



Sustainability Report

REDE D'OR SÃO LUIZ

2016

The background is a solid dark blue. Several thin, white, curved lines originate from the top left and extend towards the right, creating a sense of movement and depth. These lines are layered, with some appearing in front of others.

REDE *D'OR*
SÃO **LUIZ**
IT

The background is a solid teal color. Several white lines of varying thickness and length are drawn across the page. Some lines are horizontal, while others are diagonal or curved, creating a sense of movement and depth. The lines appear to be layered, with some overlapping others.

Sustainability
Report

REDE D'OR SÃO LUIZ

2016





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About the report

This is the second publication of the Rede D'Or São Luiz' Sustainability Report, whereon the company narrates its performance according to the guidelines of version G4 of the Global Reporting Initiative (GRI).

On an annual basis, the report consolidates economic-financial, social and environmental information related to the period of January 1st up to December 31st 2016 and was elaborated according to the recommendations of option "Agreed" - Embracing of the GRI's guidelines. The last report was published on the company's site on May 2016. **<G4-28 | G4-29 | G4-30 | G4-32>**

All financial indicators published herein encircle the Rede D'Or São Luiz and the controlled companies thereof and were reported according to the Financial Statements and Balance Sheet, duly audited by the Ernest Young Auditores Independentes. The other social-environmental indicators are restricted to the Rede's hospital units and corporate administrative areas and were not submitted to external verification.

<G4-17 | G4-33>

In addition to economic, social and environmental aspects, the report also informs about the corporate governance practices of the Rede D'Or São Luiz, the strategical view thereof, the investments carried out over 2016 and other actions developed along the year. The document elaboration process at large has the direct support of the Institutional Control Board of Directors, and the Executive Board is liable for the formal approval of the Sustainability Report. **<G4-48>**

As to scope and limit, there were not significant changes in relation to the previous report.

<G4-22 | G4-23>

Contact

Additional information, critics or suggestions to this document shall be made through the link Contact Us, available on the Rede D'Or São Luiz' site (www.rededor.com.br), by e-mail (sustentabilidade@rededor.com.br) or, if preferred, by letter – Rua Voluntários da Pátria, 138, Botafogo, Rio de Janeiro (RJ) CEP 22.270-010, care of Ingrid Cicca of the Sustainability area. **<G4-31>**

Commitment

The company adopted two steps for identifying and defining material themes: at the first, it applied the materiality test to the internal public. Tests were sent by mail on December 2016 and 447 employees participated thereon. <G4-24>

On the second step, the company considered the most relevant subject-matters as identified with contacts with the public in the existing service channels (Ombudsman, Contact Us, Ethical Net etc.). It considered, yet, the most present and recurrent themes in the discussion groups in which the company participates, such the ANAPH

GT Sustainability Practices. The company also took in consideration carried out sectorial studies, several searches, as well as interviews with the executive directors. From the obtained results, the validation thereof started with the Board of Directors. <G4-18 | G4-25 | G4-26>

Leading material themes identified

<G4-19 | G4-20 | G4-21 | G4-27>

Aspects		Impact inside the organization	Impact outside the organization
1.	Quality of services rendered	All units	Clients, society
2.	Patient's health and security	All units	Clients
3.	Transparency in economic performance (generated x distributed value)	All units	All publics
4.	Labor health and Security	All units	Employees, communities and clients
5.	Human capital appreciation	All units	Employees
6.	Ethical behavior and corruption fighting mechanisms	All units	Communities, government
7.	Service humanization	All units	Clients
8.	Client's privacy/Information systems	All units	Clients
9.	Search and development on science and technology in health area	All units	Government, Society and clients
10.	Natural resources rational consumption	All units	Clients and society
11.	Conformity (environmental, social, tax laws and regulations compliance upon products and services	All units	All publics



Message from the administration

The performance of Rede D'Or São Luiz throughout its history has always been based on the commitment to take, in partnership with the local medical communities, the best of medicine to more and more people, always counting on the unrestricted commitment of all our collaborators and using the highest ethical and moral values as guiding principles for decisions.

This year we strongly invested in business expanding and synergistic acquisitions, reinforcing an important and strategic trend of the company that is to generate employments and income. We followed our operational efficacy-oriented growth strategy with low cost and we worked strongly on improving management practices, especially those aiming to raise the level of satisfaction of our collaborators.

We have renewed our commitment to service quality by participating in accreditation processes, whose result is that currently, practically all the company's hospitals are certified. The outcome of a research carried out in 2016 with more than 59 thousand patients revealed an excellent satisfaction level (95,6%), demonstrating the patient's high level of reliability in our units' service rendering.

In the social area, we kept our practices aimed to our collaborators' well-being, whose central axis is the Human Resources and Sustainability Policy. Our main challenge for 2017 is to improve our health and occupational security mechanisms. In the environmental field, we focused on inputs' rational use and invested in more efficient equipment.

R\$ 880 million were allocated for the Rede D'Or São Luiz' expansion and, in this sense, some investments stood out. Among them, the acquisition of Hospital Memorial São José in Pernambuco, the inauguration of the Copa Star in Rio de

Janeiro – a modern hospital with a new concept in customized services – and the purchase of Hospital Ribeirão Pires in the Metropolitan Region of São Paulo. In addition, the construction of Hospital São Luiz, in São Caetano do Sul – São Paulo, was carried out, whose opening is planned for June 2017. Our target is to move on with the challenge of reaching in 2020 the target of increasing the amount of service beds from the current 4.900 to about 8.000.

As a result of our performance, in 2016 we received important acknowledgements from the Market, such as Best Company in Medical Services in the 16th edition of the Valor 1000 of the Valor Econômico newspaper; Prize – Best and Largest Results in the Health Sector, of the Estadão Empresas Mais; and the Marca dos Cariocas for the seventh consecutive year.

We are proud to present in this publication the results of the company in 2016, the fruit of a set of initiatives implanted for a sustainable development.



Heráclito Brito
Diretor-presidente

Our history

A history you have helped to build

Foundation of the Cardiolab in the Botafogo neighborhood, in Rio de Janeiro (RJ).

Opening of the first mega unit in Botafogo, in a six-floor building, ready to perform multiple exams.

Opening of Hospital Barra D'Or, the Rede's first hospital. This mark reflected on the name of the group, that started to be called Rede D'Or.

Opening of the Hospital Quinta D'Or, the Rede's third.

Opening of nine more Labs D'Or diagnostic units.



1982
a 1988

1993
a 1997

2000

2004

2006

1977

1989
a 1992

1998

2001

2005



Expansion of the Labs Cardiolab units in RJ.



The Grupo Labs expands the number of units opening new mega units, reaching other points of the city.



From the renewal of an old hotel at Copacabana, the Hospital Copa D'Or is born.



The Rede D'Or strengthens its presence in Rio de Janeiro, conjugating excellency in services with diagnostic high technology. Starts to administrate six more hospitals in the city.



In 2006, the Rede incorporated the administration of the Casa de Saúde e Maternidade Joari, founded in 1969 and located in Campo Grande, in the West Zone of the city of Rio de Janeiro.

The Rede D'Or expands to Pernambuco and assumes the Prontolinda and Esperança hospitals. It also starts to administrate the São Marcos Hospital, in Recife. 2007 was also marked by the purchasing of Hospital Bangu, in the West Zone of the city of Rio de Janeiro.

The Rede D'Or purchases hospitals and maternities São Luiz, in São Paulo, capital, Hospital e Maternidade Brasil, in Santo André and Hospital Assunção, in São Bernardo do Campo. Creation of the Instituto D'Or de Pesquisa e Ensino (IDOR).

The Rede D'Or reaches the Center-West Region. It also expands its presence in São Paulo. The group now is named Rede D'Or São Luiz.

Hospital IFOR, specialized in orthopedics and traumatology and located in São Bernardo do Campo (SP), joins the Rede.

Hospital Memorial São José, in Pernambuco becomes an integrating part to the Rede D'Or São Luiz. In this same year the Rede inaugurates the CopaStar, a 5-star service concept hospital and purchases hospitals Ribeirão Pires and Alpha Med, both in São Paulo.



2009

2011

2013

2015

2007

2010

2012

2014

2016



Opening of Hospital Rios D'Or, in Jacarepaguá, and starting the construction of Hospital Caxias D'Or, marking the entry of the Rede D'Or in the Baixada Fluminense.



Inauguration of the Norte D'Or, in Cascadura, and of the Niterói D'Or, in Niterói. Opening of the Oncology Center at the Hospital Quinta D'Or.



Inauguration of the Caxias D'Or, the first unit of the Baixada Fluminense. The Rede D'Or São Luiz begins, in September 2013, the construction of the Hospital São Caetano, in São Caetano do Sul, a region of the São Paulo ABC. In that same year the Casa de Saúde e Maternidade Joari changed its name into Hospital Oeste D'Or, today with about 170 beds.



New incorporations, such as hospitals Sino Brasileiro, Bartira and Villa Lobos, in São Paulo and Hospital Santa Helena, in Distrito Federal, make an important synergy to the group's business plan, which aims to expand, up to 2020, its beds from 4,4 thousand to 8,5 thousand, investing more and more in health, technology and care quality to our clients.



COPA STAR
REDE D'OR



Highlights of 2016

- Inauguration of the Copa Star, with a new concept of customized hospital service.
- Satisfaction rate of 77% in organizational climate research with the participation of 76% of collaborators.
- Net earnings of R\$7,91 billion, evolution of 22.6% more than the previous year's result.
- Elected for the seventh consecutive year as the people from Rio's trademark.
- Best health company (Valor Econômico).
- Mark of over 3.1 million emergency cares.
- Performing more than 181 thousand surgeries.
- More than 1,325,658 patients per day, with a residence time of 4 days.
- More than 80% hospitals have been certified, accredited by national or international bodies.



Mission, Visions and Values

The Rede D'Or São Luiz believes that commitment with health is founded on a humanized service, counting on high technology, elevated quality and comfort standards to its patients, collaborators and doctors.

Mission
 To render a high-efficacy medical-hospital service, with a qualified and motivated staff, respecting ethics and the individual in its social context.

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

Values

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



Institutional Profile

<G4-3 | G4-4 | G4-5 | G4-6 | G4-7 | G4-8 | G4-9 | G4-10>

The Rede D'Or São Luiz is a limited company of closed capital, considered as one of the largest hospital private companies of Brazil. For 39 years it is dedicated to hospital services in all modalities, such as medical and surgical modalities, laboratorial exams and diagnoses for image (radiology, ultrasonography, tomography, magnetic resonance imaging, mammography, etc.) It also works in the rendering of consulting services, management and administration of clinics and hospital complexes through D'Or Soluções, in the area of research and teaching through the Instituto D'Or de Pesquisa e Ensino (IDOR) and in diagnostic and treatment of all kinds of cancer with the Grupo Oncologia D'Or.

Through trademarks D'Or, in Rio de Janeiro, São Luiz, in São Paulo, Esperança and Memorial São José, in Pernambuco, Santa Luzia, Santa Helena and Coração do Brasil, in Distrito Federal, the company operates to assure excellency of the services rendered, guaranteeing security to patients and health professionals.

Its headquarters is located in Rio de Janeiro, capital, with 33 hospitals distributed in the states of Rio de Janeiro, São Paulo, Distrito Federal and Pernambuco and also 35 oncologic clinics in the states of Rio de Janeiro, São Paulo, Ceará, Distrito Federal, Bahia and Tocantins.

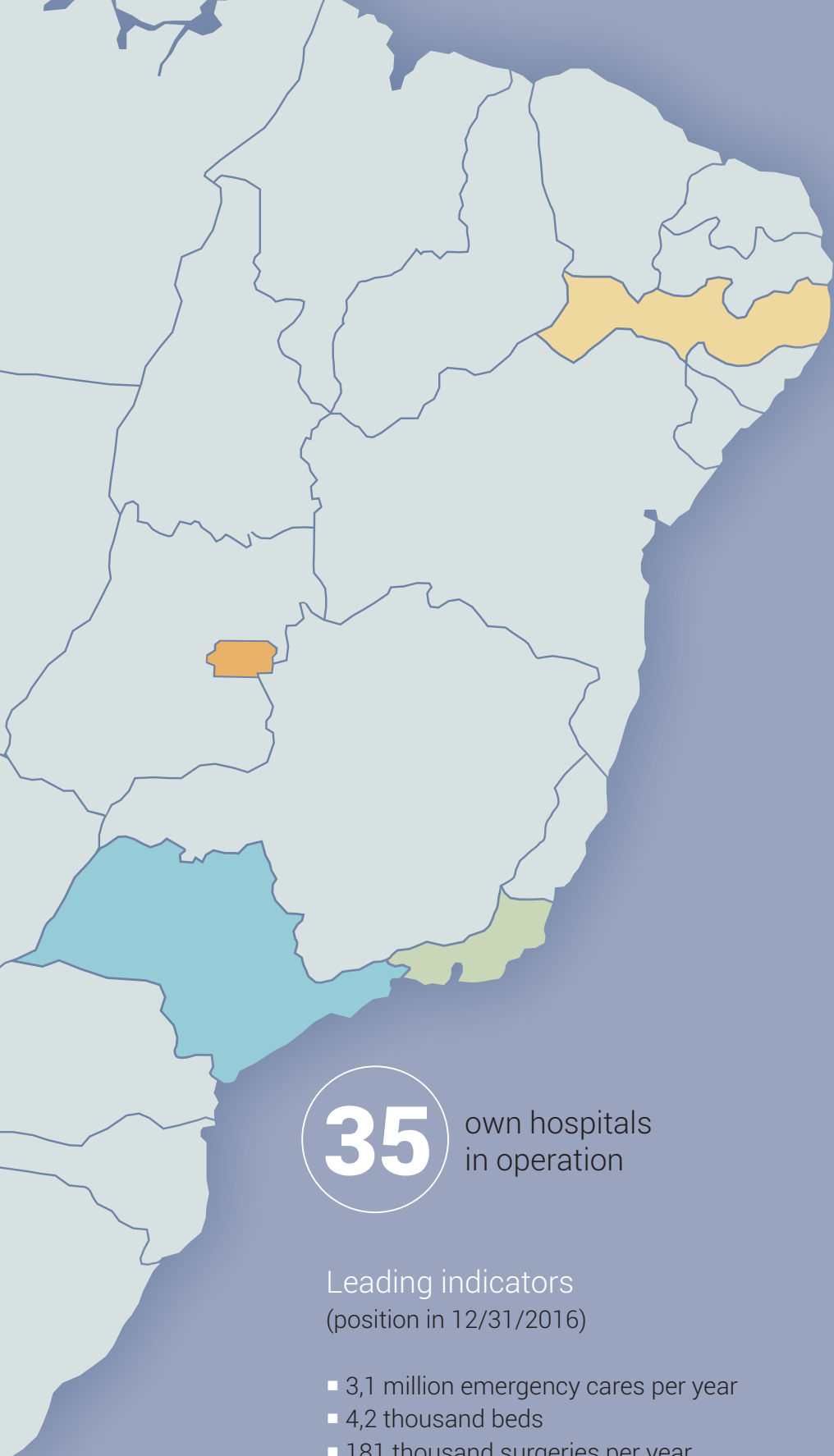
The company is controlled by the Moll family, who holds 59,6% of its total capital. The remainder is held by the Singapore Sovereign Fund, with 26,9%, to the Private Equity Fund, with 12,3%, and minority, with 1,2%

At the end of 2016, the corporation had 38.478 collaborators distributed among the headquarters, in Rio de Janeiro, and units installed in the five regions of the country.

For four decades operating with excellency in medical-hospital services.

“ 3,1 million emergency care, more than 1,3 million patients-day serviced, in addition to 181 thousand surgeries carried out in 2016 ”





Presence of the Rede D'Or São Luiz in Brazil <G4-8>

Rio de Janeiro

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

São Paulo

- Hospital Alpha Med
- Hospital Assunção
- Hospital Bartira
- Hospital e Maternidade Brasil
- Hospital da Criança
- Hospital IFOR
- Hospital Ribeirão Pires
- Hospital São Luiz Anália Franco
- Hospital São Luiz Itaim
- Hospital São Luiz Jabaquara
- Hospital São Luiz Morumbi
- Hospital São Luiz São Caetano do Sul
- Hospital Sino-Brasileiro
- Hospital Villa-Lobos
- Hospital viValle

Pernambuco

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

Distrito Federal

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

Under administration

- Hospital Estadual da Criança - RJ
- Hospital Israelita - RJ

35

own hospitals
in operation

Leading indicators

(position in 12/31/2016)

- 3,1 million emergency cares per year
- 4,2 thousand beds
- 181 thousand surgeries per year
- 303 thousand hospitalizations per year
- 23 thousand parturitions per year
- 87 thousand accredited doctors
- 38,6 thousand collaborators
- 33 hospitals
- 2 hospitals under administration
- 1 unit in construction





Corporate governance

Governance Structure

The corporation is always searching to enhance its governance structure based on the principles of transparency, accountability and corporate liability. Currently, the company's administration structure is formed by a Board of Directors and the Executive Board. These are complemented by the Fiscal Council, the Executive Committee (Comex), the Sectorial Committees, Compliance and the Institutional Control.

Economic matters are dealt by the Financial Board of Directors; social matters, by the Human Resources Board of Directors; and the environmental, by the Institutional Control Board of Directors and both report directly to the company's CEO. The Institutional Control area is liable, before the top management, for following-up and general report on social environmental questions. <G4-36>

Administration Board

The Board of Directors is liable for establishing the general strategies and guidelines of the corporation's business. The board establishes guidelines, supervises, elaborate plans, goals, investment programs and follows-up the corporation's performance at large. Nowadays it is composed by seven members, all elected by the stakeholders at a General Meeting. Qualifications for integrating the Board of Directors, as defined on article 11 of the By-Laws of the company include aspects such as unblemished reputation, not to have held positions with competitors or represent conflicting interests with those of the company. <G4-40>

The composition of the board along its existence has been marked by its multi-disciplinary members, thus contributing for a wide vision about the technical knowledge of several areas of the Rede D'Or São Luiz. The company does not have formal self-assessment processes of the Board of Directors' performance as to economic, environmental and social questions. <G4-44>

The term of office of the current counselors is one year, reelection allowed. The Board meets at least once a month and, extraordinarily, whenever necessary. According to the company's By-Laws, call may be made by any such of its members, upon previous written communication of at least five days.

The Board of Directors is liable for solving conflicts of interest in order that any such dispute or controversy involving stakeholders is best resolved. For this, the company may use, according to article 28 of its By-Laws, if needed, the arbitration mechanism as a more specialized form to solve conflicts of interest. <G4-41>

The high administration knowledge about economic, environmental and social matters is made by reporting of the several existing committees, acting to control the corporation's management. <G4-43>

Currently, the Rede D'Or São Luiz does not dispose mechanisms for stakeholders and collaborators to make recommendations or give guidelines to the governance highest body.

Members of the Board of Directors

<G4-38, G4-LA12>

- Jorge Neval Moll Filho
President
- Paulo Junqueira Moll
Vice-president
- Pedro Junqueira Moll
Counselor
- André Francisco Junqueira Moll
Counselor
- José Roberto Varejão Guersola
Counselor
- Stephen H. Wise
Counselor
- Wolfgang Stephan Schwedtle
Counselor

It is composed by at least two and at most five directors. The term of office of the Rede D'Or São Luiz's directors is three years, which started in April 10th, 2016, reelection allowed.

