



38
years

2015

Sustainability Report

REDE D'OR SÃO LUIZ

REDE D'OR
SÃO LUIZ

Sustainability Report

REDE D'OR SÃO LUIZ

2015

	Page
About the report.....	4
Message from Management.....	10
Rede D'Or São Luiz.....	12
Strategy and Management.....	24
Research and Teaching.....	44
Operating and Financial Performance.....	48
Social performance.....	54
Environmental performance.....	68
Hospitals information.....	78
GRI Index.....	80
Credits.....	83



REDE *D'OR*
SÃO LUÍZ



About the report

[G4-18; G4-20; G4-21; G4-22; G4-23, G4-26; G4-27; G4-28; G4-29; G4-30, G4-31; G4-32]

Contact:

To submit questions and suggestions regarding to the content of this report, please send an email to sustentabilidade@rededor.com.br

This is the first release of the Sustainability Report of the Rede D'Or São Luiz and seeks to present to our stakeholders the main actions and results of the economic, social and environmental performance, achieved during the period from 1st January to 31 December 2015. From this edition, we will publish the document annually.

The preparation of this report was based on the guidelines of the *Global Reporting Initiative - GRI* - in its latest version (G4), currently regarded as the most widespread methodology worldwide for this type of publication. The report is "agreed" with the "essential" GRI G4 guideline.

To set the report's content, we use as reference the Materiality Matrix, prepared in 2013 by a specialized consulting firm hired by the Network. This matrix enabled us, after consultation with the company's stakeholders, to map topics and indicators considered most relevant to be reported.

After that period, in order to keep us updated on the priority themes for our key audiences, we use as reference the requests received through our service channels, in particular the Ombudsman office, available in all hospitals of Rede D'Or São Luiz.

In addition to presenting the performance of the Rede (Network) by means of the indicators mentioned here, this report also aims to present the activities and initiatives related to the practice of sustainability developed by the group over 2015.

The information was raised by teams from different areas of the company and consolidated by the Sustainability Sector, under the coordination of the Institutional Internal Control Board.

[G4-33]

Except the economic and financial data audited by Ernst Young, the others were not submitted to external verification.

Research pointed out that humanization of care, patient safety and employee training are priority issues for the stakeholders of the Rede D'Or São Luiz

Coverage [G4-17]

The indicators presented in this report cover all business units over which the Rede D'Or São Luiz has full control. The units not fully controlled by the company were disregarded, a condition that excludes hospitals under management, such as the Hospital Estadual da Criança (HEC) Rio de Janeiro and Hospital Israelita Albert Sabin.

The financial indicators published in this document cover all operating units in activity, while social and environmental information relates only to the 27 Rede-owned hospitals, with the exception of the Hospital Real Cordis.

Materiality [G4-17; G4-18; G4-19; G4-25; G4-26]

The methodology used to prioritize the issues and material aspects to be reported in the report has followed the following steps:

- Preliminary survey of the most relevant aspects considering the point of view of the company;
- Survey of the aspects suggested by stakeholders, identified through the use of questionnaires and consolidation of the query results;

- Evaluation and discussion by the Executive Board Committee (COMEX) about the degree of relevance of the questions, as well as the inclusion of other issues that the company understood as relevant and which were not included in the survey.
- Materiality validation by the senior management of the company, made on April 15, 2013 in the Board of Directors' Meeting - Redir.

Stakeholders defined for engagement

[G4-24]

- Patients
- Internal doctors
- External doctors
- Providers
- Health insurance companies
- Researchers
- Leaders
- Internal public

The query to the eight public was performed by applying the prepared questionnaire based on the organization of documents and GRI aspects. The participants pointed out, individually, the most important social, economical and environmental issues. The questionnaires occurred in two ways:

In person: Group workshops for area leaders and individual consultations for alignment on the process.

Query by e-mail: for providers, health operators and researchers, the survey was conducted by questionnaires sent by Internet.

Engagement [G4-27]

A total of 82 persons has participated in the engagement process. The method of communication and dialogue established for employees, doctors, researchers and patients/family was face-to-face method with the use of a questionnaire after brief approach on the project and explanation broadly on sustainability issues and about the GRI methodology. For health care providers and providers the interaction was done through telephone contact and a questionnaire sent by e-mail.

The results in the engagement process had shown highlighting themes consistent with the Group's business, such as patient care/humanization of care, health and safety of users of health services, health and safety, training and education of employees between others. Other issues mentioned by stakeholders, such as practices against forced or compulsory labor, require improvement in the forms of monitoring by the company and will be gradually incorporated into the management and progress reported in the next report issues.

Groups of consulted stakeholders

Leaders	30
Providers	11
D'Or Researchers	10
Employees	10
Patients	9
Doctors	8
Health Operators	4



List of material issues [G4-19, G4-20, G4-21]

Aspects	Rating	Limit of Aspect Inside and Outside the Organization	GRI Indicator
Patient care/Humanization of Care	1	Doctors Patients Internal public Leaders Researchers	–
Health and safety of users of Health Services	2	All public	–
Training and education of employees	3	Internal Public Doctors Leaders Patients Researchers	G4-LA9 G4-LA11
Health and Safety at Work	4	Doctors Internal Public Leaders Researchers	G4-LA5 G4-LA6 G4-LA7 G4-LA8
Generation and distribution of economic value to society	5	All public	G4-EC1
Research and development of science and technology in health area	6	Doctors Internal public Researchers Leaders Providers	–
Emissions, Effluents and Waste	7	Leaders Internal Public	G4-EN23
Energy Use	8	Doctors Patients Internal Public Leaders	G4-EN4
Compliance with laws and regulations relating to services rendered	9	Doctors Patients Internal Public Leaders	G4-PR9
Communication and Marketing of products and services	10	Providers Internal Public	G4-PR7
Expertise in public policy	11	Researchers Leaders Internal Public	G4-S06
Customer Privacy / Information System	12	Researchers Doctors Internal Public	G4-PR8
Compliance with environmental laws and regulations	13	Providers Operators of health plans Doctors	G4-EN29

Aspects	Rating	Limit of Aspect Inside and Outside the Organization	GRI Indicator
Impacts of operations on the local community I	14	Doctors Internal Public Leaders	G4-S01
Compliance with laws and social regulations (labor and others)	15	Internal Public Operators of health plans Providers	G4-S08
Employment	16	Doctors Patients Internal Public Leaders	G4-LA1
Investments in environmental protection	17	Doctors Leaders	G4-EN31
Relations between workers and governance	18	Doctors Internal Public Leaders	G4-LA4
Water Use	19	Doctors Patients Leaders	G4-EN8
Practices against corruption	20	Operators of health Providers	G4-S03 G4-S05
Use of materials	21	Doctors Patients Internal Public Leaders Operators of health	G4-EN1
Market presence (local procurement local providers)	22	Doctors Internal Public Leaders Providers	G4-EC8
Indirect economic impacts	23	Doctors Patients Internal Public	G4-EC7
Practices against forced labor or slave labor	24	Doctors Patients Internal Public Leaders	G4-HR6

Document Information

Additional information, comments, criticisms or suggestions about the content of this report should be referred to the Sustainability Sector by email:
sustentabilidade@rededor.com.br.

Message from Management

[G4-1; G4-13]

The year 2015 was special for the projection of new business of Rede D'Or São Luiz. We achieved a number of significant results, such as the acquisitions of hospitals Villa Lobos, Bartira and Sino Brasileiro, all in Sao Paulo and Hospital Santa Helena in Brasilia. We have advanced in the works of new hospitals Copa Star (RJ) and São Luiz in São Caetano do Sul (SP) and we have worked to expand our units.

We have increased our service capacity by 9.5% compared to the year 2014. In the year 2015, we reached the milestone of over 3.0 million of emergency care, 195,000 surgeries, 270,000 hospitalizations and 25,000 births.

Behind all these advances, we know there is a lot of dedication of our contributors. We are confident that these results were only possible thanks to the technical quality and commitment of our staff, more than 34,000 direct employees, not considering the significant volume of indirect jobs and more than 87,000 accredited doctors.

All these initiatives show the strength of Rede D'Or São Luiz and the company's commitment to its stakeholders, shareholders, customers/patients, employees, researchers, providers, communities, government, media and society. Let's proceed. There is much work ahead. In recent years, Rede D'Or São Luiz is continually investing in the expansion of its activities in Brazil. We want to double the number of beds by 2020, from 4.4 to 8.5 thousand beds throughout the hospital network. Our efforts are focused on fully achieving the growth objectives undertaken.



Heáclito Brito
CEO





The Rede D'Or São Luiz

Profile [G4-3; G4-4; G4-5; G4-6; G4-7; G4-8; G4-9]

Founded in 1977, Rede D'Or São Luiz is one of the largest private companies of hospitals in Brazil, with presence in the States of Rio de Janeiro, São Paulo, Distrito Federal and Pernambuco. With more than 34,000 employees and 87,000 affiliated doctors, the company is among the largest employers in the country. Through D'Or Oncology Group, a reference in the diagnosis and treatment of cancer, in addition to the States already mentioned, the Rede (network) also is present in the States of Ceará, Bahia and Tocantins.

Currently, the group operates 27 own hospitals, 34 oncological clinics and two hospitals under management and two under construction. It has 4,400 beds, with plans to double this number to 8,500 beds by 2020.

Together, our hospitals performed in 2015, more than 3.0 million emergency cares, 25,000 births, 195,000 surgeries and 270,000 hospitalizations.

[G4-3; G4-4; G4-5; G4-6; G4-7; G4-8; G4-9]

PROFILE



3.0
million
Emergency
cases a year



4,400
beds



195,000
surgeries
per year



270,000
hospitalizations
per year



25,000
births per year



87,000
registered
doctors



34,000
employees



27
hospitals ready



2
hospitals under
management



2
units being
constructed

“ For **38** years
providing
hospital medical
services with
excellence. ”

Mission

- Provide medical and hospital care of high efficiency, with qualified and motivated teams, respecting ethics and the individual in its social context.

Vision

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

Values

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

Background



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

1977



Expansion of Labs Cardiolab units in RJ.

1982 a 1988



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

1989 a 1992



Labs Group expands the number of units with the opening of new mega-units, reaching other parts of the city.

1993 a 1997

2006

In 2006, the Network has incorporated the management of the Casa de Saúde e Maternidade Joari, founded in 1969 and located in Campo Grande, West Zone of the City of Rio de Janeiro.



2007

Rede D'Or expands to Pernambuco and takes the Prontolinda and Esperança hospitals. Also assumes the management of the Hospital São Marcos, in Recife. The year 2007 was also marked by the purchase of Hospital Bangu, in the west zone of the city of Rio de Janeiro.



2009

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



2010

Rede D'Or purchases Hospital e Maternidade São Luiz in São Paulo, Capital, the Hospital e Maternidade Brasil, in Santo André and Hospital Assunção in São Bernardo do Campo. Creation of the Instituto D'Or for Research and Education (DOR).



2011

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





Opening of the Barra D'Or Hospital, the first hospital of the Rede (network). This milestone reflected in the group's name, which was renamed Rede D'Or.

1998



From renovation of an old hotel in Copacabana, born the Hospital Copa D'Or.

2000



Opening of the Hospital Quinta D'Or, the third of the Rede (Network).

2001



Rede D'Or strengthens presence in Rio de Janeiro, combining service excellence with high-tech diagnostics. Start to manage six hospitals in the city.

2004



Opening of more nine Labs D'Or diagnostic units.

2005

2012

Rede D'Or arrives to Midwest. It also expands its presence in São Paulo. The group is now called Rede D'Or São Luis. Begins the construction of the Hospital Copa Star in Copacabana.



2013

Opening of the Caxias D'Or, the first unit in the Baixada Fluminense. Rede D'Or São Luiz starts in September 2013, the construction of the Hospital São Caetano in Sao Caetano do Sul, the ABC region of São Paulo. This same year was marked by the renaming of the Casa de Saúde e Maternidade Joari to Hospital Oeste D'Or, which now has about 170 beds.



