



ELSAN

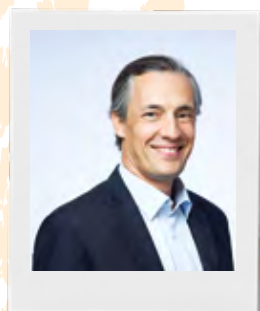
Notre Santé autrement



2023 Non-Financial
Performance Report

Contents

Elsan, a major player in the French healthcare sector	4
Healthcare facilities	6
Our year in 2023	8
Challenges	10
Corporate purpose	12
Governance	14
Risks	16
How we create value	18
How we share value with our stakeholders	20
Elsan, committed to sustainable healthcare	22
CSR strategy	24
• ELSAN, engaging closely with communities	26
• ELSAN, putting patients first	32
• ELSAN, providing environmentally responsible healthcare	38
• ELSAN, supporting our staff and doctors	44
Methodology	50



Message from the CEO

In 2023 ELSAN and the private hospital sector in general faced the combined impact of all the challenges of the previous three years.

The French health system emerged from the Covid pandemic with a shortfall of 3.5 million hospital stays. Naturally, this was to the detriment of patients. As France's leading private healthcare provider, ELSAN spearheaded a concerted effort by the private sector to help overcome the shortfall. Without this collective commitment, the shortfall would have been exacerbated, most likely leading to a backlog of almost four million hospital stays.

On top of that, and for the second year running, despite an increase in our activities we had to contend with an inflation shock that's hit the hospital sector harder than any other. Coupled with underfunding by the authorities and general inflationary pressure — which is affecting some activities more than others — this exposed the private hospital sector to unprecedented economic vulnerability. At the end of 2023, 40% of private healthcare providers were in debt — a historic high.

Despite such an adverse environment, we remained true to our purpose “to act responsibly and innovatively to provide healthcare everywhere”. And once again, our medical and care staff and all other employees demonstrated their untiring commitment to continuously enhance the service we offer patients.

From this perspective, 2023 saw further improvement in the quality of care and patient experience we provide, measured according to HAS (France's national health authority) indicators. We also stepped up our research endeavours to drive innovation, built on our preventive healthcare actions and made progress on the CSR front with, for example, a significant reduction in energy consumption.

ELSAN is a crucial part of the French healthcare landscape and a major player in bringing high-quality care to all communities across the country. Our 28,000 employees and the 7,500 doctors who work at our facilities are, almost without exception, deeply committed to our shared mission of protecting the health of all French people.

Sébastien Proto



ELSAN,

a major player in the French
healthcare sector



Healthcare facilities

- Medicine & Surgery
- MS + Rehabilitation
- Medicine, Surgery, Obstetrics
- MSO + Rehabilitation
- Rehabilitation
- ▲ Radiotherapy + Rehabilitation
- ◆ 'Healthcare at home'
- Shared facility
- ★ Dialysis centre
- ◆ Medical imaging centre
- ▲ Radiotherapy centre
- Medical centre
- ◆ Refractive surgery facility
- Nuclear medicine facility

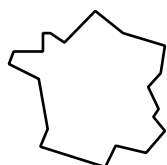


> 4 million

patients every year

210

healthcare facilities and centres dedicated to patient care



2/3 of people in France live less than 40 km from an **ELSAN** facility

€3.1 billion

in revenue

7,500

doctors



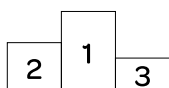
> 28,000

employees

- No. 1 private operator in medicine, surgery and obstetrics
- No. 1 in France in private 'healthcare at home' services
- No. 2 in cancer care
 - No. 1 private operator after French comprehensive cancer centres (CLCCs)
 - No. 1 private operator in radiotherapy
 - 1 in 8 cancer surgery patients operated on at an ELSAN facility



As in previous years, *Newsweek* magazine partnered with market research and consumer data provider Statista to publish a ranking of the world's best hospitals, covering both the public and private sectors.



Fourteen ELSAN hospitals were listed among the best hospitals in France. Santé Atlantique in Nantes earned a top spot once again, ranking sixth overall in France and second in the private sector, while Clinique Saint Augustin in Bordeaux ranked 21st overall in France and fifth in the private sector.



For the third consecutive year, ELSAN was awarded a Bronze medal by Ecovadis, a globally recognized standard for sustainability and transparency for CSR performance.



ELSAN was also included, for the second year running, in the list of companies committed to diversity published by French monthly *Capital*. Our fifth-place position in the medical/social sector reflects our ongoing commitment to diversity and inclusion.



At the 2023 Digital HR Awards, ELSAN came first in the Efficiency category and won "Project of the Year".

Our year in 2023

Opening of a general healthcare centre in the northern Paris suburb of Saint Denis in partnership with remote consultation specialist Livi.

First hand transplant in Auvergne carried out at **Hôpital Privé La Chataigneraie** in Clermont-Ferrand.

Relocation of Clinique Victor Hugo to the Centre de Cancérologie de la Sarthe (cancer centre), a unique public-private medical complex that brings together Clinique Victor Hugo, Le Mans public hospital (CHM) and the Centre Jean Bernard private cancer treatment centre.

Acquisition of a second MRI scanner at **Clinique du Cap d'Or** in La Seyne-sur-Mer, significantly reducing MRI waiting times in the Var area.

Launch of OBouMa, a new personalized care pathway at **Clinique d'Occitanie** near Toulouse, for overweight and obese children and young adults.

First cervical corpectomy performed at **Hôpital Privé du Grand Narbonne** thanks to the acquisition of a Stryker surgical power tool and an operating microscope. This complex surgical procedure is used to treat cervical compression.

List of world's best hospitals by US magazine Newsweek: 14 ELSAN private hospitals ranked among the best hospitals in France.

Publication of **ELSAN's first clinical research review**.

Creation of a specialist pelvic floor unit at **Clinique Saint Martin** in Vesoul.

Inauguration of a women's cancer institute at **Hôpital Privé Océane** in Vannes.

JANUARY

FEBRUARY

MARCH

APRIL

MAY

JUNE

Visit to **Paris République Medical Centre** by deputy minister for health Agnès Firmin Le Bodo, who met with teams to discuss the centre's operations, the organization of healthcare teams and their funding, as part of her work on coordinated practice facilities.

A regional medical first in the Haute-Marne area: shoulder replacement surgery under regional anaesthesia performed by a surgery and anaesthetics team from the **Chaumont healthcare cooperation consortium (GCS)**.

Opening of the Lorrain cancer treatment unit at **Hôpital Privé Nancy-Lorraine**.

Fifth edition of **ELSAN's live Innolab**, which focused this year on the practical uses of data and AI in healthcare facilities.

Adoption of an innovative pre-operative marking technique for breast cancer by Clinique de Flandre in Dunkirk – the first facility to adopt the technique in the region and in ELSAN's network.

Introduction of spinal neurosurgery as a speciality at **Hôpital Privé Océane** in Vannes.

ELSAN included, for the second year running, in the list of companies committed to diversity published by French monthly *Capital*. Our fifth-place position in the medical/social sector reflects our ongoing commitment to diversity and inclusion.

ELSAN's health data warehouse: authorization from French data protection authority CNIL and partnership with OncoDataHub.

Opening of an international **health and vaccination** centre in Marseille.

For the second year in a row, ELSAN attended Les Déferlantes music festival as part of an **innovative national recruitment campaign** run by private hospitals in the Catalogne-Aude area.

Hainaut-area private hospitals received an award from French patient experience association IFEP for introducing “patient meetings” at their facilities to gain a better understanding of patients’ needs and expectations.

For the third year running, but with an even better score, ELSAN was awarded a Bronze medal by EcoVadis France, part of the global platform that assess companies’ CSR performances.

Acquisition of Icone, an oncology and radiotherapy centre in Reims.

Visit by French health minister Aurélien Rousseau to Clinique Bonnefon in Alès.

Sébastien Proto named ELSAN’s new Chief Executive Officer.

World’s first shoulder implant surgery using mixed-reality navigation at Clinique de l’Orangerie in Strasbourg. Guidance was provided by Shoulder+ from Pixee Medical, a pioneer in augmented reality navigation technology for orthopaedic implants.

Centre Médico-Chirurgical Les Cèdres in Brive-la-Gaillarde celebrated its **50th anniversary**.

Thanks to its Cap Sénior care pathway, **Clinique Cap d’Or** in La Seyne-sur-Mer won the regional health authority’s call for projects enabling patients over 75 to be hospitalized directly without going through A&E.

ELSAN’s fifth year as a participant in the DuoDay initiative as part of European Disability Employment Week. During DuoDay, people with a disability shadow a worker for a day to learn about their job. Around 110 “duos” were formed in our healthcare facilities as well as at head office.

HAD Cap Domicile, located in La Seyne-sur-Mer, La Valette-du-Var and Hyères, began offering **blood transfusions in patients’ homes and care homes** — a first in the Var area.

Opening of a breast pathology centre at **Clinique Paul Picquet** in Sens.

Acquisition of Clinique SMR La Cigogne in Orléans.

JULY

AUGUST

SEPTEMBER

OCTOBER

NOVEMBER

DECEMBER

Kick-off of the **HPV vaccination campaign** by four ELSAN facilities — Polyclinique de Poitiers, CMC Les Cèdres in Brive-la-Gaillarde, Clinique Pasteur in Bergerac and Clinique Saint-Omer in Blendecques — authorized by the regional health authority to vaccinate students at school.

ELSAN’s HR team won a trophy at the 2023 Digital HR Awards for their “modern method of managing unplanned staff absences” project, presented in the Efficiency category.

Opening of a perinatal day hospital at Polyclinique Méditerranée in Perpignan, notably to screen for postnatal depression.

Clinique de l’Orangerie in Strasbourg honoured with an award from the Grand-Est regional health authority for its new oncology pathway that includes one-to-one pharmaceutical consultations, which reduce the side effects from chemotherapy and improve adherence to treatment.

Organization of the **fifth national conference for ELSAN Medical Staff Committee Chairs**. Around one hundred doctors attended the meeting to discuss a range of shared issues.

Following in the footsteps of Clinique Esquirol Saint Hilaire, Clinique de l’Estrée adopted **an AI-based solution from startup Incepto for its A&E department**. The software helps doctors detect hard-to-see fractures by providing AI-driven assistance in reading trauma x-rays.

