



**MISSION
COMMITTEE
REPORT 2025**

Improving health through constant innovation



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Editorial

Martin VIAL

Chair of the Mission Committee

In 2024 and 2025, Ramsay Santé furthered its commitment to the Mission and its implementation of the four social and environmental objectives (SOE) adopted at the end of 2022. In this past year the company has been focussed primarily on promoting dissemination of these objectives throughout every level of the Group to ensure that all employees – salaried and non-salaried medical staff – can embrace them.

This first stage of encouraging appropriation took the form of direct awareness-raising, through management meetings led by the Group's senior management with executives, including local heads of division and CSR managers from Group entities, and through written and digital communications to staff. The Committee would like to once again commend the strong motivation, commitment and mobilisation of the Group's Chief Executive Officer and the Secretary General of the Mission Committee, the Group's chief impact & sustainability officer, and their teams in promoting the mission's commitments. The process of appropriation is a long-term endeavour that should be intensified when the upcoming strategic plan is finalised and rolled out.

Beyond this awareness building, the company has taken a more selective approach to the main levers for action for each objective, as set out in the previous Mission Committee report, and has supplemented them with involvement from the Group's senior management and operational managers. Selection of these levers for action was grounded in workshops organised by the Committee's Secretary General.

The Committee participated, in small groups, in four workshops with operational teams, three of which were held in France, with centres in North-West Île-de-France, Lyon and Lille, and one in Sweden with Capio teams in Stockholm.

These workshops were particularly useful for the Committee. They enabled it to gain a better understanding of the work of operational staff in the facilities – as per the Committee's work plan for 2024 and 2025 – with accounts of the daily work of the teams responsible for reception, patient care and treatment, patient expectations as well as relationships with medical and paramedical staff.

From these workshops and the discussions held during the Committee's plenary meetings, the following lessons can be drawn at this stage:

➤ the teams at Ramsay Santé facilities have already implemented many initiatives in the environmental field, and what remains to be done on the environmental objective is to select, prioritise and disseminate best practices and initiatives across all of the Group's 450 facilities. This

is a demanding task, and the Committee has noted that the CSR department has organised itself accordingly;

➤ With regard to the objective of dialoguing with stakeholders, initiatives have already been implemented group-wide, with varying degrees of advancement. In this area, the dissemination of best practices is also an objective for the coming months and years;

➤ The other two objectives seem to be less well known in the field.

The objective of "promoting access to health care for all" is already widely applied on a daily basis. However, its implementation needs to be formalised and focused on a very small number of indicators relating to the quality of the patient care pathway, human, financial, medical and digital aspects as well as post-hospitalisation follow-up.

The objective of developing medical innovation to offer the best care is also already being implemented by the company – particularly in its medical research activities – and also needs to be linked specifically to objective 1, without being seen as a priority by the Committee.

In addition to participating in these workshops, the Mission Committee has met four times since the last report. Its sessions focused on the Group's economic and social challenges in France, the presentation of the first audit report by the independent third-party organisation – which had met with several members of the Committee as part

of its evaluation –

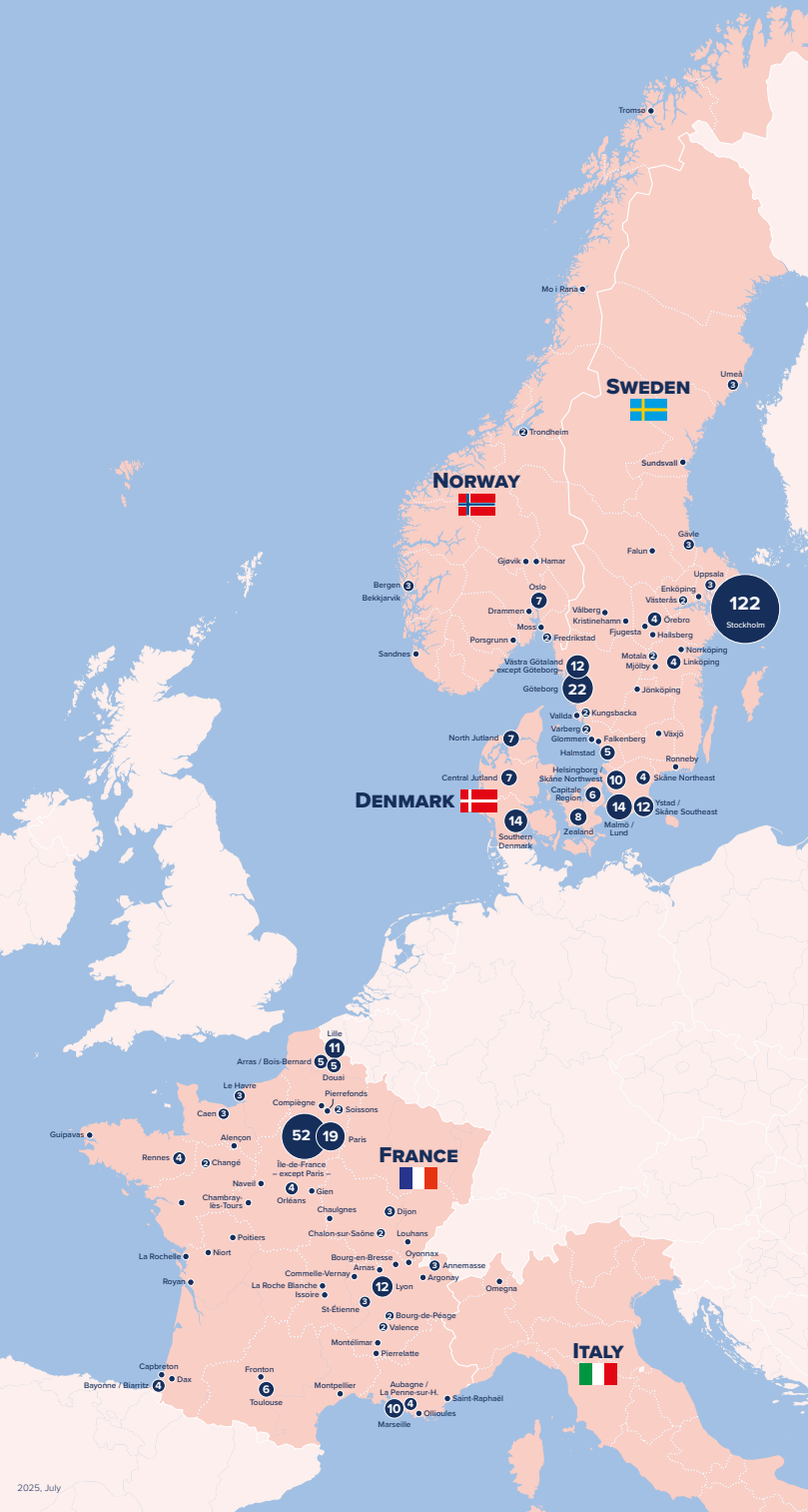
the presentation of the mission roadmap by the company, as well as links between the implementation of mission objectives and applying the CSRD to the company.

