

2025 Sustainability Report



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Introduction

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- About the Report
- Message from the Chairman of the Board
- Message from the CEO
- Highlights of the Year
- Awards and Recognitions





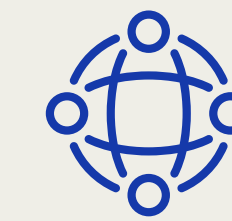
Welcome

We are pleased to present Hapvida's 2025 Sustainability Report. This document reaffirms our commitment to transparency and accountability by providing a clear and structured overview of the company's performance, achievements, and challenges to its key stakeholders, including patients, customers, physicians, health insurers, employees, associations, investors, partners, and suppliers.

As one of the largest integrated healthcare systems in Latin America, Hapvida has built a broad presence throughout Brazil, delivering quality care to more than 15.8 million people. The completion of the merger with NotreDame Intermédica has further enhanced our service capacity, geographic reach, operational efficiency, and ability to innovate, always with the objective of expanding access to healthcare.

Our strategy is guided by Environmental, Social, and Governance (ESG) principles and aligned with the Sustainable Development Goals (SDGs), supporting decisions that combine business growth with social responsibility and environmental stewardship. These commitments extend beyond formal guidelines and are embedded in our culture and day-to-day operations.

In 2025, we continued to advance the integration of technology and artificial intelligence across our



15.8 million+
Brazilians connected to an
integrated health system that is
affordable and available nationwide.

operations as strategic enablers of transformation. The increasing adoption of digital solutions, automation, and AI is reshaping customer service, improving the customer experience, and strengthening corporate management. These capabilities support efficient scaling, enhance clinical precision, streamline processes, and reinforce our ability to innovate in an essential and constantly evolving sector.

This report offers an opportunity to better understand how Hapvida generates sustainable value through a combination of excellence in care, operational resilience, and a long-term perspective. We hope this publication fosters an open and continuous dialogue with everyone who joins us in building a healthcare system that is more accessible, efficient, and people-centered.

Hapvida Sustainability

About the report

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

Hapvida publishes its sustainability report on an annual basis, covering the period from January 1 to December 31, 2025. While the sustainability report is issued annually, the company's financial reports are published quarterly in compliance with capital market requirements.

The entities covered in Hapvida NotreDame Intermédica's sustainability report are the same as those included in its consolidated financial statements, with no differences between the financial reporting boundary and the sustainability reporting boundary. The entities included in this report are presented below: [GRI 2-2](#)

- Hapvida Assistência Médica S.A.
- Lifeplace Hapvida Ltda.
- H.B. Saúde S.A.
- H.B. Saúde Prestação de Serviços Médicos Ltda.
- H.B. Saúde Centro de Diagnóstico Ltda.
- Centro Integrado de Atendimento Ltda.
- Notre Dame Intermédica Saúde S.A.
- São Lucas Saúde S.A.

Hapvida's Board of Directors, as the company's highest governance body, oversees key sustainability matters and receives periodic updates on the progress of the ESG agenda and its material topics. The Sustainability Report is developed through a structured internal validation process and submitted to the company's governance bodies for review.

The review process begins with a technical assessment conducted by the areas responsible for preparing the report. Following this stage, the content is shared with the relevant governance bodies for review and contributions, fostering strategic alignment and strengthening the quality of the information disclosed. This workflow helps ensure the reliability of the reported information while incorporating feedback that supports the continuous enhancement of the company's transparency practices. [GRI 2-14](#)

For additional information or clarification regarding the content presented herein, stakeholders may e-mail us at sustentabilidade@hapvida.com.br. [GRI 2-3](#)



Basis and references for the report



GRI Standards



SASB Health Care Delivery



Process of alignment with the **IFRS S1 and S2** standards

Hapvida's priority SDGs



This report has been prepared with reference to the GRI Standards and SASB Standards, is progressing toward alignment with the IFRS S1 and S2 standards, and is aligned with Hapvida's priority Sustainable Development Goals (SDGs).

Message from the Chairman of the Board

GRI 2-22

The year 2025 represented an important milestone in Hapvida's trajectory, reflecting consistent progress in our strategy for sustainable growth and in strengthening the pillars that guide our operations: financial and economic resilience, social and environmental responsibility, excellence in care, and sound corporate governance.

Despite a challenging environment for the private health insurance sector—characterized by rising claims pressure, increased regulatory oversight, and intensifying competition, particularly in key markets such as the Southeast—we maintained revenue growth, prudent cash management, and a solid capital structure. In 2025, net revenue totaled BRL 30,863.3 million, while adjusted EBITDA reached BRL 3,369.4 million, corresponding to a margin of 10.9%. Net leverage closed the period at 1.32x EBITDA, demonstrating financial discipline and a continued focus on operational efficiency.

Throughout the year, we maintained a steady pace of investment in expanding our proprietary network, opening seven hospitals

and 26 outpatient clinics across different regions of Brazil. This expansion reinforces our integrated care model, broadens access to quality healthcare, and strengthens continuity of care. Key developments included the expansion of the Hapvida Advance network and the enhancement of our diagnostic capabilities, including the launch of a specialized pathological anatomy unit in São Paulo, contributing to greater clinical precision and more efficient patient care.

Our innovation and digital transformation agenda also continued to advance. We concluded the year with 61 strategic projects in progress, 115 artificial intelligence applications, and approximately 8,500 physicians trained through the ConectaMed platform. Advancements in electronic medical records and the integration of clinical data generated structural productivity gains, improved care coordination, and ongoing enhancements to the experience of our beneficiaries.

On the social front, we expanded initiatives that reflect our commitment to generating

In 2025, we continued to invest in the expansion of our proprietary network. We opened seven new hospitals, advanced efficiency and care delivery through 115 artificial intelligence applications, and sourced more than 72% of our energy consumption from renewable sources

shared value. The “Vida que Alimenta” (Life that Nourishes) project surpassed the milestone of 160,000 meals distributed during its first year in São Paulo, while “Vida que Aquece” (Life that Warms) broadened its reach nationwide through the donation of more than 2,600 blankets produced from repurposed hospital uniforms.

These initiatives engage our employees and reinforce our connection with local communities, generating social value while promoting circular economy practices.

From an environmental perspective, we continued to advance our eco-efficiency and responsible resource management initiatives. Our water efficiency programs resulted in savings of more than 71 million liters of water throughout the year. At the same time, we expanded the use of clean

and renewable energy sources, which already represent more than 72% of our energy consumption, with a target of exceeding 90% by 2030. We also strengthened waste management and disposal practices, further reinforcing our commitment to minimizing environmental impacts.

From a governance standpoint, 2025 was marked by continued institutional development. We streamlined processes, enhanced internal controls, and advanced the integration of management, technology, and organizational culture. These efforts were reflected in important recognitions, including the maintenance of the company's AA rating in the MSCI ESG Ratings and its inclusion in the IDIVERSA B3 Index, which recognizes companies demonstrating consistent progress in diversity and inclusion.



100%
of operational integration completed
resulting in greater efficiency and enhanced coordination of care

The conclusion of the company's integration process, consolidated throughout the year, stands out as one of the most significant achievements of this cycle. Beyond the integration of structures and systems, this process strengthened our organizational culture, fostering greater collaboration, a stronger sense of belonging, and enhanced capacity to execute initiatives on a nationwide scale.

Naturally, growth on this scale brings challenges. The ramp-up of newly opened facilities and temporary pressure on healthcare costs affected short-term performance, particularly in light of increased demand and the sector's heightened sensitivity. Nevertheless, we continue to make progress in improving the customer experience, with consistent improvements in service and operational metrics, including a reduction in the number of NIPs over the period.

Looking ahead, our priority is to consolidate this growth cycle by focusing on network maturation, operational efficiency, and the continuous improvement of care quality. We will continue advancing digitalization, the strategic use of data, and the integration of technology and care, further strengthening a model that is increasingly predictive, integrated, and centered on patient needs.

We believe the future of the sector lies in more efficient and preventive models that are grounded in economic sustainability and capable of expanding access to quality healthcare. We are prepared for this scenario, backed by a solid foundation, a clear strategy, and an ongoing commitment to our beneficiaries, employees, investors, and society.

Finally, this is also a time of transition in executive leadership, conducted in a planned, responsible manner, marking the beginning of a new cycle built on solid foundations of governance, strategy, and organizational culture. After more than two decades at the helm of the company, I am convinced that Hapvida is poised to continue evolving, remaining true to its mission of making quality healthcare accessible to all in Brazil.

We will continue to move forward with transparency, accountability, and a long-term vision, strengthening our contribution to a more accessible, efficient, and compassionate healthcare system.

Regards,

Jorge Pinheiro

Chairman of the Board*

* Position corresponding to the current organizational structure (2026). In the 2025 base year, Jorge Pinheiro served as CEO, and the Board was chaired by founder Candido Pinheiro de Lima.

Message from the CEO

GRI 2-22

Above all, this Sustainability Report reflects our pride in the work of more than 120,000 people, including employees under Brazil's CLT labor regime and direct service providers, who, every day, turn our purpose into real access to care. In 2025, nearly 16 million customers entrusted us with the opportunity to care for their health and their smiles, through an operation that delivered more than 30 million elective consultations, more than 152 million tests, and 9 million dental appointments. These figures show the scale of our responsibility because, for a healthcare company in a country marked by such deep social inequality and whose continental dimensions pose, in themselves, a major challenge, caring for people necessarily means caring for our society and for the entire ecosystem that surrounds it. As signatories to the UN Global Compact, we connect this purpose to the Sustainable Development Goals through our own business, by expanding access to healthcare, generating employment, promoting inclusion, reducing environmental impacts, and strengthening responsible governance on a national scale.

This purpose is also reflected in the way we continue to build an increasingly diverse and inclusive culture. Today, women represent more than 75% of our workforce and 46% of senior leadership, while Black and Brown people account for 63% of our qualified workforce, which is a source of immense pride. I find it difficult to identify another company of our scale that has such a strong female presence and such diversity. That is why, in Portuguese, we say "a" Hapvida and not "o" Hapvida. In an organization that cares for millions of people, diversity must translate into listening, representation, and better and more equitable decisions. Hapvida's inclusion in IDIVERSA B3 and its progress toward Goals 2 and 3.1 of the "Elas Lideram 2030" Movement, with 50% women in senior leadership and 50% in positions from coordination level upward, of which at least 25% are from historically underrepresented groups, show that this agenda is managed with governance, method, and verifiable targets.

It is no coincidence that we were the first healthcare company in Brazil to establish, in partnership with the National

Council of Justice, CNJ, the Lilac Room to support women in situations of violence and vulnerability within a hospital unit, namely Hospital Keila Ferreira, in the city of Guarulhos, São Paulo. This is a space of care and support that saves and rebuilds lives.

In 2025, 72% of the energy consumed in our operations came from renewable sources, contributing to a 79% reduction in Scope 2 emissions, those associated with purchased electricity, compared to 2024. We also reduced Scope 3 emissions, generated across our value chain, by 14%, even in a context of expansion of our units. These results show that it is possible to grow responsibly and guide our target of exceeding 90% of consumption from renewable sources by 2030.

The maintenance of our AA rating from MSCI ESG Ratings and our continued adherence

to B3 Novo Mercado standards reinforce the soundness of this strategy. The central point, however, is that sustainability is not a narrative that runs parallel to the business. It is connected to operations, capital allocation, risk management, and the experience of those who rely on Hapvida to care for their health.

When I am asked about the company's ESG credentials, I answer that our model begins with the S, not as a letter in a ranking, but as access, care, and inclusion at scale. I do not see many companies that serve the base of the Brazilian pyramid so directly in an area as sensitive and essential as healthcare. Having the market's most affordable average ticket reflects our purpose and increases our responsibility because, for many people, we are the main gateway to care.

In a country marked by inequality, our model is rooted in the "S" for social to bring access, care, and inclusion at scale

None of this exempts us from addressing difficult issues. The judicialization of healthcare is now one of the main challenges facing the sector in Brazil, and it affects us directly. Part of these disputes may represent a failure of dialogue between the system and those it should serve, and in this respect it is our responsibility to continue pursuing improvements. Another growing share stems from predatory litigation and fraud, which divert resources away from care and burden the entire system and, consequently, the end user, a problem that the Judiciary itself and the regulator already recognize. Our response involves reducing legitimate causes at their origin, by improving journeys, communication, and conflict resolution before they become litigation, combating fraud and procedural abuse with technical rigor, and measuring this progress with the same discipline we apply to any vital business indicator. Addressing this issue with transparency, in both directions, is part of what we understand as serious governance.

Prepared in accordance with GRI guidelines and SASB sector metrics, this Report reinforces our commitment to transparency and accountability to our stakeholders. In 2025, we made progress in improving reporting processes, qualifying material topics, and integrating sustainability,

risk management, and strategy. We also recognize the challenges ahead, which include improving the traceability and auditability of ESG indicators, better measuring the social impact of our care model, strengthening climate management across the value chain, and expanding diversity in decision-making bodies. These are the fronts that will guide the next stage of our agenda.

In 2025, we confirmed that scale and responsibility are not contradictory. They reinforce and improve one another. The path ahead is demanding and increasingly requires us to provide better care, expand access, operate efficiently, and live up to the trust placed in Hapvida by those who rely on us. This is the premise and the value that moves us.

Luccas Adib
CEO*

* Position corresponding to the current organizational structure (2026). In the 2025 base year, Jorge Pinheiro served as CEO.

Addressing difficult issues with transparency and accountability is part of what we mean by responsible governance



Highlights of the Year



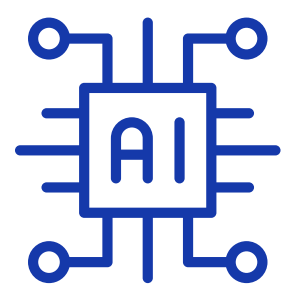
MSCI ESG Ratings: AA for the second consecutive year

strengthening the company's position as a global leader in the healthcare sector



A reduction of over 79.3% in Scope 2 emissions

Achieved in 2025 through the expanded use of renewable energy sources, which already account for more than 72% of the company's total energy consumption



Artificial intelligence as a driver of efficiency and operational transformation

Advancement in the cross-functional adoption of artificial intelligence to improve operational efficiency, enhance care quality, and drive innovation across the company's strategic areas



High-quality telemedicine

More than **6.5** million consultations conducted in 2025, following the achievement of the ISO 9001 certification. Hapvida's Dental and Ombudsman departments also obtained the ISO 9001 certification

Highlights of the Year



Included in the IDIVERSA B3 index in 2025,

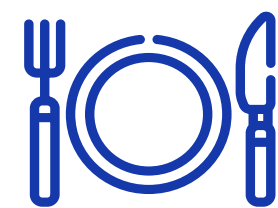
reflecting progress in diversity, inclusion, and representation in corporate leadership



Best IGR among major health insurers

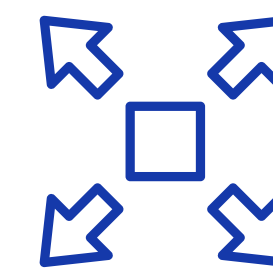
With an IGR of 38.96, Hapvida ranked 40th* in the ANS General Complaint Index (IGR), achieving the strongest performance among large health insurance providers

* It is important to note that for this metric, the higher the position, the better the result.



More than 160,000 meals distributed

through the *Vida que Alimenta* program by 2025, expanding its positive social impact in the communities it serves



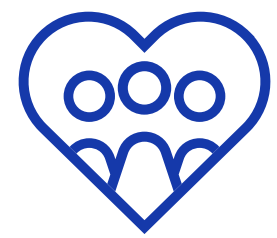
Network growth

Hapvida is investing approximately

BRL 2 billion

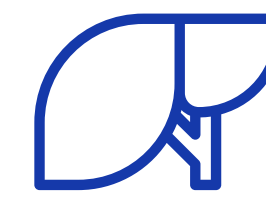
in the construction and expansion of facilities in strategic regions

Highlights of the Year



Protection for women and children affected by violence

Guarulhos Hospital, in São Paulo, launched the *Sala Lilás* (Lilac Room) initiative to provide comprehensive and patient-centered care for women and children affected by violence



Excellence and innovation in highly complex care

The Salvalus Hospital, in São Paulo, received authorization to perform liver transplant procedures



Compliance training

43,900 employees participated in integrity and compliance training programs



Emergency care evaluation

The company achieved a satisfaction rating of

4.6 stars (out of 5). This result reflects the efficiency of its services: nationwide, more than 77% of patients wait no longer than 15 minutes for emergency care

Awards and recognitions

Hapvida maintained certifications and accreditations that demonstrate the quality and safety of its healthcare network, including ONA Level 3 (Excellence), Qmentum Diamond accreditation, and ISO 9001 certification in areas such as Dentistry, Telemedicine, and the Ombudsman's Office. Throughout the year, the company also received several awards and recognitions, particularly in the areas of customer service, compliance, governance, and sustainability. Among the most notable were:



2025 RECLAME AQUI AWARD

Hapvida was the leading recipient in the Health Insurance category of this award, which evaluates reputation and customer service performance. On the platform, the company achieved a resolution rate of 76.9% and a reputation score of 7.7.



LEADERS LEAGUE COMPLIANCE SEAL

For the second consecutive year, the company received this distinction, with its Integrity and Compliance Program recognized among the best in Brazil.



AA RATING FROM MSCI (ESG)

Hapvida was the only company in the Brazilian healthcare industry to achieve an AA rating in the MSCI (Morgan Stanley Capital International) ESG assessment for two consecutive years, in 2024 and 2025, remaining among the global leaders in the Health Care Providers & Services sector in terms of ESG performance.



BRAZIL PACT FOR CORPORATE INTEGRITY

The company's certification was renewed in 2025, and it achieved a higher score on the annual self-assessment required for certification.



IDIVERSA B3 LABEL

In 2025, Hapvida was included in IDIVERSA B3, a B3 initiative that recognizes listed companies that stand out for having a higher proportion of women and Black individuals in leadership positions, highlighting progress in promoting diversity and inclusion among companies listed on the Ibovespa.

Brand value

In 2025, Hapvida consolidated its brand recognition and leadership position. In Pernambuco, the company ranked first in the Pernambuco Brand Recall Awards, organized by Jornal do Commercio, for the 11th consecutive year; it was also at the top of the "Brands I like" ranking, organized by Folha de Pernambuco. According to the Ceará Yearbook, it remained the top-of-mind brand in Ceará for another year.

Dr. Jorge Pinheiro, the company's CEO was recognized at the 2025 Brazil Leaders Awards, organized by LIDE, in the Health and Services category

About Us

IN THIS CHAPTER:

- Hapvida
- Quality Assistance
- Telemedicine
- Customer Experience



Hapvida

GRI 2-6

In 2025, Hapvida further strengthened its position as the largest health and dental care provider in Latin America. With 80 years of experience dedicated to preserving lives, we have evolved into an integrated healthcare ecosystem serving more than 15.8 million customers—8.7 million in health plans and 7.1 million in dental plans—through a streamlined and integrated business model focused on expanding access to quality healthcare for generations of Brazilians.

We operate across all five regions of Brazil, with a presence in 20 states and the Federal District, supported by a proprietary infrastructure designed to ensure efficiency in quality control and cost management. By the end of 2025, our network comprised 832 owned and affiliated facilities, including 85 hospitals, 74 emergency care units, 364 medical clinics, and 309 diagnostic imaging and laboratory testing centers. This entire structure is supported by more than 77,000 employees and complemented by a medical staff of over 28,000 physicians and 20,000 dentists.

The company offers individual, family, and group health and dental plans for small and medium-

sized enterprises (SMEs) as well as large corporate clients. Supported by advanced technology, internationally aligned protocols, and a strong focus on customer experience, the company combines operational efficiency with one of the most affordable average tickets in the sector. This model contributes to expanding access to quality healthcare services throughout Brazil, delivering care at scale while generating social value in the communities where the company operates.

Innovation remains a cornerstone of Hapvida's business model. In addition to operating one of the largest telemedicine platforms in the country, we have expanded the use of artificial intelligence across multiple areas, including medical consultations, diagnostic test analysis at our reference center (CEREIA), talent acquisition processes, and customer service through virtual assistants.

The year 2025 also marked a significant milestone in our trajectory with the completion of the operational systems and platform integration between Hapvida and NotreDame Intermédica. Throughout this process, we successfully addressed the

challenges associated with aligning the cultures and operating models of two leading healthcare organizations and achieved the operational maturity required to function as a unified nationwide network. The integration enabled the standardization of care processes, enhanced data visibility for decision-making, and generated synergies that reinforce the long-term sustainability of our business model.



15.8 million+

customers are part of our healthcare ecosystem, including dentistry



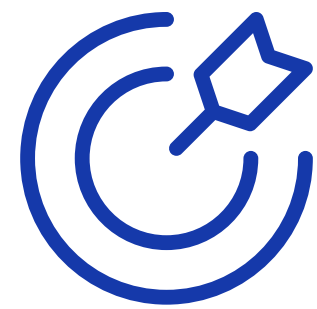
77,000+

healthcare professionals are part of our network, including 28,000 physicians and 20,000 dentists

Company Details

GRI 2-1

Hapvida Participações e Investimentos S.A., known as Hapvida, is a publicly traded, for-profit corporation that operates in the private health insurance industry 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. Additionally, the company maintains a second corporate headquarters in São Paulo (Avenida Paulista, 867). Hapvida operates exclusively in Brazil, through units located nationwide. Visit our website to see where the organization operates.



MISSION

To provide quality integrated healthcare, accessible to generations of Brazilians



VISION

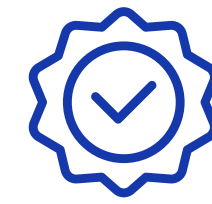
To be recognized for the quality of care and generation of value for the entire healthcare ecosystem



VALUES

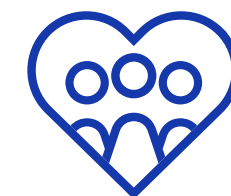
- Inclusive care
- Commitment
- Ethics and combating corruption
- Innovation and learning
- Respect
- Social responsibility
- Sustainability
- Cost efficiency

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

COMPANY OPERATIONS

Hapvida promotes access to healthcare through plans linked to its own network, ensuring coordinated care, efficiency, and predictability in healthcare delivery. The company is investing in the expansion of hospitals, clinics, and diagnostic centers, thereby strengthening comprehensive, accessible, and sustainable healthcare throughout Brazil.



HEALTH INSURANCE PLANS

The company offers individual, family, and group plans (corporate or voluntary), prioritizing care through its own network. The integrated model ensures efficiency, coordinated care, and high-quality care, with protocols that guarantee continuous care throughout the beneficiary's journey, from prevention to treatment. Innovation and expanded access to healthcare promote more sustainable care.



DENTAL PLANS

Backed by an extensive network of participating providers, dental plans are available nationwide, with appointments available via the app, website, or by phone. Four plan options are available: preventive and emergency care (covering beneficiaries requiring services within these two categories only); mixed (allowing beneficiaries to pay directly to the dentist for services beyond those included in the plan); prepaid (with nationwide coverage); and extended coverage (offering additional services, including orthodontics, orthodontic appliances, and prosthetic treatments).

Sales channels

The retail channel serves individual, family, and group plans, as well as companies with up to 99 employees. Plans covering 100 or more beneficiaries are managed through the corporate channel. Products and services are marketed through the company's sales network.

