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 This English version of the 2024 Hapvida Sustainability Report is a faithful translation of the original publication in Portuguese.

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Introduction

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Welcome

We are pleased to present Hapvida's 2024 Sustainability Report, a comprehensive overview of our company's key achievements, progress, and commitments over the past year. This publication is dedicated to all our stakeholders—patients, customers, employees, investors, partners and suppliers—who work with us to build more accessible and efficient healthcare in Brazil.

With one of the largest supplementary healthcare and dentistry structures in the country, Hapvida continues to expand its presence and operations throughout Brazil. Our extensive reach and verticalized model allow us to offer integrated health solutions with high quality standards and affordable costs.

In this report, we showcase our performance in relation to our environmental, social, and governance (ESG) commitments, aligned with the United Nations Sustainable Development Goals (SDGs). The results featured herein reflect our entire team's commitment to building a healthier, more inclusive and sustainable future.

Enjoy your reading!

**We made significant
environmental,
social and
governance
progress in 2024**

Message from the leadership

GRI 2-22

Over 2024, we experienced one of the most strategic and transformative phases in Hapvida's history. We completed 95 percent of the integration process between the companies Hapvida and NotreDame Intermédica with the unification of systems, process standardization and the alignment of assistance, operational and financial indicators throughout the company. This highly complex project, scheduled for completion in the first quarter of 2025, has demanded exceptional effort, dedication, and resilience from our teams, resulting in significant improvements in quality, safety, efficiency, and management intelligence. The transformation was consistently steered by our core mission: to provide quality healthcare access to an ever-growing number of Brazilians.

We simultaneously face relevant external challenges. The supplementary health industry continued under pressure from

regulatory changes that increased litigation and costs for procedures not included in the list of mandatory coverage. In connection with this, the negative adjustment applied by the National Supplementary Health Agency (ANS) to individual insurance plans, combined with persistent medical inflation, required us to develop innovative and agile solutions to protect the sustainability of our business without compromising our mission.

Even in this scenario, 2024 was a year of significant results. In the financial area, we successfully reduced our debt levels. Effective cash generation and disciplined resource allocation enabled us to nearly double our investments compared to the previous year, which totaled BRL 835 million. These resources were primarily allocated to bolstering and enhancing our own network, driving technological innovation, and growing our presence in strategic regions across the country.



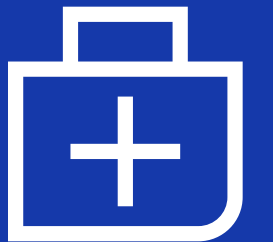
On the healthcare front, we advanced in standardizing best practices, expanded prevention programs, and reinforced our commitment to humanized and effective care. We opened two important hospitals—Santa Maria, in Fortaleza, and Nilton Lins, in Manaus—and made progress in the construction of other units, part of a plan that foresees the delivery of 10 new hospitals in the coming years. We also invested in expanding the diagnostic services network, in units dedicated to caring for people with Autism Spectrum Disorder (ASD). These movements directly contribute to our purpose of offering high-quality care that is welcoming and accessible.

Our investment in technology has also taken on new dimensions. The adoption of artificial intelligence and data analytics solutions has enabled us to optimize processes, enhance predictive capabilities, and make management more accurate and effective. We believe technological innovation will be a

key driver of transformation in healthcare in the coming years, and we are committed to staying at the forefront of this evolution—not only in the healthcare field, but also across our administrative, commercial, and operational areas.

In terms of governance, 2024 was a year of consolidation. Committees, boards and frameworks implemented in recent years have matured and started to operate with more synergy, depth and agility. The Board of Directors, comprising highly qualified members, has acted strategically and exercised close oversight, ensuring that decisions align with the highest standards of corporate governance. The implementation of integrated systems shored up transparency, traceability and the dissemination of best practices in all areas of the organization. The compliance area remains robust, supported by active and independent reporting channels, clear policies, and effective control and integrity mechanisms.

In the environmental sector, 2024 was characterized by the strengthening of our decarbonization and energy efficiency initiatives. Recognizing the importance of the climate agenda and the need to minimize the environmental impact of our operations, we are advancing in a structured manner on three complementary fronts: self-production of energy, migration to the free energy market, and the acquisition of renewable energy sources. The energy transition has allowed us to significantly reduce our dependence on more polluting sources, while also promoting a consistent reduction in operating costs—an essential factor in ensuring the sustainability of our business model. We have set ambitious medium- and long-term goals to increase the use of clean energy across our units, while also investing in technologies that optimize consumption and enhance energy efficiency in both our healthcare and administrative operations.



Improvements in the
care area, in
system integration
and in the
consolidation
of governance
strengthened
Hapvida this year



Going forward, we will enhance investments in expanding our own network, in cutting-edge technology and in access to quality healthcare

In the social area, we remained focused on practical action and being sensitive to society's most pressing demands. One of the initiatives involved repurposing unusable hospital uniforms, which were treated and turned into blankets that were then donated to vulnerable populations. This has a double positive impact: it reduces hospital waste and provides support to those who need it most. Another key focus was the expansion of initiatives designed to enhance food security. We take pride in our initiative to provide 250 meals each day to homeless individuals in downtown São Paulo in 2024. As a continuous and structured initiative, this underpins our commitment to social transformation, enabling us to move beyond conventional health services and directly foster well-being and human dignity.

Internally, we continue to enhance initiatives that promote diversity, uphold human rights, and encourage social engagement among our employees. Through the ESG Board and thematic committees, the company monitors key indicators, sets targets, and guides efforts toward initiatives with strong potential to generate positive impact in the communities where we operate. We

also remain steadfast on our journey to improve our organizational culture. We want every Hapvida employee, nationwide, to be connected to our purpose, acting with a sense of urgency and total focus on the beneficiary. It is access to health that guides every action we take, every investment we make, every strategic decision we adopt. This is our greatest mission—and our greatest responsibility.

Looking to the future, we have ambitious goals. We will continue investing in the development and enhancement of our own network, combining cutting-edge technology with a strong presence in the communities we serve. We strive to intensify the use of digital solutions and artificial intelligence in all processes. Above all, we remain dedicated to making quality healthcare more accessible to all. We are aware of the fact that the Brazilian population is aging, that regulatory challenges persist and that access to healthcare is still a dream for many. Our role is to make this dream possible, with efficiency, empathy and innovation.

Jorge Pinheiro
CEO

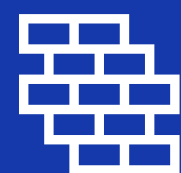
Highlights of the Year



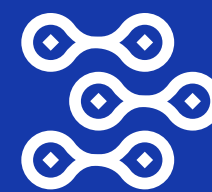
BRL 835.3 million
em total Capex (+89.3% vs. 2023)



2 new hospitals
inaugurated: Newton Lins
(Manaus) and Santa Maria
(Fortaleza)



**Hospitals
under construction:**
Jardim Anália Franco (SP)
Lair Maia (Belém)
Ariano Suassuna (Recife)



Biggest investment
in technology in
company history



Incorporation of AI
in assistance programs
(pregnant women and kidney,
diabetes and cancer patients)



Expansion of emergency
telemedicine services:

**more than
200,000
consultations/month**



**Revamping of the
technology park**
in ICUs and for highly
complex services



Project for
10 new hospitals
by 2026 (BRL 2 billion plan)



Hapvida was granted
8 awards
throughout 2024, reaffirming the
excellence of our services and
enhanced access to healthcare
for millions of Brazilians

Awards and distinctions

Best financial transaction in Brazil in 2024, in the Equity category

Golden Tombstone Award, an initiative of the Brazilian Institute of Finance Executives (IBEF). The distinction refers to the follow-on offering in April 2023, which optimized the company's capital structure.

3rd place in the 2024 100 Open Corps

The award recognizes Hapvida as one of the leaders in Open Innovation in Brazil in the healthcare services category.

100 Most Influential Companies in Brazil

A partnership between Veja Negócios magazine and LIDE (Business Leaders Group), the award recognizes organizations that have stood out in the country for their performance in terms of revenue, profitability, reputation, innovation, pioneering spirit and adoption of ESG (Environmental, Social and Governance) policies.

Healthcare Leaders from Grupo Mídia

National recognition in the operators and insurance companies category.

1st place in Brand Recall

In the health insurance category, for the tenth consecutive year, in a survey conducted by the Jornal do Commercio newspaper, from Pernambuco.

1st place in the Top of Mind Yearbook of Ceará

Most recalled insurance company by the people of Ceará.

1st place in Brands I Like

In the health insurance (for the eleventh consecutive year), private hospital and diagnoses preferred by people from Pernambuco categories. Survey conducted by the Folha de Pernambuco newspaper.

Finalists at the 2024 Leaders League Compliance Summit & Awards Brazil in the "Biotechnology, Pharmaceutical and Health" category

Recognition for the company's compliance program.



About us

- Hapvida
- Quality assistance
- Customer experience
- Qualivida
- Teleconsultation



2024 Sustainability
Report



Hapvida GRI 2-6

Hapvida stands as Latin America's largest healthcare ecosystem. With 79 years of experience, the company is now present in all five regions of the country, operating in 20 states and the Federal District. The company offers individual, family, association, small and medium-sized enterprise (SMEs) and corporate health and dental assistance insurance plans. It currently has a network of 807 units, divided into 86 hospitals, 77 emergency room units, 352 clinics and 292 diagnostic units.

The company operates under a verticalized and integrated business model, supported by its own service network, enabling greater control over care quality and fostering waste reductions and efficient cost management. With technology, protocols aligned with international standards and a focus on customer experience, the company guarantees excellent service at an affordable cost. This solid and efficient framework supports the continuous expansion of the healthcare network, increasing access to quality healthcare for the Brazilian population with sustainability and a strong cost-benefit ratio.

Throughout 2024, the company made significant strides in integrating the operations of Hapvida and NotreDame Intermédica, completing 95 percent of the project—including teams, assets, and processes—as part of one of the largest mergers in Brazil's healthcare industry. The complexity of this undertaking demanded rigorous planning from our managers, unwavering dedication from our teams, and collective resilience to unite diverse corporate cultures—with special emphasis on the significant efforts deployed in the state of São Paulo, a strategic region for consolidating our integrated operational model.

The integration of our operations strengthens the company to meet the challenges of a competitive and diversified market, continually adapting to regulatory changes and rising costs. The integration is set to be completed in the first quarter of 2025, solidifying a merger that significantly expanded the company's reach, ensured service quality without compromising the company's financial health, and established a more cohesive, efficient structure committed to providing access to quality healthcare.

Organizational details GRI 2-1

Hapvida Participações e Investimentos S.A., known as Hapvida, is a publicly traded, for-profit corporation that operates in the supplementary healthcare sector in Brazil. The holding company's administrative headquarters are located at Avenida Heráclito Graça, 406, Centro, CEP 60140-060, in the city of Fortaleza, State of Ceará. In addition, the company maintains a second corporate headquarters in São Paulo (Avenida Paulista, 867), reflecting the national dimension of its operations. Hapvida operates exclusively in Brazil, with units in all regions of the country. Detailed information about our operating locations is available on our institutional [website](#).

OUR WAY OF BEING

MISSION

To provide quality integrated healthcare, accessible to generations of Brazilians

VISION

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

VALUES

- Inclusive care
- Commitment
- Ethics and combating corruption
- Innovation and learning
- Respect
- Social responsibility
- Sustainability
- Cost efficiency

PILLARS



Care and technical quality

We ensure the quality of care and technical support through a team of qualified professionals, supported by appropriate facilities, protocols, and processes that promote responsible and high-quality healthcare.



Inclusive care for people

We foster an environment where empathy, receptiveness, care, and closeness are essential to building humanized and trusting relationships with customers, employees, and business partners.



Innovation in solutions

We continuously pursue innovative solutions across all areas of operation to ensure control, sustained value creation, and differentiation.



Cost efficiency

Efficient management of people and processes, optimization of resources and time, maximizing results and investments.



Collaboration across teams

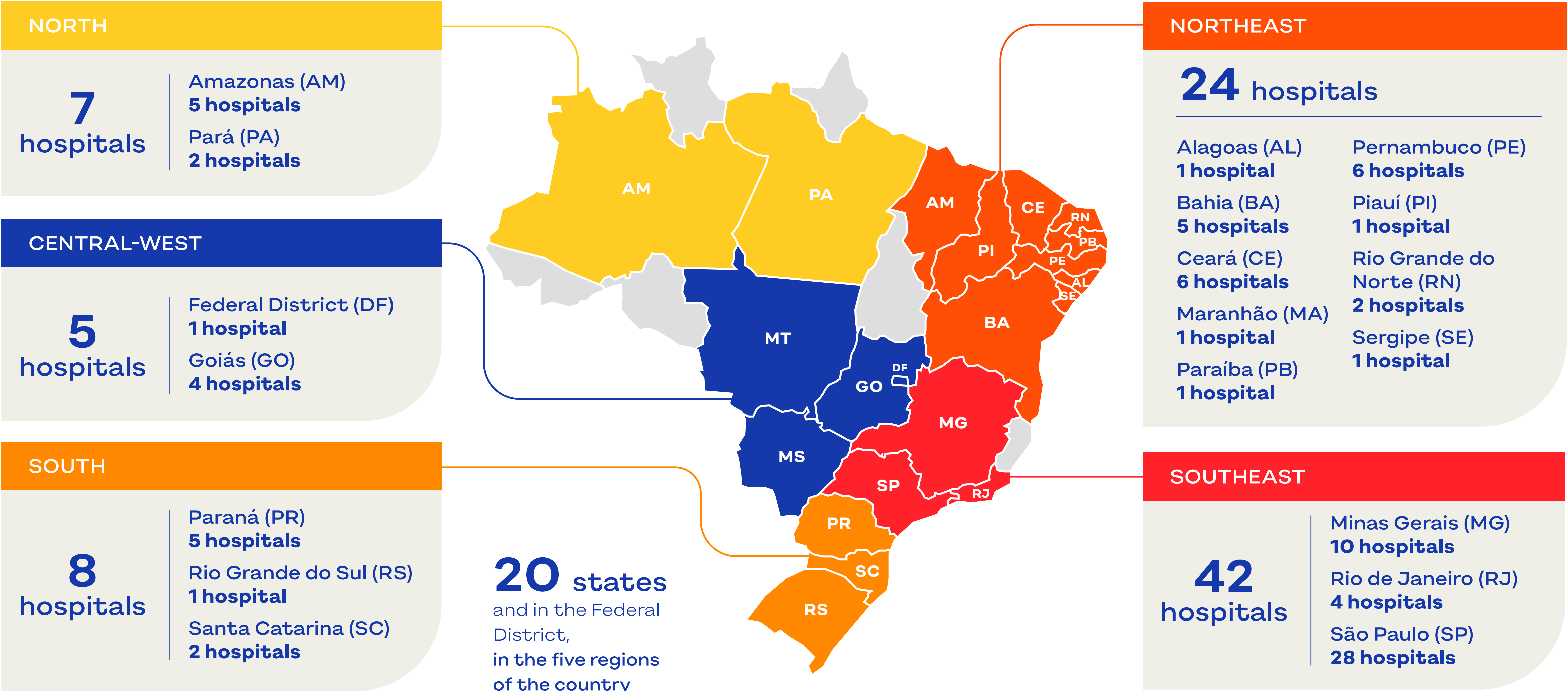
We place a high value on collaboration and teamwork, grounded in respect, dialogue, and knowledge sharing, to achieve our common goals.

OUR FIGURES

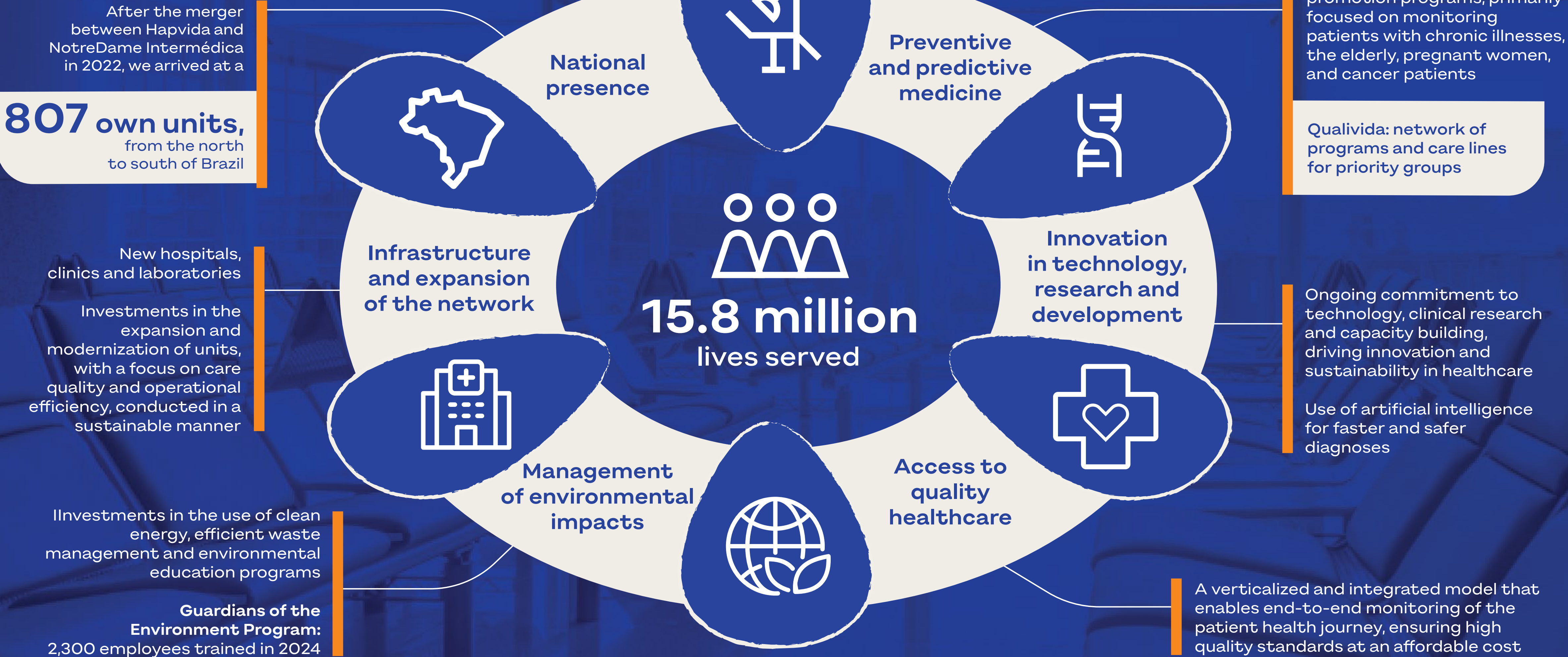
SASB -HC-DY-000.A



WHERE WE ARE GRI 2-1



Sustainable values



COMPANY PERFORMANCE

Hapvida promotes access to integrated, high-quality healthcare through plans linked to its extensive proprietary network. Driven by social commitment, it invests in the expansion of hospitals and diagnostic centers, broadening comprehensive, accessible, and sustainable care for millions of beneficiaries across the country.

Sales Channels

The retail channel offers individual, family, association and employer-sponsored insurance plans for up to 99 lives. Plans with 100 or more beneficiaries are served by the corporate channel. Products and services are offered through the service sales channel.

Health insurance plans

Hapvida offers individual/family and collective health insurance (employer-sponsored or association plans), prioritizing service within its own network. The verticalized and integrated model promotes efficient and responsible management, supported by quality protocols and care practices that ensure continuous attention throughout the beneficiaries' journey—from prevention to treatment when needed—strengthening our commitment to health promotion and quality of life. Technological innovation, conscientious resource management and expanded access to healthcare promote more coordinated, inclusive and sustainable care.

More products and services

Own network hospitals, clinics and laboratories also serve private customers and those with other insurance plans, maintaining the company's quality standards.

Dental insurance

Served by a broad accredited network, dental insurance plans are available nationwide, with scheduling via app, website or telephone. Four plan models are offered: prevention and emergency – the simplest plan, covering only preventive and emergency care; mixed – allows beneficiaries to access services by paying directly to the dentist; pre-payment – offers national coverage, and beyond the standard covered list – provides extended coverage, including orthodontics, orthoses, and prosthetics.



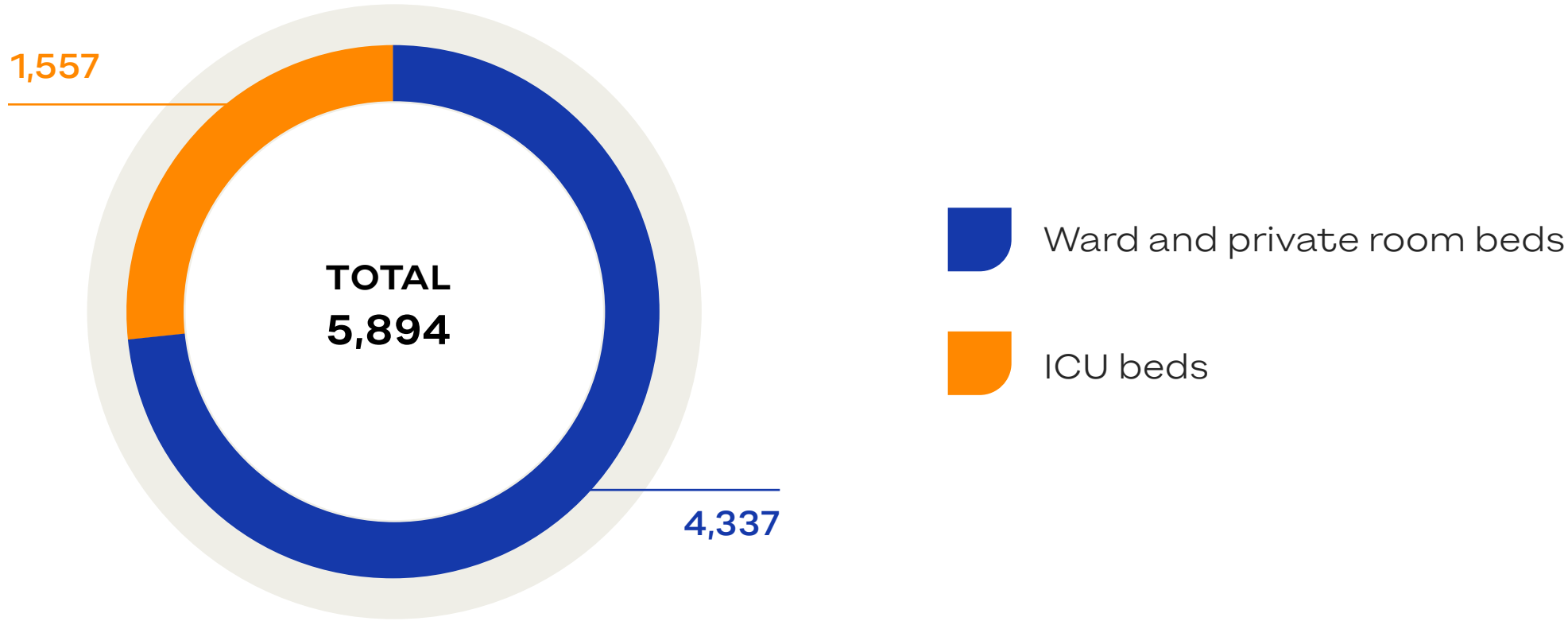
The number of beds and facilities enables Hapvida to operate extensively in the healthcare sector

Activity metrics SASB HC-DY-000.B

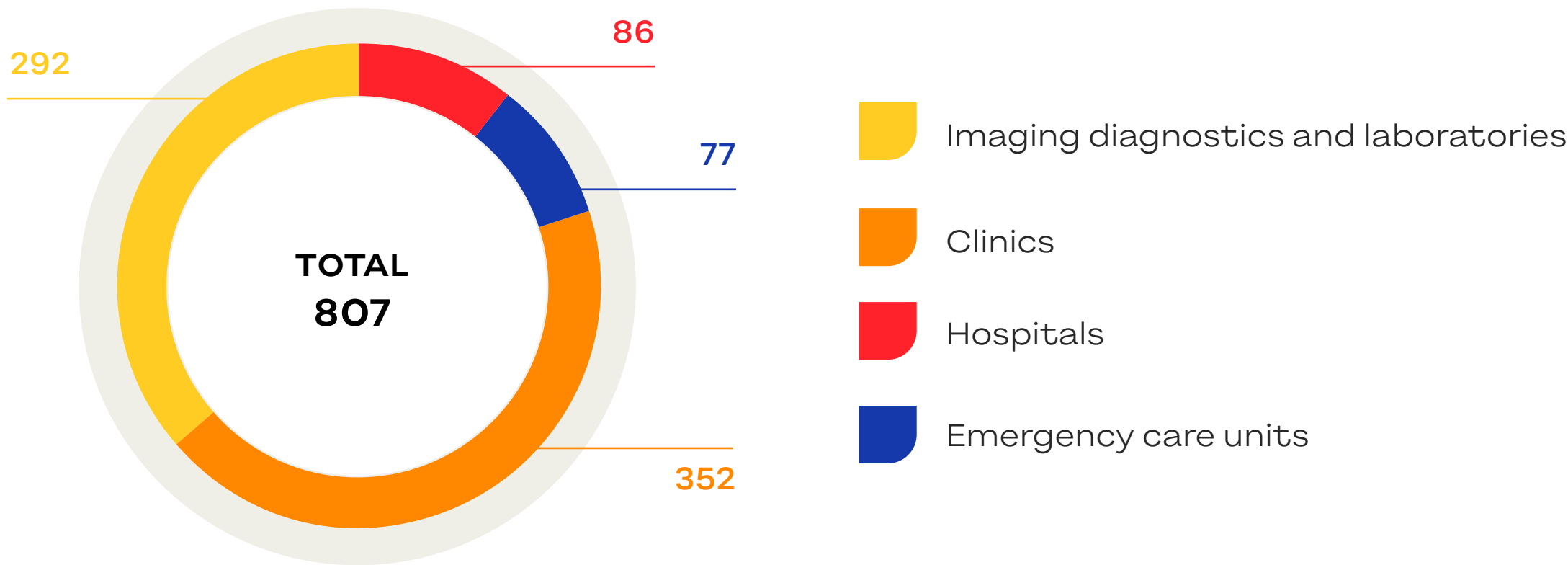
In 2024, Hapvida recorded a total of 568,971 hospitalizations. In the same period, there were 27,812,552 outpatient consultations, highlighting the broad scope and reach of the health services provided.



