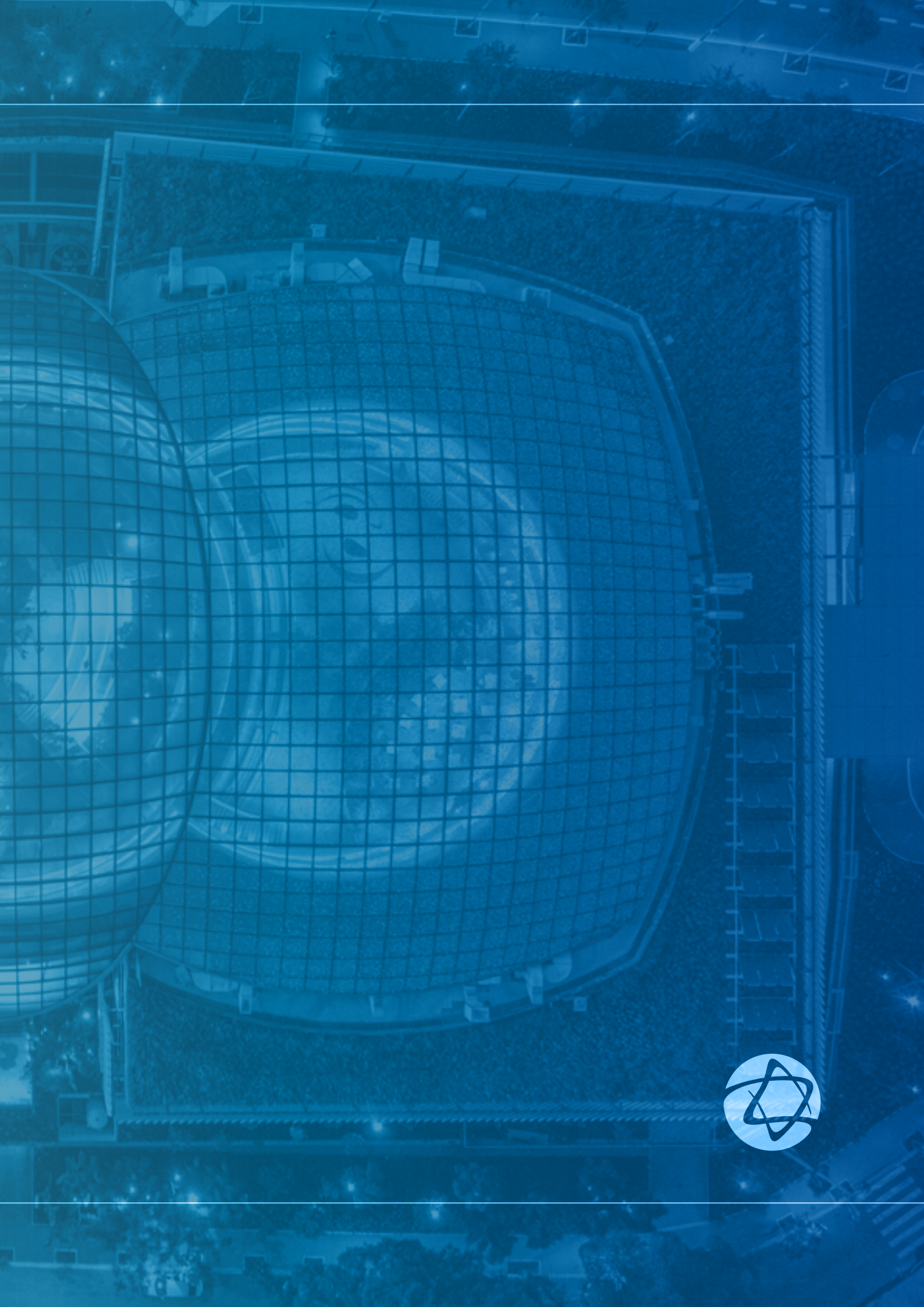
SUSTAINABILITY **REPORT 2023**

EVOLVING EQUITY

ALBERT EINSTEIN
SOCIEDADE BENEFICENTE ISRAELITA BRASILEIRA



CONTENT

7. Environment

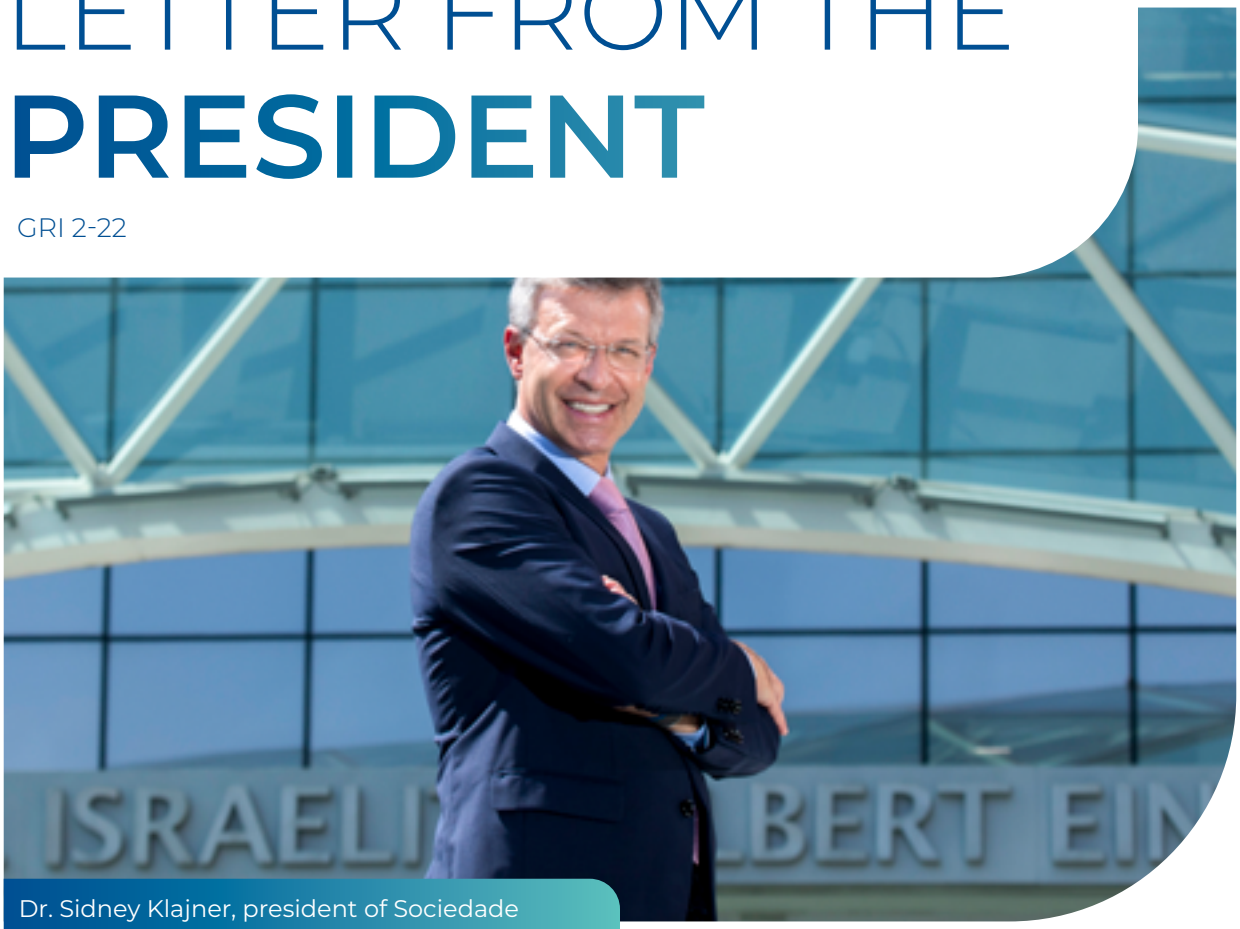
8. Contributors

9. Governance

10. Financial Performance

LETTER FROM THE **PRESIDENT**

GRI 2-22



Dr. Sidney Klajner, president of Sociedade Beneficente Israelita Brasileira Albert Einstein

Where did we come from? Who are we? Where are we going? These questions about the meaning of life have often been asked, and even inspired a masterpiece by the French painter Paul Gauguin. They can also be asked by an organization looking at its origins, which understands how it arrived at the present, and how to prepare for the future.

Einstein was born out of the idea of doctors who, in 1955, imagined creating a hospital as a way to gove back to Brazil for welcoming the Jewish community. In his 1971 inauguration speech, Manoel Tabacow Hidal, leader of the group of pioneers, outlined what Einstein would be: one of the most advanced hospitals on the continent, which would offer equal care to rich and poor – what we today call equity.

This is not about telling the story of our organization, which went beyond what Hidal dreamed of, becoming one of the best hospitals in the world, as confirmed by the *Newsweek* ranking, but about showing where we come from and what we have always carried in our DNA: the ability to imagine the future, to continuously challenge ourselves, to seek performance and innovate, sowing advances in health and promoting equity, which means not only expanding access, but offering high standards of care for

all. This is what brought us to "who we are" today: a health system articulated in the pillars of Care, Teaching and Education, and Research and Innovation, on a solid basis of Social Responsibility. On each of these fronts activities and achievements flourish and converge for the purpose of delivering health to an ever-increasing number of people. It is through these activities that we drive positive transformations in the private and public health systems, according to the title of this report, Equity in Evolution.

There are many ways to observe who we are.

We are the Einstein that manages 29 units in the private sector and 35 in the public sector, including three municipal hospitals in São Paulo and Goiás and one state hospital in Bahia, the latter formalized in December 2023 and forecasted to have over 24 thousand consultations per month in orthopedics, traumatology and sports medicine.

We also contribute to bringing quality to populations from all corners of the country, leading dozens of projects under the Support Program for the Development of the Public Health System (PROADI-SUS), which support public health with assistance, training, research, incorporation of technology and management support activities.

We are the Einstein of digital transformation, which improves processes, quality of care and patient safety, optimizes resources and, above all, builds bridges over inequalities, overcoming logistical, geographical and socioeconomic barriers to bring health care to excluded and vulnerable populations. To inspire other organizations and countries, we debuted in 2023 at SXSW, the largest innovation and technology event in the world, advocating for health equity with five examples of projects we lead in Brazil.

Technology is one of the most important drivers of health transformations, capable of generating responses to problems and challenges that are practically impossible to overcome otherwise. A simple example is what happens in the Amazon region, where there are high rates of maternal mortality, and in many areas there are no specialized doctors for prenatal care or, sometimes, they have little time available for care. A project developed by Einstein, with funding from the Bill and Melinda Gates Foundation, uses a Generative Artificial Intelligence system that listens and transcribes the audio of the consultation and suggests to the physician questions to be asked about aspects that can help in decision making related to the health of the pregnant woman and the fetus.

In the field of innovation, Einstein 's ecosystem continues to expand. At Eretz.bio, our startup accelerator, there are more than 140 projects, almost half of them involving companies from 18 countries. New irradiation centers were created in 2023 with the inauguration of two new Centers: one in Goiânia and the other in Manaus, focused on the development of projects and solutions that meet the specific health needs of the Midwest and North regions, respectively.

The generation and dissemination of knowledge are other defining dimensions of who we are. In 2023 alone, more than a thousand research projects were developed,

including those started, in progress and completed, and close to 1,500 articles were published in indexed journals, with significant growth in those with impact factors >1 and >20.

We are at the forefront of studies such as CAR-T-Cell (chimeric antigen receptor T-cell therapy) therapy, developing national technology for manufacturing these cells. We were pioneers in obtaining authorization from the National Health Surveillance Agency (ANVISA) to conduct clinical research with T cells *made in Brazil.* The first patient treated, with non-Hodgkin's lymphoma, has been in remission since receiving the infusion in May 2022.

With hundreds of courses of the most diverse levels and more than 66 thousand students, Teaching is another expanding universe. Now, there are 15 units in four states – São Paulo, Rio de Janeiro, Minas Gerais and Goiás, the latter having opened in 2023.

The first classes of three new degree courses began and we obtained authorization from the Ministry of Education to create two more. In addition, in a partnership between Teaching and Einstein Volunteering, Technical Education Integrated with High School arrived in the Community of Paraisópolis, being offered free of charge to young people in the region.

Einstein advanced in the ESG (environmental, social and governance) dimension, achieving a score of 77/100 in the S&P Global Ratings evaluation, a level that places it as one of the three best organizations in the world in the health

sector and the best positioned of all sectors in Latin America.

Precision Medicine, expansion projects, such as the Center for Care and Advanced Therapies in Oncology and Hematology, which we are building in the capital of São Paulo, alliances with international reference organizations, the wide range of initiatives aimed at the care and development of our employees and the construction of an environment that favors *joy in work,* the promotion of diversity and inclusion, in our team and in the care of our patients. This report provides much more information about our activities and accomplishments. Together, they make up a mosaic of "who we are".

And where are we going? The answer is simple. We will continue to nurture this vibrant system to deliver health to an ever-increasing number of humans, shaping an ever-better, more equitable, and sustainable future of health.

Health is the greatest value in people's lives. And it is the value that gives meaning to Einstein's life and directs his walk.

Good reading.

Sidney Klajner

OVERVIEW

GRI 2-1|2-3

Sociedade Beneficente Israelita Brasileira Albert Einstein publishes its 2023 Sustainability Report, with the main theme of Equity in Evolution. The search for equity in health is an objective that has guided the organization's environmental, social and governance (ESG) activities since 2022.

The theme is the north for the presentation of the content, divided into ten chapters, presenting the Society's activities and deliveries in care, teaching, research, innovation and social responsibility, as well as theimpact on the priority topics listed in Einstein's materiality and performance indicators. Its contribution to the pursuit of the Sustainable Development Goals (SDGs) and the United Nations 2030 Agenda is also discussed.

For this edition of the sustainability report, the Society reported information from the GRI content summary for the period from January 1 to December 31, 2023, referencing the GRI Standards.

The opinion of stakeholders about this report is essential to make it better with each edition. For questions, feedback or compliments, use the Contact Us channel on our website (https://www.einstein.br/atendimento).

For the purposes of this document, the words Einstein and Society are used interchangeably.

HIGHLIGHTS OF THE YEAR

S&P Global Ratings

EINSTEIN HAS THE HIGHEST ESG RANKING IN LATIN AMERICA

The organization received a score of 77 (out of 100) in the S&P Global Ratings 2023, an evaluation on transparency and performance of the sustainability agenda

(PAGE **08**)

CONSTRUCTION OF NEW HOSPITAL IN SÃO PAULO

Einstein announced in 2023 the construction of a hospital in Vila Mariana, through a joint venture with Atlântica Hospitais e Participações, a company of the Bradesco Seguros Group. With total investments estimated at BRL 600 million, the works should be completed in 2028

ISO 14001

UNPRECEDENTED ENVIRONMENTAL CERTIFICATION IN THE PUBLIC SERVICE

In 2023, two health units of the city of São Paulo managed by Einstein received ISO 14001 certification, which attests to the commitment to sustainable management

(PAGE **39**)

INNOVATION IN EINSTEIN HAS TWO NEW UNITS IN 2023

At the Goiânia unit, the focus is on the use of artificial intelligence and, in Manaus, the operation prioritizes the development of biotechnology and scientific-technological-based solutions

(PAGE **102**)

EINSTEIN PROGRAMS RECEIVE FUNDS FROM THE BILL AND MELINDA GATES FOUNDATION AND THE IDB

SAMPa Project: Astuto Prenatal Monitoring System will assist in prenatal consultations in the North Region through artificial intelligence. Also in the region, an AI application will help identify cases of Tegumentary Leishmaniasis

(PAGE **103**)

NEW EINSTEIN TEACHING UNIT IN GOIÂNIA

Among the courses offered by the new unit in the city are specializations in Palliative Care, Pain, Clinical Engineering, Operational Excellence and Cardiology. Some will be 100% in person, while others in hybrid format

(PAGE **83**)

NEW UNDERGRADUATE PROGRAMS

In 2023, the Ministry of Education authorized two new Einstein undergraduate courses in the areas of Nutrition and Psychology, starting in 2024 and 2025, respectively

(PAGE **82**)

EINSTEIN WILL MANAGE THE BAHIA STATE ORTHOPEDIC HOSPITAL

The unit will be the largest among state orthopedic hospitals, with 212 beds, 30 ICUs and ten operating rooms. The forecast is that there will be about 24 thousand consultations per month

(PAGE **73**)

EMBRAPII ADVANCED THERAPY CENTER

Einstein was chosen as Embrapii Competence Center in Advanced Therapies. The project will receive investments of BRL 15 million from Embrapii and BRL 15 million from FAPESP

(PAGE **95**)

HEMODYNAMICS AT THE MUNICIPAL HOSPITAL APARECIDA DE GOIÂNIA

In 2023, the hemodynamics unit of the Municipal Hospital Aparecida de Goiânia – Iris Rezende Machado (GO), managed by Einstein, was inaugurated with funds from a donation

(PAGE **71**)

SHEBA
Tel HaShomer
City of Health

INNOVATION EXCHANGE

An alliance between Einstein and Sheba Medical Center will allow the exchange of technologies between the two organizations and the sharing of projects focused on entrepreneurship, data analysis and precision medicine, among others

(PAGE **100**)

25 YEARS OF THE PECP

In 2023, the Einstein Program of the Community of Paraisópolis (PECP) celebrated 25 years. The occasion coincided with the inauguration of a new building, which will house a Technical Integrated High School (ETIM) unit, to offer free courses for young people in the community starting in 2024

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OPERATIONAL INDICATORS

PRIVATE HEALTH

PUBLIC HEALTH

29 UNITS

Total hospital patients/day in the private network:

232.5K

35 UNITS

Total hospital patients/day in the public network:

261.2K

EMERGENCY SERVICES

357.9K

908.6K

SURGICAL CASES

43.1K

18.1K

TELEMEDICINE SERVICES

301.0 k

212.7 k

TESTS

9,3 million

5,2 million

BIRTHS

3.6 K

5.3 K

HOSPITAL DISCHARGES

due to discharge (cured, improved or unchanged), evasion, treatment discontinuation, internal transfer, external transfer or death.

71.5 K

46.6 K

BEDS

745

849

OPERATING ROOMS

43 in private health

28 in public health

PRIVATE HEALTH

PUBLIC HEALTH

PATIENT SATISFACTION*

77.8 Morumbi Hospital

80.8 Hospital Goiânia

88.9 Vila Santa Catarina Municipal Hospital

59.4 M'Boi Mirim Municipal Hospital

97.0 Aparecida de Goiânia Municipal Hospital

*Net Promoter Score, scale from -100 to +100.

OCCUPANCY RATE

Ratio between the sum of patients admitted at the end of each day and the total number of bed/days.

87.7% Morumbi Hospital

52.1% Goiânia Hospital

82.3% Municipal Hospital Vila Santa Catarina

88.0% M'Boi Mirim Municipal Hospital

71.6% Aparecida de Goiânia Municipal Hospital

KNOWLEDGE DISSEMINATION

66.0 K Students

15 Teaching units

85.0 Student satisfaction*

*Net Promoter Score, scale from -100 to +100.

SCIENTIFIC RESEARCH

926 publications in journals with impact factor** above 1

1,487 publications in indexed journals

5,822 mentions to scientific articles by Einstein researchers

1,069 PROJECTS

284 started

604 ongoing (started in previous years and still ongoing)

181 completed

** The impact factor represents the average number of citations, in papers or scientific articles, of content published by a journal. The calculation is made annually based on the publications from the two previous years, following the formula: total citations in the year divided by the total number of papers published by the journal in the two previous years.

1

EINSTEIN

EINSTEIN

GRI 2-1|2-3

Facade of Hospital Israelita Albert Einstein, in Morumbi

PROFILE AND STRUCTURE

Einstein is a non-profit organization, founded in 1955, dedicated to care, health, teaching and education, research and innovation and social responsibility, which develops multiple activities, in an integrated and synergistic way to improve health equity in the country. With hospitals and outpatient clinics, it has 64 units, 29 in the private sector and 35 in the public sector. With Education, it is present in 15 units in four Brazilian states (SP, GO, MG and RJ), has a Research unit (SP) and, with the recent inauguration in Manaus, four Innovation units (SP, GO and AM).

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). Every three years, the MoH approves, monitors the execution and evaluates the counterpart activities by the hospitals that have CEBAS for the Brazilian Public Health System (SUS). In the case of Einstein, this counterpart comes in the form of projects from the SUS Institutional Development Support Program (PROADI-SUS).

The rules for PROADI-SUS are regulated by Law No. 187, of December 16, 2021, which provides for counterpart projects in five areas: technology assessment and incorporation studies; training of human resources; 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, the National Council of Health Secretaries (Conass) and the National Council of Municipal Health Secretaries (CONASEMS)[1].

CEBAS hospitals have tax immunity, provided for in the Federal Constitution, and must apply an amount equivalent to the social contributions they are immune from in PROADI-SUS projects, which contribute to improving the health conditions of the Brazilian population.

Einstein also maintains a Social Health Organization, the Israeli Institute of Social Responsibility (IIRS).

[1] More information on the topic in chapter 6.

PURPOSE, VISION, MISSION AND STRATEGIC OBJECTIVE

PURPOSE
Provide 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 PILLARS

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

Teaching and Education
Improve the health of the population, the quality of care and health management, disseminating knowledge and educating patients and society.

Research and Innovation
Open paths and seek solutions for health promotion and prevention, and cure of diseases through the integration between scientific research and technological innovation and services.

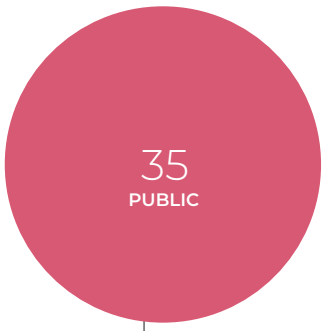
Social Responsibility
Support the development of the public health system, transferring practices and knowledge that contribute to improving access and quality of care, as well as reducing the vulnerability of surrounding communities.

VALUES
Good Deeds (Mitzvá)
Healthcare (Refuá)
Education (Chinuch)
Social Justice (Tsedaká)

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

THE EINSTEIN MODEL OF ACTIVITIES IN HEALTH

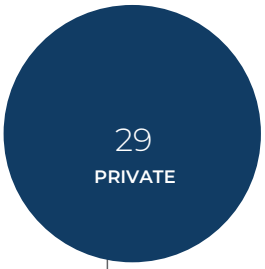
EINSTEIN UNITS



COMMITMENT TO PUBLIC HEALTH

SP GO BA

- **4** Hospitals
- **14** Basic Health Units (UBS)
- **4** Psychosocial Care Centers (CAPS)
- **1** Specialty Outpatient Clinic (AMA-E))
- **3** Outpatient Clinics (AMA)
- **2** Emergency Care Units (UPA)
- **2** Therapeutic Residencies (SRT)
- **5** Operational and Hospital Technical Centers of Diagnostic Medicine



EXCELLENCE IN CARE

- **2** Hospitals
- **4** Operational and Hospital Technical Centers of Diagnostic Medicine
- **5** Advanced Units
- **5** Primary care clinics
- **1** Rehabilitation and Sports Medicine Facility
- **12** On-site Clinics

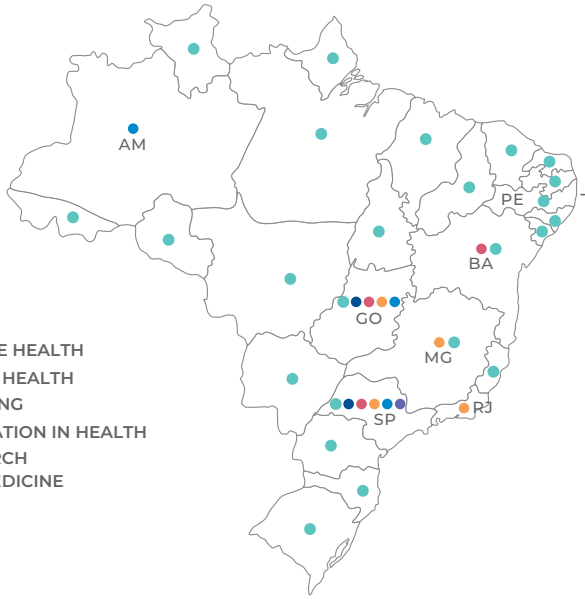
TEACHING

Daycare
Technical Secondary School (ETIM)
Undergraduate
Distance Learning Courses
Training
Lato Sensu Graduate Courses
Management Programs
Adaptive Teaching
Master's
Residence

RESEARCH AND INNOVATION

INNOVATION
Eretz.Bio (Incubator)
Center for Innovation in Health Technology
Health Design Laboratory

RESEARCH LINES
Molecular genetics
Cell Therapy
Big Data
Infectious diseases
Aging



EINSTEIN'S PHYSICAL PRESENCE IN BRAZIL

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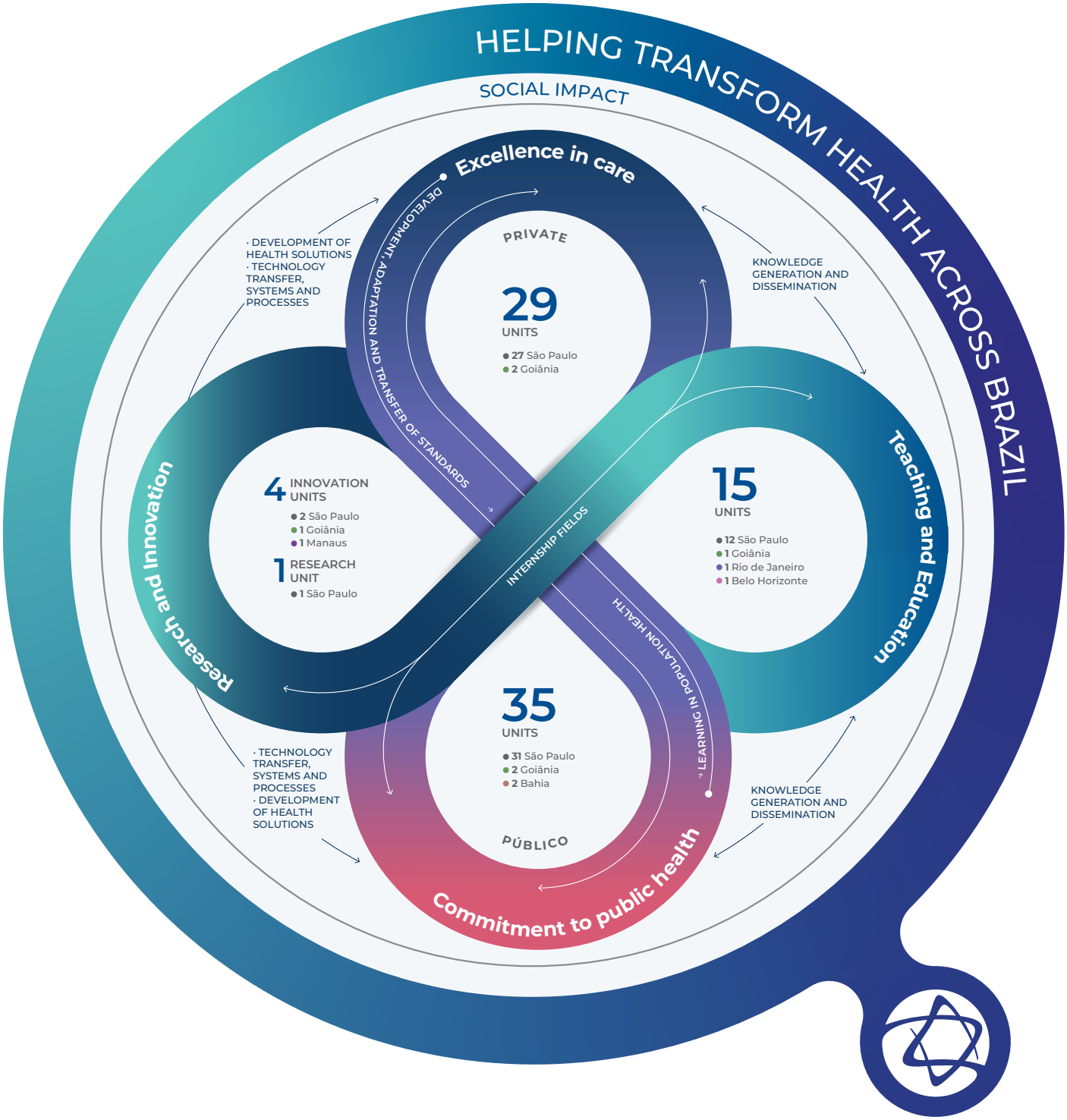
UNITS

Health system based on synergies between private and public assistance, teaching and education, and research and innovation



MATERIALITY

GRI 2-29 | 3-1 | 3-2

The current materiality was developed from a process carried out in 2019 and revised in 2022, which comprised an online survey of more than 1,400 people from the organization's different strategic relationship groups.

1,296 employees, 123 physicians, 13 patients, 12 students, seven teaching professionals, five researchers, 13 volunteers and ten suppliers participated. The organization's strategic map and a series of relevant publications for the health sector were also considered.

Einstein leadership was responsible for prioritizing the topics raised in the survey, based on criteria such as a vision of the future and strategic planning, risks and opportunities. This group included 36 directors, superintendents, managers, specialists, consultants, supervisors and physicians in leadership positions.

During the review, representatives from various stakeholders were heard with the objective of expanding the diversity and plurality of views: clinical staff, employees, financial market, suppliers, institutes and NGOs, Einstein boards and leaders.

See which themes are prioritized:

Economic Performance

Economic balance and competitive and market management practices aimed at activities continuity and success over time

Waste generation and disposal

Proper management of solid waste from generation to final disposal

Fight against corruption

Ethical conduct and adoption of policies and initiatives to prevent and combat cases of corruption, fraud, extortion, bribery or other illegal operating practices

Environmental Compliance

Compliance with environmental laws and regulations

Occupational health and safety:

Proper management of risks associated with the work environment and job activities

Training and Education

Programs and initiatives aimed at developing technical and professional skills, including training of professionals for the organization and the market in general

Diversity and equity

Guaranteeing equal opportunities for professional development and building a favorable environment for the inclusion of minorities, democratization of the labor market and construction of a diverse organization

Effectiveness of health services

Management and continuous improvement to ensure proper use of necessary resources, focusing on the quality of care and obtaining the best clinical outcomes

Patient Experience

Integrated management of the variables that affect the patient's perception and the satisfaction of their expectations and needs in the relationship with Einstein

Disease prevention and health promotion

Programs and initiatives aimed at population quality of life and well-being

Patient health and safety

Adoption of standards, policies, processes and procedures to ensure patient health and safety and ensure care with the lowest risk and best outcome

Access to health

Contributions to strengthen and democratize health care access with a focus on facing current and future challenges

Generation and dissemination of knowledge

Research and development activities, innovation, teaching, training and professional updating, exchange of information and awareness of patients with a focus on improving health care at Einstein and in the sector in general

Health services remuneration model

Contributions (information, references, studies and clear positioning) to the debate on existing models to promote the evolution and sustainability of the health system

Socioeconomic Compliance

Compliance with social and economic laws and regulations

QUALITY & SAFETY

GRI 3-3 – EFFECTIVENESS OF HEALTH SERVICES

The pursuit of excellence is fundamental to the sustainability of health organizations. Einstein works permanently to improve the quality and safety of services provided to patients and care for health professionals, reducing waste in processes and variability of practice and other forms of nonconformities to achieve better results. Professionals from all areas are mobilized for the development of projects for the continuous improvement of activities.

Einstein uses several methodologies to conduct its improvement projects, with emphasis on Lean Six Sigma. Since the beginning of the implementation of the Einstein Operational Excellence Program in 2008, about 1,500 projects have been carried out in its various units, in addition to the certification of approximately 1,100 professionals as project leaders in the Lean Six Sigma methodology.

The reduction of waste with projects completed since the beginning of the program is estimated at approximately BRL 550 million.

Einstein Operational Excellence Program 2008-2023

61% | 908
Quintuple Aim

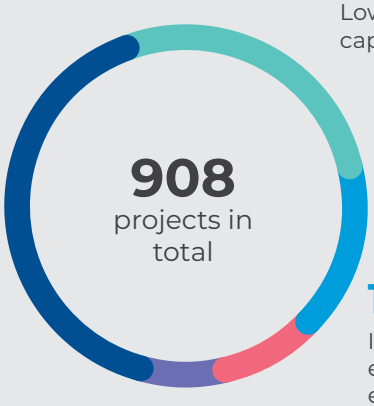
24% | 356
Reduction of administrative costs and expenses

15% | 223
Increased productivity

The Quintuple Aim breaks down into

40% | 359
Improved Care

29% | 265
Lower cost per capita



15% | 140
Improved employee experience

8% | 68
Increased equity

8% | 76
Population health

The Control and Operations Center (CCO) manages the flow of patients

Since the beginning of the Einstein Operational Excellence Program in 2008, about 1,500 projects have been carried out in Einstein units

QUINTUPLE AIM

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

Experience of care

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

Per capita cost

To apply resources efficiently and effectively, eliminating waste

Care for healthcare workers

To provide conditions for employees to work with joy and a sense of purpose

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

Source: Institute for Healthcare Improvement

STRATEGY AND GOALS

Einstein Complex in Goiânia – Private Care, Teaching and Innovation

Aiming at responsible and sustainable growth with the best management and innovation practices in Health, as well as alignment with strategic guidelines and themes for its sustainability, Einstein annually reviews and prepares its 5-Year Strategic Plan. This process includes detailed discussions on new models of action and positioning, covering in-depth analyses of the macroeconomic scenario and sectors relevant to health.

Fundamental strategies and actions are formulated in workshops with leaders to ensure synergy with Einstein's long-term goals and vision for the future.