Opening by ELSAN Prévention of a **new check-up centre** for individuals and employees and an international vaccination centre at Clinique du Parc in Lyon.

Opening of a **pregnancy termination clinic** at **Santé Atlantique** in Saint-Herblain, near Nantes.

Polyclinique Franche-Comté in Besançon became one of the first European pilot sites to test the Maestro system (from Moon Surgical), which uses robotic arms to hold and position instruments to assist surgeons during laparoscopic procedures.

Publication of ELSAN’s manifesto: “Quality private healthcare for everyone”.

Challenges

ELSAN operates in a sector facing multiple challenges



France's public health policy and the organization of its healthcare system are closely supervised by the State, which plays a key role in defining both strategic priorities and the distribution of healthcare services. Regional health authorities are the main bodies tasked by the State with ensuring implementation of health-related policies at the regional level and particularly the balanced distribution of medical resources and healthcare access for everyone. They exercise this responsibility by delivering healthcare authorizations, as well as by providing additional funding.

In addition, all healthcare facilities must be evaluated by France's national health authority (HAS) on the quality and safety of the healthcare they provide.



Each year, the public authorities set base tariffs per procedure or episode of care, which represent 90% of our revenues. Around 80% of healthcare costs in France are covered by the national health insurance authority and the rest by private health insurance companies. Patients may be required to pay certain healthcare costs directly, such as co-payments, fixed patient contributions, health insurance excess or additional fees charged by private practitioners working at our facilities. The State also provides most of the funding for prevention, training and medical research, and for healthcare provided to people with very low incomes.



Recruiting and retaining highly skilled professionals has been one of the biggest challenges facing the healthcare sector in recent years. In France, the situation has led to a critical staff shortage, affecting close to 50,000 practitioners and medical personnel. This phenomenon is exacerbated by a worrying trend: many trained professionals are leaving their positions in hospitals or giving up their private practices, resulting in an even wider gap in healthcare access between urban and rural areas. At the same time, young people are less attracted to demanding jobs in healthcare, deepening an already complex crisis.





According to the findings of French post-carbon economy think tank The Shift Project, updated in early 2023, the healthcare sector's emissions total around 49 million tonnes of CO₂ equivalent. It is therefore imperative that we collectively take responsibility for reducing these emissions, of which half relate to the use of medications and medical devices. And yet, the sector's carbon footprint is not the only environmental issue. The use of limited resources like water, certain metals and certain molecules also represents a significant challenge to healthcare continuity and independence.



Increased use of technology in the healthcare sector is expected to speed up and improve medical diagnoses, strengthen our ability to search for and identify new treatments, and facilitate the provision of care without hospitalization (which monopolizes human and material resources), through remote consultations, for example, and healthcare at home services. Provided that inequalities in healthcare access are not exacerbated by the digital divide, technology also has the potential to curb the emergence of medical deserts. In addition, technology is changing the way care is provided and impacting the user experience for both patients and professionals.

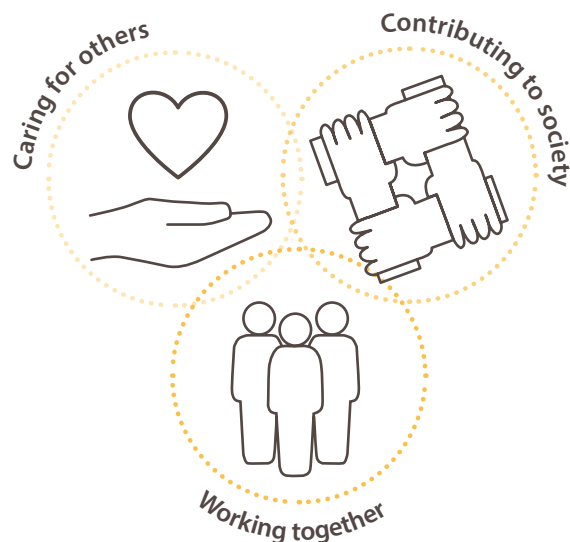


The World Health Organization (WHO) defines health as a state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity. Our modern lifestyles and the rapid changes in our environment are giving rise to new health-related challenges. The emergence of new diseases or new areas of geographic distribution, the repercussions of society's long-term neglect of environmental health, and the increasing prevalence of chronic pathologies are all having a profound impact on the healthcare system.

To help achieve the United Nations' 17 Sustainable Development Goals, and particularly Goal 3, "Ensure healthy lives and promote wellbeing for all at all ages", it is important to take all these challenges into account. This is the only way to ensure the sustainability and resilience of our healthcare system and its stakeholders, including ELSAN.

Corporate purpose

ELSAN draws strength from its values



Shared by everyone working in the organization, these values form the foundation of our collective commitment to society. They also underpin ELSAN's ambition to be a responsible public service provider, going beyond its role as a healthcare services operator to be a partner in the healthcare system.

This is the vision that inspired our corporate purpose: "Act responsibly and innovatively to provide healthcare everywhere". Our clearly defined mission for achieving this ambition is to provide innovative, high-quality healthcare with a human touch for everyone, everywhere.

Three key avenues underpin our corporate purpose:



A healthcare offering built around patient pathways

Over the past 20 years, we've developed a comprehensive care ecosystem for the benefit of patients. The initial network of medicine/surgery/obstetrics facilities has been rounded out with rehabilitation, dialysis, medical imaging and radiotherapy centres, as well as 'healthcare at home' services, so that we can provide a broad range of coordinated care services to the communities in our host regions.

Today, we've broadened our scope beyond the provision of care by offering other health-related services, including check-ups, primary care, and vaccination, prevention and screening services, both inside and outside our facilities.

2 Operational and particularly medical excellence

Our operations are conducted with the aim of positioning ELSAN as a benchmark in quality of care, in terms of both medical treatment and patient experience.

We know how important it is to combine the expertise of our nursing staff with that of the medical practitioners who work in our facilities. Recruitment and continuous professional development are therefore central to our strategy. We also promote medical excellence by providing state-of-the-art equipment, such as scanners, surgical robots and hybrid operating rooms.

In addition, we pay particular attention to continuously improving our organizational and operating efficiency to ensure more effective resilience. To this end, supporting our facilities and sharing our experiences are key components of our corporate culture. Many of our management teams set up professional or multidisciplinary networks and offer specific, onsite support to improve practices and procedures, whether medical or administrative (HR management, IT systems, medical record keeping, etc.).

3 Innovation for the benefit of staff and patients

Innovation is an integral part of ELSAN's identity and a key component in many of our projects.

The Innovation department monitors the emergence of new technologies and supports teams during the testing process to ensure alignment with their needs. Our partnerships with startups aim to support intrapreneurship and enable suitable solutions to be scaled up for use by all those involved in public health. They are never exclusive and the results are shared as widely as possible.

The creation of an ELSAN health data warehouse — a major Group-wide project — perfectly illustrates this aspect of our strategy, while also reflecting our commitment to putting technology to work for the benefit of patients.

Leveraging its position as a leader in the healthcare sector and its expertise in research and innovation, ELSAN has launched a health data warehouse project.

In 2023, we obtained authorization from French data protection authority CNIL to establish the first nationwide hospital-derived health data warehouse. We also signed a partnership agreement with Unicancer to contribute to their cancer data warehouse OncoDataHub.

As the winner of a call for proposals to support the creation of hospital-derived health data warehouses, ELSAN is backed by the France 2030 investment fund, operated by Bpifrance with the support of Health Data Hub.

ELSAN's health data warehouse will enable the secure, centralized storage of digital health data relating to the millions of patients treated across our nationwide network. It will also facilitate ambitious research and innovation projects in such areas as epidemiology, medical economics and quality of life. By consolidating cohorts and information on key public health issues like cancer, obesity and chronic liver disease, the data warehouse will contribute to the advancement of knowledge and the improvement of healthcare for everyone.

Governance

ELSAN's governance bodies ensure the application of strategic decisions across all our operations, as well as the transparency and effective cascading of information, regulatory compliance and the integration of stakeholder expectations.



Supervisory Board

Reviews the company's regulatory and financial position on a regular basis and holds quarterly meetings to discuss key issues brought up by the specialized committees and cross-cutting topics such as human resources and the digital transformation.

16 members, of which:

- 25% independent members, including the Board Chairman
- 12.5% women

+ 3 observers

7 specialized committee

Audit & Risks	Investments	New Business Model & CSR	Appointments & Compensation	Medical & Scientific	Regulatory	Results Review
3 meetings	6 meetings	2 meetings	2 meetings	3 meetings	8 meetings	10 meetings
Validates risk mapping process and verifies risk management reports, notably via internal audits.	Endorses CAPEX allocation and tracks progress of approved projects. Endorses external growth transactions.	Assists the Supervisory Board with strategy development.	Makes proposals to the Board about the compensation of its members and verifies the independence of certain members.	Issues opinions on the company's strategic priorities and on developments in medical practices and organizations.	Ensures preparation for and compliance with regulatory changes.	Monitors the company's financial results and issues proposals for improving performance.

Executive Management

Chief Executive Officer

Deputy Managing
Director, Finance

Managing Director,
Operations

Deputy Managing Director,
Strategy & Development



16 area directors (19% women)

84 hospital or operational directors (42% women)

Each facility also has its own management committee.

Executive Committee

(31% women)

- | | |
|--|-------------------------------------|
| > 4 members of Executive Management | > Director of Group Human resources |
| > 3 members of Operations Management | > Director of Legal Affairs |
| > Director of Strategy and Medical Relations | > Deputy Finance Director |
| > Chief Digital and information technology Officer | > Head of Transformation |
| > Communications Director | > Public Affairs Director |

For key cross-cutting and multidisciplinary issues, the Executive Committee is assisted in fulfilling our corporate purpose by various committees that focus on such areas as operations, IT, innovation, risk management and digital technology.

Risks

The Internal Audit & Risk Management department is in charge of identifying and regularly assessing the main risks to which ELSAN is exposed. It also assesses how these risks are taken into account and managed within the organization and its processes and establishes action plans for improving risk management. This assessment and monitoring process is designed to ensure the safety of patients and staff by protecting the company and its capacity to provide care. The process is carried out annually, with input from operational and support departments, and overseen by the Supervisory Board.

