



Contents

ELSAN, a major player in the French healthcare sector

Value creation	6
Sharing value with stakeholders	8
Governance	10
Healthcare facilities	12
Activities	14
Our year in 2022	16

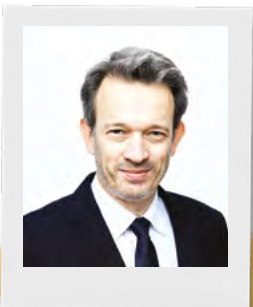
ELSAN, committed to sustainable healthcare

Corporate purpose	20
Commitments	
• Empower people to play an active role in their health	22
• Take care of the people who care for our patients	24
• Proactively protect environmental health	26
• Cooperate with other healthcare stakeholders	28
• Use economic resources as efficiently as possible	30

ELSAN, how we approach corporate social responsibility

CSR strategy	34
CSR roadmap	36
Main pillars of action	
• Engaging closely with communities	38
• Putting patients first	40
• Providing environmentally responsible healthcare	42
• Supporting our staff and doctors	44
Methods and cross-reference tables	46

Page 4



Message from the CEO

Since 2020, ELSAN has had to deal not only with the worst health crisis in more than a century but also with two subsequent crises – an unprecedented shortage of healthcare workers and soaring inflation. No one was adequately equipped to manage emergency situations of such length and intensity and with such a diverse range of issues that needed to be addressed.

ELSAN, however, was able to draw on its solid fundamentals and on the exceptional commitment and outstanding resilience of its teams. As a result, despite the challenges, we continued to fulfil our critical mission of providing healthcare to local communities in 2022, while also investing in the future. We're very proud of the perseverance shown by our staff and practitioners, which enabled ELSAN to bounce back after three gruelling years for the healthcare sector.

These successive crises have amplified our belief that healthcare industry players must be increasingly respectful towards patients, caregivers and the environment, while also ensuring proper use of overstretched public funding and continuing to put medical innovation and excellence at the centre of their day-to-day activities.

Guided by our corporate purpose, to act responsibly and innovatively to provide healthcare everywhere, we intend to do our duty as an industry leader and set the example for others. Together with our 28,000 healthcare professionals and the 7,500 doctors who work at ELSAN facilities, we are firmly committed to this all-important goal.

Thierry Chiche
Chief Executive Officer, ELSAN



ELSAN,
a major player in the French
healthcare sector

OUR RESOURCES



HUMAN

28,000 employees
>90 job categories
1 ELSAN University



INFRASTRUCTURE

>140 facilities
>1,100 operating theatres
 State-of-the-art equipment
 (79 MRI and CT scanners, 24 surgical robots,
 17 particle accelerators, 7 PET scanners and
 8 gamma cameras)



MEDICAL EXPERTISE

7,500 practitioners
>60 specialties covered



REGULATION/ STAKEHOLDERS

Cooperation with:

- French Health Ministry departments (DGOS,^[1] DSS,^[2] CNAM,^[3] etc.)
- France's Ministry in charge of Territorial Organization and Health Professions
- Government agencies (national and regional health authorities, etc.)

Member of France's Federation of Private Hospitals (FHP)



FINANCIAL

€2.9 billion in revenue
 of which **4%** invested each year in real estate and infrastructure projects
 and **3%** in medical and digital projects

OUR APPROACH TO TODAY'S HEALTHCARE CHALLENGES

4 pillars for a distinctive approach to healthcare

SPECIALIZED
in high value-added
medical fields

COMMITTED
to developing
personalized,
patient-focused
care pathways



Present in **LOCAL
COMMUNITIES**,
fulfilling our public
service role alongside
other healthcare
stakeholders

INVESTING
in innovation to
prepare for the future
of healthcare

THE SERVICES WE OFFER PATIENTS

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

FOR PATIENTS

4.2 million patients treated every year^[4]
>360 clinical trials conducted across our
network
97.3% of our facilities certified by France's
national health authority as meeting its proven
or high quality standards

FOR OUR EMPLOYEES AND DOCTORS

Total payroll of **€1.4 billion**
84% women employees
850 doctors involved in research

FOR LOCAL COMMUNITIES

Two out of every three people in France
live less than 50km from an ELSAN facility
>903,000 admissions per year in accident &
emergency and unscheduled care

FOR THE ENVIRONMENT

1 carbon emissions reduction strategy
10% reduction in our infectious medical
waste
30,000 trees planted in the ELSAN forest

FOR PUBLIC HEALTH

A direct contribution
to the UN's Sustainable
Development Goal (SDG)



^[1] General Directorate for Healthcare Services

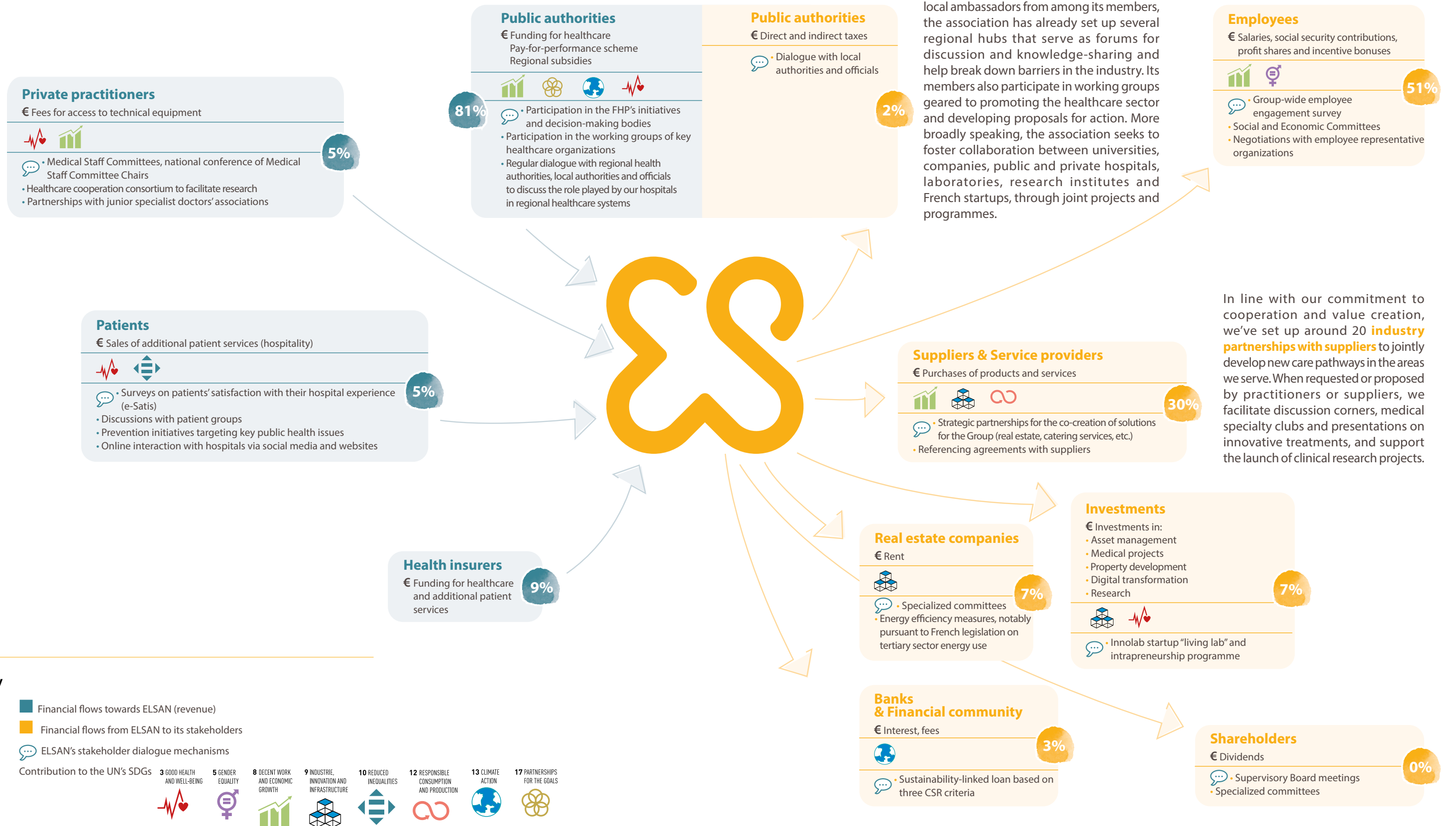
^[2] Social Security Department

^[3] National Health Insurance Fund

^[4] 2.8 million – hospital stays

1.4 million – consultations, examinations and treatment of long-term conditions

Sharing value with stakeholders



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.

In addition, various measures are deployed to drive continuous improvement in compliance and risk management.

Anti-bribery and corruption

- Anti-bribery policy
- Anti-bribery code of conduct
- Corruption risk mapping
- Gifts and hospitality policy
- Anti-bribery e-learning, completed by 706 managers

Ethics

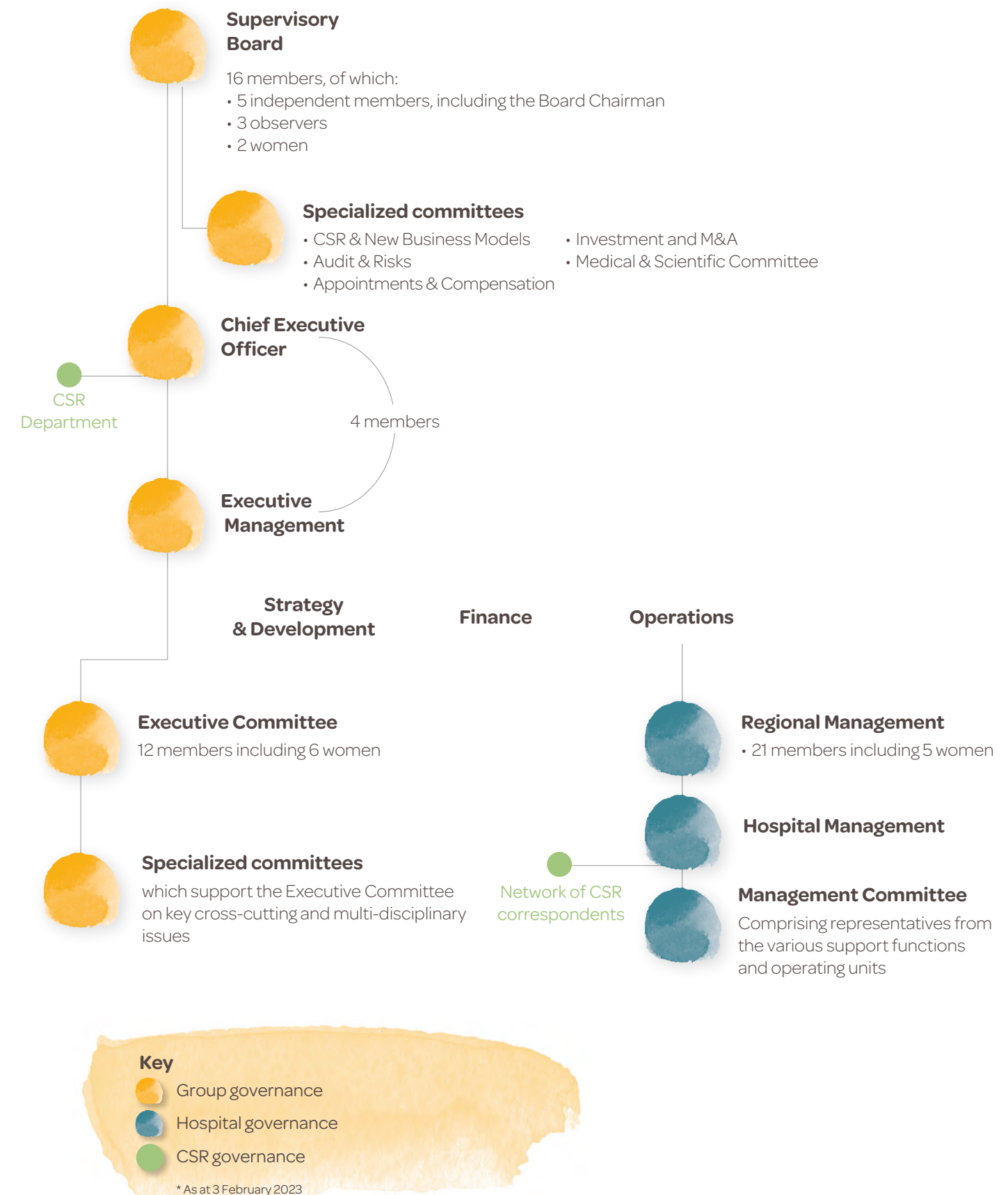
- Code of ethics, available via internal and external media
- Online whistleblowing system, accessible to all employees
- Awareness campaigns conducted throughout the year

