



2022
Report from
the **Mission
Committee**



VIV**AL**TO
S**AN**TÉ





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Shared perspectives

As the first healthcare provider to become a Mission-Driven Company, how does this contribute to Vivalto Santé's corporate project?



Daniel Caille
Chairman of the
Supervisory Board
for Vivalto Santé

Setting out to become a Mission-Driven Company at the time of the Corona virus pandemic was a challenging gamble. However, we were confident that, above all, it would be an extremely unifying initiative. By embracing this challenge in 2020, we have given ourselves a formidable platform for transforming our operations to keep pace with the changing face of our sector. Having established this Group on foundations that are both solid and innovative, through our model of shared governance, our "Third Way," our very DNA naturally led us to this status, which consolidates our distinction by setting for us an inspiring roadmap.

In practice, this means we must say what we do, and do what we say, with clear, measurable indicators that are transparent to all. This status binds us to a sincere and constructive approach. It unites our forces and strengthens our determination to prepare the future of Vivalto Santé with a common ambition that is meaningful. The first progress reports already show how far we've come, and encourage us in our shared commitment.

How do all our teams take ownership of the Mission?



Sandrine Macario
Group Director of Human
Resources and Manager of
Mission-Driven Company

If 2021 was the year of on-boarding, 2022 marks the first concrete results of the Mission-Driven Company, with focus on the collaborative spirit. The project's pilots, regional and clinic managers, as well as all our employees and independent physicians, have worked hard to keep the Mission alive, day after day, across the 22 projects that have been launched. This commitment at all levels of the Group demonstrates the unifying impact of sharing a common Mission. This drive has been sustained by the many workshop sessions held with clinic management staff, and the growing involvement of regional and clinic directors on the subject. In the field, the "TEAM" challenge (*Tous Entreprise à Mission*) has inspired over 1,000 employees to take part in artistic projects that embody the Mission-Driven Company vision at Vivalto Santé. This year's first audit is a highly exciting milestone, providing us with an opportunity to take stock of all our actions and assess how far we've come.



**Tous En
A Mi**

How does the role of the Mission Committee advance our reflection and actions?



Jean-Pierre Denis
President of the
Mission Committee

By defining its Mission Statement in 6 statutory objectives and 22 operational objectives, the Vivalto Santé Group has embarked on an approach that is both innovative and demanding. The Mission Committee's role is to support the Group by closely monitoring the requirements for deploying the roadmap and implementing the action plans, which cover a fairly broad scope. This involves frequent interaction with key executives and Mission-Driven Company teams, including the pilots' community. It also requires knowledge of the internal events that mark the course of the Mission and the level of employee involvement. Our role is also to question the overall consistency of the approach and the Mission Model, by assessing how well the Group's Mission Statement is articulated, how it is translated into statutory and operational objectives, and the overall relevance and extent to which the numerous performance indicators are achieved. We may be called upon to make suggestions to the Group's governance board for adjustments to improve both consistency and impact.



Daniel Caille
Chairman of the
Supervisory Board
for Vivalto Santé

What's interesting, and what feeds the Mission even more, is the wealth of cross-disciplinary expertise and the plurality of sensibilities of the six members of the Mission Committee. In a resolutely constructive and benevolent spirit, they take particular care to consider the specific characteristics of the Vivalto Santé Group and the growing complexity of the challenges facing the healthcare sector.

This first progress report provides a special opportunity to thank the Mission Committee and all our teams for their involvement and the work they have accomplished in the service of our Mission Statement.

* Tous Entreprise A Mission: *Everyone involved in the Mission-Driven Company*

Vivalto Santé, Mission-Driven Company since 2020



Vivalto Santé was created in 2009 by Daniel Caille and a group of physicians when they acquired three clinics in Brittany.