Members of the Executive Board

<G4-36 | G4-LA12>

- Heráclito de Brito Gomes Junior
CEO
- Paulo Junqueira Moll
Vice-president
- Mauro Teixeira Sampaio
Legal Director
- Otávio de Garcia Lazcano
Financial Director

Executive Board

<G4-35 | G4-42 | G4-45 | G4-48 | G4-LA12 | G4-48>

The Executive Board, in conformity with the statutory rules, has extensive powers to administrate and manage the company's business, including implementing guidelines, as specified by the Board of Directors or by the General Meeting. It is liable for elaborating annual budgets to be submitted to the Meeting's approval; economic-financial feasibility studies for appreciation; merger, split or incorporation, expansion or reduction of the company's activities; decision on celebration of contracts, covenants or agreements, loans and national financing, among others.

<G4-36>

Remuneration of counselors and directors

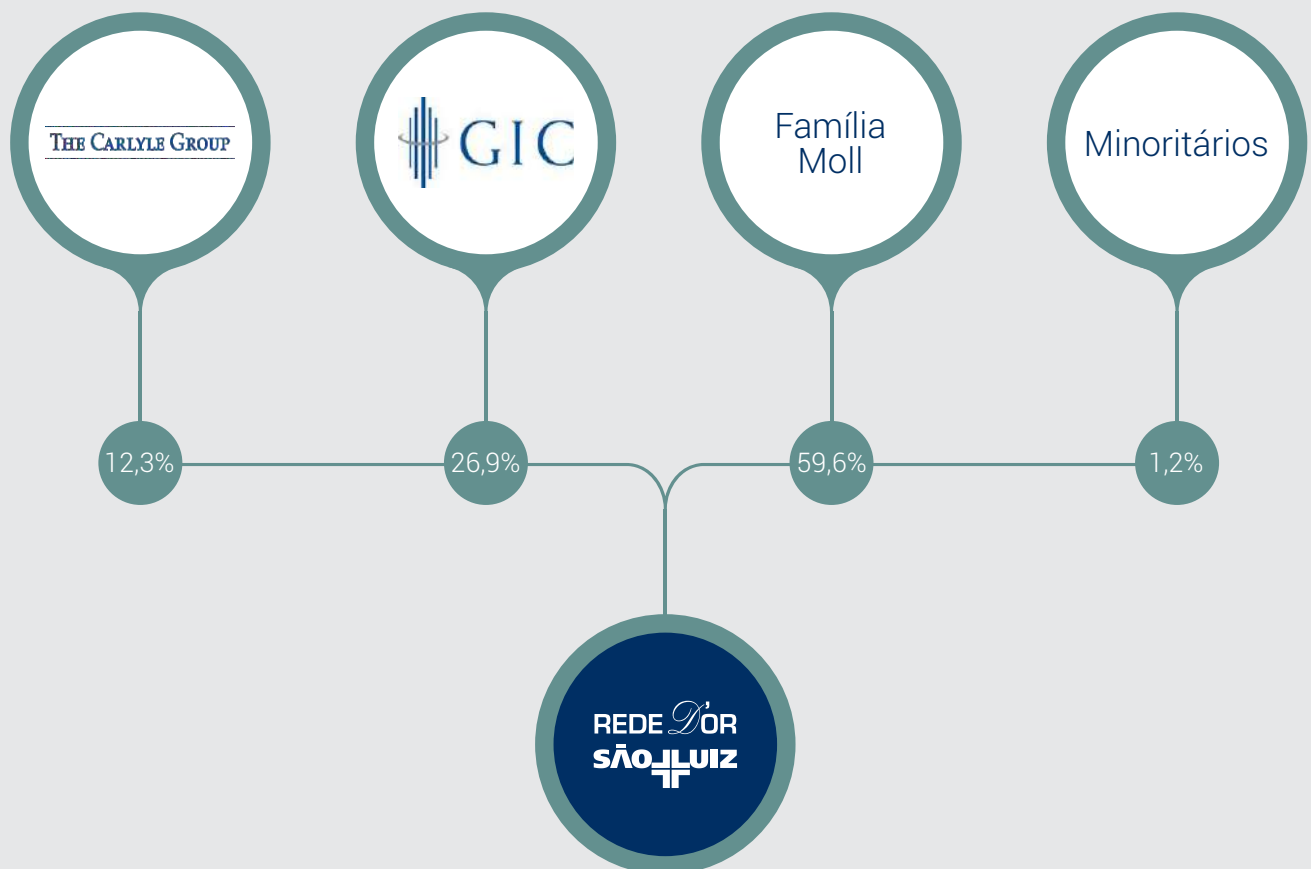
<G4-51 | G4-52>

The remuneration of the counselors is set forth by the General Meeting, in an individual or global amount, and, in this last case, the Board of Directors will decide how it shall be distributed.

Stakeholders General Meeting

The Stakeholders' General Meeting will be held ordinarily in the four first months after closure of the fiscal year and, extraordinarily, whenever necessary. For the call, installation and carrying out of general meetings, deadlines and other applicable lawful rules are followed. The works are conducted by a board composed by a president and a secretary, chosen by present stakeholders holding the majority of the company's voting capital, and this choice may fall upon the company's administrators or lawyers.

Stakeholding Composition in December 31st 2016



Committees

For deliberating strategic themes, the company has the support of the mentioned Committees as follows.

<G4-35 | G4-38 | G4-47>

Fiscal Council

Composed by four members, all elected by the stakeholders, with term of office of one year, reelection allowed, acts according to the attributions as foreseen by law, being primarily liable for the quality, transparency and credibility when presenting the company's financial results.

Executive Committee (Comex)

<G4-38|G4-47>

One of the company's executive bodies, whose attribution is defining the general guidelines, validating proposals arising out of regular schedules, deciding on probable deadlocks and following up results and decisions. Comex' meetings are held weekly and all the company's executive directors must participate. In addition, the Comex may count on the Sectorial Committees for thoroughly evaluating relevant themes to the corporation, such as people, investments, receivables, among others.

Sectorial Committees

They deal with specific themes of several areas of the corporation. Liable for submitting reached economic, social and environmental performances to the Comex evaluation. Another attribution is elaborating plans and proposals guaranteeing accomplishment of the goals. This date, the existing Sectorial Committees encircle the areas of: Human Resources, Investments, Operations, Receivables and IT.

Institutional Control

Its object is to provide, independently and objectively, information that may assist the high administration to control operations and activities, aiming to protect, optimize and safeguard the corporation's resources and materials, including against frauds and errors, minimizing the risks involved with the purpose of guaranteeing the management efficiency and efficacy, aiming maximization of results. It congregates Institutional and Patrimonial Security and Sustainability activities. Therefore, it develops an Annual Program of Internal and Environmental Audit, in addition to a continuous and special audit for ascertaining processes' denunciations and breaches. For the environmental audits, all hospitals undergo semiannual assessments.

<G4-49>

Hospital Audit

In 2016, the Corporate Hospital Audit was created by the Rede D'Or São Luiz' Health Board, searching the activities systematic and formal analysis by a representative of the corporate board, with the purpose of assuring conformity, quality and control in a given process or institution.

A set of techniques is applied aiming to verify structures, processes and results and the application of financial resources, upon confrontation between a verified situation and given technical, operational and legal criteria, carrying out a control specialized exam, in the search for of the best application of resources, in order to avoid or correct waste, irregularities, negligence and omissions.

Therefore, the leading established guidelines are:

- Capillarity, decentralization and integration of our activities to assure operation in all the Rede D'Or São Luiz regionals,
- Integration with all directors/managers, through planning, control and assessment, regulation and vigilance in health; and

- Focus in the quality of actions, services and people, emphasizing the measurement of the audit actions impact, the application of the resources thereof, the quality and satisfaction of the user.

Risk Management

<G4-14>

Risks inherent to the corporation businesses are grouped in three areas: strategic, financial and operational.

Financial Risks

The company's financial operations are carried out by the financial area, according to a strategy previously approved by the board of directors and stakeholders. The risks management strategies and the effects thereof on the individual and consolidated financial statements may be resumed as follows:

Capital management

The main objective of capital administration is assuring business continuity and maximizing return to stakeholder.

The company uses both its own capital and a third party's for financing its activities, and the utilization of a third party's capital aims to optimize its capital structure. The corporation monitors its capital structure, adjusting it to any change in the economic conditions.

Risks of interest rates

The company holds loans, financing and debentures in local currencies that are subject mainly to the fluctuation of CDI and TJLP rates, as well as balance of taxes and payable duties, with interest at Selic and TJLP rates. The inherent risk to such liabilities is the possibility of fluctuations on such rates that may impact their cash flow.

Credit risk

Credit risk occurs when a business counterparty does not comply an obligation set forth in a financial instrument or agreement with the client, which would lead to a financial loss. The company is exposed to credit risk in its operational activities (mainly with Accounts Receivable) and financial activities, including bank and financial institutions deposits, foreign exchange transactions and other financial instruments. Whenever an imminent risk of non-realization of assets is verified, the corporation allocates provisions to bring them to their probable realizable value.

Liquidity risk

Represents the risk of shortage and the company's difficulty to pay its debts. The corporation endeavors to align its debts maturation with a cash flow generation period to avoid mismatch and thus generate the need of a greater leverage.

Foreign currency

The company holds loans, financing and trade accounts payable convened in foreign currency (mainly US dollar). The risk bound to such assets and liabilities arises out of the possibility of the company incurring in losses due to exchange rate fluctuations.

Derivatives

In December 2016, the company had derivatives accounted according to a hedge accounting (fair value hedge) for swaps acquired with the purpose of protecting the company against foreign currency financing.

Swaps exchange interest and principal flow into foreign currency for CDI+ or CDI percentile funding in reais. In addition, the company also holds other swaps, acquired with the purpose of covering indebtedness exposure and variable interest.



Environmental risks <G4-2>

Before and while purchasing new hospitals, the corporation anticipates a series of analysis and investigations, called due diligence, to identifying the existence of environmental risks or liabilities. Such analysis is submitted to the corporation top administration and, if approved, after the acquisitions the corporation acts preventively, establishing actions, procedures and strict controls for mitigating the risks inherent to the business. In the existing units, management and mitigation of environmental risks are carried out in several steps. To go into operation, all hospitals and other business units undergo an environmental licensing process, which includes mapping possible impacts and foresees, in the indicated cases, the implementation of corrective measures, with the due follow-up by an environmental body.

The Works Licensing, Corporate, Building Engineering and Sustainability areas give direct support to the company as to the mitigation of environmental risks. The Licensing corporate area subsidizes the corporation as to the control and follow-up of all planning, installation and operation steps of the Rede D'Or São Luiz' units. The Building Engineering, under the coordination of the Regional Managements, responds for all operational processes, such as, for example, water, gas and power supply, among other inputs. These controls comply strictly with the requirements of the federal, state and municipal legislations in force and are documented in the Building Engineering Corporate Rule, available in the corporation's intranet. Compliance to the environmental policies, rules and legislations in force is monitored by the Sustainability area, by means of internal environmental audits carried out biannually in all the Rede D'Or São Luiz hospital units.

Environmental Due Diligence

The Rede D'Or São Luiz searches to identify the leading risks arising out of purchasing new hospitals, considering, among other aspects, those related to the environment. After such analysis, administrative processes are established to problem-solving.

Environmental risks assessments include:

- Checking the existence of valid authorizations, permits, registers, charts and environmental licenses to conduct the activities;
- Analyzing processes/administrative procedures of environmental nature;
- Checking the existence of celebrated terms of conduct adjustment/commitment terms and confirming the compliance with the obligations as established therein;
- Analyzing forest aspects and leading environmental questions as to the activities and occupied properties;
- Checking the existence of areas under investigation or in process of remediation.

Technological Risks



Investments in technology are fundamental to reaching the Rede D'Or São Luiz' strategic objectives. Therefore, the corporation continuously invests in new technologies, aiming to make increasingly agile the processes directly connected to hospital services, and develops a permanent work aiming to mitigate the risks arising out of systems unavailability and lack of security of technology resources. The Rede adopts permanent information monitoring procedures with the purpose of assuring privacy and absolute secrecy of its database. Processes connected to information technology management are documented in the Information Technology and Information Security policies. Risk assessment related to Information Security is carried out jointly with the Compliance, Property Security areas and the Information Technology team. Security controls breach or non-compliance with the policy rules or procedures are considered as severe infringements. The ascertainment thereof goes through the Information Security Management Committee, the Internal Control area, or the Organizational Units director.

In 2016, the corporation's investments in developing and implementing information technology solutions totaled R\$ 65 million, including storage capacity, processing and connectivity redundancy of the hospital units with our data centers.

Information Security

The Rede D'Or São Luiz' Information Security Policy defines and standardizes information protection and privacy and was based on standards of international rule ISO/IEC 13335-1:2004, which is a guide with the best security management practices.

In 2016, R\$ 2,5 million were invested in Information Security. For the next two years, the company plans investments of R\$ 26 million, including the restructuring and creation of new areas, the implantation of new technologies and corporate awareness campaigns.

In 2016, no claims and substantiated complaints regarding the client's breach of privacy were registered. <G4-PR8>

Image and Reputation Risks

The corporation understands that the best way to preventively prepare itself to avoid or mitigate effects of probable crisis is to build a reputation founded in good practices of governance, transparency and liability with all publics with whom it maintains a relationship.

Moreover, the company seeks to disseminate its Code of Ethics and Conduct to reinforce the ethical principles that for 39 years have been ruling the company's business. This same posture is expected of its collaborators, so that the professional relationship is based on transparency and liability, thus avoiding risks that may compromise the Rede D'Or São Luiz' corporate image. Whenever there is a crisis situation, the company immediately composes a Crisis Committee formed by representatives of the Executive Board, and the Compliance, Legal, Communication and Press Officers areas. The leadership of the respective committee is the

responsibility of the Executive Board or a professional duly authorized by the company for decision-taking and official information disclosing.

Highlights of the Year - Anti-Corruption Policy

In the last two years, the Rede D’Or São Luiz has structured a Compliance area, subordinated to the Legal Vice-Presidency, to act in mitigating probable reputational risks to the company, in order to establishing an ethical pattern in the commercial relationships and combatting corruption. As a result of such work, in April 2016, the company launched its Anti-Corruption Corporate Policy, aligned with the Clean Business Law (Law no. 12.846), containing both the legal requirements and the best market practices.

Risks and Opportunities Arising out of Climate Changes <G4-EC2>

Climate changes may directly impact the company’s businesses, especially in regard to water and power consumption and the congestion of the services rendered, as human health problems associated to climate change reflect in a greater incidence of infectious diseases and other non-communicable diseases.

The company has been seeking to participate in discussion forums on Climate Changes, such as the initiative it joined with the Healthy Hospitals Project, called the 2020 Challenge – Health by climate, which has among its objectives promoting public health, continuously reducing its environmental impacts, in view of the relationship between human health and the environment.

The company does not yet have structured process for measuring annual emissions of greenhouse effect gases (GHE), however, it has mechanisms to control and reduce its environmental impacts, such as adopting measures to reduce energy consumption, implanting more modern and efficient equipment, adequate waste managing, among others.

Policies



1 SOCIAL GUIDELINES

Human Capital Appreciation

Promoting collaborator's continuous training, education and awareness, in order to strengthen the Rede D'Or São Luiz' competence in economic, social and environmental issues.

Labor Health and Security

Action focused on the prevention of accidents, incidents and occupational diseases, in addition to the adoption of technologies, processes and inputs minimizing risks and encouraging a continuous improvement in operations performing, aiming health and security of collaborators, clients and the community.

Stakeholders' Commitment

Establishing, in a transparent and systematic way, communication channels with the publics with whom the Rede D'Or São Luiz has a relationship, in order to disclose socio environmental practices and performances, as well as the actions performed for mitigating the impacts arising out of our activities.

2 ENVIRONMENTAL GUIDELINE

Natural Resources

Adoption of environmental practices and innovating technologies aiming the efficient use of natural resources and other resources needed to the services rendered by the Rede D'Or São Luiz, minimizing possible impacts of our activities on the environment.

3 ECONOMIC GUIDELINES

Financial Resources

Implementation of strategical projects and initiatives, financial and governance practices and improvement of the business' key-processes aiming to strengthen the participation of the Rede D'Or São Luiz in the Brazilian complementary health market.

4 MANAGEMENT GUIDELINES

Compliance with Legislation

A permanent verification of compliance to the legislation in force, and adoption, whenever necessary, of measures for the prompt correction of probable non-conformities.

Risks Management

Implementation of mechanisms that systematically allow the identification and assessment of the frequency and consequences of undesirable events, aiming its prevention and/or maximum reduction of the effects thereof.

Information Management

Implementation of a mechanism that considers opinions, suggestions and doubts of a third party and/or interested parties, rendering, whenever necessary, the due clarifications.

Human Resources Policy

Its purpose is to assure to the Rede D'Or São Luiz a people management system that supports the organization's business strategy and that values human potential, thus generating an environment favorable to motivation, leading people to contribute and compromise themselves with excellence in performance and with the organizational objectives.

Patient Security Policy

Describes strategies and actions for the prevention and reduction of insecure acts in care processes and the use of the good practices as described, in order to achieve the best results possible.

Information Security Policy

Defines and standardizes the company's information and critical data treatment.

Anti-corruption policy

Determines the leading guidelines to be followed to guarantee an ethic pattern in the commercial relationships and combat to corruption in all the forms thereof, meeting the Rede D'Or São Luiz' corporate values.

Information Technology Policy

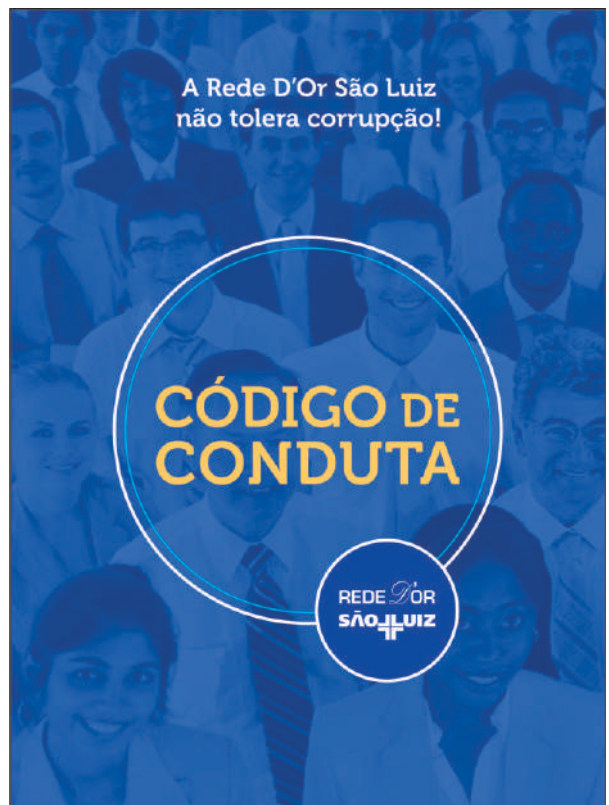
Establishing the rules for development, modification and/or acquisition of software and

hardware, utilization of the IT resources, accessing profiles and defining the roles and liabilities of the Rede D'Or São Luiz' collaborators.

