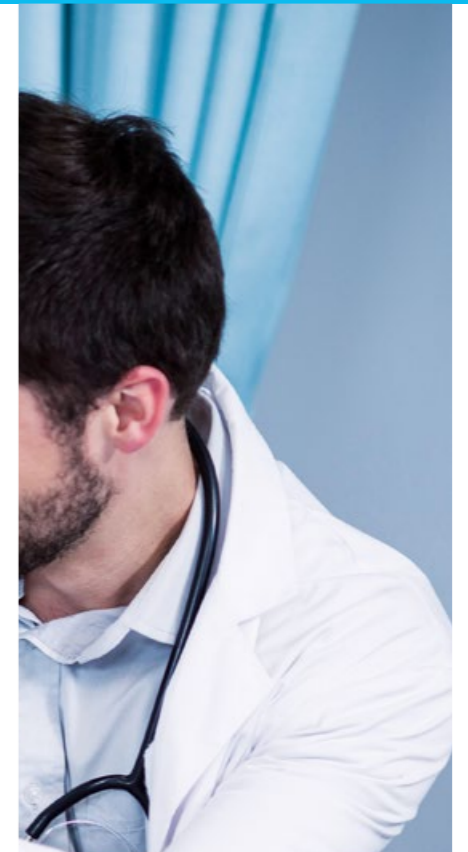
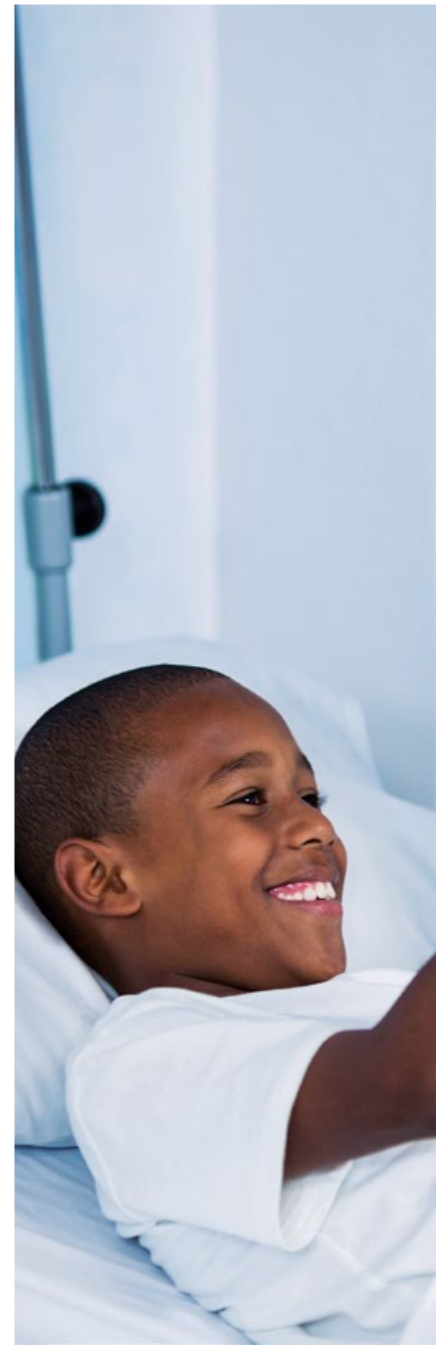
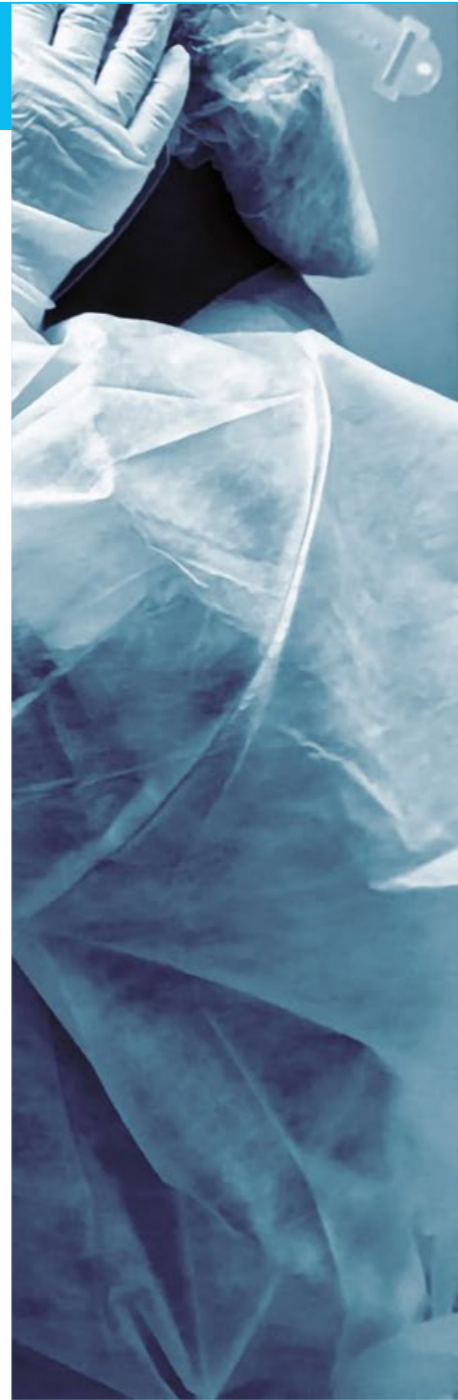


ANNUAL **SUSTAINABILITY**
REPORT

2021



REDE D'OR
SÃO LUIZ

Contents

06

23

37

61

203

229



FOREWORD

As a result of our commitment to our different stakeholders, since 2015, we have been publishing Rede D'Or São Luiz's Sustainability Report. In the 2021 edition, we proudly present our performance and investments in Environmental, Social and Governance (ESG) topics, which we will discuss in detail in the following chapters.

ESG Highlights


GRI 102-7



R\$ 20.4 billion
IN NET OPERATING REVENUE
+45.3% on 2020
(see page 71)

18.856 mw
M AVERAGE OF ENERGY PURCHASED
FROM RENEWABLE SOURCES
(see page 191)

EMPLOYEE ENGAGEMENT
LEVEL AT
79.36%
(see page 150)

 **COMMITMENT TO**
UN's Global Compact
(see page 17)


R\$ 4.9 billion
EBITDA
+97,3% up on the previous year
(see page 71)

R\$ 1.4 million
INVESTED IN
energy and water efficiency projects
(see page 197)


MORE THAN **67 thousand**
EMPLOYEES ACROSS BRAZIL
(see page 27)


REVIEW AND IMPROVEMENT of the
Governance system with the creation
of 10 new policies, and the update of
59 corporate rules and 15 corporate
policies (see page 47)

R\$ 471 million
INVESTED IN THE CONSTRUCTION
of new hospitals
(see page 64)

 **17%**
DROP IN
energy consumption
at 7 hospitals due
to implementation
of energy efficiency
projects

MORE THAN
529 thousand
PEOPLE IMPACTED
by social, cultural and
sporting initiatives
(see page 169)

 **RELEASE** of Rede D'Or
São Luiz's Governance
Report in August 2021
(see page 53)

 **43**
PROJECTS
under development, which will
add **6,663 new beds** expected to
be delivered by 2025
(see page 82)

9%
REDUCTION IN
water consumption at
4 hospitals that were
included in the water
efficiency project

 **3.9**
MILLION
EMERGENCY
SERVICES
(see page 42)

 **THE ESM APPROVED** the amendment
and consolidation of Rede D'Or
São Luiz's Bylaws, with emphasis in
making the audit committee into a
statutory committee
(see page 43)

Message from the CEO

GRI 102-12, 102-14

A Despite the challenges the pandemic continued to pose in 2021, we closed another year with strong results and taking important steps towards our journey of offering what is best in the world of medicine.

The increase in vaccination rate coupled with the drop in the number of admitted Covid-19 patients enabled us to resume elective procedures, such as surgeries and treatments, which reached a record level and led to an average bed occupancy rate in line with our historical

We also recorded a significant growth in the oncology infusion segment, which encourages us to keep on making investments to offer the market's best treatment options.

It has been an unprecedented year in terms of investments, totaling R\$5.6 billion, of which R\$3.6 billion refer to acquisitions, R\$400 million to the maintenance of our activities and R\$1.6 billion to organic projects that, when completed, will generate almost 50,000 definite job positions.



The results achieved give us a lot to celebrate, and we remain prepared to go further in the pursuit to consolidate our leadership in the industry as well as the social and environmental sustainability of our business.

Paulo Junqueira Moll
CEO of Rede D'Or São Luiz



5.6 billion invested
of which **R\$3.6 billion** in acquisitions, **R\$1.6 billion** in expansion projects and **R\$400 million** in our activities' maintenance.

We currently have 43 projects under development, including new hospitals and the expansion of Units already in operation.

The beginning of 2022 marks the opening of Maternidade São Luiz Star and the expansion of Hospital SinoBrasileiro, which is now named São Luiz Osasco. For early 2023, we expect to deliver the new tower of the São Luiz Itaim/Vila Nova Star Complex, in São Paulo.

Located in a new 36,000-meter area, with 173 beds, 24 floors and 4 underground levels, Maternidade Star will follow the standards of the other Star units, combining the tradition of São Luiz and the customized medicine concept, less invasive procedures, maximum clinical safety and premium hospitality services. Relying on medical and assistance teams qualified for high complexity services,

Maternidade São Luiz Star has all that is necessary to ensure a unique experience to the families.

In a similar fashion, the new São Luiz Osasco hospital has a 22,000-square-meter area and 296 beds, 90 more than its previous capacity, in addition to a larger area for emergency care, diagnosis labs and a new hemodynamics. Smart systems for efficient water and energy use complement this project.

Considering the acquisition of other four Units completed in yearly 2022 – Hospital Aeroporto, in Lauro de Freitas (BA); Hospital Santa Isabel, in the capital of the state of São Paulo; Hospital Arthur Ramos, in Maceió (AL) and Santa Marina in Campo Grande (MS) – they add 768 new beds to Rede D'Or São Luiz's total capacity of 10,618 beds.



Front HNSN, João Pessoa (PB)

FIGHTING COVID-19



1,300
beds opened
to SUS



R\$300,000
donated in equipment,
infrastructure and services



donations represent
48%
of Rede D'Or São
Luiz's profits

Psychological support,
structure and inputs
adequate to our almost



70,000
employees

In number of hospitals, we reached 64 units (own and in operation) and other 3 units under management. We are present in 11 states and the Federal District.

Given such significant growth, it is important to emphasize our commitment to environmental, social and governance (ESG) matters as part of our long-term strategic plan, geared towards the sustainability of our business, the industry as well as the country.

In this sense, we devoted considerable efforts to fighting Covid-19. In addition to providing high-quality services to hundreds of thousands of patients, we sponsored the opening of more than 1,300 beds to Brazilian public health system (SUS) and donated over R\$300 million in equipment, infrastructure and services.

We acquired 12 units in 2021, all of which have been completed*: Antônio Afonso (Jacareí/SP), Central de Guaianases (São Paulo/SP), Balbino (Rio de Janeiro/ RJ), América Mauá (Mauá/SP), Serra Mayor (São Paulo/SP), Biocor (Belo Horizonte/MG), Proncor (Campo Grande/ MS), Santa Emília (Feira de Santana/ BA), OrthoService (São José dos Campos/SP), Nossa Senhora das Neves and Clim Hospital (João Pessoa/PB) and Novo Atibaia (Atibaia/SP).

(* units are listed in chronological order of acquisition completion.

For comparison purposes, we are among the 10 Brazilian companies that donated the most in absolute terms and the one with the largest donation compared to its profit (48% of the total). At the same time, we channeled our efforts to provide mental health support, adequate infrastructure and supplies to our almost 70,000 employees, who fought this battle with courage and competence.

We increased our investments in scientific research through the D'Or Institute for Research and Education, which has more than 1.7 thousand studies published internationally and is one of Brazil's leaders in the development of research in neurology, oncology and cardiology, among others.

Regarding investments in environmental protection, we continued the transition to clean energies, with significant efficiency gains. We currently have 32 hospitals

that purchases their energy from the Wholesale Energy Market, which means a little less than half of our units. During 2022, we will make the transition of four more hospital units. At the same time, we are also taking stock of our greenhouse gas emissions at 78 business units, which means 78% of our hospitals, making them publicly available. By the end of 2020, we became signatories of UN's Global Compact, contributing to achieve the Sustainable Development Goals (SDG). Another important step was committing to the Race to Zero campaign, which aims to zero net greenhouse gas emissions by 2050.

It is crucial to emphasize that we continue to make progress with our hospital's accreditations, as a way to ensure safety and the progress of our service quality. In 2021, we received eight new certifications (Bangu, Real D'Or, Ribeirão Pires, São Carlos and Samer

1.Acquisitions completed in early 2022, not included.

received ONA 1; and DF Star, São Luiz Anália Franco and São Luiz Morumbi received their first certification by the Joint Commission International - JCI).

Moreover, we received 10 recertifications (4 by ONA - Niterói D'Or, Oeste D'Or, Assunção and Esperança Olinda; 5 by Qmentum - Barra D'Or, Quinta D'Or, Aliança, ViValle and Brasil; and 1 by JCI - Memorial São José) and two units were upgraded from ONA 2 to ONA 3 - São Luiz São Caetano and Bartira.

Our investments in service quality, excellent medical staff, technology and safety allowed us to maintain our NPS in line with 2020 results, especially for the assessment of appointment and exam scheduling, showcasing our capacity to grow with high-quality standards.

It is also important to note the progress of our digital channels, as a way to attract new customers and obtain loyalty from the current ones. One third of appointments and exams at Rede D'Or are scheduled through these

channels. We recorded 200 million visits to the internet portal in 2021, versus 9 million in 2020. On social media, we consolidated our profiles' performance, reaching a high engagement level and strengthening Rede D'Or's role as a benchmark in health and prevention.

The results achieved give us a lot to celebrate, and we remain prepared to go further in the pursuit to consolidate our leadership in the industry as well as the social and environmental sustainability of our business. We are one of Brazil's largest employers and our investments are increasing every year.

I would like to thank all of Rede D'Or's employees for their relentless dedication to bring excellence to our patients. We have even greater expectations for 2022 and are already excited to come back here to share all the achievements and advancements that are yet to come.

Good reading!



Hospital Niterói D'Or

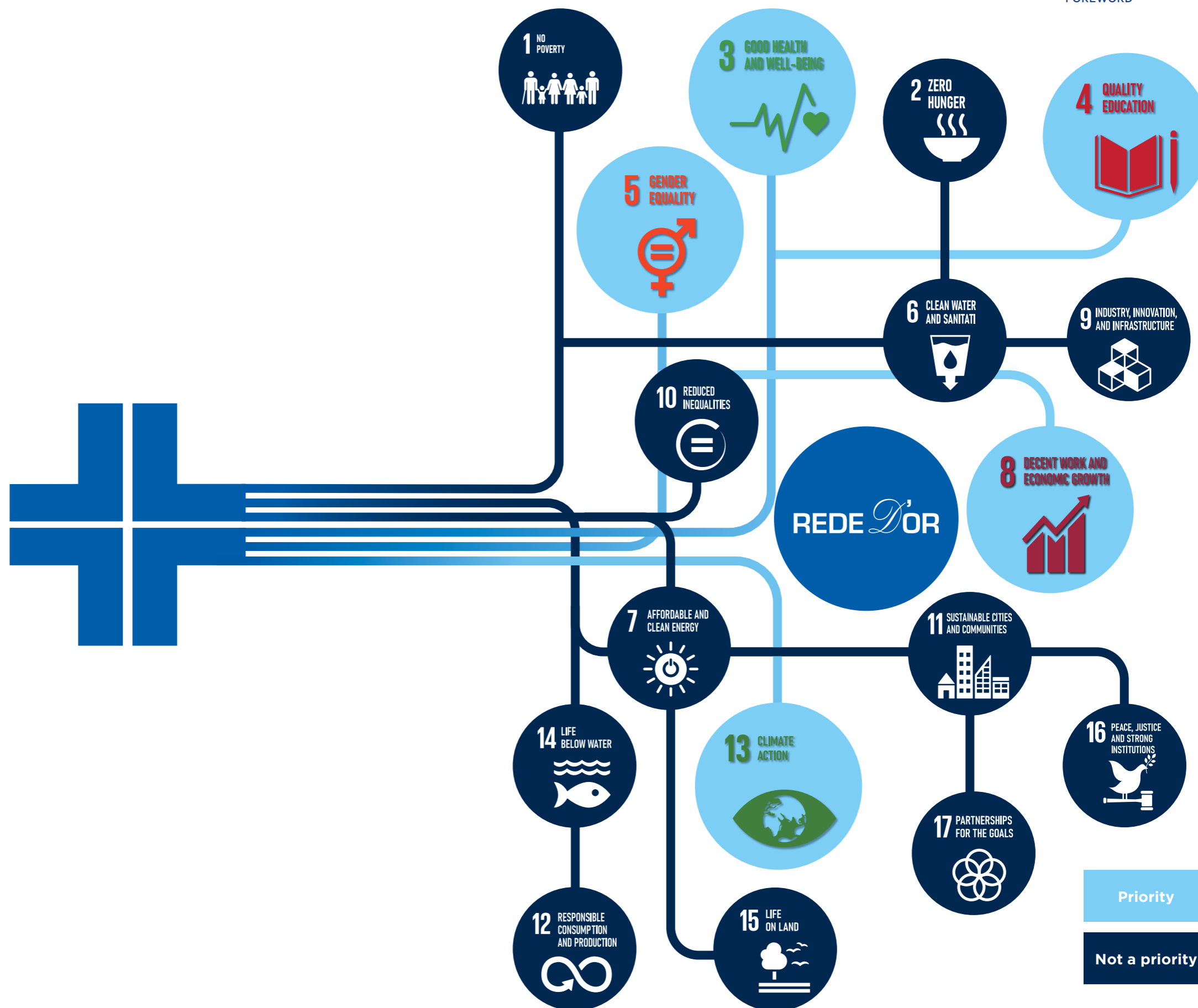
SDG and 2030 Agenda

GRI 102-13

At Rede D’Or São Luiz, we understand our part in mitigating and contributing to solve major social and environmental problems of the contemporary world. Therefore, we have implemented a methodology to comply with the United Nations’ (UN) Sustainable Development Goals (SDG).

Based on a Materiality matrix prepared in 2020 (see more in [Materiality Process](#), on pages 19-20), we have defined the priority SDG for our operation. We are committed to the Global Compact principles and the 2030 Agenda, comprising 17 SDGs, which make up the most comprehensive process in the United Nation’s history and is geared towards steer the world on a more sustainable path.

Rede D’ Or São Luiz committed to directly contribute to reach 9 of the 17 SDG, but indirectly supports and contributes to reach all of them.





UN's 2030 Agenda

Rede D'Or São Luiz strives to continually improve its social and environmental management in order to achieve its commitments to the Global Compact and the Sustainable Development Goals (SDG).

The main ESG indicators related to material aspects identified in our matrix are annually monitored along with other aspects considered important to our business. We monitor on a monthly basis and report yearly, in the Sustainability Report, the equivalent to 60 economic, social and environmental indicators with external assurance. The independent assurance demonstrates the company's commitment to transparent and high-quality information as disclosed to all direct and indirect stakeholders.

Moreover, we rely on an indicators platform, the Resource Advisor (Schneider Electric) hired in 2021 for environmental indicators, including those in line with the Sustainable Development Goals, e.g., SDG 13 (Climate Change) and SDG 6 (Energy) and GHG emissions trends, given Rede D'Or São Luiz D'Or São Luiz's organic growth. Social indicators are monitored and controlled by systems such as Protheus 12 and other tools.

By the end of 2021, to display the Company's commitment to the Sustainable Development Goals and bring its stakeholders along this important development agenda, as well as present the goals aimed at priority SDG, we developed D'Or's SDG Program. This program will be submitted to the Senior Management's approval and its targets will be reported in the next report.



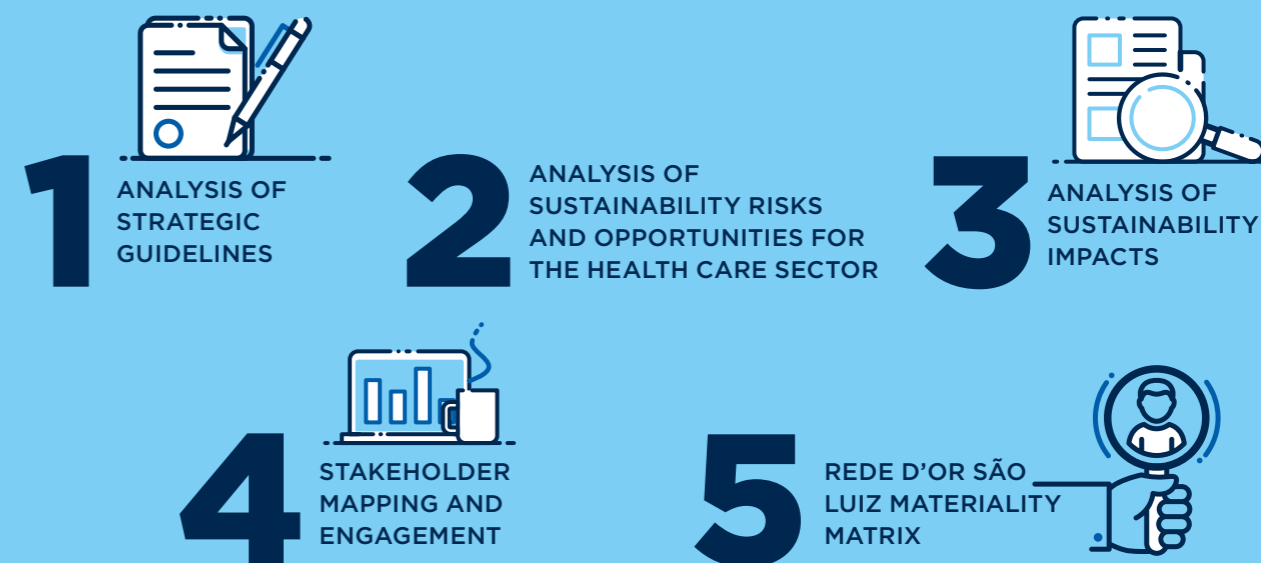
About this Report

GRI 102-40, 102-42, 102-43, 102-46, 102-50, 102-51, 102-52, 102-53, 102-54, 103-1

Published every year since 2015, Rede D’Or São Luiz’s Sustainability Report was prepared in accordance with the Global Reporting Initiative (GRI) standards, core option. The contents of this report also sought to include, whenever possible, the recommendations of the International Integrated Reporting Council (IIRC), the Sustainability Accounting Standards Board (SASB) and the commitments to the Global Compact and the Sustainable Development Goals (SDG). This reporting period is from January 1st to December 31st, 2021.

Materiality Process

In order to ensure compliance with the GRI Standards, Rede D’Or São Luiz reviews its materiality process every two years, geared towards evidencing material topics that may impact the Company and its stakeholders in the short, medium and long terms. The materiality is reviewed based on a five-phase process, as shown in the picture below. The Materiality matrix will be revised again in the second half of 2022.



For more information on this report, please contact the Sustainability Department by email at sustentabilidade@rededor.com.br.

2021 MATERIAL TOPICS

- | | |
|--|--|
| 1 Economic Performance | 10 Occupational Health and Safety |
| 2 Innovation | 11 Training and Development |
| 3 Education and Research | 12 Diversity |
| 4 Integrity and Fight against Corruption | 13 Initiatives targeted at the community and impact management |
| 5 Energy | 14 Health promotion and Disease prevention |
| 6 Water | 15 Social Responsibility |
| 7 Waste | 16 Patient Experience |
| 8 Climate Change | |
| 9 Attraction and Retention | |

STAKEHOLDERS

- | | | | |
|---------------------|--|--------------|--|
| Physicians | | Communit | |
| Employees | | Partners | |
| Healthcare carriers | | Shareholders | |
| Third-parties | | Patients | |
| Researchers | | Suppliers | |



Detailed information on the Materiality Process is available for consultation on Rede D’Or’s website, in the Sustainability menu.

Materiality

GRI 102-44, 102-47

Material topics	Impact	Stakeholders Impacted	SDG	Global Compact	Category
Economic performance	A B	1 2 4 5 6 7	2 5 7 8 9	-	
Innovation	A B	1 2 3 4 5 8 9 10	9	-	
Research and Education	A B	1 3 4 8 9	4	-	
Integrity and Fight against Corruption	A	1 2 3 4 5 6 8 9	16		
Energy	A	1 2 3 4 6 8 9	7 8 12 13		
Water	A	1 2 3 6 8 9	6 7		
Waste	A	1 2 3 6 8 9	3 6 12		
Climate Change	A B	1 2 3 4 5 8 9	13		
Attraction and Retention	A	1 2 8	5 8		
Occupational health and safety	A B	1 2 3 5 6 7 10	3 8	-	
Training and Development	A	1 2 3 6	4 5 8	-	
Diversity and Equal Opportunities	A B	1 2 3 6 9	5 8 16		
Impact on Local Communities	B	9	11	-	
Health prevention and promotion	A B	8 9	3	-	
Social Responsibility	B	1 2 3 4 6 8 9 10	12	-	
Patient Experience	A B	1 2 4 6 8	3	-	

Note: Material topics have not been adjusted given that they will be revised in 2022 together with their boundaries. This report presents consolidated information on Grupo D'Or, except for units acquired during the reporting period.

Key

Impact
 A Internal B External

Stakeholders Impacted
 1 Physicians 2 Employees 3 Researchers 4 Health care carriers 5 Suppliers 6 Third parties 7 Shareholders 8 Patient 9 Community 10 Partners



Detailed information on the Materiality Process is available for consultation on Rede D'Or's website, in the Sustainability menu.

OUR STRUCTURE

Present in 11 states and the Federal District, Rede D'Or São Luiz's importance for Brazil's health care system is undeniable. Our pursuit for innovation and excellence has been recognized year after year in awards and certifications in several areas. In 2021, we received more than 10 awards that show our efforts in providing the best service possible and the awareness of our responsibility to the community.

Mission, Vision and Values

GRI 102-16



MISSION

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



VISION

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



VALUES

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

Rede D' Or São Luiz

GRI 102-1, 102-2, 102-5, SASB: HC-DY-000.A

Front Proncor Hospital, Campo Grande (MS)



We are Brazil's largest private health care network, with hospital and clinics that provide the full spectrum of services, the largest integrated oncology treatment network in the country, one of the largest diagnosis networks, with a broad blood bank operation and the largest health consulting services in Brazil. We have also got Brazil's the most important research and education institute financed by a private health care company, the D'Or Institute (IDOR), which operates in core medicine fields, such as neurology, cardiology and oncology. Since 2020, we are listed on the Brazilian stock exchange, the B3 (RDOR3).

Our history begins in 1977, with the foundation of the Labs Group, in Rio de Janeiro (RJ). Over little more than 20 years later, in 1998, we pioneered the beginning of a new era in healthcare hospitality in Brazil, with the opening of Hospital Barra D'Or. Under the Rede D'Or São Luiz brand, we began our domestic expansion strategy in 2007 and, five years later, in 2012, we officially adopted the name Rede D'Or São Luiz.

We have 64 own hospitals and 3 managed hospitals, 50 clinics, 12 labs and we are present in 11 states and the Federal District. In 2021, we added

12 new hospitals to our network, expanding our reach to the states of Paraíba, Mato Grosso do Sul and Minas Gerais.

Our figures include 10,618 beds, of which 8,946 are operational and provide a comprehensive and unified care to millions of patients. 67,000 direct and indirect employees offer complete and unified care to millions of patients and visitors every day.

The ongoing pursuit of innovation and excellence is part of Rede D'Or São Luiz's DNA and is present in our



64
own
hospitals



50
clinics



12
diagnosis
labs

10,618
beds



87,000

physicians working

at our units and, in 2021, new physicians who are acknowledged in their fields joined our team.

daily routine. Based on the premise of a person-focused care, we are proud to be a national benchmark in cancer diagnosis and treatment (with 50 clinics linked to Oncologia D'Or), in terms of innovation in healthcare and production of scientific knowledge through IDOR. Through D'Or Consultoria and D'Or Soluções, we provide consulting and management services to clinics and hospital complexes. In 2021, we are also proud to have added new physicians to our team who are acknowledged in their fields and are now part of a total team 87 thousand physicians who work at our units.

As an acknowledge of our performance in the private hospital sector, we were chosen as one of the Most Valuable Brans in Brazil, by Meio & Mensagem, and the number 1 company in Health

Care services by Valor 1000 in 2021. Furthermore, Quinta D'Or was elected one of the 15 best hospitals in the World's Best Hospitals ranking by Newsweek; Copa D'Or won in the Best Hospital category in the "Rio de Janeiro's Most Loved" survey, by Veja Rio magazine, and Rede D'Or São Luiz's Chairman, Jorge Moll Filho, received the title of Honorary Citizen ("*Cidadão Benemérito*"), granted by the City Council as an acknowledgment for the work performed in the city of Rio de Janeiro. To finalize 2021, we were awarded in a research conducted by Instituto para o Desenvolvimento Social (Social Development Institute, or IDIS in Portuguese) as one of the Brazilian companies that most contributed to social and environmental initiatives in the period.



Where we are¹

GRI 102-4, 102-6



Opening of
12
new
hospitals
in 2021

Present in
11
states +
the Federal
District



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

Bahia
Hospital Aliança
Hospital Cárdio Pulmonar
+ Hospital Maternidade Santa Emília
Hospital São Rafael

Ceará
Hospital São Carlos

Maranhão
Hospital UDI

Minas Gerais
+ Hospital Biocor

Paraíba
+ Hospital Nossa Senhora das Neves
+ Clim Hospital

Pernabuco
Hospital Esperança Olinda
Hospital Esperança Recife
Hospital Memorial São José
Hospital São Marcos

São Paulo
Hospital Alpha Med
+ Hospital América Mauá
+ Hospital Antonio Afonso
Hospital Assunção
Hospital Aviccena
Hospital Bartira
Hospital e Maternidade Brasil
+ Hospital Central de Guaianases
Hospital da Criança
Hospital IFOR
+ Hospital Novo Atibaia
Hospital São Luiz Jabaquara
Hospital São Luiz Morumbi
Hospital e Maternidade Ribeirão Pires
Hospital e Maternidade São Luiz Anália Franco
Hospital e Maternidade São Luiz Itaim
Hospital e Maternidade São Luiz São Caetano
Hospital e Maternidade Sino Brasileiro
+ Hospital Orthoservice
+ Hospital Serra Mayor
Hospital Vila Nova Star - SP
Hospital Villa Lobos
Hospital Vivalle

Sergipe
Hospital São Lucas

Mato Grosso do Sul
+ Hospital Proncor

Pará²
+ Hospital 5 de Outubro
+ Hospital Yutaka Takeda

Paraná
Hospital Santa Cruz

Rio de Janeiro
Clínica São Vicente
Hospital Badim
+ Hospital Balbino
Hospital Bangu D'Or
Hospital Barra D'Or
Hospital Caxias D'Or
Hospital Copa D'Or
Hospital Copa Star
Hospital Glória D'Or
Hospital Jutta Batista
Hospital Niterói D'Or
Hospital Norte D'Or
Hospital Oeste D'Or
Hospital Perinatal Barra
Hospital Perinatal Laranjeiras
Hospital Quinta D'Or
Hospital Real D'Or
Hospital Rio Mar
Hospital Rios D'Or
Hospital Samer
Hospital São Lucas

1. The acquisitions of the Aeroporto, Santa Isabel and Arthus Ramos units, in Maceió, were in the completion phase up to the publication of this report.
2. Hospital 5 de Outubro and Hospital Yutaka Takeda in the state of Pará are managed by the Company.



2021 awards, recognitions and certifications



Best Hospital by Veja Rio

Copa D'Or won the Best Hospital category in the “Rio de Janeiro’s Most Loved” survey, organized by Veja Rio, one of the most relevant media vehicles in the state, which features the places, brands and products the people from Rio de Janeiro prefer.



Brazil’s most valuable brands

Rede D’Or São Luiz is among the 27 most valuable brands in Brazil and is the number 1 in the Health Care segment in the Brand Dx 2021 ranking, published by Meio & Mensagem magazine, one of Brazil’s most important marketing vehicles.



#1 in the health care sector by Valor 1000

Rede D’ Or São Luiz was the first in the Medical Services category of the Valor 1000 Award, granted by Valor Econômico newspaper, the most relevant business publication in Brazil, which follows the criteria approved by the Getulio Vargas Foundation, with exclusive ranking indicators and ranking of Brazil’s 1000 biggest companies.



One of the 15 best hospitals in the World’s Best Hospitals ranking

Quinta D’Or, in Rio de Janeiro, was chosen one of the world’s best hospitals, among more than 2,000 institutions evaluated in more than 25 countries, in the World’s Best Hospitals ranking, organized by the Newsweek magazine in partnership with Statista. The evaluation criteria included excellence, physicians, nursing care and cutting-edge technology.



Cidadão Benemérito do Rio

The City Council of Rio de Janeiro awarded the cardiologist Jorge Moll Filho, Chairman of Rede D’Or São Luiz’s Board of Directors, the title of Honorary Citizen (“*Cidadão Benemérito*”) of Rio de Janeiro, awarded to those who somehow did have an admirable work on behalf of the city, state and country.



Sindhospe’s Hospital Management Award

Rede D’Or São Luiz won the 4th edition of the award organized by the Trade Union of Hospitals, Clinics, Health Care Facilities and Research and Clinical Analysis Labs of the State of Pernambuco (Sindhospe, in Portuguese), which recognizes the importance of health care institutions in the State of Pernambuco.



2021 Aberje Award

One of the most important awards in the Corporate Communications field, which promotes and fosters the best initiatives and efforts in the field throughout Brazil, recognized Rede D' Or São Luiz as one of the winning health care companies in the 2021 edition. We achieved the 1st place in the regional round for Espírito Santo/ Rio de Janeiro, in the "Brand" category, with the "Somos Todos Rede D'Or" case.



