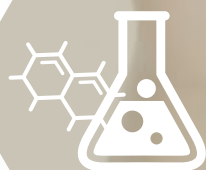


Sustainability Report

2018



REDE D'OR
SÃO JUIZ

QUALITY AND
INNOVATION
TO CARE
FOR PEOPLE

SUMMARY

04

HIGHLIGHTS OF THE YEAR

08

ABOUT US

09

Institutional profile

16

Our hospitals

18

IDOR

22

Oncology

25

D'Or Consultoria

26

Acknowledgments

07

MESSAGE FROM THE CEO

40

OUR SERVICE

41

Patient experience

46

Technology and innovation
at the service of health

48

Privacy and
confidentiality
of information

49

Quality and accreditation

29

Management model

31

Commitment to ethics

34

Governance structure

37

Risk management

28

HOW WE ACT

62 OUR BUSINESSES

- 63 Financial performance
- 64 Operational performance
- 66 New Investments

- 53 Attraction and retention of talents
- 57 Training and development
- 59 Health and safety at work
- 61 Ethical conduct
- 61 Collective bargaining agreements

50 OUR EMPLOYEES

68 OUR SOCIO-ENVIRONMENTAL MANAGEMENT

- 70 Environmental policy and resource management
- 71 Attention to climate change
- 72 Energy efficiency
- 75 Projects for water reuse
- 76 Care with waste and effluents
- 78 Environmental audits
- 80 Supplier management
- 82 Investments in the community

87 ABOUT THE REPORT

87 GRI ANNEX

98 GRI SUMMARY

109 OUR UNITS

114 CREDITS

01

HIGHLIGHTS OF THE YEAR

|102-7|

Average
occupancy rate of

79.7%

in 2018

Physical capacity of

6,629

total beds

More of

45 thousand

employees and
87 thousand
accredited doctors

2,490

robotic surgeries out
of a total of 240,788
surgeries performed
in the year

3.66 million

of emergency cares
and 423 thousand
hospitalizations
in the year

More than

32 thousand

deliveries, an increase
of 27.5% over 2017



Largest network

of hospitals in Brazil, with presence in Rio de Janeiro, São Paulo, Federal District, Pernambuco, Maranhão and Bahia.

Purchase in 2018

of IDU, São Rafael and Samer hospitals, totaling 598 beds.

Purchase of Richet Medicina & Diagnóstico

one of the most traditional diagnostic centers in Rio de Janeiro.

Increased cancer care

in São Paulo, with the inauguration of OncoStar, a compounding pharmacy of Rede and the new Laboratory of Pathological Anatomy.

Creation of the Open D'Or Healthcare Innovation Hub,

open innovation platform of Rede.

Opening

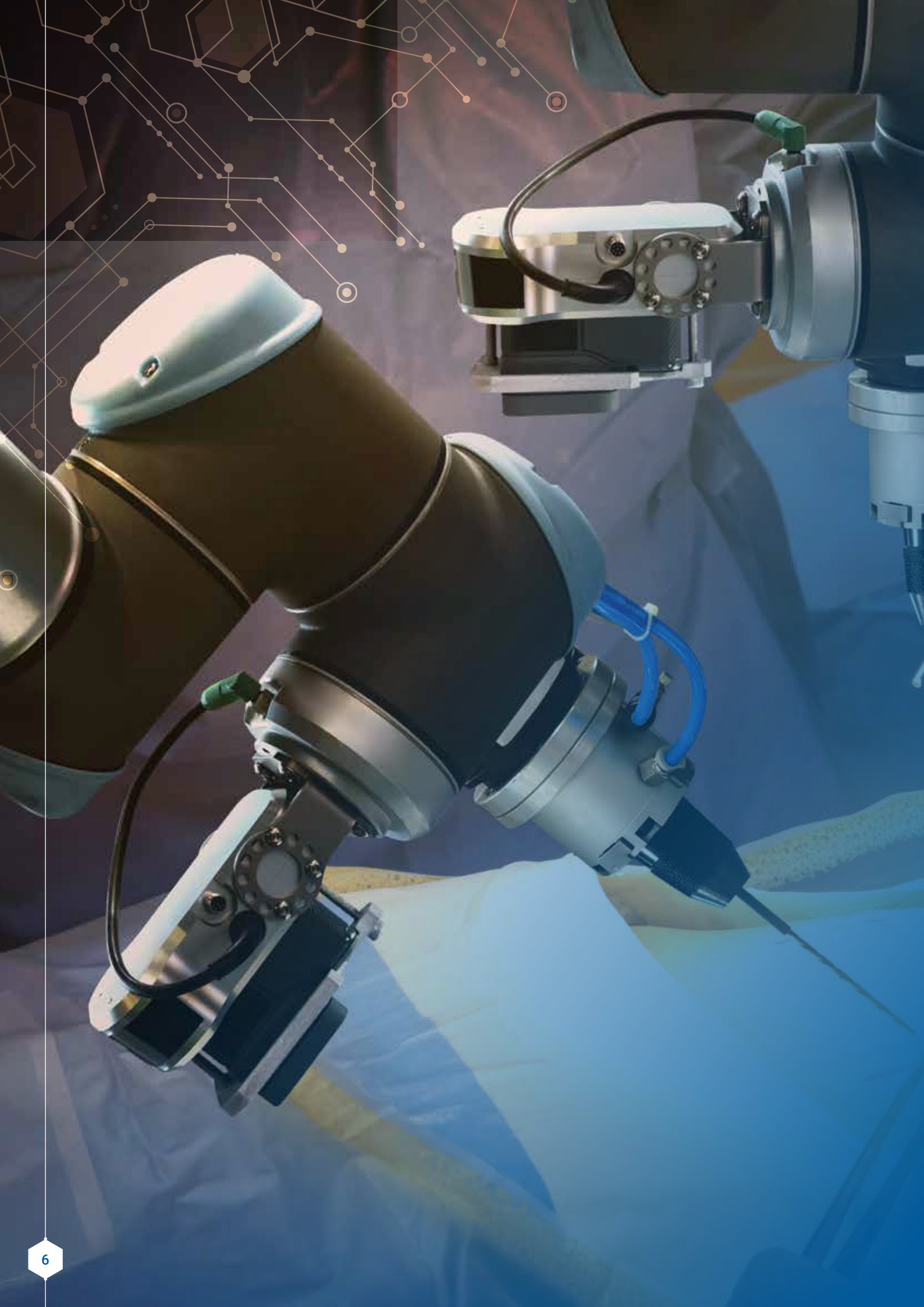
of the new IDOR unit in São Paulo.

Best company

in the Health area in the Estadão Empresas Mais ranking.

Best company

in the Medical Services sector in the *Valor 1000* yearbook.



In 2018, we took fundamental steps to consolidate the Rede D'Or São Luiz as the largest network of private hospitals in the country and one of the largest in the world. Reaching the goals established in the previous period, we reached 6,106 beds in 38 own hospitals (December 2018), and we have expanded our presence in several parts of the national territory.

Today we are a company of 45 thousand employees and 87 thousand accredited doctors, and we operate in five states (São Paulo, Rio de Janeiro, Bahia, Pernambuco and Maranhão) and in the Federal District. According to our long-term commitment to the sector, we have purchased the IDU (São Luiz – MA), São Rafael (Salvador – BA) and Samer (Resende – RJ) hospitals. The first two expanded our presence in the Brazilian Northeast, consolidating the work we have already done in the region. In Rio de Janeiro, besides Samer, we acquired Richet Medicina & Diagnóstico, one of the most traditional diagnostic centers in the State capital.

We also invested, as established in 2017, in the improvement of our oncology services. We opened in São Paulo our compounding pharmacy of the Rede D'Or São Luiz and our new Laboratory of Pathological Anatomy. New oncological units began their activities, with highlight to OncoStar in São Paulo.

We are proud of the work done by the Instituto D'Or de Ensino e Pesquisa (focused on neurosciences, intensive medicine, internal medicine, pediatrics and oncology) which took another step towards innovation in 2018, with the creation of Open D'Or Healthcare Innovation Hub, an open innovation platform that already brings us the first fruits. This vision for the future is what drives us to the advances of robotic surgery, in which we were pioneers, in 2018, in the Center-West region of the Country, with the beginning of the activities at Hospital Santa Luzia. More than 70 procedures were performed in the first six months of the service.

In the coming years, we will continue to invest in expansion and innovation. There will be R\$8 billion invested in organic growth between 2019 and 2023, with the construction of ten hospitals and the acquisition of new cutting-edge medical equipment. Our goal is to reach more than 10 thousand beds in four years, responding to the existing deficit in the sector, the aging of our population and the economic recovery of the Country.

We have advanced to offer the patient and the clinical staff a more integrated care, with the structuring of own diagnostic services for some areas and regions, and the establishment of offices to strengthen the relationship with the medical staff and speed up and improve the care.

In order to increase sector efficiency and advance more and more into clinical safety, we have established new models of partnership with operators and companies, sharing risks, making integrated health care management and reducing hospitalization time and relative expenditure per patient. Most of our contracts, even, already establish packages by procedures and other mechanisms that stimulate the competitiveness. Not coincidentally, we have partnerships with more than 70 health care providers.

D'Or Consultoria stood out in the market, expanding market spaces and enabling our presence in 1,250 contracting companies, totaling 1.7 million of administered lives.

As a seal of our concern for quality of care, we had 90 ICUs certified by the Associação de Medicina Intensiva Brasileira (AMIB), within the Brazilian ICUs program and 84% of our hospitals are accredited.

All investments are underpinned in our financial health, which allows us to grow. In 2018, we reached almost R\$11 billion in net revenue; and our net income was R\$1.2 billion. These results assure us that we are on the right track.

Also our work with the Healthy Hospitals initiative confirms the correctness of our socio-environmental practices. We stand out in waste management and energy efficiency in the Health sector and we walk in the same direction with the reuse of water in our units. We are improving our emission control mechanisms to account for a worrying scenario in climate change, which so much affects the health of our population.

These achievements are only possible because we have the best people at our side. Our employees are a fundamental part of every activity we carry out, and it is because we believe that we dedicate our efforts and resources to the humanization of our services. Figures favor us, technology supports us, but nothing we do makes sense unless it is based on caring for people. To all of our employees, shareholders, suppliers and customers, we thank you very much.

Heráclito Gomes
CEO

03

ABOUT US

09 Institutional profile

16 Our hospitals

18 IDOR

22 Oncology

25 D'Or Consultoria

26 Awards



Over the course of four decades, we have created the largest network of hospitals in Brazil, committed to the safe and humane treatment of patients. We have gained prominence in cancer treatment and in health research, through the Oncologia D'Or and the IDOR. We believe in quality and innovation as differentials to contribute to the health of Brazilians.

INSTITUTIONAL PROFILE

We are the largest network of private hospitals in the Country, with highly efficient medical and hospital care and 38 own hospitals and one administered (in December 2018), present in five Brazilian states (São Paulo, Rio de Janeiro, Bahia, Pernambuco and Maranhão) and in the Federal District, in addition to three under construction and one administered (Hospital Israelita Albert Sabin). We offer hospital services in all modalities, such as clinical and surgical, laboratory examinations and imaging diagnosis. We stand out in the oncological treatment, in robotic surgery and in the mother-child care. [102-4](#)

We are byword for excellence in the diagnosis and treatment of cancer, with more than 40 clinics linked to Oncologia D'Or in several Brazilian cities. We provide comprehensive patient care with a unified line of care between our clinics and hospitals. In 2018, we improved this service in São Paulo, with the opening of

structures that shall serve as a model for our activities in other regions. [102-2](#)

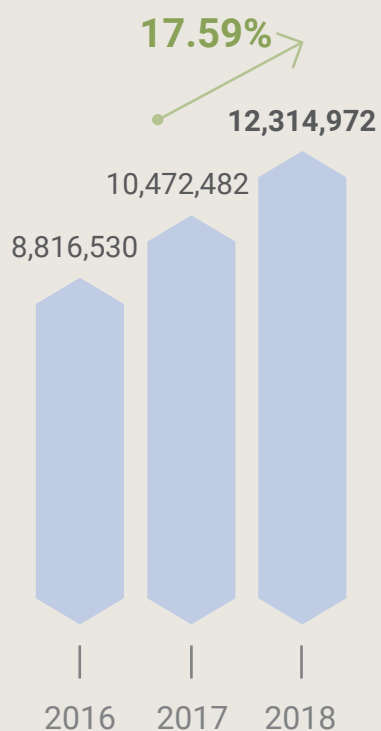
We are made up of 41 years of history, 45,800 employees and 87,0 thousand doctors focused on promoting the health, safety and comfort of our patients. We also provide consulting services, management and administration of clinics and hospital complexes through D'Or Consultoria and D'Or Soluções. [102-8](#)

We are also a reference in innovation, science and education through the Instituto D'Or de Pesquisa e Ensino (IDOR), which maintains ties of scientific cooperation and academic partnership with institutions in Brazil and in more than 60 countries.

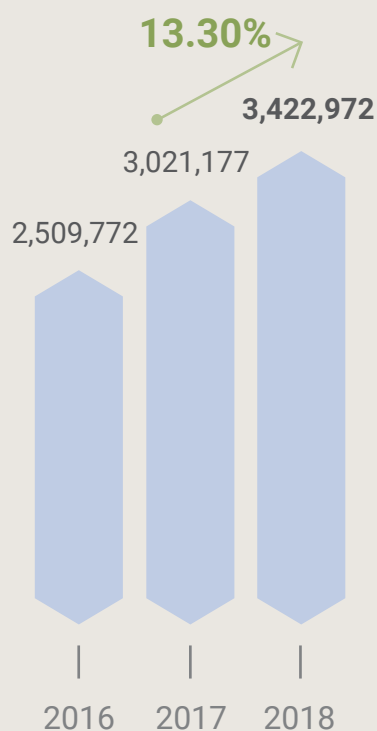
We are the Rede D'Or São Luiz. [102-1](#)

MAIN INDICATORS |102-7|

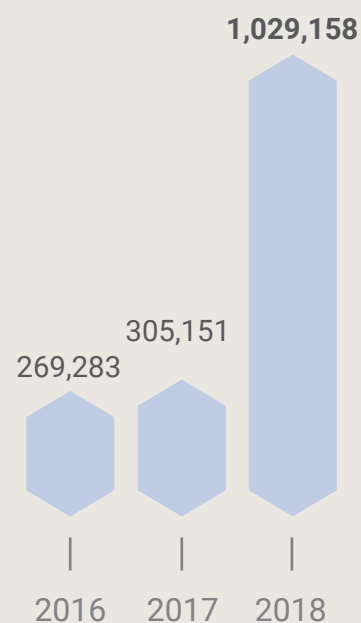
GROSS REVENUE



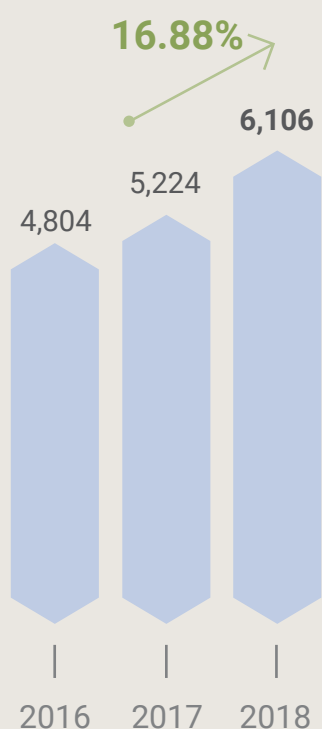
INVESTMENT WITH PERSONNEL AND SOCIAL CHARGES



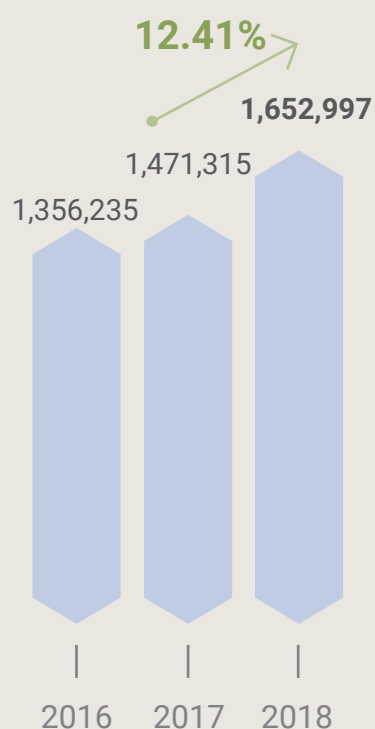
DIVIDENDS AND INTEREST ON OWN CAPITAL



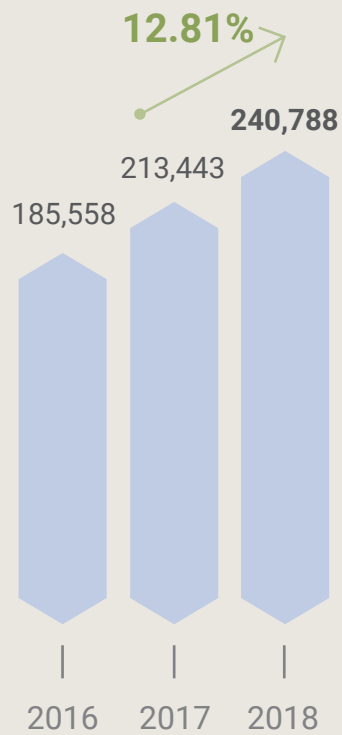
TOTAL NUMBER OF OPERATIONAL BEDS



TOTAL ANNUAL OF PATIENTS/DAY



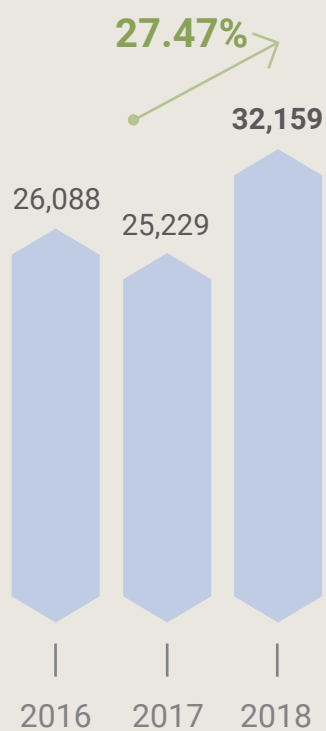
TOTAL SURGERIES PERFORMED PER YEAR



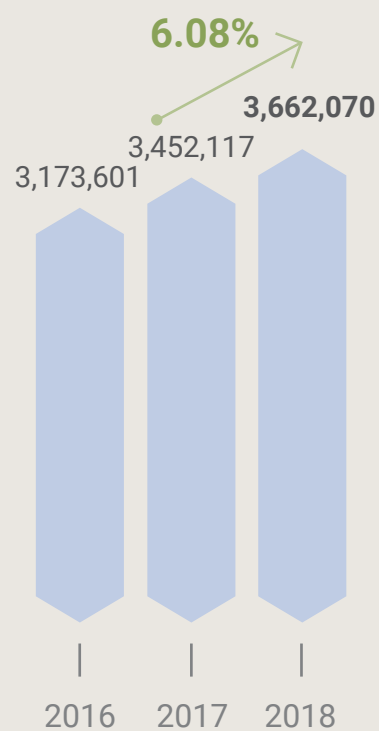
AVERAGE OCCUPANCY RATE PER YEAR (%)



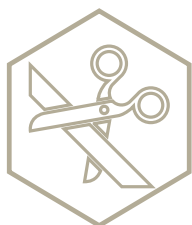
TOTAL DELIVERIES PER YEAR



TOTAL EMERGENCY CARES

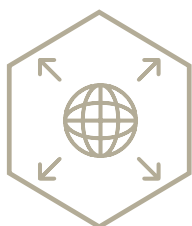


BACKGROUND | 102-2 |



FOUNDATION

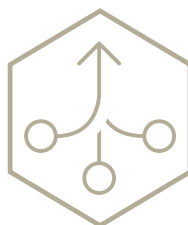
Our origin lies in the founding of the Labs Group in Rio de Janeiro (RJ) in 1977. Innovation and technology were already in our DNA, and in the next two decades we grew with the units of Labs Cardiolab in the capital of the Rio de Janeiro State.



EXPANSION

In 1998, with the opening of the Hospital Barra D'Or, we have revolutionized the concepts of hospital architecture and hospitality and started our industry trajectory. This milestone was reflected in the name of the group, which was renamed Rede D'Or.

The expansion to other regions of the Country began in 2007, when we took the Pron-tolinda and Esperança hospitals in Pernambuco.



CONSOLIDATION

Three years later we arrived in São Paulo, with the purchase of São Luiz hospitals and maternities and other institutions in the metropolitan region. We opened the Instituto D'Or de Pesquisa e Ensino (IDOR), integrating our activities with the academic and scientific sector, and creating the Oncologia D'Or.

Throughout the decade, new additions and inaugurated units have provided important synergy to our business plan and expanded the number of beds. Our entrance in the Midwest took place in 2012, with the Santa Luzia and Coração do Brasil hospital. That same year, we adopted the name Rede D'Or São Luiz.

In 2016, we launched CopaStar, with a five star service concept. The following year, we opened the Hospital e Maternidade São Luiz – São Caetano Unit and the Hospital Real D'Or, in addition to acquiring the São Vicente Clinic, a reference of high standard care in Rio de Janeiro. The year 2018 was marked by the purchase of three new hospitals, in addition to the network of Richet Medicina & Diagnóstico laboratories. We also opened, in São Paulo, the Laboratory of Pathological Anatomy, our compounding pharmacy, the new unit of IDOR and OncoStar.



Copa D'Or
Rio de Janeiro

CYCLE OF EXPANSION AND HOSPITAL CONSOLIDATION OF REDE D'OR SÃO LUIZ



2010/2011

Six purchases:

BRASIL
Hospital e Maternidade

ASSUNÇÃO
Hospital

SÃO LUIZ
Unidade Itaim

SÃO LUIZ
Unidade Morumbi

SÃO LUIZ
Unidade Anália Franco

HOSPITAL Badim 3

Opening:

INSTITUTO D'OR
PESQUISA E ENSINO

2010

CONSOLIDATION





Hospital Rios D'Or,
Rio de Janeiro

OUR HOSPITALS

The hospitals of Rede D'Or São Luiz are placed in three regions of the Country (Southeast, Northeast and Center-West), with emphasis on the states of Rio de Janeiro and São Paulo. In 2018, we increased our presence in the Northeast, with the purchases of UDI hospitals in São Luís of Maranhão and São Rafael in Salvador, Bahia.

Among our hospital innovations is the Star concept, which provides differentiated hotel service in line with advanced care technologies and practices. The Star concept is part of the initiatives of innovation and quality worked in all our units of the Country and shall serve as a model to improve the work developed in areas such as management, service and training. Two units of this line were under construction in 2018: DFStar (Brasília) and Vila Nova Star (São Paulo).

NATIONAL PRESENCE

| 102-4 | 102-6 |

- In 2018, 59.7% of the public served in our hospitals was in São Paulo, 25.2% in Rio de Janeiro, 8.6% in the Federal District and 7.6% in Pernambuco (hospitals in Maranhão and Bahia are not included in the calculation because they were purchased throughout the year). 59.7% of the total public attended in 2018 was female.

- Survey in 2018 by *Veja Rio* pointed out that, among the preferred hospitals in Rio de Janeiro, the first three are the Rede D'Or: Barra D'Or, Quinta D'Or and Copa D'Or.

- In São Paulo, Hospital e Maternidade São Luiz – São Caetano Unit celebrated a year of activities counting 8,519 hospitalizations, 3,302 surgeries, 628 deliveries and more than 100 thousand outpatient and emergency room visits, in addition to 71 thousand exams and diagnoses.

- We held the First Symposium on Robotic Surgery in the Midwest in Brasília, September 2018. Hospital Luzia was the first to use robotic surgery technology in the region and performed more than 70 procedures in the first six months.

- Hospitals incorporated in 2018 in the Northeast region are large and increase our physical capacity. The UDI Hospital, when was purchased, had 145 beds; São Rafael, had 329 beds.

- The liver transplantation team of Rede D'Or São Luiz reached the mark of 1,000 procedures performed in 2018. The patient's survival rate reaches 95%, an index comparable to European and North American institutions.