Over the past 13 years, the Group has built up its network of private clinics through an efficient multi-regional structure, in the service of local healthcare. Driven by a sustained expansion strategy, the Group operates a network of 50 private clinics and hospitals in France and 41 in the rest of Europe as of December 31, 2022. The Group is a major player in the healthcare sector, with a strong focus on Medicine, Surgery, and Obstetrics (MSO).

With 7,200 beds and almost 10,000 employees in France*, Vivalto Santé generates over 2 billion euros in international revenue. It is the third largest private hospitalisation Group in France.

The unique model developed by Vivalto Santé is called the "Third Way." It is founded on a partnership between the Group's physicians and financial investors, under a shared governance structure.

This innovative concept combines the financial strength of investors with the insight of industry professionals, to ensure a virtuous interaction for the benefit of patients.

Indeed, regular collaboration between healthcare professionals, aware of the economic realities of a

fast-growing Group, and financial stakeholders open to strategic investments for the benefit of patients and the future of the profession, enables Vivalto Santé to address ever-changing healthcare needs.

So, at every decision-making level, and particularly when it comes to medical strategy and development, physicians - most of whom are independent - are involved in strategic choices in the interests of their patients.

This shared governance is reflected in the very structure of the Group, which has set up governing bodies at every managerial level and at each individual clinic.

Vivalto Santé's objective is to constantly improve the excellence of care for all, and to personalise the care of each patient by paying the utmost attention to each procedure performed.

This vision is based on three key values, shared by the entire Group and placed at the heart of our organisation: Boldness, Trust and Team.

These values, combined with the ambition to offer a complete and outstanding range of healthcare services, are what Vivalto Santé has sought to embody in its approach as a Mission-Driven Company.



7,200
BEDS



10,000
EMPLOYEES



€2 BILLION
REVENUES



3rd LARGEST
PRIVATE HOSPITAL
GROUP IN FRANCE

*The Mission-Driven Company does not include international operations.



The meaning of a Mission-Driven Company for Vivalto Santé

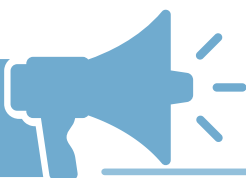
Becoming a Mission-Driven Company was an obvious decision for Vivalto Santé. This fully reflects the company's DNA, based on an original business model and the key values of Boldness, Trust and Teamwork. By adopting this status in 2020 and being the first private hospital group to become Mission-Driven Company, Vivalto Santé has demonstrated its capacity for boldness.

Being a Mission-Driven Company also means teaming up and sharing the same values around a common

project. The Mission Statement facilitates cohesion across the Group, by giving a common direction to a highly decentralised organisation made up of clinics and regions with different backgrounds and challenges.

Finally, as a healthcare Group, Vivalto Santé works closely with independent physicians. Defining its Mission not only means mobilising the teams, but also federating them around a meaningful project.

NOTE from
the Mission Committee



The Mission Committee would like to congratulate the entire Group on its strong commitment to its Mission, and the substantial resources deployed to reach its objectives, despite challenging conditions. As a reminder, the Covid-19 crisis had a major impact on the healthcare sector in 2020. Yet, Vivalto Santé persistently pursued its objectives, taking great care to involve its employees and implement this ambitious and meaningful project.

Vivalto Santé's Mission Statement and statutory commitments

Based on an original and innovative partnership with physicians, and a strong commitment by the Group's personnel, our mission is to treat and support patients throughout their care pathway and their lives.

This Mission Statement reflects the Group's values, and refers directly to its primary calling: healthcare. It addresses all the stakeholders interacting with Vivalto Santé on a daily basis. It expresses the social contribution that the Group aspires to make through its activities.

To support this Mission Statement, Vivalto Santé has defined and implemented six statutory commitments, all directly in line with this Mission Statement.

1

Shared governance model

"Place our shared governance system at the heart of our activities to meet changing healthcare needs"



Involve physicians, particularly those working in independent practice, in the governance process, whether statutory or operational, to improve patient care.

