



RAMSAY SANTÉ GROUP BECOMES A MISSION COMPANY

PROMOTE ACCESS TO CARE FOR ALL
DEVELOP MEDICAL INNOVATION TO PROVIDE THE BEST POSSIBLE CARE
SYSTEMATIZE THE DIALOGUE WITH OUR STAKEHOLDERS
PROTECT THE PLANET TO IMPROVE HEALTH

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Ramsay
Santé



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A mission company, a new step forward

PASCAL ROCHÉ

CEO

Every day, the health care sector is faced with new technological and societal challenges. With the aging of the population, there is increased pressure on health care systems. And while the sector is facing a growing shortage of staff, patient expectations are rising and new competitors are emerging, some of them 100% digital. In order to face these new challenges and to establish its uniqueness in the European health care landscape, at the crossroads of public and private, the Ramsay Santé group conducted an in-depth strategic analysis for the year 2025, called “Yes we care!”.

A collaborative undertaking including more than 2,000 managers led to the definition of the pillars of this new strategy, as well as the Group's purpose, which was officially incorporated into its articles of association on December 11, 2020: **“Improving health through constant innovation”**. Our objective is to no longer consider Ramsay Santé as a simple hospital care provider, but as a partner of each citizen throughout his or her health care journey, from preventive health to primary care and post-hospitalisation.

To implement the “Yes we care! 2025” plan, it is now time to take the next step forward and become a mission company. Choosing to adopt a mission, as outlined by French law, is anything but trivial. It means completing our purpose with social and environmental objectives written into our bylaws and monitored by a Mission Committee that reports to the Board of Directors.

The mission serves as a compass in the search for growth that is both sustainable for the planet and acceptable for individuals. It is a pact that the Group signs with its employees, the medical profession, its shareholders and patients.

This movement is underway, in consultation with the Group's 36,000 employees and 9,300 doctors in Europe, to improve the health of the 10 million patients who place their trust in us.

It is a far-reaching and meaningful movement, in which I deeply believe, and which I will work on with you to make tangible.



Group's key figures 2022

10 million
patient visits

9,300
doctors

36,000
employees

443
facilities

IMPROVING HEALTH THROUGH CONSTANT INNOVATION

The major challenges in the world of health care

Societal

- An aging population and an increase in chronic diseases, which puts financial pressure on health care systems
- Severe shortage of health care personnel
- Increasingly consumerist and informed attitude among patients

Technological

- Changes in medical care due to technological innovations and the use of data
- Rise in out-of-hospital care
- Increasing complexity of access to care and health care pathways

Competitive pressures

Emergence of new players: manufacturers diversifying their activities in the health care sector, new 100% digital entrants

The pillars of the ambitious strategy “Yes we care! 2025”

01

Excellent care in hospitals

02

“Digi-physical” primary care

03

Preventive health services

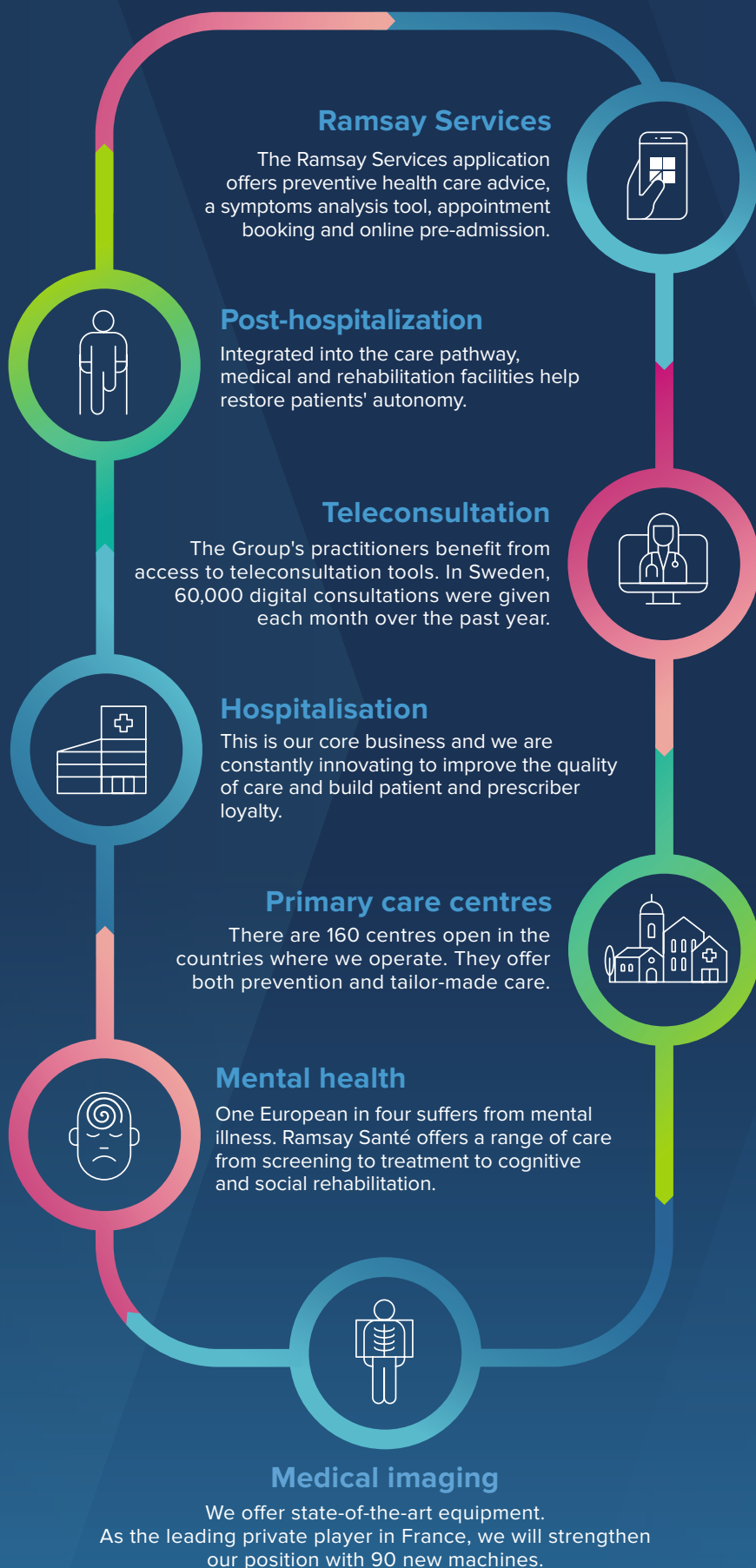
04

An innovative care offering

Becoming the partner of every citizen throughout their health care journey

A business model that reconciles proximity and excellence in care

Value created for the benefit of all



Patients

- We welcome all patients without distinction and treat all pathologies
- In the countries where we operate*, 1 in 8 citizens are treated in our facilities
- Group Net Promoter Score of 0.7

