SUSTAINABILITY REPORT 2021

ALBERT EINSTEIN
SOCIEDADE BENEFICENTE ISRAELITA BRASILEIRA

Contents

Interview withthe President GRI 102-14

"We end the year with the feeling of mission accomplished"

Sidney Klajner – *President*

What is your assessment of 2021, a full year in a pandemic?

We started 2021 with the so-called "second wave" of the pandemic. The end-of-year festivities, holiday trips and some relaxation in safety measures soon reversed the downward trend in Covid-19 cases and deaths in our country, which had been observed since mid-October 2020. Thus, the emergency scenario of the previous year was repeated, with a huge influx of patients in our units in both private and public sectors. The difference was that the first wave's learning allowed us to give quicker answers, quickly transforming normal beds into ICU beds, reinforcing teams and expanding care structures. In total, Einstein accounted for more than 26,000 hospitalizations, with more than half in the public system.

The combination of this scenario with the resumption of treatments that had been postponed by the patients allowed an economic recovery. There was a peak of highly complex surgical procedures and bed occupancy by diseases other than Covid-19.

While facing this health crisis, we also worked to carry out several other projects included in our strategic planning. This led to a feeling of mission accomplished at the end of the year.

In the Teaching area, we grew from 83,000 to 113,000 students and participants in scientific events, with activities becoming online, the launch of new courses and availability of professional training platforms to fight Covid-19. Our research area almost doubled the number of articles published in indexed journals, including highly prestigious publications, such as The New England Journal of Medicine, The Lancet and JAMA. Einstein led efforts that brought answers to the treatment of Covid-19 and conducted, in partnership with multinationals pharmaceutical companies, large-scale and international research.

Did the second year of the pandemic bring new learnings?

Since the beginning of the pandemic, one of the most noteworthy aspects was the humane approach of our professionals with patients, which is part of the Einstein culture and goes far beyond the technical knowledge applied in care. We don't just take care of patients. We take care of human

beings. Another thing to acknowledge is the resilience of our professionals, who did not let their guard down even in the most critical moments, and with the sacrifice of personal and family life. They worked hard to take care of patients, and we tried to give back by taking care of the professionals, creating programs to avoid exhaustion and risks to mental health in this context of so much pressure and stress.

How was the experience of the start of vaccination?

When vaccination began, we saw the pace of employee contamination plummeting after the first shot, which encouraged us. And, as Brazilians have a culture of vaccinating, even with vaccine deniers, delays and the scarcity of shots at the beginning, there was strong adherence when vaccines were offered to the general public. Communication played an important role in this: currently, there are more than 18,000 employees — 99.5% of them vaccinated against Covid-19 — and they disseminate the importance of immunization among their families and communities. This same work is carried out by our professionals in the public units operated by Einstein in their respective communities.

How do you evaluate Einstein's effort to reinforce its role in coveying messages for the general public?

This is a role that we are increasingly dedicated to play. I believe in these two years the importance of communication based on a scientific foundation has become even more evident. During the pandemic, Einstein was a major player in disseminating information to the population, helping to fight fake news and guiding prevention, self-care and treatments.

We strengthened this aspect of our work by redefining the Corporate Communication area. The goal is to establish strategies for dialogue with our different stakeholders and reinforce Einstein's role as a generator and broadcaster of knowledge for the benefit of society.

Several projects and initiatives suggest a tendency of expansion for Einstein. What are the expected results from this trend?

The goal is to bring Einstein's health care to more and more people, regardless of geographical boundaries. We are experiencing the first hospital unit outside the State of São Paulo, in Goiânia, which was a natural movement, since we were already working there through management consultancy and support. We believe that Goiânia can be a health center for the Midwest, North and Northeast regions, with a hospital of excellence that they needed.

But the physical expansion and increased number of units is just one of the ways to reach more people. There are others. Telemedicine is a great example: in 2021, we reached almost 2 million people in Brazil through remote care. Telemedicine services play a key role in the prevention and control of diseases and cases which in the past ended up taking people to the emergency room unnecessarily. Within PROADI-SUS, we offer various specialties to 120 Basic Healthcare Units (BHU) in municipalities in the Northern Region of Brazil, in addition to assistance to ICUs through daily horizontal visits by specialists, such as neurologists and cardiologists, through telemedicine. If we aim to deliver health to an increasing number of people, we have to gain capillarity and increase access through the expansion of our activities.

How important is the opening of the Centro de Ensino e Pesquisa Albert Einstein – Campus Cecília e Abram Szajman (Albert Einstein Teaching and Research Center) for Einstein and society?

Einstein's research and teaching are gaining more and more relevance. In addition to a space to allow expansion of these activities, we understand that it was important to increase their synergy, in a place of their own, with modern technologies, the best laboratories and facilities, to inspire and create a conducive environment for the generation, sharing and dissemination of knowledge. It is a project by Moshe Safdie, one of the world's greatest architects, that values natural lighting and sustainability aspects in an iconic building for the city of São Paulo. With Centro de Ensino e Pesquisa Albert Einstein – Cecília and Abram Szajman Campus (Albert Einstein Teaching and Research Center), we were able to integrate the hospital with the teaching and research complex in an extraordinary manner. And I want to take this opportunity to thank our donors – people and companies who join us to bring initiatives like this and many others to life.

The year 2021 is also marked by the graduation of the first classes of the School of Medicine and Technical High School. Why should this matter?

From the selection process to the pedagogical model, our School of Medicine follows an innovative and disruptive path to train future doctors. We proudly saw the graduation of our first class. They are professionals with not only the best technical knowledge, but all other skills – ethical, humanistic and management – that make them not only excellent doctors, but also transformation agents for health in our country.

As for the technical high school, it bears mentioning that the courses offered through it provide young people not only with conventional high quality education at this level, but also professional training, allowing them to immediately enter the healthcare market if they so wish. In addition, we are contributing to meet the shortage of technical professionals in our country.

What is the importance of Einstein Volunteers in our current context?

The importance of volunteering goes beyond the current moment. Even before the hospital was opened, the volunteers were already in charge of Pediatrics Assistance, dedicated to the free care of children from the neighboring community of Paraisópolis. We currently have approximately 600 volunteers who, through their programs and activities, increase humanization by welcoming and supporting the patients in our public and private sector units, the residents of the Paraisópolis community and the elderly of Residencial Israelita Albert Einstein During the two years of the pandemic, the volunteers mobilized to raise funds, donating more than 40,000 food baskets and hygiene kits, in addition to engaging in initiatives to minimize the psychosocial and economic impacts of the health crisis.

In the field of oncology, we have AMIGOH (Amigos da Oncologia e Hematologia - Friends of Oncology and Hematology group), another body of volunteers dedicated to cancer research, prevention and treatment. During the pandemic, AMIGOH contributed with equipment dedicated to the treatment of Covid-19 in cancer patients at Hospital Vila Santa Catarina.

What can we expect from the pandemic in the near future?

Although vaccination continues to advance in Brazil, reaching a large percentage of the population, it is not yet time to think that it is all over. In a short time, the pandemic will have the characteristics of an endemic disease, with which we will live. Vaccines will become more sophisticated, more accurate and should be given at regular intervals similar to what happens with influenza. However, it takes a worldwide effort for immunization to reach the populations of all countries, to avoid the emergence of new variants, which would jeopardize the control of the endemic disease through vaccines.

Finally, is there a message that you would like to give?

People talk a lot about technology, robotics, digital transformation, genomics, personalized medicine, etc. This is all important, and Einstein is still ahead of those moves. But the big difference is people. We have very talented professionals who are aligned with the values and objectives of our organization. During the pandemic, they gave examples of their enormous courage and extreme dedication. So, for our professionals, our message is of deep appreciation.

Through our fronts of activities – healthcare, teaching and education, research and innovation, and social responsibility – we have led transformations that help create a more inclusive world of health, with more quality and less waste. Recognition, such as the results of the 2021 audit of the Joint Commission International (JCI), amid the enormous challenges posed by the pandemic, or being among the best hospitals in the world in the successive Newsweek rankings, fill us with pride. But all of this is just a reflection of the steps we take to continually move forward in the purpose of delivering healthier lives, by giving every citizen a taste of Einstein.

The Sociedade Beneficente Israelita Brasileira Albert Einstein

IN THIS CHAPTER

Organizational Profile

To fulfill its mission, Einstein is dedicated with excellence to Healthcare, Teaching, Research and Innovation, and Social Responsibility

GRI 102-1, 102-2, 102-3, 102-4, 102-5, 102-6, 102-7

Founded in 1955, Sociedade Beneficente Israelita Brasileira Albert Einstein is a non-profit civil organization and operates in private and public health in all stages of healthcare, teaching and education, consulting, research and innovation, and social responsibility.

It is headquartered in São Paulo and carries out activities in the city of São Paulo, and also in other cities in the states of São Paulo, Rio de Janeiro, Goiás, Minas Gerais, and Paraná.

The service provision structure is comprised of 22 private healthcare units: 14 in São Paulo (SP), one in Barueri (SP), one in Guarulhos (SP), one in Sorocaba (SP), two in Rio de Janeiro (RJ), in Belo Horizonte (MG), one in Curitiba (PR), and one in Goiânia (GO). It also has 27 units in the Public Health System (SUS) and nine teaching units, of which seven are in São Paulo (SP), one in Rio de Janeiro (RJ), one in Belo Horizonte (MG) and a public nursery in São Paulo.

Einstein has Public Utility titles at municipal, state and federal levels and a CEBAS certificate (Social Assistance Charity Entity) granted by the Ministry of Health. The certification considers counterparts on the part of hospitals, which are evaluated by the Ministry of Health every three years. In the case of Hospitals of Excellence, such as Einstein, one of the counterparts is the execution of projects in the SUS Institutional Development Support Program (PROADI-SUS). Through it, hospitals benefit from income tax deductions according to the initiatives undertaken for the development of SUS, in order to improve the health conditions of the Brazilian population.

Contributing to the development of the sector GRI 102-12 e 102-13

As an effort to contribute to the development of solutions to the challenges of the health system, Einstein actively participates in discussions in national and international forums and with the government, regulatory bodies, universities, public and private hospitals, health operators and sector entities.

Our collaborations include the following, among others Brazilian Ministry of Health, Comissão Nacional de Ética em Pesquisa (Conep), São Paulo State Health Secretariat, São Paulo City Health Secretariat, Conselho Nacional de Secretários de Saúde (CONASS), Conselho Nacional de Secretarias Municipais de Saúde (CONASEMS), Agência Nacional de Saúde Suplementar (ANS), a Agência Nacional de Vigilância Sanitária (Anvisa), Universidade de São Paulo (USP), Universidade Federal de São Paulo (Unifesp), Universidade Estadual de Campinas (Unicamp), Associação Brasileira de Medicina Diagnóstica (ABRAMED), Associação Nacional de Hospitais Privados (Anahp), Saúde Digital Brasil, Instituto Coalizão Saúde (ICOS) and Vision Zero Initiative, from the International Social Security Association (Issa), Healthy Hospitals Project, by the American organization Health Care Without Harm; the Latin American Hospitals Alliance; City of Hope Medical Centre; the Catholic University of Chile; and Technion Institute in Israel.

Einstein maintains strategic partnerships with the Institute for Healthcare Improvement (IHI) and Planetree, being its representative in Brazil. Since 2020, it is a member of the Board of Directors of Instituto Ética Saúde and the new integrity committee of IBROSS - Instituto Brasileiro de Organizações Sociais (Brazilian Institute of Social Organizations).

DIVERSIFIED PERFORMANCE

PRIVATE HEALTHCARE

- Hospital Morumbi
- Hospital Goiânia
- Diagnostic and Outpatient Medicine
- Advanced Units and Einstein Clinics
- Telemedicine
- Big Data & Analytics
- The Excellence Office

PUBLIC HEALTHCARE

- Hospital Municipal Vila Santa Catarina – Dr. Gilson de Cássia Marques de Carvalho
- Hospital Municipal M'Boi Mirim – Dr. Moysés Deutsch
- Units in partnership with São Paulo city government (UPA, UBS, AMA, CAPS)
- Laboratório Municipal de Exames Diagnósticos de Mogi das Cruzes
- Telemedicine
- Big Data & Analytics
- The Excellence Office

SOCIAL RESPONSIBILITY

- Volunteering
- Social projects (AMIGOH, Paraisópolis, donations)
- Residencial Albert Einstein (Albert Einstein Residence)

TEACHING AND EDUCATION

- Bachelor degrees, post-graduation diplomas, MBA, master's degrees, PhDs, medical and multi-professional residency, professional continued education, technical education, and corporate solutions
- Health Management Consulting

RESEARCH

- Research Projects and Clinical Studies
- Publication of Scientific Articles
- Academic Research Organization

INNOVATION

- Health Design Lab
- Health Innovation Techcenter
- Eretz.bio, health startup incubator

Goal and Vision GRI 102-16

GOAL
Deliver healthier lives by giving every citizen a taste of Einstein

VISION
Be a leader and innovator in medical and hospital care, a reference in knowledge management, recognized for its commitment to social responsibility

MISSION
Offer quality and excellence in healthcare, knowledge generation and social responsibility, as a way of highlighting the contribution of the Jewish community to Brazilian society

STRATEGIC PILLARS

ASSISTANCE
Offer healthcare excellence to everyone through an integrated healthcare system based on the Quintuple Aim model

SOCIAL RESPONSABILITY
Support the development of the public healthcare system, transferring practices and knowledge that contribute to improving access and quality of care

RESEARCH AND INNOVATION
Open pathways and seek solutions for the promotion of health, prevention and cure of diseases through the integration of scientific research and technology innovation

TEACHING AND EDUCATION
Improve the population's health, quality of care and healthcare management, spreading knowledge and educating patients and society

VALUES
- Good Deeds (Mitzvah)
- Health (Refuá)
- Education (Chinuch)
- Social Justice (Tsedakah)

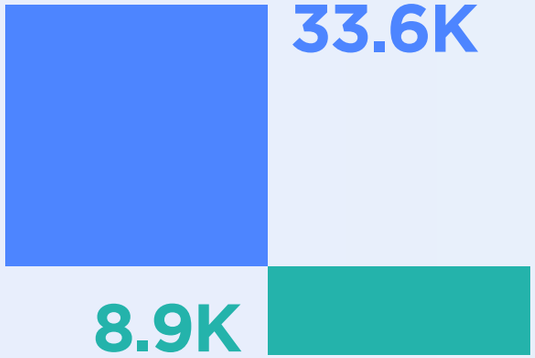
STRATEGIC GOAL
Seek to be recognized globally as one of the leading organizations in terms of excellence in quality, safety and innovation in the field of healthcare

HIGHLIGHTS OF THE YEAR

PRIVATE HEALTHCARE SYSTEM / BLUE
BRAZIL'S UNIFIED HEALTH SYSTEM / GREEN

ASSISTANCE

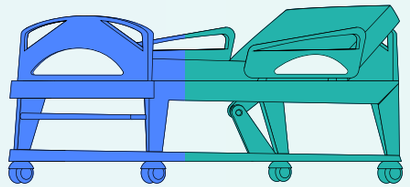
SURGERIES
Surgical patients.



UNITS

22  27

BEDS

686  582

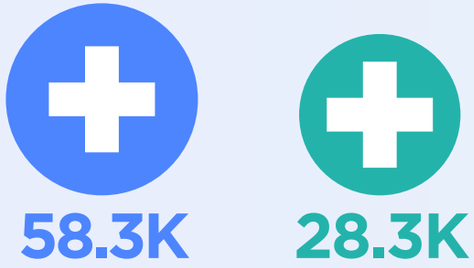
DELIVERIES (BIRTHS)

3.8K

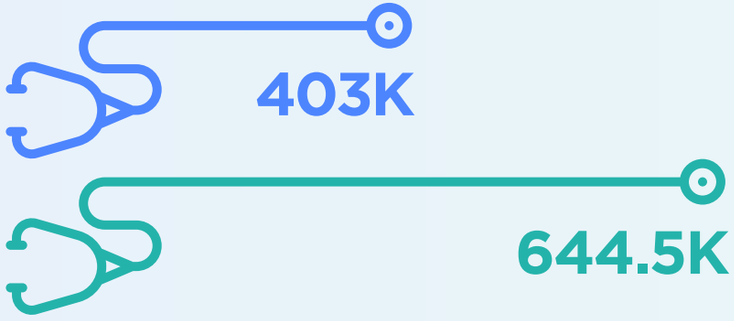
7.7K

HOSPITAL DISCHARGE

*Patient exit from the inpatient unit due to discharge (cured, improved or unchanged), evasion, withdrawal from treatment, internal transfer, external transfer or death.



APPOINTMENTS

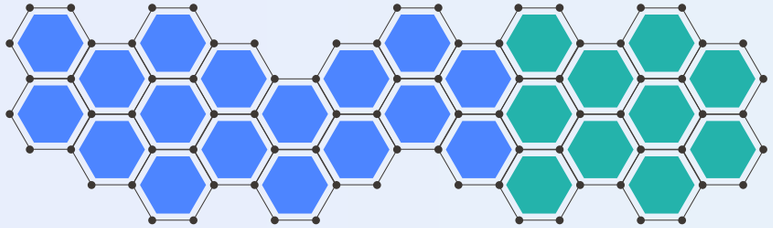


TELEMEDICINE CALLS

+ = 288K

LABORATORY AND IMAGING TESTS (IN MILLIONS)

*Includes exams performed for SUS patients at Einstein's private units.



8.4 3.9

PATIENT SATISFACTION

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

79.6

83 HOSPITAL MUNICIPAL VILA SANTA CATARINA*

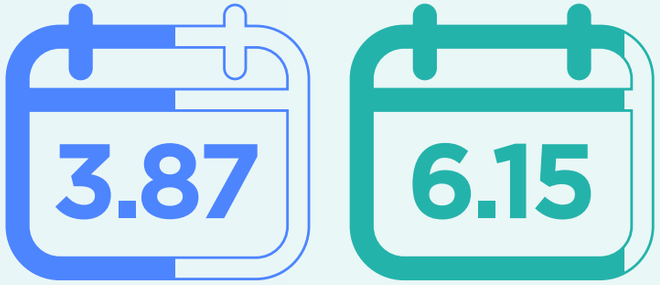
84 HOSPITAL MUNICIPAL DR. MOYSÉS DEUTSCH*

*Patients who rated the service as Great or Good.

EMERGENCY CARE

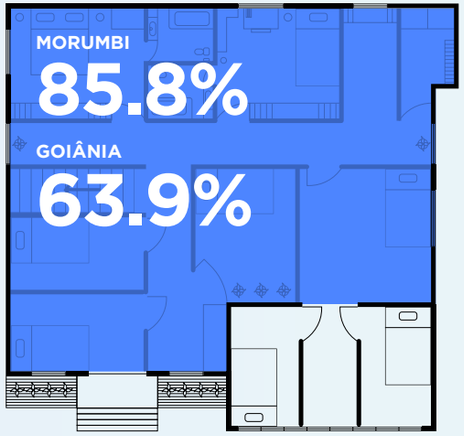
234.4K 640.7K

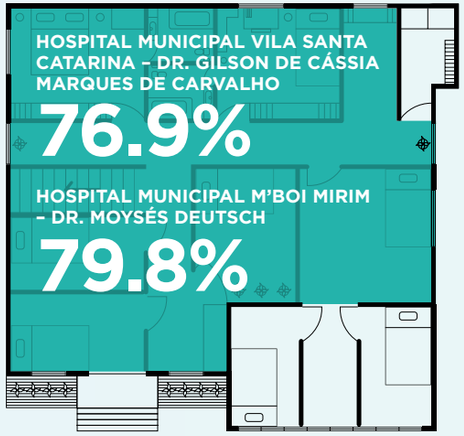
AVERAGE LENGTH OF STAY (DAYS)



OCCUPANCY RATE

*Ratio of sum of patients admitted at the end of each day and total beds per day.





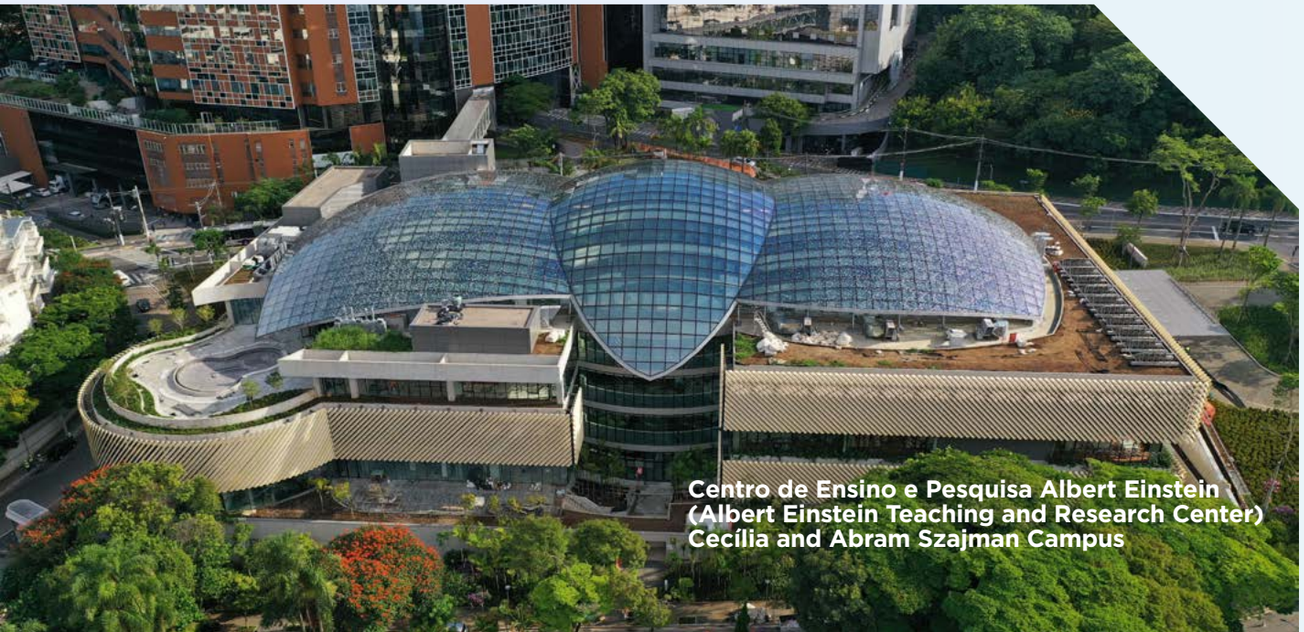
DISSEMINATION OF KNOWLEDGE

9
teaching units

49.5K
students

64.1K
participants in scientific events

84
student satisfaction, by the Net Promoter Score*, a scale ranging from -100 to 100



Centro de Ensino e Pesquisa Albert Einstein (Albert Einstein Teaching and Research Center) Cecília and Abram Szajman Campus

SCIENTIFIC PRODUCTION

761
publications in journals with impact factor* greater than 1

*The impact factor represents the average citations, in papers or scientific articles, of content published in a journal. The figure is calculated yearly, based on publications from the previous two years, using this formula: total of citations obtained during the year divided by the total number of articles published by the journal in the previous two years.

1,298
publications in indexed journals

7,522
mentions of scientific articles authored by Einstein researchers

1,019
projects:

336
projects initiated

400
ongoing projects (started in previous years and still under development)

283
completed projects

HIGHLIGHTS OF THE YEAR

RESOURCES ADMINISTERED AND APPLIED IN PUBLIC HEALTHCARE AND PHILANTHROPY

R$ 925.1M = **in total resources applied only in public healthcare and philanthropy, being:**

R$ 47.7M
in own resources applied to philanthropy and the communities

+

R$ 243.5M
in own resources applied to the Support Program for the Institutional Development of the Public Healthcare System (PROADI-SUS)

+

R$ 633.9M
in funds administered in public healthcare, with R$27.5M in donations raised and applied in the fight against Covid-19

Corporate Communication

In line with Eintein's mission to ensure healthier lives for the population and contribute to transforming health in the country and globally, communication has the role of disseminating true, quality and science-based information to every stakeholder. With the pandemic, this role has reached a new level. The leadership in understanding and treating Covid-19 has increased Einstein's recognition as one of the main and safest sources of health information in the country.

To face this responsibility, in 2021 the Corporate Communication department was redefined, becoming a strategic pillar of the organization. Its duties include the development of dialogue with various audiences and the reinforcement of Einstein's role as a mediator between medical-scientific knowledge and society.

Quality information is essential for healthier lives: patients with knowledge is empowered in their relationship with health professionals, in addition to taking on a more autonomous and engaged stance in their self-care. Access to information enables population awareness, educates people committed to disease prevention and generates positive impacts on the public healthcare system.

To democratize this access, the strategy of the new area consists of communicating the message according to the profile and interest of the different audiences. During 2021, Einstein was an important source of information and knowledge for the press, daily providing information to dozens of journalists who sought the organization to better understand the facts and inform their audience. More than 19 thousand articles were published in major communication outlets, with Einstein as a source.

One of the highlights in our relationship with the media, was the first edition of the Einstein Award + Admirados da Imprensa de Saúde e Bem-Estar (More Admired by the Health and Welfare Press), in partnership with Jornalistas & Cia. The goal was to value the work of Brazilian professionals and media outlets that stood out in the coverage of health-related issues, with emphasis on the pandemic. The awards event, held in virtual format, was attended by important journalists, leaders and health authorities and Einstein spokespersons, thus bringing together people who think and work in health in the country.

Through proprietary platforms such as Vida Saudável, aimed at educating the population, we also had a relevant direct audience, with more than 500 thousand accesses in some months. The partnership with Google has also evolved, bringing more information to the user - by typing the name of a disease in the search engine, the user has access to an informative card with Hospital Israelita Albert Einstein as the source.

In 2021, Jornal Acontece was created, aimed at employees, patients and communities around SUS units managed by Einstein: there are five bimonthly editions with circulation of approximately 10.5 thousand copies.

At the end of the year, Einstein also curated the Health Innovation content for the MIT Technology Review Brasil publication, a long-term partnership to bring health information aligned with innovation, technology and management.

Agência Einstein, focused on supplying the press with news about science and health, also played an important role in distributing free content to the national media, making the dissemination of quality information more comprehensive. In total, 220 contents were produced during the year, reaching 11 Brazilian states, in addition to the Federal District.

Einstein's digital presence added more than one thousand content pieces on our proprietary and leadership channels, representing more than 18 million views on Facebook, 12.3 million on Instagram and 4.6 million on LinkedIn.

In 2021, Einstein was an important source of information and knowledge for several stakeholders

Based on the Quintuple Aim model, Einstein service is a reference in public and private systems

Care

IN THIS CHAPTER

Units and Services

Einstein provides health care services from a scientific and integrated perspective, considering the entire care cycle, from prevention to rehabilitation, including tests, diagnostics and highly complex interventions. Einstein establishes quality levels for its services in both private and public levels.

In the private health sector, the service structure consists of 22 units - 14 in São Paulo (SP), one in Barueri (SP), one in Guarulhos (SP), one in Sorocaba (SP), two in Rio de Janeiro (RJ), one in Belo Horizonte (MG), one in Curitiba (PR) and one in Goiânia (GO).

In the city of São Paulo, our facilities include a Hospital, five Clinics and five Advanced Units, which offer emergency services, tests and consultations. The public segment consists of 27 units, two hospitals and several Primary Care units, such as Basic Health Units (UBS - 14 units), Outpatient Healthcare Center (AMA - 3 units), Outpatient Healthcare Center - Pediatric Specialities (AME-P - 1 unit), Psychosocial Care Centers (CAPS - 3 units), Emergency Care Units (UPA - 2 units) and Therapeutic Residence Services (SRT - 2 units).

Einstein's performance is guided by the Quintuple Aim model, created by the Institute for Healthcare Improvement (IHI)

The work is guided by the Quintuple Aim model, created by the Institute for Healthcare Improvement (IHI), an international non-profit organization and a global reference in safety and quality. The model recommends that the planning, decision-making and execution of actions by health organizations should consider five interrelated dimensions:

> Care experience: improve quality, safety and patient experience and clinical outcome;

> Population health: expand the scope of actions for larger portions of the population and coordinate the care of patients from primary care, to reduce the need for medium and high complexity care;

> Lower cost per capita: use resources efficiently and effectively, eliminating waste;

> Health worker care: provide conditions for the employee to act with happiness and meaning;

> Equity: allow everyone, regardless of gender, race, sexual orientation or socioeconomic factors, to have the opportunity to reach their full health potential.

Coping with Covid-19

The fight against Covid-19 was more complex in the second year of the pandemic, due to the explosion in the number of cases of the Gamma variant from January onwards. Given the worsening of the scenario, Einstein resumed the daily meetings crisis committee, created in 2020 and formed by leaders from various areas, with the objective of coordinating efforts. The experience and knowledge acquired in the previous year favored the planning of the areas. The main challenge was to ensure the physical and human infrastructure to deal with the most severe cases that required highly complex resources, both in the private and public systems. The hospital in Morumbi reached a peak of 308 patients hospitalized with Covid-19, while in the previous year there were 135.