2

Comprehensive healthcare provision by region

"Offer accessible, comprehensive care for all patients through our regional organisation."



Expand the Group's regional network of hospitals and clinics and set up local entities to ensure accessibility and quality of care for all patients.

3

Collective dynamics, quality of life and working conditions

"Develop with our teams the conditions to maintain a collective dynamic and promote professional inclusion"



Promote "Symmetry of Attention," to take care of our staff, whether employees, independents or new recruits, so that they all benefit from a better quality of life and working conditions, and can in turn take greater care of our patients.



Anne-Marie Armanteras
Honorary Hospital Director
and Health Consultant

Today, the main development targets for clinics are to establish local roots to encourage the development of care and health pathways that are as close as possible to the patient, to commit to actions that contribute to the quality of care by focusing on the patient experience, and to engage in structured initiatives that promote quality of life in the workplace. The Vivalto Santé Group's commitment to the Mission-Driven Company provides a structure for these principles, and a solid foundation for their harmonious development. The Third Way is the crowning achievement of Vivalto Santé's ambition to set up clinics in regions where access to quality care is essential, in response to the health needs of the local population and to complement available services.

4

Continued sustainable growth

"Work for the growth, sustainable performance and long-term success of the group"



Ensure the long-term success of the group, to further develop the Third Way, expand our regional coverage and guarantee a level of investment that will enable us to constantly improve patient care and spread the Mission-Driven Company model.

5

Environmental responsibility

"Control our environmental footprint"



Limit the impact of our activities on the planet as much as possible to reduce the environmental consequences on health, so that we can continue to care for our patients throughout their lives.

6

Research and innovation

"Actively participate in research and innovation for the benefit of our patients, physicians and employees"



Develop new solutions to facilitate patient care, whether through medical research, patient-oriented innovation or improved working conditions for employees.

A governance and organisation servicing the Mission

A strong Mission-Driven Company governance, with complementarity and regular interactions

The Mission-Driven Company is organised around a number of complementary bodies to ensure that all statutory and operational objectives are met.

THE MISSION COMMITTEE

serves as a supportive yet demanding advisory body. It monitors the progress of the Mission to ensure that all commitments are honoured and actions taken are consistent.

THE STEERING COMMITTEE

monitors the internal aspects of the project. It meets every quarter on average. It is responsible for making strategic decisions and measuring progress.

THE PILOTS' COMMUNITY

regularly brings together the pilots and co-pilots in charge of deploying the 22 operational objectives.

THE MISSION-DRIVEN COMPANY TEAM

structures the approach, coordinates the pilots' community and is responsible for keeping the Mission-Driven Company spirit alive within the Group.

The pilots' community



Anne Bourdet-Neuilly



Nicolas Bioulou



Atika Alami



Dr Philippe Souchois



Antoine Goëlau



Didier Delavaud



Caroline Desaeagher



Marie-Pascale Chague



Pauline Malafosse



Hélène Martinot



Frédérique Daubard



Adrien Hessenbruch



Hervé Goinvic



Anne Braband-Mallard



Stéphanie Briantais



Stéphanie Durel-Pinson



Hamza Bissaoui



Thomas Pignier



Fanny Faguier-Poulet



Johanna Molina



Agnès Loire



Operation and main activities of the Mission Committee

The Mission Committee works in close cooperation with the Steering Committee of the Mission. It meets several times a year, once every two months on average, and more frequently as important deadlines approach. On these occasions, it seeks to fulfil its dual responsibility of monitoring and evaluating the implementation of the Mission. To this end, it remains in close contact with the teams overseeing the Mission's deployment. The President of the Mission Committee, on behalf of all members, maintains constant contact with the Mission-Driven Company Director and her team.

The Mission Committee meetings provide an

opportunity to share our perceptions of the various commitments and their operational implementation, and to suggest a number of changes or adjustments. It also provides information on progress made towards achieving operational objectives.