The communication of strategic objectives, performance measures and goals is carried out by the Balanced Scorecard (BSC) tool, which considers the following dimensions: Financial, Primary Stakeholders (Patients, Doctors, Students and Employees), Long-Term Strategic Vision, Reputation and ESG (Environmental, Social and Governance). In 2023, more than 11,000 goals, including strategic projects, were defined and monitored for 1,240 leaders.

INTEGRATED MANAGEMENT SYSTEM FROM STRATEGIC PLANNING TO OPERATION, LINKED TO THE PURPOSE

Source: Health Excellence

MAIN PROJECTS IN OPERATIONAL EXCELLENCE EXECUTED IN 2023

In 2023, more than 150 projects were developed using the Lean Six Sigma methodology throughout Einstein. These initiatives include, for example, the mapping and mitigation of care risks in the Transplantation Program, which annually performs about 200 procedures. With this project, it was possible to reduce care risks by 90%, considering the potential impact and the probability of an event occurring. This work contributed to the elimination of events in the category of serious and catastrophic adverse events related to this activity.

Another project carried out in private units increased operational capacity in imaging areas, such as MRI, Tomography and Ultrasound. The initiative allowed the accurate analysis of resources use, including people, equipment and infrastructure, in order to minimize waste and avoid overload, resulting in an average gain of 15% in operational capacity and the number of available agenda slots, without the increase of resources or costs.

At the Municipal Hospital Aparecida de Goiânia – Iris Rezende Machado and at the Goiânia Unit, the Patient Flow Management Program was implemented, reducing the average length of stay by 18% and 20%, respectively, providing the equivalent of 15 and 7 virtual beds[1], respectively, in these units.

At Municipal Hospital M'Boi Mirim – Dr. Moysés Deutsch, a digital bed management center was implemented, reducing the time of bed release for hospitalization by 50%, and the length of stay by 11%, providing the equivalent of 36 virtual beds.

In the SUS Basic Health Units (UBS), the process of requesting imaging exams was reviewed, with the creation of an algorithm that presents recommendations for requests, including them in the electronic medical record. It is estimated that this action will contribute to reduce by approximately 30% the request for imaging tests in these units.

Another prominent initiative was a detailed study on the occupation of nursing professionals working at the Morumbi Unit, who reported work overload in the organizational climate research. After the diagnosis, a series of improvement actions were implemented to optimize the operational flow and working conditions, resulting in an improvement of 12 points in the NPS of employees in 2023 (from 67 to 79 points).

[1] Virtual beds: a concept to describe the increase in hospital capacity by reducing the length of stay of patients, without the need to create new physical beds.

PROGRAM FOR ACTIVITY CONTINUITY

Created in 2019, the Management Program for Activity Continuity aims to minimize the occurrence of events that may cause operation unavailability and, consequently, disrupt the care for patients, related to people, infrastructure and equipment, supply chain and information technology. The Program has been implemented in 19 units and 221 areas, with the evaluation of approximately 1,400 processes, defining 265 actions for risk mitigation, 215 contingency plans and more than 3,500 hours of training. The criterion for prioritizing the units is based on care for patients of greater complexity, in the medium complexity sequence and finally outpatient care and primary care.

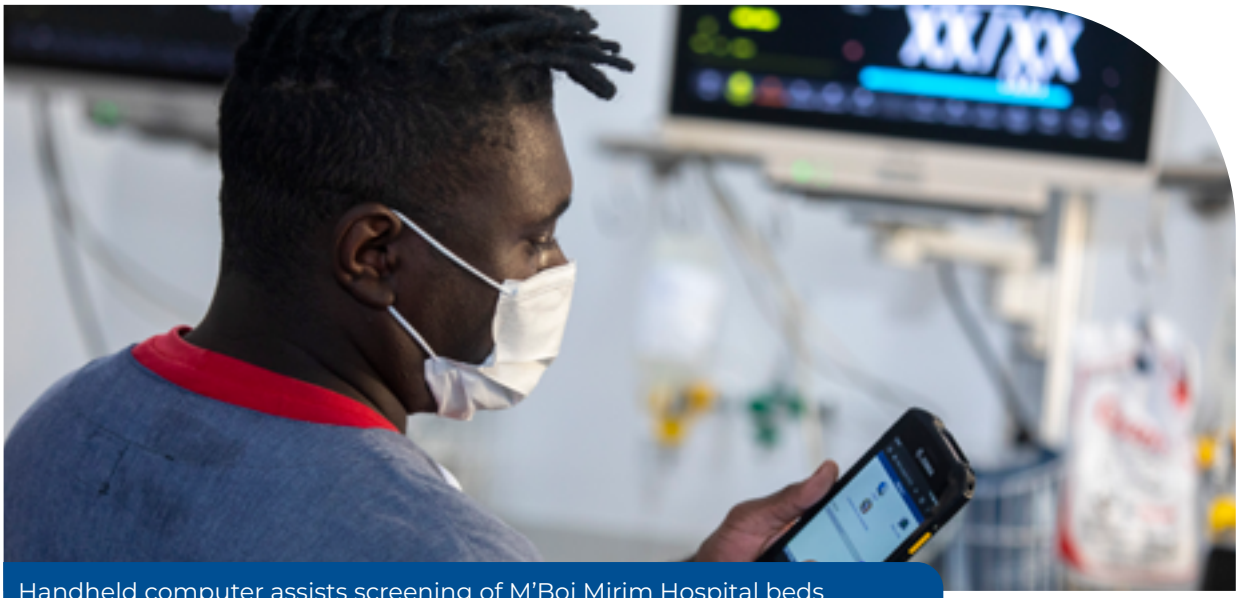
In 2023, the Program was implemented at the Municipal Hospital Aparecida de Goiânia and at the Goiânia Unit. During the year, there were advances in the planning and execution of tests to assess the level of resilience and maturity of the units in case of system unavailability and to identify and treat opportunities for improvement.

The Program will be expanded to other public hospitals managed by Einstein (Municipal Hospital M'Boi Mirim and Orthopedic Hospital of the State of Bahia) by December 2024. The new corporate support units and areas will also be integrated into the Program on a staggered basis.

In order to share the learning acquired with the Program, public and private health organizations in Brazil and other Latin American countries, a product was created and launched, in partnership with Deloitte Touche Tohmatsu, integrating the methodological and practical vision related to the continuity of activities in the health area.

The Program has been carried out in 19 units and 221 areas, with the evaluation of approximately 1,400 processes, defining 265 actions for risk mitigation, 215 contingency plans and more than 3,500 hours of training.

OFFICE OF EXCELLENCE



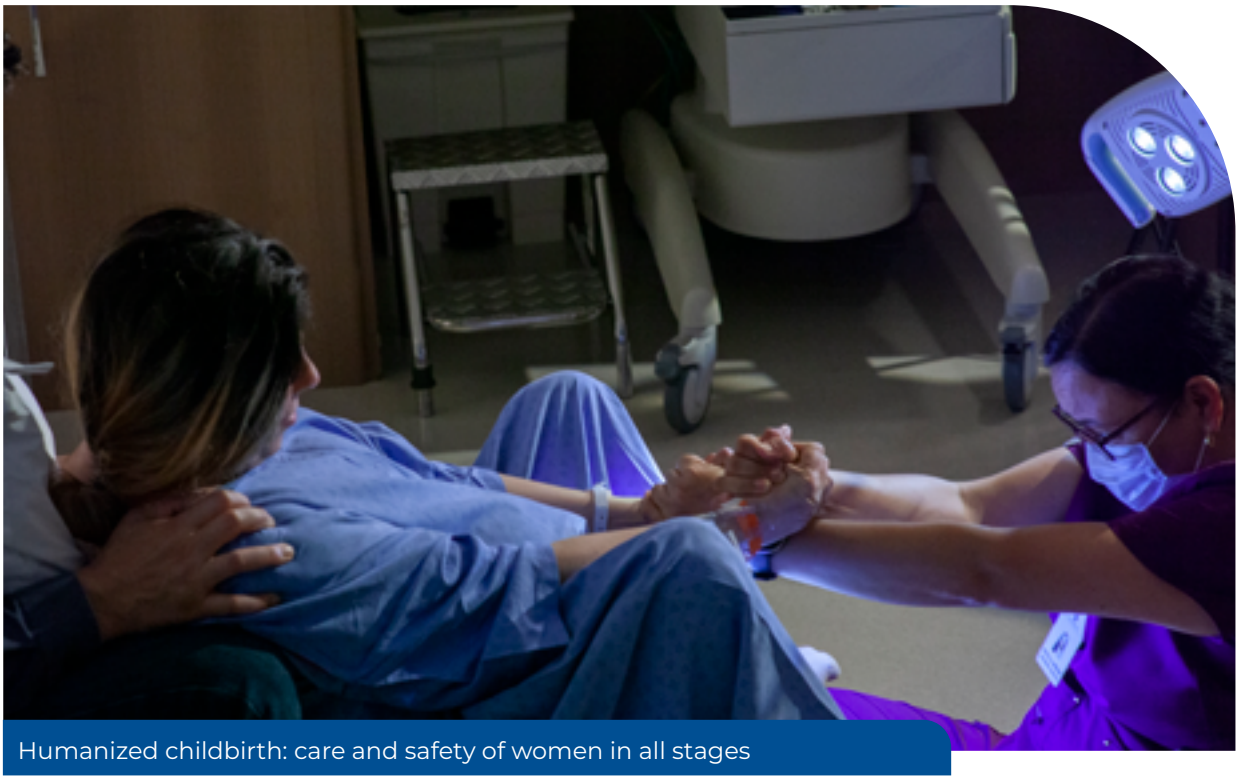
Handheld computer assists screening of M'Boi Mirim Hospital beds

The Office is an area specialized in the development of collaborative projects for public and private health organizations operating in Brazil and in other Latin American countries. The area was created from the success of projects carried out for PROADI-SUS, with the objective of generating value in quality and safety, person-centered care, operational excellence and continuity of activities. It is directly linked to Einstein's mission, contributing to expand the scope of its actions and impact.

The Office of Excellence has already developed more than 1,200 projects aligned with the Quintuple Aim, with 1,500 health organizations and the direct participation of approximately 40,000 professionals. Through these projects, around 1 million lives have been impacted and an estimated 7,000 have been saved. More than 5,300 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.

Through projects completed by 2023, they achieved savings that exceed BRL 1 billion, with the reduction of waste in the public and private health systems, of which BRL 400 million in Saúde em Nossa Mãos and BRL 600 million with the Operational Excellence in Hospitals project. This project helps the organization to do more with the same resources, through greater employee engagement and simplified processes.

With the objective of expanding the results of the projects led by the Office, Einstein has established strategic alliances, such as with Planetree International. For projects that seek technological and service innovation, the Office has the support of Eretz.bio, Einstein's startup incubator (learn more in chapter 4).



Humanized childbirth: care and safety of women in all stages

Main projects developed in 2023 in different areas of activity by the Office of Excellence

Public Sector

Through PROADI-SUS (read more in chapter 6), the **Saúde em Nossas Mãos project** stimulated the implementation of quality processes to reduce care-related infections in public hospitals throughout Brazil. Executed in 188 health units, reaching more than 200,000 patients, from 2021 through 2023 the project accounted for approximately 2,300 lives saved and 6,000 infections avoided, with estimated savings of BRL 364 million.

Private Sector

With the participation of the National Supplementary Health Agency (ANS) and the IHI, the **Parto Adequado** project sought to increase vaginal births and reduce maternal mortality, which would represent potential savings of approximately BRL 330 million for the Health System in three years, if the practices were implemented in all public and private maternity hospitals in the country. The calculation is based on the births registered in the live births system and on the percentage reduction in cesarean deliveries since the beginning of the project (7.4%). Roughly 400,000 cesarean deliveries could be avoided, thus reducing the risk in care and waste of resources.

Latin America

In Colombia, a project of operational excellence was developed with Fundación Valle del Lili, located in the city of Cali. The project certified 60 professionals in the Lean Six Sigma methodology and created an Operational Excellence Office. Throughout one year, the initiative included online and face-to-face meetings, with professionals developing projects in key areas and services of the organization, such as patient flow (pediatric, adult and emergency), imaging, laboratory and elective consultations, which contributed to savings of around USD 1 million, with the reduction of waste and optimization of operational flows.

Grants (Pharma)

The **All Mothers Matter project,** in collaboration with Merck Sharp and Dohme (MSD), included six maternity hospitals and eight primary health care units in Salvador from 2021 to 2023. With virtual learning and mentoring sessions for the early identification and management of conditions that threaten the lives of pregnant and postpartum women, an application was made available to health professionals, patients and families, as a decision support tool in cases related to maternal health. With more than 300 professionals involved in the project, it reduced maternal mortality by 72%[1] [2].

[1] Result achieved in six maternity hospitals and eight primary health care units in the city of Salvador.
[2] Baseline: 195.2 deaths per 100,000 live births.
Result achieved: 54.7 deaths per 100,000 live births.

Planetree Certified

In 2023, after two years of preparation, seven Brazilian hospitals submitted reports for Planetree certification. These hospitals had the support of the Office of Excellence, which represents Planetree for Portuguese-speaking countries on this journey, and continue in the certification process.

Candidates for certification are located in five states (GO, MG, PA, RS and SP), reinforcing Einstein's commitment to disseminate best practices in person-centered care throughout Brazil.

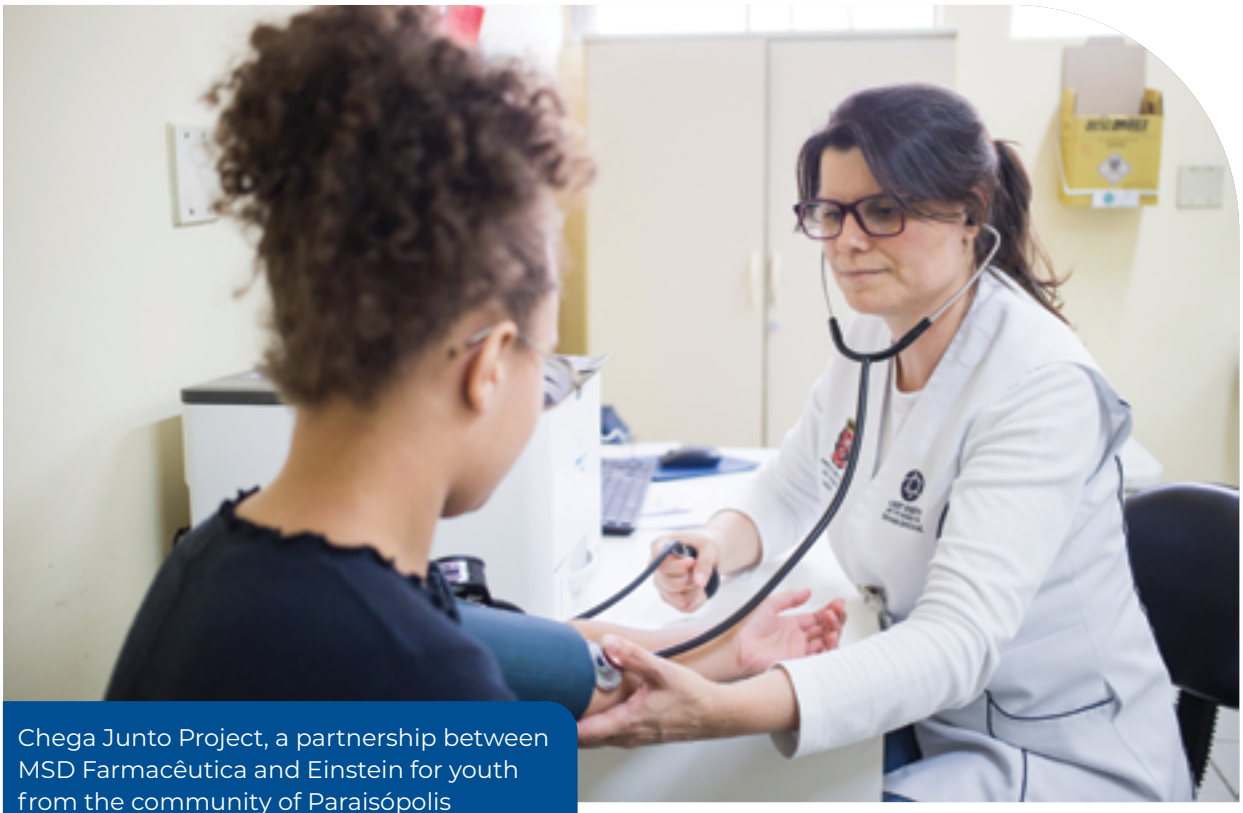
The World Health Organization (WHO) definition advocates that person-centered care is an approach that consciously considers the perspectives of individuals, families and communities, seeing them as participants and beneficiaries of health systems that meet their needs and preferences in a humanized and holistic manner.

KNOWLEDGE DISSEMINATION IN OPERATIONAL EXCELLENCE AND ACTIVITY CONTINUITY

In 2023, the Office of Excellence concluded the first Leader Certification Program, which includes the development of operational excellence projects in public hospitals through PROADI-SUS. The initiative included 15 states, 35 cities and 47 hospitals, with about 250 certified professionals and 50 projects carried out. These projects identified potential gains of approximately BRL 500 million for the public health system, including making available the equivalent of 530 virtual beds. The project was renewed by the PROADI-SUS Steering Committee for the next three years.

In the scope of Activitiy Continuity, the first project in partnership with *Deloitte Touche Tohmatsu* was one for Saúde Petrobras, a non-profit organization specialized in supplementary health. The project allowed diagnosis, elaboration and recommendation of a plan with actions for risk mitigation and the structuring of a Continuity Program aligned with ISO 22301.

In 2024, Einstein hopes to expand its activities in Business Continuity and contribute to the implementation of a Hospital Mutual Assistance Plan with health organizations and public entities in the municipality of São Paulo.



Chega Junto Project, a partnership between MSD Farmacêutica and Einstein for youth from the community of Paraisópolis

DIALOGUES AND ALLIANCES

GRI 2-28

To participate in discussions and initiatives on improving quality and equity in health, Einstein maintains an active presence in national and international forums, with public authorities, regulatory bodies, universities, public and private hospitals, health plan operators, industry, and entities.

Some of these stakeholders are:

- The Ministry of Health, the São Paulo State Health Secretary, the Bahia State Health Secretary, the São Paulo Municipal Health Secretary and the Aparecida de Goiânia Municipal Secretary.

- The National Council of Health Secretaries (CONASS) and the National Council of Municipal Health Secretaries (CONASEMS).

- The National Supplementary Health Agency (ANS) and the National Health Surveillance Agency (ANVISA).

- The World Health Organization (WHO), the Pan American Health Organization (PAHO), the International Agency for Research on Cancer (IARC), the National Cancer Institute (INCA) and the American Society of Hematology.

- The Institute for Healthcare Improvement (IHI), Planetree International, and the Global Network of Green and Healthy Hospitals.

- The National Research Council (CNPq), the Brazilian Industrial Research and Innovation Company (EMBRAPII), the São Paulo State Research Support Foundation (FAPESP), the Butantan Institute, the USP Medical School of Ribeirão Preto and the Dr. João Amorim Studies and Research Center (CEJAM).

- University of São Paulo, Massachusetts Institute of Technology (Cambridge, USA), Stanford University (California, USA), Case Western Reserve University (Ohio, USA), McGill University (Montreal and Quebec, Canada), and Sheba Medical Center and Israel Institute of Technology (both from Israel).

- The Bill and Melinda Gates Foundation, MAPRE Brazil Foundation, Fundación Santa Fe of Bogotá (Colombia), the Fundación Valle del Lili (Cali, Colombia), Champalimaud Foundation (Lisbon, Portugal), Boticário Group Foundation for Nature Conservation and the Brazilian-Israeli Social Welfare Union (UNIBES).

- Hospital Oswaldo Cruz, Hospital Samaritano, Hospital do Coração, A.C. Camargo Cancer Center, Hospital Real Português de Recife (PE) and Santa Casa de Porto Alegre (RS), all partners of the Einstein Oncology Network.

- City of Hope (California, USA), Mayo Clinic (Minnesota, USA), MD Anderson (Texas, USA), CPC Clinical Research (Colorado, USA) and Uppsala Clinical Research (Uppsala, Sweden).

- Merck Sharp and Dohme (MSD), Glaxo Smith Kline (GSK), Johnson & Johnson Medtech, Phillips and Intuitive Surgical.

- The National Association of Private Hospitals (ANAHP), the Brazilian Association of Diagnostic Medicine (ABRAMED), the National Forum of Philanthropic Entities (FONIF) and the Brazilian Institute of Social Health Organizations (IBROSS).

CERTIFICATIONS, ACCREDITATIONS AND AWARDS

Accreditations and certifications are processes that ensure the protection of patients by requiring that a process, service or system to comply with requirements determined by laws, regulations or practices based on scientific evidence.

Einstein began the implementation of accreditations and certifications in 1994 and has since maintained a systematic approach to maintaining and expanding this process.

The main ones are:

Planetree

Ensure person-centered experience and care (patient, families, employee)

Area and scope:
The Morumbi unit is certified with the Gold Credential

Magnet

Ensure quality standards and care practices that demonstrate nursing excellence

Area and scope:
Morumbi Unit

Joint Commission International (JCI) hospital accreditation

Attest to international hospital standards of excellence, quality and safety

Area and scope:
Morumbi, Alphaville, Jardins, Ibirapuera, Perdizes and Chácara Klabin and Paraisópolis units

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

Attest to quality of care in oncology

Area and scope: Morumbi and Perdizes units, Municipal Hospital Vila Santa Catarina

Key: Private System | Public system | Accreditation | Certification | Awards

Hospital Accreditation by the National Accreditation Organization (ONA) Level 3

Attest, based on national hospital standards of excellence in quality and safety, the existence of a culture of continuous improvement and its level of maturity

Area and scope: M'Boi Mirim Municipal Hospital – Dr. Moysés Deutsch and Hospital Municipal Vila Santa Catarina – Dr. Gilson de Cássia Marques de Carvalho

Society for Simulation in Healthcare (SSH)

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

Area and scope: Morumbi Unit

World Stroke Organization (WSO)

Ensure 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

Health Care Accreditation's Gold Star Standard (URAC)

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

Area and scope: Telemedicine

Outpatient Accreditation by the National Accredittion Organization (ONA) Level I

Attest, based on national standards, the good practices of activities, including structural and care aspects

Area and scope: UBS Arrastão, Vila Praia, Olinda, Alto Umuarama, Paraisópolis 1, Paraisópolis 3, Parque Regina, Jardim Mitsutani and Vila Prel

Commission on Accreditation of Rehabilitation Facilities (CARF)

Ensure specific quality and safety standards for rehabilitation

Area and scope: Morumbi, Alphaville, Klabin, Perdizes and Espaço Einstein units

American Society for Histocompatibility and Immunogenetics (ASHI)

Ensure the histocompatibility and immunogenetics process

Area and scope: **Clinical Pathology** Laboratory – Morumbi

Association for the Accreditation of Human Research Protection Program

Attest the application of best practices in human research

Area and scope:
Instituto Israelita de Ensino e Pesquisa Albert Einstein

American Association of Blood Banks (AABB)

Attest to the quality and safety of transfusion and cell therapy activities

Area and scope:
Department of Hemotherapy and Cell Therapy and Department of Molecular Biology – Morumbi

College of American Pathologists (CAP)

Attest to quality in the diagnostic process
in the clinical laboratory

Area and scope:
Laboratory and Pathological Anatomy - Morumbi Unit and Operational Technical Nucleus (NTO)

International Accreditation System for Interventional Oncology Services (IASIOS)

Attest good practices and clinical excellence for intensive radiology and oncology services

Area and scope:
Interventional Medicine – Morumbi

Clinical Laboratories Accreditation Program (PALC)

Attest the quality of laboratory services provided to patients and users

Area and scope:
Morumbi Unit, Operational Technical Nucleus and Advanced Units and Einstein Clinics

Foundation for the Accreditation of Cellular Therapy (FACT)

Attest quality and safety in bone marrow transplantation, and in the collection, processing and storage of umbilical cord. Einstein is the only accredited organization in Latin America

Area and scope: Morumbi Unit – Department of Hemotherapy, Cell Therapy and Clinical Program for Bone Marrow Transplantation

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

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

Area and scope: Surgery Experimentation and Training Center (CETEC)

Elderly-Friendly Seal

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

Area and scope: Morumbi Unit and Vila Santa Catarina Municipal Hospital – Dr. Gilson de Cássia Marques de Carvalho

ISO 9001

Attest the quality and safety standards in the provision of services by the Volunteer Department

Area and scope: Units Morumbi, Perdizes, Alphaville, Ibirapuera, Vila Mariana, Paraisópolis, Municipal Hospital Vila Santa Catarina – Dr. Gilson de Cássia Marques de Carvalho and Municipal Hospital M'Boi Mirim

ISO 14001/2015

Attest compliance with national standards in environmental sustainability management

Area and scope: Units Morumbi, Perdizes, Jardins, Ibirapuera, Chácara Klabin and Alphaville, as well as the Einstein Parque da Cidade, Alto de Pinheiros, Anália Franco and Ibirapuera Clinics, Residencial Israelita Albert Einstein (RIAE), the Santana Operational Technical Nucleus (NTO) and the Einstein Program in the Paraisópolis Community (PECP)

ISO 50001/2018

Attest compliance with the standards defined by the international standard, which establishes practices for the implementation of the Energy Management System

Area and scope: Units Morumbi, Perdizes, Alphaville, Jardins, Ibirapuera and Alto de Pinheiros

DIGITAL JOURNEY

Einstein has been making important investments in recent years in digital transformation, being one of the leaders in the use of technologies of this nature to improve quality, reduce cost and increase equity, for the benefit of society and the environment. Digital transformation is one of the strategic guidelines, which resulted in the implementation of Oracle Health EHR, an integrated health management system, the pioneering introduction of Telemedicine, patient safety and predictive analysis systems, as well as other monitoring, communication and relationship initiatives.

The use of *Big Data*, data analysis and artificial intelligence contributes to the reduction of risks and the improvement of the experience of patients, physicians and employees, to the qualification of information to streamline decisions and for greater transparency and security in processes. Technology is not an end in itself, but a patient-centered tool at the service of their care, following the General Data Protection Law.

With the Digital Transformation Program, the processes are improved and modified to ensure continuous improvement of flow in private and public operations, generating value for patients, doctors, employees and other stakeholders.

Cloud-based Sustainability

In 2023 Einstein approved a strategy for migrating infrastructure to the cloud, reducing hardware assets and, consequently, energy consumption.

EINSTEIN DIGITAL HEALTH PLATFORM

The Digital Health Platform is the set of applications that make up part of Einstein's digital transformation. It contributes to increased speed of operations, improved results in processes involving patients, doctors, employees, internal digital operations and health plan operators, and reduction of costs.

The platform is used in several areas, such as Telemedicine and Digital Check Up in Einstein outpatient units, and also supports specific operational stages of areas, such as in laboratories and home care. One of the focuses of activities on this front in 2023 was the unification of information for doctors and patients in a single interface, so that it is possible to simplify access to the patient's entire journey, regardless of the units involved.

Big Data assists in the accurate reading of reports for diagnostics

BIG DATA & ANALYTICS

The *Big Data area* is responsible for the storage, organization and treatment of large volumes of data, as well as the development and use of analysis tools (*Analytics*) to manage this information and its applications. The activity follows the rules recently introduced by European legislation, considered the most advanced, as well as Einstein's Policy on the Ethical Use of Artificial Intelligence. Currently at Einstein there are 62 AI solutions in use in 14 areas and more than 100 algorithms in use in the Digital Health Platform or coupled with other equipment, which contribute to improving the day-to-day care.

In order for physicians to have a full view of the patient's clinical information, such as history of hospitalizations, exams and surgeries, H.Story was created, an intuitive platform that uses AI to support professionals in diagnoses and prognoses. The application of H.Story began in maternal and child medicine, imaging, laboratories and precision medicine.

Through PROADI-SUS, Einstein collaborates with the Trauma project, which seeks to integrate and interoperate the health information systems of the Ministry of Health to strengthen the surveillance of accidents and violence. Previously, lack of integration resulted in repetition of trauma event logs across different systems. Trauma now unifies this data, allowing a more accurate and effective view of the nature and frequency of events in each region. This enables public managers to make informed decisions, such as installing traffic lights in places with a high rate of run-overs or reinforcing the police presence in areas with many cases of violence.

It also supports the structuring of the National Health Data Network, creating a *back-end* (database on servers) of vaccination card records. After the creation of the platforms, the source code becomes property of the Ministry of Health.

Also among the highlights of 2023 is a free online course for more than 1,500 registered health professionals and researchers on clinical research data analysis, developed with the support of the pharmaceutical company Pfizer.

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 more encompassing understanding of the individual and, thus, assess the risk of health conditions prior to their onset, as well as to act in cases already diagnosed, with better indication for treatments.

Oncology and hematology are areas that already benefit from precision medicine, also applicable to cardiology, neurology, psychiatry and rheumatology, and to identify the risk of diseases such as Alzheimer's and heart diseases.

The advantages range from prevention to treatment, which can be improved and customized for medications that best fit each person, to better adapt to the individual and reduce side effects, in addition to contributing to possible protocol changes based on the behavior of a group of patients.

The Precision Medicine Program uses an advanced data and analysis structure, P4M, and tests such as Predicta, for genetic sequencing, which maps more than 560 genes and can identify more than 20 types of cancer. With the analysis of robust databases, it will be possible to anticipate study results that would take more than 15 years down to about two years.

For studies developed internally, the analysis of 250 patients with pancreatic tumor, plus studies and clinical trials, resulted in a change in the preoperative chemotherapy protocol, directing some cases directly to surgery. The analysis of 38,000 obstetric ultrasounds supported the creation of an algorithm that evaluates the nutrition of fetuses and contributed to reducing the risks of low birth weight in babies.

Knowledge in this area is discussed and shared at the Einstein International Symposium on Precision Medicine. In its third edition, in September 2023, the event had 785 participants in São Paulo and online and brought together Einstein's 16 Centers of Excellence in Personalized Medicine, as well as working groups bringing doctors together to discuss improvements in treatment based on precision medicine tools.

Genome sequencing is one of the dimensions in precision medicine

TELEMEDICINE AND TELEMONITORING

Telemedicine

A pioneer in Brazil, Einstein's Telemedicine offers a wide coverage of services to companies, operators and health organizations, in public and private care. Created in 2012, it grew exponentially during the covid-19 pandemic and became a reference platform for access, quality and technological evolution. Telemedicine also contributes to Einstein's purpose of offering health equity by reaching Brazilians in hard to reach regions, or with a lack of specialist physicians and ICUs, and serves as a complementary care platform that is part of a PROADI-SUS project.

The Care Monitoring Center (CMOA) monitors patients in real time

There were 513.8 thousand telemedicine consultations, 301.1 thousand in private health and 212.7 thousand in public health, a growth of 117% and 123.6%.

Monitoring

Another example of the improvement of health care services through digitalization is the Care Monitoring Center (CMOA). With it, continuous and real-time monitoring of patients from the Morumbi Unit, outpatient units in private health and the Municipal Hospital Vila Santa Catarina is carried out.

Using Oracle Health EHR, which integrates patient care data with diagnostic exams, treatment courses and prescribed medications, there is real-time exchange of information, automating data collection and reducing the risk of errors. CMOA uses the application to extract and monitor a series of indicators in real time and generate alerts in case of risks or deviations in pain levels, delay in medication, allergies and blood glucose levels, for example.

Another important activity of CMOA is the centralization of cameras and monitoring of patients' parameters, to increase the perception of the environment by healthcare professionals. This mitigates attention deviations that could impact the monitoring of patient safety.

2

CARE

Einstein has expanded the impact of its activities on care, bringing quality health to an increasing number of Brazilians through physical or digital presence. In the private sector, it announced a collaboration for the management of a hospital that will serve a new segment of patients, established new international alliances in oncology and strengthened its service structure in Goiânia. In the public sector, it increased its capacity to provide care and perform surgeries in the municipal hospitals of São Paulo that it manages, cleared the queue for surgeries at the Aparecida de Goiânia hospital and signed a contract for the management of an orthopedic hospital in Bahia.

CARE

GRI 2-6, 3-3 – ACCESS TO HEALTH, 3-3 - DISEASE PREVENTION AND HEALTH PROMOTION

Patient undergoing dialysis procedure at the Morumbi Unit

PROFILE AND STRUCTURE

The Einstein Health Model is an integrated system made up of coordinated elements 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** - promotion, prevention and immunization programs, offices and outpatient clinics;
- **Secondary** - low and medium complexity outpatient and hospital services, which include urgency and emergency services and diagnostic medicine;
- **Tertiary** - highly complex hospital services;
- **Quaternary** – Services such as tissue and organ transplants.

Care services are subdivided into Private Care, through hospitals, offices, outpatient units, and clinics, focused mainly on Supplementary Health, and Public Care, through SUS hospitals and outpatient units of the Brazilian Public Health System (SUS) managed by Einstein.

Einstein's Diagnostic Medicine provides services to these Care segments, as well as to other hospitals and clinics.

UNITS AND ACTIVITIES

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

PRIVATE HEALTH 29 UNITS

Hospitals	Operational and Hospital Technical Centers of Diagnostic Medicine	Rehabilitation and Sports Medicine Facility	Advanced units	Einstein Clinics	On-site Clinics
2	4	1	5	5	12
SP • GO	SP • GO	SP	SP	SP	SP • PA • DF

PUBLIC HEALTH 35 UNITS

Hospitals	Emergency Care Units (UPA)	Pediatric Specialty Medical Outpatient Clinic (AME-P)	Psychosocial Care Center (CAPS)	Operational and Hospital Technical Centers of Diagnostic Medicine	Therapeutic Residence Service (SRT)	Ambulatory Medical Assistance Units (AMA)	Basic Health Units (UBS)
4	2	1	4	5	2	3	14
SP • GO • BA	SP	SP	SP	SP • GO • BA	SP	SP	SP

Einstein improves position in international excellence ranking

Einstein was considered the 28th best hospital in the world by the World's Best Hospitals 2024, in a Newsweek ranking. The hospital, which rose six places from the previous year, is the best in the Southern Hemisphere and Latin America. The ranking is prepared in partnership with Statista Inc. and based on recommendations from healthcare professionals, patient surveys and key medical performance indicators on four continents.