At the end of its second year of work, the Committee considers that the company is fully committed to rolling out the Mission. The Committee must guide it in the essential task of being selective in its ambitions, levers for action and progress indicators to ensure the complete success of the social and societal mission that the Group has set itself.

The Committee considers that the company is fully committed to the deployment of the Mission

1

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



Positioning within the private sector



YES
WE
CARE!
2025

A comprehensive strategy tailored to local challenges



Excellent hospital care

Creating care pathways that aim for medical excellence to support our patients on a daily basis.



Digital-physical primary care

Becoming the benchmark in primary care by using solutions from physical and/or digital consultations.



Innovative healthcare offer

Innovating to develop meets the new needs of certain patients.



Preventive health services

Developing preventive health services to meet societal expectations and public health challenges.

The Ramsay Santé group in figures

492

health care facilities
in Europe, including

176 hospitals
and clinics

195 medical
centers

66 mental health
clinics



25,000

births



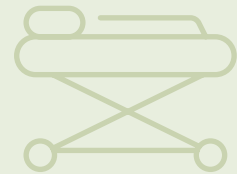
37

imaging and
radiotherapy centres



1,000

operating theatres



13 million

patient visits



Leader

in dialysis
in France



1/9 surgeries

performed in our facilities
in France



10 %

of the Swedish population registered
in our primary care centres



② ***Ramsay Santé's Mission and social and environmental objectives***

Summary of the audit report



Our mission...

Improving health through constant innovation!



The first mission audit was carried out by Cabinet de Saint Front. It validated the smooth running of the mission and the role and involvement of the Committee members, with a score of 77/100. The audit highlighted:

- Stakeholder mobilisation to develop the mission;
- A well-defined mission statement, clearly expressing the company's societal contribution;
- Statutory objectives that complement the company's purpose and clearly define its main orientations;
- The successful achievement of statutory objectives;
- The Mission Committee members' commitment to their role (particularly through field visits);
- The pertinence of the Mission Committee's appraisal;
- The pertinence of the reverse approach (drawing inspiration from actions implemented in the field, rather than a top-down approach).



**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**

“*Ramsay used a robust methodology to define its mission with a phase of analysis and a phase of co-construction.*”

“Ramsay Santé complies with each of the social and environmental objectives it has set itself, in line with its purpose and its activity regarding social and environmental challenges.”

“The members of the Mission Committee are genuinely involved in their role. The way the Mission Committee operated was reflected in the fact that it carried out field visits.”

Excerpts from the audit report by Cabinet de Saint-Front



The Mission Committee



The Mission Committee's role, composition and responsibilities

When a company officially adopts the status of a Mission-Driven Company, it is required to set up a Mission Committee, separate from other governance bodies, whose primary role is to monitor the mission's execution and the implementation of its social and environmental objectives.

It analyses the initiatives launched and advises the company on the best way to achieve its objectives. It delivers its appraisals and recommendations in the Mission Report that the company publishes annually.

Structure and composition

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

Its duties

- Present an annual report to the company's general meeting
- Carry out any checks it deems appropriate
- Obtain any documents necessary for monitoring the mission's implementation

Committee members



Martin VIAL,
Chairman
of the Mission
Committee

His 43 years of experience as an executive in the services sector have given him wide-ranging experience in guiding, developing and managing 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, SMIs 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 Brourhant is the founding director of Hope, a Not-for-profit organisation that supports women with cancer (she herself has had four bouts of cancer) through equine therapy and art workshops, from diagnosis to remission and even full recovery. She was previously a television presenter in French-speaking Switzerland, then on LCI, France 5, France 3, RTL-TVI, AB3, before joining RTFB.



Frédéric COLLET

Former president of LEEM and Novartis France, Frédéric Collet is now an independent consul and president of Bionnassay-Consult. He also managed Ciba (medical devices) and Sandoz (generic and biosimilar medicines) before taking over as head of Novartis Oncology. Deeply committed to public health issues, he was one of the editors of the Borne mission report on the financing of health care products and chairs the IA & Cancer Network.

His work as a health care strategy expert has led him to collaborate with all the stakeholders and executives in the ecosystem.



Margareta DANELIUS

Medical Director of Capho Sweden since 2019 and of Ramsay Santé since 2024, Margareta is a physician with extensive experience in change management, patient safety and digitalisation, with a strong focus on medical ethics. She has led health care in hospitals, primary care and specialist care in the public, private and non-profit sectors. The patient remains at the centre of her concerns. Margareta is a specialist in internal medicine, gastroenterology and hepatology. Although she now works in support and quality, she has never left the clinical field. After years of voluntary work in education in The Gambia, she continues her humanitarian commitment with ongoing missions for Médecins Sans Frontières.



Elsa GODART

Elsa Godart holds two doctorates (in philosophy and psychology) and an academic accreditation. She is a researcher at

LIPHA (Université Gustave Eiffel) and an associate at LAP (EHESS/CNRS). She created and directs the University Diploma in Ethics & Digital Technology at the Université de Créteil. In 2024, she founded the Institute for Research in Digital Ethics (IRESN). She is also a national and international speaker for executives. She is the author of more than twenty books, including *Éthique de la sincérité, survivre à l'ère du mensonge* (Armand Colin, 2020), for which she won the Prix des Savoirs in 2020 and the Trophée de la recherche en éthique in 2022.



Aymeril HOANG

Former advisor to Fleur Pellerin and an architect of French Tech, Aymeril Hoang was a member

of the Covid-19 Scientific Council as a digital expert and played a central role in the development of the StopCovid digital tracking app project. In 2024, he submitted a report to the Minister of Health on secondary access to health data as a member of the Marchand-Arvier Mission. Former Chief of Staff to Mounir Mahjoubi at the State Secretariat for Digital Affairs, Aymeril Hoang was also Director of Innovation at Société Générale Group. He is currently a consultant, executive coach and member of the ethics and scientific committee responsible for monitoring the activities of the vigilance and protection service against foreign digital interference at the Secretary General for Defence and National Security.



David KACZMAREK

A digestive and thoracic surgeon at Ramsay Santé Hôpital Privé de la Loire since 2016,

after 10 years of practice in a mutualist clinic and 3 years as assistant head of clinic at Hôpital publique de St Étienne. This career path has given him insight into three different ways of working:

public, voluntary and private sectors. He is also a consultant in robotic thoracic surgery for Intuitive and, as of this year, Chairman of the Medical Council of Ramsay Santé at Hôpital privé de la Loire.



Romain LACAUX

Director of the Lyon Division of Ramsay Santé, which comprises seven health care facilities (MSO and MRC). He holds a specialised master's degree in "HEC Entrepreneurs" from the Grenoble School of Management and the École Supérieure de Commerce de Saint-Étienne. With a background in management consulting and more than 20 years of experience in private health care institutions, Romain was previously Director of the South-East Île-de-France division. He joined the Mission Committee in November 2024, replacing Emma Poirret, Director of the Hôpital Privé Parly 2, who resigned.



Emmanuelle LEDOUX

Emmanuelle Ledoux is General Manager of the National Institute for Circular Economy (Inec), an influential non-profit organisation in the field of resource economics.

A former regional councillor for Île-de-France, Emmanuelle Ledoux was also chief of staff to Axelle Lemaire, then Secretary of State for Digital Affairs and Innovation.



