



SUSTAINABILITY REPORT **2022**

HEALTH EQUITY



ALBERT EINSTEIN
SOCIEDADE BENEFICENTE ISRAELITA BRASILEIRA

MITZVÁ

GOOD ACTIONS

REFUÁ

HEALTH

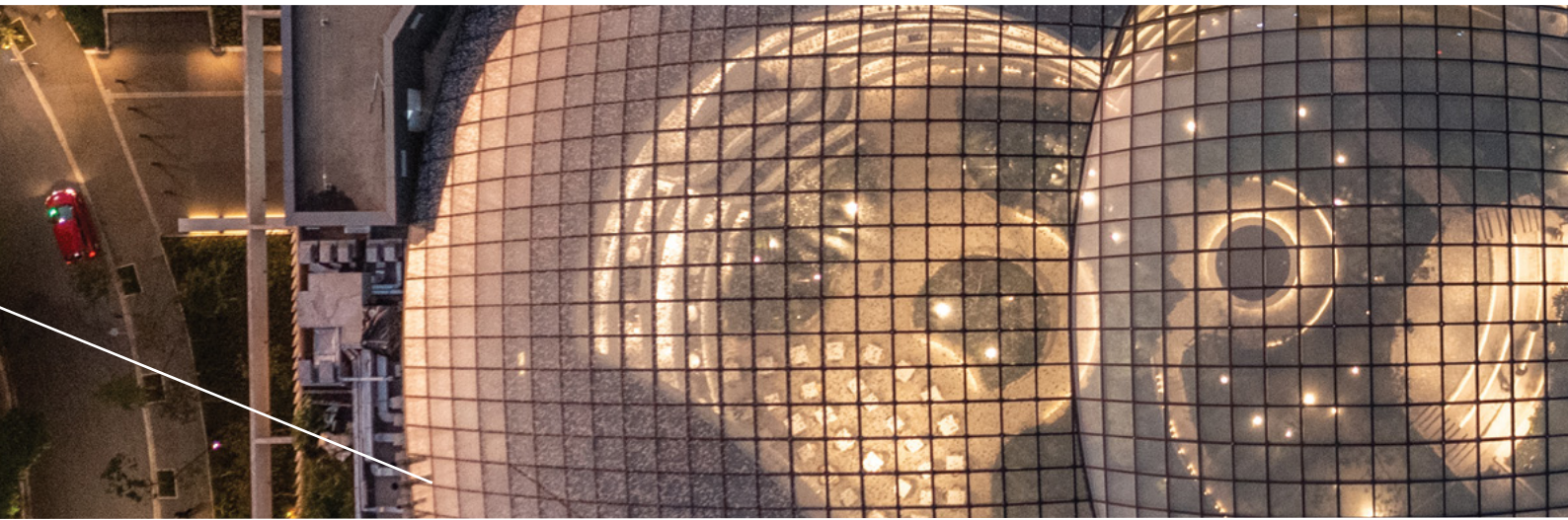
CHINUCH — TSEDAKÁ

EDUCATION

SOCIAL JUSTICE



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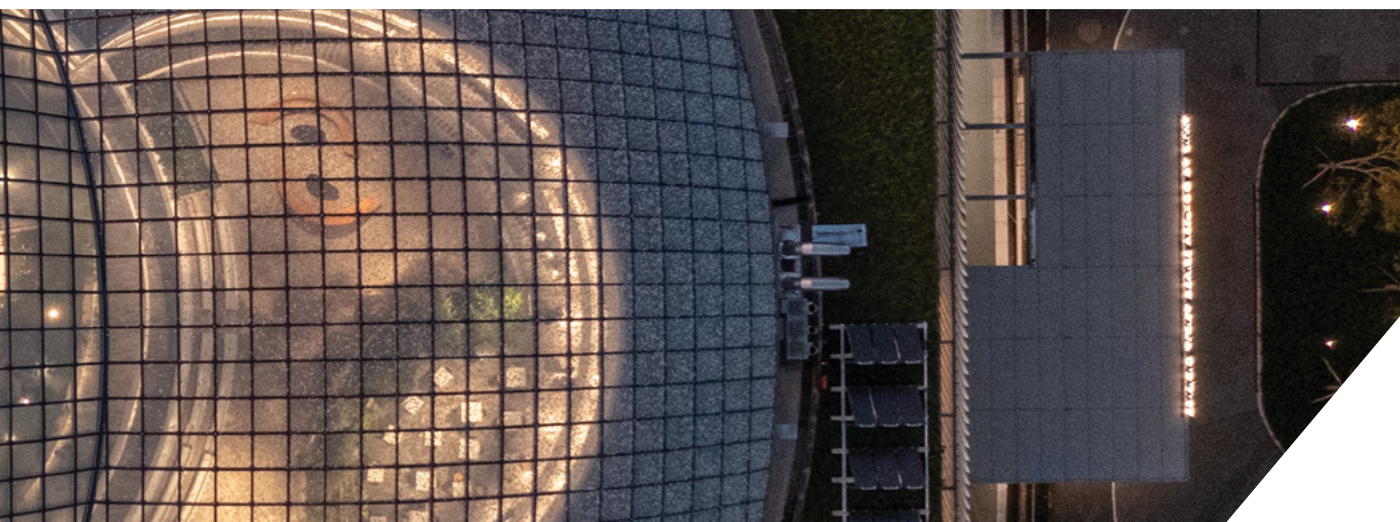
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LETTER FROM THE PRESIDENT

Since its inception, Einstein has been committed to bringing health to every human being, no matter where they are. We have done this in several ways: through direct and face-to-face contact in health care, through digital means, alliances and other relationships, through teaching, research, and social responsibility practices.

Now, as part of this commitment, in the environmental, social and governance (ESG) dimensions, we state our purpose of promoting equity in health care, seeking to ensure access and quality to a greater number of people.

This path involves several fronts, which include health promotion and prevention programs, early diagnosis, increased access to procedures and training of professionals to bring more quality to several regions of the country.

For Einstein, in the context of ESG practices, the letter “S” at the center of the acronym (which stands for Social) could also be read as an H, for “health”. After all, it is through health promotion that we improve people's lives: by offering public and private care, training and professional improvement through teaching and advancing scientific knowledge through research and innovation. All of this is also connected to social responsibility, which helps to expand access to health and support groups that most need this care.

Equity is one of the main challenges for the management of health systems, as it implies expanding not only access, but also quality in an environment of growing demand and an aging population.

In 2022, the management of which I am a part of completed its sixth and final year in office at the helm of Einstein. It was a period marked by the covid-19 epidemic, with unprecedented developments for humanity and which challenged health professionals to the extreme. The swift global spread and the characteristics of the disease demanded the most from our skills and structures.

The period was also characterized by the advancement of digital health, which we are very proud to lead with numerous initiatives and encourage transformation. The culture of incorporating state-of-the-art software, digitization, processes, extensive use of data and the development of telemedicine, among many others, was boosted. And the role of communication became strategic, permeating virtually all of our activities, reaching audiences such as patients, scientists, physicians, students, the general population and the media, stimulating various forums for public and scientific debate.

We are interested in showing the pillars on which our excellence stands: healthcare, research and innovation, teaching and



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

education, in close connection to social responsibility. Teaching grows at an accelerated pace, reaching almost 58 thousand students at the end of 2022. The 2022 launch of the Albert Einstein Teaching and Research Center - Cecília and Abram Szajman Campus illustrates the importance we give to knowledge as a fundamental part of our system.

In the research and innovation pillar, a highlight was the expansion of the Academic Research Organization and the Eretz.bio incubator, which attracts a growing number of startups and helps expand the innovative culture within Einstein, now with a special focus on biotechnology.

We work on the scalability of solutions to make the best in the private sector available to the public sector, seeking greater equity.

At the end of 2022, we announced the creation of the Center for Care and Advanced Therapies in Oncology and Hematology, an investment of approximately BRL 380 million by Einstein and BRL 800 million by the company responsible for the construction, which will have 160 beds and a capacity to deliver new solutions based on precision medicine.

Our innovation model connects Einstein to two areas that have gained traction in recent years: digital transformation and knowledge in deep tech.

In digital transformation, the use of agile structures, digitization and the use of big data are transforming many of our relationship processes with patients and physicians. The use of these tools made it possible to increase the number of people seen, overcoming geographic barriers.

We currently provide medical specialists via telemedicine, supporting primary care in the Brazilian Public Health System in the north of the country. There were around 60,000 appointments in 2022.

As for knowledge transfer, we expanded our interface with the public sector and with other health institutions to share lessons learned, solutions and results through our Office of Excellence, Corporate Education, and other cooperation projects.

In 2022, we took over the management of the Aparecida de Goiânia County Hospital and opened a new Psychosocial Care Center in São Paulo, reaching a total of 31 public units. We also started building a Technical High School in Paraisópolis.

Another feature of our strategy has been the synergistic geographical expansion of our public and private care, and teaching, research and innovation activities. In Goiás, hospitals in Goiânia and Aparecida de Goiânia offer the region access to the quality standards in medicine and care that we practice, as well as access to knowledge through teaching, research and innovation.

All of these results and accomplishments, however, are informed by the reason we do everything: people. We know that overcoming the challenges faced by Einstein and the health sector involves constant enhancement of several skills and abilities, the expansion of digital health and use of technology tools, but it is in people that we find the potential and energy that will allow us to achieve these goals.

It is for this reason that, when choosing professionals for our staff, we value altruism, humanization and empathy, which we seek to recognize and reward through a stimulating work environment and an ethical, fair and transparent relationship, contributing to a sense of belonging and alignment of purposes and values. I thank all employees and volunteers for having collaborated with our achievements, not only in 2022, but throughout our journey.

I wish you a good read and invite you to reflect and discuss with us through our channels so that we can always find new ways to deliver to society our goal of equity in health care.

Sidney Klajner

OVERVIEW

GRI 2-1|2-3

Sociedade Beneficente Israelita Brasileira Albert Einstein presents its 2022 Sustainability Report. The main theme of this issue is “Equity in Health”, an objective that, as of 2022, explicitly guides our environmental, social and governance (ESG) activities.

This will guide the content in this document, which is divided into two blocks. In the first, the Society’s activities and deliveries in care, teaching, research, innovation and social responsibility, are presented, outlining a broad picture of the diversity of action and impact on society. The second part is where we report ESG impact, based on the priority topics listed in materiality and Einstein's own performance indicators. The impact of Einstein on the Sustainable Development Goals (SDG) and the United Nations 2030 Agenda is also discussed.

For this edition of the sustainability report, the Society reported information from the GRI content summary (page 156) for the period from January 1 to December 31, 2022, referencing the GRI Standards.

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

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

HIGHLIGHTS OF THE YEAR

OPENING OF THE ALBERT EINSTEIN TEACHING AND RESEARCH CENTER – CAMPUS CECILIA AND ABRAM SZAJMAN.

The new headquarters for the School of Medicine and Nursing, with 44 classes of graduate courses and for the Einstein Research and Innovation Area, began operating in March. (Learn more on page 72)



MANAGEMENT AND OPERATION OF THE APARECIDA DE GOIÂNIA COUNTY HOSPITAL – IRIS REZENDE MACHADO (HMAP)

Einstein took over the management of HMAP, one of the main public hospitals in the Midwest region. With 235 beds, it is dedicated to high complexity care, including hemodynamics, bariatric surgery, and other surgical and diagnostic specialties. (Learn more on page 65)



EINSTEIN SPACE – SPORT AND REHABILITATION

Opened in September, it is focused on physical rehabilitation and sports performance, physical and mental well-being and better quality of life through the promotion of health. (Learn more on page 57)



EXPANSION OF BEDS AT THE MORUMBI UNIT

With the creation of a new annex in the Morumbi complex, 50 new beds were created, expanding the operating capacity and number of patients treated. (Learn more on page 54)



LAUNCH OF THE CENTER FOR CARE AND ADVANCED THERAPIES IN ONCOLOGY AND HEMATOLOGY

Announced in December, with an expected opening date in 2025, the project has a care complex that will focus on prevention, diagnosis, treatment and rehabilitation, in addition to a world-class academic research facility in oncology and hematology. (Learn more on page 52)



OPENING OF THE BRUNO COVAS CENTER FOR HIGH TECHNOLOGY IN ONCOLOGY DIAGNOSIS AND INTERVENTION (VILA SANTA CATARINA COUNTY HOSPITAL)

With the opening of the Center, in May, the population of São Paulo now has access to highly complex treatments, with the use of robotics, an unprecedented specialty in the County facilities of the Public Health System (SUS). (Learn more on page 61)



MAGNET CERTIFICATION – UNPRECEDENTED RECOGNITION IN LATIN AMERICA

In July, the Morumbi unit received the Magnet recognition for excellence in nursing practices, becoming the first hospital in Latin America to earn the designation. (Learn more on page 53)



CLÍNICA DE LAS AMÉRICAS – FIRST INTERNATIONAL PROJECT BY THE CONSULTANCY IN HEALTH

The purpose of improving health through knowledge transfer has expanded beyond Brazil. The Hospital Clínica de las Américas, in Santa Cruz de La Sierra, Bolivia, was fully planned with Einstein's support. (Learn more on page 79)



PARAISÓPOLIS TEACHING CENTER – NEW BUILDING TO EXPAND SERVICES TO THE LOCAL POPULATION

With five floors and activities expected to start in 2024, the new building of the Einstein Program in the Community of Paraisópolis will have free vocational courses and a vocational high school for the population. (Learn more on page 96)



OPERATIONAL INDICATORS

CARE

NUMBER OF OPERATING ROOMS



TESTS



BIRTHS



HOSPITAL DISCHARGES*



BEDS



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

 PRIVATE SYSTEM
BLUE

 BRAZILIAN PUBLIC HEALTH
GREEN

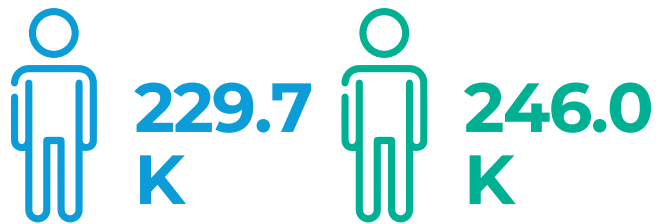
UNITS



21 30



PATIENTS DAY



SURGICAL PATIENTS



EMERGENCY CARE SERVICES



TELEMEDICINE SERVICES



PATIENT SATISFACTION

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



79.9 MORUMBI HOSPITAL

84.8 GOIÂNIA HOSPITAL



85.3 VILA SANTA CATARINA COUNTY HOSPITAL

62.9 M'BOI MIRIM COUNTY HOSPITAL

97.0 APARECIDA DE GOIÂNIA COUNTY HOSPITAL

KNOWLEDGE DISSEMINATION



57.9 K

STUDENTS



11 TEACHING
UNITS



83

STUDENT SATISFACTION

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

OCCUPANCY RATE

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



MORUMBI

87.9%



VILA SANTA CATARINA COUNTY HOSPITAL
- DR. GILSON DE CÁSSIA MARQUES DE CARVALHO

77.3%



GOIÂNIA

56.0%



M'BOI MIRIM
COUNTY HOSPITAL
- DR. MOYSÉS DEUTSCH

89.2%



APARECIDA DE
GOIÂNIA COUNTY
HOSPITAL (HMAP)

56.4%

SCIENTIFIC PRODUCTION



606

PUBLICATIONS IN JOURNALS
WITH IMPACT FACTOR* ABOVE 1

1,013

IN INDEXED JOURNALS

6,991

MENTIONS TO SCIENTIFIC ARTICLES
BY EINSTEIN RESEARCHERS



1,102

PROJECTS

311

STARTED

571

ONGOING
(started in previous
years and still
ongoing)

220

COMPLETED

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





EINSTEIN

- STRATEGIC GUIDELINES
- VIRTUOUS AND CONNECTED CIRCLE
- HIGH QUALITY AND SAFETY
- DIALOGUES AND ALLIANCES
- CERTIFICATIONS, ACCREDITATIONS AND RECOGNITIONS



Medical and nursing team of the Morumbi Unit Surgical Center

GRI 2-1|3-3

Sociedade Beneficente Israelita Brasileira Albert Einstein was founded in 1955. It operates in all stages of health care, in the private and public systems, teaching, education and consultancy, research and innovation, and in social responsibility. It is headquartered in the city of São Paulo and operates in the city and state of São Paulo, and in the states of Goiás, Rio de Janeiro, Minas Gerais, and Pernambuco.

Einstein is recognized as a Public Interest Entity at county, state and federal levels and has a Certificate of Charitable Social Assistance Entity (CEBAS) granted

by the Ministry of Health. The Public Health System hospitals certified as CEBAS are evaluated by the Ministry every three years. In the case of hospitals of excellence, such as Einstein, compensation comes in the form of projects from the SUS Institutional Development Support Program (PROADI-SUS) to support the public system. Hospitals enjoy tax immunity, provided for in the Federal Constitution, and must apply the equivalent due amount as social contributions for SUS development projects and, thus, improve the health conditions of the Brazilian population. Einstein maintains a Social Health Organization.

STRATEGIC GUIDELINES

PURPOSE

Deliver healthier lives, bringing a drop of Einstein to every human being.

VISION

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

MISSION

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

STRATEGIC OBJECTIVE

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

STRATEGIC PILLARS:

Care

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

Teaching and Education

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

Research and Innovation

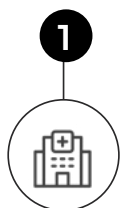
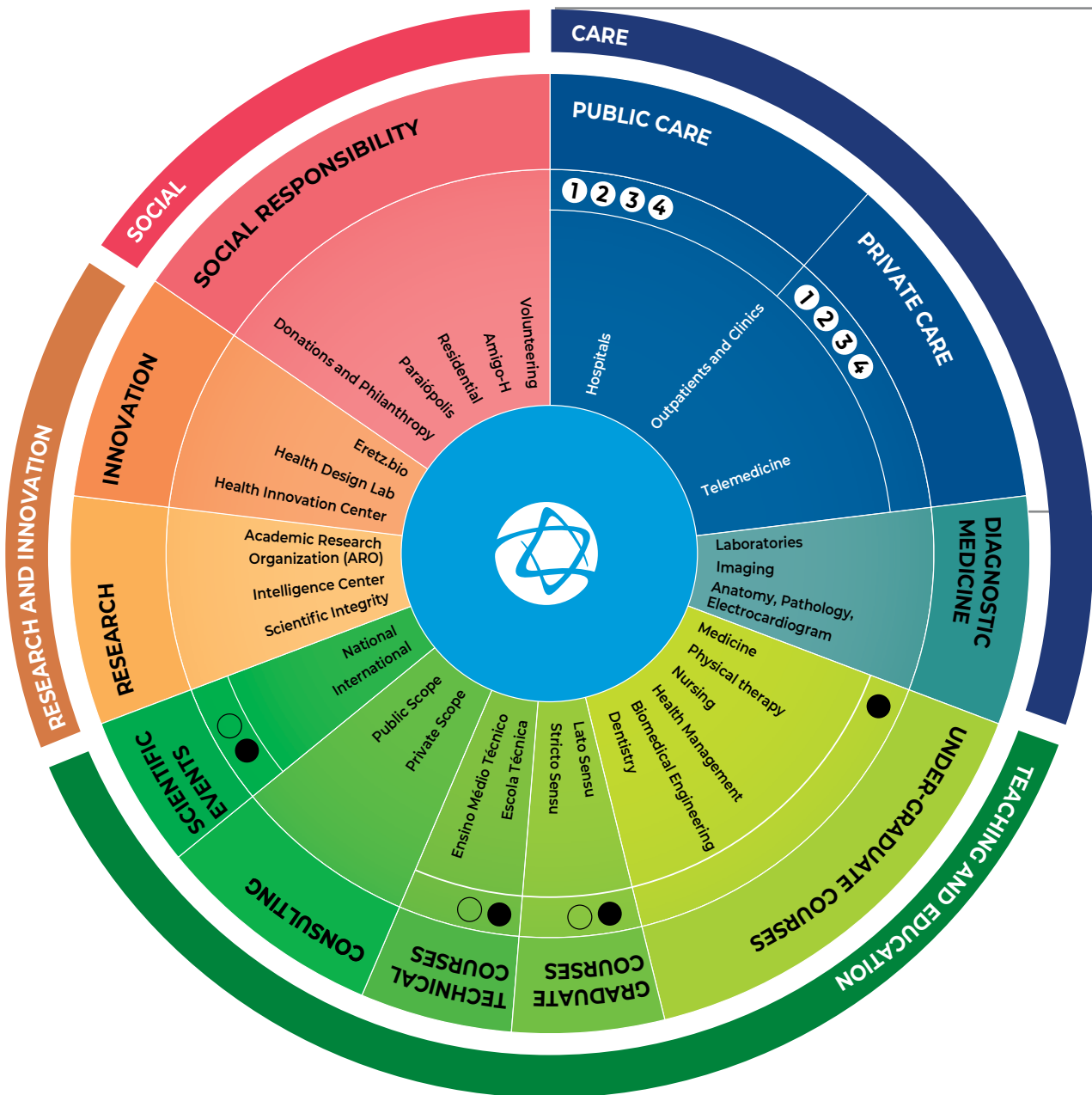
Open paths and seek solutions for health promotion and prevention, and cure of diseases through the integration between scientific research and technological innovation and services.

Social Responsibility

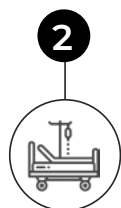
Support the development of the public health system, transferring practices and knowledge that contribute to improving access and quality of care, as well as reducing the vulnerability of surrounding communities.

VIRTUOUS CIRCLE

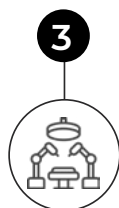
Einstein is a service, teaching and education, research and innovation, and social responsibility platform that integrates hundreds of activities and works to improve access and quality of health in the country.



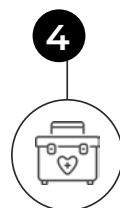
Primary Care



Secondary Care



Tertiary Care



Quaternary Care

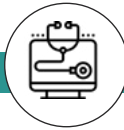


AND CONNECTED



CARE

Offered through an integrated health system in which different elements are combined to provide excellent services, and practice evidence-based medicine in the public and private services.



DIAGNOSTIC MEDICINE

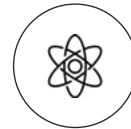
Supports outpatient and hospital services in public and private care.



TEACHING AND EDUCATION

Trains professionals for health care and management with innovative methodologies, practical experiences and cutting-edge teaching solutions at different levels of education.

RESEARCH AND INNOVATION



RESEARCH

Generates scientific knowledge through rigorous methods of quality and integrity in conducting research, expanding the frontiers of knowledge.



INNOVATION

Mobilizes collaboration in different areas of knowledge, driving the evolution of health care.



SOCIAL RESPONSIBILITY

Acts to mitigate the vulnerabilities of nearby communities through the provision of health care services, education, job creation and philanthropic actions.



Obstetric consultation at M'Boi Mirim County Hospital

HIGH QUALITY AND SAFETY

GRI 3-3

The culture of excellence is an attribute of Einstein and a strategic guideline that permeates all of its activities. It is through it that the organization improves its services, continuously improves processes and positions itself before its audiences and society.

In the Einstein Quality and Safety Model, culture connects with three other aspects:

- Definition and permanent revision of standards in line with best practices;
- Development and training in the skills necessary to perform with the desired excellence;
- Management of data, metrics and indicators aimed at learning and continuous improvement, as well as frequent evaluation of services and processes by third-party qualifiers.

This model is applied to all Einstein activities. Care is provided with a commitment to excellence, as in the continuous development of projects based on the Lean Six Sigma methodology, focused on quality and safety. As of 2022, 1,400 projects had been started (see more on page 30).

Einstein permanently invests in the buildings, facilities and equipment in its hospitals, outpatient, teaching, research, and innovation units. One example is the Care Monitoring Center (CMOA), which continuously monitors patients in real time

Professionals are regularly trained in the best protocols and practices, based on global references, and are trained and prepared for humanization of care, both in the private and public services. The learning trails program enables the development and improvement of skills in several areas of activity (see more on page 133).

Performance is constantly evaluated, from various perspectives: by patients, by national and international specialized organizations, by government agencies, resulting in certifications, accreditations, awards and recognitions.

Safety performance is monitored using indicators, with the aim of allowing continuous improvement through action plans, establishment of goals and evaluation of results.



The Care Monitoring Center manages beds at the units in São Paulo and Goiânia and monitors the patient's entire journey, from admission to discharge

PATIENT SAFETY

GRI 3-3

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

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

The pursuit of this goal includes a strategic alliance with the Institute for Healthcare Improvement (IHI). IHI courses are used to train professionals and develop culture and knowledge related to the Science of Improvement, in addition to enabling the training of fellows, the highest level of training in this organization. At Einstein, the first fellowship in Latin America was created in 2015 and there are currently five active fellows.

In 2022, the Morumbi Unit's Maternity achieved the High Reliability level. Progress was also made in this direction at the Morumbi surgical center, where no catastrophic events occurred. Specific initiatives were carried out to tackle central line-associated bloodstream infection, ventilator-associated pneumonia, and pressure ulcers, with significant improvement.