Ethics and Integrity

Code of Conduct

<G4-49 | G4-56 | G4-57 | G4-58>



Along the course of 39 years, the growth of the Rede D'Or São Luiz has been always guided by an ethical relation with all publics with whom it has a relationship. The company's initiatives are guided by the Code of Conduct, available at the company's site and ratify the company's commitment to the highest ethical standards and integrity of our healthcare practices, as well as our business transactions.

We believe that acting in accordance with the principles set forth in the Code of Conduct contributes to the growth, sustainability and longevity of the business.

Society and the business environment change rapidly, which continually leads us to reinvent our

way of thinking and rethink our relationships with our employees and partners. That is why, in 2016, we have updated our Code of Conduct, which replaces the previous *Code of Ethics *. Furthermore, all new employees admitted to the Rede D'Or São Luiz receive the Code of Conduct.

Rede Ética

<G4-S011> | <G4-37>



In 2016, the communication channel was reformulated for potential breaches to the RDSL's Code of Conduct – The Rede Ética Channel. Such new instrument is an integrating part to the company's integrity program called Rede Etica, under the responsibility of the company's Compliance area. Among the presented novelties, the channel may now be accessed 8 days a week for 24 hours. The channel is being operated by an independent outsourced company, with a vast experience in the sector and operation in large companies. Secrecy of reports is a fundamental factor for the channel operation. Any person willing to report a potential breach has confidentiality of the information and the anonymity guaranteed. Contacts may be made by the site www.redeetica.com.br, by telephone 0800 601 6936 or e-mail redetetica@rededor.com.br. All complaints received are analyzed in order to check the alleged facts and, once evidenced, the appropriate measures are taken.

In 2016, the Rede Etica Channel received 526 complaints, of which 83% were concluded after checking the alleged facts and 17% remained pending for investigation in the next year. Of all complaints, 41% refer to inadequate conduct and violations to the company's policies. There was an increase of 117% of registered cases in the Rede Ethics Channel from one year to another due to the wide internal disclosure campaign.







Quality Management

Today, more than 80% of the Rede's hospitals are certified, both by national and international agencies. To maintain such accreditation certifications, the Corporate Quality area is responsible for periodical technical visits to the Rede D'Or São Luiz' units. Tracer audits are carried out, in addition to the business' units indicators monitoring, whose purpose is to maintain the quality standard as recommended by the company.

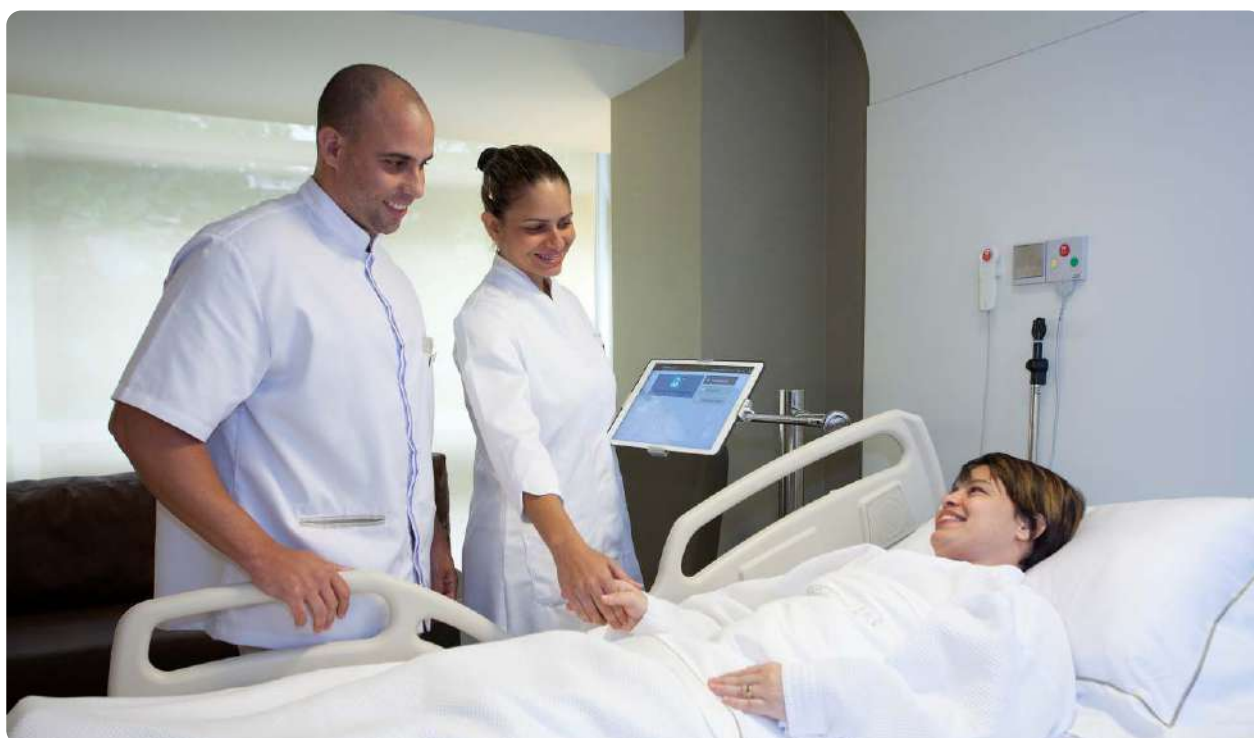
In 2016 the company opted to keep only the international certification pattern for the units that had two certifications, both national accreditation (ONA) and international (Qmentum).

Among the Rede's hospitals that are not yet certified are hospitals Bangu, Copa Star, Israelita, Real D'Or, Alpha Med, Bartira and Ribeirão Pires.

Hospital da Criança, in São Paulo, in 2016 for the first time has undergone an accreditation process in 2016 and was granted certification level 1 by the

National Accreditation Organization (ONA). Hospital da Criança, in Rio de Janeiro, whose management is the responsibility of the Instituto D'Or de Gestão de Saúde Pública (D'Or Institute of Public Health Management), the social arm of the Rede D'Or São Luiz, is among the 10 excellence public hospitals in Brazil. The hospital unit, featured in the Exame magazine on May 8th, was the only one in Rio de Janeiro to be on that list. The hospital offers exclusive SUS care, and since 2015 is accredited with excellence by the ONA (National Accreditation Organization).

In addition to hospital units, the Instituto Oncológico do Vale (IOV), a clinic of the Grupo Oncologia D'Or, in São Paulo, received the certification Quality Oncology Practice Initiative (QOPI), which recognizes the quality of its oncologic practices. The clinic is the first in the country to be awarded the seal and the second in the world, except for the USA.



The Rede D'Or São Luiz' Accredited hospitals

Joint Commission International (JCI)



- Global Certification, based on the quality of installations and rendered services.
- Key for global health insurance programs.

- Copa D'Or
- Rios D'Or
- São Luiz Itaim
- Memorial São José

Accreditation Canada



- International Certificate, Canadian model

- Barra D'Or, Quinta D'Or
- Esperança
- Hospital e Maternidade Brasil
- viValle
- São Luiz Morumbi
- São Luiz Anália Franco

National Accreditation Organization (ONA)



- Brazilian Quality Certification

- Level 3: Oeste D'Or, Badim, H. da Criança (RJ), Esperança Olinda, São Marcos e Assunção;
- Level 2: Niterói D'Or, Norte D'Or, Caxias D'Or, Santa Luzia, Santa Helena, Coração do Brasil, Jabaquara, Villa Lobos e IFOR;
- Level 1: Sino-Brasileiro e Hospital da Criança (SP);
- In preparation: Bartira e Hospital Ribeirão Pires.

Patient Health and Security

<G4-PR1 | G4-PR2>

Healthcare in the last years has been increasingly complex, raising the potential of incidents in hospital institutions' day-to-day life, and to the Rede D'Or São Luiz (RDSL) patient's security is a strategic priority.

In this sense the company applies a quiz, on an annual basis, that seeks to evaluate employees' perceptions about patient safety in institutions. All employees are invited to respond whether they are

from the assistance, administrative or support area.

The document is elaborated by the Agency for Healthcare Research and Quality (AHRQ) adapted to Brazil. 12 security dimensions are evaluated, to a total of 42 questions.

The research carried out in 2016, for example, showed a total of 23.526 answers in the Rede at large, where all units accomplished the estimate sample (with 2% of sampling error). Such research highlighted the support of managers to a better security inside the hospitals, team work inside the units and organizational apprenticeship for a

continued improvement in the organization at large.

Evaluated Dimensions

- Communication opening
- Feedback and communication on errors
- Frequency of related events
- Support of the Hospital Management to patient security
- Team work between all hospital units
- Team work in the scope of the units
- Internal transfers and shift passes
- Organizational apprenticeship and continued improvement
- Supervisors and managers' expectation for security promotion
- Security perception at large
- Non-punitive answers to errors
- Staffing (collaborators)

Patients' Security

All the Rede D'Or São Luiz hospitals adopt internationally recognized rules for risk management and prevention of flaws for the patient's security, involving also planning and managing clinic and administrative processes, and collaborators' training. Daily practices are based on security international goals also proclaimed by the Ministry of Health in the National Program of Patient Security.

The control of surgical procedures is performed by the application of the safe surgery checklist. Items are evaluated before anesthetic induction, before skin incision and before the patient leaves the operating room, establishing barriers to minimize the risk of adverse events. During 2016, there were no records of non-conformity cases due to impact caused by products and services.

<G4-PR2>

Patient's Security Goals:



Correctly identifying the patient.



Improving communication between health professionals.



Medicament safe prescription, use and administration



Safe surgery as to the correct site, procedures and patient.



Hands sanitization to avoid infections.



Assessing patients as to risk of falling and pressure ulcer, establishing preventive actions.

Medical Practices

In 2016, the Medical Practices Board of Directors, and the Care Technical Chambers (CTA) elaborated institutional protocols with relevant topics for medical care-standardizing in all the Rede D'Or São Luiz hospitals. Among these, the Protocol of BIS Use in Anesthesia and in Intensive Care Unit, the Protocol of Anesthesia in Eclampsia and Hellp Syndrome, the Protocol of Prophylactic Antibiotics in Surgery, the Protocol of Chest Pain. Still within the scope of work of such chambers, the Infectiology CTA action, revising all standard operational procedures for disposable materials. Jointly with the Corporate Quality, it contributed with the Technical Files Revision of the leading pathologies as listed at the Rede's institutions.

Corporate Pharmacy

The great differential of the Rede D'Or São Luiz Corporate Pharmacy is the Medicament Security Use Program, which encircles Electronic Prescription, Dispensation and Administration projects, implanted in several units of the Rede in 2016. The goal is that all beds are serviced by such security processes, with bar code checking at all stages of medicament use.

Electronic Administration

The main purpose of the Bedside – Electronic Administration is automatizing bedside medicament administration, whose administration process is no longer manually controlled by the nursing teams, but automatically registered by mobile devices.

Such new recording method has increased reliability of the medicament application process, potentially reducing the possibility of errors, since only after the information electronic cross-checking – such as patient data, medication, right dose and time schedule – the system authorizes the medication administration.

In addition to this functionality, the tool also enables the automatic record of the patient's vital signs, such as body temperature and blood pressure, which are disclosed, in real time, to all other members of the care-team.

After information electronic checking, the data collected by the nursing teams is forwarded to the hospital's central system, which has provided other benefits, such as a greater qualification to healthcare, since nursing processes in patient care in hospital beds are streamlined and optimized using the device. It has also contributed to significant improvements to the healthcare and post-healthcare process, providing doctors with have faster access to patient data for decision-taking.







Operational Performance

<G4-13>

Business Performance

This year our hospital units achieved more than 3,1 million emergency cares, an 8% increase if compared to 2015. We serviced 1.325.658 patients-day, with an average length of stay of four days. In 2016 over 181 thousand surgeries were carried out.

Indicators	2012	2013	2014	2015	2016
Total number of beds	3.369	3.655	3.843	4.209	4.274
Annual total of patients-day	949.540	1.041.220	1.127.015	1.226.185	1.325.658
Annual total services (Outpatient)	628.175	621.176	633.098	726.477	885.319
Annual total surgeries	153.086	159.906	162.646	166.618	181.720
Average rate of annual occupancy	78,30%	79,10%	81,50%	79,80%	78,50%
Annual total parturitions	17.724	23.150	22.977	31.240	23.843
Emergency care total	2.374.353	2.543.097	2.540.013	2.426.448	3.159.625

Technical Quality Indicators

The six pillars of clinic governance are adopted by the company as healthcare model: effectivity of clinic intervention, clinic auditing, efficient management of risks and adverse events, professionals' education and training, practice based on evidence and encouragement to clinic research, and, at last, transparency in processes and interpersonal relations. The purpose is to encourage units to continuously improve the quality of their services, assuring high patterns of healthcare in an environment of clinical care excellence.

The effectiveness of the interventions carried out in our units is followed-up by a simultaneous three-dimension assessment: improvement of

patient healthcare – Technical Quality (QT), improvement of patient healthcare experience – Perceived Quality (Satisfaction) and improvement of return on invested capital – Profitability.

The Technical Quality Pillars Result (effectiveness of clinic intervention) is shared with all units by the Indicators Notebook and the Healthcare Practices meetings of each Regional (RJ, SP, DF and PE). Hospitals identified with the best practices of healthcare quality are invited to present their results, thus providing an exchange of experience among all personnel involved. The results of the Technical Quality Indicators (IQT) and the critical analysis thereof are periodically assessed at each Regional's Board of Directors meeting.

TECHNICAL QUALITY INDICATORS Results of the Rede D'Or São Luiz	2014	2015	2016
Average Time of Stay – Closed Units	5,47	5,48	5,70
Rehospitalization Rate in Closed Units in up to 24h	0,61	0,46	0,44
Standardized Lethality Rate – Eq. Latin America (Withdrawn of Hospital)	0,70	0,56	0,46
Surgery Lethality Rate	0,32	0,28	0,26
Surgical Site Infection Rate in Clean Surgeries	0,78	0,71	0,52
ICS Indicator	2,58	3,16	1,70
ITU Indicator	1,86	2,03	1,53
PAV Indicator	4,35	3,90	2,64
Fall Indicator	0,53	0,60	0,56
Pressure Ulcer Indicator	1,14	0,91	0,64
Effectiveness Rate in Preventing Death by Sepsis	72,14	76,90	NA
Time for Antibiotic Therapy (Sepsis and Septic Shock)	NA	NA	82,00
Adhesion Rate to Door-to-balloon time (Chest Pain)	31,60	42,3	55,92
Adhesion Rate to Door to needle time (Chest Pain)	10,00	8,30	52,63
Adhesion Rate to TEV Prophylaxis (High Risk Surgery)	76,14	88,10	92,96

Good Practices

Quality Certification

The quality guarantee of healthcare rendered by the Rede D'Or São Luiz hospitals is certified by the National Accreditation Organization (ONA), whose methodology is recognized by the ISQua (International Society for Quality in Health Care), a partner association of the OMS, having academic institutions and health organizations representatives in more than 100 countries. In addition to the ONA, we have also hospitals internationally certified by the Joint Commission

International and the QMentum International.

Checking processes for certification embraces patient security criteria in all areas, including structural and caring aspects, communication between activities, etc.

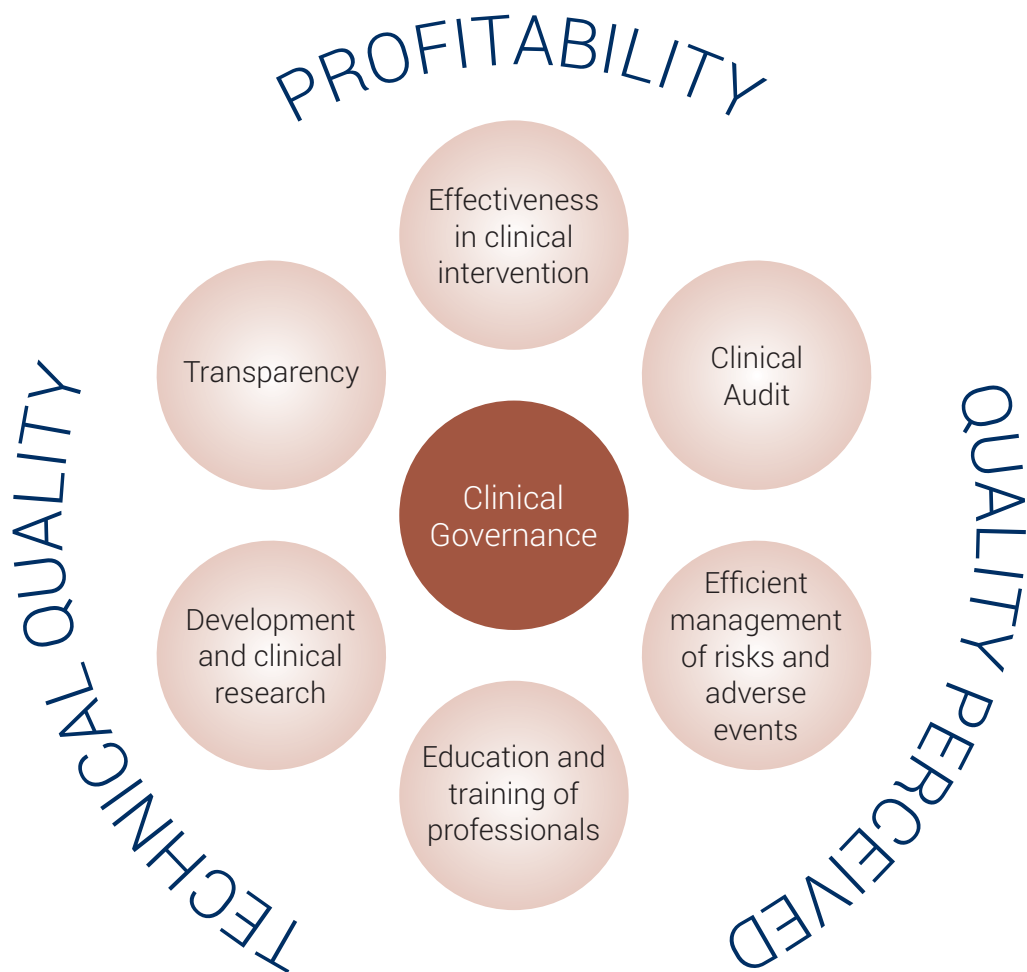
Of the 33 hospitals of the Rede D'Or São Luiz, 27 are certified. See on page 36.

Process Standardization

Three years ago, the Rede D'Or São Luiz, in order to implement its growth plans and fully achieve its strategic goals, casted the Sharing Service Center – CSC, aiming back office standardization and centralization of the following areas: Information Technology Resources Support and Management (IT), Indirect Supplies (service hiring, for example), Personnel Department, Accounts Payable, Treasury, Accounting, Tax and Register. This movement granted the company a greater agility in the administrative processes flow, implementing controls, reducing frauds, reducing costs, among other benefits.



