



# Impact report 2021



**Ramsay**  
Santé



# “Improve health in everyday life through constant innovation.”

In 2020, Ramsay Santé adopted a mission statement: to improve health on a daily basis through constant innovation. With the agreement of its shareholders, the Group decided to push its commitment one step further by incorporating this mission into the company's articles of association. This move allowed it to double down on its determination to put all of its governance actions to work for the fundamental vocation of the Group.

Since its creation, the Ramsay Santé Group has been built around an ambition of permanent innovation, the sole objective of which is the continuous improvement of the care and treatment offered to patients. A pioneer in modern medicine, particularly in terms of ambulatory surgery, **Ramsay Santé is constantly striving to make state-of-the-art equipment and technology accessible to its practitioners and caregivers.**

Innovation is central to the Group's strategic challenges, whether this means digital services for patients, proximity care solutions or the promotion of preventative healthcare to as many people as possible.

These actions are in line with the Group's commitment to corporate responsibility, which it has incorporated into its new corporate project: **Yes, We Care 2025**. This commitment involves taking into account all the stakeholders who contribute to the Group's activity and the concrete actions carried out on a daily basis, whose impact can be measured day after day.

Through this social responsibility approach, Ramsay Santé wishes to position itself as closely as possible to the commitments formulated in its purpose. Today, we know that reducing our impact on the environment is a way of improving everyone's health. Similarly, our employees' daily actions have a direct impact on the patients whose care is entrusted to them. The Group's commitment to society as a whole seeks to make preventative healthcare everyone's business.

To anchor this approach in the Group's daily missions, **Corporate Social Responsibility has been integrated into Ramsay Santé's core values alongside quality, innovation and commitment.** Today, I can only hope that this choice will fuel virtuous synergies within the Group, to help it evolve positively and make it better in the eyes of all.



**Pascal Roché**  
CEO of Ramsay Santé

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# Governance & Ethics



**Ramsay Santé**  
*Nos engagements*



**9 million**  
patients



**8,600**  
practitioners



**36,000**  
employees



**350**  
facilities

*Key Figures 2021*

# Ramsay Santé Group

## A model underpinned by health missions

Ramsay Santé offers a full range of medical and surgical care in three areas: Medicine-Surgery-Obstetrics (MSO), Follow-up and Rehabilitation Care (FRC) and Mental Health, within all of which the Group deploys its expertise: ambulatory surgery and improved recovery after surgery, oncology, medical imaging, emergency, maternity, dialysis, nutrition-obesity, follow-up and rehabilitation care, primary health care.

Ramsay Santé's business model is rooted in the vocation of its health-care facilities to fulfill public health missions with quality services that meet the challenges of contemporary societies in terms of access to care, demographic changes, medical geography and the aspirations of professionals, to name but a few.

Ramsay Santé is a standard-setter in modern medicine and innovation. The Group's vocation is to no longer be a mere hospital care provider but also to become a "health orchestrator" by supporting patients on a daily basis, throughout its territories, to ensure comprehensive care. To support this ambition, the Group invests more than €200 million each year in new surgical technologies, imaging equipment and the construction and modernisation of its facilities. The Group also innovates to benefit patients, with new digital tools, and by developing its organisations for more efficient treatment.

The diversity of the locations in which the Group has a presence and the disciplines practised enables it to capitalise on, share and implement the best practices.

## People at the heart of the model

Quality of care, team commitment, innovation and social responsibility are the values to which staff and practitioners hold fast in order to take care of everyone, while making progress in health care increasingly accessible.

For a patient, admittance to hospital is a time of vulnerability that requires tailored, personal support. This is why Ramsay Santé does everything possible to ensure quality of care and to facilitate the care process by listening and fostering a close relationship. This relationship is made possible by the level of trust and transparency that the Group maintains with its patients.

We are also able, in exceptional situations, to make a collective commitment, as was the case in 2020-2021, in the fight against the COVID-19 pandemic, in close partnership with public health facilities. The Group has mobilised all its forces and put its expertise and the dedication of its teams to work to serve patients. Beyond clinical care, we also sought to provide solutions to issues raised by the psychological impact of the crisis.

Everywhere it has a presence, the Group contributes to public health service and regional healthcare networks, as in Sweden, where it has more than a hundred proximity care units.

A European geographical coverage in

**five countries:**  
France, Sweden, Denmark, Norway and Italy

in **350**  
facilities

consistent with the needs of the population in conjunction with the health authorities in each territory

# CSR strategy

## Our commitments

At Ramsay Santé, the CSR commitment has been incorporated into the Group's core values. This approach, aimed at the Group's employees, practitioners and caregivers, is based on the conviction that **taking care of you means taking care of everyone.**

This people-centred approach, which Ramsay Santé strives to put into practice in all of its activities, is based on the philosophy of *People caring for people*. A desire to take care of the Group's caregivers and employees so that they, in turn, provide the best possible care for patients.

The Group reflects this commitment by integrating a social component into its CSR strategy, to make the notion of care between employees, practitioners and patients central to the brand's commitments. But in addition to caring for people, Ramsay Santé extends its field of action to the environment. Because in the context of this ecological emergency, protecting the planet is one of the most impactful ways of taking care of each other and ensuring the future of generations to come. With 350 healthcare facilities, the Group has significant leverage in environmental and social matters.

These commitments support Ramsay Santé's primary vocation: putting people at the centre of its concerns.

## A CSR strategy designed and implemented for:



*Our commitments*  
Employees

### **You... Employees and caregivers**

who do everything possible to support your patients.



*Our commitments*  
Practitioners

### **You... Practitioners and researchers,**

who put all your talent and expertise into working for innovation, to better meet patients' needs.



*Our commitments*  
Patients

### **You... Patients,**

who place your trust in us and deserve state-of-the-art care, for the benefit of your health and your balance.



*Our commitments*  
Society

### **You... Local actors, citizens,**

who benefit from the services provided at our health facilities, as well as the employment opportunities they create in your towns. You who inspire the preventative healthcare work carried out by our Corporate Foundation.



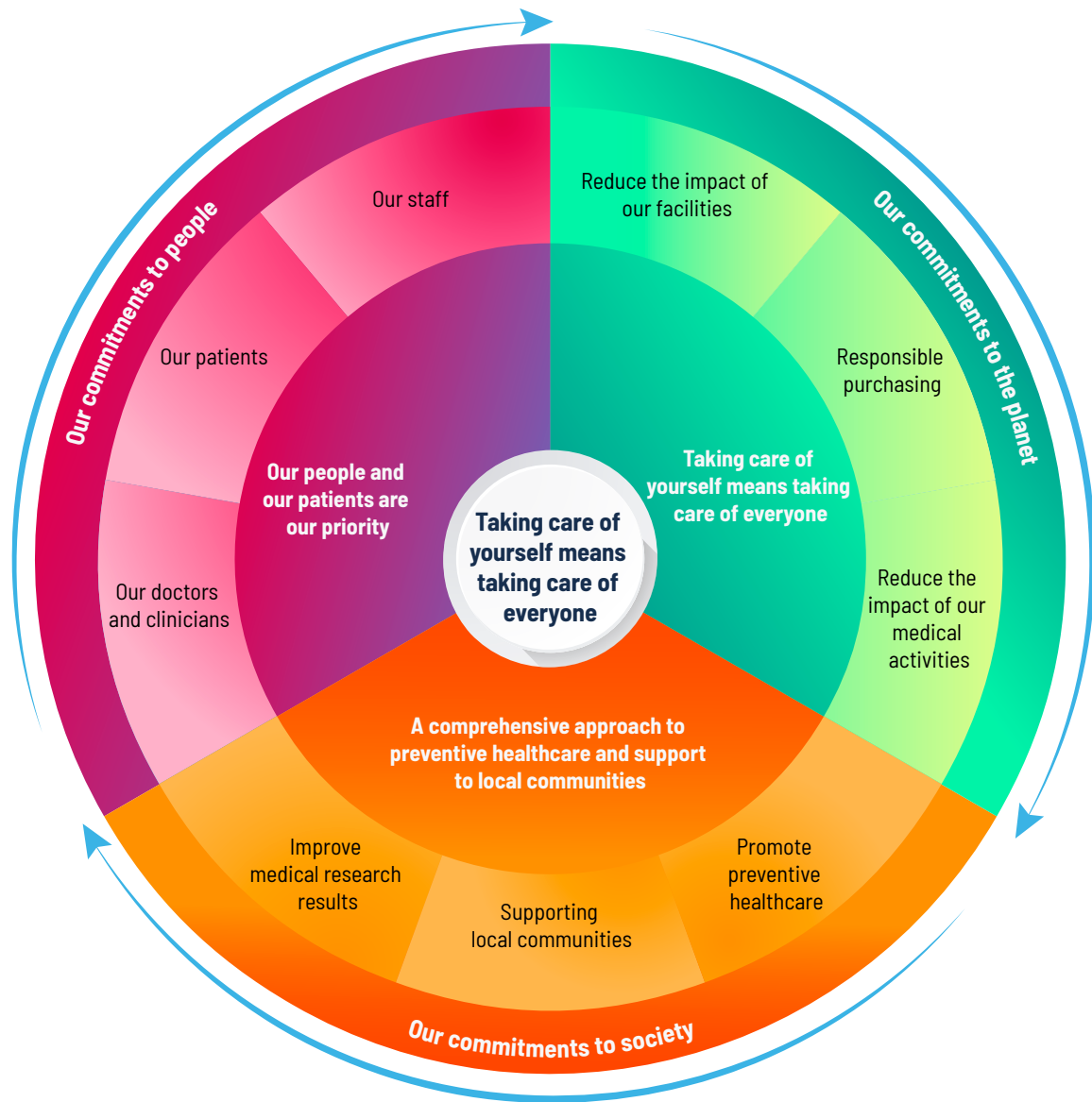
*Our commitments*  
Planet

### **You... Generations of today and tomorrow,**

for whom we have a duty to preserve the environment and reduce the ecological footprint of our activities, to ensure your health and that of future generations.

 *Taking care of yourself means taking care of everyone* 

## Taking care of yourself means taking care of everyone



### The three fundamental pillars:

**People:**  
taking into account the needs of employees and their professional development.

**Society:**  
creating positive dynamics in the areas where we have a presence to enable people to get involved at local level.

**Planet:**  
developing the Group's activities in a streamlined manner to limit the impact of its actions on the environment.



## Sustainable Development Goals (SDGs)

In December 2020, Ramsay Santé incorporated a purpose into its articles of association that advances all of its actions: improving health through constant innovation. A means of supporting the Sustainable Development Goals (SDGs).

Launched in January 1999, the Global Compact is a call to companies around the world to establish a common social and environmental framework. As a member of the project, *Ramsay Health Care* participates in this programme, which is based on 17 basic principles covering human rights, labour, the environment and ending corruption. The Group is gradually implementing solutions to meet these major global challenges.





Ramsay Santé's CSR strategy is in line with the UN's sustainable development objectives, which the Group supports.


With 7 million patients treated each year at its facilities and its innovative approach to preventative healthcare, the Ramsay Santé Group is enabling as many people as possible to live as long as possible in good health. **Its commitments reflect 12 of the 17 Sustainable Development Goals:**


## SUSTAINABLE DEVELOPMENT GOALS

**3 GOOD HEALTH AND WELL-BEING**  
  
 Ramsay Santé contributes to making health and well-being accessible to all.


**4 HIGH-QUALITY EDUCATION**  
  
 The Group allows its employees to continue to benefit from training throughout their career.


**5 GENDER EQUALITY**  
  
 By implementing a policy of professional equality between men and women, Ramsay Santé ensures equality between employees, particularly in terms of fair pay.


**6 CLEAN WATER AND SANITATION**  
  
 By implementing an environmental reporting system, the Group monitors and implements actions to limit water consumption at its facilities.


**7 CLEAN AND AFFORDABLE ENERGY**  
  
 Ramsay Santé monitors its energy consumption and ensures that responsible practices are in place.


**8 DECENT WORK AND ECONOMIC GROWTH**  
  
 Ramsay Santé is committed to developing its activities in compliance with human rights and international labour standards.


**9 INDUSTRY, INNOVATION AND INFRASTRUCTURE**  
  
 The Group continually invests in new technologies and infrastructure that enable it to provide its patients with innovative care.

**10 LESS INEQUALITY**  
  
 Because it welcomes all patients without distinction, Ramsay Santé Group contributes to reducing inequalities in access to care, in particular by developing a recruitment policy that promotes diversity in the languages spoken by employees.

**11 SUSTAINABLE CITIES AND COMMUNITIES**  
  
 Everywhere in the country, the Ramsay Santé Foundation works to promote preventative healthcare and supports associations involved in preventative action at local level.

**12 RESPONSIBLE CONSUMPTION AND PRODUCTION**  
  
 Ramsay Santé cares about its providers' environmental impact. A supplier charter helps to anchor the Group's values in its stakeholders' activities.

**13 MEASURES FOR TACKLING CLIMATE CHANGE**  
  
 By implementing action plans aimed at limiting the impact on the climate of its activities, Ramsay Santé makes efforts to reduce its environmental footprint on a daily basis.

**17 PARTNERSHIPS TO ACHIEVE TARGETS**  
  
 Within the framework of its CSR action plan, Ramsay Santé works in partnership with various expert public bodies and associations to carry out its commitments.

# CSR Governance

## Creation of the Group's CSR Department

In September 2020, the Group entrusted a department dedicated to Capiales Corporate Social Responsibility to the Communication, Brand and CSR Department of Ramsay Santé.

Priority has been given to defining the Group's CSR strategy and steering its implementation throughout the various countries where Ramsay Santé operates. Brigitte Cachon is supported by Sarah Bouillaud, appointed CSR Project Manager, who has also joined the CSR Steering Committee made up of representatives of the Group's various departments. Regional representatives have also been appointed for the Nordic countries and Italy.

This new CSR department is dedicated to the development of a sustainable company that reconciles economic, human and environmental interests.



*"Beyond its economic purpose, the Company aims to act positively on a social, societal and environmental level. These three pillars must be taken into account in the company's strategy and governance to ensure its sustainability and strengthen its legitimacy. Today, our mission consists of highlighting the best practices that exist or are being established within the Group, while working on implementing positive new initiatives."* **Brigitte Cachon, Chief Communication, Brand & CSR officer for the Group and Executive Officer of the Corporate Foundation.**



## Setting up of the Group CSR Steering Committee

A CSR steering committee, made up of representatives from the Group's various departments (HR, Communication and Brand, Risk Management, Legal, Medical Community, Real Estate, Purchasing/Pharmacy, Operations/Quality) has been set up to list existing best practices, launch new initiatives and facilitate their implementation among the company's various stakeholders.

Its main missions are to:

- 1 **Challenge the CSR projects presented during steering committee meetings:**
  - Work to improve the project by suggesting lines of development;
  - Develop the scope of the project;
  - Raise awareness of potential risks associated with the project.
- 2 **Promote the implementation of projects**
  - Support the implementation of the scope of governance
  - Participate in CSR project working groups
- 3 **Be a driving force for the implementation of CSR projects**

CSR coordinators have been designated and are responsible for implementing the Group's CSR strategy through specific actions at each facility. They coordinate the definition and implementation of a CSR action plan specific to the facility, in line with the Group's action plan and performance indicators.

They work directly with the facility's management and executive management committee, as well as the Group CSR Department.

