

**Our mission –
Improving health
through constant
innovation**



2024 MISSION COMMITTEE REPORT



Ramsay
Santé

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Let's hear it from...

Martin VIAL

Chairman of the Mission Committee

At the end of 2022, Ramsay Santé decided to become a mission-driven company, with social and environmental objectives, after adopting a purpose integrated into its articles of association in 2020.

This approach is laudable for being ambitious in its objectives and inclusive in its preparation, involving several thousand employees in the choice of both the purpose and the social and environmental objectives. It is also consistent with the company's strategy.

In this respect, integrating social, societal and environmental responsibility into corporate strategy is no longer optional: the evolution of society and the increasing demands of citizens and consumers with regard to companies' environmental, social and societal footprint have led to considering stakeholders' interests as integral to companies' social concerns. **We have moved from a shareholders' approach to a stakeholders' approach.**

Transforming a company into a mission-driven company is a requirement of a much higher order: the objectives are specified in the articles of association, and so become legally binding for all the company's stakeholders. By establishing itself as a mission-driven company, Ramsay Santé exposes itself more than other companies that have not done so, because it commits not only morally but also legally to its objectives. The Group has thus chosen an ambitious and highly commendable path.

For this reason, the Mission Committee considers that its leading role is to support the company and its management in implementing this ambition.

Of course, it must incite Ramsay Santé not only to continue, but also to expand its pioneering role in medical innovation and access to care. **The committee's role is to advise and act as a watchdog, ensuring that commitments are implemented and that the Group's mission is translated into concrete, measurable actions.**

The committee aims to support the company by being realistic and patient. Realistic, because the company faces a number of challenges as a mission-driven company, not the least of which will be disseminating and sharing this ambition among all the employees of the Group, which has more than 460 facilities in

four countries with very distinct historical cultures as well as a wide variety of employees and stakeholders. The Committee will also have to be patient, because the implementation of these objectives must be a long-term process, and must affect every aspect of the company's life. The Committee thus envisages its task over a period of several years.

“
integrating social,
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”

The Committee was set up in October 2023, and the work undertaken has been divided into several stages that have enabled it to acquire an initial understanding of the company's major challenges, to grasp its ambitious purpose and the implications of its four objectives, and to examine in greater depth the levers for action and the indicators for each objective. The company's support for the Committee's work has been unwavering, and we should pay tribute to the commitment of the Group's CEO and the highly active role played by the Committee's Secretary, the Group's Chief Communications, Brand and CSR Officer, and her teams.

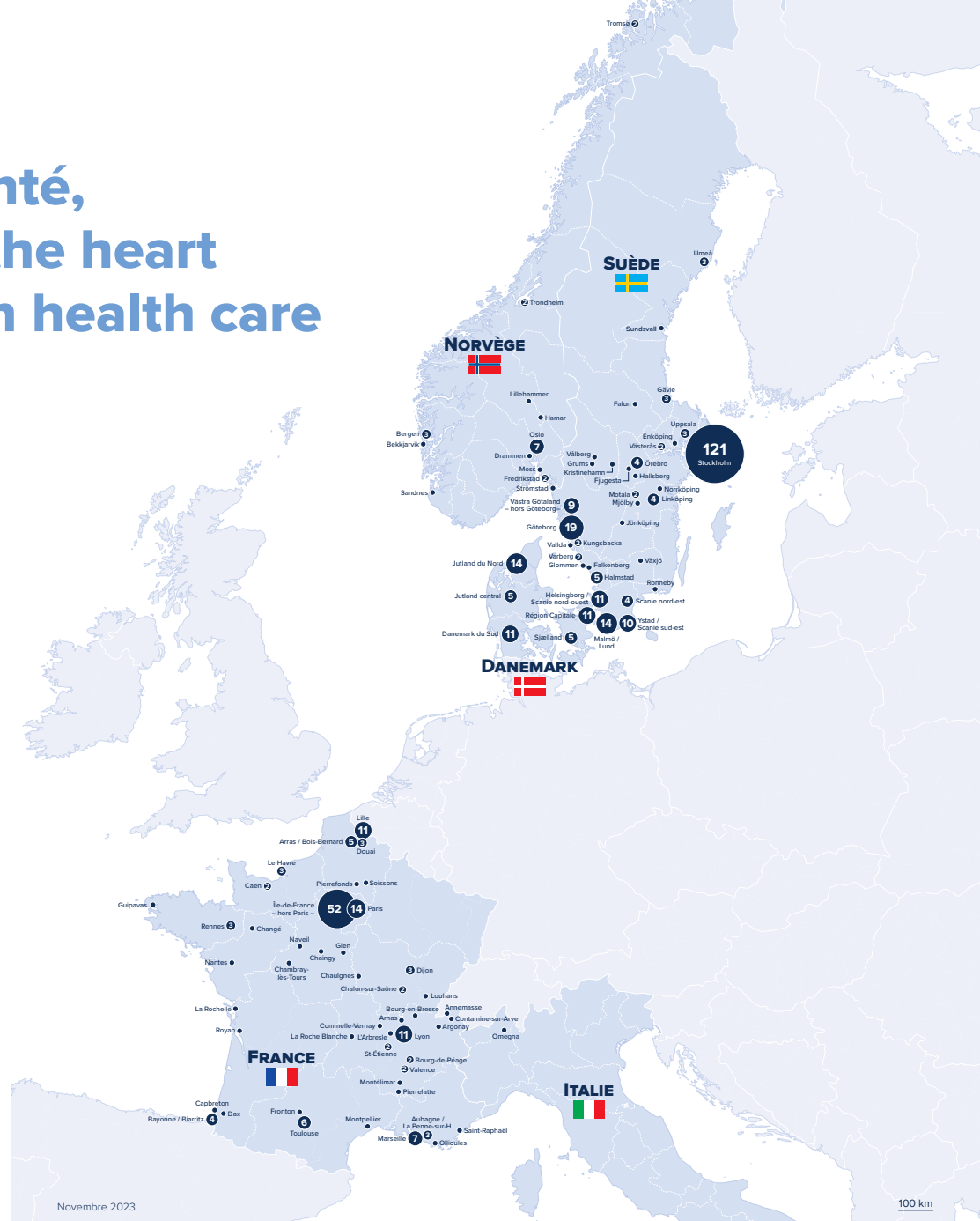
The second year of the Committee's work will be one of further development: (i) gaining a deeper understanding of the company and its business model to ensure that the mission objectives are properly aligned with the company's economic framework; (ii) supporting the company in disseminating the purpose and the objectives and ensuring that employees adopt them; (iii) stepping up work on selectively choosing the levers for implementing the objectives in order to limit their number and ensure their feasibility; (iv) helping the company determine priority actions for rolling out the objectives in 2025.

The rollout of the mission objectives has begun, but it will take several years before they are fully effective throughout the Group. Commitments and action plans must therefore be prioritised, both to implement those with the fastest impact and to prepare the rollout sequence for those that take longer and are more complex to put in place.

The company has organised itself in consequence and the Mission Committee intends to support and encourage this commitment.

Ramsay Santé, a group at the heart of European health care systems

Positioning in the private sector

YES WE CARE! A GLOBAL STRATEGY TAILORED TO LOCAL ISSUES



Medical excellence

Creating care pathways aimed at medical excellence to support our patients on a daily basis.



Digi-physical primary care

Becoming the benchmark for primary care using physical and/or digital consultation solutions.



Innovative care offer

Innovating to develop care solutions that meet the new needs of certain patients.



Preventive health services

Developing preventive health services to meet society's expectations and public health challenges.