Standard Processes contribute to a sustainable growth of the business





Economic-financial performance

Added value in 2016 totalized R\$ 5,584 billion, distributed among government (14,7%), collaborators, as remunerations, social charges, profit sharing, among other benefits (44,9%), stakeholders (4,8%), restricted earnings (9,8%) and operational costs (25,8%). The amount with taxes, fees and contributions destined to federal, state

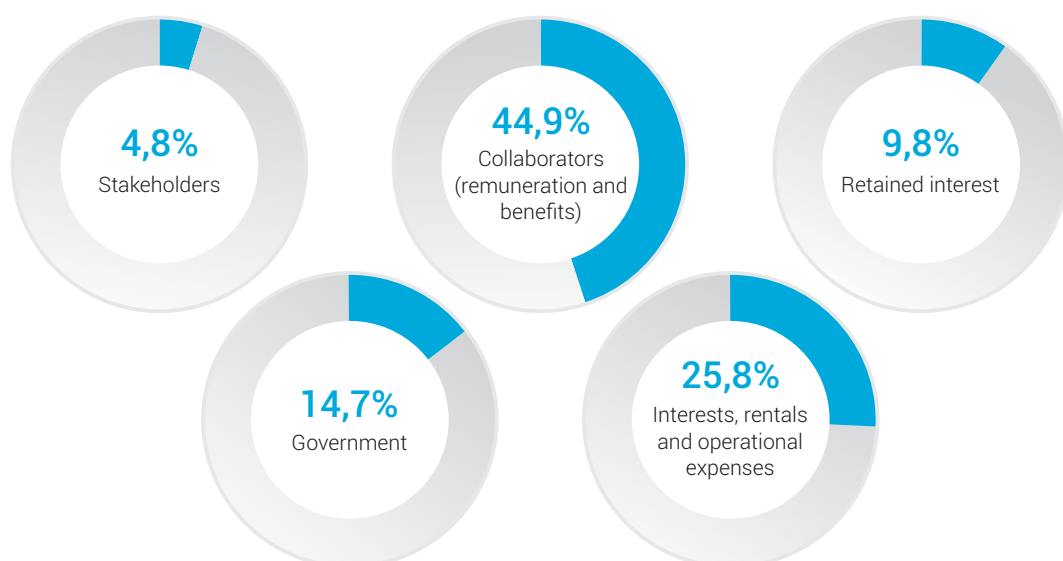
and municipal governments was R\$ 819 million, equal to 14,7% of all wealth generated by the Rede D'Or São Luiz in 2016. <G4-EC1>

The consolidated economic-financial performance of the Rede D'Or São Luiz and the controlled

Distribution of Added Value <G4-EC1> (in R\$ thousands)

	2015	2016	% do total de 2016
Generated Economic Value			
Revenue	6.866.733	8.407.614	
Distributed Economic Value			
Personnel and social charges	2.013.613	2.509.772	44,9%
Interests, rentals and operational costs	995.778	1.439.445	25,8%
Federal and municipal taxes and contributions	686.196	819.257	14,7%
Dividends and interests on own equity	181.183	269.283	4,8%
Retained profit for reinvestment	568.968	546.675	9,8%
Total	4.445.738	5.584.432	
Generated Economic Value minus Distributed Economic Value	2.420.995	2.823.182	100%

The detailed demonstration of Added Value is available in Financial Statements.



Financial support received from the government (R\$ thousand) <G4-EC4 | G4-EC7>

Financial support from the government is made through tax incentive mechanisms to sport, culture, audiovisual and children and adolescent's rights funds and councils, which, in 2016 totalized R\$ 8,05 million.

	R\$ - 2015	R\$ - 2016
Culture Incentive Law – The Rouanet Law	1.448.000,00	3.555.623,44
Culture Incentive Law – ISS	1.175.890,73	1.600.000,00
Audiovisual Law	--	1.295.000,00
Sport Incentive	--	1.000.000,00
Municipal Fund of Children and Adolescent's Rights - Fumcad	--	502.377,78
State Council of Children and Adolescent's Rights – Condeca	--	100.000,00
Total	2.623.890,73	8.053.001,22

Indirect economic impacts <G4-EC7 | G4-EC8>

The company performance has positively impacted local communities, offering an opportunity of social and economic development in its surroundings, mainly generating jobs, the installation of new trades and servicers, and accordingly, improving the demand of the offered structure and services.

Hospital São Luiz – São Caetano do Sul, for example, generated around 1.500 direct jobs, in addition to providing several indirect jobs in the local trade and services sector, restaurants, small markets, bakeries, newsstands, flower shops and small shops. From the unit's maintenance standpoint, outsourced services emerged, thus incrementing the municipal dynamics. During the

construction phase the new hospital provided 30 months of direct and indirect jobs in the civil construction.

Investments

The investments made by the Rede D'Or São Luiz in 2016 totalized approximately R\$ 1,025 billion. Resources were applied mainly in expansion works, refits and purchase of new units, increasingly enlarging our healthcare capacity and quality of services.

Investments' Evolution

Natureza (R\$ mil)	2012	2013	2014	2015	2016
Expansão	632.021	146.223	326.129	741.632	884.000
Manutenção	14.003	71.869	111.289	162.069	141.000
Total	646.024	218.092	437.418	903.701	1.025.000



R\$ 880 million were invested in expansion and the remaining R\$ 145 million in maintenance

**The Hospital Barra D'Or**

Hospital Barra D'Or pioneered, on February 2016, an exclusive unit for pediatric emergencies, including support for stabilizing severe cases.

This new service sought to unite the quality of professionals to the agility in servicing small patients. Such new structure includes: six medical offices, suture, plaster, laboratorial exams collection and trauma rooms; seats for medication/nebulization; monitored rest beds, internal kids space, toy collection, exclusive entry for severe cases, physical structure for servicing

7.000 patients/month in its 560 m² and own image e sector with digital radiology and ultrasound.

The Hospital Caxias D'Or

In 2016, Hospital Caxias D'Or opened a state-of-the-art maternity to service the population of the Baixada Fluminense, Metropolitan Region of Rio de Janeiro, offering follow-up in all phases of pregnancy, from the simplest to the most complex pregnancies.

The Obstetric Center is integrated to the Surgery Center, assuring agility and total support for any occurrence during parturition. If needed, the Neonatal ICU has a specialized team and advanced technological resources, ready to treat newborns



needing special care. The Maternal and Child Hospitalization Unit has modern accommodations, totally prepared to receive up to 165 mother and children/month, besides the tranquility to be totally integrated to the hospital complex.

The Medical Center of the Hospital Caxias D'Or consolidated itself this year as a reference in ambulatory care in the Baixada Fluminense. With over 2.500 care services/month and more than 30 specializations, the Caxias D'Or offers integral care to its patient, at all levels of clinical and surgery complexity.

The Hospital Quinta D'Or



In 2016, the Quinta D'Or inaugurated the Breast Center, a unit specialized in diagnostic and treatment of breast cancer. It offers what is most modern in the prevention and breast image diagnostic, including digital mammography with tomosynthesis, and innovating technology that provides a greater detection of subtle lesions, presenting a lower rate of patients returning for complementary studies. It is the first Breast Center in Rio de Janeiro for holistic care. With the security and comfort of the Hospital Quinta D'Or, is internationally certified and offers also support in surgery and adjunct therapy.

The Hospital Copa Star



Opened in October 2016, the Copa Star is an enterprise integrating sophistication to luxury and state-of-the-art technology at the service of the patient's health. Inpatient suites provided with the **Smart Hospitality** technology enables the patient to control room's automation, make telephone calls to his/her doctor and relatives, talk to the nursing and hotel services team, in addition to exam consulting by the assistant doctor by an application available in iPad, specially developed by the Rede D'Or São Luiz for the Copa Star.

The hospital's Surgery Block was designed to meet the needs of top-complexity surgeries, including high technology in medical equipment, such as a 115 m² robotics room, hybrid room and integrated surgery room with magnetic resonance.

Almost 250 works of art make up the Copa Star's collection, integrating the decoration of the exquisite hospital settings. Pursuing its sophistication concept, the Copa Star offers a high gastronomy service that contributes to the patient's recovery and to the comfort of doctors, visitors and companions.

It also assembles a highly qualified and prepared team of professionals. O Copa Star stands out for offering an environment of comfort, peace and customized service, both for patients and companions.

The Hospital Niterói D'Or

The Niterói D'Or started in 2016 to plan a great expansion of the hospital, including the construction of a new 16-floor building. Works started in October and forecast two execution



phases. On the first, the number of beds will increase from 60 to 180. The new annex will be ready in 2019, with capacity to service 12 thousand patients per month at the emergency care. In the Human Resources area, hiring may reach over than 2.000 new collaborators, generating job opportunities in the region. According to the project, the hospital will have its hospitalization capacity increased in more than 400%, upon the works total conclusion.

The Centro de Ensino e Treinamento IDOR



As important as offering a quality healthcare is promoting a continued education to collaborators with the infrastructure they deserve. Therefore, in 2016, a four-story building next to the Instituto D'Or de Pesquisa e Ensino (IDOR) was renovated, exclusive for training. It is named Centro de Ensino

e Treinamento IDOR, with realistic simulation classes, laboratories for behavioral training and structure of mannequins for emergency specific procedures and other procedures. For years now the Rede D'Or São Luiz has been working with professional training, but not centralized in a single site as such. Today, each hospital has its continued education nucleus, responsible for promoting courses to the unit's collaborators. With the courses existing at the hospitals and the IDOR, and now, with the Centro de Ensino e Treinamento IDOR, the Rede D'Or São Luiz is becoming a pole of education, teaching and research on health in Brazil. In addition to these achievements, the next goal is to build, up to the end of 2017, a Realistic Simulation Center also in São Paulo.

The Hospital Memorial São José



In April 2016 the Hospital Memorial São José was purchased, with 158 beds and 913 collaborators. The hospital's physic infrastructure is composed by six buildings, state-of-the-art equipment and one of the

most complete diagnostic centers in Brazil. All this allows the patients to make in the hospital itself any exam or procedure. In addition, the unit offers adult, pediatric, neonatal and coronary ICU's and three surgery centers.

Also in April 2016 the Rede D'Or São Luiz purchased the companies Maximagem Diagnóstico por Imagem and Serviços de Hemoterapia ("Hemato").

The Hospital viValle



In São José dos Campos, in the State of São Paulo, the Hospital viValle concluded the unit's expansion works. The new structure made it possible to triple its service capacity, now with 151 beds, 46 of ICU and 12 operating rooms. The service capacity raised to 216 thousand patients per year.

For 2017, the Hospital viValle foresees an expansion of about 30% of the Emergency Medical Unit's service capacity. The space was reorganized and a service flow based on the Smart Track model was adopted, the new Emergency Medical Unit will have an exclusive area for orthopedic services, a greater number of medical offices, thus expediting the first consultation, the implantation of more observation and emergency beds with a complete structure and new isolation beds.

The Hospital Villa-Lobos

At the São Paulo's capital, the Hospital Villa-Lobos opened an Outpatient Medical Center, with 12 medical offices and services in more than 20



medical specialties, and enhanced its service capacity to receive 12 thousand people per month. The emergency room underwent changes to receive the Smart Track service methodology, which gives more agility to urgency and emergency cares.

The Hospital Sino Brasileiro



The Sino Brasileiro unit, in Osasco, in the Great SP, was granted bed expansion and new services. The expansion allowed an increase of beds at the Adult ICU and the inpatient's units. Special attention was dedicated to the mother-child segment, with the construction of a Pediatric and Neonatal ICU, in addition to a new maternity with differentiate hotel services. The obstetric emergency room was totally revitalized and its structure is more humanized and friendly.

A new surgery center was built and expanded, increasing the number of rooms, now wider and equipped with state-of-the-art technology. A new diagnostic center with hemodynamics, tomography and magnetic resonance was implanted, in addition to a complete outpatient medical center with several clinic and surgery specialties, and one bariatric and metabolic surgery specialized unit, thus enabling a complete and good service in a single place, making us a reference in the region.

The Hospital São Luiz – São Caetano do Sul

In the ABC region, in São Caetano do Sul, the works of the Hospital São Luiz – unit São Caetano do Sul progressed. The project foresees altogether 36.208 m² of constructed area divided in 12 floors and two basements. Up to December 2016 more than R\$ 142 million were invested in the works, and the expectation is that by the total conclusion of the project the value may reach R\$ 255 million.



Opening is forecasted for June 2017. It will be more than 290 beds of general hospital and maternity, 80 adult, 15 pediatric and 24 neonatal ICU's. In full activity, the unit will generate in the city about 1.500 direct jobs, in addition to the medical team and outsourced support services. The Hospital São Luiz – São Caetano do Sul foresees to service all kinds of specialties, highlighting cardiology, orthopedy and general surgery. Moreover, the unit will count on the best in technology for diagnostic, with magnetic resonance and computerized tomography equipment.

New purchasings

In 2016, two new hospital were acquired in São Paulo: Hospital Ribeirão Pires and the Alpha Med. With 58 years of existence, the Hospital Ribeirão Pires, in the São Paulo Metropolitan Region has

140 beds and services in more than 30 specialties in General Hospital, Emergency Room, Exams, Maternity, Adult, Pediatric and Neonatal ICU services. Hospital Alpha Med was founded in 1969, in the center of Carapicuíba, always servicing the population of the region. Today it has 56 beds, and among the leading specialties are orthopedy and rehabilitation, gynecology and obstetrics, pediatrics, medical clinic and general surgery, in addition to several specialties in outpatient care.



Hospital Ribeirão Pires



Hospital Alpha Med

In Distrito Federal, at the end of 2015 and beginning of 2016, the Hospital Santa Helena was acquired, a reference unit in Brasília, with 45 years of existence and ONA certified.





Innovation and Technology

To support its growth plan, the Rede has been constantly investing in innovation and information technology. In 2016, the company allocated R\$ 92,5 million to technological infrastructure modernization and updating, seeking maximum return and control of several operations involving the business. The focus of investments is to further improve the quality of services, by a continued improvement of processes, aiming to reduce costs, the use of materials and natural resources.

The Largest Robotic Center



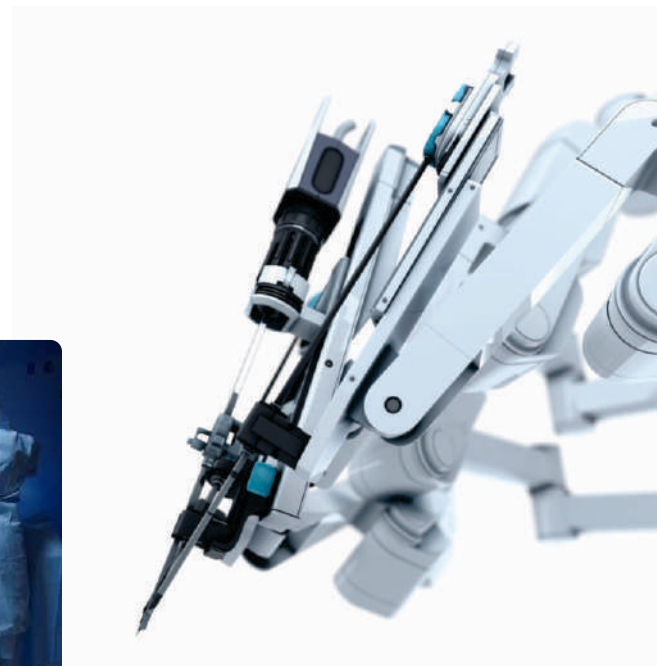
Robotic surgery has been progressing to become a procedure increasingly more accessible to Brazilian hospitals. Nowadays, the Rede D'Or São Luiz is the company that most offers the robotic surgery service in the country. Such kind of procedure is known for being less invasive and providing the patient with less hospitalization time, and is considered as one of the most notable technologic achievements in medicine.

The Rede D'Or São Luiz has da Vinci® robots spread throughout São Paulo, Rio de Janeiro and Pernambuco. No other organization has such technology available in several hospitals. The

“

Technology is present in all units, with state-of-the-art equipment for diagnostic, treatment and surgery.

”



equipment command is made by a surgeon using a joystick (control) to make precise movements and reach positions that are difficult to be reproduced by a human fist. Incisions are similar to those of the traditional video surgery. With high definition and 3D technology, the images gain amplitude and reach 10x the size when visualized, offering a greater depth, high color contrast; it inhibits human tremors and provide the surgeon with a great ergonomic comfort. Robotic surgery is an option of minimally invasive procedure that services several specialties, among them, urology, general surgery, gynecology, chest, head and neck and cardiac.



Social Performance

We closed the year with a work force of over 38 thousand own collaborators, and increase of 11,7% when compared to 2015 (34.426) and about 14 thousand outsourced workers. In view of the Rede's rapid expansion, we have worked to strengthen our rapprochement with employees, to disseminate our organizational culture and reinforce the development instruments of our professionals.

In September 2016, an organizational climate research was carried out, pointing a favorability rate of 77%, indicating that we are on the right path. Collaborator's degree of satisfaction, measured by the organizational climate researches will be used in 2017 as a company's important instrument for elaborating action plans and defining priorities, in order to provide constant satisfaction and motivation in the work environment.

In 2016, several aspects related to people management were developed. Among the improvements carried out in the year, stands out the implementation process of the new structure of posts and salaries of the hospital units and the reframing and standardization of health risk and hazard additional payments. Another action developed that will result in improvements in people management, is the Conecta D'Or, a corporate project whose main objective is to assure business growth sustainability by processes optimization, mainly those related to the Supply, Human Resources and Financial areas, and information quality and integrity increase. This new platform will allow data and processes integrated in a single system. Thus, information that previously was scattered in other systems will be reunited and consolidated in a single databank. Training teams, for example, will access reports and may perform a centralized follow-up, including

“

38.478 own collaborators reunited in a single purpose: promoting health and service the people's needs.

”



the control of courses catalog, enrollments for training through the HR Portal, presence list, efficacy assessment and certificate issuing.

Highlights of the year

In the People Management area stood out in the year:

- Follow-up Panels: revision of the goals as established on corporate and units' follow-up panels, seeking a greater representativeness of the Technical Quality and Research indicators, aiming to increase and improve the business' results.
- Assessment: start of the Profile and Potential Assessment process of 70 leaders of the company, allowing to identify development opportunities in competences and leadership styles, as well as to accelerate promptness for the succession of most senior posts.
- Integration of new collaborators: in 2016, stands out the revision of new collaborators integration programs, in order to widen the welcome step, more consistent and adherent to the Rede D'Or São Luiz' moment and strategy.
- "Sense of owner": concept alignment and definition of "owners" of result centers in

key-areas of hospital care, such as the Emergency, ICU, Surgery Center, UNI, Pediatrics and Maternity sectors, so that medium level leaders may assume the posture of always doing whichever is necessary to reach the expected results in the sector.

- Opening of the Training Center with Realistic Simulation (CTSL): making feasible practice tests in the Recruitment & Selection processes, thus guaranteeing a better technical and behavioral quality of selected candidates.