Customer Experience Award

Rede D'Or São Luiz was the winner in the "Highlight History" category in its first participation in the award. A patient admitted in 2019 at Hospital e Maternidade Brasil, in Santo André, who lived his dream of seeing his son getting married was the winning case. The ceremony was conducted at the hospital unit.



Atitude Sustentável Award

In April 2021, Rede D'Or São Luiz was recognized as a Sustainable Company in the *Atitude Sustentável* Award, offered by the *Câmara de Comércio, Indústria e Serviços do Brasil* (CISBRA). Related to the performance in 2020, the award recognizes individual or corporate initiatives that fight for a fairer development of the country.



Empresas Mais Award

The *Empresas Mais* award by O Estado de São Paulo newspaper highlighted the 100 companies in Brazil, according to the Estadão/FIA Impact Coefficient (CIE, in Portuguese) at the end of 2021. The index is the result of crossing information related to the size and financial performance of each company in their respective sector. It ranks companies according to their respective CIE index. Rede D' Or São Luiz is the first among health care companies.



Biggest supporter of social and environmental initiatives

We finalized the year 2021 with another external recognition that we are in the right path. A groundbreaking survey conducted by Instituto para o Desenvolvimento do Investimento Social (IDIS) listed the Brazilian companies that contributed the most to social and environmental initiatives, through donations and sponsorships over the past year. The almost R\$224 million donated by Rede D'Or São Luiz account for almost 49% of the company's net income in the period, and it is the largest percentage among the highest donors.



2021 Global Climate Award in the Climate Leadership category - GOLD/Climate Leaders

This award is the result of Rede D'Or's participation in the 2020/2021 cycle of the Health Care Climate Challenge and aims to recognize the best climate initiatives among hundreds of participants worldwide. In 2021, out of the 52 organizations awarded, 8 were Brazilian.



OUR OPERATION

The final aim of Rede D'Or São Luiz's business model is to offer the best in the world of medicine to even more Brazilians. Hence, we rely on a Governance structure (that was reviewed in 2021) and several policies that guide our operations. Moreover, we have invested in risk management and information security, ensuring reliability to our activities.

Business Model

Hospital Glória D'Or, Rio de Janeiro (RJ)



Our management model is grounded on three pillars: economic sustainability, perceived quality and technical quality, always in line with Rede D'Or São Luiz's Vision, Mission and Values. We are proud to have a commitment to health based on humanized care coupled with cutting-edge technology, high standards of quality and comfort for our patients, employees and physicians.

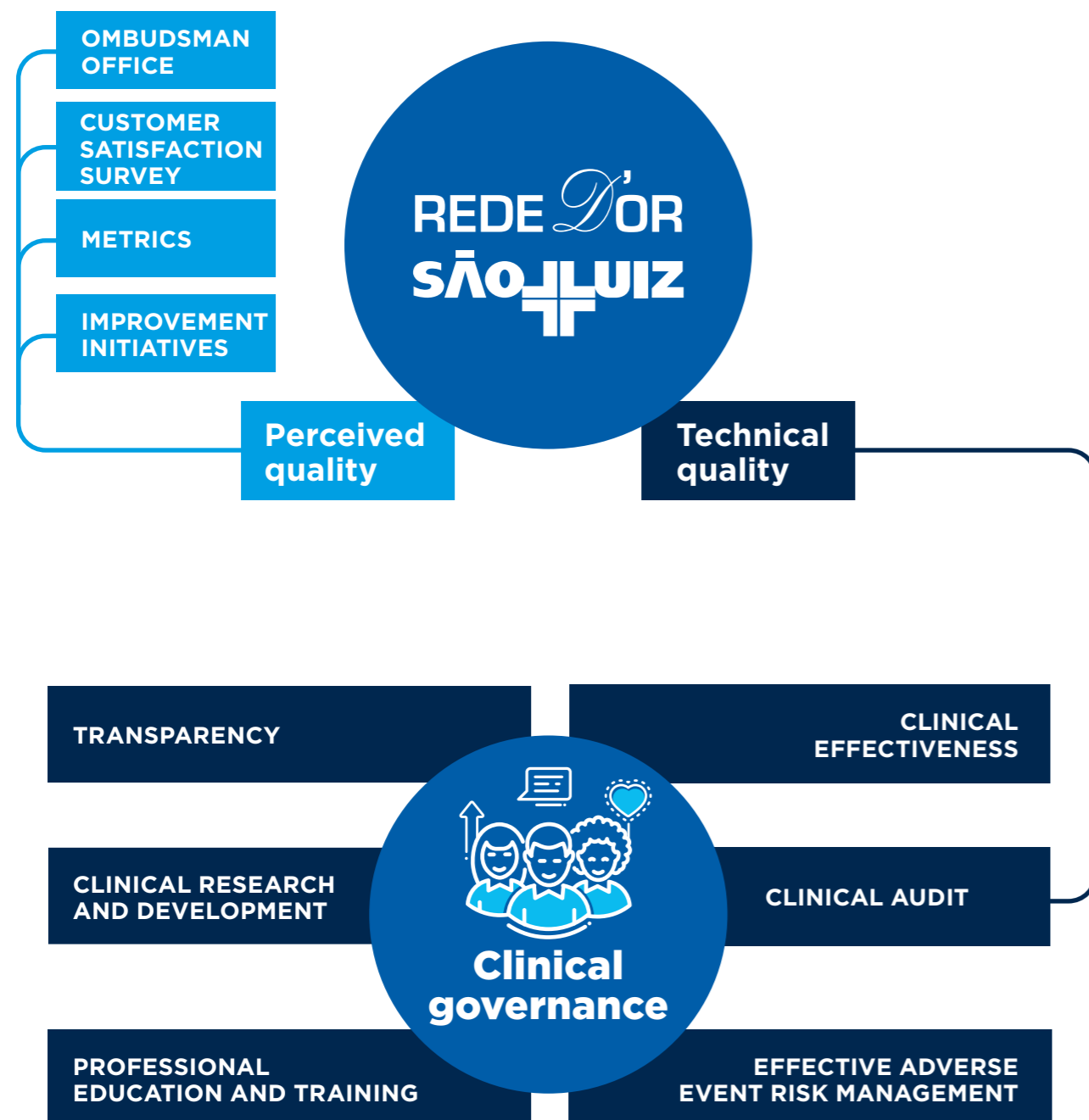
We operate in accordance with hospital concepts that include gains of scale, greater complexity, hospital network, emergency readiness, quality of care and a multidisciplinary team, always seeking to offer the best medicine to more and more Brazilians.

Our management model includes the commitment to keeping the highest ethics and integrity standards in our care delivery practices, in the relationship with all stakeholders and in our commercial transactions.

In line with Rede D'Or São Luiz's Vision, Mission and Values, our management mode is anchored in three pillars:

1. economic sustainability;
2. perceived quality; and
3. technical quality

Economic Sustainability



Greater complexity

We are prepared to treat complex cases, using cutting-edge technology and infrastructure.



Multidisciplinary team

Highly-trained, up-to-dated and motivated physicians, technicians and nurses.



Hospital network

Continuous network expansion, both in terms of projected hospitals and available beds.



Gains of scale

They are a priority when dealing with suppliers and health care carriers.



Emergency care readiness

ready to deliver service 24 hours a day.



Quality of care

Continuously improving patient service and care.

Governance

GRI 102-18

Rede D'Or São Luiz's Governance structure comprises the Board of Directors (BoD) and the Executive Board, which implements the guidelines approved by the BoD and coordinates the management of the economic, environmental and social aspects of our activities. Paulo Moll has been our CEO since January 1, 2020 and is also a sitting member of the BoD.

The Board of Directors and the Executive Board are supported by the Corporate Risk Commission, the Fiscal Council (currently not installed), the Executive Committee and the Audit Committee. To strengthen the main guidelines that drive the Company's business, Rede D'Or São Luiz relies on several policies that are in line with Environmental, Social and Governance (ESG) aspects, and are focused on achieving operational excellence, employee safety and the balanced development of economic growth and social & environmental responsibility.

The extraordinary shareholders' meeting approved the amendment and consolidation of Rede D'Or São Luiz's bylaws. Approved amendments include transforming the audit committee into a statutory committee.

Throughout 2021, we updated or put into effect the following rules (approved by the Board of Directors or the Shareholders' Meeting, as the case may be): Bylaws, Internal Rules of the Audit Committee, Internal Audit Policy, Climate Change Policy, Sustainability Policy, Environmental Policy, Human Rights Policy, Social Responsibility Policy and Compensation Policy. On December 15, 2021, the extraordinary shareholders' meeting approved the amendment and consolidation of Rede D'Or São Luiz's bylaws. Approved amendments include transforming the Audit Committee into a statutory committee.

 You can have access to our policies' full content on the website

 More detailed information on our Governance structure can be found on our Investor Relations website



Board of Directors

Rede D'Or São Luiz's Board of Directors comprises at least 5 and at most 9 members elected by the shareholders' meeting. With a two-year term of office, the Board is responsible for devising the business strategy, overseeing targets and management decisions, as well as monitoring the Company's performance.

We have committed to maintain at least 2 or 20%, whichever is higher, of independent members on the Board. In

2021, this percentage was 28.57% and there were no changes to the board members' overall structure. Re-election is allowed and, according to the best practices, the Chairman of the Board of Directors is not a member of the Executive Board, therefore the positions of Chairman of the Board of Directors and Chief Executive Officer, or the Company's main executive officer, is not held by the same person. The next election will be held on April 29, 2022.

Board Of Directors Members*

Sitting directors	Position	Alternates
Jorge Neval Moll Filho	Chairman	Jorge Neval Moll Neto
Heráclito de Brito Gomes Junior	Vice-Chairman	Fernanda Freire Tovar Moll
Paulo Junqueira Moll	Director	Renata Junqueira Moll Bernardes
André Francisco Junqueira Moll	Director	Paulo Manuel de Barros Bernardes
Pedro Junqueira Moll	Director	Alice Junqueira Moll
Stephen H. Wise	Independent Director	Willian H. McMullan
Wolfgang Stephan Schwerdtle	Independent Director	Paulo Menescal Barbosa

* On 12/31/2021

Executive Board

GRI 102-20, GRI 102-23

Rede D'Or São Luiz's Executive Board is responsible for managing the Company's business, in accordance with the guidelines outlined by the Board of Directors and/or the decisions made by the General Shareholders' Meeting.

Our Executive Board can be comprised by three to up to twenty members,

one being the CEO, one the CFO and Investor Relations Officer and the other officers with no specific mandates, who serve a three-year term of office. The next election is expected to be held on October 9, 2023. Re-election is allowed. In 2021, we elected one new officer, Jamil Muanis Neto.

Executive board members¹

Paulo Junqueira Moll ²	Chief Executive Officer
Otávio de Garcia Lazcano	Chief Financial and Investor Relations Officer
Maurício da Silva Lopes	Executive Officers
Mauro Teixeira Sampaio	Executive Officers
Rodrigo Gavina da Cruz	Executive Officers
Leandro Reis Tavares	Executive Officers
Jamil Muanis Neto	Executive Officers

1. On 12/31/2021

2. Membro do conselho de administração.

Sector Committees

GRI 102-22

Sector committees support the Board of Directors and the Executive Board with assessing material topics for Rede D'Or São Luiz and provide information to the other bodies in the decision-making process. They also report to these bodies about the social, economic and environmental impacts of our activities.



Sustainability Commission

It is also responsible for strengthening our sustainability guidelines and strategies, ensuring our corporate operation is aligned to our policies.



Advisory bodies

Audit Committee

The Board of Directors may create committees, whether permanent or not, to help fulfill its duties with specific purposes. According to Rede D'Or São Luiz's bylaws, the Audit Committee is a mandatory and permanent body. The committee is composed of at least three members, one of them being a Rede D'Or São Luiz's Independent Director, pursuant to the Novo Mercado Listing Rules, at least one must have demonstrated experience in corporate accounting, and most members must be independent, pursuant to CVM Resolution 23/2021.

Other Audit Committee's responsibilities include issuing an opinion on hiring and replacing the independent auditor to conduct the external independent audit or other services; overseeing the activities of independent auditors and the internal controls, internal audit and

preparation of financial statements departments; monitoring and assessing the quality and integrity of the Company's internal control mechanisms, quarterly information, interim statements and financial statements, measurements and statements disclosed based on adjusted accounting information and non-accounting information that add elements not included in the usual structure of financial statements; assessing and monitoring risk exposures; together with the Senior Management and internal audit department, evaluating and monitoring the adequacy of the Company's transactions with related parties and their respective evidence; as well as assessing, monitoring and recommending corrections or improvements to the internal policies to the Senior Management; and preparing the summarized annual report.

The Audit Committee is also responsible for ensuring the Company has a Whistleblowing Channel and its operation, which is the main tool to follow up reports of non-compliance with rules and regulations applicable to the Company, in addition to internal rules and codes, including breaches to the Code of Conduct in force.

Executive Committee (Comex)

The Committee is comprised by our Executive Board members, who work to lay down overall management guidelines, validate proposed order of business, decide on deadlocks and monitor the company's results.

Corporate Risk Commission

The Committee is comprised by our Executive Board members, who work

to lay down overall management guidelines, validate proposed order of business, decide on deadlocks and monitor Rede D'Or São Luiz's results.

Sustainability Commission

The Sustainability Commission is an advisory and permanent body, comprising at least three and at most nine members, from several of the Company's departments. The Commission's main role is to advise the Executive Board on sustainability-related matters, including the creation of corporate guidelines and initiatives. It is also responsible for strengthening our sustainability guidelines and strategies, ensuring our corporate operation is aligned to our policies.

General Shareholders' Meeting

Shareholders meet on an annual basis in the first four months after fiscal year-end and extraordinarily whenever necessary. The General Shareholders' Meeting must be presided over by the Chairman of the Board of Directors and, in his absence or in the absence of his deputy or a person appointed by him, the chairman of the General Shareholders' Meeting shall be chosen by the majority of votes of attending shareholders, and the chairman shall appoint the secretary among those in attendance, whether shareholders or not.

Fiscal Council

The Company has a non-permanent Fiscal Council comprised by three sitting members and the same number of alternates, whether shareholders or not. The Fiscal Council shall only be installed upon request of the Company's shareholders, pursuant to the applicable legislation and regulations. Members are elected by the Shareholders' Meeting in the fiscal years it is instated to analyze the financial statements of that year, with term of office until the next shareholders' meeting, and reelection is allowed.

Shareholding Structure

GRI 102-7

Moll Family	1,014,928,801	50.5%
Management	26,243,605	1.3%
Treasury shares	38,913,916	1.9%
Free-Float	930,280,833	46.3%
TOTAL	2,010,367,155	100.0%

Reference Date: 12/31/21

Integrity and compliance

GRI 102-17, 103-2, 103-3, 205-2

At Rede D'Or São Luiz, we are committed to keeping the highest ethics and integrity standards in our care delivery practices and in the relationship with all stakeholders, including our commercial transactions. Therefore, we have a Code of Conduct, which lays down all our principles, an

[Anti-Corruption Corporate Policy](#) and an Integrity Program.

Full compliance with said documents contributes to business growth, sustainability and perpetuity. We did not record any confirmed corruption cases in 2021.



Total number and nature of confirmed corruption cases

(GRI 205-3)

2019

No such cases in the reporting period

2020

No such cases in the reporting period

2021

No such cases in the reporting period

Code of Conduct

GRI 102-25

Our Code of Conduct informs employees on expected behavior in the relationship with colleagues and other stakeholders (clients, suppliers, government operatives, community and the press). The Code covers several topics, including laws, standards and regulations, professional conduct, transparency in relationships and mutual responsibility. All employees must be informed and accept the Company's Code of Conduct by signing a statement electronically. If applicable, they must also inform the company about any situation that might be considered a possible conflict of interest.

Periodic reviews have enabled us to keep our Code of Conduct up to date regarding changes in social behaviors, laws and regulations, such as the Brazilian General Data Protection Act (LGPD, in Portuguese).

Complying with the legislation in force, the Company does not make contributions to political campaigns, political parties, lobbyists or lobby organizations, trade association and other groups exempt from paying taxes.

Anti-Corruption Corporate Policy

The main purposes of Rede D'Or São Luiz's Anti-Corruption Corporate Policy are to prevent bribes and corruption, maintain our image and reputation and enable the immediate response to any matters on conduct. The document covers specific topics, such as the receipt and offer of gifts, political contributions, recordkeeping and internal controls, training and rules enforcement. The Policy is applicable to all of Rede D'Or São Luiz's directors, executive officers, employees, representatives and third parties.

Ethical guidelines campaigns

To help our Employees with understanding attitudes that can be considered potential acts that violate our code of conduct's ethical guidelines, we carried out communication campaigns addressing material topics to the company as well as society, such as sexual harassment and discrimination.

Integrity Program

Our **Integrity Program** sets forth the implementation of mechanisms used to prevent, identify and fight corruption, bribery and frauds in bidding processes and the relationship with Public Authorities, ensuring Rede D'Or São Luiz's full commitment to ethics and transparency. It is based on the Brazilian Anti-Corruption Law (12.846/13) and the respective decree (8.420/15) and relies on the commitment of the senior management, who safeguards its application to the Company's daily activities.



Pillars of the Integrity Program



- Risks and Controls
- Whistleblowing Channel
- Accountability and Independence
- Policies, rules and procedures
- Communication and training
- Senior management commitment

To spread and consolidate the compliance and anti-corruption culture at Rede D'Or São Luiz, we offer specific training on the topics to our internal stakeholders. Throughout 2020 and 2021, after the implementation of the DL (distance learning platform), 55,855 employees completed the compliance training, which have included topics related to Rede D'Or São Luiz's code of conduct and internal rules regarding the topic, accounting for 87% of our total staff. Furthermore, we also made available a training focused on anti-corruption practices, with 2,015 managers trained and approved, accounting for 85% of our target audience.

Whistleblowing Channel

GRI 102-17

Any kind of misconducts can and must be recorded in our Whistleblowing Channel, which is available 24x7, on the phone or the internet (via e-mail or on the website). To provide more safety and peace of mind, claims can be anonymous, as set forth in the Code of Conduct and the Whistleblowing Channel's internal rules and ensured by a specialized and independent company.

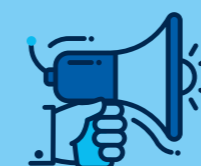
The Compliance department is responsible for the Channel and manages received claims, submitting them to the respective departments. The department considers the type and complexity of each claim and commits to address 100% of them. Highly critical complaints can also be evaluated eventually by Rede D'Or São Luiz's senior management.

In 2021, we received a total of 1,963 claims, most of them related to misconducts (652), followed by non-compliance with rules and internal policies (434) and moral harassment or aggression (368). The aforementioned claim types account for 74% of the total claims received. Up to year-end, 396 complaints were under analysis, 592 were found unsubstantiated and 541 substantiated. Other complaints (26%) are nor related to the whistleblowing channel, but to other communication channels, such as the Ombudsman Office and Contact Us. In the latter case, the proper disciplinary measures have been applied, in accordance with the internal rules.

Received claims

Preparing or offering new training sessions, leaflets and awareness-raising initiatives on key topics for specific audiences (or in general) based on complaints received.

2020		2021
444	Misconduct	652
374	Non-compliance with rules and internal policies	434
251	Moral harassment or physical aggression	368
391	Other	509
1,460	TOTAL	1,963



Rede D' Or São Luiz's and Richet's Whistleblowing Channel



Telephone
0800 377 8031



Website
www.canalconfidencial.com.br/canalconfidencial/



E-mail
canaldedenuncias@rededor.com.br



Mailing address
Av. Voluntários da Pátria, 138 - Botafogo - Rio de Janeiro/ RJ. CEP: 22270-010. (Attn. Compliance Department).

Cases involving D'Or Consultoria can be reported to its own Whistleblowing Channel:



Telephone
0800 4504510



Website
www.canalconfidencial.com.br/dorconsultoria



E-mail
canaldedenuncias@rededor.com.br

Risk Management

GRI 102-11, 102-15, 103-2, 103-3



In order to always ensure that people's integrity and physical well-being are a priority, keep our assets safe and mitigate possible risk exposures and our business's impacts on society, communities and environment, we have a structured Risk Management strategy at Rede D'Or São Luiz.

To help us identify, assess, prioritize and treat possible risks to our business, we adopt a series of policies, operational and financial strategies, as well as governance practices that support us in adopting adequate plans and measures to prevent and mitigate risks. In order to add social and environmental aspects

to its corporate risk management, we adopt practices such as the use of social and environmental management system, mechanisms to receive complaints, risk monitoring program, internal social and environmental risk reports as well as audits to assess the policy on the topic.


A Corporate Risk Commission was created to assess risks and operate in line with the executive offices responsible for the necessary actions. The commission is also responsible for providing information that help the Executive Board and Board of Directors assess the risks.

The Commission is comprised by at least three members, including the Commission's Executive Officer, namely the Risks and Internal Controls Executive Officer, who is supported by the coordinator, namely the Corporate Risks and Business Continuity Manager, with the participation of several of the Company's departments. The Department's main purpose is to foster and monitor risk management in the corporate departments and business units.

Corporate risks are assessed in all departments. The process involved

34 departments
50 department heads

The process had three stages:

 **Identification and classification**

 **Measurement and treatment**

 **Monitoring and report identification**

In 2021, we conducted a corporate risk assessment of all Rede D'Or São Luiz's departments (except for the healthcare service risk area and departments focused on clinical quality and management). 34 departments and 50 leaders, from managers to vice-presidents, participated in the assessment, which comprised three phases: identification and classification, measurement and treatment, monitoring and reporting.

Risk Management Pillars

- Social and Environmental Risks
- Financial Risks
- Operational Risks
- Strategic Risks
- Regulatory Risks
- Technology Risks

The outcomes included formalizing Rede D'Or São Luiz Corporate Risk Matrix and Corporate Risk Glossary. A plan to implement and develop integrated corporate risk management initiatives and processes was presented to the Audit Committee, advisory body to the Board of Directors, showing transparency to our risk monitoring process.



Regarding environmental risks, we applied our Environmental Policy, which lays down compliance with environmental laws and requirements and the commitment to the continuous improvement of environmental management process across all business units. To comply with all these principles, we have adopted management practices and innovative technologies that allow the efficient use of natural and other resources necessary to provide our services; developed environmental projects and initiatives in accordance with the features of each region where we operate and conducted periodical environmental audits.

As far as financial risks are concerned, they are managed as part of the financial strategy previously approved by the senior management and the shareholders. Our capital management aims to ensure business continuity

and maximization of shareholders returns. Macroeconomic conditions are monitored and identified changes are considered in the adjustments of capital structure.

We have also updated the Crisis Management process and reviewed the Business Continuity Plan, making roles and responsibilities clearer in the strategic framework, expanding the scope in possible operational scenarios. Moreover, we improved the crisis room located in the corporate office, where we hold meetings, outline strategies and responses to possible events, in addition to monitoring the main risks that may impact operations in real time, through the analysis of internal data (from indicators developed with the help of Business Intelligence tools), as well as news reports, social media, among others.



Corporate Risks

PHASE 1

Primary Risks Matrix

risks identified based on information from officers and managers;

PHASE 2

Consolidated Risks Matrix

review of risks identified by the GRCC in the Primary Risk Matrix, managers' approval and assessment of officers;

PHASE 3 (final result)

Corporate Risks Matrix

Selection of risks listed in the Consolidated Risks Matrix that demand greater engagement of the Senior Management. It includes strategic risks, which are monitored and assessed by the Board of Directors.

Information Security

GRI 418-1, SASB: HC-DY-230a.2, SASB: HC-DY-230a.3, SASB: HC-DY-230a.4

Information systems are crucial for the operation of several critical areas at Rede D’Or São Luiz. We collect and store proprietary trade information in our systems and have access to classified information and personal data in some of our businesses.

Since 2020, we have relied on an independent structure responsible for information security and privacy and we have increased our participation in national and international cooperation groups to identify and fight cyber threats. In 2021, we invested R\$18.13 million to enhance our information security initiatives in the entire Company.

At the same time, we have a strong commitment to bring more technology and automation to our hospitals. Currently, 100% of Rede D’Or São Luiz’s hospitals in Rio de Janeiro already have electronic patient charts, providing more security and agility in patient care.

Among our main projects, we emphasize Accenture’s Security Operation Center (SOC), which offers a broad experience in responding to security incidents across the globe and uses global trends to respond to incidents, consolidated security and cyber standards and frameworks in its modus operandi, in addition to the use of cutting-edge

technological solutions to detect threats (overall focused specifically on the health care segment), solution for vulnerability management, strict access management and a campaign to raise internal stakeholders’ awareness, focused on promoting a safe behavior both in their personal and professional lives.

We have also kept several procedures to comply with the Brazilian General Data Protection Act, making the Data Holders Portal available so that information owners can exercise their rights under the law. No incident that could compromise any client data has been recorded in 2021.

2020



2021

No record of incident that could compromise client data

No record of incident that could compromise client data



OUR VALUE CREATION



We are increasingly aware of the impacts created by our operations, and we believe that our existence must contribute to creating value for our stakeholders. That is why we continually invest in the relationship with our employees and partners and foster excellence, high performance and commitment to sustainability in all the activities that involve Rede D'Or São Luiz,



Financial capital

GRI 102-10, 103-2, 103-3

Business performance

We increased our physical capacity by 1,799 total beds in the period between December 2020 and December 2021, completed the construction works of Maternidade São Luiz Star, which will be inaugurated in 2022 and acquired

12 new hospitals, also increasing our presence in Brazil. We also completed the expansion of existing units and entered into a 10-year agreement with Vale to manage two of the company's hospitals in the state of Pará.



R\$ 1.6 billion

Invested in 2021 in expansion projects as detailed in the Message from the CEO (page 9).



8,145

Indirect jobs created by expansion projects



13

Novo projetos especiais including Medical Centers, Oncology, Pathological Anatomy, SADT and Nephrology, with investments of **R\$ 37.3 million** and creation of **1,037 indirect jobs**.

Completed constructions

Maternidade São Luiz Star

With a 173-bed capacity, of which 90 are suites, 21 semi-intensive beds, 4 adult ICU beds and 58 neonatal ICU beds, the new Maternidade São Luiz Star will have a total area of a little over 36,000 square meters in an upscale region of São Paulo.

On the outside, the 24-story and 4-underground-level structure will be a landmark in the Vila Olimpia region and on the inside, it will feature an obstetric emergency room with 18 rooms for patient care and an exclusive emergency room; state-of-the-art diagnosis center and advanced fetal medicine center, MRI, CT scan, among others; surgical center with 8 rooms - one of them a smart room - and 8 large delivery rooms, equipped with heated bathtub,

exclusive bathroom, exercise machines to support labor and a humanized decor for the expectant mother.

All apartments and suites will be decorated and automated with artificial intelligence, voice commands and automatic blinds, lighting and air conditioning, providing comfort for families. There are also large spaces designed for patient and family comfort, in addition to a restaurant with panoramic view on the 22nd floor.

Patients and companions will also rely on nutrition and dietary services with menus signed off by French chef, Rolland Villard.

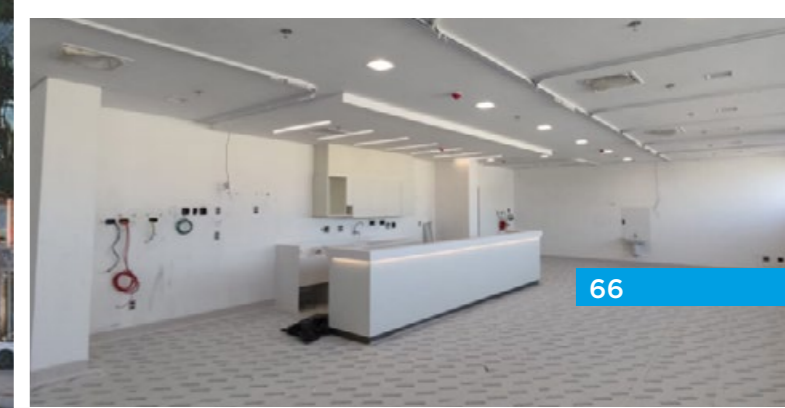
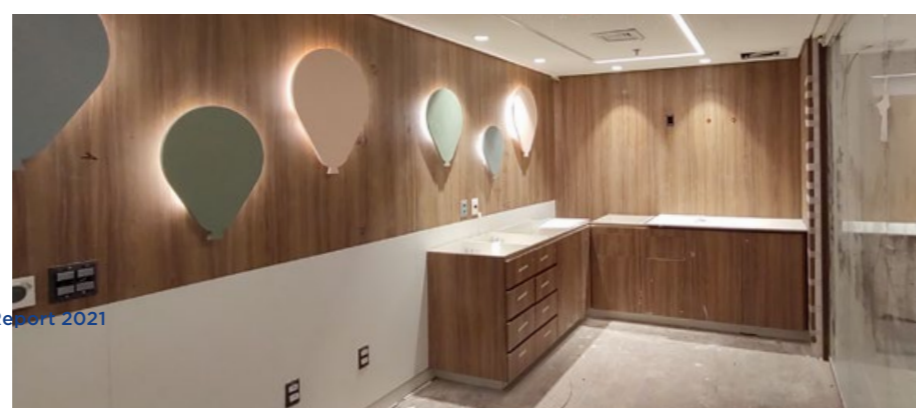
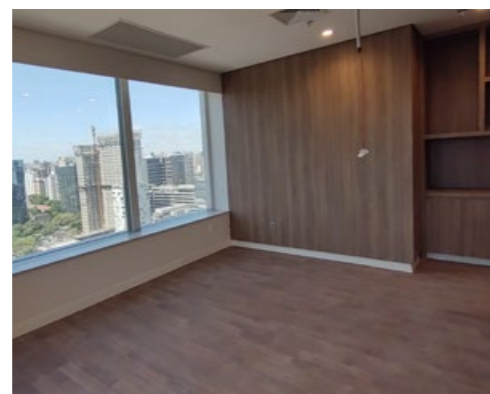
Hospital Sino Brasileiro (Hospital São Luiz Osasco)

With a total built-up area of over 22,000 square meters, the new tower of the future Hospital São Luiz Osasco (current Sino Brasileiro) will offer patients and visitors much more than the 90 additional beds that will increase the unit's capacity to 296.

The inauguration of the new structure will be followed by a significant improvement of the complex's operational flow, expansion and modernization of operation rooms - with technology including robotics - as well as new SADT equipment, including the installation of a new Hemodynamics.

A new doctors' lounge will be available to provide a better experience to the medical staff, plus the new obstetric center will offer the new *Espaço Nascer* area and lounges for families and visitors to watch the birth deliveries, in addition to the implementation of 2 prenatal, delivery and postpartum (PPP, in Portuguese) rooms.

Finally, the entire new building - which will offer the possibility to convert ICU rooms into admission rooms if needed - will enjoy cutting-edge technology and focus on sustainability, with systems for the rational use of water and energy resources.



Acquired hospitals

Hospital de Clínicas Antônio Afonso

Located in downtown Jacareí, in the countryside of the state of São Paulo, the hospital is a local and regional reference in healthcare services. Founded in 1991, it is acknowledged for offering quality services, experienced professionals, respected medical staff and a client focused operation.

Hospital Central de Guaianases

Located in Vila Yolanda, in the capital of the state of São Paulo, the Hospital has 153 beds and receives averagely 800 patients per month in the admissions department. It is currently being renovated to increase its service capacity.

Hospital América Mauá

Health excellence center in the city of Mauá (SP), the Hospital is located in a 10,000 m² area and offers 112 beds, including adult ICUs, and neonatal and pediatric ICUs, serving 1,200 patients every day. The first hospital in Mauá to receive the ONA III – Excellence Management certification, it is one of the few hospitals in the ABC region that enjoys financial independence and makes its own investments. It has a highly-specialized, modern and equipped surgical center, which includes a hybrid hemodynamics room, ready for low-complexity procedures as well as major and minimally-invasive surgeries.

Hospital Balbino

Located in Olaria, in the city of Rio de Janeiro (RJ), it offers nearly 150 fully equipped, operational beds and is a reference in the Leopoldina region. It stands out for offering excellent services, humanized care and a modern infrastructure.



Hospital Serra Mayor

Located in a highly populated region in the southwestern region of the city of São Paulo, Serra Mayor is a general hospital that will have 102 beds after construction work is completed. It has expansion capacity for 80 additional beds.

Hospital Biocor

Biocor, a renowned, high-complexity and reference general hospital in the metropolitan region of the city of Belo Horizonte, has 350 beds. We plan to build a new tower in the hospital complex, under the premium brand “Star” (BH Star), with 150 to 200 beds, totaling 500 or more.



To learn more about each hospital, click on the icon next to the hospital name and visit its website.

Acquired hospitals

Hospital Proncor

Proncor is a reference general hospital in the city of Campo Grande (MS) and was the highlight of Rede D’Or São Luiz’s arrival in the region. It offers 136 fully equipped beds for patient care.



Hospital Santa Emília

A reference maternity and general hospital in the city of Feira de Santana (BA), Hospital Santa Emília offers 109 beds. The construction of additional 35 beds is in progress, plus a future expansion capacity of up to 115 beds, totaling 224. Feira de Santana is the second largest city of Bahia population wise, and the largest in the countryside of Brazil’s Northern, Northeastern and Midwestern regions.



Orthoservice

Orthopedic hospital located in the city of São José dos Campos (SP) with 12 admission beds, a capacity for 1,660 surgeries/year and serves 21,000 patients/year. It is a reference in Orthopedics and Traumatology in the Vale do Paraíba, North Cost and Serra da Mantiqueira regions, in the state of São Paulo. It has a broad and modern infrastructure, with the most modern and advanced orthopedic prevention, diagnosis and treatment equipment.