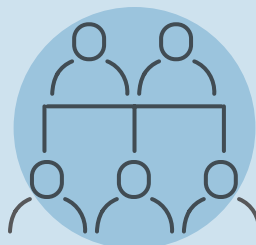
For example, in December 2022, two Mission Committees were set up to take stock of what had been achieved. During these meetings, each pilot was able to share his or her achievements and the results of their actions, one year after the operational deployment of the Mission-Driven Company. These discussions provided a direct link with operational staff, and enabled us to assess the extent of our actions.



Atika Alami

Managing Director of the Île-de-France Region for Vivalto Santé and member of the Mission Committee

The two reviews provided an opportunity for feedback and sharing. Given its multi-expertise, the Mission Committee was able to bring a crossed perspective to each subject. These discussions generally converged towards a unanimous opinion.



**THE MISSION
COMMITTEE MET
6 TIMES
DURING 2022, PROVIDING
REGULAR UPDATES ON
THE IMPLEMENTATION OF
THE MISSION.**

A Mission Committee with expertise and commitment

The strength of the Vivalto Santé Mission Committee lies in the richness and diversity of its members. Each and every one of us contributes our expertise to the various subjects and issues covered by the Vivalto Santé's mission, while also bringing a critical eye to help the Group go even further.



Jean-Pierre Denis
President of the
Mission Committee

My contribution to the Mission Committee is based on my experience as the head of a financial institution that has supported the development of Vivalto Santé since its founding, and that also chose to become a Mission-Driven Company. I have been personally involved for almost 10 years in the issues of impact, climate and the measuring of extra-financial performance in different business sectors. I take part, with the members of the Mission Committee, in monitoring the implementation of the statutory and operational objectives set by Vivalto Santé.



Michel Bourgade
Orthopedic surgeon
at Hôpital du Confluent,
Nantes

My role is to bring a medical presence and expertise within a Healthcare Group and to act as a relay for all Vivalto Santé physicians in this Mission.



Anne-Marie Armanteras
(joined in 2022)
Honorary Hospital Director
and Health Consultant

My experience has led me to assess in particular the relevance of indicators and actions on clinic management, the quality of workplace environment and how it affects the quality of care and the patient experience, as well as the impact of regional strategies and the Group's quest for sustainability through its regional presence.



Atika Alami

Managing Director of the Île-de-France Region for Vivalto Santé and member of the Mission Committee

As Managing Director of the Île-de-France region, I am a member of the Mission Committee both as an employee of Vivalto Santé and as a representative of the regions. My experience as a caregiver, then as a manager, and my good knowledge of the Group and the sector give me the ability to challenge the Mission and the actions carried out with regard to their real impact.



Olivier Thomas

User Representative

As a user representative at Clinique Sainte-Marie, I represent this key stakeholder on the Mission Committee. I was also the CSR manager for my company for five years (STACI, 3,000 employees, seven countries). This dual responsibility helps me to bring an enlightened perspective to these issues.



Myriam El Khomri

(joined in 2022)
Director of Human Resources Consulting, Groupe Diot Siaci

I'm delighted to be part of the adventure that the Vivalto Santé Group has embarked upon as a Mission-Driven Company. I'm part of a collective that sets ambitious yet realistic goals in terms of CSR, innovative governance, and dialogue and co-construction with stakeholders. My current experience and the volunteer mission I led in October 2019 on the attractiveness of professions working with the elderly naturally lead me to pay close attention to human resources, whose current crisis, across all sectors, may pose a real risk of weakening the continuity, quality and safety of care.

A genuine dynamic of daily initiatives, inclusive and empowering, to implement commitments at all levels of the Group.

The Mission Committee would like to emphasise that Vivalto Santé has made every effort to successfully implement its mission.