UNIT MAP

| 102-4 | 102-6 |

MATERIAL THEME:

Access to health services

OUR ACCREDITED HOSPITALS*

National (ONA)

- ☆☆☆ Accredited
- ☆☆☆ Total Accredited
- ☆☆☆ Accredited with Excellence

International

- Qmentum
- Joint Commission

Federal District | 3 hospitals

- Hospital Coração do Brasil ☆☆☆
- Hospital Santa Helena ☆☆☆
- Hospital Santa Luzia ☆☆☆

São Paulo | 15 hospitals

- Hospital Assunção ☆☆☆
- Hospital Bartira ☆☆☆
- Hospital da Criança ☆☆☆
- Hospital Alpha Med
- Hospital e Maternidade Brasil
- Hospital e Maternidade Ribeirão Pires
- Hospital e Maternidade São Luiz – Anália Franco
- Hospital e Maternidade São Luiz – Itaim
- Hospital e Maternidade São Luiz – São Caetano
- Hospital e Maternidade SinoBrasileiro ☆☆☆
- Hospital São Luiz – Jabaquara ☆☆☆
- Hospital São Luiz – Morumbi
- Hospital Villa Lobos ☆☆☆
- Hospital viValle
- Hospital IFOR ☆☆☆

Under management

- Hospital Israelita Albert Sabin – RJ
- Hospital Estadual da Criança – RJ

In construction

- Hospital DFStar – DF
- Hospital Vila Nova Star – SP
- Hospital Niterói D'Or – RJ

Pernambuco | 4 hospitals

- Hospital Esperança Recife
- Hospital Esperança Olinda ☆☆☆
- Hospital São Marcos ☆☆☆
- Hospital Memorial São José

Maranhão | 1 hospital

- UDI Hospital ☆☆☆

Bahia | 1 hospital

- Hospital São Rafael ☆☆☆

Rio de Janeiro | 14 hospitals

- Hospital Barra D'Or
- Hospital Caxias D'Or ☆☆☆
- Hospital Copa D'Or
- Hospital CopaStar
- Hospital Niterói D'Or ☆☆☆
- Hospital Norte D'Or ☆☆☆
- Hospital Oeste D'Or ☆☆☆
- Hospital Quinta D'Or
- Hospital Real D'Or
- Hospital Rios D'Or
- Hospital Badim ☆☆☆
- Hospital Bangu
- Clínica São Vicente ☆☆☆
- Hospital Samer

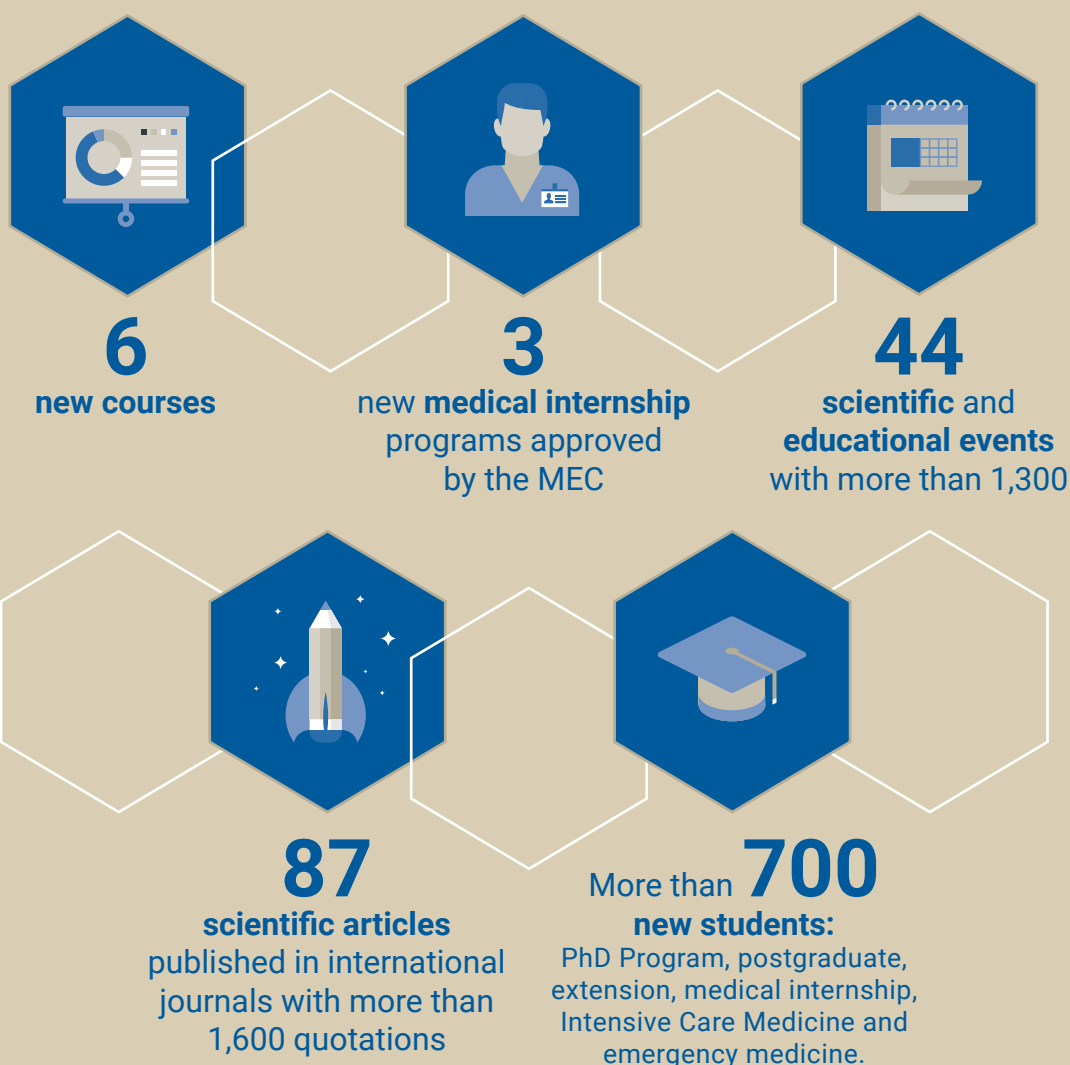
* The Bangu, CopaStar, Real D'Or, Samer, Alpha Med, Ribeirão Pires and São Luiz – São Caetano units are in the process of being accredited.

Created in 2010 with the purpose of promoting scientific advancement, dissemination of knowledge and innovation in the area of Health, the Instituto D'Or de Pesquisa e Ensino (IDOR) is a non-profit institution whose main sponsor is Rede D'Or São Luiz. The IDOR carries out investigations in the areas of neurosciences, Intensive Care Medicine, internal medicine, pediatrics and oncology; also offers doctor degree courses, specialization, extension and medical internship in different specialties.

The work of the institute is carried out in synergy with the hospitals and laboratories of the Rede, as well as with the units of Oncologia D'Or. This gives IDOR great capillarity in research and teaching, by bringing together technological and assistance advances on a large scale. The national scope of our activities opens up wide possibilities of studies, allied to modern technologies and professionals of health with academic excellence.

Besides the head offices in Rio de Janeiro and São Paulo, IDOR works with research centers in Salvador, Brasília and Recife.

RETROSPECTIVE 2018



NEW HEADQUARTERS IN SÃO PAULO

In 2018, we consolidated the work of IDOR in São Paulo, with the creation of the new headquarters in the city of São Paulo. Among the priority themes for a new unit are oncology and neurosciences, as well as the centralized management of clinical researches carried out by Rede D'Or São Luiz throughout the national territory. The new space is in line with the expansion project of Oncologia D'Or, which extends its research performance.

The contextualization on the needs of national health is a constant concern of the institute to improve the quality of the treatment of patients who fight against cancer. The creation of protocols suitable for oncological research with nationally based data is also a priority of the IDOR unit in São Paulo. To achieve this goal, the institute has established strategic partnerships with other institutions of excellence, such as the Universidade de São Paulo.

IDOR IN SP

- The space houses all the scientific experience of the institute.
- Lines of research in oncology, neurology, Intensive Care Medicine, internal medicine and pediatrics.
- Postgraduate courses, training and qualifications.

CONSOLIDATION IN EDUCATION PROJECTS

The Faculdade IDOR de Ciências Médicas (IDOR College of Medical Sciences) offers *stricto sensu* Doctor's Degree program in Medical Sciences (accredited by the Capes Foundation, Ministry of Education and Culture) and postgraduate courses (*lato sensu*), specialization, extension, internship and graduation. In 2018, we had a very great growth of the courses of extension and *lato sensu* post-graduation, as well as growth in the planning of the undergraduate courses.

In 2019, IDOR shall be a hub for the Harvard Chan School course in São Paulo, which shall address basic clinical research concepts and other methods and statistics to prepare a major project.

IDOR EDUCATION IN 2018

- More than 30 candidates in the IDOR Program of Doctor's Degree in Translational and Clinical Medicine
- More than 150 students of medical internships
- More than 160 undergraduate students in Medicine (internships)
- 160 postgraduate students
- Over 900 students in extension courses
- Retention of 80% of intern physicians (they continue working in Rede after the internship)
- New internships approved by the MEC: Emergency and Urgency Medicine, Orthopedics and Traumatology, Urology

EXCELLENCE IN RESEARCH

MATERIAL THEMES:

Health promotion and prevention of diseases and Technological disruption and innovation in health

In 2018, IDOR researchers published 87 articles in international scientific journals, totaling over 1,600 academic quotations. The level of clinical research carried out at the institute is very high, obtaining international repercussions. The researches are carried out internally and in cooperation with national institutions – such as UFRJ, USP, Escola Paulista de Medicina and Fiocruz – and international institutions.

IDOR participates in the development of new drugs and technologies for health, in search of advances in combating problems such as cancer, thromboembolism, and Crohn's disease. These studies ensure that, in the future, patients shall receive a truly safe and effective treatment. Research projects involving testing of new substances or devices in humans are known as clinical trials and often take place within the hospitals of Rede D'Or São Luiz.

INTENSIVE CARE MEDICINE

Among the researches in the field of Intensive Care Medicine was the development of methodologies to compare data on sepsis (generalised infection) and hospital mortality in a comparative study performed in hospitals in Brazil and England. The study joins an international effort by the scientific community to develop strategies to combat sepsis and reduce its impact in response to the World Health Organization (WHO) warning that considered the generalized infection as a global health priority.

IDOR researchers also worked on the study of pneumonia and intensive therapy, which pointed out that improving the screening criteria of patients for hospitalization could optimize the use of beds in the intensive care unit (ICU). The researchers collected data from 800 hospitalizations in ICUs in the State of Rio de Janeiro during 2016. Their focus was the pneumonia acquired in communities, the main cause of admission to ICUs in the Public Health System (SUS), totaling about 700,000 cases per year.

NEUROLOGY

One of IDOR's scientific highlights in neurology is in performing experiments with brain organoids, or "mini-brains." They are models for studying the impacts of diseases such as Zika and psychiatric disorders, as well as research about the effects of psychedelic substances on the brain. In addition to conducting proprietary investigations using mini-brains, the IDOR produces and supplies to other researchers these cells, which can also generate smaller and simpler models known as neurospheres that measure less than one millimeter and have already been used, for example, in investigations of schizophrenia.

Also in 2018, investigations on Attention Deficit Hyperactivity Disorder (ADHD) were advanced. Study suggested that adult patients with ADHD have compromised narrative ability. Further, the IDOR survey showed worsening of cognitive function in ADHD when associated with eating disorders. The investigations also pointed out that the main diagnostic tool available for the disorder may be overestimating the number of cases.

Studies related to diseases such as Alzheimer's, obsessive-compulsive disorder and schizophrenia, as well as initiatives related to the research of emotions were also highlighted.

PEDIATRICS

An inexpensive and widely used test to identify hospital infections, the c-reactive protein (CRP) measurement, may gain new application and increase the chance of survival of critically ill children hospitalized in ICUs. The IDOR study showed that a change of blood CRP levels is a faster indicator than the clinical examination of pediatric patients. Thus, the blood tests may indicate, prior to the general condition of the patient, whether or not it is necessary to rethink the treatment by changing the antibiotic chosen at the start of hospitalization.



OPEN D'OR HEALTHCARE INNOVATION HUB

Created by IDOR, the platform seeks to stimulate the open innovation and the entrepreneurship in the area of Health. The Open D'Or Healthcare Innovation Hub aims to connect innovative startups with the corporate sector, investors and the academic environment in Brazil and abroad, linking the innovation services with the demands of the industry. One of the fronts of the initiative promotes the approach of healthtech entrepreneurs with IDOR and Rede D'Or São Luiz, in short-term meetings. The other allows the allocation of companies that shall work on the development of solutions within Open D'Or itself, with a process of immersion.



OncoStar,
São Paulo

ONCOLOGY |102-2 | 102-7|

Clinics installed in eight Brazilian states make Oncology D'Or a national reference network in cancer care. Our structure is focused on the diagnosis and treatment of all types of cancer, with an international quality standard, without giving up the humanization in all care work.

MATERIAL THEME:

Quality, efficiency and safety in the care and relationship with patient/client

Between 2018 and 2019, we invested R\$130 million in the renovation of our radiotherapy technology park. It is the largest investment of a private cancer group in Latin America. For example, new radiotherapy equipment shall be inaugurated in units of Rio de Janeiro, São Paulo and Brasília.

Among our highlights is the Green Line, a pioneering project in the Country's oncology, which establishes a single integrated flow line of care between the D'Or Oncology units and the Rede D'Or São Luiz hospitals. The concept optimizes diagnosis, care and clinical and surgical treatment of patients with suspected cancer, for whom time is a decisive factor.

ONCOLOGY D'OR

- More than 40 clinics
- Rio de Janeiro, São Paulo, Federal District, Maranhão, Bahia, Pernambuco, Ceará and Tocantins
- More than 300 medical specialists
- More than 30 thousand calls per month
- About 7 thousand patients
- Renowned Doctors
- State-of-the-art technologies
- More efficient and less invasive treatments
- Radiotherapy, chemotherapy, hematology and clinical oncology

ONCOSTAR: NEW CONCEPT IN ATTENDANCE

Opened in February 2018, OncoStar is coordinated by the oncologist Paulo Hoff and brings as a differential the integration between medical care and clinical research, favoring better results in the treatment of cancer. The clinic offers multidisciplinary oncological care, has a high standard physical structure and state-of-the-art equipment within a built area of 2,400 m².

A complete team of specialists in clinical oncology, hematology, oncological endocrinology, cardio-oncology and oncogenetics, among others, acts to broaden the horizons of patients with the disease, giving them new therapeutic possibilities.

The clinic is supplied with antineoplastic therapies – popularly known as chemotherapeutic – with an own pharmacy of the Rede D’Or São Luiz. This allows greater control of the acquisition, storage, preparation and administration of medicines.

In the infusion environment, instead of several booths side by side, there are individualized rooms for each patient, with private bathrooms and modern equipment for drug monitoring and administration. For more comfort, the structure is automated through the Smart Hospitality system, which allows the patient to control lighting, temperature, and make video calls to nurses and family members.

NEW UNITS IN DIFFERENT GEOGRAPHIES

The treatment for cancer can be uncomfortable and have collateral effects. Therefore, patient care and comfort are priorities in the planning of our clinics. We invest in modern structure, hosting, humanization and high technology.

- Oncologia D’Or opened in 2018 a clinic for diagnosis and treatment of cancer in Rio de Janeiro, located in Tijuca. The space has nine large offices and 18 infusion points in individual booths with TV sets. Also in Rio, the Clínica São

Vicente unit has undergone works and now offers a chemotherapy service. Furthermore, the new space has been sophisticated and provides the best environment for cancer patients.

- At Hospital Esperança Recife, we opened a new exclusive oncology service on the third floor of the hospital. With a modern structure, large offices and high technology, the space emphasizes the welcoming and humanization. In Pernambuco we are also in two addresses: in the Memorial São José, with the mark NEOH, and in the Hospital São Marcos.

- The new Oncologia D’Or Morumbi is placed in the West Zone of the São Paulo capital, at Hospital São Luiz – Morumbi Unit. We expanded the services of oncology, pediatric oncology and hematology of the hospital, which ensures more integration of medical teams. Another unit was opened at the Hospital São Luiz Anália Franco, in the Eastern Zone of the city, with an initial nucleus of four oncologists and a multidisciplinary team of nurses, pharmacists, two hematologists and a mastologist. The partnership with the Laboratory of Pathologic Anatomy of Rede offers more practicality and quality in the results of exams.

- At ABC Paulista, the new unit of Oncologia D’Or was opened at Hospital Brasil, in Santo André. The structure has three clinical oncology, surgical and onco-hematology offices, as well as an infusion area with armchairs, individual boxes and beds. Oncology emergency room and bone marrow transplant service are also planned. Furthermore, we started working at SinoBrasileiro (Osasco), Bartira (Santo André) and Ribeirão Pires hospitals.

- In the Federal District, we have Acreditar and OncoBrasília, in addition to the DFStar hospital.

- In Maranhão, our oncology clinic is located in the building next to the Hospital UDI and is called the Medical Oncology Center (COM).

HEALTH PROMOTION

Besides the diagnosis and treatment of cancer, we are also dedicated to the prevention of the disease through awareness campaigns. We carried out activities in Pink October and Blue November, as well as prevention of gynecological cancers and donation of bone marrow.

In 2018, the campaign “Breasts – That’s right, we just want to get your attention” mobilized several celebrities, such as Xuxa, Angelica, Ivete Sangalo, Nando Reis, Flavio Canto and Márcio Atala, who wore shirts and shared photos on social networks. In partnership with Flamengo (RJ) and Corinthians (SP), people wearing the campaign shirt entered the field in the games of the teams carrying a banner of the campaign. In Maracanã, more than 70 thousand people were present watching the campaign in the match between Flamengo and Palmeiras. Held in the Pink October for the prevention of breast cancer, the initiative also brought videos

and information on early detection and treatment of the disease, as well as sports activities and lectures with the participation of the clinical staff and employees. Actions were carried out still in Tocantins, in Pernambuco and in Brasília.

CONTINUOUS QUALIFICATION

The holding of scientific and medical events is already a tradition in Oncologia D’Or. The D’Or International Oncology Congress had its sixth edition in 2018, bringing together 3,500 participants and speakers from Brazil and abroad. We also held International Symposiums for Diagnosis in Lung Cancer, Hematology, Uro-Oncology and Robotic Surgery and Gastrointestinal Cancer, in addition to the Accredited National Day of Mama. In total, these events totaled more than 1,000 participants.



REFERENCE IN ONCOLOGY

The synergistic work done by our hospitals and laboratories, of Oncologia D’Or and of the Instituto D’Or de Ensino e Pesquisa offers the Rede D’Or São Luiz excellence in research and treatment of cancer. In 2018, this performance was reinforced with the inauguration of reference services in the area, with different focuses, which act in a network: the OncoStar clinic, the Pathologic Anatomy Laboratory and the new compounding pharmacy in São Paulo.

Headed by doctors and researchers Paulo Hoff, Fernando Soares and Eduardo Rêgo, this network constitutes a pole of research in oncology, pathology and hematology that disseminates advances for all units of the Rede D’Or São Luiz. One of the first projects of IDOR’s São Paulo unit is to create protocols for oncological research with data based on the Brazilian health reality.

D'OR CONSULTORIA | 102-2 |

D'Or Consultoria, created in 2015, brings together insurance and corporate benefits specialists. We manage more than R\$2.5 billion in premium, with 1.7 million of administered lives at more than 1,250 clients. We are present in five bases – São Paulo (capital and interior), Rio de Janeiro, Bahia and Minas Gerais, performing operational management, health risk management, market evaluation and marketing services and specialized communication in health.

Our Health Management and Quality of Life staffs accompany and support the employees of the client companies, with health services and guidance. We are the only player in the market really specialized in health, so we offer content that helps educate employees about the importance of prevention, in a light and personalized way. This promotes behavioral changes and gives greater effectiveness of health services and quality of life.

Integrated with the services and products of the consultancy, within the health cycle of the users of the plan, D'Or Soluções provides integrated solutions in occupational and care health, joining management in health and safety of work. For that, we have a multidisciplinary staff, state-of-art equipment and differentiated partners to adapt the companies to the demands and laws of the Ministry of Labor.

D'Or PME offers health and/or dental plans for small and medium-sized companies, with specialized professionals and customized care. We also have a unique system that makes and sends the quotation in minutes by e-mail.

Among the services offered by D'Or Consultoria are also the corporate insurances: Guarantee Insurance (essential to guarantee obligations assumed with third parties), Property & Casualty (guarantee against losses, damages or liabilities on assets, objects and even persons) and Financial Lines (protection against liability, fraud, errors and omissions). Individual insurances with simple structure and affordable price are still part of the company's portfolio.

DIFFERENTIALS FROM D'OR CONSULTORIA

- Artificial and predictive intelligence to cut health costs
- Agility in the medical care of the company's population
- Dedicated follow-up in case of hospitalization
- Advisory service focusing on the economic objectives of each business
- Strong relationship with the largest insurers and operators in the market
- IRIS® and Crystal® – claims prevention and medical bill audits
- End-user app (Android and iOS)
- Operating system integrated to the database of operators and HR systems



www.dorconsultoria.com.br



ACKNOWLEDGMENTS

● **The best in medical services** – We won the award for best company in the Medical Services sector in the 18th edition of the *Valor 1000* year-book. The survey, conducted by *Valor Econômico* newspaper in partnership with Serasa Experian and FGV, recognizes the champions in 25 sectors of the economy according to their accounting and financial performance.

● **The best in the area of Health** – The Rede D’Or São Luiz group was named as the best company in the area of Health by Estadão Empresas Mais. A total of 3,600 Brazilian companies from different sectors were analyzed in partnership with the FIA and Austin Rating, with evaluation in four criteria: revenue, size, profitability and historical consistency of results.

● **Health Broker of the Year** – The D’Or Consultoria de Seguros e Benefícios was chosen as the Health Broker of the Year in the 2017/2018 Highlights of the Clube Vida in Group of Rio de Janeiro (CV-RJ). The recognition is dedicated to the professionals, companies and products that have excelled most in the insurance market in the last 12 months.

● **Healthy Hospitals** – Seven units of the Rede D’Or São Luiz were honored at the 11th Healthy Hospitals Seminar for its health services waste management programs: Hospital Caxias D’Or, Hospital São Luiz – Jabaquara Unit, Hospital Barra D’Or, Hospital Rios D’Or, Hospital Brasil, Hospital Assunção and Hospital São Luiz – Anália Franco Unit. Three units were recognized for their emphasis in their greenhouse gas (GHG) emissions monitoring programs: Hospital São Luiz – Anália Franco Unit, Hospital Assunção and Hospital Brasil.

● **Member of the Academy** – The Instituto D’Or de Pesquisa e Ensino took office as an institutional member of the Brazilian Academy of Sciences (ABC). The program of institutional members of ABC emphasizes the work of public or private institutions of notable interest in the development of science in Brazil. The Instituto D’Or is the eighth institution admitted to this category.

● **Featured in neuroscience** – The first edition of the Fiocruz Servier of Neuroscience International Prize had as one of its winners the neuroscientist Stevens Rehen, researcher at the Instituto D’Or de Pesquisa e Ensino and titular professor at the Federal University of Rio de Janeiro (UFRJ). The winning work was started in 2016 and identified exclusively the presence of the Zika virus in the development of microcephaly in infants whose mothers were infected during pregnancy.

● **Latin American highlight in thoracic oncology** – The Nucleus of Excellence in Thoracic Oncology (Neotórax) of the Oncologia D’Or Group received the recognition as the best multidisciplinary team in the Latin American segment in the award of the IASLC Foundation (International Association for the Study of Lung Cancer). The distinction recognizes the quality of the multidisciplinary care to cancer patients. Unlike the other awards in the sector, the IASLC counts on the active participation of patients.

● **Highlight of the year in climatization** – The Hospital São Luiz – São Caetano Unit was honored for its climatization system in the Highlights of the Year award from Smacna Brasil, a non-profit technical and scientific association that develops and disseminates advanced technologies in air treatment. The recognition highlights engineering and thermo-environmental work due to its technical merits and attention to the requirements of environmental preservation and energy efficiency.

● **Physician of the Year** – The 40th Physician of the Year Award, sponsored by the Society of Medicine and Surgery of Rio de Janeiro (SMCRJ), was honored by cardiologist Jorge Moll, chairman of the Board of Directors of Rede D’Or São Luiz.

● **Citizen of São Paulo** – Doctor and researcher Paulo Hoff, one of the most renowned specialists in the field of oncology in Brazil and president of Oncologia D’Or, received in 2018 the title of São Paulo Citizen, granted by the Municipal Council as a tribute to those born in other cities that contribute to the development and growth of São Paulo.



