

# ANNUAL SUSTAINABILITY REPORT 2020



REDE D'OR  
SÃO LUÍZ







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# FOREWORD

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REDE D'OR  
SÃO LUIZ





# Message from the CEO

GRI 102-14



**“In 2020 alone, we invested nearly R\$3.8 million, including acquisitions, to expand and build new units and also in cutting-edge equipment. Few Brazilian companies invested this much over the past 12 months. We are fully committed to the industry’s sustainability and to humanized medicine at more affordable costs.”**

**Paulo Junqueira Moll**  
**Rede D’Or São Luiz CEO**

**2** 020 will always have an important place in Rede D’Or São Luiz’s history. We will remember it as the year when we quickly and assertively responded to fight the devastating Covid-19 pandemic.

Through planning, focus and determination, we were able to put our entire structure to work not only to keep our excellent services, but also

to support public authorities. Based on our capacity and experience, and relying on strategic partnerships with other companies, we have supported the activation of 1,130 new hospital beds dedicated to SUS (Brazilian free health care system) patients, exclusively and free of charge, and we have operated 400 of them in two field hospitals in the city of Rio de Janeiro. Furthermore, we have donated equipment and hospital





# R\$ 220 MILION

## donated to fight the Covid-19 pandemic

supplies to the governments of all Brazilian states where we operate (RJ, SP, DF, BA, PE, MA, SE, CE and PR) as well as to the states where Rede D'Or does not operate, such as Amazonas, Rondônia and Amapá. In total, we have invested more than R\$220 million in those initiatives, ranking us among the 5 largest companies who donate to fight the pandemic.

When adding that amount to the R\$100 million donated by partners in our projects, we have a total of R\$320 million invested in philanthropic initiatives, of which 100% came from non-incentivized private capital.

We have invested R\$40 million in innovation and research only. Through IDOR, we have developed 10 lines of research to help fighting Covid-19, including the creation of a mental health platform that reached out to more than 60 thousand people and the Dados do Bem App, which uses data intelligence to analyze how immunization is evolving in the



population. We have also contributed to the vaccine trials and disseminated important and reliable information to society by reinforcing our communication channels, such as Rede D'Or's official website and social media profiles, with more than 2 million views per month.

We have also advanced our mission to expand quality medicine access for the population, providing high complexity services, such as the opening of new oncology and dialysis clinics, but also increasingly through coordinating the integrated health care at all stages of our clients' lives, from health prevention to promotion, including diagnosis, treatment and even rehabilitation.



All of that to offer Brazil's largest and best private integrated health care network.

In 2020 alone, we invested nearly R\$3.8 million, including acquisitions, to expand and build new units and in cutting-edge equipment. Few Brazilian companies invested this much over the past 12 months. We are fully committed to the industry's sustainability and to humanized medicine at more affordable costs.

To achieve this goal, Rede D'Or São Luiz was a pioneer in developing and nurturing new relationship models with health care carriers, providing more efficiency and implementing new payment methods and managed product formats, that award best outcomes.

We will continue encouraging the changes that the private sector needs, so as to achieve more operational efficiency, rationalize costs and improve patient care management. By doing so, we

ensure a broad access to quality health care to all segments of the population.

Our efforts are translated into our excellent technical quality indicators, as well as into the growing average Net Promoter Score (NPS) in all segments assessed:



**Emergency Room**

↑ **24%**



**Hospitalization**

↑ **13%**



**Medical Centers**

↑ **11%**



**Diagnosis**

↑ **8%**

**and a 6 percentage point increase in Rede D'Or's São Luiz HCAHPS\*, which went up from**

**68% to 74%**

All these achievements would be unthinkable without the dedication and quality of our greatest asset: our employees. In line with our motto, which states caring for people is a priority, in 2020 we conducted another Climate and Engagement Survey. Although facing the difficulties brought by the pandemic, we have obtained a 79% approval ratio, 2 p.p. up from the previous survey conducted in 2019. This year's survey was answered by 90% of our staff.

It is important to highlight the 91% approval rate in the belonging aspect, which showcases the engagement of our teams to our values and purposes. This result is extremely important to maintain and improve our technical quality and perceived quality standards.

Through the climate research, we aim to continuously develop a workplace that is welcoming, meritocratic and something all of our employees are proud of. [GRI 102-12](#)

\* Hospital Consumer Assessment of Healthcare Providers and Systems survey.





We know that we still have many challenges ahead. By the end of 2020, our IPO put Rede D'Or among the 10 most valued companies at B3, the Brazilian stock exchange, reinforcing our commitment to clients, shareholders, investors, business partners, employees and the entire society to continue in our sustainable growth pace.

We have more than 30 expansion projects in progress, which means an organic growth of 5.2 thousand beds and the creation of 35 thousand jobs during the construction works, and another 19 thousand during hospital operation. We are already one of the companies that hire the most in Brazil. By joining Instituto Ethos and committing to UN's Global Compact, we seek to advance in the environmental, social and governance aspects. Once again, we have been awarded by the international organization, Health Care Without Harm, for our good environmental practices. In 2020, we celebrated the relocation of some



Rede's hospitals (now a total of 9) to the Wholesale Energy Market, enabling us to change to a cleaner and renewable energy matrix.

Therefore, I want to share Rede D'Or's achievements with each of our 56 thousand employees and more than 87 thousand partner physicians that make us proud for their willingness and dedication to save lives and comfort families in more than 50 hospitals and

in other dozens of clinics and Medical Centers, whether they are frontline workers or those who develop studies and research, or even back office staff that make sure everything is running smoothly. With that in mind, we will continue our journey to offer the world's best medicine options.

**Paulo Junqueira Moll**  
**Rede D'Or São Luiz CEO**



# About this report

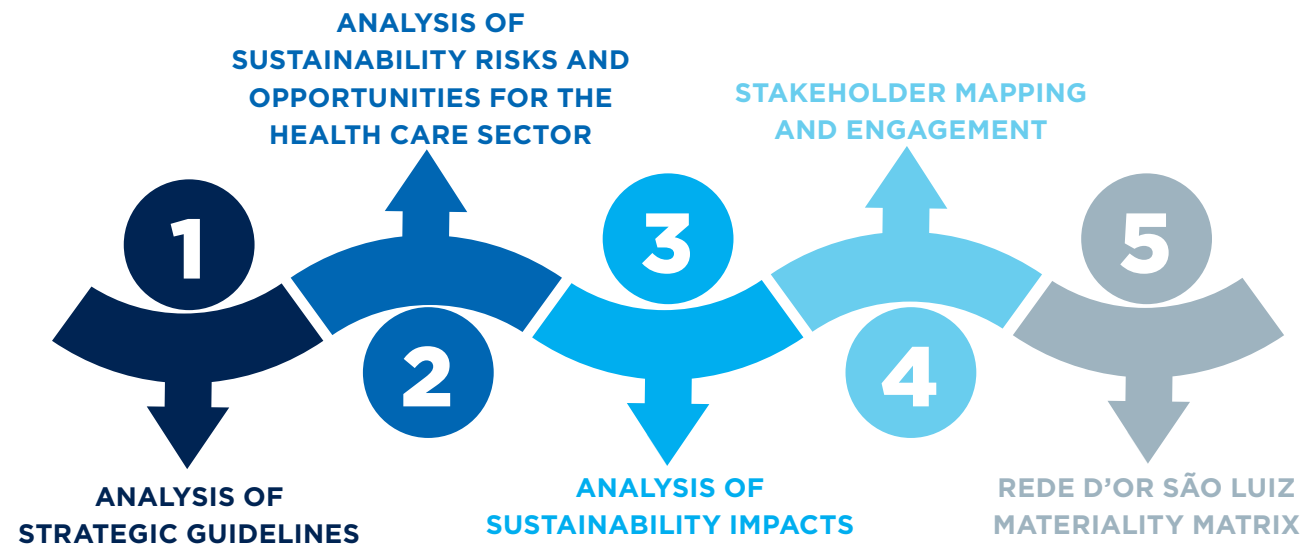
GRI 102-40, 102-41, 102-42, 102-43, 102-44, 102-46, 102-47, 102-54

Rede D'Or São Luiz's sustainability Report is published annually and has been prepared in accordance with the Global Reporting Initiatives (GRI) Standards - core option. This reporting period is from January 1 to December 31, 2020.

## Materiality Process

In order to comply with compliance with the GRI Standards, Rede D'Or São Luiz reviews its materiality process every two years. This process is geared towards evidencing material topics that may impact Rede D'Or São Luiz and its stakeholders in the short, medium and long terms.

In reviewing the materiality, we have determined a five-phase process to identify material topics for Rede D'Or São Luiz's Sustainability, as shown in the picture below:







## Phase 1: Analysis of strategic guidelines

Interview with Executive Board and Vice-Presidency members in order to identify the main topics related to Rede D'Or São Luiz. In this phase, the following information has been analyzed:

- Governance Structure;
- Guidelines (Operation Context, Mission, Vision, Values);
- Code of Conduct;
- Corporate Policies;
- 2020 Reference Form;
- Risks;
- 2017, 2018 and 2019 Sustainability Reports;
- 2018 Materiality Process.

## Phase 2: Analysis of Sustainability Risks and Opportunities for the Health Care sector

Analysis of the main sustainability guidelines, principles and reports for the general market, developing in specific topics and references for the health care sector, including:

- Global Reporting Initiative - GRI Standards
- Sustainability Accounting Standard Board - SASB - Health Care Delivery
- Sustainability Yearbook 2020 - Sam S&P - Health Care Services
- National Health Service (NHS) - Sustainability
- Global Green Healthy Hospitals - Health Care Without Harm (HCWH)
- Sustainable Development Goals- SDG
- UN's Global Compact
- The Global Risks Report 2021 - World Economic Forum (WEF)
- World Economic Forum (WEF) - Strategic Intelligence - Future of Health and Health Care

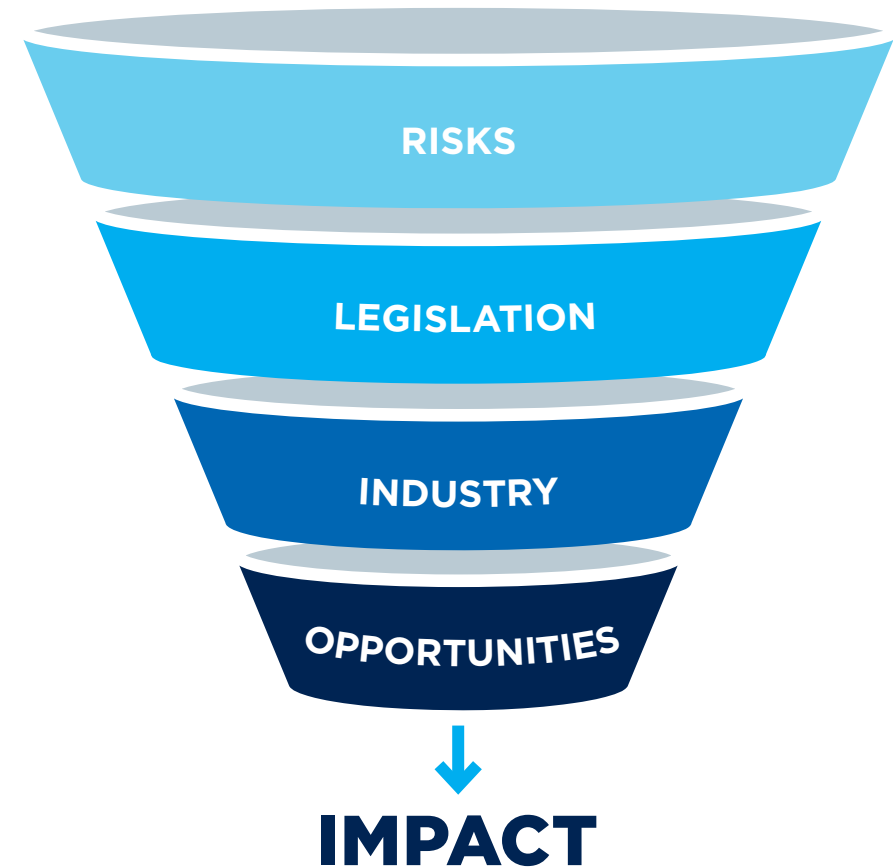


## Phase 3

### Analysis of sustainability impacts

Consolidation of topics raised in phases 1 and 2 and application of the Impact Analysis Tool, with 53 managers from several departments. Matters assessed:

- **Risks:** the topic can pose risk to Rede D'Or São Luiz in the short, medium and long terms;
- **Legislation:** the topic is or tends to become a regulation in Rede D'Or São Luiz's industry;
- **Industry:** the topic is under discussion in the health care industry;
- **Opportunities:** the topic has potential to explore innovative solutions benefiting the environment, stakeholders and society.







## Phase 4: Stakeholder Mapping and Engagement

GRI 102-42

In this phase we have identified together with the 53 managers from several departments, who participated in the previous phase, Rede D'Or São Luiz' stakeholder groups.

### Stakeholder Mapping

- **Primary stakeholders:** are those directly related to Rede D'Or São Luiz's value chain, who influence or are influenced by the business.
- **Secondary Stakeholders:** those who are interested in or have influence on the business, even if they do not directly participate in Rede D'Or São Luiz's value chain.

After classifying stakeholder groups in primary and secondary, the following criteria was applied:

- **Dependence:** Stakeholder dependence level on Rede D'Or São Luiz.
- **Impact:** Level of changes caused by Rede D'Or São Luiz's activities and initiatives to the stakeholder.

- **Influence:** Interference level that the stakeholder holds in the decision-making or in a project process, without having the formal authority to do so.
- **Power:** Formal responsibility (legal, financial, governance and/or operating) established by rules, contracts, policies or other related documents.
- **Closeness:** How close stakeholders are to Rede D'Or São Luiz.
- **Urgency or Tension:** Level of stakeholder urgency and tension in relation to a specific situation.



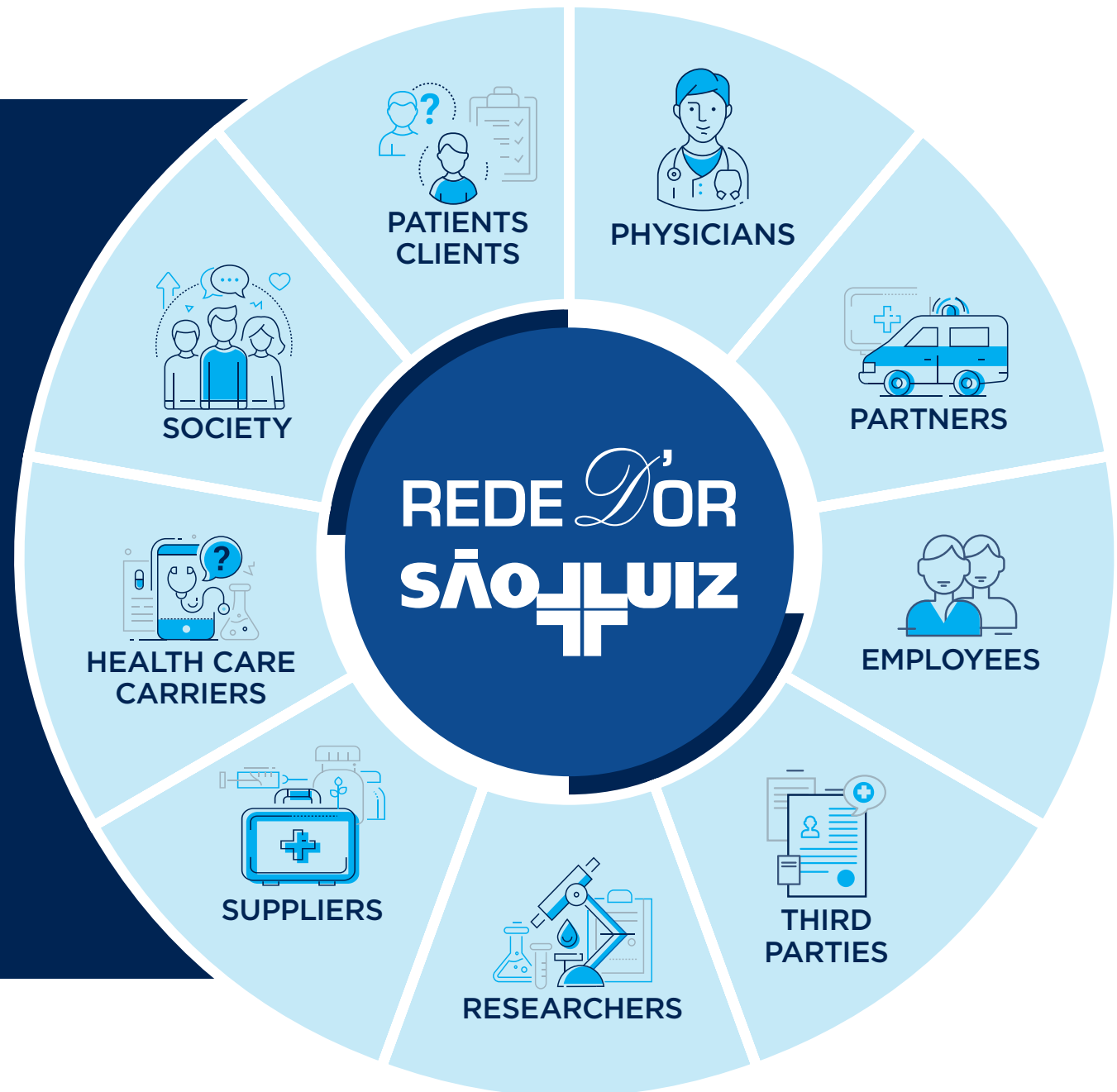
GRI 102-43

The outcome of stakeholder mapping has defined the stakeholder groups engaged in the influence assessment through online surveys.

We have conducted an online survey considering the topics consolidated in phases 1 and 2 with the several stakeholder groups in order to assess the topics that may influence them.

We have engaged a total of

**910**  
STAKEHOLDERS



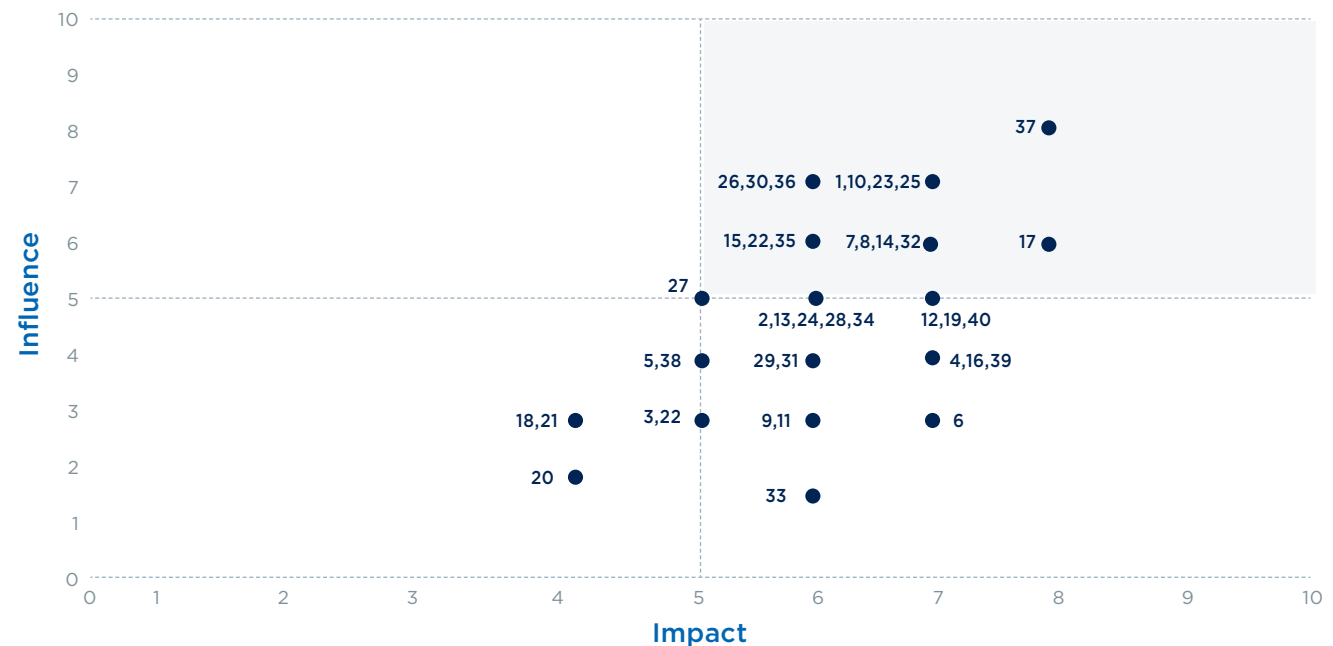




## Phase 5 Materiality Matrix

The materiality matrix takes into account the results of the impact analysis tool - phase 3 (x axis) and topic influence from the stakeholder perspective - phase 4 (y axis).

### Materiality - Rede D'Or São Luiz - 2020



### Material Themes 2020

- |                          |                                                                |
|--------------------------|----------------------------------------------------------------|
| 1 Economic Performance   | 23 Attraction and Retention                                    |
| 7 Innovation             | 25 Occupational Health and Safety                              |
| 8 Education and Research | 26 Training and Development                                    |
| 10 Integrity and Risk    | 30 Diversity and Equal Opportunities                           |
| 14 Energy                | 32 Initiatives targeted at the community and impact management |
| 15 Water                 | 35 Health promotion and Disease Prevention                     |
| 17 Waste                 | 36 Social Responsibility                                       |
| 22 Climate Change        | 37 Patient Experience                                          |



GRI 102-44 and 102-47

Material topics	Impact	Stakeholders Impacted	SDG	Global Compact	Category
Economic performance	A B	1 2 4 5 6 7	2 5 7 8 9	-	
Innovation	A B	1 2 3 4 5 8 9 10	9	-	
Research and Education	A B	1 3 4 8 9	4	-	
Integrity and Risk	A	1 2 3 4 5 6 8 9	16		
Energy	A	1 2 3 4 6 8 9	7 8 12 13		
Water	A	1 2 3 6 8 9	6 7		
Waste	A	1 2 3 6 8 9	3 6 12		
Climate Change	A B	1 2 3 4 5 8 9	13		
Attraction and Retention	A	1 2 8	5 8		
Occupational health and safety	A	1 2 3 6	3 8	-	
Training and Development	A	1 2 3 6	4 5 8	-	
Diversity and Equal Opportunities	A B	1 2 3 6 9	5 8 16		
Impact on Local Communities	B	9	11	-	
Health prevention and promotion	A B	8 9	3	-	
Social Responsibility	B	1 2 3 4 6 8 9 10	12	-	
Patient Experience	A B	1 2 4 6 8	3	-	

## Key

## Impact

A internal B external

## Stakeholders Impacted

1 Physicians 2 Employees 3 Researchers 4 Health care carriers 5 Suppliers 6 Third parties 7 Shareholders 8 Patient 9 Community 10 Partners



Governance



Environmental



Social



Economic

SDG - Sustainable Development Goals





# OUR STRUCTURE

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REDE D'OR  
SÃO LUÍZ





# Mission, vision, values

GRI 102-16



## OUR MISSION

To provide highly-effective medical and hospital care, with qualified and motivated teams, respecting ethics and individuals in their social context.