241
hospitals
and clinics



208
primary care
centres



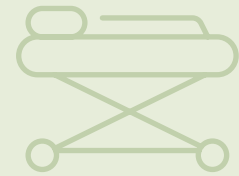
29,000
births



37
imaging and
radiotherapy centres



1,000
operating theatres



12 million
patient
visits



Leader
in dialysis
in France



1/9 surgeries
carried out in our facilities
in France



10%
of the Swedish population registered
with our primary care centres





**Ramsay Santé's
Mission and
its Social and
Environmental
Objectives**

The Group's reasons for becoming a mission-driven company

AN APPROACH IN LINE WITH THE GROUP'S HISTORY

When Guy Dejouany, Chairman of Générale des Eaux, founded our company in the late 1980s, **he instilled in it a spirit of service dedicated to the public, local authorities and the regions.** Our history is first and foremost that of a real awareness of the need to reinforce the regional fabric of care in France. This heritage is still very much alive 36 years on: it's where our first care pathways, in oncology and nutrition, came from. Our various successive developments have perpetuated and reinforced the founding spirit of our Group: acting in the general interest and in that of patients, by putting them at the heart of care.

The very outlook of a mission-driven company is rooted in our history: since the 1980s we have been a private company driven by a public service mission. **We are not a public service, we are a service for the public.**

BECOMING THE PARTNER OF EVERY CITIZEN

The world of health care faces new technological and societal challenges every day. With an ageing population, the pressure on health care systems is increasing. And while the sector faces a growing shortage of staff, patient expectations are rising and new competitors are arriving, some of them 100% digital.

To meet these new challenges and establish its unique position in the European health care landscape, at the crossroads of the public and private sectors, in 2020 the Ramsay Santé Group conducted an in-depth strategic review for the period to 2025, entitled "Yes we care!" A collaborative effort involving 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 11 December 2020: "Improving health through constant innovation".

Our aim is to ensure that Ramsay Santé is no longer seen simply as a provider of hospital care, but as a partner to every citizen throughout their health care journey, from preventive health to primary care and post-hospital care. This purpose reflects our commitment to pushing back boundaries in the face of complexities whether technological, medical, institutional, organisational or human, by providing innovative solutions. It is through our culture of innovation that we will continue to have a lasting and positive impact on health care.



“
Without a mission,
performance is
meaningless. Without
social utility,
performance is nothing.

”

Pascal Roché
CEO

Rollout phases



July 2022

Preliminary studies

A comparative study of the health care ecosystem and a study of the risks and opportunities in the health care sector, highlighting the importance of proximity and the involvement of patients in their care.

December 2022

Adoption of the mission-driven company status

at the Annual General Meeting.

2024

Rollout of the mission-driven company

Formalisation of our dedicated roadmap, production of our first mission report, Mission Committee meetings to monitor the implementation of our mission.

11 December 2020

Adopting our purpose

Ramsay Santé officially incorporated its purpose into its articles of association: "Improving health through constant innovation".

2022

Defining our social and environmental objectives

A series of interviews and large-scale consultations with patient associations, the Executive Committee, health authorities and staff to define the statutory objectives. Nearly 3,000 people took part.

2023

Mission Committee

The Mission Committee was set up and held its first meeting.



Our mission... Improving health through constant innovation!



In 2022, by amending its articles of association to become a mission-driven company, our Group committed to placing the general interest at the heart of its daily undertakings and to placing its development within a framework that reinforces our responsibility to all: patients, employees, practitioners, the planet and society.

Our mission is to improve health care through constant innovation. We want to push back the boundaries of health care. This strategic compass should enable us to push back not only medical and technological boundaries, but also organisational and human frontiers, by providing innovative solutions. It is through our culture of innovation that we will continue to have a lasting and positive impact on health care.

Our four social and environmental objectives have in common what is today the DNA of the Ramsay Santé Group: our capacity to innovate, our desire to develop preventive health and our ambition to unite the health care ecosystem around our common causes.

METHODOLOGY: CO-CONSTRUCTING A MISSION THAT MAKES SENSE

Analysis

To position the ambition and content of social and environmental objectives at the right level of the company's responsibility to society.

1 Benchmark

JULY

Selection of competitors from the general health care ecosystem:

- **Scope:** 16 French and international companies, including 4 from the private hospital sector
- **Comparative data:** purpose / broader corporate purpose / mission / corporate values / CSR and engagement policy

2 Analysis

JULY

Identifying and analysing the challenges facing the health care sector:

- Highlighting priority subjects by "P.E.S.T.E.L." factor...
- ... with an analysis of opportunities and risks, to be aware of the general environment in which Ramsay Santé will carry out its mission

Co-constructing objectives

Setting objectives that unite — both credible for stakeholders and useful to society — to meet social and ecological challenges.

3 Semi-structured interviews

JULY - SEPTEMBER

One-hour interviews to define the company's governance priorities:

- Patient associations
- Members of the Board of Directors
- Executive Committee members
- Representative of the supervisory health authorities (ARS)

4 Collective intelligence

JULY - SEPTEMBER

Large-scale consultation involving nearly 3,000 participants:

- Parity between carers and administrators
- Balance between age groups, job categories and seniority levels

5 Consultation workshop

SEPTEMBER

3-hour workshop in which participants validate broad objectives, by discussing:

- the meaning of the purpose adopted,
- the desirable future in 2030,
- the results of the consultation,
- the actions, commitments and indicators essential to the mission company's success

A process of co-construction with all our stakeholders

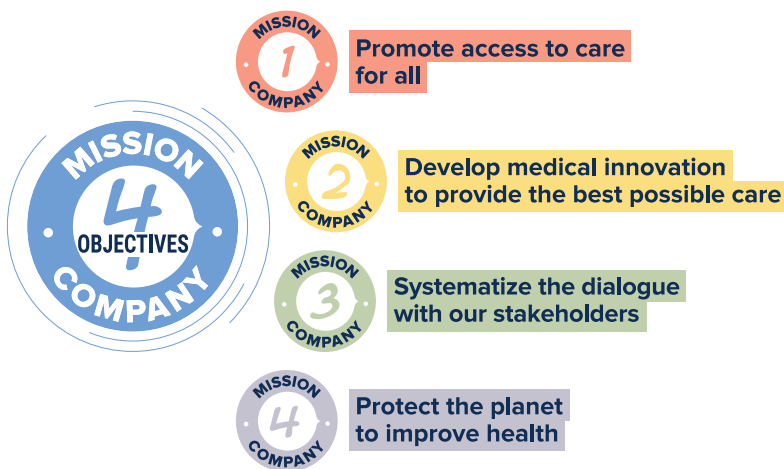
In formalising its social and environmental objectives, Ramsay Santé has sought to mobilise its stakeholders in order to set “**objectives that unite**”, i.e. that are both credible for all stakeholders and useful to society in meeting social and environmental challenges.

To do this, we conducted interviews with our internal and external stakeholders, in particular representatives of patient associations and public authorities; mobilised internal expert resources representative of the Group’s businesses in workshops; and launched a large-scale consultation involving

nearly 3,000 health care and administrative staff. Together, we were able to define **two social objectives, an environmental objective and a governance objective, that reflect and unite us.**

Our four social and environmental objectives, chosen following a process of internal and external engagement, 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.

RAMSAY SANTÉ, A MISSION-DRIVEN COMPANY



Objectives 1 and 4 are goals in themselves: access to the best care for the greatest number of people and preservation of the environment through collective prevention and protection.