Number of operational hospital beds by type in 2024 SASB -HC-DY-000.A



Number of facilities by type in 2024 SASB -HC-DY-000.A



OUR BRANDS

Hapvida's new brand, unveiled on February 19, 2025, signifies the completion of a significant integration phase between Hapvida and NotreDame Intermédica, resulting in the largest healthcare ecosystem in Latin America. Present in all five regions of the country, the company reinforces its mission to deliver quality, integrated healthcare that is accessible to generations of Brazilians. The renewed identity reflects a more modern, cohesive company that is prepared for upcoming challenges, aligned with its historic commitment to caring for people with excellence, sustainability and social responsibility.



Quality assistance GRI 3-3

To meet our customers’ needs, we offer comprehensive care through our own network. This means that the patient gets complete and customized support throughout their journey, from prevention to treatment. Our clinical staff acts assertively with access to the patient's health history, care rituals and a multidisciplinary team connected to provide all necessary support. Furthermore, by means of **Quality**, the company provides several lines of preventive care and health promotion to ensure a better quality of life for patients.

To provide access to quality healthcare to our 15.8 million beneficiaries, we invest in several areas:

Data integration

With a unique system, our physicians access patient history in any of our 807 own care units.

Quality of assistance

We measure our quality through a range of care indicators aligned with the highest

national and international standards, frequently achieving results that surpass those of the leading private hospitals in Brazil (see box).

Innovation and partnerships

We constantly invest in innovation, research and education, with national and international partnerships, always seeking the best health solutions for our 15.8 million customers.

100% accredited dentistry

Our network stands out for internalizing the schedules of our more than 20,000 accredited dentists, which guarantees direct management of appointments and allows agility in adapting the service network according to the customers’ needs.

Health within everyone's reach

Through our integrated care, we focus on health promotion and prevention, offering affordable and quality services to our customers in the quest to offer a full life.



CONTINUOUS MONITORING SABS HC-DY-250A.3

To ensure high standards of safety and quality across its own network, Hapvida continuously monitors over 3,500 items in its units, encompassing everything from infrastructure to healthcare processes. The company was the first healthcare provider in Brazil to have its internal quality manual accredited by the International Society for

Quality in Health Care (ISQua), recognizing the excellence of Qualitotal—Hapvida's quality program that guides care practices and protocols. This recognition reinforces that the network's units are monitored and evaluated in line with the highest international standards for quality and patient safety.

Quality of care SABS HC-DY-250a.3

In addition to Qualitotal, the largest hospitals in the network also hold external accreditations recognized in the market, such as ONA, Qmentum, and other seals of excellence. The Hospital Acquired Condition (HAC) score assigned to the network's hospitals reflects the organization's ongoing efforts to monitor and promote quality of care. Each of the following units scored 1, demonstrating uniformity across the evaluated indicators:

- Hospital Renascença Campinas – ONA 3
- Hospital Modelo – Qmentum Platinum
- Hospital Paulo Sacramento – Qmentum Diamond
- Hospital Qualivida – Qmentum Diamond
- Hospital Bosque da Saúde – Qmentum Gold
- Hospital Guarulhos – Qmentum Gold
- Hospital Lifecenter – Qmentum Gold
- Hospital Salvalus – Qmentum Gold
- Hospital Rosário – Qmentum Platinum
- 45 hospitals with the Qualitotal Seal, along with 6 imaging and radiology clinics, and a technical and operational unit, 2 patient transport bases, and 5 clinical and health care centers also certified with the Qualitotal Seal. Additionally, 4 hospitals have achieved the Qualitotal Platinum Seal—all with a perfect score of 1.

Patient satisfaction

SABS HC-DY-250a.3

Customer satisfaction with Hapvida's services is demonstrated by our performance in the General Complaint Index (IGR), where, according to ANS, the company achieves the best results among major operators in Brazil. This outcome is directly linked to the ongoing monitoring of care quality indicators, including:

Waiting in emergencies

77.2% of customers are seen within 15 minutes, ensuring safety, agility and high satisfaction.

SMR (Standardized Mortality Ratio)

This indicator monitors and ensures positive results in the ICU. The lower the index, the greater the safety in the ICU. In 2024, Hapvida's SMR was 0.56. Meanwhile, the benchmark set by the Brazilian Association of Intensive Care Medicine (AMIB) is 0.76.

Normal delivery

We are aware that natural childbirth helps women recover, increases their bond with their babies and reduces the risk of ICU admission and respiratory diseases. That is why we are strong advocates of this practice to ensure the safety of pregnant women and the well-being of babies. The benchmark percentage of the National Association of Private Hospitals (ANAHAP) for vaginal deliveries is 25 percent. In Hapvida's own network, the rate is 30.5 percent. In our "Nascer Bem" (To Be Born Well) Program markets it is 37.51 percent.



37.51%
vaginal deliveries
in our
"Nascer Bem"
(To Be Born Well)
Program markets

Care results

47+ million
consultations*

141+ million
exams

82,000+
deliveries

10+ million
dental care consultations

569,000+
hospitalizations

1+ million
surgeries

20,000+
cancer patients

* Outpatient and
emergency consultations.

Quality of care

In recent years, the operator has consolidated itself as the largest healthcare ecosystem in Latin America, driven by improved care quality, service integration and focus on patient experience

Our indicators (2024)



*The further the SMR is from number 1, the greater the safety in the ICU
** Brazilian Association of Private Hospitals

Customer satisfaction

5 Star Program (scale from 0 to 5)





Overall Complaint Index (IGR)
One of the best performers in ANS' IGR. It occupies the best position among the five largest operators in the country

Methodology

- Unification of metrics across the entire owned network
- Comparison with the main private reference hospitals, Anahp**





Hapvida strategy's customer-centricity resulted in an increase in the General Complaints Index, measured by ANS

Customer experience

The year 2024 represents a milestone for Hapvida in terms of customer experience. We took decisive steps towards consolidating a customer-centric culture, with active listening, preventive actions, use of technology and systemic integration as pillars for a more agile, transparent and welcoming experience. The integration of the two operators, particularly in the Southeast and South regions, brought significant improvements to the customer journey, despite the challenges inherent to a merger of this scale.

One of the major highlights is the unification of systems in Rio de Janeiro and São Paulo, which took effect in December. This systemic transition marks the start of the final phase of integration, with a stabilization period of 120 days expected to unfold throughout 2025. This significant shift directly impacted service channels and user experience, presenting specific challenges but also delivering structural improvements.

Throughout the year, the company increased its efforts to prioritize the customer in its decision-making processes. The improvement in the General Complaints Index (IGR), monitored by the ANS, was one of the outcomes of this strategy. We advanced from 23rd to 36th place, a significant achievement given that in this particular ranking, a greater numerical position signifies stronger performance. Thus, we reached levels that surpassed traditional operators such as Unimed BH—an unprecedented feat for the company. This progress is also reflected in corporate goals: all executives with bonuses linked to performance now have IGR as one of the remuneration criteria.



569,000
hospitalizations
were made across the
entire Hapvida network
in 2024

In addition, the company strengthened its active listening mechanisms with beneficiaries through initiatives like weekly solution forums, which bring together representatives from Customer Service, the Ombudsman, and technical teams. In 2024, more than 190 such meetings were held, in which root causes, offenders and action plans for the main issues that were reported were discussed. Significant progress was made among the communication channels:

■ **Customer Service (CS)** - CS underwent major transformation with operation centralization in Fortaleza. The process took place over the course of the year, with a progressive transition and intensive training, allowing for greater uniformity in service. One of the innovations for 2024 was the implementation of ALT SAC, a system that automates scheduling replies via WhatsApp, reducing response time and increasing customer satisfaction.

■ **Reclame Aqui** - The platform was strengthened through the integration of tools such as ASC (a WhatsApp messaging system) and the use of Hug Me (a multichannel service and monitoring solution developed by Reclame Aqui),

combined with the use of BI solutions like Power BI, Power Query, and Power Apps. This enabled an increase in the reviews received and faster responses, optimizing customer relationships and enhancing institutional conversation.

■ **Ombudsman's Office** - In 2024, cases reaching the Ombudsman's Offices in São Paulo and Fortaleza were unified, including the extension of the ISO 9001 certification to this location. Flow standardization and the improvement of identifiers enabled greater accuracy in detecting offenders and more effective solutions.

■ **Talk to the CEO** - The initiative was maintained and strengthened, with direct calls from the company's CEO to customers who went through critical situations. These interactions resulted in individual action plans that were sent directly to the directors in charge, reinforcing our commitment to active listening and effective resolution.

■ **5 Star Program** - The company also made progress in implementing the program intended for immediate evaluation of assistance services by the beneficiaries

themselves. This satisfaction survey is conducted with the end beneficiary at the time of service. In 2024, we achieved a score of 4.59 in telemedicine and 4.58 in face-to-face consultations, both on a scale of 0 to 5.

Another significant initiative in 2024 was the incorporation of artificial intelligence (AI) into our customer relations operations. After

a year of data preparation and structuring, predictive models were developed to identify contracts with a high chance of cancellation. This technology enables our relationship and sales teams to receive alerts up to six months in advance, allowing for preventive actions and journey improvements before any signs of customer dissatisfaction arise.



QUALIVIDA

Hapvida has a network of specialized programs and lines of care focused on priority groups in the five regions of the country. Through our own service network's integrated system, we are able to continuously monitor the health history of our beneficiaries. This allows us to offer the best health solutions, from prevention to treatment, customized to the their needs. In 2024, emphasis was on the programs to the side.

Hapvida closely monitors the health history of heart patients, transplant recipients, the elderly and other priority groups through specialized programs

Viva Leve (Live Lightly)

Rehabilitation of patients with spinal disorders, through an interdisciplinary team of specialists.

Cardiovida

Manages the health of beneficiaries with certain heart conditions or conditions that may lead to heart problems.

Elderly Assistance Program (PAI)

Care for elderly people with moderate loss of functional capacity with the aim of providing healthier aging.

Integrated Transplant Center (CIT)

Program for bone marrow, kidney and liver transplants.

Oncology

Special care for patients undergoing radiotherapy and chemotherapy.

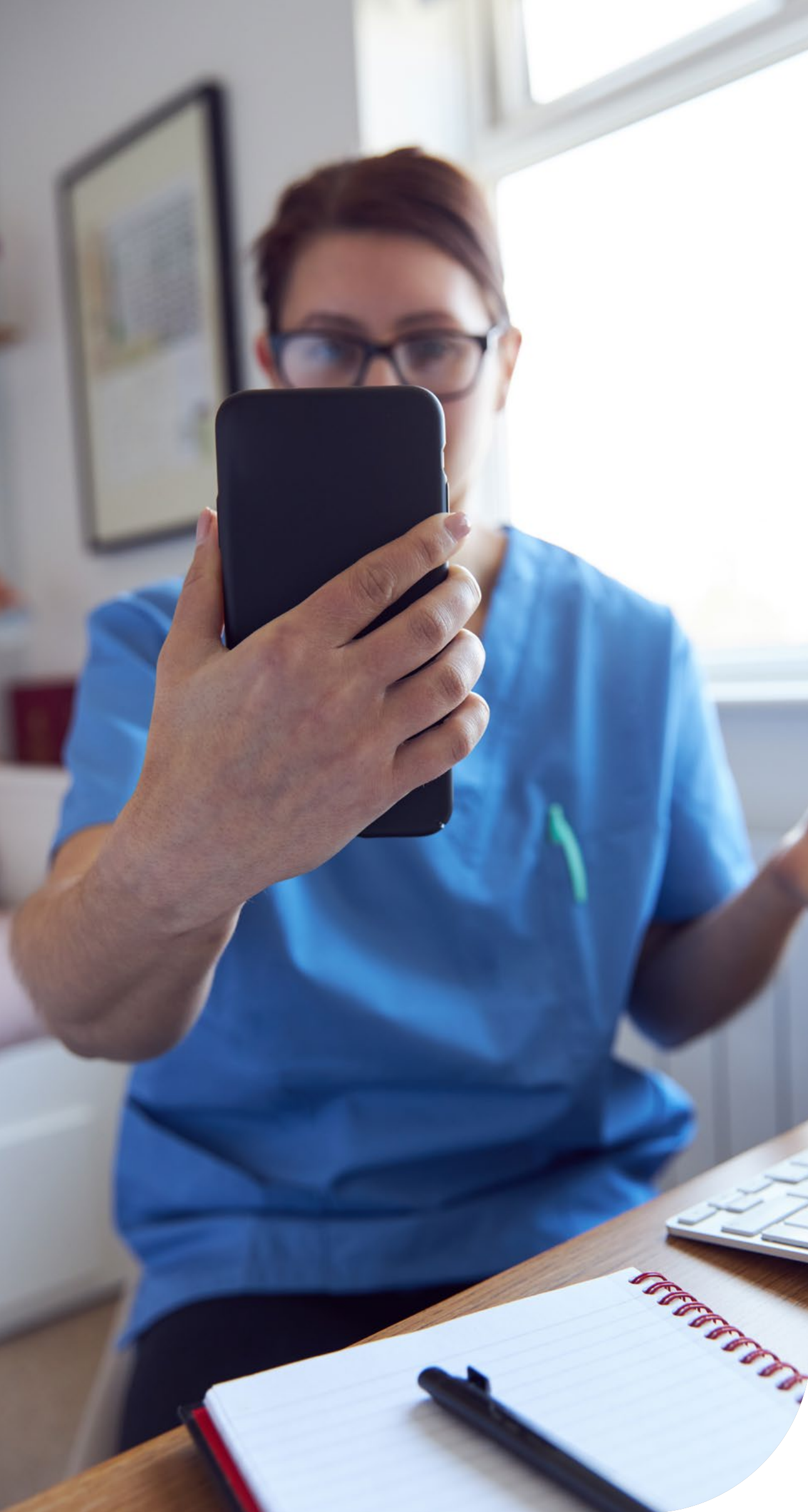
Support Group for Patients with Obesity (GAPO)

To aid in weight loss and adopting a healthier lifestyle.

Viver Bem (Live Well)

Specialized team dedicated to improving the quality of life of patients with type II diabetes.





Teleconsultation

The teleconsultation service emerged as an alternative in response to the need for social distancing and the strain on the healthcare system caused by the COVID-19 pandemic. This excellent solution effectively complements Hapvida customers' access to quality healthcare, expanding its service reach, particularly in regions remote from major urban centers.

Our telemedicine model reached a new level in 2024, with more than 500,000 monthly consultations conducted in a digital environment. Through our app, we offer consultations, prescription renewals, follow-ups and remote medical monitoring.

Also noteworthy are the tele-emergency care, tele-hematology, teleradiology, and remote electrocardiogram services, which connect specialists with frontline doctors across Brazil, 24 hours a day. These solutions have increasingly contributed to saving lives in regions where there is a shortage of certain medical specialties.

In a healthcare service network with the reach as big as Hapvida's, telemedicine is extremely useful for meeting the different demands of patients who require immediate medical care. Today, beneficiaries from across Brazil can consult specialists in a practical, fast, and safe manner, overcoming physical barriers and using telehealth to enhance their own quality of life and that of their entire family. At the end of 2024, considering the service provided since the beginning of the pandemic, we had:



500+ M
teleconsultation
services per month*



1,200+
physicians
registered



20+
medical
specialties



91%
resolution
rate

* Emergency, elective and prescription renewal teleconsultations.



Sustainability and ESG agenda

- Strategies
- Our materiality
- Access to health
- Internal agenda
- Public commitments and partnerships
- Stakeholder engagement

Strategies

GRI 203-2

Sustainability is a strategic pillar of Hapvida, formally incorporated through its **Sustainability Policy**, as approved by the Board of Directors in 2022. The document guides corporate management and all stakeholders on their commitments and responsibilities toward sustainable development. It links profitable growth to ethics, social responsibility and environmental protection. It also sets principles for the company's operations, such as the promotion of health and disease prevention, qualified access to health services, and the well-being and safety of employees.

Hapvida, however, realizes that its role goes beyond providing healthcare services. We seek to positively influence society, promote equity and local development, as well as to generate shared value. We achieve this through management aligned with the

United Nations Sustainable Development Goals (SDGs) and the principles of the Global Compact. This vision is reflected in the performance of strategic areas such as Sustainability, Risk, Governance, Compliance, Legal, HR, and Operations, all of which share responsibility for integrating the ESG (Environmental, Social, and Governance) agenda.

We believe that it is possible to grow responsibly, combining health and care for people, ethics in processes, minimized environmental impact and commitment to the community. This approach is also evident in the company's strengthened corporate governance, aligned with B3's Novo Mercado. It encompasses practices such as the inclusion of independent directors, publishing financial statements in English, and compliance with international accounting standards.



Our Sustainability Policy links profitable development to ethics, environmental protection and social responsibility

Our materiality GRI 3-1

The company's materiality assessment, originally conducted in 2022, was updated and revised to reflect the changes resulting from the merger between Hapvida and NotreDame Intermédica. In 2024, some material topics were added, others removed, and some renamed to align with the company's new phase, which is increasingly focused on customer health, well-being, and satisfaction.

The process of assessing materiality and identifying financial risks and socio-environmental impacts involved various consultation methods, including individual interviews, online surveys, stakeholder mapping, analysis of internal and external documents, and work meetings. The scope of the identification process included the company's activities, both upstream and downstream.

Although the Shareholders' Meeting did not directly monitor the materiality process, it was represented by the Board of Directors in

validating the final list of material topics. The meeting was attended by the ESG Statutory Committee, composed of four directors, including the Chairman of the Board of Directors. The process adopted considered the principle of double materiality and was completed within the reporting year. However, the company has not yet defined the frequency of the materiality process.

Likelihood and severity criteria were used in the impact prioritization stage and considered intensity, extension and reversibility, while likelihood and magnitude criteria were used to prioritize financial risks and effects.

Stakeholders consulted included groups such as customers and/or consumers, employees, regulators, suppliers, service providers, and other relevant parties. Among the stakeholders consulted, notable groups included external specialists (such as ABRAMGE and GBR), employees, capital providers, clients across various categories

(individual, corporate—beneficiaries and HR—and group plans by adhesion), goods and services suppliers, the press, monitoring consultancies, and supervisory and regulatory bodies.



LIST OF MATERIAL TOPICS GRI 3-2



Service quality and customer satisfaction



Access to health



Innovation, research and technology



Preventive health



Supply chain management



Health and well-being



Attraction, development and retention of employees



Cybersecurity and data privacy



Energy management



Water and effluent management



Ethics, integrity and compliance



Diversity, equity and inclusion



Climate change

RESTATEMENTS OF INFORMATION

GRI 2-4

Compared to the list of material topics in the previous report, updates were made, including the removal of certain topics, the addition of new ones, and the renaming of similar topics to more accurately reflect the current context. The topics that emerged were waste management, human rights and social responsibility. The topics covered were preventive health, and water and effluent management. Similar topics that have changed names include quality of service and customer and beneficiary satisfaction; health and well-being; ethics, integrity and compliance; diversity, equity and inclusion, and innovation, research and technology. These changes were made to the list of material topics due to a new materiality process.

Access to health GRI-3-3, SASB HC-DY-240a.1

With one of the largest healthcare structures in Latin America, Hapvida plays a key role in expanding access to quality healthcare and contributes to the inclusion of millions of Brazilians in the private healthcare system. The verticalization of the healthcare model enables the company to offer insurance plans at affordable and attractive prices, expanding its presence in historically underserved regions and directly contributing to the population's access to supplementary healthcare. The operator maintains one of the lowest average monthly fees in the industry, at BRL 236.17, which represents around 16.7 percent of the minimum wage and approximately half of the national average ticket, according to data from the National Supplementary Health Agency (ANS).

According to the Sustainability Policy, access to healthcare services is one of the core pillars of the company's ESG strategy. This guideline translates into the permanent pursuit of humanized care, associated with health promotion and disease prevention—essential pillars of comprehensive care.

The company invests continuously in the physical and digital expansion of its own network, opening hospitals, clinics, laboratories and emergency care units in different regions of the country. This strategy underscores its national reach, consolidating the mission of providing efficient and close service.

In addition to infrastructure, Hapvida has invested heavily in innovation and technology, with an emphasis on telemedicine, which expands the scope of services and reduces geographical barriers. This solution has been essential for providing agile and effective service to beneficiaries in remote locations.

PREVENTIVE HEALTH GRI-3-3

Hapvida has policies and commitments in place related to the Preventive Health material topic. This is expressed in the structuring of various lines of care and health programs aimed at health card beneficiaries. Some of these programs are recognized and

Verticalizing the healthcare model enables the company to enhance access to supplementary healthcare, offering more affordable plans and expanding its operations in historically underserved regions

monitored by ANS. In 2024, the organization conducted a survey to assess the impacts of these programs on the economy, the environment, and people, including their effects on human rights.

Several benefits associated with the coordination of care for chronic patients, the proportional use of health services, and the reduction of claims and accident rates were identified when it comes to **potential positive impacts**. These results are achieved through structured programs, such as “Viver Bem” (Live Well) (for diabetes), “Sinta-se Bem” (Feel Well) (for chronic kidney patients) and the Support Group for Obese Patients (*find out more in the Qualivida section*). **Potential negative impacts**, meanwhile, were

not identified or described in the study. Hapvida also conducted a survey concerning **actual positive and negative impacts**. An improvement in the beneficiaries' health and quality of life was observed and no actual negative impact was recorded.

Lessons learned from implementing the programs and assessing potential and actual impacts include the importance of continuous improvement in response to technological advances, emerging diagnostic methods, adaptation of medications for disease treatment and management, and the use of digital tools that bring customers closer and reduce the time and distance required for necessary interventions.

Internal agenda

Pursuant to Hapvida's **Sustainability Policy**, sustainable development must be present at all levels of the organization—from senior leadership to frontline employees. To this end, the company builds its internal ESG

agenda on different interconnected fronts that focus on risk management, compliance, training and continuous improvement. Standing out among the main internal performance areas are:



These initiatives are aligned and integrated with other company corporate policies, such as the **Environmental Policy**, the **Integrity Policy**, the **Diversity, Equity and Inclusion Policy**, the **Climate Change Mitigation Policy**, in addition to the commitments made within the scope of the Global Compact. Hapvida's ESG governance structure ensures the

continuous monitoring and oversight of these initiatives. The ESG Statutory Committee is responsible for monitoring indicators and results, reporting directly to the Board of Directors. The Sustainability Department acts transversally, supporting the implementation and dissemination of practices in operational, administrative and clinical areas.



Our management is aligned with the principles of the UN 2030 Agenda

Public commitments and partnerships

Hapvida is aware of the importance of acting collaboratively and transparently with society, international organizations and sustainability networks. Therefore, it maintains a proactive stance in adhering to public commitments and strategic partnerships, which strengthen its performance and expand the impact of its ESG initiatives.