Employees

- We have drawn up the only agreement on QLW in the health sector signed unanimously by all social partners
- More than 1,000 managers trained in the "Local Manager" course
- Creation of the Ramsay Santé Academy

Doctors

- Ramsay Santé's assets are praised by doctors: quality of care teams, Group ethical standards, team spirit, COVID-19 vaccination roll-out
- 231 million euros invested in the development and modernisation of our equipment

Planet

- Commitment to reducing greenhouse gases by 30% by 2030 (2020 base)
- 2% reduction in GHGs (scopes 1 and 2) by 30 March 2022

Society

- A business model of long-term value creation for the Group, rather than short-term profitability for facilities
- 1,034 scientific research publications by Ramsay Santé doctors

*France, Denmark, Sweden, Norway

MISSION COMPANY, AN APPROACH THAT COMMITS US

What is a mission company?

By adopting the status of a mission company, a company confirms its desire to carry out a social or environmental mission in addition to generating profits. Created by the PACTE law of 22 May 2019 on the growth and transformation of companies, the mission company model invites companies to include a “purpose” in their articles of association. This is accompanied by objectives that benefit the common good and have an impact on the quality of the environment .

How do you become a mission company?

In order to become a mission company, a company must define commitments and formally enshrine them in its articles of association. The missions must be registered in the INSEE company database. The company must also specify how it intends to accomplish its mission. To back up this process, it must appoint a “mission committee”, which will be the in-house guarantor that the objectives set are achieved and the transformation carried out (see p.9). Every two years, an independent third-party organisation must also verify the implementation of social and environmental objectives.

Who can become a mission company?

All companies, regardless of their legal form, can qualify as a mission company, as long as they meet the required criteria. In September 2022, France had 726 such companies, an increase of 85% compared to 2021.

MISSION COMPANIES
IN FRANCE

726

MISSION COMPANIES
(+85% IN 1 YEAR)

576,750

EMPLOYEES

53%

ARE MICRO-ENTERPRISES

42%

WERE CREATED AFTER 2020

45%

ARE IN ILE-DE-FRANCE

2

FRENCH
UNICORNS

3

PUBLIC
COMPANIES

8

LISTED
COMPANIES

AGRICULTURE **0.7%**
INDUSTRY **12.1%**
TRADE **10.9%**
SERVICES **76.3%**

Community of Mission companies
barometer (September 2022).



Ramsay Santé contributes to the UN Sustainable Development Goals

Launched in July 2000, the United Nations Global Compact is a call to companies around the world to establish a common social and environmental framework. Ramsay Health Care, Ramsay Santé's largest shareholder, is participating in this programme, which is based on 12 of the 17 principles covering human rights, labour, the environment and an end to corrupt practices. Ramsay Santé's CSR (Corporate Social Responsibility) strategy is in line with these UN sustainable development objectives.



Ramsay Santé contributes to making health care accessible to all.



The Group provides its employees with training throughout their career.



Ramsay Santé ensures equal pay for men and women within the Group.



As part of its environmental approach, the Group is acting to limit water consumption in its facilities.

DEFINING OUR SOCIAL AND ENVIRONMENTAL OBJECTIVES TOGETHER

Ramsay Santé wanted its mission to be co-constructed with all those concerned: doctors and nursing staff, patient and health authority representatives, administrative staff and members of management. The work began with an analysis phase. The aim? To set the right level of ambition and to understand the societal expectations that the company must meet.

In July 2022, a **comparison of 16 companies** in the health care ecosystem was undertaken, to find out their purpose or their “social objective as well as their policy of social and environmental responsibility.”

The Group then conducted a study of the existing **risks and opportunities** for the health care sector in general. Six themes were examined: political, economic, social, technological, environmental and legal. One of the findings was that proximity is a key issue for quality care and that patients expect to be more involved in their care pathway.

Once the context had been studied, the next phase led to the definition of the social and environmental objectives themselves. A series of interviews helped to understand the priorities of patient organisations, board members, executive committee members and health authorities. A large-scale in-house consultation was then carried out with almost 3,000 participants, equally divided between health care workers and administrators. Based on this work, a consultation workshop finally validated the initiatives and commitments that are essential to the success of the mission company.

A large-scale in-house consultation was then carried out with almost 3,000 participants, equally divided between health care workers and administrators.



Ramsay Santé is implementing and monitoring efforts to reduce its energy consumption.



Ramsay Santé is committed to developing its activities while respecting human rights and international labour standards.



The Group continuously invests in new technologies and infrastructures to provide its patients with quality care.



Because it welcomes all patients without distinction, the Group contributes to reducing inequalities in access to health care.



In disadvantaged areas, the Ramsay Santé Foundation works to promote preventive health care and supports non-profits that carry out preventive measures at a local level



Ramsay Santé monitors the environmental impact of its service providers. A supplier charter links the Group's commitments to the activities of its stakeholders.