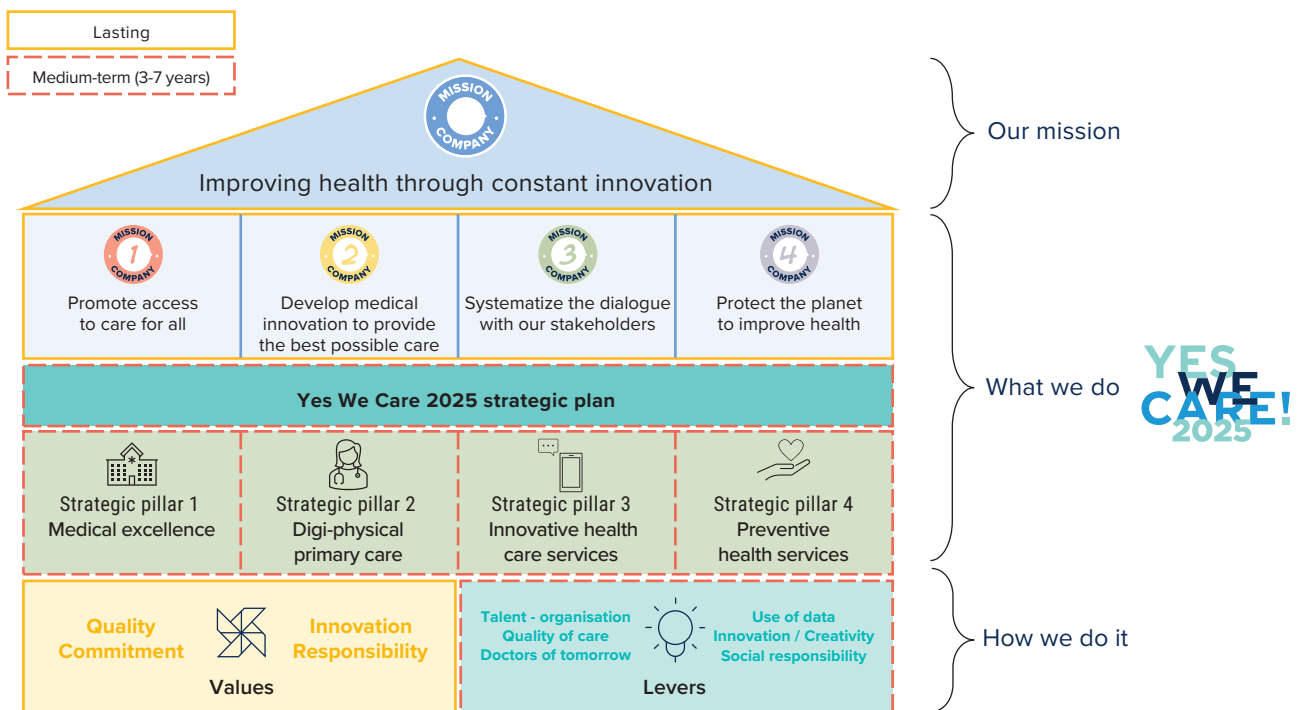
Objectives 2 and 3 are more about the means that Ramsay Santé has given itself to achieve the objectives set by objectives 1 and 4. They are nonetheless crucial: innovation and stakeholder dialogue are essential for a player like Ramsay Santé, over and above the challenges of a mission-driven company.

“
These four objectives are at the heart of the Ramsay Santé Group’s DNA: unite the health care ecosystem for the benefit of all members of the public and develop preventive care. We cannot fulfil this mission without an adequate regional base that allows us to offer patients accessible, innovative care regardless of means.
”
Brigitte Cachon,
General Secretary
of the Mission Committee

A mission that is key to our identity

The question that recurred in the adoption and rollout of our mission is “how does this mission differ from our Yes We Care! 2025 strategic plan, and how do we distinguish it from the various associated roadmaps?”

The diagram below is a valuable tool for clarifying this. It illustrates the relationship between the different elements that make up our identity. While some unchanging components represent who we are fundamentally, others reinforce what we do and how we act.



Permanent and temporary

A first distinction needs to be made between what is fundamentally “us” vs. what may evolve over time. Our fundamental identity, our purpose and our values, are not intended to change over time: they are a stable component that guides each of our decisions and actions. Our strategies and transformation levers, on the other hand, are bound to evolve every three to five years, to adapt to a changing context and meet new challenges.

THE PACTE ACT

Passed on 22 May 2019, the PACTE Act on the growth and transformation of businesses sets up a new legal framework for companies in French law. In particular, it introduces the concept of the ‘mission-driven company’, a business model that guides companies’ power to transform in order to address the social and environmental challenges of the 21st century; this, by linking innovation capacity and active listening to stakeholders. To qualify as a ‘mission-driven’ company, four conditions must be met: the **company’s Purpose** must be included in its articles of association; one or more **social and environmental objectives** must be included in the articles of association; a **mission committee** must be set up to monitor the implementation of the mission (in companies with fewer than 50 employees, this committee may be replaced by a mission adviser); and an **independent third-party organisation** must be appointed to verify the implementation of the mission.

The image shows a blurred background of a conference room. In the foreground, the backs of several audience members' heads and shoulders are visible as they sit in rows of chairs. In the background, a large projection screen displays a presentation slide with a blue header and white text. The overall scene is out of focus, emphasizing the text overlay.

The Mission Committee

Role, responsibilities and composition of the Mission Committee

When a company officially adopts the status of a mission-driven company, it is required to set up a Mission Committee, separate from the other governance bodies, whose cardinal role is to monitor the execution of its mission and the implementation of its social and environmental objectives. It analyses the initiatives launched and advises the company on the best way to achieve the objectives set. It delivers its opinions and recommendations in the mission report published annually by the company.

Its structure and composition

- This is a separate body from the company's other corporate bodies
- It comprises at least 1 employee
- It is exclusively responsible for monitoring the execution of the company's mission

Its duties

- Presenting an annual report to the company's general meeting
- Carrying out any audits it deems appropriate
- Receiving all documents needed for monitoring the mission's implementation

COMMITTEE MEMBERS



MARTIN VIAL, CHAIRMAN OF THE MISSION COMMITTEE

His 40 years of experience as an executive in the services sector have given him wide-ranging experience in the support, development and management of major French and European groups. After various responsibilities in ministerial cabinets, Martin Vial was appointed CEO of Aéropostale in 1993, before becoming CEO of the La Poste Group in 1997. In December 2000, he was appointed chairman of La Poste Group and at the same time vice-chairman of Caisse Nationale de Prévoyance (CNP). Between 2003 and 2014, he was CEO of the Europ Assistance Group. In 2015, Martin Vial was appointed commissioner for State shareholdings, CEO of the Agence des participations de l'État, a position he held until 1 June 2022. He also has extensive experience in corporate governance, having sat on the boards of directors of SMEs, SMLs and very large listed companies. Martin Vial joined Montefiore Investment in June 2022 as a senior advisor. He is a graduate of ESSEC and the Ecole Nationale Supérieure des Postes et Télécommunications.



ANNABEL BROURHANT

Annabel Brouhant is the founding director of Hope, a not-for-profit organisation that supports women with cancer (she herself has had three bouts of breast cancer) through equithery and art workshops, from the time of diagnosis through to remission or recovery. She was previously a TV presenter with RTBF.



FRÉDÉRIC COLLET

A graduate of IEP Paris and Université Paris 2, Frédéric Collet began his career in the cosmetics industry (Henkel Group), in France and the UK, before joining the Novartis Group and its ophthalmology medical devices business in 2005 as CEO of Ciba-Vision. In 2009, he became chairman of Sandoz France (generics and biosimilars). In 2015, he was appointed CEO of Novartis Oncology for France, and led the successful integration of GSK's haematology, oncology and rare diseases businesses into Novartis. He was Chairman of Novartis in France from 2017 to 2022. He was also Chairman of LEEM between 2019 and 2022. He is now an expert and consultant in healthcare strategy and chairs the AI and Cancer Network (FIAC).



MARGARETA DANIELUS

Appointed CMO at Capio Sweden in 2019, Margareta is a physician with extensive experience in change management, patient safety and digitalisation, with a strong focus on medical ethics. She has managed health care in hospitals, primary care and specialised care in public, private and non-profit settings. The patient is at the heart of her concerns. Margareta is a specialist in internal medicine, gastroenterology and hepatology, with a specialisation in intestinal diseases. Although she now works in support and quality, she has never left the clinical field.

After years of voluntary work with the Academy for Academics foundation, which helps young Gambians to obtain a bachelor's degree, Margareta furthered her knowledge of global health at the Karolinska Institute and it has just completed its first mission with Médecins Sans Frontières.



