

Sustainability Report 2023



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Introduction

In this chapter:

Message from management
Highlights of the Year

Marcela Pereira, Hapvida NotreDame Intermédica client, with her twin daughters Betina and Maju

Message from Management GRI 2-22

For us, 2023 was a year of significant achievements—challenging, yet extremely productive in many aspects. We emerged stronger as a unified company, Hapvida NotreDame Intermédica, confident that we have chosen paths that reaffirm our commitment to providing high-quality healthcare services at fair prices to our customers. And with the assurance that we are growing stronger and more prepared for a promising future, always in alignment with our values and mission.

The healthcare industry faced significant challenges, including changes in the regulatory environment, ongoing impacts from the COVID-19 pandemic, and particularly, rising medical inflation, which led to increased care costs.

Due to our business model, even in this scenario we were able to achieve excellent performance during the period, with solid cash generation and a reduction in the company's debt level. We remain committed to investing in the expansion and continuous enhancement of our healthcare network, including increasing hospital bed capacity, adding new outpatient units, and acquiring advanced imaging diagnostic equipment, all with a focus on delivering the best care.



Introduction

We constantly invest in technology, focusing on integrating our systems, automating data and processes. This is evident in the modernization of our diagnostic facilities and equipment, as well as in ongoing enhancements to our websites and the addition of new features to our applications, all aimed at improving quality, safety, and efficiency for our customers and clinical staff. We also strengthen the ongoing training and specialization of health professionals, such as physicians and nurses. Additionally, we produce and publish scientific materials through collaborations with industry partners, as well as national and international universities and educational institutions.

We also made progress on environmental, social and governance-related (ESG) issues, which are part of our strategic planning. From an environmental point of view, the company maintained its sustainable outlook, implementing new actions and improving and expanding several existing ones, such as the use of clean energy and efficient waste disposal management.

In the social sphere, we conduct several programs to encourage diversity and the appreciation of women, in addition to undertaking projects and donating supplies to needy populations. Above all, we reaffirm our social mission, which is intrinsic to our purpose of

offering quality healthcare at affordable prices in all Brazilian regions.

Our main objective is to continue our mission of democratizing access to supplementary healthcare. In this way, we aim to broaden access to health insurance plans in Brazil, ensuring that all populations, regardless of their socioeconomic bracket, can benefit from coverage. We recognize the significant impact this has on people's lives, as we are responsible for the healthcare of approximately 19 percent of the national private healthcare market.

Several changes were implemented in the governance pillar in 2023, driven by the anticipated integration of Hapvida and NotreDame Intermédica's operations. Initially, the plan was for the two companies to operate separately for an additional two years. However, to better address industry challenges, we decided to accelerate the integration, leveraging synergies and maximizing improvements in care quality for our customers.

As a result, we initiated adjustments starting with the Board of Directors, including a review of its members, and proceeded with a realignment of the company's top management, reducing and optimizing the number of vice-presidents. We reviewed and strengthened

all committees, ensuring high standards of governance. We also implemented changes to our strategic plan, reinforced our mission and values, and developed new action plans.

Accelerating the integration process was essential to create a company with unified thinking, philosophy, processes and care rites. And the results of this initiative began to emerge in 2023.

For the coming years, we plan to continue investing in expanding our healthcare network, in the constant improvement of our operations, in developing new lines of care, always focusing on health promotion and prevention and on the satisfaction of our customers, through care based on the generation of value, both for our customers and for our stakeholders, with greater care in our relationships.

All of this with the aim of remaining firm in our mission of providing quality integrated healthcare, accessible to generations of Brazilians. We believe that by staying true to our purpose, we will continue to make a positive impact on the lives of our beneficiaries and the Brazilian healthcare market.

Jorge Pinheiro
CEO

Highlights of the Year



AWARDS AND DISTINCTIONS

Valor Inovação Brasil 2023 Award:
5th in the Health Insurance and Plans category

Top 100 Open Corps 2023
Ranking: 5th in the Health Services category

Intrapreneurship Award from the AEVO innovation management platform, company category:
12th in Sustaining Innovation, 16th in Open Innovation, and 23rd in Transformative Innovation

100 most influential companies in Brazil Award: A partnership between magazine *Veja Negócios* and Lide (Grupo de Líderes Empresariais), this award acknowledges the organizations that stood out in Brazil, in 2023, for their performance in the criteria of billing, profitability, reputation, innovation, pioneering spirit, and in the adoption of ESG (Environmental, Social and Governance) policies

Health Leaders Award, granted by Grupo Mídia, in the operator and insurance categories

Among the 100 Most Valuable Brazilian Brands in 2023, according to a study published by Brand Finance, the world's leading independent brand valuation consulting firm.

Marcas que eu gosto Award, from Pernambuco: 1st in the Health Insurance and Private Hospital categories

Recall das Marcas Award, from Pernambuco: 1st in the health insurance category

Top of mind - Ceará Yearbook: 1st in the health insurance category



FINANCIAL RESULTS

BRL 2.9 billion

of adjusted EBITDA,
47.6% higher than in 2022

10.1%

increase in net revenue

BRL 846.3 million

in adjusted net profit

71.8% cash claims rate,

1.5 percentage points lower than
in 2022

BRL 28.9 billion

of direct economic value
generated in revenue

130+ million

invested in service infrastructure



RESEARCH AND INNOVATION

14+ projects

developed using
Artificial Intelligence

6,000+

employees involved
in corporate innovation
initiatives

180+

connections with startups and
technology companies specialized
in innovative solutions

**Creation of the International
Institute for Research and
Education (IRE),** with seven own

units, equipped with cutting-edge
technology and relying on highly
qualified professionals

Holding of **medical congresses**
to produce and disseminate
knowledge alongside the scientific
community at the national level

700+ medical

students and professionals
in internship and medical
residency programs, in
various specialties

85 scientific articles

published, including three
in international journals
such as The Lancet

Increase in the monthly
average, from 3,000 to

250,000 elective
teleconsultations

**Financial results derived from the audited financial statements for the fiscal year ending December 31, 2023, prepared in accordance with IFRS 4.*



GOVERNANCE

Restructuring of the Company's governance with the **replacement of two co-CEOs with a single CEO**, an important step to unify Hapvida NotreDame Intermédica

Unification of the reporting channels Hapvida and NotreDame Intermédica

Unification of the Privacy and Data Protection area's processes, including the homologation of the warnings and of the privacy policy and the integration of the privacy management system

Unification of the Company's training platforms



DIVERSITY

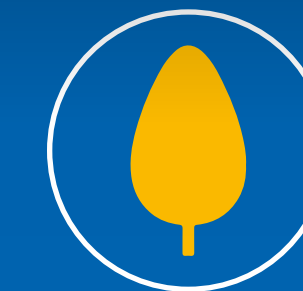
70% of the employees are women and 147 are trans people. 69% of the leadership positions are held by women

Designation of managers with disabilities (PWD) and increase in the number of black people (black and brown) in the Company

Increase of women holding the position of vice president, from 1 to 4, along with the first-time presence of a woman on the Board of Directors

Publication, dissemination and training in the **new Policy on Anti-Harassment and Discrimination**, approved by the Board of Directors

Implementation of the social name in the Company's systems, to recognize and include the gender identity of transgender, transsexual and transvestite people



ENVIRONMENT

Conducting of Environmental Legal Compliance Assessments in care units across Brazil to ensure the unification and standardization of environmental processes, handbooks and procedures

Incorporation of all hospital and emergency care units into the Company's greenhouse gas emissions inventory

Action planning for water management, with an estimate of **a 40% reduction in water consumption** at hospitals in the next biennium

Expansion of the *Guardiões de Meio Ambiente* (Environmental Guardians) education project to 100% of hospital and emergency care units



Nursing team:
Danilo Nogueira, Makeule Andrade,
Rivânia dos Santos, and Maria Laucimar Bezerra

About us

In this chapter:
Hapvida NotreDame Intermédica
Assistance
Financial results

Hapvida NotreDame Intermédica

GRI 2-6

Hapvida NotreDame Intermédica is the largest supplementary healthcare group in Brazil by number of beneficiaries and the second largest in dental care, offering corporate and individual insurance across all five regions of the country, in 20 states, and in the Federal District. The Company's main activities are the provision of services and customer service, offering medical and dental assistance insurance for individuals, families, associations, small and medium-sized enterprises (SMEs), and corporate clients, in addition to the sale of medical and hospital services. In 2023, 1.7 million new health insurance plans were sold, generating net sales and revenues of BRL 27,383.4 million.

Aiming to ensure quality access to healthcare for as many Brazilians as possible, Hapvida NotreDame Intermédica strives each year to expand its network of services. The Company

also invests in service verticalization, primarily providing care to beneficiaries through its own network. This approach helps maintain business sustainability by offering an attractive cost-benefit ratio. This investment is justified by the enhanced control over both operational costs and the quality of the services provided.

Throughout 2023, following the largest merger in Brazil's healthcare industry, the integration project continued to unify the teams, assets, and processes of the two groups – Hapvida and NotreDame Intermédica – resulting in the creation of what we are today: Hapvida NotreDame Intermédica.

The complementarity of the two systems enhances and positions the Company to face the challenges of a competitive market, broadening the reach of its services while maintaining high quality and financial stability.



IGR-ANS

The high quality of Hapvida NotreDame Intermédica's service, as recognized by customers, is reflected in the low General Complaint Index of the National Supplementary Health Agency (IGR-ANS).

About us



Employees Mikeila Almeida, Ana Paula Menezes, Margareth Nogueira, Bruno Mendonça, Denise Tavares, Monica Consuelo, Hudney Farias, Clara Siqueira and Maria Valderia

Market leader

Hapvida NotreDame Intermédica is the leader in supplementary medical assistance in Brazil, holding a 17.40 percent market share.



Beneficiaries of the health insurance plan

8.86 million

At Hapvida NotreDame Intermédica hospitals, clients benefit from modern facilities and equipment, along with specialized professionals in areas such as emergency care, cardiology, oncology, orthopedics, obstetrics, neonatal care, pediatrics, and adult intensive care units (ICU), among other specialties.



Beneficiaries of dental insurance plans

6.99 million

In 2023, the Company opened 32 new units nationwide and added 17 units with the acquisition of HB Saúde. Among the new units opened, there were three hospitals in key regions, 19 clinical centers, four emergency rooms, and six imaging diagnostic units and laboratory collection facilities.

About us

Among the openings are:

RIO PRETO HOSPITAL

in São José do Rio Preto (SP)

RIO SOLIMÕES PEDIATRIC HOSPITAL

in Manaus (AM)

LIFECENTER HOSPITAL

in Contagem (MG)

CONTORNO EMERGENCY SERVICE

in Belo Horizonte (MG)

With this, Hapvida NotreDame Intermédica ended 2023 with 87 hospitals, 77 emergency care units, 339 health clinics, and 293 laboratories and diagnostic units.

Additionally, in late 2023 we had a total of 52 specialized units for Autism Spectrum Disorders (ASD), providing enhanced care and infrastructure for beneficiaries. These units offer more than 12 specialties, including psychotherapy, speech therapy, physiotherapy, music therapy, and guidance for parents and guardians. This investment is also crucial for managing the impact of therapies on the claims composition, which affects Hapvida NotreDame Intermédica's costs.

In line with our commitment to verticalization, optimization, and smart asset management, it was necessary to close some of our own units in 2023. These actions were implemented gradually, redirecting beneficiaries to the nearest dedicated units with superior infrastructure and care capacity.

In regions or municipalities where it is not feasible to acquire or establish an own care unit, customers of Hapvida NotreDame Intermédica's medical and dental insurance plans use the Accredited Network. This network includes qualified professionals and health facilities — such as physicians, offices, laboratories, clinics, and hospitals — designated to serve the Company's beneficiaries.

In addition to investing in the sale of health insurance plans that exclusively utilize the company's own network, the use of Hapvida NotreDame Intermédica units is also driven by the following factors:

- **Strategic location:** In addition to its extensive presence across the Brazilian territory, the Group prioritizes regions that are easily accessible by public transportation.
- **Quality of service provided,** demonstrated by the results of qualitative research conducted with beneficiaries.
- **Standardization of care protocols,** using technology to align data and information between the operator and the service network, reducing red tape and ensuring a greater range of information for the physician at the time of care.



Throughout 2023, its own and accredited networks conducted **500,000 daily hospitalizations, 53 million outpatient consults** and emergency services, in addition to **144 million imaging examinations** and clinical analyses.

Mission, vision, values, behaviors and pillars

Hapvida NotreDame Intermédica’s mission, vision, and pillars form the core of the Group and, along with its values and behaviors, guide the actions of everyone representing it.



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

Welcoming • Commitment • Cost efficiency • Ethics and combating corruption • Innovation and learning • Respect • Social responsibility • Sustainability



BEHAVIORS

Empathy • Care • Simplicity • Respect • Proactivity • Commitment • Quality and safety • Listening • Kindness • Dialogue



PILLARS

Assistance and Technical Quality

We ensure care and technical quality by employing a team of qualified professionals and providing suitable structures, protocols, and processes for responsible and high-quality care.

Welcoming of People

We prioritize an environment where empathy, receptivity, care, and closeness play key roles in fostering humanized and trusting relationships with customers, employees, and business partners.

Innovation in Solutions

We continually seek innovative solutions on all fronts to ensure control, continuous generation of value and differentiation.

Cost Efficiency

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

Collaboration between Teams

We value joint and team work, based on respect, dialogue, collaboration and sharing of knowledge, achieving common goals.

Our performance

Hapvida NotreDame Intermédica creates value by offering health insurance plans with care primarily provided within its own network. This approach delivers quality services to beneficiaries and offers economic incentives, through compensation, to everyone involved in the service ecosystem, including the medical staff, employees, corporate clients, and beneficiaries.

Medical Care Plan

Medical insurance plans are categorized into individual/family plans and collective plans, which can be either corporate or membership-based. Reinforcing the strategy that the business model relies on offering health insurance plans and services within its own network, individual/family plans are sold in cities where it is feasible to provide care through the Company's own facilities.

Dental Insurance

Given the lower complexity of procedures and the greater availability of professionals, the Company believes it is both feasible and advantageous for dental insurance plan beneficiaries to receive services exclusively through an accredited network. As a result, Hapvida NotreDame Intermédica's operations in dental insurance plans cover all Brazilian states. Beneficiaries can schedule their appointments through the app, website or by phone.

Dental insurance plan customers are offered four types of coverage:

- **Prevention and urgency:** Simpler product, in which the beneficiary is only charged the amount relating to prevention and emergency procedures.
- **Mixed:** This allows beneficiaries to obtain additional services beyond those covered by the prevention and emergency plan by paying the dentist directly.
- **Prepayment:** This is the best-selling plan and has nationwide coverage for all procedures included in the list stipulated by the ANS.
- **Beyond the list:** This has guaranteed coverage in excess of what the ANS requires, such as orthodontics, orthosis and prosthetics.

CORPORATE

Insurance plans designed for companies with at least 100 employees that generally already have more structured Human Resources departments.

Other Products and Services

Hapvida NotreDame Intermédica provides services to other health insurance plans and private clients through its own hospitals, clinics, and laboratories, all of which deliver Company-endorsed personalized and high-quality care.

Hapvida NotreDame Intermédica has a customer relationship department that handles after-sales support, addressing the beneficiaries' needs and serving as the liaison between the Company and the end customer. The Company remains attentive to the regulatory agency's movements, with a view to offering new products to meet the population's demand.

Hapvida NotreDame Intermédica customers are divided into two main areas:

RETAIL

Due to the similarity in profiles, commercial representative partners manage individual/family plans, collective membership plans, and corporate plans for companies with up to 99 beneficiaries.

How we create value

Programs designed to enhance the well-being of beneficiaries who need more frequent medical monitoring, including pregnant women, the elderly, and individuals with high blood pressure or diabetes.



Preventive and predictive medicine

Guidelines based on the most recent and qualified medical literature guarantee quality, agility and precision in decisions, contributing to better care for beneficiaries.



Medical protocols

Investments in an own network to ensure the economic sustainability of Hapvida NotreDame Intermédica's business model include the geographical expansion of the Company's units.



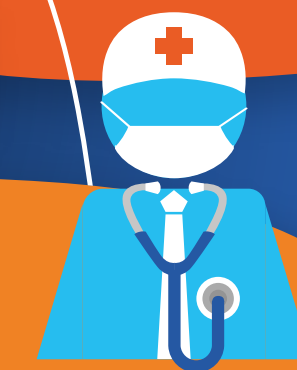
Technology and innovation

The use of a single system in all units helps to promote the verticalization of care. In addition to ensuring the security of the beneficiaries' information, proprietary digital platforms enable customers to access digital channels and evaluate service.



Verticalized operation

In addition to maintaining quality, providing care through our own network of hospitals, clinics, and laboratories enables efficient cost and expense control, allowing the Company to offer health insurance plans at more competitive prices.



Qualified medical team

A team of skilled and highly motivated physicians dedicated to providing beneficiaries with warm, high-quality, disciplined, proactive, and respectful care.



The customer at the heart of the business



Geographic expansion

About us

Our presence

GRI 2-1

Own network with national coverage



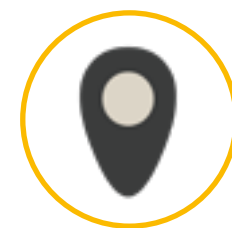
North

- 6 hospitals
- 3 emergency care units
- 20 clinics
- 17 diagnostic imaging units and laboratories



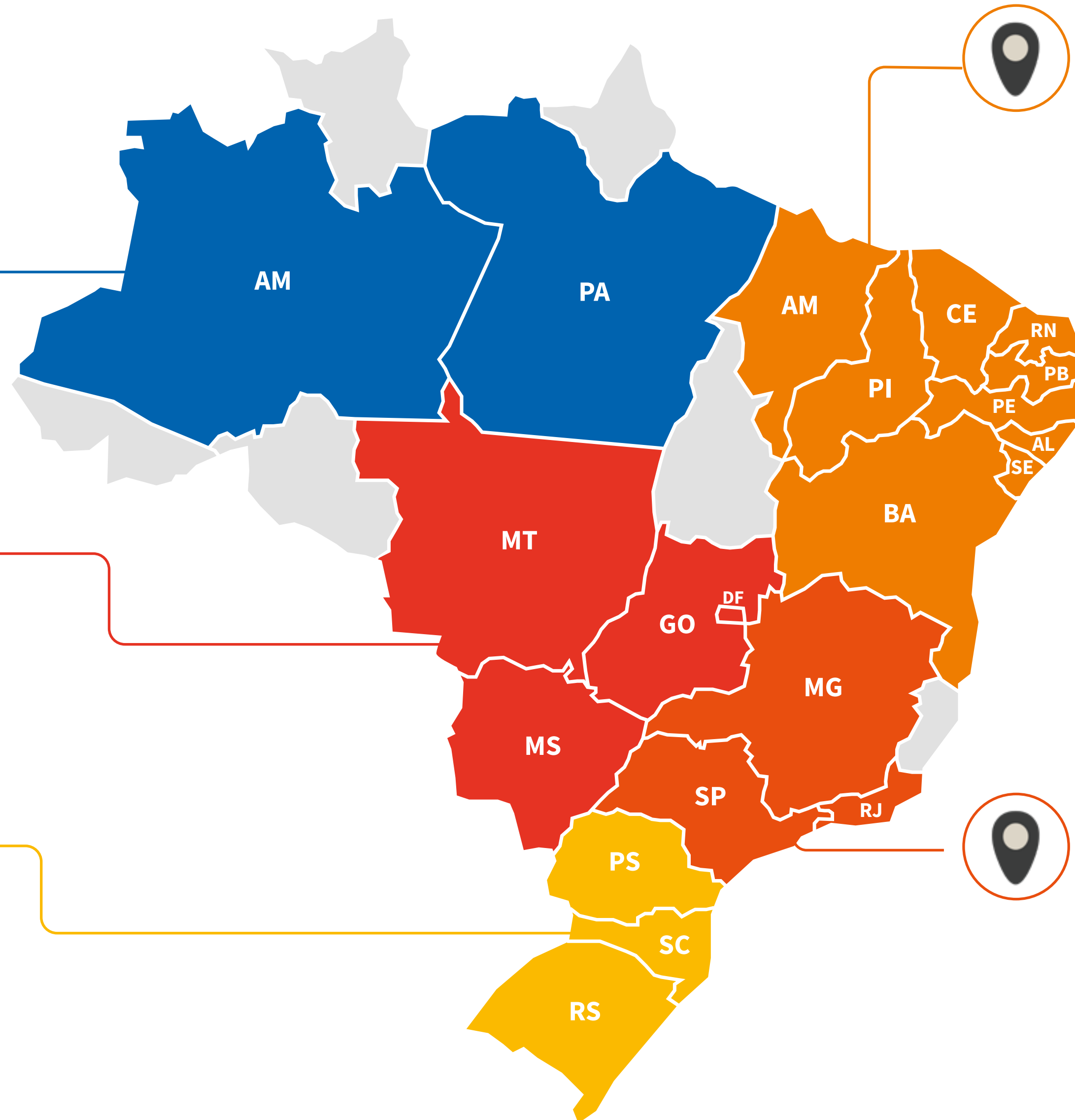
Midwest

- 5 hospitals
- 6 emergency care units
- 36 clinics
- 24 diagnostic imaging units and laboratories



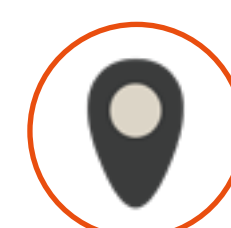
South

- 9 hospitals
- 6 emergency care units
- 27 clinics
- 29 diagnostic imaging units and laboratories



Northeast

- 24 hospitals
- 14 emergency care units
- 83 clinics
- 78 diagnostic imaging units and laboratories



Southeast

- 43 hospitals
- 48 emergency care units
- 173 clinics
- 145 diagnostic imaging units and laboratories

Our brands

Company and healthcare segment



Active operators



a company



a company



Dentistry



a company



a company



Diagnosis and Laboratory Collection



a company



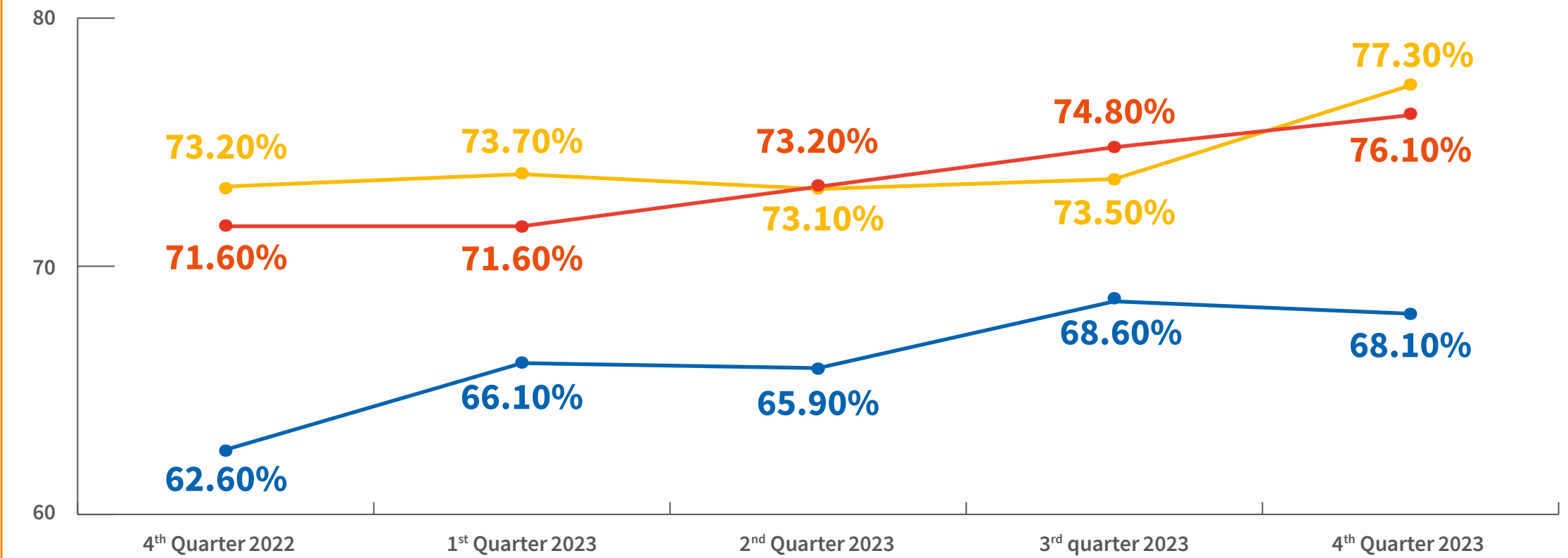
About us

Assistance

Hapvida NotreDame Intermédica is the largest healthcare group in Brazil in number of beneficiaries. By placing customers at the core of its ecosystem, the Company strives to be the leading group in terms of service quality, reception, and health promotion.