**Ramsay Santé also operates in three Nordic countries: Sweden, Norway and Denmark under the Capio brand (Volvat in Norway).**

Corporate Social Responsibility is decentralised at business line and country level to appropriately address issues related to the requirements of each region or care contract. Each country's area of activity generally has an Environmental and/or Quality Manager who orchestrates CSR issues with the help of local coordinators in each healthcare facility, specialised clinics and primary care centres.

# Ethical issues

## Fight against corruption

The fight against corruption is an important area of action. The Group does not tolerate corruption and considers business ethics to be a key part of its positioning as well as its sustainability as a responsible player in the healthcare field.

It falls within the regulatory framework defined by the SAPIN II Law<sup>1</sup>. For optimal effectiveness, the system is based on a corruption risk map that was updated in June 2021. This makes it possible to focus the system on the main risks identified. It is also governed by the following policies and procedures:

- The Ramsay Santé Charter of values and good practices, which encourages the sharing of values with the aim of ensuring the Group's sustainability and development related to the themes of personalised care, safety, team spirit, continuous progress and responsible management.
- Ramsay Santé's gift and invitation policy.
- The Ramsay Santé anti-corruption policy and the code of conduct for the prevention of corruption and influence peddling incorporated into the facilities' internal regulations.
- The "SAPIN II Law" internal alert system

The "zero tolerance" principle in force within the Group is also subject to regular accounting controls by the internal audit department and a process of evaluating third parties using a cloud platform with access to a recognised international database.



## GDPR

Confidentiality of health data is central to Ramsay Santé's mission. This is a key part of the relationship of trust that the Group wishes to maintain with its patients, partners and employees.

Data confidentiality is managed within the framework of a global vision of patient care, which also requires sufficient sharing of medical data to allow for secure, quality care.

In March 2018, following the entry into force of the General Data Protection Regulation, a Chief officer of Data Protection was appointed. As of 2021, they also oversee the security of information systems, given the major links between the security of information systems and data protection.

They oversee the implementation of compliance actions with regard to the new data protection regulations and, in particular, ensure that the new processing envisaged complies with the key principles of the regulations.

To this end, a document database accessible via the intranet has been made available to facilities to assist with their compliance process. In addition, a structured process for analysing new projects has been put in place: it uses an existing cloud platform to identify projects and ensure compliance with the validation process provided for in the procedure. Lastly, the Group monitors all technical and regulatory events and developments, and key information is widely distributed within the Group via a newsletter.

## Integration of the supplier charter

Within the framework of the partnerships set up with its suppliers in France, Ramsay Santé raises awareness and encourages the company's stakeholders to share its sustainable development commitments.

On a daily basis, some of our suppliers are committed to providing quality products and services, in line with the social, environmental and societal resolutions taken by Ramsay Santé. Suppliers are encouraged to implement the Ramsay Santé Group CSR approach with their teams and their own suppliers.

Suppliers who have signed the charter agree to be evaluated by Ramsay Santé or by a third party mandated by the Group on the following commitments:

### Quality of products and services delivered to patients:

Suppliers undertake to mobilise the human and financial resources necessary for the quality and safety of the care and services delivered to patients, as part of a continuous improvement approach.

### Compliance with regulations specific to the pharmaceutical field:

The body of rules relating to the pharmaceutical field must be strictly respected when purchasing products for healthcare facilities.

### Promotion of ethical and social rules:

Suppliers and all the stakeholders they involve must promote ethical behaviour, fight against all forms of corruption and respect human rights, in accordance with the regulations in force concerning illegal work, child labour, forced labour and the right to collective bargaining.

### Protection of the environment:

Suppliers must be careful to limit the impact of their activities on the environment and comply with all applicable environmental protection regulations.

### Proposal of innovative products and services:

Respect for the environment, health and safety must be central to the design of products and services by suppliers. Additionally, suppliers must consolidate these aspects over the long term by ensuring that their services are maintained or improved.





**THE** integration of the social component in Ramsay Santé's CSR strategy demonstrates the Group's desire to make the notion of care for employees central to its commitments.

Preventative healthcare, inclusion of workers with disabilities, gender equality, digitisation of tools, quality of life at work, research, employee training, etc. are all resolutions made by the Group within the framework of its CSR approach. This commitment is based on the conviction that taking care of employees means enabling them to take care of everyone.

Innovation is the key word in this approach, helping to make Ramsay Santé a forerunner in the implementation of means to improve the health of all.



# *Our commitments*

## Employees



*Our commitments*  
Employees

## COMMITMENT

# Supporting the professional development of our employees

### KEY PERFORMANCE INDICATORS

INDICATORS	DATA <sup>2</sup>		COMMENTS AND ANALYSES
	From 1 January to 31 December 2019	From 1 January to 31 December 2020	
<b>Number of hours of training</b>	292,150	<b>119,531</b>	This figure does not include work-study contracts (apprenticeship and training for work). The COVID-19 epidemic forced us to cancel a lot of training in 2020.
<b>Rate of employees having received training out of the total number of employees.</b>	NC	<b>29.75%</b>	This percentage is calculated for the first year. Of the total number of Ramsay Santé France employees, 6,678 employees received training (1,191 men and 5,487 women) in 2020.
<b>Training budget as a percentage of total payroll.</b>	NC	<b>1.25%</b>	The 2019 indicator is not comparable because the calculation method has changed and the scope of the entities has increased. The Group decided to carry over the unused 2020 training budget to fiscal year 2021.

## A training programme for line managers

The Proximity Management Programme is intended for managers in the field, whether they are caregivers or not. It was designed by Ramsay Santé experts, in conjunction with ESCP Business School, to provide managers with operational methods and tools to mobilise their teams on a daily basis.

This training programme, launched in 2019, runs for 17 days spread out over a seven-month period. Its aim? To strengthen the skills and know-how of line managers and enable them to respond to the various challenges they are likely to face on a daily basis in the field.

Ultimately, this certification programme will help managers develop their team support and supervision skills. This approach gives meaning to the actions carried out on a daily basis.



To date, more than  
**900**  
local managers have taken part in this training programme.

## Validation of expertise

Concerned about the professional development and career progression of its employees, the Ramsay Santé Group encourages its nurses working in the operating room but who do not have an IBODE diploma, to enrol in a Validation of Acquired Experience (VAE) procedure, and supports them throughout their career to enable them to obtain the State Certified Operating Theatre Nurse (IBODE) degree.

This individual support is deployed over a period of 12 to 18 months. Two of the Group's partner organisations support caregivers at every step of the process.

This certification allows the Group's caregivers to increase their skills and to see their experience and expertise recognised, certified and valued.



### Testimony by Oriane Nérot (Claude Galien private hospital).

*"I started a VAE procedure when I arrived at the Claude Galien Private Hospital (Île-de-France), in 2021, after more than 10 years as a nurse. I was quickly offered the opportunity to start State Certified Operating Theatre Nurse (IBODE) degree training and was assigned to a multidisciplinary operating theatre. I felt that within this team, I could find many resource persons. So I thought the time was right to seize the opportunity to capitalise on my experience, my skills and my seniority, and thus develop professionally.*

*My employer supports me at every step of the VAE process. It finances the training organisation that provides the methodology courses and reviews my work. This support is essential in order to be able to keep going, to have concrete feedback on my work and to know the points on which I need to work in particular.*

*I recommend the VAE to my nursing colleagues who would like to obtain the IBODE diploma. When we did not have the opportunity to go to IBODE school in the first place, this training opens the doors to the diploma and allows us to reach our goals. It's certainly not easy every day, but it's a great challenge!"*



# COMMITMENT

## Taking care of our employees' mental and physical health

### Quality of life at work

An agreement on the quality of work life for the Group's employees is currently being studied in conjunction with the various trade unions. It should be ready by the end of 2021 or the beginning of 2022.

Three developmental levers guide this approach:

- The professional development of employees to maintain their level of employability and technical skills, within the framework of Job and Career Management. This approach encourages employees' learning and development throughout their career within the Group and also ensures the

implementation of innovative and personalised care.

- The digitalisation of professions and support for employees in acquiring the skills needed to use the tools of the future.
- The introduction of new modes of interaction between caregivers, based on listening, autonomy, transparency, the implementation of positive initiatives and the empowerment of all stakeholders within the Group.

This is a way of retaining employees over the long term and opening the door to the younger generation of caregivers and their valuable skills.



#### Jamel Ouanda, Chief Transformation Officer at Ramsay Santé

*"Today, Ramsay Santé's aim is to develop a Group-wide policy in favour of quality of life at work. Many initiatives already exist at the various facilities. Our ambition is now to define a framework to support existing mechanisms and to encourage the emergence of new dynamic and creative initiatives aimed at quality of work life.*

*Ramsay Santé has been working for a long time to support the evolution of the health sector. With the health crisis, this desire to rethink our employees' working environment has become all the more acute as the psychological and physical well-being of caregivers has become a major issue. Today, through this quality of work life agreement, we want to contribute to restoring meaning to the healthcare professions."*





## Implementation of a commitment survey

In 2019, Ramsay Health Group, keen to give its employees a voice, launched a commitment survey. Distributed to the entire Group, this survey took the pulse of the work environment and identified areas for improvement to better meet employee needs.

The dissemination of satisfaction surveys is a common practice within Ramsay Health Care in Australia. This first survey of over 31,800 Ramsay Santé employees was an opportunity to address three major points:

- What feedback did they have for the company?
- What elements were motivating them on a daily basis? How can we nurture a sense of belonging to the company and encourage their long-term career within the Group?
- What can individuals do to contribute to the success of their missions and their development within the Ramsay Santé Group?

The 10,088 responses received after the survey was circulated made it possible to set in motion new dynamics to improve the working environment of different staff. These new resolutions were based on three key approaches:

- The implementation of new training systems for managers;
- Increased internal communications and messaging to employees;
- Improvement of the working environment for each of the Group's employees in the field.

For example, in France, 34 types of action were implemented, resulting in nearly 781 proposed initiatives at the facilities. These initiatives have encouraged the implementation of measures to promote well-being in the workplace, training for managers, the distribution of newsletters and weekly communications to reflect the current situation at the facilities and to give meaning to the healthcare profession. This approach was reinforced during the health crisis, which led Ramsay Santé to adapt its action plan to the context in order to best meet the needs of its employees.

A second survey took place between 25 October and 15 November 2021. This is a concrete and effective way of making listening to employees part of the Group's identity so that managerial tools can be developed to improve the quality of life at work.



## KEY PERFORMANCE INDICATORS

INDICATOR	DATA <sup>3</sup>	COMMENTS AND ANALYSES
	2019	
Employee commitment rate	40%	Commitment rate (score obtained from a questionnaire to gauge employees' commitment to the Group) = 40% These are the results of an initial survey conducted within the Group as part of an overall project initiated by Ramsay Health Care in 2019. Participation rate (invited employees/employees who participated) = 32%



## VIGIE training

Employees with intensive work patterns may develop signs of distress as a result.

It is because caregivers may find it difficult to express their fatigue and suffering at work that VIGIE training was created. They enable **line managers** to identify and validate the distress experienced by medical and paramedical staff, to inform all employees of the physical and psychological risks associated with their work and to mobilise and strengthen the team around these issues in order to consolidate team cohesion.

The programme was co-designed with mental health professionals working in our facilities. This support is provided by a partner organisation.

This approach makes it possible to meet the commitments made by Ramsay Santé in terms of **quality of work life**. These training programmes also **support the ongoing development of** employee skills within the Group and **make knowledge-sharing accessible to all with a view to continuous innovation**.

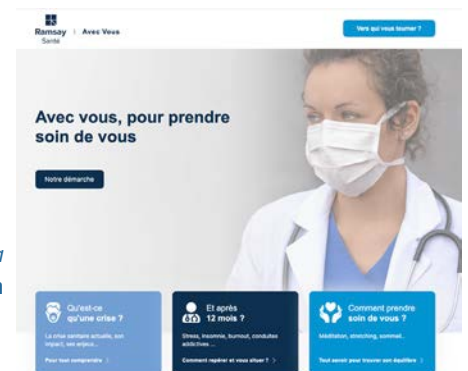
## “With you” website

The health crisis has mobilised health care personnel to a very great extent. The pandemic has not been without consequences for caregivers’ psychological health. Fear of not being able to cope with all the patients, of contracting the virus oneself, or even of transmitting it to relatives... To give a voice to and reach out to its employees, Ramsay Santé has created the [www.avecvous.ramsaysante.fr](http://www.avecvous.ramsaysante.fr) website, a platform that allows health professionals to take stock of their psychological state.

Designed by Ramsay Santé’s Mental Health Department and professionals from the Mon Repos (Auvergne-Rhône Alpes), Le Gouz (Burgundy-Franche-Comté) and Saint Barnabé (Provence-Alpes-Côte d’Azur) clinics, the Avec Vous website is open to all of the Group’s caregivers. The platform, designed to be a true interface for exchange, puts caregivers in contact with mental health specialists brought in to support caregivers during the COVID-19 crisis.



*“The website is structured around three main components: Information, assessment and identification of risk situations, and support with the possibility of referral to a team of clinicians.”* **Augustin Roiret, Chief officer of the Mon Repos Clinic**



Confidentiality is the key word in this type of care. In fact, no information provided by visitors to the site is retained, whether it be the results of tests performed online, research carried out or contact with mental health professionals.

### Complete, personalised care

Avec Vous allows healthcare professionals to have access to services adapted to their needs. For some, the platform provides ad hoc support. For others, it can serve as a starting point for the development of a long-term therapeutic process.

This approach reflects Ramsay Santé’s commitment to managing the post-crisis phase of COVID-19, to prevent the pandemic from affecting the health of healthcare professionals.



## Nursery places

**For the past 10 years, Ramsay Santé has been committed to supporting parenthood among its employees. This approach has resulted in the gradual setting up of crèches for employees at the Group's various facilities.**

Today, 33 crèches, micro-crèches and partnerships with crèche networks welcome over 300 children of employees.

The continuous improvement of the facility and quality of life in the crèches lies at the heart of the approach initiated by Ramsay Santé. Reducing the environmental footprint of these structures is also paramount. This commitment includes the generalisation of the award of "Ecolo crèche" certification for all the entities managed by one of our partners since 2020.

Employees can also make use of emergency childcare in the event of unforeseen circumstances: hospitalisation, training, unexpected absence of the person usually in charge of childcare, etc.

### **A further step forward for work life quality**

The introduction of this offer reflects the Group's desire to enable its employees to balance their professional and personal lives, with a view to constantly improving work life quality.

With this in mind, Ramsay Santé signed the Parenthood Charter and joined the Observatoire de la Parentalité en Entreprise. Ramsay Santé has also implemented a reduction in working hours for its pregnant employees, starting in the second month of pregnancy.

A health insurance scheme has also been designed for staff. All facilities are eligible to join, in accordance with the terms of their social policy.

## Installation of light therapy devices

**Since 2020, 24 Ramsay Santé facilities specialised in mental health have been equipped with light therapy systems.**

They are intended for both patients and healthcare personnel. This innovation makes Ramsay Santé the first private group to incorporate this cutting-edge technology, an approach that contributes to improving employees' work life quality.

Light is essential to our bodies because it helps regulate sleep patterns, reduce stress and replenish energy, as demonstrated by 30 years of research and development.