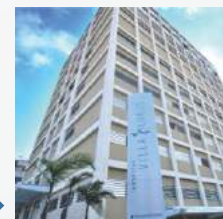
2014

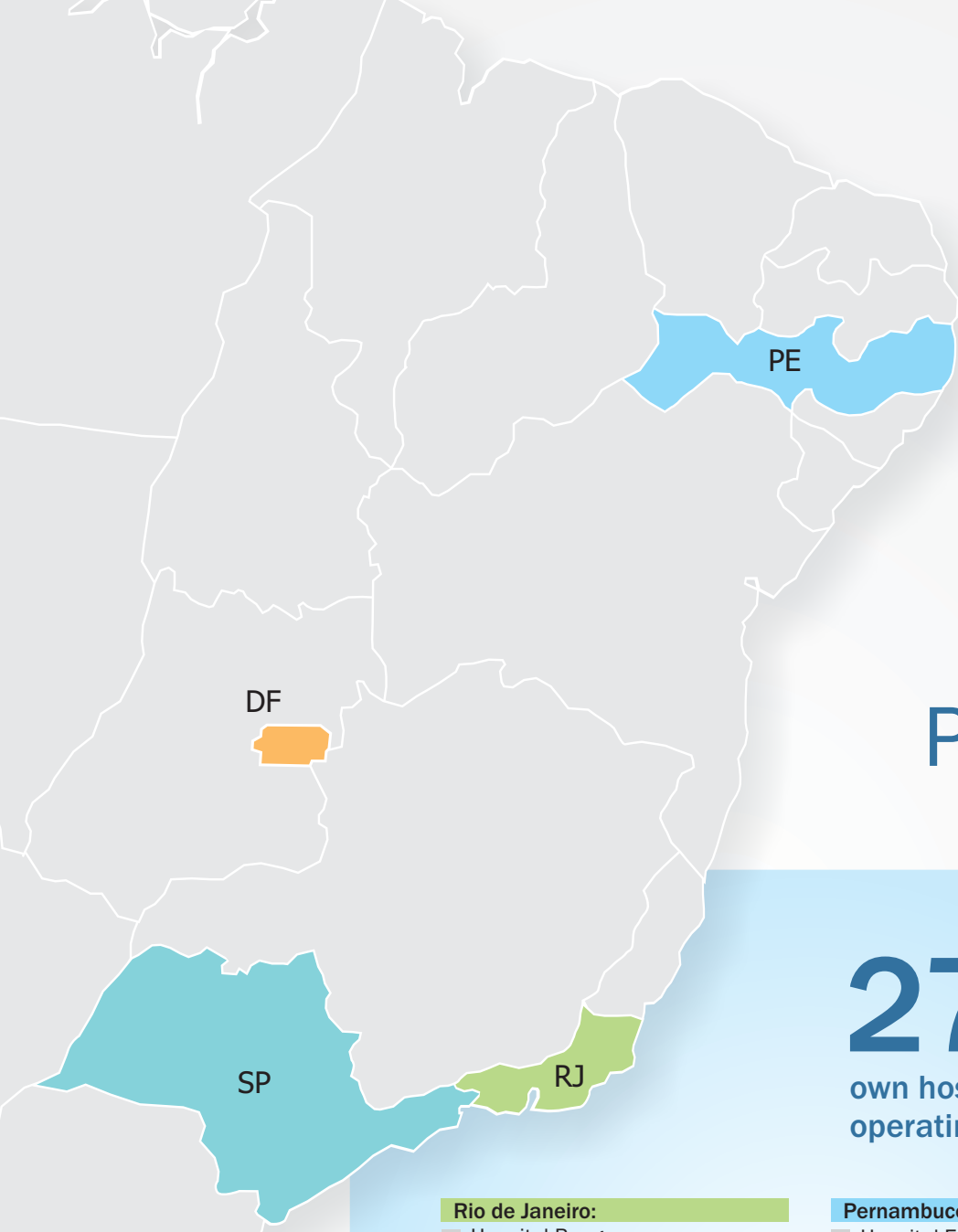
Hospital Ifor, specialized in orthopedics and traumatology and located in São Bernardo do Campo (SP), becomes part of the Rede (Network).



2015

New incorporation, such as the Sino Brasileiro, Bartira and Villa Lobos hospitals in São Paulo and the Hospital Santa Helena, in the Federal District, have provided an important synergy to the business plan of the group, which aims to increase by 2020 their beds 4,400 to 8,500, investing more in health, technology and service quality to our customers.





National Presence

[G4-6; G4-8]

27

own hospitals operating

Rio de Janeiro:

- Hospital Bangu
- Hospital Barra D'Or
- Hospital Caxias D'Or
- Hospital Copa D'Or
- Hospital Niterói D'Or
- Hospital Norte D'Or
- Hospital Oeste D'Or
- Hospital Quinta D'Or
- Hospital Rios D'Or

São Paulo:

- Hospital Assunção
- Hospital e Maternidade Brasil
- Hospital da Criança
- Hospital e Maternidade Bartira
- Hospital São Luiz - Anália Franco
- Hospital São Luiz - Itaim
- Hospital São Luiz - Jabaquara
- Hospital São Luiz - Morumbi
- Hospital Sino-Brasileiro
- Hospital viValle
- Ifor
- Villa-Lobos

Pernambuco:

- Hospital Esperança
- Hospital Esperança - Olinda
- Hospital São Marcos

Distrito Federal:

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

Under management:

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

Being constructed:

- Hospital Copa Star - RJ
- Hospital São Luiz - São Caetano do Sul - SP





Areas of Operation

Health ^[G4-4]

We operate in the supplementary health area providing medical services in intensive care, maternity and general hospitals, as well as adult and children's emergency rooms, surgery centers and high complexity services.

We also have a strong presence in the area of scientific research and education through the Instituto D'Or de Ensino e Pesquisa (IDOR), a nonprofit institution that contributes greatly to the quality profile, innovation and humanization of Rede D'Or São Luiz. In addition to these services, we have the D'Or Soluções for the provision of consulting services in management in the area of labor health and safety.

Our main brands are the D'Or Hospitals in Rio de Janeiro, Hospital e Maternidade São Luiz in São Paulo, Esperança in Pernambuco, Santa Luzia and the Coração do Brasil, in Brasília, Oncologia D'Or in several Brazilian states and D'Or Soluções, in Rio de Janeiro and São Paulo.





Oncologia D'Or

The Oncologia D'Or Group has established itself as one of the great advantages of the brand, recognized as reference and excellence in cancer treatment. It operates through 34 oncological clinics installed in the States of Rio de Janeiro, São Paulo, Ceará, Distrito Federal, Bahia, Pernambuco and Tocantins. With a solid structure facing the diagnosis and treatment of all cancer types, performs a month over 20,000 calls in 5,000 patients.

The group started in 2010 in Rio de Janeiro, with the creation of the Centro de Oncologia Rede D'Or (Rede D'Or Centre of Oncology), annexed to the Hospital Quinta D'Or, the result of a R \$ 30 million investment. It was the first in the State of Rio de Janeiro to offer, in the same location, diagnosis and treatment for cancer, offering services of radiotherapy, chemotherapy, surgery center, hospitalization specialized in cancer patients, radiology, interventional radiology and diagnostic tests and imaging. Later, the company expanded its activities through the purchase of participation in clinical treatment and expansion of its network of doctors.

It has a team of renowned doctors of the national oncology and modern technologies for more effective treatments and less invasive, allowing the patient access to radiotherapy methods, techniques in chemotherapy, hematology and clinical oncology.

Among the various available technologies, the most innovative for the treatment of tumors refers to the Novalis Classic 6D equipment, manufactured by multinational Brainlab. It is a radiation image guided device which can extend the degree of accuracy and efficiency already applied to the cranial radiosurgery for various other areas of the body. The various radiotherapy services perform radiosurgeries, of Intensity Modulated Radiotherapy (IMRT), image-guided radiotherapy (IGRT), Brachytherapy and Electron Irradiation.

In 2014, the Oncologia D'Or Group initiated a restructuring project of the units, with a standard of commitment to comfort, technology and quality for cancer patients. Its Botafogo unit after the reformulation, received the Health Excellence Award 2015, in the hospital hotel category. In this unit, in addition to infrastructure investment, the Yogotherapy service was implemented to improve the quality of life of patients.

In order to establish a line of care with the single and integrated flow between the units of the Oncologia D'Or Group and the network of hospitals in 2015, the Green Line project was initiated. This project implements a new concept that speeds the diagnosis, care and clinical and surgical treatment of patients with suspected cancer.



Novalis 6D Classic™



Centro de Oncologia D'Or, em Botafogo, RJ

The Oncology Center of Rede D'Or São Luiz, space dedicated exclusively to the treatment of cancer, in its different phases and aspects.

D'Or Soluções

The D'Or Soluções is a company of the Rede D'Or São Luis group specialized in developing solutions in the areas of health and work security for the corporate segment customers.

It has a highly qualified technical team, composed of Occupational Physicians, Safety Engineers, Environmental Engineers, Technicians in Labor Safety among others. It offers management system that integrates the concepts relating to Occupational Hygiene, Occupational Medicine and Industrial Safety, allowing the accurate assessment of hazards and occupational risks to workers' health, the proper planning of prevention and monitoring the work-related diseases and prevention and promotion of health.

Among the services provided are Management Program of the Labor Accident (PROGAT), Environmental Risk Prevention Program (PPRA), Occupational Health Control Programa (PCMSO), Care Support Facilitated to the Company (SAFE), consultancy on specific legislation of health and safety, CIPA Management and Control of EPI's.

Accreditations

Rede D'Or São Luiz: the brand of cariocas 2015

We were elected for the sixth consecutive year as the favorite brands of Rio de Janeiro, in the category "Clinics and hospitals". The search "Brands of Cariocas" is held annually since 2010, by the newspaper O Globo, in conjunction with the Troiano de Branding Group and reveals the preference of cariocas in various categories

Valor 1000 Award

We were also elected as the best company in the Medical Services sector by renowned Valor 1000, Yearbook of Valor Econômico that lists the 1,000 largest companies in the country. The criteria includes financial data analysis raised by Valor Data, Serasa and Fundação Getúlio Vargas (FGV).



Hospital Copa D'Or, Copacabana - RJ

Safe catheter

In August 2015, 17 hospitals in the network (Rede) received the 3M Brazil certification of Safe Catheters Fixation Program, which aims to recognize the good practices in vascular access and is valid for one year. The 3M Safe Catheters Fixation Program has among the objectives to preserve the comfort of patients and align the health institutions with international recommendations.

List of certified hospitals

■ Rio de Janeiro

Caxias D'Or; Barra D'Or; Copa D'Or; Quinta D'Or; Oeste D'Or e Niterói D'Or.

■ São Paulo

Hospital e Maternidade São Luiz - Unidades: Itaim, Morumbi, Anália Franco e Jabaquara; Hospital e Maternidade Brasil, Hospital e Maternidade Assunção; Hospital Ifor.

■ Distrito Federal

Hospital do Coração do Brasil.

■ Pernambuco

Hospital Esperança Olinda; Hospital São Marcos, Hospital Esperança Recife.

Hospital Bangu is awarded for SCCM

In January 2015, Hospital Bangu received the SCCM Family-Centered Care Innovation Award, becoming the first Brazilian hospital to be accredited by the SCCM - Society of Critical Care Medicine for its humanized care practices in the hospital.



Hospital Bangu - RJ



Hospital São Luiz, Itaim - SP



Hospital São Luiz, Morumbi - SP



Strategy and Management

Strategical Management

Our growth strategy is anchored in the projection of new business and the continuous improvement of quality of service and safety practices involving patients.

It is part of our strategic planning, to increase the supply of beds in private national network and qualify all Rede (Network) hospitals to be accredited by certification bodies of the quality of care.

Our strategic management has ongoing focus on operational efficiency and the adoption of the best practices for the physical well-being of patients. For this, we have highly qualified and prepared professionals in various health specialties as well as we have adopted and implemented the modern technologies to make our processes, services and care even better.

Rede D'Or São Luiz Management Model

Our pillars of values support our decisions - technical quality, perceived quality and financial performance.



Investments [G4-EC7]

The economic-financial results of 2015 were very satisfactory. We have maintained our investments to support the new expansion projects, aiming to increase the operational capacity of the company.

We seek to maintain a balanced capital structure, allowing working efficiently and growing solidly, ensuring the sustainability of our businesses. The numbers of operation in 2015 reinforce this position: more than 3.0 million of emergency room services and revenues of R\$ 7.1 billion, 28% higher than in 2014.

News Projects [G4-13]

New unit of Rede D'Or in Copacabana

With investments of around R\$ 305 million, we have maintained apace the construction of the Copa Star hospital in Copacabana, in Rio de Janeiro. The unit focuses on care in oncology and cardiology for users of top health plans and free choice and its opening is scheduled on the 2nd Semester 2016.



*Hospital Copa Star, Copacabana - RJ
Em construção*

It will have 199 beds, with 154 apartments and 45 ICU able to provide personalized emergency treatments, radiation therapy, magnetic resonance imaging and hemodynamics.

The unit will have a highly qualified medical staff and professionals from different areas. Furthermore, it will house what is most modern in terms of medical equipment, such as smart operating rooms, in which there will be a robot capable of performing high-precision guided commands surgeries, hybrid rooms, rooms for neurosurgery with magnetic integrated resonance equipment, robotic medicine among others. The hospital structure of the Copa Star is complemented by a standard five-star hotel, services like VIP concierge, international cuisine and valets for doctors and caregivers.

Construction of São Luiz unit in São Caetano do Sul is in full swing

Begun in September 2013, the works of the São Luiz unit in São Caetano do Sul, in the metropolitan region of São Paulo, are in full swing. The completion of the works is scheduled in the second half of 2017.

The arrival of the Hospital São Luiz - São Caetano Unit will generate many jobs for the region, not only for health professionals such as doctors, nurses, physiotherapists, but also for other activities such as porters, security guards and administrative staff. The project initially provides 37.260 million square meters of building area, with 12 floors. Initially, 299 beds are scheduled;

The investments in the Great ABC region are part of the Rede D'Or São Luiz strategy. The total investment forecast for the region is 288 million.