Use of Hapvida NotreDame Intermédica's own network



● Hospitalizations
 ● Consults
 ● Exams



Own network throughout Brazil

87 hospitals

339 clinics

77 emergency care units

293 diagnostic imaging units and laboratories

Quality of service GRI 3-3

The quality of services provided to beneficiaries is a central theme in the Company's management and guides objectives and actions in different areas. Therefore, it is continuously monitored using indicators that impact the administration's variable compensation.



Nurse Thatyane Nogueira, with client Alícia Nogueira

To ensure care quality in hospital units, outpatient clinics, and laboratory and imaging centers, the Company implements the following measures:



Holding weekly and monthly meetings to discuss adverse events, analyze and design indicators



Monthly measurement of Care Quality indicators by an internal audit team independent of the care areas



Development of action plans based on the results of the main indicators



Periodic review of assistance and customer welcoming protocols



Continuous training of the care team



Quality certification in hospital units



Continuous quality monitoring program throughout the company's own network – Qualitotal
(see box on page 20)

About us

Internal quality programs

Hapvida NotreDame Intermédica operates two internal programs to monitor the service quality across the Group's units: Qualitotal and 5 Stars.

Qualitotal is a certification based on leading market tools, which, in 2023, was structured with the goal of obtaining accreditation from the International Society for Quality in Health Care (ISQua). This non-profit organization is recognized as the global authority on patient safety and healthcare quality.

Qualitotal is an annual program that includes diagnostic visits, consultative visits, and a final assessment visit to determine whether the units are eligible for the Qualitotal certification.

The primary goal of seeking Qualitotal accreditation for units is to enhance the Company's processes, reinforce a culture of customer appreciation, and ensure patient safety and quality of care across all health-

care services. To achieve this, the program employs a consultative approach that aids in identifying and implementing best practices and standardizing Hapvida NotreDame Intermédica's units.

Another tool for checking and ensuring quality of care, the 5 Star satisfaction survey is completed digitally by customers and functions both as a communication channel with the Company and as a source of identifying opportunities for improvements.

In addition to sending the survey via SMS and e-mail, it can be completed on the website or on the Hapvida NotreDame Intermédica app, it is available 24 hours after service, and can be responded to within 15 days.

Each month, the results are compiled and converted into a ranking, which is presented to all managers. They then develop action plans based on these results. Every quarter, service units that achieve high scores in the survey receive recognition, and annually, outstanding professionals are also honored with the 5 Stars seal.

Measures adopted in 2023 to guarantee quality of care:

- Expansion of the hospital and accredited service network;
- Review of the new product mix;
- Adoption of a new integration strategy for the Hapvida and NotreDame Intermédica systems;
- Holding governance meetings and conducting Business Intelligence (BI) analyses related to supply and waiting times;
- Conduction of internal and external satisfaction surveys;
- Customer Service (CS) auditing and
- Monitoring of the General Complaints Index (GCI).

27 hospitals
certified with the
Qualitotal seal

1 hospital
certified with the
Qualitotal Platinum seal

Quality of Care

The Company aims to oversee the quality and safety processes within its network through a quality monitoring program (Qualitotal) and recognized accreditations in the healthcare industry.

The Care Quality Committee, the Operations Vice-Presidents, and the areas responsible for ensuring care quality regularly monitor, in some cases daily, indicators that show compliance with quality targets for the care provided by Hapvida NotreDame Intermédica units.

Preventive medicine programs:

Monitoring health conditions that require attention, preventing diseases and promoting well-being.



Technology applied to medicine:

Tools that promote agility and quality in care, such as a single system that gathers information on beneficiaries and telemedicine.



Protocols and medical standardization:

Hapvida employees develop and use over 86 protocols with guidelines based on the latest medical literature.



The Care Quality Committee directly advises the Company's Board of Directors. The Operations Vice-Presidents are responsible for managing and monitoring quality.



Certifications



ONA: National accreditation, with internationally recognized safety and quality standards.



ISO 9001: Certification of the quality management systems, focusing on the customer and processes in the following areas: Accreditation of dental service providers, medical and healthcare regulation and auditing, regulatory area and ombudsman.



PAD and PALC: Accreditation programs for diagnostic services, both clinical analysis and imaging.



Qmentum: An international model for evaluating health services that ensures compliance with safety requirements.



Qualitotal: Internal program of Hapvida NotreDame Intermédica that evaluates patient safety in the network's healthcare units (48 units under monitoring in 2023).



5 stars: Survey conducted among the Group's beneficiaries, with the aim of measuring satisfaction, identifying opportunities for improvement.

About us

Among others, Hapvida NotreDame Intermédica permanently monitors the following indicators:

WAITING TIME IN THE EMERGENCY ROOM ABOVE 15 MINUTES

WAITING TIME FOR PATIENTS IN OBSERVATION FOR MORE THAN 12 HOURS

WAITING TIME FOR MEDICATION ABOVE 30 MINUTES

PEP (PATIENT RECORD SYSTEM) UTILIZATION RATE

WELCOMING VISIT

ICU MEDICAL BULLETIN

MEDICAL VISITS OR PRESCRIPTIONS WITHIN 12 HOURS

MINHA INTERNAÇÃO (MY HOSPITALIZATION) APP: PATIENT HOSPITALIZATION MONITORING APPLICATION

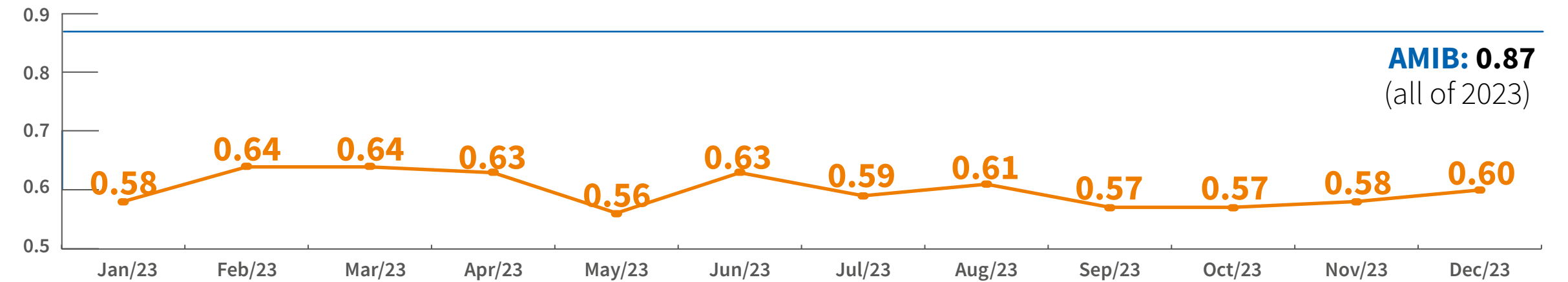
HOSPITAL STAY

BIOMETRICS IN THE SURGICAL CENTER

SELF-SERVICE TOTEM USAGE RATE

Standardized Mortality Ratio in the ICU

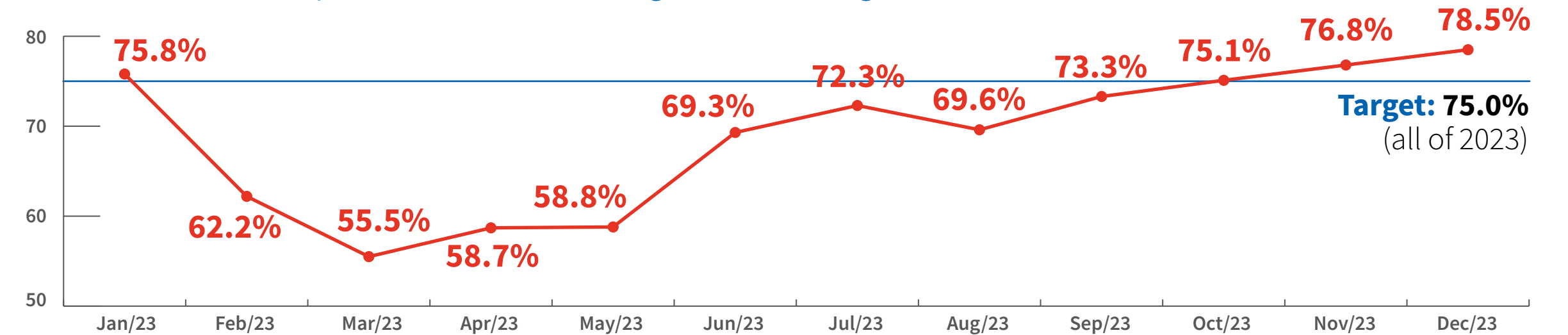
The standardized mortality ratio is the ratio between the deaths observed in the study group and the deaths expected in the general population. The lower the better.



Note: AMIB – Brazilian Intensive Care Medicine Association.

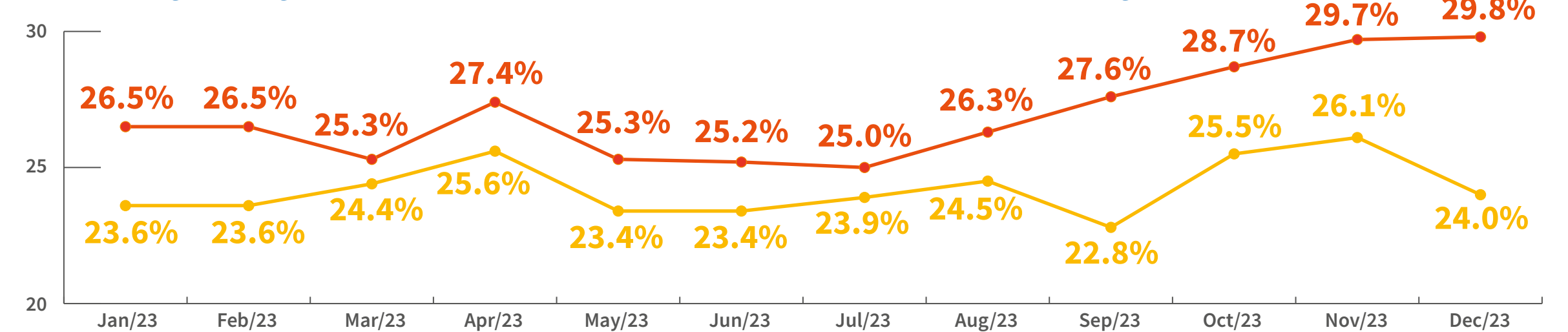
Waiting in Emergencies

Ratio of service in up to 15 minutes in emergencies. The higher the better.



Natural Delivery

Percentage of vaginal births relative to the total number of deliveries. The higher the better.



Hapvida NDI ANAHP

Note: ANAHP – National Association of Private Hospitals.

About us

In 2023, the Company faced cost-related challenges, leading to adjustments in the portfolio and the consolidation of Hapvida and Notre-Dame Intermédica services. This consolidation directly affected the beneficiaries' daily experience, but did not compromise the quality of the services provided.

In this context, it is common for health insurance operators to be notified, including through the consumer service channels of the National Supplementary Health Agency (ANS). A natural outcome of this process is the Preliminary Intermediation Notification

(PIN), which is sent directly to the operator. The operator must then address and resolve the beneficiary's complaint within the specified regulated timeframe.

One of the ANS indicators related to the PIN is the Resolution Rate, which reflects the effectiveness in resolving conflicts between health plan beneficiaries and benefit operators/administrators through mediation by the ANS. Under this rate, the higher the percentage achieved, the better the ranking in the indicator, as it indicates that the operator had the intention and capacity to resolve the issues received at the ANS.

Number of claims corresponding to each ANS status for claims at ANS (PIN) GRI 2-25

ANS STATUS	NUMBER OF CLAIMS	%
Inactive	72,367	79.67
Administrative proceedings	4,954	5.45
Waiting for ANS	13,510	14.87
Total	90,831	100



Hapvida NotreDame Intermédica Employee Thamires Souza

About us



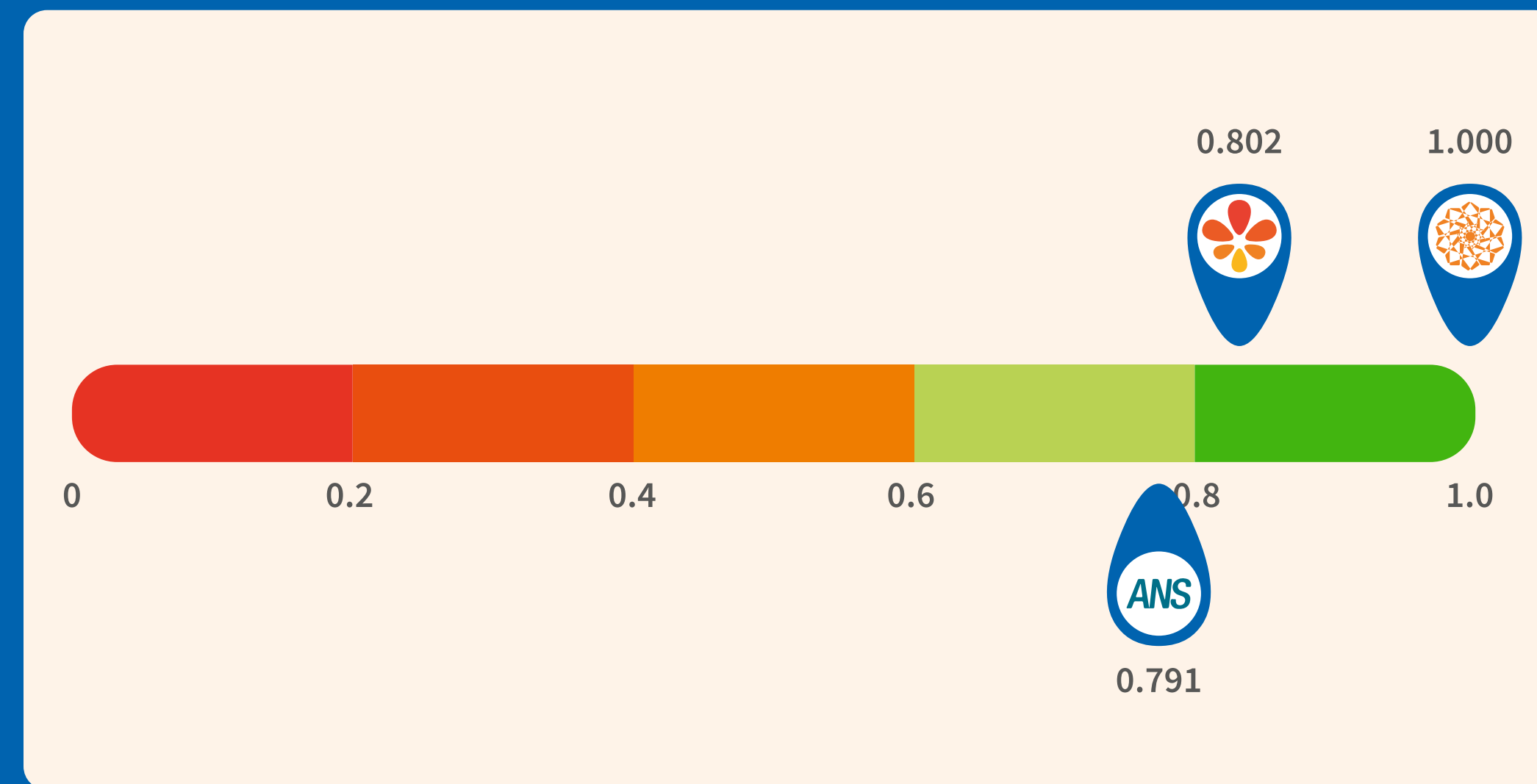
Client Lorenzo Barros da Silva



Supplementary Health Performance Index

Each year, ANS calculates the Supplementary Health Performance Index (IDSS) for each operator and the industry as part of the Operator Qualification Program. The current publication was made in 2023 and was based on the year 2022. The Group scored 0.802 for Hapvida and 1.000 for NotreDame Intermédica on a scale of 0 to 1, where 1 represents the highest performance.

The average IDSS for the Hapvida NotreDame Intermédica group is 0.9010, which is above the average for other operators ranked among the top ten in the market.



Note 1: ANS consists of the weighted average by beneficiaries of the three largest operators/insurers (excluding Hapvida and NDI).

Note 2: Data from 2023 will be made available at the end of 2024.

About us

The **care with the quality of service** provided by Hapvida NotreDame Intermédica relies on health promotion programs, monitoring and disease prevention. They are:

Qualivida

- **Morbid obesity:** Multidisciplinary program for treatment, initially clinical, which may progress to surgery.
- **Programa de Atendimento ao Paciente Idoso (PAI, Elderly Patient Care Program):** The purpose of this program is to improve the quality of life of elderly people with physical difficulties.
- **Viver Bem (Live well):** A care program for patients with diabetes that provides education on the disease and the possibilities of treatment and monitoring plans.
- **Heart Failure:** Treatment with a multidisciplinary team.
- **Oncology:** Treatment with a multidisciplinary team, with the protocols most suited to the patient's needs.

Case

- **Home support:** Aimed at patients who have difficulty getting to the out-patient clinic.
- **Todos juntos (All together):** Improves the quality of life of patients in palliative care.
- **Complex chronic patients:** Provides multidisciplinary care for more seriously ill patients.
- **Sinta-se bem (Feel well):** Multidisciplinary care for patients with worsening creatinine levels and no indication for dialysis. This type of care allows for the postponement of the start of dialysis by up to six months.

Gestar bem (Good pregnancy)

- Welcoming, safe and quality obstetric care, including prenatal, childbirth and postpartum care.

Support for autistic people

- This involves professionals from different specialties in facilities developed especially for children with autism. It includes the initial assessment and therapeutic plan.

Cuidar bem (Care well)

- Team specialized in women's health, focused on cervical care.

Protocols

- **Managed protocols:** This allows physicians to care for the Group's patients, always supported by up-to-date medical literature.
- **Telecardio:** Centralized service for electrocardiogram (ECG) reports with a specialized team, allowing for more accuracy and speed.

Médico da família (Family physician)

- Health care program coordinated by teams with in-depth knowledge of the patients and their families.

About us

Telehealth

Telehealth significantly impacts supplementary healthcare in Brazil, providing several benefits to patients, healthcare professionals and companies in the segment. For this reason, Hapvida NotreDame Intermédica increased investments in the past few years to increase access to specialized medical care and the inclusion of thousands of beneficiaries from several Brazilian regions.

Initially viewed as an option amid social distancing and the healthcare system's overload during the Covid-19 pandemic, telehealth and its modalities emerged as a solution to the problem of access to healthcare and transformed the way care is delivered.

Today, patients from various parts of Brazil can consult specialists in a practical, quick and safe way, overcoming existing physical barriers, making telehealth a tool for improving the population's quality of life.

In addition to teleconsultation, which offers more than 20 medical specialties and represents 12 percent of the elective care provided, Hapvida NotreDame Intermédica offers:

- **Teleinterconsultation:** This covers more than 98 percent of hospitals and emergency rooms and guarantees specialized care for emergency and hospitalized patients;
- **Telediagnosis:** This optimizes the assessment of remote exams and diagnoses by cardiologists and hematologists, among others;
- **Telescreening:** This performs initial patient assessment remotely to determine the need for medical or multidisciplinary care;
- **Telemonitoring:** This allows the monitoring of the members of the care lines.

Investments in proprietary technologies, such as interaction platforms for physicians, patients, and other healthcare professionals; digital prescriptions; strategic partnerships, and governance have positioned Hapvida NotreDame Intermédica's telehealth prominently on the national scene, both in terms of usage and in the rate of resolution.

Breaking barriers to care

In 2023, Hapvida NotreDame Intermédica exceeded 10 million consultations, achieving a high level of patient satisfaction and a rate of resolution (when no in-person follow-up consultation is needed) of over 90 percent.



BENEFITS OF TELEHEALTH	PATIENTS	HEALTHCARE PROFESSIONALS	HEALTHCARE OPERATORS
	Accessibility	Efficiency	Cost reduction
	Convenience	Flexibility	Operating efficiency
	Agility	Reduction of absenteeism	Patient satisfaction
	Continuity of care	Technology tool	Care coordination
Security	-	Innovation and differentiation	

Financial results

In 2023, the supplementary health industry faced a challenging year due to cost pressures, increased insurance plan usage, and legal disputes over advanced therapies. Additionally, there were impacts from ANS decisions made in 2022, such as the mandate to cover psychotherapies, particularly for patients with Autism Spectrum Disorder (ASD).

In this context, the Company undertook a re-adjustment process throughout the year to streamline the contract portfolio. This involved renegotiating and updating outdated contracts to restore margins.

With the successful implementation of this strategy, Hapvida NotreDame Intermédica ended 2023 with positive results and well-prepared for 2024. Through a policy of readjusting insurance plan prices and intensifying cost control with actions to integrate and verticalize Hapvida and NotreDame Intermédica assets, the Company achieved a gradual reduction in claims (medical-hospital costs/revenue) and increased net revenue and Adjusted EBITDA. It was also possible to increase cash generation and reduce net debt.