Agnès DE LEERSNYDER

Agnès De Leersnyder is the CEO and co-founder of Future4care, the first digital health ecosystem in Europe. She was previously Director of Strategy at Orange group, where she developed and implemented the "Engage2025" plan. A humanist leader and a woman of conviction and commitment, Agnès has placed 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, and holds a DEA (postgraduate diploma) in international economic law.



Manon RÉGUER-PETIT

Manon Réguer-Petit holds a doctorate in political science and a degree from Sciences Po Paris. She is currently a partner and scientific director at Agence Phare, a research and consulting agency specialised in evaluating social impact and public policy for the State (ministries, government agencies, local authorities), foundations and non-profit organisations. Specialising in social impact assessment and measurement, she trains a wide range of stakeholders through her consulting activities (Interministerial Directorate for Public Transformation, Fondation la France s'engage) and teaching (Sciences Po Paris, Centrale Supélec).

The Mission Committee's first initiatives



Familiarising themselves with the challenges facing the Ramsay Santé group, in particular by gaining experience in the field wherever possible.

1 Quarterly meetings

The Mission Committee, chaired by Brigitte Cachon, the Committee's Secretary General, meets once a quarter to monitor the mission's implementation within Ramsay Santé. These meetings provide an opportunity for members to discuss the challenges associated with rollout (raising employee awareness, getting Nordic countries on board, drafting the mission report, etc.).

These meetings also provide opportunities to address issues that affect the private hospital and health care sector more broadly (health care system funding, accessibility of care, etc.) and other developments that may contribute to or complement the Mission-Driven Company framework, such as the new sustainability reporting regulations (CSRD), for example.

Ramsay Santé mobilises expert employees who can contribute to the Committee's understanding: for example, it was able to meet with Britta Wallgren, Director of Operations and Development Sweden, for an introduction to the health care system and innovations in Sweden.

2 Understanding Ramsay Santé's challenges

During its first few months of operation, the Mission Committee sought to fully understand the challenges facing the Ramsay Santé group, in particular by gaining as much hands-on experience as possible. Visits to various facilities were therefore organised at the end of 2023, with committee members visiting Hôpital privé d'Antony.

3 Workshops

In April 2024, the members of the Mission Committee were asked to help Ramsay Santé finetune and finalise its mission roadmap. In the words of Pascal Roché, CEO of Ramsay Santé, *"there is no impact without proof of impact"*. The roadmap therefore aims to translate objectives into commitments, initiatives and specific measurement indicators in order to steer their implementation in the field.

These four workshops (one per statutory objective) were carried out with the participation of Ramsay Santé's internal stakeholders: research and innovation directors, CSR managers, hospital managers, doctors, etc.

Together, we were able to identify and review Ramsay Santé's existing initiatives to achieve its statutory objectives and discuss concrete and ambitious ways to go further: complementary actions, additional indicators. These proposals were then reviewed by Ramsay Santé in order to formalise a roadmap prioritised for the short, medium and long term.



Together, we were able to identify and review Ramsay Santé's existing initiatives to achieve its statutory objectives and discuss concrete and ambitious ways to go further...

4

Appropriating the mission



a. The pivotal role of field workshops

During the financial year, the Mission Committee entered into an operational phase to define a mission roadmap. It met four times on 30 September, 16 December 2024, 25 March and 17 June 2025. In addition, during the first half of 2025 field workshops were organised, enabling the members of the Mission Committee to visit Ramsay Santé facilities.

The Mission Committee's field workshops: a dynamic of listening and co-constructing

As part of its transformation into a mission-driven company, Ramsay Santé organised a series of four field workshops in the first half of 2025, three of which were held in France (North-West Île-de-France, Lyon and Lille) and one in Sweden (Stockholm, in the Capio group). These workshops marked a key step in the practical implementation of the Group's mission, promoting direct dialogue between the members of the Mission Committee and professionals in the field.

Objectives and Approach

These meetings had several key objectives:

- Enabling the Mission Committee to better understand operations on the ground;
- Presenting the multi-year roadmap, structured around three priority areas: accessibility of care and preventive care, symmetry of caregiver/patient care, and sustainability;
- Identifying exemplary local initiatives already in place and analysing conditions for their widespread implementation across the Group, both in France and internationally.

Participants

Each workshop brought together:

- Members of the Mission Committee;
- Representatives from regional centres and relevant institutions;
- Medical, paramedical and administrative professionals;
- This diversity enriched discussions and allowed for a cross-pollination of perspectives on issues such as public health, quality of life at work, and ecological transition.

➤ NORTH-WEST ÎLE-DE-FRANCE WORKSHOP

- | | |
|---|--|
| ➔ Catherine Aspro ,
Catherine Aspro, Head of Care,
<i>Clinique Claude Bernard</i> | ➔ Isabelle Ollive ,
Admissions Manager,
<i>Clinique Domont</i> |
| ➔ Bénédicte Darde ,
Director, <i>Clinique de la Défense</i> | ➔ Yelena Radic ,
Operations Manager,
<i>Clinique Claude Bernard</i> |
| ➔ Hélène Decis ,
CSR Manager,
<i>North-West Île-de-France Division</i> | ➔ Frédéric Roux ,
Head of Care Services,
<i>Clinique Domont</i> |
| ➔ Lydia Decruyenaere ,
Hygiene Nurse,
<i>Clinique Claude Bernard</i> | ➔ Christelle Vecoven ,
Head of Care Unit,
<i>HP La Montagne Lambert</i> |
| ➔ Jean-Michel Fenoy ,
Director of Human Resources,
<i>North-West Île-de-France</i> | |
| ➔ Prof. Patrick Jourdain ,
Medical Director,
France, Ramsay Santé | ➔ Martin Vial ,
Chair of the Mission Committee |
| ➔ Anissa Labib ,
Quality Manager,
<i>Clinique de la Défense</i> | ➔ Brigitte Cachon ,
Secretary General of the Mission Committee |
| ➔ Hélène Lauzier ,
Division Head,
<i>North-West Île-de-France</i> | ➔ Laurent Lafite ,
Group CSR Project Manager |
| ➔ Sylvain Mandouze ,
Project Manager, <i>Yes We Care</i> | ➔ Aymeril Hoang ,
Mission Committee Member |
| | ➔ Elsa Godart ,
Mission Committee Member |

LYON WORKSHOP

- **Delphine Caria**,
Quality/CSR Manager,
Clinique Mon Repos
- **Audrey de Dona**,
Operating Theatre Manager,
Clinique du Beaujolais
- **Catherine Foucher**,
Head of Care,
Clinique Iris
- **Camille Humbert**,
General Practitioner,
HP de l'Est Lyonnais
- **Romain Lacaux**,
Head of the *Lyon Division*
- **Nadine Passagem**,
Midwife Coordinator,
HP de la Loire
- **Emma Sauvage**,
Quality Manager, *Clinique Iris*
- **Lauriane Toulemonde**,
Quality/CSR Manager, *Médipôle
Hôpital privé*
- **Cécile Revais**, Executive
Assistant/ Communications/ CSR,
HP de l'Est Lyonnais

