



Sustainability Report

2017

REDE *D'OR*
SÃO **FRU****IZ**

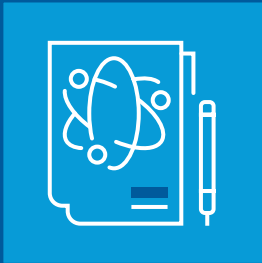
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01






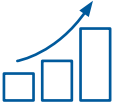






HIGHLIGHTS OF THE YEAR





Our reason for being

Always improve, evolve continuously and maintain our purpose in promoting health, disease prevention and quality of life for thousands of people.

| | |
|---|--|
|  <p>Main private complementary health group in Brazil.</p> |  <p>Highlighted in the 17th edition of the <i>Valor1000</i> yearbook.</p> |
|  <p>More than 3.4 million patients attended in the emergency, a 9% growth over the previous year.</p> |  <p>Investment of 12.4 million in social, cultural and sports projects.</p> |
|  <p>Growth of 31% in outpatient attendances compared to 2016.</p> |  <p>Net income of R\$978 million, 19% growth compared to 2016.</p> |
|  <p>National highlight among the most transparent companies in Brazil, as studies by I Transparency International NGO.</p> |  <p>Completion and inauguration of the works of Hospital São Luiz – São Caetano do Sul.</p> |
|  <p>Awarded as the best company in the “Health” category, of the third edition of <i>Estadão Empresas Mais</i>.</p> |  <p>39,196 own employees and more than 14 thousand outsourced employees.</p> |
| |  <p>More than 80% of certified hospitals, accredited by national or international agencies.</p> |
| |  <p>Elected for the eighth consecutive year as the Carioca brand.</p> |

Our history

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

1977



1982 to 1988 Expansion of the Labs Cardiolab units in Rio de Janeiro.



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

1989 to 1992



1993 to 1997 The Labs Group expands the number of units opening new mega units, reaching other points of the city.



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

1998



2000 From the renewal of an old hotel at Copacabana, the Hospital Copa D'Or is born.



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

2001



2004 The Rede D'Or strengthens its presence in Rio de Janeiro, conjugating excellency in services with diagnostic high technology. Starts to administrate six more hospitals in the city.



Opening of nine more Labs D'Or diagnostic units.

2005



2006 In 2006, the Rede incorporated the administration of the Casa de Saúde e Maternidade Joari, founded in 1969 and located in Campo Grande, in the West Zone of the city of Rio de Janeiro, becoming later the Hospital Oeste D'Or.



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

2007





2009

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

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

2010



2011

Inauguration of the Norte D'Or, in Cascadura, in the North Region of the city of Rio de Janeiro, and of Niterói D'Or, in Niterói (RJ). Opening of the Oncology Center, at the Hospital Quinta D'Or Hospital.

The Rede D'Or reaches the Center-West Region and purchases the Santa Luzia and Coração do Brasil hospitals. It also expands its presence in São Paulo. The group now is named Rede D'Or São Luiz.

2012



2013

Inauguration of the Caxias D'Or, the first unit of the Baixada Fluminense. The Rede D'Or São Luiz begins, in September 2013, the construction of the Hospital São Caetano, in São Caetano do Sul, a region of the São Paulo ABC. In that same year the Casa de Saúde e Maternidade Joari changed its name into Hospital Oeste D'Or, today with about 166 beds.

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

2014



2015

New incorporations, such as Sino Brasileiro, Bartira and Villa Lobos hospitals, in São Paulo and Santa Helena Hospital, in Federal District, make an important synergy to the group's business plan, which aims to expand, up to 2021, its beds from 5,2 thousand to 9 thousand, investing more and more in health, technology and care quality to our clients.

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

2016



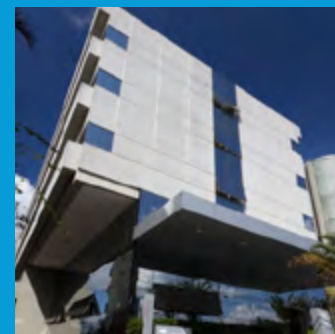
2017

Inauguration of Hospital e Maternidade São Luiz – São Caetano unit. First unit of the Rede built from scratch in the State of São Paulo. Opening of the Hospital Real D'Or, first unit of the Rede D'Or São Luiz, placed in Bangu, with exclusive care in maternity and pediatrics. Purchasing of Clínica São Vicente, reference of high standard care in Rio de Janeiro. We have completed 40 years of care and respect for people.



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INSTITUTIONAL PROFILE



Group overview

Main indicators (position as of December 31, 2017)



Profile GRI 102-1 | 102-2 | 102-3 | 102-4 | 102-5 | 102-6 | 102-7

We are more than 39 thousand own employees and 14 thousand outsourced workers working for a mission: to provide high quality hospital medical care.

With 35 own hospitals and more than 38 oncological clinics throughout Brazil, we are the major independent network of private hospitals in the country. We started our activities in 1977 as a network of imaging laboratories, Cardiolab. Today we have our headquarters in the Botafogo neighborhood, in Rio de Janeiro (RJ), formed by 35 hospitals allocated between Rio de Janeiro, São Paulo, Federal District, Pernambuco and Maranhão, as well as 38 oncological clinics in the States of Rio de Janeiro, São Paulo, Ceará, Federal District, Bahia and Tocantins.

Our work involves the provision of hospital services in all modalities, such as clinical and surgical, laboratory tests and diagnostic imaging (radiology, ultrasonography, tomography, magnetic resonance, mammography, etc.). We also act in the rendering of consulting services, management and administration of clinics and hospital complexes through D'Or Soluções, in the area of research and education by the Instituto D'Or de Pesquisa e Ensino (IDOR), and in diagnosis and treatment of all types of cancer, with the Grupo Oncologia D'Or.



2017 shall enter into our history, after all, we have completed 40 years of dedication to the promotion of health and life



Rede D'Or São Luiz in Brazil GRI 102-4 | 102-7

Present in three regions of the Country:

- **35** hospitals
 - Southeast (São Paulo and Rio de Janeiro)
 - Central West (Brasília)
 - Northeast (Pernambuco and Maranhão)
- **38** oncology clinics
 - Southeast (São Paulo and Rio de Janeiro)
 - Central West (Brasília)
 - Northeast (Ceará, Pernambuco and Bahia)
 - North (Tocantins)
- **2** Research Institutes (IDOR)
 - Southeast (São Paulo and Rio de Janeiro)
- More than **39 thousand** employees
- More than **87,000** accredited physicians
- **3.4 million** emergency assistances per year
- **5.2 thousand** beds

OncoStar waiting room, the newest and most modern cancer treatment facility in Sao Paulo.



Operating map GRI 102-11

Rio de Janeiro

- Hospital Copa D'Or
- Hospital Quinta D'Or
- Hospital Caxias D'Or
- Hospital Barra D'Or
- Hospital Oeste D'Or
- Hospital Bangu (HCB)
- Hospital Rios D'Or
- Hospital Norte D'Or
- Hospital Niterói D'Or
- Hospital CopaStar
- Hospital Real D'Or
- Clínica São Vicente

São Paulo

- Hospital São Luiz Anália
- Hospital São Luiz Itaim
- Hospital São Luiz Morumbi
- Hospital viValle
- Hospital Assunção
- Hospital Brasil
- Hospital São Luiz Jabacumã
- Hospital da Criança
- Hospital IFOR
- SinoBrasileiro
- Hospital Villa Lobos
- Hospital Bartira
- Hospital Ribeirão Pires
- Hospital Alpha Med
- Hospital São Luiz São Caetano

Pernambuco

-
-
-
-

Distrito Federal

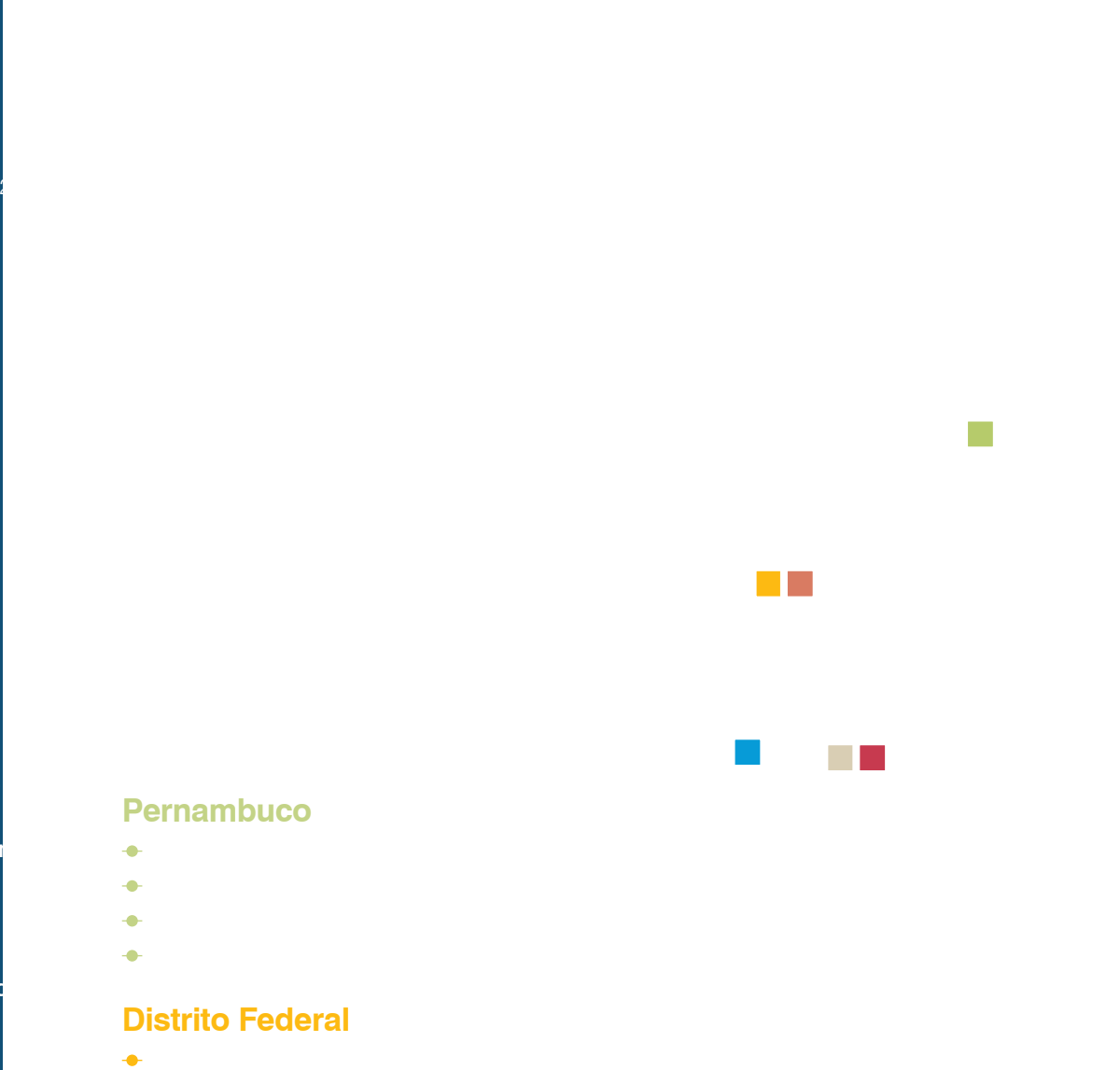
-
- Hospital Coração do Brasil
- Hospital Santa Helena

Under management

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

Under construction

- Hospital Niterói D'Or – RJ
- Hospital DF Star



Associations GRI 102-12 | 102-13

In 2017, we assume a commitment to the Healthy Hospitals Project, the focal point of the international organization Health Care Without Harm – HCWH in Brazil, to contribute to two of the ten goals of the Global Agenda for Healthy and Green Hospitals) in order to share knowledge and carry out actions aimed at the continuous improvement of environmental and public health practices.

The project's mission is to transform the health sector into an example for the whole society in aspects of protection to the environment and the health of the worker, the patient and the population in general.

During the year, we maintained relationships with several health sector entities, such as the National Association of Private Hospitals (ANAHP), and actively participated in various national and international forums, such as the Feira+Forum, the largest meeting of the health market in Latin America .

Awards and accreditation

Carioca brands

We were elected for the eighth consecutive year as the favorite brand of the Cariocas, in the Clinics and Hospitals category, by *O Globo* newspaper, with three great highlights: Real D'Or, CopaStar and Clínica São Vicente.

Valor1000 Award

We were accredited in the 17th edition of *Valor Econômico* newspaper as one of the largest companies in the country in the Medical Services sector.

Best nursing practices

We had several units of Rede D'Or São Luiz accredited by 3M do Brasil as the ones that have the best nursing practices in the area of secure attachment of catheters.

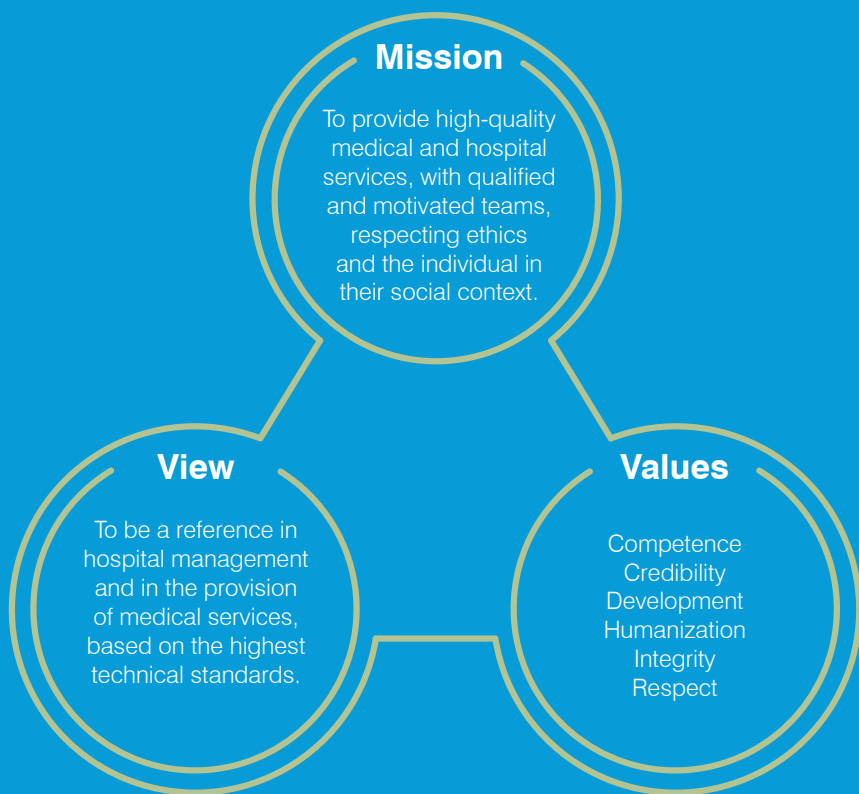


Façade of the Hospital CopaStar and social reception of Clínica São Vicente.



Mission, vision and values GRI 102-16

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





The year 2017 was marked by consistent advances in our performance. We grew 6% in the total number of beds, jumping from 4,909 to 5,224 thousand beds. In three years (2015-2017), we have increased the number of beds by 18% while expanding the range of services. In 2017, we recorded an increase of 32% in ambulatory assistances and 10% in hospitalizations.

The quality of the services provided by the D'Or Group, coupled with the growing demand of the market, provided us with a net revenue of R\$9.4 billion, 19% above 2016 and profit of R\$978.6 million. In the year, we completed the taking of Certificates of Real Estate Receivables (CRI) in the amount of R\$660 million, sufficient resources for the construction of 1.7 thousand beds in the next two years.

Another important share of our growth is in the area of oncology occurring in the next years. Our plans foresee the construction of three oncology specialized hospitals in São Paulo, Rio de Janeiro and Brasília. By 2018, volumes of investments in this area total approximately R\$458.7 million.

All these investments shall enable not only an increase in service capacity, but also better therapeutic results, efficiency gains, greater comfort to patients and the updating and creation of new services, as well as modernization of facilities. Not including the development of new technological and customized solutions that shall help us to add even more value to our services and the quality perceived by our customers.

Investments for 2018 shall remain at the same level. By 2018, we have planned a R\$1.6 billion investment cycle to support new expansion projects, including greenfield, brownfield and predictive maintenance projects. For this performance, we are a company accredited for the value of our brands and quality of services rendered. These results demonstrate how much we are committed to our vision of the future to achieve by 2021 the mark of 9 thousand beds by means of organic expansion and asset purchase. We do not stop there. Currently, we have several ongoing initiatives that contribute to sustainability in our company. The investments in building automation systems, energy efficiency and rational use of natural resources are one of these actions.

We closed the year with more than 39,000 employees and about 14,000 outsourced employees, which reinforced our commitment to Brazil's development in job creation and income. In 2017, we had invested in the development of the organizational skills of our employees, with special attention in the capacities that involve our leaders before the challenge that we have for the next three years. We proudly received the news that for the eighth consecutive year we were elected as the favorite brand of the Cariocas and recognized as one of the largest companies in the country in the medical services sector.

We are very pleased, on behalf of the D'Or Group, to thank the shareholders, Directors, employees, suppliers, service providers and other partner companies who just cooperated to achieve all the achievements reported throughout this document. Special thanks to our shareholders and employees who have contributed in a special way to our business goals and objectives.

Heráclito Gomes
President



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ABOUT THIS REPORT

This is the third annual publication of the Sustainability Report of Rede D'Or São Luiz and was prepared according to the GRI Standards: Essential option. The last report was published on our website in May 2016. From the first publication in 2015, we have made a lot of progress in reporting, but we recognize that this type of report is still a challenge for us and we are working hard to make it an effective instrument of the sustainability management and also as our commitment to transparency.

[GRI 102-51](#) | [102-52](#) | [102-54](#)

The information presented is based on the 2017 fiscal year and only covers the operations of our hospitals. The information of the other companies of the D'Or Group, such as Oncology D'Or, D'Or Soluções and others were not included in the indicators. With regard to these companies, we report only the activities so that our attendees can know better about their actions. [GRI 102-46](#) | [102-50](#)

Regarding the Occupational Health and Safety indicators, a review of the measurement of indicators occurred in 2016, recording new data calculation standards according to the set of GRI protocols, aiming a continuous improvement of the report. As a result, some information on fees has been revised and is duly explained in the chapter on Social Management. As for the scope and limit of the report, there was no change. We offer the document only in electronic format in Portuguese and English versions. [GRI 102-48](#)

All financial information reported is in accordance with the Company's Financial Statements, the publication of which is audited and guaranteed by Ernest Young and non-financial statements are not subject to external verification. They were assessed by our Sustainability team in the interaction with the most diverse areas of the hospitals and corporate center of Rede D'Or São Luiz. The quantitative indicators related to the environment are filled monthly by the hospital teams in a tool provided by the corporate center and monitored by the Controllershship and Sustainability area. Whenever



possible, we included in the indicators report the historical basis of the most relevant indicators to show the evolution. [GRI 102-56](#) | [102-45](#)

More information about the report can be obtained through contact with our Sustainability area at email sustentabilidade@rededor.com.br. [GRI 102-53](#)

Engagement GRI 102-21

We adopted two stages to identify and define the material themes: in the first, we conducted a research with our collaborators in the expectation of identifying the themes of greater relevance that should be addressed in the 2017 Sustainability Report. The survey was sent in December 2016 through an online questionnaire, composed of six questions, with a total of 451 responses.



In the second stage, we consider the most relevant issues identified in the contacts made by the attendees in the existing service channels (Ombudsman, Contact Us, Ethics Network etc.). We also consider the most present and recurring themes in the discussion groups in which we participate, among them, Sustainability Practices GT of the National Association of Private Hospitals (ANAPH) and other forums in the health area. We also take into account the sectorial studies and the various surveys conducted, as well as interviews with the Executive Directors.

The consolidation of the research responses, the themes prioritized in the previous process of materiality, carried out in 2013, and the mappings carried out resulted in a list of the most relevant topics from the point of view of the company's stakeholders. We submit this list for validation by the Board and the result is presented below. From this validation, we verify the existing management form and the performance indicators linked to each material theme.

[GRI 103-1](#) | [102-40](#) | [102-42](#)

Main material themes identified GRI 102-44 | 102-46 | 102-47 | 102-49 | 103-1

As a result of the materiality process, 11 themes were defined as priorities for the sustainable management of the company. Some of these issues were addressed in our first sustainability report in 2015, and we have consistently improved our management practices.

| Relevant topics <small>GRI 102-47</small> | Within <small>GRI 103-1</small> | Outside <small>GRI 103-1</small> | Management form | Related GRI indicators |
|---|------------------------------------|-------------------------------------|-----------------|--------------------------------------|
| | | | Page | |
| Customer privacy/ Information systems | x | | 33 | GRI 418-1 |
| Humanization of hospital management | x | | 39, 67 and 68 | None. |
| Patient health and safety | x | | 69 | GRI 416-2 |
| Research and development on science and technology in the health area | x | x | 18 | None. |
| Economic performance | x | x | 47 | GRI 201-1 |
| Quality of services provided | x | x | 29 | None. |
| Occupational health and safety | x | x | 65 and 66 | GRI 403-1 403-2 403-3 403-4 |
| Ethical behavior and anti-corruption mechanisms | x | x | 28 | GRI 102-16 |
| Environmental performance (consumption of inputs and generation of waste) | x | x | 81, 82, 83 | GRI 302-1 302-2 |
| Training and education | x | | 60 and 61 | GRI 404-3 |
| Suppliers | x | x | 71 and 72 | GRI 102-9 |

MANAGEMENT STRATEGY



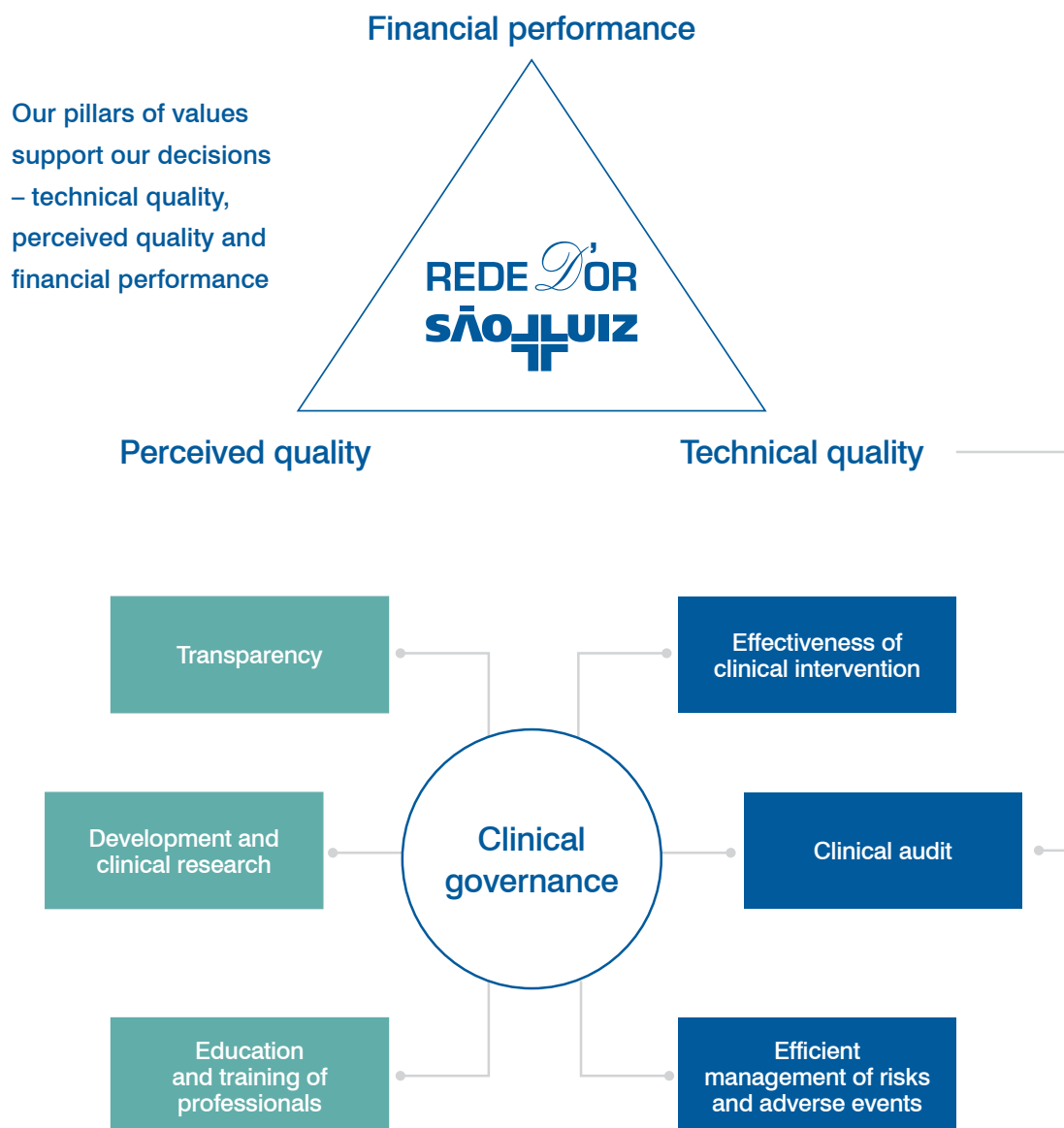
Business model

Our management pillars are technical quality, perceived quality and financial performance, which together sustain our operation.

In order to minimize the main impacts and potentiate the strategic objectives, we elaborate our strategic planning based on the Balanced Scorecard (BSC) methodology. It is based on the strategic objectives, mission, vision and interests of the parties involved to:

- Clarify and translate the vision and strategy of the company.
- Communicate and associate strategic objectives and measures.
- Plan, set goals and align strategic initiatives.
- Improve the strategic learning.

Rede D'or São Luiz management model



Integrated management system

In 2017, we completed the implementation of the Conecta D'Or project, which aims to implement the integrated management system, Protheus 12, throughout the company. This action resulted in the connection of all the processes of purchasing, registration, financial, human resources, which promoted the optimization of processes, more quality for management information, greater management capacity, greater governance and credibility for the market.

Research and teaching

Science, innovation, education and art

Created in 2010 to promote scientific advancement and professional training in health, the Instituto D'Or de Pesquisa e Ensino – IDOR (D'OR Institute for Research and Education) is a private non-profit institution that develops research in areas such as intensive medicine, neuroscience, pediatrics, internal medicine and oncology, besides offering lato sensu and stricto sensu post-graduation courses (doctor's degree), free courses and medical internship. In 2017, the institution continued these activities and celebrated the publication of its research in international scientific journals and the academic training of hundreds of students.



Competition for academic internship in hospitals of Rede D'Or São Luiz.

Science of global interest made in Brazil

In 2017, the IDOR researchers published 80 scientific studies in international journals covering various topics in the biomedical sciences, such as sepsis, viral infections, diagnostic imaging, cancer, among others.