Hospital Nossa Senhora das Neves e Clim Hospital

High-complexity, reference general hospitals in the city of João Pessoa (PB), the Nossa Senhora das Neves (HNSN) and Clim hospitals have, altogether, 235 fully-equipped beds for patient care and expansion capacity for 400 more. Both institutions are leaders in their operational markets and will work as a platform for the company to explore new opportunities in the State of Paraíba.

Hospital Novo Atibaia

Novo Atibaia is a high-complexity general hospital, a reference in the city of Atibaia (SP) and other cities in the region (Bragança Paulista, Itatiba and Mairiporã, among others). With 150 beds and immediate expansion capacity for 16 additional ones, totaling 166.

* In 2021, the Company also acquired Hospital Aeroporto, in Lauro de Freitas, in the city of Salvador (BA), Santa Isabel, in São Paulo (SP) and Arthur Ramos, in Maceió (AL), which are still pending the Brazilian antitrust authority’s (CADE) evaluation to be completed

Commercial agreement for hospital management

Hospital Yutaka Takeda
Parauapebas (PA)

Hospital Cinco de Outubro
Canaã dos Carajás (PA)

Both hospitals, whose real estate properties belong to Vale, run outpatient, emergency and medical-hospital activities for adult and pediatric patients. The 10-year agreement reinforces Rede D’Or São Luiz’s partnership with Vale, a company committed to the investment and long-term development of the region where the largest mining complex in the company’s history is located.

Economic Performance

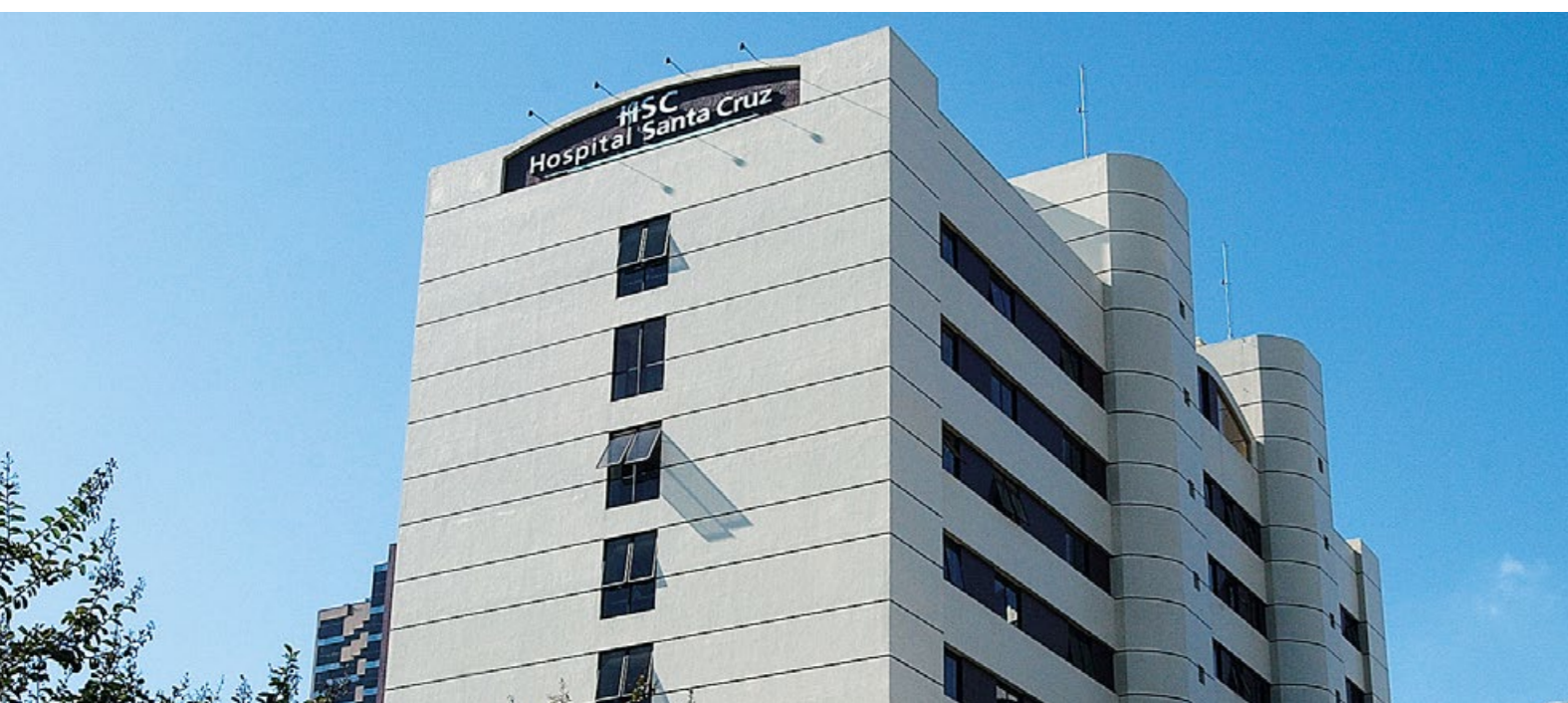
GRI 103-2, 103-3

Rede D'Or São Luiz's consolidated net revenue stood at R\$20.4 billion in 2021, up by 45.3% compared to the previous year, mainly boosted by our capacity to attract a greater patient flow and perform a larger volume of surgical procedures; to efficiently manage our units with healthy occupancy rates during the year; and to accelerate our expansion process, increasing the number of operational beds to 8,946 by the end of 2021. In 2020, there were 7,393 beds.

In 2021, Rede D'Or São Luiz's EBITDA reached R\$4.9 billion, up by 97.3% compared to 2020. Excluding non-recurring costs and expenses, especially

those related to fighting the Covid-19 pandemic, our adjusted EBITDA was R\$5.7 billion in the year, 79.2% above 2020 figures.

Despite the challenges imposed by the pandemic and all efforts devoted to ensuring the safety and the delivery of the best clinic outcomes to our patients, Rede D'Or São Luiz's operating cash generation, before interest, rates and social contribution was R\$ 1.6 billion in 2021. This result is evidence that we are on the right path, increasingly confident about delivering our ambitious expansion plan, increasing enhancing our offer and service quality considerably.



Distribution of Added Value (R\$ thousand)

GRI 201-1

	2021	2020	2019
Revenue	21,820,899	14,946,817	14,159,127
Sale of products and services	22,803,109	15,776,646	14,989,059
Provision for disallowance	(1,103,432)	(833,749)	(833,852)
Other revenues	121,222	3,920	3,920
Supplies acquired from third parties	(8,991,333)	(6,108,608)	(5,111,547)
Cost of Services sold	(8,449,526)	(5,823,637)	(4,796,892)
Materials, energy, outsourced services and other expenses	(520,065)	(282,231)	(296,261)
Loss/ recovery of assets	(21,742)	(2,740)	(18,394)
Gross added value	12,829,566	8,838,209	9,047,580
Depreciation and amortization	(1,228,670)	(844,527)	(708,797)
Net added value	11,600,896	7,993,682	8,338,783
Added value received in transfer	5,778,776	8,161,991	1,571,713
Income using the equity method	79,338	(6,091)	4,427
Financial revenue	5,699,438	8,168,082	1,567,286
Total added value	17,379,672	16,155,673	9,910,496
Distribution of added value	17,379,672	16,155,673	9,910,496
Personnel and charges	6,242,615	5,088,672	4,443,108
Taxes, fees and contributions	1,672,675	937,523	1,342,810
Interest, rents and other operating expenses	7,786,647	9,670,055	2,933,061
Dividends and Interest on Equity	1,677,735	428,329	1,191,517

Indirect economic impact

GRI 203-2

Aware our indirect impacts in the regions where we operate, we seek to constantly ensure that the interferences from Rede D'Or São Luiz's operations are as positive as possible for the different stakeholders.

In 2021, we carried out construction projects for 8 new units and expansion of existing ones: São Lucas, Memorial Star, DF Star hospitals and construction of the Guarulhos (SP), Circular do Bosque – Morumbi (SP), Alphaville (SP) hospitals, the UDI's New Tower and the External Management building (RJ). Together, they represent investments of R\$690.1 million and creation of 8,145 indirect jobs. The projects foster the hospital care expansion in their regions; include several improvements to the surroundings of those units and the adoption of sustainable construction practices, providing a better quality of life to the population of the regions as well as to Rede D'Or São Luiz's employees.

Thirteen special projects were also carried out, which include Medical Centers, Oncology, Pathological Anatomy, SADT and Nephrology, with investments of R\$37.3 million and creation of 1,037 indirect jobs.

Payment of municipal taxes amounted to R\$646,760, estimated based on the total amount spent with services x municipal service tax (ISS in Portuguese) rate for the city that received the new project.

B3's Novo Mercado

GRI 102-10

Further to the important milestone achieved at the end of 2020, when Rede D'Or São Luiz had its initial public offering (IPO), year 2021 marked the intensification of our relationship with the market. After pulling off the third largest IPO in the history of the Brazilian stock exchange, when the company became part of a restricted group of domestic companies with market cap higher than R\$100 billion, Rede D'Or São Luiz wrote another important chapter of its history in its first year as a public company when the company had its Follow-On at the Brazilian stock exchange.

The operation's success ratifies the capital markets and society's trust in our vision to be a reference in hospital management and provision of high-efficiency medical services. Thus, we reinforced our commitment to



2021 was also the year when Rede D'Or São Luiz's shares were included in two important indexes from the Brazilian stock exchange, the traditional Ibovespa and the IBrX-100, which gathers the 100 most representative and liquid companies in the domestic market.

our customers, partners, employees and shareholders to continue on our sustainable growth path, expanding our excellent services to even more Brazilian states.

The follow-on was completed in May 2021 and raised R\$ 4.9 billion. Out of this amount, nearly R\$1.8 billion were allocated to strengthening our cash position to speed up our ambitious project of organic and inorganic expansion, which is expected to be completed by 2025. These new funds allowed us to increase the amount to be invested in organic expansion to R\$ 9.4 billion, incrementing the number of mapped projects from 32 to 43. Following this increase in investments and project volume, the number of expected beds was bumped up to 6,663 beds, 25.9% more than the 5,294 beds at the time of the IPO.

In 2021, Rede D'Or São Luiz's shares were included in the MSCI Emerging Markets Index, which gathers

listed companies from 27 countries considered as emerging markets, including Brazil. Being a part of this index gives the company more visibility in the international investors community and contributes to attract an important trade flow from index funds, i.e., investment funds that seek to replicate a particular theoretical portfolio or benchmark index.

2021 was also the year when Rede D'Or São Luiz's shares were included in two important indexes from the Brazilian stock exchange, the traditional Ibovespa and the IBrX-100, which gathers the 100 most representative and liquid companies in the domestic market. Rede D'Or São Luiz's securities were included in the Ibovespa with a theoretical weight of 1.2631% and are ranked 19th among the 91 securities of 84 companies comprising the index at the end of the year. The index is updated by B3 three times per year, in January, May and September.



4,9 bilhões follow on

of which R\$1.78 billion were allocated to cash. The offering made possible to add 11 new projects to the existing expansion plan in 2020, incrementing the capacity by 1,369 beds.

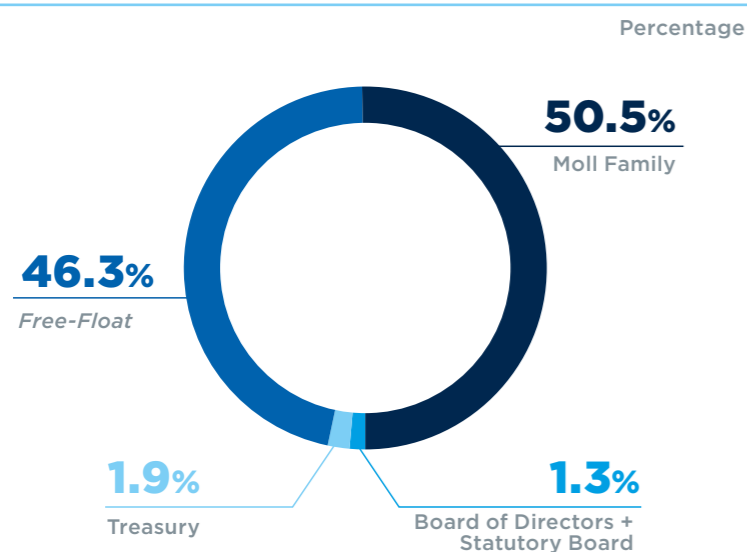


Furthermore, our shares are part of several indexes prepared by B3, among which we emphasize the IGC, which gathers companies with high corporate governance level, and the ITAG, which gathers companies that offer the best conditions to minority shareholders in the event of sale of control.

In 2021, securities' liquidity represented by the average daily trading volume of Rede D'Or São Luiz's shares stood at R\$142.0 million.

Another factor that is even more relevant for publicly-held companies is the presence of individual investors in the capital markets. By the end of 2021, Rede D' Or São Luiz had 56,000 individual shareholders, 37% more than the 41,000 recorded at the time of the IPO.

Shareholding structure 12/31/2021



RDOR3 on B3

4T21

Existing shares - end of the period	2,010,367,155
Treasury shares - end of the period	38,913,916
Closing price (R\$) - end of the period	44,83
Average closing price (R\$)	54.66
Average daily traded volume (R\$ million)	142,0
Average number of daily trades	11,641
Market cap (R\$ million) - end of period	88,380

Follow-on

In a Material Fact notice disclosed on May 26, 2021, Rede D'Or São Luiz informed the completion of the public offering of 68,860,000 shares, comprised by a primary offering of 25,040,000 shares and a secondary offering of 43,820,000 of the company's shares. The offering raised R\$4.9 billion, of which R\$1.78 billion were allocated to the company's cash flow. After the offering was completed, our capital stock came to R\$7.58 billion.

Funds raised in the transaction will be allocated to finance the company's expansion plan, which includes the acquisition of hospitals from third parties and the construction of new hospitals, in addition to the expansion of units that are already part of our portfolio. The offering made possible to add 11 new projects to the existing expansion plan in 2020, incrementing the capacity by 1,369 beds.

Shareholder remuneration

As set forth in our Bylaws, Rede D' Or São Luiz commits to remunerate its shareholders with at least 25% of adjusted net income¹ recorded in every fiscal year through the payment of the annual mandatory dividend. This year, we approved and paid to our

shareholders the amount of R\$656.9 million, related to fiscal year 2020.

Furthermore, in September 2021, we announced and paid R\$1.96 billion as dividends related to fiscal year 2020.

Dividends paid related to fiscal year 2021

Reference Date:	Type	Approval Date	Payment Date	Ex-dividend date	Amount (R\$)	Gross amount per share (R\$)
Dec/21	Interest on Equity	December 14, 2021	12/29/21	12/17/2021	186,083,505.04	0.09
Sep/21	Interest on Equity	September 03, 2021	9/17/2021	9/09/2021	168,922,454.10	0.09
Jun/21	Interest on Equity	June 21, 2021	7/05/2021	6/24/2021	156,220,490.35	0.08
Mar/21	Interest on Equity	March 25, 2021	5/18/2021	3/31/2021	145,687,604.19	0.07

Adjusted net income is the portion of net income suitable for distribution after all adjustments and deductions related to statutory reserves and/or reserves for investment projects.

Investments

GRI 102-10, 203-1

In 2021, Rede D' Or São Luiz invested R\$5.6 billion, of which R\$2.0 billion were for new hospitals development, expansions and renovations, in addition to the maintenance of existing units, and R\$3.6 billion were for the acquisition of new hospital assets.

Two important projects are in the final construction stage: Hospital Maternidade São Luiz Star and the expansion of Hospital São Luiz Osasco (previously Hospital Sino Brasileiro), both in the state of São Paulo. We also denote other 9 ongoing construction works: Hospital Memorial Star, in the city of Recife (PE); expansion of Hospital São Rafael and Hospital Córdio Pulmonar, in Salvador (BA),

in addition to the expansion of Hospital Aliança to create the Aliança Complex, also in the same city; the new tower of Hospital Vila Nova Star and the expansion of Hospital Villa Lobos, in the city of São Paulo (SP); expansion of Hospital Ribeirão Pires, in the city of Ribeirão Pires (SP); Hospital São Luiz Campinas, in the city of Campinas (SP); and the modernization and expansion of Clínica São Vicente, in the city of Rio de Janeiro (RJ).

As a result, considering the delivered works and completed acquisitions, investments mentioned above allowed Rede D'Or São Luiz to end 2021 with a total of 10,618 beds, posting a strong increase in total capacity, compared to the 8,819 beds at the end of 2020.



Sustainable CDB

With a view to stay on a sustainable path, Rede D' Or São Luiz acquired R\$50 million in a Sustainable CDB (Certificate of Deposit) issued by BTG Pactual, according to the Sustainable Financing Framework published by the bank in October 2021 and reviewed with the Second Opinion Report by Sustainalytics in November 2021.

This transaction is aimed at eligible assets and projects, according to criteria defined by the bank that seek to foster environmental and social benefits generated by assets or projects financed or refinanced by raised funds, in line with international principles.

Indebtedness

On December 31, 2021, Rede D'Or São Luiz's gross debt stood at R\$25.2 billion, up by 18.8% compared to 2020. This indebtedness increase throughout the year was mainly due to the purpose of improving the company's debt profile and expand its maturity term.

By the end of the year, almost 75.8% of Rede D'Or São Luiz's gross debt was denominated in Brazilian Reals, while the remaining amount was fully hedged against foreign exchange variations via hedge and derivative operations. The average cost of debt by the end of the year was equal to CDI + 0.7%, with an average term of 5.9 years.

Considering the strong cash position of R\$12.6 billion on December 31, 2021, Rede D'Or São Luiz's net debt was R\$12.7 billion at the end of the year. Lastly, 31.6% of net debt was pegged to fixed interest rates, while the remaining amount was tied to floating interest rates. Therefore, indebtedness measured by the net debt/EBITDA ratio stood at 2.6x in 2021.

Main issuances and changes to indebtedness

Prepayment of debt security issued

abroad: On August 26, 2021, Rede D'Or São Luiz partially prepaid debt securities issued abroad (Senior Notes II) whose principal amount is US\$315 million, with fixed remuneration of 4.5% and maturing in 2030.

19th issue of debentures: On August 27 and September 6, 2021, Rede D'Or São Luiz issued the 2nd and 3rd series of the 19th debenture issue in the amounts of R\$2.5 billion and R\$1.5 billion, respectively, totaling R\$4.0 billion maturing in 2031. Debentures are remunerated by the CDI + 1.9% per year, with half-year payments. There are no guarantees.

6th issue of Real Estate Receivables

(CRI): On May 11, 2021, through a securitization company, Rede D'Or São Luiz completed its 6th issue of nominative, book-entry Real Estate Receivables (CRI in Portuguese) in the amount of R\$1.5 billion, with maturity in 2036 in three annual amortizations in 2034, 2035 and 2036. CRI remuneration was set at IPCA + 4.9347% per year, to be paid semiannually. Concurrently, we contracted a derivative financial instrument to hedge against the IPCA inflation rate, converting into interest corresponding to 100.0% of CDI plus 1.35% per year. There are no guarantees.

7th issue of Real Estate Receivables

(CRI): On December 3, 2021, through a securitization company, Rede D'Or São Luiz completed its 7th issue of nominative, book-entry Real Estate Receivables (CRI in Portuguese) in two tranches, in the total amount of R\$1.0 billion. The 1st tranche in the amount of R\$400 million will mature on December 15, 2031 and will be remunerated by IPCA + 5.5758% per year, to be paid

semiannually. The 2nd tranche in the amount of R\$600 million will mature on December 15, 2036 and will be remunerated by IPCA + 6.1017% per year, paid semiannually. Concurrently, we contracted a derivative financial instrument to hedge against the IPCA inflation rate, converting into interest corresponding to 100.0% of CDI plus 0.56% per year for the 1st tranche and 1.403% per year for the 2nd tranche. There are no guarantees

Expansion of the business relationship with Amil

In May 2021, we announced the expansion of our business relationship with Amil by adding (or supplementing) Amil's coverage to 21 of Rede D'Or São Luiz's hospitals, including an oncology clinic. One of the highlights of the agreement is the debut of Gloria D'Or and Niterói D'Or hospitals, both in the state of Rio de Janeiro, which had never been accredited with Amil and 3 Star brand hospitals located in

the cities of Rio de Janeiro, São Paulo and Brasília.

This partnership consolidates the importance and attractiveness of the services provided by both companies, creating a positive impact on more than 1.3 million Amil beneficiaries in the Federal District and the states of Rio de Janeiro and São Paulo.



Manufactured capital

Our Rede D' Or São Luiz

When 2021 came to an end we had 64 own hospitals and 3 managed hospitals, 50 clinics, 12 diagnosis labs and we were present in 11 Brazilian states (Paraná, São Paulo, Rio de Janeiro, Bahia, Sergipe, Pernambuco, Ceará, Maranhão, Paraíba, Mato Grosso do Sul and Minas Gerais) and the Federal District.

In order to reaffirm our commitment to increase Rede D'Or São Luiz's reach and presence, we added 12 new hospitals in one year and reached the states of Paraíba, with Hospital Nossa Senhora das Neves and Clim; Mato Grosso do Sul, with Hospital Proncor; and Minas Gerais, with Biocor Hospital de Doenças Cardiovasculares.

We also marked our arrival in Brazil's Northern region, by managing Yutaka Takeda and Cinco de Outubro hospitals, in the state of Pará. Both hospitals belong to Vale, whose 10-year agreement was executed in 2021. In addition to these two, we also manage Hospital Estadual da Criança, in Rio de Janeiro.

In terms of numbers, we have 10,618 beds, of which 8,946 are operating. 67,000 direct and indirect employees offer complete and unified care to millions of patients and visitors every day.

X-Ray of Rede D'Or São Luiz



Units and Operation

Hospitals, clinics and physician's offices

Rede D' Or São Luiz has a broad network of hospitals, clinics and physicians' offices that offer services that range from prevention to high-complexity treatments, always focused on complete, continuous and coordinated care. More information on Rede D'Or São Luiz's hospitals can be found on [page 65](#), and about clinics and physician's offices on [page 67](#).

D'Or Institute for Research and Education (IDOR)

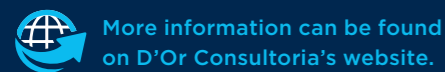
With a large number of highly qualified researchers and health care professionals as well as strategic partnerships with Brazilian and international universities and research & education institutes, IDOR is Rede D'Or São Luiz's research and innovation arm, which fosters science, innovation and health technology development. In 2021, IDOR channeled the efforts of its researchers to fighting the coronavirus, creating 10 research fronts (IDOR Science against Covid). Thus, IDOR supported the mental health platform, contributed to vaccine clinical trials and disseminated information to society. At the same time, IDOR maintained its original research areas. More information on IDOR can be found on [page 95](#).

Oncologia D'Or

Currently comprising 50 units in eight states and the Federal District, our specialized oncology care structure has more than 670 physicians and 1,100 employees dedicated to diagnosing and treating all types of cancer, serving 9,000 patients per month on average. The unit also conducts awareness campaigns on cancer risk factors, care, prevention and diagnosis. Find more information on Oncologia D'Or on [page 103](#) of this Report.

D'Or Consultoria

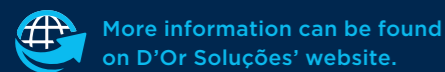
Managing more than 2.2 million lives and over 1.7 thousand clients, D'Or Consultoria comprises a team of specialists in insurance and corporate benefits. Currently active in 7 Brazilian states, D'Or Consultoria is responsible for operational as well as risk and health management, consulting services, market diagnosis and assessment, marketing services and specialized communication.



More information can be found on D'Or Consultoria's website.

D'Or Soluções

Through D'Or Soluções, we offer tailored solutions for companies, in a new concept of consulting that plugs occupational health and safety management into Brazil's largest hospital network.



More information can be found on D'Or Soluções' website.

Gestão Total da Saúde (GTS)

Through GTS, Rede D'Or São Luiz makes available a set of integrated services geared towards full health care management; Primary Care coordination, Medium- and High-Complexity Outpatient Care and Hospital Care; appointment scheduling, complementary tests, outpatient and hospital procedures and regulation.

Richet Medicina & Diagnóstico

The company acts both on hospital care and in partnership with clinics specializing in fertility, medical check-up for executives, geriatrics, sports medicine, nutritional support and occupational health care. It also offers a laboratory structure to clinical research centers with technical, operational and logistics support.



52 accredited hospitals, which means **81%** our network were accredited by the end of 2021.

Accreditation

In order to validate Rede D'Or São Luiz's quality standards, we submit our units to external Accreditation assessments. The accreditation model to be adopted, whether the *Organização Nacional de Acreditação* (ONA)'s framework or international frameworks (Joint Commission - JCI, NIAHO or Qmentum), varies according to the organization's profile and strategy. At year-end, 81% of our hospitals (52 units) were Accredited.

In 2021, we received 8 new certifications (Bangu, Real D'Or, Ribeirão Pires, São Carlos and Samer received ONA 1; and DF Star, São Luiz Anália Franco and São Luiz Morumbi received their first certification by the Joint Commission International - JCI). Moreover, we received 10 recertifications (4 by ONA - Niterói D'Or, Oeste D'Or, Assunção and Esperança Olinda; 5 by Qmentum - Barra D'Or, Quinta D'Or, Aliança, ViValle and Brasil; and 1 by JCI - Memorial São José). Two

units were upgraded from ONA 2 to ONA 3 - São Luiz São Caetano and Bartira.

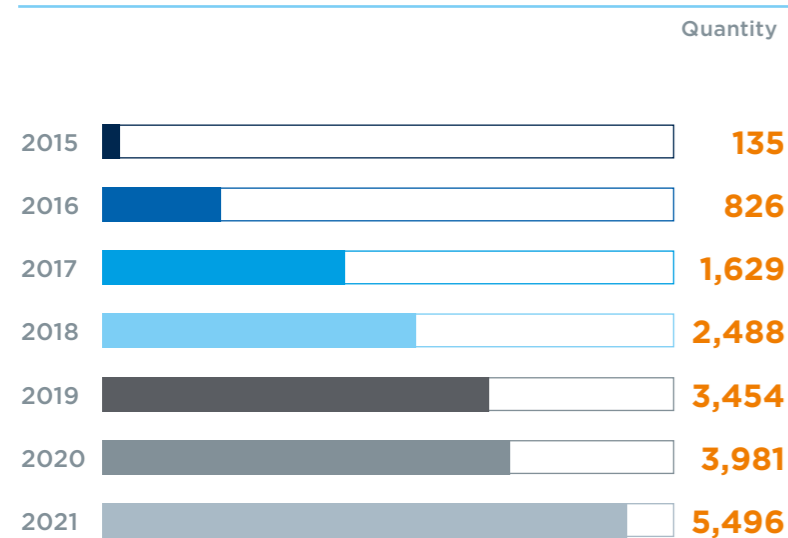
During the year, our Acreditar PIO X, Biosphere and Anchieta Clinics, in the Federal District, once again received JCI Accreditation, which certifies the compliance with international good practices standards. In turn, Oncologia D'Or São Caetano was recertified by ONA. This recertification reinforces that quality standards in oncology patient care are maintained and also reaffirms our care for quality and safety in serving each patient. In September, Oncologia D'Or Taquatinga, a clinic recently opened in Brasília was accredited by JCI. Clinics located inside Rede D'Or São Luiz's hospitals were also accredited throughout 2021, along with said hospitals. It was the case of the clinic based in the DF Star hospital, which received the JCI certification just like Hospital Anália Franco. Hospital Assunção's clinic was recertified by ONA.

Our technology

At Rede D’Or São Luiz, we have Brazil’s largest robotic structure with 18 robots in 17 hospitals: São Luiz Itaim, São Luiz Morumbi, Brasil, Quinta D’Or, CopaStar, Copa D’Or, Barra D’Or, Esperança, Vila Nova Star, São Luiz Anália Franco, São Vicente, São Rafael, Santa Helena, DF Star, São Lucas, São Luiz Jabaquara and Aliança.

Robot-assisted surgery is the most advanced technology we rely on to care for our patients. The use of robots provides increased precision, 3D view for surgeons, shorter admission time, less infection risks and better and faster postoperative recovery.

Robot-assisted surgeries



From 2015 to 2021, we performed 18,010 surgeries and 20,461 procedures with robotic assistance. In line with investments in cutting-edge equipment, since 2016 we have also invested in training and updating for both Rede D’Or São Luiz and external physicians through the Robot-assisted Surgery Certification Program. With the approval of Colégio Brasileiro de Cirurgiões (CBC in Portuguese) for the program’s quality and efficacy, we have certified over 260 physicians in the states of São Paulo, Rio de Janeiro, Pernambuco, Sergipe, Bahia and the Federal District. In 2021 alone, we issued 141 certificates (102 for our own medical staff and 39 for external ones), compared to 38 in 2020 (33 in-house and 5 external).



From 2015 to 2021, we performed 18,010 surgeries and 20,461 procedures with robotic assistance. In line with investments in cutting-edge equipment, since 2016 we have also invested in training and updating for both Rede D’Or São Luiz and external physicians through the Robot-assisted Surgery Certification Program.

Sustainability in hospital construction projects

Seeking to become increasingly aware of our impacts in the regions where we operate, we are adopting a set of sustainability criteria in Rede D’Or São Luiz’s new construction projects. The main focus is to reduce energy and water consumption and increase safety at the units.

Therefore, we point out the adoption of automated systems at our units’ critical areas (operating rooms, isolation rooms, obstetric and exams rooms) to control, run and monitor heating, ventilation and air conditioning (HVAC) systems most of the time. Sustainable practices also apply to administrative buildings.

An example of our commitment to sustainable buildings in 2021 is the

innovative project of Maternidade Star, in the city of São Paulo, which was fully designed to comply with ESG aspects. Learn more on [page 185](#).

To reaffirm our commitment to protecting the environment and population’s health, Rede D’ Or São Luiz has joined the Healthy Hospitals Project (PHS in Portuguese) in 2015. Currently, 42 hospitals participate in the project. Out of those, 17 have been recognized during the Health Hospitals Seminar in 2021, for simultaneously joining in 2 projects - Climate Challenge and Waste Challenge - and other 16 Rede D’Or São Luiz’s hospitals were recognized for simultaneously joining in 3 projects - Climate Challenge, Energy Challenge and Waste Challenge.



More information on these challenges can be found on the project’s website



Reducing energy consumption

- 100% LED lights;
- High-efficiency chillers.
- Insulating glass facade;
- Light-colored coating to reflect sun light, with the subsequent reduction of thermal charge on these surfaces.
- Ventilated chamber between facade insulation and cladding;
- Divide the lighting of the same room into sectors, by using light switches to allow partial use and take advantage of natural light, as well as installing motion sensors in places that do not demand constant light, such as garages, circulation areas, elevator hallways and stairs.
- Solar panels;
- Air-conditioning chiller heat exchanger used to heat bath water;
- HVAC air conditioning system;



Initiatives to mitigate Greenhouse Gas (GHG) Emissions

- Relocate energy consumption from the Captive Market to the Wholesale Energy Market, prioritizing renewable sources;
- Installation of generator catalysts.



Reducing Water consumption

- Implementation of water harvesting and reuse tanks for the cleaning of parking lots, waste rooms and catering carts;
- Flow restriction devices in bathroom faucets and showerheads and installation of automatic taps.



Increased safety at the units

- Special fire protection rules and own methodology to fight and mitigate risks;
- Audits and corrective and prevention measures applied whenever necessary.

Joining the Race to Zero Campaign

Our commitment to the Race to Zero campaign:

- decarbonize our facilities;
- cut emissions intensity by 36% until 2030;
- zero our net emissions by 2050.

In 2021, Rede D' Or São Luiz joined the international campaign Race to Zero and committed to decarbonize its facilities, cut emissions intensity by 2030 and zero its net emissions by 2050. Rede D'Or São Luiz is one of the nine Brazilian health care institutions to join the campaign participants group, which comprises more than 3,000 hospitals and health care systems in 18 countries. Race to Zero is supported by the United Nations Framework Convention on Climate Change and gathers leaders and players from several sectors committed to achieve the Paris Agreement's goals.

Aligned with its engagement in the topic, Rede D'Or São Luiz also attended the 14th Healthy Hospitals Seminar (SHS in Portuguese) in 2021, with the theme "Race to zero: health care sector's plea to fight the climate emergency". The seminar was organized in a partnership between the Sanitary Surveillance Center, a segment of the State of São Paulo's Health Department, and the international organization Health Care Without Harm.

It is important to emphasize that Rede D'Or São Luiz began a greenhouse gas inventory project in 2016, as a pilot project in the Anália Franco unit. In the 2021 cycle, whose reference year was 2020, 48 hospitals were taking stock of their emissions. The Company currently has 78 business units, comprising 61 hospitals, 10 Richet labs and seven oncology clinics taking stock of their emissions, all of which are submitted to external check.



Learn more about our initiatives to pursue a better future on page 181, Natural Capital.



Intellectual capital

Innovation

Committed to the Company's future and understanding that data provide a universe of relevant information for its success, the Data & Innovation department has been developing two main and structural projects for the Company.

Data Lake is an area that enables us to store data from different sources, in different formats. This information can be used in artificial intelligence, prescriptions, hospital care or even to meet other needs, based on three important pillars: variety, volume and velocity with high data availability.

Other project of extreme importance is the clinical repository, a storage base with over five million patient information from the Company's main units. We have data from electronic charts, exams, reports and images gathered and unified for health care uses, support to patient's diagnosis, health history storage and their visits to Rede D'Or São Luiz's units.

Given its importance and criticality, data is stored on cloud and encrypted with strict restrict access. This storage provides more security, high availability and full data privacy.



29 million views

in our digital platform in 2021, in which users can schedule in-person or virtual medical appointments, request a second medical opinion, schedule and access test results.