First and foremost, a position of Mission-Driven Company Coordinator was created to ensure the successful deployment of the project. In 2022 it was boosted by the arrival of Eloïse Coulombier and Mathilda Roux, respectively Coordinator and Responsible for Mission-Driven Company. The mission of the new team is to ensure that the Mission-Driven Company's communities are fully involved, and to act as a link between the various stakeholders.

To safeguard its implementation, the Group has set up a community of pilots responsible for deploying the operational objectives. These pilots, chosen for their expertise or interest in the subject, are joined by co-pilots selected among physicians and caregivers, to spread the message in the clinics and to the on-site teams.

In clinics, the Managing Directors are the key to ensuring proper deployment of each objective. They are responsible for ensuring that action plans are implemented.

Custom-made animation resources

The coordination team supports the pilots' community via webinars and two-way meetings. For more agile and digital management, the Group has chosen to rely on the in-house Innovalto platform. Each operational objective has its own page accessible to the pilot, their team and the coordination team. Everyone can upload documents, manage their project with their team or chat via the forum. So Innovalto has the dual merit of enabling the sharing and dissemination of best practices within Vivalto Santé Group, and ensuring the traceability and documentation of actions taken.

The past year has been marked by a dynamic commitment on the part of our teams, with a number of events: a Steering Committee seminar, workshops with management and the organisation of a challenge for all staff.



Digital Challenge

** Everyone involved in the Mission-Driven Company*

The TEAM challenge was an opportunity to capitalise on the internal momentum around the Mission-Driven Company approach. With **more than 1,000 Vivalto Santé employees** involved, the event was a resounding success, proof if any were needed of the **significance of the Mission-Driven Company** for employees.

Employees were invited to take part in the challenge in four different categories: a quiz, a photo contest, a video contest and a regional challenge. All the winners were recognised at an awards ceremony held on November 14, 2022, in the presence of Vivalto Santé management and members of the Mission Committee. On this occasion, they were each presented with a trophy by Daniel Caille (Founding President of Vivalto Santé), Sandrine Macario (Group HR and Mission-Driven Company Manager), Emmanuel Prin (Managing Director) and members of the Mission Committee.

In addition, participants were able to vote for a project to be supported by the Group. The winning entry was a project to **finance educational beehives** via the Terre d'Abeilles association. The Mission Committee's award shows the genuine commitment of Vivalto Santé employees to the Mission-Driven Company.



Winner of the TEAM challenge in the Photo category.
©Virginie LEGRAND, Qualified Caregiver at Clinique des 2 Caps (Calais).

Meeting our objectives



How we implemented our commitments



Tangible operational headway on all impactful commitments

Vivalto Santé has adopted a Mission Statement that defines the purpose of its mission and identifies the stakeholders involved. It refers directly to the distinctive nature of the Group's governance. The six statutory objectives are intended to reflect the Mission Statement and cover the Group's main areas of focus.

Statutory Objective

Placing our shared governance system at the heart of our activities **to meet changing healthcare needs.**

Vivalto Santé's first commitment as a Mission-Driven Company lies at the very core of its DNA and its uniqueness. It aims at strengthening the sharing of business visions for strategic orientations, and empowering the Group's activities at a time when healthcare systems are evolving, regulations are on the increase, and portfolios of clinics in France and abroad are expanding*.

Developing The Third Way means speeding up the emergence and sharing of best practices, and developing synergies and joint projects where relevant. This will help us make strategic decisions in the face of accelerating pressure in our sector (e.g. digitisation and management of healthcare data, consolidation in the sector and increased competition, shortages of staff including physicians, development of service provision, etc.). It also means being able to share a common vision with different stakeholders who play essential roles in healthcare, but who have different statuses and even some form of autonomy (independent physicians).

Regular collaboration between healthcare professionals, aware of the economic realities of a fast-growing Group, and financial stakeholders open to strategic investments for the benefit of patients and the future of the profession, enables Vivalto Santé to address ever-changing healthcare needs. Physicians at all managerial levels (Group, region, clinic) take part in discussions on strategic orientations and investment choices in close cooperation with shareholders and managers.