X-ray of the Brazilian ICUs

The improvement of health care in Brazil is the main objective of the Organizational Characteristics in Critical Care (Orchestra) project, which obtains data on the operation of intensive care units of public and private hospitals in Brazil. Based on information on staff, facilities and data on patient mortality, among others, specialists seek to identify the main problems of care and create solutions to increase efficiency and optimize the use of resources in ICUs. Currently, Brazil is the third country in the world with the highest number of intensive care beds, a total of 41 thousand.



Attention deficit

Another highlight of 2017 was the discovery that important brain structures for the control of emotions, motivation and reward system are underdeveloped in patients with Attention Deficit Hyperactivity Disorder (ADHD), which may explain some of the symptoms of the disorder. This was the conclusion of an international study that collected magnetic resonance imaging of the brain of more than 3,000 people, including patients with ADHD and healthy people, in the largest study ever done on the subject.



Zika after the crisis

During the Zika epidemic that scared Brazil in 2015, IDOR scientists have been leaning over the disease to unveil how it affects the central nervous system. Even after the crisis, the investigations continued, with the follow-up of children who developed microcephaly due to congenital infection. In addition, scientists of the institute participated in an important study that identified the path traveled by the virus in the Americas before the epidemic based on the genetic analysis of the virus found in patient blood samples and mosquitoes.



Laboratory skin

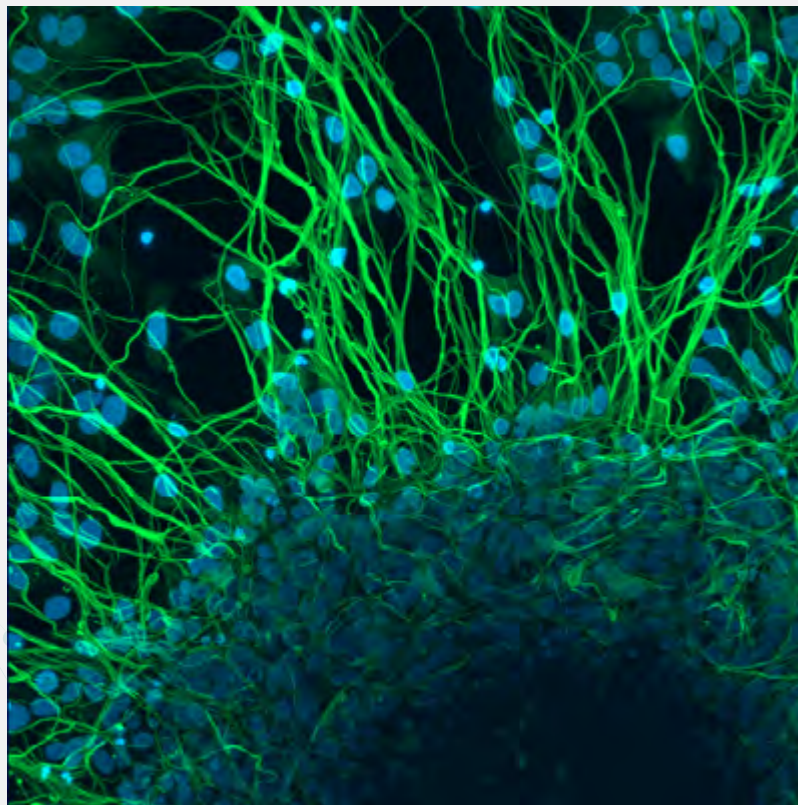
The idea that it is necessary to reduce the use of animal models in research to the minimum necessary is widely accepted in the Brazilian academic community and, therefore, alternative methods are being sought for different types of tests. In partnership with L'Oréal Brasil, IDOR developed a new model of artificial skin. The initiative is distinguished from other similar projects as it also involves sensory neurons, which make the model more suitable to test whether new cosmetic products can cause irritation in humans.



Control of emotions

In studies with functional magnetic resonance imaging, IDOR scientists are looking for ways to teach people how to control their own brain activity.

The technique involves training with neurofeedback, a way to track real-time images of the working brain and use that knowledge to direct that activity. In the experiment, patients follow their own brain activity while undergoing MRI, and are encouraged to control pain sensations and symptoms of depression, as well as emotions such as tenderness and affection. The researchers hope, with this knowledge, to propose new alternatives for the treatment of problems such as postpartum depression.



Rodrigo Madeira

Human sensory neuron created at Instituto D'Or.



Psychedelic science

Known and used for decades for different purposes, including religious, psychedelic substances are gaining more space in research laboratories. In 2017, the IDOR published a pioneering study on changes in neuroplasticity caused by a compound of the dimethyltryptamine family. The research was done in minibrains, biological model of the human nervous system in which the IDOR stands out worldwide. It was the first time that a research has described how a psychedelic substance can alter the proteins of human brain tissue. In the future, works like these can lead to the development of new therapies against disorders such as post-traumatic stress, memory and learning problems, among others.



Towards the School of Medical Sciences

IDOR believes that scientific research is an essential ally in the teaching and learning process to build a broader, critical and innovative knowledge.

The year 2017 represented the growth of the IDOR teaching area, and great achievements were obtained: the beginning of the activities of the first doctor's degree group in Medical Sciences, the opening of 30 new classes in free and postgraduate courses and the approval of three new specialties in Medical Internship: Orthopedics and Traumatology, Emergency and Urology.

The institute offers medical internship courses in hospitals in Rio de Janeiro and São Paulo, all accredited by the National Board of Medical Internship, as well as an academic internship in Intensive Care and Emergency for 91 students from the last course of Medicine of several universities.

In the area of the *lato sensu* postgraduate course, the institute offered free and specialized courses with faculty composed by health professionals working in the different units of Rede D'Or São Luiz. In addition to courses in the area of health sciences, an MBA course was organized in Hospital Services Management, focused on qualifying directors for internal succession processes and leadership in our future units.

For the qualification courses in the medical area, IDOR has a training center placed in Botafogo, Rio de Janeiro (RJ). The center stands out for its infrastructure, composed of equipment that reproduces real situations of patient care.

In that same year, the creation of the IDOR School of Medical Sciences was also approved by the Ministry of Education (MEC), with a grade 5 (the maximum possible). The launch of the college crowns the work that the institute has been carrying out in the creation of an innovative structure of research and teaching in health. The works that shall change the former Beneficência Portuguesa hospital, in the neighborhood of Glória, in Rio de Janeiro (RJ), into a complex of medical care, teaching, research and innovation have begun.

Medical internship

In Rio de Janeiro and São Paulo, the D'Or Institute offers 14 medical internship modalities:

- Cardiology (Hospital Barra D'Or – RJ)
- Medical Clinic (Hospitals Barra D'Or, Caxias D'Or, Copa D'Or, Norte D'Or, Quinta D'Or and Rios D'Or – RJ)
- Hematology and Hemotherapy (Hospital Quinta D'Or – RJ)
- Emergency Medicine (Quinta D'Or Hospital – RJ)
- Intensive Medicine (Hospitals Quinta D'Or and Copa D'Or, RJ)
- Clinical Oncology (Quinta D'Or Hospital – RJ)
- Orthopedics and Traumatology (Hospitals Copa D'Or – RJ and IFOR – SP)
- Pediatrics (Hospitals Copa D'Or, Quinta D'Or and Rios D'Or – RJ)
- Radiology (Hospital Barra D'Or – RJ)
- Urology (Hospital Quinta D'Or – RJ and Jabaquara – SP)

- General Surgery (Hospital Jabaquara – SP)
- Surgery, in specialty (Hospital Jabaquara – SP)
- Anesthesiology (Hospital Jabaquara – SP)
- Hand Surgery (Hospital IFOR – SP)
- Foot and Ankle Surgery (Hospital IFOR – SP)
- Knee Surgery (Hospital IFOR – SP)
- External Fixator (Hospital IFOR – SP)
- Shoulder and Elbow Surgery (Hospital IFOR – SP)
- Pediatric Orthopedics (Hospital IFOR – SP)

Doctor's Degree of Medical Sciences

Approved in 2016, the *stricto sensu* postgraduate course, doctor's degree level, opened its first classes in 2017, with a total of 22 students dedicated to the institute's research lines. The Post-Graduate Program in Medical Sciences consolidates the effort pursued since the creation of the Instituto D'Or, to create an institution with solid bases in the production of scientific knowledge of quality.

Inauguration of the Instituto D’Or in São Paulo

Also in 2017, following the model of national and international institutional agreements established in the last years – for example, with the Federal University of Rio de Janeiro (UFRJ) IDOR signed an agreement with the School of Medicine of the University of São Paulo (USP) in order to integrate teaching, research and technological development activities in the area of health. The agreement signed between the institutions foresees the development of an advanced Academic Training Center in Minimally Invasive Surgery and Robotics, aimed at the qualification and training of professionals in this area.

The initiative establishes the first institutional partnership between Rede D’Or São Luiz, Instituto D’Or and USP and sets the stage for the institute to establish itself in São Paulo. With the inauguration of a new center in the city scheduled for the first half of 2018, IDOR plans to expand its activities with a focus on cancer research. Facilities include a robotic surgery training center, high-tech mode and precision.

The São Paulo unit shall also house trainings and qualification offered by specialists and shall generate training material for the cancer teams of the all Rede D’Or São Luiz. One of the ideas is that the new center, in collaboration with partner institutions, creates its own oncology research protocols, based on the investigation of the Brazilian reality in this area. The concern for patient well-being in the cancer treatment journey shall be one of the research priorities.

In addition to oncology, IDOR in São Paulo shall conduct surveys in the area of neuroscience and other health topics.

Approaching science and society

Another objective sought in 2017 was to disseminate the research carried out at the Instituto D’Or and approach the general public closer to science. In this sense, a highlight was the organization of the “Invisible Worlds” exhibition, in partnership with the collective ArtBio and the Museu do Amanhã, which exhibited 24 images obtained by Brazilian scientists with the help of different types of microscopes and other devices. The figures showed, with magnifications of up to 300 thousand times, details of the human body, nanocomposites and infectious agents. The estimated audience for the exhibition was 68 thousand people.



Another science and art project developed by Instituto D'Or in 2017, called *Córtex*, invited artists to follow the survey conducted at the institution and then to produce works inspired by this experience. The result was four papers that used techniques such as illustration, collage, digital art and bioart to explore the research topics that today decorate the Institute's headquarters.

Also in 2017, Instituto D'Or launched the *Minuto Ciência* program in August, which provides free videos on topics such as zika, Alzheimer's disease, obsessive compulsive disorder, intestinal microbiota and others. The videos come every fortnight and, in the first six editions, reached more than 60 thousand people.

Events

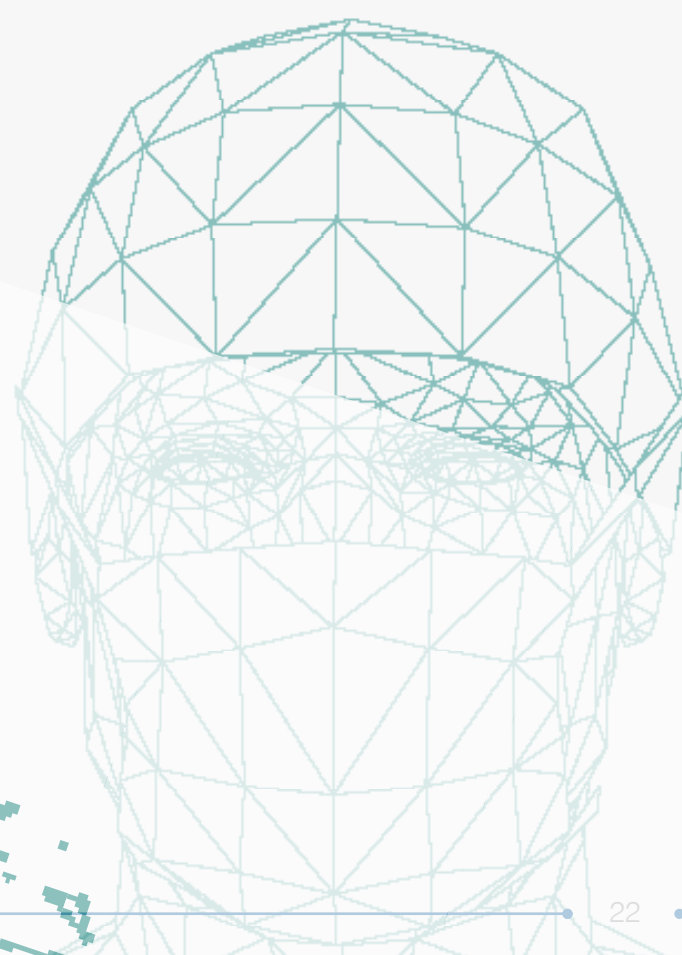
Following its mission of training qualified professionals in the health area and expanding the scope of science, the Instituto D'Or offered 26 open events in 2017, with the participation of more than 600 people. In social networks, such events were accompanied by thousands of web users who could have had contact with the latest advances in science.

Researchers, entrepreneurs and leaders of the medical-scientific area presented seminars, lectures, mini-courses, among others, with topics such as tumor detection, stem cell research, scientific dissemination and research in large databases.

Innovation: looking to the future

Also in 2017, in order to expand the reach of its initiatives and foster innovation in health, the Instituto D'Or started the creation of an open innovation and entrepreneurship platform, the Open D'Or Healthcare Innovation Hub. Alongside research and teaching, innovation thus becomes a third pillar of the institute, with the mission of promoting the connection of different actors to support the development of innovative technologies in health.

A physical space shall be built to promote interaction through specialized mentoring, lectures and technology simulations. A multidisciplinary team was structured with experienced professionals in areas such as digital technologies, health research and management and investments. The team shall work on attracting businesses and structuring partnerships with educational and research institutions, development agencies, technology companies, incubators and accelerators, investment funds, among others, for the construction of a support platform for startups supported by the initiative. The first selection of startups to participate in the Hub is scheduled to take place in 2018.



In 2017, the Instituto D'Or...

...had more than **4,000** students in the courses offered:

21

PhD students

...invested around **R\$14 million** in research and education

103

internship students

...applied more than **R\$1.2 million** received from external funding to research

144

students of academic internship in Intensive and Emergency Medicine

...published **80** scientific articles

220

lato sensu graduate students

...opened **30 new** classes of health qualification

...released the Minuto Ciência to more than **60,000** people

3,521

students in extension courses

Business areas

Oncologia D'Or GRI 102-15

Oncologia D'Or consolidates itself today with one of the most full oncology care networks in the country, recognized as a reference of excellence in the diagnosis and treatment of cancer. We operate through more than 38 oncological clinics placed in the states of Rio de Janeiro, São Paulo, Ceará, Federal District, Bahia, Pernambuco and Tocantins.

With a solid structure focused on the diagnosis and treatment of all types of cancer, we performed more than 20,000 visits per month in about 5,000 patients. We have at your disposal a team of more than 300 doctors and modern technologies for more efficient and less invasive treatments, which allows the patient to access methods of radiotherapy, chemotherapy, target therapy, hematology and clinical oncology.



Infusion rooms. Individual environments, maximum privacy, and modern equipment for monitoring and administration of medicines.



Background

Start of activities

Founded in 2010, in the city of Rio de Janeiro, the group was born from the creation of the Centro de Oncologia Quinta D'Or, attached to the Hospital Quinta D'Or. The center was the first in the State of Rio de Janeiro to offer, in the same place, diagnosis and treatment for cancer, with radiotherapy, chemotherapy, surgical center, specialized inpatient care, radiology, interventional radiology and diagnostic and imaging tests. Subsequently, the company expanded its activities through the purchase of new clinics and the expansion of its medical network.

Expansion project

In 2014, Oncologia D'Or began a project to reformulate the units purchased to meet a single standard of comfort, technology and quality for cancer patients. Our Botafogo unit, in Rio de Janeiro, received the Health Excellence Award of 2015, in the hospital hotel category. In this unit, in addition to the investment in infrastructure, we implemented the service of yoga therapy with a view to improving the quality of life of patients.

Growth and consolidation of Oncologia D'Or

In 2017, Oncologia D'Or had benefited from the arrival of Dr. Paulo Hoff, an internationally renowned oncologist, who assumed the institution's presidency. Dr. Hoff came to lead an ambitious national project that foresees significant investments in technology and infrastructure in synergy with Rede D'Or São Luiz. The inauguration of at least three general hospitals focused on cancer care is foreseen. In Rio de Janeiro, in the old Clínica São Vicente, which shall be modernized, in Brasília and in São Paulo. These hospitals shall be integrated to the Oncologia D'Or clinics all over the country. Together, hospitals

and clinics shall offer everything that the cancer patient needs, from medical consultation, to therapy, surgery, hospitalization and other demands.

New investments GRI 102-15

For 2018, Oncologia D'Or plans to inaugurate OncoStar, a premium cancer clinic at Avenida Juscelino Kubitschek, in São Paulo (SP). The new facility shall offer multidisciplinary care to the cancer patient, integrating clinical research with care for better diagnosis and more treatment options for their disease.

OncoStar shall have a state-of-the-art physical infrastructure and state-of-the-art equipment within a constructed area of 2,400 m². The services shall be performed by a staff/formed by clinical oncologists, hematologists, oncological endocrinologists, cardio oncologists, oncogeneticists and professionals with expertise in palliative care.

In order to provide more patient and companion well-being, the project shall invest in technology and innovation. An example of this shall be the implementation of Smart Hospitality, a device that allows control of room brightness and temperature, make video calls to multidisciplinary teams and make external contacts with the attending physician. The digital tool shall also enable the patient to better understand the planning of his care, visualizing with his oncologist the exams performed and other information about his clinical case.



Green Line

Oncologia D'Or has a pioneering project in the oncology of the Country, entitled Green Line, whose objective is to establish a single and integrated flow line of care between the units of Oncologia D'Or and the hospitals of Rede D'Or São Luiz. It is a new concept that streamlines diagnosis, care and clinical and surgical treatment of patients with suspected cancer, for whom time is a decisive factor.

Certifications

Oncologia D'Or maintains continuous accreditation of its units, which guarantees the quality of care and the safety of our patients.

Our clinic in São José dos Campos, the Instituto de Oncologia do Vale (IOV), is today the only one in the country accredited with the Quality Oncology Practice Initiative (QOPI) of the American Society of Clinical Oncology (ASCO), a quality assurance of the oncological practices offered by the unit. The IOV is today the only clinic in America, outside the United States, which has this seal and also has certification of Excellence by the National Accreditation Organization (ONA) and Canadian Certification.

Three Acreditar clinics in Brasília are certified by the Joint Commission International (JCI) – the most important certifying body in the world. JCI's international accreditation seal ensures continuous improvement of new patient care processes and quality in service. The Santa Marta unit was first accredited in 2014 and became, at the time, the first oncology clinic in South America – and seventh in the world – to achieve this accreditation.

The Bahia Center for Hematology and Oncology (CEHON), clinic of Oncologia D'Or in Bahia, received in 2018 the JCI seal, granted in accordance with the requirements of the international body, which values quality and patient safety throughout its care journey.

Awareness campaigns

Every year we promote public health awareness campaigns on various types of cancer. Among the main campaigns are the [Pink October](#), of attention to breast cancer, and the [Blue November](#), on prostate cancer.

Lectures and activities are organized to provide information on early detection and treatment of these cancers. Through partnerships and actions in social networks, we have managed to reach a wide audience. In the last edition of the Pink October campaign we made a video on breast cancer circulated throughout the month in the women's wagons of the subway of Rio de Janeiro, with an audience of 26.2 million people, as well as a booth with nurses raising questions about the population on the theme, reaching 1.6 million passers in the period. We also created a campaign to call attention to breast cancer with the distribution of shirts with the words "BREASTS, we just want to get your attention". We had the engagement of various artists and influencers who wore the shirt and shared photos on their social networks. Among them, Ivete Sangalo, Angelica, Hugo Gloss, Cissa Guimarães, Giovanna Antonelli and Judge Denise Frossard. Already in the Blue November campaign, a video on prostate cancer was broadcast throughout the month in all wagons of the Rio subway.



Pink October Campaign.

Events for patients

Monthly, we promote events in our clinics open to the public, patients and families with the goal of bringing quality information about health and cancer. Those are lectures with oncologists, nutritionists, physiotherapists, yoga instructors and several professionals involved in cancer care, who are available to clear the public's doubts.

We also have programs such as the Conversation Circle, held at the Acreditar units in Brasília. In this project, a psychologist leads a circle of conversation between patients and family members who face or have already faced cancer. The idea is to exchange experiences to better deal with the moment.



Ongoing training for our professionals

We bet on updating our professionals. For this reason, we promoted an extensive program of scientific and medical events throughout the country. Today, we have five national symposia on different types of cancer and a large international congress at the end of the year. They are: National Symposium on Lung Cancer Diagnosis, National Symposium on Hematology, National Symposium on Uro-Oncology and Robotic Surgery, National Gastrointestinal Symposium, Breast Day of Acreditar Oncologia D'Or and the International Congress of Oncologia D'Or. These events meet together experts from all over Brazil and abroad to discuss the main issues related to the treatment and diagnosis of cancer.

The International Congress of Oncologia D'Or is already in its sixth edition, with more than 3,000 participants and international lecturers.

Quality Medical Information

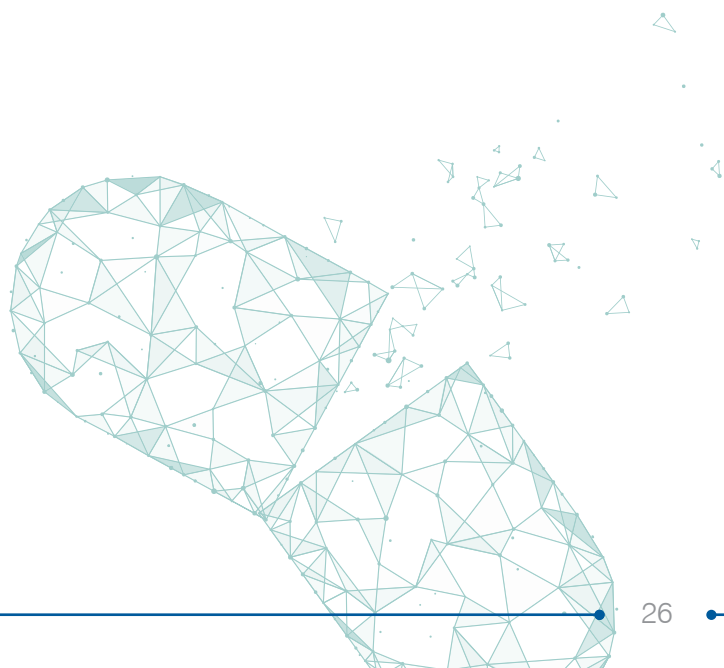
Oncologia D'Or supports the Onco& magazine, a cancer publication for non-specialist doctors that treats oncology under its multidisciplinary aspect, bringing novelties and scientific advances in an attractive and dynamic way. Its goal is to make oncology a more familiar topic for the non-specialist physician so that he is better prepared for the early diagnosis and follow-up of his patient during and after cancer treatment. The chances of survival and cure of the patient increase when the doctor is equipped for the early detection of cancer. With free national circulation, the publication is quarterly and has a circulation of 15 thousand copies.

Perfect Pharmacy

Our Acreditar Clinic in Brasília has the first Chemotherapy Manipulation Pharmacy in an environment classified ISO 7 and 8, in full compliance with the biosafety criteria, in addition to a rigorous process of drug traceability and an automation system that controls the temperature and the pressure of the rooms and the humidity of the rooms.

It is responsible for managing Acreditar's entire drug flow chain and medical-hospital supplies from the purchase to suitable disposal. For better assistance, we have satellite pharmacies in all of the Acreditar units, which offer all the necessary resources for an excellent patient care.

To reduce the patient's waiting time for the drug that shall be infused, there is the process of anticipated drug manipulation according to the protocol defined by the institution. In addition, the day before the procedure, the nurse contacts the patient to check the clinical conditions and pass the necessary guidelines.



D'Or Soluções

D'Or Soluções is a company of the D'Or São Luiz group, specialized in the development of health and safety solutions for the corporate segment, offering a portfolio of services geared to the needs of the most varied segments of the market. The staff is formed by highly qualified professionals and has structure for service throughout Brazil.

Among the services provided are obligatory training and qualification according to the functions and activities carried out by each employee in health and safety directives, standards and procedures with the purpose of developing, updating and qualifying the

staff, the programs focused on health and worker safety (Environmental Risk Prevention Program – PPRA, Medical Occupational Health Control Program – PCMSO, etc.), as well as strategy consulting.

It has a management system that integrates the concepts referring to occupational hygiene, occupational medicine and industrial safety, which allows the accurate assessment of occupational hazards and risks to workers' health, adequate planning of prevention and monitoring of work diseases and prevention and health promotion. It has a highly qualified technical staff, composed of work doctors, safety engineers, environmental engineers, occupational safety technicians and others.



Work Safety

- Environmental Risk Prevention Program (PPRA)
- Technical Report on Working Environment Conditions (LTCAT)
- Professional Profile for Social Security Purposes (PPP)
- Hearing Conservation Program (PCA)
- Internal Commission for the Prevention of Accidents (Cipa)
- Risk map
- Unhealthy reports
- Dangerous reports
- Environmental assessments
- Fire Brigade Training



Corporate Health

- Medical Occupational Health Control Program (PCMSO)
- Occupational assessment
- Ambulatory Management Center
- Ergonomics program
- People with Disabilities (PcD)
- Mobile Unit to perform exams; check-up; mental care



Strategic Consulting

- eSocial
- Management of FAP/NTEP
- Health Promotion Center
- Medical Expertise

Our commitment to ethics

GRI 102-16 | 102-17 | 103-2 | 103-3

Our Code of Conduct aims at reinforcing values, establishing guidelines and guiding behaviors and attitudes of employees in relations with customers, suppliers, public agencies, the community, the press, social networks and other publics, as well as directing third parties and suppliers regarding their performance in company. Issues such as respect for acts, standards and regulations, professional conduct, transparency in relationships and shared responsibility are examples of issues addressed in the document, which aims to guide the decisions of all Group companies.

The document is on the website www.rededor.com.br, through the path “O Grupo> Valores Sustentáveis”, and also on the intranet.

Any doubts about ethical conduct and/or ethical dilemmas on the part of employees and outsourced employees within the scope of the company may be clarified with our Compliance department staff.

Reporting channel GRI 102-17 | 103-2 | 103-3

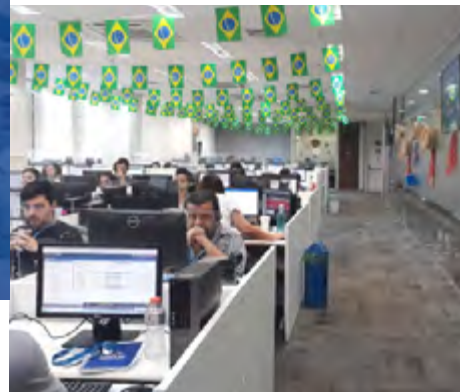
To record claims of conduct violations, we maintain an open channel, available 24 hours a day, seven days a week. These statements can be registered anonymously by phone 0800 377 8031, through the website <http://canalconfidencial.com.br/canalconfidencial> or via e-mail canaldedenuncias@rededor.com.br and are treated in a confidential way. After the due analysis by the Compliance department, the reports are sent to those responsible for the investigations, segregated by the type and complexity of the claims. If there is any claim of high criticality, there is the involvement of our top management in order to define the best treatment on the subject.