Hospital Villa Lobos in São Paulo

04

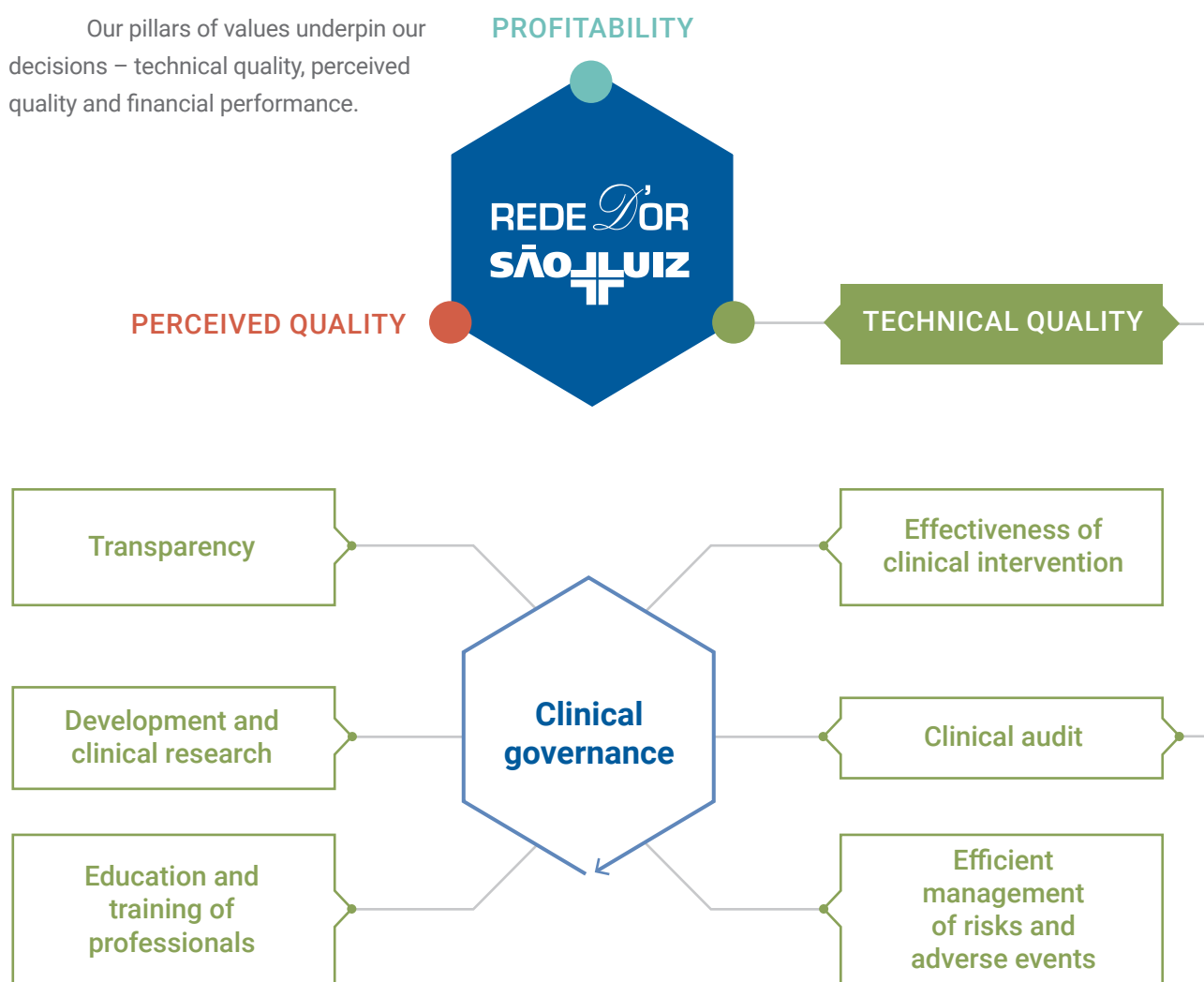
HOW WE ACT

- 29 Management model
- 31 Commitment to ethics
- 34 Governance structure
- 37 Risk management



MANAGEMENT MODEL

Our pillars of values underpin our decisions – technical quality, perceived quality and financial performance.



Our hospital concept meets the following assumptions:



Greater complexity



Network of hospitals
(projected hospitals,
largest number of beds)



Quality of care



Emergency open



Gain of scale
(negotiation with
purchases, negotiation
with operators)



Multidisciplinary
team



To learn more about the policies and management model of the Rede D'Or São Luiz, visit:
www.rededorsaoluiz.com.br

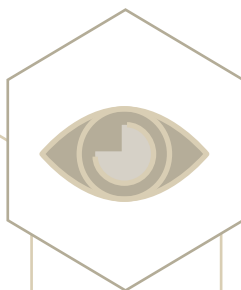
MISSION, VISION AND VALUES |102-16|

We believe that commitment to health is based on humanized care, with high technology, high standards of quality and comfort for our patients, employees and doctors.



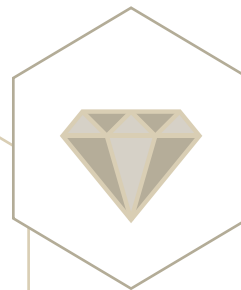
Mission

Provide highly efficient medical and hospital care, with qualified and motivated staff, respecting ethics and the individual in their social context.



Vision

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



Values

- Competence
- Credibility
- Development
- Humanization
- Integrity
- Respect

CONECTA D'OR PROJECT |102-15|

We have implemented the Conecta D'Or Project to ensure the sustainability of our business growth, by optimizing processes and increasing quality and integrity of information. The new integrated management system, Protheus 12 of the Rede D'Or São Luiz, improves our governance and risk management, as well as providing greater management capacity, transparency and credibility for the market.

The opportunity to improve the architecture of back-office systems and their integration with the systems that support hospital operations was identified in a diagnosis performed in 2013. Changes are made gradually to minimize risks and ensure safer production entry. In order to guarantee the consolidation of the resource, we carry out training and engagement workshops with our employees.

COMMITMENT TO ETHICS

102-16	102-17	103-2	103-3: Anti-corruption	103-2	103-3: Procurement practices
103-2	103-3: Non-discrimination	103-2	103-3: Child labor	103-2	
103-3: Forced or compulsory labor	103-2	103-3: Public policy			

MATERIAL THEME:

Ethics, integrity and transparency

The ethical care and the fight against corruption depend on everyone's efforts and are essential for growth, sustainability, and longevity. We are committed to conducting all aspects of our business while maintaining the highest legal and ethical standards. We expect all of our employees and others acting on our behalf to keep this commitment.

CODE OF CONDUCT

Our Code of Conduct confirms our tradition of being committed to the highest standards of ethics and integrity in our healthcare practices, as well as our business transactions. It addresses issues such as respect for laws, standards and regulations, professional conduct, transparency in relationships and shared responsibility.

The document guides behaviors and attitudes of our employees in relations with customers, suppliers, public agencies, the community, the press, social networks and other publics; also serves as a reference for directing third parties and suppliers regarding their role in Rede.

Our Code of Conduct is available on the institutional web site (www.rededorsaoluiz.com.br/o-grupo/sustentabilidade) and on our intranet

to enable broad access to the guidelines. In 2018, we include the obligation to physically deliver the Code of Conduct to all new employees (at the time of their hiring), signing the terms of understanding/adherence to the code and information on conflicts of interest, if any.

In addition to the information provided by electronic and physical channels, we started the year on conduct training, which addresses and discusses the main themes of our code, as well as presenting the Complaints Channel in a more enlightening way to all employees. We completed the anti-corruption training for officers, directors and key leaders of the company in 2018. 3,299 employees were trained in the year.



In 2019, the Code of Conduct shall be updated, with the inclusion of diversity aspects and the General Data Protection Law (LGPD).



ANTICORRUPTION BEHAVIOR

| 103-2 | 103-3: Anti-corruption |

MATERIAL THEME:

Ethics, integrity and transparency

The guidelines for matters related to corruption are described in our Code of Conduct and in the Corporate Anti-Corruption Policy, in which we establish the rules of conduct for the performance of our professionals with a view to preventing corruption in all its forms. Furthermore, we manage the main risks of our operations through various mechanisms, including the control of corporate gifts, gifts, sponsorships, donations and hospitality, segregated by unit/corporate area. The areas of Compliance and Institutional Security are responsible for the determination of complaints and for the adoption of administrative or legal measures in case of irregularities.

We also adopt the Corporate Anti-Corruption Policy, applicable to all directors, officers, employees, representatives and other persons associated with the Rede D'Or São Luiz, whenever they are acting on behalf of the Rede, customers, partners, suppliers and the community in general.

In addition to the policy, the Integrity Program was developed, which brings together all the instruments used to prevent, detect and combat corruption, guaranteeing our total commitment to ethics and transparency. Based on the Brazilian Anti-Corruption Law (Law No. 12.846/2013), the program consists of implementing mechanisms used to prevent, detect and remedy the harmful acts envisaged, such as bribery, fraud in bids and relationship with the public power.

Our Corporate Anti-Corruption Policy and the Integrity Program are available on the corporate website (www.rededorsaoluiz.com.br/o-grupo/sustentabilidade) and on our intranet. Among the mechanisms for effectively monitoring the anti-corruption approach are our measurement systems and our Complaints Channel.

During the year, business units were subjected to a series of organizational risk assessments, but not specifically focused on corruption as a risk factor. Periodic audits can identify cases related to the subject matter. | 205-1 |

During the year, approximately 1,297 leaders, including directors, managers, and coordinators/supervisors participated in a talk about our Anti-Corruption Policy and were responsible for disseminating information to their staff at all of our hospitals. A new training of the Code of Conduct was started, to 100% of the employees.

Themes such as corruption, harassment, channel of denunciations, among others were approached in this training. |205-2|

As a result of this whole process of risk assessment and the implementation of policies and management instruments, in 2018, 59 service providers were de-registered and three employees were removed due to non-compliance with existing laws or standards in Rede, which can or not, deal with corrupt practices. |205-3|

We do not make contributions to candidates or political parties, according to Law No. 9,504/1997. The activities of representing the interests of Rede D'Or São Luiz, either directly, or through individuals, legal entities, interest groups or the like, within the organs and entities of the public administration, aiming at influencing the administrative decision making or legislative, are established in the company's Code of Conduct, which establishes that these must be carried out in an ethical, transparent way and always in strict accordance with applicable laws and with the rules dictated by the bodies responsible for controlling their performance. In 2017, a specific corporate standard was established for this theme. The mechanism available for related complaints is the Corporate Complaint Channel.

|103-2 | 103-3: Public policy | 415-1 |

COMPLAINTS CHANNEL

|103-2 | 103-3: Non-discrimination |

We maintain an open channel to record complaints of conduct violations, available 24 hours a day, every day of the week. These events can be registered anonymously by telephone, internet or letter and are treated confidentially. After due analysis by the Compliance department, the reports are sent to those responsible for the investigations, segregated by the type and complexity of the complaints. If there is any complaint of high criticality, there is the involvement of our top management in order to determine the best treatment on the subject.

In 2018, we had a total of 971 records, an increase of approximately 14% over the year 2017, in which 853 reports were recorded. Behavioral deviations accounted for 36% of the total number of these records (totaling 349 reports). There were received, through the Complaints Channel, 132 complaints classified as discrimination or abusive practices (moral or sexual harassment). After calculation, it was concluded that 51 of them were originating or partially coming. In these cases, the measures taken range from guidance and monitoring to termination of contract and judicial accountability.

|102-17 | 102-34 | 406-1 |



COMPLAINTS CHANNEL OF REDE D'OR SÃO LUIZ

Telephone: 0800-377-8031

Website: <https://canalconfidencial.com.br/canalconfidencial>

E-mail: canaldedenuncias@rededor.com.br

Letter: Av. Voluntários da Pátria, 138, Botafogo
Rio de Janeiro (RJ)

Zip code: 22270-010

To the care of the Compliance department

GOVERNANCE STRUCTURE

| 102-18 | 103-2 | 103-3: Economic performance |

The Board of Directors (CA) and the Executive Board make up our management structure. The economic matters are the responsibility of the Financial Department; the social, of the Human Resources Board and the environmental, of the Institutional Control Board. These areas report directly to the company's CEO.

The Institutional Control area is responsible for monitoring and general reporting of socio-environmental issues to senior management. The knowledge of the top management about economic, environmental and social issues is through the reporting of the most diverse existing committees that act to control the management of the company. | 102-34 |

BOARD OF DIRECTORS

Our Board of Directors establishes general business strategies and guidelines; supervises management acts and draws up investment plans, goals and programs; and tracks the company's overall performance. The Fiscal Council, the Executive Committee (Comex) and two Sector Committees (Compensation and Audit) support the CA.

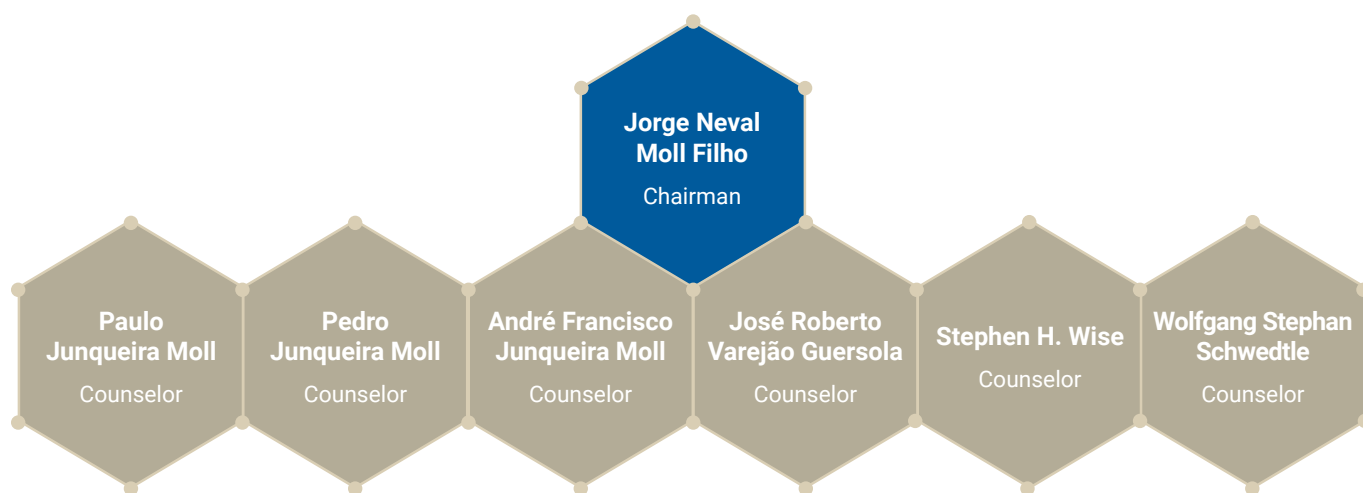
The CA is responsible for resolving conflicts of interest so that any dispute or controversy involving the shareholders is resolved in the best way possible. For this, the company may, according to Article 28 of the Bylaws, if necessary, use the arbitration mechanism as a more specialized way to resolve conflicts of interest. | 102-25 |

Currently, the CA is composed of seven members, all men, six aged between 31 and 50 years and one over 50, with a multidisciplinary profile, to provide a broad vision about the different areas of the Rede D'Or São Luiz. Unimpaired reputation and absence of conflicting interests with those of the company then among the qualifications to integrate the CA, defined in our Bylaws. They are elected by shareholders at a general meeting, with a one-year term, and re-election is permitted. In line with best governance practices, the Chairman of the Board of Directors is not a member of our Board of Executive Officers. | 102-23 | 405-1 |

The CA meets on a quarterly and extraordinary basis whenever necessary. In 2018, CA met 14 times to discuss strategic issues for the company.

The remuneration of directors is set by the General Meeting, in an individual or global amount; in the latter case, it is for the Board of Directors to decide how it shall be shared.

MEMBERS OF THE BOARD OF DIRECTORS | 405-1 |

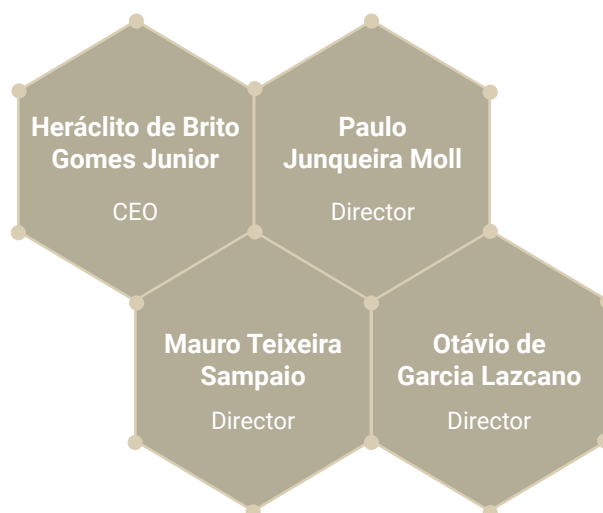


EXECUTIVE BOARD

Our Executive Board has full powers to administer and manage our business, as well as to implement guidelines established by the Board of Directors or by the General Meeting. It consists of at least two and at most eight directors. The directors have a three-year term beginning on March 2, 2016, and reelection is permitted.

The CEO answers for the management and administration of Rede D'Or São Luiz, for the development of projects and other activities and for the corporate functions assigned to him. He must respect the Bylaws and maintain ethical conduct of professional integrity.

MEMBERS OF THE EXECUTIVE BOARD



SHAREHOLDERS' GENERAL MEETING

The Shareholders' General Meeting takes place on an ordinary basis in the first four months after the close of the fiscal year and extraordinarily whenever necessary. The work is conducted by a committee composed of the president and secretary, chosen by the holders of the majority of the voting capital, and the choice may be made to company administrators or lawyers.

COMMITTEES

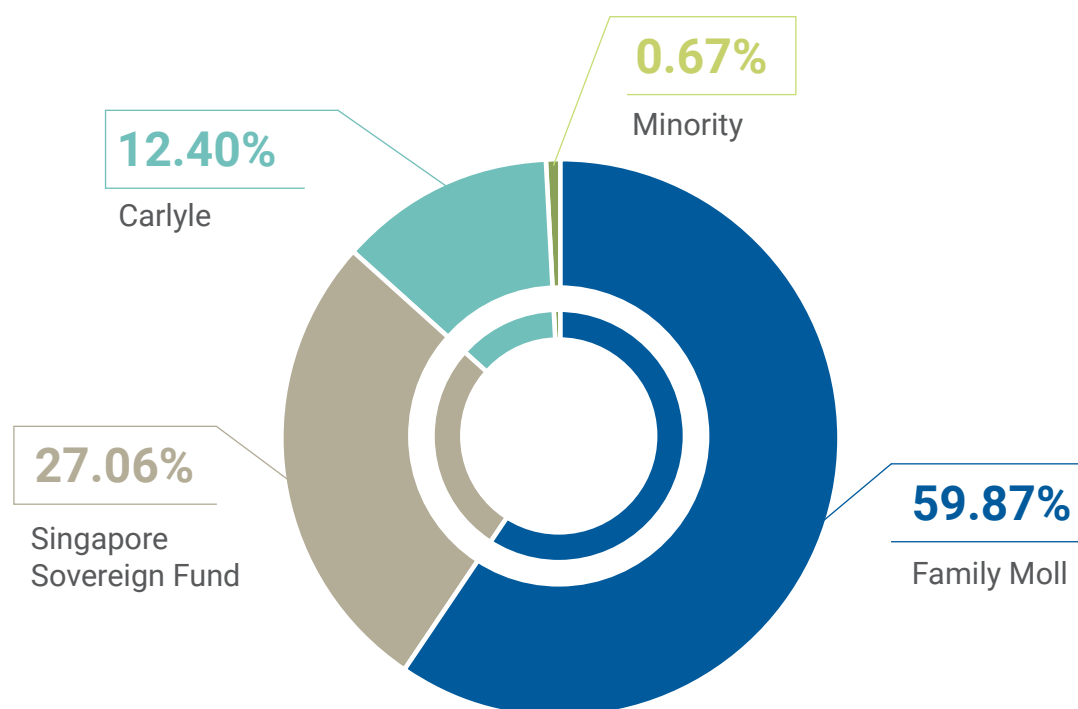
The Executive Committee (Comex) is one of the executive bodies whose task is to

define general guidelines, validate proposals based on regular guidelines, decide on eventual deadlocks and follow up on results and decisions. Comex meetings are held weekly and have the participation of all the company's executive officers. Comex counts on sectoral committees to evaluate in detail issues relevant to the company, such as people, investments and receivables, among others.

Our governance structure is also supported by ancillary committees that assess issues relevant to the business. Currently, the existing Sector Committees comprise the areas of Compensation and Auditing.

SHAREHOLDING COMPOSITION | 102-5 |

(POSITION ON DECEMBER 31, 2018)





Compliance training
(Olinda/PE)

RISK MANAGEMENT

| 102-11 | 102-15 | 102-33 | 103-2 | 103-3: Socioeconomic compliance |

OPERATIONAL RISKS

| 103-2 | 103-3: Economic performance |

We have a risk management system by process evaluation, performed by professionals with specific knowledge. The systematics is applied in several sectors such as Emergency, Surgical Center, Intensive Care, Pediatrics, Property Maintenance, Nutrition, Hygiene and Cleaning, Waste Management, Linen, Service and Ombudsman.

In the management area, the aspects of risk management involve:

- Mapping of risks, creation of defenses and barriers, daily control of the effectiveness of these barriers and processes of internal audits (clinical and process)
- Daily statistical risk control of patients
- Occurrence notification system
- Analysis and treatment of reported events

INSTITUTIONAL CONTROL

The objective of the Institutional Control area is to provide, in an independent and objective manner, information that helps senior management to control operations and activities to safeguard, optimize and safeguard our

resources and materials, including fraud and errors, by minimizing the risks involved with the purpose of guaranteeing the efficiency and effectiveness of the management with a view to maximizing the result. It gathers the activities of forensic, security, patrimonial and sustainability audit. In order to do so, it complies with an Annual Program of Continuous and Environmental Audit, as well as special audits to investigate complaints and process violations. In the case of environmental audits, all hospitals spend semiannual evaluations.

Outsourced companies that collect, transport, treat and dispose/final disposal of health care waste, as well as laundry, pass annually for environmental audits conducted by the Sustainability team.

HOSPITAL AUDIT

Our Hospital Audit performs systematic and formal analysis of the activities with the objective of ensuring compliance, quality and control in a given process or institution. A set of techniques is applied to verify structures, processes and results, the application of financial resources, through the confrontation

between a situation found and certain technical, operational and legal criteria, carrying out a specialized control examination in search of the best application of resources, in order to avoid or correct wastage, irregularities, negligence and omissions.

ENVIRONMENTAL RISKS

| 102-11 | 103-2 | 103-3: Materials | 103-2 |

| 103-3: Energy | 103-2 | 103-3: Water |

| 103-3: Effluents and waste | 103-2 |

| 103-3: Environmental compliance |

We understand that the identification of environmental aspects is a continuous activity, so that, through the determination of aspects considered significant, can promote actions that minimize or eliminate impacts of our activities, products and services on the environment.

In order to start up, all our undertakings undergo environmental licensing, which includes mapping possible environmental impacts and provides, in the cases indicated, the implementation of mitigation measures, with the proper monitoring of public agencies. We manage and control the impacts of our services on all our business units, as well as compliance with current rules and regulations. In order to guide this work, we have a corporate licensing business standard.

NATURAL AND ENERGETIC RESOURCES

The natural and energy resources are essential for our activities, and the factors related to greater process efficiency and risk reduction are present in our management. The reduction of energy consumption, for example, is part of the company's policy, which has invested heavily in energy efficiency projects. Currently, air conditioning systems account for about 50% of the consumption of a modern hospital. Because of this representativeness, the priority of our investments has been the automation of these systems.

HEALTH SERVICES WASTE (RSS)

The management of our health care waste is systematically carried out by the Hospitality staff of the hospitals, which adopt adequate procedures, related to the Health Service Waste Management Plan (PGRSS), a document previously established and approved by health and environmental agencies. The plan is an integral part of the environmental and sanitary licensing process and covers aspects related to generation, segregation, packaging, collection, storage, recycling and final disposal, as well as protection of public health and the environment.

GAS LEAKAGE

All of our units have an Emergency Response Plan, including fire prevention and combat measures, mitigation of impacts to the safety of people, as well as environmental prevention.

NOISE

We have mechanisms, such as the adoption of a standard checklist for verification of equipment, to ensure that all workflows are mapped and their potential risks identified, classified and treated.

AIR QUALITY

All of our units have the Operation and Control Maintenance Plan (PMOC), which consists of a set of legal measures stipulated to monitor, adapt and ensure air quality standards in air-conditioned environments for collective use.

RADIATION

In the units of the Rede D'Or São Luiz where there is a risk of radiological exposure, the procedures and care to be taken are supported in the Descriptive Memorial of Radiological Protection (MDPR), a document duly approved by the National Agency of Sanitary Surveillance (Anvisa).

FINANCIAL RISKS

| 103-2 | 103-3: Economic performance |

Our financial operations are carried out in accordance with the strategy previously approved by the Board of Executive Officers and by the shareholders. The risk management strategies and the effects on the individual and consolidated financial statements can be summarized as follows.

CAPITAL MANAGEMENT

The primary purpose of capital management is to ensure business continuity and maximize shareholder return. We use equity and third-party funds to finance our activities, and the use of third-party capital aims to optimize our capital structure. We monitor our capital structure and adjust it considering changes in economic conditions.

RISK OF INTEREST RATES

We have loans, financings and debentures in local currencies mainly subject to the fluctuation of the Interbank Deposit Certificates (CDI) rate, the Broad Consumer Price Index (IPCA) and the Long-Term Interest Rate (TJLP), as well as the balance of rates and taxes payable, with interest at the rate of the Special Settlement and Custody System (Selic) and TJLP. The risk inherent in these liabilities arises because of the possibility of fluctuations in these rates that impact their cash flows

CREDIT RISK

Credit risk is the risk that the counterparty of a business does not meet an obligation provided for in a financial instrument or contract with the customer, which would lead to financial loss. We are exposed to credit risk

in our operating activities (mainly in relation to accounts receivable) and financing, including deposits in banks and financial institutions, foreign exchange transactions and other financial instruments. In case of an imminent risk of non-realization of these assets, the company records provisions to bring them to their probable realizable value.

LIQUIDITY RISK

It represents our risk of scarcity and difficulty of honoring our debts. We seek to align the maturity of our debt with the cash generation period to avoid mismatch and generate the need for greater leverage.

FOREIGN CURRENCY

We have loans, financing and accounts payable to suppliers contracted in foreign currency (mainly the US dollar). The risk linked to these assets and liabilities arises from the possibility of incurring losses due to fluctuations in exchange rates.