## OUR VISION

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

## OUR VALUES

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



# Rede D'Or São Luiz

GRI 102-1

Rede D'Or São Luiz is the largest private health care network in Brazil, present in the states of Rio de Janeiro, São Paulo, Pernambuco, Bahia, Maranhão, Sergipe, Ceará, Paraná and the Federal District. In its hospitals and clinics, the Company provides the full spectrum of services, including clinical care, surgery, laboratory tests and imaging diagnosis. Over the past three years, we built 11 new projects, 4 new hospitals and 7 expansion to current facilities. Therefore, at the

end of 2020, we had 52 own hospitals and 2 managed hospitals (Hospital Israelita Albert Sabin and Hospital Estadual da Criança, in Rio de Janeiro) and a total of 8,819 beds, 7,393 of which are operational, providing comprehensive and unified care to millions of patients during the year.

Through D'Or Consultoria and D'Or Soluções we provide consulting and management services to clinics and hospital complexes, and through

**8.819 mil** → **52**  
THOUSAND  
BEDS  
OWN  
HOSPITALS



**2**  
MANAGED  
HOSPITALS

**Offering complete and unified care  
to millions of patients**





**We have strengthened our brand as a national benchmark in cancer diagnosis and treatment (with 47 clinics connected to Oncologia D'Or) and also in terms of innovation in medical care, through IDOR.**

D'Or Institute for Research and Education (IDOR) we produce scientific knowledge and encourage innovation.

[GRI 102-2, 102-5](#)

Our history begins with the foundation of the Labs Group, in Rio de Janeiro (RJ) in 1977. Our first hospital, Hospital Barra D'Or, was opened in 1998 and began a new era of hospital catering services in Brazil. Under the Rede D'Or brand, we began our domestic expansion strategy, reaching Brazil's Northeast Region in 2007, São Paulo in 2010 and the Federal District in 2012, the year when we officially

adopted the name Rede D'Or São Luiz. Meanwhile, we have strengthened our brand as a national benchmark in cancer diagnosis and treatment (with 47 clinics connected to Oncologia D'Or) and also in terms of innovation in medical care, through IDOR. In 2019, we expanded our operations to the state of Sergipe.

In 2020, we continued to expand our reach and presence, now with our shares listed on B3, the Brazilian stock exchange (RDOR), in the largest initial public offering since 2013. We reached the state of Ceará, with the acquisition of Hospital São Carlos, and the state

of Paraná, with the merger of Hospital Santa Cruz. We have also expanded our operations to the state of Bahia, with Hospital Aliança and Córdio Pulmonar, and in Rio de Janeiro, through Hospital São Lucas Hospital, in the city of Macaé, and Perinatal, in the state capital.

In recognition for our performance in the private hospital sector, we have received awards such as Company of the Decade, from Valor 1000; the Best Company in Health Care Industry, at the Estadão Empresas Mais and chosen the Brand of Rio de Janeiro (*Marca dos Cariocas*) in 2020.



# Our Network

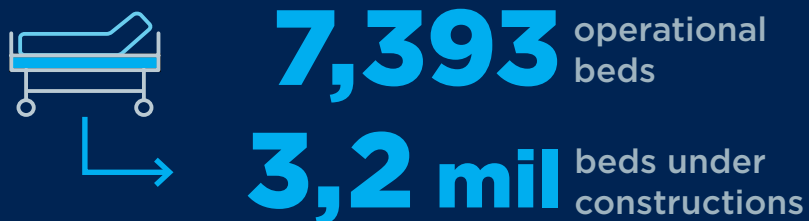
GRI 102-4, 102-6 and 102-7





## X-Ray of Rede D'Or São Luiz

### Our Network



**47**

oncology clinics

**56 mil**

employees

**+30**

expansion projects

**87 mil**

accredited physicians

### Our Companies

#### Oncologia D'Or

Specialized oncology care structure, comprising 47 units in 8 states and the Federal District, with over 360 physicians and 1,200 employees dedicated to diagnosing and treating all types of cancer, serving on average 32,000 patients per month. The unit is also responsible for conducting awareness campaigns on cancer risk factors, care, prevention and diagnosis. More information on Oncologia D'Or can be found on [page 61](#) of this report.







### D'Or Institute for Research and Education – IDOR

Rede D'Or São Luiz research and innovation arm, which fosters science, innovation and health technology development. It relies on a large number of highly qualified researchers and health care professionals as well as strategic partnerships with national and international universities and research & education institutes. In 2020, IDOR have developed 10 lines of research to help fighting Covid-19, including the creation of a mental health platform, contributions to vaccine trials and the dissemination of important information to society. More information on IDOR on [page 53](#).



### D'Or Consultoria

It comprises a team of specialists in insurance and corporate benefits. Present in 6 Brazilian states, D'Or Consultoria is responsible for operational as well as risk and health management, consulting services, market diagnosis and assessment, marketing services and specialized communication. It manages over 2.2 million lives in more than 2,000 clients. More information on [page 73](#).

### D'Or Soluções

A new consulting concept that integrates occupational health and safety management to Rede D'Or São Luiz, Brazil's largest hospital network, offering tailored solutions for companies.

➔ For further information, go to D'Or Soluções website.

### Gestão Total da Saúde

Set of integrated services geared towards full health care management; Primary Care coordination, Medium- and High-Complexity Outpatient Care and Hospital Care; schedule of appointments, complementary tests, outpatient and hospital procedures and regulation.

### Richet Medicina & Diagnóstico

The company acts both on hospital care and in partnership with clinics specializing in fertility, medical check-up for executives, geriatrics, sports medicine, nutritional support and occupational health care. It also offers laboratory structure to clinical research centers with technical, operational and logistics support.





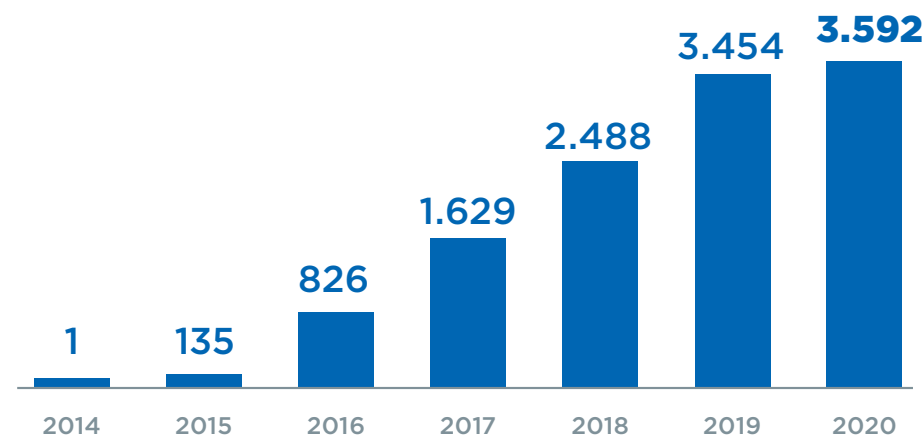
# Our Technology

Robot-assisted surgery is the most advanced technology Rede D'Or São Luiz relies on to care for its most important asset: patients health. We have the largest structure in Brazil, with 18 robots in 17 hospitals - Itaim, Morumbi, Brasil, Quinta D'Or, CopaStar, Copa D'Or, Barra D'Or, Esperança, Vila Nova Star, Anália Franco, São Vicente, São Rafael, Santa Helena, DF Star, São Lucas, Jabaquara and Aliança. During 2020, more than 12 thousand surgeries and 13 thousand procedures have been assisted by robots, providing increased precision, 3D view for surgeons, shorter admission time, less infection risks

and better and faster postoperative recovery.

In addition to adopting cutting-edge equipment, we have also invested in physician training and updating through the Robot-assisted Surgery Certification Program. We have prepared both Rede D'Or São Luiz and external physicians for robot-assisted surgeries with the approval of Colégio Brasileiro de Cirurgiões (CBC) for the program's quality and efficacy. Since 2016, more than 180 professionals have been certified in the states of São Paulo, Rio de Janeiro, Pernambuco, Sergipe, Bahia and the Federal District.

Robot-assisted surgery





# 2020 awards and recognitions



## Maiores Doadoras from Forbes Magazine

Rede D'Or São Luiz is among the 5 largest companies who donated to fight the Covid-19 pandemic in Brazil, with over R\$110 million allocated to the refurbishment of hundreds of beds, construction and operation of two field hospitals and several other initiatives.



## Company of the Decade/ Valor 1000

Chosen the Company of the Decade and winner in the Medical Services category in the 20th issue of Valor 1000 Award, a partnership between Valor Econômico newspaper, Serasa Experian and the Center for Finance Studies from EAESP/FGV-SP.



## Marcas dos Cariocas/ O Globo

Rede D'Or São Luiz ranked 1st in the Private Clinics and Hospitals category. The award, which is a partnership between O Globo newspaper and Troiano Branding, assesses what influences consumers choices in several consumption dimensions: quality, price, respect, identify and evolution.



## Band Inspira Rio Award

Winner in the Health Care category for the construction and operation of two excellence field hospitals in Rio de Janeiro, which are dedicated to SUS patients, and the donation of more than R\$110 million to the public health care network to fight Covid-19.





### Estadão Empresas Mais Award

For the second consecutive time, Rede D'Or São Luiz was the best company in the health care sector in the 5th issue of the award organized by O Estado de S.Paulo newspaper in partnership with Fundação Instituto de Administração (FIA) and Austing Rating, which ranks companies that presented the best results and positive impacts on the economy between 2015 and 2018.



### Whow! 2020 Innovation Award

Rede D'Or São Luiz ranked 82<sup>nd</sup> among the 100 most innovative companies. The award, organized by Centro de Inteligência Padrão (CIP), with strategic assessment of Hyper Island, ranked companies that, given the uncertainty and changing scenarios, have created effectively innovative paths in their industry.



### As Melhores do Ano Tech Tudo Award

The Dados do Bem App, an initiative of D'Or Institute for Research and Education – IDOR and Zoox Smart Data, was chosen the App of the Year by popular vote on Tech Tudo website. The app was awarded for helping identify Covid-19 spread areas, allowing to map the pandemic expansion in the states of Rio de Janeiro and Goiás.



### Health Care Climate Challenge Award

Recognized in the in Renewable Energy gold category, for the relocation of several Rede D'Or São Luiz units from the captive market to the wholesale energy market, achieving in a cleaner and renewable energy matrix. The award is granted every year by the Health Care Without Harm organization for those companies that stood out in initiatives to help minimize climate change.

NITERÓI D'OR  
HOSPITAL

PEDIATRIA

# OUR OPERATION

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REDE D'OR  
SÃO LUÍZ

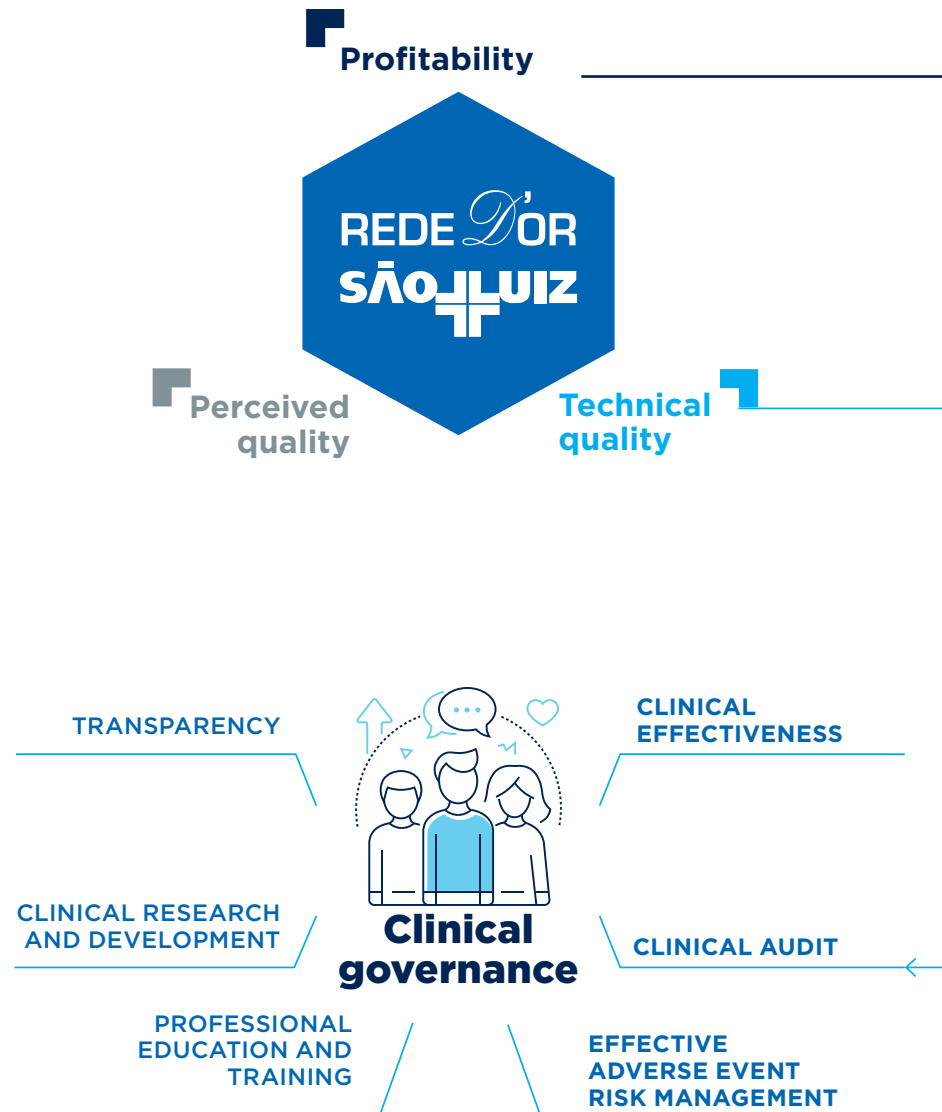




# Business Model

Our management model is founded on three pillars - profitability, perceived quality and technical quality - in line with Rede D'Or São Luiz's Vision, Mission and Values. Our commitment to health is based on humanized care coupled with cutting-edge technology, high standards of quality and comfort for our patients, employees and physicians. We operate in accordance with hospital concepts that include gains of scale, greater complexity, hospital network, emergency readiness, quality of care and a multidisciplinary team, always seeking to offer the best medicine to more and more Brazilians.





### Greater complexity

We are prepared to treat complex cases, using cutting-edge technology and infrastructure.



### Multidisciplinary team

Highly-trained, up-to-dated and motivated physicians, technicians and nurses.



### Hospital network

Continuous network expansion, both in terms of projected hospitals and available beds.



### Gains of scale

They are a priority when dealing with suppliers and health care carriers.



### Emergency care readiness

ready to deliver service 24 hours a day.



### Quality of care

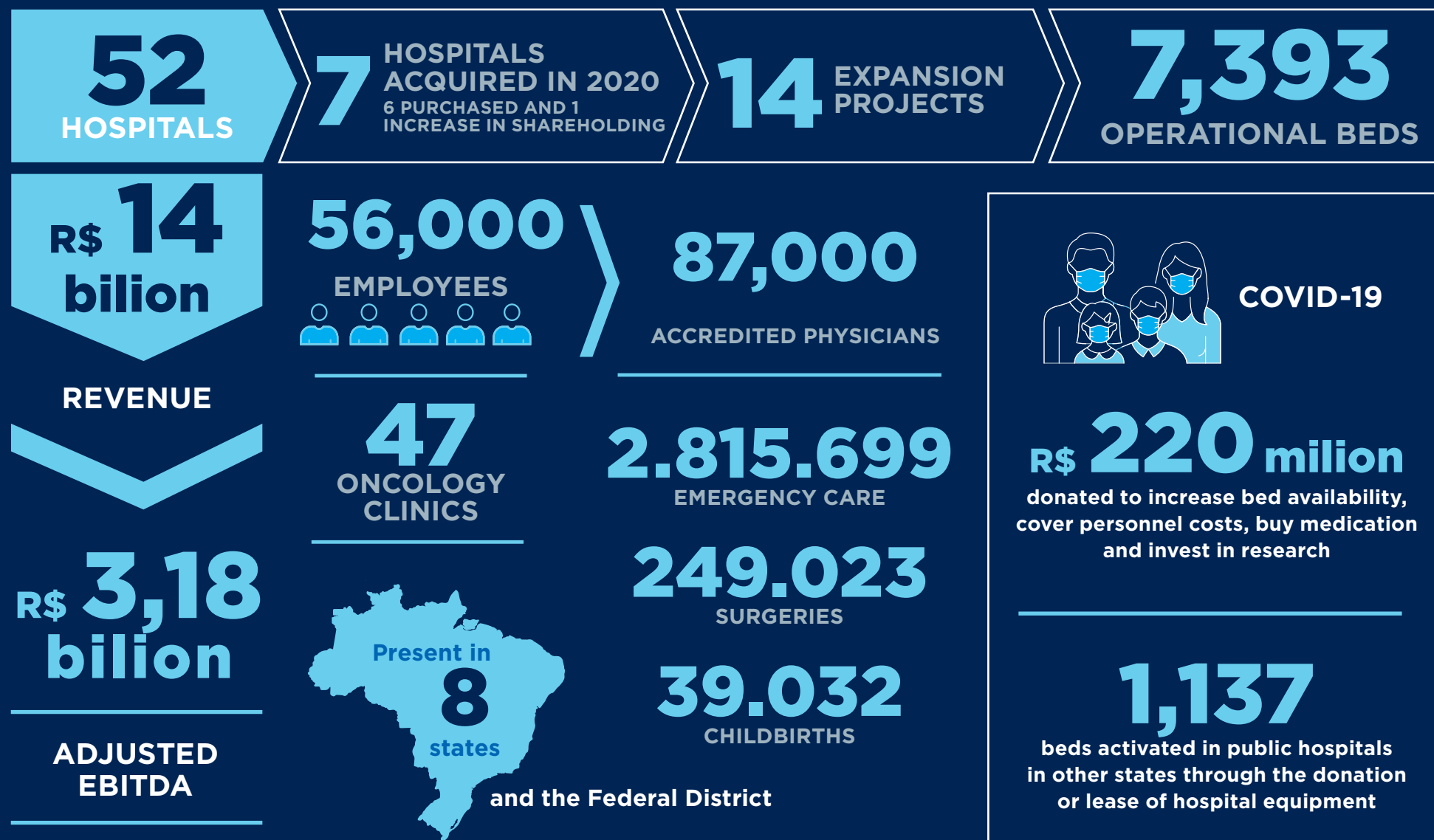
Continuously improving patient service and care.





# Our Numbers

GRI 102-7





# Governance

GRI 102-18

Through the IPO, we have reinforced our corporate governance structures, with some changes to the Board of Directors (BoD) and Executive Board, which continue to be our main governance bodies. On January 1, 2020, Paulo Moll took over as the Company's CEO, and continues to be a sitting member of the Board of Directors, and Heráclito Brito de Gomes became the Vice-Chairman of the Board of Directors.

In the last reporting cycle, the Risk Commission's scope has been

increased, and it is now named Corporate Risk Commission. The Commission, together with the Fiscal Council, a non-permanent body, the Audit Committee and the Executive Committee (Comex in Portuguese), are advisory bodies to the Board of Directors. The Executive Board implements the guidelines approved by the BoD and coordinates the management of economic, environmental and social aspects of our operations.





## Board of Directors

The Board of Directors is responsible for setting the business strategy, overseeing targets and management decisions, as well as monitoring the Company's performance. The BoD comprises, at least, five and, at most, nine members elected by the General Shareholders' Meeting for a two-year term of office. At least 20% of the Directors are independent members. Reelection is allowed. Complying with the best governance practices, the BoD Chairman is not a member of the Executive Board.

### BOARD OF DIRECTORS MEMBERS<sup>1</sup>

Sitting Directors	Position	Alternate Directors
Jorge Neval Moll Filho	Chairman	Jorge Neval Moll Neto
Heráclito de Brito Gomes Junior	Vice-Chairman	Fernanda Freire Tovar Moll
Paulo Junqueira Moll	Director	Renata Junqueira Moll Bernardes
André Francisco Junqueira Moll	Director	Paulo Manuel de Barros Bernardes
Pedro Junqueira Moll	Director	Alice Junqueira Moll
Stephen H. Wise	Independent Director	William H. McMullan
Wolfgang Stephan Schwerdtle	Independent Director	Paulo Menescal Barbosa

<sup>1</sup> reference date 12/31/2020

## Executive Board

The Executive Board is responsible for managing the Company's business, in accordance with the guidelines outlined by the Board of Directors and/or the decisions made by the General Shareholders' Meeting. It is comprised by a minimum of two and a maximum of twenty members, one being the CEO, one the CFO and Investor Relations Officer and the other officers with no specific mandates, elected for a three-year term of office and re-election is allowed.

### EXECUTIVE BOARD MEMBERS<sup>1</sup>

Paulo Junqueira Moll	Chief Executive Officer
Otávio de Garcia Lazcano	Chief Financial and Investor Relations Officer
Mauro Teixeira Sampaio	Executive Officer
Mauricio da Silva Lopes	Executive Officer
Rodrigo Gavina da Cruz	Executive Officer
Leandro Reis Tavares	Executive Officer

<sup>1</sup> reference date 12/31/2020



## Sector Committees

They support the BoD and the Executive Board in evaluating material topics for the Company and provide information to the other bodies in the decision-making process. They also report on social, economic and environmental aspects of our operations to the BoD and Executive Board.

### Audit Committee

The Audit Committee is responsible for monitoring the quality and integrity of the Company's internal control and accounting and financial information mechanisms, in addition to reviewing and overseeing the activities of the Company's external auditors. The committee is composed of at least three and, at most, five members chosen by the BoD, to whom it reports directly.

## Advisory Bodies

### Executive Committee (Comex)

Comex is comprised by Executive Board members, who convene weekly to set overall management guidelines, validate proposed order of business, decide on deadlocks and monitor the Company's results.

