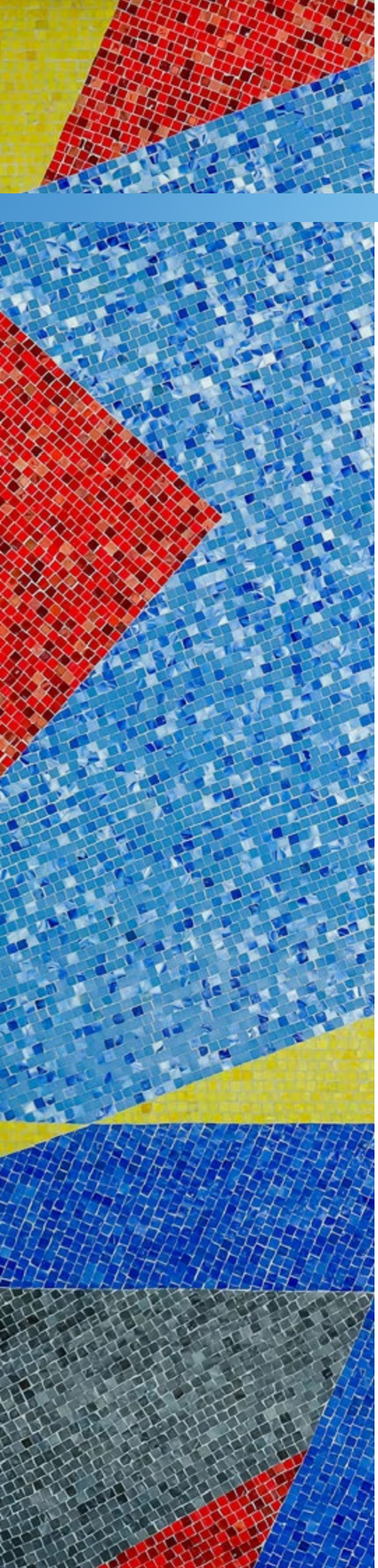
SUSTAINABILITY REPORT **2024**

ALBERT EINSTEIN
SOCIEDADE BENEFICENTE ISRAELITA BRASILEIRA

INNOVATION FOR EQUITY

ALBERT EINSTEIN
SOCIEDADE BENEFICENTE ISRAELITA BRASILEIRA

Founded in 1955 by the Jewish Community of São Paulo, Sociedade Beneficente Israelita Brasileira Albert Einstein is a non-profit organization.



9 Environment

10 People

11 Governance

12 Financial Sustainability

Letter from the President

Sidney Klajner,
President of the Sociedade Beneficente
Israelita Brasileira Albert Einstein

GRI 2-22

“Health is a fundamental human right. It cannot be treated as a privilege for some, but rather as a necessity for all”

PAUL FARMER (1959-2022),
AMERICAN DOCTOR AND ANTHROPOLOGIST

In 2024, Einstein was recognized as the most innovative organization in the country in the Valor Inovação ranking. Are we innovative due to the development of new technologies based on big data, artificial intelligence and other digital resources? Due to the groundbreaking studies carried out by our scientific research? Certainly, these and other achievements weighed in the evaluators' decision. But perhaps the most important innovation should not consider the “whats”, but rather the “whys”: we innovate because we want to transform health.

We not only seek to be a reference organization according to standards of excellence increasingly recognized globally, as shown by the fact that, in just one year, we jumped from the already honorable position of 28th to the 22nd best hospital in the world in the *Newsweek ranking*, released in early 2025. We are more ambitious: we want this excellence to reach everyone, “bringing a drop of Einstein to every human being”, as it is simply and clearly defined in the Purpose that inspires us. Spreading these drops means sowing equity in health, a field in which the weeds of inequality still sprout, affecting especially the most vulnerable populations. This makes the fundamental human right to health, to which Farmer refers, seem like a distant dream.

The challenges are immense and, if we deliver health as it has always been done, we will continue to have a legion of excluded people. There is no lack of abysses in the universe of health, and innovation is the raw material for building the bridges of inclusion. In many ways, Einstein has been the architect for several of them.

Through telemedicine, we overcome geographical barriers and take the care of cardiologists, neurologists and other Einstein specialists to corners of our country which lack these professionals. Each year, there are about 200,000 SUS patients who no longer have to face long queues and even days of travel for a consultation with a specialist.

With solutions that use a large database, artificial intelligence (AI) and other digital technologies, we have developed solutions for the earlier diagnosis of diseases, allowing better, more efficient and lower cost treatments than those required when clinical conditions worsen. A generative AI created with the help of Amazon region primary care physicians during prenatal care consultations to identify pregnancy risks – risks that, once eliminated or controlled, will contribute to reducing the high rates of maternal mortality in the region. Another digital solution will cross data on health and the environment where indigenous peoples and quilombolas live in order to obtain valuable information to drive more effective actions.

Several other initiatives are described in this report. They exist because they are aligned with our Purpose and because we prepare for it, with a platform of knowledge, skills and experiences that continuously expands. We seek to innovate on all our fronts and use this platform to oxygenate health as a whole.

A robust data area, developed over the last decade, allows us to create algorithms to improve management, optimize processes and improve quality and safety of care.

The Innovation structure, with four units in the country, multiplies

Facade of Block D, at the Morumbi unit, which gives access to the maternity hospital

We not only seek to be a reference organization according to increasingly high standards of excellence, recognized globally. We are more ambitious: we want this excellence to reach everyone.

projects and solutions connected to local realities. The research remains involved in revolutionary studies, such as promising treatments with *CAR-T Cell* and *NK cells* (*natural killers*) and other cell and gene therapies for hematological and other diseases. The investments in genetics, genomics and precision medicine made over the last cycle allow increasingly individualized and efficient disease prevention and treatment strategies.

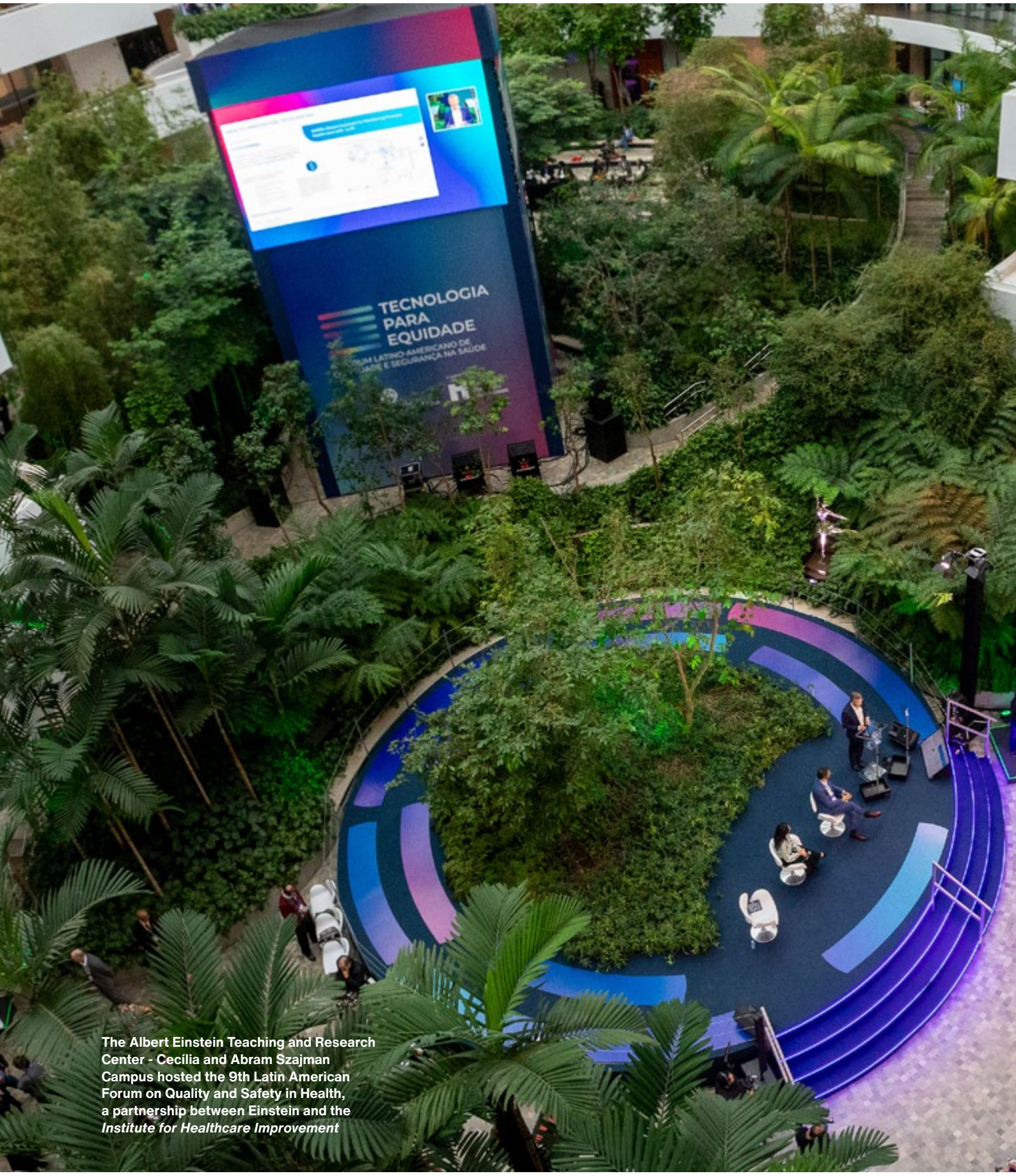
In robotics, in addition to the equipment park, we are the only certification center in Latin America. We have trained more than a thousand surgeons in robotic surgery and have taken our knowledge to countries such as Ecuador and Peru, where we train professionals from public and private organizations. These are movements that are broadening the paths to the democratization of access to this technology.

For us, challenges are powerful stimulants, which make us think of innovative ways to overcome them or how we can move gears to generate positive impacts.

This happens, for example, with the various initiatives that help to disseminate quality information and educate the population on self-care, disease prevention and chronic disease control. It also happens with our participation as impact leadership for SDG 3 (Health and Quality of Life) of the Global Compact, or our participation in global events, such as meetings and the Climate Conference (COP), taking this commitment forward with attention to the impacts of climate change on health. We also adopted actions to reduce our own environmental impact, such as the project to reduce the use of plastic, the discussion with suppliers about greenhouse gas emissions, reverse logistics programs together with suppliers, and even unusual initiatives for a health organization, such as signing a 15-year contract for self-production of wind energy, in the Serra das Vacas complex, in Pernambuco.

Climate change threatens the health of all but disproportionately affects the most vulnerable segments of the population. The same people who suffer with all the other “abysses” in health, and who this fundamental human right will only reach through innovation. Not only digital technologies, scientific research, new treatments or medical equipment, but innovation in attitudes and approaches to transform these resources into promoters of health equity.

Sidney Klajner,
President of the Sociedade Beneficente Israelita Brasileira Albert Einstein



The Albert Einstein Teaching and Research Center - Cecília and Abram Szajman Campus hosted the 9th Latin American Forum on Quality and Safety in Health, a partnership between Einstein and the *Institute for Healthcare Improvement*

Background

Sociedade Beneficente Israelita Brasileira Albert Einstein* presents its 2024 Sustainability Report, whose main theme is Innovation for Equity. This approach is in line with the latest reports, which highlight the organization's performance in the pursuit of health equity and which also specifically guides its activities as of 2022.

Innovation for Equity is presented as a cross-sectional content, divided into 12 chapters, which describe Einstein's commitments, policies, actions and performance on various fronts.

Another reference for the content of this report is the Einstein materiality matrix. The seven material themes and the topics that compose them are presented and explained throughout the publication, with Einstein's approach and performance in each of them. They also guide the organization's strategic planning and objective, ensuring that they reflect the views and concerns of stakeholders.

In this sustainability report, the organization reports on the activities carried out from January 1 to December 31, 2024, according to the *GRI* (Global Reporting Initiative) standards. The publication also presents Einstein's contribution to the achievement of the Sustainable Development Goals (SDG) and the United Nations 2030 Agenda.

*For the purposes of this document, Einstein will be used synonymously with the Sociedade Beneficente Israelita Brasileira Albert Einstein.

Your opinion about this report is essential to improve the next editions. Send questions, feedback or compliments to: relatorio.sustentabilidade@einstein.br

HIGHLIGHTS OF THE YEAR

Care

MANAGEMENT OF THE GOIÁS URGENT CARE HOSPITAL

The 12-year contract signed with the government of Goiás for the management of the 345-bed Goiás Urgent Care Hospital (HUGO) provides for an increase in the number of consultations and the offer of new services and exams. Page 60

Care

CENTER FOR MENTAL HEALTH AND WELLNESS

Located in the neighborhood of Pinheiros, in São Paulo (SP), the unit will offer care for adults and children. Its model is a pioneer in Brazil, combining the integrated work of psychiatrists and psychologists with therapeutic groups and multiprofessional evaluations. Page 50

Care

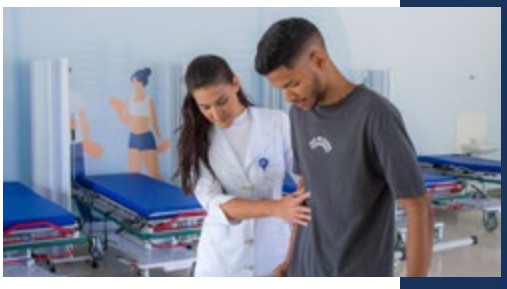
MANAGEMENT OF THE UNIMED GRANDE FLORIANÓPOLIS HOSPITAL

It is the first Unimed in the country for which Einstein runs a hospital unit. Located in São José, the hospital has 108 beds. Page 47

Care

GENESIS GENOMICS STARTS ITS OPERATIONS

An association between Einstein and the Fleury Group, *Genesis Genomics* is the largest genomics laboratory in Latin America. Through the initiative, more than 400 state-of-the-art exams are offered to support decision-making in various medical specialties. Page 46



Teaching

EXPANSION OF THE PORTFOLIO OF UNDERGRADUATE COURSES

Einstein teaching will offer a Psychology course starting in 2025. With an emphasis on psychological assessment, clinical psychology and health and well-being promotion, it will be the organization's eighth undergraduate course. Page 80

Care

BAHIA STATE ORTHOPEDIC HOSPITAL OPENS

With Einstein management and operation, the unit has 212 beds and has the structure to be the largest state hospital specialized in Orthopedics and Traumatology in Brazil. The hospital has modern technology for diagnosis, treatment and rehabilitation. Page 61

Research

UNPRECEDENTED AUTHORIZATION BY ANVISA TO PROCESS NATURAL KILLER (NK) CELLS FROM UMBILICAL CORDS

This is the first initiative in cord blood research in this area approved by the Agency. The Einstein study using NK cells developed under PROADI-SUS has been conducted for six years in the pre-clinical stage and, in this new phase, seeks to offer and prove a therapeutic alternative for relapsed or refractory adult patients. Page 99

Innovation

EINSTEIN IS THE MOST INNOVATIVE ORGANIZATION IN THE COUNTRY ACCORDING TO THE 2024 VALOR INOVAÇÃO AWARD

It is the first time that a philanthropic organization is at the top of the ranking, which comprises all sectors of economic activity. Page 105

Social Responsibility

PROJECT PROVIDES ASSISTANCE TO INDIGENOUS PEOPLES IN THE AMAZON

The Koripako Humanitarian Mission, carried out in the Amazon, on Brazil's border with Colombia, aimed to expand the indigenous population's access to medical services. Sixteen professionals performed 780 consultations in the areas of pediatrics, internal medicine, orthopedics and gynecology and obstetrics, and more than 100 pap smears. Page 119

Social Responsibility

HUMANITARIAN MISSION IN RIO GRANDE DO SUL

To mitigate the impacts of the floods that devastated the state, Einstein worked with the city hall and the Municipal Health Department of Canoas (RS) in the restructuring of the health care network, with the reactivation of one of the Urgent Care Units (UPAs) of the municipality. During 26 days, 57 professionals worked in direct care in the region, serving 1,934 patients. Page 119

ESG

PRESENCE IN THE CLIMATE CHANGE DEBATE

Einstein was present at COP29 in Baku, Azerbaijan, and was part of the panel organized by the United Nations (UN) Global Compact on climate justice and health, reinforcing the need to prepare the health system for assistance in areas with vulnerable populations. Page 142

ESG

POWER GENERATION

With the wind energy self-production contract for the Serra das Vacas Wind Complex (PE), signed with Engeform, Einstein will supply 60% of its total energy consumption, enabling a 21% reduction in greenhouse gas emissions. Page 150

Einstein Operational Indicators

PRIVATE PUBLIC

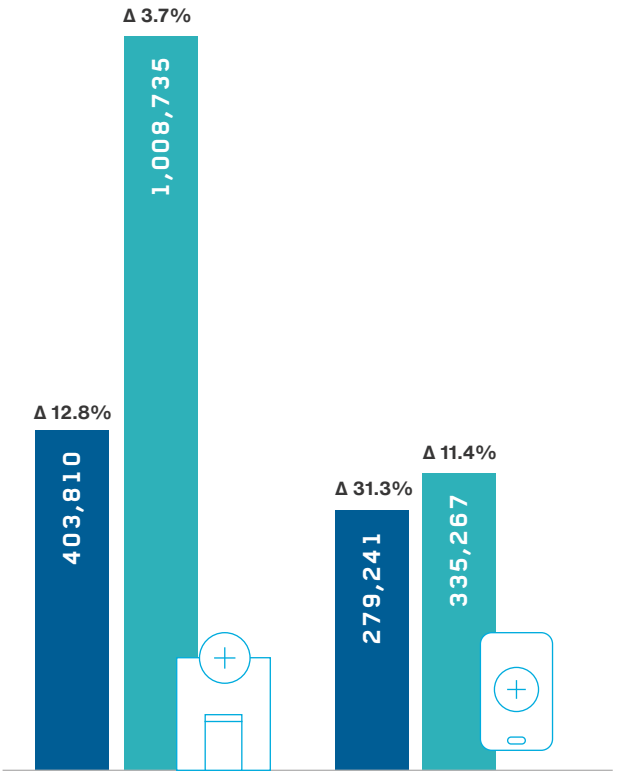
33 private Care units

31 Public Care units

588,543
Patients-day

232,791 Δ 0.1%

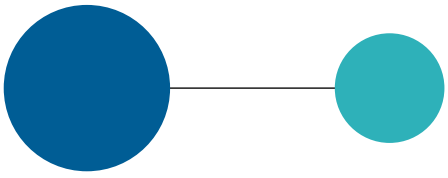
355,752 Δ 36.2%



1,412,545
Consultations in UPAS

614,508
Telemedicine services

73,745
Surgeries



44,459 Δ 3.1%

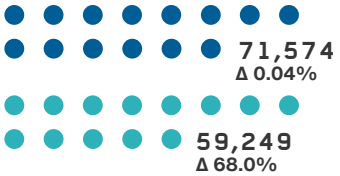
29,286 Δ 60.2%

7,535
Deliveries

3,185 Δ -12.1%

4,350 Δ 0.5%

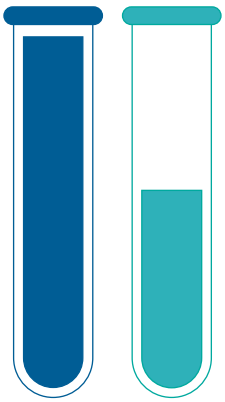
130,823
Hospital discharges



71,574 Δ 0.04%

59,249 Δ 68.0%

16,134,497
Tests processed



● 9,994,667 Δ 7.1%
in private care

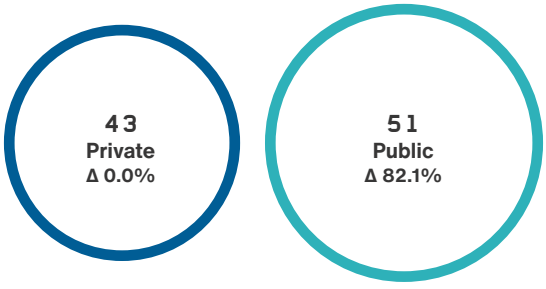
● 6,139,830 Δ 84.6%
in public care

2,173
Beds

754 Δ 1.2%

1,419 Δ 68.1%

94
Operating Rooms



Delta (Δ) shows the difference between 2024 data compared to 2023

Patient Net Promoter Score in 2024

PRIVATE PUBLIC

NPS: score of how much patients would recommend Einstein, on a scale of –100 (absolutely would not recommend) to 100 (certainly would recommend)

Goiânia Hospital
Δ -18.4%

Morumbi Hospital
Δ -2.3%

M'Boi Mirim Hospital
Δ 3.5%

Vila Santa Catarina Hospital
Δ 0.8%

Aparecida de Goiania Hospital
Δ 1.0%

Occupancy Rate

Represents the occupation of the inpatient beds of the unit.

Morumbi Hospital
88.3%

Goiânia Hospital
64.0%

Vila Santa Catarina Hospital
82.6%

M'Boi Mirim Hospital
85.0%

Aparecida de Goiania Hospital
69.1%

Bahia Orthopedic Hospital
76.1%

Goiás Emergency Hospital
94.0%

Teaching and Education

61,979
Total Students

11,597
Formal Education
Δ -2.1%

50,382
Informal Education
Δ -7.1%

14
Units

Formal Education: modalities with regular enrollment (undergraduate, graduate, MBA, high school and technical courses).
Informal Education: include events, short courses, specific training actions and workshops.

Scientific Research

1,249 Δ 34.9%
Publications in journals with Impact Factor >1

1,745 Δ 17.4%
Publications in indexed journals

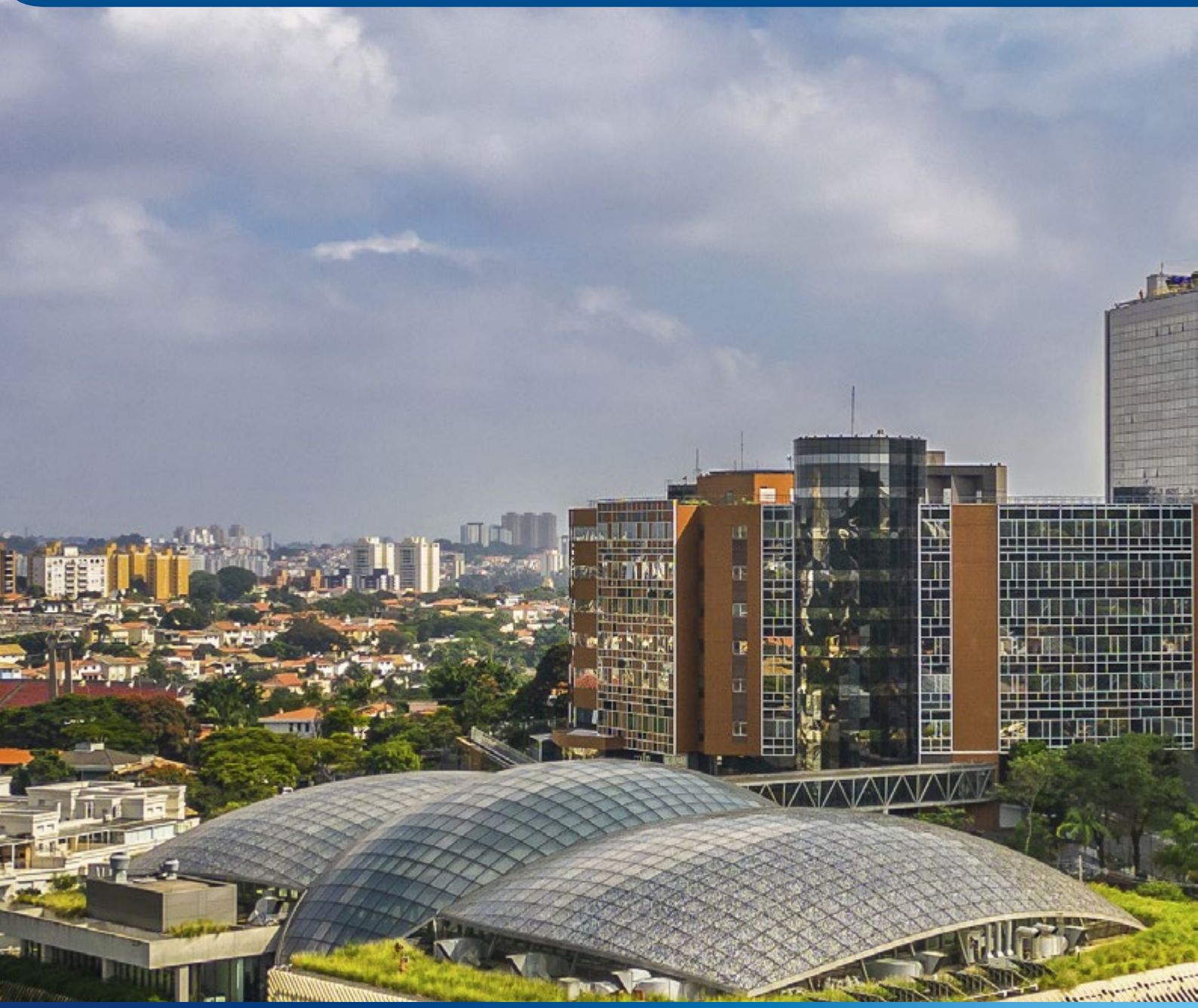
7,058 Δ 21.2%
Citations of Scientific Publications Produced by Einstein Researchers

1,162
Research Projects

STARTED — Δ 20.8% — 343

ONGOING — Δ 5.3% — 636

COMPLETED — Δ 1.1% — 183



1

Einstein

Einstein contributes to the transformation of the healthcare system through initiatives in Care, Teaching and Education, Research, Innovation and Social Responsibility. These initiatives aim to improve processes, products, and services, raising standards of quality, safety, and patient experience, and seek to inspire other organizations.


HOSPITAL ISRAELITA ALBERT EINSTEIN
ALBERT EINSTEIN
HOSPITAL ISRAELITA

PROFILE AND STRUCTURE GRI 2-1, 2-2, 2-6

Einstein is a health system based on the pillars of Care, Teaching and Education, Research and Innovation, with a strong commitment to Social Responsibility.

Founded in 1955, Einstein is a non-profit organization dedicated to health care, teaching and education, research and innovation and social responsibility, which develops multiple activities in an integrated and coordinated way to improve health equity in the country. In terms of care services, it has 64 units: 33 in the private sector and 31 in the public sector in the states of Sâo Paulo, Goiás and Bahia. It also has four innovation centers, located in São Paulo, Goiás and Amazonas, and a Research Center in São Paulo. In Teaching, it has 14 units in the states of Bahia, Goiás, Minas Gerais, São Paulo and Rio de Janeiro.

Einstein is recognized as a Public Interest Entity at municipal, state and federal levels and has a Certificate of Charitable Social Assistance Entity (CEBAS) granted by the Ministry of Health (MoH). CEBAS hospitals of excellence have tax immunity, provided for in the Federal Constitution, but must apply as compensation the amount equivalent to the social contributions that would otherwise be due, in projects for Support Program for SUS Institutional Development (PROADI-SUS). The rules for PROADI-SUS are established by Law No. 187, of December 16, 2021, which provides for counterparts projects in five areas: technology assessment and incorporation studies, human resources training, public interest research in health, development of techniques and operation in health services management and high complexity care.

Each project is approved by the PROADI-SUS Steering Committee, made up of representatives of the Ministry of Health, and the National Council of Health Secretaries (Conass) and the National Council of Municipal Health Secretaries (CONASEMS) and its execution is monitored by the Ministry of Health.

Einstein is recognized as a Social Health Organization (OSS) by the states of São Paulo, Goiás and Bahia, and also maintains a Social Health Organization, the Instituto Israelita de Responsabilidade Social (IIRs).

Purpose, Vision, Mission & Strategic Objective

PURPOSE

Purpose is the central element, the essence of Einstein's cultural architecture: “Deliver healthier lives, bringing a drop of Einstein to every human being”.

VISION

To be a leader and innovator in health care, a benchmark in knowledge management and in the commitment to social responsibility and sustainability.

MISSION

Offer quality of excellence in the fields of health, generation and dissemination of knowledge, and social responsibility as a way of highlighting the contribution of the Jewish community to Brazilian society.

STRATEGIC OBJECTIVE

To be globally recognized as one of the leading organizations in terms of excellence in quality, safety, innovation and sustainability in healthcare.

There are five Jewish principles that inspire Einstein;

Refuá
(Health Care)
Chinuch
(Education)
Tikun
(Transformation)
Mitzá
(Good Deeds)
Tsedaká
(Social Justice)

The Jewish principles and purpose are expressed in the three values:

TRANSFORMATIONAL EXCELLENCE:
seek to be a reference in all areas of activity to generate a legacy that goes beyond Einstein.

HUMANIZING CARE:
welcoming with respect, empathy and compassion.

KNOWLEDGE THAT BUILDS:
being at the forefront, with boldness to create the new, humility to learn, and courage to democratize knowledge.

Strategic Pillars

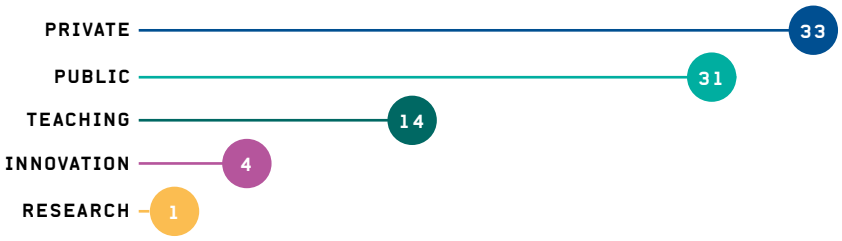
CARE
Offer excellence in care through an integrated health system based on the of the Quintuple Aim model.

RESEARCH AND INNOVATION
Open paths and seek solutions for health promotion and prevention, and cure of diseases through the integration between scientific research and innovation in technology and services.

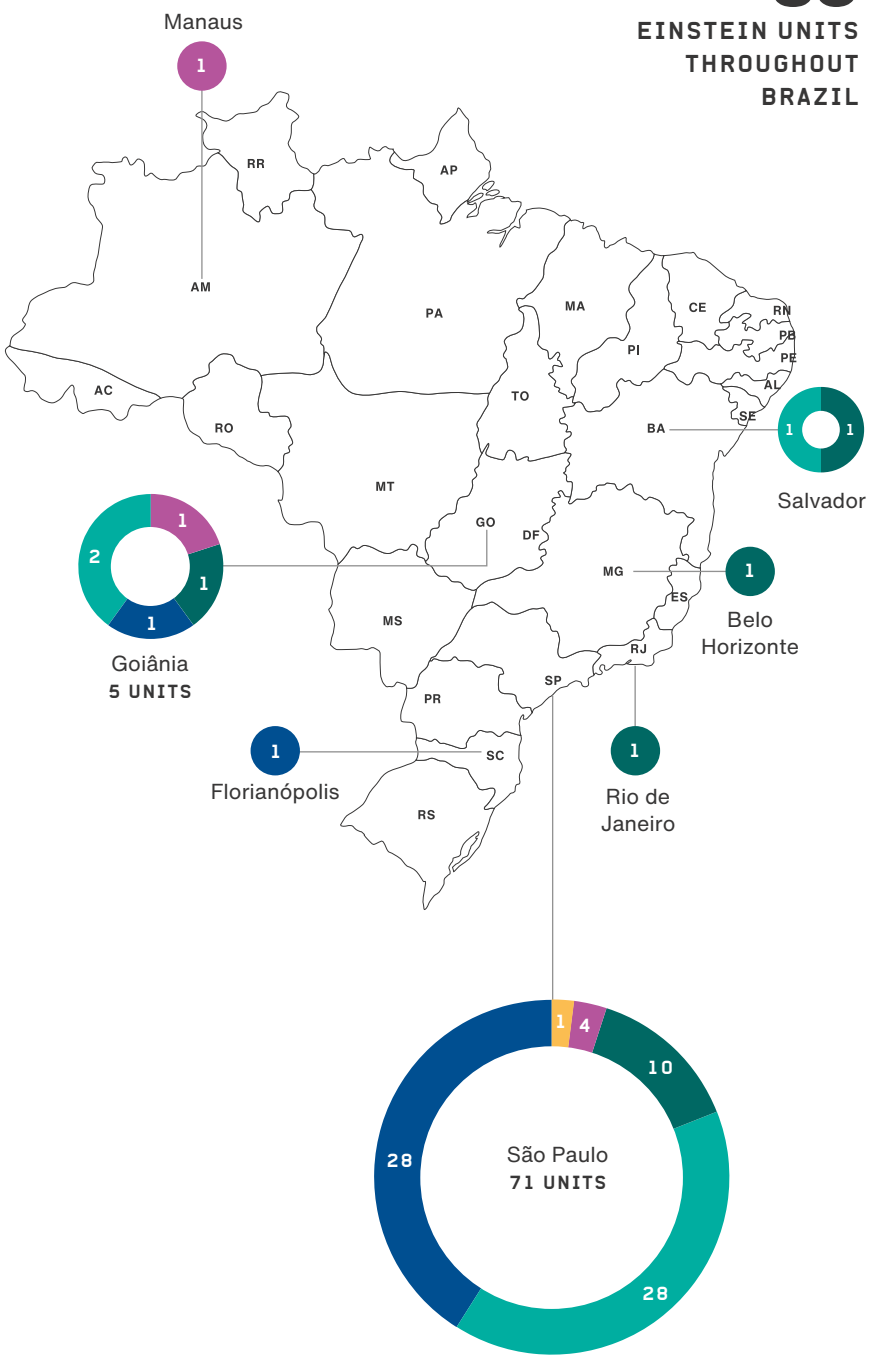
TEACHING AND EDUCATION
Improve the health of the population, and the quality of care and health management, disseminating knowledge and educating patients and society.

SOCIAL RESPONSIBILITY
Support the development of the public health system, transferring practices and knowledge that contribute to improving access and quality of care, as well as reducing the vulnerability of surrounding communities.

Einstein Units



83
EINSTEIN UNITS THROUGHOUT BRAZIL



33 Private Care Facilities

2
HOSPITAL UNITS

- 1 Hospital Management by Einstein
- 5 Advanced Units
- 5 Einstein Clinics
- 2 Espaços Einstein
- 14 On-site Clinics
- 4 Operational Technical Centers

31 Public Care Facilities

5
HOSPITAL UNITS

- 2 Emergency Care Units (UPA)
- 14 Basic Health Units (UBS)
- 3 Outpatient Care (AMA)
- 1 Pediatric Specialty Medical Outpatient Clinic (AME-P)
- 4 Psychosocial Care Center (CAPS)
- 2 Therapeutic Residence Service (SRT)

Children and adolescents CAPS II, in the neighborhood of Campo Limpo, in São Paulo

GRI 3-3 IMPACTS ON HEALTH AND SOCIETY

Health impact

Einstein contributes to the transformation of the healthcare system, adopting best practices based on national and international benchmarks, aiming to improve processes, products, and services, raising standards of quality, safety, and patient experience to inspire other organizations.

Beyond the borders of care, Einstein shares knowledge and innovation, trains professionals and supports the evolution of public and private health systems. Through alliances and collaborations, its practices are replicated and adapted to the various realities of the sector, promoting access to care and strengthening the relationship between private and public. An example of the benefits of this integration is the management by Einstein for the city of São Paulo, since 2011, of four units of the Psychosocial Care Center (CAPS), which influenced the care model in the Wellness and Mental Health private health unit, opened in 2025. Mental health requires both theoretical knowledge and practical experience, and the interaction with the public system provided Einstein with the acquisition of valuable knowledge about the policies and practices of the area.

Astrid Fontenelle, host of the "O que te trouxe aqui?"" (What brought you here?) podcast

Home Hospital improves patient experience

The *Home Hospital* innovates by offering high quality and safe care in the comfort of the patient's home. In 2024, Einstein served 1,636 patients in this model, including those before and after organ transplantation. This approach improves the patient experience and reduces the length of hospital stay by about ten days, providing more humane and efficient care.

Communication that democratizes access to health information

Einstein's Institutional Communication democratizes access to health information, educating and promoting people's autonomy to make more conscious choices. For this, different and inclusive formats are used to reach different audiences. Examples of this are the Einstein Agency, aimed at collaborating with the press in the dissemination of quality content, free of charge, and *Science Arena,* a global science journalism platform, which connects researchers, journalists and opinion makers. Einstein also produces and makes available impactful content on social media, with a presence on platforms such as Instagram, LinkedIn and YouTube, in addition to the Vida Saudável Blog, which brings together more than a thousand reports, in accessible language, on diseases and frequent health issues in the Brazilian population. The organization also maintains intense contact with the press, with the aim of informing them about Einstein's activities and initiatives that may directly impact the lives and health of the population. In 2024 there were about 31,732 articles published. The "O que te trouxe aqui?" (What brought you here?) podcast was also launched, hosted by Astrid Fontenelle, with the proposal of encouraging the population to change habits and take better care of their health.
GRI 2-29

Einstein validates Alexa responses regarding health conditions

The Alexa virtual assistant's responses regarding health conditions are now checked by Einstein, including information on causes, symptoms, and disease prevention. The initiative covers more than 1,640 content pieces, in the areas of Neurology, Infectious Diseases, Cardiology, Oncology, Gastroenterology, Gynecology, Autoimmune Diseases, Rheumatology, and Ocular and Mental Health, reinforcing Einstein's credibility in health education. The topics were chosen based on the most frequent searches by Brazilians on the internet, ensuring reliable and accessible information.

GRI 3-1

Materiality

In 2024, the Einstein materiality matrix was revised based on the analysis of internal documents and studies of the health sector, in addition to 18 interviews with executives and directors, and nine more with external experts. In addition, an online survey was conducted, which collected 479 responses from employees, suppliers, patients, students, and physicians. The prioritization of the topics was done through interviews and research, complemented by the framework analysis and evaluations.

During the review, 31 material topics were identified and, among them, 13 priority topics for Einstein, which were grouped into seven major areas:

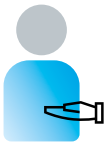
- Attention to the patient;
- Excellence of services;
- Impact on health and society;
- Impacts on the environment;
- Innovation and technology;
- Integrity; and
- Financial sustainability.

The matrix was submitted to a rigorous internal approval process, involving several instances and then the main material topics were decided, ensuring their alignment and connection with the reality and vision of the organization.

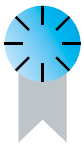
The concern with perpetuity is reflected in the careful elaboration of strategic planning, which considers the material themes and consolidates them with the aspirational elements, such as our purpose, mission and vision, and establishes strategic guidelines and action plans for the future. These guidelines and plans address fundamental questions, such as what should be done, in what quantity, in what form, where, and for what reason, ensuring a structured path aligned with the long-term goal.

GRI 3-2

Description of material topics



PATIENT CARE: refers to humanized care and the quality and safety of care given to patients, which includes the development of new procedures and advanced therapies, as well as attentive and individualized treatment.

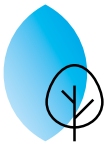


EXCELLENCE OF SERVICES: involves the continuous search for improvements and the execution of activities with high quality and safety.

IMPACT ON HEALTH AND SOCIETY: actions must have a positive impact on health and society, which requires not only understanding the relationship between health and the environment, but also improving the system.

INTEGRITY: Einstein must act with transparency and integrity, showing that its actions are consistent with its words.

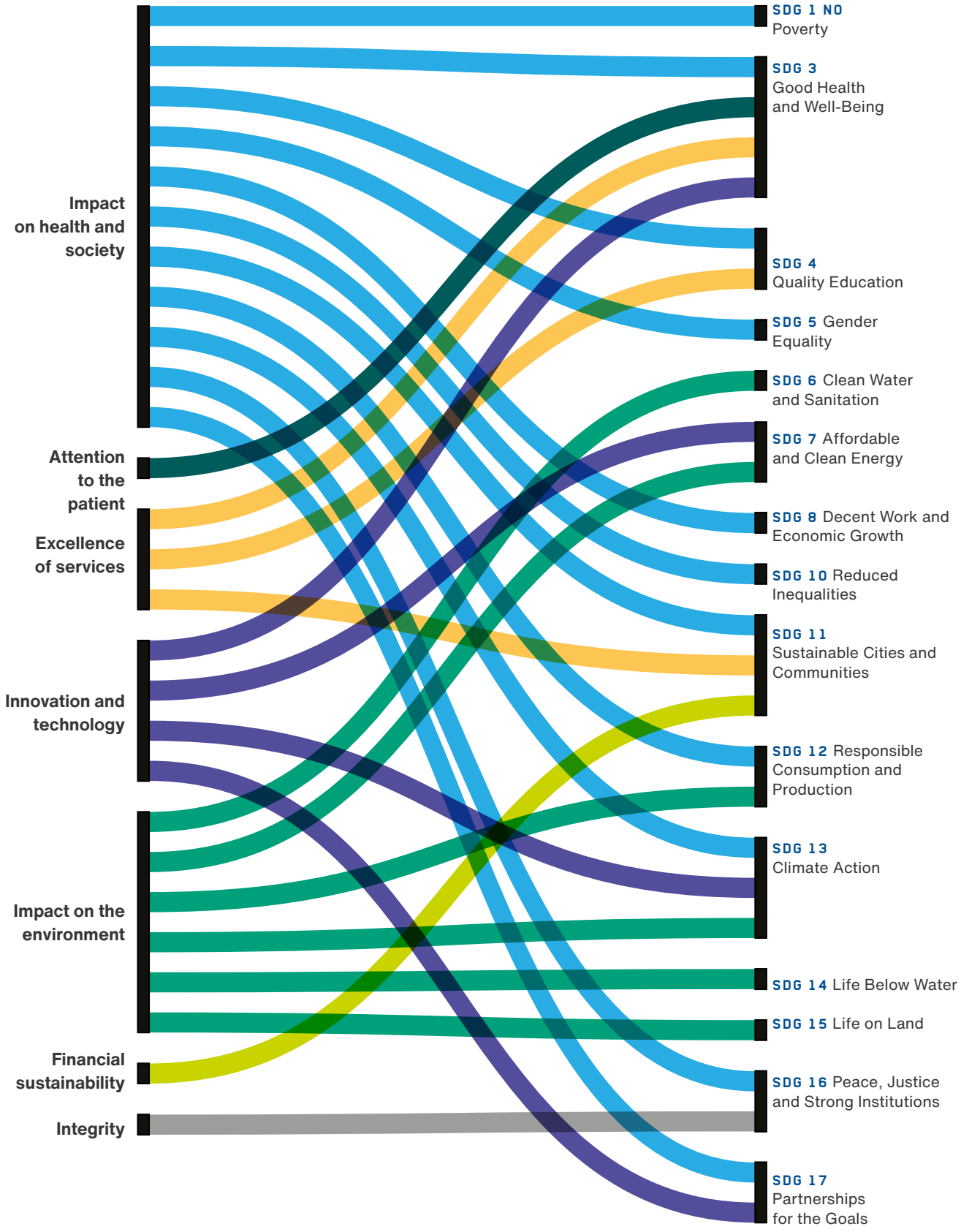
INNOVATION AND TECHNOLOGY: Einstein must be focused and participate in technological development, as well as apply it in its activities for the benefit of patients and the organization.



IMPACT ON THE ENVIRONMENT: Einstein's activities generate an impact on the environment, such as energy and water consumption and emission of gases and effluents, in addition to the generation of waste. It is essential to recognize these effects and seek to minimize or eliminate them.

FINANCIAL SUSTAINABILITY: efficiency in the generation and application of resources to enable continuous investments in technology, infrastructure expansion, maintenance and quality of services.

Materiality x SDG



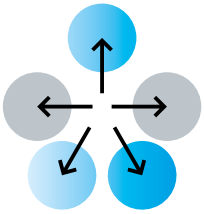
↑Dr. Moysés Deutsch Municipal Hospital Surgical Center - M'Boi Mirim

Quality

Einstein adopts an integrated vision that encompasses both patient care and people management. Strict protocols, ongoing training, and systematic use of data are some of the tools used to ensure high standards and assertive decisions. This approach is applied in all units, private or public, including expansions to new locations. Among the topics prioritized are the reduction of waste in processes and of variability of practice, and other nonconformities to achieve better results. Professionals from all areas are mobilized for the development of projects for the continuous process improvement. Accreditations, Designations and Certifications reinforce the adoption and practice of high quality standards.

Institute for Healthcare Improvement

Since 2023, Dr. Sidney Klajner, President of Einstein, has been a member of the Board of Directors of the IHI institute — a globally leading, non-profit organization focused on improving the quality of health care through evidence-based methodologies.



Quintuple Aim

The Quintuple Aim is a concept proposed by the *Institute for Healthcare Improvement (IHI)*, which guides health organizations in planning, decision-making and the execution of actions in health care. It includes five interrelated objectives:

PATIENT EXPERIENCE: To improve patient experience, quality, safety, and clinical outcome.

POPULATION HEALTH: To expand the scope of actions to larger portions of the population and coordinate patient care, from primary care, to reduce the need for medium and high complexity care.

REDUCING COST: To apply resources efficiently and effectively, eliminating waste.

CARE TEAM WELL-BEING: To provide conditions for employees to work with joy and a sense of purpose.

HEALTH EQUITY: To provide everyone, regardless of gender, race, religion, handicap status, sexual orientation or socioeconomic factors, with the opportunity to reach their full health potential.

GRI 3-3 EXCELLENCE OF SERVICES

Value-Based Health

Value-Based Health aims to achieve better clinical outcomes and reduce preventable hospitalizations and complications, as well as provide a positive experience and improve patients' quality of life, while decreasing spending and waste of hospital resources. To achieve these results, the model known as *Value-based Healthcare (VBHC)* operates with highly coordinated multidisciplinary teams focused on ensuring people's health and improving the management of chronic conditions. These teams operate guided by four pillars:

APPROPRIATE CARE: represents the speed and correctness of the treatment that the patient receives.

COSTS AND AVOIDABLE COMPLICATIONS: guides the setting of indicators for hospital safety and potentially preventable events, reducing prolongation of length of stay or readmissions.

SURVIVAL AND PATIENT REPORTED OUTCOMES (PROMS): collects the outcomes reported by the patient, which represent measurable changes in symptoms, overall health, functional capacity, quality of life, or survival resulting from the treatment. To measure these outcomes, validated questionnaires are applied to patients during hospitalization and after discharge, allowing a continuous and comprehensive evaluation of the impact of the treatment.

PATIENT EXPERIENCE AND SATISFACTION: *VBHC studies* show that even the best diagnoses are only possible with active patient participation. It is for this reason that, in this system, the patient and their family are placed at the center of care.

In Einstein, the four pillars of VBHC are applied in 17 specialties to generate indicators associated with them. Among these are:

QUALITY AND SAFETY
Compliance rate in patient identification, the handover process, communication of critical results, high vigilance and high similarity drugs, adherence to hand hygiene, fall prevention, etc.

CARDIOLOGY
Hospital readmission rate within 30 days after discharge in patients with heart failure, overall performance in the care of Acute Myocardial Infarction (AMI), adjusted hospital survival rate in AMI, etc., mean quality of life score for patients with heart failure 12 months after discharge, etc.

ONCOLOGY
Rate of patients appropriately evaluated for pain, who received <90% or >110% of the prescribed radiotherapy dose, mortality of cancer patients in palliative care in the ICU, bloodstream infection in an oncology unit, chemotherapy leakage, etc.

SURGICAL NETWORK
Conversion rate of robotics, reoperation of patients undergoing robotic surgery within 30 days of discharge, adherence to venous thromboembolism prophylaxis in surgical patients, average hospital stay for patients undergoing robotic surgery, etc.

TRANSPLANTS
Rate of quality of life improvement six months after transplantation, survival at 12 months after transplantation and mean NPS of the last three years.

EMERGENCY CARE UNITS
Emergency room conversion rate for hospitalization, door-screening time, average total length of stay in the unit, events with serious damage, etc.

ADULT INTENSIVE CARE
Standardized resource utilization rate, incidence of central line-associated bloodstream infection, ICU readmission rate within 48 hours of unit discharge, average length of ICU stay, ICU mortality rate, etc.

Value-Based Health is, above all, a pursuit of transparency and consistency in the relationship with the various stakeholders of the health system. By providing accessible and reliable data, both for patients, and for professionals and managers, an environment is created in which it is possible to make decisions that are more aligned with the needs and expectations of patients and society.

To know more about the initiatives and indicators, access the 2024 Value Dossier

GRI 3-3 EXCELLENCE OF SERVICES

Accreditations, Designations and Certifications

These are essential tools that prove Einstein's compliance, quality and technical competence. They play a crucial role in strengthening the organization's credibility, facilitating access to international markets and, above all, ensuring the safety and protection of patients. Since 1994, the organization has been working with the implementation of accreditations, designations and certifications, which today is reflected in a structured and continuous strategy for the maintenance and expansion of this process.

● Private System ● Public System

Joint Commission International (JCI) hospital accreditation

●

Attests international hospital standards of excellence, quality and safety

AREA AND SCOPE: Units Morumbi, Alphaville, Jardins, Ibirapuera, Perdizes, Chácara Klabin and Espaço Einstein - Sports and Rehabilitation

American Society of Clinical Oncology - The Quality Oncology Practice Initiative (ASCO QOPI) ●●

Attest specific quality and safety standards in oncology

AREA AND SCOPE: Units Morumbi, Perdizes, Dr. Gilson de Cássia Marques de Carvalho Municipal Hospital (Vila Santa Catarina)

Commission on Accreditation of Rehabilitation Facilities (CARF)

●

Attests to the quality, safety and continuous improvement of patient care.