-
- **Martin Vial**,
Chair of the Mission Committee
 - **Brigitte Cachon**,
Secretary General of the Mission
Committee
 - **Laurent Lafite**,
Group CSR Project Manager
 - **Frédéric Collet**,
Mission Committee Member
 - **David Kacsmarek**,
Mission Committee Member
 - **Emmanuelle Ledoux**,
Mission Committee Member

LILLE WORKSHOP

- **Antoine Amiot**,
Director,
Clinique Val de Lys
- **Corentin Chrétien**,
Environmental Engineer
- **Alexandre Cloutour**,
Technical Manager
- **Marie-Luce Coget**,
Pharmacist
- **Emmanuelle Dechirot**,
Head of *Lille Division*
- **Olivier Delhaye**,
Anaesthetist
- **Prof. Patrick Jourdain**,
Medical Director, France
- **Justine Lebouvier**,
Environmental Engineer
- **Sylvain Mandouze**,
Project Manager,
Yes We Care
- **Margot Peru**,
Project Manager, HR, Disabilities,
In-house Communication
and QLWC
- **Stéphanie Vandaele**,
Ophthalmic Nurse,
HP La Louvière

-
- **Martin Vial**,
Chair of the Mission Committee
 - **Brigitte Cachon**,
Secretary General
of the Mission Committee
 - **Laurent Lafite**,
Group CSR Project Manager
 - **Frédéric Collet**,
Mission Committee Member

STOCKHOLM WORKSHOP

- **Marianne Mellkvist and Per Axelsson**, Medical Technology
Department
 - **Rosa Morena**,
Sankt Görans Accident
and Emergency
 - **Per Ståhlhem, Lina Törnblom
and Linda Frisk**, Patient Council
 - **Eva Westerman and Hans Thorsell**,
“*You said it, we did it*” project
 - **Lena Planstedt**, Capio Livsstil
 - **Anneli Henriksson**,
HR, Leadership Executive
 - **Andreas Wiklund**,
Medical Director, Capio Specialist
 - **Gustaf Storm**,
Managing Director, Sankt Görans
Hospital
-
- **Martin Vial**,
Chair of the Mission Committee
 - **Brigitte Cachon**,
Secretary General of the Mission
Committee
 - **Laurent Lafite**,
Group CSR Project Manager
 - **Margareta Danelius**,
Mission committee member



Workshop schedule

- Introduction to the workshop and round table presentation
- Presentation of the workshop objectives
- Presentation of the division and the host institution
- Presentation of the mission-driven company model
- Discussion time on best practices in the field within the division
- Discussion on the operational implementation of the mission roadmap

b. Caregiver statements



Promote access to care for all

ACCESSIBILITY AND PREVENTIVE CARE

The workshops revealed a strong desire to improve transparency regarding extra fees and reduce out-of-pocket expenses for patients, with ideas such as creating charters and indicators and developing care pathways with no extra payments. Sweden provided additional insight with its capitation system, which focuses on preventive care and health education through programmes such as “Capio Lifestyle”.

“When patients understand that they can receive treatment without paying upfront, they feel relieved. But to achieve this, we need to explain things to them more clearly from the moment they arrive. A more didactic approach is needed and openly explaining out-of-pocket expenses would help.”

Île-de-France workshop

“Walk-in clinics are an excellent alternative to A&E and family doctors. Provided that a few essential conditions are met, it is a model that is easy to replicate and roll out more widely.”

Lille workshop

“To reach as many people as possible with our preventive care initiatives, we organise them in high-traffic areas, even if it means setting up in the corridors of health care facilities, so that they are accessible to everyone, patients and professionals alike.”

Île-de-France workshop



Systematize the dialogue with our stakeholders

SYMMETRY OF CARE BETWEEN CAREGIVERS AND PATIENTS

Facilities shared a variety of initiatives ranging from raising awareness of burnout to involving patients in institutional projects. In Sweden, structural mechanisms such as the “Integrated Patient and Family Advisory Council” or the “You Said it, We Did it” programme are evidence of a culture of dialogue and continuous improvement that has been well integrated.

“Within our division, we have a Pain Committee in each facility, and we measure our progress in pain management through questionnaires and patient surveys. This allows us to continuously improve the way we care for our patients.”

Lille workshop

“Many doctors and health care professionals are interested in ethical issues, but many of them lack specific knowledge on these subjects. There is a real need to make ethics committees more widespread, perhaps even sharing them between institutions.”

Lyon workshop

“In Sweden, we have set up a Patient and Family Advisory Council to involve them as much as possible in the overall direction of health care facilities. Feedback from staff has been very positive: the council is seen as a support for improving care, rather than a supervisory body.”

Stockholm workshop

“The current model is unsustainable (night work, arduous conditions, administrative burden). Organisational and social innovation is needed to relieve the burden on professionals and improve their well-being on the job.”

Lille Workshop

“Today, gender-based and sexual violence affects relationships between doctors and nurses as well as those between patients and caregivers. Caregivers are gradually becoming more vocal, but it is essential that Ramsay responds with a radical, zero-tolerance approach.”

Île-de-France workshop





Protect the planet
to improve health

SUSTAINABILITY

Eco-design in health care has been strongly embraced in France, with initiatives focusing on waste sorting, energy savings and partnerships for reconditioning equipment. Capiro, in Sweden, has shown their commitment by using digital tools (the Capiro Go platform) and innovative technical equipment to limit anaesthetic gas emissions.

“Beyond the environmental benefits, green initiatives are a real lever for mobilising and motivating health care professionals. It is essential to communicate more effectively about initiatives implemented in the field to encourage their widespread adoption and give credit to the professionals who initiate them.”

Île-de-France workshop

“The widespread introduction of green zones for waste sorting is an easy, effective and motivating measure to implement: sorting areas are visible to everyone and everyone feels involved.”

Lyon workshop

“The gradual phasing out of anaesthetic gases, in addition to being beneficial for the environment, has enabled us to save 60,000 € and reduce leaks and network maintenance costs. This clearly illustrates how environmental initiatives are closely aligned with the Group’s interests.”

Lille workshop

LESSONS LEARNED AND OUTLOOK

These workshops confirmed the existence of numerous, varied and relevant initiatives in the field. However, their diversity and varying levels of advancement depending on the facility and the issue call for better structuring.

- Implementation of environmental projects is fairly widespread;
- Those focusing on care are being rolled out but are not always linked to the mission;
- Initiatives to promote access to health care and preventive care for all are not very formalised and are not always subject to widespread monitoring indicators.

