

NotreDame  
Intermedica



**2022**

Sustainability  
**Report**

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**hapvida**



Notre-Dame  
Intermediaire



# Introduction

01

# About the report

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**We are deeply pleased to share Hapvida NotreDame Intermédica's 2022 Sustainability Report.**

In the first year after the merger of the two Brazilian leading supplementary health companies, our efforts were concentrated on capturing synergies, adding value to our chain, promoting quality and accessible health for our beneficiaries as well as reaffirming our commitment to the Environmental, Social and Governance (ESG) pillars.

In this document, we adopt the best market practices for sustainability reporting, in accordance with the Global Reporting Initiative (GRI) Standards, which is one of the main international organizations to establish standards and requirements for the disclosure of this type of content. In addition, our report is verified by an external auditor, and the certificate can be found on [page 64](#).

The Report, which covers the period from January 1 to December 31, 2022, highlights the Company's innovative actions, initiatives and projects, consolidating its commitment to transparency.

This report was validated by the Board of Directors and underwent approval and review by the Executive Board and the Statutory ESG Committee, composed of board members.

For questions and suggestions, please contact us via e-mail: [sustentabilidade@intermedica.com.br](mailto:sustentabilidade@intermedica.com.br).



## READING TOOLS

### GLOBAL REPORTING INITIATIVE (GRI)

Throughout the text, you will find the reference "GRI XXX-X", pointing out the relevant indicators for each section. At the end of the document, on [page 58](#), is the table of contents with all the GRI indicators reported in the Report, as well as the explanation related to each of them and the specific pages where they are found.



### SUSTAINABLE DEVELOPMENT GOALS (SDGs)

In the infographic on [page 14](#), you will find content related to the priority SDGs for Hapvida NotreDame Intermédica's activities.



## ABOUT THE REPORT DATA

*This Report refers to the operations of **all units controlled by Hapvida Participações e Investimentos S.A.** The indicators will be reported in a **unified** manner for data already consolidated in that first year, and **separately** when necessary to identify the Company's scope.*

*Throughout the text, we will also use the word **"Company"** to refer to Hapvida NotreDame Intermédica, the acronym **"NDI"** to refer exclusively to NotreDame Intermédica and **"Hapvida"** when referring exclusively to the other vertical.*

*We emphasize that this year, due to the merger of the companies, the comparison of the indicators in relation to previous years will not be carried out.*

# Message from management

## GRI 2-22

The year 2022 was one of transformation, resilience and overcoming for Hapvida NotreDame Intermédica. An emblematic year, with the consolidation of the merger between the Hapvida group and the NotreDame Intermédica group. The operation marks the history of the health sector by forming the largest supplementary health company in Brazil, with 16 million health and dental beneficiaries.

We remain steadfast in capturing synergies and integration reported to our investors. We completed the identification and scheduling of opportunities, in addition to continuing to optimize the organizational structure, unify and review processes, as well as standardize indicators and improve technologies, which are plans expected to be completed by 2025.

Also, in 2022, we structured the Statutory ESG (Environmental, Social and Governance) Committee, a multidisciplinary group responsible for aligning ESG policies and processes within the Company. Comprised of members of the Board of Directors and the ESG board, the Committee's main attribution is to assure the Board of the good development of the Company's strategic projects, aiming at cost efficiency, meeting deadlines, quality of scope, effective deliveries and opportunities for improvement in the course of ESG projects.

The synergies of the verticals and the consistent performance of our teams in health promotion resulted in positive impacts for the business. Our Net Revenue was over BRL 24 billion, with adjusted EBITDA of BRL

2.5 billion and the main indicator of the business, the loss ratio, ended the year at 73.3%. We ended 2022 within the forecast established with the merger of the verticals, with a positive and optimistic outlook for the future.

The results presented in this report consolidate the Company's activities, with investments in technology, research and development aimed at offering the best solutions in supplementary health. We reached 1,550,689 teleservices and totaled more than 1 million beneficiaries assisted by Preventive Medicine programs. We believe that innovation can promote people's health, improve the quality of care and increase accessibility for our customers.

Hapvida NotreDame Intermédica team is one of the main responsible for the results achieved in the last year. We have more than 70,000 employees and 40,000 outsourced workers. In the post-merger process, we continued to care for and support our employees, investing in health and safety, attraction, retention and career development, promoting internal movements that made it possible to improve the team's performance.

Our team is formed by the plurality of talents. To value differences, we have unified the Diversity, Equity and Inclusion Program. We have encouraged Affinity Groups for discussions on the subject and developed booklets, manuals and guides focused on important subjects for the

journey of evolution in diversity and human rights, which are made available to our employees and suppliers.

We maintained our commitment to the environment. In 2022, we reinforced our participation in the self-production of energy from the solar matrix, which should supply around 85% of the NDI vertical units' electric power demand. We launched the Global Health Project, to dispose of electronic waste, furniture and other unused items in a correct and sustainable manner. With great satisfaction, Hospital e Maternidade Salvalus was granted the Leadership in Energy and Environmental Design (LEED) certification, being the first hospital in the country to receive this certification. We reinforce that sustainability is part of our business model and we remain focused on impacting people's health and quality of life with socio-environmental responsibility.

Our beneficiaries, investors and partners were fundamental for the trajectory of evolution in 2022. These connections, the people and our purpose of bringing quality healthcare at an affordable price make us see the Company's sustainable future.

**Thank you very much and enjoy reading!**

# Highlights from 2022



## GOVERNANCE AND QUALITY IN SERVICE

We are the **largest** supplementary health **Company** in Brazil

We launched the **National Solution** and **Our Integrated Plan** with an impact on the lives of more than **100,000 beneficiaries**

Vertical NDI achieved RN 507

**Level 1 accreditation - Excellence**

We have a total of **1,331,457 beneficiaries assisted** by our Preventive Medicine programs

We carried out **1,550,689** Telemedicine **consultations**



## RELATIONSHIP

**We adhere to important voluntary commitments,**

such as the Business and LGBTI+ Rights Forum, UN Women, the Global Compact, the Racial Forum of Salvador, the Business Network for Social Inclusion (REIS) and the Business Coalition for the End of Violence Against Women and Girls

We unified the **Diversity, Equity and Inclusion** Program

We have a total **70,676 employees** and **40,429 outsourced workers**



## ENVIRONMENT

**Solar Energy**

Continued investment through the construction of a self-production plant

We launched the **Global Health Project** to dispose of electronic waste

**LEED Certification**

for Hospital e Maternidade Salvalus

More than **1.4 tons** of waste recycled

# Materiality and sustainability strategy

GRI 2-22 | 2-29 | 3-1 | 3-2 | 3-3

In 2022, in order to develop our ability to generate value and identify potential risks and opportunities for the business in advance, we prepared, in partnership with a specialized consultancy, a materiality study aligned with Hapvida NotreDame Intermédica guidelines.

To this end, a broad study was carried out, guided by the dual materiality methodology, which began with the identification of priority stakeholders. Then, the requirements of frameworks and market mechanisms were evaluated, along with a benchmark

of reference players in the sector. Finally, we released a public consultation for audiences identified as a priority, in which we obtained 3,661 responses that guided the structuring of the most relevant topics for the Company's sustainability – the so-called “material topics”.

The result of the consolidated materiality made it possible to identify thirteen themes that guide our sustainability strategy, linked to the ESG concept, and guide the reporting of indicators in this Report based

on the commitments, emphasized by the concept of **“Evolution for accessible, sustainable and responsible healthcare”**.

Guided by this concept, we structured our sustainability strategy around **Responsible and Innovative Governance, Environmental Protagonism, Focus on Social Impact and Beneficiary Care** pillars, which underlie our business vision.



## EVOLUTION FOR AFFORDABLE, SUSTAINABLE AND RESPONSIBLE HEALTHCARE

Hapvida NotreDame Intermédica's material themes:

### RESPONSIBLE AND INNOVATIVE GOVERNANCE

- Corporate ethics and integrity
- Data privacy and cybersecurity
- Innovation and research

### ENVIRONMENTAL PROTAGONISM

- Climate strategy
- Waste management
- Power management

### FOCUS ON THE SOCIAL IMPACT

- Diversity and inclusion
- Health, safety and well-being
- Human rights and social responsibility
- Development and training
- Supply chain management

### BENEFICIARY CARE

- Service quality
- Access to healthcare



# Who We Are



# Hapvida NotreDame Intermédica

GRI 2-1 | 2-6

*WITH THE PURPOSE OF DEMOCRATIZING ACCESS TO QUALITY AND AFFORDABLE HEALTHCARE SERVICES, HAPVIDA JOINED THE NOTREDAME INTERMÉDICA GROUP. WITH THE MERGER ESTABLISHED, WE BECAME THE LARGEST SUPPLEMENTARY HEALTH OPERATOR IN BRAZIL, SERVING 16 MILLION BENEFICIARIES.*

In February 2022, the merger between the companies was successfully completed, which complement each other in structure, solutions and diversification of services offered.

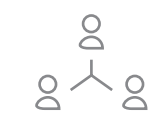
We are currently the largest private supplementary health and dentistry group in Brazil, with a total care structure comprising more than 760 units, including hospitals, emergency rooms, clinical centers and laboratories spread across the country. With the expansion of geographic operations, we currently operate in 20 states and the Federal District, being present in the North, Northeast, Midwest, Southeast and South regions of Brazil.

The Company has a robust team of 70,676 employees, all focused on our purpose of ensuring access to quality healthcare at an affordable cost.

## THE LARGEST SUPPLEMENTAL HEALTH COMPANY IN BRAZIL



**16 MILLION**  
BENEFICIARIES



**MORE THAN 70,000**  
EMPLOYEES



**MORE THAN 8,000**  
HOSPITAL BEDS



**75**  
EMERGENCY CARE UNITS



**271**  
DIAGNOSTIC UNITS



**328**  
CLINICS

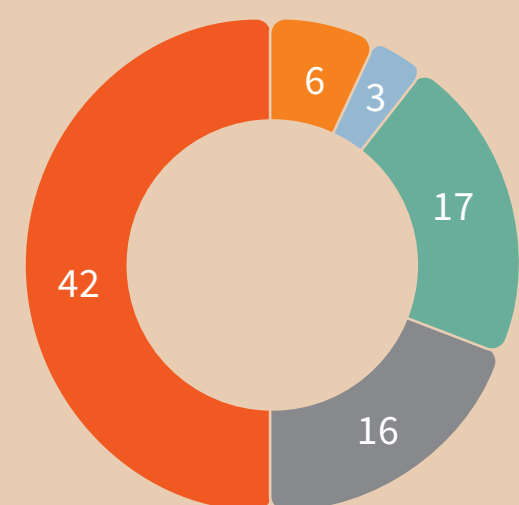


Our verticalization strategy allows for integrated assistance with availability for outpatient consultations, examinations, interactions and surgical procedures. The Company operates its own network of hospitals, emergency care clinics and diagnostic imaging centers, in addition to laboratory collection, to serve beneficiaries of the healthcare insurance plans.

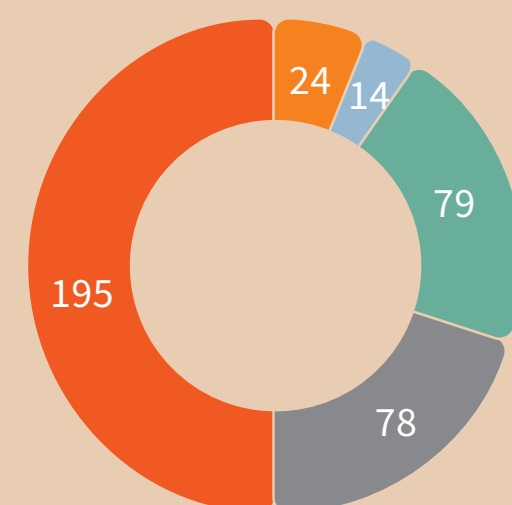
We operate in the management of operating costs as a competitive advantage to provide the best experience to the beneficiary. With this, we were able to offer affordable health and dental insurance plans to individuals and companies, boosting our beneficiary base.

## CARE STRUCTURE

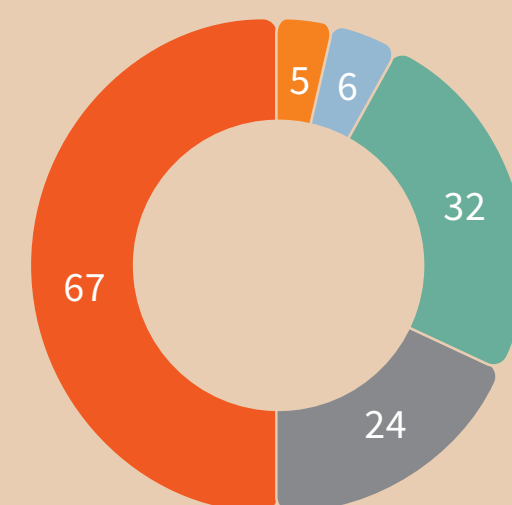
NORTH



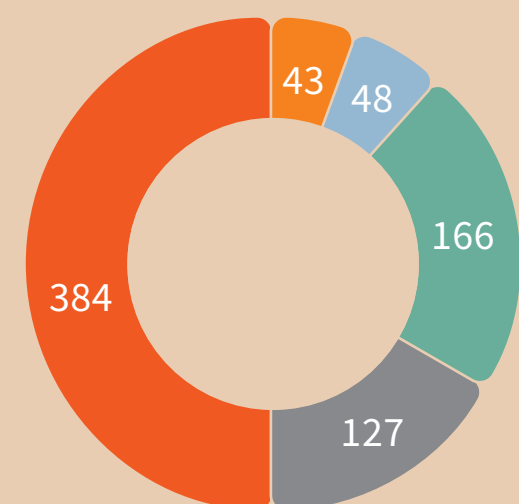
NORTHEAST



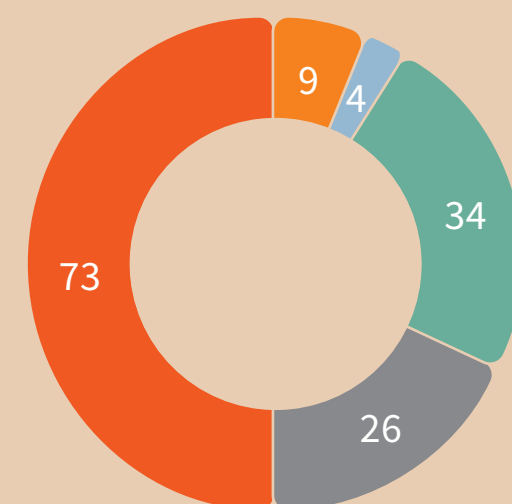
MIDWEST



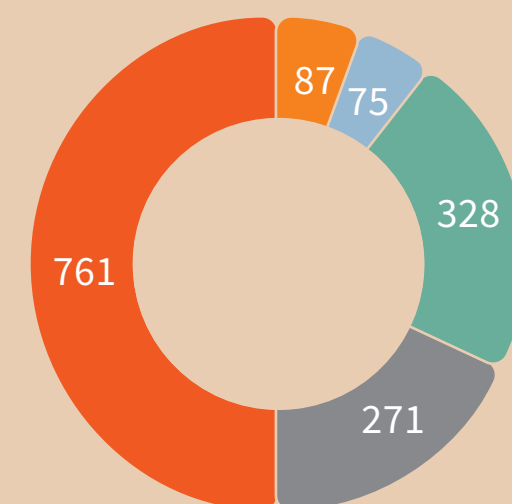
SOUTHEAST



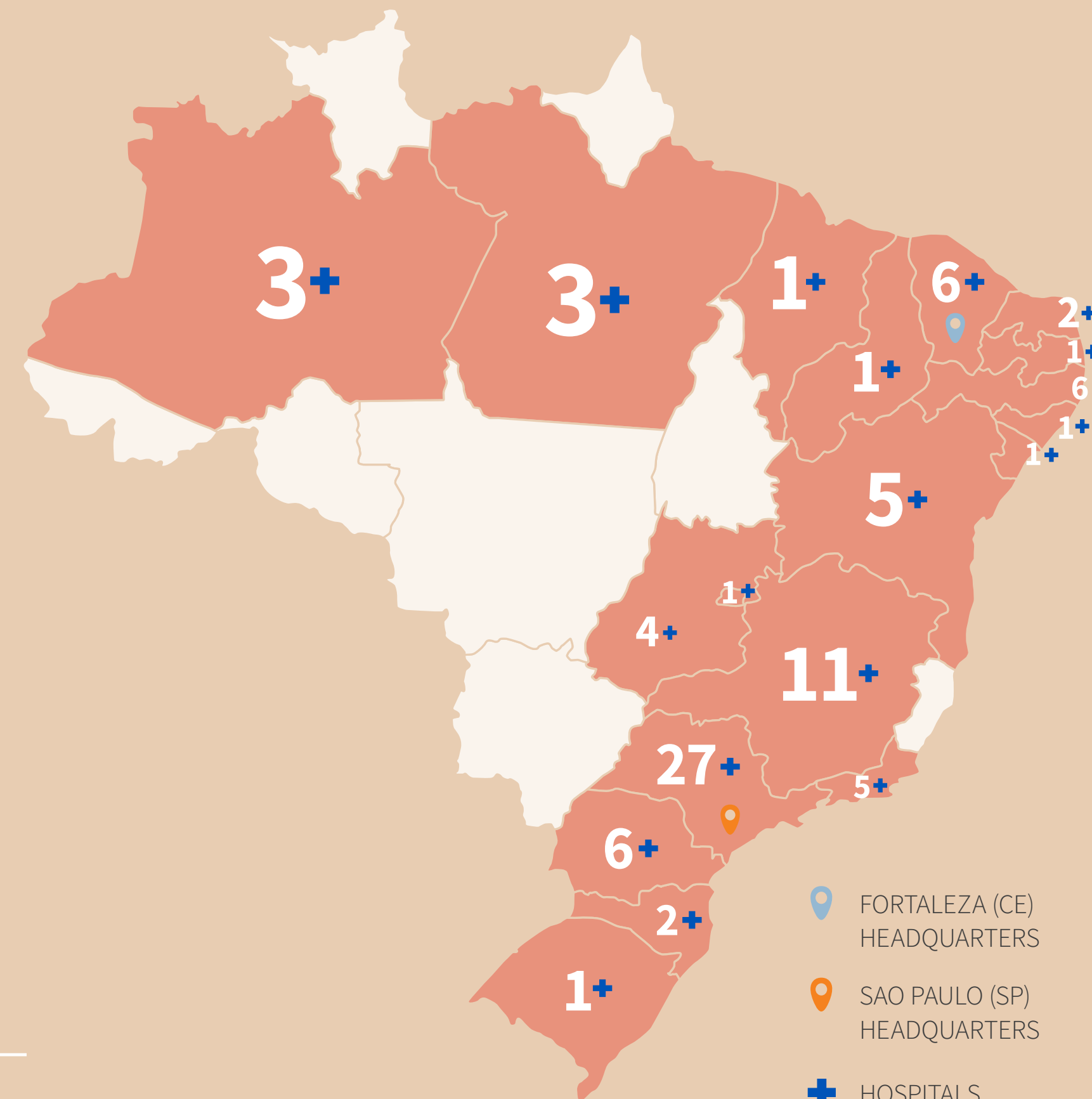
SOUTH



TOTAL



● HOSPITALS   
 ● EMERGENCY SERVICES   
 ● CLINICS   
 ● DIAGNOSTIC CENTERS   
 ● TOTAL



## MISSION, VISION AND VALUES

GRI 2-1



### MISSION

Providing quality integrated healthcare, accessible to generations of Brazilians



### VISION

Be recognized for the quality of care and value generation for the entire healthcare ecosystem



### VALUES

- Welcome
- Commitment
- Ethics and anti-corruption
- Innovation and learning
- Respect
- Social responsibility
- Sustainability
- Cost effectiveness

## OUR PERFORMANCE

GRI 2-1 | 2-6

Hapvida NotreDame Intermédica carefully takes care of each stage of assistance, offering practical appointment scheduling, Preventive Medicine, humanized care and efficient health management for employees and

beneficiaries. In relation to the Company's main fronts, medical and dental insurance plans are offered, as well as the sale of medical and hospital services.