The company is a signatory to the **United Nations Global Compact**, underscoring its commitment to the ten universal principles in the areas of **human rights, labor, environment and anti-corruption**. This initiative drives the integration of sustainability into its corporate strategy and contributes fostering a responsible culture in all its operations.

Furthermore, Hapvida is engaged in the **UN Agenda 2030**, contributing directly to the **Sustainable Development Goals (SDGs)**. Its initiatives are particularly in line with these SDGs:

- **3 – Health and Well-being**, by expanding access to quality healthcare;
- **5 – Gender Equality**, by promoting affirmative action and supporting women in leadership positions;
- **10 – Reducing Inequalities**, by extending its services to different regions of the country;
- **12 – Responsible Consumption and Production**, by applying responsible environmental practices;
- **13 – Action Against Global Climate Change**, when assessing climate-related health risks.



As part of its commitment to equity, the company has also adhered to UN Women's **Women's Empowerment Principles (WEPs)**, reaffirming its responsibility to promote gender equality in the workplace, in the value chain and in the communities where it is present.

Networking also involves partnering with civil society organizations, centering especially on human rights, the promotion of diversity, environmental protection and corporate social responsibility. The company is in constant dialogue with these entities, participating in forums, pacts and industry initiatives, reinforcing its role as an agent of transformation.



Our commitments



Stakeholder engagement

GRI 2-2, 2-29

At Hapvida, we recognize that our operation’s success is directly linked to the quality of the relationship we maintain with our stakeholders. As the largest supplementary healthcare system in Latin America, serving over 15.8 million beneficiaries, we understand that transparent dialogue and continuous engagement with our key stakeholders are essential to driving sustainability and expanding access to quality healthcare.

The organization connects with diverse groups of stakeholders, including employees and other workers, business partners, customers, shareholders and investors. To promote this engagement, the company implements practices such as transparent communication, utilization of diverse communication channels, publishing sustainability reports, ongoing evaluations, open innovation, and corporate social

responsibility initiatives. In addition, it conducts specific initiatives with employees, such as internal marketing campaigns, actions in units, cultural competitions and live broadcasts with specialists.

Engagement with stakeholders aims to build lasting relationships, promote innovation, strengthen the brand's reputation and image, and promote sustainability. To ensure meaningful engagement, the organization adopts open and transparent communication, promotes consultations and collaboration, prepares sustainability reports, sets performance targets, conducts training and awareness initiatives, and integrates stakeholders into business processes.

Our main challenge in 2024 was to consolidate the alignment of policies and practices resulting from the merger

between the two companies, respecting the regional and cultural diversity of our operations in more than 230 Brazilian municipalities. This process required even more sensitive and strategic listening, both internally and externally. For the upcoming cycles, we reinforce our commitment to continuous improvement in the measurement of social impacts, enhancing communication channels and developing increasingly effective engagement practices.

For the upcoming cycles, we reaffirm our commitment to continuously improve the measurement of social impacts, enhance communication channels, and develop increasingly effective engagement practices. Combined with sustainable business growth, the maturation of these strategies is the basis for us to continue building a company that listens, welcomes and transforms realities.



Establishing
a structured
relationship with
stakeholders—
while expanding
positive impacts
on communities—
strengthens
the company's
reputation and helps
anticipate social and
regulatory risks

OUR ECOSYSTEM

Our engagement strategy with priority audiences is based on the principle of transparency and active listening. We maintain structured and regular channels of dialogue with our key stakeholders, such as the Sustainability and Integrated Governance Committee (SGI), which brings together the areas of ESG, risk, and compliance. In 2024, the integration process between Hapvida and NotreDame Intermédica enabled the improvement of these practices, unifying policies, committees and methodologies that previously operated separately.

Furthermore, we enhance our actions through institutional partnerships with organizations such as UN Women, the Global Compact, TransEmpregos and the NGO Justiceiras (*find out more under Social responsibility*). These partnerships amplify our impact and connect us to urgent agendas, such as gender equality, the fight against violence toward women, the inclusion of LGBTQIAP+ individuals, and the promotion of racial and generational diversity. The following are part of our ecosystem:

- **Clients and beneficiaries**, 15.8 million people who trust our network to provide quality and accessible healthcare;
- **Employees and clinical staff**, the pillars of our work, with more than 74,000 direct professionals and around 50,000 physicians, dentists and service providers;
- **Investors and financial market analysts**, who monitor our indicators and results;
- **Regulatory and government bodies**, essential to ensure legal compliance and the evolution of the sector;
- **Suppliers and institutional partners**, with whom we maintain relationships guided by ethics and a commitment to delivering value;
- **Civil society, social and environmental organizations**, especially in social impact initiatives;
- **Sector associations**, such as the Brazilian Association of Health Insurance Plans (Abramge), which we participate in actively.

Local groups GRI 204-1

Although there is no formal policy for prioritizing local suppliers, the company applies practical criteria that often favor local hiring—particularly for services requiring quick response times, such as ambulances and pest control. Purchases made from local suppliers in important operating units is 70 percent. The company defines “local” as the state where the unit is located. The company considers all operational units to calculate the indicator.

The Procurement department maps the presence of local suppliers using tools like ABC curves and spend reports, taking into account both the investment volume and the type of service contracted. Spend reports are tools that show how much the company spends, with whom and in which procurement categories. The ABC curve shows the most strategic suppliers (20 percent of suppliers accounting for 80 percent of spending), intermediate suppliers (30 percent of suppliers accounting for 15 percent of spending) and those with the lowest financial impact (50 percent of suppliers with only 5 percent of spending).



Emergência Hospital Guarás

Environmental

- Resource management
- Climate change



2024 Sustainability
Report

Resource management

Hapvida has made progress in consolidating environmental management integrated into its business model and aligned with best practices in the healthcare industry. In 2024, we strengthened our Environmental Management System, reaffirming our commitment to impact mitigation, responsible resource use, and compliance with environmental regulations.

Aligned with these principles, **we invest in the unification of environmental data, the automation of waste measurement processes and the adoption of more efficient**

technologies. Our commitment to greater water security was also evident through the expansion of artesian wells in hospitals and the enhancement of energy consumption by transitioning to renewable sources, such as participation in the free energy market.

Hapvida's environmental performance is guided by the standardization of procedures, team training and employee engagement. We have 2,300 volunteers in the **Guardians of the Environment** program (see box on page 42), which raise awareness in all areas of care.



Unified environmental, water efficiency and clean energy data in focus

WATER AND EFFLUENTS

GRI 3-3, 303-1, 303-3, 303-5

Hapvida's surface water withdrawal in 2024 corresponds to 1,1014.02 megaliters of fresh water, obtained through utilities, with no record of other types of water used. The amount reported considers all operational areas, but is an estimate made by a company specialized in managing water and energy bills. A total of 338 consumer units were mapped—a feasible number, given that several Hapvida units share the same physical location. The invoices for these units are audited and analyzed monthly, and any inconsistencies—such as reading or measurement errors—are promptly addressed with the utility providers.

The main impact identified is the high volume of water consumption. With a focus on sustainability and efficiency, the company conducts monthly quality monitoring, adopts sustainable technologies, and implements short-term corrective plans supported

by environmental management software. None of the units operate in water stress areas. Hapvida recognizes water as a shared resource and prioritizes efficient consumption and compliance with legislation.

The organization conducts regular regulatory compliance assessments and maps water sources by unit, considering the local hydrographic context and relevance to nearby communities. While it has not yet integrated the value chain into its water management practices, the company acknowledges the significance of this advancement and is exploring ways to incorporate sustainability criteria into its supplier relationships. Mitigation actions prioritize the rational use of resources and the water security of units, with attention to autonomy through well drilling and the protection of sensitive sources, even in regions without identified water stress.

In 2024, Hapvida advanced its water resources management, focusing on mitigating supply shortage risks, increasing water use efficiency and adapting to regulatory requirements. Continuing the strategy defined in 2023, the company intensified its efforts to reduce water consumption in healthcare units and enhance operational safety through the drilling of artesian wells.

A comprehensive water consumption mapping and standardizing process was carried out in all units during the year. Supported by specialized consultants,

 **1.189,62**
megaliters
of fresh water were
discharged into surface
water bodies

the company unified previously dispersed data, a move that enabled enhanced measurement accuracy. The initiative is essential for establishing future goals and for systematically monitoring water efficiency throughout the operation.

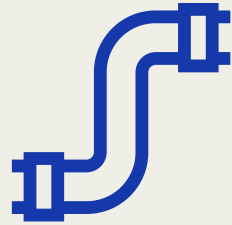
Progress was made in the water security strategy with the increase in the number of artesian wells in hospitals, contributing to supply autonomy. Although technical factors such as water quality and flow limit the universal adoption of this measure, the initiative has already delivered benefits to several units by reducing dependence on external supply and increasing resilience to potential instabilities in the public system.

Water reuse, on the other hand, remained a challenge in 2024, especially due to the health restrictions involving the hospital environment. The company chose to remain focused on patient safety, avoiding risks of contamination and prioritizing the use of technologies and processes appropriate to the reality of its operations.

Water discharge and its impacts GRI 303-2, 303-4, 303-5

Hapvida recorded a total discharge of 1,189.62 megaliters of fresh water into surface water bodies, with no disposal of other types of water or any type of discharge in stressed areas. During the disposal process, the organization did not detect any substance that poses a risk of irreversible damage to the water body, the ecosystem or human health. The prioritization of substances of concern was based on the World Health Organization (WHO) Guidelines for Drinking Water Quality. The approach to establishing discharge limits for these substances aims at continuous improvement.

The organization disposes of water and liquid effluents through the sewage collection network. In addition, it has facilities with operations in locations where there are no specific requirements for water disposal. Although the organization has not established its own internal standards or guidelines for water disposal quality, it uses the regulations and standards applicable to its operating sector as benchmarks.


**The company
discharges water and
liquid effluents into
the sewage collection
network**

Concerning effluent treatment, Hapvida initiated a comprehensive review and re-registration of its units in response to changes in relevant municipal legislation. The process seeks to ensure legal compliance and strengthen control over the final destination of waste generated in hospital activities.

With a network of 807 proprietary units spread across the five regions of Brazil, Hapvida has significant energy consumption, of 344,617.92 GJ, making energy management a strategic priority. In 2024, the company completed the transition of a large portion of its units to energy supply models based on clean sources. It acquired solar and wind energy through contracts on the Free Market. In addition to reducing the company's carbon footprint, this initiative also affords financial benefits, as these sources are less expensive than conventional energy supplied by utility companies.

The company has an ambitious commitment: to achieve, by the end of 2025, 100 percent use of clean energy in its units, whether through self-production, distributed generation or purchase on the Free Market. This initiative is part of a comprehensive energy transition and sustainability strategy, aligned with industry best practices and global goals for addressing climate change.

Consumption reduction GRI 302-4

The organization developed initiatives to reduce energy consumption through the conversion and adaptation of equipment. One of the key actions taken was to update the facilities by replacing old electrical equipment with more modern and efficient models, including air conditioning systems, X-ray machines, tomographs and magnetic resonance equipment. These measures were specifically aimed at reducing electricity consumption.

Energy consumption within the organization

A significant gain was made in monitoring this indicator. With the support of a contracted specialized consultancy, the company began tracking its energy consumption more efficiently and accurately—an essential step for setting effective reduction targets. In 2024, this progress enabled the mapping of 100 percent of the energy consumption across 607 Hapvida service units, establishing a solid foundation for energy management and the transition to a more sustainable energy matrix.

In 2024, the company completed the transition of a large portion of its units to energy supply models based on clean sources

Energy consumption by source
GRI 302-1, SASB HC-DY-130a.1

Type of consumption	Quantity (kWh)	Quantity (gigajoules)
Electricity	97,779,060	352,004,616

The total energy in kWh acquired from the national electrical system was computed. The company does not sell the excess electricity.

Fossil (non-renewable) fuels used by the organization, and total energy from them, in liters in 2024 GRI 302-1, SASB HC-DY-130a.1

Fossil fuels	Quantity (liters)
Diesel	485,049.16

The total diesel consumed by the fleet of ambulances, generators and other passenger vehicles was calculated.

Waste management is one of the most sensitive issues in Hapvida's operations, considering the size of the company and the complexity involved in disposing of hospital and pharmaceutical waste. With 807 proprietary units, including 86 hospitals, the volume of waste generated is quite significant (see *the table on next page*), which requires strict standards of control, compliance and traceability. The main impacts arise during input receipt, due to packaging disposal, and throughout operations, with the generation of chemical, biological, and hazardous waste.

In 2024, Hapvida generated a total of 5,817.06 kg of infectious waste. All of the infectious waste was completely treated by a specialized contracted company and then transported in its entirety to appropriately licensed landfills, ensuring full compliance with the relevant technical and environmental regulations governing the management of healthcare waste. Medicinal waste generated at the company's units follows the same treatment flow as chemical waste.

During the year, Hapvida remained focused on the continuous improvement of its waste management processes, integrating initiatives aimed at legal compliance, operational standardization and team engagement. The actions complied with Brazilian environmental legislation and applicable health regulations (such as RDC 222/2018), and were also aligned with the company's Corporate Environmental Policy.

One of the key structuring initiatives is the standardization of routines by implementing technical manuals and operational procedures, which are adopted across all units. Quarterly internal audits are conducted in hospitals and emergency units, to simulate the health surveillance waste inspection criteria and assess everything from the packaging and identification of waste to the documentation required for traceability. Documentary audits and environmental indicator monitoring underscores control.

We also made progress in the technological modernization of waste management. **Meu Resíduo** (My Waste), an automated

platform for real time measurements and recording of discarded volumes, started being implemented in the last quarter of 2024. The system made the entire process more accurate and will be enhanced in 2025. In terms of sustainable innovation, the system's implementation is expected to reduce paper usage by approximately 60 kg per year. Reduction at the source was achieved by eliminating disposable cups at the headquarters and digitizing contracts using platforms such as Greendocs and DocuSign.

In addition to operational management, we also maintained waste recovery programs. Standing out was: implementation of projects such as composting at 17 hospitals in São Paulo, which diverted 1,272.55 tons of organic waste; the repurposing of unusable uniforms, converting 1.5 tons into 1,372 blankets donated to people in socially vulnerable situations, and a recycling initiative that prevented 1,309.77 tons of paper, plastic, and metal from reaching landfills (*learn more in Social responsibility*).

Innovative waste management

- 1. Advances in **technological modernization**
- 2. Implementation of the **Meu Resíduo (My Waste) system**
- 3. Reduction of **about 60 kg of paper** per year
- 4. **Elimination of disposable cups** at the headquarters
- 5. **Digitization of contracts** via systems like Greendocs
- 6. Implementation of **composting in 17 hospitals** in São Paulo
- 7. Repurposing of **1.5 tons of unusable uniforms**, turning them into 1,372 blankets donated to people in social vulnerability
- 8. A recycling project **avoided the disposal of 1,309.77 tons of paper, plastic and metal** in landfills

Waste generated GRI 306-3, 306-4, 306-5

In 2023, following the merger of Hapvida and NotreDame Intermédica operations, the focus was on implementing a waste measurement process in hospital and emergency care units. The 2024 strategy focused on integrating the company's various units, including clinics, preventive medicine, diagnostics, occupational medicine, oncology, and dentistry. Therefore, the data is not comparable, as it does not represent the same scope. Important: all hazardous waste has been shipped for final disposal. For non-hazardous waste

Total weight of the waste generated (tons)

6,305.02
hazardous waste

13,779.62
non-hazardous waste

20.084,64
total waste generated

not destined for final disposal—such as organic, recyclable, and uniform waste—measurements followed the same strategies used in 2023 and 2024. This data is also not comparable.

Total weight of hazardous and non-hazardous waste diverted from disposal (except effluents) in metric tons GRI 306-3

Amount generated	
Hazardous waste	
Infectious	5,817.06
Chemical	487.96
TOTAL	6,305.02
Non-hazardous waste	
Ordinary	11,194.96
Recyclable	1,309.77
Organic	1,272.55
Uniforms	2.34
TOTAL	13,779.62

Total weight of non-hazardous waste diverted from disposal, in metric tons GRI 306-4

Non-hazardous waste	Weight diverted from disposal
Organic	1,272.55
Recyclables	1,309.77
Uniforms	2.34
TOTAL	2,584.66

Total weight of non-hazardous waste diverted from disposal by recovery operation GRI 306-4

Type of recovery	Total weight outside the organization
Recycling	1,309.77
Composting	1,272.55
Repurposing (uniforms)	2.34
TOTAL	2,584.66

Total weight of hazardous and non-hazardous waste directed do disposal by recovery operation GRI 306-5

Type of recovery	Total
Hazardous waste	
Incineration (without energy recovery)	487.96
Autoclave	5,817.06
TOTAL	6,305.02
Non-hazardous waste	
Landfill confinement	11,194.96
TOTAL	11,194.96

The data covers 100 percent of the operator's healthcare units, including hospitals, emergency care units, clinics and diagnostic service laboratories.

Guardians of the Environment

In 2024, Hapvida expanded the program **“Guardiões do Meio Ambiente”** (Guardians of the Environment), formed by volunteer employees trained to monitor and guide the proper disposal of waste in all healthcare areas—surgical centers, hospitalization, nutrition and maintenance.

More than **2,300 employees** were trained in units across the country. At the end of the year, all team members were actively engaged in the field to reinforce environmental awareness and serve as multipliers of responsible and sustainable practices.

The project encompasses training, inspection, and audits of the disposal processes for medicinal, infectious, chemical, and general waste to ensure compliance with environmental and health regulations.

Climate change GRI 3-3, 305-4

Given the increasing impacts of climate change on public health—and, by extension, on Hapvida's own business model—we strengthened our strategies in 2024 to mitigate risks and reduce Greenhouse Gas (GHG) emissions. The guidelines are based on the **Corporate Policy to Mitigate Climate Change**, which defines the company's commitments to a low-carbon economy through the identification, control, and mitigation of climate-related environmental and operational impacts.

Throughout the year, the company invested in a unified system for measuring and managing GHG emissions across all scopes (1, 2 and 3), based on the GHG Protocol and with external verification. The standardization of data—previously fragmented by the different sources of operations—was one of the structuring achievements of the period. This consolidation established 2024 as the baseline year for future GHG emissions reduction targets.

With regard to direct emissions (Scope 1), monitoring was reinforced for activities involving the use of fossil fuels in generators and the company's own fleet. In Scope 2, which covers purchased energy, progress in migrating to the Free Energy Market with renewable sources positively impacted the reduction of emissions intensity, highlighting the commitment to achieve 100 percent clean energy use by the end of 2025. In Scope 3, which covers the value chain, the company enhanced supplier monitoring by mandating alignment with environmental and integrity policies in all signed contracts.

The topic also gained strength internally. We undertake communication campaigns and new employees are required to take training on climate change. In addition, we maintained Environmental Working Groups (GTMA) in all the care units, with periodic meetings for guidance and standardization of practices.

In line with recent regulatory requirements, such as CVM Resolution No. 193, **Hapvida began preparations in 2024 to disclose climate-related risks in accordance with international standards IFRS S1 and S2**, with support from a specialized consultancy. The objective is to increase transparency on the financial and operational impacts resulting from the climate crisis, in addition to strengthening business resilience.

The company also established adaptation measures, such as **reinforcing the electrical infrastructure with redundant generators** (backup power devices) and the prevention of logistical failures in response to extreme events such as floods and droughts. **Such measures ensure the continuity of health services and the safety of patients in critical situations.**

By establishing the fight against climate change as a strategic pillar, Hapvida reaffirms its commitment to building a resilient and sustainable healthcare system aligned with Sustainable Development Goals (SDGs) 7 and 13.

DIRECT (SCOPE 1) GHG EMISSIONS GRI 305-1

The emission factors and global warming potentials (GWP) were determined using the GHG Protocol methodology as the reference. The standards, methodologies and/or tools used were also based on the GHG Protocol. The consolidation method employed to compute direct emissions was operational control.

The data provided refers to the company's GHG inventory for the period from January to December 2024. The inventory scope covers 100 percent of the operator's healthcare units, including hospitals, emergency care units, clinics and diagnostic laboratories. This scope applies to scope 1, 2 and 3 emissions. In 2024, the merger of 95 percent of Hapvida and NotreDame Intermédica's operations was successfully completed. Additionally, consistent with the 2023 target, all units were incorporated into the GHG inventory and reported on the Climas platform.

INDIRECT (SCOPE 2) GHG EMISSIONS GRI 305-2

The organization reported a total of 8,116.73 tons of CO₂ equivalent in scope 2 emissions, considering the location-based approach. The company does not calculate Scope 2 based on the purchasing choice approach. In calculating Scope 2 emissions in 2024, the following greenhouse gases were considered: carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), and sulfur hexafluoride (SF₆).

OTHER INDIRECT (SCOPE 3) GHG EMISSIONS GRI 305-3

The company reports its Scope 3 emissions in a consolidated manner. The Scope 3 emissions categories included in the calculations are purchased goods and services, upstream transportation and distribution, waste generated in operations, and business travel. For emission factors and global warming potentials (GWP) the reference used was the GHG Protocol methodology.

REDUCTION OF GHG EMISSIONS GRI 305-5

The base year was set at 2024, which marked the beginning of 100 percent operational unit measurement following the consolidation of Hapvida and NotreDame Intermédica operations. Therefore, it is not yet possible to identify a reduction in GHG emissions relative to the base year.

Consolidated Scope 1 emissions GRI 305-1

2024

Type of Emission	Total emissions
Total scope 1 emissions, in tCO ₂ e	9,636.97
Total scope 1 biogenic emissions, in tons	163.53

The following gases were included in the calculation of greenhouse gas (GHG) emissions: perfluorocarbons (PFCs), sulfur hexafluoride (SF₆), carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O) and hydrofluorocarbons (HFCs).

Consolidated Scope 3 emissions GRI 305-3

2024

Type of Emission	Total emissions
Total scope 3 emissions, in tCO ₂ e	14,857.61
Total scope 3 biogenic emissions, in tons	5,016.43

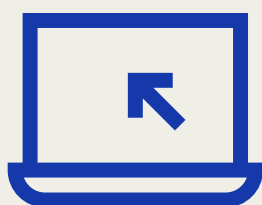
The gases included in the calculation are hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulfur hexafluoride (SF₆), carbon dioxide (CO₂), methane (CH₄) and nitrous oxide (N₂O).

Social

- People Management
- Employee profile
- Employee Journey
- Development and training
- Health and Well-being
- Diversity, equity and inclusion
- Social responsibility
- Suppliers

People management

In 2024, Hapvida launched a new cycle in people management by unifying all its Human Resources policies and practices. The year marked the completion of the integration process between the former Hapvida and NotreDame Intermédica models, which



The “Portal do Gestor” (Manager Portal) and “Portal do Colaborador” (Employee Portal) provided teams with greater agility and autonomy

got underway after their 2022 merger. The process culminated in the adoption of a unified management system and a shared organizational culture embraced by over 74,000 employees across Brazil.

The company has structured two large portals: the “**Portal do Gestor**” (Manager Portal) and the “**Portal do Colaborador**” (Employee Portal). The former gives leaders autonomy to manage their teams with agility and visibility over key processes. The latter empowers employees with services such as updating their registration, accessing benefits and sending requests to HR without the need for face-to-face mediation.

Hapvida also enhanced the work of its local HR professionals in larger cities, it implemented “**Nossa Gente**” (Our People)—an internal communication platform— and “**Seu Espaço**” (Your Space), a chat with specialized customer service representatives who ensure inclusive care and quick resolution of queries and suggestions.



REMUNERATION POLICY

GRI 2-19

One of the most significant HR initiatives of the year was the organization of comprehensive Remuneration Policies. The company developed clear remuneration and recognition policies, which were unified nationally after the merger. The guidelines are public and aligned with technical criteria focusing on meritocracy, equity and sustainability.

The remuneration policies for the organization's senior leadership and Board of Directors include fixed and variable compensation, as described in sections 5.2 and 5.3 of the current Remuneration Policy, as posted on the Hapvida Investor Relations [website](#).

Fixed remuneration aims to directly compensate for services provided, in line with market practices. It is based on the responsibilities of the position and individual experience and may be reviewed annually upon recommendation of the Remuneration and People Committee and approval by the Board of Directors, to ensure alignment with market practices and monetary updates.