For caregivers, who are subject to intense working paces and often have staggered schedules, access to these technologies improves working conditions and health by reducing the psychosocial risks associated with their duties. Twenty-four facilities are equipped with at least one of the following devices:

- Psio E-de, a visual stimulation tool that combines light and relaxation therapy, available in most clinics;
- The SensoSphere, a chromotherapy device that diffuses pure, clean and biodynamic light to regulate the body, which is used in half of the facilities;
- The Sensora, a multi-sensory integrative therapy device that combines light, sound and kinaesthetic vibrations, deployed at the Clinique Saint Michel (Aubagne, Provence-Alpes-Côte d'Azur), a pilot facility for this technology.

This equipment, which combines light therapy, music therapy and voice-guided relaxation, supports caregivers' physical and mental recovery.



*"Our employees' quality of life is a priority for us. Access to a quiet room with a comfortable chair for light therapy sessions allows them to let go for a few moments during the day and refocus."* **Gaëlle Kerboul, Chief officer of the Pen An Dalar Clinic (Finistère)**

## Assessing and limiting

## psychosocial risks

The facilities, in conjunction with the Human Resources Department, have concrete prevention tools that enable them to assess and implement appropriate measures with all stakeholders to avoid psychosocial risks.

### Various support and monitoring systems for psychosocial risks

A psychosocial support service is available to all Group employees when they encounter professional, family or personal difficulties.

A professional coaching service is also available for the Group's managers. Finally, in the event of exceptional situations, a "Crisis Management & Post-Traumatic Intervention Services" component provides for the establishment of crisis cells at facilities. This purpose of this service is to:

- Find professional help quickly in crisis situations that have a destabilising impact on employees and affect the operation of the facility;
- Prevent post-traumatic shock syndrome and the psychological and physical reactions in personnel;
- Reduce the human consequences of traumatic events for employees.

Since 2014, the Group has been deploying a psychosocial risk monitoring system to detect risk situations



as early as possible. If necessary, specialised firms can be used. In parallel, a 24-hour help and support line is available to employees.

The commitment surveys introduced in 2019 also make it possible to assess employees' feelings about various issues relating to quality of work life, as part of a continuous and progressive improvement approach.

## KEY PERFORMANCE INDICATORS

INDICATORS		DATA <sup>4</sup>		COMMENTS AND ANALYSES
		2020	2021	
Number of work-related accidents with lost time in the fiscal year	France	1,207	501	The number of work-related accidents with lost time injuries was 501 for 2020/2021. Successive lockdowns and recruitment tensions led to limited activity in some facilities, requiring fewer staff.
	Italy	26	33	Work-related accidents with lost time include those due to "COVID"
	Group	1,233	534	
Absenteeism rate <sup>5</sup>		15.73%	15.14%	The rate of absenteeism concerns only sickness, work-related accidents and occupational diseases. They are consolidated in the number of days of work stoppage and transmitted to Social Security. The original scope covers an FTE population of 17,051 employees, not all facilities are included in this reporting software. This lack of uniformity is not a hindrance to the quality of the treatments performed, it blocks a broad and homogeneous vision. Work is underway on standardising the software.



# COMMITMENT

## Create a diversity policy

On a daily basis, Ramsay Santé works to implement diversity and inclusion policies. These are essential levers for consolidating a corporate culture that meets major challenges.

### KEY PERFORMANCE INDICATORS

INDICATOR: Breakdown of M/F employees by professional category <sup>6</sup>									
Professional categories	France and Italy						Nordic countries		
	Men		Women		Total		Men	Women	Total
	2020	2021	2020	2021	2020	2021	2021	2021	2021
Administrator	1	1	0	0	1	1	-	-	-
Senior management	35	34	6	6	41	40	2	1	3
Facility chief officers	51	48	34	38	85	86	20	16	36
Managers	245	744	984	1,595	1,229	2,339	43	109	152
Other employees	3,740	4,123	17,556	19,836	21,296	23,959	1,871	7,273	9,144
Total	4,072	4,950	18,580	21,475	22,652	26,425	1,936	7,399	9,335

### Employees, workers with disabilities

Twelve years ago, Ramsay Santé launched its first programme for the employment of workers with disabilities, which has welcomed 3.7% of employees with disabilities since its launch. In 2015, in France, the Group passed the 6% mark, a rate of growth that is three times higher than the French national average. This is a positive trend based on two key factors:

### The adaptation of our governance to favour the inclusion of workers with disabilities:

In agreement with its social partners, Ramsay Santé has defined an agile, responsive organisation that is ready to allocate the resources necessary to the success of this mission. To contribute to this, a “**Disability Mission**” has been set up at the head office to provide concrete solutions to encourage the employment of people with disabilities.

At each facility, a “disability advisor” has been appointed to meet the needs of employees in the field as closely as possible.

## Contributing to the training of health-care professionals:

At Ramsay Santé, caregivers account for 75% of the staff. Our aim is to open up the healthcare professions to as many people as possible by promoting access to healthcare professions for people with disabilities.

We have also set up a partnership with the only nursing school in France, the **Institut de Formation en Soins Infirmiers (IFSI) in Castelnau-le-Lez**, which trains people with disabilities in our professions. Each year, nearly **30 trainees** from the IFSI are welcomed at our facilities. Since the beginning of this partnership, Ramsay Santé has also signed **15 apprenticeship contracts** with the school and recruited more than 20 professionals who have completed its training programmes.

### Today, thanks to the work undertaken, we have:

- **1,212 employees with disabilities working in our facilities, including 20 visually impaired physiotherapists.**
- **A balanced distribution of positions** occupied by workers with disabilities between care workers, administrative and technical staff.
- More than **600 people with disabilities recruited in the last 12 years**, while our initial target was 350.
- **800 people whose jobs have been made permanent**, thanks to the adaptation of working conditions to meet the personal needs of each employee.
- Ergonomically designed work spaces for our visually impaired or blind employees, as well as computer tools perfectly adapted for this disability.
- **Steady and sustained progress in the pursuit of our objectives**, now achieved two years ahead of schedule.

Ramsay Santé has created a training programme with the **French Red Cross**, aimed at training job-seekers with disabilities in the role of healthcare assistant in the Paris region. To date, more than **20 people** have benefited from this training programme. Today, all of them have a job.

For the past year, Ramsay Santé has been working with the **UGECAM** (Union for the management of health insurance fund facilities) Group to create a programme called "**OA Santé**". This is intended to extend the Group's capacity to take on disabled workers and to support their training in the health-care professions. In the same vein, when we set up our shared services centre in the Paris region, we joined forces with Unirh-Thransition, an organisation that works to include people with disabilities in the workplace, to make it as easy as possible for disabled workers to apply for positions offered by the Group.

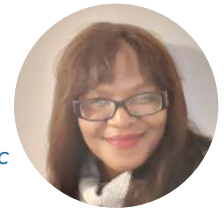
Today, we can say that welcoming people with disabilities is part of the Group's DNA. This commitment will be maintained on a daily basis in order to better enable the inclusion of workers with disabilities within our teams.



### Testimony by Nsimba, employee with a disability.

*"I have been with Ramsay Health for 11 years and have been working at La Montagne Clinic for almost two years. I have had an invisible disability for 12 years following an accident. I am visually impaired in my left eye, so when you are on my left, I cannot see you.*

*The Group provided me with an ergonomic chair for my back pain, as well as a computer adapted to my vision."*



## KEY PERFORMANCE INDICATORS

INDICATOR: Rate of workers with disabilities <sup>7</sup>		
DATA		COMMENTS AND ANALYSES
2020	2021	
5.90%	<b>5.20%</b>	The 0.70 point decrease is explained by the 2020 law that changed the rules for calculating the employment of workers with disabilities. By working in the facilities in the midst of the pandemic, we have limited the impact of this change in approach. Our employment rate without this change would be 6.1%. We have made progress thanks to the recruitment effort (92 disabled workers recruited in 2020, compared to 63 in 2019).



**T**he patient commitments made by Ramsay Santé reflect the Group's vision of "care". These resolutions, born of a common reflection between the different professions (doctors, care staff and managers), gave rise to six commitments.

With the support of all of the Group's employees, patient commitments are reflected both in the definition of Ramsay Santé's strategic directions and in the care and treatment provided on a daily basis.



*Our commitments*

**Patients**



*Our commitments*  
Patients

# Six commitments



## #1 Welcoming all patients without distinction

Regardless of whether they are covered by social insurance, Universal Health Care (CMU/PUMA) or have supplementary health coverage, all individuals may be cared for, without discrimination and in keeping with the principles of secularism, at Ramsay Santé facilities. Emergency services in particular are contracted in Sector 1, in order to allow everyone to access quality care without exceeding fees.



## #2 Innovating to improve the quality of care

Throughout the year, the Group invests in state-of-the-art equipment (surgical robots, MRIs, etc.). The facilities are equipped with the best equipment and the new facilities offer innovative support: cancer institutes, ambulatory surgery etc.



## #3 Customising care offers

Providing care that is perfectly tailored to everyone's needs is Ramsay Santé's priority. At the Cancer Institutes, nurse coordinators support the most vulnerable patients at all stages of their care process. In surgery, the choice of ambulatory care is made in close consultation within a multidisciplinary team, in order to initiate the treatment best suited to the needs of each patient.



## #4 Ensuring transparency in care safety outcomes

Level of French National Authority for Health (FNAH) certification, regulatory indicators, satisfaction rates and more: patients can consult figures reflecting the quality and safety of care provided at the Group's facilities at any time.



## #5 Reducing treatment time

In France, Ramsay Santé is the only hospital group to provide real-time information.<sup>8</sup> on the average time spent in its emergency services, via digital signage at facilities, on their websites and on mobile applications. Every day, staff work to reduce the time taken to treat patients, particularly in structures specialising in outpatient surgery or cancer.



## #6 Offering services to simplify all stages of the care process

The digitalisation of Ramsay Santé's care offerings makes it possible to simplify the patients' procedures before, during and after hospitalisation. Ramsay Services allows patients to book their appointment with the anaesthesiologist, choose their room and complete the various administrative formalities on line. Appointments can also be made via Doctolib, to facilitate the care process as much as possible.



# COMMITMENT

To ensure optimal care for our patients in line with our commitments

## #1 Welcoming all patients without distinction

All patients are welcome at Ramsay Santé, with no discrimination and in keeping with the principles of secularity, regardless of health insurance status, or whether they are covered by Universal Health Care (CMU/PUMA) or supplementary health insurance.

### STAFF WITH MULTIPLE LANGUAGE SKILLS

To facilitate communication with patients from all parts of the world, Ramsay Santé ensures that its staff includes employees who speak one or more foreign languages. Some caregivers are also proficient in sign language.

Patients who are not fluent in French may therefore request a caregiver who is fluent in their mother tongue. To this end, some of the Group's facilities provide a list of interpreters corresponding to the languages spoken by their staff. More than forty regional languages and dialects have been listed.

This is a way of exchanging information in a transparent manner, ensuring patients have better knowledge of their care arrangements and reassurance, as well as the assurance that their information will be kept confidential.

Patients who are deaf and hard-of-hearing can also count on the assistance of staff who have been trained in sign language.

## #2 Innovating to improve quality of care

**Outpatient care has the advantage of reducing hospitalisation for surgical intervention to a few hours. The patient enters and leaves the facility the same day.**

Ambulatory care is suitable in the case of less invasive, more innovative surgical techniques and lighter anaesthesia. Post-operative complications are reduced, the patient recovers faster and can resume their active life more easily.

The Ministry of Health has set targets: 70% of procedures will have to be performed in an out-patient setting by 2022.

### KEY PERFORMANCE INDICATOR

INDICATOR: Outpatient rate in France <sup>9</sup>		
DATA		COMMENTS AND ANALYSES
1 July 2019 to 30 June 2020	1 July 2020 to 30 June 2021	
68.20%	<b>71.80%</b>	There has been an increase in ambulatory surgery over the fiscal year. The shift to ambulatory treatment is continuing and the phenomenon has clearly accelerated as a result of the health crisis. This increase is consistent across all facilities.



## INNOVATIVE EQUIPMENT

**Ramsay Santé has always offered innovative technologies that enable the Group to improve the quality of care for its patients.**

Increasing facilities' treatment capacities, facilitating the care processes for patients... The acquisition of innovative equipment leading to state-of-the-art care means many benefits for patients. In several of the Group's structures, the arrival of new technologies has considerably facilitated patient care.

### **A next-generation laser to treat urinary tract stones**

At the **Jacques Cartier Private Hospital** (Massy, Essonne), the SOS Urinary Stones course was designed to quickly treat urinary stones and the pain they cause in patients. As part of this care, the facility invested in a Soltive Laser, a device that destroys the stones instead of fragmenting them, thus eliminating the need for a second procedure. This minimally invasive surgery, performed in an outpatient setting, results in reduced anesthesia and hospitalisation times, allowing the patient to recover quickly.

In 2020, more than **5,000 urological surgeries** were performed at the Jacques Cartier Private Hospital, and this number has increased since the acquisition of the Soltive laser.

### **New imaging techniques for all patients**

In 2020, the **Maison Médicale de Drancy** (Seine-Saint-Denis), part of Imagerie Médicale de la Plaine de France (IMPF), acquired an MRI system for people suffering from obesity and/or claustrophobia. Ramsay Santé and the IMPF have decided to invest jointly in the acquisition of this open-field device, which allows everyone access to this type of examination. With this technology, the patient has freedom of movement during the entire examination, ensuring their comfort. Unlike a conventional MRI that weighs between 3 and 5 tonnes, an open-field MRI weighs 16 tons. Engineering prowess was needed to install it and work was carried out at the Maison de Santé de Drancy to reinforce the basements.

**These two examples illustrate the commitments made to our patients to improve access to care. The Group continues to invest in new technologies to provide innovative and customised support.**

## ARTICLE 51

**Under Article 51 of the Social Security Financing Act, new ways of organising care are being tested within the Group.**

### **Care episodes**

Since July 2019, the reform of the organisation and financing of our health system has proposed, through Article 51 (LFSS 2018), an experimental mechanism relating to payment by the Episode of Care. This allows for the testing of new healthcare organisations based on best practices and better town-hospital coordination.

This experiment will make it possible to test a lump-sum payment for the services of all the stakeholders involved in care over a period of three to six months (hospital and outpatient healthcare professionals, healthcare facilities).

Ramsay Santé is experimenting with a number of care episodes, including cancer-related colectomy, hip prosthesis and knee prosthesis. Nine of the Group's facilities are testing the mechanism out of the 46 facilities that are testing it in France.



**Promote and strengthen innovative organisations**



**Foster coordination between stakeholders**



**Take the patient experience into account**



**Improve the quality and efficiency of care**

## Innovative experiments in oncology

As the leading private player in oncology in France, Ramsay Santé has made the fight against cancer a priority. This is particularly illustrated by its 12 cancer institutes, five of which are breast cancer institutes.

### 1. A physical activity programme adapted for the Institut de Cancérologie du Pôle Lille

To promote physical activity in patients, Ramsay Santé, in partnership with start-up Kiplin, has launched a customised physical activity programme (combining face-to-face, distance-based and connected health games centred on physical activity) as part of the post-cancer experience.

The mobile app is available on smartphone. With support from a nurse coordinator, patients are invited to take part in the 12-week programme of Adapted Physical Activities (APA), which will alternate between connected fun activities and APA sessions, delivered either in person or by videoconference by a specialised teacher.

### 2. METIS CONNECT: digital follow-up between chemotherapy treatments for digestive cancer patients at the Institut de Cancérologie Jean Mermoz (Lyon)

The coordination of care and the transmission of information between the different health stakeholders is a major issue in the quality of cancer care.