Our figures

SASB HC-DY-000.A

832

own units

85

hospitals

74

emergency
care units

77,000+

employees

364

clinics

309

diagnostic units

7,676

beds (of which 5,983 are active,
out of the total capacity)

28,000+

physicians

20,000+

dentists

24,000+

salespeople

15.8 million+

customers (8.7 million in
health care and 7.1 million
in dental care)

OWNED NETWORK WITH NATIONWIDE COVERAGE

Operations across all 5 regions of Brazil

Hospitals:

85 units

Emergency care:

74 units

Medical clinics:

364 units

Diagnostic and imaging centers:

309 units

Total own units:

832 units

Hospital capacity:

Addition of **917 hospital beds** and **26 outpatient units** throughout 2025, strengthening the network across different regions

NORTH 7 HOSPITALS

Amazonas: **4 hospitals**

Pará: **3 hospitals**

CENTRAL-WEST 5 HOSPITALS

Federal District: **1 hospital**

Goiás: **4 hospitals**

SOUTH 7 HOSPITALS

Paraná: **4 hospitals**

Rio Grande do Sul: **1 hospital**

Santa Catarina: **2 hospitals**

NORTHEAST 25 HOSPITALS

Alagoas: **1 hospital**

Bahia: **5 hospitals**

Ceará: **7 hospitals**

Maranhão: **1 hospital**

Paraíba: **1 hospital**

Pernambuco: **6 hospitals**

Piauí: **1 hospital**

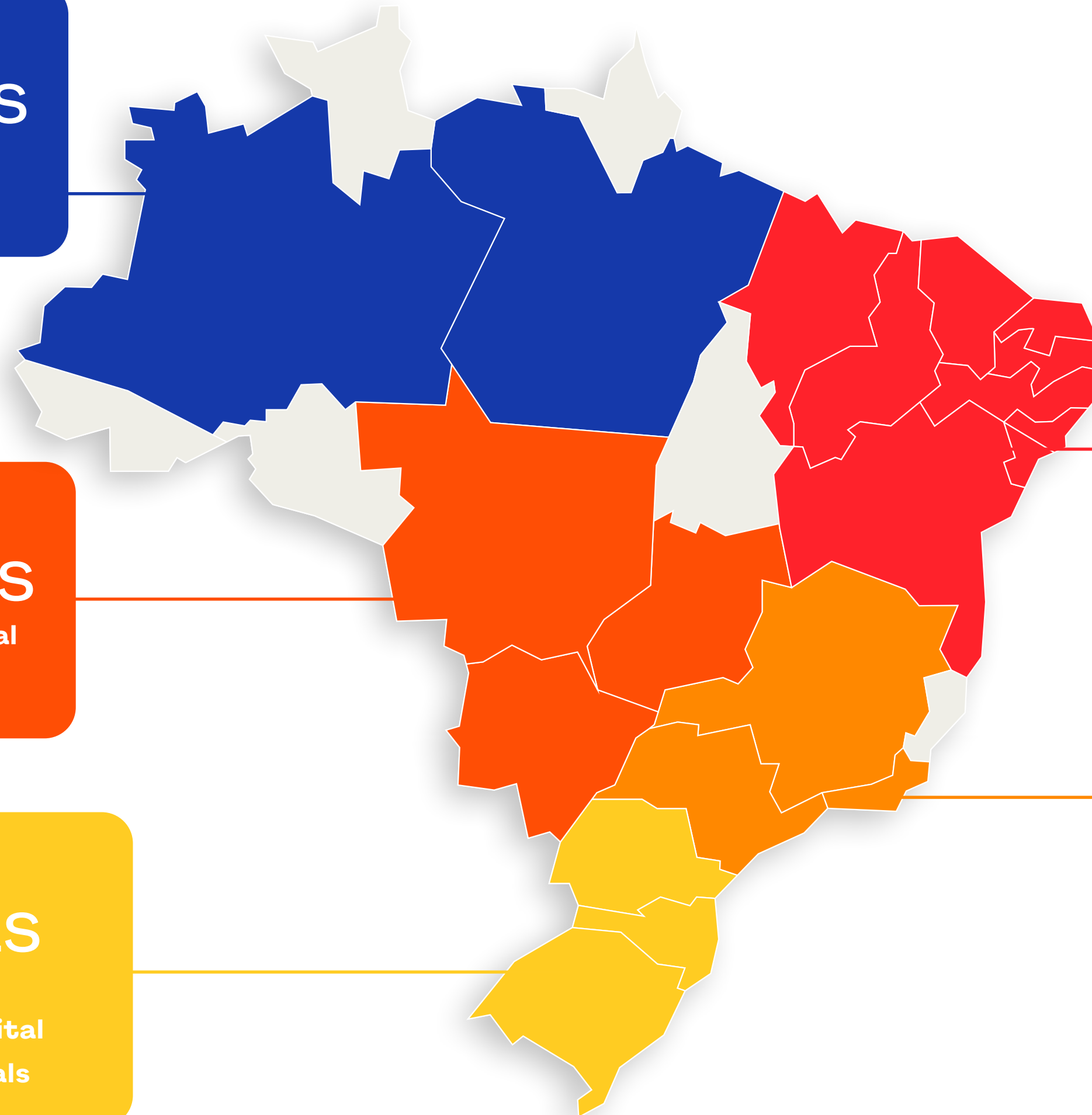
Rio Grande do Norte: **2 hospitals**

Sergipe: **1 hospital**

SOUTHEAST 41 HOSPITALS

Minas Gerais: **8 hospitals**

Rio de Janeiro: **4 hospitals**

São Paulo: **29 hospitals**


OUR BRANDS

On February 19, 2025, Hapvida introduced its new brand identity, marking the conclusion of the integration process between Hapvida and NotreDame Intermédica. This milestone culminated in the creation of the largest healthcare ecosystem in Latin America, further strengthening the company's presence across all five regions of Brazil.

With this transformation, the brand now reflects a more integrated and modern positioning aligned with the future challenges of the healthcare sector, while reaffirming its mission to expand access to quality healthcare in a sustainable manner. The new corporate identity reinforces the company's commitment to excellence in healthcare, social responsibility, and value creation for its stakeholders, contributing to comprehensive care for the Brazilian population.

CORPORATE BRAND



Regional sub-brand:
São Paulo (capital and metropolitan region)
and **Rio de Janeiro**



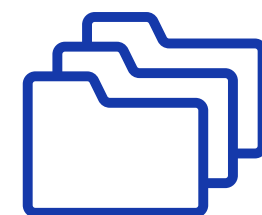
Regional sub-brand:
Curitiba

BRANDS BY SERVICE TYPE



Quality Care GRI 3-3

Over the past year, Hapvida strengthened its position as the largest healthcare ecosystem in Latin America through advances in care quality, service integration, and a strong focus on the patient experience. For the company, quality of care is reflected in daily practices aimed at expanding access to high-quality healthcare services for Brazilians. More than 15.8 million beneficiaries receive comprehensive care through our proprietary network, enabling integrated and personalized healthcare throughout the entire patient journey—from prevention to highly complex treatments, including the diagnostic stages. To ensure nationwide access to quality healthcare, we continued to invest strategically in the following priority areas:



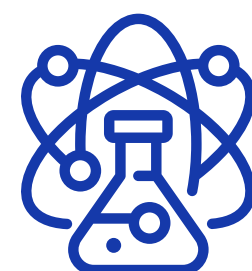
CLINICAL DATA INTEGRATION

With the full integration of our systems completed in 2025, we now operate on a unified platform that enables physicians to access patient medical records throughout our network of 832 owned healthcare facilities. This integration enhances continuity of care, minimizes fragmentation across the care journey, and improves the quality and reliability of clinical decision-making.



SPECIALIZED CARE LINES

Through Qualivida's care pathways, we have developed programs focused on priority populations and the monitoring of various health conditions across all regions of Brazil (see the [Qualivida](#) subchapter for further information).



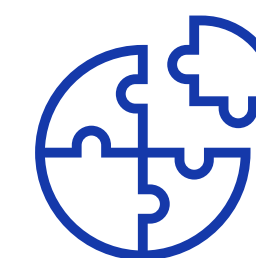
PARTNERSHIPS FOR HEALTHCARE INNOVATION

We maintain ongoing investments in innovation, research, and education. Through IPE—Hapvida's International Institute for Research and Education—and CEREIA (Center of Excellence in Artificial Intelligence), we have established partnerships with educational institutions and global organizations, including Siemens Healthineers. These collaborations accelerate the adoption of technologies such as artificial intelligence, supporting digital transformation and the development of solutions that enhance healthcare delivery for our customers.



INTEGRATED MANAGEMENT OF THE DENTAL NETWORK

Our dental network is distinguished by the integration of appointment schedules for more than 20,000 accredited professionals and the use of geolocation tools for service providers, enabling us to map network coverage and optimize service availability. This model allows for direct appointment management and efficient network scaling to meet the needs of our 7.1 million dental beneficiaries.



INTEGRATED CARE AND EFFICIENCY IN HEALTHCARE DELIVERY

Through our integrated care model and comprehensive approach to healthcare, we promote prevention and health management while reducing waste and unnecessary costs. This operational efficiency enables us to provide affordable services with high technical standards, expanding access to quality healthcare and generating value throughout the healthcare system.

Clinical outcomes*

HC-DY-000.B

29,549,422

scheduled appointments (21,449,856 in our own network and 8,099,566 in the accredited network)

152 million+

exams

1 million+

surgeries

73,000+

deliveries

24,000+

cancer patients

574,920

hospitalizations (449,388 in the hospital's own network and 125,522 in the affiliated network)

9 million+

dental appointments

* The cumulative results cover the period from January through December 2025.



PATIENT-CENTERED HOSPITALS

Patient-centered care is a strategic pillar of Hapvida's hospital operations. In 2025, the company maintained more than 20 care programs, reinforcing a patient-centered approach that combines clinical excellence with emotional well-being. These initiatives contribute to a better patient experience, support treatment adherence, and strengthen trust. The main initiatives are described below:

LILAC ROOM

At the Guarulhos Hospital (SP), a dedicated space was created to provide compassionate and specialized care for women and children affected by violence, with an emphasis on privacy and safety. The initiative helps prevent revictimization and ensures comprehensive support, including medical, psychological, and social care, as well as coordination with protection networks, in line with programs such as "Canal Delas" (Women's Channel), developed in partnership with the NGO Justiceiras.

PET THERAPY

This initiative promotes scheduled and supervised visits by animals, typically trained dogs, to hospital units where they interact with inpatients. The presence of animals helps break the hospital routine, reduce anxiety, and stimulate the release of hormones associated with well-being.

MAKING A DREAM COME TRUE

Primarily focused on patients with chronic illnesses or those receiving palliative care, this project mobilizes hospital teams to help fulfill personal wishes, ranging from family reunions to meaningful individual experiences. The initiative supports emotional resilience and creates positive and lasting memories, even in highly sensitive healthcare contexts.

HAPPY DISCHARGE

In selected situations, particularly involving patients recovering from hospitalization or complex treatments, care teams organize celebrations to mark the patient's discharge. Known as the *Corredor da Vitória* (Victory Hallway), the initiative may include music, applause, and messages of encouragement, symbolically celebrating the completion of an important stage in the care journey. This practice enhances the patient experience and contributes to greater satisfaction with hospital care.

A TOUCH OF LOVE

This project promotes therapeutic and humanized physical contact, particularly in neonatal and pediatric units. The initiative supports emotional well-being, reduces stress among infants and children, and strengthens the bond between parents and their children during hospitalization. Additionally, vital signs improve in newborns.

NAP TIME

The initiative establishes routines aimed at reducing noise levels and controlling lighting in inpatient units, particularly in neonatal and pediatric intensive care units, creating an environment that supports rest and recovery. Improved sleep quality helps reduce irritability and contributes to the recovery process. For infants, adequate sleep is also essential for healthy neurological development.

EXTENDED ICU VISITATION

The extension of visiting hours in intensive care units allows family members to spend more time with patients and participate more actively in the recovery process. This initiative helps reduce the distress associated with separation, lowers the risk of mental confusion among ICU patients, and provides greater comfort and reassurance to family members.

QUALITOTAL AND QUALITY INDICATORS

Clinical excellence and patient safety are fundamental elements of Hapvida's care model and key drivers of sustainable value creation, directly influencing operational efficiency, patient experience, and clinical risk management.

To support this approach, the company relies on two complementary pillars: Qualitotal, as a framework for clinical governance and care standardization, and the continuous monitoring of quality indicators used to assess performance and drive ongoing improvement.

Qualitotal promotes the consistent application of clinical and operational

protocols across the entire healthcare network. Based on a comprehensive methodology, it encompasses more than 3,500 evaluation criteria covering patient care, management, leadership, support services, and diagnostics, enabling the assessment of facility maturity levels and fostering the continuous improvement of care quality. **Its manual has received international recognition from the International Society for Quality in Health Care (ISQua)**, reinforcing its alignment with global best practices. Facilities that meet the established standards receive Qualitotal certification, while those demonstrating superior performance are awarded the Qualitotal Platinum seal.

In parallel, healthcare quality indicators provide continuous and systematic monitoring of the outcomes generated by this model. The company tracks more than 35 clinical and operational indicators throughout the patient journey, enabling a comprehensive assessment of clinical outcomes, access, efficiency, and patient safety.

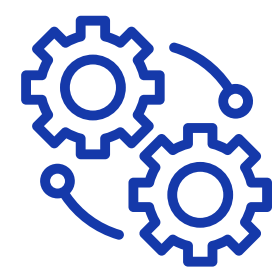
This monitoring covers critical aspects of care, including the effectiveness of maternal and child healthcare, the responsiveness of urgent and emergency services, and the quality of inpatient care, encompassing the analysis of complications, healthcare-associated infections, readmissions, and mortality rates. Highlights include:

- Standardized Mortality Ratio (SMR) in the ICU**, a critical indicator of patient safety, pursuant to which a lower ratio indicates better clinical performance, as it reflects the relationship between observed and expected mortality. **The Company reported an SMR of 0.55, below the AMIB benchmark of 0.75, reflecting stronger clinical-care performance and observed mortality below the expected level.**

- The 35% rate of vaginal deliveries is above the ANAHP average (23%)**, contributing to better maternal and infant outcomes and to a reduction in unnecessary cesarean sections;
- Emergency room waiting times, with more than 77% of patients seen within 15 minutes**, reflecting operational efficiency and expanded access to care.

The indicators are embedded within care management processes, supporting the continuous review of protocols, the prioritization of improvement initiatives, and the enhancement of clinical and operational performance.

The combination of structured clinical governance and indicator-based management promotes consistency in care delivery, strengthens the capacity to anticipate and manage clinical risks, and improves outcome predictability, supporting the ongoing advancement of care quality across the entire network.



Qualitotal includes more than 3,500 evaluation criteria recognized by ISQua, covering areas such as patient care, management, leadership, support services, and diagnostics, enabling the assessment of healthcare facility maturity levels

Quality Ambassadors

Hapvida has established a network of Quality Consultants through the Qualitotal Ambassadors – Salvalus Program, an initiative designed to strengthen the culture of quality, engage leadership, and promote adherence to Qualitotal Accredited Standards. The program brings together managers, care teams, and support functions within a collaborative framework focused on professional development, internal auditing, and continuous improvement.

Its scope encompasses critical care areas, including emergency services, intensive care, obstetrics, surgical centers, inpatient units, and specialized therapies, as well as integrated quality management processes. Upon completion of their training, ambassadors will be responsible for conducting internal audits, with activities scheduled to begin in February 2026.

The initiative reinforces the standardization of practices, patient safety, and institutional sustainability, positioning quality as a fundamental value throughout the organization.

QUALIVIDA

Hapvida operates a network of specialized programs and care services designed to support priority populations in all regions of Brazil. These programs are supported by the company's integrated health information system, which uses electronic medical records to enable continuous monitoring of each beneficiary's care journey.

The initiatives are aligned with the company's strategy of promoting health and quality of life through strengthened preventive care and enhanced care coordination, enabling earlier interventions and continuous patient follow-up. This model contributes to improved clinical outcomes while supporting the sustainability of healthcare delivery. The main programs and care services are:

- Longevity Program** – Designed for patients over the age of 60 who have experienced functional decline, a recent history of hospitalization, or visits to the emergency department. The program aims to promote healthy aging through clinical monitoring and support for patients and caregivers.



248,000+
patients monitored
by Qualivida in 2025

- Diabetes Program** – Designed for adult patients with type 2 diabetes, with a focus on preventing complications, managing the disease, and promoting healthier lifestyles.
- "Cardio Vida" (Cardio Life)** – A care program designed for patients with heart failure or coronary artery disease, offering personalized care from a multidisciplinary team comprising cardiologists, nurses, and nutritionists.
- Spine Program** – Designed for patients with persistent back pain, such as upper back and lower back pain, including those who continue to experience pain after undergoing orthopedic surgery.
- Healthy Weight Program** – Designed to provide comprehensive, personalized treatment for morbid obesity.
- Integrated Transplant Center (CIT)** – A specialized unit to provide care to patients undergoing kidney, liver, and bone marrow transplants.
- Healthy Birth and Safe Pregnancy** – A line of care designed to support pregnant women, with an emphasis on quality care and a patient-centered approach to prenatal, delivery, and postpartum care.
- Oncology** – A line designed to provide specialized care for patients undergoing cancer treatment, including chemotherapy and radiation therapy.



Telemedicine

Within a network of Hapvida's scale, telemedicine expands access to healthcare and ensures timely care by connecting healthcare teams with specialists—including neurologists, cardiologists, and hematologists—24 hours a day, strengthening clinical safety through real-time diagnostic support. The platform also supports risk and crisis management through the use of artificial intelligence to anticipate disease outbreaks and direct remote care, enabling early triage and helping reduce pressure on emergency services.

Integrated with the patients' electronic medical records, the platform provides access to test results and treatment plans during remote consultations, improving care coordination and reducing the need for unnecessary travel. In 2025, the platform achieved a resolution rate of 92% and obtained ISO 9001 certification, reinforcing its commitment to quality, patient safety, and continuous improvement.

The ISO 9001 certification recognized Hapvida's telemedicine services for compliance with internationally recognized quality management standards, demonstrating the maturity of its processes, the consistency of its operations, and the reliability of its remote care services.

6.5 million+
teleconsultations*

1,300+
people registered in the category

30+
medical specialties

92%
resolution rate

ISO 9001
The certification recognizes that the telemedicine service adheres to international quality management standards

* Telemedicine consultations for prescription renewals, elective appointments, and urgent care.

Customer experience

GR13-3, SASB HC-DY-250a.3

At Hapvida, customer experience is a central element of our care strategy. In 2025, we continued to strengthen a model that combines customer service, operational efficiency, and innovation, with the goal of delivering a more seamless, transparent, and effective experience for our beneficiaries.

Channels such as Customer Service, the Ombudsman's Office, digital platforms, and Reclame Aqui play an important role in gathering feedback and supporting continuous improvement. Throughout the year, we modernized these interfaces by expanding the use of artificial intelligence and automation, particularly through transactional bots and the expansion of customer service via WhatsApp. These initiatives increased self-service interactions by approximately 60% and improved the efficiency of customer interactions.

The information collected through these channels is consolidated into management dashboards that support root cause analysis and process improvement initiatives. Within this context, the Active Listening project promotes direct interaction between

leaders and customers to assess satisfaction levels and evaluate the effectiveness of implemented solutions.

As a result, in 2025, Hapvida scored 38.96 points on ANS's IGR, establishing itself as the best-performing large health plan operator on the indicator and achieved a score of 4.6 in the 5-star Program, reflecting greater efficiency in service delivery. The main channels are:

CUSTOMER SERVICE

The Customer Service Department advanced initiatives aimed at strengthening governance, implementing performance-based management, and fostering collaboration across departments, contributing to greater data transparency and faster responses to beneficiaries. Regular forums and monitoring processes support corrective and preventive actions, with a focus on reducing complaints and preventing recurrence.

As part of workforce development efforts, employees completed 259,000 training hours across 709 topics, including customer

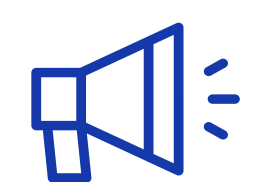
service, problem-solving, communication, and regulatory procedures, through both online and in-person formats. These initiatives contributed to improvements in service efficiency and the overall beneficiary experience. The strategy also includes expanding the use of generative artificial intelligence to automate lower-complexity requests, reducing response times and increasing self-service capacity while allowing teams to focus on more complex and sensitive demands.



RECLAME AQUI

In 2025, the company recorded 27,338 complaints and maintained a 100% response rate. Of the 9,843 reviews received, 76.85% were positive, reflecting the quality of the support provided. The Resolution Rate reached 76.9%, while 71.7% of consumers stated that they would do business with the company again, reinforcing trust in the brand.

To support these results, the company continued to invest in employee training through the RA Educa platform, focusing on customer loyalty and customer experience. This performance resulted in a score of 7.7 on Reclame Aqui, placing the company in the “Good” category. Hapvida also **received the 2025 Reclame Aqui Award in the Health Insurance category, demonstrating its commitment to quality, transparency, and strong customer relationships.**

 Customer Service, the Ombudsman’s Office, digital platforms, and Reclame Aqui serve as channels for gathering feedback and driving continuous improvement. In 2025, we modernized these interfaces, expanding the use of AI and automation

OMBUDSMAN

The Ombudsman’s Office plays a strategic role in the care journey, acting in a neutral and confidential manner when receiving feedback and contributing to the continuous improvement of processes.

In 2025, our work was guided by support from senior management, continuous monitoring of key performance indicators, and a focus on problem-solving. Data from this office, integrated with the Customer Service Center (SAC) and the Customer Service Hotlines (NIPs), was consolidated into management dashboards in Power BI, enabling daily performance monitoring and root cause analysis to address deviations.

Customer satisfaction surveys showed that 97% of customers had their needs met, and as many as 88% gave service quality top scores.

5-Star Program

This program is a satisfaction survey conducted after appointments and consultations. It tracks the patients' views regarding quality, efficiency, and effectiveness, supporting operational management and the continuous improvement of the patient care experience.

In 2025, the results reflected improvements in agility and customer service. In emergency care, the company achieved an average rating of 4.6 stars, with 75.6% to 78.3% of the visits started within 15 minutes. The tool also supported the monitoring of projects such as +Ela, which received ratings of 4.67 in Rio Grande do Sul and 4.6 in Santa Catarina in January 2025.

Regulatory quality and customer experience (IGR – ANS)

Hapvida concluded 2025 with continued progress in customer experience management and regulatory risk mitigation, as reflected in its performance in the ANS General Complaint Index (IGR). **The company recorded an IGR score of 38.96 and ranked 40th in the index, in which higher positions indicate stronger performance and a lower relative volume of complaints.**

Within this context, **it achieved the best performance among large-scale healthcare operators in this indicator**, demonstrating effectiveness in demand management, quality of care, and operational consistency. This result reflects ongoing process improvements and the strengthening of regulatory and reputational risk management practices.



Quality of care and patient satisfaction

SASB HC-DY-250a.3

Hapvida is committed to continuously improving the quality of its healthcare network and ensuring patient safety through proprietary programs and external accreditations that attest to the excellence and standardization of its services.

Qualitotal Program

As its primary quality monitoring framework, the company uses the Qualitotal Program, which assesses its proprietary network against more than 3,500 quality and patient safety requirements. In 2025, the program covered a total of 71 certified facilities, including hospitals, diagnostic centers, medical clinics, and emergency care units, with notable recognition through the Qualitotal Seal and Qualitotal Platinum Seal categories.

Accreditations and international recognition

To ensure alignment with global best practices, the organization also invests in external certifications:

- ISQua:** The Qualitotal Program manual received the Seal of Recognition from the International Society for Quality in Health Care (ISQua). In addition, Hapvida became an Institutional Member of the organization in 2025;
- Qmentum Methodology:** Strategic facilities, including the Bosque da Saúde Hospital, Salvalus Hospital, Paulo Sacramento Hospital, and the Qualivida unit, hold Qmentum accreditations at the Diamond, Platinum, or Gold levels.
- ONA Accreditation:** The Renascença Campinas Hospital maintains ONA Level 3 certification.
- ISO 9001:** Applied to Telemedicine, Dentistry, and Ombudsman services, reinforcing process standardization, service quality, and the continuous improvement of patient care.