Information Security [G4-2; G4-PR8]

We have an Information Security Policy (PSI) to define and standardize the protection and privacy of customer information. The implementation of this policy and procedures that accompany was based on the standards of the ISO / IEC 13335-1: 2004 international standard that is a guide with the best safety management practices.

In 2015, we have invested R\$ 40 million in development and implementation and information technology infrastructure solutions, allocating R \$ 1.5 million to the Information Security.

The Risk assessment related to Information Security is made directly by the team of Information Technology. Violation of security controls or failure to comply with the policy or the rules and procedures are considered serious offenses. Its determination is made by the Information Security Management Committee, by area of internal controls, or by the Director of Organizational Units.

During the year, there were no records of complaints relating to violation of privacy and loss of customer data.

Humanization

The humanization is the act of listening, understand, accept and consider the views, complaints and needs of each patient. Humanized care is one of the main guidelines that rules the conduct of our professionals. We start from the premise that the smile, the warmth, the look in eyes, attention and care throughout the hospitalization process are keys to ensuring the satisfaction and a positive patient experience with Rede D'Or São Luiz.

The practice of this principle is present during the hospitalization, when the patient is tense and worried about his recovery, before so many procedures, so many technical





Therapist dog in action

terms and equipment used, it is essential to make him feel in a welcoming environment, but also safe and provide him with adequate care. In this context, the host has a powerful role to promote confidence between the professional, the patient and the institution and give him the feeling that everything will take place in the best possible way.

These practices are permanent targets for improvement. Thus, we have been working on the development of our professionals, process improvement and humanization of relations, to ensure an environment that contributes to the success of the service policy of Rede D'Or São Luiz.

Emotion that touches the soul

Thinking about the patient and employee welfare, we have partnerships with musicians that make the day to day of the health professional more than special, inserting it into the humane practice of service to the patient and visitor.

"Therapist" Dog: Care friends

The Children's Hospital patients in São Paulo, except those with a medical restriction or are in isolation, receive monthly visits from little dogs of the Instituto Cão Terapeuta.

The action is part of the recreational activities in the unit to assist the patient in his recovery, since it was found that this initiative contributes to improvements in symptoms of anxiety and depression.

Cultural Meetings in Coração do Brasil

All Mondays, a sympathetic dancing party happens at the Cardiology Clinic of Hospital Coração do Brasil.. The meeting brings together singers, musicians and reciters of anonymous poetry, among own employees, patients and visitors who present to colleagues.

SabaD'Or

The SabaD'Or is one of the ways found by the company to promote the continuing education of the medical community and the exchange of knowledge about the advances in cardiology to be used for diagnosis and treatment of

cardiovascular disease. The meeting takes place every month, always held on Saturday mornings.

Living Well Program

We performed monthly in any unit the Living Well Program, which consists of educational lectures on prevention and quality of life for the community. The program includes experts from various areas of expertise to discuss and ask questions about current issues in health and wellness.

Corporative Governance

[G4-7; G4-38; G4-39]

The Rede D'Or São Luiz is today one of the symbols of the growing private health sector in the country and there are expectations for more opportunities for expansion.

Corporate Structure [G4-13]

Currently, the Moll family, Rede's founder, holds 59.4% of the company's common stock. The others belong respectively: 26.8% to Sovereign Fund of Singapore - GIC, 12.3% to the Private Equity Carlyle Fund and 1.5% to other minority.

In April 2015, we entered into a partnership with the American Carlyle Group investment fund. The investment of R\$1.75 billion reais resulting from this partnership will be used to support the Group's growth plans, including the construction of new hospitals, expansion of existing facilities and the financing of new acquisitions. A month after the entry of the Carlyle in the capital of the company, we have announced the participation of the Sovereign Fund of Singapore - GIC.

Governance Structure

With legal nature of a private held company, we conduct our operations in accordance with the internationally accepted principles of good corporate governance. Our management structure is composed of a Board of Directors and the Executive Board. This structure is complemented by the Executive Committee (COMEX), the Sectoral Committees, the Compliance and the Institutional Internal Control.

Board of Directors

The Board of Directors is responsible for establishing strategies and guidelines of the company. The Board fixes guidelines, controls, prepares plans, goals, and investment programs and monitors the overall performance of the company. Currently consists of six members, all elected by the shareholders at the General Meeting. The term of the current board members is three years, with reelection allowed. The Board meets quarterly and, extraordinarily, whenever necessary.

In line with the best corporate governance practices, the Chairman of the Board of Directors, is not part of the Executive Board of Rede D'Or São Luiz.

Executive Board [G4-36, G4-38]

The Board is the responsible body for the management and operational management of the company, in addition to the implementation of the policies and guidelines established by the Board of Directors.

The directors of Rede D'Or São Luiz have a three-year term, which began on April 10, 2013, with reelection allowed.

Committees (G4-34)

For the resolution of strategic issues, we have the following Committees:

Executive Committee (COMEX)

It is one of the executive bodies of Rede D'Or São Luis that has the task to define general guidelines, proposals for validation coming from regular agendas, decision on possible deadlocks and monitoring the results and decisions. The COMEX meetings occur weekly and with the participation of all executive officers of the company. The COMEX has the Sectoral Committees to thoroughly evaluate topics relevant to the company, such as people, investments, receivables, among others.

Sector committees

They address specific issues in various areas of the company. They are responsible for submitting the economic, social and environmental performances achieved for the evaluation of

the COMEX. They also have the task to draw up plans and proposals to ensure achievement of objectives. Currently, the existing Sectoral Committees include the following areas: Human Resources, Investment, Operations, Audit, Accounts Receivable and IT.

Internal Institutional Control

Responsible to the senior management, for the monitoring and evaluation of internal controls within the corporate level, to prevent or hinder the occurrence of irregularities, errors or omissions. Also acts to ensure the efficiency and effectiveness of management in order to maximize the results, congregating in addition to the internal audit, other areas indispensable to assistance within the standpoint of control.

Currently, Rede D'Or São Luiz has no mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.

Compliance of Rede D'Or São Luiz [G4-2; G4-PR9]

We have implemented in 2015, the Compliance area in order to comply with laws (notably the Brazilian Anti-Corruption Law and Law of Clean Record Company) and regulations both external and internal.

The actions of the area, consolidated in the program called "Ethical Network" are geared both to spread the culture of compliance throughout the organization and the establishment of processes and procedures to ensure compliance of the organization with the Anticorruption Law.

The "Ethical Network" has seven key areas and in 2015 the following activities were carried out in each of the key areas:

- **Senior Management Commitment:** the establishment of the strategic planning of the area, analysis and definition of compliance risks involving the entire senior management and key executives and definition, lectures to the senior management about the Anti-Corruption Law theme performed by lawyers specializing in theme, definition of the Compliance governance structure.

- **Policies and Procedures:** actions related to definition / approval and implementation of the Anticorruption Corporate Policy of Rede D'Or São Luiz and its related procedures. This policy was approved by the Management Committee of Rede D'Or São Luiz in October 2015. Beginning of the revision of the Ethics Code. The current version is available on the Intranet and website for employees and external public consultation.
- **Plan of Compliance Communication:** actions to define communication strategy of the Ethical Network program for all employees in order to use the various enterprise channels: Intranet / Panel Life / Email Marketing / D'Or space and specific advertisements as banners / posters / displays and wobblers in point system machines, among others.
- **Training Plan:** actions to define the training for all employees of the Rede D'Or São Luiz targeting groups by risk analysis as well as integration with training practices already implemented in the organization.
- **Communication Channel:** actions for definition of restructuring/reformulation of existing ethics channel in the company and alignment of processes in conjunction with the Internal Institutional Controls area to launch the new channel in 2016. In 2015 the area Institutional Internal Controls continued with the responsibility for the entire management of the Ethics Channel of Rede D'Or São Luiz.
- **Investigation:** actions to define the reformulation of the investigation process in conjunction with the Institutional Internal Controls area. In 2015 the area of Institutional Internal Control was responsible for all conduct of investigations within the organization.
- **Independent audit and Continuous Improvement:** planning definition to perform independent audit in 2016 with internal control design facing the Compliance area.

Participation in associations, institutions and defense agencies [G4-15; G4-16]

We operate through associative entity of the supplementary health sector as the National Association of Private Hospitals

(ANAHP). The institution represents 46 hospitals recognized for quality certification and safety attendance, in addition to promoting actions that transcend the interests of the member organizations.

The hospitals Copa D'Or, Barra D'Or, Quinta D'Or, Rios D'Or, Hospital e Maternidade Brasil, Hospital Esperança and Hospital São Luiz - Itaim Unit actively participate in the ANAHP. The Rede D'Or São Luiz integrates the Board of Directors of ANAHP, with Dr. José Roberto Guersolaas the Company's representative.

Risk Management [G4-2; G4-14]

We have adopted a series of risk management practices based on current rules and laws. In the operating area, periodically we have proceeded inspections and maintenance to evaluate the effectiveness and quality of services provided. The hospital operation risk management takes place in the units from the perspective of Clinical and Non Clinical Risks. This issue is a requirement of accreditations, external evaluation process, on a voluntary basis, which aims to assess the quality of services, identifying in advance possible risks to the patient, and encourage continuous improvement in management. The Accreditation certificates are issued by national organizations (National Accreditation Organization - ONA) and international (Accreditation Canada and Joint Commission International - JCI).

In proceedings involving environmental issues, our work is supported by regulatory standards of the health sector and by environmental regulations.

Ethics and Human Rights

Code of Ethics [G4-56; G4-57; G4-58; G4-HR3]

Created in 2009, the Rede's Code of Ethics establishes the ethical principles that guide the conduct of employees in relationships with customers, suppliers, competitors and other stakeholders.

Ethics Channel [G4-14]

It is available to all company stakeholders to communicate, confidentially and securely, any complaints concerning the violation of its Code of Ethics, as well as the statutes, policies, procedures, regulations and standards.

The channel is available by
www.canaldeeticarededor.com.br
and 0800 970 0097.

In 2015, the Ethics Channel of Rede D'Or São Luiz received 242 reports, and 97% of them considered relevant by the company. They were recorded through this channel, 53 complaints classified as abuse (moral or sexual harassment), equivalent to 23% of total complaints.

All complaints accepted are received by the Institutional Internal Control area for internal investigation processes and, where necessary, treated by means of audits and/or investigations. In all cases, the effects are reported for the involved areas for analysis and action. The conclusion of the complaint process is made only after the return of the manager.

Acting ethically, seeking continuous improvement of relations between the company and the different audiences with whom we interact are values that guide our business decisions.

To act ethically, searching the continuous improvement of relations between the company and the different stakeholders with whom we interact are values that guide our business decisions.



89%
of Rede D'Or hospitals are certified, attesting to the continuous improvement of service quality.

Unfair competition [G4-S07]

No cases of lawsuits for unfair competition, trust and monopoly practices are registered in 2015. The Network (Rede) strictly follows the laws and rules established by the Administrative Board for Economic Defense (CADE) and regulatory agencies in Brazil.

The Code of Ethics guides the employees against unfair competition. With the competitors, the competitiveness is exercised based on bargaining power with suppliers and in ethical business management.

Assistance Quality

We use since 2006, the Hospital Accreditation as an improvement methodology of the evaluation procedures of the quality of health services, promoting continuous improvement and ensuring the quality of care provided to customers. All our units apply the logic of permanent evaluation of Accreditation, and most of them already have accreditation seal.

Certification

Of the 27 own hospitals that make up the Rede D'Or São Luiz, only three are not certified by the National Accreditation Organization (ONA), but are in the preparation phase, which are the Hospital Bangu in Rio de Janeiro, the Hospital e Maternidade Bartira and Hospital da Criança, both in São Paulo. The Hospitals under management and the newly acquired hospitals Sino-Brasileiro, Villa Lobos and Ifor are also accredited by ONA. In addition to national accreditations, ten hospitals are certified internationally. The Copa D'Or, Rios D'Or and Sao Luiz Itaim are certified by the Joint Commission International (JCI), one of the most important international certifications of quality of the world in the health area. However the hospitals Barra D'Or (RJ), Quinta D'Or (RJ), Hope (PE), viValle, Hospital Maternidade Brasil, São Luiz Morumbi and Sao Luiz Analia Franco besides their certification by ONA, are also certified by Accreditation Canada - Qmentum as reference in quality of care and patient safety.