Digital Channels - Patient Portal

We have the ongoing ambition of being in the forefront of technological and digital development when it comes to patient care as well as health care in a broader sense. Therefore, we invested in tools to allow users to make appointments online, through our website (www.rededorsaoluiz.com.br), in person or virtual medical appointments, complementary exams, second medical opinion, access to test results and also manage health in a coordinated manner with highly-qualified health professionals.

In 2021, we had a significant increase in the number of visitors, which went from 15.7 million to 29 million. The number of tests viewed in the platform also increased and reached 6.5 million (versus 1.1 million in the previous year). Appointments made through the platform accounted for 30% of total appointments at Rede D'Or São Luiz, up by 102% vis-à-vis 2020. Exams scheduled through the platform accounted for 7% of total appointments, or 11% when chatbot and WhatsApp channels are added.

Digitalization, integration and accessibility

At Rede D'Or São Luiz, we believe in investing in technology as a way to foster our best performance in different fronts. To support our employees, we constantly implement automation technologies for operational routines that can contribute to a better outcome of the initiatives.

In 2021, we launched the HR Digital app, focused on providing convenience and easiness to employees when accessing the main HR services and company's communications. Thus, we now have an innovative information and service channel, which is quick and accessible and offers online HR services in the palm of our employees' hands, anytime,

anywhere. The HR Digital app continues to be developed and receive new features. In addition to announcements, information on benefits and pay stubs, the latest version allows to directly access the Employee Support Center's chat box, submit inquiries and requests as well as check their Employee Timesheet.

The Employee Support Center provides more agility and connectivity to offer human resources solutions and to use the Human Capital Management (HCM) platform, which enables managing the employee's entire cycle in an integrated and automated fashion, from training to succession.

IDOR



We are the lead sponsor of the D'Or Institute for Research and Education (IDOR), a non-profit organization intended to contribute to the evolution of science, in order to improve human life. Therefore, it combines cutting-edge research, professional qualification and technological development in the healthcare field.

Founded in the city of Rio de Janeiro, in 2021, IDOR brought important contributions to the Brazilian and international public health systems, e.g., understanding the role that the Zika virus plays in malformations of the nervous system and in research to fight the Covid-19 pandemic.

IDOR's first research fields were neuroscience – which is until today one

of the highlights of the Institute –, plus the intensive care and internal medicine. Over the years, other fields such as pediatrics, oncology, cardiology, pathology and hematology gained more room at IDOR. The Institute currently relies on a diversified team of scientists, who perform translational research, i.e., they correlate information obtained in the labs with clinical data referring to patient care.

The excellence of IDOR's research makes possible several international partnerships and hundreds of publications in leading scientific journals. Moreover, the Institute also has significantly contributed to preparing health care professionals in different stages of education, including undergraduate and graduate programs,

medical and multi-professional residency programs, upgrades and technical trainings, activities which enabled the creation of IDOR's Medical Science College in 2017.

Together with the expansion of its operational fronts, IDOR has also been also expanding its geographic reach. In Rio de Janeiro (RJ), in addition to the headquarters in Botafogo, IDOR has a wide space at the Hospital Gloria D'Or dedicated to clinical research. Additionally, it has 2 units in São Paulo (SP), Salvador (BA) and Brasília (Federal District), which operate in the fields of research, education and innovation, in an integrated fashion. IDOR's research reaches other Brazilian capital cities, leveraging Rede D'Or São Luiz's structure in this process.

More than **100** researchers



comprising IDOR's team have directly contributed to scientific advancements in Brazil.

More than **300** articles



were published in several international science journals in 2021, as the result of our researchers' and employees' efforts. Almost 110 of them were related to Covid-19.

Publishing and Research

GRI 103-2, 103-3

IDOR's high commitment to science is evidenced by the overall number of publications, which reached almost 300 papers every year. Our team of more than 100 researchers has directly contributed to scientific advancements in Brazil year after year.

The investments in the deployment of a technology hub to generate high quality images were also essential for developing neuroscience research, including studies on brain activity in different diseases, in substance abuse situations and in the moral judgment sphere. Moreover, at IDOR's Applied Neuropsychology Center (CNA), a team of specialists in neurology, psychiatry, radiology, psychology and occupational therapy offer specialized multi-professional care to children and adolescents with learning disabilities, and adults and elders with memory impairment or dementia signs.

The IDOR develops research projects in other Medicine fields, such as Intensive Care, Cardiology, Pediatrics, Oncology, Hematology, Gastroenterology, Hepatology, Infectious Diseases, Vaccines, Pathology, Cellular Therapy and Data Science.

Learning

Coupled with scientific publications that are the basis for clinical practices and other health interventions, IDOR also operates in the education of skilled professionals. Part of the learning activities are operated by IDOR Medical Science College, whose creation was approved by Part of Ministry of Education (MEC, in Portuguese) in 2017. Currently, courses are offered at IDOR's headquarters in Botafogo, city of Rio de Janeiro (RJ), with practical training at our Rede D'Or São Luiz's hospitals. In 2022, the College will be moved to a historical architectural complex next to Hospital Gloria D'Or, in the heart of Rio de Janeiro.

IDOR's reach in the learning segment encompasses several levels, from undergraduate to doctorate's degrees, including extension courses, graduate programs, medical and multi-professional residency, among others.

The undergraduate Nursing program is expected to begin in 2022, which will add to the Technology Degree in Radiology already offered by the institution. Among the new program's particularities are the intensive care, emergency care and oncology courses. Another innovation made by IDOR College is to prepare its students in

management and leadership, in addition to presenting the nursing sector beyond hospital care e.g.: patient safety management, account audit, control of hospital infection, clinical research, outpatient service and home care.

One of IDOR's 2021 highlights in terms of education was the start of a multi-professional residency program, with opportunities for graduates in Pharmacy, Nutrition and Nursing, focused on preparing professionals to work with oncology patients.

IDOR also offers academic internship programs, medical residency, robot-assisted surgery training ([learn more in "Our Technology," on page 87](#)) and doctorate's degree in medical science.

Distance Learning

After in-person classes have been suspended due to the pandemic, IDOR College responded quickly and began to offer virtual classes, creating a new expansion opportunity for its operation: Distance Learning (DL, or EAD in Portuguese). Distance learning will enable course expansion by increasing the number of students and involvement of Rede D'Or São Luiz's units in different Brazilian states.



IDOR em números

 **+30,000**
CITATIONS IN
SCIENTIFIC JOURNALS

 **+300** articles
ARTICLES IN SCIENTIFIC
JOURNALS IN 2021


 **+1,700**
PUBLICATIONS IN
SCIENTIFIC JOURNALS

 **+90**
EVENTS IN 2021

 **+100**
RESEARCHERS

 **SCIENTIFIC**
collaboration
in 60 countries

 **+4,000**
students between
2016 and 2021

 **+30** **medical residency**
programs in the states of Rio de Janeiro,
São Paulo and Bahia

 **+100**
residents taking
the program

 **1** **doctorate**
program

Innovation at IDOR

GRI 103-2, 103-3

IDOR's main strategic goals include the mission to innovate based on the scientific and technological discoveries of its research teams, working to develop new Pharmaceuticals; Biopharmaceuticals; Advanced Therapy; Digital Therapy; New solutions for personalized medicine; Supporting software for distance medicine; Software to help in diagnosis; Software to help making therapeutic decisions and Medical equipment.

IDOR was accredited as an Embrapii Unit Specialized in Medical Biotechnology, which was an important milestone achieved in 2021 that showcases its remarkable specialization in the following lines of research:

- 1** Preclinical trials with advanced methods;
- 2** Medical biotechnology products, processes and therapies, mainly focused on molecular biology applied to therapeutic products;
- 3** Stage I clinical trials.



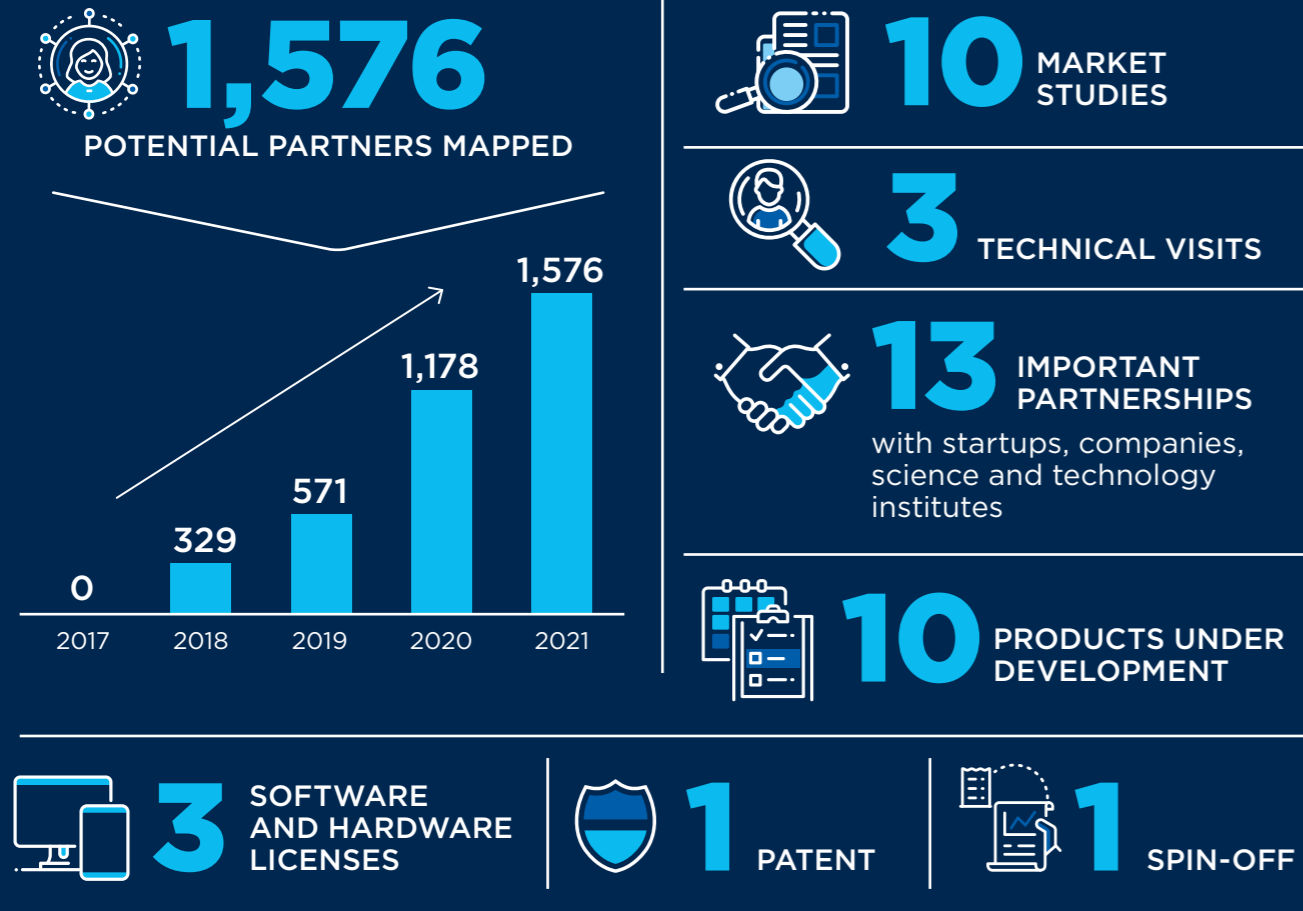
IDOR

is highly committed to science, which is evidenced by studies published every year in the most important national and international science journals.

Open D'Or is the innovation branch responsible for supporting IDOR in its innovation process. Therefore, it is responsible for conducting market studies, identifying innovation opportunities, raising public and private investments, negotiating partnerships, managing projects and intellectual property assets as well as encouraging scientific entrepreneurship.

Moreover, Open D'Or devotes its efforts to fostering the innovation culture by holding the IDOR Science, Technology and Innovation Conference – currently in its second edition – , offering in-house training sessions and implementing policies to encourage innovation.

Check out Open D'Or's main achievements in 2021:



with **4,000 volunteers** in two cities, Rio de Janeiro and Salvador. The preparation involved structural investments, selection and training of 100 people to recruit, administer the vaccine and monitor volunteers for 1 year (the period of the trial). Afterwards, other four studies with different vaccines (a total of **five Covid-19 vaccines studies**) became part of IDOR's initiatives to fight Covid-19, amounting to **6,600 volunteers**.

In addition to the concern about the disease's physiological aspects and vaccines to prevent it, IDOR also acted to soften the negative impacts of the pandemic on the population's mental health, creating an online and free-of-charge platform to periodically make tips and exercises available based on scientific evidence to improve anxiety and depression symptoms, as well as other

wellness tips. IDOR Mental Health Portal is run by IDOR's psychology and psychiatry professionals and recorded **more than 60,000 hits in one single day**.

In partnership with Zoox Smart Data, IDOR also developed "Dados do Bem" an app to analyze the geographic area infected by Covid-19. The tool was adopted by several municipal authorities to help devising strategic plans to fight the disease, providing guidance on exams and management of physical space. The app recorded more than **1.5 million downloads** and was used by more than **1 million people** to perform a self-evaluation and recommended to **250,000 people to go and get tested for the disease**. The Dados do Bem app ended its main activities in March 2021, however it remains available for public authorities according to the pandemic needs.

IDOR actions during the pandemic

To fight the new coronavirus pandemic, IDOR rallied most of its researchers and employees to implement a broad research platform on Covid-19, **with 10 study fronts**. "IDOR Science against Covid-19" encompasses research about understanding the virus behavior in laboratory and its effects in different cells and tissues, drug trials to neutralize or reduce the virus' effects, recognize the disease's biological markers in order to predict its outcomes, clinical trials for

patients with different comorbidities, cellular therapies, evaluation of fear and lockdown impacts and the use of artificial intelligence in radiologic image analysis. These efforts already have resulted in **more than 110 studies** published in several international science journals and caught the attention of several international scientific events.

IDOR became ready in just a few weeks to carry out the Oxford's vaccine trials



From the left to the right: Dr. Ana Pittella, main researcher in the vaccine trials at IDOR-RJ, Dr. Sue Ann Costa Clemens, representative of Oxford's vaccine trials in Brazil, Dr. Andrew Pollard, director of Oxford University's Vaccine Group and Dr. Fernanda Tovar-Moll, president of IDOR.

Oncology

Oncologia D'Or, our specialized oncology care structure, has more than 50 units in 8 states (Rio de Janeiro, São Paulo, Maranhão, Bahia, Pernambuco, Ceará, Sergipe and Paraná) and the Federal District. At the units, over 670 physicians and almost 1,100 employees with different backgrounds are dedicated to the diagnosis and treatment of all types of cancer, solid tumors and hematologic neoplasias, providing international-level services in patient care.

In 2021, D'Or Oncologia had on average 40,000 monthly appointments, using different antineoplastic treatments - chemotherapy, targeted therapy, immunotherapy, hormonal therapy, radiotherapy and bone marrow transplant - in around 9,000 patients.



1,100
employees

of different backgrounds are dedicated to the diagnosis and treatment of different types of cancer.

The integrated operation of clinic oncologists and hematologists, pathologists and other physicians in the treatment of our patients' cancer in each one of our hospitals is one of Oncologia D'Or's advantages. This work model

allows for more agility in the diagnosis and a more assertive treatment strategy. The integrated operation model is eased by daily multi-disciplinary meetings (called Tumor Board) to discuss cases online, bringing together Rede D'Or São Luiz physicians for oncology patients care throughout Brazil. There are also weekly meetings at the different oncology areas, which bring Oncologia D'Or's main leaderships together, improving decision-making and making easy the alignment of medical conducts at our units.

To further explore the synergy between Rede D'Or São Luiz's different services for the benefit of oncology patients, we strengthened the Green Line, a pioneering oncology project in Brazil, which creates an integrated flow

between oncology diagnosis, surgery and treatment units, making easy the scheduling of exams and surgeries. Supported by the Green Line, it is possible to reduce the wait time for diagnosis and procedures in patients with cancer, which, in many cases, may represent a better clinical outcome.

New units and certifications

In 2021, we opened Oncologia D'Or units in different Brazilian regions. In Brasília, we opened the Taguatinga Unit, which is located in a 700-m² area and offers six oncology doctors' offices, eight individual infusion boxes with television set, four individual infusion beds and cold cap services. In the state of Bahia, the Pituba unit, located in the city of Salvador, also began patient treatments.



In São Paulo, we opened 2 units: Oncologia D'Or Osasco and Hospital IFOR's Infusion Center.

In addition, Oncologia D'Or invested in the modernization of the existing units Icaraí, in the city of Niterói (RJ) and Fujiday, in the city of Fortaleza (CE), which now have more modern infrastructures, plus wide and comfortable spaces to better serve patients.

Oncologia D'Or acquired 2 more units in 2021: Oncologia D'Or at Hospital Summer, in the city of Resende, in the countryside of the state of Rio de Janeiro, and Oncologia D'Or Hospital Santa Cruz, in the city of Curitiba (PR).

Oncology Pharmacies

Oncology Pharmacies are key to ensure the quality of antineoplastic treatments, contributing to ensure safety, speed and savings to our medication preparation processes.

During 2021, the Pharmacy team implemented methods such as Data Matrix, Visual Compounding Inspection, Computer Standardized Fractioning and Labeling Center, which contribute to the process automation, providing more safety for the patient

and reduction of printed material. To improve communication between our teams, the Shift Change tool was implemented, in which everyone shares a spreadsheet with detailed information on the processes executed as soon as the shift is ended.

Patient information and communication system

Oncology D'Or's Electronic Medical Record (EMR), set up in our entire oncology care network to record and manage patient information, is an important tool in aligning procedures and creating a unique quality care standard for the country.

In 2021, Oncologia D'Or's information systems recognized more than 59 thousand patients whose data have been recorded in over 172 thousand appointments, creating nearly 250 thousand prescriptions and 97 thousand lab requests. Telemedicine was another important achievement in the period, providing more safety and comfort for oncology patient care during this new phase of the pandemic. In the period, over three thousand patients had remote appointments.

The Patient App has been gradually used in several Brazilian regions and



3,000 patients used our telemedicine services with safety and comfort during the new stage of the pandemic.

patients were informed to use the tool as an additional form to contact the nursing teams. In 2021, more than two thousand patients under treatment used the tool to report symptoms and control their schedules. Concerned about those who have restrictions to the use of digital tools, the Patient Schedule was fully reviewed to be used as a complement to the app.

Online International Symposium

At the beginning of 2021, we saw the number of Covid-19 cases raise once again. To reduce the risk of the virus spreading among our physicians, we kept most of our meetings as virtual ones, as well as our International Symposiums.

Repeating the model presented in 2020, Oncologia D'Or organized 5 online scientific symposiums: the 6th Oncologia

D'Or International Hematology Symposium, in May; the 6th Oncologia D'Or International Urologic Oncology Symposium, in July; the 6th Oncologia D'Or International Lung Cancer Symposium, in August; the 8th Oncologia D'Or International Gastrointestinal Cancer Symposium, in September, and the 6th Oncologia D'Or International Breast Cancer Symposium, in October.

160 speakers of national and international renown have participated in the five events that recorded attendance of nearly 2,800 participants (mostly physicians) to partake in more than 40 hours of original scientific knowledge about the main advancements in oncology. The content presented online, and other groundbreaking material have been made available to participants on an exclusive website for future reference.

Quality

Since October 2020, we have adopted the Quali D’Or System to manage indicators that enable the optimization of technical quality data and is an excellent benchmarking opportunity among Rede D’Or São Luiz’s hospitals. The tool is available at 61 hospitals and brings benefits, such as improvements to data availability, quality and usage in decision-making; easier comparison between the performance of different units; learning from better results;

encouragement to excelling, as a way to progressively improve our overall performance.

In October 2021, we added the Maternal & Infant profile to use the main features, totaling 62 indicators. Rede D’ Or São Luiz guarantees that the treatment of data input to the system complies with Law 13.709/2018 - Brazilian General Data Protection Act (LGPD in Portuguese).

Technical quality indicators	2019	2020	2021
Average length of stay (Adult ICU) - days	5.00	5.64	6.29
24-hour adult ICU readmission rate - %	0.36	0.43	0.33
Standardized hospital mortality rate (observed/expected) - Score (<1.00>)	0.46	0.65	0.68
Catheter-related bloodstream infection incidence density - per thousand	0.88	1.43	1.56
Catheter-associated urinary tract infection incidence density - ICU - per thousand	0.79	0.65	0.73
Ventilator-associated pneumonia incidence density - per thousand	1.43	2.57	2.92
Pressure ulcer incidence rate - per thousand	0.45	0.73	0.64

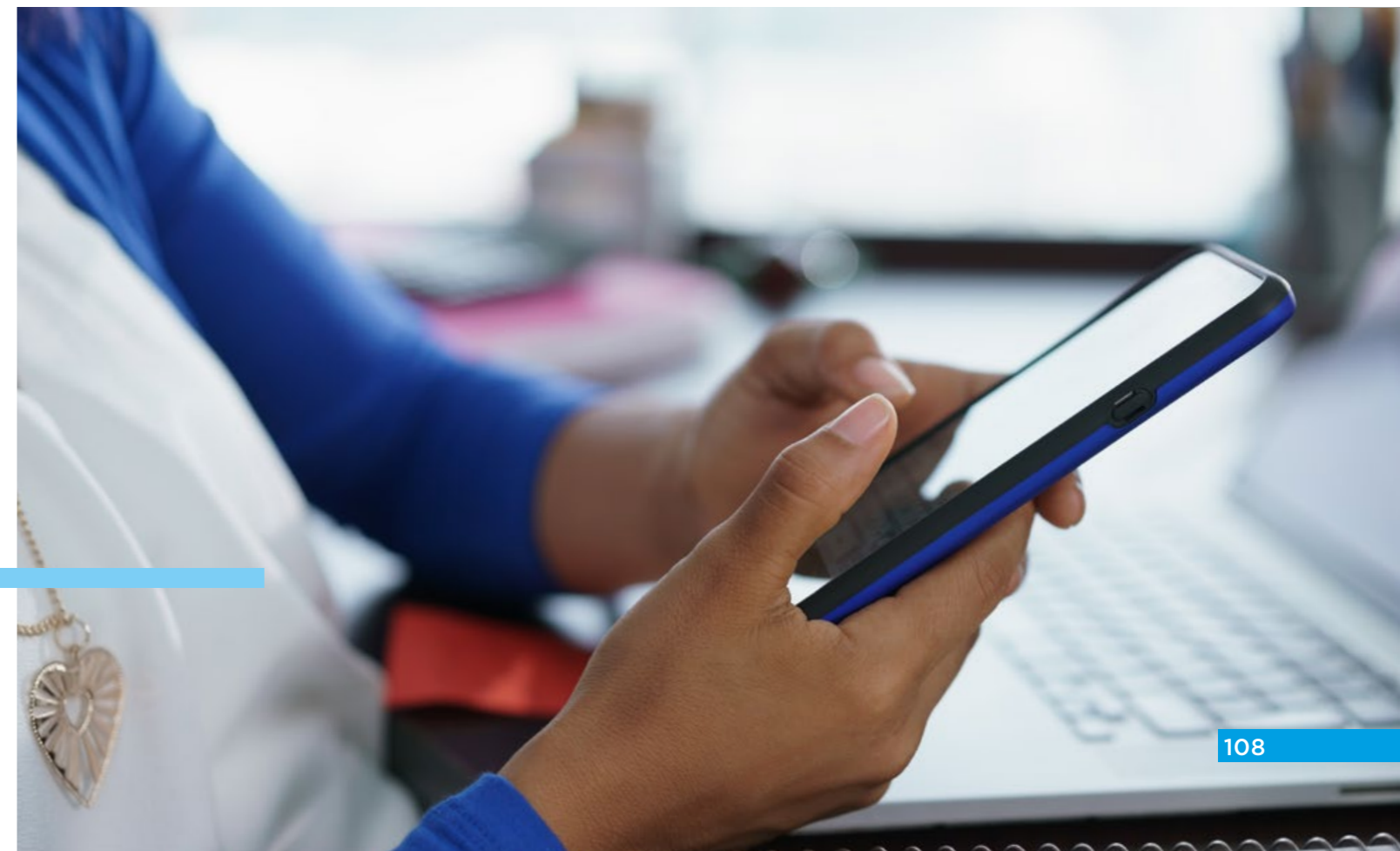
The Patient App has been gradually used in several Brazilian regions and patients were informed to use the tool as an additional form to contact the nursing teams.

3rd Mostra de Qualidade (Quality Showcase)

In order to share the practices developed at our hospitals, we held the 3rd Rede D’Or São Luiz Quality Showcase in 2021. The purpose is for each unit to encourage its professionals to show the results achieved with good practices implemented.

47 hospitals participated and submitted 462 papers (5.5% more than in 2020), about seven topics: clinical cases, safety culture, waste reduction, patient experience, process improvement, innovative practices and initiatives to fight the pandemic.

A panel with 90 professionals has evaluated the papers. The 40 best case studies have been selected for publication on the Rede D’Or São Luiz annals and the best 22 have been presented during an online event for all employees. In the final assessment, seven papers received prizes and three hospitals were praised for submitting the largest number of papers to the Showcase. Two of the papers that received prizes in the 2020 edition were published.





Through the implementation of Rede D'Or São Luiz Care Practices Manual, our goal is to assess care practices at the Company's hospitals, ensuring the minimum standards of service, technical quality and identifying good practices.

Care Practices Manual

The creation of its own quality and safety evaluation standards at all our hospitals (the Rede D'Or São Luiz Care Practice Manual) stemmed from the expectation of going beyond accreditation. Our goal is to assess care practices at the Rede D'Or São Luiz's hospitals, ensuring the minimum standard of technical quality and identify good practices to be shared among the units.

The program includes good safety and quality practices for the patients, legal requirements and guidance on several accreditation models. At the end of each technical visit with evaluation based on the Care Practices Manual

requirements, a report indicates the service score in compliance with the required safety criteria.

In order to decentralize and develop, we have kicked off the Rede D'Or São Luiz Quality Development Project, in which we have invited office employees to join in a training process and included them in the technical visits to the units that did not imply conflicts of interest. Currently, 38 employees have already participated in the program and seven are part of the evaluation team, expanding the team of professionals eligible to perform technical visits and bring knowledge back to their units.

Integration of new units

So that all acquired hospitals have the same Rede D'Or São Luiz standard, the acquired units go through an integration process with the Corporate Quality team, when the Service Quality corporate office present their actions and those that will be developed jointly to foster patient-centered care and ensure patient safety.

Integration has three different stages: guideline alignment, integration checklist and technical visit from the corporate service quality team to prepare an organizational diagnosis.

In 2021, we integrated 12 acquired hospital units: Balbino, Córdio Pulmonar, Santa Emília, Nossa Senhora das Neves, Clim, Guaianases, Serra Mayor, Antônio Afonso, América, Biocor, Proncor and Novo Atibaia. In 2021 we incorporated 55% more than the six new units in 2020.

The average score of the evaluation of mandatory documents from new hospitals was 54% adequate to the checklist.

D'Or Consultoria

In 2015, we created D'Or Consultoria to offer operational management as well as risk and health management, consulting services, market diagnosis and assessment, marketing and communication specialized services in corporate health care and benefits. The Company is currently responsible for more than R\$3.5 million in insurance premium, 2.2 million lives and over 1.7 thousand clients in the states of São Paulo, Rio de Janeiro, Bahia, Pernambuco, Minas Gerais, the Federal District and Paraná.

Based on technology used for integrating every health information (patient care, occupational, out-patient care, medicines and other) of the company and, through a behavioral analysis of the users, D'Or Consultoria develops customized programs according to the profile of each client, with assertiveness and proactiveness. Being the only specialized player in the segment, D'Or Consultoria offers services and content that effectively contribute for the education and awareness-raising with regard to the importance of health prevention, in a

mild and customized manner. Moreover, clients rely on the follow-up and support of the Health Management and Employee Life Quality teams.

Through D'Or Soluções, occupational health and safety management is unified. A multidisciplinary team, cutting-edge equipment and distinguished partners guarantee that to customers compliance with the Ministry of Labor's requirements and laws. D'Or PME makes available health and dental care insurance to small and mid-sized companies, with specialized professionals and customized service. To make access easier, a single system requests a quote for an insurance plan and sends it online in a few minutes.

Individual insurance is another service offered, with a simple and affordable structure, as well as corporate insurance: Liability Insurance (essential to guarantee liabilities with third parties), Property & Casualty (insurance against losses, damages and liability on properties, objects and even people) and Financial Lines (protection against liability, frauds, errors and omissions).

AceleraD'Or

D'Or Consultoria has AceleraD'Or to accelerate the growth of partner brokers, which is a distinguished and innovative acceleration program for small- and mid-sized insurance and benefits broker companies operating in Brazil. Along with that, the AceleraD'Or Mentoring Program, whose first edition

began in the last quarter of 2021, has gathered more than 100 brokers interested in being accelerated by D'Or Consultoria. We selected ten of them who will go through the complete program in 2022, enjoying guidance, growth, visibility, networking and D'Or Consultoria's entire technology.






Human Capital



Appreciating our staff is at the core of Rede D’Or São Luiz’s culture. Our daily commitment and dedication allow us to achieve even better results and fulfill our purpose of caring for people. We invest in our teams’ quality of life and development by fostering a stimulating and healthy work environment, in line with the best market practices.

In 2021, given the Covid-19 pandemic, we faced yet another challenging year. Our efforts were channeled to provide full support to our teams, giving priority to five pillars:

- ▣ health and safety;
- ▣ training and development;
- ▣ career and succession;
- ▣ communication;
- ▣ engagement

1,035,876
hours dedicated to
training and
development



80%
in-person
training

20%
online training

While caring for our employees and partners, especially the front-line workers, we did everything possible so that everyone was safe and physically and emotionally healthy, thus maintaining our high-standard hospital care.

Organizational skills

GRI 404-3

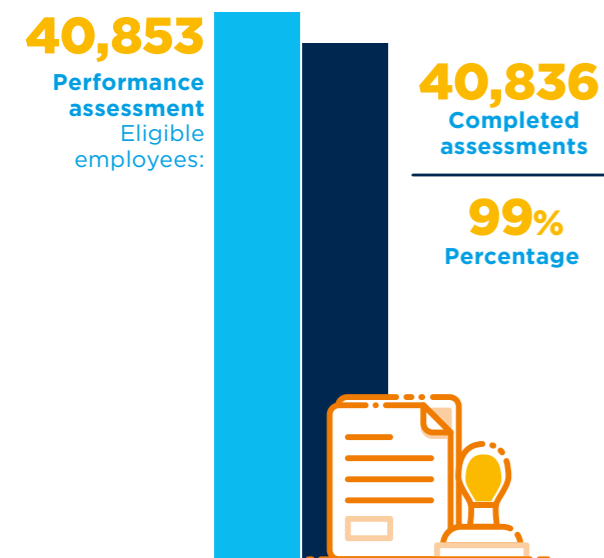
In order to have a better understanding of our human capital development initiatives, in 2020, we reviewed our organizational skills model and, in 2021, we operated focused on spreading skills models and behaviors expected by the leadership and employees.

Organizational skills are our essence and are in line with Rede D’Or São Luiz’s purpose and management model. Furthermore, they translate how leaders and employees must

behave, which consequently create high-performance results.

The skills model will be embedded in the employee’s entire journey, from recruitment and selection to onboarding, skills assessment, feedback, IDP, training initiatives, as well as career processes and professional performance.

Rede D’Or São Luiz evaluates organizational skills every year and the process begins in February.



To better spread the skills model and employee and leadership engagement, we made available on the digital education platform - the Learning Portal - a course on organizational skills. The purpose is to communicate about expected behaviors by our teams and to act as protagonists of their own development.

Skills include:

 <p>IDENTIFICATION WITH THE ORGANIZATION</p> <p>Commitment and alignment to the organization’s purpose.</p>	 <p>CLIENT-FOCUSED</p> <p>Operates focused on customer service excellence.</p>	 <p>ADAPTATION TO CHANGES</p> <p>During times of changes and uncertainties, we operate positively, quickly adapting to the scenario and seeking to achieve the most from each experience.</p>	 <p>COOPERATION</p> <p>We build and encourage collaboration, respecting differences, being emphatic and strengthening team spirit.</p>
 <p>INITIATIVE AND PLANNING</p> <p>We rely on initiative and organization for an efficient operation.</p>	 <p>INTERPERSONAL COMMUNICATION AND RELATIONSHIP</p> <p>We communicate efficiently and have relationships based on empathy and welcoming.</p>	 <p>ENGAGING LEADERSHIP</p> <p>Our leaders develop employees and themselves, thus building engaging teams.</p>	 <p>RESULT OPTIMIZATION</p> <p>We understand our business and take accountability for delivering results.</p>

Training and development

GRI 103-2, 103-3

At Rede D’Or São Luiz, we adopt a Skills Model focused on expected organizational behaviors for each position, in line with our strategic guidance, management model, mission and values.