In 2017, the volume of events increased by 25% due to the reissue of the Reporting Channel, registering a total of 873 claims against 526 in 2016. Behavioral deviations accounted for 31% of the total number of registrations.

Through the Reporting Channel, 74 claims were classified as discrimination or abusive practices (moral or sexual harassment). After verification, it was concluded that 21 of them were relevant or partially relevant. GRI 406-1



Reinforces ethical and integrity behavior in all activities carried out by the company.



Focus on ethics GRI 103-2 | 103-3

Throughout our 40-year trajectory, we have had our growth guided by ethics. In order to legitimize our responsibility to our stakeholders, we have our Code of Conduct, a document that applies to all employees, third parties and suppliers.

Anti-Corruption practices GRI 205-1 | 205-2 | 205-3

The guidelines for matters related to corruption are described in our Code of Conduct and Corporate Anti-Corruption Policy, where we establish the rules of conduct for the performance of our professionals in order to prevent corruption in all its forms. In addition, we manage the main risks of our operations through various mechanisms, including gifts, sponsorship, donation and hospitality segregated by unit/corporate area.

Other forms of real anti-corruption work include the performance in area of Institutional Compliance and Security, areas responsible for investigating claims and adopting necessary administrative or legal measures in case of irregularities. In the year, business units were submitted to a series of organizational risk assessments, but not specifically focused on corruption as a risk factor. Periodic audits can identify cases related to the subject matter.

In 2017, 16 service providers were de-accredited and ten employees were dismissed due to non-compliance with existing corruption acts and standards of the company.

During the year, approximately 200 leaders, including Directors, Managers and Coordinators/Supervisors had participated in a lecture on the topic of our Anti-Corruption Policy and were responsible for disseminating information to their staffs.

Strategic masterminds

Quality management

The process efficiency and patient safety are our constant concerns. The adopted management model contemplates technical quality, perceived quality and sustainability. The technical quality is implemented based on the adoption of the pillars of clinical governance, with clinical and safety protocols that allow better clinical practice.

One of the ways to evaluate the good care result of the units is the external evaluation through certifications of safety and quality – hospital accreditation. The methodology to be applied in the hospital is defined according to the profile of the unit and its strategic role in the business. Accreditation evaluations may be used by the national methodology, National Accreditation Organization (ONA), or by international methodologies, Joint Commission International (JCI) and Qmentum.

Currently, 83% of our hospitals have quality certifications, which shows how committed we are to safety, effectiveness of activities, quality of patient care and professional ethics. In all, there are 18 hospitals certified by the ONA, with different levels of accreditation: two hospitals with Level 1 – Accredited, which demonstrates compliance with the principle of security in organizational processes; ten units with Level 2 – Full Accredited, which complies with the

principles of security and adopts a process logic with an integrated management; and seven Level 3 – Accredited with Excellence, which demonstrates an organizational culture of continuous improvement with institutional maturity. We already have 11 hospitals certified with the international methodology, four by JCI and seven by Qmentum.

Of our 35 hospitals, only five are in the process of preparing for accreditation due to the recent acquisition and or inauguration by Rede D’Or São Luiz, which are the units: Real D’Or, CopaStar, Alpha Med, Ribeirão Pires and São Caetano, and one due to alignment of internal processes, which is the case of Hospital Bangu.

In the year 2017, 25 maintenance visits and 13 recertification visits were carried out. The Copa D’Or, Rios D’Or and São Luiz Itaim hospitals were recertified by the JCI methodology. Barra D’Or and Esperança Recife were recertified by Qmentum. The Coração do Brazil and Santa Luzia hospitals, from the Regional DF, were recertified with upgrade to Accredited with Excellence Hospitals (ONA – Level 3). The SinoBrasileiro and IFOR hospitals of the São Paulo, were also recertified with an upgrade to Level 2 of ONA (Full Accredited). In addition, in the São Paulo region we had the first certification of the Hospital Bartira by ONA – Level 1.



More than 80% of our hospitals have quality service certifications

Our accredited hospitals

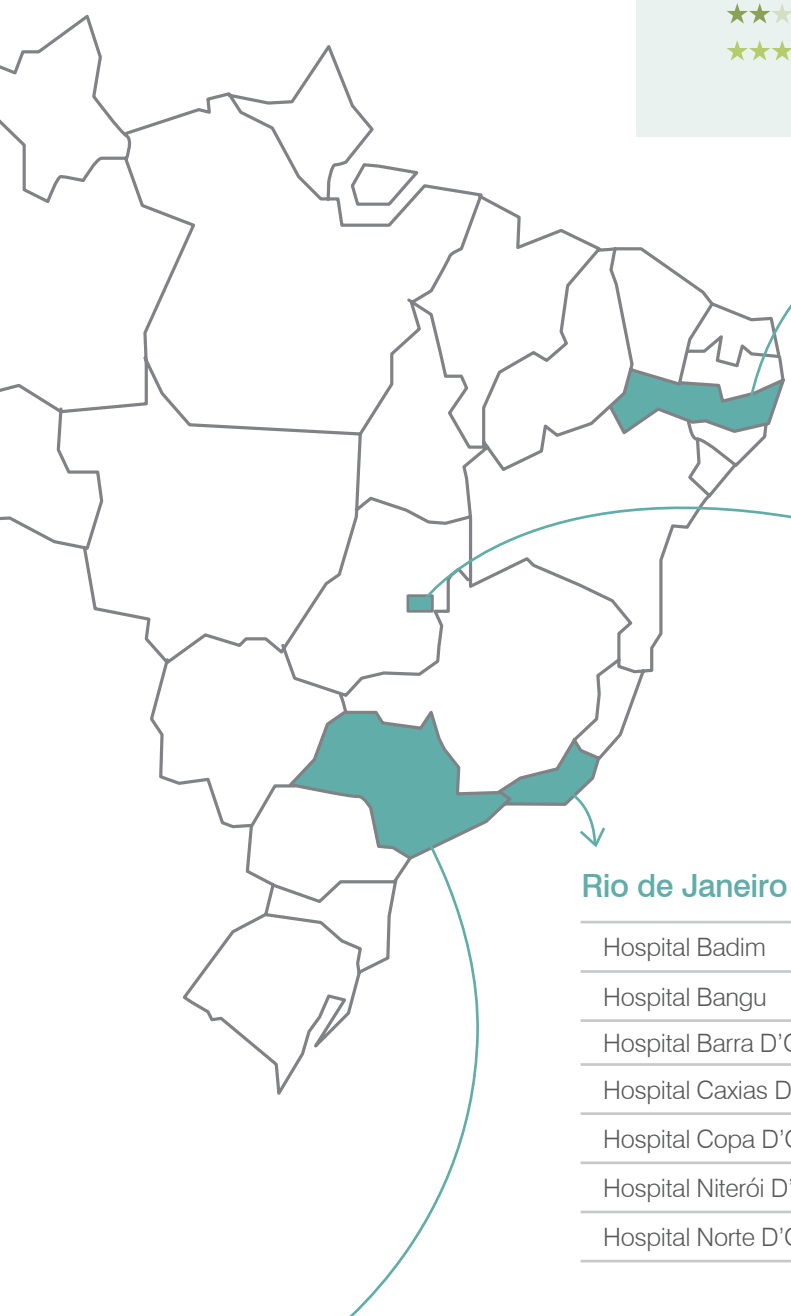
Accreditations

National (ONA)

- ★☆☆ Accredited
- ★★★ Full Accredited
- ★★★★ Accredited with Excellence

International

- Qmentum
- JCI



Pernambuco

| | | |
|----------------------------|-----|---|
| Hospital Esperança Recife | | — |
| Hospital Esperança Olinda | ★★★ | |
| Hospital São Marcos | ★★★ | |
| Hospital Memorial São José | | — |

Distrito Federal

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

Rio de Janeiro

| | | |
|-----------------------|------|---|
| Hospital Badim | ★★★★ | |
| 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 | | — |
| Hospital Real D'Or | | |
| Clínica São Vicente | ★★★★ | |
| Hospital CopaStar | | |

São Paulo

| | | |
|-----------------------------------|------|---|
| Hospital Alpha Med | | |
| Hospital Ribeirão Pires | | |
| Hospital São Luiz – São Caetano | | |
| Hospital Assunção | ★★★★ | |
| Hospital Bartira | ★ | |
| Hospital da Criança | ★ | |
| Hospital e Maternidade Brasil | | — |
| Hospital São Luiz – Anália Franco | | — |

| | | |
|---------------------------------------|----|---|
| Hospital São Luiz – Itaim | | — |
| Hospital São Luiz – Morumbi | | — |
| Hospital e Maternidade SinoBrasileiro | ★★ | |
| Hospital Villa Lobos | ★★ | |
| Hospital viValle | | — |
| IFOR | ★★ | |
| São Luiz – Jabaquara | ★★ | |

Reference in cerebrovascular accident, Quinta D'Or is recertified

The Hospital Quinta D'Or was recertified by the Canadian Council on Health Services Accreditation (CCHSA), in distinction in the treatment of cerebrovascular accident.

This certification validates excellence and quality of service and demonstrates the effectiveness of care, with a focus on reducing the cerebrovascular accident related sequelae and deaths.

Perceived quality

Three indicators are used jointly by us to evaluate perceived quality: customer satisfaction survey, Ombudsman's demands (complaints, suggestions and praise) and medical research.

Satisfaction surveys and demands at the Ombudsman's Office generate a lot of information. They are performance indicators on how our services are delivered, serving as a thermometer for us. These indicators are used to guide improvement actions and thus to improve the quality of service delivery.

Another concern we have is about the excellence in the training of health professionals in our Network. Our Human Resources area has been dedicated to the qualification of professionals, with emphasis on attendance, addressing

issues of posture, personal presentation, verbal and non-verbal communication, formation of customer perception, image and brand, teamwork and conflict management . In addition, it has also intensified the actions aimed at the formation of leaderships with themes focused especially on the management of people. In 2017, approximately 19,000 employees were trained throughout Brazil, which generated a total of 41,000 hours of training.

Quality indicators

The search for quality is systematically monitored by our Corporate Quality area through the monthly monitoring of indicators of the care processes that have the greatest impact on the organization. These indicators are extremely relevant because they measure the quality of the services provided, allow the understanding of scenarios, analyze trends and identify opportunities for improvement aimed at continuous improvement.

The main corporate-monitored indicators of care are listed as follows. In order to increase the search for high quality standards, other specific indicators are monitored by units taking into account their service profile and strategic planning, thus ensuring optimum use of resources to reduce risk and harm.

| Technical quality indicators – RDSL | 2014 | 2015 | 2016 | 2017 | 2017/ 2016 (%) |
|--|-------|-------|-------|-------|-------------------|
| Average time of stay (Adult ICU) | 5.47 | 5.48 | 5.70 | 5.35 | (6) |
| Rate of rehospitalization in closed units within 24 hours | 0.61 | 0.46 | 0.44 | 0.47 | 7 |
| Indicator of primary infection of the bloodstream (ICS) | 2.58 | 3.16 | 1.70 | 1.22 | (28) |
| Indicator of urinary tract infection associated with CVD (UTI) | 1.86 | 2.03 | 1.53 | 1.23 | (20) |
| Indicator of ventilator-associated pneumonia (VAP) | 4.35 | 3.90 | 2.64 | 2.15 | (19) |
| Drop Indicator | 0.53 | 0.60 | 0.56 | 0.59 | 5 |
| Indicator of pressure ulcer | 1.14 | 0.91 | 0.64 | 0.47 | (27) |
| Time Indicator for Antibiotic Therapy (SEPSE) | N/A | N/A | 82.00 | 89.20 | 9 |
| Balloon time (chest pain) – average time in minutes | N/A | N/A | N/A | 93.78 | |
| Adhesion rate to VTE prophylaxis (very high risk surgeries) | 76.10 | 88.33 | 92.96 | 93.90 | 1 |
| Rate of adhesion to ATB within 60 minutes before surgical incision | N/A | 65.13 | 94.03 | 92.98 | (1) |
| Indicator of falls with damage | | | | 0.12 | |
| Rate of catastrophic adverse events (deaths) | | | 0.05 | 0.03 | (40) |

Policies GRI 103-2 | 103-3

The conduct of the company's business is guided by the following policies and guidelines.

Patient Safety Policy

It describes strategies and actions that aim to prevent and reduce unsafe acts in healthcare processes and to use the good practices described in order to achieve the best possible results.

Human Resources Policy

It aims to ensure a system of personnel management that supports our business strategy and that values the human potential in order to create a favorable motivation environment, which leads people to contribute and commit to excellence in performance and with organizational goals.

Sustainability Policy

Establishes the strategic guidelines for our economic efforts, social and environmental, in accordance with the principles and sustainability practices, orienting our culture and our management of business to the entity balance the economic, social and environmental, as well as reaffirming the permanent commitment to our mission, our vision and our values.

Purchasing Policy

It searches to guarantee quality, safety, legality, equalization of opportunities and commercial conditions for all our business units, as well as continuous improvement in the relationship with suppliers.

Information Security Policy

The handling of our information and our critical data are defined and standardized.

The Anti-Corruption Policy

Determines the main guidelines to be followed to ensure the ethical standard in commercial relations and the fight against corruption in all its forms, in accordance with our corporate values.

Compliance Policy

It aims, among other things, disseminate compliance practice by all our levels, demonstrating the importance of knowing and implementing the legal and regulatory determinations to mitigate the integrity risks inherent in the business.

Information Technology Policy

The rules for development, modification and/or purchase of software and hardware, use of IT resources, access profiles and definition of roles and responsibilities of our employees are defined herein.

Environmental Policy

The treatment of environmental issues within our companies in line with the principles and guidelines of sustainability guided herein.



GRI 418-1 | 103-2 | 103-3

Information security

We have adopted permanent information monitoring procedures to ensure the privacy and absolute confidentiality of our database. The processes related to the management of information technology are documented in the Information Technology and Information Security policies available on our intranet. The evaluation of risks related to Information Security is done in conjunction with the areas of Compliance, Security and Information Technology (IT). Violations of security controls or failure to comply with policy or standards and procedures are considered to be serious infringements. Its determination is passed by the Information Security Management Committee, the Internal Controls area, or by the Director of the Organizational Units.

Investments related to the development and implementation of information technology solutions totaled R\$9 million in 2017, including storage capacity, processing and connectivity redundancy of hospital units with our data centers.

Technological risks

Investments in technology are key to achieving our strategic objectives. In this way, we continuously invest in new technologies in order to make our processes directly linked to hospital care ever more agile, as well as developing permanent work to mitigate risks due to

the unavailability of systems and the lack of security of the technology resources. We have adopted permanent information monitoring procedures to ensure the privacy and absolute confidentiality of our database. The processes related to IT management are documented in Information Technology and Information Security policies. The evaluation of risks related to Information Security is done in conjunction with the areas of Compliance, Security and IT. Violations of security controls or failure to comply with policy or standards and procedures are considered to be serious infringements. Its determination is passed by the Information Security Management Committee, the Institutional Control area, or by the Director of the units.

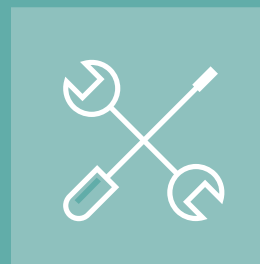
Investments

For 2018, we have planned an investment cycle of R\$1.6 billion to support the new expansion projects, including greenfield, brownfield and predictive maintenance projects for the modernization of the units. The adoption of a long-term strategy and the direction of investments have guaranteed us an important competitive advantage in the market.

Information Security Policy

Our Information Security Policy defines and standardizes the protection and privacy of information and is based on the standards of the international standard ISO/IEC 13335-1: 2004, which is a guide with best management practices of security.

For the next two years, we plan investments of around R\$26 million, which include the implementation of new technologies, risk analysis, improvement of IT processes and corporate awareness campaigns.



Investments in the order of R\$504 million in 2017 in expansion and maintenance projects

Clínica São Vicente

At the close of 2016 and at the beginning of 2017, we officialized the purchase of the traditional Clínica São Vicente, reference of high standard care of the city of Rio de Janeiro. Placed in Gávea, in the South Zone, the unit has 88 beds and services such as Emergency 24h, Internment, three Units of Intensive Care (ICU), Intensive Cardiology Unit (ICU), Short Bed Permanence (Day Hospital) and Surgery.

Purchased for R\$245 million, shared into 125 million in financial disbursement and approximately R\$120 million in debt, the plan is to expand by a further 40% the service capacity of the unit, growing to close to 130 beds, in addition to other expansions, such as the construction of a new high performance diagnostic center and the organization of an oncology center of excellence. The investments in the unit shall also include the construction of a medical center with offices and outpatient treatment areas, multiprofessional, whose focus shall be on the oncological patient care. In the short and medium term, investments in improvements and expansion of the unit shall involve the contribution of more than R\$70 million.

Hospital Real D'Or

In March 2017, we had inaugurated the Real D'Or unit, placed in Bangu, in the West Zone of Rio de Janeiro. The hospital, formerly Realcordis, has been completely renovated to attend exclusively to the maternal juvenile public. The unit received investments in the order of R\$23 million, which made it possible to offer state-of-the-art maternity and pediatric nursing services at maternity and gynecology and pediatric units, becoming our first hospital in Rio de Janeiro specialized in maternity and pediatrics.

The new unit has 12 neonatal ICU beds and two ICU beds for maternity and 24-hour emergency obstetric care, in addition to complete pediatric care, with 24-hour pediatric emergency room with rest and medication room, pediatric ICU with eight beds, a field of complementary exams with computed tomography and two ultrasound rooms, as well as digital radiology, attended by 24-hour radiologists. The surgical center has three rooms and another one exclusively for childbirth, adequate and prepared to receive obstetric emergencies and pediatric emergency cases, as well as electives.



Clínica São Vicente



Hospital Real D'Or

New Image Center

In 2017, our investments also included the creation of the Image Center, placed in Botafogo, Rio de Janeiro. R\$22 million were allocated, considering investments in infrastructure of an existing building and purchasing of state-of-the-art equipment, for example 3 tesla magnetic resonance devices, which enhances diagnostic accuracy; state-of-the-art computerized tomography scanner with 256 channels and soon with dual energy technology that allows the reduction of the radiation load emitted to the patient, in addition to obtaining greater accuracy to characterize the constitution of lesions and tissues; as well as PET/CT, using more modern radiopharmaceuticals for tumor identification, an important support for oncological diagnosis.



Hospital e Maternidade São Luiz – São Caetano unit

In June 2017, we inaugurated the Hospital e Maternidade São Luiz – São Caetano unit. With an investment of R\$250 million, the new unit is focused on providing high-quality care with an integral focus on the patient, based on international standards of quality and excellence in health services for the population of São Caetano do Sul. 15 floors and a total of 294 beds, distributed in services such as Maternity and Neonatal ICU, General and Child Emergency Room, Medical Center and complete Diagnostic Center. In addition, the hospital has a cardiology service center with dedicated surgical rooms and other specialties such as oncology, orthopedics and general surgery.

Hospital e Maternidade São Luiz – São Caetano Unit



New investments

Niterói D'Or

In 2017, we continued the expansion works of Niterói D'Or. With an estimated total cost of around R\$346 million, the project in progress consists of the construction of a new 17-floors building on land adjacent to the current hospital on the corners of the Santa Rosa and Mariz e Barros streets, in Niterói, Rio de Janeiro. The built area shall be 35,600 m² and works are expected to be completed by 2020. The number of beds shall jump from the current 60 to 260 in the unit, which now serves an average of 2,500 patients per month in the emergency. After the expansion is expected to rise to 12,000 over the same period. Another expectation is that the hospital shall hire up to 3,000 employees.



Project of the new building of the Hospital Niterói D'Or.

Beneficência Portuguesa

Another work of great relevance to us, estimated at more than R\$250 million, refers to the reform of one of the more traditional hospitals in Rio de Janeiro, Beneficência Portuguesa in Glória neighborhood, which shall be transformed into an integrated center of medical care, research and teaching, with an 80% aimed at teaching. The place shall operate as a school hospital and shall be the college's new address of the group, the Faculdade IDOR de Ciências Médicas (IDOR School of Medical Sciences). For this purpose, two buildings shall be renovated, with revitalization of the entire historical structure existing in the area, and specifically for the area of research and teaching. The project conclusion is expected to occur in 2020.

Oncologia D'Or

In the area of oncology, the Oncologia D'Or presents today more than 38 units of outpatient oncology treatment – chemotherapy and/or radiotherapy – in operation, spread across seven states, as well as three centers of integrated oncology implanted in hospital units that congregate all the medical specialties involved in the treatment of cancer.

For 2018, the volume of investments planned for oncology clinics totals about R\$42.4 million. In addition, the network's investment cycle also includes the construction of hospitals specializing in Oncology, with a contribution of R\$458.7 million in 2018, including the OncoStar project in São Paulo, for which an investment of R\$190 million, and DF Star, in Brasília, where shall be invested R\$265 million. Other investments in this area refer to Oncology Pharmacy, where it is estimated to spend about R\$4 million, and Clínica JK, located in a commercial building placed at Avenida Presidente Juscelino Kubitschek, 180, in São Paulo, inaugurated in March 2018, having received only about R\$5 million at the beginning of that year.

All these investments shall enable not only an increase in the capacity for care, but also better therapeutic results, efficiency gains, greater comfort for patients and the updating and creation of new radiotherapy services, modernization of clinics and development of new technological solutions for management of information. Part of this modernization process is the purchase of radiotherapy equipment with technologies still unprecedented in Brazil: CyberKnife and Tomotherapy.

The Oncology Project is being led by Dr. Paulo M. Hoff, Full Professor of the Clinical Oncology Discipline of the Department of Radiology and Oncology, School of Medicine, University of São Paulo (FMUSP), member of the National Academy of Medicine, President of the Scientific Committee on Health Surveillance (CCVISA/ANVISA), among other qualifications.



Beneficência Portuguesa

Hospital DF Star

In Brasília, we continued our investment plan focusing mainly on the Hospital DF Star, focused on the premium segment. The investments foreseen until 2019 totaled R\$400 million, considering a cost of R\$74 million with land. The hospital shall follow a new hospital-standard concept with the Hospital CopaStar in Rio de Janeiro. Qualified care, comfort, luxury and sophisticated technology in a warm and modern atmosphere are offered herein in order to contribute to the patient recovery process. The architectural project shall recall a five-star hotel and apply the concept of Smart Hospitality, which allows the patient a high level of autonomy within the environments. This project for the hospital unit in Brasília is born totally in line with the demographic and economic data of the city.

The emphasis shall be on highly complex surgical care with intelligent rooms and robotic system, as well as oncology, which shall have nuclear medicine, radiotherapy and chemotherapy services.

The unit is in a pre-existing building already undergoing restructuring and construction, it is part of a plot of 9,546,689 m² and shall have 29,993.67 m² of total constructed area.

Innovation and technology

The investments in technology are essential to achieving our strategic objectives. In this way, we have invested continuously in new technologies with a view to rendering processes that are directly linked to more agile hospital care and have developed permanent work to mitigate risks due to unavailability of systems or lack of security of technology resources. In recent years we have invested in new projects that bring improvements in existing care processes, of which we highlight the smart rooms.

Hybrid rooms

A recent concept in the medical-hospital area, the hybrid rooms have technology capable of fully monitoring the patient during the operation. These are rooms that consist of the union between a surgical center and a room for non-surgical intervention procedures associated with equipment with high definition image.

They can be used in different specialties, such as cardiology, neurology and hemodynamics. In addition to all the components of a usual operating room, radiography, CT scans, MRI, ultrasound, angiography, multiple monitors and radiotransparent tables, which allow to the physician an integrated view of the surgical process and complementary examinations.

Hybrid rooms are designed to maximize patient surgery time and recovery and seek to provide greater ergonomics to the surgeon and his or her staff, which contributes to increased productivity and maximizes the patient comfort and safety.

Hybrid rooms are designed with high-definition imaging technology (Full HD) of various formats and segments: video-surgery, PACs (storage and access of radiological images and laboratory tests), monitoring and videoconferencing/telemedicine.



Smart room integrated to hemodynamics

The hemodynamic service enables the treatment of increasingly complex cases with minimally invasive techniques and a highly complex environment. In the hybrid hemodynamic rooms, the technology is very present, with special emphasis on the equipment to follow.

Zeego angiograph: multi-axis equipment based on robotic technology, with technological structure that favors its flexibility, being able to be positioned according to the doctor's need in a faster and safer way. Equipment has the ability to provide cross sections with large volumes of 3D images, with a coverage that is comparable to that of a traditional tomograph.

Magnus table: modular table that allows great flexibility of precise and comfortable movements and works in synchronism with the angiograph.

Smart room integrated to magnetic resonance

The concept of connectivity and integration is aligned to an MRI and a Neuronavigator for surgical procedures of Neurological scope, seeking the environment for the best result.

Technologies present in the integrated smart magnetic resonance room

Magnus MRI table: modular table that allows great flexibility of precise movements and comfortable and working in synchronism with the MRI. The Magnus Table has attachable transport to the table of the own Resonance, with structure (material, weight and measurement) specific for its safe use in MRI (magnetic resonance imaging) environment.

Neuron navigator: high-tech equipment aimed at the performance of brain and spinal surgery. Allows you to perform surgical procedures more safely, quickly and effectively. Provides the surgeon with the greatest anatomical detailing, facilitating the preoperative planning and the surgical follow-up during the procedure. Equipment has integration with Pentero Microscope and Magnetic Resonance.

Pentero Microscope: Features high resolution lenses coupled with intense xenon controlled illumination, which allow better image viewing and superior sharpness. The device has an integrated digital video camera for procedure documentation.

It has software that allows the visualization of blood flow inside the vessels, using filters that detect the fluorescence of the medication injected into the circulatory system of the patient.

Magnetic Resonance – Aera: the most modern of today, with digital acquisition of images and the first to use optical fibers. One of the differences of the equipment is the wide opening of diameter, with 70 cm of width and short longitudinal length, providing greater comfort to the patient; with the head remaining out on most exams, we reduce the likelihood of anxiety on the part of the patient and still alleviate the possible claustrophobic effects in the same.

Coils – Noras: The Flexibility NORAS OR head holder and the 1.5T / 3.0T NORAS OR Head Coil are used to obtain intraoperative magnetic resonance imaging during neurosurgery in the opening of the skull. The NORAS OR Head Mount is used to securely secure the patient's head during the procedure. The Flexibility NORAS OR (full) version has the adjustable height for better patient positioning on 70 cm tunneled magnetic resonance systems.