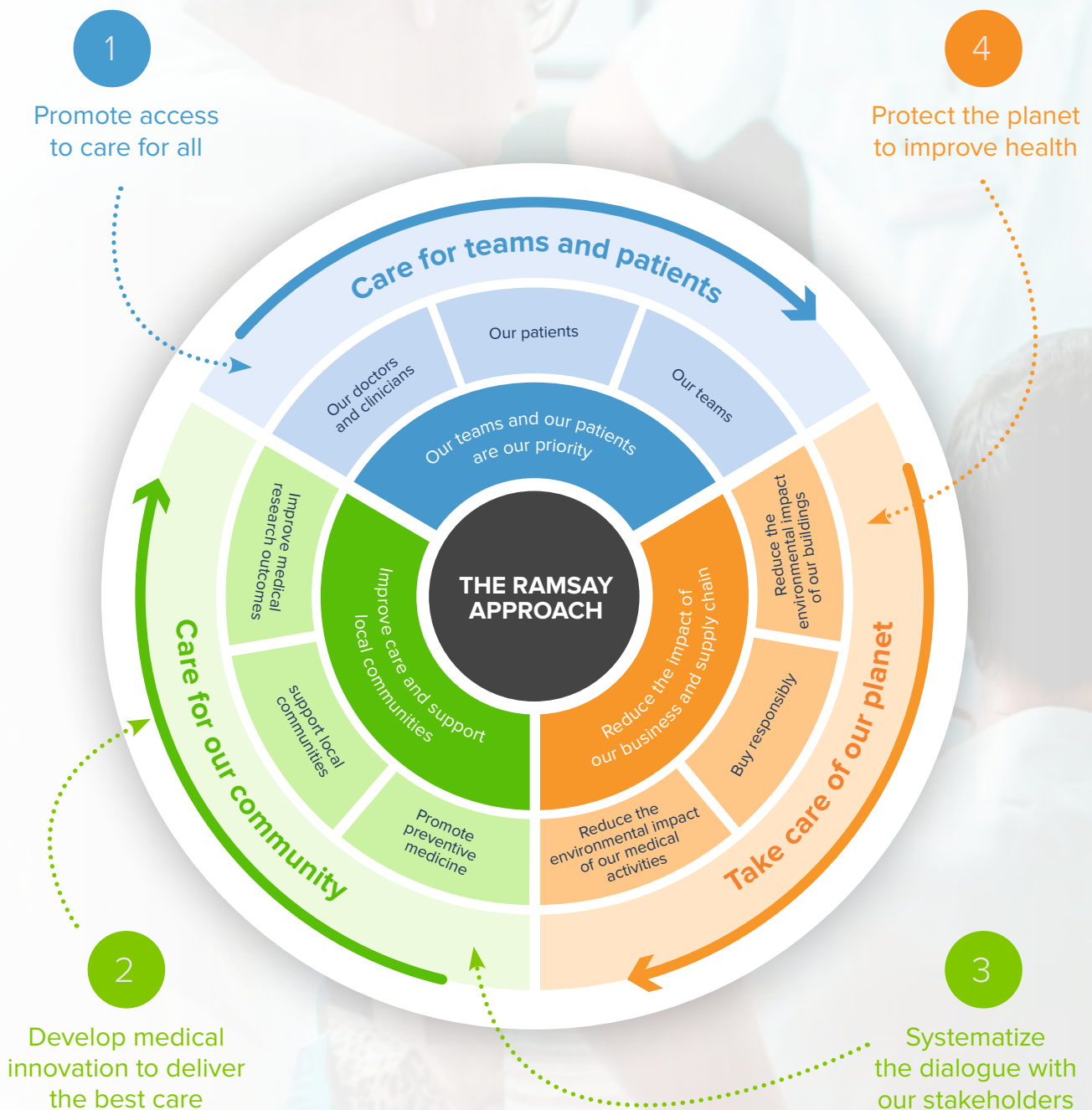
Ramsay Santé takes measures and launches initiatives to control the impact of its activities and buildings on the environment.



Ramsay Santé works with various expert public organisations and non-profits in order to carry out its CSR commitments.

RAMSAY SANTÉ'S FOUR SOCIAL AND ENVIRONMENTAL OBJECTIVES

The four social and environmental objectives chosen at the end of the procedure described on the previous page are perfectly consistent with the Group's CSR approach and its purpose. They are also in line with the broader objectives of the United Nations Global Compact.



THE ROADMAP FOR TOMORROW?

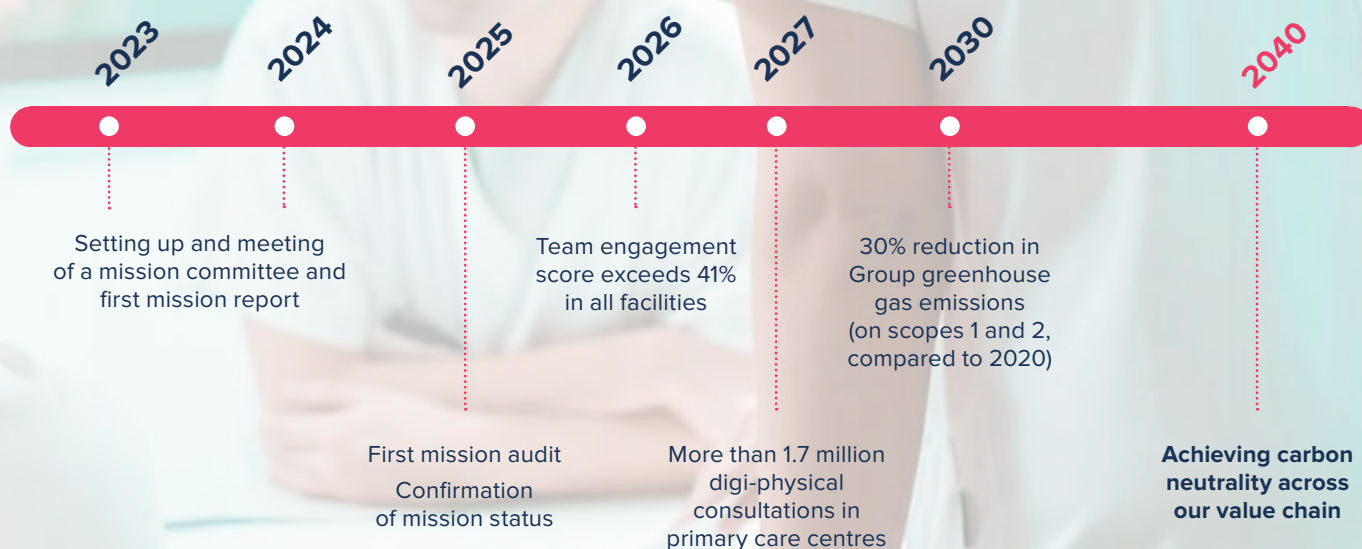
Ramsay Santé must now set up its mission committee. This is an essential step in defining, making tangible and monitoring the achievements of a mission company. This body is important because it ensures the proper execution of the mission in question and the implementation of the action plans associated with each objective. The committee is responsible for producing an annual report and presenting it to the company's ordinary general meeting.

Information on the actions taken is communicated to the public. This makes the company more accountable for its social and environmental pledges. In addition, an independent external body must verify the proper implementation of these objectives at least every two years.

The mission committee will be open to those who make the Group what it is: patients, carers and staff, but also to stakeholders in the wider health care ecosystem. It is therefore expected to include at least one doctor or salaried carer, one representative from the administrative staff and one representative from a patient, family or institutional association.

This opening up to stakeholders will then need to be applied in the Group's various regional or national centres. To this end, the creation of the "Ramsay Santé Territorial Dialogues" aims to structure local dialogue by involving patients (or their families), caregivers and staff in the organisation of a regular cycle of meetings, with intermediate contacts designed to better prepare for them.