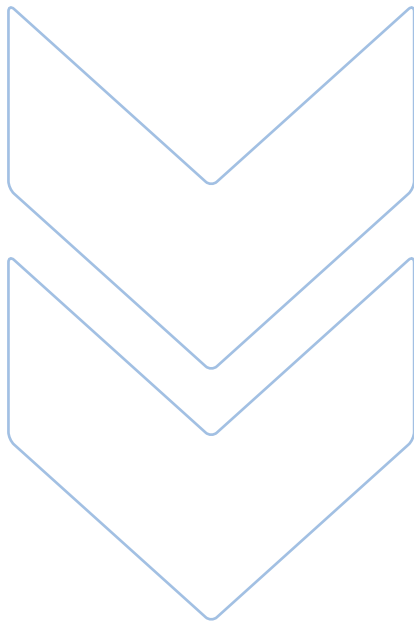
One of the main lessons learned is the need to adopt a bottom-up approach: capitalising on local successes to build a common and scalable framework. The success of the mission-driven business approach will therefore depend on:

- The ongoing involvement of professionals in the field;
- Communication that highlights the positive social and environmental impacts of the initiatives;
- The Group’s ability to support local experiments and steer their upscaling.



C. Initiatives for boosting appropriation

Throughout 2024 and the first half of 2025, with a view to actively disseminating and gradually implementing the mission-driven company approach within the Ramsay Santé group, the Mission Committee's General Secretariat carried out a series of structural initiatives aimed at various internal stakeholders. The mission-driven company framework was rolled out and stakeholders were brought on board using a top-down approach, from governance bodies to managers and frontline employees.



① Governance bodies

The mission-driven company framework was first presented at several key events:

- at the General Shareholders' Meeting,
- and the European Works Council, in order to ensure a shared understanding of the commitments made and the associated roadmap.

② Involving management

The mission-driven company framework was also presented to the Group's managers, and the 2024 mission report was distributed to all facility heads, making the process more transparent and facilitating its local implementation.

③ Boosting appropriation by employees in the field

Finally, the organisation of four field workshops in France and Sweden boosted the process of appropriation by bringing members of the Mission Committee closer to the realities on the ground, in a move to listen, promote best practices, and jointly develop future initiatives.



Transformer l'entreprise pour
transformer la société

External meetings

The committee's participation in a co-development workshop organised by the Community of Mission-Driven Companies enriched strategic thinking based on inter-company benchmarks.

d. Launching the rollout phase

During the year, the committee met with in-house experts, analysed the strategic plan and the CSR approach, and identified three priority issues

Three priority issues:

1. Accessibility of care and preventive care
2. Symmetry of care between health care professionals and patients
3. Sustainability

Feasibility of initiative

Quick wins



Possibility of generalisation at Group level

Appraisal by in-house experts and the Mission Committee

Priority initiatives

e. Initiatives selected for the three chosen priorities

	Challenges	Commitments	Initiatives	Date
Accessibility of care and preventive care	# Accessibility of care	Working towards transparent patient co-payments	→ Proposing an indicator of out-of-pocket expenses for each speciality at Ramsay Santé	2025/26
		Making walk-in consultations standard practice for all patients, regardless of income, at our primary care centres	→ Generalising walk-in consultations in medical centres → Developing and promoting walk-in health care centres	2026
		Combating unconscious and systemic bias and discrimination in	→ Raising awareness of non-discrimination in patient care and treatment	2026
	# Preventive care	patient care: treating all patients alike	→ Implementing preventive health care initiatives, accessible to patients and professionals, in high-traffic locations in the field	2025
Symmetry of care between patients and caregivers	# Attentive to patients	Involving and listening to patients in the field	→ Systematising and promoting the role of patient committees within and between facilities	2025
			→ Identifying and generalising ethics committees within and between facilities	2025/26
			→ Measuring and communicating on progress in pain management	2025/26
		Communicating and reinforcing patient awareness in emergency and primary care departments	→ Systematising information screens on waiting times and explanations of medical triage procedures	2025
	# Attentive to health care professionals	Caring for employees' mental and physical health	→ Implementing a preventive health care programme for employees: wellness allowance, stress management training, mental health awareness, etc.	2025/26/27
		Combating sexual harassment in the workplace	→ Adopting a zero-tolerance policy towards physical, psychological or sexual harassment, whether complaints come from staff or patients	2025/26

	Challenges	Commitments	Initiatives	Date
Sustainability	# Rethinking the way we provide care	Training all our health care and non-care staff in environmental issues	→ Using Lakaa, a tool for managing and disseminating CSR performance and initiatives within facilities, to boost participation and accelerate the scaling up of CSR initiatives	2026
		Developing health care eco-design	→ Removing anaesthetic gases (unless specifically required for medical reasons) and closing unused nitrous oxide connections in the chamber	2025
			→ Progressively rolling out Greenbloc, a benchmark for responsible operating theatres	2026
	# Rethinking our business processes	Combating waste and better managing our waste	→ Following the study conducted by Trinov on waste management: • Implementing a roadmap to improve waste management • Developing Green Zones, visible and easily identifiable sorting areas	2025
		Associating our value chain with an environmental approach: rethinking our purchasing and adopting a more moderate approach to consumption	→ Using the self-assessment diagnostic tool “My DD Score” (developed by ANAP)	2025/26
	# Reducing our impact on climate change	Formalising a carbon trajectory to reduce our emissions	→ Conducting a scope 1, 2 and 3 carbon assessment	2025/26
			→ Reducing greenhouse gas emissions related to travel	2026
	# Addressing the emergence or acceleration of certain pathologies due to climate change and damaged ecosystems (pollution)	Making Ramsay Santé a leading player in research into new diseases linked to climate change and pollution	→ Focusing part of our clinical research on emerging diseases linked to climate change and damaged ecosystems	2026/27

f. First audit verifying the Mission's implementation

The Mission Committee appointed Cabinet de Saint Front as the independent third party. The mission audit validates the proper implementation of the mission and the role and involvement of the Committee members, with a score of 77/100. The audit highlights:

- Stakeholder mobilisation in elaborating the mission;
- A well-formulated mission, clearly expressing the company's societal contribution;
- Statutory objectives that complement the purpose and clearly define the company's main orientations;
- The successful achievement of statutory objectives;
- The involvement of Mission Committee members in their role (particularly through field visits);
- The pertinence of the Mission Committee's report;
- The pertinence of the reverse approach (drawing inspiration from initiatives implemented in the field, rather than a top-down approach).

“Ramsay used a robust methodology to define its mission, with an analysis phase and a co-construction phase.”

“The Mission Committee drafted a pertinent report highlighting the main advances and targeting the next challenges to be addressed.”

“Ramsay Santé complies with each of the social and environmental objectives it has set itself, in line with its purpose and its activity regarding its social and environmental challenges.»

“The members of the Mission Committee are genuinely involved in their role. The way the Mission Committee operated was reflected in the fact that it carried out field visits.”

Excerpts from the audit report by Cabinet de Saint-Front

MISSION-DRIVEN COMPANY IMPLEMENTATION RATING: 77/100

Mission model 41/50		Adequacy of resources 22/30	Achievement of operational objectives 14/20
Stakeholder mobilisation in elaborating the mission 6/6	Ambitiousness of innovation and transformation 8/10	Structured implementation of the mission 3/6	Achievement of operational objectives 4/5
Management involvement in the process 5/6	Use of the purpose / Communication 3/4	Resources allocated and initiatives implemented 5/8	Mission report 3/5
Uniqueness of the mission 5/6	Nature of operational objectives 4/6	Mission Committee's composition and role 6/6	Reporting rigour 4/5
Alignment with the business model 6/6	Consistency of objectives 4/6	Mission Committee's way of operating 8/10	Internal stakeholder evaluation 3/5
Strengths		Areas for improvement	

5

The Mission Committee's appraisal and recommendations



The Mission Committee's appraisal and recommendations

a. Usefulness of field workshops for the Committee and for Ramsay Santé Care teams

During its first year of operation, the Mission Committee initiated an immersion programme in the field through four workshops organised in North-West Île-de-France, Lyon, Lille and Sweden (Capio).