AREA AND SCOPE: Morumbi, Perdizes, Chácara Klabin and Espaço Einstein

College of American Pathologists (CAP)

●

Attests the quality in clinical laboratory diagnostic processes

AREA AND SCOPE: Clinical Laboratory and Pathological Anatomy - Morumbi Unit and Operational Technical Nucleus (NTO)

Planetree

●

Ensures patient-, family- and employee-centered care and experience

AREA AND SCOPE: Morumbi Unit

Magnet Recognition

●

Ensures quality standards and care practices that demonstrate nursing excellence

AREA AND SCOPE: Morumbi Unit

Clinical Laboratories Accreditation Program (PALC) ●

Attests the quality and safety in clinical laboratory processes for services provided to patients and users

AREA AND SCOPE: Morumbi Laboratory, Operational Technical Nucleus (NTO), laboratory collection points of the Advanced Units and Einstein Clinics

American College Cardiology (ACC)

Ensures quality and safety standards in the care of patients with chest pain and heart failure

AREA AND SCOPE: Morumbi Unit

World Stroke Organization (WSO)

Ensures hospitals implement and monitor all evidence-based priority strategies that change the natural history of stroke, reducing mortality and disability

AREA AND SCOPE: Morumbi Unit

Utilization Review Accreditation Commission (URAC)

Attests, based on international standards, the quality of various activities, including digital health

AREA AND SCOPE: Telemedicine

International Accreditation System for Interventional Oncology Services (IASIOS)

Attests good practices and clinical excellence for interventional radiology services in oncology

AREA AND SCOPE:
Interventional Medicine - Morumbi Unit

Foundation for the Accreditation of Cellular Therapy (FACT)

Attests quality and safety in bone marrow transplantation, and in the collection, processing and storage of umbilical cord

AREA AND SCOPE: Department of Hemotherapy, Cell Therapy and Clinical Program for Bone Marrow Transplantation - Morumbi Unit

ISO 14001 - Environment

Attests compliance with national standards for environmental and sustainability management

AREA AND SCOPE: Units Morumbi, Alphaville, Alto de Pinheiros, Pediatric Specialties Campo Limpo, Anália Franco, Chácara Klabin, Einstein Santana Clinic, Dr. Gilson de Cássia Marques de Carvalho Municipal Hospital (Vila Santa Catarina), Ibirapuera, Jardins, Operational Technical Nuclei, Parque da Cidade, Parque Ibirapuera, PECP, Perdizes and Vila Mariana

Association for the Accreditation of Human Research Protection Program (AAHRPP)

Attests the application of best practices in human research

AREA AND SCOPE:
Instituto Israelita de Ensino e Pesquisa - Morumbi Unit

Association for Assessment and Accreditation of Laboratory Animal Care International (AAALAC)

Attests good practices in the responsible handling and use of animals in laboratory tests

AREA AND SCOPE: Surgery Experimentation and Training Center (CETEC)

American Society for Histocompatibility and Immunogenetics (ASHI)

Ensures quality and safety in the histocompatibility and immunogenetics process

AREA AND SCOPE:
Clinical Pathology Laboratory - Morumbi Unit

ISO 9001

Ensures there is a Quality Management System in place, promoting continuous process improvement

AREA AND SCOPE:
Volunteer Department in units Morumbi, Perdizes, Alphaville, Ibirapuera, Vila Mariana and PECP

ISO 50001

Attests compliance with the standards set by the international norm, which establish practices for the implementation of the Energy Management System

AREA AND SCOPE: Units Morumbi, Perdizes, Alphaville, Jardins, Ibirapuera and Alto de Pinheiros

Outpatient Accreditation National Accreditation Organization

Attests, based on national standards, excellence, quality and safety in health

(ONA) - Level 1

AREA AND SCOPE:
AMA E (pediatric specialties) Campo Limpo, UBS Arrastão, UBS Vila Praia, UBS Jardim Olinda, UBS Alto Umuarama, UBS Paraisópolis 1, UBS Paraisópolis 2, UBS Paraisópolis 3, UBS Parque Regina, UBS Jardim Mitsutani, AMA/ UBS Vila Prel, UBS Jardim Helga, UBS Parque Araribá, UBS Jardim das Palmas and Iris Rezende Machado Municipal Hospital - Aparecida de Goiânia (HMAP)

(ONA) - Level 2

AREA AND SCOPE:
AMA Paraisópolis, AMA Pirajussara and Unimed Grande Florianópolis

(ONA) - Level 3

AREA AND SCOPE:
Dr. Moysés Deutsch Municipal Hospital - M'Boi Mirim, Dr. Gilson de Cássia Marques de Carvalho Municipal Hospital - Vila Santa Catarina and UPA Vila Santa Catarina

Diagnostic Imaging Accreditation Program (PADI)

Ensures specific quality and safety standards for Imaging

AREA AND SCOPE: Imaging at the Morumbi Unit, Advanced Units and Einstein Clinics

American Association of Blood Banks (AABB)

Attests the quality and safety of transfusion and cell therapy activities

AREA AND SCOPE: Department of Hemotherapy, Cell Therapy and Clinical Program for Bone Marrow Transplantation - Morumbi Unit

Elderly-Friendly Seal

Ensures adequacy of programs for infrastructure, training for professionals and family members, community engagement and encouraging prevention in elderly health

AREA AND SCOPE: Morumbi Unit, Dr. Gilson de Cássia Marques de Carvalho Municipal Hospital - Vila Santa Catarina and UPA Vila Santa Catarina.

Angels Initiative Diamond Status for Stroke Care

International initiative aimed at improving treatment outcomes for stroke patients

AREA AND SCOPE: Dr. Valdemiro Cruz Goiás Urgent Care Hospital and Morumbi Unit

Society for Simulation in Healthcare (SSH)

Attests the Realistic Simulation Center's good practices in training and qualification of teams

AREA AND SCOPE: Realistic Simulation Center - Morumbi Unit

Alphaville Photovoltaic Plant

Strategy and Goals

To ensure responsible and sustainable growth, in line with the best management and innovation practices in the health sector, Einstein annually prepares its five-year Strategic Plan, with some projections of up to ten years. The communication of the strategic objective, goals and performance measures is done through the *Balanced Scorecard (BSC) tool* adapted to represent the dimensions considered strategic by Einstein.

Strategic Dimensions

PRIMARY STAKEHOLDERS
Engagement of patients, doctors, students and employees.

FINANCIAL Financial sustainability and organizational growth.

ESG (ENVIRONMENTAL, SOCIAL AND GOVERNANCE)
Responsible practices, aligned with the scope of sustainability.

BRAND & REPUTATION
Protection and strengthening of our institutional image.

LONG-TERM STRATEGIC VISION
Future success-oriented initiatives.

In 2024, more than 25,000 goals, including different projects, were established and monitored for approximately 1,400 leaders, reflecting the organization's commitment to the effective execution of the strategy and the continuous monitoring of performance. This process ensures alignment and transparency of the actions taken for the objective and strategic guidelines, as well as the goals defined for the organization.

GRI 3-3 EXCELLENCE OF SERVICES

Operational Excellence

Excellence has always been one of the foundations for the sustainability of health organizations. At Einstein, improving the quality and safety of services, with the aim of offering the best experience, both for patients and employees, is part of the culture. Professionals from different areas are constantly challenged to drive continuous improvement in their activities, seeking to eliminate waste, reduce variability in medical and care practice and avoid failures and events that may cause damage to patients.

Since the beginning of the Operational Excellence Program in 2008, about 1,600 projects have been implemented and approximately 1,200 professionals have been certified as project leaders in the *Lean Six Sigma methodology*. These initiatives are aligned with the Quintuple Aim.

In 2024, approximately 200 projects were developed across the organization. Among the initiatives, the Accelerated Recovery Program stood out, which aimed to improve the flow for surgical patients, offer person-centered care, ensuring a fast and safe recovery and reducing the average length of hospital stay. With the project, there was a 26% reduction in the average length of stay of patients, which is equivalent to the availability of 60 beds.

At the Dr. Moysés Deutsch Municipal Hospital – M'Boi Mirim, about 14,400 patients received antimicrobials throughout 2024, with an average treatment time of 5.4 days and a cost of more than BRL 2 million. The implementation of an antimicrobial stewardship program, focusing on the rational use of these drugs, reduced the average time of exposure by 14.8% and decreased the annual cost of antimicrobials by 25%. Another prominent initiative was developed at the Iris Rezende Machado Municipal Hospital – Aparecida de Goiânia, in a project to improve patient flow and reduce the average length of stay, resulting in improvements throughout the patient journey, from the admission process to hospital discharge. This project resulted in an 18% reduction in the length of stay of inpatients and the provision of 15 virtual beds.

EINSTEIN OPERATIONAL EXCELLENCE PROGRAM 2008-2024

1,615
projects in total

60%
(959) Quintuple Aim

24%
(390) Reduction of administrative costs and expenses

16%
(266) Productivity

959
Quintuple Aim projects broken down in

41%
(393) Improved Care

28%
(271) Per *capita cost* of service

15 %
(147) Employee Care

9%
(79) Population health

7%
(69) Equity

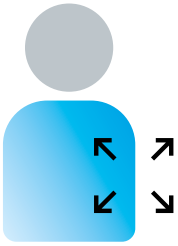
Chega Junto Project expands access to health services for adolescents in Paraisópolis

GRI 3-3 EXCELLENCE OF SERVICES

Office of Excellence

The Office of Excellence is dedicated to the development of collaborative projects with health organizations. Building from the success of initiatives implemented within the scope of PROADI-SUS, its purpose is to generate value in essential areas, such as quality and safety, person-centered care and operational excellence.

Over the years, the Office of Excellence has developed over 1,500 projects aligned with the Quintuple Aim, involving 1,800 health organizations, with the direct participation of approximately 60,000 professionals. The projects impacted 4.5 million lives, with an estimated 7,000 lives saved. In addition, 5,600 professionals have been certified in improvement sciences, a systematic, evidence-based approach to identifying, testing, and implementing changes in health systems, processes, and practices to achieve better outcomes and improve the quality of care. As of 2024, the completed projects generated an estimated savings of BRL 1.3 billion, with the reduction of waste in the public and private health systems.



Main projects developed in 2024

CHEGA JUNTO PROJECT

The project, with the support of *Merck Sharp & Dohme (MSD), the Einstein* Program in the Paraisópolis Community and Einstein managed Basic Health Units, seeks to improve work processes and qualify health professionals who work with adolescents aged 9 to 19 years, to increase access to health services in the Paraisópolis community, in the Morumbi neighborhood, São Paulo. As a result, in 2024 there was a 31% increase in the number of adolescents assisted in Primary Health Care in Paraisópolis and the expansion of HPV vaccination coverage by 10%. The project also promoted interaction with schools and social centers, enhancing its impact.

LEAN PROJECT IN EMERGENCIES

Einstein joined five other organizations recognized for their excellence by the Ministry of Health to support the execution of the *Lean Project* in Emergencies, within the scope of PROADI-SUS. The goal is to reduce overcrowding in the public hospitals urgent and emergency care using the *Lean methodology*. By the end of the three-year period, in December 2026, the goal is to achieve a 20% reduction in overcrowding (measured by the NEDOCS* indicator), 10% in the time until care for patients without the need for hospitalization and 15% in the time until care for hospitalized patients. Einstein will implement the project in 64 hospitals, distributed throughout the national territory.

*** NEDOCS: National Emergency Department Overcrowding Scale, which measures the degree of emergency department overcrowding and risk to patients.*

PROJECT CUIDA COLO

An alliance with the Municipal Health Department of Manaus (AM), the Cuida Colo Project aims to improve the prevention of cervical cancer in six basic health units in the Amazonian capital, in addition to increasing the awareness of the target population on the subject. Since the beginning of the project in 2023, there has been an 18% increase in the collection of pap smears in women aged 25 to 64 years. The initiative contributed to the promotion of HPV vaccination in children and adolescents aged 9 to 14 years, in collaboration with local schools through the School Health Program. Cervical cancer, which is the third most common in Brazil, can be prevented through vaccination and early detection.

← ICU at Dr. Moysés Deutsch Municipal Hospital - M'Boi Mirim

GRI 3-3 EXCELLENCE OF SERVICES

Activity Continuity

The Activity Continuity Management Program was implemented in 2019 with the objective of minimizing the risks of events that may compromise the continuity of the organization's critical operations, especially the partial or total interruption of activities related to patient care. The focus is on essential resources such as people, infrastructure, equipment, supply chain and information technology. In addition, it is aligned with requirements recommended by the *Joint Commission International* (JCI) and the National Accreditation Organization (ONA).

To date, the Program has been implemented in 31 units. Approximately 200 areas and more than 1,500 processes were evaluated, resulting in 300 risk mitigation actions, 279 contingency plans and more than 4,400 hours of training.

In 2024, the Program was implemented at Dr. Moysés Deutsch Municipal Hospital - M'Boi Mirim and Dr. Valdemiro Cruz Goiás Urgent Care Hospital - HUGO. In the same year, systemic tests were started to assess the level of resilience and maturity of the units and areas of the organization in case of unavailability of essential *software systems* for the care process. More than a dozen tests were carried out, resulting in approximately 150 improvement actions.

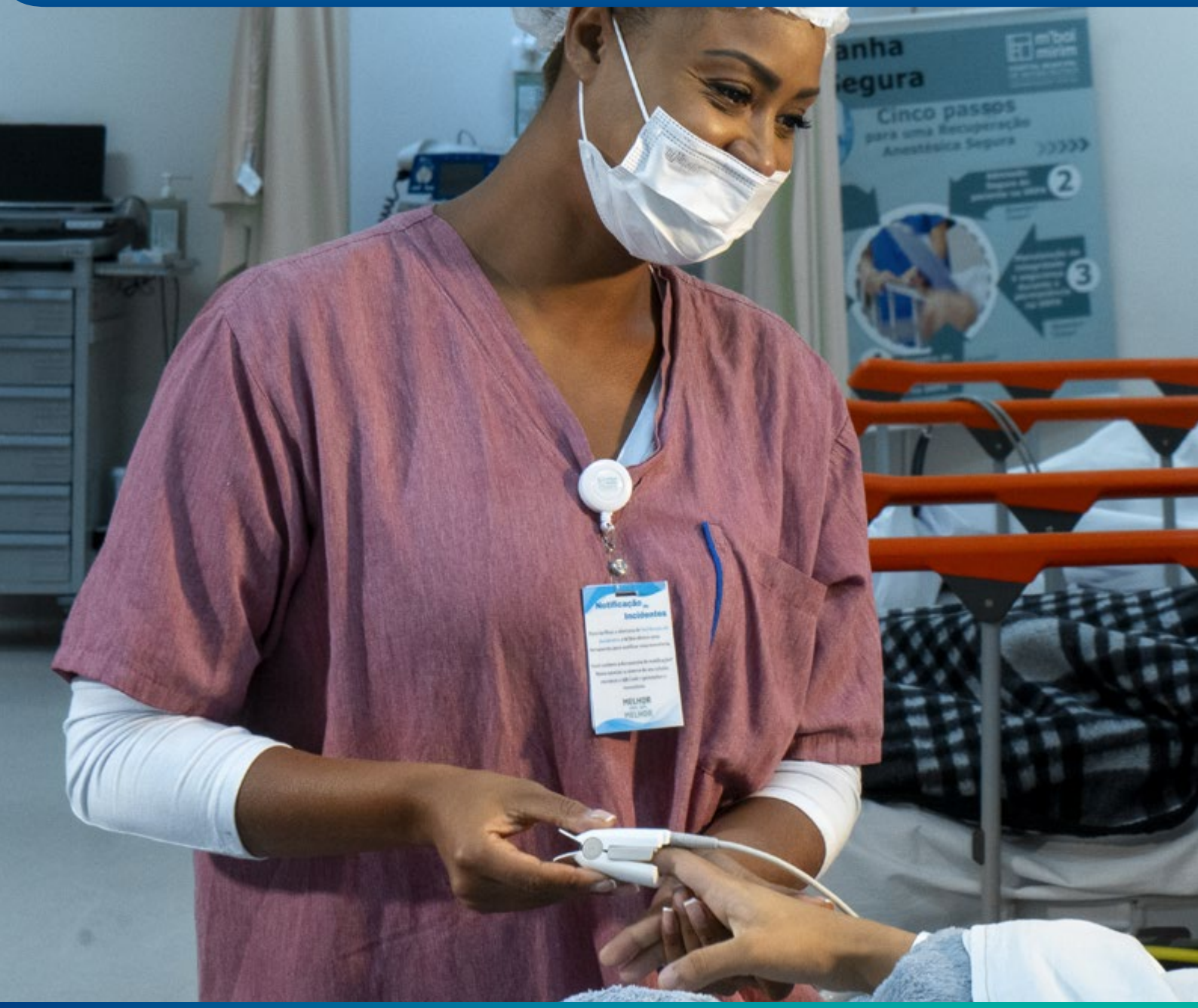
GRI 2-28

Dialogues, Alliances and Collaborations

Einstein maintains an active participation in national and international forums, as well as collaboration with public authorities, regulatory bodies, universities, public and private hospitals, health plan operators, industries, and entities representing the sector.

SOME OF EINSTEIN'S KEY ALLIANCES AND COLLABORATIONS IN 2024:

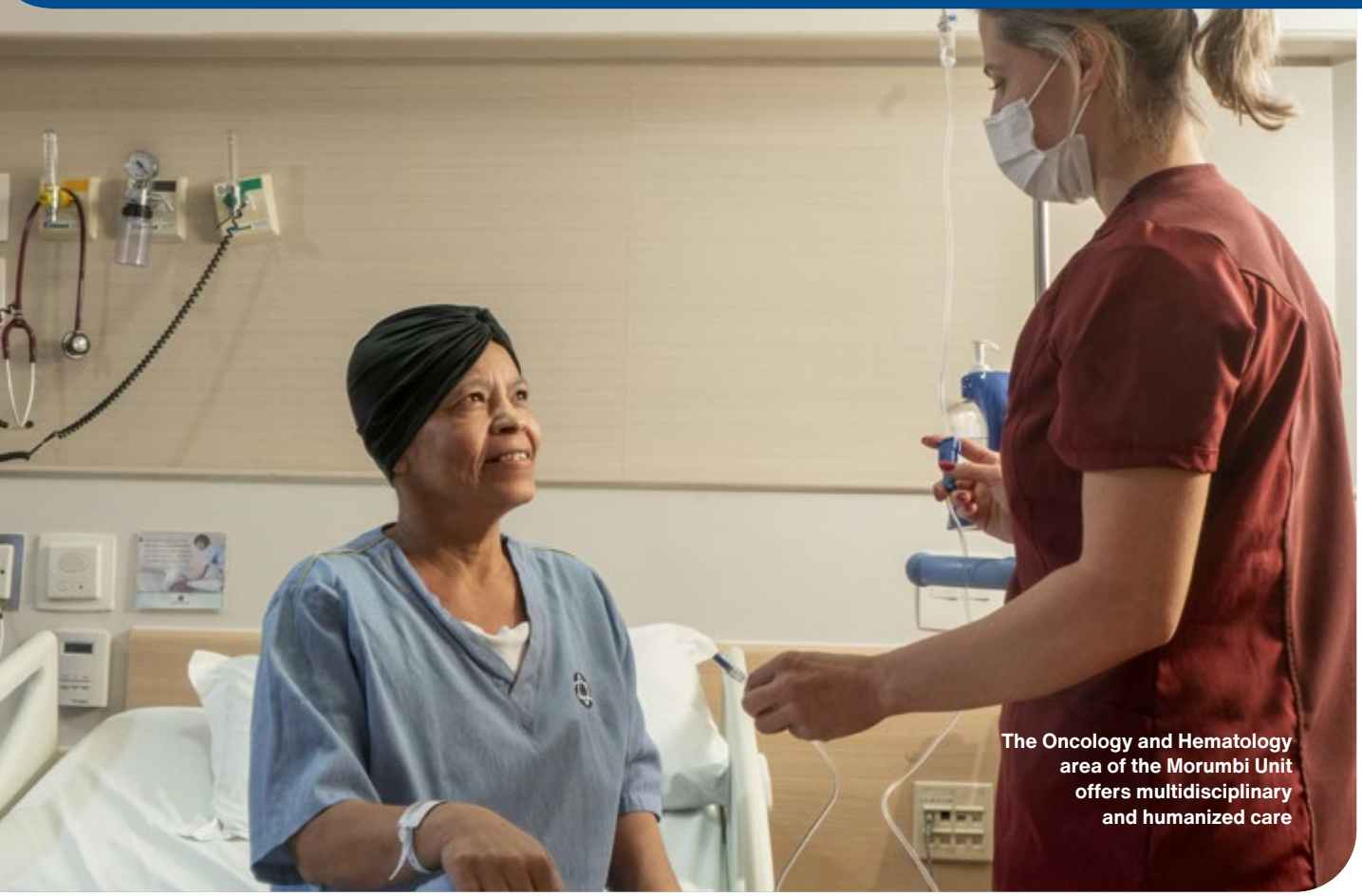
- Ministry of Health; Ministry of Science, Technology, Innovations and Communications; São Paulo State Health Secretary; Bahia State Health Secretary; São Paulo (SP) Municipal Health Secretary; Aparecida de Goiânia (GO) Municipal Health Secretary; Goiás State Health Secretary; Mato Grosso State Health Secretary; Canoas (RS) Municipal Government; Mato Grosso do Sul State Health Secretary - Special Health Fund; Amazonas State Health Secretary – SUSAM; Amapá State Health Secretary; Special Indigenous Health Secretary; Roraima State Health Secretary; Acre State Health Secretary; and Governments of the States of Goiás, Mato Grosso and Bahia.
- National Supplementary Health Agency (ANS) and National Health Surveillance Agency (ANVISA).
- World Health Organization (WHO), United Nations Global Compact, Brazil Network Institute of the UN Global Compact, Pan American Health Organization (PAHO), International Agency for Research on Cancer (IARC), National Cancer Institute (INCA), *Association of American Medical College* and *Organization for Health Excellence - OES.*
- The *Institute for Healthcare Improvement (IHI)* and *Planetree International*.
- National Research Council (CNPq), Brazilian Industrial Research and Innovation Company (EMBRAPII), São Paulo State Research Support Foundation (FAPESP), Butantan Institute, USP Medical School of Ribeirão Preto (SP), Dr. João Amorim Studies and Research Center (CEJAM) and Research Development Foundation – FUNDEP, and Institute of Tropical Medicine.
- University of São Paulo, *Stanford University* (California, USA) and *Sheba Medical Center* and *Technion - Israel Institute of Technology* (both from Israel).
- Gates Foundation, Champalimaud Foundation (Lisbon, Portugal), Boticário Group Foundation for Nature Conservation, Israeli Brazilian Social Welfare Union (UNIBES), UNICEF, *Hidden Disabilities Sunflower (HD Sunflower)*, Viven - Citizens for a Better Tomorrow, Universitas Foundation for Amazonian Studies – Fuea, and *Future of Health*.
- Hospital Real Português de Recife (PE), Santa Casa de Porto Alegre (RS), Instituto de Oncologia Paraná (PR) and HCor (SP), all partners of the Einstein Oncology and Hematology Network.
- *City of Hope* (California, USA), *Mayo Clinic* (Minnesota, USA) and *CPC Clinical Research* (Colorado, USA).
- *Merck Sharp and Dohme* (MSD), *Glaxo Smith Kline* (GSK), *Johnson & Johnson Medtech*, *Intuitive Surgical , AO Foundation,Astrazeneca, Siemens Healthineers,* Telefónica IOT *and Orthopediatrics Corp.*
- National Association of Private Hospitals (ANAHP), Brazilian Association of Diagnostic Medicine (ABRAMED), National Forum of Philanthropic Institutions (FONIF), Brazilian Institute of Social Health Organizations (IBROSS) and Institute of Health Ethics.



2

Care

The quality of the services offered by Einstein was once again recognized in the Newsweek list of the Best Hospitals in the World. In the private sector, Einstein opened a new mental health unit in São Paulo and a pediatric service in Goiânia. In the public sector, it started the management of a new orthopedic hospital in Bahia, took over the management of a state hospital in Goiás and expanded consulting projects for municipal and state departments and other hospitals in the Brazilian Public Health System.



The Oncology and Hematology area of the Morumbi Unit offers multidisciplinary and humanized care

PROFILE AND STRUCTURE GRI 2-6, 3-3 IMPACT ON HEALTH AND SOCIETY | PATIENT CARE

The Einstein Health Model is an integrated system, made up of coordinated activities to provide excellent health care services and practice medicine based on scientific evidence.

The services cover the entire health care cycle – promotion, prevention, diagnosis, treatment and rehabilitation – and comprise all levels of care.

PRIMARY: first level of health care. It covers health promotion and protection, disease prevention, diagnosis, treatment, rehabilitation, harm reduction and health maintenance through comprehensive care that positively impacts people and populations.

SECONDARY: low and medium complexity outpatient and hospital services, which include urgency, emergency and diagnostic procedures;
TERTIARY: highly complex hospital services.
QUATERNARY: more advanced procedures, such as tissue and organ transplants.

At Einstein, health care is divided into Private Care, Accessible Integrated Care and Public Care. (Learn more on p. 44.)

Units and Activities

Diversified activities in private and public health with a broad service provision structure

33
PRIVATE CARE FACILITIES

2
HOSPITAL UNITS
→ Morumbi (SP)
→ Goiânia (GO)

1
UNIT MANAGED BY EINSTEIN
→ Hospital Unimed Grande Florianópolis

5
EINSTEIN CLINICS
→ Ibirapuera
→ Parque da Cidade
→ Santana
→ Alto de Pinheiros
→ Anália Franco

4
OPERATIONAL TECHNICAL CENTERS
→ Mogi das Cruzes
→ Raposo Tavares
→ Morumbi
→ Goiânia

14
ON-SITE CLINICS
→ Abbott → Apsen
→ Clariant → Raízen
→ SSI Saúde → Takeda → Totvs
→ Safra → Sanofi → Natura
→ Vivo → Citibank
→ Votorantim
→ Gerdau (APS digital)

5
ADVANCED UNITS
→ Alphaville
→ Chácara Klabin
→ Ibirapuera
→ Jardins
→ Perdizes

2
ESPAÇOS EINSTEIN
→ Rehabilitation and Sports Medicine
→ Wellbeing and Mental Health

31
PUBLIC CARE FACILITIES

5
HOSPITAL UNITS
→ HMAP (GO)
→ HUGO (GO)
→ HOEB (BA)
→ Vila Santa Catarina (SP)
→ M'Boi Mirim (SP)

14
BASIC HEALTH UNITS (UBS)
→ Alto do Umuarama → Arrastão
→ Campo Limpo → Jardim das Palmas
→ Jardim Helga → Jardim Mitsutani
→ Jardim Olinda → Paraisópolis I
→ Paraisópolis II → Paraisópolis III
→ Parque Arariba → Parque Regina
→ Vila Praia UBS → Vila Prel

3
OUTPATIENT CARE (AMA)
→ Paraisópolis → Pirajussara → Vila Prel

1
PEDIATRIC SPECIALTY MEDICAL OUTPATIENT CLINIC (AME-P)
→ Paraisópolis

4
PSYCHOSOCIAL CARE CENTER (CAPS)
→ Adult III Paraisópolis
→ Alcohol and Drugs III Campo Limpo
→ Alcohol and Drugs III Paraisópolis
→ Pediatric II Campo Limpo

2
THERAPEUTIC RESIDENCE SERVICE (SRT)
→ Campo Limpo II e III

2
EMERGENCY CARE UNITS (UPA)
→ Campo Limpo → Vila Santa Catarina

Einstein is considered the best hospital in Latin America in seven medical specialties and in the adoption of intelligent technologies

Hospital Israelita Albert Einstein was recognized as the best hospital in Latin America in seven medical specialties – Oncology, Gastroenterology, Orthopedics, Neurosurgery, Gynecology and Obstetrics, Pulmonology and Endocrinology – by the Newsweek World's Best Specialized Hospitals 2025 *ranking* , in partnership with *Statista Inc.* Globally, it is in the top 10 in Gastroenterology, top 20 in Oncology, top 25 in Orthopedics and Cardiology and top 30 in Neurosurgery.

The *ranking* is based on an international online survey of healthcare professionals, accreditation and certification data, and a survey on the implementation of Patient-Reported Outcome Measures (PROMs). It features the 300 best hospitals in Cardiology and Oncology, the 250 best in Pediatrics, the 150 best in Cardiac Surgery, Endocrinology, Gastroenterology, Pulmonology, and Orthopedics, the 125 best in Neurology, Neurosurgery, and Urology, and the 100 best in Obstetrics and Gynecology.

In addition, for the third consecutive year, Einstein leads in digital and smart technologies in Latin America, according to the *World's Best Smart Hospitals* 2025. The *ranking* evaluated 330 leading smart technology hospitals from 28 countries. The process includes an international online survey of managers and healthcare professionals recommending hospitals, an evaluation of the deployment of digital technologies validated by Digital Directors or Senior Management, and analysis of available data such as documents, reports, and databases.

Einstein is the 22nd best hospital in the world

In the first half of 2024, Einstein was the 28th best hospital in the world in *World's Best Hospitals* 2024 ranking, also by *Newsweek magazine,* together with *Statista Inc.* In February 2025, the organization climbed to 22nd position and ranked first in Latin America and the Southern Hemisphere for the sixth consecutive year.

Center of Excellence in the Diagnosis and Treatment of Rare Diseases

An alliance between Einstein and AstraZeneca resulted in a Center of Excellence dedicated to the diagnosis and treatment of Thrombotic Microangiopathies (TMA). TMAs are rare and serious diseases, such as Hemolytic Uremic Syndrome and Thrombotic Thrombocytopenic Purpura, which can cause serious complications due to the formation of small blood clots that obstruct blood flow in vital organs. This condition is often underdiagnosed as its symptoms and laboratory findings are often nonspecific, which increases the risk of incapacitating and life-threatening complications such as kidney failure and neurological damage. The new center seeks to facilitate access to early diagnosis and appropriate treatments for these patients.

Precision Medicine

The Precision Medicine Program integrates *Big Data* and *Analytics* and Genomics tools to develop increasingly predictive, preventive and personalized Medicine. Through genetic sequencing and clinical information, family history and lifestyle, it is possible to have a broader understanding of the individual and, thus, assess their predisposition to diseases, as well as to act in cases already diagnosed, indicating more effective treatments. This personalization also generates more sustainability for the health system, since it reduces the need for unnecessary tests and procedures.

Oncology and Hematology are some of the specialties that already benefit from Precision Medicine, also applicable to cardiology and neurology, to identify the risk of heart diseases and the development of Alzheimer's. Einstein's structure focused on Personalized Medicine has 16 Centers of Excellence and the active participation of 250 physicians. The involvement of the Clinical Staff has been essential for the development of new diagnostic and therapeutic guidelines, structured in *care pathways.* They are consolidated into more than 45 protocols, which provide qualified support for handling highly complex cases. (Learn more about *care pathways* on page 75.)

GENOMICS CENTER

The Einstein Genomics Center provides services related to genetic counseling, which contribute to understanding the risks of hereditary diseases, investigating family clinical history and assisting in the choice of tests to be performed. The team consists of physicians specialized in oncogenetics, general and preventive genetics, neonatal genetics, neurogenetics, cardiogenetics and high-risk oncogenetics. Created in April 2023, the Center carried out, during the year 2024, about one thousand consultations and approximately 12 thousand genetic tests.

Patient Safety

Patient safety is the first of Einstein's strategic guidelines and the object of permanent work by the organization and its leadership. Einstein's Patient Safety System comprises proactive risk management, monitoring and analysis of performance indicators and corrective actions and continuous improvement, including 31 of them in SUS, the Brazilian public health system. The result of these standards is reflected in quality and safety indicators, such as rates of infections and unplanned readmissions and patient satisfaction index. Each parameter is accompanied by its definition and reference values for comparison with the best international indices.

Patient Safety in Numbers

Patient Safety Key Indicators - Total from Public and Private Hospitals and Public UPAS

PATIENT CARE - TOTAL SOCIETY (PUBLIC AND PRIVATE)	2022	2023	2024	Δ
1. Incidence density of central line-associated bloodstream infection	0.95	1.03	0.75	-26.4%
2. Incidence density of ventilator-associated pneumonia	1.87	1.27	0.95	-24.9%
3. Incidence density of indwelling catheter-associated urinary tract infection (UTI)	0.80	0.58	0.44	-24.3%
4. Surgical site infection rate in clean surgery	0.44%	0.54%	0.55%	+ 0.01 p.p.
5. Never Events Index	0.05	0.05	0.04	-28.7%
6. Serious Events Index	0.08	0.07	0.08	11.3%
7. Catastrophic Events Index	0.14	0.10	0.09	-10.1%

PATIENT CARE - PRIVATE HEALTHCARE	2022	2023	2024	Δ
1. Incidence density of central line (CL)-associated bloodstream infection	0.26	0.42	0.26	-38.4%
2. Incidence density of ventilator (MV)-associated pneumonia	0.76	1.00	0.75	-25.2%
3. Incidence density of indwelling catheter (IC)-associated urinary tract infection (UTI)	0.28	0.29	0.12	-60.5%
4. Surgical site infection rate in clean surgery	0.36%	0.42%	0.45%	+ 0.03 p.p.
5. Never Events Index	0.08	0.04	0.04	2.0%
6. Serious Events Index	0.1	0.08	0.09	7.1%
7. Catastrophic Events Index	0.06	0.04	0.05	39.9%

The historical series of patient safety data is reviewed when an event occurred in previous years is identified

1. No. of bloodstream infections/ No. of CL-day
2. No. of pneumonia / No. of MV-day
3. No. of UTIs / No. of IC-day
4. No. of Surgical Site Infections/ No. of Clean Surgeries
5. Total number of *Never Events*/internal + external passage + emergency + APS calls x 10,000
6. Total number of events with serious damage/internal + external passage + emergency + APS calls x 10,000
7. Total number of catastrophic events/internal + external passage + emergency + APS calls x 10,000

Health System Strategy

Einstein perfected its operation model by focusing on the entire patient journey, integrating services and improving their experience. The new structure of the care area considers the different profiles of the population and seeks to expand access to health treatments, with safety and quality. It is divided into Private Care, Accessible Integrated Care and Public Care.

PRIVATE CARE:
is aimed at patients covered by health insurance policies and private individuals through the Morumbi and Goiânia hospitals, Advanced Units, Einstein Clinics, Espaço Einstein, Mental Health and Wellness Center and Einstein Closer to You.

ACCESSIBLE INTEGRATED CARE:
expands access to Einstein care with a more accessible offer, based on primary care and efficiency in the use of resources, for various audiences through Einstein Clinics and Telemedicine, in addition to the management of units at Hospital Unimed Grande Florianópolis.

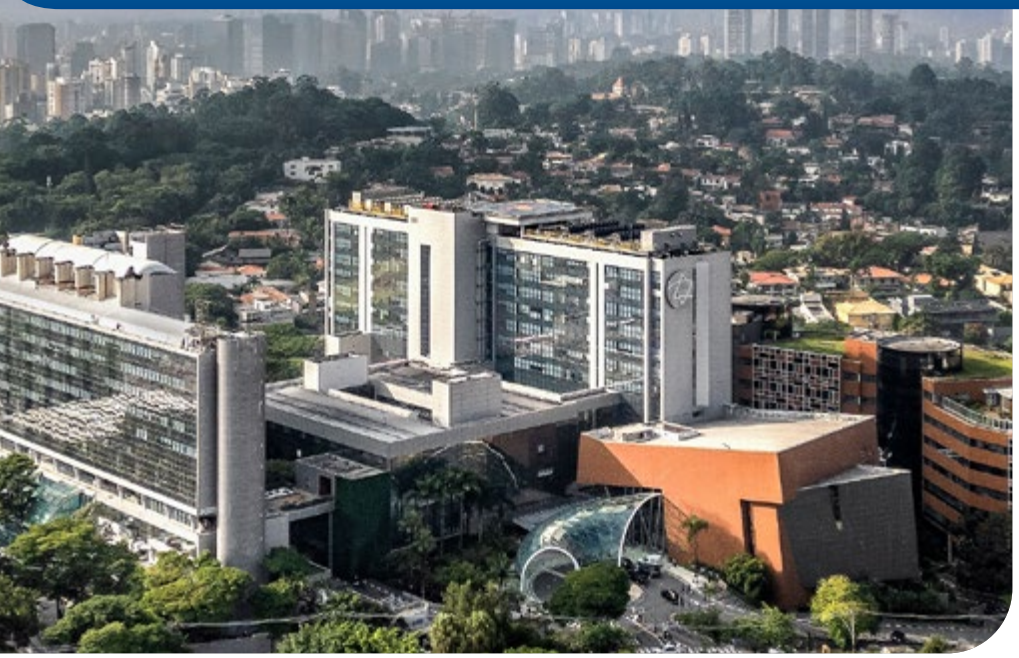
PUBLIC CARE:
AIMED AT SUS PATIENTS
through hospitals and primary care units, specialized outpatient care and urgency and emergency units within the scope of public health.

Einstein adopts a patient-centered care model, from pediatrics to adult care

Private Care

PROFILE AND STRUCTURE

Einstein's private care is recognized for its quality and safety, modern infrastructure and advanced technology, which includes the use of artificial intelligence and electronic health record systems, which improve the accuracy and efficiency of treatments. The multidisciplinary team, made up of doctors, nurses and specialists, offers comprehensive and personalized care, with access to a wide range of medical specialties. Health programs aimed at the prevention and promotion of well-being and *check-ups* for the early detection of diseases are part of the portfolio. It consists of two Hospitals, five Advanced Units, five Einstein Clinics, four Technical Operational and Hospital Technical Centers of Diagnostic Medicine, a Rehabilitation and Sports Medicine Center (Espaço Einstein), a Mental Health and Wellness Center and 14 *On-Site Clinics* within companies.



Morumbi Unit

The Morumbi unit brings together activities of Care, Research, Teaching, Innovation and Social Responsibility. The physical proximity of these areas creates an environment of multidisciplinary excellence and stimulates the development of new innovations, technologies and approaches.

In 2024, the care unit, which permanently undergoes investments to improve the patient experience and the integration of services, installed self-service totems for tests and exams, as patients showed preference for this feature for registrations, enter information about their exams through optical character recognition (OCR) technology and obtain the identification bracelet.

The renovation of social and lounge areas brought more comfort, while the expansion of the Neonatal ICU and the requalification of its beds contributed to more efficient and humanized care. Improvements in the patient area and in the Surgical Center optimized the flows, which brought more agility to the services provided. The update of visual communication and *wayfinding* made it easier to get around the spaces and made navigation more intuitive for patients, visitors and employees. In addition, the modernization of the operating rooms, the readjustment of access by stairs and the *retrofit* in Block A reinforced the safety and functionality of the environments.

With 719 beds and more than 65,000 registered hospital discharges in 2024, the unit offers an extensive portfolio of services, an advanced medical diagnostics structure, two surgical centers, with a total of 35 operating rooms, specialized offices, vaccination rooms, a maternity hospital and a center dedicated to the treatment of cancer and hematological diseases.

Genesis Genomics starts operations

An association between Einstein and the Fleury Group, *Genesis Genomics* is the largest genomics laboratory in Latin America. Through the initiative, more than 400 state-of-the-art tests and exams are offered to support decision-making in various medical specialties. In 2024, there was a migration of the Einstein and Fleury genomics areas, marking the beginning of its operation.

New technology for spinal surgeries

A pioneer in robotic surgery in Brazil, Einstein is also the first hospital in the country to use the Mazor™ robotic platform for lumbar spine arthrodesis, a procedure to treat lumbar hernias, spondylolisthesis, vertebral deformities, fractures, and tumors. The technology guides surgeons in real time with CT scans, increasing safety and accuracy, reducing surgical complications and the risk of reoperations, as well as reducing the time of radiation exposure during screw insertion by 80%.

Rehabilitation Facility achieves international certification

The Einstein Rehabilitation Center obtained, in the first quarter of 2024, accreditation by the *Commission on Accreditation of Rehabilitation Facilities (CARF)*, a North American institution that certifies organizations based on international standards of quality, safety and continuous improvement of patient care. Valid for three years, the certification covers the private units of Morumbi, Perdizes, Chácara Klabin and Espaço Einstein, consolidating them as references in specialized care in rehabilitation and sports medicine. Einstein Rehabilitation's main focus is to ensure the continuity of care, seeking the best functional results and improving the quality of life of patients. In 2024, 157,061 consultations were carried out, of which 73,669 were high complexity (neurological, heart, lung, oncological and gerontological patients) and 83,392 in low complexity (orthopedic patients and sports medicine).

Goiânia Unit

Einstein Goiânia is Einstein's first private hospital outside São Paulo. In March 2024, the unit launched a new pediatric service, covering the entire care journey, from simple to highly complex procedures. Performed by a multidisciplinary team, the service has emergency care for children and specialized support in Orthopedics, Surgery and Pediatric Neurosurgery, as well as laboratory and imaging tests, inpatient beds, Intensive Care Units (ICU) and a fully equipped Surgical Center.
With an area of 18,000 square meters, it has 35 operational beds, five operating rooms, 24-hour emergency care, intensive care and bone marrow transplantation service.
In 2024, 2,282 surgeries were performed, 527 robotic surgeries, 1,334 onco-hematological consultations, 7,571 consultations in the emergency room and 10,447 urgent and emergency care, in addition to 261,219 tests.

Management of the Unimed Grande Florianópolis Hospital

Unimed Grande Florianópolis signed a cooperation agreement with Einstein for the management of the Unimed Grande Florianópolis Hospital, located in São José (SC). This action is guided by the model of accessible integrated care, which includes the dissemination of good practices based on care protocols and scientific evidence, continuous training of the clinical staff and employees, and management of the hospital operation, focusing on the control of flows and processes.

Private care in numbers

Hospital Units (São Paulo and Goiânia) and Advanced Units (Perdizes, Ibirapuera, Chácara Klabin, Alphaville and Jardins)

HOSPITAL SERVICE INDICATORS	2022	2023	2024	Δ
Operating Beds - Total *	757	745	754	1.2%
Morumbi Unit	711	710	719	1.3%
Goiânia Unit	46	35	35	0.0%
Operating Rooms - Total	43	43	43	0.0%
Morumbi Unit	35	35	35	0.0%
Perdizes Unit	3	3	5	66.7%
Goiânia Unit	5	5	5	0.0%
Average Length of Stay (in days) SP + GO Calculation	3.5	3.4	3.4	0.0%
Morumbi Unit	3.6	3.4	3.5	0.3%
Goiânia Unit	2.3	2.4	2.5	1.2%
Occupancy Rate (%) - SP + GO Calculation	85.6%	85.9%	87.1%	+1.2 p.p.
Morumbi Unit	88.0%	87.7%	88.3%	+0.6 p.p.
Goiânia Unit	48.5%	52.1%	64.0%	+11.9 p.p.
Patients-day - Total	230,517	232,591	232,791	0.1%
Morumbi Unit	222,542	225,720	224,345	-0.6%
Goiânia Unit	7,975	6,871	8,209	19.5%
Surgeries - Total	41,911	43,129	44,459	3.1%
Morumbi Unit	36,973	37,769	39,051	3.4%
Perdizes Unit	2,902	3,211	3,126	-2.6%
Goiânia Unit	2,036	2,149	2,282	6.2%
Number of births - Morumbi	3,932	3,624	3,185	-12.1%
Hospital discharges - Total	68,366	71,544	71,584	0.1%
Morumbi Unit	62,049	65,571	65,173	-0.6%
Goiânia Unit	3,523	2,840	3,349	17.9%
Perdizes Unit	2,794	3,133	3,062	-2.3%
Departures with overnight stay - Perdizes Unit	442	462	390	-15.6%
Beds-Day - Total	269,265	270,671	266,851	-1.4%
Morumbi Unit	252,836	257,485	254,028	-1.3%
Goiânia Unit	16,429	13,186	12,823	-2.8%

* Operational Beds: these are the beds in use and the beds that can be used at the time of the census, even if they are unoccupied. *Day clinic, or day* hospital beds are considered observation beds, as are pre-delivery or anesthetic recovery beds. Therefore, they count as operational beds (ANS).

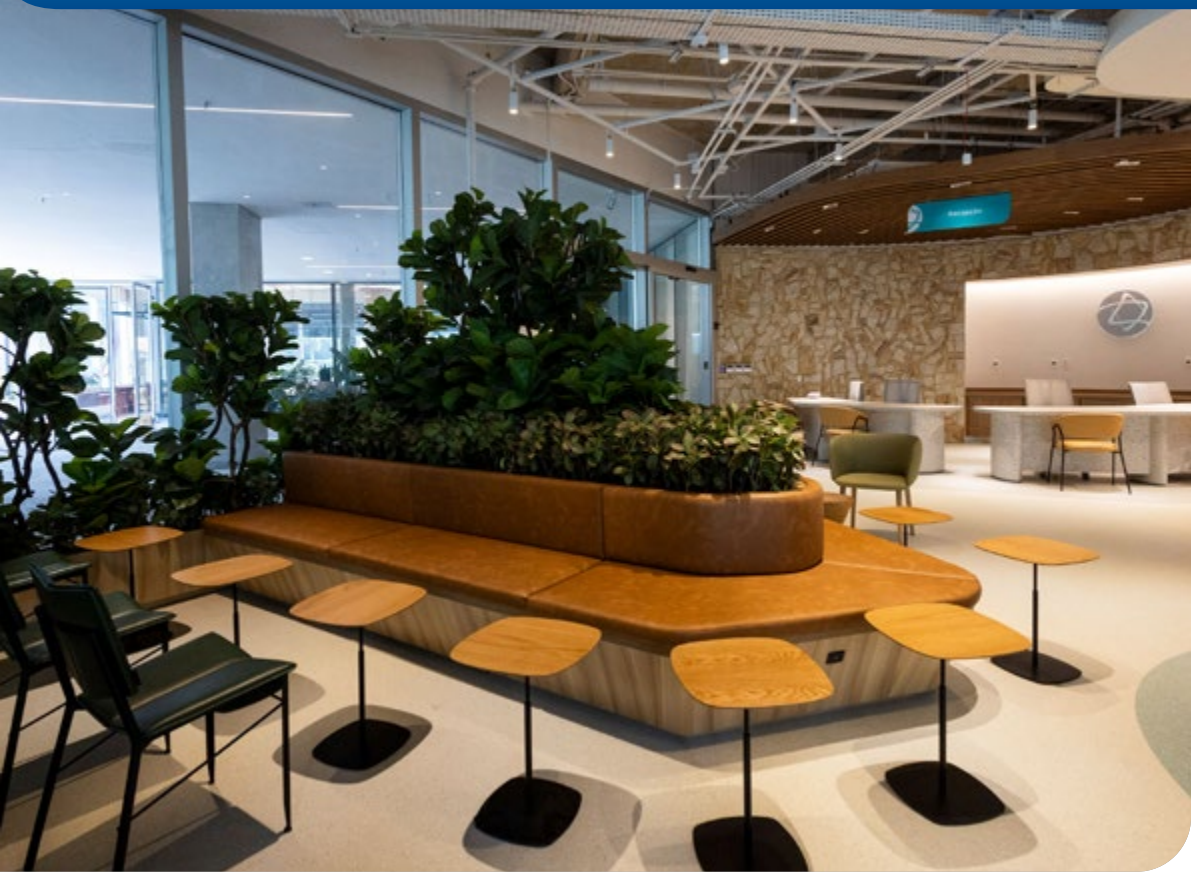
* Average Length of Stay (inpatients), Occupancy Rate and Patients-day indicators do not apply to day and *day clinic and day hospitals* such as Perdizes Advanced Unit

Advanced Units

Advanced units are considered extensions of the hospital, and are located in five neighborhoods in the Metropolitan Region of São Paulo: Alphaville, Chácara Klabin, Jardins, Perdizes and Ibirapuera. Designed to decentralize care in the metropolitan region, they have emergency care (except the Jardins Unit), consulting rooms, imaging and laboratory tests, physical therapy, and vaccination, among other services.In 2024, the five units, together, accounted for around 239,900 emergency care visits, 3,323,347 laboratory tests, and 498,980 imaging tests.

Einstein Clinics

Einstein Clinics are outpatient units that offer Primary Health Care (PHC) and care coordination. There are five own units and another 14 in companies, where the patient is followed by a multidisciplinary team, with a focus on prevention and health promotion. Care is comprehensive, longitudinal and coordinated, and is provided by family doctors, nurses, a multidisciplinary team, and care coordinators. The Einstein Clinic model is offered to companies and health insurance operators. In 2024, 152,522 PHC consultations and 594,084 tests were performed, and 26,691 vaccines were administered.



Espaço Einstein Well-being and Mental Health

The organization's first unit with an exclusive focus on these specialties, Espaço Einstein Well-being and Mental Health started operations in December 2024, in the neighborhood of Pinheiros, in the capital of São Paulo, with care for adults and children. With an innovative model in Brazil and 1,400 square meters, offers integrated care between psychiatrists, psychologists, and multiprofessional therapeutic and evaluation groups, with a team of doctors, nurses, psychologists, nutritionists, occupational therapists and social workers with extensive experience in these topics, as well as treatments and procedures for more specialized care.

Espaço Einstein for Sports and Rehabilitation

Espaço Einstein for Sports and Rehabilitation innovates in health promotion through a multidisciplinary approach, in an environment of 2,000 square meters designed to convey well-being and stimulate awareness about self-care. The services offered are prevention, rehabilitation and performance, including orthopedic and sports physiotherapy, cardiac rehabilitation, pelvic floor physical therapy, hydrotherapy, physical training, biomechanical evaluation of running, bike fit, *sports* nutrition, sports psychotherapy, *rolfing, acupuncture*, ergospirometry, cardiometabolic tests and sports *check-up, in addition to medical specialty offices, such as physiatry, geriatrics and exercise and sport cardiology. In 2024, it offered 3,535 consultations and 39,416 care events.*

NTOs (Operational Technical Nuclei) process private and public care tests and exams with cutting-edge technology

Diagnostic Medicine

Einstein's diagnostic medicine serves Private, Integrated Accessible and Public Care patients with a broad portfolio of laboratory and imaging tests, which stand out for their quality, ability to perform complex procedures, such as screening for genetic anomalies in the fetus and compatibility tests for transplants, and commitment to permanent evolution. The services are adapted to the specific needs of each type of care provided by Einstein. This approach results in the transfer of technology and quality of care from the private sector to the public sector, contributing to the integration and efficiency of the health system. With 2,893 dedicated employees, Diagnostic Medicine has a portfolio that covers more than 4,000 laboratory and imaging tests. In 2024, 16,139,583 tests in clinical analysis, pathological anatomy, imaging, teleradiology, endoscopic methods, graphical methods, molecular biology, genetics, nuclear medicine, toxicology and vaccines were performed.

