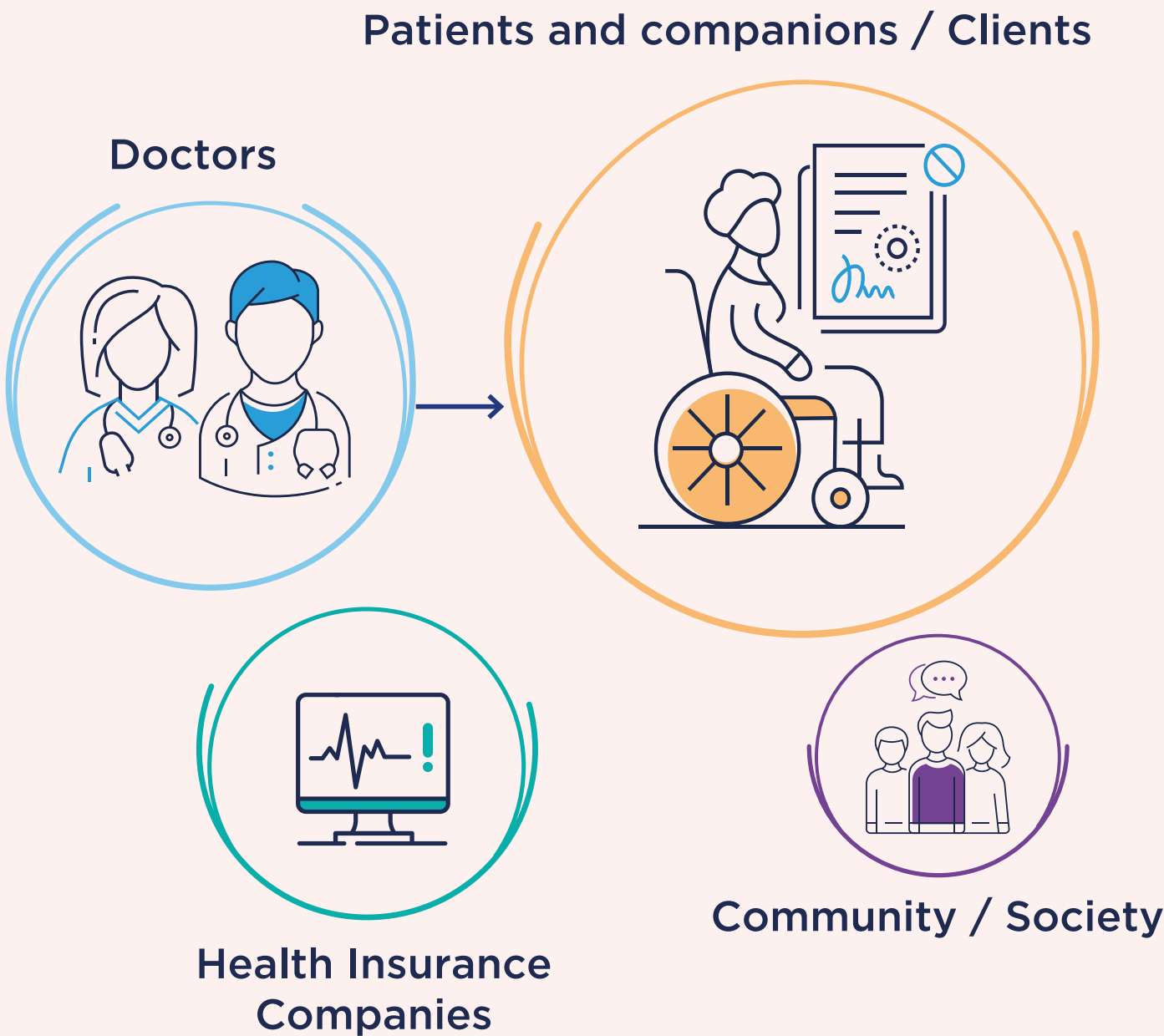
UPSTREAM



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



DOWNSTREAM



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



Our Ecosystem

[GRI 2-6]

In 2024, we had 75 owned hospitals in operation and three managed ones; 61 oncology clinics; 11 laboratories; and 128,000 accredited doctors.

With 9,857 operational beds, we annually provide 5.9 million emergency services and 5.4 million outpatient care, 498,529 surgeries, and 42,891 births, recording 2.9 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 network of independent private hospitals in Brazil.

Reference in quality standards.

Founded in 1998.



INSURANCE

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

Diversified distribution model and national presence.

129 years of history.



ONCOLOGY

Largest integrated oncology treatment network in the country.

Founded in 2011.



DIAGNOSTICS

Third-largest diagnostics operator in Brazil.

Founded in 1977, relaunched in 2018.

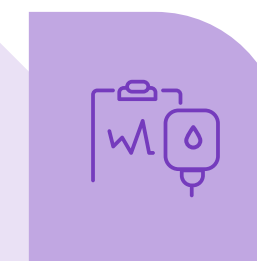


EDUCATION AND RESEARCH (IDOR)

Scientific collaboration with over 80 countries.

Over 60 medical residency programs.

Private medical education plan under development.



COMPLEMENTARY SERVICES

Participation in the Qualicorp S.A. (25.85%).

Largest Blood Bank in Brazil, acquired in 2017 (42.4% stake).

- › Dialysis;
- › Distribution;
- › Materials and medications;
- › Nephrology;
- › Complex transplants.

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Our Presence in Brazil

[GRI 2-1, 2-2, 2-6]

We are 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 the Federal District.

Our healthcare ecosystem is formed by hospitals, laboratories, oncology clinics, and the operations of the Instituto D'Or de Pesquisa e Ensino (IDOR) and SulAmérica, whose activities cover the entire country.

78 > 75 OWNED
3 MANAGED
HOSPITALS

13 BRAZILIAN STATES AND THE FEDERAL DISTRICT

ALAGOAS | 1 hospital

- › Hospital Memorial Arthur Ramos

BAHIA | 6 hospitals

- › Hospital Aeroporto Lauro de Freitas
- › Hospital Aliança
- › **Hospital Aliança Star**
- › Hospital Córdio 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 Outubro¹
- › Hospital Yutaka Takeda¹

¹ Managed hospital.

PARANÁ | 1 hospital

- › Hospital Santa Cruz

PARAÍBA | 2 hospitals

- › Hospital Nossa Senhora das Neves - Jardim Botânico Unity
- › Hospital Nossa Senhora das Neves - Epitácio Unity (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 | 23 hospitals

- › Clínica São Vicente
- › Hospital Badim¹
- › Hospital Balbino
- › Hospital Bangu
- › Hospital Barra D'Or
- › Hospital Caxias D'Or - Duque de Caxias
- › Hospital Copa D'Or
- › Hospital Copa Star
- › Hospital Estadual da Criança¹
- › 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 Glória
- › São Lucas Hospital de Clínicas - Macaé

¹ Managed hospital.

11 LABORATORIES

61 ONCOLOGY CLINICS

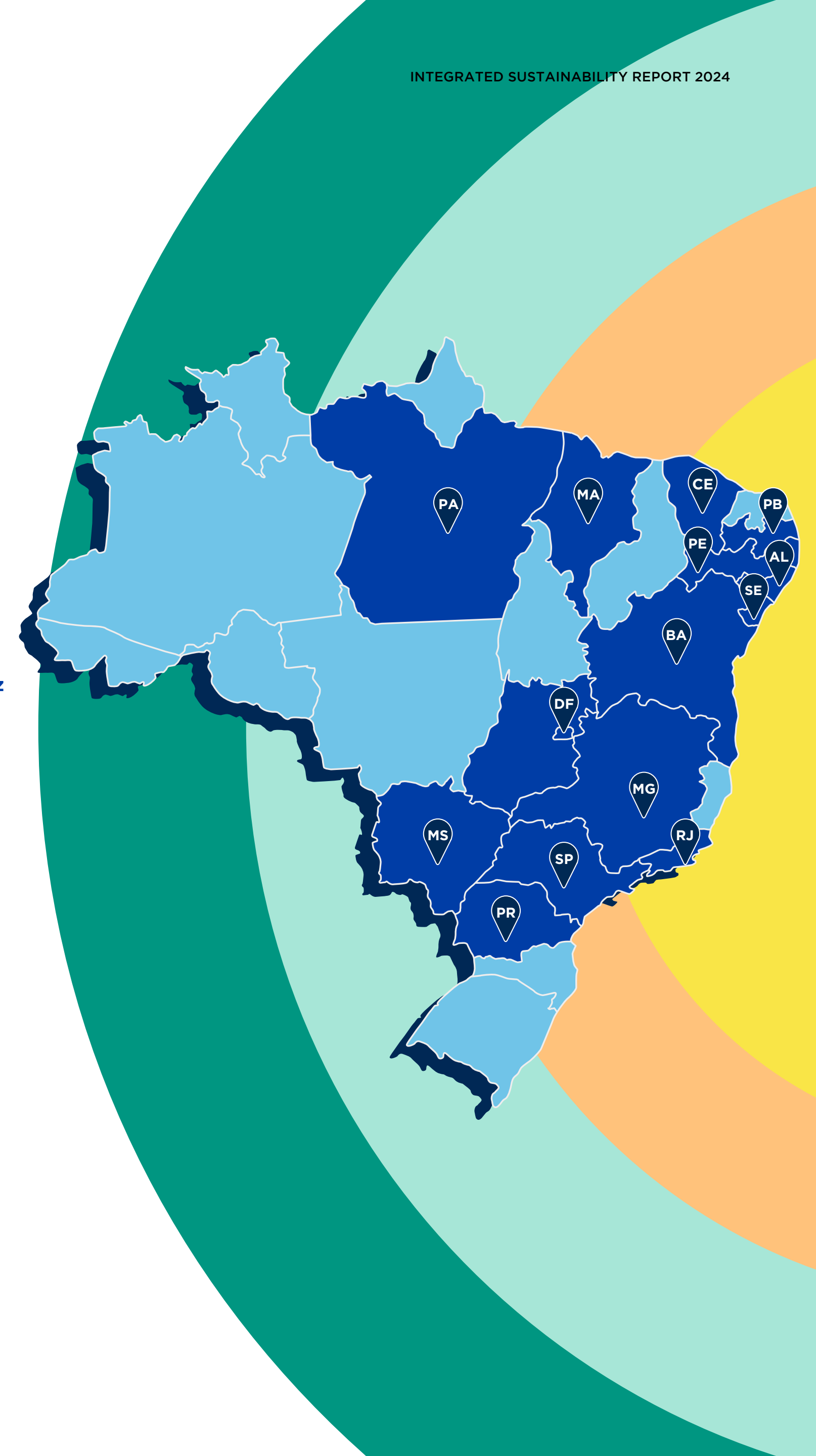
SÃO PAULO | 28 hospitals

- › Hospital Assunção
- › 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 Vila Nova Star
- › Hospital Villa Lobos
- › Hospital Vivalle - São José dos Campos
- › IFOR - São Bernardo do Campo
- › Maternidade São Luiz Star

SERGIPE | 1 hospital

- › Hospital São Lucas

In bold, units that were inaugurated in 2024.





Atlântica D'Or

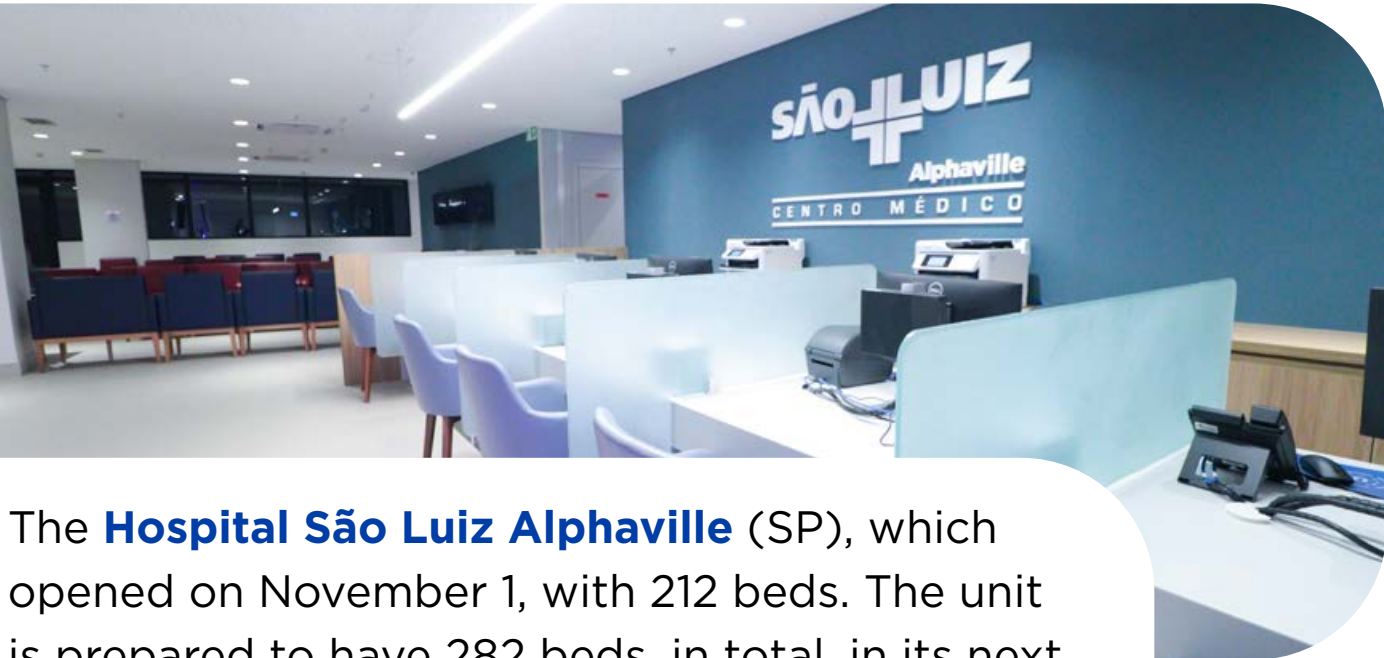
The **Atlântica D'Or** is a new hospital network launched from a strategic partnership between Bradesco Seguros Group and Rede D'Or. Established on August 16, 2024, this historic collaboration expands the offering of high-quality healthcare services to more cities and reinforces our commitment to excellence in healthcare for the Brazilian population.

The partnership was formed between Rede D'Or, with a 50.01% stake, and Atlântica Hospitais e Participações, S.A., a company focused on hospital investments, indirectly controlled by Bradseg Participações S.A., which is the controlling company of Bradesco Seguros Group.

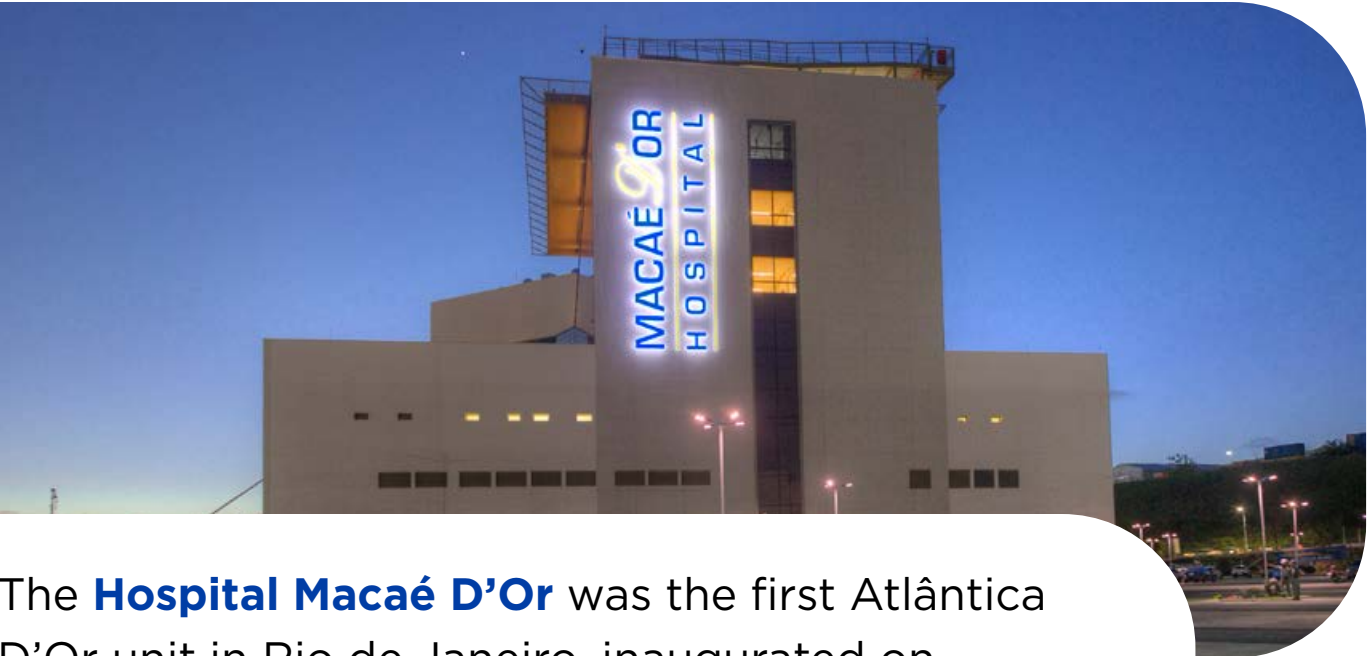
Already in 2024, we inaugurated four hospitals under the new brand:



The **Hospital São Luiz Guarulhos** (SP) opened to the public on October 21. Designed to be the largest private hospital in the city, it will have 236 beds and over 52,000 m² of built area, with 11 floors and four basements.



The **Hospital São Luiz Alphaville** (SP), which opened on November 1, with 212 beds. The unit is prepared to have 282 beds, in total, in its next phase, 55 of which are for adult and pediatric intensive care (ICU). The total built area is 42,000m² in a 14-floor building.



The **Hospital Macaé D'Or** was the first Atlântica D'Or unit in Rio de Janeiro, inaugurated on November 25. Initially, it has 80 beds, which will gradually increase to 143. The total area is over 20,000 m².

In addition to these three new units, **São Luiz Campinas (SP)** also began operating under the Atlântica D'Or brand. Two more units have been announced, both in São Paulo state, in Taubaté and Ribeirão Preto.

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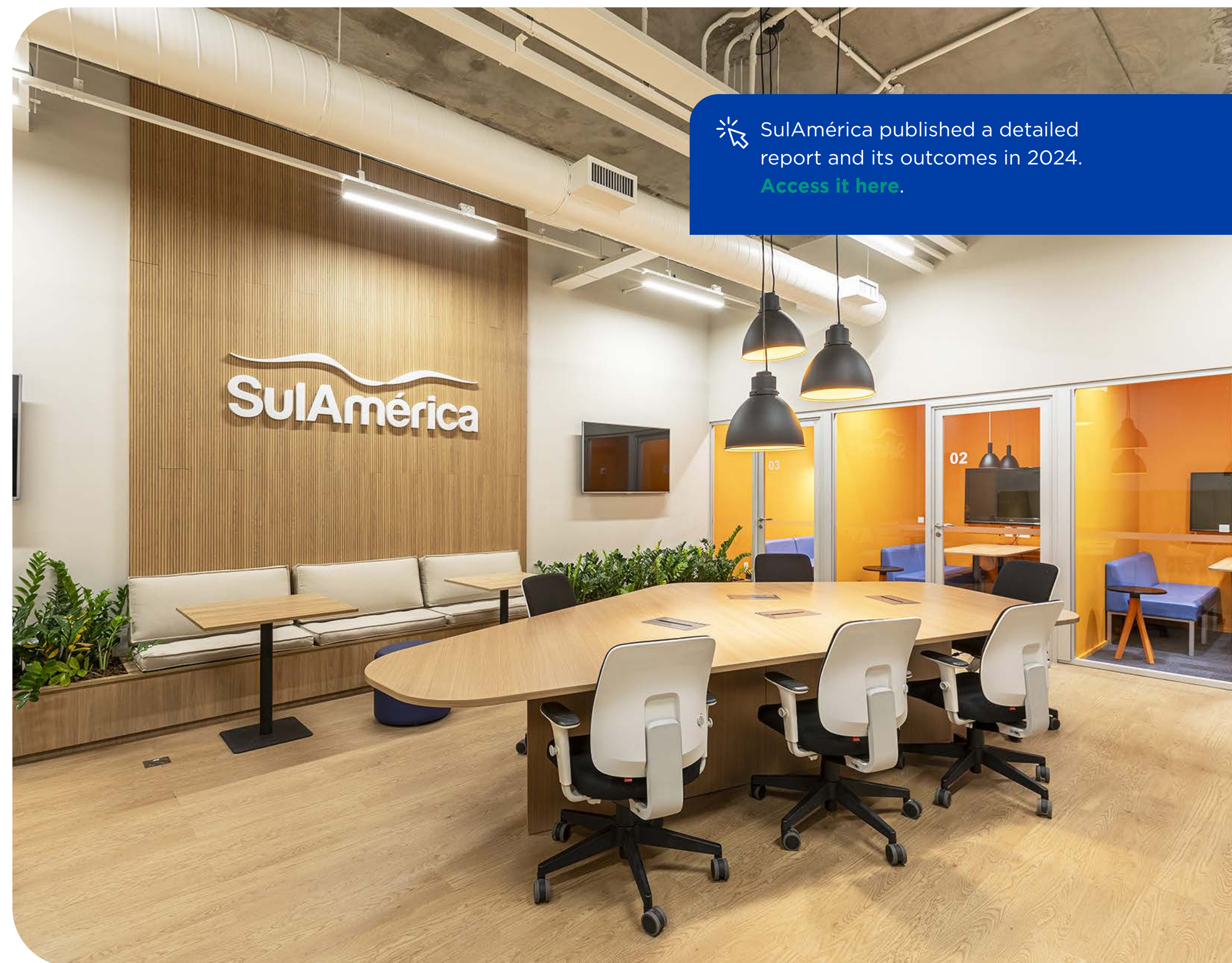
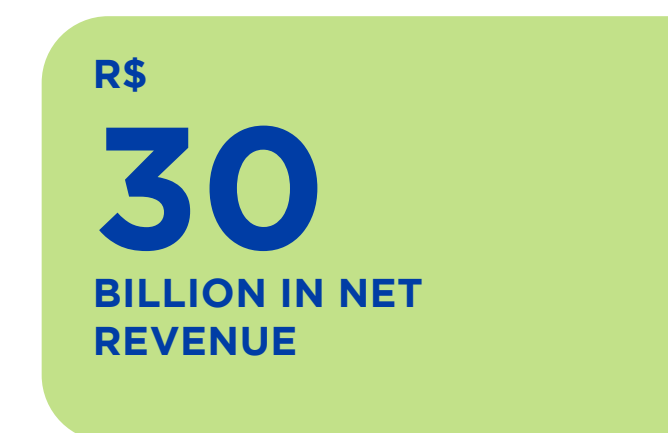
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SulAmérica

Since December 2022, we have merged businesses with SulAmérica , one of Brazil’s leading independent insurers. With it, we operate in health and dental insurance, life and personal accident insurance, asset management, and private pension products. By the end of 2024, there were approximately 6.8 million clients distributed throughout Brazil.

We also rely on SulAmérica Investimentos, the company’s branch for financial resource management. In 2024, we reached R\$ 82.6 billion in assets under management and administration, with over 130,000 shareholders.

SulAmérica in Numbers



☞ SulAmérica published a detailed report and its outcomes in 2024.
[Access it here.](#)



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Oncologia D'Or

The Oncologia D'Or is a reference in oncology care, with 61 units in eleven states (Alagoas, Bahia, Ceará, Maranhão, Minas Gerais, Pernambuco, Paraíba, Paraná, Rio de Janeiro, São Paulo, and Sergipe) and the Federal District. With over 480 doctors and 1,440 employees, its multidisciplinary team is dedicated to the diagnosis and treatment of various types of tumors, offering services of international standard.

In addition to oncology treatment, the units also provide non-oncology and immunobiological therapies, expanding care for patients with autoimmune diseases and other complex conditions. Oncologia D'Or's excellence is recognized by international certifications, attesting to its high level of quality, safety, and innovation in the services provided.

NEW UNITS

In 2024, Oncologia D'Or expanded its operations with the inauguration of units in various regions of the country, increasing access to oncology treatments of excellence:

- › **Minas Gerais:** In Belo Horizonte, the Biocor unit joined Oncologia D'Or's operations.
- › **Pernambuco:** With the delivery of Memorial Star in Recife, Oncologia D'Or consolidated a milestone in the region by inaugurating Radioterapia Memorial Star, a reference in high-complexity oncology treatments.
- › **Rio de Janeiro:** The city of Macaé now has oncology care at the local hospital. Additionally, the Oncologia D'Or Barra unit was revitalized to offer more comfort and quality to the patients.
- › **São Paulo:** New clinics in Guarulhos and Alphaville, both integrated with the Rede D'Or hospitals.



INTEGRATED APPROACH

The integrated work of clinical oncologists, hematologists, pathologists, radiologists, and other health specialists, involved in cancer treatment, is one of Oncologia D’Or’s differentials. This work model provides faster diagnosis and more efficient treatment strategies designing.

The integrated approach is facilitated by daily multidisciplinary meetings, known as Tumor Board, for online case discussions. The board bring together oncologists from all regions and Rede D’Or doctors involved in the care of oncology patients all over Brazil.

The existing projects at Oncologia D’Or were extensively developed in 2024. The Linha Verde [Green Line] continued to deliver excellence in patient care, functioning as a concierge to facilitate exam and surgery scheduling, reinforcing the integrated flow among diagnostic, surgical, and treatment units of Oncologia D’Or and Rede D’Or hospitals. This year, the service earned more prominence on the [website](#), increasing accessibility for the patients.

In this sense, the project continued to assist cancer patients in all necessary stages of care, speeding up diagnosis and consequently shortening the beginning of the treatment, increasing the chances of a better prognosis.

We also offer the app called “Oncologia D’Or Pacientes” for smartphones and tablets. This tool allows patients to track information about their treatment journey, including information about medicines in use, exam details, scheduled appointments, and access to personalized prescriptions and medical instructions. In 2024, we implemented digital check-in, giving patients more autonomy to confirm appointments and procedures via the app or WhatsApp.



INTERNATIONAL QUALITY CERTIFICATION

Six Oncologia D’Or clinics (three in Rio de Janeiro and three in São Paulo) received accreditation from the Joint Commission International (JCI), the most important quality seal for healthcare institutions worldwide. The certification attests to the high level of care provided and reinforces the institution’s commitment to quality and safety in service.

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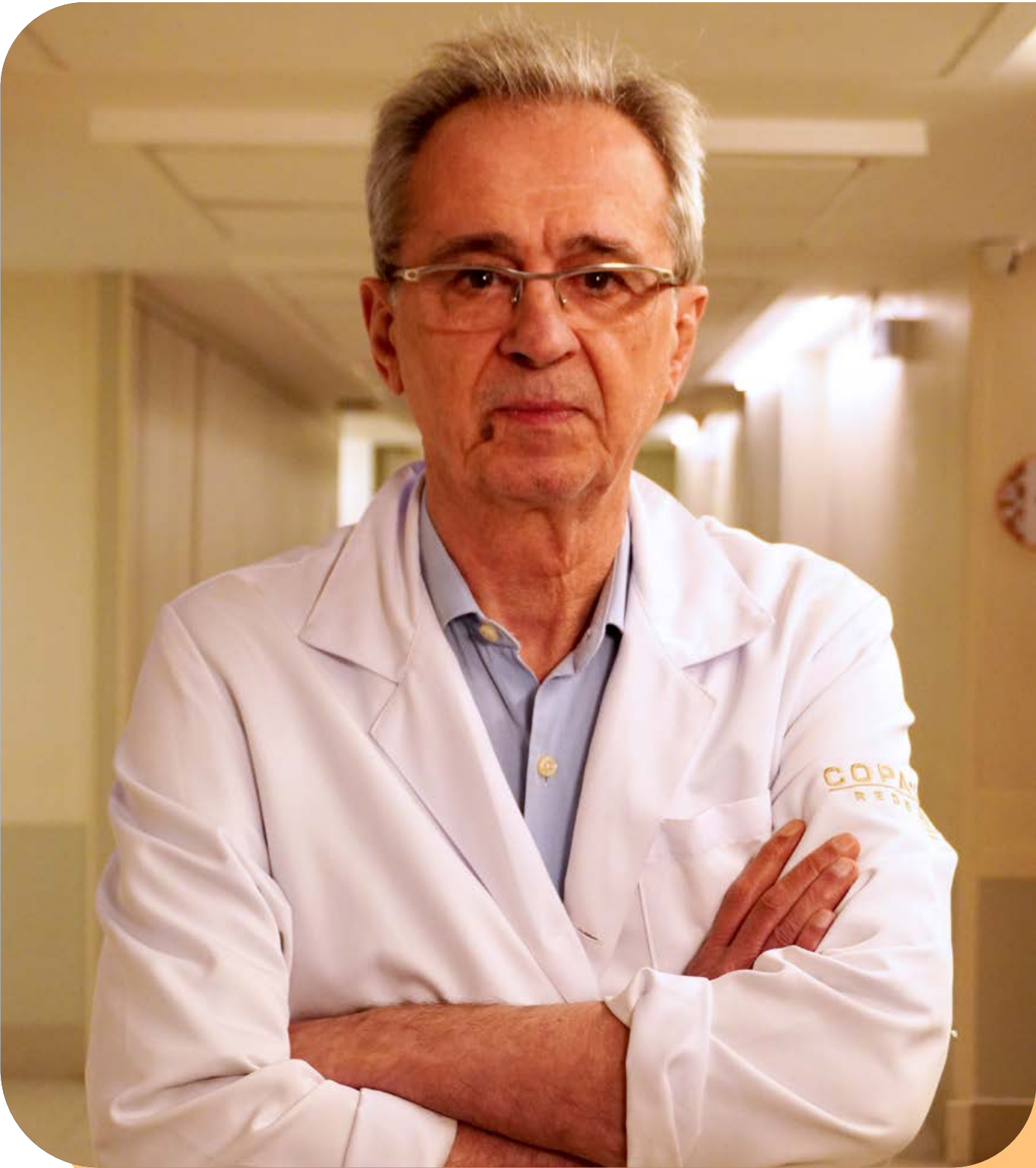
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SPONSORSHIPS OF SCIENTIFIC EVENTS BY MEDICAL SOCIETIES

Oncologia D’Or has supported, in 2024, various medical-scientific events organized by the main Brazilian medical societies, in specialties such as coloproctology, hematology, gynecology, mastology, and urology.



PATIENT EVENTS

Monthly events for patients were held. Moreover, we introduced a new format for the Encontros Oncologia D’Or project: in a podcast version, with 12 episodes published in 2024.

INTERNATIONAL ONCOLOGIA D’OR CONGRESS 2024 AND SYMPOSIA

The IX International Oncologia D’Or Congress received 3,050 participants. The program covered current topics such as robotic surgery, new molecular tests, specialty integration, organ transplants, and clinical research. The goal was to present a comprehensive overview of innovations in cancer diagnosis and treatment. There were 313 national and seven international speakers, totaling 19 hours of scientific programming.

The symposia complemented the scientific program, with 234 national and seven international speakers. The specialized and in-depth content addressed in these moments attracted 1,392 professionals.

PINK OCTOBER

The 2024 Pink October campaign, themed “O Ano Todo Rosa” [“The Whole Year Pink,”] had activations in different Rede D’Or regions. The key events included:

- › Papo pela Vida [Talk by Life] – Talk Show with experts (São Paulo);
- › Physical activity event in Salvador;
- › Sociedade Brasileira de Mastologia Running (Rio de Janeiro);
- › The Whole Year Pink Running (Brasília).

The **campaign page on the Oncologia D’Or website** was updated and remains online all year round, providing information on breast cancer prevention and treatment.



Cuidado que aumenta a chance de cura

*** All year Pink:**
Care that increases the chance of a cure.



ONCOLOGY PHARMACIES

Rede D'Or's oncology pharmacies are essential to ensure the safety and quality of antineoplastic therapies, including chemotherapy, targeted therapy, immunotherapy, hormone therapy, radiotherapy, and bone marrow transplants. With increasingly standardized and integrated processes, we promote efficiency, traceability, and optimization in medication preparation and administration, always focusing on patient well-being.

In 2024, we advanced in pharmaceutical excellence, consolidating strategic initiatives such as:

- › **International Certification and Recertification:** Units in Bahia and the Federal District were recertified by the Joint Commission International (JCI). New units in São Paulo and Rio de Janeiro obtained this global standard certification.
- › **Electronic Temperature Monitoring:** We implemented a standardized electronic system to control medication temperatures, ensuring safer conservation and traceability of pharmaceuticals.
- › **Process Integration and Standardization:** We merged and improved operational flows and the integrated system of pharmacies in new units, including Hospital Novo Atibaia (SP), Oncologia D'Or Alphaville (SP), and Guarulhos (SP), Oncocentro (CE), IOV São José dos Campos (SP), and Taubaté (SP), enhancing efficiency in service and medicines management.
- › **Expansion of Clinical Research Centers:** We provided access to innovative treatments, contributing to the development of new therapies and expanding therapeutic options for oncology patients.
- › **Reverse Logistics Project:** We started an innovative reverse logistics project at Rede D'Or, in partnership with the main suppliers, aiming for the proper disposal of medication transport boxes, reinforcing our commitment to sustainability.





LABORATÓRIOS RICHET

The **Laboratórios Richet**, acquired by Rede D'Or in 2018, are advanced diagnostic and immunization centers. Currently, we have 11 units—10 in Rio de Janeiro (RJ) and one in Niterói (RJ)—for medical laboratory tests and imaging diagnostics.

We operate in the hospital sector and partner with specialized clinics in fertility, executive check-ups, geriatrics, sports medicine, nutritional support, and occupational medicine. We also provide laboratory infrastructure to clinical research centers, offering technical, operational, and logistical support.



INSTITUTO D'OR DE PESQUISA E ENSINO

One of the ways we contribute to society and Brazil's healthcare sector is by stimulating science and knowledge. We carry out this work through the Instituto D'OR de Pesquisa e Ensino (IDOR).

With IDOR, we produce knowledge, establishing partnerships with research and educational institutes and universities in Brazil and abroad. The Institute also plays a key role in training and developing professionals who work across the Rede D'Or in various healthcare specialties.

[Learn more about IDOR.](#)



CLINIVAC

Clinivac is a leading immunization clinic with over 25 years of tradition in the market. Since its acquisition in 2022, it has distinguished itself for its thorough and specialized care, covering all age groups, from newborns to the elderly. In 2024, we administered over 60,000 vaccines.

We offer cutting-edge vaccines, ensuring the highest standards of safety and efficacy in the outcomes. All vaccines are

stocked in special chambers equipped with energy generators, guaranteeing the preservation and integrity of the immunobiologicals under any circumstances.

To meet the diverse needs of our clients, we provide in-company vaccination services, in hospitals, at home, and at the clinic itself, offering convenience and comfort without compromising quality and safety.

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ABOUT THE REPORT

[GRI 2-2, 2-3, 2-4, 2-5, 2-6, 2-14]

This Integrated Sustainability Report, published in May 2025, presents the results of the main projects and actions carried out by Rede D’Or between January 1 and December 31, 2024. [GRI 2-3]

This annual publication is editorially structured based on the Company’s double materiality matrix and its connections with the **United Nations Sustainable Development Goals (SDGs)**. We utilize international frameworks and guidelines for corporate reporting as the foundation for its development. It was structured as an **Integrated Report**¹, incorporating indicators from the **Global Reporting Initiative (GRI) Standards**, as well as disclosure topics and metrics established by the **Sustainability Accounting Standards Board (SASB)**. [GRI 2-3]

Additionally, we provided climate change-related data in our **2024 CDP Climate Report**. We chose not to report in the **Task Force on Climate-Related Financial Disclosures (TCFD)** format, as the CDP already incorporates TCFD criteria. On this topic, Rede D’Or is preparing to align its future Integrated Sustainability Reports with the **IFRS S1 (General Requirements for Disclosure of Sustainability-related Financial Information)** and **IFRS S2 (Climate-related Disclosures)** standards, considering the requirements of the **Brazilian Securities Commission (CVM)** for publicly traded Brazilian companies to adopt them starting in 2027 (with data from 2026).

¹ Regarding the Integrated Reporting guidelines, no data or information was omitted.

The financial information published in this Report is based on Rede D’Or’s results disclosure to the market on February 25, 2025, with data from 2024. For this publication construction, we considered the Company’s operations across the country, as reflected in the annual Financial Statements under “hospital services.” [GRI 2-2, 2-3]

According to the Internal Audit Committee Regulations, Section 4.3 (a), it is the Committee’s responsibility to opine on hiring an independent auditor for external audits. The Committee is an advisory body supporting the Board of Directors, as described in Section 4.1 of the same document. Additionally, the hiring of audit and extra-audit services is governed by the Audit and Extra-Audit Services Hiring Policy. [GRI 2-5]

The Financial Statement is reported one month before this Report and is audited by **Ernst & Young (EY)**. The results adhere to the guidelines established by the Accounting Pronouncements Committee (CPC) 21 (R1) and the international standard IAS 34 – Interim Financial Reporting, issued by the International Accounting Standards Board (IASB).

This Report, approved by the Executive Board, is subject to verification by an independent third party, the **KPMG**, which has no commercial ties to Rede D’Or. Their limited assurance letter can be found at the end of the document (see page 162), detailing the audited information, standards used, verification level, and limitations. Internally, the publication is approved by the Company’s senior management, as is the materiality matrix, which was updated in 2024. This report

is also available in digital format, adapted for accessibility needs, and in English.

[GRI 2-5, 2-14]

In this report preparation, Rede D’Or chose not to present operational and financial indicators for SulAmérica, which are reported separately on a voluntary and managerial basis. In addition to hospital operations, oncology clinics, laboratories, and IDOR, this report includes data from three distribution centers (three owned and three outsourced) and Clinivac’s immunology clinics. The subsidiary D’Or Consultoria and its respective units, divested in May, represented a significant disinvestment for the Company and were not considered in this report (see page 141).

[GRI 2-4, 2-6]

Some information about Rede D’Or may not cover all units due to a lack of indicators, monitoring difficulties, or because they are not under the Company’s operational management. For such cases, we use explanatory notes.



For additional information about this report, please contact our Sustainability and Environment team: sustentabilidade@rededor.com.br. [GRI 2-3]

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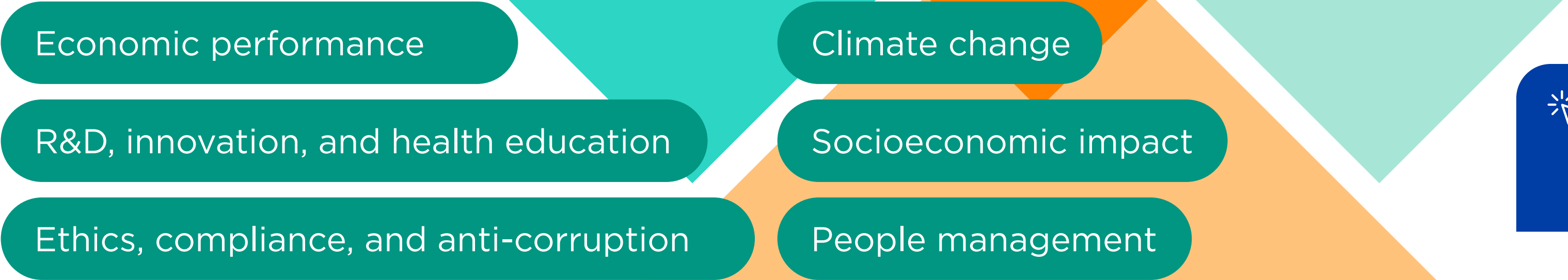
Materiality

[GRI 2-29, 3-1, 3-2]

In 2024, we conducted a comprehensive review of our double materiality matrix. This action is part of Rede D’Or’s internal policies, which mandate a full update every two years. Additionally, a partial evaluation is conducted annually to assess the inclusion of new material topics, review the nomenclature and descriptions, and evaluate their impact on the Company’s operations.


This work is based on the GRI 3 Material Topics 2021 handbook, aimed at identifying priority material topics through impact assessments, stakeholder engagement, and sector benchmarking.

The new matrix includes the following material topics:



Compared to the previous materiality matrix, adjustments were made in the theme descriptions, and the following changes stand out: [\[GRI 2-4\]](#)

- › The title of the ethics and compliance topic was changed to “Ethics, compliance, and anti-corruption,” with scope adjustments.
- › Risk management aspects are now addressed transversally due to the financial materiality process.
- › Data management aspects are now covered under a specific topic: Privacy and information security.
- › The Human Rights topic is now addressed transversally, correlated with each material topic and mapped impact.
- › Specific human rights aspects in talent development, attraction, and retention are now included in the new People Management topic.

 Learn more about the matrix update process, impact assessments, and topic descriptions in the 2024 Materiality Report under the Sustainability context.

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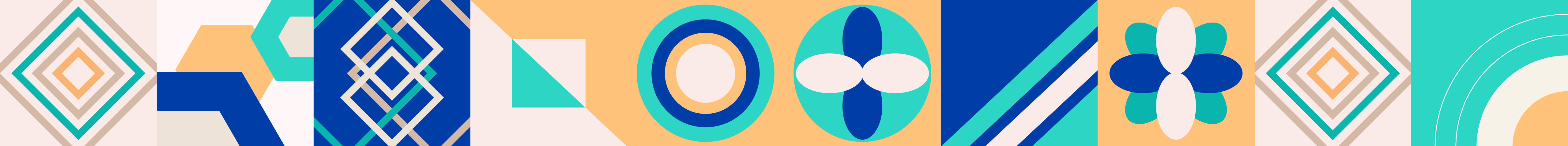
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Atlântica D'OR
rede de hospitais





BUSINESS MODEL

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

CAPITALS — INPUTS

FINANCIAL

- › R\$ 2.1 billion in total investments in 2024
- › R\$ 2.7 billion invested in expansion projects
- › R\$ 50.6 billion in net revenue

MANUFACTURED

- › 78 Hospitals (75 owned and three managed)
- › 61 Clinics
- › 11 Laboratories

INTELLECTUAL

- › 122 researchers
- › 178 research projects
- › 172 publications

HUMAN

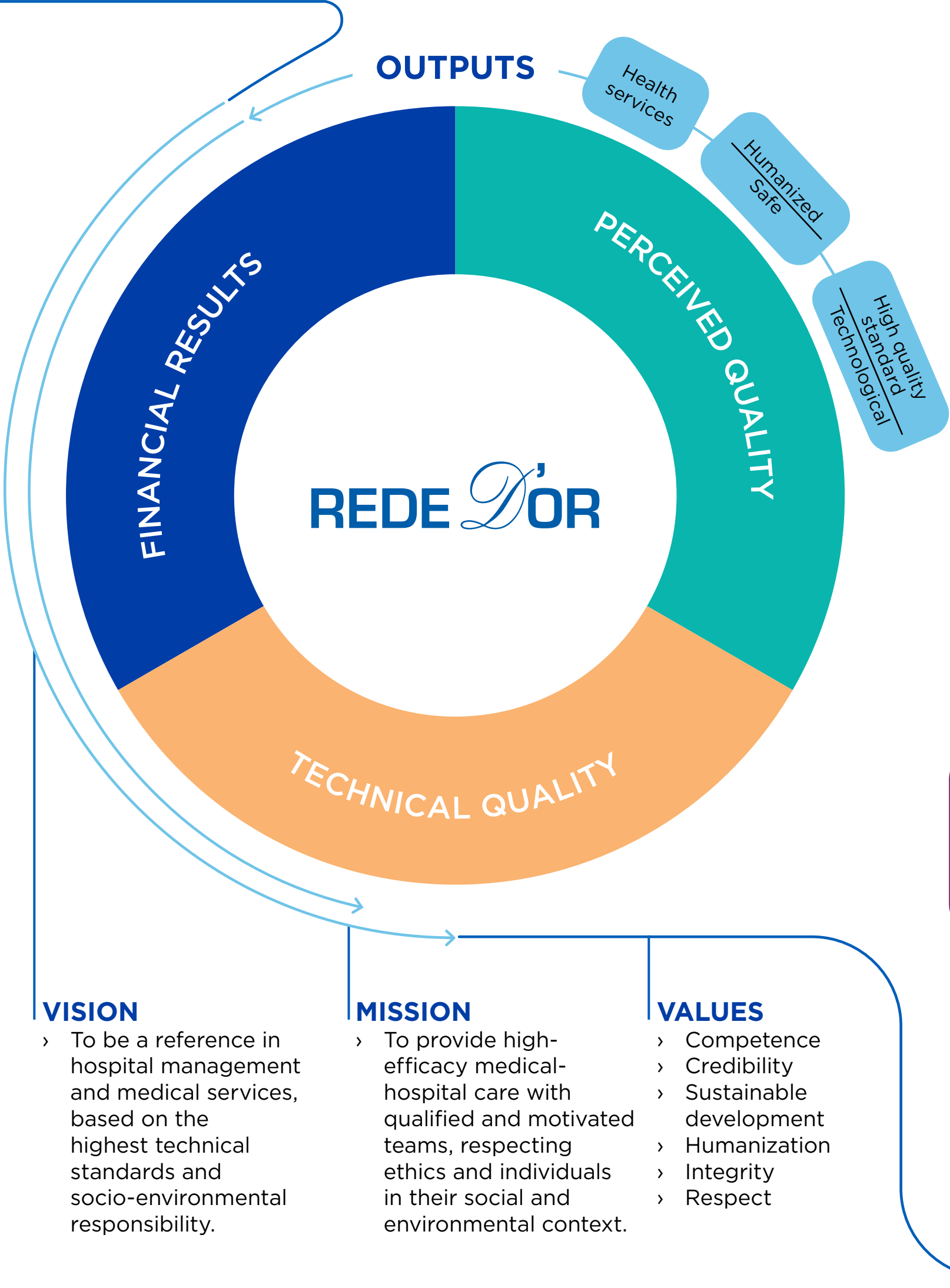
- › 2.96 million patient-days

SOCIAL AND RELATIONSHIP

- › R\$ 29 million in social projects via incentive laws
- › R\$ 12 million invested in social projects with direct funding

NATURAL

- › Reduction of 228,000 m³ in water consumption under the Water Efficiency Project
- › R\$ 32 million invested in waste management
- › 75 units in the free market energy
- › 23 units in the Energy Efficiency Project
- › Distributed Generation (DG)



CAPITALS

FINANCIAL

- › R\$ 9,122.2 million in EBITDA
- › EBITDA margin of 18.0%
- › R\$ 3,934.1 million in net profit

MANUFACTURED

- › 499,000 surgeries
- › 5.54 million outpatient attendances
- › 5.9 million emergency attendances

INTELLECTUAL

- › 2,196 Open D'Or partners mapped
- › 1,227 healthcare professionals trained

HUMAN

- › 26,840 new direct jobs created
- › 15.28% accident frequency rate
- › Average of 21.14 training hours per employee/year

SOCIAL AND RELATIONSHIP

- › Patient satisfaction index of 86%
- › 71 accredited hospitals
- › 1.8 million direct and indirect beneficiaries impacted by social projects

NATURAL

- › Approximately 20% reduction in water consumption across 27 units included in the Water Efficiency Project, with net savings of nearly R\$ 9 million
- › 3% increase in hazardous waste generation and 6% in total waste
- › Approximately 17% of energy savings in CAGs, with net savings of R\$ 2.6 million

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FUTURE VISION

Sustainable growth has always been a guiding principle for Rede D’Or. This vision has been embedded in our history since the Company’s inception. Our foundation rests on the triple pillars of financial sustainability, perceived quality, and technical quality. This means generating value for shareholders and investors while delivering the best possible clinical outcomes for patients, i.e., excellence in healthcare.

Our future vision is shaped by our commitment to contributing to the growth of Brazil’s private hospital network, expanding the number of high-quality beds in the country, and creating good, sustainable business for the Company. This was the pledge we reinforced with the market during Rede D’Or’s first public offering in 2020.

Since then, we have carried out a rigorous expansion plan, including the construction of new units, acquisitions, hospital expansions, and strategic partnerships with other sector players, such as Bradesco Seguros Group (see page 15), in 2024 and SulAmérica in 2022.

In 2024, we reached the peak of our expansion plan deliveries, which will continue until 2028. Six new facilities were inaugurated during the year. This demonstrates the confidence we have in our strategy. We consciously execute and turn strategy into reality to generate enduring and sustainable value for all our stakeholders.



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MANAGEMENT COMMITMENTS

In every region where we operate, we act according to local characteristics and specificities, understanding community necessities and sharing the best practices. To this end, we invest in operational efficiency: better use of natural resources, improved performance across all units, and the availability of operational beds to meet our demand.

Our Company is committed to offering the highest level of technical quality and comfort to take care of our patients' health at the lowest possible cost. Therefore, we work to ensure agility in operations and effectiveness in all procedures, combating financial, material, natural resources, and time waste for our team.



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Commitment to Sustainability

[GRI 2-28, 3-3]

The adherence to the best sustainability practices requires continuous and attentive effort. This is a theme that has spread to all levels and areas of Rede D’Or for years. The outcome of this ongoing effort is the reliability of our strategy, recognized by the most prestigious sustainability awards and evaluation institutes.

We aim to achieve net-zero carbon emissions by 2050 as part of the **Race to Zero** initiative. We are also signatories of the **Global Compact** and committed to the 2030 Agenda, United Nations initiatives, and the **World Bank’s Ethical Principles in Health Care (EpiHC)**. We are members of the **Healthy Hospitals Project (PHS)**, which represents and coordinates the activities of **Health Care Without Harm** and the **Global Green and Healthy Hospitals Network in Brazil**.

As an example of our sustainability efforts, we conducted our first Greenhouse Gas (GHG) emissions inventory as a pilot in 2016. Starting in 2020, we began externally verifying

and publishing it in the Public Emissions Registry. In recognition of providing complete and audited information, we earned the Gold Seal in the **Brazilian GHG Protocol Program**.

Our sustainability commitments are verified in programs like Energy Efficiency and Water Efficiency. The former encourages efficient electricity use, helping reduce GHG emissions. The Water Efficiency Program establishes guidelines to improve water use effectiveness in hospital units.