DERIVATIVES

In December 2018, we had derivatives accounted in accordance with the fair value hedge accounting (fair value hedge) for swaps purchased with the purpose of protecting the company from foreign currency financing. The swaps exchange the flow of interest and the principal in foreign currency for a funding in CDI + or CDI percentage in Reais. In addition, we also hold other swaps that were acquired for the purpose of hedging exposure to indebtedness and variable interest.

05

OUR SERVICE

- 41 Patient experience
- 46 Technology and innovation at the service of health
- 48 Privacy and confidentiality of information
- 49 Quality and accreditation



In order to offer comfort and safety to our patients, we work with innovative concepts, ranging from integrated services to hospice in differentiated environments with a focus on humanization.

MATERIAL THEME:

Quality, efficiency and safety in the care and relationship with patient/client

Quality, efficiency and safety in the care and relationship with patients are our priorities. For this, we invest in different aspects that guarantee the best experience of the patient in our structures:

- Synergy between different services offered by Rede D'Or São Luiz.
- Employees trained for safe and humanized care.
- Architectural projects that promote comfort and privacy.
- State-of-the-art technology, with modern equipment and always updated.
- Innovation and disruption in practices and processes.
- Operational Excellence and Hospital Accreditation.
- Security and confidentiality of patient information.
- Monitoring the satisfaction index of our audiences.

PATIENT EXPERIENCE

| 102-43 | 103-2 | 103-3: Customer health and safety |

We guide our activities with a focus on providing patient-centered care, seeking to offer the best experience while using our services. For this, we use this guideline to train our teams, offer the best health solutions and provide comfort in our hospital environments.

HUMANIZATION AND EMPATHY

Empathy is the human ability to understand feelings and put oneself in another's place. In health, the path of humanization to the patient led to the emergence of global campaigns with the WMTY (What matters to you?) Movement. In 2018, we joined this campaign, which began in the United States in 2010 and already has the adhesion of more than 30 countries.

We promote actions with the purpose of stimulating more meaningful conversations between health professionals and patients, thus creating a bond of compassion and empathy. The question "What matters to you?" Is a powerful tool that not only creates a bond of compassion between the parties, but also enhances and rescues the patient's voice about decisions about his or her own health. It is necessary to listen, to seek, to offer what is important to him (her). This stimulates humanized care and improves health care based on what really matters to the patient.

Among the professionals, the initial concern was that the requests could not be met. However, the teams were overwhelmed with simple requests such as smiles, music and reading. The fear of requests that could be difficult to carry out was replaced by an enormous pleasure of being able to attend to the patient and to make him (her) happy.

PATIENT SAFETY

| 103-2 | 103-3: Customer health and safety | 416-1 |

All our hospitals adopt internationally recognized standards for risk management and patient safety prevention, which involves planning and managing clinical and administrative processes and training of employees. The daily practices are based on international safety goals, also advocated by the Ministry of Health, in the National Patient Safety Program.

The performance of corporate quality audits in all hospital units with a focus on the correct identification of the patient, adequate completion of informed consent (surgical and anesthetic), correct demarcation of laterality (in surgeries where they are applicable) and correct use of antibiotic prophylaxis deserve to be highlighted. The results of the audits impact the evaluation of the Results Participation Program (PPR), engaging our professionals.

The control of surgical procedures is performed by the application of the safe surgery checklist. Items are evaluated before anesthetic induction, before skin incision and before the patient leaves the surgical room, establishing barriers to minimize the risk of adverse events.



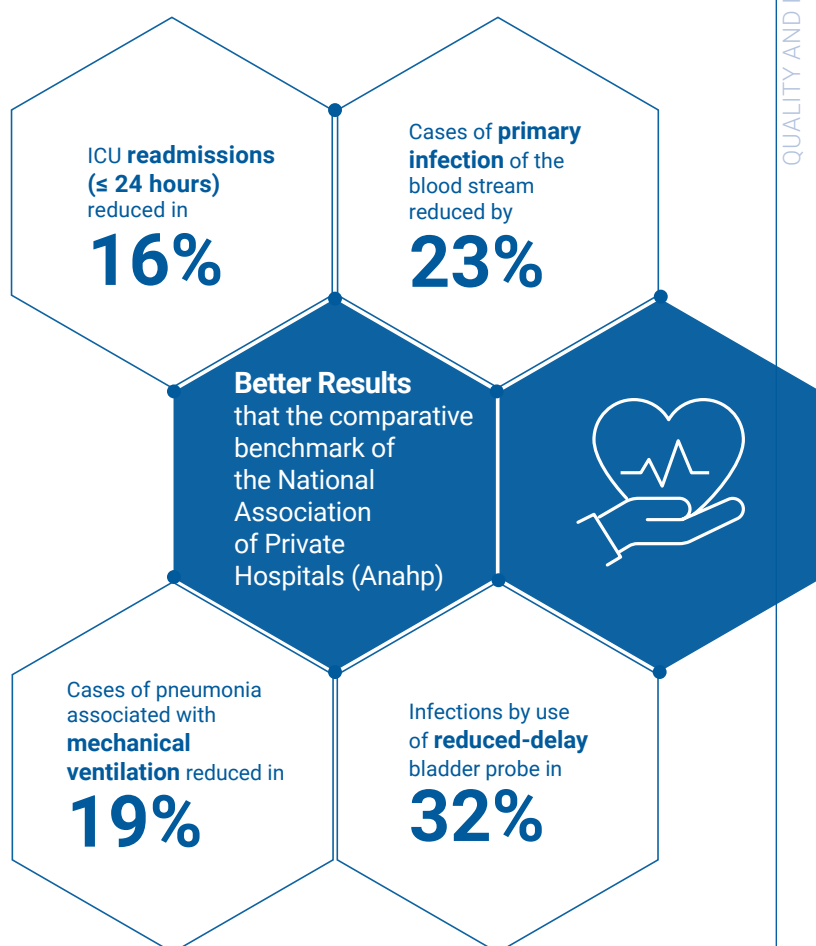


In 2019, we shall have the creation of the D'Or Seal of Quality and Safety, with the evaluation of the technical capacity of hospital units by a standard of the Rede, created based on national and international accreditation criteria, and welcome care. Main processes shall be contemplated, permeating the emergency room, ICU, hospitalization unit, surgical center, clinical pharmacy and diagnostic and therapeutic auxiliary services. Technical visits of two to three days in duration shall be made with the result graded in bronze, silver and gold.

TECHNICAL QUALITY INDICATORS

We have a risk management and fault prevention system focused on patient safety. Over the years, the evaluation system has been improved, taking into account updates of the literature and allowing a comparative benchmark with national and international external institutions with recognized practices in the market. It is through this system that we monitor a series of Technical Quality Indicators (IQT) in hospital units. The results of the monitoring are presented regularly at Board meetings and by sending reports to the company's senior management.

In the indicators evaluated in 2018, all of our units had a standardized lethality rate in the ICU ≤ 1 , a better result than the comparative benchmark of EPIMED/JCI units.



An important tool to evaluate organizational safety culture based on the perception of its respondents is the Hospital Patient Safety Research (HSOPSC), developed by the Agency for Healthcare Research and Quality (AHRQ). When performed periodically, it is presented as a thermometer for hospitals in improving safety culture. We apply our research annually. In 2018, we had 36 participating units, with 27,824 respondents. 12 security dimensions are evaluated, in a total of 42 questions.

102-43 | 102-44

We measure our performance in patient care through satisfaction surveys and demands received by the Ombudsman. These indicators are used to guide improvement actions and improve the quality of service delivery. All areas of the hospital are contemplated, such as Emergency Room, Hospitalization and Maternity, Medical Centers and Complementary Examinations, with related questions, for example reception, nutrition, accommodation, cleaning, concierge, nursing, anesthesia, medical staff and exams.



REDE D'OR
SÃO LUIZ

GOAL

1

Pay attention!

Avoid mistakes! Always confirm the patient's full name and date of birth.

Every patient must be properly identified with a white band and a legible standard label, guaranteeing confirmation of the patient's data for each care taken.

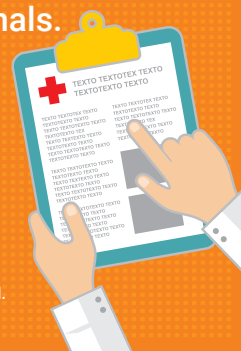


GOAL

2

Record all patient information, procedures, and behaviors in the patient's chart.

Caution!
In verbal communication, make sure that the information is correctly understood



GOAL

3

**Take care before
you give
any medicine.**

Check:

- Right patient
- Right medication
- Right time
- Right way
- Right dose
- Correct annotation



GOAL

4

Before any surgery, check the location, the operation of the equipment and the necessary procedures.

Be alert!

Never forget to do the surgical checklist and document in the chart: pre-anesthetic evaluation, anamnesis, physical examination, informed consent and accurate patient identification. When possible, involve the patient/ caretaker in the process.



GOAL

5

Adopt correct and constant hand hygiene to prevent infection.

Be alert!

- Sanitize your hands:**
- Before touching the patient
 - Before performing clean/aseptic procedures
 - After exposure risks to body fluids
 - After touching the patient
 - After touching surfaces close to the patient



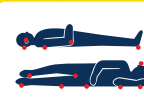
GOAL

6

Be alert!



Risk of fall



Pressure injury

- Patients on medication effects need extra attention.
 - Assess the patient's environment, accessibility and mobility conditions.
 - Assess the patient daily for risk of injury.
 - Perform the change of the decubitus position.
-
- Patient and caregiver should be guided.
 - Record the guidances given to the patient.



Vila Nova Star,
São Paulo

ARCHITECTURAL PROJECTS

Our new hospital architectural projects offer more welcoming, restful and tranquil environments, making the patient feel more confident and able to recover quickly. Among the observed aspects are:

- The climate where the hospital shall be built.
- The heat stroke, the local topography and the environmental and landscape conditions.
- The program with all its complexity and the various specialties that shall be offered.
- Its flexibility and expandability.
- Safety and efficiency in the development of activities.
- Adaptability to new discoveries and technologies and the satisfaction and welfare of users.

SUSTAINABLE ACTIONS

Many hospitals in Rede D'Or São Luiz already work with sustainable actions, and those being built are "born" within this concept. Among the best actions employed in this area are the specifications of the glasses to be used, which have been standardized as reflective type, which improve the energy performance of the building.

Another important point has been related to the technology employed at the Chilled Water Central (CAG), one of the major villains of electricity consumption within a hospital. The engineering staff has been designing projects to implement a technology called heat recovery, which is a way to recover the heat generated in the air conditioning systems for water heating.



Laparoscopic surgery

TECHNOLOGY AND INNOVATION TO THE SERVICE OF HEALTH

MATERIAL THEME:

Technological disruption and innovation in health

In 2018, we developed a digital transformation agenda for Rede D'Or São Luiz, which aims to engage and empower patients, improve relationships with our physicians and prepare the organization for the changes planned for the health sector. Our actions and projects consider global challenges, such as the aging of the population, the arrival of generations of digital natives to the labor market, the equation of health costs and the technological advance of the sector.

Our digital transformation agenda presents four work fronts:

- Patient experience.
- Relationship with the medical public.
- Hospital efficiency.
- Evolution in the routines and services of the Health sector.

Among the tools used are Analytics, digital channels and support technologies, as well as agile development models and design thinking. We renew our portal, which is a channel of relationship and transaction with patients, based on the best benchmarks on the planet. Focused on services and with modern technology, the portal is fully mobile first and offers real-time online scheduling system, scheduling more than 300 queries per day.

In the first phase of the Open D'Or Healthcare Innovation Hub, more than 300 startups were mapped in the health sector in Brazil – 80 were contacted by the initiative for exchange and evaluation. In 2019, three priority themes shall be defined for Rede D'Or São Luiz per semester, to seek national and international solutions. The choice of startups takes into account characteristics such as time, business model, value proposition and growth potential ([more information on page 21](#)).

TECHNOLOGY IN THE SERVICE OF THE PATIENT

| 103-2 | 103-3: Customer health and safety |

Our investments in technology focus on the promotion of patient safety and the final quality of care. We privilege the entry of newer and more complete technologies, using the capillarity of our hospital network to make the best use of the equipment in our various units.

For this, we pay attention to the choice and the relationship with the suppliers, acquiring equipment that is in permanent improvement. We're looking for cutting-edge technologies that bring more benefits and developers that keep investing continuously in improvements.

Among the benefits obtained by the strategy are quality and safety in all aspects, minimization of risks, safety of efficacy of health procedures, safety in patient recovery and reduction of interventions.

The results of this work, especially in the investments for the use of robotic surgery, can already be perceived in the hospitals that use this technique. The available resources promote a safer, agile and more refined service. In 2018, we maintained our search for excellence and continue being a reference in technology. Among the equipment acquired in the year stand out:

Robotic platforms: São Luiz Itaim (SP) and CopaStar (RJ) hospitals received robots version Da Vinci Xi, the most advanced model on the market. The novelty is in some details that make the process simpler for the surgeon in approaching the patient and in the sealing of vessels, among other anatomical advantages of the machine. For Barra D'Or (RJ) and Hospital Santa Luzia (Brasília), the model Da Vinci Si, already used with great success in other hospitals, was acquired. Hospital Santa Luzia is the first in the Midwest to have robotic surgery.

Linear Accelerators: high-tech equipment developed to emit the radiation used in various treatments in the fight against cancer in our units.

Cyberknife: unprecedented in the country, the equipment "scans" the patient and detects the exact location of the tumor, making an application precise, fast and with fewer side effects.

Neuronavigation + Microscope: the way microscopes are used in the operating room is in transition as manual placement gives way to robotic alignment. Through software, the neuron navigator works in conjunction with the robotic motion capabilities of microscopes, which enable robotic movement without the use of hands and highly realistic views of objects and augmented reality. We are pioneers in Brazil in the use of this new and sophisticated integration between the two systems, with precision and security unequalled in neurosurgical procedures.

Units that have robotic surgery:

- Hospital CopaStar
- Hospital Quinta D'Or
- Hospital Copa D'Or
- Hospital Barra D'Or
- Hospital e Maternidade do Brasil
- Hospital São Luiz Itaim
- Hospital São Luiz Morumbi
- Hospital Esperança Recife
- Hospital Santa Luzia



REFERENCE IN ROBOTIC SURGERY

In 2018, we performed more than 2,490 robotic surgeries in our hospitals. Altogether, from August 2015 to December 2018, we added 5,080 surgeries. Thanks to this number, we collaborate to improve the teams of physicians and nurses through an integrated action that joins case studies and continuing education, in which professionals exchange experiences and discuss the clinical cases involving this type

of surgery. Among the advantages of the technique are the precision of movements (which reduces the minimum tremors of the human hand), reduction of the number of incisions, higher quality of recovery to the patient postoperatively, less blood loss and even greater ergonomic comfort to the physician, which can position itself for hours on the machine without the same exhaustion of conventional surgery.

PRIVACY AND CONFIDENTIALITY IN THE INFORMATION

| 103-2 | 103-3: Client privacy |

MATERIAL THEME:

Privacy and confidentiality
in data usage

The information security is mandatory in our services and we are aligned with the best practices and regulations of the health sector. We work with the perspective that data are the most important asset of the company and our patients and have the potential to save lives and improve the quality of patient experience, from the specific time of hospitalization to the follow-up of chronic diseases.

We continuously develop new technologies based on the improvement of our processes and information channels. Some of them are already part of our routine, such as the storage of data related to care and administrative processes and communication with care units through dedicated links. However, in order to improve the management related to the subject, we are structuring a broad program of information security. In 2018, we have not identified formalized or substantiated complaints regarding breach of privacy and loss of customer data. | 418-1 |

SECURITY PROGRAM OF INFORMATION

The program aims to protect the information of our patients and our information technology (IT) assets, seek adherence to market standards such as ISO 27,001 and ISO 27,002 and meets new regulations, such as the General Data Protection Act (LGPD). It also supports our pillars of information security, confidentiality, integrity and availability from the perspective of people, processes and technologies.

Among the actions that are part of the program is the definition of policies, standards and indicators, training, communication and culture of information security and the understanding of impacts and definition of IT continuity plans. We seek a process of continuous improvement of security and guarantee of conformity and maturity in relation to information security. We also carry out continuous monitoring and testing of external and internal risks for cyber attacks.

In the year 2018, we started the adaptation of technical rooms, establishment of firewall rules and joint planning with the Marketing area for internal awareness campaign. All of these actions have had a positive impact on the company, and we have had no security incidents that caused any damage to our image.

The activities of the program continue in development in 2019, with process of review of the players and creation of the Committee of Information Security. The revision and implementation of new regulations are also in the planning for the year, as well as the elaboration of a matrix of risks and the prioritization of fronts and actions of the security domain.

QUALITY AND ACCREDITATION

| 103-2 | 103-3: Customer health and safety |

Since 2006, we have been using Hospital Accreditation as a methodology to improve the processes for evaluating the quality of health services, promoting continuous improvement and ensuring the quality of care provided to clients. The different levels of accreditation evaluate, among other practices, the diagnosis of the value chain, training of employees, process standardization, risk mapping, expansion of this standardization for the whole network and actions to improve processes. All our units apply the logic of permanent evaluation of accreditation, and most of them already have an accreditation seal.

Currently, 84% of the network's hospitals are accredited, 11 of them by international methodology (four by the Joint Commission [JCI] methodology and eight by the Canadian Qmentum methodology). Annually, the units undergo further maintenance and/or recertification visits to ensure continuity of certification or upgradability.

ACTIONS IN 2018

In the year 2018, 17 maintenance visits and 15 recertification visits were carried out (nine national recertification and six national recertification). The Hospital Memorial São José was recertified by the JCI methodology. Anália Franco, Morumbi, Brasil, viValle and Quinta D'Or hospitals were recertified by Qmentum.

In the SP Region we had four recertification for the national model: the Jabaquara, Criança and Villa Lobos hospitals were upgraded to Level 3 (accredited with excellence by ONA). The Hospital Assunção was recertified with excellence (Level 3 of ONA). In RJ region we had two recertification for the national model: Hospital Oeste D'Or was recertified with excellence (Level 3 of ONA). Niterói D'Or was upgraded to Level 3 (accredited with excellence by ONA). In the PE region we had two recertification for the national model: Esperança Olinda and São Rafael hospitals were recertified with excellence (Level 3 of ONA). In the Federal District, the Hospital Santa Helena was recertified in Level 2 of the ONA.

By 2019, we have the challenges of seeking excellence certifications for hospitals that have not yet reached Level 3 of the ONA or the international model. Thus, we must have the recertification upgraded to Hospital Caxias D'Or, Hospital Norte D'Or, Hospital SinoBrasileiro, Bartira and IFOR. In addition, we shall have recertification of the following units, already accredited with excellence: Clínica São Vicente, São Marcos and UDI.



See more about the list of accredited hospitals on [page 17](#).



Currently, 84%
of the Rede's hospitals
are accredited

06

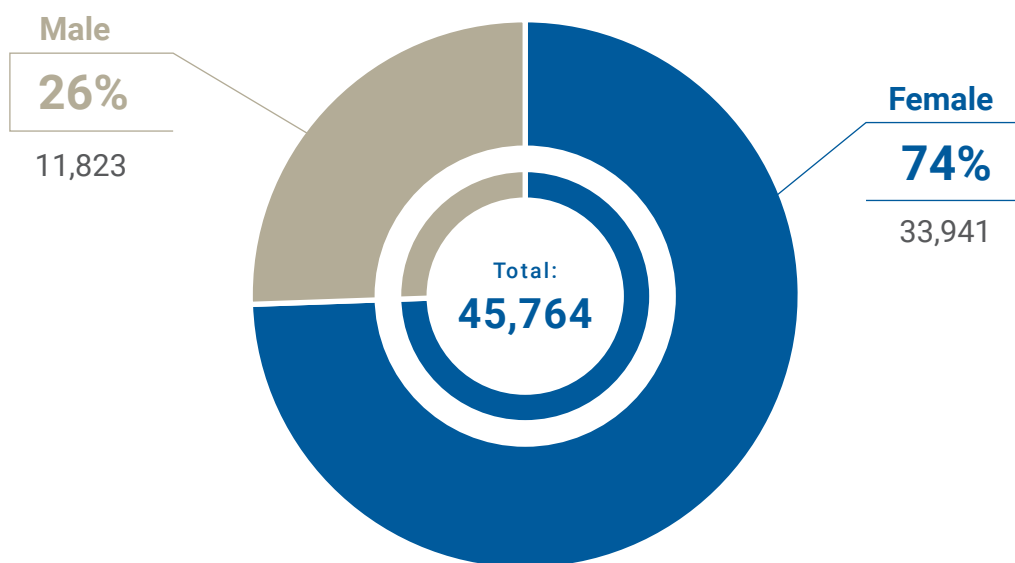
OUR EMPLOYEES

- 53 Attraction and retention of talents
- 57 Qualification and development
- 59 Health and safety at work
- 61 Ethical conduct
- 61 Collective bargaining agreements



We gathered 45 thousand employees and about 14 thousand outsourced employees. Our professionals are committed to patient-centered care, and we invest in qualification, training and development to promote this premise. We establish programs of attraction and retention of the best talent and seek to promote the engagement of our employees with the guidelines of Rede D'Or São Luiz.

TOTAL OF OWN EMPLOYEES BY GENDER IN 2018 | 102-8 |



TOTAL NUMBER OF OWN EMPLOYEES BY GENDER AND REGION | 102-8 |

Region	2016	2017		2018	
	Female and male	Female	Male	Female	Male
Southeast	N.A.	22,816	8,117	24,300	8,430
Midwest	N.A.	2,524	795	2,773	886
Northeast	N.A.	3,664	1,280	6,853	2,502
North	N.A.	0	0	15	5
Total	38,478	29,004	10,192	33,941	11,823
Grand total	38,478	39,196		45,764	

One of the principles contained in our Code of Conduct is valuing and respecting diversity, promoting an inclusive work environment. The female presence in Rede represents 74% of the total number of employees. Our staff is made up, for the most part, of nurses and technicians, functions that, historically, are performed by women.

NUMBER AND PERCENTAGE OF EMPLOYEES BY FUNCTIONAL CATEGORY AND GENDER |405-1|

Functional category	2017				2018			
	Female	%	Male	%	Female	%	Male	%
Directors	25	32.1	53	67.9	11	23.4	36	76.6
Managers	137	59.6	93	40.4	97	71.9	38	28.1
Coordinators	673	70.9	276	29.1	834	67.4	403	32.6
Administrative	16,843	70.8	6,948	29.2	18,172	70.9	7,471	29.1
Technician	11,326	80.1	2,822	19.9	14,827	79.3	3,875	20.7
Total by gender	29,004	74.0	10,192	26.0	33,941	74.2	11,823	25.8

NUMBER AND PERCENTAGE OF CONTRIBUTORS BY FUNCTIONAL CATEGORY, GENDER AND AGE GROUP* |405-1|

Functional category	2018							2018						
	Women							Men						
	Below of 30 years	%	Between 31 and 50 years	%	Over 51 years	%	Total	Below of 30 years	%	Between 31 and 50 years	%	Over 51 years	%	Total
Directors	0	0.0	1	9.1	10	90.9	11	0	0.0	20	55.6	16	44.4	36
Managers	1	1.0	78	80.4	18	18.6	97	2	5.3	30	78.9	6	15.8	38
Coordinators	50	6.0	672	80.6	112	13.4	834	31	7.7	325	80.6	47	11.7	403
Administrative	5,861	32.3	10,486	57.7	1,825	10.0	18,172	3,029	40.5	3,712	49.7	730	9.8	7,471
Technician	3,045	25.2	8,022	66.5	1,000	8.3	12,067	678	23.8	1,970	69.1	203	7.1	2,851
Total by age group	8,957	28.7	19,259	61.8	2,965	9.5	31,181	3,740	34.6	6,057	56.1	1,002	9.3	10,799
Total by gender	31,181							10,799						
Total	41,980													

* The data in this table do not contemplate the new purchases of the Rede and therefore total 41,980 employees. The company is structuring its controls to disseminate, in the next cycle, the data in the format requested by GRI.

INTEGRATION IN CONECTA D'OR

The recruitment, selection, positions and salaries, payroll and employee health and safety processes are already integrated into Protheus 12 through the Conecta D'Or project ([more information on page 30](#)). All macroprocesses interconnect in the modules, which allows for more accurate and reliable flows. This improvement meant a change of concept and culture in the management of human resources flows, with the establishment of a human resources portal, which concentrates information such as employee data, area structure, paychecks and HR requests. Thus, we have more transparency and ease of use in the system.

ATTRACTION AND RETENTION OF TALENTS

| 102-15 | 103-2 | 102-43 | 103-3: Employment | 103-2 | 103-3: Training and education |

MATERIAL THEME:

Attraction, retention, equity and respect for diversity

We have developed several initiatives to attract and retain the best professionals in the health sector. In 2018, we launched our first Trainee Program, with the goal of developing young people, at the beginning of their professional career, for strategic functions in the company's business, fomenting a new generation in the organization. The program, open to our employees and external public, shall last 24 months, starting in the first half of 2019. In the first 12 months, trainees shall have the chance to know the various areas that make up the company and in the next 12 months they shall work in their areas of specialty or interest.