**PLANS:** Marketing of products aimed at individuals (individual and family plans) in different age groups, with a performance of 80,000 lives in 2022.




**DENTAL:** Our service providers network has been optimized; with the capture of cross selling opportunities for dental plans using the basis of the individual plan with the existing call center structure.



**COUNTERPARTS:** We made progress in the process of internalizing contracts with counterparts, which aims to transfer lives from third-party operators to operators in the Hapvida NotreDame Intermédica Group.



We made rapid progress in integrating and combining the businesses of the unified Company, focusing on product synergies for the best use of infrastructure and service throughout the country. Thus, in 2022, we created the **National Solution and Our Integrated Plan**, two comprehensive products, focused on meeting beneficiaries' needs.



NATIONAL SOLUTION	OUR INTEGRATED PLAN
Is a product aimed at offering a model with a quality service network to meet the specific needs of each beneficiary from North to South of Brazil, interconnecting products and management in a regional level.	Is the best and most complete option for companies from 100 lives. It is the only plan that offers services in 20 Brazilian states and the Federal District.
Currently, the National Solution has 103,000 beneficiaries.	It is ideal for anyone looking for coverage that goes beyond essentials, with an excellent cost/benefit ratio. It is also offered in the form of co-participation and discounts on medicines.

## OUR BRANDS



### Hapvida NotreDame Intermédica Group

Institutional brand associated with all product lines



### Hapvida NotreDame Intermédica (Health)

Healthcare insurance plan operator



### Hapvida Interodonto

Dental insurance plan operator



### Hapvida NotreLabs

National laboratory network

## OPERATIONS GROWTH

GRI 2-1 | 2-6

With the verticalization strategy, we invested in the expansion of our services, mainly through the mergers and acquisitions (M&A) process. Acquisitions follow economic and operational feasibility criteria and analysis, including socio-environmental and governance risks. In the due diligence process, the potential for growth in the region, client portfolio, regulatory documentation, such as certificates and licenses to identify possible environmental and labor liabilities, are evaluated.

Last year, we acquired two systems, a clinical center and a hospital, which are important for the Group's operations in the Southern and Southeastern regions of Brazil, expanding our operations as a health and dental insurance plans operator.

Another expansion front is the inauguration of new operating units. In 2022, four new clinical centers were inaugurated in the states of Sao Paulo and Bahia, in addition to a new advanced unit in Betim (MG), with state-of-the-art infrastructure, including emergency and elective care offices, observation beds, surgery room for minor procedures and coverage for the Company's Preventive Medicine programs.



## NEW ACQUISITIONS

- CLINICAL CENTER GAÚCHO (JAN/2022)
- HOSPITAL DO CORAÇÃO DUQUE DE CAXIAS (JAN/2022)
- SYSTEMS (OCT/2022)
- HB SYSTEMS (JAN/2023)

## ACTIONS AGAINST COVID-19

In 2022, vaccination against Covid-19 and the improvement in the pandemic scenario led to a reduced number of cases of hospitalized patients, although there were peaks of contagion between January and May. Hapvida NotreDame Intermédica took its best efforts to protect its collaborators and provide the best preventive and palliative actions to the beneficiaries. The Company has chatbot support 24 hours a day, in addition to the Post-Covid Syndrome Program for patients who have persistent clinical manifestations of the disease.

# Financial results

GRI 2-1 | 2-6 | 201-1

The operational and financial indicators of Hapvida NotreDame Intermédica showed improvement, even with the adversities in regulatory matters in the sector and the uncertain global macroeconomic scenario, directly impacting the supply matrix of the Brazilian supplementary health.

The group presented EBITDA of BRL 2.5 billion. With an improvement in the pandemic scenario, our main

operating indicator, the consolidated cash loss ratio, resulted in 73.3%. With all these factors, the company's net revenue was greater than BRL 24 billion.

Regarding the Added Value Statement (DVA)\*, the distributed economic value was BRL 25,065,511.00. It is noteworthy that the net loss of BRL 775,839.00 is due to disbursements for acquisitions and general increase in costs resulting from the macroeconomic scenario.

*THE VERTICALIZATION-BASED BUSINESS MODEL, THE IMPROVEMENT OF THE COMPETITIVE ENVIRONMENT AND THE SYNERGIES CAPTURED FROM THE HAPVIDA AND NDI MERGER PROVIDED ORGANIC GROWTH OF CUSTOMERS IN 2022, TOTALING 16 MILLION BENEFICIARIES IN THE HAPVIDA NOTREDAME INTERMÉDICA GROUP.*

ADDED VALUE STATEMENT (VALUES IN BRL THOUSANDS) – MAIN LINES		2022
<b>A. Generated economic value</b>		<b>24,289,672.00</b>
Inputs purchased from third parties		17,102,808.00
Gross value added		7,186,864.00
Depreciation and amortization		2,187,283.00
Net value added		4,999,581.00
Added value received in transfer		898,336.00
<b>Total added value to be distributed</b>		<b>5,897,917.00</b>
<b>B. Added value distribution</b>		
People		4,209,590.00
Taxes, fees and contributions		830,724.00
Remuneration of third-party capital		1,633,442.00
<b>C. Withheld economic value</b>		<b>(775,839.00)</b>

\*The values referring to the GRI 201-1 indicator (Generated and distributed economic value) were calculated according to DVA metrics.



**CHECK OUT OUR COMPLETE RESULTS AT:**  
<https://ri.hapvida.com.br/en/financial-information/results-center/>

# ESG

## Commitments

### GRI 2-23

Hapvida NotreDame Intermédica is a signatory to the UN Global Compact and committed to the goals linked to the Sustainable Development Goals (SDGs). With the restructuring of material topics to reflect the Company's business model in the post-merger process, we surveyed the impacted SDGs, which allowed us to identify the six most relevant objectives.

Once the material topics were defined and priority SDGs were identified, we outlined our ESG strategy and improvement actions. In the Environmental dimension, it is worth highlighting the topics addressed related to climate change and waste generation ([learn more on pages 49, 50 and 51](#)). On the Social front, we restructured our talent attraction and retention process and are structuring Affinity Groups to discuss topics that are part of the evolution of our Diversity, Equity and Inclusion Program ([learn more on page 35](#)). Regarding Corporate Governance, we are in the process of finalizing new Policies with a focus on ESG.



### SDG 3 - Health and Well-Being

We highlight our mission to ensure access to health, ensuring the well-being of beneficiaries and our employees. We offer quality healthcare solutions at an affordable price, including health and dental plans, in addition to being a reference in preventive medicine. Our employees are welcomed and we encourage initiatives that encourage a healthy, balanced and productive work environment.



### SDG 5 - Gender Equality and SDG 10 - Reducing Inequalities

We sign our commitment to the Business and LGBT Rights Forum and to the Business Network for Social Inclusion (REIS). We also joined UN Women and the Business Coalition to End Violence Against Women and Girls, in order to seek an environment with diversity, less inequality and more opportunities.



### SDG 12 - Responsible Consumption and Production

Our programs for waste management, waste reduction and initiatives to optimize natural resources, such as reverse logistics for plastic packaging, card recycling program, composting of organic waste, among others, are guided by SDG 12 (Responsible Consumption and Production).



### SDG 13 - Action Against Global Climate Change

We are committed to advancing in the management of risks and opportunities associated with climate change, through the expansion of renewable sources in our energy matrix and the mitigation of our greenhouse gas (GHG) emissions. We reinforce our commitment through the solar energy self-production project and by carrying out our GHG inventory.



### SDG 16 - Peace, Justice and Strong Institutions

We strive for transparency and ethics in business. We prioritize the best governance and risk management practices, seeking to be an increasingly strong institution.



# Beneficiary Care

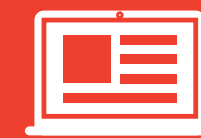
# Access to healthcare

## GRI 2-1 | 3-3

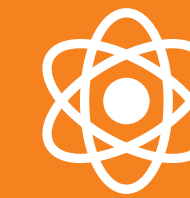
Taking care of Brazilians' well-being and promoting access to quality healthcare at an affordable price is the purpose of Hapvida NotreDame Intermédica. With the task of simplifying the healthcare sector, the Company offers agile and innovative – including individual and business solutions, telemedicine assistance, partnerships with universities and research institutes. In addition, we emphasize our proposals to offer more and more health to the Brazilian population through the new products launched in 2022, the National Solution and Our Integrated Plan ([learn more on page 12](#)).



**DIVERSE PRODUCTS AT AN AFFORDABLE PRICE:** WE HAVE DIVERSIFIED HEALTH PLANS, HIGHLIGHTING THE NATIONAL SOLUTION AND OUR INTEGRATED PLAN.



**OWN DIGITAL PLATFORMS:** ENSURING FULL CONTROL OF INFORMATION AND PROCESS MANAGEMENT.



**INNOVATION:** INNOVATION IS ROOTED INTO OUR PROCESSES AND WE INVEST IN THE DEVELOPMENT OF RESEARCH IN THE HEALTHCARE SECTOR. THE FUTURE IS A CONSTANT PART OF OUR PRESENT.



**PREVENTIVE AND PREDICTIVE MEDICINE:** CARE THROUGH HEALTH PREVENTION PROGRAMS TO ENSURE MORE QUALITY AND WELL-BEING.



**QUALITY:** OUR POLICIES, STANDARDS, GOVERNANCE, MANAGEMENT MODEL, PROCESSES AND TECHNOLOGY ARE INTRINSICALLY RELATED TO QUALITY.



**STRATEGIC LOCATION:** INTELLIGENT DISTRIBUTION OF SERVICE UNITS, WITH COMPETITIVENESS, BASED ON ROBUST GEOGRAPHIC EXPANSION.



**OWN NETWORK:** FROM HOSPITALS, CLINICS AND DIAGNOSTIC CENTERS, WITH QUALITY AND EFFICIENT SERVICES, AVOIDING WASTE AND FRAUD.



**ASSISTANCE:** WITH OUR OWN ACCREDITED NETWORK, WE PROVIDE COMPREHENSIVE HEALTH CARE WITH WELCOMING AND HEALTHY HABITS AT EACH STAGE OF CARE.



## TELEMEDICINE

GRI 2-1 | 3-3 | 203-2

Telemedicine is one of the facilitation tools in assisting beneficiaries of Hapvida NotreDame Intermédica. Since 2020, we have increased our service via telemedicine. Initially, the first consultations took place in the Emergency Care modality, and with the acceleration of this new consultation format, we expanded it to other services, such as elective medical, psychology and nutrition consultations. In 2022, in addition to expanding the range of specialties served, we installed teleconsultation booths at the Company's client companies. Telemedicine, in addition to democratizing access to healthcare, makes it possible to meet the medical demand in places of difficult access, qualify service outside hospitals, provide agility in the delivery of reports through online access, in addition to reducing the need for travel. Currently, more than 250,000 consultations are carried out per month.

In our operations, we have a management committee to coordinate service guidelines. Comprised of physicians and administrative areas, this committee defines the parameters for the teams' performance based on instructions from the National Supplementary Health Agency (ANS) and guidelines from class councils and

the Ministry of Health. The Telemedicine team has two fronts, considering one for services in its own networks and another still in the process of synergy between both verticals and the companies acquired in the last year. Consultations take place via GNDI Easy, Conexa Saúde and Zoom applications, in the NDI vertical, while in the Hapvida vertical it takes place via the Telehealth application, following the principles of patient data confidentiality.

Over the past year, we have been developing improvements in the beneficiary's digital experience so that scheduling appointments and exams is easier and more intuitive. For example, we emphasize the scheduling and preparation of exams, which previously used to be carried out individually, i.e., one document was generated for each exam. With the proposed improvements, the patient receives a single document with the concatenated description, in addition to receiving the document by email. This schedule makes it possible to perform several tests in the beneficiary's preferred unit and in the shortest possible time. This same solution is also being implemented for scheduling elective Telemedicine consultations, which are expected to be completed in 2023.



# 1,550,689

TELEMEDICINE CONSULTATIONS  
IN 2022



# 1,286,485

MEDICAL CONSULTATIONS



# 54,854

NUTRITIONAL CONSULTATIONS



# 209,350

PSYCHOLOGY CONSULTATIONS

## WE DOUBLED

TELEMEDICINE CONSULTATIONS IN THE LAST TWO YEARS



EMERGENCY TELE-  
MEDICAL SERVICE:  
ADULT AND PEDIATRIC



EMERGENCY TELE-  
PSYCHOLOGICAL  
SERVICE

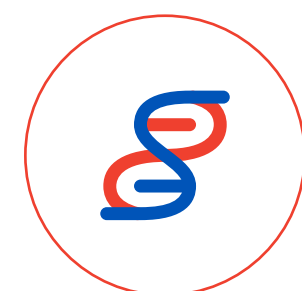
# Service quality

GRI 2-1 | 3-3

Hapvida NotreDame Intermédica focuses on the humane reception of patients and proximity to all beneficiaries.

The Company is a pioneer in offering the concept of Comprehensive Health Care, with several actions that encourage healthy habits, combat sedentary lifestyle and treat chronic diseases. The NDI vertical, for example, was the first company in Latin America to receive the international certification of preventive medicine QMentum Internacional Accreditation – Diamond Standard. Both verticals offer preventive medicine and health promotion programs, which are offered in a unified manner to all beneficiaries who need this care.

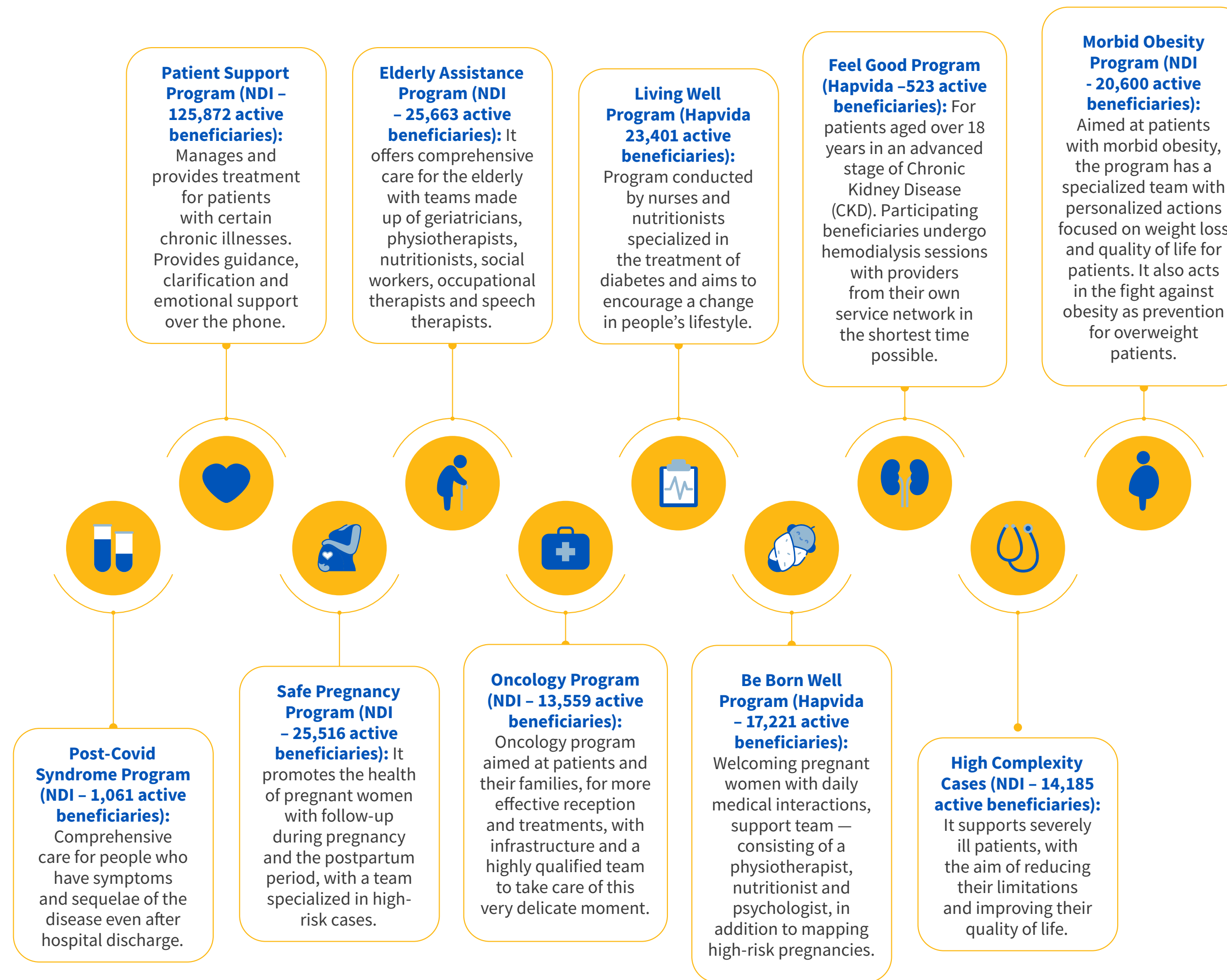
Preventive medicine programs are aimed at assisting beneficiaries who have high-risk and complex health conditions, whose eligibility criteria are defined and approved by the National Supplementary Health Agency (ANS). Several health benefits are provided by these initiatives, including the reduction of hospitalization of seriously ill patients (chronic, elderly, oncological and highly complex patients).



# 1,331,457

BENEFICIARIES OF THE PREVENTIVE MEDICINE AND HEALTH PROMOTION PROGRAM

In the NDI vertical, the programs include assistance through the Health Profile service, which assesses the main health risks for employees of client companies. Hapvida NotreDame Intermédica provides online booklets, videos and lectures to raise awareness about Preventive Medicine.



*IN 2022, THERE WERE 1,084,456 PARTICIPANTS IN HEALTH PROMOTION ACTIONS, SUCH AS THERAPEUTIC GROUPS FOR WEIGHT CONTROL, TOBACCO REDUCTION, FAMILY PLANNING, EDUCATIONAL GROUPS FOR THE ELDERLY, PREVENTION OF FALLS, CONTROL AND PREVENTION OF HYPERTENSION, DIABETES EDUCATION AND PREGNANT WOMEN GROUPS.*

In addition, the aforementioned number of participants also includes campaigns carried out with our clients and engagement in videos on health content jointly produced by the Marketing and Preventive Medicine areas.

We believe that when a patient seeks healthcare services, in addition to technology, science and medicine, they should find a welcoming environment. Our teams are trained to provide humanized care, with effective and resolute management, strengthening the bond between patient and health team.

To this end, we train the team to meet the pillars of humanized reception and practice active listening.

In order to facilitate access to healthcare and promote the best service, the Company is integrating a platform for scheduling exams that already exists in the NDI vertical, called Tasy. Between 2021 and 2022, the scheduling process was meticulously mapped by the service and operations area. The integration of the platform is expected to be completed in 2023 and already has important gains for the operation, such as the installation of service totems in the clinical centers of the company's network. This significantly reduced the waiting time at reception, which was previously 15 minutes, and now is 1 minute in self-service.

Our call center handled over 29 million voice interactions in 2022, an expressive service volume that requires a team prepared to accommodate the demands and solve our beneficiaries' needs. Customer relationship is a significant part of our digital channels, with more than 34 million consultations scheduled in the last year. In addition, we carry out several initiatives that contribute to the improvement and maintenance of our relationship with beneficiaries and customers:



### ACCESSIBILITY ON DIGITAL CHANNELS

We implemented the software **Hand Talk**, a powerful tool that translates the text in our URLs into Brazilian Sign Language (Libras). In addition to this feature, we have also implemented the **SINAL LINK**, software, which allows us to adapt our URLs to different needs, such as contrast adjustment, font, ADHD-friendly profile, among others. Additionally, we have also implemented a chat channel in all NDI vertical URLs for an exclusive relationship with deaf people.