2040 Objective





Promote access to care for all

01

WELCOME ALL PATIENTS AND ALL PATHOLOGIES

02

GUARANTEE QUALITY OF LIFE AT WORK FOR OUR TEAMS

03

SIMPLIFY THE HEALTH CARE PROCESS

The quality of relations with patients mirrors the quality of relations with employees. This fundamental principle of “attention symmetry” between caregivers and patients, which is essential for good medical care, is at the heart of the Ramsay Santé group's approach. While we set ourselves the goal of developing on a human level and improving quality of life at work, we also insist on the importance of making progress on all aspects of the medical experience. This is why we believe that access to care and the patient's care pathway must be considered as a whole. Ramsay Santé is innovating at all levels of care, whether it be out-patient care, primary health centres or more complex care. More proximity, more simplicity, more fluidity: these are the keys to progress that will constantly improve the care provided.

01 Welcome all patients and all pathologies



Within Ramsay Santé's facilities, all patients are welcomed and cared for without discrimination, in compliance with the authorisations for care granted, regardless of the nature of their pathology and whether or not they benefit from supplementary health insurance and, for France, from Social Security or CMU/PUMA. Welcoming all patients also means taking into account their individual situation, their emotional state, their past experiences and concerns.

This personalised care is one of the pillars of the “Yes We Care! 2025” strategic plan. It reflects the desire to move from care adapted to the average patient to targeted care for each individual.

To achieve this objective, the Group provides access (in addition to in-person reception in the facilities) to an online admission system on the Ramsay Services digital platform. It offers more than 15 digital services, facilitating all procedures.

Ramsay Services offers, for example, an online analysis of the patient's symptoms in order to assess their physiological situation ahead of time. This enables the most appropriate care to be provided and, if necessary, for the patient to be better prepared for a procedure. Studies show that by taking advantage of these programmes, the risk of complications is reduced.

We set high standards for ourselves and see patient experience as a key to success. This is why we systematically collect feedback in nearly all the regions where we operate and aim for excellence.



We see patient experience as one of the keys to success

02 Guarantee quality of life at work for teams

Employee well-being and fulfilment, their working conditions, safety and inclusion are an integral part of the Ramsay Santé group's strategic vision. These issues are at the heart of its social responsibility role. In France, the Talent and Engagement department is responsible for the harmonised implementation of measures to improve working conditions. Within this department, there is a Prevention, Health and Safety department whose experts work in the various facilities.

It is committed to creating a prevention policy and supporting managers in actively identifying, assessing and reducing occupational risks, both physical and psychological.

Experts report back with a great deal of information and build prevention plans that address employees' practical needs.

A UNIQUE VALUE PROPOSITION

The Group's human resources strategy is also based on developing the capabilities of each of its 36,000 employees. During 2022, Ramsay Santé set up several working groups. They have collaborated on several new projects, including the formulation of an Employee Value Proposition (EVP) expressing what it stands for, what it offers and why staff choose to join us.

This global EVP is complemented by regional EVPs to boost recruitment and retention strategies.

The working groups also defined what the Ramsay Way should be, in line with the behaviours and skills the Group seeks to promote.

HUMANOO The health care application for Ramsay Santé group employees

Free of charge, available to all the Group's employees in France on Android and iPhone, it offers:

- many preventive health programmes on diet, exercise and mental health (podcasts, videos, articles, recipes, etc.);
- advice from occupational health experts on how to better manage stress, knowing how to limit musculoskeletal disorders, get back to sleep, rebalance your life, etc.
- sports challenges in facilities, with prizes to be won;
- real-time information on the life of the Group and its developments;
- discount vouchers from a number of wellness partners.



03

Increasingly accessible care

Within the Group, Denmark, Sweden and Norway have been pioneers in the creation of primary care centres. These centres represent an innovative offer designed to guarantee access to basic, tailor-made care for as many people as possible. Doctors, freed from administrative tasks, can concentrate on the medical follow-up of patients and set up preventive and therapeutic awareness programmes. The Ramsay Santé group currently has 167 such centres in Europe. In line with the “Yes We Care! 2025” strategic plan, Ramsay Santé opened its first centres in France in 2021. The aim is to provide easy access to a General Practitioner, which is the essential first step on the patient's care pathway, particularly in disadvantaged areas and medical deserts. By the end of 2023, there will be 12 primary care centres in France.



NUMBER OF DIGITAL CONSULTATIONS IN PRIMARY CARE CENTRES IN SWEDEN
(1 JULY TO 30 JUNE)

2022 ▶ 617,816
2021 ▶ 559,455



The Ramsay Santé group now has 167 primary care centres in Europe



“I play an essential role alongside the doctor.”

Charlène Faure, nurse at the Oyonnax Medical Centre

“As a nurse, my tasks in the medical centre are varied and very complementary to the care provided by the doctor. I receive all new patients and complete their medical file with them. We review their history, current illnesses, preventive examinations and vaccinations. This long interview allows the doctor to devote the entire consultation time to medical questions. Thanks to the shared computer file, he or she has access to any examinations that

I may have done: taking of vitals, spirometry, electrocardiogram, etc. For patients already being treated in the centre, the doctor and I do a daily review on those I have seen in consultation so we can discuss treatment together. We work on the principle of delegating tasks. Thanks to preventive health and awareness, which are at the heart of our care model, I play an essential role, especially with those suffering from chronic diseases. I also deal with

prioritising requests for urgent consultations and receiving these patients, and I may need to help some of them with their administrative procedures. True care, the relationship with patients, the follow-up of proximity care, good team cohesion... I am very satisfied with the way I practice my job as a nurse in the service of patients' health, and we have nothing but positive feedback from them!”



Develop medical innovation to provide the best possible care

01

ACTIVELY SUPPORT CLINICAL RESEARCH

02

FOSTER THE PROFESSIONAL DEVELOPMENT OF OUR EMPLOYEES

03

BOOST THE INNOVATION STRATEGY THROUGH LIVING LABS

Since the beginning of the 20th century, medical progress has more than doubled the average life expectancy of humanity. In 1909, it was only 33 years, compared to 71.4 years today. Continuing to improve care means never letting up in our efforts in terms of quality of practice, research and innovation. This is why, as a major player in the European health care system, Ramsay Santé intends to contribute to ambitious clinical research. To achieve this, we provide our teams and partners with the necessary resources and invest in both healthtech, young start-ups in the health sector, and medtech, medical technological innovation. Our contact with the day-to-day reality of patients is essential to meet the complex challenges posed by mental health, loss of autonomy, chronic diseases and access to care in medical deserts.