There is no significant difference in remuneration between women and men in Rede D'Or São Luiz at any level (management, administrative and care). In Rede D'Or São Luiz, the salary range is unique by function (without distinction of gender). [| 405-2 |](#)

COMPETENCY EVALUATION [| 404-3 |](#)

Our complete Competency Assessment cycle lasts two years and is divided into two phases:

- Year I – Evaluation Phase (evaluation of competencies, evaluation model differentiated by hierarchical level, feedback, Individual Development Plan – PDI).
- Year II – Development Phase (action follow-up, feedback on actions, revisits the IDP).

In 2018, the activities of the Development Phase were carried out, in which, in addition to the evaluation of organizational competencies, the Assistance area went through the process of evaluating technical competencies, with the objective of stimulating the increase of our technical quality and meeting the requirements of the bodies. We also initiated development actions for the group of executives participating in the assessment. The first cycle of actions was focused on Skills Development, following Leadership Styles and later Team Climate.

The results were consolidated and shared by the Talent Development area, which began planning the development actions to be prioritized in 2019. In 2018, the revision phase of the Individual Development Plan (PDI) was implemented in the system, at which time the manager had the opportunity to review his strategy and update the status of the actions taken.

We started in 2018 the application of the Skills Roulette game, focused on the priority competencies of the technical-operational public, in which our employees answer questions or participate in activities related to the skill selected in the electronic roulette.

We have the Calibration Committee for the positions of managers, medical and operational directors. Thirty-two committees were held and we obtained 127 calibrated executives, with the identification of 54 potential successors. Based on the diagnosis of assessment, assessment of competencies and potential successors, we have developed a development strategy for 2019, which shall cover all hierarchical levels in these three dimensions. In 2018, 33,378 people received analysis of performance and career development, making up 97% of the total employees.

PERCENTAGE OF EMPLOYEES REGULARLY RECEIVING PERFORMANCE ANALYSIS AND CAREER DEVELOPMENT¹ | 404-3 |

2018 ²		2017	
Total of eligible employees	Percentage of employees who received the analysis (%) ³	Total of eligible employees	Percentage of employees who received the analysis (%) ³
33,378	97	33,378	96

1. In 2018, employees admitted to July were considered for performance analysis. Employees hired via CLT with more than 90 days of hiring are eligible. Trainees, apprentices, freelancers and employees who have been separated for more than 90 days are not eligible for the process; for this reason, the total number of eligible employees is not equal to the total number of employees that make up the company's workforce
2. The data do not include units: Hospital São Rafael, UDI Hospital and Samer.
3. The data do not include units: Hospital São Rafael, UDI Hospital and Samer, purchased in 2018.

INTERNAL VALORIZATION

| 102-43 | 103-2 | 103-3: Employment |
| 103-2 | 103-3: Market presence |

The company has structured procedures for recruitment and selection of personnel, with priority internal recruitment, focusing on the development of the employees' career. If the number of employees interested in attending does not meet the requirements, the vacancy is open to external candidates as well. The recruitment and selection process is regulated by corporate law. Although we have no specific local hiring policy, we recruit workers from nearby communities, especially to new hospitals.

In 2018, 11,049* new employees were integrated into Rede D'Or São Luiz.

We have implemented a number of initiatives over the last few years to retain our talents:

- Climate Research and Engagement and Action Plans: Our research aims to provide the results needed for teams and managers to focus their efforts on issues that have the greatest impact on engagement. Based on the disclosure of results, committees are created with the participation of employees and managers, with the application of construction of a bottom up action plan, until reaching the general directorate. Of the total improvements proposed in the first cycle

* The number of new employees who have undergone the integration program is not equal to the number of people admitted during the year, since not all the employees go through the process for several reasons, such as the need to start the functions quickly.

(2016–2018), 60% were completed throughout Brazil. In 2018, the new research cycle had 93% adherence, with a total of 35,382 participants and **77% of overall favorability**.

- **Diagnosis of turnover:** we performed a diagnosis throughout Brazil to identify the main reasons for turnover, with the objective of working on the critical points and reducing this indicator. Based on the consolidation of the data, action plans were generated to assertively attack the critical points. With the validation and implementation of the action plan, the Human Resources staff of each unit carries out the monthly monitoring of adherence to actions and the evolution of the indicator.
- **Follow-up of the new employee:** We promote a monthly research of all the new employees of the company, to measure the degree of adaptation and development of the newly admitted employees, as well as to understand the perceptions about the tools and the processes.
- **Dismissal interview:** performed with the dismissed employees to measure the main reasons for dismissal and structure improvement actions. Based on the results analysis, actions are implemented to eliminate the root cause of the problem, reducing the dismissal rate. In 2018, 5,302 interviews were conducted.
- **Revision of salary ranges and standardization of positions and salaries:** The review of the structure of positions and salaries of corporate areas, completed in 2018, added to the work already done in previous periods in the hospital units, offering

career visibility, organization and fair evaluation. The positions are remunerated based on their complexity nature, as well as the knowledge requirements necessary for the performance of the duties.

- **Control of overtime:** we monitor the indicators of hours and overtime bank, in order to act at the critical points and stimulate compensation.
- **Proximity between place of work and residence:** our time of conveners, at the time of screening of the curriculum and call of the candidate, ascertains the distance between the place of work and the residence for the next direction to the next unit.
- **Our compensation and benefits practices are in accordance with the market references and are in compliance with Brazilian legislation and our human resources policy. **Personnel expenses, considering salaries and benefits, in 2018 were 2.05 billion.**** In addition to fixed remuneration, we have a variable remuneration system, due to performance targets. In 2018, the lowest annual salary paid was equivalent to the national minimum wage.

Following these assumptions, our turnover rate was 27.6 in 2018, and the total number of professionals admitted was 12,324 and dismissals was 11,624 in the same period (more information in Annex GRI). | 401-1 |

TURNOVER RATE BY GENDER AND REGION* | 401-1 |

Region	2017						2018					
	Female		Male		Total		Female		Male		Total	
	HC	Turnover	HC	Turnover	HC	Turnover	HC	Turnover	HC	Turnover	HC	Turnover
Southeast	22,816	28.5	8,117	29.7	30,933	28.8	24,300	30.3	8,430	29.8	32,730	29.9
Midwest	2,524	32.5	795	35.8	3,319	33.3	2,773	32.9	886	33.8	3,659	33.6
Northeast	3,664	19.3	1,280	22.8	4,944	20.2	6,853	21.5	2,502	17.6	9,355	18.6
North	N.A.	N.A.	N.A.	N.A.	N.A.	N.A.	15	10.0	5	13.3	20	12.5
Total	29,004	27.7	10,192	29.3	39,196	28.1	33,941	29.5	11,823	28.3	45,764	27.6

* The data includes all units of Rede D'Or São Luiz.

BENEFITS OFFERED TO EMPLOYEES | 401-2 |

The benefits offered cover all hierarchical levels of the company, but are not extended to part-time or temporary employees:

- **Benefits Club:** a unified platform of partnerships with different companies, launched in early 2001, which provides employees with economic advantages in acquiring goods and services.
- **Medical and dental care plan*:** granted to employees, with co-participation, and extended to dependents.
- **Meal in the workplace:** available to all our employees who work directly in hospitals.
- **Meal voucher:** granted to all our employees who do not have access to the cafeteria, regardless of the salary range.
- **Agreements:** discounts on language courses and computer science, gyms, among others.
- **Incentive to education:** we have as practice the partial reimbursement of expenses with undergraduate and postgraduate courses based on criteria such as relation of the course with the activity carried out and performance in the company.

* Not includes hospitals AlphaMed and Ribeirão Pires hospitals.



Yoga Classes,
Quinta da Boa Vista

TRAINING AND DEVELOPMENT

| 103-2 | 103-3: Training and education |

MATERIAL THEME:

Qualification, training and development of health professionals

We have a staff dedicated to the Training and Education theme, with action guided by corporate rule, and in 2018, we had invested R\$10.3 million in training, development, continuing education and leadership training. In the year we carried out more than 850 thousand hours of training for our employees, with an average of more than two hours of training per month per employee. [404-1](#)

- Assessment of officers: a tool that promotes self-knowledge and leadership development and identifies the characteristics, abilities, preferences, strengths, development opportunities, and career aspirations of each program participant. In 2018, development actions were initiated for the group of officers participating in the assessment. There were also 37 calibration committees for manager, medical director and operational director, with the mapping of 54 professionals as potential successors.

- MBA in Hospital Management: to develop, prepare and accelerate the readiness of professionals to take strategic leadership positions in our units, and thus ensure the sustainability of the business, we have developed an MBA in Hospital Management in company. The course has 360 hours of duration and works biweekly, with classes graduated in Rio de Janeiro and São Paulo.

- Academy of Managers (Ambassadors Program): aims to provide training focused on the employee's life cycle within the institution, in leadership styles, process management, indicators and Situational Leadership. In addition to these themes and still within the Academy of Managers, we started a pilot program in the São Paulo region, entitled Ambassadors, which aims to improve the leadership skills of employees in order to expand their capacity to manage teams, processes and results. The idea is to expand the program to all units in the country.



EAD PLATFORM

In July 2018, we implemented our Learning Management System (LMS) platform and the E-learning methodology used for Distance Learning (EaD) training. Thus, we reconcile the flexibility of time with the need for training of our employees. The courses were created mainly thinking about the quality perceived by the clients and the development of the managers. Managers and employees shall be gradually invited to participate in the offered courses. Another advantage of the platform is the standardization of the multiplication of knowledge. That is, the classes and the applied knowledge shall be the same for the employees of all our units.

CHARACTERISTICS OF THE EAD PLATFORM



Over 850,000 hours
of training for our employees
and 10.3 million invested



HEALTH AND SAFETY AT WORK

| 103-2 | 103-3: Occupational health and safety |

MATERIAL THEME:

Health, safety and well-being of employees

In 2018, we have centralized and standardized the management structure of the Specialized Services in Safety Engineering and Occupational Medicine (SESMT), staffs that stay inside the companies to protect the physical integrity of our employees. The SESMT of our units now respond to our Shared Services Center (CSC), which ensures greater control and quality in deliveries and results.

ACTIONS ON THE PREVENTION OF WORK ACCIDENTS

- Investigations of all work accidents that occurred, with actions taken regarding each occurrence
- Standardization and intensification of Work Safety Inspections in the areas in order to identify possible causes of accidents, with the objective

of eliminating, minimizing or correcting risk situations. The intensification of inspections resulted in 7,345 inspections in 2018.

- CIPA meetings with the purpose of working on accident prevention, studying their causes, proposing preventive and corrective measures and requesting necessary measures.
- Meetings of the Commission of Accidents with Sharpening Materials, with the intention of working specifically to prevent accidents with this type of material.
- Monthly monitoring of accident indicators to assess causes, recurrences and higher incidences, with the purpose of proposing prevention and correction measures.
- Carrying out campaigns and training, such as integration for new employees, accident prevention, personal protective equipment (PPE), chemical products, among others.

Currently, 232 professionals are part of our Occupational Health and Safety Management: 25 Occupational Safety Engineers, 115 Occupational Safety Technicians, 32 physicians, 28 nurses and 27 nursing assistants. SESMT Corporativo has a Work Safety engineer and a Work Doctor, and the SESMT Matrix (new structure) with two nurses and a Safety Technician. We also have administrative assistants and apprentices in the structure as support.

TYPES AND RATES OF INJURY, OCCUPATIONAL DISEASES, LOST DAYS, ABSENTEEISM AND NUMBER OF NUMBER OF DEATHS RELATED TO WORK | 403-2 |

	2016				2017				2018					
	SP	RJ	DF	PE	SP	RJ	DF	PE	SP	RJ	DF	PE	MA	CORP
Typical accidents with absence	179	278	44	35	177	236	48	31	221	282	61	28	11	3
Typical accidents without remoteness	154	235	77	11	127	151	48	43	183	283	65	53	30	0
Rate of injuries ¹ (%)	1.8	2.2	1.3	1.1	1.6	1.8	1.5	0.7	1.9	2.1	1.9	0.7	0.9	0.2
Rate of occupational diseases ² (%)	0.04	0.06	0.1	0.03	0.01	0.1	0	0.05	0	0	0.2	0	0	0
Lost days ³	898	1,245	154	160	872	1,088	245	139	1,270	1,218	262	137	67	42
Rate of lost days ⁴ (%)	9.2	9.8	4.6	4.9	7.8	8.2	7.6	3.3	10.0	9.1	8.2	3.3	5.5	2.3
Absenteeism rate ⁵ (%)	3.5	4	2.6	2.9	3	3.2	2.1	2.2	3.0	3.5	2.2	2.6	2.4	2.1
Number of deaths	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Frequency rate ⁶ (%)	9.2	10.9	6.6	5.4	7.9	8.9	7.5	3.7	9.4	10.6	9.5	3.3	4.5	0.8
Gravity rate ⁷ (%)	45.9	48.8	23	24.6	39.0	41.1	38.2	16.5	54.3	45.7	40.9	16.3	27.4	11.6

Errata: the OSH rates reported in 2017 (in bold) were corrected after correcting the calculated data and the calculation formulas applied.

The applied calculation methodology followed the set of disclosures of the GRI Standards. | 102-49 |

1. Injury rate of typical accidents with withdrawal - (total number of injuries / total hours worked) x 200,000.
2. Occupational diseases rate - (number of occupational diseases / total hours worked) x 200,000.
3. Lost days of typical accidents.
4. Lost days rate - (number of days lost / total hours worked) x 200,000.
5. Absenteeism rate - (total days of absence / total days worked) x 100.
6. Frequency rate of typical accidents with absence - (number of typical accidents with absence / total hours worked) x 1,000,000 (NBR No. 14,280).
7. Typical accident severity rate - (number of days lost from typical accidents / total hours worked) x 1,000,000 (NBR No. 14,280).

HEALTH CAMPAIGNS MADE WITH EMPLOYEES IN 2018

- Six campaigns were carried out, with a total of 11 themes: dengue, zika virus, chikungunya, yellow fever, common influenza, H1N1, hypertension, obesity, measles, breast cancer and prostate cancer.
- The 158 lectures were attended by 8,095 participants.
- 20,457 employees were vaccinated against influenza.
- 718 employees were vaccinated against yellow fever.
- There was screening, orientation and medical referral for cases of hypertension and suspected cancer.
- Organ donation campaigns (Green September) and suicide prevention (Yellow September) were also carried out, with actions in the Network units and in social media.

ETHICAL CONDUCT

| 103-2 | 103-3: Non-discrimination | 103-2 | 103-3: Child labor | 408-1 |

| 103-2 | 103-3: Forced or compulsory labor | 409-1 | 103-2 | 103-3: Human rights assessment |

No occurrence of non-compliance related to aspects related to human rights, child labor and forced labor was registered in 2018. Our values are constantly released through the new employee's Integration Program and in existing communication channels; however, it does not yet count the total number of hours of specific training on aspects related to human rights.

The Code of Ethics and Conduct of Rede D'Or São Luiz establishes the guidelines for the conduct of our employees and the company's position towards its public and is based on values such as respect for the human being and repudiation of any form of discrimination, among others. The code applies to all people working on Rede and is signed in the hiring.

We reject any form of unworthy work condition, such as the use of forced labor or exploitation of child labor. We do not have a specific human rights policy, but our Code of Conduct materializes the guidelines and principles for responsible action, provides guidance on the subject and recommends the respect and appreciation of human rights.

We do not tolerate harassment (moral, sexual or any other kind of disrespectful or unworthy treatment), whether committed by an employee in relation to a supplier, whether committed by an employee in relation to a client, or even by an employee vis-à-vis another employee.

We encourage our employees to adopt in their daily practices and behaviors the observance of human rights, in dealing with colleagues, staffs or third parties. Among managers, there is an incentive for pressure for results not to result in negative stress for the employee, and actions based on threats, harassment, humiliation or other reprehensible attitudes are not acceptable. Another aspect is linked to diversity. We make it clear in our Code of Conduct that we do not tolerate discrimination on the grounds of color, ethnicity, origin, sex, sexual orientation, religious belief, union status, social class, disability status, age and ideologies. Any conduct that discriminates against such personal conditions or options must be disapproved and banned.

We provide a Complaint Channel for violations related to the topic ([see page 33](#)). All cases are investigated, treated confidentially, and if a case of discrimination is proven, appropriate action is taken. We are committed not to retaliate against reports that are made in good faith. Any attempt to retaliate against a contributor who in good faith has reported to the Whistleblower Channel will be considered a violation of the Code of Conduct. On the other hand, false or malicious case reports or accusations made with intent to harm someone will also subject the offender to disciplinary sanctions.

COLLECTIVE BARGAINING AGREEMENTS

| 103-2 | 103-3: Freedom of association and collective bargaining | 407-1 |

All our employees are represented in collective bargaining. We are committed, through our Code of Conduct, to respect for the rights of workers to be members of a class association as well as to make collective bargaining agreements. In 2018, neither of the business areas of Rede D'Or São Luiz was identified as a risk to the constitutional rights of employees to exercise their freedom of association or collective bargaining. The Collective Bargaining Agreement is approved at a general meeting with the free participation of all employees. There were also no cases of operations and suppliers registered in the year in which the rights to exercise freedom of association and collective bargaining may be violated. [102-41](#)

07

OUR BUSINESSES

- 63 Financial performance
- 64 Operational performance
- 66 New investments



MATERIAL THEME:

Value generation and economic performance

FINANCIAL PERFORMANCE

In 2018, Reed D'Or São Luiz had net revenues of R\$10.9 billion, an increase of 16% over the previous year. Net income was R\$1.2 billion, 20.5% higher than in the previous year, due to the performance of our hospitals throughout the decade.

	2016	2017	2018
Value added (R\$ billion) 201-1	5.5	6.3	8.2

DISTRIBUTION OF VALUE ADDED – DVA (R\$ THOUSANDS) | 201-1 |

	2016	2017	Percentage of total of 2017	2018	Percentage of total of 2018
Economic value generated					
Revenue	8,407,614	9,963,025	158	11,657,210	143
Distributed economic value					
Staff and social charges	2,509,772	3,021,177	48	3,422,972	42
Interest, rents and operating expenses	1,439,445	1,274,818	20	2,345,610	29
Federal and municipal taxes and contributions	819,257	1,025,335	16	1,204,164	15
Dividends and interest on own capital	269,283	305,151	5	1,029,158	12
Retained earnings for reinvestment	546,675	698,992	11	150,460	2
Total	5,584,432	6,325,473	100	8,152,364	100
Economic value generated less distributed economic value	2,823,182	3,637,552	58	3,504,846	43

OPERATIONAL PERFORMANCE

| 102-10 | 103-2 | 103-3: Economic performance |

In February 2018, we have expanded our reach in the Northeast region with the purchase of UDI Hospital, in São Luiz, Maranhão, and in August, with Hospital São Rafael, in Salvador, Bahia. Both reinforce our positioning in this region of Brazil, which also counts on Esperança Olinda, Esperança Recife, São Marcos and Memorial São José hospitals, in Pernambuco. These two new acquisitions, together, represented investments of order of R\$1.15 billion.

In July 2018, we purchased the network of Richet Medicina & Diagnóstico laboratories, which for 70 years has been working in Rio de Janeiro in the area of Laboratory Medicine, having the quality of services internationally recognized by the College of American Pathologists (CAP), one of the largest diagnostic medicine organizations in the world, and the only laboratory in Rio de Janeiro to have the CAP Accreditation Seal.

Subsequently, with an investment of R\$78.3 million, in December 2018 we officialized the purchase of the Samer Serviço de Assistência Médica, which has been operating for 45 years in Resende, in the south of the state of Rio de Janeiro. The hospital has 106 beds divided into six coronary units, 14 maternity units, 16 intensive care units (ICU), and seven operating rooms.

By 2019, the inaugurations of Glória D'Or, the new Niterói D'Or and two new hospitals, the DFStar and Vila Nova Star, all in the final stages of construction, are expected. These last two shall be specialized oncology hospitals and destined to the high-income people in the cities of Brasília and São Paulo, like CopaStar in Rio de Janeiro. The purchases of the Rio Mar hospitals in Rio de Janeiro and São Lucas in Aracaju (SE) are also foreseen, as well as the leasing of the Hospital Pediátrico Pró Criança Jutta Batista (RJ).

PURCHASES

| 102-48 |

UDI HOSPITAL

Created in 1985, the hospital started as a Diagnostic Imaging Unit (UDI), with only two doctors: one specialized in Cardiology and another in Ultrasound. In 1987, its first building was opened, starting the first large diagnostic imaging service in São Luís (MA). UDI Hospital opened its doors in 1995 and today it is a large unit with 145 beds and complete medical and hospital services. It has high complexity care for adult and pediatric patients in all specialties. With a multi-specialized emergency, it is able to attend to all urgency and emergency situations, including 24-hour cardiac emergency and neurological emergency care during the daytime period.

HOSPITAL SÃO RAFAEL

The Hospital São Rafael (HSR) was opened in Salvador in 1990. The HSR pioneerism marked Bahia's health, being the first Brazilian hospital to offer therapies such as extracorporeal lithotripsy and one of the first to install high-tech equipment such as linear accelerator, magnetic resonance imaging, computerized tomography. It has 54 thousand square meters of constructed area and 23 floors, distributed in two buildings. Currently, it has a capacity of 329 beds – of these, 60 are ICU. It has an outpatient center with 77 doctor's offices, emergency service, hemodialysis, bioimaging, surgical center, pathological anatomy, clinical analysis laboratory, day-hospital and fully computerized blood bank, as well as intensive care beds (general, neurological, pediatric and for immunosuppressive patients) and semi-intensive and a Bone Marrow Transplant Unit.



Hospital São Rafael, Salvador

Since 1990, the hospital has mechanisms to reduce environmental impact, especially the use of solar panels for water heating, the Effluent Treatment Station (ETE), which in 2018 treated 121,970 m³ of sewage, and artesian wells installed in the unit, which guarantee quality drinking water, despite the water crisis.

RICHET MEDICINA & DIAGNÓSTICO

Founded in 1947, Richet Medicina & Diagnóstico is one of the most traditional diagnostic centers in Rio de Janeiro. Currently, it has 11 service centers in the city and one of the most modern technical nuclei in Brazil, fully automated, considered as a reference in diagnostic medicine by doctors and patients. It operates in the ambulatory and hospital area, counts on clinics specialized in fertility, executive check-up, geriatrics, sports medicine, nutritional support and occupational medicine. It offers a structure of laboratory assistance to a clinical research center with technical, operational and logistic support that differentiates it in the market with respect to advances in the areas of research and examinations.

The College of American Pathologists (CAP) is the largest diagnostic services agency in the United States. Richet is the only laboratory in Rio de Janeiro to have the CAP quality seal since 2010. Throughout Brazil, only 12 services have this seal.

HOSPITAL SAMER

Placed in the Middle Paraíba Fluminense, in the city of Resende, Samer Hospital is the main hospital reference of medium and high complexity of the region. It has 124 beds, being 16 of Intensive Care Center (CTI) adult, eight of CTI coronary, 17 of neonatal and pediatric ICU, 14 of maternity and 53 beds of non-critical hospitalization unit. The hospital has a constructed area of 9,000 m² and is prepared to perform around 700 surgical procedures per month, also considering the procedures of hemodynamics. It has an oncology service that includes diagnosis, surgery, chemotherapy and all pre and post-radiotherapy follow-up. It also maintains a specialty medical center with ten offices, an orthopedic center with three offices, a hyperbaric chamber service and a diagnostic center for images. The unit is a reference in emergency care in the region with adult and pediatric emergency services.

PROJECTS INAUGURATED

LABORATORY OF PATHOLOGIC ANATOMY

The São Paulo unit, unlike other laboratories of Rede D'Or São Luiz is focused on the area of oncology and integration with hospitals and clinical teams. The projection is that about 7,000 examinations are performed per month. Located close to Hospital São Luiz Jabaquara, placed in the south of São Paulo, the unit has a dedicated staff of physicians and about 40 professionals, among them molecular biology technicians, immunohistochemistry/in situ hybridization and traditional morphology. The coordination of the new unit is under the responsibility of the doctor Fernando Soares, professor of General Pathology at the Universidade de São Paulo (USP) and former president of the Latin American Society of Pathology. The objective is to extend the project to other regional ones, such as Pernambuco and the Federal District, in order to provide a complete, standardized and best practices service throughout Rede D'Or São Luiz.

COMPOUNDING PHARMACY

Another great step taken in 2018 was the opening of our drugstore in São Paulo. The site, with 800 m², has the capacity to produce 500 bags of medicines per day and serves the OncoStar, São Luiz Itaim, Anália Franco, Jabaquara, Morumbi hospitals and Hospital Brasil. The pharmacy is a pioneering initiative that aims to offer quality, efficiency and safety in the production of oncological drugs for Rede.

NEW UNIT OF THE INSTITUTO D'OR DE PESQUISA E ENSINO

In October 2018, Rede D'Or São Luiz also invested in the inauguration of a new unit in São Paulo of the Instituto D'Or de Pesquisa e Ensino (IDOR). The space shall include the entire scientific experience of the IDOR and focuses on research and treatment of cancer. The new unit of the institute is part of our expansion project in oncology and has a training center in robotic surgery, technological modality highly indicated for procedures of high precision, such as the withdrawal of prostate cancer tumors.

NEW INVESTMENTS

GLÓRIA D'OR

Formerly belonging to the Portuguese Community, the Beneficência Portuguesa was purchased by Rede D'Or in 2016. Located in the borough of Glória, in Rio de Janeiro, the Santa Maria building is being renovated to allow the opening of approximately 300 beds. The estimated investment is R\$240 million.