Audit and risk management

- Audit Committee
- Group Risks Committee (at Executive Management level)
- Group risk mapping
- Internal control framework
- Specific audits
- Crisis unit, with a 24/7 standby system

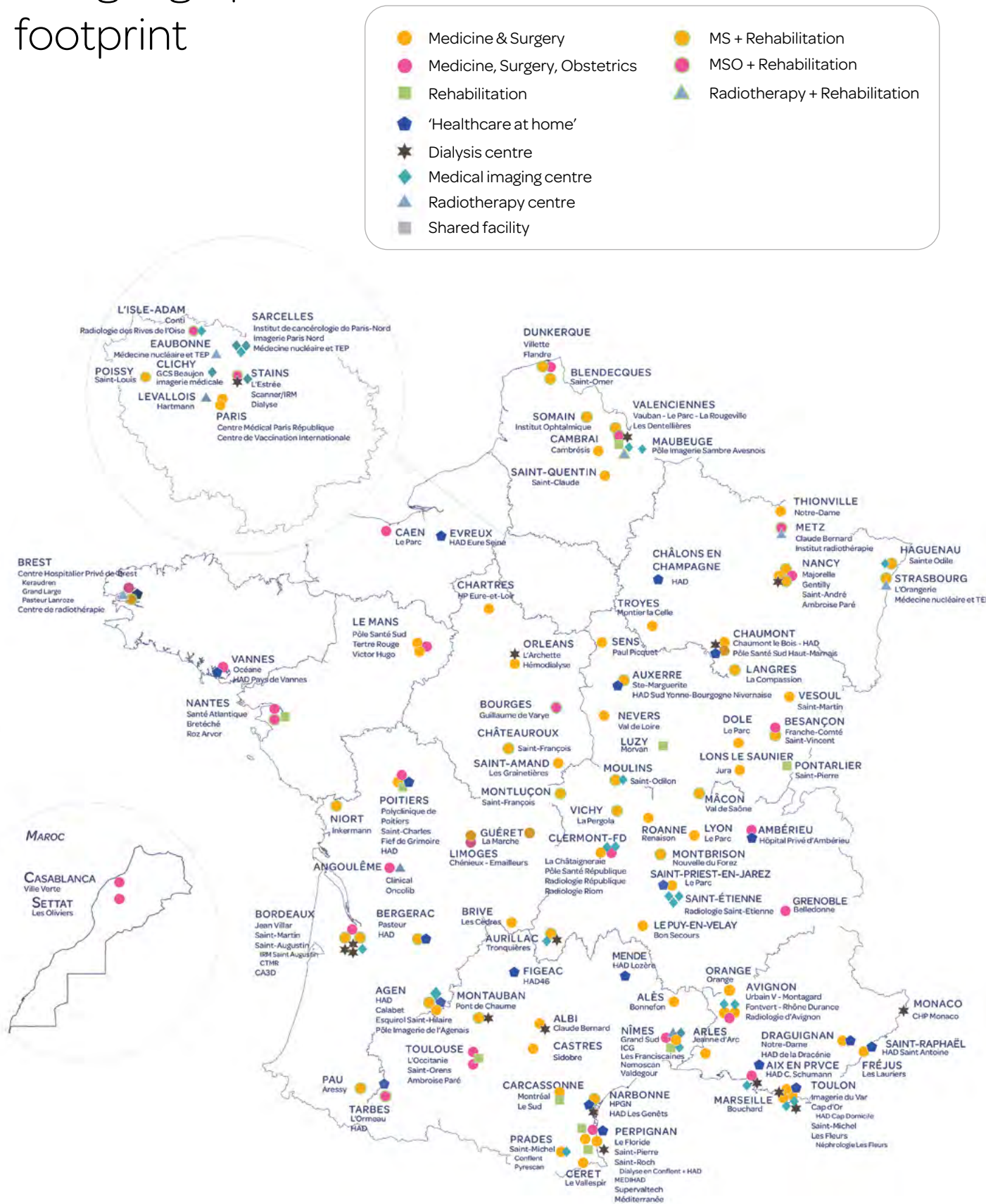
Data protection and cybersecurity

- Information system security policy
- Tools for ensuring the application of security guidelines
- Preventive measures (crisis management drills, training and awareness initiatives, etc.)
- Permanent security monitoring and cyber surveillance system
- Threat prevention and detection tools at every level
- Regular cybersecurity audits at our facilities
- General Data Protection Regulation (GDPR) policy
- Identity theft prevention guide



Healthcare facilities

Our geographic footprint



- Private hospitals – Hainaut
- Private hospitals – Moselle
- Private hospitals – Greater Nancy
- Private hospitals – Bas-Rhin
- Private hospitals – Haut-Marnais
- Private hospitals – Franche-Comté
- Private hospitals – Vaucluse
- Private hospitals – Provence-Côte d'Azur
- Private hospitals – Gard-Cévennes
- Private hospitals – Tarn
- Private hospitals – Aude
- Private hospitals – Catalogne
- Private hospitals – Béarn-Bigorre
- Private hospitals – Southern Toulouse
- Private hospitals – Lot-et-Garonne
- Private hospitals – Greater Bordeaux
- Private hospitals – Monts d'Auvergne
- Private hospitals – Poitou-Charentes
- Private hospitals – Allier
- Private hospitals – Bourgogne-Champagne
- Private hospitals – Centre
- Private hospitals – Sarthe
- Private hospitals – Brest
- Private hospitals – Rhône-Alpes
- Private hospitals – Morocco

As in previous years, U.S. magazine *Newsweek* has published a ranking of the best hospitals in France, in partnership with market research and consumer data provider Statista. Nine ELSAN hospitals were included in the list of France's best private hospitals, with two making it into the overall Top 20. Santé Atlantique in Nantes once again came seventh overall in France and topped the private hospitals list, while Bordeaux's Clinique Saint-Augustin maintained its third-place position among private hospitals and came 19th overall.

For the 14th edition of the Trophées d'Hospitalisation Privée organized by France's Federation of Private Hospitals (FHP), five ELSAN facilities were nominated for awards for their initiatives in innovation, social and environmental transformation, and the promotion and attractiveness of healthcare jobs. Polyclinique Montréal in Carcassonne won the Digital Award for its **Curety project**, a remote monitoring tool for home use by cancer patients receiving oral or intravenous chemotherapy. Designed to help reduce side effects, the new tool has already enabled more than 3,000 health assessments to be submitted electronically.

Our integrated healthcare portfolio

After a two-year lull caused by the pandemic, our general care and rehabilitation services picked up again in 2022, despite further closures and rescheduling early in the year. Altogether, ELSAN facilities treated more than 2,900 Covid patients in 2022.

In response to the resource crisis, most of our hospitals operated in emergency mode. The shortage of healthcare workers and the inflationary environment – which particularly impacted investment budgets and spending on energy and supplies – made it difficult for our hospitals to meet their primary goal of providing the best possible care to patients. Compelled by these exceptional circumstances, we campaigned alongside the FHP to have the consequences of inflation recognized and covered by the authorities, to ensure the continued provision of healthcare services under optimal conditions.

Despite the challenging context, our hospitals did all they could to carry on addressing key public health issues. This was notably illustrated by the efforts made to keep emergency departments open to avoid disrupting the provision of healthcare in regional communities, particularly during the summer and winter holiday seasons.

In partnership with 240 privately practising radiologists, we continued to develop our medical imaging services during the year, expanding our portfolio of technical equipment and acquiring new units to strengthen our diagnostic capabilities.

Our “healthcare at home” activity expanded in scope, improving regional access to healthcare – in particular in rural areas – and adding new services alongside the care provided to cancer patients (treatment, monitoring and palliative care). In Poitiers, for example, we set up a 40-patient paediatric service in liaison with the local university hospital to provide home-based care to infants, especially during outbreaks of bronchiolitis.

ELSAN is taking part in a collaborative project to bring remote monitoring to cancer patients across France. The project was initiated by France's National Cancer Institute in partnership with Résilience, a startup co-founded with Institut Gustave Roussy. ELSAN has a unique position in oncology thanks to a consistent strategy implemented at all our hospitals, designed to ensure rapid access to innovative, personalized and coordinated care with a human touch. In 2022, at least half our hospitals made headway in structuring care pathways and cooperating with local cancer care providers. Cancer is also the primary focus of our clinical research activities, with 138 studies conducted at 33 ELSAN facilities over the past five years.

Medicine, surgery and obstetrics

No. 1 private operator

- > 100 medical and surgical clinics.
- 806,000 surgical admissions, of which 67% for day surgery.
- 1,032,000 medical and outpatient admissions, of which 79% for outpatient care.
- > 53,000 obstetrics admissions.
- > 38,000 births in our 27 maternity units.

Accident & emergency and unscheduled care

- > 643,000 patients registered at our 30 accident & emergency departments.
- 1 mobile emergency unit.
- 8 emergency hand treatment units.
- 260,000 visits to our 19 unscheduled care units.

Rehabilitation

- Around 30,000 admissions.
- 39 rehabilitation facilities.