Short-term variable remuneration, when applicable, consists of bonus payments designed to align managers' actions with the company's strategic objectives and the interests of investors, customers, and other stakeholders, and is subject to the achievement of individual and collective goals. Long-term variable remuneration, when applicable, aims to drive the expansion, success and achievement of the organization's corporate objectives; align the interests of managers with the interests of shareholders, and enable the company to attract and retain executives.

Regarding attraction bonuses or recruitment incentive payments, the company states that this item is not applicable, as it is not included in its policy. Regarding termination payments, the company follows current legislation. Regarding the return of bonuses and incentives (clawback), the company adopts the Policy for Recovery of Wrongly Granted Compensation (Clawback), posted on the Investor Relations website on August 28, 2024, under the minutes and publications

section. Retirement benefits do not apply, as they are not included in the policy either.

The current Remuneration Policy outlines guidelines for establishing the compensation and benefits provided to members of the Board of Directors, Advisory Committees, Statutory Board, and Fiscal Council. These guidelines consider each member's responsibilities, positions held, roles performed, and time commitment, aiming to align with the best practices in the market.

Process to determine remuneration

GRI 2-20

The development of compensation policies includes establishing a compensation committee, conducting market analyses, designing compensation packages, carrying out regular reviews, ensuring transparency and continuous disclosure, and integrating performance evaluations. The remuneration committee oversees this process. The opinions

The company structured clear remuneration and recognition policies, unified nationally after the merger

of stakeholders, including shareholders, are considered through surveys and consultations consultants. Additionally, remuneration consultants were involved in determining compensation. However, stakeholders, including shareholders, were not directly consulted on governance remuneration.

Employees GRI 2-7

Hapvida is a company built by teams united by the purpose of promoting health and well-being. Delivering quality assistance, care, and respect to our patients—who are at the core of our business—depends on the commitment and professionalism of our employees. Therefore, the company constantly invests in talent attraction and retention policies, in recognizing leaders and staff, and in developing and training teams.

The data reported below were extracted from the “Lugar de Gente” (LG) system. The direct counting methodology was applied to determine the total number of employees, including all registered full-time and part-time staff. In 2024, the company experienced organic growth in both the opening of new units and the expansion of its workforce. The data considered refer to December 2024, including employees with an active and absent status. Data is also provided on employees without guaranteed working hours, broken down by gender and region.



74,000+

professionals

are part of the
Hapvida team of
employees

Employees by region and gender GRI 2-7

Region	2023			2024		
	Men	Women	Total	Men	Women	Total
SP branch	6,774	21,912	28,686	6,430	21,454	27,884
MG branch	970	3,442	4,412	933	3,597	4,530
RJ branch	429	1,455	1,884	551	1,587	2,138
South branch	929	3,666	4,595	1,568	4,337	5,905
North	1,071	2,734	3,805	1,225	3,242	4,467
Northeast	6,557	16,991	23,548	7,410	19,007	26,417
Central-West	793	2,447	3,240	661	2,386	3,047
TOTAL	17,523	52,647	70,170	18,778	55,610	74,388

Employees by type of contract* and gender GRI 2-7

Gender	2023	2024
	Indefinite term	Indefinite term
Men	17,523	18,778
Women	52,647	55,610
TOTAL	70,170	74,388

*All employees have an indefinite term contract.

Employees by type of contract* and region GRI 2-7

Region	2023	2024
	Indefinite term	Indefinite term
SP branch	28,686	27,884
MG branch	4,412	4,529
RJ branch	1,884	2,138
South branch	4,595	5,905
North	3,805	4,467
Northeast	23,548	26,417
Central-West	3,240	3,047
TOTAL	70,170	74,388

*All employees have an indefinite term contract.

Employees by type of employment and region GRI 2-7

Region	2023			2024		
	Full time	Part time	Total	Full time	Part time	Total
SP branch	8,831	19,855	28,686	9,078	18,806	27,884
MG branch	1,793	2,619	4,412	1,802	2,728	4,530
RJ branch	503	1,381	1,884	559	1,579	2,138
South branch	1,488	3,107	4,595	2,689	3,216	5,905
North	969	2,836	3,805	1,023	3,444	4,467
Northeast	6,797	16,751	23,548	7,912	18,505	26,417
Central-West	986	2,254	3,240	1,030	2,017	3,047
TOTAL	21,367	48,803	70,170	24,093	50,295	74,388

Employees by type of employment and gender GRI 2-7

Gender	2023			2024		
	Full time	Part time	Total	Full time	Part time	Total
Men	6,293	11,230	17,523	6,998	11,780	18,778
Women	15,074	37,573	52,647	17,095	38,515	55,610
TOTAL	21,367	48,803	70,170	24,093	50,295	74,388

Workers who are not employees

For transparency and alignment with leading sustainability practices, the company uses a direct counting methodology to report the number of workers without a formal employment relationship. This group includes professionals who work under different legal employment formats, both full-time and part-time.

For example, interns, young apprentices, and professionals hired as service providers are included, in accordance with the employment categories established by Brazilian legislation. The calculation is based on the information available up to the end of the reporting period, with no significant variations in this total observed throughout the cycle.

Workers who are not employees GRI 2-8		
Contractual relationship	2023	2024
Apprentices	898	2,099
Interns ¹	199	226
Contractual relationship - Third parties	46	5,000
Physicians ²	-	+28,000
Dentists	-	+20,000
TOTAL	1,144	53,325

1. It is worth noting that, in 2024, there was a significant growth in the number of young apprentices and interns, up 47.1 percent compared to the previous year (from 1,097 in 2023 to 2,325 in 2024).

2. To enhance transparency about our work ecosystem, this year's report also includes accredited physicians and dentists—professionals who are essential to the company's service delivery, even without a direct employment relationship.





Employee Journey

GRI 3-3, SASB HC-DY-330a.2

At Hapvida, the Employee Journey begins when they want to work at the company until they are fully integrated into the group and organizational culture. More than a process cycle, this journey reflects our commitment to caring for those who care. We believe that offering a welcoming, transparent work environment geared towards personal and professional development is essential to ensuring the excellence of our purpose: saving lives.

The company implements initiatives to recruit and retain healthcare professionals, focusing on attracting new talent and supporting current employees in developing their career. With regard to recruitment, the strategy includes establishing partnerships with educational institutions, which has proven effective in attracting qualified professionals aligned with the company's values and needs. To retain talent, the company invests in internal development and mobility opportunities, which helps keep professionals engaged and fosters their growth within the organization.

The following are a few steps of the Employee Journey at Hapvida.

From recruiting employees to retaining talent, we are committed to taking care of those who provide care

1. Attraction

The strength of the Hapvida brand was one of our key assets for attracting talent in 2024. We act strategically in employer branding, with participation in employability events such as those held at Insper and initiatives at other colleges and schools. We strive to show that here you can build a career with purpose, impact and belonging. Adopting technologies that use artificial intelligence (AI), such as Gupy and Pandapé, enabled us to conduct a more assertive active search for candidates on employment websites. Gupy's AI uses keyword analysis and data cross-referencing with the company's values to quickly match the right professionals with the right opportunities. Pandapé's AI, meanwhile, manages the selection funnel, HR performance reports, as well as integration with social networks and vacancy websites.

The **Career Fair**, held in units throughout Brazil, was also a milestone. Employees were given the opportunity to access internal job postings and actively engage in the selection processes. In this way, we promote internal mobility and reinforce our culture of valuing in-house talent.

2. Recruitment

Selection process digitalization represented a major advance in 2024. We have built a 100 percent online evaluation cycle, consisting of technical tests, cultural fit assessments and interviews with managers. To promote transparency and show respect for candidates, feedback was provided to all participants regarding their performance, including those who were not selected.

This new model enabled a more inclusive and standardized process nationwide, helping to increase the diversity of hired profiles and strengthen the employer brand.

3. Development and training

We restructured the Corporate University by unifying learning platforms and creating tailored learning tracks for different audiences: healthcare, medical, and corporate. Most of the courses took place in a virtual format, respecting the company's reach, with an expected expansion to in-person courses in 2025 (*see more in the chapter on Development and training*).

4. Care and zeal

Caring for people is at the heart of our operation—and it begins within the company. In 2024, we held the **Benefits Fair**, in which employees from all Brazilian regions participated. In addition to making the offered rights and benefits tangible, the initiative provided an opportunity for active listening and reinforced the sense of belonging. Other well-being initiatives included the **"Vida Plena"** (Full Life) program and the **"Nossa Gente"** (Our People) digital channel (*see the chapter on Health and well-being*).

5. Retention

Promoting the retention of professionals involves concrete actions such as actively listening to employees, valuing teams, and closely monitoring the conditions of the work environment. In 2024, company executives visited units throughout Brazil to listen to and analyze employee demands. Based on these visits, improvement plans were formulated for work environments, including upgrades to changing rooms, cafeterias, and rest areas.

The Employee journey at Hapvida is made up of five stages that aim to engage with the company's culture and values

The company maintained market-aligned salary policies, enhanced benefits, and enhanced access to training and continuing education. The Engagement Survey, conducted in early 2024, achieved a 70 percent participation rate and a score of 79.8, indicating a strong emotional connection to the company's purpose. The lower turnover rate in the final months of the year reinforces the effectiveness of our retention efforts.

New employee hires and employee turnover, by age group, gender and regionGRI 401-1

	2023					2024				
	Total employees	Hires	New hire rate	Dismissals	Turnover rate	Total employees	Hires	New hire rate	Dismissals	Turnover rate
Age group										
Aged fewer than 30 years	21,460	760	3.54	733	3.48	22,631	933	4.12	580	3.34
Aged 30 to 50 years	41,963	887	2.11	1,140	2.42	42,852	1,046	2.44	783	2.13
Aged more than 50 years	6,747	125	1.85	107	1.72	8,905	118	1.33	92	1.18
TOTAL	70,170	1,772	2.53	1,980	2.67	74,388	2,097	2.82	1,455	2.39
Gender										
Men	17,523	642	3.66	477	3.19	18,778	536	2.85	321	2.28
Women	52,647	1,130	2.15	1,503	2.5	55,610	1,561	2.81	1,134	2.42
TOTAL	70,170	1,772	2.53	1,980	2.67	74,388	2,097	2.82	1,455	2.39
Region										
SP branch	28,686	705	2.46	702	2.45	27,884	552	1.98	583	2.04
MG branch	4,412	182	4.13	151	3.77	4,530	103	2.27	108	2.33
RJ branch	1,884	49	2.6	68	3.11	2,138	29	1.36	26	1.29
South branch	4,595	154	3.35	396	5.98	5,905	186	3.15	194	3.22
North	3,805	105	2.76	70	2.3	4,468	231	5.17	62	3.28
Northeast	23,548	508	2.16	499	2.14	26,417	873	3.3	370	2.35
Central-West	3,240	69	2.13	94	2.52	3,046	123	4.04	112	3.86
TOTAL	70,170	1,772	2.53	1,980	2.67	74,388	2,097	2.82	1,455	2.39



This year, the Engagement Survey among Hapvida employees attained a 70 percent participation rate and resulted in a score of 79.8.

Employee recruitment, development and retention

Turnover rate in 2024 SASB-HC -DY-330a.1				
Categories	Total number of employees by category	Hires	Dismissals	Turnover rate
Voluntary				
Physicians	554	8	5	1.17
Non-medical health professionals	26,895	831	494	2.46
All other employees	46,939	1,258	701	2.09
TOTAL	74,388	2,097	1,200	2.22
Involuntary				
Physicians	554	8	2	0.9
Non-medical health professionals	26,895	831	96	1.72
All other employees	46,939	1,258	246	1.6
TOTAL	74,388	2,097	344	1.64

Development and training GRI 3-3

Investing in people is a commitment to care excellence, and its purpose is saving lives

In 2024, enhancing organizational culture, valuing teams, and fostering continuous employee development were key pillars of Hapvida's people management strategy. In response to the challenges brought about by the post-merger integration and the consolidation of management systems, the company prioritized development strategies focused on strengthening engagement, retaining talent, and ensuring business sustainability. Investing in people is a commitment to healthcare

excellence and the company's purpose of saving lives, a responsibility that requires prepared, motivated teams aligned with institutional values.

In 2024, Hapvida organized and implemented its training strategy around three main pillars: professional development centered on succession planning, leadership training aligned with the company's new context, and programs that support career transitions and continuous learning.

Throughout the year, aligned with the company's strategy, the Organizational Development area focused on employee education and development, highlighting the Leadership Program, Institutional Onboarding, the "Vida Plena" (Full Life) Program, and the professional development tracks available on the company's virtual Learning Portal.



Assessment, mapping for succession and development GRI 404-3

The year was marked by the first application of the Performance Assessment by Competencies for 100 percent of employees—around 74,000 people—, an unprecedented initiative at the company. This tool was essential for mapping talent and shaping the succession plan across all organizational levels, from technical and administrative roles to strategic executive positions.

As a result of this process, structured development programs were established, featuring training pathways, personalized coaching, and internal mobility initiatives. Career fairs were also held, allowing the employees themselves to view and apply directly for available internal positions, reinforcing their active role in shaping their career paths and promoting talent retention and recognition.

Percentage of employees receiving regular performance and career development reviews by employee category and gender GRI-404-3

	2023			2024		
	Men	Women	Total	Men	Women	Total
Executive Board						
Total headcount	119	68	187	171	90	261
Number of employees evaluated	113	68	181	145	83	228
Percentage	94.96	100	96.79	84.8	92.22	87.36
Management						
Total headcount	296	487	783	310	476	786
Number of employees evaluated	281	465	746	289	450	739
Percentage	94.93	95.48	95.27	93.23	94.54	94.02
Coordination						
Total headcount	433	1,149	1,582	417	1,181	1,598
Number of employees evaluated	415	1,092	1,507	377	1,081	1,458
Percentage	95.84	95.04	95.26	90.41	91.53	91.24
Supervision						
Total headcount	367	963	1,330	365	1,000	1,365
Number of employees evaluated	318	881	1,199	330	922	1,252
Percentage	86.65	91.48	90.15	90.41	92.20	91.72
Specialist/Analyst						
Total headcount	3,079	11,210	14,289	3,364	12,180	15,544

	2023			2024		
	Men	Women	Total	Men	Women	Total
Number of employees evaluated	2,803	10,208	13,011	2,893	10,440	13,333
Percentage	91.04	91.06	91.06	86.00	85.71	85.78
Technical/Operational Assistant						
Total headcount	13,229	38,770	51,999	14,151	40,681	54,834
Number of employees evaluated	11,435	34,457	45,892	12,009	34,560	46,569
Percentage	86.44	88.88	88.26	84.86	84.95	84.93
Total						
TOTAL EMPLOYEES	17,523	52,647	70,170	18,778	55,608	74,388
TOTAL EMPLOYEES EVALUATED	15,365	47,171	62,536	16,043	47,536	63,579
PERCENTAGE	87.68	89.60	89.12	85.44	85.48	85.47

Training and strengthening of leadership

With approximately 4,000 leaders nationwide, Hapvida made leadership development a central focus of its people management strategy. In 2024, a nationwide program was launched with mandatory training tracks on communication, feedback, people management, inclusive care and engagement, all aligned with the company’s culture of care.

In addition to technical and behavioral training, leaders took part in listening sessions at the units, such as the “Seu Espaço” (Your Space) program, and were encouraged to adopt the ten behaviors of the Inclusive Care Program, which promote empathy, collaboration, and active listening.

The 360° Leadership program trained all levels of leadership, including internal and external consultancy content. With a focus on enhancing the “Jeito de Ser” (Way of Being), the program had a 71.8 percent adherence among directors and managers, with content offered through the Learning Portal and on live broadcasts.

Targeted initiatives catered to the needs of various groups: nursing leaders participated in meetings focused on people management and customer experience, while medical and hospital leaders engaged in the Medical Managers Training Program, covering topics such as public and supplementary health, management tools, and company-specific practices.

For identified successors, strategic development tracks were offered, including Executive Coaching, the Leadership Master Class international course, and Harvard Medical School’s Leading Digital Transformation in Healthcare program , all focused on real-world experiences and actionable plans.

During onboarding, all new employees participated in live sessions, held two to three times a week. For managers and directors, onboarding was conducted in person and online. In total, 23,677 new professionals were onboarded in 2024.

The “Vida Plena” (Full Life) program, launched in July, promoted mental health and well-being initiatives, with themes such as child harassment, emotional health, prevention campaigns and racial awareness. The meetings were held online and conducted by professionals from Hapvida itself. Finally, the Learning Portal has established itself as the primary training platform, featuring 34 specialized schools and over 900 courses focused on technical and behavioral development, reinforcing the commitment to the continuous growth of teams.

The 360° Leadership program trained professionals with technical and behavioral content





Average hours of training in 2024, per gender and employee category GRI 404-1

	2023			2024		
	Total headcount	Hours of training	Average hours of training	Total headcount	Hours of training	Average hours of training
Gender						
Men	17,523	117,409	6.7	18,778	127,184	6.77
Women	52,647	431,791	8.2	55,610	355,416	6.39
TOTAL	70,170	549,200	7.83	74,388	482,600	6.49
Employee category						
Executive Board	187	3,292	17.6	261	2,834	10.86
Management	783	15,745	20.11	786	12,044	15.32
Coordination	1,582	32,945	20.82	1,598	20,505	12.83
Supervision	1,330	31,972	24.04	1,365	17,106	12.53
Specialist/Analyst	14,289	148,170	10.37	15,544	96,831	6.23
Technical / Operational Assistant	51,999	317,076	6.1	54,834	333,304	6.08
TOTAL	70,170	549,200	7.83	74,388	482,624	6.49

Programs for upgrading employee skills
and transition assistance programs GRI 404-2

Another milestone of 2024 was the enhancement of **Hapvida Corporate University**, with the unification of platforms and the development of specific career tracks for physicians, nurses and corporate areas. For the healthcare audience, the content prioritized clinical protocols, humanized care and organizational culture guidelines. For the administrative audience, external courses on leadership, HR and management were acquired.

The learning model was largely digital, with investments in online teaching platforms and tailored content, produced internally based on the company's needs. Only courses for corporate areas were contracted externally. The expectation for 2025 is to complement this strategy with in-person formats.

The company implements skill enhancement programs for its employees, emphasizing continuous development and both technical and behavioral training. Internal courses

and training sessions are offered, addressing essential topics for daily operations, including internal processes, mental health, professional development, patient care, and institutional regulations.

The training courses are organized through thematic schools, including:

- **Diversity and Inclusion** – Promoting an equitable and inclusive work environment;
- **Leadership** – Development of strategic skills for managers;
- **Mandatory content** – Fundamental training for institutional compliance;
- **Physiotherapy** – Updates and technical improvements in the area;
- **IT** – Training in digital tools and technologies;
- **Human resources** – People management and organizational development;
- **Occupational safety** – Training on regulatory standards, risk prevention and best practices;
- **Nursing** – Technical and behavioral tracks focused on quality care.

In addition to these, there are development tracks tailored to various leadership levels—such as directors, medical managers, and nursing leaders—with training aligned to their strategic responsibilities. The content is available on the company's virtual learning platform, which offers 34 topic areas and over 900 courses, including complementary materials such as books, booklets, manuals, lectures, and training sessions.

Training is offered in both online and in-person formats, expanding reach and providing greater flexibility for learning initiatives. The company currently does not offer financial support for external training courses or assistance with career transition or retirement. However, a project dedicated to supporting career transitions is scheduled to be launched in 2025.



100%
of the employees
participated in the
Competency-Based
Performance Assessment,
which helped map talents
and future leaders

Health and well-being

GRI 3-3, 403-1, 403-6, 403-7, 403-8, SASB HC-DY-320a.1

The health and well-being of Hapvida employees are top priorities, closely aligned with the company's core purpose of saving lives. In 2024, the company made significant strides in standardizing occupational health, safety, and well-being practices, particularly during the Hapvida and NotreDame Intermédica merger. With more than 74,000 employees spread across the five regions of Brazil, the standardization of these actions was one of our greatest challenges and achievements of the period.

In the occupational safety area, the company organized fire brigades and conducted drills in all hospitals, while also reinforcing training on the proper use of personal protective equipment (PPE). All professionals were required to undergo mandatory medical examinations prior to admission, and strict criteria were implemented for unhealthy areas, including the expanded use of dosimeters to monitor exposure to harmful agents. The Occupational Health Medical Control Program (PCMSO) was also fully adapted. This program takes

care of the health of employees through medical examinations and the prevention of occupational diseases. Also adapted was the Risk Management Program (PGR) and the former Environmental Risk Prevention Program (PPRA), which address workplace safety with a focus on environmental risks.

Occupational health was enhanced by increasing the number of occupational physicians, who now take an active role in screening and referring employees for care within the company's own healthcare network. Using the people management system enabled more accurate case identification and monitoring, integrating information from certificates, absences and clinical recommendations. The first Employee Health Census is planned for 2025 with the purpose of mapping the health status of respondents in a structured manner and of defining preventive policies and identify epidemiological risks.

During the reference period, the company recorded a Total Recordable Incident Rate (TRIR) of 2,016, considering the total number of occupational incidents that occurred. The Days Away, Restricted, or Transferred (DART) rate was 6,214, representing the number of days lost due to work accidents. These indicators are essential for the continuous monitoring of occupational safety and to support the implementation of more effective preventive measures in the workplace.

In the area of well-being and health promotion, Hapvida launched the **"Vida Plena"** (Full Life) program, which in 2024 offered several live broadcasts and expert-led forums on topics such as stress, nutrition, mental health, parenting, and quality of life. The themes are defined based on suggestions submitted by the employees themselves through the **"Nossa Gente"** (Our People) internal portal, which also allows interactions, announces birthdays, rewards outstanding units and measures the mood of teams through daily polls.



The new “Vida Plena” (Full Life) program offers live broadcasts with several experts on nutrition, mental health, parenting and well-being

The company also invested in education and awareness. The **Inclusive Care Program**, main initiative aimed to strengthen interpersonal relationships, was enhanced in 2024. Based on ten key behaviors, the program promotes engaging and educational activities focused on empathy, teamwork, and mutual respect. These behaviors are graphically represented in the “Inclusive Care Tree,” used as a visual resource in training and engagement actions.

All these initiatives were aligned with the company's Occupational Health and Safety Management System, ensuring legal compliance and reinforcing the commitment to the physical and emotional well-being of all professionals. Hapvida realizes that caring for those who care is key to maintaining the quality standard of patient care and sustaining its verticalized healthcare model.

OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM

GRI 403-1, 403-7, 403-8

The company implemented an occupational health and safety management system that meets legal requirements and with recognized standards and guidelines. No worker was excluded from the scope of this system, ensuring full and equitable coverage for all employees. The health and safety management system covers all 74,388 direct employees of the company, as well as outsourced workers. This system is audited internally on a regular basis. To date, the company has not received certification from an external third party; however, internal indicators confirm the comprehensive implementation of its practices.

The Occupational Health and Safety Management System complies with the regulatory standards (NR) of the Ministry of Labor and Employment and the requirements of oversight bodies such as the

Labor Public Prosecutor's Office. The system covers all professionals and operational units, ensuring full coverage of risks related to the activities carried out. Technical documents such as the Risk Management Program (PGR), the Occupational Health Medical Control Program (PCMSO), the Technical Report on Environmental Working Conditions (LTCAT), the Ergonomic Work Analysis (AET), unhealthiness and hazardousness reports, as well as emergency and evacuation plans, are regularly prepared and updated.

These actions are conducted with the support of the Organization and Control System (SOC) software, which centralizes risk management processes, incident reporting, medical certificate and absence tracking, and the consolidation of information for eSocial.

Occupational health services

GRI 403-3

The company provides broadly structured and accessible occupational health services in all regions of the country. The actions include medical examinations, medical certificate management, health monitoring of workers with chronic conditions, professional rehabilitation, occupational health audits, and technical support for prevention programs. The operation is guaranteed by qualified and registered professionals, with extensive use of internal channels such as the SOC system, corporate e-mail, telephone, and digital platforms integrated with the People and Management area.

Hazards identification, risk assessment and incident investigation

GRI 403-2

Health and safety risks are identified and assessed through both routine and non-routine processes, with a focus on safety inspections, emergency drills, ergonomic and chemical analyses,

evaluations of organizational changes, and special projects. These processes follow standardized methodologies and directly involve senior leadership, which ensures the necessary resources and actively participates in the prevention culture. All incident investigations follow rigorous criteria, including detailed documentation, root cause analysis, risk classification, and the implementation of corrective measures based on the hierarchy of controls.

Occupational health and safety risks are also mapped and mitigated in outsourced or indirect activities. The company adopts procedures for remote work, work in the field and external environments, customer facilities or facilities controlled by business partners, and business travel. The assessed risks include exposure to chemical and biological agents, falls, vehicle accidents, electric shock, and radiation. Control measures include PPE, specific training, evacuation plans and continuous monitoring by technical teams.