Accredited Own Hospital of Rede D’Or São Luiz

REGIONAL	UNITS	CERTIFICATIONS	
		NATIONAL	INTERNATIONAL
RJ	Barra D’Or	Accredited with Excellence	Qmentum
	Caxias D’Or	Fully Accredited	
	Copa D’Or		Joint Commission
	Niterói D’Or	Fully Accredited	
	Norte D’Or	Fully Accredited	
	Oeste D’Or	Accredited with Excellence	
	Quinta D’Or	Accredited with Excellence	Qmentum
	Rios D’Or		Joint Commission
PE	Esperança	Accredited with Excellence	Qmentum
	Esperança Olinda	Accredited with Excellence	
	São Marcos	Accredited	
SP	Hospital Assunção	Accredited with Excellence	
	Hospital e Maternidade Brasil	Accredited with Excellence	Qmentum
	IFOR	Accredited	
	São Luiz - Anália Franco	Accredited with Excellence	Qmentum
	São Luiz - Itaim		Joint Commission
	São Luiz - Jabaquara	Fully Accredited	
	São Luiz - Morumbi	Accredited with Excellence	Qmentum
	Sino-Brasileiro	Accredited	
DF	Vila Lobos	Fully Accredited	
	viValle	Accredited with Excellence	Qmentum
	Hospital Coração do Brasil	Fully Accredited	
	Hospital Santa Helena	Fully Accredited	
	Hospital Santa Luzia	Fully Accredited	



Organization Accredited by Joint Commission International



Patient Safety [G4-2]

Our hospitals adopt recognized international standards, through a risk management system and failure prevention focused on patient safety, which also involves the planning and management of clinical and administrative processes and qualification of employees. Daily practices are based on International Security Goals, also recommended by the Ministry of Health, the National Program for Patient Safety.

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





Highly equipped surgical center

In the surgical area, we have made investments to create the most appropriate environment, with the state-of-arte equipment and the best aseptic conditions. Daily, in the Surgical Centers are performed various highly complex procedures such as kidney, liver, cardiac and neurological surgery. Rede D'Or São Luiz is a reference in neurological, cardiovascular, thoracic and transplantation surgeries. During the year, more than 195,000 surgeries were performed in surgical centers of the units.

Reference in Motherhood

The Maternidade São Luiz has a complete multidisciplinary team and has pioneered service with distribution of sector nurseries, as well as apartments and individual suites, where pregnant women receive all necessary care, admission to postpartum, with the comfort of a first class hospital hotel.

Nutrition Service

The meals served are especially prepared in accordance with the nutritional needs of each patient. They receive visits according to their nutritional status to ensure the intervention of the necessary nutritional assistance during all hospital stay and at discharge. The nutrition services also include care for the nutritional support (food supplements), administered as needed for each patient.

To offer each patient an individualized and personalized service, we have a team of 1,880 specialized employees who are divided into several functions, namely: nutritionists, nutrition technicians, cooks, maids, "lactaristas", kitchen helpers and others. Together, this team produces an average of 47,942 daily meals produced for employees, patients, caregivers and various events. Every month, the number reaches 1,458,254 and each year are served, on average, 17,499,052 meals, considering the various types (breakfast, collation, lunch, afternoon snack, dinner, supper and others).

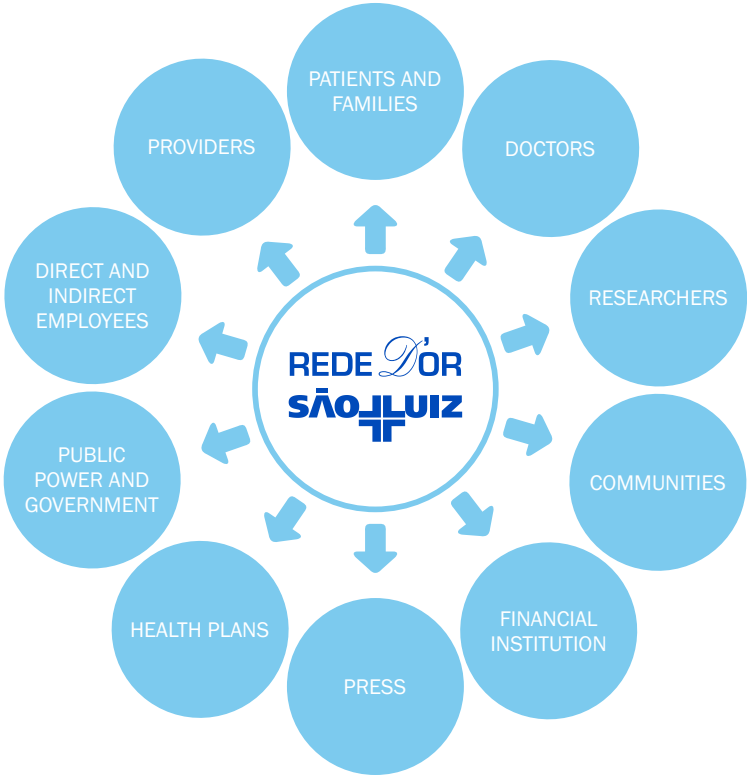


Relationship with strategical stakeholders [G4-24]

We have different relationships and communication channels in order to maintain ongoing dialogue with the various stakeholders in which we interact. Among these channels, we highlight the company's website (www.rededor.com.br), reports, newsletters, intranet, press materials (releases), participation in sector events, among others.

A different initiative is the daily survey of customer satisfaction with the services provided, wich enable us to capture the needs and expectations of the service, as well as identify oppourtunities for improvement.

Stakeholders Groups of Rede D'Or São Luiz



Communication and Marketing [G4-PR2; G4-PR7; G4-PR9]

In line with the ethical principles of business, communication and marketing actions meet fully the recommendations of the Federal Board of Medicine - CFM, through the Medical Advertising Manual (CFM Rule No. 1,974 / 11).

The standards established by CFM serve as a guideline for all our communications. The Rede (Network) is also attentive to the standards that rule the advertising placements in radio, TV, newspapers, magazines and social networks.

In 2015, there were no cases of non-compliance related to advertising and communication of our activities as well as cases of non-compliance with regulations and voluntary codes were not recorded.

Canais de Comunicação

Audience-target	Tools of communication Meetings
Shareholders	Meetings Committees and Meetings of Board of Directors (Redir) Financial Information Reports
Customers/ Patients	Continuous Research of Satisfaction Website - Contact us Social Media Ombudsman office Media Campaigns Information Leaflets
Doctors	D'Or São Luiz Scientific Journey SabaD'Or Symposium on Mechanical Ventilation Participation in seminars and conferences
Collaborators	Coffee with the Director Manager Newsletter Espaço D'Or - Internal magazine Painel Vida - Wall News Informa (E-mail Marketing) Promotion of Internal Campaigns Correspondents Network Intranet Channel of Ethics
Researchers	Instituto D'Or de Pesquisa e Ensino E-mail Marketing IDOR
Communities/ Society	Website - Contact Us Social Media - Facebook and Twitter Channel of Ethics Sponsorships of social projects Lectures of "Viver Bem" Program Ombudsman
Providers	Ombudsman to meet the issues related to the conduct
Press	Website - Contact us Press Office Releases

Innovation and technology

The aspects of innovation and technology are essential for sustaining the Rede São Luiz growth plan. Therefore, we constantly invest in more modern and efficient technologies, thus reducing the risk of obsolescence of equipment and consequently ensuring the improvement of service quality and continuous process improvement.

Since its foundation in 1977, Rede D'Or São Luiz has always sought to operate with what is most modern in terms of technology, aiming for excellence in service delivery.

In 2015, we allocated R\$ 106.8 million in upgrading and modernization of the technological infrastructure, searching the maximum return and control of various operations involving the business.

System of robotic surgery

The robotic structures controlled by health professionals is already a reality in Rede D'Or St. Luiz. This technology, available at Hospital e Maternidade São Luiz - Itaim Unit, enables doctors to act in delicate, complex and high precision surgeries - and that even from small incisions. All thanks to two da Vinci robotic systems, devices that create conditions for better performance in procedures.

The structure has four robotic arms. In one of them is installed a microcamara that allows a three-dimensional view of the patient. In the other, are the surgical instruments such as forceps, scissors and scalpel. The doctor is accommodated on an island, where he visualizes the process and controls the movements of the robot.



Investments in radiotherapy and robotic surgery are part of the innovations offered by the Network.

Electronic Bedside Administration Project

In order to further ensure safety, quality and efficiency of patient care, we are gradually implementing in our units, the Electronic Bedside Administration Project, which has among its objectives the automation of medication administration at the bedside. Thus, the medication administration process ceases to be controlled manually by nursing teams, to pass to be recorded automatically through mobile devices.

This new method of registration, has increased the reliability of the drug application process as potentially has reduced the possibility of errors, given that only after the electronic crossover of information such as patient data, medication, dose and certain times is that system allows the medication administration.

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

The data collected by nursing teams are sent after the electronic checking of information, the central hospital system, which has given us other benefits, such as further qualify our services, as the nursing process in compliance with hospital bed in patients are streamlined and optimized with the device use. The implementation has also contributed to significant improvements in process of care and post care, since doctors now have faster access to patient information for making decisions.

The project, conducted in partnership with the Microcity, a leader in outsourcing and advanced IT solutions, provides the implementation of a total of 260 mobile devices in three hospitals of São Paulo until the end of 2016, which are the Hospital São Luiz - Morumbi Unit and Itaim and Brazil Heart Hospital in Brasilia.

Copa D'Or automates dosage of drugs

In June 2015, the Copa D'Or has implemented a new drug dose management software in the Unit. It was the first hospital in Rio de Janeiro to acquire the system.

The goal is to further reduce the chances of drug administration errors. This is safer for the patient and support for the collaborator.





Research and Teaching

Believing that research and teaching are essential to excellence in care, RDSL invests in the Instituto D'Or de Pesquisa e Ensino (IDOR). The IDOR is a private, non-profit organization that has as main objectives to promote scientific and technological advancement in health area and excellence professional graduation.

Located in Botafogo (RJ), the head office of IDOR has sophisticated center of investigative image, laboratory of molecular biology and cell culture, and clinical research infrastructure, where scientists, teachers, students and volunteers lead innovative projects in health human. The IDOR has important partnerships with national and international research, education and technology institutions.

With 20 principal researchers and more than 100 collaborators, the institution is consolidated as scientific research reference. With publications in international scientific journals, has important role in the training and qualification of researchers and health professionals, contributing substantially to the generation of scientific knowledge to the scientific community and the whole society.

Search

There are five main areas:

- **Intensive Care Medicine:** clinical studies related to the care of critically ill patients and quality of care;
- **Internal Medicine:** clinical and therapeutic aspects of the disease, disease mechanisms and diagnostic methods;
- **Neuroscience:** molecular, cellular and cognitive mechanisms associated with psychiatric, neurological diseases and neuroplasticity;
- **Pediatrics:** respiratory diseases, quality in health and sepsis;
- **Oncology:** molecular markers and clinical studies.

70 is the approximate number of projects developed during 2015 by IDOR in partnership with national and international institutions.

Teaching

The Instituto D'Or de Pesquisa e Ensino (IDOR) coordinates the internship programs of RDSL, accredited by the Ministry of Education (MEC), in areas of Medical Clinic, Cardiology, Critical Care Medicine, Pediatrics, Radiology, General Surgery, Anesthesiology and Urology - in addition to specialized courses, extension courses and Stricto sensu graduate courses along with graduate programs of partner institutions.

Scientific Cooperation

The IDOR maintains scientific cooperation with research institutions and major national and international universities, and has strong presence in government funding agencies:

- Federal University of Rio de Janeiro (UFRJ)
- State University of Rio de Janeiro (UERJ)



Facade of the Instituto D'Or de Pesquisa e Ensino building



Robotized system for scanning large-scale drugs and cell multiparametric analysis



"Spinner" bottle used for the cultivation of neural cells in three dimensions, in this case, brain Organoids

- National Institutes of Health (USA)
- University of Utah, USA
- University of Pennsylvania, USA
- University of Paris, FR
- OIST, Japan
- King's College London, UK
- University of Oxford, UK
- Florida University, USA
- Ohio State University, USA
- Latin American Cooperative Oncology Group (LACOG)
- American Association for Cancer Research (AACR)
- International Association for the Study of Lung Cancer (IASLC)
- Manchester University (England)
- Stanford University (USA)
- Centre National de la Recherche Scientifique - CNRS (France)
- Scripps Research Institute of California