The annual survey is carried out with about 80,000 professionals from over 28 countries, and highlights health centers that work based on good care practices, advances in medicine and science.

In 2023, Einstein was considered by the World's Best Specialized Hospitals 2024 ranking as the best in Latin America in Gastroenterology, Oncology and Orthopedics, and also stood out in Cardiology, Cardiac Surgery, Endocrinology, Neurosurgery, Pediatrics, and Urology. It also led the ranking of smart hospitals in Latin America in the World's Best Smart Hospitals 2024, evidencing its pioneering in innovation and technology in health, including the use of artificial intelligence and robotics.

VALUE-BASED HEALTH

GRI 3-3 – HEALTH SERVICES REMUNERATION MODEL

Actions in Value-Based Health Care (VBHC) aim to contribute to a transformation of the health system based on two pillars: the construction of integrated units of practices, focused on clinical conditions or on segments of the population, and a change in the form of remuneration for health services, no longer based on the volume of care provided and the price determined by the use of resources, but rather focused on outcomes (results obtained with treatment), generating value for patients and the health system.

With the production of the Value Dossier, revised in 2023, Einstein now has a report that aggregates indicators to quantify deliveries to patients, by specialty, in the pillars of pertinence, outcomes, costs and patient experience. Thus, the patient's entire journey is evaluated from appropriate time to care, compliance with the measures recommended in protocols, and quality of life after medical discharge.

These analyzes combine the vision of cost and clinical benefit for each case, allowing identification of points of improvement in quality, care safety and reduction of waste. In addition, the data show the gains from implementing protocols, the possibility of reducing adverse events and avoiding damage for the patient and costs for health plan operators and the health system.

Access the 2023 Value Dossier

In radiotherapy, state-of-the-art equipment ensures more effective treatments

PATIENT SAFETY

GRI 3-3 – PATIENT HEALTH AND SAFETY

The Patient Safety System is based on proactive risk management, monitoring and analysis of performance indicators and corrective actions and continuous improvement. Standards, objectives and quality and safety controls are applied in all units in which Einstein operates in private and public health, with specific action plans developed for each.

The objective is to achieve High Reliability, an attribute of organizations that operate in high-risk sectors for long periods without serious accidents or catastrophic failures. Applied to health, this concept means eliminating catastrophic events and reducing serious events, nosocomial infections and other relevant damages related to care.

Einstein's strategic alliance with IHI includes supporting the development of culture and knowledge related to the Science of Improvement, from training courses and the training of fellows, the highest level of training in IHI. The first fellowship in Latin America was held at Einstein in 2015 and Einstein has five active fellows.

PATIENT CARE

KEY PATIENT SAFETY INDICATORS
TOTAL PUBLIC AND PRIVATE HOSPITALS AND PUBLIC UPAS

	2021	2022	2023	△ 2023/2022
Incidence density of central line-associated bloodstream infection (CVC)[1]	1.54	0.95	0.79	-16.8%
Incidence density of ventilator-associated pneumonia (MV)[2]	2.89	1.83	0.83	-54.6%
Incidence density of indwelling catheter-associated urinary tract infection (UTI)[3]	1.09	0.80	0.73	-8.8%
Surgical site infection rate in clean surgery[4]	0.37%	0.44%	0.50%	+ 0.06 p.p.
Never Events	0.26	0.10	0.06	-40.0%
Serious events rate[5]	0.22	0.15	0.12	-20.0%
Catastrophic events rate[6]	0.28	0.27	0.16	-40.7%

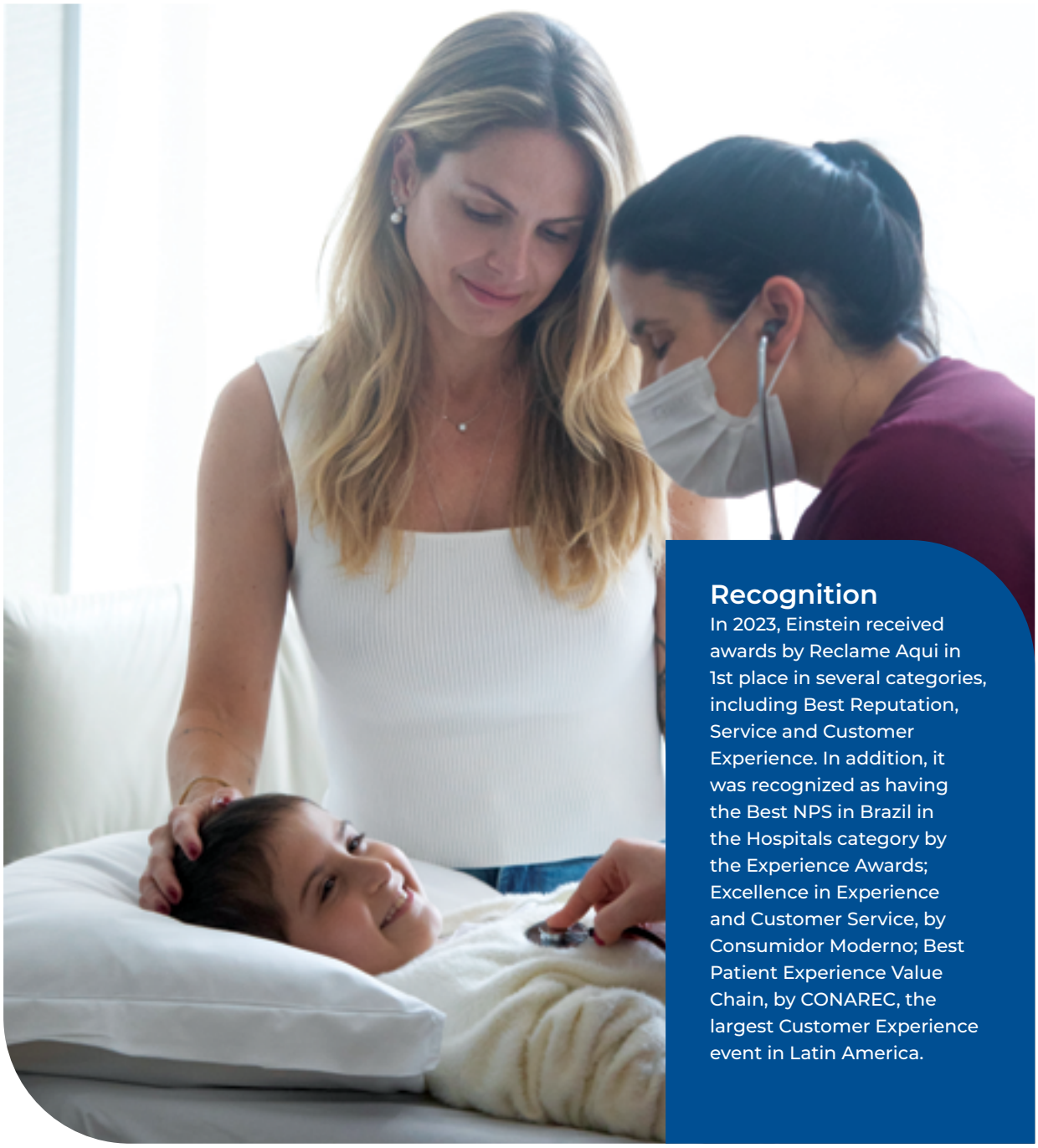
[1] Number of primary central line-associated bloodstream infections per day per 1.000 central line-days.
[2] Number of ventilator-associated pneumonia per 1,000 mechanical ventilation-days.
[3] Number of UTIs per 1000 indwelling catheter-days.
[4] Number of Clean Surgery Surgical Site Infections.
[5] Total number of events with serious damage (temporary damage requiring advanced life support and/or surgical intervention to
reverse the damage) divided by the total number of external + internal + emergency.
[6] Total number of events with catastrophic damage (permanent damage or death) divided by the total number of external + internal + emergency.
Note: Data from January to December 2023. Data include the units Morumbi, MDA, HMVSC with UPA, HMMD, Einstein Goiânia, UPA Campo Limpo and HMAP. Serious Events do not include LPs 3 and 4 with moderate damage.

For the fourth time, Einstein received the Gold Seal of Excellence in Person-Centered Care from Planetree International. The Seal attests to excellence in providing patient-, family-, companion-, employee-, and physician-centered care based on evidence and standards. Einstein is the only hospital in Brazil to have the highest level of certification and one of six worldwide that have received this certificate four times.

RELATIONSHIP WITH THE PATIENT

GRI 3-3 PATIENT EXPERIENCE

Einstein performs integrated management of different factors affecting the relationship with patients, their perception and the meeting of their expectations and needs. The pillars of this management are expressed in the acronym SPA: patient Safety, Passion to serve and Attention to detail, all aligned with the Quintuple Aim Care Experience.



Recognition

In 2023, Einstein received awards by Reclame Aqui in 1st place in several categories, including Best Reputation, Service and Customer Experience. In addition, it was recognized as having the Best NPS in Brazil in the Hospitals category by the Experience Awards; Excellence in Experience and Customer Service, by Consumidor Moderno; Best Patient Experience Value Chain, by CONAREC, the largest Customer Experience event in Latin America.

In 2023, behavioral segmentation models were developed, linked to the design of patient journeys. Among the initiatives of the year, the project Customer Eyes trains and prepares multidisciplinary teams, both those which are part of the care services and administration, to receive immediate feedback and act quickly to correct any problem.

Another project aimed at listening and exchanging with patients is the organization of Advisory Boards. In 2023, seven groups of Einstein patients and their families participated in a series of meetings to discuss topics important to improving the experience. Approximately 110 patients and family members were divided among the following themes: team training, patient education and engagement, diversity, inclusion and accessibility, infrastructure, hospitality and facilities, patient safety and communication channels dedicated to patients at the Alphaville Unit.

Following the guidelines of the Planetree Certification, there is also the Care Governance Committee, which discusses practices to promote the care partnership, composed of 30 members: ten members from Einstein leadership, ten professionals who work in assistance and care and ten patients and/or family members. Among the results of the Committee's discussions, the Manual of the Care Partnership Program and new features in the Meu Einstein app were created, such as the health questionnaire for patients in the Rehabilitation unit and improvements in the layout/usability of the app.

PATIENT EXPERIENCE[1]

NET PROMOTER SCORE (NPS) OF PATIENTS	2021	2022	2023	Δ 2023/2022
Outpatient Network (Private Care)[2]	79.4	76.8	80.4	4.7%
Diagnostic Network (SP and GO Exams – Private Care)	79.8	73.7	79.4	7.7%
Hospitals	81.5	80.4	79.3	-1.4%
NPS Per Unit				
Morumbi	77.7	73.5	77.8	5.9%
Goiânia	-	85.3	80.8	-2.2%
Vila Santa Catarina	ND	85.3	88.9	4.2%
M'boi Mirim	ND	62.9	59.4	-5.6%
HMAP	-	ND	97.0	NA
Total Einstein	81.3	76.3	80.2	5.1 %

[1] Score of how much patients would recommend Einstein, on a scale of –100 (absolutely would not recommend) to 100 (certainly would recommend).

[2] Outpatient network reflects the following services: Vaccine, CMA (consultations), Check-up, Emergency Units, Einstein Clinics, Oncology (outpatient, radiotherapy and chemotherapy), rehabilitation, ONSITE, telemedicine and EAV.

PRIVATE CARE

GRI 3-3 - ACCESS TO HEALTH, 3-3 - DISEASE PREVENTION AND HEALTH PROMOTION

MORUMBI UNIT

The Morumbi hospital unit has a 24-hour Emergency Room, full Diagnostic Medicine infrastructure, two surgical centers with 35 rooms, doctors' offices, vaccination, maternity, a complete center for the treatment of cancer and hematological diseases, a blood bank, a rehabilitation center and a system expanding intelligent rooms – personalized environments with specific functionalities that allow the patient to control various devices remotely. There are 710 beds, and more than 65,000 hospital admissions in 2023.

Pioneering Robotic Surgery

Einstein has been a pioneer in Robotic Surgery in Brazil since 2007, when the first group of doctors trained to operate with the aid of robots in the United States. The first procedure was performed at the Morumbi unit in 2008, and contributed to the regulation of the practice by the Federal Council of Medicine. In 2019, Einstein's Robotic Surgery Training Center established replicable training criteria and its international graduate degree in robotic surgery attracted about 1,300 surgeons from nine countries between 2020 and 2023. The Vila Santa Catarina Municipal Hospital, managed by Einstein, received a robotic platform in 2021, democratizing access to technology. In 2023, the organization saw a 24% increase in the number of robotic surgeries and eight robots, the most recent acquisition being the Hugo™ RAS Robot, whose configuration reduces possible blood loss, infection risks and postoperative discomfort. The equipment has artificial intelligence capabilities, high-resolution images and greater connectivity with surgical center and hospital devices.

Maternal and child care and assisted reproduction

Einstein's maternal and child care follows through a journey of transformation based on three principles: focus on women's integral health, reimagining reproductive health for the inclusion of homosexual and transgender couples and expansion of the scope of care provided by pediatricians, from newborns to young adults up to 21 years of age, avoiding the lack of coverage of certain age groups or with low availability of professionals to provide care.

In assisted reproduction with homosexual and transgender couples, the objective has been to ensure equity, seeking to offer improvements during labor and postpartum, which includes everything from the team's education in relation to inclusive language and elimination of biases to building an experience with breastfeeding made through processes of relactation or lactation of people who have mammary glands, even if they have undergone physical transformation, for example.

GOIÂNIA UNIT

The unit in Goiânia was opened in 2022 and is the first Einstein hospital outside São Paulo. With a total area of 18,000 square meters, 24-hour emergency care, 35 operational beds, intensive care and bone marrow transplantation, it also has the first robotic surgery platform in the state, with 800 procedures performed in 2023 and advances in the training of professionals in the region.

The service and management protocols showed the differention of the unit for the region. Initiatives in the ICU were recognized with the Top Performance Seal, granted to intensive care units throughout the country that presented high efficiency by Epimed Solutions, the company responsible for the monitoring system of care indicators. In 2023, monitoring showed that patients admitted to the ICU of Hospital Einstein de Goiânia had a 46% lower mortality than expected according to the patient's severity profile.

Among the investments in technology made throughout the year is a room dedicated to orthopedic surgery, with video equipment, a recording system and surgical arch, in addition to adequate materials for each subspecialty. The unit also opened a microbiology laboratory and executive check-up area, the latter with an area of 550 square meters and nine doctors' offices, concentrating all care and ensuring privacy to patients. The opening of the pediatric ward is planned for 2024.

CARE

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

	2021	2022	2023	Δ 2023/2022
Operational beds	**761**	**757**	**745**	**-1.6%**
Morumbi Unit	686	711	710	-0.1%
Goiânia Unit	75	46	35	-23.9%
Operating Rooms	**43**	**43**	**43**	**0.0%**
Morumbi Unit	35	35	35	0.0%
Perdizes Unit	3	3	3	0.0%
Goiânia Unit	5	5	5	0.0%
Average Length of Stay (in days)	**3.8**	**3.4**	**3.3**	**-3.6%**
Morumbi Unit	4.0	3.6	3.4	-4.2%
Goiânia Unit	4.3	2.3	2.4	6.9%
Occupancy rate (%)	**83.9%**	**85.6%**	**85.9%**	**+0.3 p.p.**
Morumbi Unit	85.7%	88.0%	87.7%	-0.3 p.p.
Goiânia Unit	67.4%	48.5%	52.1%	+3.6 p.p.
Patients/day	**229,158**	**230,517**	**232,583**	**0.9%**
Morumbi Unit	211,178	222,542	225,712	1.4%
Goiânia Unit	17,980	7,975	6,871	-13.8%
Surgeries	**35,622**	**41,911**	**43,129**	**2.9%**
Morumbi Unit	30,773	36,973	37,769	2.2%
Perdizes Unit	3,073	2,902	3,211	10.6%
Goiânia Unit	1,776	2,036	2,149	5.6%
Number of deliveries	**3,857**	**3,932**	**3,624**	**-7.8%**
Morumbi Unit	3,857	3,932	3,624	-7.8%
Hospital discharges	**59,829**	**68,370**	**71,546**	**4.6%**
Morumbi Unit	52,716	62,053	65,573	5.7%
Perdizes Unit	4,143	3,523	2,840	-19.4%
Goiânia Unit	2,970	2,794	3,133	12.1%
Discharges with Overnight Stay	**614**	**442**	**462**	**4.5%**
Perdizes Unit	614	442	462	4.5%
Beds/day	**273,203**	**269,265**	**270,671**	**0.5%**
Morumbi Unit	246,541	252,836	257,485	1.8%
Goiânia Unit	26,662	16,429	13,186	-19.7%

All the above data were reviewed by the epidemiology team, in order to build a rationale with the same rule used in the data each year. As a result, a historical review has been possible for data since 2021 using the same rule, thus correcting significant changes between information reported in these periods.
* The number of beds on December 31 of that year is considered.

DIAGNOSTIC MEDICINE

With more than 3,300 dedicated employees and a capacity to perform 6 million tests per month, Einstein's Diagnostic Medicine offers cross-sectional support to outpatient and hospital services in the private and public systems serving patients, health organizations and companies. It has a portfolio of more than 4,000 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 for its commitment to permanent evolution.

TESTS

TESTS PROCESSED	2021	2022	2023	Δ 2023/2022
Total tests performed	**10,432,143**	**9,021,446**	**9,334,540**	**3.5%**
Advanced units and Einstein Clinics	**3,092,647**	**3,355,184**	**3,676,740**	**9.6 %**
Laboratory	2,680,424	2,877,545	3,123,002	8.5%
Image	354,908	414,431	477,904	15.3%
Other Tests	57,315	63,208	75,834	20.0%
Morumbi Units	**7,090,233**	**5,485,654**	**5,461,859**	**-0.4%**
Inpatients	**1,958,370**	**1,811,750**	**1,841,529**	**1.6%**
Laboratory	1,827,019	1,676,136	1,696,690	1.2%
Image	102,840	105,630	112,723	6.7%
Other Tests	28,511	29,984	32,116	7.1%
Outpatient (includes home care)	**2,730,559**	**2,896,601**	**3,144,106**	**8.5%**
Laboratory	2,509,205	2,642,109	2,867,195	8.5%
Image	165,857	190,271	205,070	7.8%
Other Tests	55,497	64,221	71,841	11.9%
Emergency	**323,408**	**383,068**	**405,574**	**5.9%**
Laboratory	274,963	314,719	327,625	4.1%
Image	47,555	67,331	76,906	14.2%
Goiânia Unit	**248,815**	**180,608**	**195,941**	**7.8%**
Inpatients	**174,992**	**68,148**	**54,411**	**-20.2%**
Laboratory	165,481	63,990	51,494	-19.5%
Image	9,008	3,845	2,641	-31.3%
Other Tests	503	313	276	-11.8%
Outpatient (includes home care)	**39,017**	**77,174**	**109,082**	**41.3%**
Laboratory	33,321	67,595	92,284	36.5%
Image	4,913	7,815	13,552	73.4%
Other Tests	783	1,764	3,246	84.0%
Emergency	35,254	35,286	32,488	-7.9%
Laboratory	32,515	31,880	28,889	-9.4%
Image	2,726	3,386	3,541	4.6%
Other Tests	13	20	18	-10.0%

CHECK-UPS

CHECK-UPS	2021	2022	2023	Δ 2023/2022
Check-ups: Jardins and Parque da Cidade Units	**8,892**	**13,576**	**17,605**	**29.7%**
Jardins	8,892	10,026	11,494	14.6%
Parque da Cidade	-	3,550	6,111	72.1%

OUTPATIENT CARE

With highly specialized clinical staff, Einstein's Outpatient Care services have specialty offices, 24-hour emergency room for adults and children, women's health centers and immunization clinics, and external primary care clinics and on-site clinics.

TOTAL VOLUME	2021	2022	2023	Δ 2023/ 2022
Outpatient consultations	**831,926**	**1,001,646**	**1,158,424**	**15.7%**
Primary Care				
Einstein Clinics	5	5	5	0.0%
On-site Clinics	6	8	13	62.5%
Consultations	181,081	189,046	281,430	48.9%
Consultations[1]	87,184	108,702	152,288	40.1%
(%) Consultation-Nursing[2]	24.0%	33.0%	26.0%	-7 p.p.
Resolution rate[3]	86.3%	81.0%	82.0%	1 p.p.
Link[4]	-	32,082	39,381	22.8%
Emergency Care Unit (UPA)				
Consultations in emergency	**241,990**	**351,688**	**357,956**	**1.8%**
Morumbi, Perdizes, Ibirapuera, Chácara Klabin, Alphaville	237,365	344,255	351,654	2.1%
Goiânia	4,625	7,294	6,302	-13.6%
Emergency Consultations per unit (SP)				
Morumbi Unit	96,124	135,697	140,842	3.8%
Perdizes Unit	36,031	52,465	54,999	4.8%
Ibirapuera Unit	44,141	64,534	64,052	-0.7%
Chácara Klabin Unit	20,476	32,622	32,834	0.6%
Alphaville unit	40,593	58,937	58,927	0.0%

Medical consultations – Morumbi and Advanced Units				
Medical consultations	**297,766**	**351,278**	**385,690**	**9.8%**
São Paulo	297,256	345,338	377,484	9.3%
Goiânia	510	5,940	8,206	38.1%
Medical consultations by Unit in São Paulo				
Espaço Einstein	-	535	2,759	415.7%
Oncology – Morumbi	22,085	24,720	27,204	10.0%
Alphaville unit	38,336	43,838	47,692	8.8 %
Chácara Klabin Unit	6,866	11,463	16,124	40.7%
Jardins Unit	6,835	8,414	9,573	13.8%
Morumbi Unit - Appointments	193,065	217,966	227,665	4.4%
Perdizes Unit	30,069	38,380	44,075	14.8%
Parque da Cidade Unit	-	22	2,392	10,772.7%
Consultations by the Multiprofessional Team				
Total consultations	**30,011**	**26,250**	**28,858**	**9.9%**
Espaço Einstein		111	296	166.7%
Oncology – Morumbi	3,528	2,823	2,252	-20.2%
Alphaville unit	5,927	4,934	5,143	4.2%
Chácara Klabin Unit	1,204	1,164	1,532	31.6%
Jardins Unit	617	724	1,078	48.9%
Morumbi Unit CHCO	14,556	14,067	15,544	10.5%
Perdizes Unit	4,179	2,418	2,937	10.5%
Parque da Cidade Unit	-	9	76	744.4%
Immunization Center				
Total vaccines administered	**77,750**	**73,359**	**78,123**	**6.5%**
Vaccines – Morumbi Unit, Advanced Units and Einstein Clinics	49,625	39,587	43,324	9.4%
Vaccinations – Home	28,125	33,772	34,799	3.0%
Rehabilitation Center				
Outpatient consultations	**81,078**	**83,384**	**104,490**	**25.3%**

[1] Including Primary, specialists and walk in.
[2] Among Primary Care consultations.
[3] (%) of medical consultations in which care was not referred to another medical specialty.
[4] Lives linked to Primary Care (Einstein employees and companies contracted by Capitation).

EINSTEIN ATÉ VOCÊ (EINSTEIN CLOSER TO YOU)

Einstein Até Você is a home service for laboratory tests, immunization, ultrasound, polysomnography, cardiological examinations and drug infusion, as well as low-complexity home hospitalizations, supported by Telemedicine. It is available in São Paulo, Sorocaba (SP), Goiânia and Rio de Janeiro.

ESPAÇO EINSTEIN

Espaço Einstein, which opened in 2022, in São Paulo, is a unit dedicated to physical rehabilitation and improvement of sports performance, which serves both beginners in guided sports practice and patients who already practice high-performance physical activity, offering support to maintain intensity, improve performance or recover from injury.

Among the services offered by Espaço Einstein are yoga, groups of consultants for running and physical conditioning, in addition to physical activity programs for the neighboring community.

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. With a larger structure than Einstein Clinics, they have emergency care (except the Jardins Unit), consulting rooms, imaging and laboratory tests, physical therapy, and vaccination, among other services.

Designed to decentralize care and make it more accessible to patients, the five units, together, accounted for around 210,000 visits through the Emergency Care.

EINSTEIN CLINICS

Einstein Clinics are outpatient units that offer primary health care and care coordination. There are five own units and another 12 in companies in which the patient is followed by a team, valuing 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, promoting a more efficient and rational use of resources.

ONCOLOGY AND HEMATOLOGY

Oncology and Hematology are part of Einstein's strategic specialties. They follow an integrated model, which includes clinical, pediatric, geriatric, interventional, surgical, dental, radiotherapy, nutrology, nutrition, rehabilitation, physical therapy, psychology, psychiatry, integrative medicine and palliative care.

Oncology and Hematology activities are carried out, in private care, at the Morumbi Unit, at the Einstein Família Dayan Oncology and Hematology Center – Daycoval and Cellular Therapy for Cancer. At the Perdizes Advanced Unit, consultations, tests, chemotherapy and radiotherapy are carried out. In public care, the Vila Santa Catarina Municipal Hospital has the Bruno Covas Advanced Oncology Diagnosis and Treatment Center. Radiotherapy in public care is performed at the Perdizes Unit.

Einstein also has the Oncology and Hematology Network, an alliance with hospitals and clinics in Brazil that offers services that meet Einstein standards and stimulate the technical and scientific cooperation of its members through case discussion and dissemination of practices and knowledge, as well as support in the design and development of new operations.

Two hospitals outside São Paulo joined the network in 2023, Hospital Real Português de Recife and Santa Casa de Porto Alegre, which are in addition to the Oncology Institute of Paraná, Clínica Sensumed (AM), Cettro (DF), Confiar (GO) and Hospital São Vicente de Guarapuava (PR). In the capital of São Paulo, Samaritano, Oswaldo Cruz and Hcor Hospitals are part of its oncology activities.

Among international contributions, in 2023, oncology has benefited from the technical-scientific exchange with McGill University, in Montreal, Canada, with the exchange of professionals and protocol support. A highlight is the application of the hypofractionation technique in radiotherapy, a method that reduces the need for the patient to go to the hospital and expands access to quality treatment. Einstein also has a consulting and technical agreement with City of Hope, in the United States, one of the main national cancer research and treatment centers.

International certification in oncology

The units dedicated to oncology Morumbi and Vila Santa Catarina received, in early 2024, the Quality Oncology Practice Initiative Certification, an accreditation granted by the American Society of Clinical Oncology (ASCO) for quality of care in oncology. Vila Santa Catarina is the first public hospital in Brazil to receive this certification.

ONCOLOGY AND HEMATOLOGY – PRIVATE CARE

	2021	2022	2023	Δ 2023/2022
Medical consultations	20,151	22,539	25,059	11.2%
Consultations in Oncological Emergency	994	1,214	1,207	-0.6%
Surgical oncology procedures	5,117	5,700	7,056	23.8%
Bone marrow transplants	54	65	70	7.7%
Patients undergoing chemotherapy	1,539	1,618	1,907	17.9%
Outpatient chemotherapy sessions	13,909	15,619	16,355	4.7%
Outpatient radiotherapy sessions	29,143	28,607	26,957	-5.8%
Patients/day	15,150	14,816	16,636	12.3%

ONCOLOGY AND HEMATOLOGY – PUBLIC CARE

	2021	2022	2023	Δ 2023/2022
Medical consultations	33,901	42,118	55,840	32.6%
Surgical oncology procedures	2,602	2,935	3,346	14.0%
Patients undergoing chemotherapy	2,879	3,108	3,176	2.2%
Outpatient chemotherapy sessions	12,514	13,483	14,613	8.4%
Patients/day	21,120	29,529	33,975	15.1%

ONCOLOGY AND HEMATOLOGY – TOTAL

	2021	2022	2023	Δ 2023/2022
Medical consultations	54,052	64,657	80,899	25.1%
Consultations in Oncological Emergency	994	1,214	1,207	-0.6%
Surgical oncology procedures	7,719	8,635	10,402	20.5%
Bone marrow transplants	54	65	70	7.7%
Patients undergoing chemotherapy	4,418	4,726	5,083	7.6%
Outpatient chemotherapy sessions	26,423	29,102	30,968	6.4%
Outpatient radiotherapy sessions	29,143	28,607	26,957	-5.8%
Patients/day	36,270	44,345	50,611	14.1%

PUBLIC **CARE**

GRI 3-3 - ACCESS TO HEALTH, 3-3 - DISEASE PREVENTION AND HEALTH PROMOTION

Einstein operates in health care in the public system through 35 units, which include four hospitals: M'Boi Mirim Municipal Hospital – Dr. Moysés Deutsch, through a management contract with the Dr. João Amorim Studies and Research Center (Cejam); Vila Santa Catarina Municipal Hospital – Dr. Gilson de Cássia Marques de Carvalho, through agreement; the Municipal Hospital Aparecida de Goiânia – Iris Rezende Machado, through a collaboration agreement; and, since March 2024, the State Orthopedic Hospital, through a management contract with the state of Bahia.

PRIMARY CARE AND CARE NETWORK

For 22 years working with SUS, which began with primary care with the city of São Paulo, is one of the ways that Einstein generates value for society and contributes to greater equity in health care. In 2023, Einstein's units carried out more than 800,000 medical consultations and 4.3 million other consultations (see table).

In the districts of Campo Limpo and Vila Andrade, where about 400,000 people live, Einstein operates the public primary care network, offering access to longitudinal, comprehensive and coordinated care through 14 Basic Health Units (UBS) and 92 Family Health Strategy teams. About 80% of the population of the region is registered by the work of the family health teams, which bring to the population initiatives for the promotion, prevention, treatment and rehabilitation of health. Einstein also manages three Outpatient care units (AMA) and an Pediatric Specialties AMA, which operate integrated into the primary care network. They meet the spontaneous demand for low and medium complexity diseases, and the Pediatric AMA offers consultations and exams to patients referred by the Regulatory Complex throughout the municipality.

Psychosocial Care Centers (CAPS) have the mission of providing mental health care for people with severe and persistent disorders and/or needs arising from the use of alcohol and other drugs, their families and the community, promoting autonomy, social reintegration, reduction of social and health damage, and generation of knowledge.

Einstein operates four CAPS units, one Adult CAPS modality III, a unit that is linked to two Therapeutic Residence Services (SRT) modality II, which are dwellings intended for former long-term psychiatric hospitalization patients, each with ten beds; two Alcohol and other Drugs CAPS modality III; and one Child-Youth CAPS modality II. In these units, over 118 thousand consultations were carried out in 2023.

PRIMARY CARE ACTIVITIES WITH THE CITY OF SÃO PAULO

	2021	2022	2023	Δ 2023/2022
Units	23	24	24	0.0%
Medical consultations	645,456	744,900	807,375	8.4%
Other services	3,633,282	4,239,648	4,350,362	2.6%
Total	4,278,738	4,984,548	5,157,737	3.5%

Family Health Strategy (ESF)	**2021**	**2022**	**2023**	**Δ 2023/2022**
Basic Health Units (UBS)*	14	14	14	0.0%
Family Health Teams	92	92	92	0.0%
Registered families	98,686	105,142	106,383	1.2%
Registered people	262,034	296,146	319,782	8.0%
Medical consultations	378,119	400,605	412,945	3.1%
Other services[1]	2,650,040	2,888,736	2,828,328	-2.1%
Total	3,028,159	3,289,341	3,241,273	-1.5%

Outpatient care (AMA)				
Units	3	3	3	0.0%
Medical consultations	230,299	310,268	359,041	15.7%
Other services	878,476	1,228,704	1,366,789	11.2%
Total	1,108,775	1,538,972	1,725,830	12.1%
Consultations in emergency				
AMA Pirajussara 24h[2]	65,770	128,545	150,973	17.4%
AMA Paraisópolis 24h	128,701	144,614	160,586	11.0%
AMA Vila Prel 12h	63,042	68,183	66,665	-2.2%
Total emergency consultations	257,513	341,342	378,224	10.8%

* 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.

Pediatric Specialties Medical Care (AME–Pediatric)[3]				
Units	1	1	1	0.0%
Medical consultations	24,917	23,821	24,635	3.4%
Other services	46,302	42,262	47,526	12.5%
Total	71,219	66,083	72,161	9.2%

Psychosocial Care Centers (CAPS)[4]				
Units	3	4	4	0.0%
Medical consultations	12,121	10,206	10,754	5.4%
Other services	58,464	79,946	107,719	34.7%
Total	70,585	90,152	118,473	31.4%

Therapeutic Residence Service (SRT)[5]				
Units	2	2	2	0.0%
Residents	20	20	20	0.0%

Immunization Clinic[6]				
Units with Immunization Service	14	14	14	0.0%
Vaccine Coverage (among children under 1 year)	97.2%	98.7%	99.0%	0.3%
Doses of Vaccines Administered (Covid-19)	687,011	412,455	142,450	-65.5%
Doses of Vaccines Administered (Routine)	206,584	264,114	299,184	13.3 %
Total Vaccine Doses Administered	893,595	676,569	441,634	-34.7%

Emergency Care Unit (UPA)	2021	2022	2023	Δ 2023/2022
Consultations	**315,237**	**356,521**	**365,411**	**2.5%**
UPA Campo Limpo	152,138	176,647	174,900	-1.0%
UPA Vila Santa Catarina	163,099	179,874	190,511	5.9%
Tests	**746,404**	**791,454**	**893,410**	**12.9%**
UPA Campo Limpo	477,801	484,197	562,044	16.1%
UPA Vila Santa Catarina	268,603	307,257	331,366	7.8%

[1] 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, capillary blood glucose).
[2] It became 24 hours in 2022, explaining an increase in care.
[3] AMA Pediatric Specialties Campo Limpo.
[4] Adult CAPS III Paraisópolis, Alcohol and Drugs CAPS III Campo Limpo, Alcohol and Drugs CAPS III Paraisópolis, Pediatric CAPS II Campo Limpo.
[5] SRT Campo Limpo 2 and SRT Campo Limpo 3.
[6] Source: FOLLOW Health| Vacivida | 2021 and 2022 APS Vaccine Audit.