The Beneficiary's Journey

The beneficiary's experience is at the heart of Hapvida. Check out the key metrics, structure, and positive outcomes for each stage

1 ACCESS

Healthcare on a national scale

- **15.8 million+** beneficiaries
- **832** company-owned units
- **28,000+** physicians
- **20,000+** dentists
- The most affordable average ticket on the market (43% of the national average ticket)

2 QUALITY OF CARE

Clinical excellence with structured management

- SMR in the ICU of **0.55**, 27% higher than the AMIB average¹
- **35%** vaginal deliveries, a rate 52% higher than the ANAHP average²
- **3,500+** requirements of Qualitotal, a program internationally recognized by ISQua³
- **ISO 9001** in Telemedicine and Dentistry, reinforcing standardization and quality of care

3 TECHNOLOGY AND INNOVATION

Integrated technology that enhances efficiency and care

- AI applied to diagnosis and care regulation (CEREIA⁴)
- The use of AI in endometriosis care enabled the early diagnosis of 2,500 women, reducing the need for surgical procedures by nearly 50%.
- **100%** integrated electronic medical records
- **91%** resolution rate in telemedicine
- **+8,500** professionals trained by ConectaMed by 2025

4 EXPERIENCE AND SATISFACTION

High perception of value among beneficiaries

- **Best performance** among large health insurers in the ANS General Complaint Index (IGR), with a score of 38.96
- An average rating of **4.6** out of 5 on the 5-Star Program, underscoring customer satisfaction and experience

5 LISTENING AND CONTINUOUS IMPROVEMENT

Active management of the customer experience

- **100%** of complaints answered on Reclame Aqui
- **97%** of Ombudsman complaints resolved
- AI applied to customer experience and relationship management
- **2025 Reclame Aqui Award** in the health insurance category



Sustainability and the ESG Agenda

IN THIS CHAPTER:

- ESG Strategy
- Our Materiality
- Internal Agenda
- Public Commitments and Partnerships
- Access to Healthcare
- Stakeholder Engagement
- Suppliers



Chapter highlights

Management

AA in the MSCI
ESG Ratings
for the second consecutive year

Leaders League
Compliance
for the second
consecutive year
with an Integrity and
Compliance Program ranked
among the best in Brazil

New double
materiality
built on the
engagement of
4,500+
stakeholders
strengthening the strategic
prioritization of ESG topics

People

50% of the
VP roles
held by women

Target 1
of the “Elas Lideram”
(Women Lead)
Movement surpassed,
14.8 percentage points above the
established goal, and progress toward
target 2 of the “Raça é Prioridade” (Race
is a Priority) Movement

Listed on
B3's
IDIVERSA,
an index that
recognizes
progress in
diversity
and inclusion
in corporate governance

ESG Strategies GRI 203-2

At Hapvida, sustainability is a strategic principle that guides business operations and supports the creation of long-term value. Through a Policy approved by the Board of Directors, the company establishes guidelines aligned with ethics, transparency, and ESG best practices.

Hapvida's ESG strategy is integrated into the company's business model, connecting social impact, operational efficiency, and responsible resource management to the generation of sustainable value. The agenda focuses on topics such as access to healthcare, health promotion and prevention, patient experience, innovation, people development, business ethics, and operational efficiency.

By expanding access and promoting comprehensive care, Hapvida contributes to reducing inequalities and generating shared value. The strategy is implemented across the organization, involving areas such as Risk, Governance, Compliance, Legal, Human Resources, and Operations, thereby strengthening the integrated management of ESG risks and opportunities.

IMPACT MANAGEMENT

GRI 2-13

Hapvida's highest governance body delegates responsibility for the management of economic, environmental, and social impacts through its Articles of Incorporation and corporate policies, extending these responsibilities to the Board of Directors, its committees, and the Executive Board.

The implementation of the sustainability strategy is led by the Executive Board, which is responsible for defining and executing policies, monitoring ESG targets and performance, ensuring regulatory compliance, integrating sustainability into processes and organizational culture, and overseeing reporting activities.

Updates are provided to the Board on a quarterly basis through executive presentations and statutory committees, including the ESG Committee, ensuring ongoing oversight of progress and challenges related to impact management.



Hapvida's ESG strategy is integrated into the company's business model, with oversight by the Board of Directors and cross-functional management of risks and opportunities

Our materiality GRI 3-1, 3-2

Hapvida structures its sustainability strategy through a double materiality process that prioritizes relevant topics from both socio-environmental impact and financial risk and opportunity perspectives, ensuring alignment among strategy, risk management, and stakeholder expectations.

In 2025, the company enhanced its methodology, strengthening technical rigor, traceability, and integration with governance processes. The process included the identification of impacts and trends, industry benchmarking, and the use of artificial intelligence, followed by a prioritization phase involving both internal and external stakeholders, including employees, leadership, customers, suppliers, and investors.

The results were consolidated into a double materiality matrix, integrated into corporate risk management processes, and used to support decision-making, resource allocation, and the definition of indicators and targets. **The results were approved by the Statutory ESG Committee and the Board of Directors, ensuring strategic alignment and effective oversight.**

The process strengthens transparency, comparability, and alignment with international frameworks, while also supporting target-setting and the continuous improvement of social and environmental performance.

More than 4,500 stakeholders—including customers, employees, suppliers, investors, and regulators—participated in the 2025 double materiality assessment

Material topics GRI 3-2

GRI 3-2

Hapvida identified the topics that are most relevant to the company and its stakeholders. These topics guide the ESG strategy, the integrated management of risks and opportunities, and the establishment of performance targets and indicators. Thirteen material topics were prioritized for the 2025 reporting cycle:



Quality of service and customer and beneficiary satisfaction



Cybersecurity and data privacy



Access to healthcare



Energy management



Innovation, research, and technology



Water and effluent management



Preventive health



Ethics, integrity, and compliance



Supply chain management



Diversity, equity and inclusion



Health and well-being

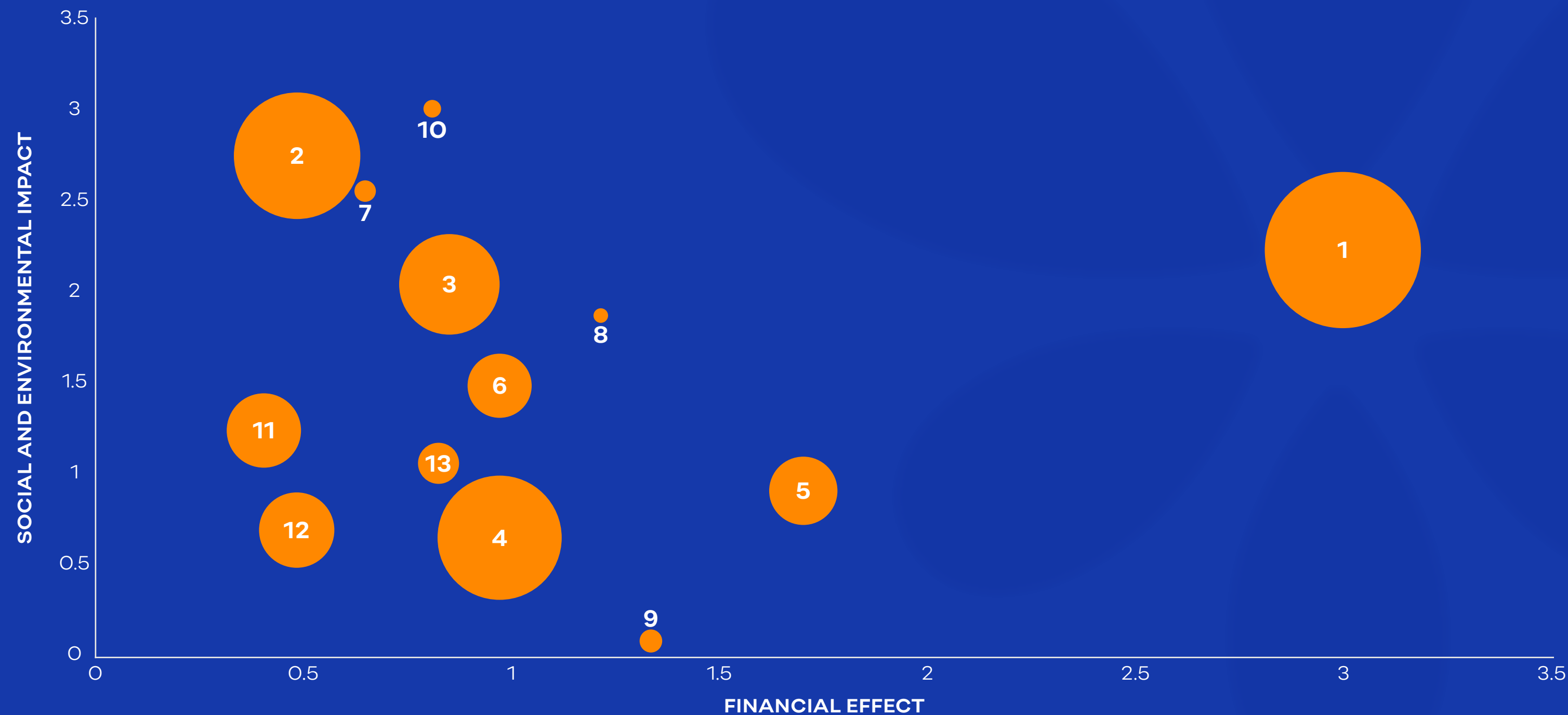


Climate change



Recruitment, development, and retention of employees

MATERIALITY MATRIX



- 1 Quality of service and customer and beneficiary satisfaction
- 2 Preventive health
- 3 Access to Healthcare
- 4 Health and well-being
- 5 Recruitment, development, and retention of employees
- 6 Cybersecurity and data privacy

- 7 Supply chain management
- 8 Energy management
- 9 Water and effluent management
- 10 Climate change
- 11 Ethics, integrity and compliance
- 12 Innovation, research, and technology
- 13 Diversity, equity and inclusion



CONSOLIDATION OF THE MATRIX AND PRIORITIZATION OF MATERIAL TOPICS

The materiality matrix identified the topics considered most relevant to Hapvida based on an assessment of the business' economic, environmental, and social impacts, combined with the perceptions of both internal and external stakeholders.

Among the topics evaluated, **Quality of service and customer and beneficiary satisfaction** appeared as the most relevant topic, reflecting its strategic importance to the company and its direct contribution to value creation and the beneficiaries' experience.

From a financial perspective, the following topics took the limelight: **Recruitment, development, and retention of employees, Cybersecurity and data privacy, Energy management, and Water and effluent management**, demonstrating their ability to influence the company's operational efficiency, business continuity, and financial sustainability.

Standing out in terms of impact were: **Climate change** and **Supply**

chain management, topics directly related to operational resilience, risk management, and building a more sustainable value chain.

Other highlights were **Preventive health, Access to healthcare** and **Health and well-being**, topics aligned with Hapvida's mission to enhance access to high-quality, integrated healthcare at a fair price, promoting prevention, care, and better outcomes for beneficiaries and communities.

Due to their cross-cutting nature and their contribution to the evolution of corporate strategy, **Innovation, research and technology** and **Diversity, equity, and inclusion** serve as key enablers for strengthening the other material topics and for generating long-term sustainable value.

Finally, **Ethics, integrity, and compliance** remain an essential pillar of corporate governance, supporting responsible business conduct and strengthening trust among the company's various stakeholders.



Internal agenda

Hapvida's Internal ESG Agenda is guided by the concept "Progress through accessible, sustainable, and responsible healthcare" and is built upon four pillars:

- ▶ **Responsible and Innovative Governance;**
- ▶ **Care for the Beneficiary;**
- ▶ **Environmental Leadership;** and
- ▶ **Social Impact.**

In 2025, the company continued to strengthen its sustainability culture, notably through the second edition of ESG Week, which included lectures and engagement activities and increased participation in Corporate University training programs on topics such as ethics, the Brazilian General Data Protection Law (LGPD), risk management, internal controls, and environmental management.

The company also advanced the integration of innovation and ethics through initiatives such as the first Artificial Intelligence Forum, which promoted discussions on the responsible use of technology in healthcare.

From a governance perspective, Hapvida further strengthened its culture of integrity by updating its Code of Conduct to version 7.0. On the social front, women now hold 50% of the company's VP positions.

The company also received recognition for its progress in governance, risk management, and compliance, maintaining its AA rating in the MSCI ESG Ratings for the second consecutive year and receiving recognition from Leaders League Compliance, which ranked its Integrity and Compliance Program among the best in Brazil.

Public commitments and partnerships

Hapvida's sustainability agenda is reinforced through public commitments and strategic partnerships that support the management of material topics and the creation of long-term value.

As a signatory to the United Nations Global Compact since 2022, the company reaffirms its commitment to human rights, labor standards, integrity, and environmental protection, in alignment with the 2030 Agenda and the Sustainable Development Goals, with a particular focus on health, equity, and social development.

The diversity and human rights agenda is embedded in the people and culture strategy and supported by institutional partnerships. Hapvida participates in the LGBTI+ Business and Rights Forum, holds the Ethnic and Racial Diversity Seal, and supports initiatives such as "Elas Lideram" (Women Lead) and "Raça é Prioridade" (Race is a Priority), having already surpassed its target 1 established for 2030. It also maintains partnerships with UN Women, "TransEmpregos" (TransJobs), and



As a signatory to the UN Global Compact, Hapvida remains committed to advancing the 2030 Agenda and contributing to the achievement of the Sustainable Development Goals



the organization Justiceiras, strengthening support networks for women experiencing violence through shelter services and referrals to specialized assistance.

In the capital markets, inclusion in the IDIVERSA B3 Index reflects progress in diversity and inclusion within corporate governance practices.



OUR COMMITMENTS



Access to healthcare

GRI 3-3, GRI-203-1, SASB HC-DY-240A.1

Expanding access to supplemental health care is one of Hapvida's key areas of social impact. With one of the largest networks of its own facilities in Latin America, the company helps bring millions of Brazilians into the private healthcare system.

This result is driven by the integrated care model, which brings together different stages of care and generates operational efficiencies. This structure makes it possible to offer more affordable plans and expands the company's presence in regions that have historically been underserved.

According to data from ANS, the average monthly premium for these plans is BRL 301.40, equivalent to approximately 19.9% of the 2025 minimum wage and about 43% of the national average medical ticket. The indicator reflects our capacity to balance economic efficiency with quality of care.

Strengthening our own network underpins this approach through continuous investments in infrastructure expansion and by extending our service reach. Moreover, technology and innovation—including

telemedicine solutions—enhance care effectiveness, particularly in remote areas.

To offer more affordable health insurance plans and make quality healthcare more accessible to everyone in Brazil, we follow established procedures and uphold clear commitments. [SASB HC-DY-240a.1](#)

OPERATIONAL EFFICIENCY

Direct management of our hospitals, clinics, and laboratories provides tighter cost control, which enables lower monthly premiums and broadens population access to health insurance plans.

NATIONAL PRESENCE

The network's broad coverage in historically underserved regions (such as the North and Northeast) reduces geographic barriers and allows patients from diverse socioeconomic backgrounds to access specialized care.

ACCESS TO HEALTHCARE AS A MATERIAL TOPIC

The organization treats "Access to Healthcare" as a material topic, tracking

43% of the average national ticket, a monthly payment equivalent to approximately 19.9% of the 2025 minimum wage

the social impact of its operations through beneficiary numbers and the expansion of healthcare infrastructure.

Hapvida regards investment in healthcare infrastructure as a fundamental pillar to the development of the communities where it operates. Its vertical integration strategy brings advanced medical technology to regions with limited access to specialized services. In 2025, the company made significant investments in constructing, expanding, and modernizing facilities—notably new hospitals and diagnostic centers—thereby increasing hospital bed capacity and the availability of highly complex medical tests across all regions of the country.

Agora tem Especialistas (There are Specialists Now)

Hapvida has also joined the *Agora tem Especialistas* (There are Specialists Now) program, a Federal Government initiative aimed at reducing wait times in the National Health System (SUS) and expanding the population's access to specialist consultations, tests, and surgeries.

The partnership began in August at Ariano Suassuna Hospital in Recife, the largest facility in the Hapvida network across the North and Northeast and one of the company's most advanced hospitals in the country.

Through this program, the company supplies beds, infrastructure, and capacity to care for patients without health insurance, while maintaining service levels for its beneficiaries. Launched in Pernambuco, the program is already being rolled out to other states where Hapvida operates.

Preventive health GRI 3-3

Preventive health care is fundamental to the system's sustainability and to the well-being of beneficiaries. Hapvida is shifting from a disease-focused model toward one centered on health promotion—prioritizing prevention, longevity, and the reduction of avoidable costs through early interventions and continuous care, especially in chronic disease management.

The strategy comprises three components: In **population health management**, data analysis is used to identify risk profiles and refer beneficiaries to multidisciplinary programs such as “Viver Bem” (Living Well). In specific care lines, there is **targeted attention for the elderly, pregnant women, and patients with chronic conditions**, emphasizing lifestyle changes and adherence to treatment. In **digital preventive medicine**, remote monitoring and teleconsultations that extend care without requiring in-person visits.

We measure effectiveness through indicators such as program engagement, reductions in preventable hospitalizations, and improvements in clinical outcomes (for example, blood pressure and blood glucose control).



Stakeholder engagement GRI 2-29

Hapvida recognizes that the sustainability and long-term viability of its business depend on the strength of the ecosystem that it has built around it. As Latin America's largest health and dental care provider, the company operates within a complex, interdependent network where transparent, continuous dialogue with stakeholders underpins shared-value creation.

Our stakeholder engagement approach relies on active listening and diverse communication channels. In 2025 this was demonstrated through the development of a new double materiality framework, which involved direct consultation with more than 4,500 stakeholders to ensure that each group's views on impact and risk informed our ESG strategy (see the [Materiality chapter](#)).

Engagement is promoted through structured tools: for customers, we run the **5-Star Program** (which recorded more than

7 million reviews in a single year) and use dashboards for continuous monitoring of Customer Service and the Ombudsman's Office; for employees, we carry out the annual **Engagement and Workplace Climate Survey**, complemented by on-site leadership visits and interactive corporate channels; and for the market, the Investor Relations (IR) team maintains an active schedule of roadshows and meetings.

Maintaining close, ethical relationships with these stakeholders delivers multiple benefits. Internally, it increases engagement, improves talent retention, and strengthens our onboarding model. Externally, it enhances the brand's reputation and trust, attracts more established business partners, and secures the institutional and financial support needed to sustain our national expansion.



In our corporate practice, we engage regularly with a range of groups, recognizing the vital role each plays in our business:



Customers and beneficiaries (individuals and legal entities)

They are at the heart of all our decisions. They are the company's core purpose. Engaging them means understanding their health needs and delivering solution-oriented, safe, and welcoming care.



Employees and clinical staff

Considered the driving force behind Hapvida, our 77,717 employees, together with more than 28,000 physicians and 20,000 dentists, bring the company's mission of expanding access to high-quality integrated healthcare to life every day. Working across medical care, dental care, and administrative functions, these professionals ensure the quality, safety, and continuity of care provided to millions of beneficiaries.



Suppliers and business partners

They are essential to our value chain, supplying inputs, technologies, and services. Their engagement is critical for ensuring ethical compliance and mitigating operational and socio-environmental risks.



Investors and the capital market

These are long-term capital providers and strategic partners. They play a central role in financing innovation and the expansion of our own network, while holding the company to high standards of governance, transparency, and profitability.



Regulatory and supervisory bodies

Agencies such as the ANS set the rules for the private health insurance sector. Our ethical and professional relationship with these agencies ensures our business' legal compliance and adherence to industry best practices.



Community and civil society

We engage with the community through social impact projects (such as food and clothing donations) and partnerships focused on diversity and inclusion, thus contributing to the development of our cities.

Continuous improvement through active listening

The process of actively listening to stakeholders requires maturity to identify areas where we can improve. During the 2025 consultations, we identified sensitive issues that management is already addressing as a priority:



For customers: we identified the need to reduce red tape in the authorization process, improve the efficiency of our scheduling centers, and enhance the usability of our digital channels (app and website), aiming to provide service that is perceived as more personalized.



For employees: reports highlighted the need for increased attention to mental health and the daily pressures inherent in the healthcare sector. In response, the company has been stepping up its wellness programs, psychological support services, and post-integration review of work processes.



For suppliers: It was noted that there was a demand for greater inclusion of outsourced workers in Hapvida's health, safety, and corporate culture initiatives, which led us to extend the mandatory nature of critical safety trainings (such as NR-32) to partner teams as well.



Suppliers

GRI 2-6, 204-1, 308-1, 308-2, 414-1, 414-2

Hapvida's supplier management evolved in 2025. There was increased centralization and professionalization of the procurement function, including the creation of a sourcing team focused on negotiation and ongoing relationships with partners. **Supplier selection is based on a due diligence framework supported by artificial intelligence.**

In 2025, **more than 5,400 pre-contractual analyses** were conducted, considering financial and operational capacity, regulatory compliance, and supply risks. In this context, all of the 45 new suppliers onboarded during the period were selected based on environmental and social criteria, with licenses, registrations, and restricted lists being verified.

There was a greater focus on larger partners with established ESG practices as a risk mitigation strategy. The environmental impact of five suppliers and the social impact of one critical partner were assessed as part of the database monitoring. Resulting from this process, two contracts were terminated due to noncompliance with sustainability policies and compliance risks. All contracts

require adherence to the Code of Conduct, as well as provisions regarding compliance, anti-corruption, human rights, and data protection (LGPD). The Procurement area works in close coordination with Compliance, and any non-compliance results in immediate termination. In 2025, local suppliers accounted for 68% of total spend, based on the region where the operating units are located.

A new dynamic

To boost transparency and streamline the payment process, the company has adopted technologies such as the SLM system (contracts module) and the Supplier Portal (COPPA). Through this portal, the partner gains autonomous access to submit documents, track requests, verify invoices, reconcile bank statements, and even request advance payment of receivables. Hapvida's ecosystem has become more attractive to the market due to these dynamics.

Environmental

IN THIS CHAPTER:

- Resource Management
- Water and Effluents
- Energy
- Waste
- Climate Change



Chapter highlights

Water and Effluents

100%
environmental compliance
in effluent discharge

Real-time use
of telemetry
for detecting invisible leaks
and reducing waste

42
facilities use water
from artesian wells

Energy

72%
of the
energy
consumed
came from renewable
sources in 2025

62%
of the
energy
purchased
via ACL came from
wind and solar sources

10%
of the
electrical
mix
came from distributed
solar generation

832
own units
have energy
efficiency initiatives

100%
of the units
use LED lighting

Chapter highlights

Climate management and emissions

Reduction
of **79.3%**

in Scope 2 emissions in 2025, reaching 1,681.23 tCO₂e, as a result of the increased use of energy from renewable sources

Decrease
of **13.9%**

in Scope 3 emissions in 2025, demonstrating progress in emissions management even amid operational expansion and growth of the healthcare network

Waste

Increase
of **18%**
in recyclable waste
sent for recycling

more than
2,400
tons
of waste
recovered in 2025

Reduction
of **13%**
in the disposal of waste
in landfills

more than
2,000
employees
serving as Guardians
of the Environment

Decrease
of **27.2%**
in the generation of
organic waste

Decrease
of **11.4%**
in the generation of non-
hazardous waste in 2025



Resource management GRI 3-3

In line with sustainability best practices and the principles of the United Nations Global Compact, Hapvida manages natural resources with a focus on preventing environmental impacts, ensuring operational efficiency, and fully complying with applicable laws.

The company's environmental management system monitors and mitigates impacts associated with care and administrative activities, promoting responsible use of resources such as water, energy, and materials, and ensuring proper management of waste and emissions.

As part of efforts to strengthen environmental governance, **Hapvida launched a structured process in November 2025 to align with the international sustainability disclosure standards IFRS S1 and IFRS S2, with an expected duration of 12 months.** The initiative aims to improve the transparency and quality of the climate and environmental information reported by the company, aligning its strategy with international best practices and the expectations of investors and ESG rating agencies. In this context, the company bases its environmental activities on guidelines that include:

- Incorporating sustainability criteria into the planning and construction of new healthcare facilities;
- Taking proactive measures to identify and mitigate environmental risks associated with operations;
- Prioritizing suppliers and solutions that meet responsible social and environmental criteria;
- Promoting efficient use of natural resources through initiatives to reduce consumption, reuse materials, and recycle whenever possible;
- Adopting practices that minimize waste and drive continuous improvement in environmental performance.

The company's practices and results related to natural resource management and environmental impacts are detailed in the following sections, which cover water and effluents, energy, waste management, and climate change.

Water and effluents

GRI 3-3, 303-1, 303-2, 303-3, 303-4, 303-5

Water management is a key factor in ensuring the continuity and safety of Hapvida's healthcare operations. In this context, the company continues to implement initiatives to promote water efficiency, reduce waste, and enhance water security at its facilities.

Most of the water consumed at our facilities comes from municipal public water supply systems. As part of our water security and operational efficiency strategy, we operate artesian wells that are monitored and properly licensed by environmental agencies. Consumption is concentrated in three main areas: healthcare services, hospitality, and utilities.