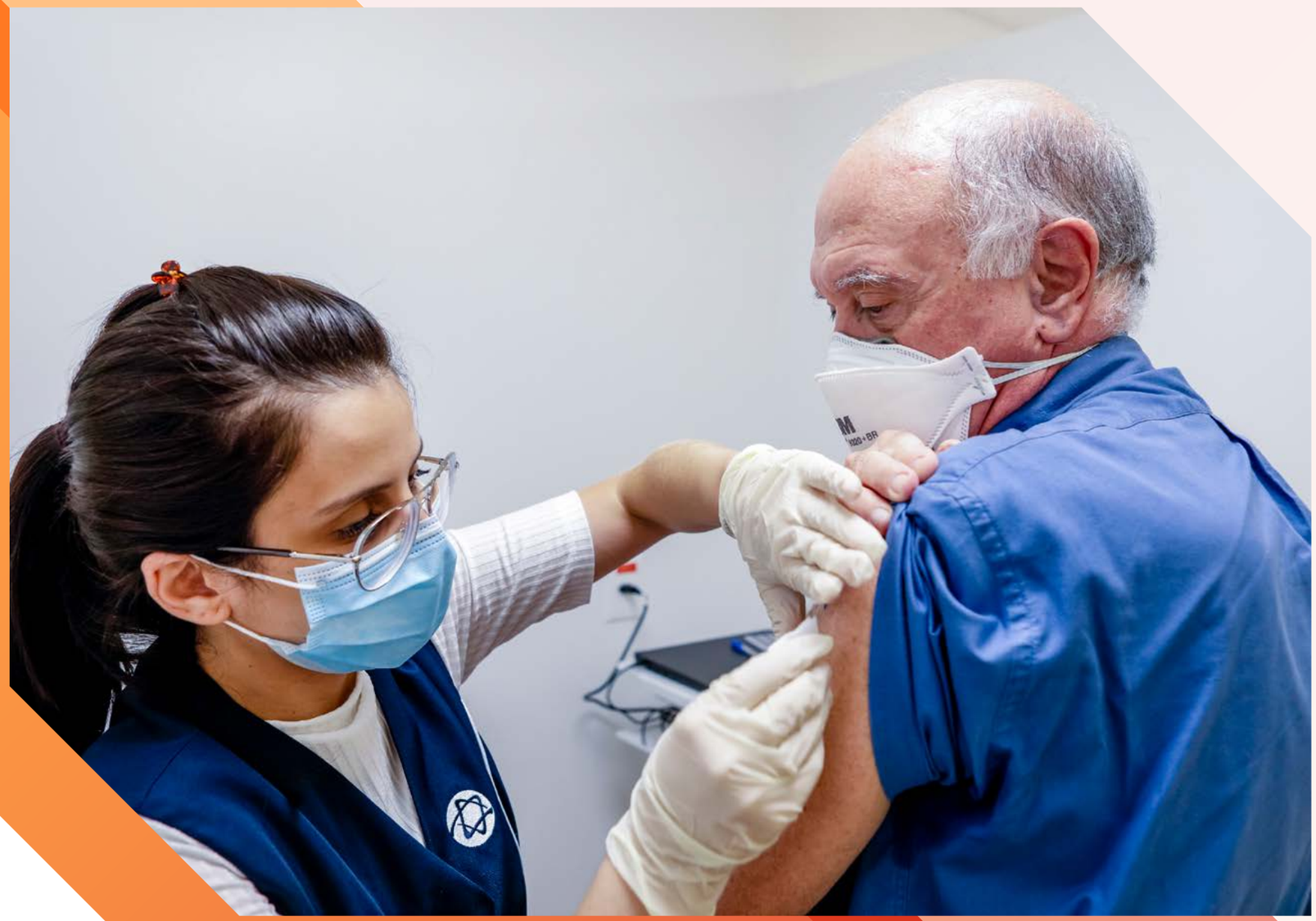
In parallel, hospitals also dealt with higher occupancy due to the care of patients with diseases other than Covid-19, bringing the number of beds occupied in the Morumbi unit to 715. To meet this demand, Einstein hired and trained, in 60 days, about 400 new professionals to work in the medical clinic, which was also expanded from 259 to 370 beds. For this, the organization used solutions, such as transforming classrooms and administrative spaces into observation rooms for less severe cases. Equipment such as lung ventilators and infusion pumps were also purchased.

Thus, as it had done in 2020, Hospital Municipal M'Boi Mirim – Dr. Moysés Deutsch, dedicated its full capacity to assist patients with Covid-19, totaling 2,350 hospitalizations. Hospital Municipal Vila Santa Catarina – Dr. Gilson de Cássia Marques de Carvalho, a reference for the care of cancer patients with Covid-19 in the city of São Paulo, received a new wing with 40 additional adult ICU beds, donated by Gerdau, BTG Pactual, Península Participações and Suzano, which will remain as a permanent post-pandemic legacy for expansion of cancer care in public health.

In the public healthcare system managed by Einstein, the challenge was to convert outpatient units into inpatient areas in a short period of time. AMA Paraisópolis, intended for less complex care, needed to be adapted with the implantation of beds to receive patients in need of hospitalization, until the improvement of the condition or the transfer to more complex hospital structures. There were 137 hospitalizations, and 43 patients had their case resolved in the unit.

CAPS in Paraisópolis, responsible for outpatient care for patients with severe and persistent mental disorders, for the second consecutive year acted as a backup for psychiatric hospitalization, contributing to the release of hospital beds and greater protection of patients in the pandemic scenario, with 117 hospitalizations in 2021. Campo Limpo UPA, which normally has 39 beds and 12 offices, received 87 new beds (including ICU) from April to October 2021, in addition to a tent for outpatient care of less severe respiratory symptomatic patients, which expanded the unit with three additional offices. The doubling of beds and modernization of equipment, such as ventilators and monitors, many of which were donated by Einstein to the São Paulo city government and remained as a legacy for the unit. Throughout 2021, the unit held 153,430 appointments, of which 45,064 were care visits of symptomatic respiratory patients, in addition to the hospitalization of 11,476 patients.

The total number of hospitalizations in the Einstein system as of December 2021 was 26,867. Survival rates were above the national average: the mortality rate of intubated patients was 55.5% in public hospitals managed by Einstein and 35.1% in the private unit, while in public healthcare institutions and private hospitals in general these figures were 72.3% and 59.9%, respectively.



Start of Vaccination

The arrival of the vaccine was a decisive step in the fight against Covid-19. For the application of shots in the population in general, Einstein dedicated efforts to organize the structure, so that the operation of primary care units was not affected. In addition to vaccination centers in strategic locations and vaccination in schools, two drive-thrus were set up in record time, to support vaccination in the city of São Paulo.

By the end of 2021, 716,244 shots had been applied in the public units administered by Einstein. In order to ensure maximum adherence to the vaccine, Einstein carried out several active user search actions, including home visits, distribution of flyers and communication through messaging apps.

Value-Based Healthcare

Following the most current trends in healthcare management, Einstein has developed integrated care, a concept that combines prevention and primary care with highly complex hospital services. The idea is to put into practice Value-Based Healthcare (VBHC), which aims to cause transformation in the health system based on two elements: the construction of integrated units of practices focused on clinical conditions or segments of the population and the change in the compensation method of health services, which would no longer be based on the total number of appointments/events and would focus on the results obtained with the treatment (outcomes), generating value for patients.

The most common payment model in health systems (fee for service) leads to excess healthcare resource use and increased waste, costs and even emission of pollutants, without necessarily positively impacting the health of patients. VBHC also puts an increasing emphasis on social determinants of health; up to 80% of health outcomes are determined by social, behavioral, and environmental factors.

This strategy, adopted as of 2018, includes partnerships made in 2021, including those with healthcare providers QSaúde and Alice, which are based on the monitoring of the patient by a family doctor in primary care. More than offering medical services in case of disease, the focus in this model is prevention. The goal is to make services more accessible by reducing unnecessary procedures, which end up burdening the costs of providers, which is then transfer to health insurance operators contractors, in addition to reducing unnecessary risks.

With this position, Einstein expands the supply of its supplementary health services to other segments of the population, which previously would not have access to it. Thus, the organization has increased access and made the health system more sustainable.

Reaccreditation by Joint Commission International

Sociedade Beneficente Israelita Brasileira Albert Einstein was reaccredited by the Joint Commission International for the 7th consecutive time, being the only organization to achieve this outside the United States. The certificate covers the Morumbi, Alphaville, Jardins, Ibirapuera, Perdizes and Chácara Klabin units. The purpose of accreditation is to ensure international standards of excellence, quality and safety in hospital and outpatient care.

The work conducted during the audit process is intense. Einstein scored 9.9 in this accreditation cycle, the highest score obtained by it to date. Overall, 1,201 measurable elements were evaluated, being 1,178 Compliant, 22 Partially Compliant and none Non-Compliant. There was a 100% reduction in Non-compliances and 50% in Partial compliances compared to the previous three-year period.

Einstein scored 9.9 in the most recent accreditation cycle by Joint Commission International

Precision Medicine Center

Precision medicine is one of Einstein's strategic fronts. Considering the genetics, environment and lifestyle of each patient, precision medicine brings a new and personalized approach to prevention and treatment. It helps predict the risk of developing health problems that have not yet manifested and allows personalized treatment for various diseases. The subject was discussed at the I Einstein International Precision Medicine Symposium, an online event held in October 2021, and attended by an expert from City of Hope, one of the main centers for study and treatment of cancer in the world.

Through the Precision Medicine Center, Einstein provides the population with services that involve DNA sequencing. One is Predicta, a genetic test that assesses the individual's risk for development of various types of cancer and other hereditary conditions. The test also provides data on a person's metabolism capacity for various drugs – which allows prescription to be more appropriate to their individual profile and organism – and information on ancestry, pointing out traces of DNA similarity with other ethnicities that comprise the individual's genealogy.

In 2021, Einstein launched the Precision Medicine Center, which specializes in breast, prostate, bowel, pancreas, and lung cancer. The forecast is to cover nine additional areas by the end of 2022.

Training in robotic surgery

Einstein's excellence in Robotic Surgery has reached a milestone: 1,178 surgeries performed in 2021. Einstein was one of the first in Brazil to use of robotic technology for minimally invasive procedures that seek to ensure faster patient recovery. Since 2008, the date of the first prostatectomy, until the end of 2021, there were more than 12 thousand surgeries. This experience makes Einstein a reference in the subject, attracting doctors from other institutions – and even from other countries – interested in training and certification to operate with robots. In 2021, for example, Einstein was the country's first certification unit for thoracic surgery in the southern hemisphere. Since the beginning of the training program in 2019, Einstein has trained 400 professionals in this area.

Einstein's excellence in Robotic Surgery has reached a milestone: 1,178 surgeries performed in 2021

Activities in the Morumbi unit

In 2021, the activities at the Morumbi Unit intensified in the first semester, mainly due to the worsening of the pandemic with great demand for emergency and inpatient care, especially intensive care. In the second semester, surgeries resumed with a record of daily procedures.

This year, an area of Care Practices was created, dedicated to organizing the nursing career and to developing and aligning nursing and multiprofessional protocols, conducts and policies, building from evidence-based practicea. To fulfill this role, the Executive Committee was created, which includes nursing leaders from all Einstein units.

Newsweek Global Ranking

For the third consecutive year, Hospital Israelita Albert Einstein stood out as one of the best hospitals in the world, in Newsweek's **World's Best Hospitals 2022** ranking, of Newsweek magazine. The hospital ranked 34th on a list that evaluated 2,000 organizations from 27 countries.

The magazine also chose the best hospitals by specialty in the World's Best Specialized Hospitals 2022 ranking. In nine of the ten specialties evaluated by the publication, Einstein stood out. In three of them – Oncology, Orthopedics and Gastroenterology – the Hospital was considered the best in Brazil and Latin America. In addition, it was recognized in Cardiology, Cardiovascular Surgery, Neurology, Neurosurgery, Endocrinology and Pediatrics. Einstein also ranked 47th in The World's Best Smart Hospitals 2021, another Newsweek ranking that ranked the 250 best health organizations in the world in the use of digital technologies. Einstein was the top rated Brazilian hospital in this ranking.

The hospital was also recognized in 2021, for the 13th time, as the best in Latin America, according to the AméricaEconomía Intelligence ranking. The magazine also included, in the 40th position, Hospital Municipal M'Boi Mirim – Dr. Moysés Deutsch, the only Brazilian public hospital to appear in the survey. The ranking considers criteria of patient safety and dignity, human capital, capacity, efficiency and patient experience.

EINSTEIN MORUMBI UNIT

	2019	2020	2021	△ 2021 2020
Employees	7,134	7,626	8,195	7.4%
Operational beds[1]	592	626	686	9.6%
Operating rooms[2]	40	40	40	0.0%
Average length of stay (in days)	3.33	3.87	4.01	3.6%
Occupancy rate (%)[3]	**85.9**	**78.0**	**85.8**	**7.8 pp**
Surgical patients (except cesarean sections)	34,273	26,794	33,846	26.3%
Number of deliveries	3,948	3,548	3,857	8.7%
Emergency Services	355,161	184,960	234,477	26.8%
Consultations	360,404	277,339	403,076	45.3%
Morumbi Unit with Day Clinic	54,647	43,076	52,717	22.4%
Perdizes Unit with Day Clinic	2,315	2,115	2,976	40.7%
Discharge[4]	56,962	45,191	55,693	23.2%

[1] Beds in use and beds available for use at the moment of the census, even if unoccupied.
[2] Includes Morumbi and Perdizes units.
[3] Ratio of the sum of hospitalized patients at the end of each day and the total number of beds-day.
[4] Refers to the patient's departure from Morumbi and Perdizes units with Day Clinic of hospitalization due to discharge (cured, improved or unchanged), evasion, treatment withdrawal, internal transfer, external transfer or death.

Certification in Neurology

In 2021, Einstein was the first organization in Latin America to be certified by the World Stroke Organization (WSO), a non-profit organization dedicated to disseminating the importance of preventing and treating stroke. The certification recognizes the quality of hospital care and post-discharge follow-up made by Einstein neurology program for stroke patients.

Einstein Goiânia Unit

In the Midwest, low- and medium-complexity services predominate, but there is a lack of high-complexity excellence procedures. By bringing services and products to the region, Einstein contributes to improving the standard of care in this market, stimulating other providers to improve their performance.

Einstein aims at developing in Goiânia a model of action similar to that found in São Paulo, integrating private and public health care, teaching, research and innovation. To achieve this purpose, the Goiânia unit establishes partnerships with universities and local industrial parks. At the beginning of 2022, Einstein was the winner of the bidding process to manage Hospital Municipal de Aparecida de Goiânia (HMAP), with a capacity for 245 beds, including 49 ICU beds. Einstein is expected to take over the management of HMAP as of June 2022.

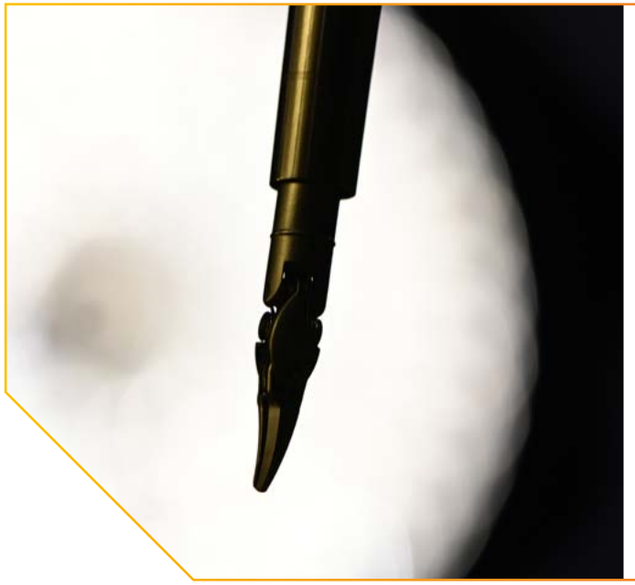
GOIÂNIA UNIT[1]

	2020	2021	Δ 2021 2020
Employees[2]	590	677	14.7%
Operational beds[1]	62	90	45.2%
Operating rooms	10	10	0.0%
Discharges[4]	1,155	2,513	117.6%
Average length of stay (in days)	4.29	4.34	1.2%
Occupancy rate (%)[5]	**45.6**	**63.9**	**18.3 pp**
Surgical patients (except cesarean sections)	507	1,776	250.3%
Emergency Services	2,440	4,625	89.5%
Outpatient consultations	NA	510	-

[1] The assets of Hospital Órion were acquired by Sociedade Beneficente Israelita Brasileira Albert Einstein in 2021.
[2] The total number of professionals in all hiring modalities is considered.
[3] Beds in use and beds available for use at the moment of the census, even if unoccupied.
[4] Patient's exit from the inpatient unit due to discharge (cured, improved or unchanged), evasion, withdrawal from treatment, internal transfer, external transfer or death.
[5] Ratio of the sum of hospitalized patients at the end of each day and the total number of beds-day.

Robotic surgery in Goiânia

The Goiânia unit implemented the infrastructure for robotic surgery in the State of Goiás. The technology offers a minimally invasive intervention, with greater precision, and leads to fewer postoperative complications. Robotic surgeries were performed in urology, gynecology, thoracic surgery and digestive system surgery.



For some cases, robotic surgery can offer greater accuracy and fewer postoperative complications

Activities in public healthcare

In addition to managing two reference hospitals in their specialties (Hospital Municipal Vila Santa Catarina – Dr. Gilson de Cássia Marques de Carvalho and Hospital Municipal M'Boi Mirim – Dr. Moysés Deutsch), with exclusive care for patients from the Unified Health System (SUS), Einstein also contributes to the development of public health, operating a complex of care units accessible to the population assisted exclusively by the SUS. Through agreements with the São Paulo City Hall, Einstein manages 25 public facilities in the city. In addition, through agreements with the Ministry of Health and the IHI, it conducts collaborative projects with public hospitals in the country.

In 2021, there was a 49.1% increase in the total number of public healthcare compared to 2020. There were a total of 5,274,491 health care services through public partnerships with the City of São Paulo.

PUBLIC PARTNERSHIPS WITH SÃO PAULO CITY GOVERNMENT

	2019	2020	2021	△ 2021 2020
Family Health Strategy				
UBS (Basic Healthcare Units)	13	13	14	7.7%
ESF (Family Health Teams)	87	87	92	5.7%
Employees[1]	1,150	1,174	1,253	6.7%
Registered Families	89,498	94,537	98,686	4.4%
Registered individuals	284,323	281,088	346,898	23.4%
Consultations	2,349,646	1,964,432	3,028,159	54.1%
AMA (Outpatient Healthcare Centers)				
Units	3	3	3	0.0%
Employees	303	339	347	2.4%
Consultations	855,046	650,946	1,108,775	70.3%
UPA (Emergency Care Unit)				
Units	1	1	2	100.0%
Employees	530	544	510	-6.3%
Consultations[2]	707,400	535,388	640,667	19.7%

PUBLIC PARTNERSHIPS WITH SÃO PAULO CITY GOVERNMENT

	2019	2020	2021	△ 2021 2020
CAPS (Psychosocial Care Centers)				
Units	3	3	3	0.0%
Employees	126	136	217	59.6%
Consultations	48,157	53,685	70,585	31.5%
SRT (Therapeutic Residence Service)				
Units	2	2	2	0.0%
Employees	22	22	28	27.3%
Residents	20	20	20	0.0%
AMA-E (Outpatient Healthcare Center - Pediatric Specialty)				
Units	1	1	1	0.0%
Employees	54	51	56	9.8%
Consultations	53,919	41,086	69,043	68.0%
Total				
Units	**23**	**23**	**25**	**8.7%**
Employees	**2,185**	**2,266**	**2,545**	**12.3%**
Consultations	**4,407,430**	**3,538,457**	**5,274,491**	**49.1%**

[1] Employees: Source: Work Plan, 2021.

[2] 2019 and 2020 data were reviewed in this cycle.

Expansion of Hospital Municipal Vila Santa Catarina (SUS)

Starting its activities in 2015, Hospital Municipal Vila Santa Catarina – Dr. Gilson de Cássia Marques de Carvalho performs bariatric, urological and vascular surgeries and offers specialized care in oncology, high-risk maternity and pediatrics, in addition to providing diagnostic services, such as clinical and imaging laboratory. It also receives patients on the waiting list or recent recipients of kidney, liver, heart and lung transplants, performing transplants in the hospital itself.

As part of the effort to meet the demand for hospitalizations caused by Covid-19, Hospital Municipal Vila Santa Catarina – Dr. Gilson de Cássia Marques de Carvalho got a new wing with 40 beds of Intensive Care Unit (ICU). The construction allowed deactivating another 26 beds for the expansion of other sectors. The construction of the space was possible due to donations from Gerdau, BTG Pactual, Suzano e Península Participações and Einstein. In total, the expansion had contributions of R$22.5 million. Einstein, in addition to contributing its own resources, managed the assembly and operation of the wing: in just 37 days, it built the facility and installed equipment such as beds, ventilators, monitors and infusion pumps, which will remain as a legacy to the population of São Paulo for treatment of cancer patients.

	2019	2020	2021	△ 2021 2020
Employees	1,197	1,606	1,829	13.9%
Operational beds[1]	178	239	253	2.9%
Operating rooms	6	6	6	0.0%
Discharges[2]	9,453	10,290	10,993	6.8%
Average length of stay (in days)	5.5	6.1	6.3	3.3%
Occupancy rate (%)[3]	**78.9**	**72.3**	**76.9**	**4.6 p.p.**
Surgical patients (except cesarean sections)	4,058	3,558	3,735	5.0%
Number of deliveries	3,344	3,584	3,219	–10.2%
Emergency Care Obstetrics Consultations	16,933	14,027	12,680	–9.6%
Outpatient consultations	70,319	85,649	111,328	30.0%

[1] Beds in use and beds available for use at the moment of the census, even if unoccupied.

[2] Patient's exit from the inpatient unit due to discharge (cured, improved or unchanged), evasion, withdrawal from treatment, internal transfer, external transfer or death.

[3] Ratio of the sum of hospitalized patients at the end of each day and the total number of beds-day.

Child health and education

In 2021, through an agreement with the Municipal Department of Education of São Paulo, Einstein took over the management of the Perobeiras Early Childhood Education Center (CEI) – a daycare center located in Chácara Santa Maria, in the neighborhood of São Paulo, with the capacity to provide care to 240 children from 0 to 5 years and 11 months old.

Resumption of outpatient consultations at M'Boi Mirim

Hospital Municipal M'Boi Mirim – Dr. Moysés Deutsch, managed by Einstein in association with the CEJAM (Centro de Estudos e Pesquisas Dr. João Amorim) research center, has been operating since 2008 focused on urgent care, emergencies, elective surgeries and childbirth care, with emphasis on care in the specialties of Internal Medicine, General Surgery, Pediatrics, Orthopedics, Gynecology, Obstetrics and Psychiatry. Since 2020, it has been one of the main structures of the SUS in São Paulo healtcare during the pandemic. With the advancement of vaccination and the improvement in epidemiological indexes in the city, outpatient consultations grew again in the second half of 2021, totaling 23,826 visits.

	2019	2020	2021	△ 2021/2020
Employees[1]	1,762	2,256[2]	2,406	6.6%
Operational beds[1]	240	336	336	0.0%
Operating rooms	10	10	10	0.0%
Discharges[4]	21,208	16,803	16,956	0.9%
Average length of stay (in days)	5.40	6.2	6.5	4.8%
Occupancy rate (%)[5]	**93.9**	**75.9[6]**	**79.8**	**3.9 pp**
Surgical patients (except cesarean sections)	8,345	5,455	4,968	-8.9%
Number of deliveries	4,941	4,242	4,480	5.6%
Emergency Services	188,307	88,767	58,190	-34.4%
Outpatient consultations	34,334	17,823	23,826	33.7%

[1] The total number of professionals in all hiring modalities is considered.
[2] Data reported in 2020 adjusted after reviewing the database.
[3] Beds in use and beds available for use at the moment of the census, even if they are unoccupied.
[4] Patient's exit from the inpatient unit due to discharge (cured, improved or unchanged), evasion, withdrawal from treatment, internal transfer, external transfer or death.
[5] Ratio of the sum of hospitalized patients at the end of each day and the total number of beds-day.
[6] The data reported in 2020 was adjusted in this cycle due to the expansion of the Unit and revalidation of the data for the period.

Digital Transformation Program

GRI 103-2, 103-3 | 418

Einstein's Digital Transformation Program aims to modify processes and improve the organization's operations so that it continues to offer excellent services, generating value for patients, doctors, nurses and other health professionals and employees. This action is based on four pillars:

- Intensifying the use of Big Data and Analytics: bringing the data science discipline closer to healthcare and support areas to build solutions that increase productivity, safety, efficiency and satisfaction;
- Patient, physician and employee-centered experience: improve the experience of these stakeholders by creating a unique navigation between different services, both in the physical and digital environment;
- Strengthening the technology architecture: modernizing the systems and software used by Einstein, as well as cybersecurity and the use of technology to optimize core activities;
- Preparing leaders and teams for Agile work: empowering teams to work according to agile methods, a management tool that aims to optimize and streamline the creation and development processes, with teams executing demands faster and more efficiently. The methodology focuses on creating a work environment that promotes collaboration, innovation and acknowledgement for contribution.

To provide excellent services, Einstein continually invests in improving its operations

Big Data & Analytics

Einstein's Big Data & Analytics area organizes massive amounts of information generated daily and, from this, produces analyses which help in decision-making throughout the patient journey. Based on statistical observations, algorithms, and artificial intelligence tools, this type of knowledge has several uses. For example, the models that use artificial intelligence to predict Metabolic Syndrome, used in patient checkups, enable preventive measures before disease development. Another example is the use of models to support the management of teams in various in-hospital situations, such as predicting the risk of readmission and longer stays, as well as the use of algorithms to support the procedure coding and diagnosis team. These solutions help to bring more efficiency to care routines, improving the planning of beds and human resources in hospitals, and productivity to support activities. An important contribution was the creation of P4M – advanced data structure and analysis to support the Precision Medicine Program. This structure allows access to genomic databases and their integration with lab and image data for use in programs such as Predicta.

In addition, the Big Data & Analytics team carries out four projects with the Ministry of Health, supporting SUS in the use of Artificial Intelligence in topics such as the organization of solutions to respond to accidents due to external factors,

the leading cause of death in young people, creation of solutions to improve the tools for checking the use of resources, data analysis to understand and fight "superbacteria" in hospitals and the creation of the analytical layer for the National Health Data Network, a fundamental part in the country's digital health strategy (ESD 2020-2028). In addition to these initiatives, the area carried out a pioneering project, of broader application in society, supporting the Social Development Department of São Paulo in the creation of an index based on georeferencing technology capable of deepening the understanding of the living conditions of more vulnerable communities from. The index will provide greater equity in the distribution of resources of social programs in the state – and this solution has already been developed with the possibility of use throughout the national territory.

To disseminate the benefit from this knowledge, Einstein conducts training and qualifications for employees and encourages them to autonomously develop projects supported by data governance. Einstein currently has a community of 130 people in the data science career, spread across several areas, who meet monthly to share knowledge, applications and best practices, maximizing synergies.

Einstein currently has a community of 130 people in the data science career, spread across several areas

Modernization in the Relationship and Analytical Governance Platform

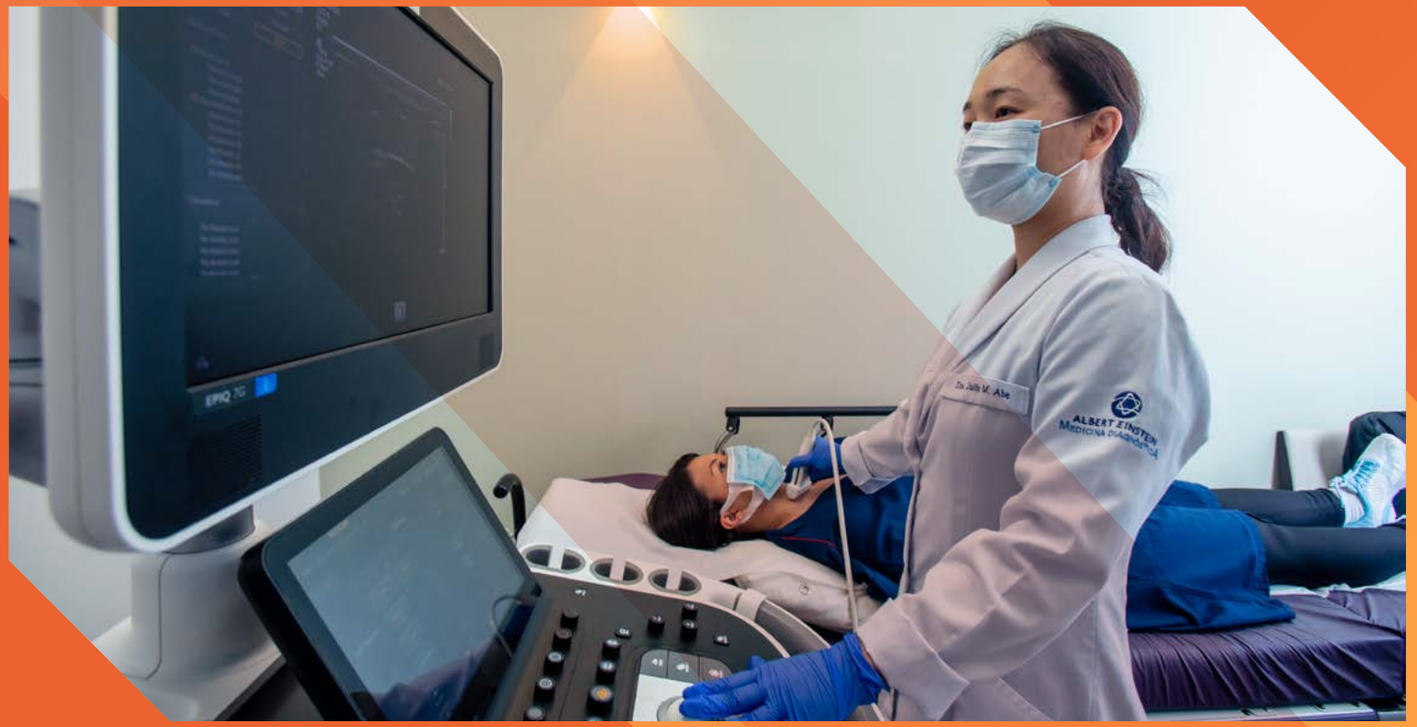
In 2021, two major investments were made in technology: the implementation of a new CRM (Customer Relationship Management) tool and the creation of an Analytical Governance structure (H.Story). The new CRM software allows access to people's information in all their interactions with Einstein – from healthcare to teaching –, making it possible to understand their needs and develop specific actions for their profile. H.Story, on the other hand, is a crucial service for analytical governance, which has three pillars: it allows processing Big Data information, encourages integration with third-party solutions and provides the environment for Augmented Intelligence (integration of Artificial and Human Intelligence). In addition to the implementation of CRM and H.Story, there was also the migration of the stored data environment to the cloud – an online network of very high capacity servers.