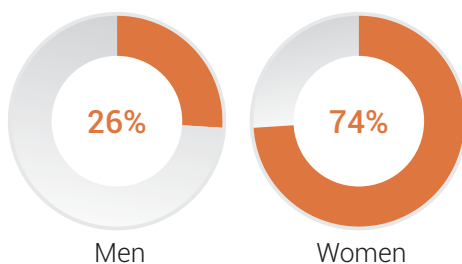
Collaborators Profile

<G4-10>

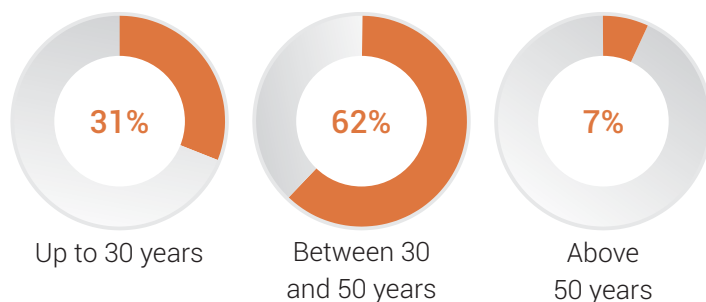
Women in the Rede represent 74% of the collaborators' total. The composition of our personnel is majorly formed by nurses and technicians, functions that, historically, are performed by women. This reflects directly on the entire personnel, of which the great majority is women.

As to the personnel by age range, collaborators between 30 and 50 years represent 62% of the total, followed by age range up to 30 years (31%) and, eventually, professionals above 50 years, which correspond to 7% of the total.

Employees by gender (%)



Employees by age range (%)



Hirings in 2016 <G4-LA1>

Region	Below 30 years				Between 30 and 50 years				Above 50 years			
	Male		Female		Male		Female		Male		Female	
	Total	Taxa	Total	Taxa	Total	Taxa	Total	Taxa	Total	Taxa	Total	Taxa
Southeast	1.426	79,3%	2.894	78,4%	1.198	82,2%	3.558	81,8%	86	87,8%	150	95,5%
Center-west	203	11,3%	430	11,7%	117	8,0%	381	8,8%	8	8,2%	4	2,5%
Northeast	170	9,4%	366	9,9%	143	9,8%	410	9,4%	4	4,1%	3	1,9%
Total	1.799	100%	3.690	100%	1.458	100%	4.349	100%	98	100%	157	100%

Resignations in 2016

Region	Below 30 years		Between 30 and 50 years		Above 50 years	
	Male	Female	Male	Female	Male	Female
	Southeast	968	1.940	925	3.012	79
Center-west	179	328	138	517	12	29
Northeast	121	272	172	477	30	41
Total	1.268	2.540	1.235	4.006	121	319

Turnover rate in 2016 <G4-LA1>

The average personnel turnover rate registered in 2016, was 28,7%, 11.551 new collaborators were admitted and 9.489 resignations took place.

Region	Below 30 years				Between 30 and 50 years				Above 50 years			
	Male		Female		Male		Female		Male		Female	
	Total	Taxa	Total	Taxa	Total	Taxa	Total	Taxa	Total	Taxa	Total	Taxa
Southeast	2.394	3,3%	4.834	6,6%	2.123	2,9%	6.570	9,0%	165	0,2%	399	0,5%
Center-west	382	0,5%	758	1,0%	255	0,3%	898	1,2%	20	0,0%	33	0,0%
Northeast	291	0,4%	638	0,9%	315	0,4%	887	1,2%	34	0,0%	44	0,1%
Total	3.067	4,2%	6.230	8,5%	2.693	3,7%	8.355	11,4%	219	0,3%	476	0,6%

Recruitment and selection

In the recruitment and selection processes, the company seeks to provide opportunities for its internal public, by publicizing the vacancies available through internal communication channels. As part of the selection process for the hiring of the employees that would work in the Star Cup, for example, internal recruitment was opened at the regional units in Rio, in order to provide

opportunities for the "homegrown" of Rede D'Or São Luiz.

The received curricula are evaluated according to the job profile and the respective technical and behavioral competencies that are required for the job. In situations where internal candidates do not meet the desired profile, the company uses the labor market.



R\$ 2,5 billion was the total of wages and benefits paid-up in 2016, by the Rede D'Or São Luiz to its collaborators



Remuneration and benefits

<G4-EC5>

In an annual basis, the company carries out researches to investigate health sector remuneration averages in all regions of the country in order to keep on adequate thresholds the values paid to employees. Posts are remunerated based on their complexity nature, as well as on the needed knowledge requirements to perform the functions. In 2016, the total of salaries and benefits paid-up – as medical and dental care, life insurance, among others, was R\$ 2,5 billion, including mandatory social charges.

Main benefits awarded

<G4-LA2>

Both salary policy and the benefits offered to collaborators are aligned with the labor market practices. Minor trainees receive a grant and help for transportation.

Benefits granted to employees

Medical and dental care insurance: a benefit granted to employees, with co-participation and extensive to dependents. Employees' participation varies from 0% to 10% of the insurance cost and is deducted from payroll.

Meal at work site, for health professionals servicing directly in hospitals.

Meal ticket: granted to all employees without access to cafeteria, irrespectively of wage range. Benefit is temporarily suspended in cases of sickness, accident and maternity leave, and holidays period.

Participation in Results Program: annually, benefitting all employees, is the payment of a portion of the company's results.

Covenants: deductions in language and informatics courses, gym academies and others.

Incentive to Education: the company partially reimburses expenses with graduation and post-graduation courses, from criteria such as the relation of course with the activity performed by employee, as well as his/her good performance.

Climate management

Each two year, the company carries out a research for assessing the organizational climate and measuring collaborators' satisfaction level under several aspects, among them:

Management	Work frame and relationship	Prestige and identity
<ul style="list-style-type: none"> ■ Managing skills ■ Care with team ■ Integrity ■ Apprenticeship and recognition 	<ul style="list-style-type: none"> ■ Labor conditions ■ Development career ■ Remuneration and collaboration 	<ul style="list-style-type: none"> ■ Image ■ Nature of work ■ Social and environmental liability ■ Environment and health

Last research took place in September 2016 and had the adhesion of 76% of eligible collaborators. The result was positive and pointed out a 77% satisfaction rate, 8% above the previous research. The information collected is being examined by Human Resources teams, in association with area leaders, to define the improvement actions to be implanted over 2017.

Organizational Climate Results

	2014	2016
Eligible	30.918	32.825
Respondents	17.200	24.895
RDSL Adhesion	64%	76%
RDSL Favorability	69%	77%

Labor Relations

The company acknowledges unions as the rightful and legitimate representatives of its collaborators, to whom they shall forward their claims, and with which the company has labor collective

negotiations. Such negotiations are approved in meetings held by professional unions, with the free participation of employees. In the collective negotiations, there is no service of process about minimum deadlines for notifications on significant operational changes and/or dispositions related to consultations and negotiations. <G4-LA4>

In percentages, 20% of health and security topics are discussed in collective agreements, since the unions and the company understand that the Regulating Rules of the Ministry of Labor are rightful and legally constituted to regulate the theme. <GRI-LA8>

Nowadays we interact with approximately 60 unions representing several categories, in their respective territorial bases, and the leading ones are the Union of the Health Services Establishments Employees and the healthcare categories unions, such as physicians, nurses, nursing auxiliary and technicians, dieticians, among others. The Rede's collaborators at large are represented in collective negotiations. The company is committed to respect the collaborators' rights to be members of classes associations, as well as to make collective covenants. <G4-HR4>

Labor Health and Security (SST)

Labor Health and Security is one of the social guidelines within the Rede D'Or São Luiz Sustainability Policy, whose priority is to prevent accidents, incidents and occupational diseases, aiming to assure collaborators' health and well-being. The company complies with the applicable legal rules and seeks to implement the best management practices in order to standardizing processes, improving performance and contributing to risks reduction.

During 2016, a series of actions were implemented to reinforce the importance of the theme health and security to collaborators, such as: training at work site focusing accidents prevention and reduction; signaling of EPIs use practices; attention at work and circulation in hospital facilities; reconstitution of labor accident for analysis and investigation involving the injured party, labor security and area manager; indicators control and monthly meetings with the labor security teams for actions following-up.

Action Plan for the New Hospitals

As new units are incorporated to the Rede, we have gradually extended our management practices. In 2016, two new units were incorporated to the company's management, and they underwent a process of assessing the requirements related to health and security.

Moreover, the Labor Security teams have been strongly acting in disseminating the security

culture and the continued monitoring of the health and security indicators, which currently are controlled by the People Net, a management system allowing to monitor and follow-up by the web the data of carried out exams, medical assessments, environmental risk assessments to determine the necessary EPIs, among others. In 2017, such system will be replaced by a new platform, which is being developed for two years now by the Rede D'Or São Luiz. It is the Conecta D'Or, a project that aims to gather data and information of several areas, among them the labor health and security program, by the Protheus 12 system, whose focus will be process optimization and information quality and integrity increase.

On account of the Conecta D'Or Project implantation, a series of data and information related to health and security management was revised by the Corporate SESMT aiming to improve management, by identifying potential risks to the employees' health and, accordingly, defining measures for mitigating such risks, the management of mandatory committees and the security and fire management of all units, including issuance of emergency plans by same.

Health and Security Committees

<G4-LA5>

In 2016, the company closed the year with the totality of collaborators represented in formal health and security committees, formed by professionals of different hierarchical levels.

Committees	Total of employees	Representation of Total no. of employees (%)
CIPA	1.639	4,7
Fire Brigade	7.254	21,8
The NR 32* Multidisciplinary Committee	183	0,54

* The NR 32 multidisciplinary committee is focused on analysis and action in accidents with sharps material within the hospital environment. Such committee is composed by the following areas: Nursing, SESMT, SCIH, Continued Education, the CIPA Vice-President, Hotel Services, the unit's Board of Directors and Purchases. Some units absorb this committee by the CIPA, because the CIPA's members belong to the quoted areas.

Health and Security indicators

<G4-LA6>

In 2016, the company recorded 536 accidents with leave and 477 without leave. It was verified that from 2015 to 2016 there was an increase on the rate of accidents with leave, which reflects on the injury rate (severity). The SESMT teams are analyzing each case and the Health and Security corporate area is defining a checklist standard model for accident verification and investigation, among other specific actions in each unit, upon the leading indicators, as for example:

- Labor security guide book;
- Training at the sharps material handling sector with security devices;
- Training and orientation for a safe circulation in hospital facilities;
- Campaign for EPIs use;
- Weekly informative on security orientation;
- Security inspections with preventive focus.

Indicators	Region / State			
	São Paulo	Rio de Janeiro	Brasília	Pernambuco
Accidents with leave	179	278	44	35
Accidents without leave	154	235	77	11
Lesion rate (TL) (1)	550,91	585,70	275,55	294,84
Occupational diseases rates (TDO)	1.7	6.06	6.66	6.67
Days lost (2)	1245	898	154	160
Days lost rate (TDP)	24,44	25,68	3,65	5,79
Absenteeism rate (TA)	42,2	47,5	30,7	34,4
Number of deceases	0	0	0	0
Frequency rate of accidents with leave (3)	110	131	79	64

(1) Injure rate of typical accidents with leave;

(2) Days lost of typical accidents;

(3) Frequency and severity rates refer to each 1.000.000 (one million) man/hours worked according to NBR 14.280.

High incidence or high risk of diseases related to your occupation

<G4-LA7>

The health area, due to the nature of the services, has professionals performing occupational activities presenting biologic risks by reason of the probability of an adverse event. Such risks are mitigated by the company with constant training on the importance of the correct use of individual protection equipment, according to the Program of Environmental Risks Prevention - PPRA, the installation of collection recipients for sharps material disposal next to the location where the procedure is carried out; vaccination campaigns, quality control of hospital air, among others. According to the legislation, collaborators subject to exposure by biological agent receive 20% medium degree health risk premium.

Other highlight in Pernambuco is Hospital Esperança Olinda, whose Program Health in Focus provides monthly meetings and, after each lecture, a healthy lunch. At the Hospital São Marcos a campaign against smoking was carried out in 2016, and folders were distributed during all periodic exams.



Life Quality



The company's actions for the collaborator's quality of life include programs for managing chronic disease, such as arterial hypertension, diabetes and obesity. At the Hospital Barra D'Or, is offered the Program Keep up with Your Health (Cuida D'Or) with the participation of 30 people with HAS, diabetes and obesity which meet monthly during six months. Moreover, there is the Program to Live Well, with monthly lectures and physiotherapist-supervised stretching.

The Hospital Esperança, in Pernambuco launched Project Academy on Measure, with functional activities twice a week and follow-up with endocrinologist and dietician, and a light dish.

At Hospital viValle stands out Program Live Healthy viValle englobing hypertensives, diabetics and obese; Program Cine Pipoca viValle, providing to collaborators a film session in rest time, Program anti-Smoking, with lectures with guidance upon the program at the region's health basic units, and those willing to join the program are referred to the City Hall.

Some units have also stress management programs. Hospital São Luiz – unit Anália Franco offers laboral gymnastics, quick massage twice a week and Labor Psychology (individual care from Monday to Friday). At the Barra D'Or Hospital is

also a program for stress combat called "Anti-Stress Circuit" – monthly, carried out by psychology and physiotherapy.

Although some units do not have specific programs for alcohol addicts, some units offer psychologists support, as for example, Hospital São Luiz – unit Morumbi, which gives all support.

Awareness Campaigns

In 2016, some campaigns were developed over the year by the hospitals and the Rede's other companies.

"Pink October and Blue November"

In October, the breast cancer awareness month, hashtag #SeLigueNosSinais was created, emphasizing the importance of early detection of the disease. At the Quinta D'Or, patients told stories of overcoming and a make-up workshop was carried out. In November, the Oncologia D'Or, a division of the Rede D'Or São Luiz specialized in cancer made partnerships with the Rede's hospitals in Rio de Janeiro for the promotion of lectures on prostate cancer. At the Oeste D'Or Program Live Well mixed Pink October and Blue November, approaching prostate cancer, breast and cervical cancer. The Norte D'Or promoted a campaign emphasizing that care should be given all months and not just in November. The same

occurred at hospitals Caxias D'Or, Barra D'Or, and Rios D'Or, which promoted awareness lectures to collaborators.

#SeLigueNosSinais - Pink October

In the last issue of the Pink October campaign, the D'Or Oncology team produced a video about breast cancer displayed by a week in the women's cars of the subway in Rio de Janeiro, reaching 3 million people. In addition, it provided a booth with nurses asking questions of the population on the subject.

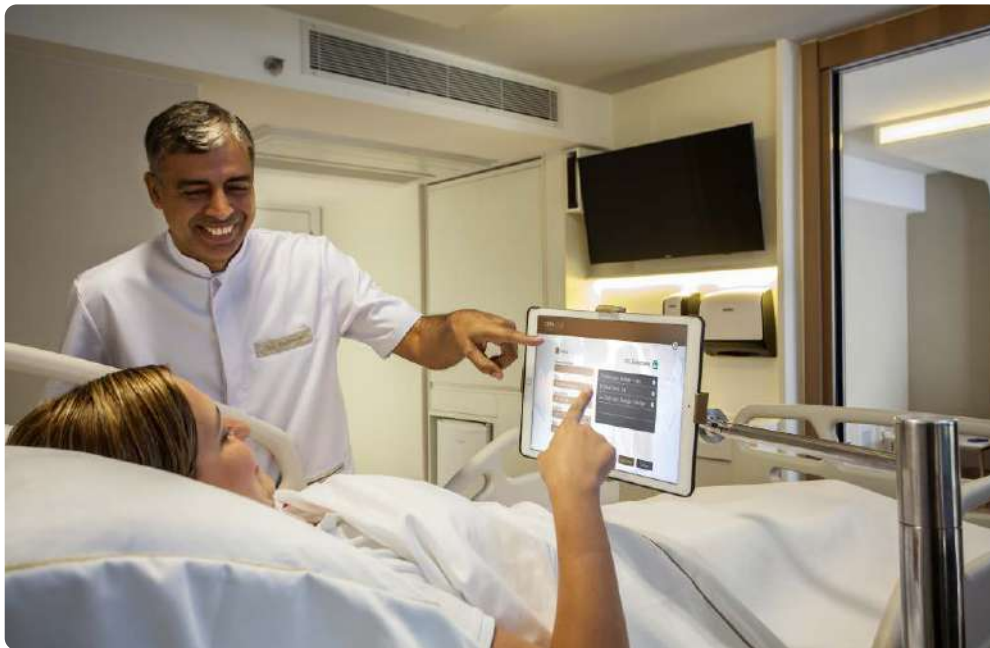
To emphasize the importance of the subject the team of D'Or Oncology also created a campaign to raise awareness of breast cancer with the distribution of shirts with the words "BREASTS, we just want to get your attention." We had the engagement of various artists and influencers who wore the shirt and shared photos on their social networks. Already in the Blue November campaign, a video on prostate cancer was broadcast every month

New Campaigns

For 2017, the company intends to start corporate campaigns "Rede against Dengue", "Prevent yourself against the Flu" and "Perfect Heart", in addition to breast and prostate cancer campaigns, as made in 2016.



Developing Talents



At large, the company has sought to evolve the quality of the relationship with its collaborators and for this has expanded efforts to place it at an excellence level. One of the work focuses has been the reinforcement of leadership role in people management. Before the challenge of growing and forming successors, in 2016 the company increased its training and development actions and elected as priority the formation of leaders for its growth. To prepare such future leaders, the company structured corporate formation programs. Candidates are selected within a profile of requirements consistent to the challenges of the company that seeks to qualify them, promoting the development of their professional potential.

In 2016, 37 executives of the Rede (general, executive and corporate directors), in addition to 69 professionals among medical, operational directors and selected managers underwent such formation aiming identification and development of talents. The main leaders' development front has four stages. The first one includes a self-assessment and a 180° assessment. Other fronts include activities such as face-to-face interviews, individual devolutive and, finally, the recommendation of the individual development plan.

In addition to such actions for the formation of new leaders, Human Resources has been

propelling the capacitation program focused on team and relationship management, which covers as of people selection, how to integrate a new collaborator, performance assessmentn, feedback to collaborator, up to how to dismiss a team member. The program is named the Managers Academy, divided

in four modules (Interview by Competence and the First 90 days; Performance Management; Engagement and Dismissal and services all levels of managers.

Training and Education

<GRI-LA9 | G4-LA10 | G4-LA11>

In the health sector, people development is essential, having in view the need to learn new techniques due to technic-scientific updating, routine and procedure revision and the use of new technologies. Health professionals deal with a range of specific knowledge and therefore need to be constantly aligned with the best practices and adequate updated tools to perform their activities, directly reflecting on the enhancement of healthcare. Therefore, the company invests continuously in its personnel capacitation.

In 2016, the Rede D'Or São Luiz invested R\$ 10,4 million in training and development, 11,1% more than the previous year. In the continued education area, depending on the good professional performance and the relation of the course with the activity practiced, the company partially

reimburses expenses with graduation, post-graduation and language courses, In 2016, R\$ 1,38 million were destined to subsidize graduation, post-graduation, language and training courses.

Still focusing the collaborator's development, in 2016 was inaugurated the Centro de Ensino e Treinamento IDOR, with realistic simulation classes, laboratories for behavioral training and mannequin structures for specific emergency procedures. For years now the Rede has been working with training courses, but not as centralized in a single site. Previously, each hospital had its nucleus of extended education, responsible for promoting courses to the unit's collaborators. With the new structure, each hospital may use as it wishes, and courses for external public will be centralized at the Teaching Center. With the existing courses at the hospitals and the IDOR and now, with the Centro de Ensino e Treinamento IDOR, the Rede D'Or São Luiz is becoming a pole of education, teaching and research in health in Brazil. Alongside with such achievements, the next goal is to build, up to the end of 2017, a Realistic Simulation Center also in São Paulo.