Laboratory tests and imaging in numbers

TESTS PROCESSED	2022	2023	2024	Δ
Total tests processed by SBIBAE	14,101,204	14,598,374	16,134,497	10.5%
Private Care*	9,021,446	9,334,540	9,994,667	7.1%
Public Care**	5,079,758	5,263,834	6,139,830	16.6%

* Morumbi Unit, Goiânia Unit, Einsteins Clinics and Advanced Units.

** UPA Campo Limpo, UPA Vila Santa Catarina, Vila Santa Catarina Municipal Hospital, Dr. Moysés Deutsch Municipal Hospital, Aparecida de Goiânia Municipal Hospital, Goiás Emergency Hospital, State Orthopedic Hospital and NTO Mogi das Cruzes.

The Ibirapuera Unit was expanded in 2024

Outpatient Care

With highly qualified clinical and care staff, Einstein's Outpatient Care services have specialty offices, 24-hour emergency room for adults and children, women's health centers, immunization clinics and primary care clinics in Einstein units and in companies. As in Einstein's other fronts, Outpatient Medicine is a service provided in Private Care, Accessible Integrated Care and Public Care.

Outpatient Care in numbers

TOTAL VOLUME - PRIVATE CARE	2022	2023	2024	Δ
Outpatient consultations	1,001,646	1,174,432	1,348,059	14.8%

PRIMARY CARE	2022	2023	2024	Δ
PHC units	13	18	19	5.6%
Einstein Clinics	5	5	5	0.0%
On-site Client	8	13	14	7.7%

PRIMARY CARE	2022	2023	2024	Δ
Consultations	220,286	277,005	364,492	31.6%
Einstein Clinics	148,981	167,620	198,673	18.5%
On-site Clinics	71,305	109,385	165,819	51.6%
Consultations (Einstein Clinics)*	120,944	143,741	152,522	6.1%
(%) Nursing Consultations **	28.8%	27.8%	23.3%	-4.5 p.p.

* Including Primary, specialists and *walk-in*.

** Between PHC appointments.

EMERGENCY CARE UNIT (UPA)	2022	2023	2024	Δ
Consultations in emergency	351,688	357,956	403,804	12.8%
Morumbi, Perdizes, Ibirapuera, Chácara Klabin and Alphaville	344,255	351,653	393,357	11.9%
Goiânia	7,294	6,302	10,447	65.8%

MEDICAL CONSULTATIONS – MORUMBI AND ADVANCED UNITS	2022	2023	2024	Δ
Medical consultations	351,278	389,415	416,171	6.9%
São Paulo	320,618	381,209	408,600	7.2%
Goiânia	5,940	8,206	7,571	-7.7%

CARE SERVICES (MULTIDISCIPLINARY TEAM, EXCEPT MEDICAL CONSULTATIONS)	2022	2023	2024	Δ
Total	26,250	45,567	49,630	8.9%

IMMUNIZATION CENTER	2022	2023	2024	Δ
Total vaccines administered	73,359	78,123	85,403	9.3%
Morumbi Unit, Advanced Units and Einstein Clinics	39,587	43,324	46,952	8.4%
Einstein Closer to You	33,772	34,799	38,451	10.5%

REHABILITATION CENTER*	2022	2023	2024	Δ
Consultations	105,491	133,303	156,961	17.7%

* Morumbi (including hospitalization), Espaço Einstein, Alphaville, Perdizes, Chácara Klabin, Vila Mariana, Jardins and Parque da Cidade.

REHABILITATION FACILITY - CARE SERVICES ACCORDING TO COMPLEXITY	2022	2023	2024	Δ
High complexity	-	63,954	73,669	15.2%
Low complexity	-	69,349	83,392	20.2%

Representativeness				
High complexity	-	48.0%	46.9%	-1.1 p.p.
Low complexity	-	52.0%	53.1%	+1.1 p.p.

At Dr. Moysés Deutsch Municipal Hospital - M'Boi Mirim, the maternity hospital offers comprehensive care from prenatal to postpartum

Public Care

PROFILE AND STRUCTURE

Einstein works in public care by contributing to the development of the Brazilian Public Health System (SUS) with the implementation of quality practices, safety, operational efficiency and experience for the patient.

The knowledge developed in care, in medical care and operational practices in the private sector, and in teaching, research and innovation, has been adapted and transferred to SUS. On the other hand, private care learns from the public in areas such as primary care, mental health and population health, as well as contributing to research and teaching activities. This exchange allows the promotion, in practice, of more health equity and generates advances that benefit society as a whole.

Einstein manages 31 public units, including five hospitals, the Dr. Gilson de Cássia Marques de Carvalho Municipal Hospital - Vila Santa Catarina, the Dr. Moysés Deutsch Municipal Hospital - M'Boi Mirim, where it partners with the Dr. João Amorim Studies and Research Center (CEJAM), the Iris Rezende Machado Municipal Hospital - Aparecida de Goiânia (HMAP), the Orthopedic Hospital of the State of Bahia and the Dr. Valdemiro Cruz Urgent Hospital of Goiás (HUGO).

Dr. Gilson de Cássia Marques de Carvalho Municipal Hospital - Vila Santa Catarina

LOCATION: Vila Mascote, South Zone of São Paulo (SP)
STRUCTURE: 190 operational beds, 23,000 square meters, and 1,816 employees.

The Dr. Gilson de Cássia Marques de Carvalho Municipal Hospital - Vila Santa Catarina is the only municipal public unit in the city of São Paulo for the treatment of cancer, with the Bruno Covas Advanced Oncology Diagnosis and Treatment Center, which completed two years of operation in May 2024. It offers the main tests for the diagnosis of the disease, reducing waiting times and offering specialized treatment, such as clinical care, chemotherapy, radiotherapy and surgery, including robotics.

The hospital's contractual goal is to start cancer treatment within 60 days from the signing of the pathological report in more than 90% of cases. In 2024, 100% of patients with confirmed malignancies referred to the unit had treatment started within this period. Located in the South Zone of the capital of São Paulo, the unit has, since 2020, the ONA – Level 3 accreditation, which demonstrates its commitment to quality and safety. In June 2024, it became the first public hospital in Brazil to receive certification from the American Society of Clinical Oncology (ASCO) for high-quality cancer treatment. (Learn more on page 67.)

Since 2008 under the management of Einstein, Dr. Moysés Deutsch Municipal Hospital - M'Boi Mirim has carried out more than 3 million outpatient and emergency care services, 89,500 surgeries and about 74,500 deliveries

Dr. Moysés Deutsch Municipal Hospital - M'Boi Mirim

LOCATION: Jardim Ângela, South Zone of São Paulo (SP)
STRUCTURE: 452 beds, 27,000 square meters and 2,043 employees

Dr. Moysés Deutsch Municipal Hospital – M'Boi Mirim, managed by Einstein associated with the Dr. João Amorim Studies and Research Center (CEJAM), completed 16 years in 2024. With a management model that offers opportunities for learning and evolution, based on the combination of cultures and continuous improvement processes of the two organizations, it plays an important role in local employability, with 43% of employees being residents of the region.

In 2024, the hospital was reaccredited by the ONA – Level 3 certification, which it has maintained since 2012, and modernized its work in occupational safety, with the automation of management processes. With the implementation of the Operational Control Center (OCC), in 2023, the Hospital reduced the average bed release time by 23%. The OCC, which manages information such as hospital occupancy rate, bed availability and bed requests in real time, streamlined decision-making and allowed a new tactical organizational structure, as well as the redesign of the care model by journeys. In 2024, the hospital performed 7,567 surgeries and 160,506 emergency room visits and implanted 150 pacemakers.

Dr. Gilson de Cássia Marques de Carvalho Municipal Hospital - Vila Santa Catarina

	2022	2023	2024	Δ
Operational beds	247	193	190	-1.6%
Operating rooms	6	8	8	0.0%
Average length of stay (in days)*	5.9	6.9	7.2	4.1%
Occupancy rate (%)	77.3%	82.3%	82.6%	-0.3 p.p.
Patients-day*	67,163	64,539	56,250	-12.8%
Surgeries	4,287	3,846	4,244	10.3%
Consultations	59,093	64,514	64,166	-0.5%
Tests	818,550	850,811	801,861	-5.8%
Discharges*	11,412	9,329	7,826	-16.1%
Beds-Day*	86,902	78,411	68,064	-13.2%

* Increase in the average length of stay and decrease in the number of patient-days, discharges and beds-day due to the closure of the maternal-infant unit, consolidating the service as an oncology hospital and with beds dedicated to palliative care.

Dr. Moysés Deutsch Municipal Hospital - M'Boi Mirim

	2022	2023	2024	Δ
Operational beds	401	444	452	1.8%
Operating rooms	10	10	10	0.0%
Average length of stay (in days)	6.2	5.2	4.9	-5.8%
Occupancy rate (%)	89.2%	89.1%	85.0%	-4.1 p.p.
Patients-day	150,473	135,326	140,860	4.1%
Surgeries	6,537	6,929	7,567	9.2%
Number of births	4,439	4,327	4,350	0.5%
Consultations in emergency	122,840	148,300	160,506	8.2%
Consultations	28,099	24,067	26,810	11.4%
Tests	1,140,283	1,117,899	1,219,688	9.1%
Discharges	24,207	25,941	28,943	11.6%
Beds-Day	168,683	151,917	165,726	9.1%

In December 2024, the Iris Rezende Machado Municipal Hospital was accredited as ONA Level 1, the first general municipal hospital in Goiás to achieve this accreditation.

"I was in the hospital to remove a colostomy bag and was well taken care of by the entire team. Here, they treat us as we deserve!"

EURIPIDES CARLOS DA CRUZ, SURGICAL patient

Iris Rezende Machado Municipal Hospital – Aparecida de Goiânia (HMAP)

LOCATION: Aparecida de Goiânia (GO)
STRUCTURE: 235 beds, 17,000 square meters and 1,816 employees

The Iris Rezende Machado Municipal Hospital – Aparecida de Goiânia (HMAP) was the first public hospital managed by Einstein outside the city of São Paulo, in 2022. In 2024, 81,049 consultations and 2,228 emergency room visits and 492,361 tests were performed.

The hospital has been using artificial intelligence (AI) tools to identify early patients with suspected infarction in Emergency Care Units (UPAs), in the Integrated Health Care Center (CAIS) and in the Mobile Emergency Care Service (SAMU). The CAIS offer urgent and emergency care support operating 24 hours a day, every day of the week. By performing an electrocardiogram with devices integrated into an AI-equipped telemedicine platform, infarction is automatically detected. The test result is validated, in real time, by Einstein cardiologists. With a confirmed diagnosis, the patient is immediately transferred to hospital hemodynamics, where procedures such as catheterization, angioplasty and other necessary interventions are performed. The entire process – from the first point of care to the definitive intervention – takes place in just 90 minutes.

With the objective of training and developing professionals in the region in the best practices of care in health, the first class of the Educa HMAP project was launched. After a selection process, 35 participants were approved and attended classes, in which technical and behavioral skills essential for the job market are developed. Of these, seven have already been hired by the hospital.

Iris Rezende Machado Municipal Hospital - Aparecida de Goiânia (HMAP)

	2022	2023	2024	Δ
Operational beds	235	235	235	0.0%
Operating rooms	10	10	10	0.0%
Average length of stay (in days)*	5.9	5.4	5.9	9.4%
Occupancy rate (%)*	56.4%	71.6%	69.1%	-3.5%
Patients-day*	28,340	61,392	59,424	-3.2%
Surgeries**	2,113	6,288	5,437	-13.5%
Consultations in emergency	354	2,162	2,228	3.1%
Consultations	24,155	74,880	81,049	8.2%
Tests	226,092	463,133	492,361	6.3%
Discharges*	4,778	11,387	10,128	-11.1%
Beds-Day	50,290	85,775	86,010	0.3%

* In the second half of 2024, due to limited financial resources, there was a reduction in patient days, occupancy rate and discharges.

Dr. Valdemiro Cruz Goiás Urgent Care Hospital (HUGO)

LOCATION: Goiânia (GO)
STRUCTURE: 342 beds, 16,000 square meters and 2,025 employees

In June 2024, Einstein took over the administration of the Dr. Valdemiro Cruz Goiás State Urgent Care Hospital (HUGO), which was in difficult operational and infrastructure conditions. The contract with the government of the state of Goiás was initially signed for a period of six months and subsequently extended to three years, and may be extended for up to 12 years.

The reduction of the surgical waiting list is one of the main objectives of the management and, for this, renovations were carried out in the Surgical Center and in the Material and Sterilization Center (CME) for safety adjustments, new stretchers were acquired and new flows were implemented to allow a more agile service in the emergency area. More than 50 training sessions were held to train employees, covering the areas of care, patient assistance and management to ensure efficiency, safety and quality in the services provided. A Patient Experience Center was created, focused on the well-being and satisfaction of users.

As a hospital for trauma and stroke victims, patients are more at risk of developing pressure injuries during their hospital stay. Through training, protocols and best practices, acquisition of inputs and use of negative pressure therapy, in the first six months of management, HUGO has already reduced cases of pressure injury by 57%, and serious complications associated with them by 84%.

The implementation of multidisciplinary visits and the patient flow program allowed a 22% reduction in the average length of stay, from ten to 7.8 days, with a 44% increase in bed rotation.

HUGO received Diamond status certification from the Angels Protocol, an international initiative aimed at improving treatment outcomes for stroke patients. In six months of operation, 6,414 consultations and 16,020 emergency room visits and 436,061 tests were performed.

Bahia State Orthopedic Hospital (HOEB)

LOCATION: Salvador (BA)
STRUCTURE: 212 beds, 16,000 square meters and 1,371 employees

Since its opening in March 2024, the Bahia State Orthopedic Hospital has been managed and operated by Einstein. Orthopedics is one of the largest care demands in Bahia and patients who are victims of traffic accidents and falls represent 60% of the occupation in the state's ICUs.

Equipped with advanced technology for diagnosis and treatment, it features magnetic resonance imaging, tomography, ultrasound and a heated swimming pool for aquatic physical therapy. The unit has a musculoskeletal tissue transplant center, necessary for the restoration of areas affected by trauma and tumors.

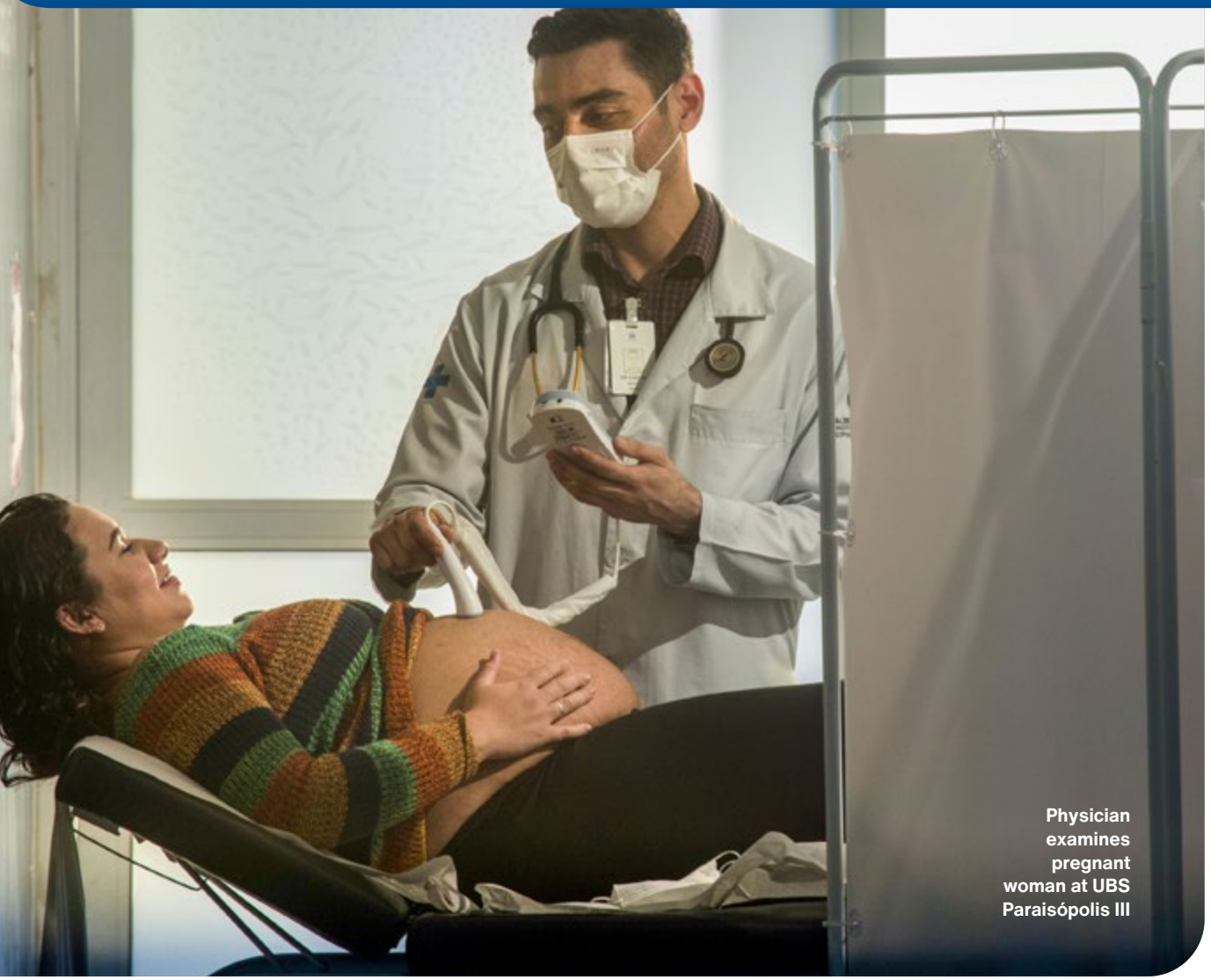
In 2024, Hoeb performed 5,616 surgeries, an average of 40 daily procedures, 79,538 consultations, and 190,079 tests. The unit is now the largest orthopedics services provider in the state for low, medium and high complexity.

"I was transferred from another hospital to be treated at the State Hospital and the difference is great. Salvador needed this standard of services, with a team which welcomes patients and treats them with professionalism. It's amazing to have centralized care in one place."

MARIA DAS GRAÇAS SOUSA, patient at the Bahia State Orthopedic Hospital

Campaign for consultations and surgeries

The Orthopedic Hospital of the State of Bahia carried out two outpatient consultations and surgeries campaigns for children and adolescents, calling 110 patients from Vitória da Conquista, Seabra, Senhor do Bonfim and Porto Seguro, cities selected based on the repressed demand identified by the State Regulation Center. The first joint effort, in August, had 22 specialists and a multidisciplinary team, carrying out consultations for children aged 2 to 13 years. The second, in September, involved four surgeons and resulted in 30 surgical procedures.



Physician examines pregnant woman at UBS Paraisópolis III

GRI 3-3 IMPACT ON HEALTH AND SOCIETY | PATIENT CARE

Primary Care and Care Network

Einstein has been working for 23 years in the Brazilian Public Health System (SUS) and began collaborating with the city of São Paulo with a focus on Primary Health Care (PHC). The activities focus on the districts of Campo Limpo and Vila Andrade, areas of high socioeconomic vulnerability, with about 400,000 inhabitants.

Since the beginning of this operation, more than 42 million care service events and procedures have been carried out, including 4.7 million care service events in the last year, and 853,000 medical consultations. The management model is based on population care, which ensures equitable access to community health services. Einstein also runs three Outpatient care units (AMA) and an Pediatric Specialties AMA, which support low and medium complexities problems. The Psychosocial Care Centers (CAPS) in the region are managed by Einstein and serve people with mental disorders and chemical dependence. Since 2011, these units have provided more than 679,000 consultations, with 121,000 in 2024. Einstein seeks to expand the access and quality of primary care and invests in the qualification of professionals through residency programs in Family and Community Medicine, in addition to offering Postgraduate courses in Public Health Management.

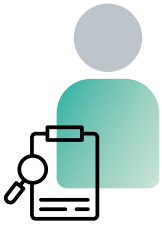
Understand the difference between facility types

BASIC HEALTH UNITS (UBS)

It is the gateway to SUS and offers Primary Care with longitudinal, comprehensive and coordinated care to improve the quality of life and health of people and communities. In addition to consultations with physicians, nurses, dentists and multiprofessional staff, educational and physical activity groups, guidance on healthy eating, family planning, etc., are offered.

PSYCHOSOCIAL CARE CENTER (CAPS)

Mental health services aimed at the treatment and social reintegration of people with persistent mental disorders. These units are intended to promote the recovery of patients' mental health, facilitating their coexistence with the family and their reintegration into the community



OUTPATIENT CARE (AMA)

This unit was developed to serve users with acute low and medium complexity conditions, contributing to optimize the flow of care in services intended for cases of greater seriousness and urgency, such as municipal emergency rooms.

FAMILY HEALTH STRATEGY (ESF)

Model of care that aims to promote health and prevent diseases through an integral and community approach, focusing on monitoring the health of families in their homes and promoting collective health actions. It is composed of multiprofessional teams that work in Health Units.

THERAPEUTIC RESIDENCE SERVICE (SRT)

Housing for people with mental disorders who need continuous support for social reintegration, offers a welcoming and therapeutic environment where residents can live semi-autonomously, with assistance from mental health professionals.

Highlights 2024

Some indicators show the quality of Einstein's Primary Care, exceeding parameters stipulated by the Ministry of Health

VACCINATION COVERAGE

Children under 1 year

98.7%

NATIONAL PARAMETER 95%

Children under 5

95.1%

NATIONAL PARAMETER 90%

FOLLOW-UPS

People with hypertension and controlled blood pressure

59.0%

NATIONAL PARAMETER 35%

People with diabetes with controlled glycated hemoglobin

49.0%

NATIONAL PARAMETER 46%

PREGNANT WOMEN

82%

→ Included up until the 12th gestational week

→ Had six or more antenatal visits

94%

of pregnant women had at least one dental visit

NATIONAL PARAMETER 60%

Primary care with the city of São Paulo in numbers

Total - Primary Care and Care Network

	2022	2023	2024	Δ
Units	23	23	23	0.0%
Medical consultations	744,900	807,375	853,032	5.4%
Other services*	4,239,648	4,350,362	3,895,508	-11.7%
Total medical services and consultations	**4,984,548**	**5,157,737**	**4,748,540**	**-8.6%**

* Change in the billing of procedures in 2024 that happen during screening/reception and are now billed only as a risk classification.

FAMILY HEALTH STRATEGY (ESF)	2022	2023	2024	Δ
Basic Health Units (UBS)	14	14	14	0.0%
Family Health Teams	92	92	95	3.2%
Registered families	105,142	106,383	113,071	5.9%
Registered people	296,146	319,782	328,716	2.7%
Medical consultations	400,605	412,945	424,493	2.7%
Other services**	2,888,736	2,828,328	2,707,805	-4.5%
Total medical services and consultations	**3,289,341**	**3,241,273**	**3,132,298**	**-3.5%**

UBS Alto do Umuarama, UBS Arrastão, UBS Campo Limpo, UBS Jardim das Palmas, UBS Jardim Helga, UBS Jardim Mitsutani, UBS Jardim Olinda, UBS Paraisópolis I, UBS Paraisópolis II, UBS Paraisópolis III, UBS Parque Arariba, UBS Parque Regina, UBS Vila Praia and Vila Prel.

Source: SIGA | RAAS | Human Resources

** Consultations with a multidisciplinary team (except physicians) and procedures that have a SIGTAP code (examples: suture, medication, vaccines, dressings, collection of laboratory tests, X-ray, IUD removal and insertion, educational activities, BP measurement and capillary blood glucose). In 2024, there was a change in the billing of procedures that happen during screening/reception, which are now billed only as a risk classification. Due to the renovations in the dental care rooms in six units and the reduction in vaccination (mentioned in a specific table), there was a drop in care when compared to the previous year.

OUTPATIENT CARE (AMA)	2022	2023	2024	Δ
Units	3	3	3	0.0%
Medical consultations*	310,268	359,041	394,291	8.9%
Other services**	1,228,704	1,366,789	1,023,015	-33.6%
Total medical services and consultations	1,538,972	1,725,830	1,417,306	-21.8%
Consultations in emergency				
AMA Pirajussara 24h***	128,545	150,973	167,194	9.7%
AMA Paraisópolis - 24h	144,614	160,586	170,087	5.6%
AMA Vila Prel - 12h	68,183	66,665	86,044	22.5%
Emergency services (AMA 24h and 12h - intake + open door for emergencies)	341,342	378,224	423,325	10.7%

* Expansion of the volume of consultations due to the dengue outbreak.

** Change in the billing of procedures in 2024 that happen during screening/reception, which are now billed only as a risk classification.

*** It became 24 hours in 2022, explaining the increase in care.

MEDICAL CARE FOR PEDIATRIC SPECIALTIES (AME-PEDIATRIC)	2022	2023	2024	Δ
Units	1	1	1	0.0%
Medical consultations	23,821	24,635	23,663	-4.1%
Other services	42,262	47,526	52,552	9.6 %
Total medical services and consultations	**66,083**	**72,161**	**76,215**	**5.3%**

AMA Pediatric Specialties Paraisópolis.

PSYCHOSOCIAL CARE CENTER (CAPS)	2022	2023	2024	Δ
Units	4	4	4	0.0%
Medical consultations	10,206	10,754	10,584	-1.6%
Other services	79,946	107,719	111,005	3.0%
Total medical services and consultations	**90,152**	**118,473**	**121,589**	**2.6%**

CAPS Adult III Paraisópolis, CAPS Alcohol and Drugs III Campo Limpo, CAPS Alcohol and Drugs III Paraisópolis and CAPS Pediatric II Campo Limpo.

THERAPEUTIC RESIDENCE SERVICE (SRT)*	2022	2023	2024	Δ
Units	2	2	2	0.0%
Residents	20	20	20	0.0%

* SRT Campo Limpo 2 and SRT Campo Limpo 3.

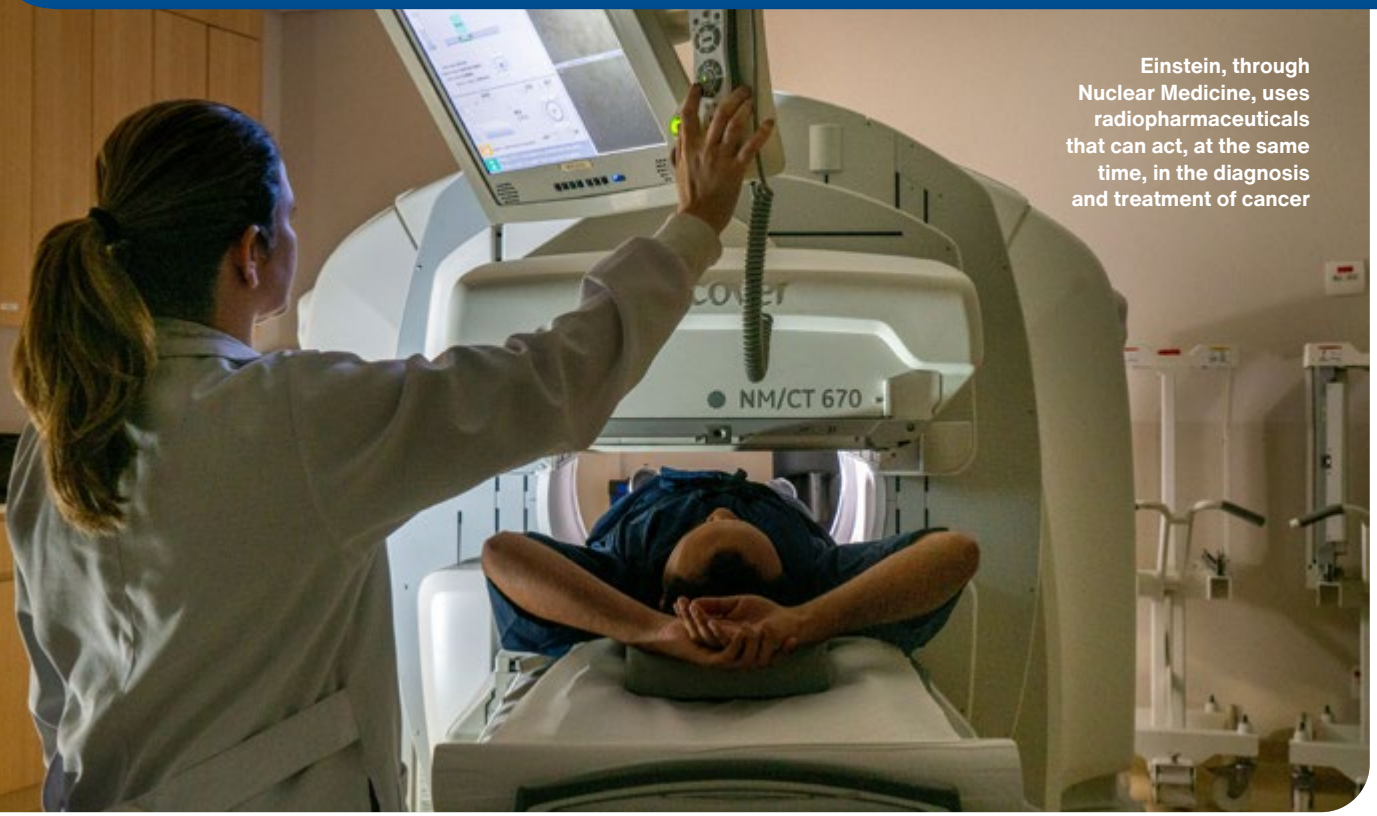
IMMUNIZATION CENTER	2022	2023	2024	Δ
Units with Immunization Service	14	14	14	0.0%
Vaccine coverage among children under 1 year	98.7%	99.0%	98.7%	-0.3 p.p.
Doses of vaccines administered (Covid-19)*	412,455	142,450	30,882	-78.3%
Doses of vaccines administered (Routine)*	264,114	299,184	183,159	-38.8%
Total Vaccine Doses Administered	**676,569**	**441,634**	**214,041**	**-51.5%**

Source: SIGA Saúde | Vacivida | PHC Vaccine Audits 2021 and 2022.

* Reduction due to periods of shortages and reduced vaccination rate, especially Covid.

EMERGENCY CARE UNIT (UPA)	2022	2023	2024	Δ
Consultations	356,521	365,411	406,656	10.1%
UPA Campo Limpo	176,647	174,900	183,184	4.5%
UPA Vila Santa Catarina	179,874	190,511	223,472	14.7%
Tests	791,454	893,410	993,460	10.1%
UPA Campo Limpo	484,197	562,044	582,019	3.4%
UPA Vila Santa Catarina*	307,257	331,366	411,441	19.5%

* Increase in the volume of tests due to the change in the contracting model of the X-ray service (before by SMS/PMSP and, from June 2024, taken up by Einstein).



Einstein, through Nuclear Medicine, uses radiopharmaceuticals that can act, at the same time, in the diagnosis and treatment of cancer

GRI 3-3 EXCELLENCE OF SERVICES| INNOVATION AND TECHNOLOGY

Oncology and Hematology

Einstein's Oncology and Hematology offers complete and humanized care with the aim of providing a welcoming care journey that supports patients and their families from diagnosis, through all stages of treatment, as well as post-therapeutic follow-up.

It is a multidisciplinary care model, including clinical, pediatric and geriatric oncology; chemotherapy and immunotherapy; conventional and robotic surgery; interventional medicine, radiotherapy and theranostics, an approach that combines diagnosis and therapy and uses biomarkers to adapt treatments to the specific characteristics of a patient's tumor with the aim of improving treatment efficacy and reducing side effects. It also offers complementary services focused on patients' quality of life and well-being, such as dental care, nutrology, nutrition, rehabilitation, physical therapy, psychology, psychiatry, integrative medicine and palliative care.

This way of caring positioned Einstein's Oncology, for the third consecutive year, as the best in Latin America and among the 20 best in the world, according to the World's Best Specialized Hospitals 2025 *ranking*, carried out by *Newsweek* , which evaluated 300 specialized hospitals around the world through a global survey of health professionals, based on data related to accreditations, as well as patient-reported outcomes.

In Private Care, activities are carried out at the Morumbi and Perdizes Units, at the Einstein Família Dayan – Daycoval Oncology and Hematology Center. In 2024, 38,783 oncological consultations and 4,118 surgical procedures related to the specialty were performed. To meet the growth in cancer care, from 2027 onwards all activities in the private segment in this specialty will be transferred to the new Global Park complex, which will house the Oncology and Hematology Center.

In Public Care, the service takes place at the Dr. Gilson de Cássia Marques de Carvalho Municipal Hospital - Vila Santa Catarina, which houses the Bruno Covas Advanced Oncology Diagnosis and Treatment Center. In this unit, 57,272 medical consultations and 3,442 oncological surgical procedures were carried out.

ASCO QOPI® Certification Program

Certification from the American Society of Clinical Oncology for high-quality cancer treatment

In June 2024, Einstein received certification from the QOPI® Certification Program from the American Society of Clinical Oncology (ASCO), which recognizes outpatient oncology and onco-hematology practices aligned with the highest international standards of safety and quality. Valid for three years, it covers the Perdizes and Morumbi units, as well as the Dr. Gilson de Cássia Marques de Carvalho Municipal Hospital, which became the first public hospital in Brazil to receive the certification. The rigorous evaluation process included the analysis of all stages of care, from treatment planning and preparation of chemotherapy and immunotherapy to patient monitoring and assessment of their well-being, as well as patient guidance and team training.

Global Park

Einstein is developing the Center for Care and Advanced Therapies in Oncology and Hematology in the new complex of the Global Park. This space will be a center of excellence and reference in care, teaching, research and innovation, integrating humanized care and personalized therapies to offer the most advanced in the area. The project aims to receive patients from all over Latin America, expanding the reach of Einstein's services beyond national borders. Internationalization will be driven through strategic alliances in the areas of Teaching, Research and Innovation, strengthening scientific collaboration and contributing to the expansion of access to cancer treatments, new therapies and medicines, including for the public health system. The project is currently under construction, with completion and start of operation scheduled for 2027. This new center represents a significant milestone for Einstein not only for the expansion of its infrastructure, but for bringing a series of innovations in processes and therapies.

Technology for the detection and treatment of cancer

Einstein also stands out for the incorporation of cutting-edge technologies and scientific innovation in all phases of cancer care. One of the differentials is the use of precision medicine, combined with personalized genetic counseling. Programs such as *Predicta One* offer an integrated analysis of genetic risk and family history, which is monitored by a multidisciplinary team of experts. Another differential of the Oncology Center is the use of advanced therapies and robotics high complexity cases.

Oncology and Hematology – Private Care in numbers

ONCOLOGY AND HEMATOLOGY (PRIVATE)	2022	2023	2024	Δ
Medical consultations - Total	29,745	32,976	38,783	17.6%
Morumbi	28,385	31,428	37,449	19.2%
Goiânia	1360	1,548	1,334	-13.8%
Oncology emergency visits - Morumbi	1,214	1,207	1,628	34.9%
Surgical oncology procedures - Morumbi	3,586	4,002	4,118	2.9%
Bone marrow transplants - Total	66	70	66	-5.7%
Morumbi	62	66	62	-6.1%
Goiânia	2	4	4	0.0%
Patients undergoing chemotherapy - Total	1,600	1,855	2,036	9.8%
Morumbi and Perdizes	1,600	1,744	1,985	13.8%
Goiânia	-	111	51	-54.1%
Outpatient chemotherapy sessions - Total	16,811	18,057	20,214	11.9%
Morumbi and Perdizes	16,129	17,637	19,862	12.6%
Goiânia	682	420	352	-16.2%
Outpatient radiotherapy sessions	28,138	26,636	23,003	-13.6%
Patients-day (oncology) - Total	37,932	38,798	41,165	6.1%
Morumbi	37,546	38,388	40,695	6.0%
Goiânia	386	410	470	14.6%
Exits (oncology) - Total	8,182	9,170	9,341	1.9%
Morumbi	8,163	9,124	9,273	1.6%
Goiânia	19	46	73	58.7%
CAR-T *Cells Procedures*	-	8	16	100.0%

Oncology and Hematology – Public Care in numbers

ONCOLOGY AND HEMATOLOGY - PUBLIC	2022	2023	2024	Δ
Medical consultations	42,118	55,840	57,272	2.6%
Surgical oncology procedures	2,935	3,346	3,442	2.9%
Patients undergoing chemotherapy	3,108	3,176	3,118	-1.8%
Outpatient chemotherapy sessions	13,483	14,613	14,326	-2.0%
Patients-day	44,363	50,658	50,278	-0.8%

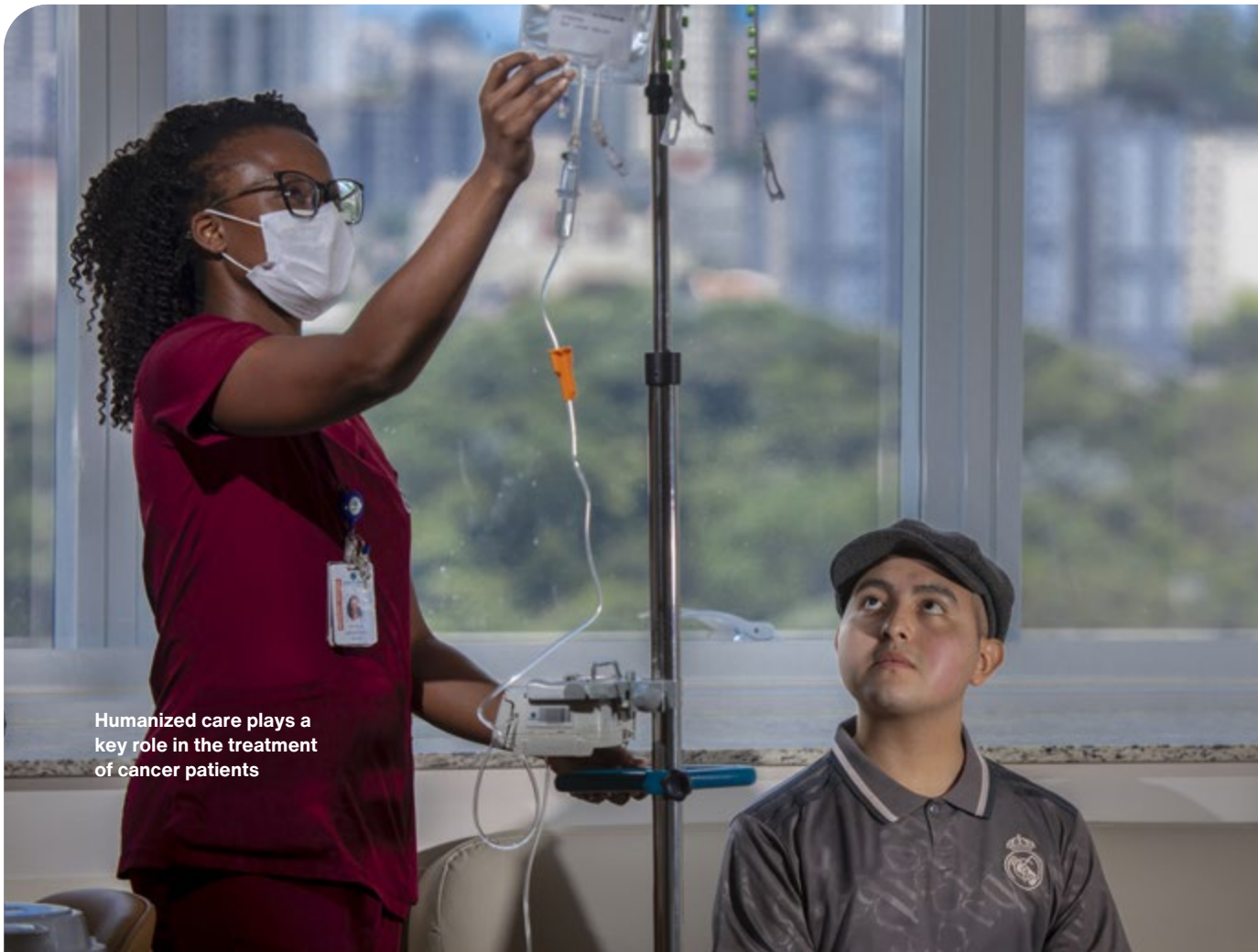
*Numbers referring to Dr. Gilson de Cássia Marques de Carvalho Municipal Hospital.

Oncology and Hematology - Public and Private Care in numbers

ONCOLOGY AND HEMATOLOGY (TOTAL VOLUME)	2022	2023	2024	Δ
Medical consultations	71,863	88,816	96,055	8.2%
Consultations in Oncological Emergency	1,214	1,207	1,628	34.9%
Surgical oncology procedures	6,521	7,348	7,560	2.9%
Bone marrow transplants	66	70	66	-5.7%
Patients undergoing chemotherapy	4,708	5,031	5,154	2.4%
Outpatient chemotherapy sessions	30,294	32,670	34,540	5.7%
Outpatient radiotherapy sessions	28,138	26,636	23,003	-13.6%
Patients-day	67,461	72,773	97,414	33.9%
Discharges	8,182	9,170	9,341	1.9%

Dissemination of knowledge to expand access to excellence treatments

Through the Einstein Oncology and Hematology Network, the organization maintains alliances with hospitals and clinics in the states of Pernambuco, Paraná, Rio Grande do Sul and Goiás, promoting technical cooperation, case discussion and the dissemination of good practices with a focus on expanding access to excellent treatments and patient-centered care.
In addition, Einstein carries out specialized consultancies for reference hospitals in Latin America, such as the Metropolitan Hospital of Quito (Ecuador) and the Colsubsidio Clinic in Bogotá (Colombia), and maintains alliances with organizations that are world references in onco-hematology, such as the *City of Hope, Mayo Clinic, Intuitive* and *Siemens Healthineer.* These alliances strengthen the exchange of knowledge, the transfer of technologies and the development of the Clinical Staff to bring the best and most innovative in the world to patients.



Humanized care plays a key role in the treatment of cancer patients

Self-service totem reduces average time spent in patient admission process

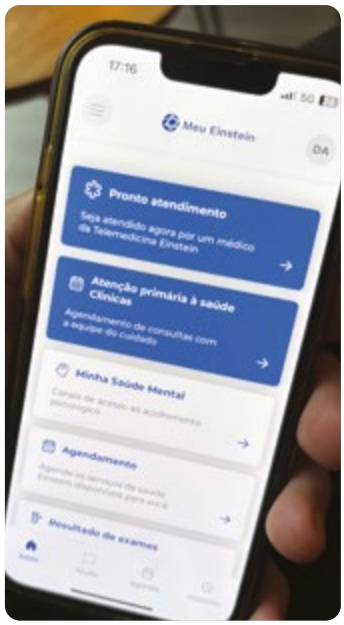
GRI 3-3 ATTENTION TO THE PATIENT

Patient Experience

Einstein performs integrated management of different factors that impact the relationship with patients, their perception and meeting their expectations and needs. The principles cultivated in the organization are Patient Safety, Passion to Serve and Attention to Detail, as well as the adoption of technologies that can improve and facilitate care, making it more humanized and personalized. To understand the patients' perception about the services provided and guide improvements, Einstein conducts a survey after each service provision, with the *Net Promoter Score (NPS) recommendation metric*, both in private health services and in public services and, through annual surveys, it also evaluates the degree of relationship and loyalty. The patient can comment on their experience in Customer Service (SAC) physical and digital channels. Post-service research and spontaneous demonstrations guide improvements in services.

Digital transformation has aided patient experience and care. Einstein has evolved with solutions that combine the best of the physical and digital worlds. This model is based on the premise that technology can expand the reach and effectiveness of health care, providing a more agile, convenient, accessible and personalized experience for patients. The use of telemedicine is an example of this evolution, as is the digital *check-in,* as both reduce waiting time. Another case is the use of AI that signals the probability of patients seen in the emergency room needing hospitalization and, in this case, recommends the best bed for each situation.

Technology to improve patient experience



In the Meu Einstein application, the patient has access to information from their medical record, which ensures transparency and allows the management of their health and promotion of self-care, and includes tests results, allergies, hospital discharge summaries, health and family histories. Patients may include information such as new allergies and test results from other organizations.

TEXT ANALYSIS APPLIED TO THE PATIENT'S VOICE: example of patient data management to improve the experience, the voice is captured at different points of contact and channels, and active searches. With the use of AI, the comments are analyzed, allowing an evaluation of the emotions, the classification into topics and the identification of opportunities for improvement, with greater certainty and readiness in solving emerging problems and prioritization in the allocation of resources.

VOICE ANALYSIS: technology applied to patients' telephone contacts, which records care services more efficiently, allowing the analysis of emotions, identification of keywords, improvement of the quality of care and automation of processes that result in improving experience and in greater efficiency of the *contact center.*

DATA ANALYSIS AND PATIENT SEGMENTATION: patient data centralization environment with monitoring not only of traditional information, such as transactions, but also those linked to relationship, satisfaction, recurrence and engagement, in addition to recording AI-generated metrics and *insights*. Through Machine Learning, analyzes and segmentations are performed according to patient profiles and their different needs, to provide personalized care and better care approaches.

OPTICAL CHARACTER RECOGNITION (OCR) SOLUTIONS: used for reading of the medical request, reducing the patient's effort in transmitting information, and optimizing administrative processes, allowing more time for reception and relationship.

Patient Advisory Boards and Deployment Committees

In 2024, Einstein's Patient and Family Advisory Boards completed 15 years of operation. This initiative aims to integrate patients and families into the process of improving the services offered in private and public units. During meetings, members discuss issues such as waiting time for care, accessibility, and patient experience. Throughout 2024, 33 meetings were held, attended by 132 members, which identified 39 opportunities for improvement.
The active participation of patients and families in decisions related to care is essential to ensure that health services meet the real needs of those who are directly impacted. In addition, collaboration strengthens trust between the organization and the community, fostering an environment of transparency and mutual respect.

Satisfaction Index

As in the previous five years, the *Net Promoter Score* (*NPS)* for patient satisfaction with Private Care services in 2024 remained in the Zone of Excellence, with scores between 76.0 and 80.0 in 2024. Patient satisfaction with Public Care services, also measured by the *NPS*, improved throughout 2024, reaching 39.2 points, a growth of 1.7 compared to the previous year. In 2024, the uptake of Voice of the Patient in public units increased from 6 to 14 services, which was reflected in the 31.6% increase in the number of respondents in relation to the previous year.

PATIENT NET PROMOTER SCORE (NPS)	2022	2023	2024	Δ
Hospitals	80.4	79.3	78.2	-1.4%
Outpatient Network (Private Care)*	76.8	80.4	78.6	-2.2%
Diagnostic Network (SP and Goiânia - Private Care)	73.7	79.4	76.0	-4.3%
NPS Per Unit				
Hospital Israelita Albert Einstein - Morumbi Unit	73.5	77.8	76.0	-2.3%
Hospital Israelita Albert Einstein - Goiânia Unit	83.2	81.4	66.4	-18.4%
Dr. Gilson de Cássia Marques de Carvalho Municipal Hospital - Vila Santa Catarina (1)	85.3	88.9	89.6	0.8%
Hospital Municipal Dr. Moysés Deutsch (HMMD) - M'Boi Mirim (2)	N/A	59.5	61.5	3.4%
Iris Rezende Machado Municipal Hospital - Aparecida de Goiânia (3)	N/A	97.0	98.0	1.0%
Total Einstein	76.3	80.2	78.3	-2.4%

* Outpatient network includes the following services: Vaccine, CMA (consultations), *Check-up,* Emergency Units, Einstein Clinics, Oncology (outpatient, radiotherapy and chemotherapy), rehabilitation, *on-site,* telemedicine and Einstein Closer to You.

(1) Vila Santa Catarina Hospital has inpatient and outpatient services. The outpatient clinic started measuring NPS in 2023.

(2) Dr. Moysés Deutsch Hospital - M'Boi Mirim has inpatient, outpatient and emergency services. Negative impact of the emergency room NPS score, which started measuring in 2023.

(3) Data from the Goiânia Unit have been reviewed and corrected. (GRI 2-4)

The sharp increase in infectious disease-related demand in emergency care services between March and June 2024 exceeded Covid-19 peaks and affected the NPS, requiring a set of actions to overcome urgent care bottlenecks in both Private and Public Care. In Public Care units (AMAs and UPAs) with spontaneous demand, self-service totems were implemented to expedite patient admission and *Fast Track care processes* for patients with less serious conditions. In Private Care, there were structural and process changes, such as the expansion of the capacity of the adult and pediatric emergency services at the Morumbi Unit, and the use of technology, in which the follow-up of low complexity care patients is scheduled to occur via telemedicine, ensuring the continuity of care with a shorter length of stay. In 2024, 9,044 services were provided through this flow. In addition, the Meu Einstein app has been evolving and offers a differentiated experience for telemedicine services. In the application, activation is done via a button, followed by data confirmation and a virtual reception, allowing access to an Einstein doctor in less than five minutes.