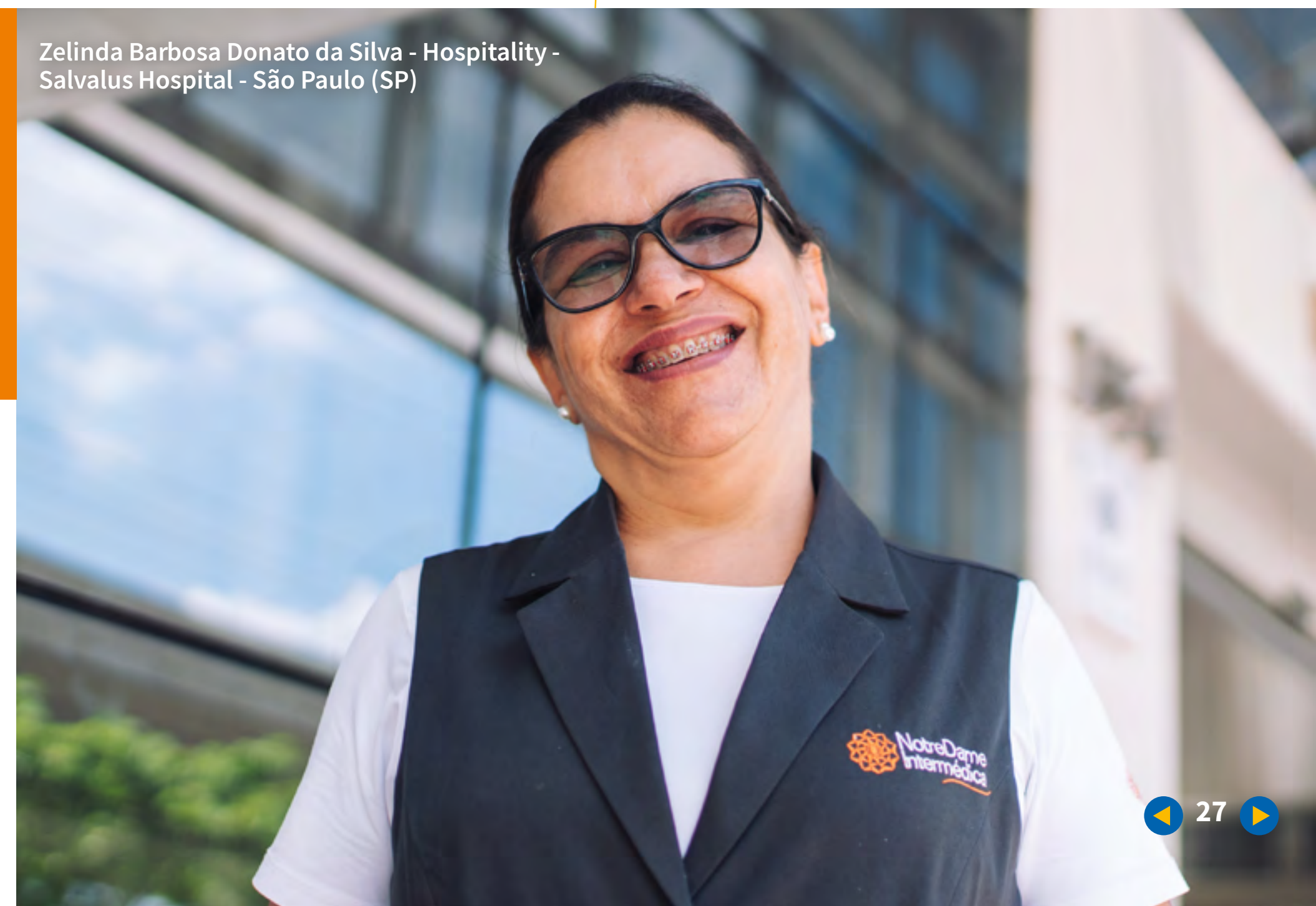
The Company's continuous deleveraging process was another factor that made 2023 an important year, as it favors one of its main characteristics, which is the growth and expansion of its own network. This approach allows for the sustainable expansion of operations, ensuring quality and fulfilling the mission of providing healthcare access to as many beneficiaries as possible.

The Adjusted EBITDA for 2023 reached BRL 2,932.4 million (10.7% NOR), an increase of BRL 9,45.1 million, 47.6 percent more than than in 2022. When comparing the 2023 results with those of 2022, excluding the positive impact from expense reimbursements related to the purchase and sale contract of acquired companies, the following highlights stand out positively:

- **10.1 percent increase in net revenue**, a reflection of the readjustments of implemented contracts necessary for financial rebalancing, even with a reduction in the beneficiary base and the sale of companies in the São Francisco Resgate and Maida Health group;

- The **Adjusted Net Profit totaled BRL 846.3 million in 2023**, up BRL 234.3 million compared to 2022, and
- **Dilution of 0.6 percentage points** in Cash Administrative Expenses.

Zelinda Barbosa Donato da Silva - Hospitality - Salvalus Hospital - São Paulo (SP)



Assistance costs and claims ratio (Cash MLR)

In 2023, the Company's Claims Ratio was 71.80 percent, 1.5 percentage points less than in 2022. The decrease reflects the successful trajectory of price adjustments (which is still ongoing), as well as increased vertical integration, standardized protocols, and cost control following the integration of branches in Minas Gerais and the South region.



Economic Value Generated and Distributed (EVG&D) GRI 201-1

The accrual basis is used to calculate the direct economic value generated and distributed (EVG&D). In 2023, the direct economic value generated in revenue was BRL 28,307,320,000. There Economic Value Generated and Distributed (EVG&D) has a national scope.

Statements of value added (Values in thousands of Reals)

	2022	2023
Generated economic value	24,289,672	28,307,320
Input purchased from third parties	17,102,808	19,314,434
Gross value added	7,186,864	8,992,886
Depreciation and amortization	2,187,283	2,128,516
Net value added	4,999,581	6,864,370
Value added received in transfers	898,336	1,286,354
Total value added to distribute	5,897,917	8,151,369

	2022	2023
Distribution of value added		
Personnel	4,209,590	3,897,082
Taxes, fees & contributions	830,724	2,013,655
Third party capital compensation	1,633,442	2,979,879
Withheld economic value	-775,839	-739,247

Investments in infrastructure and service support GRI 203-1

In 2023, Hapvida NotreDame Intermédica conducted several infrastructure and service support projects, related to the health centers in its own network. The positive effects of these investments on local communities include

enhanced cancer care, reduced environmental impact, improved unit safety, promotion of vertical integration, and increased network efficiency. In 2023, the amounts invested in these projects were:

BRL 30.3 million in the construction of **22 new clinics**

BRL 8.9 million in **15 renovations** for regulatory license renewals

BRL 9.0 million in the construction of **6 new departments** in existing units

BRL 52.2 million in the works of **5 new emergency services**

BRL 26.9 million in **3 renovations of hospitals clinics**

BRL 275,000 in the construction of a **sewage treatment station** and a new **waste storage facility**

BRL 2.4 million in adjusting units, including the construction of **3 new chapels** and of an administrative unit, **2 refurbishments** of hospital roofs and **2 enhancements** of clinics

BRL 1.5 million in the construction of the new Neocenter ICU

Economic impacts of the Company GRI 203-2

The economic effects of Hapvida NotreDame Intermédica encompass over 70,000 direct jobs and nearly 40,000 direct providers. This also includes indirect providers who support the company's operations, such as suppliers of inputs and equipment, maintenance services, security, and more, as well as providers offering care within the accredited network. In line with the expansion strategy, each new unit that is established generates jobs in civil construction and boosts property values in the surrounding area. In collaboration with other institutions, the Company invests in the research and development of new healthcare technologies and treatments for disease prevention, which also creates jobs in this field.

Strategy

To maintain a strong performance in the short and medium term, Hapvida NotreDame Intermédica has developed strategies centered around three main pillars. The Group is well-prepared for these strategies, especially following a year of internal organization like 2023. The pillars are:

- Increase lives in markets where the Company has infrastructure, such as Rio de Janeiro, Brasília, Belo Horizonte and the Triângulo Mineiro region.
- Verticalization and Integration in the Greater São Paulo region and in the interior of the state, in Paraná, Minas Gerais, Mato Grosso and Mato Grosso do Sul.
- The recovery of margins involves accelerating readjustments responsibly, enhancing customer retention, and developing and implementing protocols, as well as standardizing and optimizing the supply chain.



In this chapter:

Sustainability and ESG Strategy

Materiality

Access to healthcare as a purpose and social pillar

ESG Commitments

Sustainability and ESG Commitments

Employees Thatyane
Nogueira, Erica Lopes,
Vitor Okada

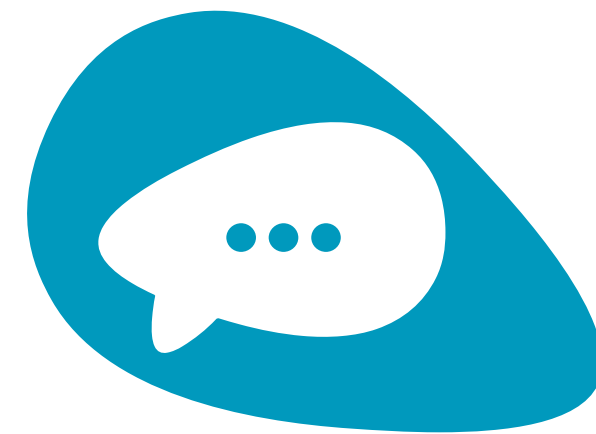
Sustainability and ESG Strategy

Sustainability and ESG Commitments

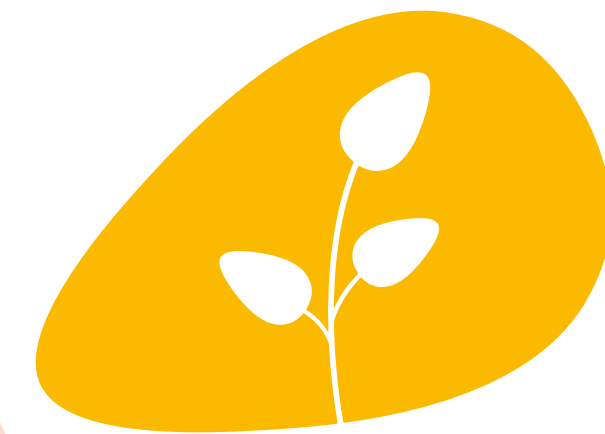
Hapvida NotreDame Intermédica aims to contribute to people's quality of life and well-being, positively transforming the healthcare experience through an approach to integrated care. The Group's sustainability strategy connects this objective to the search for accessible, efficient and sustainable healthcare solutions for beneficiaries, in addition to responsible operations in the Company's business model.

Thus, the aim is to achieve sustainable development for the business and the supplementary health sector, while also contributing to societal progress and environmental conservation through both internal and external actions in the Environmental, Social, and Governance (ESG) pillars.

RESPONSIBLE AND INNOVATIVE GOVERNANCE



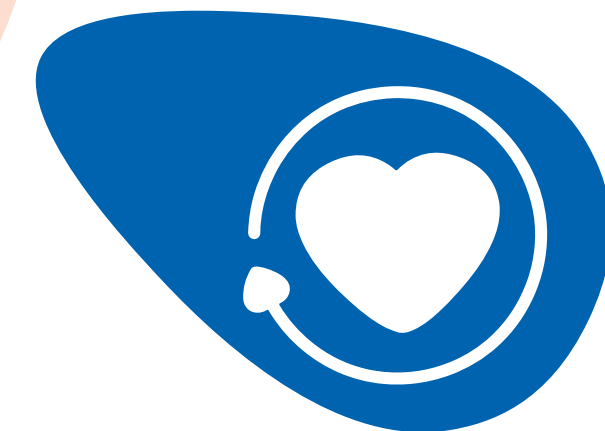
ENVIRONMENTAL PROTAGONISM



Positively impact people's health and quality of life, always with socio-environmental responsibility.



FOCUS ON SOCIAL IMPACT



CARE WITH THE BENEFICIARY

Sustainability and ESG Commitments

Hapvida NotreDame Intermédica's Sustainability Policy, approved by the Company's Board of Directors, directs stakeholders and management in fulfilling commitments and responsibilities while pursuing growth alongside strong social, environmental, and governance practices.

The policy defines principles and objectives related to the ESG agenda with a significant impact arising from or on the operation. In other words, it sets guidelines on which the Company can act to enhance the positive impact or minimize the negative one, in addition to preventing operational and image risks to the business.

The Group's sustainability strategy focuses on adhering to environmental legislation, upholding human rights, and ensuring ethical and transparent conduct from everyone involved with the Company. The ESG board is tasked with implementing this strategy and promoting related actions among employees and partners across all areas. It is also responsible for reporting the results to the CEO, Board of Directors and the Statutory ESG Committee.



The principles and objectives of the Sustainability Policy are grounded in **social, environmental, governance and technology and innovation** aspects.



Employees Beatriz Moura and Nuana Nascimento

Materiality GRI 3-1 and GRI 3-2

A Hapvida NotreDame Intermédica materiality study was conducted in 2022 with the aim of identifying the priority material topics related to the Company's sustainability over the next five years.

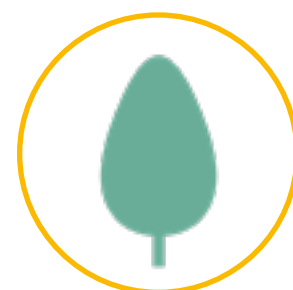
With the assistance of a specialized consulting firm, the frameworks and mechanisms for evaluating and reporting ESG topics are based on market-leading standards. This assessment allowed for the consolidation of material issues and the verification of their presence in the materiality matrix of five companies within the sector.

Subsequently, a consultation was conducted with stakeholders on Hapvida NotreDame Intermédica's priorities, gathering 3,661 responses. This feedback guided the identification of the 13 most relevant sustainability topics for the Company, which have now begun to shape the Group's materiality matrix. The pillars are:



Responsible and innovative governance

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



Environmental protagonism

- Climate strategy
- Waste management
- Energy management



Focus on social impact

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



Care with the beneficiary

- Quality of assistance
- Access to health

The materiality study also highlighted the following Sustainable Development Goals (SDGs) as priorities:

- **SDG 3:** Good health and well-being;
- **SDG 5:** Gender equality;
- **SDG 10:** Reduction of inequalities;
- **SDG 12:** Responsible consumption and production;
- **SDG 13:** Climate action
- **ODS 16:** Peace, justice, and strong institutions.




Access to healthcare as a purpose and social pillar GRI 3-3

According to a 2021 study Vox Populi conducted for the Institute of Supplementary Health Studies (IESS), health insurance ranks as the third most desired consumer product among Brazilians, only trailing home ownership and education. As a result, the average increase in individual or family income in the country is expected to lead to a higher demand for these plans, particularly among beneficiaries seeking insurance plans with better cost-benefit ratios. Compared to other operators, Hapvida NotreDame Intermédica's price range is more competitive than its competitors'.

The Company's structure, capillarity and verticalization allow it to offer health insurance at attractive prices, which often makes it the gateway for Brazilians into the supplementary health system.

Therefore, Hapvida NotreDame Intermédica sees its primary contribution to the social pillar of the ESG agenda as fulfilling its core mission: Providing quality healthcare to as many Brazilians as possible. This effort supports the supplementary healthcare industry in helping the State ensure the fundamental right to health as outlined in the Brazilian Constitution.



Clients Rosenilda dos Santos and Lyan Miguel Santos, with nurse Erica Martins

Healthcare system in Brazil

As it operates in the private sector, the Company fully exercises its social function by complementing the public health system and offering affordable health insurance plans to a large part of the Brazilian population. The health insurance companies' activities are regulated by the National Supplementary Health Agency

(ANS), which, under the Private Health Care Insurance Plans Act, sets the rules for the formation, organization, operation, and supervision of these companies.



Healthcare in Brazil in 2023

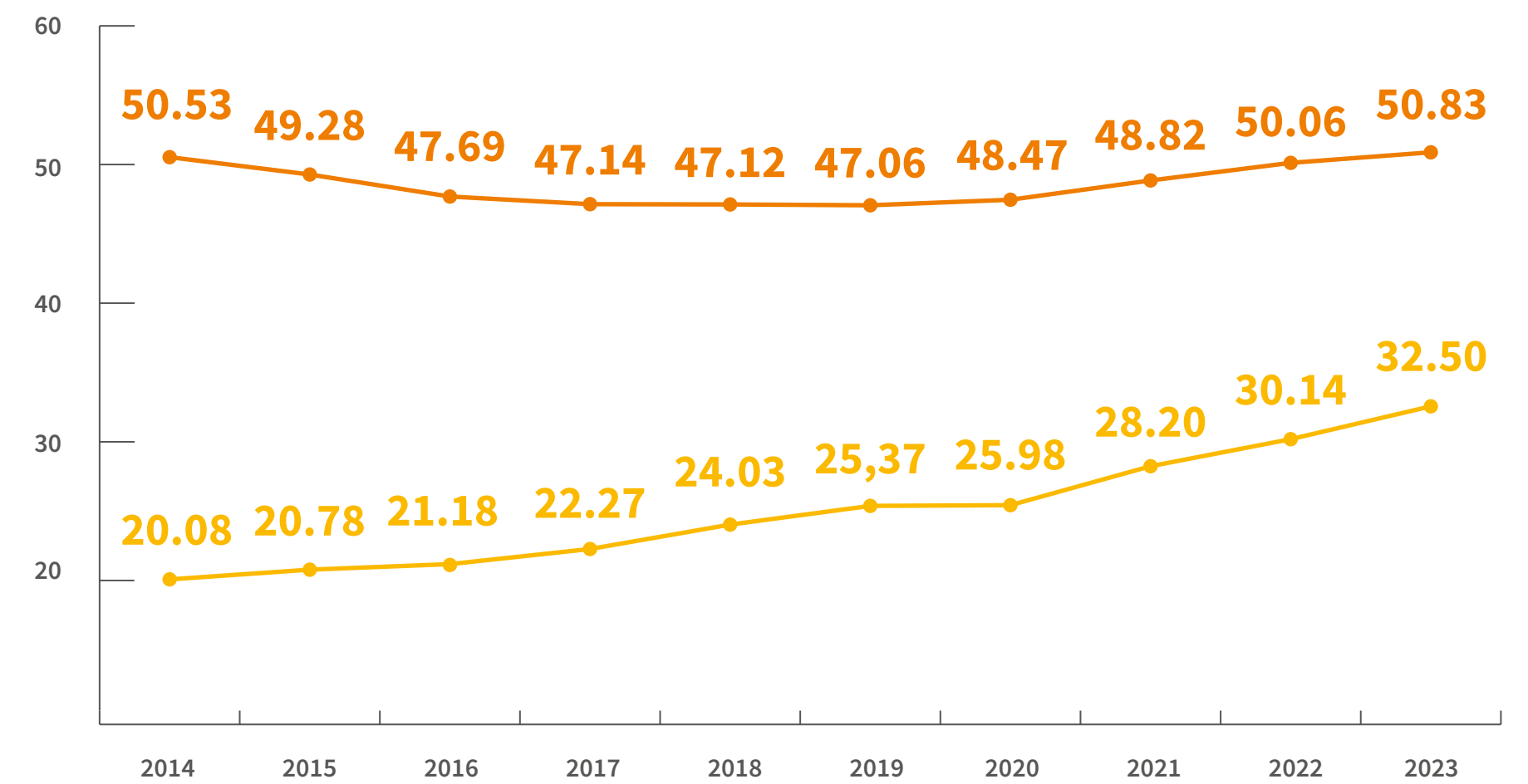
In the year, about 151.25 million Brazilians, or approximately 74.97 percent of the population, relied exclusively on the Unified Health System (SUS), while the supplementary health system covered around 50.83 million Brazilians, or about 25.03 percent of the population.

50.83 million health insurance plan beneficiaries in 2023, 1.53 percent more than in 2022.

32.50 million dental insurance plan beneficiaries in 2023, 7.83 percent more than in 2022.

Source: Instituto de Estudos de Saúde Suplementar (IESS). <https://iessdata.iess.org.br/dados/bmh>

Supplementary healthcare growth in Brazil



- Number of health insurance plan beneficiaries (in millions)
- Number of dental insurance plan beneficiaries (in millions)

Source: Instituto de Estudos de Saúde Suplementar (Iess). <https://iessdata.iess.org.br/dados/bmh>

ESG Commitments GRI

2-23 and GRI 2-24

Hapvida NotreDame Intermédica has policies and commitments for responsible business conduct, including those related to environmental, social and governance (ESG) topics, including the Code of Ethics and Conduct (see [page 47](#)), applicable to all administrators, employees, third parties (suppliers, brokers, partners, etc.), customers and investors.

The Board of Directors oversees the integration of these commitments into management and strategies, delegating responsibility for their implementation across various organizational levels. To integrate commitments into organizational strategies, policies and operations, the following measures are adopted:

- Setting of goals aligned with commitments;
- Development of operational procedures;
- Conducting training and raising awareness;
- Conducting impact assessment;
- Application of due diligence;
- Establishment of clear responsibilities;
- Internal communications;
- Continuous monitoring and review of alignment with commitments;

- Employee involvement, and
- Preparation of transparent reports.

In addition to the Code of Conduct, other policies that showcase the Company's commitments to ESG issues are:

- Policy on Sustainability;
- Policy on the Environment;
- Policy on the Integrity System;
- Policy on Diversity, Equity and Inclusion;
- Policy on Harassment and Discrimination, and
- HR Regulations and Handbooks with emphasis on the topic of diversity and a strong focus on inclusion and promotion of minority groups.

The Company also publicly affirms its commitment to transparency and the promotion of social, environmental and governance advances, participating in a few initiatives dedicated to topics covered in the ESG agenda, including the UN Global Compact and the Sustainable Development Goals (SDG).



Employees Gabrielly Rodrigues de Souza, Edson Bruno Sales Paiva, Jeovania Torres de Alencar e Geovanna Lopes Monte



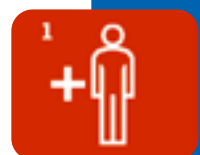
Pacto Global Rede Brasil

GLOBAL COMPACT

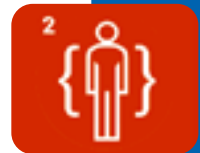
Hapvida NotreDame Intermédica is a signatory to the Global Compact, a voluntary United Nations (UN) initiative that offers guidelines for advancing sustainable growth and responsible citizenship. Companies are invited to align their operations and strategies with the Ten Universal Principles in the areas of Human Rights, Labor, Environment and Anti-Corruption and to undertake actions that contribute to facing society's challenges.

Principles of the UN Global Compact

Human Rights



01. Businesses should support and respect the protection of internationally recognized human rights.



02. Make sure not to take part in human rights violations.



Labor

03. Business should uphold the freedom of association and recognize the right to collective bargaining.



04. Eliminate all forms of forced or compulsory labor.



05. The effective abolition of child labor.



06. Eliminate discrimination in employment.



Environment

07. Businesses should support a precautionary approach to environmental challenges.



08. Undertake initiatives to promote greater environmental responsibility.



09. Encourage the development and diffusion of environmentally friendly technologies.



Anti-Corruption

10. Businesses should fight corruption in all its forms, including extortion and bribery.



SUSTAINABLE DEVELOPMENT GOALS

The Company is also committed to contributing to the 17 Sustainable Development Goals (SDGs), a global call to action to end poverty, protect the environment and climate, and ensure that people everywhere can enjoy peace and prosperity. According to the materiality study (see [page 33](#)), Hapvida NotreDame Intermédica's management must prioritize the following SDGs:



Other public commitments and partnerships of Hapvida NotreDame Intermédica with societal initiatives addressing ESG and human rights issues include:



UN WOMEN

The Principles of Women's Empowerment (WEP), established in 2010 by UN Women, offer guidance on how to empower women and advance gender equality. By subscribing to the Principles, Hapvida NotreDame Intermédica makes a public commitment to act in this regard in the workplace, in the value chain and in the communities where it operates.



BUSINESS COALITION TO END VIOLENCE AGAINST WOMEN AND GIRLS

A collaborative initiative involving joint mobilization and action of several companies from across Brazil, aimed at supporting and rescuing women and girls in situations of violence through prevention and care both within and outside organizations. As part of the Coalition, the Company participates in meetings and training, shares practices and learns from actions to promote the reception and protection of women and girls.



LGBTI+ BUSINESS AND RIGHTS FORUM

A group that gathers companies around a commitment to respect and promote LGBTI+ human rights, seeking to combat LGBTphobia and its harmful effects on people, businesses and society. Hapvida NotreDame Intermédica participates in periodic events and is committed to the 10 Commitments for LGBTI+ Rights, which express the understanding of the role of companies and a work agenda on the topic.



SOCIAL INCLUSION BUSINESS NETWORK FOR THE EMPLOYABILITY OF PEOPLE WITH DISABILITIES

An organization dedicated to uniting and mobilizing companies in Brazil to promote the inclusion of people with disabilities in the job market. It achieves this by sharing knowledge, identifying best practices, fostering contacts, forming partnerships, and developing joint projects aimed at professional qualification, as well as facilitating hiring and retention.