Physician and patient-centered experience

This pillar of the Digital Transformation Program focuses on enhancing the experience of physicians, employees and patients. In 2021, design skills were incorporated to understand the needs of these audiences through journeys, field research, analysis of satisfaction data and rounds of workshops with stakeholders, in addition to mapping market trends to jointly create technology solutions to the challenges of the physician-patient relationship.

This work resulted design of future journeys and new services, in the prioritization and creation of work teams to implement short-term improvements, as well as a clear vision of the future for the physical and digital experience of patients, physicians and employees. Patient and physician advisory groups were created so that their opinions and perceptions are considered throughout the creation process.

Some deliveries are the self-scheduling of certain appointments and tests, the implementation of totems for individual check-in, the creation of a support cell for preparation of exams and availability of hospital account statement and options for payment through the app.



Oncology

After a drop in demand in 2020, there was an increase in appointments at Einstein's Família Dayan-Daycoval Oncology and Hematology Center.

ONCOLOGY AND HEMATOLOGY

	2019	2020	2021	△ 2021/2020
Office visits	21,534	20,046	25,684	28.1%
Oncology Emergency Care	1,236	812	994	22.4%
Surgical cancer procedures	4,634	4,051	5,117	26.3%
Bone marrow transplants	97	49	51	4.1%
Patients treated at the outpatient chemotherapy clinic (Morumbi and Perdizes units)	9,954	8,117	9,172	13%
Outpatient chemotherapy	24,933	19,993	21,992	10%
Outpatient radiotherapy	19,889	21,575	27,277	26.4%

The year was marked by the beginning of technical-scientific cooperation between Einstein and Hcor. The goal was for teams from the clinical staff of both organizations to work together, sharing the best care practices and developing research and new treatments. One of the effects of the initiative was the expansion of access to care guidelines, clinical protocols and Einstein's oncology – whose care model integrates the clinical, pediatric, geriatric, surgical, dental, radiotherapy, nutrology, nutrition, rehabilitation, physical therapy, psychology, psychiatry, integrative medicine and palliative care areas.

Another important colaboration was with the City of Hope, one of the world's leading centers dedicated to the study and treatment of cancer, based in California (USA) and an international reference in precision medicine, cell therapy and robotic surgery. The agreement, lasting three years, involves online events, training for Einstein professionals and the exchange of technical information.

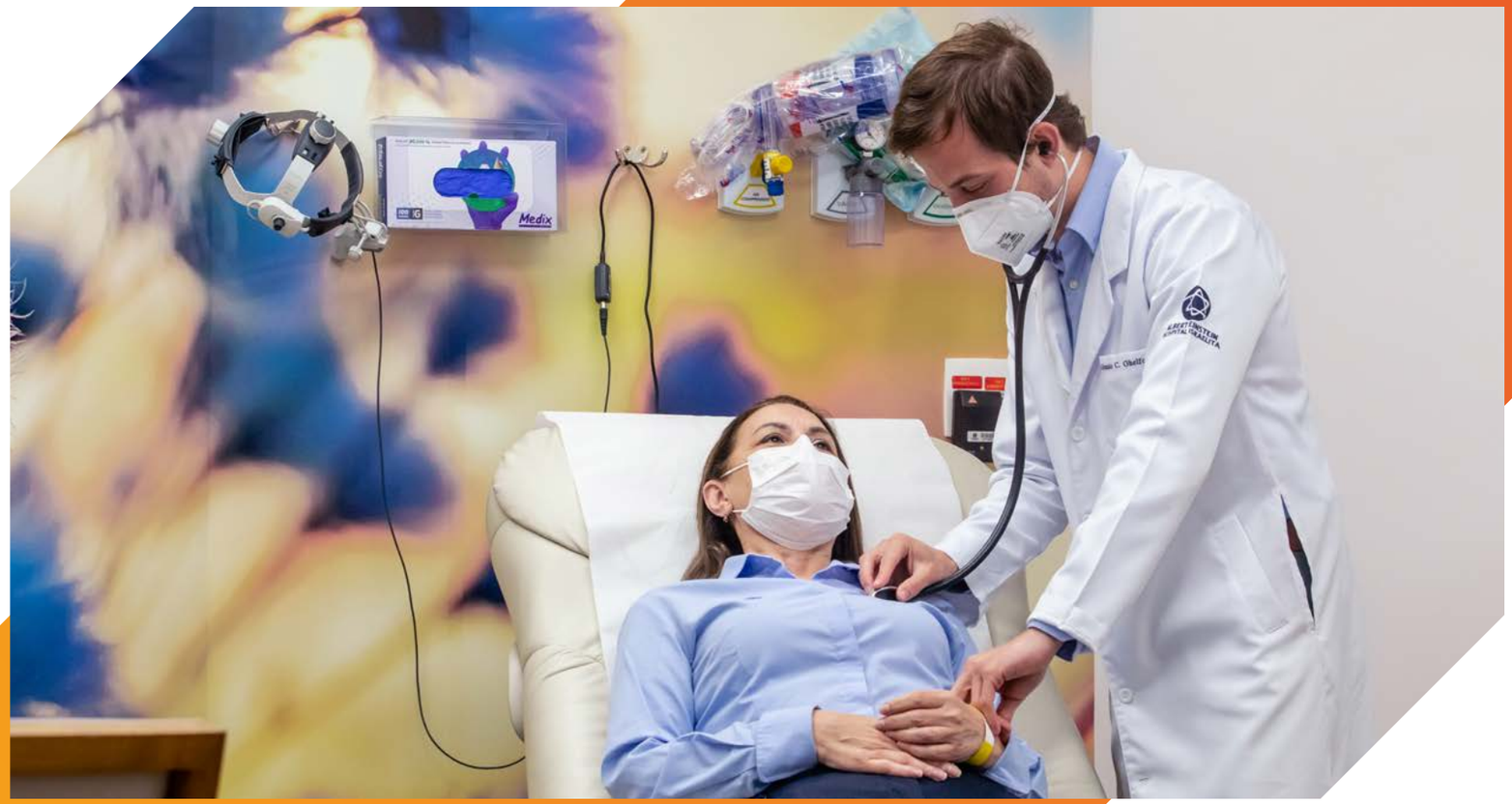
In addition, with Novartis, Einstein applied one of the most innovative cell therapies, CAR-T Cell. Used for the treatment of lymphomas and leukemia, the technique consists of genetic modification of the patient's own defense cells, making the fight against cancer cells more successful. In 2021, three patients were treated by Einstein using the technique.

Einstein Oncology Network

To expand its range in the country, Einstein has the Oncology Network. It is a model that allows patients from outside the city of São Paulo to access the quality and services offered by Einstein, through colaboration with clinics in several states. The network has clinics in Amazonas, Federal District and Paraná and, as of 2021, also in Santos (SP).

Radiotherapy in the Perdizes Higienópolis Unit

Cancer treatment at Perdizes Higienópolis Unit – which already had consultations, diagnostic medicine and chemotherapy – grew in 2021 with the inauguration of radiotherapy. The goal is to offer capillarity, facilitating patient access.



Einstein Oncology has a network of clinics in Amazonas, in the Federal District, in Paraná and in São Paulo

Diagnostic Medicine

Einstein's Diagnostic Medicine provides a broad portfolio of diagnostic support services to patients, health insurance companies, health organizations and public health. This includes lab tests, imaging and endoscopy. It also offers complex procedures, such as screening for fetal genetic abnormalities and analysis of compatibility for transplants. In 2021, as a result of the prominent role played by the area during the pandemic, the performance in the laboratory support front grew 25% compared to the previous year, with increased demand.

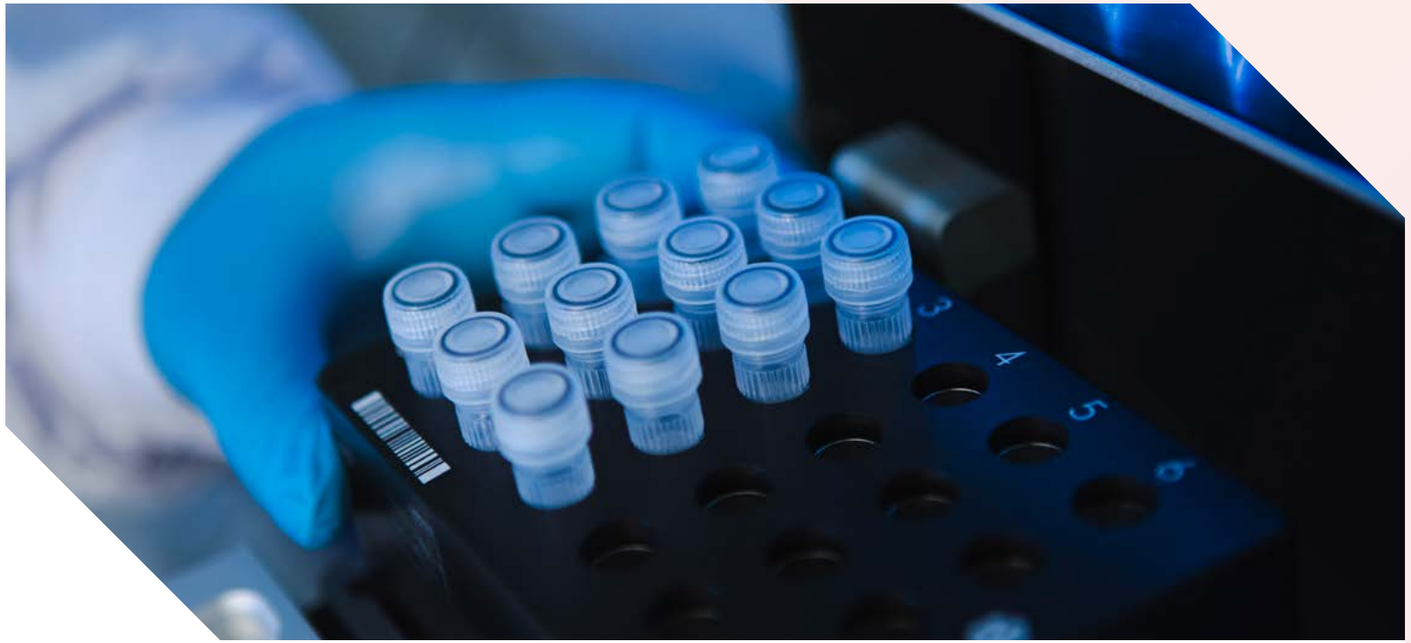
In total, more than 400 health service providers, companies, among others, are served by this support service. Diagnostic Medicine also expanded the home healthcare services offered by Einstein Até Você – a program initially created to collect laboratory tests at home – with the inclusion of immunization, ultrasound, polysomnography, cardiological exams and infusion of medicines. 240,000 patients were treated – an increase of 27% compared to 2020 – totaling 1.1 million tests performed. This service, previously limited to São Paulo (SP), was also extended to the cities of Goiânia (GO), Rio de Janeiro (RJ) and Recife (PE).

Work in airports

In 2021, Einstein opened units at the airports of Guarulhos (SP) and Galeão (RJ) to perform diagnostic and immunization tests, including detection of the SARS-CoV-2 (RT-PCR). With service in Portuguese, English and Spanish, the service works every day of the week. In positive cases, the patient can receive consultation by telemedicine for evaluation of the health status and general guidelines.

Einstein Post-Covid Care

The innovative hybrid journey model focuses on integrating several areas of healthcare (primary care, diagnostic medicine, specialist network and rehabilitation). Through it, patients with post-covid sequelae can access integrated services that make up the care for these cases.



Outpatient Medicine

With a highly qualified clinical staff, Einstein's Outpatient Medicine services include specialist offices, 24-hour adult and child care, women's health centers, immunization clinics and external and in-company primary care clinics, among other primary and secondary outpatient services and emergency care.

In 2021, Einstein sought to differentiate the complexity of its rehabilitation units and strengthen sports medicine, with the creation of the Einstein Space concept. The objective is to deliver health and well-being by stimulating the practice of physical activities and fighting sedentarism with a multidisciplinary approach. Among the initiatives carried out in the year, the following stand out:

> Expansion of access through digital rehabilitation and home physical therapy, also favoring the hybrid journey and continuity of care for all levels of complexity.

> Modernization of the high complexity unit, within the Morumbi complex, with expansion of its technology park.

> Structuring of the first Einstein Space unit: Sport and Rehabilitation (to be launched in 2022) and planning of the second unit in the Pacaembu Complex (scheduled to open in 2024).

Advanced Units

Einstein Advanced Units have a portfolio of outpatient services, such as specialist consultation, with the support of telemedicine, emergency care, diagnostic medicine, rehabilitation, check-up, women's health and surgical center. In 2021, the Jardins and Chácara Klabin units also had their medical offices expanded.

A room for low complexity dermatological procedures was implanted at the Jardins Unit and one for outpatient surgical procedures at the Alphaville Unit. In addition, women's health services at the Ibirapuera Unit were expanded.

Einstein Clinics

Einstein offers Primary Health Care and care coordination in five own units and in ten companies. Healthcare is provided by family doctors, nurses, multidisciplinary team and care coordinators, who offer comprehensive, longitudinal and coordinated care. Einstein has taken this same model not only to companies, but also to health insurance operators. The objective is to provide a service focused on health promotion and prevention, ensuring the use of resources in a more efficient and rational way.

Einstein and Fleury intend to join forces in the area of genomics

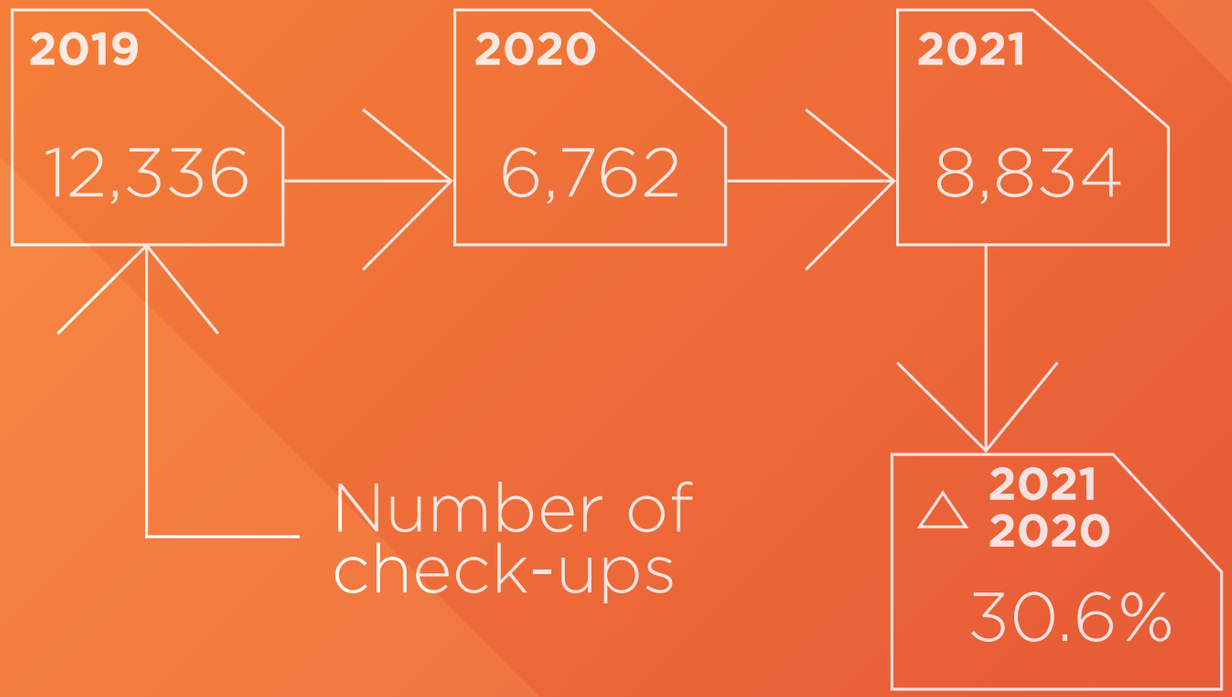
In 2021, Einstein and Fleury Group announced the purpose of creating Genesis, a genetic sequencing platform to offer integrated solutions in the area of genomics. The initiative will enable the development of research and offer services to assist patients interested in preventive health actions, as well as the diagnosis and treatment with greater precision of different diseases.

PROCESSED EXAMS

	2019	2020	2021	△ 2021 2020
Private healthcare[1]	6,785,438	5,532,756	8,606,382	55.5%
Public healthcare[2]	3,091,341	3,067,401	3,881,785	26.5%
Grand total of processed exams	**9,876,779**	**8,600,157**	**12,488,167**	**45.2%**

[1] Of the exams processed in 2021, 235,419 of them correspond to Einstein Goiânia Unit, under the management of Sociedade Beneficente Israelita Brasileira Albert Einstein since 2021.
[2] Includes exams processed for Mogi das Cruzes city government, Hospital Municipal M'Boi Mirim, Hospital Municipal Vila Santa Catarina.

Check-ups performed



Telemedicine

Einstein Telemedicine has stood out for its pioneering role in the national scenario since 2012 in the provision of medical services. However, with the beginning of the covid-19 pandemic in 2020, the demand for telemedicine jumped to a new level, with access to quality healthcare for hundreds of thousands of patients across the country, avoiding long waiting lines, crowding and displacements.

Technology solves many logistical challenges and operational challenges of health systems, diverting simpler cases to outpatient services, minimizing the burden on highly complex services, organizing care flows safely and quickly, and offering quality care to regions in need of specialists. The expertise developed in recent decades by Einstein allows it to offer a wide range of telemedicine services to states, municipalities, companies, operators and health organizations, bringing better patient experience, cost reduction and quality health to the population served.

The Digital Urgent Care Service (PA Digital) provides medical, clinical and pediatric, 24 hours a day, following strict quality and safety protocols. About 85% of cases can be resolved without the need for additional face-to-face assessment. The service is offered to healthcare operators, companies and individuals through Einstein Conecta – an online platform that connects the customer with Einstein's physician by cell phone or computer, constantly updated for better usability and the most advanced security.

In 2021, 278 thousand consultations were made by PA Digital, 39% more than in 2020. The database of individuals with access to the service remained stable at 1.9 million. Currently, the client portfolio consists of 106 companies, and the team consists of 350 physicians, as well as nurses, engineers and information technology specialists.

Another modality of telemedicine is teleconsultation among physicians, when members of Einstein's clinical staff provide support in several specialties to general practitioners throughout the country. One of these services is TeleUTI, which consists of daily medical visits to patients admitted to intensive care units of hospitals in different regions of the country. In 2021, more than 20,000 visits were made, resulting in the absorption of new medical conducts and protocols, improving healthcare, offering recommendations to participating hospitals and contributing to the improvement of indicators, such as patient flow management and bed turnover.

Specifically, within PROADI-SUS, the TELESCOPE Trial has continued to be carried out since 2019, in partnership with the Department of Science, Technology and Strategic Inputs (SCTIE) of the Ministry of Health. The final results are expected for 2022. The study aims to scientifically measure the impact on clinical outcomes of a remote care model (TeleUTI) in the routine of Brazilian ICUs. With 15 hospitals in the intervention group (and 15 in the control group), the research, which started in August 2019, studies almost 20,000 patients and provided 35,674 care services to 6,570 patients. The project, which has the potential of influencing the future of care policies for critically ill patients in the country, is registered on clinicaltrials.gov and the research protocol was published in the British journal BMJ Open in June 2021.

Also within PROADI-SUS, in another telemedicine service, Einstein started in 2021 a project to provide specialized care to 120 UBS (Primary Care Units) in municipalities in the Northern Region of Brazil. In total, seven medical specialties are offered: endocrinology, neurology, pediatric neurology, pulmonology, cardiology, psychiatry and rheumatology. At the end of the year, 104 locations were operational, with almost 14,000 patients assisted, reducing queues and providing quality health to a population in need of access to health.

Einstein Telemedicine also performed more than 6,000 nursing monitoring and 8,000 evaluations in teleobstetrics, and provided its electronic documentation platform to clinical staff, with digital signature compliant with ICB-Brasil standard. In 2021, more than 378 thousand consultations were carried out and more than 680 thousand medical documents were digitally signed.

In 2021, 278 thousand consultations were made by PA Digital, a 39% increase compared to 2020

Support Program for Institutional Development of the Unified Health System (PROADI-SUS)

The Support Program for the Institutional Development of the Unified Health System (PROADI-SUS) aims to strengthen SUS through human resources training projects, public interest research, evaluation studies and incorporation of technologies, development of techniques and operation of health services management and high complexity care. Einstein is one of the six hospitals in the country that participate in the program. With an expenditure of R$ 243.5 million, in the form of tax deductions through social contributions, Einstein ended 2021 (the first year of the new cycle, which ends in 2023) with 35 projects approved distributed in all regions of Brazil.

Healthcare

Among the initiatives, the Organ Transplant Program stands out, through which kidney, liver, heart, lung, bowel and multivisceral transplants are performed. In 2021, Einstein recorded a total of 165 transplants, some unpublished as post-Covid lung transplantation for SUS users and with a high survival rate.

New technologies

A Big Data project is also developed, which seeks to transfer data analysis and artificial intelligence technology to the public sector, organizing databases and training health professionals for the rational use of information. One of the results was the creation, together with the Federal Universities of Maranhão and Vale do São Francisco, of a digital tool to assist community health agents in the active search for people with neglected diseases, including leprosy and leishmaniasis.

Research

Also within PROADI-SUS, Einstein coordinates the Gene Therapy for Sickle Cell Anemia project, a hereditary disease of great prevalence in Brazil, which modifies the shape of red blood cells. One of the goals is to develop an unprecedented gene editing protocol in Brazil to correct the mutation responsible for the disease in hematopoietic stem cells.

Training

Another initiative in which Einstein participates is the School Health Program, whose objective is to train teachers and students on health education topics, encouraging good habits, such as healthy eating and fighting sedentary lifestyle habits.

Every three years, Einstein has sought to increase the quality and relevance of its participation in PROADI-SUS. In 2021, in addition to the efforts to execute the projects according to the needs of the Ministry of Health, the Center for Social Impact Assessment of the projects developed in the five regions of Brazil was created, to assess the effectiveness of the projects and better allocate resources.

Technical cooperation with the Ministry of Health and the Judiciary

Within the projects developed by PROADI-SUS, Einstein offers its knowledge to the Ministry of Health and the Judiciary, issuing technical notes in processes involving SUS users. The Technical Support to the Judiciary in the Qualification of Judicial Processes in Disfavor of SUS aims to qualify judicial decisions and discipline the rational use of health resources. In 2021, Einstein issued 14,509 invoices.

PROADI-SUS INITIATIVES - 2021

Project	Expenditure
Support for the qualification of the donation process and organ, tissue and bone marrow transplants, through integrated actions of health care, management and professional training	121,151,766.19
Application of genomics for the diagnosis of rare diseases and the hereditary risk of cancer in Brazil, in Public Health Services	23,073,024.01
Innovative Treatment for Sickle Cell Anemia - A Neglected Disease of High Social Importance	9,736,287.93
Organization of specialized outpatient care in a network with primary health care - PlanificaSUS	7,765,573.08
Specialized Medical Assistance in the Northern Region of Brazil through Telemedicine	4,105,645.72
Large-scale Randomized Study Evaluating Intensive Blood Pressure Control for Reduction of Major Cardiovascular Events in Patients with Diabetes Mellitus	12,957,971.08
Expansion of the National Storage and Artificial Intelligence Platform in medical images for Research, Innovation and Clinical Decision Support	7,849,322.16
Randomized clinical trial to evaluate an intensive blood pressure control algorithm in patients with ischemic stroke	6,969,122.61
Antithrombotic Optimization Through Monotherapy without ASA Versus Dual Therapy with ASA: A Drug Reduction Study in Patients with Acute Coronary Syndrome in the SUS	6,526,477.26
Qualification of Professionals of the Unified Health System in Urgent Care and Emergencies with Realistic Simulation	4,564,175.12
Development of CAR-T cells for the treatment of B-cell malignancies - Phase I Clinical Study with autologous T cells genetically modified to express chimeric antigen receptor (CAR) for the treatment of refractory or relapsed CD19 positive B-cell malignancies	1,067,361.45
Phase I/II Clinical Trials with Ex Vivo Expanded Natural Killer (NK) Cells for the Treatment of Acute Myeloid Leukemia (AML)	1,801,088.25
Improving Large-Scale Patient Safety in Brazil	3,076,028.82
Study of the Epidemiological and Clinical Characteristics of Acute Viral Hepatitis in Brazilian Health Services	3,051,851.03
Comprehensive Health Care for the Elderly	2,164,621.45
Technical Support to the CNJ	3,168,536.18
Expansion of virus-specific lymphocytes for cell therapy in immunosuppressed patients who underwent bone marrow transplantation	1,015,750.60
Implementation of Practice Improvement in Intensive Care Units with the Use of Telemedicine	4,237,436,27
Evaluation of the Efficacy of Influenza Vaccination for Reducing Mortality and the Burden of Chronic Diseases	3,856,501.88
Quality and Health Safety with Realistic Simulation	534,226.91
Evaluation of costs and outcomes of rational incorporation of anti-PD1/anti-PD-L1 drugs in the management of metastatic lung cancer in a real-world population in the Unified Health System	3,459,669.28

PROADI-SUS INITIATIVES - 2021

Project	Expenditure
Assessment of the impact of interventions on the environment in the acquisition and outcomes of infections caused by antimicrobial-resistant microorganisms in Brazilian ICUs: a study of the project platform to support the National Action Plan for the Prevention and Control of Antimicrobial Resistance - IMPACTO MR Program	2,212,133.26
Randomized prospective study of total vs conventional neoadjuvant therapy aiming at complete clinical response in locally advanced rectal cancer. (Brazil - TNT - Brazilian Total Neo-adjuvant Therapy Trial)	239,937.39
Support for cryopreservation and storage of umbilical cord and placental blood for use in transplants	690,423.56
Value-based health and real-life studies in technology incorporation and recommendation development processes	453,456.38
Palliative Care Program in SUS - Primary Healthcare	380,384.24
DIAna (Data Initiative for Analytics) - Evolution and strengthening of the National Health Data Network with an emphasis on data science	2,929,829.97
Integrated Fast Data: Unified Fast Data Access Technology for Accidentality Mitigation (TRAUMA)	907,667.96
Training in Diagnostic and Therapeutic Support in Cardiological and Neurological Emergencies through communication resources and distance learning - North Region	246,738.96
Implementation of the Mental Health care line in PHC for the organization of the Network	373,222.22
Platform for advanced data analysis and artificial intelligence for use in audit processes	1,667,695.31
Postgraduate in Management and Operational Excellence in the Health Area, including projects applied to solve real problems in Health Units	580.48
Health Education Methodologies in Schools - Support material for the School Health Program - PSE	212,781.66
Online Course Epidemiological Surveillance of Viral Hepatitis, HIV/AIDS and Syphilis: Essential Fundamentals	59,660.25
Network for the prevention and comprehensive care of diseases with chronic conditions and sexually transmitted infections	937,055.29
Total	**243,444,004.21**

Health in our hands

Started in 2018, the Health in Our Hands project continues in the triennium 2021-2023, with 200 new public hospitals participating and with the expectation of reducing the number of Healthcare Associated Infections (HCAIS) in Intensive Care Units (ICUs) by 30% in 24 months. In addition to the 76% increase in the number of participating organizations, the project began to include pediatric and neonatal ICUs in this new triennium. Einstein will directly guide 34 institutions located in the five regions of the country, in ten states (AP, AC, AL, SE, ES, MG, SP, PR, SC and DF). In the 2018-2020 triennium, the program prevented about 7,600 infections, saved 2,900 lives and saved about R$350 million for public budgets.