MUNICIPAL HOSPITAL VILA SANTA CATARINA

Municipal Hospital Vila Santa Catarina – Dr. Gilson de Cássia Marques de Carvalho is located in the neighborhood of Vila Mascote, in São Paulo. It is the only municipal public unit for the treatment of cancer, with the Bruno Covas Advanced Oncology Diagnosis and Treatment Center, which completed one year of operation in May 2023. It offers the main tests for diagnosis of the disease, reducing waiting times and offering specialized treatment, which includes clinical care, chemotherapy, radiotherapy and surgery, including robotics.

In 2023, over 64,000 medical consultations and 3,800 surgeries were carried out. The hospital received the official qualification of the Federal Government for High Complexity Unit in Oncology (UNACON), which ensures resources from the Ministry of Health for the financing of oncology.

A relevant initiative of the unit is the Better at Home program, a palliative care system for terminal cases and death, in addition to the availability of an entire floor of the hospital to receive palliative patients.

Based on the results obtained and the goals achieved in oncology during the year, and based on the drop in birth rates in the city of São Paulo, the municipal health management made the decision to close the hospital's maternity ward, focusing the unit on cancer treatment.

The contribution of high-risk pregnancy care has generated an important legacy. The smallest baby ever registered in a public hospital in Brazil, a girl born with 360 grams, was discharged without sequelae in April 2023, after five months of hospitalization.

Municipal Hospital Vila Santa Catarina assisted the delivery of the smallest baby ever registered in the public sector

High complexity and other services

Within the fields of high complexity, the Hospital Vila Santa Catarina maintains a line of care in bariatric surgery, which is also unique in the municipality, with 137 procedures performed in 2023. In addition, the unit performed the first pediatric robotic surgery in the SUS, ending the year with more than 150 procedures using the technology. Another contribution to the public system was the beginning of postoperative care for babies with congenital heart defects who underwent surgery at Hcor, in a collaboration that expands the supply of beds and speeds up the queue.

Hospital Vila Santa Catarina also has diagnostic services, such as clinical and imaging laboratory. Attached to the unit, UPA Vila Santa Catarina, also managed by Einstein, was the first in Brazil to receive Excellence (level 3) accreditation from the National Accreditation Organization, attesting to the high degree of maturity of the continuous improvement culture. In 2023, the UPA started offering ultrasound services and is the only one in the city to offer stroke thrombolysis, a procedure done with the support of telemedicine.

More use of data

In 2023, Hospital Vila Santa Catarina structured its data center and standardized its indicators, developing a score that streamlines the understanding of patient needs, such as in cases of pain and medication.

To increase equity, a navigation tool for cancer patients was developed with the objective of analyzing the patient in an integral way and not only by the queue, according to the need, and which is applicable for other lines of care.

VILA SANTA CATARINA MUNICIPAL HOSPITAL

Vila Santa Catarina Municipal Hospital - HMVSC	2021	2022	2023	Δ 2023/2022
Operational Beds*	232	247	193	-21.9%
Operating Rooms	6	6	8	33.3%
Average Length of Stay (in days)	6.3	5.9	6.9	17.5%
Occupancy rate (%)	76.6%	77.3%	82.3%	6.5%
Patients/day	69,065	67,163	64,539	-3.9%
Surgeries*	3,663	4,287	3,846	-10.3%
Number of deliveries*	3,196	3,008	996	-66.9%
Emergency Obstetrics consultations*	16,369	15,748	5,272	-66.5%
Consultations	48,406	59,093	64,514	9.2%
Tests	1,091,390	818,550	850,811	3.9%
Discharges	10,956	11,412	9,329	-18.3%
Beds/day	90,176	86,902	78,411	-9.8%

* Drop due to the closure of the maternity hospital.

MUNICIPAL HOSPITAL M'BOI MIRIM

M'Boi Mirim Municipal Hospital – Dr. Moysés Deutsch is managed by Einstein in partnership with the Dr. João Amorim Studies and Research Center (CEJAM). The unit, which celebrated its 15th anniversary in 2023, has a management model that offers opportunities for joint learning and evolution, based on the combination of cultures and continuous improvement processes of the two organizations.

In 2023, the hospital had a 28.3% increase in urgent and emergency care, reflecting the impact of secondary waves of Covid-19. As a legacy of the pandemic, the hospital permanently increased its operational capacity in 2021, with the construction of an annex that added 50 beds in the clinical-surgical ward and another 40 beds in the Adult ICU, as well as renovating its technology park with equipment such as ventilators, monitors and hospital beds.

Despite this expansion, there remains a higher demand for care than operational capacity, with occupancy rates above 100%. In this sense, 2023 was marked by a significant advance in operational efficiency, with a reduction from 6.5 to five days, or from 23% in the average length of hospital stay compared to the previous year, which allowed an increase to 2,300 hospitalizations on average in the month, compared to 1,900 in 2022, equivalent to 70 additional beds of care capacity, with the same structure and resources.

For the 11th successive year, the unit maintained an ONA level 3 certification, having been the first municipal hospital in the city of São Paulo with this certification, attesting to the search for the best management practices and quality and safety of care.

In the specialties, it was a year of consolidation of the pacemaker implant program started in 2022. M'Boi Mirim became the hospital that most performs the procedure in the municipal network, ten per month, contributing to reduce the waiting time for the procedure in the city, from more than a month to a week. In the maternity ward, a project for diabetic pregnant woman with integration into primary care was awarded a prize at the Brazilian Congress of Nursing.

M'Boi Mirim was the hospital that most performed procedures in the municipal network

Digital transformation and innovation

In 2022, the unit's strategic plan through 2025 was prepared, based on eight pillars, one of them being digital transformation. In 2023, an important advance was made on this front, with the implementation of four new systems: Interact (risk and project management), Planisa (cost management), Senior (human resources management) and Tasy (electronic health record), increasing data-based management capacity and care security. Through this structural advance, it was possible to implement programs such as Information Security and Data Governance, as well as the availability of management dashboards, real-time care information and integration with primary care databases, allowing new opportunities for networking and advances in cost effectiveness and relevance of care.

The creation of the Operational Command Center was an important development, reorganizing the work processes and integrating the teams and areas related to patient flow through a locally developed platform, which uses real-time actionable data extracted from the electronic medical records, which contributed to greater bed rotation and better allocation of resources.

Another gain was the reorganization of care areas in lines of care with a new tactical layer and new structures dedicated to high reliability (Quality and Safety, Patient Experience, Continuous Improvement). The changes accelerated production capacity and the quality of improvement projects.

M'BOI MIRIM MUNICIPAL HOSPITAL - DR. MOYSÉS DEUTSCH

Dr. Moysés Deutsch Municipal Hospital – M'Boi Mirim	2021	2022	2023	Δ 2023/2022
Operational beds	376	462	421	-8.9%
Operating Rooms	10	10	10	0.0%
Average Length of Stay (in days)	6.5	6.2	5.2	-16.1%
Occupancy rate (%)	79.8%	89.2%	88.0%	-1.2 p.p
Patients/day	109,502	150,473	135,326	-10.1%
Surgeries	4,993	6,537	6,843	4.7%
Number of deliveries	4,480	4,439	4,327	-2.5%
Consultations in emergency	58,190	122,840	157,584	28.3%
Consultations	23,826	28,099	24,067	-14.3%
Tests	829,494	1,140,283	1,118,679	-1.9%
Discharges	16,956	24,207	25,941	7.2%
Beds/day	137,257	168,683	153,695	-8.9%

* The variation of operational beds at HMMD between 2021-2023 is related to its exclusive scope of action for Covid-19, dedicated to high complexity during the pandemic in 2021, the need to expand capacity with extra beds to face the secondary waves of other diseases in 2022, which followed in 2023 with the reduction of extra beds possible through operational efficiency and improving economic and financial sustainability.

MUNICIPAL HOSPITAL APARECIDA DE GOIÂNIA

Since mid-2022, Einstein has been responsible for the management of the Municipal Hospital Aparecida de Goiânia – Iris Rezende Machado, in Goiás. The unit has 235 beds and is dedicated to high complexity care.

It was Einstein's first operation at a public hospital outside the city of São Paulo, which brought the challenge of improving the quality of the operation and the remote patient experience.

In just over a year, the surgical queue was eliminated and there was a reduction in hospitalization time from 9.5 to 5.5 days and greater efficiency in cash management. In 2023, the hemodynamics sector was inaugurated, increasing the offer of diagnostic and surgical specialties, such as bariatric surgery.

At the end of 2023, the patient Net Promoter Score (NPS) was 97.0, with the Hospital being an example for other municipalities and states in improving the operations in the public system. In 2024, Einstein will take over the municipality's public oncology service, including chemotherapy and consultations.

Acknowledgement

The Municipal Hospital Aparecida de Goiânia was recognized among the most efficient hospitals in Brazil by Epimed Solutions, the company responsible for the monitoring system of care indicators, such as mortality, infection and length of stay, in more than 800 hospitals in 11 countries.

In a year, HMAP cleared the surgical queue

Equine therapy

Among the differentials of the Municipal Hospital Aparecida de Goiânia is equine therapy, an initiative in partnership with the Fire Department and the Military Police of Goiás. Treatment is offered monthly and includes horse visits in external areas of the unit and in the beds of patients in palliative care. The benefits of this therapy are diverse, such as physical, sensory and balance stimuli, generating greater well-being for patients and employees.

Assisted therapy with horses assists in the treatment and recovery of patients

MUNICIPAL HOSPITAL APARECIDA DE GOIÂNIA – IRIS REZENDE MACHADO

	2022[1]	2023	Δ 2023/2022
Operational beds	235	235	0.0%
Operating Rooms	10	10	0.0%
Average Length of Stay (in days)	5.93	5.39	-9.1%
Occupancy rate (%)	56.4	71.6	+15.2 p.p.
Patients/day	28,340	61,392	116.6%
Surgeries	2,147	7,506	249.6%
Consultations in emergency	354	2,162	510.7%
Consultations	24,155	74,880	210.0%
Tests	226,092	463,133	104.8%
Discharges	4,778	11,387	138.3%
Beds/day	50,290	85,775	70.6%

1 Operation started in June 2022.

Bahia State Orthopedic Hospital

In 2023, Einstein signed the management contract for the State Orthopedic Hospital with the government of the state of Bahia. The unit will be the largest among state hospitals in this specialty, with 212 beds, 30 of them ICUs. The forecast is that there will be over 24 thousand consultations per month, in areas such as traumatology, orthopedics and sports medicine.

The hospital will be a reference in orthopedics, with complete infrastructure, from medical care to rehabilitation

CLINICAL **STAFF**

More than 12,900 professionals form Einstein's Clinical Staff. In addition to playing a fundamental role for the existence and performance of the Organization, the relationship physicians is a strategic guideline and, therefore, since 2020, the Physician Compact initiative has promoted a pact of continuous improvement between physicians and the organization, taking into account the transformations that the health sector is undergoing.

The Physician Compact establishes individual and group meetings, which involved 364 physicians in 2023, a growth of 18.2% compared to the previous year.

The initiative's goals are organized into seven dimensions: patient experience, physician experience, reciprocity, leadership, safety, quality and innovation.

In 2023 the initiative was expanded to the public area, with the inclusion of Public Care professionals in the Clinical Staff. Another initiative developed was to expand communication through relationship channels such as the Clinical Staff WhatsApp, the Einstein Médicos app and the Medical Relationship portal, stimulating engagement and proposing improvements.

Meetings are tools for the continuous improvement of the Clinical Staff

Doctor's Day celebration event in Goiânia

CLINICAL STAFF ENGAGEMENT

	2021	2022	2023	Δ 2023/2022
Degree of identification with Einstein	92.9	93.8	92.4	-1.5%
E-NPS[1]	82.0	79.0	76.0	-3.8%
Net Promoter Score (NPS) of Physicians by Area				
Admission	79.4	84.2	83.4	-1.0%
Diagnostics and Outpatient Care	78.2	79.2	81.4	2.8%
Doctors' offices	66.2	63.2	62.9	-0.5%

1 How likely is it that you would recommend Einstein as a workplace to your family and friends?

3

TEACHING, EDUCATION AND CONSULTING

Einstein Teaching expanded its education portfolio and its capillarity throughout the country. With the approval of two new degrees, it now has eight courses in the health area. A new teaching unit was opened in Goiânia, bringing the organization's knowledge in health management to students in the Midwest, and expanded the number of scholarships granted with the opening of the Technical Integrated High School unit in the community of Paraisópolis.

TEACHING, EDUCATION AND CONSULTING

GRI 3-3 – GENERATION AND DISSEMINATION OF KNOWLEDGE

PROFILE AND STRUCTURE

Through different teaching modalities, Einstein prepares professionals to work in the areas of health care and management and to face the challenges of the sector. Einstein's teaching began with the opening of the School of Nursing and the Technical School, in 1989, in the city of São Paulo. Today, there are 15 units in four states: São Paulo, Rio de Janeiro, Minas Gerais and Goiás, the latter opened in 2023. Einstein also has two exclusive daycare centers for employees, and manages an Early Childhood Education Center (CEI Perobeiras).

KEY INDICATORS OF TEACHING ACTIVITIES

STRCTURE

	2021	2022	2023	Δ 2023/2022
Number of Units	9	11	12	9.1%
Number of Classrooms	107	149	154	3.4%
Number of Auditoriums	2	3	3	0.0%
Footprint (m^2)	**18,436**	**62,436**	**63,161**	**1.2%**

STUDENT SATISFACTION

	2021	2022	2023	Δ 2023/2022
Net Promoter Score (NPS)	84.0	83.0	85.0	2.4%

NUMBER OF STUDENTS*

	2021	2022	2023	Δ 2023/2022
Formal Teaching	1,036	1,068	1,087	1.8%
Technical School	703	763	804	5.4%
Technical Secondary School (ETIM)	333	305	283	-7.2%
Undergraduate Program	1,027	1,231	1,456	18.3%
Undergraduate Nursing	388	459	481	4.8%
Undergraduate Medicine	639	731	742	1.5%
Undergraduate Physical Therapy	-	41	84	104.9%
Undergraduate Dentistry	-	-	57	NA
Undergraduate Biomedical Engineering	-	-	62	NA
Undergraduate Management	-	-	30	NA
Residence	-	242	271	12.0%
Medical	-	195	220	12.8%
Single and Multiprofessional	-	47	51	8.5%
Update Courses	3,356	4,751	3,730	-21.5%
Distance Learning Courses	10,459	15,902	22,884	43.9%
Realistic Simulation Training	15,460	16,739	20,319	21.4%
Lato Sensu Graduate course in Health	7,066	6,329	5,759	-9.0%
Management Programs	2,369	7,139	5,797	-18.8%
Adaptive Teaching	4,099	4,481	4,679	4.4%
Professional Master's Degree in Nursing	76	99	110	11.1%
Total	**44,948**	**57,981**	**66,092**	**14.1%**

High school, technical and undergraduate students count: paying and non-paying at the beginning of the course (without impact of cancellations) of all courses and active classes in the reporting year; considers the volume of classes started in previous years
Postgraduate, MBA, Master's students count: considers paying and non-paying (PROADI, COAPES, PRONON and Enhancement) at the beginning of the course (without impact of cancellations) only for confirmed and started classes in the reporting year and does not consider the volume of classes started in previous years.
Adaptive teaching count: single count of students who were active in the courses (as of 2023, only B2B).
Residence count: volume of enrolled students in the reporting year (without impact of cancellations).

TOTAL OF POSTGRADUATE DISTANCE LEARNING STUDENTS, BY YEAR

	2021	2022	2023	Δ 2023/2022
Pediatric and Neonatal Intensive Care Nursing	38	36	143	297.2%
Physical Therapy in Adult Intensive Care	58	19	66	247.4%
Pain	50	62	94	51.6%
Mental Health in Primary Health Care	49	53	70	32.1%
Gerontology	88	71	92	29.6%
Urgency and Emergency Medicine	0	101	103	2.0%
Obesity and Weight Loss	59	244	149	-38.9%
Teaching in Digital Education	25	27	-	-100%

Psychiatry in Internal Medicine and Surgery	-	-	251	NA
Adult Intensive Therapy	-	-	115	NA
Multiprofessional Oncology	-	-	112	NA
Clinical Pharmacy	-	-	103	NA
Urgency and Emergency Nursing	-	-	75	NA
Total	**367**	**613**	**1.373**	**124.0%**

SCHOLARSHIPS AND OTHER BENEFITS – 2023

	Technical High School	Physical therapy	Nursing	Medicine	Manage-ment	Biomedical Engineering	Dentistry	Total
Total number of enrolled students	**283**	**84**	**481**	**742**	**30**	**62**	**57**	**1,739**
Full scholarships	0	3	3	32	2	2	2	44
Partial scholarships	228	3	15	75	11	6	7	345
Student loans	0	0	0	33	0	0	0	33
Paid Tutoring programs	0	28	142	0	4	0	0	174
Total students benefited	**228**	**34**	**160**	**140**	**17**	**8**	**9**	**596**
Students benefited (%)	**80.5%**	**40.4%**	**33.2%**	**18.8%**	**56.6%**	**12.9%**	**15.7%**	**34.3%**

DAYCARE

	2021	2022	2023	△ 2023/2022
Employee Daycare	**2**	**2**	**2**	**0.0%**
Students	413	382	397	3.9%
Enrolled	144	142	148	4.2%
Early Childhood Education Center (IIRS) – CEI Perobeiras	**1**	**1**	**1**	**0.0%**
Students	217	221	232	5.0%
Total				
Students	630	608	629	3.5%
Daycare	3	3	3	0.0%

Einstein offers a broad Teaching and Education portfolio, which includes Technical Integrated High School, Technical School, Undergraduate, Refresher Courses, Latu Sensu Postgraduate, Executive MBA, Master's and Doctorate, Medical and Multiprofessional Residencies, as well as an agenda with Scientific Events.

The MBA in Leadership and Public Health is one of the courses offered by Einstein

Postgraduate class in Integrative Health and Well-Being, at the Paulista I unit

In 2023, the first classes of undergraduate degrees in Biomedical Engineering, Dentistry and Management began. In the same year, the Ministry of Education authorized the offer of two other new undergraduate courses, in the areas of Nutrition and Psychology, starting, respectively, in 2024 and 2025. In 2024, Einstein formed the fourth and fifth undergraduate classes in Medicine and the 34th undergraduate class in Nursing.

In total, there are eight undergraduate courses: Management, Nursing, Biomedical Engineering, Physical therapy, Medicine, Nutrition and Dentistry.

In 2023, the Lato Sensu Graduate Program in Health covered 120 different courses, with 258 simultaneous classes and more than 6,000 students enrolled.

Still in graduate school, Einstein launched the Intensive Medicine – Full Dedication program, lasting three years and including internships, which can be carried out in Goiânia or São Paulo, and started another Program, the Medical Residency in Psychiatry. In all, Einstein offered 23 programs, with 100 vacancies per selection process and a 70% growth in registrations for the next classes of 2024.

The degree in Medicine received the certification of the System of Accreditation of Medical Schools (SAEME-CFM). SAEME is a program approved by the Federal Council of Medicine for the qualification of medical schools in Brazil. This accreditation is internationally recognized, allowing Einstein students to apply for residency programs in the United States. For certification, a face-to-face audit was carried out for three days, focusing on internship, pedagogical project, student body and faculty.

ALBERT EINSTEIN TEACHING AND RESEARCH CENTER - CECÍLIA AND ABRAM SZAJMAN CAMPUS (CEP)

Headquarters of undergraduate courses in Medicine, Nursing and Management in São Paulo

Opened in 2022, the CEP is currently home to undergraduate courses in Medicine, Nursing and Management and some graduate courses, in addition to hosting Short Term courses and Scientific Events. There are 44,000 square meters of building, 21 classrooms with audio and video resources, which can be converted into 40. The space has teaching laboratories for Anatomy, Morphology, Nursing, IT and Multidisciplinary work. The Center is also the headquarters of Research and one of Einstein's Innovation units.

The facilities are open to the participation of undergraduate and graduate students and participants of the Eretz.bio incubator, in order to expand the exchange of knowledge between the areas.

Teaching in Goiânia

After starting its health care operations in Goiás, with Hospital Israelita Albert Einstein in Goiânia and the Municipal Hospital Aparecida de Goiânia (HMAP), the organization expanded its operations with the Teaching Unit. In it there are specialization courses in Palliative Care, Pain, Clinical Engineering, Operational Excellence, Cardiology, Intensive Therapy and Hospital Management. Short Duration courses include Advanced Life Support in Cardiology and Application of Elastic Therapeutic Bandage. Some courses will be 100% in person, while others will be held in hybrid format – in person and virtual.

TECHNOLOGY AND PRACTICE

It is through Teaching that Einstein shares knowledge and collaborates with the development of the health sector in Brazil. For this reason, it continues to invest in new courses and channels, expanding the structure and incorporating new methodologies, technologies and practices.

In the Realistic Simulation Center, real environments and situations are recreated for the training of professionals

Realistic Simulation Center (CSR)

Since 2006, the CSR recreates care situations and environments to develop skills needed for the health professional's routine. The training is customized by area and professional level. Using robots, virtual reality and professional actors, it is possible to practice, correct flaws and clarify questions safely and efficiently.

The center is the only one in Latin America to have level 4 accreditation by the Management Program of the Society for Simulation in Healthcare (SSH). In 2023, 20,200 professionals were trained at the CSR.

Einstein Digital Academy (ADE)

The ADE provides free content on 57 topics, aimed at professionals and students, including Health Management, Research, Education and Teaching in Health, Social Responsibility, Digital Transformation and Innovation.

There are more than 320 thousand registered users and approximately 6 million views generated. The collection contains more than 2,000 content pieces, produced by more than 1,000 professionals, including authors, experts and Einstein students, in formats such as video classes, scientific meetings, quick information pills, infographics, videocasts and podcasts.

Distance Learning

Distance Learning has been transformed and consolidated as an effective and accessible modality for the training of health professionals. The portfolio of products offered in this modality has grown rapidly, ranging from short courses to graduate courses, in the areas of management and assistance. The increase in the number of students is also significant, highlighting a 116% growth of graduate courses in Health, when compared to the previous year.

Reference Centres

Adopting the concept of community of practice (CoP), Einstein created two Reference Centers in 2023, which represent a new format for building learning and knowledge. The objective is to bring together professionals from various areas in the same space for the exchange of experiences, systematization and research on practices in organizations. Einstein started the program with the themes of mental health and well-being, and innovation and digital transformation. Together with other organizations and companies, Einstein will promote quarterly meetings, technical visits and publication of reports with trends, practical experiences and systematized knowledge.The creation of a CoP on governance, legislation and compliance in health is planned.

Corporate Education Portal (PEC)

Initially structured for internal training, PEC Einstein became an effective tool for teams from other health organizations in Brazil. The continuing education platform offers learning paths with a continuous curatorship of Einstein experts, ensuring the quality and relevance of the content presented. In 2023, more than 15 thousand students were registered and 240 thousand hours of training were carried out.

Scientific events

Teaching at Einstein promotes scientific events, such as forums, symposia and meetings, for health professionals to share knowledge, scientific evidence, good practices and new technologies. The selection of topics opens space for innovative and relevant debates in the area of Health, allowing the public to have contact with renowned speakers, both national and international. In 2023, 20,100 people participated in Einstein scientific events.

Go to calendar

ACCESS AND OPPORTUNITIES

Through the Knowledge Stimulus Fund, Einstein offers full or partial scholarships to students in a situation of socioeconomic vulnerability. For this to be possible, in addition to the revenue waiver by Einstein, the Fund counts on the contribution of individuals and legal entities interested in transforming lives and improving health care in Brazil. This investment follows the United Nations (UN) Sustainable Development Goals (SDGs), which include a specific goal of ensuring universal access to quality inclusive education.

The initiative also promotes diversity in classrooms, today composed of students with the most varied backgrounds, enriching learning and transforming the way students, teachers and the organization itself think.

In addition to the Scholarships, undergraduate students – except for Medicine – also have the possibility to participate in paid Tutoring in several areas of Hospital Israelita Albert Einstein.

Undergraduate students in Medicine have access, in addition to total and partial scholarships, to the Einstein Student Credit, which finances up to 50% of the course, without interest.

Another program allows Medical students to carry out scientific research outside Brazil at the doctoral level, the MD-PhD – Marcos Lottenberg & Marcos Wolosker International Fellowship for Physicians Scientist. In 2023, there were three active scholarships, in the amount of BRL 250,000.

In 2023

389
Scholarships awarded

24%
of students benefited*

161
new scholarship holders

* For courses eligible to the Einstein Knowledge Stimulus Fund, full or partial scholarships are offered to students of socioeconomic vulnerability.

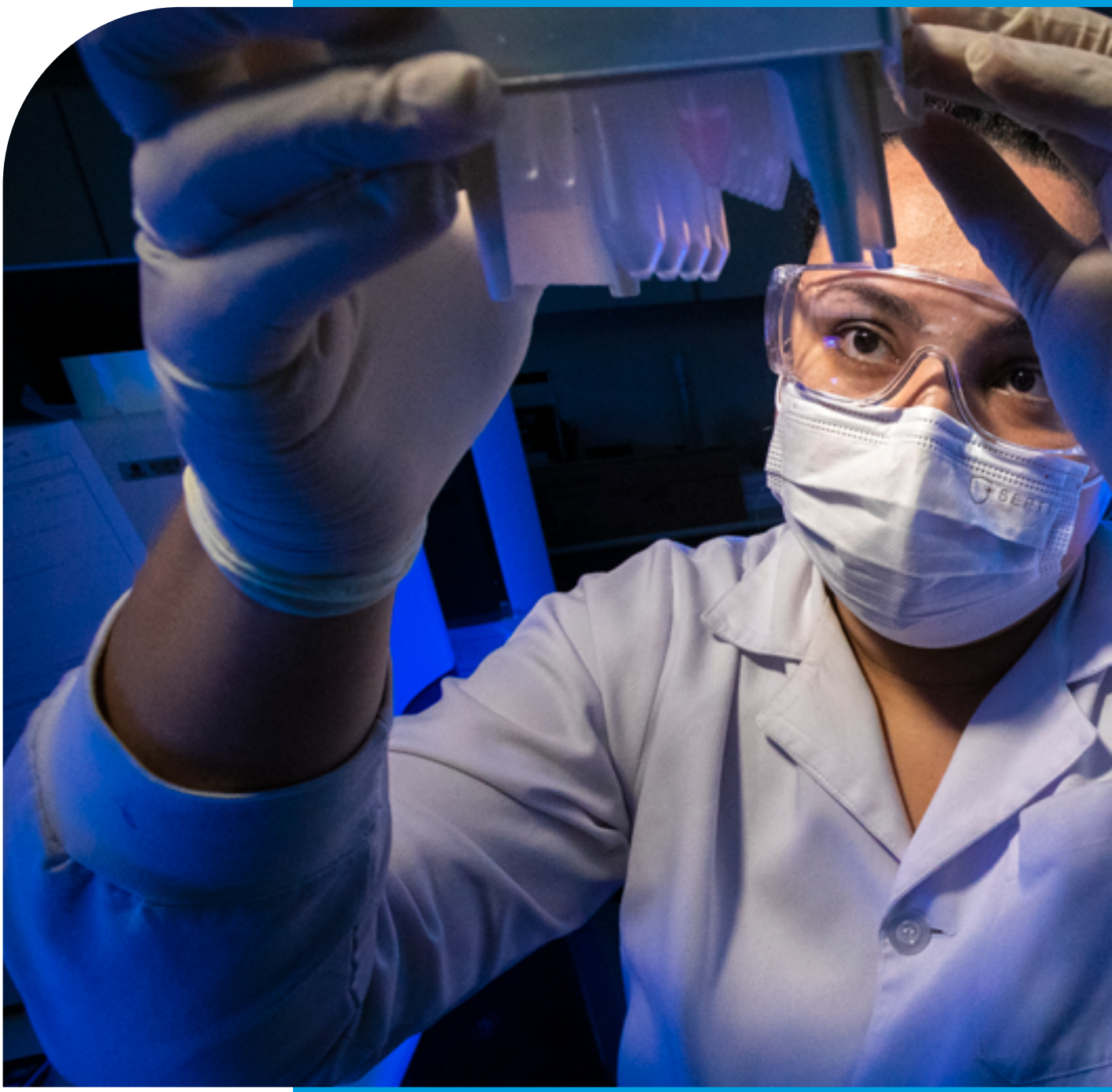
HEALTH CONSULTING AND MANAGEMENT

Einstein's experience in health management is shared with other organizations through Consulting

The complexity of healthcare operations and gaps in efficiency recommend a professional approach to management support. Through consulting services, Einstein makes its knowledge and experience available to public and private health organizations committed to the pursuit of care excellence, which encompasses quality, safety, patient-centered performance and efficient use of resources.

In 2023, 23 projects were started, 11 of them directed to the challenges faced by the public sector. These projects were designed to provide support to municipal and state departments, as well as SUS hospitals in the states of Ceará and Mato Grosso. In addition, the year represented a significant milestone for the expansion of the consultancy, establishing a presence in Portugal, Chile, Bolivia, Ecuador, Peru, Colombia, Panama, Paraguay and Mexico, through projects and event organization.

In Brazil, meetings were held with leaders of the health sector to discuss the challenges faced by the health system, both nationally and in Latin America. In 2023, two Health Summits were held, bringing together more than 30 leaders of Latin American organizations, with the objective of discussing challenges and fostering cooperation to create innovative solutions. In addition, two Health Management Forums were held, in which more than 30 leaders of Brazilian hospitals participated to discuss organizational challenges.



4

RESEARCH & INNOVATION

Following its purpose of investing in cutting-edge research that helps to find answers to neglected health problems or those that most affect the health of Brazilians, Einstein Research has expanded the number of publications in the most important scientific journals in the world. Technology advancement and the use of artificial intelligence aimed at health equity are the focus of Einstein's Innovation. Cutting-edge technological solutions have helped to increase the quality and safety of service in Einstein's public and private units.

RESEARCH

GRI 3-3 – GENERATION AND DISSEMINATION OF KNOWLEDGE

PROFILE AND STRUCTURE

For more than 20 years, Einstein has been working to generate scientific knowledge through research focused today on Molecular Genetics, Cell Therapy, Big Data and Analytics, Infectious Diseases and Aging. The organization contributes to the development of evidence-based medicine and generates innovation in the search for constant improvements in health care.

In 2023, Einstein published 1,487 articles in relevant scientific journals, with 5,822 citations, and 52.8% of the publications were in journals with impact factor (IF) ≥1. Publications in journals with impact factor ≥ 20 totaled 81, a growth of 72.3% compared to the previous year. In the same period, Einstein Research developed 1,069 research projects (started, ongoing and completed).

Einstein has an Office of Scientific Integrity, which audits research projects to ensure that they are conducted in a responsible, efficient and ethical manner. In 2023, 89 research efforts were audited. The Scientific Advisory Board (SAB), an external committee that evaluates the quality of research carried out at Einstein, is made up of internationally renowned scientists and researchers in the field of science and health. The Board recommends paths for research development in the organization from a strategic perspective, in analyzes carried out every four years.

In 2022 SAB concluded that Einstein's main lines of research are strategic choices that respect the necessary synergy between the hospital and research; that Einstein has the potential to enrich the training of health professionals at the Teaching and Research Center – Cecilia and Abram Szajman Campus (CEP); that there is rapid and constant progress in the quality and volume of investigations; and that the light and transversal structure of the organization enables interactive functioning. Based on its evaluations, SAB suggested maintaining a high turnover of researchers to reinforce institutional youth and the positive influence on the rest of the scientific community, in addition to implementing an “aggressive” and innovative policy to attract excellent postdocs, both Brazilian and foreign.

The CEP, which opened in 2022, allowed the increase in quantity and complexity of the methods used in research due to the structure and technologies available in the new space and modular laboratories that allow rapid reconfiguration without any engineering work, according to the changing needs of research.

SCIENTIFIC RESEARCH

Publications by Einstein researchers	2021	2022	2023	Δ 2023/2022
In indexed journals	1,298	1,013	1,487	46.8%
In Journals with "Impact Factor" > 1	761	606	926	52.8%
In Indexed Journals with "Impact Factor" >20	95	47	81	72.3%
Citations of Scientific Publications Produced by Einstein Researchers	7,522	6,991	5,822	-16.7%
Research projects				
Projects started	336	311	284	-8.7%
Ongoing projects	400	571	604	5.8%
Completed projects	283	220	181	-17.7%
Total	**1,019**	**1,102**	**1,069**	**-3.0%**

SCIENTIFIC RESEARCH, BY SPECIALTY*

	2021	2022	2023	Δ 2023/2022
Emergency care	4	5	362	7,140.0%
Cardiology	85	84	302	259.5%
Oncology and Hematology	237	132	225	62.9%
Surgery	108	100	147	50.0%
Orthopedics	53	38	113	197.4%
Intensive therapy	180	119	104	-15.1%
Pediatrics	29	66	64	-3.0%
Neurology	54	85	49	-42.4%
Gynecology and Obstetrics	40	38	47	23.7%
Transplants	25	31	10	-67.7%

* Considers journals with impact factor > 1.