ELSA GODART

Elsa Godart holds a doctorate in philosophy and psychology. She teaches these two disciplines at the University of Paris Est and Paris III - Sorbonne, and is a regular guest lecturer at a number of international universities (in Colombia, Romania, Finland, Lebanon, Poland, Russia, etc.). A specialist in ethics, she has taught at the Ville-Evrard, Sainte-Anne and Salpêtrière hospitals since 2004. She has practised psychoanalysis in private practice since 2003. On 30 May 2017, she obtained a Habilitation à Diriger des Recherches (H.D.R.) in philosophy and psychoanalysis from the University of Paris VII-Diderot. She is also a lecturer and corporate trainer (Club Med, RATP, Yahoo, M.A.E...). Since January 2016, she has been an expert for the APM (Association du Progrès du Management), enabling her to share her expertise with many leaders in France and around the world.



AYMERIL HOANG

A former adviser to Fleur Pellerin and architect of French Tech, Aymeril Hoang was a member of Covid-19's Scientific Council as a digital expert. He is the former chief of staff to Mounir Mahjoubi, French secretary of State for digital affairs, and played a central role in the development of the StopCovid digital tracking application project. Aymeril Hoang is the former chief innovation officer of the Société Générale Group and a member of the French National Digital Council.



DAVID KACZMAREK

David Kaczmarek is a digestive and thoracic surgeon who has been with Ramsay Santé Hôpital Privé de la Loire since 2016, following on from 10 years practising in a mutualist clinic and 3 years as deputy head of clinic at the public hospital in St Étienne. This career path has given him an insight into the three types of practice: public, not-for-profit and private. He is also a consultant in thoracic robotic surgery for Intuitive and, as of this year, chairman of the Medical Council of Ramsay Santé, Hôpital privé de la Loire. Beyond purely environmental considerations in a business sector that generates consumables, packaging, waste, energy and greenhouse gases, his interest in CSR is focused above all on social and economic concerns.



EMMANUELLE LEDOUX

Emmanuelle Ledoux is CEO of the Institut national de l'économie circulaire (Inec), an influential not-for-profit organisation in the field of resource economics.

A former regional councillor for the Île-de-France region, Emmanuelle Ledoux was also chief of staff to Axelle Lemaire, then secretary of State for digital technologies and innovation.



AGNÈS DE LEERSNYDER

Agnès De Leersnyder is CEO and co-founder of Future4care, the 1st digital health ecosystem in Europe. She was previously Chief Strategy officer for the Orange Group, for which she developed and rolled out the 'Engage2025' plan. Agnès is a humanist leader and a resolutely committed woman of conviction. Agnès has put innovation and change management at the heart of her work for over 20 years in the Digital and New Technologies sector. She is a graduate of the IEP in Strasbourg and the ESCP business school and holds a postgraduate diploma (DEA) in international economic law.



EMMA POIRRET

Head of the Ramsay Santé Parly 2 private hospital. Emma Poirret graduated from the University of Paris-Sorbonne in 2013 with a master's degree in political philosophy and ethics, and from the University of Paris-Est Créteil in 2017 with a master's degree in health care facility management. She began her career in 2014 as a financial controller at Saint-Jean Hospital in Gennevilliers (Hauts-de-Seine). In 2015, she joined Hôpital Nord 92 in Villeneuve-la-Garenne (Hauts-de-Seine), where she spent a year as a project manager. In 2016, she joined Clinique Victor Hugo in Paris as an executive assistant, before continuing her career as deputy manager of Clinique Paris-Bercy from April 2018. Emma Poirret joined the Ramsay Santé Group in October 2019 as operations manager at Hôpital privé Parly 2, before being appointed site manager in January 2022. She has also been a lecturer on the diploma programme in health care facility management at Université Paris Descartes since 2017.



MANON RÉGUER-PETIT

Manon Réguer-Petit has a doctorate in political science and is a graduate of Sciences Po Paris. She is currently a partner and scientific director of Agence Phare, a research and consultancy agency specialising in social impact and public policy evaluation for the State (ministries, State agencies, local authorities), foundations and not-for-profit organisations. Specialising in the evaluation and measurement of social impact, she trains a wide range of players through her consultancy activities (Interministerial Directorate for Public Transformation, la France s'engage Foundation) and teaching (Sciences Po Paris, Centrale Supélec).

The Mission Committee's first initiatives



From left to right. 1st row: David Kaczmarek, Manon Réguer-Petit, Elsa Godart, Annabel Brourhant, Emma Poirret, Agnès de Leersnyder. 2nd row: Frédéric Collet, Emmanuelle Ledoux, Aymeril Hoang, Martin Vial. Missing from the photo Margareta Danielus.

1. QUARTERLY MEETINGS

The Mission Committee meets once a quarter. It is chaired by Brigitte Cachon, the Committee's general secretary, to monitor the implementation of the mission within Ramsay Santé. These meetings allow members to discuss the associated rollout issues (raising staff awareness, getting the Nordics on-board, drawing up the mission report, etc.).

The meetings are also an opportunity to discuss issues affecting the private hospital and health care sector more broadly (financing of the health care system, accessibility of care, etc.) and other news that may feed into or complement the "mission-driven company" undertaking, such as the new sustainability reporting regulations (CSRD), for example.

As part of these exchanges, Ramsay Santé calls on employee expertise to contribute to the committee's discussions. For example, the committee met Britta Wallgren, director of operations and development in Sweden, for an introduction to the Swedish health care system and innovations.

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Understanding Ramsay Santé's challenges and helping to formalise an operational roadmap

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2. UNDERSTANDING RAMSAY SANTÉ'S CHALLENGES

During its first few months in office, the Mission Committee wanted to give itself the means to fully grasp the challenges facing the Ramsay Santé Group, in particular by gaining experience in the field wherever possible. Visits to facilities were therefore organised at the end of 2023: committee members visited Hôpital privé d'Antony.

3. WORKSHOPS

En April 2024, the members of the Mission Committee were asked to help Ramsay Santé develop and finalise its mission roadmap. In the words of Pascal Roché, Chief Executive Officer of Ramsay Santé, "there is no impact without proof of impact": this roadmap therefore aims to break down the objectives into commitments, actions and precise measurement indicators in order to steer their concrete achievement.

These four workshops (one for each statutory objective) were carried out with the participation of Ramsay Santé's staff: research and innovation directors, head of CSR, heads of facilities, doctors, etc.

Together, we were able to take stock of Ramsay Santé's existing actions to achieve its statutory objectives and discuss concrete and ambitious ways of going further: additional actions and indicators. These proposals were then reviewed by Ramsay Santé in order to draw up a prioritised roadmap for the short, medium and long term.

A photograph of a meeting room with large windows in the background. In the foreground, the back of a person's head with long, straight, light-colored hair is visible. To the left, a hand is raised high in the air, palm facing forward. In the background, another person's hand is visible, pointing towards the right. A large, semi-transparent blue rectangle is overlaid on the right side of the image, containing white text.

The Mission Committee's opinion and recommendations

The Mission Committee's opinion and recommendations

THE COMMITTEE'S OPINION ON THE METHOD FOR CHOOSING THE MISSION AND OBJECTIVES

The committee applauds the Ramsay Santé Group's **progressive, multi-stage approach**, its consistency and the care it has taken, both in establishing itself as a mission-driven company and in choosing its social and environmental objectives (SEO).

As a first step, in 2020 the company carried out a strategic review of its roadmap to 2025, involving more than 2,000 managers and resulting in a strategic plan and the definition of a purpose. In this respect, it should be noted that the purpose is not 'tacked on' to a pre-existing strategy, but **lies at the heart of a new strategic phase for Ramsay Santé**.

The second step was to incorporate it into the articles of association. With this approach **Ramsay Santé was at the forefront**, since most companies that adopted a purpose following the Pacte Act of 2019 did not include it in their articles of association.