### BEEDOO PLATFORM

Performs the compilation of all call center service routines that have artificial intelligence and speeds up the operator's search for the necessary content to facilitate the service. The project includes training through gamification, covers all call center operations and is expected to be implemented in 2023.



### MERGING PHONE NUMBERS

Investment in the implementation of the 4090 service, which makes it possible to receive calls at a local call rate to the metropolitan regions in the Southeast and South of the country. The action reduced the number of the Company's telephone numbers, which significantly improved the beneficiary's experience by avoiding undue contacts.

## PRESCRIPTION DRUGS

In 2022, we developed and implemented the High Vigilance Medications Project, which aims to reduce adverse events, due to failures in prescription, dosage, handling and infusion of medications that may pose a risk. The project consists of the continuous training of physicians and best practices in the use of prescription drugs and is already implemented in the adult and pediatric emergency areas.



## EXCELLENCE INDICATORS

Systemic monitoring of quality indicators, including the parameters established by the National Supplementary Health Agency (ANS), makes it possible to identify opportunities for continuous improvement and offer the best experience to the beneficiary.

The most comprehensive indicator monitored by ANS is the Supplementary Health Performance Index (IDSS), within the scope of the Operator Qualification Program (PQO). The IDSS consists of a set of indicators grouped into four dimensions and calculated based on data extracted from ANS information systems or collected from national healthcare information systems. **For the last four years, the NDI vertical has positioned itself in the best assessment range of the IDSS.** The Hapvida vertical has been working to reach the maximum level of the indicator.

The General Complaints Index (IGR), an indicator monitored by ANS, had changes in its evaluation methodology in the last year. In this indicator, considering the new methodology adopted (number of complaints per 100,000 beneficiaries), in the year 2022 the NDI vertical presented a result of 76.2 while the Hapvida vertical presented 40.5. Because our performance in the IGR varied in 2022, especially for the NDI vertical, measures and opportunities for improving processes and maintaining this important

indicator were adopted, which were also discussed in our Solutions Forum.

We highlight that in 2022, the NDI vertical was accredited at Level 1 (Excellence) by the Private Health Care Plan Operators Accreditation Program foreseen in Normative Resolution 507/22. Accreditation was granted by ANS and carried out through an accrediting entity approved by ANS.

Hapvida NotreDame Intermédica's Board monitors the Notification of Preliminary Intermediation (NIP) on an ongoing basis, a procedure instituted by ANS to resolve conflicts between beneficiaries and healthcare plan operators. Through this continuous monitoring, we seek to leverage beneficiaries' satisfaction and the mediation of conflicts, using the operator's service channels before unfolding to other instances. The Company has three channels for complaints and suggestions: Customer Service, website and ombudsman, in addition to monitoring the notes made on the Reclame Aqui website. The handling of requests follows a standardized flow, in which the initial service takes place in the first level channels, and if there is no satisfactory solution, the demand can be forwarded to the Ombudsman.

In 2022, the Ombudsman Monitoring Cell Project was implemented, with the objective of monitoring the performance of the most critical demands that are in progress in the sector and prevent the Service Level Agreement (SLA) in these cases from being extrapolated. The process takes place through a daily routine in which a specific analyst monitors the cases that are on the fourth day of the demand, in order to guarantee the resolution within the normative deadline, interacting directly with the resolution areas to engage the finalization of the demand within the SLA of, a maximum, seven working days, seeking customer satisfaction.



### COMPANY CUSTOMER SERVICE AND OMBUDSMAN

#### HAPVIDA:

CUSTOMER SERVICE: 0800 280 9130

OMBUDSMAN: 4020.9091

[WWW.HAPVIDA.COM.BR/SITE/OUVIDORIA](http://WWW.HAPVIDA.COM.BR/SITE/OUVIDORIA)

#### NDI:

CUSTOMER SERVICE: 0800 015 3855

[HTTPS://WWW.GNDI.COM.BR/EN/OUVIDORIA](https://WWW.GNDI.COM.BR/EN/OUVIDORIA)



## 5 STAR SERVICE

5 Star is one of the Hapvida's main customer satisfaction evaluation programs. The program consists of a digital survey carried out right after the service, in which the beneficiary can evaluate the way he/she was attended by assigning a grade, which can range from 1 (minimum grade) to 5 stars (maximum grade). Based on this tool, we identify opportunities for improvement and seek to ensure alignment with the Company's culture in all our units. The assessment is valid for hospitals, clinics, diagnostic units, emergency rooms, laboratory collection points, dentistry, preventive medicine units, telemedicine and other programs. **In 2022, our average score on the program was 4.61.**

In addition, the Company has a technological Control Room with a platform that involves system integration of all its units in real time. With this tool and with the help of video cameras, service and waiting times in all urgency and emergency are monitored by the Company's Observation and Control Center (NOC). If the waiting time exceeds 15 minutes, immediate measures are taken to speed up the service. Last year, approximately 69% of urgency and emergency consultations performed in our hospitals and emergency departments took place within 15 minutes.

## COMPANY CERTIFICATIONS

In order for us to remain in line with the best quality practices, the Care Quality Board and the Quality area, supported by the Quality Committee, promote the alignment of all units with the best care practices and the requirements established corporately in internal procedures. This team participates in committees, commissions and forums at the Company, in addition to conducting specific audits in the area.

One of the main fronts for guaranteeing our quality is the accreditation of hospitals and clinical centers. The Company is proud of the certifications obtained over the last few years. Each vertical has different certifications that add to the standardization of the quality process. With the unification of the Company, we followed the guidelines of the Care Quality Board to integrate these processes. In the diagnostic medicine area, we monitor our performance in accordance with the National Quality Control Program (PNCQ). The program compares us with laboratories across the country that joined the PNCQ, considering results above 75% (Good) and 81% (Excellent) as positive. Throughout the year, all units performed above the average required by the PNCQ.

Among the good practices related to quality, in the Hapvida vertical, we have a Care Quality program called Qualitotal, which aims to improve and standardize the processes, generate a culture of valuing the customer, and, as a result, promote safe care to patients in all healthcare lines. The program is being integrated into the NDI vertical and has annual monitoring cycles for hospital units, which enables the certification according to the level of compliance (Bronze, Silver and Gold). In 2022, we monitored 21 units, 20 of which were Bronze-certified hospitals and one Silver-certified hospital.

In the NDI vertical, there are two units internationally certified by the Quality Accreditation QMENTUM (Accreditation Canada International): Hospital Modelo and Qualivida. Lifecenter Hospital is accredited by the Joint Commission International (JCI). We are also certified by the National Accreditation Organization (ONA), a reference on the subject in Brazil. Altogether we have 16 hospitals, one emergency room, two advanced units, nine clinical centers, and the Ghelfond imaging center accredited at different levels of this standard.



### QUALITOTAL 2022:

21 UNITS WERE MONITORED, OF WHICH ONE RECEIVED THE SILVER SEAL AND THE OTHERS RECEIVED THE BRONZE SEAL.

#### Silver Seal for Hospital Aldeota

#### Bronze Seal for:

- Hospital América
- Hospital Antonio Prudente de Fortaleza
- Hospital Eugenia Pinheiro
- Hospital Franca
- Hospital Francisca de Sande
- Hospital Gabriel Soares
- Hospital Geral da Paraíba
- Hospital Guarás
- Hospital Luis França
- Hospital Medical de Limeira
- Hospital Promed
- Hospital Rio Amazonas
- Hospital Rio Mar
- Hospital Rio Negro
- Hospital Rio Poty
- Hospital São Francisco de Ribeirão Preto
- Hospital São José dos Campos
- Hospital Teresa de Lisiex
- Hospital Vasco Lucena
- Hospital Vera Cruz
- NTO de Recife



### ONA-ACCREDITED UNITS:

- Clinical Center Campo Grande
- Clinical Center Cotia
- Clinical Center Diadema
- Clinical Center Itaquera
- Clinical Center Itavuvu
- Clinical Center Itu
- Clinical Center Jundiaí
- Clinical Center Ribeirão Pires
- Clinical Center Zona Sul
- Hospital Bosque da Saúde
- Hospital Cruzeiro do Sul
- Guarulhos Hospital and Maternity
- Hospital Family
- Hospital Frei Galvão
- Hospital Imesa
- Hospital Notrecare Sorocaba
- Hospital Lifecenter
- Nossa Senhora do Rosário Maternity Hospital
- Hospital Modelo
- Hospital Notrecare ABC
- Hospital Nova Vida
- Hospital Paulo Sacramento
- Hospital Renascença Campinas
- Hospital Santana Mogi das Cruzes
- Hospital Varginha
- Notrelabs Imaging  
(GHELFOND – ten accredited units)
- Barueri Emergency Room
- Osasco Advanced Unit
- Santo André Advanced Unit (Clinical Center 1)



# Responsible and innovative **Governance**

# Governance structure

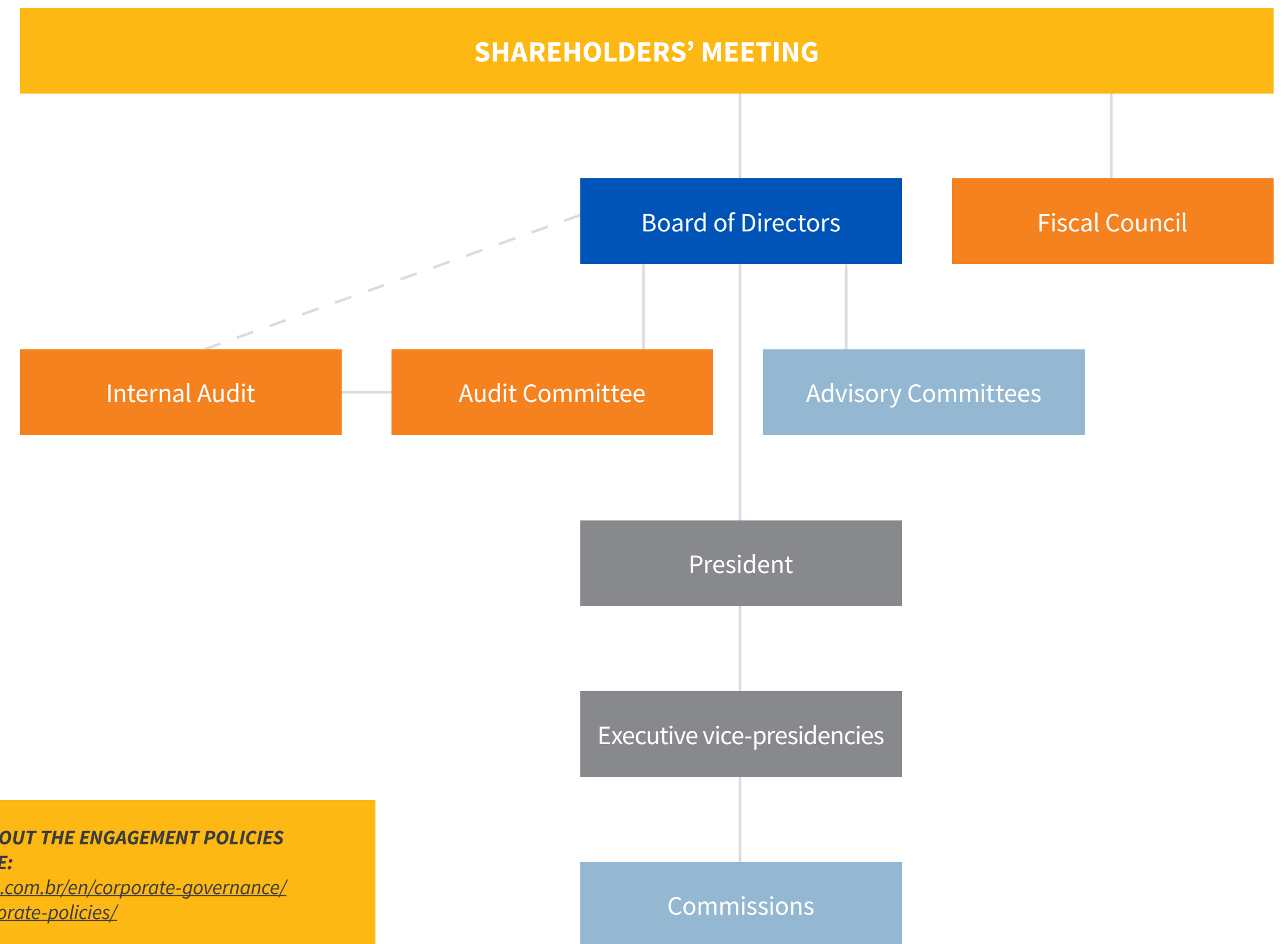
GRI 2-9 | 2-10 | 2-11 | 2-12 | 2-14 | 2-17

The Company’s corporate governance is guided by the recommendations of the Code of Best Corporate Governance Practices of the Brazilian Institute of Corporate Governance – IBGC. We are listed in B3’s Novo Mercado (in English, B3 – Brazil Stock Exchange and Over-the-Counter Market), which has specific criteria related to good practices in governance.

Hapvida NotreDame Intermédica’s governance was restructured with the verticals merging process. In 2022,

Jorge Pinheiro and Irlau Machado took over as Co-CEOs of the Company.

The unified Company, in compliance with the association agreement and its bylaws, chose matters critical to its operation and created regulatory policies. Policies not yet published must be submitted for approval by the Board of Directors in 2023.



**LEARN MORE ABOUT THE ENGAGEMENT POLICIES ON OUR WEBSITE:**  
<https://ri.hapvida.com.br/en/corporate-governance/bylaws-and-corporate-policies/>

## BOARD OF DIRECTORS (BOD)

GRI 2-9 | 2-10 | 2-11 | 2-14 | 2-17 | 2-18

*THE HIGHEST DECISION-MAKING BODY IN OUR GOVERNANCE STRUCTURE IS THE BOARD OF DIRECTORS, WHICH IS RESPONSIBLE FOR DEFINING THE STRATEGIC GUIDELINES FOR BUSINESS GROWTH AND DEVELOPMENT, AND FOR ASSESSING RISKS AND OPPORTUNITIES RELATED TO ESG ASPECTS.*

The Board of Directors is made up of members elected by the shareholders at a General Meeting, and may have between nine and ten members, with a unified two-year term of office and reelection permitted. The performance evaluation of the Board of Directors is carried out at least once during the term of office, conducted internally or with the help of an external consulting company. It can be done on a collective and/or individual basis, at the discretion of the chairman of the board of directors, considering the organizational situation. Composed of nine members, eight men and one woman, aged over 50 years and who identify themselves as white (seven) and mestizos (two).

## BOD COMPOSITION

**Candido Pinheiro Koren de Lima** - Graduated in Medicine from UFC, with an Oncology residency at Hospital A.C. Camargo in Sao Paulo (SP). Founder and chairman of the Company's Board of Directors.

**Candido Pinheiro Koren de Lima Júnior** - Graduated in Business Administration from the State University of Ceará ("UECE").

**Irlau Machado Filho** - Graduated in Business Administration from Augustana College, held the position of CEO of GNDI from 2014 to February 2022, and since then, held the position of Co-CEO of Hapvida NotreDame Intermédica group, until 21/Jan/2023. He has worked as CEO of A.C. Camargo Cancer Center, and previously in leadership positions at Medial Saúde, Banco Santander and Citibank.

**Michel David Freund** - Graduated in Commercial Engineering from Solvay Business School in Brussels, Belgium. He held the position of GNDI board member from 2018 to February 2022. He has worked as a partner at Bain Capital, as a senior member of the operations team at CVC Capital Partners, and as an associate at McKinsey & Company.

**Geraldo Luciano Mattos Júnior** - Graduated in Business Administration from UECE and in Law from the University of Fortaleza, with a Master degree in Business Administration from UFRJ. He has been a Hapvida board member since March 2018. He has been a Portobello S.A. board member.

**Jorge Fontoura Pinheiro Koren de Lima** - Graduated in Medicine from the Federal University of Ceará. Studied "Advanced Management Program" in the University of Chicago Booth – School of Business. CEO of Hapvida since 2001. No positions held at other companies.

**Alberto Serrentino** - He is a consultant, advisor, author and speaker. Founder of Varese Retail, retail strategy and digital transformation boutique. He is the vice-president and member of the deliberative board of SBVC (Brazilian Society of Retailing and Consumption), and a member of innovation committees of several companies. He is a professor of the course of Retail MBA at USP and was a guest professor at Eaesp/FGV.

**Sylvia de Souza Leão Wanderley** - Graduated in Social Communication, with an Executive MBA in Administration at UFRJ, in addition to specialization courses at the Massachusetts Institute of Technology, London Business School and Fundação Dom Cabral. She has worked at Walmart Brasil, Grupo Pão de Açúcar and Carrefour, where she held positions of Vice President in the Marketing, Sales, Operations and Human Resources areas. She has worked as Vice President of Marketing and Innovation at BRF. She is currently a member of the Board of Directors of TOTVS, Raia Drogasil, Vivara, JSL and PETZ.

**Plínio Villares Musetti** - Graduated in civil engineering and business administration from Mackenzie University. He is a partner at Janos Holding, responsible for equity investments and has worked as project manager and financial director at Grupo Villares; CEO of Atlas Schindler Elevators; partner at JP Morgan Partners; CEO of Satipel Industrial from 2008 to 2009. He is currently an effective member of the Boards of Directors of Raia Drogasil, Adecoagro and Bresco.



## FISCAL COUNCIL

The Fiscal Council is a supervisory body independent of the Management and the Board of Directors that acts through fairness, transparency and accountability. It is composed of three effective members and their alternates, with a term of office of one year.

Carlos Roberto de Albuquerque Sá

Luiz Renato Novais

Adelino Dias Pinho

Sérgio Vicente Bicicchi

Armando Lima Caminha Filho

João Alberto da Silva Neto

## STATUTORY BOARD

Our Statutory Board is made up of three members elected by the Board of Directors for a unified two-year term. It is composed of four members, who meet regularly.

Jorge Fontoura Pinheiro Koren de Lima

Irlau Machado Filho

Alain Benvenuti

Mauricio Fernandes Teixeira

## ADVISORY COMMITTEES

The Advisory Committees, which support the Board of Directors' decision-making, involve top leadership and are the result of our continuous investment in improving management processes. In 2022, nine executive committees were established in our Company, which act in accordance with the legislation and policies established in the company.

Finance, Capital Markets and M&A Committee

Care Quality Committee

ESG Statutory Committee

Strategy, Marketing and Image Committee

IT Strategic Projects Committee

Statutory Compensation and People Committee

Integration Committee

Innovation, Transformation and Operational Excellence Committee

Statutory Audit, Risks, Internal Controls and Compliance Committee

## COMPENSATION POLICY

GRI 2-19 | 2-20 | 2-21

Compensation is determined by the Board of Directors after nomination by the Vice President of Human Resources and recommendation by the Compensation and People Committee. Based on research data, using market references in order to maintain adherent and attractive compensation practices, as well as comply with the practiced strategy. The compensation area participates from gathering information to approving the program.

Once approved, the Board of Directors distributes the compensation in a general amount to each of its members and to the Managers. Members of the Fiscal Council have a fixed, equal remuneration already approved at the meeting, in addition to the cost of travel expenses, as provided for by law.