Seminar on Caretaking Practices

In July of the current year, the Rede D'Or São Luiz promoted in São Paulo, the 1st National Seminar of Caretaking Practices for health professionals and students. Its objective was to disseminate the Rede's quality and security good practices, focusing patient care. Doctors, pharmacists, nurses and dieticians participated therein and talked about performance management, patient security and caretaking protocols.

Performance Management <G4-LA11>

Each two year performance assessments and analysis are carried out to following-up the collaborators' evolution to support leadership in the development plans, as well as to identify potentialities. Assessments are carried out in two cycles: at the first, the assessments themselves and in the second cycle the development phase starts. Such assessments are made based on structured tools, taking into consideration corporate and individual objectives, as well as technical and behavioral competences. The leader establishes, jointly with the collaborator, objectives to be prioritized over the year and, after the cycle closure, feedbacks occur. In the last performance assessment, carried out in 2015, 27.748 collaborators were evaluated, representing 97% of the total eligible collaborators.

Opportunity Diversity and Equality

<G4-LA12>

One of the company's principles, included in the Code of Ethics and Conduct is the appreciation and respect to diversity, promoting an inclusive labor environment.

Function	2014			2015			2016		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Directors	41	14	55	47	12	59	53	13	66
Managers	40	74	114	77	117	194	88	122	210
Coordinators	265	657	922	260	603	863	286	654	940
Administrative/Other	6.028	14.296	20.324	6.271	14.963	21.234	7.028	16.818	23.846
Technicians	2.238	8.722	10.960	2.438	9.638	12.076	2.699	10.717	13.416
Total	8.612	23.763	32.375	9.093	25.333	34.426	10.154	28.324	38.478
%	26,60%	73,40%	-	26,40%	73,60%	-	26,39%	73,61%	-

Função	2014				2015				2016			
	Up to 30 years	Between 30 and 50 years	Above 50 years	Total	Up to 30 years	Between 30 and 50 years	Above 50 years	Total	Up to 30 years	Between 30 and 50 years	Above 50 years	Total
Directors	-	35	20	55	-	39	20	59		40	26	66
Managers	3	95	16	114	4	169	21	194	5	181	24	210
Coordinators	129	714	79	922	105	650	108	863	84	733	123	940
Administrative /Other	7.730	11.203	1.391	20.324	7.944	11.730	1.560	21.234	8.431	13.583	1.832	23846
Technicians	3.143	7.203	614	10.960	3.460	7.882	734	12.076	3.322	9.179	915	13416
Total	11.005	19.250	2.120	32.375	11.513	20.470	2.443	34.426	11.842	23.716	2.920	38.478
%	34,0%	59,0%	7,0%	-	33,4%	59,5%	7,1%	-	30,8%	61,6%	7,6%	-

Equal remuneration for Women and Men

<G4-LA13>

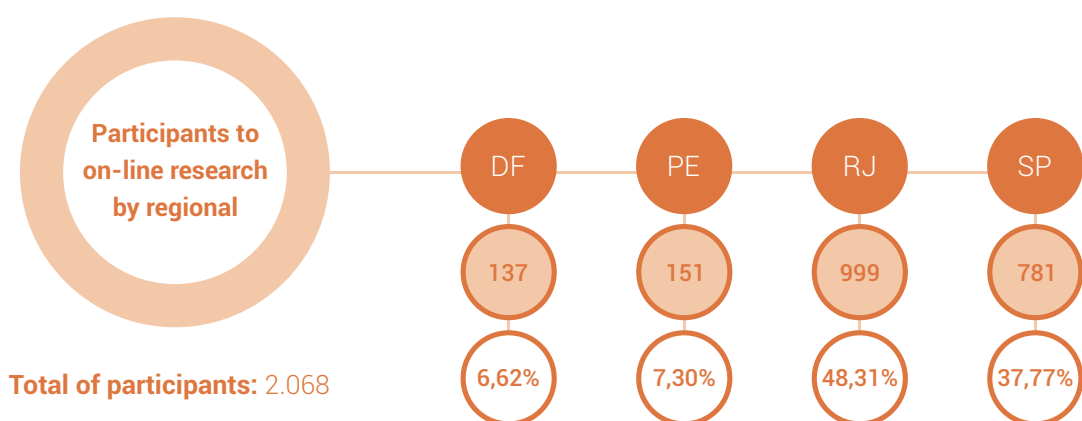
Functional Category	Men	Women
Directors	2,5%	0,4%
Managers	1,5%	1,7%
Coordinators	2,0%	4,3%
Administrative/Other	16,7%	41,3%
Technicians	6,5%	23,1%



Internal Communication

With the purpose of strengthening the relationship with the internal public, the Rede started in 2016, a project for developing a new intranet, aiming to meet the needs of collaborators of several areas and regions. During the planning phase, online researches, with the participation of 2.068 collaborators, and interviews with managers and other collaborators were carried out in order to

map what each area understood as indispensable within the intranet platform, which were the most used functionalities, and other questioning needed to start the project. In another phase of the new intranet planning, the Card Sorting technique was used to find out how users understand and organize a portal's information.



Single Platform

With the new tool, all collaborators will access, at the same place, all corporate information. It is expected that the unification of internal pages results in process optimization, since information will be available in a standard way to all collaborators. The objective is to guarantee an effective platform for a uniform communication between all the Rede D'Or São Luiz units.

In addition to an information tool, the intranet reframing aims to act as an aid mechanism to professionals, offering important services for the work routine. The company's policies are an integrating part thereto, as well as day-to-day material, documents and stationery.

Communication and Marketing

Aligned with the company's ethic principles, communication and marketing actions fully comply with the recommendations of the Federal Council of Medicine – FCM, by a Medical Advertising Manual (Resolution CFM nº 1.974/11).

The FCM rules are the guidelines to all our communications. The Rede is also aware to the rules governing advertising displays in radio, TV programs, newspapers, magazines and social networks.

In 2016, no non-conformity cases related to our advertising and communication activities, or to regulations and voluntary codes, or the supply and use of products and services were recorded.

<G4-PR2 | G4-PR7>

Human Rights

<G4-HR3 | G4-HR5 | G4-HR6>

The policies and procedures as recommended by the Rede D'Or São Luiz in defense of human rights are set forth in the company's Code of Ethic and Conduct, wherein the company restates its commitment with a responsible action with all the public with whom it relates.

Principles of the Rede D'Or São Luiz:

From the human rights standpoint, among the ethical conduct guiding principles, the company:

- Does not tolerate moral, sexual harassment or any such other kind of disrespectful or unworthy treatment.
- Rejects any kind of unworthy labor condition, such as forced work or infantile work exploitation;
- Repudiates any discriminating treatment by its collaborators by virtue of any kind of discrimination (racial, gender, sexual orientation, ethnic, mental or physic disability, religion, politic belief, social status or any such kind of discrimination). Whenever a discrimination case is evidenced, appropriate measures will be taken.

In 2016, no non-conformity occurrences related to human rights, infantile and forced work were recorded. The company's values are permanently disclosed by the Integration Program of the new collaborator and in the existing communications channels, however, it does not count the total hours of specific training related to human rights.

The company does not monitor the percentage of security personnel submitted to training on policies and procedures related to human rights,

however, the private security services hired by the Rede D'Or São Luiz are performed by specialized outsourced companies whose scope of actions is based on Law no. 7.102/83, Federal Decree no. 89.056/83 and Administrative Law no. 3.223/2013 of the Federal Police, which determine that security professionals are compulsory required to follow courses for practicing the function, and that Human Rights and Human Relations at Work are among the taught disciplines. Therefore, the knowledge, techniques, attitudes and abilities expected from these professionals for practicing the function with regards to Human Rights are based on the legislation.

<G4-HR2 | G4-HR7>

Combating Corruption

<G4-S03 | G4-S04 | G4-S05>

The company's anti-corruption guidelines are contained in the Code of Ethics and Conduct and the Anti-Corruption Policy. Several practices are adopted aiming to restrain frauds, mitigate risks of corruption and bribery conducts, among which stands out the corporate governance mechanisms existing in the company, the Ethic Rede Channel for independent denunciation and internal and external audits, in addition to permanent revision of processes and systems.

Next year the company will start a corporate process for assessing risks of corruption arising out of the interaction with public power and, up to 2019 will close such phase at its operational units. To inform the anti-corruption policies and procedures as adopted by the Rede D'Or São Luiz, and as part of the disclosure strategy, as of 2017 the company will include an anti-corruption clause in all celebrated agreements, and implant an anti-corruption statement mechanism for all new suppliers.

This year the company started a corporate training program on the Code of Ethics and Conduct and the Corporate Anti-Corruption Policy. The first

phase of training was destined to CEO's and to 3.392 collaborators acting as multipliers. In parallel, the communication area implemented a wide internal communication campaign on the Code of Conduct and the Denunciation Channel. In 2016, no case of corruption with a public body involving the Rede D'Or São Luiz was identified.

Ombudsman

<G4-SO11 | G4-EN34 | G4-HR12>

One of the Rede D'Or São Luiz Ombudsman channel leading attributions is to receive and analyze client's suggestions, complaints, compliments and denunciations related to the services rendered at the units. Services rendered are a basis for a management improvement, because monitoring complaints is constantly carried out, segmented by kind of subject. Such data is used for improving internal processes and is analyzed by several areas of the company, generating corrective and preventive actions, aiming to mitigate recurrent complaints.

In 2016, 50.893 manifestations (compliments, suggestions, complaints and information requests) were recorded in the Rede D'Or São Luiz Ombudsman system. Compared to 2015, the volume of records at the Ombudsman, even with the acquisition of new hospitals in 2016, had a reduction of 10%, considering the 56.493 records in 2015.

Out of the total number of complaints, care delay, posture and conduct of health professionals were the leading motives of recording with the Ombudsman. In 2016, the most demanded subjects at the Ombudsman were related to social and environmental issues, due to the noise coming from works at the units. There were 227 records, 210 of noise by virtue of works inside the units and 17 by reason of large works (construction).

In July 2016, the company reformulated at large the satisfaction research model carried out at hospitals, and now they encircle all care areas,

such as Outpatient, Exams, Hospital Admission, Maternity and First Aid. Up to December 2016, 152.594 researches on this new model were answered.

Total of manifestations heard by the Ombudsman

	2015	2016
Information	13.549	16.601
Compliments	10.375	8.048
Complaints	31.131	25.758
Suggestions	1.438	486
Total	56.493	50.893

Satisfaction

<G4-PR5>

The Rede D'Or São Luiz Hospitals, on a daily basis, carries out opinion polls on the services rendered. In 2016, 59.235 patients expressed their opinion upon client care. The satisfaction rate of such polls, carried out in 2015, was 95,6%, which evidences the patient's high level of reliability in relation to healthcare services rendered at our units.

The toll embraces questions related to reception, nutrition, accommodation, cleaning, **conciierge** (customized services to patient), nursing, anesthesia, medical team and exam services. The survey form is also applied in the maternity, with the appropriate adaptations, as for example, the nursery nursing team satisfaction degree.

Quality in the relationship with patients is assured by actions, such as the continued training of the service teams, constant monitoring of services and satisfaction tolls made by the Ombudsman team.

Prizes and Recognitions

Prizes

The IDOR is granted prize Visconde de Mauá for Health Management

In 2016, The Instituto D'Or de Pesquisa e Ensino (IDOR) developments were recognized by the Rio de Janeiro Commercial Association (ACRio), which awarded the institution the 2016 prize Visconde de Mauá for Health Management. The prize-giving ceremony was held on October 5th 2016 at the Casa de Arte e Cultura Julieta de Serpa and recognized the work of the leading institutions that, in the year, contributed to the increase quality level, comprehensiveness and efficacy of the medical care system in the city of Rio de Janeiro.

The Estadão Group newspaper– Empresa Mais

The Rede D'Or São Luiz was awarded for the second consecutive year the prize "Estadão Empresas Mais", granted to a list of Brazilian companies with the best results in 22 assessed sectors. The group won the first place in Health category.

The Valor Econômico newspaper– Prize Valor 1000

For the second consecutive year, the Rede won in the "best Health Services company" category, at the 16th edition of the Valor 1000, of the Valor Econômico newspaper, the most important vehicle for economy, finances and business in Brazil.

The Exame Magazine – Prize Melhores e Maiores



The 43rd edition of prize Melhores e Maiores, of the Exame magazine elected 20 companies that stood out during 2015 and the Rede D'Or São Luiz was the winner in the Health sector. The criteria evaluated were efficiency, profitability and profit. 3.000 Brazilian companies were analyzed, with the balance sheets and financial indicators thereof, to then reach the list of 20 highlights.

The Shared Services Center (CSC) had a very important role in making this prize a reality. Implanted in 2014, the CSC serves all hospital units of the group. Its structure allowed an average reduction of 40% in the administrative costs of the acquired units, in addition to a decrease of 7% in service hiring values, among other savings.

Recognitions

The Mark of the Cariocas (Rio's people) 2016

For the last seven years the D'Or trademark is the favorite in Rio de Janeiro in the category "Clinics and hospitals". The "Marks of the Cariocas" research is carried out on an annual basis as of 2010, by the O Globo newspaper, jointly with the Troiano Branding group and reveals the preference of the carioca's in several categories.

IDOR highlighted in international research



The IDOR's researchers team stood out in 2016 for the studies carried out for mapping the Zika Virus and establishing how it acts inside the fetus' brain, resulting in microcephaly.

The research developed by the IDOR was featured in the Science magazine, one of the most important scientific publications in the world.

Excellence Center in Bariatric and Metabolic Surgery



The viValle Hospital was internationally recognized as an Excellence Center in Bariatric Surgery by the Brazilian Society of Bariatric and Metabolic Surgery and Surgical Review Corporation.

The designation is a seal attesting that the set of administrative and service practices offered by the institution are adequate and aligned with the most recent regulations of good practices in the practice to patients eligible for the procedure.

Besides assuring an excellence service to the patients, the database power will allow certified institutions to develop knowledge in the specialty, thus opening possibility and basis for new researches and the development of increasingly more secure practices, comparing its results to those of the best institutions worldwide.

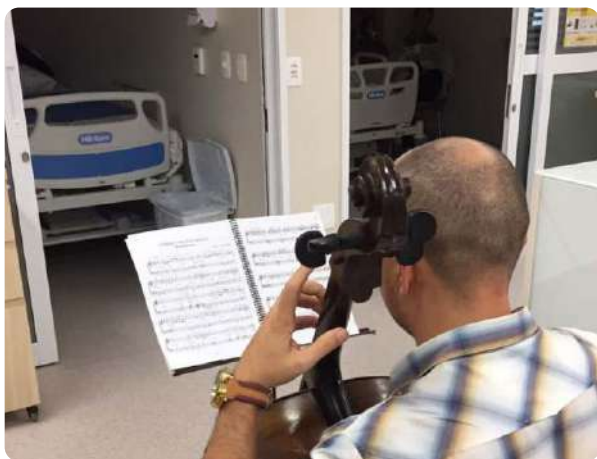
Humanization

Overcoming

Children under treatment at the Hospital Estadual da Criança (HEC), in Rio de Janeiro, could show their talent in an itinerant exhibition held in the unit in 2016, and that visited the Rede hospitals in Rio de Janeiro. The paintings are part of a therapeutic work to encourage the small patients in keeping their self-esteem and creativity, even at a moment when health is debilitated.



Entertaining the patient with “music and magic”



In 2016 the viValle Hospital implemented a project offering inpatients and companions a relaxing and amusing activity. The project aims to entertain patients with cultural and ludic activities, reinforcing service humanization. On a monthly basis, patients are invited to leave their rooms and hear a musical track ranging from Brazilian popular music to instrumental music. The moment is shared by everyone, and, if wanted, anyone may even risk some dance steps. In addition to such action, fortnightly on Thursdays, the hospital hosts a magician that visits the apartments making illusion tricks with patients and companions.

All activities are followed up by nursing professionals, the psychology team and also the administrative support of the viValle Hospital, in order that the activities may occur smoothly.

Care-friendly dogs



The patients of the Hospital São Luiz – Unit Anália Franco and Hospital da Criança, both in São Paulo, are offered therapeutic activities with dogs. The project is carried out in partnership with NGO Patas Terapeutas and the Instituto Cão Terapeuta, and its purpose is to promote patient's well-being with moments of joy and affection, thus collaborating to their recovering.

All pets are docile, very well cared and trained and, periodically undergo veterinarian assessments. Activities with dogs are also evaluated and followed-up by the hospitals' health professionals.

Community

<G4-S01>

Main Projects supported in 2016 Social Projects

Support to Relatives and Caretakers of People with Alzheimer disease

The Rios D'Or develops a support work for relatives and caretakers of people with Alzheimer disease, with a Support Group. Free meetings are held always in the last Thursday of the month, from 2:00 to 6:00pm, at the hospital's auditorium.

Arritmia.Med: Taking care of the Heart

The Brazilian Society of Heart Arrhythmia (Sobrac) estimates that in Brazil more than 300 thousand people per year are victimized by heart arrhythmia, a silent disease that may cause death or severe health problems, such as stroke.

To help changing this scenario, the Rede D'Or São Luiz Arrhythmia and Electrophysiology service created the www.rritmia.med.br, with the objective of promoting scientific information on arrhythmia for patients and doctors.

Educational, cultural and recreational workshops for children

The Rede D'Or São Luiz financially supported, through a tax incentive, the project of cultural and recreational educational workshops of AFESU Veleiros, a non-profit non-governmental organization that since 1963 has promoted human dignity through citizen training, educational and

professional development of children, adolescents and adults in situations of social vulnerability.

The project is aimed at girls from 8 to 13 years old and aims to develop skills that shall allow the child and adolescent better performance in regular education, improvement of self-esteem and ability to play a leading role in the construction of the life project itself. In 2016, the amount invested was R \$ 332 thousand and directly benefited 150 children and adolescents.

Health Promoting Campaigns

On a monthly basis Program Viver Bem is held at a unit or partner company, consisting of educative lectures on prevention and quality of life to the community. Specialists of several areas debate and answer questions on current issues in the health and well-being area.

SabaD'Or



SabaD'Or is one of the company's forms to providing the medical community continued education and knowledge exchange on cardiology progresses, which will be used for diagnostic and treatment of cardiovascular diseases. The meeting is held on a monthly basis, always on Saturday mornings.



Entrepreneurial Youth and plugged in Tomorrow

Two CEAP projects were sponsored by the Rede in 2016. One of them was the Fumcad's Entrepreneurial Youth, a technical course in administration and entrepreneurship for 50 needy youngsters, from 14 to 18 years old, living in the south region of São Paulo.

Other Project was Plugged in Tomorrow, of the State Council of the Child and the Adolescent (Condeca), focusing professional formation and qualification in basic computer skills and information sciences applied to adolescents of the Pedreira neighborhood, in the São Paulo south zone. Both projects received financial to the amount of R\$ 220 thousand.

Cultural Projects

Teatro Riachuelo

In 2016, the Rede D'Or São Luiz allocated R\$ 750 thousand, using laws of encouragement to the revitalizing and modernizing works of Teatro Cine Palácio. The ancient historic building, which dates back to the 19th century, is protected as a Rio de Janeiro heritage and became Teatro Riachuelo, a new cultural center downtown.