CLEAN ROOM

As part of CEP, the Oncology Advanced Therapy Research Center Família Dayan – Daycoval will support the development of advanced therapy products. These products constitute a special category of new drugs, tissue engineering and gene therapy, which represent a therapeutic promise for rare and complex diseases with no available alternatives. The room is ready for operation and the documentation for certification with ANVISA was submitted at the end of December 2023.

The space has 200 square meters and three NB2 operating rooms (Biosafety Level 2 – microorganisms that can cause infection) equipped with individualized antechambers. Corridors, changing rooms and support areas are ISO8 rated, NB2 operating rooms are ISO7 rated and have negative pressure. The ISO rating means that air cleanliness and other parameters are controlled, monitored and recorded. The entire area has a system dedicated to the distribution of gases, including nitrogen. The room is designed to be all glass, making it easy to supervise activities without having to enter the critical area.

The rooms are set up with Cellular Biology equipment such as incubators, centrifuges, refrigerators and biological safety booths. State-of-the-art equipment will be incorporated, according to the demand of each project. In addition to the quality of the infrastructure, a team of trained professionals will support the researchers and projects carried out in the area. The results will conform to the safety required in preclinical studies.

The laboratory will be registered with ANVISA, as a Type 2 Cell Processing Center that will start work in 2024, based on Good Laboratory Practices (GLP) and Good Manufacturing Practices (GMP).

The room has individualized antechambers and negative pressure environments

IMMUNO-ONCOLOGY RESEARCH CENTER (CRIO)

CRIO is located at the Morumbi Unit and is funded by the São Paulo State Research Support Foundation (FAPESP) and Glaxo Smith Kline (GSK). CRIO is the result of a scientific partnership between Einstein, A.C. Camargo Cancer Center, USP Medical School of Ribeirão Preto and GSK, and has the challenge of generating knowledge on the area of immunotherapy.

The scientific focus is to discover and validate immunoregulatory targets with the potential to induce strong anticancer responses and identify biomarkers that inform which patients benefit most from immunotherapy. Studies have already identified, for example, biomarkers that inform which patients with advanced melanoma are most likely to respond to immune checkpoint inhibitors. Using blood tests, the second step is the validation of biomarkers to help target therapies, which can be applied within the SUS.

Science Arena

Einstein's initiative to help increase the coverage of Brazilian and global scientific production, Science Arena offers open access content in Portuguese and English and includes essays and analyzes produced by researchers from Brazilian and international institutions, as well as reports prepared by journalists specialized in scientific coverage.

Go to portal Science Arena

LINES OF ACTION

Academic Research Organization (ARO)

The first organization of its kind in Brazil, Einstein's Academic Research Organization (ARO) was inspired by AROs of the best health systems and universities abroad. The activities range from the planning of the study stages and protocol design to the statistical analysis and regulatory process, in addition to the entire project management.

Its purpose is to lead the planning, coordination and publication of clinical studies, generating knowledge capable of reducing the burden of diseases with high morbidity and mortality, through partnerships with health organizations in Brazil and abroad. Their commitment is to expand knowledge, challenging conventional approaches, to transform scientific discoveries into better care for patients.

Researchers, professors, physicians and scientific initiation students are part of the ARO team

At Einstein, a team of approximately 110 professionals is dedicated to conducting these clinical studies, with more than 20 researchers focused on leading projects in ten different therapeutic areas. These studies involve the participation of more than 28,000 individuals, distributed in different regions and countries. In 2023, 12 new studies were started, while another 16 were completed, totaling 45 studies carried out since the start of the ARO in 2018.

By sharing creative solutions, the ARO helps to increase people's quality of life, through new drugs and studies of other uses for existing drugs, new devices or even certain behaviors for the treatment of several diseases.

ARO publishes studies in prestigious medical journals such as the New England Journal of Medicine, The Lancet, and Jama – Journal of the American Medical Association. The papers are the result of the work of experienced teams, marked by independence, scientific leadership and a collaborative approach.

The team consists of senior researchers, professors of the Academic Graduate Program, multiprofessionals and physicians of the clinical staff, as well as scientific initiation students from Medical School, Masters and Doctorate programs.

Clinical Research Center (CPC)

Clinical research investigates specific topics and subjects related to epidemiology, diagnosis and treatment of human diseases. At Einstein, the CPC coordinates in-house research and supports statistical support, submission to regulatory bodies and funding notices, ensuring monitoring to adapt data collection to Good Clinical Practices (GCP).

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

CEPC and CETEC are dedicated to experimental research, innovation in pre-clinical services for new products and drugs, professional training, training and continuing education of doctors and health professionals. In 2023, the CEPC carried out 24 research projects, with emphasis on advances in cancer treatments, highlighting innovative initiatives in studies on breast cancer and Cell Therapy, with a special focus on genetic modifications of T and NK cells for expression of chimeric antigenic receptors (CAR). In addition, comprehensive projects are carried out in areas such as Alzheimer's, epilepsy, muscle cachexia and sickle cell anemia, including contributions from startups incubated at Eretz.Bio for PROADI-SUS.

At CETEC, 14 different types of surgical training is also carried out, benefiting more than 600 surgeons. The facilities served to improve advanced surgical techniques, notably Robotic Surgery, providing a space dedicated to continuous training and professional improvement.

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

CEPPAR is dedicated to studies and research to influence Primary Health Care and is integrated into public health activities with the Municipal Health Department of São Paulo.

Advanced Therapy Center (CTA)

Einstein was chosen as EMBRAPII Competence Center in Advanced Therapies. The initiative is from the Brazilian Industrial Research and Innovation Company (EMBRAPII) and the Ministry of Health and aims to support the national industry of the sector on several fronts, from the promotion of basic research to emerging technologies.

The project will receive investments of BRL 15 million from EMBRAPII, over five years, for research in the same segment. FAPESP ALSO announced an investment of the same amount in the project, totaling BRL 30 million.

Since 2022, Einstein has received approval from the National Health Surveillance Agency (ANVISA) and began the application of CAR-T cells in human beings produced in its own laboratory, for the treatment of lymphoma and leukemia. The program is the result of a study that has been developed between the Butantan Institute, USP (University of São Paulo), the Ribeirão Preto Blood Center, in the state of São Paulo, and Einstein.

Scientists of Tomorrow

Participants of the Scientists of Tomorrow Program

In 2023, the Scientists of Tomorrow program celebrated its second year of activities. In this program, organized by the academic graduate program in Health Sciences at Einstein, 45 ninth-year students from the Municipal School of Elementary Education Prof. Paulo Freire, from the community of Paraisópolis, participated in activities to disseminate and understand the processes of science for a week at the CEP premises. Of these, 17 (an increase of two compared to the previous year) obtained an institutional scholarship to complement their studies for four months at CEP. Four students of this initiative were approved in the Einstein technical high school at the Community of Paraisópolis.

Unprecedented Union of Clinical Research Centers

An unprecedented initiative in Brazil has united ARO with two of the world's leading clinical research centers: CPC Clinical Research (Colorado, USA) and Uppsala Clinical Research (Uppsala, Sweden). Together, the research centers established a model of collaboration with equal decisions between the parties, with the aim of creating more pragmatic, large-scale and decentralized clinical studies. The new working format mainly targets protocols for high-impact disease research.

OPERATING AND CAPITAL EXPENDITURES ON RESEARCH

It is Einstein's policy to use approximately 1% of its Net Revenue in research activities, ensuring predictability of financial resources and continuity of research. This is independent of other sources of funding that may be obtained, such as *grants*, those related to clinical research and projects carried out under PROADI-SUS.

In 2023, external resources to foster research such as donations, *grants* and external funding, offset by the provision of ARO services and industry sponsorships exceeded BRL 56 million, a reduction of 15.3% compared to the previous year. Spending, in turn, were BRL 144 million, 20.8% more than in the previous year, including capital and operational expenditure.

Research revenue (BRL THOUSAND)	2021	2022	2023	Δ 2023/2022
Donation[1]	226	33,886	1,443	-95.7%
Research grants and external funding	4,627	16,027	16,294	1.7%
ARO Services	40,202	13,518	34,976	158.7%
Industry Sponsorship [2]	1,720	3,479	3,985	14.5%
Total	**46,775**	**66,910**	**56,698**	**-15.3%**

[1] Project donation + CEP donation.
[2] Sponsored studies + Clinical research.

Spending on Research: Internal Resources – Origin (BRL THOUSAND)	2021	2022	2023	Δ 2023/2022
Expenses with Capital Assets	**5,161**	**3,100**	**5,470**	**76.5%**
Einstein Research Expenses	**54,598**	**77,043**	**101,789**	**32.1%**
Operating Expenses PROADI-SUS	**36,807**	**39,109**	**36,856**	**-5.8%**
Total	**96,566**	**119,252**	**144,115**	**20.8%**

[3] Research operating expenses without ARO.

INNOVATION

GRI 3-3 – GENERATION AND DISSEMINATION OF KNOWLEDGE

PROFILE AND STRUCTURE

Since 2014, when it was created, Einstein's Innovation area has been working to transform the knowledge produced through research and daily practices into innovative processes, goods and services. The goal is to acquire and develop new knowledge and mastery of new technological frontiers. The area leads a series of initiatives for the development and co-development of innovative technologies and activities applied to health.

With four units, Innovation operates on fronts such as startups, digital health, medical device projects, biotechnology and edtechs. The structure takes advantage of Einstein's ability to mobilize collaboration in different areas of knowledge in a system that drives the evolution of health care.

Helmet developed with the Innovation team assists the rehabilitation of patients who have had a stroke

Einstein was considered the most innovative organization in Health in Brazil and the third overall in the 2023 edition of the Valor Inovação ranking, promoted by the Brazilian newspaper Valor Econômico.

LINES OF ACTION

Eretz.bio office in Vila Mariana, São Paulo

Eretz.bio

Eretz.bio is the heart of Einstein's innovation ecosystem and was born to bring it closer to startups. The accelerator is the first located within a hospital in Brazil and the projects are divided into four major verticals: Digital Health, Medical Devices, Biotechnology and Edtechs. The incubator develops its own methodologies, which include mentoring and connections with experts and customers. In 2023, Einstein invested BRL 17.9 million in seven startups directly and through the Aravá fund.

Innovation	2023
Eretz.bio Ecosystem Startups (accelerated and invested)	55
Digital	29
Biotechs	17
Medical Devices	9
Edtech	0
Invested (directly and indirectly)	7
Projects with Companies (completed in the year)	26
Ongoing projects with national and international companies	147
Countries with Partnerships*	19

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

5G Laboratories

Einstein started the operation of two 5G laboratories, with the objective of accelerating the understanding the use of technology in health in an efficient and safe way. They are located at CEP and Eretz.bio and are used by professors, students and partners of Einstein and the telecommunication service operators that support the initiative.

Laboratories are available for research and creation of solutions that make medicine increasingly predictive, efficient and accessible to the population. In 2023, tests were carried out on technology use cases in health and service deployment, exploring the high data transmission, stability and connection capacities of multiple devices provided by 5G.

The spaces bring together state-of-the-art tools in a technologically advanced health ecosystem, which allows the co-creation of new products and services with industries, aiming to increase efficiency and productivity in the health sector.

Velys Hip Navigation enables non-invasive navigation during hip implant planning and surgery and is under test in 5G lab

EXCHANGE BETWEEN INNOVATION ECOSYSTEMS

A partnership between Einstein and the Sheba Medical Center, which is among the ten best hospitals in the world, will allow the exchange of technologies and expertise between the innovation ecosystems of the two organizations.

The initiative opens opportunities for Eretz.bio startups and partner companies to contact ARC (Accelerate, Redesign, Collaborate), Sheba's innovation ecosystem. The alliance now allows the sharing of several projects, such as those focused on entrepreneurship, data analysis, precision medicine and decentralized clinical studies.

A partnership with Stanford University enabled the first Biodesign Fellowship class in Latin America, a program that trains leaders in innovation and biomedical technology. Eight fellows were chosen to undergo 700 hours of training in this lato sensu graduate course, which begins at Einstein (Brazil) and includes an immersion at Stanford (USA).

Eretz.bio, accelerator of Einstein startups, in Vila Mariana

Acceleration of edtechs and digital health

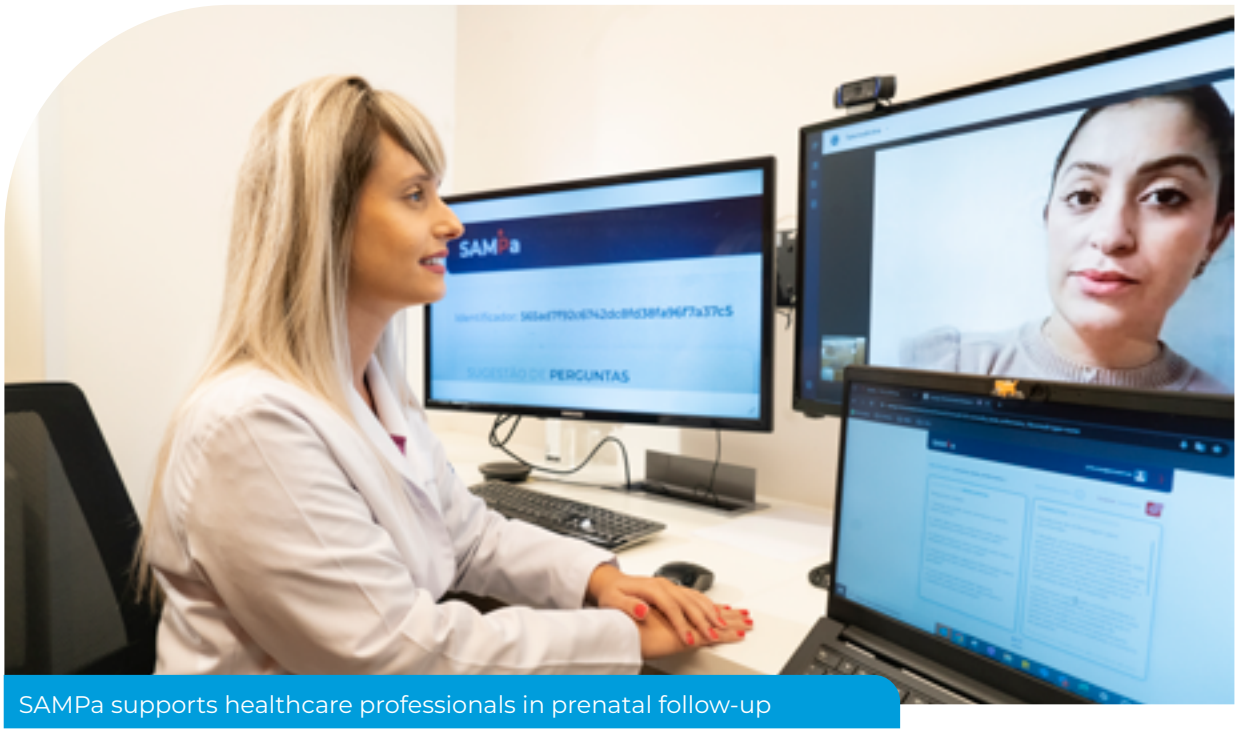
Einstein announced the creation of an acceleration front for startups focused on health education. Through Eretz.bio, an equity free program will be offered, lasting 24 months, to support the development of new technologies through mentoring, training, validations and connections. In it, incubated startups can apply their technologies in Einstein's Teaching. The acceleration of edtechs by a Teaching organization is unprecedented in the country.

In 2023, Eretz.bio launched a digital health acceleration program to boost the development of digital technologies, supporting companies in the ideation phase, through the pre-acceleration pillar.

Einstein won the Gartner Eye on Innovation Awards, an award from consulting firm Gartner that recognizes the most promising technologies in healthcare. Neonpass Room, a project between Einstein's nursing and innovation teams and the startup HOOBOX Robotics, part of the Eretz.bio ecosystem, was awarded in the Healthcare Providers category.

Neonpass Room is a tool accessed by mobile phone or tablet that allows patients to place orders in various areas – from maintenance to nutrition, for example. It is installed next to the beds and fields requests directly to those responsible, optimizing nursing work. In a month of use in 60 beds at the Morumbi unit, the technology received more than 2,000 requests and saved the equivalent of more than 200 hours for the team.

Center for Innovation and Technology in Health (CTIS)



SAMPa supports healthcare professionals in prenatal follow-up

CTIs is responsible for technological innovation projects focused on research and development of health software with the industry. Ten new projects were started in 2023, a growth of 233% compared to the previous year, totaling 31 projects since its creation.

One of the highlights was the opening of the Innovation Center in Goiânia, which enables the connection of local companies and startups to Einstein's innovation ecosystem, with the development of technological solutions, support and acceleration of projects in the sector.

The Center's projects involve the use of artificial intelligence (AI) to assist in disease diagnoses, natural language processing to understand reports, and computer vision tools to support hand hygiene before surgical procedures.

Also in 2023, the Innovation Center was opened in Manaus, to expand Einstein's performance in innovation in the North Region, particularly in biotechnology and development of scientific-technological-based solutions for the health system.

The Center's initial projects are based on maternal health (see highlight below) and neglected tropical diseases. Both topics are in line with the thematic axes in the development of software projects with an emphasis on AI, climate change and their impacts on human health and entrepreneurship with the support and acceleration of startups, especially those based on local biodiversity.

In 2024, the Innovation and Entrepreneurship in Bioinformatics course will start, to develop local entrepreneurs in innovation methodologies.

Artificial intelligence

Einstein was selected for the Grand Challenges – an initiative funded by the Bill and Melinda Gates Foundation that seeks to use innovation to solve urgent global health and development problems. With the use of artificial intelligence (AI), the SAMPa research project is being carried out: Astuto Prenatal Monitoring System, to support health professionals in assisting women who undergo prenatal care in the North Region of Brazil.

The technology is capable of transcribing the audio of a consultation, making a connection with generative AI in large languages models called LLM and suggesting questions to be asked by the professional.

For pregnant women, post-consultation support material is offered.

The project aims to improve prenatal care, make diagnoses more efficient, improve the care experience and reduce maternal mortality, promoting more health equity. In 2023, the project was started in basic health units in the state of Amazonas, in the cities of Rio Preto da Eva, Urucurituba and Novo Airão, and in 2024, it will be tested in São Paulo.

Also in Manaus, another prominent project of 2023 is an AI-powered application that classifies images of skin lesions captured through smartphones to identify cases of Tegumentary Leishmaniasis. This infectious-parasitic and non-contagious disease is considered by the World Health Organization to be one of the seven most significant tropical diseases in the world. The project aims to assist non-specialized health professionals in the recognition of the disease and, consequently, in its early treatment and has resources from the Inter-American Development Bank (IDB).

First patent in PROADI-SUS project

CTIS is also responsible for managing Einstein's intellectual assets. In 2023, six new patents (four in Brazil and two in the United States) and two software registrations were filed. Patents increased 400% compared to the previous year and the first patent shared with the Ministry of Health was filed, the result of a PROADI-SUS project.

The technology allows an efficient, virus-specific and safe expansion of lymphocytes, as well as a safe product to treat bone marrow transplant patients affected by cytomegalovirus infection. The goal is to reduce the period of hospitalization of patients, reducing morbidity and mortality, in addition to reducing costs.

For Einstein, the protection of a technology asset from a PROADI-SUS project represents an evolution in the relationship between hospitals of excellence and the Ministry of Health, paving the way for the transfer of technologies from PROADI-SUS to other organizations and health systems in other countries.

Health Design Laboratory (LDS)

The LDS, founded in 2021, aims to help organizations consolidate knowledge in systemic design, a methodology that aims to understand and validate the needs of patients and health professionals and develop innovative products and services for the sector. More than 7,900 people have been trained in the methodology.

5

SOCIAL RESPONSIBILITY

Promoting equity also means supporting the improvement of the population's quality of life. With a focus on social responsibility, Einstein opened a new building with offices for multidisciplinary care, classrooms, computers and a laboratory kitchen in Paraisópolis. The activities of Einstein Volunteering, present in all public and private units of the organization in São Paulo, also reached the state of Goiás. Amigo_h supported the creation of the Latin American and Caribbean *Code against Cancer*, a document with guidelines for the prevention and detection of cancer.

SOCIAL RESPONSABILITY

Teacher and student in one of the workshops held in Paraisópolis

PROFILE AND STRUCTURE

Actions in social responsibility have been present in Einstein's values since its foundation. It is part of the organization's purpose and is present in public care and in the pursuit of health equity. Einstein's programs aim to transform the reality of patients, employees and communities neighboring its operations through care, knowledge dissemination and social projects.

Social Responsibility has two fronts:

- Management of hospitals and outpatient public health units, with resources from states and municipalities.

- Actions aimed at vulnerable populations, such as the Einstein Program in the Community of Paraisópolis (PECP), the Einstein Project in the Jewish Community (PECJ) and Residencial Israelita Albert Einstein, in addition to actions by Volunteering and Einstein Friends of Oncology and Hematology (amigo_h).

EINSTEIN PROGRAM IN THE PARAISÓPOLIS COMMUNITY (PECP)

Einstein has been developing activities in Paraisópolis for more than 50 years. This contribution gained greater space in 1998, with the consolidation of the Einstein Program in the Paraisópolis Community, the PECP, which in 2023 celebrated 25 years.

The activities of the PECP take place in six areas: education, social work, sports, arts, health and professional training and there were more than 300 workshops, with more than 169 thousand consultations in 2023. The activities are carried out by a multidisciplinary team from Einstein, partners and volunteers, totaling over 300 people.

To mark its 25 years, in 2023 a benefit concert was held, with the participation of Dori Caymmi, Marcelo Bratke and young people from Paraisópolis, and a new building was inaugurated housing the Center for Integrated Technical High School (ETIM), Administration in Health Services, as well as an industrial kitchen and multidisciplinary rooms to expand activities in education and training in other areas. The project had an investment of more than BRL 16 million, made possible by volunteering, and is the largest of the PECP to date.

In 2023, the PECP also became a field for university extension. Students from undergraduate courses in Biomedical Engineering, Management, Physical therapy, Nutrition and Nursing at Einstein participated in extension projects with direct actions for the community. In this journey, the students had the opportunity to make scenario analyzes based on statistical data, to meet with specialists who work in the field, to analyze the profile of the target population and to promote the analysis of the process of social projects, in addition to carrying out actions to multiply knowledge for the prevention and promotion of the health of those assisted by the service.

PECP SERVICES

Activities by Area	2021	2022	2023	Δ 2023/2022
Social	4,379	5,395	8,405	55.8%
Health	7,074	11,004	15,020	36.5%
Arts and Communication	19,247	26,361	33,713	27.9%
Training	14,264	30,540	34,155	11.8%
Education	19,455	29,887	29,410	-1.6%
Community activities	44,020	6,735	5,298	-21.3%
Sports	28,724	51,177	35,559	-30.5%
Education Center	-	-	7,166	-
Circular Economy	-	-	205	-
Chega Junto Project	-	-	65	-
Total	**137,163**	**161,099**	**168,996**	**4.9%**

Einstein in Paraisópolis: a story of commitment

The presence in the community begins in the 1960s and became definitive with the creation of the PECP

OVER

6 MILLION

appointments in 25 years

7,500 M²

of built area in the entire Complex

How Einstein works in the region

NEW BUILDING

OPENING
2023

COMMUNITY BENEFITS
High school education integrated with technical education, training courses and multidisciplinary health offices.

LIVING AND TRAINING SPACE

OPENING
2001

COMMUNITY BENEFITS
Art and communication workshops, sports and training.

In addition to PECP, Einstein is present in Paraisópolis with the management of seven health devices of the city of São Paulo: 3 UBS, 2 CAPS, 1 AMA e Pediatric AMA.

HISTORICAL MOMENTS

1955-2001

1955
Einstein becomes present in the community with the work of what would become the Volunteer Department.

1969
A group of volunteers decided to strengthen ties with Paraisópolis, creating the Pediatrics Care, with 27 beds for children in the community.

CHILDREN'S HOUSE

OPENING
1998

COMMUNITY BENEFITS
Activities in education, art and communication and social service.

PROFESSIONAL TRAINING CENTER

OPENING
2005

COMMUNITY BENEFITS
Training courses in several areas.

SPORTS COURT

OPENING
1998

COMMUNITY BENEFITS
Activities for children, adolescents and adults.

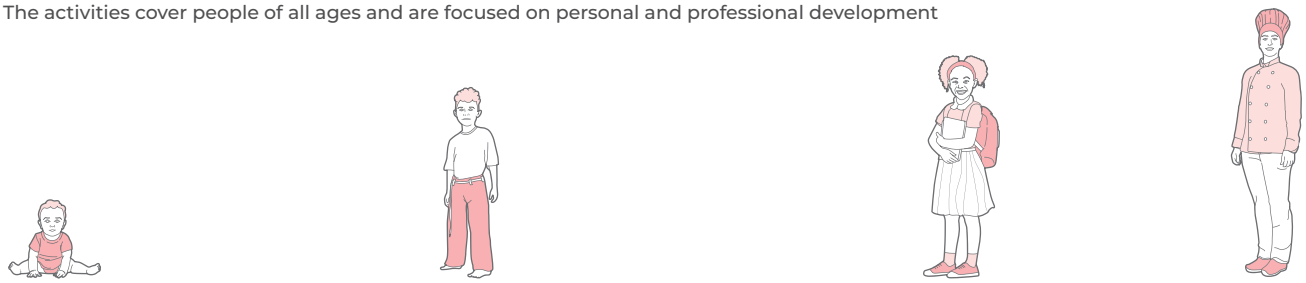
1998
Creation of the Einstein Program in the Paraisópolis Community. The first headquarters, called House 1, was on Rudolf Lotze Street. In the same year, a second property is acquired to host the PECP Mother-Child Program.

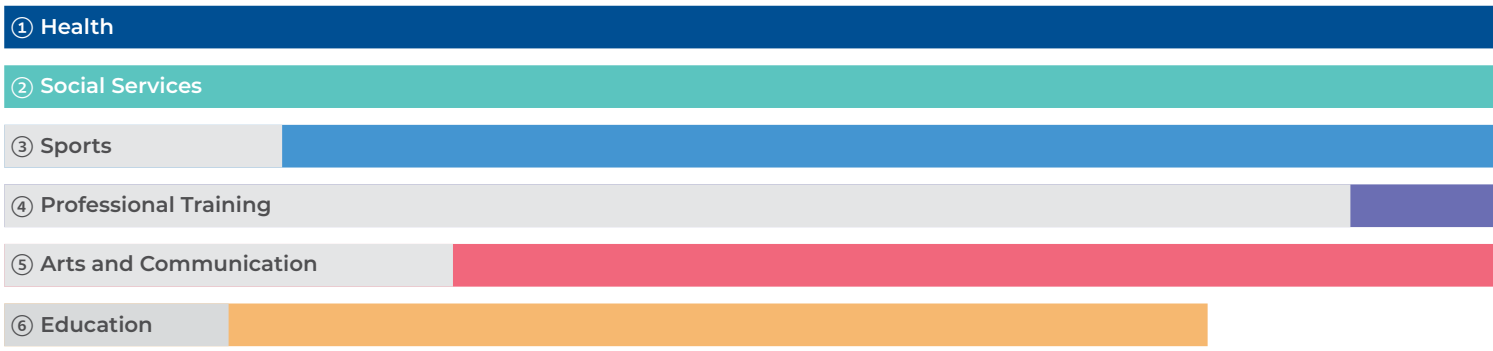
1999
The outpatient clinic and the sports court are built. The footprint of the various buildings already exceeds 4,500 square meters. Art and culture activities begin.

2001
The set of PECP facilities is now called Telma Sobolh Complex.

The PECP in community life

The activities cover people of all ages and are focused on personal and professional development





ACTIVITIES ORGANIZED IN SIX AXES:

1

HEALTH
FROM BIRTH

→ Nursing, Speech Therapy, Nutrition, Psychology and Psychopedagogy services.

2

SOCIAL SERVICES
GENERAL COMMUNITY

→ Wellness workshops and manual work for women.

3

SPORTS
FROM THE AGE OF 4

→ Quality of life, capoeira, self-defense, jiu-jitsu, judo, taekwondo and yoga.

4

PROFESSIONAL TRAINING
FROM THE AGE OF 18

→ Beauty, Gastronomy, Business Management, Health and Wellness, Information Technology, Clothing and General Services.

150
Active volunteers on site

70
Employees

63
Providers and third parties

OVER 168K
Consultations per year

HISTORICAL MOMENTS

2003-2024

2003
PECP now offers professional training courses, starting with the beauty area.

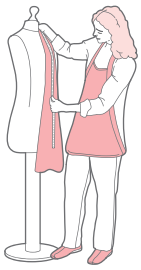
2009
The number of children enrolled in PECP reaches 10,000.

2012
The PECP outpatient clinic is separated from the program and becomes a Specialty Outpatient Medical Assistance (AMAE), of the city of São Paulo, but continues to be managed by Einstein.

2013
PECP becomes the first primary health care charity in Latin America to receive *Joint Commission International* (JIC) accreditation.

ISO 14001

24 YEARS



25+

5

ARTS & COMMUNICATION
6 TO 24 YEARS

→ Animation workshops, urban art, choir, Afro-Brazilian culture, Brazilian dances, hip hop, computer science, popular music, musicalization, game programming, robotics, theater and violin.

→ Repórter Paraisópolis.

6

EDUCATION
3 TO 15 YEARS

→ Reading club, library, tutoring and preparatory course for High School.

OVER **300**

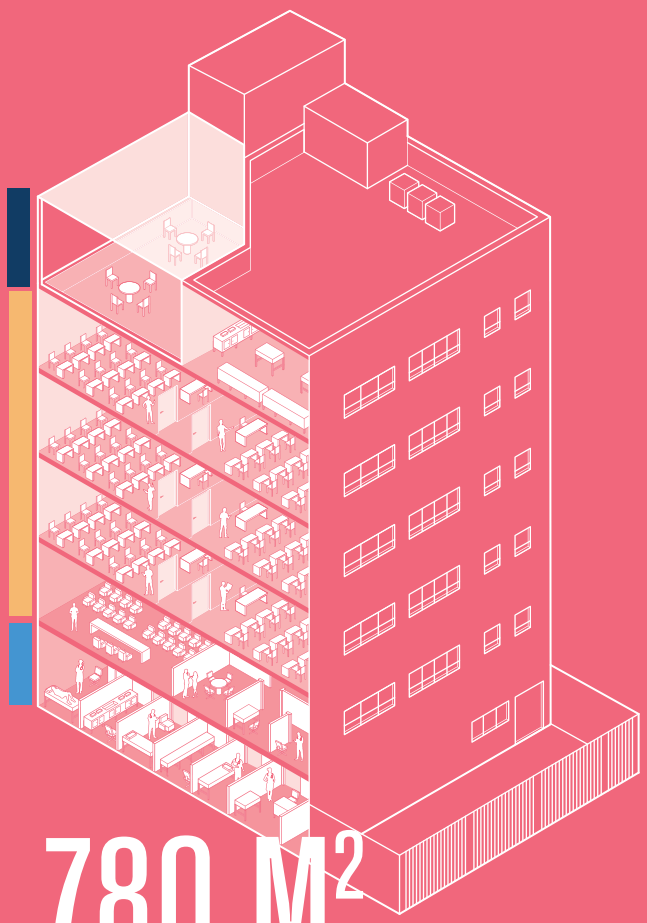
activities promoted per year, including courses and workshops

2020
Inauguration and implementation of the Professional Training Center. Expansion of the physical structure with the delivery of class spaces at the PECP Education and Training Center.

2021
Becomes the first philanthropic service in the country and the first Social Responsibility unit to be certified with ISO 14.001 (Environmental Management System).

The new building

Opened on October 4, 2023, the new building expands PECP's activities and houses the Technical Integrated High School course, which offers free places to residents of Paraisópolis and surroundings



1,780 M²
across five floors

12
CLASSROOMS
distributed over three floors for Secondary School

1
COMPUTER ROOM AND LIBRARY

1
83-SEAT AUDITORIUM

1
***ROOFTOP* WITH LABORATORY KITCHEN**
for the gastronomy course

9
OFFICES FOR MULTIDISCIPLINARY MEDICAL CARE

2023
PECP celebrates 25 years of existence. In October, a new five-story building is inaugurated on the site of House 1.

2024
Classes begin for the first Technical Integrated High School class in the new building. The course will have 4,200 hours of activities, 400 of them in internship in Einstein spaces.

OTHER PROJECTS WITH PECP

In 2023, two classes were formed by Repórter Paraisópolis

Repórter Paraisópolis

Repórter Paraisópolis is a community journalism project developed by Einstein to bring good health information to the region's population. Through engagement and training, young participants are trained to recognize and fight fake news, in addition to identifying sources of information in the production of content on prevention, disease treatment, self-care, lifestyle, among other topics relevant to residents. In 2023, two new classes were formed and two magazines published and distributed in the community. The initiative received two of Brazil's top communication awards, Aberje and Jatobá PR, in recognition of its impact on the community.

1000Devs

The 1000Devs program, with Johnson & Johnson Medtech, has 18 youth from Paraisópolis participating in the training offered by the project that aims to train a thousand software developers from vulnerable communities, enabling access to the labor market, with cutting-edge technical training.

Social engagement of suppliers

In 2023, as a way of leveraging the Social agenda with its suppliers, Einstein promoted a meeting to present an overview of its Diversity, Equity and Inclusion program with 80 companies. The theme chosen was: “ESG: Education as a driver for the promotion of diversity and equity”. During the meeting in Paraisópolis, the suppliers' human resources and ESG teams were invited to participate in conversation circles with members of Einstein's Affinity Groups. Based on examples of practices that can be replicated, Einstein was called upon to contribute as a reference in projects that are being started by its supply chain.