Integrated smart room for robotic surgeries

Robotic surgery is considered one of the most remarkable technological achievements of medicine. We have invested heavily in this innovation and today we already have da Vinci® robots installed in our hospitals in São Paulo, Rio de Janeiro and Pernambuco.

In these rooms of robotic surgeries, the control of the equipment is done by a surgeon by means of a joystick (control) to realize precise movements and to reach positions difficult to reproduce by the human fist. The incisions are similar to those of traditional video-surgery. With high definition and 3D technology, the equipment inhibits human tremors and offers ergonomic convenience to the surgeon. Its images gain amplitude and reach 10x the size in the preview; this offers greater depth with high contrast of colors. Robotic surgery is a



Use of the Da Vinci® robot. State-of-the-art equipment for minimally invasive surgeries is a reality at Rede D'Or São Luiz.

minimally invasive procedure option that caters to various specialties, including urology, general surgery, gynecology, chest, head, neck and heart.



The patient in the sharpest focus.

Patient experience

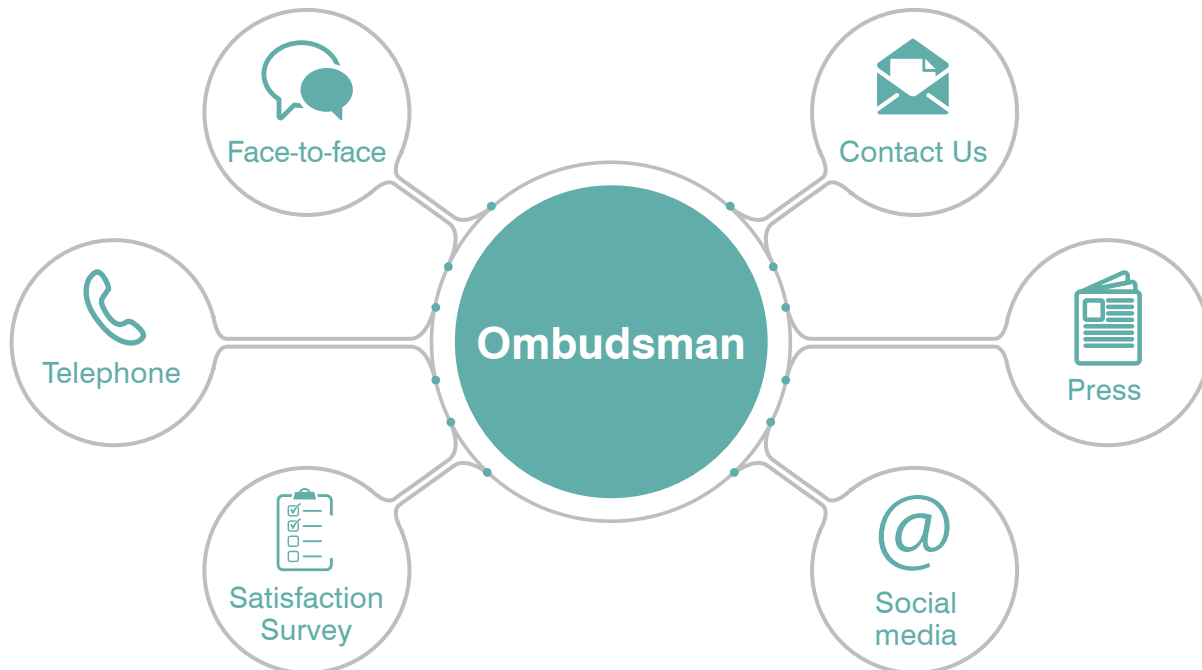
For us, the patient's experience means think about the patient first. It represents more than satisfaction with the quality of services provided. One of the definitions that well expresses this new concept is that of the Barral Institute (USA), which establishes patient experience as "the sum of all interactions modeled by the organization's culture, which influences the patient's perceptions throughout care."

Based on this vision, to strengthen the culture of continuous care in all our hospital units, we have worked strongly on several fronts: engagement of professionals on the meaning of patient experience, continuous training

of teams, actions aimed at humanizing the hospital environment, highly qualified technical staff, investments in infrastructure and, of course, given the strong presence of technology in our day-to-day operations, consistent investments in technology to systematically integrate and structure the data and information on a single platform, with the purpose to optimize processes and ensure faster decision making.

Continued patient-focused improvement efforts resulted in the creation of a new board of directors, the Innovation Directorate, in 2017, responsible for bringing to our reality the implementation of innovative initiatives focused on this new vision centered on the patient's experience.

Channels of customer perception GRI 102-43



05

CORPORATE GOVERNANCE





Seriousness and transparency

We reinforce our commitment to transparency, accountability and corporate responsibility.

GRI 102-18

Governance structure

Our governance structure is formed by a Board of Directors and by the Executive Board. The Board of Directors is supported by the Supervisory Board, the Executive Committee (Comex) and the Sectoral Committees, Compliance and Institutional Control.

The economic matters are the responsibility of the Financial Department; the social matters of the Human Resources Directorate; and the environmental aspects of the Institutional Control Board, and these areas report directly to the Company's Chief Executive Officer. The area of Institutional Control to senior management is responsible for monitoring and reporting on social and environmental issues. [GRI 102-20](#)

Board of Directors

Our Board of Directors is responsible to establish strategies and general guidelines for the company's business. The body establishes guidelines; supervises and elaborates investment plans, goals and programs; and tracks the company's overall performance. It is currently composed of seven members, all of whom are elected by the shareholders at a General Meeting. The qualifications to be included in the Board of Directors, as defined in Article 11 of our Bylaws, include aspects such as unblemished reputation, not holding positions in competitors or representing conflicting interests with those of the company. [GRI 102-24](#)

The composition of the Board, throughout its existence, has been marked by the multidisciplinary nature of its members, which contributes to a broad vision about the technical knowledge of several areas of our Network. We do not have formal processes

for self-assessment of the Board of Directors' performance regarding economic, environmental and social issues. [GRI 102-28](#)

The term of office of the current directors is one year, and re-election is permitted. According to our Bylaws, the Board meets at least once a month and, extraordinarily, whenever necessary. The calling of the meetings can be done by any of its members, by means of written communication sent at least five days in advance. In 2017, the Board of Directors met ten times to discuss strategic matters for the company.

In line with best governance practices, the Chairman of the Board of Directors is not a member of our Board of Executive Officers. [GRI 102-23 | 102-24 | 102-25 | 102-31 | 102-34](#)

The Board of Directors is responsible to resolve conflicts of interest so that any dispute or controversy involving the shareholders is settled in the best possible way. For this, we can appeal, according to article 28 of the Bylaws, if necessary, to the arbitration mechanism as a more specialized way to solve conflicts of interest. [GRI 102-25](#)

The knowledge of the top management about economic, environmental and social issues is through the reporting of the most diverse existing committees that act to control the management of the company. [GRI 102-27](#)

Currently, we do not have mechanisms for shareholders and employees to make recommendations or give guidance to the highest governance body.

Members of the Board of Directors [GRI 102-22](#)

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

Executive Board [GRI 102-19](#) | [102-26](#) | [102-29](#) | [102-30](#) | [102-32](#) | [405-1](#)

The Board of Executive Officers, in compliance with the bylaws, has broad powers to administer/and manage our business, including the implementation of guidelines established by the Board of Directors or by the General Meeting. Among its responsibilities are the preparation of the annual budget to be submitted to the Board of Directors and to the General Meeting; the economic-financial feasibility studies for appreciation, merger, spin-off or incorporation, expansion or reduction of our activities; and the decision on the conclusion of contracts, covenants or agreements, loans and financing in Brazil. [GRI 102-20](#)

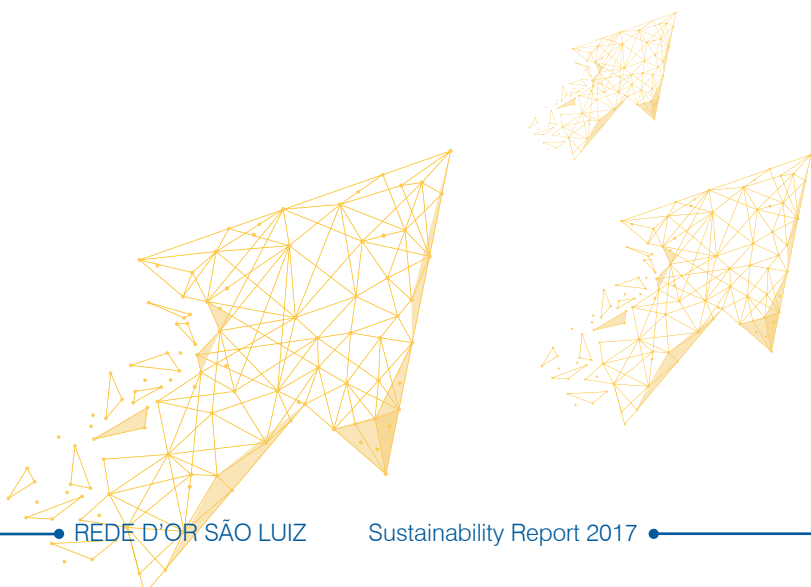
It consists of at least two and a maximum of eight Directors. Our Executive Officers have a three-year term beginning on March 2, 2016, and the re-election is permitted.

Members of the Executive Board [GRI 102-20](#)

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

Remuneration of the Counselors and Directors [GRI 102-35](#) | [102-36](#)

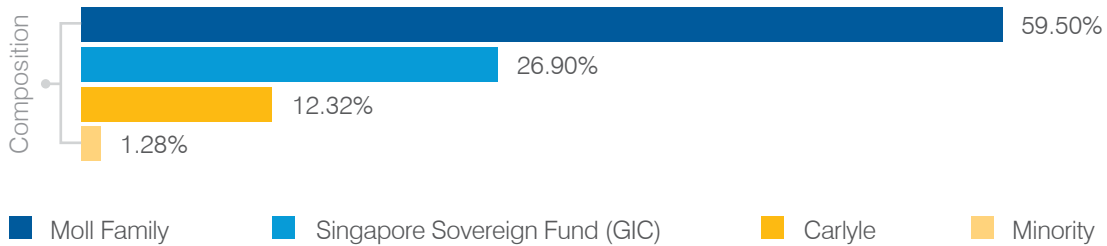
The remuneration of the Directors is fixed by the General Meeting, in an individual or global amount; in the latter case, the Board of Directors decides how shall be distributed.



Shareholders' General Meeting

The Shareholders' General Meeting takes place on an ordinary basis in the first four months after the close of the fiscal year and, extraordinarily, whenever necessary. When convening, installing and conducting general meetings, the deadlines and other applicable legal regulations are obeyed. The work is conducted by a committee composed of the President and Secretary, chosen by the present holders of the majority of the voting capital in the company, and the choice may be made to the Company's Directors or Lawyers.

Our shareholding structure



Committees [GRI 102-19](#) | [102-22](#) | [102-31](#)

Our governance structure is supported by ancillary committees that assess issues relevant to the business. These are: Supervisory Board, Sectorial Committees, Institutional Control and Hospital Audit.

Supervisory Board

Composed of three to five effective members and an equal number of deputies, shareholders or not, all those elected by shareholders, with a one-year term of office, may be re-elected, acting in accordance with the attributions established by law, primarily responsible for quality, transparency and credibility presentation of our financial results. Being noted that its operation is not permanent.

Comex [GRI 102-22](#) | [102-31](#)

It is one of our executive bodies that has as its attribution the definition of general guidelines, validation of proposals from regular schedules, decision on eventual impasses and monitoring of results and decisions. Comex meetings take place on a weekly basis and involve all our Executive Directors. Comex counts on the Sectorial Committees to evaluate in detail matters relevant to the company, for example, people, investments and receivables.

Sectorial Committees

They deal with specific topics from various areas of our company. They are responsible for submitting the economic, social and environmental performance achieved to the Comex evaluation. They also have the task of elaborating plans and proposals that guarantee the fulfillment of the objectives. Currently, the existing Sector Committees comprise the areas of: Human Resources, Investments, Operations, Audit, Receivables and Information Technology (IT).

Institutional Control [GRI 102-33](#)

Its purpose is to provide, independently and objectively, information that helps senior management to control operations and activities to safeguard, optimize and preserve our resources and materials, including fraud and errors, in order to minimize the risks involved with the purpose to ensure efficiency and effectiveness of management in order to maximize the result. It congregates the activities of Institutional and Patrimonial Security and of Sustainability. For this purpose, it develops an Annual Internal and Environmental Audit Program, as well as a continuous and special audit to investigate claims and process violations. In the case of environmental audits, all hospitals spend semiannual evaluations.



Hospital Audit GRI 103-2 | 103-3

Under the guidance of our Health Board, the area seeks to carry out systematic and formal analysis of activities with the objective of ensuring compliance, quality and control in a given process or institution.

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

Risk management GRI 102-11

The risks inherent to our business are grouped into three areas: strategic, financial and operational.

Financial risks

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

Capital management

The primary purpose of capital management is to ensure business continuity and maximize shareholder return.

We use own capital and third-party capital to finance its activities, and the use of third-party capital aims to optimize our capital structure. We monitor our capital structure and adjust it considering changes in economic conditions.

Interest rate risk

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

Credit risk

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

our operating activities (mainly in relation to Accounts Receivable) and financing, including deposits in banks and financial institutions, foreign exchange transactions and other financial instruments. In case of an imminent risk of not realizing these assets, the company records provisions to bring them to their probable realization value.

Liquidity risk

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

Foreign currency

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

Derivatives

In December 2017, we had derivatives accounted for according to the fair value hedge accounting for swaps acquired with the purpose of protecting the company from foreign currency financing.

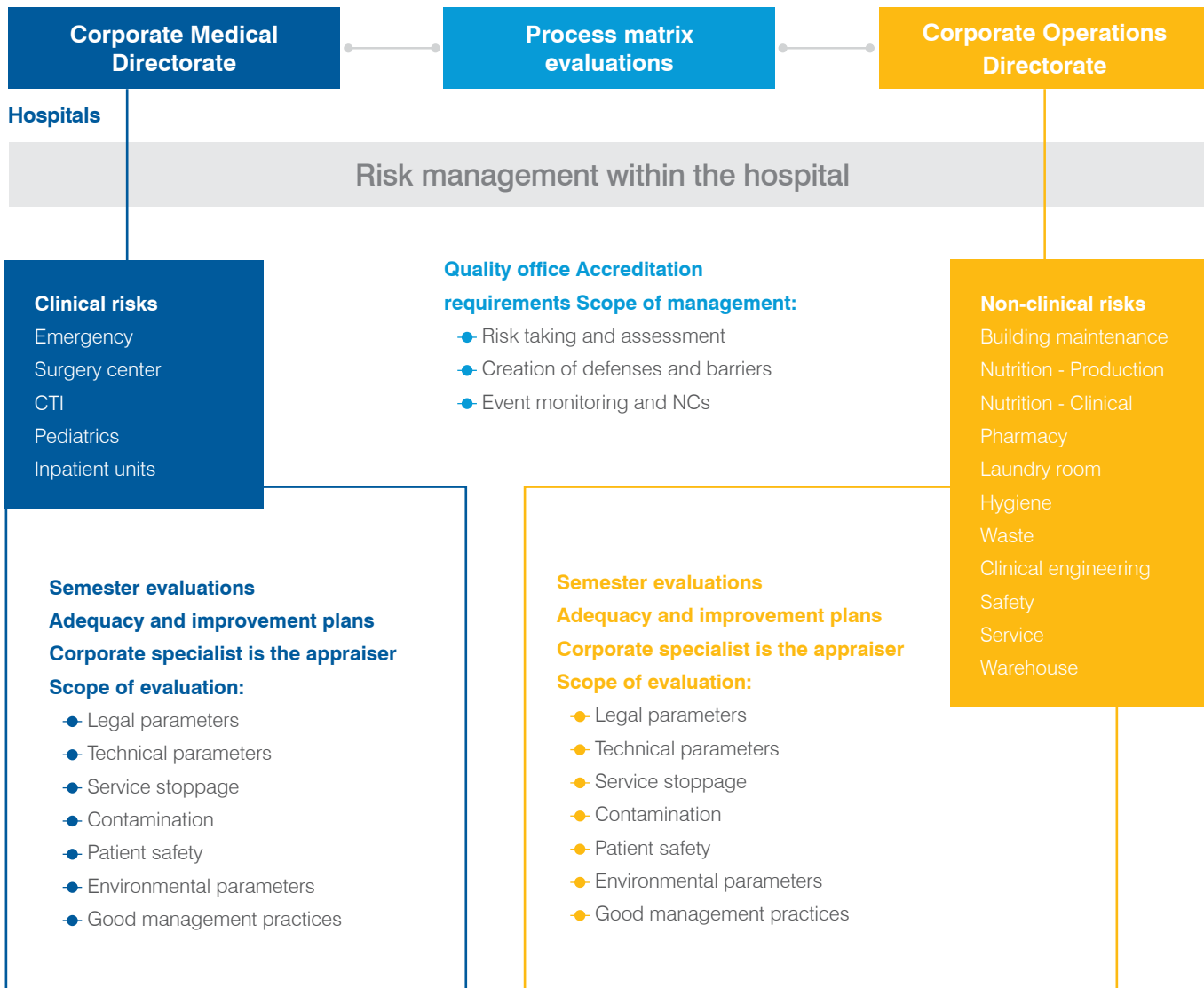
The swaps exchange the flow of interest and the principal in foreign currency for a funding in CDI + or CDI in reais. In addition, we also hold other swaps that were acquired for the purpose of hedging exposure to indebtedness and variable interest.

Operational risks

We have structured mechanisms to mapping and tracking different types of risks in hospital operations that may have an impact on results, as well as those associated with possible impacts of our performance with clients, society in general and the environment.

Careful and expert analysis

Our operational risk management is based in processes carried out by professionals with specific and corporate experts corporations. The systematics has been applied in sectors such as Emergency, Surgical Center, Therapy Intensive Care, Pediatrics, Property Maintenance, Nutrition, Hygiene and Cleaning, Waste Management, Laundry service, Ombudsman and several others.



06

BUSINESS PERFORMANCE



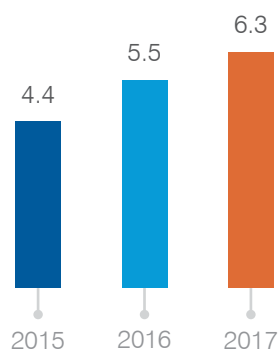
Economic-financial GRI 201-1 | 103-2

In 2017, we generated an added value of R\$6.3 billion, 13.3% more than in 2016. Personnel expenses and charges corresponded to 47.8% of the distribution of this amount, which reached R\$3.1 billion, 20.4% more than in 2016. The amount with federal and municipal taxes and contributions totaled R\$1.1 billion, the equivalent of 16.2% of all the wealth generated by us in 2017.

Our consolidated economic-financial performance and economic-financial performance of our subsidiaries is available in the financial statements, duly published on the company's website.

| Distribution of Value Added – DVA (R\$ thousands) GRI 201-1 | 2015 | 2016 | 2017 | Percentage of total 2017 |
|---|------------------|------------------|------------------|--------------------------|
| Economic value generated | | | | |
| Recipes | 6,866,733 | 8,407,614 | 9,963,025 | 158 |
| Distributed economic value | | | | |
| Personnel and social charges | 2,013,613 | 2,509,772 | 3,021,177 | 48 |
| Interest, rents and operating expenses | 995,778 | 1,439,445 | 1,274,818 | 20 |
| Federal and municipal taxes and contributions | 686,196 | 819,257 | 1,025,335 | 16 |
| Dividends and interest on capital | 181,183 | 269,283 | 305,151 | 5 |
| Retained earnings for reinvestment | 568,968 | 546,675 | 698,992 | 11 |
| Total | 4,445,738 | 5,584,432 | 6,325,473 | 100 |
| Economic value generated less distributed economic value | 2,420,995 | 2,823,182 | 3,637,552 | 58 |

Value added (R\$ billion) GRI 201-1



Financial implications and other risks and opportunities arising from climate change GRI 201-2

The issue of climate change is not currently part of our risk management process. However, we have been engaged in adopting more modern technologies to mitigate environmental impacts. As an example, we mention the investments made in automation of the cold water plant, which corresponds today to a large part of the consumption of electric energy, in addition to other initiatives focused on energy efficiency.

In 2016, we started at the Hospital São Luiz Anália Franco a pilot project to carry out an inventory of Greenhouse gases (GHG). With the experience gained in this unit in 2017, this initiative was expanded to our three units, located in ABC Paulista, namely: Hospital Assunção, Hospital Brasil and Hospital São Luiz – São Caetano do Sul.

Significant financial aid received from government

| Fiscal incentives (R\$ million) | 2015 | 2016 | 2017 |
|---|--------------|--------------|---------------|
| Cultural Incentive Law – Rouanet Law | 1,448 | 3,556 | 2,503 |
| Cultural Incentive Law – ISS | 1,175 | 1,600 | 2,182 |
| Audiovisual Law | - | 1,295 | 3,774 |
| Sports Incentive | | 1,000 | 1,662 |
| Municipal Fund for the Rights of Children and Adolescents (Fumcad) | - | 502 | 913 |
| State Council for the Rights of Children and Adolescents (Condeca) | - | 100 | 352 |
| Municipal Council for the Rights of Children and Adolescents (Funcría) and Municipal Fund for Children and Adolescents (FMIA) | - | - | 1,094 |
| Total | 2,623 | 8,053 | 12,480 |

Operational

Renewed infrastructure

GRI 203-1 | 103-2 | 103-3

In all the places where we work we are committed to improve the quality of beds, to improve the facilities and the service structure. In this sense, we invested R\$504 million in 2017 in modernization, maintenance and expansion projects with the purpose of making more agile the service rendering and contributing to the improvement of the quality of the service rendered.

The majority of the infrastructure investments made – approximately 56%, equivalent to R\$282 million –

were allocated to improving the quality of assistance with a view to maintaining and expanding installed capacity. We also allocated R\$196 million for the expansion of the physical capacity of hospitals (opening beds, increasing number of surgical rooms, expanding emergencies, etc.), R\$12 million for the expansion of Oncology clinics throughout the country, and R\$14 million for the opening of Medical Centers near the hospitals of Rede D'Or São Luiz.

During 2017, we expanded 33 beds for Intensive Care Units (ICUs) and 55 inpatient beds (UNI) in existing units (excluding the purchase of new hospitals).

| Main indicators | 2015 | 2016 | 2017 |
|--|-----------|-----------|-----------|
| Total number of beds | 4,442 | 4,909 | 5,224 |
| Total annual patient-day | 1,256,944 | 1,352,941 | 1,471,315 |
| Total number of visits per year (outpatient) | 734,912 | 885,319 | 1,164,739 |
| Total surgeries performed per year | 153,944 | 183,313 | 213,443 |
| Average occupancy rate per year (%) | 77.53 | 75.30 | 77.16 |
| Total deliveries per year | 25,386 | 26,088 | 25,229 |
| Total emergency care | 3,022,603 | 3,173,601 | 3,452,117 |

The numbers reported in this table have been revised, including from previous years, due to the cutoff date. They had been considered periods longer than 12 months and with the review started to be considered the deadline December 31 of each year.

Operations Center

An important step taken in 2017 was the planning of the structure of our Operations Control Center (CCO). This center shall have specialized teams and shall be responsible for managing the mission critical infrastructure systems of all our units, providing monitoring services, virtual tour, predictive maintenance and online support in times of failure/crisis. The project shall be started with the power electric energy system, followed by the other building disciplines. Two operational bases are being planned, one in São Paulo and another in Rio de Janeiro, which shall run for 24 hours every day.

The creation of this operations control center comes as a tool to raise the levels of assertiveness and speed of the detection and correction of critical failures, as well as of the effectiveness of the maintenance of the systems, as well as to mitigate the mobility factor of the large urban centers and the support in the advanced development.

Works and more quality in service

During 2017 many works were carried out by our units in order to modernize the structure. Examples of these improvements are presented below.

Rio de Janeiro

Barra D'Or

In 2017, Hospital Barra D'Or reached the mark of 17,993 pediatric emergency care, an increase of 59% compared to 2016. In the year, new services are provided, such as bronchoscopies and respiratory function tests, and began to adapt the surgical room to the implementation, from April 2018, of robotic surgeries.

Another improvement implemented in 2017 was the modernization of the public identification system to ensure more and more security within the unit. Also implemented in the year several measures for the environment, such as increased recycling and release of copies of medical records on CD, which reduced the consumption of paper.

The highlight of the year was the Qmentum Diamante international hospital recertification in November 2017 and the maintenance of the distinction certification in venous thromboembolism (VTE) prevention in May 2017 and the adhesion to the Healthy Hospitals Project.

Hospital Norte D'Or

During 2017, the Hospital Norte D'Or created two important sectors of Cardiointensive Unit, with ten beds, and developed the line of cardiology care and postoperative ICU, which made possible a more humanized care to patients in the postoperative period and with a need for follow-up in intensive care. Another improvement implemented was the expansion of adult ICU beds from 34 to 40 total beds.

São Paulo

IFOR

In 2017, the Hospital IFOR in São Bernardo do Campo expanded the Diagnostic and Therapeutic Support Service (SADT), introducing new tests such as magnetic resonance, computed tomography and ultrasound.

That same year, it implemented a series of improvements in favor of the environment, for example, implantation of LED lamps in the common areas and flow reducers aiming the rational consumption of water.

Hospital Assunção

The Hospital Assunção, placed in São Bernardo do Campo, also adopted improvements in its structure, such as the installation of an exclusive tomography for use in the Emergency Room, works for the provision of another office, reforms in the emergency rooms for children and modernization of oncology outpatient clinics, providing an exclusive location with two offices and five individual medication outlets.

Also in 2017, new specialties were introduced in outpatient care, such as neuroclinics, psychiatry, psychology and osteomyelitis.

Pernambuco

Esperança Olinda

The Hospital Esperança Olinda, in Pernambuco, expanded its capacity of attendance in another 22 beds of Children Unit, ten beds of Pediatric ICU and ten new beds in Adult Intensive Therapy.

Areas were reformed for the installation of nine offices and reception areas to meet the needs of patients.

Rede D’Or Luiz is a national reference when it comes to maternity and highly complex surgeries in the area of pediatrics

We have invested in the structuring of services aimed at children, maternity and Neonatal and Pediatric Intensive Care Unit (ICU). Currently, the four regional hospitals of the Group have reference hospitals in pediatric or maternity services, with emphasis on high technology treatments and diagnoses and a multidisciplinary team prepared to attend pregnant women and children, with full support to the patient’s family.

Hospital Rios D’Or

The hospital has an exclusive pediatric care complex, attached to the main building, with facilities, professionals and high technology equipment. It has hospitalization beds with monitoring resources (which allow the presence of parents 24 hours a day) and pediatric ICU beds, which provides intensive care to children who need this type of treatment. It also has a new Medical Center with offices of various specialties at your disposal.