The main risks identified as having an ESG^[1] component are as follows, ranked by decreasing criticality:

Operational risks

Healthcare safety

The provision of healthcare is a complex process that requires administrative, medical and paramedical organization and the involvement of numerous participants. Non-compliance with regulations and best practices, organizational malfunctions and medical errors can all lead to serious adverse events. ELSAN's approach to managing this risk is based on compliance with HAS Certification requirements and periodic assessment of compliance with best practices, medication protocols and organizational and regulatory requirements. Support for the management of these risks is notably provided by the Quality department.

Building safety

Insufficient monitoring of compliance issues, particularly in the area of fire safety, inadequate levels of maintenance or insufficient funds invested in upgrading equipment or maintaining buildings could lead to service disruptions, including the prolonged closure of an entire facility. The measures taken by ELSAN to manage this risk include regular safety audits, the development of operation/maintenance and fire safety policies, annual investments in upgrading equipment, and insurance policies. Support for the management of these risks is notably provided by the Real Estate department.

Pandemics

The Covid-19 epidemic disrupted our organization, delayed the treatment of patients, weakened our finances and sapped our human resources. To manage this risk, ELSAN supports facilities in the regular updating of their emergency response plans and maintains dialogue with local authorities to ensure our effective contribution to healthcare during extreme situations.

Occupational health and safety

Healthcare staff are exposed to various health and safety risks, including physical hazards, biological agents, ionizing radiation, work-related stress and musculoskeletal disorders. ELSAN's approach to managing these risks is based on compliance with the legal obligations for assessing and preventing occupational health and safety risks. Support for the management of these risks is notably provided by the Human Resources department and outlined in the section of this report entitled "Be a responsible employer".

Cybersecurity

In the age of digitalization, healthcare facilities increasingly rely on software applications for a myriad of tasks. Software or IT infrastructure failure could lead to service disruptions or even directly impact patient health. Failure may be intrinsic to the digital tools or their deployment or be the result of a cyberattack. To manage this risk, ELSAN verifies the credentials of medical software companies and hosting providers (authorized to handle our health data), carries out cybersecurity audits and helps facilities prepare IT continuity plans. It also conducts cyber threat monitoring and implements prevention and management measures. The Digital & IT department supports facilities in the management of these risks.

^[1] Environmental, Social and Governance

Reputational risks

Medical ethics

Various risks arising from a lack of control could cause harm to people. Examples include doctors practising without qualifications or insurance, clinical trials being conducted without consent, treatment being given without justification, improper conduct towards patients or others, and the use of non-compliant products. To manage these risks, ELSAN has developed a code of ethics that sets out our commitments in this area and our expectations of stakeholders. An internal control system ensures an effective level of control over the qualifications and insurance coverage of the health professionals who work at our facilities. Risks relating to products and equipment are managed via the supplier approval and control procedures implemented by the Purchasing department. The risk of improper or inappropriate conduct is managed via information and awareness initiatives, backed up by a whistleblowing system. Our facilities also have access to a crisis management unit. The Legal Affairs and Internal Audit & Risk Management departments are tasked with supporting facilities in managing these risks.

Business ethics

Various risks arising from non-compliance with regulations could cause harm to the company, particularly in the case of bribery and corruption and non-compliance with data protection regulations (GDPR) resulting in a data breach. To manage these risks, ELSAN has developed a policy and action plan for preventing and combating bribery and corruption that includes risk mapping, training for people at risk, a whistleblowing system and a code of conduct integrated into its code of ethics. Several levels of operational and performance control also help minimize these risks. To protect the personal data for which ELSAN is responsible, we have taken steps to secure our digital infrastructure and developed a data management policy (with guidelines for data access, storage, etc.) and a network of data protection officers (DPOs) based at our facilities. The Legal Affairs and Internal Audit & Risk Management departments are responsible for supporting facilities in managing these risks.

Image of the healthcare sector

We play a central role in society and take care of people at their most vulnerable, so a crisis involving any operator in our sector can have an impact on the company. To manage this risk, ELSAN communicates with local authorities and partners and through various channels, including directly with patients and the public via social media. This report also gives us the opportunity to present our commitments and our efforts to be a responsible public service provider.

Labour disputes

ELSAN employs 28,000 people in more than 140 entities. The complexity of the organization and the disagreements that may arise create a risk of dispute with employees that could lead to work stoppages. ELSAN's approach to managing this risk is based on compliance with the legal obligations relating to social dialogue. Support for the management of this risk is provided by the Human Resources department and outlined in the section of this report entitled "Support teams through organizational change".

How we create value

OUR RESOURCES



HUMAN

- 28,000** employees
- 30** clinical research associates
- > 90** job categories
- 1** ELSAN University



PHYSICAL

- 102** medicine & surgery facilities including
 - 27** maternity units
- 42** rehabilitation units, of which **9** stand-alone
- 16** dialysis centres, of which **3** stand-alone
- 18** 'Healthcare at home' (HAD) units
- 60** medical imaging centres
 - (of which **7** specialized in nuclear medicine)
- 7** radiotherapy centres
- 11** medical, vaccination and vision centres
- > 1,100** operating theatres
- 81** MRI and CT scanners
- 23** surgical robots
- 17** particle accelerators **7** PET scanners and **8** gamma cameras



MEDICAL EXPERTISE

- 7,500** practitioners, including **850** practitioner researchers
- > 60** specialties covered



DIGITAL

- 2** applications (ADEL & Materniteam)
- 1** health data warehouse
- > 15** partner startups



FINANCIAL

- 3%** of revenue invested in medical projects
- 2%** invested in real estate projects
- 1%** invested in IT systems and digital projects
- 1** healthcare cooperation consortium for research

THE HEALTHCARE SERVICES WE OFFER

CONSULTATION & DIAGNOSIS

ACCIDENT & EMERGENCY

MEDICAL IMAGING

PRIMARY CARE

HOSPITALS

MEDICINE, SURGERY & OBSTETRICS

LONG-TERM CONDITIONS

REHABILITATION

REHABILITATION

HOME CARE

HEALTHCARE AT HOME (HAD)

Digital pathways to support patients and healthcare professionals



THE VALUE WE CREATE

PROVIDE INNOVATIVE...

> 350 clinical trials conducted across our network
> 2,350 papers published

... HIGH-QUALITY CARE...

97.3% of our facilities certified by France's national health authority as meeting the highest quality standards

MEDICINE, SURGERY & OBSTETRICS

981,000 surgical admissions, of which 71% for day surgery
994,000 medical and outpatient admissions,
of which 79% for outpatient care
> 48,000 obstetrics admissions
> 33,000 births

ACCIDENT & EMERGENCY AND UNSCHEDULED CARE

597,000 patients registered at our 29 accident & emergency departments
293,000 visits to our 19 unscheduled care units

REHABILITATION

Around 34,000 admissions

HEALTHCARE AT HOME (HAD)

406,000 patient days
> 11,000 patients

TREATMENT OF LONG-TERM CONDITIONS

379,000 dialysis centre sessions
1 in 12 palliative care patients treated in one of our 50 units
217,000 chemotherapy sessions
59,000 cancer surgery patients

MEDICAL IMAGING

> 2 million examinations carried out

PRIMARY CARE

> 120,000 consultations and vaccinations per year
1 national prevention programme for employers and their employees

... WITH A HUMAN TOUCH...

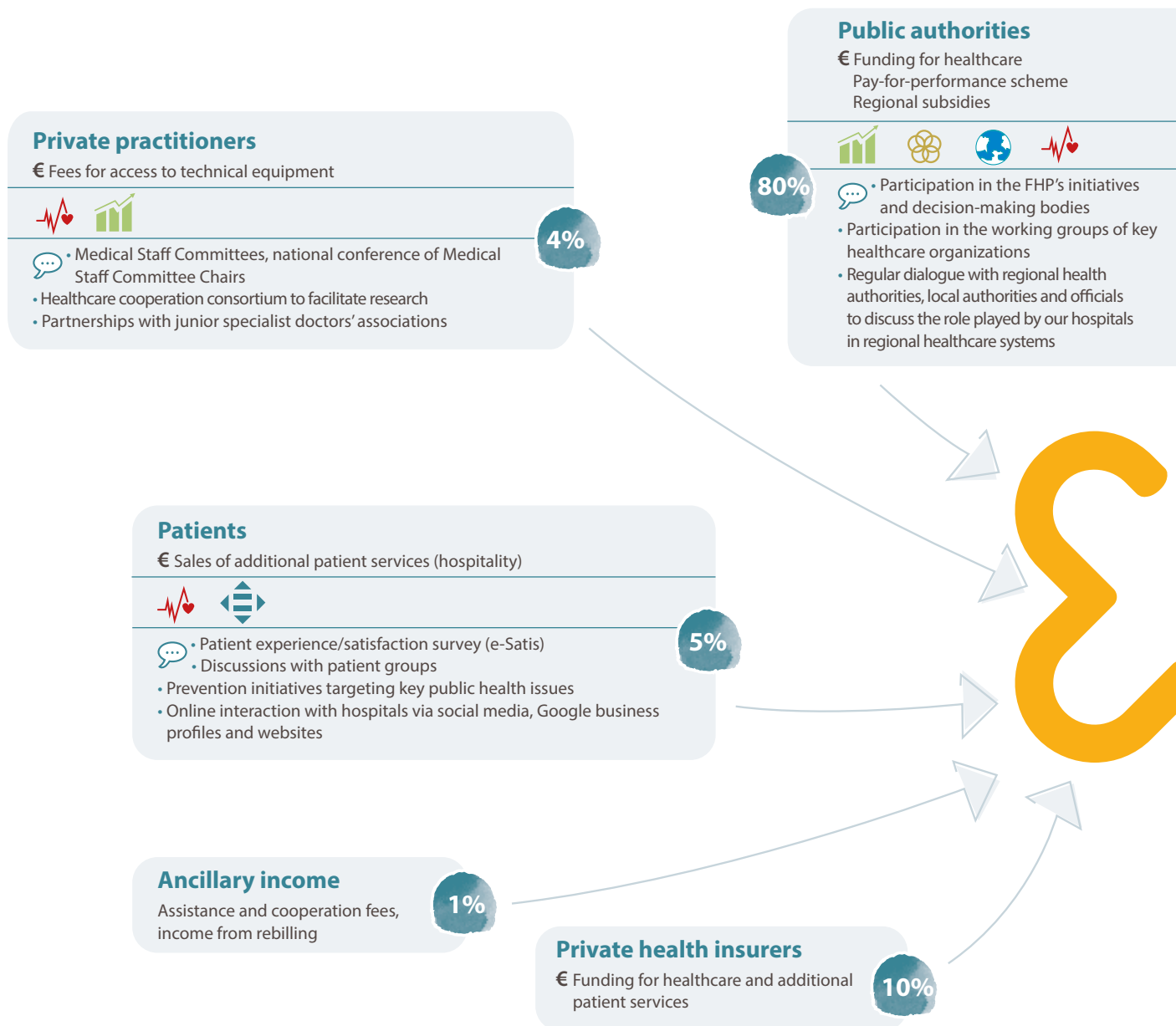
77.87% composite e-Satis score from our patients
41% employee engagement rate and 55% in the area of "conditions for the success" of our employees

... TO EVERYONE, EVERYWHERE.