Healthcare at home (HAD)

No. 1 private operator after CLCCs^[5]

- 17 units.
- More than 370,500 patient days, up 11% (at constant scope).
- More than 11,000 patients.

Treatment of long-term conditions

No. 2 in cancer care

No. 1 private operator in radiotherapy, with six centres in France

- 1 in 8 cancer surgery patients operated on at an ELSAN facility.
- 1 in 12 palliative care patients treated in one of our 50 units.
- 215,000 chemotherapy sessions conducted at our facilities.
- 55,000 cancer surgery patients: 1 in 10 breast cancer patients, 1 in 5 prostate cancer patients.
- 335,000 sessions in our 17 dialysis centres and 37 dialysis units.

Medical imaging

- 48 radiology centres spread across 16 regions.
- 7 centres specialized in nuclear medicine.
- 1,256,000 examinations carried out.

Primary care

- > 100,000 consultations and vaccinations per year.
- 2 healthcare centres.
- 1 national prevention programme for employers and their employees.

^[5] French comprehensive cancer centres

Our year in 2022

Opening of the **Isère department's first unit dedicated to endometriosis**, at Clinique Belledonne near Grenoble. The multidisciplinary unit offers comprehensive day care services and consultations with supportive care professionals.

Fourth edition of **Live Innolab**, an event initiated by ELSAN to share its projects with the health-related innovation community. The spotlight this year was on the many initiatives designed to make life easier for healthcare workers.

Visit by French sports minister Roxana Maracineanu to the Coubertin medical centre at Hôpital-Clinique Claude-Bernard in Metz. The centre specializes in orthopaedics and notably caters to the needs of high-level athletes.

Participation in Strasbourg's health hackathon, with the ELSAN team winning the **Hacking Health Camp Foundation Award** for its CHIMRisk app. By simply scanning a chemical product's barcode, the app enables users to obtain key information about the associated risks and any precautionary measures to be taken during its use.

Application for a building permit to carry out **extension and restructuring work on Clinique Ambroise Paré** in Toulouse. This patient-oriented upgrade and expansion project is scheduled for completion in 2025.

Positive feedback from an online survey of new mothers conducted by Gallia, with scores of between 7 and 10 from 86% of respondents who gave birth at an **ELSAN maternity unit**.

Unveiling of VORTHEX, the world's first 3D radiotherapy simulator, by Institut H. Hartmann and Institut Rafaël. VORTHEX is a virtual twin of a new radiotherapy room, equipped with the latest Cyberknife robot. This cutting-edge facility will help reduce patient anxiety by allowing them to experience radiotherapy virtually before their first session.

Launch of the second series of our **Être Essentiel podcast**, with 10 new episodes that highlight the essential work carried out by members of ELSAN's teams.

Launch of the **#nousELSAN [WeAreElsan] ambassador programme** on social media, involving 27 employees from 24 facilities who reflect the diversity of jobs available at ELSAN.

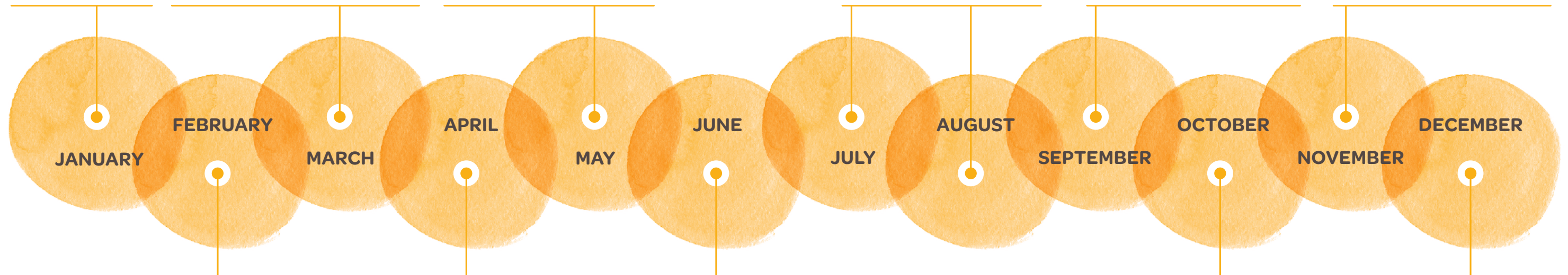
Presence of ELSAN at Les Déferlantes musical festival as part of an **innovative national recruitment campaign** run by private hospitals in the Catalogne-Aude area.

Groundbreaking ceremony for the **new ELSAN private hospital** in Moselle, which will bring together services from two existing facilities – Hôpital-Clinique Claude Bernard in Metz and Clinique Notre-Dame in Thionville – on one site.

20th anniversary of Hôpital Privé d'Ambérieu, the principal healthcare facility in its area, which marked the occasion by inaugurating its extended accident & emergency unit and new outpatient service.

Inauguration of the **cardiac rehabilitation service** at Hôpital-Clinique Claude Bernard in Metz, part of the ongoing development of the hospital's cardiovascular department. Centred around medical monitoring and exercise and education sessions, this care pathway is designed to foster patient autonomy and improve quality of life.

Opening of the **new operating suite** at Clinique Brétèche in Nantes after 18 months of construction work. Modern and spacious, the 1,100 sq.m. suite now comprises 10 operating theatres equipped with the latest technology, as well as additional space in post-op recovery.



Continued **transfer of activities** from Polyclinique Kennedy to **Polyclinique Grand Sud** and the new Hôpital Privé Les Franciscaines, as part of plans to reorganize medical services in Nîmes.

Inauguration of **CeRAC**, the public/private radiotherapy centre for Angoulême-Charente, in which ELSAN is an **important partner** thanks to its radiotherapy subsidiary Seny and its Clinical Centre. Through this alliance, ELSAN has strengthened its position as a key player in radiotherapy/oncology, offering top-quality services to the Charente community.

Opening of a **hybrid operating theatre for vascular surgery** at the Pôle Santé République healthcare complex in Clermont-Ferrand.

Installation of a Navio system for **robotics-assisted knee replacement surgery** at the Centre Médico-Chirurgical de Tronquières in Aurillac. This innovative technology enhances precision both before and during operations.

Launch of the "Content Factory" to create content for ELSAN's website on pathologies and treatments. An Instagram account has also been set up to inform patients and employees, share preventive advice and showcase the work of our healthcare professionals.

Start of construction work on the **new building for the Nemoscan Medical Imaging Centre**, which will offer MRI/CT scanning services at the Valdegour site in Nîmes.

Acquisition of a **state-of-the-art MRI scanner** – the Philips MR 5300 BlueSeal – by Bordeaux's Clinique Saint-Augustin, the first facility in France to provide the model's advanced capabilities.

Completion of the **first spine operation** in France to be carried out with Mazor robotic technology, at Hôpital Privé Saint-Martin near Bordeaux.

Third edition of ELSAN's Rencontres de la Recherche Clinique, an online seminar that brings together the Clinical Research Department and those involved in research at the Group's facilities.

Signature of a **partnership between ELSAN and Incepto**, a developer and distributor of AI applications for medical imaging. The aim is to promote more widespread use of AI solutions by the Group's emergency departments and imaging facilities.

Creation of **Hôpital Privé Nancy-Lorraine** following the merger of Polyclinique de Gentilly and Clinique Ambroise-Paré, in northern Nancy, featuring a 10,000 sq.m. extension.

Organization of the **fourth national conference for ELSAN Medical Staff Committee Chairs**. Around one hundred doctors attended the meeting to discuss their collective challenges and further their continuous professional development.

Employee pay rise awarded over and above the increase agreed upon with the unions for private-sector hospital staff, and in addition to substantial investment in training.

Visit by French ministers Olivier Véran and Agnès Firmin Le Bodo to Hôpital Privé du Grand Narbonne in Montredon-les-Corbières to talk about end-of-life issues with staff and patients in the palliative care unit and the Pass'Temps programme.



ELSAN,
committed to sustainable
healthcare

Corporate purpose

We are firmly committed to acting responsibly and innovatively to provide healthcare everywhere, while protecting and conserving the Earth's resources. We bring this purpose to life throughout our organization, in line with the following manifesto, which sets out our strategic vision and five core commitments.

Act responsibly and innovatively to provide healthcare everywhere.

Our ambition Transform healthcare in all the communities we serve

Our mission Provide innovative, high-quality care with a human touch to everyone, everywhere

Our culture

Sense of responsibility
Conscientious
Engagement
Teamwork



ELSAN
Notre Santé autrement

Our signature

Our values

Caring for others
Team spirit
Social engagement and
local roots

Innovative, high-quality
care with a human touch

Our DNA

The pillars of our CSR

Making a difference in our local communities
Putting patients first
Environmentally responsible
Committed to our employees and doctors

Our purpose manifesto

At ELSAN, we see healthcare as a fundamental, universal right – both an individual right and a collective right.

This is fully in line with the UN's Sustainable Development Goal #3: "Ensure healthy lives and promote well-being for all at all ages".

As France's leading private healthcare provider, we act with conviction and determination to ensure that this fundamental right is upheld. Caring for people in their local communities is the bedrock of our mission.

Everything we do is geared to enabling people to help others lead better lives. This means engaging closely with patients, their families and their carers throughout their pathway to support the transition from healthcare to healthy living.

All our staff and the doctors who practise at our hospitals are wholly committed to meeting the specific needs and expectations of each and every patient.

Our convictions are informed by our extensive experience in healthcare. To be truly sustainable, our sector must be respectful of the patients we serve and their families, respectful of the people who devote their working lives to caring for others, and respectful of the environment in which we operate.

It must also respond to emerging social and societal challenges, while ensuring that healthcare remains economically sustainable for society.

As part of our mission to operate in a spirit of public service alongside other healthcare providers, we strive to constantly deliver the best possible care and invest continuously to shape tomorrow's health system.

Our corporate purpose is to act responsibly and innovatively to provide healthcare everywhere.

That's what steers our mission and embodies our values. And it shapes our commitment to devote our full energies and collective intelligence to meet the major challenges facing society today.

Commitments

Empower people to play an active role in their health...

... by leveraging our skills and expertise in preventive healthcare, care pathways, medical excellence, and healthcare quality and safety in the communities we serve.

We are committed to providing the highest standards of healthcare and making care available to as many people as possible. We do this by pursuing ambitious medical projects, employing the latest technologies and supporting research and innovation.

According to the results of the Esteban study carried out in 2018, and reported by Santé Publique France, just 55% of people with high blood pressure were aware of their condition.