* To date, the Mission-Driven Company does not include international operations.

Developing physician shareholding

Naturally, physician shareholding echoes the notion of “original and innovative partnership with physicians” that lies at the very core of our Mission Statement.

Since its creation, Vivalto Santé has developed through a capital-based partnership with physicians. This partnership is the key to operational Shared Governance within the Group’s various committees. After thirteen years in operation, this original and innovative model has proved its relevance, attracting independent physicians and ensuring the long-term future of the group.

In addition, in order to become a shareholder, independent physicians must comply with the shareholders’ charter, which sets a minimum level of involvement with the Vivalto Santé Group, as well as rules of ethical conduct. This shareholding is therefore a lever for building loyalty and commitment among physicians, and for sharing common values.



Dr Éric Dupont-Bierre
Gastrointestinal and visceral surgeon
Member of Supervisory Board

The first objective was to consolidate the physician shareholding structure that has been present since the creation of the Vivalto Santé Group, to define the investment terms and conditions in a way so as to offer it to as many physicians as possible, and to respect a 30% physician shareholding ratio.



Over 1,000

The number of **physicians** who are Vivalto Santé **shareholders** at the end of 2022.



€350M

The share of capital held by physician shareholders (**over 30%**)

Developing employee shareholding

Employee shareholding strengthens the concept of Shared Governance, with the presence of a Supervisory Board for the Vivalto Santé mutual fund (FCPE VS), and a representative of this Supervisory Board attending the Annual General Meeting in an advisory capacity. Employee shareholding is a means of differentiating ourselves as an employer, involving Group employees and giving them a stake in our success, and contributing to a sense of belonging and recognition.

Today, Vivalto Santé is the only unlisted healthcare Group to have created a dedicated mutual fund (FCPE) for all of its employees, favouring the smallest shareholders, therefore the lowest salaries, with a system of degressive matching contributions.

Employee shareholding therefore represents a real loyalty-building lever in a sector that suffers from labour shortages and strong hiring competition. The Group’s ambitious target of 30% employee shareholding has been exceeded.



34%

The percentage of **employee shareholders**

Applying Shared Governance at all levels of the Group

At every decision-making level, and particularly when it comes to medical strategy and development, physicians - most of whom are independent - are involved in strategic choices in the interests of their patients.

To this end, the Vivalto Santé Group has established governing bodies at Group, regional and clinic level.

This Shared Governance will be further strengthened by the creation of a Strategic Medical Committee in 2022, which will complement the Group's Medical Steering Committees in each clinic and the Regional Medical Committees at regional level.

This unique two-headed approach is not only attractive to physicians, who are involved in the decisions of the clinic in which they practise, but also embodies the Vivalto Santé philosophy across all clinics in the regional area and throughout the Group.

It's also a visionary approach from the Group, which is already addressing government programmes aimed at developing two-headed management of healthcare clinics, and helping to gain recognition for the public-interest mission of private-sector clinics.

Establishing Medical Steering Committees (MSC)

The Medical Steering Committee (MSC) is the cornerstone of Vivalto Santé's philosophy and dynamism; it must guarantee Shared Governance at the regional level between clinic management and physicians.

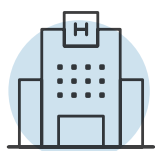
MSCs are made up of physicians elected or appointed by their peers at each clinic. These committees deal with medical projects, care organisation and patient care, as well as clinic management issues such as activities, investments and major decisions affecting the organisation.



Dr François-Bruno Le Bot
Ophthalmic surgeon
Member of
Supervisory Board

The Medical Steering Committee is the founding element of The Third Way and its original philosophy of Shared Governance. It is where Vivalto Santé and its development were founded, with an essential conviction that has grown stronger over the years: There can be no clinic management without a dual physician-management team.