Office of Excellence

To support the transformation of healthcare in the country, Einstein works with public and private organizations to promote the dissemination of good practices, especially in quality and safety. The projects are conducted by the Office of Excellence and involve the training of organizations and of multiplier professionals – who become part of a network of exchange of learning and solutions to common challenges.

In 2021, 268 new health institutions participated in initiatives to improve quality, safety and costs in Health and shared challenges and plans with the Einstein team, adding to the 920 that were already part of this learning community. The objective is to increase support for the improvement of health services in the country in terms of quality, safety and costs, especially those located in isolated regions or regions in need of assistance, so that they can care for the local community with greater quality and safety of health.

To contribute to this transformation, Einstein entered into agreements with leading health organizations, such as Planetree and the Institute for Healthcare Improvement (IHI), in addition to other reference entities, such as the National Accreditation Organization (ONA) and the National Health Surveillance Agency (ANS). The objective of the initiative with Planetree, for example, is to guide health organizations interested in adopting equity and humanization practices to create a healing environment. In 2021, ten contracts were

signed with this focus, using the collaborative methodology – a novelty being tested in the Planetree model.

Einstein is the only organization in the southern hemisphere that is a strategic partner of IHI, whose collaborative methodology is used by health institutions around the world to achieve effective excellence in healthcare practices and services. In 2021, 56 new health professionals from public and private organizations were trained as experts in science of improvement, totaling 186 throughout Brazil. The goal signed with IHI is to double the number of specialists, reaching the five regions of Brazil by 2025.

In addition to these work fronts, the office also develops PROADI-SUS projects, specifically regarding Healthcare-Related Infections (HCAI), with global and private grants (hospitals and health operators), in the areas of prenatal and childbirth, maternal mortality, dehospitalization and adolescent health, focusing on pregnancy and drug use. For 2022, initiatives to benefit Santas Casas and small and medium-sized private hospitals are planned.

Parto Adequado Project (Adequate Birth)

Adequate Birth is an initiative between Einstein, Agência Nacional de Saúde Suplementar (ANS) and the Institute for Healthcare Improvement (IHI), being developed since 2014. The Intensive Cycle (2021-2022) aims to review the Pregnant Women's Journey (Prenatal, Childbirth and Postpartum) in 18 months and test new opportunities for improvement for safer pregnancy, better experience in delivery and better outcome for the mother and baby.

As a technical leader, Einstein conducts realistic training and drills, making maternity professionals aware of the benefits of vaginal delivery and preparing them for the management of risk situations for the mother or baby. Since the beginning of its activities, the program has avoided more than 20,000 unnecessary cesarean sections.

For 2022, efforts will be focused on educating pregnant women about prenatal, delivery and postpartum to prepare them to make the decision aimed at the best result.

Currently, Adequate Birth involves 27 private hospitals and 26 health insurance operators, with the goal of increasing safety in healthcare processes, focusing on fetal vitality, pain management, anesthetic induction and monitoring of pregnant and puerperal women.

Einstein believes in the dissemination of knowledge to develop health systems in the country

Teaching and Education

IN THIS CHAPTER

Knowledge that Generates Value

Disseminating knowledge among healthcare professionals across the country and across borders is part of Einstein's mission in the strategic pillar of Teaching and Education. To help boost the development of health systems, the area offers courses in different modalities, with the support of innovative pedagogical tools and proposals.

Teaching activities are carried out through Centro de Educação em Saúde Abram Szajman (CESAS), created in 2004. In 2022, Einstein's education structure gained new physical headquarters developed to stimulate generation and sharing of knowledge, Centro de Ensino e Pesquisa Albert Einstein – Cecília and Abram Szajman Campus (Albert Einstein Teaching and Research Center). Equipped with advanced technologies to support learning, it meets all the requirements to be recognized as a national and international reference in the area. In addition to the new center, Einstein has six more units in São Paulo (SP), one in Rio de Janeiro (RJ) and another in Belo Horizonte (MG).

Einstein's portfolio consists of technical high school, technical education, undergraduate courses, professional refresher courses, corporate solutions, lato sensu postgraduate – medical and multiprofessional residency, specialization, MBA (Master of Business Administration) –, and stricto sensu postgraduate – master's and doctorate degrees.

In 2021, while the pandemic caused a downturn in the sector, Einstein registered a 35.3% growth in the number of students, from 36.5 thousand in 2020 to 49.4 thousand in 2021. The growth was similar in all modalities, even in segments which already had large numbers, such as postgraduate studies.

Part of the good performance in 2021 is due to the health strategy adopted by Einstein, fully based on scientific evidence and designed to avoid the discontinuity of activities, without giving up the safety of students, teachers and employees. Even before the arrival of the pandemic in Brazil, Einstein had already prepared for distance learning and quickly put into practice specific action plans for each unit or type of product. An internal committee formed by representatives of teaching and research monitored Covid-19 among students and professors, and the very low contamination rates recorded – all with low severity and occurring outside Einstein premises – prove the correctness of the measures adopted.

Einstein's Education meets the requirements to be a national and international reference

NUMBER OF STUDENTS ENROLLED IN COURSES AND TRAINING

Modality	2019	2020	2021	Δ 2021 2020
Technical school	667	683	703	2.9%
Technical High School[1]	106	228	333	46.1%
Degree in Nursing	302	321	388	20.9%
Degree in Medicine	418	461	639	38.6%
Refresher courses	3,437	2,355	3,356	42.5%
Distance Learning Courses (EAD)[1]	12,908	9,864	10,459	6%
Training at the Realistic Simulation Center	14,721	14,171	15,460	9.1%
Postgraduate degree in healthcare *lato sensu*[2]	5,058	5,478	7,066	29%
Management Programs[3]	81	511	2,369	363.6%
Adaptive teaching	142	2454	4,099	67%
Professional Master's Degree in Nursing[4]	54	55	76	38.2%
Total students	**37,894**	**36,581**	**44,948**	**35.2%**

[1] Number of EAD students includes Post EAD, EAD Retail, EAD In company and PROADI-SUS. Students of in-person courses that used EAD structure were not considered.
[2] Number of Postgraduate students in 2021.
[3] Number of students of Management Courses includes Post Management, Upgrade Management Courses and MBA Compatibility with the screen reader activated.
[4] Active students.

Participation in training and scientific events

In 2021, Einstein promoted, online and on-site, scientific meetings that included the participation of students from the organization and external audiences. There were more than 64.1 thousand participants in the events, an increase of 39.3% compared to 2020.

Einstein Teaching Courses

TECHNICAL SCHOOL

Offers the opportunity for a career as a technician and employability in the health area. Thorough infrastructure and methodology focused on day-to-day applications.

TECHNICAL HIGH SCHOOL

Structured to ensure excellent training in the subjects of the National Common High School Curricular Base and complete and technical training in the healthcare area.

DEGREE IN NURSING

Versatile and with syllabus adapted for work in Brazil and abroad, it trains professionals to occupy care and leadership positions in private, public, teaching, research and innovation health organizations.

DEGREE IN MEDICINE

With intense practical activity and 5 semesters dedicated to internship, the program is innovative from the selection of students, with assessment of socio-emotional skills. The main mission is to train professionals who are leaders in their areas of activity and who are responsible for the health system.

DEGREE IN PHYSICAL THERAPY

With the beginning of its activities in 2021 and a focus on active learning methodologies, Einstein's Physical Therapy integrates its disciplines over the five years of graduation and promotes solid technical-scientific foundation, joining teaching, research, assistance and management.

POSTGRADUATE DEGREE IN HEALTHCARE *LATO SENSU*

Combines Einstein's tradition and pioneering spirit with the most modern practices in the area of health, preparing professionals for the challenges of the contemporary world.

REFRESHER COURSES

Provide students with unique and innovative experiences to improve theoretical and practical skills in various fields of activity, using the most modern and effective learning resources in health.

DISTANCE LEARNING COURSES (EAD)

Postgraduate or refresher courses are based on four pillars: competence, quality, collaboration and learning driven by real situations — all with the convenience of learning Einstein wherever you are.

REALISTIC SIMULATION CENTER

Recreates healthcare situations and environments to develop, through practical training, skills necessary for everyday life, using robots and professional actors, allowing the professional to practice, correct failures and solve issues, safely and efficiently.

MANAGEMENT PROGRAMS

Recognized for innovative practices and methods focused on results, it combines tradition and Einstein's quality, often with international collaborations, and prepares leaders or improves the performance of senior leaders.

DIGITAL ACADEMY EINSTEIN

Its purpose is to freely share the wealth of information produced daily at Einstein, combining the need to create an environment to compose a large community of knowledge with the mission of collaborating to improve the health of the Brazilian population.

PROFESSIONAL MASTER'S DEGREE

Continued qualification, at *stricto sensu* postgraduate level, for nurses with experience in professional practice in various areas of healthcare production or for professionals of a multidisciplinary team for health education, prepared through theoretical support and development of research in education.

New Centro de Ensino e Pesquisa Albert Einstein (Albert Einstein Teaching and Research Center) – Cecília and Abram Szajman Campus

Having started activities in 2022, the Albert Einstein Teaching and Research Center – Cecilia and Abram Szajman Campus, has a footprint of 4,000 m² of and is located near the Morumbi unit. With a capacity of 6,300 people, the facilities receive the most modern learning support technologies and the best research equipment.

More than a physical space to house the activities of students of Faculdade Israelita de Ciências da Saúde Albert Einstein and Einstein researchers, the proposal is to offer a structure that represents the importance of science for society and Einstein's commitment to the dissemination of this knowledge. The architectural design is signed by renowned architect Moshe Safdie, who prioritized a more humane environment, with spacious, illuminated places in contact with nature. Externally, the building offers an impactful but harmonious view of the surroundings, composed of leafy trees, gardens and traditional villas. A walkway at the upper level integrates, over Avenida Padre Lebret, the new center to the hospital, facilitating the link between research, teaching and healthcare practice.

In addition to increasing the space for teaching and research activities, the building was designed to favor interaction between students, researchers, teachers and visitors. In its internal environment, several areas of circulation and coexistence, courtyards and even a square – which has native species of the Atlantic Forest and a water feature – reinforce the integrative nature of the project.

Sustainability aspects in buildings were also incorporated into the project to minimize environmental pollution, such as the management of construction and demolition waste and drainage of rainwater. Aiming at improved energy use, the building's roof was designed to allow the passage of natural light and heat, while offering shade to classrooms and laboratories. Associated with the internal landscaping, which has trees and several locations, the structure maintains a pleasant temperature inside the building, regardless of the season. The facilities also have recharging terminals for electric vehicles, devices to reduce water flow, reuse of rainwater and use of water heating systems through solar energy collectors.

Course Launches

Based on the analysis of the demands of the healthcare sector, Einstein took new steps in the teaching development process. In addition to the beginning of the undergraduate program in Physical Therapy, with the completion of the first entrance exam in 2021, Einstein obtained the approval from the Ministry of Education (MEC) to offer three new degrees: Dentistry, Administration of Health Organizations and Biomedical Engineering. Courses are expected to be launched in 2023.

The postgraduate course also included 12 new courses in its portfolio, in areas such as gene and cell therapy, precision oncology and anesthesia in high complexity surgery. Both Einstein's undergraduate and graduate courses focus on innovative teaching methodologies and have as a differential the focus on practical activities.

Einstein received an approval from the Ministry of Education (MEC) to offer three new degrees

Products were developed in the segment of corporate solutions for customers such as Braskem, Gerdau and Ambev, in addition to international partnerships and the development of initiatives together with foreign universities.

Management Programs

In 2021, over 1,600 students participated in the Einstein Teaching Management Programs, through MBAs, postgraduate courses and short courses aimed at management. The area, which grew about 30% compared to the previous year, offered 29 open courses and 17 in-company projects, including international classes, over the period. Today, the Management Programs area offers two MBAs, one focused on the private sector and the other on the public sector, 18 post-graduations (in-person and distance learning) and about 45 national and international refresher programs, such as Innovation in Israel. With the prospect of continuity of growth in the area, the Post-MBA in Health Management was launched in 2021, expected to start in May 2022.

Einstein Digital Academy

To serve both the public interested in deepening health issues and those who seek to find information with agility, in 2021, Einstein created the Digital Academy, providing free and updated content in 47 areas of knowledge. With easy access by mobile devices and interactivity options, the platform registered 640,000 users and connections made from various parts of the world.

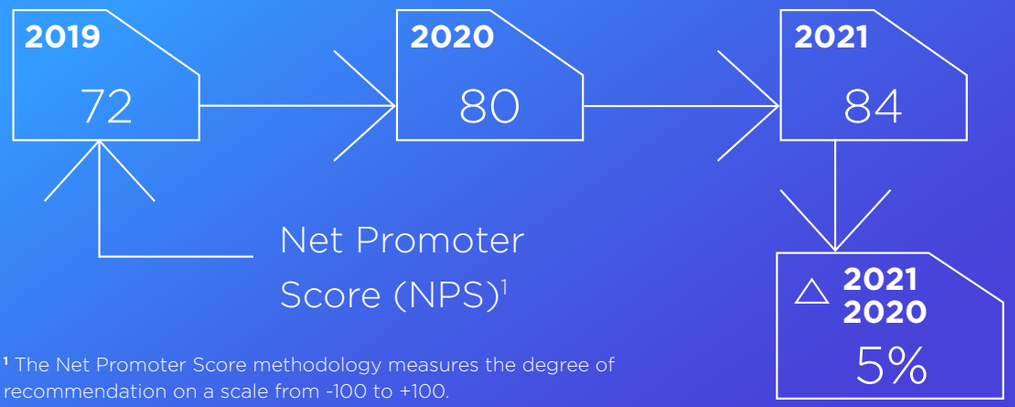
The objective is to offer contact with a collection that includes, among other materials, summary content, scientific articles, discussions on clinical cases, interviews with experts and explanations on techniques and equipment. The Einstein Digital Academy also offers the user the possibility to evaluate their learning, with exercises, polls and questions and answers section, in addition to providing materials in audio, video and text, according to the learning style.

Distance Learning

Continuing the strategy of accelerating postgraduate distance learning courses established in 2020, Einstein's Distance Learning (EAD) also showed strong growth in 2021. In the year, EAD exceeded the production goal and offered seven new degrees: Public Healthcare Management; Mental Health in PHC; Pain; Gerontology; Obesity and Weight Loss; Quality Management, focusing on the National Accreditation Organization (ONA); and Health Services Auditing. The number of students in 2021 was 1,111, an increase of 75.2% over the previous year.

At the end of 2021, a center was created to foster innovation and digital transformation projects.

Student Satisfaction



[1] The Net Promoter Score methodology measures the degree of recommendation on a scale from -100 to +100.

High employability rates

An indication of the quality of Einstein's teaching is the employability rate of graduates, which has been growing both in multiprofessional residence and in technical school. In 2021, in Technical Education, the rate registered by the Class of 2020 was 61%, against 39% of the Class of 2019. In the multiprofessional residence, they were 94% of the Class of 2020 and 50% of the Class of 2019. Nursing, which historically has high rates, also showed growth last year: 88% of the Class of 2020 was employed, while in the Class of 2019 this rate was 72%. The hires were made by Einstein and other entities.

New vacancies in medical residency

In 2021, the Medical Residency Programs received 188 students, and the expectation is to open 205 positions by the end of 2022. In the following areas: Anesthesiology (four openings), General Surgery (six openings), Internal Medicine (ten openings), Gynecology and Obstetrics (six openings), Emergency Medicine (two openings), Family and Community Medicine (ten vacancies), Intensive Medicine (five vacancies), Neurology (three vacancies), Orthopedics and Traumatology (three openings), Clinical Pathology and Laboratory Medicine (one one opening), Pediatrics (four openings) and Radiology and Diagnostic Imaging (five openings).

Knowledge in operational excellence

Academia Einstein de Excelência Operacional (Einstein Academy of Operational Excellence) was created with the purpose of disseminating the culture of continuous improvement and process management in the healthcare area. The teaching activities, which have been carried out since 2016, have already trained 1,500 students in postgraduate courses and had 3,200 participants in refresher courses.

In 2021, the Academy held the IV International Project Management, Processes and Innovation in the Healthcare Area Symposium, a fully online event that had approximately 3,000 participants from Brazil and other Latin American countries.

Another remarkable event in the year was Einstein's first teaching initiative outside Brazil, the in-company management and operational excellence course at Fundación Cardiovascular de Colombia, ranked 6th in the ranking of Best Latin American Hospitals by AméricaEconomía magazine. Lasting one year, the course includes live online classes, video classes and face-to-face meetings. In addition to access to theoretical content, students will develop applied projects with the support and guidance of Einstein professionals.

There was also the submission and approval of a PROADI-SUS project for training 250 postgraduate professionals in operational excellence by 2023, for the leadership of Lean Six Sigma projects in SUS reference hospitals.

Colaboration with the City of São Paulo

Einstein signed a collaboration agreement with the City of São Paulo to assist patients in three areas: physical therapy, dentistry and imaging tests. Thus, Einstein unit of Vila Mariana will start to receive SUS patients in its Imaging Center and in the new dental and physical therapy clinics, as a teaching space. This project represents a significant change in the way primary care is provided, directly connecting patients with the teaching unit.

Einstein unit of Vila Mariana will start receiving SUS patients in three areas: physical therapy, dentistry and imaging exams

Healthcare Consultancy and Management

To transfer knowledge and experience, Einstein carries out consultancy projects in healthcare in private and public spheres, in Brazil and Latin America, with the ultimate objective of bringing better and safer health services to the population. Since the beginning of the pandemic, the Consultancy has been opening new fronts to help companies or organizations adapt to the demands of the market and society given the pandemic context.

In this sense, in 2021, the Consultancy expanded its operations in institutions in the education, corporate/office and industry sectors. The focus was to guide practices that ensure the safe resumption of activities, with the definition of guidelines and protocols and training for teachers, students and employees.

With the advancement of vaccination and greater control over the pandemic, there was an increase in the demand for support for the management and performance of hospital operations. From teaching hospitals to low-complexity activities, such as those of a day hospital, the Consultancy acted to support the design of operation and internal flows, as a way to ensure quality in the provision of services and sustainability in performance.

Another work front of the Consultancy is related to the services provided to the public sector, in which it mainly supports the improvement of direct assistance services to the population, its operation and management, as well as the strengthening of healthcare networks, ensuring that the various entities of primary, secondary and tertiary care communicate efficiently, improving the user's journey in the health system.

The Consultancy also develops projects for health organizations in Latin American countries, with emphasis on Bolivia, Paraguay and Colombia. With this action, the purpose goes beyond the development of the activity itself, to raise the level of health services offered to the local population.

From 2020 to 2021, there was an **increase of 12%** in the number of Consultancy projects

Einstein has a relevant scientific production that contributes to society

Research and Innovation

IN THIS CHAPTER

Research: Open pathways and find solutions

In the context of the pandemic, Einstein's Research area promptly responded to the challenges of the health emergency, reaffirming its commitment to the responsible generation and dissemination of knowledge for the benefit of society. In the midst of what the World Health Organization (WHO) classified as a "pandemic of information", that is, the massive spread of conflicting data and versions about the disease and its treatments, the need for reliable scientific sources has grown.

Through its community of researchers, Einstein took the position of strengthening science in the media and media outlets. In 2021, Einstein's participation grew as a source of information for decision makers in the public sector, in addition to supporting scientific dissemination work by the press.

Einstein's research consists of a broad portfolio, which covers teaching initiatives, basic research, experimental research, clinical research, service provision and interface with innovation projects. In addition to the work on Covid-19, studies on well-being and mental health, molecular genetics, cell therapy, Big Data & Digital Health and aging stood out in 2021.

Increase in productivity

The productivity and relevance of research carried out by Einstein grew during the pandemic, with the publication of articles in major international scientific journals, such as The New England Journal of Medicine (Jama), The Lancet and Nature Group magazines. The number of publications in indexed journals grew 47% in 2021. The number of mentions of scientific articles produced by Einstein researchers grew approximately 111%.

SCIENTIFIC PRODUCTION

	2019	2020	2021	△ 2021 2020
Publications				
in indexed journals	795	883	1,298	47.0%
in journals with "impact factor" [1] greater than 1	535	622	761	22.3%
Citations of scientific articles published by Einstein researchers	2,326	3,569	7,522	110.8%
Research projects				
Projects initiated	243	403	336	-16.6%
Projects in progress[2]	217	407	400	-1.7%
Projects completed	194	218	283	29.8%
Total	**654**	**1,028**	**1,019**	**-0.9%**

[1] The impact factor represents the average citations, in papers or scientific articles, of content published in a journal. The figure is calculated yearly, based on publications from the previous two years, using this formula: total of citations obtained during the year divided by the total number of articles published by the journal in the previous two years.
[2] Projects started in previous years and still under development in the year concerned.

Funds invested in research

In 2021, external resources to develop research, from donations and grants, exceeded R$4.8 million, less than the R$7.6 million received in 2020. At the time, the amount was higher due to donations directed to research on treatments and diagnoses of the new coronavirus. Academic Research Organization (ARO) expenditures jumped a 78.7% in the same period. In total, expenditures with external resources grew 49.7% in the year.

Internal funds for the acquisition of equipment, works and adaptation of specific facilities for scientific research activities grew 120.6% compared to the previous year. There was also an increase in expenditure for the maintenance of research equipment. Expenses associated with equipment maintenance, skilled labor and consumables, among other operating expenses (OPEX), have been growing over the last three years.

The number of publications in indexed journals and mentions grew 47% and 111% in 2021

RESEARCH – EXTERNAL FUNDS (BRL THOUSAND)

Investment expenditure	2019	2020	2021	△ 2021 2020
Donations	150.0	2,441.5	226.68	-90.7%
Research grants ans external funding	2,566.3	5,168.1	4,626.9	-10.5%
ARO Services	2,871.2	22,487.8	40,202.50	78.8%
Industry Sponsorship	1,684.0	7,003.0	1,720.0	-75.4%
Total	**5,587.5**	**30,097.4**	**45,056.1**	**49.7%**

RESEARCH – INTERNAL FUNDS (BRL THOUSAND)

Investment expenditure	2019	2020	2021	△ 2021 2020
Expenditure on capital goods[1]	2,257.0	2,339.6	5,160.88	120.6%
Operational Expenses Research[2]	22,236.9	26,169.3	30,399.29	16.2%
ARO Operational Expenses	5,047.1	15,019.9	24,199.40	61.1%
PROADI-SUS Operational Expenses Research	8,711.4	8,165.3	12,557.89	53.8%
ARO PROADI-SUS Operational Expenses	14,803.3	22,400.4	24,248.8	8.3%
Total	**53,055.7**	**74,094.6**	**96,566.2**	**30.3%**

[1] Capital goods expenses: Investment in capital goods, includes the acquisition of specific equipment for scientific research activity, in addition to works and adequacy of facilities.
[2] Operating expenses: refers to the cost associated with the maintenance of equipment and consumables, in addition to qualified labor and other operating expenses necessary for the scientific research activity.

Office of Scientific Integrity

In order to ensure that research is conducted with transparency and ethics, Einstein has a Scientific Integrity Desk. It is made up of an operational management team and the Scientific Integrity Committee, created with the purpose of accompanying the studies carried out by Einstein, in order to guarantee that the best practices in research are always followed. In this sense, Scientific Integrity conducts audits, autonomously and independently, in investigations carried out by Einstein, and develops educational activities. In 2021, the Office of Scientific Integrity carried out 143 audits, including the research of masters and all the interventionist studies initiated by two researchers. Moreover, the members of the Scientific Integrity Committee will participate in classrooms in different post-graduation programs of the Society, receive researchers to help them in their studies and contribute to the dissemination of information on the best research practices in the library's social networks, in the form of posts and webinars.

Einstein Intelligence Core

Einstein's Intelligence Center (NIE) launched in 2020, with the objective of reviewing, analyzing, interpreting and disseminating scientific information on covid-19 for health professionals and the general public. Led by a team of more than 50 professionals, the NIE is dedicated to studies on clinical and laboratory diagnosis, validation of diagnostic methods, clinical condition, results of the main preclinical and clinical studies, including drugs or combination of drugs, antibodies, vaccines and emerging therapies, such as plasma from convalescent individuals, mesenchymal stem cells, monoclonal antibodies and vaccines, among others.

With monthly updates, the NIE website publishes reviews of articles published in international journals, descriptions and compilations of clinical and pre-clinical studies (Visual Abstracts), in addition to preparing Thematic Documents to pool information that supports the preparation of protocols and guidelines by Einstein's top leadership. In 2021, the NIE consulted 123 platforms, made more than 180,000 articles available – with analysis of 1,600 of them –, produced 120 Visual Abstracts and prepared ten thematic documents.

The Intelligence Center made more than 180,000 articles available on its platform – with analysis of 1,600 of them

Academic Research Organization

In order to generate knowledge, reduce the burden of disease and transform scientific discoveries into better patient care, Einstein's Academic Research Organization (ARO) plans and leads large-scale multicenter and randomized clinical studies, in addition to proposing new approaches to medicine through agreements with pharmaceutical industries, government agencies, health institutions and research centers in Brazil and abroad.

ARO currently collaborates with AROs from the United States, Europe and Australia, with whom it jointly leads internationally relevant clinical studies. Internally, it works together with the areas of Innovation and Big Data, to conduct innovative models of randomized and decentralized clinical tests. Between 2018 and 2021, ARO ran clinical trials (phases 3 and 4) involving 27,137 patients from more than 100 centers in Brazil.

Einstein's ARO also has a prominent scientific production, with the publication of 21 articles in journals with high impact factors (>20), such as The Lancet, The New England Journal of Medicine and The Journal of the American Medical Association (JAMA). From 2018 to 2021, 63 papers were published in prestigious international journals. In the same period, ARO works received 11,135 mentions.

In 2021, ARO conducted health research of national and international interest, with the Ministry of Health, through PROADI-SUS, and developed studies to fight Covid-19, together with the pharmaceutical and biotechnology industries Astrazeneca, Pfizer and CytoDyn. It also led randomized clinical trials in cardiology, neurology, oncology, hematology, diabetes, intensive care, and rare diseases.

The largest organization of its kind in Brazil, ARO was inspired by similar organizations connected to the best health systems and universities in the world. Its services include all systematic steps of scientific investigation, from planning and coordination to review and publication in medical journals. In this sense, we highlight academic leadership projects, support startups of research centers, offer support in regulatory matters, data management, statistical analysis, pharmacovigilance and adjudication of outcomes. The organization has reached a level of scientific production that, more than the publication of papers or the creation of products, generates a critical environment, which is the basis for continuous improvement in all Einstein activities.

Destaques pelo PROADI-SUS

Optimal-Diabetes:

A large-scale randomized clinical trial evaluating the impact of intensive blood pressure control in patients with type 2 diabetes, hypertension and high cardiovascular risk, aiming to reduce major cardiovascular events and mortality. In addition, it is also expected to decrease the incidence of mild cognitive decline or probable dementia (Optimal MIND substudy). Optimal-Diabetes involves 9,479 patients, being the largest study in the world in this area of knowledge.

AVC – Optimal Stroke:

Clinical research that evaluates the effect of intensive control of blood pressure levels in patients with a history of stroke, aiming to reduce cardiovascular events and mortality. In addition, it aims to determine blood pressure levels to reduce the incidence of mild cognitive deficit or dementia. The largest clinical trial ever conducted in the world on the issue, it has recruited about 3,300 patients, and the expectation is to reach between 6,000 and 7,000.

VIP Study:

Clinical research that aims to evaluate the effect of double shots of Influenza vaccine after an acute coronary syndrome (ACS) and reduce future cardiovascular and respiratory events. The multicenter study has about 1,800 patients. The result is expected to be presented in August 2022.

ARO was inspired by models from other AROs linked to the best health systems and universities in the world

Clinical studies

With the pharmaceutical company Pfizer, ARO developed the STOP-COVID trial, a study that demonstrated a 37% reduction in the risk of death in patients hospitalized with severe Covid-19, after administration of tofacitinib (Xeljanz). The multicenter randomized clinical trial, designed and led by ARO in partnership with Pfizer, evidenced that the drug, specific for the treatment of arthritis, can act against the inflammation caused by the disease. The research was published in The New England Journal of Medicine in June 2021.

In addition, it conducted Dare-19, with Astrazeneca, St Luke's Hospital (USA) and ARO Internacional George Clinical, to evaluate the effect of drug dapagliflozin (Forxiga) on the prevention of severe cases and deaths and also on the recovery of patients with pneumonia caused by Covid-19. The results of the research were published at the end of July 2021 in the prestigious scientific journal The Lancet Diabetes & Endocrinology.

In August 2021, ARO received authorization from the National Health Surveillance Agency (Anvisa) and the National Research Ethics Commission (Conep) to conduct two simultaneous randomized clinical trials that propose the use of the monoclonal antibody leronlimab against Covid-19. The studies count on the collaboration and partnership of CytoDyn, the North American company responsible for developing the drug, and the Brazilian pharmaceutical company Biomm, which markets the drug in the country. Clinical trials are being conducted in research centers under ARO leadership, with severe and moderate patients, respectively, who require oxygenation support. Leronlimab works to prevent an excessive immune system response in patients.

Innovation: intelligence applied to healthcare management

Einstein's innovation strategy is to promote collaboration between its various internal areas and also with other organizations and companies, to develop innovative products and services that contribute to the five-fold objective (improve care experience; expand the reach of actions for the population; reduce of costs and waste; care for the health worker and ensure equity).