PATIENT CARE

	2020	2021	2022	△ 2022/2021
Births (vaginal delivery rate in Robson I to IV pregnancies) ¹	65.9%	67.4%	65.1%	-2.3 p.p.
Incidence density of central line-associated bloodstream infection ²	1.77	1.54	0.81	-47.0%
Incidence density of ventilator-associated pneumonia ³	2.76	2.89	1.36	-53.0%
Incidence density of indwelling catheter-associated urinary tract infection ⁴	0.87	1.09	0.73	-33.0%
Surgical site infection rate in clean surgery ⁵	0.15%	0.16%	0.17%	1.2 p.p.
Pressure ulcer III* and IV** ⁶	0.97	1.23	0.22	-82.0%
Serious events rate ⁷	0.12	0.20	0.11	-47.0%
Catastrophic events rate ⁸	0.18	0.26	0.16	-41.0%
Readmission rate within 30 days ⁹	6.4%	5.3%	8.4%	3.1 p.p.

1 Number of Robson 1 to 4 pregnancies per 100 vaginal deliveries.

2 Number of primary central line-associated bloodstream infections per day per 1000 central line-days.

3 Number of ventilator-associated pneumonia per 1,000 mechanical ventilation-days.

4 Number of UTIs per 1000 vesical catheter-days.

5 Proportion of Clean Surgery Surgical Site Infection rate number over clean surgery events.

6 Total number of patients with preventable pressure ulcers 3 and 4 per 10,000 patient-days.

*Pressure ulcer 3: skin wound with exposure of fatty tissue.

**Pressure ulcer 4: Skin wound with exposure of muscle and/or fascia, tendon, ligament, cartilage or bone.

7 Total number of events with Serious damage (temporary damage requiring advanced life support and/or surgical intervention to reverse the damage) divided by the total number of external + internal + emergency.

8 Total number of events with Catastrophic damage (permanent damage or death) divided by the total number of external + internal + emergency.

9 Percentage of the total number of patients who were discharged from the hospital and readmitted within 30 days over the total number of hospital discharges

The actions are applied in all services aiming at greater operational efficiency and similar experience in quality and safety in the patient's journey in all structures, in public and private facilities.

Latin American Quality and Safety Forum

The 7th Latin American Forum on Quality and Safety in Health, an event hosted by Hospital Israelita Albert Einstein and the Institute for Healthcare Improvement, took place in September 2022 at the Albert Einstein Teaching and Research Center – Cecília and Abram Szajman Campus and addressed the importance of decision-making in healthcare organizations encompassing environmental, social and governance (ESG) factors.

With an extensive schedule of activities throughout three days, the forum had 1,990

people attending in person and 798 virtually. Health equity, the relationship between the Quintuple Aim and ESG, humanized care and resilient health systems were among the topics discussed. Speakers from Einstein, IHI, major public and private hospitals, governmental and non-governmental organizations were present during the event.

During the meeting, the São Paulo Statement on Planetary Health (<http://saudeplanetaria.iea.usp.br/pt/declaracao-sp-saude-planetaria/>), a document prepared by the Aliança de Saúde Planetária, University of São Paulo and the United Nations Development Program (UNDP), was drafted and signed by more than 250 organizations from 45 countries.



The intelligent rooms at the Morumbi hospital unit allow the patient to remotely control various devices in the environment

PATIENT EXPERIENCE

GRI 3-3

Einstein performs the integrated management of different factors that affect the relationship with patients, their perception and the meeting of their expectations and needs. The pillars of this management are expressed in the acronym SPA: patient Safety, Passion to serve and Attention to detail, which is aligned with the Quintuple Aim (see more on page 42):

Experience of care: cross-sectional application of the principles and the Einstein Safety and Quality System ensures that, in all contacts, clients have the same experience of care, welcome and quality.

Population health: protocols, successful experiences and good practices in general are shared by all units, both in private and public care. Training and knowledge sharing initiatives allow these actions to reach larger numbers. Commitment to primary care reduces the need for medium and high complexity care.

Per capita cost reduction:

actions aimed at productivity, control and intelligence help to reduce costs and make care more accessible (see more on page 30).

Healthcare Worker Care: Dedication to teams so they can deliver the best patient care experience (see more on page 130).

Equity: Strategies to expand access to the health system to anyone, regardless of gender, race, sexual orientation or socioeconomic factors, so they can reach their full health potential.

Einstein patients, family members and caregivers participate in five advisory boards – Oncology, Inpatients and Outpatients, Elderly, Pediatrics, and Patient Safety – and in two Einstein decision forums: the Care Quality Committee and the Patient Experience Implementation Committee. The committees meet periodically to discuss opportunities and improvements in the services, structures and processes of the Einstein health system.

PATIENT EXPERIENCE¹

NET PROMOTER SCORE (NPS) OF PATIENTS BY AREA	2020	2021	2022	△ 2022/2021
Hospitals	85.3	81.5	80.4	-1.3%
Outpatient network	77.0	79.4	76.8	-3.2%
Diagnostic network	79.1	79.8	73.7	-7.6%

¹ Score of how much patients identify with Einstein, on a scale of -100 (absolutely do not identify) to 100 (completely identify).

The pillars of patient experience management are expressed in the acronym SPA: patient Safety, Passion to serve and Attention to detail.



Part of the Morumbi complex, the Einstein Maternity brings together the most modern obstetric practices

OPERATIONAL EXCELLENCE

The search for continuous process improvement is 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.

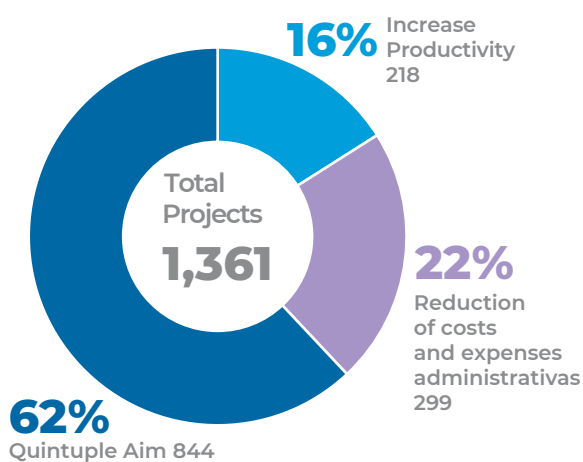
The organization has carried out around 1,400 projects and certified 1,000 leaders using the methodology since it started operating in 2008. About 60% of the projects are related to the Quintuple Aim of the Institute for Healthcare Improvement (IHI), which Einstein adopts in its strategies (learn more about Quintuple Aim on page 42). The other 40% involve cost reduction and productivity increase projects. The reduction in waste since 2008 is estimated at approximately BRL 500 million.

The projects work as mechanisms for transforming and disseminating a culture of operational excellence in people's daily lives, in a natural way, which overflows and generates impacts in the relationship with all stakeholders and in the management of services.

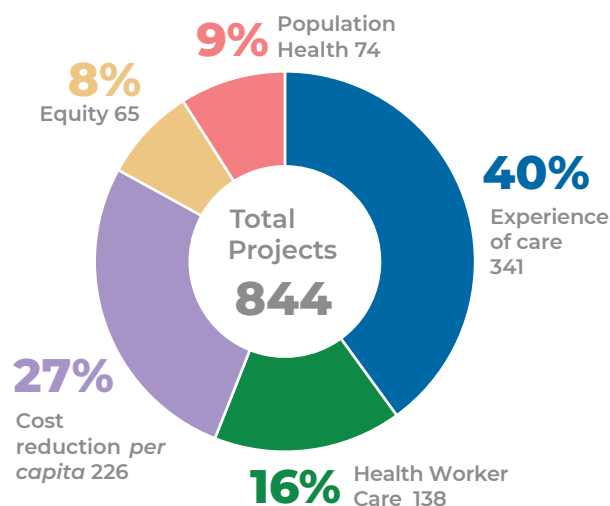
All actions to improve products, services and processes are also applied to public units.

In 2022, projects were developed using the Lean Six Sigma methodology at M'Boi Mirim County Hospital - Moysés Deutsch; at the Aparecida de Goiânia County Hospital - Iris Rezende Machado; at the Vila Santa Catarina County Hospital - Dr. Gilson de Cássia Marques de Carvalho; at the Campo Limpo health unit; in government program units, in Basic Health Units (UBS) and in Outpatient Medical Assistance (AMA) units.

Einstein Operational Excellence Program



The Quintuple Aim breaks downs into



The projects work as mechanisms for transforming and disseminating a culture of operational excellence in people's daily lives, in a natural way, which overflows and generates impacts in the relationship with all stakeholders and in the management of services.

DIALOGUES AND ALLIANCES

GRI 2-28

With the objective of contributing to the improvement of the health system, Einstein actively participates in national and international forums for the discussion and development of initiatives with public authorities, including regulatory bodies, universities, public and private hospitals, health operators and entities.

The following represent some of the main interfaces:

- The Ministry of Health, the São Paulo State Health Secretary and the São Paulo County Health Secretary;
- The National Supplementary Health Agency (ANS) and the National Health Surveillance Agency (ANVISA);
- The National Council of Health Secretaries (CONASS), the National Council of County Health Secretaries (CONASEMS) and the National Research Ethics Committee (Conep);
- The Brazilian Association of Diagnostic Medicine (ABRAMED), the National Association of Private Hospitals (Anahp), Instituto Coalizão Saúde (ICOS) and Saúde Digital Brasil. Since 2020, Einstein has been a member of the Board of Directors of Instituto Ética Saúde (Health Ethics Institute) and the Integrity Committee

IHI AND PLANETREE

Einstein maintains a strategic alliance with the Institute for Healthcare Improvement (IHI), a world reference in quality and safety in health, and is the representative in Brazil for Planetree, an international reference in person-centered care and health.

of the Brazilian Institute of Social Health Organizations (IBROSS);

- Healthy Hospitals Project, from the US organization Health Care Without Harm, the Latin American Alliance of Hospitals, Vision Zero, from the International Social Security Association (ISSA) and Stabe Tal Hasteres;
- The Federal University of São Paulo (Unifesp), the University of São Paulo (USP) and the State University of Campinas (Unicamp);
- Universidad Católica de Chile, Case Western Reserve University, Stanford University, Massachusetts Institute of Technology (MIT), Technion - Israel Institute of Technology and Weizmann Institute of Science;
- City of Hope Medical Center, Mayo Clinic, Cleveland Clinic and Sheba Medical Center.



Health agents in the neighborhood of Paraisópolis, south of São Paulo

CERTIFICATIONS, ACCREDITATIONS AND RECOGNITIONS

Einstein's services and control processes are certified, accredited or designated against

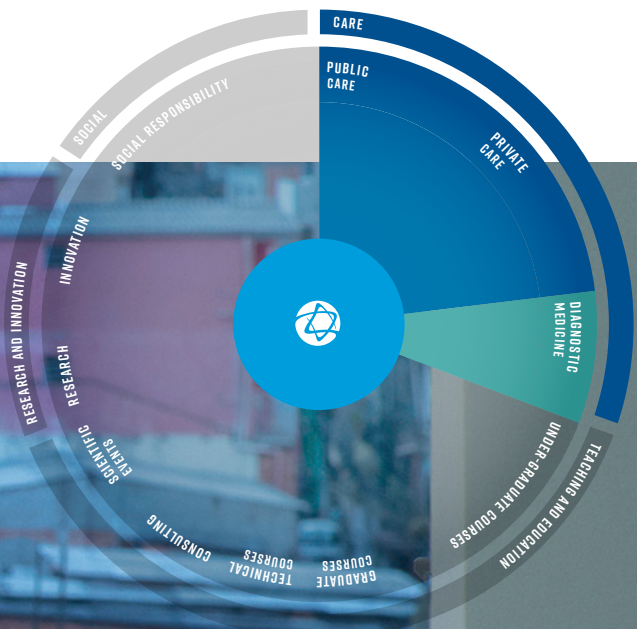
external reference standards and norms.

The main ones are highlighted below:

Joint Commission International (JCI) hospital accreditation	Hospital Accreditation by the National Accreditation Organization (ONA) Level 3	American Association of Blood Banks (AABB)
Attest to international hospital standards of excellence, quality and safety	Ensure national hospital standards of excellence, quality and safety	Attest to the quality and safety of transfusion and cell therapy activities
Area and scope: Morumbi, Alphaville, Jardins, Ibirapuera, Perdizes and Chácara Klabin units	Area and scope: M'Boi Mirim County Hospital – Dr. Moysés Deutsch and Vila Santa Catarina County Hospital – Dr. Gilson de Cássia Marques de Carvalho	Area and scope: Department of Hemotherapy and Cell Therapy
American College of Radiology (ACR)	American Society for Histocompatibility and Immunogenetics (ASHI)	Association for the Accreditation of Human Research Protection Program (AAHRPP)
Assure the quality of the imaging service. Einstein is the only health organization in Brazil accredited in all diagnostic modalities	Ensure the histocompatibility and immunogenetics process of the Clinical Pathology Laboratory	Ensure the application of best practices in human research
Area and scope: Imaging - mammography, ultrasound, tomography, magnetic resonance and nuclear medicine	Area and scope: Laboratory - histocompatibility	Area and scope: Morumbi Unit
Association for Assessment and Accreditation of Laboratory Animal Care International (AAALAC)	College of American Pathologists (CAP)	Foundation for the Accreditation of Cellular Therapy (FACT)
Ensure good practices in the responsible handling and use of animals in laboratory tests	Assure quality in the laboratory clinical diagnostic process	Assure quality and safety in bone marrow transplantation, and in the collection, processing and storage of umbilical cord. Einstein is the only accredited organization in Latin America
Area and scope: Surgery Experimentation and Training Center (CETEC)	Area and scope: Clinical Laboratory and Pathological Anatomy - Morumbi Unit and Operational Technical Nucleus (NTO)	Area and scope: Department of Hemotherapy, Cell Therapy and Clinical Program for Bone Marrow Transplantation

ISO 9001	ISO 14001/2015	ISO 50001/2018
Certify the quality and safety standards of the Volunteer Department	Ensuring national standards for environmental sustainability management	Ensure standards defined by the Energy Management Systems standard
Area and scope: Units: Morumbi, Perdizes, Alphaville, Ibirapuera, Vila Mariana, Paraisópolis, Vila Santa Catarina County Hospital - Dr. Gilson de Cássia Marques de Carvalho and M'Boi Mirim County Hospital	Area and scope: Units: Morumbi, Perdizes, Jardins, Ibirapuera, Chácara Klabin and Alphaville; Einstein Parque da Cidade, Alto de Pinheiros, Anália Franco and Ibirapuera Clinics, Residencial Israelita Albert Einstein (RIAE), Santana Operational Technical Nucleus (NTO) and the Einstein Program in the Paraisópolis Community (PECP)	Area and scope: Morumbi Unit
Magnet	Planetree	Clinical Laboratories Accreditation Program (Palc)
Ensure quality standards and care practices that demonstrate nursing excellence	Ensure experience and person-centered care (patient, families, employee)	Promote the quality of laboratory services provided to patients and users
Area and scope: Morumbi Unit	Area and scope: The Morumbi unit is certified with the Gold Credential	Area and scope: Morumbi Unit, Operational Technical Nucleus and the collection points of the Advanced Units and Einstein Clinics
Seal Friend of the Elderly	Society for Simulation in Healthcare (SSH)	
Ensure adequacy of programs for infrastructure, training professionals and family members, community engagement and encouraging prevention in elderly health	Ensure the Realistic Simulation Center's good practices in training and qualification	
Area and scope: Morumbi Unit and Vila Santa Catarina County Hospital - Dr. Gilson de Cássia Marques de Carvalho	Area and scope: Morumbi Unit	





CARE

- UNITS AND ACTIVITIES
- DIGITAL JOURNEY
- ONCOLOGY AND HEMATOLOGY
- PRIVATE ACTIVITIES
- DIAGNOSTIC MEDICINE
- OUTPATIENT CARE
- PUBLIC CARE
- CLINICAL STAFF



The Radiotherapy department displays the most modern systems and equipment on the market

GRI 2-1

The Einstein Health Model is an integrated system in which different elements combine to provide excellent health care services and practice medicine based on scientific evidence. The services cover the entire health care cycle – promotion, prevention, diagnosis, treatment and rehabilitation – and fully comprise the following levels of care:

Primary - promotion, prevention and immunization programs, offices and outpatient clinics;

Secondary - low and medium complexity outpatient and hospital services, which include urgency and emergency services and diagnostic medicine;

Tertiary - highly complex hospital services;

Quaternary - services such as tissue and organ transplants, performed in a hospital environment.

From the public's point of view, Care services are subdivided into **Private Care**, through hospitals, offices, outpatient units, and clinics, focused mainly on Supplementary Health, and **Public Care**, through SUS hospitals and outpatient units managed by Einstein.

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

UNITS AND ACTIVITIES



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

PRIVATE
HEALTH
21
units

- 02** Hospitals: in São Paulo and in Goiânia
- 05** Advanced Units - emergency care, tests, consultations and medium complexity procedures in São Paulo and Barueri (SP)
- 05** Einstein Clinics - primary care in São Paulo
- 01** Espaço Einstein – Rehabilitation and Sport in São Paulo
- 08** On-site Clinics

PUBLIC
HEALTH
30
units

- 03** County Hospitals: Vila Santa Catarina - Dr. Gilson de C. Marques de Carvalho (São Paulo); M'Boi Mirim - Dr. Moysés Deutsch (São Paulo) and Aparecida de Goiânia - Iris Rezende Machado (Aparecida de Goiânia)
- 01** County Laboratory of Diagnostic Examinations in Mogi das Cruzes (SP)
- 02** Emergency Care Units (UPA)
- 01** Pediatric Specialty Medical Outpatient Clinic (AME-P)
- 14** Basic Health Units (UBS)
- 03** Ambulatory Medical Assistance Units (AMA)
- 04** Psychosocial Care Centers (CAPS)
- 02** Therapeutic Residence Services (SRT)



With the Humanized Childbirth Center at the M'Boi Mirim County Hospital, birth is now seen as a family and emotional moment and not just a clinical event



QUINTUPLE AIM

GRI 3-3

Einstein's work is guided by the Quintuple Aim method, created by the Institute for Healthcare Improvement (IHI), which recommends that planning,

decision-making and the execution of actions by healthcare organizations should consider five interrelated aims:

EXPERIENCE OF CARE

to improve patient experience, quality, safety, and clinical outcome;

POPULATION HEALTH

to expand the scope of actions to larger portions of the population and coordinate patient care, from primary care, to reduce the need for medium and high complexity care;

PER CAPITA COST REDUCTION

to apply resources efficiently and effectively, eliminating waste;

CARE FOR HEALTHCARE WORKERS

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

EQUITY

to provide everyone, regardless of gender, race, sexual orientation or socioeconomic factors, with the opportunity to reach their full health potential.



The Operational Control Center uses data to identify opportunities for process improvements to prevent the recurrence of adverse events

VALUE-BASED HEALTH

GRI 3-3

Einstein develops a series of actions in Value Based Health Care (VBHC). The objective is to bring about a transformation over time in the health system based on two elements: the construction of integrated units of practices, focused on clinical conditions or on segments of the population, and a change in the form of remuneration for health services, no longer based on the volume of care provided and rather focused on outcomes (results obtained with treatment), generating value for patients and the health system.

In 2022, the Value Dossier was prepared, a report that aggregates indicators to quantify deliveries to patients, by specialty, in the pillars of pertinence, outcomes, costs and patient experience.

In practice, the patient's entire journey is evaluated: whether they were seen on time, whether the measures recommended in the protocols for their case were complied with, and quality of life after medical discharge. This assessment is made for several specialties.

These analyzes combine the vision of cost and clinical benefit of each case, allowing identification of points of improvement in quality, care safety and reduction of waste. These data demonstrate the gains from implementing protocols and projects, the possibility of reducing adverse events, avoiding risks for the patient and costs for the operator and the health system.



Access
the Value
Dossier

EINSTEIN OFFICE OF EXCELLENCE

The Office of Excellence is a unit specialized in collaborative projects with private and public institutions that, through alliances, share ideas and methods that leverage adherence to practices in quality and safety to obtain better results and reduce harm in care. The objective is to create a learning community for sharing knowledge generated with and in different organizations and cultures around the world.

To achieve this goal, the office relies on the strategic alliance with IHI. The office is also the *Planetree* representative in Brazil, an international reference in person-centered care and health care in North America, Europe and Latin America. This model favors collaboration between health organizations interested in the adoption of equity and humanization practices, essential aspects for a healing environment.

One of the lines of action of the Office of Excellence is the training of public and private hospitals through initiatives that can demonstrate gains with cost reduction in care, in addition to improving their practices and improving patient safety and experience.

One example is the PROADI-SUS project (learn more on page 104) *Saúde em Nossas Mãos*, which supports the implementation of quality processes to reduce Healthcare-Related Infections (HRIs) in public hospitals in all Brazilian states. A specialized team trains the hospitals in reducing HRIs. Between 2018 and 2020, the gains achieved in 115 participating public hospitals that reduced HRIs by approximately 7,600 was BRL 354 million. Currently, 194 additional public hospitals participate in the initiative.

In the private area, the study on costs in the Parto Adequado (Proper Birth) project stands out, which seeks to increase vaginal deliveries and reduce maternal mortality. Developed in partnership with the National Health Agency (ANS) and the IHI, the project estimated savings of around BRL 328 million for the Brazilian health system in three years if the practices were implemented in all public and private maternity hospitals in Brazil. The calculation is based on the births registered in the live births system and on the percentage reduction in cesarean deliveries since the beginning of the project (7.4%). It was estimated that 400,000 cesarean deliveries would be avoided, thus reducing the risk of damage and wasted resources.

Continuity of Activities

The Continuity of Activities Program was created in 2019 with the aim of minimizing or eliminating the impact of situations that could cause operation unavailability and, consequently, disrupt the care for patients in all Einstein units.

In 2022, this work continued in the public sector, starting with Vila Santa Catarina County Hospital - Dr. Gilson de Cássia Marques de Carvalho. During the year, the diagnosis of risks related to the unavailability of infrastructure, equipment, labor, supply chain and software was concluded. The evaluated scope included 60 processes and 308 sub-processes. As a result of this assessment, 57 improvement actions were defined to mitigate or eliminate identified risks and 55 contingency plans were drawn up.

The program will be extended to other public hospitals managed by Einstein and to the Goiânia Unit by December 2023.



In the Hemodynamics Room of Aparecida de Goiânia County Hospital, minimally invasive procedures are performed for conditions affecting the health of the heart and cardiovascular system

QUALITY IN THE PUBLIC NETWORK

Einstein's operational excellence program is carried out in private and public units, adapting to the specificities of each. The projects use the Lean Six Sigma methodology.

At the Morumbi Unit, structuring actions were adopted, such as duplicating the medical gas network to ensure redundancy, improving access to the material and medication distribution center, located outside Einstein premises; availability of critical materials and drugs and the safekeeping of anatomopathological materials.

DIGITAL JOURNEY

Einstein invests in digital transformation and leads the adoption of technologies with the potential to generate benefits and opportunities for the future of healthcare organizations, impacting society and the environment. Chiefly among the main trends in the sector are the use of sustainable technologies, risk reduction and improvement of the user experience, data analysis to qualify and streamline decisions, the reliable and transparent use of artificial intelligence (AI), the effectiveness of cloud and networked work platforms and the use of superapplications (superapps) by users to meet varied needs.

Connected to the organization's vision of sustainable technology development, digital transformation is part of Einstein's strategic guidelines and drives several initiatives, such as Telemedicine, predictive analysis and monitoring systems (see page 49) and patient safety (see page 26), support for decision-making and the development of communication and relationship tools. The use of technology is not an end in itself, but rather it is patient-centered, at the service of their care, and is subject to the General Data Protection Law and strict ethical principles.

The Digital Transformation Program was created to modify processes and improve operations at private and public units, ensuring a continuous flow of excellence and innovation that generates value for patients, physicians, nurses and other stakeholders.

In 2022, the decision-making process supported by advanced data analysis techniques evolved. This progress was made in four tracks: Intensifying the use of Big Data & Analytics (see opposite page); patient, physician, and employee-centered experience; strengthening of technological architecture; and preparing leaders and teams to work in an agile context.

Einstein Digital Health Platform

The Digital Health Platform is the result of the consolidation of the systems that make up Einstein's digital transformation. Its objective is to lower costs, increase the speed of operations and bring better results to processes involving patients, physicians, employees, internal digital operations and health plan operators.

Today, many areas of the organization use the platform. Einstein Clinics (see more on page 58), the Digital Check Up and Telemedicine, for example, operate exclusively through the platform. In other areas, such as the laboratories and Einstein Ate Você, the platform works as a support for a specific stage of the operation. In 2022, BRL 36 million were invested in the Platform.

Soon, information will be unified for physicians and patients in a single interface, allowing access to the patient's entire journey, regardless of the units where they were seen.



The Big Data area organizes and handles large volumes of data with a focus on improving performance

BIG DATA & ANALYTICS

With the Big Data & Analytics tool, the check-up system started to use, in 2022, an artificial intelligence algorithm capable of predicting the probability of a person developing a metabolic syndrome. With its use by physicians, more than 80% of patients with a predisposition leave the office with the prognosis of developing, or not, a metabolic syndrome.