Rio de Janeiro

Hospital Real D’Or

Placed in the West Zone of Rio, the newly inaugurated unit is focused on the area dedicated to humanized delivery and has qualified personnel for the childbirth care and items that contribute in the pre-delivery moment, such as a bathtub – for hydrotherapy. In addition, relatives have access to an adjoining room to be able to wait for the baby’s birth.

The hospital also has an area exclusively to attend the children’s and youth public, with services of high standard to supply the maternity demand of the region. The care is complete and integrated with neonatal and pediatric ICU, obstetric emergency and care for pregnant women in case of emergency and elective.



Hospital Rios D’or



Hospital Real D’Or

Hospital Barra D’Or

The pediatric emergency of the hospital is the first in Rio de Janeiro to have the smart track process, which, in a short time, can manage all the care with precision, quality and comfort for infants and children up to 13 years. With exclusive building, it houses medical offices, rooms for laboratory and image examinations, nursing station and beds for the rest of children who need to stay in observation.



Hospital Barra D’Or

Hospital Caxias D’Or

The staff of the Hospital Caxias D’Or is a reference in early diagnosis in pregnancy and fetal medicine, capable of identifying malformations or syndromes (such as myelomeningocele) during prenatal examinations, as well as performing intrauterine interventions – if necessary.

The maternity also has the Gestational Monitoring Program, which provides for the participation and integration of the family nucleus to the process of arrival of the new family component, with psychological support and prior consideration of all the factors related to prenatal care, hospitalization, delivery and hospital discharge. The unit has differentials such as integral prenatal care with periodic consultations, emergency, ICU and pediatric services.



Hospital Caxias D’Or

Hospital Oeste D’Or

The unit is the only one in Campo Grande that has maternity in Rio de Janeiro. With an ample structure, the hospital has incubators, suitable place for the baby bath and medical prescription room, in addition to the nursery being fully humanized. The place also has obstetric emergency, care for high-risk pregnant women and Neonatal ICU with all the necessary technology to accompany premature infants.



Hospital Oeste D’Or

Hospital Quinta D’Or

With a strategic location, the hospital is a reference in quality of care for clinical and surgical emergencies and covers pediatric care.

In order to offer greater resolution, the hospital has a Medical Specialties Center and the most diverse and advanced resources for a complementary diagnosis – by means of examinations with the latest technology. The structure reinforces the concept that all stages of treatment are in one place and offer highly trained and humanized health professionals.



Hospital Quinta D’Or

São Paulo

São Luiz Itaim and Anália Franco Maternities

Recognized by the structure and the humanized and excellent care, with emphasis on neonatology and specialized care in high risk gestation. From admission to postpartum, maternity hospitals have the most modern care for the health of the mother and baby. They have a structure and specialists highly qualified to perform conduct and procedures that promote healthy childbirth and birth, always respecting the natural process, which avoids unnecessary or risky behaviors for the mother and the baby.

The units have rooms for natural childbirth, the so-called deliveries, which count on hydrotherapy, chromotherapy, aromatherapy, music therapy, ball, horse and bench. That is, the whole structure for the pregnant woman who wishes to perform a natural childbirth.

Hospital e Maternidade Brasil, Hospital e Maternidade São Luiz – São Caetano unit and Hospital and Maternidade SinoBrasileiro

The ABC region also counts on care for pregnant women. The units are ready to receive the future mothers of the region, with humanized and high complexity care, ranging from hospitalization to postpartum.



Maternity



São Luiz Anália Franco

The Hospital e Maternidade Brasil has a Medical Center with a clinical body dedicated exclusively to the unit, which makes it possible to schedule consultations through the health plan. With this structure, the prenatal care can already be performed in the hospital where the patient intends to perform the delivery, and even with the specialist she chose.

The unit also has the recently inaugurated Fetal Medicine service, whose focus is the monitoring of the pregnant woman and the fetus throughout the prenatal period, in order to prevent, diagnose and treat possible complications of pregnancy. The place is prepared to receive pregnant women at high risk for specific examinations and consultations for all stages of pregnancy.

In São Caetano, the Hospital e Maternidade São Luiz has an entire floor for maternity, following the same pattern and the same differentials found in the units of São Paulo, such as structure, decoration, hotels and essential services.

Still in the service of pregnant women, the Hospital and Maternidade SinoBrasileiro, in Osasco, have made constant investments, such as the total maternity reform, in 2016.



Hospital e Maternidade SinoBrasileiro



Humanized birth

Our units in São Paulo are a national and international reference in humanized labor. We have a structure for normal delivery where we prioritize the humanization of care. In the patient's bed, there is a tub where she can perform the normal delivery with a specialized team.

The Hospital São Luiz – Itaim unit has the largest maternity hospital in the Rede D'Or São Luiz where about 150 births per month are performed and the humanized delivery program has become a goal for all the maternity hospitals of the D'Or Group.



Children's emergency room

In the attention to the children, we have children's emergency rooms qualified for high complexity care, in São Paulo and ABC. The Anália Franco and Morumbi units, as well as Assunção hospitals, Hospital e Maternidade Brasil and Hospital São Luiz – São Caetano, have state-of-the-art equipment and teams formed by multidisciplinary specialists. In addition, we have a 100% pediatric unit, the Hospital da Criança, which is connected to Hospital São Luiz Jabaquara and encompasses all the infrastructure.

Distrito Federal

Hospital Santa Luzia

The Hospital Santa Luzia offers complete maternal and child care, with obstetric and pediatric emergency, neonatal and pediatric ICU and high-standard obstetric center. The modern environment offers 30 private rooms, four delivery rooms, 20 beds of the Neonatal Intensive Care Unit (ICU-NEO), six beds of the Pediatric Intensive Care Unit (ICU-PED), and individualized entry for Gynecology Emergency and Obstetrics.

The project presents innovative hotel concepts that aim at the comfort and humanization of patients and families with joint lodging of the mothers with their babies. One of the main innovations of the unit is the Espaço Nascer, which enables the family to follow birth and observe the first minutes of the baby's life.

Hospital Santa Helena

The Hospital Santa Helena undergoes reforms to better serve the maternal and child public. Soon, the new space shall have 28 private rooms, three cesarean delivery rooms, 20 UTI-NEO beds and 10 UTI-PED beds – with two isolation rooms. To encourage humanized birth, three rooms shall be implemented for normal childbirth, of which one shall have a tub.



Hospital Santa Luzia



Hospital Santa Helena

The project shall present innovative hospitality concepts aimed at the comfort and care of patients and families with joint lodging of mothers and their babies. Emergency and pediatric hospitalization, together with the neonatal and pediatric ICU of the hospital, shall continue to count on high technology and 24-hour care aimed at the treatment of several pathologies, attending highly complex clinical and surgical patients.

Pernambuco

Hospital
Esperança
Recife



Hospital Esperança Recife

The Hospital Esperança Recife has the largest private maternal and child unit in the region. The Maternity, with exclusive Surgical Center for obstetrics; the UTI-NEO, the Pediatric Hospitalization Unit, in addition to Pediatric and Obstetric Emergencies are located in a single building.



Hospital Esperança Olinda

Hospital Esperança Olinda

In Hospital Esperança de Olinda, the differential is the Child Unit, a building completely dedicated to the child care, with emergency, hospitalization of children's ICU and surgical block. The hospital also holds a specialization in neonatology in partnership with the Instituto Brasileiro de Ciências Médicas Juscelino Kubitschek (IBCMED).

Hospital Memorial São José

The Maternity of the Memorial São Jos brings a new concept of humanization, through the reception of the pregnant woman and the baby. In addition to the structure composed of apartments, infirmaries and suites, it also presents the milking parlor and 24-hour Neonatal ICU Assistance. It is coordinated by a staff with specialist degrees in neonatology, gynecology and obstetrics.



Hospital Memorial São José



SOCIAL MANAGEMENT



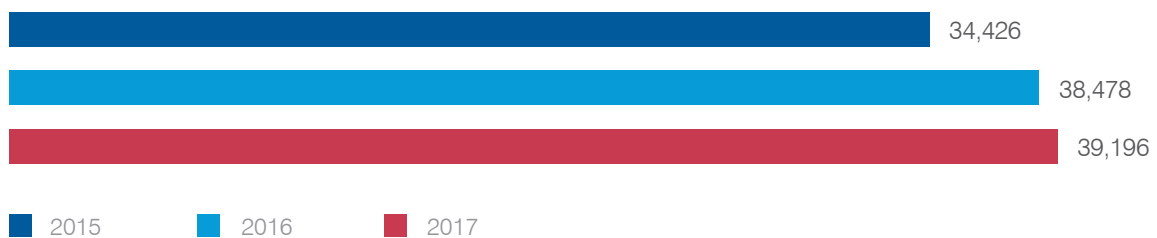
39 THOUSAND EMPLOYEES DEDICATED TO THE SAME MISSION:

Throughout 2017, our human resources management relied on a series of successful initiatives and programs dedicated to the training of new talent, the training of employees and the alignment of several internal processes with the implementation of Conecta D'Or. Some of our actions were based on the implementation of action plans based on the results of the last Climate Survey conducted in 2016. This survey, which was answered by 76% of eligible employees, indicated an 80% engagement rate and pointed the improvement paths to be followed. Another aspect prioritized in the year was the formation and development of leadership, which assisted us in structuring a broad training program in partnership with the Instituto D'Or de Pesquisa e Ensino (IDOR). [GRI 103-2](#) | [103-3](#)

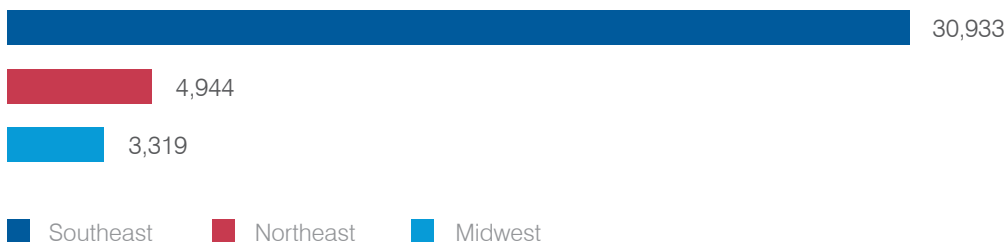
We closed the year with a staff of about 53 thousand people: more than 39 thousand are our own employees and about 14 thousand of partner companies. There was an increase of 2% in the number of employees, due to the purchase of Clínica São Vicente and the inauguration of two units, which were the Hospital São Luiz – São Caetano do Sul and the Hospital Real D'Or.

In 2017, 10,354 professionals joined our staff, while 11,688 were dismissed.

Work force [GRI 102-8](#)

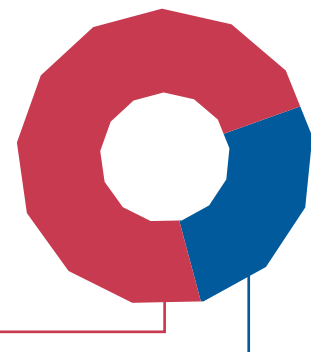


Distribution of own employees – region GRI 102-8



Employees by position and gender in 2017 GRI 405-1

| | Male | Female |
|-------------------|---------------|---------------|
| Directors | 53 | 25 |
| Managers | 93 | 137 |
| Coordinators | 276 | 673 |
| Administrative | 6,948 | 16,843 |
| Technician | 2,822 | 11,326 |
| Total | 10,192 | 29,004 |
| Percentage | 26 | 74 |



New hires and employee turnover in 2017 GRI 401-1

Hiring

By age group

| | |
|-------------------------|---------------|
| Under 30 years | 4,870 |
| Between 30 and 50 years | 5,277 |
| Over 50 years | 207 |
| Grand total | 10,354 |

By region

| | |
|--------------------|---------------|
| Southeast | 8,436 |
| Midwest | 999 |
| Northeast | 919 |
| Grand total | 10,354 |

By Genre

| | |
|--------------------|---------------|
| Male | 2,763 |
| Female | 7,591 |
| Grand total | 10,354 |

Dismissals

By age group

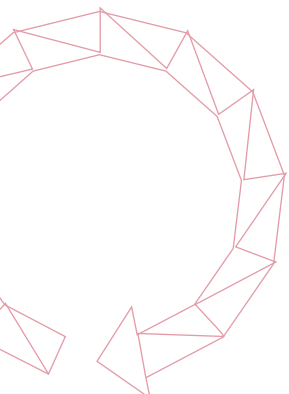
| | |
|-------------------------|---------------|
| Under 30 years | 3,999 |
| Between 30 and 50 years | 6,926 |
| Over 50 years | 763 |
| Grand total | 11,688 |

By region

| | |
|--------------------|---------------|
| Southeast | 9,401 |
| Midwest | 1,211 |
| Northeast | 1,076 |
| Grand total | 11,688 |

By Genre

| | |
|--------------------|---------------|
| Male | 3,212 |
| Female | 8,476 |
| Grand total | 11,688 |

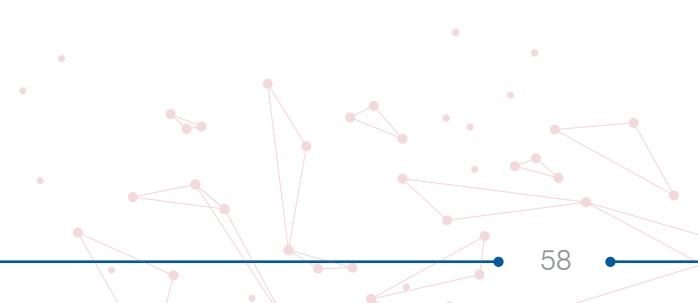


Turnover GRI 401-1 | 103-2 | 103-3

The turnover rate for the year was 28%. Regarding the factors that trigger the turnover, it varies between the different regions where the company operates. In order to better understand the factors that have resulted in the dismissal indexes, in 2017 we started a broad diagnosis throughout Brazil to identify the main reasons for turnover in order to work on the critical points and reduce this indicator, whose characteristic in the health sector is more pronounced results. We used the basis of interviews with laid-off employees to measure the main reasons for dismissal and so we have structured for 2018 a series of actions cited in the course of this report that aim at improvements in both the selection process and the employees who are in the company, which reduces the dismissal index. We have identified that, despite headcount growth of 16% since 2014, turnover decreased by 2.2 p.p. over the same period.

Total in 2017

| Region | Male | | Female | | Total | |
|--------------|---------------|--------------|---------------|--------------|---------------|--------------|
| | HC | Turnover (%) | HC | Turnover (%) | HC | Turnover (%) |
| Southeast | 8,117 | 29.7 | 22,816 | 28.5 | 30,933 | 28.8 |
| Midwest | 795 | 35.8 | 2,524 | 32.5 | 3,319 | 33.3 |
| Northeast | 1,280 | 22.8 | 3,664 | 19.3 | 4,944 | 20.2 |
| Total | 10,192 | 29.3 | 29,004 | 27.7 | 39,196 | 28.1 |



Compensation and benefits GRI 202-1 | 401-2 | 103-2 | 103-3

Our compensation and benefits practices follow the market references and are in compliance with Brazilian legislation and our human resources policy. Personnel expenses, considering salaries and benefits, in 2017 were R\$2.05 billion. In addition to fixed remuneration, we have a variable compensation system, as a result of performance targets. In 2017, the lowest annual salary paid was equivalent to the national minimum wage.

**R\$2.05 BILLION
PAID IN
SALARIES AND
BENEFITS**

The benefits offered cover all hierarchical levels of the company and include:

- **Medical and dental care plan:** hospital assistance or health care plan with co-participation are granted to employees and extended to dependents. The participation goes up to 10% of the total cost of the plan and is discounted in payroll.

In the Rio de Janeiro region, the Total Health Management was implemented, which is characterized by the management of the entire process of attending the employee, from beginning to end, which guarantees better service provision and greater care with the health of the employee.

- **Meal in the workplace:** room for meal for all our employees who work directly in hospitals.
- **Meal Voucher:** granted to all our employees who do not have access to the cafeteria, regardless

of the salary range. The benefit is temporarily suspended in cases of sick leave or accident, maternity leave and vacation.

- **Profit Sharing Program:** benefits all our employees as payment of a portion of our results and is granted annually.
- **Agreements:** discounts on language courses and computer science, fitness center, among others.
- **Incentive to education:** we have as practice the partial reimbursement of expenses with undergraduate and graduate courses based on criteria such as the relation of the course with the activity performed by the employee according to his/her performance in the company.

Partnership Club Launch

In 2017, we began the development of the Partnerships Club, scheduled to launch in 2018, with the objective of providing our employees with a unified platform of partnerships with different commercial establishments in different segments, providing economic advantages in the acquisition of goods and services.

There are several options for services, from leisure to professional development, with prices and special conditions and exclusive offers.



Freedom of association

GRI 402-1 | 403-4 | 407-1

The right to freedom of association and collective bargaining are respected and protected by collective agreements. We recognize unions as the legal and legitimate representatives of our employees to forward claims, with which we hold collective bargaining agreements. These negotiations are approved in assemblies held by professional trade unions, with the free participation of employees. In collective bargaining there is no quotation on the minimum deadlines for notifications on significant operational changes and/ or provisions for consultations and negotiations.

In percentage terms, 20% of health and safety topics are addressed in collective bargaining agreements since unions and we understand that the Regulatory Rules of the Ministry of Labor and Employment (MTE) are legitimate and legally constituted to address the issue.

We currently interact with approximately 60 unions representing various categories in their respective territorial bases, and the main ones are the Union of Employees in Health Services Establishments (SINSAUDESP) and unions of the categories of care, such as doctors, nurses, auxiliaries and nursing technicians, nutritionists, among others. All our employees are represented in collective bargaining. We respect the rights of workers to be members of class associations and to make collective bargaining agreements.
GRI 102-41

GRI 103-2 | 103-3

Training and education

In 2017, we invested R\$10 million in training aimed at training our employees. Of this total, R\$1.32 million was allocated to the subsidy of undergraduate, postgraduate and language courses.

With the objective of developing and preparing new leaders for the future, meeting the demand generated by the growth of the organization and accelerating the readiness for succession, we structured a program to identify professionals adhering to the profile of our executives, outlining development actions. In addition, we have created actions for engaging initiatives, organizational skills training and executive MBAs. In 2017, we launched the MBA of Hospital Management, which involved managers from all companies of the D'Or Group. In total, there were 70 participations, with 3,360 hours.

Top leadership competency model

During 2017, our Training and Development area began work to restructure our current competencies with a view to technical improvement and the development of behavioral and leadership skills. The competencies of the leaderships and the general ones for the most diverse positions of the company were reviewed.

| | | | |
|--|---|---|---|
|  <p>Sense of ownership Decision making</p> |  <p>Manages ambiguity Handles often unexpected situations</p> |  <p>Guidance for action and sustainable results Financial insight, management and interpretation of indicators</p> |  <p>Leadership, development and team engagement Generate good climate and motivate people in search of good results</p> |
|  <p>Customer focus Continuous improvement with perceived quality</p> |  <p>Business orientation Identifies opportunities and transforms into business strategies</p> |  <p>Interpersonal Relationship With doctors, insurers, suppliers, staff and collaboration between units</p> |  <p>Organizational intelligence Can move well inside the company and knows the right paths</p> |

High quality training

As a way to develop, prepare and accelerate the readiness of professionals to take strategic leadership positions in the units and thus ensure the sustainability of the business, an MBA in Hospital Management in company was developed in partnership with IDOR. The course has 360 hours of duration and works biweekly, with classes graduated in Rio de Janeiro and São Paulo.

Throughout 2017, 70 leaders had participated in the program where they had the opportunity to develop new skills and improve their knowledge in the area of the hospital management.

The professionals of the D'Or Group from all over Brazil participate in the course, with different experiences in management and administration positions. It has been an excellent opportunity to learn, integrate and exchange good practices.

Integration program

In 2017, we reformulated our program of integration of new collaborators and we have advanced in the methodology applied. Previously performed through presentations of lectures, it started to rely on the use of digital platform.

Meetings were held in all regions, with the participation of professionals from different profiles, levels and sectors, to understand what would be the best integration model for us. Based on this information, we have developed a fully virtual and

perennial model, so that the People Development area should have more autonomy in the necessary updates in the material. The whole process started to be run in a digital format, dynamic and ludified. In 2017, 8,662 new employees went through this new integration model.

Monthly we conduct a survey with all the new employees of the company with the objective of measuring the degree of adaptation and development of the newly admitted, as well as to understand the perceptions about the tools and processes.



Performance evaluation GRI 404-3

Our performance management is based on the competency assessment model, which consists of evaluating technical and behavioral aspects in line with our strategies.

Evaluations are carried out every two years and applied to all our employees. They include feedback meetings and training and development actions to promote employee performance improvement, channeling efforts to achieve objectives and results that guarantee profitability, sustainability, competitiveness and value creation.

Percentage of employees receiving regular performance and career development assessments

| Description | Number | Percentage |
|--|--------|------------|
| Performance appraisals and career development* | 33,378 | 96 |

* The following units were considered:

- **Distrito Federal:** Hospital Santa Luzia, Hospital Coração do Brasil and Hospital Santa Helena
- **Pernambuco:** Hospital Esperança Recife, Hospital São Marcos, Hospital Esperança Olinda and Hospital Memorial São José
- **Rio de Janeiro:** Hospital Barra D'Or, Hospital Copa D'Or, Hospital CopaStar, Hospital Quinta D'Or, Hospital Rios D'Or, Hospital Norte D'Or, Hospital Niterói D'Or, Hospital Bangu, Hospital Oeste D'Or, Hospital Caxias D'Or, Clínica São Vicente and Hospital Real D'Or
- **Corporate Sector RJ:** Volunteers and CSC
- **São Paulo:** Hospital Alpha Med, Hospital e Maternidade São Luiz Anália Franco, Hospital Assunção, Hospital Bartira, Hospital e Maternidade Brasil, Hospital da Criança, Hospital IFOR, Hospital e Maternidade São Luiz Itaim, Hospital São Luiz Jabaquara, Hospital São Luiz Morumbi, Hospital São Luiz Ribeirão Pires, Hospital São Luiz São Caetano, Hospital e Maternidade SinoBrasileiro, Hospital Villa Lobos and Hospital viValle)
- **Corporate Sector SP**

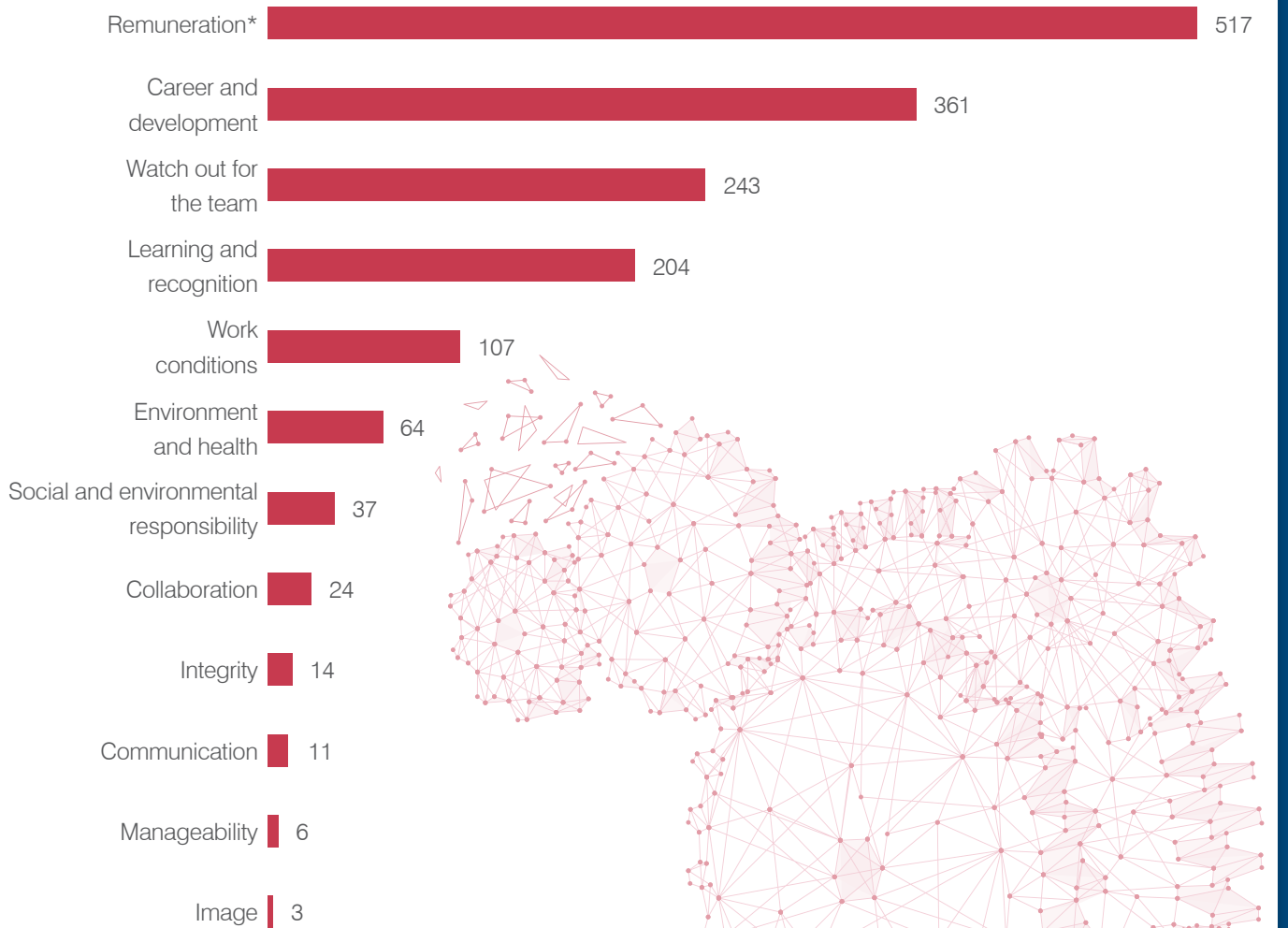


JCI Itaim

Organizational climate management

Our last survey of organizational climate counted on the participation of 24,895 respondents and registered a favorability index of 77%. Based on the results of this research, in 2017, improvement actions were developed that meet our strategic objectives, our organizational performance and the well-being of our employees.

The action plans just elaborated with the participation of the most diverse areas had their focus of action directed to the categories of remuneration, career and development; Beware of the staff; learning and recognition; and working conditions, which were the categories with the lowest favorability in the research results.



| Favorability* (%) | 2014 | 2016 |
|--------------------|------|------|
| Rio de Janeiro | 71 | 77 |
| São Paulo | 67 | 75 |
| Pernambuco | 75 | 84 |
| Distrito Federal | 67 | 75 |
| Rede D'Or São Luiz | 69 | 77 |

* Organizational climate research is conducted every two years, and the last edition was conducted in 2016.



Pride of working at Rede D'Or São Luiz:

I am part of this story



“I’m grateful for the opportunities and friends I’ve made here. I believe I’ve been in this company for so long because I’ve always tried to do my best. I raised my children and achieved the dream of having my own home with this job. Thanks God for being part of the history of this hospital for 24 years!”