*THE MANAGERS RECEIVE FIXED COMPENSATION, A BENEFITS PACKAGE AND VARIABLE COMPENSATION (PROFIT SHARING), LINKED TO ACHIEVING GOALS AND OBTAINING SHORT AND LONG-TERM RESULTS.*



LEARN MORE ABOUT OUR BOARD OF DIRECTORS, FISCAL COUNCIL AND STATUTORY BOARD AT:  
<https://ri.hapvida.com.br/en/corporate-governance/management/>

# Risk management

GRI 2-12 | 2-13 | 3-3

Hapvida NotreDame Intermédica has a Risk Management Policy in line with the best practices and recommendations of the Committee of Sponsoring Organizations of the Treadway Commission (COSO) and the requirements of ISO 31001 standard. Based on these guidelines, responsibilities are established for the management and mitigation of each prioritized risk, in the financial and non-financial areas. This management takes place through the application of identification, evaluation, prioritization, treatment and monitoring processes of the different risks existing in the business.

The Company's risk governance is the responsibility of the Board of Directors, the Statutory Audit, Risks,

Internal Controls and Compliance Committee (COAUD), the Statutory Executive Board (DIREX). The entire due diligence process carried out, including with our suppliers, is periodically reported to COAUD, which is the advisory committee of the Board of Directors.

In addition, all employees must comply with the Corporate Risk Management Policy. In this way, we are able to assess and handle the risks to which the Company is exposed, including the economic, social and environmental aspects of our operation, in addition to fostering a culture of risk prevention. Our risk management follows the Three Defense Lines concept.

To ensure the standardization and corporate language of risks, the Company identified the following categories:

- **Compliance Risk:** subject to any reputational or regulatory legal sanctions, or financial loss that the Company may suffer as a result of its failure to comply with applicable laws and regulations;
- **Strategic Risk:** those associated with the implementation of a wrong, inappropriate or ineffective strategy that prevents, delays or distorts the achievement of the Company's objectives;

• **Financial Risk:** those associated with the ineffective management and control of the Company's financial resources or those that directly impact these assets, and;

• **Operational/Assistance Risk:** those arising from failures, deficiencies, inefficiencies or inadequacy of processes, people and systems.

In 2022, we started implementing a Governance, Risks and Compliance (GRC) management tool, which will bring operational efficiency and strategic gains in the execution of daily activities, in addition to the possibility of monitoring risks indicators (KRIs), automating repetitive tasks and better monitoring of the Company's corporate risks and risk events.

## THREE LINES

# 1

**EMPLOYEES AND MANAGERS IN THE BUSINESS AND SUPPORT AREAS: RESPONSIBLE FOR IDENTIFYING AND MANAGING EVERYDAY RISKS**

# 2

**RISK; COMPLIANCE; INTERNAL CONTROLS; QUALITY AND OTHER ASSISTANCE AREAS: MONITORING AND EXPERTISE**

# 3

**INTERNAL AUDIT: INDEPENDENT AND OBJECTIVE ASSESSMENT**

# Corporate ethics and integrity

GRI 2-15 | 2-16 | 2-23 | 2-24 | 2-25 | 2-26 | 3-3 | 205-2 | 205-3

We value ethics and transparency in our business and ensure undisputed integrity in our value chain. We conduct our business and relationships with various stakeholders, guided by the principles of our Code of Ethics and Conduct and Compliance policies, which guide the actions of our managers, employees and third parties. The guidelines for carrying out due diligence in our operations are formalized in specific policies that define the form, responsibility and authority for approving operations that pose possible risks. The independence of the Compliance area is guaranteed by

the structure and reporting line directly to the Audit, Risks, Internal Controls and Compliance Committee (COAUD), made up of independent members.

Hapvida Notredame Intermédica's Code of Ethics and Conduct is based on five guiding pillars:

- Assistance and technical quality;
- Welcoming people;
- Innovation in solutions;
- Cost efficiency; and
- Team collaboration.



UN GLOBAL COMPACT

THE COMPANY IS A SIGNATORY TO THE **UNITED NATIONS GLOBAL COMPACT**. WE ENGAGE IN INITIATIVES OF TRANSPARENCY, ETHICAL CONDUCT, RESPECT FOR HUMAN RIGHTS AND REPUDIATE ANY TYPE OF DISCRIMINATION.



LEARN MORE ABOUT OUR CODE OF ETHICS AND CONDUCT IN OUR SITE:  
<https://ri.hapvida.com.br/en/corporate-governance/bylaws-and-corporate-policies/>

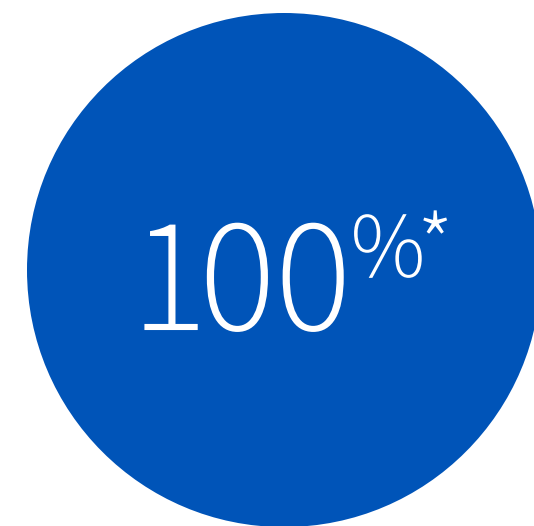
The Code of Ethics and Conduct addresses issues that may characterize a conflict of interests and presents rules and principles of behavior to be adopted by all stakeholders of Hapvida NotreDame Intermédica. We recommend that all employees inform their leaders about any conflicts of interest and renew the report whenever there is a change in their situation. For our managers, we

recommend reporting the conflict situation in advance, as well as refraining from decisions related to the topic.

In 2022, no cases of corruption were registered, which we consider a reflection of our efforts to be a solid and transparent Company.

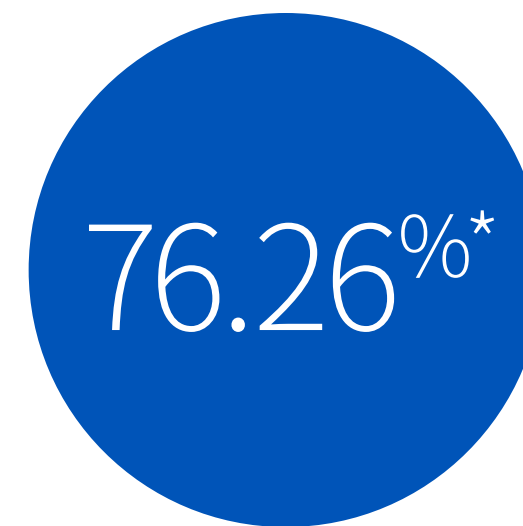
Employee awareness on the topic is carried out in an ongoing basis, covering 100% of employees, through internal communication actions related to the topic. Due to the business combination occurring between Hapvida and NotreDame Intermédica over 2022, it was not possible to individualize and specify the volume by functional category.

For the next cycle, the company will report this information. We also applied the conflict of interest form, with the aim of reinforcing the guidelines of the Code and our policies. Our suppliers receive guidance through the Compliance Program, and in 2022, more than 5,000 partners and suppliers were notified about ethical and anti-corruption guidelines.



**OF OUR EMPLOYEES WERE INFORMED ABOUT ANTI-CORRUPTION POLICIES AND PRACTICES.**

*\* Regarding training in anti-corruption practices, we trained a total of 5,286 employees.*



**FROM OUR PARTNERS AND SUPPLIERS WERE INFORMED ABOUT ETHICAL AND ANTI-CORRUPTION GUIDELINES.**

*\*5,937 of the total 7,785 suppliers.*

**COMPLIANCE PROGRAM**

*OBJECTIVE OF PROVIDING IMPROVEMENTS IN CORPORATE GOVERNANCE LEVELS; PROVIDE GREATER SECURITY FOR STRATEGIC DECISION-MAKING; IDENTIFY POTENTIAL FRAUD; IMPROVE REPUTATION IN THE MARKET AND REDUCE EXPOSURE TO CORRUPTION RISKS.*



- COMPETITION POLICY;
- MONEY LAUNDERING PREVENTION POLICY;
- POLICY FOR SPONSORSHIPS, DONATIONS, VOLUNTARY CONTRIBUTIONS AND SOCIAL INCENTIVE;
- INTEGRITY SYSTEM;
- CODE OF CONDUCT AND ETHICS;
- RISK MANAGEMENT POLICY;
- THIRD-PARTY INTEGRITY ASSESSMENT POLICY
- ANTI-CORRUPTION AND ANTI-BRIBERY POLICY.

*\*Validated by the Audit, Risks, Internal Controls and Compliance Committee and approved by the Board of Directors.*

## WHISTLEBLOWING CHANNEL

GRI 2-26 | 406-1

The Ethics Channel is our tool for receiving complaints about acts of corruption, fraud or other types of behavior that are in disagreement with our policies, Code of Conduct and the Brazilian legislation. The channel operates under outsourced management, which ensures secrecy and impartiality, and is available in Portuguese and English. All employees and third parties who want to make complaints or reports can use the channel.

The consolidation of the Compliance area in the post-merger process had a positive impact on the restructuring of the Reporting Channel. The best practices adopted in each vertical were absorbed, providing greater robustness and quality to the investigations carried out. There was standardization and improvement of operational and strategic flows, review of standard responses or automatic messages from the channel, in addition to conceptual and technical leveling.



### HOW TO ACCESS THE CHANNEL?

#### SITE:

[WWW.CANALDEDENUNCIA.COM.BR/GNDI](http://WWW.CANALDEDENUNCIA.COM.BR/GNDI)

[WWW.CANALDEDENUNCIA.COM.BR/HAPVIDA](http://WWW.CANALDEDENUNCIA.COM.BR/HAPVIDA)

#### VOICE:

0800 025 8856 / 0800 591 5126

#### EMAIL:

[GNDI@CANALDEDENUNCIA.COM.BR](mailto:GNDI@CANALDEDENUNCIA.COM.BR)

*\* We have two corporate email boxes that are qualified to receive this type of demand (compliance@intermedica.com.br and integridade@hapvida.com.br), managed by the Compliance area.*

In 2022, the Company and its employees were not subject to lawsuits related to the matter. Through the Ethics Channel, we investigate possible cases of discrimination in the Company, and in the last year, there were 89 complaints received from internal and external audiences. Among these reports, 64% were dismissed, while 6% were finalized with the effectiveness of the action plan, 2% have an ongoing action plan and 28% are still in the analysis process.



### INVESTIGATION

**COMPLAINTS ARE INVESTIGATED BY TRAINED PROFESSIONALS FROM THE COMPLIANCE TEAM, AND DEPENDING ON THE TYPE OF REPORT/DEGREE OF RISK, INTERNAL PROCEDURES ARE INITIATED TO UNFOLD THE REPORT.**



# Data privacy and cybersecurity

GRI 3-3 | 418-1

Since 2020, we have been working to comply with the General Personal Data Protection Law (LGPD), in order to further strengthen the protection of personal information and sensitive data. The Company has a Data Protection and Privacy area, which works in line with a multidisciplinary committee, including key areas such as Information Security, Data Governance, Cybersecurity, Risks and Internal Controls, Internal Audit and Compliance, Legal and Human Resources.

Privacy & Data Protection management coordinates various workshops with executives and leaders. In order to prevent and mitigate risks related to the topic, the Company's Privacy Program has established processes, policies and procedures, such as:

- EXTERNAL PRIVACY POLICY
- INTERNAL PRIVACY POLICY
- INFORMATION SECURITY POLICY
- DATA GOVERNANCE POLICY

In order to monitor the effectiveness of the Privacy Program, an annual plan was instituted, as well as strategic goals agreed with the executive committees. Our internal processes provide for measures to be taken in the event of leakage of personal data from beneficiaries or employees, including investigating the causes of the incident and defining action plans to prevent further occurrences. In 2022, we registered a complaint from a regulatory agency, which after appeal, the process was dispatched by the regulator (ANPD) and filed. We have not identified leaks, thefts or losses of personal data generating notification to the holders or regulatory agency and we are not involved in any lawsuit, assessment or other type of penalty related to data security and privacy.

*ONE OF THE EVOLUTIONS OF THE LAST YEAR WAS THE INTEGRATION OF DATA PROTECTION MECHANISMS IN OUR OPERATIONAL AREAS, AND ALTHOUGH WE ARE IN THE PROCESS OF CAPTURING SYNERGIES, WE HAVE MADE PROGRESS IN EMPLOYEES AWARENESS THROUGH A NEW AWARENESS PROGRAM. THE PRIVACY CHAMPION PROGRAM CONSISTS OF WORKING TOWARDS RAISING AWARENESS AND ACCULTURATION IN PERSONAL DATA PROTECTION AND PRIVACY THROUGH THE SELECTION OF SUPPORT AGENTS AMONG THE COMPANY'S OWN EMPLOYEES.*



## PRIVACY CHAMPION

*PRIVACY CHAMPION IS THE SPOKESPERSON FOR CORPORATE COMMUNICATION AND DISCLOSURE IN THE UNITS OF THE VERTICAL HAPVIDA NOTREDAME INTERMÉDICA IN RELATION TO DATA PROTECTION AND PRIVACY. THE ATTRIBUTIONS OF THE PROGRAM ARE:*

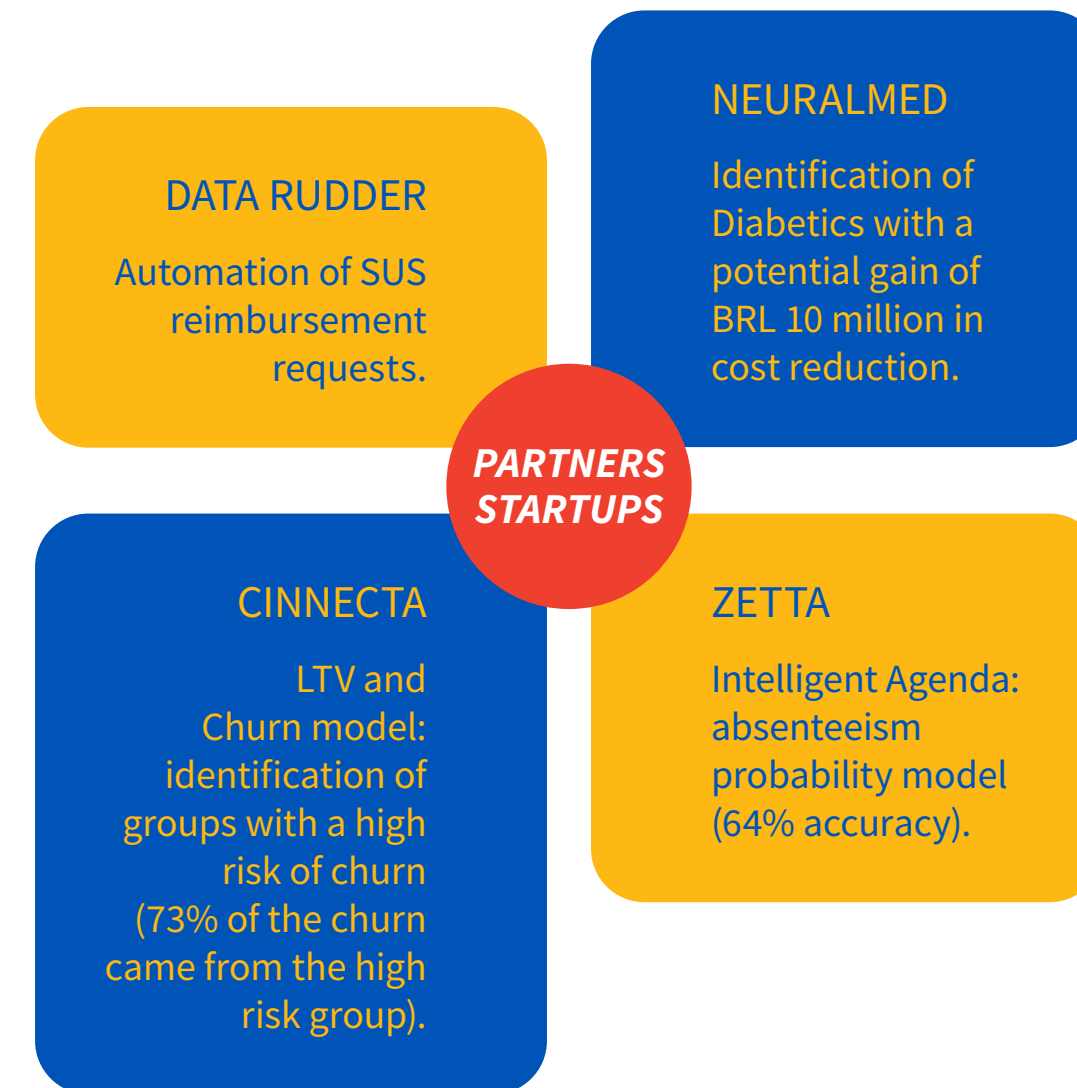
- *Help in the dissemination of corporate messages, reverberating the corporate position in the internal environment in relation to Data Protection and Privacy;*
- *Participate in the activities proposed by the privacy teams;*
- *Strengthen the dissemination of Data Protection and Privacy channels, rules and policies within the unit of action.*

# Innovation and research

GRI 2-6 | 3-3 | 203-2

The emergence of technological tools and digitalization provide advances and benefits for the entire value chain of the healthcare segment. Disruptive changes are taking place in our sector and we are aware that a successful corporate history does not guarantee the future. As leaders in healthcare, we believe innovation can promote people's health, improve the quality of care and increase accessibility for our current and future customers, our main stakeholders.

In 2022, in addition to investments in telemedicine, the Company's innovation focal points were clinical studies, preventive medicine and the use of artificial intelligence to optimize processes. In addition, we invest in new partnerships with startups. The Explora Innovation program raised five strategic challenges for the company, promoting connection with startup solutions through pilot projects, fostering Hapvida NotreDame Intermédica's relationship with the startup and innovation ecosystem. These pilot projects have already been put into practice and the Company is preparing to launch the second cycle of this program in 2023.



The Innovation Committee is responsible for leading the best practices in the segment and creating possibilities for the Company to always meet its beneficiaries' needs. In 2022, we concluded the first cycle of intrapreneurship, with the capture of internal insights through the Valuing Ideas and Living the Entrepreneurship (VIVE) Program, which impacted more than 2,000 employees by stimulating creativity with the training of innovation ambassadors.

## HIGHLIGHTS IN INNOVATION

**TOP 10 AWARD** in the health services category of the ranking organized by 100 Open Startups\*

\* largest open innovation platform in Latin America.

### DESTINY BREAST PROJECT, IN PARTNERSHIP WITH ASTRAZENECA.

We also participated in the Destiny Breast 6 and Destiny Breast 11 studies and we already have three patients recruited in the Destiny Breast study, being the first in Brazil to recruit patients.

We performed the **CONTINUOUS MAPPING OF STUDIES AND SCIENTIFIC PUBLICATIONS** carried out by the Company. Soon we will implement our Institutional Repository.

In the last year, we have advanced clinical studies and medical research. We formalized new programs, mainly in the development of continuing medical education, in addition to partnerships with laboratories and clinics. There are a total of 13 ongoing innovative projects. Among them, we emphasize a study sponsored by Astrazeneca for the treatment of breast cancer, Destiny Breast, whose main results were presented at the International Congress of Oncology. Furthermore, we were selected for a major obesity treatment clinical trial sponsored by Eli Lilly, which was featured at the International Congress of Endocrinology.