These meetings were fundamental in connecting the mission's strategic vision to operational realities in facilities, establishing a direct and transparent dialogue between the Committee and the teams. The objective was twofold: to enable the committee to grasp the concrete challenges of rolling out the mission and also promote and stimulate local undertakings.

To enable the Committee to grasp the concrete challenges of rolling out the mission and also promote and stimulate local undertakings.

These discussions revealed a remarkable level of engagement among the teams. The mission is not an abstract concept; it is already embodied in a

whole range of local initiatives led by committed employees, often beyond their primary duties.

Whether it be streamlining patient pathways, improving the quality and safety of care, structuring recycling channels, combating waste, setting up "Green teams", preventive health measures, or improving quality of life at work, divisions are buzzing with innovations that are critical for patients, staff, and the organisation. Field workshops have revealed this wealth of ideas and highlighted the crucial role of CSR representatives and heads of divisions in structuring and facilitating appropriation of the mission. The main challenge now lies in harmonising and scaling up these best practices, moving from isolated initiatives to a structured and visible Group approach.

Discussions highlighted key points of tension at the heart of the challenges involved in rendering our objectives operational. Accessibility of care, particularly the issue of out-of-pocket expenses and extra fees charged by private practitioners, emerged as a complex but unavoidable topic, on which the Group has indirect leverage that it must learn to use. Likewise, symmetry of care raised the challenges of co-constructing care pathways with patients (for which the Swedish model offers inspiring examples such as the "You Said it, We Did it" project) and protecting health care workers from increasing incivility and the risk of burnout.

In conclusion, the usefulness of these workshops is unanimously recognised. They are an essential strategic tool, ensuring that the mission's roadmap remains grounded in reality. For the teams, the Committee's presence was a strong sign of recognition, legitimising their efforts and stimulating their commitment. For the Committee, this direct dialogue is essential for guiding its work and identifying systemic obstacles and priority levers for action



The mission is not an abstract concept; it is already embodied in a whole range of initiatives.

Continuing and reinforcing this approach of listening in the field will be a decisive factor in the success of our mission.

b. Need for selectivity in disseminating initiatives

The importance of being selective when choosing initiatives to be disseminated so as to encourage appropriation and facilitate progress measurement in a mission-driven Group with diversified activities

After a first year of building and rolling out mission objectives throughout the company, the Mission Committee wanted to devote time to tangibly monitoring progress made on selected indicators, identifying potential "blind spots" among priorities, and liaising with local teams involved in implementing mission-related initiatives.

Several observations clearly emerge from this choice and from discussions within the Committee: on the one hand, the mission-driven company approach and the transformation it entails is still recent and therefore still requires efforts to be identified and adopted within Ramsay Santé's diverse teams; on the

other hand, the reality of the resources available justifies a constant effort to prioritise the initiatives to be implemented in order to avoid a loss of focus among teams and a blurring of objectives. Finally, the Committee was impressed by the abundance and quality of the initiatives developed by the teams we met in the facilities and by how they were managed.

“Some initiatives that are still isolated could be trialled or tested in other contexts before being rolled out more widely, if they prove successful.”

Some initiatives that are still isolated could be trialled or tested in other contexts before being rolled out more widely if they prove successful. However, this requires selecting priority initiatives based on their effectiveness and consistency with social and environmental objectives.

Based on these findings, the Committee wishes to emphasise the importance of two key issues at this still “early” stage of the mission. The first relates to the tangible and assessable nature of the initiatives identified to ensure that the transformations underway are meaningful and continue to deeply engage all stakeholders. The concrete effects of initiatives pursued as part of the mission will strengthen its credibility and fuel a dynamic of commitment from all parties involved in this transformation. Furthermore, it is imperative to recognise and encourage “local” projects. Their quality and pragmatism are often remarkable, they tend to encourage dialogue between teams in the field and management, and they foster closeness between teams in all their diversity.

Therefore, the Committee recommends continuing to be highly selective about the projects undertaken and their phasing in to ensure their success and visibility. Furthermore, the Committee calls for the right balance between Group-wide and local initiatives. Careful choices are a prerequisite for the success of the transformations driven by the mission and should enable the development of extensive in-house communication on the intentions, results and potential changes brought about.



C. Generalising environmental initiatives in the field

**The Mission Committee's appraisal of the SEO
“Protecting the planet to improve health”**

During the field workshops, the Mission Committee was able to appreciate the wealth of initiatives already undertaken by facilities to reduce the environmental footprint associated with medical practices. These initiatives reflect the group's commitment to implementing its social and environmental objective (SEO) “Protecting the planet to improve health.”

They serve as a reminder that quality of care cannot be separated from environmental protection: the health of patients and caregivers is directly dependent on the health of our planet.



The progress made in controlling anaesthetic gases and nitrous oxide illustrates this connection. Several facilities are experimenting with alternative solutions, introducing improved equipment and raising awareness among medical teams. The Committee welcomes these efforts and encourages their widespread adoption, as reducing greenhouse gas emissions from health care practices is a decisive lever for reconciling medical necessity and environmental responsibility.

With regard to waste sorting and recycling, local initiatives – such as the creation of “green zones” in operating theatres and the organisation of “green teams” – demonstrate the ability of teams to take concrete action to protect the planet. The Committee considers that these approaches should be gradually harmonised and accompanied by common performance indicators in order to measure their impact and unite facilities around a common goal.



Limiting waste, improving traceability and preventing emissions are all practices that are already underway...

The management of medicines and medical technology is also a priority area for action. Limiting waste, improving traceability and preventing emissions into the environment are all practices that are already underway, for example through initiatives such as «Custom packs» within operating theatres to limit waste from unused products, but these are still scattered. The Committee recommends incorporating them into a coordinated strategy, mobilising pharmaceutical, medical and logistics teams to transform these initiatives into Group standards.

More generally, achieving the SEO “Protecting the planet to improve health” depends on two conditions: robust indicators to measure real impacts and full appropriation by medical teams. This requires identifying the CSR managers within teams, working with CSR division heads, CSR advisors or CSR steering committees. It also responds to increased

awareness of these issues among younger generations of health care professionals. Field workshops have shown that team engagement is highest when initiatives are co-constructed, directly linked to patient benefits and integrated into daily practices. It is in this SEO that the Group is most advanced. It will need to ensure the selection and effective dissemination of the best initiatives already implemented.

Finally, the Committee encourages Ramsay Santé to promote its achievements beyond its walls by contributing to European discussions on sustainable health. Due to its size and wide range of activities, the Group has a leading role to play in making health a driver for environmental transition.



The Group has a leading role to play in making health a driver of ecological transition.