We also have a Diversity Program, where we implement awareness and engagement initiatives on the topic. Every day, we strive to enhance the patient experience with us. Excellence in care is our constant goal. Therefore, we adopt daily practices of compassion and empathy, training our team in the concepts and definitions of Patient-Centered Care.

We participate in renowned sustainability and governance indexes and ratings, confirming our commitment to sustainability management and a successful, effective trajectory¹: [GRI 2-28]

- › FTSE4 Good Index Series
- › Corporate Sustainability Index (ISE)
- › B3 Carbon Efficient Index (ICO2 B3)
- › Institutional Shareholder Services (ISS)
- › ESG The Sustainability Yearbook 2024 by Standard & Poor’s (S&P)
- › Carbon Disclosure Project (CDP) — Climate and Water Security
- › Bloomberg ESG Data Index
- › Bloomberg ESG Score Total Coverage Index
- › Adasina Social Justice
- › Solactive ISS ESG Global
- › MSCI Emerging Markets Index

¹ Some of the main indices and ratings are listed; this is not an exhaustive list.

ESG STRATEGY

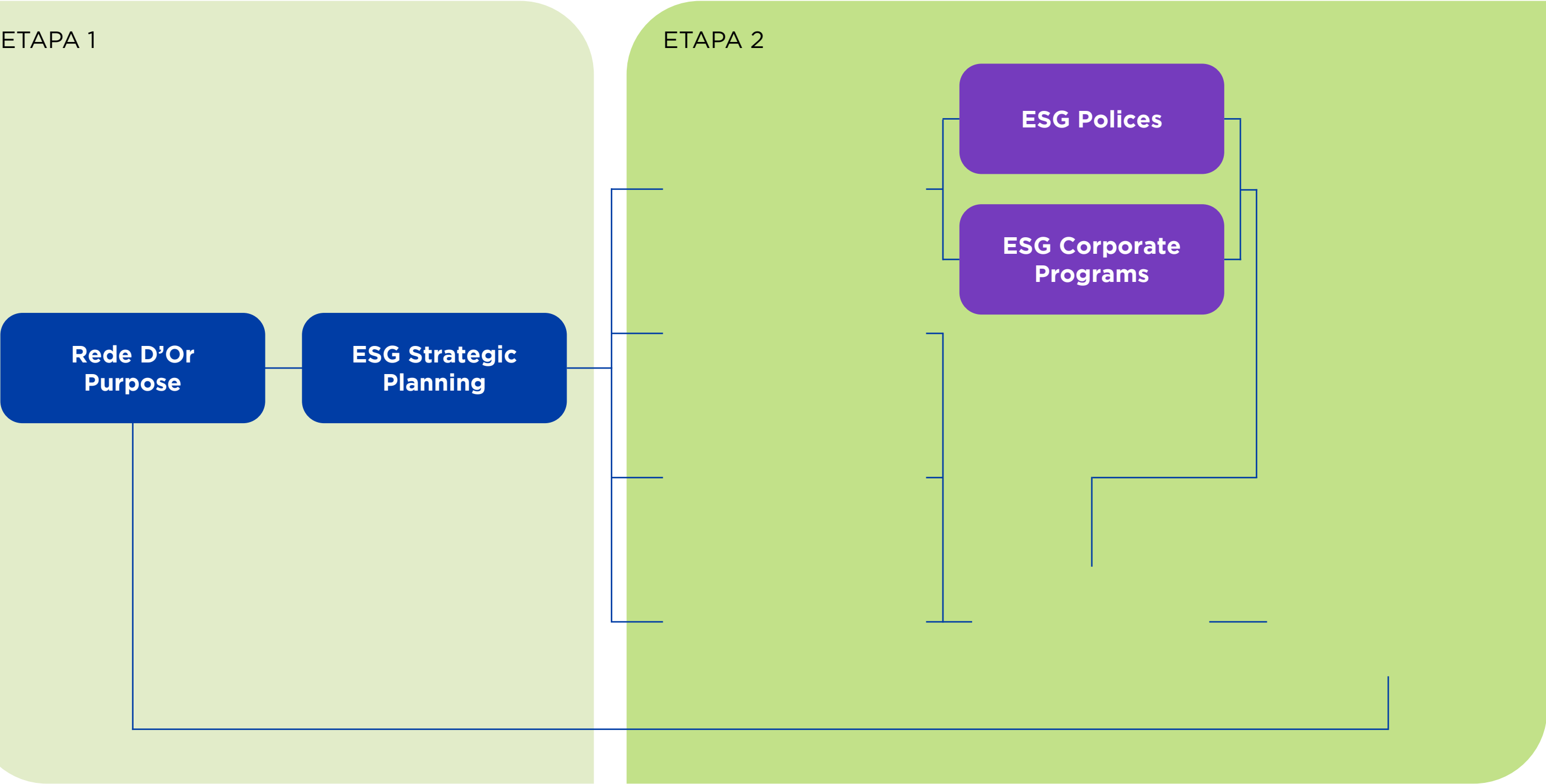
[GRI 2-14]

Our guiding document for environmental, social, and corporate governance actions is the ESG Strategic Plan 2022-2030. It was developed based on the Rede D’Or purpose, connecting the Company’s mission, vision, and values to the sustainable management of our business.

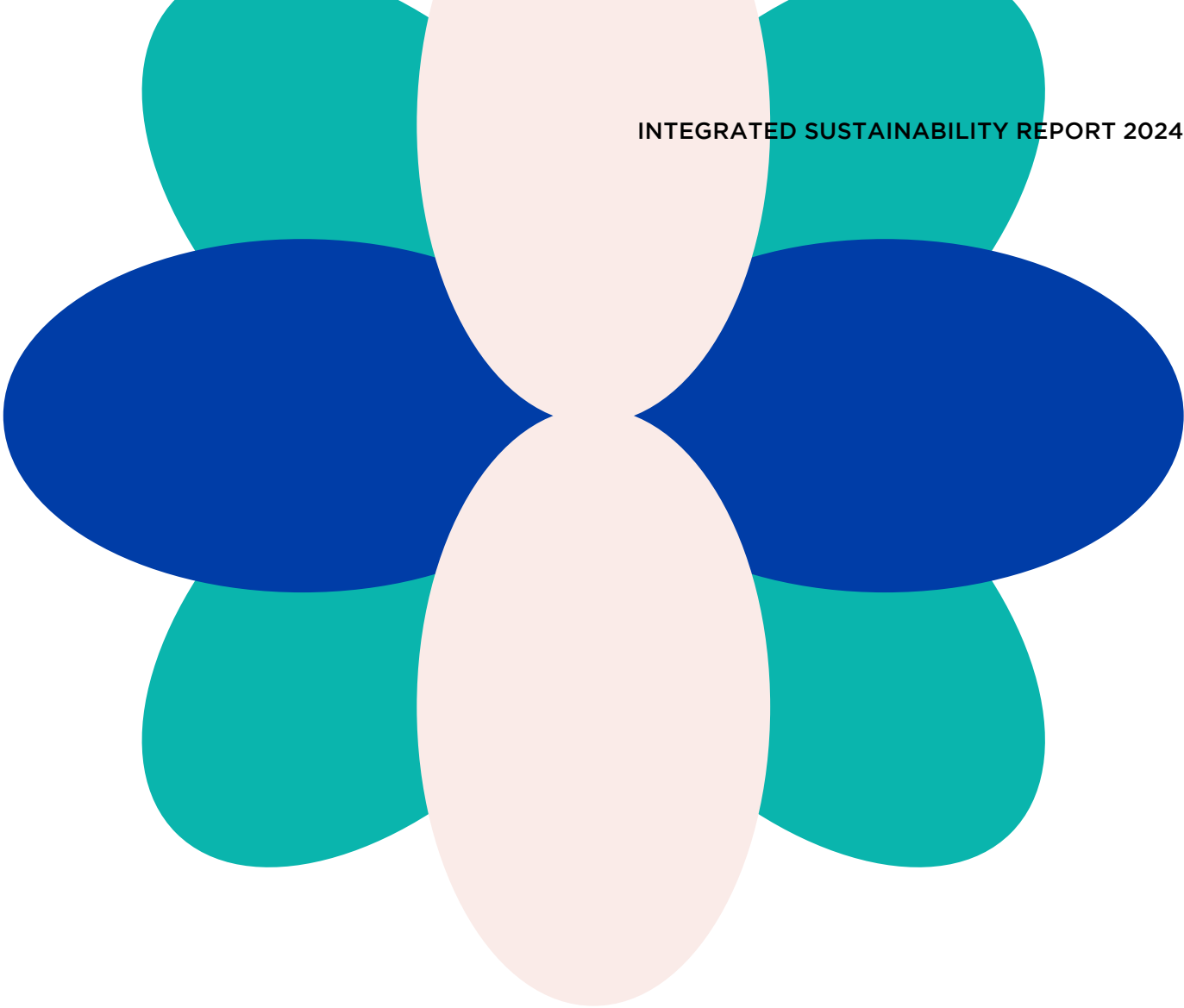
Its most recent version was approved in March 2024 by the Board of Directors. The supervision of this work by the

Company’s senior governance legitimizes the initiatives with internal and external stakeholders, strengthening the dissemination of ESG culture throughout Rede D’Or.

The ESG Strategic Plan 2022-2030 formally structures the Company’s governance for sustainability, breaking it down into actions, projects, and processes. The processes’ detailing can be seen in the 2023 Integrated Report (**PT-BR** / **ENG**).



Interactive infographic. Click on the green boxes for more information.



SDG Program

As signatories of the **UN Global Compact**, we support the 2030 Agenda established by the UN, which outlines the **17 Sustainable Development Goals (SDGs)**. To formalize this work and connect it to the materiality matrix and the ESG Strategic Plan 2022-2030, we have the Rede D'Or SDG Program.

Through this initiative, we prioritize SDGs mostly aligned with our material topics to focus on actions that

contribute to each goal's targets. For this selection, we use the Impact Assessment B provided by the UN Global Compact, as a reference.

For each prioritized SDG, we define objectives, metrics, indicators, and targets to contribute effectively.

Prioritized SDGs¹



¹ As outlined in the Rede D'Or SDG Program (2030 Agenda), once we review our material topics at the end of the 2024 base year, we review the SDG prioritization for the 2025-2026-2027 triennium. We are refining our prioritization methodology to evaluate how we can contribute to the 169 SDG targets, integrating them with our business risks and opportunities. This review will be based on the following methodologies: a) UN Global Compact (**SDG Compass**); b) Risk Assessment (**Rede D'Or Risk Policy**); and c) **SDG Action Manager** (Impact Assessment B Methodology, in partnership with the UN Global Compact). In summary, we will reassess all 169 targets of the 17 SDGs (using the 'SDG Compass' methodology); we will verify, through risk matrices, which of these targets are applicable and most critical to our business in terms of our contribution (using the 'Rede D'Or Risk Management' methodology); and we will set internal goals to further contribute to the SDGs deemed as priorities (using the 'SDG Action Manager' methodology). Currently, we prioritize 8 SDGs, but our goal is to refine this to a maximum of 5, as recommended by the SDG Compass.

ESG Goals

The ESG Strategic Plan establishes the ESG Action Plans pillar, creating goals and projects to achieve the Company's objectives in themes considered strategic for sustainability management.

The Rede D'Or's ESG goals are set for achievement by 2030, aligned with the Strategic Plan and the UN Global Compact. These indicators are constantly monitored and published annually in this report, in line with the transparency principle adopted by the Company. Each goal has a responsible area for its management, with action plans and resources allocated to achieve the objectives.



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	Material Topic	Target ^{1, 3, 4}	Key Indicator	2023	2024	Final Status ^{2, 4}	Prioritized SDG
	Economic Performance	See note # 3					
	Ethics, Compliance & Anti-Corruption	Train 90% of employees in leadership positions about integrity-related procedures by 2025.	% of employees trained	77.2%	74.0%		16
	Privacy & Data Security	See note # 3					
	Energy	Maintain at least a 10% annual reduction in Cold Water Stations electricity consumption (units included in this project) until 2024.	% of task completion	-16.9%	-16.7%		12
		Increase to 74 consumer units in the Free Energy Market (MLE) using renewable energy sources by 2025.	Quantity of consumer units	71	75		12
		Adopt high-performance LED lighting (efficiency class A) in at least 90% of specifications per completed annual project*. <small>*Application stage: project. Until 2028, considering the expansion plan.</small>	% of specifications per project	100%	100%		9
	Water & Effluents	Maintain at least a 10% annual reduction in water consumption across all units in this project until 2024.	% annual consumption reduction	-17.1%	-19.6%		12
		Adopt hydraulic system equipment with low water usage in at least 90% of specifications per completed annual project*. <small>*Application stage: project. Until 2028, considering the expansion plan.</small>	% of task completion	100%	100%		9
	Waste	Achieve a 30% recyclable waste rate by 2030.	% composition of waste	12.8%	15.7%		12
	Health & Safety	Reduce in 20% the workplace absenteeism injury frequency rate by 2025*. <small>*Considering the base of 47 CNPJs (units), in 2021. **Frequency Rate of absenteeism: TF = Number of accidents with absenteeism x 1,000,000 / HHT (Source: NBR 14280).</small>	% change in workplace absenteeism injury frequency rate	-1.8%	-1.4%		3

Completed In Progress Canceled

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	Material Topic	Target ^{1, 3, 4}	Key Indicator	2023	2024	Final Status ^{2, 4}	Prioritized SDG
	Patient-Centered Care	Achieve excellence zone* of the NPS for all Star hospitals by 2030. *Excellence: NPS between 76 and 100; Quality: NPS between 51 and 75; Improvement: NPS between 74 and 50; Critical: NPS between -100 and 0.	% of Star hospitals in excellence zone	100%	80%		<div>3</div>
		Achieve quality zone* of the NPS for non-Star hospitals by 2030. *Excellence: NPS between 76 and 100; Quality: NPS between 51 and 75; Improvement: NPS between 74 and 50; Critical: NPS between -100 and 0.	% of non-Star hospitals in quality zone	76%	74%		<div>3</div>
	Climate Change	Reduce in 36* the GHG emission** intensity until 2030. *Relative to the base year 2020 (0.057 tCO ₂ e/pac.day). **Includes scopes 1, 2 and 3.	% change in GHG emissions	-33.1%	-30.1%		<div>13</div>
		Achieve net-zero carbon emissions by 2050 *Relative to the base year 2020. Rede D’Or only, does not include SulAmérica. Includes Scope 1, 2 and Scope 3.	Net carbon emissions (tCO ₂ e)	107,500	115,169		<div>13</div>
	Socioeconomic Impact	Encouragement for employees and doctors to participate in social actions, such as renovating nursing homes, activities in orphanages or distributing/collecting food for surrounding communities, until the end of 2025.	% of task completion	100%	100%		<div>16</div>
		Conduct annual Human Rights campaigns until 2024.	Quantity of campaigns carried out	1	2		<div>16</div>
	People Management	Launch restructured Diversity & Inclusion program by December 2024.	% of task completion	99%	100%		<div>8</div>
		Ensure that at least 50% of leadership positions (supervision, coordination, management and direction) are occupied by women, by December 2025.	% of women in leadership	67.6%	69.8%		<div>5</div>
		Increase in 20% the number of young people impacted by corporate programs* by 2030. *Internships and trainees are corporate programs (base year 2021).	% change in youth impacted	92.2%	-		<div>4</div>

¹ Goals established in Corporate ESG Programs and/or SDG Program, which comprise the Strategic ESG Planning.

² Final status: refers to the fulfillment of the goal in relation to the quantitative value achieved. The status “completed” means the goal was met before or after the deadline; the status “in progress” means the deadline has not yet passed and there is an action plan under execution; the status “delayed” means the goal is still in progress but was not met within the established timeframe; the status “canceled” means the goal had to be discontinued for specific reasons, including but not limited to: unfeasibility due to changes in the business model; decision by Senior Management; force majeure.

³ As described in the **2023 Integrated Report**, and as outlined in the previous chapter of our SDG Program (**read more on page 30**), since we will review it for the 2025-2026-2027 triennium—considering the updated materiality from the base year 2024 and the process of reprioritizing SDGs—the goals with a final status of “completed” in 2024 were finalized, and no new follow-up goals will be set for them. New goals will be established in 2025, and a selection of these will be disclosed to the market in the next Integrated Report. For this reason, not all material topics had goals published in this report, as they may have considered materiality up to the base year 2023 and were already fully disclosed in the **2023 Integrated Report**. It is important to highlight that material topics without listed goals in this report have internal, undisclosed targets, as decided by the responsible administrative boards. Furthermore, it is essential to note that the current goals for 2025 onward will be maintained, and their results will be published.

⁴ The qualitative progress assessment for each goal is maintained in an internal document, as stipulated in the Strategic ESG Planning.

Completed

In Progress

Canceled



ESG Spotlight Award

In November 2024, we promoted the first edition of the Rede D'Or ESG Spotlight Award. This event celebrated the best practices implemented by hospital units in Environmental, Social, and Governance (ESG) criteria, awarding those that stood out the most during the year.

The ceremony, held at the IDOR auditorium in São Paulo (SP), brought together executives and teams from corporate areas and hospitals. Over two hundred people attended the event, both in person and online.

Ten projects were awarded: four in the environmental category, three in the social category, and three in governance. Eleven projects received honorable mentions in recognition of their efforts. Find out who the winners are:

ENVIRONMENT

1st Place: Hospital São Luiz Itaim: “Reducing Carbon Emissions by Controlling Nitrous Oxide Use in Operating Rooms: A Quality Improvement Initiative Focused on Sustainability”

2nd Place: Hospital Central Leste: “Totem/Container for Sensitive Data Collection”

3rd Place: Hospital Niterói D’Or: “Using Technology for Waste Management Control”

4th Place: Hospital Esperança Olinda: “Promoting Sustainability Through Art: The Impact of Expo Recife”

SOCIAL

1st Place: Hospital Antônio Afonso: “The Impact of Alternative Communication on Patient-Centered Care to Reduce Barriers for Deaf, Voiceless, and Autistic Individuals”

2nd Place: Hospital São Luiz Morumbi: “Emergency Care Line”

3rd Place: Perinatal Barra: “Human Milk Donation to Public Maternity Milk Banks”

GOVERNANCE

1st Place: Hospital Copa Star: “Sustainability and Efficiency: Impacts of the Green Kitchen Program in the Food and Nutrition Unit”

2nd Place: Clínica São Vicente: “The Impact of Menu Planning on Sustainability and Cost Control in Food and Nutrition Units”

3rd Place: Hospital São Luiz Morumbi: “Benefits of the Cook-Chill System in the Nutrition and Dietetics Service: Financial Savings and Sustainability”





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Green Kitchen Program

Rede D’Or has participated in the [Green Kitchen Program] since 2020. This initiative certifies the quality and continuous improvement of nutrition and dietetics services, considering sustainability criteria throughout the production process and promoting healthy eating in hospital environments. To obtain and maintain the seal, technical criteria and concrete actions linked to air, water, food, waste, and other parameters are assessed annually by the Program.

In 2024, we reached 26 owned units and two under Rede D’Or management certified. Six hospitals joined the Green Kitchen Program during the year, allowing us to achieve the 2025 target ahead of schedule (based on the 2020 baseline) of having 50% of Rede D’Or kitchens certified.

A highlight of the year was the Copa Star Hospital kitchen in Rio de Janeiro (RJ), which received the program’s highest rating, PIN 6.





REDE D'OR GOVERNANCE

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Management Commitments and Practices
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Risk Management
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GOVERNANCE STRUCTURE

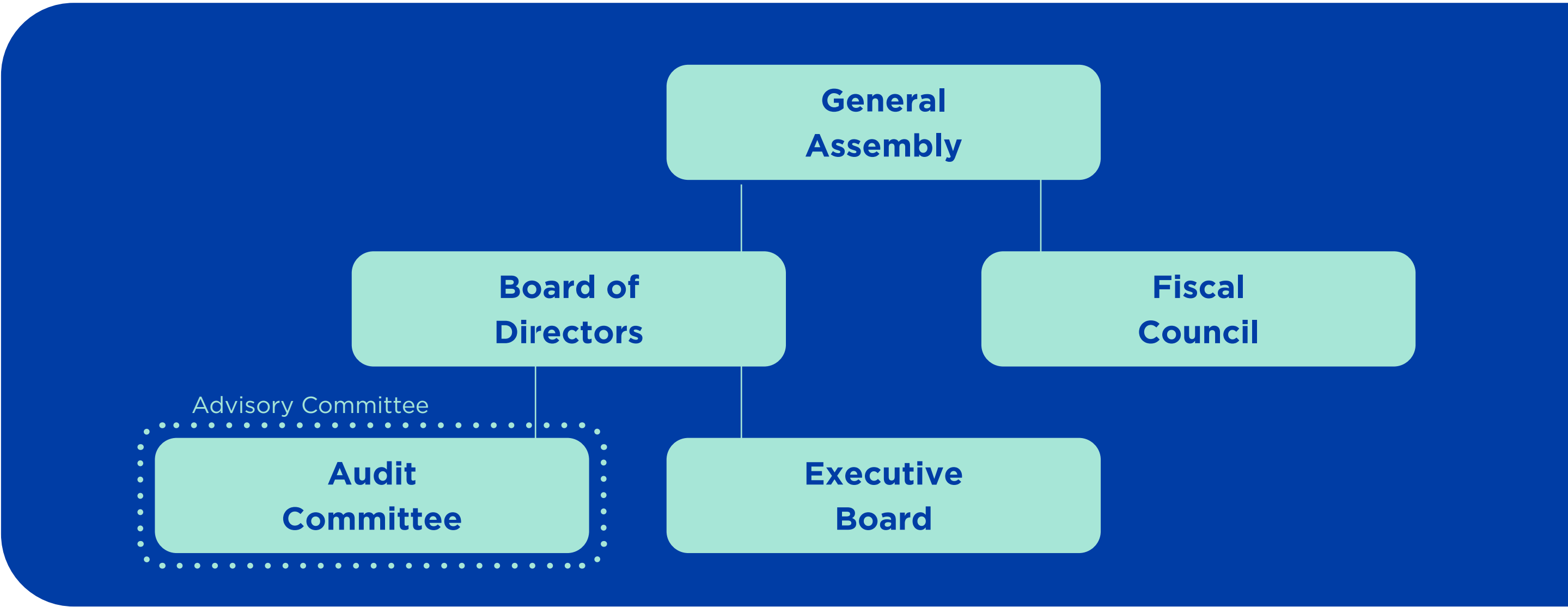
[GRI 2-1, 2-9, 201-4, 405-1]

The Board of Directors and the Executive Board are the central bodies of our governance structure.

We also have a **Statutory Audit Committee**, which advises the **Board of Directors** and contributes to the continuous improvement of its decision-making process. Additionally, we have a **Fiscal Council**, which, among other responsibilities, oversees the acts of administrators and ensures compliance with legal and statutory duties.

Our governance structure is further supported by a set of specific policies covering norms directed at implementing ESG principles in our Company.

The information about our governance structure is available on the **Investor Relations website**. For details on the composition of the Board of Directors, Fiscal Council, Executive Board, and Audit Committee, please refer to our **Reference Form**.

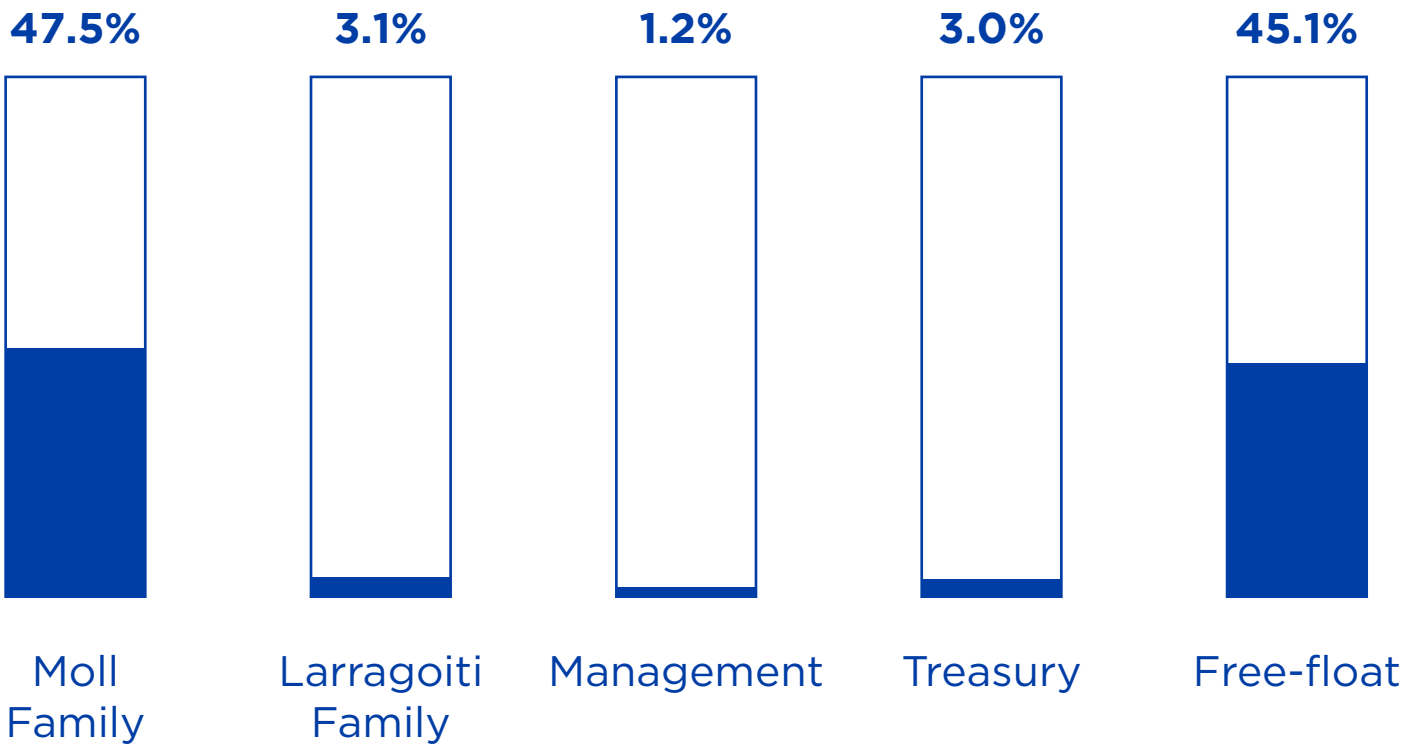


Shareholding Composition

[GRI 2-1, 201-4]

As of December 31, 2024

Note: In 2024, the Company's shareholding structure did not include government participation.



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Board of Directors

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

The Board of Directors is responsible for approving the guidelines governing our operations, including objectives and policies related to sustainable development. This work encompasses establishing business strategies, monitoring the execution of goals and management decisions, and evaluating the Company’s efficiency.

The Board periodically reviews the Company’s ESG results, including those presented in reports produced by the Sustainability and Climate Change Committee. These results are considered in assessing the effectiveness of strategies and policies, adjusting them as needed to mitigate negative impacts and promote sustainable development.

The Board’s activities are guided by its **Internal Regulations**, which, like the Company’s Bylaws (Articles 16 and 17), assign additional competencies to the Board beyond those attributed by the Brazilian Corporate Law.

According to the Company’s Bylaws, the Board of Directors comprises a minimum of five and a maximum of nine members. At least two, or 20% (whichever is higher), must be independent directors. We adopt the independence criteria defined by CVM Resolution 80 and the B3 *Novo Mercado* regulations.

In this context, the Board Chair does not hold an executive position in the Company, and no board member is an executive, as defined by the best governance guidelines. Our Bylaws also prohibit the accumulation of the positions of Board Chair and CEO by the same person. [\[GRI 2-11\]](#)

In 2024, the Board of Directors contained seven members—six men and one woman—two of whom were independent. None of the members self-identified as part of underrepresented social groups. [\[GRI 405-1\]](#)

Board members are elected by shareholders during the General Assembly, following legal guidelines and our Bylaws. The last election occurred on April 30, 2024. The term is two years, with the possibility of re-election.

The nomination of Board members must comply with legal, regulatory, and **Bylaws** requirements, as well as the criteria set forth in the **Board’s Internal Regulations** and the **Policy for Nomination of Board Members, Committees, and Executive Board**. This policy promotes diversity in knowledge, experience, behavior, cultural aspects, age, and gender, fostering a variety of arguments and leading to higher-quality and more secure decision-making.

The board members must meet the following requirements: (i) alignment and commitment to the Company’s values and culture, its Code of Conduct, and internal policies; (ii) unblemished reputation; (iii) academic background compatible with Board responsibilities, recognized professional trajectory, and solid experience; (iv) absence of conflicts of interest with the Company, as well as no participation, linkage, or benefit as an investor, shareholder, administrator, consultant, director, or otherwise in businesses or activities (a) directly or indirectly competing with the Company’s or (b) whose sector or market presence would justify, at the Company’s discretion, greater care in sharing data or information; and (v) time availability to adequately dedication to the role and responsibilities, which extend beyond attending Board meetings and reviewing documentation. [\[GRI 2-10\]](#)

Item 7 of the **Reference Form** provides additional information about the Board’s structure and presents the resumes of directors, Audit Committee members, Fiscal Council members, and Executive Board members.

The Internal Regulations also outline the mechanisms for evaluating Board members’ performance, including the methodology, frequency, and adopted scope. Key procedures used in this activity are described in the Reference Form (item 7.1b).

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Composition as of December 31, 2024
[GRI 2-11, 405-1]

- › **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

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

The term of office for directors is three years, with reelection permitted. The Board comprises a minimum of two and a maximum of twenty members. Its responsibilities are defined by the Bylaws.

General Shareholders’ Meeting

The General Shareholders’ Meeting approves the administrators’ accounts, reviews, discusses, and votes on financial statements, elects the Board of Directors and Fiscal Council members, approves overall executive compensation, and amends the Company’s Bylaws, among other responsibilities.

Ordinary General Meetings are held within the first four months of each fiscal year, and extraordinary meetings, when needed. The Board Chair (or by his designation) presides and invites an attendee to serve as secretary.

Composition as of December 31, 2024
[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
 - › **Raquel Reis Corrêa**
Director
- As announced to the **market**, effective January 1, 2025, Raquel Reis Corrêa will step down as Director without specific designation, retaining all executive functions in SulAmérica Group companies, including as a statutory administrator of SulAmérica.*

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Fiscal Council

The Fiscal Council’s responsibilities are established in Article 163 of the Brazilian Corporate Law, overseeing administrators’ actions and ensuring compliance with legal and statutory duties. It issues opinions on the Annual Management Report and proposals from administrative bodies to be presented at the General Meeting, including matters such as capital changes, debenture or bonus share issuances, investment plans or capital budgets, dividend distributions, and corporate restructuring (e.g., mergers, acquisitions, or spin-offs), as well as analyzing the Company’s financial statements, among other tasks.

With its own internal regulations, the Council operates non-permanently, comprising three full members and three alternates. In 2024, it was installed at the Company’s Ordinary General Meeting on April 30.

Composition as of December 31, 2024

- › Mauro Moreira
- › Emanuel Sotelino Schifferle
- › Guilherme Portella Cunha

Advisory Committees [GRI 2-12, 2-17]

We have advisory committees that support the Board of Directors and the Executive Board in evaluating topics relevant to Rede D’Or’s business. These bodies provide essential analyses and information to aid decision-making, including the disclosure of ESG impacts resulting from our activities. [\[GRI 2-12\]](#)

Advisory bodies also play a key role in raising the Board’s awareness of ESG themes through theoretical and practical approaches. [\[GRI 2-17\]](#)

AUDIT COMMITTEE [GRI 2-12]

The Statutory Audit Committee is an advisory body assisting the Board of Directors, to which it reports directly. Its function is to oversee the quality and integrity of financial reports quarterly, ensure compliance with legal, statutory, and regulatory norms, assess the adequacy of risk management processes, and monitor the activities of independent auditors, in addition to overseeing the Company’s Integrity Program. The Committee also supervises sustainability activities and results.

The Committee comprises at least three and up to five members, with a unified two-year term, coinciding with the Board’s mandate, allowing for reappointment for successive terms at the Board’s discretion, up to a maximum of 10 years.

Among the Audit Committee members: (i) at least one must be an independent Board member, as defined in the Nomination Policy; (ii) the majority must be independent under CVM Resolution 23; (iii) at least one must have recognized experience in corporate accounting matters, per CVM regulations; and (iv) the same member may fulfill both (i) and (iii) criteria.

The Committee Coordinator, individually or accompanied by other members, is responsible for meeting with the Board at least quarterly, attending the Company’s Ordinary General Meetings, preparing an annual summary report (presented with financial statements, describing activities, reached results and conclusions, and recommendations), and recording any significant disagreements between Company management, independent auditors, and the Audit Committee regarding financial statements.

Composition as of December 31, 2024

- › Boris Jaime Lerner
- › Robson da Silva Garcia
- › Wolfgang Stephan Schwerdtle



CORPORATE RISK COMMITTEE

The Corporate Risk Committee’s mission is to provide the Executive Committee with macro and detailed analyses of vulnerability to potential risks. It also supports investigations into business, operational, cyber, strategic, financial, compliance, sustainability, and reputational risks. Additionally, it makes recommendations to prevent detected risks and presents frequent reports to the Audit Committee

SUSTAINABILITY AND CLIMATE CHANGE

COMMITTEE [GRI 2-12]

Rede D’Or maintains a Committee dedicated to promoting sustainability and climate change guidelines and strategies, considering that ESG is a fundamental part of our strategy. This ensures our work follows the best environmental, social, and governance practices and related policies. The Committee also advises the Executive Board on sustainability topics, with a consultative and permanent role. Comprising members from various Company sectors, it includes a minimum of three and a maximum of nine members.

In 2024, the Sustainability Committee became the Sustainability and Climate Change Committee. During the year, the members met four times, addressing:

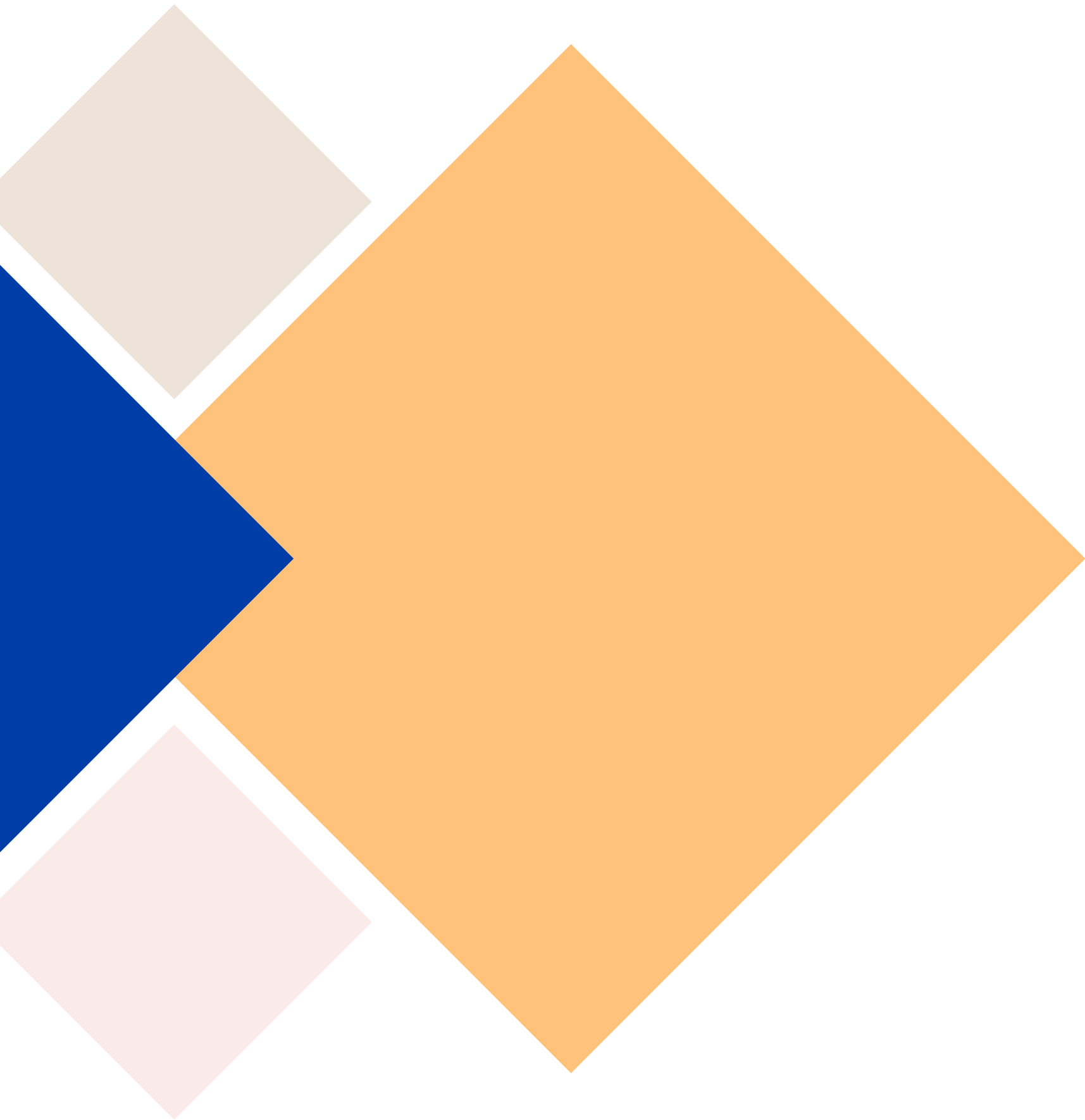
- › Management processes of the ESG Strategic Plan and its results;
- › Climate change: emission mitigation strategies (N O and cooling gases), establishment of the Climate Working Group, and general results; and
- › Presentation on IFRS S1 and S2.

In September, the Committee participated in an Audit Committee meeting to present sustainability results.

PRIVACY COMMITTEE [GRI 405-1]

The committee operates across various fronts involving privacy and personal data protection within Rede D’Or. Established in 2023, its role is to provide support for:

- › Deciding the correct procedures for situations involving personal data;
- › Ensuring compliance with legislation and best practices for personal data protection;
- › Deliberating actions on risks related to privacy in Rede D’Or’s activities.





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COMMITMENTS AND MANAGEMENT PRACTICES

[GRI 2-23, 2-24, 410-1]

Given the complexity of our business and the breadth of our operations, we maintain policies that reflect our organizational culture and commitments, establishing guidelines on various topics. These actions ensure alignment with market best practices and our ESG objectives.

The Executive Board is responsible for overseeing and implementing these policies, which guide commitments, decisions, and processes. They are presented to new employees during onboarding and reinforced through annual training.

We ensure our commitments are implemented through business relationships, with clear purchasing and contracting practices. Contracts with suppliers and service providers include clauses guaranteeing respect for human rights, the environment, and combating slave and child labor ([read more on page 93](#)).

Additionally, we offer continuous and mandatory training to ensure the implementation of responsible business conduct commitments.

In 2024, the training “Protecting with Dignity: Human Rights and Physical Safety for People with Disabilities” was conducted for over 70 security personnel. Additionally, all 111 full-time employees and 2,496 third-party security staff received formal training on human rights policies and their professional applications. [\[GRI 410-1\]](#)

Training courses are conducted in-person and online, with the effectiveness monitored to ensure the commitments are met.





Our Policies

[GRI 2-23]

Our commitments, decisions, and processes are guided by policies based on widely recognized intergovernmental instruments, such as the UN Global Compact, the **IFC's Ethical Principles in Health Care (EPIHC)** the International Labour Organization (ILO), and the Universal Declaration of Human Rights. These policies are communicated to new employees during onboarding and reinforced through annual training. They are updated at least every three years and apply to all stakeholders.

- › **Audit and Extra-Audit Services Procurement Policy**
- › **Code of Conduct**
- › **Brazilian Corporate Governance Report**
- › **Real Estate Securities Trading Policy**
- › **Related-Party Transactions Policy**
- › **Health, Safety, and Environmental 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 on the **Investor Relations website**, for stakeholders, including business partners and other relevant parties. These commitments are also communicated through periodic training during the year, release of specific contractual clauses for suppliers, and human rights training for property security teams. [GRI 410-1]

Analysis and Delegation of Responsibilities

[GRI 2-12, 2-13]

Rede D'Or's guidelines are defined by the Board of Directors and executed by the Executive Board, according to Article 22 of the Bylaws. The CEO is responsible for managing the company, developing business-aligned projects, performing corporate functions, upholding the Bylaws and shareholder agreements, maintaining ethical relationships with clients and suppliers, and ensuring ethical, professional conduct.

Impact management is monitored through monthly Audit Committee meetings, with quarterly reports to the Board of Directors and annual consolidated reports.

The CEO also leads ESG strategy formulation, promoting integration among several areas and embedding the concept into the organizational culture as a core value. With support from vice presidents, ESG strategic planning is aligned with management areas.

The Sustainability and Climate Change Committee (**read more on page 40**), reports relevant discussions to the Board of Directors and the CEO.

An internal policy defines ESG roles and responsibilities, ensuring that related activities are assessed, treated, monitored, and efficiently communicated strategically and operationally.

All ESG strategies, policies, and objectives are evaluated and approved by the Board of Directors, which routinely assesses process efficiency, based on the reports of the Committee of Sustainability and Climate Change.



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Executive Management Performance Evaluation

[GRI 2-18]

The Chairman of the Board of Directors conducts, at least once per term, a formal and structured performance evaluation process for executive management. The objective is to improve the efficiency of the body. If necessary, the process may be supported by specialized external advisory services.

The evaluation refers to the Board of Directors as a collegiate body, each of its members individually, its Chairman, the Company’s directors, and the members of the Audit Committee. Participants, as evaluators or evaluated, include members of the Board and Executive Board who have attended at least four ordinary meetings since the last evaluation.

The evaluation must observe the following minimum requirements: (i) disclosure of management acts regarding legality and effectiveness of administrative actions; (ii) contribution to the fiscal year results; and (iii) achievement of objectives established in the business plan and compliance with long-term strategy.

The evaluated group answers specific questions and assesses the body’s effectiveness based on five fundamental dimensions:

- › Strategic focus;
- › Knowledge of the business and the operations;
- › Independence and work processes;
- › Functioning of meetings and bodies; and
- › Motivation and alignment of interests.

The disclosure of consolidated evaluation results, including feedback for the Board of Administration, its members, directors and Audit Committee members, is detailed in item 7.1b of the Reference Form.





Remuneration

[GRI 2-19, 2-20]

Our **Remuneration Policy** defines parameters and procedures for determining the remuneration of the key personnel. This includes members of the Board of Directors, the Executive Board, and when applicable, members of the Audit Committee, other committees and strategic positions. The norm covers individuals with authority and responsibility for planning, directing and controlling Rede D’Or’s activities, whether directly or indirectly.

The Board of Directors is responsible for defining remuneration criteria, including alignment with the Company’s objectives and position responsibilities, with remuneration for Board members and statutory directors being set by the Company’s General Shareholders’ Meeting.

Remuneration policies may be periodically reviewed and adjusted based on market comparisons made through external surveys. This means market feedback and, potentially, stakeholder input may influence the decision.

[GRI 2-20]

Detailed information about individual and median employee remuneration ratios can be found in the Reference Form.

REMUNERATION POLICY

The criteria we use to define our executives’ remuneration include:

- › **Interest alignment:** ensuring key personnel’s interests are aligned with the Company’s strategic objectives.
- › **Attraction and retention:** attract, reward and retain essential talent, encouraging sustainable business conduct within acceptable risk limits.
- › **Performance recognition:** offer remuneration based on criteria that value individual performance and differentiate results.
- › **Market competitiveness:** maintain standards compatible with each position’s responsibilities, ensuring competitiveness relative to the reference market, including guidelines for fixed, variable and benefits remuneration.

The total remuneration of the key personnel may consist of:

- › **Fixed remuneration:** determined by the position’s level of responsibility, individual experience and qualifications, plus other factors considered important by the Board of Directors. It is divided into monthly pro-labor and benefits.
- › **Variable remuneration:** composed of profit-sharing or results-based plans, aiming to reward the achievement and surpassing of Company targets aligned with performance, sustainability and growth strategy each fiscal year.
- › **Equity-based remuneration:** offers long-term, share-based incentives to align interests between the key personnel and the Company, aiming for sustainable value creation in the medium and long term.
- › **Other components:** the Board of Directors may deliberate on other remuneration components, respecting the limits established by the General Shareholders’ Meeting.

The remuneration is periodically compared with external survey data to assess adjustments.

For more information about our remuneration policies, consult the **Reference Form**.



Communication of Critical Concerns

[GRI 2-16, 3-3]

Once consolidated, ESG practices and themes are reported quarterly to the Sustainability and Climate Change Commission, encompassing strategies, processes and management of the subject at the Company. During the Commission’s quarterly discussion forums - or at shorter intervals if needed - with participation of the executive vice president, directors, managers and specialists from various areas, critical issues related to this agenda are debated. Subsequently, they are presented to the Board of Directors and recorded in minutes during ordinary or extraordinary meetings.

In 2024, we had 12 concerns related to ESG themes.

NUMBER AND NATURE OF ESG CONCERNS

Material Topic	Nature	Quantity	Record
Economic Performance	Interest on capital	1	06/25/2024 03/21/2024
	Share buyback	1	06/11/2024
	Debenture issuance	1	04/30/2024 09/23/2024
	Company annual budget	1	04/17/2024
	Approval of financial statements	1	05/06/2024 12/13/2024
Ethics, compliance and anti-corruption	Management remuneration	1	03/26/2024
	Activities of the Audit Committee	1	03/26/2024 12/13/2024
Socioeconomic impact/People management	Company’s Restricted Stock Award Plan	1	03/21/2024
	Approval of the Corporate Social Responsibility Policy update	1	12/13/2024
Climate change	Approval of the Climate Change Policy update	1	12/13/2024
All material topics	Approval of ESG Strategic Planning revision	1	03/21/2024
	Approval of Sustainability Policy update	1	12/13/2024
Total		12	

The **Reference Form** details critical concerns.

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INTEGRITY PROGRAM

[GRI 2-23, 2-24]

Integrity is the foundation for the operations of Rede D'Or ([read more on page 9](#)) and our employees. It is one of the most essential commitments assumed by the company with its stakeholders. To ensure compliance with ethical principles, corporate responsibility, and compliance, we have an Integrity Program, which brings together all the tools and instruments to standardize the company's actions on this topic.

Our Integrity Program, implemented in 2017 and constantly updated, was built based on the Brazilian Anti-Corruption Law and includes control instruments that go beyond the country's legal requirements. Its functioning pillars are based on the commitment of senior management, the establishment of a normative framework led by the Code of Conduct, risk management and internal controls, communication and training actions for employees, the guarantee of independence for the Compliance area, and the existence of an independent confidential [reporting channel](#).

Among the main policies ([read more on page 42](#)) disclosed externally are the Anti-Corruption Policy and the [Related Party Transactions Policy](#). Internally, we have norms that also provide guidelines on the topic, such as those addressing the responsibilities of the Compliance area, the functioning of the Reporting Channel, and the management

of conflicts of interest. We also have due diligence processes for mergers and acquisitions and for third parties.

All employees and members of governance bodies, as well as third parties and service providers, are subject to the principles and values present in the Code of Conduct and our policies, being obliged to behave ethically and with integrity to work with Rede D'Or. To ensure the dissemination of the [Integrity Program](#), the Compliance area conducts training both online and in person, in addition to offering training on the internal knowledge platform, Academia D'Or.

We also have the campaign "Rede D'Or does not tolerate corruption!", guiding employees and third parties that any identified misconduct must be reported to the Reporting Channel.

Additionally, all new employees, upon hiring, commit to the Code of Conduct. During their onboarding, topics such as conflicts of interest, offering and receiving gifts, presents, and hospitality are addressed. A course on the guidelines of compliance is also made available on the EAD Platform.

Our goal is to train 90% of employees in leadership positions about integrity-related procedures by 2025 ([read more on page 31](#)).

In 2024, we developed a project for the prevention and combat of sexual violence, which involved the creation and dissemination of internal norms and protocols for investigation and support, as well as training. Over 70,000 employees were engaged in the actions developed during the year.

The initiative was segmented into four phases: communication, development of mandatory specific training for all employees and third parties, the reformulation of operational procedures for investigation and support, and the publication of norms on the topic.

With the project, various professionals, including directors and their backups, were trained to implement the new protocol. Courses on the topic are mandatory, aiming to comply with the guidelines established by the company.

These measures, involving the updating of norms, conducting training, and disseminating important topics for the company, are taken based on the perception of senior management, combined with the **expertise** of the Compliance area. Indicators from the Reporting Channel and the risks involved are also considered.

This set of normative instruments and actions is fundamental for us to manage the impacts of the material topic Ethics, Compliance, and Combating Corruption. With them, we aim to combat misconduct, both by our employees and third parties, avoiding the materialization of mapped risks, such as legal violations or breaches of the Code of Conduct, labor and reputational issues, which can impact on the organizational environment and result in fines and/or sanctions for the company.



Anti-Corruption Policy

[GRI 2-16, 2-28, 3-3, 205-1, 205-3]

Our Corporate Anti-Corruption Policy, aimed at the internal public, provides a general guide on the topic. The instrument highlights the guidelines of the Brazilian anti-corruption legislation, such as the prohibition of offering or receiving undue advantages, as well as specific guidelines regarding the receipt and offer of gifts, presents and hospitality, relationships with public authorities, sponsorships and donations, relations with third parties, maintaining records and internal controls, the procedure for compliance with norms and training, in addition to reporting mechanisms and whistleblower protection.

In a complementary manner, 100% (2.380) of the company's operations, meeting the previously established criteria, are submitted to compliance analysis, being evaluated regarding risks related to integrity, corruption, and ethical issues. These evaluations are supervised by the Audit Committee. [GRI 205-1] Governance body members and employees also receive training and communication on anti-corruption procedures. (read more on page 145). [GRI 205-2]

In corruption risk assessment activities, the following are verified: sanctions applied by public authorities, the presence of Politically Exposed Persons (PEPs) in corporate structures or administrative positions of companies related to Rede D'Or, involvement of individuals and/or legal entities with corruption, money laundering, or other negative media, donations to candidates and political parties, and other issues impacted by the Brazilian anti-corruption law.