As part of the Mission-Driven Company, we have drawn up a co-governance operating charter for our clinics. It provides them with a natural opportunity to appropriate this avant-garde model, which we invented 12 years ago and which today resonates ever more strongly with the changes taking place in the healthcare landscape.



100%

of our clinics **have an MSC**
at the end of 2022



Establishing **Regional Medical Committees** (RMC)

In keeping with The Third Way's governance approach, the Regional Medical Committees (RMC) are essential, and serve as the regional version of the Medical Steering Committees. They also provide answers on the same level as their supervisory body, which is usually the regional authority (notably the Regional Health Agencies).

The Regional Medical Committees promote coordination between clinics and provide a structure for the gradation of care between clinics. As a result, they are at the heart of the deployment of Regional Medical Projects.

The initial focus of this objective was to rally independent physicians around a regional initiative outside their own practice or clinic. In a second stage, the Group is working to standardise this body by defining a common operating charter.



Establishing a **Strategic Medical Committee** (SMC)



At every decision-making level within the Group, physicians, most of whom are independent, are consulted on medical strategy and development in the interests of their patients.

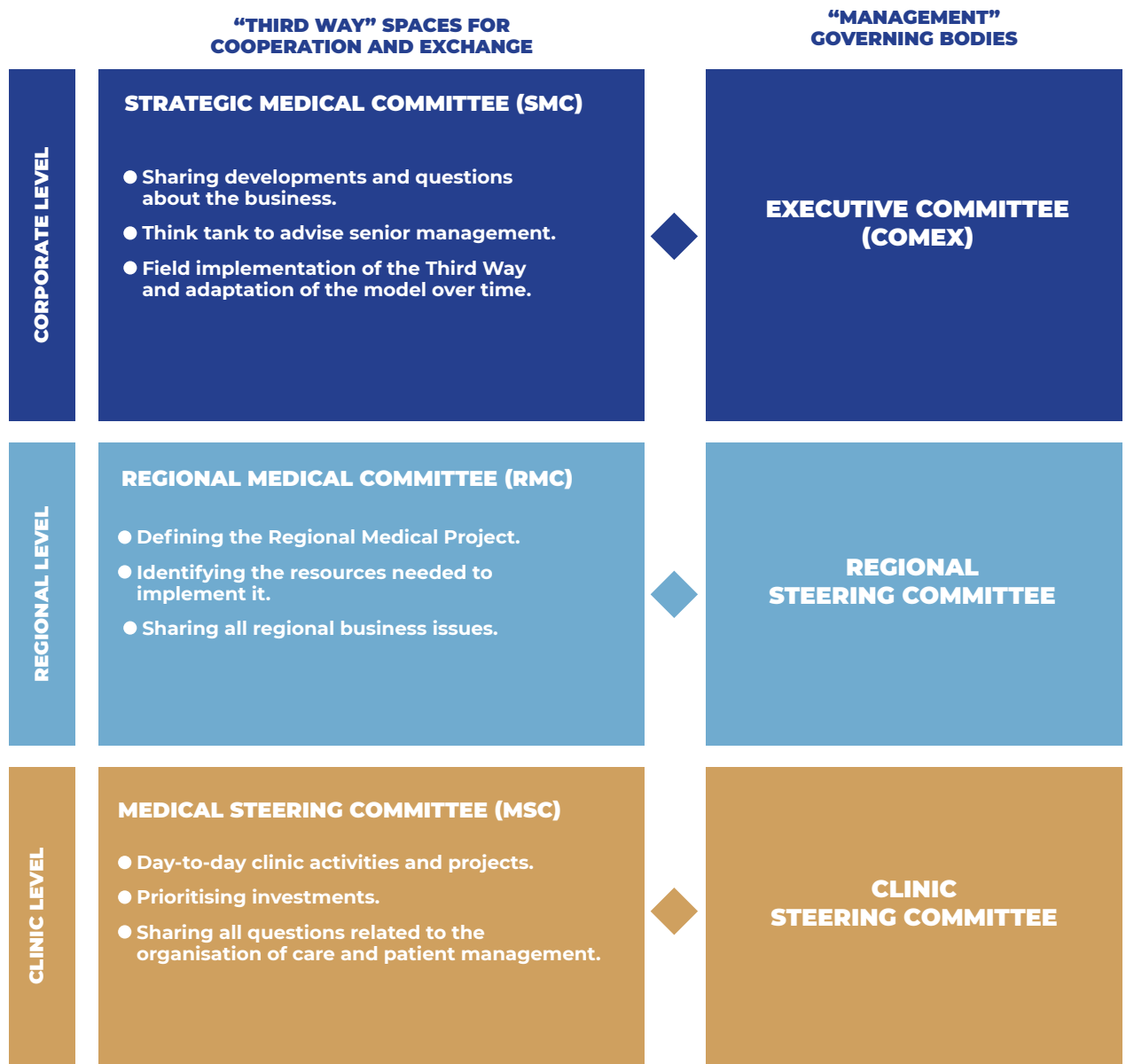
At Group level, discussions had already begun on the creation of Medical Steering Committees (MSC) and Regional Medical Committees (RMC). The only missing element was the Strategic Medical Committee, which was established in 2022.