Workers covered by an occupational health and safety management system GRI 403-8

	2023		2024	
	Employees	Workers who are not employees (third parties)	Employees	Workers who are not employees (third parties)
Total number of individuals	70,170	5,237	74,388	5,286
Number of individuals who are covered by the system	70,170	5,237	74,388	5,286
Percentage of individuals who are covered by the system	100	100	100	100
Number of individuals covered by a system that has been internally audited	70,170	5,237	74,388	5,286
Percentage of individuals covered by the system that was internally audited	100	100	100	100
Number of individuals covered by the system that has been certified by an independent third party	0	0	0	0
Percentage of individuals covered by this system that has been internally audited or certified by an external party	0	0	0	0

The standards, premises and methodologies adopted are based on consolidated references. Applicable Regulatory Standards (NRs) include: NR 01 (General Provisions and Occupational Risk Management), NR 04 (SESMT), NR 05 (CIPA), NR 06 (EPI), NR 07 (PCMSO), NR 10 (Electricity Installations and Services), NR 15 (Unhealthy Activities and Operations), NR 16 (Hazardous Activities and Operations), NR 17 (Ergonomics), NR 23 (Fire Protection), NR 24 (Sanitary and Comfort Conditions in the Workplace), NR 32 (Occupational Health and Safety in Health Services) and NR 35 (Work at Height). The adopted principles ensure comprehensive data collection that accurately reflects the organization's activities, with objective and impartial analysis to support informed and reliable decision-making. The management methodology encompasses conducting routine inspections and assessments, systematically reviewing accident and incident reports, continuously monitoring occupational health, and evaluating the effectiveness of training and awareness-raising initiatives.



Worker participation GRI 403-4

Workers actively participate in the health and safety system through channels such as **“Seu Espaço”** (Your Space) and participation in formal committees (Internal Commission for Accident Prevention, Sharps Committee and Radiology Committee). These groups’ monthly meetings allow not only technical monitoring, but also the proposal of preventive measures, conducting inspections and direct involvement in accident investigation. The company guarantees anonymous reporting channels, protection against retaliation, and the right to refuse activities that pose imminent risks, as outlined in the Code of Ethics.

Worker training on occupational health and safety GRI 403-5

Continuous training is a strategic guideline at Hapvida. The training provided encompasses everything from onboarding new professionals to specialized topics such as firefighting, the use of personal protective equipment (PPE), prevention of chemical-related accidents, and working at heights. The holding of Monthly Safety Dialogue (DMS) and Monthly Fire Safety Dialogue (DMSCI) reinforces a continuous culture of prevention and shared responsibility.

WORK-RELATED INJURIES GRI 403-9

In 2024, different types of work-related accidents were recorded, including same-level and elevated falls, vehicle accidents, falling objects, exposure to chemical and biological agents, burns, equipment-related incidents, electric shocks, and fires.

All incidents had been previously mapped, identified, and classified as hazards and risks to worker safety, in line with the procedures of the company's Health and Safety Management System. The process of identifying these hazards takes place through facility inspections and assessments, as well as through detailed analysis of the processes and tasks performed in the work environment.

Identified as having the potential to cause serious accidents, these hazards indeed led to significant incidents during the analyzed period. To mitigate or eliminate these

risks, the organization has implemented a range of prevention and control measures, including risk assessments, worker training and awareness, preventive maintenance of equipment and facilities, enforcement of safety policies, continuous oversight and operational management, thorough accident investigations, systematic monitoring of work environments, strict compliance with current legislation, and the use of Personal Protective Equipment (PPE) and Collective Protective Equipment (CPE).

These same preventive measures are also applied systematically to eliminate or minimize the risk of minor accidents, acting comprehensively to protect the physical integrity of all employees. No worker was excluded from the data relating to work accidents, ensuring comprehensiveness and transparency in the investigation of incidents and the corrective actions adopted.

Work-related injuries GRI 403-9

	2023		2024	
	Employees	Workers who are not employees (third parties)	Employees	Workers who are not employees (third parties)
Number of hours worked	100,865,552.62	1,201,883	114,795,011.39	951,480
Base of the number of hours worked (200,000 or 1,000,000)	1,000,000	1,000,000	1,000,000	1,000,000
Number of fatalities resulting from task-related injuries	1	0	0	0
Index of fatalities resulting from work-related injuries	0.01	0	0	0
Number of work-related injuries with serious consequences (except for fatalities)	1,622	61	2,016	46
Index of work-related injuries with serious consequences (except for fatalities)	16.08	50.75	17.56	48.35
Number of work-related injuries of mandatory reporting (includes fatalities)	1,623	61	2,016	46
Index of work-related injuries of mandatory reporting (includes fatalities)	16.09	50.75	17.56	48.35

Work-related ill health

GRI 403-10

During the reporting period, no cases of occupational diseases were recorded among employees and third-party workers. Hapvida adopts a broad and preventive approach to monitoring occupational risks, without excluding any group of workers. Everyone is covered by the health-related risk and hazard management system, based on updated technical guidelines and regulations.

The monitoring framework is based on recognized methodologies, including regulatory standards (NRs), the Risk Management Program (PGR), the Occupational Health Medical Control Program (PCMSO), and official Work Accident Communication (CAT) records. The company conducts continuous assessments of working conditions, with a focus on the early detection of clinical signs and the prevention of occupational diseases, particularly in activities with higher ergonomic, chemical, and biological exposure.

Preventive actions include periodic medical exams, management of leaves of absence, active monitoring of occupational health, and educational campaigns. The company strengthens its integrated approach across safety, medical, and ergonomic areas to ensure healthy environments and protect the physical and mental well-being of workers.

Benefits provided to employees

GRI 401-2

Hapvida offers a range of benefits to full-time, part-time and temporary employees at all operational units. The benefits provided include:

- **Life insurance** - Available to all employees, regardless of the type of work contract;
- **Health insurance** - For full-time, part-time and temporary employees, ensuring access to healthcare services;
- **Dental insurance** - Accessible to all employees, providing dental care;
- **Paternal leave** - For all employees.

Parental leave GRI 401-3

	2023	2024
Number of employees entitled to take a maternity/paternity leave		
Men	17,523	18,968
Women	52,647	56,314
Total employees who took a paternal leave		
Men	233	219
Women	4,488	3,974
Total employees that returned to work, in the reporting period, after the end of the maternity/paternity leave		
Men	233	219
Women	4,488	3,919
Total employees that returned to work after parental leave ended that were still employed 12 months after their return to work		
Men	233	233
Women	4,216	3,165
Rate of return		
Men	100	100
Women	100	96.89
Rate of retention		
Men	100	100
Women	93.94	100

Diversity, equity and inclusion GRI 3-3

Hapvida believes that fostering an inclusive, respectful, and representative environment is fundamental to both individual well-being and the long-term sustainability of the business. The **Diversity, Equity and Inclusion (D&I) Policy**, available on the company's website, sets clear guidelines to ensure equal opportunities and eliminate discriminatory practices at all levels of the organization. The document reaffirms the commitment to valuing differences as a source of innovation and growth, while also guiding the development of training, awareness campaigns, listening channels, and accessible infrastructure for all audiences.

A milestone in 2024 was the holding of the company's first **Diversity Census** after the merger with NotreDame Intermédica, which brought a comprehensive portrait of the plurality among our teams. The survey had a participation rate of 21 percent of employees (out of a base of 66,688 people), with 53.3 percent self-identifying as Black—a

percentage close to the national average of 55.4 percent reported by the Brazilian Institute of Geography and Statistics (IBGE)—and 12.6 percent identifying as LGBTQIAPN+, a figure higher than the 8 percent average recorded among partner companies in the private sector. Additionally, 9.1 percent of respondents classified themselves as neurodivergent. These figures not only enhance representation in the company, but also demonstrate an environment of psychological safety, in which employees feel comfortable expressing themselves and affirming their identities.

Hapvida does not adopt numerical targets for hiring minority groups, but regularly monitors indicators and works across the board to encourage inclusion, equal pay and development opportunities. The ratio between base salaries compensation for men and women is regularly monitored to mitigate inequalities and promote gender equity in both operational and leadership roles.



The company also maintains strict policies to combat discrimination and investigate cases of harassment through independent reporting channels, as provided for in our Code of Ethics and Conduct. During the year, no relevant cases of discrimination were reported, and the **“Seu Espaço”** (Your Space) channel remained a safe environment for active listening and welcoming spontaneous expressions.

Finally, in 2024, Hapvida renewed its membership to the UN Women **Women's**

Empowerment Principles (WEP), enhancing its alignment with the 2030 Agenda and the Sustainable Development Goals (SDGs). The company also maintained its commitment to the **UN Global Compact**, which brings together universal principles in the areas of human rights, labor, environment and anti-corruption — including the promotion of diversity and the fight against all forms of discrimination in labor relations (*see more in Sustainability strategies and commitments*).

Percentage of individuals within the organization’s governance bodies, by gender GRI 405-1

	2023			2024		
	Men	Women	Total	Men	Women	Total
Board of Directors*						
Number of members of governance bodies	8	1	9	8	1	9
Percentage of members of governance bodies by gender	88.89	11.11	100	88.89	11.11	100

* Refers to the Board of Directors framework approved at a General Meeting with the shareholders.

Percentage of individuals within the organization’s governance bodies, by age group GRI 405-1

Board of Directors	2023		2024	
	Number	Percentage	Number	Percentage
Aged fewer than 30 years	0	0	0	0
Aged 30 to 50 years	0	0	0	0
Aged more than 50 years	9	100	9	100
TOTAL	16	100	9	100

Employees by employee category and gender GRI 405-1

	2023			2024		
	Men	Women	Total	Men	Women	Total
Executive Board						
Number	119	68	187	171	90	261
Percentage	63.64	36.36	100	65.52	34.48	100
Management						
Number	296	487	783	310	476	786
Percentage	37.8	62.2	100	39.44	60.56	100
Coordination						
Number	433	1,149	1,582	417	1,181	1,598
Percentage	27.37	72.63	100	26.10	73.90	100
Supervision						
Number	367	963	1,330	365	1,000	1,365
Percentage	27.59	72.41	100	26.74	73.26	100
Specialist/Analyst						
Number	3,079	11,210	14,289	3,367	12,180	15,544
Percentage	21.55	78.45	100	21.66	78.34	100
Technical/Operational assistant						
Number	13,229	38,770	51,999	14,150	40,681	54,834
Percentage	25.44	74.56	100	25.81	74.19	100
Total						
NUMBER	17,523	52,647	70,170	18,780	55,610	74,388
PERCENTAGE	24.97	75.03	100	25.25	74.75	100

Employees by employee category and age group GRI 405-1

	2023		2024	
	Number	%	Number	%
Director				
Aged fewer than 30 years	0	0	1	0.38
Aged 30 to 50 years	128	68.45	167	63.98
Aged more than 50 years	59	31.55	93	35.63
TOTAL	187	100	261	100
Manager				
Aged fewer than 30 years	24	3.07	39	4.96
Aged 30 to 50 years	640	81.74	609	77.48
Aged more than 50 years	119	15.2	138	17.56
TOTAL	783	100	786	100
Coordinator				
Aged fewer than 30 years	172	10.87	222	13.89
Aged 30 to 50 years	1,297	81.98	1,218	76.22
Aged more than 50 years	113	7.14	158	9.89
TOTAL	1,582	100	1,598	100
Supervisor				
Aged fewer than 30 years	233	17.52	274	20.07
Aged 30 to 50 years	972	73.08	934	68.42
Aged more than 50 years	125	9.4	157	11.50
TOTAL	1,330	100	1,365	100

	2023		2024	
	Number	%	Number	%
Specialist/Analyst				
Aged fewer than 30 years	3,681	25.76	4,726	30.40
Aged 30 to 50 years	9,717	68	9,506	61.16
Aged more than 50 years	891	6.24	1,312	8.44
TOTAL	14,289	100	15,544	100
Technical / Operational assistant				
Aged fewer than 30 years	17,350	33.37	19,944	36.37
Aged 30 to 50 years	29,209	56.17	27,843	50.78
Aged more than 50 years	5,440	10.46	7,047	12.85
TOTAL	51,999	100	54,834	100
Total				
AGED FEWER THAN 30 YEARS	21,460	30.58	25,206	33.88
AGED 30 TO 50 YEARS	41,963	59.8	40,277	54.14
AGED MORE THAN 50 YEARS	6,747	9.62	8,905	11.97
TOTAL	70,170	100	74,388	100

Percentage of employees from minority and/or vulnerable groups by employee category GRI 405-1

	2023		2024	
	Employees from minority groups	%	Employees from minority groups	%
Black/brown				
Executive Board	71	37.97	83	31.80
Management	346	44.19	362	46.06
Coordination	909	57.46	915	57.26
Supervision	690	51.88	722	52.89
Specialist/Analyst	7,772	54.39	8,430	54.23
Operational	34,115	65.61	36,051	65.75
TOTAL	43,903	62.57	46,563	62.59
PwD				
Executive Board	0	0	0	0
Management	3	0.38	4	0.51
Coordination	7	0.44	10	0.63
Supervision	19	1.43	17	1.25
Specialist/Analyst	113	0.79	130	0.84
Operational	1,281	2.46	1,275	2.33
TOTAL	1,423	2.03	1,436	1.93

Ratio of basic salary and remuneration of women to men by employee category (BRL)* GRI 405-2

	2023		2024	
	Basic salary	Remuneration	Basic salary	Remuneration
Coordination				
Ratio of basic salary (women vs. men)	0.84	0.86	0.86	0.86
Supervision				
Ratio of basic salary (women vs. men)	1.04	1.06	1.02	1.02
Specialist/Analyst				
Ratio of basic salary (women vs. men)	0.9	0.93	0.88	0.92
Technical/Operational assistant				
Ratio of basic salary (women vs. men)	1	1.02	1.01	0.99

* To calculate this indicator, the company chose not to disclose the salaries of directors and managers.

Security personnel trained in human rights policies or procedures* GRI 410-1

	2023	2024
Total number of security personnel (employees of the organization and contracted companies)	2,102	950
Total number of security personnel trained in human rights policies or procedures	2,102	950
Percentage	100	100

* There was a significant drop in the percentage of security personnel trained in human rights policies or procedures. The reason for this was because, at Hapvida, most employees are hired under the Consolidated Labor Laws (CLT) regime. As a result, many security personnel who were previously outsourced in the former NotreDame Intermédica operation became direct employees within the company's own network.



In our first post-merger company Diversity Census, 53.3 percent of respondents identified as Black and brown, 12.6 percent as LGBTQIAPN+, and 9.1 percent classified themselves as neurodivergent

INCIDENTS OF DISCRIMINATION AND CORRECTIVE ACTIONS TAKEN GRI 406-1

During the reporting period, 10 substantiated cases of discrimination were recorded. In total, the company received 76 reports on the subject of discrimination, of which 44 were considered unfounded and 22 remain under analysis.

The organization analyzed the cases and implemented action plans in response to the incidents. These plans include measures such as dismissals, warnings, and preventive and awareness-raising initiatives, including Diversity and Inclusion training for managers conducted through the Corporate University. The mandatory program features inclusion-focused training tracks and webinars led by the diversity team, along with discussion groups—including special sessions for managers who welcomed new employees with disabilities during the month.

Action plan effectiveness is assessed through routine internal management analysis processes, and all successful cases registered to date have been considered resolved. The company remains committed to actively preventing new incidents and strengthening a culture of respect in the workplace.

The company has a Diversity Department, linked to the Human Resources Area, responsible for implementing inclusive policies, fostering a culture of diversity and promoting affinity groups open to the participation of all employees interested in the topics covered. Complaints are investigated by a dedicated team from the Reporting Channel, which also oversees the implementation of corrective measures in accordance with the organization's Consequences Policy.

Social responsibility GRI 3-3

Aware of its role as the largest healthcare ecosystem in Latin America and of the magnitude of its responsibility, Hapvida undertakes initiatives to benefit diverse audiences. Social responsibility is one of the company's main pillars and is directly related to its mission of democratizing access to quality healthcare in Brazil. This commitment is reflected in the company's operations on all fronts, from offering affordable plans to having a presence in regions with less medical infrastructure, which generates a positive impact on the surrounding communities. In 2024, with over 15.8 million customers and a presence across all regions of the country, the company reaffirmed its position as one of the leading employers in the supplementary healthcare sector, with more than 74,000 CLT employees, alongside over 28,000 physicians and 22,000 dentists within its ecosystem.

During the year, the company took new steps towards enhancing its social practices, with emphasis on the standardization and integration of social initiatives during the merger between Hapvida and NotreDame Intermédica. This process consolidated previously decentralized policies and programs, brought uniformity and expanded the reach of social initiatives, especially in crisis contexts. An example of this was the rapid mobilization in support of the population affected by **floods in Rio Grande do Sul**. The company offered shelter, food, and emotional support to employees experiencing homelessness. Additionally, it provided free teleconsultations—including by telephone—to the entire state population, with 350 professionals available 24 hours a day. Medicine donations were also made and solidarity campaigns were widely publicized, such as the display of the official Pix of the Rio Grande do Sul government on the facade of the company's headquarters at Avenida Paulista, in São Paulo (SP)

During the floods in Rio Grande do Sul, we offered shelter, food and emotional support to our employees who had been left homeless and 24-hour telemedicine for the entire population





Another 2024 highlight was the ongoing expansion of voluntary initiatives with significant social impact, such as the **Food Safety Program** in the Praça da Sé square (SP), which, since November 2024, has been providing 250 nutritious soup meals daily to the homeless. By the end of the year, we had distributed more than 8,000 meals, prepared by teams from the Nossa Senhora do Rosário and Salvalus Hospital units, with the support of nutritionists and volunteers from the company itself. The project demonstrates a commitment to safeguarding both the health and dignity of those it serves.

company's customers through a discreet channel on the Hapvida app. By simulating an appointment scheduling, women can request help in risky situations and access legal and psychological support provided by the NGO—an initiative that reinforces care for the female population, which represents the majority of the company's beneficiaries.

In 2024, therefore, more than enhancing projects, the company strengthened the culture of care, solidarity and belonging among its employees, customers and partners.



The company also continued the **Hospital Uniform Repurposing Program**, converting unusable uniforms into blankets donated to the homeless population. In 2024, more than 1,372 blankets were donated in downtown São Paulo and in the city of Santo André (SP). The goal for 2025 is to extend the project to new cities.

Social responsibility initiatives also include the partnership with **NGO Justiceiras**, aimed at providing inclusive care to women who are victims of gender-based violence. The partnership, which initially focused on female employees, now also benefits the



1,372
blankets

were donated to the homeless population in downtown São Paulo and in Santo André



250
daily meals

implementation of a food security program for people in a situation of vulnerability

Suppliers

GRI 3-3, 2-6

Hapvida maintains a rigorous and structured approach to supply chain management, guided by principles of integrity, socio-environmental responsibility, and a commitment to delivering high-quality services. Supplier relations is strategic for the sustainability of the business, given the diversity and complexity of the contracted services—which range from hospital laundries to information technology solutions.

The company adopts a **Third Party Integrity Assessment Policy** that establishes specific criteria for supplier approval. The process includes technical analysis, economic profile, tax and legal regularity, operational licenses and the use of the due diligence tool, which investigates negative media, debt and legal issues. In 2024, the Ethics Committee was reviewed and its guidelines also became applicable to suppliers.

All contracted suppliers, therefore, must adhere to Hapvida's corporate

policies, including the Code of Ethics and Conduct, the Anti-Corruption Policy and guidelines for respecting human rights and labor legislation. Contractual clauses prohibit practices such as child, slave, or degrading labor, as well as acts of corruption, harassment, or discrimination. Environmental, social and governance (ESG) criteria are also considered both in the selection and re-evaluation of suppliers.

In 2024, no significant incidents involving negative environmental or social impacts caused by suppliers were identified. However, the company maintains a strict protocol for non-compliance situations. If practices incompatible with the company's policies are proven, such as environmental violations or unethical conduct, the contract is terminated after a process of investigation and consultation with the supplier. This stance reinforces the commitment to integrity and socio-environmental responsibility throughout the chain.



ENVIRONMENTAL AND SOCIAL CRITERIA GRI 308-1, 414-1

The organization selects new suppliers based on a range of environmental criteria, reinforcing its commitment to sustainable practices across the supply chain. In 2024, 15 new suppliers were engaged, all of whom were evaluated with environmental criteria in mind.

The selection process involves a formal framework that includes supplier evaluation, establishment of specific environmental criteria, Request for Information (RFI) or Request for Proposal (RFP) processes, selection stages based on defined criteria and inclusion of environmental clauses in signed contracts.

Evaluation criteria include compliance with environmental legislation, possession of recognized environmental certifications, proper waste management practices, and a commitment to corporate social responsibility. These criteria ensure that suppliers are aligned with the organization's environmental values and guidelines, contributing to minimizing negative impacts and promoting sustainability.

The company assessed 15 suppliers on environmental impacts and another 60 on social issues



Environment impact GRI 308-2

As part of its sustainable supply chain management strategy, the company conducts formal assessments to identify environmental impacts caused by its suppliers. During the reporting period, 15 suppliers were subjected to this environmental assessment process.

Among them, only one was identified as causing actual negative environmental impacts. As a direct result of the assessment, the company established improvement agreements with the supplier, achieving a 100 percent corrective response rate for the identified cases. There was no termination of commercial relations with suppliers due to Environment impacts.

The main environmental impacts analyzed in the supply chain are inadequate generation and disposal of waste, inadequate disposal of effluents, Greenhouse Gas (GHG) emissions and impacts of biodiversity operations. Impacts such as deforestation, water pollution, water withdrawal in areas of water stress and energy consumption from non-renewable sources did not apply to the cases

reviewed. Standing out among the criteria that were used are environmental audits and supplier assessments, with a focus on waste management and the proper disposal of materials and effluents.

Social impacts GRI 414-2

The company assessed 60 suppliers regarding social impacts during the reporting period. No supplier was identified as causing or potentially causing negative social impacts, which reflects the rigor of the selection criteria and the continuous monitoring adopted by the organization.

Among the potential negative social impacts considered in the analysis processes are bankruptcy, issues related to the integrity of company partners, the use of child labor, and other factors that may compromise the ethical and legal compliance of suppliers. As no suppliers were identified as having negative social impacts, there was no need to propose improvement agreements and no contracts were terminated for this reason.



Research and Innovation

- Education and research
- Technology and innovation
- Data privacy

Education and research

GRI 3-3

The promotion of knowledge, combined with technical and scientific development, is a key pillar of sustainability in the healthcare sector. At Hapvida, we realize that investing in education and research is essential not only to improve patient care, but also to contribute to the advancement of medical science.

We believe in the transformative potential of continuing education, which is why we encourage our employees to take courses and attend specialization programs that enhance their skills, both in their areas of activity and in other fields of interest. The learning journey is underpinned by partnerships with national and international institutions, such as Harvard University, among other foreign and Brazilian universities. These collaborations encourage our professionals to participate in study programs, exchanges, and research projects that enhance their practices and reinforce our commitment to excellence.

RESIDENCY AND MEDICAL SPECIALIZATION

We also place a strong emphasis on specialized medical training. We conduct medical residency and specialization programs in our hospitals, which are duly accredited by the Ministry of Education and Culture (MEC) and the competent medical societies. These programs are driven by technical excellence, educational guidance, and alignment with clinical practice. The areas encompassed include Clinical Medicine, General Surgery, Pediatrics, Gynecology and Obstetrics, Anesthesiology and Intensive Medicine, in addition to multidisciplinary specializations focused on nursing, physiotherapy and hospital nutrition.

In 2024, we increased the number of vacancies and the scope of teaching programs, including new training centers in different Brazilian states. This expansion reflects our commitment to decentralizing quality medical training and reinforcing local healthcare networks.

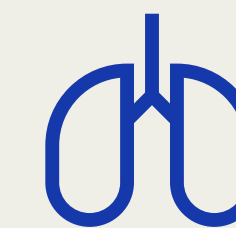




RESEARCH WITH A FOCUS ON WELL-BEING

Scientific research is another fundamental axis of Hapvida's activities. We undertake clinical studies with patients, duly authorized and conducted under strict ethical and scientific protocols. These initiatives seek to contribute to the development of more effective, customized and safe treatments, especially in areas such as oncology, chronic diseases, preventive medicine and intensive therapies.