To materialize this action and incorporate them into Einstein's activities, four criteria were defined:

- Promotion of knowledge and mastery of new technology: Especially the convergence of medicine, engineering and computing.
- Development of new products and services: Using Einstein's intellectual capital, to contribute to the development of technology-based products and services that can be incorporated into health processes.
- Creation of a health innovation ecosystem: Support for pioneering and entrepreneurial initiatives of people and organizations that result in gains in access, effectiveness and productivity for the public and private health sectors.
- Dissemination of a culture of innovation: Foster knowledge and advances in technology, care and research development.

These actions are conducted through actions in the Health Design Lab, Health Innovation Techcenter, Corporate VC and the startup incubator Eretz.bio.

Health Design Lab

The Health Design Lab focuses on the development of technology products and services and the dissemination of a culture of innovation. The construction is conducted through the Design process, based on innovation methodologies such as Biodesign. These processes aim to validate real needs, using Design to (re)define, (re)invent, and (re) build the future of health.

Health Innovation Techcenter

Acting as the intellectual property management and innovation process front of Einstein, HIT establishes agreements to internally incorporate or provide digital solutions (software and hardware), which improve processes and services. With HIT, Einstein acts as an Institute of Science and Technology (ICT) that offers the health ecosystem a unique environment for the development of rapid prototypes and experimentation, with access to all its infrastructure and technology partners.

In 2021, a review of Einstein's Intellectual Property Policy was carried out, with the objective of reinforcing confidentiality rules for patents and intellectual property.

Examples of prominent initiatives on this Innovation front are Atmus – a device that "filters" indoor air developed in 2020 in partnership with the startup Enebrás, which registered an increase in demand in 2021, with the sale of 154 items for Einstein units, 11 for public partnership units, 274 for private health institutions and 19 for public institutions – and an interactive game to calm down children who undergo a CT scan. This last solution, created in a collaborative process between Einstein and Epson, is a pioneer in the area of Pediatric Diagnostic Medicine and unites artificial intelligence and augmented reality to make projections that entertain and inform the child during the procedure. Thus, through a process of psychoeducation, it is possible to reduce the exposure time of the patient to radiation.

This year,
180 employees
have been trained in intellectual property protection

Corporate VC

Corporate Venture Capital (CVC) is responsible for monitoring trends in the health innovation market and for making investments for its development. To date, 25 investments have been made in startups, focusing on product validation, co-development of new solutions through collaborations.

In 2021, the Arava Fund was launched, Einstein's Equity Investment Fund (FIP), managed by Vox Capital. By the end of the year, FIP had made 6 investments in healthcare startups.

Through Venture Building, also called a "startup factory", CVC seeks to foster an environment of entrepreneurship, also encouraging Einstein professionals to develop solutions for the healthcare sector. These solutions can be incorporated by Einstein or create independent companies.

Einstein's innovation strategy is based on stimulating the development of solutions and seeking agreements with companies that share the same goal

Eretz.bio

Eretz.bio, the first healthcare startup incubator in Brazil, was created in 2017 to put Einstein at the forefront of knowledge and help entrepreneurs develop solutions that are interesting and useful for the public or private healthcare systems. There are four lines of action:

Startup Incubator

Selects startups from the areas of biotechnology, digital health and medical equipment to assist them in connecting with potential customers, in the development of intellectual property, regulatory support, as well as in fundraising activities. It currently has 50 incubated startups.

Fostering health entrepreneurship

Fosters discussions on the importance of innovation to solve challenges in the health sector. In 2021, 115 events were held, hybrid or on-site, with the participation of over 3,700 people.

Agreements with large companies

Supports companies in engaging their employees to the culture of innovation and entrepreneurship and in their projects with startups. In 2021, the area supported five companies, on topics such as connecting with startups, creating new business models and technologies that can change health in the country.

Agreements with startups

Supports Einstein and the ecosystem in the search for new technologies and new business models. In 2021, 34 agreements with startups were concluded, ending the year with 65 projects in the execution or contracting phase, totaling 99 projects from different scopes.

In November 2021, Einstein Frontiers was held, an online event to discuss digital transformations and the influence of innovation in the healthcare sector. The initiative was attended by 100 guests, from Brazil and abroad, who worked in 50 panels on Innovation and Entrepreneurship, Telemedicine and Big Data, and Robotic Surgery and Hospital of the Future.

At the time, the Biotechnology Program was launched, which has four fronts: translational research, to support national scientists to develop innovation projects; entrepreneurship, to train researchers to develop innovative products and businesses; incubator, with actions dedicated to biotechnology startups; and an acceleration program, which provides support to startups with products and services already under development and startups from abroad that want to bring their companies and technologies to Brazil.

The Biotechnology Program will start in 2022 and will be hosted at the new Albert Einstein Teaching and Research Center – Cecília and Abram Szajman Campus.

Aligned with the UN 2030 Agenda and ESG aspects, contributing to a more sustainable future

Sustainability Strategy

IN THIS CHAPTER

Sustainability Master Plan

GRI 102-29 e 102-31

Einstein has been working for over two decades to implement actions to make its activities more sustainable. In 2011, it created the first version of the Sustainability Master Plan (PDS) to guide the adoption of sustainability principles and direct action plans in an integrated manner to its strategy and objectives. Inspired by the most important international references in the theme of health sustainability, the PDS has been undergoing reviews over the years and its 2021-2025 version, in line with the ESG criteria (acronym for environmental, social and governance), aims to continuously improve the safety and environmental performance of the organization, eliminating the risks of adverse events to patients, employees and third parties; progressively reduce the impact of operations on the environment; and neutralize greenhouse gas emissions by 2030.

The PDS guides the organization in mapping actions that can reduce the environmental impact of operations, in addition to directing their implementation and establishing the points for improvement that are constantly sought in ongoing processes and projects. The objective is to maintain, improve, create and implement sustainable processes in all areas and integrate them into the organization's strategy.

In addition, it selected 11 of the 17 Sustainable Development Goals (SDGs) defined by the United Nations (UN), with concrete goals to be achieved by 2030.

ESG Strategy: Environmental, Social and Governance

To assess Einstein's maturity level in each of the 11 selected Sustainable Development Goals (SDGs), an external audit was carried out in 2020 that, based on Ethos Indicators, from Instituto Ethos de Empresas e Responsabilidade Social, classified the achievement of the objectives on a scale from 1 (initial) to 5 (leader). With the diagnosis, Einstein developed projects to focus on for each year, with the purpose of reaching level 5 in all objectives and, thus, ensuring alignment with the 2030 Agenda.

In 2021, a Sustainability Package was created with the 11 SDGs – 4 for Environmental, 5 for Social and 2 for Governance. Each of the SDGs has a sponsor among top leadership, with projects totaling more than one thousand actions, whose evolution is monitored via dashboard and with data audited by an external consultancy.

From an environmental point of view, the goals of the sustainability package are linked, for example, to the reduction of water consumption, energy, emissions, waste and actions against climate change. In 2021, a letter of adhesion to the World Race to Zero Program was signed.

In the social aspect, advanced practices were implemented to promote health and well-being, by expanding access to quality healthcare for the population, in the public and private levels, in addition to the establishment of goals related to education, training, gender equality, equity and reduction of social inequalities.

As a philanthropic organization, Einstein's Governance is aligned with its purpose and vision and, since 2014, it has been based on the Quintuple Aim model, from the Institute for Healthcare Improvement (IHI), which guides strategic planning, decision-making and execution of actions, contemplating five interrelated dimensions. This model also guides the governance of public units managed by Einstein.

In Corporate Governance, there is a solid and constantly evolving structure based on the Quintuple Aim. Every new operation follows international standards, accreditations and certifications, such as the Joint Commission International, ISO 14.001 and ISO 50.001, which establish environmental performance and energy management systems, all recertified in 2021.

The Sustainability Master Plan aims to continuously improve the safety and environmental performance of the organization, reduce the impact of operations on the environment and neutralize greenhouse gas emissions by 2030

The 2030 Agenda and the Sustainable Future

The latest Intergovernmental Panel on Climate Change (IPCC) reported that climate-related disasters will certainly increase in the short term, leading to more rainfall and floods, forest fires, droughts, extreme heat and cold, spread of infectious diseases and other disasters. Hospitals will always be anchor institutions in their communities and, therefore, need to be able to manage the internal security of their facilities whether to protecti professionals or to remain capable of providing the best service to the communities they serve.

In view of this and other needs, Einstein brought together leaders in ESG and sustainability of the organization and other entities, who shared their projects, actions and good practices towards the 2030 Agenda and the needs imposed by Climate Change. Held in December 2021, the 1st ESG Meeting on Health – The 2030 Agenda and the Sustainable Future, debated the importance of environmental, social and governance issues for different sectors of the economy. This was a hybrid event, with in-person participants following sanitary protocols, and live streaming.

Einstein develops more than one thousand social and environmental actions whose performance is monitored through a set of indicators

Einstein focuses efforts on 11 of the 17 Sustainable Development Goals (SDGs) defined by the United Nations (UN)

Global Compact

Einstein is a signatory and member of the Global Compact Brazilian Committee, a voluntary initiative of the United Nations (UN) which aims to promote good business practice in four aspects: human rights, working conditions, environment and the fight against corruption. In order to put into practice the ten principles of the Compact, Einstein carries out several initiatives.

Einstein is a signatory of the UN Global Pact, which aims to promote good practices in four aspects: human rights, working conditions, environment and the fight against corruption

	PRINCIPLE	PAGE
	Human Rights	
1	Support and respect the protection of internationally recognized human rights	80, 126 and 128
2	Guarantee non-participation in violations of these rights	80, 126 and 128
	Work	
3	Support freedom of association and effective recognition of the right to collective bargaining	142
4	Support the elimination of all forms of forced or compulsory labor	128
5	Support the effective abolition of child labor	128
6	Eliminate discrimination in employment	101 and 109
	Environment	
7	Support a preventive approach to environmental challenges	86 to 89
8	Develop initiatives to promote greater environmental responsibility	86 to 89
9	Encourage the development and diffusion of environmentally friendly technologies	86 to 89
	Fighting corruption	
10	Combat corruption in all its forms, including extortion and paying/receiving bribes	126

Environmental management is monitored through performance indicators that reflect the SDGs prioritized by Einstein

Environmental Care

IN THIS CHAPTER

Integrated Management

GRI 103-2, 103-3 | 302, 303, 303-1, 303-2, 307

Environmental and energy management policies and procedures are organized under the Integrated Management System (IMS). The performance indicators used to monitor the results of impact mitigation actions became part of a broader scope in 2021, with their incorporation into the Sustainability Basket. With 27 indicators, the basket is aligned with the Sustainability Master Plan (PDS).

In line with SDGs 6 (drinking water and sanitation) and 7 (clean and affordable energy), Einstein implements several initiatives to rationalize the consumption of these resources, such as the washing of external areas, ambulances, waste carts and garages with reuse water. In addition, preference is given to the consumption of energy from renewable sources, which represent 71.4% of the energy consumed. The growth in the number of services provided as a result of the pandemic represented a challenge for the actions to reduce energy and waste consumption.

ENERGY CONSUMPTION, BY TYPE OF SOURCE (%) GRI 302-1

	2019	2020	2021
Renewable sources	77.05%	75.89%	71.41%
Non-renewable sources	22.95%	24.11%	28.59%

ENERGY CONSUMPTION (GJ - GIGAJOULES) GRI 302-1

	2019	2020	2021	△ 2021/2020
Renewable sources (GJ)				
Ethanol	0.023	0.00	1,580	–
Electricity	204,699	215,933	210,307	-2.6%
Total renewable sources	**204,699**	**215,933**	**211,887**	**-1.9%**
Non-renewable sources (GJ)				
Natural gas	52,689	56,570	70,167	24.0%
Gasoline	268	93	1,737	1,767.7%
Compressed natural gas	–	–	987	–
Diesel oil	8,007	11,937	11,934	0.0%
Total non-renewable sources	**60,963**	**68,600**	**84,825**	**23.7%**
Total	**265,662**	**284,532**	**296,712**	**4.3%**

WATER COLLECTION (m^3) GRI 303-3

	2019	2020	2021	△ 2021/2020
Utility company purchase	242,533	279,783	282,735	1.1%
Own artesian well	33,880	24,550	4,604	-81.2%
Total	**276,413**	**304,333**	**287,339**	**-5.6%**

Greenhouse gas emissions

In 2021, an important step was taken towards reducing greenhouse gas (GHG) emissions, the theme of SDG 13 (Take urgent action to combat climate change). By joining the global Race to Zero campaign, led by the United Nations (UN), Einstein has made a commitment to reduce emissions by 50% by 2030 and eliminate them completely by 2050. The Race to Zero program involves more than 5,000 companies in several countries and aims to develop a carbon-free economy by 2050. To meet the goals, Einstein develops projects with the supply chain, responsible for 60% of its GHG emissions. In 2021, Einstein received the i-REC certificate, which certifies that 100% of the electricity used in the year in its units was tracked and came from a renewable source.

Einstein also became, in 2021, a multiplier of the We >> The Movement campaign, a UN initiative to increase dialogue and actions around climate change in Brazil. The goal of the campaign is to increase awareness of the topic, showing its connections with the current challenges of the country and encouraging people, companies and communities to develop their own actions related to the climate agenda.

Einstein participates in two major working groups: Net Zero Ambition and SDG Ambition – both part of the UN Global Compact's portfolio of international programs. Within these projects, Einstein carried out studies to point out opportunities to reduce emissions in its activities and to identify its vulnerabilities in climate change. The results of the studies are described in the PDS and became action plans and goals for all areas.

Waste

GRI 103-2, 103-3 | 306, 306-1, 306-2

The increase in hospitalizations and healthcare use due to the pandemic resulted in the growth of waste generation in 2021. There was a 40.7% increase, for example, in total hazardous waste. On the other hand, 24% of the generated waste were directed to recycling. The commitment to social responsibility provides that the revenue generated from the sale of recyclable waste shall be reverted to the Volunteering department, whose actions are directed to the social responsibility program. To ensure this performance, Einstein created an award for units with the best recycling performance. Other initiatives, including the unified disposal of recyclable waste, have been put into practice to contribute to waste management. This implementation began in the external units and has been advancing. There is also reverse logistics of containers (liquid soap and hand sanitizer). In November 2021, the sustainability station was implemented to encourage the correct disposal of cooking oil, radiographic films and electronic equipment generated by employees in their homes. All organic waste generated in the organization is destined for composting, becoming fertilizer and zeroing the environmental impact with landfill for this type of waste.

Consumption Awareness

The Consumption Awareness initiative, in line with SDG 12 (sustainable consumption and production), was carried out in 2021 in all Einstein units. Through the program, employees received kits with reusable stainless steel mugs and bottles to eliminate the use of disposable plastic cups in the units or, where it is not possible to do so, replace them with disposable paper cups. The project, which includes awareness actions about the problems caused by the disposal of plastic waste in the environment, led to a 65% reduction in the consumption of this type of material.

Hospital textile waste

Through the Up Luxo project, Einstein zeroed the disposal of hospital textile waste in landfills. Product of the Health Design Lab, from Einstein Innovation area, in partnership with the Hospitality area of the organization, Up Luxo aims to establish a model with viability and economic, environmental and social sustainability. Einstein annually generates 7.8 tons of textile waste, from the disposal of uniforms and linen, which, through the initiative, serve as raw material for the manufacture of reusable bags, generating work and income for seamstresses of NGOs and partner companies.

TOTAL WASTE GENERATED, BY COMPOSITION (TONNES - t) GRI 306-3, 306-4, 306-5

	2019	2020	2021	△ 2021 2020	Disposal method
Hazardous waste					
Infectious	1,360.0	1,639.4	2,186.9	33.4%	Autoclaving
Chemical	168.2	191.9	398.7	107.8%	Incineration
Radioactive Waste[1]	0.4	0.4	0.1	-75.0%	Onsite decay storage (safe)
Total hazardous waste (t)	**1,528.7**	**1,831.7**	**2,585.8**	**41.2%**	
Non-hazardous waste					
Non-recyclable	1,426.6	1,394.0	1,384.3	-0.7%	Landfill
Recyclable	1,568.4	1,101.2	1,498.7	36.1%	Recycling
Organic	482.7	380.2	373.4	-1.8%	Composting
Total non-hazardous waste (t)	**2,995.0**	**2,495.2**	**2,883.0**	**15.5%**	
Total waste (t)	**4,523.7**	**4,326.9**	**5,468.8**	**26.4%**	
Hours of passages[2]	10,443,960.0	9,318,169.0	9,632,163.0	3.4%	
Intensity of waste generated[3]	0.433	0.464	0.568	22.3%	

[1] Radioactive waste is kept in lead vaults located inside the Institution for radiation to decay and is monitored by a specialized team. After decay, they are disposed as infectious and follow the same flow.
[2] The total number of equivalent passages considers all types of care provided at Einstein and the average length of stay of patients at the Institution's premises: 4 hours in diagnostic medicine, 2 hours in emergency care and 24 hours in hospitalizations.
[3] Tonnes of waste generated divided by the number of equivalent passage.

Control of food waste

In 2021, the Nutrition area reduced the amount of waste generated per month from 26 tons to 14 tons. Through training and awareness actions, the waste generated per person (patients, physicians and employees) went from 130 g to 70 g. The goal is to reach the international reference of 50 g per person.

Einstein seeks to concretely transform the reality of patients, employees and communities around them

Social Performance

IN THIS CHAPTER

A Biopsychosocial Approach

For Einstein, the health of individuals is the result of the interaction of several factors. It is a vision that seeks to understand the social determinants of health, that is, the living conditions of patients, to understand the causes of diseases related to their environment.

In line with this vision, Einstein seeks to combine the excellence of its healthcare practices with actions aimed at transforming realities, which is consolidated through social actions in the communities surrounding the hospitals where it operates, undertaken through the Volunteer program with attention to the well-being of people. This means that, for Einstein, "delivering healthier lives" is a purpose that encompasses not only the cure and treatment of disease but also the work to promote a healthier environment.

Einstein Volunteers

With more than 60 years of experience, the Volunteer program was created with Sociedade Beneficente Israelita Brasileira Albert Einstein precisely to fulfill the role of adding to health services a look focused on the care of people and communities. In this sense, it develops initiatives quickly and creatively, adapting to scenarios, generating knowledge and transforming realities.

In 2020 and 2021, the initiatives focused on actions to fight the new coronavirus and on themes aimed at social transformation through professional training, education and the provision of assistance services, affecting 270,000 people in the communities where the Volunteer program is active. In 2021, BRL5.2 million was invested in projects and BRL5.6 million was raised through donations.

Part of these investments was destined to the continuity of actions to fight the pandemic in the community of Paraisópolis, in São Paulo. In 2021, 40,000 food baskets were donated to 10,000 families. With 1,144 donors, the initiative lasted four months and raised more than BRL2.4 million. Also in 2021, the Volunteer program distributed 150 food baskets monthly to vulnerable families in the Jardim Ângela region, where Hospital Municipal M'Boi Mirim – Dr. Moysés Deutsch is located. The beneficiaries patients of the hospital are registered in Programa Melhor em Casa, created by the Federal Government, with the objective of expanding SUS home care. In addition, the Volunteer Service also delivered about 500 baskets per month to families at risk detected by the Social Work Center of Programa Einstein in Paraisópolis Community (PECP).

With more than 60 years of experience, the Volunteer program was created with Einstein

With the advancement of vaccination against Covid-19, some face-to-face activities of the Volunteer program, which had been suspended in 2020, could be resumed in 2021. Even with the possibility of online action in some cases, the idea is that volunteer activities can be carried out in a hybrid model, with volunteers who choose, at times, face-to-face contact and, in others, remote contact. This flexibility is particularly important because it allows strengthening the bond with vulnerable populations, even in the midst of a context of social distancing. In 2021, 556 volunteers engaged in care at Morumbi, Perdizes, Alphaville, Ibirapuera, Paraisópolis, Vila Mariana, Hospital Municipal M'Boi Mirim – Dr. Moysés Deutsch and Hospital Municipal Vila Santa Catarina – Dr. Gilson de Cássia Marques de Carvalho.

The **Volunteer program** operates in Hospital do Morumbi, in the External Units (Alphaville, Ibirapuera and Perdizes), in Paraisópolis, in the Residence, in Hospital Municipal M'Boi Mirim – Dr. Moysés Deutsch and in Hospital Municipal Vila Santa Catarina – Dr. Gilson de Cássia Marques de Carvalho. It also financially supports the Therapeutic Residences and CEI Perobeiras Nursery.

The next step is to expand the performance of the Volunteer program to Goiânia, as well as continue organizing fundraising campaigns for communities surrounding the hospitals. Another relevant project is the expansion in the area of education and training in Paraisópolis, with the construction of a building with five floors, which will house the second unit of the Technical High School (ETIM), among other courses. The work is expected to be completed in early 2023.

Mobile unit in Itabira (MG)

Einstein, Mercedes and Vale contributed to the fight against Covid-19 in the municipality of Itabira (MG) with the creation of a Mobile Health Unit. In 2021, a truck equipped for consultations, telemedicine, tomography and laboratory for exam collection remained for 90 days in the city, assisting cases of low complexity and referring the most critical.

NUMBER OF VISITS – VOLUNTEERS DEPARTMENT

	2019	2020[1]	2021[2]
Morumbi, Perdizes, Alphaville and Ibirapuera Units	245,333	46,006	20,013
Paraisópolis Unit	53,350	11,398	9,719
Residencial Israelita Albert Einstein (Albert Einstein Israeli Residence)	36,455	7,208	3,458
M'Boi Mirim Unit	71,785	11,342	90
Hospital Municipal Vila Santa Catarina	11,010	2,224	75
Total	**417,933**	**78,178**	**33,355**

[1] First wave of the Covid-19 pandemic.
[2] Second wave of the Covid-19 pandemic.

Aid to Bahia

Einstein sent food and medicines to Itabuna (BA) to mitigate the impacts of rains in the south of the state, which affected approximately 850,000 people and left thousands homeless. In total, more than 270,000 items were shipped, such as syringes, disposable gloves and masks, saline solution and hand sanitizer, in addition to 18.7 tonnes of food.

Programa Einstein in the Paraisópolis Community

Through Programa Einstein in Paraisópolis Community (PECP), Einstein fulfills a commitment with the community, in the promotion of actions that can reduce socioeconomic vulnerabilities. The work is developed by volunteers and by a multidisciplinary team composed of nurses, psychopedagogues, psychologists, social workers and educators, among other professionals.

Some of the actions carried out are professional training courses, social service assistance, arts and communication workshops and sports. The main highlights of the year are:

Education Center Pedagogical Support Program:

Its aim is to monitor school work supporting children and young people who, during the pandemic, suffered the consequences of distance learning in overcoming learning difficulties and promoting literacy. The project creates a remote and/or face-to-face learning space, to maintain the link with the school, learning and reducing school dropout rates. Consultations are made by the PECP team of educators and by volunteers. In 2021, 15,263 patients were assisted.

Actions in the Professional Training and Income Generation center:

14,264 consultations were made in PECP professional training courses, an increase of 109.9% in relation to the records in the previous year.

Initiatives developed in the Sports, Education and Social centers:

Increase in the activities of these centers, with emphasis on Sport, which assisted 28,724 patients, an increase of 136% compared to the previous year. In the same period, the Education Center assisted 19,455 patients, an increase of 117%.

Projeto MAPFRE-Einstein:

The project carried out 7,624 psychological and social service consultations, professional training and pedagogical support in Paraisópolis Community through Projeto MAPFRE-Einstein, a partnership between Einstein and Fundación MAPFRE, an increase of 674.8% over the previous year.

Projeto Melhor Detalhe é Você:

The initiative is aimed at Einstein employees. The goal is to promote reflections on three axes of action: socio-educational actions (Fazendo Gênero!); promotion of mental health (Jornada do Propósito, Gratidão, Silêncio, Empatia, Coragem); and human development.

CENTER FOR HEALTH PROMOTION AND CARE– PECP (NUMBER OF VISITS)

Area	2019	2020	2021	△2021 2020
Healthcare area	10,967	6,084	7,074	16.3%
Social area	21,238	2,981	4,379	46.9%
Education area	46,667	8,966	19,455	117.0%
Art and Communication area	37,034	15,633	19,247	23.1%
Sports area	40,922	12,169	28,724	136.0%
Training area[1]	–	6,797	14,264	109.9%
Community coordination[2]	–	27,405	44,020	60.6%
Total	**156,828**	**80,035**	**137,163**	**71.4%**

[1] Training area: Since 2020, the consultations of the Professional Training and Income Generation courses have been included in the new Area called “Training”. In previous years, consultations were presented at the Social Area.
[2] Community coordination: Since 2020, all community actions developed by the areas were discussing for PECP.

Programa Einstein na Comunidade Judaica (Einstein Program in the Jewish Community)

Developed in partnership with União Brasileira Israelita de Bem-Estar Social - UNIBES (Brazilian Israeli Social Welfare Union), the Einstein Program in the Jewish Community (PECJ) aims to offer comprehensive health care for people in conditions of socioeconomic vulnerability. In 2021, 841 beneficiaries were assisted. The initiative promoted actions aimed at combating the pandemic and providing comprehensive health care for beneficiaries.

AMIGOH

Amigos da Oncologia e da Hematologia - AMIGOH (Friends of Oncology and Hematology) works in fundraising to support cancer prevention projects and research in the areas of oncology and hematology. In 2021, AMIGOH invested approximately R$1.3 million in 15 research projects on topics related to the treatment of various types of cancer and trained 11 scientists, enabling scientific initiation, master's and doctorate projects. Another highlight was the conclusion of the work that resulted in the elaboration of criteria for the social impact assessment of the initiatives developed and supported by AMIGOH.

During the year, AMIGOH raised about R$800,000 in funds to support 15 ongoing research projects. To raise funds, online events were organized, such as the III Charitable Wine Auction, carried out through a 100% digital platform.

Cancer Prevention Forum

In partnership with the International Agency for Research on Cancer (IARC) from the World Health Organization (WHO), AMIGOH held the first edition of the Forum on Primary Cancer Prevention in Latin America and the Caribbean. The event, free and held entirely online, was attended by health specialists from different countries, discussing topics such as obesity, smoking, alcohol consumption and public policies, among others. The event was attended by 2,554 participants.

Support for the early detection of cancer in the backlands of Brazil

In 2021, AMIGOH, in partnership with the NGO SAS (Saúde e Alegria nos Sertões), participated in an early detection project for cervical cancer and skin cancer in eight cities in the states of Ceará, Goiás, Maranhão, Paraíba, Rio Grande do Norte and Pernambuco. 4,893 visits were made, resulting in 71 diagnoses of patients with premalignant lesions and eight of cancer patients.

In 2021, AMIGOH invested approximately BRL 1.3 million in 15 research projects on topics related to the treatment of various types of cancer

Donations

With the beginning of the second wave of the pandemic, Einstein quickly mobilized and reactivated the Fundo Einstein na Luta Contra a Covid-19 (Einstein Fund for the Fight Against Covid-19), receiving support from individuals and legal entities. In addition to many physicians who have always supported Einstein throughout its trajectory, a major prospecting effort has been made: more than 500 companies from different sectors have been contacted, who have engaged and offered contributions to the fight against Covid-19, demonstrating solidarity and confidence in Einstein to receive donations and direct them to public healthcare units in need. R$27.5 million were raised to support the fronts of action in the fight against the disease: acquisition of supplies, furniture and medical and hospital equipment for ICUs and financing of studies and research on the treatment of Covid-19.

In 2021, Einstein raised R$27.5 million, intended to fight Covid-19

After the most intense moment of the health crisis, it was possible to redirect efforts and continue raising funds to support other projects of the organization, resulting a total of R$37.4 million. The amount was allocated to the Fundo de Estímulo ao Conhecimento Einstein (Einstein Knowledge Stimulus Fund), aimed at financing scholarships for the graduation of medical students from Faculdade Israelita de Ciências da Saúde Albert Einstein (FICSAE) and the construction of the new Centro de Ensino e Pesquisa Albert Einstein – Campus Cecília e Abram Szajman (Albert Einstein Teaching and Research Center) and the Centro de Medicina de Precisão (Precision Medicine Center). Other actions were also benefited by the contribution of funds from donations, such as the project for the expansion of oncological beds at Hospital Municipal Vila Santa Catarina – Dr. Gilson de Cássia Marques de Carvalho and the granting of scholarships in Data Sciences at the Massachusetts Institute of Technology (MIT), in the United States.

The National Support Program for Oncological Care (Pronon) approved three projects which, together, raised R$9.3 million, and the Federal Law of Incentive to Culture (Rouanet Law) raised R$1.7 million for Programa Einstein in Paraisópolis Community.

Donations Portal

Created in 2019, Portal de Doações do Einstein (Einstein Donation Portal) is a platform to promote projects that generate social value. Through the platform, which can be accessed at https://doacao.einstein.br, the interested party chooses the initiative they want to support, in an entirely online process. Donations, starting at R$50, can be made quickly and simply.

On the website, projects of great importance for Einstein are listed, such as the scholarship program for low-income students attending Technical High School in Nursing or Health Administration. In addition, the actions of the Volunteer program, AMIGOH (Friends of Oncology and Hematology) and research in oncology can also be supported by donors.