### Corporate Risk Commission

It was created to provide the Executive Committee a consolidated macro view on the exposure to potential risks and give it the support to oversee operating, cyber, strategic, financial, compliance, sustainability and reputational risks and to issue preventive recommendations related to potential risks based on the Commission's meetings.

### Sustainability Commission

The Sustainability Commission is a sustainability advisory and permanent body of Executive Board, its responsibilities include establishing guidelines and corporate initiatives, as well as fostering the reinforcement of the Company's sustainability guidelines and strategy, which ensures the corporate actions are in line with the group's policies. Comprised by, at least, three and, at most, nine members, from several departments of the Company.





## General Shareholders' Meeting

Our shareholders meet on an annual basis in the first four months after fiscal year-end and, extraordinarily, whenever necessary. Meetings are presided over by a chairman and a secretary, chosen by the shareholders holding most of the voting capital attending the meeting.

## Fiscal Council

A non-permanent body, the Fiscal Council is comprised by three sitting members and an equal number of alternates, elected by the General Shareholders' Meeting in the years it is instated, to analyze the financial statements of that year. The Fiscal Council will be instated upon request of the shareholders, with a one-year term of office, re-election being allowed.

## SHAREHOLDING STRUCTURE<sup>1</sup>

GRI 102-10

### Moll Family

51.6%

### Free-Float

44.8%

### Treasury

2.2%

### Board of Directors + Statutory Board

1.4%

<sup>1</sup> data base 31/12/2020



# Integrity and compliance

We are committed to keeping the highest ethics and integrity standards in our care delivery practices and in the relationship with all stakeholders, including commercial transactions. These principles are laid down in our Code of Conduct and are translated in the Company's Integrity Program initiatives and Anti-Corruption Corporate Policy guidelines. Compliance with said documents and practices contribute to business growth, sustainability and perpetuity.

Misconducts can be reported to our Whistleblowing Channel, a confidential portal, available to all stakeholders. The Compliance department is responsible for managing the whistleblowing channel, ensuring all reports are addressed by the business and operational unit officers.



## Total number and nature of confirmed corruption cases (GRI 205-3)

### 2019

No such cases in the reporting period

### 2020

No such cases in the reporting period



## Integrity Program

Based on the Brazilian Anti-Corruption Law (12.846/13), the program implements mechanisms used to prevent, identify and fight corruption, bribery and frauds in bidding processes and the relationship with public authorities, ensuring the Company's full commitment to ethics and transparency.

The Program consists of six pillars and relies on the commitment of the senior management, who monitors its application.

In 2020, compliance and anti-corruption training were offered in the new distance learning platform (named Portal Saber), available in every state where we operate and with 78% of adherence. 43,699 people received training in compliance and 1,822 leaders in anti-corruption practices. [GRI 205-2](#)



### Pillars of the Integrity Program

- Risks and controls
- Whistleblowing Channel
- Accountability and independence
- Policies, rules and procedures
- Communication and training
- Senior management commitment

### Compliance training per region

Region	2019		2020	
	People trained	%	People trained	%
Midwest	2,997	5.88	11,330	20.23
Southeast	833	1.63	3,456	6.17
South	6,043	11.85	28,080	50.14
North	-	-	830	1.48
Total	-	-	3	0.01
<b>Total</b>	<b>9,873</b>	<b>19.36</b>	<b>43,699</b>	<b>78.03</b>



## Code of Conduct

Our Code of Conduct covers topics such as: compliance with laws, standards and regulations, professional conduct, transparency on relationships and shared responsibility. The Code also informs employees on expected behavior in the relationship with colleagues and other stakeholders, whether clients, suppliers, government operatives, community and the press. All employees must be informed and accept the Company's Code of Conduct by signing a statement and, if applicable, they must inform the company about any situation that might be considered a possible conflict of interest.

The Code has been reviewed in 2019 to include topics such as diversity in the workplace and information on the General Data Protection Act; in 2020, information on the importance of avoiding illegal sales in the hospitals' premises has been added.

Even though we do not have a specific human rights policy, our Code of Conduct lays down the guidelines and principles

for a responsible performance, provides guidance on the topic and advocates the respect for and appreciation of human rights. This includes rejecting any type of forced labor, exploitation of child labor or discrimination of any nature (ethnicity, origin, gender, sexual orientation, religious beliefs, affiliation to trade unions, social class, disability, age and ideology, among others). [GRI 103 | 406](#)

## Anti-Corruption Corporate Policy

Applicable to all directors, officers, employees, representatives and third parties related to Rede D'Or São Luiz, it aims to prevent bribes and corruption, to maintain our image and reputation, and to enable the immediate response to any matters on our conduct. The document covers specific topics, such as the receipt and granting of gifts, political contributions, donations, maintenance of records and internal controls, compliance training and rules enforcement.



The most recent version of the Code is available on the website



Our anti-corruption policy can be found on the Company's website.





## Sexual Harassment Campaign

Through all our internal communications channels, we conduct a national campaign against sexual harassment, with videos and manuals on such conduct that will not be tolerated in the Company. The initiative has the purpose to help our employees interpret attitudes that can be considered sexual harassment, a highly relevant topic that is quite common in our whistleblowing channel.

In 2020, the channel received

**1,460** reports

Most of them were related to misconducts (444) or non-compliance with internal rules and procedures (374). Moral harassment or physical aggression claims came in third, with 251 complaints. Up to year-end, 334 complaints were under analysis, 332 were found unsubstantiated and 204 substantiated. For substantiated complaints, the proper disciplinary measures were applied, in accordance with the internal rules.



### Whistleblowing Channel

GRI - 102-17

The Whistleblowing Channel was designed to receive misconduct claims and is available 24x7, by telephone or on the internet (on the website or by e-mail).



**Telephone:**  
**0800 377 8031**



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



**E-mail:**  
[canaldedenuncias@rededor.com.br](mailto:canaldedenuncias@rededor.com.br)



**Mail:**  
Av. Voluntários da Pátria 138, Botafogo - Rio de Janeiro/RJ -  
CEP 22270-010. (Attn. Compliance Department)



In addition to the institutional channel, two group companies - D'Or Consultoria and Richert Medicina & Diagnóstico - have their own whistleblowing channels, which are managed by the Compliance corporate department.

All concerns are handled confidentially by the Compliance department which, after reviewing the reports, submits them to the departments involved for investigation, according to the type and complexity of each case.

Highly-critical concerns can, eventually, be evaluated by the senior management.

Concerns involving D'Or Consultoria can be reported by:



**Telephone:**  
**0800 450 4510**



**Website:**  
[www.canalconfidencial.com.br/dorconsultoria](http://www.canalconfidencial.com.br/dorconsultoria)



**E-mail:**  
[canaldedenuncias@rededor.com.br](mailto:canaldedenuncias@rededor.com.br)



**Canal de Denúncias**  
**D'or Consultoria**





# Risk Management

GRI 102-11

We rely on series of policies, operational and financial strategies, as well as governance practices that allow us to identify, assess, prioritize and treat possible risks to our business, with the purpose of setting adequate prevention plans and measures. In 2020, we made progress in consolidating corporate risks, expanding the risk department's scope and establishing a prioritization hierarchy. To advise the Executive Board and the Board of Directors about assessing risk management, we have created the Corporate Risk Commission, expanding the scope of the former Risk Commission, targeted at operational risk management.

The Company's risk management is based on six pillars: social & environmental, financial, operational, strategic, regulatory and cyber risks.

In the reporting period, we have also developed a three-year plan for the department (2020-2022) with actions divided in three groups: structuring (governance, teams, roles and responsibilities), preparation (annual audit plan, internal control plan, new risk classification methodology, policies review) and operation (process flow, controls, campaigns).

Under the leadership of the Risk and Internal Controls Executive Office, the Corporate Risk Department completed its first year of operations with the purpose of fostering and monitoring risk management at corporate departments and business units. The Department's priority is to ensure people's integrity and physical well-being, the safety of our assets and mitigate possible risk exposures and our business's impacts on society, communities and environment.

**In 2020, we made progress in consolidating corporate risks, expanding the risk department's scope and establishing a prioritization hierarchy.**

During the year, such Executive Office continued to implement policies, procedures and initiatives to identify, assess, monitor and prioritize corporate risks, and has also prepared information and reports submitted to the evaluation of the Risk Commission and approval of resolutions targeted at monitoring and treating risks applicable to Rede D'Or São Luiz, considering the corporate risk management criteria, methodology and process defined and approved by the Company.



Such procedures included (but were not limited to) preparing and formalizing Rede D'Or São Luiz Corporate Risk Matrix and Corporate Risk Glossary. The plan to implement and develop integrated corporate risk management initiatives and processes was presented to the Audit Committee, advisory body to the Board of Directors, showing transparency to this Independent Committee as regards the risk monitoring process of Rede D'Or São Luiz.

In terms of environmental risks, all our endeavors go through an environmental license process, which includes the mapping of possible impacts and it anticipates, when indicated, mitigation measures, with the duly monitoring of public agencies. In terms of financial risks, its management is part of the financial management previously approved by the senior management and the shareholders. Our capital management aims to ensure business continuity and maximization of shareholders returns. Macroeconomic conditions are monitored and identified changes are considered in the adjustments of capital structure.

## Information Security

Cyber risks caught more attention in 2020, with the creation of an independent structure for the information security and privacy department and with an increased participation of Rede D'Or São Luiz in national and international cooperation groups to identify and fight threats.

R\$17 million have been invested in 17 projects, among which we can highlight the newly deployed Security Operation Center (SOC) and the execution of new-generation technology solutions to identify threats (in general as well as specially focused on health care); the vulnerabilities management solution and the launch of the employee Awareness Campaign, focused on threats and safe behaviors in personal and professional lives, in addition to the access management with stricter controls.

Several procedures have been implemented to comply with the General Data Protection Act, making the Data Holders Portal available so that information owners can exercise their rights under the law. In 2020, no incident that could compromise any client data has been recorded.





# OUR CULTURE

**41** Relationships

REDE D'OR  
SÃO LUÍZ

# Relationships

Part of what we are at Rede D'Or São Luiz reflects how we relate with our stakeholders, therefore our most important stakeholder - our patients - has access to the best medical, lab and hospital care; state-of-the-art technology and research; and first-tier supplies available at Rede D'Or São Luiz's units. This is the reason Rede D'Or São Luiz exists.

We seek to foster relationships with all our stakeholders ensuring our business puts in a good performance, having a strategic look for each stakeholder group.

STAKEHOLDER GROUP	ENGAGEMENT APPROACH	ENGAGEMENT FREQUENCY
<b>Patients</b>	Continuous satisfaction survey, website - Contact us, Social Media - LinkedIn, YouTube, Facebook, Instagram, Ombudsman channel, media campaigns, information leaflets	Continuous satisfaction survey - daily
<b>Physicians</b>	Rede D'Or São Luiz's scientific events, participation in seminars and congresses and newsletters	Monthly/ annual
<b>Press</b>	Website - Contact us, Press advisors and press releases	Daily
<b>Shareholders</b>	Meetings, committees and Executive Board meetings, financial information and reports	General shareholders' meetings - annual; Executive Board meetings - weekly; Board of Directors meetings - monthly or whenever necessary
<b>Employees</b>	Newsletter (CI/TI/ RH Informa), Digital HR App, Life Panel - Bulletin Board, WhatsApp groups for the management, on-demand printed material at the units (banner and other graphic material)	Bulletins/ Newsletters - monthly; campaigns - on demand; Bulletin Board - monthly
<b>Society</b>	Website - Contact Us, social media - Facebook, Instagram and Twitter, newsletter, sponsorship to cultural, sports and social projects and Ombudsman Channel	Sponsorships to social projects - annual; Ombudsman Channel - daily; lectures - monthly
<b>Suppliers</b>	Ombudsman Channel for conduct-related concerns	Daily
<b>Health care carriers</b>	Website - Contact Us, relationship channel	Daily
<b>Researchers</b>	D'Or Institute for Research and Education, IDOR newsletter, scientific events	Daily, monthly and annual

## Patients

To ensure a good management of our service structure, we are supported by Gestão Total da Saúde (GTS), one of our companies, which offers Primary Care, Outpatient Medical Care and High Complexity Care, Hospital Care, scheduling of appointments, complementary exams, outpatient and hospital procedures and their regulation. It is a coordinated journey that leads to service excellence and value creation to the health care chain: RDSL, health care carriers (who sell the insurance) and employers (who provide health care insurance benefits to their employees).

All over the world, 2020 was a challenging year for the health care system. The new coronavirus pandemic required health care institutions to be agile in reorganizing and operating service protocols suitable to the new scenario. It was no different for us.

In December 2019, when the Covid-19 outbreak was still restricted to Chinese

cities, we created a Crisis Committee anticipating a possible increase in hospital beds, the need to realign guidelines and program to hire new professionals. Additionally, supply chain management became even more essential to the success of the services

provided by Rede D'Or São Luiz throughout the year. The exponential increase in demand has created issues with serving the suppliers, increasing the risk of breaking the supply and making items scarce and more expensive.





## Suppliers

GRI 102-9

At Rede D'Or São Luiz, we have adopted the strategy of operating as an Integrated Supply Chain, which encompasses Demand Planning, Purchase and Logistics - together with the Revenue Cycle corporate departments, which are part of the Corporate Services structure.

In order to ensure technical and assistance quality, safety, lawfulness, competitive and economically feasible commercial conditions to all business units, the Integrated Supply Chain continuously monitor potential risks to our business, which are reported through a dashboard. A technical committee, comprised by the heads of the supplies, medical and pharmacy departments, assess together the suppliers and supplies strategies.

### LINENS MADE OF POLYESTER FROM PET BOTTLES

In 2020, RDSL Indirect Supplies department stood out in the pursuit of the best practices and innovations for the Company and acquired linens made of Eco Pet technology, which uses polyester from PET bottles. In addition to being sustainable, the fabric offers more resistance and durability. This initiative has enabled taking 15,800 PET bottles out of the environment and contributed for income generation to families whose resources come from recycling. Such initiatives highlight our commitment to Environmental and Sustainability Policies, whose main goals are to foster social and environmental initiatives.

The supply chains of several segments have faced challenges arising from the Covid-19 pandemic during 2020. Specially for hospitals, to ensure supply

meant the difference between saving lives and ensuring the institution's credibility and business continuity.




At Rede D'Or São Luiz, we have overcome the challenge and kept our units supplies uninterrupted. The crisis management plan implemented even before the new coronavirus arrived in Brazil has demanded a daily alignment of the Technical Committees to assess potential replacement items, development and emergency

approval of new local suppliers with the required quality standard, supplementary communication channels, large imports, operation flexibility to absorb additional inventory volumes and also the support of partner companies, the construction of field hospitals and the strengthening of Rede's social role.

Among the tools developed in the past year, the HOTCOVID portal stands out, which presents indicators developed to monitor the evolution of products inventory to serve in coronavirus cases at Rede D'Or São Luiz units. In the Logistics department, there was an increase in storage capacity, besides the hiring of outsourced employees.





# OUR VALUE CREATION

46	Financial capital
52	Intellectual capital
74	Human capital
92	Social capital
103	Natural capital

REDE D'OR  
SÃO LUÍZ



# Financial capital

In 2020, Rede D'Or São Luiz's consolidated net revenue came to R\$14.029 billion, up by 5.3% compared to 2019. Despite the impacts of the pandemic, the Company's gross revenue and Adjusted EBITDA recorded significant growth in the two quarters following 2Q20. Gross revenue hit record monthly figures as of August, showcasing Rede's recovery in this unpredictable year, ending it with good results. Adjusted EBITDA in 2020 came to R\$3.2 billion, 13.6% down due to the impacts of the pandemic in the first semester.

Rede D'Or has reinforced its cash with partner financial institutions to preserve its liquidity, finance working capital, meet its financial and suppliers' obligations as well as support investments in its ordinary course of business and care for COVID-19 patients.





## Investments

In 2020, we invested the record amount of R\$3.8 billion, of which R\$2.4 billion in acquisitions and the remaining in the development of new hospitals, expansion of existing assets and renovations. The highlights were the inauguration of the Hospital Gloria D'Or, in Rio de Janeiro, and the acquisition of seven hospitals in different Brazilian regions.

In the fourth quarter, we announced the acquisition of another 4 hospitals, adding 466 hospital beds (Guaianases/SP, Balbino/RJ, América/SP and Antônio Afonso/SP). By the end of 2020, acquisitions were at different formal completion levels and they will be merged into Rede D'Or São Luiz's results as they are completed.

By the end of 2020, Rede had a total of 52 hospitals, 47 oncology clinics, in addition to acquiring 50 complementary business to our main activities, including Diagnosis and Therapy Support Clinics (SADT) and health insurance carriers.

Rede D'Or São Luiz's Cash and Cash Equivalents by the end of 2020 stood at R\$15,727 billion. The Company remains aware for opportunities and focused on being Brazil's largest and best private health care ecosystem.

# R\$ 3,8 billion

INVESTED IN 2020

# R\$ 2,4 billion

IN ACQUISITIONS





## Bed occupancy rate

Due to the pandemic, bed occupancy rate reached its lowest monthly level in April 2020. The drop was felt not only for low acuity procedures, but also for more serious health treatments, causing a concern in the medical community. In the following months, with increased knowledge about the virus and the creation of hospital safety protocols to mitigate contamination, we saw a gradual increase in patient volume.

Revenue was also positively impacted by the increase in beds operated by Rede D'Or, even with the Company had to temporary suspend vacant bed operations in order to balance the operating costs of its assets, given that procedure volume had decreased in the beginning of the pandemic. The Company had ended 2019 with 7,662 total beds, of which 6,839 are operational and, at the end of 2020, it had 8,819 total beds, of which 7,393 are operational.

## Indebtedness

On December 31, 2020, our gross debt stood at R\$21.3 billion, 45.3% up on gross debt for 2019. This increase was chiefly due to the issue of Senior Notes in January 2020 for the amount of US\$850 million and additional funding of US\$350 million in February 2020. Out of the Company's gross debt, 60.4% is denominated in Brazilian Reais, while the remaining amount in US Dollars, fully hedged for foreign exchange exposure.

At year-end, 69.9% of gross debt was pegged to floating interest rates, mostly the DI rate, while 30.1% was linked to fixed interest rates. Average debt cost was equal to CDI + 1.8% and average term of 5.3 years.

## Distribution of Added Value (R\$ thousand)

MATERIAL TOPIC

GRI 201-1

	2020	2019	2018
<b>Revenue</b>	<b>14,946,817</b>	14,159,127	11,657,210
Sale of products and services	<b>15,776,646</b>	14,989,059	12,314,972
Provision for disallowance	<b>(833,749)</b>	(833,852)	(661,682)
Other revenues	<b>3,920</b>	3,920	3,920
<b>Supplies acquired from third parties</b>	<b>(6,108,608)</b>	(5,111,547)	(4,258,436)
Cost of Services sold	<b>(5,823,637)</b>	(4,796,892)	(4,063,404)
Materials, energy, outsourced services and other expenses	<b>(282,231)</b>	(296,261)	(196,708)
Loss/ recovery of assets	<b>(2,740)</b>	(18,394)	1,676
<b>Gross added value</b>	<b>8,838,209</b>	9,047,580	7,398,774
<b>Depreciation and amortization</b>	<b>(844,527)</b>	(708,797)	(393,269)
<b>Net added value</b>	<b>7,993,682</b>	8,338,783	7,005,505
<b>Added value received in transfer</b>	<b>8,161,991</b>	1,571,713	1,146,859
Income using the equity method	<b>(6,091)</b>	4,427	23,572
Financial revenue	<b>8,168,082</b>	1,567,286	1,123,287
<b>Total added value</b>	<b>16,155,673</b>	9,910,496	8,152,364
<b>Distribution of added value</b>	<b>(16,155,673)</b>	(9,910,496)	(8,152,364)
Personnel and charges	<b>(5,088,672)</b>	(4,443,108)	(3,422,972)
Taxes, fees and contributions	<b>(937,523)</b>	(1,342,810)	(1,204,164)
Interest, rents and other operating expenses	<b>(9,670,055)</b>	(2,933,061)	(2,345,610)
Dividends and Interest on Equity	<b>(119,256)</b>	(319,604)	(1,029,158)
Retained earnings	<b>(340,167)</b>	(871,913)	(150,460)





**According to Fitch, ratings assigned to Rede D’Or São Luiz reflect its solid competitive position in the fragmented Brazilian hospital industry, strong brand, prominent business scale, adequate capital structure and the defensive nature of the business, whose operating performance has proven resilient to the economic downturn.**

## Senior Notes issue

On January 22, 2020, our subsidiary Rede D’Or Finance issued the company’s second senior notes, in the total amount of US\$850 thousand.

On February 13, the second issue added more US\$350 thousand under the same characteristics of the first issue. On April 17, the Parent Company issued debentures (17th issue - 1st series) acquired by subsidiary Rede D’Or Finance.

Fitch Ratings assigned rating BB to Rede D’Or São Luiz proposal to issue unsecured senior notes. The agency also assigned Rede D’Or BB- rating for Issuer Delinquency in foreign currency and BBB- in local currency, however a AAA long-term domestic rating. According to Fitch, ratings assigned to Rede D’Or São Luiz reflect its solid competitive position in the fragmented Brazilian hospital industry, strong brand, prominent business scale, adequate capital structure and the

defensive nature of the business, whose operating performance has proven resilient to the economic downturn. The increasing imbalance between available supply of hospitals and demand for these services in Brazil is considered positive to the Company, as well as the profile of its clients and its capacity to pass along rising costs to counterparties. The Company’s strong business scale and the bargain power are also key credit strengths.



# Intellectual capital

Since 2018, Rede D'Or São Luiz has been going through a digital transformation with a very clear goal: to build up patient safety and ensure an excellent care in our entire network. Therefore, over the years, we have invested in new technologies and innovative solutions that contribute positively to patient's experience at our units, our relationship with physicians, hospital efficiency and routine and service evolution.

In light of this, we are one of the leaders and benchmark in robot-assisted surgery in Brazil and have an innovation agency, Open D'Or, which, through IDOR, operates

from the mapping of potential partner companies and universities to the acceleration of opportunities and innovation at Rede D'Or São Luiz and the Institute. Other recent innovation also includes the use of digital camera technology that allows agility in identifying diseases and a quick care and diagnosis system for non-severe cases in the emergency room, the Smart Track. Continuous investments in digital channels and supporting technologies are no less important and offer more convenience to Rede D'Or São Luiz patients and physicians.



# Innovation

MATERIAL TOPIC

## IDOR - D'Or Institute for Research & Education

Founded ten years ago to support science, innovation and health care technologies development, IDOR has the main purpose to contribute for the evolution of medical treatments and to improve human life conditions. With Rede D'Or São Luiz

as its lead sponsor, IDOR stands in a privileged position among hospital networks and has a great number of researchers, doctors and other highly qualified health care professionals, who are also influencers in several medical areas. Based in Rio de Janeiro and with research units in São Paulo, Salvador and Brasília, the Institute also relies on professionals who work in other Brazilian regions.