We continuously monitor water efficiency across operations, implementing measures to reduce waste and strengthen water security. Notable initiatives include promoting the rational use of water, continuous consumption monitoring, and deployment of telemetry systems for real-time detection of hidden leaks, thereby reducing systemic losses. [GRI 303-1](#)

Throughout 2025, measures were implemented to reduce water consumption in hospital facilities and improve operational efficiency related to water supply. Among the measures adopted, particular attention was given to design solutions incorporated into the company's architectural manual for new facilities, including toilets with dual-flush systems and timed faucets, which help reduce water consumption.

Hapvida has also made progress in expanding its alternative supply sources as part of its operational resilience strategy. Currently, 42 units use water from artesian wells to partially or fully meet their water needs, reducing dependence on public supply and mitigating operational risks in regions prone to periods of water scarcity.

The company continuously monitors indicators related to water consumption, water intake, and wastewater discharge to track the environmental performance of its operations and guide efforts toward continuous improvement in water resource management.



The company uses telemetry to reduce waste, it has 42 facilities using alternative water sources, and maintains 100% environmental compliance in wastewater disposal

Hapvida maintains a structured water resource management system based on rigorous monitoring and monthly audits of more than 5,500 annual utility bills and measurements from artesian wells, a process conducted with the support of specialized consultants. In fiscal year 2025, water intake across all of the company's operating areas added up to 1,307.55 megaliters. Of this total, 1,091.49 megaliters came from third parties (public water supply networks) and 216.06 megaliters came from underground sources (wells). All of the water abstracted is classified as freshwater, with a total dissolved solids concentration of 1,000 mg/L or less, and the organization states that it has no operations in areas experiencing water stress. [GRI 303-3](#)

With regard to wastewater discharge, the total estimated volume for the period was 1,307.55 megaliters, with all effluents being directed to the public sewer system in strict

compliance with regulations and standards required for the industry. During the 2025 fiscal year, there were no instances of non-compliance with discharge quality limits or with applicable environmental regulations. [GRI 303-4](#)

Because the volume of water drawn in is equal to the volume of wastewater discharged into the public sewer system, the organization's total water consumption—defined by the GRI standard as water that is not returned to the environment—is reported as zero. The company remains committed to continuously improving water efficiency and monitoring water quality to mitigate operational risks and impacts on shared resources. [GRI 303-5](#)



Impacts on water discharge GRI 303-2

Effluent management is considered fundamental to biosafety and environmental compliance. The company ensures that the wastewater its operations generate is treated and disposed of in accordance with legal requirements and technical standards, minimizing risks to public health and the environment.

Disposal standards are established pursuant to CONAMA Resolution 430/2011. Monitoring includes physico-chemical parameters such as pH, temperature, BOD and COD, as well as biological parameters, ensuring disinfection control and the prevention of contamination of receiving water bodies.

Given the specific characteristics of hospital effluents, the company employs dedicated processes for the treatment

of liquid waste, including chemotherapy and laboratory effluents, with prior neutralization of critical substances.

The sludge generated at wastewater treatment plants is managed by licensed companies in accordance with the PGRSS, ensuring both traceability and proper disposal.

At facilities without access to the public sewer system, the company operates its own wastewater treatment plants (WWTPs), ensuring compliance with discharge standards and protecting the water body quality. System efficiency is verified through continuous monitoring and periodic audits, ensuring regulatory compliance and environmental performance.

Energy

GRI 3-3, 302-1, 302-3, 302-4; SASB HC-DY-130a.1

Energy consumption management is a priority for Hapvida’s operations, given the size and reach of its healthcare network. As of the end of 2025, the company operated 832 facilities, including 85 hospitals across the country’s five regions. Against this backdrop, energy efficiency and the transition to renewable sources are central to the organization’s environmental strategy.

As part of this commitment, Hapvida has advanced its move to the Free Contracting Environment (ACL), increasing the share of renewables in its energy mix. This strategy enables procurement of wind and solar energy, helping to reduce greenhouse gas emissions from energy use and providing greater predictability in operating costs.

Beyond the energy transition, the company embeds energy-efficiency criteria in its infrastructure projects. All Hapvida locations

use LED lighting, a solution that helps reduce electricity consumption and improve operational efficiency. The architectural manual for new facilities sets construction requirements focused on energy efficiency, reinforcing the company’s commitment to continuous environmental performance improvements.

Hapvida has also modernized facilities to boost energy efficiency and lower long-term operating costs. The project consisted of installing cutting-edge electrical equipment and replacing HVAC systems and diagnostic imaging devices, including X-ray machines, CT scanners, and MRI machines. [GRI – 302-4](#)

In fiscal year 2025, Hapvida recorded total energy consumption of 482,522.22 GJ (equivalent to 134,033.95 MWh), of which 72% came from renewable sources—62% via the Open Market (ACL) from solar and

wind sources and 10% from solar distributed generation (DG)—while the remaining 28% was supplied by the commercial power grid (Regular Market Environment, ACR). The calculation methodology followed strict technical conversion parameters to

ensure accuracy and reflect the operational situation for the period; these figures are subject to minor adjustments until the final publication of the organization’s greenhouse gas (GHG) emissions inventory. [SASB HC-DY-130a.1](#)

Energy consumption within the organization (GJ)¹ GRI – 302-1, SASB HC-DY-130a.1

	2024	2025
Electricity	352,004.62	482,522.22
Renewable fuels	1,848.42	12,300.40
Non-renewable fuels	15,237.77	47,270.01
Total	369,090.81	542,092.63

1. The reported electricity consumption refers to consumption via the power distribution infrastructure. The organization does not sell surplus energy or purchase energy in the form of cooling, heating, or steam. The increase in energy consumption in 2025 reflects the expansion of operations and advances in electricity and fuel metering processes.
Renewable fuels: ethanol.
Non-renewable fuels: diesel, gasoline, natural gas, and LPG.

Waste

GRI 306-1, 306-2, 306-3, 306-4, 306-5; SASB HC-DY-150a.1, HC-DY-150a.2

Waste management is conducted through a structured environmental governance system, consisting of operational guidelines, standardized procedures, and periodic internal audits. This framework guides every stage of waste management at the company's facilities, ensuring regulatory compliance and mitigating environmental impacts.

Our waste generation stems directly from medical care, diagnostics, and hospital services. We follow the guidelines set forth in RDC 222/2018 (Anvisa) and CONAMA No. 358/05, classifying our waste into biological, chemical, sharps, and general waste.

To mitigate negative impacts, we operate under the **Healthcare Waste Management Plan (PGRSS)** at 100% of our facilities, and we train our teams to immediately sort waste, which prevents recyclable material contamination by infectious waste, thereby reducing the volume sent for thermal treatment. Hazardous waste, including infectious materials and sharps, undergoes

treatment processes such as autoclaving or, in the case of chemical waste, incineration, ensuring the inactivation of pathogens before final disposal in licensed landfills. **We have also expanded initiatives focused on the recycling of paper, plastic, and metal, as well as reverse logistics programs, transforming materials that would otherwise be discarded into resources for the circular economy.**

At Hapvida, waste management is integrated into our safety and sustainability practices. We work to reduce waste generation and ensure that all discarded materials receive appropriate technical treatment, protecting employees, patients, and the environment. Our approach follows the waste hierarchy, prioritizing prevention and reduction through initiatives such as digital transformation, input optimization, and efficient segregation practices to ensure proper waste separation at the source.

To guarantee safe disposal, we maintain strict controls and traceability through the



Waste Transport Manifest (MTR) system across the entire waste management chain. All facilities weigh waste during internal and external collection processes and record the information in environmental management systems. We also conduct periodic audits of contracted waste treatment providers—including autoclaving, incineration, and landfill operators—to verify environmental permits and assess the effectiveness of treatment and disinfection processes.

Waste management is incorporated into our mandatory training programs. Through internal awareness campaigns, we encourage employees to adopt proper disposal practices, emphasizing that effective waste segregation is essential for patient safety and environmental responsibility.

[GRI 306-2](#)



As part of this management approach, Hapvida operates the **Guardians of the Environment Project**, an initiative that encourages employees to promote environmental best practices within their workplaces. Currently, more than 2,000 trained employees serve as volunteer advocates across the company's facilities, monitoring the segregation and proper disposal of pharmaceutical, infectious, chemical, and general waste, including organic and recyclable materials, thereby supporting compliance with environmental regulations and the continuous improvement of processes.

The management of this topic is also supported by technological solutions. The use of an environmental management platform enables the tracking, control, and monitoring of the entire waste lifecycle at healthcare facilities, from generation to final disposal. In 2025, the company further strengthened this process through the implementation of a new digital environmental management platform, increasing the traceability and transparency of information related to waste management.

Nearly half of the waste generated by the company during the year was directed to recovery and treatment processes, including recycling, composting, and other specialized solutions. This approach prioritizes material recovery and reuse, promotes circularity, and helps reduce the volume of waste sent to landfills, in line with the company's commitment to increasingly efficient and responsible waste management practices.

In fiscal year 2025, Hapvida **generated 6,604.59 tons** of hazardous waste, including infectious and chemical waste, a volume verified through monthly invoices issued by specialized waste management providers. Given the infectious and biological characteristics of these materials, the company reports a recycling rate of 0% for this category, ensuring that all waste is treated and disposed of in strict compliance with the Healthcare Waste Management Plan (PGRSS). The company remains committed to mitigating health risks and ensuring the operational effectiveness of safe waste management across all healthcare facilities. Pharmaceutical waste is managed together with the chemical waste generated by operations. [SASB HC-DY-150a.1](#), [HC-DY-150a.2](#)

The charts and tables below present consolidated information on hospital waste generation, including hazardous and non-hazardous pharmaceutical waste, as well as the respective treatment and disposal methods adopted, such as incineration, recycling, composting, and landfill disposal.

Waste management and generation (ton) GRI 306-3

Hazardous waste	2024	2025
Infectious	5,817.06	6,123.27
Chemical	487.96	481.32
Total	6,305.02	6,604.59
Non-hazardous waste		
Ordinary	11,194.96	9,734.62
Recyclable	1,309.77	1,541.14
Organic	1,272.55	925.77
Uniforms	2.34	1.10
Electronics	-	11.13
Total	13,779.62	12,213.76

Waste diverted from disposal: recycling, composting, and recovery¹ (ton) GRI 306-4

Non-hazardous waste	2024	2025
Organic	1,272.55	925.77
Recyclable	1,309.77	1,541.14
Uniforms	2.34	11.13
Electronics	-	1.10
Total	2,584.66	2,479.14

1. By type of operation, the figures were: recycling: 1,309.77 in 2024 and 1,552.27 in 2025 / composting: 1,272.55 in 2024 and 925.77 in 2025 / recovery: 2.34 in 2024 and 1.10 in 2025.

Hazardous and non-hazardous waste directed to disposal (ton) GRI 306-5

Hazardous waste	2024	2025
Incineration (without energy recovery)	487.96	481.32
Autoclave	5,817.06	6,123.27
Total	6,305.02	6,604.59
General waste		
Landfill disposal	11,194.96	9,734.62
Total	11,194.96	9,734.62



Climate change

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

Climate change represents a significant challenge for both society and the healthcare sector, as extreme weather events and rising global temperatures can affect operational infrastructure as well as public health outcomes.

These impacts may contribute to an increase in heat-related illnesses, aggravate chronic health conditions, and raise the incidence of vector-borne diseases such as dengue fever.

In response, Hapvida's operations are guided by its Sustainability, Environment, and Climate Change Policies, which establish guidelines for the management of physical and transition climate risks and provide direction for actions aimed at controlling, mitigating, and reducing greenhouse gas (GHG) emissions associated with its activities.

As part of its efforts to strengthen climate governance, the company initiated a structured process in 2025 to align its reporting and management practices with the IFRS S1 and IFRS S2 sustainability disclosure standards, with completion

expected in 2026. Supported by specialized consultants, the company is conducting a detailed assessment of its value chain to identify climate-related risks and opportunities and to strengthen the integration of these topics into strategic planning processes.

The company also monitors developments in climate-related regulations and industry best practices, seeking to continuously enhance its ability to manage climate-related issues.

The company has initiated the process of alignment with the IFRS S1 and IFRS S2 standards, strengthening climate risk management and further integrating climate considerations into its corporate strategy



Hapvida manages its greenhouse gas (GHG) emissions in accordance with the methodology of the Brazilian GHG Protocol Program, which is aligned with the GHG Protocol Corporate Standard. For inventory consolidation, the company adopts the operational control approach, covering emission sources over which it exercises direct managerial authority. The base year used for monitoring and comparing emissions performance is 2024.

The inventory covers the main greenhouse gases, including carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), and sulfur hexafluoride (SF₆).

Monitoring is structured around the three main fronts, in addition to the identification of biogenic emissions associated with the company's operational activities:

SCOPE 1

Direct emissions from the company's own or controlled sources: primarily related to the consumption of fossil fuels used in emergency power generators, machinery, and the company's own vehicle fleet. This scope also covers emissions from refrigerant gases used in air conditioning systems and from agents present in firefighting equipment.

SCOPE 2

Indirect emissions associated with the purchase of electricity for consumption in healthcare and administrative facilities: the primary reduction strategy in this area involves increasing the share of renewable sources in the organization's energy mix.

SCOPE 3

Other indirect emissions from the value chain: those related to the procurement of goods and services, logistics operations involving transportation and distribution, business travel, and the final disposal of waste generated by operations.

Scope 1 emissions GRI 305-1, 305-5

Total scope 1 emissions, in tCO₂e



Total Scope 1 biogenic emissions, in tons



Scope 2 emissions¹ GRI 305-2, 305-5

Location-based approach



Scope 3 Emissions GRI 305-3, 305-5

Total Scope 3 emissions, in tCO₂e



Total Scope 3 biogenic emissions, in tons



¹ Under the location-based approach, Scope 2 emissions totaled 6,004.39 tCO₂e in 2025, a 26.0% reduction compared to 2024. Considering the purchasing choice approach, which reflects the procurement of energy from renewable sources, emissions totaled 1,681.23 tCO₂e, representing a 79.3% reduction compared to the previous year. The difference of 4,323.16 tCO₂e between the two approaches highlights the effect of the renewable energy procurement strategy on reducing emissions reported using the purchase selection method.

Social

IN THIS CHAPTER:

- People Management
- Employee Journey
- Development and Training
- Health and Well-Being
- Diversity and Inclusion
- Social Responsibility



Chapter highlights

Development and training

Over **1.2**
million

hours of training
completed in 2025

149%
increase

in the average number of hours of
training since 2024

86.8%

of the eligible base
assessed in 2025

People management

10.8%
increase in the
workforce
since 2023

77,717
employees
are part of the
Hapvida ecosystem
across the country's five regions

Diversity, inclusion, and leadership

75.1%
of the
workforce
composed of women

41.6%
of Black
people
in leadership positions

46.2%
of the company's
senior leadership
positions are held by women

62.9%
of the staff
composed of
Black and Brown people

Chapter highlights

Health and safety

Occupational Safety and Health Management System
covers 100% of employees and operational units

12%
reduction
in the accident rate
between 2024 and 2025

563 active
CIPAs
strengthened the culture
of prevention in 2025

Social responsibility

160,000+ meals
distributed
in 2025 through the
Vida que Alimenta program

98.1%
of the cases handled
by the Women's
Channel
referred by the company's
support network

2,600+ blankets
directed to donation
through the reuse
of hospital uniforms

11,000+ toys collected
in a national solidarity drive

People Management GRI 3-3

With the completion of nearly 100% of the systems and operational integration between Hapvida and NotreDame Intermédica in December 2024, the company entered a new phase in its people management journey in 2025. Operating under a unified model—supported by the integrated SIGO (Integrated Operator Management System) and SIGA (Service Portals for Companies and Providers) platforms—the company focused its efforts on strengthening a shared organizational culture and increasing engagement among its more than 77,000 employees across Brazil’s five regions.

To support this workforce, the company consolidated the use of self-service platforms, including the **Portal do Gestor** (Manager Portal) and the **Portal do Colaborador** (Employee Portal). The Manager Portal provides leaders with agile access to key information and processes related to their teams, while the Employee Portal enables employees to update personal information and manage benefits independently, reducing the need for in-person support. In addition, the **Nossa Gente Portal** (Our People Portal) serves as a centralized

platform for internal communications and access to the Corporate University.

A significant advancement in the employee experience was driven by the expanded adoption of artificial intelligence. As part of the company’s digital transformation strategy, **VIDA**, an AI-powered virtual assistant for human resources, was launched. Available 24 hours a day through WhatsApp, the tool streamlines employees’ daily interactions by answering questions and centralizing HR requests through a convenient and accessible channel. Technology also transformed the onboarding experience by enabling the recruitment process to be conducted entirely through digital channels, reducing hiring times and improving efficiency (see [The Employee Journey](#) subchapter for further details).

At the same time, the company recognizes that technology cannot replace human connection. Therefore, to ensure retention and satisfaction in the post-integration scenario, 2025 was the year of active listening. We conducted our Engagement and Workplace Climate surveys and organized in-person



visits by leadership teams to hospitals and facilities across the country. The interaction process provided insight into the real needs of frontline employees, resulting in action plans focused on reconfiguring benefits, improving compensation, and resizing teams. We have also strengthened **“Seu Espaço”** (Your Space), a channel staffed by experts dedicated to listening to and promptly addressing feedback and questions from teams.

ASSESSING OUR CORPORATE CLIMATE

In 2025, the listening strategy was guided by cycles of continuous monitoring. The survey, which was completed in January 2025, attained a 75% response rate and a 71% overall approval rating. Two editions of the Pulse Survey were conducted in the second half of the year to monitor changes in the work environment at hospital facilities:

Starting point: we used the **2nd Diagnostic Study** (completed on January 31, 2025) as the official indicator for the start of the year. It had a **71% approval rating** and an **eNPS of 17**.

Annual evolution: we included the results of the **Pulse Surveys** from July and September, which reflect engagement throughout 2025; the September Pulse Survey showed an increase in the **eNPS, which reached 32**.

Next cycle: the results of the **3rd Diagnostic Study** (2026)—which show an increase to **42 on the eNPS**—are carried over to next year's report, with only a mention that a new round of stakeholder engagement began in December.

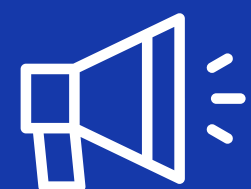
This year's indicators highlighted themes such as teamwork and respect for diversity, with approval ratings in excess of 80%. We identified stress management (51%) and the perception of a healthy work environment (57%) as key areas of focus; these findings informed the action plans and investments in employee well-being implemented throughout the fiscal year.

WORKFORCE PROFILE GRI 2-7, 2-8

Employees, by region and gender¹ GRI 2-7

	2023			2024			2025		
	Men	Women	Subtotal	Men	Women	Subtotal	Men	Women	Subtotal
SP Branch	6,682	21,672	28,354	6,959	21,866	28,825	7,055	23,054	30,109
MG Branch	1,005	3,521	4,513	978	3,665	4,643	981	3,629	4,610
RJ Branch	522	1,689	2,211	624	1,670	2,294	618	1,716	2,334
Southern Branch	907	3,606	4,513	903	3,577	4,480	829	3,308	4,137
North	1,070	2,729	3,799	1,269	3,441	4,710	1,311	3,601	4,912
Northeast	6,575	17,026	23,601	7,291	18,926	26,217	7,840	20,510	28,350
Central-West	771	2,394	3,165	667	2,409	3,076	682	2,583	3,265
Total	17,532	52,637	70,169	18,691	55,554	74,245	19,316	58,401	77,717

¹ All employees are hired under permanent employment contracts, and the company does not employ workers without guaranteed working hours. The methodology is based on a direct headcount conducted at the end of each reporting period. The figures reported for the 2023 and 2024 reporting cycles have been revised in this report. [GRI 2-4](#)



In the five regions of the country where Hapvida operates, more than 75% of the company's workforce is made up of women

Employees by type of employment and gender¹

	2023			2024			2025		
	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal
Men	17,175	357	17,532	18,263	428	18,691	18,803	513	19,316
Women	51,320	1,317	52,637	53,584	1,700	55,554	56,387	2,014	58,401
Total	68,495	1,674	70.169	72,117	2,128	74.245	75,190	2,527	77,717

1. The methodology involves direct counting at the end of each reporting cycle. The figures reported for the 2023 and 2024 reporting cycles have been revised in this report. [GRI 2-4](#)

Employees by type of employment and region¹

	2023			2024			2025		
	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal	Full-time	Part-time	Subtotal
SP Branch	28,032	332	28,354	28,303	522	28,825	29,412	697	30.109
MG Branch	4,457	69	4,526	4,595	48	4,643	4,568	42	4,610
RJ Branch	2,171	40	2,211	2,247	47	2,294	2,282	52	2,334
Southern Branch	4,429	84	4,513	4,371	109	4,480	4,021	116	4.137
North	3,713	86	3,799	4,526	184	4,710	4,708	204	4,912
Northeast	22,589	1,012	23,601	25,093	1,124	26.127	27,040	1,310	28,350
Central-West	3,104	61	3,165	2,982	94	3,076	3,159	106	3,265
Total	68,495	1,674	70.169	24,093	50,295	74,388	75,190	2,527	77,717

1. The methodology involves direct counting at the end of each reporting cycle. The figures reported for the 2023 and 2024 reporting cycles have been revised in this report. [GRI 2-4](#)

Workers who are not employees GRI 2-8

Employee category	2023	2024	2025
Apprentices	898	2,099	1,099
Interns	199	226	399
Outsourced	46	5,000	n.d.
Physicians ¹	-	28,000	28,000
Dentists ¹	-	20,000	20,000
Total	1,144	53,325	49,498

1. To enhance transparency regarding its workforce ecosystem, since 2024 the company has also disclosed information on accredited physicians and dentists—professionals who play an essential role in service delivery, although they are not directly employed by the company.



Employee Journey

GRI 3-3, 401-1, 404-3, SASB HC-DY-330a.1, HC-DY-330a.2

Every stage of a professional's experience—from the initial interest in joining the company to full integration into its culture and healthcare ecosystem—forms part of the employee journey. In 2025, technological advancements supported improvements across each stage of this journey:

- Attraction** – Artificial intelligence has transformed the way candidates connect with the company. The process is now fully digital, inclusive, and accessible, with opportunities advertised through the Careers Page and applications submitted in as little as one minute via WhatsApp. This approach helps attract talent from all regions of Brazil through a streamlined process designed to minimize barriers and promote equal access.
- Recruitment** – Candidate screening and initial interviews are supported by artificial intelligence, improving the accuracy of profile matching while maintaining a human-centered approach throughout interactions with candidates. The digitalization of screening activities

and document submission processes resulted in a 57% reduction in overall hiring lead time. To support new employees, the company also uses VIDA, its HR virtual assistant available through WhatsApp (see the [People Management](#) subchapter for additional information).

- Development and training** – Continuous learning begins during onboarding through mandatory ESG learning tracks covering Ethics, LGPD, Risk Management, and Environmental Management. Throughout the year, the Corporate University offers active courses in several schools.
- Care and dedication** – The physical and mental well-being of employees remains a priority. In 2025, the company expanded its focus on mental health and psychosocial risk assessments, including burnout prevention initiatives, while also promoting lectures and ongoing health, well-being, and safety campaigns.

- Retention** – Retaining our best talent is essential to maintaining the quality of care delivered. To support this objective, the company places strong emphasis on internal recruitment, with approximately 26% of open positions filled by existing employees. Retention efforts are also supported by the Employee Engagement

and Workplace Climate Survey. In 2025, leadership teams conducted in-person visits to facilities across the country to listen to frontline employees and develop action plans focused on workforce sizing, benefits, and compensation improvements, helping resolve concerns and strengthen employee satisfaction.



DISMISSAL DYNAMICS SASB HC-DY-330A.1

In 2025, human capital management at Hapvida reflected a balance between the expansion of its healthcare network and the stability of its workforce of 77,717 employees. Throughout the year, the company recorded a total of 4,890 dismissals, resulting in an overall turnover rate of 34.43%. Significant differences in retention patterns become apparent when analyzing the nature of turnover across different professional profiles:

- Voluntary turnover¹:** Voluntary terminations accounted for 27.77% (13,517 terminations) among professionals in administrative and support roles, representing a slight increase from the 27.17% recorded in 2024. By contrast, the other categories showed declines compared to the previous year. Among non-medical healthcare professionals (care-providing roles such as nurses and technicians), the voluntary termination rate was 26.26% (782 terminations), down from 28.78% in 2024. Among physicians, the rate declined to 15.85% (32 terminations), compared to 17.42% in 2024, based on consolidated data for 2025.