Key research areas include studies on treatment responses in cancer patients, the application of technology for remote monitoring of chronic conditions, and the assessment of the effectiveness of clinical protocols implemented in our hospitals. Our research centers, connected to national and international scientific networks, collaborate to generate relevant knowledge applicable to the Brazilian supplementary health context.



**Our clinical research
helps develop safer,
more effective
treatments**

The mission of the Hapvida International Research and Innovation Institute is to design, conduct and disseminate research at all stages of development, strengthening our academic and support teams. Our purpose is to create innovative clinical trials and protocols for the development of new medicines and technologies in the health area.

International Institute of Research and Education (IPE)



IPE is part of Hapvida,
**Latin America's largest
healthcare ecosystem**



7 own units,
with cutting-edge
technology and highly
qualified teams



Largest
integrated
health system
database in Latin
America



**Verticalized
structure**
focused on
research and
Innovation

Vocational training in health



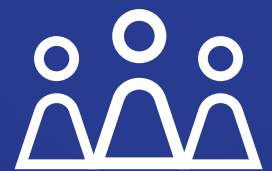
**9,400
physicians
trained**
in continuing
education (2024)



**8 residency
programs**
carried out in
Hapvida's own
network of
hospitals



**94
scientific
publications**
produced



771 students
in medical training
programs (internship,
specialization,
fellowship
and medical residency)

Harvard School of Public Health:
partnership to train health
researchers

Global alliances

**12 scientific
partnerships**
with
institutions
such as
A.C.Camargo,
BP and L2IP



**More
than 380**
patients
involved in
scientific
research

The City College of New
York: developing ai for
breast cancer prediction





Technology and innovation

GRI 3-3

Technological innovation has been a primary driver of Hapvida's transformation, particularly in establishing a fully integrated national healthcare platform. In 2024, notwithstanding the structural challenges brought about by the final stretch of the merger between the two companies, we made significant progress in digital solutions focused on care quality, operational efficiency and patient experience.



**98%
diagnostic
accuracy**

achieved by AI, which
analyzes the anamnesis
provided by physicians

ARTIFICIAL INTELLIGENCE APPLIED TO HEALTH

Artificial intelligence (AI) has become a core capability in our clinical decision support strategy. We worked throughout the year to expand and refine the use of AI at various points in the care journey. With a broad and integrated database—resulting from verticalized operations—we are able to offer a 360° view of the patient, by connecting clinical history, exams, consultations and previous procedures performed. This has enabled the development of solutions that provide physicians and care teams with real-time, relevant information, thereby enhancing the safety and accuracy of diagnoses and treatments.

One example is the International Classification of Diseases (ICD) recommendation AI, which interprets texts from anamnesis performed by physicians and automatically suggests the likely diagnosis. In audits conducted throughout the year,

this AI achieved an accuracy rate of over 98 percent, directly contributing to improved clinical outcomes and the standardization of practices based on scientific evidence.

We also expanded the use of AI to analyze reports and identify critical findings. The system automatically analyzes imaging and laboratory tests and issues warnings that anticipate clinical conduct. This enables early interventions, especially in critical areas such as oncology and chronic diseases.

Another notable development was the expansion of studies involving AI applied to medical image analysis. In 2024, we initiated testing and partnerships to develop algorithms capable of detecting clinical patterns in exam images—an initiative with innovative potential in the diagnostic field that will continue to advance in 2025.

DATA-DRIVEN CARE PROGRAMS

Digital solutions have also boosted our assistance programs and care lines. We use intelligent algorithms to identify patients with conditions such as diabetes, kidney disease, high-risk pregnancies, and suspected early stage cancer, referring them to targeted programs like **“Viver Bem”** (Live Well), **“Nascer Bem”** (To be Born Well), **“Alerta Rosa”** (Pink Alert), and **“Prevenir Rins”** (Prevent Kidneys). These programs offer continuous, personalized monitoring with a focus on preventing and controlling disease progression.

In 2024, we also integrated AI into the automated identification of pregnant women, patients with lab abnormalities indicating risk, and individuals with tumor markers. By identifying these cases, the system promotes automatic referrals to specialized services, reducing the time between diagnosis and the start of care.

Furthermore, we have made progress in implementing evidence-based care protocols, which guide clinical conduct in emergency rooms and, from 2025 onwards, also in hospitalizations. Integrated into the electronic medical record, these protocols serve as a guide for quick and safe decisions, respecting the clinical judgment of the professionals involved.

We use intelligent algorithms to detect patients with kidney conditions, diabetes, high-risk pregnancies, and suspected early stage cancer



CULTURE OF INNOVATION

Fostering a culture of innovation is part of our institutional profile. In 2024, the Intra and “Viva” programs fostered intrapreneurship and idea generation among employees across all departments and organizational levels. We received 238 ideas, of which 162 came from Intra and the rest through a new internal idea management channel.

Of these, five were selected to be presented at a final event before a panel of vice presidents. The top three winners received financial incentives converted into education and mentoring to support the implementation of their projects. The 2024 winning project was in the dental field and proposed improvements in the care of patients with autism spectrum disorder (ASD), ensuring more humanized and effective care.

We also continued to promote the Esfera program, focused on open innovation, which connects the company with startups through business challenges. The selected solutions receive investments and might be integrated into our operation.



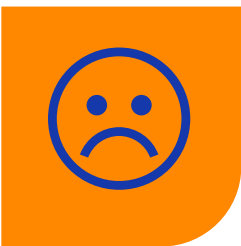
Data privacy

GRI 3-3, SASB HC-DY-230a.2

Trust is a core value in the relationship we build with our beneficiaries. Therefore, we have an ongoing commitment to guarantee the security and privacy of personal and sensitive information under our responsibility, in accordance with the **General Data Protection Law (LGPD)**.

Throughout 2024, we further enhanced our **Privacy Program**, increasing compliance initiatives and reinforcing our organizational culture focused on data protection. The governance of this front is led by a dedicated framework, with joint efforts from the Privacy, Legal, Compliance, and Technology and Information Security departments, under the direct oversight of the Audit, Risks, Internal Controls, and Compliance Committee (COAUD).

The practices include clear guidelines for handling sensitive data, mapping and mitigating privacy risks, continuous training for employees and multipliers, and the implementation of technical and



376
complaints
about data privacy,
but no cases of leaks

administrative controls outlined in internal policies. Transparency with data subjects is guaranteed through the publication of notices and privacy policies on the company's institutional channels.

The regulatory documentation was updated with a focus on maturing the guidelines and policies. We reviewed the Privacy Policy for both internal and external audiences and reinforced legal safeguards, including contracts, partnership agreements, and specific clauses regulating third-party data processing. We also include strict contractual requirements that ensure suppliers and partners share the same level of commitment to data protection.

CYBERSECURITY

GRI 3-3

The organization assessed the potential and actual impacts of this material topic on the economy, the environment and people, including effects on human rights. Among the potential negative impacts, notable risks include an increase in lawsuits and sanctions related to the LGPD, as well as the exposure or improper commercialization of customer, employee, and supplier data. These events may lead to legal costs, make access to capital more expensive and reduce demand for the company's products. Also identified were risks associated with the leaking of strategic information, with a direct impact on the company's reputation and financial performance.

The analysis of actual impacts prioritized the financial materiality perspective, both for positive and negative effects. The company has policies and commitments in place that work as the base for its actions on this

topic, such as the Internal Privacy Policy, the Privacy Notice and the Incident Response Regulation. Prevention and mitigation actions include training, the application of the Privacy by Design concept, third-party due diligence, and specific procedures such as the Record of Processing Activities (RoPA) and the Privacy Handbook for suppliers.

Protocols such as the Procedure for Receiving Requests from Authorities and the Incident Response Process are applied to address actual negative impacts and respond to incidents. These procedures also support the management of positive impacts. The effectiveness of these measures is continuously monitored through targets and indicators established in data protection impact assessments. The number of complaints, reports and incidents involving personal data stand out as metrics.

Monetary losses caused by lawsuits

HC-DY-230a.4

The company incurred no financial losses related to data security and privacy lawsuits in the last reporting period. The company conducts internal and external audits with the aim of assessing compliance with security and privacy standards. To ensure transparency and stakeholder engagement, the company offers a dedicated communication channel for reporting concerns related to data security and privacy. In addition, there is a structured action plan focused on reducing the legal and financial risks associated with the protection of personal data. This plan is led by the Legal and Compliance areas, which work together to manage and mitigate these risks.

TRAINING AND AWARENESS

Technology alone is insufficient; raising people’s awareness is essential. Therefore, in 2024, we offered mandatory privacy training, incorporated into the onboarding process for new employees. All professionals who join Hapvida must complete training before finalizing their adaptation.

The company also launched and enhanced the Privacy Champions program, with focal points in different company areas, responsible for disseminating practices

and knowledge about data protection and the culture of privacy throughout the company. In addition, we held the first **ESG Week**, with a multidisciplinary focus on privacy, compliance, governance, sustainability and risks, promoting dialogue and initiatives throughout the organization. Notwithstanding technical challenges, the company consistently enhanced its training indicators, reflected in a year-long increase in trained employees.

INCIDENT PREVENTION AND RESPONSE MECHANISMS

During the year, Hapvida improved internal data incident response processes, with flows involving the legal, information security and privacy areas. We have also evolved in the use of tools that guarantee traceability and standardized protocols for handling requests and critical events.

To mitigate risks, we intensified the use of privacy due diligence when hiring service providers and suppliers, assessing the maturity level of partner companies and avoiding associations with organizations that do not meet our legal and ethical standards.

Secure digital platforms and training our employees and partners on data protection are priorities for the company

Breach of privacy and loss of customer data

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

During the reporting period, the company registered a total of 376 complaints related to data privacy. Of these, 374 were third-party complaints received and confirmed by the organization, and 2 were forwarded by regulatory bodies.

Despite the significant number of complaints, the company did not record any relevant cases of leaks, theft or loss of customer data in 2024. This demonstrates that the information security measures adopted were effective in preventing incidents of direct data compromise.

Ongoing commitment

Data protection is a strategic priority for us. We continue to invest in secure digital platforms, infrastructure and continuous training of our employees and partners. We are aware of the fact that the threat landscape is dynamic and that challenges evolve rapidly, especially in an ecosystem as complex as that of supplementary healthcare.

Looking ahead to 2025, we are committed to segmenting training by professional profiles, expanding the reach of the Privacy Champions program, strengthening internal audits, and adopting new proactive risk monitoring tools.



Governance

- Corporate structure
- Ethics and integrity
- Risk management

Corporate structure GRI 2-9, 2-16

Hapvida continually develops and reinforces its corporate governance, ensuring the company's transparency, integrity and longevity. Its framework is made up of different bodies and agencies with well-defined attributions, ensuring a balance between shareholder interests, beneficiary protection and the long-term sustainability of the business.

The **General Shareholders' Meeting** is the company's decision-making forum, responsible for strategic deliberations such as changes to the Articles of Association, approval of financial statements, election of members of the Board of Directors and definition of management remuneration.

The **Board of Directors**, which is composed of 9 members, strategically guides the business and oversees executive management. In 2024, it established itself as an essential decision-making forum on topics such as risk management, sustainability and corporate governance. The Board also approves internal

policies, defines strategic guidelines and deliberates on corporate reorganizations, relevant debt and remuneration plans.

It is also responsible for receiving and deliberating on crucial concerns, as provided for in the company's bylaws. Communication is conducted through structured channels, including periodic reports, senior leadership presentations, committee meetings, internal and external audits, financial performance reviews, strategic planning sessions, and sustainability reports.

The **Statutory Executive Board**, led by the chief executive officer and composed of Executive Vice Presidents and Directors, is responsible for the day-to-day and operational management of the company. Each vice president has specific responsibilities, covering areas such as operations, finance, legal, institutional relations and investor relations, with actions guided by goals, indicators and internal policies.

Evaluation of the performance of the highest governance body GRI 2-18

The Board of Directors and its advisory committees are evaluated at least once during the term of office. The Executive Board, in turn, is evaluated annually by the Human Resources area, in a process directly linked to monitoring the company's financial and non-financial performance targets.



Committees that oversee impacts

To enhance its governance and guide decision-making on matters affecting the economy, environment, and people, Hapvida maintains permanent advisory committees that report directly to the Board of Directors. They are:

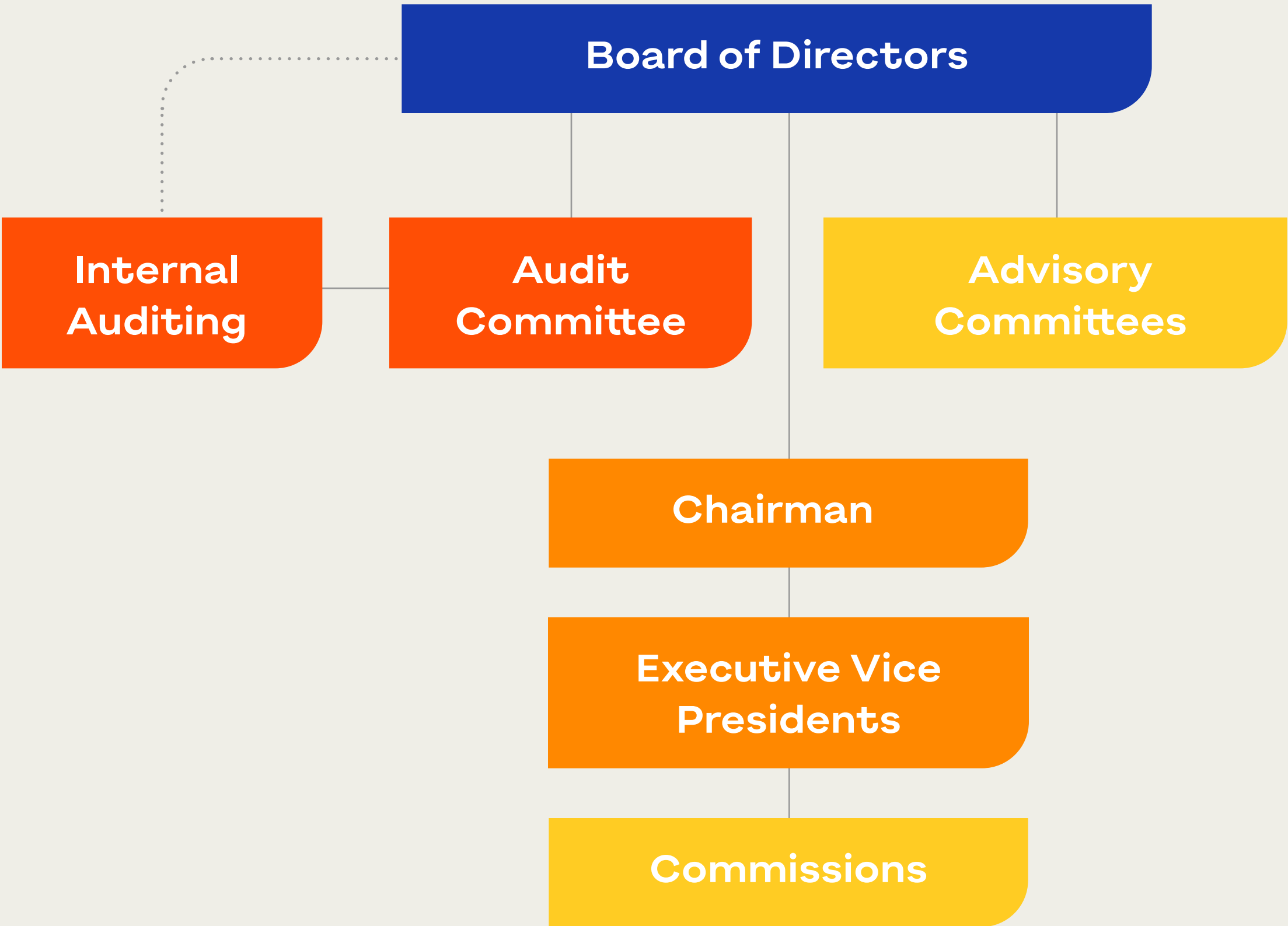
Statutory ESG Committee (Environmental, Social and Governance)
This committee monitors and proposes sustainability guidelines, monitors indicators and integrates socio-environmental and governance agendas into the business strategy.

Audit, Risks, Internal Controls and Compliance Statutory Committee (COAUD)
This committee oversees the integrity of accounting information, risk management, the functioning of internal controls and observance of compliance and integrity policies. In 2024, it was tasked with overseeing the progress of the Integrity Program and advancements in corporate risk management.

Finance, Capital Markets and M&A Committee
This committee addresses the company's economic topics.

Remuneration and People Committee
This committee analyzes and proposes remuneration and incentive policies, as well as people management practices aligned with the organizational culture.

Management Organizational Structure



Structure of the Board of Directors

Board of Directors	Executive	Independent	Term of Office (years)	Other positions	Summary of Positions/ Committees	Gender	Under-represented Group
Candido Pinheiro Koren de Lima	✗	✗	2	✗	Chairman of the Board	Male	✗
Candido Pinheiro Koren de Lima Júnior	✗	✗	2	✗	Deputy Chairman of the Board	Male	✗
Carlos Augusto Leone Piani	✗	✓	2	✓	Director. Member of the Remuneration and Finance committees	Male	✗
José Luis Camargo Júnior	✗	✓	2	✓	Director. Member of the Audit, ESG, Remuneration and Finance committees	Male	✗
Jorge Fontoura Pinheiro Koren de Lima	✓	✗	2	✓	Chief Executive Officer of the company	Male	✗
Alberto Serrentino	✗	✗	2	✓	Director. Member of the Innovation and Strategic Projects committees	Male	✗
Nicola Calicchio Neto	✗	✓	2	✓	Director	Male	✗
Maria Paula Soares Aranha	✗	✓	2	✓	Director. Member of the Audit Committee	Female	✓
Carlos Massaru Takahashi	✗	✗	2	✓	Director. Member of the Finance Committees	Male	✗

Ethics and integrity

GRI 3-3

Hapvida prioritizes relationships built on ethics and integrity with its employees, customers, suppliers, investors, public administrators, competitors, and the broader community. The company has an Integrity and Compliance Program to establish principles and guidelines in its relationship with these and other stakeholders. It encompasses the Code of Ethics and Conduct and a set of policies that guide and encourage best practices.

For the company, adherence to these standards is a non-negotiable value, which is therefore constantly observed and enforced. We believe that our daily role is to cultivate transparency and integrity in relationships and decision-making, from the simplest to the most complex, always following the path we believe is correct. To reinforce the culture of integrity in the corporate environment, in 2024, Hapvida undertook awareness campaigns and specific training on ethics,

harassment, discrimination, bribery and corruption. The Company also expanded training on topics such as integrity, data privacy, and human rights. In addition, it joined the CGU's Brazil Pact for Corporate Integrity and was nominated for national awards in the field of corporate integrity.

In monitoring and responding to incidents, the compliance, internal audit, risk management, and information security areas operate in an integrated manner, reporting to the Audit, Risk, Internal Controls, and Compliance Committee (COAUD), ensuring that these issues remain a priority on the senior management agenda. In 2024, **the Ethics Committee was reviewed and enhanced**, internal policies were updated and mechanisms for preventing, investigating and responding to inappropriate behavior underscored.

In 2024, Hapvida conducted several awareness campaigns on ethics, bribery, corruption, harassment and discrimination



COMPLIANCE GRI 3-3, 2-26

In 2024, Hapvida's integrity program underwent significant maturation and restructuring. The company updated its internal policies and regulations, including the revision of the Code of Ethics, in accordance with the reality of the healthcare sector and the company's structure.

The company established a Compliance Management System that centralizes training, policies, educational materials, and integrity indicators. The following stand out among the improvements planned for 2024:

- The performance of approximately **4,600 integrity analyses** among due diligence and compliance opinions, up 50 percent compared to 2023.
- Training of 25,994 employees** in ethics and anti-corruption, reaching 38 percent of active staff, surpassing the executive target of 36 percent.
- Adherence to the **Brazil Pact for Corporate Integrity program** coordinated by the Office of the Comptroller General (CGU). The program encourages companies to voluntarily make a public commitment to corporate integrity.

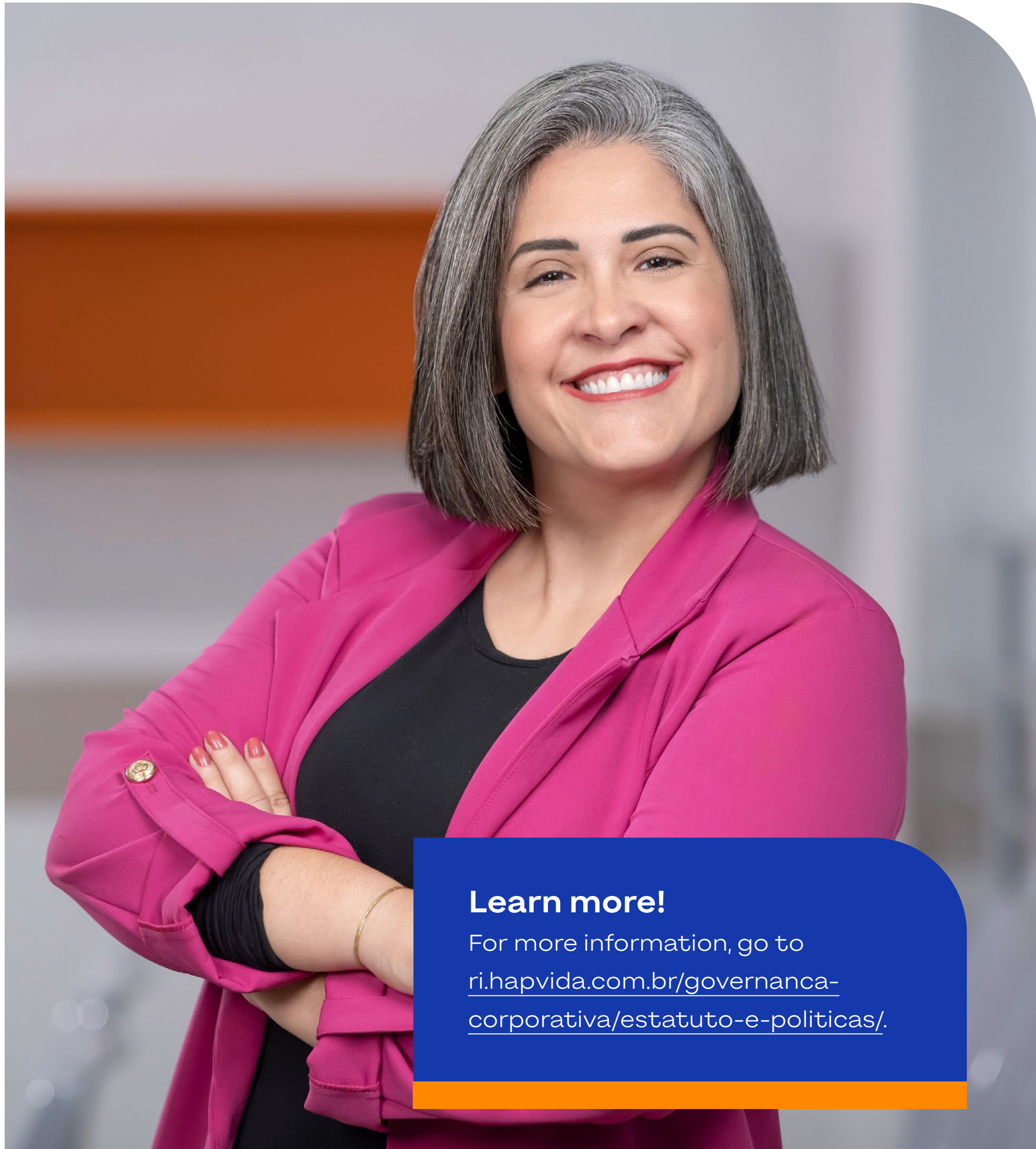
The enhancement of the **guidance and reporting channels**, such as the **"Sentinela" (Sentinel)** (see box on the side), the **"Canal Delas"** (Women's Channel) (previously focused only on the workforce and now also aimed at customers), the **"Nossa Gente"** (Our People) Portal and training via e-learning (distance learning through a digital platform). All these resources ensure confidentiality and appropriate treatment of concerns raised, promoting integrity and active listening.

"Sentinela" (Sentinel) Reporting Channel GRI 2-26

Hapvida encourages the reporting of any actual or suspected violation of its Code of Ethics and Conduct, internal policies and regulations, applicable laws, or any identified irregularities. Complaints, whether internal or external, are handled by an independent and specialized company that ensures complete confidentiality and protection against any form of retaliation. The complainant has the opportunity to monitor the process, which favors diligence security, transparency and credibility.