IDOR strategically partners with several public and private universities as well as public health care services throughout Brazil, a network operation that has a catalytic effect in the Brazilian health care ecosystem, encouraging relevant interactions between researchers, entrepreneurs and health care managers. The institute has scientific collaboration with more than 60 research and education institutions around the world, including: King's College and Oxford University, in the United Kingdom; Stanford University, Caltech and UCSF, in the United States; Okinawa Institute of Science and Technology, in Japan; and University of Melbourne, in Australia.





**One of the most significant IDOR contributions to medical science was the Zika virus findings. In a multi-institutional effort, IDOR researchers were able to determine, unprecedentedly, the virus role in fetal malformation.**

### Publishing and Research

Over the years, IDOR has attracted and retained talents, forming a group of 92 researchers who produce, on average, more than 5 papers published in the main national and international scientific journals on a yearly basis, showcasing their high commitment to science.

One of the most significant IDOR contributions to medical science was the Zika virus between 2015 and 2016 findings. In a multi-institutional effort, IDOR researchers were able to determine, unprecedentedly, the virus role in fetal malformation, explaining

the large number of newborns with anencephaly. The article was published in worldwide leading scientific journals, such as Science, Nature and Radiology. Shortly after, IDOR research has also demonstrated the problem escalated due to poor water quality consumed in certain areas of Northeastern Brazil, because of the great drought that hit that region. Said studies were possible due to leading-edge biotechnology at IDOR laboratories, thus making possible to create structures similar to human brain from cells harvested in the urine of volunteers.

The investments in the deployment of a technology hub to generate high quality images were also essential for developing neuroscience research, including studies on brain activity in different diseases, in substance abuse situations and in the moral judgment sphere. Moreover, at IDOR's Applied Neuropsychology Center (CNA), a team of specialists in neurology, psychiatry, radiology, psychology and occupational therapy offer specialized multi-professional care to children and adolescents with learning disabilities, and adults and elders with memory impairment or dementia signs.



The Institute also develops research projects in several other Medicine fields, such as Intensive Care, Cardiology, Pediatrics, Oncology, Hematology, Gastroenterology, Hepatology, Infectious Diseases, Vaccines, Cellular Therapy and Data Science.

In 2020 alone, IDOR's researchers published more than 300 articles in leading international scientific journals, totaling more than 1,200 papers published since the Institute's foundation and more than 16,000 citations.

### IDOR SCIENTIFIC PRODUCTION

**+16,000**  
citations in scientific journals

**+300**  
articles in scientific journals  
in 2020

**+1,200**  
publications in scientific journals





## Education at IDOR

Two years ago, IDOR started to build its Medical Sciences College, in a historic area of Rio de Janeiro. The project, which included the construction of the Group's new hospital, Gloria D'Or, and a broad researching area, has also promoted the restoration of the over 140-year-old historic building. The investment shall also contribute to recover a degraded area of great national relevance. The

College began operations with the Radiology Undergraduate Program, and it will soon launch its Nursing Undergraduate Program.

The Medical Sciences College is only part of the investments led by IDOR in education. The Institute offers a doctorate program, coordinates 40 medical residence programs

(completing the education of more than 90 specialist physicians every year) and the academic internships (320 medical students in the past 3 years) and it develops several specialization courses. This year alone, IDOR released 4 new Medical Residence Programs accredited by MEC – Pathology (RJ), Pathology (SP), Otorhinolaryngology (RJ) and Clinic Oncology (SP) – and 2 Multi-Professional Residencies, equally accredited by MEC – Oncology Multi-Professional program, designed for nurses, pharmacists and nutritionists, and Oncology-specialized Nursing program. Additionally, IDOR launched a Robot-assisted Surgery Training Course for Rede D'Or São Luiz's doctors and 13 new extension graduate programs in Rio de Janeiro and São Paulo.



In 2020, IDOR had more than 1,000 health professionals enrolled in its extension and specialization programs and engaged more than 10,000 specialist physicians in several areas over an extensive calendar of scientific events coordinated by IDOR.

### IDOR education data

**40**  
medical residencies

**320**  
medical undergraduates  
in the past three years

**+1,000**  
professionals enrolled in  
extension and specialization  
programs

**13**  
new graduation and  
extension programs in Rio  
de Janeiro and in São Paulo

EDUCATION   STUDENTS	2018	2019	2020
<b>Rio de Janeiro</b>			
IDOR Doctorate program	32	38	43
Medical Residence	28	32	40
Multi-Professional Residence	-	-	3
Graduate Programs	210	186	136
Specialization Programs	15	17	18
Undergraduate Programs	-	17	22
Extension Programs	476	679	112
Academic Internship	90	110	120
<b>São Paulo</b>			
Medical Residence	13	13	13
Multi-Professional Residence	-	-	3
Graduate	-	-	48
Specialization Programs	9	9	19
Extension Programs	-	66	420
<b>Salvador</b>			
Medical Residence	22	38	41
Qualification Programs	-	-	8



## Innovation at IDOR

The Institute also runs the Open D'Or, an innovation agency, inaugurated in September 2018, which does from mapping prospective partner companies and universities to expediting innovation opportunities at IDOR and Rede D'Or São Luiz. Open D'Or is also a platform to stimulate innovation culture in the healthcare sector, placing IDOR as a reference Science and Technology Institute in research lines with innovation potential.

In addition to expediting solutions, identifying and connecting with partners, the agency also offers monitoring, testing and assessment of new

technologies, events organization and training courses related to innovation, technology and science. Open D'Or also offers the LivingLab, a solution test simulator for hospital environments and relies on a consulting committee formed by IDOR and Rede D'Or São Luiz executives, as well as external advisors with great international experience in innovation, investments, technology and health.

Since its creation, Open D'Or has already mapped 1,178 prospective partners, carried out 13 concept tests, established 7 partnerships and conducted a series of events and meetings to promote innovation.





## Open D'Or 2020 numbers

# 2

**Demodays**  
(Cubo and Inovabra)

# 2

**Partnerships**  
(Medt and Conexa)

# 2

**Internal innovation**  
(Dados do Bem and mental health portal)

# 3

**Attendance in external events**  
(anpei, puc-rio +bnds, biominas)

# 1,178

POTENTIAL PARTNERS MAPPED



Participated  
in the public consultation on  
national innovation strategy  
organized by MCTI

# 14

**Concept proof**

(Nagis, Medt, Ezorder, Iclinic,  
Helpsaúde, Mezzow,  
Fevver, Nexodata, Conexa, Iara  
Health, Spectator, Doc Line,  
Radiz Entelai)

# 1

**Software protection**

# 1

**Patent request pending**  
(Friend e Pk)

# 234

**Attendees in the 1<sup>ST</sup> issue  
of Idor and CT&I Event**



## Covid-19

Another IDOR outstanding contribution in 2020 was the inclusion of the Institute in trials for the Covid-19 vaccine (Phase III Clinical Trials). Oxford University immunizer tests have required an unprecedented mobilization to put together immunization centers for recruiting, selecting, giving the vaccines and following-up of 4 thousand volunteers in the cities of Rio de Janeiro and Salvador. Moreover, a new area in Gloria D'Or Hospital was created to receive other tests for different vaccines.

In the beginning of the pandemic, IDOR also created the [Ciência IDOR](#) contra Covid-19 (IDOR Science fighting Covid-19) platform. Almost all our researchers, in addition to completing their studies started before the pandemic, targeted their research specialty to investigating Covid-19. More than 10 lines of research have been

created. This initiative resulted in the Dados do Bem platform, a free-of-charge app for testing and geolocalization monitoring of the epidemic, developed together with Zoox Smart Data and used in partnership with local governments.

## Communication and Society

It pertains to IDOR's mission to stimulate discovery and development of new talents in sciences and contribute to achieve a better information level regarding science in our society. Some initiatives are implemented with this purpose. In one of them, the partnership with ArtBio, more than 500 students have had the opportunity to pursue a series of science exhibitions, an experience that was well evaluated by all of them. In another program, IDOR received high school students for monitored visits and carried out lectures about science in schools.



## Oncology

Oncologia D'Or, our specialized oncology care structure, has more than 47 units in 8 states (Rio de Janeiro, São Paulo, Maranhão, Bahia, Pernambuco, Ceará, Sergipe and Paraná) and the Federal District. At the units, over 360 physicians and 1,200 employees with different backgrounds are dedicated to the diagnosis and treatment of all types of cancer, solid tumors and hematologic neoplasia, providing international-level services in patient care.

In 2020, the group had on average 32,000 monthly appointments, using different antineoplastic treatments - chemotherapy, targeted therapy, immunotherapy, hormonal therapy, radiotherapy and bone marrow transplant - in around 8,000 patients per month. Among the Oncology advantages, we can highlight the integrated operation of clinic oncologists and hematologists, pathologists and other physicians in

the treatment of our patients' cancer in each one of our hospitals. This work model allows for more agility in the diagnosis and a more assertive treatment strategy.

The integrated business model is eased by multi-disciplinary meetings (called Tumor Board) to discuss cases online, which takes place daily, bringing together Rede D'Or São Luiz physicians for oncological patients care



throughout Brazil. Weekly meetings at the different oncology areas bring the group's main leaderships together, improving decision-making and making easy the alignment of medical conducts in our oncological care units.

To explore even further the synergy between the different oncological patients, we have expanded the Green Line - concierge service. Thus, patients from the units in São Paulo, Federal District, Bahia, Pernambuco and Maranhão now have the same advantages of those served in Rio de Janeiro, where the project began: an integrated flow between diagnosis, surgery and oncology treatment units, with easy schedule of exams and surgeries. Supported by the Green Line, it is possible to reduce the wait time for diagnosis and procedures in patients with cancer, which, in many cases, may represent a better clinical outcome.

## New units and certifications

In 2020, Oncologia D'Or opened the São Vicente Medical Center, in the Gávea neighborhood, in Rio de Janeiro. The 1,400 sqm-unit offers specialized oncology services, in addition to appointments in several medical specialties. In addition, Oncologia D'Or invested in the modernization of exiting units in Brazil, which now have more modern infrastructures plus wide and comfortable spaces to better serve patients.

In this reporting period, the following units have been remodeled: Oncologia D'Or Barra, Oncologia D'Or Quinta D'Or, Oncologia D'Or Madureira and Oncologia D'Or Niterói, in the state of

Rio de Janeiro, Cehon Salvador, in the state of Bahia, and Neoh, in the state of Pernambuco. Also, in Bahia, the Oncologia D'Or Pituba is finalizing its construction works and will be opened in January 2021. In September, our Acreditar PIO X and Anchieta Clinic, in the Federal District, once again received JCI Accreditation, which certifies the compliance with international good practices standards. This recertification reinforces that quality standards in oncology patient care are maintained and also reaffirms our care for quality and safety in serving each patient. In December, Cehon Clinic in the city of Salvador received the JCI recertification, reinforcing its commitment to service quality.

**In September, our Acreditar PIO X and Anchieta Clinic, in the Federal District, once again received JCI Accreditation, which certifies the compliance with international good practices standards.**





## Our Oncology in numbers

# 4,402

NEW PATIENTS TREATED

# 186,162

CHEMOTHERAPY SESSIONS

# 72,633

RADIOTHERAPY SESSIONS

# 393

INFUSION POINTS

# 18

LINEAR PARTICLE ACCELERATOR





## Oncology Pharmacies

Oncology Pharmacies are key to ensure the quality of antineoplastic treatments, contributing to ensure safety, speed and savings to our medication preparation processes. Therefore, the integration of information systems has proven to be fundamental, facilitating the validation of each prescription and keeping the data throughout the medication checking and handling process.

Throughout the year, the department had the opportunity to develop initiatives that brought even more control and safety to the process. It has created the Medication Information Center (CIM) and the National Registration Unit (CCN), groups of specialized pharmaceutical professionals with the purpose of standardizing pharmacy data registration and continuous support to the Oncology multi-professional teams.

Additionally, we have implemented a purchase planning tool to reduce inventory and standardized handling and use of closed-system drug transfer devices, which brought more peace of mind and stability for the handled medications and reduced even more the contamination and exposure risks to employees.

## Patient information and communication system

The Oncology Electronic Medical Record (EMR), set up in our entire oncology care network to record and manage patient information, is an important tool in aligning procedures and creating a unique quality care standard for the country.

In 2020, Oncologia D'Or's information systems recognized more than 46 thousand patients whose data have been recorded in over 137 thousand appointments, creating nearly 140 thousand prescriptions and 500 thousand lab requests. Continuing with the development of information management solutions, Oncologia D'Or has implemented electronic certification for physicians and other professionals with access to the EMR, including 644 users in a few months.

In addition to information quality and security, the electronic certification represents a real reduction in printed material - documents issued with digital certification has enabled us to avoid printing more than 68 thousand documents. Telemedicine was another important achievement in the period, providing more safety and comfort for oncology patient care during the pandemic.

In 2020, 2,500 patients have received care remotely through our own user-friendly platform. Set into motion in the beginning of the year, the Patient App was gradually adopted in several Brazilian regions and patients were informed to use the tool as an additional form to contact the nursing teams. In 2020, 1,454 patients under treatment used the app to report symptoms and control their schedules. The Patient's Schedule was completely revised to be used as a complement to the app, for those with restrictions to the use of digital tools.

## Online International Symposium

The COVID-19 pandemic rapidly changed the routine of Oncologia D'Or in 2020. To reduce the risk of the virus spreading among our physicians, all in-person meetings have become virtual ones, and so have our International Symposiums. As never seen before, Oncologia D'Or organized 5 online scientific symposiums: the 5th International Urologic Oncology Symposium and the 5th International Hematology Symposium in August; the 4th International Breast Cancer Symposium and the 5th Lung Cancer Symposium, in September; and the 7th International Gastrointestinal Cancer Symposium in October.

150 speakers of national and international renown have participated in the 5 events that had the attendance of nearly 5,000 people to partake in more than 48 hours of original scientific content, with the main advancements in Oncology presented by experts. The content presented online and other groundbreaking material have been made available on an exclusive website.

## Quality

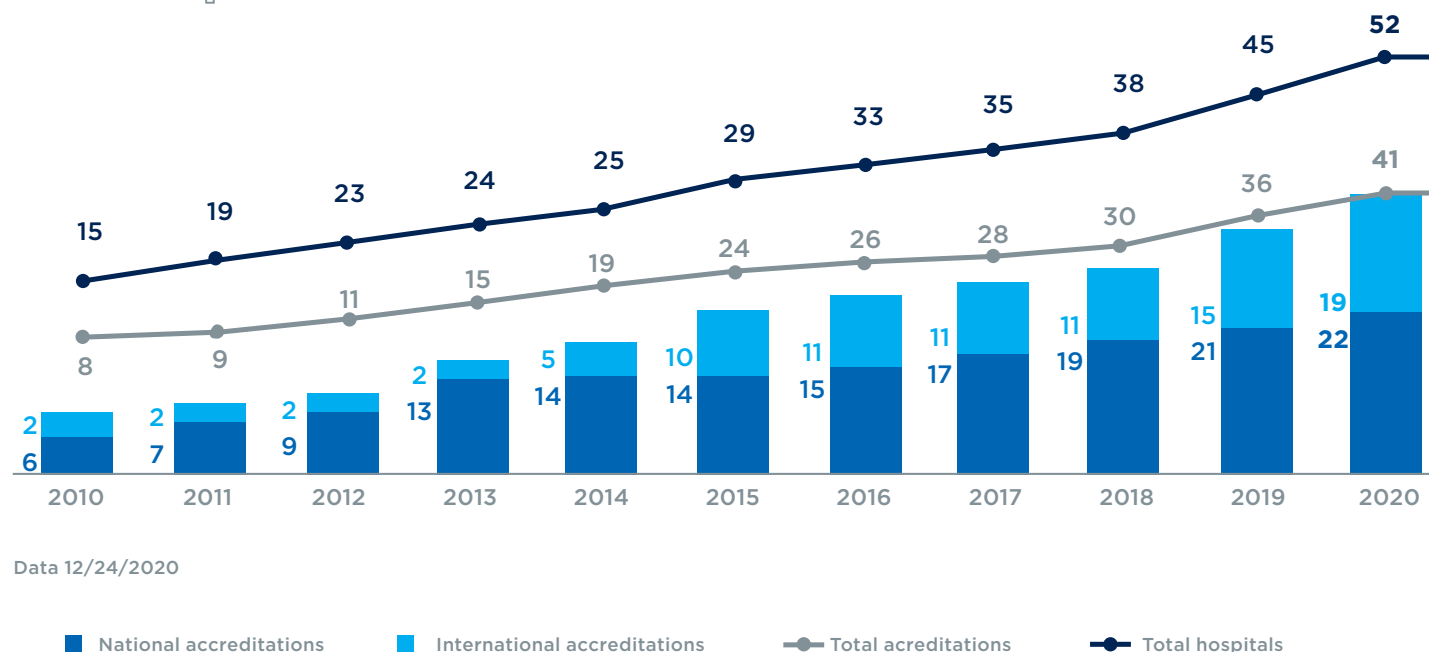
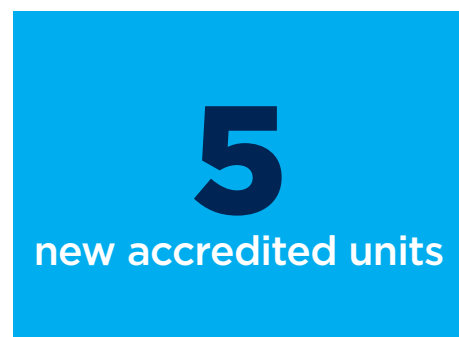
At Rede D'Or São Luiz, we continuously seek to improve our practices and, therefore, we develop several initiatives in the Quality department, which include guidelines on patient-centered care as well as the external accreditation evaluation of our units. In 2020, we can highlight:

## Accreditation

According to the organization's profile and strategy, we define the Accreditation framework to be adopted: The Organização Nacional de Acreditação (ONA)'s framework or international frameworks (Joint Commission -JCI or Qmentum).

In 2020, 41 hospitals were accredited by specialized organizations, of which 22 by ONA and 19 by JCI and Qmentum. Furthermore, CopaStar and Vila Nova hospitals have been certified for the first time under the JCI framework while UDI was accredited by Qmentum. Hospital Aviccena received full accreditation by ONA (ONA level 2) and Santa Helena and Sino Brasileiro hospitals were upgraded to level 3 (Accredited with Excellence).

### Accreditations



## Accreditation

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Percentage of accredited hospitals	53%	47%	48%	63%	76%	83%	79%	80%	79%	80%	79%

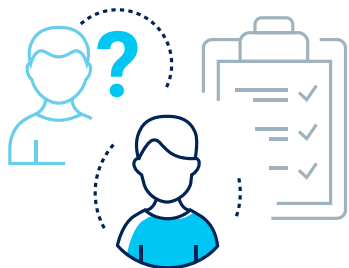
### Units with national accreditation (ONA)

ACCREDITATION	UNIT	LOCATION
Accredited with Excellence	Clínica São Vicente; Hospital Caxias D'Or; Hospital e Maternidade Perinatal Laranjeiras Hospital Estadual da Criança (under management); Hospital Niterói D'Or; Hospital Norte D'Or; Hospital Oeste D'Or;	Rio de Janeiro
	Hospital Coração do Brasil; Hospital Santa Luzia; Hospital Santa Helena	Federal District
	Hospital Esperança Olinda; Hospital São Marcos	Pernambuco
	Hospital UDI	Maranhão
	Hospital São Rafael	Bahia
	Hospital Assunção; Hospital da Criança; Hospital e Maternidade Sino Brasileiro Hospital IFOR; Hospital São Luiz Jabaquara; Hospital Villa-Lobos;	São Paulo
	Santa Cruz	Paraná
	Hospital Bartira; Hospital e Maternidade São Luiz São Caetano; Hospital Aviccena	São Paulo
Full Accreditation		

### Units with international accreditation (Joint Commission and QMentum)

ACCREDITATION	UNIT	LOCATION
JCI	Hospital Copa D'Or; Hospital Rios D'Or; Hospital CopaStar	Rio de Janeiro
	Hospital Memorial São José	Pernambuco
	Hospital Cardio Pulmonar	Bahia
	Hospital e Maternidade São Luiz Itaim; Hospital Vila Nova Star	São Paulo
QMentum	Hospital e Maternidade Perinatal Barra; Hospital Quinta D'Or; Hospital Barra D'Or	Rio de Janeiro
	Hospital e Maternidade Brasil; Hospital e Maternidade São Luiz Anália Franco; Hospital São Luiz Morumbi; Hospital Vivalle	São Paulo
	Hospital São Lucas	Sergipe
	Hospital Aliança	Bahia
	Hospital UDI	Maranhão
	Hospital Esperança	Pernambuco
	DF Star	Federal District





**Our purpose is the patient's full treatment, in other words, it is not only the symptoms and diseases that matter, but also the emotional, psychological factors and the bond between patient and physician/medical team.**

MATERIAL TOPIC

At Rede D'Or São Luiz, we understand that person-centered care is more human and welcoming than traditional treatment methods. Our purpose is the patient's full treatment, in other words, it is not only the symptoms and diseases that matter, but also the emotional, psychological factors and the bond between patient and physician/medical team. This guideline directs our teams' technical training, with the purpose of offering the best health care solutions and providing physical and emotional comfort at our hospitals. We want patients to have the best experience at our units and we spare no efforts for that to happen. Since 2018, for instance, we have led the movement "What matters to you?" The purpose is to engage health care professionals in the person-centered care, encouraging

empathy and conversation with the patient and their families to understand what is really important each case.

2020 reinforced the importance of taking care of those who take care of us. Many strategies have been adopted and other reinforced to improve employees' work experience, fostering team appreciation and motivation by acknowledging their importance. For instance, in May, we organized the Health Care Professional Week in partnership with the Human Capital department.

### Patient Safety

Rede D'Or São Luiz values to maintain solid safety procedures and is constantly investing in a safe environment, full

care and incentive to multidisciplinary collaboration for problem solving. Given the 2020 pandemic scenario, visits to the units in order to check the quality of the safety evaluation began to occur remotely, keeping a systemic process that can ensure the integrality, confidentiality and approach based on evidence and risks.

During the 37-day period of evaluation, 14 technical visits were carried out, 10 of them remotely. Clinic audits have also been formatted to the distance mode and encompassed 45 hospitals, 900 patients in the safe identification goal, 270 patients in the safe surgery goal and 1,666 antibiotic prophylaxis patients.