“ Our healthcare professionals already implement major screening campaigns through health awareness days, both in our hospitals and off-site. We'd like to increase the impact of preventive healthcare even further by encouraging personalized initiatives on a large scale. The aim is to achieve the widest possible public reach by involving companies. As part of these efforts, we've created ELSAN Prevention, which coordinates awareness campaigns, screening, specialist medical assessments and vaccination services for employers and their employees. We reach out directly to employees, in coordination with other healthcare providers, including occupational and local doctors, supplementary health cover organizations and NGOs. Following the launch of our first ELSAN Prevention Center at Paris République, we plan to open other sites in France to extend coverage and provide these services to people at their point of need. This new initiative, along with its dedicated network, will bolster ELSAN's position as a foremost healthcare provider – and key contributor to healthy living. ”

Ségolène Perin, ELSAN Primary Care Development Director

“ Since the health crisis, we've seen an increase in people expecting their employer to take care of their physical and mental health. Our team supports employers in protecting the wellbeing of their employees. At our Paris République Medical Center, and in some of our regional hospitals, we offer comprehensive medical **check-ups** for employees, as well as various **awareness** and on-site **screening options**.

We run group sessions, either in person or through webinars, to share health information in a participatory and informal way on specific health matters (like cardiovascular risk, lipid disorders, diabetes, stress, skin cancer, visual health, flu / Covid prevention, etc.). These awareness sessions can be supplemented with targeted screening initiatives, for example, a workshop on strokes open to everyone (focusing on how to recognize and prevent risk factors) could lead to a follow-up workshop on how to quit smoking, specifically aimed at smokers.

As part of individual initiatives, a specialist nurse visits companies to carry out targeted screening, give employees advice and, if necessary, liaise with their GP or health provider.

Paid for by the company, these sessions often help to reconnect with those who've dropped out of the healthcare system, through lack of time or access to specialists. We get very positive feedback: people appreciate being able to have a health check-up at their workplace with a professional who takes the time to listen – and it saves them time.

Subjects vary and support is adapted accordingly. For example, a day focusing on diabetes is open to any employee and consists of a screening questionnaire, a blood glucose test and personalized advice, and ends with conclusions and further guidance. For dermatology, employees can have a specialist assessment of their moles in just 15 minutes, and a referral if required.

Health check-ups can be tailored to the needs of specific groups of people, such as key executives, frequent travellers or expatriates. They're also offered to anyone who would like a general check-up. The session (lasting an average of two hours) includes an assessment of risk factors, biometric screening tests (e.g. hearing test, sight test, blood pressure test, an electrocardiogram, a respiratory assessment, blood and urine tests, etc.) and an in-depth consultation with a GP who will give their conclusions and recommendations. Depending on the results, further tests may be recommended, such as medical imaging, stress tests and specialized consultations.

Some 110,000 people benefit from these services each year, and nearly 100 companies have already signed up for the scheme. They value how these programmes can be tailored to their needs, have full respect for medical confidentiality, round out existing measures and, ultimately, reduce absenteeism. By leveraging our network of facilities, we aim to extend these services across the country to improve access for as many employees as possible, while delivering a consistently high level of care. ”

Dr Adrien Dereix, Medical Director of ELSAN Prevention, and Medical Director of the ELSAN Paris République Medical Center and the Air France International Vaccination Centre

Commitments

Take care of the people who care for our patients...

...by being a socially responsible and inclusive employer that protects employees' health, safety and wellbeing at work and promotes diversity among its teams.

We are committed to ensuring the fair and equitable treatment of all our staff, providing a safe and respectful work environment, offering rewarding career paths and training opportunities, and identifying and nurturing people with potential.

In a survey conducted in 2022 by France's national employment agency Pôle Emploi, 70.6% of recruitments for healthcare and social work jobs were classified as "difficult".

“ Faced with a significant staff shortage in our sector, exacerbated by the Covid-19 crisis, we're taking action via a comprehensive employee attraction and retention strategy, implemented across all our units. By creating an HR development team, setting up regional recruitment units, ramping up initiatives aimed at interns and apprentices and strengthening our ties with schools and universities, we were able to recruit 1,800 nurses in 2022, including qualified operating theatre nurses. We work with the authorities to promote equal treatment of public and private staff in terms of salary progression and working conditions, particularly with regard to the application of pay increases in the healthcare sector. We've created a department dedicated to employee wellbeing and occupational health and safety, whose actions on the ground – alongside our healthcare workers – have lowered the number of days lost due to work-related injury and accidents by 10,000 (13%) in just one year. Our staff are regularly given the opportunity to express their thoughts and concerns via employee engagement surveys, which help our facilities develop targeted action plans. In addition, we support our employees' career advancement by developing their skills through the ELSAN University, with onboarding and training programmes for different job categories and specific workshops for managers. ”

Laurent Chiche, Executive Vice President Operations, ELSAN

“ For several years, we've been developing solutions to improve **workplace wellbeing** at all levels. We've made managers central to our communication and engagement processes. Each manager gets their whole unit together at a set time each day to discuss the previous or present day's events and share information about what's ahead. Thanks to these simple but essential "stand-up meetings", all team members have a clear understanding of the division of tasks within their unit and can easily visualize their own contribution to its smooth operation. These meetings foster transparency and give team members the opportunity to make suggestions and provide new perspectives. They also enhance awareness of the efforts made to deal with any problems and the resulting initiatives, which benefit everyone.

Among the other steps taken to standardize and formalize best practices, walkarounds help to improve both the work environment and patient comfort. They give staff the opportunity to report sticking points and comfort issues in all areas, from wards and corridors to treatment rooms. These are passed on to our technical teams for inspection and repair, to ensure a well-maintained environment at all times. To break down barriers between different units and eliminate the need for surgical staff to switch between pre- and post-op tasks, we've created a pre-op unit with its own dedicated team, which now takes care of all surgery patients in one place. Implemented at a time of increased activity, the benefits of this organizational change include a reduction in the number of pre-op beds and better working conditions for hospital porters. All these initiatives improve communication both on the wards and with the operating suite. In addition to training and recognition at key moments, what staff really appreciate – and what has the greatest positive impact – is good organization. This is the workplace culture – centred around participation and cooperation – that we're striving to develop. ”

Marie Lopez, Director of Nursing, Maud Chopinet, Surgery Division Manager, and Stéphane Chabanaïs, Director, Centre Clinical ELSAN in Soyaux

“ We're convinced that **effective onboarding and continuous professional development** are key staff retention factors. We've therefore posted QR codes in our operating theatres providing links to videos demonstrating how to use our equipment – particularly helpful for new arrivals. Our surgeons give presentations in their areas of expertise. These one- to two-hour sessions focus on a specific aspect of their specialty, enabling all healthcare staff to enhance their skills. They also hold webinars that can be attended by all healthcare professionals with prescription authority, including local doctors. This year, our goal is to encourage participation not only in mandatory training but also in certificate courses and apprenticeship initiatives, with a medium-term focus on nursing and hospital pharmacy skills.

We're constantly seeking to improve work organization. For example, our nursing staff get seven consecutive days off each cycle and our operating theatre nurses work a four-day week. As part of our CSR strategy, we're in the process of digitizing paperwork. Often young and at the start of their careers, our staff appreciate this initiative, which simplifies the admin tasks associated with their contract. Thanks to the initiatives implemented over the past 18 months and the support of the regional recruitment unit, we've managed to overcome some of our difficulties in attracting new staff. We were able, for example, to add eight new full-time equivalent employees to our operating theatre team in 2022. ”

Léo Lantéz, Human Resources Manager, Clinique du Parc, Lyon

Commitments

Proactively protect environmental health...

...or all aspects of human health affected by the environment, by helping to conserve ecosystems and natural resources. We are committed to measuring and limiting the environmental impact of our activities, with a particular focus on reducing greenhouse gas emissions.

According to the findings of French post-carbon economy think tank The Shift Project, updated in early 2023, the healthcare sector accounts for 6.6%-10% of France's CO₂ emissions.

“ As a major player in the healthcare sector, we've been taking action to improve environmental protection for years. And thanks to the efforts put in by all our facilities, we can already see the progress made. In response to the climate emergency and in light of our position in a sector that has a non-negligible impact on resources while also being vulnerable to the effects of climate change, we're now taking our commitment to the next level. We've decided not only to ramp up our initiatives but also to target new areas as part of an overall strategy to reduce our greenhouse gas emissions. This is being supported by awareness campaigns on key environmental issues across the organization, and by a project aimed specifically at operating theatres, rounding out practical initiatives pursued by our frontline teams. Our goal is to work with all stakeholders in the value chain and with other healthcare players involved in, or wanting to get involved in, sustainable initiatives, so that together we can find solutions to the cross-cutting health and environmental challenges facing society today. ”

Valérie Loze, CSR Director, ELSAN

“ The four Greater Bordeaux area facilities offering surgical procedures are firmly committed to ELSAN's CSR strategy and have been pursuing multidisciplinary efforts to safeguard the environment for many years. Our two-pronged approach revolves around making more responsible business decisions and encouraging everyone to adopt best practices. To help conserve resources, we're implementing a growing number of initiatives in such areas as waste reduction, responsible blood use, clean transport solutions and curbing water and electricity use. These initiatives are aligned with the expectations of our staff, practitioners and patients, particularly the younger generation. They also enhance the appeal of the region and generate broader benefits for local communities.

Operating theatres have a significant environmental footprint and involve a wide range of stakeholders, from medical staff to suppliers. Based on this observation, we wanted to implement a project across all four facilities that would be meaningful to all our teams. That's how we decided to become a pilot area for the **Green Blocs** ("Green Theatre") programme developed by the Group as part of its carbon reduction strategy. Together with ELSAN's CSR Department, we went through various steps to speed up the adoption of best practices, including the creation of a framework, assessments of each facility to identify their specific strengths and the definition of key initiatives and their associated timeframes. A regional CSR steering committee is responsible for leading and coordinating initiatives, with support from hospital management teams and medical staff committee chairs. In 2022, we worked collectively on reducing waste and optimizing waste management streams; eliminating nitrous oxide and curbing the use of halogenated gases in our operating theatres; transitioning to chemical-free bio-cleaning; minimizing single-use disposables (by switching to fabric surgical scrubs and eliminating water bottles, for example), while also paying close attention to occupational health and safety and employee wellbeing. The deployment of a mobile device that sucks up fluids in the operating theatre is a good example of this. In addition to reducing infectious waste, it also limits the risk of blood exposure.

The Green Blocs programme brings together teams from different sites, with the majority of healthcare professionals recognizing the programme's value and getting behind it. This collective commitment is a key success factor. The goal is to reduce the impact of our facilities, of course, but also to promote sustainability education and awareness as widely as possible. We participated, for example, in a "plogging" session to pick up litter along the Garonne river, organized by the local chapter of the Surfrider Foundation, an environmental non-profit. Close to 60 people from the administrative and healthcare teams at Hôpital Privé Saint-Martin, CA3D, Polyclinique Jean Villar and Clinique Saint-Augustin-CTMR took part in the event. ”

Caroline Herpe-Foucher, Deputy Director of Clinique Saint-Augustin in Bordeaux and Area Coordinator for the Green Blocs programme, and Bertrand Mignot, Director of Clinique Saint-Augustin in Bordeaux and Gironde-Dordogne Area Director

Commitments

Cooperate with other healthcare stakeholders...