Sportive Projects

The company supports the Instituto Reação since 2014. Created by Olympic medalist Flávio Canto and friends in 2003, the institute's objective is to promote human development and social inclusion through sports and educations, fostering judo as of sportive initiation up to high-performance.

Around 1.300 children, adolescents and youngsters as of four years of age are benefited at five poles - Rocinha, Cidade de Deus (Jacarepaguá), Tubiacanga, Pequena Cruzada and Deodoro.



Relationship with Stakeholders

<G4-24 | G4-25 | G4-26 | G4-27>

The Rede D'Or São Luiz holds several channels of communication and relationship with the purpose of keeping a permanent dialog with its publics. Among these channels, stands out the company's site (www.rededor.com.br), reports, newsletters, intranet, press releases and participation in events of the sector.

A differentiate initiative is the daily research on client' s satisfaction about the services rendered, enabling to capture the needs and expectations related to healthcare, as well as identifying opportunities of continued improvements.

Participating in Associations

<G4-16>

The Rede D'Or São Luiz has relationships with several entities of the health sector, such as the National Association of Private Hospitals (ANAHP) and actively participates in several national and international forums, such as the Feira+Fórum, the largest health market meeting in Latin America.

Target-public	Communication tool
Stakeholders	<ul style="list-style-type: none"> Meetings Committees and Board of Directors Meetings (REDIR) Financial information Reports
Clients/ Patients	<ul style="list-style-type: none"> Continued Satisfaction Research Website – Contact Us Social Media Ombudsman Media campaigns Information leaflets
Medical Doctors	<ul style="list-style-type: none"> The Rede D'Or São Luiz Scientific Events SabaD'Or Symposium of Mechanical Ventilation Participation in seminars and congresses
Collaborators	<ul style="list-style-type: none"> Coffee with Director Manager Bulletin Nossa Rede – Internal Magazine Nossa Rede Informa – Mural Newspaper CI – Informs (E-mail Marketing) Promotion of Internal Campaigns Correspondents' Network Intranet Ethics Channel
Researchers	<ul style="list-style-type: none"> Instituto D'Or de Pesquisa e Ensino E-mail Marketing IDOR Scientific Events
Community/ Society	<ul style="list-style-type: none"> Website – Contact US Social Media – Facebook and Twitter Ethics Channel Sponsoring social projects Lectures of the Viver Bem Program Ombudsman
Suppliers	<ul style="list-style-type: none"> Ombudsman for issues related to conduct
Press	<ul style="list-style-type: none"> Website – Contact US Press Office Releases

Suppliers management

<G4-EC9 | G4-EN32 | G4-LA14>

Choosing suppliers includes a careful analysis their license proven documentation for the hired supply, among which, the sanitary license and business license. Technical and logistic criteria are taken into

account, such as quality, service, delivery time, professionalism and ethics. Local suppliers are preferred when, due to technical, commercial and logistic aspects, are competitive. Social and environmental issues are an integrating part to selection criteria in the selection for new suppliers. Therefore, the company does not monitor the percentage based on such premise or on criteria exclusively related to labor practices, having in view that selection also involves several other aspects.

In 2016, the company made more than 90% of its purchases (inputs and services) with national suppliers, and the purchasing volume was R\$ 1,225 billion. This amount is equivalent to purchases made with 2,125 suppliers for direct purchases of hospital medical materials, clinical engineering, laboratory materials, medicines, among others.

Suppliers Assessment

Suppliers' assessment and selection process varies according to the criticality of product or service to be purchased. Several documents attesting that suppliers are fit to provide such products are required for homologating suppliers of hospital material.

For food purchasing, depending on the criticality or the suppliers' recognized quality, the Nutrition area carries out personal ratings, based on established quality criteria. Such technical visits corroborate the posture of the company in imposing minimal conditions for offering a quality product. According to the visit result, the supplier will be assessed as fit or unfit for the product supply. In addition to this technical view, the Nutrition professionals also assess/indicate chances of improvement for a better service rendering.

For the medicaments supply, specialists of the technical areas define the need of a previous visit. For non-critical items only document validation is carried out.

Government and Society

<G4-S06>

The company's relationship with different spheres of the government is made through legal commitments and based on transparency, professionalism and integrity. Only authorized employees, according to the Rede D'Or São Luiz internal policies and procedures, may be in contact with public agents and governmental authorities. The company's guidelines on the theme are within the Anti-Corruption Corporate Policy and the Code of Ethics and Conduct. In 2016, the company made no contributions for parties, politicians or institutions linked to the government.



Research and Teaching (IDOR)

The Instituto D'Or de Pesquisa e Ensino (IDOR) is a non-profit private institution, whose objective is to promote scientific and technological developments in the health area. It is responsible for scientific researches, teaching and technological innovation focused on the medical area, in synergy with the Rede D'Or São Luiz, its leading sponsoring entity. Organized for that purpose, the infrastructure, intellectual capital and management thereof have been pushing its maturation, revealed in scientific publications in high impact publications, such as the Science, Lancet Oncology, Jama and Radiology magazines; and similarly, in teaching progresses, such as the inauguration, in 2016, of the Centro de Ensino e Treinamento IDOR (Teaching and Training Center), the Doctorate Program in Medical Sciences, approved by the Capes, and yet, the Faculty of Medical Sciences, with an expected start date for the first half of 2017.

Today, the IDOR has 20 senior researchers and more than 100 people dedicated to the basic/translational research, clinic research, teaching and innovation areas. Since its foundation in 2010, the IDOR researchers keep their commitment to the search for excellence of scientific knowledge, and published more than 500 scientific articles in national and international publications in its young history. It has also established partnerships with some of the most important and recognized research centers and universities in Brazil and the world, as for example, the National Institute of Health (NIH) and the Broad Institute.

“

IDOR is a reference in the scientific, clinic researches and technological innovation areas in Brazil.

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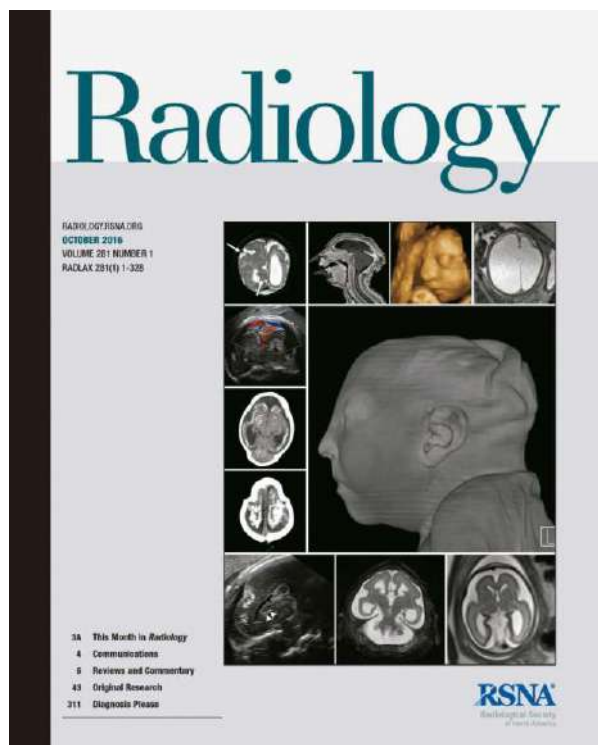


The IDOR Acting Areas

Research

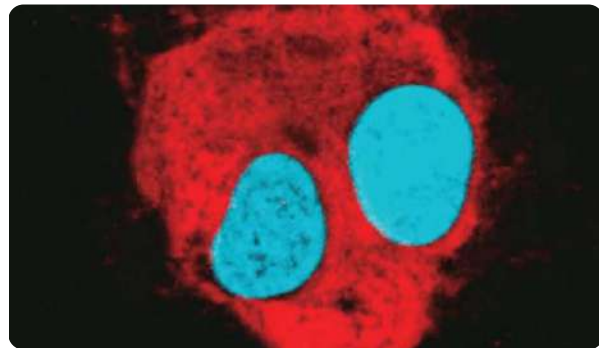
- Intensive Medicine: clinical studies related to severe patient care and service quality.
- Internal Medicine: diseases clinical and therapeutic aspects, diseases mechanisms and diagnostic methods.
- Neurosciences: molecular, cellular and cognitive mechanisms associated to psychiatric, neurologic diseases and neuroplasticity.
- Pediatrics: respiratory diseases, quality in health and sepsis.
- Oncology: molecular markers and clinical studies.

A reference in Research and International Prominence

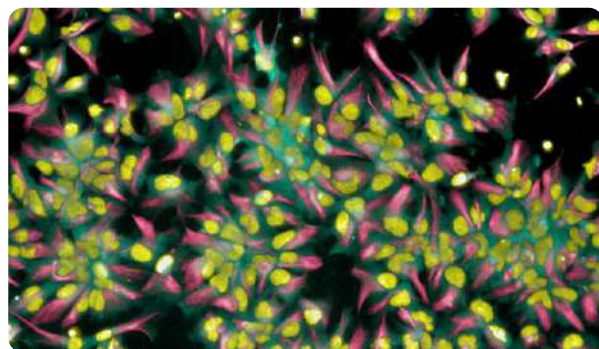


The study published in October 2016 and led by researcher and vice president of IDOR Dr. Fernanda Tovar-Moll was the cover of the scientific journal Radiology. The study, which had record downloads, was featured in high impact domestic and international vehicles.

Since the association of zika virus with microcephaly was suspected, the IDOR researchers mobilized quickly, creating unprecedented partnerships, in a great effort to understand the zika infection effects in the nervous system. To replicate microcephaly and investigate who the zika virus acts, the IDOR researchers created "minibrains" from non-embryonic stem cells. When the minibrain is completely developed, it equals to a three-month fetus brain, enabling application of the zika virus to the system and understand how it attacks brain cells.



Published in the journal Science, a study led by researcher and scientific director Stevens Rehen showed that the zika virus infects and kills human neural cells and alters the growth of brain organoids in the laboratory, which confirmed the relationship of zika virus to microcephaly.



Human trunk-neural cells, which are the main targets of the zika virus. Scientific article led by researcher and scientific director Stevens Rehen was published on January 23, 2017 in the English journal Scientific Reports, and revealed the identity of more than 500 proteins altered by zika virus (ZIKV) in infected human neural cells.

The IDOR scientists team, led by Research Director, Dr. Stevens Rehen, discovered that the zika virus is really the causer of microcephaly, which occurs

because the virus attacks the cells in a very aggressive way, with the purpose of reproducing itself. The cells then activate a defense mechanism and stop developing. With this, the baby's brain in the mother's belly gets impaired and, according to the studies, it does not evolve completely. The virus reduces fetus brain development in 40%.

The research was highlighted in the Science magazine, one of the leading scientific publications in the world. From this discovery, the IDOR scientists may now investigate which medicaments can be efficient in the combat to the zika virus or even create new medicaments to restrain the virus attack in the fetus brain cells.

Another study, led by the IDOR vice-president and researcher, Dr. Fernanda Tovar-Moll, won the headlines of the world's top media vehicles. In partnership with Brazilian and foreign institutions, Dr. Tovar-Moll coordinated the leading work that featured brain alterations associated to congenital infection by the zika virus. The study was the cover of the October 2016 issue of the Radiology scientific magazine, one of the most renowned in radiology. Nowadays, the research is the most important in the area, due to the novelty and relevance of the findings, which have pointed out that microcephaly is just one among many other brain abnormalities found in infants infected by the disease.

Now, the IDOR continues to develop scientific researches on the zika virus, with the purpose of understanding the cellular and molecular features of the disease, as well as its impact on infants infected during gestation.

Teaching

The Instituto D'Or de Pesquisa e Ensino (IDOR) coordinates the Rede D'Or São Luiz medical residence programs, recognized by the Ministry of Education (MEC), in the medical clinic, cardiology, intensive medicine, pediatrics, radiology, general surgery, oncology, anesthesiology and urology areas.

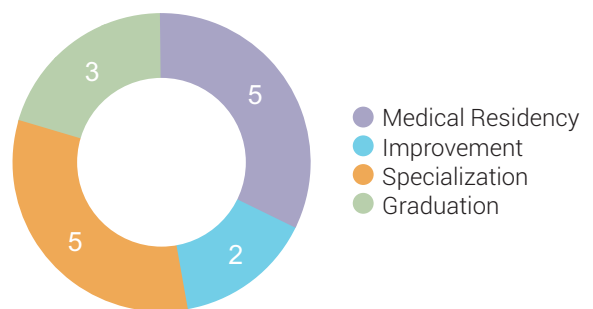
Aware that specialization can benefit both the professional and the society, the IDOR is permanently expanding its education, training and qualification area for professionals and students of the health area. Teaching programs frequently updated, guided by a team of health professionals and nationally and internationally renowned researchers.

Students may access state-of-the-art equipment, in theoretical and practical classes reproducing real healthcare. There are several options for each professional need:

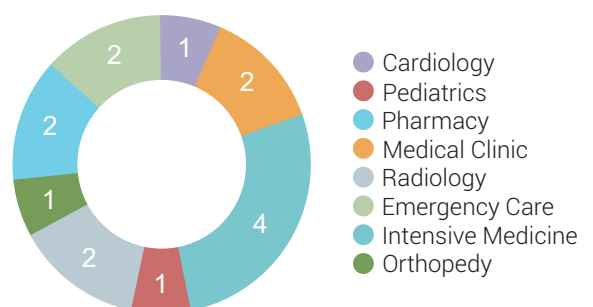
- Doctorate;
- Post-graduation;
- Extended Course;
- Internship for medicine students.

Teaching in Numbers (2016):

COURSES BY TYPE LAUNCHED IN 2016



COURSES BY AREA



The Centro de Ensino e Treinamento IDOR

Realistic simulation classes, laboratories for behavioral training and mannequin structure for emergency specific procedures and other procedures



Grupo Oncologia D'Or

The Grupo Oncologia D'Oris now consolidated as one of the most complete oncologic treatment networks in the country, recognized as an excellence reference in cancer diagnostic and treatment. It is operated by 35 oncology clinics installed in the states of Rio de Janeiro, São Paulo, Ceará, Distrito Federal, Bahia, Pernambuco and Tocantins.

With a solid structure for all kinds of cancer diagnostic and treatment, more than 21,600 healthcare are carried out in nearly 6,000 patients on a monthly basis. It provides a team of renowned medical doctors and modern

technologies for more efficient and less invasive treatments, thus enabling patient the access to radiotherapy methods, chemotherapy, hematology and clinic oncology techniques.

- More than 300 doctors
- More than 900 collaborators
- 12 linear accelerators
- More than 21.600 services a month
- More than 6.000 patients a month.

Oncology D'Or performance map



Services for oncologic patient



Oncology integration and quality at the Rede D'Or São Luiz' hospitals

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Aiming to establish healthcare line with the integrated flow between the Grupo Oncologia D'Or and the Rede's hospitals, Projeto Linha Verde (Green Line Project) was developed. Its main objective is streamlining and optimizing patient scheduling and forwarding for exams, consultations and surgeries, with all treatment monitored within the Rede D'Or's structure.



Certifications

The Grupo Oncologia D'Or maintains the continued accreditation of the units thereof, assuring service quality and the security of its patients.

The São José dos Campos clinic, Instituto de Oncologia do Vale (IOV), is today the single one to be accredited with the QOPI seal of the American Society of Clinic Oncology (ASCO), a quality guarantee of oncology practices offered by the unit. The IOV is today the only clinic in America, except for the USA to hold such seal, and was also granted a ONA Excellence certification and a Canadian Certification.

The Acreditar Santa Marta unit, in Brasília, is certified by the Joint Commission International (JCI) – the most important certifying body in the world. JCI's international accreditation seal assures the continued improvement of new care processes to the patient and service quality.

Events for patients

Monthly events open to the public, patients and relatives are provided in our clinics, aiming to convey quality information on health and cancer. Lectures with oncologists, dieticians, physiotherapists, yoga instructors and other professionals involved with cancer care, clearing the public's doubts.

There are also programs such as the Roda de Conversa (Round of Conversation), carried out at the Acreditar units in Brasília. A psychologist leads a round of conversation with patients and relatives facing or that have faced cancer. The idea is to exchange experiences to better deal with the situation.

Our professionals continued formation



We believe in updating our professionals. Therefore, an extensive programming of scientific and medical events is promoted in the country at large. Five national symposiums on different kinds of cancer and a large international congress at the end of the year, namely The National Symposium of Lung Cancer Diagnostic, National Symposium of Hematology, National Symposium of Uro-oncology and Robotic Surgery, National Gastrointestinal Symposium, Breast Journey Acreditar Oncologia D'Or and the Oncologia D'Or International Congress. These events gather Brazilian and international specialists to debate leading topics on cancer treatment and diagnostic.

The Oncologia D'Or International Congress is already in its fifth edition, with nearly 2.500 participants.





D'Or Solutions

A D'Or group company specialized in developing solutions in the health and labor security areas, performing a series of activities with companies from different segments, aiming to provide better health and security conditions to the workforce, as well as assuring compliance to the established legal requirements.

Moreover, it provides mandatory training and qualifications, according to the functions and activities of each collaborator, translated in guidelines, rules and procedures on health and security in order to developing, updating and qualify the company staff. With a management system integrating concepts of occupational hygiene, labor medicine and industrial security, the result is a precise assessment of occupational

hazards and risks to the laborer health, the adequate prevention planning and monitoring of labor-related diseases and health prevention and promotion, in addition to a highly qualified technical team of labor doctors, security engineers, environmental engineers, labor security technicians, among others.

Among the services rendered by the D'Or Soluções are the Labor Accident Management Program (Progat), the Environmental Risks Prevention Program (PPRA), the Occupational Health Medical Control Program (PCMSO), the Company Easy Assistance Support (Safe), consulting on specific health and security legislations, Cipa management and the EPIs control.

Services offered by D'Or Soluções

Workplace safety:	Corporate Health:	Strategic consulting:
<ul style="list-style-type: none"> ■ Program for the Prevention of Environmental Risks (PPRA); ■ Technical Report on Working Environment Conditions (LTCAT); ■ Welfare Profissiographics (PPP); ■ Hearing Conservation Program (PCA); ■ Internal Commission for the Prevention of Accidents (CIPA); ■ Risk map; ■ Unnavurity Reports; ■ Reports of Danger; ■ Environmental assessments; ■ Fire Brigade Training. 	<ul style="list-style-type: none"> ■ Program of Medical Control in Occupational Health (PCMSO); ■ Occupational Assessment; ■ Ambulatory Management Center; ■ Ergonomics program; ■ People with Disabilities (PcD); ■ Mobile Unit for Examination; ■ Check-up; ■ Mental care. 	<ul style="list-style-type: none"> ■ eSocial ■ Management of FAP / NTEP; ■ Center for Health Promotion; ■ Medical Expertise



Environmental performance

The Rede D'Or São Luiz has implemented operational policies, rules, programs, guidelines and instructions aiming to guide the handling of environmental issues in the scope of its units, in order that the activities are performed in consonance to the principles and guidelines of sustainability, in the search of a continued improvement in complying with legal, regulating and institutional aspects.