Additionally, potential conflicts of interest and the offering of gifts, presents, and hospitality are verified. [GRI 2-28]

In 2024, no cases of corruption were identified or reported in our operations. This reflects the diligent action of the company in its relationships, through procedures that seek to know our commercial partners and assess the risks involved. Furthermore, possible situations of corruption are monitored through the reporting channel (read more on page 49). [GRI 205-3]

The topic's training is updated and available on Academia D'Or. Third parties and service providers are also invited to participate in the in-person training, which addresses not only the topic in question but also various other company guidelines. In 2024, the inauguration of units was an important opportunity to engage our new employees in the area's training.

PENALTIES

Violations of the Code of Conduct and internal policies and procedures may be punished with verbal or written warnings, suspension, or termination of employment contract, according to the severity of the case, as provided for in this document.

For violations involving suppliers or outsourced employees, employers are notified so that they can take appropriate measures. It is also worth noting that there are civil and criminal penalties for conduct that violates current legislation.

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Third-party due diligence

[GRI 2-23, 2-24, 2-25, 3-3, 205-2]

As a publicly traded company, Rede D’Or considers the risk of negative impacts arising from business relationships as intrinsic to its activities established with third parties.

The due diligence process includes a thorough integrity analysis of third parties. We analyze any involvement with corrupt practices, bribes, fraud, and generally unethical behavior.

The analysis conducted by the Compliance area during the diligences aims to prevent and mitigate risks inherent to relationships with our commercial partners. We seek to identify, through consultations with public and private sources, illegal or unethical practices, protecting the company by reducing the probability of financial losses and the materialization of reputational risks.

With all our suppliers, we maintain contractual clauses that address integrity topics; and in 2024, we conducted anti-corruption training with nine of these partners. Additionally, depending on the results of the diligence conducted, contracts may be terminated or not formalized. The decision to end a relationship is made based on the risk classification made by the Compliance area and the analysis of the Risk and Internal Controls Board. [GRI 205-2]

In the relationship with these suppliers, we also apply a series of measures that evaluate the partner’s integrity in socio-environmental and corporate governance aspects (read more on page 93).

Rede D’Or also conducts 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]

We have a corporate norm that provides guidelines on conflicts of interest. This instrument guides employees and partners on the need to avoid any situation in which a possible personal interest conflicts with the obligations they have with our principles or potentially with Rede D’Or.

Any type of inappropriate use of the position or business relationship of the company to obtain personal benefit or advantage in relationships with third parties is expressly disapproved by Rede D’Or.

We also have the **Related Party Transactions Policy**, which establishes rules and procedures to ensure that all decisions are made considering the interests of the company and its shareholders and always in compliance with the requirements of competitiveness, compliance, transparency, fairness, and commutativity. The norm is in line with what we establish in our **Code of Conduct (read more on page 42)**.

Our **Bylaws** and the **Brazilian Corporations Law** also establish that no one with a conflicting interest with the company may be elected as an administrator, unless waived in a General Shareholders’ Meeting. If any member of the company’s administration or its controlled or subsidiary companies identifies any matter that may give rise to a conflict of interest between the company and any related party, the person must, obligatorily, declare the reasons for such conflict to the Compliance Department before the situation is materialized and abstain from participating in the decision-making process involving the social operation, business, or transaction that may represent this eventual conflict of interest situation.



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Compliance with laws and regulations

[GRI 2-23, 2-27]

The company’s compliance with Brazilian laws and regulations is monitored by business and operational areas.

The guidelines on socio-environmental compliance are part of the obligation clauses in our suppliers’ contract drafts. Non-compliance subjects the offending party to a fine.

In 2024, there were no fines related to significant non-compliance with laws and regulations.

The Rede D’Or defines what constitutes significant cases of non-compliance according to the degree of organizational risk significance. It is linked to the risk that non-compliance may pose for the company, as described in an internal normative document of the company.

The main non-confidential judicial, administrative, and arbitration processes related to the company can be consulted in item 4.4 of the **2024 Reference Form**.

Reporting Channel

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

The **Reporting Channel**, available to all interested parties, is the official means of communication for misconduct and violations of our Code of Conduct, guidelines, and internal norms, as well as laws, including the Anti-Corruption Law, standards, and regulations. We guarantee the right to anonymity and confidentiality and the investigation of all reports with independence and impartiality, prohibiting any type of retaliation against the whistleblower.

We have an independent channel, operated by a specialized company, for reports of possible irregularities involving the Rede D’Or. The channel is available to anyone, 24 hours a day, seven days a week.

Additionally, our Ombudsman is also available to the external public and acts as an appeal channel for mediating conflict relationships between the company and its clients, in addition to serving the communities around hospital units. It functions for direct communication with users of the Rede D’Or’s services and for clarifying the rights and duties of the complainants.

In 2024, there were 130 reports of discrimination, of which 43 were concluded as valid or partially valid. Compared to 2023, we had a 20% increase. The growth is explained by the

expansion of the number of Rede D’Or units, the conduct of in-person compliance training, where the topic was widely discussed with all employees, and the increase in internal dissemination of the subject.

All reports are investigated by an impartial team, and appropriate measures are applied. For reports with proven validity, even if partial, in addition to the applied measures, we develop action plans tailored for the unit – whether for monitoring, support, or training recommendations.

The effectiveness of complaint mechanisms and other reparation processes is systematically monitored by the Compliance Department, which conducts continuous monitoring of performance indicators, evaluates the execution of corrective actions, and ensures that complaints are solved effectively. Additionally, the Ombudsman also acts as a mediation channel, not only for clients but also for the external public and the communities around hospital units. It plays a crucial role in resolving conflicts between the company and its stakeholders, promoting transparency and trust. Furthermore, the organization collects feedback from all involved parties, which is analyzed to promote the continuous improvement of these processes



RISK MANAGEMENT

A structured and transparent risk management, with policies, objective protocols, and definition of responsibilities, is fundamental for the healthcare sector. Rede D'Or has a **Risk Management Policy** publicly available to all its stakeholders on the company's IR website.

Our policy, which covers both care-related and non-care-related risks, has as its premises:

- › Add value and protect the institutional environment;
- › Contribute to achieving the organization's objectives and goals;
- › Be an integrated part of the company's processes;
- › Act as a second line of defense against corporate risks in safeguarding and subsidizing units;
- › Foster a culture of risk and incident prevention, contingency, and emergency response;
- › Subsidize the decision-making;
- › Be systematic, interdisciplinary, structured, and timely;
- › Be related to the best available information;
- › Be aligned with the organization's context and risk profile;
- › Consider human factors;
- › Be transparent and participatory;
- › Be dynamic, interactive, and subject to change;
- › Support the company's continuous improvement; and
- › Be properly reported and adequately recorded.

The Board of Directors is responsible for approving the policy and actively participates in the evaluation of the company's risk matrix, focusing on strategic risks. The governance of the topic also includes the Corporate Risk Committee (**read more on page 40**) and the Risk and Internal Controls Board. The normative is reviewed annually. In addition to these bodies, the Compliance area and the Audit Committee participate in this process.

From the guidelines established in the policy, Rede D'Or's risk assessment is conducted. This process occurs in five stages: identification; analysis and evaluation; treatment; monitoring and critical analysis; recording and reporting to stakeholders.

Based on this work, the risk matrices of our units are prepared. To build them, a set of technical analyses is conducted that combines qualitative and quantitative classifications. With this, the identified events are organized into different levels of probability, impact, and criticality. Additionally, risk response action plans are established, as well as protocols for accident investigation.

The 2024 Risk Management Policy addressed the following types of risks::

- › Credit;
- › Liquidity;
- › Interest rate;
- › Exchange rate;
- › Accordance;
- › Strategic;
- › Operational;
- › Technological;
- › Regulatory/legal; and
- › Socio-environmental.

For each one of them, the company has established instruments for prevention and mitigation, which are detailed in the content of the **Policy**. The norm also provides for the three lines of defense to prevent the materialization of adverse events. The first is formed by unit directors and other employees. The second, by the Risk and Internal Controls Board and the Compliance Department. And the third, by Internal Audit.

Among the socio-environmental risks, the company considers the climate risk. In 2024, we began internal discussions to adapt to the IFRS S1 and S2 norms, international standards for sustainability information disclosure, which address the financial impact of climate risks on businesses.



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Fire prevention and combat

[GRI 3-3]

The year 2024 was marked by a broad restructuring in fire risk management. The main action was related to changing the company’s culture, considering the focus of actions not only on emergencies but also on fire prevention and contingency.

Thus, to start the work, we created a multidisciplinary group to identify improvement opportunities and coordinate the implementation of these actions. Given this challenge, the work sought to dialogue with areas from various branches of the organization (care, administrative, and operational), aiming at integrating teams and adopting a unified vision on safety, prevention, contingency, and firefighting.

As an immediate result, we obtained the reorganization of processes of the Occupational Health and Safety, Physical Security, and Fire Risk managements, in addition to the review of various internal norms related to the topic, the preparation and/or reformulation of 21 trainings focused on the subject linked to the operational and care routines, the creation of an EAD trail focused on emergencies (fire), as well as greater integration of related areas.

We also held a one-day workshop and an integration simulation with public agencies linked to fire emergencies. The initiative took place at the Hospital Copa Star and involved the Military Fire Department, Military Police, Municipal Guard, and internal and external speakers. As a follow-up to the event, a simulation was developed to test the methodologies recommended in the Evacuation and Emergency Plan. The initiative was finalized with a debriefing to list the strengths and improvement points found. The action served as a standard to be replicated in the Rede D’Or hospitals and encouraged units to seek related public agents for integration, thus improving their emergency responses.

To improve emergency responses, in 2023, the Crisis Room was created, whose operation methodology was strengthened in 2024. This instrument consists of a command room, located at one of Rede D’Or’s headquarters, containing real-time information about the event and other nearby units, traffic in the surroundings, employee contact, among other data that are useful to optimize the action taken by the crisis cell installed directly at the affected unit.

Property Security Risk Management

Property Security is a structured process based on risk analysis, from which a protection system is developed, composed of physical barriers, access controls, camera monitoring, alarms, and other preventive measures.

The main objective of this system is to protect the company, its employees, third parties, patients, and visitors against threats that may cause harm, ensuring the life preservation, material assets, documents, and confidential information. Although prepared to respond to contingencies, Property Security focuses essentially on prevention.

As part of the initiatives to improve the security system in 2024, the implementation of facial recognition for access to units stands out. This innovation, in full compliance with the General Personal Data Protection Law (LGPD, acronym in Portuguese), aims at improving the access control of professionals and the general public, raising the level of security in our hospitals.

PRIVACY AND INFORMATION SECURITY

[GRI 3-3, 418-1, SASB HC-DY-230a.3, HC-DY-230a.4]

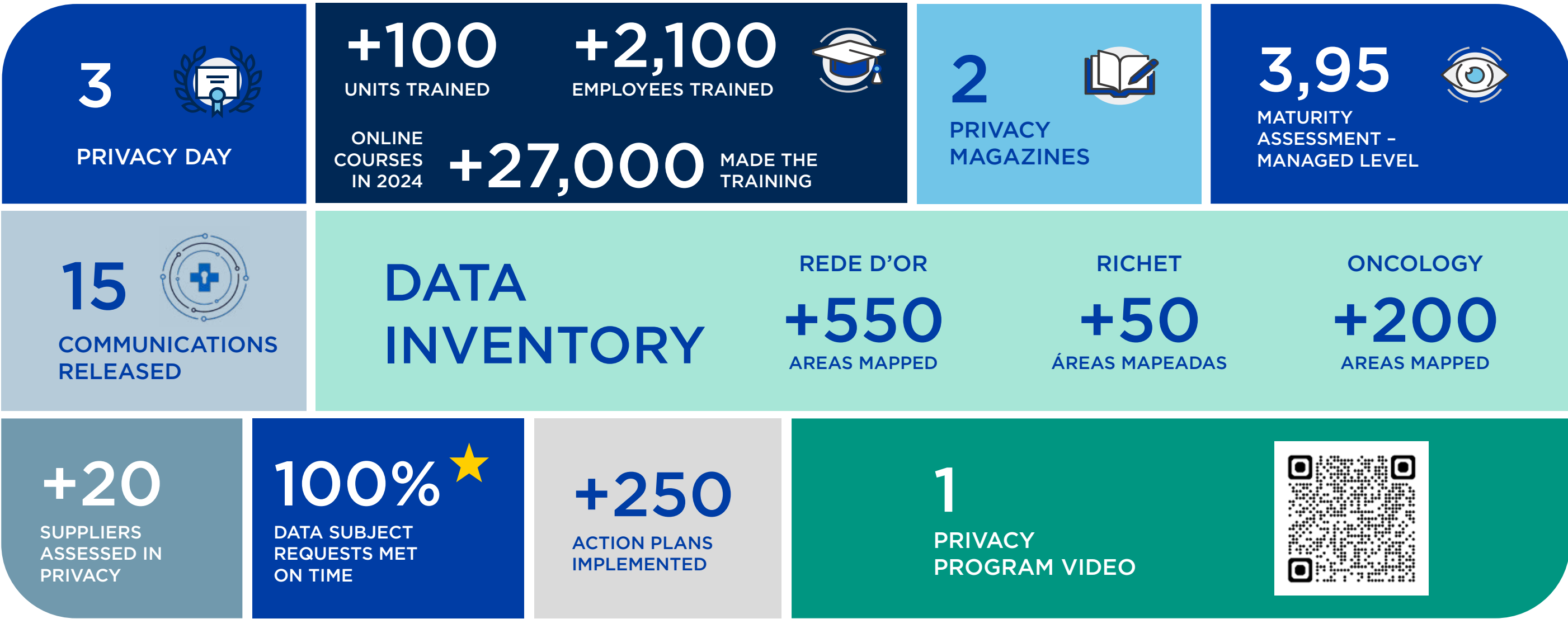
Our commitment to the privacy and information security of our patients, employees, and other stakeholders gained relevance in 2024, with the inclusion of the topic as a material topic in our materiality matrix ([read more on page 23](#)). Concerning this, we systematized the potential and real, positive and negative impacts related to the topic, as well as the defined mitigating actions and the monitoring of their results.

To manage the topic, we have a Privacy and Data Protection Program, aimed at all Rede D'Or, Oncologia D'Or, Richet Laboratories, and IDOR units, built based on the guidelines of the **National Institute of Standards and Technology** (NIST) Privacy Framework¹, ISO 27701 and guidelines published by the **National Data Protection Authority** (ANPD).

The Program is periodically updated and audited, with the main objective of establishing governance on the topic, defining a chain of action management, campaigns, and processes that involve the processing of personal data. Among the initiatives are the adoption of appropriate processes for the processing of personal data and the definition of roles and responsibilities of areas in relation to privacy.

The Program includes: internal policies and norms, models, guidelines, and data management processes that guide employees on the topic. Additionally, we have a privacy and awareness program training, with various structured actions, aiming to guide and sensitize professionals about the care and importance of personal data protection, such as: EAD, Privacy Pills and periodic communications, events, targeted trainings, magazines, among others.

The companies Rede D'Or, Oncologia D'Or, Richet, and IDOR appointed the Senior Manager and the Privacy Manager as Data Officer and Substitute Data Officer, respectively, as stated in the Privacy and Data Protection Policy, aimed at the internal public. In this position, they are supported by technical areas and the Corporate Risk and Privacy committees ([read more on page 40](#)). In addition to the Program management, the DPO is the focal point of these companies with the ANPD.



¹ Check details about the Privacy Management Framework in the [2023 Integrated Report](#), page 56.



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The Privacy Management acts as an articulating entity, identifying problems, seeking opportunities, proposing initiatives, monitoring, and orchestrating the execution of actions aimed at improving maturity in data use and compliance with the strategic direction established for them. The area's professionals actively participate in public forums that debate the topic within the healthcare sector.

The Privacy area develops a process, established jointly with the Supplies area, which consists of an automated flow for supplier evaluation, intending to understand and monitor the privacy control environment in them; with this, it guarantees the same level of security in the processing of personal and sensitive data.

In the year, we presented the outcome of the work of adaptation to the LGPD guidelines for the main action plans listed in the first round of data inventory conducted in our units, including the established training and qualification goals for employees. Moreover, we have maintained the

maturity level in NIST at the "Managed" level for the Rede D'Or companies, Oncologia D'Or, and Richet, in evaluation by an external and independent third party, the law firm Machado Meyer.

In 2024, there were no identified leaks, thefts, or loss of client data (0% data breaches), and there were no monetary losses due to this. [SASB HC-DY-230a.3, SASB HC-DY-230a.4]

In the year, one complaint was registered with the National Data Protection Authority (ANPD), regarding the request for deletion of data from a visitor in a hospital unit. After registration with the Agency, the request was immediately attended to, and the data subject was responded to. With this, the case was closed, with no occurrence of harm to the citizen. [GRI 418-1]

INFORMATION SECURITY

We are committed to ensuring the protection of the assets information, applying robust controls and measures to preserve the confidentiality, integrity, and availability of the information. We seek to constantly improve our security processes, ensuring the trust of our patients and employees.

Learn more on our official page on the topic [Information security](#).

Privacy Notice and Data Subject Service Channel

[GRI 3-3]

Our website has a **privacy notice** that explains Rede D'Or's commitment to security and transparency in the processing of personal data, as provided by the LGPD. Additionally, we provide all data subjects with an exclusive contact channel through a form on our **website** or via email: dpo.rededor@rededor.com.br, where they can exercise their rights regarding the processing of their data.

In any of the ways, serving the data holders, ensuring quality, timeliness, and respect for their rights and fundamental guarantees is one of the pillars of the Privacy and Data Protection Governance Program. To monitor the effectiveness of this initiative, we maintain established metrics of service time, with periodic monitoring of indicators.



Risk and impact management

[GRI 3-3]

The inclusion of the topic Privacy and Information Security in our materiality matrix allowed us to look at impacts and risks related to the topic. The positive real impacts are related to:

- › **Personal data protection:** structuring the Company so that data is not accessed and used without the proper purpose. This minimizes risks related to privacy issues and fraud, identity theft, and other related damages.
- › **Trust development:** companies that respect the privacy of their clients gain trust and loyalty, as people feel safer interacting with environments that ensure the protection of their personal data.



The negative potential impacts identified are:

- › **Personal data breach:** leaks and cyberattacks that result in the exposure of personal data (such as health data, financial information, identity) can lead to financial fraud, identity theft, and irreparable damage to the reputation of the data subjects and the company.
- › **Discrimination and fraud:** the misuse of personal data, such as health and registration data, can result in discriminatory practices, scams and fraud.
- › **Challenges in applying privacy policies:** the application and engagement of the privacy policy and norms among all employees represent significant challenges for the company, one of the main obstacles being the lack of engagement and understanding of the importance of privacy and data protection. The constant changes and evolutions of the Brazilian regulatory environment generate another challenge for maintaining and updating the privacy policy.



To avoid the materialization of these negative impacts, we have, in the Privacy and Data Protection Governance Program, appropriate controls and technical measures. Additionally, the norms and internal procedures provide guidelines for all employees.



REDE *D'OR* MANUFACTURED CAPITAL

Expansions,
Modernizations, and
Acquisitions



Interactive
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EXPANSIONS, MODERNIZATIONS, AND ACQUISITIONS

The year 2024 was marked for Rede D'Or as the period with the highest delivery of new hospitals in the company's history. In total, we inaugurated six units, in two different regions, in four Brazilian states:

- › Memorial Star, in Recife (PE);
- › New tower of 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).

These deliveries are part of the commitment we made to shareholders, investors, and society of sustainable and continuous organic growth of our operations ([read more on page 26](#)). Our expansion schedule presented to the market forecasts that between 2024 and 2028, we will inaugurate 5,384 beds, with 1,624 in greenfield ventures (new units) and 3,760 in brownfield (expansions in existing units).



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In our expansions, we presented a novelty in 2024: we signed an agreement with Bradseg Participações S.A., controller of the Bradesco Seguros Group, and created a new hospital network, Atlântica D'Or ([read more on page 15](#)). The brand launched in the year is responsible for three units inaugurated in this cycle, the two São Luiz in the state of São Paulo—Guarulhos and Alphaville—and Macaé D'Or, in the state of Rio de Janeiro.

Additionally, São Luiz Campinas (SP) began operating, in 2024, under the Atlântica D'Or brand, and two other units of the partnership have already had their constructions disclosed, in Taubaté (SP) and Ribeirão Preto (SP).

All new units already bring the most modern and innovative technologies and learnings, both 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 perspective, we continue with the implementation of throughout the hospital network of security guarantees for our operations. They aim to ensure supply, even in situations of lack of stock by the respective sector companies. For this, we installed generators that meet our units' demands, as well as water reservoirs.

All these aspects will also be part of the infrastructure of the units currently under development:

- › New tower of Hospital São Lucas (SE);
- › Hospital Assunção, in São Bernardo do Campo (SP);
- › Ribeirão Preto (SP);
- › UDI Hospital (MA);
- › DF Star (DF);
- › Caxias D'Or (RJ);
- › Oeste D'Or (RJ); and
- › Hospital São Carlos (CE).

More information about the projects under development can be found in section 2.10 of the **Reference Form** (FR) of the company.



Learn more about the goals of the material topic Socioeconomic impact.



Socioeconomic impact

[GRI 2-25, 203-1, 203-2, 3-3]

Our investments in the dozens of municipalities where we are present in the country generate value for society, especially for local communities. In the stages of construction and operation of the ventures, we seek to enhance these benefits and act proactively to identify and mitigate negative impacts that may arise around the hospitals, mainly in the road and infrastructure areas of the neighborhoods.

Together with public entities, we dialogue to make local investments in the counterparts established as conditions of the environmental licensing processes of our ventures. In 2024, we allocated R\$ 18.1 million in construction works to meet such agreements (see the table below for these investments). This has a real positive impact on our organic and sustainable expansion process.

Another positive impact of carrying out the works to build our units is the job creation. In 2024, approximately 500 direct jobs and 1,200 indirect jobs were created. In these hirings, we prioritize the local population for the selection of employees. For this, we conduct training, educational and health campaigns, as well as events aimed at qualifying these workers. We aim to benefit at least 500 people.

 Learn more about the 2024 targets and results for the material topic Socio-economic impact on page 32.

COUNTERPARTS

UNIT	SERVICE	VALUE	STATUS
Hospital Barra D'Or	Construction and adoption of a square	R\$ 1,250,000.00	In progress
	Provision of services related to the supply and planting of 396 native tree seedlings, as determined by SECONSERVA/SUBMA/FPJ for compliance with Habite-se regarding License No. 24/1148/2023 and Process No. 02/002424/2011 for area expansion for the NOVO BARRA D'OR II development	R\$ 230,180.00	In progress
	Execution and completion of construction services for the square located next to Hospital Barra D'Or II, including labor and materials for external drainage and DPA water network	R\$ 888,579.52	In progress
		R\$ 2,368,759.52	
Hospital Caxias D'Or - Expansion	Regarding the onerous grant for the area expansion request (510.63 m²), with value converted into health supplies	R\$ 684,064.56	In Supplies (Formalization)
		R\$ 684,064.56	
Hospital Oeste D'Or - Expansion	Counterpart from the City Hall for exceeding the maximum building perimeter limit established by law. The existing building already exceeds the permitted parameter and also paid a counterpart, but this amount is only for the expansion.	R\$ 508,366.20	Completed
	Provision of services related to the supply and planting of 71 native tree seedlings, as per compensatory measure for process FPJ - PRO - 2023/02329 for the Oeste D'Or development	R\$ 31,240.00	In progress
		R\$ 539,606.20	
Complexo Aliança	Construction of a ramp for people with disabilities, next to the bus stop of Hospital Aliança	R\$ 166,913.68	Completed
	Supply and planting of native seedlings from the Atlantic Forest and maintenance for two years, following the guidelines of the Salvador City Tree Planting Manual	R\$ 768,345.00	Completed
		R\$ 935,258.68	

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UNIT	SERVICE	VALUE	STATUS
Ed. Garagem - Hospital Brasil	Donation of seedlings to PMSA, according to TCA	R\$ 123,840.00	Completed
		R\$ 123,840.00	
Hospital Assunção	EIV - Traffic counterpart, compliance with TCA	R\$ 4,550,000.00	Completed
		R\$ 4,550,000.00	
Hospital Guarulhos	EPIV - GRANT	R\$ 1,280,000.00	Completed
	EPIV - GRANT	R\$ 340,014.64	Completed
	MITIGATION MEASURE (11/2021)	R\$ 2,908,033.36	Completed
	GRASS PLANTING - COMPENSATION	R\$ 45,500.00	Completed
	GRASS PLANTING - COMPENSATION	R\$ 14,000.00	Completed
	GRASS PLANTING - COMPENSATION	R\$ 5,170.00	Completed
	Provision of tree management services, supply, planting, and maintenance of native seedlings for the Hospital Guarulhos development	R\$ 29,000.00	In progress
		R\$ 4,621,718.00	
VNSII	Various traffic and road signaling works	R\$ 4,298,300.00	Completed
	Taxi Point Relocation	R\$ 23,500.00	Completed
		R\$ 4,321,800.00	
TOTAL GENERAL		R\$ 18,145,046.96	

The real negative impacts that we identified in the construction stage of the units were the increase in noise and construction waste, which require specific logistics for correct disposal, in addition to the emission of greenhouse gases (GHG) by the machinery in use and interference in urban mobility.

To minimize or mitigate them, we called on our partners for the effective implementation of the **Construction Waste Management Plan (PGRC, acronym in Portuguese)**. In this way, we ensure the correct management of the topic, with measures such as establishing partnerships with recyclers for material reuse and adopting reverse logistics for supplier packaging, notably for cement and ready-mixed concrete. By avoiding the accumulation of these wastes, we also contribute to avoiding the proliferation of vectors in the neighborhood.

We monitor the execution of all logistical planning to minimize impacts on local traffic. We seek to use alternative times for material transport and adopt modern machinery, intending to reduce noise and GHG emissions. Another measure taken is the registration of construction companies in the Federal Technical Registry, as it is a potentially polluting activity.

In our works, we have as a principle the policy of good neighborliness. We conduct prior dialogue with residents and local commerce about activities that may generate noise or traffic interruptions. From the information gathered, we define material transport times and adapt the schedule of noisy activities. To monitor the effectiveness of these measures, we apply a quarterly satisfaction survey with the community, to assess the perception of impacts and implement improvements.



Approximately

1,700

jobs were
generated



Operation Impacts

[GRI 3-3, 203-1, 413-2]

In the management of all our operations, including new units, we conduct a comprehensive survey of actual or potential negative impacts on communities to avoid and mitigate them.

These impacts are:

REAL

- › Noise pollution from noise emitted by transformers, motors, compressors, machines, etc.

POTENTIAL

- › Failures in serving vulnerable groups;
- › Alteration in the health conditions of the neighborhood due to the generation of solid (radioactive) waste;
- › Violation of labor rights of third-party employees through companies, cooperatives, associations, etc.; and
- › Dependence on imported supplies.

Sustainable Construction

In our construction projects, we apply modern sector concepts, looking for the adoption of resilient infrastructures that promote sustainable aspects at all stages of the works. The main actions in this regard are:

- › Energy efficiency linked to the building envelope, lighting system, and conditioning system;
- › Equipment that provides better energy efficiency;
- › Light-colored coatings on roofs and facades to reflect solar rays and reduce thermal load;
- › Water-based paints, free of volatile organic compounds, without pigments based on heavy metals, etc.;
- › Architectural design based on bioclimatic zone definitions to avoid deep insolation and allow natural lighting and ventilation;
- › Organized construction site with more sustainable environmental criteria, including water reuse, rainwater reuse, solid waste reuse, and separation of non-reusable waste for disposal;
- › Construction Waste Management Plan (PGRCC), in accordance with Conama Resolution 307/2002;
- › Metallic scaffolding or reusable materials;
- › Materials and equipment that meet sustainability criteria, such as safety, durability, and efficiency, to generate less residue, less waste, and less environmental impact;
- › External floors that favor rainwater infiltration into the soil to avoid overloading the rainwater collection system;
- › Specific physical space for the collection and storage of recyclable materials;
- › Preferred use of local labor, materials, technologies, and raw materials for execution;
- › Rainwater collection and reuse system, adding elements to the hydraulic system that allow 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 aerated faucets with sensors or automatic shut-off, toilets with sensors or vacuum flush valves with dual activation;



- › Irrigation system that reduces water consumption, such as drip, micro-sprinkler, or programmable electronic mechanism for automatic irrigation;
- › Sectorized lighting through switches to allow localized use and natural light utilization, with presence sensors installed in places that do not require constant lighting, such as garages, corridors, elevator halls, and stairs;
- › Compact fluorescent lamps with high energy efficiency or high-performance tubular lamps;
- › ABNT NBR 15920:2011 standard applied as a reference for economical sizing of electrical cables based on Joule effect losses;
- › Equipment approved by the Brazilian Labeling Program of the National Institute of Metrology, Quality, and Technology (Inmetro), chosen among the most efficient ones;
- › Air cooling technologies that allow system automation to adequately sectorize air-conditioned environments.



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Clinical Engineering

In our permanent work to improve the quality of care, Rede D'Or invested in new and modern equipment in 2024. We acquired devices to expand our robotic park, thus enabling an increase in surgeries of this modality.

In 2024, we also installed 16 new magnetic resonance imaging devices, three with sealed magnet technology (Alphaville, Guarulhos, and Barra D'Or). These devices have the advantage of not requiring large volumes of helium gas to maintain the active magnetic field. The configuration of the other devices allows the use of less helium to operate, but they do not have sealed magnets.

With this initiative, we reduced the costs of helium gas replacement and decreased the weight of the equipment by approximately one ton. This facilitates the implementation of new magnetic resonance imaging services and improves the quality of care offered to our patients.

MATERIAL TRACEABILITY

Aligned with Rede D'Or's ESG Strategy, the Clinical Engineering sector implemented the traceability pilot program in 2024. Its objectives are to reduce material loss, maintain an accurate inventory in the units, and redistribute excess items to hospitals that need them.

With traceability, each material will have a code, an individual identity. The boxes containing this material will include information about the quantity and code of each instrument.

We are already applying this model to all new units inaugurated in 2024. This initiative is part of our search for material standardization in terms of quantity, quality, and supplier. Standardization will prevent unnecessary investments or the purchase of assets that the unit does not need.

TECHNOLOGY REDISTRIBUTION

Another initiative, consistent with the Rede D'Or's ESG Strategy, is the constant redistribution of equipment and materials we perform. This allows us to put into operation the technologies most suited to the profile of each unit and to ensure that biomedical equipment is maintained with predictive, preventive, and corrective maintenance. This demonstrates our care for the equipment and attentive monitoring of its life cycle.

This strategy allowed us to help the population of Rio Grande do Sul with equipment donations during the floods that hit the state ([read more on page 103](#)). It also allowed us to mobilize the necessary equipment to restructure more quickly to face the COVID-19 pandemic.



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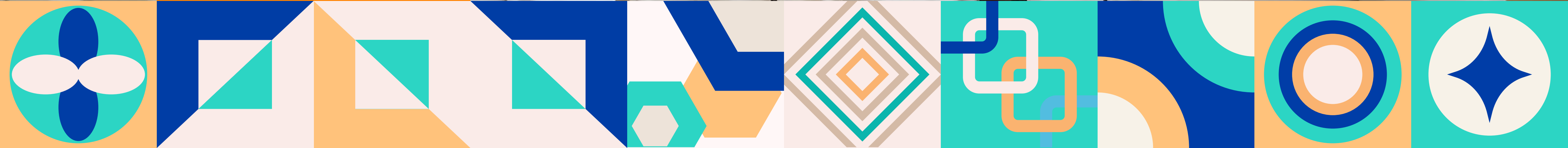


REDE *D'OR*
**HUMAN
CAPITAL**

Our Employees
Talent Attraction and Retention
Training and Development
Diversity and Inclusion
Occupational Health and Safety



Interactive
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OUR EMPLOYEES

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

We are a team of 77,124 employees prepared to deliver care and attention to our patients, aiming for the best clinical outcome for their cases. Our professionals, dedicated to conducting Rede D'Or's operations, are the foundation of the excellence we aim to deliver daily as a result of our investments in health. In 2024, we had a 7% growth in the number of professionals in the Company, due to the organic growth of the company and the expansion of our units. [GRI 2-7]

To build the safest and most conducive work environment for well-being and professional development, we rely on people management focused on offering the most appropriate tools and projects for the profile of our employees and the Company. These are actions that structure us to value the company's professionals and attract talent to add to our results, in a way connected to the Rede D'Or's mission, vision, and values.

In 2024, we developed a series of initiatives in the areas of training and qualification, diversity and inclusion, and safety that reinforce the beliefs we hold in people management. Rede D'Or is committed to respecting the human rights of all employees, medical staff, patients, suppliers, third parties, and society.

77,124
EMPLOYEES

We have **Human Rights policies**, published on our website, and Human Resources policies for the internal public, in addition to a series of norms that guide people management at the Rede D'Or. In 2024, we launched a new instrument aimed at combating workplace violence.

We maintain an ethical and constant dialogue with the unions that represent our employees. The collective bargaining agreements and/or labor agreements are respected, as well as the pertinent legislation.

In the year, 93.97% of our employees were covered by collective bargaining agreements with labor unions. In 2024, 4,643 employees were without representation, as although affiliated with unions, they did not have a signed collective agreement, or their position was not represented by the class institutions. Even so, all received the adjustment percentages, as an advance, by Rede D'Or's generosity, seeking to maintain the same working conditions for its professionals.



ATTRACTION AND RETENTION OF TALENT

[GRI 3-3, 401-1]

The constant growth of the Rede D'Or, with inaugurations and expansions ([read more on page 56](#)) boosts us to build an employer brand, recognized in the market as a company that offers favorable and welcoming working conditions and encourages the professional development of its employees. We seek to attract talent and count on each of them in the areas where they feel most stimulated to deliver the best results.



For this, we develop an extensive work, aiming at having the most prepared people to occupy the positions offered by the Rede D'Or. We value both the generation of employment opportunities for those entering the job market and the establishment of a process for forming new leaders.

In 2024, we expanded our relationship with universities, generating a real positive impact on the community. We also have partnerships with entities such as Instituto Reação and the Center for Business-Education Integration (CIEE, acronym in Portuguese), through which we enhance contacts with students. With this action, we offer our opportunities in internships, traineeships, and other professional positions.

D'Or Trainee Program

[GRI 3-3]

The Rede D'Or Trainee Program continued to grow in 2024, establishing itself as a fundamental tool for attracting young professionals to the Company. In this edition, the action was carried out in a partnership between Rede D'Or and SulAmérica. Considered an essential instrument for the company's succession planning, the initiative had more than 61,000 enrolled in the year.

In the process of selecting professionals, we seek a diversity of experiences and ideas. The program offers an immersive journey in the business, with technical tools for project and people management, in addition to behavioral tools, based on the eight competencies we adopt at Rede D'Or.

The schedule for 2025 includes activities monitored by Rede D'Or leaders for nine months. Trainees also have access to the Rede D'Or Academy, which provides opportunities for continuous learning and professional improvement. After this period, participants will be definitively allocated to the different areas of the Company.

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PROA Institute

[GRI 3-3]

We maintain a partnership with the **PROA Institute** to promote the training of young people between 18 and 22 years old in vulnerable situations for the job market. The objective of the action is to encourage productive inclusion and expand employability and professional and personal development.

Through the Institute, we offer 100 hours of socio-emotional training, with learning paths that cover the themes of self-knowledge, communication, logical reasoning, professional projects, and career planning. After completing the training, the young people choose one of the technical paths in Administration, Logistics, or other available areas.

In 2024, we hired 14 young people through this initiative. We also received the 2024 Golden Boat Award, a tribute to companies that stand out in youth employability at PROA.



Debora Mendes dos Santos

Young Apprentice at Hospital Bangu (RJ)

During the entire period I have been in the company, I have noticed my improvement in time management, organization, and emotional intelligence. Being open to these changes, besides being necessary, is what makes us increasingly evolved, mature, and capable.”

Ana Beatriz Campos

Young Apprentice at Hospital Santa Isabel (SP)

Since the beginning, Rede D’Or showed me warmth in my professional development journey.”

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Compensation and Benefits

[GRI 2-19, 2-20, 401-2]

Our compensation and benefits practices follow market references and are in compliance with Brazilian legislation and our Human Resources Policy.

In addition to the fixed compensation, we maintain a goals and bonus program, the rules of which are shared with employees through HR communications. Its construction is based on the results and performance of each professional with their teams, areas, and boards.

Bonus goals are defined and communicated to the entire Company, ensuring transparency and governance on the topic. For senior management, we have a Power BI dashboard that allows monitoring of the Company's general goals.

Our benefits, offered to employees of all Rede D'Or companies, with full-time and part-time workloads, include:
[GRI 401-2]

photo by DIOGO LIMA



Medical and dental assistance plan (extended to dependents).



Food voucher.



Life insurance.



Meal voucher or a cafeteria at the workplace for professionals working directly in hospitals.



Maternity/paternity leave.



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



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



Christmas kit.

Learn more about senior management remuneration on [page 44](#).



Movimenta Rede

[GRI 3-3]

Internal recruitment is a priority for the Company. In this sense, we have the Movimenta Rede program. Through it, we publish job openings for our employees, and everyone can apply. Monthly, we publish communications on different internal channels, highlighting open opportunities.

In 2024, there were 4,954 published positions, with more than 1,800 opportunities filled by employees who were already part of the Rede D’Or.

The hiring process is based on our Competency Model, focusing on the organizational behaviors expected for each hierarchical level. It connects to strategic direction, management model, mission, and Company values.



Fala Rede

[GRI 2-26, 3-3]

Annually, we conduct the Company’s engagement survey, called Fala Rede. In it, we evaluate the following dimensions:

- › **Work structure and well-being:** employees’ perception of their work structure, including perceptions of mental health;
- › **Leadership:** employees’ perception of their leaders regarding influence, proximity, recognition, and credibility;
- › **Collaboration:** perception of the quality of the relationship between peers and other teams;
- › **Belonging and diversity:** employees’ perception regarding diversity and inclusive practices in the organization; how represented, proud, and involved employees feel about their work and the company’s image;
- › **Career and development:** employees’ perception of their professional trajectory, the growth opportunities offered by the company, and whether they feel developed by the training offered;
- › **Innovation:** how open the company is to listening, discussing, implementing, flexibilizing, and adapting to changes and innovations that may come from employees or the market;
- › **Organizational alignment:** knowledge and alignment of employees related to the company’s management model.

In 2024, we had an adherence of approximately 76% of employees. The general favorability index was 81%, an increase compared to the previous cycle.

The Fala Rede survey is used as a subsidy for the development of new internal projects and initiatives aimed at improving organizational engagement, employee well-being, and Company productivity. [GRI 2-26]

As a way to value and recognize the units with the best engagement performance, we awarded the highlights in categories that included the highest engagement indices, the highest growth compared to the previous year, and the outstanding role of leadership in this process.

The achievements were celebrated in local meetings, where the teams could celebrate the results, reflect on the learnings, and begin executing the new action plans, reinforcing our commitment to continuous improvement and team well-being.



TRAINING AND DEVELOPMENT

[GRI 3-3, 401-2]

The culture of learning is one of the pillars of people management at Rede D’Or. We believe that the continuous development of our employees drives not only professional and personal growth but also the excellence of the services we offer to society. Therefore, we encourage self-development and the protagonism of each one in their learning journey.

We understand that learning is a dynamic and continuous process that occurs in multiple contexts: in the practical experience of daily life, in the exchange of knowledge with leaders, peers, and colleagues, and in access to formal education. This integrated approach strengthens professional development and promotes the constant improvement of the services we provide.

Launched in 2022, the **Rede D’Or Academy** is our strategic learning ecosystem, created to promote knowledge management on all fronts of the business. Its purpose is to promote the continuous development of employees, aligning essential competencies with the excellence of services provided and strengthening organizational culture.

The Academy has a Distance Learning (EAD, acronym in Portuguese) platform, with accessible and facilitated access for all full-time, third-party employees, and the supplier chain. Four educational pillars guide the actions:

- › Culture, behavior, and sustainability;
- › Leadership;
- › Technical;
- › Health, safety, and well-being.

In total, we offer more than a thousand contents (EAD and in-person) among training, courses, and knowledge paths, including essential themes for improving existing skills, and preparing employees for new challenges, including essential topics such as privacy, compliance, diversity and inclusion, and human rights.

In 2024, we launched courses on Combating Sexual Violence, Mental Rescuer, Revenue Cycle Path, Rede D’Or Bonus and Goals Program, among others. For new employees, we offer the Chega+ Program path, with practical contents and information to facilitate integration and adaptation to the company’s culture, processes, and procedures.

Leadership Development Program

[GRI 3-3]

Leadership is essential for the success and sustainable growth of the organization. Prepared leaders guide teams, boost innovation, and ensure the company is ready to face future challenges. The Leadership Development Program (PDL, acronym in Portuguese) of the Rede D’Or was created to form high-performance leaders, capable of leading effectively.

Combining market concepts and Rede D’Or’s culture, the PDL prepares our leaders to take on strategic responsibilities and align teams with business goals, ensuring the ability to respond to market demands and the company’s sustainable growth.

In 2024, the PDL was structured in four learning paths, according to the challenges of each management level; exploring business challenges and having transversal themes such as Leadership, People Management, and Communication. In total, about 5,300 employees were impacted in the process.





Competency Assessment

[GRI 3-3, 404-2]

Our employees who have been part of the Rede D'Or for at least three months (except interns, apprentices, and outsourced workers) undergo an annual Competency Assessment, with feedback rounds and individualized construction of the Individual Development Plan (PDI).

This process allows us to identify the level of adherence of their behaviors to technical and organizational competencies. With this, the employee can establish actions to improve points raised during feedback and focus on the skills, knowledge, and attitudes in which they need to evolve.

In supporting direct leadership in this work, we provide materials that guide how to conduct career conversations, in addition to a catalog of individual development plan actions.

Additionally, we hold Conversation Circles with employees to reinforce the focus of the assessment process on individual performance. These moments of dialogue reinforce the importance of continuous development and the impact of performance on each one's professional evolution.

In 2024, we revised the definitions of competencies to provide more clarity about expected behaviors. This movement reflects our continuous commitment to the development of our employees, ensuring they are always aligned with the company's objectives and vision.

OUR ORGANIZATIONAL COMPETENCIES

- › **Identification with the organization:** commitment and alignment with the organization's purpose;

› **Customer orientation:** excellence in customer service;

› **Adaptation to changes:** maintaining a positive posture in moments of change and uncertainty, adapting quickly 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 relationship:** effective communication, with empathy and warmth;

› **Engaging leadership:** development of employees and oneself, building committed teams;

› **Results optimization:** understanding our business and responsibility for delivering results.



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DIVERSITY AND INCLUSION

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

Building a welcoming, inclusive environment of respect and appreciation for differences is fundamental for promoting diversity. At the Rede D’Or, we have objective and clear guidelines on the topic in our Code of Conduct ([read more on page 40](#)), which expresses the prohibition of any type of intolerance, discrimination, and harassment practices. We aim to ensure that 50% of leadership positions are occupied by women by December 2025 ([read more on page 31](#)).

Complementing these guidelines is our **Human Rights Policy**, which addresses the topics of prohibition of forced labor/modern slavery, minimum age for employment, minimum wage, fair working hours, equal pay, non-discrimination, anti-moral and sexual harassment, and freedom of collective association. The norm protects employees and medical staff, patients, suppliers, outsourced workers, and society in general. Special attention is given to outsourced security, with specific training on human rights.

We have a series of initiatives in favor of diversity and inclusion (D&I), with regular awareness, literacy, and engagement actions, such as the Diversity and Inclusion Path (composed of five courses), the training “The Inclusive Journey of the Patient Person,” the Leadership Development Program (PDL) and Compliance, in addition to a dedicated communication calendar on the topic.

Moreover, we distribute informative and guiding manuals and booklets to hospital leaders and the entire organization on relevant dates in the D&I calendar.

In our hospitals, we carry out actions to promote patient inclusion, such as the “Transgender Person Care” training for reception leaders. Accessibility is also a constant concern in our public service channels. We comply with Web Content Accessibility Guidelines (WCAG) in most items with criticality A and AA, which gives our applications an average

accessibility score of 79%. We also continuously invest in meeting the remaining critical items, including those focused on visual, auditory, and intellectual disabilities, and in diversity, adapting our systems to include information in fields for social name and affiliation.

On our careers page and job postings, we offer an inclusive hiring process. We have exclusive opportunities for people with disabilities to expand attraction, recruitment, and hiring.



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Diversity and Inclusion Multipliers

[GRI 3-3]

In 2024, we created the Diversity and Inclusion (D&I) Multipliers Program. The initiative focuses on engaging and sensitizing employees about the importance of the topic in the work environment. The idea is to have the subject treated internally by all our employees, in the different areas and sectors of the Company.

The program's objective is to expand D&I topics to the entire company and not leave the theme restricted to the HR area. To sustain it, we trained multipliers from various units, who have already trained 1,250 employees in their workplaces. In this training, we address the importance of inclusive attitudes for internal awareness and conduct extensive literacy on the topic.

The trained multipliers have the mission of promoting new training groups in their units, using a lesson plan, an Inclusive Attitudes Guide, and support materials provided by the Company. They also act as spokespersons for employees, bringing their opinions and feedback, which are considered to improve diversity and inclusion actions.

The course offered to multipliers is available at the Rede D'Or Academy, in an EAD (online course) accessible to all employees. We also promote the D&I Webinar: Inclusive Service, Inclusive Attitudes, and Multipliers Program, an online event to discuss inclusive attitudes with the participation of multipliers.

We also have partnerships to boost the recruitment of people with disabilities with the Government of the State of São Paulo, the *Central de Trabalho e Renda* (CTR) of São Bernardo do Campo (SP), and the *Centro de Apoio ao Trabalhador* (CAT) of the City of São Paulo (SP), and we participate in fairs such as NEAD, held by the *Núcleo Estadual de Atendimento ao Deficiente*, established by the State Secretariat of Labor and Income of Rio de Janeiro (Setrab).





OCCUPATIONAL HEALTH AND SAFETY

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

Our focus on health and safety is directed at the patients and Rede D'Or employees. We understand that the well-being of our professionals is essential so that we can offer them the quality of life and conditions to develop in their careers and personal projects.

The management of the material topic, Health and Safety, has norms that guide our performance. The main one is the **Health, Safety, and Environment Policy**, which focuses on the prevention and reduction of adverse impacts in these areas, covering both our operations, products, and services, as well as social and business relations. We also have internal norms that guide the work on specific themes related to the subject.

We have an Occupational Health and Safety (OHS) management system, built based on the guidelines of the Regulatory Standards (NRs) of the Ministry of Labor and Employment, other specific Brazilian laws and technical norms on the topic, and the guidelines of the International Labor Organization (ILO) on OHS. In this context, the following NRs stand out:

- › NR-1: General provisions and occupational risk management;
- › NR-7: Occupational Health Medical Control Program (PCMSO, acronym in Portuguese);
- › NR-9: Evaluation and control of occupational exposure to physical, chemical, and biological agents;
- › NR-32: Safety and health at work in health services.

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Our OHS management system covers all employees and outsourced workers with activities developed in workplaces under Rede D’Or’s control. It is valid for all operations, processes, and workplaces of the Company. For activities performed outside the direct control of the organization, such as external service providers that operate independently, we require that they maintain their own health and safety management systems, in compliance with applicable legislation.

In 2024, we began implementing software aimed at improving efficiency in OHS management at the Company, focusing on intelligent data use for decision-making. The proposal is to give more speed to our teams’ work, with greater reliability and guarantee of information traceability, meeting all Brazilian regulatory requirements. [\[GRI 403-1, 403-8\]](#)

This set of instruments helps us to fulfill our main objectives in this area: prevent and mitigate accidents and incidents in the work environment, promote health, and ensure occupational safety for direct and indirect employees. Additionally, the new software will allow for a continuous analysis of the effectiveness of our Risk Management Program (PGR), which will help keep it always updated with information. [\[GRI 2-25\]](#)

To conduct these changes, in 2024, we adjusted the structure of the Company’s operational OHS area. The redesign defined macroprocesses and implemented governance, with monitoring of emergencies, work accidents, and medical leave.

From these evolutions in OHS, we began certifying our units in ISO 45001, the international standard that establishes requirements for maintaining occupational health and safety management systems. In the year, we achieved certification for the São Luiz São Caetano and Maternity São Luiz Star hospitals. In 2025, we will continue the process of obtaining certification for more Rede D’Or ventures.

Responsibilities established in norms for health, safety, and environment	
CEO	Alignment with health, safety, and environmental principles.
Senior Management	Establish and promote the premises and strategies of health, safety, and environment of the Company.
Directors	Monitor performance and ensure compliance with guidelines and strategies related to health, safety, and environment; ensure effective management of resources under their responsibility, aiming to achieve all expected results, in compliance with these guidelines and strategies.
Managers	Ensure compliance with health, safety, and environmental guidelines and strategies; use resources under their responsibility to achieve expected results in relation to these guidelines and strategies.
Administrative/ Operational Level (applicable to all hierarchical levels)	Execute all activities in compliance with health, safety, and environmental guidelines.

Sipat

[\[GRI 403-1, 403-4, 403-7\]](#)

The theme of the 2024 Internal Week for the Prevention of Work Accidents (SIPAT) was “Good practices for safe behavior.” Inspired by this idea, we promoted several actions in the psychosocial aspects, involving the entire Rede D’Or team of employees.

We sought to act with practices of interaction and non-violent communication (course available at the Rede D’Or Academy). We promoted issues such as preventive behavior, risk perception, psychosocial aspects, efficient communication in relationships, social relationships as health determinants, safe traffic, harassment, racism, misogyny, and political ideology.

We also addressed how psychosocial aspects influence the work environment. Videos on this topic were shown, followed by a quiz for participants to answer. In total, 18,335 employees from 94 different units participated.





Identification, Prevention, and Mitigation of Risks and Accidents

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

We have a Risk Management Program (PGR, acronym in Portuguese) that guides the mapping and identification of potential hazards to the health and safety of all our employees, and we establish guidelines for our partners. Through it, we assess these events and their actual and potential impacts, building action plans for each, and defining priorities.

In this analysis, we classify risks according to their probability of occurrence and severity, covering aspects of occupational hygiene, safety against work accidents, and ergonomics in the work environment. These processes are conducted by multidisciplinary teams, formed by safety engineers, safety technicians, and specialized professionals. All have certifications in the area and undergo regular training to ensure technical competence and alignment with regulatory standards.