The experiment, named “Metis Connect”, is being carried out in conjunction with the nurse coordinator of the care process. This digital alert, prevention and coordination tool makes it possible to:

- Initiate a connected support programme as soon as possible;
- Establish continuous home monitoring of adverse reactions to chemotherapy;
- Co-developing a post-cancer programme with the patient and their relatives for a new life plan.

All new patients treated at the Jean Mermoz Private Hospital for digestive cancer and starting chemotherapy are affected by the programme.

Two other facilities located in the Auvergne-Rhône-Alpes region will soon test this system: the Hôpital Privé Drôme-Ardèche (Guilherand-Granges) and the Hôpital Privé Pays de Savoie (Annemasse).

**These experiments help to improve patients' access to care, their quality of life and the quality of care.**



*“The METIS CONNECT project enables continuous monitoring at home of the undesirable effects of chemotherapy (pain, fatigue, etc.), which makes it possible to improve the continuity of care between the facility and professionals in the community, as well as to detect side effects at an early stage, which could lead to re-hospitalisation in the event of complications.”* **Professor Jérôme Desrame, digestive oncologist and initiator of the project.**

## #3 Organising personalised care for each patient

### PATIENT SATISFACTION STUDY

Following their experience with the Group, each patient is given a questionnaire to determine their level of satisfaction. Responses are entered into and analysed on a dedicated platform.

The information gathered makes it possible to gauge the quality of services and to implement local or global improvement measures. This approach enables an evaluation of the treatments for various pathologies, the interventions and phases of rehabilitation to ensure the performance of the care practices and the time taken to provide treatment.



## KEY PERFORMANCE INDICATORS

**NPS<sup>10</sup> is an internal indicator to measure the patient referral index.** It subtracts the percentage of Detractors from the percentage of Promoters.

INDICATOR: NPS (net promoter score)			
	DATA		COMMENTS AND ANALYSES
	1 July 2019 to 30 June 2020	1 July 2020 to 30 June 2021	
<b>France</b>	0.55	<b>0.70</b>	<p>The NPS increased between 2020 and 2021 for two reasons:</p> <ul style="list-style-type: none"> <li>● Integration of ex-CAPIO institutions into the Ecoute site and therefore into the calculation of the NPS as of January 2020.</li> <li>● Deployment of the Specific Outpatient Satisfaction Questionnaire from January 2020.</li> </ul> <p>The volume of questionnaires entered into the calculation of the NPS for follow-up care and rehabilitation (SSR) and Psychology (PSY) amounts to 7% in volume, compared to 93% for medicine-surgery-obstetrics (MSO). The outpatient medicine-surgery-obstetrics (MSO) questionnaire has collected the best results since 2020. This increases the Group NPS score.</p>
<b>Nordic countries</b> (Sweden only)	0.77	<b>0.71</b>	<p>The NPS is measured twice a year for all Capio Sweden's business sectors (except digital care). The NPS for FY 2019/2020 is calculated based on the May 2020 survey results and the NPS for FY 2020/2021 is calculated based on the November 2020 and April 2021 survey results. The decrease between the two years is due to the expansion of the scope, primarily with respect to telephone consultations in primary care, which were included beginning in November 2020.</p>

**E-Satis is a French national survey designed to gauge patients' experience, coordinated by the French National Authority for Health.**

The e-Satis survey is measured once a year by the FNAH over a period from 1 October of year N to 30 September of year N+1. The results are consolidated in December of the year N+1. The latest results available are for the 2020 campaign (01/10/2019 to 30/09/2020).



## KEY PERFORMANCE INDICATORS

INDICATOR: E-SATIS <sup>11</sup>	DATA		COMMENTS AND ANALYSES
	2019 Campaign (01/10/2018 to 30/09/2019)	2020 Campaign (01/10/2019 to 30/09/2020)	
<b>E-SATIS: MSO 48h</b> MSO Hospital Patient Survey	Satisfaction rate 73.65%	<b>Satisfaction rate 73.65%</b>	<p>The overall satisfaction rate is the same between 2019 and 2020, with a return rate of 35%. It follows the national trend, with a weakness in the area of catering.</p>
<b>E-SATIS: Outpatient care</b> MSO (outpatient setting) Hospital Patient Survey	Satisfaction rate 74.44%	<b>Satisfaction rate 75.31%</b>	<p>The overall satisfaction rate increased significantly between 2019 and 2020, with a return rate of 28%. The Ramsay Santé satisfaction rate remains below the national trend.</p>

## THE CANCER CARE PROCESS COORDINATORS

In cancer care, the most vulnerable patients can benefit from personalised support throughout the course of their treatment. This is provided by a nurse who coordinates the care process, even after the treatment has ended.

The coordinator assesses the needs and vulnerabilities of the patient, orients them within a complex care process and coordinates the actions of the various professionals interacting with the patient: doctors and surgeons, paramedical teams and support care providers (social worker, dietician, psychologist, socio-beautician, etc.).

A patient may be considered vulnerable for various reasons: the aggressiveness of their illness, the complexity of their treatments or even their personal situation (family isolation, social difficulties, professional or financial hardship, etc.).

This new activity is part of the objectives of the **2014-2019 Cancer Plan**, which set out to ensure that patients receive appropriate guidance in support care and to improve access to various types of treatment. At any stage of care, the patient can be referred to a coordinator.

At the end of their care, **76.3% of patients monitored by a care process coordinator in 2020 considered that this support had enabled them to better undergo the treatments.** Support at every stage of the journey means invaluable help for cancer patients.

IN 2020

**1,500**  
new patients  
accompanied by a  
coordinator

## THE "LE CORPS GROS #MÉTAMORPHOSES" PROJECT AT THE CLINIQUE DE LA SAUVEGARDE DE LYON

In France, almost half of all adults are overweight. Eight million suffer from obesity (17% prevalence), of whom 500,000 suffer from severe obesity. This pathology is also one of the main risk factors for many chronic diseases (cardiovascular diseases, type 2 diabetes, cancers, etc.).

At the Clinique de la Sauvegarde in Lyon (Auvergne-Rhône Alpes), the Centre Spécialisé de l'Obésité (CSO) teamed up with professional photographer Bertrand Perret to set up a photographic project entitled "Le corps gros #métamorphoses", which supports patients during their weight-loss process through photography. The goal is to help change the way society views the bodies of obese patients.

While all patients have a common goal of weight loss, the value of this project is to highlight each person's individual personality. It is a long-term project that builds trust between photographers and their subjects.

The project could be extended in the form of an exhibition or the creation of a photo book.



*"Body changes caused by weight loss can be difficult for the patient to perceive. There may be dissonance between one's actual body and the image that one has internalised of their body. Thanks to this project, which promotes neither large bodies, thin bodies nor bariatric surgery, the patient can have a new perspective of their body during transformation."*

**Lauriane Minarro-Piot, psychologist at the Clinique de la Sauvegarde**



# #4 Ensuring transparency in our healthcare safety outcomes

## 100% OF OUR FACILITIES A- OR B-CERTIFIED

As part of the FNAH V2014 certification procedure, all facilities<sup>12</sup> in France has been certified A or B.

Year after year, the various facilities of the Ramsay Santé Group have been able to improve the quality and safety of care for patients, enabling 100% of them to obtain A or B certification.

To date, **65% are A-certified**, the highest level of certification issued by the FNAH. This percentage is more than 20 points higher than national results in all sectors. This is also more than 10 percentage points higher than national private sector performance. The rest of the facilities, amounting to **35%, are B-certified**.

The certification of healthcare facilities enables patients to be informed of the quality of care provided and to benefit from state-of-the-art care. For employees, the level of certification reflects their commitment and work towards continuous improvement and safety of care.

### FOCUS ON FNAH CERTIFICATION V2014

Every four years, public and private healthcare facilities are subject to an external evaluation, carried out by professionals mandated by the French National Authority for Health (FNAH). The objective is to independently assess the quality and safety of the care provided in French hospitals and clinics.

The latter are assessed on common criteria that are used by visiting experts when they tour the facilities. **These assessments lead to five levels of certification:**

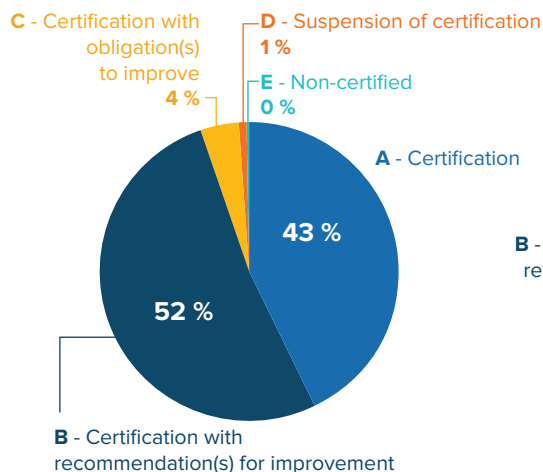
- A: Certification
- B: Certification with recommendations for improvement
- C: Certification with an obligation to make improvements
- D: Stay of proceedings, which means that the facility will not be certified until proof of resolution of the discrepancies has been provided
- E: Non-certification

The V2014 certification procedure for French public and private facilities was suspended in March 2020 due to the COVID-19 health crisis. It is being replaced by the procedure for certifying healthcare facilities for quality of care, which the FNAH began to deploy in April 2021.

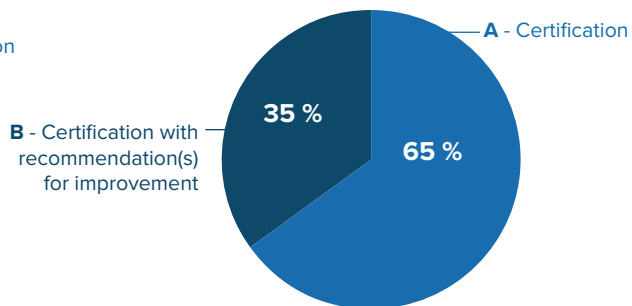
This new certification procedure is based on a new framework built around four main issues: patient commitment, the culture and relevance of the outcome, the development of teamwork to improve practices and adaptation to changes in the healthcare system.

Ramsay Santé facilities are already involved in the implementation of this new benchmark with four facilities that volunteered to undergo their certification inspection early from April to June 2021.

Results of certification in the entire hospital sector in France.



Results of certification of Ramsay Santé Facilities.



Figures as at 03/06/2021

## KEY PERFORMANCE INDICATORS

INDICATOR: Hospital accreditations			
	DATA		COMMENTS AND ANALYSES
	1 July 2019 to 30 June 2020	1 July 2020 to 30 June 2021	
<b>Nordic countries</b>	100%	<b>100%</b>	In Sweden and Norway, there is no national accreditation system for hospitals/healthcare facilities. However, several quality indicators are monitored and reported for each healthcare service. There is an accreditation system for free healthcare for different specialties and regions. Sweden and Norway have never lost their accreditation.  Denmark: Capio Denmark is certified by IKAS - the Danish Institute for Quality and Accreditation. The accreditation was renewed in May 2021 and will be finalised in October 2021.
<b>Italy</b>	100%	<b>100%</b>	The hospital is periodically accredited by ARPA through the Piedmont region and, to date, has confirmed accreditation for all specialties (100%).

INDICATOR: Certification / France			
	DATA		COMMENTS AND ANALYSES
	As at 30 June 2020	As at 30 June 2021	
97% of clinics A- or B-certified		<b>100% of clinics A- or B-certified</b>	<b>100% of our facilities</b> (except: Primary care, medical and social centres and radiotherapy centres not covered by FNAH certification) <b>are A- or B-certified.</b>

## #5 Reducing treatment times

### EMERGENCIES, REDUCED WAITING TIMES, A RAMSAY HEALTH SPECIFICITY

Since 2007, emergencies have been an activity subject to authorisation. As a pioneer in this field among private operators, Ramsay Santé is making a significant contribution to meeting the population's emergency medical needs, alongside public hospitals.

The Group's 31 emergency care services, located throughout the country, admit patients 24/7. Supported by a specialist care team, each patient benefits from all the investigation resources necessary for their care.

Emergency waiting times are an important indicator of the organisation of the service and the quality of patient care. For this reason, the Group has been implementing a project since 2013, to provide transparency and display waiting times in emergency rooms in several of its facilities. This innovative system



makes it possible to measure and display patient waiting times on the website of the private clinics and hospitals concerned. It is based on a redesigned organisation of services and patient flows.

## #6 Offering services to simplify the pre/during/post-hospitalisation process

**Ramsay Services is a digital service platform deployed in the Group's Medicine-Surgery-Obstetrics facilities. This portal aims to simplify administrative procedures for patients and to offer a range of services to facilitate their hospitalisation.**

Available on computers, tablets and smartphones, online admission includes registration for hospitalisation, making an appointment with the anaesthetist, choosing the level of comfort of the room, information on supplementary health insurance coverage (mutual insurance) and practical advice on

preparing for your stay.

This platform offers a quality service to patients who can then proceed with peace of mind to arrange their admission from home, at the time that suits them best.

The platform offers dedicated processes for each type of patient: maternity, ambulatory and inpatient. The patient can indicate the presence of a possible companion and can electronically sign the documents required for their hospitalisation. This means that they do not have to go to the hospital until the day they are admitted.

### KEY PERFORMANCE INDICATOR

INDICATOR: Ramsay Service Portal usage rate		
DATA		COMMENTS AND ANALYSES
1 July 2019 to 30 June 2020	1 July 2020 to 30 June 2021	
24%	36%	This rate corresponds to the number of patients who have carried out their admission process online on Ramsay Services out of the total number of admissions - in MSO facilities only.

### AN APPLICATION DEDICATED TO SECURE CARE PROCESSES

**The Group offers a solution to support patients before and after their treatment at Ramsay Santé. Available in the Group since 2015, and currently intended for oncology patients or patients treated within the framework of care episodes provided for under Article 51, the target of the system should soon be extended.**

Available on computer, tablet or smartphone, this software solution makes it possible to secure the care process by maintaining a personalised relationship with the patient at home.

At present, it consists essentially of sending questionnaires to the patients receiving care. Their answers then allow professionals to develop optimal and personalised follow-up. This connected monitoring aims to secure the care process and to evaluate the functional results and quality of life of the patient

“We would like to extend the target of this solution to all types of care. The goal is to be able to integrate the system into Ramsay Services to make it accessible to as many healthcare professionals and patients as possible.”  
**Dr. Jean-Félix Verrier, the Group's medical Chief officer in charge of best practice**

up to 12 months after hospitalisation. At present, the system is for patients within the framework of experimentation for organisational innovations provided for by Article 51.

To date, it is being tested in nine Ramsay Santé facilities but should soon be rolled out on a larger scale within the Group.



## PATIENT COMMITMENTS AND DIGITISATION AT CAPIO SWEDEN

Since its launch in 2017, Capiro has continued its digitisation with the implementation of almost half a million digital treatments and a tremendous potential for development. Digitisation is indeed part of the Group's global strategy and medical programme, paving the way for better and faster care offerings. This will ensure that patients receive optimal healthcare over the long term.

Digitisation provides patients with access to a wide range of remote care services, which can be conducted via chat or video. Digital solutions also allow practitioners as well as various healthcare professionals to easily access patient data. Combined with inpatient care, these digital services are reflected in the motto "*Digital care when possible, face-to-face care when necessary*".

Having initially focused on digitising its general practice services, Capiro is expanding its offering in two ways: by developing self-service practices and by extending digitisation to specialist care.

The self-service platforms are available on the Capiro Group's website and app. They allow patients to discover the different types of care, guide them in self-care and raise awareness of prevention. If needed, Capiro specialists are also available online to guide patients towards personalised care offerings.