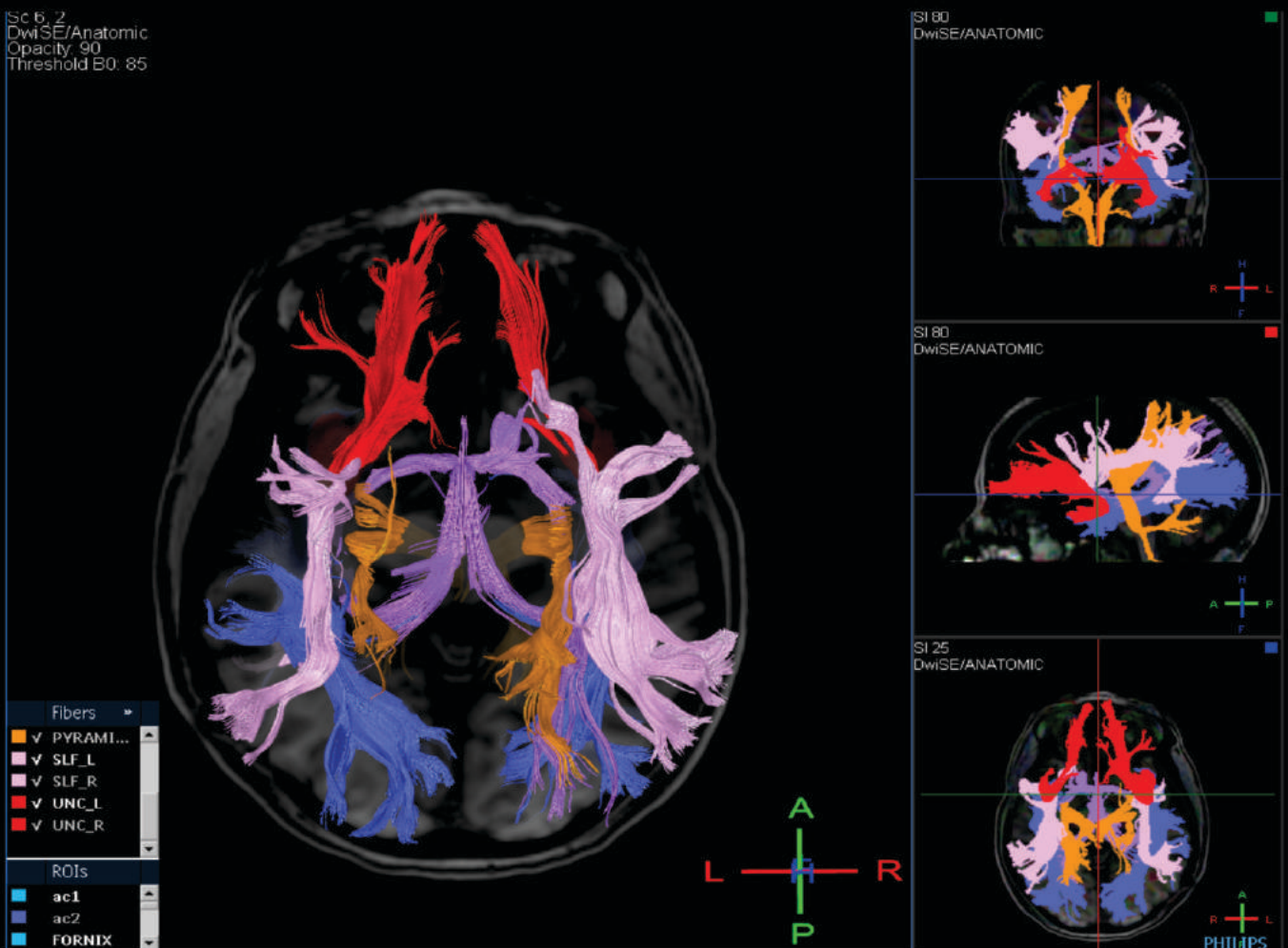
Supporting Institutions:

- Research Support Foundation (FAPERJ)
- CAPES
- BNDES
- FINEP
- CNPq
- Brazilian Agricultural Research Corporation (Embrapa)



One of the environments of IDOR general laboratory.

Tractography (beam reconstruction of brain white matter) generated from the DTI technique (Diffusion tensor imaging). This technique is based on the movement of water molecules in the brain tissue and is used to study safely the brain structure of humans *in vivo*.





Economic and Operational Performance

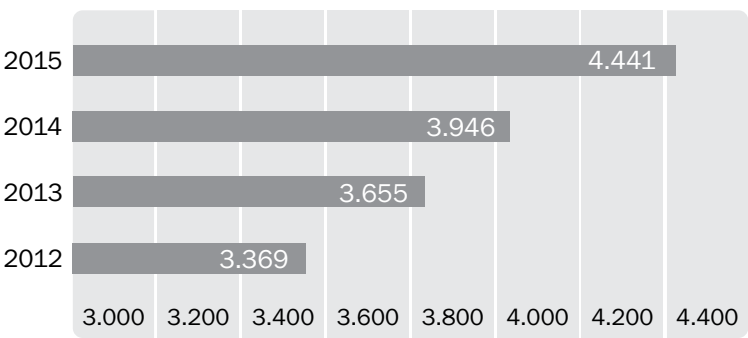
More than **3.0 million** of emergency care in the year

Business Performance [G4-13]

In 2015 we have increased by 12.5% the number of hospital beds. We went from 3,946 to 4,441 beds and we aim to reach the mark of eight thousand five hundred beds in the next four years.

In the year, the consolidated gross revenue was R\$ 7.158 billion (R\$ 5.574 billion in 2014) representing a growth of 28%.

Evolution of number of beds



Indicators	2012	2013	2014	2015
Total number of beds	3.369	3.655	3.946	4.441
Total annual patient-days	949.540	1.041.220	1.127.015	1.291.534
Total attendances per year (outpatient)	628.175	621.176	633.098	726.477
Total surgeries per year	153.086	159.906	162.646	195.262
Average occupancy rate per year	78,3%	79,1%	81,5%	79,8%
Total births per year	17.724	23.150	22.977	25.386
Total emergency calls	2.374.353	2.543.097	2.540.013	3.077.248

New purchases

At the end of 2014 and during 2015 we had significant changes relating to the size and organizational structure, as the purchases mentioned below. Besides these mentioned hospitals in 2015, we acquired additional 50% of additional sharing of the Hospital Fluminense S.A (Niterói D'Or); 23.5% of Cardial Serviços Médicos, Onco ABC Serviços Médicos and JLD Borducchi, 37.5% of Oncoholding and 28.33% in Oncologia Rede D'Or, and now we have the control of these companies.

■ Hospital Ifor - Orthopedics and Traumatology

In October 2014, Rede D'Or São Luiz has acquired Ifor - reference in orthopedics and traumatology. The hospital, placed in São Bernardo do Campo, located in the ABC region - in the great São Paulo - arrives to add up to more than 34,000 employees of the Network (Rede) leaving the group sure that together, we will have an even stronger and qualified structure.

■ Hospital e Maternidade Sino-Brasileiro

Incorporated to the Network on 13 February 2015, the Hospital e Maternidade Sino Brasileiro, located in Osasco, in the metropolitan region of São Paulo has received investments for the modernization of the unit. The new Surgical Center now has five operating rooms and two unique environments for deliveries, and eight beds for the postoperative recovery and new equipment. The old clinic was turned into a medical center, which operates on a three-floor building next to the hospital, with a capacity of 350 daily visits. And in 2016, the hospital will inaugurate the new Adult ICU.



Hospital Ifor, São Bernardo do Campo - SP



Hospital e Maternidade Sino-Brasileiro, Osasco - SP



Hospital Villa-Lobos, Mooca - SP



Hospital e Maternidade Bartira,
Santo André - SP



Hospital Santa Helena, Brasília - DF

■ Hospital Villa-Lobos

The purchase of Hospital Villa Lobos, located in the borough of Mooca, in São Paulo, took place on February 12, 2015. The unit was founded in 2007 and has 134 beds. It treats cases of high complexity, medical and orthopedic clinic, in addition to having the support of a complete and modern Diagnostics Center for performing sophisticated tests and procedures.

■ Hospital e Maternidade Bartira

Another highlight of the company in 2015 was the purchase on May 15, of the Hospital and Maternidade Bartira in Santo André in the ABC Paulista region. The unit has a modern surgical center, adult ICU and hemodynamic services, among others. All rooms are equipped with patient monitoring system.

■ Hospital Santa Helena

The latest incorporation by Network (Rede) is the Hospital Santa Helena, located in the North Sector of Hospitals in Brasilia. The completion of the purchase occurred on December 23, 2015.

With over 45 years of existence, the hospital is a reference in the Federal District.

The unit has complete structure, ranging from care in the emergency department to outpatient consultations, diagnostic tests and surgery.

Conecta D'Or: on the way of the operational efficiency

The Conecta D'Or project started in November 2015, is the implementation of a management system that will integrate various administrative processes of the company.

The contractor responsible for the implementation of the system is TOTVS. Among the cases included are: accounting, budget control, accounts receivable, accounts payable, purchasing, inventory, recruitment and selection, payroll, health and medicine, among others.

The project aims to ensure the sustainability of business growth by optimizing processes and improving the quality and integrity of information.

Integration Program of newly acquired hospitals.

In 2015, the area of Strategic Planning, Projects and Processes with the Rede D'Or São Luiz Service Board created a specific methodology for the integration of new hospitals what have been acquired by the company. The goal is to seek greater synergies within the businesses, aiming to share experiences, align and optimize processes so that the new units are suitable to the Rede D'Or São Luiz standard middle management

Top management. The recent acquisitions the company made in late 2014 and early 2015, have been integrated into this new methodology.

The areas directly involved in this program are: Human Resources, Information Technology (IT), Supplies, Shared Services Center (CSC), Planning, Treasury, Licensing, Trade, Compliance, Pharmacy and Business Intelligence (BI).

Among the benefits of integration are the optimization of back office operations, particularly in the areas of Personnel Department, Accounts Payable, Rules and Registration, Direct and Indirect Supplies and IT, providing cost reduction in the management and operation, improving the result, aiming the inclusion of the network business conditions (synergy between Trade and Supplies) and better mechanisms of control and safe operation.

Optimization Processes Program of Billing Chain

The projects of this program provide between the short-term goals to advance the company's cash and reduce the losses. In the long term, we have as benefit the gain in the continuing education process of care in the care medical records, standardization of chain processes in the Rede's hospitals and the implementation of continuous improvement concept in the chain of receivables. Each project is a major reorganization of the receivables chain processes of Rede D'Or São Luiz hospitals, as well as its management. This restructuring is based in the organization of the information flows of the main hospitals: OPME's healthcare medical records, permits, dispatch and control.

In all processes are implemented concepts that the REDE considers as fundamental in this chain:

- There is no billing sector, is everyone's responsibility
- Full liability
- Interdependence of processes
- Proactivity
- Anticipation
- Prioritization
- Completeness
- Multidisciplinary Engagement
- Production line (continuous production)
- Calendar Independence
- Daily management indicators

The Hospitals Esperança Recife, Esperança Linda, São Marcos, São Luis – Itaim, Anália Franco and Morumbi units, Hospital Brasil and Hospital Copa D'Or have been included in this program.

Economic-Financial Performance [G4-EC1]

Rede D'Or São Luiz generated in 2015, an added value of R\$ 4.4 billion, as shown below. The funds were used to pay employees, pay taxes, operating expenses, among others.

Distribution of Value Added (in R\$ thousand reais)

Staff and social charges	2.013.613
Interest, rents and operating expenses	995.778
Federal and municipal Taxes and rates	686.196
Dividends and interest on own capital	181.183
Retained earnings for reinvestment	568.968
TOTAL VALUE ADDED	4.445.738





Social Performance

34,000

is the number of own employees that the Rede D'Or São Luis had in the end of 2015.

Staff Management [G4-10]

As we expand our operations, increase our challenge to attract, retain and develop talent as well as build motivating work environments. Therefore, we have strongly worked to advance in structuring actions for the development and welfare of our Staff.

At the end of 2015, Rede D'Or São Luiz had maintained, with an employment contract for an indefinite period, 34,426 own employees in its staff. This had represented a 6% of increase over the previous year.

Total employees by region

REGION	TOTAL EMPLOYEES
Midwest	2.058
Southeast	28.295
Northeast	4.073
TOTAL	34.426

Total employees by gender

GENDER	TOTAL EMPLOYEES
Male	9.093
Female	25.333
TOTAL	34.426

The female presence prevails in the network. The number of women reached the mark of

74% of our staff.

Diversity [G4-LA12]

Function	2014			2015		
	Men	Women	Total	Men	Women	Total
Directors	41	14	55	47	12	59
Managers	40	74	114	77	117	194
Coordinators	265	657	922	260	603	863
Administrative/ Others	6.028	14.296	20.324	6.271	14.963	21.234
Technicians	2.238	8.722	10.960	2.438	9.638	12.076
TOTAL	8.612	23.763	32.375	9.093	25.333	34.426
%	26,6%	73,4%	---	26,4%	73,6%	---

Function	2014				2015			
	Up to 30 years	Between 30 and 50 years	Over 50 years	Total	Up to 30 years	Between 30 and 50 years	Over 50 years	Total
Directors	---	35	20	55	---	39	20	59
Managers	3	95	16	114	4	169	21	194
Coordinators	129	714	79	922	105	650	108	863
Administrative/ Others	7.730	11.203	1.391	20.324	7.944	11.730	1.560	21.234
Technicians	3.143	7.203	614	10.960	3.460	7.882	734	12.076
TOTAL	11.005	19.250	2.120	32.375	11.513	20.470	2.443	34,426
%	34%	59%	7%	---	33,40%	59,50%	7,10%	---

Remuneration and Benefits [G4-LA2]

Rede D'Or São Luiz maintains a wage policy which includes remuneration consistent with the market reality and the degree of development, taking into account the complexity of responsibilities, the expected results and the actual performance of each employee.

In addition to the fixed remuneration, the Network (Rede) holds variable remuneration with an annual payment, which is the Profit Sharing Program (PPR).



In 2015, the total wages and benefits paid - such as medical and dental care, life insurance, among others was R\$ 2.013 billion, including compulsory social security contributions.

Equal payment for women and men [G4-LA13]

Functional Category	Male	Female
Directors	2,3%	0,4%
Managers	1,5%	1,8%
Coordinators	1,9%	4,2%
Administrative	16,8%	41,6%
Technicians	6,6%	22,9%

Relationship with the union [G4-HR4]

We maintain a good relationship with all the unions representing our employees and we respect the free association. The company adopts the premise of full compliance with legal and regulatory provisions governing labor relations.