The remaining employees actively participate in this construction by filling out the ergonomic risk assessment form for workstations. Additionally, in 2024 we started the Daily Safety Dialogues (DDS), a moment when Rede D’Or professionals can express concerns and talk about the most relevant and urgent topics related to OHS. The DDS takes place at each shift change in care.

Employees can also report hazards and risk situations through specific channels, such as online incident registration systems and direct communication with supervisors or the Health and Safety Committee. We ensure that professionals are protected against retaliation, promoting a confidentiality policy and adopting practices to investigate complaints ethically and impartially. Additionally, we adopt a norm, regularly communicated internally, that ensures the right to interrupt any activity considered unsafe.

Employees participate in the management of the topic also through the Internal Commission for Accident Prevention (CIPA), in monthly ordinary meetings and in special extraordinary occasions. The constitution of the CIPAs is in full compliance with NR-5.

Through the PGR, from the identification and analysis of risks, we implement a hierarchy of controls to eliminate or minimize them; we establish quick responses to incidents through specialized teams and process review to avoid recurrence; and we share lessons learned and good practices between Rede D’Or and our partners.

The results of risk assessments are used to continuously review the Occupational Health and Safety Management System, implementing corrective and preventive actions, according to the hierarchy of controls: elimination of the hazard, substitution by safer alternatives, engineering controls, administrative controls, and use of personal protective equipment (PPE).

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

- › Collection of testimonies, proofs at the accident site, and analysis of evidence;
- › Identification of root causes using tools like the Ishikawa Diagram; and
- › Determination of corrective measures, based on the hierarchy of controls.

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Occupational Health

[GRI 403-6]

Complementarily to the PGR, we have the Occupational Health Medical Control Program (PCMSO). Through it, we offer our employees periodic medical follow-up, in addition to health promotion actions, well-being, and quality of life. The occupational medicine team, responsible for the PCMSO, prepares analytical reports that provide subsidies for the continuous improvement of prevention and elimination actions of factors that may cause illness or risks to the Company's professionals.

The actions implemented in the PCMSO adopt a holistic and integral vision, covering the employee's health in all dimensions. In occupational exams, the occupational physician performs a biopsychosocial assessment, aiming to gather data on social characteristics; early diagnosis of mental illness situations and chronic diseases such as obesity, hypertension, dyslipidemia, diabetes, musculoskeletal disease, and life habits harmful to health – such as smoking and alcoholism. The collected data guides the occupational physician, in individual appointments, in the formation of diagnoses and in subsequent guidance to the employee.

From this individualized diagnosis, the occupational physician assesses the need for specific referrals, counting on an articulated assistance support network that involves Primary Health Care (APS, acronym in Portuguese) ([read more on page 79](#)), the Emotion Management Program ([read more on page 78](#)), and internal psychology services, which use the brief psychotherapy method.

Annual Campaigns

[GRI 403-6]

The occupational health teams of Rede D'Or carry out, annually, the following campaigns:

- › **January White:** psychoeducational actions intend to provide a greater understanding of mental health, reduce the stigma of mental illness, develop stress management skills, and encourage seeking help.
- › **September Yellow:** psychoeducational actions aiming to provide a greater understanding of mental health and suicide risks, alerting that suicide corresponds to a medical emergency and encouraging seeking help.
- › **October Pink:** educational actions aiming to raise awareness, especially among women, about the importance of prevention and early diagnosis of breast cancer and, more recently, cervical cancer.
- › **November Blue:** educational actions aiming to raise awareness, especially among men, about male diseases, with emphasis on the prevention and early diagnosis of prostate cancer.



Outsourced Workers

[GRI 403-7, 403-8]

For outsourced service providers, we have a specific norm aimed at occupational health and safety management. We require that partner companies fully comply with all applicable legislation, including laws, ordinances, decrees, and federal, state, and municipal regulations related to safety, occupational medicine and hygiene, and Social Security (INSS, Brazilian social security acronym), in addition to following the internal norms and practices established by Rede D'Or. We continuously monitor the performance of these partners in this area, through audits and periodic reports.

In 2024, we improved OHS management with third parties, starting with the use of the ObraSoft software. With it, we will have automated control of the legal documentation of these suppliers. In this way, we ensure proactive monitoring of compliance with health and safety obligations provided for in Brazilian legislation and Rede D'Or's own norm.

- › Number and percentage of employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered by the occupational health and safety management system: 94,668 (100%)
- › Number and percentage of employees and workers who are not employees and whose workplace is controlled by Rede D'Or and who have coverage of a health and safety system audited internally: 47,963 (50.66%)
- › Number and percentage of employees and workers who are not employees, whose workplace is controlled by Rede D'Or, and who have coverage of a health and safety system audited externally: 6,662 (7.04%)

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Impacts

[GRI 3-3, 403-2, 403-7]

In managing the material topic of Health and Safety, we identified the actual and potential, negative and positive impacts that Rede D’Or has on the topic:

NEGATIVE POTENTIAL

- › Occurrence of incidents with the workforce in the exercise of the labor activity;
- › Occurrence of occupational diseases.

NEGATIVE REAL

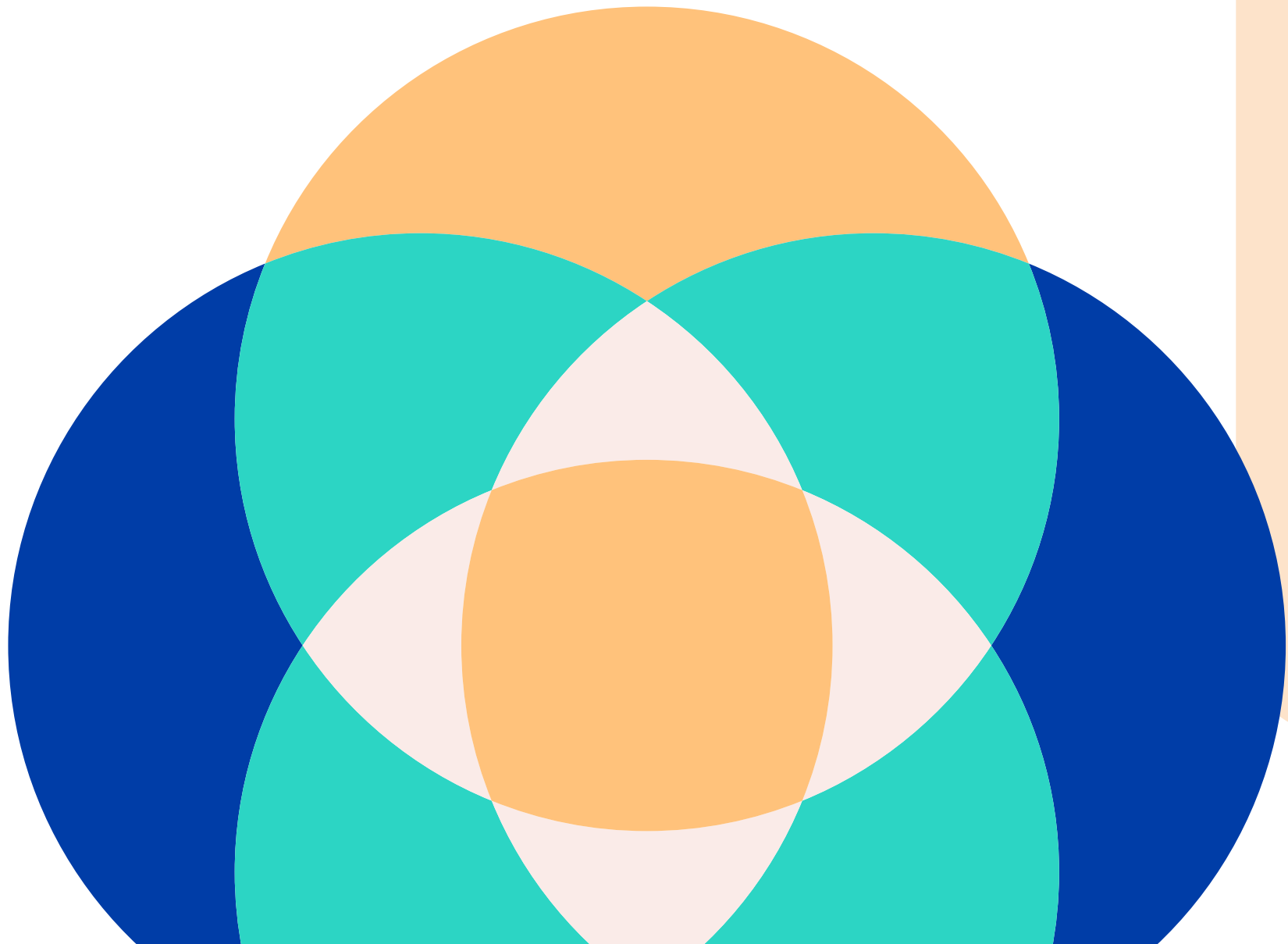
- › Contamination of employees by contact with biological material;
- › Injury with sharp objects;
- › Damage to worker health by handling chemical products;
- › Psychosocial impacts on employees.

POSITIVE REAL

- › Development of actions and procedures that educate the worker, adding knowledge applicable outside the work environment;
- › Development of safe practices in handling chemicals;
- › Adoption of practices to improve the worker’s quality of life, inside and outside the work environment.

To mitigate the identified negative potential and real impacts, we developed a series of actions, such as training, educational campaigns, and continuous awareness to avoid accidents.

We established as a goal the reduction of 5% per year, until 2025, in the rate of accidents with leave. To monitor the indicator, we commit to accompanying and reporting it. In this process, we adopted an OHS management system that ensures the quality of processes and the competence of the people involved. [GRI 403-2]



Fire Protection and Prevention Plan

[GRI 3-3, 403-7]



In 2024, we developed a new fire protection plan, focused on prevention. In it, we included a risk matrix, changed the way simulations are conducted, and started the DDS, at each shift change in care service, which also addresses the topic.

We also carried out two campaigns that reached all employees:

- › **Development Pills:** monthly sessions of one and a half hours, starting in July, with employees from the Physical Security area and others directly involved in fire risk management, aiming to strengthen the prevention culture and integrate teams for emergency responses. The proposal was to promote continuous learning. For the initiative, we developed didactic handouts.
- › **Monthly campaigns** are sent via email and WhatsApp to all employees, with themes focused on fire risk management. For this, cards, folders, and videos addressing the subject were created.

Learn more about the broad restructuring carried out in 2024 in the management of the topic on [page 51](#).

Gestão das emoções

[GRI 3-3, 403-1, 403-3, 403-6]

We improved and expanded, in 2024, the Gestão das Emoções program, reaching more employees in all our units. Created in 2022, from a concern with the mental health of our professionals after the COVID-19 pandemic, the initiative covers three dimensions: Avoid; Promote and Protect; and Support.

The program aims to stimulate a culture of integral and preventive health, with in-person and online activities. The actions seek to minimize biopsychosocial risk factors and strengthen a healthy and safe work environment. In this sense, in 2024 we implemented a tool for screening and early diagnosis of employees who need individual care. With this, we offer support and treatment before a potential worsening of the condition occurs. In the year, around 4,000 professionals were evaluated in this new initiative.

In 2024, we also held a national webinar in September Yellow, the month of suicide prevention. Professionals from the Rede D'Or and other companies spoke about the importance of self-care.

As part of *Gestão das emoções* program, the Conversation Circle is one of the instruments for leader training on the topic of mental health. In 2024, 1,155 managers participated in these meetings. The topics discussed were: Slow Down (conscious use of technologies is essential to maintain mental health); Reconnect – Breath for Life (to have quality of life, it is necessary to adopt a healthy routine, with physical activity); and Rethink – Data of Integral Health (actions included in the daily routine in a simple way to achieve and maintain balance in all dimensions of life).

As part of these initiatives, we offer free access to the WoWLife integral health and well-being platform, which provides classes on physical activities such as stretching, Pilates, yoga, gymnastics, and dance, nutritional, financial, social, and mental health guidance, in addition to weekly live sessions on various topics. In 2024, employees could include up to four dependents to use it. Currently, 16,343 users access the platform.

In the year, we also held events with the program team and the Corporate Quality area to discuss the reflection of employees' mental health and patient safety and experience, seeking to improve the perception of warning signs and the welcoming flow. [GRI 403-1]



Three psychoeducational actions, in loco, made for employees, with an average of **14,000 participants per action;**

Leadership training (Conversation Circle – *Gestão das Emoções*) involving **1,155 leaders;**

Screening and early diagnosis of employees who need individual care, through a specific tool (Hera). **In 2024, around 4,000 employees were evaluated.**



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Occupational Health and Safety Training

[GRI 3-3, 403-2, 403-3, 403-4, 403-5, 403-7]

We have a training program focused on occupational health and safety. From admission, employees are informed about the routines and procedures they will deal with in their performance at the Company, being trained on the respective operational risks and actions to avoid and mitigate them.

Additionally, they receive guidance on how to identify and report eventual hazards and risks, as well as behaviors that can cause accidents. These situations can be registered in a specific refusal form for critical tasks or through our Reporting Channel. In both options, we ensure protection against possible retaliation, as established in our Code of Conduct ([read more on page 40](#)).

The regular and generic OHS training courses are the following:

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

The training courses for dangerous or emergency situations are the evacuation and emergency response drills, which were updated in 2024 to have a greater focus on prevention, and the Volunteer Fire Brigade training, conducted according to the legislation of each state.

In the year, we started to make available, at the Rede D'Or Academy, mandatory training for 100% of the operation, on Basic Notions of OHS, as a complement to the integration already carried out. In this training, we address the risks of the units and the prevention and control measures.

Additionally, we use different resources to communicate and regularly reinforce the concepts of prevention and control of exposure to potentially dangerous situations, such as educational campaigns, posters, newsletters, safety meetings, and initiatives like Management in Sight, HR Informs, and DDS, in addition to messages sent through the Digital HR app. Employees are also invited to contribute with suggestions and participate in the creation of educational content related to the topic. [\[GRI 403-3\]](#)

To ensure the quality of health services, we also invest in the training and continuous formation of occupational health professionals, along with the conduction of the Internal Compliance Verification Program (PVCi) audit. [\[GRI 403-3\]](#)

Health Care

[GRI 3-3, 403-3, 403-6]

All Rede D'Or employees, as well as their dependents, have access to preventive medical care, without copayment, through the Primary Health Care Program (APS, acronym in Portuguese). Focused on prevention and health promotion, the APS offers accessible and personalized care that also acts in the early detection of signs of occupational-related diseases.

From the identification of demands, the employee can be referred to specific actions made available with the APS, in the areas of spine, mental health, obesity, and women's health. Appointments related to these programs happen for free. In 2024, 24,676 appointments were held in 19 units. [\[GRI 403-3, 403-6\]](#)

Together with access to APS, employees have the possibility to adhere to health and dental plans. Currently, the medical assistance plan covers about 95 thousand lives (holders and dependents), while the dental plan serves 70 thousand lives ([read more on page 67](#)).

To guarantee employees' access to the available medical services, we ensure the offer at accessible times, at the workplace or in nearby locations. Additionally, we use various communication channels, such as emails, bulletin boards, and meetings, to inform about the topic. We also ensure means for professionals to report feedback on the service.

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Continuous Improvement: Actions Developed in 2024

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

STRUCTURING OF THE FOLLOWING COMMITTEES, WHICH SHOULD HAVE REGULAR MEETINGS STARTING IN 2025:

- › Toxicology Committee;
- › Ergonomics Committee;
- › Personal Protective Equipment Committee;
- › Occupational Hygiene Committee.

The committees work in actions valid for all employees and are formed by representatives of employers and workers, covering various operational areas, including CIPA members. Their objectives are to monitor and evaluate safety indicators, suggest process improvements, review policies, and conduct incident analyses. Initially, they should meet monthly. They have the authority to recommend significant changes in the conduct of the topics, which must pass through management approval.

EXPANSION AND REINFORCEMENT OF HEALTH AND WELL-BEING ASPECTS, INTEGRATING THEM INTO THE APS PROGRAM:

- › Disclosure of the Emotion Management Program, presenting APS as a multidisciplinary reference service for the evaluation and treatment of employees with an integral health perspective;
- › Implementation of the webinar on September Yellow, the month of suicide prevention, aimed at health promotion guidance, prevention, and access to treatment through APS;
- › Joint actions with the occupational health teams of operational units, aiming at strengthening the referral flow of employees to APS;
- › Lives – Emotion Management with the participation of the APS team, addressing various health topics with an integral perspectivel.

TRAINING FOR 30 PEOPLE, WITH DIRECT OR INDIRECT LEADERSHIP POSITIONS IN HEALTH AND SAFETY, IN INTERNAL AUDIT OF ISO 45001 AND 45003.

DEVELOPMENT AND IMPLEMENTATION OF THE OHS INDICATORS CONTROL SYSTEM, BASED ON ISO 45001 GUIDELINES FOR THIRD PARTIES.

IMPLEMENTATION AND DEVELOPMENT OF THE EXPIRATION CONTROL SYSTEM FOR THIRD-PARTY DOCUMENTS.

Challenges and Opportunities for 2025

- › Perform the PDCA of the PGRs of all units.
- › Promote improvements in the quality of work accident investigations.
- › Achieve engagement of the defined public to participate in the committees planned in 2023 and structured in 2024.
- › Implement, disclose, and update the legal requirements system for all units, with scope for all departments.
- › Certify 10 hospitals in ISO 45001.
- › Investment in the qualification of OHS professionals at all levels.
- › Achieve the Mental Health Promoting Company Seal.
- › Achieve the Breastfeeding-Friendly Company Seal.
- › Implement an Occupational Psychology Committee.
- › Strengthen the role of the APS Program as the Company's Quality of Life Program in the PCMSO.
- › Expand health actions and campaigns, considering the various dimensions of integral health (physical, mental, social, and spiritual).

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2024 Indicators

[GRI 3-3, 403-4, 403-7, 403-8, 403-9, 403-10, SASB HC-DY-320a.1]

To ensure the accuracy and reliability of data on work accidents, the organization adopts as reference recognized norms and methodologies, such as ISO 45001 (it is noted that the adoption of good practices and guidelines proposed by ISO does not necessarily imply that the unit has certification). The data consider all employees and are collected through incident reports, occupational health records, and safety audits.

The information is compiled monthly and analyzed by the health and safety team, which seeks to identify trends and areas for improvement. The data are presented in periodic critical analysis meetings with the senior management of the hospital units.

In 2024, we recorded 1,224 work accidents with mandatory communication with our own employees and 40 with third parties. The rate of illness with occupational link among employees was 0.04%, mainly associated with vertebral disc disorders.

The main hazards that represent risks of occupational diseases are: [GRI 403-10]

- › **Biological:** handling of biological materials;
- › **Ergonomics:** risks related to postural and organizational situations (psychosocial risks).

The OHS team maintains local inspections and periodic environmental assessments, intending to check and ensure that risk control measures are properly implemented.



[GRI 403-9, SASB HC-DY-320a.1]

		2024		2023 ³		2022 ³	
		Number	Rate	Number	Rate	Number	Rate
Deaths resulting from work accidents	Own employees	0	0	0	0	0	0
	Third-party employees	0	0	0	0	0	0
Severe work accidents (except deaths) ¹	Own employees	3	0.04	3	0.04	4	0.05
	Third-party employees ²	-	-	-	-	-	-
Work accidents with mandatory communication	Own employees	1,224	15.28	1,161	15.41	988	12.37
	Third-party employees	40	2.55	-	5.5	-	6.14

¹ Formula used:
$$\frac{\text{Work accident rate with severe consequences (except deaths)}}{\text{Number of hours worked}} = \frac{\text{Number of work accidents with severe consequences (except deaths)}}{\text{Number of hours worked}} \times 1,000,000$$

² See GRI Summary (403-9).

³ The methodology used for measuring results in previous cycles was changed to adapt to the GRI Standard. With this, we updated the values referring to 2022 and 2023.
[GRI 2-4]

[GRI 403-9]

Number of hours worked	2024
Own employees	80,128,979.00
Third-party employees	15,664,631.00

In 2024, three cases were related to ergonomic issues. The main actions developed for mitigation were: acquisition of equipment and automation of activities; adaptation of workstations, meeting ergonomic precepts; acquisition of auxiliary equipment to reduce body structure overload; postural and manual weight transport training; in addition to stimulating the practice of physical activity.

From an organizational point of view, the following actions were taken: elimination of psychosocial risk-generating factors, such as monotony, workload, and repetitiveness.

To mitigate biological risks, we carried out: biological risk screening at the entrance, maintenance of the Maintenance, Operation, and Control Plan, meeting the Air Quality Reference Standards, availability of collective protection

equipment, such as biological safety cabinets, sharp material boxes, waste management, cleaning and disinfection of environments, equipment, and instruments, access control, establishment of administrative measures according to NR 32, training and qualifications, immunization, precautionary measures (hand hygiene, dressing and undressing).

[GRI 403-10]

Number of cases of occupational diseases with mandatory communication	2024
Own employee	4
Third-party employee	0

Occupational absenteeism rate: 0%

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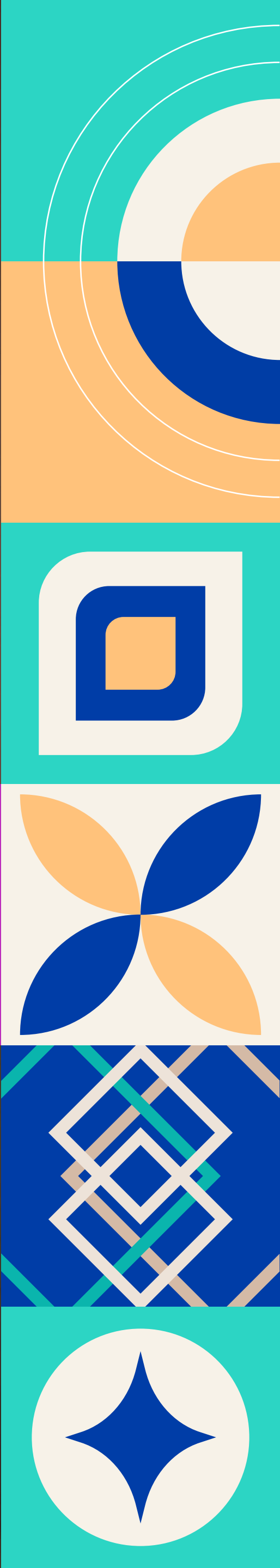
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OUR PATIENTS

The quality of medical-hospital care, based on the highest technical standards, and the care for patients, combining humanization of relationships, respect, and integrity, are commitments we include in our mission, business vision, and values. For Rede D'Or, acting for the best possible clinical outcome in each case is an objective to be achieved and constantly renewed.

In this sense, we make regular investments in infrastructure and equipment and maintain a multiprofessional team, led by a medical team that works to achieve the expected results and monitors the technical quality of care and service satisfaction. Thus, we seek to combine the construction of the Company's credibility with our patients, generating value for all users, with the achievement of the desired financial performance.

In 2024, we recorded 2,856,328 patient-days, 2% more than in 2023. There were 5,883,046 emergency attendances and 5,463,859 outpatient attendances, a growth of 11% and 12%, respectively, compared to the previous cycle. In total, we performed 498,529 surgeries, a similar number compared to the previous period, and 42,891 births, 3% less than in 2023.



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Patient-Centered Care

[GRI 3-3]

We have an internal norm of Patient-Centered Care, built according to the methodology of the Joint Commission International (JCI). With this, we encourage the model of care centered on the individual, performed by a multiprofessional team and led by the medical team, prioritizing the education of the patient and their family. We have a Patient Experience Committee, created in 2015, which works to monitor and continuously improve the perception of satisfaction of this public. This Committee proposes action plans developed based on information about the perceived quality, measured along with the patients themselves, their families, and the Company employees.

The Committee works from the information gathered in our customer relationship channels, and also with those measured in satisfaction surveys with patients and doctors.

The main channel of relationship and communication with patients is the Speak With Us, from our Ombudsman, which can be accessed through the [website](#), uninterruptedly, or by phone at 3003-4330, with service from Monday to Friday, from 8 am to 6 pm. In 2024, there were more than 120 thousand demands. Additionally, we also have satisfaction surveys, which are conducted with each patient attended, in all Rede D'Or units. In the year, there were more than 620 thousand answered surveys.

The perceived quality metrics we use are the Net Promoter Score (NPS), the Customer Satisfaction Score (CSAT), the Hospital Consumer Assessment of Healthcare Providers

and Systems (HCAHPS), and the Voice of the Customer, captured by relationship channels and satisfaction surveys.

To improve how we incorporate the evaluations from our patients into the services provided, in 2024 we created an automated tool that integrates the data collected in satisfaction surveys with the information received via **Speak with Us** from the Ombudsman. With this, we measure the Voice of the Customer globally and include it more quickly in our processes and projects.

Complementarily, we began using an artificial intelligence tool for Voice of the Customer analysis. This technology aims to provide a faster, standardized, and more efficient evaluation of interactions with patients, providing subsidies more quickly and accurately for the Committee.

Another initiative of this year was the adjustments to the customer satisfaction survey questionnaire. The update made this instrument easier to answer and more aligned with the feedback needs of our patients.

In 2024, 120,781 demands from our patients were received, among complaints, compliments, and suggestions. Of this total, 95,138 refer to complaints, all treated and returned to the customer. The Satisfaction Index measured in the year was 86% and the NPS was 59, the same outcome as 2023 and three points above 2022.

In the surveys conducted with the medical staff working at the Company, we also promoted changes. We expanded the participating areas to broaden the analysis of the quality perception of these professionals. In 2024, we included prescribers of exams, radiologists, and oncologists. Additionally, we disaggregated the application between adult and pediatric emergency, obstetric, and neonatal ICU.

PERCEIVED QUALITY PATH

We continued, in 2024, with the realization of the perceived quality path, a training course conducted internally so that employees understand the concept of patient-centered care. The training, already carried out by more than 50 thousand employees, enables the development of various skills, such as interpersonal relationship, in addition to encouraging the exchange between teams, which is a factor of satisfaction for the customer.



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PATIENT SAFETY

[GRI 3-3, 416-1, 416-2]

We have a Patient Safety Policy aligned with the six international goals established by the World Health Organization (WHO) in this area and the guidelines of the National Patient Safety Program. The norm guides Rede D'Or teams in adopting measures to avoid the materialization of risks, through a constant monitoring and management system.

In this context, our care teams monitor 100% of the medical services offered by the Company, using indicators established by the WHO. This action allows us to identify and treat all adverse events occurring in our units, also

seeking solutions to avoid the root causes of these occurrences. [GRI 416-1]

In 2024, we had 154 cases of non-compliance with laws regarding impacts on health and safety that resulted in penalties, with 38 cases of medical error and 109 cases of service failure, not linked to medical errors. We had no cases that resulted in warning and/or fine, nor occurrences of non-compliance with voluntary codes. These data are audited by Ernst & Young (EY). [GRI 416-2]



NOTIFIES

In 2024, we implemented the Incident and Adverse Event Notification Management System (Notifies). The product, which had its pilot implemented in September 2023 at the Hospital and Maternity São Luiz São Caetano, started to be used by 100% of the units owned or managed by the Rede D'Or.

Since its implementation, more than 265 thousand notifications have already been registered, which shows the commitment of our units to patient safety. Notifies has more than 4,700 users and about 14,700 active sessions per month.

Benefits of Notifies application:

- › Quickly alerts to those involved in events;
- › Manages deadlines for notification treatments;
- › Promotes the use of quality tools;
- › Offers traceability of information and executed actions;
- › Provides reports and KPIs for notification management.



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QUALITY MANAGEMENT

We manage the services provided to the population, following the precepts of our Quality and Patient Safety Program. With it, we establish guidelines that guide the quality and safety standards to be adopted, aiming at patient-centered care. It is a parameter for continuous improvement and for decision-making that directly impacts the attendance of our customers. The program also serves as support to the leaders of the units, as it guides the uniform implementation of measures and directs the priorities for improvement in each hospital.

The program is structured in four pillars:





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The main supporting document for the program is the Care Practices Manual. In 2024, we completed a broad review of its content, which is carried out every two years, and published its third edition. It is structured in four sections: Organizational Management; Patient Care; Diagnosis and Therapeutics; and Support. The material strictly follows the best practices of quality and patient safety, current legislation, and the standards

of the main national and international accreditation models for hospitals.

The new edition adopts a more empirical approach that is applied to the units, integrating the pillars of structure, process, and result. Additionally, it presents requirements aimed at acting in patient-centered care, with validated measurements to guarantee an objective understanding of each implemented practice. All indicators have detailed technical sheets, ensuring accuracy in measuring results. With this standardization, we assist in the internal evaluation of

each hospital and contribute to continuous improvement, serving as preparation for accreditation processes.

The cycles of technical visits to evaluate the standards of the Care Practices Manual occur every two years. Thus, this initiative will take place in 2025. The units that achieve a general adequacy percentage equal to or greater than 75% are internally recognized for excellence in their performance.

The program and the manual enable the adoption of a quality standard for the entire Company operation. For the continuous verification of compliance with the established requirements, we conduct monthly technical evaluation visits to the units, in addition to periodic audits. The results are shared in best practices meetings. We also encourage the exchange of experiences among our hospitals, promoting information sharing and benchmarking visits.

To ensure the quality standard in a period of Rede D'Or growth, the units acquired by the Company go through a checking process, performed by an internal consultant, who elaborates action plans for eventual adjustments. The new hospitals built by the company start immediately operating with all the necessary quality requirements to meet the standard of excellence required

photo by DIOGO LIMA





Quality Training

The evaluation of our units is performed by professionals from Rede D’Or’s quality offices. To ensure technical capacity and keep them updated with the newest market practices, we have a Quality Evaluators Development Program.

Two categories compose the program: Qualifica D’Or Avaliador and Qualifica D’Or Especialista. The first is composed of trainees and professionals at junior, full, and senior levels. The second is open to specialists, with a more refined technical look in their areas of expertise.

In 2024, 77 new professionals enrolled in Qualifica D’Or Avaliador. For Qualifica D’Or Especialista, there were 14 participating professionals, seven of them doctors.

In the year, we also developed training in Improvement Science, aimed at promoting collaborative learning and benefiting patients. We formed the first class of 35 professionals in the course Innovating in Health: The Improvement Model as a Driver of Quality.

The participants were divided into seven working groups, with the objective of developing improvement projects. We highlight as a result the proposal “Reduction of carbon emissions by controlling the use of nitrous oxide in the operating environment” ([read more on page 123](#)), which received first place in the 6th Rede D’Or Quality Show (read more in the following topic) and in the Rede D’Or ESG Highlight Award ([read more on page 33](#)), in the Environmental Management dimension.

Other notable initiatives in 2024, within the scope of quality training, were:

- › **JCI Training:** training on the Joint Commission International methodology for applying international quality and safety standards in patient care. In the year, four 12-hour trainings were conducted about the JCI methodology—8th edition of the manual. 391 professionals from 26 units participated, four seeking the first certification in the methodology and the others preparing for recertification.
- › **Clinical Governance Workshop:** clinical governance is a set of strategies and practices adopted by health institutions to ensure that the care provided is of high quality, safe, and aligned with patient needs. In the year, we held three workshops with doctors to address the topic.

- › **Zero Harm Workshop and Crisis Simulation:** Elsevier and JCI joined forces to accelerate the path toward Zero Harm in Latin America. The goal is to support health professionals in evaluating and executing improvements aimed at patient safety and care quality. In 2024, we held two workshops at the Santa Cruz and São Luiz Morumbi hospitals. We also conducted two immersive crisis simulation experiences, “Crisis Command: Navigating Health Emergency Decision-Making through Digital Collaboration”. The event was attended by 120 leaders from the hospitals São Luiz Itaim, Vila Nova Star, Maternity Star, São Luiz Anália Franco, Villa Lobos, São Luiz Guarulhos, and Central do Tatuapé.



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Quality Show

We consider that sharing the best practices in quality among our units is an important way for us to expand the capillarity of these actions and stimulate the continuous development of new projects in the area. For this, we hold the Quality Show, which in 2024 reached its sixth edition.

In the year, were enrolled 545 works from the Rede D'Or hospitals and partner institutions IDOR, Nefrologia D'Or, Brazilian Institute of Nutrology, and IMIP. Seven thematic axes were made available for project presentation: process improvement; innovative practices; safety culture; patient experience; clinical cases; value initiatives in health; waste reduction; and sustainability, a category included for the first time.

The projects were awarded according to the criteria of problem relevance, methodology, objective consistency, writing quality, and results. In total, 421 works were approved. The 42 best were highlighted for their innovative contributions in the presented axes, 20 in posters and 22 in oral presentations to the board.

The first place went to the project “Reduction of carbon emissions by controlling the use of nitrous oxide in the operating environment” ([read more on page 123](#)), from the sustainability axis.

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

Technical Quality Indicators

[GRI 3-3]

With our Care Quality Program and the Care Practices Manual, we define for our units the Rede D'Or standard of operation. From this parameter, we define indicators that allow us to monitor the application of the concepts and the Company's strategy in hospital practice. These indexes are reviewed annually.

In 2024, we applied 53 Technical Quality Indicators (IQT) to our operations, 24 for adults and 29 for the maternal-child line. To respond to them, we encourage the monitoring of 308 process indicators contemplated in the Care Practices Manual. We publicly disclose the seven considered most relevant to present our results to stakeholders, as per the table below.

Technical Quality Indicators	2024	2023	2022
Average length of stay in adult ICU (days)	4.75	5.07	5.29
Incidence density of pneumonia -associated with the ventilator in adult ICU - VAP (per thousand)	1.08	1.12	1.91
Incidence density of primary bloodstream infection associated with a central venous catheter in adult ICU - PBI (per thousand)	0.60	0.63	0.83
Incidence density of urinary tract infection associated with indwelling bladder catheter in adult ICU - UTI (per thousand)	0.44	0.59	0.66
Incidence density of pressure injury in adult patients (per thousand)	0.28	0.23	0.39
Readmission rate in closed units within 24 hours (adult ICU) (%)	0.28	0.28	0.34
Standardized hospital mortality rate (adult ICU)	0.39	0.40	0.45



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The results presented in 2024, when compared to the previous cycle, show that we advanced by 6% in the average stay in adult ICU, 4% in the incidence density of ventilator-associated pneumonia, 5% in the incidence density of primary bloodstream infection, 25% in the incidence density of urinary tract infection associated with catheter use, and 3% in the standardized hospital mortality rate.

The 2024 outcomes show that 75% of our units had results in the IQT above 75% of the target achievement.

The IQT allows the hospital units of the Company to perform benchmarking both internally and externally. When we evaluate the IQT results in relation to the results published in the last Observatory of the National Association of Private Hospitals (Anahp), we observe that the average of Rede D'Or's results is better in the three indicators related to infections.

For validation of the data disclosed to the market, we adopted, since 2023, an internal data audit. In 2024, 38 hospitals referring to the first cycle¹ and 73 to the second cycle¹ were audited. In the year, we also conducted, in a pioneering way in Brazil, an external, independent, and recurring audit for the IQT.

¹ Cycle, in the context of internal audit, represents a complete round of evaluations in all units. After completing the first round (1st cycle), a new evaluation begins in each unit (2nd cycle) to verify the continuity of improvements and compliances.

External Accreditation

Going beyond our own Technical Quality Indicators, we seek the main external hospital accreditations as benchmarks of excellence for our units.

In total, 91% of the Rede D'Or hospitals are accredited (71/78²), with 58% (45/78) accredited by international methodologies and 33% (26/78) by national methodologies. Among the 57 JCI-accredited hospitals in Brazil, 25 are part of Rede D'Or, representing approximately 44% of the total.

This year, in international methodologies, we had five new hospitals accredited by the Joint Commission International (JCI): São Lucas in Aracaju (SE), Aliança, Coração do Brasil, Niterói D'Or, and São Luiz Campinas. With JCI, we also obtained four recertifications for the units Memorial São José, DF Star, Anália Franco, and Morumbi, as well as two expansion visits for São Vicente and Perinatal Glória.

In 2024, as part of the celebrations for JCI's 25th anniversary, hospitals accredited by the methodology were recognized for their constant commitment to patient safety and healthcare quality. The Rede D'Or units with certification received this recognition.

Under the methodology of the Agencia de Calidad Sanitaria de Andalucia (ACSA), 10 units received their first international accreditation: Santa Helena, Santa Luzia, Brasil Mauá, Esperança Olinda, Oeste D'Or, Santa Isabel,

² For accreditation purposes, the Memorial/Memorial Star units are evaluated in a single visit because they share a single CNPJ (Company registration number. Acronym in Portuguese). Similarly, Aliança/Aliança Star have received a single accreditation visit. The Glória D'Or/Perinatal Glória units have received an expansion visit after the inclusion of the maternity unit (Perinatal Glória).

Villa Lobos, Norte D'Or, São Rafael, and Hospital Estadual da Criança RJ. ACSA International is responsible for one of the most relevant European accreditations in the world, with a presence in 26 countries of the economic bloc and healthcare projects in over 50 countries from other continents.

In Brazil, it has existed since 2018, in an exclusive partnership with IBES International. The methodology is the only accreditation with five-year validity, based on the central pillar of patient-centered care. It has three levels: advanced, optimal, and excellent. In the country, there are 70 institutions accredited or in the accreditation process, with 18 hospitals accredited under the Hospital Centers manual. Eleven of these are part of the Rede D'Or. All eight at the excellence level in the national territory belong to the Company.

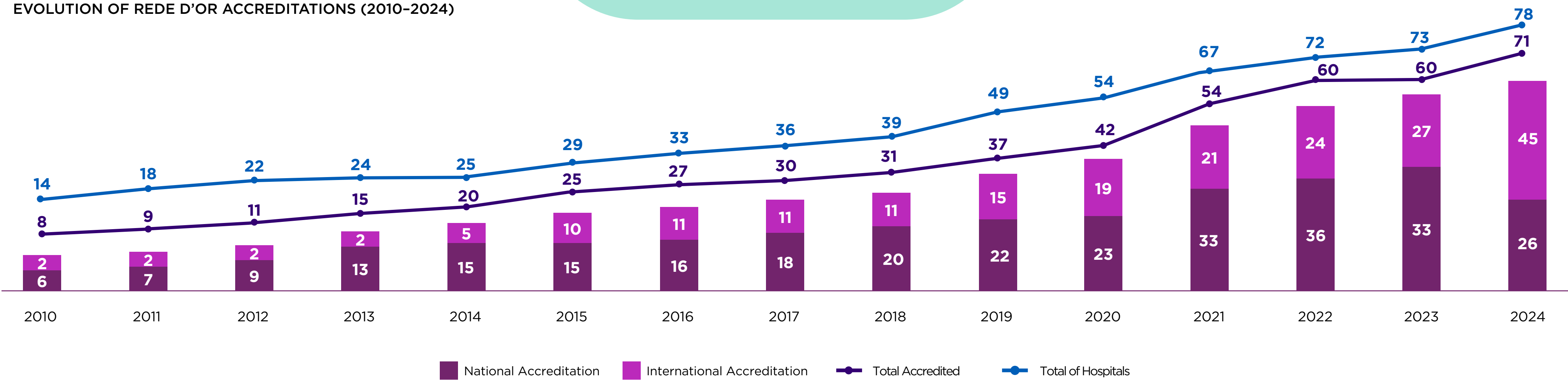
Under the QMENTUM International certification, two units received their first international certification: Assunção and Hospital da Criança São Paulo. We also had three recertifications for Quinta D'Or, Barra D'Or, and Brasil.

Under the National Integrated Accreditation for Healthcare Organizations (NIAHO) methodology, Biocor was recertified.

Additionally, we had six new units accredited by the Organização Nacional de Acreditação (ONA) [National Organization of Accreditation, in English], as well as one unit recertified under the same methodology.



EVOLUTION OF REDE D'OR ACCREDITATIONS (2010-2024)



Certification	Number of accredited hospitals
ONA 1 and 2	12
ONA 3	14
Qmentum	8
NIAHO	1
ASCA	11
JCI	25
Total number of accredited Rede D'Or hospitals¹	71

¹For accreditation purposes, the Memorial/Memorial Star units are evaluated in a single visit because they share a single CNPJ. Similarly, Aliança/Aliança Star have received a single accreditation visit. The Glória D'Or/Perinatal Glória units have received an expansion visit after the inclusion of the maternity unit (Perinatal Glória).

NEW CERTIFICATIONS

- 5 JCI
- 10 ASCA
- 2 QMENTUM
- 1 NIAHO
- 6 ONA



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EPIMED

We are recognized for the Brazilian ICUs project, developed by the Associação de Medicina Intensiva Brasileira (Amib) in partnership with Epimed. The project characterizes the epidemiological profile of ICUs in the country, aiming to improve the quality of care.

In 2024, 800 hospitals participated in the Brazilian ICUs project. Of these, 7% (54/800) are part of the Rede D'Or. Among our participating units, 78% (42/54) have received recognition. This result is more than double the overall performance of hospitals.



SANTA ISABEL: TRANSFORMATION FOR EXCELLENCE

In November 2021, Rede D'Or acquired 100% of Hospital Santa Isabel in São Paulo (SP). Since then, we have promoted a series of actions to transform the unit and operate it according to the Company's quality standards.

Opened in 1972, the hospital was the private unit of the Santa Casa de Misericórdia de São Paulo (SP) complex. Part of its structure shared resources and processes with Santa Casa, a non-profit institution.

The first step was the structural readjustment of areas such as the kitchen, laundry, surgical center, inpatient units, and ICU. Next, we worked to implement the Rede D'Or culture, where the patient is at the center of care. The Company's safety standards began to be established on the site.

An example of the results of applying Rede D'Or's best practices was the reduction of Ventilator-Associated Pneumonia (VAP). In 2024, no cases were recorded. This performance was achieved through various improvements, such as the acquisition of new ventilators, standardization of subglottic suction cannulas, purchase of continuous suction devices with pressure control, oral hygiene kits, replacement of ventilation circuits with disposable ones (previously reprocessed by the unit), and standardization of HMEF filters, replacement times for disposable devices, and the AccuCuff pressure indicator device.

This effort allowed us to nearly double the attendance of emergency, outpatient, and surgical treatments in a short time. The leap was also seen in the Technical Quality Indicators. Compliance with targets rose from 51% in 2022 to 83% by the end of 2024. This performance enabled the unit to obtain the ACSA international certification at the excellence level in August 2024.

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SUPPLY CHAIN

[GRI 2-6, 3-3]

Our supply chain includes direct and indirect suppliers of materials and services. We work to develop long-term, transparent relationships with our suppliers, guided by ethics, integrity, and socio-environmental care.

Committed to improving ESG practices in relation to this public, we adopted sustainability assessment as a strategy. Through a Supplier Risk Matrix, we classify purchasing categories and sectors based on ESG and reputational risk. These business partners may fall into low, medium, or high risk.

Based on this classification, we evaluate low-risk suppliers through self-declaration, medium-risk suppliers through document analysis, and high-risk suppliers through audits, besides the previous steps. This monitoring occurs periodically, depending on the supplier's adherence level, based on recognized methodologies such as those of the Instituto Ethos.

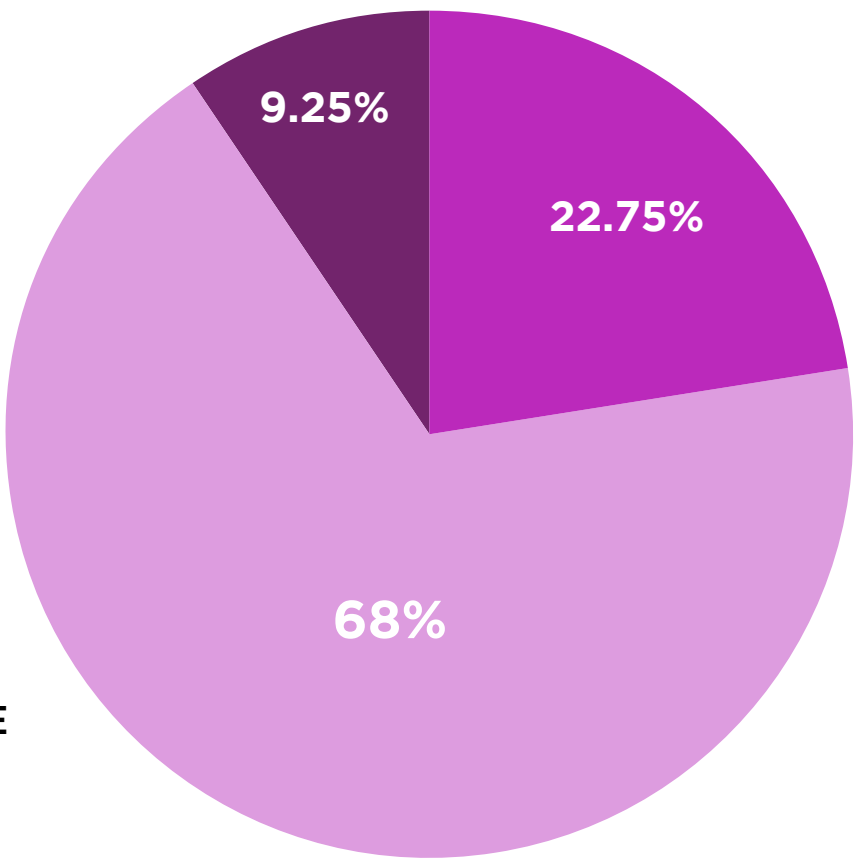
After these evaluations, an action plan may be created to align the supplier with Rede D'Or's ESG criteria, promoting the sustainable development of the Company's supply chain. We share supplier and category results for benchmarking and conduct periodic training on priority topics.

The monitoring of best practices through ESG self-assessment was implemented in 2021 to identify advanced sustainability suppliers for potential partnerships and support those needing improvements. In 2024, out of 3,935 institution suppliers, 400 participated in the self-assessment, representing about 10% of the total base and 24.55% of the contracted suppliers.

The self-assessment outcome for adherence to sustainable practices, divided by risk categories, was 22.75% for high adherence, 68% for medium adherence, and 9.25% for low adherence.

SELF-ASSESSMENT OUTCOME FOR ADHERENCE

- LOW ADHERENCE
- MEDIUM ADHERENCE
- HIGH ADHERENCE



In 2024, 24 audits were conducted to verify compliance with legislation and ESG best practices, covering about 20% of high-risk suppliers. Over the last three years, the defined period for high-risk supplier audits, 71 suppliers (including those still in the 2024 supplier base) were audited, covering 58.7% of high-risk suppliers. For contracted suppliers, the audit percentage in the same period was 79%. If a supplier fails to meet legal requirements during an ESG audit, their contract may be terminated. [GRI 2-6]

In 2024, we achieved the target of 30% of contracted suppliers evaluated in ESG assessments as planned in the institution's strategic planning. Including audits and self-assessments since 2021, when we started, 581 suppliers were evaluated at least once, representing 14.8% of the base and 37.4% of the contracted base.





Sustainable Purchasing

[GRI 2-25, 3-3]

To build trusting relationships with our business partners, we have a series of measures to encourage and promote the adoption of sustainable practices in our chain. We have a Sustainable Purchasing sector, we use ESG criteria in our Sustainable Purchasing Policy, and we are part of the Sustainable Purchasing Challenge of the Sustainable Hospitals Project (PHS).

In 2024, we continued to make significant progress in sustainable purchasing practices. We are structuring competitive bidding among suppliers, using sustainable purchasing criteria defined in four scores: mandatory; recommended; desirable; and business sustainability best practices. This year, we developed, in a pilot stage, questionnaires for suppliers and forms to assess criteria based on a product lifecycle approach.

The prioritization of products and services for developing these sustainable purchasing forms followed the ISO 20400 methodology for sustainable purchasing, which considers the following aspects:

- › Financial and quantitative relevance (time series);
- › Relevance of negative socio-environmental impacts;
- › Availability of technical information;
- › Market alternatives;
- › Purchase opportunity.

As part of our training actions, we trained over 120 purchasers in webinars on sustainable purchasing. At the Rede D’Or Academy, we offered an institutional course with purchasing guidelines that promote the reduction of emissions, waste, and natural resource consumption, with 552 employees participating in 2024. We also extended platform access to selected suppliers, offering over 40 courses, including the Sustainability Track and Anti-Corruption Training. By the end of the year, 145 suppliers from 77 companies (25 high-risk) were registered on the platform.

In 2024, we launched the training “LAIA — Survey of Environmental Aspects and Impacts.” We widely promoted the initiative, using 12 commemorative dates to engage partners.

To strengthen supplier partnerships, 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. Received suggestions are evaluated for the development of an implementation plan.



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

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Encouraging Good Practices

[GRI 3-3]

Since 2022, Rede D’Or has partnered with manufacturer Janssen and logistics operator Oncoprod to implement sustainable logistics for the transport and storage of temperature-sensitive medications. The initiative aims to reduce the volume of waste generated during the distribution of these medications by using returnable packaging.

In 2024, this action eliminated over 5,600 Styrofoam boxes from the network’s logistics processes, replacing them with sustainable alternatives. Additionally, starting in 2025, the supplier plans to implement a route plan and mileage tracking system to measure greenhouse gas emissions attributed to material transport.

Another initiative, developed in partnership with Amenix, a supplier of rubber slippers for hospitalized patients, was the circular economy project implemented at the Rede D’Or São Luiz Itaim. Previously discarded as common waste, slippers left at the hospital are now recycled and reused.

Discarded slippers, unfit for reuse, are collected, shredded, and transformed into raw material for new products, eliminating the need for landfill disposal. The collection and recycling process is performed at no additional cost to the hospital. Slippers in good condition undergo rigorous hygiene and aseptic processes, with new customization for reuse in the hospital. This practice reduces the cost of purchasing new items by 30%.

Between April and December 2024, we recovered 631 pairs of slippers, with 416 reused and 215 recycled, equivalent to 175 kg of waste not sent to landfills.



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BEST ESG PRACTICES

In 2024, we held the second edition of the Best ESG Practices Award, with 281 participants. The event, held at the Instituto D’Or de Pesquisa e Ensino (IDOR) in São Paulo (SP), is considered a milestone in raising awareness and recognizing sustainable practices among the Company’s suppliers.

The program included lectures by Cláudio Ferrari, IDOR’s Communications Director, and special guest Rodrigo Favetta, CFO of the UN Global Compact in Brazil, as well as two roundtable discussions with participation from suppliers Pfizer Brasil, Dell Computers, Lavhos Hospital Laundry, BD, Johnson & Johnson Medtech Brasil, and Grupo Lifesaver.