During this period, the efficacy of the evaluation of patients with a higher probability of readmission within one month after discharge also increased. With the information generated in these evaluations, hospitalizations were reduced and it was possible to free up the equivalent capacity of 16 beds.

To guide activities in the area, the Policy on the Ethical Use of Artificial Intelligence was published in 2022, based on the most advanced standards adopted in the world.

The term Big Data refers to the storage, organization and treatment of large volumes of data. Analytics are tools, means and techniques to use the information contained in Big Data in applications to improve performance.

PRECISION MEDICINE

Precision medicine helps to assess the risk of developing health problems that have not yet manifested themselves, in addition to enabling personalized treatment for several diseases, considering clinical data, tests, genetics, environment, and the lifestyle of each patient. Einstein's Precision Medicine Program integrates, among others, Big Data & Analytics and Genomics (learn more on page 56) to develop increasingly predictive, preventive and personalized medicine.

In 2022, the Precision Medicine Program, which uses P4M - an advanced data and analysis structure - carried out the first work

on the clinical application of polygenic risk for breast cancer, and the Einstein teams started to use this tool to guide women and prevent unnecessary mastectomies.

The importance of this guidance work is reinforced by the fact that, considering a population of a thousand women, one of them would have a genetic risk for cancer, but would not necessarily develop the disease. This means, for example, that in Brazil, with a population of 110 million women, around two hundred of them would be at polygenic risk for breast cancer, but not all would develop the disease.

H. STORY: INTERACTION BETWEEN ARTIFICIAL AND HUMAN INTELLIGENCE

In 2022, H. Story was created, an analytical governance tool involving the areas of Information Technology (IT), Big Data & Analytics and Medical Practice. H.Story allows the processing of information to make it intelligible for the physician in patient care. The tool is applied, for the time being, on four fronts: maternal-fetal medicine; imaging; laboratories and precision medicine. The expectation is that in 2023, around 3,000 physicians will start using H. Story.

BIG DATA IN SUS

Einstein develops four projects related to big data within the scope of PROADI-SUS: the organization of solutions for dealing with accidents due to external factors, the main cause of death in youths; the creation of solutions to improve resource usage checking tools; data analysis to understand and fight "superbugs" in hospitals; and also the creation of the analytical layer for the National Health Data Network, a fundamental part of the country's digital health strategy.

MONITORING

An example of the improvement of health care services through digitalization is the Assistance Monitoring Center (CMOA), which continuously and in real time monitors patients from the Morumbi Unit, external units and the Vila Santa Catarina County Hospital.

This monitoring is possible through the Cerner Millennium platform, a health information management system that integrates patient care data with diagnostic exams, treatment courses, and prescribed medications, providing real-time exchange of information, automation of processes and reducing the

risk of errors. CMOA uses the platform to extract and monitor a series of indicators in real time and generate alerts in case of risks or deviations in pain levels, delay in medication, allergies and blood glucose levels, for example.

At Einstein, the centralization of cameras and monitoring of patients' parameters via CMOA is an important action which allows healthcare professionals to increase their perception of the environment, collaborating, for example, to avoid deviations that could impact patient safety.

TELEMEDICINE

Einstein's Telemedicine has gained prominence in recent years due to its pioneering spirit, technological evolution and its role in the covid-19 pandemic. Consistent investment, since 2012, and the consolidated platform of services made it possible to quickly expand the offer and coverage of services, taking services to companies, operators and health organizations.

Telemedicine consultations reached the mark of 551.2 thousand, with 464.6 thousand in private health and 86.6 thousand in public health (21.1% and 123.6% increases, respectively). In the same period, the number of lives with access to the service increased to 2 million, compared to 1.9 million in the previous year. The number of companies that hired the service jumped from 106 to 112. Around 85% of the cases treated on the platform do not require additional face-to-face assessment.

The Care Monitoring Center continuously monitors patients in real time at the Morumbi Unit, external units and the Vila Santa Catarina County Hospital.



Einstein's Telemedicine carried out more than 550,000 consultations in 2022

REACHING FURTHER

Care to offshore platform workers

Einstein and Petrobras expanded, starting in September 2022, the telemedicine initiative offered to workers at the company's offshore and land units. Since 2014, Einstein provides service to employees on seven platforms in the Santos Basin. Now, the service will reach 77 units, 55 offshore and 22 onshore.

Second Opinion Program

Carried out in the North region of Brazil, where physicians provide care in remote

regions, often only accessible through rivers. The program allows physicians with more generalist profiles, such as internists and family physicians, to work with specialists from Einstein. The Second Opinion Program is a PROADI-SUS project (learn more on page 104).

Virtual Emergency Room

In 2023, Telemedicine in the Digital Emergency Service model will be taken to remote areas of the country chosen by Einstein together with the Banco do Brasil Foundation and the Ministry of Health.

ONCOLOGY AND HEMATOLOGY

Einstein's integrated Oncology care model includes clinical, pediatric, geriatric, interventional, surgical, dental, radiotherapy, nutrology, nutrition, rehabilitation, physical therapy, psychology, psychiatry, integrative medicine and palliative care.

These areas make up the structure of the Einstein Família Dayan Oncology and Hematology Center - Daycoval, at the Morumbi Unit, and the Department of Cellular Therapy for Cancer. At the Perdizes/Higienópolis Advanced Unit, consultations,

tests, chemotherapy and radiotherapy are carried offered. The Einstein oncology network will be added to this list, allowing patients outside the city of São Paulo to access the quality and services offered by Einstein, through collaborations with three clinics: one in Brasília (DF), one in Curitiba (PR) and another in Manaus (AM).

According to the 2022 ranking of the American magazine Newsweek (learn more on page 54), Einstein's Oncology is among the 16 best in the world and is the first in Latin America.

ONCOLOGY AND HEMATOLOGY

RELATED TOPIC	2020	2021	2022	△ 2022/2021	
Consultations*	62,060	100,537	131,800	31.1%	
	Morumbi	20,046	25,684	27,621	7.5%
	Goiânia	-	501	1,360	171.5%
	Vila Santa Catarina	42,014	74,352	102,819	38.3%
Oncology emergency visits (Morumbi)	812	994	1,214	22.1%	
Surgical oncological procedures	5,895	7,719	8,635	11.9%	
	Morumbi	4,051	5,117	5,700	11.4%
	Vila Santa Catarina	1,844	2,602	2,935	12.8%
Bone marrow transplants	50	54	65	20.4%	
	Morumbi	50	53	63	18.9%
	Goiânia	-	1	2	100.0%
Patients undergoing chemotherapy	8,804	11,116	14,900	34.0%	
	Morumbi and Perdizes	3,507	4,134	4,633	12.1%
	Goiânia	-	205	741	261.5%
	Vila Santa Catarina	5,297	6,777	9,526	40.6%
Outpatient chemotherapy sessions	18,703	20,690	22,302	7.8%	
	Morumbi and Perdizes	7,268	8,176	8,819	7.9%
	Vila Santa Catarina	11,435	12,514	13,483	7.7%
Outpatient radiotherapy (Morumbi and Perdizes)**	21,575	21,277	31,075	46.0%	
Patients/day	29,284	36,270	44,345	22.3%	
	Morumbi	12,549	15,150	14,816	-2.2%
	Vila Santa Catarina	16,735	21,120	29,529	39.8%

*Consultations carried out by the multidisciplinary team (including medical consultations) for cancer patients.

**Private and SUS.

Einstein's Oncology is among the 16 best in the world and is ranked first in Latin America.



Einstein's Pediatric Specialties Clinic offers integrated and specialized medical care for children and adolescents with chronic, complex or difficult-to-control diseases

NEW CANCER CENTER

In 2022, Einstein announced the construction of a world-class Center for Care and Advanced Therapies in Oncology and Hematology that will focus on prevention, diagnosis, treatment, rehabilitation and survivorship (a program that supports patients after treatment in physical, psychosocial, emotional, and spiritual aspects, among others).

The new Center is scheduled to open in 2025 and will be located in Parque Global, a planned neighborhood that is being built next to Marginal Pinheiros, in São Paulo, and will lead the adoption of precision medicine through personalized care planning, innovation, big data, science and technology.

The Center will bring together a specialized multidisciplinary team, which includes renowned medical specialists in the country, who will work within a culture of continuous learning and education for the benefit of patients and their families.

The new Center for Care and Advanced Therapies in Oncology and Hematology is expected to open in 2025.

PRIVATE ACTIVITIES

Einstein operates broadly in the private health care sector. There are 21 units, one of which opened in 2022, Espaço Einstein, in the city of São Paulo. The other units are located in the city of São Paulo (12), one in Goiânia (GO), one in Barueri (SP), one in Guarulhos (SP), one in Sorocaba (SP), two in Rio de Janeiro (RJ), one in Belo Horizonte (MG) and one in Curitiba (PR).

MORUMBI UNIT

The Morumbi hospital unit has a 24-hour Emergency Room, a complete structure of Diagnostic Medicine, surgical centers, physicians' offices, vaccination, maternity, a complete center for the treatment of cancer and hematological diseases, a blood bank, a rehabilitation center and a system in the expansion of intelligent rooms, which are personalized environments with specific functionalities that allow remote control of various devices in the environment.

In 2022, 50 new beds were created, expanding the unit's operating capacity and number of patients.

MAGNET RECOGNITION OUR EXCELLENT NURSING PRACTICES



AMERICAN NURSES
CREDENTIALING CENTER

In July 2022, the Morumbi unit received the Magnet recognition for excellence in nursing practices and

strategies in the world. Einstein is the first organization in Latin America to achieve Magnet hospital status. Only 14 health centers outside the United States have this designation.

The Magnet Recognition Program, coordinated by the American Nurses Credentialing Center (ANCC), is a journey, with continuous monitoring of improvements based on care and management indicators, founded on national benchmarking and validated every three years.

The Magnet designation directly contributes to achieving better care outcomes, including patient safety and experience, and greater attraction, retention and satisfaction of the nursing staff.



The Goiânia unit has 18 thousand square meters and the first robotic surgery platform in the state

BEST BRAZILIAN HOSPITAL IN NEWSWEEK RANKING

In 2022, Einstein's Morumbi unit was elected, for the third consecutive year, one of the best hospitals in the world in the ranking published by the American magazine Newsweek. In a survey carried out in 27 countries, Einstein was the only Brazilian hospital among the top 50 in the world, as the 34th place on the list, two positions higher than in 2021.

The World's Best Hospitals 2022 ranking, awarded in partnership with Statista Inc., a global market research and consumer data company, was based on recommendations from approximately 80,000 healthcare professionals, patient survey results and key performance indicators for medical care performance.

In early 2022, Einstein was also considered the best hospital in Latin America in Gastroenterology (10th global position), Oncology (16th global position) and Orthopedics (24th global position), in the World's Best Specialized Hospitals ranking, by the same magazine.



Maternal and child care and assisted reproduction

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

In the case of assisted reproduction with homosexual and transgender couples, the objective has been to ensure equity, seeking to offer similar experiences in labor for different family formats, which includes everything from the team's education in relation to inclusive language and elimination from biases to building an experience that includes, for example, breastfeeding through processes of relactation or lactation of people who have mammary glands, even if they have undergone gender transition.

GOIANIA UNITY

With a total area of 18,000 square meters, 24-hour emergency care, inpatient beds, intensive care and bone marrow transplantation, the unit in Goiânia is Einstein's first hospital outside of São Paulo. In 2022, BRL 16.7 million were invested in infrastructure, with emphasis on the first robotic surgery platform in the state.

Of this total, BRL 7 million were invested in a room dedicated to orthopedic surgery, with the acquisition of video equipment, a recording system, surgical arch, in addition

to adequate materials for each orthopedic surgery subspecialty. The unit also opened a new microbiology laboratory.

More comfort for physicians and patients

In August 2022, the executive check-up was started, in an area of 550 square meters. In the area, care is centered in one place, ensuring structure and privacy for patients. Nine new medical offices with a dedicated reception were also built.

CARE:

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

	2020	2021	2022	△ 2022/2021
Operating Beds	688	776	746	-3.9%
Morumbi Unit	626	686	711	3.6%
Goiânia Unit	47	58	35	-39.7%
Operating Rooms	43	43	43	0.0%
Morumbi Unit	35	35	35	0.0%
Perdizes Unit	3	3	3	0.0%
Goiânia Unit	5	5	5	0.0%
Average Length of Stay (in days)	3.89	4.03	3.50	-13.2%
Morumbi Unit	3.88	4.00	3.57	-10.8%
Goiânia Unit	4.29	4.34	2.90	-33.2%
Occupancy rate (%)	76.9	83.6	85.4	2.2%
Morumbi Unit	78.0	85.6	87.7	2.5%
Goiânia Unit	58.5	65.9	49.7	-24.6%
Patients/day	174,289	228,917	229,708	0.3%
Morumbi Unit	166,931	210,937	221,733	5.1%
Goiânia Unit	7,358	17,980	7,975	-55.6%
Surgical patients (except cesarean sections)	27,687	35,622	41,911	17.7%
Morumbi Unit	24,977	30,773	36,973	20.1%
Perdizes Unit	2,203	3,073	2,902	-5.6%
Goiânia Unit	507	1,776	2,036	14.6%
Number of births (Morumbi)	3,548	3,857	3,932	1.9%
Consultations in emergency	187,400	139,102	351,688	152.8%
Morumbi, Perdizes, Ibirapuera, Chácara Klabin and Alphaville	184,960	234,477	344,394	46.9%
Goiânia	2,440	4,625	7,294	57.7%
Appointments	277,339	403,586	479,463	18.8%
Morumbi, Perdizes, Ibirapuera, Chácara Klabin, Alphaville and Jardins	277,339	403,076	473,523	17.5%
Goiânia	-	510	5,940	1,064.7%
Discharges	46,898	59,836	68,375	14.3%
Morumbi Unit	43,064	52,716	62,058	17.7%
Perdizes Unit	2,115	2,976	2,794	-6.1%
Goiânia Unit	1,707	4,143	3,523	-15.0%

DIAGNOSTIC MEDICINE

Diagnostic Medicine offers cross-sectional support to all outpatient and hospital services, in the public and private systems. It serves patients, health organizations and companies with a broad portfolio of laboratory and imaging tests, which stand out

for their quality, ability to perform complex procedures - such as screening for genetic anomalies in the fetus and compatibility tests for transplants - and for its commitment to permanent evolution.

TESTS

	2020	2021	2022	△ 2022/2021
Total	7,620,787	8,619,778	7,625,389	-11.5%
Morumbi, Advanced Units and Einstein Clinics	7,525,676	8,370,963	7,444,781	-11.1%
Goiânia*	95,111	248,815	180,608	-27.4%

*Beginning at Einstein Goiânia Jun-2021.

CHECKUPS

Tests - Jardins and Parque da Cidade	2020	2021	2022	△ 2022/2021
Total	6,726	8,834	12,978	46.9%

EINSTEIN ATÉ VOCÊ (EINSTEIN CLOSER TO YOU)

The unit takes services such as collection of laboratory tests, immunization, ultrasound, polysomnography, cardiological examinations and drug infusion to patients' homes and provides low-complexity home hospitalization, supported by Telemedicine.

The service, which already operated in São Paulo (SP), Sorocaba (SP) and Goiânia (GO), expanded to Rio de Janeiro (RJ) in 2022.

GENOMICS

Einstein's Personalized Medicine Center offers diagnosis, treatment and disease prevention on an individual basis, based on each person's genetic profile.

In the laboratory area, a highlight was the decision to create a genomic platform with Grupo Fleury, to offer integrated solutions in the area of genetic sequencing. The platform will go into operation in 2023 and will bring together the genetics areas of the two organizations to carry out research, develop processes and offer services essential to precision medicine to assist patients pursuing preventive health management, as well as diagnosis and more accurate treatment of different diseases. The expectation is that, initially, it will offer about 300 tests.



The first unit of Espaço Einstein, focused on rehabilitation, health promotion and sports practice, opened in 2022

OUTPATIENT CARE

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

ESPAÇO EINSTEIN

Espaço Einstein is a unit dedicated to physical rehabilitation and sports performance that serves both people who want to start a guided sport practice and those who already practice high-performance physical activity and need support to maintain that intensity, improve performance or recover from a sports-related injury.

The first unit of Espaço Einstein, focused on the promotion of health and sports medicine, opened in September 2022. The focus is low-complexity rehabilitation, that is, not requiring hospital support, through the promotion of physical and mental health.

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

In its first seven months of operation, there were around 12,000 consultations, with 95% in rehabilitation services and 5% in sports medicine services.

EINSTEIN CLINICS

Developed from an approach in which the patient is followed by a team, valuing prevention and health promotion in patient care, the Einstein Clinics are outpatient units that offer primary health care and care coordination. There are five own units and another eight located in companies. Care is provided by family physicians, nurses, a multidisciplinary team and care coordinators, who offer comprehensive and coordinated care.

The Einstein Clinics model is available to companies and health insurance operators, offering a more efficient and rational use of resources.

ADVANCED UNITS

The advanced units are extensions of the hospital, located in five neighborhoods in the Metropolitan Region of São Paulo: Alphaville, Chácara Klabin, Jardins, Perdizes and Vila Mariana. Larger in area than the Einstein Clinics, the advanced units have modern facilities, excellent location and Einstein's medical care services. The five units, together, serve around 2,300 people a day.

All advanced units have emergency care, consulting rooms, imaging and laboratory tests, physical therapy, and vaccination, among other services. Offering this portfolio of services helps decentralize care and makes it more accessible to patients, who are now able to use it close to their homes.

OUTPATIENT CARE

PRIMARY CARE	2020	2021	2022	△ 2022/2021
Number of units (Einstein Clinics)	5	5	5	0.0%
Number of On-Site Clinics	6	6	8	33.3%
Consultations	108,395	181,081	189,046	4.4%
Appointments	49,083	87,184	108,702	24.7%
Nursing Consultations*	23.0%	24.0%	33.0%	9.0 p.p.
Resolution rate	90.0%	86.30%	81.0%	-5.3 p.p.

*(% of consultations in Primary Care in which care was not referred to another medical specialty)



M'Boi Mirim County Hospital has Obstetrics, Neonatology, Pediatrics and Pediatrics ICU

PUBLIC CARE

Einstein operates in health care in the public system through 31 health units, which include three counties hospitals: M'Boi Mirim County Hospital - Dr. Moysés Deutsch, through a management contract with the "Dr. João Amorim" (Cejam) Studies and Research Center, Vila Santa Catarina County Hospital - Dr. Gilson de Cássia Marques de Carvalho, through agreement, and the Aparecida de Goiânia County Hospital (information below) - Iris Rezende Machado, through a collaboration agreement.

One of the highlights of Einstein's performance in public care is the management of a structure that includes

primary care through a network of basic health units (UBS), outpatient care (AMAs), psychosocial support centers (CAPS), units care units (UPAs) and therapeutic residence services (SRTs).

These units offer everything from family health to more specialized procedures, benefiting more than 2 million users of the public system. The operation of these units takes place through agreements that Einstein maintains with the city of São Paulo.

In 2022, Einstein took over the management of the Aparecida de Goiânia County Hospital - Iris Rezende de Machado and an additional Psychosocial Care Center (CAPS), in the neighborhood of Paraisópolis.

OUTPATIENT ACTIVITIES WITH THE CITY OF SÃO PAULO

	2020	2021	2022	△ 2022/2021
Family Health Strategy				
Basic Health Units (UBS)	13	14	14	0.0%
Family Health Teams	87	92	92	0.0%
Registered families	94,537	98,686	105,142	6.5%
Registered people	281,088	262,034	296,146	13.0%
Medical consultations	327,181	378,119	400,605	5.9%
Other services*	1,637,251	2,650,040	2,888,736	9.0%
Outpatient care (AMA)				
Units	3	3	3	0.0%
Medical consultations	175,902	230,299	310,268	34.7%
Other services	475,044	878,476	1,228,704	39.9%
Emergency services (AMA 24h and 12h - Registration, open door for emergencies)	186,267	257,513	341,342	32.6%
Psychosocial Care Center (CAPS)				
Units	3	3	4	33.3%
Medical consultations	6,780	12,121	10,206	-15.8%
Other services	46,905	58,464	79,946	36.7%
Therapeutic Residence Service (SRT)				
Units	2	2	2	0.0%
Residents	20	20	20	0.0%
Medical Outpatient Clinic for Pediatric Specialties (AME-Pediatric)				
Units	1	1	1	0.0%
Medical consultations	16,954	24,917	23,821	-4.4%
Other services	24,132	46,302	42,262	-8.7%
Total - Primary Care and Care Network				
Units	22	23	24	4.3%
Medical consultations	526,817	645,456	744,900	15.0%
Other services	3,011,640	4,629,035	4,239,648	-8.4%

* Consultations with a multidisciplinary team (except physicians) and procedures that have a SIGTAP code (examples: suture, medication, vaccines, dressings, collection of laboratory tests, X-ray, IUD removal and insertion, educational activities, BP measurement, capillary blood glucose).

Emergency Care Unit (UPA)				
Units	2	2	2	0.0%
Consultations	243,567	315,237	356,521	13.1%
UPA Campo Limpo	125,911	152,138	176,647	16.1%
UPA Vila Santa Catarina	117,656	163,099	179,874	10.3%
Tests	610,629	746,404	791,454	65.6%
UPA Campo Limpo*	373,645	477,801	484,197	1.3%
UPA Vila Santa Catarina**	236,984	268,603	307,257	14.4%

* Considering only clinical laboratory tests in the years 2017, 2018, 2019 and 2020.

** Start of Einstein operation Dec/2019.

ICU NETWORK

Einstein manages a network of intensive care units (ICUs), made up of beds in public and private hospitals. In all of them, the equipment used is of the latest generation, the same protocols are shared and physicians exchange knowledge for case diagnoses.

The network model therefore allows the population to have broader access, through the public system, to the best resources for health care for people who require intensive care.

Another initiative that promotes equity in access to ICUs is the PROADI-SUS project called TeleUTI, in which Einstein teams participate in daily meetings with general practitioners who work in ICUs at public and private hospitals in different regions of Brazil to discuss patient cases (read more on page 104).

In 2023, Einstein will expand the TeleUTI project service, surpassing the milestone of 500 beds served, more than 80% of them in public health units.

VILA SANTA CATARINA COUNTY HOSPITAL

The Vila Santa Catarina County Hospital - Dr. Gilson de Cássia Marques de Carvalho, located in the Vila Mascote neighborhood, in São Paulo, is a high complexity hospital. It 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.

Early cancer diagnosis

Located at the Vila Santa Catarina County Hospital, the new Bruno Covas Advanced Oncology Diagnosis and Treatment Center opened in 2022 to provide more agility to the county health network in the early diagnosis of cancer patients, allowing for faster, more specialized and up-to-date treatment, including clinical care, chemotherapy, radiotherapy and surgery, including robotics.

With the new space, there was an expansion of the chemotherapy area, opening of new rooms for outpatient care and an increase in the number of oncology beds, from 98 to 111, in addition to 30 surgical oncology beds.

The alliance between the County Secretary of Health and Einstein is one of the strategies of the City of São Paulo to accelerate the diagnosis of cancer cases and refer patients early for the start of treatment.

Unprecedented accreditation in Brazil

Attached to the hospital, UPA Vila Santa Catarina became the first in Brazil to receive the Excellence accreditation (level 3) by the National Accreditation Organization (ONA), a Brazilian model that certifies the quality of hospitals and health services. Level 3 certification attests to the high degree of maturity of the continuous improvement culture.



In 2022, the Vila Santa Catarina County Hospital launched a new oncology center, expanding its service capacity

VILA SANTA CATARINA COUNTY HOSPITAL

	2020	2021	2022	△ 2022/2021
Operational beds	239	232	247	6.5%
Operating rooms	6	6	6	0.0%
Average length of stay (in days)	6.1	5.8	5.9	1.7%
Occupancy rate (%)	72.3	76.9	77.3	0,5%
Patients/day	63,318	69,065	67,163	-2.8%
Surgical patients (except cesarean sections)	3,558	3,663	4,287	17.0%
Number of births	3,584	3,196	3,008	-5.9%
Emergency Obstetrics consultations	14,027	16,369	15,748	-3.8%
Appointments	85,649	99,316	119,640	20.5%
Tests processed	967,134	1,091,390	818,550	-25.0%
Discharges	10,290	10,956	11,412	4.2%

M'BOI MIRIM COUNTY HOSPITAL

M'Boi Mirim County Hospital - Dr. Moysés Deutsch is managed and operated by Einstein, in association with the Dr. João Amorim Studies and Research Center (CEJAM). The unit has been operating since 2008,

providing urgent care, emergency care, elective surgeries, and childbirth care, with emphasis on care in Internal Medicine, General Surgery, Pediatrics, Orthopedics, Gynecology, Obstetrics and Psychiatry.

In 2022, the hospital received Excellence (level 3) re-accreditation from the National Accreditation Organization (ONA). The first accreditation was in 2012, as Fully Accredited, and, since 2014, it has maintained the Accredited with Excellence level in annual visits.

During the year, the hospital established its compliance center, a pioneering initiative in counties hospitals, including a reporting channel. In relation to ESG practices, actions were initiated aimed at diversity and inclusion, which make up the unit's new strategic map.

Another highlight of 2022 was the Pacemaker Program, which reduced the interval between device implantation in cardiac patients from 30 to 7 days.