01

Actively support clinical research

In 2012, the Ramsay Santé group created an autonomous and non-profit structure: the Research and Education Department (RED). Ramsay Santé has thus become the leading private health group in France in terms of scientific and medical research. What is this structure's goal? To build bridges among all the players in medical research in order to develop research and education for the benefit of patients.

TWO CALLS FOR PROJECTS PER YEAR

The RED supports and develops partnerships with hospitals and public organisations, industry players and learned societies. It highlights areas of excellence and backs scientific studies in which the Group's practitioners participate. Twice a year, open calls are put out for medical research projects and grants. They are examined by a scientific orientation committee, made up of researchers recognised in our structures, and an ethics committee.

Medical research projects run by the Group's doctors (France)

	2021	2020
Number of research projects accepted during the year	46	54
Share of publications in category A+, A and B	41%	38%

The annual funding received is devoted to the development of research within the Group. A portion is paid back to the researchers in the form of an honorarium. The backing provided by this department also enables doctors to concentrate on their research. It provides a methodologist who writes the protocol and helps with administrative formalities. The projects mostly concern cardiology, oncology, orthopaedics, gastroenterology and urology-nephrology. Today, more than 1,500 private doctors conduct their research within the Ramsay Santé group and have participated in a scientific publication over the last four years.

First graduates for the UD in Preventive Health Management



In 2019, the Ramsay Santé Foundation entered into a partnership with the Faculty of Medicine in Brest to create a level 2 university diploma (UD) in Preventive Health Management for health professionals. The first class, made up of nurses, general practitioners, psychiatrists, pharmacists, nutritionists, physiotherapists, etc. from France and Quebec, graduated in June 2022. Richard Ferrand, then President of the National Assembly, presided over the graduation ceremony. The second class started in January 2022. A "student" dietician from the class will do her internship in one of the primary care centres of the Ramsay Santé group, with a project on undernutrition in the elderly living at home.


02 Support the professional development of our employees

Receiving patients and providing quality care that meets their expectations requires an increasingly competent, committed and motivated workforce. Yet due to technical progress, advances in research and changes in treatment methods, the health sector is constantly evolving. It is therefore the responsibility of the Ramsay Santé group to ensure the professional development of its employees.

MAKING CARE SAFER

Doctors and surgeons working in the Group's facilities have access to high-quality training and information sources. In particular, they benefit from e-learning sessions created by health care professionals for health care professionals. Based on simulation and virtual reality,

using real clinical cases, they aim to improve the safety of care by developing communication skills, the quality of teamwork and leadership skills. Practitioners also have access to best practices in clinical research, as well as to bibliographic and biostatistical data search engines. Local managers have access to a series of courses specifically designed for them. The result of a collaboration between Ramsay Santé experts and ESCP Business School, this programme was launched in 2010. It provides managers with methods and operational tools to mobilise their teams on a daily basis. The training takes place over 17 days, spread over a period of seven months. Interactive and concrete, it encourages teamwork. To date, more than 1,000 local managers have taken the course.



In Sweden, the Capio Academy trains all employees

In 2021 the Swedish subsidiary of Ramsay Santé opened the Capio Academy. This programme offers three possible channels for professional development:

1. on-the-job development: expanding responsibilities; working in project mode; learning about new tools and methods; mentoring another team member...
2. learning from peers: networking; learning from the success of others; mentoring; coaching...
3. traditional training: clinical training; classroom or e-learning training; seminars...

At the Group level, the Ramsay Santé Academy is being prepared. It will offer all managers and their staff a complete training programme and a digital platform.

**INTERNS WHO JOINED
THE RAMSAY SANTÉ GROUP
IN FRANCE**

**2021 ▶ 175
2020 ▶ 153**

03

Consolidate the innovation strategy through Living Labs



TOWA JEXMARK
DIRECTOR OF RAMSAY SANTÉ'S INNOVATION HUB



47 IS THE NUMBER OF START-UPS THAT HAVE BENEFITED FROM BACKING BY **PREVENT2CARE LAB**, THE INCUBATOR SET UP BY THE RAMSAY SANTÉ FOUNDATION IN 2018.

“Ramsay Santé is launching “Living Labs”. These are test areas within its facilities to consolidate and boost its innovation capabilities in Europe.

True incubators of talent and new ideas, from this year onwards, Living Labs will bring together employees, doctors, patients, managers and outside partners to develop innovative and transdisciplinary solutions. The objective is to move faster from ideas to real-life testing and to develop new, more efficient ways of working to benefit health care workers and patients. These Living

Labs will cover several sectors of activity, such as primary care, mental health and oncology. A priority area of interest will be defined for each of them, with specific needs and challenges corresponding to local issues. Connected into an international network, they will also allow the sharing of best practices between European countries and replication worldwide of the most innovative projects. For example, in France, the Living Lab in the Aquitaine cluster will focus on improving the surgical pathway, by providing support for patients, doctors and employees alike. At the Artro Clinic in Stockholm, the focus will be on the best ways to document consultations.

Simplifying patients' lives with the Ramsay Services app

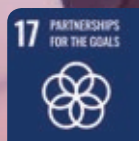
Ramsay Services is a digital services platform used by the Group's medicine, surgery and obstetrics as well as mental health facilities.

The portal simplifies hospitalisation administrative procedures for patients. They can carry out pre-admission, choose the services

they want to use during their stay and sign all documents electronically. With just a few clicks, patients can analyse their symptoms, access health information validated by experts, make an appointment with a health professional, or have their medication delivered to their home.

The platform also offers a geolocation tool to identify the nearest Ramsay Santé emergency services and indicates the waiting time in real time. An online store that delivers health and well-being products to the location of one's choice is also available.





Systematize the dialogue with our stakeholders

01

STAKEHOLDERS' PERCEPTION OF THE GROUP'S MISSION

02

REINFORCE DIALOGUE WITH PATIENT ORGANISATIONS AND YOUNG ENTREPRENEURS

03

THE QUALITY OF LIFE AND WORKING CONDITIONS AGREEMENT

A health care system is an essential service that all stakeholders - salaried caregivers, private doctors, administrative staff, patients, as well as suppliers and public authorities – contribute to equally to ensure that it functions properly. At Ramsay Santé, we firmly believe that a harmonious dialogue between all these stakeholders is a key condition for progress, both in the overall care of patients and in health care innovation. Dialogue is thus at the core of the Group's DNA. It permeates all decision-making levels (regional, national, European). We want to reinvent the governance of health care and health care data, to best serve people and the professionals who care for them. This project is now one of the objectives of Ramsay Santé's mission. In this way, we are moving towards a more shared governance of the health system, allowing us to be ever more responsive to the needs of patients and local authorities and to act as a resource for public policy.