The third step was the decision to incorporate as a mission-driven company. This decision marks a strong desire on the part of the Group's senior management to take its social responsibility within the French and Nordic health care systems one step further, by adding social and environmental objectives to its purpose and enshrining them in its articles of association. **The committee emphasises the company's participative approach, which involved 3,000 employees and stakeholder representatives in defining these objectives.**

“
3,000 employees and stakeholder representatives took part in defining the objectives
”



THE COMMITTEE'S OPINION ON THE CHOICE OF THE MISSION AND OF THE FOUR SOCIAL AND ENVIRONMENTAL OBJECTIVES

Ramsay Santé's mission consists of its purpose - **improving health through constant innovation** - and its four objectives.

Following various discussions with the Group's senior management, the Committee determined that the "purpose" is well suited to the company's stated ambitions, which go beyond the usual objectives of profitable growth for a commercial entity. With this purpose, Ramsay Santé positions itself as a vector of innovation in its sector and expresses its desire to contribute to improving the health care systems in which the Group operates.

It is a significant commitment, especially in a field where the scientific and technical, societal, human, ethical, economic and environmental dimensions are entirely intertwined.

THE CHOICE OF FOUR OBJECTIVES

The choice of four objectives reflects an ambition to cover the various dimensions of the social and environmental commitments of an international hospital group.



Promote access to care for all

The first objective – promoting access to health care for all – is at the heart of the mission of a company with a social conscience whose activity must benefit all stakeholders, with patients first and foremost.



Develop medical innovation to provide the best possible care

The choice of the second objective – developing medical innovation in order to offer the best possible care – is to be expected, given that science and technology are at the heart of health care and its potential for improvement. It should be noted that the company rightly includes organisational and operational innovation issues in this objective, over and above scientific considerations.



Systematize the dialogue with our stakeholders

The third objective – systematising dialogue with stakeholders – is highly pertinent, since it responds to an essential part of improving the health care system, i.e. paying more attention to patient needs and to the various players who provide and contribute directly or indirectly to the delivery of care.



Protect the planet to improve health

The fourth objective - protecting the planet in order to improve health - addresses the company's environmental contribution. It is also an essential issue for a mission-driven company. However, the Committee points out that this objective could be expressed in a different way: Ramsay Santé's mission is to improve health while protecting the planet (setting an example in terms of its environmental footprint). This formulation would be less ambitious than the one chosen by the company, which has opted for a very holistic objective.

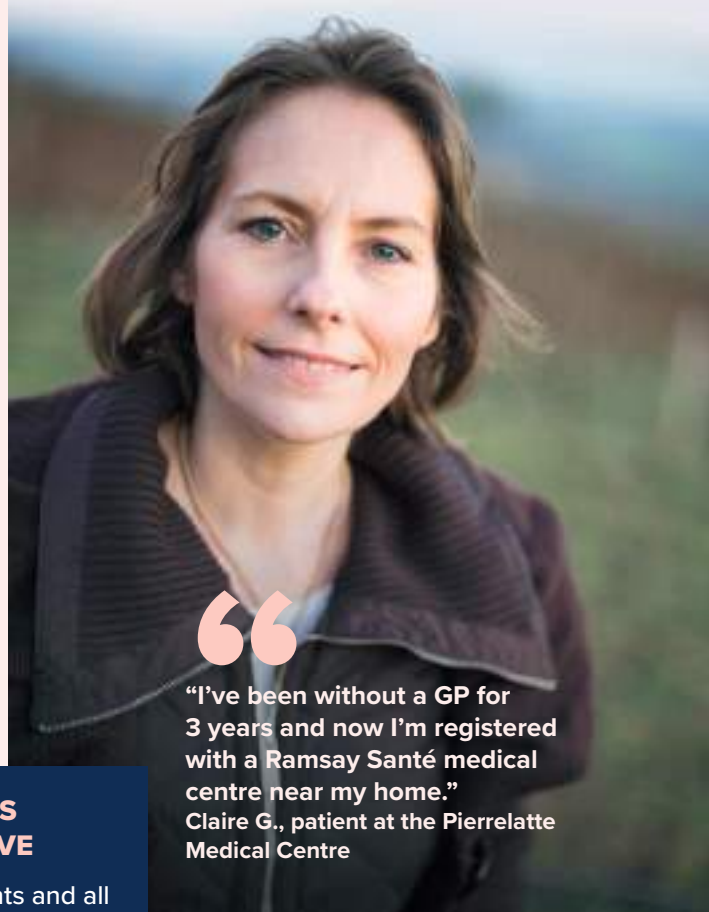
AN AMBITIOUS AND COHERENT MISSION

All in all, Ramsay Santé has defined an ambitious and coherent mission, which creates new and high-level requirements with regard to its stakeholders and places the company in a singular and eminent position in relation to the other players in its sector, at a time when the health sector is facing very considerable challenges and tensions.



Promote access to care for all

The quality of relations with all our employees mirrors the quality of our relations with patients. This fundamental principle of ‘symmetry of attention’ between carers and patients, essential to good medical care, lies at the heart of the Ramsay Santé Group’s approach. By setting ourselves the goal of improving the human dimension of care and quality of life at work, we are also underlining the importance of making progress on all aspects of the medical experience. That is why we believe that access to care and the patient pathway must be considered as a whole. Ramsay Santé is innovating at every level of care, from day care and primary health centres to more complex treatments. Greater proximity, greater simplicity, greater fluidity: these are the keys to progress that will constantly improve the care provided.



“I’ve been without a GP for 3 years and now I’m registered with a Ramsay Santé medical centre near my home.”
Claire G., patient at the Pierrelatte Medical Centre

THE OPINION OF THE MISSION COMMITTEE

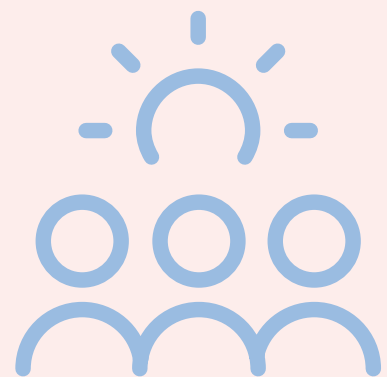
The Mission Committee supports Ramsay Santé’s determined ambition to promote access to health care for all – an ambition understood as the implementation of resources to further reinforce access to health care for all – through three complementary axes concerning the treatment of all patients regardless of their pathology, the care pathway and the working conditions of the Group’s employees.

Without limiting itself to the obvious, Ramsay Santé is giving itself the means to verify the effectiveness of its ambition to treat all people and all pathologies thanks to the implementation of indicators to monitor the public effectively treated at a regional, facility and department level. Above all, given the importance of the structural difficulties of access to health care, which go far beyond the specific framework of Ramsay Santé, the Group plans to train its staff in the fight against discrimination

THE CHALLENGES OF THE OBJECTIVE

- ▶ Treating all patients and all pathologies,
- ▶ Ensuring quality of life at work for all employees,
- ▶ Simplifying the health care pathway.

in the care and monitoring of patients. The Mission Committee welcomes this ambition, and calls for it to be monitored in terms of both resource indicators and changes in practices. It also calls for this training to be linked to objectives relating to empathy in announcing diagnoses to patients - a priority lever for a balanced relationship with the patient. If the resources allocated are sufficient, Ramsay Santé will position itself not only as a private group that participates fully in public health policy, but also as



1 million
patients cared for in
51 emergency and non-emergency departments

“

Ramsay Santé has been awarded the Trophée de la Parentalité en entreprise (Parenting in the Workplace trophy) by the Observatoire de la Qualité de Vie au Travail. Our efforts began in 2005 with the rollout of a crèche programme for employees to help them balance their personal and professional lives. Since then, more than 30 crèches have been opened, spread across our various facilities and available 24/7.

More than 350 families have benefited from this programme, which provides childcare for more than 300 children.

To go even further in supporting families at Ramsay Santé, we propose other measures such as reducing the daily working hours of pregnant women, adapting jobs for pregnant women, pre- and post-maternity/adoption leave monitoring and support measures for returning to work.