- Involuntary turnover¹:** The variation across categories is also reflected in company-initiated terminations. Among employees in administrative and support roles, the rate increased to 25.13% (9,663 cases), compared to 22.80% in 2024. By contrast, the rate among non-medical healthcare professionals declined from 22.54% in 2024 to 21.25% (338 cases) in 2025. Among physicians, however, the rate rose to 18.60% (50 cases), up from 7.58% in the previous year.

The lower turnover rate—both voluntary and involuntary—among non-medical healthcare professionals and physicians (totaling 4,760 professionals) reflects the effectiveness of retention strategies focused on frontline staff, who play a critical role in ensuring the continuity and safety of care. The organization notes that the non-medical healthcare professional category comprises assistants, technicians, and nurses employed under the CLT regime. It also clarifies that the physician category includes only professionals employed under the CLT regime for specific activities, and excludes self-employed physicians from the reported data.

NEW EMPLOYEE HIRES AND EMPLOYEE TURNOVER

New employee hires and employee turnover by age group¹ GRI 401-1

	2023		2024		2025	
	No.	rate	No.	rate	No.	rate
Hires						
Under 30 years old	10,954	51.07	12,390	54.77	12,624	54.95
30-50 years old	11,472	27.34	12,859	29.23	14,735	32.01
Over 50 years old	902	13.35	1,022	13.38	1,263	14.49
Total	23,328	33.25	26,271	35.58	28,622	36.83
Terminations						
Under 30 years old	8,020	44.23	8,650	46.50	9,591	48.35
30-50 years old	12,160	28.16	12,274	28.57	13,921	31.13
Over 50 years old	1,206	15.60	1,151	14.23	1,378	15.15
Total	21,386	31.86	22,075	32.56	24,890	34.43

1. In calculating the voluntary and involuntary turnover rates for indicator HC-DY-330a.1, 508 terminations were excluded because they resulted from the expiration of employment contracts and, therefore, could not be classified as either voluntary or involuntary.

2. The figures reported for the 2023 and 2024 reporting cycles have been revised in this report. [GRI 2-4](#)

Total number of employees hired, terminated, and turnover rate, by gender¹

GRI 401-1

	2023		2024		2025	
	No.	rate	No.	rate	No.	rate
Hires						
Men	6,677	38.08	6,858	36.69	7,157	37.05
Women	16,651	31.63	19,413	34.94	21,465	36.75
Total	23,328	33.25	26,271	35.38	28,622	36.83
Terminations						
Men	5,685	35.18	5,537	33.16	6,484	35.31
Women	15,728	30.76	16,538	32.36	18,406	34.14
Total	21,386	31.86	22,075	32.56	24,890	34.43

1. The figures reported for the 2023 and 2024 reporting cycles have been revised in this report. [GRI 2-4](#)

Total number of employees hired, terminated, and turnover rate, by region¹

GRI 401-1

	2023		2024		2025	
	No.	rate	No.	rate	No.	rate
Hires						
SP Branch	9,055	31.94	9,641	33.45	10,921	36.27
MG Branch	1,729	30.98	2,009	27.94	1,787	38.76
RJ Branch	685	42.48	641	36.58	503	21.55
Southern Branch	1,917	38.20	1,639	43.27	1,695	40.97
North	1,070	28.17	1,575	33.44	1,936	39.41
Northeast	7,526	31.89	9,188	35.05	10,035	35.40
Central-West	1,346	42.53	1,578	51.30	1,745	53.45
Total	23,328	33.25	26,271	35.38	28,622	36.83
Terminations						
SP Branch	9,035	31.90	9,185	32.66	9,676	34.20
MG Branch	2,220	43.63	2,008	43.26	1,831	39.24
RJ Branch	785	33.24	500	24.87	524	22.00
Southern Branch	2,240	46.06	1,690	37.15	1,743	41.55
North	748	23.93	937	26.67	1,433	34.29
Northeast	5,159	26.87	6,232	29.41	8,144	32.06
Central-West	1,199	40.21	1,523	50.41	1,539	50.29
Total	21,386	31.86	22,075	32.56	24,890	34.43

1. The figures reported for the 2023 and 2024 reporting cycles have been revised in this report. [GRI 2-4](#)



More than
28,600
hires in 2025



Operational
presence
in all regions
of Brazil



More hires
than terminations
in 2025

Development and training

GRI 404-2

Investing in the ongoing development of our employees is a key step toward increasing team engagement and, thus, to improving the quality and safety of the services we provide to our beneficiaries. In 2025, driven by the merger and consolidation of our system integration efforts, we intensified our corporate training strategies to attract, retain, and develop our talent.

The backbone of this strategy is our **Corporate University**, which is hosted on the “Nossa Gente” (Our People) Portal. With 169 courses available across 21 learning centers, the platform offers training pathways that support employees from the moment they join the company (onboarding) through strategic roles. To achieve its leadership development, technical training, and succession planning goals, the company took action on several fronts throughout the year (learn more below).

A key priority is training leaders who are prepared to meet the challenges of the healthcare ecosystem. In 2025, Hapvida broke new ground by launching the [Executive MBA in Health Management program](#), in partnership with Ibmec and Idomed. The first of its kind on the market, the course features an exclusive module on the vertical integration model and aims to turn the company into a hub for professional development, equipping leadership to make decisions focused on operational efficiency.

To support its employees’ professional growth, Hapvida invests in Professional Development and Career Transition programs. In partnership with educational institutions (such as Uninove and Grau Técnico), for example, we offer scholarships for training nursing technicians. This initiative enables administrative and operational employees to transition into patient care roles, thus promoting employee retention, increasing income, and fostering social mobility.



Corporate University

with **169** courses
and **21** knowledge
centers

The company also promotes the ongoing development of historically underrepresented groups by offering specific professional development programs, such as exclusive coaching sessions designed to support the career development of professionals with disabilities (PwDs).

Executive MBA in
**Healthcare
Management**
for leadership development

**Professional
development programs**
that support professional mobility

Focused on contemporary professional development, the “Play na Vida” (Play on Life) program trains employees, physicians, and salespeople in digital communication, trends, and storytelling. Professionals are encouraged to act as healthy content creators, becoming informal brand ambassadors.

LEARNING AND DEVELOPMENT INITIATIVES GRI 404-2

At Hapvida, we believe that continuous learning is the driving force behind our excellence. We invest in developing skills that keep pace with changes in the healthcare sector and prepare our professionals for the challenges of the future. Our corporate training strategy is centered around the **Corporate University**, which offers a personalized learning journey tailored to each professional profile:

- **Care school:** rigorous technical training, including on updated clinical and patient safety protocols, as well as on the use of cutting-edge medical technologies. We use realistic simulation centers to train our teams in critical procedures.
- **Leadership development (PDL):** programs designed to train managers, with a focus on skills such as people management, strategic vision, and ESG culture.
- **Support for formal education:** scholarship policies for undergraduate, specialization and MBA programs, designed to support the academic and professional development of our talent.
- **Transition and career management programs:** we recognize the importance

of supporting our employees during moments of transition and the closure of professional cycles.

- **Preparation for retirement:** we offer support to employees approaching the end of their working lives, including guidance on financial planning, health in later life, and new life projects.
- **Support for outplacement:** in situations involving career transitions resulting from organizational restructuring, we offer career transition consulting services, helping managers update their résumés, network, and prepare for new opportunities in the job market.
- **Internal mobility:** we value the expertise gained within the company through a robust internal recruitment program, enabling employees to explore new areas and challenges within the Group itself.

Corporate education in 2025 covered several strategic fronts for employee development, with emphasis on topics such as compliance culture, **customer experience (CX)**, **technology**, and **security**.

- **Integrity and compliance:** a new training program in video and quiz format was launched, with approximately 43,900 employees—or about 60%—participating by 2025. The strategy included gamification and rewards to engage the audience.
- **Customer experience (CX):** the company uses Reclame Aqui's RA Educa platform and its internal university for courses such as "Crisis Management" and "Master of Moderation," with the aim of improving the brand's reputation.
- **School of Technology:** specific training on Governance and Productivity with AI and Privacy by Design are held for the technology teams, preparing them for the ethical use of generative artificial intelligence.
- **Safety and the environment:** notable examples include hands-on training, such as the "Accident Station" (focused on biosafety and prevention) and the Environmental Guardians project, which trains volunteers in the proper management of hospital waste.

More than
43,900
employees participating in training
on integrity and compliance

More than
1,200
young people participated
in structured professional
development programs

The foundation of the future

Our commitment to the development and quality of the services we provide starts with our teams. Through the **Apprentice and Intern School**, the more than 1,200 young people and apprentices who join the company undergo mandatory training programs that cover not only technical, but also behavioral skills. Beyond that program, they also took part in synchronous sessions for discussions on career, communication, mental health, and innovation, broadly preparing them for the future of the labor market.

TRAINING DURATION GRI 404-1

In fiscal year 2025, Hapvida recorded a total of 1,256,393.81 hours of training for its workforce of 77,704 employees, resulting in an overall average of 16.17 hours of training per employee. When broken down by gender, women averaged 17.89 hours, while men logged 10.95 hours of training during the period.

Regarding employee categories, the average number of hours was 9.87 for Executive Management; 15.62 for Middle Management; 22.40 for Coordinators; 16.8 for Supervisors; 17.42 for specialists and analysts; and 15.62 for technical and operational support staff. The number of hours reported reflects the strategy to centralize data management in areas such as the Call Center and the implementation of new development programs, notably “360° Leadership” and “Digital Onboarding,” which are designed to reinforce technical and behavioral skills and to systematically integrate new employees into the organization.

Average hours of training, by gender

	2023			2024			2025		
	Total number of employees	Hours of training	Average hours of training	Total number of employees	Hours of training	Average hours of training	Total number of employees	Hours of training	Average hours of training
Men	17,523	117,409	6.7	18,778	127,184	6.77	19,316	211,509	10.95
Women	52,647	431,791	8.2	55,610	355,416	6.39	58,401	1,044,884	17.89
Total	70,170	549,200	7.83	74,388	482,600	6.49	77,717	1,256,393	16.17

Average hours of worker training per year, by employee category

	2023			2024			2025		
	Total number of employees	Hours of training	Average hours of training	Total number of employees	Hours of training	Average hours of training	Total number of employees	Hours of training	Average hours of training
Executive Board	187	3,292	17.60	261	2,834	10.86	184	1,816	9.87
Management	783	15,745	20.11	786	12,044	15.32	809	12,636	15.62
Coordination	1,582	32,945	20.82	1,598	20,505	12.83	1,675	37,518	22.40
Supervision	1,330	31,972	24.04	1,365	17,106	12.53	1,479	24,854	16.80
Specialist/analyst	14,289	148,170	10.37	15,544	96,831	6.23	16,765	292,073	17.42
Technical/operations assistant	51,999	317,076	6.10	54,834	333,304	6.08	56,805	887,495	15.62
Total	70,170	549,200	7.83	74,388	482,624	6.49	77,717	1,256,393	16.17

PERFORMANCE AND CAREER DEVELOPMENT REVIEWS GRI 404-3

Total employees who received a regular performance and career development review, by employee category

	2023			2024			2025		
	Men	Women	Subtotal	Men	Women	Subtotal	Men	Women	Subtotal
Executive Board									
Number of employees	119	68	187	171	90	261	104	81	185
Number of employees evaluated	113	68	181	145	83	228	133	82	215
Percentage	94.96	100.00	96.79	84.80	92.22	87.36	127.88	101.23	116.22
Management									
Number of employees	296	487	1,582	417	1,181	1,598	294	514	808
Number of employees evaluated	281	465	1,507	377	1,081	1,458	285	514	799
Percentage	94.93	95.48	95.26	90.41	91.53	91.24	96.94	100.00	98.89
Coordination									
Number of employees	433	1,149	1,582	417	1,181	1,598	437	1,239	1,676
Number of employees evaluated	415	1,092	1,507	377	1,081	1,458	408	1,167	1,575
Percentage	95.84	95.04	95.26	90.41	91.53	91.24	93.36	94.19	93.97
Supervision									
Number of employees	367	963	1,330	365	1,000	1,365	376	1,103	1,479
Number of employees evaluated	318	881	1,199	330	922	1,252	338	990	1,328
Percentage	86.65	91.48	90.15	90.41	92.20	91.72	89.89	89.76	89.79
Specialist/analyst									
Number of employees	3,079	11,210	14,289	3,364	12,180	15,444	3,753	13,256	17,009
Number of employees evaluated	2,803	10,208	13,011	2,893	10,440	13,333	3,229	11,729	14,958
Percentage	91.04	91.60	91.04	86.00	85.71	85.78	86.04	88.48	87.94
Technical/operational assistant									
Number of employees	13,229	38,770	51,999	14,151	40,681	54,834	14,352	42,208	56,560
Number of employees evaluated	11,435	34,457	45,892	12,009	34,560	46,569	12,247	36,333	48,580
Percentage	86.44	88.88	88.26	84.86	84.95	84.93	85.33	86.08	85.89
Total									
Number of employees	17,523	52,647	70,170	18,778	55,608	74,388	19,316	58,401	77,717
Number of employees evaluated	15,365	47,171	62,536	16,043	47,536	63,579	16,640	50,815	67,455
Percentage	87.68	89.60	89.12	85.44	85.48	85.47	86.15	87.01	86.80



67,455 employees
evaluated in 2025,

equivalent to **86%**
of the eligible base

100% of women
on the Board of Directors evaluated in 2025

Coverage in excess of **85%**
in performance evaluations since 2023

Performance evaluations
applied from leadership
to operations,
strengthening professional development
and mentoring

Health and well-being

GRI 3-3, 401-2, 401-3, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 410-1 SASB HC-DY-320

Caring for those who provide care is a strategic priority for the company's management. The company maintains an Occupational Health and Safety Management System (OHSMS), managed by SESMT and supported by more than 320 professionals as of 2025. The management of occupational risks—including physical, chemical, biological, ergonomic, and accident-related hazards—is structured through the Risk Management Program (PGR) and the Occupational Health Medical Control Program (PCMSO), ensuring a systematic and preventive approach aligned with regulatory requirements.

This management framework is grounded in strict compliance with applicable legislation and technical standards:

- Legal compliance:** Full compliance with Regulatory Standards (NRs), with particular emphasis on **NR-32**, which establishes guidelines for the health and safety of healthcare professionals.

- International guidelines:** our internal policies are aligned with the principles of **ISO 45001**, with a focus on the continuous improvement of hazard identification and risk assessment processes.

The occupational health and safety management system covers 100% of the company's employees and operational units. In addition, safety protocols are extended to partners and service providers through safety integration processes, contractual risk management practices, and the active participation of employee representatives at all facilities in identifying improvement opportunities and promoting a culture of prevention. [GRI-403-1](#)

The PGR and PCMSO programs provide the framework for identifying, assessing, and controlling risks through probability and severity matrices, as well as the systematic investigation of incidents. These assessments support the implementation of preventive measures, administrative controls, and collective and personal protective equipment (CPE and PPE). In

2025, the company developed 594 PGRs, conducted 2,633 safety inspections, and maintained 563 active Internal Accident Prevention Commissions (CIPAs), demonstrating the breadth and robustness of its management approach.

This framework is complemented by access to the company's healthcare network for occupational medical examinations, as well as ethics and confidentiality protocols aligned with the requirements of the Federal Council of Medicine (CFM) and the LGPD. Preventive initiatives also include psychosocial support services and telehealth counseling. Effectiveness is monitored through indicators related to regulatory compliance, occupational health conditions, and absence management, supporting preventive actions and the continuous improvement of workplace conditions.

Health and well-being are promoted in a structured manner, through ongoing physical and mental health education initiatives. SIPAT mobilized the facilities through awareness campaigns and preventive



measures. As a result, the accident rate fell from 42 to 37 per 1,000 employees between 2024 and 2025, demonstrating risk mitigation measure effectiveness.

Hapvida extends its safety culture to the entire healthcare ecosystem, including physicians, third parties, and service providers. Mandatory training programs, such as the “NR-32 Station” (Occupational Safety and Health in Healthcare Services) and the “Accident Station,” ensure the standardization of biosafety practices, the disposal of sharps, and accident prevention, thereby reducing operational and patient care risks.

Employee participation is encouraged through structured engagement mechanisms, including daily safety dialogues (DDS), involvement in risk assessments, and contributions to the selection of personal protective equipment (PPE). Governance is supported by CIPAs, committees, and working groups, as well as structured communication channels that promote engagement and reinforce the dissemination of health and safety guidelines. [GRI 403-4](#)

Training activities are delivered through a structured curriculum that includes onboarding, biosafety (NR-32), regulatory requirements, and ergonomics. Training

effectiveness is monitored through indicators such as completion rates, knowledge retention, and training hours per employee, supporting consistency and continuous improvement. [GRI 403-5](#)

Hapvida provides occupational health services to its employees, with a focus on prevention, continuous monitoring, and the promotion of well-being. The company has adopted an integrated model that combines its healthcare expertise with the activities of its Occupational Health and Safety Service (SESMT), which provides health and safety support across all facilities. Among the main services are occupational medical examinations required by the PCMSO (pre-employment, periodic, job-change risk, and exit exams), epidemiological surveillance programs including immunization of staff—especially frontline workers—and rehabilitation and return-to-work initiatives that ensure safe reintegration after absences.

Service quality is supported by access to the company’s network of medical clinics and laboratories, facilitating care delivery, as well as by strict medical confidentiality protocols in accordance with Federal Council of Medicine (CFM) regulations and the LGPD, ensuring that individual clinical information is not used for administrative decision-making. [GRI 403-3](#)

Employee health promotion initiatives include medical and dental care, mental health programs, and actions designed to encourage healthy lifestyle habits. Management is guided by principles of confidentiality, accessibility, and health education, contributing to employee well-being, engagement, and the quality of care provided. [GRI 403-6](#)

Health and safety management extends across the value chain, requiring partners and suppliers to comply with internal standards through qualification processes, integration activities, and ongoing monitoring. Patient safety is also incorporated into this approach through care protocols and adverse event management practices monitored through audits and contractual requirements. [GRI 403-7](#)

As a result of this structured approach, the company surpassed 111,000 health and safety training sessions conducted during 2025, further strengthening its culture of prevention and reinforcing operational controls.



111,000
health and safety training
sessions conducted to
reinforce the company’s
culture of prevention

Continuous monitoring

SASB HC-DY-320a.1

Hapvida monitors its occupational health and safety performance through the Total Recordable Incident Rate (TRIR), an indicator calculated based on 200,000 hours worked. In 2025, the TRIR was 4.69, providing a measure of the frequency of workplace incidents and supporting the evaluation of the effectiveness of the company’s preventive actions. During the same period, 9,243 days lost due to occupational accidents were recorded. This indicator is continuously monitored to support preventive management efforts and reinforce the company’s safety culture. The reliability of the information is ensured through specialized management systems and internal monitoring processes, reinforcing the organization’s commitment to employee health, safety, and physical well-being, as well as to the operational continuity of its healthcare network.

A safety culture
throughout the healthcare ecosystem,
including third-party service providers
and business partners



Benefits

GRI 401-2, 401-3

Hapvida's benefits policy is designed to promote the health, safety, and well-being of employees and their families, contributing to employee engagement and retention throughout the country. Full-time employees receive a comprehensive benefits package aimed at enhancing quality of life and supporting long-term well-being, including medical and dental coverage through the company's healthcare network, life insurance, funeral assistance, meal benefits, and wellness initiatives such as partnerships with fitness platforms and psychological and social support services.

The package also includes family support benefits, such as childcare assistance and, at certain facilities, extended maternity and paternity leave. Employees hired under temporary or part-time arrangements receive benefits in accordance with applicable legislation and collective bargaining agreements. Eligibility for certain benefits, such as profit-sharing programs (PPR), may vary.

One of the advantages of the company's vertically integrated model is that employees can access healthcare services within the company's own network, fostering a sense of belonging, and increasing confidence in the quality of care provided.

Parental leave¹ GRI 401-3

	2023	2024	2025
Total number of employees that were entitled to parental leave			
Men	17,523	18,968	19,316
Women	52,647	56,314	58,401
Total number of employees that took parental leave			
Men	233	43	74
Women	4,488	7,217	11,010
Total number of employees that returned to work after parental leave ended			
Men	21	155	69
Women	6,064	9,590	11,016
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work			
Men	21	128	16
Women	6,064	6,257	3,904
Rate of return			
Men	100	100	100
Women	100	99.96	99.99
Rate of retention			
Men	n/a	100	100
Women	99.27	98.64	98.96

1. The figures reported for the 2023 and 2024 reporting cycles have been revised in this report. [GRI 2-4](#)

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

	2023		2024		2025	
	Employees	Workers who are not employees (contractors)	Employees	Workers who are not employees (contractors)	Employees	Workers who are not employees (contractors)
Total number of individuals	70,170	5,237	74,388	5,286	77,717	4,879
Number of individuals covered by the system	70,170	5,237	74,388	5,286	77,717	4,879
Percentage of individuals covered by the system	100%	100%	100%	100%	100%	100%
Number of individuals covered by a system that has been internally audited	70,170	5,237	74,388	5,286	77,717	4,879
Percentage of individuals covered by a system that has been internally audited	100%	100%	100%	100%	100%	100%

1. The health and safety management system is not subject to independent third-party verification.

WORK-RELATED INJURIES

GRI 403-9

Key risks that could lead to serious accidents include falls by people or falling objects, vehicle collisions, exposure to biological agents and hazardous chemicals, burns, equipment-related incidents, and work at heights. To eliminate hazards and reduce these risks, the company conducts systematic risk assessments, implements targeted training and awareness programs, carries out preventive maintenance of facilities and equipment, and enforces the proper use and provision of personal protective equipment (PPE) and collective protective equipment (CPE).



Zero

work-related fatalities
recorded in 2024 and 2025

Work-related injuries ¹						
	2023		2024		2025	
	Employees	Workers who are not employees (contractors)	Employees	Workers who are not employees (contractors)	Employees	Workers who are not employees (contractors)
Number of hours worked	100,865,552.62	1,201,883	114,795,011	951,480	104,481,193.00	878,220.00
Number of fatalities as a result of work-related injury	1	0	0	0	0	0
Rate of fatalities as a result of work-related injuries	0.01	0	0	0	0	0
Number of work-related injuries with serious consequences (except fatalities)	1,622	61	2,016	46	2,450	29
Rate of work-related injuries with serious consequences (except fatalities)	16.08	50.75	17.56	48.35	23.45	33.02
Number of recordable work-related injuries (including fatalities)	1,623	61	2,016	46	2,450	29
Rate of recordable work-related injuries (including fatalities)	16.09	50.75	17.56	48.35	23.45	33.02

1. The calculations are based on 1,000,000 hours worked.

TOTAL RECORDABLE INCIDENT RATE (TRIR) FOR FULL-TIME EMPLOYEES SASB HC-DY-320A.1

Hapvida monitors its occupational health and safety performance through the **TRIR** (Total Recordable Incident Rate), an indicator calculated based on 200,000 hours worked. In 2025, the TRIR was 4.69, enabling the company to monitor the frequency of workplace incidents and assess the effectiveness of the preventive measures implemented.

During the same period, 9,243 days lost due to occupational accidents were recorded. The company monitors this indicator to support preventive management efforts, evaluate operational impacts, and strengthen its safety culture.

The reliability of this information is ensured through specialized management systems and internal monitoring processes, reinforcing the company's commitment to employee health, safety, and physical well-being, as well as to the operational continuity of its healthcare network.

Employee engagement and safety GRI 403-2

Hapvida promotes a safety culture grounded in transparency and employee participation. Digital and in-person channels are available for reporting unsafe conditions and near-miss incidents, with safeguards against retaliation for employees who interrupt activities due to serious risks, in accordance with the principles established in the Code of Ethics.

When incidents occur, the response process is structured around root cause

analysis and the implementation of corrective and preventive actions. These assessments consider both operational and organizational factors, resulting in action plans that may include training initiatives, process improvements, and infrastructure enhancements.