01

Stakeholders' perception of the Group's mission



BRIGITTE CACHON
**CHIEF BRAND,
COMMUNICATIONS
AND CSR OFFICER**
“Our mission is seen
in a very social light.”

“Ramsay Santé is a pan-European group with the largest community of private doctors in France. It is a forerunner, recognised for its high quality organisation of care pathways. This is a key point for patient organisations. They tell us that the status of physician, private or public, is less important than the place given to the patient. The Group's particular positioning, at the crossroads of the public and private sectors, is another element that has been noted by its stakeholders. This is a strength that should enable it to become a benchmark in preventive health.

ATTRACTING HEALTH CARE PROFESSIONALS

Its leadership position gives it an important responsibility, that of remaining at the forefront of organisational innovation. This is a fundamental lever for attracting and retaining talent.

During the various consultations held on the Group's mission, attractiveness to health care professions emerged as the major challenge to be met, from the point of view of health authorities as well as employees, health care professionals and administrative staff alike. This is one of the main thrusts of the “Yes We Care! 2025” strategic plan, which includes the Group's mission. As we have seen, the Group's mission is perceived, by both the patient organisations and health authorities consulted, in a social rather than an environmental light. They feel efforts must focus on diversity, gender equality and the place of the patient, which must be more and more central.

PREVENTIVE HEALTH OBJECTIVES

The mission must also respond to issues of accessibility of care as well as remuneration and attractiveness of the profession. It must provide staff members with all the resources they need to carry out their work, as well as provide patients with follow-up outside the hospital... Finally, for its stakeholders, by 2030, Ramsay Santé in France must be a player recognised by patients and public authorities in the field of preventive health. The course has been set, and it is now a question of defining precise performance measures and indicators. This is a huge programme to be undertaken with the mission committee, starting in 2023!”



Giving patients a more and more central place

02 Boost dialogue with patient organisations and young entrepreneurs

Raising awareness of preventive health also means backing start-ups and non-profits working in disadvantaged areas, by providing concrete solutions in line with needs. To this end, in 2018 the Ramsay Health Foundation created the Prevent2Care Lab, a start-up incubation programme. Since its inception, 47 young innovative companies have benefited from nine months of tailored support from experts or doctors from the Group. In 2020-2021, the programme was extended to non-profits with the aim of creating synergies between the two models. Six non-profits joined the programme in 2021 and seven more between 2021 and 2022. The incubator's activities now reach nearly 300,000 people.

SUPPORT FOR THE 'BUS DU CŒUR' (HEART BUSES)

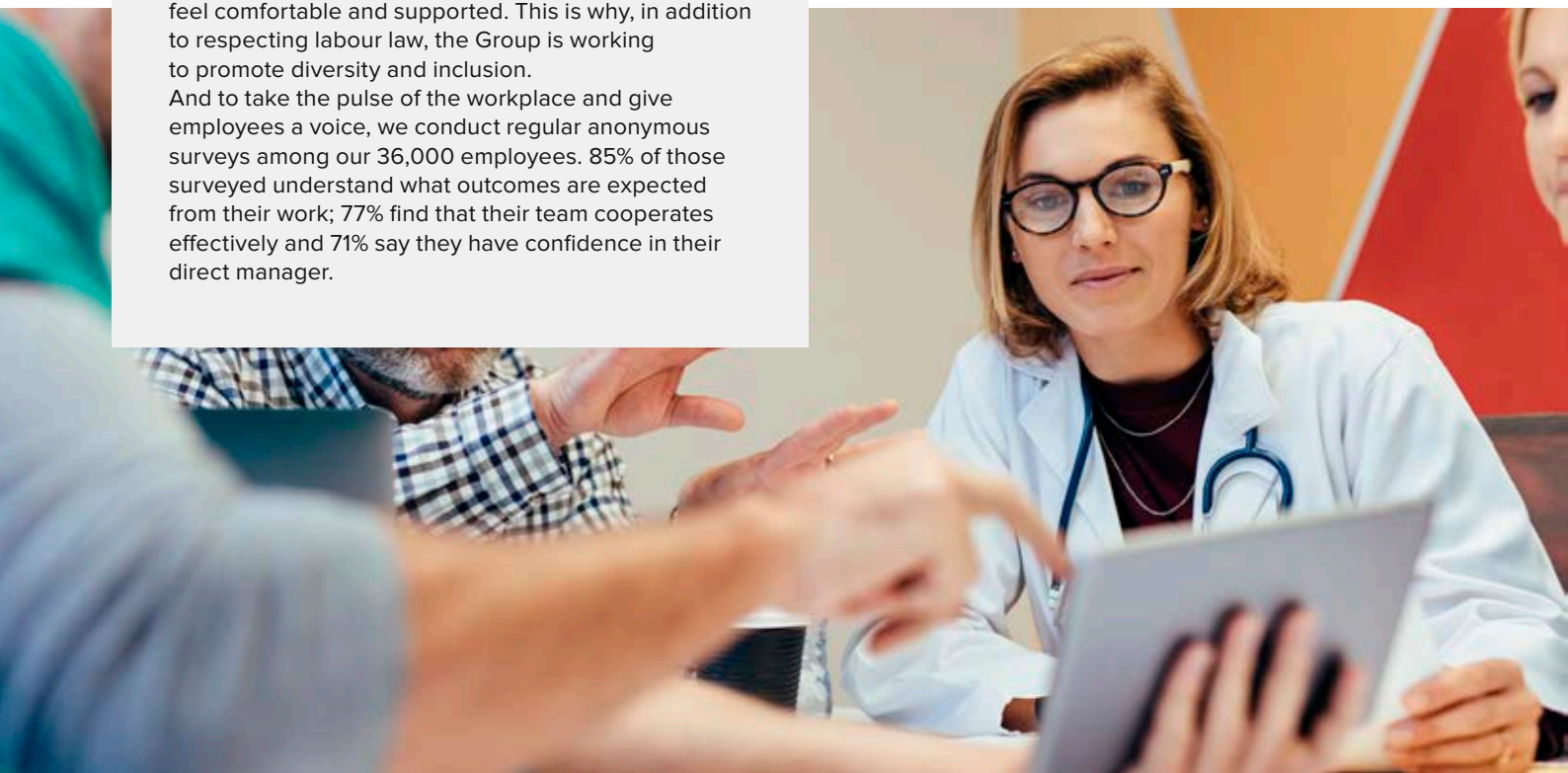
In parallel to the Prevent2Care Lab, The Ramsay Santé foundation has launched the Prevent2Care Tour. The objective is to identify and reward, with funding of 10,000 euros, the most innovative non-profits in the field of preventive health. The tour will stop off in Lille, Lyon, Toulouse, Marseille, Bordeaux and Paris. Finally, the Ramsay Santé Foundation supports various preventive health programmes aimed at young people and disadvantaged populations. For example, the Foundation funds the 'Bus du Cœur' operation, which enables women in situations of and social and medical disadvantage to access screening and information close to where they live. In these buses, health professionals (some of whom work in the Group's facilities) screen for cardio and gynaecological diseases and advise on stress management, diet, sleep and exercise. In 2021, 1,065 women consulted in five cities and, between March and June 2022, approximately 1,500 in nine cities.