EXPANSION OF SINOBRASILEIRO

The construction of a second tower at the Hospital e Maternidade SinoBrasileiro in Osasco (SP) was started in May 2019. The general hospital shall see its operation of 200 beds expanded in 135 beds, totaling 335 beds at the time of its inauguration, scheduled for the first half of 2021. The estimated investment shall be R\$190 million.

NEW NITERÓI D'OR (RIO DE JANEIRO)

We are expanding the Hospital Niterói D'Or to offer the population a specialized and high complexity care. The Hospital is under construction for the construction of a new building with 17 floors in the main tower and 12 floors in the secondary tower and for the renovation of the entire old building. With an investment of approximately R\$200 million, the project shall increase the capacity of the hospital from the current 60 beds to 311, which shall allow to increase the average monthly attendance in the Emergency – from 2,5 thousand to 12 thousand. At the end of the project, the total built area of the institution shall be 42 thousand m².

DFSTAR (BRASÍLIA)

The new DFStar unit shall occupy an area of 29,000 m² in the Asa Sul and shall be the only one in the country to have a tomograph coupled to the machine, allowing the tumor to be checked during the session. In addition to having the most modern in terms of medical equipment, such as the Gamma Knife, specific for intracranial procedures. The unit shall also feature a number of

good environmental practices ranging from standardization through the use of LED lamps to heat recovery system in the air-conditioning chiller to preheat bath water, saving the consumption of natural gas. The inauguration of the hospital is scheduled for June 2019, and the investment was R\$445 million.

VILA NOVA STAR (SÃO PAULO)

With investments of about R\$350 million, the Vila Nova Star, placed in the Vila Nova Conceição neighborhood, in the south of São Paulo, emerges as another hospital of excellence for the city. There shall be 21,000 m² built specifically to house 95 beds, with 30 beds of ICU among these and five operating rooms, the largest and most modern on the market. It shall also house the most up-to-date and modern radiotherapy park in Brazil with two new equipment (Tomo Therapy and Ciberknife) unique in the country. Complete nuclear medicine with state-of-the-art Pet-Ct and Spect-Ct; and hybrid room in the surgical center with three-dimensional angiograph for minimally invasive procedures. We shall also have a 24-hour emergency room that shall be a model in the city.



HEALTH WITH STAR CONCEPT

Our Star-branded hospitals and clinics are built into an advanced line to provide the ultimate experience of comfort and hospitality, alignment with the most advanced technologies and patient care practices. CopaStar in Rio de Janeiro was the first hospital launched with this concept in 2016. There is also the OncoStar, a clinic specialized in cancer treatment in São Paulo. In this

same segment, Rede D'Or São Luiz plans to open in 2019 the DFStar and the Vila Nova Star. With up to 150 beds, the rooms have a hotel-inspired hotel service, with personalized accompaniment, as well as gastronomy and concierge. Besides the hotel services, the Star brand hospitals also stand out as a reference in high complexity care and offers the most modern in medical equipment.

OUR SOCIO-ENVIRONMENTAL MANAGEMENT

- 70 Environmental policy and resource management
- 71 Attention to climate change
- 72 Energy efficiency
- 75 Water reuse projects
- 76 Waste and effluents care
- 78 Environmental audits
- 80 Supplier management
- 82 Investments in the community



We value health and life and, therefore, we seek to develop our services in harmony with the socio-environmental aspects. We work to achieve efficiency and responsible use of natural resources, we consider human rights in our trade relations and we invest in the communities in which we are inserted.

[103-2 | 103-3: Materials | 103-2 | 103-3: Energy |](#)
[103-2 | 103-3: Water | 103-2 | 103-3: Emissions |](#)
[103-2 | 103-3: Effluents and waste | 103-2 |](#)
[103-3: Environmental compliance |](#)

According to our Sustainability Policy, sustainable development is achieved when our business generates value for our shareholders and other stakeholders, supporting the social strengthening, health and safety of our employees and surrounding communities, environmental responsibility and the socio-economic development of the regions where we operate. We prioritize the risk and impact management and consider our stakeholders in our decision-making. We stand for health and life, and so we are committed to develop our skills in social and environmental issues.

The environmental indicators of our hospitals are monitored through a collection system in which data are reported, such as waste generation, water and electricity consumption, among others. The system is shared between the areas of Sustainability, Controllershship and Corporate Maintenance, and based on imputed information, semi-annual indicator reports are produced. In 2018, to improve the collection and monitoring process, we have developed an internal tool that includes data related to the areas of Maintenance, Nutrition and Hospitality.



Diversification of
the energy matrix

ENVIRONMENTAL POLICY AND RESOURCE MANAGEMENT

| 102-15 | 103-2 | 103-3: Environmental compliance | 103-2 | 103-3: Materials | 103-2 | 103-3: Energy | 103-2 |
| 103-3: Water | 103-2 | 103-3: Emissions | 103-2 | 103-3: Effluents and waste |

Our Environmental Policy defines and guides the treatment of environmental issues to promote continuous improvement in management practices. The document is available on the intranet and on our institutional website. In the implementation of the projects, we prioritize those with the most relevant environmental aspects, which were identified through mapping done with several areas of the company. The identification of the most relevant environmental aspects was documented in a procedure entitled Survey of Environmental Aspects and Impacts, so that the internal public can have an understanding about the criteria used to classify their relevance and importance.

Natural and energy resources are essential for our activities, and the factors related to greater process efficiency and risk reduction are present in the management of our business. The reduction of energy consumption, for example, is part of the company's policy, which has invested heavily in energy efficiency projects.

They are part of the good practices of environmental projects implemented in hospitals:

- Diversification of the energy matrix and greater security
- Reduction of energy consumption with efficient equipment and apportionment of the number of machines in operation as demand
- Thermal reuse for heating water
- Lower noise level

HEALTHY HOSPITALS

| 102-12 | 102-13 | 103-2 | 103-3: Emissions |

In 2018, the 15 hospitals of Rede that joined the Healthy Hospitals Project, Brazil's focal point of the international organization Health Care Without Harm (HCWH), continued their efforts to contribute to at least two of the ten goals of the Global Agenda for Healthy and Green Hospitals (AGHVS), sharing knowledge and carrying out actions that aim at the continuous improvement of environmental and public health practices.

The work carried out in the course of 2018 was honored at the 11th Healthy Hospitals Seminar, with emphasis on waste management and greenhouse gas (GHG) emissions monitoring programs. We were present at the discussion panel on the topic of Health Care Waste Management at the Healthy Hospitals Seminar (SHS 2018), where we presented this management in our organization.

PLANS OF CONTINGENCY

| 102-15 |

We started, in 2018, work towards the alignment of hospital contingency plans. The goal is for all our units to be properly aligned and coordinated so that, in case of risks inherent to the operation, they can act in an agile and efficient way, in order to allow the company's vital processes go back to work as quickly as possible, returning to the situation of normality or, in a minimally acceptable state, to avoid a prolonged stoppage that can generate greater impacts. Contingency plans shall contemplate scenarios of lack of energy, water and medical gas supply, and do not prevent the unit from contemplating other scenarios that it deems important to consider. In 2018, there was prioritization of electrical systems.

ATTENTION TO CLIMATE CHANGES

| 201-2 | 103-2 | 103-3: Emissions |

MATERIAL THEME:

Impacts of climate change on human health and infrastructure

The theme of climate change is being introduced gradually in our environmental management. We implemented a series of actions in favor of mitigation and reduction of these emissions, as prioritization of more modern equipment that results in less energy consumption and systems automation, such as the Cold Water Plant (CAG), one of the

most energy-consuming factors in the hospital environment.

Our pilot project of emissions inventory, started in 2016 with Hospital São Luiz Anália Franco, now has three other units in 2018: Brasil, Assunção and São Luiz São Caetano. The inventory has allowed to map sources such as the burning of fuel and exhaust of GHG, in addition to informing the annual emissions of carbon dioxide equivalent. Based on the profile of the emissions from these hospitals, we seek actions to improve our processes, through planning and prioritizing investments, such as energy efficiency projects.

ENERGY EFFICIENCY

| 103-2 | 103-3: Energy |

MATERIAL THEME:

Efficiency in energy use and waste management of health services

The electric power system is responsible for keeping in full operation all the systems and equipment that support our administrative, clinical and healthcare processes. In this way, the efficiency in this consumption, besides being an environmental issue, is also security for the service. The efficient management of energy is a commitment of all the units of Rede D'Or São Luiz and is aligned with the concept of sustainability followed by the company. Our main focus in energy management has been on investments in energy efficiency projects, with the aim of reducing consumption.

Currently, **the UDI Hospital's energy consumption in Maranhão comes exclusively from the free market**, allowing the unit more contractual flexibility and choice of supplier that offers alternative sources of energy generation, such as renewable ones (wind, biomass, small hydro-power plant – PCH), which contributes to the reduction of CO₂ emissions.

Even so, our total energy consumption in 2018 was 794,524.63 GJ, 15.5% higher than in 2017. The higher consumption is justified by the increase in the number of beds (17% more in 2018) and the increase of 12 % in productivity (patients/day) in the same period.

ENERGY CONSUMPTION IN GJ* | 302-1 |

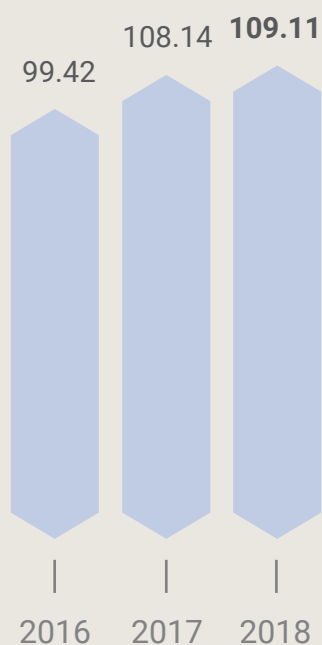
	2016	2017	2018
Energy generated by the consumption of fuels (non-renewable sources)			
Diesel	54,921.00	47,936.00	62,682.00
Natural gas	49,445.00	67,039.00	82,098.00
Subtotal	104,366.00	114,975.00	144,780.00
Purchased electricity			
Electricity	484,243.00	572,797.00	649,744.63
Total			
Total energy consumed	588,609.00	687,772.00	794,524.63

* Data include information from hospitals purchased at the end of 2018: UDI, São Rafael and Samer.

Considering the complexity of our operations, our energy intensity index in 2018 was 109.11 kWh/patient per day.

ENERGY INTENSITY | 302-3 |

ENERGY CONSUMPTION (KWH)/PATIENTS PER DAY



R\$467 million
of investments
in modernization,
maintenance and
expansion projects

In 2018, we have invested R\$467 million in modernization, maintenance and expansion projects, with the purpose of making service

rendering more agile and contributing to improving the quality of service rendered.

INVESTMENT MADE IN 2018

Projects	2018
Adequacy and regularization	27,463,311
Expansion	269,120,226
Maintenance	271,438,082
Grand total	568,021,619

ELECTRICAL CONTINGENCY

In 2018, we made the standardization of the contingency plan of the electric system of our units. The purpose of the proposal was to minimize the occurrence of prolonged absence of electric power due to operational failures and/or errors, to increase speed in fault detection and the effectiveness of its correction, and to encourage the continued education of electrical professionals. As a result of this work, 4,140 pages of technical instructions for the operation of the electrical system were created, applying 900 hours of training to a public of 310 employees throughout the country.

AIR CONDITIONING

HVAC systems account for about 50% of energy consumption in a modern hospital and therefore become a priority in automation. In the hospital environment there are parameters of temperature and humidity that must be maintained both for the comfort of the people and to ensure a clean environment and without risk of contamination. We have implemented in several of our units the Energy Efficiency of Air Conditioning Systems with the use of water production plants formed by various liquid coolers (known as chillers) to ensure that all these

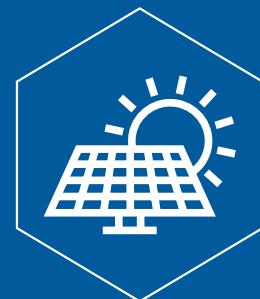
equipment perform more effectively, reducing consumption and reducing energy costs, providing rational use.

MODERNIZATION AND ECONOMY

We also work on the modernization of electrical installations, with the purchase of more energy-efficient equipment and automation of lighting equipment, building control and control system, replacement of incandescent, dichroic and halogen lamps with LED, timer and signs with automatic activation, among others actions. Thus, in addition to reducing environmental impacts caused by the extraction and processing of energy, we reduce costs and focus efforts on other projects aimed at improving the quality of service delivery.

At Hospital São Rafael (HSR), purchased by Rede D'Or São Luiz in 2019, solar energy is the main source of energy for the hot water system. The autonomous solar energy system, consisting of 288 collector plates, is capable of generating renewable energy equivalent to 156 kWh/month, enough to supply 100% of the HSR's heated water system.

At the Hospital São Rafael,
288 collector plates
generate renewable energy
equivalent to 156 kWh/month





OPERATIONAL CONTROL IN REAL TIME

In a pilot project at Hospital São Luiz Itaim, the Operations Control Center (CCO) is a strategy adopted by Rede D'Or São Luiz to increase assertiveness levels and speed of detection and correction of critical failures. The project is aligned with our patient safety initiatives, with greater control of the hospital infrastructure. Started with the electric power system, it shall serve as a base to receive other systems, such as drinking water and refrigeration, with online monitoring of resource consumption and improvement of environmental performance. The two operational bases shall function for 24 hours, every day, with the gradual connection of the hospitals to the system.

PROJECTS FOR WATER REUSE | 103-2 | 103-3: Water |

We are looking for technologies to reduce water consumption, such as the implantation of flow reducers, devices to reduce the time of heating of showers, discharges with coupled boxes and two triggers for use. In 2018, our total water consumption was 1,556,384 m³, an increase of 19.2% over the previous year. The increase in water consumption is due to the acquisition of three new hospital units. | 303-1 |

WATER CONSUMPTION BY SOURCE (IN M³/YEAR) | 303-1 |

	2016	2017	2018
Concessionaire	873,922	940,251	1,135,540
Water truck	100,265	123,273	101,578
Artesian well	162,170	241,861	321,266
Total	1,136,356	1,305,385	1,556,384

* The data includes all units of Rede D'Or São Luiz.

At the Hospital Rios D'Or, the reuse of condensation water from air conditioners reduced the resource consumption. The equipment located in the roof of the building discharges the condensed water in the drains of engine houses, whose final destination is six reservoirs with a total volume of 60 m³. The volume of water collected is used daily in the irrigation of the garden and in the washing of the containers that pack the waste of the unit. The project was selected to compose ANAHP's Manual of Effectiveness and Practices against Waste.

The economy/consumption is also made by aerators in taps and showers in low flow models, installed in the units of the Regional Federal District (Coração do Brasil, Santa Luzia and Santa Helena), viValle, IFOR and Rios D'Or. In the Hospital Norte D'Or, there is a system of reuse of the water used in the backwashing of the filters for irrigation of the gardens. A reservoir of approximately 820 thousand liters of water captures rainwater through channels distributed in the Hospital São Caetano. Niterói D'Or reuses the water generated by the conditioners to wash the waste containers.

WASTE AND EFFLUENTS CARE

| 103-2 | 103-3: Effluents and waste |

In all our units are generated various types of waste because of the diversity of our activities: health, services, administration, maintenance and construction. These residues have different classifications, levels of danger and care for disposal. The treatment of environmental aspects related to the theme is addressed in company regulations, such as the Corporate Waste Management Standard.

In order to assist the work of the employees, especially those directly related to the areas of

assistance, standard operating procedures (POPs) on waste disposal were developed. All the hospital units have the Waste Management Plan (PGRSS) directing the appropriate way of segregating, packaging, identifying, collecting and transporting.

The systematic monitoring of the waste inventory to identify the type and amount of waste generated as well as appropriate reduction and treatment actions are monitored by the hotel and



All the hospital units of Rede D'Or São Luiz have a Waste Management Plan (PGRSS)

restaurant staff and by the Sustainability area. The treatment used varies according to the classification of the residue, being the most used technology the one of autoclave for residues infecting.

In the case of infective residues (after being subjected to obligatory pre-treatment), they are sent to ground in land (landfill), in a place duly licensed by an environmental agency. The landfill is performed according to criteria and engineering standards (choice of appropriate area, waterproofing of the bottom, drainage systems and treatment of percolated liquid and gases, etc.), which aim to meet safety standards and preservation of the environment.

We do not transport, import or export hazardous waste under the Basel Convention. Regarding the management of chemical waste, the packaging is made according to the physicochemical characteristics. In the case of liquid chemical residues, they are packed in containers made of material compatible with the stored liquid, resistant, rigid and watertight, with screw cap and seal. In the case of solid chemical residues, they are packed in orange plastic bags, according to Conama Resolution No. 257/1999, and later stored in rigid cylinders and sent for treatment. The primary packaging of dangerous chemicals is also segregated according to the chemical risk of the product itself.

We mainly use RDC No. 222/2018, Conama No. 358/2005 and ABNT NBR 10,004 to guide us in the classification and segregation of the chemical residues generated. To mitigate risks, PPE (gloves, masks, goggles and waterproof apron) are available suitable for the handling of chemicals, including disinfectants. [|306-4|](#)

Our Environmental Indicators Program receives waste generation data from groups A, B, D and E of hospitals throughout Brazil. Trainings and capacities have been intensified in the units in order to reduce the volume of waste sent to landfill and increase the selective collection. Furthermore, we have Environmental Policy, standards and corporate procedures developed to assist Hospitality staff of hospitals and employees in the disposal and management of waste generated.

In 2018, we generated 24.5 thousand tons of waste, 81.1% of non-hazardous waste and 18.9% of hazardous waste, resulting in 3.66 million emergency calls and 423 thousand hospitalizations. The increase of 23.9% in relation to 2017 is due to the entrance of new units (IDU, Samer and São Rafael) and to our productivity increase (patients/day). On the other hand, the total volume of hazardous waste remained stable, even with the significant increase in the number of visits in 2018.

TOTAL WASTE OF WASTE, DISCRIMINATED BY TYPE AND METHOD OF ARRANGEMENT IN TONS* [|306-2|](#)

	Non-hazardous waste			Hazardous waste		
	2016	2017	2018	2016	2017	2018
Recycling	1,187.89	1,757.67	1,980.69	0.00	0.00	0.00
Incineration (chemicals)	0.00	0.00	0.00	176.36	203.66	244.38
Electro thermal incineration/deactivation	0.00	0.00	0.00	3,387.27	4,354.45	4,392.40
Landfill	10,339.63	13,465.67	17,886.77	0.00	0.00	0.00
Total	11,528	15,223	19,867	3,564	4,558	4,637

* The data includes all units of Rede D'Or São Luiz.

The increase in the discarded volume of wastewater was due to the purchase of the three new units (Samer, São Rafael and UDI). The effluents from most hospitals are properly dedicated to sewage networks of sanitation companies. The

units that are not served by sewage systems have their own sewage treatment plants, licensed by the respective environmental agency with the guarantee of the quality standards required for the disposal of effluents. | 306-1 |

TOTAL DISCHARGE OF WATER, DISCRIMINATED BY QUALITY AND DESTINATION* | 306-1 |

Year	Total volume of water disposal
2018	1,245,107
2017	1,044,308
2016	909,086

* The data includes all units of Rede D'Or São Luiz.

ENVIRONMENTAL AUDITS

| 103-2 | 103-3: Environmental compliance | 103-2 | 103-3: Materials | 103-2 | 103-3: Energy | 103-2 | 103-3: Water |
| 103-2 | 103-3: Effluents and waste |

We perform periodic environmental audits in our units to identify compliance with the policies, standards and procedures instituted corporately, as well as the verification of compliance with current environmental legislation. Environmental audits are based on predefined checklists in line with current legislation and tailored to each area to be assessed. In 2018, 86 units were audited, among hospital units, oncology clinics and outsourced waste, for a total of 162 environmental audits.

The non-conformities identified in environmental audits are classified as high risk and low risk and according to the generating fact, due

to procedural failure, investment or timely problem. After the completion of the environmental audits, reports are sent and sent to the audited units with the presentation of evidence of the non-conformities observed, being the responsibility of the managers involved the preparation of the proposals of action plans and treatment of the events reported.

We note that most of the notes identified in environmental audits are due to procedural failures. Therefore, in the first half of 2019 shall be conducted training in all areas audited in hospitals, the audits shall occur only in the second semester after the training.

MAIN AREAS ASSESSED IN ENVIRONMENTAL AUDITS



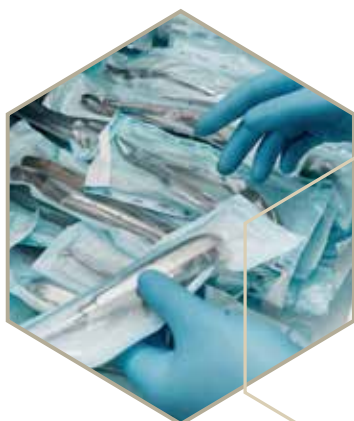
Nursing Care



Hospitality/Hygiene



Pharmacy



CME



Maintenance



Nutrition



Laboratory



HIGH RISK | LOW RISK

Procedure
Investment
Punctual problem

SUPPLIER MANAGEMENT

| 103-2 | 103-3: Procurement practices |

Our supplier evaluation and selection process varies according to the criticality of the product or service to be acquired. For approval of the providers of hospital material, a number of documents are requested attesting that they are able to provide such products.

In the case of food purchases, depending on the criticality or the recognized quality of the supplier, the Nutrition area performs face-to-face assessments, based on established quality criteria. These technical visits seek to establish that the establishment maintains the minimum conditions to offer a quality product. According to the outcome of the visit, the supplier shall be assessed as fit or unfit to supply the product. Besides this technical look, Nutrition professionals also evaluate and indicate improvement opportunities for the best service delivery.

In the case of the supply of medicines, the technical areas have specialists to define the need for a previous visit. Regarding non-critical items, only documentary validation is performed.

The choice of suppliers includes a careful analysis of the documentation proving their license for the contracted supply, such as the sanitary and operational permits. We take into account technical and logistic criteria such as quality, service, deadline, professionalism and ethics. Local suppliers are given preference when, due to the technical, commercial and logistic aspects, they are competitive. Social and environmental issues are part of the criteria for selecting new suppliers; however, the company does not monitor the percentage made based on this premise or criteria related exclusively to labor practices, since the selection also involves several other aspects. | 204-1 |

We seek to establish business relationships with partners who share the same values of the company. We demand from all our suppliers' documentation that proves the fulfillment

of labor obligations, among others. Registered suppliers receive a copy of our Code of Conduct in order to become aware of the principles governing the Network's business. In relation to the community, for relationship and dialogue, we make available the Ombudsman channel.

All contracts entered into have obligations regarding the observance of current labor and social security laws, as well as labor accidents, INSS, FGTS and PIS, with respect to the employees and/or technicians of the contracted party. Further, there are contractual clauses on topics such as ethics in the commercial relationship and recommendation not to employ and/or use child labor in the provision of their services. | 408-1 | 409-1 |

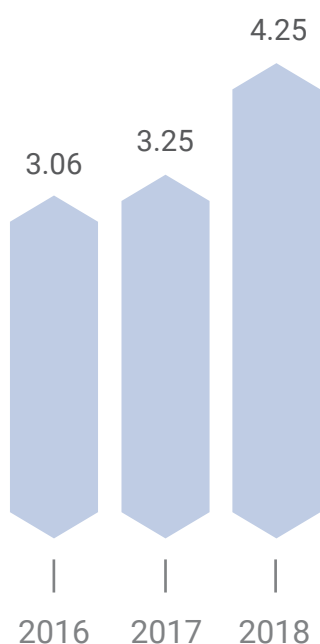
VOLUME OF PURCHASES

In 2018, our volume of purchases was R\$4.258 billion. This amount is equivalent to direct purchases of medical and hospital materials, clinical engineering, laboratory materials, medicines and services from local suppliers. Direct purchases are those related to the supply of medical and hospital supplies, laboratory materials, medicines, equipment and services to meet our technical, operational and assistance needs. They represent approximately 70% of our volume of purchases. More than 70% of the items have nationally coordinated demand planning and more than 80% of the prices covered by contracts (or trade agreements). The rest is from suppliers of indirect services and materials, such as gas, laundry, waste collection, food, transportation, IT and Telecom services, final disposal of waste, among others. For these categories, there is also national coordination, with the recurrent development of expenditure analysis and national negotiations. This national coordination is done by our Centralized Services Center (CSC). | 102-9 |



Hospital São Luiz Anália Franco, São Paulo

EXPENSES WITH LOCAL SUPPLIERS* (R\$ BILLIONS) | 204-1 |



Social and environmental issues are part of our criteria for selecting new suppliers

* The volume of purchases reported takes into account the purchase of inputs and services from local suppliers. The amounts reported in previous reports only included the amount of direct purchases

INVESTMENTS IN THE COMMUNITY

| 103-2 | 103-3: Indirect economic impacts | 203-1 |

For each new venture, we elaborated Neighborhood Impact Studies (EIV), with a detailed and objective analysis of the impacts and effects, positive and negative, generated by the installation of an enterprise, due to its size and the activities that shall be carried out. Impact studies of the most recent projects are posted on our website on the Sustainable Values> Neighborhood Impact Assessment page.