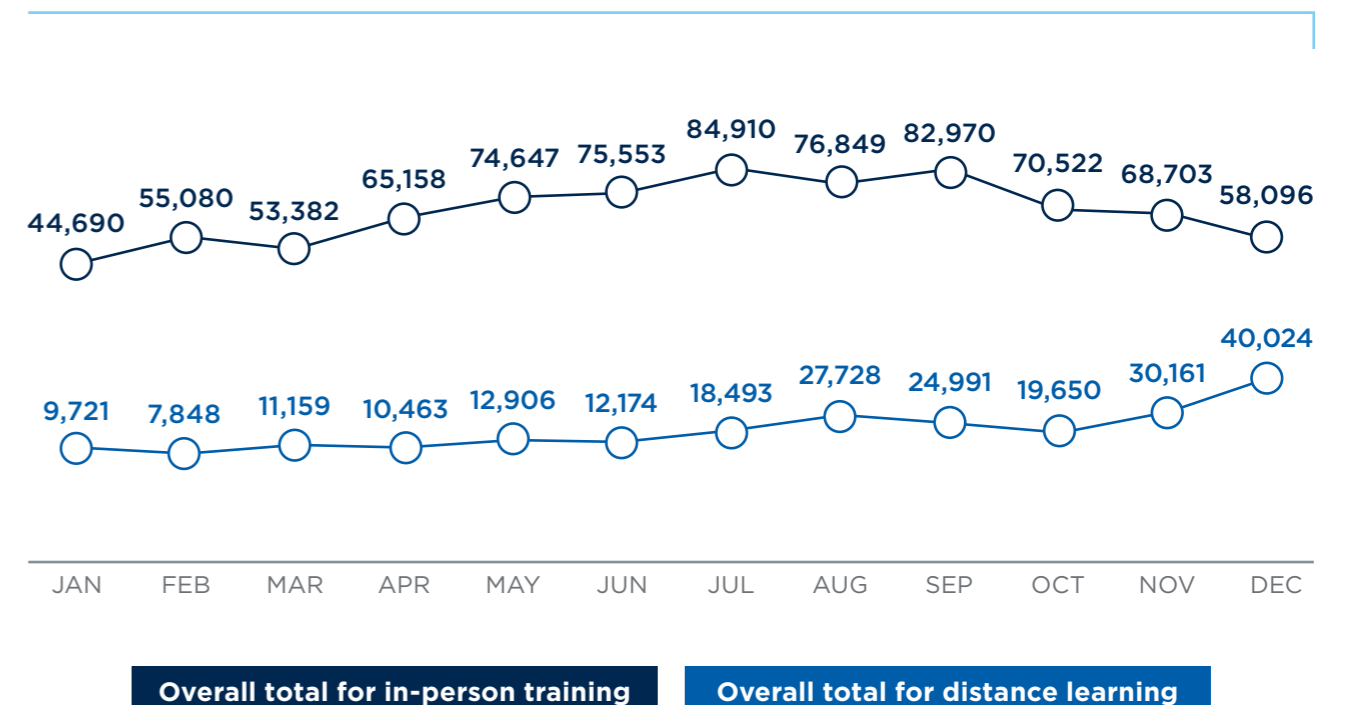
Employees working at Rede D’Or São Luiz for at least three months (except our interns, apprentices and outsourced employees) periodically go through Skills Assessment to identify the compliance with mapped technical and organizational skills. In 2021, we also developed a hiring process for new employees that is in line with the organizational skills.

We also improved the project, including a new and quicker platform, which can be accessed both from the computer or mobile phone; the review of organizational skills for a better assessment; changes in the assessment scale focused on the alignment to market practices and annual cycle, which ensure more speed to the professional development process. As a result, 99% of our employees participated in the Assessment.

With regard to training investments, we have offered several digital programs in the *Portal Saber* – our distance learning platform. They include the new employees’ track, the Sustainability track, the Leadership Development Program, courses for care provider employees, Compliance and several webinars. Moreover, there is a continued education center in each health care unit for training recently hired employees and offer technical refresher courses. Rede D’Or São Luiz’s platform also offers a section where users can have discounts in several educational institutions.

In 2021, we had 1,035,876 thousand hours of training and development initiatives, being 20% distance learning and 80% in-person training. Every month we assess the Training Hour per Employee indicator, which shows us that even amidst a challenging year due to the pandemic, we have continued to invest in offering refresher trainings and courses to our employees and leaders. For the next year, we plan to report average training hour broken down by gender and employee category.

2021 training hours



Chega Mais Onboarding Program



Geared towards making the adaptation of new employees and leaders to our culture and work environment easier, we released the *Chega Mais* Onboarding Program in May 2021.

Using hybrid methodology, the Program brings together the content offered through our Distance Learning platform – *Portal do Saber*, and in-person

activities. It also presents Rede D’Or São Luiz history, our business model and culture. For a better adaptation of the participants, we have designed a track specially created for leaders.

All necessary information to begin the program are in the welcome kit delivered to employees when they are hired.



[Click here and watch the video about the *Chega Mais* Onboarding Program](#)

Real Simulation

Another 2021 highlight was the resumption of the Real Simulation behavior training. Via Zoom, we have been able to impact Nurses and Nursing Technicians in the states of Rio de Janeiro, São Paulo and Paraná. Through the simulation of real situations in the daily routine of a hospital, it has been possible for recently hired employees to learn and understand the importance of a positive attitude before our clients. For such purpose, the main topics addressed in the simulations are Empathy, Communication, Teamwork and Conflict management. Between May and December, 1,069 employees were trained divided into 33 groups.

Entre Líderes Program

In order to support the development of Rede D’Or São Luiz’s leaders, especially due to the challenges brought by our organic growth, since 2020 we have relied on the *Entre Líderes* program.

Produced by Rede D’Or São Luiz’ distinguished professionals, partners

Training Hour per Employee Progression (HHT, in Portuguese)

(GRI 404-1)

	2019	2020	2021
Jan	1.87	1.60	1.18
Feb	1.88	1.92	1.35
Mar	1.88	1.37	1.33
Apr	1.81	1.74	1.49
May	2.34	1.50	1.71
Jun	1.68	1.41	1.70
Jul	1.82	1.47	1.93
Aug	1.89	1.52	1.93
Sep	2.32	1.41	1.92
Oct	2.70	1.91	1.54
Nov	1.91	1.56	1.70
Dec	1.60	1.24	1.62

and specialists, the program encourages active learning practices through short courses. Through video content, podcasts and short texts, the course is intended to encourage leaders to think about people management and their responsibilities given the new business scenario.

Leadership Development Program

Launched in September, the Leadership Development Program comprises market concepts and practices coupled with the Rede D’Or São Luiz’s way of being, with the purpose of preparing leaders aligned with our culture, business model and organizational skills.

The program has been devised based on job position levels and the learning track format. Participants learn through different multimedia resources: interactive course, texts, podcasts, TED Talks, infographics and management tools, among others.

The track for the Reference Employee/Leader, which is the first leadership level at Rede D’Or São Luiz’s organizational structure, has impacted more than 3,400 people through content focused on developing basic leadership skills and our business. The track to the supervisor/coordinator position is focused on developing management and social skills as well as our business, influencing more than 1,300 people.

We expect to release the track for manager positions by January 2022.

“The program launch announced Rede D’Or São Luiz’s 10 leadership principles”

The Leadership Development Program is geared towards preparing leaders aligned with our culture, business model and organizational skills. The program has been devised based on job position levels and the learning track format.



Wall painting with reused paint

At Rede D’Or São Luiz, we believe that recognizing our employees’ potential comes in different ways. In order to reuse leftover paint at Hospital Esperança, in Recife (PE), the elevator operator Ireston Messias do Nascimento was chosen to transform the common room by painting a wall in a tribute to the local culture, a picture of Olinda’s carnival and its giant dolls.

The employee, who paints and sells his artwork in his free time, has been working for Hospital Esperança since 2009 and has been drawing since he was seven years old, encouraged by his father. The project was an idea

by the Hospital’s Sustainability Committee and created a more welcoming and fun environment.

Shared by professionals during their break time, the Hospital Esperança’s Common Room offers a television, tables, benches and chairs for resting. In addition to adding value to the employees room, the initiative has reduced the environmental impact by using leftover paint that would have been discarded and contributed to encourage the entire Rede D’Or São Luiz to promote sustainable initiatives.



Workforce

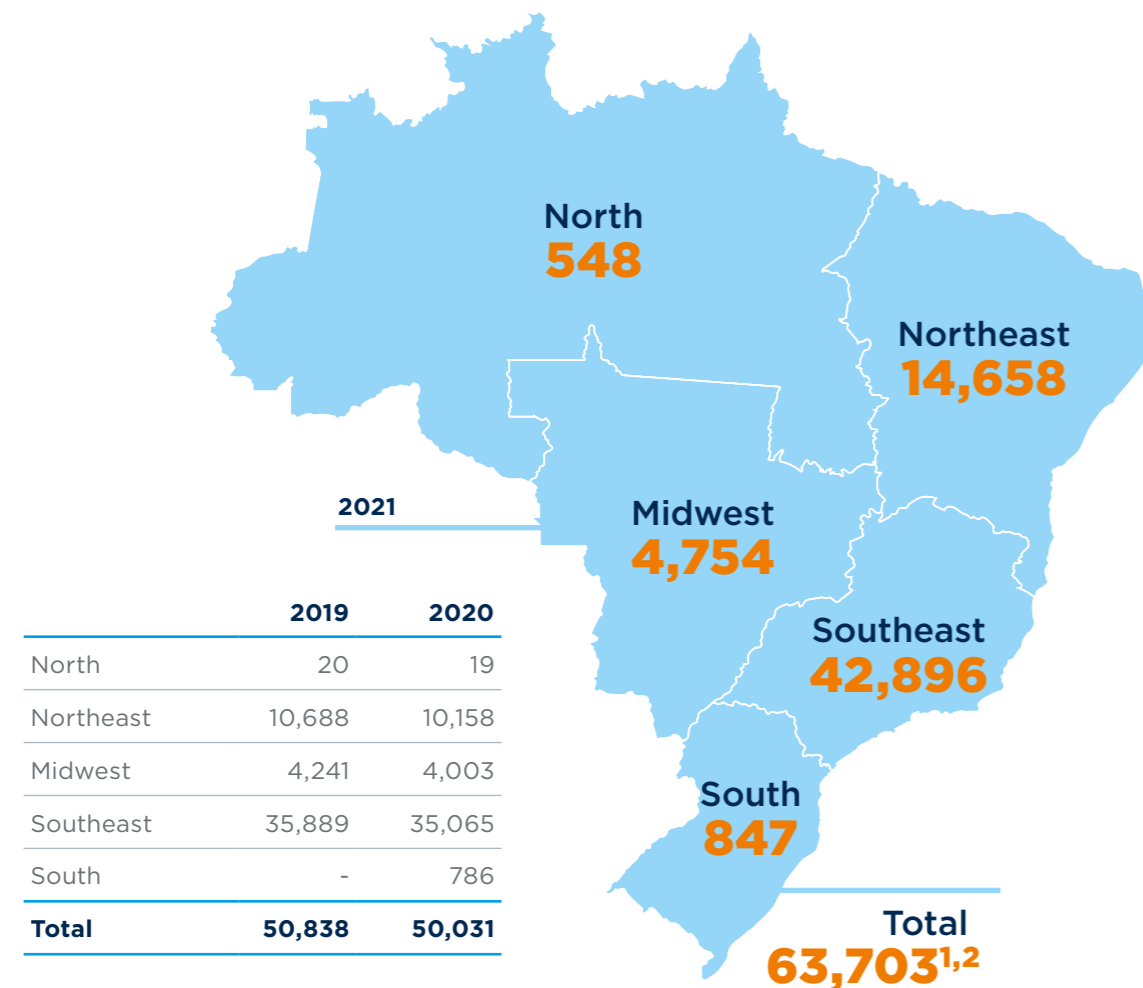
GRI 102-8

By year-end, our workforce comprised 67,285 own employees, including units recently incorporated to Rede D'Or São Luiz.



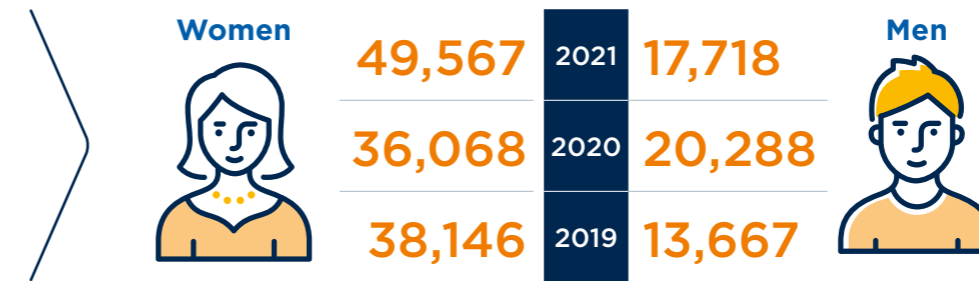
67,285
OWN EMPLOYEES

Total employees by region



1. The difference between total employees by region and Rede D'Or São Luiz's employees is due to new units acquired in 2021.

2. For the next year, we plan to also report the number of employees by gender in each region.



Martha Savedra

Martha Savedra, attorney and physician specialized in cardiology, is one of the highlights among the many Strong Women at Rede D'Or São Luiz.

She has been working with us for 34 years. Martha joined Labs in 1987 and participated in the construction and opening of Hospital Rios D'Or in 2009. Since 2018, she has been the executive officer for Rio de Janeiro's West Regional, one of the most important regionals in the state as well as the entire Rede D'Or São Luiz operation. Martha was part of the national and international certification processes for five out of the six hospitals in her Regional and, in 2020, she was also the officer responsible for the Parque dos Atletas Field Hospital.



Integration of new units

GRI 203-1

Rede D’Or São Luiz continued its expansion in 2021. As soon as the merger or acquisition of a new unit is completed, the Integration and business departments come into action. The purpose is to develop a management project to adapt and implement work processes, systems and policies that are in line with our excellence standards. Moreover, the teams devise plans to offer training, allocate people and engage employees with the new organizational culture. Each process, which is entirely conducted based on

welcoming new employees, develop the feeling of belonging and change management, lasts from four to six months, when the BackOffice systems are fully integrated, and the operation is handed over to Rede D’Or São Luiz.

The Company currently has 12 integration projects for new units in progress, in the states of Mato Grosso do Sul, São Paulo, Paraíba and others, with an indirect positive contribution to their economy.



Organizational climate

Still amid the pandemic, in 2021 our In-House Communication continued to be grounded in the three pillars defined in 2020:

- Clearly and widely disseminate information;
- Engage;
- Foster increased employee productivity, trust, satisfaction and retention.

In order to further motivate and appreciate employees in battling against Covid-19, we launched the “We are stronger TOGETHER” campaign in 2021. Several initiatives were developed, both corporate and local (at the units), focused on supporting, motivating, engaging and strengthening the purpose and pride of belonging. The campaign’s main purposes include:

The “we are stronger TOGETHER” campaign developed several initiatives, both corporate and local, focused on supporting, motivating, engaging and strengthening the purpose and pride of belonging.

- Further strengthen engagement, the purpose of caring and the feeling of being proud to belong to the group of front-line workers against COVID-19;
- Disseminate positive messages to the hospital teams;
- Gather and spread patients’ stories and feelings;
- Communicate about the means and actions related to mental health and decompression;

We have resumed the three main lines of action to support our employees:



MINUTO DO BEM 2nd edition: Audio messages shared via WhatsApp recorded by psychologists and with testimonials from patients telling their stories and feelings. The focus of campaign was to stimulate conversations, by creating moments of collective listening, closeness and care within the teams. Messages were sent twice a week from April 9 to July 2, 2021, with 28 audios available via WhatsApp for the entire Rede D'Or São Luiz;



CARING FOR EMOTIONS PROGRAM for psychological support: an open channel for emotional support to all employees. Assistance Support Service, in partnership with IDOR, in which employees were able to schedule, via an online form, slots to talk to a specialist;



TELEMEDICINE for monitoring employees with suspected or confirmed cases of COVID-19, with no coparticipation charge. They could be scheduled at the Employee Support Center (0800 334 5000). More than 300 consultations were carried out until September 2021.

The campaign also included:

- Initiatives developed by each units' HR/People & Management teams focused on creating moments of decompression (e.g.: differentiated snacks/meals, labor gymnastics, shiatsu etc.);
- Assorted graphic materials at the units (posters, banners, stickers) with engagement messages to be used as support for local HR initiatives;
- Distribution of recognition giveaways to more than 50 thousand employees;
- Periodic communication via internal communication channels (RH Informa e-mail, WhatsApp groups, posters and the Digital HR application);
- Launch of the video "TOGETHER for the same purpose", focusing on the message that we are together, taking care of each other to take care of everyone. The video, released via YouTube and internal channels (RH Informa), showed the results of our dedication (from the point of view of Covid and non-Covid patients), the scope of the campaign's actions and recognized our employees' efforts.

Organizational Climate and Engagement Survey

Every year we seek to listen to all our employees' opinions through the "Fala Rede!," our organizational climate and engagement survey. In 2021, more than 90% of our staff participated in the survey, totaling 43 thousand employees, 12% more respondents than in 2020. The Company's overall approval ratio came to 79.36%, an increase compared to the 78.97% achieved in the previous year.

We achieved above 75% approval ratio in all aspects evaluated, with the "Belonging" aspect standing out with 91% and "Diversity and Inclusion" with 89%. This significantly shows our improvement year after year, with an increase in both number of respondents and hospital units participating in the survey. Managing organizational climate is a priority for our business given that we understand that engaged teams allow us to deliver better results, reduce turnover rate and absences.

We have prepared actions plans based on the results achieved, seeking to improve aspects with a greater impact on employee engagement.

Compensation and benefits

GRI 102-35

Rede D'Or São Luiz has a compensation and benefits policy in line with market practices, which complies with the Brazilian legislation in force and our human resources policy. In addition to fixed compensation, we offer our employees a variable compensation program linked to performance targets.

We also offer benefits that include health and dental insurance, meal voucher or cafeteria at the workplace and the Partnership Club Program. In an online platform, we offer products and services exclusive for our employees in partnership with insurance, education, culture & entertainment, wellness, gastronomy companies, and other segments. The program had 42 thousand views on average in 2021, up by 165% on 2020. We recorded 16,030 views in 2020 and 42,411 in 2021.

Attraction and Retention

GRI 103-2, 103-3

At Rede D'Or São Luiz, we keep up with market trends and use our HR indicators panel to provide inputs for decision-making and improve talent attraction and retention.

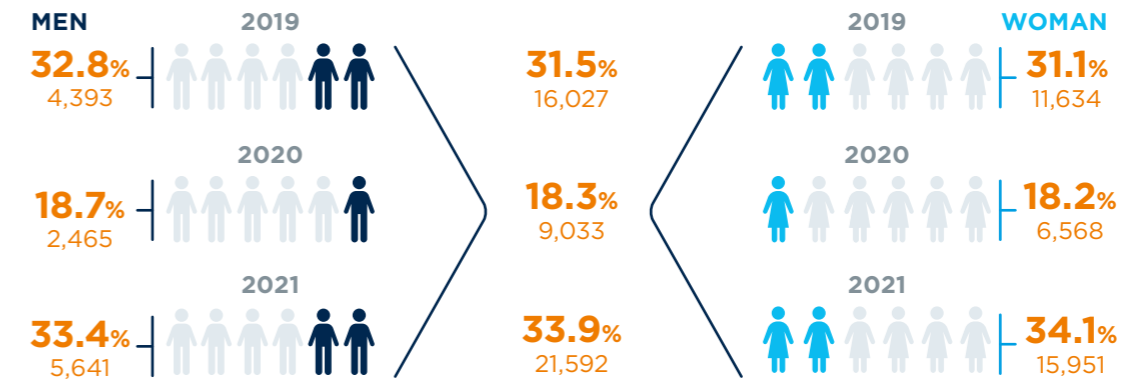
In order to appreciate our employees and offer real growth opportunities, we give priority to in-house recruiting and rely on Movimenta Rede, our internal recruiting program. Since 2020, all recruiting phases were held online, increasing visibility of opportunities to the candidates. The Program was restructured in July 2021, strengthening its purpose and reinforcing the commitment with the leadership to appreciate internal talents. Accordingly, the number of positions filled with our employees continues to increase each year, accounting for more than 1,000 opportunities in 2021, including in care practices, operational and corporate departments across all units, 400% more than in the previous year.

Moreover, we are proud to provide a favorable environment to development, high level of belonging, compensation and benefits compatible with market practices, a variable compensation program linked to the achievement of strategic targets and partnership with gyms, education institutions and products and services companies.

Admitted employees

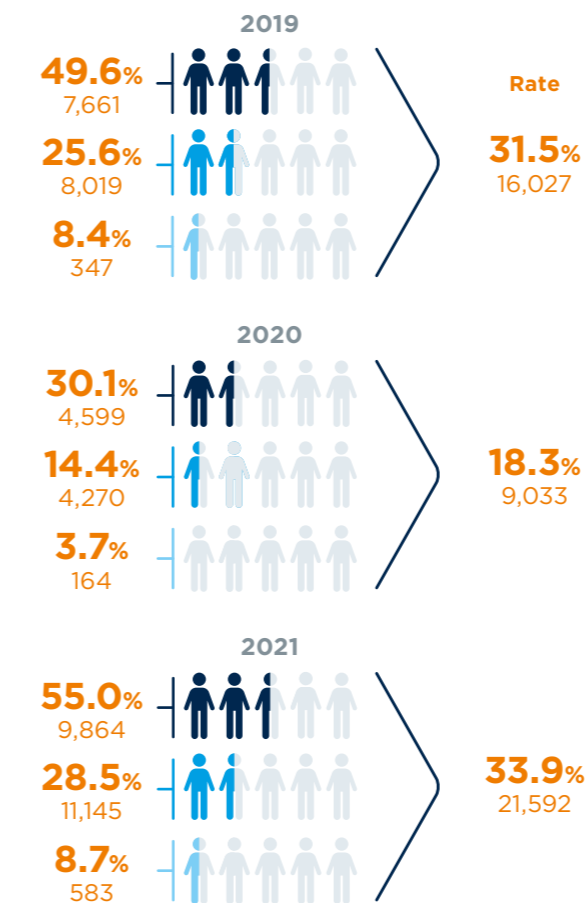
GRI 401-1

By gender



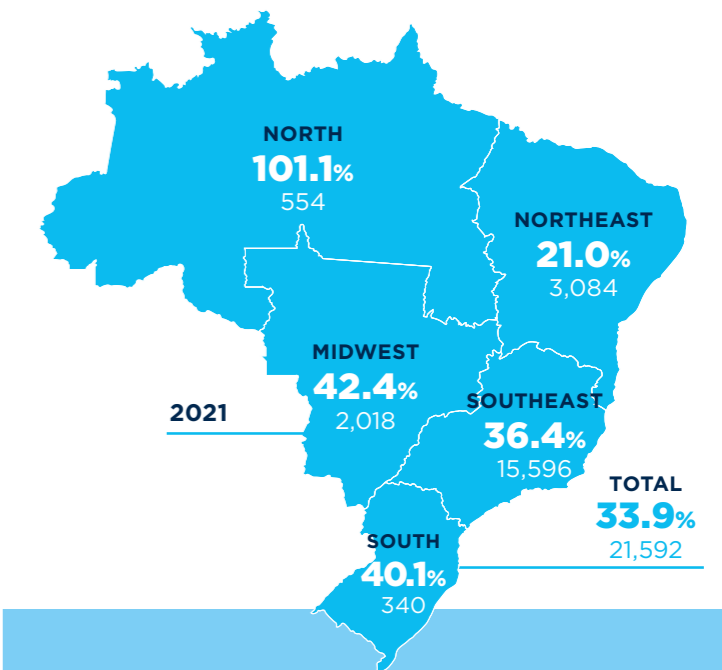
Rate

By age group



From 30 to 50 years old | < 30 years old | Over 50 years old

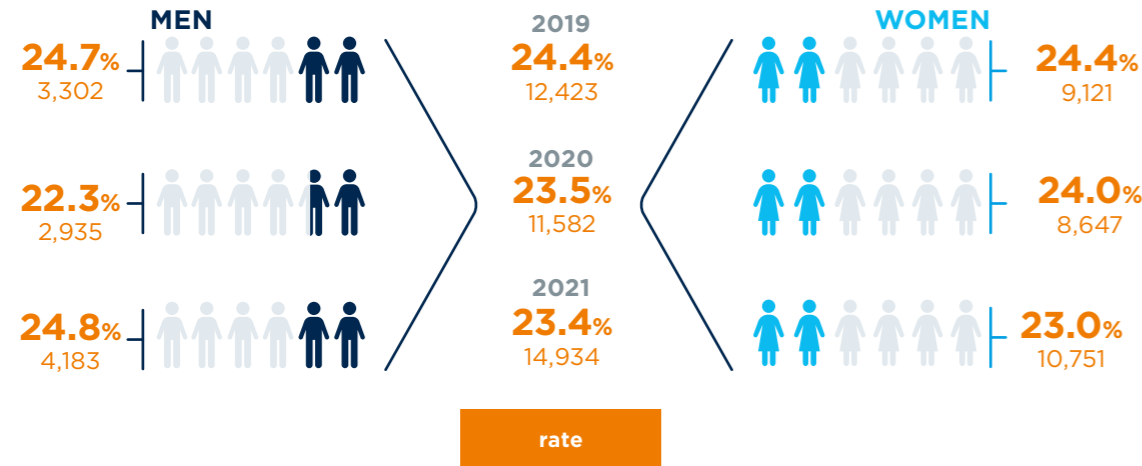
By region



	2019		2020	
	#	rate	#	rate
North	6	30.0%	3	15.8%
Northeast	1,842	17.2%	855	8.4%
Midwest	1,964	46.3%	1,025	25.6%
Southeast	12,215	34.0%	7,150	20.4%
TOTAL	16,027	31.5%	9,033	18.3%

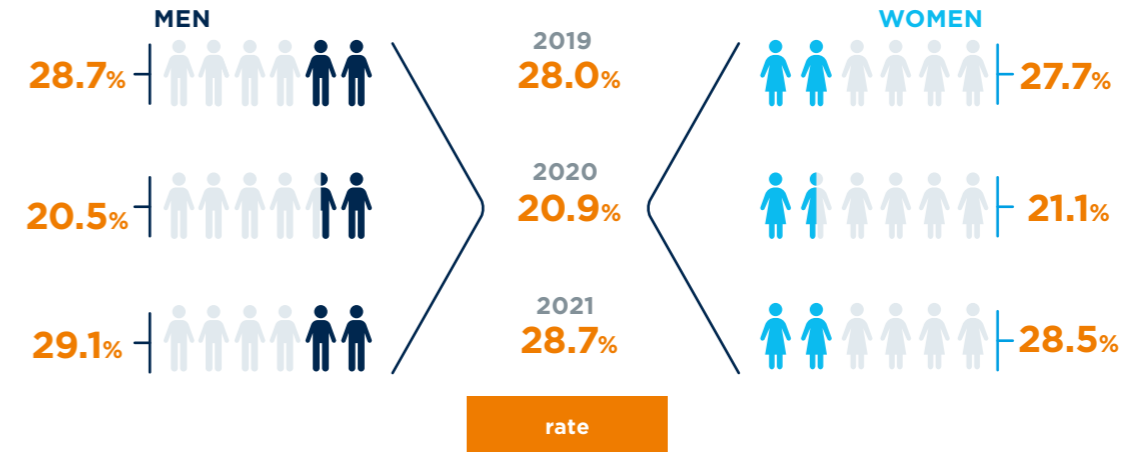
Employee layoffs

By gender



Turnover by gender

SASB: HC-DY-330a.1

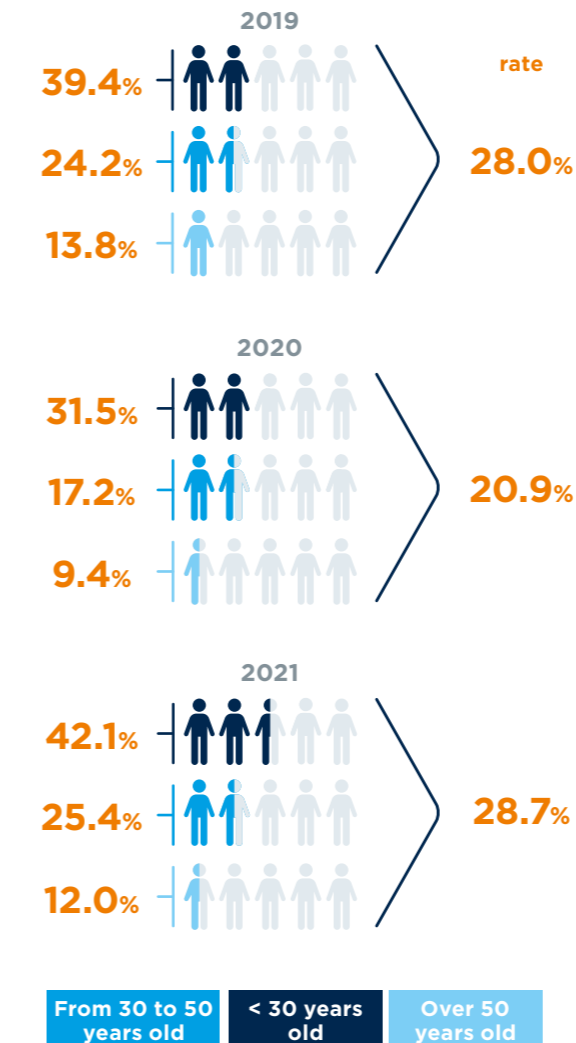


By age group

	2019		2020		2021	
	#	rate	#	rate	#	rate
< 30 years old	4,487	29.1%	5,029	32.9%	5,220	29.1%
From 30 to 50 years old	7,152	22.9%	5,889	19.9%	8,687	22.2%
Over 50 years old	784	19.1%	664	15.1%	1,027	15.2%
TOTAL	12,423	24.4%	11,582	23.5%	14,934	23.4%

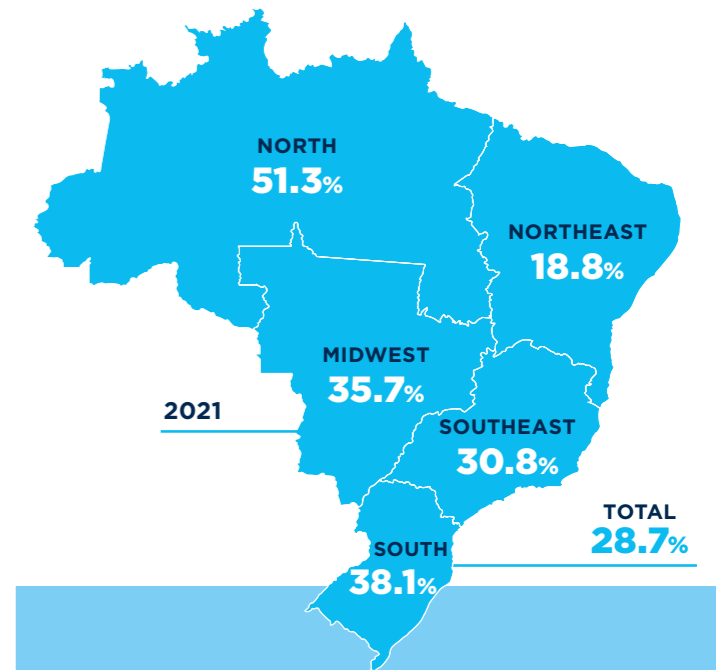
Turnover by age group

GRI 401-1



Turnover by Region

GRI 401-1



By region

	2019		2020		2021	
	#	rate	#	rate	#	rate
North	6	30.0%	4	21.1%	8	1.5%
Northeast	1,901	17.8%	1,435	14.1%	2,431	16.6%
Midwest	1,389	32.8%	1,262	31.5%	1,372	28.9%
Southeast	9,127	25.4%	8,881	25.3%	10,818	25.2%
South	-	-	-	-	305	36.0%
TOTAL	12,423	24.4%	11,582	23.5%	14,934	23.4%

	2019	2020
North	30.0%	18.4%
Northeast	17.5%	11.3%
Midwest	39.5%	28.6%
Southeast	29.7%	22.9%
TOTAL	28.0%	20.9%

Diversity

GRI 103-2, 103-3

Diversity at our Company contributes to attract and retain the best talents, boost creativity and innovation, develops organizational flexibility and fosters an inclusive culture, thus strengthening our brand.

Our organizational climate survey held every year confirms how much diversity is respected at Rede D’Or São Luiz. When asked if “people of any age, ethnicity, religion, color, gender, and sexual orientation are treated equally in the company”, over the last two years we have maintained an approval rating of 89%.

Issues such as intolerance, discrimination, and any kind of harassment have always been dealt with by Rede D’Or São Luiz through its Code of Conduct and by making a report channel available to employees. Seeking to advance this discussion, in 2020 we joined the Ethos Institute, a reference in sustainability and social responsibility in Brazil. At the same time, we formed a Diversity and Inclusion Committee, composed of members from the senior management, including Rede D’Or São Luiz’s CEO.



In 2021, we were proud to launch the Diversity and Inclusion program, designed based on a diagnosis made at the Company and on our awareness about the importance of promoting a diverse environment with the appreciation for teams’ plurality. Throughout the year we carried out several actions, such as communication campaigns to raise awareness of employees on related topics, application of trainings to promote an inclusive culture. In our digital experience platform (Portal Saber), we launched a course on diversity and inclusion in August, aiming to expand the knowledge on the topic and we impacted more than 5,600 people, which represents 10% of our staff.

Diversity at Rede D’Or is essential and has been prioritized when selecting and hiring our employees. For this reason, we mapped our recruitment and selection process in order to minimize barriers and biases for the entry of diversity in our institution.

Our commitment to make Rede D’Or São Luiz increasingly inclusive also involves a digital transformation process, which we have been implementing since 2018. One of our

concerns is to ensure the accessibility of our applications for all audiences. That being said, we comply with the WCAG (Web Content Accessibility Guidelines) guidelines for most items with criticality A and AA, which gives our applications an average score of 79% accessibility, and we are continuously investing to comply with the other items of criticality, including questions related to the autism spectrum.

 More information about the WCAG criteria is available the website: <https://guia-wcag.com/> (in Portuguese).