Alcineide Ferreira dos Santos – Pharmacy Assistant
Hospital Esperança Olinda (PE)

“It’s been 30 years of history in Rede. I have lived many changes and made many friends. I am always willing to help other sectors and do more than my job.”

Cidney Marques – Electrical Technical Assistant
Corporate Clinical Engineering – Corporativo RJ



“The company has grown a lot, and I have had the opportunity to grow together. I retired for working time in 2015. Today we are a big company, the way of work has changed, but my dedication remains the same.”

Denise Martins – Supervisor of Medical Bills
Hospital Esperança Olinda (PE)

“I went through all the processes of hospital expansion and accreditation and saw how the purchase of viValle by Rede brought improvements to all sectors.”

Vanderlei Pupin has been in the company since 2000 – Manager of Nursing
Hospital viValle (SP)



The employee's opportunity

Several accreditation programs are successful in our hospitals. An example of this is the "Faça a Diferença" program at the Hospital Copa D'Or (RJ). The idealization of the "Faça a Diferença" program at the hospital meets the formal need that every institution has to identify and recognize the most precious asset of a company: its employee.

How it works: The compliment that comes to the Ombudsman's Office is analyzed and, every two months, the unit pays homage to the professionals accredited by the patients.

Diversity GRI 405-1

We seek to promote an ethical and inclusive work environment that values and respects diversity. We adopt policies that take into account non-discriminatory practices, ethnic, age, gender and social issues, for example, the Sustainability Policy and the Human Resources Policy.

In addition to these, our Code of Conduct, which had its second edition launched in 2016, confirms our position on the subject and provides guidelines that help all our audiences to understand and respect these issues.

Currently, 74% of our staff is made up of women. In managerial positions, the ratio is 60% for women and 40% for men, and in Board of Directors 32% for women, 68% for men.

Health, safety and quality of life

The topics related to health management and occupational safety are handled by our Corporate staff of Health and Safety, composed of engineers and technicians of occupational safety, occupational physicians, nurses and nursing technicians. These teams are responsible for guiding, identifying risks and seeking to provide adequate health and safety conditions for all employees.

In 2017, we strengthened our health and safety management with the implementation of the Protheus 12 system, which allowed for the standardization of several processes, such as occupational risks, unhealthy and dangerous report, form of accident record, among others.

Indicators of work safety management GRI 403-2

In relation to 2016, there was a reduction of 14% in the total number of typical accidents with removal, as well as a drop of just over 11% of days lost as a result of injuries. In the year, a total of 781 accidents were registered, with 459 resulting in removal. We can consider the fall of lost days even greater if we take into account that the work accidents of the new network acquisitions that were not included in 2016 were accounted for in 2016. The average attendance rate of hospitals decreased by almost 30%. Since the attendance rate is calculated taking into consideration the hours worked, we can see the positive result obtained in 2017 compared to 2016, which is not so clear considering only the fall in the number of accidents, because in the rate of the hours worked due to the new acquisitions.



| SST Indicators GRI 403-2 | 2016 | | | | 2017 | | | |
|--|------|-------|------|------|------|-------|------|------|
| | SP | RJ | DF | PE | SP | RJ | DF | PE |
| Typical accidents with removal | 179 | 278 | 44 | 35 | 174 | 236 | 31 | 18 |
| Typical accidents without removal | 154 | 235 | 77 | 11 | 124 | 151 | 29 | 18 |
| Injury rate ¹ (%) | 1.8 | 2.2 | 1.3 | 1.1 | 1.5 | 1.8 | 1.0 | 0.7 |
| Occupational disease rate ² (%) | 0.04 | 0.06 | 0.1 | 0.03 | 0.01 | 0.1 | 0 | 0.07 |
| Lost days ³ | 898 | 1,245 | 154 | 160 | 870 | 1,088 | 129 | 90 |
| Lost days rate ⁴ (%) | 9.2 | 9.8 | 4.6 | 4.9 | 7.8 | 8.2 | 4.0 | 3.4 |
| Absenteeism rate ⁵ (%) | 3.5 | 4.0 | 2.6 | 2.9 | 3.0 | 3.2 | 2.2 | 2.2 |
| Number of deaths | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Frequency rate ⁶ (%) | 9.2 | 10.9 | 6.6 | 5.4 | 7.8 | 8.9 | 4.8 | 3.5 |
| TGravity rate ⁷ (%) | 45.9 | 48.8 | 23.0 | 24.6 | 38.9 | 41.1 | 20.1 | 17.3 |

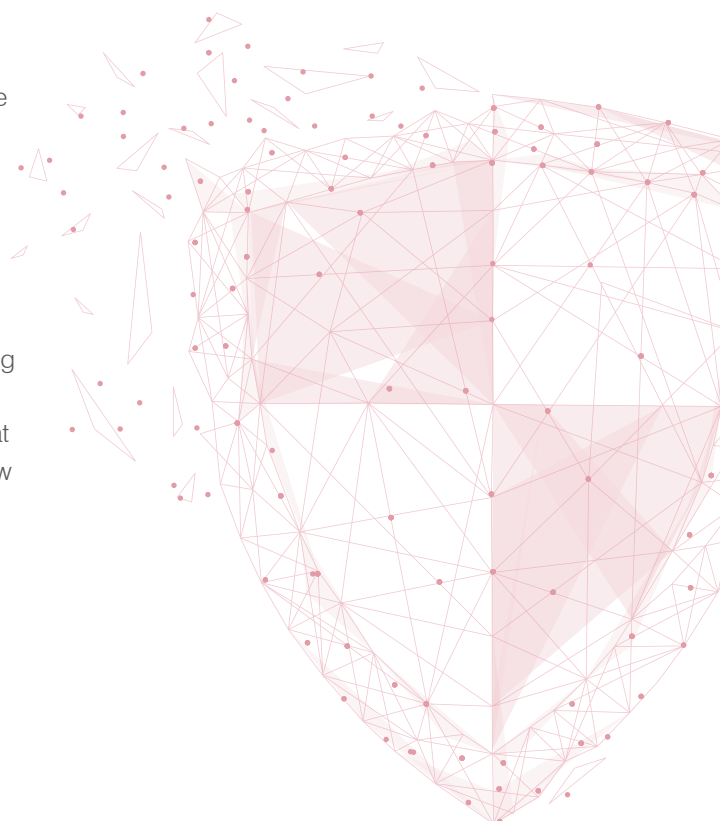
1. Erratum: the reported SST rates in 2016 were rectified after correcting the calculated data and the calculation formulas applied. For the new calculations, in both 2016 and 2017, the calculation methodology applied followed the GRI Indicator Protocol Set. TL: injury rate of typical accidents with withdrawal - (total number of injuries / total hours worked) x 200,000.
2. TDO: rate of occupational diseases - (number of occupational diseases / total hours worked) x 200,000.
3. Lost days of typical accidents.
4. TDP: lost days rate - (number of days lost / total hours worked) x 200,000.
5. TA: absenteeism rate - (total days of absence / total days worked) x 100.
6. TF: attendance rate of typical accidents with withdrawal - (number of typical accidents with withdrawal / total hours worked) x 1,000,000 (NBR No. 14,280).
7. TG: typical accident severity rate - (number of days lost from typical accidents / total hours worked) x 1,000,000 (NBR No. 14,280).

Internal Commission for the Prevention of Accidents (Cipa) GRI 403-1

Our Cipa is made up of representatives of Rede D’Or São Luiz and the employees according to the sizing provided in Table I of NR 5. There are 37 commissions that aim to prevent accidents and diseases arising from work in order to make compatible work with the preservation of life and the promotion of workers’ health.

Internal Week of Accident Prevention (Sipat)

Besides CIPA, we promote Sipat annually, with the objective of raising awareness among all about the importance of safety at work, guiding and reinforcing the company’s safety culture, with approaches regarding the use of PPE, prevention of accidents at work, chemical products , NR 32, integration for new employees, fire safety and accident investigations.



Life quality

In 2017, a series of health-related corporate campaigns were developed, such as “Rede against dengue,” “Prevent the Flu,” “Perfect Heart,” “Pink October,” and “Blue November,” which covered various guidelines, distribution of folders, display of banners and posters in all our units.

Throughout 2017 we conducted 186 lectures in all, including important actions, for example, blood pressure measurement of all participants in the “Perfect Heart” campaign and influenza vaccination of 16,390 employees in the “Prevent Flu” campaign. The “Rede against dengue” campaign also included guidelines on chikungunya, zika and yellow fever, the latter of great concern at the beginning of the year, specifically in units near rural areas, which enabled us to vaccinate almost 800 employees in partnership with the Municipal Health Secretariat.

In addition to these campaigns, we also developed programs focused on life quality, especially the “Your health in the day” program (Cuida D’Or), with participants classified as hypertension, diabetes and obesity who meet monthly at the Hospital Barra D’Or, besides the program “Anti-Stress Circuit”, conducted monthly by psychologist and physiotherapist.

We also have the project “Customized Gymnastics”, held at Hospital Esperança Recife with functional activity twice a week, follow-up with endocrinologist and nutritionist with the light dish. In the Hospital viValle we have the “Live Light Program”, focusing on the control of stress at work to improve the quality of life in the work environment. In operation since 2015, the program maintains a routine of meetings with employees, guided by the psychology team. Although confidential, meetings are important to identify different needs and guide the implementation of actions and projects to improve the employee’s routine. In Hospital Esperança Olinda has the program “Health in Focus” with monthly meetings in which are offered, after each talk, a healthy snack. As for stress management programs, the Hospital Anália Franco has Gymnastics, quick massage twice a week and psychology of work with individual care.



Employees with high incidence or high risk of diseases related to their occupation GRI 403-3

The health area, due to the nature of the services provided, has professionals involved in occupational activities that present biological risks due to the probability of an adverse event occurring. These risks are mitigated by the company through constant training addressing the importance of the correct use of personal protective equipment, according to the Environmental Risk Prevention Program (PPRA), the installation of collecting containers for the disposal of sharp-cutting materials near the site where the procedure is performed; vaccination campaigns, hospital air quality control, among others. According to the legislation, the employees subject to exposure by biological agent receive the average unhealthy addition of 20%.

Another example of inherent risk is the operations with ionizing radiation for radiology technicians. Measures adopted in addition to the PPRA, PCMSPO, use of PPE, are safety inspections, analysis and investigation of accidents, training and campaigns, monitoring of indicators, environmental assessments, periodic examinations, vaccination campaigns and quality of life, etc.

Patients

The humanized care is one of the main guidelines that guide the conduct of our professionals. We start from the premise that the smile, the friendliness, the look in the eyes, the attention and the care during the entire hospitalization process are fundamental to guarantee the satisfaction and a positive experience of the patient with Rede D'Or São Luiz.

The practice of this principle is present during hospitalization, when the patient is tense and worried about his/her recovery. Faced with so many procedures, technical terms and equipment used, it is essential to make the patient feel in a receptive and safe environment, which shall provide adequate care. In this context, the host has the powerful function of promoting trust between the professional, the patient and the institution and giving the feeling that everything shall happen in the best possible way.

These practices are permanent targets for improvement. So, we have worked in the development of our professionals, in the improvement of processes and the humanization of relations with the purpose of guaranteeing an environment that contributes to the success of our service policy.



Patient safety GRI 416-2 | 103-2 | 103-3

For risk management and prevention of failures focused on patient safety, we have adopted in all our units internationally accredited standards, which also involves the planning and management of clinical and administrative processes and the training of employees. Daily practices are based on international safety goals, also advocated by the Ministry of Health, in the National Patient Safety Program.

The control of surgical procedures is performed by applying the safe surgery checklist. Items are evaluated before anesthetic induction, before skin incision and before the patient leaves the operating room, which establishes barriers to minimize the risk of adverse events. During the course of 2017, the company had no records of non-compliance related to the impacts caused by products and services.

Patient safety goals



Identify the patient correctly.



Improve communication among health professionals.



Ensure safety in the prescription, use and administration of medicines.



Perform safe surgery on site, procedure and correct patients.



Sanitize hands to prevent infections.



Evaluate the patients in relation to the risk of fall and ulcer by pressure in order to establish preventive actions.

Singing and enchanting patients

The actions that aim to make the hospital environment more pleasant and welcoming are more than welcome. With this in mind, many of our units have adopted the gesture of singing to patients as a way to comfort them during the period of hospitalization. In Hospital viValle, patients are invited to leave the rooms and enjoy a musical track, which can be MPB or classical music. This action is done once a month and everyone can risk a dance step in the hallways. Every 15 days there is also a magician visiting the patients' beds.

At the Esperança Olinda unit, patients spend the afternoons on Tuesday and Friday mornings enjoying good music, with the visit of the violinist and professor of the Pernambuco Conservatory of Music, Artur Johnson. The repertoire is adapted according to sector and commemorative dates, such as Christmas, St. John and Carnival, and even has a straw for the anniversaries.

The Hospital Coração do Brasil has the project "HCB sings for the patient", executed by the nursing technician

Ivam Marques, twice a week. The project arose from the need to entertain patients during the myocardial scintigraphy exam, which lasts on average 4 to 5 hours.

Played by you

The "Played by You" project aims to bring patients who are undergoing cancer treatment to the Oncologia D'Or and thus promote a network of hope so that they feel embraced by everyone in this difficult time of their lives.

The initiative encourages donation in a different way: donating music as a form of support and affection within our clinics in Rio de Janeiro. Anyone with musical, professional or amateur talent can sign up to participate in the project. Every month we make a selection, and the chosen musicians make presentations in the chemotherapy room. To date, we have had about eight presentations, one of them special at the Hospital Estadual da Criança and one in partnership with the actors of "Romeo and Juliet, the Musical."

Ombudsman

The Ombudsman receives, treats and responds to the demands of the clients, with the support of the areas involved in the matter in question.

Services in 2017

There were 71,059 manifestations in the Ombudsman channel. This number represents an increase of 39.6% compared to 2016 due to the entry of three new hospitals, in addition to the increase in the number of services.

| | 2015 | 2016 | 2017 |
|--------------|---------------|---------------|---------------|
| Information | 13,549 | 16,601 | 23,972 |
| Compliment | 10,375 | 8,048 | 13,212 |
| Claims | 31,131 | 25,758 | 30,569 |
| Suggestions | 1,438 | 486 | 1,181 |
| Request | - | - | 2,125 |
| Total | 56,493 | 50,893 | 71,059 |



**71,059 SERVICES,
BETWEEN
CONSULTATIONS,
CLAIMS AND
REQUESTS, WITH
IMPARTIAL ACTION**

Ombudsman in numbers – historical evolution



Compliments

In 2017, the Ombudsman received 13,212 compliments from clients for services rendered, an increase of 64% over the previous year.

Claims

Compared to 2016, the volume of complaints filed by the Ombudsman's channel increased by 18%,

considering a total of 25,758 in 2016 and 30,569 in 2017. This variance is explained by the entry of five new units (Alpha Med, Clínica São Vicente, Ribeirão Pires, Real D'Or and São Caetano) in the Ombudsman system of the São Luiz D'Or Network, since until then these hospitals had been using their own systems and processes to register patients' manifestations.

| Subject most demanded | Quantity | Percent of total |
|-----------------------|---------------|------------------|
| Delay for service | 6,741 | 22.0 |
| Posture | 3,209 | 10.5 |
| Process failure | 3,007 | 9.8 |
| Conduct | 2,974 | 9.7 |
| Lack of clarification | 2,669 | 8.7 |
| Total | 18,600 | 60.7 |

300 thousand answered questions and consulted 2 thousand doctors-surgeons



Satisfaction

Periodically, the Ombudsman conducts an active research with the patients in order to evaluate the experience about the service provided. In this research, all areas of the hospital, such as Emergency Room, Hospitalization and Maternity, Medical Centers and Complementary Examinations, with related issues, for example reception, nutrition, accommodation, cleaning, concierge, nursing, anesthesia, medical staff and examination services. In 2017, approximately 300 thousand surveys were done, done in all our units. In addition to the measurement of the Net Promoter Score (NPS), methodology for analyzing customer satisfaction and loyalty created in the USA, and satisfaction with services, we also used a similar survey at the Hospital Consumer Assessment of Healthcare Providers and System (HCAHPS), or Consumer Assessment for Hospital Services and Related Systems. We figure as one of the first health groups in the country to implement this methodology.

Recently, we have adopted as practice conducting research with physicians to understand the quality of service delivered. In 2017, about 2,000 physicians-surgeons were surveyed, which made it possible to adopt improvement actions aimed at these clients.

Corporate Services and Shared Services Center GRI 103-2 | 103-3

We have the Shared Services Center (CSC) in the Company, which is responsible for managing all the company's transactional activities related to financial services (accounts payable, accounting and tax), HR (Personal Department and unit service) and Central (service to suppliers, professionals, ombudsman and later examinations and consultations). The CSC also supported the transformation of Indirect Supply, Registry and IT Operations areas, which later (2017) migrated to the Corporate, assuming a model of greater expertise and Supply Chain and IT standards. This initiative allowed the standardization and improvement of processes, the establishment of service level agreements with the different areas of the company and suppliers, the review of governance between areas and the gains of scale.

In the current model, the Corporate Services area consolidates:

- CSC (financial services, HR services, call center)
- Direct supplies (including purchase and demand planning)
- Indirect Supplies
- Logistics (operation of CDs, warehouses and distribution to the units)
- Registration and business rules
- Information Technology
- Call center (call center for suppliers, professionals, exams, consultations, ombudsman and others)

Supplier chain GRI 102-9 | 103-2 | 103-3

Our network of supplies is divided into direct and indirect suppliers. The direct ones are those related to the supply of medical and hospital materials, laboratory materials, medicines, equipment and services to meet our technical, operational and assistance needs. They represent approximately 70% of our volume of purchases. More than 70% of the items have demand planning with national coordination and more than 80% of the prices covered by contracts (or trade agreements).

The rest is from suppliers of indirect services and materials, such as gas, laundry, waste collection, food, transportation, IT and Telecom services, final waste disposal, among others. For these categories there is also national coordination, with the recurrent development of expenditure analysis and national negotiations.

Expenses with local suppliers* (R\$ billion) GRI 204-1

| 2015 | 2016 | 2017 |
|------|------|------|
| 1.06 | 1.22 | 1.77 |

* The amounts mentioned refer to the volume of direct purchases of medical-hospital materials, clinical engineering, laboratory materials, medicines, among others.

There are also categories managed by other corporate areas, such as Clinical Engineering, Financial and Legal Services and Medical Services.

Hiring Policy GRI 103-2 | 103-3

All our suppliers undergo an approval process, according to the internal supplier registration standard. In the respective service contracts, the main aspects to be respected regarding the corporate rules and social responsibility initiatives that we advocate are mentioned, such as Human Resources Policy and Code of Conduct.

The selection of suppliers is based on technical and commercial criteria. And the approvals obey criteria of competence within the organization according to value and characteristic of the purchase.

Social and environmental issues are part of the criteria for selecting new suppliers. In this way, we do not monitor the percentage made based on this premise or criteria related exclusively to labor practices, since the selection also involves several other aspects.

Community

Social and educational projects

Educational, cultural and recreational workshops of AFESU

We sponsor, through the State Council for the Rights of the Child and Adolescent (Condeca), the AFESU Veleiros, a non-profit non-governmental organization that since 1963 works to promote human dignity through educational and professional citizenship training. It operates offering cultural, educational, ludic and recreational workshops for children and adolescents in situation of social vulnerability of the community of Vila Missionária, district of Cidade de Ademar, São Paulo.

In 2017, the organization served more than 650 children, adolescents and adults and, taking into account the participation of the family in the learning process, impacted more than 3 thousand people.



Incentive to sport

Instituto Reação

We sponsored the actions of Instituto Reação, a non-governmental organization created in 2003 by Olympic medalist Flávio Canto, his coach Geraldo Bernardes and friends. The Institute works in human development and social inclusion through sports and education, promoting judo from sports initiation to high performance. In 2017, 1,381 children, adolescents and young people benefited from the Institute's projects, which are distributed in six poles in Rio de Janeiro; being Rocinha, Cidade de Deus- Jacarepaguá, Cidade de Deus – Polo de Iniciação, Tubiacanga, Pequena Cruzada and Deodoro.

One of the events promoted by the Instituto in 2017 was the "5th Literary and Cultural Festival of the Instituto Reação", which took place at the Rocinha center and gathered more than 300 visitors, among children and adults, who enjoyed the day with different attractions and returned home with new books.



Ilan Vale

The fun was on behalf of Funk Verde, the School of Sound Possibilities of Rocinha and the Project of “Eye in the Garbage”, who sang together with the little ones a funk about sustainability making the beats with recyclable materials. There was also a workshop inspired by the contemporary artist Banksy, led by the Duo Creative Studio and Cartolina Design, besides Elvis Rage show, with ventriloquist Daniel Dayana, hiphop workshop and a pocket show. Throughout the day, students also exposed the work done during the workshops, and the classrooms became thematic environments to show a little more than what was discussed in the last pedagogical workshops.

Flamengo

We sponsor, through the Sports Incentive Law, the social projects of the Clube de Regatas do Flamengo.

- **CUIDAR project** – Unified Center for the Identification and Development of Performance Athletes, which brings together different sports sciences to support the full development of the athletes of the Club from Sports School to High Performance.
- **Project of cores of Flamengo basketball’s social responsibility** – Since 2015, Flamengo, in partnership with the State Secretary for Sport, Leisure and Youth, has fulfilled its social role, leading to needy children and adolescents from all the State of Rio de Janeiro, the experience and sports experimentation through the practice of basketball. There are already six “Always Flamengo” Sports Schools in different social responsibility centers placed in Ilha do Governador, Três Rios, Cachoeiras de Macacu, Sampaio, Mangaratiba and Petrópolis.



Low-Beer and Dante Project

Sponsorship through Sports Incentive Law for the “Tokyo 2020” project of the pair of sailors Dante Bianchi and Thomas Low-Beer, whose highlight in 2017 was the achievement of the vice championship in the Brazil Sailing Cup, in Ilhabela. The project aims to prepare the athletes for the Olympic Games.

With a partnership that already reaches the second Olympic cycle, Thomas Low-Beer and Dante Bianchi use their experience and teamwork over more than six years to achieve higher goals, which are not limited to a simple classification for the Games Olympic Games of Tokyo in 2020, but rather in the condition to arrive in the games in high level in search of a positive result and always persecuted by the Brazilian sailing.



Thus, our partnership and sponsorship become fundamental in this walk, since it is through this that the athletes can have high technical conditions for the practice of sailing in the class 49er, with equipment and training of high level, as well as a structure of support solid in the environment, allowing them to be present in the main competitions in Brazil and abroad, throughout the Olympic cycle, so that they can climb the necessary steps and reach the goal outlined, which is participation in the Olympic Games in Tokyo in 2018.

Cultural sponsorships

Check out the main cultural projects we sponsor and support in 2017.

Teatro Riachuelo

We sponsor the Teatro Riachuelo Rio, the cradle of the cultural activities of the city of Rio de Janeiro and one of the pillars of the revitalization of the central region. After a two-year restoration, the historical site has 3,500 square meters of built space, an audience for a thousand people and a modern structure to house the most diverse artistic expressions of music, theater, dance, among others, considering the multiplicity of interests, plurality of arts music and event shows, classes and age groups, and the expansion of offers geared towards people with special needs and a broad public eye.



Theatro Net

For the fifth consecutive year, we sponsored Theatro Net, which, in 2017, reached an audience of 311,214 thousand people. The great goal of this and other projects in the cultural area is to connect more and more people with the universe of theater and music.

Throughout the year, various shows, comedies and shows such as Rapunzel, Peter Pan, Terça Insana, Dudu Nobre, Ziza Fernandes and Dream Team do Passinho were performed, which have enlivened the lives of thousands of people, especially those who do not have access culture and entertainment, and had the possibility of attending big shows, for example the musical "Alice no País do Lê, iê, iê", a production of Brain +, in which it was possible to attend about 13,500 people, the great mostly children and adolescents from orphanages, schools and poor neighborhoods.



In the musical "60! Decada of Arromba," also produced by Brain+, was attended by about 16,200 people, also from various NGOs and institutions, asylums, the Support Group for AIDS Prevention (Gapa), the Adolescent and the Child with Cancer Support Group (GRAAC), schools and enrollees of the Department of Education. In total, approximately 34,000 people who do not have access to culture and entertainment have benefited.

"TOYOTA – The Rhythm of Space" Exhibition

We support the exhibition "TOYOTA – The Rhythm of Space" by Yutaka Toyota, a Japanese artist based in Brazil. Occupying an area of approximately 1,000 m², the exhibition led the Museum of Modern Art of Rio de Janeiro (MAM Rio) to recreate the installations presented at the X Biennial and other immersive proposals of the artist. It also brought together about eighty works belonging to institutions, such as the FAAP Brazilian Museum of Art, the Museum of Modern Art of Niterói, the Museum of Modern Art of São Paulo, the Itamaraty Palace, among others, as well as important private collections.

For the exhibition of the artist Toyota, the Museum of Modern Art of Rio de Janeiro (MAM) developed an educational work with 806 people, among public school students and young people attended by NGOs and social projects from different areas of Rio de Janeiro. Visits to the exhibition were carried out and plastic issues were worked out from artistic-educational propositions.

The aim of the project was to provide the greatest visibility and reach to the exhibition, attracting not only the museum's usual public, but also giving accessibility to several other publics that are not always in contact with cultural institutions.

Government and society

500 cataract surgeries for SUS patients

Aware of the growing demand for surgeries for the treatment of cataracts in the city of Rio de Janeiro in 2017, we formalized the commitment of cooperation with the Unified Health System (SUS) to perform 500 facectomies, which are surgeries for the treatment of the disease. This is an important action and reaffirms that we are attentive to the issue of public health, giving our social contribution. By August 2017, the first patients had already begun the preoperative assessments to undergo surgeries by highly qualified specialists.

Human Rights GRI 408-1 | 409-1 | 410-1 | 412-2 | 412-3 | 103-2 | 103-3

There are no records of operations with significant risk of occurrence of child labor, forced or analogous to the slave. All of our contracts have obligations related to the observance of labor and social security laws in force, as well as relating to labor accidents, INSS, FGTS and PIS with respect to the employees and/or technicians of the contracted party. In addition, they have contractual clauses related to topics such as ethics in the commercial relationship and recommendation not to employ and/or use child labor in the provision of their services.

We require from all our suppliers, documentation that proves compliance with the labor obligations, among others. Registered suppliers receive a copy of the Code of Corporate Conduct in order to become aware of the principles that govern the Rede's business.

In 2017, no occurrence of non-compliance related to aspects related to human rights, child labor and forced labor was recorded. The values of the company are constantly disseminated through the Integration Program of the new employee and in



the existing communication channels; However, we did not count the total hours of specific training on aspects related to human rights. We do not monitor the percentage of trained security personnel on policies and procedures pertaining to human rights aspects, but the private security services that we hire are made by outsourced companies specializing in the field that have their scopes of action based on Law No. 7,102/83, Federal Decree No. 89,056/83 and Federal Police Ordinance No. 3,223/2102, which compulsory training courses for the exercise of the function, and that Human Rights and Human Relations at Work are included among the disciplines taught. In this way, the knowledge, techniques, attitudes and skills expected of these professionals for the exercise of the function, in what concerns to Human Rights, are supported in the legislation.