Check out the award winners:

- › **ESG Assessment**
BD (Becton Dickinson)
AstraZeneca do Brasil
Pfizer Brasil
White Martins Industrial Gases
Dell Computadores do Brasil

- › **ESG Audit**
Indcom Ambiental
LVL Hospitalar
Lavhos Hospital Laundry

› **Partnership Projects**
Johnson & Johnson MedTech Brasil:
The collaborative program with Rede D’Or includes two initiatives: the Rota Verde project, which neutralizes carbon emissions through deliveries with 100% electric vehicles, avoiding the emission of two tons of CO₂, with eight monthly deliveries to 14 centralized hospitals; and the Centralização RJ project, a service model with centralized shipments, serving five hospitals per delivery. This reduced deliveries by 60% and CO₂ emissions in the process by 86%.

Grupo Lifesaver: Adoption of a more sustainable model for disposable curtains. The new model allows for curtain fixation and adjustment with adhesive tapes, facilitating installation and handling. This eliminated the use of plastic hooks and avoided the disposal of an average of 800 kg of this material monthly.



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Impact and Risk Management with Suppliers

[GRI 3-3]

In managing the material topic of Economic Performance, we also address supplier management, aiming to identify, understand, and mitigate the risks and impacts inherent in relationships with these business partners. Three impacts are considered the most relevant:

› Dependence on imported supplies, with potential supply disruptions due to logistical issues. Although over 90% of the Rede D'Or's purchases are from national suppliers, we have Brazilian distributors with imported products, domestic suppliers with imported raw materials, and direct imports. For strategic items, the Company negotiates exclusive stocks to ensure supply in case of delivery problems. One initiative for greater supply and distribution control was the development of the Rede D'Or's own distributor, MDR. Additionally, we have stock policies, contracts, and commercial agreements reviewed annually for value and delivery renegotiation, prioritizing process optimization.

- › Shortage of critical equipment or medications, potentially compromising patient care services. In 2024, we created the MAT&MED (materials and medications) Portfolio Management Board, with a technical team, including doctors and nurses, to define, monitor, and control a standard item list and alternatives for use in case of disruptions or non-compliance. To manage this impact, we periodically convene strategic suppliers for evaluation meetings, alignments, and feedback with key purchasing leaders. Units also have channels available for complaints directly with purchasing and portfolio areas in case of product or material non-compliance.
- › Stimulating the economy through the acquisition of materials, inputs and conducting responsible and sustainable business. In this area, we focus on sustainable purchasing ([read more on page 94](#)).

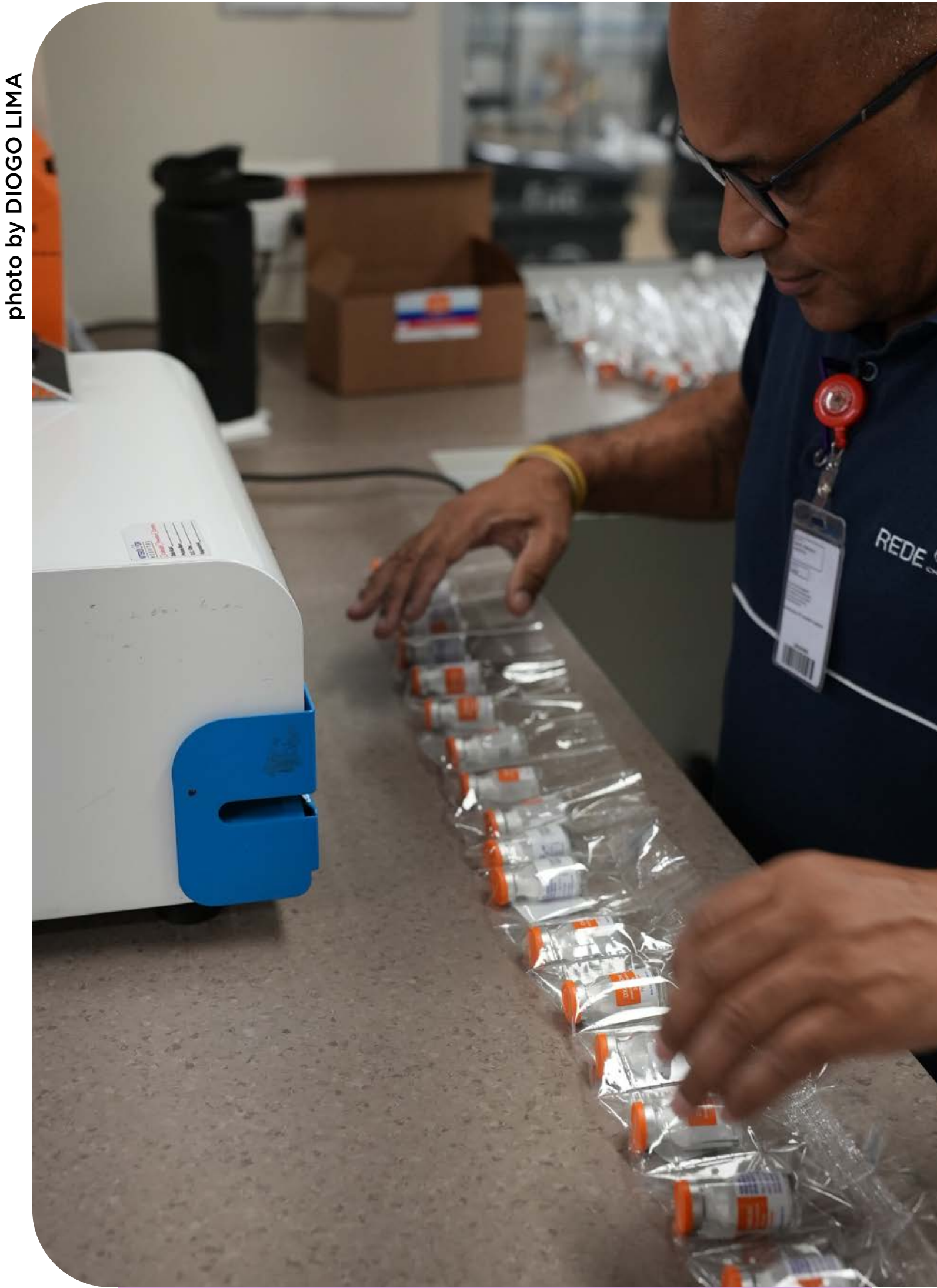


photo by DIOGO LIMA



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SOCIETY AND COMMUNITY

When we established sustainable development as one of our values and created our ESG Strategy, we deepened our focus on managing the positive and negative, direct and indirect impacts generated by the Rede D’Or’s activities in the communities near the Company’s operations and society at large.

In this context, we consider various fronts of interaction with society to mitigate potential negative impacts and enhance positive ones. In our relationship with suppliers, we prioritize local hiring, generating income and fostering the economy where we operate. We also seek to hire employees from the communities where we operate. These actions stimulate regional development, collaborating with job creation and opportunities in the Company’s value chain.

We also maintain a constant dialogue with communities to understand locally generated impacts. Together with local representatives and public authorities, we establish compensatory measures for infrastructure improvements and social investments.

Beyond these compensatory measures, defined in licensing processes ([read more on page 58](#)), we collect taxes that are important for local municipal governments. In 2024, collections totaled R\$ 3,218,693,612.

Another front of the Rede D’Or’s work with communities is supporting sports, cultural, social, educational, and healthcare access projects. We promote private social investment to drive initiatives that benefit society.



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Community Projects

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

We invest in social projects with positive impacts on society, focusing on communities in the locations where we operate. We support cultural, sports, and health promotion projects. Our work in this area is guided by the **Rede D’Or Social Responsibility Policy**, available on the Company’s IR website.

The established guidelines drive our social actions beyond regulatory compliance. We support projects approved under fiscal incentive laws that align with the eight SDGs prioritized in our ESG Strategy ([read more on page 29](#)).

Following these guidelines, we work in six areas:

- Health promotion and disease prevention;
- Healthcare access;
- Social inclusion;
- Environmental education;
- Cultural promotion; and
- Sports.

In managing this front of community engagement, we continuously monitor project results through semi-annual reports. Relevant criteria for project selection include proximity to a Company operation, the number of direct and indirect beneficiaries (prioritizing socially vulnerable individuals), the theme’s relevance for health promotion, and the long-term legacy of the initiative.

Project managers and proponents can submit initiatives approved under fiscal incentive laws to request Rede D’Or sponsorship. Annually, we open this opportunity on our [website](#). In 2024, submissions were accepted until September 15. The next submission period will be in the second half of 2025, with a deadline of September 15, 2025.

For project evaluation and selection, we rely on the support of a consultancy specialized in the topic. The final decision on sponsorships is made by the senior management after a technical evaluation prepared by the Marketing area and the contracted partner.

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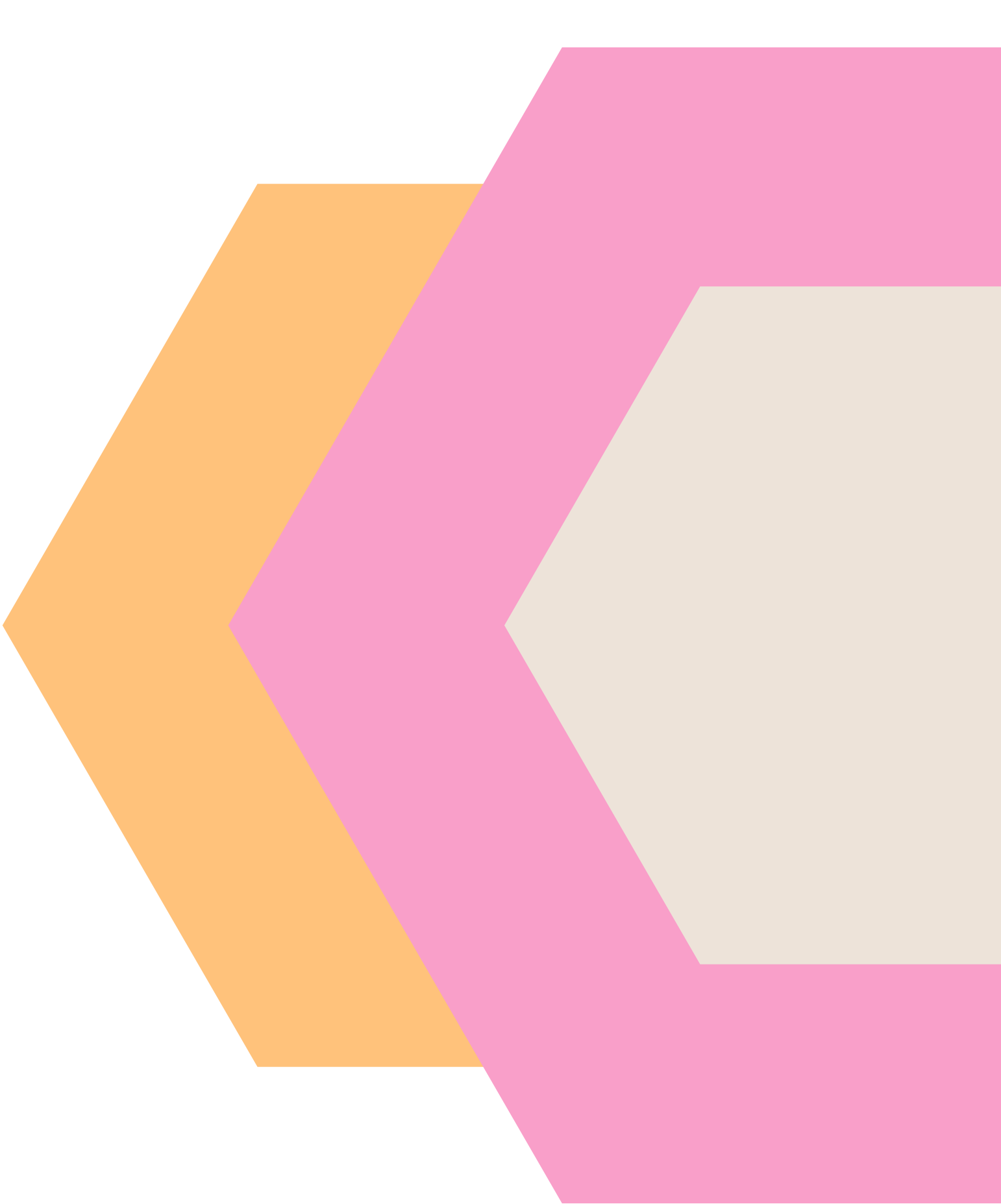


In 2024, we created a method to engage Rede D’Or employees in indicating projects for support. After a preliminary analysis of submitted initiatives by the consultancy and the Marketing area, we announce the selected projects and promote internal communication via email. Over a thousand votes were cast to choose the initiatives. The top three voted projects are prioritized in the final selection by senior management.

This year, we increased the number of supported organizations from 32 to 56. In total, 61 projects were sponsored, directly benefiting 1,809,214 people. Moreover, the paying audience for shows and events held under these initiatives was 2,673,334. The amount invested, based on fiscal incentives, was close to R\$ 29 million.

Fiscal Incentives (R\$ thousands) [GRI 201-4]	2024 ^{2 3}	2023	2022
Culture Incentive Law - Rouanet Law	8,755	6,180	5,940
Culture Incentive Law - ISS	4,695	4,669	1,371
Audiovisual Law	1,000	NA ¹	0,6
Sports Incentive	4,553	3,079	1,558
Municipal Fund for Children and Adolescents Rights (Fumcad)	2,439	0,902	2 1,531
State Council for Children and Adolescents Rights (Condeca)	NA ¹	0,106	NA ¹
Municipal Council for Children and Adolescents Rights (Funcria) and Municipal Fund for Childhood and Adolescence (FMIA)	NA ¹	0,53	NA ¹
National Elderly Fund	2,139	1,499	1,531
National Program for Support of Oncological Care (Pronon)	655	0,5	NA ¹
Worker’s Food Program (PAT)	3,507	NA ¹	NA ¹
Lei do Bem (it is a law that establishes benefits focused on the reduction of Corporate taxes.)	1,259	NA ¹	NA ¹
Total	29,003	17,465	12,531

¹ Not applicable for the year.
² The value of Private Social Investment (ISP) voluntarily carried out with the Company's own resources in the reporting year was approximately R\$ 12.1 million.
³ This amount is part of the 2024 Financial Statements under "Other," which totals R\$ 57.042 million.



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We participate in the **Worker's Food Program** (PAT), ensuring a deduction of up to 4% on IRPJ (Corporate Income tax, acronym in Portuguese) for subsidized amounts, which totaled R\$ 3.507 million in 2024. We also utilize the benefits of the Lei do Bem, which allows for reductions in IRPJ and CSLL (Social Contribution on Net Profit, acronym in Portuguese) on R&D investments, totaling R\$ 1.260 million in the year, with deductions planned for 2025.

Among the actions sponsored by Rede D'Or this year, the outstanding performance of athletes from the Brazilian Olympic delegation linked to Flamengo stands out. Their Olympic Sports project is supported by the Company. The main highlights include Gymnast Rebeca Andrade and Judoka Rafaela Silva.

See other notable projects supported by Rede D'Or in 2024:



First-Class Tennis

A project by Instituto Futuro Bom, which has received R\$ 109 thousand via the Sports Incentive Law. The goal is to offer free, regular tennis lessons to 300 children and youth from public schools in the surrounding area.

In 2024, the project enabled Vitória, a participant since 2017, to train for two weeks with one of Brazil's best professional tennis players of all time, Carlos Alberto Kirmayr, who coached great players like Gabriela Sabatini. The daughter of a single mother and a resident of Vidigal in Rio de Janeiro (RJ), she is a second-year Physical Education student with a full scholarship at Estácio University. She was the first in her family to complete high school and will be the first to graduate from college. Currently, she is an assistant professor at Instituto Futuro Bom, hired with a formal contract, and holds all Level 1 and 2 courses from the International Tennis Federation (ITF).



Apontar Cultural

A project by Instituto Apontar, which received R\$ 110 thousand via Rio de Janeiro's Culture Law. The initiative conducts an annual plan of cultural activities for 650 children and adolescents in Elementary and High School. Activities include museum visits, exhibitions, shows, concerts, and outdoor events.

Clara has participated in Instituto Apontar's activities since 2018. In 2020, during the pandemic, even without school classes, she received support to obtain a full scholarship at Escola Parque, where she completed an excellent high school. In 2022, she fulfilled her dream of studying abroad at Purdue University in the U.S. Today, she studies International Relations at PUC-RJ. In 2024, at an event hosted by the Institute, she was introduced to the Stone Company and was hired as a Young Apprentice in the impact and sustainability area of Stone Institute.



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Japeri Golfe

A project by Associação Golfe Público de Japeri, which received R\$ 120 thousand via the Sports Incentive Law. It offers free golf lessons to children and adolescents from public schools in Japeri (RJ). In addition to sports instructors, it includes psychological and physical education professional support.

Testimonial from Matheus: “My journey with Japeri Golf began in 2009. I joined as a student, seeking adaptation to a completely unfamiliar environment. Over time, I participated in activities like tutoring, physical education classes, practical golf lessons, and monthly tournaments with medals and trophies. In 2018, my last year as a student, I was privileged to receive a scholarship at Estácio de Sá University, where I studied Law. The project has opened many doors for me and certainly changed my future”.



Assistance for Critically Ill Children and Adolescents with Cancer in the Pediatric Oncology ICU at GRAACC Hospital

A project by Grupo de Apoio ao Adolescente e à Criança com Câncer, which received R\$ 150 thousand via the Childhood Law. The initiative aims at providing excellent care and medical training for children and adolescents with cancer and their families.

Miguel, a three-year-old Brazilian living in Japan since he was five months old, was diagnosed with cancer in 2020 during the pandemic. His family decided to return to Brazil for treatment. At GRAACC Hospital in São Paulo (SP), he began chemotherapy and surgery. “Every hospital team member brought love, kindness, and sympathy, being as humane as possible. Everything the best we could imagine, we found at GRAACC, for which we are deeply grateful. The hospital days were tough, but thanks to them, we celebrate our little one’s cure every month,” says Larissa, Miguel’s mother.



Longevity with Dignity: Caring, Protecting, and Promoting

A project by Lar Torres de Melo, which received R\$ 260 thousand via the Elderly Law.

Testimonial from Dona Marico, 71: “I’ve been living at Lar Torres de Melo since December 2021. I only knew the institution through the press. Due to personal reasons, I found myself alone at 69 and sought help there. I was warmly welcomed with attention and care. The initial period was very hard due to my depression. Later, I was diagnosed with a severe illness and was again supported by the health sector and doctors from the University of Fortaleza. After two years at Lar, I feel well and am in full recovery. I am deeply grateful to all the staff at this institution”.

SOCIAL ACTIONS

Each Rede D’Or unit, together with its employees and institutionally, seeks to carry out social actions that benefit the communities where we operate.

In 2024, we promoted a national mobilization to donate hospital materials and equipment, anesthesia, food baskets, computers, and IT equipment to cities in Rio Grande do Sul affected by floods in the first half of the year.

We also developed a food donation campaign, supported by doctors nationwide. The initiative, held in December and named “Doing Good Without Looking at Whom,” reinforced our commitment to social actions that help transform lives. Through this effort, we donated 5,211.6 kg of food to various entities and social projects.



Contribution to the Brazilian Health System

[GRI 203-1, 203-2, 207-1]

We actively participate in the health sector, engaging with representative entities, public authorities, and peers to promote continuous improvements in patient care and the country’s regulatory environment. We also invest in research, development, and innovation to generate solutions that improve treatments and promote population well-being.

We are associated with the Instituto D’Or de Gestão de Saúde Pública (D’Or Institute of Public Health Management), a non-profit entity qualified as a Social Health Organization (SHO), which manages the Children’s Hospital in Rio de Janeiro (RJ). The institution is dedicated exclusively to free public care for underprivileged children.

TAX COLLECTION [GRI 207-1]

Our **fiscal strategy** is guided by strict compliance with Brazilian laws, including the country’s tax rules. We have internal controls to ensure timely tax payments, generating value for society.

We continuously monitor legislative changes and seek the best practices to ensure Rede D’Or’s financial and operational sustainability, including periodic training for employees in the area. At the Company, the Executive Director is responsible for analyzing and approving the fiscal strategy.

TAX ALLOCATION (R\$)¹

	2024	2023	2022
Federal taxes, fees, and contributions	2,630,564,089 (81.7%)	2,316,822,175 (81.1%)	2,312,357,224 (84.3%)
State taxes and fees	1,079,446 (0.0%)	905,263 (0.0%)	1,880,227 (0.1%)
Municipal taxes and fees	587,050,077 (18.2%)	540,881,393 (18.9%)	429,931,448 (15.6%)
Total	3,218,693,612	2,858,608,831	2,744,168,899

¹ Only units that are part of the Rede D’Or. SulAmérica companies are not included.

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STAKEHOLDER ENGAGEMENT

[GRI 2-29]

The categories of stakeholders with which the Company engages are described in our **Stakeholder Engagement Policy**, publicly available on the Rede D'Or's website and the Investor Relations website. These relationship groups are part of the entities presented in our value chain (**read more on page 12**).

The policy establishes relational, engagement, and communication guidelines with stakeholders, aiming to create, maintain, and strengthen ethical and trusting long-term bonds, as well as serving as a guide for participatory relationship management to foster dialogue and shared value generation.

Stakeholders are engaged through communication channels and frequencies we deem most appropriate for each. Additionally, we engage relationship groups biannually through updates to our materiality matrix (**read more on page 23**).

ESG em Rede Newsletter

[GRI 405-1]

In 2024, we revamped our sustainability newsletter, transforming it into the ESG em Rede newsletter. We sought to reinforce our commitment to transparent communication and engage all Company teams in the continuous journey toward an ESG culture, with excellence in environmental, social, and governance practices.

The ESG em Rede newsletter became publicly available via the **website**, broadening access and transparency of Rede D'Or's practices.



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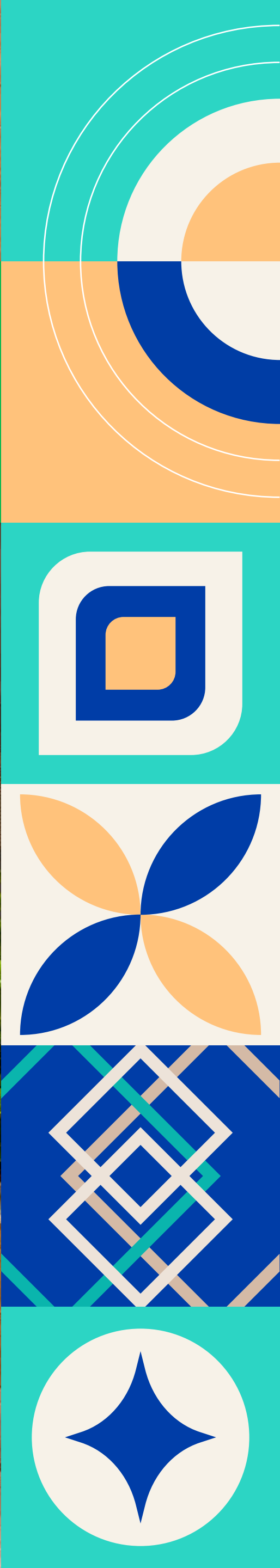
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ENVIRONMENTAL MANAGEMENT

Preserving the environment is a guideline that is part of our ESG Strategy ([read more on page 29](#)), and is expressed in the Company's vision and values ([read more on page 9](#)) and our Code of Conduct ([read more on page 40](#)). The topic's relevance is highlighted in our materiality matrix, where we present four themes in this area: Energy; Water and Effluents; Waste; and Climate Change.

To guide our actions, we rely on the [Health, Safety, and Environment Policy](#), the [Sustainability Policy](#) and the [Climate Change Policy](#). These provide guidelines for developing projects and actions in each theme. In addition to these public documents, we have dozens of environmental norms and procedures, offering technical guidance for employees and updated annually.

Guided by the norms and the materiality matrix, we have specific goals for each material topic ([read more on page 23](#)). The common point among them is seeking efficient operations, reducing natural resource consumption, and mitigating our environmental impact.

We monitor our energy, water, and waste generation consumption through the Resource Advisor tool, which provides real-time data on these indicators. In 2024, we improved data management and created an online dashboard to track progress and support eco-efficient initiatives.

The overall evaluation of generated data is conducted monthly by the corporate Sustainability and Environment team. Additionally, a semi-annual report is prepared for the Board, with a critical analysis of progress and continuous improvement ideas.

In 2024, we began using ObraSoft software for environmental audit management. It is fed with generated data for an overview of performance and non-conformities. Through the system, responsible managers at audited units receive automatic alerts to resolve potential issues and develop action plans. Its use supports audit execution.



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Awareness and Engagement

A key action in 2024 for Rede D’Or’s environmental management was the systematic implementation of initiatives to sensitize, raise awareness, and engage employees on the topic, promoting an internal sustainability culture.

The highlight was Environment Week. Its program included lectures and discussions with experts on the relationship between the health sector and environmental preservation. The goal was to provide information connecting each employee’s activities with the impacts generated, encouraging conscious attitudes in their work. This year’s main focus was waste management.

With the same strategy of showing how each employee’s actions can aid environmental preservation, we held an event at one of our Recife (PE) units to address greenhouse gas (GHG) emissions in hospitals. The initiative took place on National Climate Change Awareness Day, March 16.

Another initiative was conversation circles among corporate areas in Rio de Janeiro (RJ). The action promoted idea exchanges on initiatives to bring more operational efficiency, combining environmental preservation with better company results. For 2025, we plan to extend it to other states.

We also created the Incentiva Rede Working Group. Its goal is to work with units to disseminate environmental best practices in each. The strategy involves local employees by implementing sustainable initiatives.

Beyond these 2024 actions, we have a broad employee training and capacity-building program, with courses focused on the environmental area.

Tree Planting

About 40 employees from corporate offices in Rio de Janeiro (RJ) voluntarily participated in tree planting in Vassouras (RJ). The action was developed in partnership with Instituto Ecoflora, under the Vale Verdejante Project.

The Institute’s initiative aims to restore a degraded Atlantic Forest area. Rede D’Or purchased the saplings, all native to the biome. On the way to the planting site, employees learned about the action’s relevance, the soil protection from erosion, the CO₂ absorption, the oxygen release, and the rain cycle maintenance.

Richet: Sustainable Breakfast

At Richet Laboratories, a Rede D’Or group company, we adopted a series of sustainable actions in offering breakfast to clients:

› **Nature-Friendly Box:**

The kraft paper boxes used to pack food and drinks are made from natural, renewable fibers, using less energy and water. They are 100% recyclable and biodegradable, degrading in 60 days in natural environments.

› **Wooden Spoons:**

The spoons used in Fit and Kids snacks are made with certified wood from responsible forest management. They are compostable and biodegradable, decomposing in 60–90 days in natural environments.

› **Healthy and Sustainable Drinks:**

Breakfast beverages use 100% recyclable packaging from responsible sources with reduced carbon emissions in production.

› **Biodegradable Cups:**

All cups used in our units are 100% recyclable and biodegradable, transforming into plant nutrients like water and biomass after degradation.

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ENERGY

[GRI 3-3]

Rede D’Or’s energy consumption is linked to the operation of lighting, air conditioning, heating, water pumping, elevators, and medical equipment in our units. We include in our ESG Strategy goals ([read more on page 31](#)) to expand conscious consumption and energy efficiency in Company operations, considering “Energy” a material topic.

Our guiding norm for electrical installations is Anvisa’s Collegiate Board Resolution 50/2002. It covers planning, programming, development, and evaluation of physical projects for healthcare establishments.

In managing the topic, we identify real and potential negative and positive impacts to develop prevention and mitigation measures.

Negative impacts are linked to potential supply failures, which could interrupt services to our patients.

To prevent such situations, Rede D’Or has uninterruptible power supplies (UPS), generators, and load redistribution links between electrical distribution panels in our units. For added security, some hospitals have redundant generators, and medical equipment has internal batteries. In 2024, we ensured 100% energy availability during service interruptions by utility providers.

Our positive impacts include energy efficiency projects and purchasing energy in the Free Energy Market from renewable sources. Combined, they reduce consumption, lower acquisition costs, decrease GHG emissions, and extend equipment lifespan due to higher operational reliability.

To engage employees in energy-saving actions, we conduct several training and communications on the topic. Maintenance professionals receive the best practice guidance and action plans for outages or energy unavailability. We also have internal norms guiding this work.



In 2024,
we ensured

100%

energy availability during
utility service interruptions



Free Energy Market

[GRI 3-3]

We exceeded, ahead of schedule, the goal of migrating 74 Rede D’Or consumer units to the Free Energy Market (MLE, acronym in Portuguese) by 2025. In 2024, we included four new units in the MLE, ending the year with 75 consumer units (allocated in 70 hospitals and medical centers). This achieved over 90% renewable energy consumption, with lower GHG emissions.

All MLE units use renewable sources, some recognized with the International Renewable Energy Certificate (I-RECs). They have incentivized energy consumption reports, applied internationally to track environmental attributes and prove the electricity consumed is from 100% clean sources.

With new MLE units in 2024, we reached a contracted volume of 35 MW average of incentivized energy. This year, we also contracted an 18 MW average of incentivized energy to meet the consumption needs of new hospitals, expansions, and migration of 52 consumer units from 2025 to December 2026, expecting 127 consumer units in the MLE.

By the end of the migration cycle, we estimate having 130 installations in the MLE, with an approximate consumption of 53 MW average, contracted for supply in the coming years.

Energy Efficiency Program

[GRI 3-3]

Our Energy Efficiency Program guides actions to promote conscious consumption. In its scope, it includes initiatives for energy, water, and fuel gas.

In energy, the main operation is the Cold-Water System Efficiency Project (CAGs, acronym in Portuguese). It ensures efficiency in cooling systems for temperature control, optimizing infrastructure and operation of the CAGs. For that, we use AI algorithms and machine learning to seek safer operation and better performance, reducing energy consumption.

To reduce natural gas consumption for water heating, we implemented a chiller heat recovery system,

reusing rejected heat to preheat water, stored in accumulation tanks for later use.

Another initiative to reduce fuel gas consumption was purchasing a heat pump using renewable electricity.

In 2024, three new units joined the CAG automation, totaling 24 already implemented, achieving a 16.7% energy consumption reduction, equivalent to 7.96 GWh. We also started the fuel gas efficiency project in two units, achieving a 32.7% natural gas reduction, equivalent to 24,557 m³.



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ENERGY CONSUMPTION REDUCTION [GRI 302-4, 302-5]

Year	Initiative	Type of Energy Saved	Total Energy Saved (MWh)	Gross Savings (R\$)	Net Savings (R\$)	Environmental benefits			Active Contracts (Quantity)	Qualitative Details of Each Benefit
						Emissions Avoided (tCO ₂ e)	Equivalence of planted trees	Consumption Reduction (%)		
2024	Automation of the Cold Water Center - Air Conditioning System	Electricity (CAG)	7,964.24	R\$ 4,505,784.83	R\$ 2,624,639.25	306.63	2.186	16.70%	24	1) Reduction of greenhouse gas emissions. 2) Mitigation of climate change impacts.
	Fuel Gas Efficiency - Heat Recovery & Heat Pump	Natural Gas	24,557	R\$ 156,251.36	R\$ 156,251.36	50.77	S/I	32.71%	2	3) Combating global warming. 4) Lower demand for natural resources to generate energy.

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Clean and Cheaper Energy

In 2024, we initiated a partnership to offer Rede D’Or employees the possibility of acquiring energy from solar sources through the Brazilian distributed generation market. This initiative not only contributes to reducing greenhouse gas emissions but also allows the company’s professionals to receive discounts of up to 25% on their electricity bills.

In 2024, 138 employees joined the partnership. This resulted in a compensated volume of 63.3 MWh.

Rede D’Or also acquired energy through distributed generation from solar sources in seven Brazilian states. A total of 3,051.9 MWh of energy was compensated across 255 low-voltage consumer units in 2024.

Additionally, we finalized the contracting of 1 MW of average energy for the migration of 23 retail consumer units starting in 2025.

Note: Each of our 24 contracts has a personalized baseline for energy reduction calculation, considering consumption profile, region, building, and equipment configuration (model and year of manufacture). We use the International Performance Measurement and Verification Protocol for energy efficiency projects.

Regarding GRI 302-5, we report that GRI 302-4 sufficiently covers it, as done in past reports, since energy efficiency projects (electricity and gas) are the energy requirements promoting consumption reduction.

We increased our absolute reduction from 5,257.40 MWh in 2023 to 7,964.25 MWh in 2024 in the efficiency projects of CAG.



Consumption and Intensity

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

To consolidate monthly data on energy consumption, we use the Resource Advisor tool from Schneider Electric. This system is integrated with regional electricity utilities, ensuring that cost and consumption information, as well as invoices, are directly input into it.

For calculating the proportions of renewable and non-renewable energy sources, since the Brazilian energy matrix’s electrical flow for 2024 was not disclosed, we adopted the average electrical flow from 2021 to 2023, published by the Energy Research Company (EPE).

In 2024, we observed an approximately 11% increase in electricity consumption compared to 2023. This was

largely due to the inclusion of new units in the measurement, as well as expansions and growth in the quantity of equipment in existing units.

In this context, we also noted an increase in total energy intensity. On a positive note, there was a decrease in non-renewable energy intensity, resulting from the expansion of energy acquisition via MLE.

ENERGY CONSUMPTION WITHIN THE ORGANIZATION - NON-RENEWABLE SOURCES

[GRI 302-1]

ENERGY CONSUMPTION WITHIN THE ORGANIZATION - NON-RENEWABLE SOURCES [GRI 302-1]		2024		2023 ⁹		2022 ^{8,9}		Comparison to Previous Report ²
		MWh ⁵	GJ ⁴	MWh ⁵	GJ ⁴	MWh ⁵	GJ ⁴	
Electricity ³	Conventional Electricity (Captive Market / Concessionaire) ³	3,750.47	13,501.70 (31%)	8,849.16	31,856.98 (54%)	18,672.55	67,221.17 (72%)	
	Diesel (generators)	8,277.08	29,797.47 (69%)	7,517.75	27,063.91 (46%)	-	25,862.29 (28%)	
	Total Electricity	12,027.55	43,299.17 (22%)	16,366.91	58,920.89 (29%)	18,672.55	93,083.46 (42%)	
Heating	Diesel	122.09	439.52 (approx. 0%)	195.06	702.22 (aprox.0%)	-	-	
	Gasoline	863.68	3,109.25 (2%)	1,447.11	5,209.61 (4%)	-	-	
	Liquefied Petroleum Gas (LPG)	5,949.07	21,416.64 (14%)	5,420.90	19,515.22 (14%)	5,634.30	20,283.46	
	Natural Gas	34,669.06	124,808.61 (83%)	32,168.27	115,805.76 (82%)	30,200.77	108,722.77	
	Total heating	41,603.90	149,774.02 (78%)	39,231.34	141,232.81 (71%)	35,835.07	129,006.24 (58%)	
Cooling and Steam for Consumption and Self-Generation with Non-Renewable Fuels ¹		N/A						
Energy Sales ¹		N/A						
Total Energy - Non-Renewable Sources		53,631.44	193,073.19	55,598.25	200,153.70	61,691.58	222,089.70	
Non-Renewable Intensity (GJ/patient-day*) [GRI 302-3] ⁷		0.067		0.071		0.083		Decreased

*** Definition:** The term **patient-day** is a metric used in healthcare to quantify the total number of days patients remained hospitalized during a given period.
Formula: $\Sigma \text{Patient-day} = (\text{patient admitted} \times \text{number of hospitalization days})$



ENERGY CONSUMPTION WITHIN THE ORGANIZATION - RENEWABLE SOURCES
[GRI 302-1]

ENERGY CONSUMPTION WITHIN THE ORGANIZATION - RENEWABLE SOURCES [GRI 302-1]		2024		2023		2022 ⁸		Comparison to Previous Report ²
		MWh ⁵	GJ ⁴	MWh ⁵	GJ ⁴	MWh ⁵	GJ ⁴	
Energy ³	Conventional Electricity (Captive Market / Concessionaire) ³	17,085.48	61,507.72 (5%)	54,359.14	195,692.90 (18%)	105,811.10	380,919.95 (39%)	
	Incentivized Electricity (Free Energy Market)	330,277.45	1,188,998.84 (95%)	255,667.91	920,404.48 (82%)	167,973.89	604,706.00 (61%)	
	Total electricity	347,362.93	1,250,506.56 (approx. 100%)	310,027.05	1,116,097.37 (approx.100%)	273,784.99	985,625.95 (100%)	
	Ethanol	14.03	50.52	14.83	53.37	N/A	N/A	
	Total heating	14.03	50.52 (approx. 0%)	14.83	53.37 (approx. 0%)	N/A	N/A	
Cooling and Steam for Consumption and Self-Generation with Non-Renewable Fuels ¹		N/A						
Energy Sales ¹		N/A						
Total Energy - Renewable Sources		347,376.97	1,250,557.08	310,041.87	1,116,150.75	273,784.99	985,625.95	
Renewable Intensity (GJ/patient.dia) [GRI 302-3] ⁷		0.441		0.404		0.369		Increased

TOTAL ENERGY CONSUMPTION INSIDE THE ORGANIZATION (TOTAL) [GRI 302-1]	2024		2023		2022		Comparison to Previous Report ²
	MWh ⁵	GJ	MWh ⁵	GJ	MWh ⁵	GJ	
Renewable Sources	347,376.97	1,250,557.08 (87%)	310,041.87	1,116,150.75 (85%)	54,507.61	222,089.70 (18%)	
Non-Renewable Sources	53,631.44	193,073.19 (13%)	55,598.25	200,153.70 (15%)	273,784.99	985,625.95 (82%)	
Total	401,008.41	1,443,630.27	365,640.13	1,316,304.45	328,292.60	1,207,715.65	
GJ/patient-day [GRI 302-3]	0.509		0.475		0,454		Increased

¹ Not applicable (N/A). Rede D’Or does not consume fuels for cooling processes, steam generation, or promoting energy sales.

² There was a 7% increase in the organization’s energy intensity compared to previous years, mainly due to the company’s organic expansion. However, it is important to note that this occurred because of the increase in renewable energy intensity alongside a reduction in non-renewable energy consumption intensity, demonstrating the company’s commitment to adopting more environmentally appropriate energy sources.

³ We adopted the **Interactive National Energy Balance (BEN)**, as a reference, where the “Electrical Flow of Domestic Energy Supply” is segregated by renewable, non-renewable, and imported electricity (on the [website](#), select “1. Energy Analysis and Aggregated Data” and “1.14. Electrical Flow”). Thus, we estimated our electricity consumption sources based on these theoretical data for renewable and non-renewable energy. Regarding “imported electricity,” we considered it non-renewable as a precaution, as its source cannot be traced

⁴ Regarding captive energy, until the publication of this report, the electrical flow for 2024 had not been published. Therefore, we adopted the average electrical flow from 2021 to 2023 as a reference, which we intend to update in the next reporting cycle. Thus, we considered an 82% renewable electricity supply and 18% non-renewable (including imported energy), estimating 61,507.72 GJ from renewable sources and 13,501.70 GJ from non-renewable sources. In 2023, 86% renewable and 14% non-renewable electricity was supplied, resulting in estimates of 195,692.90 GJ from renewable sources and 31,856.98 GJ from non-renewable sources, with adjustments noted in the 2023 Integrated Report [GRI 2-4]. In 2022, 85% of

renewable and 15% of non-renewable electricity was supplied, resulting in estimates of 380,919.95 GJ from renewable sources and 67,221.17 GJ from non-renewable sources.

⁵ The energy conversion factor from GJ to MWh is such that 1 kWh = 0.001 MWh and 1 kWh = 0.0036 GJ;

⁶ The energy intensity within the organization in 2023 was corrected due to the publication of that year’s electrical flow, resulting in adjustments from 0.060 GJ/patient-day to 0.404 GJ/patient-day for renewable sources and from 0.076 GJ/patient-day to 0.071 GJ/patient-day for non-renewable sources, totaling 0.475 GJ/patient-day instead of 0.136 GJ/patient-day. For 2022, the absence of the free energy market portion in renewable intensity was identified, resulting in adjustments from 0.142 GJ/patient-day to 0.369 GJ/patient-day, totaling 0.452 GJ/patient-day instead of 0.224 GJ/patient-day for energy intensity within the organization. [GRI 2-4]

⁷ Since this metric’s denominator is specific to owned hospital units, the intensity calculation considers only this business typology. In any case, the energy quantity from hospitals corresponds to practically 100% of the total value.

⁸ The values presented for Maternity Star in 2022 were only considered from May, when the unit began operations.

⁹ For M&As, consumption was considered from the month of acquisition.

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ENERGY OUTSIDE THE ORGANIZATION [GRI 302-2, 302-3]

Consumption of Non-Renewable Fuels for Upstream Transportation (GJ) ¹ [GRI 302-2]	2024	2023 ²	2022
Diesel	440.38 (14.9%)	413.97 (9.7%)	41.37 (6.7%)
Gasoline	1,602.18 (54.2%)	2,343.51 (54.9%)	572.68 (93.3%)
Natural Gas for Vehicles (NGV)	911.64 (30.9%)	1,511.35 (36.4%)	-
Total	2,954.20	4,268.83	614.05
Intensity (GJ/patient-day) [GRI 302-3] ³	0.0003	0.0002	0.0001

¹ There was no energy consumption outside the organization in downstream categories.

² There was a reduction in the consumption of non-renewable fuels for upstream transportation compared to the previous year. This reduction is attributed to greater accuracy in data control obtained from third-party companies regarding this indicator, as well as better logistical management of third-party fleets.

³ Since this metric's denominator is specific to owned hospital units, the intensity calculation considers only this business typology. In any case, the energy quantity from hospitals corresponds to practically 100% of the total value. [GRI 2-4]

Consumption of Renewable Fuels for Upstream Transportation (GJ) ² [GRI 302-2]	2024	2023 ¹	2022
Ethanol	727.78 (100%)	1,507.36 (100%)	1.79 (100%)
Total	727.78	1,507.36	1.79
Intensity (GJ/patient-day) [GRI 302-3]	~ 0.00	N/A	~ 0.00

¹ Energy intensity does not apply to this indicator in 2023, as the consumption did not occur in a hospital unit.

² Since this metric's denominator is specific to owned hospital units, the intensity calculation considers only this business typology.

CONSOLIDATED ENERGY INTENSITY [GRI 302-3]

	2024	2023	2022
Unit of measurement	GJ/patient-day	GJ/patient-day ¹	GJ/patient-day ¹
Energy intensity inside the organization ^{1,2}	0.509	0.475	0.452
Energy intensity outside the organization ^{1,2}	0.0003	0.0002	0.0001
Consolidated energy intensity ²	0.509	0.475	0.452

¹ The energy intensity within the organization in 2023 was corrected due to the publication of that year's electrical flow, resulting in adjustments from 0.060 GJ/patient-day to 0.404 GJ/patient-day for renewable sources and from 0.076 GJ/patient-day to 0.071 GJ/patient-day for non-renewable sources, totaling 0.475 GJ/patient-day instead of 0.136 GJ/patient-day. For 2022, the absence of the free energy market portion in renewable intensity was identified, resulting in adjustments from 0.142 GJ/patient-day to 0.369 GJ/patient-day, totaling 0.452 GJ/patient-day instead of 0.224 GJ/patient-day for energy intensity inside the organization. [GRI 2-4]

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WATER AND EFFLUENTS

[GRI 3-3, 303-1, 303-2, 303-5]

Conscious water consumption, aimed at reducing usage, and careful effluent treatment are practices of Rede D’Or for managing this material topic, integral to the company’s ESG goals ([read more on page 31](#)).

To guide the management of this topic, we rely on two internal regulations, which use federal and state regulations as references, such as GM Ordinance 888/2021 from the Ministry of Health, Resolution 430/2011 from the National Council for the Environment (Conama, acronym in Portuguese), and Resolution 50 from Anvisa’s Collegiate Board of Directors, which provides technical regulations for planning, programming, developing, and evaluating physical projects for healthcare establishments. The company’s objective is to operate in full compliance with legal requirements.

In managing this material topic, we identify the impacts and risks related to water consumption and effluent disposal, aiming to build actions to mitigate and monitor them.

Real negative impacts include the risk of water supply shortages by the utility and the need to treat water from wells or the concessionaire. Both situations could

lead to operational interruptions at the affected unit. As preventive measures, Rede D’Or has reservoirs capable of supporting 48 hours of consumption, with existing contracts with water treatment suppliers, periodic water quality tests, daily stock level checks, and requests for water trucks when necessary. Our goal is 100% availability.

Our positive real impact in managing this topic is maintaining the Water Efficiency Project. Through it, we installed flow reducers, a leak detection system, remote monitoring, and process optimization. We monitor the results monthly, verifying operations and reporting to unit managers to optimize the initiative.

The project, initiated in 2021, ended 2024 with 32 participating units, 17 of which joined that year. All of them already have the TDRR remote monitoring system, which uses artificial intelligence to track water consumption in real-time by analyzing building behavior and anticipating potential consumption increases that may indicate leaks or other issues, addressed immediately. The tool includes alarm devices via app, SMS, email, and WhatsApp.

In addition to these actions common to all units, each complements the project with its own initiatives, such as installing delay tanks, capturing rainwater for reuse, installing automatic faucets, and reusing water from air conditioning units.



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Complimentary, we also conduct periodic training and awareness campaigns for internal staff on the importance of conscious water consumption. The initiatives developed by the project enabled a 19.60% reduction in water consumption in 2024 at participating units, equivalent to 228,429.34 m³. This effort resulted in net savings of R\$ 8,962,780.60. [\[GRI 303-5\]](#)

For the second consecutive year, we published the CDP — Water Stress report, structured similarly to IFRS S1 requirements. As a result of our progress in this report, we achieved a B- score in 2024, compared to a C score in 2023 ([vsee the CDP — Water Stress 2024 here](#)).



Collection and Disposal

[GRI 2-25, 303-1, 303-2, 303-4]

The water used in our operations can come from three sources: utilities, artesian wells, and/or water trucks.

In all cases, we conduct periodic quality analyses through independent laboratories to verify physicochemical and microbiological potability parameters (color, turbidity, conductivity, pH, total dissolved solids, ammonia, alkalinity, hardness, total coliforms, Escherichia coli, etc.). This applies only to units with their own sewage treatment plants. For these, no occurrences violating the aforementioned parameters were found.

We define collection points for sampling strategically to represent each unit as a whole, with special attention to areas deemed critical. This ensures the quality of water supplying our hospitals.

In our hospital activities, two potential agents impact water bodies: clinical and pathological anatomy laboratories. These structures use chemical reagents and other substances to enhance contrast and optimize bacterial analysis, such as dyes.

To ensure occupational safety for employees and avoid impacts on the local ecosystem, all these inputs have Safety Data Sheets (SDS), providing guidance on proper disposal. Additionally, equipment in these areas is connected to properly stored and identified containers, preventing leaks into the sewage system. Before final disposal, complying

with all environmental and legal requirements, we treat these materials.

For proper wastewater disposal in units located in areas without effluent collection systems, Rede D’Or uses Sewage Treatment Plants. This ensures compliance with all requirements of Conama Resolution 430/2011, according to the classification of the water body where the effluent will be discharged, as well as local legislation. [\[GRI 303-2\]](#)

Rede D’Or also proactively works with suppliers to ensure compliance with all legal requirements related to water and effluents. We conduct periodic environmental audits in two stages: documentation review for legal compliance and on-site visits to verify structures and operational procedures in practice.

WATER COLLECTION, CONSUMPTION, AND DISPOSAL

[GRI 303-3, 303-4, 303-5]

To consolidate monthly data, we use the Resource Advisor tool from Schneider Electric. This system is integrated with regional water supply utilities, allowing cost and consumption information, as well as invoices, to be directly input. Newly acquired units, oncology centers, and laboratories manually report this data via a spreadsheet.



Water Collected, Consumed, and Discharged by Source ¹			2024		2023		2022		Comparison to Previous Report ⁵
			m ³	ML	m ³	ML	m ³	ML	
Water Collected [GRI 303-3] ⁴	Third-party Water (freshwater)	Concessionaire	1,967,558.02 (81.5%)	1,967.56	1,930,989.46 (60%)	1,930.99	1,750,698 (77%)	1,750.70 (77%)	
		Water Trucks	68,290.50 (2.8%)	68.29	989,489 (31%)	989.49	314,089 (14%)	314.09 (14%)	
	Groundwater (freshwater)	Artesian well	379,569.86 (15.7%)	379.57	308,660 (9%)	308.66	214,316 (9%)	214.32 (9%)	
	Total Water Collection		2,415,418.38	2,415.42	3,229,138	3,229.14	2,279,102	2,279.10	
Total Water Discharged [GRI 303-4] ²	Third-party Water (freshwater)	Concessionaire	1,574,046,416 (81.5%)	1,574.05	1,544,791	1,544.79	1,400,558	1,400.56	
		Water Trucks	54,632.4 (2.8%)	54.63	791,591	791.59	251,271	251.27	
	Water Trucks	Artesian well	303,655.89 (15.7%)	303.66	246,928	246.93	171,453	171.45	
	Total Water Discharge		1,932,334.71	1,932.33	2,583,310.22	2,583.31	1,823,281.92	1,823.28	
Total Water Consumption [GRI 303-5] ^{3,7}			483,083.68	483.08	645,828	645.83	455,820.48	455.82	
Consumption Intensity (m ³ /patient-day) ⁶			0.171		0.237		0.165		Reduced

¹ It is not yet possible to measure water collection and disposal in water-stressed areas, if any. It is also not possible to discriminate by freshwater categories (total dissolved solids ≤ 1,000 mg/L) and/or other water types (total dissolved solids > 1,000 mg/L).

² Since precise measurement of discharged water is not possible, we adopted the technical reference estimate “return coefficient (c)” from [ABNT NBR 9649:1986](#), which defines “C = 0.8,” where C is the “average ratio between sewage volumes produced and water effectively consumed.” Thus, we consider that 80% of collected water converts to discharged effluents, i.e., “discharged water = 0.8 x collected water.

³ Water consumption cannot be measured, so we use the rationale from GRI 303-5, where “water consumption = total water collected - total water discharged”.