2 out of 3 people in France live less than 40 km from an ELSAN facility

€3.1 billion in revenue 4.2 million patients

How we share value with stakeholders

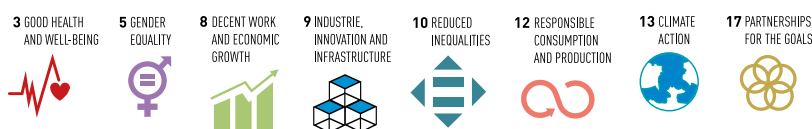


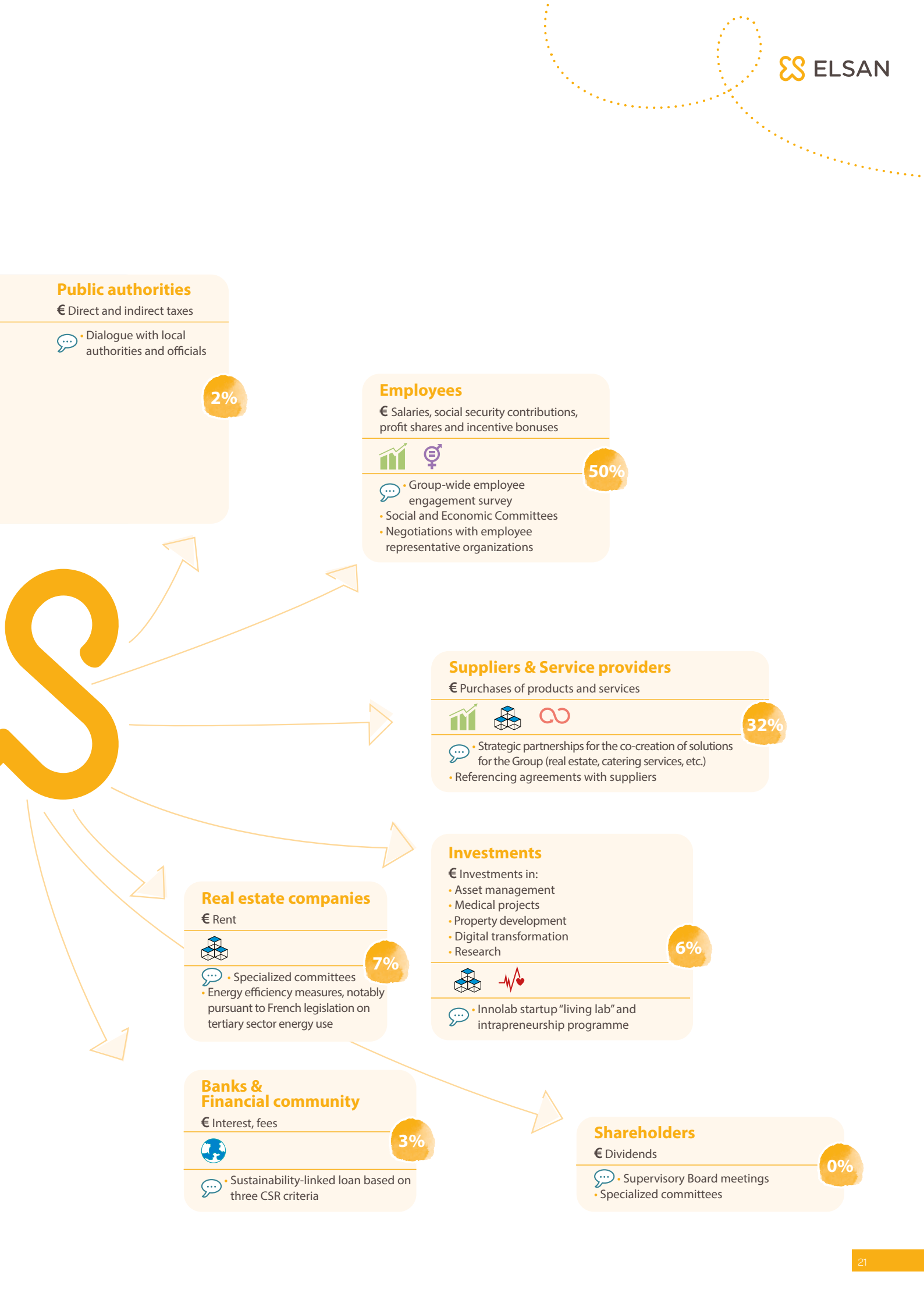
Key

- Financial flows towards ELSAN (as a % of revenue)
- Financial flows from ELSAN to its stakeholders (as a % of revenue)

ELSAN's stakeholder dialogue mechanisms

Contribution to the United Nations' Sustainable Development Goals





Public authorities

€ Direct and indirect taxes

- Dialogue with local authorities and officials

2%

Employees

€ Salaries, social security contributions, profit shares and incentive bonuses



50%

- Group-wide employee engagement survey
- Social and Economic Committees
- Negotiations with employee representative organizations

Suppliers & Service providers

€ Purchases of products and services



32%

- Strategic partnerships for the co-creation of solutions for the Group (real estate, catering services, etc.)
- Referencing agreements with suppliers

Investments

€ Investments in:

- Asset management
- Medical projects
- Property development
- Digital transformation
- Research

6%



- Innolab startup "living lab" and intrapreneurship programme

Real estate companies

€ Rent



7%

- Specialized committees
- Energy efficiency measures, notably pursuant to French legislation on tertiary sector energy use

Banks & Financial community

€ Interest, fees



3%

- Sustainability-linked loan based on three CSR criteria

Shareholders

€ Dividends



0%

- Supervisory Board meetings
- Specialized committees



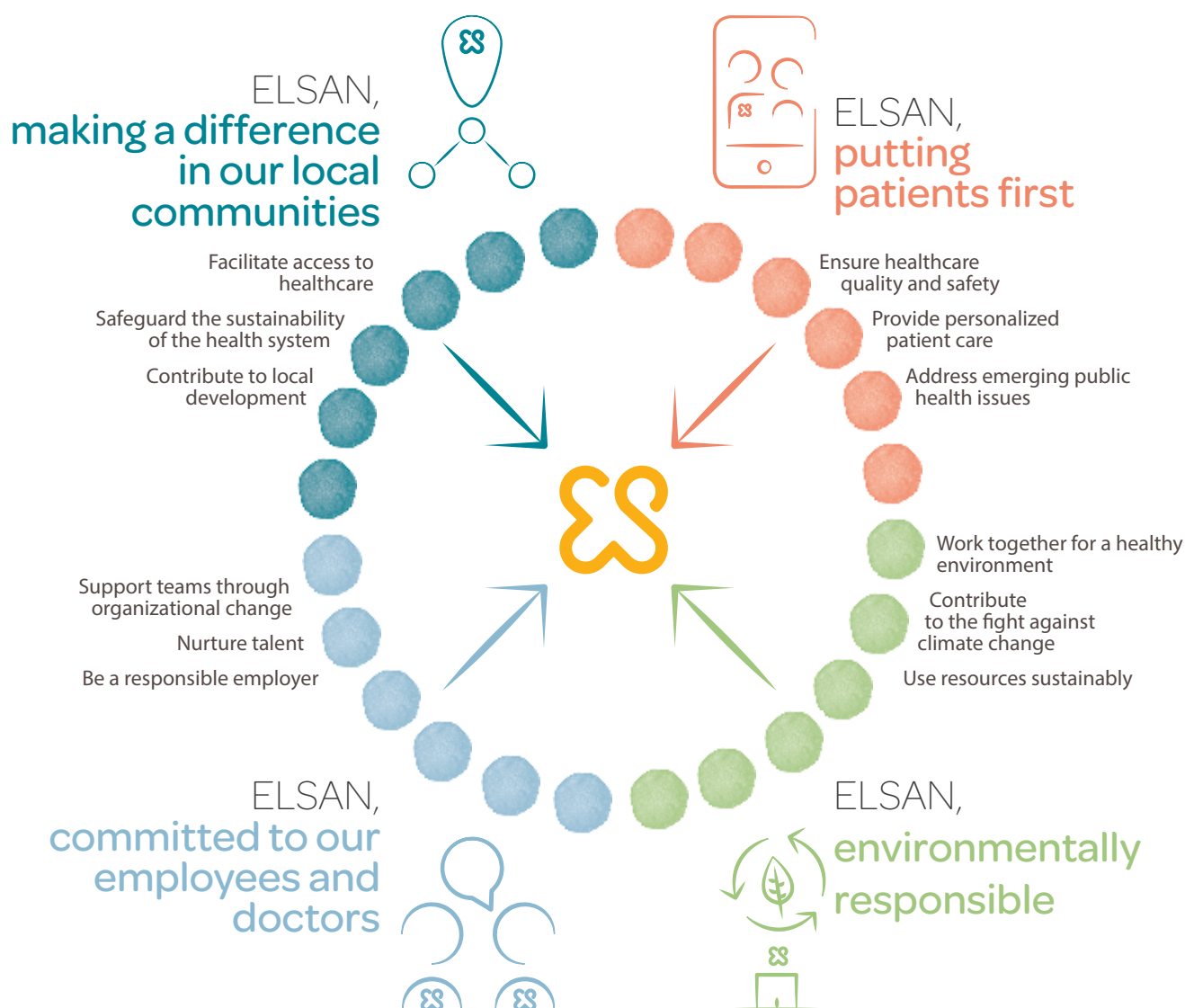
ELSAN,
committed to sustainable
healthcare



CSR strategy

ELSAN is committed to operating as a socially responsible healthcare provider and partner to public health services. Our contribution to society and our commitment to the UN's Sustainable Development Goals are inextricably linked to our strategic ambitions. To this end, our approach to corporate social responsibility (CSR) informs these ambitions, geared to providing innovative, high-quality and sustainable healthcare with a human touch for everyone, everywhere.