## Safety perception Survey

Since 2014, every year we have performed a survey to evaluate employees' safety perception at Rede D'Or São Luiz hospitals. For this purpose, we use the Healthcare Research Quality (AHRQ), considered a valid, reliable, efficient instrument, recognized worldwide. 12 safety dimensions are evaluated in a total of 42 questions.

In 2020, all units met the estimated sample (with 2% of sample error) and we received 36,943 answers, including improvements for all aspects evaluated. To highlight that, we can name a few strengths of all hospitals: "We are actively seeking improvements for the patient's safety", "People treat each other respectfully at this unit" and "Supervisors/managers do not ignore recurring patient safety problems". Additionally, we included the strength "Expectation of safety promotion of supervisors and managers" and improvement was indicated in 97% of the answers.



## World Patient Safety Day

To celebrate the World Patient Safety Day (September 17, 2020), we organized the Patient Safety Week, with the theme Health Care Professional's Safety is the Patient's Safety! We are all Patients. In that period, the Safety Ambassadors campaign was conducted, in order to recognize professionals who stood out in the patient and professional safety initiatives. Each Rede D'Or São Luiz

unit voted on the professionals who stood out, using as reference the compliance with safety goals and the adequate use of PPEs. The 10 most voted professionals in each hospital received a recognition certificate and a Safety Ambassador armband, which will be used during the year to encourage and strengthen the pursuit of safe practices. 44 hospitals participated in the initiative, with over 6 thousand votes and 432 professionals who qualified.



## Ensured Satisfaction

We have an Ombudsman Channel to receive clients' and other stakeholders' suggestions, requests, complaints as well as compliments and, in 2020, it received 60,095 reports, of which 55% were complaints, 26% information request, 17% compliments and 2% suggestions and requests. The most important channels are the Contact us (52%) followed by telephone (34%). Complaints have a 1-, 3- or 5-business day answer deadline, depending on the situation's priority ranking.

In addition to the Ombudsman channel, clients receive a satisfaction survey on the day following receiving care at the units, totaling 459 thousand surveys answered in 2020. There was an NPS increase in all sectors: 24% in emergency room; 13% in hospitalization, 11% in Cemed and 8% in SADT. We highlight the 6 percentage point increase in HCAHPS (hospital satisfaction survey) that climbed from 68% to 74% from 2019 to 2020.

Rede D'Or São Luiz has also begun to monitor Google My Business website, interacting with clients in all rating posted in the channel. In 2019, only 23% of hospitals received grade higher or equal to 4 (maximum grade is 5), however, in 2020, 64% of the units were above this level.

Client demands arriving from said channels are inputs to improve the company's services. Thus, all units have multi-disciplinary improvement committees, responsible for assessing the units'/departments' performances, based on improvement initiatives. In the journey to offer the best customer experience, we highlight that units such as CopaStar, which, since its opening, has an excellent NPS above 90; and São Vicente, Niterói and viValle achieved a 2020 NPS of 84, 79 and 77 respectively, in their hospitalization departments. [GRI 102-44](#)



## Quali D'Or System

In October 2020, we made available the Quali D'Or indicators, an in-house system designed to provide a visualization of all Quality indicators in a single place. The tools are available at 43 hospitals and brought benefits, such as the optimization of registry indicators and real-time data visualization, reduced number of errors in filling forms and data consolidation, plus an increase in access safety. The main system features are the setting of annual targets for the units, monthly record of indicators with closing routine and compliance with deadlines and preparation of reports with charts by indicator, unit, regional, monthly and annual goals.

Technical quality indicators	2018	2019	2020
Average length of stay (Adult ICU) - days	5.21	5.00	5.64
24-hour adult ICU readmission rate - %	0.40	0.36	0.43
Standardized hospital lethality rate (observed/expected) - Score (<1.00>)	0.48	0.46	0.65
Catheter-related bloodstream infection incidence density - per thousand	0.99	0.88	1.42
Catheter-associated urinary tract infection incidence density - per thousand	0.77	0.79	0.65
Ventilator-associated pneumonia incidence density - per thousand	1.68	1.43	2.56
Pressure ulcer incidence rate - per thousand	0.43	0.45	0.73

## 2<sup>nd</sup> Mostra de Qualidade (Quality Showcase)

**438**  
papers from **45** hospitals have been  
received at the Quality Showcase

In 2020, we held the 2nd Rede D'Or São Luiz Quality Showcase, with the purpose of sharing the practices developed at our hospitals, including initiatives to fight the COVID-19 pandemic. We received 438 papers (265% more than in 2019) from 45 hospitals on the topics of process improvement, innovative practices, patient experience and clinic cases, waste reduction and safety culture.

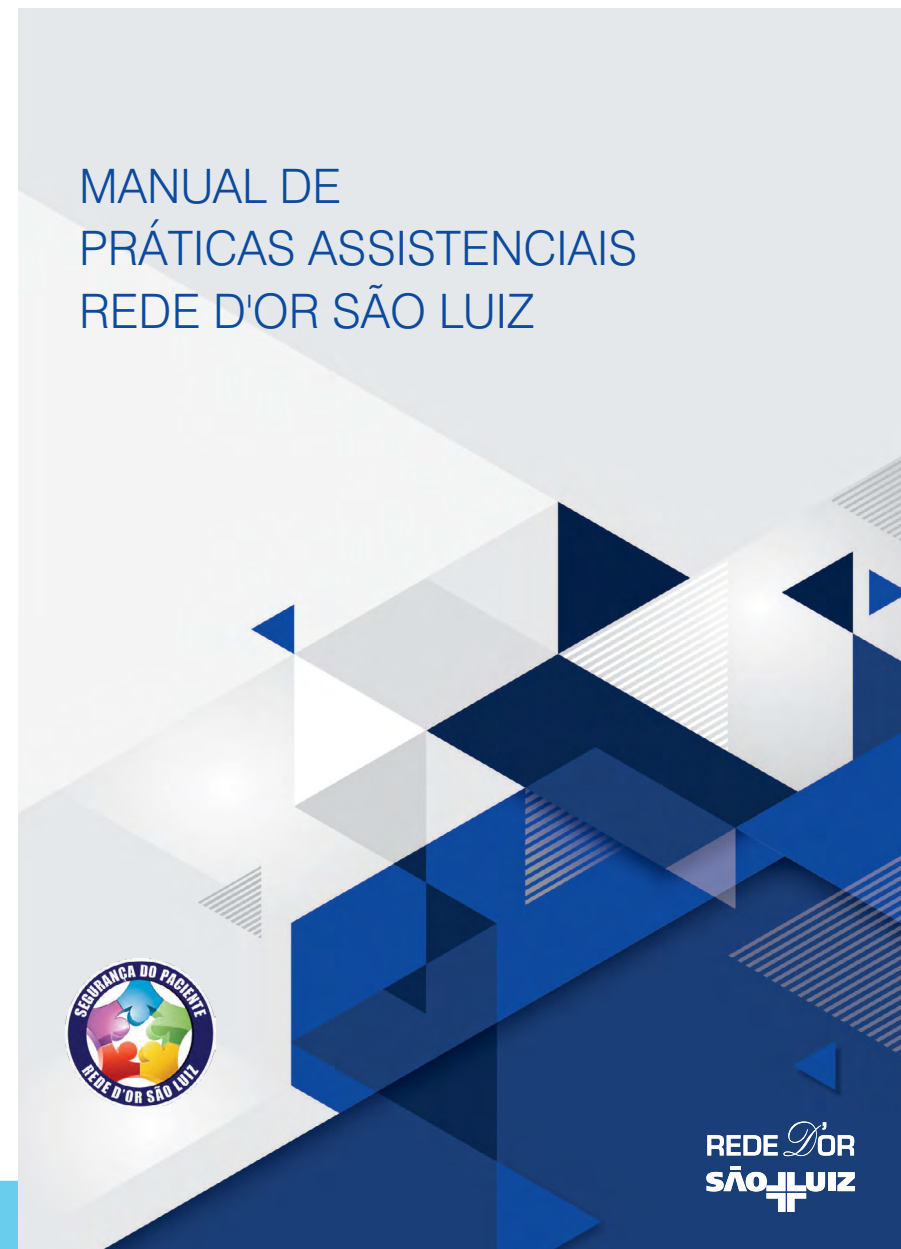
A panel with 90 professionals has evaluated the papers. The 40 best case studies have been selected for publication on the Rede D'Or São Luiz annals and the best 20 have been presented during an online event for all employees. In the final assessment, 7 papers received prizes and 3 hospitals were praised for submitting the largest number of papers.



## Care practices manual

The creation of its own quality and safety evaluation standards at all Rede D'Or São Luiz hospitals - Rede D'Or São Luiz Care Practice Manual - stemmed from the expectation of going beyond accreditation. We have the goal to assess care practices at the Rede D'Or São Luiz's hospitals, ensuring the minimum standard of technical quality and identify good practices to be shared among the units. The program includes good safety and quality practices for the patients, legal requirements and guidance on several Accreditation models.

At the end of each technical visit with evaluation based on the Care Practices Manual requirements, a report indicates the service score in compliance with the required safety criteria. In order to decentralize and develop, we have kicked off the Rede D'Or São Luiz Quality Development Trainee Project, in which we engage partners from the units' Quality departments, including them in the visits to the units that did not imply conflicts of interest and gave the opportunity to develop professionals.



## D'Or Consultoria

D'Or Consultoria is a company by Rede D'Or São Luiz established in 2015 to offer operational management as well as risk and health management, consulting services, market diagnosis and assessment, marketing and communication specialized services in corporate health care and benefits. The Company is currently responsible for more than R\$3.5 million in insurance premium, 2.2 million lives and over 2 thousand clients in the states of São Paulo (capital and countryside), Rio de Janeiro, Bahia, Pernambuco and Minas Gerais.

Client companies rely on the follow-up and support of the Health Management and Employee Life Quality teams. Being the only specialized player in the segment, D'Or Consultoria offers services and content that effectively contribute for the education and awareness-raising with regard to the importance of health prevention, in a mild and customized manner.

Technology is used for integrating every health information (patient care, occupational, out-patient care, medicines and other) of the company and, through a behavioral analysis of the users, customized programs are developed according to the profile of each client, with assertiveness and proactiveness.

Further through D'Or Soluções, occupational health and safety management is unified. In that sense, the company has a multidisciplinary team, cutting-edge equipment and

distinguished partners capable of ensuring compliance with the Ministry of Labor's requirements and laws. Health and dental care insurance are made available to small and mid-sized companies through D'Or PME, with specialized professionals and customized service. To make access easier, a single system requests a quote for an insurance plan and sends it online in a few minutes.

Individual insurance is another service offered, with a simple and affordable structure, as well as corporate insurance: Liability Insurance (essential to guarantee liabilities with third parties), Property & Casualty (insurance against losses, damages and liability on properties, objects and even people) and Financial Lines (protection against liability, frauds, errors and omissions).

### Acelera D'Or

Sponsored by D'Or Consultoria, AceleraD'Or is an acceleration program for small- and mid-sized insurance and benefits broker operating in Brazil. Distinguished and innovative, the program accelerates the growth process of partner brokers. By the end of 2020, 19 companies have been benefited.

# Human Capital

Each Rede D’Or São Luiz employee plays an important part in our good results. Through their dedication and daily efforts, we are able to achieve our purpose of caring for people. Therefore, we invest in our teams’ quality of life and development, fostering a stimulating and healthy work environment, in line with the best market practices.

Our Human Resources processes are focused on developing and training our employees, attracting and retaining talents as well as using human capital as a strategic resource to grow our business.

In 2020, we enhanced our efforts in initiatives focused on organizational human development, giving priority to 5 pillars: development management; knowledge management; career and succession management; communication and engagement, with the purpose of strengthening our continuous care culture, offering the best experience to our patients.



## Workforce

By year-end, our workforce comprised 56,356 own employees, considering units recently acquired by Rede D'Or São Luiz, and nearly 7.7 thousand outsourced employees.

This represents an 8.7% increase in own employees compared to the previous reporting cycle, due to our expansion to other Brazilian regions.

### Information on employees and other workers

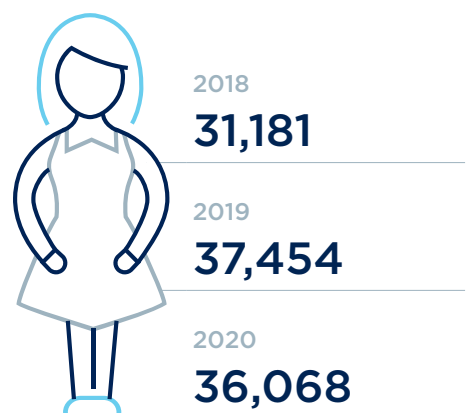
GRI 102-8

	2018	2019	2020
North	20	20	19
Northeast	6,383	10,688	10,158
Midwest	3,659	4,241	4,003
Southeast	31,918	35,889	35,065
<b>Total</b>	<b>41,980</b>	<b>50,838</b>	<b>49,245</b>

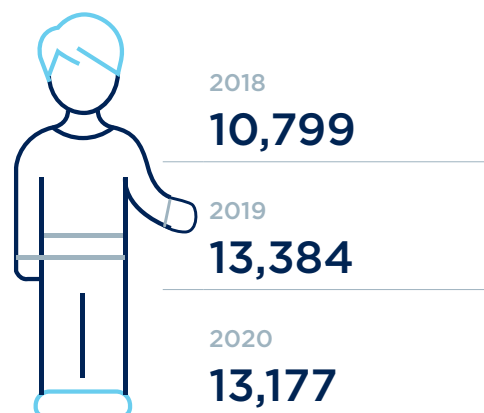
The difference of 56,356 employees in the workforce comprises non-integrated units, and the figure 49,245 in the table includes P12 records.

Figures presented in the table refer to units consolidated in the Protheus System. Recently merged units are not included because the Protheus System is being implemented.

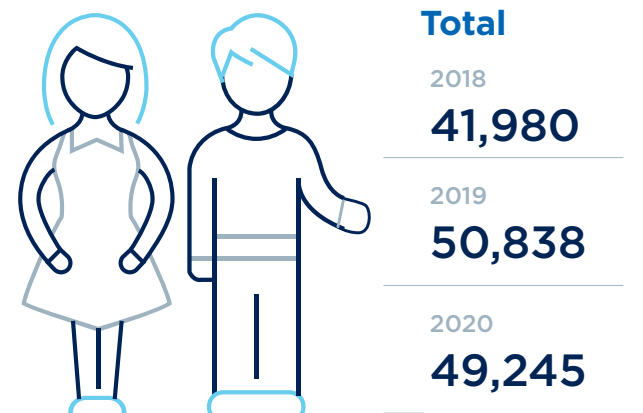
#### Women



#### Men



#### Total





## Digitalization, integration and accessibility

Focused on supporting our employees, we continue our strategy to implement operational routine automation technologies. In 2020, we have launched our Employee Support Center, providing more agility and connectivity to solutions in human resources services. We are developing a service app called HR+ Digital, through which our employees can access services and information in a more agile and practical manner, anywhere they are.

Another great advancement was the Human Capital Management (HCM), a platform we hired to manage the entire employee cycle in an integrated and automated fashion, since training to succession.

## Integration of new units

As soon as the merger or acquisition of a new unit is officially completed, the Integration department develops a management project to adapt and implement work processes, systems and policies in line with the company's standards. Additionally, the department is responsible for people management through training, team allocation and the engagement of professionals with the new organizational culture.

Each project lasts from 3 to 6 months until systems are fully integrated and delivered to be operated by Rede D'Or São Luiz. The entire process is conducted based on welcoming new employees, develop the feeling of belonging and change management.

## Organizational climate

Restructured for 2020, our Organizational Climate and Engagement survey **Fala Rede!** is conducted on a yearly basis and seeks our employees' opinion. In the 2020 cycle, 90% of our in-house stakeholders answered the survey and the company's approval ratio came to 79%, 2 p.p. up from the previous survey conducted in 2019. We achieved a 91% approval rate in the belonging aspect, an important achievement for a Company, which is growing through mergers and acquisitions, and, therefore, integrating different organizational cultures.

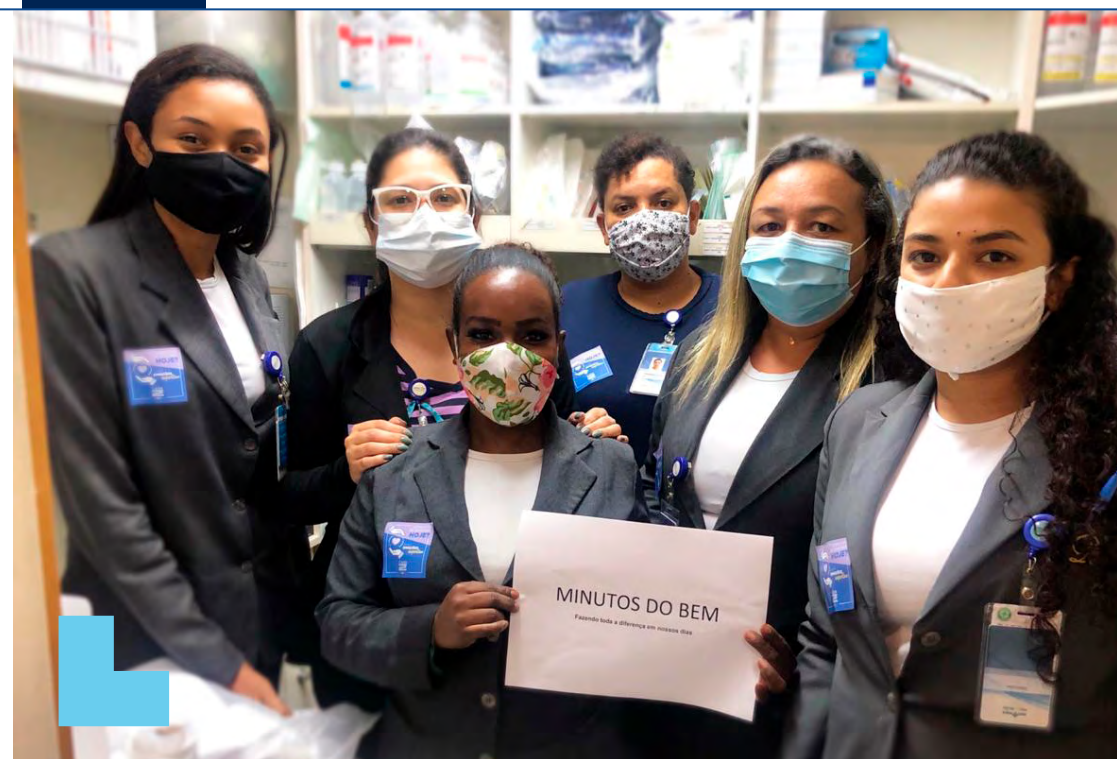
The survey's results are inputs for action and improvement plans, targeted at aspects with greater impact on employee engagement. Committees comprising managers and employees monitor action plans implementation and their concrete results.

## In-house communication

The Human Resources' In-House Communication department was created in 2020, during the pandemic, grounded on the following pillars: clearly and widely disseminate information, engage, foster increased productivity, trust, satisfaction and employee retention.

The department was created to bring employees closer together while supporting projects that are key for Human Resources improvement. Communication channels have been fully restructured and expanded to ensure they reach the highest number of employees. As a result, in 8 months of operations, more than 240 newsletters have been prepared and disclosed and over 1,700 leaders have been connected through WhatsApp text chains at each business unit, creating in-house and external engagement on our social media.

Among the year's highlights, we emphasize the Covid-19 hot site, where all announcements, campaigns and technical notices related to the topic are available; preparation of leaflets and manuals and the launch of the "Each Care Matters" campaign to support the units, disseminate motivational messages, reinforce care and prevention content, create a place for dialog, strengthen mental health care, strengthen engagement, the feeling of being proud and belonging and acknowledge our teams' efforts.



With the quick adoption of home-based work for 1,800 employees, a communication and engagement campaign was launched and its content was disclosed via distance learning sessions.

The engagement campaign had 3 pillars:

- **Sharing Motivation:** motivational cards and stickers;
- **Minuto do Bem:** Audio messages recorded by the psychology team to be shared with other teams addressing mental health, safety and prevention;
- **Caring for Emotions:** emotional support channel.

## Compensation and benefits

GRI 401-2

We have a compensation and benefits policy in line with market practices, which complies with the Brazilian legislation in force and our human resources policy. In addition to fixed compensation, we offer variable compensation program linked to performance targets.

We offer benefits that include health and dental insurance, meal voucher or cafeteria at the workplace.

Additional benefits include the Partnership Club Program, which offers exclusive discounts in products and services to Rede D'Or São Luiz employees. In the platform, we have partnered with insurance, education, culture and entertainment, wellness

and gastronomy companies and offer a wide range of other products and services. The program had close to 15 thousand views in 2020.

## Attraction and retention

Keeping up with market trends, we use our HR indicators panel to provide inputs for decision-making and improving talent attraction and retention.

We rely on policies that give priority to in-house recruiting, geared towards giving career opportunities to our employees. We provide a favorable environment to development, high level of belonging, compensation and benefits compatible with market practices, a variable compensation program in line with our strategic targets, partnership

with gyms, education institutions and products and services companies.

## *Movimenta Rede*

Our in-house recruiting program is targeted at recognizing our workers, offering growth opportunities and making selection processes more transparent. Our selection process is firstly carried out among our own employees, fostering more development, career and motivation opportunities.

In 2020, all recruiting phases were held online, increasing visibility of opportunities, allowing candidates to digitally monitor them. We have increased the program's scope, and every year more positions are filled with our employees. This figure was up by 89% in 2020.