Lessons learned are shared throughout the network, promoting the standardization of practices and strengthening prevention efforts across all facilities.

Percentage of security personnel trained in human rights policies or procedures GRI 410-1

	2023	2024	2025
Total number of security personnel (employees of the organization or employees of third-party organizations)	2,102	950	950
Total number of security personnel who received formal training in human rights policies or procedures	2,102	950	950
Percentage	100	100	100



Diversity, equity, and inclusion GRI 3-3, 401-1, 405-1, 405-2

Hapvida recognizes diversity, equity, and inclusion as pillars of business sustainability and employee well-being. A diverse and respectful environment fosters innovation, improves decision-making, and strengthens the organizational culture.

The company maintains a Diversity, Equity, and Inclusion Policy, which is embedded in the Code of Conduct, and includes guidelines for promoting equal opportunity, preventing harassment, and combating discrimination. The leadership supports the agenda through awareness-raising initiatives, training, and ongoing channels for feedback.

With more than 77,000 employees, the workforce reflects the diversity of Brazilian society. In 2025, 75.15% of the workforce was composed of women and 62.9% of Black and Brown individuals, while 50% of the positions of vice president were held by women, exceeding the targets set under the UN Global Compact.

These indicators are continuously monitored and used to support decision-making and

the development of equity and inclusion initiatives. This has driven consistent progress over the past few years.

These achievements have been recognized externally, with the company's inclusion in the B3 IDIVERSA index and recognition by the National Council of Justice for its support of initiatives aimed at racial equity.

Hapvida maintains frameworks for preventing and investigating misconduct through an independent Reporting Channel and its internal channel, "Seu Espaço" (Your Space). In 2025, it expanded the "Canal Delas" (Women's Channel), which provides psychological and legal support to victims of violence, in partnership with the NGO Justiceiras, and established the Lilac Room at Keila Ferreira Hospital (SP), dedicated to providing compassionate care for women.

The company also participates in initiatives such as the UN Global Compact and the Women's Empowerment Principles (WEPs)—a joint initiative of UN Women and the UN Global Compact that guides efforts to promote

gender equality and women's empowerment in the workplace, in the value chain and in society, as well as the Business Forum on LGBTI+ Rights and the Business Coalition to End Violence Against Women, reinforcing its commitment to the 2030 Agenda.



75.15%
of the workforce
is made up of women

62.9%
of the workforce is made up
of Black and Brown people

50%
of women in
VP roles

Diversity of governance bodies and employees, by gender¹ GRI 405-1

	2023			2024			2025		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Board of Directors									
Number of members of governance bodies	8	1	9	8	1	9	8	1	9
Percentage of members of governance bodies by gender	88.89	11.11	100	88.89	11.11	100	88.89	11.11	100

1. This refers to the composition of the Board of Directors approved at the General Meeting with the shareholders.

Percentage of individuals within the organization's governance bodies, by age group¹ GRI 405-1

	2023		2024		2025	
	Number	Percentage	Number	Percentage	Number	Percentage
Board of Directors						
Over 50 years old	9	100	9	100	9	100
Total	9	100	9	100	9	100

1. This refers to the composition of the Board of Directors approved at the General Meeting with the shareholders.

Percentage of employees, by employee category and gender GRI 405-1

	2023			2024			2025		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Executive Board	63.64	36.36	100	65.52	34.48	100	56.22	43.78	100
Management	37.8	62.2	100	39.44	60.56	100	36.39	63.61	100
Coordination	27.37	72.63	100	26.1	73.9	100	26.07	73.93	100
Supervision	27.59	72.41	100	26.74	73.26	100	25.42	74.58	100
Specialist/analyst	21.55	78.45	100	21.66	78.34	100	22.06	77.94	100
Technical/operations assistant	25.44	74.56	100	25.81	74.19	100	25.37	74.63	100
Total	24.97	75.03	100	25.25	74.75	100	24.85	75.15	100



63.6%
of Management positions are held by women

74.5%
of Supervision positions are held by women

43.7%
of the Executive Board consists of women

Percentage of employees per employee category and age group GRI 405-1

	2023	2024	2025
Executive Board			
Under 30 years old	0	0.38	0.54
30-50 years old	68.45	63.98	64.32
Over 50 years old	31.55	35.63	35.14
Total	100	100	100
Management			
Under 30 years old	3.07	4.96	2.72
30-50 years old	81.74	77.48	82.05
Over 50 years old	15.2	17.56	15.22
Total	100	100	100
Coordination			
Under 30 years old	10.87	13.89	10.92
30-50 years old	81.98	76.22	81.98
Over 50 years old	7.17	9.89	7.1
Total	100	100	100
Supervision			
Under 30 years old	17.52	20.07	15.15
30-50 years old	73.08	68.42	74.1
Over 50 years old	9.4	11.5	10.75
Total	100	100	100

	2023	2024	2025
Specialist/analyst			
Under 30 years old	25.76	30.4	26.36
30-50 years old	68	61.16	66.25
Over 50 years old	6.24	8.44	7.39
Total	100	100	100
Technical/operational assistant			
Under 30 years old	33.37	36.37	31.93
30-50 years old	56.17	50.78	55.71
Over 50 years old	10.46	12.85	12.36
Total	100	100	100
Total			
Under 30 years old	30.58	33.88	29.56
30-50 years old	59.8	54.14	59.23
Over 50 years old	9.62	11.97	11.22
Total	100	100	100



More than **80%**
of leadership positions are held by
professionals aged 30 to 50 years

Percentage of Black employees, by employee category

GRI 405-1

	2023	2024	2025
Executive Board	37.97	31.8	38.92
Management	44.19	46.06	51.61
Coordination	57.46	57.26	58.41
Supervision	51.88	52.89	54.83
Specialist/analyst	54.39	54.23	55.23
Technical/operational assistant	65.61	65.75	65.74
Total	62.57	62.59	62.86

Percentage of employees with disabilities, by employee category

GRI 405-1

	2023	2024	2025
Executive Board	0	0	0
Management	0.38	0.51	0.62
Coordination	0.44	0.63	0.54
Supervision	1.43	1.25	1.01
Specialist/analyst	0.79	0.84	0.82
Technical/operational assistant	2.46	2.33	2.1
Total	2.03	1.93	1.75



Ratio of basic salary and remuneration of women to men

GRI 405-2

	2023		2024		2025	
	Basic salary	Remuneration	Basic salary	Remuneration	Basic salary	Remuneration
Coordination	0.84	0.86	0.86	0.86	0.88	0.88
Supervision	1.04	1.06	1.02	1.02	0.98	0.98
Specialist/analyst	0.9	0.93	0.88	0.92	0.92	0.92
Technical/operational assistant	1	1.02	1.01	0.99	1.02	1.02

Diversity creates sustainable value

Diverse teams drive innovation and quality of care



*Black and Brown

Social responsibility

At Hapvida, Latin America's largest dental care ecosystem, social responsibility is directly linked to the business model, which aims to expand access to quality healthcare through affordable average ticket costs and extensive coverage across the country. As a result, the company's social impact extends beyond one-off initiatives, contributing to job creation, the training of healthcare professionals, and the strengthening of the Brazilian healthcare system.

The social initiatives launched in 2024 consolidated in 2025, attaining a greater scale and standardization. Highlights include the *Vida que Alimenta* program, which focuses on food security. The initiative continued its ongoing operations in downtown São Paulo and began distributing 300 breakfast kits daily, in addition to the 300 bowls of soup already provided regularly to socially vulnerable individuals, totaling more than 160,000 meals per year. The program is scheduled to expand to Fortaleza in 2026.

Vida que Aquece, an initiative that repurposes hospital uniforms to produce blankets for people in vulnerable situations, also expanded its operations in 2025. The program, which began in São Paulo, has been expanded to states such as Rio Grande do Sul, Paraná, Santa Catarina, Minas Gerais, and Rio de Janeiro, strengthening the circular economy and broadening the initiative's social reach. **More than 2,600 blankets were donated over the course of the year.**

Another highlight was the partnership with **Rentbrella**, an initiative that combines sustainability and social impact by providing umbrellas made from recycled materials at train stations. The project also includes a resocialization component, involving incarcerated individuals in the production of the items.

The company also runs the **Canal Delas**, developed in partnership with the NGO Justiceiras, which provides legal, psychological, and social support to women

experiencing violence. Initially aimed at employees, the channel now also serves customers through the Hapvida app. **In 2025, 52 women were assisted by the initiative, with 98.1% of the cases referred by the company's own support network.**

More than
160,000
meals distributed by the
Vida que Alimenta program in 2025



Education and social development

Education was the focal point of the company's 2025 social strategy, driven by an expansion of supervised internship programs and scholarships in partnership with educational institutions. At a pilot hospital, roughly 145 interns were employed and technical nursing training scholarships were awarded, broadening pathways for professional development and career progression in healthcare.

The **Young Apprentice** reached the national level with 1,099 participants and hundreds of open positions, helping integrate young people into the job market. The company funded scholarships to train Black and Brown professionals, reinforcing a commitment to equity and widening access to opportunity.

1,099 participants
of the Young Apprentice program have helped
young people enter the job market

Community engagement

Relationships with communities and customers were strengthened through health-education and disease-prevention campaigns. Throughout the year, the company ran awareness initiatives on vaccination, prevention, and basic health care, expanding public access to information and encouraging preventive behaviors.

In addition, charitable initiatives also mobilized employees and communities. A nationwide holiday campaign collected more than 11,000 toys, later distributed in partnership with local governments and social organizations, mobilizing employees and communities.

Internally, the Corporate University continued to develop technical, behavioral, and governance competencies with courses on ethics, compliance, the General Data Protection Law (LGPD), sustainability, and social and environmental practices, reinforcing organizational culture and alignment with ESG principles.

Social impact and value creation

Hapvida promotes social impact through initiatives that contribute to workforce development, professional training, and expanded access to employment opportunities. These efforts also help strengthen employee commitment, enhance the organization's reputation, and foster relationships with strategic partners.

In line with the Sustainable Development Goals—particularly health and well-being, quality education, reduced inequalities, and community development—these initiatives promote the creation of shared value and expanded access to healthcare in Brazil, thereby reinforcing the positive impact of the business model.

The company's social initiatives
promote professional development
and create shared value in the
communities where it operates

Research and Innovation

IN THIS CHAPTER:

- Education and Research
- Technology and Innovation
- Privacy and Data Security



Chapter highlights

Research

7 research
centers
drive innovation
in healthcare

123
scientific

61 innovation

Technology

115+ artificial
intelligence
applications in operation

8,000
critical tests
performed in real time

2,500 women
received an early diagnosis
of endometriosis through
AI-assisted test analysis

Education

169 courses and **21** schools
of knowledge at the Corporate University

In partnership with IBMEC and IDOMED, Hapvida
launched the

Executive MBA
in Health Management

Education and research GRI 3-3

Education is a cross-cutting strategic pillar at Hapvida. It is organized around medical training and corporate development, contributing to the quality of care and the sustainability of the business. The qualification of the clinical staff is conducted by the International Institute for Research and Education (IPE), with a focus on in-service teaching and medical mentorship integrated into multiprofessional teams. In 2025, 587 students participated in internship,

1,674
professionals
received continuing education training at Hapvida

587
students
participated in internship, residency, and fellowship programs

residency, specialization, and fellowship programs, and 1,674 professionals were trained through continuing education.

To support these efforts, the company maintains partnerships with institutions such as IDOMED, UNINOVE, AFYA, and UNAERP, and—in partnership with Ibmecc and IDOMED—it has launched an Executive MBA in Health Management, featuring a module dedicated to the verticalized model of supplemental health care.

Employee development is supported by the Corporate University through the “Nossa Gente” (Our People) Portal, which offered 169 active courses across 21 knowledge schools in 2025, including mandatory ESG training.

New talent training is supported by the Apprentice and Intern School, which served 1,099 young apprentices and 141 interns. Educational partnerships also provide scholarships for technical nursing training, contributing to social mobility and talent retention.



SCIENCE APPLIED TO LIFE

Scientific research and technological innovation at Hapvida contribute to faster, more precise, and more accessible diagnostics, with a focus on patient safety and quality of care. The International Institute of Research and Education (IPE) leads these efforts through seven research centers across Brazil, dedicated to the development of healthcare protocols and technologies. In 2025, 123 scientific publications were produced, and five new partnerships were established in the areas of data science and real-world evidence.

The research agenda is coordinated by the Center of Excellence in Artificial Intelligence (CEREIA), in partnership with Siemens

Healthineers and the Federal University of Ceará, focusing on disease prediction, test analysis, and clinical decision support. Among the highlights is the endometriosis care pathway project, which used artificial intelligence to analyze test results, enabling the early diagnosis of approximately 2,500 women and reducing the need for surgical interventions by nearly 50%.

The company also advanced precision medicine initiatives focused on genomic research and the integrated use of clinical data, aiming to support predictive diagnostics and personalized therapies, particularly in oncology and rare diseases.

Technology and Innovation GRI 3-3

Technological innovation is a key pillar of Hapvida's strategy, with particular emphasis on the expanding use of artificial intelligence (AI) across its operations. Technology supports initiatives designed to improve the patient experience, strengthen data analysis capabilities, and advance clinical and surgical excellence.

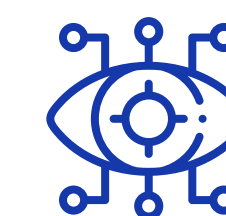
Over the course of the year, AI became increasingly embedded in the company's business model. Rather than replacing the human element, its adoption has focused on enhancing patient care, optimizing resources, and increasing operational efficiency. This digital transformation extends across multiple areas of the organization, from frontline care to back-office activities and management and governance processes.

CLINICAL EXCELLENCE AND PATIENT CARE

The use of AI to support medical decision-making and accelerate diagnosis is already a well-established practice throughout the company's own network. In **Epidemics and Viral Disease Management**, the company uses AI to analyze historical data and forecast service needs by city and region. This enables it to anticipate outbreaks of diseases such as dengue and respiratory viruses and to mobilize resources in advance. This predictive accuracy allows Hapvida to ensure resource mobility, ensure resource availability and adjust the workforce. Through the **Center of Excellence in Artificial Intelligence (CEREIA)**, it is also possible to operate more efficiently in the field of cardiology. Our algorithms analyzed 382,000 electrocardiograms throughout 2025. The system was able to identify 145,000 cases with significant abnormalities and to detect 8,000 critical test results in record time. The process enables immediate action and helps prevent clinical deterioration.

We have also implemented AI to analyze medical images for the early detection of other

medical conditions, allowing us to proactively refer patients to specific care pathways, such as tele-physical therapy and treatment for endometriosis. Finally, the use of AI to document clinical care in real time reduces the administrative workload for physicians, allowing them to devote their full attention to listening to and caring for their patients.



382,000
electrocardiograms
were analyzed by artificial intelligence
throughout 2025

145,000 tests
with significant abnormalities
identified by AI

OPERATIONAL EFFICIENCY AND SUSTAINABILITY

The sustainability of our business model in 2025 was driven by the predictability provided by data. Predictive AI is now used to analyze patients' past behavior aiming to predict missed appointments, which enables intelligent scheduling and reduces operational losses. The technology also forecasts supply needs based on seasonal trends and care profiles, and aligns inventory with actual demand to prevent waste. AI is also used in medical regulation; it authorizes procedures and automatically verifies that the requested surgery aligns with the prescription, thereby preventing administrative errors that could delay the procedure. The deployment of transactional bots via WhatsApp further sped up the resolution of non-clinical requests.

In HR, AI has made recruitment more equitable by helping mitigate biases related to age, socioeconomic status, race, gender, and physical characteristics, among other factors. Recruitment has become 100% digital via WhatsApp. An AI agent conducts screenings and tests, reducing the total hiring lead time by 57%. In addition, our “Virtual Vida” (Virtual Life) Assistant has been rolled out to answer questions about

HR topics 24 hours a day via mobile phone (see the chapter [People Management](#)). In the corporate back office, artificial intelligence brought speed and precision to risk mitigation. During the internal audit, the team implemented tools to perform complex reviews, cross-check suspicious data, and streamline transcriptions.

Reflecting our growing expertise in this area, in 2025 the ESG Department held the 1st Artificial Intelligence Forum. The topic was also highlighted during ESG Week 2025, which included a roundtable discussion on “Artificial Intelligence and Ethics in Healthcare” in its official program. To reinforce all these corporate initiatives, Hapvida has developed and released its Guide to Best Practices in the Use of Generative Artificial Intelligence. This policy document sets out the boundaries and non-negotiable guidelines to ensure that innovation is always conducted safely, productively, and in accordance with our ethical and regulatory values.



57%

reduction in total hiring time through the use of AI

“Virtual Vida” Assistant

available 24 hours a day for employees

Launch of the

Best Practices in Generative Artificial Intelligence handbook in 2025

Privacy and Data Security

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

Hapvida treats privacy and data security as cornerstones of trust and risk management, protecting information for more than 15.8 million beneficiaries. Our operations follow the Brazilian General Data Protection Law (LGPD) and internal policies designed to safeguard protected health information (PHI) and personally identifiable information (PII) across an integrated digital environment.

In 2025, the company strengthened governance by issuing an Internal Privacy Policy and Data Governance Guidelines that set requirements for the collection, use, sharing, and protection of data. Processes include classification by criticality, third-party due diligence, specific contractual clauses, and structured protocols for incident reporting and response, with an active Data Protection Officer (DPO).

Data lifecycle management applies Privacy by Design and Privacy by Default principles, covering artificial intelligence use and controls for international data transfers in compliance with the ANPD.

The company continuously monitors risks, maintains established channels for reporting and investigating incidents, and tracks relevant management metrics. **In 2025 there were no confirmed cases of data breaches or misuse.**

This program is reinforced by ongoing training—more than 1,100 employees trained—and the engagement of Privacy Champions, strengthening a culture of data protection and responsible information management.

Protection from conception

Hapvida embeds Privacy by Design in the development of products, services and processes, incorporating data protection from the outset. Every project undergoes a preliminary risk assessment and has controls and safeguards defined before implementation.

In 2025 the company advanced its application of Privacy by Design to AI initiatives, completing structured impact assessments, regulatory compliance

reviews and ethical risk evaluations validated by the relevant departments.

Privacy by Default complements this approach, ensuring default settings deliver a high level of data protection. The process is supported by corporate guidelines, clearly defined responsibilities, and continuous monitoring through key performance indicators, thereby strengthening governance, risk mitigation, and responsible innovation.



AI drives efficiency and transformation at Hapvida

Cross-functional applications of technology in customer service, customer experience, and corporate management

SCALE AND INNOVATION



- **115+** artificial Intelligence applications in use
- **61** innovation projects
- Integration of clinical and corporate data
- Use of technology to achieve economies of scale and efficiency

1 Attraction and Registration
Advertisement on the Careers page and registration via WhatsApp



2 AI-based evaluation
Technology-driven interviews and tests



3 Manager evaluation
Digital process with decision-making autonomy



4 Admission steps
Comprehensive health screenings and online document submission



5 Hiring and onboarding
A digital journey from day one



6 Employee experience
Ongoing support via a virtual assistant on WhatsApp



CUSTOMER EXPERIENCE

- Large-scale telemedicine
- Integrated omnichannel journey
- Faster and more accessible service



AI IN OPERATIONS

- Business process automation
- Data-driven internal audit
- Decision-making support



QUALITY OF CARE



- Use of AI to improve diagnostic accuracy and clinical safety
- Analysis of test results with diagnostic support (CEREIA - AI Reference Center)
- Integration of medical records and clinical data
- AI-assisted medical regulation

RESULT

57%
reduction in hiring time



**DIGITAL
RECRUITMENT
JOURNEY**

Governance

IN THIS CHAPTER:

- Corporate Structure
- Ethics and Integrity
- Risk Management



Corporate Structure

GRI 2-1, 2-9, 2-11, 2-15, 2-17, 2-18, 2-19, 2-20, 2-28

Hapvida's corporate governance structure ensures integrity, transparency, and strategic alignment in the conduct of business, supporting consistent decision-making and the creation of long-term value. In 2025, progress was made in governance, with adjustments to committee structure and transitions in key positions.

The Annual General Meeting is the highest decision-making body, responsible for decisions such as amendments to the bylaws, the approval of financial statements, election of the Board of Directors, and for the determination of executive compensation.

The Board of Directors sets strategic direction and oversees executive operations, with the support of its committees, ensuring alignment with value creation and the management of risks and opportunities, including the ESG agenda.

In 2025, the company made progress in strengthening its corporate governance, with greater integration of sustainability, risk management, and strategic decision-making, contributing to the continuous

improvement of its oversight and transparency processes.

Throughout the year, the Board increased its engagement with operations, including closer collaboration with service teams, which helped improve decision-making and highlight progress in corporate risk management.

Hapvida promotes the ongoing development of the Board of Directors and its committees on sustainability-related matters through targeted training, access to strategic information, and engagement with external experts, thereby strengthening the organization's oversight of its impacts.

The company conducts an independent evaluation of the Board of Directors and other governance bodies every two years. The review assesses meeting effectiveness, decision-making quality, and oversight of ESG matters, supporting continuous governance improvement and alignment with growth and sustainability challenges. [GRI 2-18](#)

MANAGEMENT ORGANIZATIONAL STRUCTURE



Below is a breakdown of the composition of the Board of Directors:

Composition of the Board of Directors

Name of the board member	Function	Independent	Term of office	Other relevant commitments	Gender
Candido Pinheiro Koren de Lima	CEO	No	2 years	Yes	Male
Candido Pinheiro Koren de Lima Junior	Member	No	2 years	Yes	Male
Carlos Augusto Leone Piani	Independent member	Yes	2 years	Yes	Male
José Luis Camargo Junior	Independent member	Yes	2 years	Yes	Male
Jorge Fontoura Pinheiro Koren de Lima	Member	No	2 years	Yes	Male
Nicola Calicchio Neto	Independent member	Yes	2 years	Yes	Male
Maria Paula Soares Aranha	Board Member	No	2 years	Yes	Female
Carlos Massaru Takahashi	Board Member	No	2 years	Yes	Male
José Galló	Independent member	Yes	2 years	Yes	Male

The Statutory Executive Board, led by the chief executive officer and made up of executive vice presidents and directors, is responsible for the strategic direction and management of the company’s operations. Its remit covers Operations, Finance, Legal Affairs, Institutional Relations and Investor Relations, guided by objectives, performance metrics and policies aligned with the Board of Directors’ guidelines.

In 2025, the Board of Directors advanced preparations for the CEO succession process; the transition is scheduled for 2026 and is being supported by an international consulting firm to ensure strategic continuity and management stability.

The company preserves a separation between the roles of chairman of the Board of Directors and chief executive officer, maintaining independence between strategic oversight and operational management. This structure strengthens governance, reduces conflicts of interest and enhances control mechanisms. [GRI 2-11](#)

CONFLICTS OF INTEREST GRI 2-15

Hapvida applies rigorous procedures to prevent and mitigate conflicts of interest within its highest governance body. The company promotes stakeholder transparency by disclosing situations that may give rise to conflicts, including the presence of controlling shareholders and related-party transactions, the balances and terms of which are reported in the financial statements. Key measures include clear conduct standards for board members and executives; regular review of potential conflicts by independent bodies; ongoing training to reinforce the company's integrity guidelines; and the recusal of members from discussions or decisions where they have a direct or indirect interest.



The company has a clawback mechanism in place to recover improperly paid variable remuneration, thereby strengthening the integrity of executive incentives and corporate governance

Remuneration policies

GRI 2-19, 2-20

The company adopts a compensation policy for board members and executive management based on meritocracy, alignment with shareholder interests and talent retention. Compensation structures are designed to serve the interests of all stakeholders. The company is currently working to incorporate specific environmental, social, and governance (ESG) performance metrics into the calculation of its leadership's variable compensation. The remuneration structure consists of:

- Fixed remuneration** – Determined based on job responsibilities, individual competencies, and market practices, ensuring the organization's competitiveness.