Residencial Israelita Albert Einstein (Albert Einstein Israeli Residence)

As it assists the elderly, a population extremely vulnerable to the risks posed by the new coronavirus, Residencial Israelita Albert Einstein (RIAE) adopted a series of protocols and measures to preserve the health of its residents to the maximum, ranging from the control of Covid-19 cases to having a specific area equipped for the care of Covid-19 patients. The second year of the pandemic confirmed the success of these measures, which counted on the commitment of the RIAE professional team, residents and their families.

The protocols adopted by RIAE were so successful that they served as a reference for other long-stay institutions for the elderly (ILIPs) in Brazil. The Residence, once again, presented a death rate much lower than the average of ILIPs in the country and lower than the pre-pandemic period: with 18.8% in 2021, compared to an average of 22.3% in the period from 2015 to 2019. The results indicate that habits such as the use of masks, the reinforcement of hand hygiene and the rapid isolation of residents with respiratory symptoms are essential to reduce deaths and should remain as basic care even after controlling the pandemic.

With the arrival of the vaccine, it was possible to improve quality of life for the elderly and their families, with the extension of time and the number of visits and celebrations. The second shot of the e vaccine allowed, after careful analysis, the return of part of the 110 volunteers to carry out activities considered to be of low risk of spreading the virus. As a result – and with activities focused on the global rehabilitation of residents most affected by the pandemic context – the average resident satisfaction was 87.4% in 2021, an increase of 2.9 pp.

Today, RIAE offers healthcare and housing to 118 elderly persons, 90 of them benefited by subsidies or free residency, health care, materials and medicines. In 2022, works to renovate the physical space of the unit began, in order to bring more comfort to residents and visitors.

People Management

GRI 102-35, 103-2, 103-3 | 401, 404

2021 marked the continuity of the pandemic and, consequently, the challenges posed by new outbreaks of the disease. Einstein's human resources area engaged in hiring around 400 professionals to work on the front lines and in the rapid and intense training of these professionals. Part of the employees who worked on a temporary basis in 2020 (47%) were hired, a total of 1,088 people.

To support the team, the Employee Experience Committee was created, composed of 80 representatives from different areas of activity at Einstein, and which is in charge of listening to the demands of the internal public. As a result, several actions were implemented to provide comfort to professionals, such as offering decompression rooms, more space for food, outdoor moments and loungers in rest areas for stress relief.

The feedback meetings to monitor employee satisfaction also raised concerns about the family circumstances of some professionals. In response to this concern, Einstein distributed 3,200 food baskets to more vulnerable professionals.

Awards and recognition

In 2021, Einstein was awarded the Top of Mind Human Resources, one of the most important awards in the country in the sector, having been among the five most nominated in the following categories: Human Resources Director, Corporate Education and Star in People Management in the Pandemic, having been the winner in the latter.

In addition, the plan to hire and relocate personnel to face Covid-19 earned Einstein first place in the People Management Highlight Award of Associação Brasileira de Treinamento e Desenvolvimento (ABTD). Einstein was also voted the best organization of the decade in people management by the magazine "Época".

The effort towards gender equity was recognized by Bronze in the Large Companies category of the WEPs Brazil 2021 Award – Companies Empowering Women, recognized by the United Nations (UN) and related bodies.

In 2021, Einstein was awarded the Top of Mind Human Resources, one of the most important awards in the country

Employee profile GRI 102-8 e 405-1

The number of Einstein employees has been growing rapidly since the end of 2021, an increase of 15.8% compared to 2020, reaching 17,960 employees. The medical staff ended 2021 with 1,576 professionals, and allied health services (includes areas such as nursing, biomedicine, pharmaceuticals, physical therapy, speech therapy and nutrition, among others), with 11,415 professionals, an increase of 13.8% compared to the previous year.

HEADCOUNT

	2019			2020			2021
	Total	**Men**	**Women**	**Total**	**Men**	**Women**	**Total**
By activity							
Physicians	1,447	748	763	1,511	769	807	1,576
Allied health (Nurse, Nursing Technician, Biomedical, Pharmacist, Physiotherapist, Speech Therapist, Nutritionist, Occupational Therapist)	8,940	2,282	7,561	9,843	2,639	8,776	11,415
Other activities (Lawyer, Analysts, Architect, Janitorial services, Coordinator)	3,800	1,650	2,499	4,149	1,964	3,005	4,969
Total employees	**14,187**	**4,680**	**10,823**	**15,503**	**5,372**	**12,588**	**17,960**
Board	180	159	21	180	157	22	179
Interns	120	50	136	186	47	77	124
Total	**14,487**	**4,889**	**10,980**	**15,869**	**5,576**	**12,687**	**18,263**
Third parties	2,500			2,709			2,605
Total headcount (internal team + third parties)[1]	**16,987**			**18,578**			**20,868**

ND: Information not available.
[1] A total of 7,849 professionals from the clinical staff and 556 volunteers were considered.

HEADCOUNT

	2020			2021		
	Men	**Women**	**Total**	**Men**	**Women**	**Total**
By functional category						
Directors[1]	7	9	16	8	10	18
	43.7%	56.3%	100%	44.4%	55.6%	100%
Managers and Superintendents/ Directors	47	64	111	56	85	141
	42.4%	57.6%	100%	39.7%	60.3%	100%
Medical Managers	22	8	30	31	10	41
	73.3%	26.7%	100%	75.6%	24.4%	100%
Coordinators/ Specialists	207	366	573	262	450	712
	36.1%	63.9%	100%	36.8%	63.2%	100%
Medical Coordinators	85	32	117	87	40	127
	72.6%	27.4%	100%	68.5%	31.5%	100%
Physicians (I, II, III)	641	723	1,364	651	757	1,408
	47%	53%	100%	46.2%	53.8%	100%
Professionals	1,848	5,154	7,002	2,228	6,230	8,458
	26.4%	73.6%	100%	26.3%	73.7%	100%
Technicians	1,353	2,830	4,183	1,528	3,274	4,802
	32.3%	67.7%	100%	31.8%	68.2%	100%
Assistants	470	1,637	2,107	521	1,732	2,253
	22.3%	77.7%	100%	23.1%	76.9%	100%

[1] Directors reporting to the General Director.

	2020			2021		
	Men	**Women**	**Total**	**Men**	**Women**	**Total**
By type of employment contract						
Determined time	134	298	432	81	230	311
Undetermined time	4,680	10,823	15,503	5,372	12,588	17,960
By number of working hours						
Full time	3,797	9,391	13,188	4,437	10,965	15,402
Part time	883	1,432	2,315	935	1,623	2,558
Total	**4,680**	**10,823**	**15,503**	**5,372**	**12,588**	**17,960**

EMPLOYEES BY TYPE OF EMPLOYMENT CONTRACT AND REGION

	2019			2020			2021		
Region	**Determined time**	**Undetermined time**	**Total**	**Determined time**	**Undetermined time**	**Total**	**Determined time**	**Undetermined time**	**Total**
N	0	4	4	0	5	5	0	6	6
NE	0	0	0	0	35	35	6	45	51
CW	0	17	17	1	24	25	5	675	680
SE	75	14,091	14,166	431	15,005	15,436	300	16,919	17,219
S	0	0	0	0	2	2	0	4	4
Total	**75**	**14,112**	**14,187**	**432**	**15,701**	**15,503**	**311**	**17,649**	**17,960**

EMPLOYEES BY AGE GROUP AND GENDER (%)

	2020			2021		
	Men	**Women**	**Total**	**Men**	**Women**	**Total**
Less than 30	1,349	3,002	4,351	1,694	3,674	5,368
	31.0%	69.0%	100%	31.6%	68.4%	100%
Between 30 and 50	2,979	7,106	10,085	3,287	8,094	11,381
	29.5%	70.5%	100%	28.9%	71.1%	100%
Over 50	352	715	1,067	391	820	1,211
	33.0%	67.0%	100%	32.3%	67.7%	100%
Total	**4,680**	**10,823**	**15,503**	**5,372**	**12,588**	**17,960**
	30.2%	**69.8%**	**100%**	**29.9%**	**70.1%**	**100%**

EMPLOYEES, BY FUNCTIONAL CATEGORY AND AGE GROUP

	2019			2020			2021		
	less than 30	between 30 and 50	over 50	less than 30	between 30 and 50	over 50	less than 30	between 30 and 50	over 50
Directors	-	6	11	-	5	11	-	5	13
	0%	35.3%	64.7%	0%	31%	69%	0%	27.8%	72.7%
Managers	1	83	15	-	90	21	1	114	26
	1%	83.8%	15.2%	0%	81%	19%	0.7%	80.9%	18.4%
Medical Managers	-	19	11	-	21	9	-	27	14
	0%	63.3%	36.7%	0%	70%	30%	0%	65.8%	34.2%
Coordinators/ Specialists	27	418	65	26	471	76	55	567	90
	5.3%	82%	12.7%	5%	82%	13%	8%	79%	13%
Medical Coordinators	-	74	42	-	72	45	-	78	49
	0%	63.7%	36.3%	0%	61.5%	38.5%	0%	61.4%	38.6%
Physicians (I, II, III)	148	1,021	132	178	1,033	153	169	1,096	143
	7.8%	53.7%	38.5%	13%	75.8%	11.2%	12%	77.8%	10.2%
Professionals	1,442	4,525	296	1,628	5,074	300	2,230	5,860	368
	20.1%	75.7%	4.2%	23.2%	72.4%	4.4%	26.4%	69.2%	4.4%
Technicians	1,519	2,037	193	1,728	2,226	229	2,061	2,468	273
	40.5%	54.4%	5.1%	41.3%	53.2%	5.5%	43%	51.4%	5.6%
Assistants	810	1,087	202	791	1,093	223	852	1,166	235
	38.6%	51.8%	9.6%	37.5%	51.9%	10.6%	37.8%	51.8%	10.4%
Total	**3,947**	**9,270**	**970**	**4,351**	**10,085**	**1,067**	**5,368**	**11,381**	**1,211**

Internal recruitment

In 2021, 37.6% of the vacancies in the nursing and healthcare sectors were filled by employees who already worked at Einstein. In leadership positions, which include manager, coordinator, specialist and supervisor, 74% of the vacancies were distributed via internal recruitment.

There was also an increase in the permanence of employees in high leadership positions. The others recorded stability, maintaining, with little change, the relationship of time in office between women and men.

VACANCIES FILLED BY INTERNAL RECRUITMENT

Type of vacancy	2019	2020	2021
Leadership[1]	83.0%	68.9%	74.0%
Nursing and Visits	45.0%	44.7%	37.6%
General	41.0%	39.0%	32.0%

[1] In 2021, Einstein changed the classification of the functional category from “Assistance Leadership” to “Leadership”.

TURNOVER[1] GRI 401-1

	2019	2020	2021		
	Rate	Rate	No. of employees hired	No. of employees dismissed	Rate
By gender					
Men	16.0%	13.6%	1,085	788	15.1%
Women	15.3 %	12.3%	2,203	1,589	13.0%
By activity					
Physicians	19.2%	16.3%	291	255	16.6%
Allied health	13.6%	11.1%	1,814	1,510	13.5%
Other activities	18.7%	15.1%	1,183	612	13.1%
By age group					
Less than 30	20.6%	17.8%	1,651	847	16.9%
Between 30 and 50	13.4%	10.8%	1,581	1,401	12.5%
Over 50	14.3%	9.8%	56	129	10.7%
General					
Turnover (%)	15.5%	12.0%			13.6%

[1] Calculation basis of the turnover rate: disconnected in the period/by the total headcount on 12/31 of the reference year. For the calculation in 2021, professionals with an undetermined time CLT contract were disregarded.

Performance evaluation GRI 404-3

More than 95% of employees underwent a competence assessment in 2021. In the positions of management, medical coordination and physicians (I, II, III), the coverage was 100% and, between professional and technical positions, above 95%.

EMPLOYEES RECEIVING PERFORMANCE REVIEWS BY FUNCTIONAL CATEGORY (%) GRI 404-3

	2021		
	Men	**Women**	**Total**
Directors	8	10	100%
Managers	52	78	92%
Medical Managers	26	10	88%
Coordinators/Specialists	192	419	86%
Medical Coordinators	92	39	100%
Physicians (I, II, III)	652	751	100%
Professionals	2,119	6,186	98%
Technicians	1,477	3,128	96%
Assistants	439	1,480	85%
Total	**5,057**	**12,104**	**97.2%**

Training Hours GRI 404-1

In 2021, there was a 19.1% increase in the number of hours allocated to internal training by Einstein employees and a 1.3% decrease in the number of hours allocated to participate in sectoral training, symposia, congresses and external training initiatives. In the overall average, there was an increase of 2 hours of training per employee.

AVERAGE HOURS OF EMPLOYEE TRAINING (h)

	2019	2020	2021
By gender			
Men	50.5	29.3	32.7
Women	45.0	33.9	37.8
By functional position			
Board of Directors	14.3	4.9	14.3
Management	26.3	14.2	20.9
Senior Position/Coordination	72.3	22.6	21.7
Technician/Supervision	48.4	20.8	45.0
Administrative	36.3	29.2	21.9
Operational	67.4	48.2	23.2
Trainees	37.2	26.3	12.5
Average per professional	**49.5**	**41.1**	**38.3**

HOURS OF INTERNAL AND EXTERNAL TRAINING

	2019	2020	2021	△ 2021 2020 (%)
Internal	797,639	638,536	760,425	19.1%
External	35,531	11,319	11,169	–1.3%
Total	**833,170**	**649,855**	**771,594**	**18.7%**
Average per employee[1]	**59.6**	**42.1**	**44.6**	**5.8%**

[1] The calculation of the average considers the average headcount for the year [total number of employees, month by month/12].

Climate Surveys

To know the level of employee satisfaction, Einstein conducted a Pulse survey in August 2021. The initiative involved the participation of 4,648 professionals from 15 areas, with 53% adherence. The 2021 Climate and Engagement Survey was also carried out in December, with 12,191 respondents and 74% adherence.

The questionnaire was adapted to broaden Einstein's understanding of the team's needs and perceptions, with qualitative questions that allow employees to express themselves. Questions such as "what does Einstein lack to be the best place to work in?", with no space limit for the answers, allowed freedom for each respondent. The overall result was 85% favorability. This means that Einstein achieved 4.4 points on a scale ranging from 1 to 5 (Likert scale). In 2020, the favorability rate was 81%.

Virtual Assistant

Einstein has put into action another reinforcement for its culture of digital transformation. Tina is a virtual assistant who responds to several questions from employees immediately using artificial intelligence. Teams can ask questions about more than 55 subjects, such as vacations, payments and benefits, among others.

In 2021, were more than 83,530 interactions were made with the participation of more than 6,500 employees. In addition to answering and forwarding questions, contributing to increased productivity through process automation, the indicators collected by Tina serve as a reference for improvement of the sectors involved in the questions.

In 2021, Einstein advanced in the implementation and expansion of measures and action plans of the Diversity and Inclusion Program

Diversity and inclusion

GRI 103-2, 103-3 | 405

In 2021, Einstein advanced in the implementation and expansion of measures and action plans of the Diversity and Inclusion Program, which involves initiatives in five areas: gender equity, generations, ethnicity, people with disabilities (PWDs) and LGBTQIA+ (an acronym that represents the spectrum of sexual orientations and gender identities). Three indicators were incorporated into Einstein's balanced scorecard, which sets new goals for leaders: hiring PWDs, internal use of professionals with disabilities, as well as black and brown people, and representativeness of the black population in positions that require at least higher education.

With several actions to promote the inclusion of PWDs, such as an employability fair for this population, the number of people hired in this group grew 44% compared to the previous year. In addition, 41% of the current workforce is comprised by brown and black people and, in relation to gender indicators, 60% of managers, 63.3% of coordinators/specialists and 55.5% of directors are women. GRI 405-1

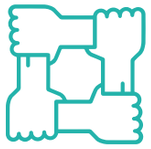
With awareness of the demands for recognition and the need to include diverse groups in the work environment, partnerships with organizations that have specific access and knowledge have proven to be highly effective for inclusion actions, resulting, for example, in the hiring of people from the autistic spectrum for the Big Data sector.

The partnerships also contributed to the inclusion of people in refugee situations. With Instituto Adus, Einstein not only hired and trained this population, but also raised awareness actions on cultural diversity and monitored the belonging of the people welcomed. In 2021, with Toti Diversidade platform, it offered 30 people in refugee situations an online and free course on Data Science to help participants in the search for job opportunities in the area.

As part of the Lugar de Fala action series, Einstein held nine meetings throughout 2021 to disseminate knowledge on topics related to the black population. With classes and rounds of conversation on specific topics, the events emphasize the past slavery and its reverberations to date.

In the age front, De Geração em Geração project offered a training and professional reintegration program to 91 children and parents of employees. Of these, 68 completed the training and 21 work professionally linked to Einstein.

Externally, it is already possible to verify the link between Einstein and the agenda of diversity. Even without actions developed specifically for more people in this group applied for vacancies and nine of them were hired.



Einstein advances measures and action plans to ensure diversity and inclusion

Key Diversity Indicators GRI 405-1 e GRI 405-2

PWD EMPLOYEES [1,2] - BY FUNCTIONAL CATEGORY AND GENDER

	2020			2021		
	Men	Women	Total	Men	Women	Total
Coordinators/Specialists	3	0	3	4	3	7
Physicians (I, II, III)	1	0	1	3	0	3
Professionals	26	43	69	44	66	110
Technicians	88	118	206	141	212	353
Assistants	64	101	165	65	101	166
Total	**182**	**262**	**444**	**257**	**382**	**639**

[1] Data regarding the segmentation of the staff by PWDs apply since 2020.
[2] In 2020 and 2021, the staff did not have PWDs employees in these functional categories: Directors, Managers and Medical Managers.

BLACK EMPLOYEES[1] – BY FUNCTIONAL CATEGORY

	2019		2020		2021	
	Total	%	Total	%	Total	%
Managers	2	2.0%	2	1.8%	4	2.8%
Coordinators/Specialists	5	1.0%	9	1.6%	17	2.4%
Medical Managers	1	0.9%	1	0.9%	2	1.5%
Physicians (I, II, III)	13	1.0%	15	1.1%	20	1.4%
Professionals	385	6.1%	430	6.1%	727	8.6%
Technicians	416	11.1%	493	11.8%	642	13.3%
Assistants	347	16.5%	343	16.3%	381	16.9%
Total	**1,169**	**8.2%**	**1,293**	**8.3%**	**1,793**	**9.9%**

[1] In 2020 and 2021, the staff did not have black employees in the functional categories: Directors and Medical Managers.

Regarding gender, actions focused on gestational health. In 2021, all employees started to have access to the prenatal care offered by the organization, a significant expansion in relation to the previous model, in which only at-risk pregnancy had this support. Einstein also sought wage equity between women and men, having improvements in this regard in high leadership positions, with emphasis on direction and management. GRI 405-2

With the implementation of actions like these, diversity has increased in Einstein. By entering into the alliance for equity and together with the Institute for Healthcare Improvement (IHI), Einstein considered the agenda as an essential value for the organization.

BROWN EMPLOYEES – BY FUNCTIONAL CATEGORY

	2019		2020		2021	
	Total	**%**	**Total**	**%**	**Total**	**%**
Managers	5	5.1%	4	3.6%	9	6.4%
Medical Managers	2	6.7%	2	6.7%	3	7.3%
Coordinators/Specialists	30	5.9%	46	8%	103	14.4%
Medical Managers	4	3.4%	7	6%	6	4.7%
Physicians (I, II, III)	87	6.7%	128	9.4%	142	10.1%
Professionals	1,168	18.6%	1,486	21.2%	2,382	28.1%
Technicians	1,132	30.2%	1,387	33.2%	1,869	38.9%
Assistants	861	41.0%	897	42.6%	1,053	46.7%
Total	**3,289**	**23.2%**	**3,957**	**25.5%**	**5.567**	**31%**

[1] In 2020 and 2021, there were no brown employees in the Executive Board.

RATIO OF BASIC WAGE AND PAY BETWEEN WOMEN AND MEN – BY FUNCTIONAL CATEGORY[1]

	2019	2020	2021	△ 2021 2020
Directors	77.3%	77.3%	81.2%	3.9 pp[2]
Managers	82%	73.6%	80.4%	6,8 pp
Medical Managers	82%	84.3%	80.0%	-4.3 pp
Coordinators/Specialists	97.9%	95.1%	92.9%	-2.2 pp
Medical Managers	85.3%	86%	83.2%	-2.8 pp
Physicians (I, II, III)	91.7%	91.3%	91.3%	0 pp
Professionals	103.6%	103.2%	101.8%	-1,4 pp
Technicians	98.9%	99.4%	100.1%	0.7 pp
Assistants	107.2%	106.8%	106.9%	0.1 pp

[1] Shows the ratio between women's and men's salaries by functional category and relevant operational units. Formula used for calculation: average salary for women/average salary for men.
[2] pp: percentage point.

MATERNITY/PATERNITY LEAVE GRI 401-3

	2019	2020	2021
Women			
Employees entitled to the leave	9,870	10,823	12,588
Employees who took their leave	438	477	563
Employees who returned to work, in the reporting period, after the end of the leave	438	477	563
Return rate	100%	100%	100%
Employees who returned to work after their leave and remained employed 12 months after returning to work	395	432	505
Retention rate	90%	91%	90%
Men			
Employees entitled to the leave	4,317	4,680	5,372
Employees who took their leave	149	126	134
Employees who returned to work, in the reporting period, after the end of the leave	149	126	134
Return rate	100%	100%	100%
Employees who returned to work after their leave and remained employed 12 months after returning to work	146	117	122
Retention rate	98%	92.9%	91%

Employee health and safety

GRI 103-2, 103-3 | 403, 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8

Einstein's employee health governance underwent a change in structure in 2021, starting from the integration of legal and occupational safety requirements with employees' healthcare actions. Governance on the subject stems from a multi-stage care strategy. First, the various factors (external, individual, behavioral, etc.) that can affect the health of professionals are identified. This analysis allows the stratification of employees into groups divided according to the health risks to which they are most exposed. With this evaluation, Einstein develops lines of care, products and services more appropriate to different profiles and contexts, in order to improve the quality of life, keep people healthy and care for those who have a disease.

Progress is monitored through indicators, some of which (rate of adherence to periodic examinations, leave time, rate of adherence to mandatory immunization) under the scope of the Sustainability Basket, associated with the Sustainability Master Plan (PDS). Aligned with the Quintuple Aim model, from the Institute for Healthcare Improvement, all initiatives are planned and implemented, also considering the indicators.

In 2021, the area responsible for the health of employees developed actions in ergonomics, carried out occupational examinations and fostered immunization against influenza and Covid-19, among other projects. The pandemic scenario indicated the need to build programs to prevent the mental illness of professionals, pressured by intense and exhausting work routines. In response, Einstein developed the OUVID and Calmamente programs, aimed at the mental health care of employees and their dependents. Through customized services and solutions, Einstein takes this integrated healthcare model to other companies. The goal is for health not only be offered as another benefit, but to be part of the organizations' strategy.

Security practices

To be a High Reliability Organization, Einstein seeks to stimulate a safety culture among its employees. One of the instruments used for this purpose is the "Protocolo FoCo" (Focus on Conscience), which strengthens the safety culture through three drivers. The first is "Awareness", in which professionals are encouraged to perform breathing and concentration exercises to increase awareness. The second is "License to Care", which is the stimulus for professionals to approach their colleagues if they perceive any risky behavior. Finally, the third driver is the Observation and Behavioral Approach (OAC), in which professionals are trained to, as observers of the activities, detect risk situations.

In two years of practice, FoCo contributed to reduce 52% of typical accidents and 57.5% of commuting accidents. In 2021, FoCo Protocol case was considered the Best in Brazil, earning Einstein the Golden Helmet and the National Trophy in Prêmio Proteção Brasil, the most important in the Occupational Health and Safety sector.

The implementation of digital journey initiatives contributed to the improvement of the patient experience at Einstein

EMPLOYEE HEALTH AND SAFETY INDEX[1] GRI 403-9

	2019	2020	2021	△ 2021 2020
Frequency rate of typical accidents with leave time[2]	1.5	1.1	1.4	22.8%
Rate of accidents with biological risk without loss of time[2]	2.7	1.1	1.5	42.1%
Severity index for accidents with time away[3]	17.5	36.0	36.7	2.0%
Frequency rate of commuting accidents with time away	3.2	1.8	2.0	8.2%
Rate of employees on leave (%)	1.4%	1.5%	1.4%	–0,1 pp

[1] The data consider all collaborators, including those who work in the two public hospitals operated by Einstein in São Paulo.
[2] Accidents/man-hours worked with exposure to risk - every one million hours worked.
[3] Days missed/man-hours worked with risk exposure - every one million hours worked.

Clinical Staff Engagement

Einstein seeks to constantly improve the relationship with the Clinical Staff, fostering dialogue with this essential group for the organization. This relationship gained the form of collaborative work in the Physician Compact program, with the preparation of a “contract” that defines reciprocal rights and responsibilities in the relationship between the physician and Einstein.

The initiative seeks to respond to a demand from the clinical staff for more proximity to Einstein and for new channels to bring their perspectives to decision-making instances. In addition, the collaborative nature corroborates the goal of ensuring the alignment of interests between Einstein and the professional. The document was written by the physicians, based on the discussions held in a series of workshops, which had more than 2,500 invited physicians. In 2021, approximately one thousand doctors had already signed the Compact document.

Also in 2021, a new stage of this process began, with individual meetings with 4,000 physicians, responsible for the care of 90% of patients in hospitals, clinics and health units in Einstein. The program continues in 2022, with joint work in the search for solutions to empower the Clinical Staff and provide medical practice of excellence.

Another initiative that seeks to improve the relationship with the staff is Grupos Médicos Assistenciais - (GMAs), which have been operating since 2011 and through which physicians and professionals of the multidisciplinary team voluntarily engage in the effort to build knowledge, develop clinical protocols and design procedures for a particular specialty. In turn, in addition to contributing to the improvement of care services, the professional performs his/her duties with more autonomy, being able to make more reasoned decisions related to his/her own work. Currently, there are more than 40 active GMAs, which involve more than one thousand physicians. Due to the good results obtained from these groups, Einstein intends to expand this number to 100 GMAs in the coming years.

RESEARCH WITH CLINICAL STAFF

	2019	2020	2021	△ 2021 2020
Degree of identification with Einstein[1]	89.5	93.4	92.9	–0.5%
Net Promoter Score (NPS)[2] of physicians by area				
Hospitalization	79.6	86.0	79.4	-7.7%
Diagnostic medicine	72.5	77.0	78.2	1.6%
Doctor's offices[2]	NA	60.0	66.2	10.3%

[1] Score of when the physicians and clinical staff identifies with Einstein, on a scale of -100 (totally does not identify) to 100 (completely identifies).
[2] The survey of physicians who have offices at Einstein began in 2020.

Patient Care

Patient safety is a strategic issue for Einstein, which relies on the engagement of all professionals in the commitment to eliminate or mitigate risks in the provision of health services. Safety performance is monitored through indicators, with the search for continuous improvement through the execution of action plans and the establishment of goals.

Einstein works to earn the status of a High Reliability Organization, granted to companies operating in high-risk sectors for long periods without major accidents or catastrophic failures. Regarding health, the concept means eliminating the occurrence of adverse events and reducing the risks of hospital infections, the incidence of unexpected deaths, etc. In 2021, two areas of Einstein obtained the status of High Reliability, with no record of accidents or adverse events: oncology and maternity. In case of maternity, it is almost two years without the occurrence of serious adverse events related to neonatal anoxia (condition of deprivation or reduction of oxygen supply to the brain of the newborn, which can lead to fatal consequences) and approximately three years without deleterious effects resulting from postpartum hemorrhage.

In 2021, investments were made in infrastructure, such as the acquisition of FetaLink software, for use in the Obstetric Center. Through it, the baby's heartbeat and other vital signs are captured by electrodes and monitored in the delivery room.

Einstein is committed to making pregnant women aware of the benefits of vaginal delivery, with the aim of reducing unnecessary cesarean sections. The work is carried out both within PROADI-SUS and in Einstein public and private units. Among private hospitals that provide supplementary health care, the percentage of vaginal deliveries ranges from 8% to 12%, while at Einstein it is 40%.

PATIENT SAFETY

	2019	2020	2021	△ 2021 2020
Parto Adequado Project (vaginal delivery rate in pregnant women Robson I to IV)[1]	67.2%	65.0%	64.9%	-0.07pp
Incidence rate of blood stream infection associated with central venous catheter[2]	0.97	1.72	1.54	-10.6%
Incidence rate of pneumonia associated with mechanical ventilation[3]	1.09	1.99	3.04	53.0%
Incidence rate of urinary tract infection associated with bladder catheter[4]	0.50	0.87	1.09	25.2%
Surgical site infection rate in clean surgery[5]	0.16%	0.15%	0.16%	0,01pp
Pressure Injury III and IV[6]	20	28	50	78.6%
Fall rate with severe damage[7]	5	2	3	50.0%
Catastrophic Events[8]	11	11	57	418.2%
Bronchoaspiration with severe damage[9]	5	1	1	0.0%
Readmission rate within 30 days[10]	7.1%	6.1%	5.0%	-1.04pp

Note: indicator consolidates information from the Morumbi unit, from the Diagnostic Medicine services, from Hospital Municipal M'Boi Mirim – Dr. Moysés Deutsch and Hospital Municipal Vila Santa Catarina – Dr. Gilson de Cássia Marques de Carvalho.
[1] Number of vaginal births in Robson pregnancies 1 to 4/total number of Robson pregnancies I to IV 4 X 100.
[2] Total number of infections/total number of catheter placements X 1,000.
[3] Total number of pneumonia cases/total number of patients on ventilation X 1,000
[4] Total number of infections/total number of catheter placements X 1,000.
[5] Total number of infections/total number of clean surgeries X 100.
[6] Total number of pressure injuries III or IV.
[7] Number of falls with serious damage (inpatients and outpatients).
[8] Number of catastrophic adverse events.
[9] Total number of severe bronchoaspiration events with severe damage (inpatients and outpatients).
[10] Number of patients readmitted within 30 days (excluding Oncology and Hematology)/total number of discharges (excluding Oncology and Hematology) X 100. Discharge means the patient leaves the hospitalization unit due to discharge (cured, improved or unchanged), evasion, treatment withdrawal, internal transfer, external transfer or death.
[11] The 2019 and 2020 data were revised, therefore, the values differ from those published in previous years.
Pp: percentage points.