New strategic planning

In 2022, the hospital's 2022-2025 Strategic Map was developed, with the aim of ensuring operational efficiency and expanding access to health through high productivity, based on results-oriented management and technology tools.

The Strategic Map is in line with the focus on patient centrality, for the right treatment to be offered at the right time, through managed journeys between different services within the organization. The Map also provides for integrating different hospital services, increasing the speed of decision-making and the balance between demand and capacity, through real-time management of human resources and infrastructure, to swiftly and

assertively overcome restrictions and increase the conditions of qualified service to the needs of the client.

Elderly-Friendly Seal

In 2022, M'Boi Mirim County Hospital received the Initial Seal as an Elderly-Friendly Hospital. The initiative is from the São Paulo State Health Department and aims to encourage and support the gerontology/geriatrics training at hospitals that are a reference in inclusion, appreciation and preservation of the autonomy and independence of the elderly. The seal is awarded to public, private or philanthropic hospital units according to the evaluation criteria, at four levels: Registration, Initial, Intermediate and Full.

Best Public Hospitals Award

M'Boi Mirim Hospital County ranked 1st among county hospitals and 11th among the best public hospitals in Brazil. The initiative, by the Brazilian Institute of Social Health Organizations (IBROSS), in partnership with the Pan American Health Organization

(PAHO), the Ética Saúde Institute and the National Accreditation Organization (ONA), recognized the most efficient SUS institutions, with good user evaluations and which offer quality and safety to patients.

M'BOI MIRIM COUNTY HOSPITAL - DR. MOYSÉS DEUTSCH

	2020	2021	2022	△ 2022/2021
Operational beds	365	448	407	-9.2%
Operating rooms	10	10	10	0.0%
Average length of stay (in days)	6.2	6.5	6.2	-4.6%
Occupancy rate (%)	75.96	79.8	89.2	11.8%
Patients/day	103,528	109,502	150,508	37.4%
Surgical patients (except cesarean sections)	5,455	4,968	6,609	33.0%
Number of births	4,242	4,480	4,439	-0.9%
Consultations in emergency	88,767	58,190	122,840	111.1%
Appointments	17,823	23,826	28,099	17.9%
Tests	791,473	828,992	1,141,096	37.6%
Discharges	16,803	16,956	24,209	42.8%

The newspaper Acontece was created in 2021 and gained weight in 2022 as a channel aimed at employees, patients and communities close to the 28 SUS units managed by Einstein in São Paulo. Throughout the year, five editions were published, with a print run of around 10,500 copies. The newspaper is distributed at no cost and brings information about health and news about the services offered to the community.



The ICU at the Aparecida de Goiânia County Hospital has 39 adult beds and 10 pediatric ICU beds

NEW UNIT: APARECIDA DE GOIÂNIA COUNTY HOSPITAL

In 2022, Einstein took over the management of the Aparecida de Goiânia County Hospital - Iris Rezende Machado in the state of Goiás. This is the first public hospital operation carried out by Einstein outside the city of São Paulo. With

235 beds, the hospital is dedicated to high-complexity care, including hemodynamics, bariatric surgery and, in the future, heart surgery, in addition to several surgical and diagnostic specialties.

APARECIDA DE GOIÂNIA COUNTY HOSPITAL — HMAP

INDICATORS	2022
Operational beds	235
Operating rooms	10
Average length of stay (in days)	5.9
Occupancy rate (%)	56.4
Patients/day	28,340
Surgical patients	2,147
Consultations in emergency	345
Appointments	23,884
Tests	226,092
Discharges	4,778

* Start of operations in Jun-2022.



Doctor's Day celebration event held in October 2022

CLINICAL STAFF

The Clinical Staff, made up of approximately 12,000 professionals, plays a fundamental role in Einstein's activities and the relationship with it is also a strategic guideline. In 2020, Einstein launched the Physician Compact initiative, which aims to establish a pact between physicians and the organization, to continuously improve this relationship, taking into account the transformations that the health sector is undergoing. The project has been growing ever since.

In 2022, Physician Compact reached more than 3,300 physicians through 2,555 one-on-one visits and 31 meetings. The initiative's goals are organized into seven dimensions: patient experience, physician experience, reciprocity, leadership, safety, quality and innovation.

Communication between Einstein and the Clinical Staff was also intensified in 2022, through improvements in channels, such as the Clinical Staff WhatsApp, the Einstein Médicos app and the Medical Relationship portal.

Under development, the Aging Physician initiative will accompany the aging of professionals, encouraging, when necessary, the development of a new medical career, focused on sharing diagnostic strategies and supporting medical practices.

MEDICAL CARE GROUPS - STRATEGIC DIALOGUES

Since 2013, Medical Assistance Groups (GMAs) bring together physicians and multidisciplinary team employees who, voluntarily, meet to discuss topics and

share professional experiences with the aim of building knowledge and best health practices, providing Einstein management with recommendations on new technologies, equipment and resource allocation.

In 2022, the organization expanded the number of subjects discussed in the GMAs, engaging more physicians to participate in decisions. 15 new groups were created, three of them in the Goiânia unit, totaling 51 groups, with about 2 thousand participating physicians.

In addition to contributing to the improvement of care services, the participating professionals have the opportunity, based on the knowledge developed in the work of the groups, to perform their roles with more autonomy, to make decisions related to their own work in a more reasoned way.

By the end of 2022, the GMAs had completed 75 actions and another four were in progress.

CLINICAL STAFF ENGAGEMENT

NET PROMOTER SCORE (NPS) OF PHYSICIANS BY AREA	2020	2021	2022	△ 2022/2021
Admission	86.0	79.4	84.2	6.0%
Diagnostic Medicine	77.0	78.2	79.2	1.3%
Physicians' offices	60.0	66.2	63.2	-4.5%
Degree of identification with Einstein	93.4	92.9	93.8	1.0 p.p.

A HISTORICAL RECORD OF THE PANDEMIC

The first case of covid-19 in Brazil was confirmed by Einstein in February 2020. Since then, the organization has started to carry out actions and disseminate scientific information about the disease. To keep up with the pandemic, it recorded day-to-day images of the private and public hospitals that it manages.

The content, the result of more than 70 days of recording, was transformed into the documentary series "Portraits of a Pandemic – The front lines of the fight against COVID-19", produced by Einstein and co-produced by Vbrand and CineGroup.

The five episodes reveal the backstage of the greatest public health challenge of the last hundred years and are a tribute to health professionals.



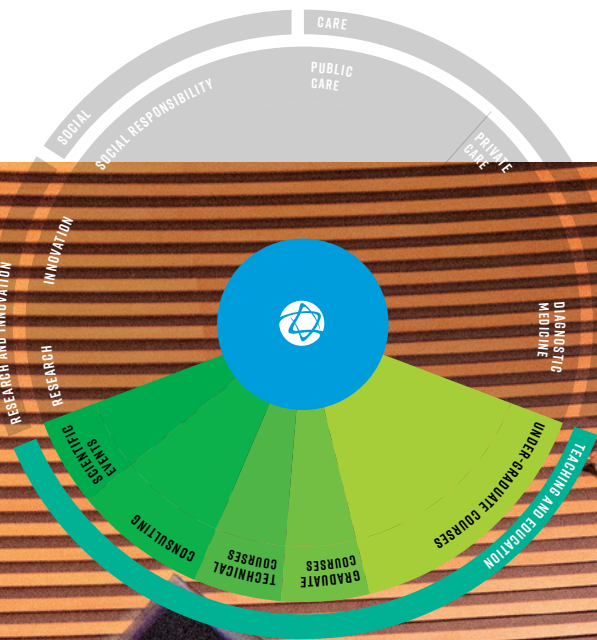
Scene from the documentary "Portraits of a Pandemic – The front lines of the fight against COVID-19"



To watch the series, use the QR code.

3





TEACHING, EDUCATION AND CONSULTING

- STRUCTURE AND COURSES
- EINSTEIN ACADEMY OF OPERATIONAL EXCELLENCE
- HEALTH CONSULTING AND MANAGEMENT

STRUCTURE AND COURSES

GRI 3-3

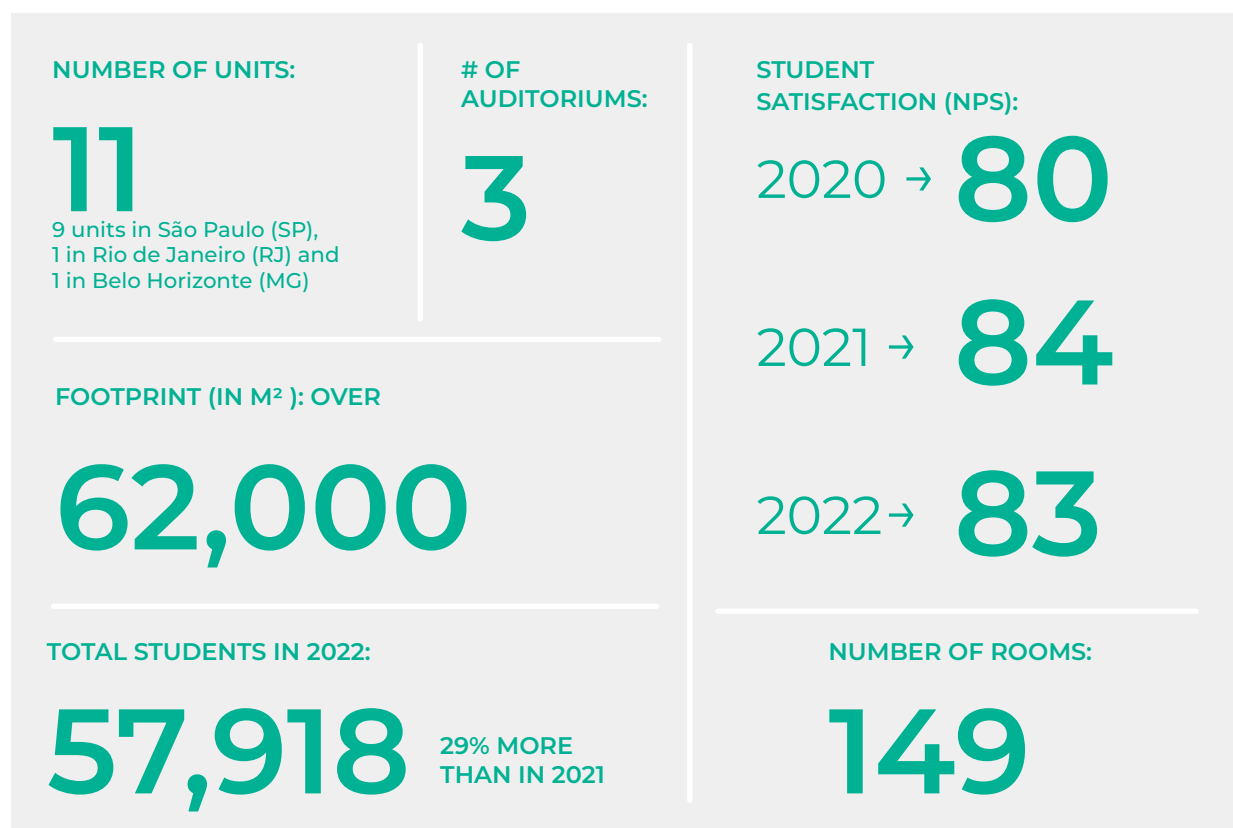
Einstein trains professionals for health care and management based on skills and knowledge built up over its 67 years of history. With innovative methodologies, practical experiences and cutting-edge teaching solutions at different levels of education, it develops professionals and leaders who can contribute to the improvement of health systems.

The organization has an integral vision of education, which is why it has expanded its operations to an ever-increasing group of students in 68 areas of knowledge in health.

CEI Perobeiras

Since 2021, Einstein has been responsible for managing the Centro de Educação Infantil (CEI, Child Education Center) Perobeiras – a day care center located in Chácara Santa Maria, in the São Paulo neighborhood, with capacity to care for 240 children from 0 to 5 years and 11 months old.

THE STRUCTURE OF EINSTEIN TEACHING IS COMPOSED OF:





The activities of the new Albert Einstein Teaching and Research Center - Cecilia and Abram Szajman Campus began in 2022

ALBERT EINSTEIN EDUCATION AND RESEARCH CENTER - CECILIA AND ABRAM SZAJMAN CAMPUS

Opened in 2022, the new center became the headquarters of the School of Medicine, the School of Nursing and 44 classes of graduate courses.

There are 21 classrooms with audio/video resources dedicated to teaching, but these can be converted into 40 classrooms as needed. The space has teaching laboratories for Anatomy, Morphology, Nursing, IT and Multidisciplinary work.

The Center is the headquarters of Einstein's Research and Innovation and also has other facilities, open to the participation of

undergraduate and graduate students and participants of the Eretz.bio incubator, allowing knowledge to be shared between the areas.

Aberje Award

The new Center had great repercussions in the media and earned Einstein an Aberje Award in the Press category.



THE EINSTEIN TEACHING PORTFOLIO COMPRISES:

• TECHNICAL EDUCATION

- **Technical School** - Offers training at technician level
- **Technical Secondary Education** - Offers training in the disciplines of the National Curricular Base of Secondary Education and technical training in the area of health

• UNDERGRADUATE COURSES

- Medicine, Physical therapy, Nursing, Management of Health Organizations, Biomedical Engineering and Dentistry

• GRADUATE COURSES

- Lato sensu graduate courses on Health, Professional Masters and MBA

• UPDATE/REFRESHER COURSES

• DISTANCE LEARNING COURSES

In 2022, Einstein Teaching doubled the offer of undergraduate courses, from three to six, to include courses in Management of Health Organizations, Biomedical Engineering and Dentistry, in addition to the existing ones, Medicine, Nursing, and Physical Therapy. The organization also obtained approval for the Nutrition course and applied for the

Psychology course. During the year, a new Public Health Management MBA began and a new Psychiatry Residency was approved.

In 2022, the second class of the Medical course graduated and, in the Multiprofessional Residency, 95% of the graduates were hired.



Classroom at the new Albert Einstein Teaching and Research Center

The Corporate Education Program is no longer focused exclusively on Einstein professionals and is now offered to hospital professionals throughout Brazil. Lato sensu graduate distance programs began to be offered in Colombia and Bolivia.

Einstein launched Dentistry and Physical Therapy Clinics, which serve both undergraduate and graduate courses, and started an Education Imaging Center with ultrasound equipment to train physicians, located in Vila Mariana, in São Paulo.

STUDENTS PER COURSE

	2020	2021	2022	△ 2022/2021
Technical School	683	703	763	8.5%
Technical High School	228	333	305	-8.4%
Nursing Degree	321	388	459	18.3%
Degree in Medicine	517	639	731	14.4%
Degree in Physical Therapy	-	-	41	
Update Courses	2,355	3,356	4,751	41.6%
Distance Learning Courses	9,864	10,459	15,902	52.0%
Training at the Realistic Simulation Center	14,171	15,460	16,739	8.3%
Lato Sensu Graduate course in Health	5,478	7,066	6,329	-10.4%
Management Programs	511	2,369	7,073	198.6%
Adaptive Teaching	2,454	4,099	4,481	9.3%
Professional Master's Degree in Nursing	55	76	99	30.3%
Medical Residency	-	-	195	-
Single and Multiprofessional Residence	-	-	47	-
Total Students	36,581	44,948	57,915	28.8%

ADVANCED PRACTICES AND TECHNOLOGY

Realistic Simulation Center

The Realistic Simulation Center (CSR) recreates care situations and environments to develop skills needed for everyday life. The training is customized for each area and professional level and use robots, virtual reality and professional actors, allowing the professional to practice, correct flaws and clarify questions, in a safe and efficient way. In 2022, 16,739 professionals were trained in the Einstein CSR, the only one in Latin America to have level 4 accreditation by the Management Program of the Society for Simulation in Healthcare (SSH).

Health Management

In the same period, approximately 7,073 students participated in the Einstein Teaching Management Programs through MBAs, graduate courses and short courses focused on management.

Einstein Digital Academy

With just over a year of its launch, Academia Digital Einstein (ADE), aimed at health professionals and students, ended 2022 with more than 127,000 registered professionals, with 70% of these users having never come into previous contact with Education from



An overpass integrates the Albert Einstein Teaching and Research Center to the Morumbi hospital unit

Einstein. The data shows that ADE is an important channel for attracting and retaining qualified leads for Teaching.

During this time, the ADE extended to the external public the possibility of free access to content in over 60 areas of knowledge, including Health Management, Research, Education and Teaching in Health, Social Responsibility, Digital Transformation and Innovation. There were more than 1.8 million

views and more than 1,100 educational content pieces produced, equivalent to more than 430 hours.

Distance Learning

Einstein Teaching also offers Distance Learning in graduate courses, regulated and certified by the Ministry of Education, short courses and free courses. Through this modality, it provides quality knowledge and experience to boost careers and improve

employability. In 2022, there was a significant increase in the number of students in the Distance Learning graduate course. In the Distance Learning Healthcare Graduate

Program, the total number of enrollments reached 613 in 2022, a growth of 67% over the previous year.

DISTANCE LEARNING HEALTHCARE GRADUATE PROGRAM: TOTAL NUMBER OF STUDENTS PER YEAR

COURSE	2021	2022
Physical Therapy in Adult Intensive Care	58	19
Pediatric and Neonatal Intensive Care Nursing	38	36
Teaching in Digital Education	25	27
Mental Health in Primary Health	49	53
Gerontology	88	71
Obesity and Weight Loss	59	244
Pain	50	62
Medicine in Urgency and Emergency	0	101
Total	367	613

SCIENTIFIC EVENTS

Scientific events promoted by Teaching at Einstein allow health professionals to share knowledge, scientific evidence, good practices and new technologies, contributing to the improvement and updating of those who work in the sector. The selection of subjects includes the most recent and relevant topics in the area of Health, allowing access to prestigious speakers by audiences. In 2022, the number of participants in scientific events was 17,928 people.

ACCESS AND OPPORTUNITIES

To expand training and offer opportunities for inclusion, Einstein has a program of full or partial scholarships and credit for students with financial needs. The benefit is granted after a careful selection process. In 2022, there were 333 active scholarships, in the amount of BRL 11.4 million. One of these programs, the MD-PhD – Marcos Lottenberg & Marcos Wolosker International Fellowship for Physicians Scientist, for example, enables Medical students to carry out scientific research outside Brazil at the doctoral level.

Einstein has a program of full or partial scholarships and credit for students with financial needs.



The Einstein Center of Excellence in Robotic Surgery offers graduate students from medical courses the Intuitive Surgical Equivalence Certification, which has a realistic simulation model

SCHOLARSHIPS AND OTHER BENEFITS

	Total number of enrolled students	Full scholarships	Partial scholarships	Student loans	Paid monitor programs	Total students benefited	Students benefited (%)
Integrated Health Technician and High School course	277	0	212	0	0	212	77.0%
Degree in Physical Therapy	36	2	0	0	8	10	28.0%
Nursing Degree	380	0	21	0	131	152	40.0%
Degree in Medicine	656	30	68	39	0	137	21.0%

NET PROMOTER SCORE (NPS) STUDENT SATISFACTION	2020	2021	2022	△ 2022/2021
	80.0	84.0	83.0	-1.2 p.p.

STUDENT EXPERIENCE

Einstein's commitment to quality is also expressed in its relationship with students on its various courses. The organization believes that the student should be at the center of the process and seeks to offer the best experience in this relationship.

Student satisfaction is regularly measured through the Net Promoter Score (NPS).

EINSTEIN ACADEMY OF OPERATIONAL EXCELLENCE

The Einstein Academy of Operational Excellence now allows external audiences to develop the culture of continuous improvement and management experienced at Einstein. Einstein collaborated for process improvements, certification of leaders and project development of other health organizations, public and private, in Brazil and in other Latin American countries. With activities starting in 2016, the Academy has already certified over 5,300 leaders, just over a thousand of them within Einstein.

In 2022, the Academy completed the first Leader Certification Program and development of operational excellence projects outside Brazil with the Cardiovascular Foundation of Colombia, in the city of Bucaramanga. The One year program has trained around 60 professionals to develop applied projects, with the support and guidance of Einstein experts, in areas such as hospitalization, operating room, diagnostic medicine, telemedicine, cost and revenue cycle, and supply chain.

HEALTH EDUCATION: COLLABORATION WITH CITY HALLS

One of the 2022 Einstein Teaching initiatives was increasing the scope of the Population Health Education Project. Offered free of charge to public schools, the project addresses health issues in a playful and cross-sectional way, using content recommended by the National Common Curricular Base, for students from the 1st to the 5th year of Elementary School.

Started in 2019 in the city of Itapevi, in the metropolitan region of São Paulo, the project trained 54 educators, who teach 1,366 students from five county schools, and showed significant results among children. The frequency of washing hands before lunch grew from 55.7% to 81.1%. Washing hands after using the bathroom jumped from 61.3% to 83.1%, and the habit of using soap increased from 57.9% to 85.8%. Another important number is related to oral health: brushing teeth three times a day was something only 2.2% of students reported doing. Five months after the project was implemented, this number increased to 46.6%.

The program gained traction and became part of PROADI-SUS (learn more on page 104) at the end of 2022.

Teachers are trained to develop the project, including lesson plans and instructions for application and calendar, through the program's website (<https://moodle.einstein.br/login/index.php>).

HEALTH CONSULTING AND MANAGEMENT

Health systems and services are increasingly challenged to improve their performance in terms of access, efficacy, experience, and sustainability, as well as to strategically differentiate themselves and generate value for all stakeholders. To support this, Einstein shares its knowledge and experience through health consulting projects in the private and public sectors, in Brazil and Latin America.

In 2022, the organization delivered its first international Health Consultancy project, the Clínica de las Américas hospital, in Santa Cruz de La Sierra, Bolivia, the first outside Brazil planned with the support of Einstein. With this, the purpose of helping to improve health expands beyond Brazil, through the sharing of knowledge, practices and training of professionals.

Einstein initially carried out a study to assess the feasibility of the proposed project. With the results in hand, the project configuration was defined and the architectural project was reviewed, considering issues such as the flow of people, materials and waste, the safety of the care team and other points considered crucial for a healthcare facility. The team at Clínica de las Américas was trained by Einstein. Managers, leaders, human resources and even frontline professionals were trained and were able to experience Einstein's day-to-day processes and experiences.

Integration with Teaching and Knowledge Transfer

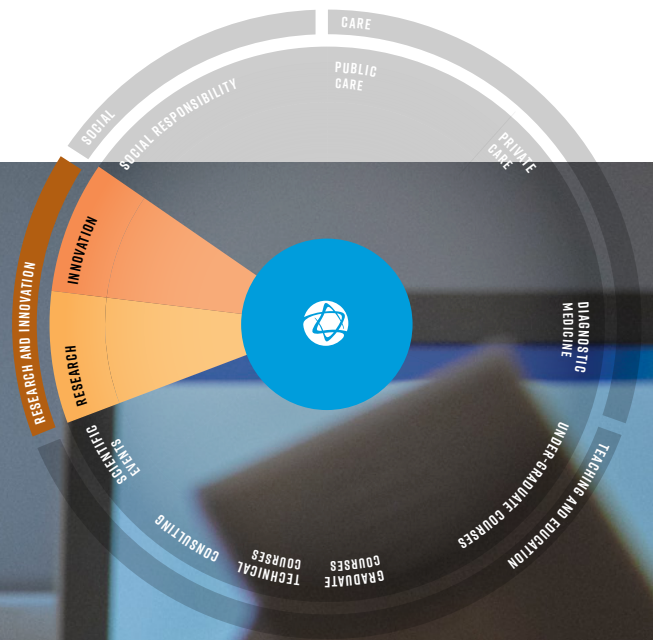
In 2022, the Consulting area became part of the Teaching unit, generating synergies and expanding the transfer of knowledge to other organizations.



Facade of the Hospital Clínica de las Américas in Santa Cruz de La Sierra, Bolivia

4





RESEARCH AND INNOVATION

- RESEARCH
- INNOVATION

RESEARCH

Generate scientific knowledge through rigorous methods of quality and integrity in conducting research - focused on Molecular Genetics; Cell Therapy; Big data; Infectious Diseases and Aging - is part of Einstein's daily routine. Created more than two decades ago, the Instituto Israelita de Ensino e Pesquisa (IIEP) expands the frontiers of knowledge, supports evidence-based medicine, generates innovation and drives the search for excellence in health care.

Over the past three years, Einstein has published around 3,100 articles in relevant scientific journals, with more than 18,000 citations.

Einstein develops internationally recognized work attested by its productivity and collaborations with relevant national and international research centers. In 2022, the organization published 606 articles in journals with impact factor greater than 1, that is, with the highest number of citations in scientific papers, and had 6,991 citations.

In the same period, the Einstein Research totaled 1,102 research projects, including those started, in progress and completed.

Einstein is a pioneer in Latin America in installing an Office of Scientific Integrity, which independently audits research projects to ensure that they are conducted in a responsible, efficient and ethical manner.

In 2022, Einstein underwent periodic evaluation by the Scientific Advisory Board (SAB). SAB is one of the external bodies that assess the quality of research carried out at Einstein. Formed by a group of renowned professionals in science and health, the SAB offers a strategic look and suggests paths for the development of the institution in analysis processes that take place every four years. SABs are a common practice in leading research institutions around the world, but in Latin America, Einstein was a pioneer in adopting it, in 2010.