Beyond the technological dimension, the digitisation of care offerings facilitates the daily life of patients and enables the Capiro Group to fulfil its commitments to them:

- **Welcoming all patients without exception (#1):** digital tools reduce stigmatisation and help patients to formulate their message in a structured way.
- **Innovating to improve quality of care (#2):** digitisation enables the collection of patient data to improve diagnosis, treatment and relevant medical decisions.
- **Delivering personalised care (#3):** the "Capiro Home" digital service is a perfect example of personalised care. This digital platform enables real-time monitoring of chronically ill patients from home and provides them with tailored care at home.
- **Reducing treatment times (#5):** digitisation reduces waiting times and opens up new appointment possibilities by favouring face-to-face consultations only if necessary.
- **Offering services to simplify the process before/during/after admission to hospital (#6):** digitisation simplifies the care process by enabling the patient to become actively involved in their treatment. The patient can digitally transmit data on their history before the consultation, enabling it to be better taken into account by medical staff and ensuring optimal care.

### FOCUS ON CAPIO'S DIGITAL OFFERING

Capiro offers several digital contact and care options:

**Capiro Go:** this fully digital clinic, open seven days a week, every day of the year, allows contact with nurses, doctors, physiotherapists, dieticians and midwives, even when the primary care centre or specialist clinic is closed.

**Chat with primary care:** this interface provides quick access to primary care centres, allowing patients to chat directly with centre staff and, if necessary, contact a GP or other specialist.

**Chat with specialists:** this interface allows contact with specialist doctors: dermatologists, orthopaedists, gynaecologists and, most recently, psychiatrists.

**Capiro Home:** a digital service that considerably improves the daily life of patients with chronic diseases. A dedicated care team, supported by remote measurement technology, allows patients to take back control of their health: the patient's values are recorded and communicated directly on the application, allowing for precise and efficient monitoring.

**Capiro video conferencing:** allows regular contact and follow-up appointments with doctors or other healthcare professionals via chat or video conferencing.



**R**amsay Santé is committed to meeting the needs and expectations of the Group's practitioners. This approach facilitates their expertise and daily comfort, and helps them offer patients optimal care.



## *Our commitments*

### **Practitioners**



## Our commitments Practitioners

# Five commitments

- 1 Supporting practitioners' research work**, to enable them to continue to train in new medical techniques and participate in the evolution of scientific knowledge, in a framework that is as ergonomic as possible.
- 2 Teaching**, in order to encourage intellectual exchange and the sharing of knowledge between generations of practitioners.
- 3 Provision of state-of-the-art medical equipment** in order to provide innovative and personalised care for patients.
- 4 Digitisation** of work tools to facilitate the daily life of practitioners and patients alike, and to be part of a global sustainable development approach.
- 5 Provision of dashboards**, which allow practitioners to follow the evolution of their practice in a simple, accessible way.



**François Demesmay, Chief Medical innovation and Patient Experience Officer**



*"Practitioners are the obvious and essential partners of Ramsay Santé. We have a very close relationship with them. Without them, our business would be meaningless. For their part, they need high-performance technical platforms to carry out their activity. This is why, with a view to co-construction and knowledge sharing, Ramsay Santé is seeking to set up an ecosystem that is as sophisticated and comfortable as possible in order to meet their expectations on a daily basis."*

*"Working on these different aspects allows us to ensure the quality and safety of care and to ensure that within the Ramsay Santé Group, practitioners flourish both professionally and personally."*



# COMMITMENT

## Supporting medical researchers with their clinical study projects

### Practitioners: focus on research and Education

Ramsay Santé is also committed to research. The Research and Education Department promotes the emergence of new therapeutic and diagnostic strategies for the benefit of patients. Its ambition? To support research so that today's clinical trials will lead to tomorrow's developments and to live up to patients' expectations so that, collectively, the Group can be proud of the medical excellence it embodies.

The Research and Education Department supports practitioners at every stage of the research process. It provides researchers with the scientific support and organisational assistance required to set up trials in the Group's various facilities. And to boost clinical research within its facilities, the Research and Education Department uses the resources allocated to the Health Coordination Grouping for teaching and research founded in 2014. Doctors are also supported with their research projects and scientific publications through dedicated calls for projects, thanks to public funding (MERRI funding - Missions d'Enseignement, de Recherche, de Référence et d'Innovation) from which the Health Coordination Grouping benefits.

Today, nearly 1,400 private practitioners are conducting their research in the Ramsay Santé Group and have contributed to a scientific publication in the last four years.



*"Yes, it is possible to do clinical research while working in private practice. At Ramsay Santé, doctors working in private practice do not have to give up teaching, publishing or clinical trials. Our role is to provide all the necessary support for the practice of research."*



**Dr. Stéphane Locret, Research and Education officer at Ramsay Santé**

### KEY PERFORMANCE INDICATORS

INDICATORS	DATA - CALENDAR YEAR		ANALYSIS AND COMMENTS
	2020	2021	
<b>Number of research projects</b>	287	<b>285</b>	The data correspond to the number of research projects accepted by the Scientific Orientation Committee in France and for which the Health Coordination Grouping is a promoter or funder (prospective and retrospective studies). Note: some rare collaborations with foreign institutions. Situation as of 01/01/2021: stability of the number of research projects.
<b>Quality of studies (follow-up studies) - Number of SIGREC promoter points.</b>	24.29	<b>36.43</b>	The number of SIGREEC promoter points is an annual indicator provided by the DGOS in France. The increase in the score in 2021 is related to the increase in the number of patients included in the clinical trials promoted by the RPD.

# COMMITMENT

To allow our practitioners to continue to train throughout their career.

## KEY PERFORMANCE INDICATORS

INDICATOR: Number of interns received per open internship / France		COMMENTS AND ANALYSES
DATA		
Calendar year 2020	Calendar year 2021	
153 Interns	<b>79 interns</b> <i>(In progress, end of period November 2021)</i>	The number of interns welcomed in our facilities in France has increased every year since 2012. Note that there are two semesters per year, so two groups of interns are welcomed (May/November).



**Testimony by Dr Francesca Sanguineti, cardiologist.** She has been practicing since 2017 at the Jacques Cartier Private Hospital (Massy, 91).



**" What are the aspects of your job that you that you enjoy the most?**

*Research and training. I love the fact that I can fully participate in clinical research, it allows us to make great progress and to advance science at our level. The sharing of knowledge that training allows is also an extraordinary opportunity offered by our profession, we can learn from the elders, before passing on our knowledge to the younger ones."*



# COMMITMENT

## To provide increasingly modern technical facilities.

Whether it is a question of screening, diagnosis or treatment, medical progress is now more than ever linked to innovations in medical equipment.

Ramsay Santé integrates these challenges into its policy by investing nearly €200 million each year in the purchase or renewal of the latest generation of imaging equipment (hybrid rooms, MRI, scanners, etc.).

### KEY PERFORMANCE INDICATORS

	DATA		COMMENTS AND ANALYSES
	1 July 2019 to 30 June 2020	1 July 2020 to 30 June 2021	
<b>INDICATOR: Number of heavy items of equipment renewed</b>			
France	-	21	The year 2020 is difficult to compare due to the COVID-19 crisis, as investments were frozen for four months during the first wave. In 2021, these are the details of investments in heavy equipment: <b>Heavy items of equipment renewed:</b> six magnetic resonance imaging scanners, three CT-Scanners, one positron-scan tomography, one Gamma Camera, three intervention rooms, one Oarm, X-ray tables. <b>New items of equipment acquired</b> one magnetic resonance imaging scanner, two hybrid rooms.
Nordic countries	1	0	In 2020, Sweden invested in a scanner.
Italy	-	-	
<b>INDICATORS: Amount invested in medical equipment (€K incl. VAT)</b>			
Group	-	€83,915,000	<b>This year the Group invested €83,915,000 in medical equipment.</b>
France	-	€67,900,000	The year 2020 is difficult to compare due to the COVID-19 crisis, as investments were frozen for four months during the first wave.
Nordics	11,874	€15,924,000	
Italy	45	€91,000	In 2021, Italy invested mainly in ultrasound machines and ventilators.



# COMMITMENT

## Digitisation of work tools

To provide practitioners with a digital pack designed to facilitate their relations with their patient and all others involved in healthcare.

### KEY PERFORMANCE INDICATORS

INDICATOR: Lifen <sup>13</sup>			
	DATA		COMMENTS AND ANALYSES
	as of 30/06/2020	as of 30/06/2021	
Number of users of the tool	1,800 users	<b>2,764 users</b>	The Lifen tool is currently being deployed in France, which explains the increase in the number of users. The difference is explained by deployment between the two periods in an additional 13 MSO facilities, 5 radiotherapy centers and 2 mental health structures.
Dematerialised send rate	81%	<b>86%</b>	The dematerialisation rate is constant over this measurement period.

#### LIFEN


In 2019, a universal medical communication solution was deployed in the Ramsay Santé Group's community of practitioners in partnership with Lifen.

This solution facilitates the exchange of documents and dematerialised medical data. The system takes the form of a secure messaging system compatible with all the business software commonly used by practitioners. This tool allows for quick retrieval of patient data, including medical reports (operative and consultation reports).

This **digital transformation** of practices within the Group is in line with the government's "Ma Santé

2022" programme. At Ramsay Santé, this partnership with Lifen opens up many prospects, particularly in terms of **improving care**. Thanks to this digital transformation tool, the daily life of practitioners is simplified and their care processes are made easier and more secure.

This approach is in line with the Group's desire to improve care while also improving coordination between hospital teams and healthcare professionals in the community.



**AS** global warming increases, new phenomena are disrupting the health of different ecosystems and people, causing unforeseen business losses and threatening assets such as infrastructure. The Sixth Assessment Report (AR6) by the Intergovernmental Panel on Climate Change (IPCC) has reconfirmed the impact of human activities in the global warming phenomenon.

With 350 healthcare facilities, Ramsay Santé has significant leverage in the face of climate change.



*Our commitments*

**Planet**





*Our commitments*

Planet

# Global commitments

**Global warming has implications for the health sector. Increasing disease transmission, worsening health conditions and changing co-morbidity factors in the population are all factors that are prompting health-care players to rethink the way they operate and try to reduce their carbon emissions.**

## Assessing the Group's environmental footprint

Today, there is an urgent need to reduce the environmental impact of the Group's activities. Indeed, Ramsay Santé wishes to contribute fully to the measures taken for the planet in 2015, within the framework of the Paris Climate Agreement. The Group is thus committed to building a resilient business model and to initiating a transition towards the reduction of its carbon emissions.

A high-level risk and opportunity assessment was undertaken in France and the Nordic countries as part of a global project implemented by Ramsay Health Care. The objective was to identify the impact of global warming, in the short and long term, in the different countries where the Group operates.

A series of risks and opportunities were identified. These relate to two globally recognised scenarios:

- Temperature increase of 1.5 degrees, a scenario aligned with IPCC RCP-2.6 and SSP1;
- A 4 degree increase, which is aligned with the IPCC RCP-8.5 and SSP5 Business-as-Usual scenario.



## Taking action to tackle global warming.

These assessments were carried out with managers and executives in key functional areas: hospital CEOs, representatives from operations, healthcare, real estate, CSR and risk management.

The primary objective of this process was to raise awareness among the various stakeholders, to verify the various risks and opportunities previously identified, and to create a risk ranking with possible mitigation measures. These risks will be further analysed in the coming year. Various actions to reduce greenhouse gas emissions will be undertaken throughout the Group.

# COMMITMENT

## Improve the environmental impact of our facilities

### Reporting greenhouse gas (GHG) emissions

Climate issues present significant risks and opportunities for the Group. In the coming years, Ramsay Santé will adapt to these issues by reducing the carbon footprint of its activities.

In order to address these risks and establish a transition process, Ramsay Santé is building an approach based on the principle of "measure, reduce, offset". This year, the Group has recorded the greenhouse gas estimates of its activities in France. This assessment was carried out in accordance with the principles and rules stipulated in ISO 14064-1 and the GHG Protocol with the support of a firm certified by Ademe.

The results show the emissions from activities related to the following two perimeters (or "scopes"):

- Scope 1: direct emissions from fixed or mobile installations located within the company's organisational perimeter, which includes data on the vehicle fleet, direct energy consumption by buildings, refrigerant leaks and discharges related to the use of anaesthetic gases



- Scope 2: indirect emissions related to the production of electricity, heat and cooling consumed. This includes data on electricity consumption and the urban network of buildings.

The scope of this reporting enables us to analyse the carbon performance of our sites and to plan action.

### KEY PERFORMANCE INDICATORS

INDICATOR: Building energy data <sup>15</sup> / France							
Electricity (KWH)		Gas (KWH)		Fuel oil (L)		District heating network (KWH)	
2020	2021	2020	2021	2020	2021	2020	2021
230,012,303	<b>215,938,571</b>	153,280,376	<b>169,650,926</b>	346,503	<b>453,341</b>	25,723,883	<b>35,169,907</b>

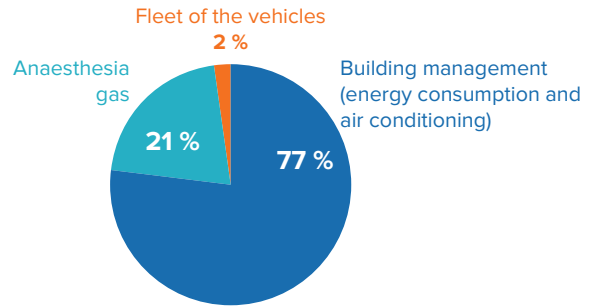
**Comments on building-related energy consumption:** Electricity consumption fell by 6%, due to the slowdown in activity related to COVID-19. Gas consumption used solely for heating rose by 11% due to a slightly harsher winter than last year. For urban heating in 2020, four facilities had no data reported, which also explains the variation (37%). For fuel oil, consumption is random from one year to the next because fuel oil is mainly used for generators. Consumption is therefore not linear (31% increase).



## Group carbon footprint

Ramsay Santé activity generated 60,875 tons of CO<sub>2</sub>e during the 2020-2021 financial year in Scopes 1 & 2 in France.