Diverse and committed teams

Age, gender or cultural origin have never been recruitment criteria within the Group. We are convinced that a company, especially in the health sector, must reflect the society around it in order to make patients feel comfortable and supported. This is why, in addition to respecting labour law, the Group is working to promote diversity and inclusion.

And to take the pulse of the workplace and give employees a voice, we conduct regular anonymous surveys among our 36,000 employees. 85% of those surveyed understand what outcomes are expected from their work; 77% find that their team cooperates effectively and 71% say they have confidence in their direct manager.





03

The Quality of Life and Working Conditions Agreement



LATIFA ZEMMOURI
CHIEF TALENT AND ENGAGEMENT OFFICER

“Improving the daily lives of employees through organisation and working conditions”

Employee well-being and fulfilment are an integral part of the Ramsay Santé group’s strategic vision, which places these issues at the heart of its quest for social responsibility.

On 29 June 2022, the Group and all its social partners unanimously signed its first Agreement on Quality of Life and Working Conditions. This is a first in the health sector. The agreement is designed to bring about in-depth changes in the organisation and working conditions within facilities, with one objective: to ensure that everyone finds a balanced, fulfilling and inclusive working environment in their facility.

What are the main points of this agreement?

There are four: involving managers at all levels, protecting everyone’s health and safety, improving working conditions and finally life-work balance for all.

How will this agreement be applied in 2023?

In each facility, a management committee guarantees the local implementation of the agreement.

A Quality of Life and Working Conditions Committee (QLWC) will be set up. Its purpose will be to identify real situations and recommend concrete solutions to improve organisation and working conditions in the daily lives of employees.

This committee, made up of managers, elected representatives and referents from various departments, will meet at least three times a year.

What will be the tangible results?

In terms of prevention, a plan to combat workplace accidents will be set up in each facility and led by the site’s HRD. To this end, all the players concerned will be trained: HRDs, members of the Health, Safety and Working Conditions Committees (HSWC) and members of the Social and Economic Committee (SEC). Measures such as housing assistance, childcare places for young children and the right to disconnect will also be beefed up in order to promote life-work balance.

Providing concrete solutions to improve employees' daily lives



Clinique Belharra, in Bayonne, is sponsoring two beehives and raising awareness among its staff of the need to protect bees.



Protect the planet to improve health

01

REDUCE OUR IMPACT ON CLIMATE CHANGE

02

IMPROVE WASTE MANAGEMENT AND COMBAT WASTE

03

INVOLVE OUR SUPPLIERS IN OUR ENVIRONMENTAL APPROACH

Climate change favours the increase of a wide range of illnesses and chronic diseases, not to mention its impact on our mental health. In this context, acting responsibly as a global health player means integrating the provision of care, patient care and the daily lives of professionals into a complex socio-ecological whole. It also means innovating to adapt medical practices to the requirements of the necessary ecological transition. Environmental health, which reconciles human well-being and respect for nature, is therefore one of our development priorities. We are committed to reconciling eco-exemplarity, the sustainability of medical practices and quality of care. This is also why we are making preventive medicine a long-term priority for the Ramsay Santé group.

01

Reducing our impact on climate change

The health of the population is directly linked to that of the planet. Aware of the issues at stake, in 2022 Ramsay Health Care launched a global "Net zero" programme, with the aim of reducing the Group's greenhouse gas emissions to zero by 2040. This objective is based on scientific data. It reflects the commitments of the countries in which the Group operates and is in line with the United Nations Sustainable Development Goals. This 'Net Zero' carbon neutrality programme is based on four pillars.

- **Reduce:** by maximising energy efficiency at each of our sites; creating greener operating theatres; reducing single usage and waste;
- **Change:** by optimising our energy consumption, switching to renewable and cleaner energy sources;
- **Engage:** by involving suppliers in our approach to act on our direct and indirect CO₂ emissions, resulting from our purchases;
- **Grow:** by integrating eco-design into our development strategy, moving towards a more sustainable business model.

OBJECTIVE 2030

Reduce our CO₂ emissions by 30% for scopes 1 and 2



In parallel, the Group is seeking to improve its resilience to the consequences of climate change. Between 2020 and 2021, it assessed its vulnerability and exposure to physical risks on a global scale, at more than 300 sites around the world. To do so, it chose a scenario in which temperatures rise by 4 degrees. Using a database of climate-related events (floods, heat waves, droughts, etc.), it will continue its analysis of potential risks between now and 2050, as well as their consequences, to define objectives and priorities.

The 3 "scopes" of CO₂ emissions

- SCOPE 1:** direct emissions from the Group's fixed or mobile structures (vehicle fleet, energy consumption of buildings, refrigerant leaks, anaesthetic gas discharges, etc.).
- SCOPE 2:** emissions generated by producing the electricity, heating and cooling used by the Group.
- SCOPE 3:** indirect emissions generated by the Group's supply chain.

02

Improve waste management and combat waste

To limit the pressure on natural resources, Ramsay Santé is committed to mapping its consumption. This approach aims primarily to reduce water consumption and the use of packaging within the Group. We have also set ourselves the target of recycling at least 30% of our waste by 2030.

Waste in the health care sector is often of a particular nature, is sometimes hazardous, and is subject to a number of regulatory requirements.

These regulations have been increasingly tightened since 2015 and this trend is expected to continue at least until 2025. Within our facilities, the main waste produced is as follows:

- WSHW (waste similar to household waste), which is either stored or incinerated;

- WCAIR (waste from care activities with infectious risks), which is treated either by direct incineration or decontaminated and crushed before being stored or incinerated;
- packaging, cardboard and paper, which is recycled
- bio-waste, which is transformed into compost or methane.