”

Latifa Zemmouri,

European Talent, Culture and Engagement manager



a leading player in the fight against all types of discrimination (gender, disability, ethnic origin, social origin, etc.) in health care. However, the Committee recommends that the Group be selective about the number of actions envisaged and suggests focusing on the most relevant means: training professionals in empathy and non-discrimination in patient care. In addition, the Committee invites the Group to roll out experiments in this area and to generalise those that are the most convincing.

Promoting access to health care for all also involves working on the care pathway. The Mission Committee commends efforts to simplify the care pathway, but calls for vigilance to ensure that this actually translates into making it easier for all patients. In other words, simplification measures must be put in place without compromising the guarantee that the care pathway will be mastered by all. Measures must therefore be analysed to ensure that they result in an actual improvement in the care pathway for all patients/all pathologies,

particularly in light of patients' ability to master digital tools.

Clearly, high-quality reception and care conditions for all patients, regardless of their pathology, can only be achieved in a professional environment that promotes well-being at work and is exemplary in terms of combating discrimination and violations of dignity. From this

point of view, the committee applauds the internal and external coherence of Ramsay Santé's project.

In conclusion, the Committee supports the ambition of the first objective and calls for an approach that favours targeted, inclusive and regularly evaluated actions to ensure continuous improvement in practices and results. ■

“

Mehdi Madoui, who has been visually impaired since birth, has joined the Bourget clinic as a physiotherapist. A keen blind football player, Mehdi has turned his disability into a strength. He passes on a taste for effort and perseverance to his patients.

”

Loïc Wacogne,

Head of Clinique du Bourget



The Ramsay Santé preventive health bus goes to meet the population in Nouvelle-Aquitaine

Improving access to health care services

In the Nouvelle-Aquitaine region, where a shortage of GPs affects 3.7 million people, a number of facilities in the Landes and the Basque Country are working to improve access to health care in the region, in particular by setting up a mobile medical service: the Ramsay Santé preventive health bus. The bus offers free drop-in preventive health sessions, screening sessions and first aid courses. By focusing on preventive health and education, we demonstrate our commitment and ambition to promote fair access to health care for all.



**Patients can be treated
in our facilities
without an
appointment and
regardless of means**

Ramsay Santé continues to offer local, sector 1 care to more than a million patients, through the takeover of 12 multidisciplinary medical centres (formerly COSEM)

These centres, which exist in Paris, Evry, Caen, St Etienne, Orléans and Marseille, treat more than 1 million patients a year in general and specialist medicine, dentistry, imaging and laboratory analysis. One of the objectives of the Ramsay Santé medical centres is to reduce the economic barriers to access to health care for patients, by prioritising high-quality, local, sector 1 care in areas of high demand.





Develop medical innovation to provide the best possible care

Since the beginning of the 20th century, medical progress has more than doubled the average life expectancy of mankind. In 1909, it was just 33 years, compared with 71.4 years today. Providing ever better care means relentlessly improving the quality of our practices, research and innovation. This is why, as a major player in the European health care system, Ramsay Santé is determined to contribute to ambitious clinical research. To achieve this, we are providing our teams and partners with the necessary resources and investing in both healthtech, start-ups in the health care sector, and medtech, medical technological innovation. We are also convinced that organisational innovation and innovation in patient care are key areas for development in our businesses. Our contact with the day-to-day reality of patients is essential if we are to meet the complex challenges posed by mental health, loss of autonomy, chronic diseases and medical depopulation.



“Remote monitoring improves my quality of day-to-day life during my cancer treatment.”
Arya F., treated with chemotherapy

THE CHALLENGES OF THE OBJECTIVE

- ▶ Nurturing and promoting a strong culture of innovation,
- ▶ Innovating to help address major health care challenges,
- ▶ Supporting the professional development of teams.

THE OPINION OF THE MISSION COMMITTEE

Objective 2 “developing medical innovation to offer the best care” is a structuring pillar of the Ramsay Santé Group’s strategy, whose purpose is “improving health through constant innovation”. In reviewing this objective, the Mission Committee considers the following three areas of action planned by the Group to be fundamental:

- The field of medical research and technological innovation, with excellence and science at the heart of its activities
- The field of innovation in the organisational practices of carers
- The field of operational innovation and continuous improvement in patient care

In terms of medical research and technological innovation, the committee considers the planned action of “actively supporting clinical research and safeguarding investment and resources allocated to innovation” to be a



1st private player
in clinical research

priority of the utmost importance. Since its creation, the Ramsay Santé Group has chosen to position itself as a major player in health care policy by contributing through research to the large-scale rollout of cutting-edge health care practices. The Group must continue to innovate through science and technology to enhance the quality of care in all its facilities and position itself as a group of excellence in the health care sector.

In terms of organisational innovation, and given the Group’s highly decentralised structure, the committee considers essential the actions planned to “identify



1 billion euros
invested in our equipment
over the last five years



Dr K. Karin Dembrower (Sweden), winner of the Ramsay Santé 2024 Innovations Award

Identifying local innovations and experiments that could be scaled up (regional, national, European)

It is one of the first hospitals in the world to use artificial intelligence to improve breast cancer screening. A pioneer in the use of AI in the fight against breast cancer, the CAPIO S:T GÖRANS SJUKHUS AB (Ramsay Santé) hospital in Stockholm, Sweden, is testing this new technology. Dr Karin Dembrower, a radiologist in the mammography department, is behind this innovation. For two years, she and her team conducted a clinical study. It concluded that more cases are detected, the prognosis is improved and it is possible to concentrate on more advanced diagnoses. The study was published in the medical journal The Lancet Digital Health and Dr Karin Dembrower received the Karolinska Institutet prize for the best thesis in the field of cancer research 2022.

local innovations and experiences that could be scaled up and scaled down in each division". The committee welcomes the ambition to encourage "the transfer of innovations from the Nordics to France and vice versa" and, more generally, recommends the widespread adoption of the best practices generated by these innovations.

In addition, and in a context of severe pressure on human resources, the Mission Committee draws attention to the new opportunities that AI and generative AI bring with tools that can improve working conditions and thus save time and increase comfort for carers, for the benefit of patients. Given the speed at which these AI aspects are

developing, the committee recommends regular monitoring to enable the objectives and specific KPIs to be changed quickly, if necessary, based on feedback from the first projects implemented.

In terms of operational innovation and continuous improvement in patient care, the committee recommends that actions should be based on a holistic approach and an eye to increasingly personalised medicine. In this respect, the committee welcomes initiatives to "improve pain management", with a campaign to raise awareness among health care practitioners of biases in the perception of pain (discrimination by gender, ethnic origin, etc.) and the development of pain monitoring indicators.

The committee stresses the importance

of this last field of action, considering that "developing medical innovation to offer the best care" also means making the patient experience and the patient pathway a priority.

Finally, the group should seek to bring forward the rollout of innovation whenever possible to improve dissemination and have it contribute to other (medical, social and environmental) sustainability issues.

In order to assess the Group's momentum in each of these areas, the Mission Committee will examine the various initiatives and concrete actions taken by the Group's teams and assess the overall vision behind them. ■

Developing innovation initiatives among our employees

Ramsay Santé has launched the 3rd Innovations Award, which recognise the best innovations from Ramsay Santé employees. 93 innovative projects from France, Sweden, Norway, Denmark and Italy were submitted this year. These innovations aim to improve the impact on our patients and customers, our teams, our planet and our society. The 3 winners of this year's competition are:



Dr G. Ploussard (France), winner of the Ramsay Santé 2024 Innovations Award

- Digitalisation of the optimised robotic total prostatectomy pathway, led by Dr Guillaume Ploussard, Urological Surgeon, Clinique La Croix du Sud.
- The replacement of every second reader by AI in mammography screening by Karin Dembrower, Radiologist, CAPIO S:T GÖRANS SJUKHUS AB, Sweden.
- The opening of 5 capitation-funded health centres by Adeline Aubert-Radix, Director of Primary Care.