⁴ For reporting to ANAHP, we adopt collected water as consumption to align our reporting with this entity’s indicators, which constitute the data published in the “[Annual Observatory](#)”.

⁵ Regarding performance, a 25% reduction in water consumption was observed in 2024 compared to 2023 (25.20%). This can be explained by the increase in units participating in the Water Efficiency Project, from 15 in 2023 to 32 in 2024, a more than 150% increase.

⁶ Since this metric’s denominator is specific to owned hospital units, the intensity calculation considers only this business typology.

⁷ In 2024, there was no change in water storage methods.



CLIMATE CHANGE

[GRI 3-3, 305-1, 305-2, 305-3, 305-4, 305-5, 305-6, 305-7]

The global healthcare sector is the fifth-largest emitter of greenhouse gases (GHG) worldwide, according to a report by **Health Care Without Harm** (HCWH). In the current scenario of accelerating climate change and extreme events caused by it, Rede D’Or is committed to the **Race to Zero Campaign** to reduce its GHG emission intensity by 36% by 2030 and achieve net-zero carbon emissions by 2050 ([read more on page 31](#)).

To achieve these goals, we adopt climate mitigation and adaptation practices. We seek to reduce our generated impacts while adopting preventive management to avoid climate change effects and extreme events that may cause interruptions or affect the quality of services we provide to our clients, making us more resilient.

In 2024, we updated our reference policy for managing this topic, the **Climate Change Policy**, available on our IR website and widely disseminated to employees, investors, service providers, patients, clients, and partners. It is approved by the Board of Directors and establishes guidelines and responsibilities. Its development considers commitments made by Rede D’Or as a signatory of the **UN Global Compact** principles and a member of the **GHG Protocol** and the **Rede Global Green and Healthy Hospitals Network**.

Its main guidelines are:

- › Consider reducing climate change impacts in planning, strategy, and investment decision-making processes.
- › Publish the GHG emissions inventory periodically, submitting it to a third-party verification.
- › Participate in working groups, committees, and voluntary programs on climate change and GHG management through sectoral and cross-sectoral debates.
- › Identify climate change risks and opportunities in the sector and Rede D’Or’s operations, considering its value chain and climate scenarios.
- › Identify opportunities in Rede D’Or’s sector (products, services, and technologies) to reduce GHG emissions and adapt to climate change.
- › Consider strategic goals for direct or indirect reduction of accounted emissions and for climate adaptation.
- › Engage entities that can directly and indirectly influence national and international climate change policies.
- › Promote transparency about climate information through standardized climate-related reports.

The Executive Board is responsible for promoting actions to meet established goals, supported by the Sustainability and Environment, Supplies, Communication, Human Resources (Internal Communication), and Corporate Risks managements. We also have the Internal Sustainability and Climate Change Committee, which monitors and anticipates global sustainability trends and provides recommendations to the Executive Board on environmental and climate topics.

In addition to the policy, we have internal regulations addressing the Internal Sustainability and Climate Change Committee, and in 2024, we established a Technical Guideline on the rational use of nitrous oxide in anesthesia.

Internally, we engage our employees on the topic through campaigns and communications about climate change. We also offer a specific training module on the subject in our Sustainability Trail at the **Rede D’Or Academy**.

Another relevant practice for managing this topic is pre-service supplier checks. These partners must meet the minimum requirements presented by Rede D’Or, which also consider actions in the climate change area.

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Assumed Commitments

We have publicly assumed several commitments with initiatives aimed at combating climate change:

- › We are signatories of the **UN Global Compact**;
- › We are members of the **Brazilian GHG Protocol Program** and the **Global Green and Healthy Hospitals Network**, where we actively participate in the Climate Working Group;
- › We respond annually to the **Corporate Sustainability Index** (ISE), questionnaire and are part of the **Carbon Efficient Index** (ICO2) of the B3;
- › We respond annually to the **Carbon Disclosure Project** (CDP) – Climate Change, with a score of C in 2024;
- › We participate in the **Race to Zero movement**, with our GHG emission reduction goals.



We are planning how to structure data and information collection for reporting under the **IFRS S2** framework (“Climate-Related Disclosure”), as determined by the Securities and Exchange Commission (CVM) for Brazilian publicly traded companies. Until the 2023 cycle, we produced a climate report ([access here](#)) structured according to the **Task Force on Climate-related Financial Disclosures** (TCFD). However, in 2024, we chose not to produce the TCFD Report, as the CDP Climate 2024 already follows the TCFD structure more comprehensively and completely, adhering to IFRS S2 requirements. The Rede D’Or 2024 CDP (score C) is available [here](#).

In our **CDP 2024** report, you can check 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.



Risk and Impact Management

[GRI 3-3]

For climate change management, we identify risks and positive and negative impacts, both potential and actual, related to the material topic, to define actions and projects. For negative impacts, we work to avoid or mitigate them when necessary. For positive impacts, we act to enhance them.

In this work, we divide actions into two types: mitigation of impacts caused by emissions from our operations; and adaptation of the Company to deal with the effects of climate change, considering climate-related scenarios.

The assessment of climate-related risks is integrated into the Company’s risk assessment process and that of its subsidiaries, as described in our Climate Risk Matrix (**PT-BR / ENG**). This modeling considers climate change risks and opportunities apart from other business risks and opportunities. However, it results from the unfolding of an already structured process, integrated into multidisciplinary risk management processes across the company.

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CLIMATE MITIGATION RISKS AND OPPORTUNITIES

Impact	Classification	Management Measures	Objectives, Targets, and Indicators	Prevention, Mitigation, and Remediation Measures
Increased CO ₂ 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. The project is in its initial phase, but we expect to significantly reduce CO ₂ eq emissions by 2030, solely by replacing nitrous oxide.	Creation of a Working Group and a Technical Chamber to implement projects to reduce nitrous oxide use. 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 ₂ into the atmosphere.	Real negative	The company is part of the free energy market and obtains I-RECs, enabling the traceability of consumed energy (read more on page 118).	Reduce greenhouse gas emissions by 2030 (read more on page 31).	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 (read more on page 126).	Development and continuous management of internal programs like the Recicla Rede (read more on page 126), through which we monitor recycling rates in the units.

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CLIMATE ADAPTATION RISKS AND OPPORTUNITIES

Impact	Classification	Management Measures	Objectives, Targets, and Indicators	Prevention, mitigation and repair measures	Engagement of Stakeholders
Political/Regulatory/Legal: Related to potential specific regulations on climate change: a) Financial economy through decarbonization projects implemented and rational/reduced consumption of natural resources; b) Emission reductions through decarbonization projects; c) Anticipation of financial contingencies imposed by regulations; d) Increased operational costs and provisioning in the short, medium, and long term for decarbonization projects imposed by regulations; e) Risk of taxation on emissions for the sector.	Positive (a, b, c) and negative (d, e) potentials	Systematic monitoring of rSystemic monitoring of regulations by various responsible areas and forecasting of legal contingencies on legal sanctions. We also have working groups related to climate, as well as multidisciplinary meetings in the Sustainability and Climate Change Commission.	Complete the internal carbon pricing project by 2025.	The Company has Sustainability, Climate Change, Human Rights and Health, Safety and Environment and Sustainable Purchasing Policies, in addition to internal regulations associated with these topics.	The measures taken may consider the engagement of internal teams and some climate-related consultancies that support us in monitoring new legislation.
Technological: Economic benefits from implementing technological and/or operational innovations that encourage the transition to a low-carbon economy: a) Reduction in operational costs through input consumption efficiency; b) Technological competitiveness; c) Increased costs due to outdated technologies.	Positive (a, b) and negative (c) real	Systemic assessment of economically and environmentally viable technological and operational innovations for reducing emissions from priority sources. Examples include the reduction of emissions of nitrous oxide (N ₂ O) and refrigerant gases.	For N ₂ O, the goal is to implement pilot projects with reduction actions in various hospitals, collect data on results, and establish individualized targets for operations. For refrigerant gases, we are in the study phase of planning and implementing operational and structural actions by 2025.		Measures taken may consider the engagement of internal teams, consultancies, and suppliers for project implementation. For climate-related projects involving nitrous oxide, measures may consider broader stakeholder engagement, including internal teams, doctors, assistance teams, consultancies, suppliers, and the scientific community.
Market: Unavailability and price changes of inputs due to climate issues: a) Expansion of vendor lists (diversification of the chain); b) Cost and emission reductions through efficiency in the supplier chain; c) Operational failures due to lack of inputs; d) Increased costs and emissions due to inefficiency in the supplier chain.	Positive (a, b) and negative (c, d) real	ESG management of the supplier chain, review of contractual clauses in legal tools.	Targets related to ESG management of the supplier chain (read more on page 93).		Measures taken may consider the engagement of internal teams, consultancies, and suppliers. A portion of suppliers is prioritized for ESG risk and opportunity management, with action plans foreseen to drive sustainability practices in the supply chain.

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Impact	Classification	Management Measures	Objectives, Targets, and Indicators	Prevention, mitigation and repair measures	Engagement of Stakeholders
Reputational: a) Positive brand exposure to clients; b) Attracting investors with climate awareness; c) Market and stakeholder confidence; d) Loss of clients; e) Loss of investors; f) Market and stakeholder distrust.	Positive (a, b, c) and negative (d, e, f) potentials	Transparency in demonstrating results, sustainability reports, and CDP (Climate) reporting.	Financial results and sustainability/ climate information are disclosed quarterly and annually, respectively.	The Company has Sustainability, Climate Change, Human Rights and Health, Safety and Environment and Sustainable Purchasing Policies, in addition to internal regulations associated with these topics.	Measures taken may consider the engagement of internal teams, financial institutions, investors, clients, and regulators.
Acute Climate Events: a) Implementation of climate adaptation infrastructure projects; b) Implementation of emergency/ contingency plans; c) Training of human resources for climate emergency preparedness; d) Loss of clients; e) Structural damages (infrastructure, machines, and equipment); f) Loss of collaborators; g) Overload of beds; h) Inefficiency in the supplier chain.	Positive (a, b, c) and negative (d, e, f, g, h) real	Infrastructure climate adaptation planning by the Works and Expansion Directorate; climate training for employees in general and planning of specific training for medical and care teams; planning for the preparation of Climate Transition Plans; maintenance of continuous support from IDOR for research into diseases related to climate change.	No objectives, targets, or indicators were established for climate adaptation of infrastructure, training, and transition plans. We plan to align these strategies within the IFRS S2 reporting schedule by the Securities and Exchange Commission (CVM).		Measures taken may consider the engagement of internal teams, consultancies, suppliers, doctors, and assistance teams.
Chronic Climate Events: a) Increase in research on acute/chronic diseases related to climate issues (respiratory, renal, cardiovascular, and vectors); b) Training of human resources for climate emergency preparedness; c) Implementation of climate adaptation infrastructure projects; d) Implementation of emergency/contingency plans; e) Expansion of planned beds; f) Loss of clients; g) Structural damages (infrastructure, machines, and equipment); h) Loss of collaborators; i) Overload of beds; j) Inefficiency in the supplier chain.	Positive (a, b, c, d, e) and negative (f, g, h, i, j) potentials				

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Study on Climate Risks and Opportunities

[GRI 201-2, SASB HC-DY-450a.1]

Complementing the impacts identified in the management of the material topic and described in the table above, we have a comprehensive study on climate risks and opportunities, which we developed in 2023 ([access here](#)).

This study was 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 developed is a preliminary step in the development of our climate risk matrix, which will provide subsidies for anticipating responses to risk costs and investment opportunities and, consequently, assessing the level of criticality identified in the risk matrix.

For physical scenarios, risks and opportunities were analyzed considering climate factors: temperature increase; heat waves; precipitation and sea level rise under the variables of economic impact; infrastructure; and health impact.

For transition scenarios, the following factors were considered: energy demand; fossil fuel consumption and nitrous oxide use in anesthesia under the variables of economic impact; image; and political/legal.

The potentially most significant impact identified from the qualitative financial analysis of these risks was structural damage caused by flooding due to sea level rise in the case of physical scenarios and nitrous oxide use in transition scenarios.

At an opportune time, we intend to review our assessment of climate-related risks and opportunities to align with the requirements of IFRS S2. With this, we will conduct a more robust and complete analysis, following the IPCC and IEA scenario methodologies, in a structure similar to what was reported in the **CDP 2024**, with qualitative and quantitative evaluation of financial effects.

See here ([PT-BR](#) / [ENG](#)) the complete assessment of climate-related risks and opportunities in the TCFD Report 2023 (Table 1), which remains the same for the current report.

D'Or Infectology: Strategic Partnership with SUS

D'Or Infectology collaborates with the Unified Health System (SUS), promoting early detection of diseases and combating resistant bacteria, considering the scenario of new challenges brought by climate change.

In 2024, Hospital São Rafael, in Salvador (BA), identified a case of cholera, a disease considered eradicated in

Brazil, and acted quickly to control its spread. This case occurred in a context of climate change: changes in rainfall and temperature patterns favor the increase in outbreaks of waterborne diseases. Within three days, the patient was isolated, a precise diagnosis was identified, and authorities were notified.

Reduction in Nitrous Oxide Use

In 2024, we created a multidisciplinary working group (WG), formed by the Sustainability and Environment, Corporate Quality, Corporate Engineering and Maintenance Department (DCEM), Works Supplies, and Medical Directorate areas, with the objectives of discussing initiatives to reduce the use of nitrous oxide (N₂O) as an anesthetic gas, monitoring the topic, and proposing action plans. During the year, four WG meetings were held.

The main actions carried out during the year were the elimination of leaks, promoted by maintenance teams, and the launch of a protocol for the rational use of nitrous oxide, aimed at the Rede D'Or's care teams.

We also promoted, in November, the Nitrous Oxide Consumption Reduction Workshop, aimed at the DCEM. The event raised awareness among collaborators about the importance of the topic and presented actions that enable the reduction of this gas' use. The pilot project developed at Hospital São Luiz Osasco (SP) was considered as an example, which sought to optimize N₂O consumption by eliminating leaks through preventive and corrective maintenance and leak tests.



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GHG Emissions

[GRI 305-1, 305-2, 305-3, 305-4, 305-5, 305-6, 305-7]

We have published the Rede D’Or GHG Emissions Inventory annually since 2016. Since 2020, we have submitted the data to an external audit and disclosed it to the Public Emissions Registry.

For the publication of our inventory in accordance with international standards, we received the Gold Seal from the **Brazilian GHG Protocol Program** (PBGHGP), for the inventory referring to the 2022, 2023, and 2024 cycles.

The seal certifies the corporate 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, the document includes all gases internationally recognized as GHGs (regulated by the Kyoto Protocol) and aligns with national and international methodologies.

EMISSIONS OF GHG SCOPOES 1, 2 AND 3

Emissions of GHG ^{1, 2, 3}	2024	2023 ¹¹	2022	2020 [Base year for emission targets] ⁷	Comparison to previous report ⁸
Scope 1 (tCO ₂ e) ⁹	76,147 (66%)	67,308 (62%)	64,785 (58%)	70,123 (69%)	
Intensity per patient-day ⁵	0.027	0.025	0.024	0.040	Increased
Scope 2 (tCO ₂ e) ⁴	Location - 19,120 Purchase choice - 10,670 (9%)	Location - 12,277 Purchase choice - 9.079 (8%)	12,537 (11%)	16,253 (16%)	Comparison to previous report ⁸
Intensity per patient-day ⁵	Location - 0.007 Purchase choice - 0.004	Location - 0.004 Purchase choice - 0.003	0.005	0.009	
Scope 3 (tCO ₂ e) ^{6, 10}	28,351 (25%)	31,113 (29%)	33,448 (30%)	15,389 (15%)	Comparison to previous report ⁸
Intensity per patient-day ⁵	0.009	0.011	0.012	0.009	
Total emissions (tCO ₂ e)	115,169	107,500	110,770	101,765	Comparison to previous report ⁸
Total carbon intensity per patient-day ⁵	0.040	0.038	0.040	0.057	

*** Definition:** The term **patient-day** is a metric used in the healthcare field to quantify the total number of days that patients were admitted to a hospital, or hospitalized, during a given period.

Formula: Patient-day=Σ(patient hospitalized x number of hospitalization days)

¹ We use the tool from the Brazilian GHG Protocol Program of Fundação Getulio Vargas (FGV), responsible for adapting the GHG Protocol method to the Brazilian context and developing calculation tools for GHG emission estimates. The calculation tools provided use identified emission sources as inputs, by scope and category according to the established metric, as well as conversion factors and emission factors. We also use a conversion tool provided by the Sustainable Hospitals Project (PHS), under the Climate Challenge, for the appropriate calculation of lubricating oils and anesthetic gases.

² The 2024 data include 114 units in total: 71 hospitals, 26 oncology centers, 12 clinical analysis laboratories, 2 research institutes, and 3 corporate offices of Rede D’Or. The data reported in 2023 includes 110 units in total: 67 hospitals, 26 oncology centers, 12 clinical analysis laboratories, 2 research institutes, and 3 corporate offices under Rede D’Or’s operational control.

³ The data obtained may include the following gases: CO₂, CH₄, N₂O and HFCS (see GRI 305-7), but do not account for emissions of gases not regulated by the Kyoto Protocol.

⁴ Since 2023, we have acquired I-RECs. In 2024, Rede D’Or acquired I-RECs to obtain the environmental attributes necessary for the electricity consumed by some of its units to be considered clean, zeroing the emissions of these units, which together equate to a consumption of 155,284.390 MWh from certified units. Following the location approach, the emission would be 19,120 tCO₂e (referring to the total consumption of 351,066.17 MWh of electricity from inventoried units). Thus, considering the purchase choice, the consolidated value of Rede D’Or’s emissions considered is 115,169 tCO₂e = Scope 1 + Scope 2 (purchase choice) + Scope 3.

⁵ GRI 305-4: The intensity calculation considers only hospital units as it is a sector-specific metric for the business typology. For the calculation, in 2020, 48 hospitals were considered; in 2022, 67 hospitals were considered (Badim and Santa Isabel units were not included); in 2023, 67 hospitals were considered; in 2024, 71 hospitals were considered. Last year, we incorrectly reported the intensities considering emissions from all business typologies. Therefore, this year, we rectified the intensities from 0.040 to 0.038 tCO₂e/patient-day for 2023; and from 0.042 to 0.040 tCO₂e/patient-day for 2022. [GRI 2-4]

⁶ For Scope 3, in 2024, the upstream categories “4. Upstream transportation and distribution (155 tCO₂e)”, “5. Waste generated in operations (26,040 tCO₂e)” and “6. Business travel (2,156 tCO₂e)”.

⁷ For transparency regarding our mitigation target performance, we continue reporting the 2020 data. The progress evaluation of these targets can be seen in the “**ESG Targets**” topic.

⁸ There was an increase in Scopes 1 and 2, justified by Rede D’Or’s organic growth, the increase in the number of inventoried units, and the maturity of units in reporting information in our indicator control. For Scope 1, it is important to note that despite having reduction actions focused on nitrous oxide (N₂O) and refrigerant gases, most nitrous oxide suspension initiatives were only implemented in the last quarter of 2024. For Scope 3, there was a reduction of approximately 9%, representing 2,761.213 tCO₂e less compared to the previous year. This reduction is largely due to the increase in units adopting organic waste composting practices and improved performance of units in recycling common waste.

⁹ Total biogenic emissions from Scope 1: 301.148 tCO₂e.

¹⁰ Total biogenic emissions from Scope 3: 2,709.876 tCO₂e.

¹¹ Emissions had been published in a consolidated manner in 2023, i.e., Rede D’Or units and SulAmérica units; since they are different business typologies, and for management, comparability, and target monitoring purposes in commitments, we chose to report only Rede D’Or units, removing emissions from SulAmérica. Thus, the data were rectified from 67,385 tCO₂e to 67,308 tCO₂e (Scope 1); from 12,450 tCO₂e to 12,277 tCO₂e (Scope 2 - Location) and 9,252 tCO₂e to 9,079 tCO₂e (Scope 2 - Purchase choice); from 107,896t tCO₂e to 107,500 tCO₂e (Scope 3).

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Analysis of GHG Emissions

[GRI 305-5]

In 2024, 114 Rede D’Or units were considered for the preparation of the Company’s Greenhouse Gas Emissions Inventory. This represents an increase of 3.6% compared to 2023. This expansion reflects the Company’s organic and sustainable growth movement ([read more on page 56](#)).

In the year, we measured 115,169 tCO₂e of GHG emissions by the Company, in the sum of Scopes 1, 2, and 3. In intensity, the result was 0.040 tCO₂e/patient.day, representing a 5.3% increase in emissions per patient.day. Compared to 2020 (0.057 tCO₂e/patient.day), the base year of our intermediate target, this means a reduction of 30.1%.

Scope 1

Rede D’Or emitted 76,147 tCO₂e of greenhouse gases referring to Scope 1 in 2024. This represents a 13% increase compared to 2023 in absolute value. In terms of intensity, measured in relation to the number of patient.days, the value was 0.027, an 8% increase compared to the previous cycle.

Scope 2

We present the results measured for Scope 2 in the GHG Emissions Inventory in two ways:

- › By location, where GHG emissions are considered according to the origin of the energy consumed; and
- › By purchase choice, where the origin of the purchased energy is considered.

In 2024, we reached 19,120 tCO₂e of GHGs in the measurement by location and 10,670 tCO₂e by purchase choice. In the first case, this represents a 55% increase compared to 2023 in absolute value and a 40% increase when evaluated per patient.day. In the second case, we recorded a 17% increase in absolute value and a 33% increase in patient.day.

Scope 3

In Scope 3, there was an 8% reduction in GHG emissions. We recorded, in 2024, 28,351 tCO₂e, while in the previous cycle, the value was 31,113 tCO₂e (a reduction of 2,762 tCO₂e, or 9%) between the years. In the comparison per patient.day, the reduction was 9%.

Emissions of Ozone-Depleting Substances (ODS) [GRI 305-6]

The substances considered in this indicator are:

- › Halon;
- › Carbon Tetrachloride (CTC);
- › Hydrochlorofluorocarbon (HCFC);
- › Chlorofluorocarbon (CFC); and
- › Methyl Bromide.

All are substances controlled by the Montreal Protocol. At Rede D’Or, we map the use of HCFC-22 gas (R22), a refrigerant gas used in air conditioning units.

According to the version of the FGV GHG Protocol calculation tool, one ton of CFC-11 is equivalent to approximately 4,660.00 tCO₂e. Thus, in 2024, we had a total of 6,373.13 tCO₂e, corresponding to approximately 0.77706 tons of CFC-11 equivalent.

Emissions of NOx, SOx, and Other Significant Atmospheric Emissions [GRI 2-4, 305-7]

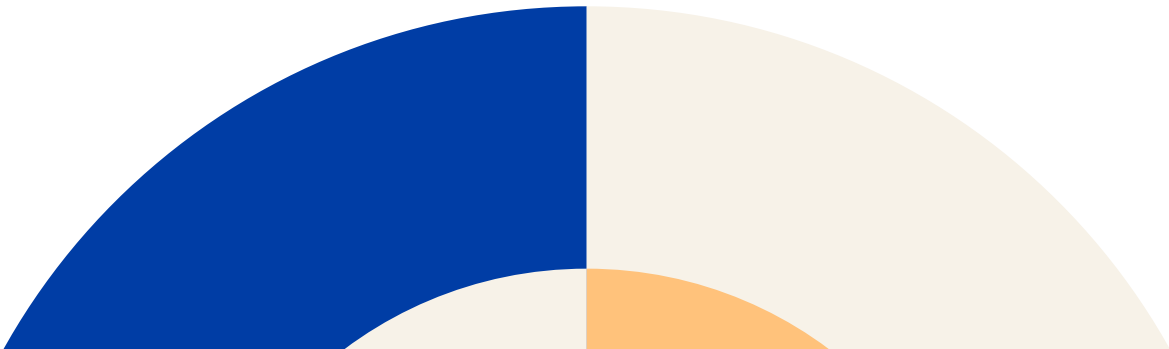
Until the previous report, we classified N₂O emissions as part of NOx. In this cycle, following the protocol “[The 1988 Sofia Protocol concerning the Control of Emissions of Nitrogen Oxides or their Transboundary Fluxes](#)”, we consider NOx as the sum of NO and NO₂.

Rede D’Or, operating in the service sector, does not have processes that result in significant atmospheric emissions, according

to this protocol, of NOx, SOx, persistent organic pollutants (POP), volatile organic compounds (VOC), hazardous air pollutants (HAP), or particulate matter (PM).

Only for comparability with the previous year, in 2024 we measured 177.37 metric tons of N₂O emitted. In 2023, it was 153.04 metric tons.

Learn more about Rede D’Or’s actions to reduce nitrous oxide use on [page 123](#).





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WASTE

[GRI 3-3, 306-2]

We operate in accordance with Brazilian waste management legislation, following the guidelines of the **National Solid Waste Policy** (12.305/2010) and **Collegiate Board Resolution** (RDC) 222/2018 of the **National Health Surveillance Agency** (Anvisa), which regulates good waste management practices in health services. Additionally, we treat the topic as a material issue, of fundamental relevance to the Company.

The Rede D'Or's focus is on reducing generation, encouraging reverse logistics, reuse, and recycling, and using recycled materials. In 2024, we invested R\$ 32 million in managing the waste inherent to our activities.

The Company's waste management involves aspects related to generation, separation, packaging, collection, storage, recycling, treatment, and final disposal, as well as the protection of public health and the environment. In these activities, we monitor indicators and manage them through the Resource Advisor system. Our **ESG target** related to the topic is to achieve a 30% recycling rate by 2030.

We have several initiatives, instruments, tools, and internal documents aimed at guiding waste management:

- › An internal normative, which provides guidelines for the preparation and management of Health Service Waste Management Plans (PGRSS) of the units;
- › The Evaluation and Development of Suppliers for the Sustainable Supply Chain;
- › Definition of Roles and Responsibilities of Those Directly or Indirectly Involved in Health Service Waste (RSS) Management; and
- › Periodic environmental audits. [GRI 2-25]

Additionally, our **Health, Safety, and Environment Policy** also addresses the Rede D'Or's commitment regarding waste management and compliance with applicable legislation.

Each Rede D'Or unit has its PGRSS approved by the competent regulatory body, which guides the conduct of surveys of environmental aspects and impacts related to waste management. Actions arising from the plan include: the promotion of campaigns and training for employees; implementation of internal and external environmental audits; allocation of a dedicated team to ensure the obtaining and renewal of the necessary environmental licenses; monthly verification of environmental indicators and recycling targets.

Putting the PGRSS into practice is an action aimed at preventing the materialization of potential negative impacts **generated by operations, which can have consequences along the value chain, both upstream and downstream.** These impacts include the transmission of diseases from pathogenic microorganisms present in infectious waste, the creation of unhealthy environments, corrosive atmospheres or fires caused by contact with incompatible materials, contamination of water sources due to improper disposal of these wastes, the saturation of sanitary landfills, and the emission of greenhouse gases during the decomposition process.

Action plans for the topic are prepared in each unit after conducting internal environmental audits and establishing risk classification in relation to the observations noted in this work. To monitor results and support the collection of information for the audit, we use ObraSoft (**read more on page 107**) and Resource Advisor software. They are followed by evidence, such as: waste transport manifest and final disposal certificates; recycling percentage; valid environmental licenses; and corporate recycling target by 2030 are monitored.



In 2024,
we invested

32million

in managing the waste inherent to our activities



In 2024, we implemented an innovation for monitoring the Recicla Rede Program, through which we track the progress of the recycling target in each unit. We have created a Power BI dashboard, which offers a more rigorous and strategic analysis of the targets, in addition to synchronous communication and monitoring of results. In the year, we achieved a 16% rate of total waste sent for recycling.

The evolution of waste management at Rede D'Or brings positive impacts for the Company and society. Materials addressed for recycling serve as a source of income for cooperatives that have partnerships with the company. Organic compostable waste can be used as fertilizer or inputs for animal feed.

In a direct impact for Rede D'Or, we observe that the Company's image remains preserved with the external public due to its environmental practices, including waste management. We remain in the group of companies that make up indices on the Brazilian stock exchange, such as ISE and ICO2, which require evidence of good practices and environmental history ([read more on page 107](#)).

Generation and Disposal

[GRI 306-1, 306-2, 306-3, 306-4, 306-5, SASB HC-DY-150a.1]

The activities carried out by Rede D'Or generate waste and, consequently, greenhouse gases. This impact occurs mainly in the Southeast region of Brazil, where the Company has most of its operations.

The waste generated can be non-hazardous, such as organic and inorganic, or hazardous, in the case of biological, sharps, and chemical. All of them are properly disposed of, following Brazilian legislation, according to their nature.

Non-hazardous waste that is not technically or economically viable for recycling or other forms of reuse is sent to landfills. Hazardous waste is sent to companies specialized in their treatment, with chemicals for incineration and biological and sharps, mostly, for autoclaving.

Disposable supplies are separated at the source by the hygiene teams of the units, weighed, and packaged according to the guidelines of [RDC 222/2018](#), of Anvisa. Subsequently, they are collected and treated by outsourced companies, according to the applicable treatments. These suppliers go through a homologation process to evaluate technical and legal documents, in addition to having their facilities and processes audited before hiring. To ensure that all standards continue to be met, after hiring, periodic spot audits are carried out. If they do not meet the requirements we demand, they can be disqualified.

For the consolidation of monthly data on waste generated, we use the Resource Advisor (RA) tool, from Schneider Electric. The units are responsible for entering data on the cost and generation of waste, as well as their evidence. Newly acquired units, oncology centers, and laboratories manually report the data through a spreadsheet.

In 2024, we created interactive dashboards, enabling the analysis of data entered by the units in real-time. Based on the literature of the area and scientific studies, we use this information to subsidize the implementation of strategies to reduce the waste generated in our activities. In addition, this data feeds programs already implemented, such as Recicla Rede, which manages and demonstrates the performance of the units in relation to their recycling performance.

In the year, we reached eight units sending their organic waste for composting. As a result, there was an increase in organic waste not destined for final disposal, as it was used for this practice.

We also observed an increase in the volume of discarded batteries. This is because the units carry out the disposal after accumulating significant volumes that justify their transport, considering the cost-benefit, both financial and environmental, of the logistical processes. In turn, the reduction in the generation of electronic waste may occur due to periodic equipment replacements in previous periods, eliminating the need for new acquisitions.

The increase in other waste groups is due to the increase in the number of beds and the inauguration of new hospital units.

WASTE GENERATED BY COMPOSITION (T) [GRI 306-3]

Classification	Composition	2024	2023 ^{7,10}	2022 ⁶
Group A ¹	RSS - Infectious	8,473.16 (21.2%)	8,268.02 (21.9%)	8,985.32 (22.7%)
Group B ¹	RSS - Chemicals	622.79 (1.6%)	523.16 (1.4%)	962.87 (2.4%)
Group D ¹	RSS - Common (rejects)	25,221.10 (63.1%)	24,832,71 (65.8%)	25,610.25 (64.8%)
Group E ¹	RSS - Sharps	518.64 (1.3%)	527.36 (1.4%)	759.15 (1.9%)
Hazardous Recyclables	Lamps ⁴	7.84 (~0.0%)	6.45 (~0.0%)	3.77(~0.0%)
	Batteries	12.75 (~0.0%)	4.38 (~0.0%)	2.68 (~0.0%)
	Electronics	56.96 (0.1%)	100.29 (1.3%)	85.96 (1.2%)
	Lead Apron	0.60 (~0.0%)	-	-
	Explants	0.65 (~0.0%)	-	-
	Hospital Instruments	0.19 (~0.0%)	-	-
	X-ray Film	0.02 (~0.0%)	-	-
Non-Hazardous Recyclables	Paper, metal, plastic, glass, among others	4,220.00 (10.6%)	2,984.44 (7.9%)	2,637.63 (6.7%)
	Organic	773.82 (1.9%)	478.08 (1.3%)	467.33 (1.2%)
	Hospitality Waste	49.21 (0,1%)		
Total Waste Generated (t)		39,957.74	37,724.87	39,514.96
Waste Generation Intensity (t/patient.day*) ⁸		0.0141	0.0138	0.0143
Comparison to Previous Report ²		Increased		

* **Definition:** The term **patient-day** is a metric used in the healthcare field to quantify the total number of days that patients were admitted to a hospital, or hospitalized, during a given period. **Formula:** Patient-day=Σ(patient hospitalized x number of hospitalization days)

¹ Classification of health service waste (RSS) into groups A, B, C, D, and E, according to Anvisa Resolution RDC No. 222/2018. Group C (radioactive) is not accounted for.

²There was an increase in waste generation and the organization's consolidated intensity compared to the previous year (an increase of 2.17%), mainly due to the company's organic expansion; however, it is important to note that this also occurs due to the significant increase in organic waste destined for composting and recyclable waste, demonstrating the company's commitment to adopting more environmentally appropriate practices.

³ Regarding “waste not destined for final disposal” [GRI 306-4], there is no waste classified as “preparation for reuse” or “other recovery operations.” In 2024, the total hazardous waste not destined for final disposal (recycling and coprocessing) was 79.00 tons, and for non-hazardous waste (recycling and composting) was 5,043.04 tons, totaling 5,122.04 tons. The other disposal methods cover “waste destined for final disposal” [GRI 306-5]; the company does not have waste classified as “incineration (with energy recovery),” and waste from “other disposal operations” is from autoclaving.

*These reported wastes from [GRI 306-4] and [GRI-306-5] are sent outside the organization, with no waste classified as “within the organization.” The sum of the GRI 306-4 and GRI 306-5 indicators (consolidated) is covered in GRI 306-3 (consolidated waste generated).

⁴ The lamp indicator includes fluorescent lamps and LED lamps. From 2022, it was possible to account for infectious and sharps with final disposal methods separated into “incineration (without energy recovery)” and “other disposal operations (autoclaving).”

⁶ The values presented in 2022 for Maternity Star were only considered from the month of May, when the unit began its operation.

⁷ The values presented in 2023 for the São Luiz Campinas unit were only considered from the month of March, when the unit began its operation.

⁸ As it is a metric whose denominator is specific to owned hospital units, the intensity calculation considers only this business typology. In any case, the amount of waste generated by hospitals corresponds to practically 100% of the volume.

WASTE NOT DESTINED FOR FINAL DISPOSAL (T) [GRI 306-4]

Classification	Composition	Recovery Operation (outside the organization) ³	2024	2023	2022
Hazardous Waste	Lamps ⁴	Recycling	7.84 (0.2%)	6.45 (0.2%)	3.77 (0.1%)
	Batteries		12.75 (0.2%)	4.38 (0.1%)	2.68 (0.1%)
	Electronics		56.96 (1.1%)	100.29 (2.8%)	85.96 (2.7%)
	Lead Apron		0.60 (~0.0%)	-	-
	Hospital Instruments		0.19 (~0.0%)	-	-
	X-ray Films		0.02 (~0.0%)	-	-
	Explant	Coprocessing	0.65 (~0.0%)	-	-
Non-Hazardous Waste	Food Waste	Composting	773.82 (15.1%)	478.08 (13.4%)	467.33 (14.6%)
	Paper, metal, plastic, glass, among others	Recycling	4,220.00 (82.4%)	2,984.44 (83.5%)	2,637.63 (82.5%)
	Hospitality Waste		49.21 (1.0%)	-	-
Total Waste Not Destined for Final Disposal (t)			5,122.04	3,573.63	3,197.38
Intensity of Waste Not Destined for Final Disposal (t/patient.day) ⁹			0.0018	0.0013	0.0012
Comparison to Previous Report ²			Increased		

WASTE DESTINED FOR FINAL DISPOSAL (T) [GRI 306-5]

Classification	Composition	Final Disposal Method (outside the organization) ³	2024	2023 ⁷	2022 ⁶
Hazardous Waste	RSS - Infectious ⁴	Other Disposal Operations (autoclaving)	6,422.66 (18.4%)	6,245.42 (18.3%)	5,571.15 (15.3%)
		Incineration (without energy recovery)	2,050.50 (5.9%)	2,022.60 (5.9%)	3,414.17 (9.4%)
	RSS - Chemicals	Incineration (without energy recovery)	622.79 (1.8%)	523.16 (1.5%)	962.87 (2.7%)
	RSS - Sharps ⁴	Other Disposal Operations (autoclaving)	399.22 (1.1%)	176.42 (0.5%)	411.27 (1.1%)
		Incineration (without energy recovery)	119.42 (0.3%)	350.94 (1.0%)	347.88 (1.0%)
Non-Hazardous Waste	RSS - Common (rejects)	Landfill Confinement	21,944.94 (63.0%)	24,832.71 (72.7%)	25,610.25 (70.5%)
	Organic		3,276.16 (9.4%)	-	-
Total Waste Destined for Final Disposal (t)			34,835.70	34,151.24	36,317.58
Waste Destined for Final Disposal (t/patient.day) ⁹			0.012	0.012	0.013
Comparison to Previous Report ²			Maintained		



Reverse Logistics, Reduction, Reuse, and Recycling

[GRI 306-2, 306-3]

The practice of recycling is encouraged in all our operations. We develop continuous awareness actions in this regard, in addition to initiatives such as Conscious Consumption Day and Environment Week, which address the topic.

We have a monthly monitoring tool for compliance with recycling targets, Recicla Rede.

In most of our units, we have identified bins for the collection of each type of material. We conduct educational campaigns, awareness-raising, and training to engage employees in the practice of segregation and proper disposal. For this purpose, we have a Selective Collection Guide.

One of the reuse practices we carry out is the repurposing of SMS fabric, a material used to package sterilized medical-hospital articles, for the production of eco-bags, cell phone holders, car trash bins, aprons, among others.

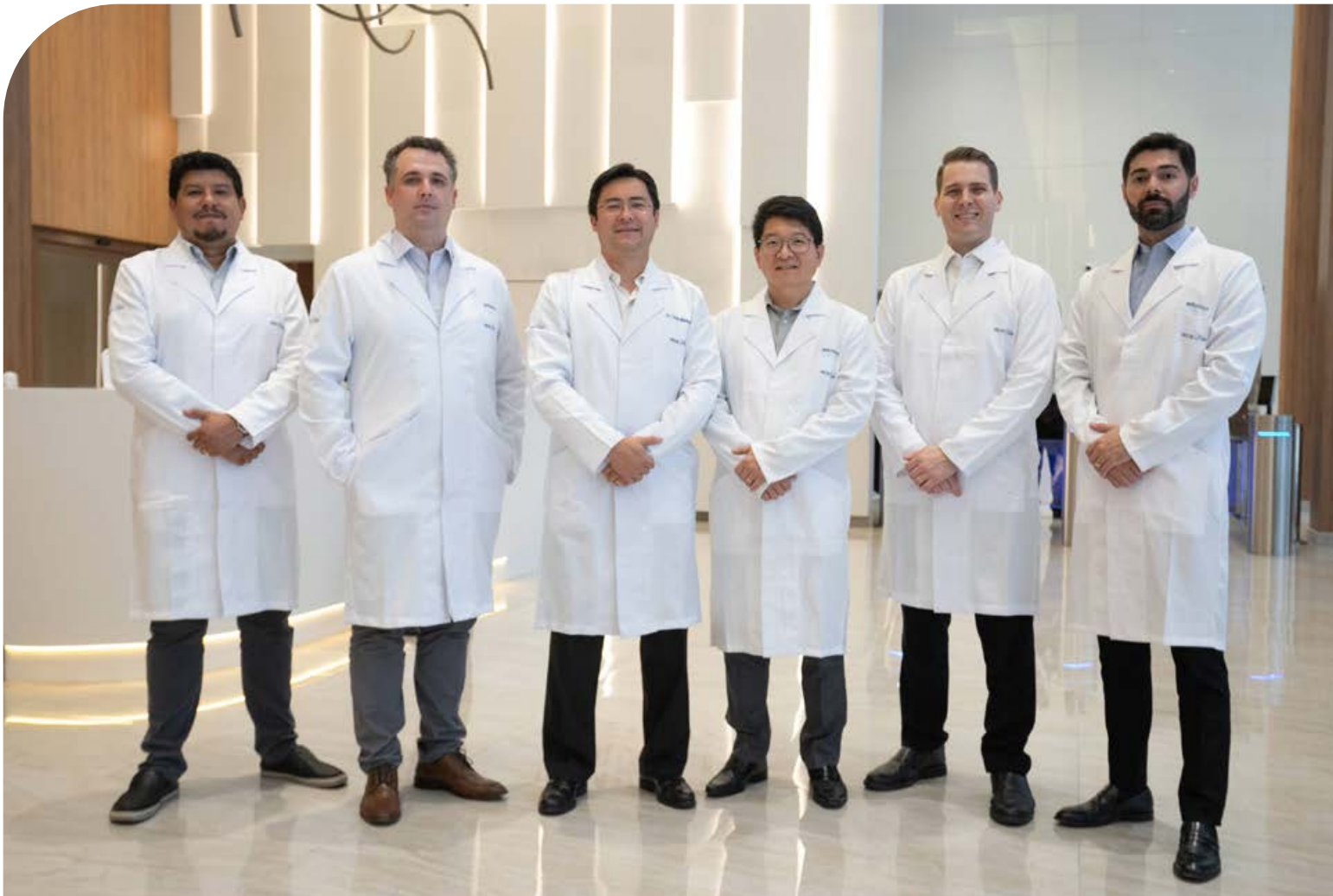
In 2024, we expanded reverse logistics initiatives with partners. Together with Steris, we implemented a pilot project in eight hospital units in the state of São Paulo to send sterilized metal tubes for recycling. Previously, these materials, used in autoclaves to test the effectiveness of

sterilization processes, were discarded as common or biological waste. For 2025, the idea is to take this initiative to more hospitals.

In the year, we boosted the partnership with Nespresso so that the coffee capsules used in our units are collected and taken to the recycling process carried out by the supplier company. The reverse logistics also involved the use of electric vehicles to transport the materials. In 2024, we reached 8,300 kilograms of collected capsules, compared to 3,913.79 kilograms in 2023.

We expanded, in 2024, another initiative with the partner company Becton Dickinson (BD), a supplier of syringes used to clean medication connections, responsible for reducing the risk of infections. This material is filled only with saline solution and does not have a needle. Therefore, it can be recycled, without the need for disposal as infectious waste. We then developed a project for BD to collect these items and send them for recycling.

We also continued the partnership with the Lindoya Verão brand. Through it, we prioritize the purchase of water bottles with less polyethylene terephthalate (PET) in their composition.



Manufacture of Hospital Uniforms

Rede D’Or standardized the use of uniforms made from mixed fabrics with recycled polyester fibers from PET bottles for all regions. In 2024, at least 59,000 PET bottles were removed from the environment through this initiative.

PET fiber is obtained from the collection, selection, and grinding of used packaging, shaping them into flakes. They undergo an extrusion process and are transformed into PET resin again. It is this resin that, through a high-tech process, becomes polyester fiber, which is combined with cotton, resulting in high-performance fabrics with a pleasant touch and a high level of comfort.



In 2024,
we collected

8,300kg

of coffee capsules
for recycling

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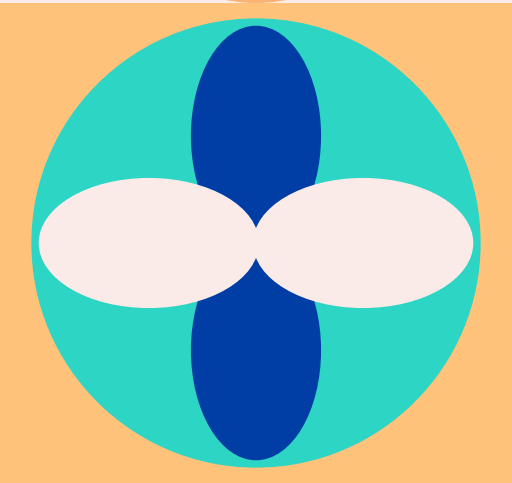
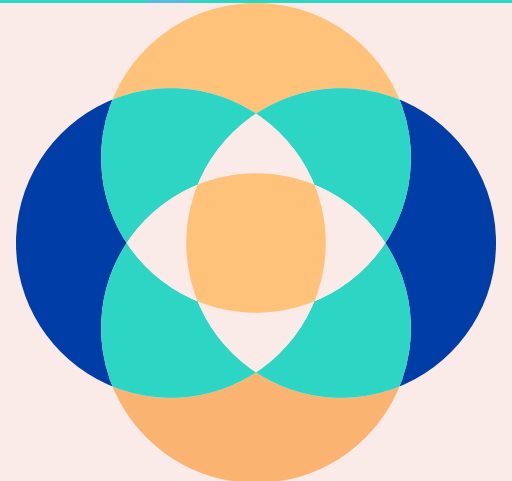
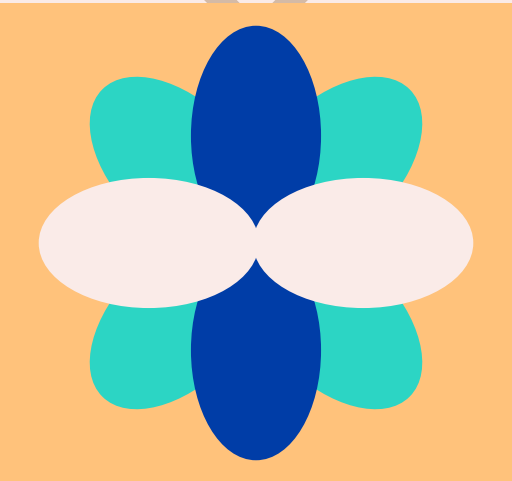
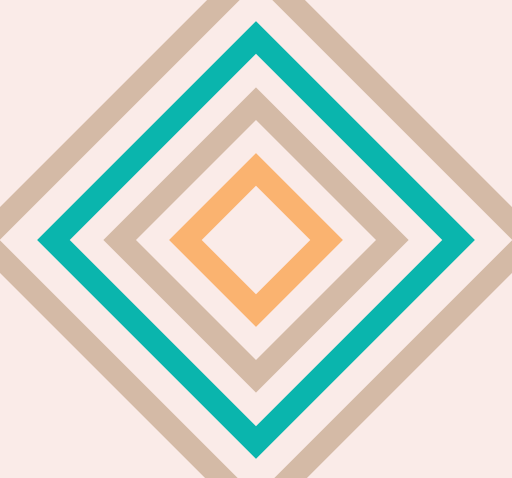
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INSTITUTO D'OR DE PESQUISA E ENSINO (IDOR)

[GRI 3-3]

Rede D'Or is the main supporter of the **Instituto D'Or de Pesquisa e Ensino (IDOR)**, a non-profit organization focused on the advancement of science and the improvement of human life conditions. Founded in 2010, IDOR brings together researchers from different backgrounds and investments to develop cutting-edge research and new technologies in the health area.

IDOR is headquartered in Rio de Janeiro (RJ), in the Botafogo neighborhood. It also has space within Hospital Glória D'Or dedicated to clinical research and teaching, and an extensive teaching area on Rua da Glória, both in the capital of Rio de Janeiro. It has units in São Paulo (SP), Salvador (BA), and Brasília (DF), which operate in an integrated manner in research, teaching, and innovation. In addition, the Institute has the support of the Rede D'Or's structure to conduct research in other Brazilian capitals.

 **TOP 10** collaborating institutions in Brazil

 **TOP 10** international collaborating institutions

Over the years, IDOR has contributed to national and international public health. Highlights of its work include understanding the role of the Zika virus in nervous system malformations, the development of new forms of dementia diagnosis, research aimed at tackling the Covid-19 pandemic, with clinical drug studies and monitoring of more than six thousand volunteers for the Oxford/Astra Zeneca study in Brazil, and, later, support for the creation of the Coronavac/Butantan and Clover immunizers.

IDOR's work is directly connected to the material topic of R&D, innovation, and health education. The organization generates real and potential positive impacts for society¹, through internally developed projects and partnerships. Its engagement with various stakeholder groups also brings collaboration in gathering inputs for the development of initiatives that ultimately improve the quality of care at the Rede D'Or.

 **More than 1.1k** international collaborations in scientific publications

¹ No relevant real or potential negative impacts were identified in this topic.



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Production and Research

[GRI 203-2, 3-3]

Investment and dedication in research and scientific production are fundamental so that, in the end, when serving our patients, we can deliver the best and most modern clinical outcomes possible. IDOR has already contributed to the scientific community and society with more than 2.3 thousand publications – 160 of which are related to Covid-19 – that received more than 69 thousand citations in internationally recognized scientific journals. From 2010 to 2024, we established partnerships in more than 80 countries.

The main scientific achievements of IDOR were the result of partnerships with important research institutions. Among the collaborations in Brazil, we highlight the work in conjunction with Fiocruz, UFRJ, Unifesp, UFBA, and USP; and among the international ones, we had the partnerships established with Stanford, UCLA, and UC Berkeley.

Neuroscience, IDOR’s area of activity since its conception, remains the highlight of its work, followed by studies in intensive therapy. Currently, our lines cover 14 research areas, with an emphasis on pediatrics, oncology, cardiology, pathology, and hematology. In 2024, we included data science and orthopedics.

An example of this multidisciplinary work, the Applied Neuropsychology Center (CNA) of IDOR has a team formed by specialists in the areas of neurology, psychiatry, speech therapy, radiology, psychology, and occupational therapy, who develop research and offer specialized multiprofessional assistance for children and adolescents with learning problems and adults and elderly people with memory difficulties or signs of dementia.