...to provide coordinated healthcare services that closely meet local needs in each area.

We're committed to working with local and national government, institutions and authorities to develop a more inclusive economy and labour market and provide the best possible access to our facilities in the communities we serve.

According to the 2021 Drees^[6] report on health-related expenses, public facilities account for 60% of hospital beds, whereas mutual or for-profit private facilities account for just 25%. However, total bed capacity is unevenly distributed depending on the area. For example, private hospitals account for 40% or more of total capacity in seven areas.

“ Our task is to safeguard and support new or existing healthcare services provided by our clinics in local communities as part of facility-led projects, drawing on the local network of healthcare providers.

We carry out upstream impact assessments, which we then discuss with hospital supply chain stakeholders and our hospital directors to identify potential partnerships, possible development opportunities alongside our medical teams and referral arrangements where necessary. By bringing together all service providers, we aim to foster a concerted approach to meeting healthcare needs across each area.

In 2022, we obtained 37 new healthcare authorizations: 12 for rehabilitation services, 11 for medicine (primarily day care), and 7 for medical imaging. In addition, 15 new preventive, diagnostic and care services were rolled out to enable people to get the care they need closer to home. ”

Geneviève Lallier Gollet, ELSAN Legal Director

“ An example of our innovative approach to community cooperation is the **Sarthe Cancer Centre** (CCS), which brings together our Clinique Victor Hugo in Le Mans, Le Mans public hospital (CHM) and practitioners from the Centre Jean Bernard private cancer treatment centre. The CCS was opened at the end of January 2023, after two years of construction. This new 22,000 sq.m facility houses all forms of non-surgical cancer treatment, including oncology and haematology consultations, day care and inpatient services, chemotherapy, radiotherapy, nuclear medicine, medical imaging, a biology laboratory and supportive care.

This project was driven by a desire among doctors, and public and private facility directors, to create a dedicated centre for cancer care. There was also a need to relocate the activities of the Centre Jean Bernard and the Clinique Victor Hugo to more modern facilities. This shared vision of working together, in partnership with the Le Mans public hospital, has led to an initiative which brings clear healthcare benefits to people across the Sarthe area.

By pooling our activities, we're able to treat more patients and offer them a smoother, better coordinated care pathway. All treatments and services are housed under the same roof at a site that's easily accessible for people coming from outside the city. The newly created patient support centre further demonstrates our commitment to patient wellbeing.

We received financial support to invest in state-of-the-art equipment from the Regional Health Agency (ARS), as well as other local and regional bodies. The CCS is equipped with two PET scanners to locate cancerous cells in organs, and a cyberknife – radiotherapy equipment which administers high doses of radiation with extreme accuracy.

Teams are actively involved in our clinical research platform to allow patients to benefit from innovative molecules. By pooling clinical research resources from the public hospital, our facility, and the Centre Jean Bernard, we can carry out more clinical trials, and even develop early phase clinical trials.

The Centre has 75 hospital beds, and an additional 64 for outpatient care. The number of admissions is expected to reach 3,400 a year, together with about 300 patients a day for radiotherapy or chemotherapy treatment, as well as consultations. Providing care for more than 4,000 new patients a year, the Sarthe Cancer Centre is poised to become the fifth largest cancer centre in France.

It's a remarkable shared achievement, demonstrating our desire to work innovatively, in partnership and always with a human touch. All the partners were keen to attract new staff and improve the visibility of patient pathways, and this helped overcome any differences between our facilities.

Sixteen task forces were set up to focus on various subjects, including human resources and staff organization. In addition, three healthcare cooperation consortiums were created: one to oversee construction of the facility, another to coordinate the pooling of operational resources like the internal pharmacy, and the third to set up France's first-ever nuclear medicine service provided by joint public and private teams. ”

Patricia Tassin, Director of the Clinique Victor Hugo, Le Mans

^[6] The French Health Ministry's Research, Studies, Evaluation and Statistics department

Commitments

Use economic resources as efficiently as possible...

...by leveraging our entrepreneurial spirit to secure our future so that we can pursue the healthcare system's transformation.

We are committed to enhancing efficiency and effectiveness to be able to provide the best possible healthcare at the lowest cost for society, while also adhering to a budgetary balance that enables us to continue to deploy our unique vision of healthcare over the long term.

According to the DREES report on health-related expenses, spending on healthcare in public and private hospitals increased by 6.2% in 2021.

“ As a major player in the healthcare sector and the beneficiary of public funding, we have a duty to optimize resource use while implementing measures that ensure medical and economic efficiency and quality of care. To achieve this, we foster a quality culture at our facilities, notably by developing processes for assessing and improving the patient experience. To strengthen employee engagement and promote a sense of collective responsibility, we acknowledge our staff's constant commitment to excellence in a simple but effective way. And most importantly, we embed these initiatives in an actionable framework so that everyone understands their role and is equipped to play their part in the continuous improvement of patient care. Our day care services, for example, correspond to coordinated pathways in a reassuring environment, with an education/prevention component that contributes to the overall care process. Listening to our patients, assessing their needs and helping them understand their treatments and the challenges involved – that's how we're helping to build a sustainable and more equitable health system. ”

Dr Myriam Combes, Medical Strategy & Medical Relations Director, ELSAN

“ Preventive healthcare and better access to medical services are key priorities for our eight facilities, so naturally we responded to the regional health authority's call for proposals to reduce inequalities in healthcare access. Given the vastness of the Hauts de France area, we came up with the idea of a mobile unit that would provide services precisely where they are needed. Dubbed **HosCARE'TOUR**, this multi-purpose, connected bus goes to communities around the area identified as high priority, particularly those with a shortage of healthcare professionals. Our onboard paramedical teams reach out to the general public to promote healthy behaviours and good practice in such areas as sleep disorders, women's health, cancer screening, smoking and other addictions, and the prevention of obesity and kidney disease.

With the project team's support, we work closely with practitioners in the towns targeted, meeting them in advance so we can use their local knowledge to adapt our visit to the community's needs. To ensure we reach a wide audience, various options are available: market day, gatherings at the town's social services centre or any other event that brings residents together. This partnership with local stakeholders is a key success factor: it enables the local community to be informed about our visit and facilitates its implementation. Onsite, our preventive healthcare correspondents conduct sessions on clearly-identified topics, using appealing educational tools to dispel misconceptions and raise public awareness. More personalized, individual sessions are also offered inside the bus for those who want – or need – more information. This can include self-screening tests, health advice and referrals to local healthcare professionals.

We've done four tours since the project's launch in late 2022. With every new outreach action, our plans for the future grow and change to more effectively address public health needs. Our approach involves informing and working with a wide variety of local stakeholders, including doctors, pharmacists, healthcare centres and regional healthcare provider communities, but also local councils and community centres. The bus and equipment were purchased with funding from the regional health authority, and each of our facilities contributes to the programmes and makes interested staff available to become preventive healthcare correspondents. The close ties we're forging serve ensure that the public funds invested in this initiative benefit all the users we reach. And we also prepare written reports on our actions for our partners and funders.

In addition, to ensure that each sector receives the same quality of service while also underlining the professional nature of our initiative, we've taken care to develop topics and materials that can also be deployed in the areas where our facilities are located. A preventive healthcare unit is going to be set up to monitor and enhance the quality of our work, with a dedicated team trained in collective prevention, which differs from the approach taken with patients in our facilities. We hope that these efforts to step up coordination, as well as the commitment of our staff and the trust we've gained from authorities, bode well for other initiatives we want to deploy to meet the healthcare needs of isolated communities. ”

Hauts de France area project team: Céline Patoux, Prevention Coordinator, Dr Mélanie Decambron, Medical Project Manager, Delphine Mathieux, Communications & Projects Manager, and Kami Mahmoudi, Area Director

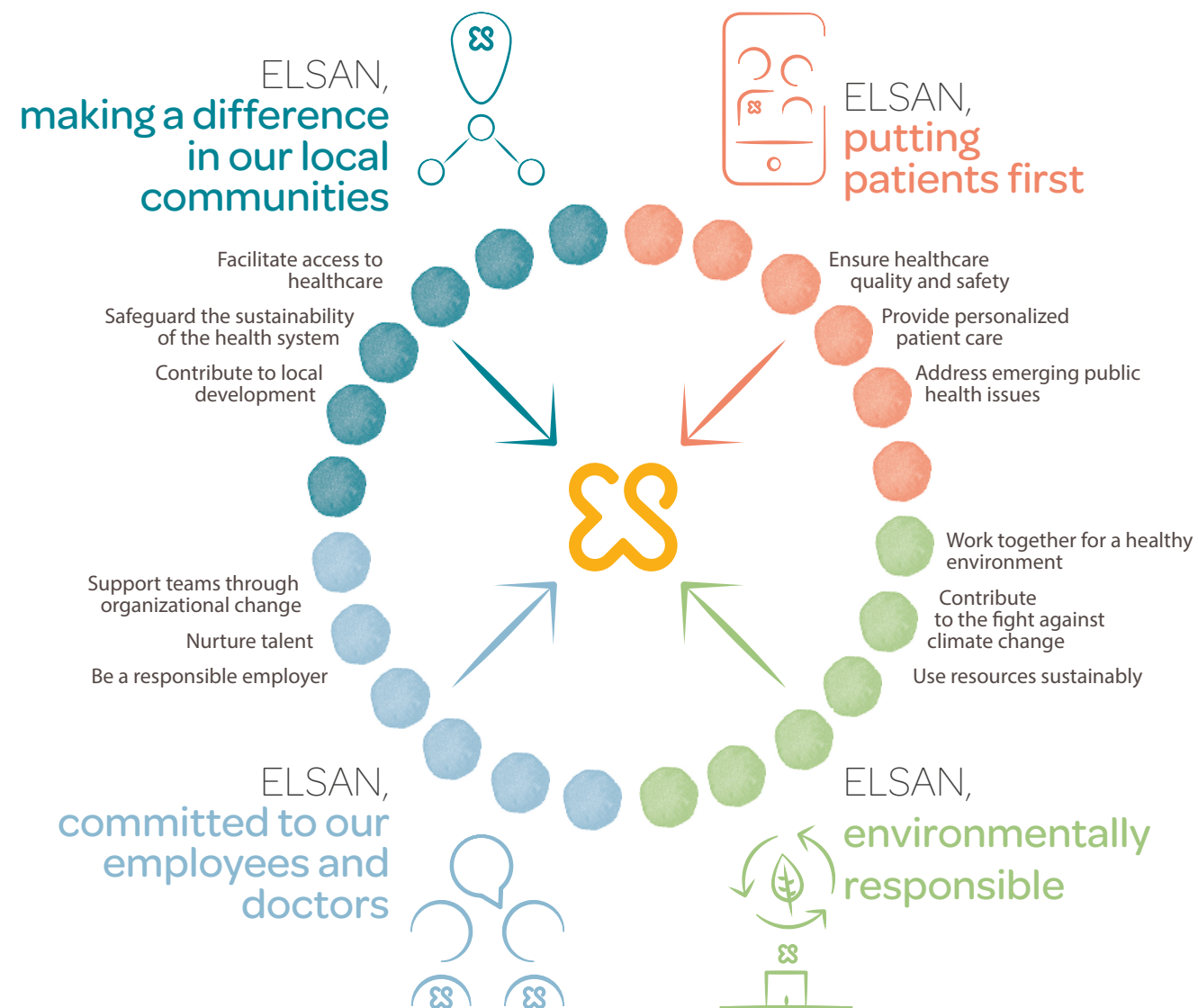


ELSAN,

how we approach corporate
social responsibility

CSR strategy

Our corporate social responsibility (CSR) strategy is built on four pillars that underpin our 12 key commitments. It provides a framework for delivering on the goals set for the Group and each of our facilities, encompassing all social and environmental aspects.