1,000 published clinical studies every year



Systematize the dialogue with our stakeholders

A health care system is an essential service in which all the parties involved - salaried carers, self-employed doctors, administrative staff, patients, but also suppliers and public authorities – are all equally important and work together to ensure that it runs smoothly. 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 innovation in health care. Dialogue is at the heart of the Group’s DNA. It is present at every level of decision-making (regional, national, European). We want to reinvent the governance of health care and health care data, for the benefit of patients and the professionals who care for them. This project has now become one of Ramsay Santé’s mission objectives. In this way, we are embarking on the road to a more shared governance of the health care system, so that we are ever more attuned to the needs of patients and local authorities, and serve as a resource for public policy.



“This conference, organised with patient associations, provided information on the issues and the complexity of the disease.”
Dr Zouhair B., obesity surgeon,
Hôpital privé de la Loire

THE OPINION OF THE MISSION COMMITTEE

In the dual context of a health care system in the throes of scientific, medical, organisational and financial transformation, and of a “purpose” centred on the continuous progress of care and innovation, the issue of “trust” must be at the heart of the Ramsay Santé Group’s approach to progress. As a central health care player and local economic agent, interacting with patients, payers, the general public, employees and a range of suppliers, the Group must commit to responding unequivocally to the needs expressed and to anticipating the questions raised by all. There are many expectations and specific constraints, particularly in a system where health care is provided jointly by public and private players. It is therefore necessary to distinguish between each of the stakeholders in order to identify the appropriate criteria for building trust.

THE CHALLENGES OF THE OBJECTIVE

- ▶ Ensuring that our mission is adopted by Ramsay Santé as a whole,
- ▶ Cultivating positive, long-term relationships with our stakeholders,
- ▶ Working with our stakeholders to improve the quality of our care.

The first prerequisite is a dialogue based on collective support for a pro-active, organised and ongoing approach to listening to stakeholders, first and foremost of which are the patients. This requires a genuine commitment from all the managers concerned and the precise and systematic measuring of progress. In addition to resource indicators, the Mission

Committee therefore considers that result indicators best reflect the reality of “trust” in the Group. These are what it must identify and monitor. Priority should be given to those relating to patients, starting with the quality of care, access to innovative solutions and the care pathway. Second are those concerning employees’ working lives and the conditions for staff’s ongoing commitment to serving patients, given that hospitals have been under great strain since Covid. Lastly, as an economic player, we are concerned about the conditions under which health care is financed and the choices that result from this.

As part of a necessarily medium-term approach, the committee recommends that these performance indicators be systematically defined with each of the parties concerned, then shared transparently with the players and finally integrated into the objectives of the teams, starting with management. ■



PASSING ON KNOWLEDGE

Testimonial from Kathy Varet, head of the care unit in the surgery department at Hôpital privé d'Antony

I took part in Ramsay Santé's apprenticeship programme to train apprentices in the health care professions. I was lucky enough to be trained as an apprentice master. It was important for me to be able to develop the skills of our apprentices so that they could join the company.

My role is to listen to apprentices, support them on a daily basis, pass on my knowledge and teach them how to position themselves as health care professionals. My apprentices benefit from a 100% Ramsay Santé training programme for all their work placements, so they have really taken on board our values, particularly the quality of care we provide to our patients. They can then progress within our group. Thanks to this programme, I've learned to develop my listening skills, and we've been able to discuss complex situations. I've seen them blossom in different departments and really enjoying learning. It's an experience I'd like to repeat, because it's a real pleasure not only to be able to pass on my knowledge, but also to contribute to the professional development of apprentices, so I can follow their progress and ensure that they become our future employees.



1st QVCT agreement (Quality of Life and Working Conditions) signed unanimously by the sector's trade union organisations

Developing working relationships with start-ups and entrepreneurs innovating in the health care sector

The Ramsay Santé Corporate Foundation, Pfizer Innovation France and Elior Group have launched this programme to support start-ups and non-profits in developing innovation in preventive health care. In 5 years, 110 start-ups have been assisted, reaching 5 million people with preventive health initiatives.

The Prevent2Care Lab, operated by INCO, offers startups:

- 9 months' free support with no equity stake.
- Group workshops led by experts on key topics: regulatory strategy for market access, how to conduct a clinical trial, fundraising, etc.
- Operational support from the programme's partners. The selected projects cover one of the following four main themes:
 - Preventive health education
 - Sport, nutrition and lifestyle
 - Mental health
 - Early screening and diagnostic assistance





Protect the planet to improve health

Climate change is fuelling the spread of a wide range of diseases and chronic conditions, not to mention its impact on our mental health. Against this backdrop, acting responsibly as a global health care player means integrating health care provision, patient care and the day-to-day work of professionals into a complex socio-ecological whole. It also means innovating to adapt medical practices to the demands of the necessary ecological transition. Environmental health, which reconciles human well-being with a respect for nature, is one of our key development priorities. We are committed to reconciling eco-exemplarity, the sustainability of medical practices and the quality of care provided. This is also why we have made preventive medicine a long-term priority for the Ramsay Santé group.



“Providing health for all also means sorting and recycling the things I use every day.”
Mathilde R., operating theatre nurse, Médipôle private hospital

THE OPINION OF THE MISSION COMMITTEE

No organisation today can separate its mission from its impact on the environment. The Mission Committee has made every effort to ensure that the Ramsay Santé Group takes this environmental dimension into account in all its components and throughout the value chain.

It notes that the objective’s ambition is clearly formulated, going beyond the sole issue of the company’s environmental footprint, as expressed in its intention to “protect the planet” to help improve health. Ramsay Santé thus positions

THE CHALLENGES OF THE OBJECTIVE

- ▶ Reducing our impact on climate change,
- ▶ Addressing the emergence or acceleration of certain diseases caused by climate change,
- ▶ Rethinking the way we deliver care and our business procedures,
- ▶ Putting in place procedures that encourage the emergence of tangible solutions.

itself as a player in improving health, thanks in particular to its environmental strategy.

The Committee validated the climate change strategy, which aims to identify all the impacts generated by the Group, directly or indirectly. In addition to calculating the Group’s carbon footprint, it undertakes to adapt the Group’s purchasing policy in line with ecological requirements, and improve the environmental performance of the Group’s buildings.

Developing eco-design in health care

Since 6 January, 3 Ramsay Santé maternity units have been awarded the THQSE label (Very High Quality in Health, Social and Environmental issues): Hôpital privé de Marne-la-Vallée, Clinique Belharra and Hôpital privé de la Loire. This reflects our commitment to implementing a policy of social responsibility and environmental health to provide future parents and their newborn babies with the healthiest possible living environment. The criteria are based on economic, social, environmental and societal pillars: responsible purchasing, vigilance regarding endocrine disruptors and substances of concern, circular economy, impact of medicines on health and the environment, natural childbirth, etc. This CSR approach is recognised by Responsibility Europe and certified by the THQSE quality label.



The Committee invites the Group to work on its core business, health care, by identifying the levers that will make it possible, for example, to limit single use. In particular, it recommends that precise measurement of actions over time be put in place at all levels of the care chain and that sustained attention to monitoring these indicators be shared throughout the organisation.

The members of the committee also assessed the proposals for anticipating the current and future effects of environmental change by reinforcing the Group's in-depth understanding of the specific characteristics of the regions in which it operates.

It also applauds the special research effort proposed by the Group on pathologies linked to climate change. In this area, the committee recommends selecting a small number of action levers whose impact can be effectively measured over time.

Combating and improving management of our waste

Every day, a variety of waste is produced, including bio-waste, which covers all organic waste. In Lyon, the Clinique Iris and Marcy l'Étoile have introduced a proactive approach aimed at optimising the sorting of their bio-waste. Sorting bio-waste involves separating organic waste (such as food scraps, peelings, etc.) from all other waste, using dedicated collection systems within our facilities. In collaboration with Les Alchimistes, a specialist in the collection and transformation of bio-waste into compost, this undertaking contributes to our objective of sorting 30% of all our waste by 2030.