	2024	2023	2022
Number of articles published	172	192	236
Number of citations	241	324	299
Number of researchers	122	123	+100
Collaboration in countries	+80 (since 2010)	+80 (since 2010)	+80 (since 2010)
International collaborations in publications	1,472	1,100 (since 2010)	1,100 (since 2010)

Note: The indicators reported here are associated with the potential and real positive impacts identified. We are still evaluating the establishment of targets for these indicators. [GRI 3-3]



International partnerships with the highest number of publications: Monash University (Australia), King’s College (England), Oxford (England), Harvard (United States), and National Institute of Health and Medical Research - Inserm (France)

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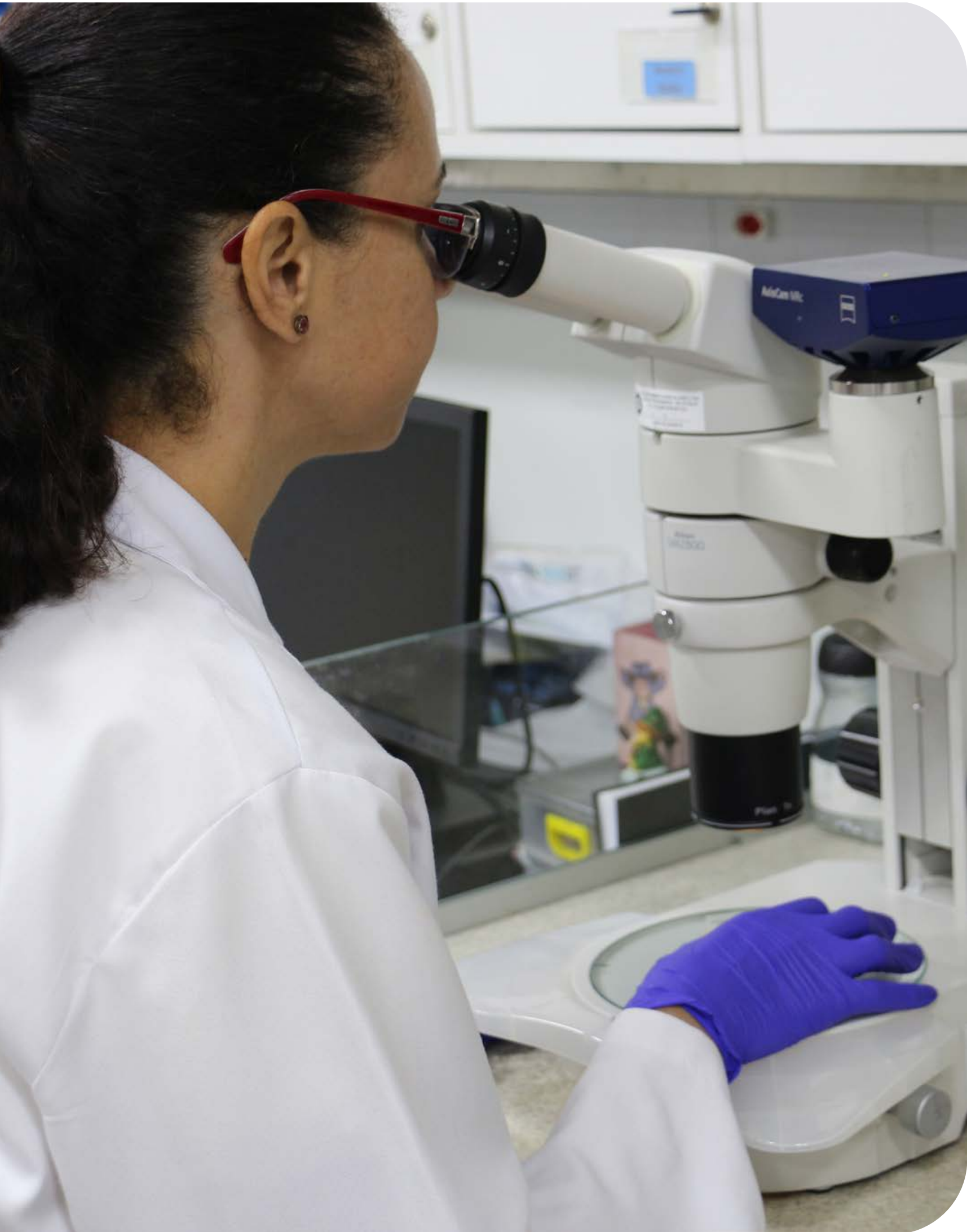
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IDOR operates through four platforms – structured areas to support research and business development, which this year took a leap in infrastructure:

- › **Translational Platform:** state-of-the-art technological resources for biochemical and molecular analyses and cellular development. They are intended for research projects focused on identifying diagnostic or prognostic biomarkers of diseases, mainly in oncology, neurology, and cardiology. This platform also supports areas involved in the development of cell therapies.
- › **Clinical Research Platform:** conducts clinical trials, with national coverage, independently and in partnership with the pharmaceutical industry.
- › **Image Acquisition and Processing Platform:** has state-of-the-art equipment for image acquisition and processing, diagnosis, and patient segmentation, fully integrated into our structure for shared analyses.
- › **Neuromodulation Platform:** composed of non-invasive brain stimulation equipment, used in clinical research in the areas of neurology and psychiatry and for clinical rehabilitation.

In total, in 2024, we developed 178 research projects. In the year, we had 57 researchers in training at IDOR.

Congresses and Symposia

[GRI 3-3]

Congresses and symposia are the major events organized by IDOR. In 2024, we held 14 events, bringing together more than 10 thousand participants. Below are the main ones:

- › International Congress of D’Or Oncology;
- › International Congress of Cardiology of Rede D’Or;
- › Valve in Rio, a symposium focused on the area of structural cardiac intervention;
- › International Symposium of Intensive Therapy of Rede D’Or;
- › International Symposia of Oncology in 5 specialties (Onco-Hemato, Uro-Oncology, Thoracic Tumors, Gastrointestinal Tumors, and Female Tumors).

PRECEPTORSHIPS AND MEETINGS

These are smaller events, structured to address specific themes for a specialized audience. Considering they are more intimate meetings, there is greater interaction between guests and speakers, with deepening of discussions.

MEETINGS AND SESSIONS

IDOR also supports the organization of meetings of various medical specialties within the Rede D’Or. These periodic meetings bring together professionals from all over Brazil in a virtual environment.

The meetings and sessions organized by IDOR throughout the year bring together more than 20 thousand participants. Among the specialties, oncology, cardiology, hepatology, palliative care, transplant, gastroenterology, and intensive therapy stand out.



Innovation

[GRI 3-3]

Innovation in the health area is another pillar of IDOR’s work. The Institution promotes Research, Development, and Innovation (PD&I) projects.

We have been accredited, since 2022, as a Unit of the Brazilian Company of Industrial Research and Innovation (Embrapii) IDOR of Medical Biotechnology. This enables the Institute to co-develop PD&I projects with the industry in the following sublines:

- › **Preclinical trials with advanced methods:** includes PD&I projects that involve advanced biological models, such as cellular models derived from induced pluripotent stem cells (iPSCs);
- › **Development of products, processes, and medical biotechnology therapies:** the priority theme is molecular and cellular biology applied to products, processes, and therapies—such as biopharmaceuticals, vaccines, monoclonal antibodies, products composed of nucleic acids (DNA and RNA), diagnostic kits, and advanced therapy products;
- › **Phase I Clinical Trials:** Studies for the evaluation of safety and tolerability of therapies and drugs for human use.

In 2024, we executed, in this context, the project “Technology Transfer and Preclinical Co-development of Advanced Therapy Product Composed of an Ophthalmic Eye Drop of Extracellular Vesicles Originating from Mesenchymal Stem Cells, Isolated from Human Adipose Tissue, for the Treatment of Dry Keratoconjunctivitis and Other Ophthalmological Indications.” The initiative is being conducted in partnership with the startup Bio STEM.

ARTIFICIAL INTELLIGENCE GRI 3-3

Artificial intelligence (AI) applied to research helps Rede D’Or in the development of innovative solutions. The intensive medicine area of the Institute has a line dedicated to the analysis of large databases of intensive care units (ICU), which is performed through machine learning.

In the case of ICUs, this optimization focuses on identifying patterns that may explain the evolution of different patient profiles, recognizing the impact of procedures, and guiding future care, to improve team performance and promote better use of the resources of these units. In the area of image research, the developed tools seek to assist in the diagnosis of various pulmonary diseases. This assistance unfolds into two investigative lines, which use different AI approaches.

In 2024, scientists from the Institute created personalized tools to aid in the interpretation of images and reading of radiological reports of the lung.

In the first line of research, the focus is the detection, characterization, and quantification of pulmonary diseases, such as pulmonary fibrosis and chronic obstructive pulmonary disease (COPD). For this objective, an AI tool is being gradually trained to identify signs of different diseases in computed tomography images of the chest, through a convolutional neural network (CNN) approach, technology used mainly for image processing and computer vision tasks.

In addition to developing tools for reading radiological images of the lung, IDOR also created a solution for reading computed tomography reports of the chest. One of the main objectives is to identify potentially cancerous pulmonary nodules in reports that had not been performed for cancer screening, especially those issued in emergency care.

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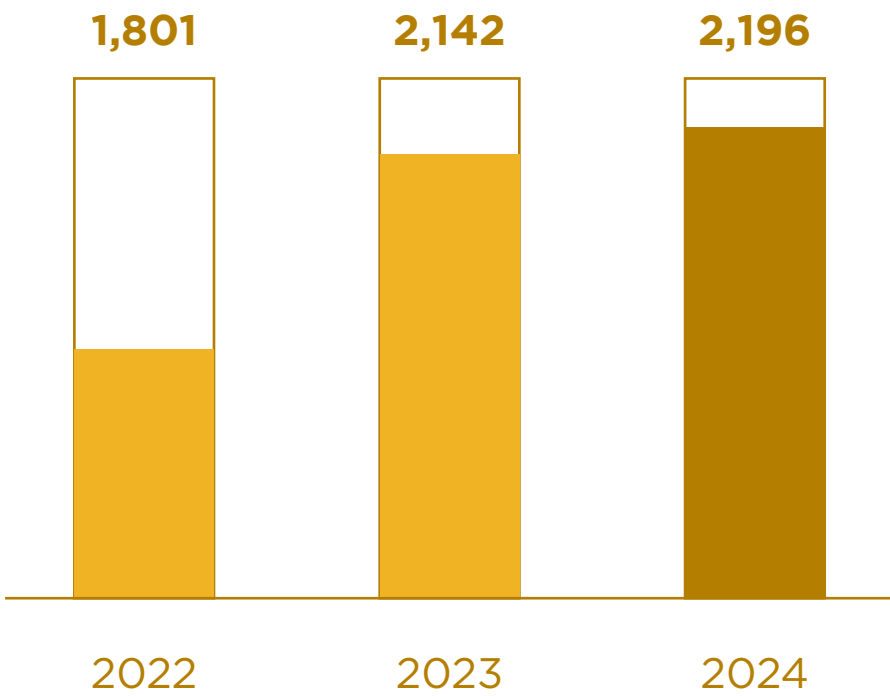
Open D'Or

IDOR receives support from **Open D'Or** in its innovation process, an agency that conducts market studies, identifies innovation opportunities, supports the capture of public and private investments, negotiates partnerships, manages RD&I projects and intellectual property assets, and encourages scientific entrepreneurship. In addition, it is actively dedicated to fostering a culture of innovation, through the IDOR Meeting of Science, Technology and Innovation, internal training, and innovation incentive policies.

	2024	2023	2022
Number of proposals submitted to innovation notices	3	4	4
Number of potential partners mapped	2,196	2,142	1,801
Number of signed contracts*	24	45	25
Number of technical visits	1	3	8
Number of prospections	14	25	19
Amount contracted in Partnership Agreements (R\$)	R\$ 629,101	R\$ 629,101	0
Number of products under development	10	10	11
Number of patent applications filed	1	1	1

*Note: contracts signed with science and technology institutes, startups, companies, and funding agencies.
The indicators reported here are associated with the potential and real positive impacts identified.
We are still evaluating the establishment of targets for these indicators. [GRI 3-3]*

POTENTIAL PARTNERS MAPPED



In 2024, the three proposals we submitted to innovation notices were approved, providing R\$ 35 million in investments.



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Faculty of Medical Sciences

[GRI 203-2]

IDOR also operates in the area of education, contributing to the training and development of doctors and other health professionals. We coordinate more than 60 Medical Residency programs and four Multiprofessional Residencies in Rede D’Or hospitals. We also maintain, since 2017, the IDOR Faculty of Medical Sciences, with different levels of training, from undergraduate to postgraduate and doctorate.

Additionally, within Rede D’Or, we coordinate dozens of continuing medical education initiatives, such as congresses, symposia, and other events, which directly impact more than 20 thousand health professionals across the country every year.

The IDOR Faculty has already trained more than 7.7 thousand professionals, and more than 1.2 thousand in 2024. The first undergraduate course offered by IDOR, Technology in Radiology, received the maximum grade from the Ministry of Education (MEC), 5, in the year. The employability rate of our students is about 90%.

SCIENCE IN SCHOOLS [GRI 3-3]

In 2024, we held the second edition of IDOR Day: Immersion in Health Careers, aimed at young people in high school and their guardians. The event featured lectures by neuroscientists Stevens Rehen and Luiz Eugenio Mello, in addition to workshops on neuroscience and behavior, first aid, mini microscopy laboratory, space biology, and innovation.

We also promoted in 2024 the Science Tour, an initiative that offers students from public schools the opportunity to experience scientific research practices. During the event, the students participated in practical activities such as DNA extraction from fruits, and brain mapping with the fNIRS technique, in addition to workshops on radiological exams, such as X-ray and magnetic resonance. The use of artificial intelligence in health and the differences between genetics and epigenetics were also addressed. These experiences allowed young people to explore the scientific and technological universe in an interactive way.

UNDERGRADUATE IN PSYCHOLOGY [GRI 3-3]

The IDOR Faculty offers an undergraduate course in Psychology. Created from an innovative learning model, it is based on a proactive, creative, humanistic, critical, and analytical view of the world and the professional’s activities.

Throughout the course, the student has the opportunity to interact with neuroscience researchers, who are references in their areas of study, and to do internships with professionals experienced in patient care.

The IDOR Faculty works in close partnership with the IDOR Neuroscience Research Center and the CNA. In addition to the guaranteed curricular internship, another differential of the course 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 way.

IDOR Education	2024	2023	2022*
Doctoral Programs	1	1	1
Postgraduate Programs (classes)	16	13	3
Undergraduate Programs	3	3	2
Academic Internship Programs in Medicine	6	6	3
Academic Internship Programs in Pharmacy	1	1	1
Medical Residency Programs	64	64	46
Multiprofessional Residency Programs	4	4	2
Health Professionals Trained	1,227	1,300	935

** Planned for 2022, but the class only started in 2023.
The indicators reported here are associated with the potential and real positive impacts identified. We are still evaluating the establishment of targets for these indicators. [GRI 3-3]*

In 2024, considering postgraduate, undergraduate, short and medium-term courses, medical and multiprofessional residency, and academic internship, we offered 103 classes in total.

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TECHNOLOGY IN ASSISTANCE

To continuously improve patient care, Rede D'Or, since its foundation, has invested in what is the most modern in the medicine area. Investments in research and new technologies in assistance are constant.

In 2024, we could count on an important technological innovation. It is the high-flow insufflator, which is applied in video or robotic surgery.

The equipment brings significant improvements to patient well-being: there is less absorption and faster elimination of CO₂, shorter surgery time, and

reduction of post-surgical pain. The insufflator has a stable pneumoperitoneum cavity and performs continuous aspiration of the surgical smoke generated by the scalpel. Currently, it is available at Hospital e Maternidade São Luiz Itaim, Vila Nova Star, Hospital São Luiz Morumbi, Copa Star, and DF Star.

We also continue to invest in the expansion of our robotic park. It is a technology that brings many benefits to patients: the procedure is more precise and less invasive, in addition to allowing shorter recovery time.



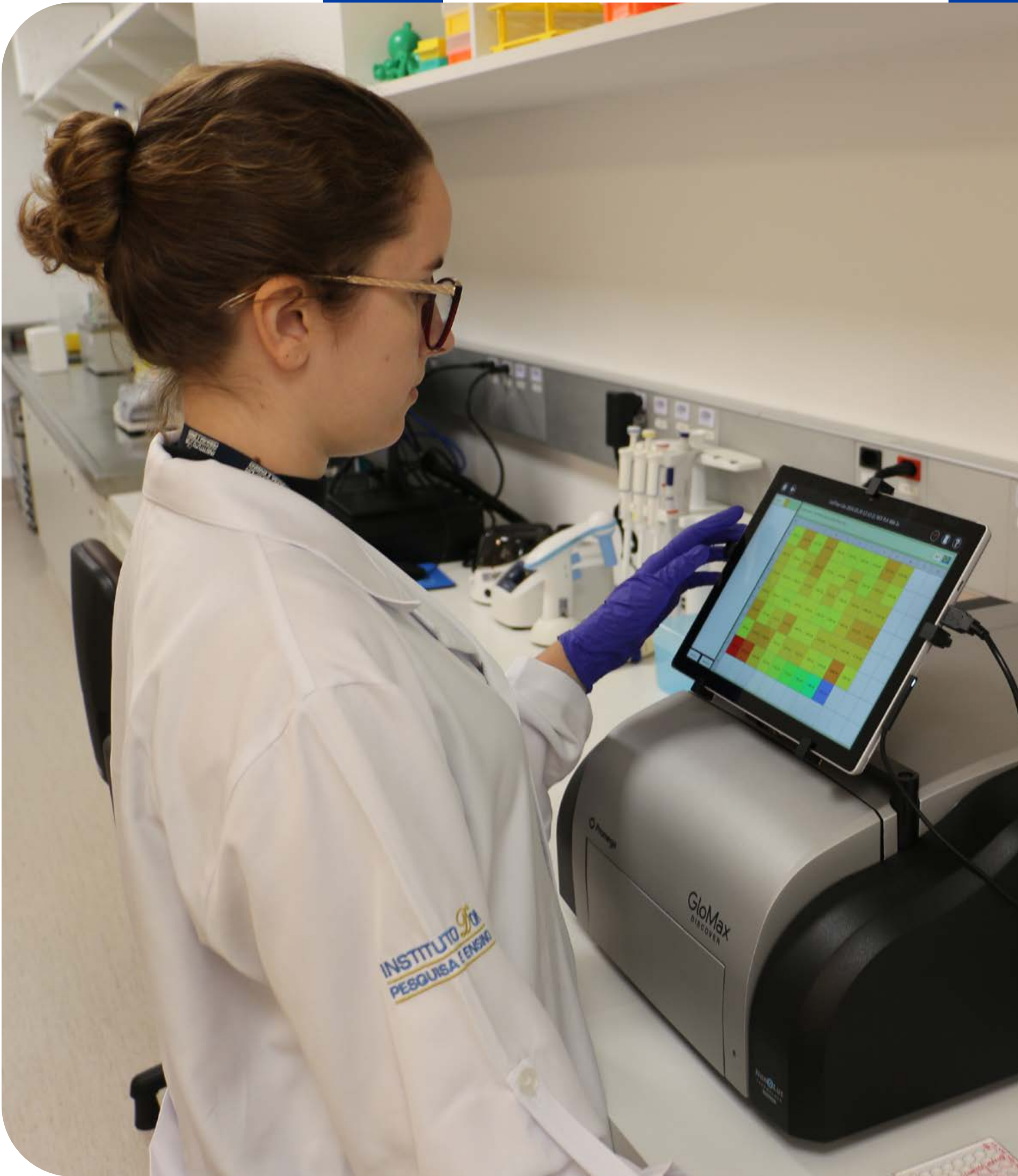
18

hospital units with robots



5,258

robotic surgeries



Artificial Intelligence

Artificial intelligence (AI) has an increasingly greater participation in the Rede D’Or’s projects, with the aim of improving precision, agility, and quality of patient care.

Applied in several phases of care, AI helped the Company to develop tracking solutions to identify oncological patients, liver patients, with endometriosis, rheumatic diseases, and other conditions, providing faster and more precise diagnoses.

In addition, we use AI to predict absences in appointments and exams, which ensures better management of the hospital schedule, reduces treatment and diagnosis time, and improves patient care.

The adoption of generative AI is another innovation. With it, comments in satisfaction surveys can be analyzed, and doctors’ access to a patient’s complete clinical history can be facilitated.

In 2024, we launched Axís Rede D’Or: a platform under development to improve medical care and patient data management. It includes the enhancement of the Clinical Viewer tool, capable of integrating, in a single base, real-time data, exam results, and health information from various systems.

The platform offers resources such as hospital census, advanced search for patients and exams, in addition to a customizable interface, designed to offer more agility, high performance, and ease of use. Axís Rede D’Or will improve the quality of care, optimize clinical decision-making, and ensure secure data integration, with the support of the Security, and Data Privacy areas.

Another novelty of 2024 was the expansion of the Hospital by Events project to new units in the regional of Rio de Janeiro, especially in oncology areas. This program provides more personalized care for oncological patients and has the support of navigator nurses, who work with the collaboration of AI. With the expansion and integration, health teams can monitor patients more closely, significantly improving the patient’s experience and the quality of their care.



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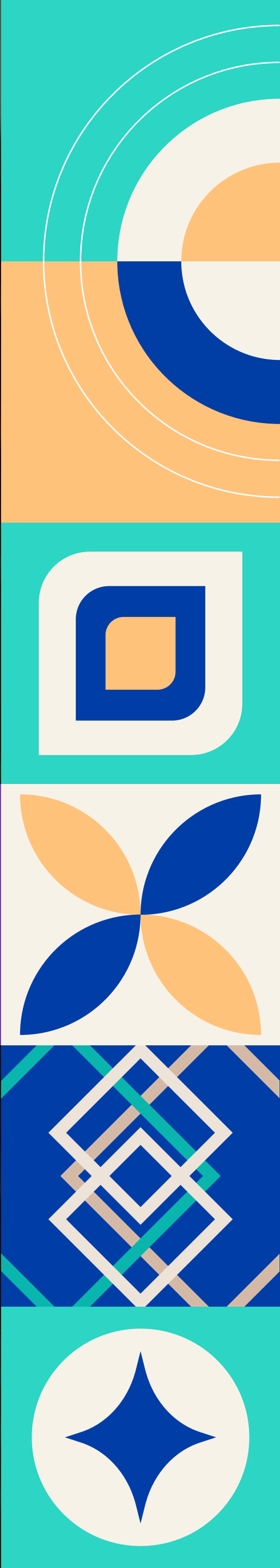
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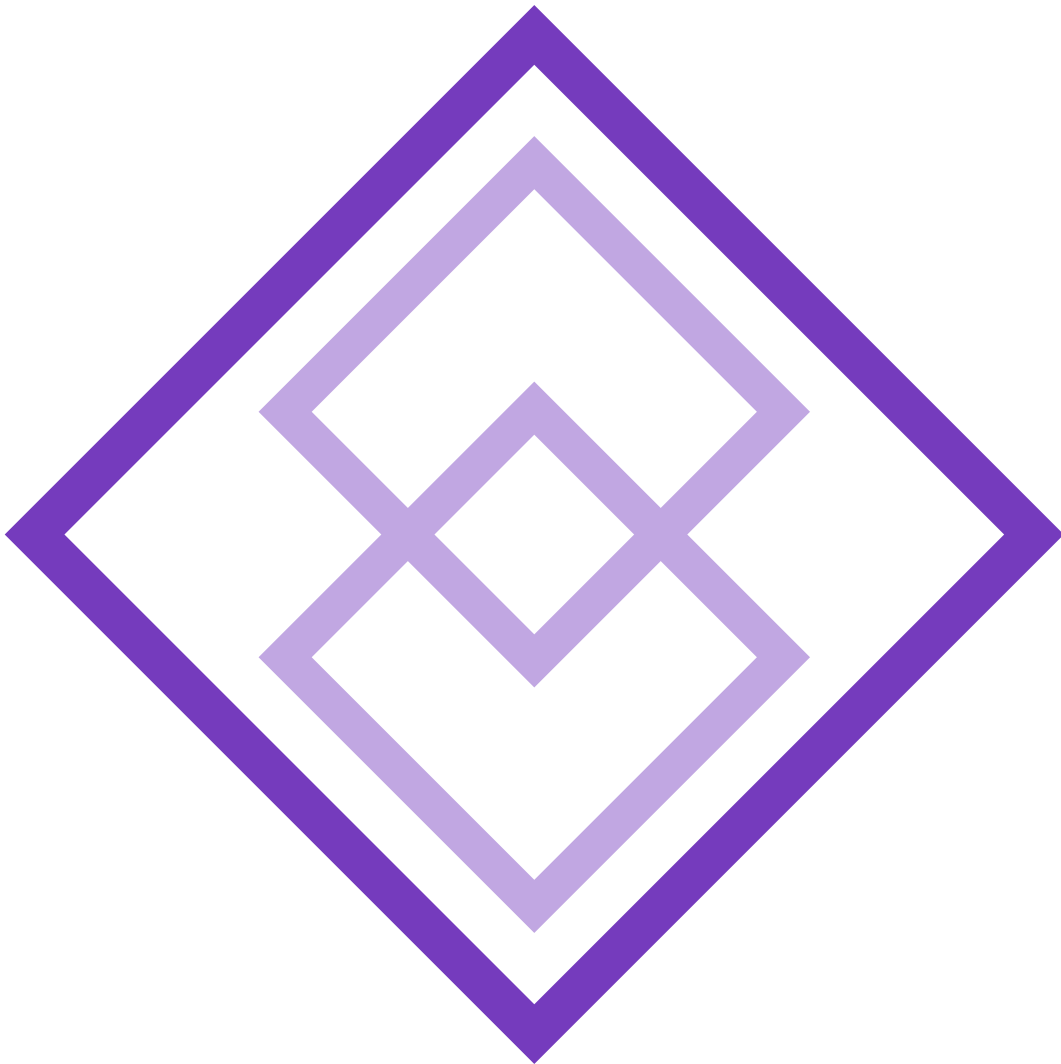
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Economic Performance	
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ECONOMIC PERFORMANCE



Note: The line “Valuation (devaluation) of investment fund shares and public and private securities” was removed from 2023, so the amount of R\$ 2,411,723 was added to the “Financial Revenues” line, which increased from R\$ 9,317,468 to R\$ 11,729,191.

[GRI 2-4]

¹ The published values are in the **Company’s Financial Statements**.

² Includes results from Rede D’Or and SulAmérica.

* Retained economic value (Economic value generated - Economic value distributed) = R\$ 53,060,544.00

VALUE ADDED DISTRIBUTION (IN R\$ THOUSANDS) [GRI 201-1]

	2024 ^{1 2}	2023	2022
Revenue	53,060,544	48,302,39	24,483,333
Sale of goods, products, and services	24,458,491	22,797,558	25,769,671
Revenue from insurance operations	29,454,827	26,719,752	-
Provision for rebates	(1,313,188)	(1,371,237)	(1,290,258)
Other revenues	460,414	156,066	3,920
Benefits and Claims	(20,121,071)	(19,263,465)	-
Expenses with benefits and redemptions	(20,121,071)	(19,263,465)	-
Inputs Acquired from Third Parties	(12,701,233)	(11,422,650)	(10,107,490)
Cost of services sold	(11,540,091)	(10,544,797)	(9,599,694)
Materials, energy, third-party services, and other expenses	(805,776)	(983,604)	(540,750)
Loss/recovery of asset values	(355,366)	105,751	32,954
Gross Value Added	40,359,311	17,616,024	14,375,843
Depreciation and Amortization	(1,633,536)	(1,500,033)	(1,404,142)
Net Value Added	18,604,704	16,115,991	12,971,701
Value Added Received in Transfer	5,812,237	9,483,233	5,729,388
Equity method result	48,864	(5,673)	46,080
Financial revenues	7,864,530	11,729,191	5,683,308
Financial result of insurance contract	(2,101,157)	(2,240,285)	-
Total Value Added	24,416,941	25,599,224	18,701,089
Value Added Distribution	(24,416,941)	(25,599,224)	(18,701,089)
Personnel and charges	(8,482,950)	(8,216,159)	(7,082,976)
Taxes, fees, and contributions	(3,077,135)	(2,211,890)	(1,554,917)
Interest, rent, and other operating expenses	(8,922,736)	(13,057,474)	(8,800,879)
Dividends and interest on equity	(1,523,329)	(899,728)	(845,661)
Retained earnings	(2,410,791)	(1,213,973)	(416,656)



INVESTMENTS

[GRI 203-1]

In 2024, our investments, excluding amounts allocated to mergers and acquisitions, reached R\$ 3,178.3 million. The value is 11% higher than that of 2023.

Investments allocated to the maintenance of our operations summed R\$ 456.5 million, equivalent to 1.6% of the net revenue of hospitals, oncology, and others recorded in the period.

We continued, in 2024, the strategy of organic and sustainable growth, with a record of deliveries of new greenfield and brownfield ventures ([read more on page 56](#)). In the year, we had an increase of 1,317 beds.

In 2024, in the mergers and acquisitions line, we recorded the values referring to the sale of D'Or Consultoria [\[GRI 2-6\]](#) and the reimbursement of the proportional amount spent on investments in Atlântica D'Or projects, as provided for in the scope of the partnership's constitution ([read more on page 15](#)).





Infrastructure

Our investments in the construction or renovation of hospitals are structured so that we have an adequate infrastructure for the most rigorous parameters of water, energy, and safety efficiency.

In this sense, we maintain a broad Energy Efficiency Program ([read more on page 110](#)), which includes actions in both the area of electric energy and the use of gas and water. We also have the Energy Efficiency Project in Chilled Water Centers (CAGs), to guarantee the maximum efficiency of the refrigeration system for air conditioning and cooling environments. All these initiatives have targets and commitments that integrate our ESG Strategy ([read more on page 29](#)).

Our building projects foresee rainwater harvesting for reuse and use for cleaning, as well as rainwater retention reservoirs to increase efficiency in the use of this natural resource. The specification of taps and sanitary ware also follows the criterion of reducing water use internally, with equipment that allows water demand up to 90% lower. The locker rooms have sanitary basins that save up to 60% of water use.

In addition, the constructions are designed for maximum use of natural lighting, reducing the demand for energy consumption. We adopt efficient LED lighting systems to generate a pleasant ambiance from the reception to the internal environments of hospitalization.

SAFETY

Our hospital projects include a smoke extraction system with motorized fire dampers for operation in case of a fire. Additionally, fire detection and alarm systems with alarm repeater panels are installed in nursing stations.

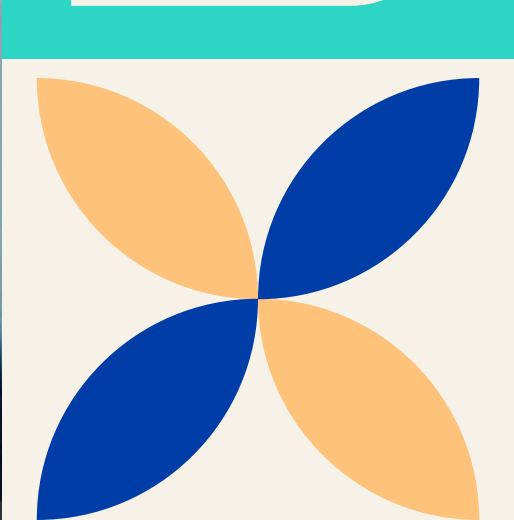
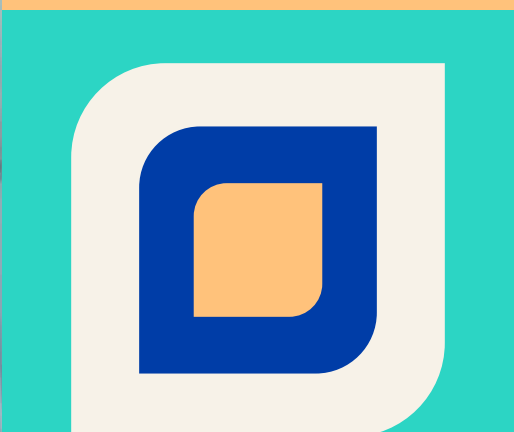
The Information and Communication Technology (ICT) systems are protected in the data processing center and air-conditioned with fine-filtered air conditioning and a no-break power system.

AIR QUALITY

Our air renewal projects follow the recommendation of the ABNT 7256 standard in all environments. The kitchen hoods have air washers and UV (ultraviolet) systems, which eliminate unpleasant odors. The kitchens are designed with negative air pressure in relation to adjacent environments, not allowing the exit of food odor to other environments or its circulation. The air conditioning system is designed with low-impact refrigerant gas, which does not harm the ozone layer and global warming. Building automation control and supervision systems with sensors are well-dimensioned. Similarly, technical centers are well-positioned for constant maintenance throughout the building's life cycle.



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TOTAL EMPLOYEES BY GENDER, WORK REGIME, AND REGION [\[GRI 2-7\]](#)

	Men						Women					
	Full-time			Part-time			Full-time			Part-time		
	Under 30 years	30 to 50 years	Over 50 years	Under 30 years	30 to 50 years	Over 50 years	Under 30 years	30 to 50 years	Over 50 years	Under 30 years	30 to 50 years	Over 50 years
North	77	60	9	0	0	0	207	274	19	0	0	0
Northeast	1,054	2,761	578	0	0	0	2,213	8,389	1,330	0	0	0
Midwest	614	729	74	0	0	0	1,626	2,288	334	0	0	0
Southeast	4,262	7,385	1,414	0	0	0	12,119	24,083	4,259	0	0	0
South	65	76	23	0	0	0	234	468	100	0	0	0
Total	6,072	11,011	2,098	0	0	0	16,399	35,502	6,042	0	0	0

Note: The data collection identified female and male genders.

TOTAL NUMBER OF EMPLOYEES BY GENDER AND REGION [\[GRI 2-7\]](#)

	Men		Total male gender by Region	Women		Total female gender by Region
	Full-time	Part-time		Full-time	Part-time	
North	146	0	146	500	0	500
Northeast	4,393	0	4,393	11,932	0	11,932
Midwest	1,417	0	1,417	4,248	0	4,248
Southeast	13,061	0	13,061	40,461	0	40,461
South	164	0	164	802	0	802
Total	19,181	0	19,181	57,943	0	57,943

Notes: Data calculation is based on headcount per unit. For the overall headcount, only 100% integrated units were considered.
The Company does not practice part-time work regimes. Employees who do not clock in are considered “without guaranteed working hours.”
The data collection identified female and male genders.

TOTAL NUMBER OF EMPLOYEES BY GENDER, AGE GROUP AND REGION GENDER [\[GRI 2-7\]](#)

Gender	2024	2023	2022
Men	19,181	17,915	18,032
Women	57,943	53,935	52,994
Total	77,124	71,850	71,026

Age Group	2024	2023	2022
Under 30 years	22,471	18,250	20,165
30 to 50 years	46,513	45,253	44,095
Over 50 years	8,140	8,347	6,766
Total	77,124	71,850	71,026

Region	2024	2023	2022
North	646	569	554
Northeast	16,325	15,485	16,208
Midwest	5,665	5,665	5,427
Southeast	966	878	766
South	53,522	49,253	48,071
Total	77,124	71,850	71,026



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

	2024				2023				2022			
Functional Category	Received communication about procedures and policies to combat corruption	%	Received training in combating corruption	%	Received communication about procedures and policies to combat corruption	%	Received training in combating corruption	%	Received communication about procedures and policies to combat corruption	%	Received training in combating corruption	%
Board Member	10	0.01%	0	0.00%	7	0.01%	0	0%	56,554	79.62%	1,176	6.77%
Director	156	0.20%	48	0.20%	148	0.21%	38	26%				
Management	446	0.58%	149	0.61%	423	0.59%	83	20%				
Supervisor	10,326	13.39%	8,834	35.95%	2,684	3.74%	591	22%			16,204	93.23%
Professional	0	0.00%	0	0.00%	0	0.00%	0	0%				
Operational	50,601	65.61%	15,543	63.25%	60,356	84.00%	14,868	25%				
Technician	0	0.00%	0	0.00%	0	0.00%	0	0%				
Total	61,539	79.79%	24,574		63,618	88,54%	15,580		56,554		17,380	

	2024				2023				2022			
Region	Received communication about procedures and policies to combat corruption	%	Received training in combating corruption	%	Received communication about procedures and policies to combat corruption	%	Received training in combating corruption	%	Received communication about procedures and policies to combat corruption	%	Received training in combating corruption	%
North	603	0.78%	153	1%	555	0.77%	132	0.85%	618	0.87%	193	1.11%
Northeast	13,909	18.03%	4,667	19%	14,089	19.61%	3,057	19.62%	14,048	19.78%	3,338	19.21%
Midwest	4,295	5.57%	1,789	7%	5,388	7.50%	1,314	8.43%	4,295	6.05%	1,628	9.37%
South	877	1.14%	842	3%	819	1.14%	141	0.91%	713	1.00%	175	1.01%
Southeast	41,855	54.27%	17,123	70%	42,770	59.53%	10,936	70.19%	36,880	51.92%	12,046	69.31%
Total	61,539	79.79%	24,574		63,621	88.55%	15,580		56,554	79.62%	17,380	

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TURNOVER [\[GRI 401-1\]](#)

	Men							
	Under 30 years		30 to 50 years		Over 50 years		Total New Hires	Total Terminations
	New Hires	Terminations	New Hires	Terminations	New Hires	Terminations		
North	58	58	24	20	1	2	83	80
Northeast	526	316	594	462	35	40	1,155	818
Midwest	364	313	191	279	4	14	559	606
Southeast	2,541	1,875	1,962	1,811	142	165	4,645	3,851
South	49	36	41	40	6	4	96	80
Total	3,538	2,598	2,812	2,612	188	225	6,538	5,435

	Women							
	Under 30 years		30 to 50 years		Over 50 years		Total New Hires	Total Terminations
	New Hires	Terminations	New Hires	Terminations	New Hires	Terminations		
North	160	107	152	135	6	4	318	246
Northeast	1,155	648	1,723	1,471	74	116	2,952	2,235
Midwest	969	760	789	857	59	72	1,817	1,689
Southeast	7,295	4,919	6,987	6,300	516	640	14,798	11,859
South	180	132	222	199	15	14	417	345
Total	9,759	6,566	9,873	8,962	670	846	20,302	16,374

	Total Employees		Hiring Rate (%)		Turnover Rate (%)	
	Men	Women	Men	Women	Men	Women
North	146	500	56.85	63.60	55.82	56.40
Northeast	4,393	11,932	26.29	24.74	22.46	21.74%
Midwest	1,417	4,248	39.45	42.77	41.11	41.27
Southeast	13,061	40,461	35.56	36.57	32.52	32.94
South	164	802	58.54	52.00	53.66	47.51
Total	19,181	57,943	34.09	35.04	31.21	31.65

Note: Data was collected by extracting tables with employee information, such as the SRA from ERP Protheus 12. This data was audited by the People Analytics team.

TOTAL NUMBER OF WORKERS WHO ARE NOT EMPLOYED, WITH WORK CONTROLLED BY THE ORGANIZATION, BY TYPE [\[GRI 2-8\]](#)

Type of Employment	2024	2023	2022
Direct Employment			
Third Parties	S/I	16,416	19,110
Indirect Employment (through a third party)			
Apprentices	951	1,083	816
Temporary Workers ¹	208	550	126
Interns	244	364	391
Total	1,403	18,413	20,443

Note: [GRI 2-4] The report includes the number of apprentices, temporary workers and interns. Apprentices and Interns: employee registration tables in the Protheus 12 system; temporary workers: control is carried out by the recruitment and selection team based on contracts signed with labor consultancies. The report for this cycle had a significant fluctuation in relation to the previous year. This occurred due to changes in the collection systems, which made it impossible to count the number of outsourced employees (line “Third parties” in the table above). We plan to conduct studies to enable this accounting in the next cycles and ensure historical comparability.
¹ The most frequent temporary workers are: nurses, nursing technicians, billing analysts and IT analysts. They perform care, technology and administrative services.

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MATERNITY/PATERNITY LEAVE [\[GRI 401-3\]](#)

	2024	2023	2022
Employees Eligible for Leave	77,124	71,850	171,026
Female	57,943	53,935	152,994
Male	19,181	17,915	18,032
Employees Who Took Leave	1,988	3,166	4,122
Female	1,984	2,730	4,126
Male	4	436	8
Employees Who Returned After Leave	1,251	3,166	4,129
Female	1,247	2,730	4,122
Male	4	436	8
Employees Still Employed 12 Months After Return	1,712	2,812	3,814
Female	1,708	2,434	3,806
Male	4	378	8
Return-to-Work Rate (%)	62.93%	100.00%	100.00%
Female	62.85%	100.00%	99.90%
Male	100.00%	100.00%	100.00%
Retention Rate of Employees Who Took Leave (%)	86.12%	88.82%	92.53%
Female	86.09%	89.16%	92.24%
Male	100.00%	86.70%	100.00%

Note: Data was collected by extracting tables with employee information, such as the SRA from ERP Protheus 12. This data was audited by the People Analytics team.

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RECRUITMENT, DEVELOPMENT, AND EMPLOYEE RETENTION

	2024						2023					
Gender	Number of Employees	Voluntary Exit	Involuntary Exit	Turnover Rate (%)	Turnover Rate (Voluntary) %	Turnover Rate (Involuntary) %	HC	Voluntary Exit	Involuntary Exit	Turnover Rate (%)	Turnover Rate (Voluntary) %	Turnover Rate (Involuntary) %
Men	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	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	77,124	14,903	6,906	28.3%	19.3%	9.0%	71,850	7,498	12,496	27.8%	10.4%	17.4%

	2024						2023					
Age Group	Number of Employees	Voluntary Exit	Involuntary Exit	Turnover Rate (%)	Turnover Rate (Voluntary) %	Turnover Rate (Involuntary) %	HC	Voluntary Exit	Involuntary Exit	Turnover Rate (%)	Turnover Rate (Voluntary) %	Turnover Rate (Involuntary) %
Under 30 years	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	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	8,140	552	519	13.2%	6.8%	6.4%	8,347	716	417	13.6%	8.6%	5.0%
Total	77,124	14,903	6,906	28.3%	19.3%	9.0%	71,850	7,498	12,496	27.8%	10.4%	17.4%

	2024						2023					
Region	Number of Employees	Voluntary Exit	Involuntary Exit	Turnover Rate (%)	Turnover Rate (Voluntary) %	Turnover Rate (Involuntary) %	HC	Voluntary Exit	Involuntary Exit	Turnover Rate (%)	Turnover Rate (Voluntary) %	Turnover Rate (Involuntary) %
North	646	239	87	50.5%	37.0%	13.5%	569	54	152	36.2%	9.5%	26.7%
Northeast	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	5,665	1,715	580	40.5%	30.3%	10.2%	5,665	639	1,670	40.8%	11.3%	29.5%
South	966	324	101	44.0%	33.5%	10.5%	878	81	200	32.0%	9.2%	22.8%
Southeast	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	77,124	14,903	6,906	28.3%	19.3%	9.0%	71,850	7,498	12,496	27.8%	10.4%	17.4%

Notes: Data was collected by extracting tables with employee information, such as the SRA from ERP Protheus 12. This data was audited by the People Analytics team.
Calculations were made considering only non-doctor employees, who are PJ.
Terminations initiated by the Company were considered voluntary, and terminations initiated by employees were considered involuntary.



TRAINING [GRI 404-1]

AVERAGE TRAINING HOURS PER YEAR,
PER EMPLOYEE, BY GENDER

Gender	2024	2023	2022
Male	4.59	4.38	5.725
Female	4.82	3.86	5.168
Total	9.80	4.25	5.58

Gender	2024	
	Total Employees	Total number of training hours offered to employees by gender
Male	19,181	87,997.42
Female	57,943	279,185.38
Total	77,124	367,182.80

Notes:

1) Trained employees were considered CLT-regime employees whose access was recorded by the platform as a unique CPF during 2024.

2) The denominator "Total Employees" reflects the employee count as of December 2024, and the numerator reflects the cumulative training hours for the position as of December 2024, considering only CLT-regime employees.

3) An increase in training hours was observed due to participation in the "Combating Sexual Violence" course. Additionally, a new SSO training track was introduced, and the scope of the Leadership Development Program (PDL) was expanded.

4) For cycles up to 2024, only distance learning (EAD) trainings were considered for GRI reporting. As an improvement for the 2025 cycle, in-person training data will also be included.

AVERAGE TRAINING HOURS PER YEAR, PER EMPLOYEE,
BY FUNCTIONAL CATEGORY

Functional Category	2024	2023	2022
Director	4.76	2.36	3.03
Management	6.62	16.42	8.36
Supervisor	8.37	11.10	10.40
Professional	5.60	4.37	6.50
Operational/ Technician	Operational: 4,14 Technician: 4,71	3.85	5.18
Total	4.76	4.25	5.58

Functional Category	2024	
	Total Employees	Total number of training hours to offer to each functional category
Director	54	519.65
Management	277	1,840.75
Supervisor	2,266	18,984.52
Professional	14,638	81,764.79
Operational	32,208	133,605.05
Technician	27,681	130,468.03
Total	77,124	367,182.80

[GRI 404-3]

	Employees eligible for performance and career development evaluation	Employees Who Received Performance and Career Development evaluation	Percentage
Male	19,181	15,225	79.38%
Female	57,943	44,534	76.86%
Total	77,124	59,759	77.48%

[GRI 404-3]

	Employees eligible for performance and career development evaluation	Employees Who Received Performance and Career Development evaluation	Percentage
Director	54	36	66.67%
Manager	277	229	82.67%
Supervisor	2,266	1,797	79.30%
Professional	14,638	11,442	78.17%
Operational	32,208	23,767	73.79%
Technician	27,681	22,488	81.24%
Total	77,124	59,759	77.48%

Note: [GRI 2-4] For this cycle, the calculation considered the Company's headcount population and not those eligible for the program. We understand that this approach adheres to GRI standards but does not reflect the premises of the current program, which considers as eligible for performance and career development reviews all CLT-regime employees and active PJ managers hired by January 31, 2024, from units incorporated by December 2024.

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DIVERSITY IN GOVERNANCE BODIES AND EMPLOYEES [GRI 405-1]

Governance Bodies	Board of Directors (Effective)	Board of Directors (Alternate)	Executive Board	Audit Committee	Fiscal Council (Effective)	Fiscal Council (Alternate)
Number of Members by Gender						
Male	6	5	6	3	3	2
Female	1	2	1	0	0	1
Total	7	7	7	3	3	3
Percentage by Gender						
Male	86%	71%	86%	100%	100%	67%
Female	14%	29%	14%	0%	0%	33%
Total	100%	100%	100%	100%	100%	100%
Number of Members by Age Group						
Under 30 years	0	0	0	0	0	0
30 to 50 years	4	2	4	0	0	2
Over 50 years	3	5	3	3	3	1
Total	7	7	7	3	3	3
Percentage by Age Group						
Under 30 years	0%	0%	0%	0%	0%	0%
30 to 50 years	57%	29%	57%	0%	0%	67%
Over 50 years	43%	71%	43%	100%	100%	33%
Total	100%	100%	100%	100%	100%	100%

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Functional Category	UNDER 30 YEARS									
	2024		2023		2022		2021		2020	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Director	0	0	0	0	0	0	s/i	s/i	s/i	s/i
Manager	2	2	2	0	1	4	3		1	1
Supervisor	43	78	34	55	47	83	42	77	49	101
Professional	560	2,239	540	2,029	620	2,290	558	2,005	603	2,103
Operational	4,144	8,749	3,337	6,747	3,672	6,884	3,445	5,872	2,910	4,789
Technician	1,323	5,331	1,125	4,381	1,320	5,244	1,224	4,697	962	3,755
Total	6,072	16,399	5,038	13,212	5,660	14,505	5,272	12,651	4,525	10,749

Functional Category	30 TO 50 YEARS									
	2024		2023		2022		2021		2020	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Director	16	9	14	7	11	9	22	16	19	3
Manager	56	161	56	140	63	140	54	113	42	88
Supervisor	549	1,323	688	1,353	628	1,247	530	1,079	441	867
Professional	2,156	8,637	2,237	8,955	2,079	8,485	2,064	7,617	1,479	5,509
Operational	4,771	10,903	4,364	9,839	4,441	9,553	4,011	8,166	3,052	6,566
Technician	3,463	14,469	3,400	14,200	3,398	14,041	3,116	12,257	2,447	9,074
Total	11,011	35,502	10,759	34,494	10,620	33,475	9,797	29,248	7,480	22,107

Functional Category	OVER 50 YEARS									
	2024		2023		2022		2021		2020	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Director	16	13	17	15	20	15	36	16	16	12
Manager	15	41	17	38	16	29	16	34	7	23
Supervisor	87	186	126	209	102	176	107	189	57	125
Professional	248	798	219	868	174	650	213	695	132	389
Operational	1,116	2,525	1,108	2,510	971	2,156	980	2,079	715	1,526
Technician	616	2,479	631	2,589	469	1,988	443	1,927	245	1,137
Total	2,098	6,042	2,118	6,229	1,752	5,014	1,795	4,940	1,172	3,212

Functional Category	PEOPLE WITH DISABILITIES									
	2024		2023		2022		2021		2020	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Director	0	0	0	0	0	0	0	0	0	0
Manager	0	3	0	3	0	2	0	0	0	0
Supervisor	5	5	4	10	3	8	3	6	1	3
Professional	16	44	17	50	15	40	18	33	8	13
Operational	309	342	38	100	317	375	320	326	241	237
Technician	43	94	301	345	33	92	33	77	19	37
Total	373	488	360	508	368	517	374	442	269	290

TOTAL WOMEN	57,943		53,935		52,994		46,839		36,068	
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TOTAL EMPLOYEES	77,124		71,850		71,026		63,703		49,245	
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% WOMEN	75.13%		75.07%		74.61%		73.53%		73.24%	
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Percentage of Employees by Vulnerable Group	Director	Manager	Supervisor	Professional	Operational	Technician
Women	41%	74%	70%	80%	69%	80%
Black	41%	36%	50%	59%	68%	72%
People with Disabilities	0%	1%	0%	0%	2%	0%
LGBTQIA+	0%	0%	0%	0%	0%	0%
Indigenous	0%	0%	0%	0%	0%	0%
50+	54%	20%	12%	7%	11%	11%

RATIO OF BASE SALARY AND REMUNERATION RECEIVED BY WOMEN TO THAT RECEIVED BY MEN

[GRI 405-2]

Functional Category	Number of Employees by Gender		Base Salary by Gender		Remuneration by Gender		Base Salary Ratio by Gender	Remuneration Ratio by Gender
	Men	Women	Men	Women	Men	Women		
Director	32	22	37,017	36,376	37,017	36,376	98%	98.27
Management	73	204	16,412	15,673	16,412	15,673	96%	95.50
Supervisor	679	1,587	2,058	1,963	2,058	1,963	95%	95.38
Professional	2,964	11,674	6,082	4,933	6,082	4,933	81%	81.11
Operational	10,031	22,177	8,861	8,049	8,861	8,049	91%	90.83
Technician	5,402	22,279	2,728	2,426	2,728	2,426	89%	88.92

Functional Category	2024		2023		2022	
	Base Salary Ratio	Remuneration Ratio	Base Salary Ratio	Remuneration Ratio	Base Salary Ratio	Remuneration Ratio
Director	98%	98%	71%	71%	88%	88%
Management	96%	96%	99%	99%	101%	101%
Supervisor	95%	95%	89%	89%	89%	89%
Professional	81%	81%	92%	92%	92%	92%
Operational	91%	91%	95%	95%	94%	94%
Technician	89%	89%	89%	89%	89%	89%

Note: the data in these tables consider all important operational units, i.e., enterprises that are part of the Company's core business, which are its hospital units.