EINSTEIN VOLUNTEERING

With 68 years of existence, Einstein Volunteering brings comfort, hope and support to patients and the community. This journey includes initiatives that transform realities and generate knowledge. The team is made up of 603 volunteers (growth of 5% compared to the previous year), working at the Morumbi Unit, External Units (Alphaville, Ibirapuera and Perdizes), the Einstein Program in the Community of Paraisópolis, Residencial Israelita Albert Einstein, Municipal Hospital M'Boi Mirim and Municipal Hospital Vila Santa Catarina.

At the beginning of 2023, Einstein Volunteering expanded its activities to Aparecida de Goiânia, in the State of Goiás. As in São Paulo, the group is now active in the Midwest, contributing to the health services of the hospital's multidisciplinary team, focusing on the support to humanization of patients and their companions.

Group of pregnant women receive guidance in a workshop supported by volunteers

Numbers of the volunteer service events

Area	2021*	2022	2023	Δ 2023/2022
Morumbi, Perdizes, Alphaville and Ibirapuera units	20,013	126,403	219,173	73.4%
Paraisópolis Unit	9,719	31,290	48,717	55.7%
Residencial Israelita Albert Einstein	3,458	7,951	21,477	170.1%
M'Boi Mirim Unit	90	32,779	49,138	49.9%
Municipal Hospital Vila Santa Catarina	75	8,022	14,481	80.5%
HMAP			13,264	N/A
Total	**33,355**	**206,445**	**366,250**	**77.4%**

* Number of consultations limited by the Covid-19 pandemic.

DONATIONS

In 2023, more than BRL 56 million in donations from individuals and corporations were raised. This amount was used to enable different fronts of action, from 2023, such as scholarships in Einstein's Teaching for Medicine and Nursing courses, free access for students of ETIM – Technical Integrated High School in the Community of Paraisópolis, Research and Innovation projects, among other activities.

Another BRL 5.5 million was raised through the National Program to Support Oncological Care (PRONON) for oncology research projects.

We express our deepest thanks to all those who generously contributed these resources to Einstein's activities.

Technical Education Classroom Integrated with High School in a new Pecp building

Launch of the Latin American and Caribbean Code against Cancer

Einstein's Friends of Oncology and Hematology (amigo_h)

Created in 2012, amigo_h aims to develop actions for the prevention and detection of cancer and to foster research through the raising of financial resources.

In 2023, it supported the launch of the first Latin American and Caribbean Code against Cancer, prepared by the Pan American Health Organization (PAHO) and the International Agency for Research on Cancer (IARC) of the World Health Organization (WHO), using the European Code Against Cancer as a template. The objective is to give recommendations for cancer prevention targeted to the Latin America and Caribbean region, taking into account specific contexts in terms of risk factors, health systems and social inequalities.

The Latin American version was prepared by a scientific committee, with more than 60 specialists from the region, reviewed by the National Cancer Institute (INCA) and made possible through the fundraising of amigo_h, which, in 2022, promoted two meetings of the committee of scientists in Brazil.

The code was launched on October 25, 2023 at the Camilla Bueno Auditorium, at the Teaching and Research Center - Cecília and Abram Szajman Campus, with representatives of the Ministry of Health, PAHO, INCA and Einstein leaders and experts.

Einstein Program in the Jewish Community (PEC-J)

The PECJ is an initiative by Einstein and União Brasileiro-Israelita de Bem Estar Social (UNIBES), which offers outpatient, diagnostic and hospital medical care to people in the Jewish Community in conditions of socioeconomic vulnerability. Operating in the city of São Paulo, it benefited about 780 people in 2023.

Residencial Israelita Albert Einstein (RIAE)

The RIAE is a Long Permanence Institution, specialized in the care and assisted housing of 118 seniors, 90 of them benefited by subsidy or gratuity of residence and health services. With 86 years of activity, the RIAE's mission is to assist the elderly and families of the Jewish community in their social and financial vulnerabilities.

6

COMPENSATION TO SUS

Through the Support Program for the Institutional Development of the Brazilian Public Health System (PROADI-SUS), Einstein shares knowledge and quality in health with SUS. With telemedicine, it helped to strengthen the network of specialty care in the North and Midwest regions. By training health care workers and transplant centers, it helps promote the decentralization of treatment. To support Health Care Networks, tools for planning and organizing health care were developed with a focus on patients' needs. The use of artificial intelligence is impacting imaging diagnosis.

COMPENSATION TO SUS

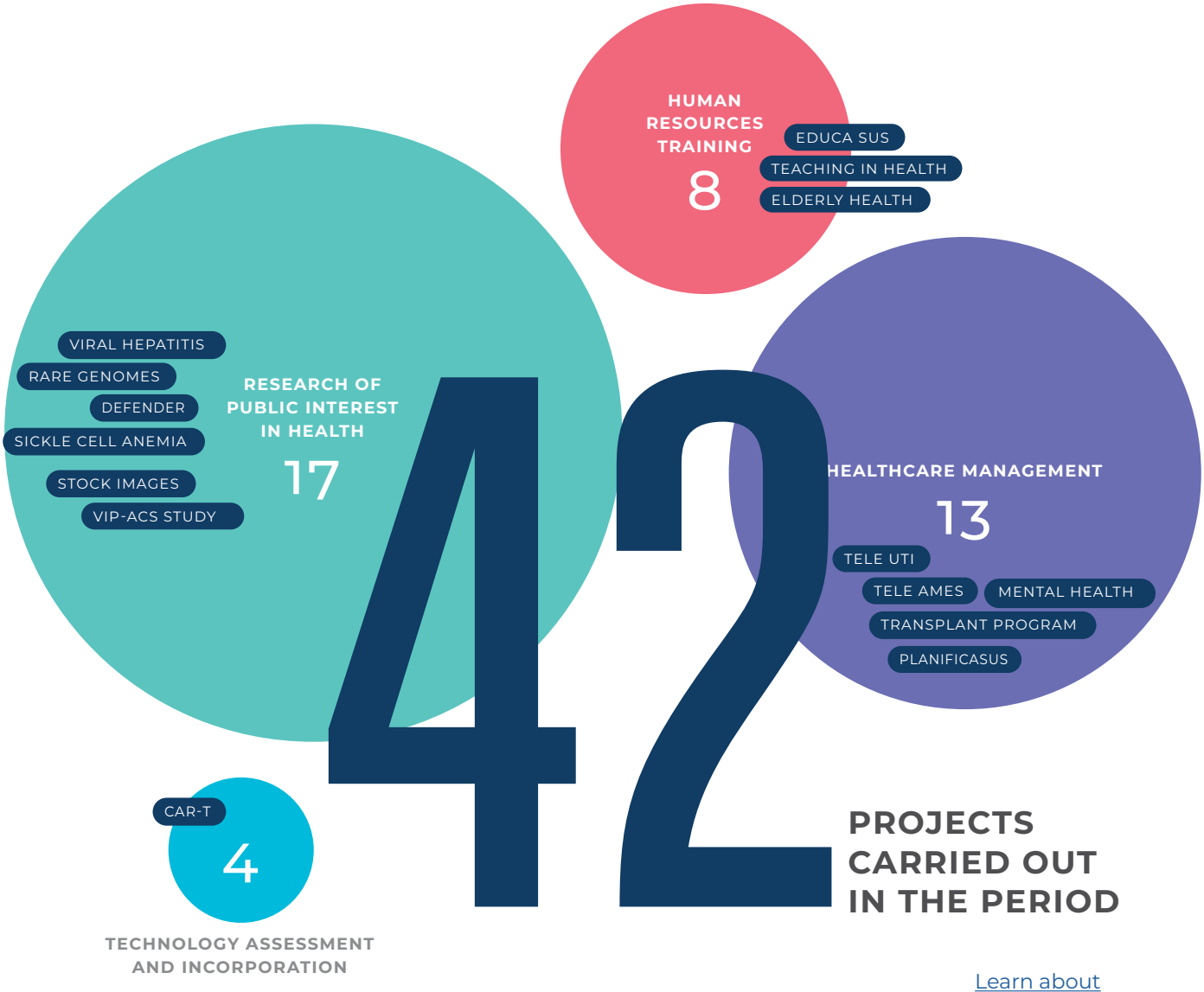
PROFILE AND STRUCTURE

The Support Program for the Institutional Development of the Brazilian Public Health System (PROADI-SUS) is an initiative involving the Ministry of Health, the National Council of Health Secretaries (CONASS), the National Council of Municipal Health Secretaries (CONASEMS) and six philanthropic hospitals, including Einstein, considered to be of excellence. Through PROADI-SUS, hospitals carry out projects, usually regional or national in scope, in the areas of development of techniques and management operation, training of human resources, research of public interest, studies of evaluation and incorporation of technologies and high complexity care.

Expenditures are made with resources generated by the hospitals themselves, in an amount equivalent to the tax waiver of social contributions. This leads to the issuance of the Certificate of Charitable Entity of Social Assistance in Health (CEBAS-Saúde), which recognizes the waiver. Based on Law No. 187, of December 16, 2021, the program has its projects audited internally and externally, and is evaluated by the Federal Court of Auditors (TCU), to improve its management and identify options for improvement.

Running since 2009 by hospitals of excellence, PROADI-SUS has impacted more than 5 million people through 750 projects, in addition to training more than 580,000 professionals and engaging more than 400,000 people in research projects of public interest.

The program runs in three years periods, and 2023 is the closing year of the fifth cycle (2021-2023). The 42 Einstein projects for this period involved professionals in the areas of Care, Research, Teaching, Consulting, *Big Data* and Telemedicine, among others. They are aligned with the priorities set by the Ministry of Health, and with Einstein's strategic guidelines to contribute to health equity. With that in mind, investments of BRL 974.2 million were made over the three years, of which BRL 374.2 million in 2023, in initiatives carried out in all Brazilian states and in the Federal District.



Learn about all of Einstein's PROADI-SUS projects

HIGHLIGHTED PROJECTS IN 2023

TeleAMEs

The TeleAMEs project, which since 2020 has offered specialized medical consultations to the population of the North Region through telemedicine, was expanded in 2023 to the Midwest. As a result, it now has 354 active points in Basic Health Units in 11 states in both regions, including the Federal District, having provided more than 180,000 services since the beginning of the project. The medical specialties offered are cardiology, endocrinology, psychiatry, pulmonology, rheumatology, and pediatric and adult neurology.

Consultations are first carried out with the UBS physician in each region and, if necessary, a remote consultation is scheduled with one of Einstein's specialists. This telemedicine modality involves communication between two health professionals, allowing the sharing of information that helps in the diagnosis and planning of care, without the need for the patient to travel to other cities, avoiding the physical wear and tear associated with prolonged travel. In addition, it reduces queues and saves time and financial resources.

Another important aspect of TeleAMEs is the ability for health facility physicians to stay up-to-date on the latest clinical protocols through discussions with expert colleagues. Over time, this exchange of knowledge allows professionals to acquire more autonomy in the treatment of similar cases, with significant benefits for the quality of care provided in primary care in these regions.

Transplant Program

With the Tutoring Project in Solid Organ Transplants, Einstein works to train health professionals and new transplant centers to decentralize treatment, ensuring that patients living in locations with scarcity of care have access to the procedure. In the 2021-2023 period, 20 transplants were performed in the four trained units: National Institute of Cardiology (RJ), Sergipe University Hospital (SE), Santa Casa de Campo Grande (MS) and Santa Casa de Belém (PA), with 401 professionals trained.

One of the highlights of the year was the first liver transplant performed in a public hospital in the state of Pará, Santa Casa de Belém. The Sergipe University Hospital and Santa Casa de Campo Grande (MS) also received tutoring and started to perform kidney transplants.

To enable professionals for all transplant stages, Einstein promoted courses such as the Emergency Organ Donation Process for more than 270 students, including doctors and nurses. There was also the Electroencephalogram in the Diagnosis of Brain Death, for an audience of adult and pediatric neurologists and neurosurgeons.

Over 6,000 professionals have been trained and more than 4,000 solid organ transplants (kidney, liver, pancreas, heart, lung, intestine and multivisceral) have been carried out by the project since 2001, which also has in its scope the technical update of doctors from heart, liver and kidney transplant centers in other states. In 2023, Einstein performed 172 transplants through the program.

PlanificaSUS

Einstein supports the implementation of Health Care Planning, a methodology used to organize Health Care Networks (RAS) through PlanificaSUS. The initiative allows primary care teams – such as basic health units, specialized outpatient units, hemotherapy and hematology services and psychosocial support centers, among others – to develop skills for planning and organizing health care with a focus on users' needs. The project's target audience includes professionals, managers and local tutors of the 3,000 participating health units, distributed across 292 municipalities and 17 states.

In 2023, as part of the project's work plan, the Family Vulnerability Scale (EVFAM-BR) was launched and made available to ensure the most effective care for patients, considering the characteristics of their families. The tool was developed by Einstein from a study with the participation of more than 120 health professionals and more than a thousand users of Primary Health Care (PHC) from all regions of the country. The implementation, which started this year, includes residents of the regions of Campo Limpo and Vila Andrade, served by units of the Municipal Health Department of São Paulo administered by Einstein.

TeleAMEs provides care with specialists to the riverside population in Amazonas

Of the approximately 100,000 families registered, 49,363 (48.5%) have already been stratified through EVFAM-BR: 80.2% with low vulnerability, 12.2% moderate, and 7.7% high. The use of EVFAM-BR will support decision-making in planning the provision of care to the population, in order to promote equity. The tool can be used by any professional of the multidisciplinary team or even be self-completed, with the potential to be applied in the routine of home visits carried out by Community Health Agents (ACS).

Stock Images

The Image Bank consists of a universal database for the storage and management of imaging tests performed in the SUS, coming from anywhere in Brazil. Through a platform and applications that digitize tests and forward them to a cloud database, artificial intelligence (AI) algorithms produced by the project team read the test and indicate possible changes in seconds. If the algorithm detects any abnormality, a specialist may be called in to analyze the case and advise on the appropriate conduct.

To date, diagnostic support algorithms are in the clinical validation phase for three modalities: cranial computed tomography (automatic segmentation and volumetry, including detection of changes observed in congenital Zika virus syndrome), chest radiography (detection of radiological changes and prediction of tuberculosis), and images of clinical and dermoscopic skin lesions (prediction of malignancy, including melanoma).

In the analyzes conducted in the 2021-2023 period, the average diagnostic accuracy rate was 95%. After the research and development period, the information collected will be available to health professionals involved in patient care.

Einstein's Big Data & Analytics area supports the Ministry of Health in structuring the National Health Data Network (RNDS). Among the strategic projects of 2023 is the creation, through the Trauma Project, of a rapid access platform for the analysis of data related to trauma in SUS patients. The objective is to unify and standardize information in a single system, so that official agencies have access to trauma records (accident or violence) throughout the country, assisting in decision-making and guiding care measures and public policies.

EducaSUS

Connecting good practices to the classroom and influencing families is the purpose of this project, which aims to strengthen health habits in children and adolescents through the training of health and education professionals, together with the Ministries of Health and Education and the School Health Program.

Started by the Education area, EducaSUS became a PROADI-SUS initiative at the end of 2021, promoting health education in 1,379 public schools in 66 municipalities in 20 states, focusing on topics such as promotion of physical activity, healthy eating, sexual and reproductive health education, culture of peace and human rights, among others.

The results indicate significant positive effects of the short-term intervention in the areas of healthy eating and physical activity, especially among younger students. In addition, there have been improvements in oral hygiene practices, with an increase in the number of students who brush their teeth after meals and before bed, as well as those who sanitize their hands after using the bathroom or before meals. An increase in safe road behavior was also observed.

The increase in consumption of salads and the reduction in intake of industrialized juices, soft drinks and candy represent important gains achieved by the project. Other positive results observed were the prevention of violence in schools, increased vaccination against Covid-19 and adherence to HPV vaccination among students.

VIP-ACS Study

The VIP-ACS study, started in 2019, sought to assess whether a double-dose influenza vaccination strategy during hospitalization for acute coronary syndrome compared with standard-dose outpatient vaccination (recommended by current guidelines) would reduce the risk of new cardiopulmonary events.

The conclusion was that vaccine-related adverse events were infrequent and results were similar across groups. That is, the use of a quadrivalent double-dose influenza vaccine before hospital discharge does not imply a reduction in acute cardiopulmonary events, compared with standard-dose outpatient vaccination among patients hospitalized for acute coronary syndrome.

The research was conducted in a randomized, multicenter manner, and its results were attested by an external committee.

The VIP-ACS study is part of the so-called mega trials, studies that involve a large number of patients with highly prevalent chronic diseases of importance to public health, such as hypertension and diabetes, to obtain the best treatment protocols and prevent complications related to the diseases.

Advanced Cell Therapies

After the approval of the National Health Surveillance Agency in 2022, the application of CAR-T cells produced in its laboratory in human beings began, for the treatment of lymphoma and leukemia. In 2023, one patient experienced complete remission of a lymphoma two months after CAR-T cell infusion. The initiative, which was the first of its kind by an academic and hospital organization to be approved by ANVISA in Brazil, provides for the technology to be used in at least 30 SUS patients.

Laboratory where CAR-T studies are developed

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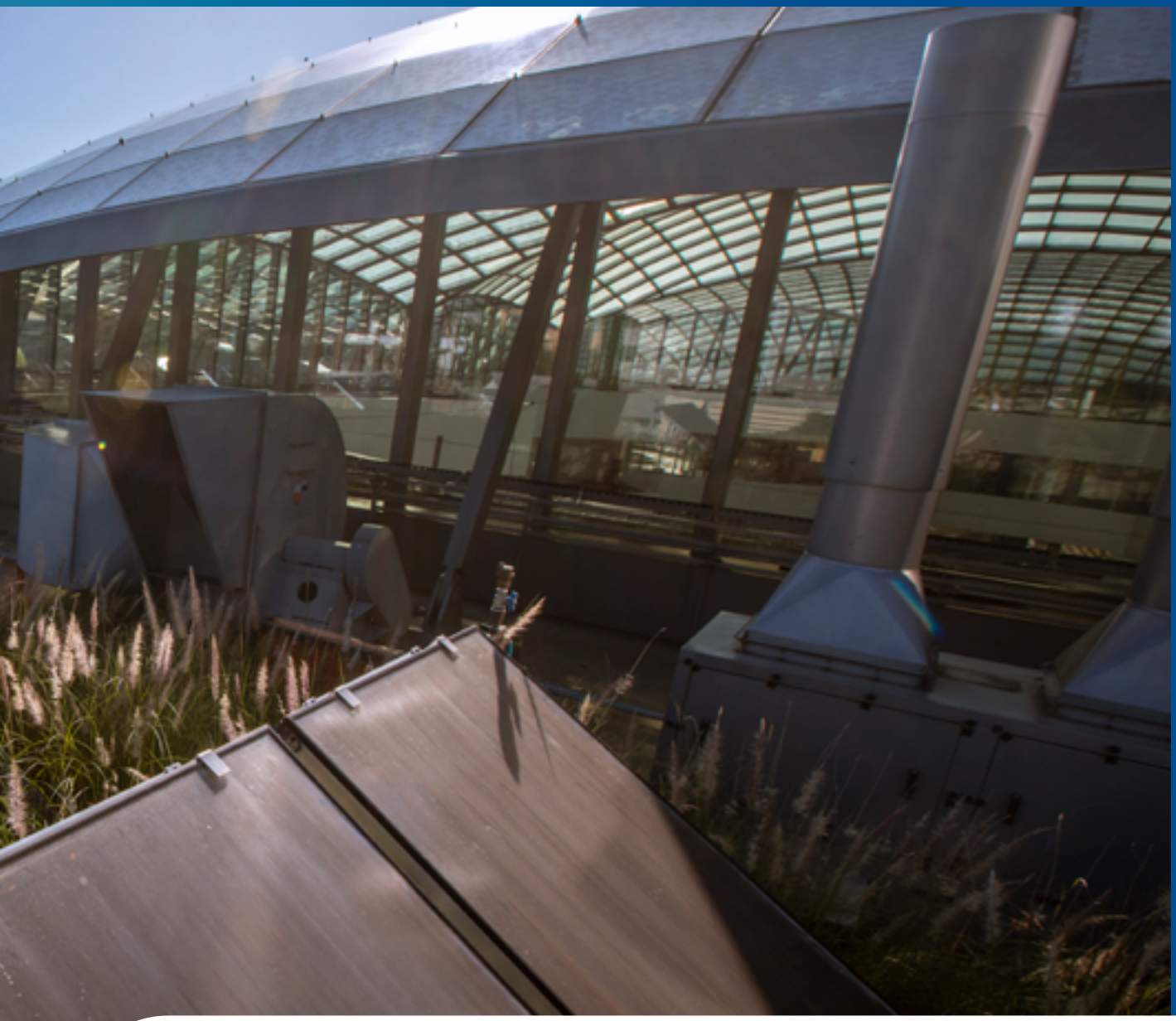

ENVIRONMENT

Environmental management at Einstein gained strength, with new commitments and action plans. Major waste reduction initiatives have been implemented and the results are already visible. New initiatives for the use of renewable energy and water reuse have been announced. In the public system, two units managed by Einstein received an unprecedented certification in environmental management.

ENVIRONMENT

GRI 3-3 ENVIRONMENTAL COMPLIANCE

State-of-the-art automatic transfer panels ensure energy is available in days of instability

PROFILE AND STRUCTURE

Compliance with laws and regulations, use of natural resources and aspects related to waste, effluents and emissions are a priority at Einstein, and its management is focused on reducing impacts and ensuring protection of the environment.

Since 2018, the Environmental Management System (EMS), consolidates the management of the organization's various environmental and energy aspects, standardizes procedures, policies and actions, in addition to providing leadership with a more strategic vision for monitoring challenges and advances. Applied to both private and public units, the EMS has ISO 14001 (environment) and ISO 50001 (energy) certification and is evaluated by the Joint Commission International.

In addition, the Sustainability Master Plan (PDS), prepared for the first time in 2011 and periodically revised, is connected with the Sustainable Development Goals (SDGs), which are part of the United Nations (UN) 2030 Agenda.

Environmental Advances

In 2023, Einstein created a specific area for the coordination of the various initiatives and a committee dedicated solely to Sustainability, which aims to expand sustainable practices within the organization. Among its key actions are the extension of natural resource use practices from the private sector to the public sector and the evolution of circular economy and reverse logistics practices

To direct actions and measure qualitative and quantitative impacts, a strategic plan was developed for 2023-2028, with goals related to equity, improvements in management and risk reduction in public and private operations, in addition to fighting the impacts of climate change on health.

A highlight of the year was the certification of Vila Santa Catarina Municipal Hospital and Campo Limpo Pediatric AME, both in the Brazilian Public Health System and managed by Einstein, which received ISO 14001. This attests to the commitment to a more sustainable management, focused on the protection of the environment and quality. There are already 16 Einstein units with certification (Morumbi, five Advanced Units, five Einstein Clinics, one Teaching Unit, Operational Technical Center and the Einstein Program in the Community of Paraisópolis).

WASTE GENERATION AND IMPACT MANAGEMENT

GRI 3-3 – WASTE MANAGEMENT AND DISPOSAL; 306-1; 306-2; 306-3; 306-4; 306-5

Automatic biodigester processes about 110 kilos of organic waste per day

In 2023, 5,800 tons of waste were generated, of which 41% were hazardous and 59% non-hazardous. 67% of the non-hazardous waste was recycled. As for hazardous waste, the entire volume was subjected to appropriate treatments, such as autoclaving and radioactive decay, and disposed of in accordance with applicable environmental standards. In the same year, the project "Transforming waste into new products" was started and, with the improvements in the separation flow, it was possible to reduce the amount of common (non-recyclable) waste destined for landfills. With this, the recycling of waste was optimized, and the separated organic waste was destined for composting.

Einstein's responsibility for waste management occurs throughout the chain, from generation, segregation, collection and transportation to disposal, in accordance with federal, state and municipal norms.

Applicable traceability is carried out monthly, covering a series of documents that enable this monitoring. The process includes a goal of the Sustainability Master Plan, that 70% of all non-infectious waste generated is recycled.

Einstein works with companies approved for waste management and submitted to a Sustainability Audit process by outsourced companies (read more in “Suppliers Sustainability Approval”, on page 135).

In the case of common waste, the part that cannot be used is transformed into energy mass, in a process that reduced the volume generated and disposed of in a landfill by about 82.5% .

In parallel, good practices were implemented in 2023, such as:

- **Reverse Logistics of alcohol gel bags and soap packaging.**
- **Empty packaging recycling programs.**
- **Collection and recycling of cigarette butts, which, after the toxin removal process, are transformed into cellulosic mass.**

WASTE GENERATED (GRI 306-3; 306-4; 306-5)

	2021	2022	2023	Δ 2023/2022
Hazardous waste generated by composition (in tons)				
Infectious	2,186.9	2,125.5	1,961.8	-7.7%
Chemical	398.7	487.7	435.4	-10.7%
Radioactive waste	0.1	0	0.2	N/A
Total hazardous waste	**2,585.7**	**2,613.2**	**2,397.3**	**-8.3%**
Non-hazardous waste by composition (in tons)				
Non-recyclable	1,384.3	1,348.3	236.0	-82.5%
Recyclable	1,498.7	1,685.3	2,313.6	37.3%
Organic	373.4	558.0	881.1	57.9%
Total non-hazardous waste	**3,256.4**	**3,591.6**	**3,430.7**	**-4.5%**
Waste				
Infectious, Chemical and Radioactive (hazardous)	2,585.7	2,613.1	2,397.3	-8.3%
NON-RECYCLABLE(non-hazardous)	1,384.3	1,348.3	236.0	-82.5%
Recyclable and organic (non-hazardous)	1,872.1	2,243.3	3,194.7	42.4%
Total (hazardous and non-hazardous)	**5,842.1**	**6,204.7**	**5,828.0**	**-6.1%**

Note: Waste treated by autoclaving at the Morumbi hospital is Group A1. According to Brazilian legislation, this treatment is necessary. 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.

Units accounted for in waste generation: Alphaville, Alto de Pinheiros, Anália Franco, Atlética, Belo Horizonte, Braz Leme, Campinas,Casa GPO,Casa Laranja, Casa Suprimentos, Chácara Klabin, Clínica Ibirapuera, Creche 1, Creche 2, DHL Osasco, Faculdade CEP, Faria Lima, Francisco Morato, Genomika Brasília, Genomika Porto Alegre, Genomika Recife, Ibirapuera, Jardins, Jockey, Laboratório Mogi das Cruzes, Laboratório NTO, MBA Paulista, Morumbi, Paraisópolis, Parque da Cidade, Paulista, Perdizes, Prédio Cinza, Rio de Janeiro, Santos, São José dos Campos, SBT, Vila Mariana and Vivo.

The *Up* Luxo project zeroed out the volume of textile destined for landfills

Other waste reduction initiatives in 2023

Paperless

The project, which complies with Normative Resolution 534, of 2022, of the National Supplementary Health Agency (ANS), establishes that the exchange of information and data between hospitals and health plan operators must be 100% digital. It is estimated that the annual process generates a monthly consumption of approximately 4 million sheets of paper, including billing and accounts receivable operations. Digitization of documents sent to health plan operators, resulted in the optimization of the process and the reduction of waste. The annual reduction in paper consumption was equivalent to 238 hectares of eucalyptus, an area of 23 Morumbi stadiums. With the improvements, the first results of the project are expected to be known as early as 2024.

Automatic Biodigester

At the Teaching and Research Center, an automatic biodigester was implemented as an alternative to sending food waste for external processing. About 950 daily meals are served on site, with an average of 160 kilos of waste being disposed of per day. The equipment transforms the waste into a liquid and safe compound for disposal at the sewage treatment plant, reducing costs and emissions in storage, logistics and sending to landfills.

Program 26

Program 26 aims to allocate a minimum of 26% of waste generated in Einstein's teaching and administration units to recycling. After field analysis, an action plan for engagement, awareness and operation was prepared in 2022, including an award for the best ideas for promoting recycling. In 2023, a 45% reduction was achieved.

Up Luxo Program

Started in 2022, the Up Luxo fabric recycling project zeroed out the disposal of hospital textile waste in landfills. During 2023, almost 13 tons were destined for reuse. Since the beginning of the program, almost 20 tons of sanitized fabric have been transformed by the program’s partner NGO into products such as bags and purses.

Sustainable Design

The Sustainable Design project involved the transformation of environmental waste into creative solutions. For this, 32 women from the community of Paraisópolis were trained, in a 2-month course, to learn how to reuse materials such as structural cement, mortar and cigarette butts. The result was the creation of interior design objects in an industrial style, such as candles, vases, lamps, decorative bottles and benches. In addition to circular economy, the project's contributions also include encouraging artistic skills and female entrepreneurship.

WATER CONSUMPTION

GRI 303-5

Reuse water treated at CEP is used for flush water and irrigation

In 2023, Einstein consumed 493,200 cubic meters of water, an increase of 50% compared to the previous year. This increase is due to the inclusion of public operations in the monitoring, such as the Vila Santa Catarina, M'Boi Mirim and Aparecida de Goiânia Hospitals.

The main factor behind the increase in water use is the expansion of Einstein's activities. To support efficient consumption, the Thermal Systems Master Plan aims to reduce usage by approximately 65,000 cubic meters/year.

The initiative to achieve the goal is the review of operational procedures to avoid waste, with the hiring of an engineering specialist who works directly with the areas in sustaining the level of performance and in water efficiency projects.

WATER USE (GRI 303-5)

Water Consumption (m^3)	2021	2022	2023	Δ 2023/2022
Utility	282,735	323,450	492,968	52.4%
Artesian well	4,604	4,359	219	-95.0%
Total Water Consumed	**287,339**	**327,809**	**493,187**	**50.5%**

POWER CONSUMPTION

GRI 302-1

In 2023, Einstein consumed 406,700 *giga joules* (GJ) of energy, 22% higher than in 2022. The increase is a result of the growth of operations, especially the beginning of the operation of the Municipal Hospital Aparecida de Goiânia in June 2022, and the intensification of the use of tools and technologies that consume electricity. Of this total, energy from renewable sources rose from 72% in 2022 to 74% in 2023. Variations in the volume consumed from the various sources, as well as that of the electric power generation matrix in the national integrated system, contributed to the growth.

To increase its capacity to operate, generating less environmental impact and avoiding compensation through credit purchases, Einstein announced in 2023 the investment of BRL 9 million to become a self-sufficient producer of clean energy. The projects include the construction of two photovoltaic plants, at the Alphaville and Morumbi units, and the self-production of energy at a wind farm in the Northeast. The organization is also studying a self-production project for energy through a wind or solar park with the objective that 100% of the electricity consumed in its operations come from a proven renewable source by 2028, based on 2017 emissions.

74%
of the energy consumed comes from renewable sources

POWER CONSUMPTION (GRI 302-1)

Renewable Energy Consumption (GJ)	2021	2022	2023	Δ 2023/2022
Ethanol	1,580	1,109	1,228	10.7%
Electricity	210,307	237,930	299,019	25.7%
Renewable Energy Total	**211,887**	**239,039**	**300,247**	**25.6%**
Non-Renewable Energy Consumption (GJ)				
Natural gas	70,167	80,832	87,391	8.1%
Gasoline	1,737	1,786	1,497	-16.2%
CNG	987	1,206	1,376	14.1%
Diesel oil	11,934	11,135	16,196	45.5%
Total Non-Renewable Energy	**84,825**	**94,959**	**106,460**	**12.1%**
Total Energy Consumption (GJ)				
Renewable sources	211,887	239,040	300,247	25.6%
Non-renewable sources	84,825	94,959	106,460	12.1%
Total	296,712	333,999	406,707	21.8%
% Renewable sources	**71%**	**72%**	**74%**	**2 p.p.**

CLIMATE COMMITMENTS

Einstein hosts the 15th edition of the Healthy Hospitals Seminar

In 2023, Einstein joined 3 initiatives of the Global Compact: the Mind in Focus Movement, Net-Zero Ambition and the Amazon Impact Movement.

As a member of the Global Network of Green and Healthy Hospitals, Einstein hosted the Healthy Hospitals Seminar in November, an event that promotes collaborative discussions in the segment.

Under the umbrella of climate action to transform the health sector, themes such as carbon management plans, sustainable purchases, global commitments in waste management and organic recycling, among others, were addressed.

Promoted since 2008, the Seminar returned to its in-person version after the Covid-19 pandemic, receiving the director of Public Health, Environment and Social Determinants of Health of the World Health Organization (WHO), Dr. Maria Neira, as well as representatives of the Ministry of Health and the São Paulo Association of Medicine.

Greenhouse Gas Inventory

Since 2010, Einstein has published its Greenhouse Gas (GHG) inventory, with direct (Scopes 1 and 2) and indirect (Scope 3) emissions. Compared to 2022, in 2023 Einstein had a reduction of 11.62% in its greenhouse gas emissions considering scopes 1,2 and 3. Efforts to reduce emissions follow the global Race to Zero campaign, which aims to reduce emissions by 50% by 2030 and 100% by 2050. Transparency in the publication of all inventory criteria resulted in the receipt, in 2023, of the Gold Seal of the Brazilian GHG Protocol Program.

The impacts of Einstein's operations occur, for the most part, in Scope 3, referring to indirect emissions along the Supply chain, outside direct control. Calculation is the most complex of GHG accounting and was initiated by Einstein in 2023 as part of its commitment to sustainability.

The first analysis, carried out by means of a screening method, focused on emissions from the Einstein supply chain. The methodology was based on the financial expenditure for the categories of goods and services purchased and on the detailing of primary data for waste categories and business trips. The results showed that 86% of emissions are linked to the Supply chain, totaling 95,226.9 tons of carbon dioxide equivalent (tCO2eq). The next phase on this front is to discuss with the suppliers with the highest participation in GHG emissions on their maturity level and the progress on the subject.