By fully embodying the SEO “Protecting the planet to improve health” Ramsay Santé demonstrates that medical excellence and environmental standards are inseparable.





A concrete commitment to promoting well-being at work, care for caregivers and continuous improvement in patient relations.

d. Identifying and rolling out HR initiatives and patient dialogue

Ramsay Santé has already implemented several measures that contribute to improving quality of life at work, dialogue with patients and the care relationship.

Patient committees enable the Group to listen to and gather information about patients' expectations, while the Quality of Life and Working Conditions Committee explicitly incorporates the dimension of "caring for caregivers".

Managers' target-based bonuses already take certain human and organisational issues into account, and several forums for dialogue – ethics committees, regional or division committees – encourage collective reflection. These approaches are backed up by internal and external communication efforts that aim to spread the culture of the mission-driven company and reinforce appropriation of strategic objectives by both employees and patients. Together, these initiatives reflect a concrete commitment to

promoting well-being at work, care for caregivers and continuous improvement in patient relations.

Recommendations and proposals for implementation

To consolidate these achievements and give new impetus, several avenues for reflection are worth considering. This could involve reinforcing governance by

more systematically integrating a "mission" component into the various existing bodies, developing managerial objectives in conjunction with the Mission Committee, or providing dedicated resources for the operationalisation of HR initiatives and support for patient dialogue. A collective dynamic could also be encouraged through unifying events, educational tools that facilitate appropriation (such as the "Health Fair Map" mural), and the creation of forums for expression open to both employees and patients. These could take the form of cooperation and direct exchanges between different representatives of the sectors concerned, in order to create the conditions for free speech that is meaningful and taken on board. We also recommend further developing ethics committees in facilities and gradually establishing an everyday ethical culture within the Group.

Finally, introducing and sharing best practices between facilities would be an essential lever for consolidating the consistency and effectiveness of the initiatives undertaken.

These proposals are not finalised but represent possible avenues that will be submitted to the company for an examination of their feasibility and conditions for implementation within the framework of the HR strategy. They aim to reinforce the balance between the care given to patients and that given to caregivers, in a virtuous and shared approach.



Health Faire Map programme tools

e. Challenges and indicators for access to care and preventive care

Over the past year, the Mission Committee has worked extensively on the first pillar 1, “Promoting access to health care for all,” during quarterly meetings and field workshops.

This work has revealed that there are numerous initiatives within the Ramsay Group to improve access to care, streamline the patient pathway and promote preventive care. Some of these initiatives are remarkable and inspiring and should be rolled out more systematically across the Group.



The private sector in France suffers from a distorted image, fuelled by preconceived ideas about the cost or complexity of care.

Others, originating in the field, are insufficiently formulated and lack shared indicators that would allow them to become more visible. Furthermore, the private sector in France suffers from a distorted image, fuelled by preconceived ideas about the cost or complexity of care. In this context, and at a time when staff are appropriating the ambitions of the mission-driven company, the Mission Committee recommends focusing more clearly on three main objectives:

- exemplary care pathways;
- digitising medical records and processes;
- providing patients with transparent information on out-of-pocket expenses.

The exemplary nature of care pathways aims to ensure above all that all patients, whoever they are, receive care tailored to their needs. This requires continuity between family doctors, hospitals and the home, between acute care and follow-up,

and at the same time involves personalising care to meet the specific needs of each person without discrimination. Setting an example involves listening to patients, which is essential, but also fostering a culture of dialogue between patients and carers, with a commitment to continuous improvement within teams. Implementation requires the wider rollout of initiatives already developed in some of the Group's facilities and strong links with patient associations that give patients a voice.

Digitalisation is a powerful tool for streamlining appointments, simplifying admissions and giving patients and caregivers a clear overview of decisions, treatments and their justifications. Digitising processes and making appropriate use of AI frees up time for caregivers in a context of scarce resources. Digitising medical records and centralising patient data improves patients' outcomes, in particular through personalised diagnoses and treatments with a stronger link between therapy and research.

Finally, transparency regarding out-of-pocket expenses is an indisputable prerequisite for building a relationship of trust between caregivers and patients. Out-of-pocket expenses are a major concern for patients and their carers. Uncertainty about what will have to be paid generates anxiety that undermines the therapeutic relationship. Clarity and transparency therefore reassure patients and their families about their ability to cover costs.

Furthermore, transparency helps to create a shared culture of responsibility for health care costs and their financing.

These three levers are not three separate objectives, but rather facets of the same promise to patients: that of humane, accessible and exemplary care that is fully in line with Ramsay's ambition as a mission-driven company.



6

The Committee's next steps and directions for 2025/2026



The Committee's next steps and directions for 2025/2026



After two years of existence, the Mission Committee has gained a certain maturity. This has been forged through a better understanding of the major challenges facing the Ramsay Santé group and how it operates, thanks both to discussions with the company's management and visits to facilities and workshops with operational teams. It now feels better equipped to guide and assist the Group in the rollout of its mission objectives.

With this in mind, the Committee has set the following priorities for the end of 2025 and 2026:

1 Continue discussions with operational management and teams in facilities

The Committee must continue to develop its understanding of the company's internal and external challenges. To this end, further field workshops will be organised in 2026, particularly of the types of facilities not yet visited or with particular specialisations. Similarly, the Committee wishes to organise further meetings with the Group's operational management teams in order to better assess the relevance of the prioritisation and feasibility of the mission action plans adopted by the company.

2 Assist the company's management in selecting and prioritising levers for action and progressive rollout

The Group's management is firmly committed to implementing the mission and its objectives. In this regard, it appears that successful implementation depends on both a high degree of selectivity and prioritising levers for action, to avoid dispersion that would be detrimental to the impact of the desired results, and their progressive rollout.

Therefore, the Committee wishes to assist the company's management in the work it has already begun to reduce the number of levers for action and indicators, to oversee the method used to select and prioritise best practices and experiments from operational teams in the field, and to work on the sequencing of action plans and indicators, while planning for the next two or three years.

3 Ensure that the mission objectives are fully integrated into the Group's new strategic plan

The Ramsay Santé group has prepared a new medium-term strategic plan for the period 2026-2030. As this new plan covers all aspects of the Group's profitable growth, the mission objectives must be fully integrated into the plan's objectives. The Committee will therefore seek to ensure alignment of the new plan with the Mission and its four objectives through iterative discussions with the company's management.

4 Enriching the Committee's experience through exchanges with other Mission Committees

Some companies established themselves as mission-driven companies shortly after the Pacte law was passed in 2019. Their Mission Committees therefore have considerable and valuable experience that is highly appreciated by the Ramsay Santé Committee. The Committee chair has already participated



The chair of the Committee already participated in an experience-sharing workshop between Committee chairs from around thirty mission-driven companies in 2025

in an experience-sharing workshop between Committee chairs from over thirty mission-driven companies in 2025. The Mission Committee will schedule direct exchanges with Mission Committees from other large companies in 2026 and subsequent years to benefit from their experiences and share best practices with them

Appendix: evaluation by the independent third party

Evaluation by the independent third party on the verification of the fulfilment of social and environmental objectives

RAMSAY GÉNÉRALE DE SANTÉ
39 rue Mstislav Rostropovitch, 75017 Paris

Financial year ended 30 June 2024

To the shareholders,

In our capacity as an independent third-party organisation, accredited by Cofrac Vérification, No. 3-1860 (list of locations and fields of application available at www.cofrac.fr), we have carried out a study to formulate a reasoned opinion leading to a moderate assurance conclusion on the fulfilment of the social and environmental objectives that your entity has set itself within the framework of its mission-driven company status and for the period corresponding to the financial year referred to above and attached to the management report in accordance with the provisions of Article L. 210-10 of the French Commercial Code and our programme, which is available on request.