The SBA concluded that since the last visit 4 years ago, there has been great, rapid and steady progress in the quality and volume of Einstein Research, as measured by a variety of indicators, in addition to the swift and high quality response to the pandemic, with an excellent record of scientific publications that resulted in a sharp increase in scientific citations and visibility in general.

Over the past three years, Einstein has published around 3,100 articles in relevant scientific journals, with more than 18,000 citations.



Albert Einstein Hospital's Molecular Biology Laboratory is one of the best equipped in the country

STRUCTURE AND LINES OF ACTIVITY

The opening of the Albert Einstein Teaching and Research Center - Cecilia and Abram Szajman Campus, in 2022, allowed, due to its structures and technologies available, the increase in quantity and complexity of the methods used in research.

With three clean rooms, with continuously controlled pressure, temperature and gases, it is possible to carry out experiments that capture, multiply and manipulate genetic and viral material, for example. The new area is made up of modular laboratories that, if there is need to redirect research to a specific focus, can be quickly reconfigured, without the need for any engineering work. The benches are modular and the roof is removable, with rails that facilitate the redistribution of electricity and air lines due to new practices and equipment.

SCIENTIFIC INTEGRITY

To endure the quality of the research carried out, Einstein implemented, at the end of 2019, the Office of Scientific Integrity, composed of an operational management team and the Scientific Integrity Committee, created in 2016, to carry out audits and assess whether research is conducted transparently, ethically and in accordance with best practices. Currently, Einstein is the only Brazilian organization to have an office of this type. In 2022, the office performed 89 audits.

EINSTEIN INTELLIGENCE CENTER

The Einstein Intelligence Center was created during the covid-19 pandemic with more than 50 scholars trained by Einstein and directly linked to the organization with the aim of critically analyzing preclinical and clinical studies on the disease, proposing diagnostic and therapeutic advances.

ACADEMIC RESEARCH ORGANIZATION

Comprised of senior researchers, professors of the Academic Graduate Program, multiprofessionals, physicians of the clinical staff and professionals of the Researcher Support Center (NAP) as well as scientific initiation students from Medical School and Masters and Doctorate programs.

Created to generate knowledge, reduce the impact of diseases and transform scientific discoveries into better care for patients, Einstein's Academic Research Organization (ARO) plans and leads multicenter and large-scale randomized clinical trials, and proposes new approaches to medicine with pharmaceutical industries, government agencies, health organizations and research centers in Brazil and abroad.

In 2022, it participated in national and international clinical research projects, together with the Ministry of Health, through PROADI-SUS, and with pharmaceutical



Research laboratory with CART-T cells, which consists of genetically reprogramming cells of the patient's own defense system to recognize and fight their tumor

companies and biotechnology companies, in topics such as covid-19, cardiology, neurology, oncology, hematology, diabetes, intensive care, and rare diseases.

In recent years, the ARO has published in journals of great importance and impact. There were 21 articles in high impact factor journals (>20), such as The Lancet, The New England Journal of Medicine and The Journal of the American Medical Association (JAMA).

From 2018 to 2022, 63 papers were published in the main international journals.

VIP Study

In 2022, the ARO presented its first study carried out by PROADI-SUS. The VIP ACS study was simultaneously presented in a Late Break session at the 2022 European Society Congress (ESC) in Barcelona and in an article published in the European Heart Journal (EHJ).

The study aimed to evaluate the effect of double doses of influenza vaccine after an acute coronary syndrome (ACS) to reduce future cardiovascular and respiratory events. The results revealed that there was no difference in the reduction of this type of

event between the tested vaccine regimens, indicating that the benefit of the vaccine is not dependent of the time and dose. The safety of double vaccination during the in-hospital phase of an ACS was also demonstrated.



Cellular Biology Laboratory at the Laboratory of Experimental Biology Prof. Dr. Geraldo Medeiros Neto

INVESTMENTS IN RESEARCH

In 2022, external resources for funding research surpassed the BRL 66 million mark, an amount 43% higher than the BRL 46.7 million in 2021. The increase was mainly due to the strong growth in donations associated with the new Teaching and Research Center and research grants.

Spending, in turn, exceeded BRL 119 million, 23.5% more than in the previous year, including expenditure on capital goods, ARO and PROADI-SUS. Research operating expenses grew 68% in the period.

RESEARCH REVENUE (BRL THOUSAND)

	2020	2021	2022	△ 2022/2021
Donation*	2,441	226	33,886	14,893.8%
Research grants and external funding	5,168	4,627	16,027	246.4%
ARO Services	22,488	40,202	13,518	-66.4%
Industry Sponsorship**	7,003	1,720	3,479	102.3%
Total	37,100	46,775	66,910	43.0%

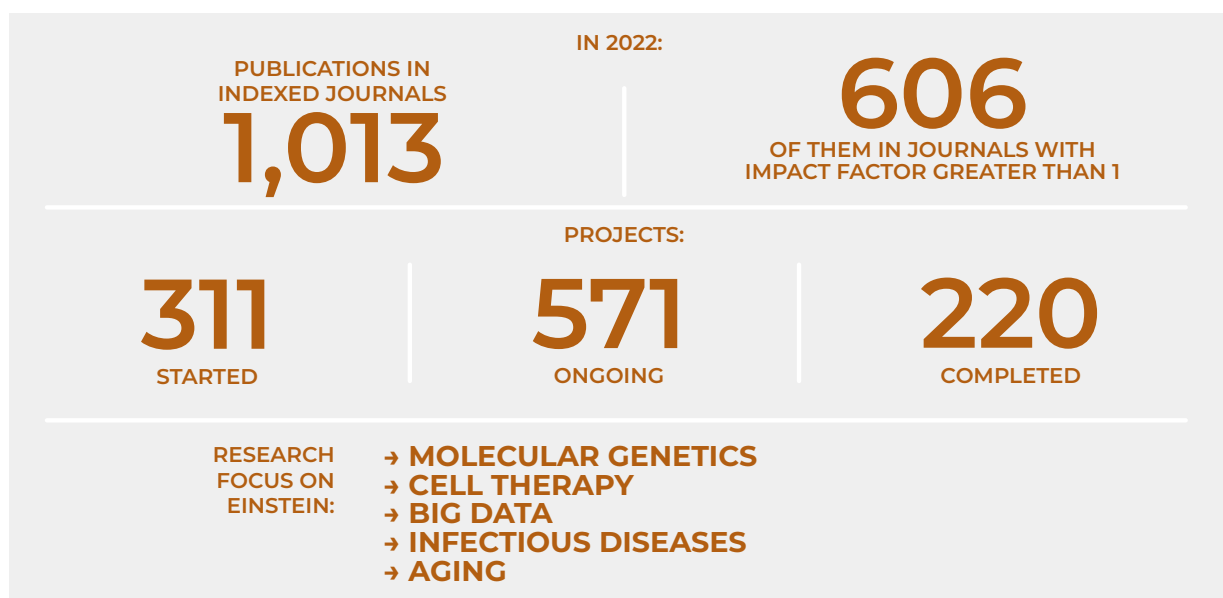
* Project donation + EC donation.

** Sponsored studies + Clinical research.

RESEARCH EXPENSES: INTERNAL RESOURCES - ORIGIN (BRL THOUSAND)

	2020	2021	2022	△ 2022/2021
Capital goods expenses	2,340	5,161	3,100	-39.9%
Research operating expenses	26,169	30,399	51,254	68.6%
ARO operating expenses	15,020	24,199	25,789	6.6%
PROADI-SUS operating expenses (research)	8,165	12,558	9,641	-23.2%
Operating Expenses PROADI-SUS (ARO)	22,400	24,249	29,468	21.5%
Total	74,095	96,566	119,252	23.5%

It is Einstein's policy to use approximately 1.0% of its Net Revenue in research activities, regardless of other sources of funds that may be obtained, as a way of ensuring predictability of financial resources and a long-term vision.



SCIENTIFIC RESEARCH

	2020	2021	2022	△ 2022/2021
Publications by Einstein researchers				
in indexed journals	883	1,298	1,013	-22.0%
in journals with impact factor greater than 1*	622	761	606	-20.4%
Citations of scientific publications by Einstein researchers	3,569	7,522	6,991	-7.1%
Research projects				
Projects started	403	336	311	-7.4%
Projects in progress**	407	400	571	42.8%
Completed projects	218	283	220	-22.3%
Total	1,028	1,019	1,102	8.2%

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

**Projects started in previous years and that were still under development in the year in question.

SCIENTIFIC PRODUCTION BY AREA/SPECIALTY WITH IMPACT FACTOR > 1

	2020	2021	2022	△ 2022/2021
Cardiology	107	85	84	-1.2%
Orthopedics	41	53	38	-28.3%
Neurology	42	54	85	57.4%
Pediatrics	37	29	66	127.6%
Gynecology and Obstetrics	11	40	38	-5.0%
Surgery	95	108	100	-7.4%
Oncology and Hematology	139	237	132	-44.3%
Intensive therapy	116	180	119	-33.9%
Transplants	23	25	31	24.0%
Emergency care	11	4	5	25.0%

INNOVATION

Einstein's ability to mobilize the collaboration of actors from different areas of knowledge - such as biotechnology, digital health and medical devices - in an ecosystem of innovation and entrepreneurship drives the evolution of healthcare. The strategic guideline is guided by the promotion of knowledge and mastery of new technological frontiers, the development of new products and services and the dissemination of a culture of innovation inside and outside the organization.

In 2013, a formal structure was created for the area, with the aim of transforming the knowledge produced through research and the organization's daily practices into innovative products and services. In 2015,

Innovation Value Ranking

For the sixth consecutive year, Einstein was the most innovative organization in Health in Brazil and the 5th in the overall ranking in 2022 in the Valor Inovação ranking, promoted by the Brazilian newspaper Valor Econômico.

with the creation of the Innovation Lab, it began to develop technological platforms.

LINES OF ACTION

Eretz.bio

Eretz.bio emerged with the aim of bringing Einstein closer to startups, becoming the first incubator inside a hospital in Brazil. Currently, it fosters an ecosystem of around 50 startups, in addition to offering mentoring and facilitating connections with experts and customers. In 2022, 140 projects were developed, in different stages of implementation, divided into three major verticals: Biotechnology, Medical Devices and Digital Health.

Eretz.bio started a process of interaction with innovation ecosystems abroad. At the end of 2022, 31 projects were underway with international startups, involving 18 countries, in addition to Brazil. Another initiative is the soft landing program, aimed at supporting organizations outside the country that want to develop activities in Brazil, adding new solutions to the domestic market while collaborating for the development and validation of these technologies.



Eretz.bio headquarters, in the neighborhood of Vila Mariana, São Paulo

BIOTECHNOLOGY INNOVATION PROGRAM

The Biotechnology Innovation Program was started in 2022 with the creation of Eretz.bio Biotech, aimed at supporting startups and entrepreneurs in the biotechnology sector with a focus on health, and promote research. The program will contribute to the development of new diagnostic solutions, treatments, drugs and vaccines. This activity has a dedicated space in the Teaching and Research Center.

The main fronts of Eretz.bio Biotech are translational research, entrepreneurship, incubation and acceleration in international collaborative networks. They can all generate initiatives together with startups and entrepreneurs to develop initiatives and co-create products, in addition to promoting the transfer of knowledge and technology between countries to meet the growing demand for biotechnological solutions.

Health Innovation TechCenter

2022 was a year of consolidation for the Health Innovation TechCenter (HIT), responsible for technological innovation projects with industries focused on research and development of health software. Three new projects were registered, totaling 21 projects since its creation, a growth of 27% compared to the previous year in R&D&I projects. One of them, carried out jointly with Epson, consists of an interactive game to reassure children who will undergo a computed tomography imaging exam. Unprecedented in the area of pediatric diagnostic medicine, the game uses augmented reality to project characters, graphics or images into the real world, entertaining the child throughout the procedure.

HIT is also responsible for managing Einstein's intellectual assets. In 2022, two new invention patents and nine software registrations were submitted, including an artificial intelligence technology for

predicting clinical outcomes, a chemotherapy synthesis route for the treatment and prevention of cancer and a prognostic method for predicting cancer recurrence.

Health Design Lab

The Health Design Lab (HDL) supports Einstein and other organizations to develop and consolidate knowledge in design and generation of new products and services through research and validation of human needs. More than 4,500 people were trained and, in 2022, there were more than 1,000 collaborative ideas and 250 health innovation journeys, projects such as the reduction of diagnostic errors by increasing the participation of family members and patients.

One of the highlights of the 2022 Health Design Lab was the creation of a biodesign area in Brazil. In an alliance with the Stanford Byers Center for Biodesign, a specialization course on the subject was structured.



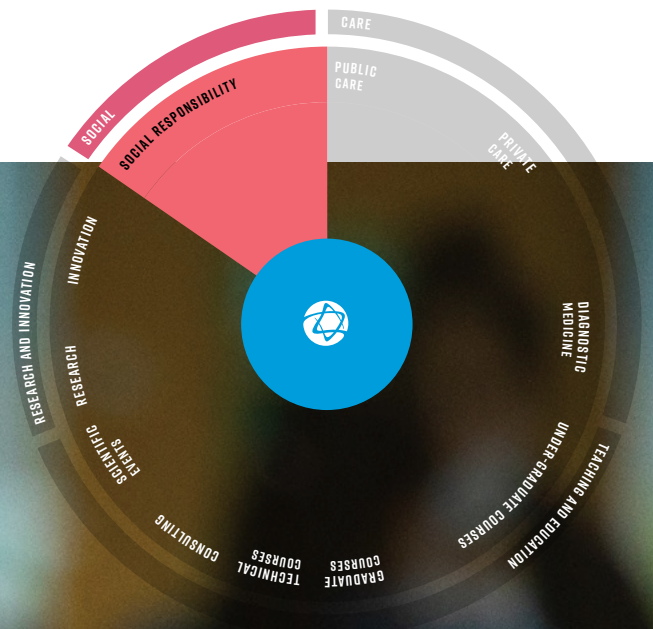
Interactive game developed by Einstein Innovation in partnership with Epson reassures children who will undergo a CT scan

The Health Innovation TechCenter (HIT) is responsible for technological innovation projects with industries focused on research and development of health software.

CONTENT CURATION

Einstein developed an alliance with MIT Technology Review to disseminate content on health and innovation, technology and management.





SOCIAL RESPONSIBILITY

- ACTION FRONTS
- EINSTEIN IN PARAISÓPOLIS
- VOLUNTEERING
- DONATIONS

ALBERT EINSTEIN
VOLUNTÁRIOS

Einstein seeks to transform the reality of its care practices and knowledge generation in public care, with actions aimed at transforming the realities of patients,

employees and neighboring communities. Therefore, actions in social responsibility are part of the health model of Einstein's purpose and values.

EINSTEIN'S SOCIAL RESPONSIBILITY HAS TWO MAIN FRONTS.

1st

Management of hospitals and outpatient units financed with public resources. (Read more on page 59)

2nd

Actions aimed at vulnerable populations, such as the Einstein Program in the Community of Paraisópolis (PECP), the Einstein Project in the Jewish Community (PECJ) and the Residencial Israelita Albert Einstein.

AREAS OF ACTIVITY

PARAISÓPOLIS

With more than six million consultations/ services provided, the Einstein in the Community of Paraisópolis Program (PECP) was created in 1998 and is made up of six areas: education, social work, sports, arts, health and professional training. The work in care and development of the Paraisópolis community is carried out by the multidisciplinary team of Einstein and over 120 members of the Einstein Volunteer Service, which maintains professional training activities, education workshops, arts, sports and communication.

The program has 162 classes in 56 workshops, contributing to the physical, mental and social well-being of its beneficiaries. More than 5,000 people are assisted per year.

PECP's largest project started in 2022 and is expected to be completed in mid-2023: the construction of a new high school with integrated technical course in Paraisópolis. The work was financed by Volunteering and donations, and its activities will start in 2024.



Cooking course at PECP Paraisópolis

PECP SERVICES

AREA	2020	2021	2022	△ 2022/2021
Health	6,084	7,074	11,004	55.6%
Social	2,981	4,379	5,395	23.2%
Education	8,966	19,455	29,887	53.6%
Arts and Communication	15,633	19,247	26,361	37.0%
Sports	12,169	28,724	51,177	78.2%
Training ¹	6,797	14,264	30,540	114.1%
Community Actions ²	27,405	44,020	6,735	-84.7%
Total	80,035	137,163	161,099	17.5%

Notes

¹ Training Area: since 2020, the Professional Training and Income Generation courses began to be grouped in the Training area. In previous years, the services were presented in the Social area.

² Community Actions: since 2020, all community actions developed by the areas started to be recorded in the specific activities of the PECP.

EINSTEIN IN PARAISÓPOLIS

Einstein is present in the community of Paraisópolis, neighboring the Morumbi unit, through health care, education, workforce training, volunteer work and promotion of citizenship.

CHILDREN'S HOUSE

3-story building, with Library, Auditorium with 100 seats, individual consultation offices and rooms for group consultations for the Maternal-Infant, Psychomotricity, Nutrition, Speech Therapy, Psychology, Psychopedagogy and Social Service sectors, Toy library, Professional Training Kitchen, cafeteria for children, classrooms (Pedagogical Support) and Digital Inclusion room. It has a sports court and a park for games and outdoor activities.



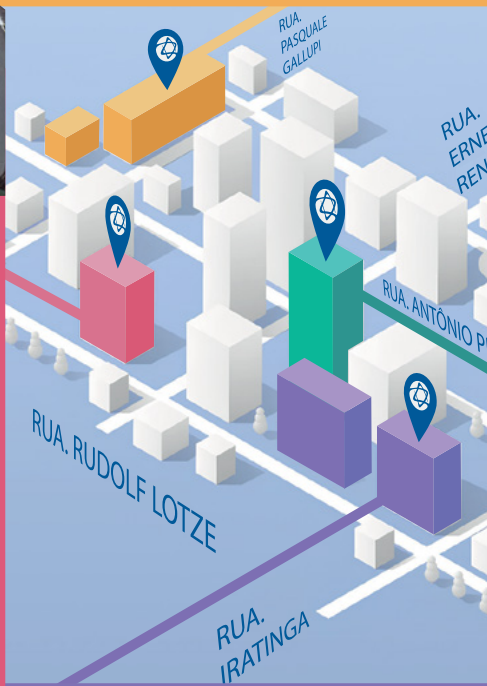
PROFESSIONAL TRAINING CENTER (CCP)

The CCP is where training and professional training courses are offered with a focus on young adults. There are 5 classrooms for 30 students each and 1 computer room. Opening hours: Monday to Friday from 7am to 9pm and Saturdays from 7am to 5pm.



TRAINING AND COMMUNITY CENTER (P4)

Martial Arts room, music studio, art studio, beauty space, sewing area, employee living area, administrative area.



EDUCATION CENTER PARAISÓPOLIS (NEW BUILDING)

Will have 9 offices for multidisciplinary teams, an area for disinfecting materials, an emergency/observation room, 2 screening rooms, an administrative area/teachers' room, an auditorium with 75 seats, a library, a computer room, 11 classrooms for 30 students, Professional Training in Gastronomy Kitchen.





Residencial Israelita Albert Einstein has a Physical Therapy Center focused on the rehabilitation of residents

JEWISH COMMUNITY

Developed with the União Brasileiro - Israelita de Bem-Estar Social (Unibes), the Einstein Program in the Jewish Community (PEC-J) offers outpatient, diagnostic and hospital medical care to people in the Jewish Community in conditions of socioeconomic vulnerability. In 2022, 785 people took part in the Program.

RESIDENCIAL ISRAELITA ALBERT EINSTEIN

The RIAE, a Long Permanence Institution (ILPI), offers care and assisted housing to 115 seniors, 87 of them benefited by subsidy or gratuity of residence, health services and materials and medicines.

In 2022, the RIAE celebrated its 85th anniversary, with the mission to assist the elderly and families of the Jewish community in their vulnerabilities, whether social or financial. Residents' satisfaction rate with RIAE services was 85%.

AMIGO_H

The Amigo_H, or Einstein Friend of Oncology and Hematology, was created in 2012 to support actions related to the prevention and early detection of cancer and the promotion of research into new oncological and hematological treatments through fundraising.

In 2022, our collaboration with the International Agency for Research on Cancer (IARC) expanded. The IARC is a World Health Organization (WHO) agency which intends to develop a Cancer Prevention Code for Latin America and the Caribbean with a set of

recommendations on Cancer prevention. In May and October, amigo_h sponsored two meetings in Brazil of the committee of scientists formed by representatives of Health Agencies from across the region. During the meetings, guidelines for prevention and early detection of cancer were discussed considering the epidemiological, economic, social and cultural conditions of Latin America and the Caribbean.

In 2022, one of amigo_h's fundraising actions raised BRL 2.6 million, which will be used to support the dissemination of the Cancer Prevention Code for Latin America and the Caribbean.



Charity art auction held by amigo_h for fundraising

VOLUNTEERING

Einstein Volunteering has been in existence for over 60 years. It was born with Einstein and brings comfort, hope and support to patients and the community. Throughout its trajectory, it has developed initiatives quickly and creatively, adapting to scenarios, generating knowledge and transforming realities. It is currently made up of 574 volunteers and operates in 69 sectors in Morumbi, External Units (Alphaville, Ibirapuera and Perdizes), the Einstein Program in the Community of Paraisópolis, Residencial Israelita Albert Einstein and M'Boi Mirim County Hospital - Dr. Moysés Deutsch and Vila Santa Catarina County Hospital - Dr. Gilson de Cássia Marques de Carvalho. As of March 2023, volunteering will be present at the Aparecida de Goiânia County Hospital (HMAP), in Goiás.

VOLUNTEERING IS ORGANIZED AROUND THREE PILLARS:

- Humanization
- Education and Training
- Social Transformation

In 2022, Volunteering expanded its presence

NUMBERS OF THE VOLUNTEER DEPARTMENT

	2020	2021	2022	△ 2022/2021
Morumbi, Perdizes, Alphaville and Ibirapuera units	46,006	20,013	126,403	531.6%
Paraisópolis Unit	11,398	9,719	31,290	221.9%
Residencial Israelita Albert Einstein (RIAE)	7,208	3,458	7,951	129.9%
M'Boi Mirim Unit	11,342	90	32,779	36,321.1%
Vila Santa Catarina County Hospital - HMVSC	2,224	75	8,022	10,596.0%
Total	78,178	33,355	206,445	518.9%

Note: The large variation between the numbers for 2022 and previous years is due to the easing of pandemic restrictions and resumption of activities.

DONATIONS

In 2022, more than BRL 53.4 million in donations were raised. This amount was destined to support undergraduate scholarships (BRL 33.8 million), gene

therapy research (BRL 10.0 million), the New Hemodynamics project at Aparecida de Goiânia County Hospital (BRL 6.0 million) and the purchase of equipment for Oncology (BRL 1.1 million), among other initiatives.

In the period, BRL 4.4 million were invested in social actions in different Einstein units in the form of sponsorship of projects, infrastructure reforms, hygiene kits, basic food baskets for vulnerable families and gifts on commemorative dates.

Collaboration

In 2022, Volunteering joined forces with the Supplies area to seek donations for social actions and the Einstein Program in the Community of Paraisópolis (PECP).

The objective was to present the work of Volunteering and PECP to attract new donors. This collaboration takes place mainly with suppliers committed to the sustainability of their businesses and aligned with Einstein's vision of social responsibility.



Einstein Volunteering has been in existence for over 60 years

OTHER PROJECTS IN THE COMMUNITY



Participants of Scientists of Tomorrow

Scientists of Tomorrow

With the aim of making scientific knowledge accessible to public school basic education students and raising awareness of new generations for academic-scientific careers, Einstein made available, in 2022, 15 Junior Scientific Initiation scholarships for youth in Paraisópolis.

The initiative included students from the County School of Elementary Education Prof. Paulo Freire who participated in the “Scientists of Tomorrow” Project, promoted by the stricto sensu Graduate Program in Health Science at Einstein in conjunction with PECP.

Repórter Paraisópolis

Repórter Paraisópolis is a communication project developed in the community to bring good health information to the region's population. Through engagement and training, young participants are trained to recognize and fight fake news, in addition to identifying sources of information in the production of content on prevention, disease treatment, self-care, lifestyle, among other topics relevant to residents.

The program features journalistic writing workshops, exercises on how to seek information sources, interview technique classes, field trips, visits to the local Basic Health Unit, in addition to conversations with scientists, journalists, influencers and health professionals. At the end, articles are produced, authored by the students, and published in the magazine +Saúde na Quebrada, the result of a co-creation of youth with the Institutional Communication area of Einstein, with the support of PECP and which is distributed free of charge in the region. In 2022, there were two classes.



Repórter Paraisópolis participants





COMPENSATION TO THE BRAZILIAN PUBLIC HEALTH SYSTEM

- THREE-YEAR HIGHLIGHTS

Einstein is a Charitable Social Assistance Entity qualified by the Ministry of Health to carry out projects of the SUS Support Program for Institutional Development (PROADI-SUS). The amount to be invested annually in PROADI-SUS is equivalent to the social contributions that were not levied in the previous year due to tax immunity. In total, six hospitals in Brazil have this qualification.

PROADI-SUS is regulated by Law No. 187, of December 16, 2021, which provides for projects in five areas: technology

assessment and incorporation studies; training of human resources; research of public interest in health; development of techniques and operation in health services management; and high complexity care.