Sustainability and ESG Commitments

Selo da DIVERSIDADE étnico-racial Prefeitura de Salvador



ETHNIC-RACIAL DIVERSITY SEAL OF SALVADOR

An initiative by the city of Salvador, the capital with the highest concentration of black population in Brazil, with the aim of calling upon and raising awareness of private organizations to conduct, together with public spheres, inclusion and racial reparation policies. In 2023, Hapvida NotreDame Intermédica received certification in the Commitment Company category on account of its efforts and positive indicators reflecting the presence of Black individuals in its workforce.



“JUSTICEIRAS” (AVENGER) PROJECT

An organization that seeks to meet the need for alternative channels and systems to combat and prevent gender-based violence, offering psychological and legal support, as well as other measures, such as relocating the victim. In 2023, the Company expanded this partnership, going on to promote the channel to the entire customer network and not just among employees.



TRANSEMPREGOS (TRANSJOBS)

An employability project focused on transgender professionals, serving as a bridge between talent and companies committed to genuine inclusion efforts.

As a signatory to these initiatives, the Company gains a better understanding of the challenges and helps to **transform society**.



Employees Elidiane Natividade,
Thayná Vidal, Paulo Satt

Governance

In this chapter:
Governance Structure
Ethics and Integrity
Innovation and research
Risk Management

Governance Structure

GRI 2-9

The governance of Hapvida NotreDame Intermédica is aligned with the recommendations of the Code of Best Corporate Governance Practices issued by the Brazilian Institute of Corporate Governance (IBGC), such as:

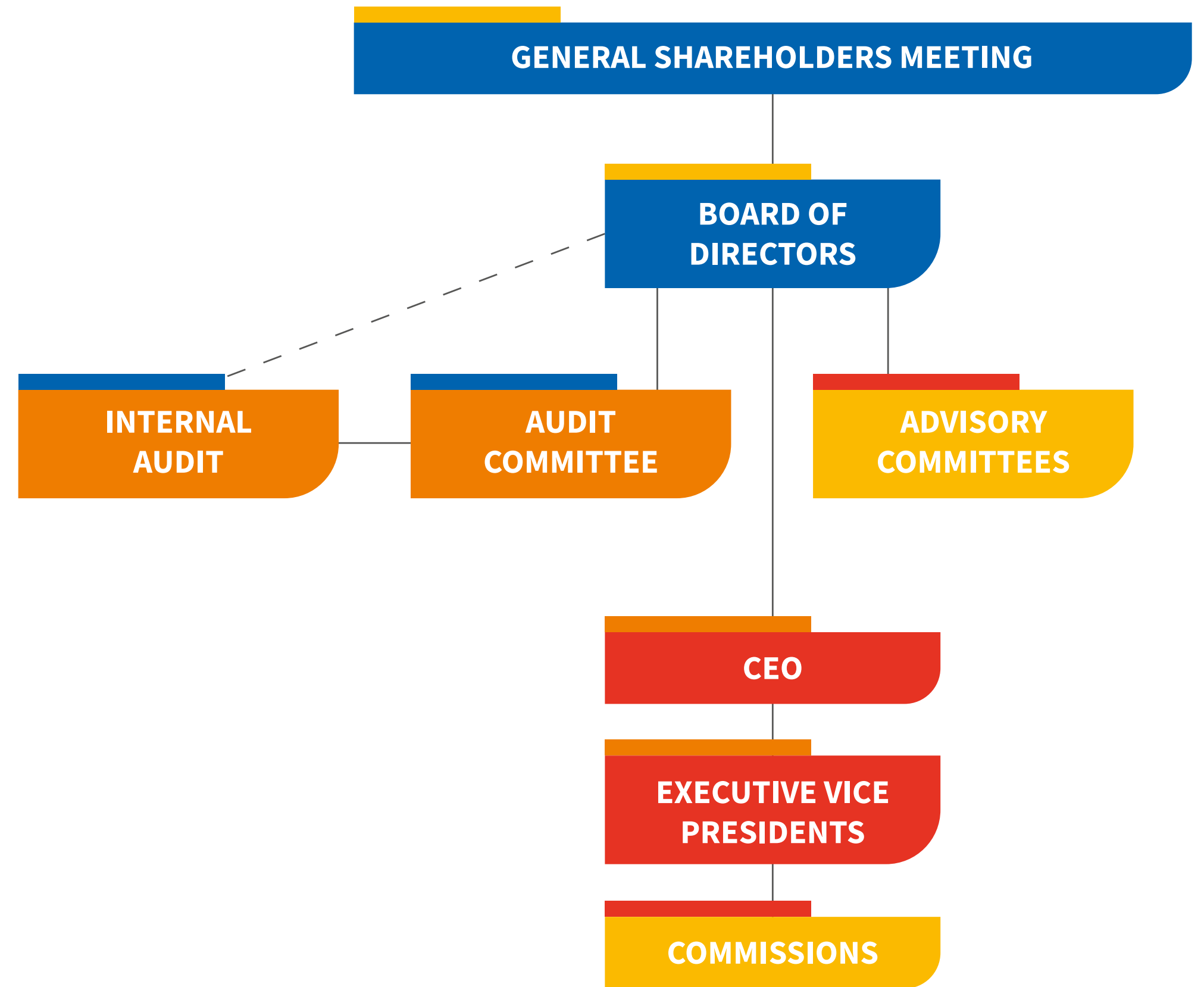
- Prohibition of the use of privileged information and existence of a policy for disclosing relevant information;
- Advisors with experience in operational, financial and other matters, in addition to experience in participating in other boards of directors;
- Maintenance of a reporting channel (Confidential Channel) for submitting grievances or resolving ethical dilemmas, and
- Internal audit, linked directly to the Board of Directors.

As a member of B3 Novo Mercado (Brazil's Stock Exchange and Over-the-Counter market), the Company adheres to specific governance criteria that exceed the requirements of Brazilian Corporate Law.

The governance structure of Hapvida NotreDame Intermédica is made up of the following bodies:

- General Shareholder's Meeting;
- Board of Directors;
- Advisory Committees to the Board;
- Statutory and Executive Board, and
- Internal Audit and Independent Audit.

In 2023, the Company's governance was restructured, reflecting progress in the integration of Hapvida and NotreDame Intermédica. The main change was the replacement of two co-CEOs with a single one, an important step to unify of the Group's activities. Additionally, the vice-presidents for operations, which had previously worked in parallel by region, now have distinct scopes while maintaining national operations and strategies.



General Shareholders' Meeting, Board of Directors and Executive Board

GRI 2-10, GRI 2-11, GRI 2-12 and GRI 2-13

The Hapvida NotreDame Intermédica General Shareholders' Meeting convenes ordinarily once a year and extraordinarily whenever summoned under the terms of the law or of the Bylaws. The Company's General Shareholder's Meeting is responsible for deciding on amendments to its bylaws, setting compensation for the Board and Management, altering the dividend policy, approving the accounts submitted by the Board of Directors, and addressing other matters outlined in Chapter III of its Bylaws and relevant legislation.

To increase the shareholders' knowledge on topics related to sustainable development, measures are adopted that include holding events designed to provide shareholders with relevant information about the Company, such as Hapvida Day, held in 2023.



Eduardo de Souza Uvo, SCIRAS nurse - Salvalus Hospital - São Paulo (SP)

Governance

The General Shareholders' Meeting is also responsible for electing and dismissing the members of the Board of Directors, to whom it delegates responsibility for managing the Company.

The Board of Directors is made up of nine members, four of whom independent. The chairman of the Board of Directors does not hold an executive position in the Company.

The composition of the Board of Directors considers the need for effective contributions from its members, therefore, experience and area of expertise is a crucial selection criteria. As such, executives with experience in governance, internal controls and corporate risk, sustainability, health, technology, market, accounting and finance and people management are part of the Company's Board of Directors.

The Board is tasked, among other responsibilities, with establishing a sustainable strategy for the Company, guiding the business, electing and dismissing members of the Board, as well as ensuring oversight over the governance it establishes.

Responsible for impact management, the Board of Directors communicates business results to the public through releases, sustainability reports, Consolidated/Individual Financial Statements (FS), and the Reference Form (FRE), each observing its respective legal reporting schedule.

The Board of Directors is supported by advisory committees that provide recommendations on specific issues, assisting management in making well-informed decisions (*see page 45*).



Additional Information on advisors and vice-presidents, in addition to the formation of advisory committees is available [here](#). **GRI 2-9**

Governance

Board of Directors

Chairperson:

Candido Pinheiro Koren de Lima

Independent directors

Carlos Augusto Leone Piani

José Luis Camargo Júnior

Nicola Calicchio Neto

Maria Paula Soares Aranha

Director and CEO:

Jorge Fontoura Pinheiro Koren de Lima

Directors:

Candido Pinheiro Koren de Lima

Júnior

Alberto Serrentino

Executive Chair and Vice Chair

Statutory Chief Executive Officer:

Jorge Fontoura Pinheiro Koren de Lima

Statutory Deputy Chief Operating Officer:

Alain Benvenuti

Statutory Deputy Chief Financial and Investor Relations Officer,

Mauricio Fernandes Teixeira

Statutory Deputy Legal Officer:

Igor Macêdo Facó

Statutory Deputy Institutional Relations Officer:

Gustavo Henrique Zacharias Ribeiro

Deputy Hospital Operations and Services Officer:

Francisco de Andrade Souto

Vice President for Human Resources:

Eliana Maria Vieira

Vice President for Infrastructure:

André Luiz Bonfim de Melo

Vice President for Dentistry, Marketing and Public Relations:

Jaqueline Sena

Vice President for Technology and Innovation:

Kleber Linhares Dias

Commercial Vice President:

Rafael Andrade Santos

Technical and Regulatory Vice President:

Luiz Celso Dias Lopes

Vice President for Costs, Medical Bills and Sale of Services:

Silvia Carame Estefan

Vice President for Medical and Care Regulation and Auditing:

Milaine de Oliveira Lima

Statutory Committees GRI 2-10

Statutory committees oversee and guide management on matters related to the organization's economic, environmental, and social impacts.

ESG Statutory Committee

- assists the Board of Directors on environmental, social, governance and sustainability issues;
- prepares and periodically reviews the ESG strategy and recommends its approval to the Board of Directors, observing best market practices and applicable laws and regulations;
- consolidates the Company's ESG projects, suggesting and recommending changes to ensure their adherence and alignment with the ESG strategy;
- monitors and reviews the goals and indicators panel of the Company's ESG plan;
- informs the Board of Directors and the Audit, Risks, Internal Controls and Compliance Committee about situations involving ESG topics and approaches with potential risk to the Company's image, reputation and assets;
- recommends the approval of corporate standards and procedures related to ESG issues;
- recommends adherence to or continuity in national or international protocols, principles, agreements and treaties, directly or indirectly related to ESG.

Statutory Audit, Risks, Internal Controls and Compliance Committee

- 100 percent made up of external members, 60 percent of whom finance experts;
- in addition to the obligations established by law, the committee advises the Board of Directors on issues related to auditing, integrity, regulatory compliance, information security, privacy, internal controls and risks;
- monitors the Company's compliance with applicable laws, standards and regulations, in addition to internal policies;
- monitors events that may impact internal controls and, consequently, the Company's objectives;
- annually reviews risk and capital management guidelines, strategies and policies, proposing recommendations to the Board of Directors;
- permanently monitors the Company's risk appetite, taking into account strategic objectives, making recommendations when necessary;
- periodically monitors the functioning of the reporting channel;
- monitors processes, eventually identified as deficient by the internal control charter, issued by the external audit company.

Compensation and People Committee

- assists the Board of Directors in its duties in matters relating to people, appointment and evaluation;
- advises the Board of Directors on the succession plan for its directors, as well as for the Company's executives;
- recommends the general remuneration criteria and benefit policies of the Company's managers and controlled companies, directly or indirectly;
- assists the Board of Directors in managing long-term incentive plans and stock-based compensation plans;
- advises the Administration Committee in the process of nominating and appointing members of the Board of Directors, its committees and the statutory Board.

Hapvida NotreDame Intermédica has an established process for appointing and selecting advisors and members of their committees. The guidelines and recommendations in this process include the evaluation by the Remuneration and People Committee, which is responsible for reviewing appointment recommendations, assessing skills, and ensuring that integrity background checks (IBC) are conducted by the compliance structure. The evaluation criteria adopted in the nomination and selection process are applied specifically to the Board of Directors, considering that the General Shareholders' Meeting, as the highest governance body, does not have criteria established for this purpose.

Governance



Senior leadership compensation GRI 2-19

The remuneration policies for senior leadership and the Board of Directors include both fixed and variable components. Fixed remuneration, in line with market practices, is based on the responsibilities of the position and on the individual experience of administrators and aims to compensate directly for the services provided. It may be reviewed annually, upon recommendation of the Remuneration and Personnel Committee and upon approval by the Board of Directors, to ensure that it is updated and appropriate to market practices.

When applicable, short-term variable remuneration is tied to the achievement of individual and collective goals and includes bonuses to incentivize the attainment of the Company's strategic objectives, aligning with the interests of investors, customers, and other stakeholders.

Long-term variable remuneration aims to drive the Company's expansion and success, align the interests of the members of the Board of Directors and administrators with those of shareholders, and enable the attraction and retention of executives. See the Remuneration Policy [here](#).

Membership associations GRI 2-28

Hapvida NotreDame Intermédica participates in the Brazilian Association of Group Medicine (Abramge), which encompasses health and dental insurance plan operators. The main objectives of this participation are to seek opportunities to improve the industry, defend its interests and work for its reputation.

Through Abramge, the Company defends bills of interest to supplementary healthcare and other matters involving the healthcare chain. The Association works on a sectoral basis to keep bills with a negative impact on the industry from being approved at any legislative level.

Ethics and Integrity GRI 3-3

Ethics and integrity are non-negotiable values at Hapvida NotreDame Intermédica, and are both promoted and expected from employees and other stakeholders. The Company's actions are directed by the Code of Ethics and Conduct, along with a set of policies that govern the behavior of all those who act on its behalf.

In accordance with best market practices, activities related to this topic are based on integrity and compliance, which are monitored by the Statutory Audit, Risks, Internal Controls, and Compliance Committee.

Based on the mapping approved by the Board of Directors, risks are reviewed annually and, therefore, opportunities for improvement or needs for adapting policies, procedures or internal controls are observed. To foster trustworthy, ethical, and honest relationships, support sustainability, and mitigate reputational risks, the Company conducts an integrity analysis process (due diligence) for third parties, in accordance with the Policy on Third Party Integrity Assessment.



Code of Ethics GRI 2-23

The Code of Ethics and Conduct of Hapvida NotreDame Intermédica presents to Company stakeholders a set of ethical standards and commitments that must guide decision-making and be strictly observed.

The Code of Ethics and Conduct is regularly updated, so annual training on its content is recommended for employees.

In addition to the Code of Ethics, the Company has the following policies:

- Policy on External Audit Hiring;
- Policy on Harassment and Discrimination,
- Policy on Remuneration;
- Policy on Information Security;
- Policy on Securities Trading;

- Policy on Climate Change;
- Policy on Risk Management;
- Corporate Policy on the Environment;
- Policy on Material Fact Disclosure;
- Policy on Diversity, Equity and Inclusion;
- Policy on Risk Management;
- Policy on Related Party Transactions;
- Policy on Competition;
- Policy on the Prevention of Money Laundering;
- Policy on Sponsorship, Donations, Voluntary Contributions and Social Incentive;
- Policy on Anti-Corruption and Anti-Bribery;
- Policy on Third-Party Integrity Assessment;
- Sustainability Policy;
- Policy on Profit Distribution;
- Policy on Investment and Minimum Cash;
- Policy on Appointing Members of the Board of Directors, Statutory Board and Committees.

Compliance

Backed by its ethical commitment, the Company keeps its Integrity and Compliance Program continuously updated and reviewed by the Board of Directors.

The program consists of a range of formal guidelines, including the Code of Ethics and Conduct, anti-corruption and anti-bribery policies, integrity system, money laundering prevention measures, third-party integrity assessments, sponsorship policies, donation policies, voluntary contributions, social incentives, and competition policies.

The objectives of the dissemination and training efforts under the program are to detect, prevent, and address behaviors deemed inappropriate according to the Company's Code of Ethics and Conduct. Among the results achieved, we note:

- IMPROVEMENTS IN CORPORATE GOVERNANCE LEVELS
- GREATER SECURITY FOR STRATEGIC DECISION MAKING

- VALUING AND CONTRIBUTING TO A HEALTHY WORK ENVIRONMENT
- MITIGATION, IDENTIFICATION AND CORRECTION OF INTERNAL FRAUD
- MINIMIZING INAPPROPRIATE CONDUCT THAT HARMS THE COMPANY

- IMPROVEMENT OF THE COMPANY'S REPUTATION IN THE MARKET
- REDUCTION OF LEGAL RISKS
- REDUCTION OF EXPOSURE TO RISKS OF CORRUPTION



Cleonice Cruz and Elizabeth Oliveira - Adm. Salvalus Hospital - São Paulo (SP)

The Integrity and Compliance Program implements and executes its actions based on seven pillars:

- 1 Commitment and support from Senior Management**

The initiatives in the Integrity and Compliance area are backed by the support and encouragement of the Company's administrators, ensuring the continual development of the program.
- 2 Code of Conduct and Integrity and Compliance Policies**

Prevention, detection, and remediation of misconduct and non-compliance with laws and internal policies are conducted according to the guidelines outlined in the Code of Ethics and Conduct and the Integrity and Compliance policies.
- 3 Communication, training and raising awareness**

The Integrity and Compliance area is responsible for developing the annual compliance communication plan and drafting monthly communications on the topic, which the Corporate Communications area sends to both employees and managers.
- 4 Continuous monitoring (in partnership with other teams)**

The Integrity and Compliance Program continuously monitors, through periodic inspections, the Grievances and Internal Audit Channel, compliance with the Code of Conduct, policies and standards by the Company's members and employees, regardless of hierarchical level.
- 5 Analysis of third party profiles and risks (integrity analysis/due diligence)**

To ensure that the Company will establish relationships with trustworthy, ethical, and honest third parties, and contribute to the sustainability and mitigation of reputational risks, the Company conducts an integrity analysis process (due diligence) for third parties, in accordance with the Policy on Third Party Integrity Assessment.
- 6 Consultative role (issuing of opinions)**

All Hapvida NotreDame Intermédica employees have access to the Integrity and Compliance Program at a specific e-mail to receive various queries (integrity@hapvida.com.br) and issue opinions.
- 7 Risk management and compliance controls (in partnership with other teams)**

The Integrity and Compliance area also plays a role in mapping security and compliance risks, in coordination with the Statutory Audit, Risks, Internal Controls, and Compliance Committee, and in developing action plans to mitigate these risks.



Employee
Pedro Costa

Governance



Training in compliance

The Company provides training and demands its employees participate in it. In 2023, the materials available on the Company's Integrity and Compliance Track got **27,805 hits**.

COURSES	HITS
Code of Ethics and Conduct	17,633
Anti-Corruption and Corporate Integrity Law	3,294
Fable of Corruption	2,601
Prevention of Money Laundering	2,246
Harassment and Pain and Suffering	1,732
Anti-Corruption Handbook	110
Corruption in Health - Opportunities and Challenges	189

Performance in Integrity and Compliance in 2023

In 2023, the Integrity and Compliance area addressed 100 percent of the opinions and due diligence matters presented or raised.

1,171 opinions
1,897 due diligence, with 92% (1,753) being low risk.



Geovanna Lopes Monte -
 Administrative Assistant -
 Commercial Backoffice

Fight against corruption

GRI 205-1, GRI 205-2 and GRI 205-3

Hapvida NotreDame Intermédica communicates and offers training in anti-corruption policies and procedures to its employees. In 2023, there was a significant improvement in the amount of training conducted compared to 2022. Over the year, 17,633 people were trained, considering only training on the Code of Ethics and Conduct.

In 2024, we anticipate an increase in accesses to corporate training related to this topic, thanks to the standardization of materials on a unified education platform following the Hapvida and NotreDame Intermédica merger, as well as the setting of goals and indicators regarding it.

Total number and percentage of governance body members that the organization's anti-corruption policies and procedures have been communicated to, by region GRI 205-2

		2023	
Members of governance communicated and trained	Total number	Communicated	
SP branch	17	17	
Percentage of members communicated/trained (%)			100
Total	17	17	
Percentage of members communicated/trained (%)			100

Note 1: Only the SP branch was considered, as that is where all members of governance are concentrated.

Note 2: There was no training on anti-corruption policies and procedures for members of governance in 2023.

Total number and percentage of employees that the organization's anti-corruption policies and procedures have been communicated to, by region GRI 205-2

2023			
	Total number	Communicated	Trained
SP branch	28,686	28,686	12,720
MG branch	4,412	4,412	413
RJ branch	1,884	1,884	797
South	4,595	4,595	2,045
North	3,805	3,805	333
Northeast	23,548	23,548	1,179
Midwest	3,240	3,240	146
Total	70,170	70,170	17,633

Total number and percentage of employees that the organization's anti-corruption policies and procedures have been communicated to, by employee category GRI 205-2

2023			
	Total number	Communicated	Trained
Executive board	187	187	40
Managers	783	783	210
Coordination	1,582	1,582	454
Supervision	1,330	1,330	485
Specialist/Analyst	14,289	14,289	1,594
Technical/Operational Assistant	51,999	51,999	14,850
Total	70,170	70,170	17,633

Governance

In addition to communicating its anti-corruption procedures and policies to employees and third parties, Hapvida NotreDame Intermédica conducted risk assessments for 1,897 operations related to corruption as part of its due diligence processes in 2023.

The main corruption-related risks identified in the assessment process include bribery and kickbacks, gifts and hospitality, questionable political donations, high-risk suppliers and intermediary agents, conflicts of interest, corruption in contracting and bidding, fraudulent accounting practices, lack of transparency in charitable donations, and bribery in permits and regulations.

Each year, the Corporate Risk Management and Internal Controls area reassesses 100 percent of its risks across all categories, including compliance, and collaborates with the business area to implement the appropriate controls.

In 2023, **there were no** cases of corruption – legal action or report on the Reporting Channel – involving Hapvida NotreDame Intermédica and/or its employees.

Gabrielly Rodrigues de Souza -
Membership Promoter -
Commercial Membership



Reporting Channel GRI 2-26

The Reporting Channel is a key mechanism for identifying practices and behaviors that contradict the Code of Conduct, internal policies, and current legislation.

Employees in the Internal Audit area, who are properly trained and involved in investigating complaints received through the channel, sign a confidentiality agreement and are committed to conducting their work in a technical, confidential, and independent manner.

Grievances received through the channel are analyzed by an independent and specialized company, ensuring greater security for the complainant and absolute confidentiality. Complainants are assured the option to identify themselves or submit reports anonymously, and they can also track the status of the investigation through the reporting platform, which ensures security, transparency, and credibility in the investigative process.

In the event of a grievance that is considered valid, disciplinary measures will be applied based on legislation and requirements and flows defined in the Consequences Policy.

Every quarter, the Statutory Audit, Risks, Internal Controls, and Compliance Committee is provided with a report on the volume of grievances by topic, details of the main grievances (without identifying the complainants), and the actions taken by the responsible area. When Committee members deem it necessary, the grievance is escalated to the Board of Directors, which may lead to the review or enhancement of policies and actions to address and mitigate any gaps that are identified in the process.

In 2022, although grievances were being received by the same outsourced company through the same system, the reporting environments — 0800 and Internet pages — remained separate. In 2023, with the progress of the integration project, the two reporting

channels, Hapvida and NotreDame Intermédica, were unified. Additionally, grievance management, previously handled by the Compliance department, was transferred to the Internal Audit area.