Our CSR approach is anchored in a close analysis of the social and environmental stakes involved in our activities. The resulting framework revolves around four pillars that underpin our 12 key commitments to the sustainability agenda set for the Group as a whole and for each of our facilities.



Our ambition is for ELSAN to become increasingly responsible and socially committed. We will achieve this through continuous improvement and ensuring buy-in to our CSR commitments across our organization.

Reporting to the Chief Executive Officer, the CSR department is responsible for ensuring that social and environmental considerations are built into all projects undertaken by the Group. The CSR team fosters awareness of ELSAN's sustainable development objectives among governance members and contributes to relevant committees and task forces.

The ELSAN network of 100+ CSR correspondents is tasked with encouraging everyone across the Group to take action to ensure we embrace these commitments and achieve our goals.

Their role is to:

- Foster heightened awareness on sustainable development issues among all internal and external stakeholders.
- Spearhead coordinated efforts in line with our CSR framework.
- Promote initiatives pursued by employees and practitioners to improve patient care and reach out to the local community.

53% of facilities have set up CSR committees (up 11 points versus 2022).

The CSR department instigates new initiatives and provides ongoing support for projects through dedicated tools, reviews and training actions.

“ I joined ELSAN in 2023 as Director of Clinique Saint-Omer. In this capacity, I'm responsible for coordinating cross-cutting CSR initiatives throughout the Hauts-de-France area.

From the outset, my aim has been to instil the same high level of commitment at all nine ELSAN clinics in the area through a common CSR policy and ready-to-deploy kit to support their actions. We encourage clinics to jointly reflect on how best to deploy measures, share their experiences and use an aggregated dashboard for tracking progress. The aim is to develop a system-wide approach to avoid focusing solely on ecological aspects, which tend to be rather technical. To get things underway — and most of all to get all staff onboard — we ran a survey in 2023 among all staff across Hauts-de-France to determine the CSR actions they thought should be prioritized for each of the four pillars in ELSAN's CSR framework. Drawing on the survey outcomes, more than 30% of our clinics have since begun to develop and launch action plans involving, and supported by the maximum number of people.

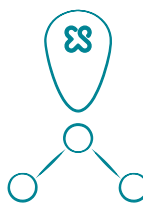
Personally, I've always believed in the importance of CSR. My experience as head of a sustainable development consulting firm I set up in 2007 to support organizations taught me how to convince them that environmental, social and economic considerations are intrinsically linked — rather than being opposing forces.

I believe my genuine interest in the subject will help win over others. ”

Jacques Schmitt,
Director of Clinique Saint-Omer and Hauts-de-France CSR Coordinator



ELSAN,



engaging closely with communities



Objectives

With facilities at the heart of all regions in France, we provide accessible, high-quality healthcare for everyone.

- Facilitate access to healthcare
- Safeguard the sustainability of the health system
- Contribute to local development



Policies and outcomes

Facilitate access to healthcare

ELSAN is present in 61 areas of France. Most of the Group's 210 healthcare centres and hospitals are located in large towns, close to the communities they serve. Two-thirds of people in France now live less than 40 km from an ELSAN facility. To improve access to healthcare, in addition to our specialized structures 60% of ELSAN facilities also offer "satellite consulting" services. Polyclinique Sainte Marguerite in Auxerre, for example, offers six kinds of satellite consulting in areas where there is a shortage of doctors so that people can access the care they need closer to home. The 7,500 practitioners who work at our facilities benefit from ongoing support to help them set up, develop their referral network and expand their reach, as part of a drive to strengthen cooperation between hospitals and community health professionals.

Ensuring access to primary care plays a big part in overcoming the shortage of non-specialist healthcare providers. We are working to develop both in-person and remote consultations provided by our four primary care centres, in partnership with the Livi online consultation platform.

We believe in-person care and telehealth serve as valuable complements to each other. We've therefore created a healthcare centre that blends in-person care with app-based healthcare and online solutions, allowing us to extend access to care for adults, children and expectant mothers in an area facing a chronic shortage of primary care providers. The Centre de santé ELSAN/Livi St (healthcare centre) eases the patient pathway by allowing people to quickly obtain an appointment with a family doctor at the centre Monday to Saturday, or speak to a doctor online 7 days a week, from 7 am to midnight, with or without a prior appointment. The centre operates as a facility charging fixed tariffs set by the social security system and can be designated as a patient's GP. If necessary, patients may be referred to specialist practitioners in the local area.

Centre de santé ELSAN/Livi, St Denis

These phygital forms of healthcare — mixing the virtual and the physical — sit at the heart of our digital policy. We are developing a range of digital solutions to make it easier for everyone to manage appointments, obtain pre- and post-information and benefit from telemedicine services, including remote monitoring.

The Doctolib online medical portal is now used by 68% of our practitioners (up 6 points), with almost 9% of them offering remote consultations. More than 106,000 remote consultations were carried out in 2023. In addition, 36% of ELSAN facilities provide remote monitoring services, 11% remote assessments and 7% remote radiology services.

Our facilities are open to all patients and we strive to remove any barriers to accessing healthcare. As part of this commitment, 45% of the practitioners who work at our hospitals apply base tariffs set by the national health insurance authority and 77% of our facilities offer the additional support of social workers. Clinique de l'Estrée in Stains embodies this approach by helping people who have no social security coverage to make their first application.

Around 50 of our facilities have accident & emergency departments or unscheduled care units with extended opening hours. A large number of sites have also responded to a request from the authorities to provide fast-track pathways, especially for the elderly.

Furthermore, 75% of our facilities address language barriers by listing staff who speak languages other than French and by using communication aids such as MédiPicto (a pictogram-based tool) for HAD France and TraLELHo (an online medical translation app) at Hôpital Privé du Grand Narbonne. 11% of our facilities now implement specific procedures for patients with disabilities (up 9 points).

In addition to overcoming the shortage of practitioners and removing barriers to healthcare, ELSAN's international patients office continues to coordinate pathways for people from abroad who choose to benefit from our expertise. In 2023, more than 1,500 international patients received treatment at our hospitals.

Lastly, ELSAN publishes verified information on its website covering a range of disorders and surgical procedures in order to offset healthcare misinformation, which can lead people to delay seeking medical advice.

Safeguard the sustainability of the health system

Private facilities account for a significant share of French hospitals, constituting an essential component in healthcare coverage and provision. ELSAN's operational organization is based on 17 health areas, allowing us to develop regional synergies and offer a diversified range of healthcare services closely attuned to local needs. Our Operations and Legal departments continuously support facilities in obtaining authorization from their regional health authority to implement care pathways. In conjunction with their practitioners, each facility establishes its own long-term medical project geared to the region's strategic priorities.

Cooperation with other healthcare stakeholders in the region is a crucial part of this approach. We currently have 2,000-plus agreements in place with other healthcare and social-medical service providers. Just over half of these are with general care-rehabilitation services, while care homes account for one-third (up 9 points), healthcare at home services 6% and mobile palliative care teams 3%.



During the Covid pandemic, the clinic signed a support agreement enabling practitioners at the Poissy general hospital to use our facilities and equipment, mainly for performing endoscopies. Initially scheduled to end in 2022, the agreement was renewed to help relieve the ongoing pressure on the Poissy hospital's operating theatres. As a result, public-sector practitioners can continue to make use of our infrastructure. This is a good illustration of regional cooperation and interaction with direct benefits for patients.

Clinique Saint-Louis, Poissy

Many of our hospitals contribute to local task forces set up to manage staffing issues. Among them, Clinique Rhône Durance in Avignon and Clinique Bonnefon in Alès, along with our HAD Cap Domicile (home care service unit) in La Seyne-sur-Mer which lends a helping hand to local care homes during seasonal epidemics.

Our facilities form an integral part of France's healthcare ecosystem. 72% systematically share documents via the Mon Espace Santé platform (up 25 points); 61% work closely with Regional Healthcare Provider Communities — CPTS — (up 6 points); and 54% liaise with mother & child welfare services, mental healthcare services, oncology units, etc. and with local privately practising healthcare professionals. Polyclinique Paul Picquet in Sens, for example, is represented on the board of the North Yonne CPTS. And the director of Les Cèdres Medical and Surgical Centre in Brive is a member of the South Corrèze CPTS. She is currently overseeing plans for a joint remote assessment project with the Medical Staff Committee of the CPTS for the North Lot area.

In addition, we are engaged in healthcare cooperation consortiums (CGS), pooling our resources with public providers to address specific needs.

Our facilities also serve as a forum for bringing together healthcare professionals, with over half hosting evening meetings — a third of which are open to the public.

As a major private player in the healthcare sector and a recipient of public funding, we are highly attentive to achieving medical and economic efficiency. Specialized teams and networks support our facilities in meeting this goal. Health information is a crucial aspect, allowing us to comply with activity based funding (ABF) methods and compile accurate analysis data. Our staff benefit from continuous support and training in activity coding and several ELSAN facilities contribute to the national cost survey (an ongoing survey of a panel of public and private hospitals aimed at calculating the full cost of a hospital stay).

Contribute to local development

ELSAN facilities play an essential role in their local communities. As employers, they contribute directly to the economic prosperity of the regions where they operate.

While we source a lot of medical devices from global suppliers, most minor repairs and other services are commissioned to local agencies and firms. 86% of our facilities work with local firms and tradespeople; 59% call on the “supported employment” sector (people with disabilities); and 27% work with organizations that support other disadvantaged groups.

ELSAN is also actively involved in training future generations of healthcare professionals. 84% of our facilities are partners to healthcare training providers (nursing and nursing assistant training schools, midwifery training schools, universities), and a number of ELSAN employees also contribute to course content and delivery. Some 7,250 interns and 226 apprentices were hosted at our facilities in 2023.

Two-thirds of our hospitals (90+ in 2023) hold open days and share employee testimonial videos to inspire young people to take up careers in the health sector.

The Pôle Santé Sud healthcare complex participated in an operation dubbed “My clinic is fantastic”, inviting students from four high schools to learn about the variety of careers available. We welcomed more than 300 students — and hopefully inspired a few vocations! Our facility also takes part in the annual Le Mans city fair. Our local engagement extends beyond high-quality healthcare provision. For example, we’re also a key partner to the city’s Espal theatre, hosting a monthly arts exhibition featuring a different artist each time.