All projects are approved and monitored by the Ministry of Health, which are regularly audited internally and externally, as well as by the Federal Court of Auditors (TCU), which also evaluates the program in order to identify areas for improvement and enhancement.

Einstein will close the 2021-23 triennium of the Support Program for Institutional Development of the Unified Health System (PROADI-SUS) with BRL 927 million in 42 projects approved by the Ministry of Health.

Since the beginning of PROADI-SUS, in 2009, through the end of 2022, more than BRL 3.0 billion of own resources were invested as compensation.

<p>5 PROADI-SUS AREAS</p> <ul style="list-style-type: none"> STUDIES FOR EVALUATION AND INCORPORATION OF TECHNOLOGY HUMAN RESOURCES TRAINING DEVELOPMENT OF TECHNIQUES AND OPERATION IN HEALTH SERVICES MANAGEMENT RESEARCH OF PUBLIC INTEREST IN HEALTH HIGHLY COMPLEXITY CARE ACTIVITIES 	<p>EINSTEIN'S EXPENSES: IN THE THREE-YEAR PERIOD 2021-23: AROUND BRL 927 MILLION IN</p> <p>42 APPROVED PROJECTS</p> <p>SINCE 2009: BRL 3.0 BILLIONS APPLIED IN PROJECTS</p>
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THREE-YEAR HIGHLIGHTS

Transplants

The Tutoring Project in Solid Organ Transplants is focused on training health professionals to perform liver, kidney and lung transplants in locations with care scarcity in the North, Northeast, Midwest and Southeast regions of the country. About 70 professionals, appointed by the State Transplant Centers, participate in classes given by physicians, nurses and multidisciplinary specialists, and are monitored throughout the tutoring period remotely and in person, with the opportunity to carry out on-site visits and follow up on transplant organ extraction surgeries and transplants. The initiative allowed the National Institute of Cardiology (INC) to start performing lung transplants, a service that had not been offered by the state public network of Rio de Janeiro since 2006. The survival results and the cost-effectiveness of solid organ and bone marrow transplants at Einstein are highlights in Brazil and worldwide. To date, over 4,000 transplants have been performed and around 2,300 patients are undergoing post-surgical medical follow-up.

Telemedicine projects (TeleAMEs, TeleUTI)

The TeleAMES project serves the states of the North region, offering consultations in seven medical specialties: endocrinology, adult and pediatric neurology, pediatrics, pulmonology, cardiology, psychiatry, and rheumatology to support primary care physicians. The goal is to serve 120 outpatient clinics via telemedicine. In 2022, the project was expanded to the

states of the Midwest and, by the end of 2022, 56,000 telemedicine consultations had already been carried out.

Since 2020, the project uses the knowledge acquired by the Einstein Telemedicine Center to expand the local population's access to medical specialties, in addition to promoting training in diagnostic and therapeutic support in emergencies. The initiative has also made it possible to reduce the queue at the regulatory center in the states where it was implemented.

Based on the same premise of using telemedicine to fill gaps in care, the TeleUTI project establishes a connection between specialists from PROADI-SUS Hospitals and internists who work in ICUs but did not specialize in intensive care medicine. The team of specialists remotely monitors more than 800 adult patients admitted to ICUs in 80 hospitals across the country every day. This is done through a process known as teleround, in which the health condition of hospitalized patients is discussed with a remote intensive care physician or with a multidisciplinary team when necessary. The expectation is to improve the clinical outcome of patients, reduce the length of hospital stay and increase survival. The project also provides for training the technical staff of participating hospitals through continuing education, developing skills and encouraging the implementation of protocols and ICU care lines based on best practices.

PlanificaSUS

Health Care Planning is a methodology used to organize Health Care Networks (RAS), based on clinical guidelines and the Care Model for Chronic Conditions (MACC). In this way, the project allows teams to develop skills for planning and organizing health care with a focus on users' needs.

The project's target audience includes all professionals and managers of participating health units, including local tutors. Each stage takes place concurrently in the 24 participating health regions, totaling 270 counties and around three thousand health units.

Rare genomes

Thinking about developing genetic knowledge in the country, the Ministry of Health created the Genomas Brasil project. PROADI-SUS is part of this initiative with projects aimed at the genetic study of rare diseases, cardiovascular diseases and oncology. To this end, 10,000 Brazilians, from all regions, among groups of patients with rare diseases and other conditions, and population groups eligible for the study, will have their genomes sequenced.

To contribute to Genomas Brasil and increase diagnostic capacity, the Ministry of Health, through PROADI-SUS, developed the project

Rare Genomes, focused on the complete genomic sequencing of individuals with rare diseases, including hereditary risk syndromes for cancer. The project will also assess, in the future, the cost-effectiveness of this tool in various scenarios for use in the SUS. For this purpose, individuals were recruited from 18 public centers that care for patients with rare diseases and cancer, located in almost all regions of the country. In total, 10,510 patients are participating in the research, which involves around 400 health professionals. In addition to the immediate diagnostic result, the centers will have access to their patients' data and will be able to continue the investigation of genetic causes, looking for genomic alterations in different contexts.

CAR-T cell research

CAR-T cell therapy represents the very latest in oncological treatment. However, it requires highly specialized technical expertise and is extremely expensive. Therefore, today, it is considered excessively expensive for the health system.

To change this reality, one of Einstein's PROADI-SUS projects will examine the feasibility and safety of administering genetically modified cells, from the patients themselves, to recognize and fight disease development. The project, which has been under development for three years, received

The Rare Genomes project will evaluate the cost-effectiveness, in various scenarios, of the use of genomic sequencing by the SUS.



Einstein was the first national institution to receive approval from the National Health Surveillance Agency (ANVISA) to begin the application in human beings of CAR-T cells produced in its own laboratory

approval from ANVISA to begin the application of CAR-T cells in human beings - the first initiative of its kind by an academic and hospital organization in Brazil to be approved by the Agency. 30 SUS patients were selected to take part in this unprecedented research.

The project will allow, in the long term, national initiatives to develop advanced cell therapy products at a lower cost and more accessible to the health system. For this, it is essential that Brazil has alternatives in cell processing centers, hospitals and universities for the use of

this technology, whose mastery will facilitate its use on a larger scale in the country.

All PROADI-SUS projects developed by Einstein are available on the portal: <http://proadi.ensinoeinstein.com/>.



Learn more
using the
QR code





SUSTAINABILITY AND ENVIRONMENTAL CARE

- S&P EVALUATION
- SUSTAINABILITY MASTER PLAN
- SUPPLY CHAIN MANAGEMENT
- INTEGRATED ENVIRONMENTAL MANAGEMENT



At Einstein, the environmental, social and governance (ESG) dimensions are directly related to health. Therefore, the “S”, in the organization's strategic guideline, represents the appreciation of health and the positive impact it brings to the lives of all people. The organization thinks of health as an integral concept, which also refers to the health of communities, their value chain, the environment and the planet.

S&P EVALUATION

In 2022, Einstein's ESG performance was assessed by Standard & Poor's (S&P), one of the leading global risk assessment and rating agencies. This process seeks to map the ability of organizations to manage future risks and opportunities for improvement in ESG.

The organization achieved 76 points out of a total of 100, the third highest score among healthcare organizations in the world that underwent this assessment with the agency and the best, considering all types of organizations, in Latin America. Einstein's level of preparedness to deal with the 25 topics covered by the assessment was considered “Strong”, the second highest possible classification. According to S&P, the performance reflects the awareness of Einstein's leadership on factors that may disrupt the health sector, combined with a culture which incorporates strategic guidelines taking into account the organization and its main stakeholders.

The rating assessment reinforces that Einstein's ESG strategy genuinely aims to transform healthcare services in Brazil. The quality of care, therefore, is intrinsically linked to equity, in actions aimed at reducing inequalities, bringing access to quality health to different populations and also in sharing knowledge, innovation and quality of services to promote inclusion in healthcare.

SUSTAINABILITY MASTER PLAN

GRI 2-22| 2-23

Einstein's Sustainability Master Plan (PDS) was prepared for the first time in 2011 to develop a culture of sustainability and action plans integrated with the strategic guidelines and the organization's objective.

The current plan covers the five-year period 2021-2025 and originated a "Sustainability Basket", made up of 27 indicators connected to 11 Sustainable Development Goals (SDGs), of the 17 that are part of the United Nations 2030 Agenda. Throughout the year, the indicators are monitored using this Sustainability Basket. Each of the SDGs has a designated sponsor from in the top leadership.

In the 2021-2025 version, the PDS aims to continuously improve the organization's safety

and environmental performance, eliminating 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.

There are also projects aimed at improving management, diagnosis and treatment in public and private health, mirroring the Governance in all units, and the continuous improvement of health outcomes in the communities where Einstein operates. In addition, there are fronts aimed at reducing the impacts of climate change on people's health, which mainly affects the most vulnerable populations. These are commitments that translate, therefore, into more equity in health.

EINSTEIN'S 11 PRIORITY SDGS





OBJECTIVES OF THE PDS 2021-2025

Continuously improve environmental, social and governance performance.

Eliminate risks of adverse events to patients, employees and third parties, and ensure continuity of activities.

Progressively reduce the impact of operations on the environment.

Reduce greenhouse gas emissions by 50% by 2030.

Water feature at the Albert Einstein Teaching and Research Center

SUPPLY CHAIN MANAGEMENT

GRI 2-6

The supply chain is Einstein's ally in its commitment to quality, safety and the generation of shared value. Einstein understands that buying goods and contracting services are opportunities to positively influence and have a multiplier effect along the value chain. The Supply Acquisition Policy encourages best compliance practices and socio-environmental engagement on the part of suppliers.

In 2022, as part of the review of the Corporate Risk Map, criteria were defined to categorize suppliers, according to the level of criticality, due to non-compliance.

Documents and sustainability and integrity aspects of 5,200 suppliers were evaluated throughout the year. In 2,100 cases, actions were required to adjust or block suppliers. In this way, Einstein contributes to a healthcare supply chain with more integrity.

SUPPLIERS EVALUATION

Created in 2021, the Supplier Assessment Program, guided by the Partner Performance and Alignment Index (IDAP), analyzes four criteria: quality of products and services, commercial, sustainability and compliance. Regarding sustainability, the following are

evaluated: maturity and adherence to ESG, based on an Ethos questionnaire, partnership projects and good practices. Ethos indicators are a tool - created by the Ethos Institute - which aims to support companies in assessing sustainability and social responsibility.

The projects can be solely the supplier's or be carried out in alliance with Einstein, focused on energy, water, effluent, waste, reverse logistics, circular economy, emissions, health and safety, community relations, diversity, inclusion, education and training.

The suppliers with the best performance in the index are recognized in Gold, Silver and Bronze categories and this information is shared monthly through notes and, every year, in March, an award is given. This practice encourages continuous improvement and learning with successful initiatives from other vendors.

In 2022, 650 suppliers were evaluated as meeting the standards, a significant increase in relation to the year of implementation of the Program, 2021, in which there were 63. There was also an increase of 0.5 points in the average score of the group, which in 2021 was 5.8, on a scale of 0 to 10.



The 4th Meeting with Suppliers focused on discussions and projects related to environmental, social and governance (ESG) issues

AWARDED CATEGORIES FOR 2022 PERFORMANCE

1	2	3	4	5	6	7
Clinical Engineering	Environmental, Social and Governance	Hospitality	Environmental, Social and Governance	Laboratory supplies	Medical supplies	Medicines
8	9	10	11	12	13	14
Furniture	Maintenance, Repair and Operations	Nutrition and Clinical Diets	Construction	Orthotics, Prosthetics and Special Materials	Corporate Services	Information Technology

SUPPLIER RECOGNITION PROGRAM

As a way of promoting a reputable, efficient and effective supply chain, Einstein regularly recognizes and rewards suppliers that have the best practices.

Meeting with Suppliers

In March 2022, the Meeting with Suppliers was held, with the aim of stimulating discussions and projects related to ESG. Around 250 suppliers were present at the event, selected based on their practices. The theme of the meeting was actions related to the Social dimension, with a special invitation to suppliers to join the Einstein Volunteer team.

ACTIVE SUPPLIERS

CATEGORY	2022
Expansion works	364
IT	358
Marketing and Events	334
Medical Supplies	303
Consultancy and Advisory	259
Administrative	203
Food	179
Maintenance	174
Laboratory supplies	136
Orthotics, Prosthetics and Special Materials	136
Medicines	108
Teaching	84
Functional	3
Others	669

Supplier by nature	2020	2021	2022	△ 2022/2021
Medical Supplies	5.3%	9.5%	9.2%	-0.3 p.p.
Functional	9.0%	0.2%	0.1%	-0.1 p.p.
Expansion works	8.8 %	13.0%	11.0%	-2.0 p.p.
Teaching	5.5%	3.3%	2.5%	-0.8 p.p.
IT	6.2%	10.5%	11.0%	0.5 p.p.
Marketing and Events	3.7%	8.3%	10.0%	1.7 p.p.
Maintenance	3.3%	5.5%	5.3%	-0.2 p.p.
Administrative	2.1%	5.9%	6.1%	0.2 p.p.
Food	3.1%	4.2%	5.4%	1.2 p.p.
Laboratory supplies	3.3%	4.6%	4.1%	-0.5 p.p.
Medicines	2.7%	4.2%	3.3%	-0.9 p.p.
Orthotics, Prosthetics and Special Materials	2.5%	4.4%	4.1%	-0.3 p.p.
Consultancy and Advisory	1.9%	6.0%	8.0%	2.0 p.p.
Others	42.6%	20.4%	20.2%	-0.2 p.p.

INTEGRATED ENVIRONMENTAL MANAGEMENT

For Einstein, health and the environment are deeply connected issues, and reflect the need to understand Health and its determinants in a broader sense.

Environmental and energy management policies and procedures are organized under an Integrated Management System (SGI) ISO 14001 (environment) and 50001 (energy) certifications, with the aim to ensure that more Einstein units, especially those in the public network, achieve the same certifications. In 2022, Vila Santa Catarina County Hospital and Pediatrics Specialized Clinics (AMA) in Paraisópolis, achieved ISO 14001 certification.

CLIMATE CHANGE: ENERGY AND EMISSIONS

Recognizing that the issue of climate change is a global threat to health, Einstein acts on several fronts to reduce greenhouse gas emissions and expand its capacity to respond to its challenges.

Since 2010, through the Brazilian GHG Protocol Program, Einstein has published its Greenhouse Gas (GHG) emissions inventory. As part of the strategy, in 2022, the organization worked on the developments and outputs of studies on climate vulnerability and carbon neutralization.

By adhering to the commitment to reduce emissions by 50% by 2030 and eliminate them completely by 2050, manifested in the global Race to Zero campaign, the organization develops projects and practices aimed at reducing emissions, mainly in Scopes 1 and 2.

To achieve the proposed goals, Einstein develops projects on several fronts; focusing on the efficiency of its processes and the mitigation of scope 1 emissions, that is, those that are a direct result of its operations. In addition, Einstein is committed to renewing its energy matrix, especially electricity, for scope 2.

In 2023, Einstein will invest around BRL 9 million in projects to improve energy and water performance. The actions involve the implementation of two new photovoltaic plants, which are part of projects in partnership with Enel through the Research and Development Program and the Energy Efficiency Program of the National Electric Energy Agency (ANEEL), at the Alphaville and Morumbi units.

The initiatives, which also include the partial replacement of the air conditioning generation center and automation projects at the Morumbi unit, are part of the effort for the 2030 agenda, to achieve 50% reduction in GHG emissions by 2030 and zero emissions by 2050.

There are initiatives for accounting for and reducing indirect emissions (scope 3) throughout the supply chain. Einstein hired Schneider to estimate according to the values of acquisitions by category of item purchased. This report is expected to be completed in July 2023.



Chilled water plant for cooling the environments of the Teaching and Research Center

ENERGY CONSUMPTION, BY TYPE OF SOURCE

GRI 302-1

In GJ

Renewable Energy Consumption	2020	2021	2022	△ 2022/2021
Ethanol	0	1,580	1,109	-29.8%
Electricity	215,933	210,307	237,930	13.1%
Total renewable sources	215,933	211,887	239,039	12.8%

POWER CONSUMPTION

In GJ

Energy - Non-renewable sources	2020	2021	2022	△ 2022/2021
Natural gas	56,570	70,167	80,832	15.2%
Gasoline	93	1,737	1,786	2.8%
CNG	-	987	1,206	22.2%
Diesel oil	11,937	11,934	11,135	-6.7%
Subtotal of non-renewable sources	68,600	84,825	94,959	11.9%

TOTAL ENERGY CONSUMPTION

In GJ

	2020	2021	2022	△ 2022/2021
Renewable source energy	215,933	211,887	239,039	12.8%
Non-renewable source energy	68,600	84,825	94,959	11.9%
Total - renewable and non-renewable sources	284,533	296,712	333,998	12.6%
% Renewable sources	75.8%	71.4%	75.5%	0.1 p.p.

WATER AND EFFLUENTS

GRI 3-3

Effluent management is one of the challenges at Einstein, as it handles products with a potential risk of contaminating water bodies, such as drug residues. Einstein continuously monitors the quality and quantity of effluents to ensure that they are within the legal parameters, taking into account the more than 2,000 chemical products that are used in operations, in addition to seeking more sustainable alternatives with less impact.

In 2022, Einstein started work in critical areas, such as surgical centers, focusing on improving the process based on an environmental impact analysis. The organization's effluents are monitored and regularly evaluated to ensure that legal standards are met.

WATER USE

GRI 303-5

Water in m ³	2020	2021	2022	△ 2022/2021
Utility	279,783	282,735	323,450	14.4%
Artesian well	24,550	4,604	4,359	-5.3%
Total	304,333	287,339	327,809	14.1%

Einstein started work in critical areas, such as surgical centers, focusing on improving the process based on an environmental impact analysis.

WASTE

GRI 3-3

Einstein is committed to recycling the waste it produces and reducing waste generation.

TOTAL WASTE GENERATED, BY COMPOSITION

GRI 306-3| 306-4| 306-5

In tons (t)

Non-hazardous waste by composition in tons	2020	2021	2022	△ 2022/2021
Not recyclable	1394.0	1384.3	1348.3	-2.6%
Recyclable	1,101.20	1498.7	1685.3	12.5%
Organic	380.2	373.4	558.0	49.4%
Total non-hazardous waste	2865.7	3256.4	3591.6	10.3%

Hazardous waste generated by composition in tons	2020	2021	2022	△ 2022/2021
Infective	1639.4	2186.9	2127.3	-0.6%
Chemical	191.9	398.7	487.7	22.3%
Radioactive waste	0.4	0.1	0.0	-100.0%
Total hazardous waste	1831.7	2585.8	2613.4	1.1%

Waste	2020	2021	2022	△ 2022/2021
Infectious, chemical and radioactive (hazardous)	1831.7	2585.8	2613.1	1.1%
Non-recyclable (non-hazardous)	1384.3	1384.3	1348.3	-2.6%
Recyclable and organic (non-hazardous)	1481.4	1872.1	2243.3	19.8%
% hazardous waste	38.6%	44.2%	42.1%	-10.0 p.p.
Grand total (hazardous and non-hazardous)	4697.4	5842.2	6204.7	6.2%

Note: Waste treated by autoclaving at the Morumbi hospital is Group A1. According to Brazilian legislation, this treatment is necessary. Group A1: This is waste from handling of microorganisms, inoculation, genetic manipulation, ampoules and flasks and all material involved in vaccination, materials for laboratory handling, material containing blood, blood bags or containing blood components

For greenhouse gas (GHG) emissions management at Einstein, one of the priorities is to reduce the use of nitrous oxide, one of the gases with the greatest contribution to the greenhouse effect. We developed a project for the Containment of N₂O emissions in a centralized gas network at the Vila Santa Catarina County Hospital, which is being

replicated at the Morumbi hospital. The initiative received, at the Healthy Hospitals Seminar, the Friend of the Environment Award (PAMA), which aims to encourage sustainable initiatives within the National Health System (SUS) throughout Brazil, and is granted annually by the Health State Secretary of São Paulo.





EMPLOYEES

- CLIMATE, ENGAGEMENT AND EMPLOYEE EXPERIENCE MANAGEMENT
- DIVERSITY & INCLUSION
- OCCUPATIONAL HEALTH AND SAFETY

GRI 3-3

Einstein believes that people are the fundamental pillar of its entire care, research, teaching and innovation system.

Einstein seeks to be the best place to work in healthcare, research, teaching, and innovation by valuing people and their contributions, practicing competitive remuneration, offering learning and development opportunities and a stimulating, safe and ethical work environment.

The commitment to equity is reflected in respect for diversity and policies for inclusion and the full exercise of each person's identity.

CLIMATE, ENGAGEMENT AND EMPLOYEE EXPERIENCE MANAGEMENT

Einstein's strategic guideline and initiatives of person-centered care are also applicable to employees and their experience.

MEASURING THE EXPERIENCE: CLIMATE AND ENGAGEMENT SURVEY

The Climate and Engagement Survey is done annually, with the objective of measuring employee satisfaction and is part of the Continuous Management of Climate, Engagement and Experience. The results are shared with the areas and leaders so that they can build action plans together with their teams and implement improvements.

In 2022, Einstein obtained a favorable score of 85 in the annual survey, maintaining the result of the previous cycle. A highlight of the evaluation is the satisfaction with the investment in people development, which always has high scores. Incentives are offered for professional growth, such as scholarships for technical education, undergraduate and

graduate programs, refresher courses and courses abroad. Specific job training and development training is also available for professionals who are interested in occupying other positions in the organization.

Still on the topic of development, the annual incentives consider the participation of employees who follow the pre-established learning paths by area.

During the pandemic, Einstein published a book about its experience in people management and leadership.

“On the Frontlines Facing the Unknown: learning about leadership and people management experienced by Einstein during the biggest health crisis of the century” has 10 chapters, and is authored by the organization's leaders.





New employee space at the Morumbi hospital unit

EMPLOYEE EXPERIENCE

At Einstein, the employee's experience is a way to place **the person at the center of care**. This process can occur in three different dimensions: environment, values and events.

EMPLOYEE EXPERIENCE¹

NET PROMOTER SCORE (NPS)	2020	2021	2022	△ 2022/2021
	73	82	79	-3.7%

¹ Would recommend Einstein for work to friends and family

GIVING VOICE TO THE EMPLOYEE

FORMAL SURVEYS

- Annual climate and engagement survey
- Pulse Surveys
- Health Questionnaire
- Safety Culture Survey
- GPTW Survey

OMBUDSMAN CHANNELS

- HR Service / Virtual Assistant Tina
- Exit interview
- Employee Experience Committee
- Coffee with the director
- Committee to fight moral and sexual harassment
 - Reporting channel
 - Teaching Ombudsman

SPONTANEOUS INTERACTIONS

- Workplace (internal social network)
- Lives with Leadership and Institutional Lives
- External Social Networks
- Directly with leadership

GRI 2-7| 2-8

EMPLOYEE PROFILE - BY AGE GROUP AND GENDER

	2020		2021		2022	
	Number	%	Number	%	Number	%
Under 30	4,351	100.0%	5,368	100.0%	6,112	100.0%
Men	1,349	31.0%	1,649	30.7%	1,894	31.0%
Women	3,002	69.0%	3,674	69.3%	4,218	69.0%
Between 30-50	10,085	100.0%	11,381	100.0%	12,391	100.0%
Men	2,979	29.5%	3,287	28.8%	3,537	28.5%
Women	7,106	70.5%	8,094	71.2%	8,854	71.5%
Over 50	1,067	100.0%	1,211	100.0%	1,394	100.0%
Men	352	32.9%	391	32.2%	430	30.8%
Women	715	67.1%	820	67.8%	964	69.2%
Total	15,503	100.0%	17,960	100.0%	19,897	100.0%
Men	4,680	30.2%	5,372	29.9%	5,861	29.4%
Women	10,823	69.8%	12,588	70.1%	14,036	70.6%

EMPLOYEES, DIRECTORS, INTERNS AND THIRD PARTIES

Workforce - By activity	2020	2021	2022	△ 2022/2021
Physicians	1,511	1,576	1,627	3.2%
Men	748	769	778	1.2 %
Women	763	807	849	5.2%
Allied health (non-medical)	9,843	11,415	13,760	20.5%
Men	2,282	2,639	3,653	38.4%
Women	7,561	8,776	10,107	15.2%
Other activities	4,149	4,969	4,510	-9.2%
Men	1,650	1,964	1,430	-27.2%
Women	2,499	3,005	3,080	2.5%
Total Employees	15,503	17,960	19,897	10.8%
Men	4,680	5,372	5,861	9.1%
Women	10,823	12,588	14,036	11.5%
Board	180	179	179	0.0%
Men	159	157	151	-3.8%
Women	21	22	28	27.3%
Interns	186	124	184	48.4%
Men	50	47	72	53.2%
Women	136	77	112	45.5%
Subtotal	15,869	18,263	20,260	10.9%
Men	4,889	5,576	6,090	9.2%
Women	10,980	12,687	14,170	11.7%
Third Parties	2,709	2,605	2,007	-23.0%
Total workforce (internal team + third parties)	18,578	20,868	22,810	9.3%

EMPLOYEES BY ROLES

	2020	2021	2022	△ 2022/2021
Directors	16	18	27	50.0%
Men	7	8	12	50.0%
Women	9	10	15	50.0%
Managers and Superintendents/Directors	111	141	177	25.5%
Men	47	56	76	35.7%
Women	64	85	101	18.8%
Medical Managers	30	41	35	-14.6%
Men	22	31	25	-19.4%
Women	8	10	10	0.0%
Coordinators/Specialists	573	712	826	16.0%
Men	207	262	285	8.8 %
Women	366	450	541	20.2%
Medical Coordinators	117	127	143	12.6%
Men	85	87	95	9.2%
Women	32	40	48	20.0%
Physicians (I, II and III)	1,364	1,408	1,449	2.9%
Men	641	651	658	1.1%
Women	723	757	791	4.5%
Professionals	7,002	8,458	9,649	14.1%
Men	1,848	2,228	2,501	12.3%
Women	5,154	6,230	7,148	14.7%
Technical	4,183	4,802	5,218	8.7%
Men	1,353	1,528	1,674	9.6 %
Women	2,830	3,274	3,544	8.3%
Assistants	2,107	2,253	2,373	5.3%
Men	470	521	535	2.7%
Women	1,637	1,732	1,838	6.1%

Vacancies Filled Via Internal Recruitment	2020	2021	2022	△ 2022/2020
Leadership	69.0%	74.0%	83.0%	9.0 p.p.
Care and care support	45.0%	38.0%	22.0%	-16.0 p.p.
General	39.0%	32.0%	22.0%	-10.0 p.p.