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.

That is the driver behind our network of 108 CSR correspondents (known by the French acronym CoRSE), appointed among staff members. Their task is to promote initiatives pursued by employees and practitioners to improve patient care and reach out to the local community, implement measures in line with our CSR framework and raise awareness on sustainable development issues among all internal and external stakeholders. Our CSR correspondents are actively supported in their projects and also benefit from training and opportunities to connect with other CoRSE network members. They are encouraged to work collaboratively within their region by pooling efforts and sharing best practices. Additionally, head office staff can volunteer to contribute to sustainable development initiatives through the MoRSE ("MyCSR") committee.

“I’ve worked at Clinique Saint Vincent for over 25 years. I initially trained as a theatre nurse. After joining the CoRSE network, I set up a multidisciplinary CSR committee, which liaises with various other committees. It meets every quarter to review progress on current actions and develop new initiatives. So far, we’ve launched a waste sorting and recycling programme, eliminated the use of chemical detergents and single-use products for cleaning care unit floors, and organized events as part of European Disability Employment Week. Our next goal is to set up a Green Blocs ("Green Theatre") project in conjunction with Polyclinique de Franche-Comté, another ELSAN hospital in Besançon, to promote more eco-friendly practices. I’m hoping to get as many people as possible onboard. The e-learning module created by the Group for CSR correspondents was really useful as it helped me grasp all the key aspects involved and taught me how to engage people from different fields on a project. I’ve learned a huge amount from my involvement, both personally and professionally.”

Anne Paillot, senior hygiene nurse and CSR Correspondent at Clinique Saint Vincent, Besançon



For the second year running, but with an even better score, ELSAN was awarded a **Bronze medal by Ecovadis**, a globally recognized standard for sustainability and transparency for CSR performance.

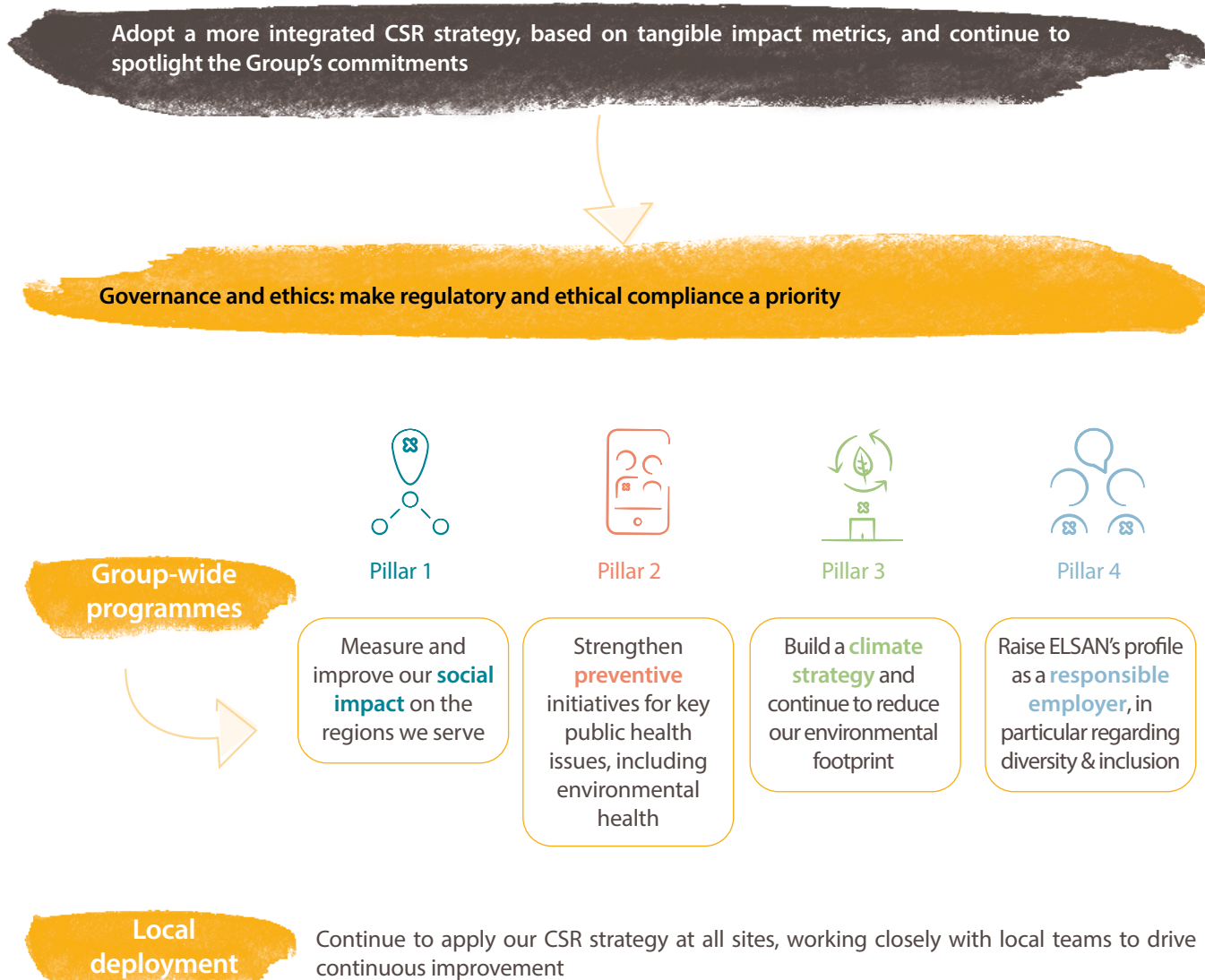
In 2019, ELSAN joined the “**business for a more inclusive economy**” consortium, a French collective bringing together 37 companies from a wide range of sectors and community-based non-profits. The consortium focuses on three main areas: supporting youth training and employment, alleviating poverty and supporting the social and solidarity economy through more inclusive procurement.

CSR roadmap

ELSAN's CSR Department is responsible for defining, promoting and measuring the Group's continuous improvement in this area, working alongside clinics and other support departments to help them successfully implement their projects. To do this, we develop long-term roadmaps, which translate into priority projects and awareness actions, especially as part of European themed weeks, followed by reports on achievements to our various stakeholders.

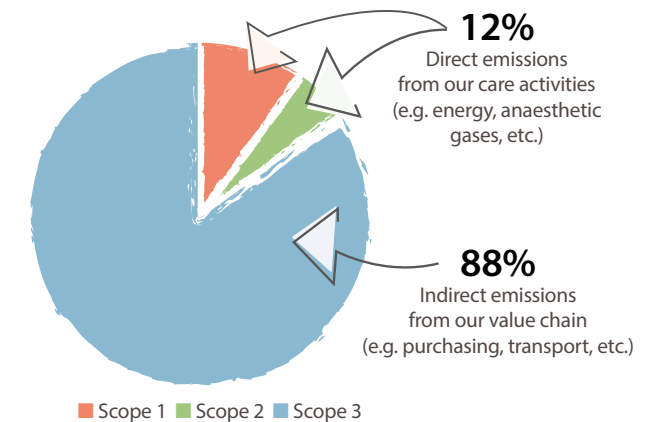
Following our initial roadmap to structure and launch our strategy from 2018 to 2021, with the aim of fostering a fully-fledged CSR culture across our organization, a second-phase action was launched in 2022. It builds on previous achievements while adding a new dimension to the Group's commitments in the form of a robust strategy to reduce our greenhouse gas emissions.

Our ambitions for 2022/2025

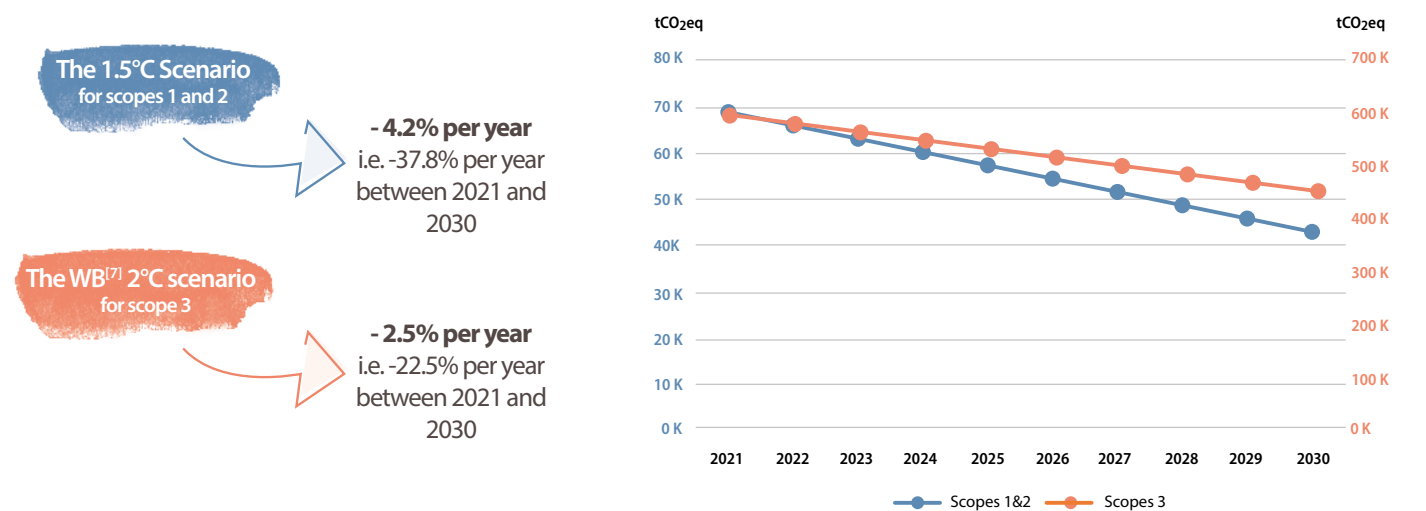


Our low carbon strategy: a three-stage process

1 Measure our GHG emissions: a crucial first step
Between 2019 and 2021, we carried out an initial assessment of all our direct and indirect greenhouse gas emissions from our activities. The breakdown of emissions is in line with healthcare sector averages. Following validation by a specialized consultancy firm, our findings served as a basis for refining our emission calculation methods for fiscal year 2022 and updating our 2021 carbon footprint audit.