405-1

Under 30 years old

Employee category	2019		2020		2021	
	Men	Women	Men	Women	Men	Women
Executive Officers	-	-	-	-	-	-
Managers	1	-	1	1	3	-
Supervisors	39	73	49	101	42	77
Professional	684	2,347	603	2,103	558	2,005
Operational	2,949	4,870	2,910	4,789	3,445	5,872
Technicians	874	3,595	962	3,755	1,224	4,697



Between 30 and 50 years old

Employee category	2019		2020		2021	
	Men	Women	Men	Women	Men	Women
Executive Officers	20	3	19	3	22	16
Managers	36	86	42	88	54	113
Supervisors	413	852	441	867	530	1,079
Professional	1,553	5,829	1,479	5,509	2,064	7,617
Operational	3,268	6,995	3,052	6,566	4,011	8,166
Technicians	2,432	9,812	2,447	9,074	3,116	12,257

Over 50 years old

Employee category	2019		2020		2021	
	Men	Women	Men	Women	Men	Women
Executive Officers	16	13	16	12	36	16
Managers	7	20	7	23	16	34
Supervisors	60	115	57	125	107	189
Professional	127	351	132	389	213	695
Operational	684	1,452	715	1,526	980	2,079
Technicians	221	1,041	245	1,137	443	1,927

Employees with disabilities

Employee category	2019		2020		2021	
	Men	Women	Men	Women	Men	Women
Executive Officers	0	0	0	0	0	0
Managers	0	0	0	0	0	0
Supervisors	2	2	1	3	3	6
Professional	15	18	8	13	18	33
Operational	279	287	241	237	320	326
Technicians	21	50	19	37	33	77



Ratio of basic salary and remuneration received by women and men | Employee Category

GRI 405-2

Salary equality	2019	2020	2021
Executive Officers	2%	2%	2%
Managers	2%	2%	2%
Supervisors	9%	9%	9%
Professional	33%	32%	24%
Operational	25%	25%	34%
Technicians	30%	30%	30%

Discrimination

GRI 406-1

In 2021, we received 37 complaints in the whistleblowing channel classified as discrimination, which were investigated and, whenever necessary, received the applicable disciplinary actions.



Total number of discrimination cases

2019	8
2020	17
2021	37

Occupational Safety and Health

GRI 103-2, 103-3, 403-1, 403-9

At Rede D'Or São Luiz, health promotion and the occupational safety and health of our direct and indirect employees, as well as the prevention of occupational accidents and incidents are among our most important priorities.

Therefore, the company has an occupational safety and health management system - S&SO in Portuguese, based on the guidelines of the Rules from ordinance no. 3214/78 of the Ministry of Labor, as well as every specific law and technical rule regarding occupational safety and health. Up to 2018, this system was managed separately by the SESMT (S&SO) teams linked to the human resources department (Executive Office) of each unit.

In 2019, the S&SO Matrix department was created under the Human Resources Executive Office and, in 2021, a S&SO Matrix corporate

department, which is part of the company's Human Resources Executive Office structure. This new corporate department was devised to be led by an executive specialized in occupational safety and health, thus integrating the S&SO departments from all units.

With the creation of this corporate department, a multidisciplinary corporate matrix team was resized, consisting of occupational doctors and nurses, safety engineers as well as specialized coordinators and analysts.

Hence, Rede D'Or São Luiz demonstrates its efforts for the continuous improvement of the S&SO management system and the commitment to maintaining high performance in occupational safety and health, providing more engagement and visibility to employees in general and to the business senior management.

We have completed the implementation of a platform for monitoring and verification of compliance with legal obligations related to Safety and Health, contributing to the mitigation of vulnerabilities during the operation of processes and procedures.

System Verifications

GRI 403-7

Since 2019, we have conducted system verifications based on the main requirements involving the occupational safety and health management system. The requirements include the analysis and mapping of risk agents, the Environmental Risk Prevention Program, the Medical Control Program for Occupational Health, the Legal Requirements and Obligations Inventory,

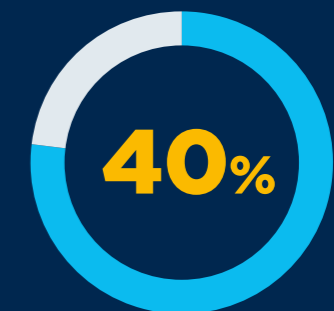
occupational accidents investigations and management of Personal Protective Equipment (PPEs). We are also pleased to denote that we have completed the implementation of a platform for monitoring and verification of compliance with legal obligations related to Safety and Health, contributing to the mitigation of vulnerabilities during the operation of processes and procedures.



2021 emergency drills



Total



Partial

Awareness-raising Campaigns on Health Promotion and Accident Prevention

Throughout 2021, Rede D' Or São Luiz held several awareness-raising campaigns on health promotion and accident prevention, including the 2021 Virtual Internal Week on Occupational Accident Prevention (SIPAT Digital, in Portuguese), which was attended by 26 thousand employees.

Due to the pandemic, the Internal Week on Occupational Accident Prevention was hosted using information technology tools, thus creating an opportunity to share knowledge on the

topic in an integrated way to all units simultaneously, in a playful, virtual and interactive format.

Furthermore, we held many other campaigns throughout the year, i.e.: National Occupational Accident Prevention Day; campaigns encouraging the use of masks and Influenza and Covid-19 vaccination campaigns, Yellow September (mental health), Pink October (women's health) and Blue November (men's health) campaigns.

Initiatives to fight Covid-19

Throughout 2021, we kept our initiatives to fight Covid-19, thus promoting the care for our employees, especially those who are part of risk groups and pregnant employees, in addition to the Covid-19 Vaccination Campaign, testing our employees who showed flu symptoms and health follow-up.

Geared towards reinforcing the public vaccination campaign against other influenza syndromes, Rede D' Or São Luiz acquired and made available 19,000 doses of the quadrivalent Influenza vaccine to our employees.



Occupational Health and Safety Indicators

We keep a panel with process governance inputs, which consolidates our Occupational Health and Safety Indicators in order to boost improvements and innovation, with focus on health promotion and prevention of accidents involving our employees and our units.

Said indicators are the basis for analysis of operating breaches, such as occupational accidents, absences, among others, allowing us to make structured assessments and to take corrective, continuity and scope actions. [GRI 403-2](#)

Primary Health Care

[GRI 403-6](#)

In partnership with D’Or Consultoria, in 2021 we kept our Primary Health Care (APS in Portuguese) centers in Rio de Janeiro and São Paulo. Created in 2019, the project managed by D’Or Consultoria aims to prevent and promote health among Rede D’Or São Luiz’s employees through spontaneous demand or through the recommendation of the Occupational Health teams, working in health prevention and promotion, anticipating diagnosis and contributing to avoid preexisting chronic conditions to evolve.

Collective bargaining agreements

[GRI 102-41, 403-4](#)

More than 95% of our employees are impacted by health and safety matters included in collective bargaining agreements or collective conventions executed with trade unions. For professional categories that do not have a collective agreement, Rede D’Or São Luiz complies with the legislation in force.

20% of the topics covered by the collective agreements are related to occupational safety and health. In agreement with the trade unions, we understand that Regulations from the Social Security and Labor Special Department and the Ministry of Economy are legit and legally construed to provide basis for the subject.

Occupational Health and Safety Rates

[GRI 403-9, SASB SASB: HC-DY-320a.1](#)

	2020	2021
Fatalities rate	0	0
Lost-time incident rate	5.68	6.40
Accident without absence from work rate	3.85	5.25

* Considers only units included in the P12, does not include M&A, Israelita, BAD and Hospital da Criança units.





Social and relationship capital



Patient service at HCP, project sponsored by Rede D'Or São Luiz

At Rede D'Or São Luiz, we believe in a transparent and positive relationship with our stakeholders as a way to contribute to building a better country. In 2021, we continued with our purpose of investing in initiatives that can add to promoting our patient's health and illness prevention and, in a broader sense, of the communities impacted by our operation.

In the midst of the pandemic and the extensive use of digital tools, one of our concerns is ensuring our applications' accessibility to all stakeholders. Since 2018, we have been following the Web Content Accessibility Guidelines (WCAG) for most of items whose conformance was rated A and AA, ensuring an average score of 79% of accessibility for our tools

Disease prevention and health promotion

GRI 103-2, 103-3

Aware of our role as a benchmark in health care and engaged in health promotion, which includes not only treating diseases but also preventing them, in 2021 we kept on conducting several public awareness campaigns.

In our official channels, including Spotify, which was launched in 2021, we address topics like heart health, urology, orthopedics, pink October (women's health), yellow September (mental health), blue November (men's health), hand sanitization, breastfeeding, among other campaigns to encourage vaccination and provide information about the use of masks.



Our culture – relationships

The way we develop our relationship with our stakeholders, especially our patients, reflects everything we believe at Rede D’Or São Luiz. We build our relationships with a strategic look at every stakeholder, making sure all these relationships combined are the underpinning of our business’ fine performance. This allow us to provide our patients, who are the real reason for our existence, with the best medical, lab and hospital care, as well state-of-the-art technology and research and first-tier supplies available at our units.

Patients

At Rede D’Or São Luiz we have adopted a people (patient)- focused care, a human and welcoming treatment method that treats the patient as a whole person. In other words, it is not only the symptoms and diseases that matter, but also the emotional, psychological factors and the bond between patient and physician/medical team. Our employees are trained to offer the best health care solutions and to provide physical and emotional comfort at our hospitals.

In line with our guidelines, since 2018, we have led the movement “What matters to you?”, in which employees offer their compassion and empathy in a patient-focused care coupled with a safe assistance that includes favorable outcomes to the customer experience. Our purpose is that our employees are engaged in putting themselves on the patient’s shoes, by encouraging conversations with the patients and their families to understand what really matters.

In 2021, 2.4 million patients/day¹ received care in the entire Rede D’Or São Luiz network. To ensure good

management of our service structure, which is the core of our excellent care, we are supported by one of our companies – *Gestão Total da Saúde* (GTS). It is our partnership that offers Primary Care, Outpatient and High Complexity Medical Attention, Hospital Care, scheduling of appointments, complementary exams, outpatient and hospital procedures and their regulation. We believe that high-quality services in the patient’s full experience positively impacts value generation for the entire chain: us, health care carriers (who sell health insurance) and the employer (who subsidizes the health benefits for their employees).

1.Refer to admissions and do not include visits for exams, infusions, emergencies, among other

Quality of Care

GRI 103-2; 103-3

Quality of Care is one of Rede D’Or São Luiz’s strategic pillars. An exclusive Quality department is responsible for the program that fosters good care practices that lead to our excellent services. The department’s main activities include: document control, process mapping, risk management, management by results, audits and technical visits, monitoring of certifications, integration of new units, fostering of patient-focused care practices, quality showcases, benchmarking encouragement, assistance practices and professional development.



2.4 million patients/day received care at Rede D’Or São Luiz, in 2021

Medical Centers

Since our inception, we have sought to provide fully integrated care services to customers and the medical community. Especially over the past 3 years, we have taken important steps towards this goal. We have invested in a robust outpatient network and a reach to achieve our care services goals with high quality, from the least to the most complex procedures. Health care professionals know that they can count on the best medicine for their patients, speed in diagnosis and a quick start to treatment, avoiding complications.

With a distinguished medical staff, multidisciplinary teams that support the patient follow-ups in the doctor’s office and skillful heads of medicine fields who are experienced

and recognized by their peers and medical societies, we have developed care lines geared towards patients with pathologies that are difficult to diagnose. We focus on chronic and/or complex diseases which can cause permanent disabilities if not treated properly. Some of them can be controlled but require continual care for a long period of time or will lead patients several times to the emergency room.

We have developed adequate flows to accommodate and monitor these patients, protocols for a fast and assertive diagnosis and to begin treatment as soon as possible. Without losing focus, we have started with the main lines in terms of volume

and complexity, i.e., cardiology and oncology. We have then moved on to nephrology, i.e., Patients with chronic kidney diseases, next onto gastroenterology, which is focused on treating disabling inflammatory bowel diseases and, most recently, rheumatology.

And we are not stopping there. With this same excellence, we will embrace other customers and new care lines. We have already begun to design monitoring programs for pneumology and hepatology patients as well. Our purpose remains the same: to provide the best outcome to our patients: less complications, therefore reducing the socioeconomic costs for families and beyond family members.

Moreover, we have also defined the long-term monitoring for patients with SARS-CoV 2 (Covid-19) infection sequels through the collaboration of Rede D’ Or São Luiz’s specialists, in several Brazilian regions, who accepted and treated these patients during the pandemic.

In 2022, we will make further advancements in the care of these challenging diseases, which are difficult to clinically manage, have high mortality rates and functional limitations. We will continue to integrate hospital units in an effective Health Network, making it easier for patients to access excellent professionals, diagnosis and therapeutic resources, in addition to standardizing the corporate metrics of care quality and the quality perceived by the entire cycle.

Critical success factors for Rede D’Or São Luiz’s care lines are:



RENOWNED TECHNICAL leadership;



NAVIGATION CENTERS with nurses who follow the patient’s entire health track record, since the first doctor’s appointment and support them through the entire treatment, ensuring the adhesion and success of the established therapeutics;;



CLINICAL PROTOCOLS based on the main national and international frameworks;



well defined **REGIONAL CENTERS** with units rated as “welcoming” and “attentive;”



ADOPTION of the patient’s single **MEDICAL RECORD**, in line with safety rules for information record and flow, according to the Brazilian General Data Protection Act.

Patient Safety

Ensuring our patients' safety is crucial. Therefore, we constantly invest in maintaining procedures, fostering a safe environment with integrated care and encouraging the multidisciplinary collaboration for problem solving.

In order to ensure that our guidelines are complied with, we hold periodic technical visits to the units to assess patient safety procedures and standards of management excellence. We evaluate the compliance with Rede D'Or São Luiz Care Practice Manual and the hospitals' status regarding the accreditation standards of that unit (see more on page 86). At the end of each technical visit, a report

is prepared with a score for the compliance with safety criteria and the unit is required to prepare an action plan for improvements.

In 2021, we held 59 technical visits to 52 units to assess our units' safety, conducted remotely or on a hybrid model, without compromising the quality of the evaluation. The NPS1 for units receiving technical visits came to 77. Clinical audits, which have also been formatted to the hybrid mode, encompassed 48 hospitals, 3,720 patients in the safe identification goal, 1,098 patients in the safe surgery goal and 1,777 antibiotic prophylaxis patients.

1. Net Promoter Score

Safety perception Survey

Since 2014, we have been using the Health Care Research Quality (AHRQ) tool to evaluate employee safety perception on teamwork, leaderships, management support, continuous improvement, feedback and communication at every Rede D'Or São Luiz hospital.

12 safety dimensions are evaluated in a total of 42 questions. The purpose is to internally assess safety culture perception, which encompasses a set of values, attitudes, skills and behaviors that determine the commitment to health and safety management, replacing guilt and punishment for the opportunity to learn from one's mistakes and to improve health care.

In 2021, all units met the estimated sample (with 2% of sample error) and we received 42,650 answers, from 55 participating hospitals.

In times of world crisis, we believe that institutions that rely on good, consolidated practices and a safety culture achieved based on well spread routines and in the long term have a greater possibility of achieving good results.

The overall score for patient safety was deemed excellent or very good by 69% of participants.



Strengths	2021 Results
The hospital management provides a work environment that fosters patient safety	84%
The hospital management's initiatives show that patient safety is a priority	83%
Hospital units work well together to provide the best care to their patients	76%
When there is a lot of work to be done fast, we work together as a team to complete the task	80%
At this unit, people are treated with respect	83%
We actively seek improvements to patient safety	91%
Mistakes led to positive changes in this unit	75%
When we make changes to improve patient safety, we assess their effectiveness	79%
My supervisor/department head (DOES NOT) ignore recurring patient safety issues	87%

World Safety Day

To celebrate the World Patient Safety Day, on September 17, we held the “Safety Ambassador” award at Rede D’Or São Luiz. Every year, we recognize professionals who stand out on occupational and patient safety matters at our hospital units.

The 10 most voted professionals in each hospital received a certificate of recognition and an armband to be worn during the year to encourage and strengthen the employees’ pursuit of safe practices. In 2021, 48 hospitals participated, with 12,522 votes and 423 ambassadors elected, who were recognized by 32 physicians. We understand that medical staff engagement and commitment is an advantage of Rede D’Or São Luiz’s management model.

All our clients receive a satisfaction survey on the day after receiving care at our units. In 2021, 557,000 surveys were answered. SADT services had a NPS of 74, while our Medical Centers recorded a score of 73.

Direct line with the Customer

Listening to our customers and other stakeholders is part of our growth path and an important indicator of whether we are on the right path and the sensitive issues that require our attention.

Through our Ombudsman Channel, created to receive suggestions, requests, complaints as well as compliments, we received 76,000 reports in 2021, of which 66% were complaints, 18% information requests, 17% compliments and 1% suggestions and inquiries.

The most important channels are the Contact us (45%) followed by phone calls (40%). Complaints are addressed within 1, 3 or 5 business days, depending on the situation’s priority ranking.

In another front, all clients receive a satisfaction survey on the day after receiving care at our units. In 2021, 557,000 surveys were answered. SADT services had a NPS of 74, while our

Medical Centers recorded a score of 73. As regards the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) evaluation, we have continued to improve results, showing growth each year: 75% in 2021, 74% in 2020 and 68% in 2019.

Lastly, we have also monitored Google My Business. In 2021, 48% of monitored units received an evaluation of four or higher.

As far as Rede D’Or São Luiz is concerned, client demands received through said channels are opportunities to improve our business. Multidisciplinary improvement committees at all units are responsible

for analyzing the units/departments’ performance, giving basis for improvement actions.

On our path to offer excellence and the best customer experience ever, we highlight the CopaStar hospitals, which since their creation have had an excellent Net Promoter Score (NPS) performance, above 90; in 2021 general NPS was 91, admittance NPS was 92, while SADT was 95 and emergency care at 88. [GRI 102-44](#)

All this work done has led us to be awarded in 2021. We were recognized by the MESC Institute as one of the best companies in terms of customer satisfaction; we received the Customer Experience Award by CX Summit and were finalists of the *ReclameAqui* award. Hospital São Luiz Itaim received the RA1000 seal and the best 2021 score among all hospitals included in the portal.



Goals:

Reaching **90%** customer satisfaction rate in 2022;

Reaching NPS excellence for all hospitals by 2030;

Human Rights

GRI 410-1, 412-2

At Rede D'Or São Luiz we are committed to respecting human rights of all our employees, medical staff, patients, suppliers, third parties and society. In 2021, we published our Human Rights Policy, applicable to all our business units. The document is in line with guidelines already in effect at Rede D'Or São Luiz, such as the Code of Conduct, Anti-Corruption Policy, Environmental Policy, Sustainability Policy and the Social Responsibility Policy. Said document is based on international human rights related frameworks, such as UN's Global Compact, of which we are signatories since 2020.

Human rights topics are embedded in our entire operation. In the relationship with suppliers, all service agreements have special clauses on respect for the environment and fighting slavery and child labor. In regard to our employees, we rely on the Code of Conduct, which ensures rights in fighting moral and sexual harassment and provides a safe and independent whistleblowing channel. We have also invested heavily in initiatives that foster Diversity and Inclusion, fighting hard any type of discrimination. In 2021, 2,550 professionals received training on the topic, including own and outsourced employees, accounting for 100% of the staff.

In order to disseminate and consolidate these practices among our employees, we have offered several training programs that address human rights related topics, and 2,550 professionals received training on the topic. We denote the launch of a Distance Learning course on Diversity and Inclusion and a webinar in partnership with Ethos Institute on citizenship, social rights and responsibility.

A perception survey that allowed us to understand how third parties respond to adverse situations as well as check for possible breaches are some of the mechanisms adopted by the Risks and Internal Controls Office to prevent and mitigate the negative impacts regarding the respect to Human Rights from hired security service providers. [GRI 410-1](#)

Suppliers

GRI 102-9

At Rede D'Or São Luiz, we develop our relationship with our suppliers through an Integrated Supply Chain, which encompasses Demand Planning, Procurement of Direct Supplies, Procurement of Indirect Supplies and Logistics. In order to ensure technical and assistance quality, safety, lawfulness, competitive and economically feasible commercial conditions to all hospitals, we continuously monitor potential risks to our business. A technical committee, comprised by the heads of the supplies, medical and pharmacy departments, assesses the suppliers as well as supplies strategies. As a result of this strict risk assessment, we did not receive any court or administrative penalties related to the supply chain over the past 3 years. [GRI 307-1, 419-1](#)

Rede D'Or São Luiz's main criteria to choose suppliers are currently cost, quality and level of service, through the gradual incorporation of sustainability practices. Supplier registration processes, both for products and services, according to the risk level set forth by the company, go through a Compliance evaluation (integrity due diligence), in order to minimize risks. [GRI 412-3](#)

“Uma canção para motivar” campaign (Hospital viValle)

Aware of how stressful the battle the institution's employees have fought during the pandemic was, Hospital viValle organized the campaign “Uma Canção para Motivar” (“A song to encourage”) in May 2021.

Snippets of inspiring and special songs were written on the Hospital's entrance hall, on records in the hallways and in the cafeteria, which was the main

stage for this initiative. We put decals on the cafeteria windows where employees could write messages and lyrics, while listening to the songs that were played on speaker boxes. The initiative has reached almost 100% of Hospital viValle's 1,300 own and outsourced employees, in the São José dos Campos region (SP).



2,550
Employees

from hired security service providers received training on human rights.

In 2021, we engaged our suppliers on ESG topics in a broader way, including an active pursuit of best practices on environmental, social and governance topics. We created an in-house work group with the Corporate Service, Sustainability and Compliance teams to map potential risks in each procurement categories. Geared towards identifying the social, environmental and governance impacts of our supply chain, as well as in the history of events in the market, these risks have been mapped based on the main Global Reporting Initiative (GRI) guidelines.

Therefore, we created a pilot assessment process for our commercial partners that allows us to verify social, environmental and governance risks. A self-declaratory questionnaire with 41 items, divided into the 3 ESG topics, is sent to our suppliers, along with a guidance manual for the answers.

In October, we held an Awareness Raising Workshop in two editions, one for employees (Procurement managers, supervisors and coordinators) and other for suppliers. At both events, we presented

the overall concepts required to understand ESG management and made a brief presentation on the differential, in terms of risks and opportunities related to the topic. Then, we presented the method proposed for the supply chain assessment, in order to gradually introduce social and environmental matters.

The target audience of the first assessment of suppliers regarding good ESG practices prioritized by the Company included direct supply distributors (medication, hospital disposable supplies, clothing (PPE), asepsis and nutrition) and indirect suppliers (providers of food and catering, reception and surveillance and waste management services).

In the initial sample of the pilot ESG assessment, 55% suppliers answered. We developed a methodology based on the results of the pilot assessment, which will be adopted by the Company in 2022. We will hold informative and awareness-raising forums with our Supply Chain before beginning the first official ESG Assessment. The outcomes will be used as grounds to prepare action and monitoring plans through



corporate regulation departments, supported by the Sustainability and Procurement teams.

As for the monitoring of social and environmental compliance, we have been relying on a well-consolidated model for waste management for many years, which is the most critical category from the environmental point of view.

The Waste Management (Corporate Sustainability) regulation department supported by the indirect supplies and licenses department, analyzes the specific technical documents for each contract type. After the supplier has been approved, the Sustainability department conducts annual in loco monitoring audits. In 2021, due to the pandemic, we have limited in-person external audits for BID.

LINENS MADE OF ECO PET TECHNOLOGY

Purchasing linens made with Eco Pet technology, which uses polyester from PET bottles, is a reality at Rede D'Or São Luiz. Since 2020, through the acquisition of private sets with a mix of recycled polyester fiber, the company has avoided the dumping of around 26,380 thousand PET bottles in the environment, of which 10,580 were in 2021 alone, and contributed to the creation of jobs and income for families whose income source is recycling.

This initiative reinforces the role and contribution of the Indirect Supplies department, which is relentlessly pursuing better practices and innovation, understanding the importance and responsibility of our choices before the market. The initiative also contributes to build and ground Rede D'Or São Luiz's sustainable procurement processes. In addition to strengthening ecologic awareness and social and environmental responsibility, the fabric also offers more resistance and durability.



Physicians

At Rede D'Or São Luiz we understand that the physicians are one of our main clients. They bring the technical quality offered to our customers and the humanization we need in the hospital environment. With this view, we seek to build an area that can support physicians in their daily routine at national level, further recognizing this stakeholder's importance to the company.

In 2021, we implemented the Doctors' Relationship department geared towards standardizing initiatives and processes, as well as gaining synergy in the exchange of good practices between our hospital units. We have divided the department in three structural levels and performed an individual study of each hospital's needs

regarding the project. The database and mailing have been integrated at national level and we have created a discussion channel with the entire operation, standardizing documents for physician registration at the company and the rules for the units' medical staff.

By efficiently promoting our services and investing in technology, Rede D'Or São Luiz offers physicians tools so that they can provide the best care, encouraging the exchange of good medical practices through case discussions, symposiums and events. Said initiatives give us the opportunity to work even more connectedly with the support of exclusive communication channels developed in partnership with the Digital Transformation department.

The Doctors' Relationship department was implemented in order to standardize initiatives and processes, as well as gaining synergy in the exchange of good practices between our hospital units. We have divided the department in three structural levels and performed an individual study of each hospital's needs regarding the project.

Press

Relationship with journalists is conducted by the press advisory office, which is responsible for developing and putting into practice a strategic planning with the purpose of creating visibility for Rede D'Or São Luiz in Brazil's main communication vehicles. It is important to strengthen the brand among influencers, as well as the target audience, emphasizing Rede D'Or São Luiz as a benchmark in the industry.

The initiative includes developing and keeping a healthy relationship with journalists, thus creating opportunities to spawn spontaneous media that highlights positive pieces on new investments, technologies, treatments, patient's inspirational stories, among other examples. Thus, we build a good image and reputation which also backs us in times of crisis.

The relationship with the press is also important to position Rede D'Or São Luiz's professionals as sources in matters that are relevant to the company. A scenario that could be seen throughout the pandemic, with frequent interviews with infectious disease specialists, intensive care physicians and cardiologists, among others, for important media vehicles.

Shareholders

Having a transparent, timely and equal dialog with our investors and the entire capital markets community is fundamental for us at Rede D'Or São Luiz. The Investor Relations (IR) department is mainly responsible for safeguarding and feeding this ongoing information flow related to the Company's activities and its results. Following the best corporate governance, the IR team coordinates Rede D'Or São Luiz's earnings release and results conference calls on a quarterly basis. Presently, our main executive officers, including the CEO and the CFO, provide comments on Rede D'Or São Luiz's operational and financial performance. Furthermore, all of the Company's public documents related to the development and monitoring of its business, as well as every and any material information that influence our investors and potential investors decision-making is disclosed and kept on the Investor Relations website: <https://ri.rededorsaoluiz.com.br/>.

The performance of the Investor Relations department, however, is not limited to being a one-way path,

where information flows only from the Company to the outside. In addition to caring for transparency towards the capital markets and regulatory agencies, the Investor Relations department, through an ongoing interaction with the financial community, is committed to keeping Rede D'Or São Luiz's executives informed about the desires, concerns and suggestions of our shareholders and other stakeholders.

Following the best corporate governance, the IR team coordinates Rede D'Or São Luiz's earnings release and results conference calls on a quarterly basis.



Community

Rede D' Or São Luiz has important communication channels for the engagement with internal and external stakeholders, with the purpose of creating and maintaining a transparent relationship, in line with its principles and values.

The main stakeholders are:

Stakeholders	Communication tool	Frequency
 Shareholders	Meetings	Annual/ Upon demand
	Committees and Executive Board Meetings (REDIR)	Weekly
	Financial information	Quarterly
	Reports	Quarterly/By-monthly
 Customers/ Patients	Continuous Satisfaction Survey	Daily
	Website - Contact Us	Permanent
	Social Media	Permanent
	Ombudsman	Permanent
	Media campaigns	Seasonal
	Information leaflets	Occasional
	Newsletters	Occasional
	Spotify Channel	Occasional
 Physicians	Newsletters	Occasional
	Website - Physician's portal	Permanent
	Rede D' Or São Luiz Scientific Events	Occasional
	Participation in seminars and congresses	Occasional
 Employees	Breakfast with the Management	Monthly
	Painel Vida - Bulletin Board	Weekly
	RH Informa (Newsletter)	
	- WhatsApp text chain for managers (divided by unit)	Daily or Weekly
	- Digital HR App	
	Internal Campaigns	Occasional
	Sustainability on focus	Monthly
Ethics Channel	Permanent	

Stakeholders	Communication tool	Frequency
 Researchers	D'Or Institute for Research and Education	Permanent
 Community/ Society	Website - Contact Us	Occasional
	Social Media - Facebook, Instagram and Twitter	Monthly
	Ethics Channel	Weekly
	Sponsorship of social projects	Daily or Weekly
	Ombudsman	Occasional
	Sustainability Report	Annual
 Suppliers	Ombudsman Channel for conduct-related concerns	Permanent
 Press	Website - Contact Us	Permanent
	Press Office	Permanent
	Press Releases	Occasional

Support to hospitals

With the gradual decrease in severe Covid-19 cases, we have reduced our operation of field hospitals and focused our efforts in supporting several hospitals, such as Lar São Francisco (RJ), Santa Casa de Misericórdia de São Paulo (SP) and Hospital Federal da Lagoa (RJ), among others.

Rede D' Or São Luiz allocated R\$320 million to the entire Covid-19 operation, amount that was complemented by partners in R\$ 100 million. On the same front, after the operation of field hospitals in 2020, we donated biomedical equipment amounting to over R\$ 7 million to the following hospitals: *Central da Polícia Militar, Universitário Clementino Fraga Filho and Universitário Pedro Ernesto.*



Overview

OPENING OF BEDS



2 FIELD HOSPITALS

7 HOSPITALS WITH INCREASED CAPACITY

22

INITIATIVES FOR THE DONATION of equipment, funds, supplies/medicine to activate beds



1 WING assigned to the government of Pernambuco

ADAPTATION OF BEDS AT OWN HOSPITALS



R\$418MM INVESTED

R\$318MM RDSL

R\$100MM PARTNERS

1,187 BEDS

4,200 patient/month CAPACITY

586 REGULAR | **601** UTI

410 OPERATED BY RDSL

17,800 patient CAPACITY in 4 months

7,000 JOBS

2,460 HIRED by RDSL

MAIN MEDICAL AND HOSPITAL EQUIPMENT SUPPLIED BY RDSL



524 BEDS



219 VENTILATORS



226 MONITORS



2 4 8 CT RX USG

MANAGEMENT INITIATIVES



OPERATION OF FIELD HOSPITALS



MANAGEMENT OF CONSTRUCTION WORKS














PURCHASE OF SUPPLIES AND MEDICINE AND HIRING WORKFORCE AND SERVICES



MANAGEMENT AND OPERATION OF PARTNERS' DONATIONS

Rio de Janeiro

Leblon Field Hospital	Barra Field Hospital	Hospital São Francisco da Providência de Deus (Rio de Janeiro)	School Hospital of the Federal University of Rio de Janeiro (UFRJ)
 <p>TRANSFER of Covid-19 patients from public hospitals, assembly and operation managed by Rede D'Or São Luiz pela Rede D'Or São Luiz.</p>	 <p>TRANSFER of Covid-19 patients from public hospitals, assembly and operation managed by Rede D'Or São Luiz by Rede D'Or São Luiz.</p>	 <p>OPENING OF BEDS Stage 1(2020): 108 beds (28 ICUs /80 regular beds) and Stage 2 (2021): 30 UNI beds</p>	 <p>MANAGEMENT of construction works to increase capacity</p>
 <p>OPENING OF 200 BEDS (100 ICUs/ 100 regular beds)</p>	 <p>OPENING OF 200 BEDS (100 ICUs/ 100 regular beds)</p>	 <p>TOTAL INVESTMENT: R\$7.6 million, of which R\$ 100 thousand donated by RDSL and R\$ 7.5 illion from sponsors such as Safra, Bradesco, Qualicorp, Sulamerica, Stone e Impar.</p>	 <p>OPENING OF 50 ICU BEDS</p>
 <p>TOTAL INVESTMENT: R\$60.2 million, of which R\$ 40.1 million donated by RDSL and R\$ 20.1 million from sponsors such as Americanas, Safra, Bradesco and IBP.</p>	 <p>TOTAL INVESTMENT: R\$61 million, of which R\$18.7 million donated by RDSL and R\$42.3 million from sponsors such as Qualicorp, Sulamerica, Vale, Mubadala, União Rio, Votorantim, Stone and Shell.</p>	 <p>INVESTMENT: R\$6 million invested by the sponsor União Rio.</p>	

Pernambuco

Hospital São Marcos



SUPPORT FOR THE STATE GOVERNMENT by transferring one ICU ward (10 beds) to care for public health system (SUS) patients.

TOTAL INVESTMENT:
R\$ 5,5 milhões sendo R\$ 1 milhão doação RDSL e R\$ 4,5 milhões dos patrocinadores Safra, Qualicorp e Sulamerica.

Hospital Alfa



OPENING OF 146 BEDS
(30 ICU beds / 116 regular beds) in 2020. In 2021, we only continued to invest in order to keep the beds operational.



TOTAL INVESTMENT:
R\$ 5.5 million, of which R\$1 million donated by RDSL and R\$4.5 million by sponsors such as Safra, Qualicorp and Sulamerica.

São Paulo

Santa Casa de Misericórdia de SP



OPENING OF 146 BEDS
(30 ICU beds / 116 regular beds) in 2020. In 2021, we only continued to invest in order to keep the beds operational.



TOTAL INVESTMENT:
R\$21.8 million, of which R\$11 million donated by RDSL and R\$10.8 million by sponsors such as Safra, Qualicorp and Sulamerica.

Hospital das Clínicas



ACTIVATION OF 51 REGULAR BEDS and support for the payment of physical therapists and physicians.



TOTAL INVESTMENT:
R\$3.5 million, of which R\$2.5 million donated by RDSL and R\$1 million by Bradesco.

Butantã Institute



CASH DONATION OF R\$2.3 MILLION

Brasília

BRB Institute



CASH DONATION OF R\$2 MILLION

Bahia

Hospital Geral Roberto Santos



ACTIVATION OF 10 ICU BEDS



TOTAL INVESTMENT:
R\$930 thousand donated by RDSL



Social Investment and sponsorship

GRI 103-2, 103-3, SASB: HC-DY-240a.1

NAt Rede D’Or São Luiz we understand the impacts generated in the regions where we operate and our power to contribute to a sustainable development. In order to contribute to a more balanced and fairer society, we rely on our Social Responsibility Policy, which lays down our commitment to fostering private social investment in these regions.