Patient Experience

Einstein performs the integrated management of the different factors that affect the relationship with patients, their perception and the satisfaction of their expectations and needs. The pillars of this management are expressed in the acronym SPA, that brings together the concepts of patient safety, passion to serve and attention to detail. Understanding the customer's point of view and what they value is an essential part of this work and requires constant attention.

Einstein's patients, family members and caregivers have an active voice in five advisory boards – Oncology, Internal and External Patients, Elderly, Pediatrics and Patient Safety – and in two institutional strategic forums, the Comitê de Qualidade e Assistência - CQA (Care Quality Committee) and the Comitê Implementador da Experiência do Paciente (Patient Experience Implementing Committee). The committees count on the participation of Einstein professionals and meet periodically to discuss opportunities and improvements in the services, structures and processes of hospitals.

Einstein patients, family members and caregivers have an active voice in five advisory boards – Oncology, Internal and External Patients, Elderly, Pediatrics and Patient Safety

PATIENT SATISFACTION[1]

	2019	2020	2021	△ 2021 2020
Emergency Service[2]	66.0	66.3	60.4	-8.9%
Hospitalization[3]	82.0	85.3	81.5	-4.5%
Diagnostic medicine	83.8	79.1	79.8	0.9%
Doctors' offices	81.4	83.9	83.3	-0.7%
Check-up	77.9	77.2	81.3	5.3%

[1] Score of when the patients identifies with Einstein, on a scale of -100 (totally does not identify) to 100 (completely identifies).
[2] The NPS variation occurred due to patients' dissatisfaction with waiting time, especially in the peak periods of Covid-19 and influenza in the last months of 2021.
[3] Patient complaints related to waiting for beds and nursing readiness during the pandemic were the main reasons for the drop in the NPS.

COMPLAINTS RECEIVED BY PATIENT AND FAMILY EXPERIENCE

Type of contact	2019	2020	2021	△ 2021 2020
Absolute number[1]				
Praises	9,071	8,721	10,773	23.5%
Complaints	5,814	5,896	7,314	24.1%
Suggestions	702	531	637	20.0%
Total (weighted)	**15,587**	**15,148**	**18,724**	**23.6%**
Weighted number[2]				
Praises	7.8	5.9	6.9	16.9%
Complaints	5.0	4.0	4.7	17.5%
Suggestions	0.6	0.4	0.4	0.0%
Total (weighted)	**13.4**	**10.3**	**12**	**17.6%**

[1] Number of patient records at all Einstein addresses.
[2] Numbers refer to the number of records per 1,000 patient visits at all Einstein addresses

The implementation of digital journey initiatives contributed to the improvement of the patient experience at Einstein

Self-Service Totem

In 2021, technology was a new ally in actions to improve the patient experience. With the implementation of initiatives of the digital journey, it was possible to reduce the average time spent in the admission process for medical tests from 6 minutes to 55 seconds, avoiding queues and crowding. The application has a direct interface with the nursing team and enables the monitoring of healthcare in real time. The process also gains operational efficiency with the functionality that allows the patient to print his/her identification bracelet on the totem.

Einstein Até Você Technology

Einstein Até Você, home care service, has gained new features to improve the patient experience. Data collection, signatures and payments, previously done manually, can now be completed through mobile devices, saving time and leading to a more sustainable process, since it does not require the use of paper.

Led by bodies that relate to each other, decision-making at Einstein is guided by responsibility and ethics

Governance Structure

IN THIS CHAPTER

Corporate Governance

GRI 102-18, 102-20, 102-22, 102-23, 102-24, 102-25, 102-26, 102-27, 102-28, 102-32

Guided by transparency, responsibility and ethics, decision-making in Sociedade Beneficente Israelita Brasileira Albert Einstein is conducted by bodies that relate to each other, ensuring the alignment of interests and greater control over their activities.

The different functions of each body are carried out in accordance with the best corporate governance practices, so that the purposes and values of the Company become guidelines and actions to achieve its strategic goals.

The bodies of Einstein's governance structure and their duties are as follows:

Shareholders:

Einstein's highest decision-making body is made up of around 500 members who elect the Deliberative Council and the Fiscal Council.

Deliberative Council

Collegiate body formed by 180 members, elected by the General Assembly that makes up the strategic and governance management scope, electing the Board of Directors and the Elected Board.

Board of Directors:

Comprised of nine members (President, four Vice-Presidents and four members), it establishes the general orientation of Einstein's activities and the strategies for its performance, as proposed by the Executive Board, with a view to fulfilling its corporate purpose and its perpetuity.

Elected Board:

Responsible for developing, evaluating and approving the organization's strategy and institutional guidelines, with the collaboration of the Board of Directors. It is comprised by nine members (President and eight Vice-Presidents).

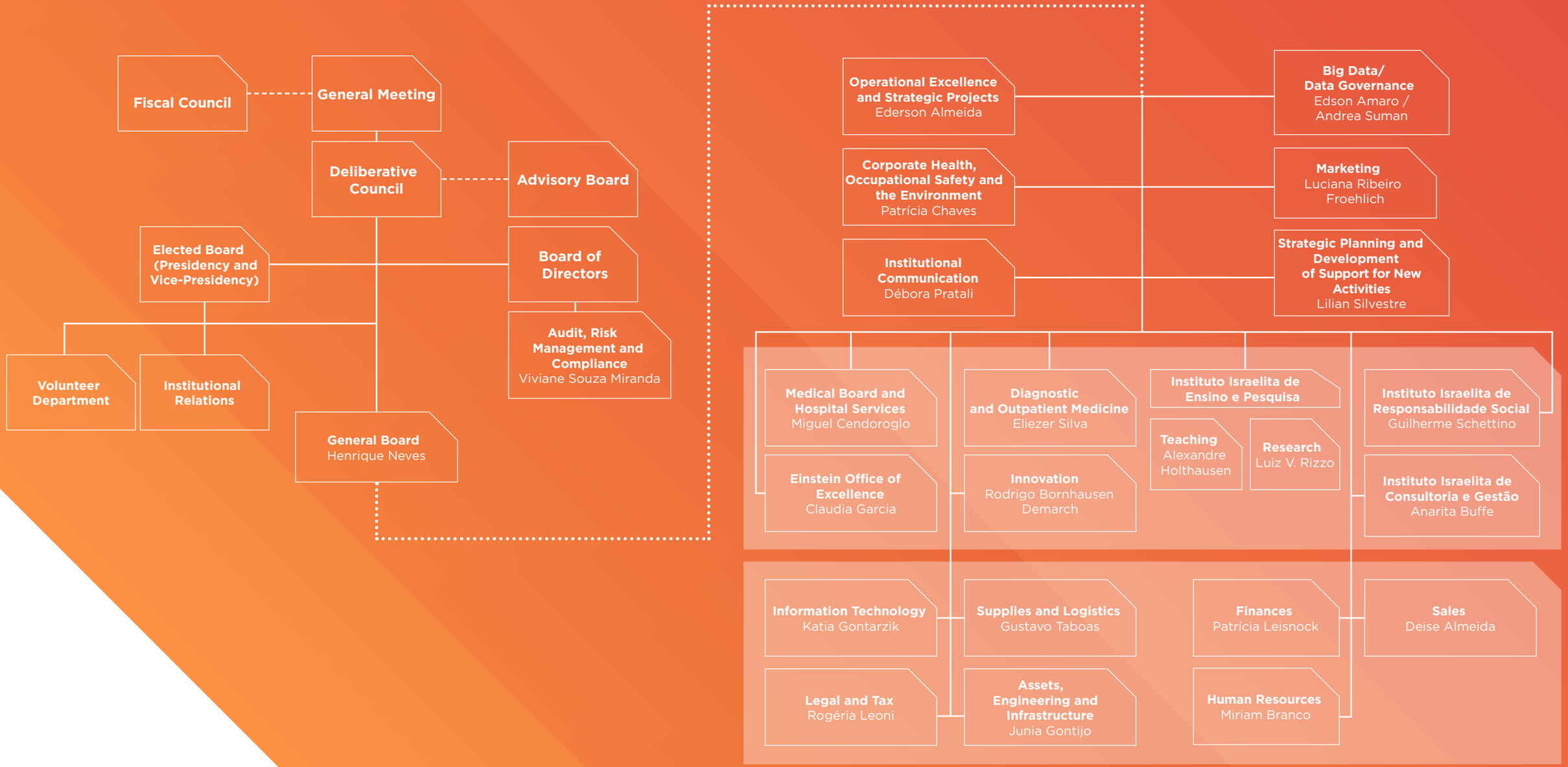
Fiscal Council:

Composed of effective members elected to the General Assembly for six-year terms, it supervises the acts of the management bodies, issues an opinion on the financial statements and the management report, and prepares the financial performance report.

The members of these bodies – physicians with intense activity in Einstein, intellectuals and reputable professionals from various sectors – perform their activities on voluntary and unpaid six year terms.

A series of strategic recommendation committees give technical support to decisions on specific topics: People, Finance, Teaching and Education, Digital, Social Responsibility and Sustainability, Quality, Assistance and IT, Research and Innovation, Strategy, Entrepreneurship and Innovation, Governance Audit, Conflicts of Interest of Corporate Governance and Compensation.

At the executive level, the General Board reports to the President of the elected board and has 18 boards, that are occupied by paid professionals, who contribute to the planning, organization, administration and control of Einstein's daily activities.


Fiscal Council
General Meeting
Deliberative Council
Advisory Board
Elected Board (Presidency and Vice-Presidency)
Board of Directors
Audit, Risk Management and Compliance
Viviane Souza Miranda
Volunteer Department
Institutional Relations
General Board
Henrique Neves
Operational Excellence and Strategic Projects
Ederson Almeida
Corporate Health, Occupational Safety and the Environment
Patrícia Chaves
Institutional Communication
Débora Pratali
Big Data/ Data Governance
Edson Amaro / Andrea Suman
Marketing
Luciana Ribeiro Froehlich
Strategic Planning and Development of Support for New Activities
Lilian Silvestre
Medical Board and Hospital Services
Miguel Cendoroglo
Einstein Office of Excellence
Claudia Garcia
Diagnostic and Outpatient Medicine
Eliezer Silva
Innovation
Rodrigo Bornhausen Demarch
Instituto Israelita de Ensino e Pesquisa
Teaching
Alexandre Holthausen
Research
Luiz V. Rizzo
Instituto Israelita de Responsabilidade Social
Guilherme Schettino
Instituto Israelita de Consultoria e Gestão
Anarita Buffe
Information Technology
Katia Gontarzik
Legal and Tax
Rogéria Leoni
Supplies and Logistics
Gustavo Taboas
Assets, Engineering and Infrastructure
Junia Gontijo
Finances
Patrícia Leisnock
Human Resources
Miriam Branco
Sales
Deise Almeida

Ethical Performance

GRI 102-17, 103-2, 103-3 | 205

Einstein adopts best practices to direct its decisions, building trusting relationships with its stakeholders. With the Institutional Manual of Ethical Conduct Guidelines, it guides employees, physicians, students, partners and suppliers on issues such as confidential information, conflicts of interest, corruption, gift policy, relationship with political parties and donations, among others.

The Governance Audit Committee is responsible for evaluating the relevance of the Manual, defining disclosure actions, resolving cases of violation and appropriate educational and disciplinary measures. The document reinforces Einstein's commitment to correct attitudes in the performance of its activities and is expected to be updated in 2022.

Einstein also provides a Complaints Channel to identify and treat suspected irregularities in activities. In 2021, 362 cases were registered, which were properly treated.

Ethics and Compliance Program

GRI 102-15, 102-30, 102-33, 102-34, 103-2, 103-3 | 419

To ensure compliance with the law, an adequate internal control environment and the management of its risks, Einstein maintains the Ethics and Compliance Program. The actions are defined based on seven pillars, which aim to incorporate ethical standards in the work environment. They are:

- **Independet structure, linked to governance bodies**
- **Periodic risk mapping**
- **Policies and procedures**
- **Education and training**
- **Complaints Channel**
- **Adequate and fair response to detect violations and misconduct**
- **Monitoring and audits**

The Audit, Risks and Compliance area, with the support of the Governance Audit Committee, shall manage the Ethics and Compliance Program. Activities and results related to the topic are reported quarterly to the Committee.

One of the highlights of 2021 was the reformulation of the methodology used in the Corporate Risk Map, which allowed the most appropriate distribution of situations that may affect Einstein's activities, indicating more assertively the critical and high risks and strengthening the planning of audits together with the areas of the Organization.

Also in 2021, the Ethics and Compliance Program was extended to Hospital Municipal M'Boi Mirim – Dr. Moysés Deutsch, with the objective of expanding Einstein's ethics and risk control practices for its performance in the public sector. The incorporation of these precepts guaranteed a prominent position to M'Boi Mirim, one of the few public hospitals in Brazil to develop a similar program.

Among the initiatives developed in the hospital are the structuring of the accountability of M'Boi Mirim's Ethics and Compliance Program to the Management Committee, the mapping of the hospital's risks, the launches of the Ethics Manual and the Complaints Channel and institutional policies and controls, such as the Conflicts of Interest and Related Party Policy.

Information privacy and safety

Einstein has been improving its data privacy and security management in compliance with the General Data Protection Law (LGPD in Brazil). In 2021, it advanced in the action plans developed from the risk map, prepared to identify priority points to be worked on, on several fronts, to improve the data control and protection environment. It also started an awareness campaign on the subject, with three immersion courses, which enabled the dissemination of knowledge to approximately 200 professionals, who were also trained to act as leaders in the management of the issue.

In addition to the training, a group was created to discuss strategies and develop action plans, seeking to work on data protection in all its aspects: legal, compliance and information technology. The committee meets periodically and discusses from revisions of internal privacy policies to the creation of tools and solutions that provide greater control over the circulation of information in Einstein.

Value Chain Management

For Einstein, the procurement process is an opportunity to stimulate good practices in its value chain. Procurement of supplies is guided by a policy that aims not only at product quality, high level of technical of the service or costs, but also at stimulating best compliance practices and the engagement of suppliers in socio-environmental policies that are aligned with their own values.

Einstein has invested in improving the cataloging and evaluation tools of its base of more than 2,000 active suppliers. The approval system, for example, has been fully automated, making the analysis of documentation and licenses of partner companies more agile, to ensure compliance with requirements such as fiscal suitability and compliance with legislation.

In 2021, Einstein developed and implemented the Partner Performance and Alignment Index (Idap), a performance evaluation system by which the supplier is analyzed under four criteria: quality of products and services, commercial, sustainability and compliance. According to the score achieved, the partner company is classified into three levels: bronze, silver and gold.

The index intends to identify points of synergy and opportunities for improvement. The process is carried out with transparency, so that the supplier knows their score and can, with Einstein's support, raise the level of their practices. By the end of the year, about 650 suppliers had been evaluated by Idap and 63 pilot project participants had already put in place actions to improve their performance in the four criteria, resulting in the increase of their average grades.

Procurement in the pandemic

The pandemic continuity scenario represented a challenge for the management of supplies necessary for Einstein's operations. On the one hand, the number of visits increased again in 2021 and, on the other, there was a reduction in the availability of equipment, materials and medicines, generating supply crises that affected health organizations in several regions of Brazil. Added to this is inflationary pressure, which affects the prices and costs of health services.

However, thanks to the planning started at the beginning of 2020, Einstein was prepared in the most critical period, with structure and stocks adequate to the volume of services, both in the private and public networks. This relative safety allowed important achievements, such as the speed in the acquisition of equipment for the assembly of 40 new beds at Hospital Municipal Vila Santa Catarina – Dr. Gilson de Cássia Marques de Carvalho.

3rd Einstein Suppliers Meeting

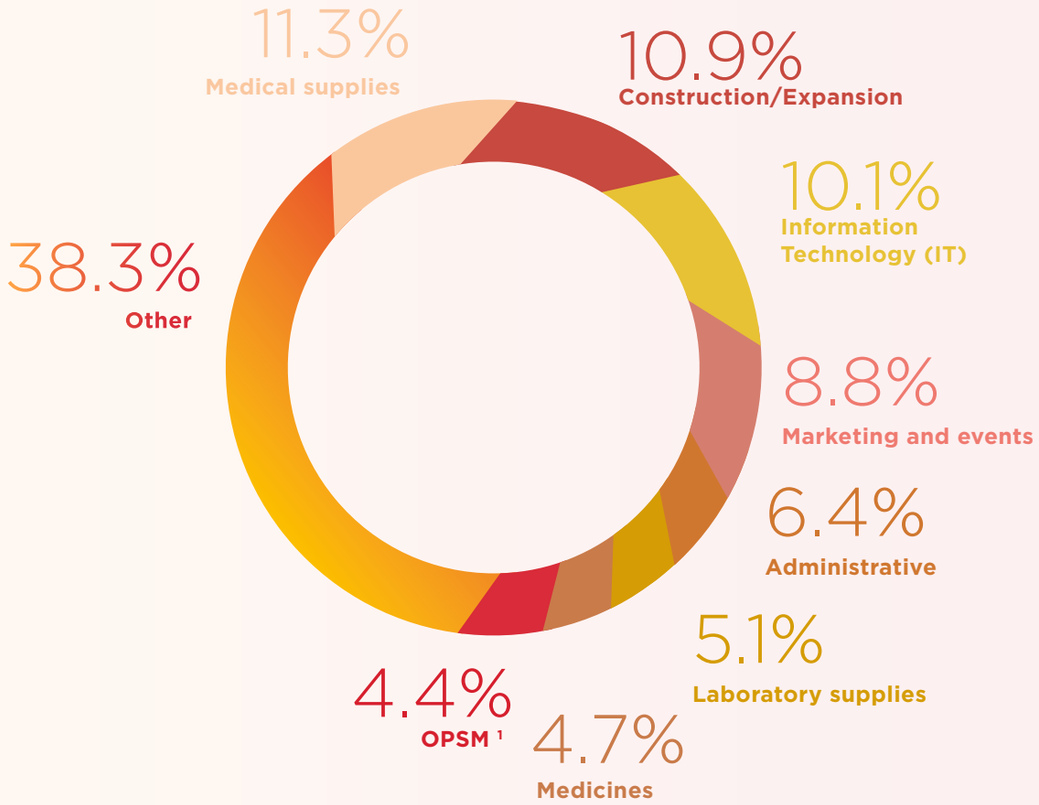
For the third consecutive year, Einstein Suppliers Meeting was held with 483 participants, an event that brings together strategic partners and awards the best of the year in 15 categories, which include Hospital Engineering, Facilities, Food, Medicines and Laboratory, among others. The online meeting featured lectures by Einstein leaders and guests and, in the satisfaction survey, the event received a score of 9.35, on a scale from zero to ten.

Audits

In line with SDG 12 (Sustainable Consumption and Production), the supply area has measured the adherence of suppliers to Einstein's sustainability policy, based on Ethos Indicators for Sustainable and Responsible Business. The intention of the initiative is, based on the results and conclusions obtained by this measurement, to draw up action plans and promote closer relations with suppliers whose principles are in line with those of Einstein, and, on the other hand, in the case of suppliers considered critical, to carry out on-site audits to ascertain the accuracy of the information provided. 51 audits were performed in 2021.

Through this project, Einstein's vision has deepened into a more detailed analysis not only of the supplier but also of the sustainability aspects of the products or services being purchased. The initiative is expanding, and Einstein has been working to find or develop methodologies to obtain these analyses. Its objective is to develop these assessments, including, for example, the amount of greenhouse gas emissions in the supply chain.

ACTIVE SUPPLIERS (2021) GRI 102-9



[1] Orthotics, Prostheses and Special materials

Operational Excellence

The search for continuous process improvement is an activity carried out systematically at Einstein, mobilizing professionals from all areas of the organization. The work is based on the Lean Six Sigma methodology, aimed at ensuring quality and safety by reducing unnecessary steps in processes, eliminating waste and reducing variability in results. Through this methodology, created in 2008, 905 project leaders have already been trained and 1,254 projects started, with more than half of these initiatives directly aligned with the Quintuple Aim.

Applied to Einstein's routine, continuous process improvement projects translate into increased quality, safety and waste reduction. In 2021, for example, the healthcare risks in the Maternity Center and in the Obstetric Emergency Unit were mapped and mitigated. The project eliminated severe and catastrophic adverse events, and higher criticality risks were detected Another project sought to optimize operational capacity and improve productivity in the Check-up Unit and in the home care service performed by Einstein até Você program. In the two public hospitals managed by Einstein, Hospital Municipal M'Boi Mirim - Dr. Moysés Deutsch and Hospital Municipal Vila Santa Catarina - Dr. Gilson de Cássia Marques de Carvalho, there was a project for implementing the patient flow management program, which contributed to improving the efficiency of bed turnover.

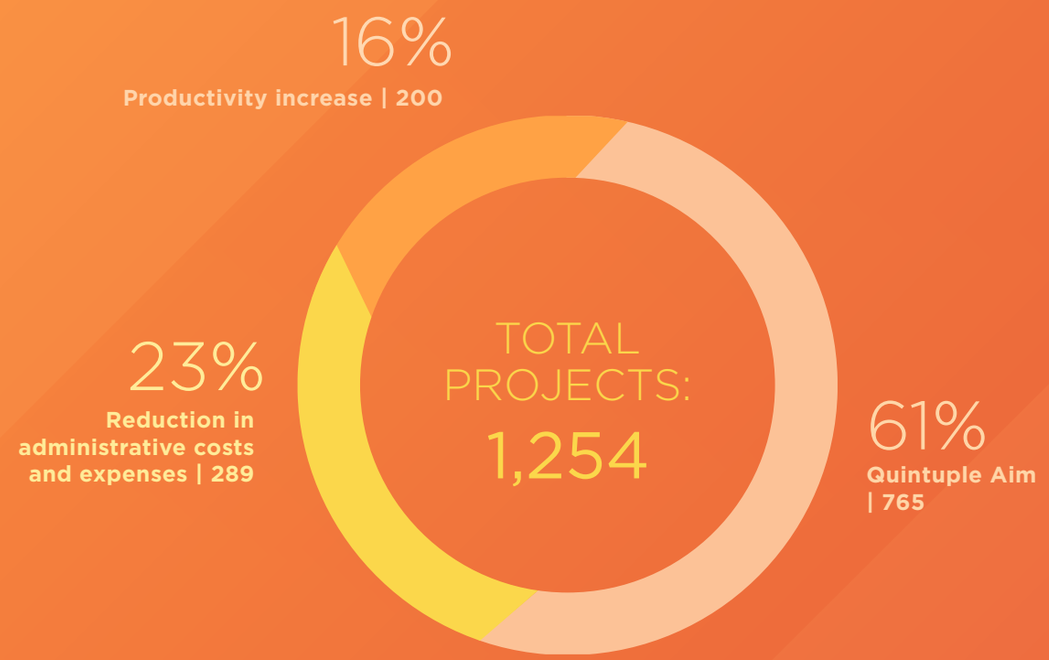
The area responsible for the development of continuous improvement projects also leads initiatives related to Strategic Planning, such as the definition and monitoring of goals distributed to professionals who hold leadership positions. In 2021, about 8,000 goals were defined and monitored, for approximately 800 leaders.

Created in 2019, the Einstein Management and Business Continuity Program aims to minimize the organization's exposure to scenarios that may cause unavailability of the operation and, consequently, disruption of the process of providing services to patients. In 2021, the diagnosis of risks related to the unavailability of infrastructure, equipment, labor, supply chain and software for the hospital and diagnostic and outpatient medicine areas was completed. The scope evaluated included 16 units, 61 areas, 117 processes and 551 sub-processes. As a result of this assessment, 94 contingency plans were prepared, including 173 forms for contingency in case of incidents involving critical operating systems and 144 improvement actions were defined to mitigate the identified risks. 86 leaders of the continuity plans created were trained to align roles and responsibilities in case of their activation.

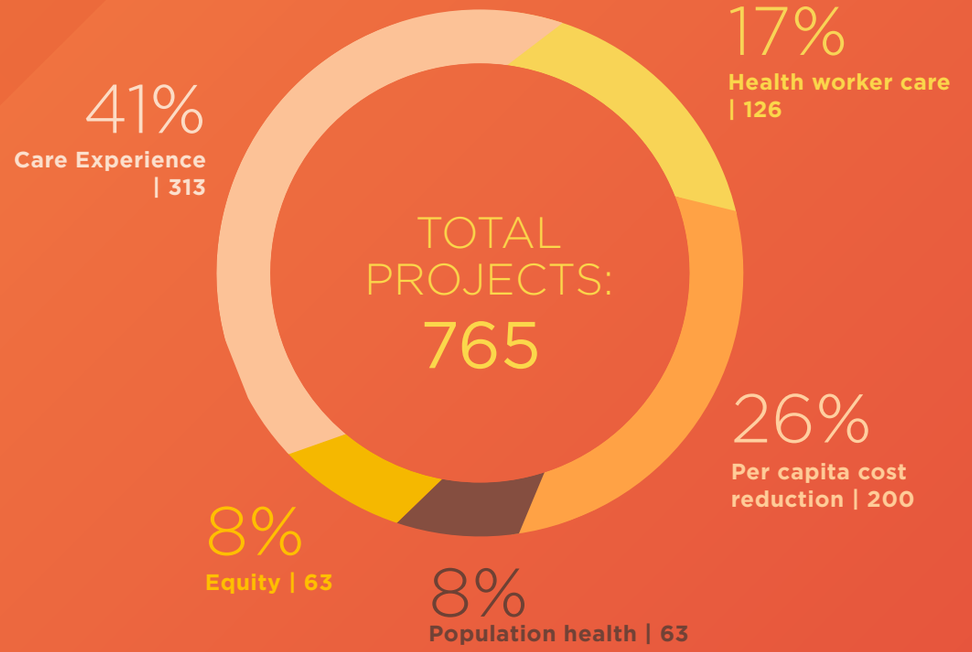
Another relevant action carried out in 2021 was the creation of a Business Continuity Policy, with the objective of establishing and documenting the guidelines related to the theme, allowing action during incidents and for resumption of the service provision process. The scope plan of the Program includes the expansion of the management model for Public Hospitals until December 2023 and the Goiânia Unit. The new units and corporate support areas will also be integrated into this management model on a staggered basis.

Another outstanding initiative was the management of operational efficiency of labor and equipment for the entire Organization, allowing an accurate analysis of the occupation of resources, in order to minimize waste or avoid overloads.

EINSTEIN OPERATIONAL EXCELLENCE PROGRAM:



QUINTUPLE AIM DISTRIBUTION:



CERTIFICATIONS AND ACCREDITATIONS

Einstein's services and control processes are certified or accredited by external reference standards and norms. The main ones are highlighted below.

Association for the Accreditation of Human Research Protection Program (AAHRPP):
ensures protection quality standards for clinical research participants.

American Association of Blood Banks (AABB): attests to the quality and safety of transfusion and cell therapy activities in the Department of Hemotherapy and Cell Therapy

American College of Radiology (ACR): accredits the imaging service of diagnostic medicine upon assessment of equipment, professionals, treatment plans, registration and quality control. Einstein is the only health organization in Brazil with accreditation in all diagnostic modalities.

The American Society for Histocompatibility and Immunogenetics (ASHI): ensures quality standards in the immunological evaluation process of hematopoietic stem cell transplants.

Association for Assessment and Accreditation of Laboratory Animal Care International (AAALAC): ensures quality in conducting experimental animal research at the Center for Experimentation and Training in Surgery.

College of American Pathologists (CAP): guarantees quality in laboratory processes.

Foundation for the Accreditation of Cellular Therapy (FACT) TMO and Cord: attests to good practices in hemotherapy and bone marrow transplant services and in the collection, processing and storage activities of umbilical cord blood units for transplantation. Einstein is the only accredited organization in Latin America, which gives it an important leverage in cancer treatment.

Hospital Amigo do Idoso (Elderly Friendly Hospital): recognition granted by the São Paulo State Department of Health to the Morumbi unit in the Full category due to initiatives to adapt the infrastructure, train professionals and families, community engagement and encourage prevention in the health of the elderly. Hospital Municipal Vila Santa Catarina – Dr. Gilson de Cássia Marques de Carvalho has the "Beginner" seal, which represents the first stage of recognition.

ISO 9001: certifies the quality and safety standards of the Volunteer Department.