Effluent Management

The assessment of the environmental quality of the organization's effluents is conducted through the analysis of physical-chemical parameters, documented in specialized reports. These data are reviewed in collaboration with the teams responsible for the operations and maintenance of hydraulic and sanitary systems in all Einstein units, private or public. In accordance with current legislation, the guidelines for the control and prevention of environmental pollution in São Paulo follow the parameters of Decree No. 8.468/76. For the other states, the standards adopted are those of CONAMA 430/2011, which provides specific guidelines on conditions, parameters, standards and guidelines for the management of effluent disposal. In addition to complying with regulations, Einstein also invests in initiatives that aim to reduce water consumption and the generation of effluents. One example is the implementation of a new air conditioning plant at the Morumbi Unit, which will avoid, in 2024, the estimated consumption of more than 50,000 m^3 of water.

Project to reduce the consumption of anesthetic gases (nitrous oxide)

In 2023, Einstein started a project to minimize the consumption of nitrous oxide, an anesthetic gas used in surgical and diagnostic procedures, which represents approximately 32% of its Greenhouse Gas (GHG) emissions in Scopes 1 and 2.

Several improvements have already been implemented to reduce the consumption of this gas over the last few years, which will make the search for optimization opportunities challenging. The thorough analysis of nitrous oxide purchase and consumption indicators in 2023 identified a relevant divergence between the storage point (reservoir) and the point of use (anesthesia equipment). After tests carried out on the entire gas distribution system, it was found that the divergence was related to leakage points in the network, which was built a few decades ago.

A robust action plan was developed to correct the problem, including changing the method of supplying gas to cylinders, given the low demand. The estimate is that this project will contribute to a significant reduction in the scope of GHG emissions in Einstein.

GREENHOUSE GAS EMISSIONS

	2021	2022	2023	Δ 2023/2022
Scope 1	10,234.9	12,054.3	10,548.7	-12.4%
Scope 2	8,811.1	3,089.3	3,194.7	3.4%
Scope 3	1,753.2	5,053.3	4,105.45	-18.7%

SUPPLY CHAIN MANAGEMENT

GRI 2-6, 2-24

5th Einstein Suppliers Meeting, held in March 2023

The involvement of the supply chain in the ESG agenda is stimulated through projects in partnership with Einstein. Of the 198 proposals submitted by suppliers in 2023, 113 were delivered in the year and another 38 will be finalized in 2024.

Among them are, in the environmental pillar, the replacement of gasoline vehicles with EVs, reverse logistics initiatives and battery disposal and, in the social pillar, training, employability and donation of computers for PECP and clothes in Volunteering.

The discussions on ESG and Supply Chain were part of the fifth Suppliers' Meeting, held in March at Einstein, with more than 250 strategic partners. The focus was on the intersection with the financial market, as investors recognize the importance of considering the environmental and social impact of the companies in which they invest. The event also addressed the movement that reflects this change, pointing out the most sustainable and responsible practices in the world of investments.

During the meeting, an award is promoted based on the Partner Performance and Alignment Index (IDAP), in which ESG, service level, quality, policies and commercial issues are evaluated and monitored. The recognition aims to value companies with the best practices to reduce environmental impacts and disseminate actions in the social sphere, in addition to encouraging the search for innovation and continuous improvement.

Supplier Sustainability Approval

In 2023, Einstein carried out 65 audits of critical suppliers and sub-suppliers on sustainability issues, due to their socio-environmental impact linked to the service provided, such as cargo or passenger transport, laundry, pest control and waste management.

The audit process is applied to the risk matrix based on ISO/IEC 31.010 and is supported by recognized audit firms for the application of a checklist, with the request for regulatory documentation and good ESG practices. If points of improvement are identified in the audit, action plans are established. Seventeen percent of the audited suppliers completed the action plans, resulting in an increase in the average scores for the year, from 8.4 to 9.5.

Green and Healthy Environments Program

In the public system, the inclusion of environmental aspects in the promotion of health and quality of life is based on the Green and Healthy Environments Program (PAVS), of the Municipal Health Department of São Paulo. Einstein, as responsible for the management of the program in 14 UBSs, has a local collaborator to support the contact between the Health Department, the Coordination and the environmental promotion agents (APAs) present in the Basic Health Units (UBS).

APAs develop actions within the space and in an intersectoral work in the surroundings, which can involve schools, NGOs and associations, according to the needs of each territory. In 2023, 980 actions were managed by Einstein, such as planting seedlings and awareness visits, impacting from children to the elderly.

Initiatives to achieve the PAVS goals, defined by the city hall for the period between 2022 and 2025, are underway. In 2023, a socio-environmental diagnosis was made, with the mapping of risks and potentials of each BHU region, whose next step is the development of projects to solve these challenges. To this end, APAs were trained on a track on the Sustainable Development Goals, aiming to promote the connection of practices with the UN agenda.

Standard & Poor's external evaluation

The assessment made by the rating agency Standard & Poor's in 2023 on the transparency of ESG practices and the performance of the sustainability agenda gave Einstein a score of 77/100. It is Latin America's best positioned organization and one of the three best in the world in health (hospitals, pharmaceutical companies and equipment and input companies) among those evaluated by the rating agency.

8

CONTRIBUTORS

Health is made by people and, therefore, Einstein invests in the development and quality of life of its employees. A new mental health program has increased attention to emotional issues in the workforce. The organization's diversity and inclusion strategies showed even more impact in the year and were externally recognized. Employability programs, on the other hand, help to train and improve the lives of historically minoritized groups.

CONTRIBUTORS

Employees of M'Boi Mirim Municipal Hospital

PROFILE AND STRUCTURE

Einstein's commitment to excellence, care and health is materialized by people. To ensure the development of these professionals and ensure an environment of well-being, several actions are carried out from an integrated view.

This view considers as central the physical, mental, spiritual and financial well-being of employees as part of the Quintuple Aim and creates conditions for them to work with happiness and meaning.

In 2023, Einstein extended paternity leave to 30 days, benefiting 123 employees in the year. For pregnant women who returned to work, a reception plan and breastfeeding promotion initiatives were developed, supporting about 660 women.

Einstein won the HR Innovator Award – Think Work Flash Innovations. More than 400 projects were submitted for this award, and only 36% of them were certified with the innovation criteria. Einstein was considered one of the most innovative HRs in Brazil.

EMPLOYEE PROFILE (GRI 2-7, 2-8)

By Employment Contract Type	2021	2022	2023	Δ 2023/2022
Fixed-term	311 (1.8%)	183 (1.0%)	160 (1.1%)	-12.6%
Non-fixed term	17,649 (98.2%)	19,714 (99.0%)	19,913 (98.9%)	1.0%
Total	**17,960 (100.0%)**	**19,897 (100.0%)**	**20,073 (100.0%)**	**0.9%**

Work time	2021	2022	2023	Δ 2023/2022
Full-time	15,402 (85.7%)	17,093 (85.9%)	17,128 (84.2%)	0.2%
Part-time	2,558 (14.3%)	2,804 (14.1%)	2,945 (15.8%)	5.0%
Total	**17,960 (100.0%)**	**19,897 (100.0%)**	**20,073 (100.0%)**	**0.9%**

By Activity and Gender	2021	2022	2023	Δ 2023/2022
Doctors	1,576 (100%)	1,627 (100%)	1,620 (100%)	-0.4%
Men	769 (48.8%)	778 (47.8%)	788 (48.6%)	1.3%
Women	807 (51.2%)	849 (52.2%)	832 (51.4%)	-2.0%
Healthcare*	11,415 (100%)	12,597 (100%)	12,561 (100%)	-0.3%
Men	2,639 (23.1%)	2,874 (22.8%)	2,865 (22.8%)	-0.3%
Women	8,776 (76.9%)	9,722 (77.2%)	9,696 (77.2%)	-0.3%
Other activities	4,969 (100%)	5,673 (100%)	5,892 (100%)	3.9%
Men	1,964 (39.5%)	2,210 (31.7%)	2,312 (39.2%)	4.6%
Women	3,005 (60.5%)	3,463 (68.3%)	3,580 (60.8%)	3.4%
Subtotal	**17,960 (100%)**	**19,897 (100%)**	**20,073 (100%)**	**0.9%**
Men	5,372 (29.9%)	5,861 (29.5%)	5,965 (29.7%)	1.8%
Women	12,588 (70.1%)	14,036 (70.5%)	14,108 (70.3%)	0.5%

Deliberative Council	179 (100%)	179 (100%)	179 (100%)	0.0%
Men	157 (87.7%)	151 (84.4%)	151 (84.4%)	0.0%
Women	22 (12.3%)	28 (15.6%)	28 (15.6%)	0.0%
Interns	124 (100%)	184 (100%)	187 (100%)	1.6%
Men	47 (37.9%)	72 (39.1%)	69 (36.9%)	-4.2%
Women	77 (62.1%)	112 (60.9%)	118 (63.1%)	5.4%
Subtotal	**18,263 (100%)**	**20,260 (100%)**	**20,439 (100%)**	**0.9%**
Men	5,576 (30.5%)	6,090 (30.1%)	6,185 (29.8%)	-0.9%
Women	12,687 (69.5%)	14,170 (69.9%)	14,254 (70.2%)	0.4%
Third Parties	3,959	4,258	4,842	13.7%
Total workforce	**22,222**	**24,518**	**25,281**	**3.1%**

*Nurse, Nursing Technician, Biomedicine, Pharmacist, Physical Therapist, Speech Therapist, Nutrition, Occupational Therapist

Care for the safety of employees is the subject of programs and is monitored by indicators

HIRES (GRI 401-1)

Hires	2021	2022	2023	Δ 2023/2022
Total number of contracts	3,288 (100.0%)	4,912 (100.0%)	3,437 (100.0%)	-30.0%
By gender				
Men	1,085 (32.9%)	1,406 (28.6%)	1,129 (32.8%)	-19.7%
Women	2,203 (67.1%)	3,506 (71.4%)	2,308 (67.2%)	-34.2%
By activity				
Doctors	291 (9.0%)	299 (6.2%)	237 (6.9%)	-20.7%
Healthcare*	1,814 (55.1%)	3,205 (65.2%)	1,842 (53.6%)	-42.5%
Other activities	1,183 (35.9%)	1,408 (28.6%)	1,358 (39.5%)	-3.6%
By Age Range				
Under 30 years	1,651 (50.2%)	2,570 (52.3%)	1,831 (53.3%)	-28.8%
Between 30-50	1,581 (48.1%)	2,224 (45.2%)	1,510 (43.9%)	-32.1%
Over 50 years	56 (1.7%)	118 (2.5%)	96 (2.8%)	-18.6%

*Nurse, Nursing Technician, Biomedicine, Pharmacist, Physical Therapist, Speech Therapist, Nutrition, Occupational Therapist

DISMISSALS (GRI 401-1)

Departures	2021	2022	2023	Δ 2023/2022
Total departures	2,377 (100.0%)	3,257 (100.0%)	3,214 (100.0%)	0.0%
By gender				
Men	788 (33.1%)	987 (30.3%)	1,015 (31.6%)	1.3%
Women	1,589 (66.9%)	2,270 (69.7%)	2,199 (68.4%)	-1.3%
By activity				
Doctors	255 (10.7%)	265 (8.1%)	263 (8.2%)	0.1%
Healthcare*	1,510 (63.5%)	1,979 (60.8%)	1,867 (58.1%)	-2.7%
Other activities	612 (25.8%)	1,013 (31.1%)	1,084 (33.7%)	2.6%
By Age Range				
Under 30 years	847 (35.6%)	1,372 (42.1%)	1,326 (41.3%)	-0.8%
Between 30-50	1,401 (58.9%)	1,742 (53.5%)	1,690 (52.6%)	-0.9%
Over 50 years	129 (5.5%)	143 (4.4%)	198 (6.2%)	1.8%

*Nurse, Nursing Technician, Biomedicine, Pharmacist, Physical Therapist, Speech Therapist, Nutrition, Occupational Therapist

TURNOVER RATE (GRI 401-1)

Overall Turnover Rate (%)	2021	2022	2023	Δ 2023/2022
Total	**13.6%**	**15.3%**	**14.5%**	**-0.8 p.p.**
By gender				
Men	15.1%	16.0%	15.5%	-0.5 p.p.
Women	13.0%	15.1%	14.2%	-0.9 p.p.
By activity				
Doctors	16.6%	16.6%	15.6%	-1.0 p.p.
Healthcare*	13.5%	14.5%	14.7%	+0.2 p.p.
Other activities	13.1%	17.6%	14.1%	-3.5 p.p.
By Age Range				
Under 30 years	16.9%	19.1%	17.8%	-1.3 p.p.
Between 30-50	12.5%	14.1%	13.3 %	-0.8 p.p.
Over 50 years	10.7%	10.3%	13.3 %	+3.0 p.p.
Spontaneous Turnover Rate (%)				
Total	**6.1%**	**7.1%**	**6.0%**	**-1.1 p.p.**
By gender				
Men	6.8%	7.3%	5.9%	-1.4 p.p.
Women	5.7%	7.0%	6.0%	-1.0 p.p.
By activity				
Doctors	11.8%	12.0%	10.0%	-2.0 p.p.
Healthcare*	4.9%	5.9%	5.4%	-0.5 p.p.
Other activities	6.7%	9.1%	6.2%	-2.9 p.p.
By Age Range				
Under 30 years	9.1%	9.1%	8.1%	-1.0 p.p.
Between 30-50	5.2%	6.7%	5.4%	-1.3 p.p.
Over 50 years	1.2%	2.2%	2.8%	+ 0.6 p.p.

*Nurse, Nursing Technician, Biomedicine, Pharmacist, Physical Therapist, Speech Therapist, Nutrition, Occupational Therapist

PARENTAL LEAVE (GRI 401-3)

Women	2021	2022	2023	Δ 2023/2022
Employees entitled to the leave	12,588	13,741	13,783	0.3%
Employees who took the leave	563	622	653	5.0%
Employees who returned to work, in the reporting period, after the end of the leave	563	622	653	5.0%
Return rate	100.0%	100.0%	100.0%	0.0%
Employees who returned to work after the leave and remained employed 12 months after returning	505	531	546	2.8%
Retention rate	**89.7%**	**85.4%**	**83.6%**	**-2.1 p.p.**
Men				
Employees entitled to the leave	5,372	5,861	5,965	1.8%
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	134	70	178	154.3%
Return rate	100.0%	100.0%	100.0%	0.0%
Employees who returned to work after the leave and remained employed 12 months after returning	122	68	178	161.8%
Retention rate	**91.0%**	**97.1%**	**100.0%**	**+2.9 p.p.**

The reception and breastfeeding promotion plan has supported more than 600 women

ENGAGEMENT AND EXPERIENCE

Employee evaluation mechanisms contribute to the continuous improvement of people management processes within Einstein. Listening channels and spaces for spontaneous demonstrations are available, in addition to pulse and annual organizational climate surveys. In 2023, the NPS of employees was 79.0, in the "zone of excellence".

Continuous dialogue is a practice encouraged by Einstein for teams to include conversations about career, performance and feedback in the day-to-day dynamics. The Competency Assessment is the annual exercise between leaders/technical references and employees to evaluate the last cycle and deliverables for the construction of the individual development plan, which involves feedback and career goals. All employees are evaluated and the final score is used in initiatives that make up their life cycle in the organization.

Also in 2023, the Nursing Skills Program was revisited, with a redesign process that involved the entire team, directly and indirectly, with the objective of proposing a program consistent with the practice of Einstein's nursing professionals, especially with regard to behavioral aspects.

EMPLOYEE SATISFACTION

	2021	2022	2023	Δ 2023/2022
Net Promoter Score (NPS)	**73.0**	**82.0**	**79.0**	**-3.0%**

DIVERSITY, EQUITY AND INCLUSION

GRI 3-3 DIVERSITY AND EQUITY

Since 2019, Einstein has had a Diversity, Equity and Inclusion Program (DE&I), which integrates the initiatives developed to improve the theme throughout the organization, as well as actions to attract and select talent.

Einstein's PDE&I was recognized in relevant awards in 2023, such as the rankings Great Place to Work (50+ and Women) and Best Companies for LGBTQIAPN+ People to Work, of the Human Rights Campaign, and in the Inclusion Survey of Época Negócios (Health).

The hiring of transgender, transvestite and non-binary people in 2023 increased by 73.7%, from 19 people in 2022 to 33 people in 2023.

The initiative to bring transgender people from the organization to co-design the change in protocols and processes internally, the employability course for trans people together with Rede Amalgamar and Centro de Cidadania LGBTQIAPN+ Zona Sul, contributed to this increase.

At UPA Campo Limpo, a diversity program was developed, in partnership with IHI, based on the diagnosis of improvements for the reception of employees and care for LGBTQIAPN+ patients, the elderly

and people living with disabilities. The project involves a process of listening and co-designing protocols for inclusion and evaluation of the inclusive culture in the unit by employees through eNPS and the experience of patients with NPS.

An important leadership development project of the year was the Training Program in Management Tools for people living with disabilities. The course seeks to broaden market perception and knowledge in the health area, as well as develop leadership and management skills. The syllabus was set up together with employees living with disabilities, considering the use of *software* for reading screens, adaptations in sign language and other resources and methodologies, according to the needs of each student.

In 2023, Einstein received the Mobilizing Company Seal of the Companies with Refugees Forum, reiterating the commitment to the employability of immigrants from countries such as Venezuela, Haiti and Angola. In total, there were 66 employees with refugee status, compared to 26 in 2022.

Additionaly, a partnership was started with the NGO Estou Refugiado, offering Portuguese courses for expatriates, mainly Afghans. The class started in May 2023 with 21 students and was completed in April 2024.

Employability Program

Another front is the Employability Program, which offers training for the labor market to minority groups – people living with disabilities, people with refugee status, transgender people, people over 60 years old, young people in vulnerable situations and the Paraisópolis community. In 2023, 106 people in this group received full grants for skills development.

EMPLOYEE DIVERSITY (GRI 405-1)

By Age Range and Gender	2021	2022	2023	Δ 2023/2022
Under 30	**5,368 (29.9%)**	**6,112 (30.7%)**	**5,952 (29.7%)**	**-1.07%**
Men	1,694 (9.4%)	1,894 (9.5%)	1,864 (9.3%)	-0.23%
Women	3,674 (20.5%)	4,218 (21.2%)	4,088 (20.4%)	-0.83%
30-50	**11,381 (63.4%)**	**12,391 (62.3%)**	**12,600 (62.8%)**	**0.50%**
Men	3,287 (18.3%)	3,537 (17.8%)	3,635 (18.1%)	0.33%
Women	8,094 (45.1%)	8,854 (44.5%)	8,965 (44.7%)	0.16%
Over 50	**1,211 (6.7%)**	**1,394 (7.0%)**	**1,521 (7.6%)**	**0.57%**
Men	391 (2.2%)	430 (2.2%)	466 (2.3%)	0.16%
Women	820 (4.6%)	964 (4.8%)	1.055 (5.3%)	0.41%
Total	**17,960 (100%)**	**19,897 (100%)**	**20,073 (100%)**	**0.0%**
Men	5,372 (29.9%)	5,861 (29.5%)	5,965 (29.7%)	0.26%
Women	12,588 (70.1%)	14,036 (70.5%)	14,108 (70.3%)	-0.26%

By Functional Category and Gender	2021	2022	2023	△ 2023/2022
Executive Directors	**18 (0.1%)**	**27 (0.1%)**	**15 (0.1%)**	**-0.01%**
Men	8 (0.0%)	7 (0.0%)	8 (0.0%)	0.0%
Women	10 (0.1%)	9 (0.0%)	7 (0.0%)	-0.01%
Managers and Superintendents/Directors	**141 (0.8%)**	**188 (0.9%)**	**205 (1.0%)**	**0.08%**
Men	56 (0.3%)	81 (0.4%)	90 (0.4%)	0.04%
Women	85 (0.5%)	107 (0.5%)	115 (0.6%)	0.04%
Medical Managers	**41 (0.2%)**	**35 (0.2%)**	**37 (0.2%)**	**0.01%**
Men	31 (0.2%)	25 (0.1%)	27 (0.1%)	0.01%
Women	10 (0.1%)	10 (0.1%)	10 (0.0%)	0.0%
Coordinators/Specialists	**712 (4.0%)**	**826 (4.2%)**	**876 (4.4%)**	**0.21%**
Men	262 (1.5%)	285 (1.4%)	292 (1.5%)	0.02%
Women	450 (2.5%)	541 (2.7%)	584 (2.9%)	0.19%
Medical Coordinators	**127 (0.7%)**	**143 (0.7%)**	**148 (0.7%)**	**0.02%**
Men	87 (0.5%)	95 (0.5%)	97 (0.5%)	0.01%
Women	40 (0.2%)	48 (0.2%)	51 (0.3%)	0.01%
Doctors (I, II and III)	**1,408 (7.8%)**	**1,449 (7.3%)**	**1,430 (7.1%)**	**-0.16%**
Men	651 (3.6%)	658 (3.3%)	659 (3.3%)	-0.02%
Women	757 (4.2%)	791 (4.0%)	771 (3.8%)	-0.13%
Professionals	**8,458 (47.1%)**	**9,649 (48.5%)**	**9,778 (48.7%)**	**0.22%**
Men	2,228 (12.4%)	2,501 (12.6%)	2,557 (12.7%)	0.17%
Women	6,230 (34.7%)	7,148 (35.9%)	7,221 (36.0%)	0.05%
Technical	**4,802 (26.7%)**	**5,218 (26.2%)**	**5,164 (25.7%)**	**-0.50%**
Men	1,528 (8.5%)	1,674 (8.4%)	1,670 (8.3%)	-0.09%
Women	3,274 (18.2%)	3,544 (17.8%)	3,494 (17.4%)	-0.41%
Assistants	**2,253 (12.5%)**	**2,373 (11.9%)**	**2,420 (12.1%)**	**0.13%**
Men	521 (2.9%)	535 (2.7%)	565 (2.8%)	0.13%
Women	1,732 (9.6%)	1,838 (9.2%)	1,855 (9.2%)	0.0%
Total	**17,960 (100%)**	**19,897 (100%)**	**20,073 (100%)**	**0.0%**
Men	5,372 (29.9%)	5,861 (29.5%)	5,965 (29.7%)	0.26%
Women	12,588 (70.1%)	14,036 (70.5%)	14,108 (70.3%)	-0.26%

By Functional Category and Age Range	2021	2022	2023	△ 2023/2022
Executive Directors	**18 (0.1%)**	**16 (0.1%)**	**15 (0.1%)**	**-0.01%**
30-50	5 (0.0%)	6 (0.0%)	6 (0.0%)	-0.00%
Over 50	13 (0.1%)	10 (0.1%)	9 (0.0%)	-0.01%
Managers and Superintendents/ Directors	**141 (0.8%)**	**188 (0.9%)**	**205 (1.0%)**	**0.08%**
Less than 30	1 (0.0%)	1 (0.0%)	1 (0.0%)	0.00%
30-50	114 (0.6%)	147 (0.7%)	160 (0.8%)	0.06%
Over 50	26 (0.1%)	40 (0.2%)	44 (0.2%)	0.02%
Medical Managers	**41 (0.2%)**	**35 (0.2%)**	**37 (0.2%)**	**0.01%**
30-50	27 (0.2%)	23 (0.1%)	20 (0.1%)	-0.02%
Over 50	14 (0.1%)	12 (0.1%)	17 (0.1%)	0.02%
Coordinators/Specialists	**712 (4.0%)**	**826 (4.2%)**	**876 (4.4%)**	**0.21%**
Less than 30	55 (0.3%)	79 (0.4%)	77 (0.4%)	-0.01%
30-50	567 (3.2%)	642 (3.2%)	683 (3.4%)	0.18%
Over 50	90 (0.5%)	105 (0.5%)	116 (0.6%)	0.05%
Medical Coordinators	**127 (0.7%)**	**143 (0.7%)**	**148 (0.7%)**	**0.02%**
30-50	78 (0.4%)	88 (0.4%)	90 (0.4%)	0.01%
Over 50	49 (0.3%)	55 (0.3%)	58 (0.3%)	0.01%

By Functional Category and Age Range	2021	2022	2023	Δ 2023/2022
Doctors (I, II and III)	**1,408 (7.8%)**	**1,449 (7.3%)**	**1,430 (7.1%)**	**-0.16%**
Less than 30	169 (0.9%)	196 (1.0%)	153 (0.8%)	-0.22%
30-50	1,096 (6.1%)	1,106 (5.6%)	1,126 (5.6%)	0.05%
Over 50	143 (0.8%)	147 (0.7%)	151 (0.8%)	0.01%
Professionals	**8,458 (47.1%)**	**9,649 (48.5%)**	**9,778 (48.7%)**	**0.22%**
Less than 30	2,230 (12.4%)	2,695 (13.5%)	2,624 (13.1%)	-0.47%
30-50	5,860 (32.6%)	6,514 (32.7%)	6,675 (33.3%)	0.52%
Over 50	368 (2.0%)	440 (2.2%)	479 (2.4%)	0.17%
Technical	**4,802 (26.7%)**	**5,218 (26.2%)**	**5,164 (25.7%)**	**-0.50%**
Less than 30	2,061 (11.5%)	2,269 (11.4%)	2,181 (10.9%)	-0.54%
30-50	2,468 (13.7%)	2,635 (13.2%)	2,644 (13.2%)	-0.07%
Over 50	273 (1.5%)	314 (1.6%)	339 (1.7%)	0.11%
Assistants	**2,253 (12.5%)**	**2,373 (11.9%)**	**2,420 (12.1%)**	**0.13%**
Less than 30	852 (4.7%)	872 (4.4%)	916 (4.6%)	0.18%
30-50	1,166 (6.5%)	1,230 (6.2%)	1,196 (6.0%)	-0.22%
Over 50	235 (1.3%)	271 (1.4%)	308 (1.5%)	0.17%
Total	**17,960 (100%)**	**19,897 (100%)**	**20,073 (100%)**	**0.00%**
Less than 30	5,368 (29.9%)	6,112 (30.7%)	5,952 (29.7%)	-1.07%
30-50	11,381 (63.4%)	12,391 (62.3%)	12,600 (62.8%)	0.50%
Over 50	1,211 (6.7%)	1,394 (7.0%)	1,521 (7.6%)	0.57%

PWD EMPLOYEES (GRI 405-1)

PWD Collaborators, by Functional Category and Gender	2021	2022	2023	Δ 2023/2022
Coordinators/Specialists	7 (1.2%)	8 (1.3%)	11 (1.3%)	37.5%
Doctors (I, II and III)	3 (0.6%)	4 (0.6%)	5 (0.6%)	25.0%
Professionals	110 (17.2%)	162 (22.6%)	239 (28.2%)	47.5%
Technical	353 (55.2%)	372 (51.9%)	398 (46.8%)	7.0%
Assistants	166 (25.9%)	169 (23.6%)	196 (23.1%)	16.0%
Total	**639 (100%)**	**716 (100%)**	**849 (100%)**	**18.6%**
% of Legal Target	**75.1%**	**75.4%**	**88.7%**	

BLACK AND BROWN EMPLOYEES (GRI 405-1)

Black and Brown employees - By Functional Category	2021	2022	2023	Δ 2023/2022
Directors, Superintendents and Managers	13 (0.3%)	17 (0.3%)	18 (0.2%)	5.9%
Medical Managers	3 (0.1%)	3 (0.1%)	4 (0.1%)	33.3%
Coordinators/Specialists	120 (1.6%)	152 (1.8%)	164 (1.9%)	7.9%
Medical Coordinators	8 (0.1%)	7 (0.1%)	5 (0.1%)	-28.6%
Doctors (I, II and III)	162 (2.2%)	181 (2.1%)	180 (2.1%)	-0.6%
Professionals	3,109 (42.2%)	3,788 (44.8%)	3,954 (45.7%)	4.4%
Technical	2,511 (34.1%)	2,802 (33.2%)	2,798 (32.4%)	-0.1%
Assistants	1,434 (19.4%)	1,490 (17.6%)	1,525 (17.6%)	2.3%
Total	**7,360 (100%)**	**8,442 (100%)**	**8,648 (100%)**	**2.4%**

Promoting diversity, at all levels, is a premise of the organization

COMPENSATION

Ratio between base salary and remuneration received by women and by men, hypothetically, by functional category (GRI 405-2)

	Average Base Salary			Median Base Salary		
	2021	2022	2023	2021	2022	2023
Directors	81.0%	83.0%	84.0%	76.0%	85.0%	90.0%
Managers	73.0%	77.0%	78.0%	77.0%	88.0%	90.0%
Medical Managers	87.0%	88.0%	86.0%	85.0%	83.0%	78.0%
Coordinators/Specialists	93.0%	90.0%	90.0%	98.0%	95.0%	93.0%
Medical Coordinators	83.0%	82.0%	82.0%	84.0%	85.0%	87.0%
Doctors (I, II and III)	91.0%	91.0%	93.0%	84.0%	84.0%	86.0%
Professionals	102.0%	99.0%	99.0%	101.0%	98.0%	97.0%
Technical	100.0%	100.0%	100.0%	100.0%	101.0%	101.0%
Assistants	107.0%	113.0%	113.0%	106.0%	113.0%	113.0%

TRAINING

GRI 3-3 – TRAINING AND EDUCATION; 404-2

Einstein's Corporate Education systematizes, organizes and offers training programs for the organization's employees, through Learning Trails.

The Learning Trails aim to:

- Reinforce the organization's principles and values, addressing institutional issues related to ethical conduct.
- Offer training and growth of employees' skills, contributing to their professional development.
- Contribute to the quality and excellence of the services provided by the Company.

The guidelines for defining the themes to be addressed in the cycle of trails are:

- Strategic Guidelines.
- Professional skills identified for the execution of tasks.
- Certifications and Accreditations; point of improvement identified in Audits.
- Compliance with legal requirements.
- Performance of operational and assistance indicators.
- Einstein's professional qualification policies.

The Learning trails are organized as follows:

- **Onboarding:** for the institutional and functional integration of new employees.
- **Institutional:** to transmit Einstein's culture and fundamental knowledge to all employees.
- **Professional:** to customize learning for the different positions and roles of care and patient care 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.

Trails have their contents updated every year. Employees must manage the activities, in order to complete them within a given timeframe. The employee's performance is measured through a learning assessment, which must be carried out at the end of the training. Employees who do not achieve the desired performance will be considered as failed and their immediate manager is responsible for drafting an action plan as a way to develop the employee on the topic.

Every year new professional learning trails are made available to different areas and audiences, such as: Training Multiplier, Human Factors for the Medical Team, Nursing Professional for the public working in the Surgical Center and, soon, the Nursing Professional for the Oncology Team.

LEADERSHIP DEVELOPMENT

Every year, the Einstein Leaders Meeting debates the organization's vision of the future, its transformation and its leadership role based on culture and values. In 2023, the theme addressed was transformation: Leadership, Equity and Sustainability in Health, with the participation of 920 people, in a hybrid event.

Leaders' meeting in 2023

TOTAL HOURS OF INTERNAL AND EXTERNAL TRAINING

	2021	2022	2023	Δ 2023/2022
Internal	760,425	601,527	692,076	15.1%
External	11,169	22,081	12,054	-45.4%
Total	**771,594**	**623,608**	**704,130**	**12.9%**

AVERAGE HOURS OF EMPLOYEE TRAINING (H/YEAR) (GRI 404-1)

	2021	2022	2023	Δ 2023/2022
By gender				
Men	32.7	26.7	27.5	3.0%
Women	37.8	29.7	32.4	9.1%
By role				
Board	14.3	27.0	18.7	-30.7%
Management	20.9	37.8	23.9	-36.8%
Leaders/Coordination	21.7	44.4	32.9	-25.9%
Technical/Supervision	45	33.3	36.5	9.6 %
Management	21.9	21.8	22.8	4.6%
Operational	23.2	19.1	20.2	5.8%
Apprentices	12.5	15.9	15.5	-2.5%
Average per professional	38.3	32.0	35.2	10.0%

Wellbeing and mental health

In 2023, a review of well-being and mental health activities aimed at employees was carried out and the need for a more systemic approach was observed.

The activities developed throughout the year are in line with the UN Sustainable Development Goals (SDGs) on Health and Wellness, Quality Education and Reduction of Inequalities. They were divided into internal actions: care, with psychological and psychiatric support; interventions in the areas to strengthen leadership and technical advice; and promotion and prevention, with campaigns and dissemination of materials such as videos, e-books and podcasts – and external actions, offering a journey of mental health care content for companies and structuring a Mental Health Center, whose operations are scheduled to start in the second half of 2024.

In the context of the program, more than 24,800 psychotherapy consultations and almost 2,000 psychiatric consultations were performed. Over 2,100 leaders were mobilized in meetings on the subject and another 2,400 people actively participated in mental health, movement and food campaigns.

Also in 2023, the first Well-Being Committee was created, aimed at Nursing staff, with 381 people participating in meetings to propose actions and monitor indicators, with the intention of promoting improvements and meeting the requirements of renewing the Magnet certification.

HEALTH SAFETY

GRI 2-23, 3-3 – OCCUPATIONAL HEALTH AND SAFETY

Occupational Health and Safety are treated from its actual and potential impacts, considering data analysis, both in relation to internal activities and ramifications resulting from the external context. To this end, the Einstein Employee Safety and Health System (SESSCO) was developed, which has as reference the management system of ISO 45.001:2018. (GRI 403-1)

The System is composed of three drivers: Management and Processes, Physical Conditions, and Culture and Behavior. They act in an integrated manner and establish guidelines, roles and responsibilities, translated into actions and practices, towards Zero Damage, with safe and healthy workplaces for employees, patients and visitors, as well as high standards of environmental protection. (GRI 403-1)

In 2023, actions were taken to reinforce these issues, including the training for Reconnection with the 5 Safety Rules. In the Awareness rule, for example, there is the commitment, delegation of authority and duty of each employee to interrupt or correct unsafe activities and behaviors or which pose risks to employees, patients or the environment. The Safety rule, on the other hand, establishes as a fundamental premise not to perform an activity if the professional does not feel safe. (GRI 403-2).