### Breakdown of GHG emissions

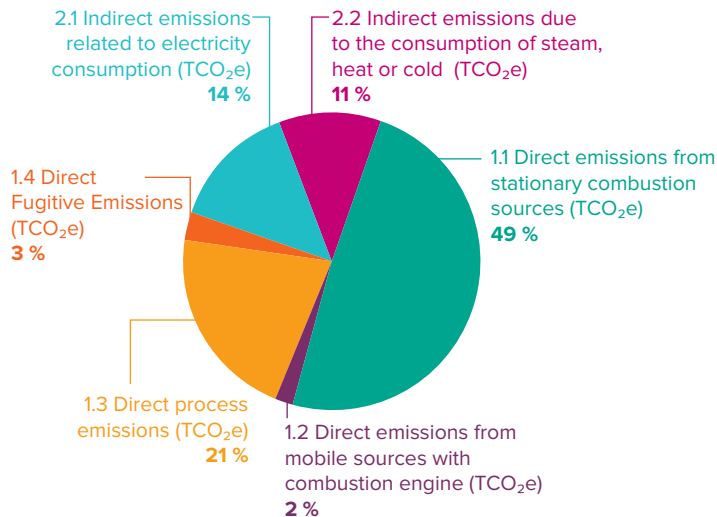


## KEY PERFORMANCE INDICATORS

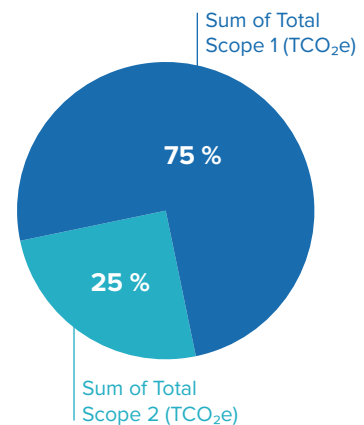
INDICATOR: Data related to mobility <sup>14</sup>	Petrol (L)	Diesel (L)
	2021	2021
France	13,396	505,630

Scope	Categories	Description
1	Direct emissions from stationary combustion sources	Natural gas and fuel combustion (kWh)
1	Direct emissions from mobile sources with combustion engines	Diesel, petrol (litres)
1	Direct process emissions	Anesthesia gas (number of bottles)
1	Direct fugitive emissions	Refrigerant gas losses (kg)
2	Indirect emissions from electricity consumption	Electricity consumption (kWh)
2	Indirect emissions due to steam, heat or cooling consumption	Steam and cooling consumption (kWh)

### Breakdown of emissions by item.



### Breakdown of carbon footprint by Scope.



# COMMITMENT

## Improving the environmental impact of our medical activities

### Focus on maternity VHSSEQ

**Environmental health is an integral part of the CSR approach, and our maternity hospitals are also committed to an eco-responsible approach.**

To this end, a pilot phase is underway in four maternity units so that they can obtain Very High Social and Environmental Health Quality (THQSE) quality certification. This certification, developed by facility players in the health sector, makes it possible to award certification for the economic, environmental, social and societal commitments made by the maternity units. It is a reliable way of placing social responsibility and environmental health at the heart of their development process.

Through THQSE certification, the commitments made by maternity hospitals are multiple:

- To improve quality of life within the facilities holding certification;
- To structure the CSR approach;
- To increase performance;
- To limit their environmental impact;
- To enhance the value of actions undertaken in the field;
- To network the various players;
- To co-construct a long-term CSR vision;
- To spread best practices.

A test has been launched within the Ramsay Santé Group. Four "pilot" maternity hospitals are currently being accredited by an evaluation body (**Marne-la-Vallée Private Hospital, Belharrá Clinic, Pays de Savoie Private Hospital and Loire Private Hospital**). In these facilities, patient and infant comfort, preventive healthcare, support for breastfeeding or natural childbirth, the feeding of newborns and the possibility for accompanying persons to be with patients and their infants are evaluated.

**This "test" approach** to maternity unit certification demonstrates the Group's unceasing desire to improve environmental health within its facilities and to pursue actions in line with its CSR commitments.



**Testimony by Marion Comastri, Head of the Care Unit, Obstetrical Unit and Maternity Ward at the Pays de Savoie Private Hospital.**

***A long-standing commitment to social responsibility and environmental health within the facility...***



*"The teams at the Pays de Savoie Private Hospital maternity ward have always aspired to promote environmental health among mothers and their babies. On a day-to-day basis, this is reflected in the many actions taken by all the teams: My Nea workshops, specific advice, recycling of food, streamlined use of consumables, cost control, etc."*

***VHSSEQ certification - an obvious choice***

*"Today, we are fully aware that a commitment to promoting environmental health has become essential in the field of perinatal care". Integrating this VHSSEQ certification project was a natural choice for us."*

***A global commitment from the Pays de Savoie Private Hospital***

*"This approach concerns the maternity unit, but it reflects the commitment of the entire facility. Social responsibility and environmental health lie at the heart of our actions, which are always motivated by the desire to respond as well as possible to the needs of patients, their families, and also our staff".*

## Waste management and processing

The healthcare sector is a major producer of waste. Ramsay Santé is committed to reducing its environmental impact and is engaged in a process of reducing its waste at the source and recycling it.

The healthcare sector is affected by a number of regulatory obligations relating to the management of waste, both hazardous and non-hazardous, bearing in mind that the regulations have been tightening up in recent years (accelerated since 2015 and scheduled at least until 2025). PIMW (Potentially Infectious Medical Waste); NCW (Non-Clinical Waste); packaging, cardboard, paper and bio-waste.

In order to define its roadmap on this subject, Ramsay Santé has launched a process in France aimed at establishing an inventory of its waste production and treatment. This approach will make it possible to highlight best practices already implemented at the facilities. Indeed, many of the Group's facilities, concerned about their environmental impact, have already taken steps to reduce waste and set up sorting facilities.

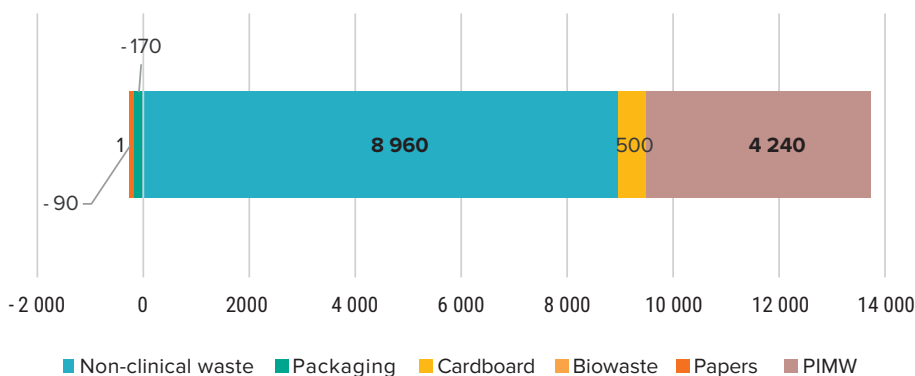


## KEY PERFORMANCE INDICATORS

### INDICATOR: Breakdown of waste by processing method<sup>17</sup>

Sectors	NON-CLINICAL WASTE	Packaging	Cardboard	Papers	Biowaste	PIMW	TOTAL
Total (in tonnes)	22,670	205	3,064	422	399	5,026	31,785
Carbon impact (tonnes of CO <sub>2</sub> equivalent)	8,960	-170	500	10	-90	4,240	13,450

### Breakdown of the Group's carbon emissions from waste:



The Group generated a total of 31,785 tonnes of waste over the year, 5,025 tonnes of which was PIMW. Future areas of work include:

- Expanding the scope of the study;
- Defining an identical reference period for 100% of the structures studied;
- Increasing the recycling rate by optimising the sorting channels.

## Ecodesign of care: best practices in the use of anaesthetic gases.

Ramsay Santé is committed to reducing its carbon footprint associated with its operations, particularly in the operating room. The healthcare sector is responsible for 4.6% of all carbon emissions. Part of this pollution comes from the activity of operating rooms and the use of polluting anaesthetic agents.

To help reduce its carbon footprint, particularly in the operating theatre during anaesthesia, Ramsay Santé has launched an awareness and information campaign aimed at the medical community of anaesthetists.

A video and a communication tool dedicated to the use of anaesthetic gases have been produced and made available to the 760 anaesthetists working in the Group.

In the various facilities, it is now time to inform and support the anaesthesia and intensive care teams so that these best practices can be deployed.



**Dr. Jean-Claude Pauchard, anesthesiologist-intensivist at the Clinique Aguilera (Biarritz, Nouvelle-Aquitaine).** He is also the medical adviser for anaesthesia and intensive care within the CSR governance of the Ramsay Santé Group and a member of the sustainable development committee of the French Society of Anaesthesia and Intensive Care.

*“The anaesthetic gases used in the operating room are, in fact, greenhouse gases. Once inhaled, they are metabolised by the patient only to a very limited extent. Also, 95% of the gases used are released as they are into the atmosphere.”*

*“Today, the main challenge is to move towards the environmentally conscious design of care and to integrate this sustainable development approach into the benefit-risk balance of our treatments.”*

### KEY PERFORMANCE INDICATORS

INDICATOR: Carbon emissions from anesthesia gases <sup>18</sup>		
	DATA	ANALYSIS AND COMMENTS
	2021 (in TeqCO <sub>2</sub> )	
France	12,700	The carbon footprint of anaesthetic gases is calculated for the first year as part of the follow-up of the “environmentally conscious design of care - anaesthetic gases” project.



As part of its environmental approach, **the Clinique Belharra has acquired four sheep** to maintain its green spaces in a sustainable way. These animals enable the site to be managed as eco-pasture.



The Clinique Kennedy provides its patients with a **box for their old X-rays**. These images are entirely confidentially recycled and also collected by a humanitarian association.



Capio Proximity Care reinvents computer equipment. Through the reuse or recycling of old equipment (depending on the condition of the equipment). By doing so, in one year, **capio's community care centers have saved approximately 40 tons of carbon dioxide**. This amounts, among other things, to the energy needed to heat 162 apartments.

## Implementing a carbon study for an implantable medical device (IMD).

In order to take stock of the impact of its activities, Ramsay Santé set out to measure the carbon footprint and to carry out a greenhouse gas assessment of the equipment used in orthopaedic surgery.

Orthopaedic surgery is one of the most consuming specialties in terms of medical devices and disposable consumables. The study, carried out during the first half of 2021, reports on the **ecological impact of two types of equipment used in the frequent management of wrist fractures: osteosynthesis of the distal radius**. The aim is to compare the use of single-use kits with traditional reusable kits, by assessing their carbon impact from manufacture to implantation.

### The study

This study was submitted by Professor Masméjean, Orthopedic and Trauma Surgeon, via a call for projects to the Research and Education Directorate. It was carried out by a consulting firm specialising in low-carbon transition and climate change adaptation strategy, under the leadership of Professor Masméjean.

A life-cycle analysis of the two medical devices produced by the same company in France was therefore carried out during their use in a university hospital with internal sterilisation and in a private facility, the Clinique Blomet (Ramsay Santé) in Paris, with external sterilisation. Emissions from manufacturing, freight and use were calculated and converted into carbon equivalent (kgCO<sub>2</sub>).

### Results

The manufacture of a standard reusable kit is 28 times more greenhouse gas intensive than that of a single-use kit. The difference decreases with the number of uses, but the results are still in favour of single-use kits.



When modelling use in Germany or Australia, the gap in greenhouse gas emissions increases, due to the transport and energy emissions required during use. **In conclusion, the carbon footprint** of single-use devices for wrist fracture management is lower in all scenarios studied. This analysis takes into account all stages of the product's life.

This first study will have highlighted the lower environmental impact of this type of single-use kit compared to reusable devices. Therefore, the conclusions of this analysis may lead surgeons to rethink their practices, in favour of using single-use kits for this surgical procedure.

Further studies of this type on other surgical kits would provide a more global view of the impact of single-use versus reusable kits on the environment.



# *Our commitments*

## **Society**





*Our commitments*  
Society

## COMMITMENT

Contributing to the evolution of the health system towards a preventive approach



### The Ramsay Santé Corporate Foundation

Founded in 1987, and initially mobilised around umbilical cord blood donation, the Foundation has been committed since 2016 to making preventive healthcare a priority. Its aim is to raise awareness, inform and train people in preventive healthcare by mobilising a variety of complementary players in the regions: associations, startups, public facilities, the general public and healthcare professionals. This approach is based on the belief that prevention is a major public health issue. It must be designed for all, for the benefit of all.

Over the past two years, the Ramsay Santé Foundation has set itself the task of targeting audiences traditionally excluded from preventive healthcare: young people and disadvantaged people. To achieve its mission, it develops innovative preventive healthcare programmes, in particular through the Prevent2care Lab, its start-up and association incubation programme. The Foundation also supports targeted actions by various stakeholders throughout France and is involved in the field thanks to the support of the Group's employees and doctors in France, who are keen to make preventive health measures accessible to all.

Each year, it organises Health Prevention Meetings on major issues, enabling us to think about prevention in the future.

After five years of work on the topic of preventive healthcare, the Foundation has gained a certain reputation. The interest of its ecosystem in the projects and programmes it develops is growing. Public bodies are interested in the work done and the voluntary sector is increasingly asking the Foundation to finance and co-create preventive healthcare actions.



## Governance of the Ramsay Santé Foundation

### Board of Chief officers

- **Pascal Roché**, Chairman of the Board of Chief officers of the Ramsay Santé Foundation, Managing Chief officer of Ramsay Santé

### Ramsay Santé members

- **Lilias Boumelit**, Executive Chief officer of the Hôpital Privé de l'Est Parisien
- **Corinne Cottin**, Group Pharmacy Chief officer
- **Dr François Demesmay**, Chief officer of Medical Innovation and Patient Experience
- **Philippe Torcelly**, Chief officer of Operations and Continuous HR Improvement, France
- **Qualified persons**
- **Serge Guérin**, Sociologist, Professor at INSEEC
- **Patricia Gurviez**, Teacher, Marketing Researcher and Consumer Behaviour AgroParis Tech-INRA
- **Nicolas Hazard**, President of INCO

### Scientific group

- **Dr Stéphane Locret**, medical advisor to the Ramsay Santé Foundation, Chief officer of Research and Education at Ramsay Santé
- **Dr Pierre André Becherel**, Dermatologist, Antony Private Hospital
- **Dr Christophe Cutarella**, Psychiatrist, Clinique Saint-Barnabé
- **Dr Cyril Gauthier**, Medical Nutritionist
- **Pierrick Gomez**, Associate Professor of Marketing - NEOMA Business School
- **Corinne Grenier**, Professor and Researcher - Kedge Business School
- **Thibault Deschamps**, Sport and Health expert, President of the Vivons en Forme (Living in Good Shape) programme

### Permanent team of the Foundation

- **Brigitte Cachon**, Executive Officer
- **Sylvie Arzelier**, General Secretary
- **Laetitia Glad**, Project Manager



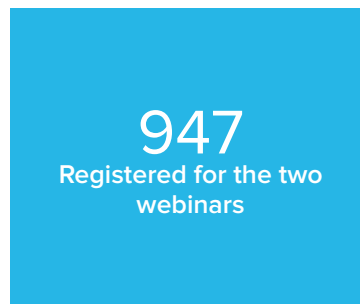
## Preventive Healthcare Meetings

Since 2018, the Ramsay Santé Foundation has been organising Preventive Healthcare Meetings to accelerate the sharing of knowledge and the implementation of measures aimed at improving preventive healthcare in everyday life. At each meeting, doctors, scientists, academics and representatives of associations, all experts in the subject, meet to take stock, debate and present innovative initiatives in the field.

In 2020, in the midst of a health crisis, the Ramsay Santé Foundation, aware of the impact of the pandemic on the mental health of young people, organised its third edition of the Health Prevention Meetings around the question: **Suicide among young people: the other emergency?** A study carried out by the Foundation, in partnership with the conversational media Jam, shed light on the worrying figures for suicide among young people. Over the course of the day, exchanges and debates brought to light new perspectives to hope to put an end to this sad phenomenon.

In 2021, the Preventive Healthcare Meetings addressed the theme of bullying in schools. At present, more than one in ten pupils is a victim of bullying in French schools. Moreover, cyber-bullying, which is a continuation of bullying behaviour in schools, is becoming increasingly common. How can we build tomorrow's preventive actions and support young victims of this violence in order to put an end to bullying in schools?

At the end of each meeting, a white paper, echoing and summarising the discussions, will enable the reflections to be shared more widely within the public debate and with political decision-makers.





Startups of the 2<sup>nd</sup> promotion.