## Employee hires

GRI 401-1

### BY GENDER

	2017		2018		2019		2020	
	#	Rate	#	Rate	#	Rate	#	Rate
Men	2,763	27.1%	2,784	25.8%	4,393	32.8%	2,465	18.7%
Women	7,591	26.2%	7,787	25.0%	11,634	31.1%	6,568	18.2%
<b>Total</b>	<b>10,354</b>	<b>26.4%</b>	<b>10,571</b>	<b>25.2%</b>	<b>16,027</b>	<b>31.5%</b>	<b>9,033</b>	<b>18.3%</b>

### BY AGE GROUP

	2017		2018		2019		2020	
	#	Rate	#	Rate	#	Rate	#	Rate
< 30	5,310	40.6%	3,803	30.0%	7,661	49.6%	4,599	30.1%
From 30 to 50	4,837	21.0%	6,086	24.0%	8,019	25.6%	4,270	14.4%
> 50	207	6.7%	682	17.2%	347	8.4%	164	3.7%
<b>Total</b>	<b>10,354</b>	<b>26.4%</b>	<b>10,571</b>	<b>25.2%</b>	<b>16,027</b>	<b>31.5%</b>	<b>9,033</b>	<b>18.3%</b>

### BY REGION

	2017		2018		2019		2020	
	#	Rate	#	Rate	#	Rate	#	Rate
North	0	0.0%	2	10.0%	6	30.0%	3	15.8%
Northeast	919	18.6%	1,226	19.2%	1,842	17.2%	855	8.4%
Midwest	999	30.1%	1,072	29.3%	1,964	46.3%	1,025	25.6%
Southeast	8,436	27.3%	8,271	25.9%	12,215	34.0%	7,150	20.4%
<b>Total</b>	<b>10,354</b>	<b>26.4%</b>	<b>10,571</b>	<b>25.2%</b>	<b>16,027</b>	<b>31.5%</b>	<b>9,033</b>	<b>18.3%</b>



## Employee dismissal

### BY GENDER

	2017		2018		2019		2020	
	#	Rate	#	Rate	#	Rate	#	Rate
Men	3,212	31.5%	3,159	29.3%	3,302	24.7%	2,935	22.3%
Women	8,476	29.2%	9,165	29.4%	9,121	24.4%	8,647	24.0%
<b>Total</b>	<b>11,688</b>	<b>29.8%</b>	<b>12,324</b>	<b>29.4%</b>	<b>12,423</b>	<b>24.4%</b>	<b>11,582</b>	<b>23.5%</b>

### BY AGE GROUP

	2017		2018		2019		2020	
	#	Rate	#	Rate	#	Rate	#	Rate
< 30	4,529	34.6%	6,040	47.6%	4,487	29.1%	5,029	32.9%
From 30 to 50	6,396	27.8%	5,986	23.6%	7,152	22.9%	5,889	19.9%
> 50	763	24.6%	298	7.5%	7,84	19.1%	664	15.1%
<b>Total</b>	<b>11,688</b>	<b>29.8%</b>	<b>12,324</b>	<b>29.4%</b>	<b>12,423</b>	<b>24.4%</b>	<b>11,582</b>	<b>23.5%</b>

### BY REGION

	2017		2018		2019		2020	
	#	Rate	#	Rate	#	Rate	#	Rate
North	0	0.0%	3	15.0%	6	30.0%	4	21.1%
Northeast	1,076	21.8%	1,108	17.4%	1,901	17.8%	1,435	14.1%
Midwest	1,211	36.5%	1,307	35.7%	1,389	32.8%	1,262	31.5%
Southeast	9,401	30.4%	9,906	31.0%	9,127	25.4%	8,881	25.3%
<b>TOTAL</b>	<b>11,688</b>	<b>29.8%</b>	<b>12,324</b>	<b>29.4%</b>	<b>12,423</b>	<b>24.4%</b>	<b>11,582</b>	<b>23.5%</b>

## TURNOVER BY GENDER

	2017	2018	2019	2020
Men	29.3%	27.5%	28.7%	20.5%
Women	27.7%	27.2%	27.7%	21.1%
<b>Total</b>	<b>28.1%</b>	<b>27.3%</b>	<b>28.0%</b>	<b>20.9%</b>

## TURNOVER BY AGE GROUP

	2017	2018	2019	2020
< 30	37.6%	38.8%	39.4%	31.52%
From 30 to 50	24.4%	23.8%	24.2%	17.17%
> 50	15.6%	12.4%	13.8%	9.44%
<b>Total</b>	<b>28.1%</b>	<b>27.3%</b>	<b>28.0%</b>	<b>20.93%</b>

## TURNOVER BY REGION

	2017	2018	2019	2020
North	0.0%	12.5%	30.0%	18.4%
Northeast	20.2%	18.3%	17.5%	11.3%
Midwest	33.3%	32.5%	39,5%	28.6%
Southeast	28.8%	28.5%	29.7%	22.9%
<b>Total</b>	<b>28.1%</b>	<b>27.3%</b>	<b>28.0%</b>	<b>20.9%</b>

## Training and Development

MATERIAL TOPIC

From July to September, we have reviewed Rede D'Or São Luiz's Skills Model, focused on the adequacy of each position's expected behaviors, in line with the strategic guidelines and prioritizing our management model, mission and values. (See ["Skills Chart" in the following page](#))

Based on this new model, we have prepared programs and training sessions to help developing or improving organizational skills. In 2020, we launched the **Portal Saber**, an improvement to our previously used distance learning platform, which increased by 21% the number of users and offered 54 new programs, split into 4 educational pillars and a non-recurring category, called Coronavirus. Through the platform, we held 593,940 training sessions in the period, totaling 816,795 hours.

**54**  
new courses

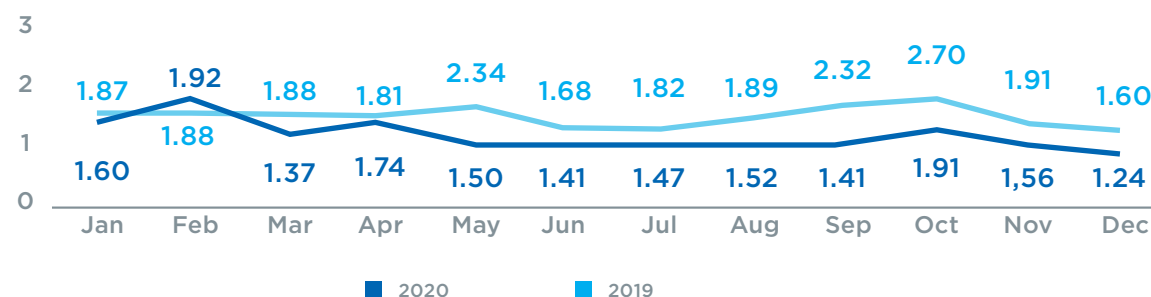
**↑21%**  
in number of users

**593,940**  
training sessions

**816,795**  
training hours

Performance of Training Hour per Employee (HHT) at Rede D'Or São Luiz

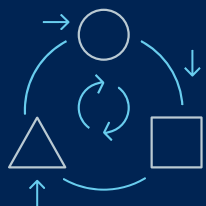
GRI 404-1





## ORGANIZATIONAL SKILLS

Every two years, Rede D'Or São Luiz assesses its Skills. The last assessment cycle took place in 2018/2019.



### Adapting to change

We operate in a positive manner in times of changes and uncertainties, quickly adapting and pursuit to achieve the best of each experience.



### Interpersonal communication and relationship

We communicate effectively, and our relationships are based on empathy and welcoming others.



### Cooperation

We build and encourage cooperation, respecting the differences by being empathetic and reinforcing team spirit.



### Engaging leadership

Our leaders develop employees and themselves, building engaging teams.



### Initiative and planning

We have initiative and organization for an efficient operation.



### Results optimization

We understand our business and take responsibility for delivering results.



### Identifying with the Organization

We are committed and aligned to the Company's purpose.



### Client-centered

We always work focused on patient care excellence.



### Entre Líderes

With the purpose of developing our leaders, in 2020, we launched the Entre Líderes program.

Through short courses, this initiative encourages active learning, whose main purpose is to motivate leaders to think about people management and their responsibilities given new business scenarios.

Produced by acknowledged Rede D'Or São Luiz professionals, partners as well as renown authors, content was disclosed in video, podcast and quick-reading texts, to more than 1,800 managers.

### Trainee Program

We continued with our trainee program launched in 2019, targeted at the development of young people in the beginning of their careers who have potential to take on strategic positions within the company.

The program encompasses development initiatives that include mentoring,



coaching as well as management and leadership skills development trail.

In order to contribute to a more realistic approach to the business areas, in the first semester of 2020, trainees completed the job rotation routine,

supporting the Hospital Operation department during the pandemic. In July, they have been allocated to tasks suitable to their career interests and business needs, with the purpose of complementing their development and gaining knowledge about the business.

## Recognition and motivation initiatives

2020 has been an atypical year and especially difficult for health care professionals. To appreciate and recognize each employee's importance, we have created several initiatives at Rede D'Or São Luiz and strengthen others during the year:

- **Health Care Professional Week:** developed to recognize our staff's efforts and commitments to delivering outstanding care to our patients;
- Webinar series, focused on employee health care and wellness;
- Video testimonials from patients, celebrities and renown professionals who have been hospitalized at our units, focused on the importance of all health care professionals;
- **Divinos Detalhes:** photography contest that encouraged professionals to poetically record their reality during the pandemic. We received 320 black & White photographs, of which 24 have been selected according to the criteria previously established and 3 were the winners;
- Advance payment of the first installment of Christmas bonus and the 2020 bonus;
- Telemedicine for employees.



## Diversity

GRI 405-1

MATERIAL TOPIC

Aware of the importance of fostering a diverse environment, which values our teams' plurality, we are implementing a Diversity and Inclusion Program, based on a diagnosis prepared for Rede D'Or São Luiz.

We understand that a more diverse organization tends to attract and retain the best talents in the market, foster creativity and innovation, develop organizational flexibility, increase the capacity of identifying talents and strength our brand.

Employee Category	Under 30 years old			
	2019		2020	
	Men	Women	Men	Women
Executive Officers				
Managers	1		1	1
Supervisors	39	73	49	101
Professional	684	2,347	603	2,103
Operational	2,949	4,870	2,910	4,789
Technicians	874	3,595	962	3,755

Employee Category	From 30 to 50 years old			
	2019		2020	
	Men	Women	Men	Women
Executive Officers	20	3	19	3
Managers	36	86	42	88
Supervisors	413	852	441	867
Professional	1,553	5,829	1,479	5,509
Operational	3,268	6,995	3,052	6,566
Technicians	2,432	9,812	2,447	9,074

Employee Category	Over 50 years old			
	2019		2020	
	Men	Women	Men	Women
Executive Officers	16	13	16	12
Managers	7	20	7	23
Supervisors	60	115	57	125
Professional	127	351	132	389
Operational	684	1,452	715	1,526
Technicians	221	1,041	245	1,137

Employee Category	Employees with disabilities			
	2019		2020	
	Men	Women	Men	Women
Executive Officers			0	0
Managers			0	0
Supervisors	2	2	1	3
Professional	15	18	8	13
Operational	279	287	241	237
Technicians	21	50	19	37

## Ratio between base salary and remuneration received by women and men

GRI 405-2

Salary equality	Ratio	
	2019	2020
Executive Officers	2%	<b>2%</b>
Managers	2%	<b>2%</b>
Supervisors	9%	<b>9%</b>
Professional	33%	<b>32%</b>
Operational	25%	<b>25%</b>
Technicians	30%	<b>30%</b>

Topics such as non-tolerance for discrimination or any type of harassment were already addressed in the organization through its Code of Conduct and the whistleblowing channel. Our climate survey ensures the internal dissemination of said concepts: in the Diversity and Inclusion topic, when employees have been asked if “people of any age, ethnicity, religion, race, gender and sexual orientation are treated the same in the company”, we achieved an 89% approval in 2020. [GRI 406-1](#)

To move forward in this discussion, given recent national and international events on the topic, in 2020, we joined the Ethos Institute, a Brazilian benchmark in sustainability and social responsibility. Furthermore, we have created a diversity and inclusion committee, composed by senior management members, including the CEO, and representatives of related departments such as Human Resources and Sustainability.

The line of action and action plan are pending CEO approval and we expect to put them into practice in the second quarter of 2021, with an internal census, initial campaigns, review of HR and other department policies.

## Discrimination

	2019	2020
Total number of discrimination cases	8	17

We received 17 discrimination claims, of which 3 have been deemed as substantiated or partially substantiated up to the end of the fiscal year. 5 reports are still under investigation. Confirmed discrimination cases have been addressed by disciplinary measures based on internal rules. The increase in cases compared to 2019 is directly related to the company's growth (organic and inorganic), as well as the dissemination of Distance Learning training, which are geared towards the entire staff, addressing topics related to ethical guidelines and the whistleblowing channel.



## Occupational Health and Safety

GRI 103 | 403-1

MATERIAL TOPIC

Rede D' Or São Luiz's non-negotiable priority is to prevent and promote the health and safety of our employees and all those who work at our units. Therefore, the Human Resources Executive Board, through the Health and Safety department, has representatives at all units, who are skilled and multi-disciplinary employees such as: safety engineers, occupational doctors, safety technicians, occupational nurses and technical nurses.

Boosted by the increasing concern for our employees' Health and Safety, and due to the need to hold back the pandemic, we have noticed the need to expand our structure, making it more robust and ready to face new challenges. We have invested in our staff, increased the operating hours of the Health and safety department, formalized and reviewed processes and procedures, and organized legal and behavioral training focused on employee health and safety prevention and promotion.

### System audits

The 2020 work agenda included systemic audits based on the main Health and Safety requirements, through the integrated HR Management System, including risk agents'

analysis and mapping, the Occupational Prevention Programs, such as: the Environmental Risk Prevention Program, the Medical Control Program for Occupational Health, the Legal Requirements and Obligations Inventory, occupational accidents investigation and the management of Personal Protective Equipment (PPEs).

In 2020, we began to implement a platform to monitor and verify compliance with Occupational Health and Safety legal obligations. Being in compliance with said obligations makes Rede D' Or São Luiz direct its processes and procedures based on legal and technical requirements, mitigating vulnerability during their operation.

### Primary Health Care

In 2020, carrying on the works related to our staff health, we created the Primary Health Care (PHC), headquartered in Rio de Janeiro and São Paulo, to act on health prevention and promotion, anticipating diagnosis that can compromise worker's performance, as well as to avoid that pre-existing chronic diseases evolve, monitoring its evolution and seeking employees' quality of life and consequently reducing absences and impact on the workforce.



## Fire prevention

Together with the Physical Safety and Corporate Risk Management departments, we have reviewed our fire prevention processes, implementing the best legal practices and created internal guidelines to preserve life and property.

## Awareness-raising Campaigns on health promotion and accident prevention

Occupational Health and Safety campaigns made the difference in such a difficult year. We have kept our regular schedule of employee health and wellness initiatives and added topics such as COVID-19 prevention.

We have followed public health campaigns, including Yellow September, Pink October and Blue November. We have also implemented short courses

to improve Health and Safety processes, which included reinforcement of routines, system use, procedures and rules, in a fully interactive manner.

Based on the motto “One Looking After the Other” and SESMT “Caring for All”, the Internal Week on Occupational Accident Prevention (SIPAT), was fully hosted online, broadcast live to employees and outsourced service providers, via app.

In 2020, we held distance learning training for our workforce, which covered COVID-19 protocols and prevention, such as use of PPE to protect from Covid-19, personal and work hygiene standards, social etiquette and other topics.

We have also trained 6,443 voluntary employees to form the Rede D’Or São Luiz’s Organic Fire Brigade and trained 2,378 employees in the Safety Plan.

## Occupational Health and Safety Indicators

In 2020, we have consolidated our Occupational Health and Safety Indicators, creating a panel with process governance inputs, geared towards improvement and innovation, with focus on health promotion and prevention of accidents with our employees and at our units.

The Occupational Health and Safety indicators are the basis for analysis of operating deviations, such as occupational accidents, absences, among others, allowing structured assessments, with corrective, perpetuity and scope initiatives, which are fundamental to avoid new occurrences.

Employee Health and Safety Indicators by Gender* GRI 403-9.	2019			2020		
	M	W	Total	M	W	Total
Lost-time injuries	478	169	647	107	358	465
No-lost-time injuries	477	168	645	61	388	449
Injury rate	0.30	0.10	0.40	0.26	0.87	1.13
Lost-day rate	0.74	0.26	1.00	2.47	6.78	9.25
Absenteeism rate	0.97	0.34	1.31	0.38	1.25	1.63

\*It only considers units included in P12, and does not include M&A, Israelita, BAD and Hospital da Criança units. It considers the integration of Richet and Avicenna.

## Collective Bargaining Agreements

GRI 102-41

Occupational health and safety matters are addressed in collective bargaining agreements or in union agreements, which cover more than 95% of our employees. For employee categories not represented by unions, we follow the law in effect.

In collective bargaining agreements, 20% of provisions are related to occupational health and safety. By consensus with labor unions, we recognize that the Regulatory Standards of the Special Office for Social Security and Employment under the Ministry of the Economy are legitimate and legally binding on us in relation to labor matters. [GRI 403-4](#)





# Social Capital

## MATERIAL TOPIC

We are strongly committed to creating values that can effectively contribute to building a better country. Therefore, one of our premises is to encourage and maintain a positive and transparent relationship with our employees and society.

In 2020, we could not watch and do nothing about the damages caused by the new coronavirus and invested more R\$ 170 million in the activation of 1,130 new hospital beds dedicated to SUS (Brazilian free health care system) patients, exclusively and free of charge, and we have operated 400 of them in two field

hospitals in the city of Rio de Janeiro. Furthermore, we have donated equipment and hospital supplies to the governments of all Brazilian states where we operate. With said investment, we were among the 5 largest companies who donate to fight the pandemic.

On another account, we also maintained projects sponsored by tax-incentive laws, giving priority to those that leave behind a social or educational legacy. Over 30 entities have benefited, most of them develop culture-related projects. After the pandemic began, we devoted our efforts to projects that



support the population in fighting the crisis, enabling our investments to really make a difference in the communities where we operate.

Currently, Rede D'Or São Luiz sponsors projects mainly in the states of Rio de Janeiro and São Paulo. There are plans to expand the projects to other states in 2021, including the cities of Rio de Janeiro, Duque de Caxias and

Niterói (Rio de Janeiro), São Paulo, São Bernardo do Campo, Santo André, Ribeirão Pires, Osasco, São Caetano do Sul and São José dos Campos (São Paulo), Salvador (Bahia), Brasília (Federal District), Fortaleza (Ceará), Recife and Olinda (Pernambuco), Aracaju (Sergipe) and São Luís (Maranhão).

Also, in 2020, in partnership with Instituto da Criança, we evaluated the

portfolio of tax-incentive sponsored projects so as to identify their impact and sustainability, with the purpose to provide more effectiveness to our social initiatives. Activities were related to United Nations (UN)'s 2030 Agenda of Sustainable Development Goals (SDG). Thus, over the past year, our largest contributions to SDG through tax-incentive sponsored projects have been focused on:



**24**  
PROJECTS



**21**  
PROJECTS



**19**  
PROJECTS



**18**  
PROJECTS



## Disease prevention and health promotion

In the same manner we care for our employees, with disease prevention and health promotion campaigns, we extend this care for our patients and society.

In 2020, IDOR has continually worked to increase the level of information on Covid-19 provided to the population and to fight fake news. A team of editors was responsible for over 150 articles on the disease during the year, always seeking to provide useful information on how the disease is transmitted, prevention tips and updated data on treatment options. Some of these articles included research carried out by IDOR, in order to encourage society's interest in science. In addition, IDOR has collaborated with an initiative called Ação: Líderes de Impacto, which took information, food and hygiene supplies to low-income communities in Rio de Janeiro.

### Awareness-raising Campaigns

Oncologia D'Or has developed a series of communication activities to raise society's awareness about the risk factors for cancer, preventive care and early diagnosis measures of this disease. Following the international calendar, live broadcasts on the internet were organized and open to the public with specialist physicians working on the diagnosis and treatment of different types of cancer: gynecologic tumors, stomach cancer, urologic cancer, lung cancer, breast cancer, etc. The Company also posted a content on social media with information and tips on prevention. In October, we have built a website.

➔ Saiba mais sobre o assunto  
no site da campanha

D'Or Consultoria maintains a dedicated space on its website for health promotion and disease prevention campaigns. D'Or Consultoria - Campaigns





**1,214**  
renewed licenses in 2020

**68**  
environmental processes

**66** operation  
licenses  
**2** installation  
licenses

Rede D'Or São Luiz's Sustainability Policy (available at [www.rededorsaoluiz.com.br](http://www.rededorsaoluiz.com.br)) also includes the guidelines for the relationship with the communities where we operate. New units projects are preceded by a Neighborhood Impact Assessment (EIV in Portuguese), which includes a deep and objective analysis of positive and negative impacts and effects created by the new project, throughout its lifetime, from construction

to patient care. These assessments provide information for the selection of cultural, education and environmental projects we sponsor. We must mention our commitment to complying with laws and operation licensing requirements applicable to our units. In 2020, RDSL renewed 1,214 licenses, 68 of which were environmental processes (66 operation licenses and 2 installation licenses). [GRI 413-1](#)



**Ombudsman**

In order to be transparent with the community and stakeholders in general, we have an Ombudsman Channel available to anyone to submit suggestions and complaints.



**Telephone:**  
**3003-4330**  
from Monday to Friday, from  
8:00 a.m. to 6:00 p.m.



**Website:**  
[www.rededorsaoluiz.com.br/faleconosco](http://www.rededorsaoluiz.com.br/faleconosco)



## Field Hospitals

In order to increase the offer of hospital beds and save lives during the fight against the Covid-19 pandemic, we worked in partnership with the Governments to build and operate field hospitals, partnerships to activate and increase hospital bed capacity and Intensive Care Units (ICU) in several public hospitals and donations of equipment and materials, such as beds and mechanical ventilators (respirators).

Initiatives were aimed at the states of Rio de Janeiro, São Paulo, Pernambuco, Bahia, Amazonas, Amapá and the Federal District. In two hospitals managed by Rede D'Or São Luiz in Rio de Janeiro, over 4 thousand patients have been served in a period of 90 days.



## Rio de Janeiro

- construction and operation of the Autoestrada Lagoa-Barra Field Hospital, with 200 beds, 100 of which are ICU beds, with the purpose of caring for Single Health System (SUS) patients. Total investment amounted to R\$45 million, of which R\$20 million were funded by Bradesco Seguros, Lojas Americanas, Instituto Brasileiro

do Petróleo, Gás e Biocombustíveis (IBP) and Banco Safra, equally given;

- construction and operation of the Parque dos Atletas Field Hospital in Jacarepaguá/Barra da Tijuca, with 200 beds, of which 150 are for hospitalization and 50 are ICU beds, with the purpose of caring for Single Health System (SUS) patients.

Hospital costs amounted to R\$50 million, divided among the sponsors Movimento União Rio, Rede D'Or São Luiz, Stone Pagamentos, Mubadala, Qualicorp, SulAmérica Seguros, Vale and Banco BV;

- making 108 new beds available, of which 28 are ICU beds, in the Hospital São Francisco da Ordem Terceira da Penitência, in partnership with the United Health Group Brasil and Rede Ímpar;
- donation of 15 mechanical ventilators (respirators) to the local government of the city of Rio de Janeiro to open the ICU of the Ronaldo Gazolla Hospital;
- donation from a group of businessmen to make 60 new beds available in the Hospital Universitário do Fundão;
- donation of 50 beds to activate hospital beds in the field hospitals of the local government of Rio de Janeiro in the Rio Centro.