2 Set carbon reduction targets: ambitious commitments
We have chosen to set emissions reduction targets grounded in climate science through the globally recognized Science Based Targets initiative (SBTi). This will ensure that our targets for the period up to 2030 are in line with the scientific recommendations of the Intergovernmental Panel on Climate Change (IPCC).

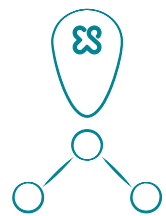


3 Develop a mitigation plan: Group-wide efforts
To achieve our emissions reduction targets, we are currently developing an action plan for all departments concerned so that everyone can get up to speed with the level of commitments we have made to quantitative goals (reducing energy consumption, curbing waste, etc.) and qualitative goals (changing the source of our CO₂ emissions).

⁽⁷⁾ Well below 2°C

Main pillars of action

Engaging closely with communities



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

“Our scope encompasses several Regional Healthcare Provider Communities (CPTS), and we encourage all our clinics to play their part. Polyclinique Les Fleurs in Ollioules and Clinique du Cap d’Or in La Seyne-sur-Mer are both part of the La Seyne Toulon Ouest (LSTO) CPTS, which brings together five hospitals, including our unscheduled care unit. The CPTS operates within the scope of a local project with clearly defined missions aimed at improving efficiency and access to healthcare for people in the area. This approach allows us to work differently, in close cooperation with other providers, especially local professionals. I was impressed by the CPTS founder’s modern outlook, and I now sit on its board. My role involves liaising with representatives from public hospitals, military hospitals, a mutual clinic (operated by a not-for-profit private healthcare provider) and privately practising doctors and nurses. Discussions are always highly constructive and help coordinate effective patient care at all these facilities. We jointly define actions and priorities, including environmental health, a relatively new area of focus.”

Xavier Vaillant, Méditerranée Area Director

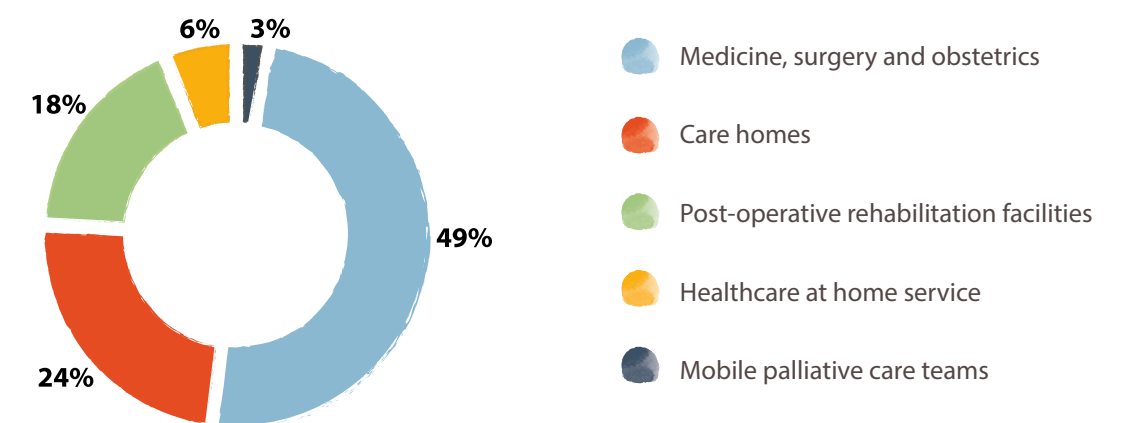
As part of our mission to operate in a spirit of public service, we are committed to making our facilities as disabled-friendly as possible. Clinique Conti in L’Isle-Adam has installed door signs with raised text on wards, along with a tactile guidance system in the hospital car park, to allow visually-impaired patients to move freely and safely. “If you take my place, take my disability” signs have also been posted around the site. As part of the Handiconsult (disabled consultations) scheme, and in partnership with the local hospital, ELSAN’s Centre Médico-Chirurgical Tronquières in Aurillac deploys a dedicated care assistant for patients with disabilities. Staff have also received training in these specific needs, and equipment for the hearing-impaired has been installed. Clinique Saint-Michel in Toulon has developed a shared procedure detailing all of the facility’s disabled-friendly initiatives. These include disabled access and dedicated signage, patient information booklets in Braille and/or large print for patients attending the ophthalmology department, amplified phones for the hard of hearing and easy-to-understand patient information in cartoon format.

Facilitate access to healthcare

- 56% of our facilities offer “satellite consulting” services (up 2 points).
- 68% of our practitioners are on the Doctolib online medical portal (up 6 points) and almost 9% of them provide remote consultations (more than 106,000 remote consultations completed to date).
- 46% of private practitioners working at our facilities charge fixed rates set by the social security system.
- 70% of our hospitals offer social work services.
- ELSAN clinics list staff who speak a foreign language (84%), and also provide visual (79%) or audio (48%) signage.

Safeguard the sustainability of the health system

- 1,535 agreements in place with other healthcare and social-medical service providers



- 56% of our hospitals work hand-in-hand with Regional Healthcare Provider Communities (CPTS) (up 18 points) and engage with the healthcare ecosystem by hosting evening meetings (50%), some of which are open to the public (20%).
- Our healthcare facilities share medical information with other professionals for a smoother patient pathway: 73% directly receive results from medical examinations, 46% share documents via the Mon Espace Santé platform, and 47% liaise directly with local pharmacies (up 10 points).

Contribute to local development

- 90% of our facilities work with local firms and tradespeople (up 7 points).
- 65% work with organizations that support the employment of disabled people (up 3 points) for a total spend of €250k, and 29% with social enterprises that employ disadvantaged people (5% increase).
- 89% help train the next generation of healthcare professionals, primarily in partnership with nursing schools (87%, up 5 points) and nursing assistant training schools (70%, up 12 points), but also universities (39%) and midwifery and physical therapy training schools.
- 51% supported one or more social, cultural, citizen or sports initiatives in 2022, for a total of more than 187 events.

Main pillars of action

Putting patients first



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

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

“ I treat 600 patients with diabetes every year. This metabolic disease affects more than 5% of the French population, and 110,000 people in Brittany. As a way of responding to this recurring and increasingly significant public health issue, I decided to set up a patient care programme incorporating a therapeutic education workshop run by two nurses, a dietician and a medical outpatient secretary.

We treat all types of diabetes: people with type 1 diabetes since childhood, those with late-onset type 2 diabetes, and gestational diabetes, which affects pregnant women and can harm the baby if not treated quickly. Our team’s mission is to offer cross-cutting services: we educate patients about their condition and the importance of nutrition, so they can manage their illness better. In addition to individual sessions and a hotline, we organize group workshops with qualified trainers on twelve different subjects, such as travelling with diabetes, summer eating and diabetes, understanding food labelling and the importance of exercise. I often tell my patients that having diabetes is an opportunity for the whole family to reduce the risk of heart attack and obesity, by encouraging better habits and eating a more balanced diet! ”

Dr Éric Marsaudon, Diabetologist at the Hôpital Privé Océane in Vannes

In France, 1 admission in 5 for endometriosis care is at an ELSAN hospital. 60% of our hospitals offer gynaecology surgery for this condition, and some of them have specific coordinated care programmes, bringing together physiotherapists, pain specialists, psychologists, etc. Endometriosis is the leading cause of infertility in France, and diagnosing this condition is often delayed as doctors don’t always recognize the symptoms. To ensure more effective diagnosis, we’ve set up specialist teams at the Polyclinique Urbain V in Avignon where patients can have a full check-up and get all the care they need. We now have 16 dedicated centres. Following Santé Atlantique in Nantes, two years ago the Clinique de l’Estrée in Stains opened an Endometriosis Centre for patients across the Greater Paris region. Le Centre Clinical, near Angoulême, is the only facility in the Charente area listed by the Nouvelle-Aquitaine Regional Health Agency (ARS) for the treatment of endometriosis. Other facilities in the wider region include Les Cèdres Medical-Surgical Centre in Brive-la-Gaillarde and the Polyclinique Jean Villar near Bordeaux.

Ensure healthcare quality and safety

- Our score in the latest national e-Satis survey, which measures patients’ satisfaction with their hospital experience, was 76.64%, up 1.51 points over five years.
- We use an artificial intelligence-powered app from Better World to measure and monitor patient satisfaction on key topics based on their feedback: 198,000 comments were analyzed in 2002.
- Nearly 1,300 feedback meetings were organized following the analysis of adverse incidents.
- 636 tracer patients enabled an assessment of organizational quality (+11%).

Provide personalized patient care

- More than 75,300 day care patient assessments were carried out (46% increase) across 25 different patient services.
- The ADEL patient app now has 33,000 active users (24% increase).
- 75,000 patients received care after discharge as part of our ELSAN Dom home-based healthcare service, and 45% of our facilities offer the Prado post-discharge programme.
- 83% of our facilities offer complementary therapies:

• Nutritional support	73%	• Osteopathy	22%
• Psychological support	72%	• Reflexology	21%
• Adaptive exercise	44%	• Art therapy	13%
• Beauty therapy	43%	• Aromatherapy	13%
• Hypnosis	41%	• Homeopathy	11%
• Sophrology	32%	• Acupuncture	10%

- Over two-thirds of our facilities offer at least one activity to enhance patient wellbeing (music, books, films, board/card games, virtual reality headsets, massage chairs, etc.), together with a variety of initiatives to reduce anxiety prior to surgery, such as encouraging patients to walk to the operating theatre (64% of our network, 5% increase), and ride-on electric cars for children heading to theatre (39%, 5% increase).

Address emerging public health issues

- 892 (17% increase) public health initiatives were organized by our facilities (reaching more than 11,000 people), including 264 in partnership with a non-profit organization and 171 (23% increase) held off-site.
- 103 therapeutic patient education (TPE) programs were offered by our hospitals.
- More than 7,400 patients took part in TPE sessions (6% increase).

Main pillars of action

Providing environmentally responsible healthcare



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

“As part of the energy efficiency programme rolled out at all ELSAN facilities, we’ve introduced a swathe of measures to curb consumption. These include raising staff and patient awareness to encourage them to adopt best practices, and carrying out checks and inspections on temperature settings in all our buildings to ensure we use heating, air conditioning, ventilation and lighting systems more efficiently. These systems account for the majority of energy use in a hospital, so we’ve increased the capacity of plate heat exchanges for more efficient hot water production, and changed hot water/cold water settings. With the support of ELSAN’s Real Estate department, we plan to integrate a heat recovery system in our cooling unit to preheat domestic water. A steering committee meets on a monthly basis to measure and track the impact of our initiatives. Thanks to these efforts, in 2022 we managed to curb our electricity use and reduce gas consumption by more than 18%.”