Graduation of the Transformar project in October 2022

DIVERSITY & INCLUSION

GRI 3-3

It is Einstein's commitment that people can live their identity in full. Respect for diversity is rooted in the organization's history and has guided its entire evolution. In 2019, the theme began to be developed through a Diversity, Equity and Inclusion Program (DE&I), which consolidated different related initiatives.

In 2022, the main focus of the Program was Equity, which directed efforts to access by vulnerable populations, through the revision of flows and processes. Actions were based on points considered important and which became goals for the organization, such as the inclusion of people with disabilities, with emphasis on the Nursing area, and increasing opportunities for black people in positions that require higher education.

The main focus of the DE&I program was Equity, which directed efforts to access vulnerable populations through the reformulation of flows and processes.

EMPLOYABILITY

In 2022, the Employability Program was expanded, a training strategy for minorities for the job market and which has already trained 152 professionals, with 52% of participants being employed by the institution by the end of 2022. The program is aimed at people in refugee situations, people with disabilities, trans people and people over 60 years old, young people in vulnerable situations and the Paraisópolis community.

Participants receive full scholarships to develop skills to enter the formal job market and classes are customized according to the needs of each population. There were also two specific data science and coding classes for people in refugee situations and migrants and for people in social vulnerability, with 57 participants.

The Employability Program was recognized in 2022 in the Transversality category, with the County Seal of Human Rights and Diversity from the City of São Paulo.

PROTOCOL FOR TRANSGENDER CARE

The organization developed, through the DE&I affinity group for LGBTQIA+ and the support of the Medical Assistance Group (GMA), the co-design of protocols and care processes for trans and transvestite people who want to work or already work at Einstein.

The group responsible for the project is made up of 15 trans professionals, who shared their experiences. The actions implemented include the selection process, admission, the employee's journey, benefits and welcome by the team and management. Changes were made with a focus on the effective inclusion of the trans community, such as the use of preferred pronouns when applying for vacancies, as well as training for leaders and access to benefits, such as scholarships.

The initiatives, underway since 2019, have won important recognition: the recurring feedback is that people who participated in the entire process felt more included and belonging to their environments. The project was presented at the IHI global conference in 2022.

OTHER INITIATIVES

Einstein's work also includes the Sankofa Program - Lideranças Negras Mudam o Mundo! (Black Leaders Change the World!), a mentorship program aimed at awakening and empowering black leaders, started in 2022 and created together with black and brown female leaders at Einstein with the objective of boosting their development inspire and support other black and brown women in their professional careers.

Another relevant initiative during the period was the implementation of the 30-day paternity leave, a first in the health sector.

Paternity leave applies to everyone, regardless of gender identity or sexual orientation, and in cases of adoption.

The extension of the leave contributes to the construction of more equitable family environments and reinforces the appreciation of gender equality. Paternity leave applies to everyone, regardless of gender identity or sexual orientation, and in cases of adoption.

The year was marked by the launch of DiversiHub, a content platform related to Einstein's DE&I program. With active leadership participation, the idea is that people of different origins, races, ethnicities, religions, genders, sexualities and disabilities can live together with respect, in an environment free of stereotypes, prejudices and discrimination.

The program has five fronts of action: Gender Equality, Ethnicities, Generations, LGBTQIA+ and People with Disabilities, which each have a dedicated area, directors and their respective affinity group, open to all employees, including volunteers and allies. DiversiHub has the purpose of spreading the theme to other organizations and society. More information can be accessed at: diversihub.einstein.br.

In 2022 Einstein's DE&I program received the Person-Centered Care Innovation Award, by Planetree International. Out of 22 projects submitted from different countries, three received this distinction.

IMPACT ON DEMOGRAPHY

In 2022, there was a consistent growth in the number of employees with disabilities. In December 2019, Einstein had 29 PWD working in Nursing, today there are 106. In total, around 750 people with disabilities are part of Einstein staff. A Conduct Adjustment Agreement signed with the Public Prosecutor's Office provides for the achievement of the mandatory 5% of PWDs by August 2024, under penalty of a fine.

The black and brown population represents 42% of the almost 20,000 employees at Einstein. Of this group, 74% perform technical-operational roles and, therefore, the objective is to increase the number of black and brown professionals in positions that require higher education. In 2022, the target (24%) was exceeded by 2 percentage points.

GRI 405-1

PWD EMPLOYEES - BY JOB CATEGORY

	2020		2021		2022	
	Total	%	Total	%	Total	%
Coordinators/Specialists	3	0.8%	7	1.2 %	8	1.3%
Physicians (I, II and III)	1	0.3%	3	0.6%	4	0.6%
Professionals	69	15.5%	110	17.2%	162	22.6%
Technical	206	44.4%	353	46.3%	372	51.9%
Assistants	165	37.1%	166	25.9%	169	23.6%
Total	444	100.0%	639	100.0%	716	100.0%

BLACK AND BROWN EMPLOYEES - BY JOB CATEGORY

	2020		2021		2022	
	Total	%	Total	%	Total	%
Total						
Managers	6	0.2%	13	0.3%	17	0.3%
Medical Managers	2	0.1%	3	0.1%	3	0.1%
Coordinators/Specialists	55	1.0%	120	1.6 %	152	1.8%
Medical Coordinators	8	0.2%	8	0.1%	7	0.1%
Physicians (I, II, III)	143	2.7%	162	2.2%	181	2.1%
Professionals	1,916	36.4%	3,109	42.2%	3,788	44.8%
Technical	1,880	35.8%	2,511	34.1%	2,802	33.2%
Assistants	1,240	23.6%	1,434	19.4%	1,490	17.6%
Total	5,250	100.0%	7,360	100.0%	8,442	100.0%

GRI 405-2

RATIO BETWEEN BASE SALARY AND REMUNERATION RECEIVED BY WOMEN AND MEN – BY JOB CATEGORY

	2020	2021	2022	△ 2022/2021
Directors	77.3%	81.2%	83.3%	2.2 p.p.
Managers	73.6%	80.4%	78.9%	-1.5 p.p.
Medical Managers	84.3%	80.0%	87.8%	7.8 p.p.
Coordinators/Specialists	95.1%	92.9%	89.6%	-3.3 p.p.
Medical Coordinators	86.0%	83.2%	82.1%	-1.1 p.p.
Physicians (I, II, III)	91.3 %	91.3 %	91.3 %	0.0 p.p.
Professionals	103.2%	101.8%	98.6%	-3.2 p.p.
Technical	99.4%	100.1%	99.5%	-0.6 p.p.
Assistants	106.8%	106.9%	113.0%	6.1 p.p.

GRI 401-3

MATERNITY / PATERNITY LEAVE

Women	2020	2021	2022
Employees entitled to the leave	10,823	12,588	13,741
Employees who took the leave	477	563	622
Employees who returned to work, in the reporting period, after the end of the leave	477	563	622
Return rate	100.0%	100.0%	100.0%
Collaborators who returned to work after the leave and remained employed 12 months after returning	432	505	531
Retention rate	91.0%	90.0%	85.0%
Men	2020	2021	2022
Employees entitled to the leave	4,680	5,372	5,861
Employees who took the leave	126	134	70
Employees who returned to work, in the reporting period, after the end of the leave	126	134	70
Return rate	100.0%	100.0%	100.0%
Collaborators who returned to work after the leave and remained employed 12 months after returning	117	122	68
Retention rate	92.9%	91.0%	97.0%

OCCUPATIONAL HEALTH AND SAFETY

GRI 3-3

Einstein uses a perspective of integral health in relation to its employees, taking into account, in addition to physical well-being, mental, spiritual and financial well-being, among others.

Care for the health and safety of employees takes place in several stages. In the first, the factors (external, individual, behavioral, etc.) that can affect your health are identified. After this analysis, employees are stratified into groups, according to the risks to which they are exposed. Next, Einstein develops lines of care, products and services that are more suited to different profiles and contexts, to improve quality of life, keep people healthy and take care of those with an illness.

Performance in these phases is monitored using indicators. Some are part of the Sustainability Basket, associated with the Sustainability Master Plan, such as adherence to periodic tests, absenteeism and adherence to mandatory immunization, among others.

In line with Quintuple Aim (see more on page 42), initiatives are planned, implemented and monitored by indicators. Actions aimed at women are promoted, especially for pregnant women, as 70% of the employees are women of childbearing age. The Engravida Program monitors this group.

For mental health, the Calmamente Program was developed to offer psychological care to strengthen mental health. Built based on a population health management model, the project aims to overcome the difficulty in accessing mental health. The initiatives have already impacted around 5,000 employees of the organization. Today, the program has about one thousand professionals and dependents being monitored.

Still in the context of population health, Einstein manages obesity with integrated solutions through the MESA Program. With the support of Big Data & Analytics, teaching, primary care and focal specialists, the program aims to promote health education and access to overweight and obesity care.

EMPLOYEE CARE

Einstein's strategic guideline is the safety of all people who work or pass through its units and, for this, there are initiatives focused on the management of occupational risks. With this commitment, in 2022, the organization process for ISO 45001 certification (Health and Safety Management) was started, with expected completion in 2025.

The FOCO Protocol aims to improve employee safety by raising awareness and encouraging behavioral observations (there were approximately 10,000 in 2022) to recognize risks. In addition, employees are familiarized with the tool and can be granted a leave for care, which emphasizes self-care and care for co-workers. Considering the importance of this tool, in 2022 Einstein held the 2nd Meeting of Safety Awareness Multipliers with 1,200 participants.



Employee at Clínica Cuidar

An increase in typical incidents with leave in 2022 - to a rate of 2.12 - triggered the mapping of risk situations, on-site audits and awareness of risks in the work environment. There was an intensification of accident prevention on the commute and internal travel through the Safe Mobility Project and the campaign "An idea to transform", which encouraged the participation of employees with suggestions

for improvements. The best suggestions were developed with the innovation area. The campaign received 132 ideas.

The organization also offered the Driving and Safety training for motorcyclists, reinforcing care with professionals who travel in the city with this type of vehicle.

The Zero Damage Biological Project continued and the Ishikawa tool panel was prepared, to identify the main factors that contributed to accidents at work, to create the 3D panel encouraging the correct PPE use, and to train multipliers on the safe handling and disposal of sharps. This set of actions reduced medical butterfly accidents by 70% when compared to the previous year. The rate of incidents with biological risk dropped by 10% over the previous year, to 1.36.

To stimulate third-party performance improvements, companies with the best practices were recognized at the 9th Safety, Health and Environment Workshop for Service Providers.

Einstein received the Gold award from *Proteção*, the most prestigious magazine in the area of Occupational Health and Safety in Brazil, for the Confined Space case at SBIBAE - A safe environment to work in.

EMPLOYEE SAFETY INDEX

GRI 403-9

	2020	2021	2022	△ 2022/2021
Frequency of typical lost time accidents*	1.1	1.4	2.1	50.0%
Biohazard accident rate without loss of time*	1.5	1.5	1.4	-6.7%
Seriousness for typical accidents with lost time**	36	36.7	85.5	133.0%
Rate of commuting accidents with lost time	1.8	2.0	1.25	-37.5%
Leave rate (%)	1.5%	1.4%	1.4%	0.0 p.p.
Absenteeism rate***	2.4%	2.8%	2.2%	-0.2 p.p.

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

**The sharp increase is possibly due to the return of employees commuting to work, which had been reduced during the pandemic, since this indicator is linked to the seriousness of accidents during journeys to and from the workplace.

***Not including absenteeism related to covid-19.

Clínica Cuidar follows employees for health promotion and primary to tertiary care.

TRAINING AND LEARNING TRAILS

GRI 403-9

Einstein invests in training through learning trails, which are courses in the form of specific journeys. Participants follow a path that involves online and face-to-face practical steps with the aim of developing and improving skills in their areas of expertise. The learning trails program began in 2015 to train employees and systematize the institution's major programs.

The trails are organized in such a way as to provide the technical and behavioral skills of all employees, with the aim of spreading Einstein's culture and knowledge in the following dimensions:

- **professional**, which aims to adapt learning to positions and functions; and
- **sectorial**, which is based on the professional's specific area of expertise, focusing on specific complementary skills.

Corporate Education provides, each year, around 75 learning trails. All trails have learning assessments that help the employee in their development and performance.

Each area has its own trail. Employees participate in their specific journeys and in the institutional trail, which is content related to Einstein's culture, mission and values.

The courses are divided between those aimed at new employees and those currently part of the staff, in technical and higher-level

positions. Training journeys are aimed, for example, at care teams, physicians, data scientists and nurses. In this last group, around 3,500 employees have already participated. The nursing journey includes online and face-to-face activities.

NEW TRAILS

In 2022, Einstein created more trails, such as Human Factors for Physicians, aimed at all physicians in the Clinical Staff, including those in public health. The theme is led by Medical Practice, and is directly linked to high reliability - Hospital Crew Management Skills (HCRM), allowing the development of socio-emotional skills to support high-performance teams.

The Surgical Center Trail was also made available in 2022, for all nurses and nursing technicians who work in the Surgical Center of the Morumbi and Perdizes units and in public health. The purpose of the journey is to improve technical and non-technical skills to provide quality and safe care, in addition to engaging the team in terms of learning and acting safely with patients. Around 272 professionals were trained and approved.

ASSESSMENT

Trails are created and developed by the Corporate Education area, based on mapping education quality indicators, and last three to four months. These are courses in the format of journeys, in which employees follow specific paths according to what the organization expects. For this, exams are applied before and after the completion of the learning trails, in order to measure results. Approved employees

receive a certification. The evaluation carried out post-course is made through monitoring care indicators, to understand whether employees are applying what was learned and any progress. In the Corporate Education category, Einstein won the 25th edition of the HR Top Of Mind award. In 2022, around

3,200 new employees were prepared with 780 face-to-face and remote training activities. The ranking evaluated the initiatives aimed at employee continuous learning, through voting exclusively by Human Resources professionals from all over Brazil.

AVERAGE HOURS OF EMPLOYEE TRAINING

GRI 404-1
(h/year)

	2020	2021	2022	△ 2022/2021
By gender				
Men	29.3	32.7	26.7	-18.3%
Women	33.9	37.8	29.7	-21.4%
By role				
Board	4.9	14.3	27.0	88.8%
Management	14.2	20.9	37.8	80.9%
Leaders/Coordination	22.6	21.7	44.4	104.6%
Technical/Supervision	20.8	45.0	33.3	-26.0%
Administration	29.2	21.9	21.8	-0.5%
Operational	48.2	23.2	19.1	-17.7%
Apprentices	26.3	12.5	15.9	27.2%
Average per professional	41.1	38.3	32.0	-16.4%

HOURS OF INTERNAL AND EXTERNAL TRAINING (H)

	2020	2021	2022	△ 2022/2021
Internal	638,536	760,425	601,527	-20.9%
External	11,319	11,169	22,081	97.7%
Total	649,855	771,594	623,608	-19.2%

Specific job training and development training is available for people who are interested in occupying other positions in the organization.

GRI 401-1

TURNOVER RATE

	2020		2021		2022		△ 2022/2021	
	Total	%	Total	%	Total	%	Total	% (p.p.)
Total number of contractors	4,465	100.0	3,288	100.0	4,912	100.0	49.4%	0.0
Gender - Men	1,319	29.5	1,085	32.9	1,406	28.60%	29.6%	-32.6
Gender - Women	3,146	70.5	2,203	67.1	3,506	71.4	59.1%	4.3
Activity - Physicians	379	8.6	291	9.0	299	6.2	2.7%	-2.8
Activity - Healthcare*	3,036	67.9	1,814	55.1	3,205	65.2	76.7%	10.1
Activity - Other activities	1,050	23.5	1,183	35.9	1,408	28.6	19.0%	-7.3
Age Range - Less than 30 years old	2,133	47.7	1,651	50.2	2,570	52.3	55.7%	2.1
Age range - 30-50 years old	2,242	50.2	1,581	48.1	2,224	45.2	40.7%	-2.9
Age range - Over 50 years old	90	2.1	56	1.7	118	2.5	110.7%	0.8

	2020		2021		2022		△ 2022/2021	
	Total	%	Total	%	Total	%	Total	% (p.p.)
Total layoffs	3,132	100.0	2,377	100.0	3,257	100.0	37.0%	0.0
Gender - Men	940	30.1	788	33.1	987	30.3	25.3%	-2.8
Gender - Women	2,192	69.9	1,589	66.9	2,270	69.7	42.9%	2.8
Activity - Physicians	301	9.7	255	10.7	265	1.0	3.9%	-9.7
Activity - Healthcare*	2,090	66.7	1,510	63.5	1,979	60.8	31.1%	-2.7
Activity - Other activities	741	23.6	612	25.8	1,013	38.2	65.5%	12.4
Age Range - Less than 30 years old	1,205	38.4	847	35.6	1,372	40.2	62.0%	4.6
Age range - 30-50 years old	1,793	57.2	1,401	58.9	1,742	53.4	24.3%	-5.5
Age range - Over 50 years old	134	4.4	129	5.5	143	6.4	10.9%	0.9

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





GOVERNANCE STRUCTURE

- ETHICAL PERFORMANCE
- INTERNAL AUDIT ACTIVITIES
- DATA SECURITY

GRI 2-9

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

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

The highest decision-making body is the Shareholders' General Assembly, made up of around 500 members, and which elects the Deliberative Council, with 180 members. This body constitutes the strategic and management scope of governance, electing the Board of Directors and the Elected Board of Directors, each with nine members. GRI 2-10

Terms and Committees

The members of Einstein's governance bodies - physicians with intense activity in the organization, intellectuals and renowned professionals from different sectors - carry out their activities on a voluntary and unpaid basis for six-year terms.

Strategic recommendation committees provide technical basis for decisions on specific topics: People, Finance, Teaching and Education, Digital, Social Responsibility and Sustainability, Quality, Care and IT, Research and Innovation, Strategy, Entrepreneurship and Innovation, Governance Audit, Conflicts of Interest in Corporate Governance, and Compensation.

The General Board acts at the executive level, reports to the Chair of the Elected Board and has 14 boards, occupied by paid professionals who contribute to the planning, organization, administration and control of Einstein's daily activities.

The highest decision-making body is the Shareholders' General Assembly, made up of around 500 members and which elects the Deliberative Council, with 180 members.

THE BODIES OF EINSTEIN'S GOVERNANCE STRUCTURE AND THEIR ATTRIBUTIONS ARE AS FOLLOWS:

GENERAL ASSEMBLY

Highest decision-making body, it is made up of around 500 members who elect the Deliberative Council and the Audit Committee.

DELIBERATIVE COUNCIL

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

BOARD OF DIRECTORS

Comprised of nine members (Chair, four Vice-Chairpersons and four members), it collaborates with the strategic mapping proposed by the Board of Directors, accompanying its execution, to fulfill its corporate purpose and perpetuity.

ELECTED BOARD

Comprised of nine members (Chair and eight Vice-Chairpersons) and is responsible for developing, evaluating and approving the organization's strategy and institutional guidelines, with the collaboration of the Board of Directors.

FISCAL COMMITTEE

Comprised of five members elected by the General Assembly for six-year terms, it is responsible for overseeing the acts of the management bodies, issuing opinions on financial statements and the management report, in addition to monitoring the financial performance report.

Einstein Governance Program

GRI 2-11

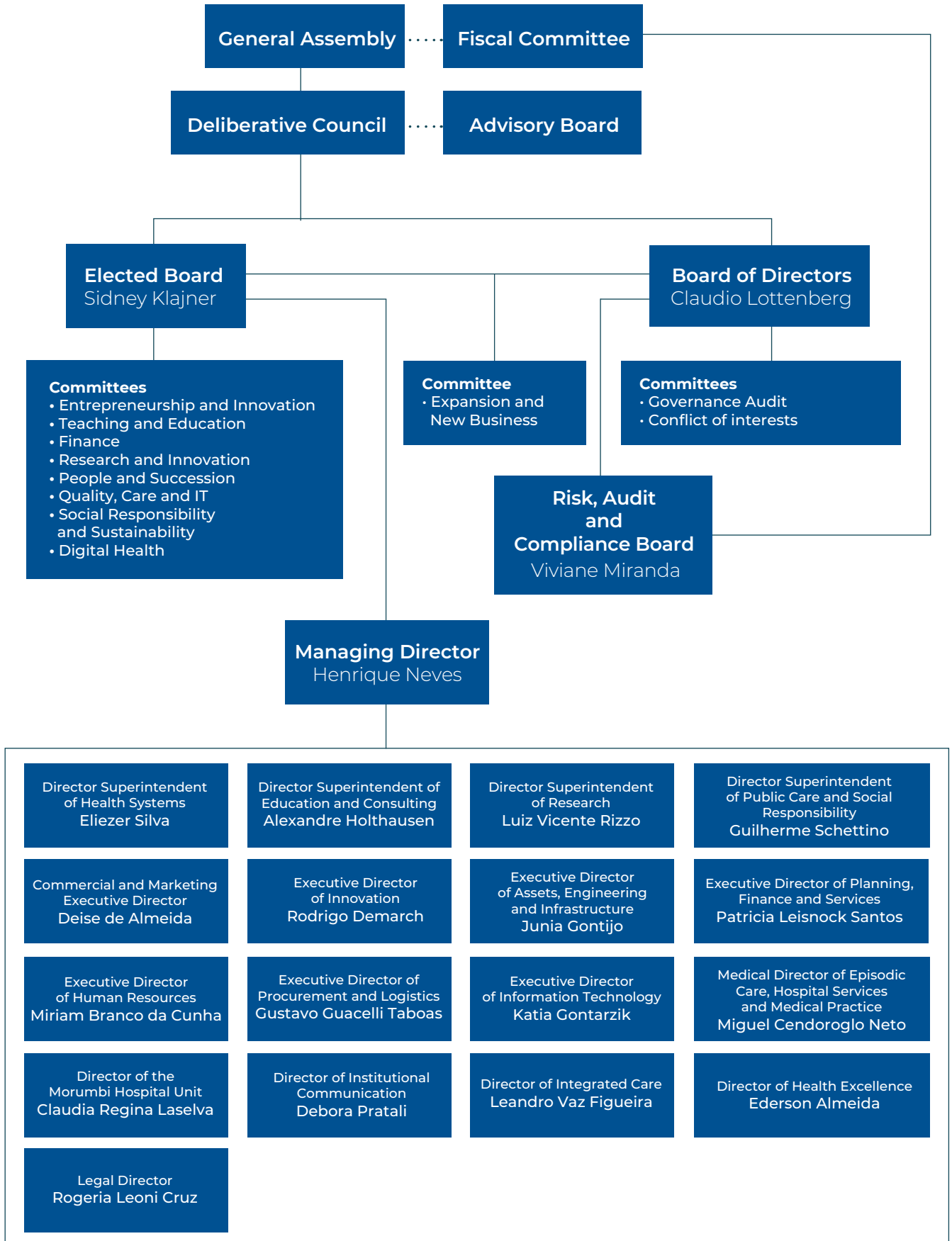
At the end of 2022, with the reappointment of Dr. Sidney Klajner as president of Einstein, the elected board and board of directors now has four women in its composition. The new board members are part of the Einstein Governance Program, a leadership training tool that aims, in addition to strengthening the corporate base and the deliberative board, to promote the renewal of the board

and the development of the organization's professionals. The class of 2022 was made up of 35 people, 21 men and 14 women.

The program aims to develop skills related to different aspects of management, focusing on understanding the role and performance of Einstein, with three modules: Governance, Health and Management.

GOVERNANCE STRUCTURE

Term: December 2022 to December 2028



ETHICAL PERFORMANCE

GRI 3-3

To reinforce the responsible position and its commitment to good ESG practices, Einstein governance has the Ethics and Compliance Program, designed to reinforce the culture of ethics and improve the internal control environment.