- Short-term variable remuneration (bonus)** – Linked to the achievement of annual financial and operational targets, with a focus on both collective and individual performance.
- Long-term variable remuneration** – Focused on creating sustainable value and retaining key executives through incentive plans.
- Clawback** – The company has a policy to recover variable compensation paid in error or fraudulently, thereby reinforcing the integrity of the incentive system.
- Hiring and termination** – The organization does not offer automatic signing bonuses or supplemental retirement

benefits. Severance payments strictly comply with current legislation.

Hapvida's remuneration policy-setting process is structured to ensure competitiveness and strategic alignment, following these steps: technical oversight by the Remuneration and Human Resources Committee; specialized support from external remuneration consultants to conduct benchmarking and gather feedback from shareholders and other stakeholders. Final approval of the remuneration policy rests with the Board of Directors, following a recommendation from the technical committee.

ADVISORY COMMITTEES

Hapvida has standing advisory committees reporting to the Board of Directors. They are responsible for conducting in-depth technical analyses and supporting the decision-making process on strategic issues for the company. These specialized forums strengthen corporate governance by expanding the Board's oversight of financial, operational, service, innovation, human resources, and ESG (environmental, social, and governance) matters. The committee's structure consists of:

- Statutory Committee on Audit, Risk, Internal Controls, and Compliance (COAUD)**
 This committee oversees the integrity of financial statements, corporate risk management, the effectiveness of internal controls, and compliance with compliance and integrity policies.
- Statutory ESG Committee**
 This committee monitors and proposes guidelines related to the sustainability agenda and corporate governance practices, promoting the integration

of ESG issues into the company's strategy and management.

- Statutory Committee on Compensation, Human Resources, and Internal and External Communications**
 This committee reviews and proposes compensation and incentive policies for directors and executives, and monitors issues related to human resources management, organizational culture, and corporate communications.
- Finance, Capital Markets, and M&A Committee**
 This committee advises the Board on financial and strategic matters, including capital structure, investor relations, and the evaluation of merger and acquisition opportunities.
- Innovation Committee**
 This committee monitors technological trends and innovation initiatives that can strengthen the company's competitiveness and drive business transformation.

- Healthcare Quality Committee**
 This committee contributes to the development and improvement of the healthcare management model, with a focus on quality of care, patient safety, and the efficiency of healthcare services.
- Commercial Committee**
 This committee monitors issues related to the company's commercial strategy, evaluating growth opportunities and market positioning.



Specialized committees strengthen the Board's oversight of risks, innovation, quality of care, and the creation of sustainable value

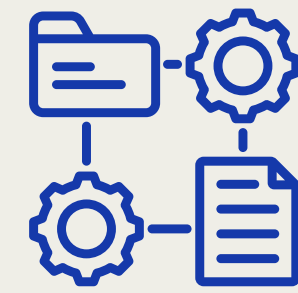
Integrated governance and strategic oversight

The advisory committees reporting to the Board of Directors assist in the analysis and monitoring of strategic issues relevant to the company. Through this framework, aspects such as corporate risks, financial performance, quality of care, innovation, and ESG initiatives are evaluated in a structured manner, informing the Board's decision-making process and strengthening the integration between strategy, risk management, and long-term value creation.

INTERNAL AUDIT

Hapvida's Internal Audit function serves as a line of defense in corporate governance best practices. The internal audit function at Hapvida acts as a key line of defense in corporate governance. Its defining feature is functional independence: it does not report to the president or any executive vice president, ensuring greater autonomy in evaluating the company's internal controls, risks and processes.

Internal Audit reports directly to the Board of Directors through the Statutory Committee on Audit, Risk, Internal Controls and Compliance (COAUD). In 2025 the department advanced its technological capabilities by adopting artificial intelligence (AI) to streamline operations and raise efficiency. Examples include transcribing 50-minute investigative interviews in about 2 minutes, organizing and reviewing audit reports, and cross-referencing suspicious documents to surface insights into potential forgeries. The Internal Audit department operates across four main areas:



1. PROCESS AUDIT

AI and continuous monitoring strengthen Internal Audit's preventive role.



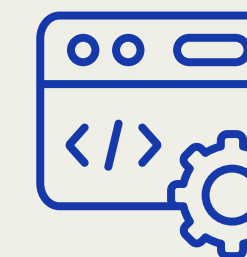
2. INVESTIGATIVE AUDIT

Responsible for investigating misconduct, fraud, and harassment. In 2025, this area had a dedicated team of approximately 10 professionals, including management, and relied on an independent external platform (Alliant/ICTS) to receive reports, ensuring complete privacy and confidentiality. The work carried out by this team supports process improvements and the implementation of safeguards designed to prevent the recurrence of identified fraud cases.



3. CONSTRUCTION AUDIT

Specializing in financial and compliance assessments of the company's construction projects.



4. CONTINUOUS AUDITING (IT)

A technology-focused unit responsible for continuous monitoring. Based on findings generated by the other three teams (processes, construction projects, and complaints), this unit develops dashboards and system alerts to track whether corrective measures are effectively influencing day-to-day operations.

MEMBERSHIP ASSOCIATIONS GRI 2-28

Hapvida's network of institutional relationships enables the company to monitor industry developments and proactively support ethical, regulatory, and operational standards across its value chain. In this context, the company participates in strategic forums and leading organizations, strengthening dialogue with the public sector, regulators, and the market, while contributing to the advancement of regulatory practices and industry standards that support management and decision-making. Key examples include:

- Abramge (Brazilian Association of Health Insurance Plans):** participation in industry forums focused on operational sustainability and quality of care.

- UN Global Compact:** performance as a signatory, contributing to the promotion of the principles of human rights, integrity, and sustainability.
- SINOG (National Union of Group Dentistry Companies):** institutional and regulatory activities, with a focus on representing and developing the sector.
- Esfera Brasil:** participation in a dialogue forum between business leaders and policymakers.
- LIDE – Business Leaders Group:** engaged in institutional relationship initiatives and the exchange of strategic experiences.





Ethics and integrity GRI 3-3, GRI 418-1

Hapvida's culture of ethics and integrity is embedded in its corporate governance structure and throughout its value chain, supported by policies approved and overseen by the Board of Directors. In 2025, the company advanced the digitalization of its integrity processes through the adoption of artificial intelligence and new platforms that strengthened automation, traceability, and control in third-party assessments.

The Integrity department also expanded its advisory role, providing support for decision-making across business units. Throughout the year, 1,866 opinions were issued, helping ensure compliance with the Code of Conduct, internal policies, and compliance guidelines.

Management is supported by the continuous monitoring of indicators and the structured analysis of incidents. During the reporting period, a limited number of privacy-related complaints were received. Each case was investigated individually, and corrective measures were implemented and communicated to the affected data

subjects, where applicable. No incidents involving large-scale data breaches, theft, or systemic data loss were identified.

Dedicated channels are available to enable beneficiaries to exercise their rights, including access, correction, anonymization, and deletion of personal data. The effectiveness of this approach is reflected in the low level of litigation and the timely resolution of inquiries related to the handling of sensitive information. [GRI 418-1](#)

The 1,866 opinions issued by the Integrity department in 2025 contributed to strengthening adherence to the Code of Conduct, internal policies, and compliance guidelines

HAPVIDA POLICIES GRI 2-23, 2-24

Corporate policies guide organizational conduct, define responsibilities that reinforce governance, and support the commitment to ethical and transparent business practices in line with ESG principles. The implementation of these guidelines is approved by the Board of Directors and carried out by senior management through the establishment of targets, training initiatives, control mechanisms, audits, and ongoing communication efforts. The company currently maintains a set of policies designed to formalize the principles established in the Code of Ethics, promote consistency in decision-making, and support the creation of sustainable long-term value:

- External Audit Contracting Policy;
- Anti-Harassment and Anti-Discrimination Policy;
- Remuneration Policy;
- Policy on the Recovery of Remuneration Granted in Error (Clawback);
- Information Security Policy;
- Securities and Trading Policy;
- Climate Change Mitigation Policy;
- Risk Management Policy;
- Corporate Environmental Policy;
- Policy on the Disclosure of Material Facts;
- Diversity, Equity, and Inclusion Policy;
- Risk Management Policy;
- Related-Party Transactions Policy;
- Competition Policy;
- Money Laundering Prevention Policy;
- Policy on Sponsorships, Donations, Voluntary Contributions, and Social Incentives;
- Anti-Corruption and Anti-Bribery Policy
- Third-Party Integrity Assessment Policy
- Sustainability Policy;
- Profit Distribution Policy;
- Investment and Minimum Cash Policy;
- Integrity and Compliance Program Policy;
- Policy for the Nomination of Members of the Board of Directors, Statutory Executive Board, and Committees.

POLICY COMMITMENTS GRI 2-23

Hapvida grounds its operations in ethics, integrity and sustainability through corporate policies approved by the Board of Directors, which set standards for its activities, business relationships and decision-making. The Code of Conduct and the Sustainability Policy offer integrated guidance that ensures transparency, compliance, responsible management and alignment with the company's long-term strategy.

The company's commitments are aligned with internationally recognized intergovernmental instruments, including:

- 
UN Global Compact: adherence to the ten principles on human rights, labor, the environment and anti-corruption.
- 
Sustainable Development Goals (SDGs): integration of global goals into business strategy and priorities.

- 
Women's Empowerment Principles (UN Women): commitment to gender equality in the workplace, across the value chain and in society.

Hapvida applies the precautionary principle and structured due diligence to identify, prevent and mitigate negative impacts. Its approach is consistent with the Universal Declaration of Human Rights and focuses on groups potentially more vulnerable to risks, such as people with disabilities, women, the LGBTQIAPN+ community, ethnic minorities and local communities.

Implementation is supported by ongoing communication, training and institutional channels that promote alignment among employees, business partners and other stakeholders. Corporate policies are published on the Governance and Sustainability Portal to promote transparency and access to the company's guidelines.

EMBEDDING POLICY COMMITMENTS GRI 2-24

Hapvida ensures the implementation of its responsible-business commitments through an integrated governance structure and operational processes that apply across the organization and value chain.

Oversight is exercised by the Board of Directors, while implementation is managed by the Corporate Governance, Integrity and Compliance teams, which develop, review and monitor policy deployment at all hierarchy levels.

These commitments are embedded in strategy and operations via Standard Operating Procedures, impact assessments and structured due diligence processes that enable continuous monitoring of ethical, socio-environmental compliance and risk management.

Throughout its value chain, the company applies rigorous criteria for the selection and monitoring of partners, including mandatory contractual provisions related to anti-corruption, human rights,

and ESG practices, as well as audits of critical suppliers.

The promotion of a culture of integrity is supported by ongoing training initiatives. In 2025, the mandatory training program "Integrity and Compliance – Key Guidelines of the Code of Conduct" reached 58.60% of the workforce (43,872 employees). Delivered through a nationwide digital platform, the program was monitored as an indicator of engagement and the strengthening of the ethical culture.

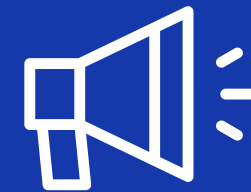
Due diligence processes, contractual clauses, and continuous monitoring reinforce risk management and governance practices for critical suppliers

CODE OF ETHICS AND CONDUCT GRI 2-23

The Code of Ethics and Conduct is Hapvida's primary governance instrument, establishing standards of integrity, transparency, and respect applicable to executives, employees, healthcare professionals, and third parties throughout the value chain.

In line with best practices in compliance, risk management, and corporate governance, the Code was revised in 2024, resulting in Version 7.0, which was approved by the Board of Directors on February 26, 2025, reinforcing alignment with international standards and strengthening corporate guidelines.

The current version reaffirms the company's zero-tolerance approach to corruption, bribery, fraud, money laundering, discrimination, and harassment, while establishing guidelines for the management of conflicts of interest, data protection, and confidentiality in compliance with the LGPD. The Code also provides guidance on interactions with competitors, partners, and government entities and is integrated into management and decision-making processes, strengthening the culture of integrity and supporting the mitigation of operational risks.



Reporting Channel

GRI 2-26

To support compliance with the principles established in Version 7.0 of the Code of Ethics and Conduct, the company maintains and actively promotes the use of its Reporting Channel. Available 24 hours a day, seven days a week, the channel ensures complete anonymity and serves as a key mechanism for security and accountability, enabling any interested party to report potential misconduct and reinforcing the principle that ethical conduct is a shared responsibility throughout the organization.

Complainants can monitor the progress of their reports, contributing to greater security, transparency, and credibility in the investigation process.

The Channel can be accessed free of charge by calling: 0800-591-5126.



COMPLIANCE

In 2025, Hapvida's compliance efforts were characterized by the strengthening of third-party assessment and monitoring processes, enhancing the robustness of risk management across the value chain. The due diligence process was expanded, resulting in 5,409 integrity assessments involving suppliers, brokers, physicians, technology providers, and strategic partners.

The department improved operational efficiency through the adoption of a new platform and the use of artificial intelligence, increasing agility, traceability, and analytical capacity. The procurement policy continues to require mandatory compliance clauses, reinforcing the partners' adherence to the company's ethical and regulatory standards.

The integrity program is supported by continuous training initiatives. In 2025, the mandatory integrity and compliance training course, available through the "Nossa Gente" (Our People) platform, reached approximately 43,900 employees and was monitored as an indicator of engagement and the promotion of an ethical culture.

In addition, the company conducted awareness campaigns and incorporated compliance, risk management, and privacy topics into the agenda of ESG Week 2025, further strengthening the culture of integrity and the practical application of corporate guidelines.



Compliance governance was reinforced in 2025 through the completion of 5,409 integrity assessments across the value chain, expanding risk oversight and supporting compliance among strategic partners



Leaders Compliance Seal



For the second consecutive year, the company received the **Leaders League Compliance** seal. Its Integrity and Compliance Program was recognized among the best in Brazil in the ranking. This certification recognizes organizations that demonstrate excellence in the implementation of integrity programs. The seal attests to the organization's adherence to legal, regulatory, and ethical

standards, helping mitigate reputational, legal, and financial risks. The recognition evaluates key aspects of compliance programs, including the prevention, detection, and response to misconduct, as well as the level of support provided by senior leadership. Organizations awarded the seal demonstrate a higher level of credibility with business partners, investors, and customers

ANTI-CORRUPTION GRI 205-1, 205-2

Hapvida maintains a zero-tolerance approach to corruption, bribery, fraud, extortion, and money laundering as a core principle of its operations. This commitment is supported by the Anti-Corruption, Anti-Bribery, and Anti-Money Laundering Policy, as well as the Code of Conduct (Version 7.0), ensuring alignment with compliance and governance best practices.

Corruption risk management is structured and integrated into the Corporate Risk Management framework, with continuous monitoring and periodic reporting to governance bodies. The company carries out systematic assessments of its operations to identify and mitigate significant corruption-related risks. This process forms part of Corporate Risk Management, which reports monthly to the Executive Board and periodically to the Audit Committee (COAUD). Each year, the company reassesses 100% of its risks, including compliance-related risks, ensuring coverage across all business units and corporate processes. [GRI 205-1](#)

Preventive controls extend throughout the value chain and include prior due diligence procedures, the incorporation of anti-

corruption and compliance clauses into contracts, and the ongoing monitoring of partners. The company also adopts mechanisms to prevent conflicts of interest, including background checks and the monitoring of politically exposed persons (PEPs).

Interactions with public officials are guided by the principles of legality and transparency, in accordance with applicable legislation, and the offering of undue advantages is strictly prohibited. The company does not make political contributions or donations, reinforcing its independence and institutional integrity.

A culture of integrity is promoted through awareness initiatives, ongoing training programs, and encouragement to use reporting channels. Hapvida maintains an independent Reporting Channel operated by a third party, ensuring anonymity and protection against retaliation. Reported incidents are investigated, monitored, and communicated to the appropriate governance bodies, with corrective measures implemented and internal controls continuously enhanced.

Total number and percentage of governance body members that the organization’s anticorruption policies and procedures have been communicated to¹ GRI 205-2

	2023		2024		2025	
	Communicated	Trained	Communicated	Trained	Communicated	Trained
Number of members communicated/ trained	17	N/A	9	9	10	0
Percentage of members communicated/ trained (%)	100	N/A	100	100	100	0

1. All members of the governance bodies are based in the Southeastern region, in the state of São Paulo.



The company reassesses 100% of the primary corruption risks in its operations, business units, and corporate processes annually

Total number and percentage of employees that the organization's anti-corruption policies and procedures have been communicated to, by region¹

2023					2024 ²			2025		
Region	Communicated and trained	Total number	Total number communicated/ trained	% communicated/ trained	Total number	Total number communicated/ trained	% communicated/ trained	Total number	Total number communicated/ trained	% communicated/ trained
SP Branch	Communicated	28,686	28,686	100	27,884	27,884	100	29,441	29,441	20,654
	Trained		12,720	44.34		-	-		100	70.15
Southern Branch	Communicated	4,595	4,595	100	5,905	5,905	100	5,017	5,017	3,155
	Trained		2,045	44.5		-	-		100	62.89
MG Branch	Communicated	4,412	4,412	100	4,529	4,529	100	4,360	4,360	3,051
	Trained		413	9.36		-	-		100	62.89
RJ Branch	Communicated	1,884	1,884	100	2,138	2,138	100	2,200	2,200	1,228
	Trained		797	42.3		-	-		100	55.82
North	Communicated	3,805	3,805	100	4,467	4,467	100	4,916	4,916	2,201
	Trained		333	8.75		-	-		100	44.77
Northeast	Communicated	23,548	23,548	100	26,418	26,418	100	28,346	28,346	10,903
	Trained		1,179	5.01		-	-		100	45.68
Central-West	Communicated	3,240	3,240	100	3,047	3,047	100	3,437	3,437	1,570
	Trained		146	4.51		-	-		100	45.68
Total	Communicated	70,170	70,170	100	74,388	74,388	100	77,717	77,717	42,762
	Trained		17,633	25.13		25,894	34.81		100	55.02

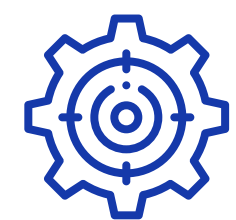
1. The data presented in the regional breakdown (total number of members during the year) and in the position breakdown (total number of employees) is based on the employee headcount as of December 2025, totaling 77,717 employees. The breakdown by job category, given the scope, does not include board members and presidents, which explains the discrepancy between the total employees by job category (77,705) and by region (77,717).

2. In 2024, the company reported the total number of employees trained on anti-corruption policies without a regional breakdown, due to the migration of content from the previous training platform to the Corporate University platform.

Total number and percentage of employees that the organization's anti-corruption policies and procedures have been communicated to, by employee category²

2023					2024			2025		
Employee category	Communicated and trained	Total number	Total number communicated/ trained	% communicated/ trained	Total number	Total number communicated/ trained	% communicated/ trained	Total number	Total number communicated/ trained	% communicated/ trained
Executive Board	Communicated	187	187	100	261	261	100	173	173	100
	Trained		40	21.39		116	44.44		121	69.94
Management	Communicated	783	783	100	786	786	100	808	808	100
	Trained		210	26.82		527	67.05		577	71.41
Coordination	Communicated	1,582	1,582	100	1,598	1,598	100	1,676	1,676	100
	Trained		454	28.7		966	60.45		1230	73.39
Supervision	Communicated	1,330	1,330	100	1,365	1,365	100	1,479	1,479	100
	Trained		485	36.47		794	58.17		1,005	67.95
Specialist/analyst	Communicated	14,289	14,289	100	15,547	15,547	100	17,009	17,009	100
	Trained		1594	11.16		6576	42.3		10,279	60.43
Technical/ operational assistant	Communicated	51,999	51,999	100	54,831	54,831	100	56,560	56,560	100
	Trained		14850	28.56		16915	30.85		29,830	52.74
Total	Communicated	70,170	70,170	100	74,388	74,388	100	77,705	77,705	100
	Trained		17,633	25.13		25,894	34.81		43,042	55.39

1. The data presented in the regional breakdown (total number of members during the year) and in the position breakdown (total number of employees) is based on the employee headcount as of December 2025, totaling 77,717 employees. The breakdown by job category, given the scope, does not include board members and presidents, which explains the discrepancy between the total employees by job category (77,705) and by region (77,717).



63

corporate risks

were monitored in a structured manner in 2025, with increased integration between risk management and the sustainability agenda

Risk management

In 2025, Hapvida strengthened its Corporate Risk Management model through the implementation of structured monitoring for 63 risks at its headquarters. The initiative focuses on mitigating impacts on reputation and business continuity, including regulatory, compliance, and market risks, by enhancing decision-making authority, contingency management, and the use of continuous monitoring dashboards.

Risk management is integrated into corporate governance and supports decision-making by senior leadership and the Board of Directors, promoting alignment between risks, strategy, and long-term value creation. Within this framework, the risks and opportunities identified through the double materiality process are incorporated into the corporate risk matrix, reinforcing the prioritization of critical issues and the allocation of resources.

The company also advanced its alignment with international practices by improving processes in accordance with IFRS S1 and IFRS S2 standards, strengthening the

integration of risk management, strategy, and sustainability reporting.

As part of efforts to strengthen the risk management culture, the Risk Management Culture Dissemination Program (PDCR 2025) was implemented in line with ANS Regulation No. 630, including training and engagement initiatives aimed at integrating risk management into daily operations.

In the area of integrity, the company maintains a zero-tolerance approach to illegal practices, with the Reporting Channel, Internal Audit, and Ombudsman's Office working in a coordinated manner to identify, investigate, and address misconduct, contributing to the continuous improvement of internal controls.

Among the main strategic risks identified are claims pressure, regulatory complexity, population aging, the affordability of health plans, and the digitalization of the care journey, reflecting the structural challenges faced by the sector.

Financial

IN THIS CHAPTER:

- Our Results
- Investments



Chapter highlights

Results

BRL **30.9** billion
in net revenue

10.9%
EBITDA margin

BRL **3.4** billion
in adjusted EBITDA

BRL **1** billion
in Capex

Investments

BRL **2** billion
in investments to expand
and upgrade the network

15.8 million+
beneficiaries

832 care

Business

BRL **65** million
from the sale of Maringá Hospital

Expansion of services
for third parties
increases the company's revenue stream



Our results

GR1 201-1

In 2025, Hapvida sustained revenue growth despite a challenging environment for the supplemental health insurance sector, marked by rising healthcare costs, increasing regulatory complexity, and market volatility. The company reinforced its disciplined financial management approach, balancing expansion, cost control, and efficient capital allocation, with a focus on the resilience of its vertically integrated model and the sustainable generation of results.

Throughout the year, investments were directed toward the expansion and modernization of the company's own network, alongside selective portfolio optimization initiatives, including the sale of Maringá Hospital and Maternity Ward for BRL 65 million. The company also advanced the diversification of its revenue sources by expanding third-party services and exploring new monetization opportunities, helping to distribute risk and strengthen cash generation.

Corporate risk management maintained continuous oversight of factors critical to financial performance, including cancellations, claims, regulatory penalties,

and legal contingencies, supporting decision-making and preserving cash flow. In 2025, pressure was observed on indicators such as cancellations, which increased by 5.4%, as well as on exposure to regulatory penalties.

Even in this scenario, the company maintained its investment plan, allocating approximately BRL 2 billion to the expansion and modernization of its network. Vertical integration continued to serve as a competitive advantage, promoting operational efficiency, increasing control over healthcare costs, and expanding access to healthcare services.

In terms of financial performance, the company reported adjusted EBITDA of BRL 3.4 billion and a margin of 10.9%, reflecting disciplined cost management, operational efficiency, and the resilience of its business model.

The accrual accounting method was used to calculate the direct economic value generated and distributed (EVG&D). The economic value generated and distributed covers a nationwide scope, with 100% of activities conducted within Brazil.

Value added statements (in thousands of BRL) GRI 202-1

	2023	2024	2025
Economic value generated	29,384,016	29,882,929	32,023,916
Expenses	-22,901,847	-24,291,672	-27,052,277
Inputs purchased from third parties	-2,448,383	-1,448,302	-1,672,499
Gross value added	4,033,786	4,142,955	3,299,140
Depreciation and amortization	-483,365	-753,113	-869,711
Net value added	3,550,421	3,389,842	2,429,429
Value added received in transfer	1,259,723	1,145,191	1,728,030
Value added from discontinued operations to be distributed	645	5,965	2
Total value added to be distributed	4,810,789	4,540,998	4,157,461
Distribution of value added			
Staff	-741,055	-586,138	647,891
Taxes, fees, and contributions	-1,486,533	-1,444,619	503,443
Remuneration of third-party capital	-3,197,830	3,159,617	3,148,296
Retained economic value	614,629	649,376	142,169
Economic value added	4,810,789	4,540,998	4,157,461

Investments

GRI 203-1, 203-2

In 2025, Hapvida invested approximately BRL 2 billion in the expansion and upgrading of its own network, focusing on strategic regions and on increasing vertical integration and service capacity. The main investments were concentrated in the Southeast region, particularly São Paulo (BRL 1 billion)—including the construction of hospitals, emergency rooms, clinics, diagnostic centers, and facility expansions—and Rio de Janeiro (BRL 380 million), with the expansion of the healthcare network.