Our guidelines, laid down on the Social Responsibility Policy, also include the support and/or development of projects to provide low-income population with access to healthcare; allocation of part of our earnings to support social, educational and/or cultural initiatives and building a reputation of excellent corporate citizenship, recognizing Rede D’Or São Luiz’s impacts in the regions where we operate and our power to contribute to the sustainable development.

In 2021, we expanded the regions where we sponsor projects and started to cover the cities of Rio de Janeiro, Duque de Caxias and Niterói (Rio de Janeiro), São Paulo, São Bernardo do Campo, Santo André, Ribeirão Pires, Osasco, São Caetano do Sul and São José dos Campos (São Paulo), Belo Horizonte (Minas Gerais), Salvador (Bahia), Brasília (Federal District), Fortaleza (Ceará), Recife and Olinda (Pernambuco), Aracaju (Sergipe) and São Luís (Maranhão).

For a more effective result of our social initiatives, in partnership with *Instituto da Criança*, our portfolio of projects sponsored by incentive laws perform activities related to United Nation’s (UN) 2030 Agenda of Sustainable Development Goals (SDG). In 2021, our projects were divided as follows:



IDOR – Communication and Society

Through IDOR, we have stimulated the discovery and development of new talents in sciences and contributed to achieve a better information level about science in our society.

FISWeek – Rede D’OR São Luiz sponsors Latin America’s major health experience

GRI 103-2, 103-3

In November 2021, Rede D’Or São Luiz sponsored #FISWEEK, three large events, 100% free of charge, which took place simultaneously in a fully virtual environment: 2021 Health Innovation Forum (#FIS21), Symetria (#SYM21) and Company Meeting (#COMMeets21).

The events have held discussions on topics like inclusion, governance, transformation, environment and impacts on Health. #SYM21 brought to the public the ESG trend which Rede D’Or São Luiz follows and applies to the best environmental, social and governance practices.

FISWeek had over 200 attendees from 15 nationalities and over 80 hours of live broadcast, with simultaneous translation into English and Spanish, interpretation to the Brazilian Sign Language (Libras) and almost 25,000 registered participants.

fis'21

POWERED BY INICIATIVAFIS

#fisweek
POWERED BY INICIATIVAFIS

Hospital Esperança donates books to support the Coque Public Library

The Coque Public Library is the first place where reading is fully encouraged among the Coque community, in the city of Recife (Pernambuco). Opened in 2007, the Library is the result of the engagement of several institutions, which fight to transform the reality of public policy shortcomings in the neighborhood. Currently, the library has more than 3,000 books and conducts music and handicraft workshops, as well as language and literacy classes; plus, reading sessions for children, chess lessons, meet-ups with authors, among other activities.

In order to support the institution, reinforcing its purpose of creating a positive social and environmental impact through waste reduction and reading encouragement, in 2021, Hospital Esperança organized a donation campaign of schoolbooks that employees did not use. All departments participated and 1,917 reading books for adults, youth, the elderly and children were collected.

Credit: Shilton Araújo/Esp.DP



Main Projects and Sponsorships in 2021

GRI 413-1

In order to support the communities, we sponsor several projects focused on education, childhood, adolescence and the elderly. In 2021, we highlight:

2021 Tribute Concert to Healthcare Professionals | Cultural Incentive Law

On the Brazilian Doctors' Day, on October 18, Fundação Orquestra Sinfônica do Estado de São Paulo (State of São Paulo's Symphonic Orchestra) had a large concert in honor of healthcare professionals. The concert's program comprised the "Sinfonia Imaginária," composed especially for the event, and parts of other pieces appreciated by the audience. Public authorities, representatives of entities working to fight the pandemic and healthcare professionals were invited to the event.



Luz, Câmera, Ação, Cultural 2021 | Cultural Incentive Law

Instituto Criar de TV e Cinema in the city of São Paulo (SP) offers full and free-of-charge programs in the audiovisual and technology fields. Every year, 120 youngsters produce 20 cultural products that are exhibited 4 times. Moreover, 60% of participants enter the job market. The program holds two cultural events every year for the program's participants, their families and veterans that comprise the *Comunidade Criar*. The events offer visibility to and the discussion of peripheral issues.



Riachuelo Theater: 2021 annual program and assignment of space | Cultural Incentive Law

Support for the maintenance of the Riachuelo Theater, in the city of Rio de Janeiro (RJ), its permanent activities, artistic and cultural programs, in addition to social & educational activities. The program includes educational activities as well as dance, theater, music and other performances for the general public. Due to the pandemic, in 2021, part of the program was held in hybrid format and the project's scope was reduced, with 70 performances less than what was initially approved. The project includes accessible shows and a number of free tickets reserved for social projects.



Golf as a social inclusion instrument | Sports Incentive Law

Through the Public Golf Association of Japeri (RJ), free golf lessons are offered to children and adolescents studying in public schools. The project also offers tutoring and P.E. Classes, as well as follow-up with psychologists. In addition to teaching the sport's techniques and values, the project encourages the participants' social integration, both in regular school activities as well as by the constant participation of students in amateur tournaments in golf clubs across the state and Brazil. With Rede D'Or São Luiz's cash investment, the number of benefited children and adolescents in 2021 increased from 80 to 100.



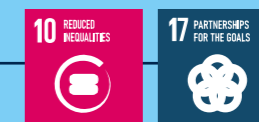
Hospital de Câncer de Pernambuco | Elderly Support Incentive Law

Located in the city of Recife (PE), the institution serves the vulnerable population of that city, and the main beneficiaries are the elderly. The project is geared towards increasing the quality of oncology services provided and treatment capacity, with the expansion of oncology treatment, the opening of new operating rooms, modernization of ICU beds and implementation of a Bone Marrow Transplant service. Furthermore, funds will be used to pay for oncology treatments, purchase of supplies and strengthening clinical and outpatient assistance as well as surgery to elderly patients. The project includes the purchase of 19.5 thousand chemotherapy medicine and more than 990 thousand medical supplies to be used exclusively by the institution's elderly patients. A benchmark in oncology treatment in the region where it operates, Hospital do Câncer de Pernambuco serves more than 10 thousand beneficiaries per year on average.



Longevity and Citizenship | Elderly Support Incentive Law

In its second edition, the project by Centro de Desenvolvimento e Cidadania (CDC in Portuguese), in the city of Olinda (PE), offers training on strategic, participative and financial management to 60 leaderships and professionals from 20 associations and organizations. During the pandemic, trainings have been offered via video classes and participants learned how to use digital management tools. The project aims to solve one of the largest problems verified by CDC in its first edition: the shortage of financial resources and technical training to ensure sustainability of activities focused on the elderly population. By the end of the training, a notice will be released to finance small-sized initiatives from participant institutions, in order to strengthen the management practices learned aiming to reinforce each institution's purpose. The project also offers exercises, dance classes, art therapy and bioenergy to 420 elders who participate in those organizations and groups, based on the concepts of active ageing.



Flamengo Olímpico IV - Aquatic and Artistic Sports | Sports Incentive Law

In partnership with Clube de Regatas do Flamengo, in the city of Rio de Janeiro (RJ), the project is underpinned in maintaining adequate practice conditions to the athletes, through the maintenance and hiring of a multidisciplinary technical team and the purchase of quality sports goods and equipment, upkeep of the technical and multidisciplinary teams, as well as offering a monetary aid to athletes older than 14 years old. Overall, 320 athletes benefit from the program, allowing them to participate in regional and national competitions.



Recicla Vida | Incentive Law for the Statute for Children and Adolescents

Located in the city of Petrópolis (RJ), the project focuses on the personal, intellectual and professional growth of those assisted. For the activities aimed at children and teenagers, the project partners with schools in the region in order to optimize the content seen in the classroom with after-school activities. Due to the pandemic, the activities were carried out on-line, and funds invested were mostly allocated to maintain the service offered the most vulnerable families, maintain the institution's payroll as well as its administrative activities. Throughout 2021, the project served 56 people per month on average.



Conhecer para Transformar (Knowing to transform) | Incentive Law for the Statute of Children and Adolescents

Through *Renovar Petrópolis*, in the city of Petrópolis (RJ), the after-school project focuses on supporting formal learning for minors, aiming to stimulate the development of potentialities, skills, and talents through socio & educational workshops, offering an educational and playful environment. The main goal is to improve participants' school performance, by monitoring the teaching-learning process of children and adolescents, identifying their progress and difficulties, and contributing to their permanence and participation in school. The project also identifies and offers assistance to specific needs and difficulties observed in several spheres of beneficiaries and their families' lives, through socio & educational workshops. In 2021, 80 minors were directly benefited.



Espaço do Saber | Incentive Law for the Statute of Children and Adolescents

Project in partnership with Lar Santa Catarina, in the city of Petrópolis (RJ), to encourage reading, promote access to culture and cultural spaces, computer workshops, therapeutic and pedagogical workshops, and the provision of playful and educational materials and toys for children. We had 60 beneficiaries in 2021.



Pedagogia Construindo Valores (Pedagogy Building Values) | Incentive Law for the Statute of Children and Adolescents

The Mundo Novo Institute's project, in the city of Mesquita (RJ), aims at offer Kindergarten activities (60 students, in 4 classes) and art classes (150 students in classes divided by activities), during the after-school period. Five meals are offered throughout the day. The goal is to contribute to the full development of children and teenagers, besides offering them access to education and culture integrated to the teaching of values.



Eu Construo o Amanhã (I Build Tomorrow) - ECA| Incentive Law for the Statute of Children and Adolescents

The project by the Municipal Commission for Community Action of the city of Petrópolis (RJ) offers children and adolescents services to strengthen family and community ties, in a way that prevents them from committing infractions, since some of them have first kinship family members who are in the prison system. For teenagers who are in juvenile detention, the project offers opportunities for personal and social development, through educational and sports activities. Classes focusing on citizenship, English language and dance are made available to 76 direct beneficiaries between 8 and 17 years old.



Prevenir para Vencer - Prevenção às Drogas (substance abuse prevention program) | Incentive Law for the Statute of Children and Adolescents

In partnership with Projeto C3, in the city of Petrópolis (RJ), the initiative aims to prevent and fight the use of licit and illicit substances by children and teenagers. The program is geared towards socially vulnerable people, focused on keeping those assisted away from risk situations by means of primary prevention and by encouraging sports activities. Twenty children and teenagers are directly benefited with daily support, and their families are indirectly benefited. Weekly sports classes are offered in a playful and educational way, in addition to weekly leisure practices through directed recreation, aiming at the physical, cognitive, and motor development of the participants.



Advancements in the diagnosis and treatment of women with breast cancer | Pronon Incentive Law

The focus of the project in partnership with *Associação Casa Fonte da Vida*, of Hospital São Francisco de Assis, in the city of Jacareí (SP), is to advance in the diagnosis and treatment of women with breast cancer, through the implementation of a digital mammography device, with less need for maintenance and up-to-date technology. With the recent acquisition of the machine (October/2021), the expectation is to double the monthly offer of mammography exams (reaching 720 exams/year) and to offer exams during collective actions in the city, encouraging the population to seek the early diagnosis of breast cancer.



Tax incentives (R\$ million)

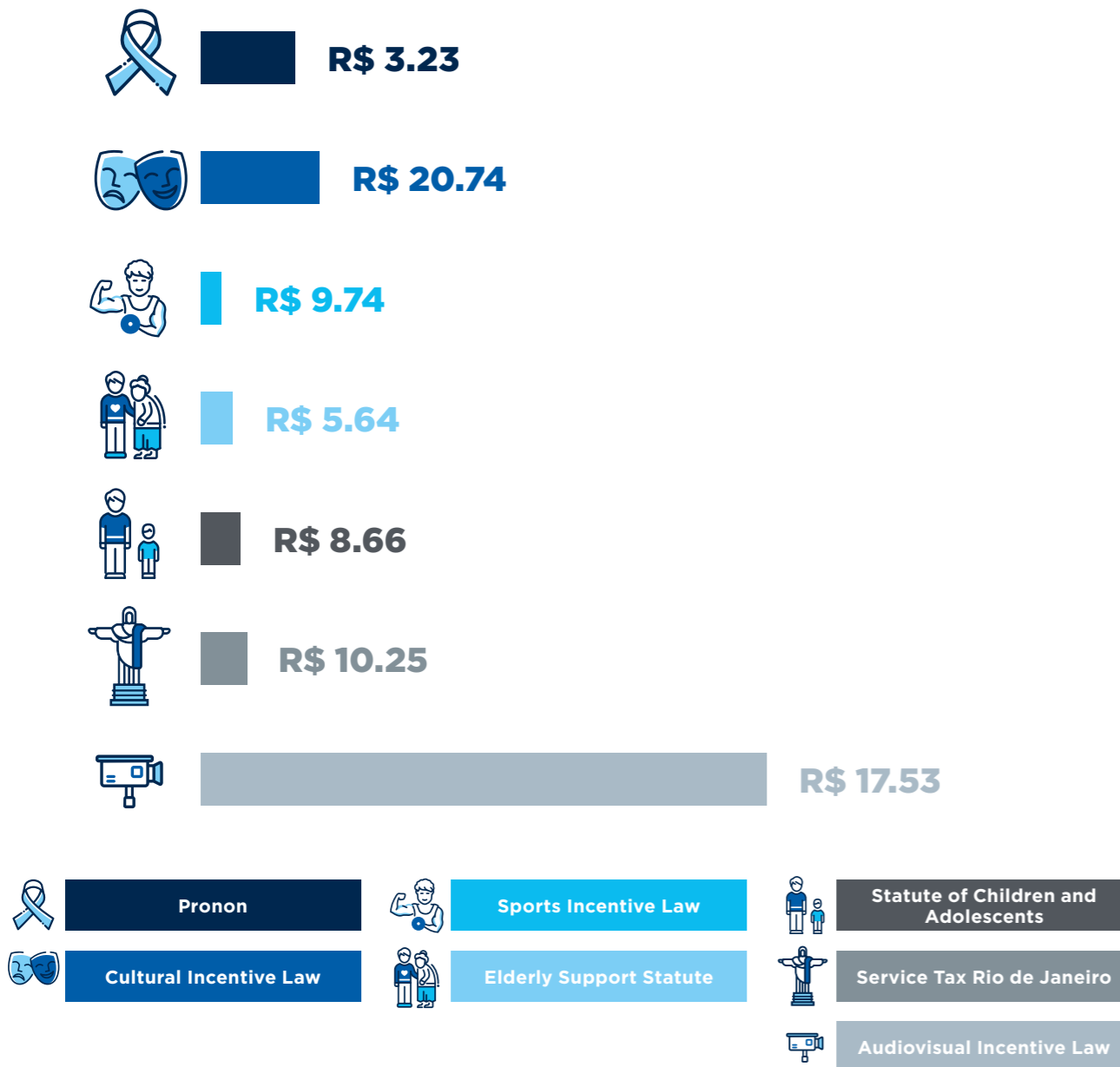
GRI 201-1; 201-4

	2019	2020	2021
Cultural Incentive Law - Rouanet Act	3.135	2.665	5.550
Cultural Incentive Law - Service Tax (ISS)	2.723	0.921	0.788
Audiovisual Incentive Law	6.279	0	1.347
Sports Incentive Law	2.357	0.479	2.090
Municipal Fund for the Rights of Children and Adolescents (FUMCAD)	1.014	N.A.	N.A.
State Council for the Rights of Children and Adolescents (CONDECA)	N.A.	N.A.	N.A.
Municipal Council for the Rights of Children and Adolescents (FUNCRIA) and Children and Adolescent Municipal Fund (FMIA)	-	0.479	2.090
National Elderly Support Fund	2.011	0.479	1.957
National Cancer Care Program (PRONON)	2.011	-	0.500
Total	19.530	5.023¹	14.322

1. Reduction due to the pandemic
2. N.I. - Not informed



Accumulated Social & Cultural Investment R\$ million (2016-2021)



SOCIAL & CULTURAL INVESTMENTS IN THE PORTFOLIO*

R\$ 75.78 million

Considers investments between 2016 and 2021

SOCIAL & CULTURAL INVESTMENTS IN 2021*

R\$ 14.32 million

*With tax incentives



Goals

At Rede D'Or São Luiz, we seek the continuous improvement to offer increasingly positive impacts and service quality to our stakeholders. In terms of Social Capital, our main goals for the coming years are:

- Use educational and health prevention videos in 100% of our Medical Centers (CEMEDs in Portuguese) for the population that visits them, as well as disclose them in companies in the region and social media by the end of 2030;
- Participate and sponsor committees and class events to discuss topics such as diversity, child labor, types of violence, training for the first job, etc., by the end of 2025;
- Promote health-related topics by means of the "health trailer," which is adapted with consultation rooms and Diagnosis and Therapy Support Clinics (SADT in Portuguese) to carry out preventive campaigns at train and subway stations, as well as touristic locations with brand visibility by the end of 2030;
- Encourage employees and physicians to participate in social initiatives, e.g.: the renovation of nursing homes, activities at orphanages or distribution/collection of food items for the surrounding communities by the end of 2025.



Natural capital

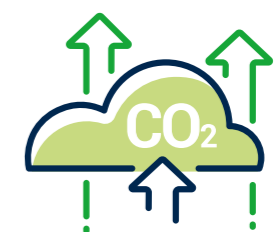
Baia dos Porcos - Pernambuco

GRI 103-2, 103-3

At Rede D'Or São Luiz, we seek to increase our operational efficiency in order to minimize our environmental impacts in the regions where we operate. We channeled our efforts to support social development, health and safety of all stakeholders, being environmentally responsible and taking into consideration the economic development in the regions where we operate. Energy efficiency, conscious water use, proper waste disposal and factors that may accelerate climate change are ongoing concerns to our management.

For environmental indicators, we rely on an internally-developed KPI system, from which the hospital maintenance activities manager and other business areas monthly report their data. Data is monitored by the Sustainability department, in partnership with the Infrastructure Executive Office, which

also monitors this information, except for waste, which is the sole responsibility of the Sustainability department. For 2022, we will implement Schneider's Resource Advisor system, offering a more robust process.



78
units

among hospitals, oncology clinics and labs take stock of their greenhouse gas (GHG) emissions



Farol da barra, Salvador (BA)



Our Sustainability and Environmental Corporate Policies, which are available on Rede D'Or São Luiz's website, are the underpinnings of our sustainability management. We have mapped the most relevant environmental risks in our operations and implemented projects to mitigate them. To verify legal compliance, adherence to the plan and achievement of proposed environmental management goals, we perform regular environmental audits, both internal and external. When we identify non-compliances, they are classified in accordance with their risk (critical, high, medium and low) and their roots; audit reports are forwarded to the units' officers, who then send them to the managers, who are responsible for preparing the respective action plans to address such non-compliances.

Systematically performed since 2012, internal environmental audits are focused on nursing and care delivery, healthcare hospitality, pharmacy, maintenance, nutrition and laboratories. In 2021, we conducted more than 170 internal environmental audits at more than 80 units (hospitals, oncology clinics, clinic analysis labs and others), through which we have identified the need for 3,014 corrective actions, and only 4% of them have been considered high or critical risks. We also performed 31 analysis of architecture projects, in which we verify if projects meet legal and technical environmental and sanitary requirements, allowing us to develop corrective actions still in the project conception and representation phase of the buildings.

We have also conducted 15 technical visits for environmental diagnosis units acquired by Rede D'Or São Luiz, called integration audits. 12 of these audits have been conducted at hospital units ([learn more on page 110](#)). Furthermore, we actively participated in 30 technical analysis and 10 visits at the operation sites of service providers that perform waste collection, transportation, treatment and final disposal to comply with bidding processes organized by the Indirect Supplies team.

We have a Licensing department that controls and monitors licenses for all Rede D'Or São Luiz's units. In 2021, the department had 9,401 licenses under its management. Over the past year, 1,353 licenses were renewed and 35 new

ones granted. Corporate and construction licenses are addressed in our internal policies.

Since 2020 we have been signatories of UN's Global Compact, taking on the commitment to implement publicly its 10 principles and transparently in our business strategy. We are already engaged in the Action for Climate platform from Brazil Network, which addresses SDG 7 and 13, and develops sector and themed initiatives related to climate, with projects related to energy and forests.

Maternidade Star

In 2021, we kept our commitment to expanding our activities towards a daily practice that is more aware of our impacts to society. We began the construction works for Maternidade Star, in an upscale part of southern São Paulo, with more than 36,000 m², with a sustainable and innovative concept.

Rede D'Or São Luiz's project will have as advantage the exclusive excellence concept consolidated by Vila Nova Star. With an investment of nearly R\$1.5 billion, it includes the sustainable remodeling of a building originally designed to be an office tower, built in 2012 in compliance

with sustainability guidelines. The entire process is supported by a LEED tool (certification for sustainable buildings), based on internationally validated ESG features, always aimed at ensuring the health and safety of everyone using the building, which include environmental, social and economic aspects.

Maternidade Star's details were devised according to the environmental and social impacts that they generate, from its location - a neighborhood that offers quality public transportation access and many amenities, such as restaurants, drugstores and banks.

Learn more about the sustainable advantages of Maternidade Star:

- Metallic tile in the penthouse, coated with special white painting, avoiding the creation of heat islands, an urban climate phenomenon that increases temperature due to coating materials that absorb more heat.
- preservation of the native vegetation and landscaping, thus preserving the habitat (reduction in the water amount used for maintenance);
- catchment of rainfall water and reuse for cleaning;
- chiller with expected energy saving in the heating equipment by 15% to 20%;
- purchase of incentivized energy in the Wholesale Energy Market from renewable sources after one year of operations.
- heating system designed with low-impact refrigerating gas that do not harm the ozone layer nor does it increase global warming;
- expected automation by the integration of water, energy and air conditioning facilities, which optimizes energy consumption;
- Level A internal lighting efficiency at the maternity ward and use of LED lamps to reduce energy consumption by up to 35%.
- use of faucets that reduce water use by up to 90% and toilets that save water up to 60%;
- 100% of the facilities will be tested and verified before operation begins;
- filters for internal air quality, and the surgery centers will have 99.97% air filtration efficiency;





- internal air is 100% renewed with external air;
- noise canceling in the unit's five power generators, so the noise does not disturb users and neighbors;
- non-stop systems with reserves in case of need, providing information technology and communication data safety;
- Smart Hospitality system in all rooms, which is an automated hospital electronic system to optimize patients' activities during their stay.
- accessibility in the entire building.

In 22 floors and 173 beds, Maternidade Star will operate focused on service excellence, including well-known specialist physicians and cutting-edge technology. Apartments and suites will be decorated and automated with artificial intelligence, voice commands and automated communication between patients and nursing teams, as well as automatic blinds, lighting and air conditioning, providing comfort for families. There are also large spaces designed for patient and family comfort, in addition to a restaurant with panoramic view on the 20th floor. Opening is expected to happen in 2022.

The master plan also includes the sustainable construction works of a 12-story tower, which will be an expansion of Hospital Vila Nova Star and will enable us to add 140 beds to the hospital's capacity. Opening is expected to happen in the 1st half of 2023.

Sustainable kitchen

In 2021, the Star (DF Star, Copa Star and Vila Nova Star), São Luiz São Caetano, São Luiz Itaim, São Luiz Anália Franco, Barra D'Or and Assunção hospitals received the Green Kitchen seal, a quality certification that recognizes the continuous improvement of nutrition services in order to achieve quality and sustainability of the entire production process, fostering healthy food habits at the hospital. Other three Rede D'Or São Luiz's units (Niterói D'Or, Quinta D'Or and Copa D'Or) are under the certification process and other four units are being assessed by the Green Kitchen team.

The seal is a recognition to the teams, especially the Nutrition Team (SND, in Portuguese) for the initiatives developed at the hospital environment, targeted at improving service quality even further. The certification granted by the program ratifies good kitchen management practices. For example:

- choosing natural seasonings;
- replacing disposable plastic utensils;
- using biodegradable cleaning products;
- teams training;
- environment adjustment to prepare food;
- respectful relationship with customers, staff, suppliers and the community.

Energy

GRI 103-2, 103, 302-3, SASB: HC-DY-130a.1

Energy consumption at hospitals is linked to lighting, air conditioning, water heating and pumping systems, as well as elevators and medical equipment. This includes direct energy from fuel to supply the generators and indirect energy from concessionaires, in the form of electricity. Generators work only when there is electric power outage by the concessionaire, or for a short period each month due to equipment maintenance, and through installed equipment it is possible to check the tanks fuel volume.

In 2021, total energy consumption at Rede D'Or São Luiz was 1,129,626.80 GJ, 22% up on the previous year, due to the acquisition of new hospitals and the incorporation of oncology clinics (not located at the hospital units) in the environmental indicators management. Electricity accounts for approximately 87% of total energy used in 2021.

Since 2015, we have developed an energy autonomy project, which aims to

mitigate hydrological risks by increasing drinking water reserves, drilling of artesian wells, addition of generators, increase of backup and coverage for the emergency electric system.

One of Rede D'Or São Luiz's highlights on the topic was the investment in low carbon initiatives, especially giving priority to using energy from renewable sources, which comes from the gradual relocation to the Wholesale Energy Market (incentivized energy), which accounted for almost 30% of energy consumption.

The project was boosted in the second half of 2021, when we reached almost 50% of hospital units in the Wholesale Energy Market. At the same time, we are looking for energy-reduction solutions, such as implementing more efficient equipment, automating the air conditioning system, heat recovery system and monitoring the consumption standard, therefore tackling the largest hospital energy outlays.

Energy consumption within the organization

GRI 302-1, SASB: HC-DY-130a.1

Non-renewable fuel consumption (GJ)	2019	2020	2021*
Diesel	61,980.00	19,476.31	20,347.43
Natural Gas	93,492.29	100,831.80	127,793.1
Total	155,472.29	120,308.11	148,140.53

Energy used (GJ)	2019	2020	2021*
Electricity ¹	748,126.01	805,646.67	981,486.27
Total	748,126.01	805,646.67	981,486.27

1. Includes the consumption of incentivized energy (Wholesale Energy Market).

Total energy used (GJ)	2019	2020	2021 ²
Non-renewable fuel consumption	155,472.29	120,308.11	148,140.53
Electricity used ²	748,126.01	805,646.67	981,486.27
Electricity sold ³	N.A.	N.A.	N.A.
Total	903,598.30	925,954.78	1,29,626.80

2. 2021 data includes Hospital São Lucas (RJ) information only for August. 2021 data does not include information on Hospital Guaianases from January to June.

3. Includes the use of incentivized energy (Wholesale Energy Market).

Energy Intensity (GJ)	2019	2020	2021 ⁴
Energy consumption (kWh/patient - day)	113.23	194.56	228.67

4. Increase in consumption due to the expansion of Rede D'Or São Luiz's bed capacity.

Consumption of incentivized energy (Wholesale Energy Market)⁵

Year	Consumption (GJ) ⁶	Consumption (kWh)	Consumption (MWh)	Consumption (MWm)
2019	33,847.15	9,401,986.96	9,401.99	1.07
2020	83,654.37	23,237,325.95	23,237.33	2.65
2021	292,497.87	81,249,407.39	81,249.41	9.28

5. For M&A, consumption begins in the month of acquisition.

6. Figures for consumption of incentivized energy (Wholesale Energy Market) in GI are included in "Electricity" and "Energy used", in the tables above.

Air conditioning systems

Air conditioning systems account for almost 50% of the energy consumption of a modern hospital, therefore it is important to go after a more efficient technology for our buildings.

At Rede D'Or São Luiz, we have taken up a cold water production center (CAG, in Portuguese), comprised by several water chillers and fan coils (equipment that filter and cool the air in the room).

Efficient and low-noise equipment were particularly chosen to make up this cooling system. We prefer air-cooled chillers with a system to gradually reduce the compressor's speed, for instance, because they offer maximum performance during long hours of operation. The efficiency increase with this equipment is estimated at 30% as well as the reduction in environmental footprint due to lower greenhouse gas (GHG) emissions.

Wholesale Energy Market / Solar Energy

Rede D'Or São Luiz subscribes to the Wholesale Energy Market in order to develop a sustainable management strategy, since the relocation allows the company to purchase its energy from renewable sources, therefore, reducing its environmental impact.

This initiative began in 2019, with São Lucas (SE) and UDI (MA) hospitals and continued throughout 2020 and 2021 with Perinatal Barra and Laranjeiras (RJ), Santa Cruz (PR), Aliança (BA), São Carlos (CE), Balbino (RJ), Biocor (MG), Nossa Senhora das Neves (PB) and Novo Atibaia (SP) hospitals. In 2021, Rede D'Or São Luiz began to relocate 21 hospital units (25 measurement points), which corresponds to an average of 12.89MW incentivized energy already contracted.

Currently, 32 units are in the wholesale energy market and 4 units under the relocation process, expected to be completed in 2022.



The Wholesale Energy Market is a segment of the energy sector in which energy is purchased and sold through bilateral agreements under freely negotiated conditions. In the captive market, on the other hand, energy is supplied by the distributors and not directly by the energy generator. The market's trade rules and procedures are defined by the Electric Energy Trading Chamber (CCEE, in Portuguese). It is a competitive trading environment, in which consumers classified as "free" can purchase energy as an alternative to the supply from the local concessionaire. To join this market, consumers need to

comply with the requirements set forth by law.

In 2022, we will have 36 units in the Wholesale Energy Market (average of 18.856 MW), with the addition of four more units (Quinta D'Or - Main Building and Annexes, Centro Médico Caxias D'Or and São Marcos). This means we will have almost 50% of Rede D'Or São Luiz hospital units under this model, with presence in the states of Rio de Janeiro, São Paulo, Pernambuco, Bahia, Maranhão, Minas Gerais, Sergipe, Ceará, Paraná and Paraíba.

Efficient facades

Directly related to the amount of Refrigeration Ton (TR) and electricity consumption, typology and material specification that make up the hospital facades are important factors when building and/or renovating Rede D'Or São Luiz's units.

The purpose is not only to reduce monthly energy costs, but also keep the building's hygrothermal comfort and provide safety for patients, in addition to ensuring adequate lighting during clinical and surgical procedures and the general use of the building by patients and technical team.

Building Automation

Several of our units have a Building Management System to control, run and monitor heating, ventilation and air conditioning, (HVAC) systems. Automation regulates environments, brings convenience and reliability to the medical team, in addition to comfort and safety of the patients.

rooms, obstetric and exam rooms, the technology ensures the monitoring and control of the areas, with modern local and remote indicators, making it possible to have an efficient system management, operated by the medical and maintenance team.



32.75

thousand Kwh

saved in 11 months due to our energy efficiency program.

Rede D' Or São Luiz Itaim: Energy efficiency program for Water Chillers

Taking into consideration that the Water Chillers are our greatest consumers of electricity, Hospital São Luiz Itaim recently hired a robust energy efficiency program.

Based on the continuous presence of a specialist, supported by a remote team of engineers and a complex automation system, the program is geared towards improving the water chillers' performance and electrical efficiency.

Considering climate conditions and the needs of the sectors at each moment, fine adjustments are constantly made in every equipment parameter, allowing

them to operate more efficiently and at the lowest energy consumption possible.

In 12 months, the outcome was an average monthly saving of 38.21 MWh (megawatt per hour), enough to supply almost 580 average-standard Brazilian homes. Financially, it meant a monthly saving of R\$ 21,400.00, or 3% in the electricity bill. However, it is important to note that the program present better results during cold weather periods. It will be necessary to wait for the upcoming months to have a definite result, whose expectation is an annual average saving of 5%.



Climate Change

GRI 103-2, 103-3, SASB: HC-DY-450a.1

We understand that climate change is one of the largest global threats to health in the 21st century. Aware of our role in protecting public health against climate change, we have been working on different fronts over the last years to reduce our emissions and expand our response capacity in view of the proposed challenges.

One of 2021 highlights was the publication of our Policy on Climate Change, approved by the Board of Directors, which lays down the company’s main guidelines and commitments to manage climate change risks and impacts on our units and business, providing mitigation and adaptation mechanisms.

To raise the awareness of our employees about this topic’s importance and spread our practices, we launched a Distance Learning training named “Sustainability Tracks”, which includes training on Sustainability Concepts, Climate Change and the Sustainable Development Goals. We also held an event about Climate Change to all our employees, with the attendance of UN’s Global Compact team and a webinar to our leadership on the same subject.

In order to showcase our transparency and commitment towards the climate

change challenges ahead, since 2016, Rede D’ Or São Luiz has participated in the Brazilian GHG Protocol Program, which established the methodology to take stock of greenhouse gas emissions (GHG). In the last reporting cycle, we had already finished doing inventory of 48 units, of which 47 are certified by the Brazilian Association for Technical Standards (ABNT). We now have 78 inventories certified by the same independent body in the 2022 cycle, related to year 2021. Complete information regarding GHG inventories will be published in 2022, in the Public Record of Emissions (<https://www.registropublicodeemissoes.com.br>) .

As part of our strategy towards sustainable development and our commitment to the United Nations’ (UN) Global Compact principles, in 2021, we began to develop a Carbon Management Plan, which is under approval stage and includes Rede D’Or São Luiz’s entire journey in terms of Climate Change. Climate change impacts and the actions needed to minimize risks and enjoy business opportunities are considered in the 2021 Corporate Risk Matrix (Climate Risk).

We have set goals to reduce greenhouse gas (GHG) emissions, in line with the Brazilian reduction goals

(Nationally Determined Contributions - NDC) set forth in the Paris Agreement, and UN’s Sustainable Development Goals (SDG). Therefore, we established projects and practices targeted at reducing emissions, especially in Scope 1 and 2 sources.

In 2021, we published the GHG inventory for Rede D’Or São Luiz’s 36 hospital units for the first time on the Public Inventory Record website,

a platform developed by the GHG Protocol. This information provides grounds to prepare our Carbon Management Plan, with risk mitigation and adaptation to climate change.