Isabelle Vernis, Management Assistant and CSR Correspondent, and Thierry Maza, Facility and Security Manager, at Clinique Esquirol Saint Hilaire and Calabet, Agen

Extension work at Polyclinique du Parc in Caen provided the opportunity to fit the first-ever low-carbon glass windows in France. Healthcare real estate specialist Icade Santé teamed with Saint-Gobain Glass to install an innovative type of glass offering the lowest carbon footprint on the market (a reduction of around 40% compared with the manufacturer’s European baseline product), thanks to a winning combination of high recycled glass content and renewable energy. This innovation will significantly reduce the carbon footprint of window replacement projects and accelerate the development of the circular economy.

Work together for a healthy environment

- 61% of our facilities are involved in environmental health initiatives, with our maternity units making a particularly dynamic effort: 81% use eco-friendly nappies and 62% eco-certified hygiene products, while 46% offer awareness sessions for parents-to-be to encourage them to create a healthy environment for their baby (83 held in 2022).
- 54% of our clinics implement biodiversity protection measures: reducing the use of biocides in surrounding gardens, planting local species of flowers and shrubs, delaying grass cutting (5% increase); 38% of them also take steps to minimize light pollution (17% increase).
- 74% of our facilities implement water quality management measures, including grease traps in the kitchens, dilution control units for cleaning products (59%) and eliminating the use of biocides for floor cleaning (16%).
- 44% use disinfectant-impregnated (reusable) cleaning materials, while 32% have introduced steam disinfection systems, which protect environmental health and improve water quality.

Contribute to the fight against climate change

- Emissions from our direct activities amounted to 74,200 tCO₂eq (scopes 1&2).
- Total energy consumption in 2022 amounted to 384 GWh – equivalent to 165 days of operation by France’s largest hydroelectric plant.
- 93% of our facilities take measures to reduce electricity consumption (5% increase): insulating hot water systems, ceilings and floors, installing LED lighting and/or motion detectors, putting heating and ventilation systems on the lowest settings when operating theatres are not use. And 73% conduct employee awareness initiatives (6% increase).
- 21 hospitals are connected to a district heating network.
- 3 sites are certified to HQE (High Environmental Quality) standards.
- Our operating theatres used 36 tonnes of nitrous oxide in 2022.

Use resources sustainably

- ELSAN facilities used over 1.2 million cubic metres of water in 2022 – equivalent to 487 Olympic swimming pools.
- 82% of our hospitals implement water conservation measures, including flow regulators and sensor taps, together with awareness campaigns.
- Our facilities produced at least 24,300 tonnes of waste, of which:
 - 4,200 tonnes of clinical waste
 - 16,000 tonnes of domestic (non-hazardous) waste
 - 3,800 tonnes of waste were recycled (cardboard, packaging, biowaste, etc.).
- 88% of our sites are tackling waste at source: using fewer single-use items, eliminating bottled water, insisting on reusable boxes for the delivery of medical devices (5% increase).
- 97% recycle cardboard (2% increase) and 60% paper.
- 67% recycle packaging (plastic, metal, light card) (17% increase).
- 48% recover biowaste (8% increase).
- 90% recycle waste electrical and electronic equipment (WEEE), as well as batteries, light elements, printer toners, etc.
- 44% have developed a stream for recycling certain medical device containing metals.

Main pillars of action

Supporting our staff and doctors



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

“ The interdepartmental workplace Olympics we held in 2022 at Hôpital Privé Guillaume De Varye, near Bourges, were such a success that we're already planning a second edition. Out of the hospital's 270 employees, 215 signed up to take part, as did several practitioners, including some who work in our operating theatres. Armed with determination and a sense of humour, they participated in five events between March and June: team cohesion (an imaginative group photo), artistic talent (creation of a coat of arms for the team's department), insider knowledge (an online quiz highlighting some of the less well-known jobs at the hospital), sport (retracing a patient pathway) and a bonus event (a video explaining why their team should win).

The whole initiative generated a lot of enthusiasm. We gave teams plenty of time to prepare for each event, which helped foster cohesion, particularly among nursing staff. And the award ceremony was a fun and informal affair that brought everyone together. Other departments have already signed up for the second edition, and we've asked certain staff members to be part of the jury so that nobody feels left out. ”

Chloé Gherardi, Communication Officer for ELSAN private hospitals in the Centre area

ELSAN made it onto the first list of **companies committed to diversity** published by French monthly *Capital*, ranking 12th in the medical/social sector. The distinction pays tribute to the Group's unwavering commitment to gender equality, social and disability inclusion and the employment of young and older people, upheld by its human resources and disability management teams and all ELSAN employees. 2022 was ELSAN's fourth year as a participant in the DuoDay initiative, where people with a disability shadow a worker for a day to learn about their job. More than 230 employees from around 60 different facilities volunteered in total, enabling 102 "duos" to be formed. At Clinique de l'Estrée, in the Parisian suburb of Stains, 18 employees took part in the initiative, covering a wide range of job categories, from receptionist and personal assistant to nurse, physiotherapist and pharmacy technician.

Support teams through organizational change

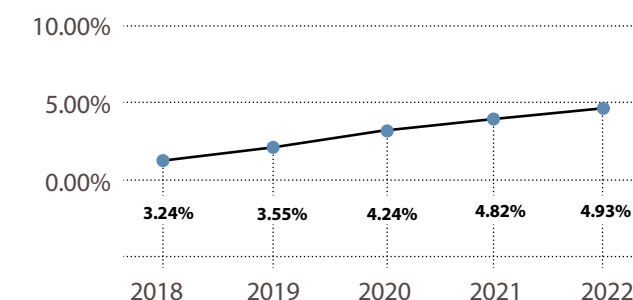
- 89% of staff are on permanent contracts.
- Close to 6,900 interns and 160 apprentices were hosted at our facilities in 2022.
- 100% of our facilities involved in collective bargaining initiated discussions during the year, and 94% of those that wrapped up negotiations for 2022 reached an agreement with employee representatives.
- 74% of our facilities have a profit-sharing agreement in place (up 4 points); 22% of facilities that set up or renewed a profit-sharing agreement in 2022 added criteria relating to waste or energy management.
- To ensure the effective organization of work, our facilities communicate about time off, rest days and shift cover (87%), share information internally (81%, up 9 points) via magazines, newsletters and posters, and have onboarding programmes (72%) for both permanent and fixed-term contract employees.
- The Group-wide staff sickness absence rate was 9.7% in 2022 (up 0.6 points).

Nurture talent

- 650 new practitioners joined ELSAN during the year, of which:
 - 40% women
 - Almost 50% aged 40 or below
 - 10% on employee contracts.
- 473,000 hours of training were delivered to 36,000 trainees. ELSAN University provided 13,205 hours of training to 2,920 trainees on its own and 39,800 hours to 3,100 trainees in partnership with selected providers.
- 30 continuous professional development (CPD) sessions were held during the year.

Be a responsible employer

- Women make up 85% of our workforce and 73% of our managers.
- 100% of our facilities required to calculate their gender equality index are above the minimum threshold of 75 points (up 2 points). The average score for the Group is 91.3/100.
- The workplace accident frequency rate was 22.71 (down 0.17 points) and the severity rate 1.43 (down 0.12 points).
- To continuously improve occupational health and safety, our hospitals conduct occupational risk assessments (77%), monitor accident trends (68%) and carry out accident analyses (62%). Half of our facilities responded to calls for proposals by regional health authorities or regional health insurance funds for initiatives to reduce musculoskeletal disorders (MSDs). 74% offer psychological support to staff to combat work-related stress.
- 66 in-house ergonomic risk factor experts teach staff how to avoid repetition and awkward postures to reduce the occurrence of MSDs.
- More than 90% of our 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%).
- 321 departments deployed the ProximElsan programme (80% increase), aimed at improving employee safety, enhancing the patient experience and eliminating everyday irritants.
- More than 1,200 disabled workers benefited from support measures in 2022.
- Percentage of employees with a disability:



Methods and cross-reference tables

Scope and methods

Our 2022 non-financial performance report covers all ELSAN activities in France and Monaco.

The figures shown in this report are provided either by the relevant department (i.e. real estate, human resources, quality, etc.), or are taken from statements published by our facilities (general care – medicine, surgery, obstetrics, rehabilitation, dialysis and radiotherapy) as part of annual reporting procedures, overseen by our 108 CSR correspondents. Off-site radiology facilities are not included in this scope.

Unless stated otherwise, the indicators cover all facilities required to submit reporting, including our main headquarters in Paris and our three regional headquarters in Perpignan, Bordeaux and Nantes.

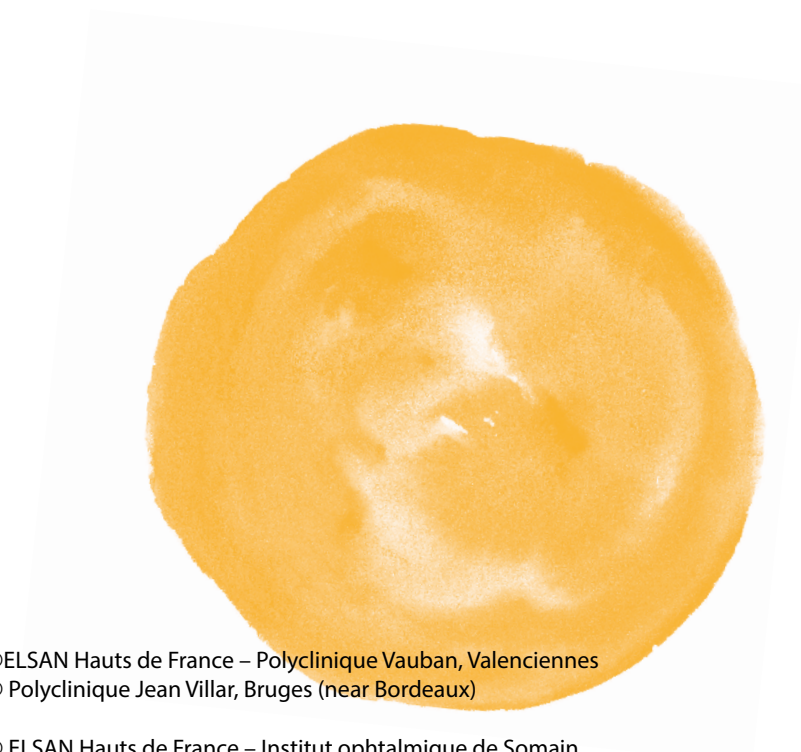
To accurately reflect the ELSAN Group's ongoing development, both the scope and indicators are liable to change from year to year.

2022 cross-reference tables



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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! As part of our New Year's greetings, we asked people across France to share their messages of gratitude and appreciation. We received many heartwarming and often moving testimonials. Scan this QR code to watch the video.



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