In 2023, Einstein was received an award from *Revista Proteção* for the cases "Mobility – Safety Culture Beyond the Borders of SBIBAE" and "Relationship between in-person Training Based on Simulation on the Use of Personal Protective Equipment and Infection of Health Professionals by Covid-19".

Einstein promotes a listening and psychologically safe environment in which employees and service providers are encouraged to notify the conditions and risks of activities, if necessary anonymously.

RISK ASSESSMENT

GRI 403-2

The Health and Safety Risk Management Program (PGRSS) plays a key role in the identification, assessment and control of occupational risks from the hierarchy of control. Through it, it is possible to recognize and classify occupational risks, identify hazards and potential injuries and, finally, determine and implement preventive measures.

Risk assessments are conducted using the matrix, which considers probability and severity, facilitating the identification of critical areas. Notifications, behavioral observations, incidents, change management, safety inspections and *safety tours* are used to identify and treat risks. This information provides a comprehensive view and ongoing assessment of new risks, behavioral aspects, and reactive events.

The monitoring of this information is carried out in a comprehensive and integrated manner and corrective and preventive measures are implemented based on the priorities defined in the matrix.

Risk management for activities carried out by third parties and contractors also takes place on a regular basis and includes a preliminary risk and work permit analysis.

OCCUPATIONAL HEALTH SERVICES

GRI 403-3

With the objective of ensuring a safe and healthy environment for employees, Einstein operates from the onboarding process, with identification of work capacity and mapping of people's health needs, to periodic occupational consultations.

Through the Occupational Health Medical Control Program (PCMSO), the guidelines for the Health and Safety actions for employees are defined and epidemiological and statistical analyzes are carried out on health problems and their relationship with occupational risks.

The Vaccination Program, aimed at disease prevention and in line with the guidelines established in the PCMSO, provides vaccination coverage, which reached 99% of employees.

Another relevant program for the area is Cuidar, focused on the prevention of illness, care and rehabilitation, when necessary, including the understanding of the determinants of people's health, with identification of those who pose the greatest risks for a proactive approach. The program looks at the organizational context, seeking to identify psychosocial risk factors for action that promote a safer and more collaborative work environment.

In line with the organizational strategy, initiatives are developed for the mental health and well-being of employees, such as the Escuta no Trabalho project, focused on organizational aspects and the relationship between mental health and work.

Finally, the PCMSO informs the feedback of the Risk Management Program in the implementation and monitoring of the effectiveness of the prevention measures adopted and the management of institutional indicators, aligned with the Quintuple Aim.

CONSULTATION AND COMMUNICATION

GRI 403-4

CIPAA – Internal Commission for the Prevention of Accidents and Harassment is constituted as a mechanism for worker participation. The periodic meetings are attended by the Occupational Safety and Occupational Health teams, which ensures the dissemination of all preventive measures among employees, including the interface with the Active Listening Program, which aims to map the psychosocial risks and demands of more critical areas, in order to minimize suffering in the workplace and promote health and happiness in the daily lives of Einstein employees.

The Safety Culture and Organizational Climate surveys are relevant tools for the feedback and evaluation of the Management System. They broadly address topics related to Health and Safety and how they are perceived throughout the organization, as well as the results of initiatives. With the latest results, it is possible to identify the perception of Health and Safety as one of the strengths of organizational culture and climate. In 2023, Employee Safety received 93% satisfaction in accident prevention actions and 96% in care and structure to reduce accidents in the Organizational Climate survey.

EMPLOYEE SAFETY INDEX

(GRI 403-9)

Employee Safety Index	2021	2022	2023	Δ 2023/2022
Frequency of Typical Lost Time Accidents*	2.17	3.32	1.79	-46.1%
Biohazard Accident Rate Without Loss of Time*	3.06	3.28	2.15	-34.5%
Leave rate (%)	1.40%	1.40%	1.63%	+0.23 p.p.
Absenteeism Rate (%) **	1.56%	1.70%	1.83%	+0.13 p.p.

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

** No including absenteeism related to covid-19.

9

GOVERNANCE

Ethics and legal compliance are compasses for Einstein's performance.
In the area of governance, risk management and conflict of interest mitigation processes were reinforced at all levels of the organization. Internal and external audits are part of the process control strategy.

GOVERNANCE

GRI 2-9

PROFILE AND STRUCTURE

Einstein governance prescribes that the governing bodies relate to each other, in a system of checks and balances, to guarantee alignment of the Society's interests and control over its activities. The role of each body 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 General Board is the executor of Einstein's planning, organization and administration, with 14 boards and remunerated professionals, reporting to the Elected Board.

Closing of the 2023 Governance Program

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 Board of Directors: Governance Audit and Conflicts of Interest in Corporate Governance.

Recommendation Committees of the Elected Board: People, Finance, Teaching and Education, Digital, Social Responsibility, Sustainability, Quality, Care and IT, Research and Innovation, Entrepreneurship and Innovation.

The Expansion and New Activities Committee has a joint coordination (chairman of the Elected Board and the Board of Directors).

Nominations and mandates

The members of the Board of Directors and the Elected Board are chosen by election for a six-year term by the Deliberative Council. Before the election date, one or more slates with the names of the respective candidates are presented. The entire electoral process complies with 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 a single re-election being allowed. In the Elected Board, the Chair is preferably occupied by a physician, as well as at least 1/3 of the members. In the Board of Directors, of the nine members, at least three should be doctors. For this group, the age limit for the office is 76 years, while in the Elected Board of Directors, 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 the strict interest of Einstein. The Chairs of the Elected Board and the Board of Directors cannot also be executives of the Organization, and the activities are carried out on a voluntary basis, without remuneration. (GRI 2-10; 2-11; 2-19)

The Onboarding Program addresses the structure of Corporate Governance, Strategic Planning, Organizational Structure and the role of Compliance and Risk Management. (GRI 2-17)

GENERAL ASSEMBLY Highest decision-making body, it is made up of around 460 members who elect the Deliberative Council and the Audit 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 doctors: a Chairperson, four Vice-Presidents 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 Company.
(GRI 2-11)

Chairperson – physician
Claudio Luiz Lottenberg

Vice Chair – Economist
Claudio Szajman

Vice-President – Physician
Claudio Schvartsman

Vice-President – Attorney
Fabiana Klajner Leschziner

Vice-President – Physician
Nelson Wolosker

Member – Engineer
Dominique José Einhorn

Member – Physician
Eduardo Zlotnik

Member – Attorney
Luiz Kignel

Member – Stockbroker
Morris Dayan

ELECTED BOARD It is composed of nine members, a Chairperson 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.

Chairperson – physician
Sidney Klajner

Vice-President – Attorney
Claudia Politanski

Vice-President – Engineer
Claudia Sender Ramirez

Vice-President – Business administrator
Claudio Mifano

Vice-President – Physician
Fernando Bacal

Vice-President – Economist
Gilberto Maktas Meiches

Vice-President – Physician
Marcos Knobel

Vice-President – Physician
Sergio Podgaec

Vice-President – Physician
Victor Nudelman

FISCAL COMMITTEE 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.

Economist
Andrea Sandro Calabi

Attorney
Arnoldo Wald Filho

Economist
Henri Philippe Reichstul

Business administrator
Abramo Douek

Businessman
Charles Siegmund Rothschild

Einstein's new Organizational Structure was approved by the Board of Directors and the Elected Board, with the Elected Board being responsible for approving the appointment of senior executives. In this organizational structure, the Managing Director has under their management the 14 executive boards of the Company.

Among the powers of the Board of Directors is to resolve matters within its decision-making competence, at the proposal of the Elected Board, such as the annual program of activities with the respective investment and budget. It contains the indication of uses and sources, the estimated inflows of funds provided for in the financial program and the policy for applying financial resources, as well as the approval of the Company's BSC – Balanced Scorecard, with the strategic goals. During the annual Strategic Planning, the Company's Purpose, Mission, Vision and Strategic Objective are reviewed.

EINSTEIN GOVERNANCE PROGRAM

Einstein Governance Program, which aims to develop the skills of new members of Governance related to different aspects of management, focusing on understanding the role and performance of Einstein, is composed of three modules, Governance, Health and Management. In 2023, completed its fourth class, with 34 students (14 women and 20 men).

ETHICAL PERFORMANCE

GRI 2-23, 2-24, 2-26, 3-3 ANTI-CORRUPTION, 3-3 SOCIOECONOMIC COMPLIANCE

Committed to good Environmental, Social and Governance (ESG) practices, with the highest ethical standards in its activities and with the fight against corruption in all its forms, Einstein has an Ethics and Compliance Program. Structured in seven pillars: Compliance Structure, Risk Map, Policies and Procedures, Communication and Training, Monitoring and Audit, Reporting Channel and Adequate Response, the Program is a management and support system for Corporate Governance, which promotes adequate risk management, a good internal control environment and the consolidation of an ethical culture. The management of the Ethics and Compliance Program is the responsibility of the Audit, Risk Management and Compliance Board, directly linked to the Board of Directors and the Elected Board, the highest levels of the Corporate Governance structure.

In order to support Einstein's growth in an organized and standardized way and to ensure that the Ethics and Compliance Program is present and effective in all Einstein units, in 2023, the compliance center was created in the Public Units (see more in the chapter Care – Public Care). This center aims to establish the connection between private and public units, strengthening the process management model, helping to implement improvements and controls and disseminating an ethical culture. Currently, there are professionals dedicated to expanding the actions of the Ethics and Compliance Program in public hospitals – Municipal Hospital Vila Santa Catarina, Municipal Hospital Aparecida de Goiânia and Municipal Hospital M 'Boi Mirim – also working in the Emergency Care Units (UPA) Vila Santa Catarina and Campo Limpo and Primary Health Care and Assistance Network.

In 2023, the promotion of an ethical culture was carried out through communication and training efforts which reached about 35,000 people, both internally and externally. Through normative documents, such as the Ethics Manual, the Institutional Corruption Prevention Policy and the Policy for the Prevention and Control of Potential Conflicts of Interest, guidelines are established and training is promoted for an integral and transparent work environment – from employees to senior leadership. In 2023, 100% of the members of the governance body and 91% of the employees were trained. (GRI 205-2)

These guidelines extend to stakeholders, including suppliers and partners, ensuring that the ethical culture is disseminated throughout the organization, reinforcing the commitment to integrity and transparency in all activities and ensuring alignment with current legislation. Also in 2023, the compliance channels received 287 calls for guidance on institutional rules.

All operations (100%) are assessed for risks related to corruption. (GRI 205-1)

The theme is addressed in the Institutional Risk Map and maps of public units.

In addition to raising awareness of the audiences with whom Einstein relates,

among the positive impacts generated by the fight against corruption are the continuous provision of quality services, acting as a reference in the management of hospital services in the private and public sectors and good reputation with stakeholders.

Corruption prevention initiatives mitigate related risks, for example, in the relationship with public agents, in the management of public hospital units and primary health care or in obtaining permits and licenses through intermediaries. The impacts generated by such risks may include, but are not limited to, damage to reputation and the quality and continuity of the provision of health services to the population. In 2023, no cases of corruption were identified. (GRI 205-3)

The reporting of possible irregularities follows Einstein's growth and demonstrates the credibility of Einstein's ethical stance. In 2023, the Reporting Channel received 733 reports, an increase of 40% compared to 2022, demonstrating the commitment of internal and external audiences to the continuous improvement of processes, including public partnerships. A total of 339 improvement actions were recommended.

Morumbi complex walkway

Conflicts of Interest

GRI 2-15, 2-23, 2-24

The processes for preventing and controlling potential conflicts of interest are part of the Ethics and Compliance Program. Institutional policies contain guidelines to guide the conduct of employees and physicians who work at Einstein, as well as senior leadership, in order to minimize the risks arising from conflicts of interest, ensuring that institutional and patient-related decisions are impartial and free from the influence of any relationships with external organizations.

To ensure transparency and integrity in decision-making processes, the guidelines determine that, annually, members of Corporate Governance, leaders and physicians must provide transparency about their relationship with other organizations, through the Statement of Support and Relationships. Statements are reviewed for identification and management of conflict of interest risks. In 2023, 1,231 companies were mapped, which were monitored in systemic controls in order to ensure that possible relationships between Einstein and such companies occur impartially and free of conflicts of interest. A total of 14 hires were evaluated in this process. Among the related companies, 205 underwent monitoring of financial transactions with Einstein throughout the year.

Einstein also has a Committee on Conflicts of Interest in Corporate Governance, established to ensure impartiality in decision-making related to senior leadership ties and ensure diligence and transparency in relationships with related parties in the Income Statements published annually.

RISK MANAGEMENT

GRI 2-12, 2-13, 2-16, 2-25, 3-3
SOCIOECONOMIC COMPLIANCE

Einstein's risks are managed in its own routine and at the corporate level, through senior management. In the agenda of the meetings of the Elected Board and the Board of Directors, are topics related to financial management, the environment and people. After the risk assessment, each area is responsible for evaluating, treating, analyzing the effectiveness, and monitoring.

In addition, annually, the Einstein Risk Map is reviewed through an exercise with the participation of Corporate Governance and the Executive Board. This Map defines the actions to mitigate or eliminate risks and those responsible for their execution. In 2023, 85 corporate risks were evaluated, which gave rise to 150 mitigation actions.

In addition to the Einstein Risk Map, which encompasses all lines of action in the private and public spheres, the focus was on public action, with the preparation of Risk Maps by units and establishing action plans to mitigate risks. In 2023, four risk maps were

carried out – Municipal Hospital Aparecida de Goiânia, Municipal Hospital M'Boi Mirim, Municipal Hospital Vila Santa Catarina and UPA Vila Santa Catarina, Primary Care and Assistance Network – which resulted in 244 action plans to mitigate risks.

Also on a quarterly basis, through the Corporate Governance Audit Committee, under the coordination of the Board of Directors and with the participation of members of the Elected Board, the monitoring of the body's work is carried out, involving the areas of Risk Management, Audit and Compliance. The Einstein Risk Management Workshop is held annually.

Other communications of critical concerns are made through presentations in the cycle of activities or electronically, in case of urgency. Risk-related concerns are discussed in the context of the Risk Map and reports collected by the Reporting Channel are presented to the Governance Audit Committee.

Internal audit

Each year, internal audits are scheduled to be carried out in Einstein's processes. They are intended to add value to the Organization through improvement recommendations that contribute to a good environment of internal controls, processes and risk mitigation. Quarterly follow-ups are carried out to verify the implementation of the recommendations for improvements previously agreed with the managers in the audits. In 2023, 16 internal audits were carried out with a focus on processes and controls, with the generation of more than 150 improvement action plans, 30% of which have already been implemented and the others are under development, with quarterly monitoring.

The Internal Audit also carries out continuous monitoring through the crossing of electronic data and indicators of risks and controls, which aim at the continuous identification of unusual transactions and variations, as well as the respective corrective actions. 16 indicators were monitored throughout the year and other nine were developed.

10

FINANCIAL PERFORMANCE

FINANCIAL **PERFORMANCE**

GRI 3-3 - FINANCIAL PERFORMANCE

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CONTEXT

In 2023, GDP growth of 2.9% was higher than expected, with inflation, exchange rate and interest rates falling and good performance of trade indicators. In the health sector, the year was marked by a search by health plan operators to rebalance operating results, affected by the increase in claims and difficulty in passing on premiums. This need generated a more complex relationship with service providers due to the measures adopted to adapt financial flows to available resources.

Data from the National Supplementary Health Agency (ANS) show an increase of 1.7% and 8.0% respectively in the number of beneficiaries of health plans and dental-only plans, totaling 50.9 million and 32.6 million beneficiaries, but the growth occured in the lowest value plans.

The current period is one of deep reorganization because, although the number of beneficiaries has grown, the net operating results of the operator sector have remained negative. Operating deficits were offset by financial results, which benefited from high interest rates but are not a long-term solution to sustainability.

One of the aspects that have contributed to the financial imbalance of health plans was the inclusion of 31 new items in the ANS list of procedures, which substantially increased the costs of coverage, particularly in the lower age groups.

Despite the reduction in mergers and acquisitions activities in 2023 in the health sector, consolidation continues in areas such as ophthalmology, orthopedics, nephrology and human reproduction.

FINANCIAL RESULTS

In 2023, Einstein's Net Revenue was BRL 5,377.2 million, an increase of 9.5% compared to the previous year. The Net Operating Income was BRL 370.9 million and the EBITDA was BRL 800.1 million, an increase of 7.4% and 12.2% compared to the previous year, with margins of 6.9% and 14.9%, respectively.

Einstein ended the year with Cash and Financial Investments of BRL 1,491.5 million and a Working Capital of BRL 186.9 million, equivalent to 12.5 days of sale. At the end of the year, onerous indebtedness was BRL 1,187.2 million and the net cash was BRL 304.2 million, a reduction of 13.8% and an increase of 9.9%, respectively, compared to the previous year.

Capital Expenditure was BRL 713.2 million, a reduction of 3.5% over the previous year, allocated to updating and maintaining assets (38.5%), information technology (30.2%) and infrastructure expansion (31.2%). The main projects were purchase of real estate, new thermal systems, retrofitting the facades, expansion of care capacity, information technology and digital transformation initiatives.

Income statements (in BRL thousand)

	2019	2020	2021	2022	2023	Δ 2023/2022
1. Net operating revenue	3,164,615	3,253,143	4,573,035	4,911,496	5,377,190	9.5%
2. Operating costs and expenses	2,699,288	3,073,221	4,045,995	4,566,030	5,006,317	9.6 %
3. Operating Income (1 - 2)	465,327	179,923	527,040	345,466	370,873	7.4%
4. Total financial result	23,474	2,534	-8,511	-30,223	-21,440	-29.1%
5. Year Income (3 + 4)	488,801	182,457	518,529	315,243	349,433	10.8%
6. Surplus before interest, taxes, depreciation and amortization (EBITDA)	697,063	447,035	832,734	712,820	800,120	12.2%

Balance sheet (in BRL thousand)

	2019	2020	2021	2022	2023	Δ 2023/2022
Total circulating assets	1,584,097	1,586,730	1,813,394	2,180,744	2,647,076	21.4%
Immobilized	2,330,271	2,558,643	3,055,469	3,379,725	3,620,260	7.1%
Intangible	220,864	299,444	489,932	586,228	682,382	16.4%
Other non-circulating assets	924,616	1,121,159	1,279,644	1,268,939	896,091	-29.4%
Total non-circulating assets	3,475,751	3,979,247	4,825,045	5,234,892	5,198,733	-0.7%
Total assets	**5,059,848**	**5,565,977**	**6,638,439**	**7,415,636**	**7,845,809**	**5.8%**
Circulating liabilities	721,095	822,363	1,405,003	1,439,701	1,697,367	17.9%
Non-circulating liabilities	897,483	1,114,445	1,085,738	1,512,994	1,336,068	-11.7%
Social equity	3,441,271	3,629,169	4,147,698	4,462,941	4,812,374	7.8%
Total liabilities and social equity	**5,059,848**	**5,565,977**	**6,638,439**	**7,415,636**	**7,845,809**	**5.8%**

Financial results (in BRL thousand)

	2019	2020	2021	2022	2023	Δ 2023/2022
Surplus before interest, taxes, depreciation and amortization (EBITDA)	697,063	447,035	832,734	712,820	800,120	12.2%
Cash and financial investments	1,450,464	1,317,488	1,206,778	1,653,979	1,491,494	-9.8%
Working capital	102,569	346,058	300,902	199,029	186,891	-6.1%
Total operating capital employed	2,653,704	3,204,058	3,844,989	4,164,982	4,515,851	8.4%

Financial indicators

	2019	2020	2021	2022	2023	Δ 2023/2022
Net Margin (%)	14.9%	5.7%	11.7%	7.2%	6.9%	-0.3 p.p.
EBITDA Margin (%)	22.4%	14.2%	18.6%	15.0%	14.9%	-0.1 p.p.
Capital Expenditure/ Net Income	14.6%	16.5%	16.6%	15.5%	13.3 %	-2.2 p.p.
Working capital in sales days	12.6	39.1	23.9	14.6	12.5	-14.4%
ROCE (%) - Net Operating Income/TOCE (without right to use IFRS16)*	16.5%	5.4%	13.6%	8.3%	8.2%	-0.1 p.p.

*For ROCE calculation, the rights of use in the Total Operating Capital Employed (TOCE) were disregarded

Value added statements (in BRL thousand) (GRI 2R01-1)

	2019	2020	2021	2022	2023	Δ 2023/2022
Direct economic value generated	3,212,571	3,277,972	4,575,803	4,929,183	5,534,320	12.3%
Revenue	3,212,571	3,277,972	4,575,803	4,929,183	5,534,320	12.3%
Distributed economic value	2,723,769	3,095,515	4,057,274	4,613,940	5,184,887	12.4%
Operating costs	1,049,445	1,381,743	1,829,609	1,736,123	1,876,290	8.1%
Employee wages and benefits	1,364,572	1,409,974	1,872,361	2,361,247	2,629,665	11.4%
Support Program for the Institutional Development of the Brazilian Public Health System (PROADI-SUS)	215,346	216,248	243,488	321,607	374,191	16.4%
Investments in the community	47,482	43,618	47,697	56,084	64,661	15.3%
Financial expenses	46,925	43,932	61,119	138,878	240,080	72.9%
Accumulated economic value	488,801	182,457	518,529	315,243	349,433	10.8%

Projection of the future Global Center for Advanced Therapies in Oncology and Hematology

Global Center for Advanced Therapies in Oncology and Hematology

In 2023, IDB Invest and Santander Brasil contracted with Einstein a USD 100 million A/B Loan to finance investments in the new Global Center for Advanced Therapies in Oncology and Hematology in São Paulo.

The care complex will focus on humanization, prevention, diagnosis, treatment, rehabilitation and survivorship (a program to support patients after treatment in physical, psychosocial, emotional and spiritual aspects, among others). During the year, the definition of the services offered and the physical structure, including the number of beds and equipment, was completed and construction works began.

The center includes a teaching and research unit for training professionals and developing research in oncology and hematology.

Adopted financial commitments

	RESTRICTION		2020	2021	2022	2023	Δ 2023/2022
Cash and financial investments (Cash and investments/ capital Expenditure/ Net Income)	Minimum availability must be 15% of annual revenue.	45.8%	41.1%	26.6%	33.7%	27.7%	-6.0 p.p.
Debt level (Net Debt/Cash out)	Net debt cannot exceed twice the value of the surplus before interest, depreciation and amortization.	-0.9	-1	-0.3	-0.4	-0.4	0.0%
Leverage (Onerous Debt/Total Assets)	The maximum share of third-party funds is limited to 30% of total assets.	16.4%	16.1%	15.3%	19.2%	15.6%	-3.6 p.p.

Total capitalization broken down in terms of debt and shareholders' equity (in BRL million)

	2019	2020	2021	2022	2023	Δ 2023/2022
Net Equity	3,441.3	3,629.2	4,147.7	4,463.0	4,812.4	7.8%
Debt	685.2	871.4	980.9	1,377.0	1,187.2	-13.8%

Entrance to the Emergency Room at the Morumbi unit

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(Deceased 03/DEC/2022)

Term 12/DEC/2020 to 12/DEC/2026

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Leticia Oliveira Brito
Projects and Partnerships Analyst

LETTER OF **ASSURANCE**

FERSO carried out an independent verification of the preparation process of the 2023 Sustainability Report for Einstein Hospital, 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 Annual Sustainability Report, as well as the definition of its content, is the responsibility of Einstein. 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 2023 Annual Sustainability Report; the period covered by the report spans from January 1, 2023 to December 31, 2023. The independent verification process was conducted in accordance with the AA1000AS v3 standard (AA1000 Assurance Standard v3), 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. Financial data were audited by a specialized company as stated in the opinion accompanying the Financial Statements.

Methodology

The procedures developed during the assurance work included:

- Assessment of the 2023 Annual Sustainability Report content;
- Understanding the flow for obtaining and generating information for the Sustainability Report;
- Sample selection of items and indicators to verify the information provided;
- Interviews with managers of key area regarding the relevance of the information for sustainability reporting and management and the source of the information provided by selected indicators;
- Verification of compliance with the GRI Standards and request for adjustments to the report.

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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:

▸ During the interviews with managers, FERSO verified the evidence for the following selected indicators: GRI 205-1, GRI 205-2, GRI 205-3, GRI 306-1, GRI 306-2, GRI 403-1, GRI 403-3, GRI 403-4, GRI 403-9, GRI 404-1, GRI 404-2 and GRI 405-1.

▸ We verified that the information related to these indicators was collected consistently within the organization, through solid information management systems and with metrics that enable the monitoring and comparability of data over previous years. FERSO requested adjustments and inclusions in the presentation of data for some items and indicators, which were complied with by the reporting areas.

▸ Although not the object of the verifications, we found that Einstein has a repertoire of sector-specific data that reflect its significant impact on the health sector in Brazil, through a growing performance in partnerships with the public sector and a focus on excellence in administration and care of patients corroborated by positive NPS evaluations and certifications and awards.

▸ Regarding compliance with the GRI standards adopted in the 2023 Sustainability Report, Einstein chose to prepare a report based on the 2021 GRI standards and presented the standards used in the Index at the end of the report. In this assurance cycle, items that were not the subject of the previous cycle were assured, which allowed the verification of all items of the specific standards used by Einstein in the two-year assurance cycle.

▸ Regarding the requirements of the management approach of material themes contained in the G3-3 standard, we understand that the organization met the expectations regarding the description of the impacts and the measurement of performance in the themes, but there are opportunities for improvement in the formatting and publication of goals in the short, medium and long terms in the main social, environmental and governance indicators.

Final 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 2023 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 health sector, the environment, people and society in general.

São Paulo, April 26, 2024.

FERSO

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SUMMARY OF **GRI CONTENT**

Declaration of use

Einstein reported the information cited in this GRI content summary for the period from January 1 to December 31, 2023, referencing the GRI Standards.

GRI 1 standard	Foundation 2021

GRI Standard	Contents	Location	Omission				
			Omitted requirement	Reason	Explanation	SDG	Global Compact
GRI 2: General Contents 2021							
The organization and its reporting practices	2-1 Organizational Details	Pages 10 and 18.					
	2-2 Entities included in the organization's sustainability report	Sociedade Beneficente Israelita Brasileira Albert Einstein					
	2-3 Reporting period, frequency and contact point	Reported period: January 1 to December 31, 2023. Frequency of reporting: Annual. Point of contact: https://www.einstein.br/atendimento					
	2-4 Restatements of information	None					
	2-5 External verification	Page 183.					
Activities and workers	2-6 Activities, value chain and other business relationships	Pages 18, 46 and 134.				3	
	2-7 Employees	Page 139.					
	2-8 Workers who are not employees	Page 139.					

GRI Standard	Contents	Location	Omission			SDG	Global Compact
			Omitted requirement	Reason	Explanation		
Governance	2-9 Governance structure and composition	Page 160.				8, 10	
	2-10 Nomination and selection of the highest governance body	Page 161.					
	2-11 Chair of the highest governance body	Pages 161 and 162.					
	2-12 Role played by the highest governance body in oversight of impact management	Page 166.				16	
	2-13 Delegation of responsibility for impact management	Page 166.				5, 16	
	2-14 Role played by the highest governance body in the sustainability report	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	Page 166.				5, 16	
	2-16 Communication of Crucial Concerns	Page 166.				16	
	2-17 Collective knowledge of the highest governance body	Page 161.					
	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 Compensation Policies		Completely Omitted	Not Appli-cable	Members of senior leadership are unpaid.		
	2-20 Process for determining compensation		Completely Omitted	Not Appli-cable	Members of senior leadership are unpaid.	16	

GRI Standard	Contents	Location	Omission			SDG	Global Compact
			Omitted requirement	Reason	Explanation		
	2-21 Proportion of total annual compensation		Completely Omitted	Not Appli-cable	Members of senior leadership are unpaid.		
Strategy, policies and practices	2-22 Statement on sustainable development strategy	Page 6.					
	2-23 Policy commitments	Pages 155, 164 and 166.					
	2-24 Incorporation of policy commitments	Pages 134, 164, 166.					
	2-25 Processes to Repair Negative Impacts	Page 166.					
	2-26 Mechanisms for advising and raising concerns	Page 164.					
	2-28 Membership associations	Page 35				16	
Stakeholder Engagement	2-29 Approach to stakeholder engagement	Page 22					
GRI 3: Material Topics 2021							
	3-1 Process of defining material topics	Page 22				17	
	3-2 List of material topics	Page 22					
MATERIAL TOPICS							
Access to health							
GRI 3: Material Topics 2021	3-3 Management of Material Topics	Pages 46, 52 and 64.				3	
Fight against corruption							
GRI 3: Material Topics 2021	3-3 Management of Material Topics	Page 164.				16	10
	205-1 Operations as-sessed for risks related to corruption	Page 164.				16	10
GRI 205: Fight Against Corruption 2016	205-2 Communication and training in anti--corruption policies and procedures	Page 164.				16	10
	205-3 Confirmed in-cidents of corruption and actions taken	Page 165.				16	10
Environmental Compliance							
GRI 3: Material Topics 2021	3-3 Management of Material Topics	Page 126.				7, 12	
Socioeconomic Compliance							
GRI 3: Material Topics 2021	3-3 Management of Material Topics	Page 164.				16	
Financial Performance							
GRI 3: Material Topics 2021	3-3 Management of Material Topics	Page 170.				8, 9	7, 8

GRI Standard	Contents	Location	Omission		SDG	Global Compact
			Omitted requirement	Reason / Explanation		
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Page 173.			8, 9	1.2
Diversity and equity						
GRI 3: Material Topics 2021	3-3 Management of Material Topics	Page 145.			5, 8, 10	6
GRI 405: Diversity and Equal Opportunities 2016	405-1 Diversity of governance bodies and employees	Pages 146 to 150.			5, 8, 10	6
	405-2 Ratio of basic salary and remuneration of women to men	Page 151.			5, 8, 10	6
Effectiveness of health services						
GRI 3: Material Topics 2021	3-3 Management of Material Topics	Page 24.			3	
Patient Experience						
GRI 3: Material Topics 2021	3-3 Management of Material Topics	Page 52.			3	
Waste generation and disposal						
GRI 3: Material Topics 2021	3-3 Management of Material Topics	Page 127.			3, 6, 8, 11, 12, 15	7, 8
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Page 127.			3, 6, 11, 12	7, 8
	306-2 Management of significant waste-related impacts	Page 127.			3, 6, 8, 11, 12	7, 8
	306-3 Waste generated	Pages 127 and 128.			3, 6, 11, 12, 15	7, 8
	306-4 Waste diverted from disposal	Pages 127 and 128.			3, 11, 12	7, 8
	306-5 Waste directed to disposal	Pages 127 and 128.			3, 6, 11, 12, 15	7, 8
Generation and dissemination of knowledge						
GRI 3: Material Topics 2021	3-3 Management of Material Topics	Pages 78, 90 and 98.			3	
Health services remuneration model						
GRI 3: Material Topics 2021	3-3 Management of Material Topics	Page 49.			3	
Disease prevention and health promotion						
GRI 3: Material Topics 2021	3-3 Management of Material Topics	Pages 46, 52 and 64.			3	

Patient health and safety					
GRI 3: Material Topics 2021	3-3 Management of Material Topics	Page 50.	3		
Occupational Health and Safety					
GRI 3: Material Topics 2021	3-3 Management of Material Topics	Page 155.	3, 8, 12, 16		
GRI 403: Occupational Health and Safety 2018	403-1 Occupational Health and Safety Management System	Page 155.	3, 8, 12		
	403-2 Hazard identification, risk assessment and incident investigation	Page 155.	3, 8, 12		
	403-3 Occupational Health Services	Page 156.	8		
	403-4 Worker participation, consultation and communication to workers regarding occupational health and safety	Page 157.	8, 16		
	403-9 Work-related injuries	Page 157.	3, 8, 12, 16		
Training and Education					
GRI 3: Material Topics 2021	3-3 Management of Material Topics	Page 152.	4, 8		6
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Page 154.	4, 8		6
	404-2 Employee Skills Improvement and Career Transition Assistance Programs	Page 152.	8		6
Content reported voluntarily					
GRI 3: Material Topics 2021	302-1 Energy consumption within the organization	Page 131.	7, 8, 12, 13	7, 8	
GRI 303: Water and Effuents 2018	303-5 Water consumption	Page 130.	6	7, 8	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Pages 142 and 143.	5, 8, 10	6	
	401-3 Parental leave	Page 144.	5, 8	6	

CREDITS

Editorial Board
Sidney Klajner – President
Henrique Neves – General Director
Debora Pratali – Director of Institutional Communication

Project Coordination
Anderson Moço
Fabiana Guedes

Project Execution
Donizete Almeida
Giulia Armoni
Leticia Moreli (*freelancer*)

Data coordination
Vanessa Damazio Teich
Adriana Serra Cypriano
Daniel Tavares Malheiro
Julia Miada Vilela
Mariana Galvani Torritesi
Pedro Lima Gama

Support
Jorge Oliveira -Estúdio Nono

Photography
Egberto Nogueira
Pedro Mascaro
Nelson Kon
Einstein image bank

ESG consulting, content, editorial and graphic design
Juntos | Approach Comunicação
(Marcelo Vieira, Patricia Fiasca, Gabriela Azevedo, Gabriela Gonçalves, Anna Fischer, Laura Toledo, Larissa Ohikawa Dias, Tamires Barboza, Karina Rohde, Patrícia Dodsworth Karen Saj, Laura Naranjo).

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