Access to the Sentinela Reporting Channel is free of charge and available via website or telephone:

-  **Website**
canaldedenuncias.com.br/grupohapvida
-  **Phone**
(+55) 0800- 591- 5126
(24 hours a per day, 7 days per week)



HAPVIDA POLICIES GRI 2-23, 2-24

Hapvida formalizes its ethical and sustainability commitments through a comprehensive set of policies approved by the Board of Directors, with particular emphasis on the Code of Conduct, which applies to all stakeholders. Policy implementation is overseen by the Board and conducted by executive leadership through targets, training, contractual clauses, audits and internal communication. All employees receive training on the Code of Ethics, with 100 percent coverage ensured during the onboarding process.

Hapvida's commitments are aligned with intergovernmental frameworks such as the UN Global Compact, the Sustainable Development Goals (SDGs), and the UN Women initiative. These commitments extend to all of the organization's activities and business relationships, including protections for vulnerable groups such as women, people with disabilities, ethnic minorities, LGBTQIAPN+ individuals, and human rights advocates.

Therefore, to formalize the guidelines featured in the Code of Ethics, the company has the following set of policies:

- External Audit Contracting Policy;
- Anti-Harassment and Discrimination Policy;
- Remuneration Policy;
- Information Security Policy;
- Securities Trading Policy;
- Climate Change Mitigation Policy;
- Risk Management Policy;
- Corporate Environmental Policy;
- Material Fact Disclosure Policy;
- Diversity, Equity and Inclusion Policy;
- Risk Management Policy;
- Related-party Transactions Policy;
- Competition Policy;
- Policy on the Prevention of Money Laundering;
- Sponsorship, Donations, Voluntary Contributions and Social Incentive Policy;
- Anti-Corruption and Anti-Bribery Policy;
- Third Party Integrity Assessment Policy;
- Sustainability Policy;
- Dividends Distribution Policy;
- Investment and Minimum Cash Policy;
- Policy for Nominating Members of the Board of Directors, Statutory Board and Committees.

CODE OF ETHICS

GRI 2-23

Hapvida’s purpose, vision, and foundational pillars form the core of the company and serve as guiding principles for the conduct of all those who act on its behalf. The Code of Ethics, however, reduces subjectivity in the expected conduct in the relationship with stakeholders. The document sets forth ethical standards and commitments, provides guidance on conduct, and ensures compliance with applicable laws, while promoting ethical, transparent, and sustainable relationships. Its content is continuously up-dated, therefore, employees are advised to take annual training courses.

Hapvida’s Code of Ethics outlines guidelines on sensitive and critical topics essential to the company’s integrity and growth, including: diversity, inclusion, and respect; asset protection; participation in civic, political, and religious activities; sponsorships, donations, and voluntary contributions; corruption; conflicts of interest; acceptance of gifts, presents, and courtesies; communication; and security.

Integrity initiatives

3,000
due diligence
procedures carried out to assess possible risks of corruption

1,600 opinions
on compliance issued

4,600 requests
regarding compliance reviewed

25,994
employees
were trained in ethics and anti-corruption, 38 percent of Hapvida's total and 18 percent more than in 2023



Important recognition

Hapvida was a finalist in the **Leaders League Compliance Summit & Awards Brazil 2024 awards in the “Biotechnology, Pharmaceutical, and Healthcare” category**. A global benchmark in the legal and financial field, the Leaders League is a French publisher with a branch in Brazil, which produces reports and studies to help business leaders in decision-making. Valued in the market, this award highlights the best compliance programs in the country.

Risk management

In 2024, Hapvida consolidated progress in its risk management, strengthening the organization's governance, integrity, and resilience. The action was more preventive and efficient, with a focus on reputation, continuity of services and business sustainability.

One of the highlights was the enhancement of critical risk monitoring. A total of

49 corporate risks were prioritized, encompassing strategic, operational, compliance, and financial categories, with support from business units and alignment with the Corporate Risk Management Policy. The assessment of these risks was enhanced through agile methodologies and the implementation of a new management system that is more intuitive and accessible across all areas of the company.

In the area of prevention, Hapvida intensified efforts to address the root causes of risks by promoting training and providing technical guidance. The Risk Culture Dissemination Plan (PDCR) reached 71 percent of the target audience, surpassing the goal that had been set. Actions in thematic weeks and the holding of the first ESG Week focusing on risks increased engagement.

The company's integrity is strengthened by independent structures such as Internal Audit and the Reporting Channel. In 2024, there were no significant records of corruption, bribery, improper donations, or money laundering. The Audit Department acted autonomously and reported directly to the Board of Directors.

Among the main risks mapped are those linked to healthcare operations and information technology, especially in post-acquisition integrations. Improvements were identified in indicators, contract governance and information control, with measures already implemented.

3 focuses of the future strategy

- 1. Integration of processes and systems in healthcare units and operators to ensure efficiency and safety**
- 2. Continuous monitoring of the requirements of ANS and other regulatory bodies**
- 3. Incorporation of ESG topics, such as risk and value drivers, with a focus on waste management, reputational impacts, and governance practices.**

Hapvida maintains its governance structure in alignment with the Brazilian Institute of Corporate Governance (IBGC), with clearly defined roles across the lines of defense and ongoing oversight by the ESG and Audit Committees.



ANTI-CORRUPTION

GRI 2-15, 205-1, 205-2, 205-3

Hapvida maintains its non-negotiable commitment to ethics, integrity and transparency in all its relationships, adopting a stance of zero tolerance for corruption, bribery, money laundering and fraud. This is described in its Code of Ethics and Conduct, Anti-Corruption and Anti-Bribery Policy and Anti-Money Laundering Policy.

The company conducts rigorous integrity assessments (due diligence) for employees, service providers and suppliers, with checks on restrictive lists, legal proceedings, negative media and links with public agents (PEPs). The contracts signed feature anti-corruption and anti-bribery clauses, and partners are required to adhere to the Code of Ethics and other internal policies.

Corporate risks, including compliance risks, are reviewed periodically, at least once a year, in accordance with the Corporate Risk Policy, considering potential incidents. Among the main corruption risks mapped are those related to relationships with suppliers, health

insurance brokers, financial institutions, independent audits and sales activities. When integrity guidelines are violated, consequences may include immediate termination of the contract, notification of the relevant authorities, and the enforcement of internal disciplinary actions.

In addition to implementing policies and controls, the Integrity department conducts regular training and takes preventive action based on sound corporate governance practices, internal control mechanisms, and continuous monitoring. The company also provides a confidential and impartial reporting channel, available 24/7, as a tool to support the prevention and detection of inappropriate behavior. In 2024, there were no confirmed cases of corruption involving the organization or its employees. The absence of incidents is a direct outcome of the ongoing strengthening of preventive practices and the organization’s commitment to promoting a culture of integrity.

These initiatives reflect Hapvida’s ongoing commitment to promoting an environment in compliance with national and international legislation, in particular the **Anti-Corruption Law (Law No. 12,846/2013)** and the **Money Laundering Law (Law No. 9,613/1998)**.

Conflicts of interest GRI 2-15

To prevent and mitigate conflicts of interest, the organization implements a comprehensive set of processes, including clear policies and procedures, education and training, oversight by an ethics or review committee, transparency through well-documented decisions, isolation of individuals or parties involved in potential conflicts, regular policy reviews, the promotion of a strong organizational culture, and strict legal compliance. Furthermore, it is the organization’s practice to disclose any conflicts of interest to its stakeholders. The disclosed conflicts of interest include the presence of controlling shareholders, as well as information on related parties, their relationships, transactions, and outstanding balances.

Total number and percentage of governance body members that have received training on anti-corruption, broken down by region GRI 205-2

Governance members informed and trained	2023		2024	
	Informed	Informed	Trained	
Total number of members in the year	17	9	9	
Total number of members informed/trained	17	9	3	
Percentage of members informed/trained (%)	100	100	33.33	

Total number and percentage of employees who were informed and trained on anti-corruption policies and procedures, broken down by region GRI 205-2

		2023			2024		
		Total number of members	Total number of members informed/trained	% of members informed/trained	Total number of members	Total number of members informed/trained	% of members informed/trained
SP branch	Informed	28,686	28,686	100	27,884	27,884	100
	Trained	28,686	12,720	44.34	27,884	-	-
South branch	Informed	4,595	4,595	100	5,905	5,905	100
	Trained	4,595	2,045	44.5	5,905	-	-
MG branch	Informed	4,412	4,412	100	4,529	4,529	100
	Trained	4,412	413	9.36	4,529	-	-
RJ branch	Informed	1,884	1,884	100	2,138	2,138	100
	Trained	1,884	797	42.3	2,138	-	-
North	Informed	3,805	3,805	100	4,467	4,467	100
	Trained	3,805	333	8.75	4,467	-	-
Northeast	Informed	23,548	23,548	100	26,418	26,418	100
	Trained	23,548	1,179	5.01	26,418	-	-
Central-West	Informed	3,240	3,240	100	26,418	3,047	100
	Trained	3,240	146	4.51	26,418	-	-
Total	Informed	70,170	70,170	100	74,388	74,388	100
	Trained	70,170	17,633	25.13	74,388	25,894	34.81



Note: In 2024, we reported the total number of employees trained in anti-corruption policies, without regional segmentation, due to the migration of content from the previous training platform to the Corporate University platform. The purpose of this initiative is to enhance the learning experience by providing more modern and integrated resources. Out of a total workforce of 74,388 employees, 25,894 received training on anti-corruption policies and procedures, accounting for 34.81 percent of all staff. As part of this process, we are implementing enhancements to our data management systems that will enable regional stratification in future reporting cycles.



Total number and percentage of employees who were informed and trained on anti-corruption policies and procedures, by employee category GRI 205-2

		2023			2024		
		Total number of members	Total number of members informed/trained	% of members informed/trained	Total number of members	Total number of members informed/trained	% of members informed/trained
Executive Board	Informed	187	187	100	261	261	100
	Trained	187	40	21.39	261	116	44.44
Management	Informed	783	783	100	786	786	100
	Trained	783	210	26.82	786	527	67.05
Coordination	Informed	1,582	1,582	100	1,598	1,598	100
	Trained	1,582	454	28.7	1,598	966	60.45
Supervision	Informed	1,330	1,330	100	1,365	1,365	100
	Trained	1,330	485	36.47	1,365	794	58.17
Specialist/ Analyst	Informed	14,289	14,289	100	15,547	15,547	100
	Trained	14,289	1,594	11.16	15,547	6,576	42.30
Technical / Operational Assistant	Informed	51,999	51,999	100	54,831	54,831	100
	Trained	51,999	14,850	28.56	54,831	16,915	30.85
Total	Informed	70,170	70,170	100	74,388	74,388	100
	Trained	70,170	17,633	25.13	74,388	25,894	34.81

Membership associations GRI 2-28

The organization actively participates in several strategic domestic and international associations and organizations. Standing out among the associations are: Brazilian Association of Health Plans (Abramge), which organizes and promotes the private medical services system, advocates for the interests of its member companies, and contributes to the supplementary healthcare sector;

National Union of Group Dental Companies (Sinog), which represents dental insurance companies in Brazil; National Association of Private Hospitals (Anahp), a representative entity of the country's leading private hospitals of excellence, and Union of Hospitals, Clinics, and Laboratories of the State of São Paulo (SindHosp), the largest healthcare employers' organization in Latin America, representing hospitals, clinics, and laboratories in the state.

As part of its involvement with organizations, the company is a member of the Corporate Leaders Group (Lide), which brings together more than 2,000 national and multinational companies to promote and foster business relations, advocate for free enterprise growth, and encourage collaboration across various economic sectors; Esfera Brasil – an independent, non-partisan think tank that unites businesspeople, entrepreneurs, and other leaders to foster dialogue on issues relevant to Brazil's development; and the FIS Initiative – an ecosystem of health industry leaders and companies in Latin America that seeks to connect the public, private, and academic sectors to promote collaboration, debate, and innovation in the healthcare field.



Internal Ombudsman's Office

Hapvida's Internal Ombudsman's Office acts as a strategic channel for listening, integrity and transparency. Available to employees, service providers, partners and other internal audiences, the channel guarantees impartial treatment of grievances, such as reports, complaints and suggestions related to ethical conduct and compliance.

Grievances may be submitted anonymously and are reviewed independently, in accordance with strict confidentiality standards.



Financial

- Our results
- Investments





Our results GRI 201-1

The year 2024 was decisive for the consolidation of Hapvida as the largest healthcare ecosystem in Latin America. Amid a challenging scenario marked by regulatory changes, inflationary pressures, and increased judicialization of the sector, the company demonstrated resilience, operational discipline, and a strong capacity for delivery. We concluded the year with solid financial results, reflecting not only increased demand for healthcare services, but also the maturity of a business model grounded in a long-term strategy focused on sustainability, quality, and access to healthcare.

The indicators recorded in 2024 reflect a solid company, with expanding margins, a significant increase in profit, and a stable, high-quality beneficiary portfolio. The completion of the merger process with NotreDame Intermédica, after three years of structured work, allowed for important operational gains and paved the way for a new phase of growth.

ECONOMIC PERFORMANCE

Hapvida ended 2024 with a **net revenue** of **BRL 28.952 billion**, a growth of **5.8 percent** compared to the previous year. The adjusted net income rose significantly, to **BRL 1.836 billion**, up **170.3 percent** compared to 2023. The **adjusted EBITDA margin** in the year was **13.1 percent**, rising **1.1 percentage points** in relation to the previous fiscal year.

These figures demonstrate a steady trajectory of growth and effective financial management. Even in a challenging

macroeconomic context, the company managed to expand its operating margin and almost triple its adjusted net income. This underscores the effectiveness of the business model centered on service verticalization and strict cost control, as well as the maturity of the strategic decisions made throughout the year. The 2024 financial performance marks a milestone in the company's journey and reinforces investor and partner confidence in its long-term potential.



BRL 28.952 billion
in **net revenue**, an increase of **5.8%** compared to 2023



BRL 1.836 billion
in **net profit**, up **170.3%** compared to the previous year

OPERATIONAL EFFICIENCY

Throughout 2024, the company intensified its focus on efficiency. The cash claims ratio dropped to 69.2%, an improvement of 2.7 percentage points relative to 2023. The cash conversion ratio reached approximately 70 percent, aligned with internal goals, and the company also made progress in sales expense indicators in relation to net revenue.

The consistent reduction in claims—one of the key indicators of financial sustainability in the healthcare sector—demonstrates the effectiveness of strategies for controlling healthcare costs and enhancing clinical management. The stabilization in the frequency of use, particularly in the second half of the year, along with operational and care improvements—such as the implementation of artificial intelligence and integrated clinical protocols—contributed to this performance. Furthermore, optimizing cash conversion reinforces the solidity of the company's value generation model.

BENEFICIARY BASE

By the end of 2024, Hapvida had **8.869 million health insurance beneficiaries**, remaining virtually stable compared to 2023, with modest organic growth. In terms of dental insurance, the figure was **6.932 million**, a 0.9% decrease in the annual comparison.

The stability of our beneficiary base in a more rigorous and competitive regulatory environment is a testament to the strength of our brand and the loyalty of our customers. Maintaining this base at a high level, even in the face of adjustments and changes in flow due to systems integration, reflects the users' confidence in the services offered.

The combination of quality care, a structured network and focus on customer experience contributes to this solid performance. The slight reduction in dental insurance is within expected behavior and does not compromise the company's growth strategy, which remains focused on expanding markets and offering affordable and integrated plans.

Our figures

BRL 28.95 billion

Net Revenue
(+5.8% vs. 2023)

70%

Cash Conversion Ratio

BRL 1.84 billion

in Adjusted Net Profit
(+170.3%)

7.3% of net revenue

in Sales Expenses
(-0.3 p.p.)

13.1%

Adjusted EBITDA Margin
(+1.1 p.p.)

8.869 million

health insurance beneficiaries
(+0.1%)

69.2%

of Cash Loss Ratio
(-2.7 p.p.)

6.932 million

dental insurance beneficiaries
(-0.9%)

Investments

GRI 203-1

Throughout 2024, Hapvida accelerated its investment plan with a focus on business sustainability, enhancing the healthcare network and reinforcing both technological and hospital infrastructure. The total amount invested by the company—around BRL 835 million in Capex—represents almost double the amount invested in 2023, reflecting a vigorous modernization and growth strategy.

This significant investment was primarily directed toward three strategic areas: the expansion of our own healthcare network, the acquisition of cutting-edge technologies for critical areas such as ICUs and oncology, and the full integration of operating systems between Hapvida and NotreDame Intermédica.

DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED

GRI 201-1

The regime adopted for determining the direct economic value generated and distributed (EVG&D) was the accrual basis. The economic value generated and distributed has a national scope, with 100 percent of the activities carried out within the country.



BRL 835 million in Capex
was the amount invested by Hapvida in 2024

Value-added statements (BRL thousands)

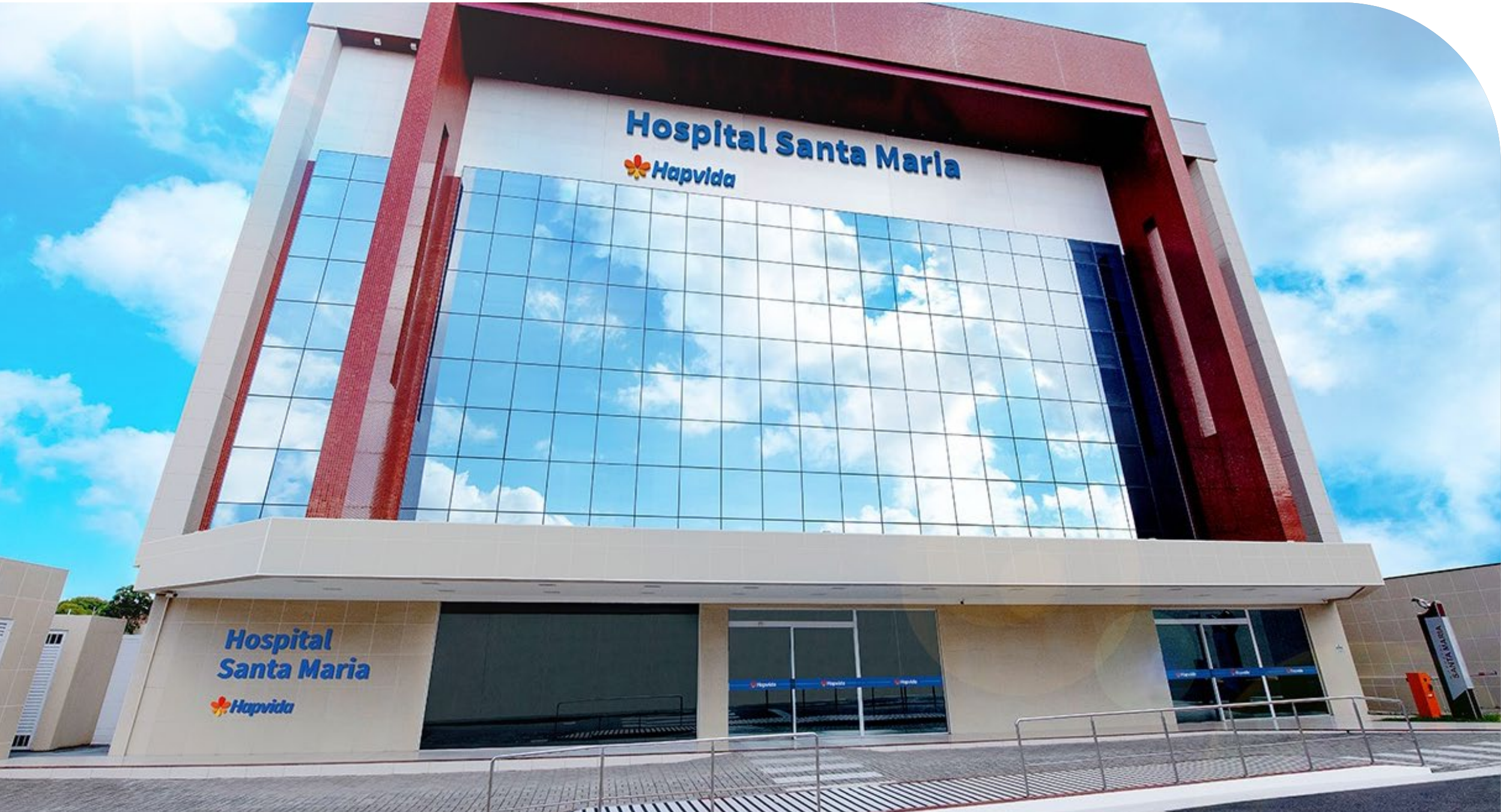
	2022	2023	2024
Economic value generated	24,740,337	29,384,016	29,882,929
Expenses	(21,632,051)	(22,901,847)	(22,901,847)
Input purchased from third parties	(1,398,372)	(1,398,372)	(1,448,302)
Gross value added	1,709,914	4,033,786	4,142,955
Depreciation and amortization	(683,991)	(483,365)	(753,113)
Net value added	1,025,923	3,550,421	3,389,842
Value added received in transfers	3,129,296	1,259,723	1,145,191
Added value of discontinued operations to be distributed	— *	645	5,965
Total value added to distribute	4,155,219	4,810,789	4,540,998
Value added distribution			
Personnel	(3,392,976)	741055)	(586,138)
Taxes, fees & contributions	(368,873)	1486533)	(1,444,619)
Third party capital compensation	(2,111,491)	(3,197,830)	3,159,617
Economic value withheld	1,718,121	614,629	649,376
Economic value added	4,155,219	4,810,789	4,540,998

* In 2022, the value added from discontinued operations to be distributed was not reported.

Significant indirect economic impacts GRI 203-2

The company does not have a specific mapping of the indirect impacts, both positive and negative, resulting from its activities. It is important to note, however, that Hapvida’s economic impacts are reflected in the creation of over 70,000 direct jobs and nearly 40,000 service provider positions, in addition to a broad network of indirect suppliers that support the company’s operations—from input and equipment providers to maintenance and

security services. The expansion strategy drives the local economy, creates jobs in the construction sector with each new unit established, and contributes to the valuation of real estate in the region. Furthermore, in collaboration with other institutions, the company invests in research and development of new technologies and treatments aimed at health and disease prevention, also promoting job creation in this sector.



EXPANSION
OF THE OWN
NETWORK

In 2024, the company opened two important hospitals: Hospital Newton Lins, in Manaus (AM), and Hospital Santa Maria, in Fortaleza (CE). The former has 145 beds, 40 of which are in the ICU, focusing on pediatric emergencies and urgency, in addition to advanced diagnostic equipment such as tomography, endoscopy and colonoscopy. Meanwhile, Santa Maria, with 74 beds, also has 10 ICU beds, is focused on scheduled surgeries and hospitalizations, and offers services such as ultrasound and X-ray.

These openings mark the starting point of a broader plan, which foresees 10 new hospitals by 2026, focusing on large centers. New deliveries are already planned for 2025, such as the Jardim Anália Franco Hospital (São Paulo, SP), the Lair Maia Maternal and Child Hospital (Belém, PA) and the Ariano Suassuna General Hospital (Recife, PE).

The strategic objective of this expansion is to enhance own coverage with modern, welcoming and strategically located units, which increases autonomy over services.

In 2024, the company opened two new Hospitals, one in Fortaleza and the other in Manaus. Kick-off of a plan for 10 new hospitals by 2026

Infrastructure investments and services supported GRI 203-1

In 2024, investments in Hapvida health centers and administrative units generated several positive impacts: expanded oncology care, reduced environmental impact, enhanced unit safety, promotion of vertical integration, improved network adequacy, reduced care-related risks, and regularization of units with the relevant authorities. The services were provided commercially and no negative impacts were identified.