Pôle Santé Sud, Le Mans

ELSAN facilities are actively invested in their local communities. 52% support one or more social, cultural, citizen or sports initiatives, involving over 200 events in 2023, of which more than two-thirds were held in partnership with a local non-profit organization. These include Clinique Saint Joseph de Supervaltech, which held a Christmas market open to local people during which it collected donations to give to those in need, and Hôpitaux Privés du Hainaut, whose quality of work life (QWL) committee collects donations of clothes and toys for local charities.



ELSAN,

putting patients first



Objectives

With a constant focus on quality, we develop innovative solutions to personalize patient care and provide seamless and coordinated care pathways.

- Ensure healthcare quality and safety
- Provide personalized patient care
- Address emerging public health issues



Policies and outcomes

Ensure healthcare quality and safety

Our continuous improvement policy to ensure healthcare quality and safety is fully aligned with the recommendations of France's national health authority (HAS). ELSAN's Quality teams support our facilities in their continuous improvement initiatives through a network of dedicated quality and risk management experts. We offer trainings for everyone involved in these initiatives — facility directors, department managers, nurses, treatment-related risk management coordinators, pharmacists and operating theatre managers — aimed at strengthening awareness of the challenges involved and best practices in healthcare quality management. Internal audits are also conducted to assess practices.

The HAS carries out regular inspections covering more than 500 aspects and publishes its finding at each site and on the Scope Santé website.

More than 1,150 feedback meetings were held last year following the analysis of adverse incidents, while 574 tracer patients enabled us to assess organizational quality. More and more facilities are designating specialist advisers from among staff in areas such as wounds and healing, hygiene, bariatric surgery, oncology, stomatherapy, identity management, specific operating theatre equipment (for each speciality), along with hospital service worker coordinators, whose role is to ensure effective adoption of best practices. Additionally, 18 ELSAN hospitals held patient feedback meetings in a spirit of openness and democracy.

As a result of all these efforts, 98% of our facilities are certified as meeting the “proven” or “high quality” standards of France's national health authority (HAS).

In 2023, several measures implemented thanks to cooperation among our eight facilities in the region received accolades. The “Notable Event Reporting Form” process won the Jury's Choice award from the Hauts-de-France regional health authority. The process promotes “bright ideas” submitted by staff and spotlights the commitment of our teams through their simple yet highly effective and innovative ideas for continuously improving quality. We were also pleased to be among the first recipients of the Patient Experience Awards held by the French Patient Experience Institute. Furthermore, we held some 10 patient feedback meetings attended by around 50 patients who were given the opportunity to express their opinions on the care received in a variety of areas: cardiology, maternity, rehabilitation, obesity, orthopaedic surgery and dialysis. Our focus is on fostering a positive quality culture.

Hôpitaux Privés du Hainaut

To allow us to deliver care and services under optimal conditions, ELSAN's Real Estate department and network of technicians oversee regular maintenance of equipment and infrastructure. Safety committee inspections are also conducted on a regular basis.

Provide personalized patient care

Providing accessible, integrated and personalized care for everyone, in line with patient expectations for simplified and coordinated care pathways, ensures that medical excellence remains at the heart of everything we do.

Our Medical Development department helps facilities structure their care pathways (maternity, oncology, preparation for complex surgery, etc.). Where necessary, the team helps train and lead care pathway coordinator networks. This dynamic input from our medical and nursing teams means that our hospitals today offer pathways for a broad range of conditions and procedures.

In 2023, the focus was on improving support for cancer patients and trialling remote monitoring for patients undergoing chemotherapy treatments; developing a pathway for women suffering from endometriosis; building a chronic pain care pathway; improving follow-up for cardio-vascular patients; and developing methods for early diagnosis of postpartum depression to provide appropriate care for women at risk.

Formally establishing these pathways also enables us to propose day-patient assessments combining several consultations on the same day, making things considerably easier for patients. In 2023, more than 112,000 multiple planned day-patient consultations were performed, up 49% on last year.

In light of the growing number of people suffering from sleep disorders, alongside the polysomnography (sleep study) service already available we've developed a range of personalized services provided by specialists: a dietician, a psychologist trained in cognitive and behavioural therapies (CBT), an addiction therapist, a pharmacist and an adapted physical activity instructor, under the coordination of a somnologist. In 2023, 23 facilities developed and successfully rolled out this sleep disorder outpatient service.

As part of our digital strategy, we are supporting the rollout of these care pathways with two applications:

- The ADEL patient assistant, which helps patients prepare for a stay, obtain information about the hospital and benefit from pre- and post-operative monitoring. ADEL simplifies the administrative process by offering various procedures online, such as specialist appointment scheduling, individual room bookings and secure invoice payment. The app is now used at 70 ELSAN facilities and has been downloaded more than 280,000 times since it launched.
- The Materniteam application, which provides support and advice for expectant mothers and information about the hospital and its care teams, and also offers a single point of contact with specialist advisers and partnerships. The app currently counts around 11,600 active users per month.



In addition to our healthcare at home services, we are particularly attentive to the care patients receive after discharge. Our ELSAN Dom home-based healthcare service has forged partnerships with other providers aimed at coordinating, simplifying and optimizing the medical procedures, equipment and support services provided for patients once back home. The service provided home care for 45,000 patients in 2023. In addition, 49% of our facilities offer the PRADO post-discharge programme developed specifically to improve follow-up care.

Improving patient wellbeing is another key concern and 85% of our facilities now offer complementary therapies such as psychological support (72%), nutritional support (71%) and sophrology (36%).

Over half of our facilities offer at least one activity to enhance patient wellbeing (music, books, films, board/card games, virtual reality headsets, etc.) together with a variety of initiatives to alleviate pre-surgery anxiety, such as encouraging patients to walk to the operating theatre (84% of clinics) and ride-on electric cars for children heading to theatre (46%).

Additionally, as part of our commitment to improving patient satisfaction, our hospitality policy offers a range of services on a par with the experiences available to hotel guests, such as complementary therapies and wellbeing treatments.

The findings of the annual e-Satis survey, which measures patients' satisfaction with their hospital experience, inform our continuous improvement strategy. In addition, all of our facilities use an artificial intelligence-powered app from Better World to analyse the 200,000 or so comments we gather from patients annually through a nationwide survey. Our score in the latest e-Satis survey for the Group as a whole was 77.84%, up 2.08 points over five years. Combined, the findings of the survey and the Better World analysis show continuous improvement in patient satisfaction.

For us, personalized patient care extends beyond the medical services we provide. At the end of 2023, we opened two new patient facilities:

- **La Maison des Usagers, a space for patients and their families or carers to obtain additional information and support from associations that partner the hospital.**
- **Hôtel de Moyenne Garonne, a temporary accommodation-only service for patients undergoing treatment over several days.**

Clinique Esquirol Saint Hilaire

Address emerging public health issues

Preventive healthcare sits at the heart of ELSAN's vision, so naturally our facilities have long made an active contribution to public health policies in the communities they serve. This is reflected in our proactive strategy to promote screening, encourage people to adopt healthier lifestyles and implement appropriate responses. As part of this strategy, we connect with people at their point of need, whether in the workplace via ELSAN Prévention Entreprises, which reached out to more than 5,000 employees (through an agreement with their employers) in 2023, or in their communities through HosCARE'TOUR, a mobile preventive healthcare initiative launched by ELSAN in the north of France. In addition, some 1,300 public health awareness days were held in 2023, including 500 offsite, and around 280 were hosted in partnership with local non-profits. ELSAN is also a major player in national vaccination campaigns, with seven vaccination centres, including three international centres and four mobile teams.

Across Nouvelle-Aquitaine, but also in the Hauts-de-France region in liaison with colleagues there, we took part in the national human papillomavirus (HPV) vaccination campaign for teenagers. Together with four coordination teams from four ELSAN hospitals (Polyclinique in Poitiers, CMC Les Cèdres in Brive-la-Gaillarde, Clinique Pasteur in Bergerac and Clinique Saint-Omer in Blendecques), we vaccinated 1,884 students from 75 middle schools — a 23% vaccination rate.

This preventive health culture is also embedded in our care pathways. Our ADEL app, for example, includes a function that enables users to create a personalized health plan that matches their unique health needs, with reminders about recommended preventive measures, self-screening tests (vision, weight, incontinence, etc.) and the option of making appointments online.

Patients with chronic illnesses can get support through our therapeutic patient education (TPE) programme, which offers 108 different workshops. More than 10,000 patients benefitted from these services in 2023. And as a foremost healthcare provider, we closely track therapeutic developments as well as organizational initiatives to ensure that our patients get the best medical care there is.

We provide proactive and comprehensive support for practitioners who wish to undertake research, from project ideation to publication of their findings. We issue four calls for internal proposals every year. Projects are selected by a scientific advisory council composed of practitioner-researchers, nursing staff, patient/carer representatives and people from outside the Group to ensure that clinical research is truly patient-centric. Teams on selected projects benefit from support with methodology, medical writing, data management and statistical analysis. Our Research department oversees a network of more than 60 clinical research assistants and coordinators, half of whom are not employed by ELSAN. The network is responsible for ensuring that studies remain methodologically and scientifically robust and of high quality.

Since 2019, the findings of more than 350 clinical trials, along with 2,369 articles, have been published in leading recognized reviews^[2] by ELSAN's 850 practitioner-researchers.

Combined, these policies ensure that we contribute to the sustainability of medical resources, while fostering innovation and continuous improvement in patient care.

^[2] Reviews ranked A, B or C by the Sigaps bibliometric tool



ELSAN,

providing environmentally
responsible healthcare



Objectives

We are committed to limiting our impact on the environment through the most responsible healthcare, purchasing and consumption processes possible.

- Work together for a healthy environment
- Contribute to the fight against climate change
- Use resources sustainably



Policies and outcomes

Work together for a healthy environment

Reflecting the UN's One Health initiative aimed at promoting a unified, integrated approach to healthcare, we are keenly aware that our environment can have both positive and negative impacts on public health. We therefore strive to limit the environmental impact of our activities by curbing emissions, encouraging best environmental health practices and preserving biodiversity.