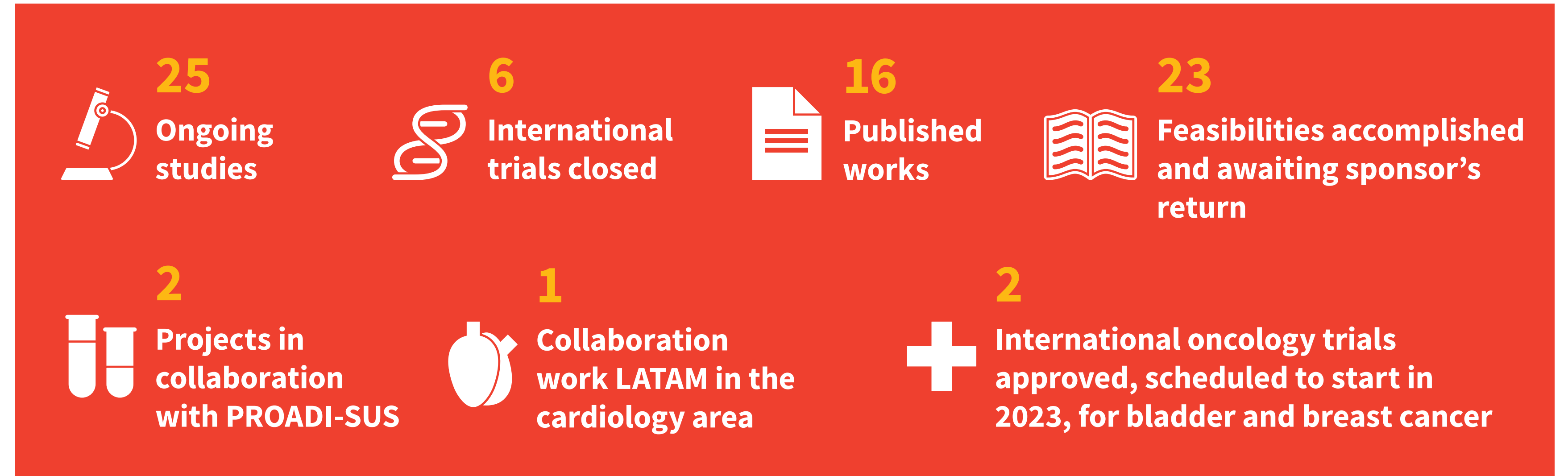
During the year, we invested in the scientific knowledge of our team and the medical community. We hold scientific events focused on innovations in various specialties, such as the First National Journey of Gynecology and Obstetrics; the First National Seminar on Prevention and Infectology; and the National Hapvida NotreDame Intermédica Discussion Symposium on Venous Thromboembolism and Pulmonary Thromboembolism. Hapvida NotreDame Intermédica has specialized programs in medical residency and continued education for medical teams. In 2022, it offered these programs for several specialties, including in partnership with the Medical Education Institute (IDOMED).

## HAPVIDA NOTREDAME INTERMÉDICA RESEARCH INSTITUTE

GRI 2-6 | 3-3 | 203-2

The Research Institute is a reference in the conduction of innovative clinical trials and was structured in order to boost scientific research capacity and the creation of solutions for healthcare access for the Brazilian population. The Institute's work is based on the development of new clinical trials and protocols for the creation of new medicines and technologies in the healthcare area. Evolution in clinical research is possible through partnerships with laboratories, the pharmaceutical industry and clinical staff, in addition to courses, symposiums and the production of scientific articles in health and technology by the Company's professionals.

The Institute enabled the development of 25 studies focusing on oncology, cardiology, infectology, nephrology, palliative care, endocrinology, fetal medicine and orthopedics. A total of 16 papers were published in conferences and journals. The Institute has eight ongoing international trials in oncology (with an innovative molecule for breast cancer), neurology, pulmonology, cardiology and endocrinology (with an innovative molecule for the treatment of obesity).



Currently, 39 patients participate in research in the area of oncology. We provide gold standard chemotherapy treatment and hundreds of patients have already been recruited for institutional studies such as the colon cancer screening study, breast cancer quality of life and pre-eclampsia screening. With the innovations provided by our clinical studies, we were recognized by Roche for patient recruitment and were among the finalists for the 2022 Best Partners award, sponsored by Aché.

## CLINICAL RESEARCH ETHICS

The Institute's research projects are evaluated by a transdisciplinary Research Ethics Committee (REC), made up of specialists from various areas and representatives of the population. More complex projects involving follow-up protocols in special areas, such as genetics and human reproduction, are submitted to the National Commission for Research Ethics (CONEP) before being started. This approval

is required for studies involving new equipment and procedures, indigenous population and biosafety, among other criteria. When developing researches, the Institute ensures the protection of volunteer patients' rights and the confidentiality of research subjects. The institution also follows the regulatory specifications of the REC and CONEP System, CNS Resolution 466 of 2012, Anvisa, ICH and other applicable requirements.






# Focus on **Social Impact**

# Our team

GRI 2-29 | 3-3 | 401 | 403 | 404

At Hapvida NotreDame Intermédica, we believe in the importance of strengthening an organizational culture with quality of life and well-being, capable of generating value for employees. Therefore, we carry out several initiatives that encourage a healthy, balanced and productive work environment. In our culture, we care for welcoming, professionalism and mutual respect in the construction of the work environment, in addition to prioritizing people's safety and health during activities and service to beneficiaries.

 **70,676**  
**Employees,**  
 41,684 in Hapvida vertical  
 and 28,992 in NDI.

 **40,429**  
**Outsourced,**  
 22,828 in Hapvida vertical\*  
 and 17,601 in NDI.

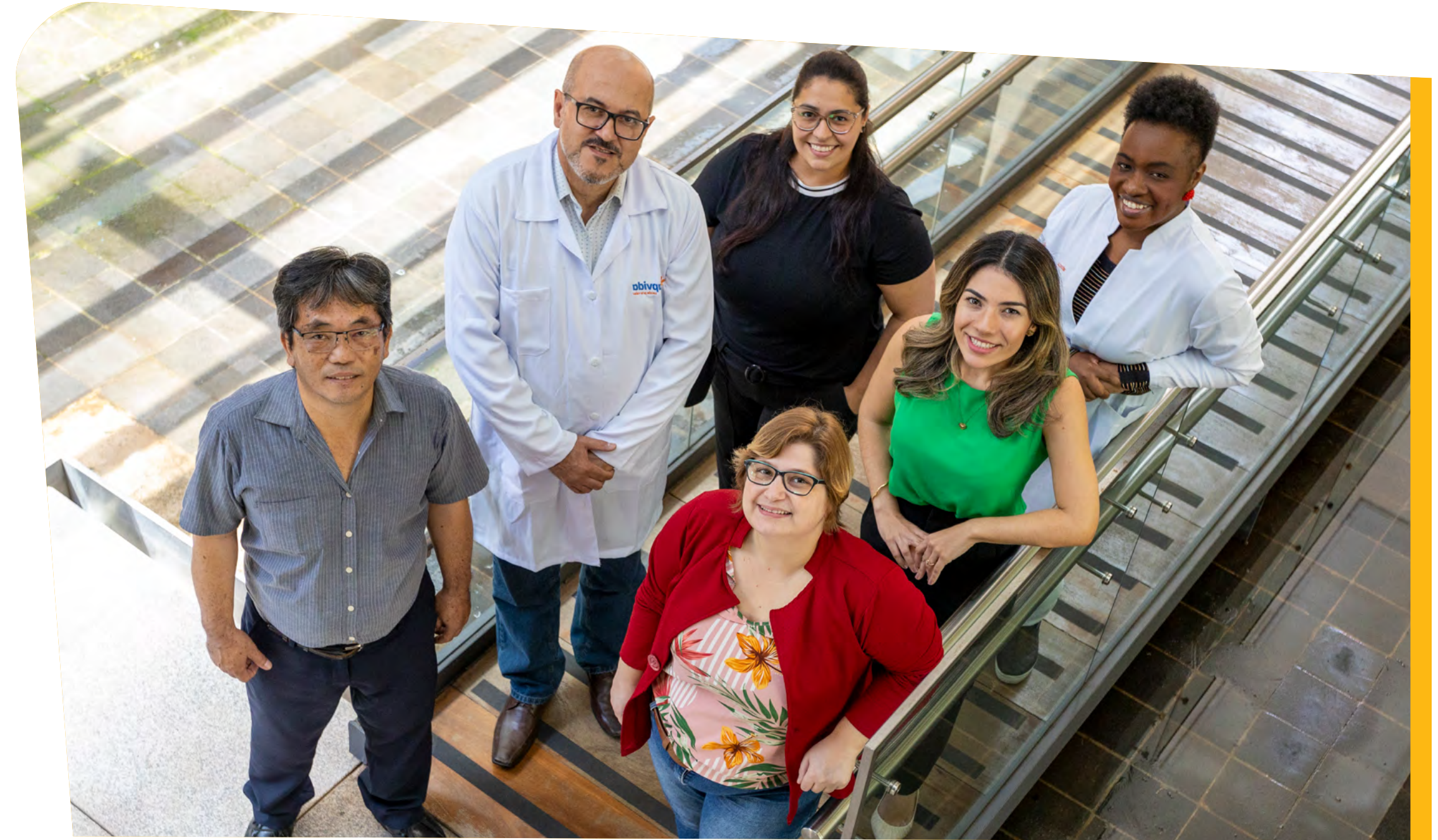
\*Hapvida did not consider areas of accreditation and medical bills.

## EMPLOYEES PROFILE

GRI 2-7 | 2-8

By the end of 2022, our team totaled more than 70,000 direct employees, who work in assisting beneficiaries in our own network and in the management of administrative processes. Throughout the year, there were 23,163 new hires. We have medical, concierge, security and hygiene companies, among other outsourced service providers, which total more than 40,000 people working in our units.

With a strong female representation in the Company, more than 70% of the staff is made up of women, most of whom perform activities in the technical and operational areas of our assistance units.



 **Hapvida** **NDI\***  
**12,745** **5,801**

 **28,939** **23,191**

\*NDI considered temporary employees in the calculation.

 Full-time **Hapvida** **NDI\***  
**40,119** **27,695**

 Part-time\*\* **1,565** **1,297**

\*NDI considered temporary employees in the calculation.  
 \*\* Employees working less than 180 hours.

## DIVERSITY AND INCLUSION

### GRI 3-3

In 2022, the Company intensified the Diversity, Equity and Inclusion journey. We believe that respecting individuality creates environments that are inclusive, creative, innovative and free of prejudice, harassment and discrimination, leading to the recruitment and consolidation of talent, the provision of more relevant services and improved relationships with our people, customers, society and other stakeholders.

For this reason, the Company's Code of Ethics and Conduct establishes non-discrimination as a basic element of the corporate culture. In this regard, prejudice of any nature - ethnicity, religion, gender, political preferences, age, social status, physical restrictions or any other personal characteristic - is not tolerated. In addition to the right choice to make, promoting a diverse and inclusive environment is a moral imperative that meets the ultimate premise of the Universal Declaration of Human Rights: "We are all born free and equal in dignity and rights".

In 2022, we unified the Diversity Census numbers for each vertical.

With the results, we developed initiatives to evolve in the theme and launched the Diversity, Equity and Inclusion Program. Linked to the program, we created our first Diversity public manifesto through an awareness video with our identity, made up exclusively by our employees. This movement included communication and awareness campaigns with sensitization on the subject through training, lectures and review of policies and guidelines on people management themes, guiding and directing minority groups.

With the unification of the Diversity, Equity and Inclusion Program, the Company strengthened a series of booklets, manuals and guides focused on important topics for the journey of evolution in diversity and human rights, which are made available to our employees and suppliers. Check out the documents' themes:

- Diversity & Inclusion Booklet;
- Harassment and Discrimination Prevention;
- The Subtle Racism Behind the Words;
- Domestic Violence Prevention;
- Open Doors for People with Disabilities;
- Inclusive Manager Guide;
- Homophobic expressions to delete from your vocabulary;
- PwD Guide;
- LGBTI+ Guide;
- Generations Guide;
- Racial Ethnic Guide.

*ENGAGED IN MOVEMENTS RELATED TO THE THEME OF HUMAN RIGHTS AND DIVERSITY, THE COMPANY HAS JOINED IMPORTANT VOLUNTARY COMMITMENTS, ALIGNED TO THE SUSTAINABLE DEVELOPMENT GOALS (SDGS), SUCH AS THE BUSINESS AND LGBTI+ RIGHTS FORUM, UN WOMEN, THE GLOBAL COMPACT, THE RACIAL FORUM OF SALVADOR, THE BUSINESS NETWORK FOR SOCIAL INCLUSION (REIS) AND THE BUSINESS COALITION TO END VIOLENCE AGAINST WOMEN AND GIRLS.*

## TRAINING

- *Prevention of Harassment and Discrimination;*
- *Unconscious Biases;*
- *6 Cs of Diversity;*
- *Inclusion of People with Disabilities;*
- *Limiting Beliefs;*
- *Diversity Pills;*
- *PDL – Leadership Development Program;*
- *Plural Voices Project;*
- *Introduction to LIBRAS.*

## LECTURES AND CONVERSATION CIRCLES

- *Equity and Diversity in Organizations;*
- *The 40+ from Invisibles to Protagonists;*
- *Proud to Be Who You Are;*
- *Capacitists in Deconstruction;*
- *Human Rights and Business: The Unavoidable Agenda of the 21<sup>st</sup> Century;*
- *Inclusion of Transgender People in the Labor Market;*
- *Women's Rights and Maria da Penha Law;*
- *Elimination of Racial Discrimination.*

With the intention of promoting greater engagement and assertiveness of diversity and inclusion actions, we maintain the Company's Affinity Groups in an integrated manner: Gender, LGBTI+, PwD, Ethnic-Racial and Generations.

Enrollment is open to employees, who meet in monthly meetings to discuss the themes that involve each group. In all, approximately 400 employees enrolled in the Affinity Groups. The strategy is to engage these employees to transform themselves and involve more people in diversity actions. In monthly meetings, the ideas are shared, discussed, and prioritized so that they can, after validation by the Diversity Governance, become concrete actions, so that in the future the decision-making will be more

inclusive, with zero disrespect for any human being, and always guided by corporate governance.

We remain engaged with each of the commitments we have adhered to, taking knowledge to our employees through our digital platforms (Academia Evoluir in the Hapvida vertical and Portal de Aprendizagem in the NotreDame Intermédica vertical), with training, videos, lectures and literacy guides.

We take great care and attention in caring for our people. Our team is made up mainly of women, and because of this, concerned with their well-being and the alarming numbers of domestic violence and femicide in our country, we launched a new Women's Channel.

We are committed to promoting diversity and inclusion in the workplace. Our goals are to build a workplace free of prejudice, discrimination, bullying, sexual harassment, disrespect, unfairness, or offensive conduct. Our mission is to create an environment where people feel safe and can express who they really are, with equal and fair opportunities. We encourage applications from all people who feel aligned with our diversity commitments, and we have updated our human resources policies to make affirmative action vacancies possible. We do not condone any discrimination in our selection processes. We developed training on Unconscious Biases to expand our performance in the face of the challenges of increasing the number of women in C-Level positions. We can see an increase in the number of women in vice-presidency positions as well as female representation on the company's Board of Directors.



### WOMEN'S CHANNEL

THE NEW PLATFORM WORKS **24 HOURS A DAY AND 7 DAYS A WEEK**, AND IS MADE UP EXCLUSIVELY OF WOMEN. OUR FEMALE EMPLOYEES RELY ON PSYCHOLOGISTS, SOCIAL WORKERS, LAWYERS AND DOCTORS TO PROVIDE ALL THE SUPPORT AND ASSISTANCE IN CASE OF **ANY TYPE OF DOMESTIC VIOLENCE**. ALL CASES ARE TREATED WITH TOTAL SECRECY, RESPECT AND GENEROSITY BY THE SPECIALIZED TEAM OF **FEMALE DEFENDERS PROJECT**.

## EMPLOYEE JOURNEY

GRI 2-29 | 3-3 | 404-1 | 404-2 | 404-3

We believe the evolution of our purpose is connected to the commitment and dedication of our team of employees, and we strive to find and retain the best talent. In 2022, a total of 23,163 people were hired in the Company, 13,213 in the Hapvida vertical and 9,950 in the NDI vertical, in addition to 3,514 internal movements.

See the employee’s journey at Hapvida NotreDame Intermédica:

Our job openings are disclosed on the Hapvida and NDI verticals portal, with clear definitions and criteria so that the candidate knows how to take the best opportunity. As of 2023, job openings will be disclosed centrally, through a unified Hapvida NotreDame Intermédica portal.

Throughout the recruitment and selection process, we follow our position and salary remuneration policies, making the evaluation criteria clear to the candidate and with a feedback for 100% of the processes.

One of the gateways for professionals is the internship program, which focuses on qualifying and training young talent. Our supervised internship programs are

aimed at undergraduate students in courses in the area, such as nursing, physiotherapy and nutrition, allowing students to experience the practice of the profession. In this project, we support psychology students at Autistic Spectrum Disorder (ASD) care clinics.

We have a People Committee responsible for following the employees trail and taking care of the people who are part of the Hapvida NotreDame Intermédica team. Based on this, we prepared an integrated communication plan, focused on the transparency of actions, with real-time monitoring.

Positions are disclosed by prioritizing internal employees, in order to create opportunities for

professional growth and talent retention. Job openings are announced internally, on the platform of each vertical, in a clear and objective way so that all professionals have access to information, avoiding favoritism in the work environment.

The Company has a process for identifying and developing people with the potential to assume strategic and leadership positions within the organization, guided by a succession policy that is in the validation process. Through the program, the performance of all employees will be evaluated in terms of behavior and task delivery, enabling the mapping of internal talents considered for succession.



## DEVELOPMENT AND TRAINING

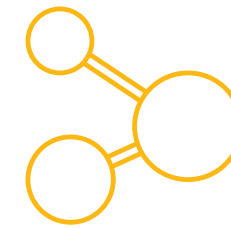
GRI 2-29 | 3-3 | 404-1 | 404-2 | 404-3

At Hapvida NotreDame Intermédica, we encourage a culture of protagonism and stimulate the ongoing evolution of professionals through courses and content available. With the interactive platforms Evolve Academy, from the Hapvida vertical, and Corporate University, from NDI, development programs are carried out to train the Company's employees.

The platforms have a career trail in which there are mandatory courses for employees of the assistance team and other specific training in other areas. For both the medical and the assistance teams, courses are offered with best care practices and protocols for patient safety, in addition to guidelines for medical specialties. In 2022, we captured synergies between the development processes of both verticals and are in the process of developing an integrated platform, the Learning Portal, expected to be launched in 2023.

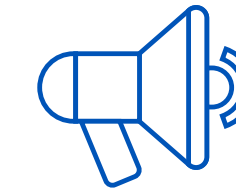
*THE COMMUNICATION AND MARKETING AREA PROMOTES THE ENGAGEMENT AND INTERACTION OF THESE TRAILS, SHARING NEWS AND PLATFORM DEVELOPMENT ACTIONS. WE MAKE THE INFORMATION AVAILABLE ON OUR "HR WITH YOU" PORTAL AND IN INTERACTIVE TOOLS, SUCH AS "IT HAPPENS HERE", "PLURAL VOICES" AND "HR ON".*

We constantly promote events with annual and monthly activities to keep our multidisciplinary team in an ongoing learning process. Our development programs are available to all CLT employees and registered medical staff. We also offer practical classes for training and improving assistance protocols. Check out some of our development programs:



### IT HAPPENS HERE

*Channel launched in 2022, with the aim of presenting subjects related to our Diversity and Inclusion Program, in addition to issues relevant to the company and commemorative dates for society, with a historical and cultural nature.*



### PLURAL VOICES

*It is a collaborative group that opens space for the employee to give opinions on the topics that are disclosed in "It happens here". It is very important for the Company that employees have this openness to manifest and share their insights and experiences.*



### HR ON

*Cycle of online and live lectures, coordinated by the Human Resources team, which aims to strengthen relationship with employees, promote engagement and disseminate knowledge. The lectures address current and relevant topics, always with the presence of expert guests to talk and clarify any doubts.*

## Hapvida vertical development programs



Average

**11h 35min**

training



Average

**06h 59min**

training



**Leadership Positions** had an average of

**09h**

training

### Evolve Academy:

It is divided into four schools: Corporate Technical Excellence School (for operational efficiency); Leadership School (to develop leaders); Welcoming and Patient Focus School (train, guide and develop professionals in the care area); Culture School (to disseminate the Company's culture).