Multidisciplinary teams bring the quality of Private Care to SUS hospitals managed by Einstein

Pediatric Oncology team at the Morumbi Unit

GRI 3-3 EXCELLENCE OF SERVICES

Clinical Staff

Einstein's Clinical Staff reached 15,324 physicians at the end of 2024, an increase of 19% compared to the previous year, due to the growth of private and public services, especially with the hospitals of Salvador (HOEB) and Goiânia (HUGO), in addition to the incorporation of physicians who work on the teaching, research and innovation fronts. The *Net Promoter Score (NPS)* improved by 2.3 points compared to 2023, reaching 84.7 in 2024, the best result in the historical series. This is the result of structuring actions, such as the updating of medical living spaces, clearer rules for surgical scheduling and integration between care and innovation activities, as well as investments in electronic medical record systems *(Cockpit)* and the incorporation of new functionalities with artificial intelligence applications.

The appreciation of physicians as individuals and professionals is an Einstein priority, requiring an environment in which professionals can fully practice the best of Medicine, including teaching, research and innovation.

Physicians' commitment to social responsibility is reflected in their work with the SUS and in health campaigns, allowing them to expand their impact on society. For those who wish to work in management, Einstein offers leadership training programs through the teaching area. The organization also provides support for the development of clinical studies. As such, Einstein ensures that its physicians have the necessary tools to grow and innovate in an environment based on meritocracy, transparency and diversity.

The active participation of professionals in the elaboration of the Einstein guidelines is valued and encouraged. For this to occur in a coordinated fashion, in 2013 Medical Assistance Groups (GMAs) were created, bringing together physicians and allied health professionals in a joint effort to build knowledge and best health practices. There are currently 62 active GMAs, organized based on disease, health conditions, and specific areas of interest. In addition, the *Physician Compact,* a program started in 2020, formed by physicians from various specialties, establishes a pact between physicians and Einstein in order to foster the relationship, considering the transformations that the health sector is undergoing in the pillars of physician and patient experience, reciprocity, leadership, safety, quality and innovation.

Einstein offers digital tools, such as the Einstein Médicos app and the Medical Relationship portal, to access patient information, tests and medical records, improving relationships with doctors and facilitating their work. Communication is transparent and open, using satisfaction surveys to gather *feedback* and identify areas for improvement. Einstein is also concerned about the well-being and mental health of its Clinical Staff and offers support to those facing adverse events.

Medical Practice

Einstein works to promote a better experience for physicians, patients and multidisciplinary teams, incorporating the pillars of the *Physician Compact* in Clinical Staff management, and has guidelines for the selection and accreditation of physicians and members, integrating them into Einstein's culture and way of operating, through training, to ensure the adaptation and retention of the physician *(on-boarding)*. Another important aspect is to ensure that only procedures with indications based on clinical evidence are performed. Through the Pertinence of Care program, indications of hospitalizations, tests and procedures are evaluated. Currently, procedures in Gastroduodepancreatectomy, Cholecystectomy, Echoendoscopy, Endometriosis, Cockett Syndrome, Aortic Aneurysm, Spine Arthrodesis, Infiltration for the Treatment of Osteomuscular Pain, Knee Arthroplasty and Ureterolithotripsy are managed.

Care Pathways

Care Pathways are documents that detail all stages of care with the aim of improving clinical outcomes and reducing adverse events. Currently, over 350 *Care Pathways* are published on Einstein's digital platforms, in 34 specialties. These documents are also used in the construction of electronic medical record prescriptions, called *powerplans*, simplifying the request for testing and the prescription of medicines.

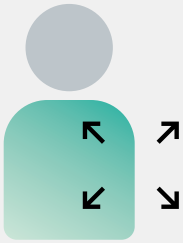
Clinical Staff Innovation Program

In 2024, the Clinical Staff Innovation Program was created, which aims to support physicians in the development of innovative projects and solutions. The goal is to increase the number of projects with potential clinical impact, in addition to attracting and retaining medical talent with inventor and entrepreneurial profiles. The Program is structured around three pillars:

TRAINING: events, courses and *workshops* within the subjects and methodologies of innovation, *design*, technology and entrepreneurship.

ENGAGEMENT: active participation of physicians in innovation activities and projects.

NAVIGATION: support and lead physicians in their innovation journey, serving as a bridge between the inventor and the various areas involved in the research and development process of new solutions.



Trail of Human Factors for Physicians

Einstein adopted the *Healthcare Crisis Resource Management (HCRM) methodology,* an adaptation of aviation's *Crew Resource Management (CRM), adapting it to the health context, to promote reliability and the development of socio-emotional skills in high-performance teams.*

NUMBER OF PHYSICIANS TRAINED IN 2024

Communications
728

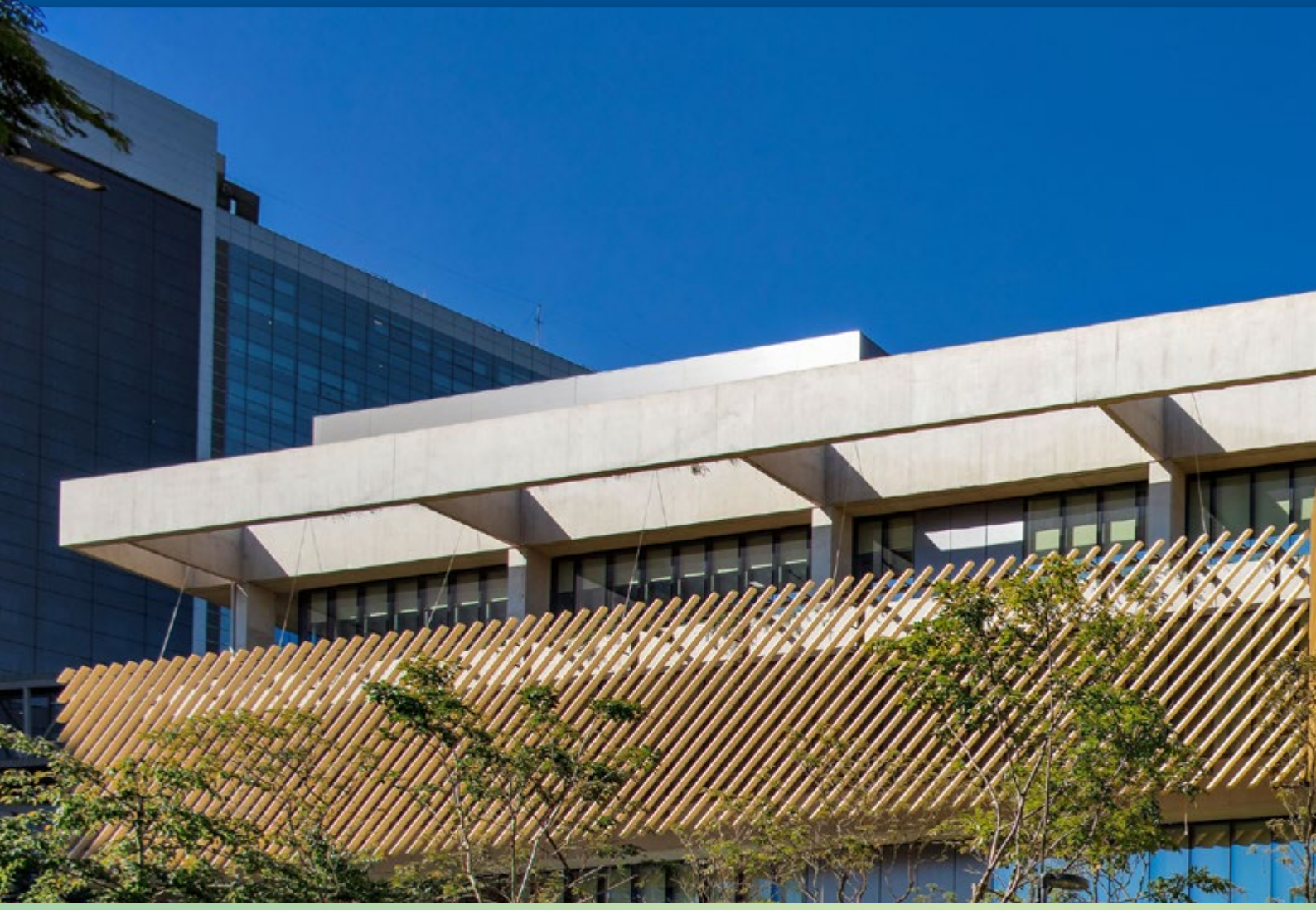
Situational Awareness
682

Decision-Making
709

Teamwork
684

Risk and Error Management
704

Tools *HCRM* - In-person
206



3

Teaching, Education and Consulting

With a portfolio ranging from Technical High School to Doctorate, Einstein's Teaching helps improve the health of the population and the quality of care and health management throughout Brazil. The Technical School Integrated with High School, in Paraisópolis, opened its first classes and the first entrance exam was held for the new undergraduate degree in Psychology. Einstein Consulting, on the other hand, shared knowledge and experience with health organizations in Brazil and Latin America.

Cecília and Abram Szajman Teaching and Research Center building

PROFILE AND STRUCTURE GRI 2-6 - GRI 3-3 EXCELLENCE OF SERVICES

Einstein trains professionals for health care and management, based on skills and knowledge built up throughout its history.

With innovative methodologies, practical experience and cutting-edge teaching solutions at different levels of education, Einstein develops leaders and professionals who can contribute to the improvement of private and public health systems.

Einstein Teaching has students from High School to Doctorate levels, in addition to residencies, refresher courses and management programs. The teaching staff is formed, in large part, by Einstein's own professionals, who act as knowledge multipliers.

Investment in the training of its leaders, with programs that address institutional and transversal themes, such as diversity, equity, inclusion and mental health, is also a constant. In total, there are 14 units in five Brazilian states, as well as distance learning. Einstein opened the School of Nursing and the Technical School in 1989 and, since then, Einstein's Teaching has been an important building block of the organization.

STRUCTURE	2022	2023	2024	Δ
Number of Units	11	12	14	16.7%
Number of Rooms	149	154	158	2.6%
Number of Auditoriums	3	3	4	33.3%
Einstein Center for Sports and Well-Being	1	1	1	0.0%
Footprint (m^2)	62,436	63,161	63,436	0.4%

STUDENT SATISFACTION	2024	2024	2024	Δ
Net Promoter Score (NPS)	83	85	86	1.2%

Integrated Technical and High School course, Paraisópolis

LINES OF ACTION

Einstein's teaching follows students at different stages of their professional life

Technical School and Integrated Technical and High School course

Training young people who will pursue careers in health, including practical experience through internships in Einstein's care and administrative units.

The Integrated Technical and High School course Paraisópolis (ETIM PECP) opened in 2024 and offers, free of charge, the opportunity for technical training for youth in the region, contributing to their inclusion in the labor market. Einstein provides uniform, food and materials.

Undergraduate Program

In 2024, eight courses under-graduate courses at Einstein Teaching were added: Management, Nursing, Biomedical Engineering, Physical therapy, Medicine, Nutrition, Dentistry and the new degree in Psychology, which will have, from 2025, in-person classes at the Albert Einstein Teaching and Research Center - Cecilia and Abram Szajman Campus, located in Morumbi. Applications for the entrance exam, for 60 vacancies, were held in the second half of 2024. The course will provide a complete generalist training, with emphases on psychological assessment, clinical psychology and health and well-being promotion.

Undergraduate courses now appear in the *rankings* of *Folha de S.Paulo* and *Estadão*

The Faculdade Israelita de Ciências da Saúde Albert Einstein first appeared in the Folha 2024 University Ranking. Among private educational institutions, the Nursing course led the index, while Medicine reached the ninth place among the more than 200 evaluated. In the Guia da Faculdade by O Estado de S.Paulo, the courses were awarded five stars for Medicine and four stars for Nursing. The use of advanced technology to improve teaching and practice from the beginning are relevant Einstein differentials.

Latu Senso Postgraduate course

directs and updates health professionals throughout the country, offering in-person, hybrid and distance training through 188 courses. In 2024, the Sustainability postgraduate course was created: Leadership and Innovation in *ESG* (*Environmental, Social, and Governance*) to prepare professionals to face current challenges and align medical practices with *ESG principles*. The objective is to contribute to the creation of value in organizations and the improvement of global health.

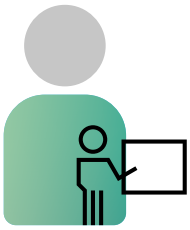
MBA

Focused on developing leadership for health organizations, Einstein's MBA aims to improve the performance of senior leadership of health organizations in Brazil, stimulating the development of modern management techniques.

Residents at Dr. Moysés Deutsch Municipal Hospital - M'Boi Mirim

Public Hospitals for Teaching Internships

The Dr. Gilson de Cassia Marques de Carvalho Municipal Hospital, the Dr. Moyses Deutsch Municipal Hospital and the Primary Care and Assistance Network units managed by Einstein for the city of São Paulo function as practical training fields for formal education programs, such as the Medical and Multiprofessional Residency and courses in Medicine, Nursing, Dentistry and Physical Therapy, as well as Technical Courses and other supervised internships in the hospital and outpatient areas.



New MBA in Health Project Management in collaboration with PROADI-SUS

An Einstein initiative within the scope of PROADI-SUS offers an MBA in Health Project Management, aimed at training public servants. Started in 2024, the course focuses on the development of skills in planning and executing projects in the health area, preparing professionals to act efficiently and strategically. The syllabus combines theory and practice with applied projects, seeking greater efficiency for the SUS.

Kavanah Project

Extension initiative organized by Einstein's Medical students, which aims to support SUS and accelerate care for patients awaiting small and medium complex surgeries. In 2024, the program provided care in Amparo and Jaguariúna, in the countryside of São Paulo, serving 63 patients. The expeditions had about 40 volunteers, including students, anesthesiologists, general surgeons, gynecologists and obstetricians. Procedures such as hysterectomies, tubal ligations and hernia repair surgeries were performed. In Amparo, the surgeries were performed at Santa Casa Anna Cintra Hospital, and in Jaguariúna, at Walter Ferrari Municipal Hospital. The Kavanah Project has also already visited the cities of Muzambinho (MG) and Aparecida de Goiânia (GO).

The Perobeiras Early Childhood Education Center serves children from 0 to 6 years old

Master's and PhD

Promote knowledge applied to the areas of care, research and teaching, with access to publications, realistic simulation and the structure of a health system of excellence.

Medical and Multiprofessional Residencies

Offer theoretical-practical training, with clinical discussions, *workshops*, research and hospital structure, in the public and in the private sectors, in addition to the exchange with professionals of excellence.

Distance Learning

Virtual modality focused on short courses and postgraduate courses, enabling the participation of professionals from all over the country.

Refresher and Short Courses

Improvement and certifications in several areas for the continued education necessary for those who work in health.

Scientific Events

Forums, symposia and meetings, with the objective of promoting the exchange of knowledge, scientific evidence, good practices and technological innovations among health professionals.

Daycare

Einstein operates two daycare centers for Employees' children between 4 months and 3 years of age, in addition to managing an Early Childhood Education Center (CEI Perobeiras), for children up to 6 years old.

Teaching - Activities in Numbers

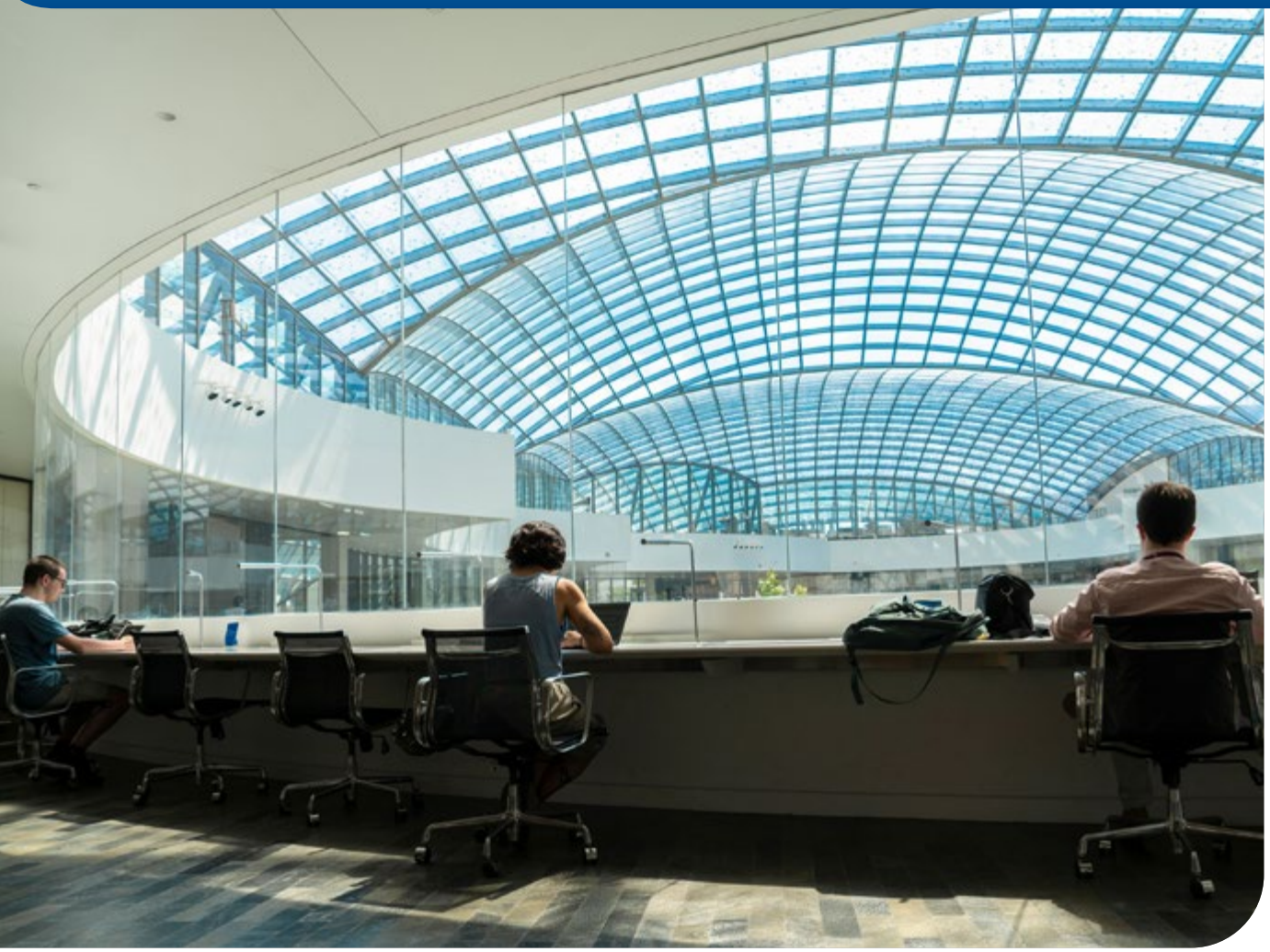
Formal Teaching	2022	2023	2024	Δ
Undergraduate Programs	**1,231**	**1,456**	**1,712**	**17.6%**
Management		30	54	80.0%
Nursing	459	481	501	4.2%
Biomedical Engineering		62	115	85.5%
Physical therapy	41	84	123	46.4%
Medicine	731	742	762	2.7%
Nutrition			54	-
Dentistry		57	103	80.7%
Technical School and Integrated Technical and High School	**1,068**	**1,087**	**1,115**	**2.6%**
Technical School	763	804	793	-1.4%
Technical High School	305	283	322	13.8%
Graduate + MBA + Master's	**9,290**	**9,305**	**8,770**	**-5.7%**
MBA	90	89	93	4.5%
Master's	99	110	90	-18.2%
In-person Graduate	**7,153**	**6,463**	**5,915**	**-8.5%**
Care Graduate Program	6,329	5,759	5,253	-8.8%
Management Graduate Program	824	704	662	-6.0%
Residency	**242**	**271**	**300**	**10.7%**
Medical Residency	195	220	244	10.9%
Single and Multiprofessional Residency	47	51	56	9.8%
Digital Products - Distance Learning Graduate Studies	**1,706**	**2,372**	**2,372**	**0.0%**
Care Graduate Program	815	1,379	1,411	2.3%
Management Graduate Program	891	993	961	-3.2%

Formal courses: include offers with regular enrollment, such as undergraduate, graduate (in-person and distance learning), MBA, high school and technical courses.

Informal Education	2022	2023	2024	Δ
In-person Short Term	**32,196**	**33,732**	**32,703**	**-3.1%**
Care Refresher Courses	4,751	3,730	4,312	15.6%
Management Refresher Courses	6,225	5,004	4,426	-11.6%
Adaptive Teaching	4,481	4,679	870	-81.4%
Realistic Simulation	16,739	20,319	23,095	13.7%
Short Term - Digital Products	**14,196**	**20,512**	**17,679**	**-13.8%**
Care Refresher Courses	2,217	2,757	3,791	37.5%
Management Refresher Courses	957	1,538	1,358	-11.7%
Public Projects	11,022	16,217	12,530	-22.7%

Informal courses: include events, short courses, specific training actions and workshops.

The numbers for High School, Technical School and Undergraduate students considers the newcomers of the current year, with no impact of cancellations added to the base of students from previous years who were active at the beginning of the year.



↑ The CEP offers undergraduate courses in Medicine, Nursing and Management, in addition to graduate courses

TEACHING - ACTIVITIES IN NUMBERS (CONTINUED)

The numbers for graduate students (in-person and distance learning), MBA, Master's and Residency considers paying and non-paying students (PROADI, COAPES, PRONON and Enhancement) at the beginning of the course, without impact of cancellations. Only confirmed and started classes in the current year are considered.

	2022	2023	2024	Δ
Total Students	**57,981**	**66,092**	**61,979**	**-6.2%**
Formal Education	11,589	11,848	11,597	-2.1%
Informal Education	46,392	54,244	50,382	-7.1%

Formal courses: include offers with regular enrollment, such as undergraduate, graduate (in-person and distance learning), MBA, high school and technical courses.

Informal courses: include events, short courses, specific training actions and workshops.

Daycare

	2022	2023	2024	Δ
Einstein Daycare	2	2	2	0.0%
Children	382	397	420	5.8%
Enrolled	142	148	139	-6.1%
Early Childhood Education Center - CEI Perobeiras	1	1	1	0.0%
Children	221	232	219	-5.6%

TEACHING UNITS - SÃO PAULO

Albert Einstein Teaching and Research Center – Campus Cecilia and Abram Szajman (CEP)

The CEP offers courses in Medicine, Nursing and Management, in addition to graduate courses, short courses and scientific events. There are 23 classrooms, with audiovisual resources adaptable to up to 40 environments, as well as Anatomy, Morphology, Nursing, Information Technology and Multidisciplinary laboratories. In 2024, it opened a new wing for the Realistic Simulation and Corporate Training Center, previously located at the Morumbi Teaching Unit.

Vila Mariana

Care internship for graduate courses and Medical and Multiprofessional Residency and undergraduate courses in Nursing, Medicine, Physiotherapy and Dentistry, in addition to offering Einstein refresher courses.

Faria Lima

The unit offers graduate courses.

Morato

Houses undergraduate degrees in Physical therapy, Biomedical Engineering, Dentistry and Nutrition, technical courses, postgraduate and refresher courses. Includes a Surgery Experimentation and Training Center, specialized laboratories and a library.

Paraisópolis

Located in the Einstein Program building at the Paraisópolis Unit (PECP), it offers free Technical Integrated High School to community residents. GRI 203-1

Paulista I

Offers short courses, technical education and technical high school, in addition to postgraduate courses.

Paulista II

Offers postgraduate courses, the Executive MBA, the Health Management Program and the Simulation Center.

Einstein Center for Sports and Well-being

The Einstein Center for Sports and Well-being was created to promote the quality of life of undergraduate and residency students, with activities that stimulate physical and mental health and provide moments of leisure and social interaction among freshmen, veterans, residents and teachers.

Dr. Gilson de Cássia Marques de Carvalho Municipal Hospital

Einstein Teaching is also present in the hospital, which offers a teaching hospital structure for formal education programs, such as the Medical Residency and undergraduate courses in Medicine and Nursing. It offers hospital internship to the Medicine and Nursing courses, Medical and Multiprofessional Residency programs, and internships for Technical Courses and other supervised internships in the hospital area. It has classrooms, amphitheater, library and living space for students.

CEI - Perobeiras

Through a partnership with the city of São Paulo, Einstein took over the management of the CEI/daycare Perobeiras, which serves children from 0 to 6 years old.

BAHIA

Salvador

At the Orthopedic Hospital of the State of Bahia, training courses are offered for professionals in the region, such as postgraduate courses, short courses and Realistic Simulation.

GOIÁS

Goiânia

Supports training and updates with postgraduate courses in the areas of care and management, refresher programs and practical activities at the Realistic Simulation Center.

MINAS GERAIS

Belo Horizonte

Offers short courses and postgraduate courses.

RIO DE JANEIRO

Downtown

Hosts graduate courses. In 2025, it will move to the neighborhood of Botafogo.

Alliances

Einstein invests in alliances with renowned national and international organizations, such as *Stanford*, *Manchester* and Universidade Nova de Lisboa, sharing practices, programs and providing student and faculty exchanges.

The Realistic Simulation Center develops practices and technical skills for the training of health professionals

GRI 3-3 INNOVATION AND TECHNOLOGY

Technology and Practices

The investment in new courses and channels enables Einstein's Teaching to share knowledge and collaborate with the development of health in Brazil, expanding the structure and incorporating new methodologies, technologies and practices. The Einstein Digital Academy (ADE), for example, is a platform that offers free unlimited and accessible content via *web* and mobile devices, produced by Einstein experts for healthcare professionals. The tool allows users to set up their own development tracks and uses AI for searches, going beyond titles and descriptions, transcribing video content into text and identifying topics.

Launched in July 2021, the ADE has already accrued more than 10.3 million views and, in 2024, reached 486,000 members, with 147,000 registered this year alone. The Academy is accessed from all Brazilian states, 52.9% in the Southeast, 13.7% in the South, 7.6% in the Midwest, 7.1% in the North and 18.5% in the Northeast. In 2024, emerging technologies, including AI, were used to improve the search for content and for the indication and comparison of recent scientific articles published in PUBMED.

PREPARA EINSTEIN

Prepara Einstein is an environment within the Digital Academy designed to prepare students for the Direct Access Medical residency exams. Access is free and unlimited, with content covering five areas: General Surgery, Internal Medicine, Preventive and Social Medicine/Family and Community Medicine, Gynecology and Obstetrics, and Pediatrics. The program began in 2024, with 3,284 members, of whom 30% indicated their intention to take the residency test that year.

GRI 3-3 IMPACT ON HEALTH AND SOCIETY

Access and Opportunities

Einstein offers full or partial scholarships to students in socioeconomic vulnerability, and this is made possible by waiver of revenue and contributions from individuals and legal entities, through the Knowledge Stimulus Fund and through its own resources. The granting of these scholarships is in line with the Sustainable Development Goal (SDG) 4 – Quality Education, established by the United Nations (UN). In addition to promoting access to education, the initiative contributes to diversity among Einstein Teaching students, enriching the exchange of experiences and contributing to the transformation of both the academic environment and society as a whole.

Undergraduate students, with the exception of medical courses, have the opportunity to act as paid monitors in several areas of Hospital Israelita Albert Einstein, complementing their training with practical experience. Medical students, in addition to full and partial scholarships, have the Einstein Student Credit, which finances up to 50% of the course, without interest, facilitating access to medical training of excellence. Another way Einstein promotes access to different teaching opportunities is through the *MD-PhD program – Marcos Lottenberg & Marcos Wolosker International Fellowship for Physician Scientists,* which allows Medical students to carry out scientific research at the doctoral level abroad.

"Einstein means hope to me because I see that I have a future, not only here, but elsewhere, through the teaching it provides me. Not only the teaching, but the separate courses, such as Journalism, which I entered yesterday, and percussion, the drums."

MARIA RITA ALMEIDA DA SILVA COSTA
16 years old, student in the first class of the Technical Education Integrated with Paraisópolis High School

Scholarships and other benefits (formal education and degrees)

	2022	2023	2024	Δ
Full scholarships	32	44	114	159.1%
Partial scholarships	301	345	292	-15.4%
Student loans	39	33	40	21.2%
Paid Tutoring programs	139	174	209	20.1%
Total students benefited	511	596	655	9.9%
Total number of enrolled students*	**1,349**	**1,739**	**2,034**	**17.0%**
Students benefited (%)	**37.9%**	**34.3%**	**32.2%**	**-2.1 p.p.**

* Formal Education Students (High School and Degrees).

Einstein Consulting

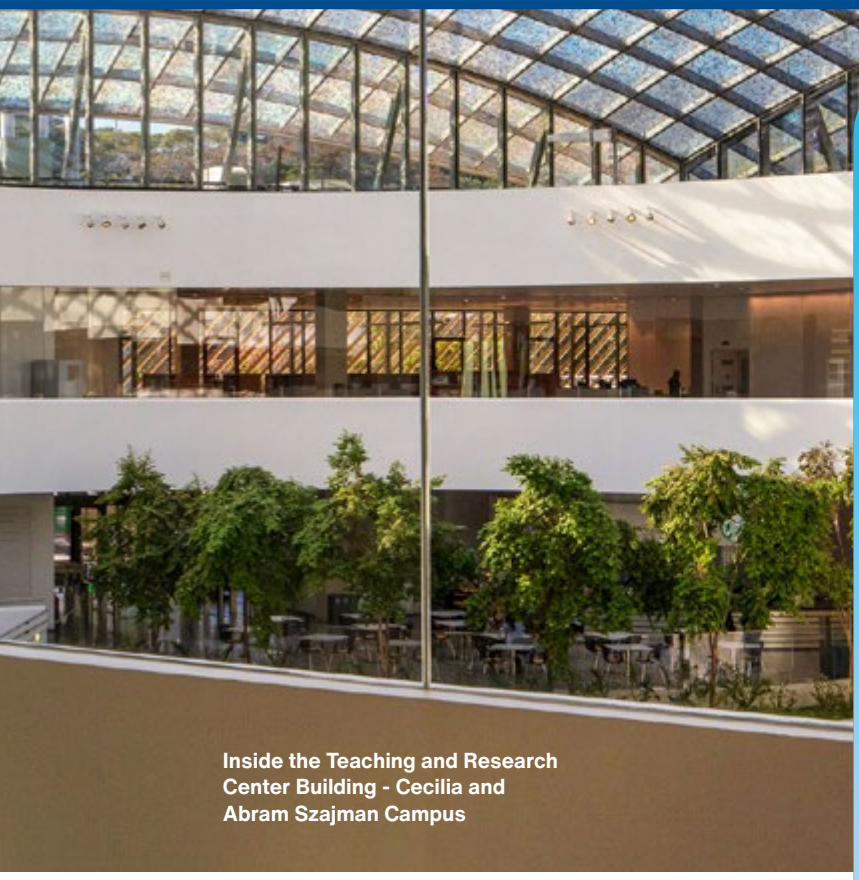
Einstein shares its management experience with other health organizations, both public and private. In 2024, Einstein Consulting worked with municipal and state departments in the Northeast, Midwest and South Regions, in projects aimed at improving the health care network, from the organization of the care network to the definition of the hospital configuration and the implementation of health services.

In the reorganization of the health care structure, the focus was to improve the structure and care offered by the public system. 110 actions were implemented per municipality, with emphasis on the mapping of health units and critical points, the training of teams for specialized care, the implementation of care lines for specific audiences and the creation of working groups to improve the system.

In the second axis, Einstein's focus was dedicated to the definition of the hospital configuration and the design of health services. A total of 611 care procedures and 28 protocols were structured and adapted, focusing on the quality and safety of care, such as Sepsis, Acute Myocardial Infarction, Cerebrovascular Accident (CVA) and Trauma. In addition, architectural and financial plans were optimized to improve efficiency and return on investment. Simulations of opening units were carried out to mitigate risks of the care operation, while experts mapped materials and equipment, defining schedules for their acquisition. These initiatives ensure that new health services are implemented in a structured, efficient and sustainable manner.

On the international scene, Einstein provided consulting services to five countries: Portugal, Chile, Peru, Ecuador, and the Dominican Republic. Projects were developed with a focus on improving care management processes, evaluating the clinical staff performance management model, analyzing the usability of hospital management systems, and implementing robotic surgery services.

In terms of improving the flow of care and the patient journey, the solution was implemented in large private hospitals in Chile and Peru. Among the main actions were the optimization of the emergency flow, the review of internal



Inside the Teaching and Research Center Building - Cecilia and Abram Szajman Campus

processes to eliminate redundancies and mitigate waste, the real time management of the patient journey, and the implementation of communication protocols. In one of these projects, there was a 76% reduction in waiting time at screening and an increase of 75 points in the *Net Promoter Score (NPS)* of the emergency service.

Within the scope of Clinical Staff Management and Hospital Management Systems, an analysis of the medical performance of a private hospital in Portugal was carried out. Seventy-eight physicians were evaluated, according to the criteria of care, teaching and research. There was also the implementation of robotic surgery services in four health organizations, one in Ecuador and three in Peru. These projects represented a significant advance in the offer of high complexity procedures, in addition to expanding access to innovative technologies and raising the standard of care in these regions.

Products & Services Offered by Einstein Consulting

STRUCTURING OF NEW HOSPITALS

Assists in the planning of new hospital units, supporting from the sizing of the necessary investments to establish the organization, analyzing the infrastructure, the development of care protocols and the definition of the performance indicators that will be adopted, and the hiring of professionals.

IMPROVING HOSPITAL CARE

Develops projects that range from process optimization to procurement and supply management. The goal is to increase efficiency and quality of care, ensuring that resources are sustainably used.

DEVELOPING PROTOCOLS AND FLOWS

Helps hospitals develop and institute protocols and flows for various specialties, so that the processes improve the quality and safety of care practice.

HOSPITAL MANAGEMENT

Offers consulting in hospital and care management, including people management and the application of care protocols adopted at Einstein.

ROBOTICS

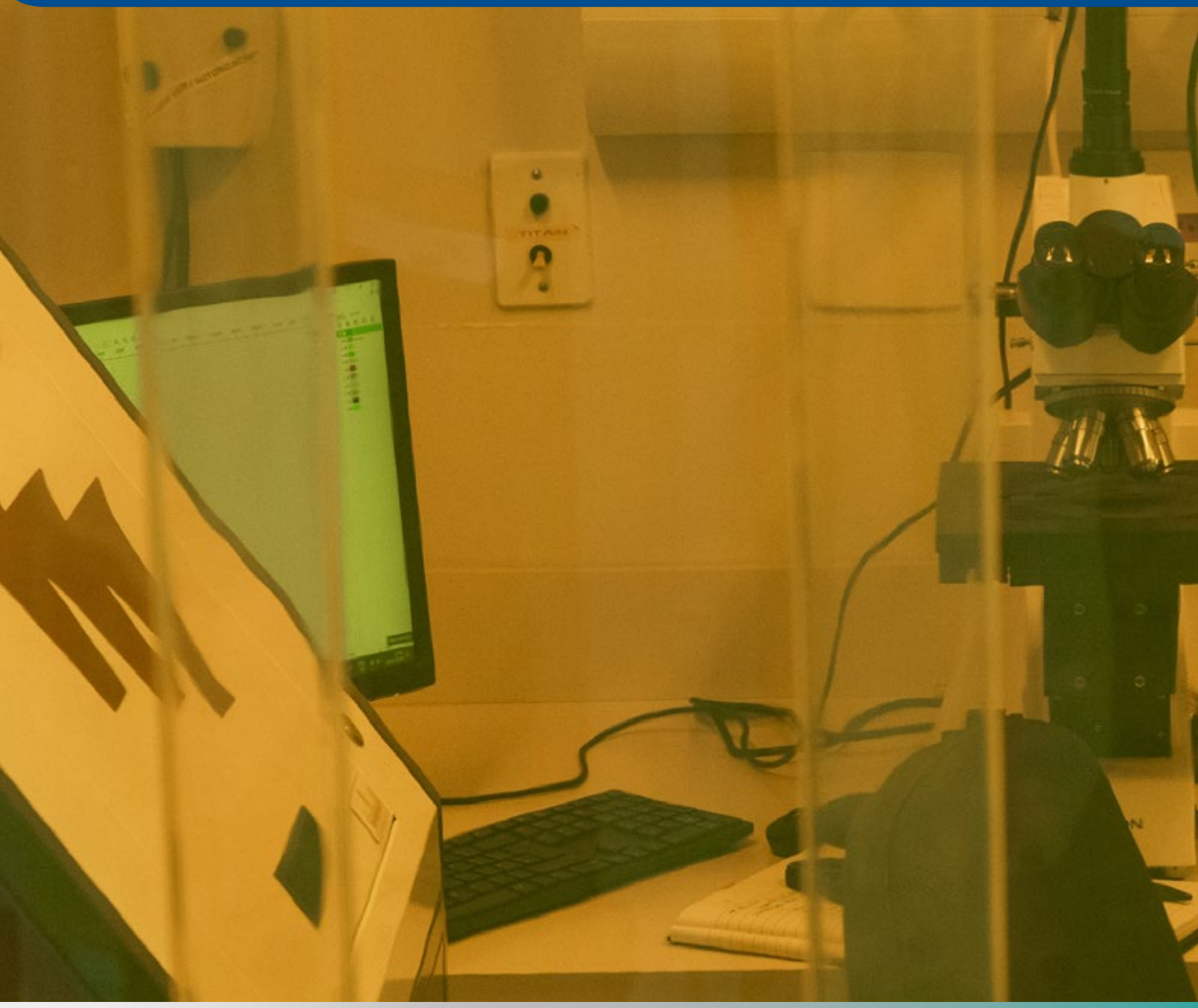
Structures robotics centers, supporting the development of protocols, flows and specialized training for physicians and nurses, in order to maximize the potential of this technology.

ONCOLOGY

Prepares hospitals to integrate their oncology network, aligning them with the protocols and care flows according to standards established by Einstein.

DIAGNOSTIC MEDICINE

Offers management and specialized services to other hospitals, according to standards adopted in Einstein.



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Research

Einstein Research seeks solutions for health promotion, prevention and treatment of diseases, offering a cutting-edge scientific structure and access to an integrated health system. The organization's scientific production grew significantly compared to the previous year, as well as the number of citations in indexed journals. Studies carried out by Einstein have received important recognition and new national and international collaborations have been established.

Researcher performs protein analysis at the Laboratory of Experimental Biology Dr. Geraldo Medeiros Neto

PROFILE AND STRUCTURE GRI 2-6, 3-3 INNOVATION AND TECHNOLOGY | EXCELLENCE OF SERVICES

Einstein works to generate scientific knowledge through research focused on Molecular Genetics, Cell Therapy, *Big Data* and *Analytics*, Infectious Diseases and Aging.

In 2024, Einstein's scientific output grew by 17% compared to the previous year, with the number of publications in indexed journals reaching 1,745. In those with impact factor >1, the increase was 34.9% and reached 1,249 publications. 343 new research projects have been initiated, 183 have been completed and another 636 are underway.

Einstein's structure allows researchers to fully dedicate themselves to their activities and for doctors and nurses to carry out the research. There is a strong connection between research, care, teaching and innovation, especially in areas such as Robotic Surgery, Orthopedics and Cell Therapy. Research drives innovation, through the development of new technologies, therapies and treatment approaches, by generating knowledge that enables more efficient use of resources and access to disruptive treatments for patients, promoting equity.

An example of this integration is the Center for Research in Advanced Therapies (NPTA) in Oncology, which has a certified clean room and offers all the physical and professional infrastructure necessary for the research and development of advanced therapy products for complex diseases. In addition, it serves as a training environment by training professionals to comply with Good Manufacturing Practice (GMP).

The diversity of patients treated by Einstein, both in the private and public sector, allows studies that are representative of the Brazilian population to be carried out. This characteristic attracts international researchers, who seek Einstein's services for studies that dive into the Brazilian ethnic diversity, consolidating it as a pole of excellence. Expenditure on experimental, clinical and PROADI-SUS research was BRL 144.1 million in 2024, a growth of 13.8% compared to the previous year.

Publications by Einstein researchers

	2022	2023	2024	Δ
In indexed journals	1,013	1,487	1,745	17.4%
In Journals with “Impact Factor” > 1	606	926	1,249	34.9%
In Indexed Journals with “Impact Factor” >20	47	81	113	39.5%
Citations of Scientific Publications Produced by Einstein Researchers	6,991	5,822	7,058	21.2%

Scientific research by area/specialty

	2022	2023	2024	Δ
Cardiology	84	302	133	-56.0%
Impact Factor > 1	57	63	91	44.4%
Impact Factor > 20	4	5	15	200.0%
Orthopedics	38	113	70	-38.1%
Impact Factor > 1	12	27	45	66.7%
Impact Factor > 20	0	1	1	0.0%
Neurology	85	65	159	144.6%
Impact Factor > 1	49	43	112	160.5%
Impact Factor > 20	4	3	13	333.3%
Pediatrics	66	64	56	-12.5%
Impact Factor > 1	9	24	21	-12.5%
Impact Factor > 20	1	0	0	0.0%
Gynecology and Obstetrics	38	47	95	102.1%
Impact Factor > 1	24	36	75	108.3%
Impact Factor > 20	0	0	2	N/A
Surgery	100	147	249	69.4%
Impact Factor > 1	49	99	127	28.3%
Impact Factor > 20	1	10	4	-60.0%
Oncology and Hematology	132	225	303	34.7%
Impact Factor > 1	71	185	221	19.5%
Impact Factor > 20	7	40	36	-10.0%
Intensive therapy	119	104	149	43.3%
Impact Factor > 1	47	53	121	128.3%
Impact Factor > 20	5	3	18	500.0%
Transplants	31	15	45	200.0%
Impact Factor > 1	19	14	31	121.4%
Impact Factor > 20	0	0	4	N/A
Emergency Care	5	362	11	-97.0%
Impact Factor > 1	1	62	8	-87.1%
Impact Factor > 20	1	0	0	0.0%

Research projects

	2022	2023	2024	Δ
Projects started	311	284	343	20.8%
Ongoing projects	571	604	636	5.3%
Completed projects	220	181	183	1.1%
Total	1,102	1,069	1,162	8.7%

Immuno-Oncology Research Center

The Immuno-Oncology Research Center (CRIO) is the result of a scientific alliance established in 2022 between Einstein, A. C. Camargo *Cancer Center,* USP Medical School of Ribeirão Preto and the pharmaceutical company *GlaxoSmithKline (GSK),* with the financial support of the São Paulo State Research Support Foundation (FAPESP) and GSK. The main objective is to generate knowledge that helps overcome the current limitations in immunotherapy for the treatment of cancer.

Immunotherapy is an approach that fights cancer by stimulating the patient's immune system and demonstrates efficacy against various tumor types. However, between 12% and 60% of patients do not respond or have a limited response to treatment. CRIO seeks to discover and validate new biomarkers and immunoregulatory targets to improve anticancer responses. The center aims to understand the mechanisms that limit the efficacy of immunotherapy, developing new approaches to benefit more patients and reduce adverse effects, while improving current therapies and creating more effective treatments.

Another project uses preclinical models, such as organoids, that accurately simulate the tumor or systemic microenvironment from patients' own cells. This approach reduces the time required to obtain results and allows more personalized treatment. CRIO currently has a team of 25 researchers and works on projects with volunteer patients.

Researchers at the Immuno-Oncology Research Center (CRIO)

← The CEPC histology laboratory analyzes tissues, using techniques such as H&E staining and immunohistochemistry

Einstein and CNPEM begin collaboration on research and teaching

The alliance with the National Center for Research in Energy and Materials (CNPEM) aims to create a synergy in research areas, through the exchange of researchers and the use of equipment and infrastructure from both organizations.
For this, one of the main tools used is Sirius, a state-of-the-art synchrotron light source that belongs to the CNPEM. By combining it with Einstein's clinical and biomedical research expertise, new paths for discoveries are opened up, such as the study of genetic diseases, emerging viruses and the testing of new medicines.

Einstein and Butantan discover substance in spider venom that eliminates cancer cells

The collaboration resulted in the discovery of a promising molecule in the fight against cancer, extracted from the venom of the crab spider *Vitalius wacketi*, a species found on the coast of São Paulo. This breakthrough is the result of more than 20 years of research, culminating in a joint patent that paves the way for the development of the molecule with new partners. Synthesized by Butantan and purified and tested by Einstein, the substance proved effective in eliminating leukemic cells in laboratory tests. Unlike other technologies, the new molecule stands out for being simpler and more economical, which can facilitate its production at scale and, consequently, expand access to an innovative and affordable treatment.

"It is a different molecule from the ones that have been found to date and, because it is small, it makes it much easier for it to become a viable drug. At this moment, we are consolidating a partnership so that, through funding, including federal funding, we can develop this molecule to make it ready for testing in humans."

THOMAZ ROCHA E SILVA,
Einstein researcher who studies the molecule extracted from the crab spider venom, *Vitalius wacketi,* with the potential to fight cancer

Researcher performs genetic preparation and sequencing in a biomolecular laboratory at Morumbi

RESEARCH LINES OF ACTION

Academic Research Organization (ARO)

Einstein's *Academic Research Organization (ARO)* has consolidated its vocation to conduct large-scale clinical research, following the best scientific practices and involving multicenter and randomized studies. In 2024, the ARO's main advances are related to the consolidation of international alliances and the start of new projects, such as the *Moonraker Program*, the Easi-Kidney Project and the JASMINE Study, which are being carried out in hospitals in Brazil and Latin America.

MOONRAKER PROGRAM Investigates the efficacy of finerenone use in patients with heart failure, in collaboration with Bayer.

EASI-KIDNEY PROJECT Tests whether *Boehringer Ingelheim's* new drug Vicadrostat with Oxford University in the UK, combined with empagliflozin, can prevent worsening kidney function in patients with chronic kidney disease as well as heart problems and hospitalizations.

JASMINE STUDY Evaluates the safety and efficacy of oaifrolumab in the treatment of polymyositis and dermatomyositis, rare diseases which cause muscle weakness and inflammation. Carried out in collaboration with AstraZeneca, it investigates the improvement of participants' symptoms and quality of life. In addition, the Elfie-Hypertension is being conducted in Brazil and Vietnam, in collaboration with the *Imperial Clinical Trials Unit (ICTU),* in London, and the company Elfie, in France.

Clinical Research Center

Clinical research is dedicated to the investigation of specific topics related to epidemiology, diagnosis, and treatment of human diseases. The Clinical Research Center (CPC) coordinates studies initiated in the organization itself and sponsored by other institutions. The CPC also provides technical and administrative support to researchers at all stages of the project, including study feasibility analysis, regulatory submission, interface for contractual and budget analysis, study coordination, and data collection and reporting, ensuring that the project complies with Good Clinical Practices (GCP).

Preclinical Studies Center (CEPC) and Surgery Experimentation and Training Center (CETEC)

The development of experimental research and the creation of preclinical services aimed at new drugs and products, as well as the training and continuing education of health professionals, are activities conducted by the Preclinical Studies Center (CEPC) and the Surgery Experimentation and Training Center (CETEC).

In 2024, more than 28 projects were conducted, including studies related to Alzheimer's, epilepsy, muscle cachexia, myocardial infarction and sickle cell anemia, with contributions from *startups* incubated at Eretz. Bio. In addition, 18 types of training were carried out, with a total of 210 courses and more than 750 surgeons benefited. Advanced techniques, such as Robotic Surgery, were improved in these facilities, which are dedicated to technical improvement and continuous training of the professionals.

Center for Studies, Research and Practice in Primary Care and Networks (CEPPAR)

The Center for Studies, Research and Practice in Primary Care and Networks (CEPPAR) is dedicated to conducting and fostering research connected with health services, involving multiple professionals and stakeholders, to strengthen health care in the SUS. CEPPAR's work is integrated with specialized primary and outpatient care services of the Municipal Health Department of São Paulo and initiatives focused on primary care and network care linked to the Ministry of Health, through PROADI-SUS projects, in addition to contributing to other municipal and state departments. In 2024, 24 articles were published in national and international journals.

Center for Hemotherapy and Advanced Therapy Products

The center plays an important role in integrating assistance with scientific and technological innovation at Einstein, driving the development and clinical application of cell, gene and tissue engineering therapies according to international quality standards. It undergoes annual international good practices audits, with emphasis on certification by the *Association for the Advancement of Blood & Biotherapies* (AABB), and the Cell Therapy quality certification by the *Foundation for the Accreditation of Cellular Therapy (FACT), in* addition to a Reference Laboratory in Immunohematology and Transfusion Hemotherapy. Since 2020, it has been certified by Anvisa for the manufacture of CD19 (Chimeric Antigen Receptor T-cell) *CAR-T cells* for lymphoproliferative diseases (Non-Hodgkin's Lymphoma, Chronic and Acute Lymphocytic Leukemia) in adults and children, enabling, in 2023, the first infusion in a phase 1 study. In addition, it became the first Latin American center to receive *FACT certification* for cell therapy with genetically modified cells, a milestone in the area. The CD19 *CAR-T study* is part of a project with the Ministry of Health, through PROADI-SUS. This collaboration allowed eight patients to have access to treatment, between 2023 and 2024. Currently, the unit has 17 clinical ongoing studies and is the first and only research center accredited by EMBRAPII (Brazilian Industrial Research and Innovation Company) as a Competence Center for Advanced Therapy Products (CCTA). (Read more in the box on the next page.)

Researcher at the Preclinical Studies Center performs clinical analysis using fluorescently labeled tumor samples

Einstein is chosen to manage an EMBRAPII center and drive advanced therapies in Brazil

Accredited by the Brazilian Industrial Research and Innovation Company (EMBRAPII) to manage the Advanced Therapies Competence Center (CCTA), Einstein started activities in June 2024. The goal is to create an innovation ecosystem to generate and disseminate knowledge in advanced therapies, meeting the demands of health and the national biopharmaceutical sector. The center, funded by the Ministry of Health and the São Paulo State Research Support Foundation (FAPESP), has already trained 233 professionals, selected four studies for funding and attracted a *startup* for pre-acceleration and acceleration programs. The main lines of work include the development of new technologies, the training of human resources, the creation of an innovation ecosystem and interaction with the health industry.