Conclusion

Based on the procedures applied, as described in the “Nature and scope of the study” section, and the information we have collected, we have not identified any significant anomalies that would call into question, within the purview of the mission-driven company status and at the end of the period covered by our verification:

- the fact that the entity has implemented adequate means for each social and environmental objective selected in accordance with Article L. 210-10(2) and included in its articles of association,
- the fact that the entity has achieved the outcomes it defined at the end of the period covered by the verification, for each social and environmental objective selected pursuant to paragraph 2 of Article L. 210-10 and included in its articles of association, and that
- consequently, RAMSAY GÉNÉRALE DE SANTÉ complies with each of the social and environmental objectives it has set itself, in line with its purpose and its activity regarding social and environmental challenges.

Comments

- Our study was the first verification of the implementation of RAMSAY GÉNÉRALE DE SANTÉ’s social and environmental objectives for the financial year ending 30 June 2024 and began in March 2025, i.e. after the regulatory deadline set out in Article R. 210-21 of the French Commercial Code, which stipulates that “The first verification shall take place within eighteen months of the publication of the declaration of mission-driven company status in the trade and companies register”. The company became a mission-driven company in December 2022 as indicated in the mission report.

- RAMSAY GÉNÉRALE DE SANTÉ has undertaken to co-construct its mission with its stakeholders, as presented in the section entitled “Methodology: Co-constructing our mission”, and was commended by the Mission Committee for doing so.
- As presented in the section entitled “Rollout phases”, the objectives of this initial verification period were “Establishing the Mission Committee” in 2023 and “Formalising our dedicated roadmap, producing our first mission report, and holding Mission Committee meetings to monitor the implementation of our mission” in 2024.
- We highlight the Mission Committee’s comment that “It has become apparent that the number of commitments, initiatives and indicators is particularly high and that a selection of priorities for these different components of the objectives will need to be made,” in the section entitled “The Mission Committee’s priorities for 2024/2025”.

Preparation of information related to the achievement of social and environmental objectives

The absence of a generally accepted and commonly used reference framework or established practices on which to base the assessment and measurement of information relating to social and environmental objectives allows for the use of different but acceptable measurement techniques, which may affect comparability between entities and over time.

Consequently, information related to the achievement of social and environmental objectives must be read and understood with reference to the Mission Report.

Company’s responsibility

It is the company’s responsibility to appoint a mission committee or mission representative responsible for preparing an annual report in accordance with the provisions of Article L. 210-10 of the French Commercial Code. This report is attached to the management report.

Independent third-party body’s responsibility

In accordance with the provisions of Article R. 210-21 of the French Commercial Code, it is our responsibility, based on our study, to express a reasoned opinion with moderate assurance on the company’s compliance with the social and environmental objectives it has set for itself within the scope of its mission-driven company status.

As we were not involved in the preparation of the information relating to the achievement of the social and environmental objectives, we are able to express a moderate assurance conclusion based on that information.

Regulatory provisions and applicable professional standards

Our study described below was carried out in accordance with the provisions of Article R. 210-21 of the French Commercial Code and ISO 17029.

Independence and quality control

Our independence is defined by the provisions of Article L. 822-11-3 of the French Commercial Code. In addition, we have implemented a quality control system that includes documented policies and procedures designed to ensure compliance with applicable laws and regulations. The programme we adhere to is available on request.

Nature and scope of the study

The risk of material misstatement was taken into consideration when planning and performing our study.

The procedures undertaken in exercising our professional judgement enable us to form a moderate assurance conclusion.

We have reviewed the company's activities within the scope of its mission-driven status, the formulation of its purpose, and its social and environmental challenges.

Our study focused on:

- an analysis of the mission model (containing the company's purpose as specified in its articles of association, the social and environmental objectives adopted pursuant to Article L. 210-10(2) and included in its articles of association, the translation of these objectives into outcomes and, where applicable, the operational objectives and key performance indicators);
- a review of the adequacy of resources;
- a review of the achievement of the social and environmental objectives set in accordance with Article L. 210-10(2) and included in its articles of association.

In analysing the mission model:

- We verified that the purpose and social and environmental objectives are present in the articles of association, and that the "mission-driven company" status is mentioned on the kbis;
- We verified the presence of an employee on the mission committee or a mission representative;
- We critically reviewed the mission report and collected various documents relating to the mission;
- We reviewed the coherence of the mission model (consistency between the purpose, social and environmental objectives, outcomes and, where applicable, operational objectives and key performance indicators);
- We assessed the appropriateness of the mission model to the company's activity in terms of its social and environmental challenges;
- We questioned the body responsible for managing the company about the implementation of the mission-driven company status and asked how the company is achieving its social and environmental objectives.

Regarding the adequacy of resources:

- We checked the existence of actions undertaken and resources allocated to the execution of social and environmental objectives;

- We identified evidence to be collected on some of these means and initiatives, then carried out, where necessary, tests on the consistency of developments and detailed tests to verify the correct application of definitions and procedures and to reconcile the data with the evidence;
- We interviewed stakeholders about actions taken and the resources allocated in light of business developments over the period.

Regarding the achievement of objectives:

- We asked about the existence of outcome measures (qualitative or quantitative historical data in the form of operational objectives and/or key monitoring indicators) achieved by the company at the end of the period covered by the verification for each social and environmental objective;
- We reviewed the procedures for measuring these outcomes (collection, compilation, development, processing and monitoring) and the scope of these outcomes;
- We identified evidence to be collected on some of the outcomes (qualitative and quantitative). For quantitative outcomes, we tested the consistency of changes and, where applicable, performed detailed tests both to verify the correct application of definitions and procedures and to reconcile the data with the evidence;
- We asked the mission committee or mission representative for their assessment of the achievement of the social and environmental objectives. We asked about the analysis in the mission report of the outcomes achieved by the company at the end of the period covered by the verification in relation to their expected trajectories;
- We corroborated this information with stakeholders' perceptions of the effects and impacts on the company;
- We verified that the outcomes had been achieved at the end of the period covered by the verification for each social and environmental objective and, where applicable, that there were no circumstances external to the company that affected the achievement of these objectives.

The procedures implemented as part of a moderate assurance engagement are less extensive than those required for a reasonable assurance engagement carried out in accordance with professional standards applicable in France; a higher level of assurance would have required more extensive verification study.

Toulouse, 26/06/2025

THE INDEPENDENT THIRD PARTY
ORGANISATION SAS CABINET DE SAINT FRONT
3 rue brindejont des moulinais
31500 TOULOUSE



Pauline de Saint Front,
Chairperson