In 2022, the implementation of the Ethics and Compliance Program began at the Goiânia and Aparecida de Goiânia units, with wide dissemination of the Ethics Manual and the Reporting Channel.

Reinforcing an ethical culture also included communication and training focused on topics related to conflicts of interest, moral and sexual harassment, diversity and inclusion, and corruption prevention. By 2022, a total of 17,741 people participated, including employees, clinical staff, suppliers and students. In addition, the compliance channels for questions and queries about institutional rules received 236 calls from all areas of Einstein. (GRI 205-3)

The expansion of the Ethics and Compliance Program accompanies the growth of the organization, aiming to cover all operations, in all locations. With this, the reports received by the institutional Reporting Channel reached 522 reports, a 44% increase compared to 2021, demonstrating adherence and credibility of the program.

RISK REVIEW

One of the main initiatives in 2022 was the Corporate Risk Management Workshop, with the Board of Directors, the Elected Board of Directors and the Audit Committee, and executives, to assess the Corporate Risk Map, pointing out the main prioritized risks and treatment actions. The 18 most relevant risks for Einstein and the 153 action plans that will help mitigate them, were discussed and presented by the executives responsible for these risks.

The risk assessment process extends to the public units managed by Einstein. In 2022, the risk map of M'Boi Mirim County Hospital - Dr. Moisés Deutsch and prioritization and treatment actions were reviewed. The Risk Map of the Goiânia hospital was also carried out.

Conflict of Interests

For the management of conflicts of interest, controls that were previously done manually have been automated. Through systemic control, alerts are generated every time Einstein intends to establish a commercial relationship with companies linked to its advisers, employees and members of the clinical staff. These contracts are evaluated by the compliance area and a biannual report of financial transactions with these organizations is produced and delivered to senior management. In total, 1,570 companies were mapped and 52 were monitored for their financial transactions with Einstein in 2022.

INTERNAL AUDIT ACTIVITIES

GRI 3-3

In 2022, Internal Audit carried out 13 audits generating 134 opportunities for improvement in Einstein's operations and internal controls. The efforts identified around BRL 9 million in Avoidable Losses and Potential Gains and the following improvement actions were identified.

Suppliers Contracting: review and structuring recommendations of the process that generated immediate actions through the adjustments to contracts pending formalization, improvements in the process with the adoption of standardized contracts to gain agility, and establishment of controls, measurements and monitoring of Service Level Agreements (SLA).

Levels of Approval: review and structuring recommendations of the process resulted in the opening of an institutional project for the development of controls that bring more security, transparency in decision-making and approval.

Cybersecurity: identification of improvement opportunities for dealing with vulnerabilities that could compromise the technological environment and generate information leaks.

Medical Payments: review of the process at a public hospital managed by Einstein, generating improvement

actions that contribute to greater security and transparency in payments made to self-employed physicians who provide services.

Implemented actions

One of the main ways Internal Audit generates value for the organization is through improvement recommendations that, when implemented, contribute to strengthening the environment, internal controls, and process management, mitigating risks and losses. In 2022, 78 improvement actions were implemented/adjusted from audit work distributed in different processes of the private and public units.

Internal Audit has been using analytics tools to carry out massive data analysis, with the aim of bringing more robustness, scalability, and automation to the results generated, as well as continuous monitoring through automatic tests, indicators and dashboards. During this period, 11 indicators were monitored to analyze unusual transactions and variations and 8 new ones were developed for monitoring.

Policy Reorganization

Normative documents that guide the conduct and institutional processes underwent an important reorganization to standardize the language and provide greater efficiency. The standards are now organized by processes, on a new platform, and 110 policies were reviewed and approved.

For greater transparency about the way Einstein establishes relationships with the market and its competitors, the Policy of Competitive Practices was published, whose guiding principle is free competition and the protection of all the rules that regulate economic activities.

Data Security

Einstein seeks to ensure data security for patients, employees and medical staff. To achieve this, it relies on the Cyber Defense Center, which in 2022 showed significant progress, with an 80% increase in its ability to identify and respond to incident alerts and invasion attempts, compared to 2021. This progress ensured that the organization defended itself more efficiently against attack attempts.

In addition, as a way of seeking the continuous improvement of its security actions, in 2022, Einstein had its Cyber Resilience tested by Brazilian and Israeli companies. The objective is to assess the organization's capacity to establish data security barriers without affecting the flow of its operation, a process that was strengthened in the period.

During the year, a broad communication campaign on Privacy and Information Security was deployed, addressing issues related to attacks and incidents. Throughout the period, the organization also informed and followed all the self-employed physicians who work for it.

All employees, regardless of employment link, sign documents in which they undertake to follow the policies on data security. Contracts signed by Einstein have anti-corruption clauses and a standardized compliance attachment, including the Brazilian General Data Protection Law (LGPD).

In search of continuous improvement of its security actions, in 2022 Einstein had its Cyber Resilience tested by Brazilian and Israeli companies.

10





FINANCIAL PERFORMANCE

- RESULTS

GRI 3-3

In 2022, the global economic setting continued to deteriorate, with high inflation, rising interest rates and a slowdown in the level of activity. In Brazil, despite the impact of the tight economic policy, the pace of economic activity expansion was 2.9%. The labor market showed a positive trajectory marked by the reduction in the unemployment rate and the recovery of earnings. Inflation, measured by the Extended National Consumer Price Index (IPCA) ended the first half at 11.9% and dropped to 5.8% by the end of the year. The SELIC rate started the year at 9.25% and reached 13.75%, the highest level in recent years. The external sector accounts and the central government's public accounts showed positive behavior.

Despite the increase of 1.6 million beneficiaries in the year, health insurance operators presented a net loss of BRL 3.4 billion in the first nine months of 2022, compared to a net profit of BRL 2.0 billion in the previous year, reflecting a negative readjustment of -8.2% in individual plans in 2021, the persistence of the covid-19 pandemic in the first half of the year, and the strong demand for elective procedures.

Patient-days reached 475.7 thousand, with 229.7 thousand in private health and 246.0 thousand in public health, a growth of 0.3% and 35.6%, respectively, over the previous year. The number of hospital discharges was 108.6 thousand, with 68.3 thousand in private health and 40.3 thousand in public health, a growth of 14.3% and 42.6%, respectively. The beginning of the Einstein operation at the Aparecida de Goiânia County Hospital, contributed to the expressive growth in public health and the

discharges in private health was accompanied by a reduction in the average length of stay to 3.5 days, a decrease of 13.2% over the previous year, reflecting the lower complexity of patients. The number of surgeries was 54.9 thousand, with 41.9 thousand in private and 13.0 thousand in public health, a growth of 17.7% and 45.6%, respectively, over the previous year. Laboratory tests were 14,964.9 thousand and imaging 1,083 thousand, a growth of 0.7% and 31.7%, respectively. There were 1,188.4 thousand emergency room visits, of which 351.7 thousand were in private health and 836.7 thousand in public health, a growth of 152.8% and 30.0%, respectively, over the previous year. There were 551.2 thousand telemedicine consultations, 464.6 thousand in private health and 86.6 thousand in public health, a growth of 21.1% and 123.6%.

The numbers in private health include care from paying sources, corporate health (Programa Cuidar), philanthropy and projects with the Ministry of Health (PROADI-SUS).

Financial Performance

Net revenue and total expenses were BRL 4,911.5 million and BRL 4,566.0 million, respectively, a growth of 7.4% and 12.9% over the previous year. The increase in expenses above revenue is related to inflation, which particularly affected the costs of materials, inputs and labor, the provision for debts impacted by covid-19 and other costs related to the increase in demand. The demobilization of more expensive structures related to covid-19, particularly critically ill patients, was postponed to ensure that they were effectively no longer needed.

The institution invested BRL 321.6 million in the Support Program for the Institutional Development of the National Health System (PROADI-SUS) in the training of human resources, research projects of interest to Brazilian health, evaluation and incorporation of technologies, support for management and specialized care, with an increase of 33.8% over the previous year.

As a result, the Net Operating Income was BRL 345.5 million and the EBITDA was BRL 712.9 million, respectively -34.4% and -14.4% down compared to the previous year. The Net Margin and EBITDA were 7.2% and 15.0%, reductions of -4.7 p.p. and -3.6 p.p. over the previous year.

At the end of 2022, Cash and Financial Investments were BRL 1,653.9 million, an increase of 37.1% over the previous year, mainly due to the funding of BRL 518.7 million from the Inter-American Development Bank (IDB) and Banco Santander (Brasil) S/A.

The Net Working Capital was BRL 199.0 million, equivalent to 14.6 days, and Total Onerous Debt was BRL 1,377.2 million, -35.8% and +40.4%, respectively. Net Cash was BRL 276.7 million, an increase of 22.5% over the previous year.

Capital Expenditure was BRL 739.0 million, allocated to updating and maintaining assets (25.5%), information technology (33.3%) and infrastructure expansion (41.2%), an increase of 1.0% over the previous year.

RESULTS

FINANCIAL STATEMENTS

In BRL thousand

	2018	2019	2020	2021	2022	△ 2022/2021
1. Net operating revenue	2,825,735	3,164,615	3,253,143	4,573,035	4,911,496	7.4%
2. Operating costs and expenses	2,630,110	2,699,288	3,073,221	4,045,995	4,566,030	12.9%
3. Operating income (1-2)	195,625	465,327	179,923	527,040	345,466	-34.5%
4. Total financial result	44,529	23,474	2,534	-8,511	-30,223	255.1%
5. Income for the year (3+4)	240,154	488,801	182,457	518,529	315,243	-39.2%
6. Earnings before interest, taxes, depreciation and amortization (EBITDA)	366,809	697,063	447,035	832,734	712,820	-14.4%

BALANCE SHEET

In BRL thousand

	2018	2019	2020	2021	2022	Δ2022/2021
Total current assets	1,240,016	1,584,097	1,586,730	1,813,394	2,166,021	19.4%
Immobilized	2,051,652	2,330,271	2,558,643	3,055,469	3,379,725	10.6%
Intangible	256,788	220,864	299,444	489,932	586,228	19.7%
Other non-current assets	784,208	924,616	1,121,159	1,279,644	1,283,662	3.1%
Total non-current assets	3,092,648	3,475,751	3,979,247	4,825,045	5,249,615	8.8%
Total assets	4,332,664	5,059,848	5,565,977	6,638,439	7,415,636	11.7%
Current liabilities	550,032	721,095	822,363	1,405,003	1,439,701	2.5%
Non-current liabilities	830,162	897,483	1,114,445	1,085,738	1,512,994	39.4%
Social equity	2,952,470	3,441,271	3,629,169	4,147,698	4,462,941	7.6%
Total liabilities and equity	4,332,664	5,059,848	5,565,977	6,638,439	7,415,636	11.7%

FINANCIAL RESULTS

In BRL thousand

	2018	2019	2020	2021	2022	2022/2021
Surplus before interest, taxes, depreciation and amortization (EBITDA)	366,809	697,063	447,035	832,734	712,820	-14.4%
Capital expenditure	444,436	453,098	519,532	746,354	739,004	-1.0%
Cash and financial investments	1,259,040	1,450,464	1,317,488	1,206,778	1,653,979	37.1%
Working capital	123,390	102,569	346,058	300,902	199,029	-33.9%
Total operating capital employed	2,431,830	2,653,704	3,204,145	3,844,989	4,164,982	8.3%

FINANCIAL INDICATORS

	2018	2019	2020	2021	2022	2022/2021
Net Margin (%)	7.1%	14.9%	5.7%	11.7%	7.2%	-4.5 p.p.
EBITDA Margin (%)	13.2%	22.4%	14.2%	18.2%	14.5%	-3.6 p.p.
Capital Expenditure/Net Income	15.7%	14.3%	16.0%	16.3%	15.0%	-1.1 p.p.
Working capital on sales days	16.5	12.6	39.1	23.9	14.6	-38.9%
ROCE (%) - Net Operating Income/TOCE (without right to use IFRS16)*	7.6%	16.5%	5.4%	13.6%	8.3%	-5.3 p.p.

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

GRI 201-1

VALUE ADDED STATEMENTS

in BRL

	2018	2019	2020	2021	2022	Δ2022/2021
Direct economic value generated	2,882,047	3,212,571	3,277,972	4,575,803	4,929,183	7.7%
Revenue ¹	2,882,047	3,212,571	3,277,972	4,575,803	4,929,183	7.7%
Distributed economic value	2,652,501	2,723,769	3,095,515	4,057,274	4,613,940	13.7%
Operating costs ²	1,011,265	1,049,445	1,381,743	1,829,609	1,736,123	-5.1%
Employee wages and benefits ²	1,324,170	1,364,572	1,409,974	1,872,361	2,361,247	26.1%
Support Program for the Institutional Development of the National Health System (PROADI-SUS)	233,577	215,346	216,248	243,488	321,607	32.1%
Investments in the community ³	48,923	47,482	43,618	47,697	56,084	17.6%
Financial expenses	34,567	46,925	43,932	64,119	138,878	127.2%
Accumulated economic value	229,546	488,801	182,457	518,529	315,243	-39.2%

¹ Sum of net income and financial income minus provisions for loan losses.

² The costs of primary care services provided by Einstein and reimbursed by the City of São Paulo are distributed between operating costs and employee salaries and benefits.

³ Expenses with the Einstein Program in the Jewish Community, Residencial Israelita Albert Einstein and donations to social assistance institutions.

FINANCIAL COMMITMENTS

	RESTRICTION	CALCULATION	LIMIT	2018	2019	2020	2021	2022
Cash and investments	Minimum availability must be 15% of annual revenue.	Cash and investments/net income	15.0%	44.6%	45.8%	41.1%	26.6%	33.7%
Debt level Net Debt/ Cash out	Net debt cannot exceed twice the value of the surplus before interest, depreciation and amortization.		2.0	-1.4	-0.9	-1.0	-0.3	-0.4
Leverage	The maximum share of third-party funds is limited to 30% of the onerous debt/ total assets.		30.0%	16.8%	16.4%	16.1%	15.3%	19.2%

TOTAL CAPITALIZATION BREAKDOWN IN TERMS OF DEBT¹ AND SHAREHOLDERS' EQUITY

In BRL Million

2018		2019		2020		2021		2022	
Debt	Net Equity	Debt	Net Equity	Debt	Net Equity	Debt	Net Equity	Debt	Net Equity
728.5	2952.5	685.2	3441.3	871.4	3629.2	980.9	4147.7	1377.0	4463.0

MATERIALITY

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

The current materiality of Einstein is the result of a process carried out in 2019 and revised in 2022. The study carried out on that occasion comprised an online survey of more than 1,300 people from the organization's different strategic relationship groups. 1,296 employees, 123 physicians, 13 patients, 12 students, 7 teaching professionals, 5 researchers, 13 volunteers and 10 suppliers participated.

The organization's strategic map and a series of relevant publications for the health sector were also considered.

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

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

During the review, representatives from various stakeholders were heard with the objective of expanding the diversity and plurality of views.

Material Themes

- **Economic performance:** economic balance and competitive and market management practices aimed at business continuity and success over time
- **Fight against corruption:** ethical conduct and adoption of policies and initiatives to prevent and combat cases of corruption, fraud, extortion, bribery or other illegal operating practices
- **Waste generation and disposal:** proper management of solid waste from generation to final disposal
- **Environmental compliance:** compliance with environmental laws and regulations
- **Occupational health and safety:** proper management of risks associated with the work environment and job activities
- **Training and education:** programs and initiatives aimed at developing technical and professional skills, including training focused on professionals for the company and the market in general
- **Diversity and equity:** guaranteeing equal opportunities for professional development and building a favorable environment for the inclusion of minorities, democratization of the labor market and construction of a diverse company
- **Efficacy of health services:** management and continuous improvement to ensure proper application of the necessary resources, focusing on the quality of care and obtaining the best clinical outcomes
- **Patient experience:** integrated management of the variables that affect the patient's perception and the satisfaction of their expectations and needs in the relationship with Einstein



Up Luxo fabric recycling project zeroed out the disposal of hospital textile waste in landfills

- **Disease prevention and health promotion:** programs and initiatives aimed at population quality of life and well-being
- **Patient health and safety:** adoption of standards, policies, processes and procedures to ensure patient health and safety and ensure care with the lowest risk and best outcome
- **Access to health:** contributions to strengthen and democratize health care with a focus on facing current and future challenges
- **Generation and dissemination of knowledge:** research and development activities, innovation, teaching, training and professional

updating, exchange of information and awareness of patients with a focus on improving health care at Einstein and in the sector in general

- **Health services remuneration model:** contributions (information, references, studies and clear positioning) to the debate on existing models to promote the evolution and sustainability of the health system
- **Socioeconomic compliance:** compliance with social and economic laws and regulations

LETTER OF ASSURANCE

ELEVATE carried out an independent verification of the preparation process of the 2022 Sustainability Report for Einstein Hospital, Sociedade Beneficente Israelita Brasileira (hereinafter referred to as Einstein). The report was developed referencing the GRI (Global Reporting Initiative) Standards 2021. The purpose of the process is to provide Einstein stakeholders with an independent opinion on the quality of the information provided in the report.

Independence, competence and responsibilities

We work independently and assure that no member of ELEVATE maintains consulting contracts or other commercial ties with Einstein. ELEVATE is a company specialized in sustainability. The work was carried out by a team of experienced professionals trained in external verification processes. The preparation of the Sustainability Report, as well as the definition of its content, is the responsibility of Einstein. Verification of the report was the object of work by ELEVATE.

Scope and Limitations

The scope of our work includes information from the full version of the 2022 Sustainability Report; the period covered by the report spans from January 1, 2021 to December 31, 2022. The independent verification process was conducted in accordance with the AA1000AS

v3 standard (AA1000 Assurance Standard v3), under the Type 1 verification condition, providing a moderate level of Assurance. The verification of financial data was not the object of ELEVATE Consulting's work.

Methodology

The procedures developed during the assurance work included:

- Assessment of the 2022 Sustainability Report content;
- Understanding the flow of processes for obtaining and generating information for the Sustainability Report;
- Selection of indicators referencing the GRI Standards in order to assure the data provided;
- Interviews with managers to verify sources of information for the indicators selected;
- Analysis of evidence of the processes for managing the information provided.

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Main Conclusions

- In 2020, Einstein determined its list of material topics, through an engagement process with the internal public and consultations with representatives of external stakeholders. The process, revised in 2022, resulted in a total of 14 material topics that were addressed throughout the sustainability report with information on the management of topics and accompanied by quantitative indicators that – when possible – were referenced in the respective GRI standards.

- During the interviews with managers, ELEVATE verified the evidence for the following selected indicators: 306-3 Waste generated, 306-4 Waste diverted from disposal, 306-5 Waste directed to disposal, 403-9 Work-related injuries, 405-2 Ratio between base salary and remuneration of women to men, 302-1 Energy consumption within the organization, 303-5 Water consumption, 401-1 New employee hires and employee turnover, 401-3 Parental leave.

- We verified that the information related to these indicators was collected consistently within the organization, through solid information management systems and with metrics that enable the monitoring and comparability of data over previous years. In some cases, ELEVATE requested adjustments in the presentation of data, these requests were complied with.

- The soundness of data management objectively reflects Einstein's advanced degree in its sustainability management, based on the Sustainability Master Plan (PDS) which was conceived in line with 11 of the 17 Sustainable Development Goals (SDGs) and whose progress is being evaluated annually with the application of Ethos Indicators. The plan includes specific targets being tracked within the PDS, but we recommend greater visibility of these targets in the next reporting cycle to better contextualize the reported performance data.
- Regarding compliance with the GRI standards referenced in the 2022 Sustainability Report, Einstein followed the standards of the material topics in essence, using the metrics provided by the GRI, however there are opportunities for improvement in meeting the requirements to ensure complete adherence to the standards, including a greater depth of compliance with the GRI3 Standard.

Final Considerations

Based on the scope of our work and the assurance procedures we carried out, we have concluded that nothing has come to our attention that leads us to believe that the information regarding sustainability performance in the Einstein 2022 Sustainability Report is not presented fairly in all material aspects.

The company clearly presents its performance, referencing the items reported against the GRI 2021 Standards in its index and provides a balanced view of its sustainability management and the impacts linked to its operation.

São Paulo, April 16, 2023.

ELEVATE – an LRQA Company





SUMMARY OF GRI CONTENT

DECLARATION OF USE

Einstein reported the information cited in this GRI content summary for the period from January 1 to December 31, 2022, referencing the GRI Standards.



GRI 1 standard **Foundation 2021**

**Applied Sectorial
GRI Standard(s)** **NA**

GRI Standard	Contents	Location	Omission			SDG	External Assurance (Y/N)
			Omitted requirement	Reason	Explanation		
GRI 2: General Contents 2021	2-1 Organizational Details	9, 20, 38					
The organization and its reporting practices	2-2 Entities included in the organization's sustainability reporting	Sociedade Beneficente Israelita Brasileira Albert Einstein					
	2-3 Reporting period, frequency and contact point	9					
	2-4 Restatements of information	None					
	2-5 External Assurance	152					
	2-6 Activities, value chain and other business relationships	113				3	
Activities and workers	2-7 Employees	124, 125					
	2-8 Workers who are not employees	124				8, 10	
	2-9 Governance structure and composition	138					
Governance	2-10 Nomination and selection of the highest governance body	138					
	2-11 Chair of the highest governance body	139					
	2-22 Statement on sustainable development strategy	111					
Strategy, policies and practices	2-23 Policy commitments	111					
	2-27 Compliance with laws and regulations	There were no fines or penalties recorded					
	2-28 Membership associations	32				16	
Stakeholder Engagement	2-29 Approach to stakeholder engagement	150					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	150				17	
	3-2 List of material topics	150					
MATERIAL TOPICS							
Access to health							
GRI 3: Material Topics 2021	3-3 Management of material topics	20 to 23					

GRI Standard	Contents	Location	Omission			SDG	External Assurance (Y/N)
			Omitted requirement	Reason	Explanation		
Disease prevention and health promotion							
GRI 3: Material Topics 2021	3-3 Management of material topics	42					
Effectiveness of health services							
GRI 3: Material Topics 2021	3-3 Management of material topics	25 and 26					
Economic Performance							
GRI 3: Material Topics 2021	3-3 Management of material topics	146					
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	148				8, 9	N
Fight against corruption							
GRI 3: Material Topics 2021	3-3 Management of material topics	141					
GRI 205: Fight Against Corruption 2016	205-3 Confirmed incidents of corruption and actions taken	141				16	N
Patient Experience							
GRI 3: Material Topics 2021	3-3 Management of material topics	28 and 29					
Health services remuneration model							
GRI 3: Material Topics 2021	3-3 Management of material topics	43					
Waste generation and disposal							
GRI 3: Material Topics 2021	3-3 Management of material topics	118					
	306-3 Waste generated	119				3, 6, 11, 12, 15	Y
GRI 306: Waste 2020	306-4 Waste diverted from disposal	119				3, 11, 12	Y
	306-5 Waste directed to disposal	119				3, 6, 11, 12, 15	Y
Patient health and safety							
GRI 3: Material Topics 2021	3-3 Management of material topics	26 and 27					
Occupational Health and Safety							
GRI 3: Material Topics 2021	3-3 Management of material topics	130 and 131					

GRI Standard	Contents	Location	Omission		SDG	External Assurance (Y/N)
			Omitted requirement	Reason Explanation		
GRI 403: Occupational Health and Safety 2018	403-9 Work-related injuries	132			3, 8, 12, 16	Y
Training and Education						
GRI 3: Material Topics 2021	3-3 Management of material topics	133				
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	134			4, 8	N
Diversity and equity						
GRI 3: Material Topics 2021	3-3 Management of material topics	126				
GRI 405: Diversity and Equal Opportunities 2016	405-1 Diversity of governance bodies and employees	128			5, 8, 10	N
	405-2 Ratio of basic salary and remuneration of women to men	129			5, 8, 10	Y
Environmental and socioeconomic compliance						
GRI 3: Material Topics 2021	3-3 Management of material topics	142				
Generation and dissemination of knowledge						
GRI 3: Material Topics 2021	3-3 Management of material topics	70 to 79				
Content reported voluntarily						
GRI 302: Energy 2016	302-1 Energy consumption within the organization	117			7, 8, 12, 13	Y
GRI 303: Water and Effluents 2018	303-5 Water consumption	118			6	N
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	135				Y
	401-3 Parental leave	123			5, 8	Y

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- * Idel Aronis Z'L (Deceased 24/MAY/2009)
 - * Jacob Ures Z'L (Deceased 12/MAR/2008)
 - * Jacob Werebe Z'L (Deceased 31/OCT/2010)
 - * Gert Kaufmann Z'L (Deceased 05/MAY/2011)
 - * Moyses Cutin Z'L (Deceased 19/JAN/2012)
 - * Moises Levy Z'L (Deceased 17/JAN/2012)
 - * Eliova Zukerman Z'L (Deceased 03/JUN/2016)
 - * Milly Tepermann Z'L (Deceased 12/FEB/2018)
 - * Artur Bielawski Z'L (Deceased 24/AUG/2018)
 - * Israel Schachnik Z'L (Deceased 10/OCT/2019)
 - * Joseph Yacoub Safra Z'L (Deceased 10/DEC/2020)
 - * Victor Schubsky Z'L (Deceased on 19/DEC/2020)
 - * Boris Tabacof Z'L (Deceased on 15/JUN/2021)
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