All operation activities are permanently monitored and treated by the hospitals different areas and also continually and integrally followed-up by the Rede D'Or São Luiz corporate staff through the areas of Business Licensing and Works, Sustainability and the Regional Managements (SP, RJ, DF e PE), which continuously report to the Board of Directors the performance of environmental indicators.

All the company's units are oriented towards and action aimed at minimizing negative environmental impacts and potentializing those positive. To avoid waste, decreasing costs and providing a greater ease and agility in the hospitals maintenance process, the Rede's units have invested in systems such as Building Management System – BMS, a tool that has facilitated equipment operation and maintenance and guaranteed a greater access control to different information of systems existing in hospitals, such as air-conditioning and lighting systems, among others. <G4-EN27>

Environmental Guideline

- Maintaining periodic inspections in hospital equipment, aiming an efficient use of their generating sources.
- Adopting measures allowing a more rational use of power and water, avoiding waste, as well as applying control measures for environmental impact reduction (consumption and emissions) of our activities.
- Implementing natural resources capture measures by using an adequate energy matrix.
- Establishing solid waste management mechanisms during the building phase.
- While building a new unit, periodically emphasize the importance of awareness of social, environmental, health and security issues.
- Identifying the most relevant environmental risks and establishing an adequate followed-up-controlled treatment.



Energy

In 2016, there was an increase of 10.69% in indirect energy consumption, being predominantly from a renewable source.

Approximately 82% of the energy used was generated from this source and another 18% from natural gas and diesel. The increase in indirect energy consumption was due to the expansion of Rede D'Or São Luiz, with the purchase of four new hospitals in 2016, we have recorded an indirect consumption of energy consumption of 484 thousand GJ, that was obtained through concessionaires of electrical energy.

The Rede's units have implemented, over the year, a series of initiative for reducing energy consumption, of which stands out:

- Automation of air conditioning systems;
- Systems of Building Management and Control BMS;
- Replacement of incandescent, dichroic and alien bulbs by high performance LED's;
- Automatic triggered-timer and signs and installation of presence sensors.

Direct energy consumption (in GJ) <G4-EN3>		
Non-renewable sources	2015	2016
Natural gas	64.078	49.445
Diesel	37.592	54.921

Indirect energy consumption (in GJ) <G4-EN4>			
Renewable sources	2014	2015	2016
Electric energy	400.887	437.478	484.243

Energy Efficiency

Air-conditioning systems account for about 50% of the energy consumption of a modern hospital.

There are several technologies of air conditioning systems. The most common in large buildings, such as hospitals, use a cold water production plant (CAG) formed by several liquid chillers (known as "chillers"). These devices cool the water, which is then pumped through a complex network of pipes to the "fan & coils" equipment installed near the air-conditioned environments (with ICUs, surgical centers, laboratories, hospitalization beds, CME, pharmacy etc.)



Hospital São Luiz Anália Franco - SP



Hospital São Luiz Jabaquara - SP

In these "fan coils" the ambient air is cooled and filtered, thus producing air-conditioning. Within a hospital environment there are parameters of temperature and humidity that must be maintained both for the comfort of the people (employees and patients) and to ensure a clean environment and without risk of contamination. To ensure that all of these equipment perform more effectively, providing rational use of electricity and consequently less waste, reducing consumption

and reducing energy costs, Rede D'Or São Luiz has implemented in several of its units the project Energy Efficiency of Air Conditioning Systems.

Challenge 2020 – Climate for Health

Hospital São Luiz Anália Franco was one of the winners of the 2020 Challenge Climate Champions award in the Energy Efficiency category. The award is sponsored by the Global Green and Healthy Hospitals community, which currently has 744 members in 42 countries and represents the interests of more than 21,700 hospitals and health centers.

The 2020 Challenge - Climate for Health is an international campaign coordinated by the Global Green and Healthy Hospitals Network to mobilize health organizations around the world to take concrete action against climate change and in defense of environmental public health

other concern is water quality as to its physic, chemical and bacteriologic aspects. To meet such requirements, the company has a rigorous water reservoir cleaning program, a systemic laboratorial collection and analysis of samples at the consumption end-points, performing corrective actions whenever necessary. The company does not know which public supply water sources were significantly affected by water withdrawal. <G4-EN9>

Water consumption by source (in m³/year)

<G4-EN8>

Source	2014	2015	2016
Concessionary	799.239	763.796	873.922
Tank truck	167.397	200.136	100.265
Artesian well	62.006	146.644	162.170
Total	1.028.642	1.110.576	1.136.356

Water

Drinking water is an essential input to patient care, permeating physical and personal cleaning, food processing and, fundamentally, the support to dialysis, material sterilization processes and the teams' hands hygiene rules, these two latest processes being crucial to infection control.

In 2016, the water total consumption was 1.136.356 m³, an increase of 2,3% if compared to 2015. Water supply is primordially made by public concessionaires, which in 2016 were responsible for 77% of the entire supply. In the scope of water supply the company has two concerns: the first as to the availability of resources, as proven by the recent crisis of national water sources, and the



Commitments with External Initiatives

<G4-15>

The Rede D'Or São Luiz integrates the Green and Health Hospitals global network, whose mission is to transform health sector in an example for the whole society in aspects such as protecting the environment and health of workers, patients and the population at large. The Global Agenda Global to Green and Health Hospitals (HVS) proposes to offer support to worldwide initiatives, aiming to promote a greater sustainability and environmental health in the health sector and thus strengthening health systems at a global level.

Waste

The correct management of healthcare waste (RSS) is an important mechanism for minimizing waste production and providing its safe and efficient conveyance, aiming the workers protection, the preservation of public health, of natural resources and the environment. This is a permanent concern of all the Rede D'Or São Luiz' units, whose management is systematically followed-up by the hospitals Hotel teams, and, in the other business units, by specific supervisions.

There are still opportunities for progresses in the RSS' management, such as increasing hospitals waste recycling, reducing disposal at sanitary landfills, which is a challenge to the company, having in view waste total generation in 2016 was 15.091 tons, and from this total, 76%, or rather 11.527 tons, were classified as common waste.

The segregation of health services waste (RSS) generated in the units undergo a segregation process made according to five groups as defined by the Anvisa, which are: Common and Sharpener Biological Chemical Radioactive Wastes. After being segregated and classified, generated waste is stored in sites designed for such purpose, called waste shelters, so that they may be collected and transported to final destination. Waste collection, transport, destination and treatment process is carried out by outsourced companies, duly licensed by the environmental bodies. Generation, transport and final destination monitoring is made by the hospitals using waste manifests and/or destination certificates.

In 2016 the Rede D'Or São Luiz had no occurrence records involving significant waste or chemical leaking in its units. <G4-EN24>

Total of generated waste (in t) <G4-EN23>

Disposal method	Non-hazardous waste		Hazardous waste	
	2015	2016	2015	2016
Recycling	1.372,56	1.187,89	-	-
Incineration (chemicals)	-	-	227,76	176,36
Incineration/eletrothermal deactivation	-	-	3.505,02	3.387,27
Sanitary landfill	16.035,07	10.339,63	-	-
Total	17.407,64	11.527,52	3.732,78	3.563,63

Incentive to Recycling



The nearby residents of the Hospital and Maternity Brasil, in Santo André, are encouraged by a recycling encouraging project through which they may discharge empty packaging at the Return Machine point, located inside the unit. In addition to contributing to the environment, the project, in partnership with the Triciclo enables people to receive benefits such as bonus in the light bill or transportation vouchers recharge.

Environmental Licensing

To assure that the company's activities are carried out according to municipal, state and federal environmental bodies, the company has the support of the Business Licensing and Works corporate staff. The sector acts in order to obtain the needed environmental licenses, as well as assisting the Group during all steps of new hospitals planning, installation and operation. In 2016 the sector was granted 24 environmental

licenses for regularization of the Rede D'Or São Luiz' new projects. In 2016 the company received a fine of R\$ 3.000,00, related to a breach of environmental legislation by the Copa D'Or unit for installing diesel supply tanks without the competent body's due authorization. <G4-EN29>

Investments and Environmental Expenses

<G4-EN31>

The company's investments and expenses with the environment totalized, in 2016, R\$ 32 million, and R\$ 11 million related to investments in energy efficiency projects.

	2015	2016
Waste management	R\$ 10.884.105,71	R\$ 18.314.332,38
Environmental licenses	R\$ 417.738,55	R\$ 415.306,26
Energy efficiency projects	R\$ 5.988.062,58	R\$ 11.121.581,56
Others projects	---	R\$ 2.480.626,00
Total	R\$ 17.289.906,84	R\$ 32.331.846,20



Unfair Competition

The company operates in conformity with the applicable free competition and anti-trust laws and strictly follows the legislation and rules as established by the Administrative Council for Economic Defense (Cade) and another Brazilian regulating bodies, aiming to prohibit agreements resulting in the formation of cartels or any such other forms of adjustment to fix prices or restrain free competition.

With competitors, competitiveness is performed based on the capacity of negotiation with suppliers and business ethical management. In 2016, there were no legal suits for unfair competition, or trust and monopoly practices. <G4-S07>

The company's principles guiding collaborators against unfair competition practices are set forth in the Code of Ethics and Conduct.

Conformity

In 2016 no administrative or legal process were recorded in relation to the application of fines or non-monetary sanctions for non-conformity to laws and regulations. <G4-S08>

Negative Actual and Potential Environmental Impacts

Distribution Center. Modern and efficient Logistics

With the rapid expansion of Rede São Luiz in the last 10 years, it was necessary to have a stock of materials and supplies to serve the entire chain with more effectiveness and cost control. Based on this premise, in 2006, the company started the construction of a Distribution Center (CD) in the São Paulo region.

The project was completed in 2014 and enabled the corporate planning of all purchases and inventory operations in a systemic way through an integrated system and a complex inventory and material inventory operation. The site will serve as a model for the elaboration of other distribution centers in other states that the network operates.



Hospital Units of Rede D'Or São Luiz

	HOSPITAL	ADDRESS	PHONE
Rio de Janeiro	Barra D'Or	Av. Ayrton Senna, 2.541, Barra da Tijuca	(21) 2430-3600
	Copa D'Or	Rua Figueiredo de Magalhães, 875, Copacabana	(21) 2545-3600
	Copa Star	Rua Figueiredo de Magalhães, 700, Copacabana	(21) 3445-2800
	Quinta D'Or	Av. Almirante Baltazar, 435, São Cristóvão	(21) 3461-3600
	Caxias D'Or	Av. Brigadeiro Lima e Silva, 821, Duque de Caxias	(21) 2460-3600
	Rios D'Or	Estrada dos Três Rios, 1.366, Freguesia	(21) 2448-3600
	Norte D'Or	Rua Carolina Machado, 38, Cascadura	(21) 3747-3600
	Niterói D'Or	Av. Sete de Setembro, 301, Santa Rosa	(21) 3602-1400
	Oeste D'Or	Rua Olinda Ellis, 93, Campo Grande	(21) 2414-3600
	Hospital Badim	Rua São Francisco Xavier, 390, Tijuca	(21) 3978-6400
	Hospital Bangu	Rua Francisco Real, 752, Bangu	(21) 2401-5220
	Hospital Israelita	Rua Lúcio de Mendonça, 56, Tijuca	(21) 2176-8800
	Hospital da Criança	Rua Luis Beltrão, 147, Vila Valqueire	(21) 3369-9650
	Clínica São Vicente	Rua João Borges, 204, Gávea	(21) 2529-4422
São Paulo	Hospital e Maternidade São Luiz – Itaim	Rua Dr. Alceu de Campos Rodrigues, 95, Vila Nova Conceição	(11) 3040-1100
	Hospital São Luiz Morumbi	Rua Eng. Oscar Americano, 840, Morumbi	(11) 3093-1100
	Hospital e Maternidade São Luiz – Anália Franco	Rua Francisco Marengo, 1.312, Jardim Anália Franco	(11) 3386-1100
	Hospital São Luiz - Jabaquara	Rua das Perobas, 344, Jabaquara	(11) 5018-4000
	Hospital São Luiz – São Caetano do Sul	Rua Walter Figueira, s/nº, Espaço Cerâmica	(11) 2777-1100
	Hospital e Maternidade Brasil	Rua Cel. Fernando Prestes, 1.177, Santo André	(11) 2127-6666
	Hospital e Maternidade Assunção	Av. João Firmino, 250, São Bernardo do Campo	(11) 4344-8000
	Hospital e Maternidade Bartira	Av. Alfredo Maluf, 430, Santo André	(11) 4996-6666
	Hospital da Criança	Rua das Perobas, 295, São Paulo	(11) 5018-4000
	Hospital viValle	Av. Lineu de Moura, 995, São José dos Campos	(12) 3924-4900
	Hospital IFOR	Rua Américo Brasiliense, 596, São Bernardo do Campo	(11) 4083-6700
	Hospital Sino-Brasileiro	Av. Marechal Rondon, 299, Osasco, São Paulo	(11) 3652-8000
	Hospital Villa-Lobos	Rua Lituânia, 260, Mooca, São Paulo	(11) 2076-7000
	Hospital Alpha Med	Rua Corifeu de Azevedo Marques, 168, Carapicuíba	(11) 4185-8555
Hospital Ribeirão Pires	Rua Dr. Nicolau Assef, 52, Ribeirão Pires	(11) 4827-1000	

	HOSPITAL	ADDRESS	PHONE
Pernambuco	Hospital Esperança	Rua Antônio Gomes de Freitas, 265, Ilha do Leite	(81) 3131-7878
	Hospital Prontolinda	Av. José Augusto Moreira, 810, Casa Caiada	(81) 3432-8000
	Hospital São Marcos	Av. Portugal, 52, Boa Vista	(81) 3217-4444
	Hospital Memorial São José	Av. Agamenon Magalhães, 2.291, Recife	(81) 3216-2222
Distrito Federal	Hospital Santa Luzia	SHLS 716, conjunto E Brasília/DF	(61) 3445-6000
	Hospital do Coração do Brasil	SHLS 716, conjunto G, lote 6 Brasília/DF	(61) 3213-4000
	Hospital Santa Helena	SHLS 516 D, Setor Hospitalar Norte, Brasília/DF	(61) 3215-0000

Oncologic clinics of D'Or Oncology Group

	CLINICAL	ADDRESS	PHONE
Rio de Janeiro	Oncologia D'Or Botafogo	Rua Sorocaba, 654 - Botafogo	(21) 2126-0333
	Oncotech	Rua Augusto de Vasconcelos, 177, salas 207 a 211 - Campo Grande	(21) 3394-9669
	Oncotech	Av. Marechal Floriano, 73 - Bairro 25 de Agosto - Duque de Caxias	(21) 2672-1281
	Oncologia D'Or Icarai	Rua Moreira Cesar, 229 salas 1512 a 1514 - Icarai - Niterói	(21) 2705-2341
	Oncotech	Rua Soares da Costa, 67 salas 401/501/601 - Tijuca	(21) 2568-0971
	Oncologia D'Or Neotórax	Rua Siqueira Campo, 59 salas 401 a 408 - Copacabana	(21) 2235-2074
	Centro Radioterápico	Rua João Borges, 204 - parte - Gávea	(21) 2259-6097
	Oncologia D'Or Madureira	Estrada do Portela, 99 - sala 1109 - Madureira	(21) 3437-3464
	Centro de Oncologia Quinta D'Or	Rua Almirante Baltazar, 467 - São Cristóvão	(21) 2566-2400
	Oncologia D'Or Tijuca	Rua Gal Roca, 935 salas 501 a 506 - Tijuca	(21) 2254-0958
	Oncologia D'Or Nova Iguaçu	Rua Dr. Paulo Froes Machado, 59 - Nova Iguaçu	(21) 3544-1899
Oncologia D'Or Barra da Tijuca	Av. Das Américas, 3.500 loja A Ed Londres, Condomínio le Monde – Barra da Tijuca	(21) 3328-3215	
São Paulo	Central Clinic	Av. Brigadeiro Faria Lima, 1.830 Centro - São Bernardo do Campo - SP	(11) 4335-5466
	Central Clinic	Av. Portugal, 875 - Centro - Santo Andre - SP	(11) 4438-0078
	Central Clinic	Rua Icem, 57 - Tatuapé - São Paulo - SP	(11) 3469-0500

Oncologic clinics of D'Or Oncology Group

	CLINICAL	ADDRESS	PHONE
São Paulo	Central Clinic	Rua Verbo Divino, 209 - Bairro Chácara Santo Antônio	(11) 3056-1717
	Oncorad Radioterapia	Rua das Peroba, 344 - subsolo 5 - Jabaquara - São Paulo - SP	(11) 5015-4600
	Instituto Oncológico do Vale - Quimioterapia	Rua Major Antonio Domingues, 472 São José dos Campos/SP	(12) 3928-9055
	Instituto Oncológico do Vale - Radioterapia	Av. Tiradentes, 280 - Taubaté/SP	(12) 3632-3832
	Instituto Oncológico do Vale - Quimioterapia	Av. John Fitzgerald Kennedy, 856 - Taubaté/SP	(12) 3426-9055
	Instituto Oncológico do Vale - Radioterapia	Rua Antonio Saes, 462 - São José dos Campos/SP	(12) 3924-9055
	Instituto Oncológico do Vale - Radioterapia	Rua Major Antonio Domingues, 494 São José dos Campos/SP	(12) 3924-9055
	Instituto Oncológico do Vale - Quimioterapia	Av. Tiradentes, 280 - subsolo - Taubaté/SP	(12) 3621-5310
PE	Neoh - Núcleo Esp.em Oncologia e Hematologia	Rua das Fronteiras, 175 - 4º Andar - Boa Vista - Recife	(81) 3423-9959
		Ilha do Leite: Rua Antonio Gomes de Freitas, 265, 3º andar. Hospital Esperança	(81) 3131-7876
Distrito Federal	Acreditar	Q QNC AE 08/9/10 - loja 04 E 11 - Térreo - Taguatinga Norte/DF	(61) 3363-5252
	Acreditar	ST SHLS Quadra, 716 - Conjunto A - Bloco A - Sala 201 ASA SUL/DF	(61) 3363-5252
	Acreditar	QQSE Área Especial 01/17 - Bloco A - Conjunto 209 - 2º Pavimento - Taguatinga Sul/DF	(61) 3363-5252
	Oncobrasília	ST SMH/Norte Qd. 02 Bl. C, 44, Salas 1201 a 1204, 1208 a 1214 - Asa Norte/DF	(61) 3346-9081
CE	FUJIDAY	Av. Barão de Studart, 2626 - 4º andar - Joaquim Távora - Fortaleza/CE	(85) 3878-9017
TO	Acreditar Tocantins	Rua Primeiro de Janeiro, 835 - Centro - Araguaína/RO	(63) 3421-4121
Bahia	CEHON - Centro de Hematologia e Oncologia da Bahia	Av. Araújo Pinho, 439 - Canela - Salvador/BA	(71) 3496-3705
	CEHON - Centro de Hematologia e Oncologia da Bahia	Rua Dr. Osvaldo - Teixeira de Freitas/BA	(73) 3263-9250
	CEHON - Centro de Hematologia e Oncologia da Bahia	Travessa Napoleão Laureano, 2 - Santo Antônio - Juazeiro/BA	(74) 3614-7300

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"Agreed" - Essential

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