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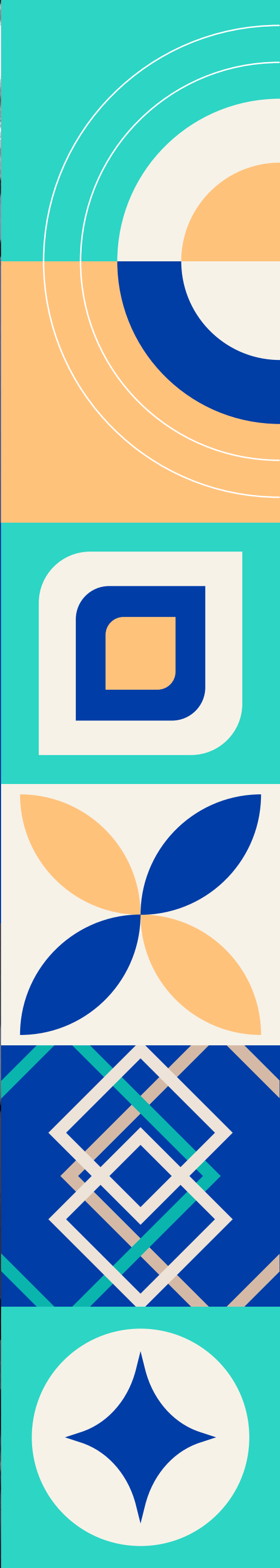
REDE D'OR

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GRI CONTENT SUMMARY

Declaration of use	Rede D’Or reported in accordance with GRI Standards for the period between January 1 and December 31, 2024.
GRI 1 Used	GRI 1: Fundamentals 2021
Applicable GRI Sector(s) Norm(s)	N/A

GRI Norm	Content	Description	Page(s)	Omission			GRI Sector Norm
				Requirement(s) omitted	Reason for omission	Explanation	
General Disclosures							
GRI 2: GENERAL DISCLOSURES 2021	2-1	Organizational details	9, 14, 36				
	2-2	Entities included in the organization’s sustainability reporting	9, 14, 22				
	2-3	Reporting period, frequency, and contact point	22				
	2-4	Restatements of information	22, 23, 81, 113, 114, 124, 125, 140, 146, 149				
	2-5	External assurance	22, 162-169				
	2-6	Activities, value chain, and other business relationships	9, 11, 13, 14, 22, 25, 93, 141				
	2-7	Employees	64, 144				
	2-8	Workers who are not employees	64, 146				
	2-9	Governance structure and composition	36, 37				
	2-10	Nomination and selection for the highest governance body	37				
	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, 39, 40, 42				
	2-13	Delegation of responsibility for managing impacts	37, 42				
	2-14	Role of the highest governance body in sustainability reporting	22, 29				

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GRI Norm	Content	Description	Page(s)	Omission			GRI Sector Norm
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General Disclosures							
GRI 2: GENERAL DISCLOSURES 2021	2-15	Conflicts of interest	48				
	2-16	Communication of critical concerns	45, 47				
	2-17	Collective knowledge of the highest governance body	39				
	2-18	Evaluation of the performance of the highest governance body	43				
	2-19	Remuneration policies	44, 67	a.iii	Unavailable information/ incomplete	We do not have policies for payment of contract termination for senior management	
	2-20	Process to determine remuneration	44, 67				
	2-21	Annual total compensation ratio	-		Confidentiality restrictions	This content is covered in item 10.3d of the Reference Form. We have chosen to omit it, as we consider the information confidential, as it is sensitive data that may compromise individual security or integrity due to the exercise of the position or function of occupation, the Company ensures the confidentiality of this information	
	2-22	Statement on sustainable development strategy	4-6				
	2-23	Policy commitments	41, 42, 46, 48, 49, 64, 71				
	2-24	Embedding policy commitments	41, 46, 48				
	2-25	Processes to remediate negative impacts	48, 49, 58, 73, 74, 94, 116, 126				
	2-26	Mechanisms for seeking advice and raising concerns	49, 68				
	2-27	Compliance with laws and regulations	49				
	2-28	Membership associations	28, 47				
	2-29	Approach to stakeholder engagement	23, 105				
2-30	Collective bargaining agreements	64					



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				Requirement(s) omitted	Reason for omission	Explanation	
Material Topics							
GRI 3: MATERIAL TOPICS	3-1	Process to determine material topics	23				
	3-2	List of material topics	23				
Material Topic: Economic Performance							
GRI 3: MATERIAL TOPICS	3-3	Management of the material topic	25, 93, 94, 95, 97				
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	140				
	201-2	Financial implications and other risks and opportunities due to climate change	123	a.v	Information unavailable/incomplete	There are no measured monetary values for the reported actions, as there is no climate adaptation plan. Only known values for energy efficiency projects and costs inherent to Free Energy Market contracts are available	
	201-3	Defined benefit plan obligations and other retirement plans	-		Not applicable	Rede D’Or makes monthly contributions to the Social Security system (INSS), which is responsible for retirement and other benefits payments to Brazilian workers	
	201-4	Financial assistance received from the government	36, 99, 100				
GRI 207: Tax 2019	207-1	Approach to tax	104				
Material Topic: Socioeconomic Impact							
GRI 3: MATERIAL TOPICS 2021	3-3	Management of the material topic	25, 58, 60, 66, 99				
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported	58, 60, 99, 104, 141				
	203-2	Significant indirect economic impacts	58, 99, 104, 132, 136				
GRI 413: Local Communities 2016	413-2	Operations with significant actual or potential negative impacts on local communities.	60				



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				Requirement(s) omitted	Reason for omission	Explanation	
Material Topics							
Material Topic: Ethics, Compliance, and Anti-Corruption							
GRI 3: MATERIAL TOPICS	3-3	Management of material topic	25, 45, 47, 48, 49				
GRI 205 Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	47				
	205-2	Communication and training about anti-corruption policies and procedures	48, 145	c	Information unavailable/incomplete	It is not possible to measure the percentage of qualified suppliers given that we are improving the traceability of these business partners, as indicated in GRI 2-8	
	205-3	Confirmed incidents of corruption and actions taken	47, 49				
Material Topic: Energy							
GRI 3: MATERIAL TOPICS	3-3	Management of material topic	25, 28, 109, 110				
GRI 302: Energy 2016	302-1	Energy consumption within the organization	112, 113				
	302-2	Energy consumption outside of the organization	112, 114				
	302-3	Energy intensity	112, 113, 114				
	302-4	Reduction of energy consumption	111				
	302-5	Reductions in energy requirements of products and services	111				
Material Topic: Water and Effluents							
GRI 3: MATERIAL TOPICS	3-3	Management of material topic	25, 28, 115				
GRI 303 Water and Effluents 2018	303-1	Interactions with water as a shared resource	115, 116				
	303-2	Management of water discharge-related impacts	115, 116				
	303-3	Water withdrawal	116, 117	a, b, c	Information unavailable/incomplete	It is not yet possible to measure water capture and disposal in areas with water stress, if any	



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Material Topics							
GRI 303 Water and Effluents 2018	303-4	Water discharge	116, 117	a,b,c	Information unavailable/incomplete	It is not yet possible to measure water capture and disposal in areas with water stress, if any	
	303-5	Water consumption	115, 116, 117	a,b,c	Information unavailable/incomplete	It is not yet possible to measure water capture and disposal in areas with water stress, if any	
Material Topic: Climate Change							
GRI 3: MATERIAL TOPICS	3-3	Management of material topic	25, 28, 118, 119				
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	118, 124				
	305-2	Energy indirect (Scope 2) GHG emissions	118, 124				
	305-3	Other indirect (Scope 3) GHG emissions	118, 124				
	305-4	GHG emissions intensity	118, 124				
	305-5	Reduction of GHG emissions	118, 124, 125				
	305-6	Emissions of ozone-depleting substances (ODS)	118, 124, 125				
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	118, 124, 125				
Material Topic: Waste							
GRI 3: MATERIAL TOPICS	3-3	Management of material topic	25, 126				
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	127				
	306-2	Management of significant waste-related impacts	126, 127, 129				
	306-3	Waste generated	127, 128, 129				
	306-4	Waste diverted from disposal	127, 128				
	306-5	Waste directed to disposal	127, 128				

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GRI Norm	Content	Description	Page(s)	Omission			GRI Sector Norm
				Requirement(s) omitted	Reason for omission	Explanation	
Material Topics							
Material Topic: People Management							
GRI 3: MATERIAL TOPICS	3-3	Management of material topic	25, 28, 64, 65, 66, 68, 69, 70, 71, 72				
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	64, 65, 146				
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	67, 69				
	401-3	Parental leave	147				
GRI 405: Diversity and Equal Opportunities 2016	405-1	Diversity of governance bodies and employees	36, 37, 38, 40, 64, 71, 105, 150				
	405-2	Ratio of basic salary and remuneration of women to men	71, 152				
GRI 406: Non-Discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	49				
GRI 410: Safety Practices 2016	410-1	Security personnel trained in human rights policies or procedures	41, 42	a	Confidentiality restrictions	We train all security personnel 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	
Material Topic: Occupational Health and Safety							
GRI 3: MATERIAL TOPICS	3-3	Management of material topic	25, 51, 73, 75, 77, 78, 79, 80, 81				
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	73, 74, 75, 78				
	403-2	Hazard identification, risk assessment, and incident investigation	75, 77, 79, 80				
	403-3	Occupational health services	75, 78, 79, 80				
	403-4	Worker participation, consultation, and communication on occupational health and safety	74, 75, 79, 80, 81				
	403-5	Worker training on occupational health and safety	79, 80				
	403-6	Promotion of worker health	75, 76, 78, 79, 80				



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GRI Norm	Content	Description	Page(s)	Omission			GRI Sector Norm
				Requirement(s) omitted	Reason for omission	Explanation	
Material Topics							
GRI 403: Occupational Health and Safety 2018	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	73-77, 79-81				
	403-8	Workers covered by an occupational health and safety management system	73-76, 80, 81				
	403-9	Work-related injuries	75, 80, 81	b.ii	Information unavailable/incomplete	Rede D’Or is seeking to improve the implementation of the occupational health and safety document control system for third-party companies	
	403-10	Work-related ill health	75, 80, 81				
Material Topic: R&D, Innovation, and Education in Health							
GRI 3: MATERIAL TOPICS	3-3	Management of material topic	25, 131, 132, 133, 134, 136				
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	149				
	404-2	Programs for upgrading employee skills and transition assistance programs	70	b	Information unavailable/incomplete	Rede D’Or does not have career transition programs. The Company’s initiatives in this area are aimed at developing the active worker’s journey	
	404-3	Percentage of employees receiving regular performance and career development reviews	49				
Material Topic: Patient-Centered Care							
GRI 3: MATERIAL TOPICS	3-3	Management of material topic	25, 28, 84, 85, 89				
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	85				
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	85				
Material Topic: Privacy and Information Security							
GRI 3: MATERIAL TOPICS	3-3	Management of material topic	52, 53, 54				
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	52, 53				



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SASB CONTENT SUMMARY

Material Topic	SASB Theme	Code	Accounting Metric	Page
Energy	Energy Management	HC-DY-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	112
Waste	Waste Management	HC-DY-150a.1	Total amount of medical waste: percentage (a) incinerated, (b) recycled or treated, and (c) landfilled	127
Health and Safety	Employee Health and Safety	HC-DY-320a.1	Reported: (1) Total recordable incident rate (TRIR); Not reported: (2) days away, restricted, or transferred (DART) rate	81
Integrity, Risk and Anti-Corruption	Patient Privacy	HC-DY-230a.3	Reported: (1) Number of data breaches; Not reported: (2) percentage involving (a) personally identifiable information (PII) only and (b) protected health information (PHI), (3) number of customers affected in each category, (a) PII only and (b) PHI	52, 53
	Electronic Health Records	HC-DY-230a.4	Total amount of monetary losses as a result of legal proceedings associated with data security and privacy	52, 53
Climate Change	Climate Change and Impacts on Human Health and Infra.	HC-DY-450a.1	Description of policies and practices to address: (1) the physical risks due to na increased frequency and intensity of extreme weather events and (2) changes in the morbidity and mortality rates of illnesses and diseases, associated with climate change	123
Human Rights	Employee: Recruitment, Development & Retention	HC-DY-000.a	Number of (1) facilities and (2) beds, by type	8, 25

Note: We are in the study phase for the publication of the SASB HC DY 230a.2 and HC DY 330a.1 indicators.

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KPMG Auditores Independentes Ltda.
Rua Verbo Divino, 1400, Conjunta Térreo ao 801 – Parte,
Chácara Santo Antônio, CEP 04719-911 – São Paulo - SP
Caixa Postal 79518 – CEP 04707-970 - São Paulo – SP
Telefone +55 (11) 3940-1500
kpmg.com.br

Independent auditors' limited assurance report

(A free translation of the original report issued in Portuguese)

To the Board of Directors and Shareholders of
Rede D'or São Luiz S.A.
Rio de Janeiro - RJ

Limited assurance report on non-financial information included in the Integrated Sustainability Report 2024 of Rede D'Or São Luiz S.A. for the year ended December 31, 2024

Conclusion

We have conducted a limited assurance engagement on the non-financial information included in the "Integrated Sustainability Report 2024" ("Report") of Rede D'or São Luiz S.A. ("Company") for the year ended December 31, 2024, prepared in accordance with the Global Reporting Initiative standards (GRI Standards), the Sustainability Accounting Standards Board (SASB), Technical Guidance CPC 09, Resolution CVM 14/2020, and the Company's applicable internal controls ("Criteria").

Based on the procedures performed and evidence obtained, nothing has come to our attention that causes us to believe that the non-financial information contained in the "Integrated Sustainability Report 2024" of Rede D'or São Luiz S.A. for the year ended December 31, 2024, was not prepared, in all material respects, in accordance with the Global Reporting Initiative standards (GRI Standards), the Sustainability Accounting Standards Board (SASB), Technical Guidance CPC 09, Resolution CVM 14/2020, and the Company's applicable internal controls.

Basis for conclusion

We conducted our engagement in accordance with NBC TO 3000 (reviewed) – Assurance Engagements other than Audits and Reviews and ISAE 3000 (reviewed) – Assurance engagements other than audits or reviews of historical financial information, issued by the Federal Association of Accountants (CFC) and the *International Auditing and Assurance Standards Board* (IAASB), respectively. Our responsibilities with respect to those standards are further described in the "Our responsibilities" section of the report.

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KPMG Auditores Independentes Ltda., a Brazilian limited liability company and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee.



We have followed 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.

Our firm applies NBC PA 01 Quality Management to Independent Auditors' (legal entities) and *International Standard 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 standard 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.

Responsibilities of the Company's Management for the Report

- The Company's Management is responsible for:
- Designing, implementing, and maintaining of internal controls relevant to the preparation of the information included in the Report that is free from material misstatement, whether due to fraud or error;
 - Selecting the appropriate criteria for preparing the information included in the Report and appropriate reference to the criteria applied or describing those criteria; and
 - The proper preparation and presentation of the information included in the Report based on the criteria.

Our Responsibilities

- We are responsible for:
- Planning and carrying out the engagement to obtain limited assurance about whether the information included in the Company's report for the year ended December 31, 2024, prepared based on the Criteria, 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 Directors and Shareholders.

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Summary of the work we performed as basis for our conclusion

We exercised professional judgment and maintained professional skepticism throughout the engagement. We design and perform our procedures to obtain 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:

- a. 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 systems and internal controls that supported the preparation of the information included in the Report;
- b. 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;
- c. 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;
- d. when non-financial data correlate with financial indicators, we compared these indicators with the financial statements; and
- e. evaluated the procedures followed for preparing the Report and its structure and contents, according to the Criteria.

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, May 5th, 2025

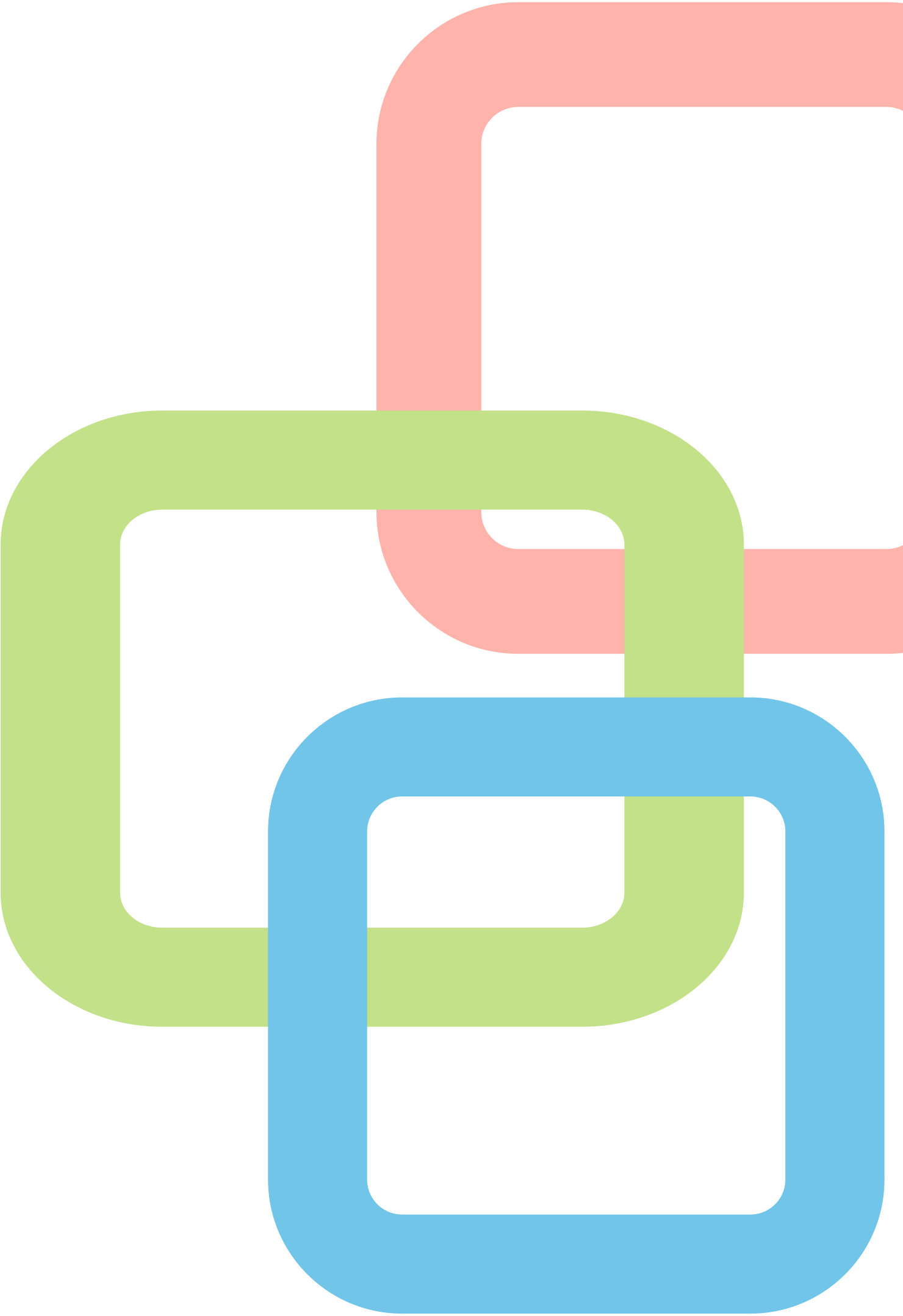
KPMG Auditores Independentes Ltda.
CRC 2SP-014428/O-6 F-RJ

Original report in Portuguese signed by

Bernardo Moreira Peixoto Neto
Accountant CRC RJ-064887/O-8

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VERIFICATION OPINION 2025BQCE645

Verification of the 2024 Greenhouse Gas (GHG) Emissions Inventory:

REDE D'OR SÃO LUIZ S.A.

Rua Voluntários da Pátria - até 154 - lado par, 138, (Bloco I - Loja 201) - Botafogo - Rio de Janeiro - 22270-010, Brasil

RINA Brasil Serviços Técnicos Ltda was contracted by REDE D'OR SÃO LUIZ S.A. to verify the greenhouse gas emissions inventory for the reference period from 01/01/2024 to 31/12/2024, in accordance with the established verification criteria. RINA is an entity accredited by General Coordination of accreditation (CGCRE) of Inmetro for the verification of Greenhouse gas emissions inventories.

The 2024 inventory verification covered the headquarters, and the units described in Annex 2 of the declaration.

The organization, REDE D'OR SÃO LUIZ S.A., is responsible for the preparation and fair presentation of the Greenhouse Gas (GHG) Emissions Inventory in accordance with the Brazilian GHG Protocol Program. This responsibility includes the planning, implementation, and maintenance of data management related to the preparation and presentation of the GHG inventory.

Lucia Nunes Pereira
Gerente Food e Sustentabilidade

Date 04/04/2025



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RINA has conducted the verification through document review, on-site audits at the locations listed in ANNEX 3, interviews with responsible parties at REDE D'OR SÃO LUIZ S.A., and verification of the resolution of identified non-conformities.

Therefore, based on the verification performed by the technical team of RINA Brasil Serviços Técnicos Ltda, and in accordance with ISO 14064-3, ISO 14065, and the Verification Specification of the Brazilian GHG Protocol Program, it is hereby declared:

Limited Assurance Opinion:

- There is no evidence that the greenhouse gas inventory of the reporting organization for the year 2024 is not materially correct;
- There is no evidence that the greenhouse gas inventory is not a fair representation of the GHG data and information, or that it was not prepared in accordance with the Specifications of the Brazilian Program for Accounting, Quantification, and Publication of Inventories.

The direct and indirect emissions (Scopes 1, 2, and 3) of REDE D'OR SÃO LUIZ S.A. covered by this verification are presented below:

Consolidated Emissions

GHG Emissions in tonnes of CO ₂ equivalent (tCO ₂ e)				
GHG	Scope 1	Scope 2 Location-based approach	Scope 2 Purchased-based approach	Scope 3
CO ₂	11.821,491	19.224,171	10.774,471	4.430,077
CH ₄		-	-	

Lucia Nunes Pereira
Gerente Food e Sustentabilidade

Date 04/04/2025



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	29,048			24.382,606
N ₂ O	47.021,752	-	-	151,399
HFCs	17.479,724			-
PFCs	-			-
SF ₆	-			-
NF ₃	-			-
TOTAL	76.352,014	19.224,171	10.774,471	28.964,082
Biogenic CO ₂	301,245493	-	-	2.743,749748

Biogenic CO ₂ Removal (tCO ₂ e)				
GHG	Scope 1	Scope 2 Location-based approach	Scope 2 Purchased-based approach	Scope 3
Biogenic CO ₂	-	-	-	-

Rede D'OR's Emissions

GHG Emissions in tonnes of CO ₂ equivalent (tCO ₂ e)				
GHG	Scope 1	Scope 2 Location-based approach	Scope 2 Purchased-based approach	Scope 3
CO ₂	11.801,666	19.119,923	10.670,107	3.882,828
CH ₄	29,006	-	-	24.323,519
N ₂ O	46.858,760	-	-	145,068
HFCs	17.457,912			-
PFCs				-

Lucia Nunes Pereira
Gerente Food e Sustentabilidade

Date 04/04/2025



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	-			-
SF ₆	-			-
NF ₃	-			-
TOTAL	76.147,343	19.119,923	10.670,107	28.351,415
Biogenic CO ₂	301,148			2.709,876

Biogenic CO ₂ Removal (tCO ₂ e)				
GHG	Scope 1	Scope 2 Location-based approach	Scope 2 Purchased-based approach	Scope 3
Biogenic CO ₂	-	-	-	-

SulAmérica's Emissions

GHG Emissions in tonnes of CO ₂ equivalent (tCO ₂ e)				
GHG	Scope 1	Scope 2 Location-based approach	Scope 2 Purchased-based approach	Scope 3
CO ₂	19,825	104,292	-	544,664
CH ₄	0,042	-	-	59,087
N ₂ O	162,992	-	-	6,309
HFCs	21,812			-
PFCs	-			-
SF ₆	-			-
NF ₃	-			-
TOTAL	204,671	104,292	-	610,060
Biogenic CO ₂	0,098	-	-	33,874

Lucia Nunes Pereira
Gerente Food e Sustentabilidade

Date 04/04/2025



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Biogenic CO ₂ Removal (tCO ₂ e)				
GHG	Scope 1	Scope 2 Location-based approach	Scope 2 Purchased-based approach	Scope 3
Biogenic CO ₂	-	-	-	-

It can be concluded that the data provided above in this declaration does not contain omissions, non-conformities, or errors of any kind that could lead to misstatements regarding the total amount of Greenhouse Gas emissions of the Organization.

Lucia Nunes Pereira
Gerente Food e Sustentabilidade

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Date 04/04/2025



ANNEX 1 Verification Team

Lead Auditor: Cláudia Freitas
Verifiers: Américo Varkulya, Patrícia Perini e Beatriz Fogaça (in training)
Technical Reviewer: Thaís Carvalho

ANNEX 2 Inventoried Units

Company	Type	State	Facility	Address	City	ZIP
Rede D'Or	Hospital	BA	Aeroporto	Av. Santos Dumont, 2028	Centro, Lauro de Freitas	42.700-000
Rede D'Or	Hospital	BA	Aliança	Av. Juracy Magalhães Jr, 2096	Rio Vermelho, Salvador	41.920-900
Rede D'Or	Hospital	SP	Alphaville	Alameda Araguaia, 2550	Alphaville Industrial, Barueri	06455-000
Rede D'Or	Hospital	SP	Anália Franco	Rua Francisco Marengo, 1312	Anália Franco, São Paulo	03.313-100
Rede D'Or	Hospital	SP	Antônio Afonso	Rua Antônio Afonso, 307	Centro, Jacareí	12.327-270
Rede D'Or	Hospital	AL	Arthur Ramos	R. Hugo Corrêa Paes, 253	Gruta de Lourdes, Maceió	57.025-827
Rede D'Or	Hospital	SP	Assunção	Av. João Firmino, 250	Assunção, São Bernardo do Campo	09.810-250
Rede D'Or	Hospital	RJ	Balbino	Rua Angélica Mota, 90	Olaria, Rio de Janeiro	21.021-490
Rede D'Or	Hospital	RJ	Bangu	Rua Francisco Real, 752	Bangu, Rio de Janeiro	21.810-420
Rede D'Or	Hospital	RJ	Barra D'Or	Av. Ayrton Senna, 3079	Barra da Tijuca, Rio de Janeiro	22.775-200

Lucia Nunes Pereira
Gerente Food e Sustentabilidade

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Rede D'Or	Hospital	SP	Bartira	Av. Alfredo Maluf, 430	Vila Alto de Santo Andre, Santo André	09.240-410
Rede D'Or	Hospital	MG	Biocor	Alameda Oscar Niemeyer, 217	Vila da Serra, Nova Lima	34.006-560
Rede D'Or	Hospital	SP	Brasil	Rua Votuporanga, 111	Vila Dora, Santo André	09.030-590
Rede D'Or	Hospital	SP	Brasil Mauá	Rua Martin Afonso, 114	Vila Bocaina, Mauá	09.310-320
Rede D'Or	Hospital	SP	Campinas	Av. Andrade Neves, 863	Centro, Campinas	13.070-000
Rede D'Or	Hospital	BA	Cardio Pulmonar	Av. Garibaldi, 2199	Ondina, Salvador	40.170-130
Rede D'Or	Hospital	RJ	Caxias D'Or	Av. Brg. Lima e Silva, 821	Jardim Vinte e Cinco de Agosto, Duque de Caxias	25.071-181
Rede D'Or	Hospital	SP	Central do Tatuapé	Rua Padre Adelino, 901	Quarta Parada, São Paulo	03.303-000
Rede D'Or	Hospital	SP	Central Leste	Rua Cabo José Teixeira, 189	Vila Iolanda (Lajeado), São Paulo	08.451-100
Rede D'Or	Hospital	SP	Central Oeste	Rua Corifeu de Azevedo Marques, 168	Centro, Carapicuíba	06.328-331
Rede D'Or	Hospital	SP	Central Sul	Estr. de Itapecerica, 4659	Capão Redondo, São Paulo	05.858-100
Rede D'Or	Hospital	RJ	Copa D'Or	Rua Figueiredo de Magalhães, 875, Térreo	Copacabana, Rio de Janeiro	22.031-110
Rede D'Or	Hospital	RJ	Copa Star	Rua Figueiredo de Magalhães, 700	Copacabana, Rio de Janeiro	22.031-120
Rede D'Or	Hospital	DF	Coração do Brasil	SHLS 716 / Conjunto G / Lote 6	Asa Sul, Brasília	70.390-700
Rede D'Or	Hospital	SP	Criança	Rua das Perobas, 295	Jardim Oriental, São Paulo	04.321-120
Rede D'Or	Hospital	DF	DF Star	SGAS 914 / Conjunto H / Lotes 64 A e 65 A	Asa Sul, Brasília	70.390-140
Rede D'Or	Hospital	PE	Esperança Olinda	Av. Dr. José Augusto Moreira, 810	Casa Caiada, Olinda	53.130-410

Lucia Nunes Pereira
Gerente Food e Sustentabilidade

Date04/04/2025



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Rede D'Or	Hospital	PE	Esperança Recife	R. Antônio Gomes de Freitas, 265	Ilha do Leite, Recife	50.070-490
Rede D'Or	Hospital	RJ	Glória D'Or	Rua Santo Amaro, 80	Glória, Rio de Janeiro	22.211-230
Rede D'Or	Hospital	SP	Guarulhos	Av. Tiradentes, 1803	Jardim Guarulhos, Guarulhos	07.090-000
Rede D'Or	Hospital	SP	IFOR	Rua Américo Brasileiro, 596	Centro, São Bernardo do Campo	09.715-210
Rede D'Or	Hospital	SP	Itaim	Rua Dr. Alceu de Campos Rodrigues, 95	Vila Nova Conceição, São Paulo	04.544-000
Rede D'Or	Hospital	SP	Jabaquara	Rua das Perobas, 344	Jabaquara, São Paulo	04.321-120
Rede D'Or	Hospital	RJ	Jutta Batista	Rua Dona Mariana, 220	Botafogo, Rio de Janeiro	22.280-200
Rede D'Or	Hospital	RJ	Macaé D'Or	Av. Aluizio da Silva Gomes, 787	Glória, Macaé	27.930-560
Rede D'Or	Hospital	SP	Maternidade Star	Rua Helena, 29	Vila Olímpia, São Paulo	04.552-500
Rede D'Or	Hospital	PE	Memorial São José	R. das Fronteiras, 2291	Boa Vista, Recife	50.070-140
Rede D'Or	Hospital	PE	Memorial Star	R. do Paissandú, 300	Boa Vista, Recife	50.070-205
Rede D'Or	Hospital	SP	Morumbi	Rua Engenheiro Oscar Americano, 840	Jardim Guedala, São Paulo	05.605-500
Rede D'Or	Hospital	RJ	Niterói D'Or	Rua Mariz e Barros, 550	Santa Rosa, Niterói	24.220-121
Rede D'Or	Hospital	RJ	Norte D'Or	Rua Carolina Machado, 38	Cascadura, Rio de Janeiro	21.350-135
Rede D'Or	Hospital	PB	Nossa Senhora das Neves - Jardim Botânico	R. Etelvina Macedo de Mendonça, 531	Torre, João Pessoa	58.040-530
Rede D'Or	Hospital	SP	Novo Atibaia	Rua Pedro Cunha, 145	Vila Santista, Atibaia	12.941-200
Rede D'Or	Hospital	RJ	Oeste D'Or	Rua Olinda Ellis, 93	Campo Grande, Rio de Janeiro	23.045-160
Rede D'Or	Hospital	SP	Orthoservice	Av. Tívoli, 433	Vila Betania, São José	12.245-230

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					dos Campos	
Rede D'Or	Hospital	SP	Osasco	Av. Mal. Rondon, 299	Centro, Osasco	06.093-200
Rede D'Or	Hospital	RJ	Perinatal Barra	Av. Embaixador Abelardo Bueno, 201	Jacarepaguá, Rio de Janeiro	22.775-400
Rede D'Or	Hospital	MS	Proncor	R. Raul Pires Barbosa, 1800	Chácara Cachoeira II, Campo Grande	79.040-150
Rede D'Or	Hospital	RJ	Quinta D'Or	Rua Almirante Baltazar, 435	São Cristóvão, Rio de Janeiro	20.941-150
Rede D'Or	Hospital	SP	Ribeirão Pires	Rua Dr. Nicolau Assef, 52	Centro Alto, Ribeirão Pires	09.424-700
Rede D'Or	Hospital	RJ	Rio Barra	Av. Cândido Portinari, 555	Barra da Tijuca, Rio de Janeiro	22.793-310
Rede D'Or	Hospital	RJ	Rios D'Or	Estr. dos Três Rios, 1366	Freguesia (Jacarepaguá), Rio de Janeiro	22.750-800
Rede D'Or	Hospital	RJ	Samer	Rua Cadete Edson, 38	Montese, Resende	27.541-600
Rede D'Or	Hospital	PR	Santa Cruz	Avenida Batel, 1889	Batel, Curitiba	80.420-900
Rede D'Or	Hospital	BA	Santa Emília	R. Domingos Barbosa de Araújo, 1093	Ponto Central, Feira De Santana	44.075-950
Rede D'Or	Hospital	DF	Santa Helena	SHLN 516 / Conjunto D	Asa Norte, Brasília	73.015-132
Rede D'Or	Hospital	SP	Santa Isabel	Rua Dona Veridiana, 311	Higienópolis, São Paulo	03.153-002
Rede D'Or	Hospital	DF	Santa Luzia	SHLS 716 / Conjunto E / Lote 05	Asa Sul, Brasília	70.390-903
Rede D'Or	Hospital	MS	Santa Marina	R. Dr. Eduardo Machado Metelo, 835	Chácara Cachoeira, Campo Grande	79.040-830
Rede D'Or	Hospital	SP	São Caetano	Rua Walter Figueira, s/n	Cerâmica, São Caetano do Sul	09.531-205
Rede D'Or	Hospital	CE	São Carlos	Av. Pontes Vieira, 2531	São João do Tatuapé, Fortaleza	60.130-241
Rede D'Or	Hospital	SE	São Lucas	Rua Cel. Stanley da Silveira,	São José, Aracaju	49.015-400

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				33		
Rede D'Or	Hospital	RJ	São Lucas (Macaé)	Rua Teixeira de Gouveia, 789	Centro, Macaé	27.913-120
Rede D'Or	Hospital	PE	São Marcos	R. Pacífico dos Santos, 103	Paissandu, Recife	52.010-300
Rede D'Or	Hospital	BA	São Rafael	Av. São Rafael, 2152	São Marcos, Salvador	41.253-190
Rede D'Or	Hospital	RJ	São Vicente	Rua João Borges, 204	Gávea, Rio de Janeiro	22.451-100
Rede D'Or	Hospital	MA	UDI	Av. Prof. Carlos Cunha, 2000	Jaracaty, São Luís	65.076-820
Rede D'Or	Hospital	SP	Vila Nova Star	Rua Dr. Alceu de Campos Rodrigues, 126	Vila Nova Conceição, São Paulo	04.544-000
Rede D'Or	Hospital	SP	Vila Nova Star - Torre II	R. Dr. Alceu de Campos Rodrigues, 165	Vila Nova Conceição, São Paulo	04.544-000
Rede D'Or	Hospital	SP	Villa Lobos	Rua Lituânia, 260	Mooca, São Paulo	04.544-000
Rede D'Or	Hospital	SP	Vivalle	Av. Lineu de Moura, 995	Urbanova, São José dos Campos	12.244-380
Rede D'Or	Oncologia	BA	Aliança	Av. Juracy Magalhães Jr, 2096	Rio Vermelho, Salvador	41.920-900
Rede D'Or	Oncologia	BA	Canela	Av. Araújo Pinho, 439	Canela, Salvador	40.110-900
Rede D'Or	Oncologia	BA	Juazeiro	Tv. Napoleão Laureano, 2	Santo Antonio, Juazeiro	48.903-400
Rede D'Or	Oncologia	BA	Pituba	Av. Prof Magalhães, 1450 / Ed Millenium / Salas 01, 02, 509 e 510	Pituba, Salvador	41.810-120
Rede D'Or	Oncologia	BA	Teixeira de Freitas	Rua Dr Osvaldo Cohim, 116	Recanto do Lago, Teixeira de Freitas	45.987-100
Rede D'Or	Oncologia	CE	Fujiday	Av. Barão de Studart, 2626 / 4º andar	Joaquim Távora, Fortaleza	60.120-200
Rede D'Or	Oncologia	DF	Anchieta	QNC AE 08/9/10 / Loja 04 / Térreo / Centro de Excelência Anchieta	Taguatinga Norte, Brasília	70.297-400
Rede D'Or	Oncologia	DF	Biosphere	ST SHL / Norte / Conjunto I /	Asa Norte, Brasília	70.770-560

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				Bloco B / Salas 201 a 219		
Rede D'Or	Oncologia	DF	Conect Towers	Conjunto 26 / Lote 05 / Galpão A / Mezanino	Água Claras, Brasília	71.950-550
Rede D'Or	Oncologia	DF	Pio X	ST SHLS Conjunto, s/n A / Bloco A / Sala 201 / Consultórios 501 a 510	Asa Norte, Brasília	70.390-906
Rede D'Or	Oncologia	MA	UDI	Av. Prof. Carlos Cunha, 2000	Jacarati, São Luís	65.076-820
Rede D'Or	Oncologia	RJ	Barra da Tijuca	Av. das Américas, 3500	Barra da Tijuca, Rio de Janeiro	22.640-102
Rede D'Or	Oncologia	RJ	Botafogo	Rua Sorocaba, 654	Botafogo, Rio de Janeiro	22.271-110
Rede D'Or	Oncologia	RJ	Campo Grande	Rua Augusto de Vasconcelos, 177, Salas 207 e 305	Campo Grande, Rio de Janeiro	23.050-340
Rede D'Or	Oncologia	RJ	Caxias	Rua Marechal Floriano, 73	Jardim Vinte e Cinco de Agosto, Duque de Caxias, Rio de Janeiro	25.075-250
Rede D'Or	Oncologia	RJ	Copacabana	Rua Siqueira Campos, 59, Salas 401 a 408	Copacabana, Rio de Janeiro	22.031-710
Rede D'Or	Oncologia	RJ	Gávea	Rua Marquês de São Vicente, 52 / Sala 401 / 4º andar	Gávea , Rio de Janeiro	22.451-400
Rede D'Or	Oncologia	RJ	Nova Iguaçu	Rua Dr. Paulo Frôes Machado, 59	Centro, Nova Iguaçu, Rio de Janeiro	26.255-170
Rede D'Or	Oncologia	RJ	OCN	Rua Mariz e Barros, 550	Santa Rosa, Niterói	24.220-121
Rede D'Or	Oncologia	RJ	Tijuca	Rua Eng. Enaldo Cravo Peixoto, 105	Loja A, Tijuca, Rio de Janeiro	20.540-106
Rede D'Or	Oncologia	SP	IOV CENON ANT SAES	R. Antonio Saes, 462	Centro, São José dos Campos	12.210-040
Rede D'Or	Oncologia	SP	IOV CENON MAJOR	R. Major Antonio Domingues, 494	Centro, São José dos Campos	12.245-750
Rede D'Or	Oncologia	SP	IOV JK	Av. John Fitzgerald Kennedy, 856	Jardim das Nações, Taubaté	12.030-200

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Rede D'Or	Oncologia	SP	IOV SJC	R. Major Antonio Domingues, 472	Centro, São José dos Campos	12.245-750
Rede D'Or	Oncologia	SP	Oncologia Star	Av. Pres. Juscelino Kubitschek, 180	Itaim Bibi, São Paulo	04.543-000
Rede D'Or	Oncologia	SP	Oncologia São Bernardo	Av. Brg. Faria Lima, 1830	Centro, São Bernardo do Campo	09.720-000
Rede D'Or	Laboratório	RJ	Barra da Tijuca	Av. das Américas, 4801	loja D, Barra da Tijuca, Rio de Janeiro	22.631-400
Rede D'Or	Laboratório	RJ	Barra Shopping	Av. das Américas, 4.666 / Centro Médico / Barra Shopping II / Sala 331 / 2º andar	Barra da Tijuca, Rio de Janeiro	22.640-902
Rede D'Or	Laboratório	RJ	Botafogo	Rua Sorocaba, 477 / 1º Andar	Botafogo, Rio de Janeiro	22.271-110
Rede D'Or	Laboratório	RJ	Centro	Praça Mahatma Gandhi, 2 / Grupos 201 e 202 / Edifício Odeon	Centro, Rio de Janeiro	20.021-280
Rede D'Or	Laboratório	RJ	Copacabana	Rua Dias da Rocha, 22 A	Copacabana, Rio de Janeiro	22.051-200
Rede D'Or	Laboratório	RJ	Icaraí	Rua Lopes Trovão, 52	Icaraí, Niterói	24.220-700
Rede D'Or	Laboratório	RJ	Ipanema	Rua Visconde de Pirajá, 315	Ipanema, Rio de Janeiro	22.410-300
Rede D'Or	Laboratório	RJ	Leblon	Rua Rainha Guilhermina, 117	Leblon, Rio de Janeiro	22.441-120
Rede D'Or	Laboratório	RJ	NTO	Av das Américas, 13331	Recreio dos Bandeirantes, Rio de Janeiro	22.790-701
Rede D'Or	Laboratório	RJ	Península	Av. dos Flamboyants da Península, 855 / Loja S 218	Barra da Tijuca, Rio de Janeiro	22.776-70
Rede D'Or	Laboratório	RJ	Recreio	Av. das Américas, 13.331 / Lojas F e G	Recreio dos Bandeirantes, Rio de Janeiro	22.790-701
Rede D'Or	Laboratório	RJ	Tijuca	Rua Pinto de Figueiredo, 31 / Loja B	Tijuca, Rio de Janeiro	20.511-240
Rede D'Or	Corporativo	RJ	Plataforma	Rua Voluntários da Pátria, 138,	Botafogo, Rio de Janeiro	22.270-010

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Rede D'Or	Corporativo	RJ	Passeio 42	Rua do Passeio, 42	Centro, Rio de Janeiro	20.021-280
Rede D'Or	Corporativo	RJ	Passeio 56	Rua do Passeio, 56	Centro, Rio de Janeiro	20.021-280
Rede D'Or	Pesquisa	RJ	IDOR PG 22	Rua Pinheiro Guimarães, 22	Botafogo, Rio de Janeiro	22.281-080
Rede D'Or	Pesquisa	RJ	IDOR DC 30	Rua Diniz Cordeiro, 30	Botafogo, Rio de Janeiro	22.281-100
SulAmérica	Corporativo	RJ	Rua do Ouvidor	Rua Do Ouvidor, 60 Gr 12 Sl 1303 e 1304	Centro, Rio De Janeiro	20.040-030
SulAmérica	Corporativo	RJ	Presidente Vargas	Avenida Presidente Vargas, 290, Pv4	Centro, Rio De Janeiro	20.091-060
SulAmérica	Corporativo	SP	Alameda Santos	Alameda Santos, 2101	Jardim Paulista, SP	05.422-030
SulAmérica	Corporativo	PA	Belém	Av. Visconde De Souza Franco, 5	Umarizal, Belém	66.055-005
SulAmérica	Corporativo	DF	Brasília	Setor Comercial Norte Q 1, Bloco D, Salas 102, 103 e 104	Asa Norte, Brasília	71.551-010
SulAmérica	Corporativo	SP	Campinas	Rua Antonio Lapa, 414	Cambuí, Campinas	13.025-241
SulAmérica	Corporativo	CE	Fortaleza	Avenida Santos Dumont, 1810	Aldeota, Fortaleza	60.150-161
SulAmérica	Corporativo	SP	Ribeirão Preto	Av. Professor João Fiúsa, 1190, Lojas 01, 02, 03 e 04	Alto da Boa Vista, Ribeirão Preto	14.025-320
SulAmérica	Corporativo	SP	Santo André	Rua Laura, 49, Salas 1 e 2	Centro, Santo André	09.040-240
SulAmérica	Corporativo	SP	Tatuapé	Rua Tuiuti, 2629	Tatuapé, São Paulo	03.307-005
SulAmérica	Corporativo	PR	Londrina	Av. Ayrton Senna Da Silva, 70/100, Loja 07	Gleba Fazenda Palhan, Londrina	86.050-460
SulAmérica	Corporativo	SP	Dom Gaspar	Praça Dom Jose Gaspar, 30, SL 13 B	República, São Paulo	01.047-010
SulAmérica	Corporativo	SC	Joinville	Rua Blumenau, 64, Salas 1706 e 1707	Bairro América, Joinville	89.204-250
SulAmérica	Corporativo	SP	Lapa	Rua Tito, 678, Loja 03	Lapa, São Paulo	05.051-000

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SulAmérica	Corporativo	SP	Moema	Av. Moema, 300 - Ljs 1 e 2	Moema, São Paulo	04.077-020
SulAmérica	Corporativo	SP	Consolação	R. da Consolação, 3726	Jardim Paulista, São Paulo	01416-002
SulAmérica	Corporativo	RS	Porto Alegre	Tv. Francisco de Leonardo Truda, 98	Centro Histórico, Porto Alegre	90010-050
SulAmérica	Corporativo	PE	Recife	Rua Padre Carapuzeiro, 733, S601 e S602	Boa Viagem, Recife	51.020-907
SulAmérica	Corporativo	MG	Uberlândia	Av. Rondon Pacheco, 635, Lojas 5 e 6	Maracanã (Loteamento - Quadra 20; Lote 1 Ao 3), Uberlândia	38.400-050
SulAmérica	Corporativo	SP	Pinheiros	Rua Claudio Soares, 48, Adm	Pinheiros, São Paulo	05.422-030
SulAmérica	Corporativo	SP	Água Branca	Av Francisco Matarazzo, 1500, CJ 61, Ed NY	Água Branca, São Paulo	05.001-100
SulAmérica	Corporativo	SP	São José dos Campos	Av. São João, 2200	Jardim Das Colinas - São José dos Campos	12242-000
SulAmérica	Corporativo	SP	Vila Nova	Av Pres Juscelino Kubitschek, 360, CJ 82	Vila Nova Conceição, São Paulo	04.543-000
SulAmérica	Corporativo	MG	Belo Horizonte	Av. Olegário Maciel, 1790	Santo Agostinho, Belo Horizonte	30180-119
SulAmérica	Corporativo	RJ	Passeio	Rua do Passeio, 42	Centro, Rio de Janeiro	20.021-280
Paraná Clínicas	Hospital	PR	Água Verde	Av. Getúlio Vargas, 3201	Água Verde, Curitiba	80240-040
Paraná Clínicas	Hospital	PR	CiC Industrial	Rua Manoel Valdomiro de Macedo, 2851	Cidade Industrial de Curitiba, Curitiba	81.170-150
Paraná Clínicas	Hospital	PR	Maringá - Av. Brasil	Av Brasil, 5431 - Qd08 Lt1 2 Pe 01751 2022	Zona 05, Maringá	87015-282
Paraná Clínicas	Hospital	PR	Maringá - Sta. Joaquina	Rua Santa Joaquina Vedruna, 485	Maringá	87015-150
Paraná Clínicas	Hospital	PR	Araucária	Rua Manoel Ribas, 100	Centro, Araucária	83.702-035
Paraná	Hospital	PR	São José dos	Rua Voluntários da Pátria, 300	Centro, São José dos	83.005-020

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Clínicas			Pinhais		Pinhais	
Paraná Clínicas	Hospital	PR	Telêmaco Borba	Av. Pres. Kennedy, 405	Centro, Telêmaco Borba	84.261-400

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Visited Units

Location Name	Address	Date of Visit
Hospital Jabaquara	Rua das Perobas, 344, Anália Franco, São Paulo	03/17/2025
Hospital Anália Franco	Rua Francisco Marengo, 1312, Anália Franco, São Paulo	03/18/2025
Hospital Villa Lobos	Rua Lituânia, 260, Mooca, São Paulo	03/18/2025
Hospital Itaim	Rua Dr. Alceu de Campos Rodrigues, 95, Vila Nova Conceição, São Paulo	03/20/2025
Corporativo Plataforma – Voluntários	Rua Voluntários da Pátria, 138, Sobreloja- Botafogo, Rio de Janeiro	March 20–21, 2025

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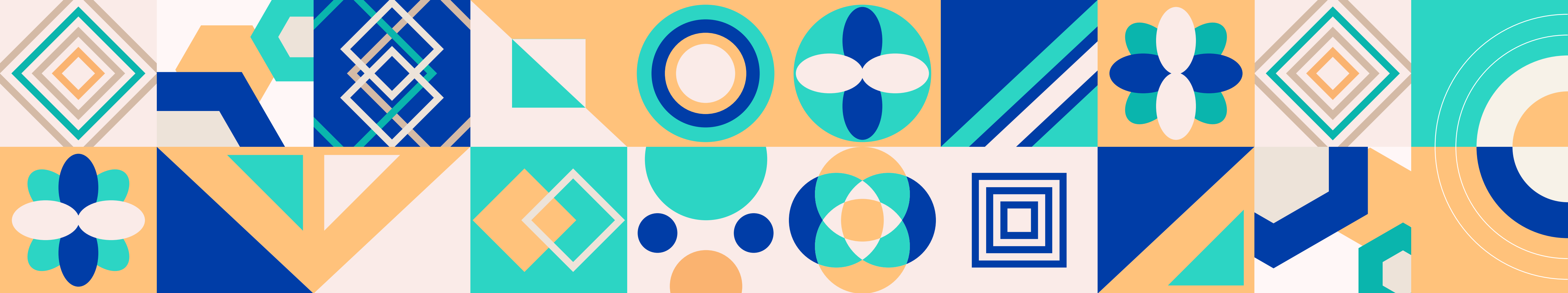
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REDE *D'OR*