There is an open and permanent communication channel between the company and the representative bodies of workers through focal points in the area of Human Resources, designated to address and streamline the processing of demands such as wage negotiations, general participation in results and general conditions if job. In 2015, there was no identified risk to the constitutional rights of employees in any of the business areas of the Rede D'Or São Luiz.

We interact at present, with about 60 unions representing different categories in their respective territorial bases, the main being the Workers Union of Health Services Institutions and Unions of care categories such as doctors, nurses, dietitians, and others. All of the Rede (network)'s employees is represented in collective bargaining agreements.

We also don't have identified in any of our areas of operation risks to the constitutional rights of employees to exercise their freedom of association or collective bargaining.

Turnover [G4-LA1]

In 2015, 10,778 new employees were hired and 10,037 left the company.

Admissions in 2015

Region	Below 30 years		Between 30 and 50 years		Over 50 years	
	Male	Female	Male	Female	Male	Female
Southeast	1.431	3.018	977	3.275	108	303
Midwest	118	225	58	203	19	59
Northeast	150	359	114	352	5	4
TOTAL	1.699	3.602	1.149	3.830	132	366

Rate of admission in 2015

Region	Below 30 years		Between 30 and 50 years		Over 50 years		Total		
	Male	Female	Male	Female	Male	Female	Male	Female	Total
Southeast	84,2%	83,8%	85,0%	85,5%	81,8%	82,8%	84,4%	84,6%	84,5%
Midwest	6,9%	6,2%	5,0%	5,3%	14,4%	16,1%	6,5%	6,2%	6,3%
Northeast	8,8%	10,0%	9,9%	9,2%	3,8%	1,1%	9,0%	9,2%	9,1%
TOTAL	100%	100%	100%	100%	100%	100%	100%	100%	100%

Rate of dismissals in 2015

Region	Below 30 years		Between 30 and 50 years		Over 50 years		Total		
	Male	Female	Male	Female	Male	Female	Male	Female	Total
Southeast	86,2%	85,5%	83,4%	87,2%	81,2%	84,8%	84,6%	86,4%	85,9%
Midwest	7,0%	5,9%	4,1%	5,0%	9,8%	10,8%	5,7%	5,6%	5,6%
Northeast	6,9%	8,7%	12,5%	7,8%	9,0%	4,4%	9,6%	8,0%	8,5%
TOTAL	100%	100%	100%	100%	100%	100%	100%	100%	100%

Training and Development [G4-LA9]

Throughout the year 2015, the investments of Rede D'Or São Luiz in development training programs totaled R\$ 9.4 million, representing a decrease of 8.5% over the total invested in 2014, which was 10.2 million.

The Rede D'Or St. Luiz has a program of Corporate Education in order to train and develop its collaborators based on the company's values, business strategy and in the following competencies: customer focus, operational excellence,

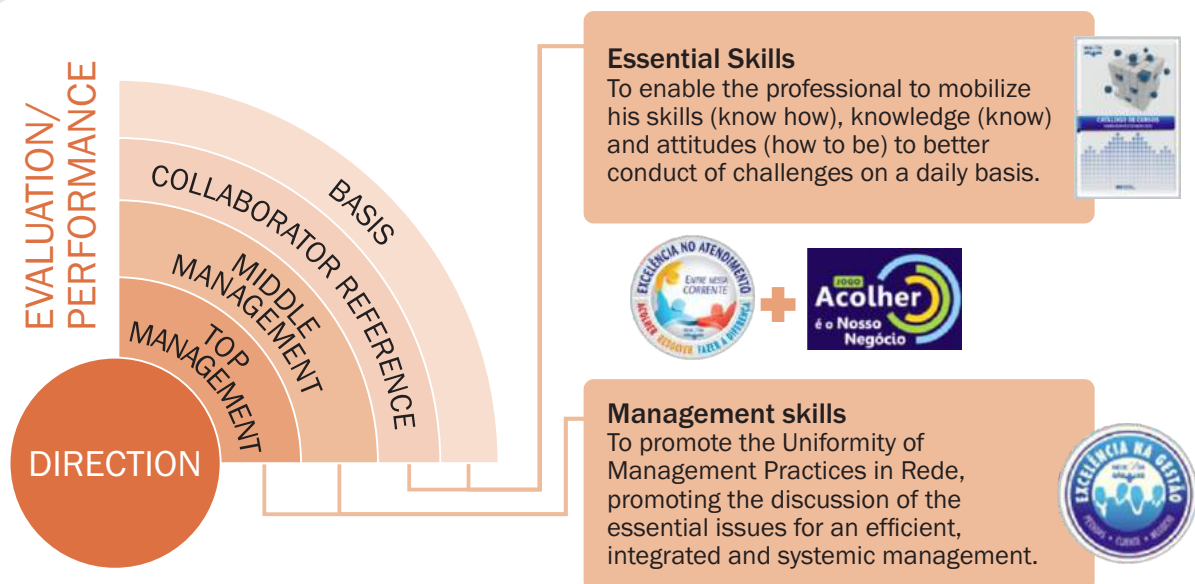
management of partnerships and engagement and focus on results. For this, it offers Course Catalog facing essential skills aiming to improve the technical and specific knowledge and behavioral skills of collaborators. It also offers Excellence Program focused on Management for the development of leaders.

In 2015, the program trained 400 leaders in relation to the competencies of the Rede D'Or São Luiz, to achieve the strategies, strengthening a leadership culture that values the management and training of people.

In order to strengthen teams about organizational skills and practice of organizational values, several collaborators were trained, covering approximately 51,810 hours of training.

Corporate education

In 2015, the Rede D'Or São Luiz Corporate Education has structured targeted programs for each target audience, as shown below:



Initiatives for qualification and training

- Welcoming game is our business;
- Program - Excellence in Service;
- Performance Assessment (via web system);
- Course Catalog - Essential Skills;
- Program - Excellence in Management

With regard to these initiatives, in 2015, we received R\$ 1,256,863 to training and development activities.

Course Catalog - Essential Skills

The Course Catalog - Essential Skills was created to complement the development of our teams, based on organizational skills. Training courses have a practical approach with real examples and assimilation exercises.

Look at the following topics and numbers of participants for region of this initiative:

Topics	SP	RJ	DF	PE
Knowledge Multiplier	-	104	3	-
Service Triad – Rede D'Or São Luiz – (Service and Personal Presentation)	570	1.959	145	328
Communication and Interpersonal Relationship	110	378	-	176
Conflict and Risk Management	-	91	-	-
Time management	-	67	93	191
Resilience managing changes, facing adversities and achieving results	-	62	-	-
Influence and Professional Maturity	-	87	-	-
Brand and Professional Posture	-	212	18	148
Techniques of Effective Negotiation	-	38	-	-
Creating Collaborative Teams (Team Work)	772	299	-	48
Leadership styles	212	25	-	-
Delegation and Empowerment	-	49	-	-
Control Management of Attendance – APDATA	288	496	68	-
Setting goals and improving my work	-	282	-	-
Total participants				7.319



Institutional integration program

The integration program has as main objective, the host of their new collaborators, that they incorporate the identity and values of Rede D'Or São Luiz and receive all necessary information about the organization, its unity and its functions.

The institutional integration consists of four tools:

Game: "hosting Is Our Business".	Integration handbook: "Welcome to Rede D'Or São Luiz".
The game contains information that provide the acquisition of important information in a playful way for more rapid assimilation of concepts, practices, culture and values of Rede D'Or São Luiz.	It aims to facilitate the integration of collaborators in Rede D'Or São Luiz. The new collaborator finds important information in this Handbook for his adaptation and integration with his new team.
Manager guide: "Welcome to the new collaborator".	Lectures: "Presentation of main areas of our chain of values".
Its purpose is to guide managers on shares of their responsibilities in welcoming the new collaborator at your area and staff.	Lectures are held in order to present the key information, procedures and policies of the key areas, such as: nursing, hotels, nutrition, among others, to new collaborators.

In the year 2015, 6,510 new collaborators had passed by the Institutional Integration program. This program is extended to all current collaborators for reintegration.

"hosting is our business" (Integration/Reintegration)	SP	RJ	DF	PE	REDE
Employees hired	2.046	3.490	552	422	6.510
New Units	1.282	0	0	0	1.282



Performance Evaluation [G4-LA11]

We, annually, promote the performance evaluation for the development of the collaborator. In this evaluation are considered the corporate and individual goals as well as the technical and behavioral skills. The leader establishes, together with the developer, the objectives to be prioritized during the year and after cycle closure, feedbacks occur. In 2015, 98% of the collaborators list participated in the Performance Evaluation.

Percentage of employees who has participated of the Performance Evaluation process

98%

Collective bargaining and freedom of association [G4-11; G4-HR4]

The Rede D'Or São Luiz guarantees to all employees the right to free association and collective bargaining. In 2015, there was no identified risk to the constitutional rights of employees in any of the business areas of the Rede D'Or São Luiz.

The Collective Bargaining Agreement is approved at a general meeting with the free participation of all employees.

Value Chain

[G4-12; G4-EC8; G4-EC9; G4-HR5; G4-HR6; G4-S08]

In 2015, the volume of purchases was R\$ 1.06 billion being 99% performed with local providers. This amount is equivalent to purchases made with 2,182 providers for direct purchases of medical supplies, clinical engineering, laboratory materials, medicines, among others.

All contracts with Rede D'Or São Luiz are established through the approval process, which consists of evaluation criteria which include careful analysis of the Proof Documentation of the license to perform the supply contract, including sanitary permits and operation. In addition, the provider shall provide the documentation necessary for legal, fiscal and tax clearance. In the case of critical providers, or those that are related to more complex processes, meeting the requirements required by Rede D'Or São Luiz is ensured by technical audits carried out by experts of the company.

In 2015, it was not registered among the providers, the occurrence of non-compliance with respect to aspects related to human rights, child and forced labor.

Patient satisfaction

We constantly seek to improve the quality of services to satisfy our customers. To ensure trust and credibility, the Rede (Network) offers channels that allow patients to send their manifestations. The needs identified through these channels are taken into account in the improvement of the activities and services provided by the company.

Ombudsman [G4-S011]

The Ombudsman is structured in all units of the Rede (network) and has trained and prepared teams to answer questions, receive suggestions and handle complaints.

The channel is an important relationship tool with the company's public, it allows to identify needs and expectations for services, know better the patients and detect opportunities for improvements.

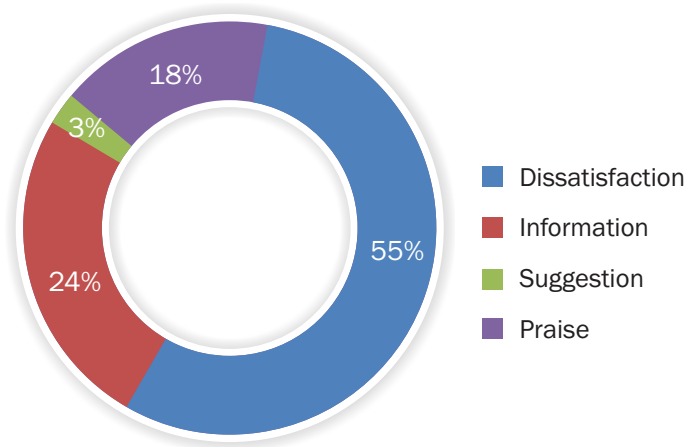
All service records are classified according to the subject and the deadlines according to the criticality of the event. The Corporate Ombudsman monitors the nature of complaints, resolution time and the programs and projects adopted to improve the quality of care.

In 2015, 56,493 consultations were made by the Ombudsman, including complaints, suggestions, information and praise. Of this total, complaints represented 55% of the demands, and the delay in treatment and conduct a major reason for the contact. When comparing this result with the total number of emergency calls made in 2015, 2.4 million, we note that the claim for a percentage is 1.28%. The remainder was divided between request for information (24%), praise (18%) and suggestion (3%).

In addition to the Ombudsman, customers have the satisfaction surveys to express their opinion on the quality of services provided.



Percentage by manifestation



Total of manifestation received by Ombudsman

Information	13.549
Praises	10.375
Claims	31.131
Suggestion	1.438

Research about Satisfaction [G4-PR5]

Every day, the hospitals of Rede D'Or São Luiz conduct research about opinion of the services provided. In 2015, 59,235 patients expressed their opinion regarding the service and the satisfaction rate reached 95.6%.

The research includes questions related to the reception, nutrition, accommodation, housekeeping, concierge (who provides personal services to patients), nursing, anesthesia, medical staff and examination service. The questionnaire is also applied in the maternity ward, with the necessary adaptations, such as the degree of nursery nursing satisfaction.

Private Social Investment and Social Projects [G4-S01, G4-EC8]

The Rede D'Or São Luiz allocated in 2015, R\$ 2.6 million to social and cultural projects that benefit the communities



The satisfaction rate reached
95.6%
 obtained in research carried out in 2015.

surrounding its units. This amount is equivalent to sponsored projects with the use of tax incentive laws, of which R \$ 1.44 million in Rouanet Act and R\$ 1.17 million in the Culture Incentive Law - ISS (Tax on Services of any kind).