### “Young Talents” Program:

It is one of the company's gateways, developed for integration of apprentices and/or interns into the corporate world through technical and behavioral training.

### “Hapvida Tech” Program:

Developed for the continuous training of technical skills and improvement of the necessary skills of professionals in the IT area. Its target audience is employees and third parties in the IT area. The program also extends to students from higher education institutions, contributing to the community.

## NDI vertical development programs



Average

**07h 57min**

training



Average

**07h 24min**

training



**Leadership Positions** had an average of

**08h 40min**

training

### Global Diversity and Inclusion Trail:

For all company employees, reinforcing the climate of equity and respect for our people.

### Assistance Area Program:

Special course for Nurse and Nursing Assistant/ Technical positions in specific units such as Hospitalization; Maternal-Child; SADT; Intensive care; Surgical; Ambulatory and Emergency. In addition to special trails on patient safety.

### Customer Service and Experience Trail:

For employees who serve our beneficiaries (directly or indirectly). Covering topics such as: Welcoming, Business vision, Empathy, Memorable experiences, New consumer, Customer Success, Service scripts, Importance of NPS (Net Promoter Score).

*ADDITIONALLY, THE COMPANY PROVIDES EXTERNAL TRAINING TO ITS EMPLOYEES, WITH THE AIM OF PROMOTING DEVELOPMENT IN THEIR AREAS OF EXPERTISE AND IMPROVING PROFESSIONAL PERFORMANCE. IN THE LAST YEAR, WE HELD THE EDUCATIONAL WEEK IN THE HAPVIDA VERTICAL, AIMING TO OFFER THE BEST KNOWLEDGE OPPORTUNITIES FOR EMPLOYEES, THROUGH EDUCATIONAL PARTNERSHIPS WITH NATIONAL AND INTERNATIONAL EDUCATIONAL INSTITUTIONS. DISCOUNTS ON COURSE FEES AND EVEN FULL SCHOLARSHIPS WERE OFFERED AT THIS EVENT.*

In the Leadership Development Program, continuous training is provided to update and improve knowledge about the healthcare business and its strategies, perspectives, and market trends. This ensures that the leadership always has up-to-date information for the continuous improvement of the business. We invest in the engagement of our leaders through forums and committees where strategic issues are aligned, as well as providing recurring opportunities for feedback. We understand that the individual development of each of our people is important for our business, and also important for the professional and his/her career.

The performance evaluation is a tool that provides the continuous improvement of our team, showing the effectiveness of individual performance and enabling the identification of development opportunities. With the help of this tool we maintain mapping of employees in the line of succession, as well as the identification of critical positions for the business.

In 2022, we started the process of integrating the performance evaluation tools and processes that until then had been carried out by the Hapvida and NDI verticals; therefore, the results obtained are independent. The managers who participated in the 2021 assessment cycle were able to continue with their individual development plans. In the NDI vertical, performance evaluations were carried out for professionals in tactical, technical and operational positions, in order to enable the continuity of movement processes in the company.

For the 2023 evaluation cycle, with the integrated cycle, the expectation is to evaluate all positions.

## VALUING PROFESSIONALS

GRI 401-2

With a focus on professionals' well-being and satisfaction, employees have benefits such as food vouchers, meal vouchers, transportation vouchers, daycare assistance, funeral assistance, assistance for disabled child, agreements with gyms, variable remuneration and group life insurance.





## HEALTH, SAFETY AND WELL-BEING

GRI 3-3 | 403-1 | 403-2 | 403-3 | 403-4 | 403-5 | 403-6 | 403-7 | 403-8

In order to manage employees' health and safety, we have structured and implemented the SOC. The SOC is a health and safety management software already implemented in the NDI vertical and in the process of being integrated into the Hapvida vertical, through which it is possible to centralize all risk prevention processes, communication, training, accident investigation and documentation related to the theme. The platform allows for sending and transmitting records to eSocial, the Federal Government portal, in line with the legislation.

We keep internal communication and consultation processes with our employees and service providers, through meetings of the Internal Accident Prevention Commissions (CIPAs) and direct communication channels with the occupational safety area.

### FIND OUT ABOUT OUR WORK IN OCCUPATIONAL SAFETY AND HEALTH\*



#### INSPECTIONS

monthly, monitored by indicators and with an action plan



#### EMERGENCY

simulations to validate the emergency plan



#### RADIOPROTECTION COMMITTEE

protection of employees exposed to physical risk of ionizing radiation



#### AUDITS

safety quarterly audits accompanied by an action plan

Through the Risk Management Program (PGR) and the Occupational Health Medical Control Program (PCMSO), which are reviewed on an annual basis, we consolidate the prioritization of risks to the health and safety of our employees.

Recurring dissemination and training actions are carried out focused on promoting a culture of health and safety. These trainings are carried out by employees through Evolve Academy (Hapvida) and NDI Corporate University. Third parties, on the other hand, undergo integration training in Occupational Safety and Health, and directly in training actions for firefighters, when applicable, carried out by SESMT. We require all outsourced service contractors to present updated PCMSO and Occupational Health Certificates (ASOs) for professionals working in our units.



#### TRAINING PERFORMED IN 2022:

- **BIOLOGICAL RISK PREVENTION TRAINING - NR 32;**
- **PREVENTION OF ACCIDENTS WITH SHARP OBJECTS;**
- **WORKER TRAINING NR -17;**
- **RECYCLING OF SAFETY IN ELECTRICITY INSTALLATIONS AND SERVICES - NR 10;**
- **WORK AT HEIGHT TRAINING - NR 35;**
- **PPE - PERSONAL PROTECTIVE EQUIPMENT TRAINING - NR 06.**

\* Refers to NDI vertical units.

## HEALTH PROMOTION

GRI 403-1 | 403-2 | 403-3 | 403-4 | 403-5 | 403-6

All the Company's direct employees are monitored by the occupational health services and can carry out specialized follow-ups for various illnesses, such as high blood pressure, diabetes, back pain, vascular diseases, psychiatric disorders, among others. Referral is made by the Occupational Health area when the problem is identified, through exams, or on demand. For those employees of NDI vertical who wish to undergo gynecological follow-up, the occupational health area performs referrals for Gynecological Cancer screening directly to the Company's own Hospitals and Clinical Centers. Employee personal information is protected in medical records, under the confidentiality and responsibility of the Company's occupational physicians, in accordance with the legislation.

We provide our direct employees with an agreement with gyms and physical activity centers, offering a discount on joining programs for these activities (Gympass). In the NDI vertical, pregnant women

are monitored by the Mother Owl Program, which offers specialized obstetric follow-up throughout the gestation period until the first pediatric consultation, in addition to receiving a maternity kit with supplies for the baby. In 2022, there were 202 pregnant women monitored by the program.

Since the beginning of the Covid-19 pandemic, in order to reduce the burning out of care teams, the NDI vertical has offered its employees emotional support initiatives.

Through the Service Desk (direct channel with SESMT in the Hapvida vertical) and the "Your Space" channel (NDI vertical), employees can freely express their insights about the occupational health service and send suggestions, complaints and doubts.

### FIND OUT SOME OF OUR HEALTH AND SAFETY SUPPORT PROGRAMS:



**EPIDEMIOLOGICAL PROFILE**



**PREGNANT EMPLOYEE FOLLOW-UP PROGRAM\***



**FOLLOW-UP OF PATIENTS WITH CHRONIC DISEASES**



**COLOR CAMPAIGNS IN DISEASE PREVENTION MONTHS**



**FOLLOW-UP OF MEDICAL CERTIFICATES AND SOCIAL SECURITY LEAVES**



**HEALTH MAINTENANCE CAMPAIGNS**

\* Refers to NDI vertical units.

## RISK MANAGEMENT AND ACCIDENT INVESTIGATION

GRI 403-1 | 403-2 | 403-4 | 403-5 | 403-8 | 403-9

The Company's SESMT carries out a work focused on identifying the health and safety risks of activities through internal audits, preparation of risk inventory and structuring of the Risk Management Program (PGR). Using the PGR as a tool, the Health and Safety area defines the probability and severity of risks, in order to plan and carry out risk reduction, mitigation and elimination actions. In all, 100% of the Company's employees are covered by the occupational safety and health system.

Our SESMT team has a routine for monitoring occupational risks and directs rigorous actions to control and mitigate risks, maintaining safety in operations. To this end, the team is supported by the CIPA, which carries out a survey of physical, chemical, biological and mechanical agents, in addition to providing support in periodic inspections. Occupational health is monitored, critically evaluating working conditions and ergonomics, with the support of the SESMT team, mainly by occupational physicians and nurses. All information collected by the SESMT is analyzed and stratified, respecting information security and privacy criteria, and can only be used by the healthcare team. In 2022,

no notifiable occupational diseases were identified, reflecting the types of activities carried out in the Company's operations and the efforts and initiatives of the SESMT team to minimize health problems risks.

Our effective protection and prevention measures aim to reduce the possibility of accidents occurring. In 2022, 900 work-related injuries were registered, with one fatality recorded as a result of a work-related accident in the Hapvida vertical. In all cases of accidents with or without lost time, the Company assessed the causes and consequences in order to minimize the risk of recurrence. Accidents are investigated using standardized forms, with an assessment of the incident location and interviews with the injured employee, his/her manager and any witnesses. Based on this analysis, action plans are proposed, such as reviewing procedures, providing guidance to those involved or even reformulating communication and training initiatives. The main causes of accidents with employees and third parties at our units are due to interaction with sharp objects (such as needles), and mainly exposure to biological agents.

### Work accidents

GRI 403-9

Work accidents involving company employees*	NotreDame Intermédica
Number of worked hours	34,620,589.88
Number of recorded work-related injuries (including fatalities)	710
Rate of notifiable** work-related accidents reported (including fatalities)	20.51

\* The Hapvida vertical is currently being structured to report indicator 403-9 in the next cycle.

\*\* All accidents, with or without time off work, are considered in the calculation. All units from NDI vertical were taken into account, with the total number of employees covered by SESMT. For the calculation of rate, a base of 1,000,000 working hours was considered.

Work accidents with outsourced workers	NotreDame Intermédica*
Number of worked hours	338,575.21
Number of recorded work-related injuries (including fatalities)	54
Rate of recorded work-related injuries	256.11

\* Note: For the NDI vertical, 5,498 third parties working in all its units were considered. 3. To calculate the indexes, the base of 1,000,000 hours worked was considered.

# Human rights and social responsibility

GRI 3-3 | 408-1 | 409-1

In order to continuously strengthen a culture aligned with ethical principles and respect for human rights, our Code of Conduct is made available to all direct employees, outsourced workers and suppliers. Internal communication campaigns and training are carried out in an ongoing basis with the purpose of reinforcing the values and principles governing the business. In the trainings, we provide content that encourages reflection and promotes the appreciation of respect in relationships across the Company's various audiences.



## SOCIAL RESPONSIBILITY

GRI 2-28 | 3-3 | 203-1

With the merger of the verticals, we are restructuring the social responsibility area and redefining the way this theme is managed with new perspectives from 2023 onwards.

Last year, the NDI vertical invested BRL 400,000 in projects focused on food, health and the environment. Check it out:

**Compost for community gardens** – Since 2020, we have made monthly fertilizer donations to the Community Gardens Project of NGO Hunger-Free Cities, improving the cultivation of 42 types of vegetables. The material comes from composting the remains of organic food discarded in cafeterias at NDI units. With the 70 tons of fertilizer donated in 2022, the following were met: 19 public schools with an area of 5,700 square meters, benefiting 15,000 students; and four urban gardens with an area of 17,000 square meters, benefiting 156 families directly and indirectly.

**Hortotherapy** - At Salvalus Hospital, NDI vertical, a hortotherapy project was developed to provide a therapeutic moment for long-stay patients. The fertilizer used in the garden comes from the composting process of organic waste from the hospitals of the NDI vertical. Moreover, the inputs are directed to the consumption of employees and patients.

**Social projects** – In 2022, NDI entered into two unprecedented partnerships with the Adolescent and Child Cancer Support Group (GRAACC) and with Jô Clemente Institute (former Special Needs Parents and Friends Association - APAE). We joined GRAAC's "Adopt a Patient" Program, with the proposal to help with the costs of oncological and therapeutic treatment for a dozen children and adolescents. At Jô Clemente Institute, in turn, we sponsor more than 70 children aged up to six years, guaranteeing access to stimulation and habilitation therapies. Supporting the serious work of these renowned Institutions is giving back to society everything we have achieved as a Company.

In 2022, Hapvida NotreDame Intermédica launched the One Program in partnership with Oracle Next Education, to promote a free professional training course with social inclusion in information technology.

The program resulted from a partnership between the IT and Talent Acquisition areas, with the social objective of training and connecting young people with the job market through partner companies. The course is online and preferably intended for Black people, 50+, LGBTQIAPN+ and people with disabilities.

Following the principles of ethics and transparency, we maintain relationships with the public sector and industry associations, with the aim of contributing to the advancement of important matters in the healthcare segment and sustainability. Check out the associations we participate in:

- **Brazilian Business Council for Sustainable Development (CEBDS);**
- **ABRAMGE;**
- **FENASAÚDE (NDI vertical only);**
- **Global Compact;**
- **LIDE Gold;**
- **Esfera Group;**
- **Voto Group.**

# Supply chain management

GRI 3-3 | 2-29 | 204-1 | 408-1 | 409-1

Last year, with the merger of the companies Hapvida and NotreDame Intermédica, the synergy among processes was crucial to structure the supply area of the unified Company. The integration took place quickly, while some internal systems are still being unified, with expected completion in the first semester of 2024.

2022 was a year marked by an adverse world macroeconomic scenario, which required the strengthening of our planning for purchasing and distributing materials to the units in order to guarantee inventories continuity and customer service quality. With the restructuring and unification of the purchasing area, we improved negotiations and gained agility in contracting processes, while reducing the waiting time between making a purchase decision and the arrival of inputs.

We have implemented a new supplier approval model, previously developed by the NDI vertical. Through the Code of Ethics and Conduct, suppliers are requested to submit supporting documentation

of compliance with legal and regulatory requirements during homologation, such as clearance certificates for tax and labor debts; Risk Management Program (PGR); Occupational Health Medical Control Program (PCMSO); licenses and permits, among others. The records are critically analyzed by the purchasing area and any non-compliances identified may lead to the rejection of the supplier or the recommendation of improvement plans.

The Third-Party Integrity Analysis process was standardized by the Compliance area through due diligence. In the NDI vertical, we carried out due diligence on 1,550 suppliers, while in the Hapvida vertical, the process was carried out for 850 contracted physicians, brokers and internal executives. When factors leading to classifying the risk of the relationship with that partner as “high” are identified, hiring is conditioned to evaluation and approval by the Audit, Risks and Compliance Committee or by the Board of Directors. In 2022, no high-risk operations or risks of slave labor and child labor were identified.



## Hapvida vertical supplier profile

**4,589**

**Direct Suppliers**

**1,569**

**Indirect Suppliers**



**BRL 1.58 billion spent on suppliers**



## NDI vertical supplier profile

**995**

**Direct Suppliers**

**1,453**

**Indirect Suppliers**



**BRL 1.60 billion spent on suppliers**

## SUPPLY CHAIN PROFILE

### GRI 204-1

The main services we contract are maintenance, hygiene and cleaning of the units, waste collection, laundry, surveillance, concierge and other activities that ensure an excellent and humanized service to our customers. Regarding inputs, there is a wide variety of materials, mainly products supplied by the pharmaceutical industry and hospital material manufacturers. We contract service providers specialized in equipment maintenance and contractors or service providers for works and building maintenance.

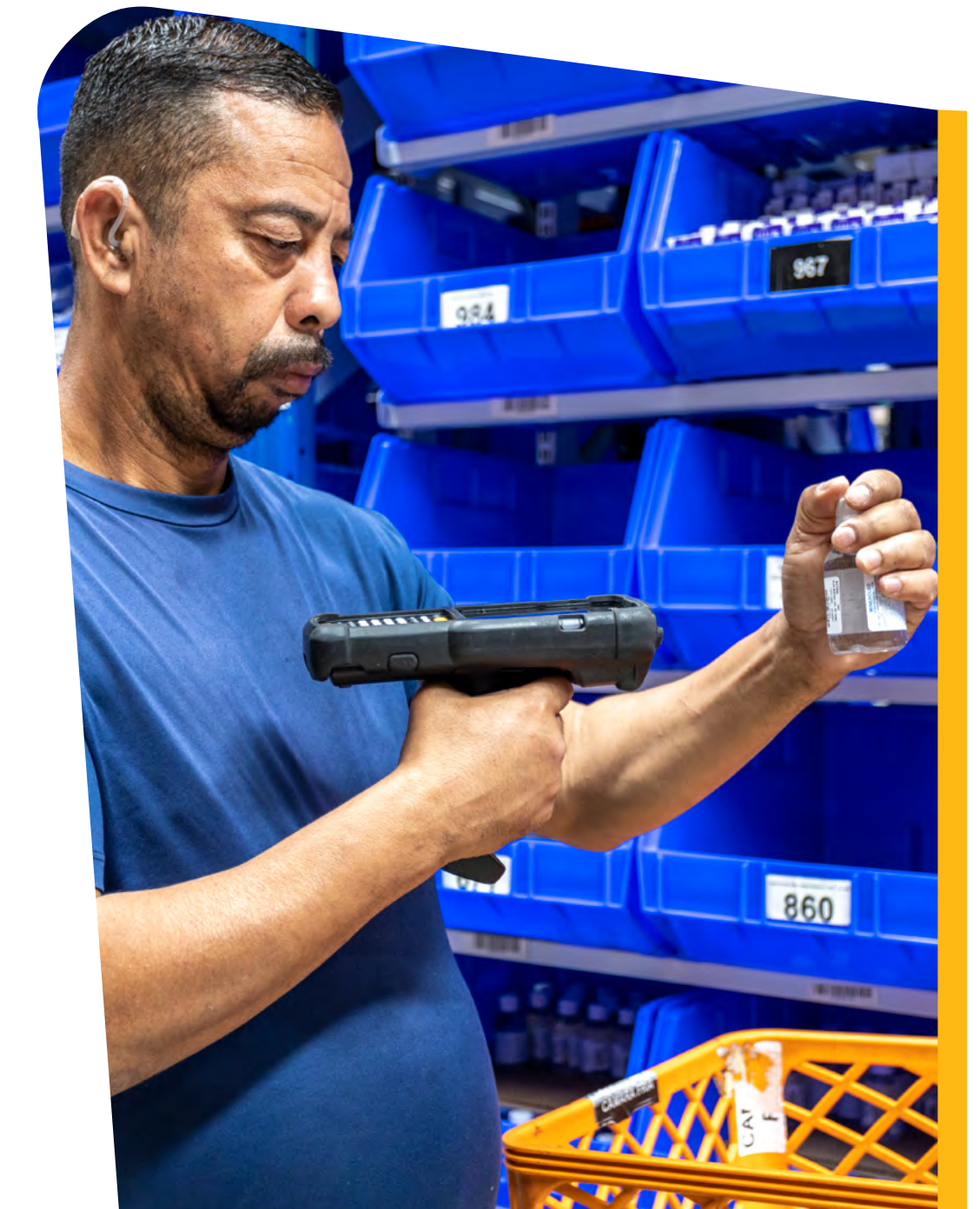
Most of our suppliers are medium and large-sized companies located in Brazil, accounting for 99% of local suppliers. Corporate hiring is centralized in the Purchasing area and, last year, 8,606 suppliers were hired, accounting for a total BRL 3.18 billion expenditure.