Support for local development is addressed in our Sustainability Policy. As a way of communicating with communities, we provide our Ombudsman channel. We also support various socio-educational, cultural and sports projects in our regions.

DEVELOPMENT FOR SPORTS

The Instituto Reação is a Rio de Janeiro non-governmental organization (NGO) that promotes human development and social inclusion through sports and education. In 2018, the Reação Escola Belta Preta Program offered judo and jiu-jitsu classes for 1,495 children and adolescents from the age of 4, working on sports values, with the goal of promoting human development.

CHILDREN'S HEALTH

In 2018, the Renovar Saúde Criança Association provided care for 55 post-discharge children from low-income families, with an emphasis on the care of premature, low-weight and/or need-to-feed infants. In addition to adequate food, the service offers physiotherapy, supplements and guidance to parents.

QUALIFICATION TO WIN

The Associação Espaço Educativo São Charbel project serves 70 children and adolescents from 6 to 16 years of age in the school counterturn, accompanying them in their integral education, building knowledge in situations of interaction with the environment, leading them to realize their values and abilities, making them aware that they can be protagonists of their history and the community where they live.

SOCIAL INCLUSION

Developed by the Associação Jovens em Ação (AJA), Project C3 helps transform the reality of more than 100 children from Petrópolis (RJ). Also aimed at families, it offers complementary space for education, recreation and social assistance. The work, initially focused on street children, has been carried out by the association since 1990.

ARTS AND HUMAN RIGHTS

Reinforcement of the Future activities in 2018 involved art workshops and art exhibitions, bringing together 700 visitors. The pedagogical proposal included the anniversary of the Declaration of Human Rights and the artists from the Estácio neighborhood (Rio de Janeiro), where the project is being held. Debates and discussions about the conjuncture also permeated the workshops, contributing to the critical thinking construction of the 60 children and adolescents who participated in the activities.



Project C3
provides care
for more than
100 children in
Petrópolis (RJ)



Activities benefit children, adolescents and their families

SPACE OF KNOWLEDGE

Lar Santa Catarina assisted 249 children and adolescents in 2018, developing cognitive skills, encouraging reading, promoting access to information and cultural spaces, and providing guidance to families on the development of their children's learning. The activities included pedagogical workshops, speech therapy and social and psychological support.

PROFESSIONAL INITIATION, SPORTS AND LEISURE

The Fundação Educandário Princesa Isabel of the Child and Youth Court of the District of Petrópolis provides, on a continuous basis, various types of activities to children and adolescents of low income, using the contact with those served as an instrument of observation and identification of risk situations. The activities, which include courses of professional initiation, sport and leisure, are offered in the opposite shift to the school. It is also offered follow-up to the Psychology and Social Work Centers, both for students and their families. In 2018, 425 children and adolescents were cared for.

INSTITUTO MUNDO NOVO

The pedagogical team of the Instituto Mundo Novo provided to the families served several projects throughout the academic year of 2018. The Mundo

Encantado project attended 50 children from 2 to 5 years old, giving priority to integral development through social behavior based on moral and ethical principles. There were also 48 individual visits to families.

RIGHTS AND DIGITAL INCLUSION

The Municipal Commission of Community Action of Petrópolis (Comac) assisted 51 children and adolescents in the ECA Project, which strengthens and values the public in situations of social vulnerability, especially adolescents in compliance with socio-educational measures, in activities in the school counterpart. The organization also develops a soccer school and a digital inclusion project for students who participate in Comac social projects.

RUNNING FOR PEACE

The 8th Running and Walk for Peace reunited in 2018 approximately 6,000 athletes. The purpose of the event, created in 2009 in the city of São Paulo, is to celebrate the Brazilian example of friendship between cultures. It is one of the actions of the Caminho da Paz project, a movement to celebrate these values and work to raise awareness for a more harmonious society.

ACCESSIBLE THEATER

We supported theatrical programming with accessibility in Teatro Net and in 2018 we supported the Aventura Teatros project, which provides a diversified

programming, considering the multiplicity of interests, the plurality of the performing arts, classes and age groups, and the expansion of offers aimed at people with special needs. In the year, there were more than 600 thousand spectators in the spectacles supported by Rede D'Or São Luiz.

RETROSPECTIVE OF ART

About 40,000 people visited the Retrospective Yutaka Toyota, which shows the work of the master of op art in Rio de Janeiro and São Paulo with the sponsorship of Rede D'Or São Luiz. The exhibition of the capital of São Paulo was chosen by the Paulista Association of Art Critics as the best exhibition of 2018 in the Retrospective category.

MUSIC FOR ALL

With our support to the Brazilian Symphony Orchestra Foundation, more than 50 schools and more than 38 thousand students were benefited by the Orquestra na Sala project.

PARTNERSHIP WITH FLAMENGO

Escolinha Fla Manguera offers free soccer lessons for children and adolescents who live in Manguera. Already the basketball cores are installed in the communities of

Petrópolis, Três Rios, Ilha do Governador, Cachoeiras de Macacu and Mangaratiba. Together, the projects serve more than 600 children and adolescents.



A 31% increase in the use of tax incentives has resulted in a greater number of projects benefiting the communities and diversification of the public served, including elderly and cancer patients

FINANCIAL RESOURCES FOR SOCIAL, CULTURAL AND SPORTIVE PROJECTS

Tax breaks (R\$ million)	2016	2017	2018
Law of Incentive to Culture – Rouanet Law	3.556	2.503	3.329
Law of Incentive to Culture – ISS	1.600	2.182	2.037
Audiovisual Law	1.295	3.774	4.838
Incentive to Sport	1.000	1.662	2.150
Municipal Fund for the Rights of Children and Adolescents (Fumcad)	0.502	0.913	N.A.
State Council for the Rights of Children and Adolescents (Condeca)	0.100	0.352	N.A.
Municipal Council for the Rights of Children and Adolescents (Funcria) and Municipal Fund for Children and Adolescents (FMIA)	N.A.	1.094	2.115
National Senior Citizen Fund	N.A.	N.A.	1.191
National Support Program to Oncological Attention (Pronon)	N.A.	N.A.	0.721
Total	8.053	12.480	16.381



09 ABOUT THE REPORT

This report presents the main events and results of 2018, from January 1 to December 31. This report was prepared in accordance with the GRI Standards: Core option. It only contemplates the operations of our hospitals. The information of the other companies of the D'Or Group, such as Oncologia D'Or, D'Or Consultoria, D'Or Soluções and others were not incorporated in the disclosures. | 102-50 | 102-54 |

Our last report was published in July 2018, contemplating the actions of the year 2017. Any reformulations in data and standards are mentioned throughout the text. This is the fourth consecutive year in which Rede D'Or São Luiz publishes its Sustainability Report following the Standards of the Global Reporting Initiative (GRI). | 102-49 | 102-51 |

More information on this report can be obtained by contacting the Sustainability area at sustentabilidade@rededor.com.br. | 102-53 |

10 GRI ANNEX

| 102-2: Activities, brands, products, and services |

Rede D'Or São Luiz manages different brands. Main presence in Rio de Janeiro with the brand D'Or; in São Paulo with São Luiz; Pernambuco with Esperança; Federal District with Coração do Brasil, Santa Luzia and Santa Helena; Maranhão with UDI; Bahia with São Rafael; besides the premium brand Star in the states of Rio de Janeiro, São Paulo and soon in the Federal District.

Rede D'Or São Luiz operates in the provision of hospital care services in all modalities, such as medical, surgical, etc., including all activities related to the administration of hospitals and the use of medical services; the provision of health

services, including the maintenance of hospital care programs; the organization of medical seminars and congresses and the promotion of exchanges for the dissemination of medical knowledge; the provision of medical, laboratory, radiological and ultrasound examinations and diagnoses, computerized tomography, pathology, clinical, complementary and imaging analyzes; and the provision of consulting services, management and administration of clinics and hospital complexes.

NUMBER OF EMPLOYEES BY GENDER AND REGION*

Region	2016	2017		2018	
	Female and male	Female	Male	Female	Male
Southeast	N.A.	22,816	8,117	24,300	8,430
Midwest	N.A.	2,524	795	2,773	886
Northeast	N.A.	3,664	1,280	6,853	2,502
North	N.A.	0	0	15	5
Total by gender	38,478	29,004	10,192	33,941	11,823
Total	38,478	39,196		45,764	

* The data includes all units of Rede D'Or São Luiz. We do not have temporary workers in CLT.

TOTAL NUMBER OF EMPLOYEES BY GENDER AND TYPE OF EMPLOYMENT*

Job type	2016		2017		2018	
	Female	Male	Female	Male	Female	Male
Full time	N.A.	N.A.	N.A.	N.A.	33,907	11,763
Part time	N.A.	N.A.	N.A.	N.A.	34	60
Total by gender	-	-	-	-	33,941	11,823
Total	N.A.		N.A.		45,764	

* The data includes all units of Rede D'Or São Luiz.

| 102-13: Membership of associations |

Throughout 2018, in addition to participating in the Healthy Hospitals Project (more information in the chapter Our socio-environmental management), we maintained relationships with several entities in the health sector, such as the National Association of Private Hospitals (ANAP), and actively participated in several national forums and international organizations.

| 102-40: List of stakeholder groups |

| 102-42: Identifying and selecting stakeholders |

| 102-43: Approach to stakeholder engagement |

We have a series of channels that allow us to establish relationships with our stakeholders. As an example our Ombudsman, a channel of relationship that receives suggestions, queries, criticisms,

compliments and complaints from customers. Demonstrations can be forwarded anonymously, and all contacts are treated confidentially.

We also have daily patient surveys, physician surveys, investor meetings and other channels as per the table below.

APPROACH ADOPTED BY THE ORGANIZATION TO INVOLVE THE STAKEHOLDERS

Stakeholders group	Approach (process, established procedure) to engage stakeholders	Frequency of the engagement process
Patients	Continuous satisfaction research, website – Contact Us, social media, Ombudsman, media campaigns, information leaflets	Continuous satisfaction research – daily
Physicians	<i>Revista Med D'Or</i> , Rede D'Or São Luiz Scientific Meeting, Rede D'Or São Luiz Events, Symposium on Mechanical Ventilation, participation in seminars and congresses	Monthly/yearly
Press	Website – Contact Us, Press Advice and releases	Daily
Shareholders	Assemblies, committees and meetings of Board of Directors (REDIR), financial information and reports	Annual General Meeting; board meeting – weekly; board meeting – monthly, or whenever necessary
Employees	Coffee with the director, Manager's Newsletter, Our Network – informative, Life Panel – <i>Jornal Mural</i> , Informa (e-mail marketing), promotion of internal campaigns, intranet, Correspondent Network and Complaint channel	Bulletins/newspapers – monthly; campaigns on demand; <i>Jornal Mural</i> – monthly
Community/Society	Website – Contact Us, social media – Facebook and Twitter, Complaint Channel (Channel of Ethics), sponsorships of social projects, lectures of the program Viver Bem and Ombudsman	Sponsorship of social projects – annual; Ombudsman – daily; monthly lectures
Suppliers	Ombudsman's Office for dealing with conduct issues	Daily
Health care providers	Website – Contact Us, channel of Relationship	Daily
Researchers	Instituto D'Or de Pesquisa e Ensino, e-mail marketing IDOR, scientific events	Daily, monthly and annual

The identification and selection of stakeholders in the Rede D'Or São Luiz is made based on opportunities, challenges and concerns in the business. In this process, we take into account:

- Market trends
- Demographic profile of the regions where we operate
- The relationships between the company and our customers
- The various tools for monitoring existing data and information
- Internal processes
- Communication channels

| 102-45: Entities included in the consolidated financial statements |

The companies whose control is held by Rede are part of our financial statements (as of December 31, 2018). The changes occurring from 2017 to 2018 correspond to the companies acquired during the 2018 financial year. The companies that Rede owns control are part of our Financial Statements.



For more information, see explanatory notes 1 and 2 of the **Group Financial Statements**.

| 102-47: List of material topics |

| 103-1: Explanation of the material topic and its boundary |

The process of reviewing the materiality of Rede was carried out between January and March 2019 with the objective of evaluating the material themes resulting from the research process developed by external consultants.

This process was based on the demands of the Global Reporting Initiative (GRI), which imply the identification of topics that are more relevant to the industry and impact on the company's management.

The process carried out by the consultancy had participation and validation of the focal points of Rede and followed the following steps:

- Analysis of secondary sources, sectoral studies and benchmarking
- Application of online questionnaire to collect stakeholder perception
- Consolidation of online search results and preparation of the list of material themes
- Validation of the list of topics with Rede's officers

In the first stage, a study developed by the World Economic Forum (WEF), published annually, was consulted, which addresses the main risks that humanity is exposed

in the current context. The Yearbook 2018 and the DJSI criteria for the health sector (RobecoSAM), which present sectoral drivers in ASG (Environmental, Social and Governance) practices, were also used. Other important studies used were: New Health: A Vision for Sustainability (PwC), Sustainability Accounting Standard-Health Sector (SASB) and Turning Point (CERES).

The research of materiality applied through an online questionnaire began in February and ended in March 2019 and was attended by more than 1,100 people. Among the respondents, there was a greater participation of employees, physicians and clients, respectively.

The results were presented to the Rede's officers for validation. In addition to the most punctuated topics in the online questionnaire, executives evaluated as materials two themes that had intermediate scores and represent important aspects for the sector and the RDSL over the last few years:

- Theme 13: Access to health services
- Theme 3: Technological disruption and innovation in health

As a result, the following figure demonstrates the final list of themes, resulting from the developed process, and the material themes.

MATERIAL THEMES – RDSL 2019

Economical dimension	Environmental dimension	Social dimension
Theme 1: Value generation and economic performance	Theme 6: Responsible use of water and materials	Theme 9: Privacy and confidentiality in data use
Theme 2: Ethics, integrity and transparency	Theme 7: Efficiency in the use of energy and waste management of health services	Theme 10: Partnerships with government and regulatory scenario
Theme 3: Technological disruption and innovation in health	Theme 8: Impacts of climate change on human health and infrastructure	Theme 11: Chain management of suppliers
Theme 4: Quality, efficiency and safety in the care and relationship with patient/client		Theme 12: Humanization of hospital management
Theme 5: Sectoral collaboration and competition scenario		Theme 13: Access to health services
		Theme 14: Health promotion and disease prevention
		Theme 15: Attraction, retention, equity and respect for diversity
		Theme 16: Qualification, training and development of health professionals
		Theme 17: Health, safety and well-being of employees
		Theme 18: Private social investment actions in surrounding communities

Material themes

Secondary themes

In comparison with the previous cycle, two new themes demonstrate the evolution of the sector and of the Rede itself in the reporting of its practices and were treated by this report:

- Theme 8: Impacts of climate change on human health and infrastructure
- Theme 15: Attraction, retention, equity and respect for diversity

The materiality review process developed in the 2018 cycle demonstrated a strong alignment of the Rede's practices with global drivers of sustainability in the health sector. It was possible with the study to verify issues that are consolidated and well treated in the management and areas that need improvement, to which the Rede should direct efforts in the coming years.

MATERIAL THEMES 2018 AND GRI STANDARDS CORRELATION | 102-46 | 102-47 | 103-1 |

Material themes	GRI topic	GRI Standards	Impact	
			Internal	External
Value generation and economic performance	GRI 102: General standards	102-7: Scale of the organization	X	X
		102-9: Supply chain	X	X
		102-15: Key impacts, risks, and opportunities	X	X
	GRI 201: Economic performance	201-1: Direct economic value generated and distributed	X	X
	GRI 203: Indirect economic impacts	203-1: Infrastructure investments and services supported	X	X
	GRI 204: Procurement practices	204-1: Proportion of spending on local suppliers	X	X
Ethics, integrity and transparency	GRI 102: General standards	102-16: Values, principles, standards, and norms of behavior	X	X
		102-17: Mechanisms for advice and concerns about ethics	X	X
		102-25: Conflicts of interest		X
		102-33: Communicating critical concerns	X	X
		102-34: Nature and total number of critical concerns	X	X
	GRI 201: Economic performance	201-4: Financial assistance received from government	X	X
	GRI 205: Anti-corruption	205-1: Operations assessed for risks related to corruption	X	X
		205-2: Communication and training about anti-corruption policies and procedures	X	X
		205-3: Confirmed incidents of corruption and actions taken	X	X
	GRI 307: Environmental compliance	307-1: Non-compliance with environmental laws and regulations	X	X
	GRI 406: Non-discrimination	406-1: Incidents of discrimination and corrective actions taken	X	X

Material themes	GRI topic	GRI Standards	Impact	
			Internal	External
Ethics, integrity and transparency	GRI 407: Freedom of association and collective bargaining	407-1: Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	X	X
	GRI 408: Child labor	408-1: Operations and suppliers at significant risk for incidents of child labor	X	
	GRI 409: Forced or compulsory labor	409-1: Operations and suppliers at significant risk for incidents of forced or compulsory labor	X	X
	GRI 415: Public policy	415-1: Political contributions	X	X
	GRI 419: Socioeconomic compliance	419-1: Non-compliance with laws and regulations in the social and economic area	X	X
Technological disruption and innovation in health	GRI 102: General standards	102-2: Activities, brands, products, and services	X	X
		102-15: Key impacts, risks, and opportunities	X	X
		102-13: Membership of associations	X	X
Quality, efficiency and safety in the care and relationship with patient/client	GRI 102: General standards	102-15: Key impacts, risks, and opportunities	X	X
		102-34: Nature and total number of critical concerns	X	X
		102-43: Approach to stakeholder engagement	X	X
		102-44: Key topics and concerns raised	X	X
	GRI 416: Customer health and safety	416-1: Assessment of the health and safety impacts of product and service categories	X	X
		416-2: Incidents of non-compliance concerning the health and safety impacts of products and services	X	X
	GRI 417: Marketing and labeling	417-1: Requirements for product and service information and labeling	X	X
		417-3: Incidents of non-compliance concerning marketing communications	X	X

Material themes	GRI topic	GRI Standards	Impact	
			Internal	External
Efficiency in energy use and management of services waste of health	GRI 301: Materials	301-1: Materials used by weight or volume	X	X
		301-2: Recycled input materials used	X	X
	GRI 302: Energy	302-1: Energy consumption within the organization	X	X
		302-3: Energy intensity	X	X
	GRI 306: Effluents and waste	306-1: Water discharge by quality and destination	X	X
		306-2: Waste by type and disposal method	X	X
		306-3: Significant spills	X	X
		306-4: Transport of hazardous waste	X	X
Impacts of climate change on human health and infrastructure	GRI 102: General standards	102-11: Precautionary principle or approach	X	X
	GRI 303: Water	303-1: Water withdrawal by source	X	X
	GRI 305: Emissions	305-1: Direct (Scope 1) GHG emissions	X	X
		305-2: Energy indirect (Scope 2) GHG emissions	X	X
Privacy and confidentiality in data usage	GRI 418: Customer privacy	418-1: Substantiated complaints concerning breaches of customer privacy and losses of customer data		X
Access to services of health	GRI 102: General standards	102-2: Activities, brands, products, and services		X
		102-4: Location of operations		X
		102-6: Markets served		X
Attraction, retention, equity and respect for diversity	GRI 102: General standards	102-8: Information on employees and other workers	X	
		102-16: Values, principles, standards, and norms of behavior	X	
		102-34: Nature and total number of critical concerns	X	
		102-41: Collective bargaining agreements	X	
		102-43: Approach to stakeholder engagement	X	
		102-44: Key topics and concerns raised	X	

Material themes	GRI topic	GRI Standards	Impact	
			Internal	External
Attraction, retention, equity and respect for diversity	GRI 401: Employment	401-1: New employee hires and employee turnover	X	
		401-2: Benefits provided to full-time employees that are not provided to temporary or part-time employees	X	
	GRI 405: Diversity and equal opportunity	405-1: Diversity of governance bodies and employees	X	
		405-2: Ratio of basic salary and remuneration of women to men	X	
	GRI 406: Non-discrimination	406-1: Incidents of discrimination and corrective actions taken	X	
Qualification, training and development of health professionals	GRI 404: Training and education	404-1: Average hours of training per year per employee	X	
		404-3: Percentage of employees receiving regular performance and career development reviews	X	
Health, safety and well-being of employees	GRI 403: Occupational health and safety	403-1: Workers representation in formal joint management – worker health and safety committees	X	
		403-2: Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	X	
		403-3: Workers with high incidence or high risk of diseases related to their occupation	X	
		403-4: Health and safety topics covered in formal agreements with trade unions	X	

NEW CONTRACTS OF EMPLOYEES, BY GENDER, REGION AND AGE GROUP*

Region	Under 30 years				Between 30 and 50 years				Over 50 years			
	2017		2018		2017		2018		2017		2018	
	Fem.	Male	Fem.	Male	Fem.	Male	Fem.	Male	Fem.	Male	Fem.	Male
Southeast	2,672	1,160	3,317	1,384	3,392	1,020	3,842	1,108	129	63	194	61
Midwest	403	172	549	206	322	90	429	98	8	4	19	6
Northeast	320	143	410	173	342	111	391	116	3	0	12	6
North	0	0	0	1	0	0	2	0	0	0	0	0
Total by genre	3,395	1,475	4,276	1,764	4,056	1,221	4,664	1,322	140	67	225	73
Grand total	4,870		6,040		5,277		5,986		207		298	

* The data does not include the units of Rede D'Or São Luiz: UDI, São Rafael and Samer.

DISMISSALS BY GENDER, REGION AND AGE GROUP*

Region	Over 30 years				Between 30 and 50 years				Over 50 years			
	2017		2018		2017		2018		2017		2018	
	Fem.	Male	Fem.	Male	Fem.	Male	Fem.	Male	Fem.	Male	Fem.	Male
Southeast	987	2,153	989	2,201	1,423	4,188	1,334	4,038	169	481	147	495
Midwest	160	335	138	350	134	520	128	494	10	52	7	35
Northeast	109	255	151	266	204	457	219	544	16	35	34	52
North	0	0	0	1	0	0	0	1	0	0	0	0
Total by genre	1,256	2,743	1,278	2,818	1,761	5,165	1,681	5,077	195	568	188	582
Grand total	3,999		4,096		6,926		6,758		763		770	

* The data does not include the units of Rede D'Or São Luiz: UDI, São Rafael and Samer.

| 103-2 | 103-3: Occupational health and safety |

Besides the actions reported in Occupational Health and Safety, several actions were also carried out regarding the management and monitoring of the Specialized Services in Safety Engineering and Occupational Medicine (SESMTs) of the units by Corporate SESMT and Matrix SESMT, among them:

- Audits carried out by Corporate SESMT in all units of the Network – The audits were carried out with a focus on compliance with legislation and good practices and in compliance with the corporate standard of Health and Occupational Safety Management.
- Management and monitoring by SESMT Matrix of the Protheus System 12 as implementation of the Conecta D'Or project in 2017 – The management of the SESMT processes was optimized in order to guarantee the information integrity and standardization of several processes. Because Protheus 12 is integrated with payroll, real-time information is updated, which provides data consistency and maintains the professional and occupational history updated.
- Training for managers in the units – Its main objective was to present to the managers the importance of their participation in the management of SESMT so that they are multipliers of the actions of prevention and safe behavior.

- Conducting meetings with the teams in their regional sectors – Meetings were held by regional sectors. In addition to encouraging the network culture, the meetings had the objective to do benchmarking the best practices of the units and promoting integration among the staffs.

- Elaboration of corporate rules – Corporate procedures with the objective of standardizing processes, facilitating the management, monitoring and control of results. The corporate procedures elaborated in 2018 were work accidents, work safety inspections, insalubrity and hazardous work safety and for service provider companies.

| 403-1: Workers representation in formal joint management – worker health and safety committees |

The Internal Commission for the Prevention of Accidents (CIPA) represents 100% of our employees, as determined by Regulatory standard No. 5 of the federal government. The Cipas are dimensioned by unit according to the number of employees and the economic activity and composed by representatives of the employer and the employees, with the purpose of preventing accidents and diseases arising from work. Each CIPA holds monthly meetings to propose measures to prevent accidents and to participate in the study of the causes. In addition to the meetings, it supports the realization of safety inspections and collaborates with the Internal Week of Prevention of Accidents of Work (Sipat) in conjunction with SESMT, an annual event.

| 403-3: Workers with high incidence or high risk of diseases related to their occupation |

The Health area, due to the nature of the services provided, has professionals involved in occupational activities that present biological risks due to patient care. We mitigate these risks through constant training that addresses the importance of the correct use of personal protective equipment in accordance with the Environmental Risk Prevention Program (PPRA) and the installation of collecting containers for the disposal of sharps near the site where the procedure is performed. We also carry out vaccination and air quality control campaigns at the hospital, among others. We have a plan for the prevention of risks of accidents with sharps with a probability of exposure to biological agents, aiming at the protection, safety and health of health service workers, as well as those who carry out promotional activities, as determined by Regulatory Rule 32 of the federal government. A multidisciplinary management committee meets periodically with the objective of reducing the risk of accidents with sharps with a probability of exposure to biological agents. Another example of inherent risk is the operations with ionizing radiation for radiology technicians. In addition to the aforementioned resources, we have a Radiological Protection Plan and individual monitoring through dosimeters, with results monitoring.

| 403-4: Health and safety topics covered in formal agreements with trade unions |

In collective agreements, 20% of the issues dealt with occupational health and safety. In conformity with the unions, we understand that the Regulatory Rules of the Ministry of Labor and Employment (MTE) are legitimate and legally constituted to address the issue.

| 103-2 | 103-3: Marketing and labeling |
| 417-1 | 417-3 |

All the labels of our services comply with laws, regulations, ordinances and resolutions, in particular those of the National Supplementary Health Agency (ANS), Anvisa and the Consumer Protection Code. The rules established by the Federal Council of Medicine (CFM Resolution 1,974 / 2011) serve as a guideline for all company communications. The Marketing and Communication Management is responsible for monitoring the effective application of the rules that govern advertising placements in radio, TV programs, newspapers, magazines and social networks. In 2018, there were no incidents of non-compliance with marketing communications.