The grievance channels are available 24/7/365, and can be accessed by any employee, third party, or other stakeholders as follows:

0800 591 5126

<https://www.canaldedenuncias.com.br/hapvidandi/>

Grievances on the Reporting Channel in 2023 GRI 2-26

The channel received 6,333 grievances during the year. After analyzing the reports, 4,191 cases were identified as not constituting a violation of the Code of Ethics and Conduct.

Thus, in 2023, the number of grievances related to the scope of the channel was 2,142, close to the 2022 figure.

Innovation and research

GRI 3-3

Hapvida NotreDame Intermédica believes that innovation, research, and education play a crucial role in advancing health. As a result, the company undertakes a range of initiatives in these areas.

Technology and Innovation

The Company encourages creativity and continuous improvement of processes, prioritizing automation and robotization. Efforts to find new solutions aim to improve service levels, higher quality and lower costs in service provision by undertaking the following actions:

- Expansion of the use of artificial intelligence technology to offer more solutions;
- Implementation of innovative solutions in the Intrapreneurship program;
- Forming partnerships with startups and enhancing the Company's presence in the innovation ecosystem;

- Expansion of the use of digital channels for sales, scheduling appointments and tele-medicine, and
- Improvement of monitoring and preventive medicine programs through technology.

Technologies such as artificial intelligence and data science are explored and applied daily in internal projects and through partnerships with startups and major tech companies. In 2023, more than 14 projects were developed using Artificial Intelligence and a more robust infrastructure was created for developing and monitoring these solutions. Over 6,000 employees have participated in corporate

innovation initiatives, and more than 184 connections have been established with startups and technology companies specializing in innovative solutions.

In addition to implementing innovation programs, the Technology area constantly monitors the market, with the weekly mapping of the main updates focusing on health, technology and innovation. In 2023, 31 reports were sent to the Company's senior management and the following advances in technology were observed:

- **Improvements in processes and tools for serving beneficiaries**, which resulted in an improvement in the quality of service;
- **Reduction of service costs**, enabling the expansion of the supply of health services and benefiting a greater number of people;
- **Increase in the volume of queries made through digital channels**, indicating greater accessibility to health services, and
- **Implementation of initiatives focused on improving the quality of patient care**, providing a more satisfactory experience for beneficiaries.



Recognition

In 2023, Hapvida NotreDame Intermédica was recognized as one of the main innovative companies in the country by means of national awards. In the Valor Inovação Brasil 2023 Award, the Company ranked 5th in the Health Insurance and Plans category. In the Top 100 Open Corps 2023 Ranking, it also classified 5th in the Health Services category. And in the AEVO Intraentrepreneurship Award, it ranked 12th in Sustaining Innovation, 16th in Open Innovation, and 23rd in Transformative Innovation.



Research and Education

In 2023, Hapvida NotreDame Intermédica created the International Institute for Research and Education (IRE), with seven own units, equipped with cutting-edge technology and relying on highly qualified professionals. IPE's research centers are located in São Paulo (two centers), Ribeirão Preto (in partnership with Unaerp university), Belo Horizonte, Goiânia, Fortaleza and Recife. In addition to undertaking internal research, IPE has partnerships with renowned institutions, which extends its research and knowledge development capacity.

Research conducted at IPE adheres to the stringent standards of the National Research Ethics Committee (CNPE), ensuring the protection of participants' rights and adherence to ethical principles. It also fully complies with the General Data Protection Law (LGPD), safeguarding the privacy and security of patient information.

In 2023, the Institute held two national medical congresses, in Belo Horizonte and Fortaleza, and a regional symposium in Ribeirão Preto.

In addition to investments in research, the Company invests in continuing education programs such as internships and medical residencies, either its own or in partnership with renowned higher education institutions. The programs developed offer interns and residents the opportunity to experience medical practice in an environment of excellence, under the guidance of experienced professionals and with access to cutting-edge resources.

Currently, 700 students and professionals participate in medical internship and residency programs at Hapvida NotreDame Intermédica in various medical specialties. The educational programs are present in all regions of Brazil, with special emphasis on the states of Amazonas, Pará, Ceará, Piauí, Alagoas, Bahia, Minas Gerais, São Paulo, Paraná and Santa Catarina. These are sustainable programs, promoted by partner higher education institutions.



Research and development

Research is currently being conducted in the following areas:

ONCOLOGY

- Breast
- Prostate
- Colon/Rectum
- Lung
- Cervix
- Lymphoma

NEUROLOGY

- Spinal muscular atrophy
- Amyotrophic lateral sclerosis
- Multiple sclerosis
- Alzheimer's
- Parkinson's
- Huntington
- Stroke
- Psychiatric

RELEVANT CHRONIC NON TRANSMISSIBLE

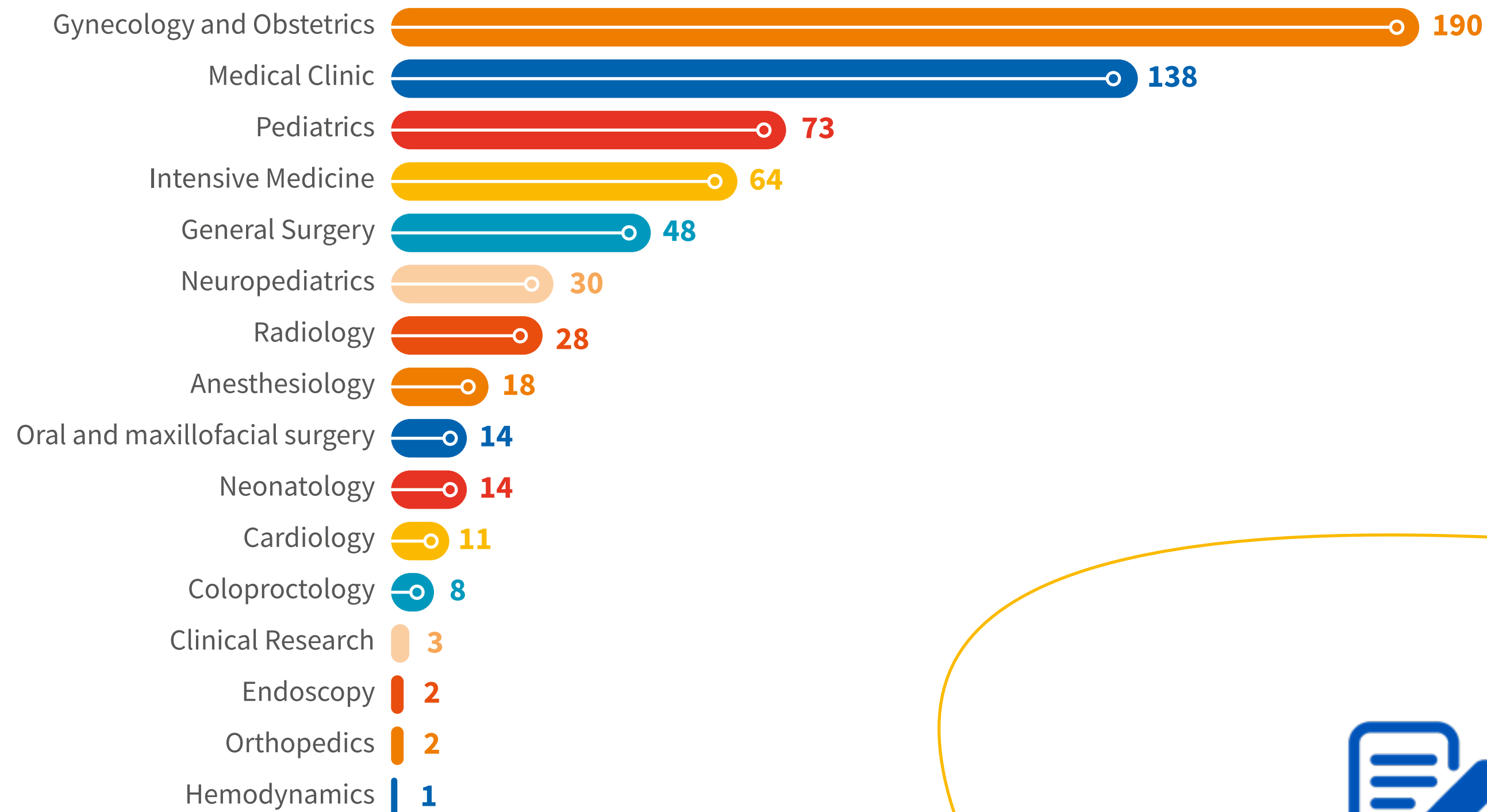
- Crohn
- Ulcerative colitis
- Arthritis
- Psoriasis



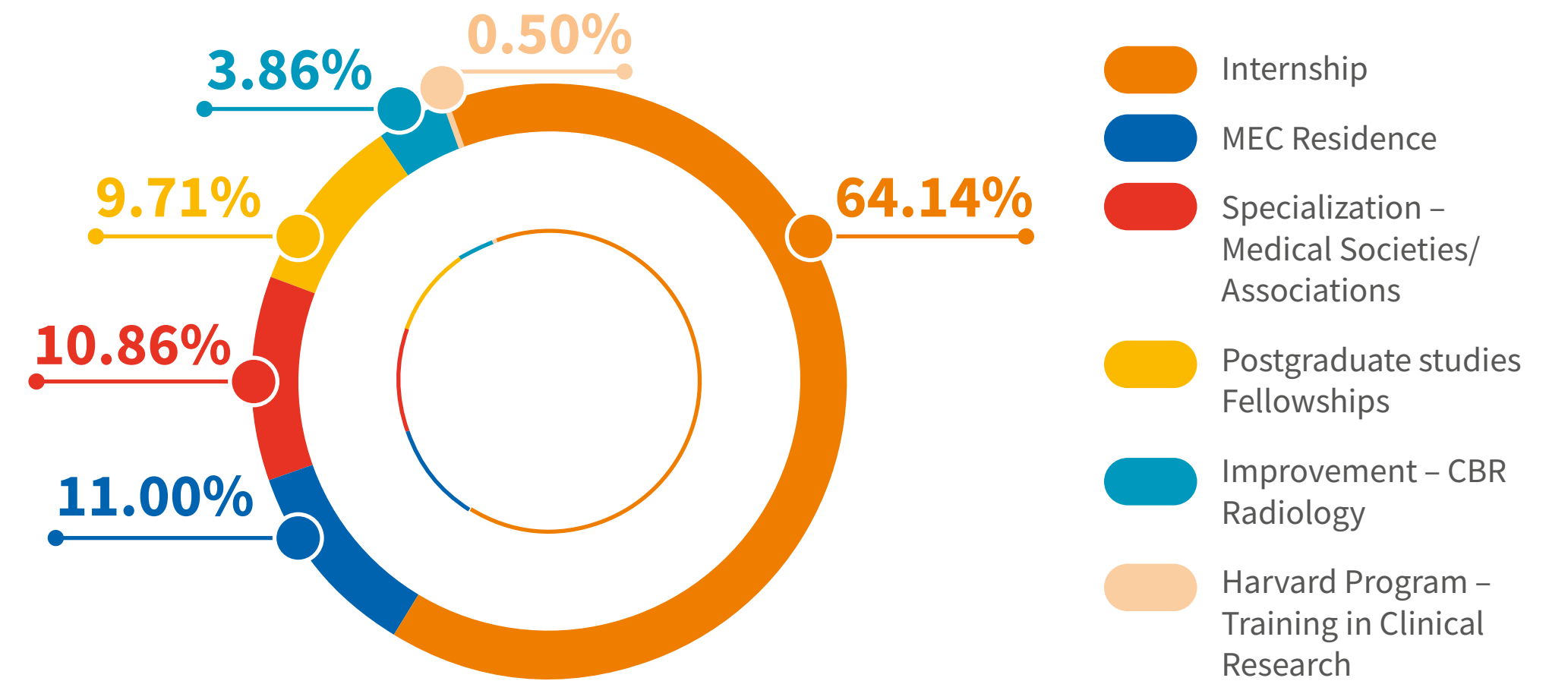
Employee Beatriz Moura

Governance

Number of students, by specialty, in internship and medical residency programs



Percentage of training programs, by type of activity



Publications and scientific events

The progress Hapvida NotreDame Intermédica's has made in the educational and research field also translates into knowledge production. In 2023, 85 publications were made, including three in international journals such as The Lancet. The Company also hosted three national scientific congresses and symposia.

Governance

Open Innovation Programs



Explora
Project platform in partnership with startups

114 startups

5 challenges



Continuous Tracking
Collaborations with startups, schools and technology companies



Market Monitoring
Analysis of trends in the technology and innovation scenario

19 reports sent



Artificial Intelligence Reference Center (Cereia)
Development of IA-based solutions

6 research lines



Connection with startups
Relationships with innovative companies

1,200 connections with startups

Our innovation strategy

Innovate to improve the workers' health and quality of life



Corporate Innovation Programs - Valuing ideas and experiencing entrepreneurship (Vive)

Idea management



Intraentrepreneurship
Training and qualification for employees

147 ideas submitted

5 finalist ideas



InovaNews
Information about the world of innovation

5,708 registered employees

180% increase in 2023



Ecosystem
9 connections with communities and institutions

Qualification



Innovation track
Training in the fundamentals of innovation

120 registered employees

93% completed the course in 2023

Over **30** hours of internal training in innovation



Enova
More advanced innovation track, with opportunities for interaction and collaboration with the external innovation ecosystem at the regional and national levels.



Innovation mentors
Virtual meetings to train innovative business mentors.

1,025 registered leaders

Data privacy

GRI 3-3 and GRI 418-1

In 2023, Hapvida NotreDame Intermédica completed the unification of the Privacy and Data Protection area's processes, including the homologation of the warnings and of the privacy policy and the integration of the privacy management system.

The project, a top priority for the Company due to significant data privacy challenges, was designed with a privacy-by-design approach. It involves processing a large volume of personal data, particularly sensitive data, which is common in health services. Furthermore, it provides for continuous monitoring due to the need to share data between different actors in the service provision chain, such as accredited networks, operators and customers. Aware of these risks, Hapvida NotreDame Intermédica adopts the following measures:

- **Creation of the Privacy and Data Protection area**, which operates in a multidisciplinary manner, involving areas such as Information Security, Data Governance, Cyber

Security, Legal, Risks and Internal Controls, Internal Audit, Compliance/Integrity and Human Resources;

- **Implementation of the Privacy Program**, which includes policies and procedures to manage risks associated with privacy, such as the Policy on Information Security, the Policy on Data Governance, and standards for the handling and classification of information;
- **Establishment of a governance model focused on privacy and protection of personal data**, with multidisciplinary action and periodic reports to executive committees;
- **Implementation of tools and processes for privacy management and operation**, including the management of the Register of Personal Data Processing Activities (RoPA), risk management, privacy impact assessment, development and review of contrac-

tual clauses and response to incidents involving personal data;

- **Conduction of audits**, and
- **Development of training and awareness-raising materials focused on privacy**, data protection and information security.



Governance



Valuing of data protection: Commitment to the privacy and security of customer and employee information results in a more positive reputation and greater loyalty among stakeholders.

Hapvida NotreDame Intermédica aims to establish and uphold a culture of data protection by conducting mandatory online training and implementing an annual awareness plan. The effectiveness of these efforts will be measured by the number of training and awareness activities carried out.

As part of its efforts to train employees in Privacy and Data Protection, another Information Security and Privacy Week was held in July 2023. This event featured workshops and included participation from the CEO of Hapvida NotreDame Intermédica, as well as Technology and Human Resources leaders.

On this occasion and during the event, the Company opened registrations for the new cycle (2023/2024) of the Privacy Champions Program, which has more than 250 professionals who act as agents of disseminating the Data Protection culture.

Also in 2023, Hapvida NotreDame Intermédica established the objective of conducting privacy risk impact assessments and classifications with the goal of zero privacy incidents that would require notification to the National Data Protection Authority (ANPD) and data holders. Based on this objective, the Company determined that the indicator for this type of incident would be monitored.



Privacy policy

The Privacy Policy sets the guidelines for the storage, use, handling, control and protection of information on employees, beneficiaries and other stakeholders, in any processing medium, considering the following assumptions:

- **Preventing information security incidents;**
- **Safeguarding information assets;**
- **Disseminating the importance of information security, and**

- **Ensuring the continuity of business information processing.**

The Policy is based on the Company's Code of Conduct and reference documents, such as the General Personal Data Protection Law (LGPD) and the ISO/IEC 27001:2022 standards and the NIST Cybersecurity Framework V1.1.

Information security

GRI 3-3 and GRI 418-1

The Company considers information security an essential pillar to ensure the continuity and longevity of its activities. In addition to integrating cybersecurity frameworks from the National Institute of Standards and Technology (NIST) and the Information Security Forum (ISF) into its processes, the Company benefits from management support, which provides the necessary structure and investments to ensure organizational resilience.

POLICY ON INFORMATION SECURITY

To regulate the topic and guide employees, the Board of Directors published the Information Security Policy in 2023, after formal approval. This document outlines clear guidelines for the continuous monitoring of the

Company's technological environment, utilizing specialized tools and professionals to ensure information confidentiality, integrity, and availability.

RISK MONITORING AND ASSESSMENT

Hapvida NotreDame Intermédica undertakes periodic assessments of cyber risks and maintains continuous monitoring of its digital environment. The area responsible for information security reports every six months to the Audit, Risks, Internal Controls and Compliance Committee to ensure the effectiveness of the measures adopted and compliance with established policies. The Company also monitors its technological environment 24/7 using a specialized team and tools.

To ensure the effectiveness and resilience of the strategic cybersecurity plan, Hapvida NotreDame Intermédica adopts these measures:

- Comprehensive risk assessment: Detailed analysis of potential risks and vulnerabilities in the IT infrastructure and information systems to identify high-risk areas and prioritize resources to protect critical assets;
- Implementation of security controls, such as firewalls, intrusion detection systems, data encryption, and access restriction policies.
- Awareness-raising and training initiatives: Educating employees on safe Internet browsing practices, recognizing phishing and other social engineering techniques, and ensuring they are equipped to identify and respond to cyber threats.
- Incident monitoring and response: Advanced cybersecurity monitoring systems to quickly detect and respond to potential security incidents. Maintaining incident response teams trained and ready to act in the

event of an emergency, thus minimizing the impact of any security breach;

- Systems updating and maintenance: This helps to close potential security holes and reduce exposure to known cyber threats;
- Partnerships and collaborations: Including cybersecurity vendors and other industry organizations, to share cybersecurity information and best practices;
- Increased organizational resilience: A robust cybersecurity strategy prepares the Company to address unexpected interruptions and mitigate the impacts of security incidents, thus ensuring operation continuity.



The Company annually hires data protection and cyber liability insurance (CyberEdge) and periodically undergoes external audits of its technological environment to evaluate the effectiveness of implemented controls, adhering to the highest standards in information security.

Governance

To better manage the topic of cybersecurity, continuous learning is incorporated through:

- Post-incident analysis: This allows a better understanding of existing vulnerabilities and the implementation of preventive measures to avoid similar incidents in the future;
- Team feedback: Regular updates and training to ensure all employees are informed about the latest security threats and best practices;
- Benchmarking and comparison with industry standards: A close look at trends and standards in the cybersecurity industry;
- Participation in security communities: Collaboration allows you to learn from the challenges and successes of other organizations;
- Simulation run: Simulated phishing attacks and other exercises to evaluate the effectiveness of cyber defenses and identify areas for improvement.
- Investment in research and development: Focus on research and development in cybersecurity.

There were no confirmed cases of leaks, theft or loss of customer data in 2023 that generated notification to data subjects or the regulatory agency (ANPD).



Risk Management

The Risk Management and Internal Controls department is responsible for overseeing the risks at Hapvida NotreDame Intermédica and for implementing the guidelines outlined in the Corporate Risk Management Policy. This team is tasked with:

- Continuously monitoring risk appetite indicators, including preventive mitigation actions to avoid not reaching established limits;
- Conducting mitigation actions for the Company's most critical risks together with executives and senior management;
- Including the concepts and guidelines of Corporate Policy and Risk Management in mandatory training routines for managers;
- Producing and publishing an annual report describing the main risks identified, as well as analysis, assessment, addressing and monitoring options;
- Adopting the Integrated Risk Management vision to identify and address potential threats to the Company's strategic objectives, and

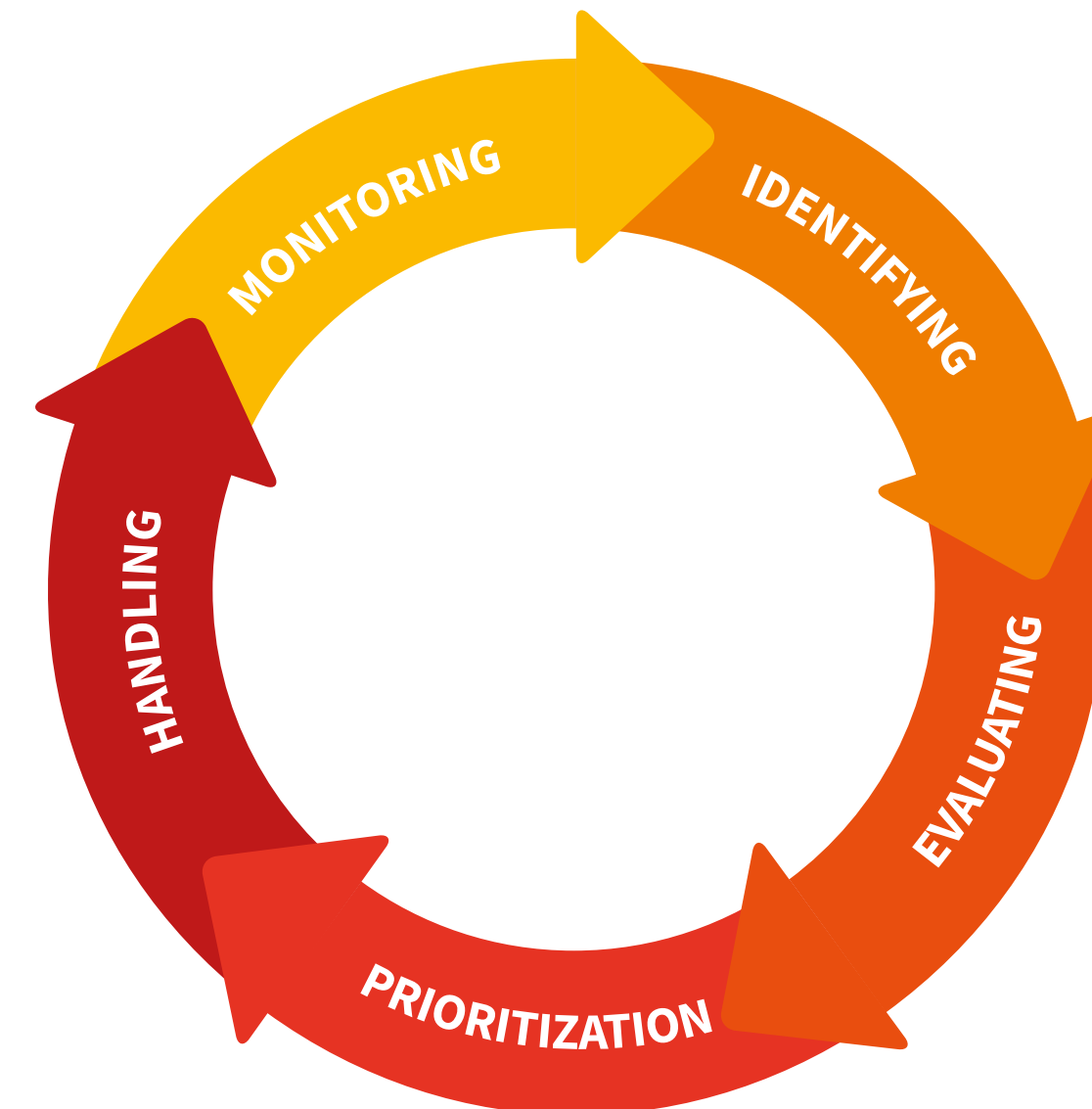
- Advising business areas and risk owners in implementing or improving the environment of their internal controls with a view to mitigating corporate risks.