For the record of violations on this subject, we have the Claims Channel, as quoted on page 28.

Communication and marketing

GRI 417-1 | 103-2 | 103-3

In line with our ethical principles, our communication and marketing actions address the in full compliance with the recommendations of the Federal Medical Council (CFM), through the Medical Advertising Manual (CFM Resolution No. 974/11).

The standards established by CFM serve as a guideline for all our communications. We are aware of the rules that govern advertising placements on radio, TV shows, newspapers, magazines and social networks. In 2017, there were no cases of non-compliance related to the advertising and communication of its activities.

In 2017, there were no cases of non-compliance related to the advertising and communication of our activities, nor were there registered cases of non-compliance with regulations and voluntary codes or the provision and use of products and services. **GRI 417-3**

Communication channels GRI 102-40 | 102-43

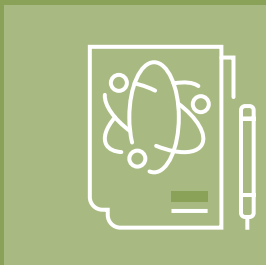
We have important communication channels for our internal and external audiences with the objective of establishing and maintaining a transparent relationship, in line with our principles and values.

| Target audience | Communication tool |
|-------------------|---|
| Shareholders | Meetings |
| | Committees and Directors's Meetings (REDIR) |
| | Financial information |
| | Reports |
| Clients/patients | Continuous Satisfaction Research |
| | Website – Talk to Us |
| | Social media |
| | Ombudsman |
| | Media campaigns |
| | Information leaflets |
| Physicians | Rede D'Or São Luiz Scientific Events |
| | SabaD'Or |
| | Mechanical Ventilation Symposium |
| | Participation in seminars and congresses |
| Employees | Coffee with the Director |
| | Manager's Bulletin |
| | Nossa Rede – internal magazine |
| | Nossa Rede Informa – wall journal |
| | CI – Informs (e-mail marketing) |
| | Promotion of Internal Campaigns |
| | Correspondents Network |
| | Intranet |
| Reporting Channel | |
| Researchers | Instituto D'Or de Pesquisa e Ensino |
| | Marketing e-mail IDOR |
| | Scientific events |
| Community/society | Website – Talk to Us |
| | Social media – Facebook and Twitter |
| | Reporting Channel |
| | Sponsorship of social projects |
| | Viver Bem Program Lectures |
| | Ombudsman |
| Suppliers | Ombudsman for conduct related issues |
| Press | Website – Talk to Us |
| | Press assistant |
| | Releases |



08

ENVIRONMENTAL MANAGEMENT



Respect for the Environment

We seek technological solutions and adopt strategies to avoid any kind of impact on the environment.

The environmental liability is one of our guidelines set out in our Environmental Policy. One of the initiatives we had adopted in 2017, related to the environment, is the implementation of the Environmental Management System (EMS), based on ISO 14001: 2015. The objective is to systematize our activities, with special attention to those that present potential for more significant impacts through the standardization of various environmental procedures and activities.

GRI 103-2 | 103-3

Environmental Commitments

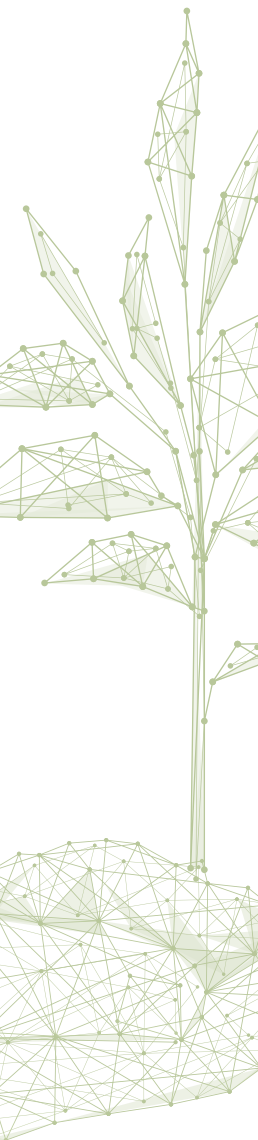
The environmental management is guided by the Environmental Policy, which defines and guides the treatment of environmental issues in all D'Or Group companies in a way that emphasizes continuous improvement in management practices. The document is available on the intranet and on our institutional website. GRI 103-2 | 103-3

Our Environmental Policy GRI 103-2 | 103-3

Our compromise:

- Ensure full compliance with the laws and environmental requirements inherent in our activities.
- Promote continuous improvement in environmental management processes in all our units through periodic evaluations of environmental performance, goals and targets.
- Adopt management practices and innovative technologies for the efficient use of natural resources and other resources necessary for the services provided by us in order to minimize the environmental impacts of our activities.
- Develop environmental projects and initiatives according to the specifics of the regions where we operate.
- Identify the most relevant environmental risks and establish an appropriate treatment with monitoring and control.
- Seek opportunities to contribute to the achievement of global goals adhering to our business, seeking partnerships, solutions and technologies for the challenges of sustainable development.

In order to evaluate our environmental performance, we undertake to carry out regular environmental audits, verifying compliance with environmental legislation and internal regulations and procedures, as well as compliance with environmental plans, goals and objectives.





Hospital São Luiz – São Caetano. Adoption of modern technologies and better procedures with a view to the most sustainable construction possible.

GRI 103-2 | 103-3

Sustainability Committee

In August 2017, the Sustainability Committee was created to discuss and analyze our current stage in relation to sustainability issues, as well as to define the themes to prioritize in management. Representatives from different areas participate in this committee with a view to aligning and planning sustainability actions.

Sustainable hospital

The inauguration of the Hospital and Maternity – São Caetano unit, in São Caetano building based on relevant environmental aspects, was one of highlights of 2017.

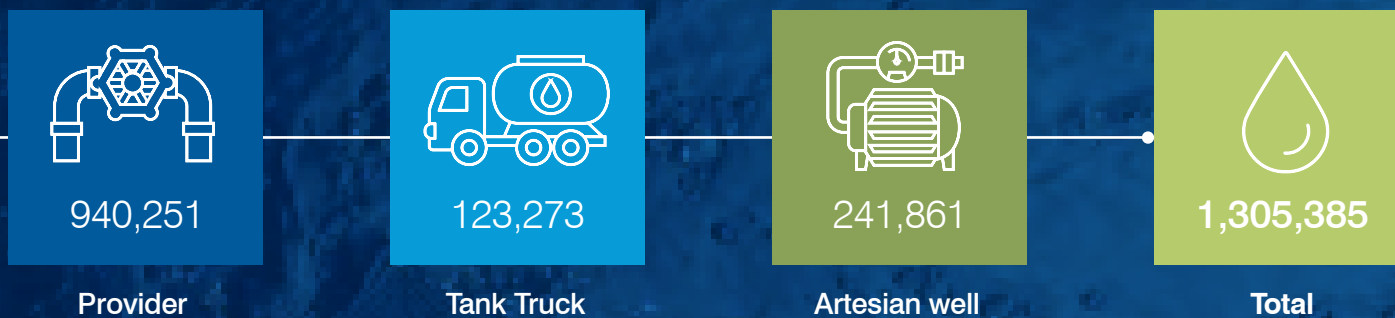
Actions in favor of the environment

- Glasses are reflective type, allowing greater control of natural light and heat.
- For acoustic protection, all glasses are laminated and have a thickness equal to or greater than 8 mm.
- The entire roof slab has a layer of polyurethane foam, highly effective as acoustic and thermal insulation. In addition to reducing power consumption and providing sound comfort, this system further protects the reinforced concrete structure from temperature variances throughout the year.
- The chiller water distribution center has a Heat Recovery Steam Generator (HRSG) that takes advantage of the heat discarded by the system to heat the water intended for consumption (bath, sinks, dishwashing, etc.). The HRSG can reduce natural gas consumption by up to 60%.
- Lighting with 70% of high-performance LED lamps is also an important factor in reducing power consumption.
- Flow reducers in faucets and showers to reduce water consumption.
- Rainwater reuse box to wash the parking lots.

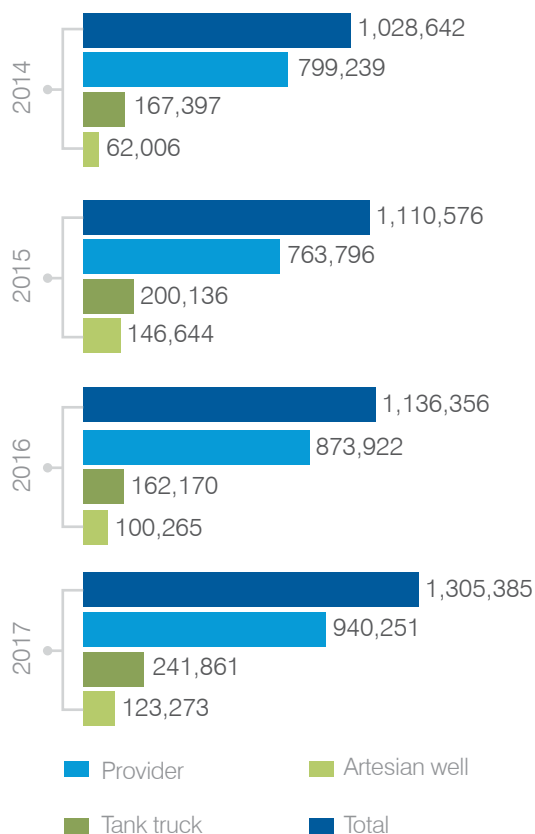
Water consumption GRI 401-1 | 103-2 | 103-3

In 2017, there was a 14.8% increase in total water consumption, equivalent to 1.3 million cubic meters of water. This increase is mainly due to the entry of three new hospitals in the D'Or Group. However, we have been engaged in the search for technologies that allow us to constantly improve our performance, such as installing flow restriction devices, automated closing and monitoring of leaks. GRI 303-1

Total water consumption by source (m³)

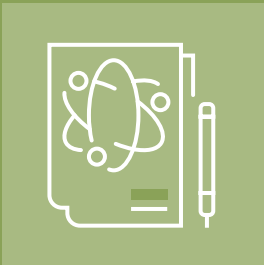


Evolution of water consumption (m³)



Water sources significantly affected by withdrawal of water GRI 303-2

Because public water supplies are insufficient to meet the needs of hospitals located in Pernambuco (Esperança, Esperança Olinda, São Marcos and Memorial São José), they use water from artesian wells and, as necessary, hire water suppliers in tank trucks. These systems are monitored by the Maintenance staff of the units that control all documentation relating to these services, for example, grants and other necessary. In the other units, located in the Southeast and Center-West regions, the water supply is provided by the public supply system.



Environmental performance indicators

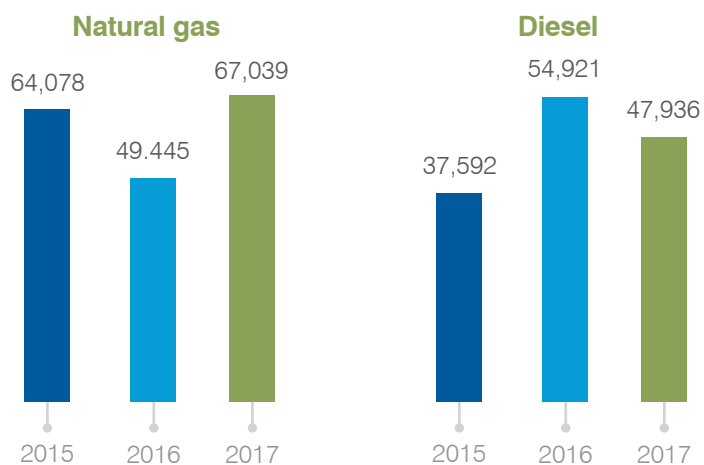
They allow us to periodically monitor our environmental performance, minimize environmental impacts and practice continuous improvement. GRI 103-2 | 103-3



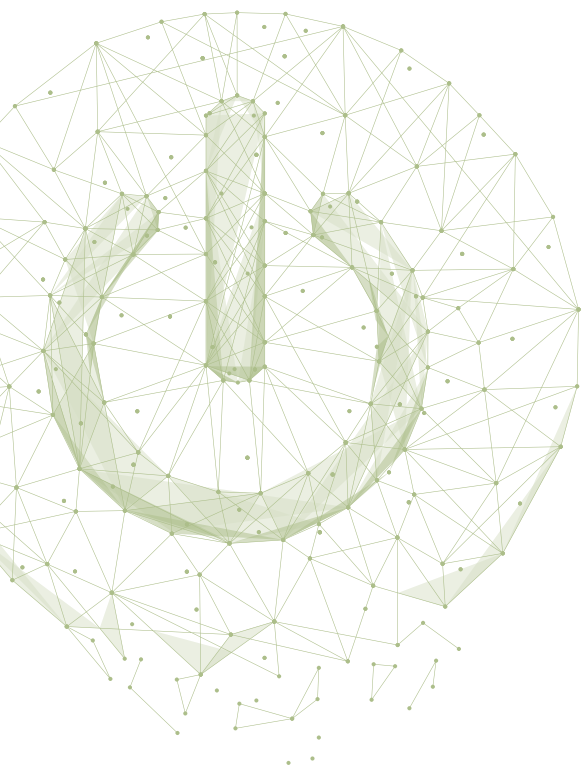
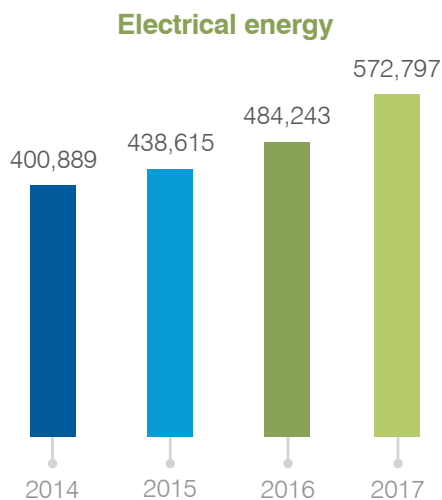
Energy

Our total energy consumption in 2017 was 687,772 GJ, an increase of 16.8% compared to 588,609 GJ in 2016, due to the new purchases of hospitals and expansion works. Our energy matrix consists of 83% of renewable sources and 17% of non-renewable sources for the use of natural gas and diesel.

Direct energy consumption (GJ) GRI 302-1 Non-renewable sources



Indirect energy consumption (GJ) GRI 302-2 Renewable sources



Automation and energy efficiency

We use the best technologies in our units in order to reduce environmental impacts and maximize performance in the use of natural resources. As an example, we mention the heat pump technology adopted two years ago by the São Luiz – Anália Franco unit and a little over a year ago by the São Luiz – Morumbi unit. This technology allows to remove the temperature from one location to transfer to another. Without the pump, the water arrives on average at 23 °C, and the heater raises to 65 °C, with the input reaching 45 °C. With this technology, we reduce gas consumption by around 30% because the water already reaches a higher temperature, requiring less gas to heat it.

The system has a water delivery response time in the shower with the desired temperature within five seconds after opening the water valves, and the circulation of hot water in the pipes is more efficient.



Heat pump implemented at São Luiz Hospital – Morumbi.



Effluents GRI 306-1

The greater volume of water discharged in hospitals is mainly related to sanitary effluent and rainwater, which is destined to the sanitation companies that attend the hospitals. The hospitals that are not served by the public system have Sewage Treatment Stations (ETE), located in the unit itself, which guarantees the quality of the water to be discarded.

In 2017, the total generation of effluents was 1,044,308 m³, a volume 14% higher than that registered in 2016 (909,084 m³) due to the entrance of three new hospitals in the company.



Hospital da Criança



All generated waste is stored, collected, transported and treated by specialized companies duly licensed by environmental agencies

Waste GRI 306-2 | 103-2 | 103-3

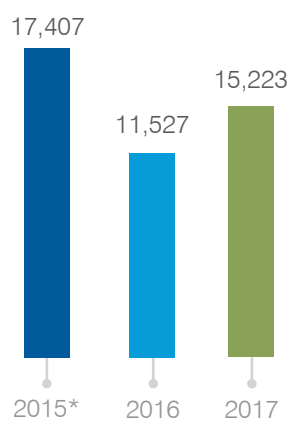
In 2017, 19.8 thousand tons of waste were generated, with 15.2 thousand tons classified as non-hazardous, corresponding to 77%, and 4.6 dangerous, equivalent to 23%, resulting from more than 3.4 million attendances. This increase is due to the entry of three new hospitals in Rede: Clínica São Vicente, São Luiz – São Caetano and Real D’Or units.

Reducing all this volume of waste generated in the operation is a constant concern of ours. For this purpose, we have developed standards and supporting materials related to the theme to assist hotel staff, who are responsible for waste management. Furthermore, we have intensified

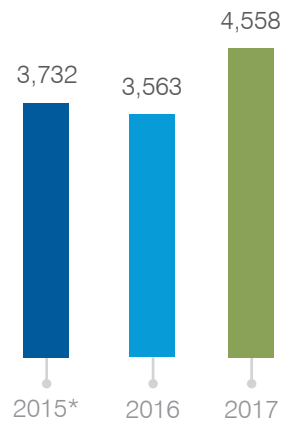
actions, for example, training of the teams, with the purpose of reducing the volume of waste sent to sanitary landfill and, in parallel, increasing the selective collection. In the year, the recycling rate was 12%; and to increase these results, we are anticipating specific training on the subject by 2018.

Systematic monitoring of the waste inventory to identify the type and amount of waste generated, as well as appropriate reduction and treatment actions, are monitored by the hotel and restaurant staff and by the Sustainability area. The treatment used varies according to the classification of the waste, with more technology used for autoclaving of infectious waste.

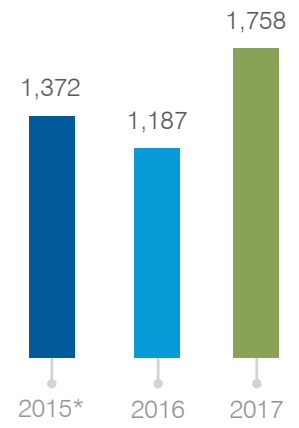
Total non-hazardous waste generated* (thousand tons)



Total hazardous waste generated (thousand tons)



Total waste sent for recycling (thousand tons)



* Some hospitals in Rede started weighing the waste generated in 2016. Thus, the volumes of waste generated in 2015 were estimated according to the containers used for packaging each waste group.

Treatment and disposal of waste generated (t) GRI 306-2

| Method of disposal | Non-hazardous waste | | | Hazardous waste | | |
|---|---------------------|------------------|------------------|-----------------|-----------------|-----------------|
| | 2015 | 2016 | 2017 | 2015 | 2016 | 2017 |
| Recycling | 1,372.56 | 1,187.89 | 1,757.67 | - | - | - |
| Incineration | - | - | - | 227.76 | 176.36 | 203.66 |
| Electrothermal deactivation/ autoclaving | - | - | - | 3,505.02 | 3,387.27 | 4,354.45 |
| Sanitary landfill | 16,035.07 | 10,339.63 | 13,465.67 | - | - | - |
| Total | 17,407.64 | 11,527.52 | 15,223.34 | 3,732.78 | 3,563.63 | 4,558.11 |

Examples of hospital actions to increase waste recycling

Hospital Assunção together with the “Repense”

Thinking about sustainability, the Hospital Infection Control Commission (CCIH) and the Occupational Safety and Governance of the Hospital Assunção created the *Repense* project. The objective of the project is to make all the unit’s employees aware of the selective collection within the hospital, especially the appropriate disposal. The hospital also created a collection point for the collection of cooking oil by the surrounding community, since it is part of the routine of the unit to collect and treat this waste. On the other hand, two ecological soap stones are given as a gift for each delivery of two liters of used vegetable oil.



Rios D’Or launches project to encourage paper recycling

The Hygiene team of the Hospital Rios D’Or started in October the Recicla Rios this is our role! Project. The idea is to show the importance of recycling by encouraging employees to practice selective collection. The buckets of butter used by Nutrition, which were discarded, were turned into trash cans. What was once a waste, became useful with the project.



World Environment Day

In environmental week, many units of the D'Or Group prepared actions in commemoration of the date. Here are some examples.

- The Hospital Norte D'Or planned the assembly of the "Stand of Sustainability", exposing recycled products by the partner company of the unit in the collection of recyclable waste. In addition, a publicity campaign was carried out on the internal collection of recyclable waste, distribution of seedlings and seeds for planting and tips on how to use the bark of food for the preparation of sweets, reinforcing sustainable consumption.
- The São Luiz – Anália Franco unit held a lecture on health care waste, given by the professional Marina Salvitti Reichenbach, graduated in Hospital-Hotel by the Institute of Teaching and Research of the Albert Einstein Hospital, where she currently teaches as a guest teacher for the subject of Management of Solid Waste in Health Services.
- The units of the Oncologia D'Or carried out campaigns on the subject to be transmitted in the social media.



Environmental investments and expenditures in 2017

In 2017, the environmental investment of our hospital units was R\$14.93 million. Expenditures on the hospital waste management program, which included the collection, transportation, treatment and final disposal of waste, totaled R\$13.71 million.

| Type | Value (R\$ million) | | |
|----------------------------|---------------------|--------------|--------------|
| | 2015 | 2016 | 2017 |
| Waste management | 10.88 | 18.31 | 13.71 |
| Environmental licenses | 0.417 | 0.415 | 0.252 |
| Energy efficiency projects | 5.98 | 11.12 | 0.971 |
| Other | - | 2.48 | - |
| Total | 17.27 | 32.32 | 14.93 |



Parque Alfredo Volpi (SP)

Rede adopts park

In May 2017, we signed an agreement with the City of São Paulo to adopt the Alfredo Volpi Park, located in the South Region of the city.

For a year, we shall be responsible for the management of fauna and flora, for the maintenance and security of the park. The park's choice is to promote health and wellness actions, such as physical activities, disease prevention and quality of life improvement. This initiative is fully in line with the principles expressed in our Sustainability Policy and our Environmental Policy, and this only reinforces our commitment to environmental preservation and social responsibility with the community

The park has activities of environmental education, which includes collection and selection of garbage, collection of seeds for processing and subsequent planting and permanent program of monitored tracks. Children are received from local schools and a diverse audience that explores local spaces such as trails, areas for physical activity and picnics, three lakes and children's space. The park also has a forest preservation and replenishment area and offers parking for visitors.

Emissions

The climate change management that involves the management and reduction of CO₂ emissions is not yet systematically implemented in Rede D'Or São Luiz, although we have adopted a series of actions aimed at mitigating impacts, such as the adoption of modern technologies to innovators and investments in energy efficiency.

In 2016, we implemented a pilot project, in partnership with the Healthy Hospitals Project team, in the São Luiz – Anália Franco unit, with a view to preparing the inventory of greenhouse gas emissions. In 2017, we worked harder about the theme with the board so that, in 2018, three units shall begin to measure their emissions, which are Assunção Hospital, São Luiz – São Caetano do Sul and Hospital Brasil.

Environmental licensing

All aspects inherent to the environmental licensing of our units are served by our corporate Licensing area, both in the implementation phase and in the operation phase. This staff is responsible for the systematic follow-up of all the determinations established by the competent bodies and the current environmental legislation.

During the year, the environmental licensing process of the companies of the D'Or Group was done within the expected deadlines and always seeking to meet the established requirements and good relationship with the environmental agencies. In total, we obtained 31 environmental licenses, three previous ones (LP), five of facilities (LI) for execution of works and 23 of operations, which encompassed all the business units.

In 2017, we adopted a system of online monitoring of environmental legislation, at the federal, state and municipal levels, in order to improve our monitoring process.

Fines and infraction notices

During the year, nine fines were applied: four relating to the complaint of noise pollution, whose administrative appeals were filed and awaiting analysis by the competent bodies; and five due to pruning or tree removal without authorization, with three cases under administrative review and two of them being dropped.



Compliance with environmental legislation and company policies are the focus of the environmental audits carried out annually by the company

Environmental audits GRI 103-2 | 103-3

All D'Or Group's hospital units and oncology clinics annually undergo internal environmental audits to carry out periodic on-site inspections to verify compliance with policies, standards and procedures instituted by us and verify compliance with current environmental laws. In addition to the annual audits in the main service providers in the area of waste and laundry.

Since the beginning of the environmental audits, started corporately in 2012, some units have been presenting considerable improvements thanks to the commitment of the staffs. In many units, multidisciplinary teams have been created that draw up action plans based on the notes raised in the audits. These staffs are formed by collaborators of the CCIH, Maintenance, Assistance and Governance.

Environmental risk assessment

GRI 103-2 | 103-3

Before and during the purchase of new hospitals a series of analyzes and investigations, called due diligence, are foreseen to identify existences of environmental risks or liabilities. These analyzes are submitted to our senior management and, if approved, after the purchases, we act preventively establishing actions, procedures and strict controls to mitigate the risks inherent in the business. In existing units, the management and mitigation of environmental risks are carried out through several stages. In order to start up, all hospitals and other business units undergo environmental licensing, which includes the mapping of possible impacts and to provide, in the cases indicated, the implementation of corrective measures, with due follow-up of the environmental agency.

The areas of Works and Business Licensing, Building Engineering and Sustainability give direct support to the mitigation of environmental risks. The Licensing corporate area subsidizes us regarding the controls and follow-ups of all stages of planning, installation and operation of our units. The Building Engineering, under the coordination of Regional Management, is responsible for all operational processes, for example, water, gas and energy supply.

These controls strictly follow the requirements of current federal, state and municipal environmental laws and are documented in the Corporate Building Engineering Standard, which document is available on our intranet. Compliance with existing environmental policies, standards and legislation is monitored by the Sustainability area through internal environmental audits conducted every six months in all our hospital units.

Total number and volume of significant spills GRI 306-3

No significant spillages of substances or accidents have been recorded with products that have had any impact in 2017.

Conformity

Amount of fines and total number of penalties resulting from non-compliance with GRI laws GRI 307-1

There were no fines or monetary sanctions on environmental issues in 2017.