### PROFILE OF HAPVIDA VERTICAL SUPPLIERS

Region	Suppliers	%	BRL	%
Southeast	2,666	43.3%	676,303,158	42.7%
Northeast	2,129	34.6%	582,765,404	36.8%
Midwest	563	9.1%	141,729,124	9.0%
North	417	6.8%	62,374,909	3.9%
South	374	6.1%	111,801,423	7.1%
Abroad	9	0.1%	7,367,159	0.5%
<b>Total</b>	<b>6,158</b>		<b>1,582,341,177</b>	

### PROFILE OF NDI VERTICAL SUPPLIERS

Region	Suppliers	%	BRL	%
Southeast	2,267	92.6%	1,190,229,176	74.4%
South	103	4.2%	183,358,314	11.5%
Midwest	42	1.7%	198,418,072	12.4%
Northeast	30	1.2%	23,791,159	1.5%
North	6	0.2%	4,464,116	0.3%
<b>Total</b>	<b>2,448</b>		<b>1,600,260,837</b>	





# Commitment to the Environment

# Our environmental management

## GRI 3-3

We are signatories of the United Nations (UN) Global Compact and intend to evolve to make our management increasingly efficient on this front.

We seek to adopt the best practices for environmental management, with strategies that should evolve in the coming years. We dedicate special attention to themes such as: climate change, use of renewable energy, waste management, among others.



In 2022, we unified the Climate Change Policy, the Sustainability Policy and the Environmental Policy, covering all Hapvida NotreDame Intermédica units.

We are very pleased to highlight that Salvalus Hospital and Maternity, located in Sao Paulo, was granted the Leadership in Energy and Environmental Design (LEED) certificate, v4.1 O+M:EB Gold level, being the first hospital in the country to receive this certification. The LEED seal is authenticated by an international certification and environmental guidance system for buildings used in more than 160 countries, focused on reducing water and energy consumption, waste generation, availability of alternative transport and user comfort. This important certification confirms our commitment to sustainable actions that generate value for the Company and the society.

In the last year, we assigned some specifications for the Company's projects and works, structuring the use of engineering materials and solutions with a focus on sustainability, such as the use of resources to reduce energy and water consumption, in addition to equipment automation.

## SUSTAINABLE ADVANCES IN OUR PROJECTS AND WORKS



**100% OF LIGHTING PROJECTS WITH LED LAMPS**



**USE OF 407 C GAS (LESS POLLUTING) IN OUR AIR CONDITIONING SYSTEMS**



**USE OF CERTIFIED WOOD**



**INSTALLATION OF MECHANICAL SYSTEMS WITH VARIABLE FREQUENCY DRIVES (PUMPS, PISTON)**



**HYDRAULIC DEVICES WITH FLOW REDUCERS**



**IMPLEMENTATION OF BUILDING AUTOMATION SYSTEMS TO REDUCE ENERGY CONSUMPTION\***

*\*Only at the units: Sao Paulo and Recife Operational Technical Centers, Hospital Guarulhos and Sao Paulo Administrative Headquarters.*



# Climate strategy

GRI 3-3 | 305-1 | 305-2 | 305-3 | 305-4

Climate change and global warming have promoted constant discussions in all sectors of the economy in recent years. At Hapvida NotreDama Intermédica, we are committed to combating climate change and transitioning to a low-carbon economy. Through corporate actions and the use of new technologies, we seek to optimize operational efficiency, as well as reduce greenhouse gas (GHG) emissions.

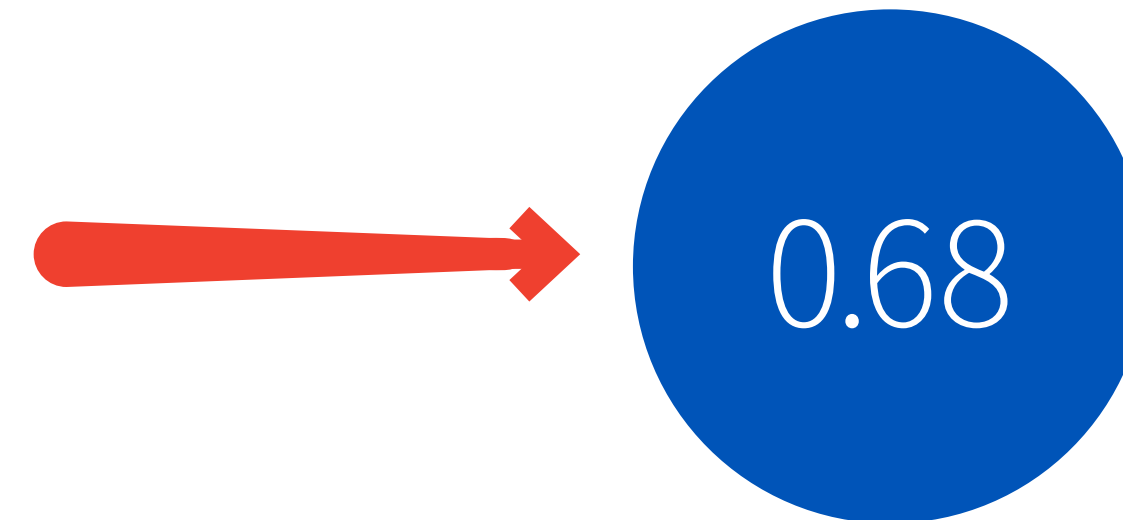
Governance of this theme encompasses the managing body and the Board of Directors. Additionally, we have an ESG Statutory Committee, which meets quarterly and advises senior management on the strategic definition of matters under its competence, including those related to climate change. NDI vertical has already carried out a study of climate risks and opportunities considering the time horizons of 2030 and 2050. Within the scope, we evaluated the main physical risks associated with global warming and the effects of climate change on the increased demand for healthcare services. Similarly, the Company will expand this study to the other units, which were not included in this analysis carried out in 2021.

In order to be able to identify the impact of emissions on our operations, we prepared a greenhouse gas (GHG) emissions inventory, in accordance with the GHG Protocol methodology. In 2022, the scope of the greenhouse gas inventory included all units of the NDI vertical and the Rescue Operation of the Hapvida vertical.

## EMISSION INTENSITY RATE (tCO<sub>2</sub>/BRL MILLION)\*

Total scope 1 and 2: **16,560.27 tCO<sub>2</sub>**  
Operating revenue: **BRL 24,289 million**

## TOTAL SCOPE 1 AND 2 EMISSIONS / OPERATING REVENUE (tCO<sub>2</sub>/BRL MILLION)



\* Includes all units of the NDI vertical and the Rescue operation of the Hapvida vertical.

## Greenhouse Gas Emissions

GRI 305-1 | 305-2 | 305-3

	2022* in tCO <sub>2</sub>
<b>Direct emissions (Scope 1)</b>	
Stationary combustion	1,591.98
Mobile combustion	2,147.27
Fugitive emissions	9,006.81
Gases included in the calculation	CO <sub>2</sub> , CH <sub>4</sub> , HFCs and N <sub>2</sub> O
<b>Total</b>	<b>12,746.06</b>
Biogenic CO <sub>2</sub> emissions	821.16
<b>Direct emissions (Scope 2)</b>	
From energy purchase	3,814.21
Gases included in the calculation	CO <sub>2</sub>
<b>Other emissions (Scope 3)</b>	
Waste generated in the process	6,381.22
Transport and distribution	496.73
Business travel	1,333.35
Gases included in the calculation	CO <sub>2</sub> , CH <sub>4</sub> and N <sub>2</sub> O
<b>Total</b>	<b>8,211.30</b>
Biogenic CO <sub>2</sub> emissions	670.88

\* It includes all NDI vertical units and the Rescue operation of the Hapvida vertical.

# Waste management

GRI 3-3 | 306-1 | 306-2 | 306-3 | 306-4 | 306-5

In the healthcare segment, waste generation is one of the main potential environmental impacts, which require attention, especially due to the generation of hazardous waste, which requires adequate treatment to guarantee the protection of workers, environmental preservation and public health.

Therefore, we structured our Healthcare Services Waste Management Manual, which is governed by current legislation. In order to raise awareness and train our employees, we carry out actions through Waste Commissions, such as training and awareness campaigns on the use of natural resources; monthly follow-up and monitoring of the volumes of waste generated; periodic inspections and audits at the units.

## Waste generation and disposal

GRI 306-3 | 306-4 | 306-5

Waste Generation	2022*
<b>Hazardous waste</b>	<b>Weight in tons</b>
Infectious	3,148.04
Chemical	369.0
Lamps	5.46
Batteries	1.73
Maintenance Hazardous waste	1.31
<b>Non-hazardous waste</b>	
Common	3,278.39
Recyclable	1,439.16
Organic	893.01
Electronic	6.07
Uniforms	1.44

\* Includes all NDI vertical units and the Hapvida vertical Rescue operation.

Waste Disposal	2022*
<b>Composting</b>	<b>Weight in tons</b>
Organic	893.01
<b>Recycling</b>	
Recyclable	1,439.16
Batteries	1.48
Electronic	6.07
<b>Pyrolysis</b>	
UPAC infectant	747.21
<b>Recovery</b>	
Uniforms	1.44
<b>Decontamination</b>	
Lamp (decontamination and mercury recovery)	5.46
<b>Co-processing</b>	
Maintenance Hazardous waste	1.31

\* Includes all NDI vertical units and the Hapvida vertical Rescue operation.

Waste Disposal for incineration and landfill	2022*
<b>Hazardous waste incineration</b>	<b>Weight in tons</b>
Chemical waste incinerated off-site	369.0
<b>Waste disposed of in off-site landfills</b>	
Infecting autoclave, batteries (hazardous)	2,371.05
Common waste (non-hazardous)	3,278.39

\* Includes all NDI vertical units and the Hapvida vertical Rescue operation.

The NDI vertical has projects based on sustainability and the reduction of waste generation. Check below:

**“Global Health” Project** - With a focus on the environment, we launched the “Saúde Global” project, in which it is possible to dispose of electronic waste, furniture and other unused items in a correct and sustainable manner. In addition to recycling, it is possible to donate this material. As of 2023, this project will be made available to all Hapvida vertical employees.

**Green It Program** - We managed to recycle 69 kg of mesh materials, in addition to preventing 35 kg of materials contaminated with heavy metals from being deposited in industrial landfills. Furthermore, this initiative made it possible to reduce the extraction of 6,555 kg of copper ore and reduce consumption by 660 kWh.

**“Papa cartão”** - Card recycling program (badges, beneficiary card, bank cards in general) for full reuse of material and transformation into new cards or new products with low environmental impact, such as clipboards, agendas and calendars. In 2022, 1,438.71 kg of cards were collected. Currently, the project has been implemented in five NDI units (Headquarters SP, Headquarters Minas Gerais, Hospital Salvalus, Hospital Santa Brígida and Hospital NotreCare RJ) and, in 2023, we will implement the project at the Hapvida Headquarters in Fortaleza.

**Composting** - Project implemented in all NDI hospitals in the state of Sao Paulo, with the segregation of organic waste generated in our kitchens and cafeterias to be transformed into fertilizer. Last year, we destined 893 tons of waste for composting.

**Reverse logistics of enteral diet packaging** - The project in partnership with Nestlé was expanded to 12 hospitals in 2022, nine hospitals in Sao Paulo and three hospitals in Rio de Janeiro. As a result of this action, ten trash cans were produced from the plastic of these packages.

**Reverse logistics of floors** - Leftovers or burrs from floors used during the execution of works on the NDI vertical units are collected and sent back to the manufacturer. These leftovers are incorporated into the production process of a new floor, thus transforming waste into raw material.

**Uniforms disposal** - In 2022, we transformed more than 1,400 kg of uniforms of the NDI vertical into 700 blankets that were donated to the Sao Paulo Red Cross and later distributed to people in socially vulnerable situations.



# Energy management

GRI 302-1 | 302-3 | 302-4

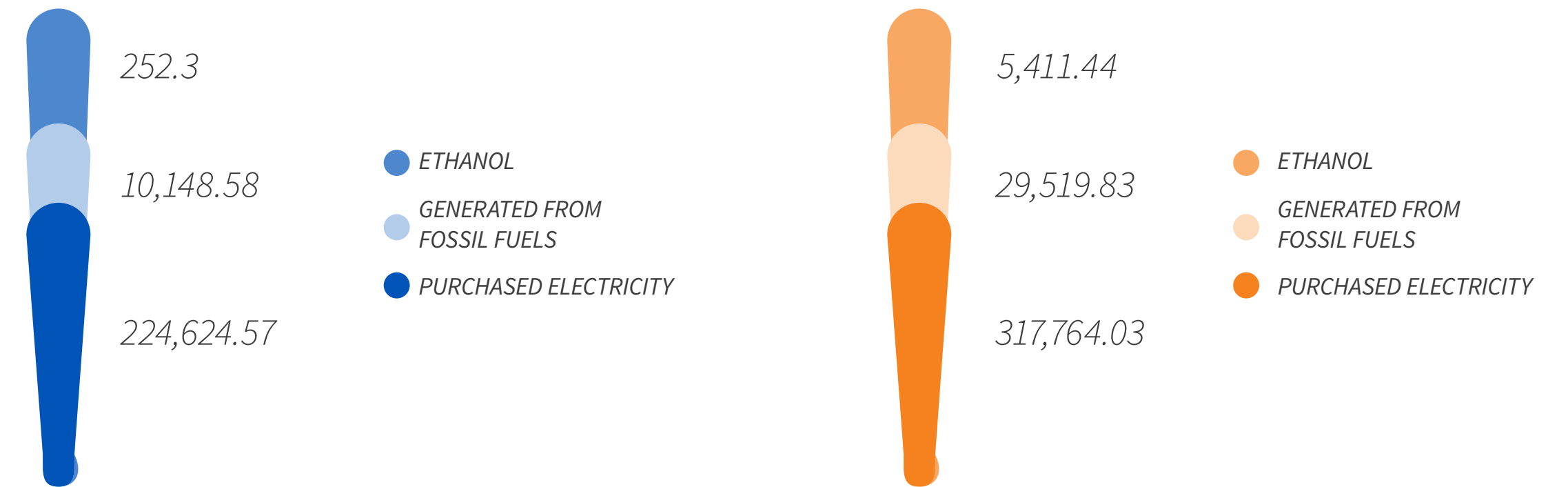
In 2022, Grupo Hapvida NotreDame Intermédica signed a 15-year contract for the self-production of 30.50 MW of solar energy, which should supply approximately 85% of the energy demand of the NDI vertical units. In addition, the Company started operating distributed generation solar power plants for units served at low voltage in the region of the Light (RJ), EDP (SP) and CPFL Piratininga (SP) concessionaires. Likewise, in 2023, Hapvida started to invest in Distributed Power Generation projects, with plants that will generate about 5 MW per year and supply the consumption of 160 units. With this initiative it is expected that the Hapvida vertical will achieve an average saving of 30% in these units' energy costs. Regarding the free energy market (incentivized), there are 15 units from the NDI vertical and 96 units from the Hapvida vertical.

Last year, the NDI vertical implemented a pilot project in the hospital units called "Non-Compliances" to evaluate the monthly energy consumption in each unit, and for all those that exceed the overall average of all units by 30%, an action plan for improvements is opened. From this project, the refinement of the energy consumption indicator was evidenced, along with the individual reduction of these consumptions, following seasonality.

We manage and monitor this theme through electronic spreadsheets, electricity bills, and through the follow energy tool in seven hospital units. This tool helps manage electricity and utilities on a cloud platform, which allows remote monitoring of variables and deviations, graphical and statistical monitoring of collected data, and analysis of all information through operational and management reports. By 2022, we have reduced the use of fossil fuel energy to 9% in the NDI vertical.

As a result of the incorporation of new units, the built area of the NDI vertical increased by 20%, which resulted in an 8% increase in energy consumption. In the Hapvida vertical, considering only data from hospital units, there was a 12% reduction in consumption. Several actions contributed to the reduction of energy consumption in the vertical, such as: electrical adaptation in 62 units, preventive maintenance of electrical switchboards in all units to correct identified heating points, annual plan for monthly preventive maintenance in air conditioning systems, and adequacy of the automation system implemented at Fortaleza (CE) Headquarters.

TOTAL ENERGY CONSUMPTION (GJ)



Hapvida Vertical\*

\*Includes the vertical hospital units

**Total: 235,025.45 GJ**

NDI Vertical\*

\*Includes all units of the vertical

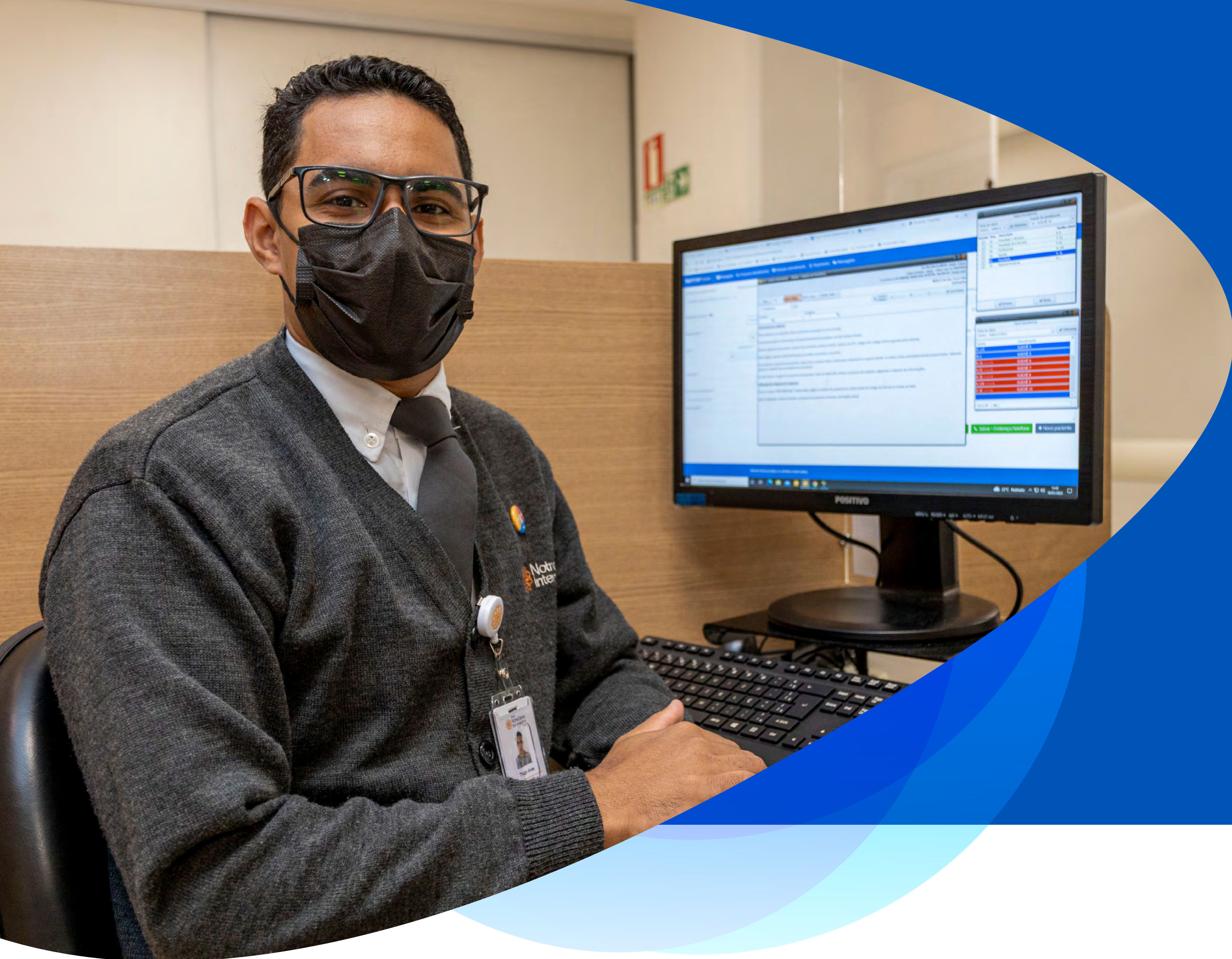
**Total: 352,695.30 GJ**

Energy Intensity (GJ/m<sup>2</sup>)

	Hapvida*	NDI**
Total energy consumed (GJ)	235,025.45	352,695.30
Total built area (m <sup>2</sup> )	353,473	675,831.30
Energy intensity	0.66	0.52

\* It includes all hospital units of the Hapvida vertical.