In 2023, all risks featured in Hapvida Notre-Dame Intermédica's corporate risk management matrix were reviewed by gathering the

view of executives and independent members of Management, thus directing efforts to the most critical topics. The company also completed the Risk Management Culture Dissemination Program (PDCR) for the 2023 cycle, engaging over 4,000 employees (both internal and third-party) through corporate learning and workshops conducted in the area.

Also in 2023, the operators Hapvida Assistência Médica and NotreDame Intermédica were certified by an independent audit for compliance with Normative Resolution No. 507 of the National Supplementary Health Agency (ANS), as well as with the minimum corporate governance and risk management practices outlined in Normative Resolution No. 518.

Risk Management follows the steps of identifying, evaluating, prioritizing, handling and monitoring the different risks existing in the business:





Employees Bruno Mendonça,
Margareth Bezerra and Leda Saraiva

Social

In this chapter:

- Employees
- Diversity and Inclusion
- Human Rights and Social Responsibility
- Suppliers
- Stakeholder Engagement

Social



Hapvida NotreDame Intermédica is a company made up of people, whose purpose is to **promote the health and well-being of others**, through **access to health care with quality, care and respect**. It seeks to influence society, generating a positive impact through **diversity and inclusion, corporate citizenship, and developing people**. Thus, the social pillar is the core of the business.

Employees

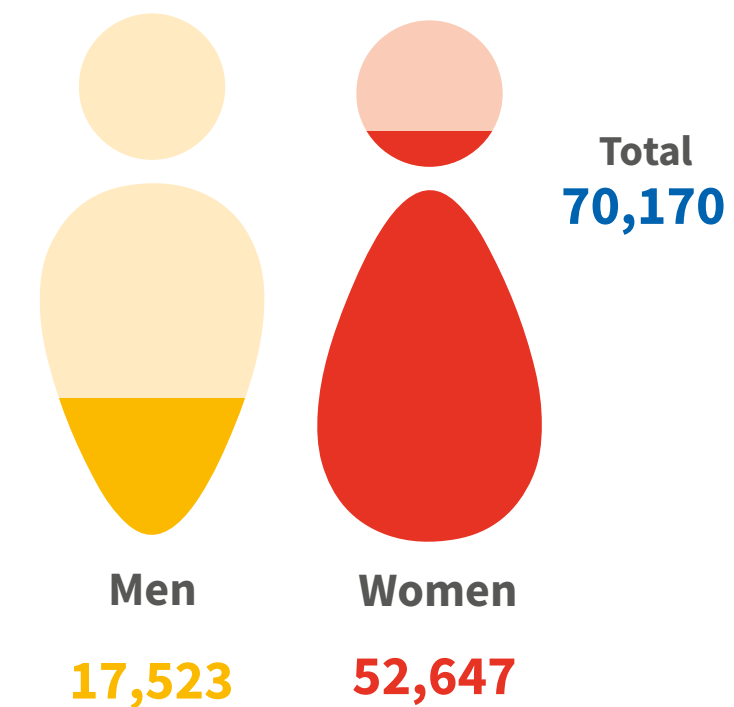
Customers are at the core of the Hapvida NotreDame Intermédica ecosystem (see [page 18](#)) and everything that revolves around them can only be accomplished with the employees' efforts. Therefore, the Group constantly invests in attracting and retaining talent, valuing teams, training and promoting a positive organizational climate.

Profile GRI 2-7

Employees by region and gender

	2023		
Region	Men	Women	Total
SP branch	6,774	21,912	28,686
MG branch	970	3,442	4,412
RJ branch	429	1,455	1,884
South	929	3,666	4,595
North	1,071	2,734	3,805
Northeast	6,557	16,991	23,548
Midwest	793	2,447	3,240
Total	17,523	52,647	70,170

Employees by gender 2023



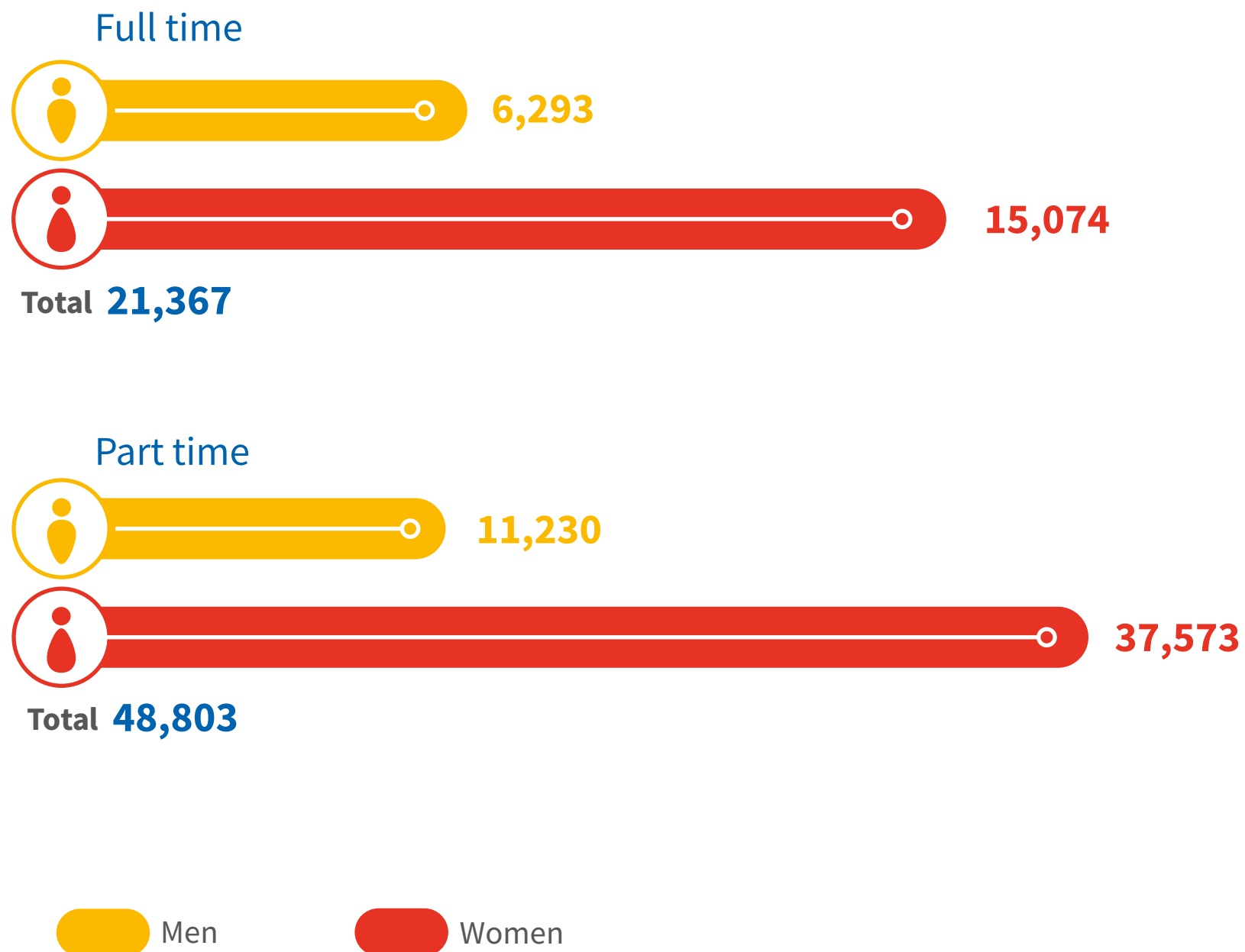
Employees by type of employment contract and region

	2023	
Region	Indefinite term	Total
SP branch	28,686	28,686
MG branch	4,412	4,412
RJ branch	1,884	1,884
South	4,595	4,595
North	3,805	3,805
Northeast	23,548	23,548
Midwest	3,240	3,240
Total	70,170	70,170

Note: All employees have employment contracts of indefinite terms.

Social

Employees by employment type and gender 2023 **GRI 2-7**



Employees by employment type and region

	2023		
Region	Full time	Part time	Total
SP branch	8,831	19,855	28,686
MG branch	1,793	2,619	4,412
RJ branch	503	1,381	1,884
South	1,488	3,107	4,595
North	969	2,836	3,805
Northeast	6,797	16,751	23,548
Midwest	986	2,254	3,240
Total	21,367	48,803	70,170

Workers who are not employees **GRI 2-8**

Hapvida NotreDame Intermédica has 898 apprentices, one trainee, 199 interns, and eight outsourced workers engaged in the Pre-Analysis Audit of Accredited Network Providers. Additionally, there are 38 outsourced workers involved in Registration, Disallowance Appeal, and Technical Audit services, totaling 1,144 non-employee workers. The methodology used to arrive at these figures is direct counting, considering all workers who are not employed, both full-time and part-time. Data for total workers are based on the numbers at the end of the reporting period and an average over the period. There were no significant fluctuations in the number of workers during the reporting period.

Employee Journey

The journey of Hapvida NotreDame Intermédica employees outlines the six key stages they will go through, from the initial desire to join the Company to complete onboarding into the Group and its culture.

The Company is advised by a People Committee, whose coordinator is an independent advisor, that monitors the execution of the strategy for the development of employees who are part of the Hapvida NotreDame Intermédica team.

The employee journey is made up of six stages:

1. Attraction

Posting of opportunities on digital networks, with clear definitions and criteria, so that candidates can take advantage of the best opportunities, according to their profile and training.

2. Recruitment

Online assessment cycle, always presenting to candidates the criteria that are used even to those who are not selected.

3. Welcoming

Once selected, new employees undergo an onboarding process that adheres to best market practices, including training in Health and Safety and the Company's Code of Conduct.

4. Care and zeal

Transparent communication and care for people's well-being and safety through internal programs. Job vacancies within the Group are always announced internally first, offering employees opportunities for career advancement.

5. Development

Assessment of skills and focus on training for professional development. Various training courses are offered on the Learning Portal, and a few of them are suggested for certain positions or professionals. All employees are periodically evaluated based on a systemic approach that assesses skills and behaviors.

6. Improvement of leadership

Succession and recognition program aligned with the culture. The Company seeks to identify and develop people with the potential to assume strategic and leadership positions within the organization. *The performance of all employees is evaluated considering behavior and task delivery and the mapping of internal talents for succession.*

Social

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

2023					
Age group	Total employees	Hirings	New hire rate	Dismissals	Turnover rate
Aged fewer than 30 years	21,460	760	3.54	733	3.48
Aged 30 to 50 years	41,963	887	2.11	1,140	2.42
Aged more than 50 years	6,747	125	1.85	107	1.72
Total	70,170	1,772	2.53	1,980	2.67

New employee hires and employee turnover, by gender GRI 401-1

2023					
Gender	Total employees	Hirings	New hire rate	Dismissals	Turnover rate
Men	17,523	642	3.66	477	3.19
Women	52,647	1,130	2.15	1,503	2.5
Total	70,170	1,772	2.53	1,980	2.67

New employee hires and employee turnover, by region GRI 401-1

2023					
Region	Total employees	Hirings	New hire rate	Dismissals	Turnover rate*
SP branch	28,686	705	2.46	702	2.45
MG branch	4,412	182	4.13	151	3.77
RJ branch	1,884	49	2.6	68	3.11
South*	4,595	154	3.35	396	5.98
North	3,805	105	2.76	70	2.3
Northeast	23,548	508	2.16	499	2.14
Midwest	3,240	69	2.13	94	2.52
Total	70,170	1,772	2.53	1,980	2.67

Note: Turnover in December 2023, influenced by changes in the hospital's profile for emergency care (including staff dismissals).

Benefits GRI 401-2

Hapvida NotreDame Intermédica provides a range of benefits to employees across all operational units, whether they are full-time, part-time, or temporary. The benefits available to all employees are:

- **Life insurance**
- **Health insurance**
- **Dental insurance**
- **Maternity/paternity leave**

Maternity/paternity leave GRI 401-3

	MEN	WOMEN
Total employees entitled to take a maternity/paternity leave	17,523	52,647
Total employees who took a maternity/paternity leave and whose leave ends in the current year	233	4,488
Total employees who returned to work, in the reporting period, after the end of the maternity/paternity leave	233	4,488
Total employees who who returned to work after the maternity/paternity leave and continued employed 12 months after returning	233	4,216
Rate of return	100%	100%
Rate of retention	100%	93.94%

The Nossa Gente portal, serving as an internal social network, is a key communication tool between the Company and its employees. Through the portal, employees are updated on the latest news, receive event announcements, and are informed about key internal topics such as diversity, security, integrity, and the efficient use of resources.



Employee Libiomar Vito



In 2023, there were **1,250,000** interactions on the Nossa Gente channel.

Training and development

GRI 3-3 and GRI 3-2

Hapvida NotreDame Intermédica implements skill improvement programs for its employees and offers internal training courses and training. This training encompasses a wide range of areas, including operational techniques, compliance and ethics, diversity and inclusion, project management, technology and internal tools, leadership skills, data security, communication skills, human rights, and more. The main objectives of this training are to promote:

- The alignment of employees with the organizational culture;
- Talent retention;
- Increased productivity;
- Employee development to achieve expected results;
- The satisfaction of both internal and external customers;
- Better use of material resources;
- Continuous improvement of care and technical quality;
- Assessments for career planning;

- Driving motivation and engagement, and
- Dissemination of knowledge.

The real positive impacts of this training include employees who are better prepared to achieve strategies, alignment with organizational culture, more accessible training and qualification processes, assessments for career planning and driving motivation and engagement.

The Company aims to enhance employee engagement and interaction with the training provided, supported by the Internal Communications team to disseminate updates and activities on the Learning Portal, through both e-mail and internal communication channels, including the Nossa Gente channel.



Social

Hapvida NotreDame Intermédica employees can access the Learning Portal via the intranet (Nossa Gente portal), which consolidates all the training opportunities provided by the Company. This includes specialized technical training for professionals in specific areas as well as general training applicable to all employees, such as compliance and security.

In this scenario, the board established, in the Company's document management

handbook, that whenever an internal document is approved, training on it must be offered to the target audience within a period of up to 30 days after approval.

The primary indicators for tracking training and development include the number of individuals trained, monthly adherence rates, and participation in live online modules, as well as through the Learning Portal educational platform.



Training

In 2023,
549,200 hours of training.

Of this total, more than 4,000 hours were dedicated to the clinical area, 1,208 hours to medical education, 167,949 hours to care practices, and 390,733 hours to corporate education training.

Average hours of training per year by employee in 2023, by gender GRI 404-1

2023			
Gender	Total headcount	Hours of training	Average hours of training
Men	17,523	117,409	6.70
Women	52,647	431,791	8.20
Total	70,170	549,200	7.83

Average hours of training per year by employee in 2023 by employee category GRI 404-1

2023			
Employee category	Total headcount	Hours of training	Average hours of training
Executive board	187	3,292	17.60
Managers	783	15,745	20.11
Coordination	1,582	32,945	20.82
Supervision	1,330	31,972	24.04
Specialist/Analyst	14,289	148,170	10.37
Technical/Operational Assistant	51,999	317,076	6.10
Total	70,170	549,200	7.83



Leticia Nunes - Receptionist -
Salvalus Hospital - São Paulo (SP)

Assessment and Performance

GRI 404-3 and GRI 2-18

The performance assessment of Hapvida NotreDame Intermédica employees was conducted uniformly during November and December 2023. The mapping of talents, successors and critical positions was made in the first quarter of 2024, with the analysis of data and information gathered.

The Company uses the 180-degree assessment model, which provides for self-assessment, manager assessment, consensus assessment (manager and employee) and employee review of the process, totaling four stages.

The Board of Directors and its advisory committees are assessed at least once during the term of office. The Board's assessment process is conducted annually and is intrinsically linked to monitoring the Company's financial and non-financial performance goals.

The assessment of the 2022/2023 mandate, considering the moment of onboarding and how long of the members of the bodies have held the role, was conducted in a collegiate manner and analyzed: (i) the organization and functioning of governance bodies; (ii) strategic direction; (iii) the effectiveness and contributions of the advisory committees, and (iv) corporate governance.



The employees' performance evaluation follows the Company's **strategic planning** guidelines.

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

	2023		
	Men	Women	Total
Executive board			
Total headcount	119	68	187
Number of employees evaluated	113	68	181
Percentage	94.96	100	96.79
Managers			
Total headcount	296	487	783
Number of employees evaluated	281	465	746
Percentage	94.93	95.48	95.27
Coordination			
Total headcount	433	1,149	1,582
Number of employees evaluated	415	1,092	1,507
Percentage	95.84	95.04	95.26
Supervision			
Total headcount	367	963	1,330
Number of employees evaluated	318	881	1,199
Percentage	86.65	91.48	90.15

	2023		
	Men	Women	Total
Expert/Analyst			
Total headcount	3,079	11,210	14,289
Number of employees evaluated	2,803	10,208	13,011
Percentage	91.04	91.06	91.06
Technical/Operational Assistant			
Total headcount	13,229	38,770	51,999
Number of employees evaluated	11,435	34,457	45,892
Percentage	86.44	88.88	88.26
Total			
Total headcount	17,523	52,647	70,170
Number of employees evaluated	15,365	47,171	62,536
Percentage	87.68	89.60	89.12

Remuneration policies GRI 2-20

Hapvida NotreDame Intermédica has a remuneration committee that is tasked with developing and monitoring the Company's remuneration policies. These policies are developed with the assistance of specialized consultants, informed by market analyses and stakeholder consultations. They outline the preparation of compensation packages, periodic reviews, transparency, and ongoing disclosure. Stakeholder opinions, including those of shareholders, were gathered through surveys and consultations to shape the current policy.

Health, safety and well-being

GRI 3-3, GRI 403-1, GRI 403-4, GRI 403-5 and GRI 403-8

The Company aims to implement health and safety measures to ensure the physical integrity of 100 percent of its employees, with the aim of mitigating work accidents, especially the most serious ones, which could result in periods of absence.

In this scenario, Hapvida NotreDame Intermédica established an occupational health and safety management system that meets legal requirements and inspection requirements.

Employee health and safety management is based on the regulatory standards (RS) set by the Ministry of Labor and Employment (MTE) and covers all workers, activities, and jobs within the Company. The aim is to ensure that every area adheres to the established standards for occupational health and safety.

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

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

The health and safety management system is supported by SOC, a software that centralizes risk prevention, communication, and accident investigation processes and related documentation. Based on the information gathered in it, the teams are guided in the various actions implemented by the responsible area, such as:

- Meetings of the Internal Commission for Accident Prevention (CIPA);
- Annual review of the Risk Management Program (PGR) and the Occupational Health Medical Control Program (PCMSO), which consolidate the prioritization of health and safety risks;
- Monthly inspections monitored by indicators and with an action plan;
- Emergency drills to validate the emergency plan;
- Radioprotection Commission – protection of employees exposed to physical risk from ionizing radiation, and
- Quarterly security audits accompanied by an action plan.

Social

The occupational health and safety management system has been evaluated by employees since its conception, in an active and inclusive manner. Employee participation occurs in several ways:

- **Direct participation:** Employees communicate directly with the Occupational Safety team and use the Seu Espaço (Your Space) channel to express their concerns and suggestions;
- **Participation through representatives:** Employees are represented by the Internal Accident Prevention Committee (CIPA) and other committees such as the Sharps Committee and the Radiology Committee, and
- **Consultation with employees:** Regular consultations through CIPA to gather feedback and suggestions on health and safety management.

The Company offers employees regular training and qualification in health and safety. Training includes integration or guidance on the following topics: Fall prevention, firefighting, handling of chemicals, first aid, use of personal protective equipment (PPE), working at height, prevention of falling objects, prevention of fire in specific workplaces and emergencies. Also held are the Monthly Safety Dialogue (DMS) and the Monthly Fire Safety Dialogue (DMSCI).

For monitoring, and in order to evaluate System effectiveness, the Company has regulated working groups, which meet monthly and have significant influence on decision-making processes related to the topic of health and safety at work.



Employees Matheus Bindá, Leonete Castro, Neiricelia Andrade, Ariele Leite, Elisangela Gonçalves and Gerlane Farias

Occupational safety risk management GRI 403-2 and GRI 403-7

Hapvida NotreDame Intermédica has clear procedures and guidelines for the risk management process, which include the policy on occupational health and safety, assignment of responsibilities, prioritization of actions, control measures, internal communications, continuous improvement practices, appropriate documentation and registration, responses to incidents and accidents, and stakeholder reviews.

The involvement of senior management is fundamental to the success of the operational security risk management system. This involves approving financial and human resources, promoting a culture of safety, approving action plans, periodically reviewing safety performance, demonstrating commitment to continuous improvement and making strategic decisions. Leadership prioritizes security consistently, ensuring that the strategies in place are both effective and aligned with corporate objectives.

The Company adopts several routine and non-routine processes to identify and assess hazards and risks in workplaces. Routine actions include:

- Safety inspections;
- Ergonomic risk assessments;
- Accident and incident analysis;
- Chemical risk assessments;
- Physical risk assessments;
- Risk analysis for specific tasks;
- Emergency drills;
- Risk assessments for construction projects, and
- Risk assessments in cases of non-compliance.

On the other hand, project and change assessments, including their risks and impacts, are conducted as needed, based on the necessity to adapt to new conditions or implement specific projects.

Hapvida NotreDame Intermédica also maps the hazards and risks involved in the activities done by workers in operations or business partnerships over which the Company does not have direct control. This mapping is made at workplaces not controlled by the organization, including customer facilities, as well as

during business travel, and is applicable only to employees.

Among the risks mapped in 2023 are musculoskeletal injuries, vehicle accidents, falling objects, exposure to chemical substances, biological agents, burns, equipment accidents, electric shock injuries, trauma injuries, accidents at heights, fire and explosion and exposure to radiation, all involving employees and third parties.



The Company **allies routine and non-routine processes** to identify and assess hazards and risks in workplaces.

Prevention

To address and reduce identified risks, the Company uses a range of tools, including personal protective equipment (PPE), collective protective equipment (CPE), training and qualifications, safety signage, workplace safety programs, risk analysis, preventive maintenance, emergency and evacuation procedures, compliance monitoring, and employee communication and engagement. In addition, it offers employee health monitoring programs to identify work-related issues early on.

Internal campaigns such as the Monthly Safety Dialogue (DMS) and the Monthly Fire Safety Dialogue (DMSCI), are also implemented, in addition to onboarding for employees and third parties, and training that includes first aid and emergency response. Update and refresher courses and training in communication and security awareness are also offered.

The safety team participates in technical courses in occupational safety, occupational safety engineering, in the use of risk assessment tools, in addition to taking part in occupational safety certifications.

Employees can report hazards and unsafe conditions in the workplace through various

internal communication channels, including dedicated e-mail addresses for the occupational health and safety team, links or intranet channels, health and safety committees, speaking opportunities at routine safety meetings, communication via leadership, and by means of direct contact with the occupational health and safety team. As stated in its code of ethics, the Company ensures that employees will not face punishment or retaliation for reporting hazards and unsafe conditions.

100 percent of the Company's employees are covered by the occupational health and safety system.