In general, as with the other objectives, the Committee encourages the Group to boost the sharing of best practices and environmental policies developed in the Group's companies in the Nordic countries and to monitor their dissemination within the Group as part of the rollout of this objective. ■



Involving our suppliers in an environmental approach: rethinking our purchases and adopting a more frugal approach to consumption

The Clinique de l'Union (Ramsay Santé) in Toulouse is embracing urban agriculture! In partnership with a local start-up, Les Fermes Ionaka, the clinic has installed 30 fruit and vegetable columns on its site, using agro-ecological, pesticide-free, water-efficient and short-distance farming practices. Every week, 30 kg of tomatoes, strawberries, peppers, basil, aubergines, chives, lettuce and flowers are harvested and sold to clinic staff at reduced prices. The money raised is used to finance initiatives aimed at improving quality of life in the workplace, in line with the Group's CSR commitments.



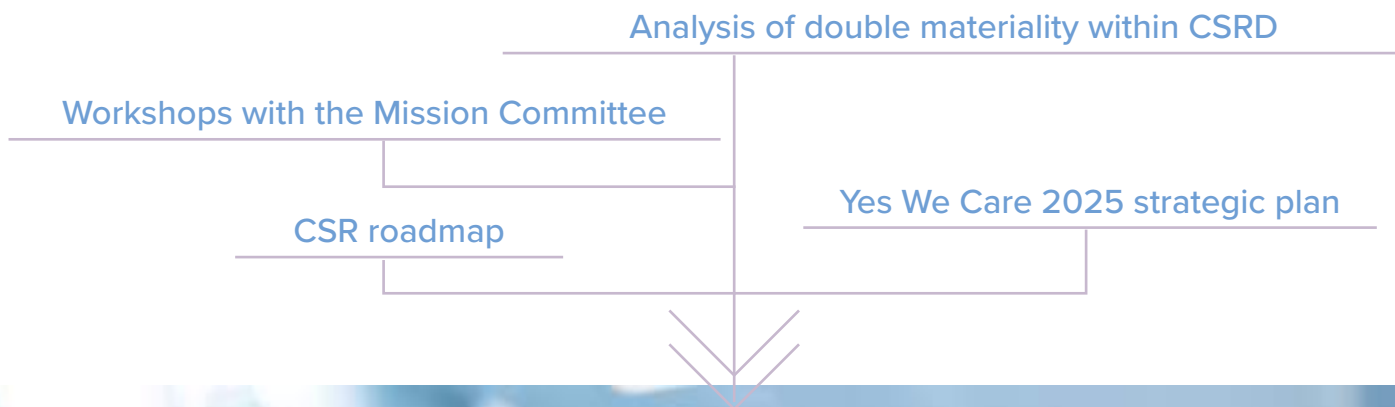
A top-down view of hands assembling colorful gears on a desk. The gears are in various colors: blue, teal, red, green, yellow, and purple. Some hands are visible, some are adjusting the gears. In the background, there is a white keyboard, two pencils (one orange, one yellow), a black smartphone, and some papers with charts and graphs. One chart shows a bar graph with green bars and a circular gauge showing 62%.

Mission roadmap for 2024/2025

Methodology for building the Mission roadmap for 2024/2025

As a result of the work carried out since it was set up, the Committee has identified the following cross-disciplinary guidelines that will steer its roadmap for the coming years.

The action plan and indicators, unlike the objectives and mission, are intended to evolve over time to adapt to operational realities and changing contexts. The priorities of Ramsay Santé's 2024-2025 action plan have been established on the basis of various sources.



PRIORITIES FOR 2024-2025



SOME EXAMPLES OF PROPOSED ACTIONS



ACCESSIBILITY OF CARE

- Checking the real accessibility of care by monitoring the frequency of charging above base rates in the Group's facilities.
- Training in non-discrimination in patient care and treatment (symptom bias, pain assessment bias, etc.).
- The Group covers all pathologies for which it has regulatory authorisation, and proposes to make available on the Ramsay Santé website a map of pathologies covered per region.

1

2

4

3

PREVENTIVE CARE

- Extending walk-in consultations to all patients, regardless of means, in our primary care centres.
- Setting up working groups of medical and non-medical staff and patients to collectively improve the way patients are cared for and listened to.



CARE FOR CARERS

- Drawing up a carers' charter involving citizen panels to raise awareness of the rights and duties of both parties in terms of public health.
- Generalising the co-construction of facilities' projects with patient partners, particularly in the management of oncology, dialysis and critical care pathways.
- Raising awareness among management teams about preventing burnout: warning signs, preventive measures, treatment, etc.

DURABILITY

- Offering patients proven non-medical alternatives to pain management (in addition to necessary treatments): relaxation, sophrology, neurostimulation, etc.
- Focusing part of our clinical research on emerging pathologies linked to climate change.
- Developing eco-design of care with remote monitoring (teleconsultation, remote surveillance) to minimise the carbon footprint of patient and doctor transport.



The Mission Committee's action plan for 2024/2025

The Committee devoted its first year of activity to gaining an initial understanding of the major challenges facing the company, including visits to facilities, to familiarising itself with the ambitions of the purpose and the challenges of the four objectives, and to delving deeper into the levers for action and the indicators for each objective. As a result of the work carried out since it was set up, the Committee has identified the following cross-functional guidelines that will guide its action plan for the 2024/2025 period:

GAINING A DEEPER UNDERSTANDING OF THE GROUP'S BUSINESS AND OPERATING MODEL AND HOW IT RELATES TO RAMSAY SANTÉ'S MISSION

The ambitions of the purpose and the objectives are considerable, and it is important to ensure that they can be implemented within a constrained economic and financial context. In other words, while the company's social and environmental intentions are remarkable, they must respect the limits imposed by the company's economic equilibrium. There is certainly no inconsistency between the implementation of an ambitious mission and long-term economic and operational performance - on the contrary - but this ambition must be in line with the objective of economic and financial sustainability. In 2024/2025, the Committee will endeavour to gain a better understanding of the Group's economic levers and constraints in order to ensure that it is feasible to implement its objectives. To this end, it will ask the company's management to do more to adopt these economic and operational issues, and will step up its visits to facilities.

ENSURING THAT THE COMPANY'S PURPOSE AND OBJECTIVES ARE WELL KNOWN AND UNDERSTOOD WITHIN THE ORGANISATION

The Group's mission statement and objectives have only recently been defined. It appears that the objectives are not yet very well known among employees - which is to be expected in such a large and decentralised group - and furthermore that staff have not adopted these objectives and their implementation levers. In this second year of activity, the Committee will focus on helping the company's management to implement actions that will enable the mission and its objectives to be better disseminated within the Group and to find the relevant indicators to monitor this dissemination. It will take at least two years for employees to adopt the mission.

ENSURING GREATER SELECTIVITY IN THE LEVERS USED TO IMPLEMENT OBJECTIVES

It has become apparent that the number of commitments, actions and indicators is particularly high and that a selection of priorities for these different components of the objectives will need to be made. The Committee therefore wishes to work with the company's management to make this selection, which will make it possible to identify the priority levers for each objective. The selection criteria will be not only the relevance and criticality of these levers and indicators, but also their feasibility and time-based prioritisation. This work will be carried out with a view to a medium-term rollout.

In line with this need for selectivity, the committee recommends paying particular attention to the rigorous quality of the measurement indicators selected, given the complexity of their implementation.

WORKING WITH THE COMPANY ON ITS PRIORITY ACTIONS FOR ROLLING OUT OBJECTIVES IN 2024/2025

In full agreement with the Committee, the company has chosen four types of priority actions to roll out its objectives over the coming period (see page 29). The Committee will endeavour to assist the company in defining the commitments and action levers to be retained and the indicators to be put in place from 2025.