We implement a raft of measures to achieve these goals. For example, 68% of our facilities are equipped with dilution control units for cleaning products, 59% use disinfectant-impregnated (reusable) cleaning materials (up 15 points) and 42% have adopted steam disinfection system (up 10 points). Furthermore, 28% have stopped using biocide floor cleaning products. As well as reducing the exposure of patients and staff to harmful chemical substances, these actions improve air quality and help prevent the development of resistant pathogens.

Around 40 staff across France have been trained in environmental health issues. Half of them work in our maternity units, which demonstrate a particularly strong commitment, since 90% use eco-certified hygiene products and 46% offer environmental awareness sessions for parents-to-be (70 sessions in 2023).

Last year we obtained THQSE very-high-quality healthcare, social and environmental performance certification. We worked hard to achieve this stamp of approval following a call for proposals, and thanks to funding by our regional health authority. This sector-specific certification is recognition of our overall commitment to CSR, since it is based on an assessment of our response to sustainable development objectives, which is embedded in our governance, purchasing policy, practices and relationships with our stakeholders.

Our approach to environmental health implemented for several years now at our maternity unit received particular praise. This project has allowed us to strengthen our organization and raise the profile of our CSR committee and coordinators based in each hospital department.

Polyclinique Majorelle

Over half of our sites are pursuing at least one initiative to promote the preservation of biodiversity by, for example, minimizing light pollution, planting local species of flowers and shrubs, and delaying grass cutting. To help create pleasant natural surroundings for staff, patients and visitors, 58% of facilities have curbed the use of biocides in their gardens, 11% have planted green rooftops and terraces, and 3% have created therapeutic gardens.

Contribute to the fight against climate change

Everyone is impacted by climate change, which means everyone has their role to play. We track our greenhouse gas emissions annually to assess the impact of our activities, measure our progress in this area and identify levers to step up our efforts.

In 2023, our direct GHG emissions amounted to 54,200 tonnes of CO₂ equivalent (tCO₂eq), most of which came from energy consumption. Thanks to energy saving measures and more efficient execution of activities, the Group cut electricity consumption by 5% and gas consumption by 7% in 2023, lowering total consumption to 386 GWh.

All our facilities have now implemented energy savings measures, such as insulating hot water systems, ceilings and floors, installing LED lighting and/or motion detectors and putting heating and ventilation systems on the lowest settings when operating theatre are not in use (41%). To support these efforts, 71% of sites conduct employee awareness initiatives on issues.

Whenever possible, we also connect our facilities to district heating and cooling networks, which tend to have a lower carbon footprint. Two more sites transitioned to this production method in 2023, taking the number of ELSAN facilities using district networks to 20. What is more, they can also allow other local firms and public buildings nearby to benefit from the service.

Anaesthetic gases and other medical fluids account for a share of our carbon emissions. Over the last three years, we have reduced the amount of nitrous oxide used in operating theatres by 30% thanks to our “Green Blocs” (Green Theatre) project aimed at limiting the environmental impact of surgical procedures, combined with determined efforts to adopt best anaesthetic procedures as recommended by scientific experts from the French Society of Anaesthesia, Critical Care and Perioperative Medicine. In 2023, several hospitals such as Clinique du Pont de Chaume and Polyclinique de Franche-Comté, stopped using nitrous oxide pipelines altogether.

However, reflecting the findings of French think tank The Shift Project, most of our GHG emissions come from staff commuting, patient journeys to and from our sites (10%) and product purchases (60%). Total emissions from our value chain are estimated at 516,031 tCO₂eq. So, to curb our CHG emissions, the CSR department supports sites in the rollout of green transport schemes and employee agreements (26% of all Group facilities). Measures include home-working for accounting staff (48%) and secure bicycle storage sheds to encourage people to cycle to work (40%). Some facilities, like Hôpital Privé du Grand Narbonne, have launched car-pooling schemes. Following the recommendation by France’s social security system to encourage shared patient transfers, several sites have since adopted this measure for patients with chronic disorders.

Another key area of focus is reducing waste. This means developing the circular economy and the eco-design of treatments and care pathways in close cooperation with experts in each community of professionals. Since this aspect extends beyond the scope of our facilities, the CSR department works in conjunction with the Purchasing and Hospitality departments, as well as with suppliers, to closely evaluate this indirect carbon footprint and encourage them to step up their eco-design practices.



As part of the Green Blocs project pursued in partnership with our supplier Medtronic, we've evaluated two of our care protocols: prostatectomy and aortic valve replacement. Referring to medical device traceability information, we compared the use of gauzes, sterile gloves, surgical sutures and clips by different operating teams. This educational approach helped teams take a more critical look at their practices, and subsequently discuss and share areas for improvement. Our in-house recycling unit has taken this initiative one step further by recovering sterile materials that have been unpackaged but remain unused. Employees can collect them to use for DIY or gardening. As well as giving products a second life, the initiative helps raise staff awareness about cutting down on waste.

Clinique Saint Augustin

Use resources sustainably

Our activities are resource-intensive. Therefore, prior to eco-designing treatments and care pathways, it is crucial we ensure a number of fundamental practices are implemented. To this end, we introduced a robust waste management policy several years ago, which has enabled us to reduce the volume of waste we produce by 2% despite an increase in patient numbers. The breakdown of the 23,800 tonnes of waste produced in 2023 is as follows:

- 3,400 tonnes of clinical waste (23%)
- 16,300 tonnes of domestic (non-hazardous) waste — up slightly due to improved sorting of clinical waste
- nearly 4,000 tonnes of waste recycled (cardboard, packaging, paper, glass, wood, biowaste and other waste streams) — up by almost 5%, demonstrating the importance of efficient sorting
- 98% of sites sort cardboard (up 1 point)
- 68% of sites sort packaging (up 1 point)
- 62% of sites sort biowaste (up 14 points)
- 61% of sites sort paper

Following an analysis of waste at our two facilities, we decided to step up our efforts in 2023. In partnership with Take a Waste, we set up new recycling streams. At Clinique Saint Pierre in Pontarlier, for example, we chose to support a nearby farm. Biowaste from our kitchen is meticulously sorted to remove all bones, packaging, etc. and then processed in a biomethane plant, enabling the farm to produce renewable electricity. At Clinique Saint Vincent in Besançon, we sort all packaging — right through to the operating theatres — and provide awareness training for staff. Thanks to the combined efforts of our two sites, we've prevented almost 17 tonnes of waste from being incinerated.

Clinique Saint Vincent and Clinique Saint Pierre

87% of our sites are tackling waste at source by using washable surgical gowns (52%), reducing single-use items (37%), eliminating bottled water, etc.

Hospitals and healthcare facilities often use a lot of water and come under pressure in areas facing water shortages. Following an audit of procedures and equipment requiring large volumes of water, we reduced total water consumption by 1.4 billion cubic metres in 2023. Around one-third of our facilities have installed closed-loop water systems for sterilization purposes and 86% implement water conservation measures, including flow regulators and sensor taps, together with awareness campaigns.

A lot of the IT and biomedical devices we use contain precious and hazardous metals. Today, 37% of our facilities recycle their IT hardware and 56% have developed a recycling stream for certain medical devices containing metals. In 2023 the Digital and IT department signed a listing agreement with suppliers for refurbished hardware. Furthermore, the 17,000 or so computers used across the Group are now systematically repaired rather than replaced, which generally only occurs every seven years.

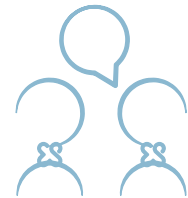
Our partnership with CodeoGroupe has allowed us to:

- Purchase more than 1,300 refurbished parts through its subsidiary Remobe, amounting to an estimated 216 tCO₂e avoided, 63 tonnes of raw materials not mined and processed, and more than 8,000 cubic metres of water saved.
- Offer a second lease on life for 132 equipment items we no longer used and to purchase around ten used biomedical devices.



ELSAN,

supporting our staff
and doctors



Objectives

ELSAN's dynamic workforce planning and skills management policy is aimed at easing onboarding and providing an attractive and high-quality work environment for all.

- Support teams through organizational change
- Nurture talent
- Be a responsible employer



Policies and outcomes

Support teams through organizational change

Against a backdrop of skills shortages in several key job departments, our facilities are required to constantly adapt to changing practices and procedures with the staff available. The agility required to do this poses a real challenge for employees and managers alike. We remain nonetheless committed to offering stable and positive working conditions for our 28,000-strong workforce, 89% of whom were on permanent contracts, 16% were new hires and 8% were management level in 2023. The Group's staff sickness absence rate dropped last year by 0.6 points to 8.9%.

To ensure optimal work organization, 86% of our facilities involve staff in work schedules, 93% endeavour to give employees two weeks' notice of their schedules and provide clear guidelines on booking annual leave, time off in lieu and shift cover (up 6 points). In addition, 69% offer structured onboarding programmes. And, since good internal communications ensures clarity for everyone on a day-to-day basis, 90% of our facilities share information via magazines, newsletters and posters.

ELSAN's corporate HR department provides local HR teams with operational, digital and legal tools to support them in their tasks, and oversees HR networks. In 2023, the Group was among the top prize-winners of the Digital HR Awards for its staff work schedule and shift cover organization.

To support teams in their roles, we promote constructive social dialogue. All facilities that are legally required to have an economic and social committee hold regular statutory meetings. All those required to conduct annual mandatory consultations did so in 2023, with only six of them unable to reach an agreement with staff representatives due to the challenging economic situation. Ten facilities undertook to conduct a consultation on a voluntary basis, resulting in a pay increase agreement negotiated directly with staff representatives. This was the case, for example, of Clinique Montier la Celle. Among the profit-sharing agreements negotiated in 2023, 80% included at least one CSR criterion (domestic waste management, electricity consumption, consumables, eliminating bottled water, etc.).

Keen to foster positive employee relations, many of our hospitals organize more relaxed, informal discussions. Other kinds of initiatives are also taking shape, like at Polyclinique Jean Villar, which offers regular meet-ups between staff and members of the hospital's management committee.

Underpinning all these efforts, our corporate CSR Group contributes proactively to social dialogue between ELSAN management and employee representatives.

In addition to formal negotiating bodies, the ProximELSAN initiative is deployed at 423 hospital departments to allow employees have a say in how to resolve everyday irritants, tackle safety concerns and work together to improve the patient experience.

We've launched a back-up childcare solution for 6 to 12 year-olds on a trial basis to help staff cope when schools are closed due to strike action. As well as providing peace of mind for working parents, this solution means we need fewer staff for shift cover. What's more, the hospital-based childcare assistant employed for this purpose is redeployed on other days to help out with patient wellbeing activities like board games, cooking classes, painting, etc.