GRI CONTENT INDEX

| 102-55 |

STANDARDS OPTION CORE

GRI 101: Foundation 2016					
GRI 102: General disclosures 2016	Standard	Page	Omission	UNGC	SDG
	Organizational profile				
	102-1: Name of the organization	9			
	102-2: Activities, brands, products, and services	9, 12, 18, 22, 25 and 87			
	102-3: Location of headquarters	Rede D'Or São Luiz is headquartered in capitals of São Paulo and Rio de Janeiro.			
	102-4: Location of operations	9, 16 and 17			
	102-5: Ownership and legal form	36			
	102-6: Markets served	16 and 17			
	102-7: Scale of the organization	4, 10, 22			
	102-8: Information on employees and other workers	9, 51, 88		6	8
	102-9: Supply chain	80			
	102-10: Significant changes to the organization and its supply chain	64			
	102-11: Precautionary principle or approach	37, 38			
	102-12: External initiatives	71			
	102-13: Membership of associations	71, 88			
Strategy					
	102-14: Statement from senior decision-maker	7			
	102-15: Key impacts, risks, and opportunities	30, 37 to 39, 53 to 58, 70 and 71			

GRI 102: General disclosures 2016	Standard	Page	Omission	UNGC	SDG
Ethics and integrity					
	102-16: Values, principles, standards, and norms of behavior	30 and 31		10	16
	102-17: Mechanisms for advice and concerns about ethics	31 and 33		10	16
Governance structure					
	102-18: Governance structure	34 and 35			
	102-23: Chair of the highest governance body	34			16
	102-25: Conflicts of interest	34			16
	102-33: Communicating critical concerns	37 and 38			
	102-34: Nature and total number of critical issues	33			
Stakeholder engagement					
	102-40: List of stakeholder groups	89			
	102-41: Collective bargaining agreements	61		3	8
	102-42: Identifying and selecting stakeholders	89			
	102-43: Approach to stakeholder engagement	41 to 44, 53 to 55 and 89			
	102-44: Key topics and concerns raised	44			
Reporting practice					
	102-45: Entities included in the consolidated financial statements	89			
	102-46: Defining report content and topic boundaries	91 to 94			

GRI 102: General disclosures 2016					
	Standard	Page	Omission	UNGC	SDG
Reporting practice					
	102-47: List of material topics	90 to 94			
	102-48: Restatements of information	64 and 65			
	102-49: Changes in reporting	60			
	102-50: Reporting period	87			
	102-51: Date of most recent report	87			
	102-52: Reporting cycle	Annual			
	102-53: Contact point for questions regarding the report	87			
	102-54: Claims of reporting in accordance with the GRI Standards	87			
	102-55: GRI content index	98			
	102-56: External assurance	This report has not been audited by third party.			

Material topics	Standard	Page	Omission	UNGC	SDG
GRI 201: Economic performance 2016					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	90 to 94			
	103-2: The management approach and its components	34 to 39, 63 to 67		1, 8	1, 5, 8, 16
	103-3: Evaluation of the management approach	34 to 39, 63 to 67			
	201-1: Direct economic value generated and distributed	63			2, 5, 7, 8, 9
	201-2: Financial implications and other risks and opportunities due to climate change	71		7	13
	201-4: Financial assistance received from government	In 2018, Rede D'Or São Luiz received no financial assistance from the government.			

Material topics	Standard	Page	Omission	UNGC	SDG
GRI 203: Indirect economic impacts 2016					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	90 to 94			
	103-2: The management approach and its components	82 to 85		1, 8	1, 5, 8, 16
	103-3: Evaluation of the management approach	82 to 85			
	203-1: Infrastructure investments and services supported	82 to 85			2, 5, 7, 9, 11
GRI 204: Procurement practices 2016					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	90 to 94			
	103-2: The management approach and its components	80 and 81		1, 8	1, 5, 8, 16
	103-3: Evaluation of the management approach	80 and 81			
	204-1: Proportion of spending on local suppliers	80			12
GRI 205: Anti-corruption 2016					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	90 and 94			
	103-2: The management approach and its components	31 and 33		1, 8	1, 5, 8, 16
	103-3: Evaluation of the management approach	31 and 33			

Material topics	Standard	Page	Omission	UNGC	SDG
GRI 205: Anti-corruption 2016					
	205-1: Operations assessed for risks related to corruption	32		10	16
	205-2: Communication and training on anti-corruption policies and procedures	32 and 33		10	16
	205-3: Confirmed incidents of corruption and actions taken	33		10	16
GRI 301: Materials 2016					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	90 to 94			
	103-2: The management approach and its components	38, 69, 70, 78 and 79		1, 8	1, 5, 8, 16
	103-3: Evaluation of the management approach	38, 69, 70, 78 and 79			
	301-1: Materials used by weight or volume	Rede has systems that monitor the volume of materials purchased and it chooses not to disclose, since this information is considered strategic.		7, 8	8, 12
	301-2: Recycled input materials used	We do not use recyclable materials in our activities. However, we have sought to increase the volume of waste sent for recycling by reducing the volume of tailings sent to landfills and increasing the selective collect.			8, 12
GRI 302: Energy 2016					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	90 to 94			
	103-2: The management approach and its components	38, 69, 70, 72 to 74, 78 and 79		1, 8	1, 5, 8, 16
	103-3: Evaluation of the management approach	38, 69, 70, 72 to 74, 78 and 79			
	302-1: Energy consumption within the organization	72		7, 8	7, 8, 12, 13
	302-3: Energy intensity	73		8	7, 8, 12, 13

Material topics	Standard	Page	Omission	UNGC	SDG
GRI 303: Water 2016					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	90 to 94			
	103-2: The management approach and its components	38, 69, 70, 75, 76, 78 and 79		1, 8	1, 5, 8, 16
	103-3: Evaluation of the management approach	38, 69, 70, 75, 76, 78 and 79			
	303-1: Water withdrawal by source	75		7, 8	6
GRI 305: Emissions 2016					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	90 to 94			
	103-2: The management approach and its components	69 to 71		1, 8	1, 8, 16
	103-3: Evaluation of the management approach	69 to 71			
	305-1: Direct (Scope 1) GHG emissions	Rede has systems monitoring the volume of materials purchased and chooses not to disclose, since this information is considered strategic.			
	305-2: Energy indirect (Scope 2) GHG emissions		7, 8		3, 12, 13, 14, 15
	305-3: Other indirect (Scope 3) GHG emissions				
GRI 306: Effluents and waste 2016					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	90 to 94			
	103-2: The management approach and its components	38, 69, 70 and 76 to 79		1, 8	1, 5, 8, 16
	103-3: Evaluation of the management approach	38, 69, 70 and 76 to 79			

Material topics	Standard	Page	Omission	UNGC	SDG
GRI 306: Effluents and waste 2016					
	306-1: Water discharge by quality and destination	78		8	3, 6, 12, 15
	306-2: Waste by type and disposal method	77		8	3, 6, 12
	306-3: Significant spills	In 2018, we have had no significant leakage cases recorded.		8	3, 6, 12, 15
	306-4: Transport of hazardous waste	77		8	3, 12
GRI 307: Environmental compliance 2016					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	90 to 94			
	103-2: The management approach and its components	38, 69, 70, 78 and 79		1, 8	1, 5, 8, 16
	103-3: Evaluation of the management approach	38, 69, 70, 78 and 79			
	307-1: Non-compliance with environmental laws and regulations	There were no fines or monetary sanctions on environmental issues in 2018.		8	16
GRI 401: Employment 2016					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	90 to 94			
	103-2: The management approach and its components	51 to 61		1, 8	1, 5, 8, 16
	103-3: Evaluation of the management approach	51 to 61			
	401-1: New employee hires and employee turnover	95		6	5, 8
	401-2: Benefits provided to full-time employees that are not provided to temporary or part-time employees	56			8

Material topics	Standard	Page	Omission	UNGC	SDG
GRI 403: Occupational health and safety 2016					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	90 to 94			
	103-2: The management approach and its components	59, 60 and 96		1, 8	1, 5, 8, 16
	103-3: Evaluation of the management approach	59, 60 and 96			
	403-1: Workers representation in formal joint management – worker health and safety committees	96			8
	403-2: Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	60			3, 8
	403-3: Workers with high incidence or high risk of diseases related to their occupation	97			3, 8
	403-4: Health and safety topics covered in formal agreements with trade unions	97			8
GRI 404: Training and education 2016					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	90 to 94			
	103-2: The management approach and its components	53, 54, 57 and 58		1, 8	1, 5, 8, 16
	103-3: Evaluation of the management approach	53, 54, 57 and 58			
	404-1: Average hours of training per year per employee	57		6	4, 5, 8
	404-3: Percentage of employees receiving regular performance and career development reviews	53 and 54		6	5, 8

Material topics	Standard	Page	Omission	UNGC	SDG
GRI 405: Diversity and equal opportunity 2016					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	90 to 94			
	103-2: The management approach and its components	51 and 53		1, 8	1, 5, 8, 16
	103-3: Evaluation of the management approach	51 and 53			
	405-1: Diversity of governance bodies and employees	34, 35 and 52		6	5, 8
	405-2: Ratio of basic salary and remuneration of women to men	53		6	5, 8, 10
GRI 406: Non-discrimination 2016					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	90 to 94			
	103-2: The management approach and its components	31, 33 and 61		1, 8	1, 5, 8, 16
	103-3: Evaluation of the management approach	31, 33 and 61			
	406-1: Incidents of discrimination and corrective actions taken	33		6	5, 8, 16
GRI 407: Freedom of association and collective bargaining 2016					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	90 to 94			
	103-2: The management approach and its components	61		1, 8	1, 5, 8, 16
	103-3: Evaluation of the management approach	61			
	407-1: Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	61		3	8

Material topics	Standard	Page	Omission	UNGC	SDG
GRI 408: Child labor 2016					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	90 to 94			
	103-2: The management approach and its components	31 and 61		1, 8	1, 5, 8, 16
	103-3: Evaluation of the management approach	31 and 61			
	408-1: Operations and suppliers at significant risk for incidents of child labor	61 and 80		5	8, 16
GRI 409: Forced or compulsory labor 2016					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	90 to 94			
	103-2: The management approach and its components	31 and 61		1, 8	1, 5, 8, 16
	103-3: Evaluation of the management approach	31 and 61			
	409-1: Operations and suppliers at significant risk for incidents of forced or compulsory labor	61 and 80		4	8

Material topics	Standard	Page	Omission	UNGC	SDG
GRI 415: Public policy 2016					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	90 and 94			
	103-2: The management approach and its components	31 and 33		1, 8	1, 5, 8, 16
	103-3: Evaluation of the management approach	31 and 33			
	415-1: Political contributions	33		10	16
GRI 416: Customer health and safety 2016					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	90 to 94			
	103-2: The management approach and its components	41 to 44, 49		1, 8	1, 5, 8, 16
	103-3: Evaluation of the management approach	41 to 44, 49			
	416-1: Assessment of the health and safety impacts of product and service categories	42			
	416-2: Incidents of non-compliance concerning the health and safety impacts of products and services	During the reporting period, we did not identify any non-compliance with regulations in this area.			16
GRI 417: Marketing and labeling 2016					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	90 to 94			
	103-2: The management approach and its components	97		1, 8	1, 5, 8, 16
	103-3: Evaluation of the management approach	97			
	417-1: Requirements for product and service information and labeling	97			12, 16
	417-3: Incidents of non-compliance concerning marketing communications	97			

Material topics	Standard	Page	Omission	UNGC	SDG
GRI 418: Customer privacy 2016					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	90 to 94			
	103-2: The management approach and its components	48		1, 8	1, 5, 8, 16
	103-3: Evaluation of the management approach	48			
	418-1: Substantiated complaints concerning breaches of customer privacy and losses of customer data	48			16
GRI 419: Socioeconomic compliance 2016					
GRI 103: Management approach 2016	103-1: Explanation of the material topic and its boundary	90 to 94			
	103-2: The management approach and its components	37 to 39		1, 8	1, 5, 8, 16
	103-3: Evaluation of the management approach	37 to 39			
	419-1: Non-compliance with laws and regulations in the social and economic area	During the reporting period, we have not identified any non-compliance with regulations in the economic and social areas.			16

OUR UNITS

HOSPITALS

RIO DE JANEIRO

Clínica São Vicente	Rua João Borges, 204, Gávea – Rio de Janeiro	(21) 2529-4422
Hospital Badim	Rua São Francisco Xavier, 390, Maracanã – Rio de Janeiro	(21) 3978-6400
Hospital Bangu	Rua Francisco Real, 752, Bangu – Rio de Janeiro	(21) 3107-5600
Hospital Barra D'Or	Avenida Ayrton Senna, 3.079, Barra da Tijuca – Rio de Janeiro	(21) 2430-3600
Hospital Caxias D'Or	Avenida Brigadeiro Lima e Silva, 821, Jardim Vinte e Cinco de Agosto – Duque de Caxias	(21) 2460-3600
Hospital Copa D'Or	Rua Figueiredo de Magalhães, 875, Copacabana – Rio de Janeiro	(21) 2545-3600
Hospital Copa Star	Rua Figueiredo de Magalhães, 700, Copacabana – Rio de Janeiro	(21) 3445-2800

RIO DE JANEIRO

Hospital Israelita Albert Sabin (gestão)	Rua Professor Gabizo, 319, Maracanã – Rio de Janeiro	(21) 2176-8800
Hospital Niterói D’Or	Avenida Sete de Setembro, 301, Santa Rosa – Niterói	(21) 3602-1400
Hospital Norte D’Or	Rua Carolina Machado, 38, Cascadura – Rio de Janeiro	(21) 3747-3600
Hospital Oeste D’Or	Rua Olinda Ellis, 93, Campo Grande – Rio de Janeiro	(21) 2414-3600
Hospital Quinta D’Or	Avenida Almirante Baltazar, 435, São Cristóvão – Rio de Janeiro	(21) 3461-3600
Hospital Real D’Or	Rua do Capelão, 137, Bangu – Rio de Janeiro	(21) 2114-3600
Hospital Rios D’Or	Estrada dos Três Rios, 1.366, Freguesia, Jacarepaguá – Rio de Janeiro	(21) 2448-3600
Hospital Samer	Rua Dr. Costa Lobo Montes – Resende	(24) 3358-9071/ 3358-9072

SÃO PAULO

Hospital Assunção	Avenida João Firmino, 250, Assunção – São Bernardo do Campo	(11) 4344-8000
Hospital Bartira	Avenida Alfredo Maluf, 430, Vila Alto de Santa André – Santo André	(11) 4996-6666
Hospital da Criança	Rua das Perobas, 295, Jardim Oriental – São Paulo	(11) 5018-4000
Hospital Alpha Med	Rua Corifeu de Azevedo Marques, 168, Centro – Carapicuíba	(11) 4185-8555
Hospital e Maternidade Brasil	Rua Votuporanga, 111, Vila Dora – Santo André	(11) 2127-6666
Hospital e Maternidade Ribeirão Pires	Rua Dr. Nicolau Assef, 52, Centro Alto – Ribeirão Pires	(11) 4827-1000
Hospital e Maternidade São Luiz – Anália Franco	Rua Francisco Marengo, 1.312, Jardim Anália Franco – São Paulo	(11) 3386-1100
Hospital e Maternidade São Luiz – Itaim	Rua Dr. Alceu de Campos Rodrigues, 95, Vila Nova Conceição – São Paulo	(11) 3040-1100
Hospital São Luiz – São Caetano do Sul	Rua Walter Figueira, s/n, Cerâmica – São Caetano do Sul; ou Rua Barão de Mauá, 181, São José – São Caetano do Sul	(11) 2777-1100
Hospital e Maternidade SinoBrasileiro	Avenida Marechal Rondon, 299, Centro – Osasco	(11) 3652-8000
Hospital São Luiz – Jabaquara	Rua das Perobas, 344, Jabaquara – São Paulo	(11) 5018-4000
Hospital São Luiz – Morumbi	Rua Eng. Oscar Americano, 840, Morumbi – São Paulo	(11) 3093-1100
Hospital Villa Lobos	Rua Lituânia, 260, Mooca – São Paulo	(11) 2076-7000
Hospital viValle	Avenida Lineu de Moura, 995, Urbanova – São José dos Campos	(12) 3924-4900
Hospital IFOR	Rua Américo Brasiliense, 596, Centro – São Bernardo do Campo	(11) 4083-6700

PERNAMBUCO

Hospital Esperança Recife	Rua Antônio Gomes de Freitas, 265, Ilha do Leite – Recife	(81) 3131-7879
Hospital Esperança Olinda	Avenida José Augusto Moreira, 810, Casa Caiada – Olinda	(81) 3432-8000
Hospital São Marcos	Avenida Portugal, 52, Boa Vista – Recife	(81) 3217-4444
Hospital Memorial São José	Avenida Agamenon Magalhães, 2.291, Derby – Recife	(81) 3216-2222

DISTRITO FEDERAL

Hospital Santa Luzia	SHLS 716, Conjunto E, Lote 5 – Brasília	(61) 3445-6000
Hospital do Coração do Brasil	SHLS 716, Conjunto G, Lote 6, Asa Sul – Brasília	(61) 3213-4000
Hospital Santa Helena	SHLN 516, Conjunto D, Asa Norte – Brasília	(61) 3215-0000

MARANHÃO

UDI Hospital	Avenida Prof. Carlos Cunha, 2.000, Jaracaty – São Luís	(98) 3216-7979
--------------	--	----------------

BAHIA

Hospital São Rafael	Avenida São Rafael, 2.152, São Marcos – Salvador	(71) 3409-8000
---------------------	--	----------------

ONCOLOGY

RIO DE JANEIRO

CLINIC	UNIT	ADDRESS	TELEPHONE
Oncologia D'Or	Barra da Tijuca	Avenida das Américas, 3.500, Bloco 1, Loja A, sala 202, Cond. Le Monde	(21) 2183-2040
Oncologia D'Or	Botafogo	Rua Sorocaba, 654	(21) 2126-0324
Oncologia D'Or	Campo Grande	Rua Augusto de Vasconcelos, 177, 2º e 3º andares	(21) 2183-2020
Oncologia D'Or	Duque de Caxias	Rua Marechal Floriano, 73, Jardim 25 de Agosto	(21) 2183-2060
Oncologia D'Or	Clínica São Vicente da Gávea	Rua João Borges, 204	(21) 2183-2010
Oncologia D'Or	Icaraí/Niterói	Rua Coronel Moreira César, 229, sala 1.513	(21) 2183-2070
Oncologia D'Or	Madureira	Estrada do Portela, 99, sala 1.109	(21) 2135-0225 / 3437-3464
Oncologia D'Or	Nova Iguaçu	Rua Dr. Paulo Fróes Machado, 59, 9º andar, Centro	(21) 2183-2050
Oncologia D'Or	Quinta D'Or	Rua Almirante Baltazar, 467	(21) 2183-2030
Oncologia D'Or	Tijuca	Rua Engenheiro Enaldo Cravo Peixoto, 105, loja A	(21) 2183-2000
Oncologia D'Or	Copacabana	Rua Siqueira Campos, 59, 4º andar	(21) 2183-2000

DISTRITO FEDERAL

CLINIC	UNIT	ADDRESS	TELEPHONE
Acreditar	Pio X	SHLS 716, Conjunto A, Bloco A, Edifício Pio X, 2º e 5º pavimentos, Asa Sul	(61) 3363-5252
Acreditar	Anchieta	QNC, Área Especial 8, 9 e 10, sala 4, térreo, Centro de Excelência Anchieta	(61) 3363-5252
Acreditar	Santa Marta	QSE, Área Especial 1, 2º andar, sala 209	(61) 3363-5252
	OncoBrasília	SMHN, Quadra 2, C, Edifício Doutor Crispim, 12º andar	(61) 3346-9081
OncoStar	Hospital do Coração do Brasil	SHLS 716, Conjunto G, Lote 6, Asa Sul	(61) 3213-4090

BAHIA

Cehon	Juazeiro	Travessa Napoleão Laureano, 2, Santo Antônio	(74) 3614-7300
Cehon	Teixeira de Freitas	Rua Dr. Osvaldo Cohin, 116, Recanto do Lago	(73) 3263-9250
Cehon	Salvador	Av. Araújo Pinho, 439, Canela	(71) 3496-3744
São Rafael	Hospital São Rafael	Av. São Rafael, 2.152, São Marcos	(71) 3281-6000

SÃO PAULO

Oncologia D'Or	Santo André	Avenida. Portugal, 875, Centro	(11) 4438-0078
Oncologia D'Or	São Bernardo do Campo	Avenida Brigadeiro Faria Lima, 1.830, Centro	(11) 4335-5466
IOV – Radioterapia	São José dos Campos	Rua Antônio Saes, 462, Centro	(12) 3924-2170
IOV – Radioterapia	São José dos Campos	Rua Major Antônio Domingues, 494	(12) 3928-9055
IOV – Quimioterapia	São José dos Campos	Rua Major Antônio Domingues, 472, Centro	(12) 3924-9055
IOV – Quimioterapia	Taubaté	Rua John Fitzgerald Kennedy, 856, Jardim das Nações	(12) 3426-9055
Oncologia D'Or	Anália Franco	Rua Francisco Marengo, 1.312, Tatuapé	(11) 3040-5111 / 3469-0500
Oncologia D'Or	Morumbi	Rua Engenheiro Oscar Americano, 840, Cidade Jardim	(11) 3040-5111 / 3056-1717
Oncologia D'Or	Hospital Brasil	Rua Votuporanga, 111, Vila Dora – Santo André	(11) 2127-6666
Oncologia D'Or	Assunção	Avenida João Firmino, 250, Assunção – São Bernardo do Campo	(11) 4344-8184
Oncologia D'Or	São Caetano	Rua Walter Figueira, s/n	(11) 2777-1100
Oncologia D'Or	Itaim	Rua Alceu de Campos Rodrigues, 95	(11) 3040-1100
Oncologia D'Or	SinoBrasileiro	Avenida Marechal Rondon, 299, Centro – Osasco	(11) 3652-8000

SÃO PAULO			
CLINIC	UNIT	ADDRESS	TELEPHONE
Oncologia D'Or	Bartira	Avenida Alfredo Maluf, 430, Vila Alto de Santo André – Santo André	(11) 4996-6666
Oncologia D'Or	Jabaquara	Rua das Perobas, 344, 5º andar	(11) 5015-4600
Oncologia D'Or	viValle	Travessa Leneu de Moura, 995, Urbanova – São José dos Campos	(12) 3924-4900
OncoStar	Clínica OncoStar	Avenida Pres. Juscelino Kubitschek, 180, Itaim Bibi	(11) 3040-5111
RECIFE			
NEOH	NEOH	Rua das Fronteiras, 175, Memorial São José	(81) 2138-0777
Oncologia D'Or	Hospital Esperança	Rua Antônio Gomes de Freitas, 265, 3º andar, Ilha do Leite	(81) 3131-7876/ 3131-7877
TOCANTINS			
Acreditar	Acreditar	Rua Dom Orione, 100	(63) 3415-4322
FORTALEZA			
Fujiday	Fujiday	Avenida Barão de Studart, 2.626, 4º andar	(85) 3878-9000/ 3025-7748/ 3246-3360/ 3246-3362
MARANHÃO			
Centro de Oncologia Médica	COM	Avenida Professor Carlos Cunha, 1, Quadra 7, Medical Jaracaty, 13º andar	(98) 3213-3600

CREDITS

DIRECTION

José Vasconcellos – Diretoria de Controle Institucional

GENERAL COORDINATION

Ingrid Cicca – Sustainability Management

GRI CONSULTING, MATERIALITY REVIEW, COMPOSITION, GRAPHIC PROJECT, TEXT REVIEW AND LAYOUT

TheMediaGroup

PHOTOS

Rede D'O São Luiz and Shutterstock Image bank

Special thanks to all the employees who collaborated
in producing this report.

SOCIAL MEDIA:

 rededorsaoluiz.com.br

 [rededorsaoluiz](https://www.facebook.com/rededorsaoluiz)

 [company/rededor-saoluiz](https://www.linkedin.com/company/rededor-saoluiz)

 [rededor_oficial](https://www.instagram.com/rededor_oficial)

 [rededor_oficial_star](https://www.instagram.com/rededor_oficial_star)

 [user/rededorsaoluiz](https://www.youtube.com/user/rededorsaoluiz)

 [rededor](https://twitter.com/rededor)



REDE *D'OR*
SÃO  LUIZ