Work-related injuries and work-related ill health GRI 403-9 and GRI 403-10

Work-related injuries GRI 403-9

Class	2023	
	Employees	Workers who are not employees (third parties)
Number of hours worked	100,865,552.62	1,201,913
Base of the number of hours worked (200,000 or 1,000,000)	1,000,000	1,000,000
Number of fatalities resulting from task related injuries	1	0
Index of fatalities resulting from work-related injuries	0.01	0
Number of work-related injuries with serious consequences (except for fatalities)	1,622	61
Index of work-related injuries with serious consequences (except for fatalities)	16.08	50.75
Number of work-related injuries of mandatory reporting (including fatalities)	1,623	61
Index of work-related injuries of mandatory reporting (including fatalities)	16.09	50.75

The Company's healthcare employees are exposed to chemical, biological, physical, ergonomic and radiation agents. To minimize the risks of this exposure, the Company identifies risk agents, assesses exposure, identifies work-related ill health and establishes

control and monitoring measures and continuous reviews. In 2023, 1,622 work-related injuries were reported, including one fatality resulting from a commuting accident.

Occupational health services

GRI 403-3 and 403-6

Hapvida NotreDame Intermédica provides occupational health services to its employees with the aim of establishing and maintaining a safe working environment, offering protection and monitoring of worker health, accident prevention, legal compliance and improving quality of life. In addition, it develops programs and initiatives to facilitate the employees' access to non-work-related medical and health services.

These services include occupational medical examinations, occupational risk assessments, training in occupational safety, accident prevention programs, monitoring of workers' health, management of certificates and licenses, investigation of accidents and incidents, health and well-being campaigns, health and safety audits, preparation of legal documentation, PPE management, and support in rehabilitation programs.

The Company ensures the confidentiality of employee health information, restricting access to the occupational health management system to authorized profiles only. Each profile in this system has specific access depending on the tasks to be performed. In order to ensure information confidentiality, the Company established its process based on the legislation and its Privacy Policy.

Channels for accessing and providing information about occupational health services include internal communication, workshops and training, awareness campaigns, printed materials, corporate e-mail, intranet links and channels, online applications and platforms, and health and safety committees.

In addition to these actions, programs are developed to promote employee health, such as:

- Encouragement for physical activities;
- Epidemiological profile;
- Monitoring program for pregnant employees;
- Monitoring of patients with chronic diseases;

- Color campaigns during disease prevention months, and
- Monitoring of medical certificates and social security leaves.



Employees João Victor Silva Pires, Sandileuza dos Santos Silva and Edson Bruno Sales Paiva

Diversity and inclusion

GRI 3-3 and GRI 406-1



Employees Gabrielly Rodrigues de Souza, Edson Bruno Sales Paiva, Geovanna Lopes Monte, Jeovania Torres de Alencar, Marcos Oliveira and Nathalie Siqueira

At Hapvida NotreDame Intermédica, diversity is viewed not just as the representation of specific groups, rather as a fundamental issue of civil and human rights. The company is committed to respecting and promoting citizenship, particularly for historically marginalized groups, including ethnic-racial minorities, women, people with disabilities (PwDs), and the LGBTI+ community.

The Company maintains an active commitment to raising awareness, training and communicating about these issues, supported by policies, monitoring by affinity groups, diversity and regulatory working groups, in addition to mandatory diversity training for all employees.

Among Hapvida NotreDame Intermédica employees, 70 percent are women, and 69 percent of the leadership positions – supervisory and above – are held by females, in addition to 147 trans people. In 2023, there was a significant increase in female representation, with the number of women in the position of

vice-president increasing from one to four, in addition to their presence on the Board of Directors, where previously there had been none. There was also the assignment of managers with disabilities (PwD) and an increase in the number of black and brown people in the Company.

In its Policy on Diversity, Equity and Inclusion, Hapvida NotreDame Intermédica reaffirms its commitment to creating and maintaining a work environment free from discrimination and harassment, while at the same time promoting and valuing equal opportunities for employees.

Training on topics related to diversity is periodically provided throughout the employee's journey, from onboarding onwards, and frequent awareness-raising campaigns are conducted to combat discrimination and eliminate unacceptable behavior.

Social

The Company promotes the creation of affinity groups (Ethnic-racial, Gender, Generations, LGBTI+, PwD), which convene monthly, and is committed to providing accessible and inclusive infrastructure and tools to remove barriers to professional development.

In 2023, the Board of Directors approved the Policy on Harassment and Discrimination, which can be checked out [here](#), and which highlights the role and responsibilities of the Company and of each person in this movement to combat harassment and discrimination.

The actions adopted include:

- Extensive communication through booklets, handbooks, training sessions, live broadcasts, and lectures.
- Creation of an exclusive recruitment group for people with disabilities;
- Welcoming and guiding employees about trans people;
- Inclusion and correction in the social name and gender system;
- Update of identification bracelets and call panels prioritizing the social name;
- Increasing opportunities for women in senior positions;
- Transparency in handling grievances related to harassment and discrimination, offering support, guidance and monitoring of results, and

- Grievances are investigated by a compliance and governance committee, with support from the Public Relations department, to ensure proper resolution and collaboration.

Actions aimed at diversity in 2023:

- Launch of the Inclusive Management Handbook;
- Participation in two stages of the Leadership Development Program (LDP), with a module on diversity and another one on the inclusion of professionals with disabilities;
- Training on the inclusion of people with disabilities, in five two-hour modules, for the Human Resources area – around 200 people attended each class;
- Implementation of the social name in the systems;
- Certification as a Commitment Company by the Ethnic-Racial Diversity Seal of the city of Salvador, and
- Implementation of lactation rooms for employees to use during the breastfeeding period, providing enhanced support upon their return from maternity leave.

There were eight cases of discrimination in 2023. All of them were analyzed and resolved, and action plans were implemented to address them.

The outcomes of the action plans include reducing discrimination, enhancing diversity, improving the Company's image, increasing employee satisfaction, ensuring compliance with laws and regulations, and fostering an inclusive culture. In addition to these results, well-founded discrimination cases resulted in disciplinary actions, including dismissal, suspension, and warnings for the perpetrators.

Diversity

1 new policy approved

16 actions related to commemorative dates to celebrate diversity and human rights

2 new handbooks published

25 press releases about the subject

Social

Percentage of individuals who are part of the organization's Board of Directors by gender GRI 405-1

	2023		
Board of Directors	Men	Women	Total
Number of members of governance bodies	8	1	9
Percentage of members of governance bodies by gender	87.50	12.50	100

Percentage of individuals who are part of the organization's Board of Directors by age group GRI 405-1

	2023	
Board of Directors	Number	Percentage
Aged more than 50 years	9	100

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

	2023		
	Men	Women	Total
Executive board			
Number	119	68	187
Percentage	63.64	36.36	100
Managers			
Number	296	487	783
Percentage	37.80	62.20	100
Coordination			
Number	433	1,149	1,582
Percentage	27.37	72.63	100
Supervision			
Number	367	963	1,330
Percentage	27.59	72.41	100
Expert/Analyst			
Number	3,079	11,210	14,289
Percentage	21.55	78.45	100
Technical/Operational Assistant			
Number	13,229	38,770	51,999
Percentage	25.44	74.56	100
Total			
Number	17,523	52,647	70,170
Percentage	24.97	75.03	100

Social

Percentage of employees by employee category and age group

GRI 405-1

	2023	
	Number	Percentage
Board		
Aged fewer than 30 years	0	0
Aged 30 to 50 years	128	68.45
Aged more than 50 years	59	31.55
Total	187	100
Management		
Aged fewer than 30 years	24	3.07
Aged 30 to 50 years	640	81.74
Aged more than 50 years	119	15.20
Total	783	100
Coordination		
Aged fewer than 30 years	172	10.87
Aged 30 to 50 years	1,297	81.98
Aged more than 50 years	113	7.14
Total	1,582	100
Supervision		
Aged fewer than 30 years	233	17.52
Aged 30 to 50 years	972	73.08
Aged more than 50 years	125	9.40
Total	1,330	100

	2023	
	Number	Percentage
Specialist/Analyst		
Aged fewer than 30 years	3,681	25.76
Aged 30 to 50 years	9,717	68.00
Aged more than 50 years	891	6.24
Total	14,289	100
Technical/Operational Assistant		
Aged fewer than 30 years	17,350	33.37
Aged 30 to 50 years	29,209	56.17
Aged more than 50 years	5,440	10.46
Total	51,999	100
Total		
Aged fewer than 30 years	21,460	30.58
Aged 30 to 50 years	41,963	59.80
Aged more than 50 years	6,747	9.62
Total	70,170	100

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

	2023	
	Number of employees from minority groups	Percentage
Blacks		
Executive board	71	37.97
Managers	346	44.19
Coordination	909	57.46
Supervision	690	51.88
Specialist/Analyst	7,772	54.39
Operational	34,115	65.61
Total	43,903	62.57
PwD		
Executive board	0	0
Managers	3	0.38
Coordination	7	0.44
Supervision	19	1.43
Specialist/Analyst	113	0.79
Operational	1,281	2.46
Total	1,423	2.03

Ratio of basic salary and remuneration of women to men by employee category*

GRI 405-2

	2023	
	Base salary (BRL)	Remuneration (BRL)
Coordination		
Women	6,540.48	7,504.16
Men	7,786.59	8,733.75
Salary ratio (women x men)	0.84	0.86
Supervision		
Women	3,952.76	5,175.72
Men	3,783.15	4,862.27
Salary ratio (women x men)	1.04	1.06
Specialist/Analyst		
Women	4,103.36	5,192.44
Men	4,553.92	5,613.01
Salary ratio (women x men)	0.90	0.93
Technical/Operational Assistant		
Women	1,847.41	2,838.42
Men	1,846.21	2,778.87
Salary ratio (women x men)	1.00	1.02

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



Nurses
Danilo Nogueira and
Maria Laucimar

Human Rights and Social Responsibility

GRI 3-3 and GRI 410-1

In addition to respecting diversity, Hapvida NotreDame Intermédica undertakes actions that promote human rights. The Company provides and enforces the rules of its Code of Conduct throughout its value chain, actively combating child labor and labor akin to slavery. This commitment is reinforced in the standard clauses of the agreements signed by the Company.

In addition to striving to fulfill its mission of delivering quality healthcare to as many people as possible, and fostering an environment where everyone's rights are respected, the Company also exercises its social responsibility through initiatives aimed at combating poverty, promoting education, and protecting health.

Reinforcing its commitment to promoting human rights, Hapvida NotreDame

Intermédica is a signatory or partner of the following initiatives:

- UN Global Compact;
- UN Women;
- Business Coalition to End Violence Against Women and Girls;
- LGBTI+ Business and Rights Forum Workers;
- Social Inclusion Business Network for the employability of people with disabilities;
- Ethnic-Racial Diversity Seal of Salvador;
- “Justiceiras” (Avenger) Project;
- TransEmpregos.

In this context, in 2023 Hapvida NotreDame Intermédica conducted a campaign to mark International Human Rights Day. This campaign highlighted progress, featured employee testimonials, and reinforced messages through e-mail communications and the internal communication portal.

Of all the **2,102 security guards** employed by the organization or third-party companies, **100 percent** have undergone formal training in human rights and their implementation in security matters.



Employees Bruno Mendonça, Margareth Bezerra and Leda Saraiva

Social

Suppliers

GRI 2-6, GRI 3-3, GRI 408-1, GRI 409-1

Recognizing its responsibility for the supply chain, Hapvida NotreDame Intermédica monitors, alongside economic and quality aspects, issues related to the environment and respect for human rights throughout all stages of its relationships with partners.

In its Third Party Integrity Assessment Policy, the Company reinforces its commitment by requiring its suppliers to adopt best practices in environmental, social and governance terms.

This includes prioritizing the hiring of local, regional and national suppliers, the qualification and approval of certified companies, in addition to verifying the implementation of practices to combat child labor and labor akin to slavery among the Company's candidate

suppliers. These actions result in regional economic development, guarantee the safety of the products and services offered and ensure the hiring of suppliers that meet anti-corruption, sustainability and labor rights regulations.

Through third-party integrity analyses (due diligence), no operations were identified as posing a risk of child labor, young workers engaged in hazardous work, or forced labor or labor akin to slavery. All supplier contracts include anti-corruption and anti-slavery clauses. When approving or renewing contracts, the Company reviews restrictive lists related to labor akin to slavery and child labor, legal proceedings, and negative media coverage involving the contracted company and its corporate structure.

The Company's policies highlight the **importance of partners engaged** in sustainability actions.

Erica Martins, nurse
Hapvida NotreDame Intermédica

Social

The measures adopted to reduce these risks in operations involve:

- Statement of non-tolerance of the practice in official Company documents;
- Establishment of policies on the topic;
- Incorporation of the topic into existing policies;
- Document analysis;
- Training of employees and other workers on the topic, and
- Provision of reporting channels.

In the economy area, centralized and scaled purchasing practices stand out, ensuring negotiating power and cost management efficiency. These practices have led to achievements such as securing the best average ticket health insurance plan through favorable negotiations, which not only provides a broader population with access, but also drives the economy and attracts

individuals who contribute to the Company's mission.

Hapvida NotreDame Intermédica has a specialized area that monitors the efficiency indicators of contracted inputs and services.

Hapvida NotreDame Intermédica's supply chain primarily consists of suppliers for medical and hospital supplies, pharmaceuticals, maintenance services, unit hygiene and cleaning, waste collection, laundry, security, reception, and other functions essential for delivering excellent and personalized customer service. Service providers specialized in equipment maintenance and contractors or service providers for construction and building maintenance are also hired.

The Company has around 12,000 suppliers, with annual payments estimated at around

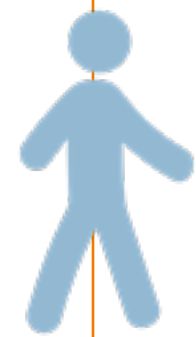
BRL 3.5 billion. They are categorized based on several criteria, including location (local, national, or international), size (small, medium, or large), and type of supply (products, services, or inputs). Furthermore, suppliers are classified as intermediaries, outsourcers, wholesalers and retailers.



Employees Gelda Nunes, Edmilson Sousa and Jucelia Salgado

Engagement with stakeholders

GRI 2-29



Hapvida NotreDame Intermédica constantly interacts with various groups of stakeholders, among whom

CUSTOMERS

BUSINESS PARTNERS

CONSUMERS

EMPLOYEES AND OTHER WORKERS

GOVERNMENTS

SHAREHOLDERS

INVESTORS

SUPPLIERS

TRADE UNIONS

CIVIL SOCIETY ORGANIZATIONS

SUPPLEMENTARY HEALTH CARE ASSOCIATIONS

REGULATORY AGENCY

To ensure meaningful stakeholder engagement and foster a constructive, ongoing dialogue that promotes mutual and sustainable benefits, the Company uses the following strategies:

- Open and transparent communication;
- Diversified communication channels;
- Active listening, consultation and collaboration;
- Sustainability report;
- Definition of performance goals;
- Development of long-term relationships;
- Training and awareness raising;
- Monitoring and assessment;
- Open innovation;
- Integration into business processes, and
- Incentives for engagement.

The purposes for which the Company engages with stakeholders are:

- Building lasting relationships;
- Understanding needs and expectations;
- Identification of actual and potential impacts;
- Definition of prevention and mitigation responses to negative impacts;
- Improvement in decision making;
- Risk and opportunity management;
- Promotion of innovation;
- Compliance with regulatory requirements;
- Building reputation and brand image;
- Meeting investor demands;
- Promotion of sustainability, and
- Conflict resolution.

Environmental

In this chapter:
Environmental Management



Hospital
Teresa de Lisieux



Hospital Teresa de Lisieux



Environmental Management

In response to the environmental challenges faced by businesses and individuals, Hapvida NotreDame Intermédica strives to minimize the impact of its operations, thereby supporting the health and well-being of both society and future generations.

As described in Hapvida NotreDame Intermédica's Corporate Environmental Policy, environmental management is carried out through the adoption of practices that can be detailed as follows:

- Implementation of a process to segregate solid waste in all units and monitor the monthly volume of solid waste generated;
- Ensuring the environmentally responsible disposal of all solid and liquid waste generated by business processes, while also implementing programs to minimize waste production and reduce landfill disposal, such as circular economy practices and selective collection.

- Development and implementation of programs focused on eco-efficiency, such as assessment of water and energy consumption, for reduction and optimization projects, and
- Conducting and promoting of programs aimed at raising awareness, education and guidance to prevent environmental degradation.

In 2023, during the ongoing integration of the two companies, an Environmental Legal Compliance Diagnosis was conducted with the assistance of a consulting firm. This assessment mapped the legal compliance status of care units across the country. As a result, processes were standardized, and handbooks and procedures were developed and distributed internally.

To train employees in these handbooks and procedures, in addition to making them aware of the importance of managing environmental issues, training is available on the Learning Portal covering topics related to eco-efficiency (water, energy, composting), regulatory documents and waste management.

Part of the Environmental Track, the purpose of this training is to promote a culture of valuing environmentally correct attitudes among employees, as well as to train them to effectively manage waste in their routine. Furthermore, these training sessions seek to present the area's scope of action and provide guidance on the importance of each person's participation so that the Company can comply with the legislation and contribute to the protection of workers and the preservation of natural resources and public health.

The Company's **environmental impact monitoring** is continuous and the results are publicly disclosed.

Climate strategy GRI 3-3

Climate change is a key strategic commitment for Hapvida NotreDame Intermédica, as its effects are closely connected to public health and, consequently, to the Company's business. By addressing this issue, the Company aligns more closely with its mission of providing quality healthcare to generations of Brazilians.

Actions are taken to monitor the impact of the business on climate change and protocols and strategies are developed to mitigate and reduce negative impacts, such as:

- Reporting of greenhouse gas (GHG) emissions, using the GHG Protocol methodology;
- Promotion of eco-efficiency actions to reduce GHG emissions, promoting a low-carbon economy;
- Prioritizing the choice of a clean and sustainable energy matrix (see [page 91](#));
- Internal and external communication to raise awareness among employees and other stakeholders on the impacts of climate change, and

- Relationship with bodies and entities engaged in the topic, seeking subsidies and information for the implementation of opportunities for internal improvements.

The Company also seeks to adapt its facilities and operations with a focus on reducing gases that are harmful to the environment, for example by replacing air conditioning gas and some anesthetic gases with less polluting ones.

Strategies and actions related to climate change are guided by the Policy on Climate Change, based on internal documents – Code of Ethics and Conduct, Policy on Sustainability – and external documents – Sustainable Development Goals, GHG Protocol, Carbon Disclosure Project (CDP), and Task Force on Climate-related Financial Disclosures (TCFD).

As a signatory of the Global Compact, Hapvida NotreDame Intermédica participates in the Climate Action (A4C) platform of the Global Compact Brazil Network, which works in light of

SDG 7 (Affordable and Clean Energy) and SDG 13 (Climate Action), developing projects aimed at mitigation and adaptation, in addition to anchoring other climate-related initiatives, such as energy projects.

Rhagnar Pereira Araújo Santos, a Hapvida NotreDame Intermédica client, with nurse Gisele da Silva Santos



Environmental

Greenhouse gases GRI 305-1, GRI 305-2, GRI 305-3 and GRI 305-5

The Company's greenhouse gas (GHG) inventory refers to the period from January 1 to December 31, 2023, and encompasses 100 percent of the units originating from the Notre-Dame Intermédica operation, in addition to rescue operations (active until mid-2023) and hospital and emergency care units, applying to scope 1, 2 and 3 GHG emissions.

The benchmark used for emission factors and global warming potentials (GWP) is the Intergovernmental Panel on Climate Change (IPCC). The consolidation method employed to compute direct emissions was operational control. The standards, methodologies, and/or calculation tools adopted for emissions are based on the GHG Protocol.

Information on Scope 1 emissions is presented in a consolidated format herein. The gases included in the calculation are: Carbon dioxide (CO₂), methane (CH₄) and Nitrous oxide (N₂O) and Hydrofluorocarbons (HFCs).

Regarding scope 2, the only gas included in the calculation of emissions is Carbon Dioxide (CO₂). The Company calculates scope 2 based on the location approach.

The Scope 3 emissions categories included in the calculations are purchased goods and services, upstream transportation and distribution, waste generated in operations, and business travel.

<p>Total scope 1 emissions:</p> <p>17,811.80 tCO₂e</p> <p>Total scope 1 biogenic emissions:</p> <p>647.41 tCO₂e</p> <p>Total scope 2 emissions based on the location approach:</p> <p>5,696.39 tCO₂e</p>	<p>Total scope 3 emissions:</p> <p>20,630.38 tCO₂e</p> <p>Total scope 3 biogenic emissions:</p> <p>3,139.99 tCO₂e</p>
----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------

GHG emissions intensity GRI 305-4

2023	
Emissions intensity (tCO ₂ /BRL million)	0.82
Metric defined for calculation	
Gross annual income BRL million	28,720.70
Total emissions considered (tCO ₂)	23,508.19

Note: Scopes 1 and 2 were considered in this calculation. The gases considered were: Carbon dioxide (CO₂), Methane (CH₄) and Nitrous Oxide (N₂O) and Hydrofluorocarbons (HFCs).

In the process of merging operations between Hapvida and Notre-Dame Intermédica, planning was carried out to integrate 100 percent of the units into the GHG inventory. In 2023, the goal of integrating all hospital and emergency care units into the inventory was achieved. Continuing with this strategy, the goal for 2024 is to integrate 100 percent of the company's units into the GHG inventory.

Energy

GRI 3-3, GRI 302-1, GRI 302-3 and GRI 302-4

During 2023, the Company continued its strategy of promoting the efficient use of energy through eco-efficiency projects and awareness-raising actions among employees. Efforts were also implemented to develop alternative energy supply solutions, especially with the use of clean technologies such as solar and wind energy, a strategy that began in 2022 and was expanded in 2023, with plans to continue until 2024.

In late 2022, Hapvida NotreDame Intermédica signed a 15-year contract with an energy company for the production of 30.50 MW of solar energy in a plant that is being built in São Paulo and is expected to go online in 2024. Meanwhile, it has a partnership with the same company to supply energy to its units, integrating them into the free energy market.

In 2023, the Company also carried out actions such as the installation of mechanical systems with frequency variation, implementation of building automation systems to reduce energy consumption, electrical adaptation in the units and preventive

maintenance of electrical panels. The monthly energy consumption in each unit is constantly evaluated by the Non-Compliance project, which proposes improvements for those units that exceed the general average consumption of all units by 30 percent.

The complexity of the services provided by Hapvida NotreDame Intermédica, especially in hospital and emergency care units, required planning and contingency in power supply. The units have fossil fuel-powered generators, which can be activated to ensure the necessary supply.

Monitoring this topic aids in managing energy sources and enables remote tracking of variables and deviations. It also supports graphical and statistical analysis of collected data and provides operational and management reports for comprehensive information analysis.

Energy intensity (GJ/m²) GRI 302-3

2023	
Total energy consumed (GJ)	710,821.35
Total built-up area (m ²)	1,259,134.38
Energy intensity rate	0.56

Total energy consumption (GJ) GRI 302-1

2023	
Type of energy	Quantity (GJ)
Ethanol	9,929.24
Generation from fossil fuels	66,985.33
Diesel	32,146.73
Gasoline	6,557.29
Natural gas	11,817.80
LPG	16,462.51
Electricity purchased	633,906.78
Total	710,821.35

The Company does not sell surplus electricity, heating, cooling or self-generated steam.

Waste

**GRI 3-3, GRI 306-1, GRI 306-2,
GRI 306-3, GRI 306-4 and GRI 306-5**

Hapvida NotreDame Intermédica has a waste management system that includes monitoring compliance with legislation, standards and best practices, process standardization in handbooks and procedures, internal and documentary audits, training and engagement of employees and third parties, in addition to periodic meetings of the environmental working group to align actions.

All employees have access to the Waste Management Handbook, which aims to standardize this process, ensuring the protection of employees and the preservation of public health, natural resources and the environment. It contains waste classifications and guidelines for proper management, from generation to end disposal.

In addition to the handbook, the Company provides a training and development program for employees, based on applicable legal requirements. Environmental courses are also available on the Learning Portal and must be

completed by all employees. In addition, practical training sessions known as Waste Stations are offered annually to reinforce information on the topic.