During the year, the following infrastructure projects were developed and completed:

- 66 regulatory adjustment works;

■ 50 hospital renovations;

■ 50 new ASD units;

■ 14 roof/roofing renovation works;

■ 9 renovations in clinical or diagnostic units;

■ 6 new emergency care units;

■ 6 new clinical or diagnostic units;

■ 3 administrative unit renovations;

■ 3 new chapels (oncology);

■ 2 waste shelter constructions;

■ 2 to customer service unit renovations;

■ 1 new administrative unit;;

■ 1 new hospital;

■ 1 new Neocenter ICU;

■ 1 emergency room renovation;

■ 1 new hemodynamics unit;

■ 1 new customer service unit;;
- BRL 21.25 million in regulatory adjustment works;

■ BRL 41.40 million in hospital renovations;

- BRL 19.99 million in new ASD units;

■ BRL 2.85 million in roof/roofing renovations;

■ BRL 999,000 in clinical or diagnostic unit renovations;

■ BRL 38.23 million in new emergency care units;

■ BRL 24.18 million in new clinical or diagnostic units;

■ BRL 665,000 administrative unit renovations;

■ BRL 883,000 in new chapels (oncology);

■ BRL 44,000 waste shelter constructions;

■ BRL 665,000 to customer service unit renovations;

■ BRL 560,000 in a new administrative unit;

■ BRL 1.38 million in a new hospital;

■ BRL 1.47 million in a new Neocenter ICU;

■ BRL 29,000 in emergency service unit renovations;

■ BRL 679,000 in a new hemodynamics unit;

■ BRL 101,000 in a new administrative unit;



EXTENDED TECHNOLOGY

A technological leap marked the year 2024 at Hapvida. The company made the largest investment in technology in its recent history, focusing on the development and improvement of the unified operating system. The full transition of NotreDame Intermédica beneficiaries to the Hapvida platform was completed in December 2024, consolidating the integration process initiated with the merger.

In addition, state-of-the-art equipment was acquired for ICUs and specialized services such as hemodynamics and radiotherapy—the latter scheduled to be activated in

Fortaleza—expanding the company’s oncology care capacity.

Technology has also become a central factor in healthcare management. Artificial intelligence systems have been integrated into the monitoring of patients with chronic illnesses and pregnant women, automating enrollment into programs such as “**Nascer Bem**” (To be Born Well), **Kidney Disease Prevention**, and **Assisted Oncology**. This predictive and preventive approach contributes not only to comprehensive care, but also to the efficient use of clinical and hospital resources.



Attachments

- About the report
- Attachments
- GRI Content Summary
- SASB Content Summary
- Independent Assurance
- Credits

About the report

GRI 2-2, 2-3, 2-14

This Hapvida sustainability report refers to the period from January 1 to December 31, 2024, and is published annually. The organization reports that financial statements are released quarterly, while the sustainability report is prepared annually, based on management practices and the material topics defined for the period. For further information on this report, the organization's sustainability strategy or ESG aspects, please write to sustentabilidade@hapvida.com.br.

This Sustainability Report encompasses the operations of all units controlled by Hapvida Participações e Investimentos S.A. and its subsidiaries. This report includes all of the parent company group's legal entities (CNPJs) throughout 2024, including five technology sector companies that were divested in February, as well as businesses that were merged over the course of the same year.

The following is a list of these companies and the month of takeover or actual sale:

Entities sold:

- Maida Health Participações Societárias S.A. – February 2024
- Maida Haptech Soluções Inteligentes Ltda. – February 2024
- Maida Infoway Tecnologia e Gestão em Saúde Ltda. – February 2024
- Tercepta Consultoria em Informática Ltda. – February 2024
- Lifeplace Maida Ltda. – February 2024

Entities taken over (with termination of the Corporate Taxpayer's ID (CNPJ)):

- Hapvida Call Center e Tecnologia Ltda. – December 2024
- NotreDame Intermédica Participações S.A. – October 2024
- BCBF Participações S.A. – March 2024

The highest governance body is responsible for reviewing and approving the information featured in the organization's reports. The processes involved in this analysis and approval include a review by the Sustainability Reporting Committee, evaluation by the highest governance body, approval and comments on the information, and the provision of feedback aimed at continuous improvement.

In addition, the Board of Directors is also responsible for analyzing and approving the organization's material topics. The same processes were followed for this analysis and approval: review by the Sustainability Reporting Committee, evaluation by the highest governance body, approval with comments, and feedback focused on continuous improvement.



Attachments

2-10 - Nomination and selection of the highest governance body

The evaluation criteria adopted in the nomination and selection process apply specifically to the Boards of Directors, considering that the Shareholders' Meeting—being the highest governance body—does not have established criteria for this purpose. The guidelines and recommendations that are part of this process include a nomination and governance committee, a skills profile and assessment by the compliance area.

2-12 Role of the highest governance body in overseeing the management of impacts

The Board of Directors approves Hapvida's corporate strategy and sustainability policies, and monitors management effectiveness through specialized committees such as Compensation, Finance, and ESG. The senior executive leadership is responsible for execution. The Board oversees results but is not directly involved with stakeholders or operational analyses.

2-25 – Processes to remediate negative impacts

Hapvida implements concrete actions to mitigate impacts such as waste generation, non-renewable energy consumption, and emissions. It uses confidential and non-retaliation reporting channels, in addition

to media monitoring and the work of the Crisis Committee. Effectiveness is assessed by monitoring the measures taken, although formal feedback to stakeholders is not yet in place.

Number of complaints to ANS (NIP) GRI 2-25

ANS Status	2023		2024	
	Number of complaints	%	Number of complaints	%
Inactive	72,367	79.67	53,766	82.04
Administrative process	4,954	5.45	1,584	2.42
Waiting for ANS	13,510	14.87	10,189	15.54
TOTAL	90,831	100	65,539	100

3-3 – MANAGEMENT OF MATERIAL TOPICS

Access to health

Hapvida maps positive impacts (such as expanding medical supply in regions with low coverage) and negative impacts (such as the overloading of the Brazilian National Health System (SUS) as a result of coverage refusals). The management of the topic is guided by the institutional mission of providing access to healthcare and is based on a verticalized model with 807 owned units. Actions are evaluated using internal indicators, and stakeholder feedback informs the review of policies and services.

Service quality and customer and beneficiary satisfaction

The company identifies risks, such as loss of revenue and reputation, and reinforces the positive impacts of qualified access to healthcare. In 2024, strategic goals and operational integration in São Paulo improved satisfaction, reflected in ANS's IGR. Management includes monitoring CS, the Ombudsman's Office and social networks, training more than 13,000 employees and use of technologies. The results are monitored by indicators and meetings with senior leadership.

Cybersecurity and data privacy

The organization conducted a survey to assess potential positive and negative impacts on the economy, the environment, and people, including their effects on human rights. The organization has policies and commitments related to this material topic. These include the Internal Privacy Policy, the Privacy Notice and the Privacy Incident Response Regulation.

Health and well-being

The topic is addressed with a focus on promoting self-care and quality of life, through educational materials. There are financial and image risks related to the ineffectiveness of actions. The initiatives are based on medical evidence and monitored by access metrics, but there are still no indicators of behavior change or long-term goals. Stakeholder feedback is considered in planning, but not in evaluating effectiveness.

Attraction, development and retention of employees

The company recognizes risks such as high turnover rates and loss of strategic knowledge, and underscores the importance of retention as a strategic priority. It applies internal policies, development programs and engagement surveys. Effectiveness is monitored based on indicators and dashboards, and feedback has driven improvements—such as strengthening communication with frontline professionals.

Preventive health

Hapvida is dedicated to coordinating care for chronic patients and preventing diseases through programs such as “Viver Bem” (Live Well), “Sinta-se Bem” (Feel Well), and “Apoio ao Idoso” (Support for the Elderly). No negative impacts were identified. Initiative effectiveness is measured based on technical and satisfaction indicators, and learning is incorporated via new technologies and periodic reviews, with active listening to beneficiaries.

Climate change

The company recognizes actual negative impacts related to its GHG emissions (scopes 1, 2 and 3). It has specific policies on the topic, but does not yet monitor the effectiveness of actions or record lessons learned. Stakeholder needs were considered, although without a formal system for evaluating results.

Diversity, equity and inclusion

Hapvida identifies positive actions, such as literacy, campaigns and affinity groups, and recognizes low representation in senior leadership positions as a negative impact. Management is based on specific policies and strategic partnerships. Indicators, active listening and internal forums guide continuous improvements and the incorporation of learning.

Ethics, integrity and compliance

Actual risks involve loss of trust due to internal failures or unethical behavior. The company operates pursuant to structured reporting policies and channels. Preventive initiatives include training, due diligence and communication. Effectiveness is monitored by means of monthly indicators, and stakeholder feedback contributes to continuous adjustments and improvements.

Supply chain management

The company acknowledges the positive impacts of supply chain management, such as driving the regional economy, as well as potential negative impacts, including possible labor violations by suppliers. To mitigate these risks, it adopts specific policies, such as the Third Party Integrity Analysis Policy, in addition to the Code of Conduct, which also applies to partners and service providers. The company remains committed to improving monitoring and continuous engagement with its supplier network, strengthening ethical, legal and socio-environmental criteria in its operations.

Energy

Energy management considers climate variation and operational cost risks. The company has been investing in renewable sources since 2022, with expansion in 2024. It uses a monitoring platform and reviewed contractual models based on learning made. Stakeholder feedback has not yet been integrated into the effectiveness assessment.

Water and effluents

Potential risks include the possibility of water shortages, possible environmental sanctions and increased Capex. The company adopts conscientious water use, with periodic analyses and corrective plans. Effectiveness is monitored in technical meetings and is based on indicators. Lessons learned, such as the identification of leaks, are applied in practice, although they have not yet been formalized into policies.

GRI 408-1 CHILD LABOR

The company claims to have no operations or suppliers with a significant risk of child labor. It implements preventive policies, such as worker age verification, training, contractual clauses with suppliers and confidential reporting channels. Partnerships with NGOs and unions reinforce monitoring and commitment to the rights of children and adolescents throughout the value chain.

GRI 409-1 FORCED OR COMPULSORY LABOR

Hapvida does not identify significant risks of forced labor in its operations or supply chain. It prevents this type of violation through specific policies, document verification, training, and reporting channels. It also conducts audits and maintains partnerships with NGOs and unions, ensuring ethical practices aligned with human rights.

GRI 413-1 ENGAGEMENT AND IMPACT ON THE LOCAL COMMUNITY

Currently, Hapvida does not implement formal community engagement initiatives, nor does it conduct social impact assessments or local development programs. It also lacks consultation committees, development plans, or formal mechanisms for engaging with and listening to communities. The absence of a dedicated structure currently hinders the advancement of these practices.

GRI Summary

Statement of Use	Hapvida Participações e Investimentos S.A. reported the information mentioned in this GRI content summary for the period ranging from January 01 to December 31, 2024 based on the GRI Standards.
GRI 1 used	GRI 1: Fundamentals 2021

GRI Standard/Other source	Content	Location	Sustainable Development Goals
GRI 2: General Content 2021	General disclosures		
	2-1 Organizational details	11 and 14	
	2-2 Entities included in the organization's sustainability reporting	34 and 104	
	2-3 Reporting period, frequency, and contact point	104	
	2-4 Restatements of information	29	
	2-5 External assurance	117	
	2-6 Activities, value chain, and other business relationships	11 and 73	
	2-7 Employees	47 and 48	8, 10
	2-8 Workers who are not employees	49	8
	2-9 Governance structure and composition	85	5, 16
	2-10 Nomination and selection of the highest governance body	105	5, 16
	2-11 Chair of the highest governance body	The chairperson of the highest governance body does not hold an executive position within the organization itself.	16
	2-12 Role of the highest governance body in overseeing the management of impacts	105	16
	2-13 Delegation of responsibility for managing impacts	Impact management is formally delegated to an executive who leads the sustainability strategy, monitors performance, ensures regulatory compliance, and fosters stakeholder engagement. Committees and the executive leadership submit reports to the Board of Directors on a quarterly basis.	

GRI Standard/Other source	Content	Location	Sustainable Development Goals
GRI 2: General Content 2021	2-14 Role of the highest governance body in sustainability reporting	104	
	2-15 Conflicts of interest	93	16
	2-16 Communication of critical concerns	85	
	2-17 Collective knowledge of the highest governance body	The organization supports the ongoing training of the Board of Directors on sustainability matters by ensuring access to up-to-date information, participation in networks and training programs, and engagement in specialized initiatives and working groups.	
	2-18 Evaluation of the performance of the highest governance body	85	
	2-19 Remuneration policies	46	
	2-20 Process to determine remuneration	46	
	2-21 Annual total compensation ratio	The average annual total compensation of all employees in the organization in 2024, excluding the compensation of the highest paid individual, was BRL 50,143.98. This report will not include data on directors and vice presidents for strategic reasons and confidentiality rules.	
	2-22 Statement on sustainable development strategy	5	
	2-23 Policy commitments	90 and 91	16
	2-24 Embedding policy commitments	90	
	2-25 Processes to remediate negative impacts	105	
	2-26 Mechanisms for seeking advice and raising concerns	89	16
	2-28 Membership associations	96	
	2-29 Approach to stakeholder engagement	34	
	2-30 Collective bargaining agreements	100% of the workforce is covered by collective bargaining agreements.	8

GRI Standard/Other source	Content	Location	Sustainable Development Goals
Material Topics			
GRI 3: Material Topics 2021	3-1 Process of determining material topics	28	
	3-2 List of material topics	29	
Service quality and customer and beneficiary satisfaction			
GRI 3: Material Topics 2021	3-3 Management of material topics	19 and 106	
GRI 201: Economic performance 2016	201-1 Direct economic value generated and distributed	98 and 100	8, 9
Access to health			
GRI 3: Material Topics 2021	3-3 Management of material topics	30, 71 and 106	
GRI 203: Indirect economic impacts 2016	203-1 Infrastructure investments and services supported	100 and 101	5, 9, 11
	203-2 Significant indirect economic impacts	27 and 101	1, 3, 8
Health and well-being			
GRI 3: Material Topics 2021	3-3 Management of material topics	59 and 106	
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	65	3, 5, 8
	401-3 Parental leave	65	5, 8
GRI 403: Health and safety at work 2018	403-1 Occupational health and safety management system	59 and 60	8
	403-2 Hazard identification, risk assessment, and incident investigation	61	8
	403-3 Occupational health services	61	8
	403-4 Worker participation, consultation, and communication on occupational health and safety	63	8, 16

GRI Standard/Other source	Content	Location	Sustainable Development Goals
GRI 403: Health and safety at work 2018	403-5 Worker training on occupational health and safety	63	9
	403-6 Promotion of worker health	59	3
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	59 and 60	8
	403-8 Workers covered by an occupational health and safety management system	59, 60 and 62	8
	403-9 Work-related injuries	63 and 64	3, 8, 16
	403-10 Work-related ill health	64	3, 8, 16
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	69	16
Cybersecurity and data privacy			
GRI 3: Material Topics 2021	3-3 Management of material topics	81, 82 and 106	
GRI 418: Customer privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	83	16
Supply chain management			
GRI 3: Material Topics 2021	3-3 Management of material topics	73 and 107	
GRI 204: Procurement practices 2016	204-1 Proportion of spending on local suppliers	35	8
GRI 308: Environmental assessment of suppliers 2016	308-1 New suppliers that were screened using environmental criteria	73	
	308-2 Negative environmental impacts in the supply chain and actions taken	74	
	414-1 New suppliers that were screened using social criteria	73	5, 8, 16

GRI Standard/Other source	Content	Location	Sustainable Development Goals
GRI 414: Social evaluation of suppliers 2016	414-2 Negative social impacts in the supply chain and actions taken	74	5, 8, 16
Energy management			
GRI 3: Material Topics 2021	3-3 Management of material topics	39 and 107	
	302-1 Energy consumption within the organization	39	7, 8, 12, 13
GRI 302: Energy 2016	302-3 Energy intensity	The organization does not currently have defined energy intensity metrics. What it has is the total electrical energy consumed within the organization, which is 352,004,616 (GJ).	7, 8, 12, 13
	302-4 Reductions in energy consumption	39	7, 8, 12, 13
Ethics, integrity and compliance			
GRI 3: Material Topics 2021	3-3 Management of material topics	88, 89 and 107	
	205-1 Operations assessed for risks related to corruption	93	16
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	93, 94 and 95	16
	205-3 Confirmed incidents of corruption and actions taken	93	16
Diversity, equity and inclusion			
GRI 3: Material Topics 2021	3-3 Management of material topics	66 and 106	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	52	4, 5, 8, 10
GRI 405: Diversity and equal opportunity 2016	405-1 Diversity of governance bodies and employees	67, 68 and 69	5, 8

GRI Standard/Other source	Content	Location	Sustainable Development Goals
GRI 405: Diversity and equal opportunity 2016	405-2 Ratio of the basic salary and remuneration of women to men	69	5, 8, 10
GRI 406: Non-Discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	70	5, 8
Innovation , research and technology			
GRI 3: Material Topics 2021	3-3 Management of material topics	76, 79 and 106	
Climate change			
GRI 3: Material Topics 2021	3-3 Management of material topics	42 and 106	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	43	3, 12, 13, 14, 15
	305-2 Indirect (Scope 2) GHG emissions from energy acquisition	43	3, 12, 13, 14, 15
	305-3 Other indirect (Scope 3) GHG emissions	43	3, 12, 13, 14, 15
	305-4 GHG emissions intensity	42	13, 14, 15
	305-5 Reduction of GHG emissions	43	13, 14, 15
Attraction, development and retention of employees			
GRI 3: Material Topics 2021	3-3 Management of material topics	50, 54 and 106	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	52	4, 5, 8, 10
GRI 404: Training and education 2016	404-1 Average hours of training per year per employee	57	4, 5, 8, 10
	404-2 Programs for upgrading employee skills and career transition assistance programs	58	8
	404-3 Percentage of employees receiving regular performance and career development reviews	54 and 55	5, 8, 10

GRI Standard/Other source	Content	Location	Sustainable Development Goals
Preventive health			
GRI 3: Material Topics 2021	3-3 Management of material topics	30 and 106	
Water and effluent management			
GRI 3: Material Topics 2021	3-3 Management of material topics	37 and 107	
GRI 303: Water and wastewater 2018	303-1 Interactions with water as a shared resource	37	6, 12
	303-2 Management of water discharge-related impacts	38	6
	303-3 Water withdrawal	37	6
	303-4 Water discharge	38	6
	303-5 Water consumption	37	6
Complementary indicators			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	40	3, 6, 11, 12
	306-2 Management of significant waste-related impacts	40	3, 6, 8, 11, 12
	306-3 Waste generated by composition	41	3, 6, 11, 12
	306-4 Waste diverted from disposal	41	3, 11, 12
	306-5 Waste directed to disposal	41	3, 6, 11, 12, 15

SASB Summary*

Code	Metrics	Location
Accounting metric		
HC-DY-000.A	Number of (1) facilities and (2) beds, by type	13 and 17
HC-DY-000.B	Number of (1) inpatient admissions and (2) outpatient visits	17
Energy management		
HC-DY-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable.	39
Waste management		
HC-DY-150a.1	Total amount of medical waste, percentage (a) incinerated, (b) recycled or treated, and (c) landfilled.	40
HC-DY-150a.2	Total amount of: (1) hazardous and (2) non-hazardous pharmaceutical waste, percentage (a) incinerated, (b) recycled or treated and (c) landfilled	40
Patient Privacy and Electronic Health Records		
HC-DY-230a.1	Percentage of patient records that are Electronic Health Records (EHR) that meet. "meaningful use" requirements	In 2024, following the integration of Hapvida and NotreDame Intermédica operations, 100 percent of hospital consultations and care began to include Electronic Medical Records.
HC-DY-230a.2	Description of policies and practices to secure customers' protected health information (PHI) records and other personally identifiable information (PII)	81

* SASB - HEALTHCARE INDUSTRY (Healthcare provision)

Code	Metrics	Location
HC-DY-230a.3	(1) Number of data breaches, (2) percentage involving (a) personally identifiable information (PII) only and (b) protected health information (PHI), (3) number of customers affected in each category, (a) PII only and (b) PHI	83
HC-DY-230a.4	Total amount of monetary losses as a result of legal proceedings associated with data security and privacy	82
Access for low-income patients		
HC-DY-240a.1	Discussion of strategy to manage the mix of patient insurance statuses	30
Quality of Care & Patient Satisfaction		
HC-DY-250a.2	Number of Serious Reportable Events (SREs)	We do not have this indicator in customer service.
HC-DY-250a.3	Hospital-Acquired Condition (HAC) Score per hospital	19 and 20
Employee Health & Safety		
HC-DY-320a.1	Total rate of recordable/serious incidents for (a) direct employees and (b) contract employees	59
Employee Recruitment, Development and Retention		
HC-DY-330a.1	(1) Voluntary and (2) involuntary turnover rate for: (a) physicians, (b) non-physician health care practitioners, and (c) all other employees	53
HC-DY-330a.2	Description of talent recruitment and retention efforts for health care practitioners	50

Independent assurance

GRI 2-5



DECLARAÇÃO DE CONFORMIDADE

Conformity Declaration

INDEPENDENT ASSURANCE

Nº 589.006/25

To members of Senior Management and other stakeholders, this Statement of Verification documents that ABNT carried out 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 PARTICIPAÇÕES E INVESTIMENTOS S.A.
CNPJ: 05.197.443/0001-38

Purpose of the Declaration:
This Declaration refers to the Sustainability Report covering the period from **January 1st to December 31st, 2024.**

Verifier Team:
Thiago Milagres – Lead Verifier

Level of assurance:
Limited

Introduction:
HAPVIDA PARTICIPAÇÕES E INVESTIMENTOS 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 PARTICIPAÇÕES E INVESTIMENTOS management.

Methodology:
The verification began with the analysis of the preliminary version of the report, as well as the materiality study carried out by the organization. The central pillars of the report – Governance, Social and Environmental – were assessed, focusing on the defined material topics, which served as a basis for the selection of the audited indicators.



DECLARATION OF CONFORMITY valid if complete (pages 1 to 3)

1-3

ABNT Associação Brasileira de Normas Técnicas

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



DECLARAÇÃO DE CONFORMIDADE

Conformity Declaration

The interviews with the responsible teams, the analysis of the data and supporting documents, as well as the cross-referencing with the GRI technical criteria, allowed the assessment of compliance with the requirements required for a report “In Compliance with GRI Standards”, that is, with compliance with and description of the 9 GRI requirements:

1. Apply the reporting principles;
2. Report the disclosures in GRI 2: General Disclosures 2021;
3. Determine material topics (based on the 2024 materiality matrix);
4. Report the disclosures of GRI Standard 3: Material Topics 2021;
5. Reporting disclosures of GRI Topic Standards for each material topic;
6. Presentation of reasons for omissions;
7. Publish a GRI content summary;
8. Provide a statement of use;
9. Communication to GRI.

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 PARTICIPAÇÕES E INVESTIMENTOS of any nature, especially ones that would prevent the performance of the service.
The team that carried out this verification for HAPVIDA PARTICIPAÇÕES E INVESTIMENTOS has extensive knowledge in verifying information and systems that involve environmental, social, health, safety, ethics and governance 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- A comprehensive materiality study was conducted to enable the identification of material topics. Initially, the stakeholders involved in the activities and business relationships of HAPVIDA PARTICIPAÇÕES E INVESTIMENTOS were identified. A survey was conducted with these stakeholders to map the material topics. The following material topics were identified: Quality of service and customer satisfaction; Access to healthcare; Innovation, research and technology; Preventive healthcare; Supply chain management; Health and well-being; Employee attraction, development and retention; Cybersecurity and data privacy; Energy management; Water and effluent management; Ethics, integrity and compliance; Diversity, equity and inclusion; Climate change. These



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material topics were related to the organization's priority topics, which served as a basis for organizing the report, making it easy to interpret and facilitating the traceability of material topics in the report structure.3- The organization's Sustainability Report clearly identifies its aspects related to environmental, social and governance sustainability and how the organization deals with them in its operational, management and institutional and social relationship processes. For example, innovation and internal public engagement processes are highlighted, demonstrating the organization's commitment to its policies.
4- During the Verification, compliance with the requirements of the GRI standards and principles was assessed, and opportunities for improvement related to the clarity of information were identified. These opportunities for improvement were promptly addressed by the organization.

Conclusion:
After all verification procedures were carried out, nothing was identified that could indicate that the information contained in the Sustainability Report is not consistent and reliable. Likewise, nothing was found that indicates that HAPVIDA PARTICIPAÇÕES E INVESTIMENTOS has not established adequate systems for collecting, compiling and analyzing quantitative and qualitative data used in preparing the Sustainability Report and that the report does not meet the Principles for defining content and quality of the GRI standard for sustainability reports.

Rio de Janeiro, July 1st, 2025.


Guy Ladavat
Systems Certification Manager

This statement is supported by ABNT's standard service contract and procedures, valid only signed by the System Certification Manager. Its validity can be confirmed at the following address: www.abnt.org.br. For further information: sustentabilidade@abnt.org.br. CNPJ: 33.402.892/0001-06.



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Credits

General coordination

Hapvida Sustainability

Hapvida Team

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Materiality

Grupo Report

Consulting, Project Management, Content and Design

Grupo Report

Indicator gathering

Grupo Report (ESG Center)

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