GRI content index GRI 102-54 | 102-55

This report was prepared in accordance with the GRI Standards: Essential option

GRI 101: Foundation 2016

| General disclosures | Item | Page and/or link | Omission |
|-----------------------------------|---|------------------|----------|
| Organizational profile | | | |
| GRI 102: General disclosures 2016 | 102-1: Name of the organization | 8 | |
| | 102-2: Activities, brands, products, and services | 8, 9 | |
| | 102-3: Location of headquarters | 8 | |
| | 102-4: Location of operations | 8 to 10 | |
| | 102-5: Ownership and legal form | 8 | |
| | 102-6: Markets served | 8 | |
| | 102-7: Scale of the organization | 8, 9 | |
| | 102-8: Information about employees and other workers | 56, 57 | |
| | 102-9: Supplier chain | 71 | |
| | 102-10: Significant changes in the organization and its supply chain | None. | |
| | 102-11: Principle or precautionary approach | 44 | |
| | 102-12: External initiatives | 10 | |
| | 102-13: Membership of associations | 10 | |
| Strategy | | | |
| GRI 102: General disclosures 2016 | 102-14: Statement from senior decision-maker | 12 | |
| | 102-15: Key impacts, risks, and opportunities | 12, 24 | |
| Ethics and integrity | | | |
| GRI 102: General disclosures 2016 | 102-16: Values, principles, standards, and norms of behavior | 11, 28 | |
| | 102-17: Mechanisms for advice and concerns about ethics | 28 | |
| Governance | | | |
| GRI 102: General disclosures 2016 | 102-18: Governance structure | 41 to 43 | |
| | 102-19: Delegating authority | 43 | |
| | 102-20: Executive-level responsibility for economic, environmental, and social topics | 41, 42 | |
| | 102-21: Consulting of stakeholders on economic, environmental and social topics | 15 | |
| | 102-22: Composition of the highest governance body and its committees | 42, 43 | |

| General disclosures | Item | Page and/or link | Omission |
|-----------------------------------|--|------------------|----------|
| Governance | | | |
| GRI 102: General disclosures 2016 | 102-23: Chair of the highest governance body | 41 | |
| | 102-24: Nominating and selecting the highest governance body | 41 | |
| | 102-25: Conflicts of interest | 41 | |
| | 102-26: Role of highest governance body in setting purpose, values, and strategy | 42 | |
| | 102-27: Collective knowledge of highest governance body | 41 | |
| | 102-28: Evaluating the highest governance body's performance | 41 | |
| | 102-29: Identifying and managing economic, environmental, and social impacts | 42 | |
| | 102-30: Effectiveness of risk management processes | 42 | |
| | 102-31: Review of economic, environmental, and social topics | 41, 43 | |
| | 102-32: Highest governance body's role in sustainability reporting | 42 | |
| | 102-33: Communicating critical concerns | 43 | |
| | 102-34: Nature and total number of critical concerns | 41 | |
| | 102-35: Remuneration policies | 42 | |
| | 102-36: Process for determining remuneration | 42 | |
| Stakeholder engagement | | | |
| GRI 102: General disclosures 2016 | 102-40: List of stakeholder groups | 15, 76 | |
| | 102-41: Collective bargaining agreements | 60 | |
| | 102-42: Identifying and selecting stakeholders | 15 | |
| | 102-43: Approach to stakeholder engagement | 39, 76 | |
| | 102-44: Key topics and concerns raised | 15 | |
| Reporting practice | | | |
| GRI 102: General disclosures 2016 | 102-45: Entities included in the consolidated financial statements | 14 | |
| | 102-46: Defining report content and topic boundaries | 14, 15 | |
| | 102-47: List of material topics | 15 | |
| | 102-48: Restatements of information | 14 | |
| | 102-49: Changes in reporting | 15 | |
| | 102-50: Reporting period | 14 | |
| | 102-51: Date of most recent report | 14 | |
| | 102-52: Reporting cycle | 14 | |
| | 102-53: Contact point for questions regarding the report | 14 | |
| | 102-54: Claims of reporting in accordance with the GRI Standards | 14, 88 | |
| | 102-55: GRI content index | 88 | |
| | 102-56: External assurance | 14 | |


| Specific topics | Item | Page and/or link | Omission |
|---|---|--|----------|
| Economic standards | | | |
| Economic performance | | | |
| GRI 103: Management approach 2016 | 103-1: Explanation of the material topic and its boundary | 15 | |
| | 103-2: The management approach and its components | 18, 32, 44, 47 | |
| | 103-3: Evaluation of the management approach | 18, 32, 44 | |
| GRI 201: Economic performance 2016 | 201-1: Direct economic value generated and distributed | 47 | |
| | 201-2: Financial implications and other risks and opportunities due to climate change | 48 | |
| | 201-3: Defined benefit plan obligations and other retirement plans | We didn't offer pension/retirement plan to our employees. | |
| | 201-4: Financial assistance received from government | We didn't receive the government's financial support. | |
| Market presence | | | |
| GRI 103: Management approach 2016 | 103-1: Explanation of the material topic and its boundary | 15 | |
| | 103-2: The management approach and its components | 18 | |
| | 103-3: Evaluation of the management approach | 18 | |
| GRI 202: Market presence 2016 | 202-1: Ratios of standard entry level wage by gender compared to local minimum wage | 59 | |
| | 202-2: Proportion of senior management hired from the local community | In 2017, we did not hire members of top management who lived in the surrounding communities. | |
| Indirect economic impacts | | | |
| GRI 103: Management approach 2016 | 103-1: Explanation of the material topic and its boundary | 15 | |
| | 103-2: The management approach and its components | 32, 48 | |
| | 103-3: Evaluation of the management approach | 48 | |
| GRI 203: Indirect economic impacts 2016 | 203-1: Infrastructure investments and services supported | 48 | |
| Procurement practices | | | |
| GRI 103: Management approach 2016 | 103-1: Explanation of the material topic and its boundary | 15 | |
| | 103-2: The management approach and its components | 18, 32, 71, 72 | |
| | 103-3: Evaluation of the management approach | 18, 71, 72 | |
| GRI 204: Procurement practices 2016 | 204-1: Proportion of spending on local suppliers | 71 | |

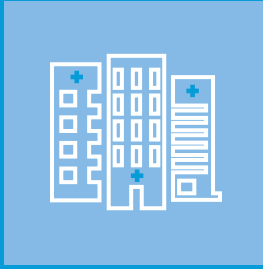
| Specific topics | Item | Page and/or link | Omission |
|-----------------------------------|---|--------------------|---|
| Anti-corruption | | | |
| GRI 103: Management approach 2016 | 103-1: Explanation of the material topic and its boundary | 15 | |
| | 103-2: The management approach and its components | 18, 28 | |
| | 103-3: Evaluation of the management approach | 18, 28 | |
| GRI 205: Anti-corruption 2016 | 205-1: Operations assessed for risks related to corruption | 28 | |
| | 205-2: Communication and training about anti-corruption policies and procedures | 28 | |
| | 205-3: Confirmed incidents of corruption and actions taken | 28 | |
| Environmental standards | | | |
| Materials | | | |
| GRI 103: Management approach 2016 | 103-1: Explanation of the material topic and its boundary | 15 | |
| | 103-2: The management approach and its components | - | The Materials theme was considered relevant in our Materiality Matrix, however, the respective data and information are not available for publication in this report. |
| | 103-3: Evaluation of the management approach | - | |
| GRI 301: Materials 2016 | 301-1: Materials used by weight or volume | - | |
| | 301-2: Recycled input materials used | - | |
| Energy | | | |
| GRI 103: Management approach 2016 | 103-1: Explanation of the material topic and its boundary | 15 | |
| | 103-2: The management approach and its components | 78, 79, 81, 87 | |
| | 103-3: Evaluation of the management approach | 78, 79, 81 | |
| GRI 302: Energy 2016 | 302-1: Energy consumption within the organization | 81 | |
| | 302-2: Energy consumption outside the organization | 81 | |
| Water | | | |
| GRI 103: Management approach 2016 | 103-1: Explanation of the material topic and its boundary | 15 | |
| | 103-2: The management approach and its components | 32, 79, 80, 87 | |
| | 103-3: Evaluation of the management approach | 32, 78, 79, 81, 87 | |
| GRI 303: Water 2016 | 303-1: Water withdrawal by source | 80 | |
| | 303-2: Water sources significantly affected by withdrawal of water | 80 | |

| Specific topics | Item | Page and/or link | Omission |
|--|---|---|----------|
| Effluents and waste | | | |
| GRI 103: Management approach 2016 | 103-1: Explanation of the material topic and its boundary | 15 | |
| | 103-2: The management approach and its components | 32, 81, 83, 87 | |
| | 103-3: Evaluation of the management approach | 81, 87 | |
| GRI 306: Effluents and waste 2016 | 306-1: Water discharge by quality and destination | 82 | |
| | 306-2: Waste by type and method of disposal | 83, 84 | |
| | 306-3: Significant spills | 87 | |
| | 306-4: Transport of hazardous waste | We do not transport, import or export waste considered hazardous under the terms of the Basel convention. | |
| Environmental compliance | | | |
| GRI 103: Management approach 2016 | 103-1: Explanation of the material topic and its boundary | 15 | |
| | 103-2: The management approach and its components | 32, 87 | |
| | 103-3: Evaluation of the management approach | 32, 87 | |
| GRI 307: Environmental compliance 2016 | 307-1: Non-compliance with environmental laws and regulations | 87 | |
| Social standards | | | |
| Employment | | | |
| GRI 103: Management approach 2016 | 103-1: Explanation of the material topic and its boundary | 15 | |
| | 103-2: The management approach and its components | 18, 32, 58, 59 | |
| | 103-3: Evaluation of the management approach | 18, 32, 58 to 59 | |
| GRI 401: Employment 2016 | 401-1: New employee hires and employee turnover | 57, 58 | |
| | 401-2: Benefits provided to full-time employees that are not provided to temporary or part-time employees | 59 | |
| Labor/Management relations | | | |
| GRI 103: Management approach 2016 | 103-1: Explanation of the material topic and its boundary | 15 | |
| | 103-2: The management approach and its components | 18, 32, 60 | |
| | 103-3: Evaluation of the management approach | 18, 32, 60 | |
| GRI 402: Labor/Management relations 2016 | 402-1: Minimum notice periods regarding operational changes | 60 | |

| Specific topics | Item | Page and/or link | Omission |
|---|--|------------------|----------|
| Occupational health and safety | | | |
| GRI 103: Management approach 2016 | 103-1: Explanation of the material topic and its boundary | 15 | |
| | 103-2: The management approach and its components | 18, 32 | |
| | 103-3: Evaluation of the management approach | 18 | |
| GRI 403: Occupational health and safety 2016 | 403-1: Workers representation in formal joint management-worker health and safety committees | 66 | |
| | 403-2: Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities | 65, 66 | |
| | 403-3: Workers with high incidence or high risk of diseases related to their occupation | 68 | |
| | 403-4: Health and safety topics covered in formal agreements with trade unions | 60 | |
| Training and education | | | |
| GRI 103: Management approach 2016 | 103-1: Explanation of the material topic and its boundary | 15 | |
| | 103-2: The management approach and its components | 18, 32 | |
| | 103-3: Evaluation of the management approach | 18, 32 | |
| GRI 404: Training and education 2016 | 404-3: Percentage of employees receiving regular performance and career development reviews | 62 | |
| Diversity and equal opportunity | | | |
| GRI 103: Management approach 2016 | 103-1: Explanation of the material topic and its boundary | 15 | |
| | 103-2: The management approach and its components | 18, 32, 56 | |
| | 103-3: Evaluation of the management approach | 18, 56 | |
| GRI 405: Diversity and equal opportunity 2016 | 405-1: Diversity of governance bodies and employees | 42, 57, 65 | |
| Non-Discrimination | | | |
| GRI 103: Management approach 2016 | 103-1: Explanation of the material topic and its boundary | 15 | |
| | 103-2: The management approach and its components | 18, 32, 28 | |
| | 103-3: Evaluation of the management approach | 18, 32, 28 | |
| GRI 406: Non-Discrimination 2016 | 406-1: Incidents of discrimination and corrective actions taken | 28 | |
| Freedom of association and collective bargaining | | | |
| GRI 103: Management approach 2016 | 103-1: Explanation of the material topic and its boundary | 15 | |
| | 103-2: The management approach and its components | 18, 32, 28, 60 | |
| | 103-3: Evaluation of the management approach | 18, 28, 60 | |

| Specific topics | Item | Page and/or link | Omission |
|--|---|------------------|----------|
| Freedom of association and collective bargaining | | | |
| GRI 407: Freedom of association and collective bargaining 2016 | 407-1: Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk | 60 | |
| Child labor | | | |
| GRI 103: Management approach 2016 | 103-1: Explanation of the material topic and its boundary | 15 | |
| | 103-2: The management approach and its components | 28, 32, 75 | |
| | 103-3: Evaluation of the management approach | 28, 32, 75 | |
| GRI 408: Child labor 2016 | 408-1: Operations and suppliers at significant risk for incidents of child labor | 75 | |
| Forced or compulsory labor | | | |
| GRI 103: Management approach 2016 | 103-1: Explanation of the material topic and its boundary | 15 | |
| | 103-2: The management approach and its components | 28, 32, 75 | |
| | 103-3: Evaluation of the management approach | 28, 32, 75 | |
| GRI 409: Forced or compulsory labor 2016 | 409-1: Operations and suppliers at significant risk for incidents of forced or compulsory labor | 75 | |
| Security practices | | | |
| GRI 103: Management approach 2016 | 103-1: Explanation of the material topic and its boundary | 15 | |
| | 103-2: The management approach and its components | 18, 32, 75 | |
| | 103-3: Evaluation of the management approach | 18, 32, 75 | |
| GRI 410: Security practices 2016 | 410-1: Incidents of violations involving rights of indigenous peoples | 75 | |
| Human rights assessment | | | |
| GRI 103: Management approach 2016 | 103-1: Explanation of the material topic and its boundary | 15 | |
| | 103-2: The management approach and its components | 28, 32, 75 | |
| | 103-3: Evaluation of the management approach | 28, 32, 75 | |
| GRI 412: Human rights assessment 2016 | 412-2: Employee training on human rights policies or procedures | 75 | |
| | 412-3: Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening | 75 | |

| Specific topics | Item | Page and/or link | Omission |
|--|--|--|----------|
| Public policy | | | |
| GRI 103: Management approach 2016 | 103-1: Explanation of the material topic and its boundary | 15 | |
| | 103-2: The management approach and its components | 28 | |
| | 103-3: Evaluation of the management approach | 28 | |
| GRI 415: Public policy 2016 | 415-1: Political contributions | We do not make contributions to candidates or political parties, according to Law No. 9.504/1997. | |
| Customer health and safety | | | |
| GRI 103: Management approach 2016 | 103-1: Explanation of the material topic and its boundary | 15 | |
| | 103-2: The management approach and its components | 32, 69 | |
| | 103-3: Evaluation of the management approach | 32, 69 | |
| GRI 416: Customer health and safety 2016 | 416-2: Incidents of non-compliance concerning the health and safety impacts of products and services | 69 | |
| Marketing and labeling | | | |
| GRI 103: Management approach 2016 | 103-1: Explanation of the material topic and its boundary | 15 | |
| | 103-2: The management approach and its components | 32, 76 | |
| | 103-3: Evaluation of the management approach | 32, 76 | |
| GRI 417: Marketing and labeling 2016 | 417-1: Requirements for product and service information and labeling | 76 | |
| | 417-3: Incidents of non-compliance concerning marketing communications |  | |
| Customer privacy | | | |
| GRI 103: Management approach 2016 | 103-1: Explanation of the material topic and its boundary | 15 | |
| | 103-2: The management approach and its components | 33 | |
| | 103-3: Evaluation of the management approach | 33 | |
| GRI 418: Customer privacy 2016 | 418-1: Substantiated complaints concerning breaches of customer privacy and losses of customer data | 33 | |
| Socioeconomic compliance | | | |
| GRI 103: Management approach 2016 | 103-1: Explanation of the material topic and its boundary | 15 | |
| | 103-2: The management approach and its components | 18, 32 | |
| | 103-3: Evaluation of the management approach | 18, 32 | |
| GRI 419: Socioeconomic compliance 2016 | 419-1: Non-compliance with laws and regulations in the social and economic areas | In 2017, there were no significant fines for non-compliance with laws and regulations in the social and economic area. | |



HOSPITAL INFORMATION

Rede D'Or São Luiz hospital units

| | Hospital | Address | Telephone |
|----------------|------------------------------|---|---------------------|
| Rio de Janeiro | Barra D'Or | Avenida Ayrton Senna, 3.079 – Barra da Tijuca – Rio de Janeiro | (21) 3089-3600 |
| | Copa D'Or | Rua Figueiredo de Magalhães, 875 – Copacabana – Rio de Janeiro | (21) 2545-3600 |
| | CopaStar | Rua Figueiredo de Magalhães, 700 – Copacabana – Rio de Janeiro | (21) 3445-2800 |
| | Quinta D'Or | Avenida Almirante Baltazar, 435 – São Cristóvão – Rio de Janeiro | (21) 3461-3600 |
| | Caxias D'Or | Avenida Brigadeiro Lima e Silva, 821 – Parque Duque – Duque de Caxias | (21) 2460-3600 |
| | Rios D'Or | Estrada dos Três Rios, 1.366 – Jacarepaguá – Rio de Janeiro | (21) 2448-3600 |
| | Norte D'Or | Rua Carolina Machado, 38 – Cascadura – Rio de Janeiro | (21) 3747-3600 |
| | Niterói D'Or | Avenida Sete de Setembro, 301 – Santa Rosa – Niterói | (21) 3602-1400 |
| | Oeste D'Or | Rua Olinda Ellis, 93 – Campo Grande – Rio de Janeiro | (21) 2414-3600 |
| | Hospital Badim | Rua São Francisco Xavier, 390 – Tijuca – Rio de Janeiro | (21) 3978-6400 |
| | Hospital Bangu | Rua Francisco Real, 752 – Bangu – Rio de Janeiro | (21) 3107-5600 |
| | Hospital Israelita | Rua Professor Gabizo, 319 – Maracanã – Rio de Janeiro | (21) 2176-8800 |
| | Hospital Real D'Or | Rua do Capelão, 137 – Bangu – Rio de Janeiro | (21) 2114-3600 |
| | Hospital Estadual da Criança | Rua Luiz Beltrão, 147 – Vila Valqueire – Rio de Janeiro | (21) 3369-9650/9651 |
| | Clínica São Vicente | Rua João Borges, 204 – Gávea – Rio de Janeiro | (21) 2529-4422 |

| | Hospital | Address | Telephone |
|------------------|---|--|----------------|
| São Paulo | Hospital e Maternidade São Luiz – Itaim | Rua Dr. Alceu de Campos Rodrigues, 95 – Vila Nova Conceição – São Paulo | (11) 3040-1100 |
| | Hospital São Luiz Morumbi | Rua Eng. Oscar Americano, 840 – Morumbi – São Paulo | (11) 3093-1100 |
| | Hospital e Maternidade São Luiz – Anália Franco | Rua Francisco Marengo, 1.312 – Jardim Anália Franco – São Paulo | (11) 3386-1100 |
| | Hospital São Luiz – Jabaquara | Rua das Perobas, 344 – Jabaquara – São Paulo | (11) 5018-4000 |
| | Hospital São Luiz – São Caetano do Sul | Rua Walter Figueira, s/n – Cerâmica – São Caetano do Sul ou Rua Barão de Mauá, 181 – São José – São Caetano do Sul | (11) 2777-1100 |
| | Hospital e Maternidade Brasil | Rua Votuporanga, 111 – Vila Dora – Santo André | (11) 2127-6666 |
| | Hospital Assunção | Avenida João Firmino, 250 – Assunção – São Bernardo do Campo | (11) 4344-8000 |
| | Hospital Bartira | Avenida Alfredo Maluf, 430 – Vila Alto de Santa André – Santo André | (11) 4996-6666 |
| | Hospital da Criança | Rua das Perobas, 295 – Jardim Oriental – São Paulo | (11) 5018-4000 |
| | Hospital viValle | Avenida Lineu de Moura, 995 – Urbanova – São José dos Campos | (12) 3924-4900 |
| | Hospital IFOR | Rua Américo Brasiliense, 596 – Centro – São Bernardo do Campo | (11) 4083-6700 |
| | Hospital e Maternidade Sino-Brasileiro | Avenida Marechal Rondon, 299 – Centro – Osasco | (11) 3652-8000 |
| | Hospital Villa-Lobos | Rua Lituânia, 260 – Mooca – São Paulo | (11) 2076-7000 |
| | Hospital Alpha Med | Rua Corifeu de Azevedo Marques, 168 – Centro – Carapicuíba | (11) 4185-8555 |
| | Hospital Ribeirão Pires | Rua Dr. Nicolau Assef, 52 – Centro Alto – Ribeirão Pires | (11) 4827-1000 |
| Pernambuco | Hospital Esperança Recife | Rua Antônio Gomes de Freitas, 265 – Ilha do Leite – Recife | (81) 3131-7879 |
| | Hospital Esperança Olinda | Avenida José Augusto Moreira, 810 – Casa Caiada – Olinda | (81) 3432-8000 |
| | Hospital São Marcos | Avenida Portugal, 52 – Boa Vista – Recife | (81) 3217-4444 |
| | Hospital Memorial São José | Avenida Agamenon Magalhães, 2.291 – Derby – Recife | (81) 3216-2222 |
| Distrito Federal | Hospital Santa Luzia | SHLS 716, conjunto E Lote 5 – Asa Sul – Brasília | (61) 3445-6000 |
| | Hospital do Coração do Brasil | SHLS 716, conjunto G Lote 6 – Asa Sul – Brasília | (61) 3213-4000 |
| | Hospital Santa Helena | SHLN 516 conjunto D – Asa Norte – Brasília | (61) 3215-0000 |

Oncologia D'Or oncology clinics

| | Hospital | Address | Telephone |
|----------------------------|---|--|-----------------------------------|
| Rio de Janeiro | Oncologia D'Or Botafogo | Rua Sorocaba, 654 – Botafogo – Rio de Janeiro | (21) 2126-0324 |
| | Oncologia D'Or Copacabana | Rua Siqueira Campos, 59, salas 401 a 408 – Copacabana – Rio de Janeiro | (21) 2235-2074/ (21) 3218-1890 |
| | Clínica São Vicente da Gávea | Rua João Borges, 204 – Gávea – Rio de Janeiro | (21) 2259-6097 |
| | Oncotech Tijuca | Rua Soares da Costa, 67, 5º andar, salas 401/501/601 – Tijuca – Rio de Janeiro | (21) 2568-0971 |
| | Oncologia D'Or Tijuca | Rua Gal Roca, 935, 5º andar, salas 501 a 506 – Tijuca – Rio de Janeiro | (21) 2254-0958 |
| | Oncologia D'Or Madureira | Estrada do Portela, 99, sala 1109 – Madureira – Rio de Janeiro | (21) 2135-0225 |
| | Oncologia D'Or Barra da Tijuca | Avenida das Américas, 3.500, bloco I, loja A, Ed Londres, Condomínio Le Monde – Barra da Tijuca – Rio de Janeiro | (21) 3328-3215 |
| | Oncologia D'Or Campo Grande | Rua Augusto de Vasconcelos, 177, salas 207 a 211, 305 a 307, 310 – Campo Grande – Rio de Janeiro | (21) 3394-9669 |
| | Oncologia D'Or Caxias | Avenida Marechal Floriano, 73, 25 de Agosto – Duque de Caxias | (21) 2771-8363 |
| | Oncologia D'Or Niterói | Rua Moreira Cesar, 229, salas 1.512 a 1.514 – Icaraí – Niterói | (21) 2705-2341 |
| Oncologia D'Or Nova Iguaçu | Rua Dr. Paulo Fróes, 59, salas 901, 902 e 903, Centro – Nova Iguaçu | (21) 3544-1899 | |

| | Hospital | Address | Telephone |
|-----------|------------------------|--|--|
| São Paulo | Central Clinic | Avenida Brigadeiro Lima, 1.830 – Centro – São Bernardo do Campo | (11) 4335-5466 |
| | Central Clinic | Avenida Portugal, 875 – Centro – Santo André | (11) 4438-0078 |
| | Central Clinic | Rua Icem, 57 – Cidade Mãe do Céu – Tatuapé – São Paulo | (11) 3469-0500 |
| | Central Clinic | Rua Verbo Divino, 209 – Chácara Santo Antônio – São Paulo | (11) 3056-1717 |
| | IOV – Quimioterapia | Rua Major Antônio Domingues, 472 – Centro – São José dos Campos | (12) 3924-9055/ (12) 3924-9052 |
| | IOV – Quimioterapia | Avenida John Fitzgerald Kennedy, 856 – Jardim das Nações – Taubaté | (12) 3426-9055/ (12) 3426-9058 |
| | IOV – Radioterapia | Avenida Tiradentes, 280, subsolo – Jardim das Nações – Taubaté | (12) 3632-3832 |
| | IOV – Radioterapia | Rua Antônio Saes, 462 – Centro – São José dos Campos | (12) 3924-2170 |
| | IOV – Radioterapia | Rua Major Antônio Domingues, 494 – Centro – São José dos Campos | (12) 3928-9055/ (12) 3928-9058 |
| | Oncorad – Radioterapia | Rua das Perobas, 344 – subsolo 5 – Jabaquara – São Paulo | (11) 4438-0078 |
| | OncoStar | Avenida Presidente Juscelino Kubitschek, 180, conjuntos comerciais 31, 32 (3º pav.), 41, 42 (4º pav.), 51, 52 (5º pav) – Vila Nova Conceição – São Paulo | (11) 3040-5111 |
| | Pernambuco | NEOH | Rua das Fronteiras, 175, 4º andar – Boa Vista – Recife |
| NEOH | | Rua Antônio Gomes de Freitas, 265, 3o andar (Hospital Esperança) – Ilha do Leite – Recife | (81) 3131-7876/ (81) 3131-7877 |

| | Hospital | Address | Telephone |
|------------------|---------------------|---|-----------------------------------|
| Distrito Federal | Acreditar | Q QNC Área Especial, 08/9/10, loja 04 E 11, Térreo – Taguatinga Norte – Brasília | (61) 3363-5252 |
| | Acreditar | ST SHLS Quadra 716, conjunto A, bloco A, Ed. PIO X, 2º e 5º andares – Asa Sul – Brasília | (61) 3363-5252 |
| | Acreditar | QSE Área especial 01, 2º andar, sala 209 – Hospital Santa Marta, Taguatinga Sul – Brasília | (61) 3363-5252 |
| | ONCOBRASÍLIA | SMHN QD, Bl. C, Ed. Doutor Crispin, 12º andar, salas 1.201 a 1.204/1.208 a 1.214 – Asa Norte – Brasília | (61) 3346-9081/ (61) 3327-1552 |
| Ceará | Fujiday | Avenida Barão de Studart, 2.626, 4º andar – Joaquim Távora – Fortaleza | (85) 3878 9000/ (85) 3025-7748 |
| Tocantins | Acreditar Tocantins | Rua Dom Orione, 100, Setor Central – Araguaína | (63) 3421-4121/ (63) 3415-4322 |
| Bahia | CEHON | Avenida Araújo Pinho, 439 – Canela – Salvador | (71) 3496-3744 |
| | CEHON | Rua Dr. Osvaldo Cohin, 116 – Recanto do Lago – Teixeira de Freitas | (73) 3263-9250 |
| | CEHON | Travessa Napoleão Laureano, 2 – Santo Antônio – Juazeiro | (74) 3614-7300 |

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