\*\* It includes all NDI Vertical units.



# Annexes

# GRI indicators annex

## EMPLOYEES PROFILE

### Employees by type of contract and region

GRI 2-7

	Hapvida					NotreDame Intermédica				
Region	Full-time	%	Part-time	%	Total	Full-time	%	Part-time	%	Total
North	3,473	8.65	121	7.72	3,594	-	-	-	-	-
Northeast	21,447	53.46	1,010	64.54	22,457	-	-	-	-	-
Midwest	2,943	7.34	63	4.03	3,006	-	-	-	-	-
Southeast	11,506	28.68	351	22.43	11,857	23,721	85.65	1,157	89.21	24,878
South	750	1.87	20	1.28	770	3,974	14.35	140	10.79	4,114
Total	40,119	100	1,565	100	41,684	27,695	100	1,297	100	28,992

### Employees by type of contract and gender

GRI 2-7

	Hapvida					NotreDame Intermédica				
Type of contract	Men	%	Women	%	Total	Men	%	Women	%	Total
Permanent	12,745	30.58	28,939	69.42	41,684	5,660	19.52	22,833	78.76	28,493
Temporary	-	-	-	-	-	141	0.49	358	1.23	499
Total	12,745	30.58	28,939	69.42	41,684	5,801	20.01	23,191	79.99	28,992

**New hiring and turnover rate**

GRI 401-1

	Hiring				Turnover			
	Hapvida		NotreDame Intermédica		Hapvida		NotreDame Intermédica	
	Number of Hirings	Rate (%)	Number of Hirings	Rate (%)	Number of Terminations	Rate (%)	Number of Terminations	Rate (%)
By gender								
Men	4,029	31.6	2,123	36.6	4,443	34.9	2,234	4.0
Women	9,184	31.7	7,827	33.7	9,108	31.5	7,578	32.7
By age group								
< 30 years	6,679	41.1	4,949	52.7	6,245	38.5	3,926	41.8
30 to 50 years	6,058	27.0	4,653	27.5	6,731	30.0	5,229	30.9
> 50 years	476	15.7	348	12.9	575	19.0	657	24.4
By region								
North	818	22.8	-	-	932	25.9	-	-
Northeast	6,149	27.4	-	-	6,398	28.5	-	-
Midwest	1,508	50.2	-	-	1,198	39.9	-	-
Southeast	4,403	37.1	8,219	33.0	4,665	39.3	7,723	31.0
South	335	43.5	1,731	42.1	359	46.6	2,089	50.7

**Maternity/paternity leave**

GRI 401-3

	Hapvida		NotreDame Intermédica	
	Men	Women	Men	Women
Employees entitled to take leave	12,745	28,939	5,801	23,191
Employees taking the leave	176	2,227	144	1,503
Employees who returned to work, in the reporting period, after the end of the leave	176	1,373	144	415
Employees who returned to work after leave and remained employed 12 months after returning to work	176	1,275	109	578
Return rate <sup>1</sup>	1.0	0.61	1.0	0.27
Retention rate <sup>2</sup>	1.0	0.92	0.75	1.3

1. Calculated by dividing the total number of employees who actually returned from maternity/paternity leave in the reporting period (or who are expected to return within the next year, after the reporting cycle) by the total number of employees who took leave.

2. Calculated by dividing the total number of employees who were still working at the company 12 months after returning from maternity/paternity leave by the total number of employees returning from leave.

## EMPLOYEES PROFILE - DIVERSITY

### Employees by other diversity content

GRI 405-1

Ethnicity	Hapvida	%	NotreDame Intermédica	%
Yellow	106	0.25	174	0.62
White	4,360	10.46	16,115	57.42
Indigenous	55	0.13	171	0.61
Not informed	4,645	11.14	1,058	3.77
Black and brown	32,518	78.01	10,549	37.59

	Hapvida	%	NotreDame Intermédica	%
People with Disabilities (PwD)	279	0.67	918	3.17

### Employees by functional category

GRI 405-1

	Hapvida					NotreDame Intermédica				
	Men	%	Women	%	Total	Men	%	Women	%	Total
Management	129	0.31	52	0.12	181	89	0.31	46	0.16	135
Apprentice	128	0.31	333	0.80	461	119	0.41	253	0.87	372
Tech assistant/Operational	7,438	17.84	20,297	48.69	27,735	3,759	12.97	15,973	55.09	19,732
Coordinator	334	0.80	667	1.60	1,001	157	0.54	465	1.60	622
Expert/Analyst	4,304	10.33	6,914	16.59	11,218	1,325	4.57	5,460	18.83	6,785
Intern	23	0.06	61	0.15	84	21	0.07	106	0.37	127
Manager	203	0.49	296	0.71	499	175	0.60	284	0.98	459
Supervisor	186	0.45	319	0.77	505	156	0.54	604	2.08	760
Total	12,745	30.58	28,939	69.42	41,684	5,801	20.01	23,191	79.99	28,992



**Employees by age group**

GRI 405-1

	Hapvida						NotreDame Intermédica					
	< 30 years	%	30 to 50	%	> 50 years	%	< 30 years	%	30 to 50	%	> 50 years	%
Management	3	0.01	132	0.32	46	0.11	-	-	73	0.25	62	0.21
Apprentice	461	1.11	-	-	-	-	372	1.28	-	-	-	-
Tech assistant/ Operational	11,570	27.76	14,036	33.67	2,129	5.11	6,954	23.99	10,880	37.53	1,898	6.55
Coordinator	200	0.48	756	1.81	45	0.11	46	0.16	510	1.76	66	0.23
Expert/Analyst	3,718	8.92	6,777	16.26	723	1.73	1,768	6.10	4,511	15.56	506	1.75
Intern	79	0.19	5	0.01	-	-	114	0.39	12	0.04	1	0.003
Manager	33	0.08	411	0.99	55	0.13	11	0.04	365	1.26	83	0.29
Supervisor	169	0.41	310	0.74	26	0.06	119	0.41	563	1.94	78	0.27
<b>Total</b>	<b>16,233</b>	<b>38.94</b>	<b>22,427</b>	<b>53.80</b>	<b>3,024</b>	<b>7.25</b>	<b>9,384</b>	<b>32.37</b>	<b>16,914</b>	<b>58.34</b>	<b>2,694</b>	<b>9.29</b>

**Ratio between salary and remuneration of women and men**

GRI 405-2

	Hapvida		NotreDame Intermédica	
	Base-salary	Remuneration	Base-salary	Remuneration
Apprentice	0.97	0.97	1.02	1.01
Tech assistant/ Operational	1.04	1.05	0.96	0.96
Coordinator	0.82	0.82	0.83	0.84
Director	0.74	0.75	0.87	0.84
Expert/Analyst	1.21	1.23	0.86	0.89
Intern	0.85	0.85	1.06	1.06
Manager	0.76	0.77	0.80	0.82
Supervisor	0.93	0.93	0.96	0.97

# GRI CONTENTS

GRI Standards		
GRI Standard	Content	Reference/Direct response
<b>General Content</b>		
GRI 2 - Universal Indicators 2021	2-1 Organization details	Pages 9, 11, 12, 13, 16, 17 and 18
	2-2 Entities included in the organization's sustainability reports	Page 4
	2-3 Reporting period, frequency and point of contact	Page 4
	2-4 Information reformulations	Page 4
	2-5 External verification	Page 4
	2-6 Activities, value chain and other Commercial relationships	Pages 9, 11, 12, 13, 31 and 32
	2-7 Employees	Pages 34 and 55
	2-8 Workers who are not employees	Page 34
	2-9 Governance structure and composition	Pages 23 and 24
	2-10 Appointment and selection of the highest governance body	Pages 23 and 24
	2-11 President of the highest governance body	The president of the highest governance body has no executive functions in the Company.
	2-12 Role of the highest governance body in oversight of impact management	Pages 23 and 26
	2-13 Delegation of responsibility for impact management	Page 26
	2-14 Role played by the highest governance body in sustainability reporting	Pages 23 and 24

GRI Standards		
GRI Standard	Content	Reference/Direct response
GRI 2 - Universal Indicators 2021	2-15 Conflicts of interest	Page 27
	2-16 Internal communication of critical concerns	Page 27
	2-17 Collective knowledge of the highest governance body	Pages 23 and 24
	2-18 Performance assessment of the highest governance body	Page 24
	2-19 Remuneration policies	Page 25
	2-20 Process for determining remuneration	Page 25
	2-21 Proportion of the total annual remuneration	As a result of the recent merger between Hapvida and NotreDame Intermédica, we still have many processes in the integration phase. For this reason, we are maturing the reporting of this data.
	2-22 Declaration on the sustainable development strategy	Pages 5 and 7
	2-23 Engagement policies	Pages 14 and 27
	2-24 Incorporating engagement policies	Page 27
	2-25 Processes to remedy negative impacts	Page 27
	2-26 Mechanisms for seeking guidance and raising concerns	Pages 27 and 29

GRI Standards		
GRI Standard	Content	Reference/Direct response
GRI 2 - Universal Indicators 2021	2-27 Compliance with laws and regulations	Considering the relevance criteria and cutoff adopted (financial risk greater than BRL 5 million), we did not identify significant demands arising from non-compliance with laws and regulations, during the period of 2022.
	2-28 Participation in associations	Page 45
	2-29 Approach to stakeholder engagement	Pages 7, 34, 37, 38 and 46
	2-30 Collective bargaining agreements	The percentage of employees covered by the Collective Convention or Agreement is 100%.
GRI 3 – Material Topics	3-1 Process for determining material topics	Page 7
	3-2 List of material topics	Page 7
	3-3 Material topics management	Pages 7, 16, 17, 18, 26, 27, 30, 31, 32, 34, 35, 37, 38, 41, 45, 46, 49, 50 and 51
<b>Economic Content</b>		
GRI 201: Economic performance 201	201-1 Direct economic value generated and distribute	Page 13
GRI 203: Indirect Economic Impacts 2016	203-1 Investments in infrastructure and service support	Page 45
	203-2 Significant indirect economic impacts	Pages 17, 31 and 32

GRI Standards		
GRI Standard	Content	Reference/Direct response
GRI 204: Purchasing Practices 2016	204-1 Proportion of expenses with local suppliers	Pages 46 and 47. Since the group's operations take place in all regions of the country, negotiations/purchases are made, whenever possible, with national suppliers, and when necessary, with local suppliers. The reported values include purchases for all the group's units, located in all regions of the country.
GRI 205: Fighting Corruption 2016	205-2 Communication and training on anti-corruption policies and procedures	Page 27
	205-3 Confirmed cases of corruption and actions taken	Page 27. In 2022, no cases of corruption were identified.
<b>Environmental Content</b>		
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Page 53
	302-3 Energy intensity	Page 53
	302-4 Reduced energy consumption	Page 53
GRI 305: Emissions 2016	305-1 Direct emissions (Scope 1) of greenhouse gases (GHG)	Page 50
	305-2 Indirect emissions (Scope 2) of greenhouse gases (GHG) from energy acquisition	Page 50
	305-3 Other indirect emissions (Scope 3) of greenhouse gases (GHG)	Page 50
	305-4 Intensity of greenhouse gas (GHG) emissions	Page 50

GRI Standards		
GRI Standard	Content	Reference/Direct response
GRI 306: Waste 2020	306-1 Waste Generation and Significant Waste-Related Impacts	Page 51
	306-2 Management of significant health-related impacts	Page 51
	306-3 Generated waste	Page 51
	306-4 Waste not intended for final disposal	Page 51
	306-5 Waste intended for final disposal	Page 51
<b>Social Content</b>		
GRI 401: Employment 2016	401-1 New hires and employee turnover	Page 56
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 41. It is worth noting that the company does not adopt any exclusion/dismissal criteria for retired professionals. Following the premises of the diversity and inclusion program, we offer development and career opportunities for all those who are interested in continuing their employment.
	401-3 Maternity/paternity leave	Page 56
GRI 403: Occupational Safety and Health 2018	403-1 Occupational safety and health management system	Pages 41, 43 and 44
	403-2 Hazard identification, risk assessment and incident investigation	Pages 41, 43 and 44
	403-3 Occupational health services	Pages 41 and 43
	403-4 Employees engagement, consultation and communication to employees regarding occupational safety and health	Pages 41, 43 and 44
	403-5 Training of workers in occupational health and safety	Pages 41, 43 and 44

GRI Standards		
GRI Standard	Content	Reference/Direct response
GRI 403: Occupational Safety and Health 2018	403-6 Worker's health promotion	Pages 41 and 43
	403-7 Prevention and mitigation of impacts on occupational safety and health directly linked to business relationships	Page 41
	403-8 Workers covered by an occupational health and safety management system	Pages 41 and 44
	403-9 Work accidents	Page 44
GRI 404: Training and Education 2016	404-1 Average training hours per year per employee	Pages 37 and 38
	404-2 Programs for improving employee skills and career transition support	Pages 37 and 38
	404-3 Percentage of employees receiving regular performance and career development reviews	Pages 37 and 38
GRI 405: Diversity and Equal Opportunities 2016	405-1 Diversity in governance bodies and employees	Pages 57 and 58
	405-2: Ratio of base salary and remuneration of women to men by employee category, by relevant operating units	Page 58
GRI 406: Non-Discrimination 2016	406-1 Incidents of discrimination and corrective measures taken	Page 29
GRI 408: Child Labor 2016	408-1 Operations and suppliers with significant risk of child labor cases	Due to the nature of our activities, we have not identified any risk of child labor.
GRI 409: Forced or Slave Labor 2016	409-1 Operations and suppliers with significant risk of cases of forced or slave labor	In 2022, we did not identify operations or suppliers at risk of cases of forced or slave labor.
GRI 418: Costumer Privacy 2016	418-1 Substantiated complaints regarding privacy violation and customer data loss	Page 30

# Conformity declaration



## DECLARAÇÃO DE CONFORMIDADE Conformity Declaration

### INDEPENDENT ASSURANCE

**Nº 589.002/23**

To members of Senior Management and other stakeholders of Hapvida NotreDame Intermédica Group, this Statement of Verification documents that ABNT carried out verification activities (independent assurance) in accordance with the standards and principles of the Global Reporting Initiative (GRI) and PE-493 - Procedure for Verification of the GRI Sustainability Report of:

**Hapvida NotreDame Intermédica Group**  
CNPJ: 44.649.812/0001-38

#### Purpose of the Declaration:

This Declaration refers to the Sustainability Report covering the period from January 1<sup>st</sup> to December 31<sup>st</sup>, 2022.

#### Verifier Team:

Mariana Fellows Garcia – Lead Verifier

#### Level of assurance:

Limited

#### Introduction:

Hapvida NotreDame Intermédica Group was responsible for gathering data and information about its performance to compose its Sustainability Report, as well as for providing the evidence used in this verification. ABNT was responsible for verifying the evidence and the Sustainability Report in relation to the applicable requirements established by GRI.

The information published in the report is the sole responsibility of Hapvida NotreDame Intermédica Group management.



Declaração de Conformidade válida somente acompanhada das páginas de 1 a 3  
MC-01

ABNT Associação Brasileira de Normas Técnicas  
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Rua Conselheiro Nebias, 1.131 – Campos Eliseos – São Paulo – SP – CEP 01203-002



## DECLARAÇÃO DE CONFORMIDADE Conformity Declaration

#### Methodology:

Verification began with the analysis of version 2 of the Sustainability Report and the records of the materiality study and those of the stakeholder engagement process. Meetings were held with those responsible for preparing the report on these processes. In this way, it was possible to plan the interviews with those responsible for the data and information used in the composing of the report.

Remote interviews were carried out on the organization's processes and on data and information related to the indicators, using the Microsoft Teams application that allows sharing of evidence.

Such evidence was analyzed in relation to the criteria established by the GRI, taking into account the data, its control and analysis systems used in the Sustainability Report. The findings were reported to those responsible for the report, who made the necessary changes, resulting in the final version of the document.

A basic sampling was carried out with limited information collection and traceability, with emphasis on the plausibility of the information. The data and information were checked on a sample basis, with a view to studying the material topics presented in the Report.

#### Declaration of Independence and Impartiality:

ABNT is an independent conformity assessment association that adopts international principles and procedures that guarantee technical accuracy, reliability, independence and impartiality of the services provided.

We declare that an assessment was previously made and we certify that no conflict of interest exists between ABNT, its team and Hapvida NotreDame Intermédica Group of any nature, especially ones that would prevent the performance of the service.

The team that carried out this verification for Hapvida NotreDame Intermédica Group has extensive knowledge in verifying information and systems that involve environmental, social, health, safety and ethics issues, which, combined with experience in these areas, allows us to have a clear understanding of the presentation and verification of good corporate responsibility practices.

#### Opinion on the sustainability report:

1- The organization carried out an extensive materiality study to enable the revision of the materiality matrix. The study involved a survey of capital market indices (DJSI, FTSE, MSCI, etc.) on the main material topics adopted, industry benchmarks and consultation with stakeholders. In this way, it was possible to confirm material themes already worked on and the adoption of new themes.

2- The organization's Sustainability Report makes it clear that in 2022 the merger between Hapvida Group and NotreDame Intermédica Group was consolidated, although there are still management and control processes that need adjustments. For this reason,



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## DECLARAÇÃO DE CONFORMIDADE Conformity Declaration

the Report establishes right at the beginning a reporting model that makes it clear when the data are consolidated in the group as a whole or when they refer to one or another company that makes up the Group. However, in future reports, the CEO's message should be more detailed regarding the consequences of the merger of the companies and the repercussions on the financial and health markets.

3- Throughout the Verification, compliance with the requirements of the GRI standards and principles was evaluated, and opportunities for improvement related to the clarity of the information were pointed out. Such opportunities for improvement were promptly addressed by the organization.

4- The organization has a Compliance Program that guarantees the reporting line directly to the Audit, Risks, Internal Controls and Compliance Committee, composed of independent directors. Communication channels were created to guarantee the confidentiality and effectiveness of the process.

5- Regarding performance in relation to climate change, use of renewable energy, waste management.

6- The organization presented indicators to prove its adherence to the principles of inclusion and diversity, having carried out the Diversity Census, to learn about its employees, and enable the development of the Diversity Program.

#### Conclusion:

After carrying out all the verification procedures nothing was identified that could indicate that the information contained in the Sustainability Report is not consistent and reliable. Likewise, there was nothing found that points to the fact that Hapvida NotreDame Intermédica Group has not established adequate systems for collecting, compiling and analyzing quantitative and qualitative data, used in the preparation of the Sustainability Report and that the report does not comply with the principles for defining content and quality of the GRI standard for sustainability reporting

Rio de Janeiro, April 03<sup>rd</sup>, 2023.

Guy Lavocat  
Systems Certification Manager

Esta declaração de verificação é suportada por contrato de atendimento à norma e procedimentos da ABNT é válido somente em original e com o timbre da ABNT em alto-relevo. Assinado pelo Gerente de Certificação de Sistemas. Sua validade pode ser confirmada no seguinte endereço eletrônico: [www.abnt.org.br](http://www.abnt.org.br) (CNPJ: 33.402.892/0001-90 - Tel.: (21) 3974-2300).

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# Credits

## COORDINATION

ESG Vice-Presidency

## EDITORIAL DESIGN AND WRITING

Ricca Sustentabilidade

## GRAPHIC PROJECT AND DESIGN

Ricca Sustentabilidade