All waste operations, including disposal, treatment, sale and donation, recovery, recycling or composting, when applicable, must be recorded in a Health Services Waste Management Plan (PGRSS) specific to each unit, according to its characteristics and reality. The document points out and describes the actions related to solid waste management, guiding the teams' actions.

The Company requires that all waste generated in the units be weighed by group, according to the Healthcare Waste (HSW) classification. Hospital and emergency care units must also weigh up by department to carry out more efficient monitoring, which allows for the implementation of improvements in the process.

This waste is gathered, handled and transported in accordance with legal guidelines. The Waste Management Handbook contains complete, detailed guidance on this process:

- Chemical product (sanitizers, disinfectants, laboratory reagents) packaging must be disposed of in accordance with the instructions in the Material Safety Data Sheet (MSDS). The handbook presents a list of packaging that must be disposed of as chemical waste (Group B) and that which can be discarded as common waste (Group D);
- Medicinal and infectious waste is segregated and disposed of in accordance with current and applicable legislation;
- Part of the common waste is segregated into recyclable waste, avoiding disposing of it in landfills;
- In some hospital units, organic waste is sent for composting, to be turned into organic fertilizer.

Environmental

Waste management

COMPOSTING AND FERTILIZER GENERATION;

TRANSFORMATION OF CARDS/BADGES INTO OFFICE SUPPLIES;

USE OF ENTERAL DIET PACKAGING IN THE MANUFACTURE OF NEW PLASTIC PRODUCTS;

TRANSFORMATION OF USED UNIFORMS INTO BLANKETS FOR PEOPLE IN SITUATIONS OF SOCIAL VULNERABILITY;

INCENTIVES FOR USING REUSABLE CUPS AT CORPORATE HEAD-QUARTERS, LEADING TO AN 87 PERCENT REDUCTION IN PLASTIC CUP CONSUMPTION, AND

TREATMENT OF INFECTIOUS WASTE IN ALTERNATIVE FUEL PRODUCTION UNITS (AFPU).

In the state of São Paulo, some hospitals are part of the project, which disposes of infectious waste from groups A and E for Thermal Cracking treatment (pyrolysis), instead of being shipped to landfills. The treatment consists of an Alternative Fuel Production Unit (AFPU), which receives the waste and transforms it, through a reactor, into fuels such as oil, gas and coal. The materials are used by industries and cement plants. In 2023, 1018.93 tons of infectious waste were treated by the Pyrolysis system.

In 2023, 2,638 kg of uniforms were turned into **1,400 blankets donated to the Red Cross São Paulo** for people in situations of social vulnerability.

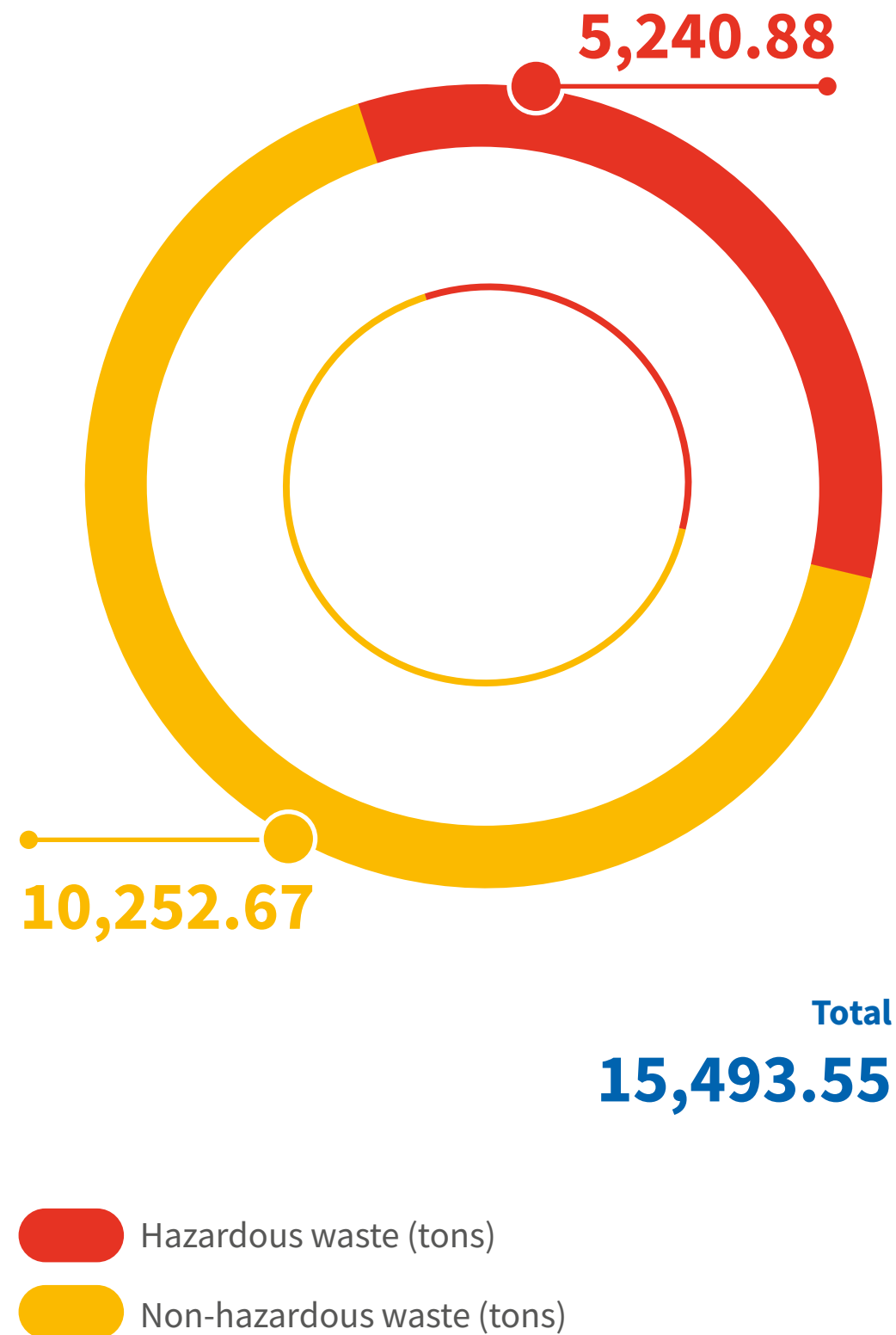
Guardiões de Meio Ambiente (Environmental Guardians)

The Guardiões de Meio Ambiente (Environmental Guardians) education project was enhanced, in 2023, to 100 percent of hospital and emergency care units.

As part of the project, over 1,500 employees were trained as environmental education advocates. They now proactively conduct training, inspections, and audits during waste disposal processes to ensure daily maintenance and environmental compliance in their respective units.

Environmental

Total weight, in tons, of hazardous and non-hazardous waste generated (except effluents) in the company's own activities GRI 306-3



Total weight of waste generated (except effluents) in the company's own activities GRI 306-3

Residue generation	Weight in tons
Hazardous waste	
Infectious	4,813.54
Chemical	411.55
Light bulbs	9.60
Batteries	3.26
Hazardous from maintenance	2.93
Total	5,240.88
Non-hazardous waste	
Ordinary	7,904.37
Recyclable	1,379.21
Organic	944.11
Electronic devices	22.34
Uniforms	2.64
Total	10,252.67

Total weight of hazardous waste diverted from disposal GRI 306-4

Hazardous waste		Non-hazardous waste	
Type	Weight diverted from disposal (tons)	Type	Weight diverted from disposal (tons)
Batteries	2.56	Organic	944.11
Infectious AFPU	1,018.93	Recyclable	1,379.21
Mercury lamps	9.60	Electronic devices	22.34
Hazardous from maintenance	2.93	Uniforms	2.64
Total	1,034.02	Total	2,348.3
Type of recovery	Total weight within the organization (ton)	Type of recovery	Total weight within the organization (ton)
Pyrolysis	1,018.93	Recycling	1,404.11
Decontamination	9.60	Recovery (uniforms)	2.64
Co-processing	2.93	Composting	944.11
Total	1,031.46	Total	2,350.86



The total weight of **waste avoided in 2023 was 3,382.32 tons**. The methodology used was based on data monitoring, using internal tools.

Environmental

Total weight of hazardous waste directed to disposal GRI 306-5

HAZARDOUS WASTE	
Type	Weight directed to disposal (tons)
Infectious (incinerated)	694.74
Infectious (autoclaved)	3,099.87
Chemical (incinerated)	411.55
Batteries	0.69
Total	4,206.85
Type of recovery	Total weight within the organization (ton)
Incineration (chemical and infectious)	1,106.29
Autoclave	3,099.87
Landfill (batteries)	0.69
Total	4,206.85
NON- HAZARDOUS WASTE	
Type	Weight diverted from disposal (tons)
Ordinary	7,904.37
Type of recovery	Total weight within the organization (ton)
Landfill confinement	7,904.37

Note: Only hazardous waste is incinerated.

The data reported refer to 100 percent of the units of the NotreDame Intermédica operation, rescue operations (active until mid-2023) and hospital and emergency care units of the Hapvida operation.

Following the Hapvida and NotreDame Intermédica operation merger, planning was made to monitor the waste measurement process in 100 percent of the units. To this end, priority was given to full implementation in the Company's hospitals and emergency rooms in 2023. The strategy for 2024 is to integrate the other units (clinics, preventive medicine, diagnostics, occupational medicine, oncology, dentistry, and others).



Water

In 2023, Hapvida NotreDame Intermédica focused on planning water management actions, concentrating on monitoring and controlling water consumption and addressing risks associated with water supply in its units.

The anticipated outcomes from implementing these actions (scheduled for 2024 and 2025) include a 40 percent reduction in water consumption in hospitals, enhanced cost efficiency for water supply, increased autonomy for units, and reduced risk of shortages through the drilling of new artesian wells.



The report

In this chapter:

- About the report
- GRI Content Summary
- Assurance Report
- Credits

The report

About the report

GRI 2-2, GRI 2-3, GRI 2-4, GRI 2-5, GRI 2-14

This Sustainability Report covers the operations of all units managed by Hapvida Participações e Investimentos S.A. and its subsidiaries for the period from January 1 to December 31, 2023, and is published annually. The indicators will be reported in a consolidated format for data that is already consolidated, while data that is not yet consolidated will be clearly flagged.

The report highlights progress made compared to last year in the consolidation of information related to the Company. Since the merger between Hapvida and NotreDame Intermédica took place in 2022, the report for the first year of their union still included a significant amount of separate data for Hapvida and NDI. The 2023 report not only includes a substantial amount of unified data but also consolidates management, policies, and guidelines.

As much of the 2022 data was presented separately, comparisons with indicators from the previous year will not yet be presented herein.

Hapvida NotreDame Intermédica reaffirms, as a group, its commitments to the Environmental, Social and Governance (ESG) pillars. The Company follows leading market practices for sustainability reporting, including adherence to the Global Reporting Initiative (GRI) standards, a key international framework for disclosing such information.

In addition to being validated by the Board of Directors and undergoing approval and review by the Executive Board and the ESG Statutory Committee, which comprises members of the Board, this report is verified by an external audit, the certificate of which is provided on [page 106](#).



GRI Content Summary

Statement of Use

For the period ranging from January 1 to December 31, 2023, Hapvida NotreDame reported the information mentioned in this GRI Content Summary based on the GRI Standards..

GRI 1 used

GRI 1: Fundamentals 2021

GRI STANDARD / OTHER SOURCE	CONTENT	LOCATION	SUSTAINABLE DEVELOPMENT GOALS	
GRI 2: General Content 2021	2-1 Organizational details	HAPVIDA PARTICIPAÇÕES E INVESTIMENTOS S.A. and its parent companies, collectively known as Grupo Hapvida NotreDame Intermédica, operate as a group of for-profit companies. The corporate headquarters are located in Fortaleza, Ceará.		
	2-2 Entities included in the organization's sustainability reporting		97	
	2-3 Reporting period, frequency, and contact point		97	
	2-4 Restatements of information		97	
	2-5 External assurance		97	
	2-6 Activities, value chain, and other business relationships		10 and 84	
	2-7 Employees		64 and 65	8, 10
	2-8 Workers who are not employees		65	8
	2-9 Governance structure and composition		41 and 43	5, 16

The report

GRI STANDARD / OTHER SOURCE	CONTENT	LOCATION	SUSTAINABLE DEVELOPMENT GOALS
	2-10 Nomination and selection of the highest governance body	42 and 45	5, 16
	2- 11 Chair of the highest governance body	42	16
	2-12 Role of the highest governance body in overseeing the management of impacts	42	16
	2-13 Delegation of responsibility for managing impacts	42	
	2-14 Role of the highest governance body in sustainability reporting	97	
GRI 2: General Content 2021	2-15 Conflicts of interest	The organization employs various measures to prevent and mitigate conflicts of interest, including clear policies and procedures, education and training, an ethics or review committee, transparency through detailed records of all decisions, separation of individuals or parties involved in conflicts, regular review of policies, promotion of a strong organizational culture, and legal compliance. Additionally, the organization routinely discloses conflicts of interest to stakeholders. The conflicts of interest revealed include the existence of controlling shareholders and information about related parties, their relationships, transactions and outstanding balances.	16
	2-16 Communication of critical concerns	Critical concerns are communicated to the organization's highest governance body. This communication is carried out through periodic reports and presentations.	
	2-17 Collective knowledge of the highest governance body	To expand the topic of sustainable development in the organization's highest governance body, specific measures described as "others" are adopted. These include holding the Hapvida Day, an event designed to provide members with relevant information about the Company.	

The report

GRI STANDARD / OTHER SOURCE	CONTENT	LOCATION	SUSTAINABLE DEVELOPMENT GOALS
	2-18 Evaluation of the performance of the highest governance body	71	
	2-19 Remuneration policies	46	
	2-20 Process to determine remuneration	72	
	2-21 Annual total compensation ratio	The average annual total compensation of all employees in the organization in 2023, excluding the compensation of the highest paid individual, was BRL 45,264.25. This report will not include data on officers and vice-presidents for strategic and confidentiality reasons.	
GRI 2: General Content 2021	2-22 Statement on sustainable development strategy	4	
	2-23 Policy commitments	36 and 47	16
	2-24 Embedding policy commitments	36	
	2-25 Processes to remediate negative impacts	23	
	2-26 Mechanisms for seeking advice and raising concerns	53	16
	2-28 Membership in associations	46	
	2-29 Approach to stakeholder engagement	86	
	2-30 Collective bargaining agreements	100% of the workforce covered by collective bargaining agreements.	8
GRI 3: Material Topics 2021	3-1 Process of determining material topics	33	
	3-2 List of material topics	33	
Access to health			

The report

GRI STANDARD / OTHER SOURCE	CONTENT	LOCATION	SUSTAINABLE DEVELOPMENT GOALS
GRI 3: Material Topics 2021	3-3 Management of material topics	29 and 34	
GRI 203: Indirect economic impacts 2016	203-1 Investments in infrastructure and service support	29	5, 9, 11
	203-2 Significant indirect economic impacts	29	1, 3, 8
Development and training			
GRI 3: Material Topics 2021	3-3 Management of material topics	69, 70, 71 and 72	
GRI 404: Training and education 2016	404-1 Average hours of training per year per employee	70	4, 5, 8, 10
	404-2 Programs for improving employee skills and career transition assistance	69	8
	404-3 Percentage of employees receiving regular performance and career development reviews	71 and 72	5, 8, 10
Human rights and social responsibility			
GRI 3: Material Topics 2021	3-3 Management of material topics	83 and 84	
GRI 408: Child labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	84	5, 8, 16
GRI 409: Forced labor or similar to slavery 2016	409-1 Operations and suppliers at significant risk for cases of forced or compulsory labor	84	5, 8

The report

GRI STANDARD / OTHER SOURCE	CONTENT	LOCATION	SUSTAINABLE DEVELOPMENT GOALS
GRI 413: Local communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	The company does not implement engagement actions, impact assessments, or development programs aimed at the local community. Furthermore, it does not conduct general impact assessments, but does carry out environmental impact assessments. Environmental impacts are continuously monitored, and the company is committed to publicly sharing the results of these assessments. However, the results of social impact assessments are not publicly disclosed. Additionally, the company does not have local development plans, stakeholder engagement plans, or committees and processes for extensive consultation with the local community. There are also no bodies dedicated to discussions about the company's impacts on the community. The company does not have formal complaints processes for use by the local community. Environmental, road and neighborhood impact assessments are conducted whenever requested by public bodies, which varies according to the size of the projects.	
Diversity and Inclusion			
GRI 3: Material Topics 2021	3-3 Management of material topics	67, 78, 80, 81 and 82	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	67	4, 5, 8, 10
GRI 405: Diversity and equal opportunity 2016	405-1 Diversity of governance bodies and employees	80 and 81	5, 8
	405-2 Ratio of the basic salary and remuneration of women to men	82	5, 8, 10
GRI 406: Non-Discrimination 2016	406- 1 Incidents of discrimination and corrective actions taken	78	5, 8
Climate strategy			

The report

GRI STANDARD / OTHER SOURCE	CONTENT	LOCATION	SUSTAINABLE DEVELOPMENT GOALS
GRI 3: Material Topics 2021	3-3 Management of material topics	89 and 90	
	305-1 Direct (Scope 1) GHG emissions	90	3, 12, 13, 14, 15
	305-2 Indirect (Scope 2) GHG emissions from energy acquisition	90	3, 12, 13, 14, 15
GRI 305: Emissions 2016	305-3 Other indirect (Scope 3) GHG emissions	90	3, 12, 13, 14, 15
	305-4 GHG emissions intensity	90	13, 14, 15
	305-5 Reduction of GHG emissions	90	13, 14, 15
Corporate Ethics and Integrity			
GRI 3: Material Topics 2021	3-3 Management of material topics	47 and 51	
	205-1 Operations assessed for risks related to corruption	51	16
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	51	16
	205-3 Confirmed incidents of corruption and actions taken	51	16
Supplier chain management			
GRI 3: Material Topics 2021	3-3 Management of material topics	84 and 103	
GRI 204: Procurement practices 2016	204-1 Proportion of spending on locally-based suppliers	In 2023, 20 percent of purchases in key operational units were made from local suppliers. The company's definition for "local" is the municipality (b). To calculate the indicator, the company considers all operational units.	8
Energy management			
GRI 3: Material Topics 2021	3-3 Management of material topics	91	

The report

GRI STANDARD / OTHER SOURCE	CONTENT	LOCATION	SUSTAINABLE DEVELOPMENT GOALS
GRI 302: Energy 2016	302-1 Energy consumption within the organization	91	7, 8, 12, 13
	302-3 Energy intensity	91	7, 8, 12, 13
	302-4 Reductions in energy consumption	91	7, 8, 12, 13
Waste management			
GRI 3: Material Topics 2021	3-3 Management of material topics	92, 94 and 95	
GRI 306: Waste 2020	306-1 Significant actual and potential waste-related impacts	92	3, 6, 11, 12
	306-2 Actions to prevent waste generation and to manage significant impacts	92	3, 6, 8, 11, 12
	306-3 Waste generated by composition	92 and 94	3, 6, 11, 12
	306-4 Waste diverted from disposal	92 and 94	3, 11, 12
	306-5 Waste directed to disposal	92 and 95	3, 6, 11, 12, 15
Innovation and research			
GRI 3: Material Topics 2021	3-3 Management of material topics	54	
Data privacy and cybersecurity			
GRI 3: Material Topics 2021	3-3 Management of material topics	58 and 60	
GRI 418: Customer privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	58 and 60	16
Quality of assistance			
GRI 3: Material Topics 2021	3-3 Management of material topics	19	

The report

GRI STANDARD / OTHER SOURCE	CONTENT	LOCATION	SUSTAINABLE DEVELOPMENT GOALS	
GRI 201: Economic performance 2016	201-1 Direct economic value generated and distributed	28	8, 9	
Health, safety and well-being				
GRI 3: Material Topics 2021	3-3 Management of material topics	73		
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part time employees	68	3, 5, 8	
	401-3 Maternity/paternity leave	68	5, 8	
	403-1 Occupational health and safety management system	73	8	
	403-2 Hazard identification, risk assessment, and incident investigation	75	8	
	403-3 Occupational health services	77	8	
	403-4 Worker participation, consultation, and communication on occupational health and safety	73	8, 16	
	GRI 403: Health and safety of work 2018	403-5 Worker training on occupational health and safety	73	9
		403-6 Worker access to non-occupational medical and healthcare services	77	3
		403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	75	8
		403-8 Workers covered by an occupational health and safety management system	73	8
403- 9 Work-related injuries		76	3, 8, 16	
403-10 Work-related ill health		76	3, 8, 16	
GRI 410: Security practices 2016	410-1 Security personnel trained in human rights policies or procedures	83	16	

Assurance Report



DECLARAÇÃO DE CONFORMIDADE Conformity Declaration

INDEPENDENT ASSURANCE

Nº 589.004/24

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, 2023**.

Verifier Team:

Fabiane Governatori Silva – Lead Verifier

Level of assurance:

Limited

Introduction:

HAPVIDA PARTICIPAÇÕES E INVESTIMENTOS S.A 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 S.A management.

Methodology:

The independent assurance began with the analysis of preliminary version of the Sustainability Report and the records of the materiality study and those of the stakeholder engagement process. Meetings were held with those responsible for preparing the report



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

1-3

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The report



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on these processes. In this way, it was possible to plan the interviews with those responsible for the data and information used in the composing of the report.

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

Remote interviews were conducted on the organization's processes and on data and information related to the GRI content covered, using the Microsoft Teams applications, which allow the sharing of evidence.

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

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 S.A 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 S.A 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) The organization conducted a comprehensive materiality study in 2022. In the study, the organization performed benchmarks and consulted the main market references and indexes. A survey was also conducted to consult stakeholders. The material themes were identified based on the intersection between stakeholder and market opinions. Fourteen material topics were selected as priorities, thirteen of which were determined through a ranking procedure, and one due to its direct relevance to the organization's business.

2) Throughout the assurance process, compliance with the requirements of the GRI standards and principles was assessed through interviews and documentary evidence. Opportunities for improvement related to the clarity of information were identified. These opportunities for improvement were promptly addressed by the organization.



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2-3

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3) Overall, the organization's Sustainability Report was prepared with reference to the requirements of the GRI Standards, partially meeting the reporting principles of this model. The content is organized into items that describe each material theme, associating it with one of the pillars of the company's SDG and ESG strategy.

4) Upon completion of all assurance procedures, no findings were identified that could indicate the information contained in the Sustainability Report is inconsistent or unreliable. Similarly, no evidence was found to suggest that HAPVIDA PARTICIPAÇÕES E INVESTIMENTOS S.A. has not established adequate systems for the collection, compilation, and analysis of quantitative and qualitative data used in the preparation of the Sustainability Report, and that the report does not comply with the principles for defining content and quality in reference to the GRI standards for sustainability reporting.

Conclusion:

After performing all assurance procedures, no findings were identified that could indicate that the information contained in the Sustainability Report is inconsistent or unreliable. Likewise, no evidence was found to suggest that the organization has not established adequate systems for the collection, compilation, and analysis of quantitative and qualitative data used in the preparation of the Sustainability Report, and that the report does not comply with the Principles for defining content and quality in reference to the GRI standards for sustainability reporting.

Rio de Janeiro, June 19th, 2024.

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.



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3-3

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Credits

GENERAL COORDINATION:

Hapvida NotreDame Intermédica

CONSULTING, CONTENT AND DESIGN:

Report Group

TRANSLATION TO ENGLISH:

Darrell Champlin

ASSURANCE:

ABNT – Associação Brasileira
de Normas Técnicas