Some steps already performed include the definition of carbon reduction goals in line with the commitment made with the Race to Zero, of zeroing our net emissions by 2050. ([Learn more about the Race to Zero on page 90](#)).

GHG emissions inventory (tCO₂e)

GRI 305-1, 305-2, 305-3

Source	2020 cycle (2019)	2021 cycle (2020)	2022 cycle (2021) ¹
Scope 1	15,206.16	77,010.639	108,387.628
Scope 2	4,303.22	16,252.65	35,612.49
Scope 3	109.55	13,882.642	30,271.628
Total	19,618.93	107,145.93	174,271.746^{2,3}

1. Inventories prepared in 2021 for the 2022 cycle include hospital units, oncology clinics and labs.
2. The significant increase in emissions, especially scope 1 emissions, arise from the acquisition of new hospital units and the measurement of emissions from oncology clinics and diagnosis labs that were not included in the previous cycle.
3. Emission factors have been updated according to the GHG Protocol methodology for the 2022 cycle (2021), which impacted the volume of emissions, especially for scopes 2 and 3.

GRI 305-4

Intensity of GHG emissions (tCO ₂ e) patient/day	2015	2016	2017	2018	2019	2020	2021 ⁴
Intensity of GHG emissions	0.048	0.034	0.031	0.053	0.038	0.071	0.863

4. The increase in the Intensity of GHG Emissions is due to the increase in the number of units participating in this Inventory Cycle, as well as the increase in the number of existing units in the D’Or São Luiz Network as a whole.

Number of units with inventory

2015	2016	2017	2018	2019	2020	2021
1	1	3	8	10	48	78

Water management

GRI 103-2, 103-3

Water consumption is indispensable for providing our services. Therefore, in 2021, we started the Water Efficiency Project, which currently encompasses 6 units: Hospital Oeste D’Or, Hospital São Rafael, Hospital Aliança, Hospital Córdio Pulmonar, Hospital Barra D’Or and Hospital Rios D’Or. The project’s purpose is to reduce not only water supply costs but also water consumption, optimizing the units’ operation. The project Initiatives include detecting leaks, installing more efficient equipment (flow restrictors on faucets, aerators, etc.), using water from wells (when available), monitoring real-time consumption and awareness-raising campaigns for employees.

Hospital Norte D’Or, for example, reduces water consumption every month by setting up a system to reuse the water from filters backflush to irrigate the gardens. On the other hand, Rios D’Or and Niterói D’Or use the rainwater and HVAC condensation water in their parking lot roofs and ceilings. Units in the Federal District, IFOR, Rios D’Or actually use aerators for flow restriction in bathroom faucets, while Hospital São Luiz São Caetano harvest rainwater from roof gutters. At the new unit Maternidade Star, under construction in São Paulo (SP),

in addition to harvesting rainwater for reuse, we chose materials that enable reducing water consumption by up to 90% and basins that allow using up to 60% less water. We have also reviewed the Maintenance department’s processes, with the purpose of providing more speed in discovering and solving possible problems, avoiding expenses and waste.

Water used at the units comes from three sources: concessionaires, authorized artesian wells and water tankers. All units, including those that are not part of the Water Efficiency project, rely on water management carried out through utilities bills, measurement equipment and accounting for the water volume received from water tankers during the month. The units participating in the Water efficiency project have a more detailed monitoring from our partner supplier.

In Brazilian regions where water distribution, treatment and access are a critical topic, such as the Northeast region, and represent almost 25% of total water consumption, Rede D’Or São Luiz builds a Water Treatment Plant (ETA in Portuguese), such as the case of Hospital São Marcos (PE).

In 2021, total water consumption was 2,296.240 m³, down by 28% compared to 2020, due to the water efficiency initiatives implemented by the company. [GRI 303-5](#)

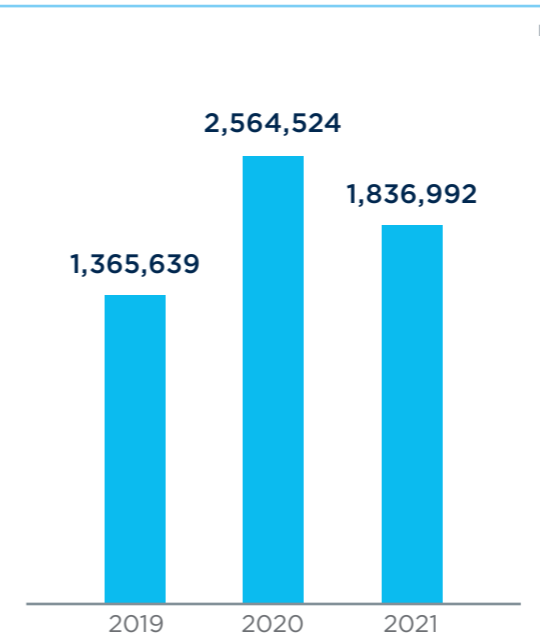
Water consumption at the organization

Water withdrawal by source (m ³)	2019	2020	2021
Concessionary	1,307,937	2,810,117	1,676,447
Water tanker	116,679	99,546	209,838
Artesian well	282,342	295,992	409,956
Total	1,707,049	3,205,655	2,296,240

Note: 2021 data does not include information on Hospital Guaianases from January to June. 2021 data includes Hospital São Lucas (RJ) information only for August

Water discharge

GRI 303-4



Note: 2021 data includes Hospital São Lucas (RJ) information only for August.



90% reduction

in water consumption is expected for Maternidade Star, after the construction works according to a sustainable and innovative concept are completed

Water reuse at Hospital IFOR

Water management is a concern for Rede D'Or São Luiz's institutions. To fight the waste of water with potential for reuse, thus reducing water expenditures and environmental impact, Hospital IFOR, located in São Paulo metropolitan region, has maintained a water reuse plan in the autoclave cycles since 2020.

With this initiative, IFOR saves 966 liters of water per cycle. In 2021, almost 4.6 thousand cycles were run, representing more than 2 million liters of water were reused, generating a reduction of more than R\$ 55 thousand in water expenditures. In addition to the significant economic savings, water reuse at IFOR contributes to environmental preservation and spreading the sustainability culture across Rede D' Or São Luiz.

In another initiative, the Hospital São Luiz's Itaim unit drilled an artesian well to prevent possible water scarcity issues. With an average production of 1.5 m³/h of good quality water, the authorized well has capacity to serve almost 18% of the unit's consumption.

Through this initiative, the unit does not depend as much on water tankers and is better prepared to face possible shortages in scenarios of water crisis and rationing. Rede D'Or São Luiz will avoid purchasing 1,080 m³ of water from the concessionaire every month, a volume big enough to supply nearly 90 average homes in Brazil. Financially, discounting all maintenance costs for the well and water treatment, the monthly saving will be 8%, which means R\$ 136 thousand/year.

Waste Management

GRI 103,2, 103-3, 306-2, SASB: HC-DY-150a.1,

Waste management at Rede D'O São Luiz complies with the procedures set forth in the Healthcare Waste Management Plan (PGRSS in Portuguese), approved by health and environmental agencies. The plan is part of the environmental and sanitary licensing process and includes process related to waste generation, separation, storage, recycling, treatment and final disposal, as well as public health and environmental protection. Moreover, Rede D'Or São Luiz has several corporate operational rules and procedures, which lay down good waste management practices.

The units weigh in the volume of waste generated every day and through pre-defined indicators, monitor waste generation. Figures are monthly reported for analysis by the Sustainability corporate department, identifying the type and volume of materials to be disposed.

Initiatives to reduce waste generation and to improve waste treatment are carried out periodically. Our Environmental Indicators Program receives data on waste volume across groups A, B, D and E of hospitals

throughout Brazil. Whenever a new unit is added to Rede D'Or São Luiz, we assess its waste management and, when necessary, schedule changes.

Seeking to reduce waste sent to landfills (reducing GHG emissions, increasing useful life of landfills and raising the reuse and recycling awareness and support among employees), hospital units began to implement a series of measures, such as:

- Partnership to recycle used coffee capsules, totaling more than 1.5 tons in 2021;
- Reverse logistics of printing supplies and equipment, which totaled 24.5 tons in 2021;
- Reuse of SMS fabric from Material and Sterilization Center (CME in Portuguese). Sterile material reused to manufacture pieces and giveaways such as totes and decorative holders;
- Project for composting organic waste generated in the nutrition services, implemented at 3 hospitals (Hospital Caxias D'Or, Hospital Niterói D'Or and Hospital São Luiz Jabaquara).

In 2021, investments in the PGRSS (waste collection, transportation, treatment and final disposal) totaled 19.6 million. In 2020, 27,784 thousand people have been trained on PGRSS, 8,578 thousand of whom are own employees and 19,206 thousand are third parties. In this reporting cycle, we have generated 40,283.23 tons of waste, 34% of which are hazardous and, therefore, sent for proper disposal – i.e. incineration, mass burn (3% of total waste) or electro-thermal deactivation. Out of the more than 26 thousand tons of nonhazardous waste, almost 10% have been sent for recycling and 23,891.69 tons were sent to landfills. There has been no record of significant spills of any nature. [GRI 307-1](#)

We must also emphasize internal waste-related campaigns conducted throughout the year. We have identified an increase in waste generation due to the pandemic and organized a webinar to raise our employees’ awareness about proper waste disposal, named “A live event to rethink the present while focused on the future”, geared towards the importance of raising awareness to change the current scenario. In another initiative, in view of the World Recycling Day, Rede D’Or São Luiz organized a special campaign to encourage employees to properly dispose of electronic devices they have at home, which resulted in more 100 thousand tons of electronic waste sent to recycling in the year.

Disposal of solid waste

Hazardous waste disposal by type and disposal method (t) | GRI 306-3, 306-5

Method	Type of waste	2019	2020	2021
Incineration (mass burn)	Chemicals (group B)	298.38	317.38	1,126.78
Autoclaving/ electro-thermal deactivation/ incineration	Infectious waste (A) and contaminated sharps (B)	4,756.38	7,090.24	12,712.38
Total		5,054.76	7,407.62	13,839.16

Total non-hazardous waste disposal by type and disposal method (t) | GRI 306-3, 306-4

Method	Type of waste	2019	2020	2021 ¹
Recycling	Plastic, paper, cardboard, glass, metal and organic	2,195.75	1,591.93	2,552.38 ²
Recycling	Electronic devices	100.06	156.99	133.68
Landfill	Regular waste	16,491.74	15,65.55	23,891.69
Total		18,787.55	17,406.47	26,577.74³

1. 2021 data includes Hospital São Lucas (RJ) information for August and September, only.
 2. Figures for 2021 includes organic waste from Jabaquara, Criança (SP), Niterói D’Or and Caxias D’Or hospitals.
 3. Before 2021, electronic devices were not included in regular waste.



Goals

- Reach a total of 74 business units purchasing energy from the Wholesale Energy Market (MLE in Portuguese) by 2025, using renewable energy¹
- Reduce water consumption by 10% at units that are part of the water efficiency project by 2024;
- Achieve 30% recyclable waste rate until 2030.

1. Considering 2020 as reference year and hospital units.

GRI CONTENT INDEX AND SASB

*Japeri Golfe, a social project sponsored
by Rede D'Or São Luiz*



GRI Content Index

GRI 102-5

GRI 101: FUNDAMENTALS 2016				
GENERAL CONTENTS				
GRI STANDARDS	CONTENTS	PAGE/URL	OMISSIONS	
ORGANIZATIONAL PROFILE				
GRI 102 General Contents 2016	102-1	Organization name	27	
	102-2	Activities, brands, products and services	27	
	102-3	Headquarters location	Rio de Janeiro (RJ) e São Paulo (SP)	
	102-4	Location of operations	31	
	102-5	Ownership and legal form	27	
	102-6	Markets served	31	
	102-7	Size of organization	7	
	102-8	Information about employees and other collaborators	123	
	102-9	Suppliers chain	154	
	102-10	Significant changes in the organization and its supply chain	64, 73, 78	
	102-11	Precautionary principle or approach	55	
	102-12	External Initiatives	9	
	102-13	Membership in association	ANAHP (Associação Nacional de Hospitais Privados)	
STRATEGY				
102-14	Statement from the organization's top executive	9		
ETHICS AND INTEGRITY				
102-16	Values, principles, standards and norms of behavior	25		
GOVERNANCE				
102-18	Governance structure	43		
102-20	Responsibility for executive-level roles and functions for economic, environmental and social topics	46		
102-23	Chairman of the highest governance body	46		
102-25	Interest conflicts	51		

GRI STANDARDS	CONTENTS	PAGE/URL	OMISSIONS
	STAKEHOLDER ENGAGEMENT		
	102-40	List of stakeholder groups	19
	102-41	Collective bargaining agreements	142
	102-42	Identifying and selecting stakeholders	19
	102-43	Approach to stakeholder engagement	19
	102-44	Key topics and concerns raised	21
	REPORTING PRACTICE		
GRI 102 General Contents 2016	102-45	Entities included in the consolidated financial statements	Financial information (https://ri.rededorsaoluiz.com.br/)
	102-46	Defining report content and topic Boundaries	19
	102-47	List of material topics	21
	102-48	Restatements of information	There was not
	102-49	Changes in reporting	in 2021 we included in this index the theme 405-1 not informed in 2020
	102-50	Reporting period	19
	102-51	Date of most recent report	May 2021
	102-52	Reporting cycle	19
	102-53	Contact point for questions regarding the report	sustentabilidade@rededor.com.br
	102-54	Claims of reporting in accordance with the GRI Standards	19
	102-55	GRI content index	205
	102-56	External assurance	217
	MATERIAL TOPIC: ECONOMIC		
GRI-103 Management Approach 2016	103-1	Explanation of the material topic and its Boundary	19
	103-2	The management approach and its components	71
	103-3	Evaluation of the management approach	71
GRI-201 Economic Performance 2016	201-1	Direct economic value generated and distributed	72
	201-4	Financial assistance received by the government	178
GRI-203 Indirect Economic Impact 2016	203-1	Investments and services in infrastructure	78
	203-2	Significant indirect economic impacts	73
	MATERIAL TOPIC: INTEGRITY AND ANTI-CORRUPTION		
GRI-103 Management Approach 2016	103-1	Explanation of the material topic and its Boundary	19
	103-2	The management approach and its components	50
	103-3	Evaluation of the management approach	50

GRI STANDARDS	CONTENTS		PAGE/URL	OMISSIONS
GRI-202 Fighting Corruption 2016	205-2	Communication and training on anti-corruption policies and procedures	50	
	205-3	Confirmed cases of corruption and actions taken	50	
MATERIAL TOPIC: ENERGY				
GRI-103 Management Approach 2016	103-1	Explanation of the material topic and its Boundary	19	
	103-2	The management approach and its components	189	
	103-3	Evaluation of the management approach	189	
GRI-302 Energy 2016	302-1	Energy consumption within the organization	190	
	302-3	Reduction of energy consumption	190	
MATERIAL TOPIC: WATER				
GRI-103 Management Approach 2016	103-1	Explanation of the material topic and its Boundary	19	
	103-2	The management approach and its components	197	
	103-3	Evaluation of the management approach	197	
GRI-303 Water and Effluents 2018	303-4	Water disposal	198	
	303-5	Water consumption	198	
MATERIAL TOPIC: CLIMATE CHANGE				
GRI-103 Management Approach 2016	103-1	Explanation of the material topic and its Boundary	19	
	103-2	The management approach and its components	195	
	103-3	Evaluation of the management approach	195	
GRI-305 Emissions 2016	305-1	Direct (Scope 1) GHG emissions	196	
	305-2	Energy indirect (Scope 2) GHG emissions	196	
	305-3	Other indirect (Scope 3) GHG emissions	196	
	305-4	GHG emissions intensity	196	
MATERIAL TOPIC: WASTE				
GRI-103 Management Approach 2016	103-1	Explanation of the material topic and its Boundary	19	
	103-2	The management approach and its components	200	
	103-3	Evaluation of the management approach	200	
GRI-306 Waste 2020	306-2	Management of significant waste-related impacts	200	
	306-3	Waste generated	201	
	306-4	Waste diverted from disposal	201	
	306-5	Waste directed to disposal	201	

GRI STANDARDS	CONTENTS	PAGE/URL	OMISSIONS
MATERIAL TOPIC: ATTRACTION AND RETENTION			
GRI-103 Management Approach 2016	103-1	Explanation of the material topic and its Boundary	19
	103-2	The management approach and its components	129
	103-3	Evaluation of the management approach	129
GRI-401 Employment 2016	401-1	New employee hires and employee turnover	130
MATERIAL TOPIC: HEALTH AND SAFETY AT WORK			
GRI-103 Management Approach 2016	103-1	Explanation of the material topic and its Boundary	19
	103-2	The management approach and its components	137
	103-3	Evaluation of the management approach	137
GRI-403 Occupational health and safety 2018	403-1	Hazard identification, risk assessment and incident investigation	137
	403-4	Worker participation, consultation and communication on occupational health and safety issues	142
	403-6	Promotion of worker's health	141
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked to business relationships	138
	403-9	Accidents at work	141
MATERIAL TOPIC: TRAINING			
GRI-103 Management Approach 2016	103-1	Explanation of the material topic and its Boundary	19
	103-2	The management approach and its components	117
	103-3	Evaluation of the management approach	117
GRI-404 Training and Education 2016	404-1	Average hours of training per year per employee	120
	404-3	Percentage of employees receiving regular performance and career development assessments	115
MATERIAL TOPIC: DIVERSITY			
GRI-103 Management Approach 2016	103-1	Explanation of the material topic and its Boundary	19
	103-2	The management approach and its components	133
	103-3	Evaluation of the management approach	133
GRI-405 Diversity and Equal Opportunities 2016	405-1	Diversity in governance bodies and employees	134
	405-2	Ratio of basic salary and remuneration of women to men	136

GRI STANDARDS	CONTENTS		PAGE/URL	OMISSIONS
MATERIAL TOPIC: IMPACTS ON LOCAL COMMUNITIES				
GRI-103 Management Approach 2016	103-1	Explanation of the material topic and its Boundary	19	
	103-2	The management approach and its components	169	
	103-3	Evaluation of the management approach	169	
GRI-413 Local Communities 2016	413-1	Operations with local community engagement, impact assessments and development programs	173	
SECURITY PRACTICES				
GRI-103 Management Approach 2016	103-2	Explanation of the material topic and its Boundary	153	
	103-3	Evaluation of the management approach	153	
GRI-410 Safety Practices 2016	410-1	Security personnel trained in human rights policies or procedures	153	
HUMAN RIGHTS ASSESSMENT				
GRI-103 Management Approach 2016	103-2	The management approach and its components	153	
	103-3	Evaluation of the management approach	153	
GRI-412 Human Rights Assessment 2016	412-2	Training employees in human rights policies or procedures	153	
MATERIAL TOPIC: INNOVATION				
GRI-103 Management Approach 2016	103-1	Explanation of the material topic and its Boundary	19	
	103-2	The management approach and its components	100	
	103-3	Evaluation of the management approach	100	
		Number of mapped partners	101	
MATERIAL TOPIC: RESEARCH AND TEACHING				
GRI-103 Management Approach 2016	103-1	Explanation of the material topic and its Boundary	19	
	103-2	The management approach and its components	97	
	103-3	Evaluation of the management approach	97	
		Teaching (Number of students and Master's / Doctoral / Medical Residency courses)	99	
		Research (areas of research, works and articles published)	99	

GRI STANDARDS	CONTENTS		PAGE/URL	OMISSIONS
MATERIAL TOPIC: HEALTH PROMOTION AND DISEASE PREVENTION				
GRI-103 Management Approach 2016	103-1	Explanation of the material topic and its Boundary	19	
	103-2	The management approach and its components	144	
	103-3	Evaluation of the management approach	144	
		Health promotion and disease prevention actions in the year	144	
MATERIAL TOPIC: SOCIAL RESPONSIBILITY				
GRI-103 Management Approach 2016	103-1	Explanation of the material topic and its Boundary	19	
	103-2	The management approach and its components	169	
	103-3	Evaluation of the management approach	169	
		Sponsorships (Values and Projects)	172	
		COVID projects	163	
MATERIAL TOPIC: PATIENT EXPERIENCE				
GRI-103 Management Approach 2016	103-1	Explanation of the material topic and its Boundary	19	
	103-2	The management approach and its components	107	
	103-3	Evaluation of the management approach	107	
		Customer satisfaction index	151	
		Quality Indicators	107	

Materials Topic x SASB

Health Care Delivery

RDSL MATERIAL TOPIC	SASB TOPIC	SASB CODE	ACCOUNTING METRIC	PAGE
Integrity and Anti-Corruption	Patient Privacy	HC-DY-230a.2	Description of policies and practices to secure customers' protected health information (PHI) records and other personally identifiable information (PII).	59
		HC-DY-230a.3	Number of data breaches.	59
		HC-DY-230a.4	Total amount of monetary losses as a result of legal proceedings associated with data security and privacy.	59
Energy	Energy Management	HC-DY-130a.1	Total energy consumed.	189
			Percentage grid electricity.	189
			Percentage renewable.	189
Waste	Waste Management	HC-DY-150a.1	Total amount of medical waste.	200
			Percentage incinerated.	200
			Percentage recycled or treated.	200
			Percentage landfilled.	200
Climate Change	Climate Change Impacts on Human Health & Infrastructure	HC-DY-450a.1	Description of policies and practices to address: (1) the physical risks due to an 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.	195
Development & Retention	Employee Recruitment, Development & Retention	HC-DY-330a.1	Turnover rate for non-physician health care practitioners.	132
			Turnover rate for all other employees.	132
Occupational Health and Safety	Quality of Care & Patient Satisfaction	HC-DY-320a.1	Total recordable incident rate (TRIR).	141

INDEPENDENT DECLARATION OF VERIFICATION

GRI 102-56



INTRODUCTION

Bureau Veritas Certification Brasil (Bureau Veritas) was contracted by Rede D`Or São Luiz to conduct an independent verification of its 2021 Sustainability Report (hereinafter referred to as the Report).

The information published in the report is the sole responsibility of the management of Rede D`Or São Luiz. Our responsibility is defined according to the scope below.

SCOPE OF WORK

The scope of this verification covered the Global Reporting Initiative™ standards and Principles¹ for Sustainability Reporting and refers to the rendering of accounts for the period from January 1st to December 31st, 2021.

RESPONSIBILITIES OF REDE D`OR AND BUREAU VERITAS

The preparation, presentation and content of the Report are the sole responsibility of the management of Rede D`Or São Luiz. Bureau Veritas is responsible for providing an independent opinion to the interested parties, in accordance with the scope of work defined in this statement.

METHODOLOGY

The verification covered the following activities:

1. Interviews with those responsible for material topics and the content of the Report, including GRI indicators associated with material topics;
2. Analysis of documentary evidence provided by Rede D`Or São Luiz for the period covered by the Report (2021);

3. Evaluation of the systems used to compile data;
4. Analysis of engagement activities with interested parties (stakeholders) developed by Rede D`Or São Luiz;
5. Evaluation of the system used to determine the material aspects included in the Report, considering the context of sustainability and scope of the published information.

The verification level adopted was Limited, according to the requirements of the ISAE 3000¹ standard, incorporated into Bureau Veritas' internal verification protocols.

LIMITATIONS AND EXCLUSIONS

Excluded from this verification was any assessment of information related to:

- Activities outside the reported period;
- Positioning statements (expressions of opinion, belief, objectives or future intentions) by Rede D`Or São Luiz;
- Accuracy of economic and financial data contained in this Report, extracted from financial statements, verified by independent auditors;
- Inventory of greenhouse gas (GHG) emissions.

1. ISAE 3000: International Standard on Assurance Engagements

The following limitations have been applied to this verification:

- The principles of Data Accuracy and Reliability were verified on a sample basis, exclusively in the light of the information and data related to the material themes presented in the Report;
- The economic information presented in the Report was verified specifically against the GRI Equilibrium principle.

OPINION ON THE REPORT AND THE VERIFICATION PROCESS

- A Rede D`Or São Luiz used the same materiality study developed in 2020. In our opinion, the selected topics and subtopics made it possible to prepare a balanced Report in a current sustainability context in 2021;
- The Report presents a matrix containing the strategy of Rede D`Or São Luiz and the survey of external sources on relevant aspects that are being discussed nationally and internationally in the health sector: GRI Standard, Global Risks of the World Economic Forum (WEF), Sustainability Accounting Standards Board (SASB - Healthcare Delivery), Sustainability Yearbook S&P 2020, Sustainability NHS, Green and Healthy Hospitals, ANAHP Observatory and Sustainable Development Goals (SDGs);
- Commitment to the UN Global Compact (UN Global Compact Status - GC Advanced);
- Rede D`Or São Luiz S.A., was awarded the Global Climate Award 2021 in the Climate Leadership category - GOLD/Climate Leadership - Gold;
- For the second consecutive year, the increase in the accreditation process was evidenced. This year the number of hospitals accredited by JCI has increased significantly, there are 10 hospitals accredited in Rede D`Or, representing 25% of accredited hospitals in Brazil;
- The data presented to meet the GRI indicators 305-1, 305-2 and 305-3, are part of the Greenhouse Gas Emissions Inventory (GHG), prepared in 2020, whose content has not been subject to specific verification. Prepared based on NBR ISO

14.064-1/07 and the Brazilian GHG Protocol Program, the inventory was certified by a third party through an independent verification process;

- The Report appropriately updates data from the NPS indicator (Net Promoter Score), which assesses how much customers are willing to recommend the services of Rede D`Or São Luiz. There was growth in the NPS in all sectors;
- The Report adequately presents the indicators associated with the Essential option of the GRI, which includes social and environmental indicators;
- The inconsistencies found in the Report, in relation to one or more GRI Principles have been satisfactorily corrected.

CONCLUSION

As a result of our verification process, nothing has come to our attention that could indicate that:

- The information provided in the Report is not balanced, consistent and reliable;
- Rede D`Or São Luiz has not established appropriate systems for the collection, compilation and analysis of data and quantitative and qualitative indicators used in the Report;
- The Report does not adhere to the Principles for defining content and quality of the GRI standard for sustainability reports and does not meet the criteria of the Essential option.

DECLARATION OF INDEPENDENCE AND IMPARTIALITY

Bureau Veritas Certification is an independent professional services company specializing in Quality, Health, Safety, Social and Environmental management with more than 185 years of experience in independent assessment services.

Bureau Veritas has implemented and applies a Code of Ethics throughout its business to ensure that its employees maintain the highest standards in their daily activities. We are particularly attentive to avoid conflicts of interest.

The verification team has no other connection with Rede D`Or São Luiz other than the independent verification of the Sustainability Report. We understand that there is no conflict between other services performed by Bureau Veritas and this verification carried out by our team.

The team that conducted this verification for Rede D`Or São Luiz has extensive knowledge in verifying information and systems that involve environmental, social, health, safety and ethics issues, which combined with the experience in these areas, allows us a clear understanding on the presentation and verification of good corporate responsibility practices.

CONTACT

www.bureauveritascertification.com.br/faleconosco.asp
telephone (11) 2655-9000.



Nelson Luiz Magalhães Bastos

Lead Auditor AssuranceSustainabilityReports (ASR)
Bureau VeritasCertification - Brazil

São Paulo, 1 April 2022.



DECLARAÇÃO DE CONFORMIDADE Conformity Declaration

Verification Statement

Nº 367.006/22

This **Verification Statement** documents that ABNT performed verification activities in compliance with the standard ISO 14064-3: 2007 and the verification specifications of the Brazilian GHG Protocol Programme.

REDE D'OR SAO LUIZ S.A
Responsible for Inventory: Ingrid Felizardo Chaves Cicca
E-mail: ingrid.cicca@rededor.com.br

Associação Brasileira de Normas Técnicas – ABNT
Leader Verifier: Rita Carvalho
E-mail: rita.nucar@gmail.com

The Greenhouse gases (GHG) Emissions reported by **REDE D'OR SAO LUIZ S.A** in its emissions inventory from January 1st to December 31rd, **2021**, are verifiable and meet the requirements of the standard ISO 14064-1: 2007 and the Brazilian GHG Protocol Programme, detailed in the Specifications of the Brazilian GHG Protocol Programme accounting, quantification and disclosing of Corporate Greenhouse Gas Emissions.

Confidence level

ABNT has assigned the following level of assurance to the verification process:

Verification with **limited** level of assurance.

"There is no evidence that the **REDE D'OR SAO LUIZ S.A** greenhouse gas inventory for **2021** is not materially correct, is not a fair representation of the GHG data and information and has not been prepared in accordance with the Specifications of the Brazilian Programme."

The boundaries of the verification process were:

The minimum number of visits to the facilities has not been reached, as the verification was done remotely, because of the covid-19 pandemic, as allowed by the PBGHGP Team



ABNT Associação Brasileira de Normas Técnicas

Av. Treze de Maio, 13 – 28º Andar – Centro – Rio de Janeiro – RJ – CEP 20031-901
Rua Conselheiro Nebias, 1.131 – Campos Eliseos – São Paulo – SP – CEP 01203-002



DECLARAÇÃO DE CONFORMIDADE

Conformity Declaration

Verification Statement

Verification Scope Description

The inventory of 2021 of REDE D'OR SAO LUIZ S.A has been verified within the following scope:

Organizational boundaries	Operational boundaries
<input checked="" type="checkbox"/> Control approach	<input checked="" type="checkbox"/> Scope 1
<input type="checkbox"/> Equity share approach	<input checked="" type="checkbox"/> Scope 2
	<input checked="" type="checkbox"/> Scope 3

Were excluded from the verification: N/A

Visited installations

Installation list visited during the verification process:

Place	Holding relation	Address	Date of visit
- Hospital Norte D'Or - Hospital Santa Cruz - Hospital São Rafael - Laboratório Richet Tijuca - Oncologia D'Or Botafogo	Visited units	**Remotely	02/15/2022 to 02/18/2022

Total verified emissions from entire Organization (Control approach)

GHG	Metric Tons of CO2 equivalent (tCO2e)			
	Scope 1	Scope 2 Location-based method	Scope 2 Market-based method	Scope 3 (if applicable)
CO ₂	10,183.950	35,612.490	-	7,227.381
CH ₄	474.376	0,000000	-	22,957.592
N ₂ O	61,969.720	0,000000	-	86.655
HFCs	35,759.582	-	-	0,000000
PFCs	0,000000	-	-	0,000000
SF ₆	0,000000	-	-	0,000000
NF ₃	0,000000	-	-	0,000000
TOTAL	108,387.628	35,612.490	-	30,271.628
Biogenic CO ₂	280.528	-	-	33.078



ABNT Associação Brasileira de Normas Técnicas

Av. Treze de Maio, 13 – 28º Andar – Centro – Rio de Janeiro – RJ – CEP 20031-901
Rua Conselheiro Nebias, 1.131 – Campos Eliseos – São Paulo – SP – CEP 01203-002



DECLARAÇÃO DE CONFORMIDADE

Conformity Declaration

Verification Statement

Additional comments

The Microsoft Teams platform has been adopted during the remote verification to guarantee the limited level of assurance for the verification process.

Emission of gases not regulated by the Kyoto Protocol:
HCFC-22 (R-22) = 632.012 tCO₂e
HCFC-141b = 253.04 tCO₂e

Conflicts of interest

I, **Rita Carvalho**, certify that no conflict of interest exists between **REDE D'OR SAO LUIZ S.A** and **ABNT**, or any of the verification team members involved in the inventory verification as defined in Chapter 3.2.1 Verification Specifications of the Brazilian GHG Protocol Programme.

Rita Carvalho

(Leader Verifier)

04/13/2022

Date

Digital signature recognition'

GHG Emissions Inventory Verifier's conclusion

As responsible for the verification activities of the GHG inventory of **REDE D'OR SAO LUIZ S.A**, we certify that the information contained herein are accurate.

Rita Carvalho

(Leader Verifier)

04/13/2022

Date

Digital signature recognition'

Marina Brito

(Independent Revisor)

04/13/2022

Date

Digital signature recognition'

Authorization

I, **Ingrid Felizardo Chaves Cicca**, accept the results of this verification statement.

Ingrid Felizardo Chaves Cicca

04/18/2022

Date

Digital signature recognition'



ABNT Associação Brasileira de Normas Técnicas

Av. Treze de Maio, 13 – 28º Andar – Centro – Rio de Janeiro – RJ – CEP 20031-901
Rua Conselheiro Nebias, 1.131 – Campos Eliseos – São Paulo – SP – CEP 01203-002



DECLARAÇÃO DE CONFORMIDADE

Conformity Declaration

Verification Statement

Rio de Janeiro, April 20th, 2022.


Guy Lavocat
System Certification Manager

"By checking the box "digital signature recognition", I agree that this verification statement is considered "in writing" and "signed" for all purposes and any electronic records will be considered "in writing". Expressly waive any and all rights to deny the legal validity, the validity or enforceability of this verification statement and any documents related to it on the grounds that have been prepared and completed electronically.

This verification statement is supported by ABNT's standard service contract and procedures is valid only the original version and the seal of ABNT dry embossed, signed by the System Certification Manager. Its validity can be confirmed at the following address: www.abnt.org.br. (CNPJ: 33402892 / 0001-06 - Tel.: (21) 3974-2300 / Fax: (21) 3974-2315).

ABNT Associação Brasileira de Normas Técnicas

Av. Treze de Maio, 13 – 28º Andar – Centro – Rio de Janeiro – RJ – CEP 20031-901
Rua Conselheiro Nebias, 1.131 – Campos Eliseos – São Paulo – SP – CEP 01203-002



ASSURANCE



Credits

A Rede D'Or São Luiz publication

www.rededorsaoluiz.com.br

Coordination

Gerência de Sustentabilidade RDSL

GRI consulting

Lanakana

www.lanakana.com.br

Graphic project

blendON

blendon.com.br

Images

Rede D'Or Sao Luiz image bank

Envato Elements

Photo page 171: Shilton Araújo/Esp.DP