The company has also directed investments to other regions, expanding its presence and operational capacity. In the North, investments in Amazonas (BRL 218 million) and Pará stand out, with the expansion of hospitals and clinics. In the Central-West, BRL 115 million was invested in Mato Grosso do Sul. In the Northeast, Pernambuco (BRL 198 million) and Ceará (BRL 48 million) received investments aimed at expanding the healthcare network.

In addition to its operational expansion, the company continues to pursue initiatives

aimed at strengthening the healthcare system and improving public access to healthcare, including support for public health campaigns, donations during emergencies, and expanding healthcare services in regions with limited coverage. The strategy helps to reduce gaps in care, increase access to quality services, and improve the efficient use of resources, with positive impacts on society and the healthcare system.



BRL 2 billion
invested in expanding and improving the healthcare network by 2025, increasing operational capacity and strengthening regional development

INDIRECT ECONOMIC IMPACTS

GRI 203-2

Hapvida's operations generate significant indirect economic impacts, contributing to the development of the regions in which it operates. The expansion of the hospital network strengthens local healthcare infrastructure and broadens access to medium- and high-complexity services.

Its presence in decentralized regions supports job and income generation, while also promoting professional training through partnerships with educational institutions, contributing to workforce development and talent retention.

The company also supports value chain development by prioritizing local suppliers for operational and support services, strengthening regional economies and expanding the positive impacts of its operations.

Investment details

In 2025, Hapvida invested in the expansion and modernization of its healthcare network, focusing on increasing the number of hospitals, clinics, and beds, while strengthening operational capacity. A significant share of the resources was directed toward process standardization, continuous professional development, and the adoption of advanced technologies, including artificial intelligence initiatives and centers of excellence in research and education.

The strategy combines growth and efficiency by expanding care capacity and optimizing operations, while reducing complications, improving hospital stay management, and increasing the productivity of the company's own network. As a result, these efforts contribute to improved clinical outcomes, higher patient satisfaction, and long-term financial sustainability.

Annexes

IN THIS CHAPTER:

- Supplement to the GRI Standards
- GRI Content Index
- SASB Content Index
- Independent Assurance
- Credits



Supplement to the GRI Standards

3-3 – MANAGEMENT OF MATERIAL TOPICS

QUALITY OF SERVICE AND CUSTOMER AND BENEFICIARY SATISFACTION

The quality of care and patient satisfaction are treated as fundamental pillars of sustainability, with a focus on clinical effectiveness, operational efficiency, and the continuous enhancement of the patient experience. Management integrates the digitalization of care, the standardization of clinical protocols, and a patient-centered culture, supported by continuous monitoring through indicators such as NPS, ANS regulatory metrics, and evaluations conducted by governance bodies. These indicators support action plans, operational risk mitigation, and investment decisions.

ACCESS TO HEALTHCARE

Hapvida views access to healthcare as a social commitment, aimed at expanding healthcare availability and reducing regional disparities. Its business model broadens access to

the supplemental healthcare system while managing the impacts of this expansion on healthcare infrastructure. Management is structured around the vertical integration and expansion of the company's own network, the extension of services into rural areas, and the use of telemedicine as a tool to promote equity. Continuous monitoring is conducted through indicators such as waiting times, bed occupancy rates, and geographic coverage, helping ensure a balance between growth and operational capacity.

EMPLOYEE HEALTH, SAFETY AND WELL-BEING

Hapvida recognizes employee health and safety as a critical factor in delivering quality care and maintains a structured management system to mitigate occupational and psychosocial risks. These initiatives include biosafety programs, mental health support, and health promotion actions, with ongoing monitoring based on indicators such as accident frequency and severity rates, absenteeism, and employee satisfaction surveys. These metrics support preventive actions, risk management, and the continuous improvement of workplace conditions.

CYBERSECURITY AND DATA PRIVACY

The company treats data protection as a strategic priority due to the sensitive nature of health information and the cyber risks associated with its operations. Management is based on a layered security architecture, continuous monitoring, and awareness initiatives focused on incident prevention and operational continuity. Performance is monitored through metrics such as incident volume, response times, and compliance audit results, which support risk management and the ongoing enhancement of internal controls.

SUPPLY CHAIN MANAGEMENT

The company manages the supply chain as a critical factor for patient safety and operational continuity, with a focus on mitigating the risks of shortages and social and environmental non-compliance. Management is structured around approval processes, ESG contractual clauses, and audits of critical suppliers. Performance is monitored through compliance, performance, and reputational risk indicators, which guide risk management, transparency, and continuous improvement across the value chain.

ENERGY MANAGEMENT

Hapvida considers energy management as a key component of its environmental and operational strategy, given the high energy consumption of its hospital network. The initiative focuses on energy efficiency and reducing emissions through the transition to renewable energy sources and the modernization of infrastructure. Management is supported by continuous monitoring, including tracking indicators such as energy intensity, the share of clean energy sources, and emissions, which guide resource allocation, risk management, and the reduction of environmental impacts.

ETHICS, INTEGRITY AND COMPLIANCE

Ethics and integrity are core principles at Hapvida, which works to prevent risks of corruption, fraud, and misconduct in a complex regulatory environment. Management is supported by a robust compliance program, featuring clear guidelines, ongoing training, and third-party assessments. Effectiveness is monitored by tracking complaints, tracking participation in training sessions, and periodically reviewing compliance risks, thereby ensuring transparency and alignment with best governance practices.

DIVERSITY, EQUITY AND INCLUSION

Hapvida promotes diversity as an essential factor for innovation and quality of care, while also working to mitigate the risks of discrimination and inequality. Management

includes dedicated governance structures, inclusive recruitment practices, and awareness-raising initiatives, thereby fostering a more equitable organizational culture. Monitoring is conducted using indicators of representation, equity in leadership, and perceptions of inclusion, which guide the evolution of the company's practices and goals.

INNOVATION, RESEARCH, AND TECHNOLOGY

At Hapvida, innovation, research, and technology work together to expand access, improve the quality of care, and promote operational efficiency. The strategy combines in-house technological development, the use of data and artificial intelligence, integration of digital channels, and strengthening of the care network, with attention to the risks of digital exclusion.

The research is focused on the continuous improvement of care, supporting the development of clinical protocols, the enhancement of care quality, and the adoption of new healthcare solutions. Effectiveness is measured by indicators of digitization, adoption, and operational gains, ensuring value creation and business sustainability.

CLIMATE CHANGE

Hapvida recognizes the link between health and the environment and is working to reduce its carbon footprint and increase its operational resilience in the face of climate-

related events. Management includes emissions inventory, decarbonization strategies, the use of renewable energy, and waste management. The monitoring process considers indicators related to emissions, carbon intensity, and climate risk assessment, enabling the tracking of progress toward goals and the adaptation of operations.

RECRUITMENT, DEVELOPMENT, AND RETENTION OF EMPLOYEES

People management is a strategic priority for Hapvida, which recognizes the direct impact of employee engagement and professional development on the quality of care. The company works to mitigate risks of turnover and disengagement through structured recruitment, development, and performance management practices. The effectiveness of these initiatives is tracked using indicators such as turnover, training hours, and employee satisfaction surveys, which guide the ongoing development of human capital policies.

WATER AND EFFLUENT MANAGEMENT

The company considers water resource management as a critical factor for operational safety and environmental sustainability, given its intensive use of water and the impacts associated with effluents. These efforts focus on reducing water consumption, ensuring proper wastewater treatment, and implementing initiatives aimed at water efficiency. Management focuses on infrastructure modernization, treatment plant operation, and continuous monitoring systems. Performance

is tracked using indicators such as specific consumption, effluent quality, and reuse rates, which guide risk management, operational efficiency, and continuous improvement.

2-10 – NOMINATION AND SELECTION OF THE HIGHEST GOVERNANCE BODY

The appointment and selection process for Hapvida's Board of Directors and advisory committees follows the guidelines established in the Policy on the Appointment of Members of the Board of Directors, Statutory Executive Board, and Committees, ensuring alignment with the company's strategic needs.

The selection process is based on technical and professional criteria, including experience, qualifications, industry expertise, an unblemished reputation, and a diverse set of competencies, with the objective of ensuring a composition aligned with the company's strategic challenges and governance requirements.

As part of the process, candidates undergo assessments related to the eligibility and integrity criteria established in corporate policies, reinforcing compliance with ethical and regulatory standards. This approach helps ensure that the Board is composed of qualified members who adhere to corporate governance best practices.

2-12 – ROLE OF THE HIGHEST GOVERNANCE BODY IN OVERSEEING THE MANAGEMENT OF IMPACTS

Hapvida's Board of Directors plays an active role in overseeing the management of economic, environmental, and social impacts, participating in the definition, approval, and monitoring of strategic guidelines, policies, and sustainability objectives. The Executive Board is responsible for implementing these guidelines at the operational level, ensuring their integration with business strategy and risk management processes.

Oversight is carried out through structured processes that include the monitoring of economic, environmental, and social indicators, covering topics such as waste management, emissions, and healthcare performance. The results are evaluated as part of corporate risk management and strategic decision-making processes.

Stakeholder engagement contributes to the identification of risks and opportunities, with the findings incorporated into management and planning activities. The effectiveness of the practices adopted and performance on material topics are periodically assessed by the Board of Directors through quarterly reporting, ensuring continuous oversight and alignment with the creation of sustainable value.

2-16 – COMMUNICATION OF CRUCIAL CONCERNS

Hapvida maintains formal mechanisms to ensure that critical concerns related to the organization's impacts are properly communicated to its highest governance body. Communication flows through the following channels and processes:

- Advisory committees:** periodic reports submitted by the statutory committees (such as the Statutory ESG Committee and the Statutory Committee on Audit, Risk, Internal Controls and Compliance) to the Board of Directors.
- Audits:** presentation of internal and external audit findings that identify risks or critical deficiencies.
- Ethics Channel:** a stream of reports and concerns raised by employees and stakeholders, which, depending on their severity, are escalated to senior management.
- Executive presentations:** regular updates from the Executive Board on legal, regulatory, and risk management issues.

During the 2025 reporting period, these matters were brought before the Board of Directors in accordance with the company's bylaws.

2-25 – PROCESSES TO REMEDIATE NEGATIVE IMPACTS

Hapvida uses the Reporting Channel as its primary mechanism for identifying and addressing complaints regarding negative impacts caused or contributed to by the organization. This service is managed by a specialized in-house team that operates around 24/7, with support available in Portuguese for all its stakeholders. The effectiveness of the grievance mechanism is monitored by measuring user satisfaction and analyzing the resolution processes conducted by the team responsible for the channel.

2-26 – MECHANISMS FOR SEEKING ADVICE AND RAISING CONCERNS

Hapvida maintains structured mechanisms to guide conduct and receive reports of concerns or potential violations, reinforcing its culture of ethics and integrity. The company provides guidance through training platforms, including training sessions and e-learning courses on the Code of Conduct; manuals and supporting documentation outlining expected behaviors and corporate guidelines; and technical support channels that enable direct consultation with the Integrity and Compliance areas. To report concerns, the company offers secure mechanisms such as an independent Reporting Channel, available 24 hours a day and ensuring anonymity and protection against retaliation; an escalation process that directs critical issues to senior management; and dedicated channels for reporting incidents. These mechanisms are monitored based on the volume, nature, and resolution of reports and requests, helping ensure the effectiveness, transparency, and continuous improvement of governance processes.

HC-DY-230A.2 – POLICIES AND PRACTICES TO PROTECT CLIENTS, HEALTH INFORMATION, AND OTHER PERSONAL INFORMATION

In 2025, Hapvida achieved full digitalization of its services through the complete implementation of Electronic Health Records (EHR) across all outpatient consultations and hospital procedures. As a result of the established systems integration between Hapvida and NotreDame Intermédica, this coverage supports data interoperability and continuity of care, optimizing the patient journey while maintaining high standards of information security and privacy. The full adoption of these technologies reinforces the organization's commitment to clinical efficiency and the rigorous protection of sensitive data in accordance with industry best practices.

GRI Content Index

Statement of Use	Hapvida Participações e Investimentos S.A. reported the information contained in this GRI content summary for the period January 1 to December 31, 2025, with reference to the GRI Standards		
GRI 1 used	GRI 1: Fundamentals 2021		
GRI STANDARD	CONTENT	LOCATION	SDGS
GENERAL CONTENT			
GRI 2: General disclosures 2021	2-1 Organizational details	88	
	2-2 Entities included in the organization's sustainability reporting	5	
	2-3 Reporting period, frequency and contact point	5	
	2-4 Restatements of information	58, 59, 61, 62, 69	
	2-5 External assurance	123	
	2-6 Activities, value chain and other business relationships	15, 41	
	2-7 Employees	58	8, 10
	2-8 Workers who are not employees	58, 59	8
	2-9 Governance structure and composition	88	5, 16
	2-10 Nomination and selection of the highest governance body	111	5, 16
	2-11 Chair of the highest governance body	88, 89	16
	2-12 Role of the highest governance body in overseeing the management of impacts	111	16

GRI STANDARD	CONTENT	LOCATION	SDGS
GRI 2: General disclosures 2021	2-13 Delegation of responsibility for managing impacts	32	
	2-14 Role of the highest governance body in sustainability reporting	5	
	2-15 Conflicts of interest	88, 90	16
	2-16 Communication of crucial concerns	111	
	2-17 Collective knowledge of the highest governance body	88	
	2-18 Evaluation of the performance of the highest governance body	88	
	2-19 Remuneration policies	88	
	2-20 Process to determine remuneration	88, 90	
	2-21 Content: Annual total compensation ratio	Information not disclosed. The Company does not disclose the annual total compensation ratio, as it is considered strategic information and is subject to confidentiality rules.	
	2-22 Statement on sustainable development strategy	6, 8	
	2-23 Policy commitments	95, 96, 97	16
	2-24 Embedding policy commitments	95, 96	
	2-25 Processes to remediate negative impacts	112	
	2-26 Mechanisms for seeking advice and raising concerns	97, 112	16
	2-27 Compliance with laws and regulations	Indicator under internal consolidation, subject to the standardization of significance criteria and legal validation.	
	2-28 Membership associations	88, 93	
	2-29 Approach to stakeholder engagement	39	
	2-30 Collective bargaining agreements	100% of Hapvida's employees are covered by collective bargaining agreements.	8

GRI STANDARD	CONTENT	LOCATION	SDGS
MATERIAL TOPICS			
GRI 3: Material topics 2021	3-1 Process to determine material topics	33	
	3-2 List of material topics	33	
Quality of service and customer and beneficiary satisfaction			
GRI 3: Material topics 2021	3-3 Management of material topics	26, 109	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	105	8, 9
Access to Healthcare			
GRI 3: Material topics 2021	3-3 Management of material topics	37, 109	
GRI 203: Indirect economic impacts 2016	203-1 Infrastructure investments and services supported	37, 107	5, 9, 11
	203-2 Significant indirect economic impacts	33, 107	1, 3, 8
Health and Well-Being			
GRI 3: Material topics 2021	3-3 Management of material topics	67, 109	
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	67, 69	3, 5, 8
	401-3 Parental leave	67, 69	5, 8
GRI 403: Occupational health and safety 2018	403-1 Occupational health and safety management system	67	8
	403-2 Hazard identification, risk assessment and incident investigation	67, 72	8

GRI STANDARD	CONTENT	LOCATION	SDGS
GRI 403: Occupational health and safety 2018	403-3 Occupational health services	67, 68	8
	403-4 Worker participation, consultation and communication on occupational health and safety	67, 68	8, 16
	403-5 Worker training on occupational health and safety	67, 68	9
	403-6 Promotion of worker health	67, 68	3
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	67, 68	8
	403-8 Workers covered by an occupational health and safety management system	67, 70	8
	403-9 Work-related injuries	67, 71	3, 8, 16
	403-10 Work-related ill health	During the reporting period, the company recorded no work-related fatalities or reportable occupational illnesses among either its employees or third-party contractors.	3, 8, 16
GRI 410: Security practices 2016	410-1 Security personnel trained in human rights policies or procedures	72	16
Cybersecurity and data privacy			
GRI 3: Material topics 2021	3-3 Management of material topics	85, 109	
GRI 418: Customer privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	94	16
Supply chain management			
GRI 3: Material topics 2021	3-3 Management of material topics	109	

GRI STANDARD	CONTENT	LOCATION	SDGS
GRI 204: Procurement practices 2016	204-1 Proportion of spending with local suppliers	Spending on local suppliers accounted for 68% of the organization's total procurement budget. For the purposes of reporting this indicator, the company defines the term "local" based on the geographic region in which its facilities are located. The scope of the data covers all operational units that make up the organization's structure.	8
GRI 308: Supplier environmental assessment 2016	308-1 New suppliers that were screened using environmental criteria	41	
	308-2 Negative environmental impacts in the supply chain and actions taken	41	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	41	5, 8, 16
	414-2 Negative social impacts in the supply chain and actions taken	41	5, 8, 16
Energy management			
GRI 3: Material topics 2021	3-3 Management of material topics	45, 48, 110	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	48	7, 8, 12, 13
	302-3 Energy intensity	The institution does not have defined energy intensity metrics for this reporting cycle.	7, 8, 12, 13
	302-4 Reduction of energy consumption	48	7, 8, 12, 13
Ethics, integrity and compliance			
GRI 3: Material topics 2021	3-3 Management of material topics	94, 110	

GRI STANDARD	CONTENT	LOCATION	SDGS
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	99	16
	205-2 Communication and training about anti-corruption policies and procedures	99	16
	205-3 Confirmed incidents of corruption and measures taken	No cases of corruption were identified or confirmed during the reporting period. Since there were no cases, no corrective measures were taken.	16
Diversity, equity and inclusion			
GRI 3: Material topics 2021	3-3 Management of material topics	73, 110	
GRI 405: Diversity and equal opportunity 2016	405-1 Diversity of governance bodies and employees	73, 74, 75, 76	5, 8
	405-2 Ratio of basic salary and remuneration of women to men	73, 76	5, 8, 10
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	In 2025, Hapvida NotreDame Intermédica recorded 133 reports of discrimination, of which 36 were substantiated, 67 were not substantiated, and 30 remained under review. All reported cases were assessed and addressed through measures that included terminations, disciplinary warnings, and diversity literacy training delivered through the Corporate University. Monitoring is carried out through the Reporting Channel and supported by training modules and webinars focused on inclusion.	5, 8
Innovation, research, and technology			
GRI 3: Material topics 2021	3-3 Management of material topics	82, 83, 110	
Climate change			
GRI 3: Material topics 2021	3-3 Management of material topics	52, 110	

GRI STANDARD	CONTENT	LOCATION	SDGS
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	52, 53	3, 12, 13, 14, 15
	305-2 Energy indirect (Scope 2) GHG emissions	52, 53	3, 12, 13, 14, 15
	305-3 Other indirect (Scope 3) GHG emissions	52, 53	3, 12, 13, 14, 15
GRI 305: Emissions 2016	305-4 GHG emissions intensity	The organization does not have a defined metric for tracking emission levels.	13, 14, 15
	305-5 Reduction of GHG emissions	53	13, 14, 15
Recruiting, developing, and retaining employees			
GRI 3: Material topics 2021	3-3 Management of material topics	57, 60, 110	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	60, 61, 62	4, 5, 8, 10
GRI 404: Training and education 2016	404-1 Average hours of training per year, per employee	65	4, 5, 8, 10
	404-2 Programs for upgrading employee skills and transition assistance programs	63, 64	8
	404-3 Percent of employees receiving regular performance and career development reviews	60, 66	5, 8, 10
Preventive health			
GRI 3: Material topics 2021	3-3 Management of material topics	38	
Water and effluent management			
GRI 3: Material topics 2021	3-3 Management of material topics	45, 46	

GRI STANDARD	CONTENT	LOCATION	SDGS
GRI 303: Water and effluents 2018	303-1 Interactions with water as a shared resource	46	6, 12
	303-2 Management of water discharge-related impacts	46, 47	6
	303-3 Water withdrawal	46	6
	303-4 Water discharge	46	6
	303-5 Water consumption	46	6
Indicator Supplement			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	49	3, 6, 11, 12
	306-2 Management of significant waste-related impacts	49	3, 6, 8, 11, 12
	306-3 Waste generated	49, 50	3, 6, 11, 12
	306-4 Waste diverted from disposal	49, 51	3, 11, 12
	306-5 Waste directed to disposal	49, 51	3, 6, 11, 12, 15

SASB Content Index

CODE	METRICS	LOCATION
Activity metrics		
HC-DY-000.A	Number of facilities and beds, by type	17
HC-DY-000.B	Number of inpatient admissions and outpatient visits	21
Energy management		
HC-DY-130a.1	(1) Total energy consumed (Gigajoules[GJ]), (2) percentage grid electricity (%) and (3) percentage renewable (%)	48
Waste management		
HC-DY-150a.1	Total amount of medical waste: percentage (a) incinerated, (b) recycled or treated and (c) landfilled	49, 50
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	49, 50
Patient privacy and the management of the electronic health record¹		
HC-DY-230a.2	Description of policies and practices to secure customers' personal health data records and other personal data	85, 112

¹ The HC-DY-230a.1 indicator was discontinued by the ISSB as part of the December 2023 revision of the Health Care Delivery standard. The metric was removed under the SASB Standards International Applicability project, which sought to eliminate U.S.-specific regulatory requirements, promote jurisdictional neutrality, and align reporting with the IFRS Foundation's global standards beginning in 2025.

CODE	METRICS	LOCATION
HC-DY-230a.3	(1) Number of data breaches, (2) percentage involving (a) personal data only and (b) personal health data, (3) number of customers affected in each category, (a) personal data only and (b) personal health data	There were no significant data breaches in 2025.
HC-DY-230a.4	Total amount of monetary losses as a result of legal proceedings associated with data security and privacy	Since there were no significant data breaches in 2025, there were also no financial losses resulting from legal proceedings related to data security and privacy.
Access for low-income patients		
HC-DY-240a.1	Discussion of strategy to manage the mix of patient insurance status	37
Quality of care and patient satisfaction		
HC-DY-250a.3	Hospital-acquired condition rates per hospital	26, 28
Worker health and safety		
HC-DY-320a.1	Total recordable incident rate (TRIR) for (a) direct employees and (b) contract employees	68, 72
Recruitment, development, and retention of employees		
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	60, 61
HC-DY-330a.2	Description of talent recruitment and retention efforts for health care practitioners	60

Independent Assurance

GRI 2-5



DECLARAÇÃO DE CONFORMIDADE Conformity Declaration

INDEPENDENT ASSURANCE

Nº 589.007/26

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, 2025**.

Verifier Team:

Bruno Freitas de Souza Placido – 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

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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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2-3

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DECLARAÇÃO DE CONFORMIDADE Conformity Declaration

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, corrections and opportunities for improvement related to the clarity of information were identified. These corrections and 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, June 30th, 2026.


Guy Ladvocat
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.

Declaration of Conformity valid if complete (pages 1 to 3)

3-3

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Credits

GENERAL COORDINATION

Hapvida Sustainability

HAPVIDA TEAM

Dante Alaimo, Felipe Araújo, Flávio Freire

Materiality

Grupo Report

Consulting, project management, content, and design

Grupo Report

Indicator collection

Grupo Report (Central Report)

Report Team

Beatriz Miranda, Daniel Thurler, Fabio Nienow,
Ligia Feliciano, Naná Prado, Nathalia Scotuzzi,
Rubem Hojo, Uly Cabral, Vera Ligia Rangel

Translation

Grupo Report

Proofreading

Darrell Champlin

Assurance

ABNT – Brazilian Association for Technical Standards