First authorization from Anvisa for the processing of *NK cells* for the treatment of acute myeloid leukemia

ANVISA approval allows Einstein to process *natural killer (NK) cells* from umbilical cords for the treatment of acute myeloid leukemia (AML). The goal is to increase the amount of these cells in the body, improving the chances of remission of the disease. Developed within the scope of PROADI-SUS, the initiative is the first of its kind in Brazil. The treatment is intended for patients from the age of 18 years who have not responded to at least two previous therapeutic lines. Treatment consists of chemotherapy followed by the infusion of *NK cells*, grown from research-approved umbilical cords. The project aims to speed up response time and increase the chance of a cure. With the approval of regulatory bodies, the research protocol has advanced to the human testing phase. The treatment will be applied both in the private and in the public healthcare system.

←
***Genesis Genomics,* an alliance between Einstein and Grupo Fleury, works on personalized medicine through state-of-the-art genetic sequencing**

Einstein will be Brazil's center for research on Down's syndrome

The organization is now part of the *Human Trisome Project – Latin America Network (HTP – LAN).* This initiative, which is part of the *Down Syndrome Cohort Development Program (DS-CDP),* funded by the *National Institutes of Health (NIH), aims to create a comprehensive data platform to study the most frequent health conditions in the lives of people with Down syndrome. Recruitment of participants will begin in 2025 and the NIH* will allocate USD 2.7 million to support the initial phase of the *HTP-LAN,* planned for the first two years of activity. *HTP – LAN* is led by scientists from the *Linda Crnic Institute for Down Syndrome* and involves research centers from Brazil, Mexico, Colombia, Argentina and Chile, with additional support to Venezuela and Bolivia. The project seeks to improve the health and quality of life of people with Down syndrome through clinical and demographic characterization, neuropsychological assessment and collection of biological material, as well as multiomic studies. This will also be an opportunity to understand whether and how cultural factors, ethnic diversity, dietary habits and socioeconomic conditions impact the clinical characteristics of this population among in different Latin American countries.

First place in the Octavio Frias de Oliveira Award

Developed by Einstein and published in the journal *Scientific Reports,* the research *"Linking tumor immune infiltrate and systemic immune mediators to treatment response and prognosis in advanced cervical cancer", by* authors Patrícia Martins and Katia Morais, led to the discovery of biomarkers and was recognized for its significant contribution to the advancement in the treatment of cervical cancer in the XV Octavio Frias de Oliveira Award, in the Oncology Research category.

Scientists of Tomorrow

The Cientistas do Amanhã (Scientists of Tomorrow) project aims to democratize scientific knowledge, bringing it to the lay population, especially young people from the Paraisópolis community. The proposal is to show the importance of science in an accessible way, arousing the interest and curiosity of this public, who, otherwise, might not have contact with the subject. In 2024, the program held its first phase, with 45 participants, during a week of immersive activities. Four students of this initiative were approved in the Einstein technical high school at the Community of Paraisópolis. In addition to promoting scientific inclusion, the project also reinforces the positive impact on the community through science. A new edition of the program is planned for 2025.

Operating and Capital Expenditures on Research (BRL thousand)

Einstein spends approximately 1% of his Net Revenue on research to ensure continuity of research.

	2022	2023	2024	Δ
Research operating expenses	51,254	60,081	66,131	8.6 %
ARO operating expenses	19,529	33,605	47,547	47.4%
Industry Sponsorship operating expenses	6,260	8,102	13,939	11.2%
Subtotal	**77,043**	**101,789**	**127,617**	**25.4%**
Capital expenditure	3,100	5,470	4,045	-26.0%
PROADI-SUS research expenses*	39,109	36,856	32,404	-12.1%
Total	**119,252**	**144,115**	**164,066**	**13.8%**

* Projects: OPDM, TIAF, STOK, EXPL, DAPA, NPOX and GAIA.

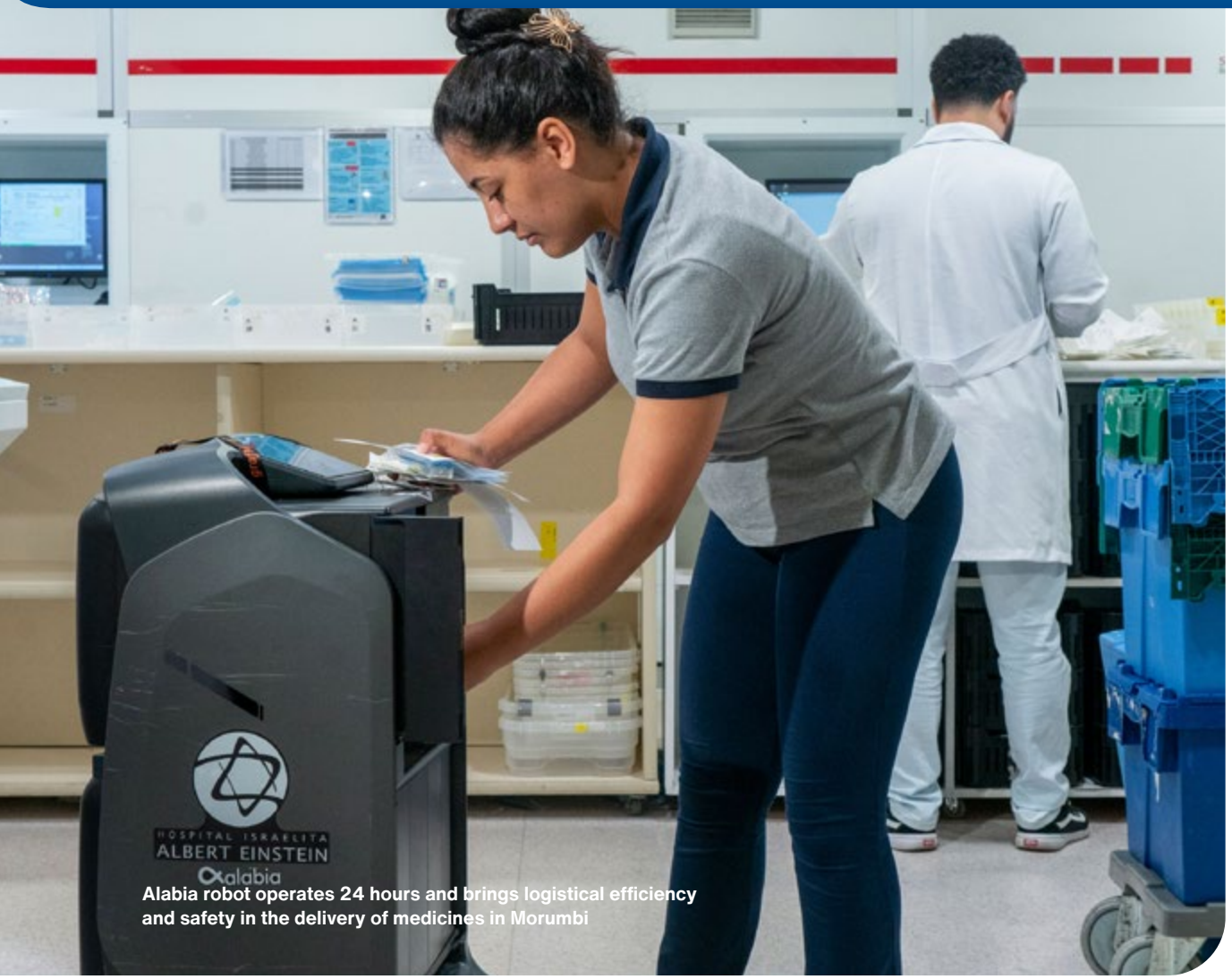
Research revenue (BRL thousand)

	2022	2023	2024	Δ
Provision of Clinical Research Services -ARO	13,518	34,976	48,575	38.9%
Donations and *grants*	50,123	17,737	13,641	-23.1%
Industry Sponsorship	3,479	4,148	11,068	166.8%
Total	67,120	56,861	73,285	29.3%

5

Innovation

Einstein was recognized as the most innovative organization in the country by the newspaper Valor Econômico. Focusing on the development, co-development and validation of technologies, Einstein Innovation supports the improvement of the national health innovation ecosystem. With new *startups* and an Innovation Center in Manaus, projects with national impact are being carried out.



Alabia robot operates 24 hours and brings logistical efficiency and safety in the delivery of medicines in Morumbi

PROFILE AND STRUCTURE GRI 2-6, 3-3 INNOVATION AND TECHNOLOGY | IMPACT ON HEALTH AND SOCIETY

Since 2014, when it was created, Einstein's Innovation area has been on a mission to transform the knowledge generated into new processes, products and services.

Einstein's Innovation area is responsible for several technology development, co-development and validation initiatives, working with organizations from different sectors and startups on digital health, biotechnology, medical devices, and educational technologies. Taking advantage of Einstein's ability to unite different areas of knowledge, it promotes the collaboration of these agents in a system that drives transformative and disruptive actions.

In 2024, the second Biodesign *Fellowship* class *graduated*, in partnership with *Stanford University*. Eight fellows, from different areas, went through the stages of the *Biodesign methodology*, identifying more than 100 needs in pediatrics and vascular surgery. The program resulted in the filing of two provisional patents and plans to bring the innovations to market.

SXSW 2024: Einstein brings together *Mayo Clinic, Sheba Medical Center* and *City of Hope* to discuss collaboration for greater diversity in health technologies and research

Einstein was present at *South by SouthWest 2024*, *SXSW*, the largest innovation and technology festival in the world, and led the *Collaborative Tech & Data Projects for Health Equity panel,* alongside leaders from some of the largest health *players in* the world, such as *Mayo Clinic* (USA), *City of Hope* (USA) and *Sheba Medical Center* (Israel).
The focus was on using data and artificial intelligence to develop processes, products, and services capable of addressing major global health challenges, such as inequalities in access, an aging population, the threat of new epidemics, and the impact of climate change on health.

Valor Inovação Award Trophies

Einstein is the most innovative organization in Brazil

Award granted in 2024, by the Valor Inovação Brasil ranking, organized by *Valor Econômico*, is a consequence of a culture that encourages employees from all areas to understand technology as a strategic element for the work and future of the organization, and not just as a support resource or an external factor. This perspective has allowed innovation to be incorporated naturally and organically into all processes, boosting the quality of service, operational efficiency and the advancement of technological development.

LINES OF ACTION

Eretz.bio

Since 2017, Eretz.bio, Einstein's startup accelerator, has driven the development of more than 150 national and international *startups*. In 2024 alone, 54 startups were accelerated. This format within a hospital structure was the first of its kind in Brazil. With its own methodologies, which include mentoring and connections with experts, clients and patients, as well as access to Einstein's infrastructure, the program aims to develop solutions that can impact the global market. In addition, it promotes the transfer of knowledge and technology between countries, meeting the growing demand for biotechnological innovations and encourages entrepreneurship. Through the Biotechnology Innovation Program, Eretz.bio supports technology-based organizations in the development of solutions that can be quickly implemented in the Brazilian health system. To meet the challenge of transforming scientific discoveries into viable products in the market, Eretz.bio launched, in 2024 , *DeepUp,* a startup creation program that aims to foster innovation and entrepreneurship in *deeptechs* in the health area. With the support of *Thermo Fisher Scientific,* over three months, seven groups were selected to participate in the program and had access to *workshops* and mentoring, addressing the topics necessary for the development of the solutions. The groups also *networked*, connecting with investors, industry experts and entrepreneurs. At the end, DeepUp *participants* presented their projects to a panel that evaluated both technical-scientific issues of the solutions and their feasibility as companies.

Part of the Eretz. Bio team

Learn more about some of the *startups*

WE CARE SKIN

Develops products for the care of the skin and oral mucosa of cancer patients, using natural compounds with healing, anti-inflammatory and protective action.

RIOGEN

Researches and conceived a molecular test for the detection of prostate cancer through a simple urine sample and promises to impact the screening of the disease.

IMUNOTERA

Develops a therapeutic vaccine to treat cervical cancer, one of the leading causes of death among women in the world.

Meeting of *startups* from the first year of the Einstein Biotechnology Innovation Program

Innovation in Biotechnology attracts *startups* from different countries

In 2024, six international *startups joined the Eretz.bio Biotech ecosystem, the Biotechnology Innovation program of Einstein. These include:*

DHARMA BIOSCIENCE - ARGENTINE

Focused on the development of advanced treatments with modified microRNAs, which aim to repair damaged tissues in osteoarthritis patients.

EYWA - URUGUAY

Develops a method for large-scale production of pharmaceutical-grade psychoactive substances, primarily psilocybin and other psychedelics, to create drugs for mental health problems.

KINZBIO - URUGUAY

A personalized phage therapy platform that aims to treat antibiotic-resistant infections.

MOMENTUM THERAPEUTICS - UNITED STATES OF AMERICA

Develops small molecules with the potential to restore neuronal connectivity in both the central and peripheral nervous systems for the purpose of treating age-related neurodegenerative diseases such as Alzheimer's, Parkinson's and various neuropathies.

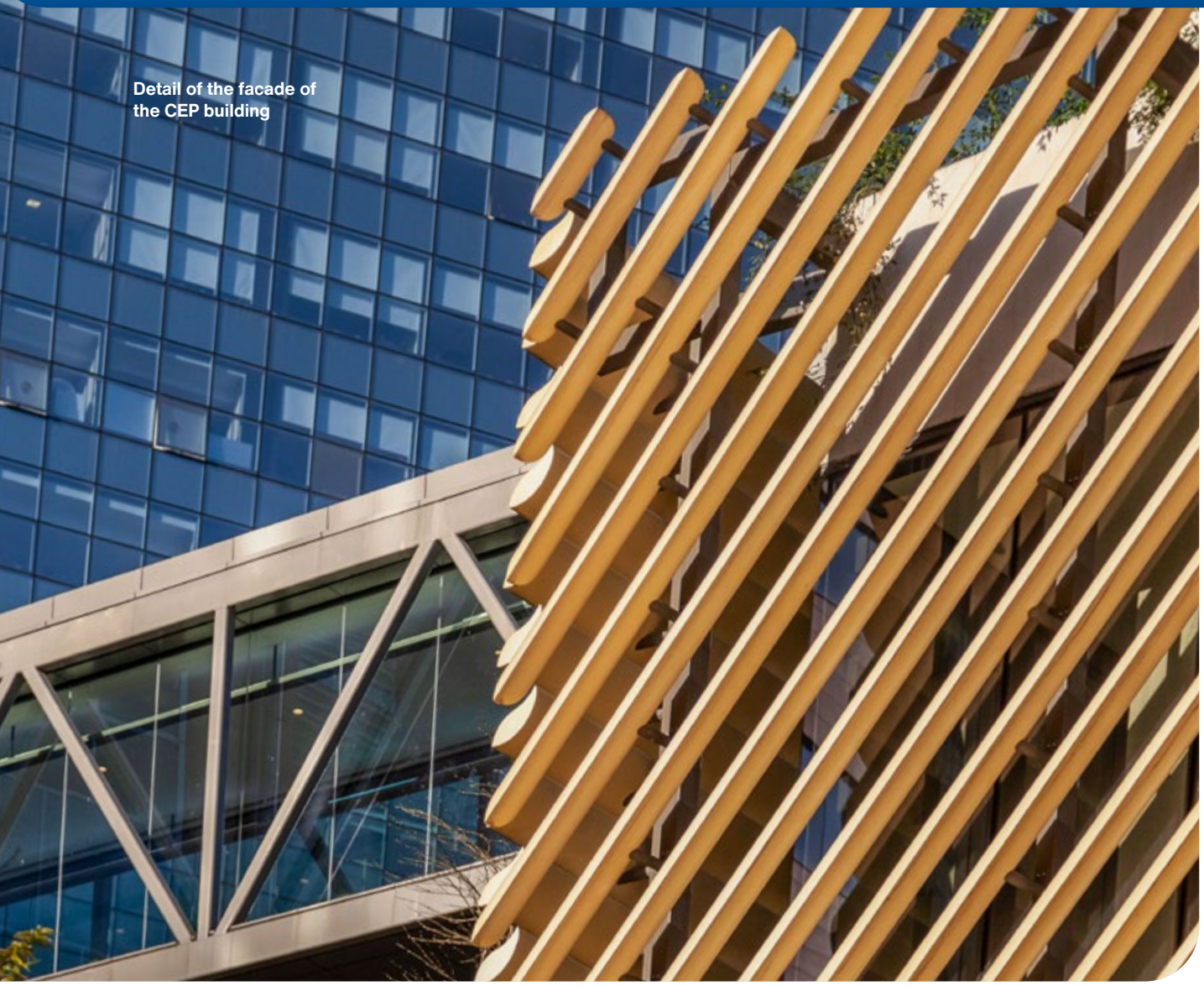
Support and Partnership with *Startups*

INNOVATION	2023	2024	Δ
Eretz.bio Ecosystem Startups (accelerated and invested)	55	54	-1.8%
Digital	29	23	-20.7%
Biotechs	17	23	35.3%
Medical Devices	9	7	-22.2%
Edtech	0	1	NA
Invested (directly and indirectly)*	1	4	300.0%
Projects with companies completed per year	26	44	69.2%
Ongoing projects with national and international companies	147	152	3.4%
Countries with partnerships (all phases in project pipeline)**	19	19	0.0%

* Not considered as an investment: *Follow On*/Extension/*Bridge.*

* Germany, Argentina, Brazil, Chile, China, South Korea, Denmark, Spain, USA, France, Netherlands, India, England, Israel, Japan, Portugal, Singapore, Sweden, and Switzerland.

INNOVATION METHODOLOGY	2022	2023	2024	Δ
No. of people trained by innovation methodology	2,076	3,007	2,267	-24.6%



Detail of the facade of the CEP building

Venture Building

Working as an intrapreneurship platform, Einstein's Venture Building area aims to establish and offer a continuous pipeline of projects and solutions to the health market, sharing successful cases already tested within the Einstein environment. To this end, the process ranges from the design and construction of the minimum viable product (MVP) to its validation, in an agile and experimental way, proving how scalable and aligned with the needs of the health system the project is. After this process, the Venture Building area builds the most appropriate outcome line and incorporates it into Einstein's portfolio. As these new operations generate results, they are reinvested in new innovation initiatives in order to generate a virtuous and continuous cycle in the organization. Employees from all areas and units of Einstein are encouraged to contribute and actively participate in the intra-entrepreneurship journey. The Quem Inova (Who Innovates) Einstein program allows and encourages the registration of ideas on an internal platform. All forms are evaluated, allowing those with the greatest potential to move forward to be developed. The others also receive feedback and support, with technical advice and recommendations for new projects.

Center for Innovation and Technology in Health

↑AI tool developed by Goiânia Innovation with Philips, pools patient tests for heart disease diagnosis

Carries out technological innovation projects, focusing on research and development of health *software. Since the accreditation by the Committee of the Information Technology Area (CAT), in 2017, 45 projects have been carried out. In 2024, ten were started. The year also marked the beginning of the operation of the Innovation Center in Goiânia.*

CTIS PROJECT HIGHLIGHTS FOR 2024

SCANOMETRY

System developed with Philips that uses six AI models to measure the bones and angulations of the lower limbs in a matter of seconds, without losing accuracy. The objective is to automate and optimize the scanometry report process. Automation, developed with AI techniques, increases staff productivity and reduces subjectivity.

MULTIPLE SCLEROSIS

Prototype developed with Siemens, which is able to offer support to radiologists and neurologists in the identification of early-stage multiple sclerosis. The initiative focuses on developing a multimodal artificial intelligence model that integrates data from a variety of sources, including magnetic resonance imaging and radiological reports and electronic medical records. The tool will generate a probabilistic disease score, helping clinicians identify potential cases of the disease early.

HAND SANITIZATION

AI models developed with SDC assess the surgical asepsis of the hands of healthcare professionals using image processing integrated into an alert system. The proposal aims to develop an AI model based on computer vision, which, through a depth camera, identifies the time and movement of the hands, bringing real-time *feedback to the user.*

Office of the Center for Innovation and Technology in Manaus

Center for Innovation and Technology in Manaus

The Innovation Center in Manaus was accredited in 2023 based on the IT Law of the Manaus Free Trade Zone and by the Committee for Research and Development Activities in the Amazon (CAPDA), which enables the development of projects with funding from local industries. In 2024, it celebrated its first year of operation.

The Center has used artificial intelligence and *big data technologies* to develop research and projects that lead to more access and quality to the health of local communities. Among its initiatives, we highlight a clinical decision support platform, developed to support doctors and health professionals in the follow-up of high-risk pregnant women, and a project aimed at the diagnosis or screening of cutaneous leishmaniasis. There are actions focused on diversity, which aim to identify opportunities for connection between Western medicine and the medicine practiced by the various original peoples. These projects are part of an ongoing effort to deeply understand the needs of local population, healthcare professionals and patients, ensuring that innovation is created with them as a starting point.

In collaboration with the Amazonas State University, the first class of the Bioinformatics Innovation and Entrepreneurship Program graduated in 2024. In total, 20 young people from engineering, health science, biological science, exact science and computer science courses participated in the training.

Health Design Laboratory (LDS)

The Health *Design Laboratory* aims to assist organizations in the development and consolidation of *design knowledge* and in the generation of new products and services. This is done through research, validation of human needs, and initial feasibility assessment. Since its inception in 2021, 10,249 people have been trained in the methodology. In 2024 alone, the program impacted 2,267 professionals.

Among the projects and actions developed by the laboratory in 2024, initiatives that cover topics such as AI, sustainability and governance, medical devices, Quintuple Aim and PROADI-SUS stand out. One of the highlights of the Design Lab in 2024 was the second class of the *Biodesign Fellowship* and the Stanford Woods Sustainability *Grant* for the Up Luxo Project. (Learn more about the project on p. 144.)

"LeishDetec is an easy-to-use application with intuitive commands that help diagnose leishmaniasis, making the process practical."

THAMIRES BASTOS PINHEIRO
Master's student at the Amazonas State University, who supports leishmaniasis research at the Tropical Medicine Foundation of Manaus, where the application was tested.

Artificial intelligence assists in the analysis of reports and helps in the definition of more accurate diagnoses

UNITS

São Paulo

VILA MARIANA

Eretz.bio focuses on accelerating *startups in digital health, medical devices, biotechnology, and educational technologies.*

MORUMBI

The Einstein Innovation Center acts as a consultant in R&D, covering intellectual property and technology transfer, offers support in prospecting, fundraising and commercialization of innovations, conducts training and evaluates internal projects and external partnerships. It also houses Eretz.bio's validation office for startups and Einstein technologies.

Amazonas

MANAUS

The Einstein Innovation Center in Manaus focuses on the development of technologies to improve access to quality care. It prioritizes projects in AI, *big data, mobile* development and augmented and virtual realities. The choice of Manaus is based on its technological and bioeconomy potential, aiming at innovations that integrate biodiversity and health. The center addresses topics such as ESG, occupational health, ergonomics and entrepreneurship.

Goiás

GOIÂNIA

Located next to the Einstein Goiânia hospital unit, it aims to develop new health technologies. It connects *startups* and local companies to the organization's innovation system, supporting projects such as AI for diagnostics and improvements in patient experience. It also fosters research to meet regional needs and strengthen the local health system.

6

Social Responsibility

To reduce the vulnerability of communities close to its operations and the Jewish community, Einstein invests in projects that contribute to transforming these realities. Einstein's Volunteering, present in all public and private units of the organization in São Paulo and Goiânia, increased the number of services. amigo_h focuses its actions on health promotion and cancer prevention among in Brazil, the Caribbean and Latin America. In addition, Einstein carried out important humanitarian missions during the floods in Rio Grande do Sul and with indigenous peoples from the far north of Brazil.

Volunteers with pediatric patients at Dr. Moysés Deutsch Municipal Hospital - M'Boi Mirim

PROFILE AND STRUCTURE

Our Social Responsibility was born even before the inauguration of the Hospital, almost 70 years ago, through the actions conducted by the body of volunteers in the community around the construction site, in Paraisópolis.

The Jewish principles of *Mitzvah* (Good Deeds) and *Tsedaká* (Social Justice) that inspired the foundation of Einstein continue to guide all fronts of action, which have diversified and grown, as well as the Social Responsibility programs. Today this is reflected in actions aimed at vulnerable populations – such as the Einstein Program in the Community of Paraisópolis (PECP), the Einstein Project in the Jewish Community (PECJ), Residencial Israelita Albert Einstein, Volunteering and Einstein Friends of Oncology and Hematology (amigo_h), and several others. In 2024, Einstein allocated BRL 152.1 million (2.5% of its Net Revenue) to these projects.

LINES OF ACTION

Einstein Volunteering

Volunteering is Einstein's first major social action front and there have been several developments and contributions since its beginning in the 1950s.

In 2024, the volunteer corps totaled about 630 people and its actions are conducted in both private and public units: Morumbi and external units (Alphaville, Ibirapuera and Perdizes), the Einstein Program in the Community of Paraisópolis (PECP), Residencial Israelita Albert Einstein (RIAE), Dr. Moysés Deutsch Municipal Hospital, Dr. Gilson de Cássia Marques de Carvalho Municipal Hospital, in São Paulo, and Iris Rezende Machado - Aparecida de Goiânia Municipal Hospital (HMAP) and Goiânia Unit. Throughout the year, Einstein Volunteering provided 457,892 services.

Volunteering in Numbers

	2022	2023	2024	Δ
Number of Volunteers	574	603	635	5.31%

N° of services by the Volunteer Department

	2022	2023	2024	Δ
Units Morumbi, Perdizes, Alphaville and Ibirapuera	126,403	219.173	265,263	21.0%
Paraisópolis Unit	31,290	48.717	48,547	-0.3%
Residencial Israelita Albert Einstein (RIAE)	7,951	21.477	32,509	51.4%
M'Boi Mirim Unit	32,779	49.138	74,407	51.4%
Vila Santa Catarina Municipal Hospital	8,022	14,481	20,244	39.8%
HMAP	-	13.264	16,612	25.2%
HIAE Goiânia*	-	-	310	
Total	206,445	366,250	457,892	25.0%

*The Volunteer Program in Goiânia began in 2024.

GRI 413-1 LOCAL COMMUNITIES

Einstein Program in the Paraisópolis Community

Year after year, the Einstein Program in the Community of Paraisópolis (PECP) reaffirms its commitment to social justice and the improvement of the population's quality of life. In 2024, it strengthened its six action nuclei: Health, Social, Education, Arts and Communication, Sports, and Training; promoting qualified and humanized services, in line with Environmental, Social and Governance (ESG) criteria and the Sustainable Development Goals (SDGs). 102 projects were carried out, with 433 classes, with activities in 52 strategic alliances, which resulted in 181,464 calls. PECP also advances initiatives related to the circular and sustainable economy, with training and awareness-raising actions aimed at generating income and conscious consumption.

New PECP building, opened in 2023, houses classrooms, computers and a kitchen for gastronomy courses

PECP PRODUCTIVITY INDEX

Einstein Program in the community of Paraisópolis in numbers

NUMBER OF APPOINTMENTS/EVENTS	2022	2023	2024	Δ
Health nucleus	11,004	15,020	10,483	-30.2%
Social nucleus	5,395	8,405	5,535	-34.1%
Education nucleus	29,887	29,410	28,405	-3.4%
Arts and Communication nucleus	26,361	33,713	38,884	15.3%
Sports nucleus	51,177	35,559	42,854	20.5%
Training nucleus	30,540	34,155	42,410	24.2%
Community activities	6,735	5,298	4,312	-18.6%
Education Center	-	7,166	8,581	19.7%
Chega Junto Project	-	65	-	-
Circular Economy	-	205	-	-
Total	161,099	168,996	181,464	7.4%

Other projects with PECP

TEACHING-EDUCATION AXIS

More than 61% of the beneficiaries of the Vocational Training courses have joined employment or income generation initiatives. More than 80% progress was also achieved in Portuguese and Mathematics. Einstein's undergraduate extension activities in partnership with PECP were consolidated with students from different courses. The implementation of Technical Integrated High School, offered free of charge in the new building, was successfully completed, with a satisfaction index of 9, on a scale ranging from 0 to 10.

HEALTH AXIS

The offer of comprehensive and humanized care through multidisciplinary teams in the areas of Nursing, Maternal and Child Health, Speech Therapy, Psychology, Psychopedagogy, Nutrition, Women's Health and Social Service was maintained. In actions aimed at vulnerable groups, 97% of those served reported improved access and understanding of their social rights.

PROGRAMS AND PROJECTS AXIS

The Art and Communication (NAC) and Sports nuclei promoted citizenship and sense of community, with 88% of positive performance on physical tests, demonstrating the importance of developing well-being and integral health. All NAC cultural projects for 2025-2026 were approved by the Rouanet Law, which allowed fundraising via tax waiver.

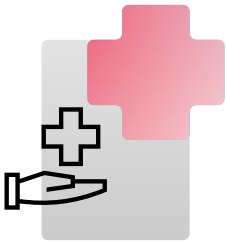
Philanthropy and Fundraising

The Philanthropy area is responsible for attracting donations from individuals, companies and tax incentive laws that enable a series of Einstein initiatives and projects. In 2024, BRL 104 million were raised in donations, equivalent to 1.7% of the organization's net revenue, with about 69% going to public and private assistance activities. Among the highlights are the future Center for Care and Advanced Therapies in Oncology and Hematology, which will open in 2027 in the Global Park, the new Center for Mental Health and Scholarships for High School and Undergraduate students. In the public, research and innovation projects, such as the SUS Acceleration Program, focused on developing innovations and technologies for the public health system and research in the areas of transplantation and virology, were some of the beneficiaries.

BRL 6,157,796.00 were also raised through the National Program to Support Oncological Care (Pronon), destined to carry out research in colorectal cancer, and the Rouanet Law, to carry out an Art and Culture Workshop at the Einstein Program in the Community of Paraisópolis.

Humanitarian mission with indigenous peoples in the far north of Brazil

The Koripako Humanitarian Mission, led by Einstein, provided care services to the community of the region known as Cabeça do Cachorro, in the far north of the country. At the time, 16 professionals performed *on-site consultations in* the areas of pediatrics, internal medicine, orthopedics and gynecology and obstetrics. There were 780 consultations, in addition to more than 100 pap smears. As a continuation of the project, Einstein provided a site for teleservices in the facilities of the local Special Indigenous Health District (DSEI) (Alto do Rio Negro - ARN), offering assistance in 12 specialties.



GRI 203-2

Humanitarian mission after floods in the southern region of the country

Einstein supported the Municipal Health Department of Canoas (RS), worked on the restructuring of the local care network after the floods that compromised hospitals and Emergency Care Units (UPAs). To ensure the continuity of health services, a new UPA was structured and equipped, allowing 24-hour care for the affected population. Einstein also sent about four tons of hospital equipment and supplies and mobilized 57 professionals for direct care in the region. The Mission lasted 26 days and served 1,934 patients, in addition to supporting the restoration of energy, water supply and hospital infrastructure in strategic locations. With the stabilization of services, the local team fully took over the operation, ensuring the continuity of service to the population.

II Forum on Cancer Prevention in Latin America and the Caribbean

Einstein Friends of Oncology and Hematology

The Einstein Friends of Oncology and Hematology (amigo_h) aims to support, develop and implement projects for the prevention and early detection of cancer, in addition to fostering research and investigation of new treatments in the areas of Oncology and Hematology through fundraising from civil society.

It aims to assist and make viable projects that bring visibility to the cause, such as the first Latin American Caribbean Code against Cancer, to fight cancer considering specificities in terms of risk factors, social inequalities and health systems of the Latin America and Caribbean region.

In 2024, Einstein held two forums, based on the Code, to discuss various topics and clinical cases. In April, the II Forum on Cancer Prevention in Latin America and the Caribbean took place. In the second semester, the *XV Board Review in Medical Oncology* addressed the issue of technology and innovation in cancer patient care in the public sector. Both were carried hybrid events — in person and online — at the Morumbi Unit.

Population Health Education Project

With four years of operation, Einstein's Health Education Project promotes health in public schools through the training of teachers and the distribution of teaching materials. Focused on teachers, students from 6 to 11 years old and their families, the project addresses topics such as hygiene, food, mental health and citizenship, integrated with the competencies of the National Common Curricular Base. With 20 lesson plans available online, the initiative uses active methodologies to encourage healthy habits and strengthen individual and collective care. In 2024, based on donations made by amigo_h, the city of Nossa Senhora da Glória (SE) was included in the program.

RIAE Residents Receive Caring and Support from Volunteers

Residencial Israelita Albert Einstein

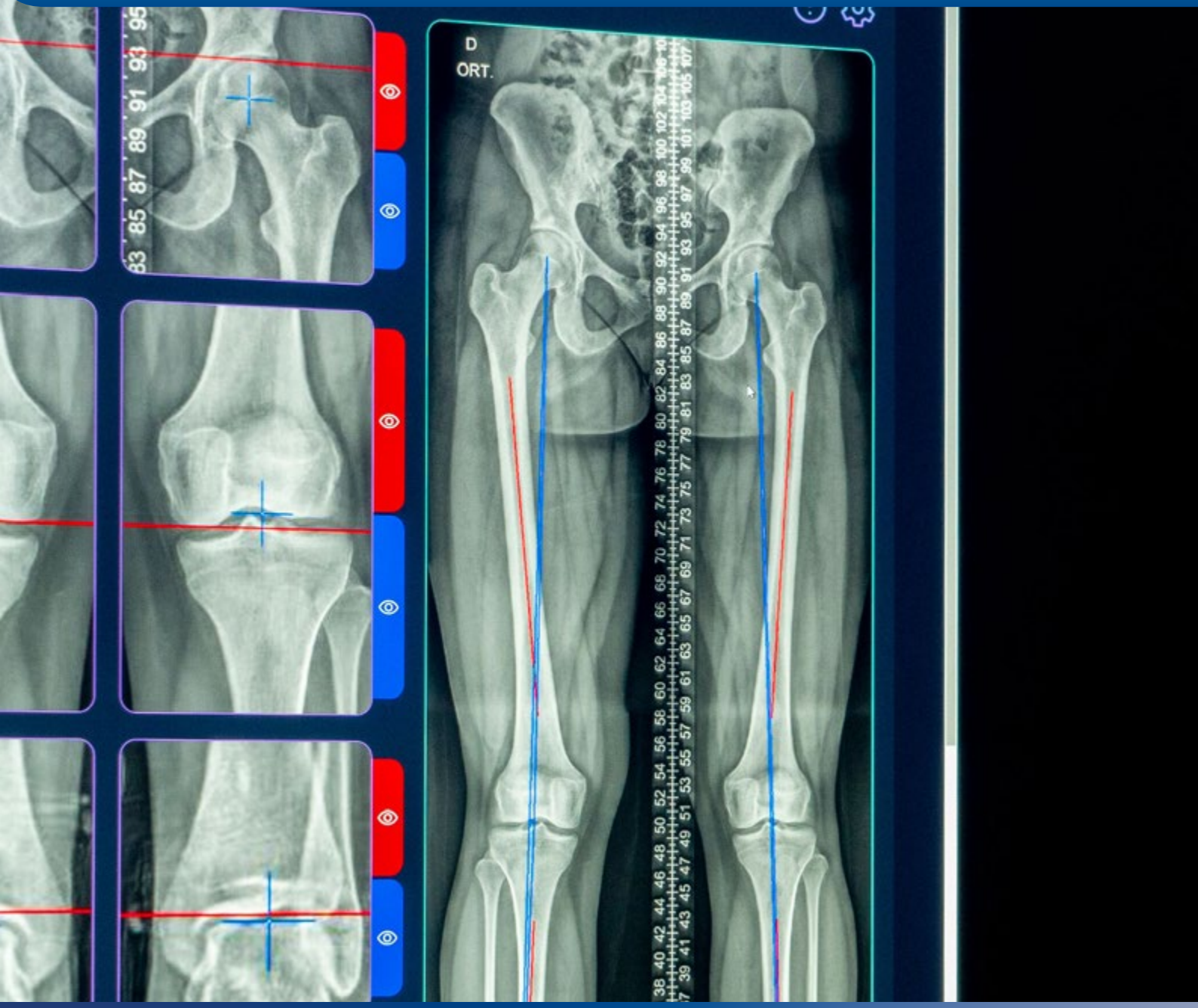
Residencial Israelita Albert Einstein is a model of assistance to the elderly with the necessary infrastructure for assisted housing, with resident-centered care and supported by a specialized multidisciplinary team. By the end of 2024, the RIAE was responsible for the care of 121 elderly people, of whom 90 receive free housing and health care. With 88 years of history, the RIAE is dedicated to supporting the elderly and families of the Jewish community, providing assistance in situations of social and financial vulnerability.

Einstein Program in the Jewish Community

In collaboration with União Brasileira Israelita de Bem- Estar Social (UNIBES), Einstein offers medical and hospital care to the Jewish community in vulnerable conditions. The program is carried out in São Paulo and provides free outpatient medical care and hospitalization to 708 active beneficiaries, with the support of a referenced network of 23 providers.

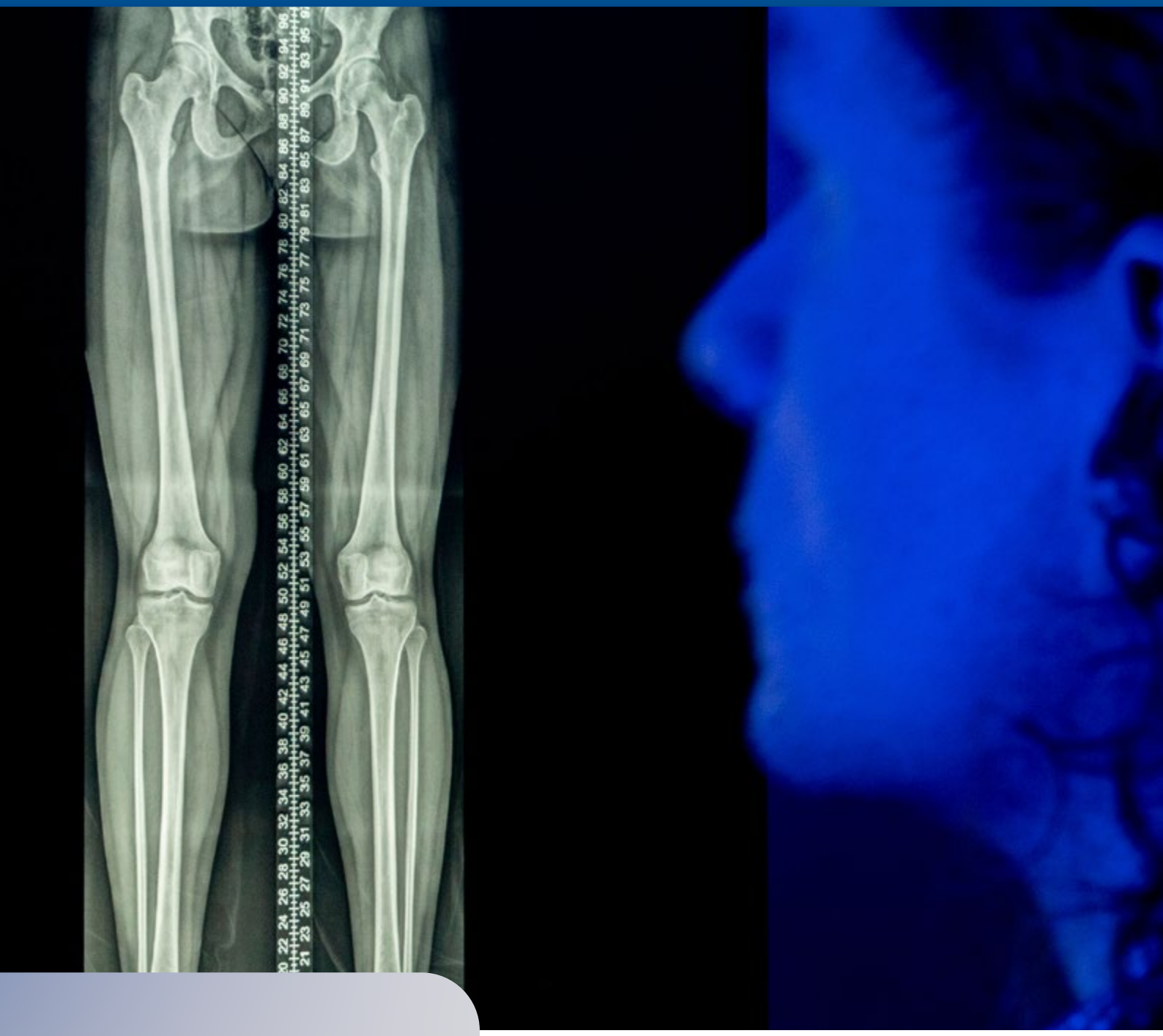
"My grandparents participated in Einstein's bazaars since I was a girl. So when I lost my paternal grandmother, I decided to volunteer at Einstein. Today I took part in the Floral Art program, which is aimed at the elderly. It is very gratifying to see them proud of the flower arrangements they make to decorate the place. They can't even imagine the transformation that volunteering causes in us."

SANDRA SCHAFFNER SEJTMAN
Volunteer at Residencial Israelita Albert Einstein, Floral Art and Bingo sector, for 13 years



7 Digital

To improve care processes, improve the patient experience and train professionals in the efficient use of digital tools, Einstein advances in the digitalization of health care. With dozens of artificial intelligence applications in use, the organization has established itself as a regional benchmark in data application. In addition, a digital platform designed to enhance medical practice and healthcare is under development.



PROFILE AND STRUCTURE GRI 3-3 INNOVATION AND TECHNOLOGY

Digital technologies play a key role in Einstein to promote innovative solutions for private and public health.

Einstein has been directing its technology strategy to optimize investments and reallocate resources to focus them on projects that accelerate digital transformation. To this end, it adopted a migration approach to cloud-based solutions, aiming to provide greater flexibility and operational efficiency and allow access to cutting-edge technologies.

These efforts have resulted in significant benefits in the acquisition of telecommunications, collaboration tools and computer equipment. As a consequence, the intensity of expenditure on technology, measured by its relationship with Net Revenue, fell to 6.7%, a reduction of 1.3 p.p. over the previous year.

In applications, the focus is on structuring projects related to ERP (Enterprise Resource Planning) and EHR (Electronic Health Records), resilience and standardization of processes based on the ITIL framework. The artificial intelligence (AI) journey has also advanced, which will increase the efficiency of administrative and care operations.

LINES OF ACTION

At Einstein, the Digital area is structured along the following lines:

INFORMATION TECHNOLOGY

Responsible for the management of databases and the development of systems, such as electronic medical records, and health and administrative-financial management systems.

RELATIONSHIP, SERVICES AND INFRASTRUCTURE

Dedicated to *Service Delivery processes*, such as the management and satisfaction of support service levels.

STRATEGIC GOVERNANCE, ARCHITECTURE, ERP AND EDUCATION

Definition and improvement of corporate processes.

DATA AND AI

Aimed at the areas of engineering, data architecture, data science and artificial intelligence.

DIGITAL CHANNELS AND INFORMATION SECURITY

Focused on the development of digital channels, including applications, such as Meu Einstein, and information security.

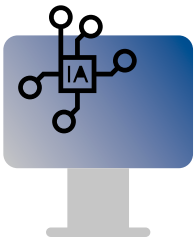
GLOBAL DATA AND ADVANCED TECHNOLOGIES FOR EQUITY

Aimed at research and investigation of new technologies, strategic alliances with global organizations and project development within the scope of PROADI-SUS.

Artificial or Augmented Intelligence

Since 2015, Einstein has invested in data structuring to answer crucial questions in care activity and remains at the forefront of the use of technology, such as artificial or augmented intelligence (AI), essential to boost access to health services, especially in regions that face geographical, access and quality challenges. In 2024, Einstein started the project with external consultants to expand the use of AI. A diagnosis of the organization's maturity was prepared and governance and operation models were designed for the use of this technology. 14 potential AI application territories were also mapped, which will allow Einstein to accelerate the internal dissemination of this tool.

Initiatives and Projects



"The use of AI in health is very important, as it opens new paths. In the emergency room, where urgent situations are usually treated, this technology will help in the definition of even faster diagnoses, in addition to contributing to a better conduct."

DR. MÁRIO LENZA,
Einstein Orthopedics Medical Manager

AI IMAGE BANK

Project that uses artificial intelligence to assist in the diagnosis of diseases such as Zika, tuberculosis and melanoma. This tool a success rate above 85%, with technology developed by Einstein.

DIAGNOSIS OF CUTANEOUS LEISHMANIASIS

Einstein developed an application with the Amazonas Institute of Tropical Medicine that uses AI to analyze photos of skin lesions and predict whether they are leishmaniasis, enabling community health agents to refer patients for treatment.

MALARIA PREDICTION

In a bioinformatics entrepreneurship project, students at the State University of Amazonas are using AI to develop malaria prediction models and search for fungi in the Amazon that can be used in research to create new medicines.

PROJECTS WITH LANGUAGE MODELS

Einstein is collaborating with other organizations to explore the use of large generative language models (LLM) in healthcare.

PROTOCOL MANAGEMENT

AI is used for the early identification of acute myocardial infarction (AMI), in addition to the management of these events, based on experiences at the Municipal Hospitals Iris Rezende Machado and Dr. Moysés Deutsch.

AI FOR EMPLOYEES

Copilot is an AI tool that offers training for employees, allowing them to use artificial intelligence in their activities and be ready to deal with this feature, which is increasingly present in Einstein's routine.

SMART ELECTRONIC HEALTH RECORDS

Project under development to systematize data from patients' electronic medical records. Using AI, the solution seeks to speed up decision making during consultations. The project is currently being tested at Dr. Gilson de Cássia Marques de Carvalho Municipal Hospital.

Assistance Monitoring Center (CMOA)

Use of data and artificial intelligence for early detection of worsening in hospitalized patients

Einstein launched a care model that uses data and artificial intelligence to promote early detection of clinical worsening in hospitalized patients. The first stage of the project is focused on cancer patients. The goal is to reduce late transfers by 50%, that is, those in which patients need advanced support in the first few hours after admission.

The initiative establishes a structured and immediate response between the Care Monitoring Center (CMOA) and the rapid response team, with the support of local health professionals and the primary medical team. Implemented in 2018, CMOA captures and analyzes data in real time, enabling safety and complication prevention interventions. Inspired by airline practices, the CMOA offers additional supervision, alerting professionals to possible failures and delays in care.

With a multidisciplinary team that monitors patient data through algorithms, the center has been achieving significant results since 2018, such as the elimination of catastrophic anesthesia-related damage and a 30% reduction in serious adverse events in the operating room.

Einstein is a pioneer in deploying technology capable of evaluating real-time cardiotocography scans

The *Omniview-SisPorto application,* developed by the Portuguese *startup Speculum in partnership with the University of Porto School of Medicine, was adopted to automatically analyze cardiotocography exams. This noninvasive procedure assesses fetal vitality and identifies cases of fetal distress in real time. Through probes in the mother's belly,* the *software* monitors the baby's heart rate and maternal contractions, issuing alerts that allow the doctor to assess maternal-fetal well-being, which helps in decision-making.

In six months of testing, *Omniview* evaluated more than 5,000 cardiotocographies and identified 11 cases that resulted in the conversion of normal deliveries to cesarean sections. Before the implementation of the *software*, the tests were performed with intervals between two and three hours, which could delay diagnoses. With the *software*, the reading is continuous, allowing the obstetric team to detect changes immediately.

H-Story *in the patient's clinical journey*

In 2024, the tool which brings together patient data from various systems related to hospital, diagnostic, preventive and outpatient care was deployed.

H-Story *makes it possible for solutions created by Einstein to be tested in a secure environment, allowing users to provide feedback* to improve them, applying the concept of *human in the loop*. It uses an intuitive interface, which organizes the clinical history chronologically, using data from eight different systems, and allows the visualization of information by medical specialties, such as maternal and child health.

The tool is currently available to 2,200 physicians, who have access to Einstein's electronic medical record, including professionals working at Dr. Gilson de Cássia Marques de Carvalho Municipal Hospital. The goal is to increase the number of accesses by 70% in 2025.

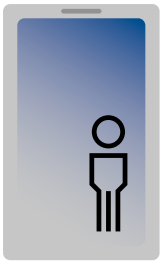
Big Data & Analytics

Big Data, the structuring of large volumes of data, and *Analytics*, data analysis, are used in the organization in a variety of initiatives and projects, always focusing on health and innovation. These tools are used to improve diagnoses and treatments, as well as expand access to health services, especially in regions that face geographical and infrastructure challenges. By integrating and analyzing large volumes of information, Einstein optimizes care processes and ensures that technological advances benefit vulnerable populations, promoting a fairer and more inclusive health system.

Big Data plays an essential role in supporting medical decisions, customizing care to better understand patients' needs. The structuring and use of data are continuous and transformative processes for Einstein, especially in the field of Oncology, in which the personalization of information, including genetic data about tumors and immunobiologicals, is essential.

By combining the use of *Big Data* and AI, Einstein generates real-time clinical insights, something that previously required extensive clinical studies. This ability helps to implement protocols and measure the impact of medical interventions. This innovation, for example, is used in the Image Bank project, via PROADI-SUS, which uses artificial intelligence and machine learning to diagnose diseases such as Zika, tuberculosis and melanoma. The *Analytics* area, on the other hand, makes the patient's journey more accessible to doctors, integrating tools that streamline access to the patient's history and medical records. An example of its use is in the area of Teaching, through a AI-based emotion analysis tool to catalog and interpret students' evaluations, contributing to the continuous improvement of processes.

In this same context of innovation and strategic use of data, the structuring of information focused on genomics is crucial to the advancement of Precision Medicine. However, one of the biggest challenges is to ensure the curating, safety and organization of this data, so that these aspects directly benefit the care process and patient experience. At the same time, the Health Economics area uses data to parameterize patient outcomes, evaluating cost-effectiveness and exploring new remuneration models. This synergy between *Analytics*, genomics and Health Economics reinforces the commitment to the integrated and data-driven approach, which drives both medical excellence and system sustainability.