## Supporting startups and associations

In order to better support innovations in the field of preventive healthcare, the Ramsay Santé Foundation contributes to the emergence of digital solutions for the future by developing associative actions, training programmes or by using social marketing as a driver for prevention. These actions enable the emergence of digital or organisational solutions, awareness-raising or training for the health of everyone for the benefit of all.

To carry out this mission, the Foundation created the **Prevent2Care Lab** in 2018. This startup incubation programme is designed to detect and support innovation in preventive healthcare. Since its creation, **47 startups** have benefited or are benefiting from nine months of tailor-made support. In 2020-2021, the programme opened up to associations with the intention of creating synergies between the two models. Six associations have joined the programme. The support of young entrepreneurs by experts or doctors from the Ramsay Santé Group allows the projects to be refined so that they meet the requirements of the healthcare sector.

As part of this scheme, and in response to the major health issues linked to nutrition (obesity, cancers, cardiovascular diseases, etc.), the Prevent2Care Lab and the Elior Group have created a new incubation programme: **the Nutrition Lab**. Five startups were supported for six months to refine and develop their project.

In parallel to the Prevent2Care Lab, the Ramsay Santé Foundation is turning, together with INCO and the Pfizer Innovation France endowment fund, to associations that play a key role in French preventive healthcare. In 2019, a regional call for projects was launched: the **Prevent2Care Tour**.

The goal being to identify and reward outstanding innovative associations in the field of preventive healthcare in Lille, Lyon, Toulouse, Marseille and Paris. In 2021, the Prevent2Care Tour awarded five projects.

IN 2021.



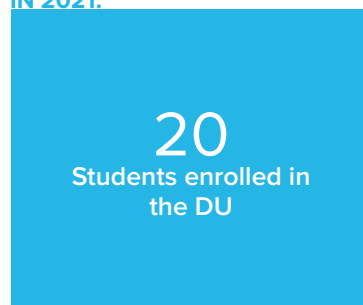
## Launching of a university diploma in "Preventive Health Management".

In January 2021, a university diploma in "Preventive Healthcare Management" was created at the Faculty of Medicine and Science of Brest. It is offered to any healthcare professional wishing to develop and/or consolidate their clinical preventive practices. This diploma course was designed and set up jointly by the Faculty of Medicine and Science of Bretagne Occidentale University and the Ramsay Santé Foundation.

This Level-2 training course is available to all healthcare professionals wishing to strengthen their prevention practices on a daily basis. This scheme is a reminder that prevention is, now more than ever, a major public health issue. This training is specifically aimed at healthcare professionals in hospitals, nursing homes, EHPADs (shelters for the elderly), facilities for people with disabilities, etc., and also healthcare professionals in institutional settings (CPAM, CNAM, ARS, occupational health services, school medicine, etc.). In total, between 10 and 40 learners, from a variety of professional and territorial backgrounds, will be selected each year to participate in the programme.

In 2021, Richard Ferrand, President of the French National Assembly and General Councilor of Finistère, sponsored the first promotion.

IN 2021.



## The associations supported by Ramsay Santé Corporate Foundation

### Sport in the City

Since 2018, the Foundation has been organising meetings with Sport dans la Ville (Sport in the City), an association promoting entry into the job market through sport, meetings bringing together young people from disadvantaged neighbourhoods and employees and doctors from the Ramsay Santé Group's facilities, in order to raise their awareness of preventive healthcare.



### Protect your friends

Deployed at the start of the 2020 school year, in the midst of the COVID-19 pandemic. The aim of this operation is to establish the habit of handwashing among children aged 6 to 11 and to make them want to wash their hands at school and at home by making this behaviour attractive.



### Secours populaire français

The Ramsay Santé Foundation funds projects and links the Group's facilities with the regional branches of Secours Populaire in La Rochelle, Le Havre and Seine-Saint-Denis, in order to co-construct and run prevention, awareness and information workshops for disadvantaged communities.

### Taking action for women's hearts

In partnership with the Agir pour le cœur des femmes endowment fund, the Ramsay Santé Foundation is taking action to carry out cardiovascular risk prevention initiatives for women. Through this collaboration, the Foundation financially supports the Bus du cœur (Heart Bus) operation, which gives women in disadvantaged health and social situations access to information and dedicated screening in their own homes.






Women's Cardiovascular Healthcare Foundation



## KEY PERFORMANCE INDICATORS

Number of press articles			
	PERIOD		ANALYSIS AND COMMENTS
	July 2019 to June 2020	July 2020 to June 2021	
<b>Prevent2Care Lab</b>	62	<b>38</b> (including 25 on the third call for projects)	The decrease in the number of articles in the press is due to a change of provider responsible for press reporting.
<b>Prevent2Care Tour</b>	27	<b>4</b>	
<b>Nutrition Lab</b>		<b>8</b>	
<b>Total</b>	89	<b>50</b>	
<b>Preventive Healthcare Meetings</b>	14	<b>36</b> (suicide prevention and school bullying)	Results hardly comparable: over the year 2019-2020, meetings were held over the course of the day of debates, face-to-face. In 2020-2021, there were two meetings in the form of webinars.
<b>UNIVERSITY DIPLOMA in Preventive Healthcare Management</b>	N/A	<b>12</b>	
<b>Vivons en Forme (Living in Good Shape)</b>	N/A	<b>8</b>	

Foundation Social Media Statistics			
	PERIOD		ANALYSIS AND COMMENTS
	July 2019 to June 2020	July 2020 to June 2021	
 Limber: number of clicks on "Prevention" re-shares via the social networks of the staff-ambassadors.	6,924	<b>7,183</b>	Number of clicks on staff-ambassador shares increased over 2020-2021 compared to last year. This change is undoubtedly influenced by the COVID-19 pandemic and the many associated contents.
 LinkedIn: number of impressions	NC	<b>60,503</b>	LinkedIn does not allow access to data older than 12 months. We do not have a comparative analysis this year.
 YouTube: number of views on Foundation videos	1,705	<b>2,957</b>	During the period 2020-2021, we had more videos posted and therefore more views. Ramsay Santé now has many more subscribers.

# COMMITMENT

Developing prevention approaches for our patients within our healthcare processes.

## Capio activities in the Nordic countries

Proximity care (Sweden)	St Görans Hospital (Sweden)	Clinical specialties (Sweden)	Elderly and patient mobility care (Sweden)	Orthopedics (Sweden)	Norway	Denmark
Primary care centres in 14 regions Ambulatory care Care choice	Acute care hospital in Stockholm Call for tender with the Stockholm region	Ophthalmology, Psychiatry, Hospitals and One-time episodes in 9 regions Primarily ambulatory care Choice of care and calls for tender	Geriatrics, Palliative Care, Advanced Home Care, Rehabilitation Stockholm and Skåne Ambulatory and hospitalization Choice of care and calls for tender	Orthopedics, diagnosis and rehabilitation Stockholm, Halland, Skåne and Östergötland Choice of care and calls for tender	Specialised and primary care 4 regions The majority of patients are outpatients	Specialised care in hospitals 4 regions The majority of patients are outpatients
+/- 900,000 patients +/- 110 units +/- 2,790 employees	1 unit +/- 2,100 employees	+/- 30 units +/- 780 employees	+/- 15 units +/- 870 employees	+/- 8 units +/- 430 employees	+/- 20 units +/- 390 employees	+/- 6 units +/- 280 employees

Finance • HR • Marketing and Communication • CSR • Quality Development • Digitisation & Data • Public Affairs • Procurement



## Capio Proximity Care

Capio Proximity Care provides primary care in general medicine and specialist care for 14 regions of Sweden. To date, more than 900,000 residents, or about 8.6% of the Swedish population, are registered with one of our 110 primary care centers.

In addition to a wide range of primary care services, primary care centres provide related services such as paediatric and maternity care, occupational therapy and physiotherapy. We also offer specialist care in urology, cardiology, general surgery and orthopedics in several Capio community care units.



### KEY PERFORMANCE INDICATOR

INDICATOR: Proximity Care Capio Telemedicine Rate		
DATA		COMMENTS AND ANALYSES
July 2019 to June 2020	July 2020 to June 2021	
4.8%	9.5%	This rate indicates the percentage of telemedicine consultations (number of digital contacts (chat and video) out of the total contacts within Capio Proximity Care). Rate of change consistent with the target set.

## PEDIATRIC PREVENTIVE HEALTHCARE FOR PARENTS

**The preventive healthcare programme offered by Capio Proximity Care supports the parents of young children with the adoption of healthful lifestyles within the family.**

Today, many children and adolescents have sedentary lifestyles and eating habits that can harm their health. Today, it is known that many diseases such as obesity and diabetes, as well as certain mental illnesses, are caused by people's lifestyles. The programme offered by Proximity Care aims to reduce the impact of inappropriate habits on children's health and thus prevent the onset of chronic diseases.

### An innovative and personalised programme

The promotion of health and preventive healthcare services are a central part of the Capio Group's proximity care offering at Proximity Care facilities. One of the key offerings in this care provision is the MINISTOP 2.0 application. Developed by Marie Löf, a nutrition and life sciences

researcher, and her team at the Karolinska Institute in Stockholm, this device enables families to integrate healthful practices into their daily lives. The application, which is available to parents, provides daily health and nutrition information while tracking the progress of individuals over time. They are effective tools that promote healthy eating, regular physical activity and reduced screen time.

### Proven results

The six-month programme is offered to patients, parents of children aged two-and-a-half to three years, at selected Capio paediatric clinics. Subsequently, follow-up is put in place; to date, interviews with parents indicate a positive satisfaction rate. The app is currently available in Swedish, Arabic, Somali and English. To date, a satisfaction survey of early adopters indicates a positive engagement rate. A review of the data analysis will be available in spring 2022, and allow for a full-scale implementation of the system.

# COMMITMENT

## Developing medical research

### Research to benefit society

Ramsay Santé is France's leading private Group for scientific and medical research. In addition to supporting the Group's practitioners in their research, the Research and Teaching Department is committed to developing **links with other medical research players. It thus supports the establishment of strategic partnerships with industrial promoters, institutional partners and learned societies.**

To ensure that the Group's practitioners are points of reference in the field of innovation and research, the Ramsay Santé Research and Education Department:

- Promotes and organises clinical studies at Ramsay Santé facilities;
- Promotes the areas of excellence of its medical teams and supports scientific publications.

### Proven results

In 2019, **738 research papers** by Group practitioners were published, most frequently in orthopaedic and trauma surgery, cardiology and vascular diseases and hepato-gastroenterology.

This approach allows Ramsay Santé's practitioners to publish in international scientific journals such as the prestigious **Lancet Oncology** or the **New England Journal of Medicine**.

In 2020, **679 clinical studies**, clinical trials involving 4,336 patients of the Group were identified by the Research and Education Department of Ramsay Santé.

Since 2015, **more than 50 international medical students** have received fellowship awards enabling them to carry out research work in the Group's top medical teams.

Acceptance of projects and fellowship awards is done through twice-yearly calls for projects. These are examined by a Scientific Orientation Committee made up of researchers who are recognised within our organisations. An ethical committee made up of Scientific Orientation Committee members is also approved to issue Institutional Review Board (IRB) opinions on research projects based on retrospective data (non-RIPH studies - Research Involving Human Persons).

Since 2012, more than 1,000 interns have completed an internship in 28 Ramsay Santé Group facilities in France, in 26 different specialities. Forty-nine percent of these interns had more than six semesters of seniority.

The **Research and Education Department** also participates in continuing education in the field of research by setting up certification courses. Through this action, Ramsay Santé makes the scientific advances achieved by its practitioners available to science, research and society. In this way, the Group contributes to improving scientific knowledge and patient care on a national and international scale.

### KEY PERFORMANCE INDICATOR

INDICATOR: percentage of publications in scientific press: categories A+, A and B			
CALENDAR YEAR			COMMENTS AND ANALYSES
2018	2019	2020	
38%	41%	<b>38%</b>	<p>The indicator presented is the percentage of Ramsay Santé publications in France in scientific and medical journals in categories A+, A, and B. This rate remains stable<sup>(1)</sup>. This breakdown is similar to that of international publications, which was 40%<sup>(2)</sup> in 2019. It should be noted that category A+, A and B journals account for 28% of the journals indexed on Medline<sup>3</sup>. This datum is dated to 30 June, for year n-1.</p> <p>1. Reviews are divided into 7 categories: A+, A, B, C, D, E and NC. A+, A and B are considered the best journals and therefore the ones allocated the most SIGAPS points (System for Interrogation, Management and Analysis of Scientific Publications).</p> <p>2 and 3: according to the report of the General Healthcare Directorate (DGOS) working group of September 2019 on "Modelling the base allocation for financing research, teaching and innovation activities."</p>



# COMMITMENT

## Developing our impact on the local communities where we operate

### A strong regional base for the facilities

Located throughout the country, the facilities promote synergies between economic, environmental and social actions related to their activity.

#### Close involvement with local stakeholders

The majority of the facilities are strongly rooted in the local fabric: the Chief officers are themselves local players who forge strong links with the local authorities and departments with which they cooperate as part of the deployment of national health policies at local level. Moreover, the majority of the Group's hospitals and clinics are located in the heart of municipalities, thus being as close as possible to the population and the various local stakeholders.

Ramsay Santé facilities also work closely with public hospitals, in a collaborative and complementary approach.

#### Facilities that are primary sources of employment in small and medium-sized towns

In small and medium-sized towns, Ramsay Santé facilities represent an important area of attraction, providing employment for the local population. Speed interviews and open houses are regularly organised to publicise the job offers available in each facility. This is a way of opening up to the local employment pool and encouraging encounters between the various stakeholders.



*"Our facilities are often the first or second-largest employer outside of major cities and suburbs."*

**Philippe Torcelly, Chief officer of Operations and Continuous Improvement, HR France.**

Ramsay Santé's private clinics and hospitals are also in contact with nursing schools, from which they take on student trainees to support them during their training and make them aware of the issues encountered at local level.

#### Standard-setting facilities for patients and doctors alike

Many of the Group's facilities are known to both the public and doctors for their particular expertise, thus becoming key local players in the context of specific treatments.

#### Outstanding places to live

The Group's facilities are places where patients of all ages and origins, families, carers, doctors and paramedical staff come together.

The implementation of social, societal or environmental initiatives at the facilities contributes fully to the teams' sense of belonging, fostering their investment in the region.

### KEY PERFORMANCE INDICATORS

INDICATOR: Recruitment (indefinite term and permanent contracts) <sup>19</sup>	DATA	
	1 July 2019 to 30 June 2020	1 July 2020 to 30 June 2021
France	2,422	2,627
Nordic countries	1,334	1,515
Italy	15	10
Group total	3,771	4,152



## COVID-19 - Focus on public/private partnerships

### In France, public/private partnerships to combat COVID-19

Over the year, Ramsay Santé cared for 16% of COVID-19 patients out of the 23% admitted to private hospitals and created 380 additional beds. Its facilities were fully involved in the collective effort against the health crisis.

With the arrival of the COVID-19 crisis, the capacity of the intensive care and critical care units was increased to cope with the increase in the number of patients affected by the virus. In May 2021, more than 700 COVID-19 patients were still being treated in the Group's hospitals and clinics, in critical care units, intensive care units, medical units or follow-up care and rehabilitation units.

### Facilities on the front line of the fight against the pandemic

Private facilities were thus called upon to contribute in the same way as public facilities in dealing with the health crisis. Proof of this can be seen in the fact that the Ramsay Santé Group's facilities in the Île-de-France and Auvergne-Rhône Alpes regions, which were under particular pressure during the third wave, had to increase their care capacities by 20%. Some of them also opened their operating theatres to operate on patients being monitored in public hospitals in order to avoid having to reschedule their operations.