Lagoa - Barra Field Hospital, Rio de Janeiro/ RJ





*Parque dos Atletas Field Hospital, Rio de Janeiro /RJ*

Upon the closure of the field hospitals, the equipment will be donated to public hospitals owned by the state of Rio de Janeiro.

### São Paulo

- Activation of 100 beds at Santa Casa de Misericórdia Hospital in São Paulo, of which 30 are ICU beds, which remain as patrimony of the hospital, in partnership with Sul América and Qualicorp;

### Pernambuco

- Activation of 10 beds at Hospital São Marcos with the purpose of caring for Single Health System (SUS) patients.

### Bahia

- Donation of 15 mechanic ventilators to the local government of Salvador and another 15 mechanic ventilators to the state government to activate intensive care beds.

### Amazonas

- Donation of 15 mechanic ventilators to activate ICU beds in Manaus.

### Brasília

- Donation of R\$4 million and 10 Intensive Care Unit (ICU) beds to the government of the Federal District.

### Amapá

- Donation of 6 mechanic ventilators.

## Projects and Sponsorships

We have several projects to support the community, focused on education for children and adolescents, as well as elderly support. In 2020, we highlight:

### Instituto Meta Educação (*Reforço do Futuro*)

#### Cultural Incentive Law (ISS - Rio)

The project led by Instituto Meta Educação, “*Reforço do Futuro*”, is geared towards children and adolescents aged 7 to 14 years, with difficulties to follow regular classes at school, in partnership with 13 public schools in Rio de Janeiro.

In 2020, 86 children and adolescents have been assisted remotely due to the pandemic, with daily monitoring of the teachers and monthly distribution of food boxes and textbooks to 100% of enrolled students. We have also donated fabric masks and, on a regular basis, hygiene and cleaning kits.

The social service supported families with accessing income distribution programs and other emergency initiatives created to minimize the pandemic impacts. Based on the experience gained in 2020, a new tool will be added to the project in 2021: the creation of educational podcasts.



### Revitaliza Rio

#### Cultural Incentive Law (ISS - Rio)

*Revitaliza Rio* is a project led jointly by the private sector and civil society to appreciate the city’s cultural heritage. With the support of Das Lima productions, 2 iconic sites in Rio de Janeiro have been restored and revitalized: *Parque da Catacumba* and *Parque Guinle*.

At *Parque da Catacumba*, 32 sculptures have been restored, trails received signaling, a gym for the elderly has been installed as well as the renovation and recovery of the garden and cleaning of the forest, installation of a playground and placement of signs in the sculptures with artist and work information.

*Parque Guinle*’s entrance portal, a heritage named by the State Institute of Cultural Heritage (INEPAC), has received full restoration.

The initiative impacts nearly 12 thousand people who visit the parks.





***Instituto Criar de TV e Cinema*****Federal Culture Incentive Law (Rouanet Act):**

A project offering audiovisual technical training to the young people in the outskirts of São Paulo. During the pandemic, courses were attended from home and the project organized several online festivals. Over 100 youngsters have benefited from the program, producing 8 original movies and 200 short films.

***Projeto Eca – Eu Construo o Amanhã*****Children and Adolescent Fund:**

This project serves 90 children and adolescents, after school hours. Following this round, students are referred to professional training projects, called *Jovem Aprendiz*. During the pandemic the project offered pedagogical, psychological and social service follow-up to students and families, based on remote sessions.

***Instituto Mundo Novo*****Children and Adolescent Fund:**

Educational and cultural project benefits directly 500 children in kindergarten and after-school programs, reducing the reduction in school dropout rates. During the pandemic, the project helped 5 thousand families in its region of operation, Chatuba, in the city of Mesquita, Rio de Janeiro.

***Flamengo Olímpico III*****Federal Sports Incentive Law:**

Project that offers adequate practice conditions to athletes enrolled in the program. It includes hiring and keeping a multidisciplinary technical team and acquiring quality sports equipment for basketball, volleyball, gymnastic, judo, swimming, artistic swimming and water polo teams. As a result, several athletes have been called to join the Brazilian national teams and others have made it to the podium in state-level swimming, artistic swimming and judo competitions. 600 athletes have been impacted by the project.



***Instituto Reação*****Federal Sports Incentive Law:**

The program aims to develop high performance athletes to join in national and international competitions. The judo practice has benefited around 220 athletes. In 2020, due to the pandemic, the project focused on maintaining the athletes' physical conditioning and mental health, with technical skills practices and preparation done remotely, via digital platforms.

***Hospital de Caridade de Ijuí*****Elderly Support Law:**

Improvements to the rooms and spaces of Centro de Alta Complexidade em Oncologia (CACON) to provide more comfort and humanized service for patients in treatment. When completed, the project will benefit 138 thousand people in 150 cities.

***Hospital de Amor*****Elderly Support Law**

Full program to accommodate and care for the elderly, providing a broader care service. It includes affording for expenses related to the elderly public care in a 12-month period. A project that benefits several cities in Brazil, reaching a total of 240 thousand people, Hospital do Amor has 35 mobile units that reach 800 municipalities, in addition to fixed hospital units in the following cities: Barretos (SP), Campinas (SP), Fernandópolis (SP), Jales (SP), Juazeiro (BA), Campo Grande (MS), Nova Andradina (MS), Ji-Paraná (RO), Porto Velho (RO), Lagarto (SE), Macapá (AP), Rio Branco (AC), Jequié (BA), Irecê (BA), Guanambi (BA), Teixeira de Freitas (BA), Araguaína (TO). Some units are still under construction and other in the implementation stage: Salvador (BA) and Dourados (MS) are under implementation, Sinop (MT), Boa Vista (RR) and Palmas (TO) are under construction, and Maringá (PR), Imperatriz (MA) and Santarém (PA) are under design.



Tax incentives (R\$ million)	2018	2019	2020
Cultural Incentive Law - Rouanet Act	3.329	3.135	2.665
Cultural Incentive Law - Service Tax (ISS)	2.037	2.723	0
Audiovisual Incentive Law	4.838	6.279	0
Sports Incentive Law	2.150	2.357	0.479
Municipal Fund for the Rights of Children and Adolescents (FUMCAD)	N.A.	1.014	N.A.
State Council for the Rights of Children and Adolescents (CONDECA)	N.A.		N.A.
Municipal Council for the Rights of Children and Adolescents (FUNCRIA) and Children and Adolescent Municipal Fund (FMIA)	2.115	-	0.479
National Elderly Support Fund	1.191	2.011	0.479
National Cancer Care Program (PRONON)	0.721	2.011	-
<b>Total</b>	<b>16.381</b>	<b>19.530</b>	<b>4.102*</b>

\* The reduction compared to previous years is due to the pandemic.

# Natural Capital

Energy efficiency, conscious water use, proper waste disposal and factors that may accelerate climate change are ongoing concerns in our sustainability management and are indicated as material topics throughout this document.

Environmental and Sustainability Corporate Policies, available at Rede D'Or São Luiz's website, guide our sustainability management in order to support social development, health and safety of all our stakeholders, being environmentally responsible and taking into consideration economic growth where we operate.

Our Environmental Policy sets out our commitment to complying with laws and licensing requirements applicable to our activities; the pursuit of continuous management improvement, through periodic performance assessments; the adoption of eco-efficiency, resource stewardship and energy saving practices. Furthermore, we seek to identify the most relevant environmental risks in our operations and implement projects to mitigate them.

The policy outlines regular audits to assess legal compliance, adherence to plans and the achievement of







*Hospital São Carlos, recently acquired by Rede D'or São Luiz, Fortaleza/CE*

proposed environmental management goals. When we identify non-compliances, they are classified in accordance with their risk (critical, high, medium and low) and their roots; audit reports are forwarded to the units' officers, who then send them to the managers, who are responsible for preparing the respective action plans to address such non-compliances. Our Licensing department controls and monitors licenses for all Rede's units; corporate and construction works licenses are also addressed in the Company's internal policies. [GRI 103 | 307](#)

Internal environmental audits are focused on nursing and care delivery, hospital catering, pharmacy, maintenance, nutrition and laboratories. In 2020, due to the restrictions imposed by the pandemic, we conducted 29 internal environmental audits at 28 units (approximately 83% less than in the previous year) through which we have identified the need for 559

corrective actions, and only 2% of them are considered high or critical risks. On the other hand, we increased by 44% analysis of architecture projects (19 projects evaluated in 2019 versus 34 in 2020). These assessments verify if projects meet legal and technical environmental and sanitary requirements, allowing us to develop corrective actions still in the project phase - conception and representation of the buildings (hospitals, oncology clinics, outpatient clinics, laboratories and imaging labs). We have also conducted environmental audits in 13 units acquired by Rede D'Or São Luiz, called integration audit. Furthermore, there were 13 external environmental audits with waste collection, transportation, treatment and final disposal service providers to comply with bidding processes organized by the Projects/ Architecture and Integration (CSC) teams.

In 2020, Rede D'Or São Luiz joined the Global Compact, taking over the

commitment to implement publicly and transparently its 10 principles in its business strategy. We are already engaged on the Action for Climate platform from the Brazil Network, which addresses SDG 7 and 13 and develops sector and themed initiatives related to climate, with projects related to energy and forests.

Our efforts to contribute to mitigating climate change impacts resulted in winning the Health Care Climate Challenge, in the Renewable Energy category, due to the migration of several Rede D'Or São Luiz's units from the captive energy market to the wholesale energy market, resulting in a cleaner and renewable energy matrix. The award is granted every year by the Health Care Without Harm organization for those companies that stood out in initiatives to help minimize climate change. Moreover, the Copa Star, DF Star and Vila Nova Star hospitals have been certified by "Green Kitchen", a sustainable initiative for food catering services program.

Rede D'Or São Luiz's total energy consumption in 2020 was 925,862.69GJ, 2.4% more than in the previous year, due to the acquisitions and expansions carried out in 2020, as well as the pandemic, which resulted in increased service levels at the hospitals. [GRI 302-1](#)

### **Reduction in natural gas consumption**

Natural gas is composed by hydrocarbons from fossil fuels, including methane gas, greenhouse gas (GHG), which contributes to global warming and, consequently, to climate change.

Therefore, in 2019, Hospital Caxias D'Or has implemented a system that allows reducing natural gas consumption by almost 50%, using air conditioning chillers' heat exchangers. With this system, one of the hospital's two boilers is shut down for most of the time.



## Sustainability in hospital construction projects

In new project development, mainly large ones we seek to include sustainability concepts and criteria, focused on reducing energy and water consumption, paying attention to equipment obsolescence and increasing security at our facilities.

Therefore, one of our initiatives is installing automated systems at our units' critical areas (operating rooms, isolation rooms, obstetric rooms and exams) to control, run and monitor heating, ventilation and air conditioning (HVAC) systems most of the time.

### Reducing energy consumption

- 100% LED lights;
- Insulating glass facade;
- Ventilation chamber between facade insulation and finishing;
- Solar panels;
- Air-conditioning chiller heat exchanger used to heat bath water;
- HVAC air conditioning system;
- High-efficiency chillers.

### Redução das taxas de emissão de gases

- Installation of generator catalysts.

### Redução no consumo de água

- Implementation of water harvesting and reuse tank for cleaning parking lots, waste rooms and catering carts;
- Flow restriction devices in bathroom faucets and shower-heads and installation of automatic taps.

### Increased safety at the units

- Special fire protection rules and own methodology to fight and mitigate risks;
- In-loco audits and corrective and prevention measures applied whenever necessary.

Sustainable practices also apply to administrative buildings. In March 2020, our corporate construction works team moved to a new building and it was renovated using materials that would be disposed from construction works at other corporate buildings, such as lights, carpets and furniture.

## Energy

### MATERIAL TOPIC

Since 2015, we have developed an energy autonomy project, which mitigates hydrological risks arising from the increase of drinking water reserves, drilling of artesian well, inclusion of generators, increase of backup and coverage of the emergency electric system.

According to a direction from the Infrastructure Executive Office together with the Risk and Internal Controls Executive Office, we have reduced diesel consumption by 68% in 2020, focused on hospital safety. The units have been informed to use generators only for emergencies, such as power outage, and do not use them every day at peak hours, as used to be done.

### Energy consumption within the organization

GRI 302-1

NON-RENEWABLE FUEL CONSUMPTION (GJ)	2017	2018	2019	2020
Diesel	47,936.00	62,682.00	61,980.00	19,476.31
Natural Gas	67,039.00	82,098.00	93,492.29	100,831.80
<b>Total</b>	<b>114,975.00</b>	<b>144,780.00</b>	<b>155,472.29</b>	<b>120,308.11</b>

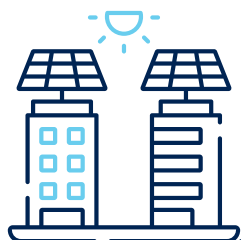
ENERGY USED (GJ)	2017	2018	2019	2020
Electricity	572,797.00	649,744.63	748,126.01	805,646.67
<b>Total</b>	<b>572,797.00</b>	<b>649,744.63</b>	<b>748,126.01</b>	<b>805,646.67</b>

TOTAL ENERGY USED (GJ)	2017	2018	2019	2020
Non-renewable fuel consumption	114,975.00	144,780.00	155,472.29	120,216.02
Renewable fuel consumption	0.00	0.00	0.00	0.00
Energy used	572,797.00	649,744.63	748,126.01	805,646.67
Energy sold	N.A	N.A	N.A	N.A
<b>Total</b>	<b>687,772.00</b>	<b>794,524.63</b>	<b>903,598.30</b>	<b>925,862.69</b>

GRI 302-2, 302-3

Energy Intensity (GJ)	2017	2018	2019	2020
Energy consumption (kWh/patient - day)	108.14	109.11	113.23	194.56





**In the city of Salvador, Hospital São Rafael uses solar energy as the main energy source for its hot water system. This system is comprised by 288 solar panels and is capable of generating 156 Kwh/month of renewable energy, which is enough to meet 100% of the hospital's demands.**

## Air conditioning systems

Knowing that air conditioning systems account for almost 50% of the energy consumption of a modern hospital, we go after a more efficient technology for our buildings. We have taken up a cold water production center, comprised by several chillers, in which water pumped to fan coils (equipment installed close to air-conditioned rooms, such as ICUs, Operating Rooms, Labs, Admittance Rooms, CME, Pharmacy, etc) that filter and cool the air in the room.

Efficient and low-noise equipment are particularly chosen to make up this cooling system. We prefer air-cooled chillers with a system to gradually reduce the compressor's speed, for instance, because they offer maximum performance during long hours of operation. The efficiency increase with this equipment is estimated at 30% as well as the reduction in environmental footprint due to lower fuel emissions.

## Wholesale Energy Market

In 2020, we continued to relocate our units to the Wholesale Energy Market (MLE in Portuguese), which enables us to choose cleaner energy sources and contributes to reduce the CO2 emissions to the atmosphere. This initiative began in 2019, with São Lucas (SE) and UDI (MA) hospitals and we currently have 7 units that purchase their energy in the free market, corresponding to 3.884 MW average contracted in incentivized (renewable) energy. As of 2021, another 22 units will be relocated to this market, representing 12.106 Mw average of energy contracted.

## Solar Energy

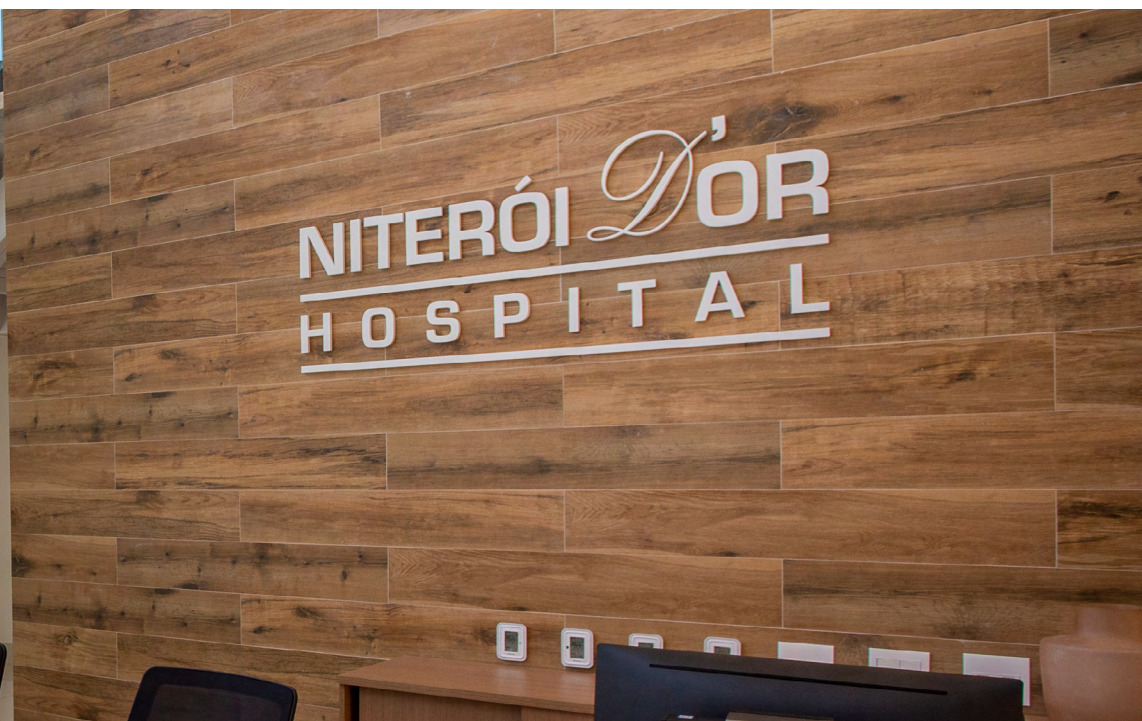
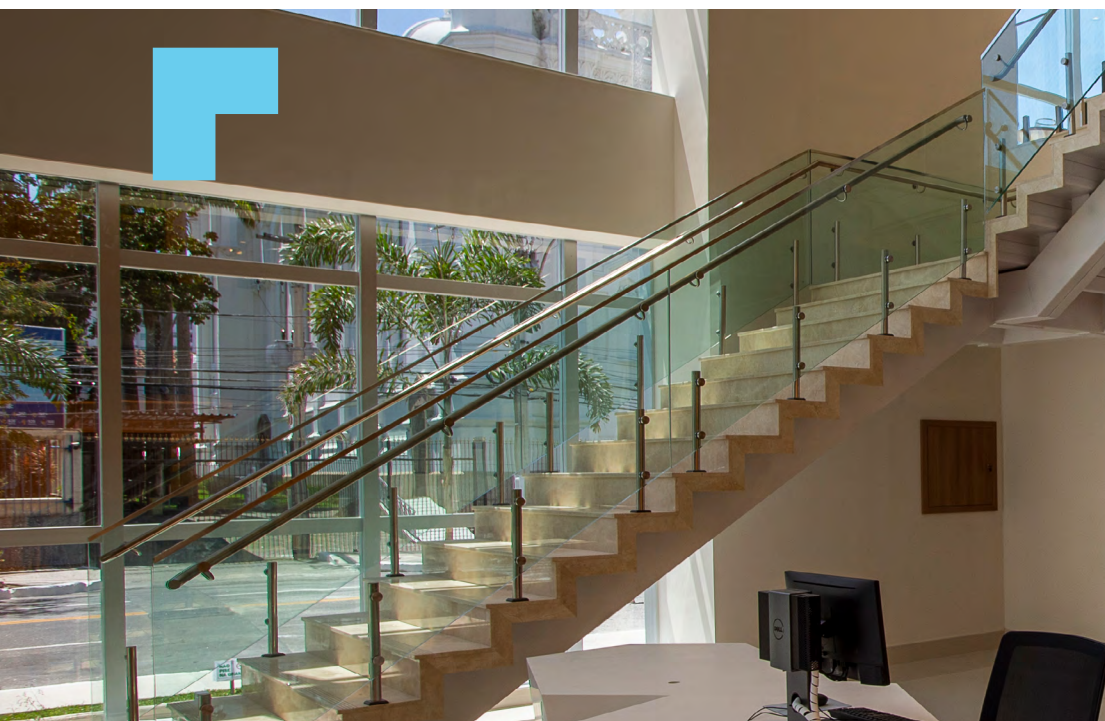
In the city of Salvador, Hospital São Rafael uses solar energy as the main energy source for its hot water system. This system is comprised by 288 solar panels and is capable of generating 156 Kwh/month of renewable energy, which is enough to meet 100% of the hospital's demands.

## Efficient facades

Typology and material specification that make up the hospital facades are directly related to the amount of Refrigeration Ton (TR) and energy consumption. These points are taken into consideration when building and refurbishing the units, not only to reduce monthly energy costs, but also to keep the building internal temperature comfortable and safe for patients, in addition to ensuring adequate lighting during clinical and surgical procedures and the general use of the building by patients and technical team.

## Building Automation

To control, run and monitor heating, ventilation and air conditioning, (HVAC) systems, most of our units have a Building Management System (BMS). Automation regulates environments, brings convenience and reliability to the medical team, in addition to comfort and safety of the patients. Present in surgery centers, isolation rooms, obstetric and exam rooms, the technology ensures the monitoring and control of the areas, with modern local and remote indicators, making it possible to have an efficient management of the systems, operated by the medical and maintenance team.