TELEMEDICINE SUPPORTS CLINICIANS IN COMPLEX CLINICAL DECISIONS

Through artificial intelligence, conversations with patients are transcribed and analyzed, assisting general practitioners in the identification of complex cases, such as high-risk pregnancies. Einstein also offers teleconsultations in several specialties and uses applications to monitor chronic conditions, providing greater safety and autonomy to patients.

Telemedicine and telemonitoring

Einstein was a pioneer in Telemedicine in Brazil, incorporating artificial intelligence to make diagnosis and decision-making more timely and accurate. In 2020, this operation gained prominence in the face of the health emergency caused by the Covid-19 pandemic and distancing measures. With a consistent investment, since 2012, the offer and coverage of services have been expanded, taking them to companies, operators and health organizations. The impact of telemedicine goes beyond care. The operation is a powerful tool to expand access to health, especially in regions with logistical difficulties, such as in supporting non-specialist professionals, helping to fill technical knowledge gaps. The commitment to equity permeates these efforts, which expands service to the public sector and the provision of services in vulnerable regions.

To expand and ensure the constant improvement of this service, challenges such as ensuring the cost-effectiveness of technologies, digital accessibility for different patient profiles and the necessary infrastructure, such as internet and equipment, need to be overcome. The integration of telemedicine with other areas, such as Research and Innovation, strengthens these efforts, which reflect the organization's commitment to leading the digital transformation in health with a focus on social impact.

Total volume of Telemedicine consultation

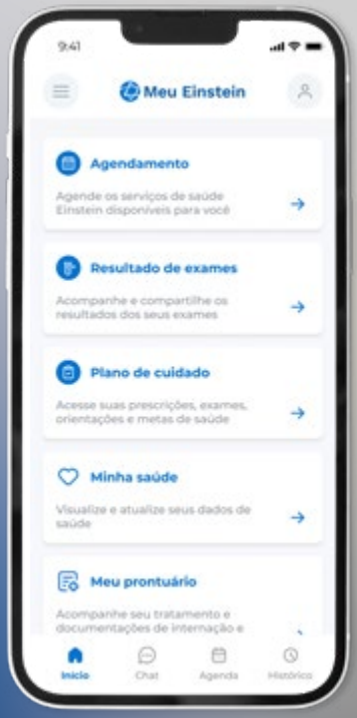
	2022	2023	2024	Δ
Public	97,836	215,129	279,241	29.8%
Private	376,671	301,696	335,267	11.1%
Total	474,507	516,825	614,508	18.9%

VOLUME METRICS BY SERVICE	2022	2023	2024	Δ
Virtual Emergency care	305,499	217,168	221,017	1.8%
TeleAMEs	58,441	109,303	142,330	30.2%
Einstein Clinics	38,476	46,435	51,799	11.6%
National Council of Justice (technical notes)	14,723	31,668	48,110	51.9%
Tele ICU Brazil	20,795	56,234	11,442	-79.7%
Supra*	-	15,804	32,268	104.2%
Telescope II **	-	-	40,943	N/A
Other	36,573	40,213	66,599	65.6%
Total	474,507	516,825	614,508	18.9%

* SUPRA: Infarction Patient Care Protocol applied by the HMAP Team and Einstein Goiânia.

** PROADI project to evaluate the clinical impact of different Telemedicine practices in Intensive Care Units.

AVERAGE DURATION OF VISITS (IN MIN)	2022	2023	2024	Δ
Virtual BP	-	9.0	9.4	4.4%
Medical Specialties and Nursing	-	21.7	21.8	0.5%
Nutrition and Psychology	-	52.3	46.6	-10.9%



Meu Einstein App interface

Digital Platform

A digital platform to enhance medical practice and healthcare is under development. The tool seeks to standardize processes, increase operational efficiency and increase patient satisfaction in their journey, integrating effectively with other agents of the health system.

As part of the simplification of processes, the organization discontinued the test results website, replacing it with more modern and integrated solutions, such as Meu Einstein, in the application and *web versions*. In it, patients have access to test scheduling, with more convenience and autonomy. A health questionnaire for B2B customers is also available in the *app*, facilitating swift and secure collection of information.

For the Clinical Staff, in the Einstein Médicos application, the surgical schedule functionality was introduced, providing physicians with greater practicality in accessing and managing their activities. Another advance was the digitization of the pre-billing and billing process for medical bills, which generates more agility and transparency in financial processes.

DIGITAL PLATFORM NUMBERS IN 2024

The Digital Platform is an important access channel for Einstein, as shown by the numbers:

1,172,709
registered patients (growth of 55.7% in the year).

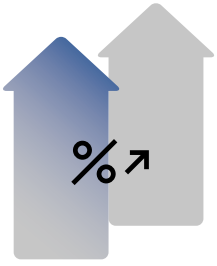
3,365
registered and active health professionals in the outpatient medical record (growth of 19.7% in the year).

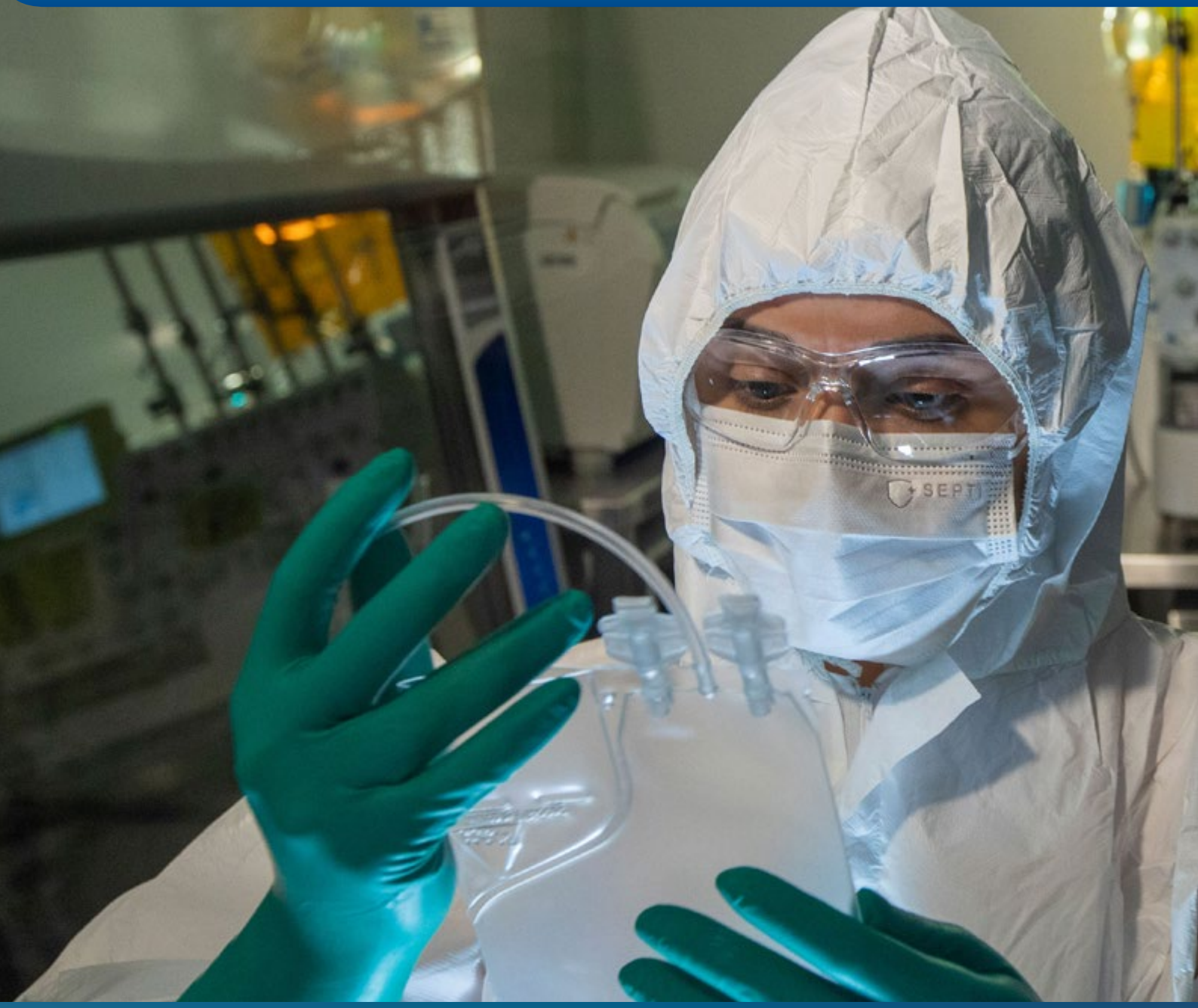
3,5 million
service events in the outpatient medical record (growth of 59.1% in the year).

Mean of
98 thousand
remote services per month.

470 thousand
self-scheduling events through Meu Einstein (growth of 48.6% in the year).

688
B2B customers with regular access to the Business Portal (growth of 175.2% in the year).





8

PROADI-SUS

In the three-year period 2024-2026 and through the Support Program for the Institutional Development of the National Health System (PROADI-SUS), Einstein is developing about 40 projects in the areas of improvement of management techniques and operation, training of human resources, public interest research, evaluation and incorporation of technologies and high complexity care. Among the various projects, data processing and analysis initiatives will reveal the impact of climate change on vulnerable communities and help create public policies to address it.

The Transplant Program performs solid organ transplantation procedures (kidney, liver, heart, lung and intestine) and trains transplant professionals and centers in different regions of Brazil

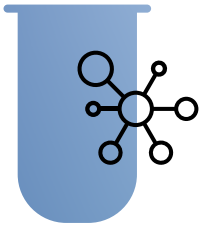
PROFILE AND STRUCTURE

GRI 3-3 IMPACT ON HEALTH AND SOCIETY

Through the Support Program for the Institutional Development of the Brazilian Public Health System, Einstein shares knowledge and quality with the SUS

The Support Program for the Institutional Development of the Brazilian Public Health System (PROADI-SUS) under the responsibility of the Ministry of Health, the National Council of Health Secretaries (CONASS), the National Council of Municipal Health Secretaries (CONASEMS) and with the participation of six philanthropic hospitals considered to be of excellence, including Einstein. Through it, hospitals carry out projects (preferably on a national scope) in the areas of development of management techniques and operation, training of human resources, research of public interest, studies of evaluation and incorporation of technologies and high complexity care. The projects are funded with financial resources managed by the hospitals of excellence themselves, all philanthropic, in return for waivers from social contributions, namely PIS and COFINS. The projects are approved and audited by the Ministry of Health, control bodies and external audit.

Running since 2009, PROADI-SUS has directly impacted at least 5.6 million people, through 750 projects, in addition to training more than 580,000 professionals, including the participation of more than 400,000 people in research projects. In 2024, Einstein spent BRL 385.6 million on PROADI-SUS, in 40 projects established as priorities by the Ministry of Health, and forecasts a total BRL 1.2 billion expenditure in the three-year period.



CAR-T

Einstein was the first organization in the country to obtain approval from Anvisa to produce *CART-T cells* in its own laboratory for the treatment of B-cell lymphoma and type B acute or chronic lymphocytic leukemias, in cases of relapse or resistance to conventional treatment. The first patient to receive the reprogrammed cell infusion had complete remission of the disease. The initiative, made possible by PROADI- SUS, allowed the nationalization of the processing of these cells, reduced the cost by 90% and the time to start treatment from 60 to 12 days, when compared to manipulating the cells abroad.

"I am very happy, very grateful, because it is not easy. I can now breathe. I feel alive again."

FIRST PATIENT DIAGNOSED WITH ACUTE LYMPHOCYTIC LEUKEMIA AND TREATED IN THE EINSTEIN CAR-T CELL PROTOCOL

PROADI-SUS PROGRAM:

Featured projects 2024

Project VIGIAMBSI

VIGIAMBSI (Environmental Surveillance and Indigenous Health) is a platform linked to the Secretariat of Indigenous Health (SESAI), created to integrate data on sanitation, water quality and health in the 34 Special Indigenous Health Districts (DSEIs). The DSEIs have their own territorial demarcation, different from the Brazilian states, which need a specific management tool to meet the particularities of these regions. The project, which began in September 2024, provides for the analysis of environmental samples in ten DSEIs, which will help identify health risks and propose more effective solutions to the challenges faced by these communities. The tool represents a significant advance in data management, allowing more qualified decisions that contribute to improving the quality of life of these populations.

The second front of the project will carry out the environmental analysis of at least 40 communities, distributed in the ten selected DSEIs. In these territories, soil and water samples will be collected and analyzed, using advanced techniques, such as metagenomics and metal analysis.

Einstein is responsible for the transfer of knowledge to the Ministry of Health in data collection and analysis methodologies, which includes training local professionals and DSEI teams so that they can use the tools and techniques autonomously and efficiently, ensuring the autonomy of the technicians involved.

In 2025, soil and water collections and analyzes will begin in the communities of the ten DSEIs, and the development of the data platform will continue.

Project VERACIS

The purpose of VERACIS is to generate a continuous and in-depth analysis of the climate impacts on black and quilombola populations, especially those who face environmental and socioeconomic inequalities. The project is conducted with the Department of Surveillance in Environmental Health and Occupational Health (DVSAT), of the Secretariat of Surveillance in Health and Environment (SVSA), of the Ministry of Health, with the collaboration of experts from Brazil and abroad. VERACIS evaluates the impacts of climate on the physical and mental health of these populations in order to develop a data infrastructure for continuous climate and health monitoring, in addition to encouraging community participation in designing health strategies.
The project began in the current three-year period (2024-2026), with the structuring of the base teams and the acquisition of the technological resources necessary for the actions.

Other projects in numbers

Transplant Program

Performs the Capture and Transplantation of Solid Organs and Hematopoietic Stem Cells, through integrated health care actions, to care for SUS patients referred through a regulatory process carried out jointly with the Ministry and the Health Departments. The Transplant Program performs solid organ transplantation procedures (kidney, liver, heart, lung and intestine) and trains transplant professionals and centers in different regions of Brazil

116
solid organ transplants performed in 2024

16
bone marrow transplants performed in 2024

7,068
trained professionals since 2010

MEDIAN SURVIVAL OF TRANSPLANTED PATIENTS:

Liver Transplantation
15.5
YEARS

Heart Transplantation
12.0
YEARS

Lung transplantation
11.2
YEARS

Kidney Transplantation
15.0
YEARS

TeleAMEs

The project offers medical consultations in 12 specialties: Neurology, Endocrinology, Gastroenterology, Infectious Diseases, Pulmonology, Cardiology, Psychiatry, Rheumatology, Pediatrics, Pediatric Neurology, Pediatric Endocrinology and Pediatric Gastroenterology to the population in the North and Midwest Regions through telemedicine consultations.

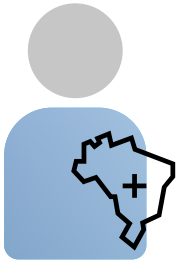
REACH
96%
of the locations initially planned

ECONOMIC IMPACT
Reduction in Out-of-Home Transfer (OHT) expenses of up to
31%

SATISFACTION
The *Net Promoter Score (NPS)* of doctors and patients is in the Zone of Excellence

93.0
PHYSICIANS

85.0
PATIENTS



Project EDIS-Bio

The Data Structuring, Health Surveys and Biomarkers Project (EDIS-Bio) aims to support the development and improvement of health surveys and research conducted by the Ministry of Health, in addition to making the dissemination of the results obtained more accessible through indicator panels.
With the initiative, which has the participation of 14 Einstein researchers, it will be possible to test and validate new techniques to collect biological samples, as well as to adopt artificial intelligence to carry out geospatial mapping, improving the efficiency of health indicator research and reducing costs.
The project, which is aligned with the Strategic Action Plan to Combat Chronic Diseases and Non-communicable Diseases in Brazil, will also support the largest health survey in Brazil, the National Health Survey, by including the collection of biomarkers for the screening of chronic non-communicable diseases (NCDs).
The survey will begin in the first half of 2025.

FIPE Study

The Institute for Economic Research Foundation (FIPE) conducted a study on the systemic economic impacts of investments made by philanthropic organizations in PROADI-SUS. The analysis, carried out with data from 2018 to 2023, revealed that each BRL 1 invested in the program generated BRL 3.25 in economic return to the SUS. In 2023 alone, PROADI-SUS generated BRL 1.63 billion in value for GDP. In addition, the program created 21,235 direct jobs and about 20,000 indirect opportunities for suppliers. In this period, PROADI-SUS contributed to the generation of 103,776 new jobs, consolidating itself as an important engine for the economy and the labor market. The results of the study were released in October 2024.

Each BRL 1 invested by PROADI-SUS generated BRL 3.25 for the Brazilian economy

Every BRL 1 million
invested by PROADI-SUS generated, on average, 28 jobs

Over 21,000 jobs positions
were opened in 2023, with almost 20,000 indirect jobs created for suppliers

BRL 3.13 billion
in national production value was generated in 2023 alone, totaling BRL 12.6 billion during the period analyzed.

BRL 1.63 billion
was how much the initiative contributed to the Gross Domestic Product (GDP) in 2023. There were BRL 6.6 billion over the years studied.

Alliances

One of the emblematic projects of the Hospitals that participate in PROADI-SUS is Saúde em Nossas Mãos, focused on reducing hospital infection rates. The initiative brings together advanced knowledge and practices from participating hospitals to implement protocols that decrease rates of healthcare-associated infections, a major challenge in public and private hospitals. The project not only directly benefits patients, but also contributes to the efficiency of the health system as a whole, reducing costs and improving outcomes and quality of care. Between 2018 and 2023, Saúde em Nossas Mãos prevented 15,077 Healthcare-Related Infections (HRIs), and it is estimated that 5,504 thousand lives were saved thanks to the initiative, generating savings of more than BRL 791 million to sus.

↑ Saúde em Nossas Mãos event, 2021-2023

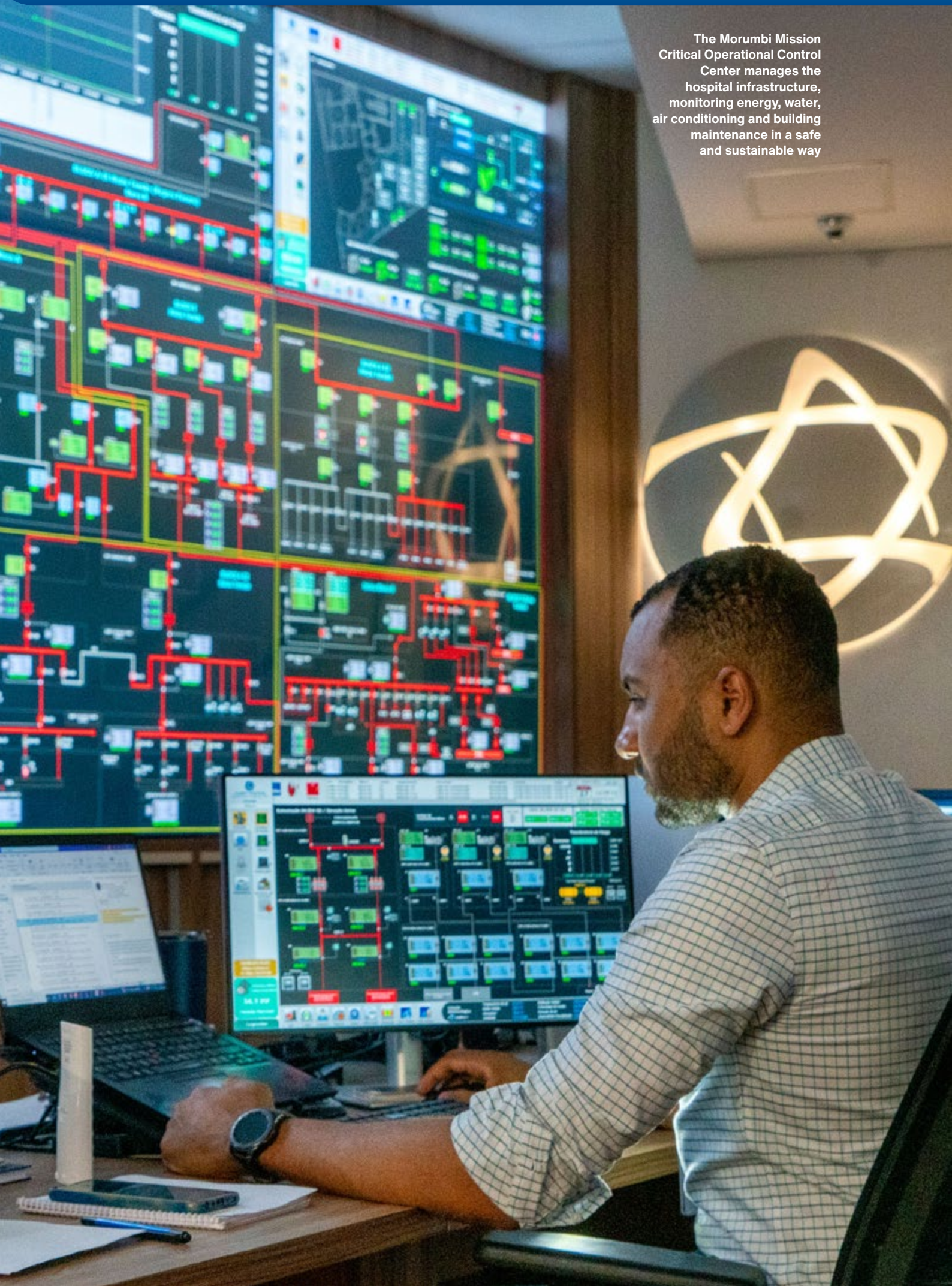
PROADI-SUS projects in Brazil*

	AC	AL	AM	AP	BA	CE	DF	ES	GO	MA	MG	MS	MT	PA	PB	PE	PI	PR	RJ	RN	RO	RR	RS	SC	SE	SP	TO
Sickle cell anemia																										●	
Support and Management in Donation and Transplants																										●	
Technical Support to the Judiciary - CNJ	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Stock Images			●						●	●				●	●	●		●					●			●	
Cord Bank																		●								●	
CAR-T								●						●												●	
Detecta APS																										●	
DIAna							●	●	●		●						●									●	
DIAna na APS																		●								●	
Edis Bio																										●	
Optimal Diabetes Study		●			●	●	●	●	●		●			●		●		●	●				●		●	●	
Optimal Stroke Study	●				●	●	●				●				●			●	●			●	●			●	
Expansion of Lymphocytes																										●	
Rare genomes					●	●	●		●		●			●		●		●	●	●			●			●	
Viral Hepatitis in Vulnerable Populations					●				●	●	●			●		●	●						●		●	●	
Impacto MR					●				●	●	●			●		●	●						●		●	●	
Inova Anvisa						●	●				●							●								●	
LEAN in Emergencies				●				●	●	●	●			●			●	●	●					●		●	
Lobomycosis	●																									●	
Clinical Management in Primary Care																										●	
MBA Project Management		●		●		●	●	●	●		●	●	●		●	●		●	●			●		●	●	●	
Monotherapy					●	●	●	●	●		●	●				●		●	●	●			●	●	●	●	
Natural Killer											●															●	
Pamdas 2								●										●	●					●		●	
PlanificaSUS	●		●		●		●		●		●	●	●	●	●	●	●	●		●		●		●	●	●	●
Operational Excellence Graduate Program	●				●	●	●	●	●	●	●	●	●		●	●		●	●	●		●		●	●	●	●
Transplant Program (care)	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Project Gaia																										●	
Tele ICU Brazil Project					●				●	●			●										●				●
Rehab Brazil		●	●		●	●	●		●		●			●	●		●	●	●		●	●	●	●			●
Saúde em Nossas Mãos					●			●	●	●	●		●	●		●	●	●	●							●	
Telemedicine specialties	●		●	●			●		●			●	●	●							●	●	●				●
Tele Urgency and Emergency	●		●	●										●							●	●					●
Telescope II		●			●		●	●	●	●	●		●	●	●		●	●	●			●	●			●	
Trauma 2								●			●							●								●	
Veracis																										●	
Vigiambsi																										●	

* There were 40 projects running throughout 2024, three of them (Saúde em Nossa Mãos, Cord Bank and Transplant Project) executed at two times of the year: the first phase in the first quarter and the second phase from April 2024. Therefore, they were presented only once in the table.

9 Environment

With environmental management based on commitments, projects and actions, Einstein implemented a new Integrated Management System (SGI) model, which maps, manages and promotes reductions in consumption, impacts and environmental risks in all operating units, and developed a wind energy self-production project for the decarbonization of its activities. In addition, it led international debates on the impact of climate change on health.



The Morumbi Mission Critical Operational Control Center manages the hospital infrastructure, monitoring energy, water, air conditioning and building maintenance in a safe and sustainable way

PROFILE AND STRUCTURE GRI 3-3 IMPACT ON THE ENVIRONMENT

Einstein's focus on sustainability is to coordinate and integrate the actions distributed in its 83 units in order to guarantee its commitment to improving management practices, reducing risks in operations and mitigating impacts.

Einstein carries out environmental management actions aimed at energy and water efficiency, promoting decarbonization, as well as strengthening the governance of the quality management model in all units, in the public and private segments.

The reporting and monitoring of indicators and projects takes place through the new Integrated Management System (SGI) model, implemented in 2024, which maps, manages and promotes reductions in consumption, impacts and environmental risks in all operations. Of these, 16 units already have ISO 14,000 certification, linked to environmental management, and another five have ISO 50001 certification, linked to energy efficiency.

CLIMATE AND HEALTH

Einstein President, Dr. Sidney Klajner, becomes a spokesperson for SDG 3, of the UN Global Compact – Rede Brasil

The Brazil Network of the Global Compact recognized Einstein's commitment to *ESG practices* and the 2030 Agenda by appointing the president, Dr. Sidney Klajner, Leadership with Impact for Sustainable Development Goal (SDG) 3. In this position, he acts as an influencer and spokesperson, mobilizing other leaders to promote well-being and ensure healthier living conditions for all. The Einstein president has emphasized the importance of promoting health equity through the development of technologies and innovations that generate more access to quality care.

GRI 2-22, 2-23, 2-24, 2-25

Climate Commitments

Adherence to the Net Zero Ambition Movement, promoted by the Brazil Network of the UN Global Compact in 2024, is one of the examples of the commitment to ambitious goals in relation to the decarbonization of its activities. Since 2010, Einstein has annually published an inventory of greenhouse gas (GHG) emissions.

Einstein's concrete actions:

1. REDUCE NITROUS OXIDE CONSUMPTION
2. INCREASING WASTE RECYCLING AND REDUCING INFECTIOUS WASTE
3. LOOK FOR ALTERNATIVES TO NATURAL GAS
4. MODERNIZE THE AIR CONDITIONING CENTER
5. REDUCE THE USE OF DIESEL OIL
6. DECARBONIZE THE SUPPLY CHAIN

Other actions related to climate commitments

CLIMATE JUSTICE HANDBOOK

During COP29, held in Baku, Azerbaijan, the Justice Handbook for the Health Sector was launched, which had Einstein's collaboration in the production. The Handbook connects climate change to health, highlighting how the climate crisis affects the well-being of people, especially the most vulnerable. The document offers practical solutions for the health sector, such as reducing emissions and building resilience. The document raises awareness and mobilizes professionals and managers to face climate challenges in an integrated, fair and sustainable manner, ensuring health protection in a scenario of environmental changes.

EINSTEIN CLIMATE PERFORMANCE NOTEBOOK

The publication Climate Change and the Impact of Einstein Operations details the organization's commitment to sustainability and reducing the environmental impact of its operations. The report addresses climate change, the health sector's carbon footprint, and Einstein's initiatives to mitigate its emissions, including reducing nitrous oxide (N_2O) consumption, alternatives to natural gas use, and waste management. Throughout 2024, a project was carried out to reduce the use of nitrous oxide at the Morumbi Unit, with a 43% reduction compared to 2023, when 3,755 tons of CO_2 equivalents (tCO_2e) had been emitted. In 2025, the project will be taken to the other units. The expectation is to reduce to 1,728.8 tCO_2e, equivalent to 54% of the 2024 volume.

"Our option was not to use the nitrous oxide pipe network, but to offer it to anesthesiologists who wanted to use it in the form of small cylinders according to the necessary demand. Consumption was 1 ton per month and today it is, on average, 50 kg. We have had a 95% reduction since the beginning of the project implementation."

PETRICK DAVOGLIO
Clinical engineering specialist, who coordinated the project to reduce the use of nitrous oxide in Einstein

Emissions Management

In 2024, scope 1 emissions, that is, those coming directly from the operation of the units, fell by 10%. Scope 2 emissions, related to energy consumption, grew 47.5%. In scope 3, indirect emissions from the value chain, increased by 78.9% – this category, however, only records emissions related to waste produced and work travel. The results were impacted by the significant increase in the number of units, especially public care. Between 2022 and 2024, the number of units whose results are reported increased from 39 to 60.

↑ The new Morumbi Chilled Water Center provides the cooling of operating theatres and inpatient areas, with precise, safe and economical thermal control

Einstein is committed to reducing GHG emissions by 50% by 2050

During the year, a study was conducted by Einstein to reduce CO_2 emissions from diesel engines used as *backup* in the generation of electricity in case of power grid failures, responsible for 6.8% of the organization's GHG emissions (scopes 1 and 2). Considered essential for the continuity of services, this operation must be replaced by a robust system capable of meeting the needs without shortages or failures. The most promising technology is the *Battery Energy System (BESS),* whereby batteries are used to store energy and make it available when needed. The system has limited storage capacity, but generators would be activated only when this limit is reached, contributing to a reduction of up to 80% in diesel oil consumption.

GRI 305-1, 305-2, 305-3

Greenhouse gas emissions (tCO_2e)

	2022	2023	2024	Δ
Scope 1	12,054.30	10,548.80	9,494.63	-10.0%
Scope 2	3,089.34	3,194.70	3,340.85	4.6%
Scope 3	5,053.33	4,290.41	7,676.28	78.9%
Total	**20,196.97**	**18,033.91**	**20,511.76**	**13.7%**

GRI 306-1, 306-2

Waste Management

To mitigate the environmental impacts related to the disposal of waste generated in its operations, Einstein has a set of policies, rules and procedures, described in its Environmental Management System, which manages the environmental documentation required by government agencies, in addition to conducting periodic audits of suppliers involved in the disposal chain.

Einstein performs the selective collection of waste in its operations and periodically audits the management processes, staff training, reporting of indicators, and the search for continuous improvement. The waste generated is collected and weighed before being stored in indoor shelters. After this procedure, they are sent for disposal as recommended in the Solid Health Waste Management Plan (PGRSS) of each unit.

In 2024, the Transforming Waste into New Products Project was expanded to more units. Common waste goes through a rigorous separation process, allowing the recovery of incorrectly discarded recyclables, in addition to composting for recycling. The waste is co-processed and used to heat cement kilns, avoiding landfills. Einstein generated 9,164 tons of waste in 2024, an increase of 61% compared to 2023, partly explained by the increase in the number of units it now manages.

WASTE REDUCTION INITIATIVES

Plastic Free Project

Started in 2024, the *Plastic Free* project reduced plastic waste at Einstein, which was about 200 tons/year. It is estimated that 64 tons of plastic waste will no longer be generated annually when the first stage of the project is completed, a reduction of about 30%. Planned to be executed in phases, the project contemplates the various areas of the organization, prioritizing those with greater use of plastics.

Waste management project – common waste reduction

This project transforms waste into new products, significantly reducing the disposal of materials in landfills. Currently, waste still destined for landfills is included in the scope 3 emissions inventory, contributing to the total emission values. One of the initiatives in this regard is a project in operating rooms and ICUs to identify and minimize the disposal of infectious waste. At the same time, an advanced waste management model is being implemented, focusing on reducing waste generation, by adopting more sustainable purchasing specifications and a commitment agreement with suppliers to offer products with better environmental performance.

Up Luxo Program

The *Up* Luxo Project, started in 2022, recycles hospital textile waste to reduce the volume of material discarded. The initiative includes the collaborative development with a *matchmaking platform*, supported by Einstein's Innovation area, with Stanford Computer Science students, connecting other organizations in the production of sustainable gifts, such as *ecobags* and *purses*. In March 2024, seven students and two Stanford professors participated in an immersion and visited the Morumbi Complex, the NGO Orientavida and the M'Boi Mirim Municipal Hospital. During the visit, they developed two Proofs of Concept (POCs) on inventory control and social impact. The solutions were pooled into a Minimum Viable Product (MVP), already implemented, expanding the impact of the project.

GRI 306-3

Waste generated

Hazardous waste generated by composition in tons

	2022	2023	2024	Δ
Infectious	2,125.5 81.3%	1,961.8 81.8%	3,269.2 91.3 %	66.6%
Chemical	487.7 18.7%	435.4 18.2%	312.3 8.7%	-28.3%
Radioactive waste	0.0 0.0%	0.2 0.0%	0.2 0.0%	-5.0%
Total hazardous waste	2,613.2 100.0%	2,397.4 100.0%	3,581.8 100.0%	49.4%

Non-hazardous waste by composition in tons

Not recyclable	1,348.3 37.5%	236.0 6.9%	1,593.0 27.5%	575.0%
Recyclable	1,685.3 46.9%	2,313.6 67.4%	3,248.3 56.0%	40.4%
Organic	558.0 15.5%	881.1 25.7%	961.3 16.6%	9.1%
Total non-hazardous waste	3,591.6 100.0%	3,430.7 100.0%	5,802.6 100.0%	69.1%

Waste

Infectious, chemical and radioactive	2,613.1 42.1%	2,397.3 41.1%	3,581.8 38.2%	49.4%
Not recyclable	1,348.3 21.7%	236.0 4.0%	1,593.0 17.0%	575.0%
Recyclable and organic	2,243.3 36.2%	3,194.7 54.8%	4,209.6 44.9%	31.8%
Overall total waste	6,204.7 100.0%	5,828.0 100.0%	9,384.4 100.0%	61.0%

Note: Critical waste from Group A1 is treated by autoclaving at the generation site, in accordance with the established legal requirements, this process takes place in the Morumbi, Dr. Gilson de Cassia Marques de Carvalho and Moysés Deutsch hospitals. Group A1: This is waste from handling of microorganisms, inoculation, genetic manipulation, ampoules and flasks and all material involved in vaccination, materials for laboratory handling, material containing blood, blood bags or containing blood components.

2024 units and new units (in bold font): Galeão Airport, Alphaville, Alto de Pinheiros, Anália Franco, Atlética, Belo Horizonte, Braz Leme, Campinas, Casa GPO, Casa Laranja, Casa Suprimentos, Chácara Klabin, Clínica Ibirapuera, Day care 1, Day care 2, DHL Osasco, Faculdade CEP, Faria Lima, Francisco Morato, Genomika - Brasília, Genomika Porto Alegre, Genomika Recife, Ibirapuera, Jardins, Jockey, Mogi das Cruzes Laboratory, Laboratório NTO, MBA Paulista, Morumbi, Paraisópolis, Parque da Cidade, Paulista, Perdizes, Gray Building, Rio de Janeiro, Santos, São José dos Campos, SBT, Vila Mariana, Vivo, Dr. Gilson de Cassia Marques de Carvalho Municipal Hospital, Moysés Deutsch Municipal Hospital, Einstein Goiânia Hospital and Iris Rezende Machado Municipal Hospital.

Note: In 2023, the Transforming Waste into New Products Project was started, directing part of the common (non-hazardous) waste for use as an energy mass. This strategy was adopted in the private units of São Paulo, resulting in a significant reduction in the volume destined for landfill compared to 2022. In 2024, with the inclusion of public units that do not yet use this solution, there was an increase in the volume of waste sent to landfill. The waste is weighed daily on scales calibrated according to ABNT standards, with traceability in compliance with legal requirements that determine that the waste generators are responsible for the management and traceability of the waste until environmentally adequate final disposal, undergo validation with providers that are rigorously approved for the provision of collection, transportation and disposal services, external audits and the data generated are reported monthly.

Note: After decay, radioactive waste is disposed of as infectious or chemical, depending on its characteristics.

GRI 306-4, 306-5

Waste directed to final disposal

GRI 306-4 - WASTE NOT SENT TO FINAL DISPOSAL (T)	2024
Hazardous Waste	**16.4**
Preparation for reuse	6.0
Recycling	0.0
Other forms of reuse	10.4
Non-hazardous waste	**2,855.0**
Preparation for reuse	0.0
Recycling	2,855
Other forms of reuse	0.0
Total	**2,871.4**

GRI 306-5 - WASTE SENT TO FINAL DISPOSAL (T)	2024
Hazardous Waste	**3,565.3**
Incineration with energy recovery	6.5
Incineration without energy recovery	281.7
Landfill	3,277.1
Other disposal	0.0
Non-hazardous waste	**2,947.6**
Incineration with energy recovery	1,354.6
Incineration without energy recovery	0.0
Landfill	1,592.0
Other disposal	1.0
Total	**6,512.9**

Value Chain Engagement in Reducing GHG Emissions

According to a study by *Principles for Responsible Investment (PRI,* 2017), between 86 and 90% of greenhouse gas (GHG) emissions in the health sector derive from the supply chain, making evident the need for actions to comply with the UN's *Net Zero* 2050 agenda. Faced with this challenge, in 2023, Einstein started the first phase of the project, which consisted of estimating GHG emissions in the supply chain.
In 2024, the second phase was launched, with the participation of 50 suppliers with the greatest impact on emissions, in order to identify the degree of maturity of these companies in decarbonization actions. The results revealed that 48% of them have already made commitments to reduce GHG, while 52% have not started, demonstrating the need for maturity in this point in the chain.
In 2025, the focus will be on deepening studies and stimulating the evolution of decarbonization initiatives in the supply chain, reinforcing Einstein's commitment to sustainability and the transition to a low-carbon economy.

GRI 303-2

Effluent Management

Einstein monitors effluent quality standards to ensure environmentally adequate final disposal, compliance with the standards defined in the legal requirements, risk management and reduction of internal complications. Effluent management begins with the characterization: what are the activities developed, location, whether there is an effluent treatment plant and the characteristics of the effluent generated. The quality parameters for the definition of effluent analyzes are established in the Operating Licenses issued or equivalent environmental agency and Sanitary Sewage Certificate issued by a basic sanitation company. In case of absence of specific requirements in the licenses, the current legislation must be followed. Einstein units, except for Alphaville, are connected to the sewage networks of local utilities. In the case of the Alphaville unit, it has its own sewage treatment plant, due to the specific legislation of that municipality.

GRI 2-6

Supply Chain Management

Einstein has revised its technical specifications to ensure that purchases, especially in construction projects, meet strict environmental and energy performance criteria. Thus, sustainability is considered starting from procurement, reducing environmental impacts throughout the life cycle of products. In addition, all suppliers must sign a commitment agreement that holds them responsible for offering products with better environmental and energy performance, ensuring alignment with Einstein's sustainable practices.

As part of the commitment to continuous improvement, the Supply Chain Engagement Program - IDAP (Partner Performance and Alignment Index) has sought to strengthen alliances and promote excellence in the supply chain. The program has four pillars, with monthly evaluations: Level of Service and Quality, Adherence to Commercial Policies, Policies and *Compliance* and ESG in the Supply Chain. Suppliers are evaluated, rated, and given a grade based on their performance, ensuring transparency to the process, and encouraging good practices.

Annually, at the Einstein Suppliers Meeting, partners are acknowledged based on the IDAP. Among the awarded categories, the ESG category stands out, which honors the suppliers with the greatest positive impact on sustainable initiatives.

In the sixth edition of the event, held in March 2024, with 250 participants, the central theme was Diversity, Equity and Inclusion in the Supply Chain. As a result of this engagement, Einstein supported projects with 50 suppliers, generating an increase of about 74% in diversity, equity and inclusion initiatives in these companies.

Another significant progress was the formation of a working group with eight major suppliers, aimed at the development of pilot projects. These projects will later be scaled to the entire chain, promoting continuous improvement. Among the main initiatives, we highlight the search for waste reduction through improvements in product specifications and collaboration with suppliers, ensuring greater durability, efficiency and sustainability in procurement.

As a reflection of this progress, the engagement program generated 188 socio-environmental initiatives, a growth of 60% compared to the previous year. These initiatives included 181 social projects, three environmental projects and four with both social and environmental impact. Among the main actions are donations, packaging replacement, adoption of electric vehicles, training and employability.

GRI 413-1
LOCAL COMMUNITIES

Programs bring environmental actions to UBS

In the Green and Healthy Environments Program (PAVs), promoted by Einstein and the city of São Paulo in the 14 UBS under the management of the organization, Environmental Promotion Agents (APAs) continuously assess the health and environmental conditions of the community, together with the residents. The initiative aims, through the mapping of local needs and the measurement of the impact of environmental health actions, to promote healthy spaces and waste management.
In 2024, these 14 UBS carried out 697 collective environmental activities, with a total of 35,568 participants, 491 environmental home visits and nine actions to revitalize public spaces, in addition to planting seedlings and community gardens in two UBS. Another highlight was the campaign to combat dengue, with 22,552 people impacted, in 229 actions, and 1,666 home visits to combat mosquito infestation.
The PAVS indicators are shared and, annually, a general balance of the program is made at the municipal level, which also includes results from units managed by Einstein. PAVS is an initiative of the Municipal Health Department of São Paulo, incorporated into the Family Health Strategy since 2008.

SDGs in Brazil: Einstein leads debate on climate resilience to discuss how the health system can respond to climate challenges

Einstein promoted a debate on climate resilience, highlighting how the health system can contribute to addressing the challenges brought about by climate change. Titled Climate Resilience and Health – Impacts of Climate Change on Populations and Health Systems, the panel highlighted the need for collaboration between society, organizations and governments to develop solutions that make health systems more resilient to climate change. The event took place in the second half of 2024, during the largest global corporate sustainability meeting, organized by the Brazilian network of the UN Global Compact, in New York. Sidney Klajner, president of Einstein, and Márcia Castro, professor of Global and Population Health at Harvard, participated in the discussion, mediated by journalist Sandra Coutinho.

Power consumption

Throughout 2024, two new photovoltaic plants (UFVs) were implemented, one at the Alphaville Advanced Unit with a generation capacity of 225.8 MWh/year and the other at the Moise Safra Auditorium, at the Morumbi Unit, with a generation capacity of 116.5 MWh/year. Altogether, an estimated saving of 342.3 MWh/year is estimated, which represents 12.94 $_{tCO_2}$e avoided. In addition, a system for reusing heat from Gas Heat Pumps (GHP) was also installed, which represents a saving of 9,773.5 m^3 of natural gas per year.

Other projects carried out throughout 2024 include the migration to the Free Energy Market (MLE) of the Teaching and Research Center and Santana units, with the acquisition of clean and renewable energy with I-REC certification, evidencing the renewable origin of the energy consumed. Finally, the 2024 USEs (Significant Energy Use) Telemetry project, integrated

↓ The energy generated by the solar panels powers equipment, lighting systems, air conditioning and other essential operations of the hospital routine

the Morumbi, Alphaville, Jardins, Ibirapuera, Perdizes and NTO units into a single platform for the measurement of significant energy and water uses. As part of its climate commitment, Einstein set ambitious targets for 2025, which include a 100% reduction in scope 2 emissions, that is, related to energy consumption. Einstein continues to seek alternatives to reduce the use of natural gas and, among the alternatives under consideration, are the acquisition of biomethane and the replacement of equipment that uses natural gas with others that use electricity.

For monitoring and integration, detailed dashboards were created with indicators of energy consumption, costs and emissions, accessible to managers. Public operations were integrated into the same planning, monitoring and reporting base as the other units, allowing performance comparisons.

GRI 302-1

Power consumption

Renewable Power Consumption (GJ)

	2022	2023	2024	Δ
Ethanol	1,109 0.5%	1,228 0.4%	1,708 0.5%	39.1%
Electricity	237,930 99.5%	299,019 99.6%	318,874 99.5%	6.6%
Solar Power	- -	- -	736 -	-
Electricity - Free Power Market	- -	- -	244,550 -	-
Electricity - SIN (renewable portion)	- -	- -	73,588 -	-
Total	239,039 100.0%	300,247 100.0%	320,582 100.0%	6.8%

Non-Renewable Power Consumption (GJ)

	2022	2023	2024	Δ
Natural gas	80,832 85.1%	87,391 82.1%	98,779 78.7%	13.0%
Gasoline	1,786 1.9%	1,497 1.4%	952 0.8%	-36.4%
CNG	1,206 1.3%	1,376 1.3%	883 0.7%	-35.8%
Diesel oil - generators	11,135 11.7%	16,196 15.2%	13,376 10.7%	-17.4%
Electricity	- -	- -	13,365 10.6%	-
Total	94,959 100.0%	106,460 100.0%	125,520 100.0%	17.9%

Total power consumption

	2022	2023	2024	Δ
Power - Renewable Sources (Total)	239,040 71.6%	300,247 73.8%	318,874 71.8%	6.20%
Power - Non-Renewable Sources (Total)	94,959 28.4%	106,460 26.2%	125,520 28.2%	17.90%
Total - renewable and non-renewable sources	333,999 100.0%	406,707 100.0%	444,394 100.0%	9.30%

* As of the 2024 report, we detail the power sources according to the origin to enhance data quality. (GRI 2-4)

← The wind farm of the Serra das Vacas Complex, in Pernambuco, will supply 60% of Einstein's energy consumption

Einstein will start power self-generation

In partnership with Engeform Energia, Einstein will start self-generation of wind power. The initiative will supply about 60% of the organization's energy consumption, contributing to a 21% reduction in greenhouse gas emissions. The supply will come from the Serra das Vacas Complex, in Pernambuco, and is expected to start in 2025, after the completion of the necessary steps for its implementation. The project is a milestone in Einstein's decarbonization plan and reinforces its commitment to the global Net Zero campaign. Other ongoing actions include the *International REC Standard (I-REC)* certification, which, by 2025, will ensure that all energy used, including in public operations, comes from renewable sources. These initiatives strengthen environmental responsibility in the health sector, which accounts for 5% of global greenhouse gas emissions.

New plant reduces water and energy consumption

In 2024, after two years of implementation, the new Chilled Water Center (CAG), which feeds the Air Conditioning Center of the Morumbi Unit of Einstein, started to operate. Based on the premises of energy efficiency, the new plant was designed to substantially reduce water and electricity consumption through an air condensation system and the use of magnetic bearing compressors. After the start of operation of the new CAG, there was a decrease of 6,000 cubic meters in monthly water consumption, zeroing the use in the cooling plant. Regarding energy, the drop in consumption was 13%, which is equivalent to 2,000 megawatt-hours, or 173 tons of carbon dioxide per year. The reduction in expenses resulting from the reduction in water and energy consumption represents an annual savings of around BRL 2.5 million.

↑Morumbi Chilled Water Center

GRI 303-1

Water Consumption

Virtually all of the water used in Einstein comes from local utilities. In some units, rainwater is collected only to help with garden watering. Water consumption of artesian wells is for maintenance test on pumps. The wells are maintained for an possible crisis in the water supply, an action within the scope of climate resilience.

The mapping of environmental aspects and impacts is carried out within the premises of the Einstein Environmental Management System (EMS), which includes water-related aspects and impacts. This assessment is periodically maintained and updated. Throughout the year, awareness campaigns are carried out on the conscious consumption of natural resources, and employees receive training and participate in activities aimed at engaging in environmental issues. At Einstein, the concepts recommended by ISO 50001 regarding energy management are also applied to water resources, with the definition of objectives and goals, monitoring of deviations and prevention and mitigation actions.

GRI 303-3, GRI 303-5

Water Consumption (m^3)

	2022		2023		2024		Δ
Utility	323,450	98.7%	492,968	100.0%	514,462	100.0%	4.4%
Artesian well	4,359	1.3%	219	0.0%	50	0.0%	-77.2%
Total water consumed	327,809	100.0%	493,187	100.0%	514,512	100.0%	4.3%

10

People

Excellence in health care, from care to safety, is made by people. That is why Einstein seeks physical, mental and social well-being and the expression of employee appreciation. The expansion of the organization in current activities and to new regions made the number of hires grow. The training and development actions expanded the knowledge, skills and abilities of individuals and the team. A diagnosis and revisit of the organization's values and principles gave rise to a new formulation of the organizational culture structure. The diversity project maintains its efforts on several fronts and has expanded access for people with disabilities.

Nursing techniques in the corridors of the annex of Dr. Moysés Deutsch Municipal Hospital - M'Boi Mirim

Einstein values its employees, because without them, commitments to excellence, care and people's health are not achieved.

People management at Einstein starts from an integrated vision, which considers the physical, mental and social well-being of employees and creates conditions for them to work with purpose. Programs aimed at professional development, well-being and engagement are some of the initiatives adopted, as well as the monitoring of essential indicators, such as internal recruitment, diversity, equity and inclusion. In 2024, given the growth of the organization in different regions of the country, Einstein filled 8,762 vacancies, including 1,287 in Bahia and 2,412 in Goiás, a volume that brought with it challenges related to the dissemination of organizational culture, adaptation to the cultural particularities of each territory and the specificities of each labor market.

Einstein is committed to non-discriminatory practices and the promotion of diversity in the work environment, in its hiring and operations, especially those related to the inclusion of historically underrepresented groups. The organization expanded the hiring of people in refugee situations, which totals 81 professionals of different nationalities. Initiatives aimed at the employability of people from the surrounding communities were also intensified, promoting opportunities for development and generation of local income. In early 2025, the legal quota for hiring people with disabilities was reached. There was also an advance in the representation of different groups, especially in nursing and corporate areas, with emphasis on the launch of the Sunflower Lanyard, which made Einstein the first health organization in Brazil to adopt this initiative. The Lanyard is an accessory to raise awareness and support in identifying people with hidden disabilities, such as deafness and autism, as well as some intellectual disabilities. The extended paternity leave of 30 days has already benefited 362 fathers since 2022.