Through the performance of our units, we support various institutions in the regions where we operate. In the year, the activities aiming at the humanization and patient well-being stand out, such as the partnership between the Hospital São Luiz - Jabaquara Unit with the Instituto Cão Terapeuta, the Hospital da Criança with the Ong Narizes de Plantão and other initiatives such as the free lectures to the community through the Program Viver Bem, awareness campaigns on the risks posed by hypertension, such as those carried out by the Hospital Niterói D'Or at the Campo de São Bento in Niteroi, where the community besides having access to information has the opportunity to participate in actions such as free sessions of shiatsu, measurement of blood pressure etc.

Stories that Heal

The Copa D'Or, Rios D'Or and Oeste D'Or Hospitals participate in an action in which trained volunteers tell stories to people hospitalized. This is the "Live and Let Live" project, of the Instituto Rio de Histórias. In addition to ease the unpleasant sensations of hospitalization, this activity has contributed to the humanization of the environment of our hospitals.

Health and Safety in work

[G4-LA5; G4-LA6; G4-LA8]

The Company's health and security management is carried out according to the requirements of regulatory rules described below and its pillars are the compliance with legislation, control of risks of accidents and continuous improvement. Therefore, we rely on the support of a Management System of Health and Safety that allows us to monitor and track a variety of information, including data of performed examinations, medical assessments and



environmental risk assessments that support us to determine the required PPE according with the activities to be carried out.

In addition to the ongoing monitoring of indicators, we cherish the health and safety of the collaborators through periodic follow-ups that are carried out by Occupational Health Teams. We promote, together with the Internal Commission for Occupational Accident Prevention (CIPA), dissemination campaigns of safety practices and quality of life, training, adequacy of equipment and procedures, medical control of occupational health programs, environmental risk prevention and health promotion. As the legislation, we annually promote the Internal Week of Occupational Accident Prevention (SIPAT).

[G4-LA5]

In 2015, all collaborators were represented in formal health and safety committees, formed by professionals from different hierarchical levels of the company.

Safety and Health Program

The performance of the health and safety area of Rede D'Or is based on the specifications of the following standards:

- NR 04 SESMT: Scaling of teams and legal compliance;
- NR 05 CIPA: Electoral process of the CIPA and work plan;
- NR 06 PPE: Control of EPIS risk-function;
- NR 07 PCMSO: Absenteeism control, vaccination control, periodic examinations and basic document;
- NR 09 PPRA: Schedule of actions and targets, environmental assessments;
- NR 10: Medical records, controls and reports of electrical installations;
- NR 15 and NR 16: Technical Reports of health and risk;
- NR 17 Ergonomics: Evaluation of environmental techniques;
- NR 23 Fire protection: Scaling and training of the fire brigade, emergency plans and simulated abandonment, inspection reports and test equipment;



- NR 32: Accident Risk Prevention Plan with Sharps materials.

To control and adequacy of standards, adopt the following procedures:

- Work-related accidents - Conduct;
- Work-related accidents with biological material;
- Check list for safety inspections;
- Chemicals - Safe transportation, packaging, handling and restraint;
- Emergency plan;
- Abandonment Plan;
- PPE (Personal Protective Equipment) - Implementation and Control;
- Inspections in fire-fighting equipment;
- Schedule meetings with SESMT teams to alignment;
- Management and control of the remote;
- Standardization of payment of health and risks;
- Issue of the Social Security Professional Profile- PPP.

Health and Safety Indicators [G4-LA6]

	Southeast	Midwest	Northeast	Total
Accidents with leave	721	81	86	888
Accidents without leave	454	37	31	522
Rate of injuries (TL)	69,08	39,02	21,76	129,86
Rate of occupational diseases (TDO)	0	0	0	0
Lost days	4448	444	524	5416
Rate of Lost Days (TDP)	26,66	14,68	9,75	51,09
Absenteeism rate	26,66	14,68	9,75	51,09
Number of work-related deaths	0	0	0	0
Accident frequency rate (lost days -HHT)	1,31	1,47	0,97	3,75

Note.: The frequency and severity rates refer to 1,000,000 (one million) hours /man worked according to NBR 14.280.

For the SST indicators, the data is not monitored by gender, considering that the frame composition is predominantly female, characteristic of nursing professionals in Brazil. The consolidated data in the table refer only to the

Rede (network) hospitals and include the new acquisitions, with the exception of the Hospital Santa Helena, the acquisition of which occurred in late 2015.

Special Health and Safety Committees

- **Fire Brigade:** dimensioned in accordance with the physical area of the unit and its floor numbers. Its main objective is to prevent and combat the principles of fire, inspections of fire fighting equipment and support to the abandonment in practice tests.
- **NR 32 Multidisciplinary Commission / Commission for compliance of Annex III of NR 32:** aims to ensure the application of sharps with safety devices in the units and evaluation and analysis of accidents with biological material.
- **Commission on Radiological Protection:** aims to monitor the quality of diagnostics, equipment, patient protection and all those involved in activities with radiation
- **Absenteeism Management Committee:** responsible for the evaluation and definition of action plans for absenteeism rates, as well as preventive actions for specific cases.



A photograph of a man and a woman jogging on a sandy beach. The woman is on the left, wearing a pink tank top and dark leggings. The man is on the right, wearing a white t-shirt and dark shorts. They are both smiling and looking towards each other. The background shows the ocean and a clear sky. The image is partially obscured by a white diagonal graphic element.

Environmental Performance

Investments in more efficient equipment ensure continuous improvements in the environmental performance of Rede D'Or São Luiz.

The environmental efficiency is a central component of the delivery of health services, considering that thousands of patients daily consume resources such as energy and water which generates large quantities of solid waste and effluents. Therefore, since the company's founding in 1977, we seek to prioritize lower environmental impact and systems dedicated to maintain mechanisms for the preservation of natural resources and act in accordance with all environmental requirements.

As examples of initiatives and projects which search to optimize the use of natural resources, we highlight the investments in more efficient equipment, energy efficiency projects, sound insulation in equipment, enabling to reduce the noise levels and increase the safety in operation, control installation to open taps and showers etc.

The environmental management is done by each unit of the company through the areas of Infrastructure and Hospitality and it is monitored corporately through the "Prime" system, which consists of a database about the performance of each hospital in relation to the consumption of water and fuel, waste generation, energy consumption and other specific indicators of the health sector. At the end of the period, the

data are consolidated for reporting and monitoring of performance of the environmental targets.

Water Use [G4-EN8]

The water consumption is one of the most relevant indicators for our environmental performance. The water supply in hospitals is provided by three sources: utilities, underground wells and water trucks.

In 2015, the volume of consumed water has reached 1,110,575 m³, 8% higher than consumed in 2014, 1,028,642 m³. This consumption mastered the Materials and Sterilization Centers (CME), changing rooms, dining rooms and toilets bathrooms, main sectors that demand for this resource in hospitals.

Of the total consumed water in 2015, 71% comes from utilities. The underground wells with grant to collect and tank trucks represent 6% and 18% of total consumption, respectively.

Water Consumption(m³)

SUPPLY SOURCE	2014	2015
Public Utility	799.239	763.796
Water truck	167.397	200.136
Underground wells	62.006	146.644
TOTAL	1.028.642	1.110.576

Initiatives implemented by the units in order to reduce water consumption [G4-EN27]

São Paulo

- **Hospital da Criança e São Luiz Jabaquara:** just started, in 2015, the replacement of the Chilled Water Central with the exclusion of cooling towers (reducing losses by evaporation and spray).

Rio de Janeiro

- **Hospitals Copa D'Or, Norte D'Or, Rios D'Or, Oeste D'Or, Niterói and Hospital Bangu:** have effected the installation of



"aerators" in the taps, which has the function of mixing air into the water, reducing the flow, but keeping the feeling of volume and directing the jet.

Pernambuco

- **Hospital Esperança - Olinda:** has started a project to replace the Water Treatment Plant - ETA for a more modern, increasing efficiency and reducing water consumption. The waste is reused giving a saving of 1.5 m³ per treatment cycle.

Another measure adopted in some units such as the Rios D'Or is the capture and storage of rainwater. Rainwater is used, for example, for irrigation of green areas.

Energy [G4-EN4]

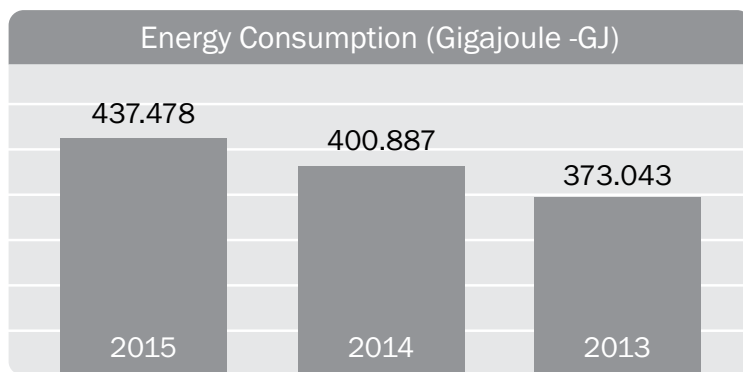
The energy consumption in hospital plants is linked to the operation of the systems of lighting, air conditioning, heating, water pumping, elevators and medical equipment. The direct energy, used as fuel in the supply of electric power generators, and the indirect energy from public utilities in the form of electricity are added to that count.

In 2015, we have recorded the total electricity consumption of 437,400 Gigajoule (GJ). In the year, 94% of all energy consumed by the company was generated from renewable sources corresponding to 409,200 Gigajoule (GJ), and from primarily by public utilities.

The direct energy consumption acquired by Rede (Network), characterized by the purchase of fuels, has accounted for 28,200 Gigajoule (GJ) at the end of the reporting year. In this category is considered the diesel fuel for the generation of its own power generators.

In 2015, there was a 9% increase in electricity consumption compared to the previous year. This increase was due to acquisitions during the year. If we consider the 22 own hospitals functioning before the acquisitions, we note that consumption remained stable, even with the increase in the number of beds in some units. It was 400.8 Gigajoule (GJ) in

2014 to 437.4 Gigajoule (GJ) in 2015. This was mainly due to the implementation in 2014 of several projects and processes aimed at reducing energy consumption, which results were reflected in 2015.



The data is recorded from the bills issued by utilities in digital spreadsheets.

Initiatives implemented by the units in order to reduce energy consumption [G4-EN27]

São Paulo

- Hospital São Luiz Anália Franco:** has performed the replacement of 2,554 existing lamps by LED lamps. It has also implemented the management and control system of building management (Building Management System - BMS), focusing on the chilled water plants. It has conducted a study to adjust the hot water recirculation system in order to increase its efficiency and reduce waste in the consumption point. It has implanted the electrical heat pumps in partial replacement of water heating by natural gas.
- Hospital São Luiz Morumbi:** has completed the replacement of 1,666 existing lamps by LED lamps. It has implemented the full replacement project of chilled water plants, providing for the exchange of old inefficient equipment by implementation of surveillance and building automation system that adjusts the equipment to operate at its optimum point of consumption. It has adapted the hot water recirculation system in order to increase its efficiency and reduce waste in the consumption point. In addition to

these projects, the hospital has made the total replacement of hot water generators for systems with more efficient natural gas burning. It has implanted electrical heat pumps in partial replacement of the water heating by NG.

- **Hospital da Criança e Hospital São Luiz Jabaquara:** has performed the complete replacement of chilled water plants (old equipment, at least one under water-cooled, low efficiency) with supervision system implementation and building automation which adjusts the equipment for operation in its optimum point of consumption.

Rio de Janeiro

- **Hospital Rios D'Or:** has implemented the Energy Efficiency Program in Central Chillers (CAG).
- **Hospital Barra D'Or:** has performed the replacement of existing chillers for equipment with consumption of 35% lower.

Effluents

The effluents generated are sent to the public collecting network and the allocation is carried out as the environmental legislation and the standards established by Conama 357/2005, Conama 430/2011 and Conama 377/2006.

Wastes [G4-EN23]

In 2015, the waste generation totaled 16,329 tons, 12,597 tons of non-hazardous waste (recyclable and No recyclable) and 3,732 dangerous (Infectious Waste, Chemicals and Sharps).

All health care waste (RSS) generated in the units are undergone to a process of segregation made according to the five waste groups defined by the National Health Surveillance Agency (ANVISA), through the RDC 306 - identification, packaging and disposal end. After being segregated and classified the waste generated is stored in places designed for this purpose, to be collected and transported to the final destination.

The process of collection, transportation, disposal and treatment of waste is carried out through third parties licensed by environmental agencies so that they can perform the activity and the approval of the company after analysis of legal documentation, for example, sanitary and operating licenses.

All steps are carried out in accordance with the environmental legislation and the determinations of the Brazilian Association of Technical Standards (ABNT NBR10.004/2004).

The monitoring of the generation, transportation and disposal is made by government units through the Waste Manifest. The Rede (Network) originally issues the document and after the allocation thereof, the company providing the service informs the carrier and receiver.