# Climate Change

MATERIAL TOPIC

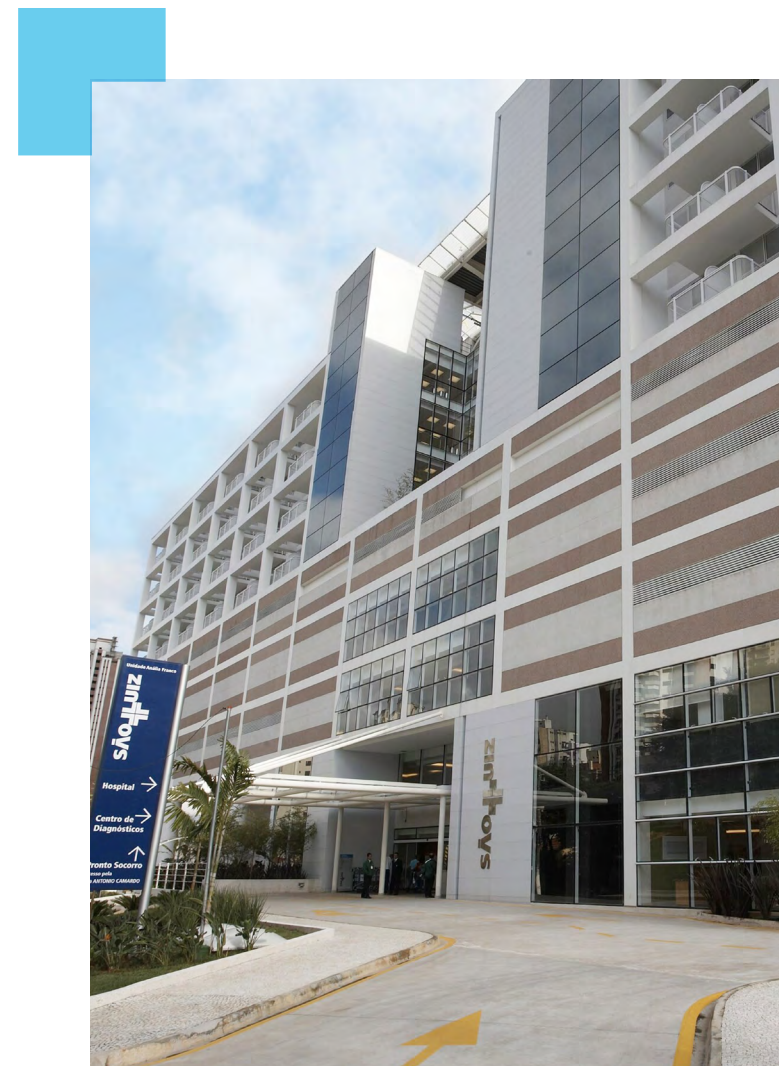
## Emissions mitigation

In 2016, we began a pilot project at São Luiz Anália Franco Hospital to publish a greenhouse gas (GHG) inventory in accordance with the guidelines of the GHG Protocol, so as to provide mid- and long-term subsidies to the development of a carbon management, risk mitigation and climate change strategy.

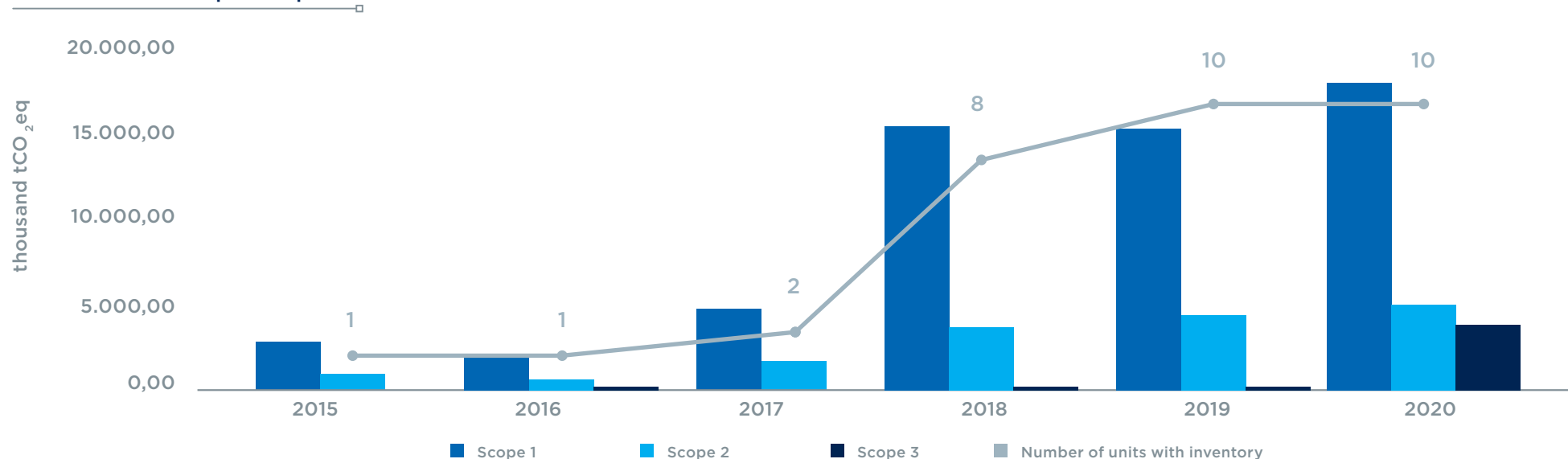
The practice of GHG inventory is carried out on a gradual basis because it is a complex issue, which requires training, practical workshops, and implementation of new processes. We are expanding this initiative according to the Company's internal maturity regarding the subject. The awareness-raising and training activities are conducted by the Sustainability

department, which provides participating units with all the support.

After 4 years, 10 of our units have already held an inventory of their air emissions: Hospital São Luiz Anália Franco (2016); Hospital Assunção and Hospital Brasil (2018); Caxias D'Or, São Luiz São Caetano do Sul, São Luiz Jabaquara and Criança-SP, Hospital São Rafael, Hospital Esperança (2019) and Hospital Aliança (2020). Our intention is to have the entire Network disclose their air emission inventories by 2023, showing the Company's transparency when it comes to the challenges brought by climate change. The coming steps include the definition of emission reduction goals.



## Historic emissions per scope



Since 2015, Rede D'Or has partnered with Healthy Hospitals Project (PHS in Portuguese). Today a total of 41 Rede D'Or São Luiz hospitals participate in PHS, in addition to corporate departments. The Healthy Hospitals Project is the representative of the international organization Health Care Without Harm (HCWH) in Brazil, and its mission is to transform the health care industry into an example for society in terms of environmental protection and workforce, patient and overall population health protection.

GHG emissions inventory (thousand tCO<sub>2</sub>)

GRI 305-1, 305-2

Source	2015	2016	2017	2018	2019	2020
Scope 1	2,877.04	1,991.31	4,686.00	15,333.99	15,206.16	17,758.08
Scope 2	986.79	615.60	1,609.82	3,597.47	4,303.22	4,909.35
Scope 3	0.00	1.33	0.00	60.55	109.55	3,381.71*
<b>Total</b>	<b>3,863.83</b>	<b>2,608.23</b>	<b>6,295.81</b>	<b>18,992.01</b>	<b>19,618.93</b>	<b>26,049.13</b>

\* The increase in Scope 3 emissions in 2020 is due to the reporting of fuel consumption in transportation and distribution (upstream).



## Number of units with inventory

2015	2016	2017	2018	2019	2020
Anália Franco	Anália Franco	Anália Franco	Anália Franco	Anália Franco	Anália Franco
		Assunção	Assunção	Assunção	Assunção
		Brasil	Brasil	Brasil	Brasil
			Caxias D'Or	Caxias D'Or	Caxias D'Or
			Criança SP	Criança SP	Criança SP
			Jabaquara	Jabaquara	Jabaquara
			São Caetano	São Caetano	São Caetano
			São Rafael	São Rafael	São Rafael
				Aliança	Aliança
				Esperança	Esperança
<b>1</b>	<b>1</b>	<b>2</b>	<b>8</b>	<b>10</b>	<b>10</b>

The mapping of emission sources has been improved every year. In the last inventory, for instance, mobile GHG emission sources have been mapped in scopes 1 and 2.

## Water management

### MATERIAL TOPIC

Hospital activities present a variety of environmental aspects; one of them being water consumption, which is indispensable for the services provision. Given the importance of this resource for the business and as far as the environmental impact is concerned, our water management includes consumption reduction - such as to install flow restrictors on faucets and showerheads and dual-flush toilets - and water reuse initiatives - with the use of harvested rainwater for outdoor washing.

Hospital Norte D'Or, located in Rio de Janeiro, for example, reduced water consumption by using the water coming from filters backflush to irrigate the gardens. In fact, Rios D'Or and Niterói D'Or use the rainwater and water condensing from air conditioning systems in their parking lot roofs and ceilings.

Units in the Federal District, IFOR, Rios D'Or actually use aerators for flow restriction in bathroom faucets, while Hospital São Luiz São Caetano harvest rainwater from roof gutters.

In Brazilian regions where water is a critical topic, i.e. The Northeast region, the Company supports the community through initiatives such as the one carried out at Hospital São Marcos, in the state of Pernambuco, where we built a Water Treatment Plant (ETA).

In 2020, total water consumption was 3,205,665 m<sup>3</sup>, up by 46% compared to the previous year. Such increment was due to the service boost in 2020, by virtue of the acquisition of units, hospital expansions and the pandemic. [GRI 303-5](#)

### Water consumption at the organization [GRI 303-5](#)

WATER WITHDRAWAL BY SOURCE (m <sup>3</sup> )	2017	2018	2019	2020
Concessionary	940,251	1,135,540	1,307,937	2,810,117
Water tanker	123,273	101,578	116,679	99,546
Artesian well	241,861	321,266	282,342	295,992
<b>Total</b>	<b>1,305,385</b>	<b>1,558,384</b>	<b>1,707,049</b>	<b>3,205,655</b>

### Water consumption at the organization [GRI 303-4](#)

WATER DISCHARGE BY QUALITY AND DESTINATION <sup>1</sup> (m <sup>3</sup> )	2017	2018	2019	2020
Total	1,044,308	1,245,107.00	1,365,639	2,564,524

## Waste Management

MATERIAL TOPIC

Healthcare waste is systematically managed by the hospitality crews of each unit, which have adopted the procedures set forth in the Healthcare Waste Management Plan (PGRSS in Portuguese), approved by health and environmental agencies. The plan is part of the environmental and sanitary licensing process and includes process related to waste generation, separation, storage, recycling, and final disposal, as well as public health and environmental protection.

Each unit weighs the volume of waste generated every day and relies on indicators to monitor waste generation, identifying the type and amount of materials to be disposed and monthly report them to the analysis of the Sustainability corporate department. Initiatives to reduce waste generation and to improve waste treatment are carried out periodically. Our Environmental Indicators Program receive data on waste volume across groups A, B, D and E of hospitals throughout Brazil.

Whenever a new unit is added to Rede D'Or São Luiz, we assess its waste management and, if necessary, schedule changes. Within this context, Hospital Rio Mar, in Barra da Tijuca (RJ), acquired in 2019, went through an extensive renovation of its external storages, which was completed in January 2020.

**R\$ 18.8million**

INVESTED IN PGRSS (WASTE  
COLLECTION, TRANSPORTATION,  
TREATMENT AND FINAL DISPOSAL)

**24.657**  
**tons**  
OF WASTE



**30%**  
OF WHICH IS HAZARDOUS WASTE

In 2020, investments in the PGRSS (waste collection, transportation, treatment and final disposal) totaled R\$18.8 million. In 2020, 25,464 people have been trained on PGRSS, 10,348 of whom are own employees and 15,116 are third parties.

In this reporting cycle, we have generated 24,657 tons of waste, 30% of which are hazardous and, therefore, sent for

proper disposal - i.e., incineration, mass burn or electro-thermal deactivation. Out of the 17,249 tons of nonhazardous waste, almost 10% have been sent for recycling and 15,657 tons were sent to landfills. There has been no record of significant spills of any nature in the year. [GRI 306-5](#)

## Waste sent to final disposal

GRI 306-3, 306-5

WASTE DISPOSAL BY QUALITY AND DISPOSAL METHOD (t)					
METHOD	TYPE OF WASTE	2017	2018	2019	2020
Incineration (mass burn)	Chemicals (group b)	203.66	256.98*	298.38	317.38
Autoclaving/ electro-thermal deactivation/ incineration	Infectious waste (a) and contaminated sharps (b)	4,354.45	4,740.92*	4,756.38	7,090.24
<b>Total</b>		<b>4,558.11</b>	<b>4,997.90*</b>	<b>5,054.76</b>	<b>7,407.62</b>

TOTAL NON-HAZARDOUS WASTE PRODUCED BY DISPOSAL METHOD (T)					
DISPOSAL METHOD	TYPE OF WASTE	2017	2018	2019	2020
Recycling	Plastic, paper, cardboard, glass and metal	1,757.67	1,980.69	2,195.75	1,591.93
Landfill	Regular waste	13,465.67	15,906.08	16,491.74	15,657.55
<b>Total</b>		<b>15,223.34</b>	<b>17,886.77</b>	<b>18,687.49</b>	<b>17,249.49</b>





# GRI CONTENT INDEX

REDE D'OR  
SÃO LUÍZ

# GRI Content Index

GRI 102-55

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# INDEPENDENT DECLARATION OF VERIFICATION - BUREAU VERITAS

GRI 102-56



## INTRODUCTION

Bureau Veritas Certification Brasil (Bureau Veritas) was contracted by Rede D'Or São Luiz to conduct an independent verification of its 2020 Sustainability Report (hereinafter referred to as the Report).

The information published in the report is the sole responsibility of the management of Rede D'Or São Luiz. Our responsibility is defined according to the scope below.

## SCOPE OF WORK

The scope of this verification covered the Global Reporting Initiative™ standards and Principles<sup>1</sup> for Sustainability Reporting and refers to the rendering of accounts for the period from January 1st to December 31st, 2020.

## RESPONSIBILITIES OF REDE D'OR AND BUREAU VERITAS

The preparation, presentation and content of the Report are the sole responsibility of the management of Rede D'Or São Luiz. Bureau Veritas is responsible for providing an independent opinion to the interested parties, in accordance with the scope of work defined in this statement.

<sup>1</sup>.ISAE 3000: International Standard on Assurance Engagements

## METHODOLOGY

The verification covered the following activities:

1. Interviews with those responsible for material topics and the content of the Report, including GRI indicators associated with material topics;
2. Analysis of documentary evidence provided by Rede D'Or São Luiz for the period covered by the Report (2020);
3. Evaluation of the systems used to compile data;
4. Analysis of engagement activities with interested parties (stakeholders) developed by Rede D'Or São Luiz;
5. Evaluation of the system used to determine the material aspects included in the Report, considering the context of sustainability and scope of the published information.

The verification level adopted was Limited, according to the requirements of the ISAE 3000 standard, incorporated into Bureau Veritas' internal verification protocols.

.ISAE 3000: International Standard on Assurance Engagements

## LIMITATIONS AND EXCLUSIONS

Excluded from this verification was any assessment of information related to:

- Activities outside the reported period;
- Positioning statements (expressions of opinion, belief, objectives or future intentions) by Rede D'Or São Luiz;
- Accuracy of economic and financial data contained in this Report, extracted from financial statements, verified by independent auditors;
- Inventory of greenhouse gas (GHG) emissions.

The following limitations have been applied to this verification:

- The principles of Data Accuracy and Reliability were verified on a sample basis, exclusively in the light of the information and data related to the material themes presented in the Report;
- The economic information presented in the Report was verified specifically against the GRI Equilibrium principle.

## OPINION ON THE REPORT AND THE VERIFICATION PROCESS

- In 2020, Rede D'Or São Luiz carried out a new materiality study that resulted in sixteen material topics. Consultations were conducted through various channels with a significant group of stakeholders. In our opinion, the selected topics and subtopics made it possible to prepare a balanced Report in a context of current sustainability;
- The Report presents a matrix containing the strategy of Rede D'Or São Luiz and the survey of external sources on relevant aspects that are being discussed nationally and internationally in the health sector: GRI Standard, Global Risks of the World Economic Forum (WEF), Sustainability Accounting Standards Board (SASB - Healthcare Delivery), Sustainability Yearbook S&P 2020, Sustainability NHS, Green and Healthy Hospitals, ANAHP Observatory besides the connection with the UN Global Pact and Sustainable Development Goals (SDGs);
- We have evidenced a robust management system for the management of information quality through the development of Quali D'Or indicators, a system developed internally with the purpose of offering the visualization of all the data of Quality indicators in one single place;
- The data presented to meet the GRI indicators 305-1, 305-2 and 305-3, are part of the Greenhouse Gas Emissions Inventory (GHG), prepared in 2020, whose content has not been subject to specific verification. Prepared based on NBR ISO 14.064-1/07 and the Brazilian GHG Protocol Program, the inventory was certified by a third party through an independent verification process;
- The Report appropriately updates data from the NPS indicator (Net Promoter Score), which assesses how much customers are willing to recommend the services of Rede D'Or São Luiz. There was growth in the NPS in all sectors;
- The Report adequately presents the indicators associated with the Essential option of the GRI, which includes social and environmental indicators;
- The inconsistencies found in the Report, in relation to one or more GRI Principles have been satisfactorily corrected.

## CONCLUSION

As a result of our verification process, nothing has come to our attention that could indicate that:

- The information provided in the Report is not balanced, consistent and reliable;
- Rede D'Or São Luiz has not established appropriate systems for the collection, compilation and analysis of data and quantitative and qualitative indicators used in the Report;
- The Report does not adhere to the Principles for defining content and quality of the GRI standard for sustainability reports and does not meet the criteria of the Essential option.

## DECLARATION OF INDEPENDENCE AND IMPARTIALITY

Bureau Veritas Certification is an independent professional services company specializing in Quality, Health, Safety, Social and Environmental management with more than 185 years of experience in independent assessment services.

Bureau Veritas has implemented and applies a Code of Ethics throughout its business to ensure that its employees maintain the highest standards in their daily activities. We are particularly attentive to avoid conflicts of interest.

The verification team has no other connection with Rede D'Or São Luiz other than the independent verification of the Sustainability Report. We understand that there is no conflict between other services performed by Bureau Veritas and this verification carried out by our team.

The team that conducted this verification for Rede D'Or São Luiz has extensive knowledge in verifying information and systems that involve environmental, social, health, safety and ethics issues, which combined with the experience in these areas, allows us a clear understanding on the presentation and verification of good corporate responsibility practices.

## CONTACT

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São Paulo, April 2021.







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Lead Auditor Assurance Sustainability  
Reports (ASR)  
Bureau VeritasCertification - Brazil



# GLOBAL COMPACT AND SDG CONNECTIONS

REDE D'OR  
SÃO LUÍZ

## Global Compact and SDG connections

Topic	SDG	PG
Economic Performance	 	-
<b>Innovation</b>		-
Research and Teaching	   	-
Ethics and integrity		
<b>Energy Management</b>	   	 
<b>Water and Effluents</b>		
<b>Effluents and Waste</b>	   	
<b>Emissions</b>	    	 
Employment	   	
Occupational Health and Safety	  	-
<b>Training and Education</b>	   	-
<b>Diversity and Equal Opportunity</b>	 	 
Local Communities	-	-
<b>Health Promotion and Disease Prevention</b>		-
<b>Social responsibility</b>	-	-
Patient Experience		-

## Key

SDG - Sustainable Development Goals

## Connections – Material Themes 2020– SASB Health Care Delivery Version 2018-10

Material Topic	Topic SASB	Code SASB	Accounting Metric	Page
Integrity and Anti-corruption	Patient Privacy & Electronic Health Records	HC-DY-230a.2	Description of policies and practices to secure customers' protected health information (PHI) records and other personally identifiable information (PII)	39
		HC-DY-230a.3	Number of data breaches	39
		HC-DY-230a.4	Total amount of monetary losses as a result of legal proceedings associated with data security and privacy	39
Energy	Energy Management	HC-DY-130a.1	Total energy consumed	107
			Percentage grid electricity	107
			Percentage renewable	107
Effluents and Waste	Waste Management	HC-DY-150a.1	Total amount of medical waste	115
			Percentage incinerated	115
			Percentage recycled or treated	115
			Percentage landfilled	115
Emissions	Climate Change Impacts on Human Health & Infrastructure	HC-DY-450a.1	Description of policies and practices to address: (1) the physical risks due to an increased frequency and intensity of extreme weather events and (2) changes in the morbidity and mortality rates of illnesses and diseases, associated with climate change	110,111
Employment	Employee Recruitment, Development & Retention	HC-DY-330a.1	Description of talent recruitment and retention efforts for health care practitioners	79
			(1) Voluntary and (2) involuntary turnover rate for: (a) physicians, (b) non-physician health care practitioners, and (c) all other employees	79
Occupational Health and Safety	Employee Health & Safety	HC-DY-320a.1	(1) Total recordable incident rate (TRIR)	90
Patient Experience	Quality of Care & Patient Satisfaction	HC-DY-250a.4	Excess readmission ratio	71





# OUR DIVINE DETAILS

*DIVINOS DETALHES CAMPAING*

CREDITS: HR AND QUALITY EXECUTIVE OFFICERS  
AND THE NURSING DEPARTMENT, WITH THE SUPPORT  
OF OUR EMPLOYEES

REDE D'OR  
SÃO LUIZ

**UNION** - commitment and empathy make a difference. Photo: ©Ailita Darc



**HOPE** my life gives  
meaning to other lives

Photo: ©Graziela Simões



I rely on you until  
the end

Photo: ©Jocely Neves



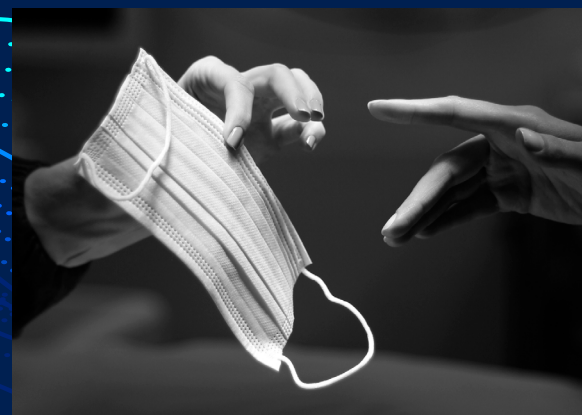
**SEE,** Feel, Care  
and Love.....

Photo: ©Jocely Neves



**SEE,** attention to details

Photo: ©Jocely Neves



**PRESERVING**  
creation

Photo: ©Hermes  
Henrique Garc

**THOSE** who walk together  
surely have understood the  
purpose

Photo: ©andressa.nayara

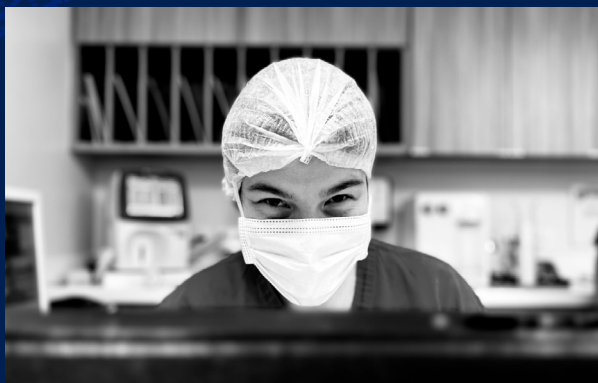


**LOVE** overflows here

Photo: @Michele da  
Silva Rodrigues

**IT'S** not about being  
a hero, it's about the  
will to do good

Photo: @midyne4



**LADY** of the Lighta

Photo: @Anna Santos





# CREDITS

**A Rede D'Or São Luiz publication**

[www.rededorsaoluiz.com.br](http://www.rededorsaoluiz.com.br)

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**Graphic project**

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**Images**

Rede D'Or São Luiz image bank

We would like to thank all employees who helped prepare this report.