In 2020 and 2021, the Group took stock of its waste production and treatment. This was an opportunity to highlight the good practices already in place within facilities. Defined during 2022, our roadmap should enable us to further optimise waste management:

- by diagnosing waste flows, internal organisation and recovery channels;
- by providing training for teams by specialised partners;
- by communicating sorting instructions to employees and patients;
- by ensuring that these issues are managed at the facility and Group level.

Finally, Ramsay Santé wishes to set up new waste recovery channels, in collaboration with key players in the sector.

2030 OBJECTIVE

Recycle 30% of our waste



“Reduce the environmental impact of anaesthetic gases”

Sabine Bonaventure-Chérel, Project Manager, Medical Assessment Committee - Pharmacy Department

Why are anaesthetic gases an environmental issue?

The health care sector is responsible for 4.6% of CO₂ equivalent emissions in France. Much of this pollution comes from operating theatres. Anaesthetic gases, which are greenhouse gases, are among the major contributors to this pollution. More than 95% of them are released into the atmosphere because the patient only metabolises a small part. Some of these gases have a particularly high carbon footprint, and therefore an environmental impact.

What are the possible solutions?

Several levers have been identified: choosing the least polluting gas (with an equivalent clinical effect), reducing the flow of fresh gas during anaesthesia maintenance or using the automated gas administration function, which reduces gas consumption by a factor of 2 or 3. Other solutions are being tested, such as the possibility of recovering and recycling these anaesthetic gases.

What has the Group put into place?

Information and digital teaching aids have been provided to the professionals concerned, particularly anaesthetists and pharmacists. An expert anaesthetist is available to answer any questions from the field. We have defined indicators to measure the evolution of practices and set objectives. Equipment is being standardised in order to automate the administration of gases. Finally, we are actively monitoring new solutions that are awaiting validation.

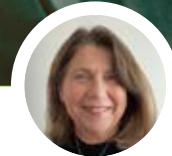
03

Involve our suppliers in our environmental approach

Since the end of 2022, a new responsible purchasing charter has been distributed to suppliers managed by the Ramsay Santé central purchasing office. By signing it, they undertake to comply with applicable environmental protection legislation and regulations and to implement all actions necessary to reduce their environmental impact. The Group's suppliers are obliged to measure these impacts, hence the widespread use of the **EcoVadis** platform, an organisation that rates social and environmental responsibility initiatives and is recognised worldwide for its reliability. At the same time, CSR criteria will now be taken into account when listing suppliers, drawing up specifications and choosing service providers.

2026 OBJECTIVE

80% of our suppliers assessed on the EcoVadis platform



“Certification to reduce our impact”

Eva Westerman, Quality and Environment Manager - Primary Care Sweden

What is the ISO 14001 standard?

This standard defines a series of requirements that an organisation's environmental management system must meet in order to be certified. The system must include:

- an environmental analysis, taking stock of the company's activities,
- an environmental policy aimed at preventing pollution and with a commitment to ongoing improvement,
- an organisational structure that formalises the practices and procedures for implementing the environmental policy.

Certification to the ISO 14001 standard is obtained following an audit by an independent accredited body.

What is the purpose of obtaining such certification?

We are seeing a growing interest in environmental issues, both from our employees and from our patients. Taking a proactive approach, we have been certified since 2008 and are committed to reducing the negative impact of our company on the environment. For our employees, this is a source of pride. ISO certification guarantees the seriousness of our approach, and for our patients it is a guarantee of confidence.

Have you seen any positive results?

The certification implies taking measures to reduce our impact on the environment, as well as making our staff aware of the issues. The objectives cover a three-year period. Some of them are aimed at limiting the use of antibiotics, for example, while others are aimed at reducing CO₂ emissions during business trips from Stockholm to Gothenburg. We have measured a 26% reduction in antibiotic consumption in all our units since 2019. In three years, we have reduced our CO₂ emissions by 65% by switching to rail.




RAMSAY SANTÉ GROUP'S 21 CSR COMMITMENTS

SOCIAL AND ENVIRONMENTAL OBJECTIVES	CSR PRIORITIES	CSR COMMITMENTS
1 PROMOTE ACCESS TO CARE FOR ALL	TEAMS	Support the professional development of our employees
		Take care of the mental and physical health of our employees
		Create a diversity policy
		Attract and retain teams
	PATIENTS	Welcoming all patients without distinction
		Innovating to improve the quality of care
		Organising personalised care for each patient
		Ensure transparency in terms of safety
		Reduce admission time
		Offering services to simplify hospitalisation, before, during and after
2 DEVELOP MEDICAL INNOVATION TO PROVIDE THE BEST POSSIBLE CARE	PRACTITIONERS	Enable practitioners to train at Ramsay Santé
		Provide modern technical facilities
		Digitalise work tools
	COMMUNITY	Contribute to a preventive health care system through innovation
		Develop medical research
		Develop preventive health care for all
3 SYSTEMATIZE THE DIALOGUE WITH OUR STAKEHOLDERS	GOVERNANCE	Share governance with stakeholders
4 PROTECT THE PLANET TO IMPROVE HEALTH	PLANET	Improve the environmental impact of our buildings
		Improve the environmental impact of our medical activities
		Reduce consumption of natural resources
		Integrate our suppliers in an environmental approach to reduce their impact

TARGET OUTCOME	TIMELINE
25% of managers trained in a management programme	2025
100% of employees with access to the preventive health programme, either the Humanoo app in France or reimbursement of preventive health activities in Sweden in 2023	2023
50% women in top management in 2025	2025
Continue to improve employee engagement scores across the Group	annual
<ul style="list-style-type: none"> • Achieving a Group NPS of ≥ 70 • $\geq 70\%$ of surgery in day hospitals • Use rate of digital portal at $\geq 65\%$ of patients 	2027 annual 2025
Train 180 medical interns per year in 2025	2025
Maintain a proportion of 2.5% of care activity turnover invested in the renewal of medical equipment annually	annual
In each country, have introduced a digital tool to improve the doctor-patient relationship by 2025	2025
Increase the number of people reached by the Foundation's undertakings by 20% compared to 2021	2025
Conduct 275 research projects per year as a promoter Achieve 40% of A+, A, B publications	2025
Target > 1.7 million digestive consultations in primary care centres	2027
Set up the mission committee and monitor implementation of the 4 social and environmental objectives with its members	annual
Reduce energy consumption by 35% (kWh / day / patient)	2030
Reduce CO ₂ emissions by 30% for scopes 1 and 2	2030
Recycle at least 30% of waste	2030
Evaluate at least 80% of suppliers on the Ecovadis platform	2026

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Brand, Communication and CSR Department - Production Little Wing - January 2023
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