Hôpital Privé du Grand Narbonne

Nurture talent

ELSAN is firmly committed to recruiting the best talent and helping them grow and develop in their role. The Group supports hospitals in their recruitment efforts by publishing job openings, especially in categories where skills are in short supply. ELSAN facilities take part in job forums and job dating events. And some reach out to potential new talent in more innovative ways, like our hospitals in the Pyrénées-Orientales region which send a team of recruiters to the annual Les Déferlantes musical festival. Our #NousELSAN [WeareELSAN] ambassadors programme on social media is another effective way of sharing first-hand employee experiences about the wealth of careers available, encouraging people to join us. Ongoing skills development remains a top priority, with 451,000 hours of training delivered to 34,000 trainees at our facilities in 2023.

Our own in-house learning provider ELSAN University offers training programmes for ELSAN staff along with a catalogue of courses for external trainees. By pooling resources, ELSAN University enables each hospital to invest in training, build internal professional networks and ensure that individual career paths fit with the Group's strategic priorities. As well as helping staff build on their job-specific skillsets, ELSAN University offers the opportunity to acquire cross-functional skills in areas such as team management, corruption prevention and detection, climate change, among others. In 2023, the Manager by ELSAN programme allowed almost 200 department managers build on their managerial skills.

This dynamic training effort allows us to offer a wide range of internal mobility opportunities for staff to lead varied careers by retraining or entering new job fields. Examples include orderlies retraining as nursing assistants and registered nurses becoming operating theatre nurses or advanced practice nurses. Some 50 employees currently retraining to become registered nurses have had their salaries maintained during the three-year course, ensuring optimal conditions for their career change.

One of our employees who started out as a porter took training in electricity, biomedical equipment and radioprotection. Today, he holds a key role in our maintenance department, repairing and servicing medical equipment and thus contributing to the overall safety and smooth operation of the hospital's facilities.

Clinique du Parc, Lyon

Win-win partnerships with our doctors

The high level of healthcare we provide is the result of close collaboration between our employees and the privately practising doctors who work at our facilities. Our medical staff is composed of 7,500 practitioners in 30 specialist fields. It is a dynamic community with a staff turnover of around 7%.

In 2023 ELSAN practitioners attended 20 medical congresses in France and elsewhere in Europe, engaging with fellow doctors from a wide range of specialist fields, sharing innovative projects developed by our hospitals and helping to raise our profile. Of the 366 practitioners who joined ELSAN last year 40% are women, almost half are under 40 and 15% are on salaried contracts. The partnerships we have forged with national associations of young specialist doctors is another aspect of the Group's dynamic approach to its practitioners. Welcome days and engaging onboarding programmes also help ensure new arrivals quickly settle into their role. In addition, the Group provides financial and logistical support for continuous professional development events organized by established practitioners at our hospitals. As the medical profession continues to evolve, we are also committed to helping doctors keep step with new technology through, for example, our partnership with Incepto, a developer and distributor of AI applications for medical diagnosis. Two years ago A&E doctors and radiologists at Clinique Esquirol Saint Hilaire in Agen began using Incepto software to help read and interpret trauma x-rays more accurately. This investment has enabled A&E teams to reduce the number of fractures that go unnoticed by a factor of six and is now being deployed at other ELSAN hospitals.

Each facility appoints a Medical Staff Committee to liaise with practitioners, while an annual conference of committee chairpersons is held to strengthen dialogue at Group level and tackle common issues experienced at our hospitals.



Be a responsible employer

We place high value on the wellbeing of everyone who works for us because the care we show our employees reflects closely on the care we provide for our patients.

The health and safety of our workforce is therefore of paramount importance. Corporate Human Resources supports our hospitals in conducting occupational risk assessments, tracking accident trends and establishing action plans. 83% of our facilities perform occupational risk assessments (up 6 points) and 66% systematically analyse accidents (up 4 points). To reduce musculoskeletal disorders, and more generally instil a culture of prevention, 73 specially trained employees help raise awareness and advise on work postures and other ergonomic aspects.

Over half of our facilities have either responded to calls for proposals for improving working conditions by regional health authorities or rolled out prevention initiatives with the support of regional pension and occupational health insurance funds.

Another key focus of our health and safety policy is managing the risks of work-related stress. 78% of our facilities offer psychological support for staff as well as training in dealing with violence and other anti-social behaviour. Furthermore, in 2023 the Group took steps to strengthen staff safety through a programme aimed at heightening awareness of how to respond to verbal and physical assaults directed against them.

Overall in 2023 our facilities reported a work-related accident frequency rate of 22.91 and a severity rate 1.67. The Group also coordinates supplementary health cover and loss of earnings insurance for all our employees.

In addition, as part of our ELSAN Prévention programme, we promote employee wellness by offering medical assessments and screening, along with awareness initiatives delivered via webinars.

We set out to reduce the number of workplace accidents at our hospital, which employs over 1,000 people for a total of 1.8 million work hours a year. To this end, we conducted a detailed analysis of reported accidents and developed an action plan. This involved defining and implementing an accident reporting procedure, which we ensured was communicated to all employees. At the same time, we reminded HR teams of best practices and conducted accident surveys to reduce the risks of similar accidents occurring in the future. To build on these efforts, we obtained funding from the regional health authority for specific preventive actions for night workers. What's more, we sent one of our employees on a musculoskeletal disorder training course and then freed up hours in his work schedule so he can train his fellow colleagues on preventive measures. This continuous improvement initiative is clearly paying off, since our accident rate is already down by 40%.

Santé Atlantique, Nantes

Whether during the most beautiful or the most challenging moments in life, our facilities are open to everyone, in all their diversity. We place as much value on the compassion we show others as the care we provide each of our employees to ensure they enjoy equal opportunities throughout their career with us. Women make up 84% of our workforce and 73% of our managers. Furthermore, 100% of our facilities required to calculate their gender equality index are above the minimum threshold of 75 points. The average score for the Group is 92.2/100.

Our disability policy is a central aspect of our commitment to being a responsible employer. Driven by a partnership with Agefiph, the accredited French agency for the employment of people with disabilities, begun over three years ago, this strategy has yielded good results, with direct employment of people with disabilities rising from 3.24% to 5.34% in 2023. Efforts to employ more disabled people include an ongoing partnership with CRIP UGECAM in Montpellier, a facility that trains people with disabilities to become qualified healthcare professionals. Last year, the Group hosted 14 trainees. Coordinated by Corporate Human Resources, members of ELSAN's disability adviser network responsible for implementing its disability inclusion strategy are given the opportunity to strengthen their skills in this area through, for example, the Handipro learning programme and "MDE By ELSAN" training sessions on hiring and retaining people with disabilities. In 2023, we provided support for more than 1,300 beneficiaries under the French law on the mandatory employment of disabled people. And as part of European Disability Employment Week, DuoDay was held once again to allow people with disabilities to learn about potential job opportunities by shadowing an employee for a day. Thanks to these collective efforts, ELSAN was ranked fifth in the list of companies committed to diversity published by French monthly *Capital*.

Our hospitals are also committed to providing a positive work environment, which may involve specific framework agreements. More than 90% of facilities implement employee wellbeing initiatives such as informal meet-ups (69%, up 19 points), assistance in returning to work after a long absence, activities like sophrology, yoga and reflexology (48%, up 10 points), and enhanced rest areas (34%). And, like Hôpital Privé du Grand Narbonne, more and more hospitals are making their rehabilitation facilities available outside normal opening times as gym areas for employees.

Methodology

Our 2023 non-financial performance report covers all ELSAN activities in France and Monaco (except for the Prades medical imaging centre) and is aligned with the Group's scope of financial consolidation.

The figures shown in this report are provided either by the relevant department (i.e. Human Resources, Quality, Internal Audit & Risk Management, Real Estate, etc.), or are taken from statements published by our facilities (general-care medicine, surgery, obstetrics, rehabilitation, dialysis, radiotherapy, imaging) as part of annual reporting procedures, overseen by our CSR correspondents (133 facilities provided figures for the 2023 report).

To accurately reflect the ELSAN Group's ongoing development, both the scope and indicators are liable to change from year to year.



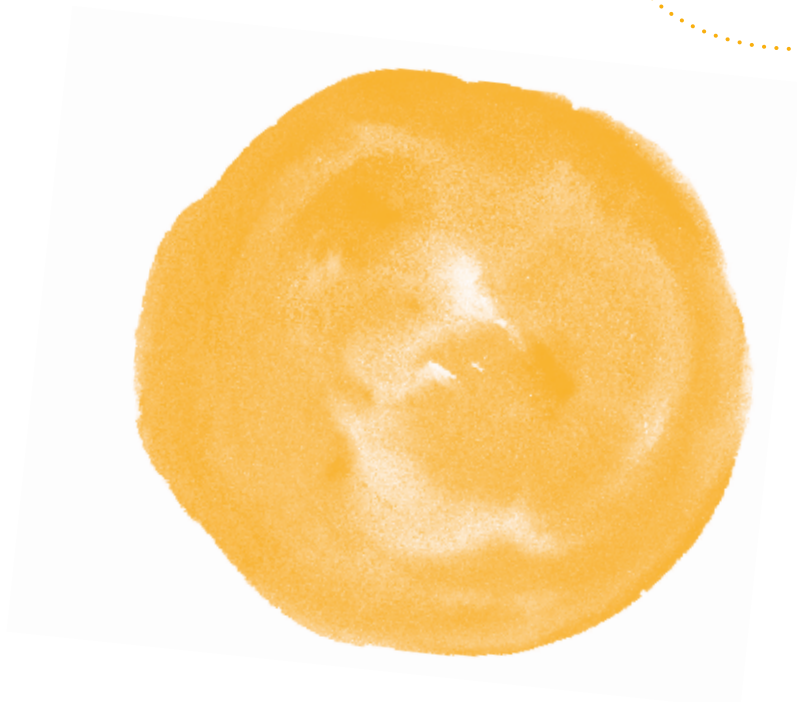


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We wish to thank everyone who contributed to this report, especially Elsan's CSR correspondents and hospital directors.

And to all our devoted caregivers, we thank you for your tireless dedication and commitment to our patients!

Read our purpose manifesto:
"Quality private healthcare for everyone"



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