GRI 2-7, GRI 2-8

Employee profile

BY EMPLOYMENT CONTRACT TYPE	2022	2023	2024	Δ
Fixed-term	183 0.9%	160 0.8%	268 1.1%	67.5%
Non-fixed term	19,714 99.1%	19,913 99.2%	23,502 98.9%	18.0%
Total	**19,897** 100.0%	**20,073** 100.0%	**23,770** 100.0%	**18.4%**

WORK TIME	2022	2023	2024	Δ
Full-time	17,093 85.9%	17,128 85.3%	20,029 84.3%	16.9%
Part-time	2,804 14.1%	2,945 14.7%	3,741 15.7%	27.0%
Total	**19,897** 100.0%	**20,073** 100.0%	**23,770** 100.0%	**18.4%**

BY ACTIVITY AND GENDER	2022	2023	2024	Δ
Physicians	1,626 100.0%	1,620 100.0%	1,666 100.0%	2.8%
Men	777 47.8%	788 48.6%	794 47.7%	0.8%
Women	849 52.2%	832 51.4%	872 52.3%	4.8%
And care support	12,596 100.0%	12,561 100.0%	15,371 100.0%	22.4%
Men	2874 22.8%	2,865 22.8%	3,536 23.0%	23.4%
Women	9,722 77.2%	9,696 77.2%	11,835 77.0%	22.1%
Other activities	5,675 100.0%	5,892 100.0%	6,733 100.0%	14.3%
Men	2,210 38.9%	2,312 39.2%	2,612 38.8%	13.0%
Women	3,465 61.1%	3,580 60.8%	4,121 61.2%	15.1%
Subtotal of employees (physicians, health care workers, and other activities)	19,897 100.0%	20,073 100.0%	23,770 100.0%	18.4%
Men	5,861 29.5%	5,965 29.7%	6,942 29.2%	16.4%
Women	14,036 70.5%	14,108 70.3%	16,828 70.8%	19.3%
Deliberative Council	179 100.0%	179 100.0%	180 100.0%	0.6%
Men	151 84.4%	151 84.4%	150 83.3%	-0.7%
Women	28 15.6%	28 15.6%	30 16.7%	7.1%
Interns	184 100.0%	187 100.0%	197 100.0%	5.3%
Men	72 39.1%	69 36.9%	65 33.0%	-5.8%
Women	112 60.9%	118 63.1%	132 67.0%	11.9%
Subtotal (employees, interns and Board)	20,260 100.0%	20,439 100.0%	24,147 100.0%	18.1%
Men	6,090 30.1%	6,185 30.3%	7,157 29.6%	15.7%
Women	14,170 69.9%	14,254 69.7%	16,990 70.4%	19.2%
Third Parties	4,258	4,842	6,651	37.4%
Total workforce (internal team + third parties)	**24,518**	**25,281**	**30,798**	**21.8%**

GRI 401-1

Hires

	2022	2023	2024	Δ
Total number of contractors	4,912 100.0%	3,437 100.0%	7,520 100.0%	118.8%
Gender				
Men	1,406 28.6%	1,129 32.8%	2,167 28.8%	91.9%
Women	3,506 71.4%	2,308 67.2%	5,353 71.2%	131.9%
Activity				
Medical	299 6.1%	237 6.9%	270 3.6%	13.9%
And care support	3,205 65.2%	1,842 53.6%	5,175 68.8%	180.9%
Other activities	1,408 28.7%	1,358 39.5%	2,075 27.6%	52.8%
Age Range				
Under 30 years	2,570 52.3%	1,742 50.7%	3,152 41.9%	80.9%
Between 30 and 50 years	2,224 45.3%	1,603 46.6%	4,003 53.2%	149.7%
Over 50 years	118 2.4%	92 2.7%	365 4.9%	296.7%

GRI 401-1

Dismissals

	2022	2023	2024	Δ
Total layoffs	3,257 100.0%	3,214 100.0%	3,665 100.0%	14.0%
Gender				
Men	987 30.3%	1,015 31.6%	1,164 31.8%	14.7%
Women	2,270 69.7%	2,199 68.4%	2,501 68.2%	13.7%
Activity				
Medical	265 8.1%	263 8.2%	220 6.0%	-16.3%
And care support	1,979 60.8%	1,867 58.1%	2,222 60.6%	19.0%
Other activities	1,013 31.1%	1,084 33.7%	1,223 33.4%	12.8%
Age Range				
Under 30 years	1,372 42.1%	1,229 38.2%	1,347 36.8%	9.6 %
Between 30 and 50 years	1,742 53.5%	1,793 55.8%	2,101 57.3%	17.2%
Over 50 years	143 4.4%	192 6.0%	217 5.9%	13.0%

GRI 401-1

Turnover Rate

TURNOVER	2022	2023	2024	Δ
Overall (%)	15.3%	14.5%	14.1%	-0.4 p.p.
Gender				
Men	16.0%	15.5%	15.2%	-0.3 p.p.
Women	15.1%	14.2%	13.6%	-0.6 p.p.
Activity				
Medical	16.6%	15.6%	12.6%	-3 p.p.
And care support	14.5%	14.7%	14.3%	-0.4 p.p.
Other activities	17.6%	14.1%	13.9%	-0.2 p.p.
Age Range				
Under 30 years	19.4%	18.3%	17.1%	-0.8 p.p.
Between 30 and 50 years	14.3%	13.3 %	13.4%	+0.1 p.p.
Over 50 years	10.3%	12.5%	10.9%	-1.6 p.p.

TURNOVER	2022	2023	2024	Δ
Spontaneous (%)	7.1%	6.0%	6.7%	+0.7 p.p.
Gender				
Men	7.3%	5.9%	6.6%	+0.7 p.p.
Women	7.0%	6.0%	6.7%	+0.7 p.p.
Activity				
Medical	12.0%	10.0%	9.7%	-0.3 p.p.
And care support	5.9%	5.4%	6.6%	+1.2 p.p.
Other activities	9.1%	6.2%	6.1%	-0.1 p.p.
Age Range				
Under 30 years	9.1%	8.5%	8.8 %	+0.3 p.p.
Between 30 and 50 years	6.7%	5.4%	6.3%	+0.9 p.p.
Over 50 years	2.2%	2.6%	2.9%	+0.3 p.p.

GRI 401-3

Parental leave

WOMEN	2022	2023	2024	Δ
Employees entitled to the leave	13,741	13,783	16,894	22.6%
Employees who took the leave	433	488	508	4.1%
Employees who returned to work, in the reporting period, after the end of the leave	402	444	457	2.9%
Return rate	92.8%	90.9%	90.0%	-0.9 p.p.
Employees who returned to work after the leave and remained employed 12 months after returning	336	351	361	2.8%
Retention rate	**77.6**	**71.9%**	**71.1%**	**-0.8 p.p.**

MEN	2022	2023	2024	Δ
Employees entitled to the leave	5,861	5,965	6,942	16.4%
Employees who took the leave	134	70	178	154.3%
Employees who returned to work, in the reporting period, after the end of the leave	122	68	178	161.8%
Return rate	91.0%	97.1%	100.0%	+2.9 p.p.
Employees who returned to work after the leave and remained employed 12 months after returning	113	59	162	174.6%
Retention rate	**92.6%**	**86.8%**	**91.0%**	**+4.2 p.p.**

Einstein Culture

Einstein's organizational culture is focused on establishing a stimulating, motivating and safe work environment and contributing to the development of its employees. In 2024, an organizational culture diagnosis was performed and, as part of this process, the organization's values and principles were reformulated, ensuring better alignment with Einstein's purpose, mission and vision. These values have been incorporated into the Culture Handbook, which serves as a guide for internal practices and decisions.

GRI 404-2

Development and performance

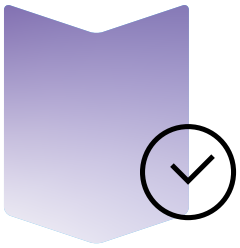
Einstein continuously invests in the training and development of its employees, aligning these initiatives not only with its vision of the future, but also with the current demands of position and role, and the process of continuous improvement. The organization offers a wide range of capacity building programs, which include hands-on training, active learning methodologies and development opportunities, both internal and external. In 2024, BRL 21.5 MM were invested in this, representing 0.36% of the institution's revenue. About 2,400 professionals received scholarships for training such as international incentive, MBA and Post-MBA, languages, undergraduate and technical, among others – a growth of 44% compared to 2023. In addition, Einstein acts as a training center itself, meeting its own demands and seeking employability for students, employees and society in general.

To ensure the consistency and quality of training practices, the organization maintains an internal multiplier program, in which trained employees conduct the training and are paid for it.

The training programs are systematized and offered through Learning Trails, guided by professional skills and knowledge necessary for the execution of tasks and processes of accreditations and certifications, by operational and care indicators and, also, by Einstein's professional qualification policies.

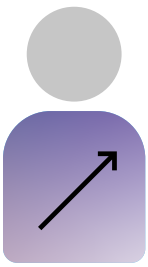
In 2024, there were more than 796 thousand hours of training, an average of 35 hours per employee, on the various topics covered by the trails.

The employee's performance is measured through a learning assessment, which must be carried out at the end of each training. Employees who do not achieve the desired performance will have an action plan drawn up by their manager, with the objective of improving the employeeıs knowledge on the topic.



Learning Trails have their contents updated every year and are organized into four lines

ONBOARDING: for the institutional and functional integration of new employees.
INSTITUTIONAL: to disseminate Einstein's culture and fundamental knowledge to all employees.
PROFESSIONAL: to customize learning for the different positions and roles of care and patient service areas.
SECTORIAL: made available according to the care and service positions, based on the professional's area of expertise and focused on specific complementary skills.



Leadership Development

The Human Resources area promotes initiatives aimed at the development of leaders, with the objective of preparing managers and employees for organizational and social challenges. Among the offers are events with the Board of Directors, learning journeys on cross-cutting themes and customized programs for specific groups, which seek to strengthen the skills of leaders, promote an inclusive environment and prepare them to deal with contemporary issues in a strategic and empathic way. In 2024, initiatives aimed at the development of leaders reached 1,334 employees.

GRI 404-1

Hours of internal and external training (h)

	2022		2023		2024		Δ
Internal	601,527	96.50%	692,076	98%	784,019	98.50%	13.3 %
External	22,081	3.50%	12,054	2%	12,102	1.50%	0.4%
Total	**623,608**	100.00%	**704,130**	100%	**796,120**	100.00%	**13.1%**

Average hours of employee training (h/year)

	2022	2023	2024	Δ
By gender				
Men	26.7	27.5	25.3	-8.0%
Women	29.7	32.4	30.0	-7.4%
By role				
Management Board	27.0	18.7	12.5	-33.2%
Management	37.8	23.9	21.5	-10.0%
Leaders/Coordination	44.4	32.9	27.1	-17.6%
Technical/Supervision	33.3	36.5	35.6	-2.5%
Administration	21.8	22.8	18.9	-17.1%
Operational	19.1	20.2	14.0	-30.7%
Apprentices	15.9	15.5	11.6	-25.2%
Average per professional	**32.0**	**35.2**	**35.2**	**0.0%**

GRI 404-3

CATEGORY	ELIGIBLE EMPLOYEES	EMPLOYEES WHO UNDERWENT THE ASSESSMENT	% OF ELIGIBLE EMPLOYEES X COMPLETED THE ASSESSMENT
Medical coordinators	153	153	100.00%
Coordinators/specialists	944	944	100.00%
Medical managers	42	42	100.00%
Superintendents/Directors	46	46	100.00%
Professionals	10,423	10,423	100.00%
Assistants	1,863	1,863	100.00%
Technicians	5,109	5,108	99.98%
Doctors (I, II and III)	1,329	1,329	100.00%
Managers	190	190	100.00%
Executive Director	16	16	100.00%
Overall total	**20,115**	**20,114**	**100.00%**

Engagement and experience

Employee evaluation contributes to the continuous improvement of people management processes. For this, listening channels and spontaneous reporting are available. *Pulse* and organizational climate surveys are tools to measure engagement and collect *feedback from* employees.

In 2024, as in every year, Einstein conducted an organizational climate survey that revealed high levels of employee satisfaction, with 94.8% declaring pride in belonging to the organization. The hybrid work model proved to be efficient, with 94.4% of employees saying they were able to balance their personal and professional lives, supported by leaders who had an improvement of 5 points in this aspect. Psychological safety in the workplace advanced 4.5 pp, while clarity in organizational changes grew 2.7 points compared to the previous year. The benefits, especially health (+1.8 pp) and food (+1.7 pp), also registered higher satisfaction, reaching 75.9 and 57.3%, respectively.

HIGHLIGHTS 2024

Melhores Empresas Para Trabalhar™ Great Place To Work. BRASIL 2024 | Melhores Empresas Para Trabalhar™ Atenção à Primeira Infância Great Place To Work. BRASIL 2023 | Melhores Empresas Para Trabalhar™ Saúde Great Place To Work. BRASIL 2024

Einstein entered GPTW Brazil for the first time, in the large national companies category, in addition to being elected the best hospital in Brazil to work in the GPTW Health 2024 and GPTW Early Childhood Care *rankings*

PESQUISA ETHOS/ÉPOCA DE diversidade equidade & inclusão 2024/2025

For the third consecutive year, it entered the *ranking of the Ethos Época Inclusion Survey, with emphasis on health in 2024*

blend edu | diversidade em prática

UPA Campo Limpo, managed by Einstein, was the winner in the Internal Structure category of the Diversity in Practice award for *BLEND EDU*

EQUIDADE BR MELHORES EMPRESAS PARA PESSOAS LGBTQIA+ TRABALHAREM 2024

The organization was among the best companies for LGBTI+ people to work according to the HRC Equity BR Award

Employee Satisfaction

NET PROMOTER SCORE (NPS)	2022	2023	2024	Δ
	82.0	79.0	75.0	-5.1%

"I've been at Einstein for two and a half years. My culture and sexual orientation have never been an impediment to my growth here. Einstein has a strong culture on diversity and inclusion through recurring initiatives, workshops, and events on the topic. These programs have been instrumental in creating an environment of respect, safety, and belonging."

XAVIER IBARRA - EMPLOYEE

Class of the Leadership Course for people with disabilities

GRI 405-1

Diversity, Equity & Inclusion

Einstein understands diversity, equity and inclusion as part of the human right to non-discrimination, which is why it develops programs that address equity in terms of gender, generations, ethnicities, people living with disabilities and LGBTI people. Since 2020, it has been working more emphatically to create an environment in which differences not only coexist, but are recognized as forces capable of promoting innovation and growth, reaching some significant milestones. At the end of 2024, 1,138 people with disabilities worked at Einstein, representing a growth of 51% compared to the previous year. In the Nursing area, there are 262 professionals with disabilities, an increase of more than 700% since 2019. Regarding ethnicities, at the end of 2024, 3,199 black people occupied positions that require higher education and, among them, 190 black women in leadership positions.

The appreciation of experience is evidenced by 2,351 professionals, and 9.9% of the total staff aged 50 years or older. In the organization, 1,373 people have stated to be LGBTI+.

Employability Program

The Employability Program offers training for the labor market to people with disabilities, people with refugee status, trans people, people over 60 years old, young people in vulnerable situations and the Paraisópolis community. Since its inception in 2021, 360 people have been trained, 44% of whom have been hired to work at Einstein. In 2024, 99 people went through the program and 34 of them were hired.

Einstein conducts mentoring program for black female leaders

In 2022, Einstein launched the Sankofa Program - Lideranças Negras Mudam o Mundo! (Black Leaders Change the World!), with the objective of promoting the development of black women to leadership positions. Built collaboratively with more than 20 leaders of the organization, the name Sankofa refers to an African proverb that emphasizes the importance of rescuing history and ancestry to drive transformations.

Sankofa takes place in three stages. In the first, topics such as post-abolition and power relations are discussed, while the second phase prioritizes the construction of legacy. In the third stage, individual mentoring is carried out, with the use of *coaching tools* to assist the participants in achieving their professional goals. Ten promotions have already taken place since the program was completed.

GRI 405-1

Employee diversity

Employee profile - By age group and gender

	2022	2023	2024	Δ
Under 30	5,461 27.4%	5,296 26.4%	6,333 26.6%	19.6%
Men	1,700 8.5%	1,671 8.3%	1,981 8.3%	18.6%
Women	3,761 18.9%	3,625 18.1%	4,352 18.3%	20.1%
30-50	13,042 65.5%	13,256 66.0%	15,461 65.0%	16.6%
Men	3,731 18.8%	3,828 19.1%	4,393 18.5%	14.8%
Women	9,311 46.8%	9,428 47.0%	11,068 46.6%	17.4%
Over 50	1,394 7.0%	1,521 7.6%	1,976 8.3%	29.9%
Men	430 2.2%	466 2.3%	568 2.4%	21.9%
Women	964 4.8%	1,055 5.3%	1,408 5.9%	33.5%
Total	19,897 100.0%	20,073 100.0%	23,770 100.0%	18.4%
Men	5,861 29.5%	5,965 29.7%	6,942 29.2%	16.4%
Women	14,036 70.5%	14,108 70.3%	16,828 70.8%	19.3%

Employee profile - By functional category and gender

	2022		2023		2024		Δ
Executive Directors	16	100.0%	15	100.0%	16	100.0%	7.1%
Men	7	43.8%	8	53.3%	8	50.0%	12.5%
Women	9	56.3%	7	46.7%	8	50.0%	16.3%
Directors/superintendents	32	100.0%	45	100.0%	51	100.0%	2.5%
Men	18	56.3%	26	57.8%	30	58.8%	4.4%
Women	14	43.8%	19	42.2%	21	41.2%	5.8%
Managers	156	100.0%	160	100.0%	191	100.0%	0.7%
Men	63	40.4%	64	40.0%	78	40.8%	1.9%
Women	93	59.6%	96	60.0%	113	59.2%	1.2%
Medical managers	35	100.0%	37	100.0%	43	100.0%	3.1%
Men	25	71.4%	27	75.6%	31	72.1%	4.3%
Women	10	28.6%	10	24.4%	12	27.9%	12.0%
Coordinators/specialists	826	100.0%	876	100.0%	1,001	100.0%	0.1%
Men	285	34.5%	292	33.3%	337	33.7%	0.4%
Women	541	65.5%	584	66.7%	664	66.3%	0.2%
Medical Coordinators	143	100.0%	148	100.0%	160	100.0%	0.7%
Men	95	66.4%	97	65.5%	97	60.6%	1.0%
Women	48	33.6%	51	34.5%	63	39.4%	2.4%
Doctors (I, II and III)	1,449	100.0%	1,430	100.0%	1,459	100.0%	0.1%
Men	658	45.4%	659	46.1%	662	45.4%	0.2%
Women	791	54.6%	771	53.9%	797	54.6%	0.1%
Professionals	9,649	100.0%	9,778	100.0%	12,285	100.0%	0.0%
Men	2,501	25.9%	2,557	26.2%	3,137	25.5%	0.0%
Women	7,148	74.1%	7,221	73.8%	9,148	74.5%	0.0%
Technicians	5,218	100.0%	5,164	100.0%	5,808	100.0%	0.0%
Men	1,674	32.1%	1,670	32.3%	1,871	32.2%	0.1%
Women	3,544	67.9%	3,494	67.7%	3,937	67.8%	0.0%
Assistants	2,373	100.0%	2,420	100.0%	2,756	100.0%	0.0%
Men	535	22.5%	565	23.3%	691	25.1%	0.2%
Women	1,838	77.5%	1,855	76.7%	2,065	74.9%	0.1%
Total	**19,897**	100.0%	**20,073**	100.0%	**23,770**	100.0%	**0.0%**
Men	5,861	29.5%	5,965	23.3%	6,942	25.1%	0.0%
Women	14,036	70.5%	14,108	76.7%	16,828	74.9%	0.0%

Employee profile by functional category and age group

	2022		2023		2024		Δ
Executive Directors	16	100.0%	15	100.0%	16	100.0%	6.7%
Under 30	-	0.0%	-	0.0%	-	0.0%	N/A
30 - 50	6	44.4%	6	40.0%	4	25.0%	-33.3%
Over 50	10	55.6%	9	60.0%	12	75.0%	33.3%
Directors/superintendents	32	100.0%	45	100.0%	51	100.0%	13.3 %
Under 30	-	0.0%	-	0.0%	-	0.0%	N/A
30 - 50	19	59.4%	28	62.2%	32	62.7%	14.3%
Over 50	13	40.6%	17	37.8%	19	37.3%	11.8%
Managers	156	100.0%	160	100.0%	191	100.0%	19.4%
Under 30	-	0.0%	-	0.0%	1	0.5%	N/A
30 - 50	129	59.4%	133	62.2%	153	80.1%	15.0%
Over 50	27	40.6%	27	37.8%	37	19.4%	37.0%
Medical managers	35	100.0%	37	100.0%	43	100.0%	16.2%
Under 30	-	0.0%	-	0.0%	-	0.0%	N/A
30 - 50	23	65.7%	20	51.2%	23	53.5%	15.0%
Over 50	12	34.3%	17	48.8%	20	46.5%	17.6%
Coordinators/specialists	818	100.0%	876	100.0%	1,001	100.0%	14.3%
Under 30	65	9.6 %	53	8.8 %	58	5.8%	9.4%
30 - 50	648	77.7%	707	78.0%	818	81.7%	15.7%
Over 50	105	12.7%	116	13.2%	125	12.5%	7.8%
Medical Coordinators	143	100.0%	148	100.0%	160	100.0%	8.1%
Under 30	-	0.0%	-	0.0%	-	0.0%	N/A
30 - 50	88	61.5%	90	60.8%	97	60.6%	7.8%
Over 50	55	38.5%	58	39.2%	63	39.4%	8.6 %
Doctors (I, II and III)	1,457	100.0%	1,430	100.0%	1,459	100.0%	2.0%
Under 30	132	13.5%	95	10.7%	82	5.6%	-13.7%
30 - 50	1,178	76.3%	1,184	78.7%	1,218	83.5%	2.9%
Over 50	147	10.2%	151	10.6%	159	10.9%	5.3%
Professionals	9,649	100.0%	9,777	100.0%	12,285	100.0%	25.7%
Under 30	2,331	27.9%	2,252	26.8%	2,850	23.2%	26.6%
30 - 50	6,878	67.5%	7,046	68.3%	8,693	70.8%	23.4%
Over 50	440	4.6%	479	4.9%	742	6.0%	54.9%

EMPLOYEE PROFILE BY FUNCTIONAL CATEGORY AND AGE GROUP(CONTINUED)	2022	2023	2024	Δ
Technicians	5,218 100.0%	5,166 100.0%	5,808 100.0%	12.4%
Under 30	2,102 43.5%	2,025 42.2%	2,236 38.5%	10.4%
30 - 50	2,802 50.5%	2,802 51.2%	3,146 54.2%	12.3%
Over 50	314 6.0%	339 6.6%	426 7.3%	25.7%
Assistants	2,373 100.0%	2,419 100.0%	2,756 100.0%	13.9%
Under 30	831 36.7%	871 37.9%	1,106 40.1%	27.0%
30 - 50	1,271 51.8%	1,240 49.4%	1,277 46.3%	3.0%
Over 50	271 11.5%	308 12.7%	373 13.5%	21.1%
Total	19,897 100.0%	20,073 100.0%	23,770 100.0%	18.4%
Under 30	5,461 30.7%	5,296 29.7%	6,333 26.6%	19.6%
30 - 50	13,042 62.3%	13,256 62.8%	15,461 65.0%	16.6%
Over 50	1,394 7.0%	1,521 7.6%	1,976 8.3%	29.9%

GRI 405-1

PWD employees

BY FUNCTIONAL CATEGORY AND GENDER	2022	2023	2024	Δ
Executive Directors	-	-	-	
Directors/superintendents	-	-		
Managers	-	-	2 0.19%	0.0%
Medical managers	-	-	- 0.00%	0.0%
Coordinators/specialists	8 1.12%	11 1.29%	10 0.94%	-9.1%
Medical Coordinators	1 0.14%	2 0.24%	2 0.19%	0.0%
Doctors (I, II and III)	4 0.56%	5 0.59%	8 0.76%	60.0%
Professionals	162 22.63%	239 28.08%	350 33.05%	46.4%
Technicians	372 51.96%	398 46.77%	472 44.57%	18.6%
Assistants	169 23.60%	196 23.03%	215 20.30%	9.7%
Total	**716** 100.00%	**851** 100.00%	**1,059** 100.00%	**24.4%**
% OF LEGAL TARGET	75.4%	88.7%	95.0%	

GRI 405-1

Black and brown employees

	2022		2023		2024		Δ
Executive Directors	16	100.0%	15	100.0%	16	100.0%	6.7%
Black and brown	0	0.0%	0	0.0%	0	0.0%	NA
Directors/superintendents	32	100.0%	45	100.0%	51	100.0%	13.3 %
Black and brown	2	6.3%	3	6.7%	3	5.9%	0.0%
Managers	156	100.0%	160	100.0%	191	100.0%	19.4%
Black and brown	17	10.9%	16	10.0%	20	10.5%	25.0%
Medical managers	35	100.0%	37	100.0%	43	100.0%	16.2%
Black and brown	3	8.6 %	3	8.1%	5	11.6%	66.7%
Coordinators/specialists	826	100.0%	876	100.0%	1,001	100.0%	14.3%
Black and brown	152	18.4%	164	18.7%	217	21.7%	32.3%
Medical Coordinators	143	100.0%	148	100.0%	160	100.0%	8.1%
Black and brown	7	4.9%	5	3.4%	12	7.5%	140.0%
Doctors (I, II and III)	1,449	100.0%	1,430	100.0%	1,459	100.0%	2.0%
Black and brown	181	12.5%	180	12.6%	184	12.6%	2.2%
Professionals	9,649	100.0%	9,778	100.0%	12,285	100.0%	25.6%
Black and brown	3,788	39.3%	3,954	40.4%	5,676	46.2%	43.6%
Technicians	5,218	100.0%	5,164	100.0%	5,808	100.0%	12.5%
Black and brown	2,802	53.7%	2,798	54.2%	3,269	56.3%	16.8%
Assistants	2,373	100.0%	2,420	100.0%	2,756	100.0%	13.9%
Black and brown	1,490	62.8%	1,525	63.0%	1,766	64.1%	15.8%
Total	19,897	100.0%	20,073	100.0%	23,770	100.0%	18.4%
Black and brown	8,442	42.4%	8,648	43.1%	11,152	46.9%	29.0%

GRI 405-2

Compensation

Ratio of basic salary and remuneration of women to men

BY ROLE	2022	2023	2024	Δ
Executive Directors	76.1%	84.0%	78.9%	-21.1%
Superintendents/Directors	70.7%	75.1%	82.8%	-17.2%
Managers	93.5%	96.5%	97.6%	-2.4%
Medical managers	87.8%	86.0%	91.4%	-8.6%
Coordinators/specialists	89.6%	90.2%	94.1%	-5.9%
Medical coordinators	82.1%	82.3%	80.8%	-19.2%
Doctors (I, II and III)	91.3 %	92.7%	92.8%	-7.2%
Professionals	98.6%	98.7%	97.0%	-3.0%
Technicians	99.5%	100.1%	100.1%	0.1%
Assistants	113.0%	113.1%	111.0%	11.0%

GRI 403-6

Benefits offered by Einstein

Einstein employees have a benefits package that covers:

HEALTHCARE Program with services performed at Einstein to promote the health and well-being of employees and dependents, Einstein Clinics, Telemedicine, Pharmacy Insurance, Medical Insurance, Dental Care and Dental Office.

WELL-BEING
Wellhub, Total Pass, Choir, Personal Orientation Program and SESC.

FOR YOU AND YOUR FAMILY Extended paternity leave, Life Insurance, Daycare or Daycare Assistance for mothers or fathers with legal custody, Assistance for children with disabilities and private pension plan with zero rate.

FOOD
Food Voucher, Meal Voucher or Cafeteria in the workplace.

MOBILITY
Transportation voucher, charter, parking and circular metro (São Paulo), and Bynd - Corporate Carpooling.

BENEFITS CLUB
To save and get advantages when shopping for products and services of various categories, such as Beauty & Fitness, Eating & Drinking, Shopping, Culture & Leisure, Einstein Education & Teaching, Tourism and more.

MAIS CONECTADOS
Remote or hybrid work, according to the activity and the area of activity.

EXTERNAL TRAINING (CAEX)
Contribution granted to scientific events and national and international qualification courses.

TRAINING & CAREER
Discounts on various educational modalities, such as language courses, technical course, undergraduate, graduate and master's degrees.

* Benefits may vary by region and union agreements
GRI 403-3

GRI 403-3

Occupational Safety

At Einstein, everyone is responsible for quality assurance and safety. This culture is reinforced by frequent training, educational campaigns, and the Golden Rules, which promote awareness and safe behavior. Upon admission, the employee answers a health questionnaire, performs an admission exam and clinical evaluations and integrates with internal health programs, which cover physical and mental health to foster safe conditions for work. In addition to these actions, the health protection and safety of employees is ensured through measures such as strict biosafety protocols, continuous training, proper use of Personal Protective Equipment (PPE), risk signaling, ergonomics in the hospital environment and specific action plans for critical situations.

GRI 403-1, 403-2, 403-3, 403-8

Learn about some initiatives to strengthen Employee Safety

- Einstein Employee Safety and Health System (SESSCO): set of actions that aim to ensure safe and healthy work environments for employees, patients and visitors with initiatives guided by ISO 45001:2018 and the regulatory standards of the Ministry of Labor.
- Occupational Health Medical Control Program (PCMSO): integrated with SESSCO, monitors specific indicators, whose results, when necessary, generate actions and reviews in the risk inventory of the Risk Management Program.
- Risk Management Program (PGR): identifies hazards, classifies occupational hazards and potential injuries, and implements preventive measures.
- Event Notification System (SINAPSE): allows recording of events and risk conditions, including anonymously.
- Internal Commission for the Prevention of Accidents and Harassment (CIPAA): plays an active role, serving as a channel for capturing and monitoring risk situations.
- In 2024, a model of systemic integration between risk management and the information collected was created, which aims to optimize processes and promote synergy in hazard identification. This approach incorporates additional analytical tools, favoring continuous improvement and more comprehensive action at key risk points.

Golden rules

The Golden Rules are a set of standards adopted by Einstein to ensure safety in the work environment. These standards play a central role in the organization's safety culture, promoting safe practices and raising awareness among all employees.

SAFETY RULE
No task is so urgent or important that it cannot be performed safely. Safety is always the top priority.

AWARENESS RULE
Never ignore an unsafe situation or behavior. Everyone has the authority and responsibility to stop practices that put the integrity of people or the environment at risk.

COMPLIANCE RULE
Keep up to date and strictly follow the regulations, signs, good practices, protocols and procedures established by the organization. Compliance is essential to ensure a safe and efficient environment.

MOBILITY RULE
Be mindful of moving in and out of the organization. Promote safe mobility, acting in a conscious and positive way to avoid accidents and ensure the well-being of everyone.

COMMUNICATION RULE
Communication must be clear, objective and effective. Make sure your message is understood. Any incident, no matter how small, must be immediately reported so that it can be handled properly and preventively.

GRI 403-5

Safety Training

Einstein has continuous Occupational Health and Safety training, ensuring that everyone is prepared to act safely and minimize occupational risks. The organization has an integrated teaching platform, the People Management Portal (PGP), which facilitates access to training for employees from all over Brazil, promoting standardization and excellence in learning. In the field of innovation, training uses interactive gamification, including games and sensory experiences, to stimulate active participation and strengthen human factors in the relationship between people and their activities. Realistic simulation training and practical workshops, focused on critical care practices and leadership response in risk situations, allow proactive and responsive decision-making. Aiming at defensive driving for motorcyclists for the prevention of traffic accidents, the organization maintains a specialized training program.

GRI 403-9

Employee Safety Index

EMPLOYEE SAFETY INDEX - OCCUPATIONAL SAFETY	2022	2023	2024	Δ
Frequency of typical lost time accidents*	3.32	1.79	2.14	19.6%
Biohazard accident rate without loss of time*	3.28	2.15	1.80	-16.3%
Frequency of lost time commuting accidents*	3.51	2.95	3.21	8.8 %

*Accidents/man-hours worked with exposure to risk - per million hours worked.

Does not include data from the HOEB and HUGO units, which are in the process of implementing the Safety Management System (SESSCO)

EMPLOYEE SAFETY INDEX - HUMAN RESOURCES	2022	2023	2024	Δ
Leave rate (%)	1.39%	1.64%	2.12%	+ 0.49 p.p.
Absenteeism rate*	1.70%	1.83%	2.25%	+ 0.42 p.p.

*Not including absenteeism related to covid-19.

From 2024 onwards, data from two new units were included, the Orthopedic Hospital of the State of Bahia and the Urgent Care Hospital of Goiás. GRI 2-4

EMPLOYEE SAFETY INDEX - CORPORATE HEALTH	2022	2023	2024	Δ
Employees eligible for periodic test	13,080	13,210	13,565	2.7%
Periodic tests performed	13,033	13,194	13,535	2.6%
% Coverage - Periodic tests	99.6%	99.9%	99.8%	-0.1 p.p.

Vaccines

	2023			2024			Δ
	ELIGIBLE	VACCINATED	(%)	ELIGIBLE	VACCINATED	(%)	P.P.
Covid (bivalent)	19,893	19,443	97.7%	23,546	23,210	98.6%	0.9 p.p.
Tetanus-diphtheria	20,015	19,955	99.7%	23,656	23,022	97.3%	-2.4 p.p.
Hepatitis A	596	481	80.7%	533	459	86.1%	+5.4 p.p.
Hepatitis B	20,037	19,741	98.5%	23,656	23,346	98.7%	+0.2 p.p.
Influenza	20,055	19,900	99.3%	23,637	23,412	99.0%	-0.3 p.p.
Meningococcal C*	9,400	7,242	77.0%	N/A	N/A	N/A	NA
Measles, Mumps and Rubella	19,948	19,826	99.4%	23,626	23,605	99.9%	+0.5 p.p.
Varicella	402	267	66.4%	1,437	604	42.0%	-24.4 p.p.
Total	110,346	106,855	96.8%	120,091	117,658	98.0%	+1.2 p.p.

* There was no follow-up in the availability of vaccine doses by the Sanitary Surveillance.

GRI 403-2

Risk Prevention

Einstein has structured processes for employees to report hazards and risk situations safely, using the Event Notification System (SINAPSE) and reporting channels to ensure proper handling of concerns. Clear policies protect employees by ensuring that no one is penalized for reporting health and safety issues. The Internal Commission for the Prevention of Accidents and Harassment (CIPAA) acts as a listening channel.

Monitoring involves *Balanced Scorecard notifications and indicators,* allowing an integrated view of health and safety performance. The DEPOSE methodology is used to investigate incidents and identify causes, while Behavioral Observation and Analysis (OAC) helps to recognize risk behaviors. For third parties and service providers, risk assessments are carried out according to specific rules, ensuring compliance with standards and regulations through audits and training. GRI 403-7

GRI 403-4

Consultation and communication

Employee participation in strengthening the safety culture is stimulated with initiatives such as CIPAA and SYNAPSE, as well as collaborative and listening groups, which expand dialogue and engagement. Climate and safety culture surveys, which assess perceptions and direct strategic actions, bring important elements to be discussed, evaluated and incorporated. In addition, diverse content and good practices on the subject are disseminated via internal communication.

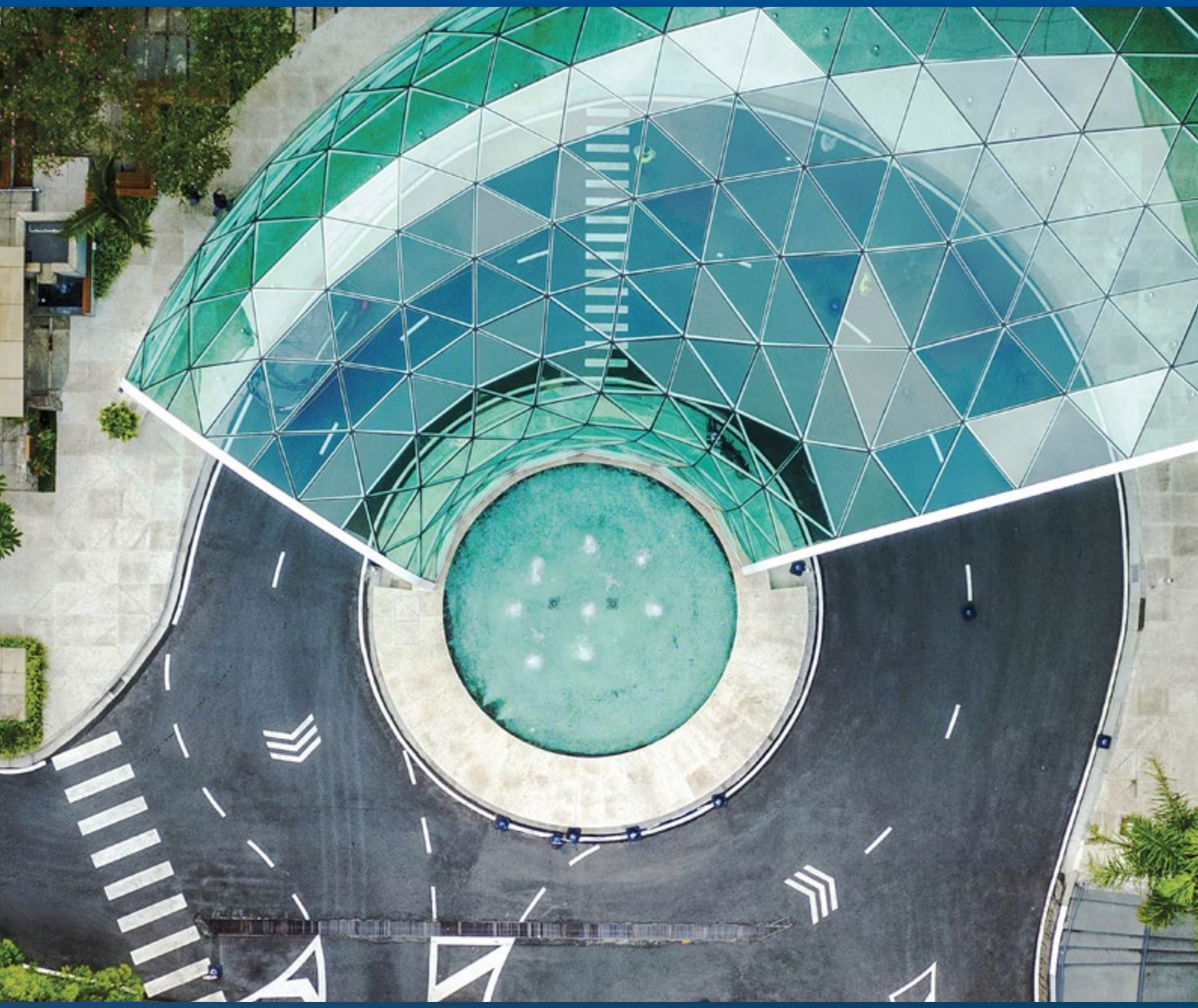
GRI 403-10

Occupational Disorders

In 2024, Einstein recorded six cases of occupational diseases with mandatory notification, including musculoskeletal and respiratory diseases. These conditions were identified through the risk inventory of the Risk Management Program (PGR), with the main risk agents identified being ergonomic, which affect musculoskeletal and psychosocial health, as well as biological agents, such as fungi, bacteria and viruses, associated with respiratory diseases. Einstein has adopted measures to reduce risks to the health of its employees, such as the automation of previously manual tasks, as well as projects aimed at well-being and mental health, respectively. To protect against respiratory diseases, hygiene measures, personal protection and isolation of sick employees are taken.

↑ Clínica Cuidar is an Einstein outpatient care service that reinforces appreciation and care for employees

11



Governance

With an efficient system of checks and balances, Einstein adopts the best corporate governance practices. The Ethics and *Compliance Program* promotes control to ensure processes are adequate and constantly improving, and develops communication and training actions for all employees. Internal and external audits are part of this control strategy.

PROFILE AND STRUCTURE GRI 2-9, 2-10

In Einstein governance, the governing bodies relate to each other, in a system of checks and balances, to ensure alignment of the Society's interests and control over its activities.

The role of the bodies follows best corporate governance practices, so that the organization's purposes and values become strategic guidelines and actions to achieve its Strategic Objective.

The highest decision-making body is the Shareholders' General Assembly, with around 460 members, responsible for electing the Fiscal Council and the Deliberative Council, the latter with 180 members and in charge of electing the Board of Directors and the Elected Board of Directors. Finally, the Executive Board is the executor of Einstein's planning, organization and administration, with 14 boards and remunerated professionals, who report to the Elected Board.

The Board of Directors resolves on topics within its decision-making competence, at the proposal of the Elected Board, such as the annual program of activities with their respective investment and budget. It contains the indication of sources and uses, the estimated inflows of funds provided for in the financial plan and the policy for applying financial resources, as well as the Company's Balanced Scorecard, with the goals and indicators, later deployed to all levels of leadership. During the annual Strategic Planning, the Company's Purpose, Mission, Vision and Strategic Objective are reviewed. The governance structure also has committees under the Elected Board and the Board of Directors. Within the scope of the Board of Directors and the Elected Board are the committees, which support decision-making and supervise the management of potential impacts in their respective areas. These are:

COMMITTEES OF THE ELECTED BOARD
People, Finance, Teaching and Education, Digital, Social Responsibility and Sustainability, Quality, Care and Information Technology, Research and Innovation, Entrepreneurship and Innovation.

COMMITTEES OF THE BOARD OF DIRECTORS
Governance Audit and Conflicts of Interest in Corporate Governance.

EXPANSION AND NEW ACTIVITIES COMMITTEE
Has a joint coordination of the chairman of the Elected Board and the Board of Directors.

Facade of Hospital Israelita Albert Einstein, in Morumbi

GRI 2-11, 2-12, 2-13, 2-17

Nominations and terms

The members of the Board of Directors and the Elected Board are elected by the Deliberative Council. Before the election, slates are presented, containing the names of the candidates, and the entire process follows the Bylaws and the Electoral Regulations. The appointment of participants in Committees of the Board and the Board of Directors is carried out by their respective Chairmans.

Each slate, indicating the names for the election of the Board of Directors and the Elected Board, in accordance with the Bylaws, must include 18 members, nine for each collegiate, with six-year terms, with a single re-election being allowed. In the Elected Board, the Chair is preferably occupied by a physician, as well as at least one third of the members. In the Board of Directors, it is mandatory that at least three of the nine members be physicians. For this group, the age limit for the office is 76 years, while in the Elected Board of Directors, it is 70 years on the date of the election, and the Deliberative Council may extend this limit in the face of circumstances or situations that justify or recommend this measure, in Einstein's best interest.

The Chairs of both boards cannot act as executives of the organization, and their functions are performed on a voluntary basis, without remuneration.

As part of the onboarding process, new members undergo a comprehensive introduction to the structure of Corporate Governance, Strategic Planning and Organizational Structure, and the role of *Compliance* and Risk Management.

GENERAL ASSEMBLY Highest decision-making body, it is made up of around 460 members who elect the Deliberative Council and the Fiscal Committee.

DELIBERATIVE COUNCIL Collegiate body with 180 members, elected by the General Assembly, which constitute the strategic and management scope of governance, electing the Board of Directors and the Elected Board.

BOARD OF DIRECTORS Comprised of nine members, of which at least three are physicians: a Chairperson, four Vice-chairpersons and four members, independent, unpaid and elected by the Deliberative Council for a six-year term. It collaborates to prepare the strategic planning proposed by the Board of Directors, monitoring its execution, to fulfill its corporate purpose and the perpetuity of the Society.

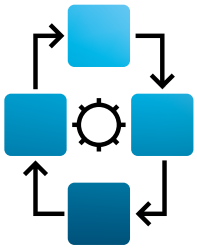
ELECTED BOARD Composed of nine members, a President and eight Vice-Presidents, independent and elected by the Deliberative Council for a six-year term. It is responsible for the management and implementation of institutional guidelines and strategic planning, approved with the Board of Directors.

FISCAL COUNCIL Comprised of five members, independent, unpaid and elected by the General Assembly for a six-year term. It is responsible for overseeing the acts of the management bodies, issuing opinions on financial statements and the management report, in addition to monitoring the financial performance report.

GRI 2-11, 2-12, 2-13, 2-17

Einstein Governance Program

Einstein Governance Program seeks to develop skills for new Governance members in aspects related to management, promoting an in-depth understanding of the role and performance of Einstein. The program is structured around three main modules: Governance, Health and Management.
In 2024, a new class of 35 students began, with completion scheduled for November 2025.



PROCESS MANAGEMENT

Process management aims at standardizing procedures and implementing the necessary controls to ensure the proper functioning of the organization. Well-documented guidelines ensure the correct execution of activities, maintaining a good internal control environment and compliance with applicable laws and regulations. Einstein has been working on the review and reorganization of normative documentation by processes, reinforcing the importance of this management model, making the guidelines clear and accessible to all employees. In 2024, the third revision wave of the normative base began, which included the revision of 80 policies.

GRI 3-3 INTEGRITY

Ethical Performance

Einstein's Ethical Performance is promoted through the Ethics and *Compliance program*, which is based on seven fundamentals:

- *Compliance framework*
- Risk maps
- Communication and training
- Monitoring and auditing
- Policies and procedures
- Whistleblowing channel
- Adequate response

The Ethics and *Compliance Program* is divided into two fronts. Control is aimed at ensuring processes are robust and constantly improving, using Risk Mapping, Monitoring and Auditing. The culture front, on the other hand, focuses on promoting Communication and Training actions, encouraging employees to understand the importance of Ethics and to act in accordance with Einstein's values, going beyond simple compliance with rules. The objective of the program is to build a culture of integrity, directing employees to good resource management and continuous process improvement. In 2024, the Program celebrated a decade of existence and was marked by the dissemination of the new Ethics Manual, which featured the *Sou Einstein event. Sou Ético – Levando uma Gota de Einstein para Cada Ser Humano* and local actions for the engagement of professionals, with the objective of promoting a reflection on ethical conduct. The new Ethics Manual of the Organization includes behavioral guidelines that address critical processes in areas such as the provision of Care Services, Teaching, Research and Innovation. In the public area, the main milestone was the launch of the OPSM Management Integrity Manual at the Bahia State Orthopedic Hospital, which establishes guidelines for the relevant processes in the management of Orthotics, Prosthetics and Special Materials, aiming to ensure transparency and integrity in operations and reinforcing Einstein's commitment to the good management of public resources.

Scan the QR Code to view the *Sou Einstein video. Sou Ético.*

GRI 2-15, GRI 2-16, GRI 2-26, GRI 205-2

Communication & Training

2024 was a year marked by actions that addressed the institutional commitment to the integrity and ethical behavior of professionals, the prevention of conflicts of interest, actions to fight harassment and discrimination, implementation of corruption prevention processes and controls, among others. These initiatives reached a total of 38,659 people, including employees and Clinical Staff of public and private units, members of Governance, volunteers and students. The training actions of the Ethics and *Compliance Program* impacted 90% of employees, as well as board members, physicians and students.

With regard to fighting corruption, Einstein has the Institutional Corruption Prevention Policy, whose guidelines are applicable to professionals working in the organization, service providers, customers, suppliers and partners. Training related to the topic reached 100% of senior leadership and 74% of employees (18,105).

Annually, through the institutional Climate Survey, the employees' perception of Einstein's ethical environment is evaluated. The favorability index for ethics and *compliance issues* is consistently high, reaching an average of 90% in the last five years.

Whistleblowing channel

Einstein has the Reporting Channel, a tool for engaging internal and external audiences, available to report possible irregularities, deviations in behavior and violations of the Ethics Manual. In 2024, the channel received 1,169 reports, an increase of 59% compared to 2023, demonstrating the credibility of the Ethics and *Compliance Program* at Einstein, including in public health. Due to the reports obtained in 2024, 533 process improvement actions were recommended.

Prevention and Control of Conflicts of Interest

Through the Statement of Support and Relationships, professionals working in private and public units that participate in Einstein's decision-making processes were invited to report their potential conflicts of interest. In 2024, 16,864 professionals were reached by the initiative, which also monitored 1,384 companies in relation to conflict of interest prevention controls.

Due Diligence

In the same year, in addition to the continuous monitoring of the supplier base, a reputational evaluation of the organizations that have alliances with Einstein in private and public units was carried out. A total of 313 companies and individuals, including suppliers, sponsors, donors and customers, went through this process.

GRI 2-12, 2-13, 2-16, 2-25

Risk management

The Einstein Risk Management process aims to anticipate any negative impacts on the strategic objective, allowing the strengthening of the organization's processes and controls through constant Risk Mapping and Monitoring, in addition to promoting the acculturation of employees so that they act ethically.

Included in the monitored points is a consideration of the market and other organizations, allowing Einstein to monitor international trends, consolidation and verticalization movements and newcomers in the health sector. This monitoring helps to identify risks and opportunities for growth. In alignment with Strategic Planning, corporate risk management aims to improve the ability to build value, contributing to the strategic objective. It has, therefore, a fundamental role in supporting Corporate Governance and the Executive Board for the identification and mitigation of risks, by acting preventively and assisting in the continuity of the organization.

Reinforcing the commitment of Risk Management in assisting decision making, the institutional risk map is updated annually and discussed in a *workshop* with the participation of the Company's Governance and Officers. The result is the prioritization of risks and mitigation actions that are constantly monitored. In 2024, nine risk maps were created and updated.