ISO 14001/2015: certifies adherence to the organization's environmental management standards. The Morumbi, Perdizes, Jardins, Ibirapuera, Chácara Klabin and Alphaville units, as well as Einstein Parque da Cidade, Alto de Pinheiros, Anália Franco and Ibirapuera clinics, Residencial Israelita Albert Einstein (RIAE), Núcleo Técnico Operacional (NTO) Santana and Programa Einstein na Comunidade Paraisópolis (PECP) are currently certified.

ISO 50001/2018: certifies that the energy management systems of the Morumbi, Jardins, Perdizes, Alphaville and Ibirapuera units are in keeping with the standards defined by the norm.

Joint Commission International (JCI): attests that quality and safety processes continually improve healthcare, encouraging safe and effective care of the highest quality.

ONA Level 3: granted by Organização Nacional de Acreditação (ONA) to Hospital Municipal M'Boi Mirim – Dr. Moysés Deutsch and to Hospital Municipal Vila Santa Catarina – Dr. Gilson de Cássia Marques de Carvalho in recognition of excellence in management and meeting the criteria of safety, quality and credibility of the healthcare services provided.

Programa de Acreditação de Laboratórios Clínicos (Palc): the main Brazilian program focused on clinical laboratory processes. Its mission is to promote the quality of laboratory services provided to patients and users. The Morumbi, Núcleo Técnico Operacional and the collection stations of the Advanced Units and Einstein Clinics units are certified.

Planetree: attests to the support for the operationalization of the concepts of patient and family engagement, with practices, methods and approaches that make up the culture of person-centered care. The Morumbi unit is certified with the Gold Credential.

Society for Simulation in Healthcare (SSH): attests to the best practices of the Realistic Simulation Center in training and empowering teams.

The good results of 2021 are a consequence of resuming treatments and several operational efficiency initiatives developed by Einstein

Financial Performance

IN THIS CHAPTER

Main economic and financial results

GRI 102-45, 103-2, 103-3 | 201, 201-1

The resumption of elective demand combined with the increase in Covid-19 cases, following the recovery in revenue and severity measures taken in 2020, contributed to the improvement of economic and financial results.

Net operating revenue was R$4,753 million — an increase of 40.6% over the previous year. Net operating income and EBITDA were, respectively, R$527 million and R$832.7 million, which represents an increase of 86.3% and 184.2% compared to 2020.

Operating costs and expenses were R$4,045 million, an increase of 31.7% in the same period. Capital expenditures totaled R$746.4 million, an increase of 43.7% over the previous year, destined to the Teaching and Research Center (28.3%), healthcare projects, diagnostic medicine and teaching and research (27.4%), information technology (22.8%), expansion of Covid-19 capacity (4%), among others.

FINANCIAL COMMITMENTS ADOPTED[1]

Aspect	Restriction	Calculation	Limit	2017	2018	2019	2020	2021
Cash and financial investments	Minimum availability must be 15% of annual revenue	Cash and investments/ net revenue	≥ 15%	28.1%	44.6%	45.8%	41.1%	26.6%
Indebtedness	Net debt cannot exceed two times the value of earnings before interest, depreciation and amortization	Net debt/SBITDA	≤ 2.0	-1.3	-1.4	-0.9	-1.0	-0.3
Leverage	The maximum share of third-party resources is limited to 30% of total assets	Onerous indebtedness/ Total assets	≤ 30%	8.3%	16.8%	16.4%	16.1%	15.3%

[1] In 2017 the financial commitments were revised.

VALUE ADDED STATEMENTS (BRL THOUSAND)

Aspect	2017	2018	2019	2020	2021	△ 2021/ 2020
Direct economic value generated	**2,779,217**	**2,882,047**	**3,212,571**	**3,277,972**	**4,575,803**	**39.6%**
Revenue[1]	2,779,217	2,882,047	3,212,571	3,277,972	4,575,803	39.6%
Economic value distributed	**2,523,725**	**2,652,501**	**2,723,769**	**3,095,515**	**4,057,274**	**31.1%**
Operating costs[2]	916,067	1,011,265	1,049,445	1,381,743	1,829,609	32.4%
Employee salaries and benefits[2]	1,265,243	1,324,170	1,364,572	1,409,974	1,872,361	32.8%
Support Program for the Institutional Development of the Public Healthcare System - (PROADI-SUS)	243,122	233,577	215,346	216,248	243,488	12.6%
Community investments[3]	54,014	48,923	47,482	43,618	47,697	9.4%
Financial commitments	45,279	34,567	46,925	43,932	64,119	46.0%
Accumulated economic value	**255,492**	**229,546**	**488,801**	**182,457**	**518,529**	**184.2%**

[1] Sum of net income and financial income, minus the provision for doubtful accounts.
[2] The costs of primary care services provided by Einstein and reimbursed by the City of São Paulo government are distributed among operating costs and employee salaries and benefits.
[3] Spending on Programa Einstein na Comunidade Judaica, Residencial Israelita Albert Einstein and donations to social assistance institutions

TOTAL CAPITALIZATION BROKEN DOWN IN TERMS OF DEBT[1] AND NET WORTH (BRL MILLION)

2017		2018		2019		2020		2021	
Debt	**Net worth**	**Debt**	**Net worth**	**Debt**	**Net worth**	**Debt**	**Net worth**	**Debt**	**Net worth**
295.1	2,712.3	728.5	2,952.5	685.2	3,441.3	871.4	3,629.2	980.9	4,147.7

[1] Sum of current and long-term loans and financing.

INCOME STATEMENTS (BRL THOUSAND)

Aspect	2017	2018	2019	2020	2021	△ 2021/ 2020
1. Net operating revenue	2,726,593	2,825,735	3,164,615	3,253,143	4,573,035	40.6%
2. Operating costs and expenses	2,498,434	2,630,110	2,699,288	3,073,221	4,045,995	31.7%
3. Operating result (1-2)	228,159	195,625	465,327	179,923	527,040	192.9%
4. Total financial result	27,333	44,529	23,474	2,534	-8,511	-435.8%
5. Yearly profit (3+4)	255,492	240,154	488,801	182,457	518,529	184.2%
6. Earnings before interest, taxes, depreciation and amortization (EBITDA)	376,115	366,809	697,063	447,035	832,734	86.3%

BALANCE SHEET (BRL THOUSAND)

Aspect	2017	2018	2019	2020	2021	△ 2021/ 2020
Total current assets	1,245,135	1,240,016	1,584,097	1,586,730	1,813,394	14.3%
Fixed assets	1,802,892	2,051,652	2,330,271	2,558,643	3,055,469	19.4%
Intangible	233,510	256,788	220,864	299,444	489,932	63.6%
Other non-current assets	268,852	784,208	924,616	1,121,159	1,279,644	14.1%
Total non-current assets	2,305,254	3,092,648	3,475,751	3,979,247	4,825,045	21.3%
Total assets	**3,550,389**	**4,332,664**	**5,059,848**	**5,565,977**	**6,638,439**	19.3%
Current liabilities	526,740	550,032	721,095	822,363	1,405,003	70.8%
Non-current liabilities	311,333	830,162	897,483	1,114,445	1,085,738	-2.6%
Social assets	2,712,316	2,952,470	3,441,271	3,629,169	4,147,698	14.3%
Total liabilities and social assets	**3,550,389**	**4,332,664**	**5,059,848**	**5,565,977**	**6,638,439**	19.3%

FINANCIAL INDICATORS (R$ THOUSAND)

Aspect	2017	2018	2019	2020	2021	△ 2021/ 2020
Surplus before interest, taxes, depreciation and amortization (SBITDA)	376,115	366,809	697,063	447,035	832,734	86.3%
Capital expenditure	363,694	444,436	453,098	519,532	746,354	43.7%
Cash and financial investments	766,602	1,259,040	1,450,464	1,317,488	1,206,778	-8.4%
Working capital	159,776	123,390	102,569	346,058	300,902	-13.0%
Total operational capital employed	2,196,178	2,431,830	2,653,704	3,204,145	3,844,989	20.0%

About the Report

GRI 102-21, 102-40, 102-42, 102-43, 102-46

The 2021 Sustainability Report presents the main advances and challenges in the management of SBIBAE (Sociedade Beneficente Israelita Brasileira Albert Einstein). The publication, prepared in accordance with the GRI Standards - an Essential option, covers the period between January and December 2021. The materiality process carried out in 2019 guided the content and considered inputs from the new process carried out during the first quarter of 2022.

To include the diversity of voices and views in the materiality stage, stakeholders were involved, such as clinical staff, employees, financial market, suppliers, institutes and NGOs, SBIBAE councils and leaders, as members of the Presidency and the Boards of Directors and advisors.

Einstein's material themes GRI 102-44, 102-47, 103-1

ECONOMIC
Indirect economic impacts
Local hiring
Anti-corruption
Prevention of unfair competitive practices

ENVIRONMENTAL
Energy consumption
Water consumption
Atmospheric Emissions
Effluents
Waste generation and disposal
Environmental compliance

WORK
Labor relations
Occupational health and safety
Training and education
Diversity and equity
Education for sustainability
Employee retention

CONTRIBUTION TO HEALTH - PATIENT
Effectiveness of healthcare services
Patient Experience
Disease prevention and health promotion
Patient Privacy
Patient health and safety
Transparency in prices and charges

CONTRIBUTION TO HEALTH - GENERAL
Access to healthcare
Clinical staff engagement
Generation and dissemination of knowledge
Impact of climate change on human health
Judicialization of health
Regulatory framework for health
Compensation model for health services
Relationship with providers
Controlled substances

SOCIETY AND HUMAN RIGHTS
Local development
Social and environmental impacts of the supply chain
Political participation
Socioeconomic compliance

GRI Content Index GRI 102-55

GRI Standards	Disclosure	Page/URL	Omission	SDG
GENERAL DISCLOSURES				
GRI 101: Foundation 2016				
GRI 101 has no content				
Organizational profile				
GRI 102: General disclosures 2016	102-1 Name of the organization	Sociedade Beneficente Israelita Brasileira Albert Einstein (SBIBAE)		
	102-2 Activities, brands, products and services	10		
	102-3 Location of headquarters	São Paulo (SP)		
	102-4 Location of operations	10		
	102-5 Ownership and legal form	10		
	102-6 Markets served	10		
	102-7 Scale of the organization	10		
	102-8 Information on employees and other workers	101		8, 10
	102-9 Supply chain	129		
	102-10 Significant changes in the organization and its supply chain	There were none.		
	102-11 Precautionary principle or approach	Strategic planning and risk management are guided by the precautionary principle, present in the provision of healthcare services, in the development of research and innovation activities, in the relationship with people and in environmental management.		

GRI Standards	Disclosure	Page/URL	Omission	SDG
GRI 102: General disclosures 2016	102-12 External initiatives	10		
	102-13 Membership of associations	10		
Strategy				
GRI 102: General disclosures 2016	102-14 Message from the President	04		
	102-15 Key impacts, risks and opportunities	126		
Ethics and integrity				
GRI 102: General disclosures 2016	102-16 Values, principles, standards, and norms of behavior	13		16
	102-17 Mechanisms for advice and concerns about ethics	126		16
Governance				
GRI 102: General disclosures 2016	102-18 Governance structure	124		
	102-20 Executive-level responsibility for economic, environmental, and social topics	124		
	102-21 Consulting stakeholders on economic, environmental, and social topics	141		16
	102-22 Composition of the highest governance body and its committees	124		5, 16
	102-23 Chair of the highest governance body	124		16
	102-24 Nominating and selecting the highest governance body	124		5, 16
	102-25 Conflicts of interest	124		16
GRI 102: General disclosures 2016	102-26 Role of highest governance body in setting purpose, values, and strategy	124		
	102-27 Collective knowledge of highest governance body	124		
	102-28 Evaluating the highest governance body's performance	124		
	102-29 Identifying and managing economic, environmental, and social impacts	80		16
	102-30 Effectiveness of risk management processes	126		
	102-31 Review of economic, environmental, and social topics	80		
	102-32 Highest governance body's role in sustainability reporting	124		
	102-33 Communicating critical concerns	126		
	102-34 Nature and total number of critical concerns	126		
	102-35 Remuneration policies	100		

GRI Standards	Disclosure	Page/URL	Omission	SDG
Stakeholder engagement				
GRI 102: General disclosures 2016	102-40 List of stakeholder groups	141		
	102-41 Collective bargaining agreements	100%		8
	102-42 IIdentifying and selecting stakeholders	141		
	102-43 Approach to stakeholder engagement	141		
	102-44 Key topics and concerns raised	141		

GRI Standards	Disclosure	Page/URL	Omission	SDG
Reporting practice				
GRI 102: General disclosures 2016	102-45 Entities included in the consolidated financial statements	136		
	102-46 Defining report content and topic Boundaries	141		
	102-47 List of material topics	141		
	102-48 Restatements of information	None.		
	102-49: Changes in reporting	None.		
	102-50 Period covered by the report	January 1st to December 31st		
	102-51 Date of most recent report	2020		
	102-52 Reporting cycle	Yearly		
	102-53 Contact point for questions regarding the report	Fale Conosco Channel, available at: www.einstein.br		
	102-54 Claims of reporting in accordance with the GRI Standards	This report was prepared in accordance with the GRI Standards, Core option		
	102-55 GRI content index	142		
	102-56 External assurance	No external verification was carried out		

GRI Standards	Disclosure	Page/URL	Omission	SDG
MATERIAL TOPICS				
Economic Performance				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	141		
	103-2 Management approach and components	136		
	103-3 Evaluation of the management approach	136		
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	136		8, 9
Anti-corruption				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	141		
	103-2 Management approach and components	126		
	103-3 Evaluation of the management approach	126		
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Risk assessments cover 100% of operations.		16
	205-2 Communication and training on anti-corruption policies and procedures	In 2021, 18,000 employees participated in training on corruption. Einstein communicates the matter to the entire internal public, including senior management. All units undergo risk assessment related to the topic.		
	205-3 Confirmed incidents of corruption and actions taken	There were no cases of corruption in Einstein in 2021.		16

GRI Standards	Disclosure	Page/URL	Omission	SDG
Energy				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	141		
	103-2 Management approach and components	86		
	103-3 Evaluation of the management approach	86		
GRI 302: Energy 2016	302-1 Energy consumption within the organization	86		7, 8, 12, 13
Water and effluents				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	141		
	103-2 Management approach and components	86		
	103-3 Evaluation of the management approach	86		
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	86		6, 8, 12
	303-2 Management of water discharge-related impacts	86		6
	303-3 Water withdrawal	87		6
Waste				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	141		
	103-2 The management approach and its components	87		
	103-3 Evaluation of the management approach	87		

GRI Standards	Disclosure	Page/URL	Omission	SDG
GRI 306: Waste 2021	306-1 Waste generation and significant waste-related impacts	87		3, 6, 11, 12
	306-2 Management of significant waste-related impacts	87		3, 6, 11, 12
	306-3 Waste generated	89		3, 6, 12, 14, 15
	306-4 Waste diverted from disposal	89		3, 11, 12
	306-5 Waste directed to disposal	89		3, 6, 11, 12, 14, 15
Environmental compliance				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	141		
	103-2 Management approach and components	86		
	103-3 Evaluation of the management approach	86		
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	There were no cases of non-compliance.		16
Employment				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	141		
	103-2 Management approach and components	100		
	103-3 Evaluation of the management approach	100		
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	105		5, 8, 10
	401-3 Parental leave	113		5, 8

GRI Standards	Disclosure	Page/URL	Omission	SDG
Occupational health and safety				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	141		
	103-2 Management approach and components	114		
	103-3 Evaluation of the management approach	114		
GRI 403: Occupational health and safety 2018	403-1 Occupational health and safety management system	114		8
	403-2 Hazard identification, risk assessment and incident investigation	114		3, 8
	403-3 Occupational health services	114		3, 8
	403-4 Worker participation, consultation, and communication on occupational health and safety	114		8, 16
	403-5 Worker training on occupational health and safety	114		8
	403-6 Promotion of worker health	114		3
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	114		8
	403-8 Workers covered by an occupational health and safety management system	114		8
	403-9 Work-related injuries	115		3, 8, 16

GRI Standards	Disclosure	Page/URL	Omission	SDG
Training and education				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	141		
	103-2 Management approach and components	100		
	103-3 Evaluation of the management approach	100		
GRI 404: Training and Education 2016	404-1 Average hours of training per year, per employee	107		4, 5, 8, 10
	404-3 Percentage of employees receiving regular performance and career development reviews	106		5, 8, 10
Diversity and equal opportunity				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	141		
	103-2 Management approach and components	109		
	103-3 Evaluation of the management approach	109		
GRI 405: Diversity and equal opportunity 2016	405-1 Diversity of governance bodies and employees	111		5, 8
	405-2 Ratio of basic salary and remuneration of women to men	111		5, 8, 10
Customer Privacy				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	141		
	103-2 Management approach and components	39		
	103-3 Evaluation of the management approach	39		
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	There were seven customer complaints regarding information leakage and data loss, which involved four employees. Once the cases were confirmed, Einstein applied three warnings and one suspension.		16
Socioeconomic compliance				
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	141		
	103-2 Management approach and components	126		
	103-3 Evaluation of the management approach	124		
GRI 419: Socioeconomic Compliance 2016	419-1 Non-compliance with laws and regulations in the social and economic area	Einstein did not receive sanctions for non-compliance with socioeconomic laws and regulations.		16

Sustainable Development Goals

1. No poverty	10. Reducing Inequalities
2. Zero hunger and sustainable agriculture	11. Sustainable cities and communities
3. Good health and well-being	12. Responsible consumption and production
4. Quality Education	13. Climate action
5. Gender Equality	14. Life below water
6. Clean water and sanitation	15. Life on land
7. Affordable and clean energy	16. Peace, justice and strong institutions
8. Decent work and economic growth	17. Partnerships and means of implementation
9. Industry, innovation and infrastructure	

Management, Councils, Boards and Others

Executive Board

Henrique Sutton de Sousa Neves
General Director

Miguel Cendoroglo Neto
Superintendent-Director of Medical and Hospital Services

Luiz Vicente Rizzo
Superintendent-Director of Research

Eliézer Silva
Superintendent-Director of Diagnostic and Outpatient Medicine

Guilherme de Paula Pinto Schettino
Superintendent-Director of the Instituto Israelita de Responsabilidade Social

Alexandre Holthausen Campos
Superintendent-Director of Education

Miriam do Carmo Branco da Cunha
Executive Director of Human Resources

Claudia Garcia de Barros
Executive Director of the Office of Excellence

Deise de Almeida
Executive Sales Director

Junia Gontijo Boucinhas
Executive Director of Properties, Engineering and Infrastructure

Patricia Leisnock Santos
Chief Financial Officer

Gustavo Guacelli Taboas
Executive Director of Supplies and Logistics

Katia Gontarzik Andersen
Executive Director of Information Technology

Rodrigo Bornhausen Demarch
Executive Director of Innovation

Viviane Souza Miranda
Director of Audit, Risk Management and Compliance

Anarita Buffe
Director of Project Development and Consulting

Rogeria Leoni Cruz
Director of Legal Affairs

Debora da Costa Pratali Mattos de Souza
Institutional Communications Director

Board of Directors

Olga Guilhermina Dias Farah
Director of Higher and Technical Education

Claudia Regina Laselva
Director of the Morumbi Hospital Unit

Otavio Berwanger da Silva
Academic Research Organization Director

Cristovão Luis Pitangueira Mangueira
Medical Director of the Clinical Laboratory

Fabiana Rolla
Medical Director of Municipal Hospitals

Sergio Eduardo Alonso Araujo
Medical Director of Oncology

Marcos Roberto Gomes de Queiroz
Medical Director for Imaging

Alvaro Luiz da Rocha Caetano
Service Development Director

Leonardo Jose Rolim Ferraz
Medical director Hospital M'Boi Mirim

Rodrigo Gobbo Garcia
Medical Director Intervention Center

Haggeas da Silveira Fernandes
Medical Practice Director, Quality and Safety

Simone Cristina Azevedo Silva
Director of Development and Corporate Education

Luciana Morais Borges
Director of Primary Care and Care Network

Júlio Cesar Martins Monte
Academic Director of Education

Paulo Marcelo Zimmer
Medical Director Regional Hospital

Marina Paula Bertho Hutter
Director of Outpatient Medicine

Robert Jose Carletti
Infrastructure Superintendent

Andrea Thome Suman
Strategy and Data Intelligence Superintendent

Edson Amaro Junior
Analytics and Data Science Superintendent

Vanessa Damazio Teich
Health Economics Superintendent

Lilian Silvestre Luccas Crestana
Superintendent of Acquisition and Strategic Planning

Ederson Haroldo Pereira de Almeida
Operational Excellence and Strategic Projects Superintendent

Honorary Presidents

Ema Gordon Klabin Z'L
Manoel Tabacow Hidal Z'L
Jozef Fehér Z'L
Joseph Yacoub Safra Z'L

Elected Board

Term 12.05.2016 to 12.05.2022

Sidney Klajner
President

Claudio Mifano
Eduardo Zlotnik
Gilberto Maktas Meiches
Marcelo Giovanni Perlman
Marcos Knobel
Nelson Wolosker
Sergio Podgaec
Victor Nudelman
Vice-presidents

Claudia Sender Ramirez
Advisor to the Elected Board of Directors

Board of Directors

Term 12.05.2016 to 12.05.2022

Claudio Luiz Lottenberg
President

Israel Vainboim
Claudia Politanski
Claudio Schvartsman
Vice-presidents

Bernardo Parnes
Dominique José Einhorn
Mario Fleck
Oscar Fernando Pavão dos Santos
Members

Luis Fernando Aranha Camargo
Mauro Roberto Terepins
Moises Cohen
Advisors to the Board of Directors

Deliberative Council Board

Term 12.05.2016 to 12.05.2022

Claudio Luiz Lottenberg
President

Israel Vainboim
Claudia Politanski
Claudio Schvartsman
Vice-presidents

Fiscal council

Term 12.05.2016 to 12.05.2022

Alexandre Roberto Ribenboim Fix
Andrea Sandro Calabi
Charles Siegmund Rothschild
Henri Philippe Reichstul
Jacob Jacques Gelman

Deliberative Council - 1st third

Term 12.05.2016 to 12.05.2022

Abramo Douek
Alberto Bitran
Alberto Goldenberg
Antonio Luiz de Vasconcellos Macedo
Arthur Rothman
Benjamin Steinbruch
Bernardo Parnes
Claudia Politanski
Claudio Roberto Deutsch
Claudio Schvartsman
Claudio Szajman
Dan Oizerovici
David Salomão Lewi
Debora Simões Steinman
Diana Gertrudes B. Salles Vanni
Dominique José Einhorn
Dov Charles Goldenberg
Eduardo Cukierman
Eduardo Weltman
Elias Knobel
Fabiana Leschziner
Fabio Topczewski
Flavio Murachovsky
Gabriel Tabacow Hidal
Gilberto Maktas Meiches
Gilberto Szarf
Helio Korkes
Isac Neumark
Israel Vainboim
Jack Leon Terpins
Julio Serson
Laercio Alberto Rosemberg
Leivi Abuleac
Luci Black Tabacow Hidal
Luis Fernando Aranha Camargo
Meyre Mizrahi Klajner
Luiz Roberto Zitron
Marcelo Blay
Marcelo Franken
Marcelo Pires Prado
Marcelo Wajchenberg
Marcos Arbaitman
Marcos Karniol
Mario Grinblat
Mario Ruhman
Michael Edgar Perlman
Milton Glezer
Milton Steinman
Nelson Hamerschlak
Oscar Fernando Pavão dos Santos
Oskar Kaufmann
Paulo Sergio C. Galvão Filho
Pedro Custódio de Mello Borges
Ricardo Goldstein
Ricardo Kaufmann
Sergio Eduardo Alonso Araújo
Sergio Kuzniec
Sergio Podgaec
Sergio Rosenthal
Simão Augusto Lottenberg

Deliberative Council - 2nd third

Term 12.17.2018 to 12.17.2024

Abram Topczewski
Alberto Blay
Amit Nussbacher
Anna Maria Andrei Fischmann
Antonio Eduardo Pereira Pesaro
Ari Stiel Radu Halpern
Ariel Tabacow Hidal
Benno Ejnisman
Bento Fortunato Cardoso dos Santos
Carlos Vicente Serrano Junior
Celso Lafer
Claudio Mifano
Charles Siegmund Rothschild
Claudio Arnaldo Len
Daniel Tibor Fuchs
Eduardo de Campos Werebe
Eduardo Tabacow Hidal
Eduardo Zlotnik
Fabio Schvartsman
Fernando Bacal
Flavio Roberto Huck
Flavio Steinwurz
Gilberto Mautner
Guilherme Ary Plonski
Guilherme Carvalhal Ribas
Gustavo Caserta Lemos
Hallim Feres Junior
Henri Philippe Reichstul
Ida Sztamfater
Jacyr Pasternak
Jaime Zaladek Gil
Jaques Pinus
João Carlos Guedes Sampaio Góes
Jorge Thomaz Weil
José Mauro Kutner
Manuel Mindlin Lafer
Marcelo Giovanni Perlman
Marcelo Katz
Marcelo Langer Wroclawski
Marcio Abrahão
Marcos Alberto Lederman
Marcos Knobel
Mauricio Kurc
Mauro Roberto Terepins
Meyer Joseph Nigri
Moisés Cohen
Morris Dayan
Octávio José Aronis
Oren Smaletz
Paulo Rosenbaum
Ricardo Botticini Peres
Roberto Luiz Leme Klabin
Roberto Ruhman
Sandra Sandacz
Sidney Glina
Silvio Eduardo Bromberg
Sueli Dicker
Telma Sobolh
Victor Kupfer
Victor Nudelman

Deliberative Council - 3rd third

Term 12.15.2020 to 12.15.2026

Abram Abe Szajman
Alexandre Holthausen Campos
Alexandre Roberto Ribenboim Fix
Amancio Ramalho Junior
Andrea Sandro Calabi
Antonio Henrique Bitencourt Cunha Bueno
Beni Moreinas Grinblat
Betty Knobel
Bruno Garfinkel
Bruno Laskowsky
Claudia Sender Ramires
Daniel Leon Bialski
David Baruch Diesendruck
David Feffer
David Joseph Safra
David Zylbersztajn
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Eugênio Vago
Evelin Diana Goldenberg Meirelles M. Costa
Fernando Kasinski Lottenberg
Fernando Korkes
Flavio Tarasoutchi
Gisele Brandt
Henrique Grunspun
Hilton Waksman
Ita Pfeferman Heilberg
Ivelisa Portella Maron
Jacob Jacques Gelman
Jayme Brasil Garfinkel
Jean Carlo Gorinchteyn
José Carlos Evangelista
José Ribas Milanez de Campos
Luiz Kignel
Manes Roberto Erlichman
Marcelo Costa Batista
Marcelo Forma
Marcelo Naigeborin
Mario Fleck
Mariza de Aizenstein
Mônica Tabacnik Hutzler
Nelson Wolosker
Nydia Strachman Bacal
Ophir Irony
Paulo Helio Monzillo
Paulo Kovesi
Paulo Proushan
Pedro Luiz Mangabeira Albernaz
Pedro Paulo Porto Junior
Ricardo Berkiensztat
Ricardo Borges Magaldi
Roberto Bielawski
Roberto Naum Franco Morgulis
Rony Vainzof
Sergio Barsanti Wey
Sidney Klajner
Wilson Roberto Sendyk

Permanent members of the Deliberative Council

Idel Aronis Z'L (Deceased 05.24.2009)
Jacob Ures Z'L (Deceased 03.12.2008)
Jacob Werebe Z'L (Deceased 10.31.2010)
Gert Kaufmann Z'L (Deceased 05.05.2011)
Moyses Cutin Z'L (Deceased 01.19.2012)
Moises Levy Z'L (Deceased 01.17.2012)
Eliova Zukerman Z'L (Deceased 06.03.2016)
Milly Tepermann Z'L (Deceased 02/12/2018)
Artur Bielawski Z'L (Deceased 08/24/2018)
Israel Schachnik Z'L (Deceased 10/10/2019)
Joseph Yacoub Safra Z'L (Deceased 12/10/2020)
Victor Schubsky Z'L (Deceased 12/19/2020)
Boris Tabacof Z'L (Deceased 06/15/2021)

Abrão Elias Frankel
Carlos Schuartz
Claudio Luiz Lottenberg
Jairo Tabacow Hidal
José Goldenberg
Mario Arthur Adler
Reynaldo André Brandt
Roberto Kaminitz
Ronaldo M. Eberhardt
Samuel Szwarc

Advisory Board

Term 12.05.2016 to 12.05.2022

Celso Lafer
President

Mario Arthur Adler
Vice-president

The president of the Deliberative Council, the president-in-office of Federação Israelita do Estado de São Paulo and the acting president of Confederação Israelita do Brasil are considered natural members.

Volunteer Department

Telma Sobolh
President

Sueli Dicker
Sandra Sandacz
Ivelisa Portella Maron
Vice-presidents

Gertrudes Rose Mary Levy Barmak
Rachel Reicchardt
Tauba Gitla Abuhab
Treasurers

Debora Benzaquen Gelman
Myriam Haber
Secretaries

Credits

Editorial Board

Sidney Klajner
President

Henrique Neves
General Director

Debora Pratali
Institutional Communications Director

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Bruno de Pierro
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