### United in favour of vaccination

Doctors, nurses and administrative staff also participated fully in the collective effort to promote vaccination, with more than **160,000 doses injected** since the start of the vaccination campaign. Eight Ramsay Santé facilities also opened vaccination centres on their premises to enable as many people as possible to receive the vaccine.

Throughout the pandemic, the Group's doctors and caregivers joined forces to contribute to the national fight against COVID-19. This collective effort was praised by Prime Minister Jean Castex during his visit to the Est Parisien Private Hospital (Île-de-France) in March 2021.



*"As the largest private healthcare provider in Sweden, we have a responsibility and we obviously want to participate in the mass vaccination against COVID-19. With the pandemic going on and the heavy burden on Swedish healthcare, it seems natural to do what we can at our Capio facilities."*

**Britta Wallgren, CEO of Capio Sweden.**



## Capio's societal commitment during the COVID-19 pandemic

Throughout the COVID-19 pandemic, Capio has demonstrated and continues to demonstrate its commitment to society by participating in the fight against COVID-19 and in the vaccination campaign. Capio has also played an important role in the roll-out of COVID-19 testing and has supported public hospitals by providing staff and medical equipment, as well as taking on patients to reduce pressure on the public healthcare system.

Since the start of the pandemic, Capio Sweden has treated 15-20% of all hospital patients infected with COVID-19 in Stockholm. In addition, vaccinations have been carried out at Capio's premises and at temporary vaccination centres in the Stockholm and Halland areas. By June 2021, Capio had provided more than 330,000 doses of vaccinations.



" This time spent in the Intensive Care Unit was a privilege and a powerful experience. I am extremely impressed with all those who work in this unit on a daily basis and maintain their energy and composure."

**Jenny Bäcklund.**

**During the pandemic,** Jenny was working as the Chief Medical Officer of the Capio Specialty Clinics during the day and as a nurse in the ICU at Capio St. Göran Hospital at night, to provide relief to the staff.



## **Testimony by Inger Holmberg, a heroine!**

Retired nurse Inger Holmberg, 76, did not hesitate to roll up her sleeves and come to the Capio City Clinic in Landskrona to perform COVID-19 vaccinations. "I think it brings joy to feel useful and challenged," she says, urging anyone who can do so to take part in the collective support drive.



" I wanted to do my best for COVID-19 patients. I have extensive experience in emergency care and specialised training in critical care. My strongest memory? When our first post-COVID-19 patient was able to leave intermediate care in neurology for further rehabilitation. It was a difficult year. The effort that went into this is hard to imagine if you have not seen it with your own eyes. But we feel proud to have been a part of it. " **Anna Engdah Karlsson**



## **KEY PERFORMANCE INDICATOR**

**In France, Ramsay Santé carries out a public service mission through the emergency services of 31 of its hospitals across the country.**

With more than 21.4 million encounters recorded in 2017, up 2.1% year on year, the number of emergency room visits has doubled in 20 years. In this context, Ramsay Santé has been investing for several years to increase its reception capacity and is working with practitioners and healthcare teams to reorganise services with the aim of reducing waiting times in its emergency departments.

<b>INDICATOR: Number of emergency department visits in France</b>		
<b>DATA</b>		<b>COMMENTS AND ANALYSES</b>
July 2019 to June 2020	July 2020 to June 2021	
782,282	<b>746,736</b>	This indicator concerns only the scope of emergencies in France. These are emergency department visits not followed by hospitalisation (generating an emergency reception and treatment (ATU) charge + emergency department visits followed by hospitalisation + hospitalisations in emergency departments (UHCD). This datum is dated to 30 June, for year n-1.

## Ramsay Santé, a true health orchestrator

### FOCUS ON MEDICAL IMAGING

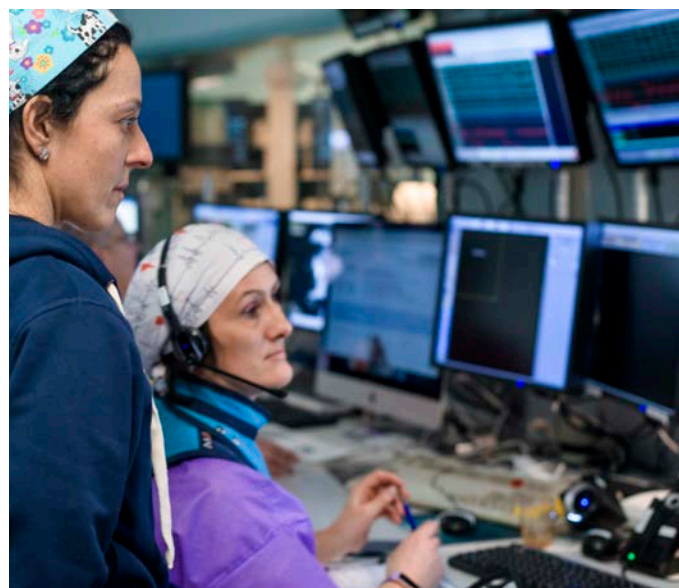
Medical imaging plays a major role in the diagnosis and treatment of patients. Within the Group, across the regions, the supply of imaging care is constantly improving to meet the needs of the population. This approach is also in line with national public health plans.

#### The national plans to which this approach responds are:

- The 4th Cancer Plan 2021-2031, which aims to reduce waiting times for treatment and to harmonise the provision of imaging services to reduce regional inequalities. In this context, access to MRI (Nuclear Magnetic Resonance Imaging) and PET (Positron Emission Tomography) is facilitated to reduce waiting times to a maximum of 20 days.
- Since 2004, as part of the organised and generalised screening for breast cancer, women aged between 50 and 74 are invited to undergo a mammography every two years, fully covered by social security. The aim is to increase the chances of recovery and reduce mortality from breast cancer.
- The 2014-2019 Neurodegenerative Diseases Plan, known as the "Alzheimer's Plan", which provides for the strengthening and coordination of imaging research to detect and treat neurodegenerative diseases.

At Ramsay Santé, the development of imaging and access for all to cutting-edge technology comes in response to the needs of all the communities where the Group has its activities, within the various facilities as well as local communities. This commitment is also in line with the **Ma Santé 2022**, strategy announced in September 2018, by the French government. The aim of this scheme is to respond to the growing need to provide global solutions to current issues: inequality in access to care, the need to adapt training and care professions to the realities of the field, and the upgrading of the profession of care provider.

To address these various challenges, the Group is becoming more than a hospital care provider. By supporting patients on a daily basis through "digi-physical" health services, it acts as a true health orchestrator, providing prevention, diagnosis, treatment, recovery and follow-up services.



#### Composition of the Group's equipment fleet:

- 36 MRI machines
- 30 CT scanners
- 6 PET scanners
- 15 gamma cameras
- 27 interventional radiology rooms
- 11 hybrid rooms (intervention rooms coupled with operating theatres)
- 12 accelerators

#### State-of-the-art technologies, supported by the recent acquisition of new equipment to complement the treatment offering:

- A new open-field MRI, suitable for claustrophobic or obese patients, at the Maison de Santé de Drancy (Île-de-France);
- A 3T MRI (high magnetic field, high precision) at the Hôpital privé Clairval de Marseille (Provence-Alpes-Côte d'Azur).
- A new linear particle accelerator at the Centre de Radiothérapie Clairval in Marseilles.

### KEY PERFORMANCE INDICATOR

INDICATOR: Number of diagnostic imaging procedures in France		
DATA		COMMENTS AND ANALYSES
July 2019 to June 2020	July 2020 to June 2021	
643,273	650,185	This indicator is exclusively for France. This is the sum of CCAM procedures in the ADI and ADE categories (imaging and ultrasound procedures), excluding procedures whose first four characters are Y (duplicated because they are additional, used for guidance during the imaging procedure).

## Notes

The methodological note for the quantitative indicators in this document is included in the DPEF 2021.

1 <https://www.economie.gouv.fr/transparente-lutte-contre-corrupcion-modernisation>

2 Temporal scope: training-related data is for calendar year 2020, from 1 January to 31 December 2020.

3 Temporal scope: the data is for the engagement survey conducted in 2019 - with the action plan underway. Organisational scope: All managers of legal entities included in the scope of consolidation in 2019, except for outpatient companies, on fixed-term contracts and indefinite term contracts that have been in place for more than six months at the date of the survey. Legal entities in Italy are not included in this reporting.

4 Temporal scope: the data relating to accidents at work is for fiscal year 2020 - 2021, 1 July 2020 to 30 June 2021. Organisational scope: the data retained are those of French facilities employing personnel whose social data shares a common software package ("Opera"), with the exception of private clinics and hospitals: Les Rosiers / La Montagne / La Parisière / Iris Lyon / Iris St Priest / Provence Bourbonne / SSR Petit Colmoulin / Les Peupliers SAS / Le Marquisat. Mental health facilities are also excluded. Not included in this scope are companies with a purely functional purpose (e.g.: Pass, Districare, SI Care), holding companies (e.g.: Ramsay Santé SA, Compagnie Santé, Immobilière de Santé, Dynamis et Alphamed, Médipsy, HPM Hôpital Privé Métropole) and companies without staff (either because the structure has no activity or because staff are made available to them by other structures), as well as real estate companies (e.g., SCI and other real estate companies). The Italian entity is included in this scope. The legal entities of Sweden, Denmark, Norway are not included in this reporting.

5 Temporal scope: absenteeism-related data is for fiscal year 2020 - 2021, 1 July 2020 to 30 June 2021. Organisational scope: the data retained are those of French facilities employing staff whose social data share common software ("Opéra") - The details of the exclusions are written in the methodological note of this document. Appendix 2 - available on request - details the entities that have been included in the "Opera" software. Not included in this scope are companies with a purely functional purpose (e.g.: Pass, Districare, SI Care), holding companies (e.g.: Ramsay Santé SA, Compagnie Santé, Immobilière de Santé, Dynamis et Alphamed, Médipsy, HPM Hôpital Privé Métropole) and companies without staff (either because the structure has no activity or because staff are made available to them by other structures), as well as real estate companies (e.g., SCI and other real estate companies). The legal entities of Sweden, Denmark, Norway and Italy are not included in this reporting.

6 Temporal scope: 30 June 2021. Organisational scope: all facilities in France, Nordic countries, Italy. The French outpatient entities are excluded from the scope (amounting to approximately 1% of the total workforce). French entities entering in the fiscal year and those with independent information systems are excluded (amounting to less than 2% of the total workforce). Baya Hôtel is not included because of the specific nature of its collective agreement, which is unique in the Group (Hotel-Restaurant Collective Agreement).

7 Temporal scope: calendar year. Organisational scope: all French entities employing staff.

8 Temporal scope: calendar year. Organisational scope: all French entities employing staff.

9 Temporal scope: fiscal year 1 July 2020 to 30 June 2021. Organisational scope: all French medical, surgical or obstetric (MSO) entities - Entities from the Nordic countries and Italy are excluded. Calculation method: This rate is calculated as follows: number of surgical stays without overnight stay / number of total surgical stays

10 Temporal scope: fiscal year 1 July 2020 to 30 June 2021. Organisational scope: all French MSO, FCR, mental health, FCR addictology entities - all entities from Sweden - excluding Italy - which use a tool for gauging internal satisfaction.

11 Temporal scope: 1 October 2019 to 30 September 2020. Organisational scope: France only. MSO 48h: Survey applicable to patients hospitalised in Medicine-Surgery-Obstetrics (MSO) (full hospitalisation +48h). MSO CA: MSO (ambulatory setting) Hospital Patient Survey

12 With the exception of facilities not covered by Certification from the French National Authority for Health (HAS): Proximity care, medical and radiotherapy centres.

13 Temporal scope: at 30/06/2021. Organisational scope: Lifem indicators are only for entities in France. The Lifem solution is currently being deployed, the indicators cover the following scope: MSO: 58 facilities / follow-up care and rehabilitation (SSR): Eighteen facilities / Radiotherapy: 5 facilities / Mental health: 6 facilities.

15 Temporal scope: The environmental data are reported on 31 March of the completed reporting year for a fiscal year (from 1 April 2020 to 31 March 2021) with the exception of electricity consumption, which is mostly carried over to a period from 1 March 2020 to 28 February 2021. Organisational scope: French legal entities included in the scope of consolidation as at 30 June 2021 and operating in the fields of medicine-surgery-obstetrics, follow-up care and rehabilitation, mental health, medical imaging, radiotherapy centres, medical centres and sports rehabilitation with measured and reported energy consumption. Also included in this scope is Baya Hôtel et Spa (the only entity in the Group to operate a hotel close to a follow-up and rehabilitation care facility, the CERS in Capbreton). Incoming and outgoing sites with medical activity during the fiscal year are included in the reporting. The following legal entities are excluded from the scope and are detailed in the methodological note to this document. Please note: the fluid consumption values for the year 2020 reproduced in the year 2021 change for the following two reasons: the property scope has changed and the data may be corrected.

16 Temporal scope: environmental data are reported on the 31 March of the completed reporting year for a fiscal year (from 1 April 2020 to 31 March 2021). With the exception of anaesthetic gases for the fiscal year (1 July 2020 to 30 June 2021). Organisational scope: permanent assets owned and managed, employees and head office: selection rules identical to the reporting scope of indicators comprising Scopes 1 & 2 in France. The legal entities of Sweden, Denmark, Norway and Italy are not included in this reporting.

14 Temporal scope: environmental data are reported on 31 March of the completed reporting year for a fiscal year (from 1 April 2020 to 31 March 2021). Organisational scope: in the "mobility" environmental scope, the French legal entities included in the scope of consolidation on 30 June 2021, that have fuel consumption with the Group's referenced service provider are included in the reporting. Incoming and outgoing sites over the year are included in the reporting. The legal entities in Sweden, Denmark, Norway and Italy are not included in this reporting.

17 Temporal scope: the 'waste' environmental data is from 1 April 2020 to 31 March 2021. Organisational scope: the "waste" environmental scope includes the French legal entities included in the scope of consolidation as at 30 June 2021 and carrying out a medical-surgical-obstetric, follow-up care and rehabilitation, mental health, medical imaging, radiotherapy centre, medical centre, and sports rehabilitation activities that reported their waste tonnages and information during the "inventory" study. For PIMW data, entities with the following characteristics were not included: sites not generating PIMW; real estate companies, holding companies, ambulances, etc. ; sites generating PIMW but for which the data is not accessible / calculable on an approximate basis; Sites generating PIMW that have not reported data for the April 2020 - March 2021 reporting period (see details of excluded sites in the methodology note). The legal entities of Sweden, Denmark, Norway and Sweden are not included in this report - they did not take part in the survey, given that regulations on waste differ.

18 Temporal scope: the data is for the fiscal year (from 1 July 2020 to 30 June 2021). Organisational scope: the scope of the anaesthetic gas data includes the French legal entities included in the scope of consolidation as at 30 June 2021, and carrying out a medical-surgical-obstetric activity, with measured and reported anaesthetic gas consumption. The legal entities of Sweden, Denmark, Norway and Italy are not included in this reporting.

19 Temporal scope: Fiscal Year Organisational scope: French entities with staff, except for ambulance companies and the Domont and Claude Bernard clinics, are included in this indicator. Entities in the Nordic countries and Italy with employees are included.



Ramsay Santé Group Communication, Brand & CSR Department

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