The company controls the licenses granted and conducts audits to monitor compliance processes.



Rating: Waste Generation of Health Service (RSS)



Group **A**: Biological Waste

Waste with the possible presence of biological agents, that due to its characteristics of increased virulence or concentration, may present a risk of infection.



Group **B**: Chemical Waste

Waste with chemicals that may pose a risk to public health or the environment, depending on its flammability characteristics of corrosivity, reactivity and toxicity.



Group **C**: Radioactive Waste

By-products generated from materials containing radioactive substances in quantities exceeding the elimination of limits specified in the regulations of the National Commission of Nuclear Energy - CNEN, and that can not be reused.



Group **D**: Common Waste

All the collected waste that poses no risk to public health.



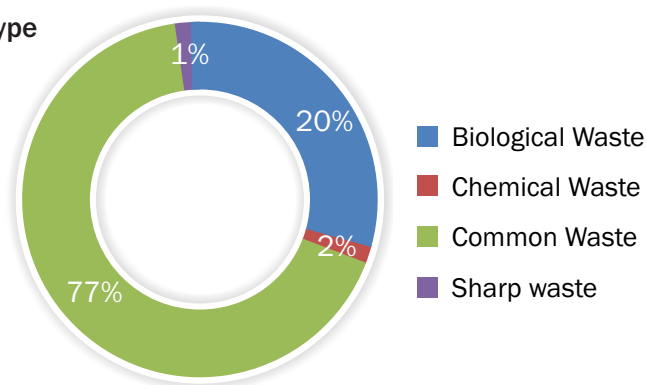
Group **E**: Sharps Waste

Materials that can cause puncture or chiseling.

Total weight of waste by type

TYPE OF WASTE CLASSIFICATION QUANTITY (KG)		
GROUP A Organic Waste	Hazardous Waste	3.322.592
GROUP B Chemical Waste	Hazardous Waste	227.765
GROUP D Common Waste	Waste Non-Hazardous	12.597.122
GROUP E Waste sharps	Hazardous Waste	182.428
TOTAL		16.329.908

RSS by type



Total weight of waste per method of allocation

TYPE OF WASTE	METHOD OF ALLOCATION	QUANTITY (KG)
GROUP A Biological Waste GROUP E Sharp Waste	Incineration/ Electrothermal Deactivation	3.732.786
GROUP B Chemical Waste		
GROUP D Common Waste	Sanitary Landfill	11.224.554,60
GROUP D Common Waste	Recycling	1.372.568
TOTAL		16.329.907

NEW PROJECTS

For new projects, among the initiatives adopted in buildings, considering the environmental responsibility of Rede D'Or São Luiz, include:

- Use of "efficient" glasses in order to decrease the heat passing into the environment, ensuring efficient thermal insulation and consequently lower consumption of electricity.
- System of ventilated facades, allowing the provision of a vented chamber between the insulator and the outer finishing element.
- High-efficiency chillers taking into account energy savings, sustainability, low noise and longer service life of the equipment.
- Installation of Catalysts in the generators in order to reduce the emission of polluting gases.



Hospital São Luiz, São Caetano, SP
Under construction

Nutritional Quality

The Rede D'Or São Luiz constantly monitors the indicators for Nutrition services, which are mainly the "rest intake" and "clean surplus" in order to identify opportunities for improvement in processes and the quality of service offered to patients.

The "Rest Ingesta" indicator refers to the record of leftovers and food scraps from diners, aims to control waste and verify the acceptance of meals produced in the units. The "clean Leftover" indicator, aims to assess the total quantity of clean remainder per meal, aiding in the area of Nutrition rigorous planning, so that the production of meals is in accordance with the needs.



Vegetable Oil Collection

Our units, mostly, use the combi ovens in food preparation. This is a very efficient machine, automatically controlled, which allows to make some fried without the use of oil, maintaining the nutritional properties of foods.

In the units in which the food preparation is done in a traditional manner, the oil used for frying is separately stored and later forwarded for recycling through partner companies of the units, for example, the ONG Trevor, the Projeto Biguá, Fabril Paulista, MBR, Triangulo among others.

Compliance with environmental laws and regulations [G4-EN29]

The management and mitigation of environmental impacts are carried out through several stages. To come into operation, all units go through the licensing process, which includes the mapping of possible impacts and provides in indicated cases, the implementation of mitigation measures, with appropriate follow-up of public agencies.

The Works and Business Licensing area is responsible for controlling, monitoring and support the Rede D'Or São Luiz during all stages of planning, installation and operation of hospitals.

In 2015, Rede D'Or São Luiz got thirteen environmental licenses for projects. The processes relating to tax assessments are also accompanied by the legal sector, which has as one of its responsibilities to present the necessary documents for the company's defense in cases of tax assessment, requesting to the relevant sectors. In 2015, there was no record of significant fines for noncompliance with environmental laws and regulations.

Information of hospitals

	HOSPITAL	ADDRESS	TELEPHONE
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
	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 Estadual da Criança	Rua Luis Beltrão, 147, Vila Valqueire	(21) 3369-9650
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 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 da Criança	Rua das Perobas, 295, São Paulo	(11) 5018-4000
	Hospital viValle	Avenida 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	Avenida Marechal Rondon, 299, Osasco, São Paulo	(11) 3652-8000
	Hospital Villa-Lobos	Rua Lituânia, 260 - Mooca, São Paulo	(11) 2076-7000
	Hospital e Maternidade Bartira	Avenida Alfredo Maluf, 430 - Santo André	(11) 4996-6666
Pernambuco	Hospital Esperança - Recife	Rua Antônio Gomes de Freitas, 265, Ilha do Leite	(81) 3131-7878
	Hospital Esperança - Olinda	Av. José Augusto Moreira, 810, Casa Caiada	(81) 3432-8000
	Hospital São Marcos	Av. Portugal, 52, Boa Vista	(81) 3217-4444
Distrito Federal	Hospital Santa Luzia	SHLS 716, conjunto E Brasília	(61) 3445-6000
	Hospital do Coração do Brasil	SHLS 716, conjunto G, lote 6 Brasília	(61) 3213-4000
	Hospital Santa Helena	SHLS 516 D, Setor Hospitalar Norte, Brasília	(61) 3215-0000



GRI INDEX

On this page, we listed all the profile items and indicators presented in the report. To facilitate the location in the document, the indicator appears next to the theme referred. Check out the page corresponding to the location of each indicator.

		Página
Strategy and Analysis		
G4-1	Message from President	10
G4-2	Description of key impacts, risks, and opportunities.	27, 31, 33, 37
Organization Profile		
G4-3	Organization 's Name	12, 13
G4-4	Main brands, products and services	12, 13, 18
G4-5	Location of Head Office	12, 13
G4-6	Number of countries where the organization operates	12, 13, 16
G4-7	Type and legal nature of ownership	12, 13, 29
G4-8	Markets served (with geographic description, sectors covered and types of customers and beneficiaries)	12, 13, 16
G4-9	Size of organization	12, 13
G4-10	Total workers by employment type, employment contract, and region, described by gender	54
G4-11	Percentage of employees covered by collective bargaining are	61
G4-12	Describe the organization's supply chain	61
G4-13	Major changes occurred during the period covered	10, 26, 29, 48
G4-14	Explanation of how the organization applies the precautionary principle	33, 34
G4-15	Letters, principles or other externally developed initiatives	33
G4-16	Participation in associations and national and international organizations	33
Identified Material Aspects and Limits		
G4-17	Entities included in the organization's financial report	5
G4-18	Process of definition of the report content and the limits of the aspects	4, 5
G4-19	Identified material aspects	5, 8
G4-20	Appearance limit within the organization	4, 8
G4-21	Appearance limit out the organization	4, 8
G4-22	Reformulations of information provided in earlier reports	4
G4-23	Significant changes in relation to periods covered by previous reports	4
Engagement of Stakeholders		
G4-24	Stakeholders engaged by the organization	6, 39
G4-25	Base used for the identification and selection of stakeholders for engagement	5
G4-26	Approaches to stakeholder engagement	4, 5
G4-27	Key topics and concerns raised during the stakeholder engagement and the measures adopted	4, 6
Report Profile		
G4-28	The reporting period	4
G4-29	Date of most recent previous report	4
G4-30	Reporting cycle	4
G4-31	Data for contact in case of questions regarding the report or its contents	4
G4-32	Reporting option chosen by the organization	4
G4-33	Policy and current practice with regard to seeking external assurance for the report	5
Governance structure and composition		
G4-34	Organization's governance structure	30
G4-36	Positions and executive functions responsible for economic, environmental and social topics	30
G4-38	Composition of the highest governance agency and its committees	29, 30
G4-39	Indication whether the Chairman of the highest governance agency is also a CEO	29
Ethics and Integrity		
G4-56	Values, principles, standards and organizational standards of behavior, such as conduct and ethics codes	34

G4-57	Report internal and external mechanisms adopted by the organization to seek guidance on ethical behavior and in accordance with the law, such as relationship channels (ex .: ombudsman).	34
G4-58	Report internal and external mechanisms adopted by the organization to report questions about unethical behavior or incompatible with the law and issues related to the organizational integrity, as well as the addressing of questions through the hierarchical ways, mechanisms for complaints of irregularities and complaints channels	34
Economical		
Economical Performance		
G4- EC1	Direct economic value generated and distributed	52
Indirect economic impacts		
G4-EC7	Development and impact of infrastructure investments and services offered.	25
G4-EC8	Significant indirect economic impacts, including the extent of impacts	61, 64
Purchasing Practices		
G4-EC9	Proportion of spending on local suppliers	61
Environmental		
Energy		
G4-EN4	Power consumption outside the organization	70
Water		
G4-EN8	Total by source water withdrawal	69
Effluents and Wastes		
G4-EN23	Total weight of waste, broken down by type and disposal method	72
Products and Services		
G4-EN27	Initiatives to mitigate the environmental impacts of products and services, and the extent of impact mitigation	69, 71
Compliance		
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	77
Social		
Employment		
G4-LA1	Total and rates of new hires and employee turnover by age group, gender and region	57
G4-LA2	Benefits provided to employees	55
Health and safety at Work		
G4-LA5	Percentage of employees represented in formal safety and health committees composed of managers and workers	64, 65
G4-LA6	Rates of injuries, occupational diseases, lost days, absenteeism and work-related deaths	64, 66
G4-LA8	Issues relating to health and safety covered by formal agreements with unions	64
Training and education		
G4-LA9	Hour Average of annual training per employee, discriminated by gender and job category	57
G4-LA11	Percentage of employees receiving regular performance and career development	61
Diversity and equal opportunities		
G4-LA12	Composition of the groups responsible for corporative governance and discrimination of employees per category in accordance with gender, age group, minorities and other diversity indicators	55

Ratio of basic salary and remuneration of women to men by employee category		
G4-LA13	Mathematical ratio of salary and remuneration between women and men, discriminated by job category and relevant operational units	56
Non-discrimination		
G4-HR3	Cases of discrimination and taken corrective measures	34
Freedom of association and collective bargaining		
G4-HR4	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights	56, 61
Child labor		
G4-HR5	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor	61
Forced or slave labor		
G4-HR6	Measures taken to contribute to the eradication of forced labor	61
Local Communities		
G4-S01	Nature, scope and effectiveness of any programs and practices to evaluate and manage the impacts of operations on communities	64
Unfair Competition		
G4-S07	Total number of lawsuits for unfair competition, trust and monopoly practices and their outcomes	36
Conformity		
G4-S08	Monetary value of significant fines and total number of non-monetary sanctions due to non-compliance with laws and regulations	61
Mechanisms for complaints and claims concerning to impact on society		
G4-S011	Number of complaints and claims concerning to impact on society	62
Customer Health and Safety		
G4-PR2	Total number of cases of non-compliance with regulations and voluntary codes related to the impacts caused by products and services on health and safety during the life cycle, by type of result	40
Labeling of products and services		
G4-PR5	Research results of customer satisfaction	63
Communication and Marketing		
G4-PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning to the marketing communications	40
Customer privacy		
G4-PR8	Total number of substantiated complaints concerning to the breaches of privacy and loss of customer data	27
Conformity		
G4-PR9	Monetary value of fines (significant) for non-compliance with laws and regulations concerning to the provision and use of products and services.	31, 40

GENERAL DIRECTION

Internal Institutional Control Board
José Vasconcelos

CONTENT, COMPOSITIO AND GENERAL COORDINATION OF REPORT

Ingrid Cicca
Sustainability Sector

COLLABORATION

Internal areas of the company, especially the teams:

- Comptroller
- Strategy and Performance
- Hotels
- Infrastructure and Maintenance
- Human Resources
- Marketing and Communications
- Financial
- Corporate SESMT
- Quality

GRAPHIC DESIGN AND PUBLICATION

Lamy Design
www.lamydesign.com.br

PHOTOGRAPHY

Rede D'Or São Luiz Image Database

REVIEW

Mariflor Rocha

THANKS

We thank all employees who contributed to the preparation and publication of this report.

CONTACT

sustentabilidade@rededor.com.br

REDE *D'OR*
SÃO **LUIZ**
+