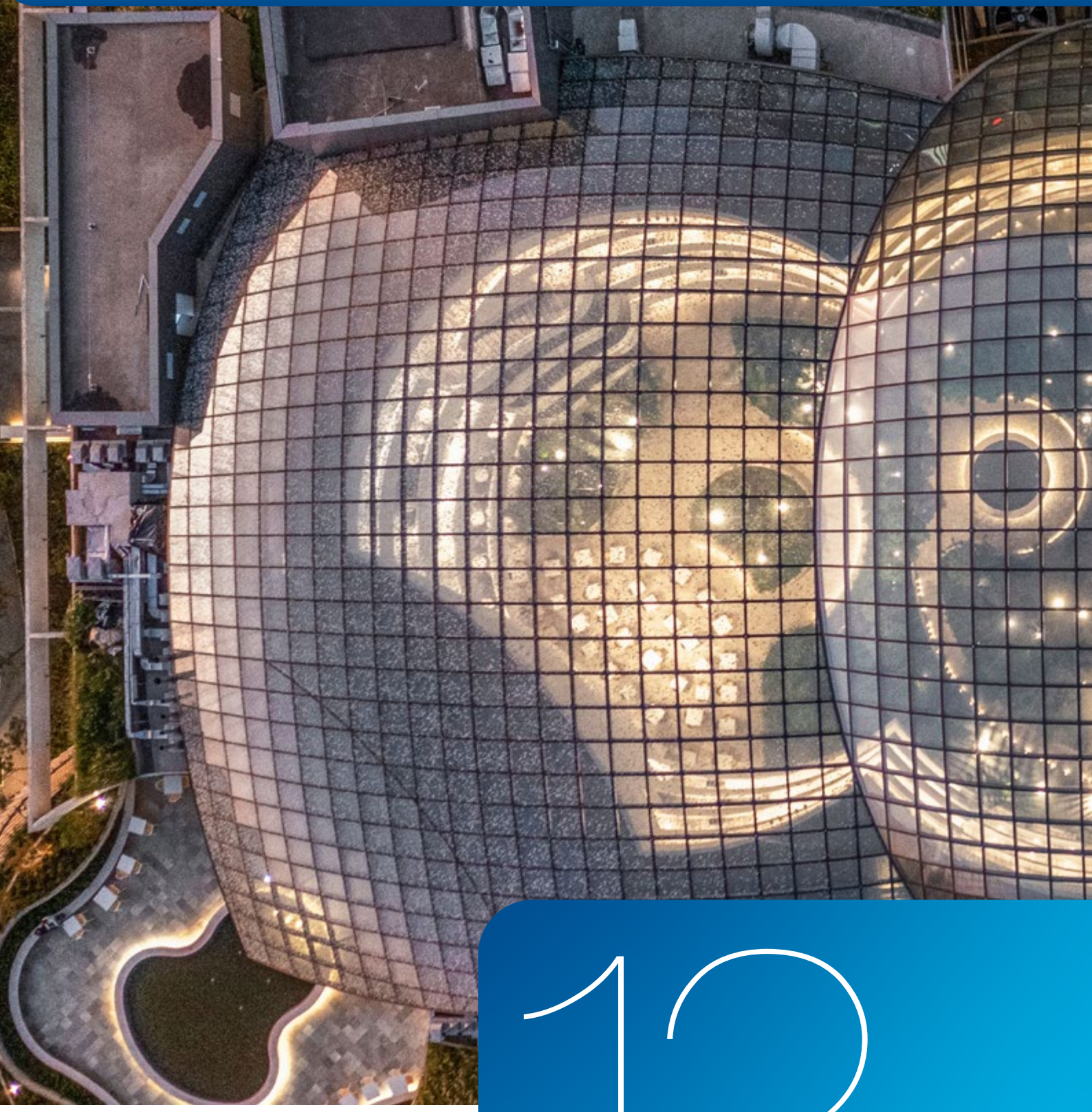
GRI 205-1

Corruption-Related Risks

Einstein assesses corruption risks in all public operations of the organization, as well as in the private sector, with regard to interfaces with public agencies in processes such as obtaining licenses and permits and inspections and defense of regulatory interests that affect the health sector. It also monitors private corruption practices in business relations. In 2024, there were no records of cases of corruption. GRI 205-3

Internal audit

Every year, internal audits are carried out in Einstein's processes with the objective of mapping opportunities for improvements that contribute to the development of processes, internal controls and risk mitigation. Each quarter, follow-up actions verify the progress of the implementation of the recommendations for improvements defined with the managers in the audits. In 2024, 17 internal audits were carried out with a focus on processes and controls, in areas such as Hospital Waste Management, Accountability, Systemic Controls and Purchasing and Planning Processes, which resulted in 191 control improvement action plans, which are monitored until their implementation. The Internal Audit also promotes continuous monitoring through the crossing of electronic data and indicators of risks and controls to continuously identify unusual transactions and variations, indicating, when applicable, corrective actions. Throughout 2024, 23 indicators were monitored.

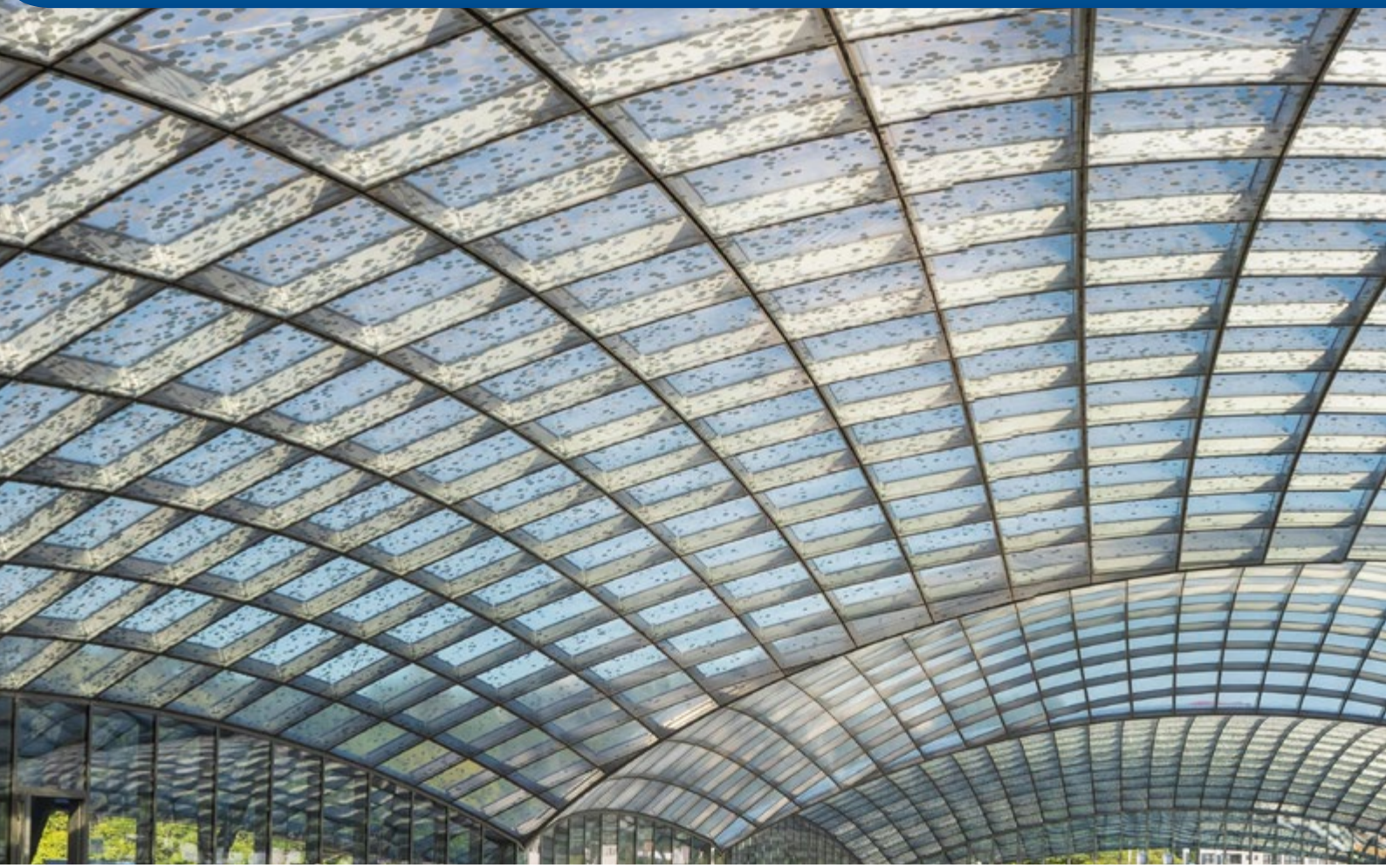


12

Financial Sustainability

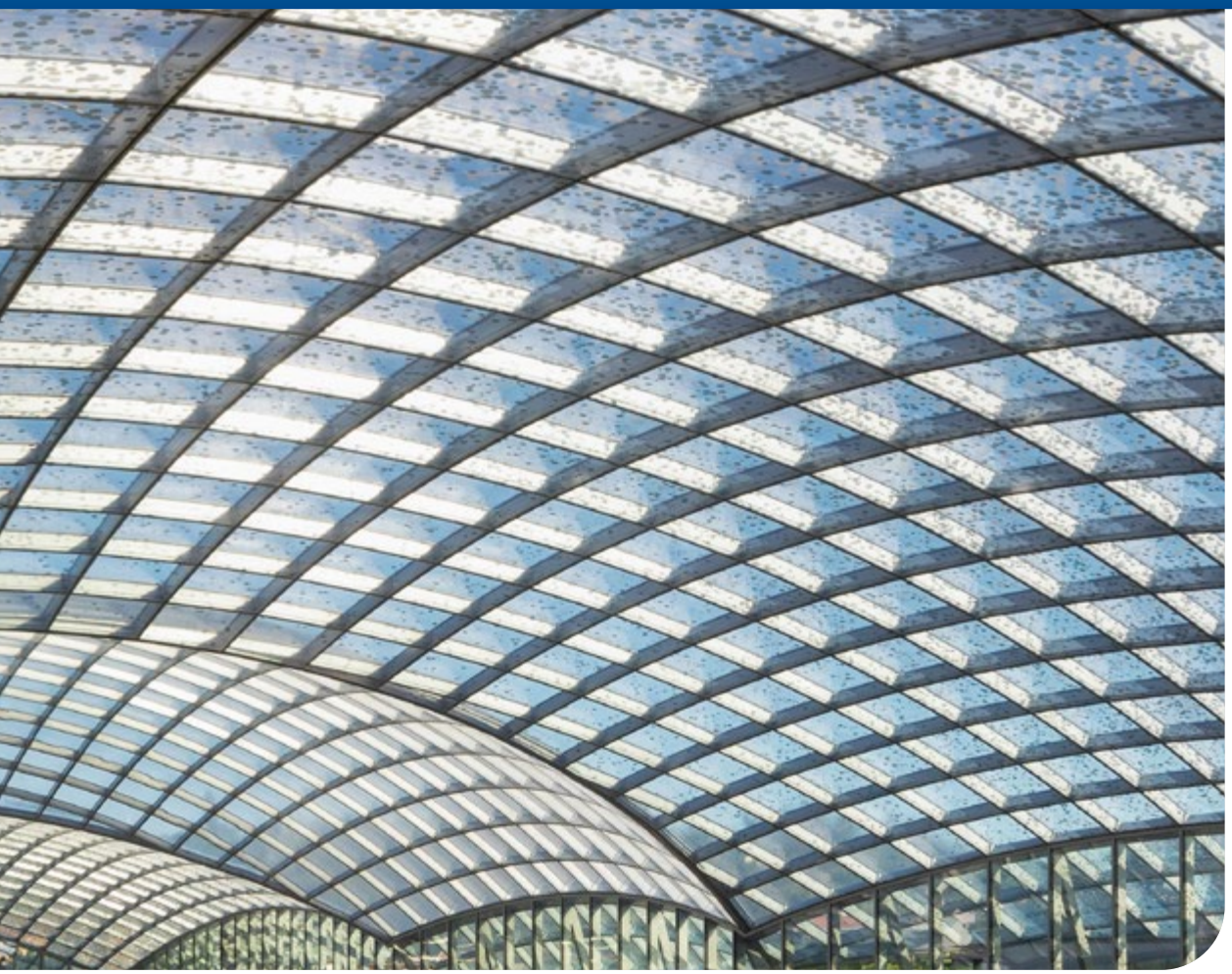
GRI 3-3

Financial management is conducted with the objective of enabling Einstein to achieve its purpose and consolidate itself as one of the leading healthcare organizations globally in innovation, quality, safety and sustainability, promoting care in society. Even in the face of a challenging macroeconomic and sectoral scenario, Einstein grows sustainably with a focus on strategies of excellence in quality and operational efficiency.



Economic and sectoral context

In 2024, Brazilian GDP grew by 3.4%, exceeding expectations, driven mainly by industry and domestic consumption, in a context of historically low unemployment. In the health sector, the year reveals a mixed scenario, characterized by improved results for health insurance operators and persistent challenges for service providers. Data from the National Supplementary Health Agency (ANS) indicated a 2.2% increase in the number of beneficiaries of health insurance plans, totaling 52.2 million. Health insurance operators were able to reverse negative results, achieving a positive operating result for the first time since 2022. This recovery was driven by the drop in claims, benefiting from increases in compensation and expense control measures. However, health service providers faced a challenging scenario, with an increase in disallowances and accounts receivable expenses, and difficulties in negotiating readjustments with operators. The transition to more digital and personalized health models, although promising, requires high investments, which affect financial performance in the short term. Providers seek to balance innovation and economic sustainability, amid growing demand and pressure on financial results. Although the pace of mergers and acquisitions has slowed, there have been important moves, which reflect the need for adaptation in a sector that, despite the growth in the number of beneficiaries, still faces significant challenges in ensuring its sustainability.



← Detail of the ceiling of the Teaching and Research Center, designed for thermal comfort and brightness of the space

Einstein's Financial Results

In 2024, Total Net Revenue was BRL 6,097.0 million, an increase of 13.4% compared to the previous year. The Net Operating Income was BRL 400.3 million and the EBITDA was BRL 901.6 million, an increase of 7.9% and 12.7% over 2023, respectively. Margins were 6.6% and 14.8%, respectively, a reduction of 0.3 p.p. and 0.1 p.p. compared to the previous year. Cash and Financial Investments ended the year at BRL 2,230.9 million, an increase of 49.6% over the previous year, and a Working Capital of BRL 110.6 million, a decrease of 44.3% over the previous year, equivalent to 9.8 days of sale. The onerous indebtedness at the end of the year was BRL 1,760.7 million (an increase of 48.3% over the previous year) and the Net Cash of BRL 470.2 million (an increase of 54.6% over the previous year).

Capital expenditure was BRL 764.5 million (7.2% growth over the previous year), which represented 152.5% of the depreciation for the period, and was allocated to infrastructure expansion (33.0%), updating and maintaining assets (41.3%) and information technology (25.7%).

Expectations for 2025

The current consensus is a slowdown in GDP growth and a challenging economic scenario, marked by rising interest rates and the appreciation of the dollar, to which is now added the uncertainty generated by the increase in import tariffs by US President Donald Trump. In the health sector, relevant topics, both in the public and private sector, are related to population aging and expanding access, improving the quality of services, efficiency and productivity gains and ensuring sources of financing.

Walkway connects the Teaching and Research Center to the Hospital, at the Morumbi unit

ADOPTED FINANCIAL COVENANTS	2022	2023	2024	Δ
Cash and financial investments (Cash and investments/net income)	33.7%	27.7%	36.3%	+8.6 p.p.
Indebtedness (Net Debt/EBITDA)	-0.4	-0.4	-0.5	25.2%
Leverage (Onerous Debt/Total Assets)	19.2%	15.6%	19.8%	+4.2 p.p.

VALUE ADDED STATEMENTS (IN BRL THOUSAND)	2022	2023	2024	Δ
Direct economic value generated	4,929,183	5,534,320	6,329,827	14.4%
Revenue	4,929,183	5,534,320	6,329,827	14.4%
Distributed economic value	4,613,940	5,184,887	5,924,501	14.3%
Operating costs	1,736,123	1,876,290	2,064,353	10.0%
Employee wages and benefits	2,361,247	2,629,665	3,002,023	14.2%
Support Program for the Institutional Development of the Brazilian Public Health System (PROADI-SUS)	321,607	374,191	385,574	3.0%
Investments in the community	56,084	64,661	75,364	16.6%
Financial expenses	138,878	240,080	397,186	65.4%
Accumulated economic value	315,243	349,433	405,326	16.0%

TOTAL CAPITALIZATION BROKEN DOWN IN TERMS OF DEBT AND SHAREHOLDERS' EQUITY (IN BRL MILLION)	2022	2023	2024	Δ
Net Equity	4,463.00	4,812.37	5,116.20	6.3%
Debt	1,377.00	1,187.20	1,760.72	48.3%

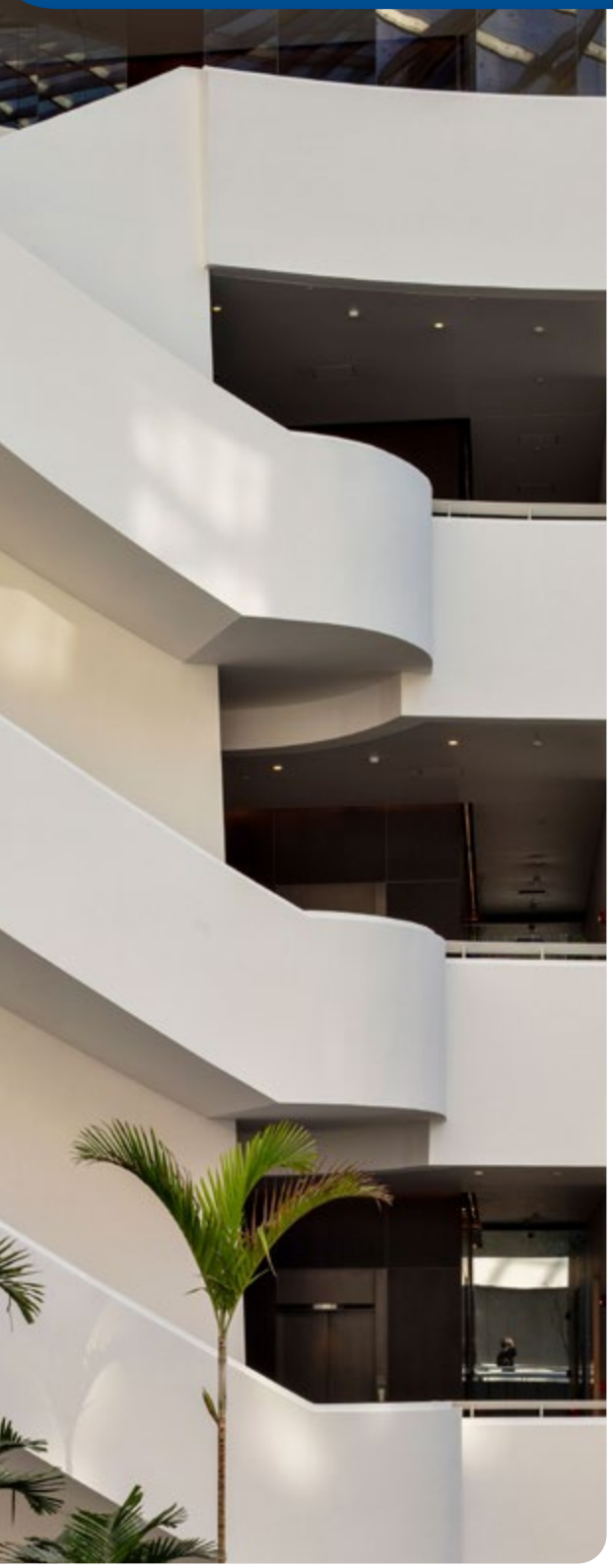
INCOME STATEMENTS (IN BRL THOUSAND)	2022	2023	2024	Δ
1. Net operating revenue	4,911,496.0	5,377,190.0	6,097,025.0	13.4%
2. Operating costs and expenses	4,566,030.0	5,006,317.0	5,696,678.0	13.8%
3. Operating Income (1 - 2)	345,466.0	370,873.0	400,347.0	7.9%
4. Total financial result	-30,223.0	-21,440.0	-96,519.0	350.2%
5. Year Income (3 + 4)	315,243.0	349,433.0	303,828.0	-13.1%
6. Earnings before interest, taxes, depreciation and amortization (EBITDA)	712,820.0	800,120.0	901,668.0	12.7%

BALANCE SHEET (IN BRL THOUSAND)	2022	2023	2024	Δ
Total current assets	2,180,744	2,647,076	3,776,653	42.7%
Immobilized	3,379,725	3,620,260	3,913,464	8.1%
Intangible	586,228	682,382	688,675	0.9%
Other non-current assets	1,268,939	896,091	756,899	-15.5%
Total non-current assets	5,234,892	5,198,733	5,359,038	3.1%
Total assets	7,415,636	7,845,809	9,135,691	16.4%
Current liabilities	1,439,701	1,697,367	2,351,240	38.5%
Non-current liabilities	1,512,994	1,336,068	1,668,249	24.9%
Social equity	4,462,941	4,812,374	5,116,202	6.3%
Total liabilities and equity	7,415,636	7,845,809	9,135,691	16.4%

FINANCIAL RESULTS (IN BRL THOUSAND)	2022	2023	2024	Δ
Earnings before interest, taxes, depreciation and amortization (EBITDA)	712,820	800,120	901,668	12.7%
Capital expenditure	739,004	713,235	764,549	7.2%
Cash and financial investments	1,653,979	1,491,494	2,230,890	49.6%
Working capital	199,029	186,891	165,379	-11.5%
Total operating capital employed	4,164,982	4,515,851	4,796,217	6.2%

FINANCIAL INDICATORS	2022	2023	2024	Δ
Net Margin (%)	7.2%	6.9%	6.6%	-0.3 p.p.
EBITDA Margin (%)	15.0%	14.9%	14.8%	-0.1 p.p.
Capital Expenditure/Net Income	15.5%	13.3 %	12.5%	-0.8 p.p.
Working capital in sales days	14.6	12.5	9.8	-21.6%
ROCE (%) - Net Operating Income/TOCE (without right to use IFRS16)*	8.3%	8.2%	8.4%	+0.2 p.p.

*For ROCE calculation, the rights of use in the Total Operating Capital Employed (TOCE) were disregarded



Management, Committees, Boards and Others

Henrique Sutton de Sousa Neves
MANAGING DIRECTOR

Alexandre Holthausen Campos
EDUCATION AND CONSULTING EXECUTIVE DIRECTOR

Debora da Costa Pratali Mattos de Souza
CORPORATE COMMUNICATIONS EXECUTIVE DIRECTOR

Deise de Almeida
COMMERCIAL AND MARKETING EXECUTIVE DIRECTOR

Ederson Haroldo Pereira de Almeida
HEALTH EXCELLENCE DIRECTOR

Eliezer Silva
HEALTH SYSTEM EXECUTIVE DIRECTOR

Guilherme de Paula Pinto Schettino
PRIVATE CARE AND SOCIAL RESPONSIBILITY DIRECTOR

Igohr Schultz
DIGITAL EXECUTIVE DIRECTOR

Junia Gontijo Boucinhas
INFRASTRUCTURE, ENGINEERING AND FACILITIES EXECUTIVE DIRECTOR

Luiz Vicente Rizzo
RESEARCH EXECUTIVE DIRECTOR

Miriam do Carmo Branco da Cunha
HUMAN RESOURCES EXECUTIVE DIRECTOR

Patricia Leisnock Santos
PLANNING, FINANCE AND SERVICES EXECUTIVE DIRECTOR

Rodrigo Bornhausen Demarch
INNOVATION EXECUTIVE DIRECTOR

Rogeria Leoni Cruz
LEGAL EXECUTIVE DIRECTOR

Vivian Fasca Balassiano
PHILANTHROPY EXECUTIVE DIRECTOR

Viviane Souza Miranda
RISK MANAGEMENT AND COMPLIANCE DIRECTOR

TERM 12/DEC/2022 TO 12/DEC/2028

Board of Directors

Sidney Klajner
PRESIDENT

Claudia Politanski
Claudia Sender Ramirez
Claudio Mifano
Fernando Bacal
Gilberto Maktas Meiches
Marcos Knobel
Sergio Podgaec
Victor Nudelman
VICE-PRESIDENTS

Pedro Custódio de Mello Borges
ADVISOR TO THE ELECTED BOARD

BOARD OF THE DELIBERATIVE COUNCIL

Claudio Luiz Lottenberg
CHAIRMAN

Claudio Szajman
Claudio Schvartsman
Fabiana Klajner Leschziner
Nelson Wolosker
VICE CHAIRPERSONS

BOARD OF DIRECTORS

Claudio Luiz Lottenberg
CHAIRMAN

Claudio Szajman
Claudio Schvartsman
Fabiana Klajner Leschziner
Nelson Wolosker
VICE CHAIRPERSONS

Dominique José Einhorn
Eduardo Zlotnik
Luiz Kignel
Morris Dayan
MEMBERS

Bernardo Parnes
Luis Fernando Aranha Camargo
Mario Fleck
Mike Cohen
Oscar Fernando Pavão dos Santos
Sandra Terepins
ADVISORS TO THE BOARD OF DIRECTORS

Fiscal Council

Abramo Douek
Arnoldo Wald Filho
Andrea Sandro Calabi
Charles Siegmund Rothschild
Henri Philippe Reichstul

TERM 12/DEC/2022 TO 12/DEC/2028 DELIBERATIVE COUNCIL – 1st THIRD

Abramo Douek
Alberto Bitran
Alberto Goldenberg
Arthur Rothman
Benjamin Steinbruch
Bernardo Parnes
Claudia Politanski
Claudio Roberto Deutsch
Claudio Schvartsman
Claudio Szajman
Dan Oizerovici
David Salomão Lewi
Debora Simões Steinman
Diana Gertrudes B. Salles Vanni
Dominique José Einhorn
Dov Charles Goldenberg
Eduardo Cukierman
Eduardo Weltman
Elias Knobel
Fabiana Klajner Leschziner
Fabio Topczewski
Flavio Murachovsky
Gabriel Tabacow Hidal
Gilberto Maktas Meiches
Gilberto Szarf
Helio Korkes
Jack Leon Terpins
Julio Serson
Laercio Alberto Rosemberg
Leivi Abuleac
Luci Black Tabacow Hidal
Luciana Brandt
Luis Fernando Aranha Camargo
Luiz Roberto Zitron
Marcelo Altona
Marcelo Blay
Marcelo Franken
Marcelo Pires Prado
Marcelo Wajchenberg

Maria Albuquerque Zanforlin
Mario Ruhman
Meyre Mizrahi Klajner
Michael Edgar Perlman
Milton Glezer
Milton Steinman
Nelson Hamerschlak
Oscar Fernando Pavão dos Santos
Oskar Kaufmann Paulo
Paulo Sergio Coutinho Galvão Filho
Pedro Custódio de Mello Borges
Ricardo Carlos Kaufmann
Ricardo Goldstein
Roberto Ezequiel Heymann
Sergio Eduardo Alonso Araújo
Sergio Kuzniec
Sergio Podgaec
Sergio Rosenthal
Simão Augusto Lottenberg
Sofia Lagudis
Tamara Brandt Perlman

TERM 16/DEC/2022 TO 16/DEC/2030 DELIBERATIVE COUNCIL – 2ND THIRD

Abram Topczewski
Alberto Blay
Amit Nussbacher
Ana Paula Avritscher Beck
André Sapoznik
Anna Maria Andrei
Antonio Eduardo Pereira Pesaro
Ari Stiel Radu Halpern
Ariel Tabacow Hidal
Benno Ejnisman
Bento Fortunato Cardoso dos Santos
Carlos Vicente Serrano Junior
Celso Lafer
Charles Siegmund Rothschild
Claudio Arnaldo Len
Claudio Mifano
Claudio Reingenheim
Daniel Gleizer
Eduardo de Campos Werebe
Eduardo Tabacow Hidal
Eduardo Zlotnik
Fernando Bacal
Flavio Steinwurz
Gilberto Mautner
Guilherme Ary Plonski
Guilherme Carvalhal Ribas
Gustavo Caserta Lemos
Hallim Feres Junior
Henri Philippe Reichstul
Henrique Dametto Giroud Joaquim
Ida Sztamfater
Jacyr Pasternak
Jaques Pinus
João Carlos Guedes Sampaio Góes
Jorge Thomaz Weil
José Mauro Kutner
Manuel Mindlin Lafer
Marcelo Giovanni Perlman
Marcelo Katz
Marcelo Langer Wroclawski
Marcio Abrahão
Marcos Alberto Lederman
Marcos Knobel
Mauricio Kurc
Meyer Joseph Nigri
Moisés Cohen
Morris Dayan
Octávio José Aronis
Oren Smaletz
Paulo Rosenbaum
Rachel Reichhardt
Ricardo Botticini Peres
Roberto Ruhman
Sandra Sandacz
Sidney Glina
Silvio Eduardo Bromberg
Sueli Dicker
Telma Sobolh
Victor Kupfer
Victor Nudelman

TERM 15/DEC/2020 TO 15/DEC/2026 DELIBERATIVE COUNCIL – 3RD THIRD

Abram Abe Szajman
Alexandre Holthausen Campos
Alexandre Roberto Ribenboim Fix
Amancio Ramalho Junior
Andrea Sandro Calabi
Beni Moreinas Grinblat
Betty Knobel
Bruno Garfinkel
Bruno Laskowsky
Claudia Sender Ramirez
Cristóvão Luis Pitangueira Mangueira
Daniel Leon Bialski

David Baruch Diesendruck
David Feffer
David Joseph Safra
David Zylbersztajn
Debora Benzaquen Gelman
Denise Zaclis Antão
Edílio Mattei Junior
Eduardo Luiz Wurzmann
Elisa Raquel Nigri Griner
Eugênio Vago
Evelin Diana Goldenberg Meirelles M. Costa
Fernando Kasinski Lottenberg
Fernando Korkes
Flavio Tarasoutchi
Gisele Brandt
Gisele Sampaio Silva
Henrique Grunspun
Hilton Waksman
Ita Pfeferman Heilberg
Ivelisa Portella Maron
Jacob Jacques Gelman
Jayme Brasil Garfinkel
Jean Carlo Gorinchteyn
José Carlos Evangelista
José Ribas Milanez de Campos
Luiz Kignel
Manes Roberto Erlichman
Marcelo Costa Batista
Marcelo Forma
Marcelo Naigeborin
Mario Fleck
Mariza de Aizenstein
Mônica Tabacnik Hutzler
Nelson Wolosker
Nydia Strachman Bacal
Ophir Irony
Paulo Helio Monzillo
Paulo Kovesi
Pedro Luiz Mangabeira Albernaz
Pedro Paulo Porto Junior
Ricardo Berkiensztat
Ricardo Borges Magaldi
Roberto Bielawski
Roberto Naum Franco Morgulis
Rony Vainzof
Sergio Barsanti Wey
Sidney Klajner
Wilson Roberto Sendyk

Permanent members of the deliberative council

* Idel Aronis Z'L
(Deceased 24/MAY/2009)
* Jacob Ures Z'L
(Deceased 12/MAR/2008)
* Jacob Werebe Z'L
(Deceased 31/OCT/2010)
* Gert Kaufmann Z'L
(Deceased 05/MAY/2011)
* Moyses Cutin Z'L
(Deceased 19/JAN/2012)
* Moises Levy Z'L
(Deceased 17/JAN/2012)
* Eliova Zukerman Z'L
(Deceased 03/JUN/2016)
* Milly Tepermann Z'L
(Deceased 12/FEB/2018)
* Artur Bielawski Z'L
(Deceased 24/AUG/2018)
* Israel Schachnik Z'L
(Deceased 10/OCT/2019)
* Joseph Yacoub Safra Z'L
(Deceased 10/DEC/2020)
* Victor Schubsky Z'L
(Deceased 19/DEC/2020)
* Boris Tabacof Z'L
(Deceased 15/JUN/2021)
* Carlos Schuartz Z'L
(Deceased 22/JAN/2024)

Abrão Elias Frankel
Claudio Luiz Lottenberg
Jairo Tabacow Hidal
José Goldenberg
Mario Arthur Adler
Reynaldo André Brandt
Roberto Kaminitz
Ronaldo M. Eberhardt
Samuel Szwarc

Honorary presidents

Ema Gordon Klabin Z'L
Joseph Yacoub Safra Z'L
Jozef Fehér Z'L
Manoel Tabacow Hidal Z'L

Advisory Board

Celso Lafer
CHAIRMAN

Mario Arthur Adler
VICE-CHAIRMAN

Alexandre Roberto Ribenboim Fix
Jacob Jacques Gelman
Marcos Arbaitman
MEMBERS

The President of the Deliberative Council, the acting President of the Israeli Federation of the State of São Paulo and the acting President of the Israeli Confederation of Brazil are members.

Department of Volunteers

Telma Sobolh
PRESIDENT

Sueli Dicker
Sandra Sandacz
Ivelisa Portella Maron
VICE-PRESIDENTS

Gertrudes Rose Mary Levy Barmak
Tauba Gitla Abuhab
Rachel Reichhardt
TREASURERS

Myriam Haber
Débora Gelman
SECRETARIES

Einstein's Friends of Oncology and Hematology (amigo_h)

Ida Sztamfater
PRESIDENT

Renata Grabert
VICE-PRESIDENT

Rose Mara Miranda
STRATEGIC DEVELOPMENT MANAGER

Aline Couto Leite
PROJECTS AND PARTNERSHIPS ANALYST

Taynara Bueno
PROJECTS AND PARTNERSHIPS ANALYST

Leticia Oliveira Brito
PROJECTS AND PARTNERSHIPS ANALYS

GRI 2-5

Letter of Assurance

FERSO carried out an independent verification of the preparation process of the 2024 Sustainability Report for Sociedade Beneficente Israelita Brasileira (Einstein). The report was developed referencing the *GRI* (*Global Reporting Initiative*) *Standards 2021.* The purpose of the process is to provide stakeholders with an independent opinion on the quality of the information provided in the report.

Independence, competence and responsibilities

We work independently and assure that no member of FERSO maintains consulting contracts or other commercial ties with Einstein. FERSO is a company specialized in sustainability. The work was carried out by a team of experienced professionals trained in external verification processes. The preparation of the Sustainability Report, as well as the definition of its content, is the responsibility of the Einstein Group. Verification of the report was the object of work by FERSO.

Scope and Limitations

The scope of our work includes information from the full version of the 2024 Sustainability Report; the period covered by the report spans from January 1, 2024 to December 31, 2024. The independent verification process was conducted in accordance with the AA1000AS (*AA1000 Assurance Standard*), under the Type 1 verification condition, providing a moderate level of Assurance. The verification of financial data was not the object of FERSO's work.

Methodology

The procedures developed during the assurance work included:

- Assessment of the 2024 Sustainability Report content;
- Understanding the flow for obtaining and generating information for the 2024 Sustainability Report;
- Sample selection of items and indicators to verify the information provided;
- Interviews with managers of key area regarding the management of the information provided in selected indicators;
- Verification of compliance with the GRI Standards and request for adjustments to the report;
- Issuance of the Letter of Assurance;
- Issuance of an internal report of recommendations.

Disclaimer

- The Letter of Assurance and any other attachments (“Product”) are for the exclusive use of the assured recipient (“Customer”). Under no circumstances should this Product or the information contained therein be distributed or reproduced without the prior consent of the copyright owner. FERSO accepts no responsibility, and disclaims all liability for any third party use.
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Main Conclusions

Based on the analysis of the evidence and interviews carried out to verify the selected indicators, we briefly present the following main conclusions:

- Regarding compliance with the GRI standards adopted in the 2024 Sustainability Report, Einstein chose to prepare a report in accordance with the 2021 GRI standards and presented the standards used in the Index at the end of the report, as well as any omissions.
- During interviews with managers, FERSO verified the evidence for the following selected indicators: 418-1 Proven complaints regarding violation of privacy and loss of customer data; 403-5 Training of workers in occupational health and safety; 403-6 Promotion of worker health; 406-1 Cases of discrimination and corrective measures taken; 413-1 Operations with engagement, impact assessments and development programs aimed at the local community; 413-2 Operations with significant actual and potential negative impacts on local communities; 302-4 Reduction of energy consumption; 308-1 New suppliers selected based on environmental criteria; 414-1 New suppliers selected based on social criteria; 3-3 Management of material topics - Innovation and Technology.
- In this process, items that were not the subject of the previous cycles were assured, which allowed the verification of a greater number of indicators used by Einstein in the three-year assurance cycle, thus ensuring the coverage of more than 30 items related to GRI-specific standards.
- We verified that the information related to these indicators was collected consistently within the organization, supported by databases and internal systems that enable the monitoring and tracking of the data published in the report.

- FERSO requested inclusions and adjustments in the presentation of data on audited items and indicators, which were complied with by the reporter, as well as other adjustments requested during the finalization of the report.
- In 2024, Einstein revised its materiality process, realigning the material topics and associated indicators in seven thematic areas. As a sample, we analyzed the management of the thematic area Innovation and Technology. Einstein demonstrated a robust theme management structure, with goals, project monitoring tools and impact analysis. The topic was one of the highlights of the 2024 report.
- The materiality review provided a better alignment of the topics with the strategic model of Einstein's operations and led to a greater number of associated GRI items. Some improvements were suggested in the service of the analyzed items that will be considered in the next reporting cycle of the organization.

Financial Considerations

Based on the scope of our work and the assurance procedures we carried out, we have concluded that nothing has come to our attention that leads us to believe that the information regarding sustainability performance in the Einstein 2024 Sustainability Report is not presented fairly in all material aspects.
The company clearly presents its performance, providing a balanced view of its sustainability management and the impacts on the environment, people and society in general.

São Paulo, April 11, 2025.

Ferso

AA1000
Licensed Assurance Provider
000-845

Summary of GRI Content

GRI CONTENT INDEX ESSENTIALS SERVICE 2025

DECLARATION OF USE
Sociedade Beneficente Israelita Brasileira Albert Einstein report in accordance with the GRI Standards for the period from January 1 to December 31, 2024.

STATEMENT OF SERVICE
For the *Content Index - Essentials Service*, *GRI Services* has reviewed and found that the GRI content index has been presented in a manner consistent with the requirements for reporting in accordance with the GRI Standards, and that the information contained in the index is clearly presented and accessible to interested parties. The service was performed in the version of the report prepared in Portuguese.

GRI 1 STANDARD
GRI 1: Fundamentals 2021

APPLIED SECTORIAL GRI STANDARD(S)
Not applicable

CONTENTS	LOCATION AND/OR DIRECT ANSWERS	OMISSION			SDG	GLOBAL COMPACT
		OMITTED REQUIREMENT	REASON	EXPLANATION		
Summary of GRI Content						
GRI 2: General Contents 2021						
The organization and its reporting practices						
2-1 Organizational Details	Pg. 19					
2-2 Entities included in the organization's sustainability reporting	Pg. 19 Sociedade Beneficente Israelita Brasileira Albert Einstein.					
2-3 Reporting period, frequency and contact point	Reported period: January 1 to December 31, 2024. Frequency of reporting: Annual. Point of contact: https://www.einstein.br/atendimento					
2-4 Restatements of information	Pgs. 72, 84, 145 and 170					
2-5 External verification	Pg. 191					
Activities and workers						
2-6 Activities, value chain and other business relationships	Pgs. 19, 40, 79, 93, 104, 146, and 155				3	
2-7 Employees	Pg. 155					
2-8 Workers who are not employees	Pg. 155				8, 10	
Governance						
2-9 Governance structure and composition	Pg. 174					
2-10 Nomination and selection of the highest governance body	Pg. 174					
2-11 Chair of the highest governance body	Pgs. 176 and 177					
2-12 Role of the highest governance body in overseeing the management of impacts	Pgs. 176, 177 and 179				16	
2-13 Delegation of responsibility for managing impacts	Pgs. 176, 177 and 179				5, 16	

CONTENTS	LOCATION AND/OR DIRECT ANSWERS	OMISSION			SDG	GLOBAL COMPACT
		REQUIREMENT OMITTED	REASON	EXPLANATION		
2-14 Role of the highest governance body in sustainability reporting	The entity's Bylaws do not include requirements regarding the approval of the sustainability report by the Board of Directors (the highest governance body). However, the chairman of the Elected Board is responsible for reviewing and approving the information contained in the document.				16	
2-15 Conflicts of Interest	Pg. 178				5, 16	
2-16 Communication of critical concerns	Pg. 178				16	
2-17 Collective knowledge of the highest governance body	Pgs. 176 and 177					
2-18 Evaluation of the performance of the highest governance body	The entity does not perform the performance evaluation of the highest governance body.					
2-19 Remuneration Policies		Completely Omitted	Not Applicable	According to the Bylaws, Article 28 – Item VI, the members of the Deliberative Council, the Board of Directors, the Executive Board and the Fiscal Committee are not remunerated for the work in these positions.		
2-20 Process to determine remuneration		Completely Omitted	Not Applicable	According to the Bylaws, Article 28 – Item VI, the members of the Deliberative Council, the Board of Directors, the Executive Board and the Fiscal Committee will not be remunerated for the work in these positions.		

CONTENTS	LOCATION AND/OR DIRECT ANSWERS	OMISSION			SDG	GLOBAL COMPACT
		REQUIREMENT OMITTED	REASON	EXPLANATION		
2-21 Annual total compensation ratio		Completely Omitted	Not Applicable	According to the Bylaws, Article 28 – Item VI, the members of the Deliberative Council, the Board of Directors, the Executive Board and the Fiscal Committee will not be remunerated for the work in these positions.		
Strategy, policies and practices						
2-22 Statement on sustainable development strategy	Pgs. 7 and 142					
2-23 Policy commitments	Pg. 142					
2-24 Embedding policy commitments	Pg. 142					
2-25 Processes to remediate negative impacts	Pgs. 142 and 179					
2-26 Mechanisms for seeking advice and raising concerns	Pg. 178					
2-27 Compliance with laws and regulations		Completely Omitted	Information unavailable	Hospital Israelita Albert Einstein did not collect this indicator in this reporting cycle. It will manage this data and seek the best form of presentation, but there is no forecast for publication.		
2-28 Membership associations	Pg. 37				16	
Stakeholder Engagement						
2-29 Approach to stakeholder engagement	Pg. 25					
2-30 Collective bargaining agreements	100% of Einstein employees are covered by collective bargaining agreements.					
GRI 3: Material Topics 2021						
3-1 Process to determine material topics	Pg. 26				17	
3-2 List of material topics	Pg. 26					

CONTENTS	LOCATION AND/OR DIRECT ANSWERS	OMISSION			SDG	GLOBAL COMPACT
		REQUIREMENT OMITTED	REASON	EXPLANATION		
Patient care						
GRI 3: Material Topics 2021						
3-3 Management of Material Topics	Pgs. 40, 62 and 70				3	
GRI 416: 2016 Consumer health and safety						
416-1 Assessment of the health and safety impacts of product and service categories	100% of services are assessed for impact on patient health and safety.				3, 12	
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services		Completely Omitted	Confidentiality Restrictions	Hospital Israelita Albert Einstein did not collect this indicator in this reporting cycle. It will manage this data and seek the best form of presentation, but there is no forecast for publication.	16	
GRI 418: Customer Privacy 2016						
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	During the period, no proven complaints were identified and triggered by regulatory bodies due to violation of customer privacy.				16	
Excellence of services						
GRI 3: Material Topics 2021						
3-3 Management of Material Topics	Pgs. 30, 34, 35, 36, 66, 74, 79 and 93				3	
GRI 404: Training and Education 2016						
404-1 Average hours of training per year per employee	Pg. 160				4, 8	6
404-2 Programs for upgrading employee skills and transition assistance programs	Pg. 159				8	
404-3 Percentage of employees receiving regular performance and career development assessments	Pg. 160				5, 8, 10	6
GRI 403: Occupational Health and Safety 2018						
403-1 Occupational health and safety management system	Pg. 169				3, 8, 12	
403-2 Hazard identification, risk assessment and incident investigation	Pgs. 169 and 171				3, 8, 12	
403-3 Occupational health services	Pgs. 168 and 169				8	

CONTENTS	LOCATION AND/OR DIRECT ANSWERS	OMISSION			SDG	GLOBAL COMPACT
		REQUIREMENT OMITTED	REASON	EXPLANATION		
403-4 Worker participation, consultation, and communication on occupational health and safety	Pg. 171				8, 16	
403-5 Worker training on occupational health and safety	Pg. 170				8	
403-6 Promotion of worker health	Pg. 168				3, 8, 12	
403-7 Prevention and mitigation of occupational health and safety impacts directly linked to business relationships	Pg. 171				8	
403-8 Workers covered by an occupational health and safety management system	Pg. 169				8	
403-9 Work-related injuries	Pg. 170				3, 8, 12, 16	
403-10 Work-related ill health	Pg. 171				3, 8, 16	

Impact on health and society

GRI 3: Material Topics 2021						
3-3 Management of Material Topics	Pgs. 40, 62, 87, 104, 133 and 155				3	
GRI 203: Indirect Economic Impacts 2016						
203-1 Infrastructure investments and services supported	Pg. 85				5, 9, 11	
203-2 Significant indirect economic impacts	Pg. 119				3, 8, 10	
GRI 405: Diversity and Equal Opportunities 2016						
405-1 Diversity of governance bodies and employees	Pgs. 162, 163, 166 and 167				5, 8, 10	6
405-2 Ratio of basic salary and remuneration of women to men	Pg. 167				5, 8, 10	6
GRI 406: Non-Discrimination 2016						
406-1 Incidents of discrimination and corrective actions taken	There were no cases of discrimination in the period				5, 8	6
GRI 413: Local Communities 2016						
413-1 Operations with local community engagement, impact assessments and development programs	Pgs. 116 and 147					1

CONTENTS	LOCATION AND/OR DIRECT ANSWERS	OMISSION			SDG	GLOBAL COMPACT
		REQUIREMENT OMITTED	REASON	EXPLANATION		
413-2 Operations with significant actual or potential negative impacts on local communities		Completely Omitted	Information unavailable	Currently, Hospital Israelita Albert Einstein does not have a formal analysis of risks and negative impacts of its operations on communities. In 2025, the organization started a study with this objective that should be completed by the end of 2026.	1, 2	1
GRI 305: Emissions 2016						
305-1 Direct (Scope 1) GHG emissions	Pg. 143				3, 12, 13, 14, 15	7, 8
305-2 Energy indirect (Scope 2) GHG emissions	Pg. 143				3, 12, 13, 14, 15	7, 8
305-3 Other indirect (Scope 3) GHG emissions	Pg. 143				3, 12, 13, 14, 15	7, 8
305-4 GHG emissions intensity		Completely Omitted	Information unavailable	Currently, Hospital Israelita Albert Einstein does not measure the intensity of emissions, but is making efforts to develop an indicator that can represent the impact generated by health care services, teaching, research and others. The publication is scheduled for 2026.	13, 14, 15	8
Impact on the environment						
GRI 3: Material Topics 2021						
3-3 Management of Material Topics	Pg. 141				3	
GRI 302: Energy 2016						
302-1 Energy consumption within the organization	Pg. 149				7, 8, 12, 13	7, 8

CONTENTS	LOCATION AND/OR DIRECT ANSWERS	OMISSION			SDG	GLOBAL COMPACT
		REQUIREMENT OMITTED	REASON	EXPLANATION		
302-4 Reduction of energy consumption	In 2024, we recorded a reduction of 37,687 GJ of energy use. The reductions in energy consumption are calculated by the result of the efficiency projects carried out over the period, more specifically, these are the projects for the implementation of 2 photovoltaic plants (UFVs).				7, 8, 12, 13	8, 9
GRI 303: Water and Effluents 2018						
303-1 Interactions with water as a shared resource	Pg. 151				6, 12	
303-2 Management of water dischargerelated impacts	Pg. 146				6	
303-3 Water withdrawal	Pg. 151				6	7, 8
303-5 Water consumption	Pg. 151				6	
GRI 306: Waste 2020						
306-1 Waste generation and significant waste-related impacts	Pg. 144				3, 6, 11, 12	
306-2 Management of significant waste-related impacts	Pg. 144				3, 6, 8, 11, 12	
306-3 Waste generated	Pg. 145				3, 6, 11, 12, 15	
306-4 Waste diverted from disposal	Pg. 145				3, 11, 12	
306-5 Waste directed to disposal	Pg. 145				3, 6, 11, 12, 15	
GRI 308: Environmental Suppliers Assessment 2016	In 2024, 71% of suppliers were selected based on environmental and social criteria. In 2024, we assessed 45 suppliers for actual and potential negative impacts. The main impacts identified included: effluent and waste management, air emissions, eco-efficiency, sustainability strategy, lack of inclusive policies or practices; working conditions; occupational health and safety, among others.Of the 45 suppliers evaluated, 38% (17) were identified as causing actual or potential negative impacts, for which improvements were agreed. Of these, three did not comply with the agreed improvements and had trade relations terminated.					
308-1 New suppliers that were screened using environmental criteria						
308-2 Negative environmental impacts of the supply chain and actions taken						
GRI 414: Social Suppliers Assessment 2016						
414-1 New suppliers that were screened using social criteria					5, 8, 12, 16	2, 8
414-2 Negative social impacts of the supply chain and actions taken					5, 8, 16	2, 8

CONTENTS	LOCATION AND/OR DIRECT ANSWERS	OMISSION			SDG	GLOBAL COMPACT
		REQUIREMENT OMITTED	REASON	EXPLANATION		
Integrity						
GRI 3: Material Topics 2021						
3-3 Management of Material Topics	Pg. 177				3	
GRI 205: Anti Corruption 2016						
205-1 Operations assessed for risks related to corruption	Pg. 179				16	10
205-2 Communication and training in anti-corruption policies and procedures	Pg. 178				16	10
205-3 Confirmed incidents of corruption and actions taken	Pg. 179				16	10
Innovation and technology						
GRI 3: Material Topics 2021						
3-3 Management of Material Topics	Pgs. 66, 86, 93, 104 and 124				3	
Financial Sustainability						
GRI 3: Material Topics 2021						
3-3 Management of Material Topics	Pg. 181				3	

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