This new body oversees the Group's reflection and decision-making in the medical domain.








Operational Shared Governance

This shared governance is regulated by a supervisory board made up of representatives of financial investors and physician administrators.



Summary of operational objectives

Placing our shared governance system at the heart of our activities **to meet changing healthcare needs.**

OPERATIONAL OBJECTIVE		ACHIEVEMENT LEVEL
Physician shareholding	<ul style="list-style-type: none"> • Open the capital to 100% of eligible physicians at the investment round (VS3) • Reach €150M invested by physicians by the end of 2022 	 €350M invested by physicians (over 30% of capital)
Employee shareholding	<ul style="list-style-type: none"> • Launch an employee shareholding campaign within 2 years of VS3 • Reach 30% of shareholders for employees with open-ended contracts by 2023 	 34% of employee shareholders
Medical Steering Committees	<ul style="list-style-type: none"> • Establish active MSCs in clinics • 100% of clinics (excluding acquisitions within the last year) with an active MSC (3 meetings per year on average) by the end of 2021 	 100% of clinics have an MSC
Regional Medical Committees	<ul style="list-style-type: none"> • Establish active RMCs • 100% of the regions (excluding where present for less than a year) with an active RMC (3 meetings per year on average) by the end of 2022 	 100% of regions have an RMC
Strategic Medical Committee	<ul style="list-style-type: none"> • Establish a Strategic Medical Committee (at least 2 meetings / year) • Define a charter and share it with the entire medical community by the end of 2023 	 First Strategic Medical Committee meeting in 2022 The charter is being drafted

 NOT REACHED
  ONGOING
  REACHED
  EXCEEDED

NOTE from the Mission Committee



This commitment illustrates the unique nature of the Vivalto Santé Group, with its ambition to place medical governance at the heart of developing health and care pathways in the regions. The strong involvement of physicians in Vivalto Santé's shareholding and governance structure combines business and operational vision in the interests of patients. This commitment is fully consistent with our Mission Statement, and its operational implementation is its concrete expression.

Medical shareholding promotes the alignment of interests within the Vivalto Santé Group and the direct involvement of physicians in the Group's decisions. It reflects the Group's objective of building a strong presence in the French healthcare ecosystem, through the commitment of independent physicians to the Group's overall targets and to each of the structures in which they are involved.

The Mission Committee confirms the relevance of the corresponding performance indicators.

Statutory Objective

Offer accessible, comprehensive care **for all patients through our regional organisation**

Through this commitment, Vivalto Santé is responding directly to the crucial issue of healthcare accessibility in the regions. To this end, it provides comprehensive care pathways based on the pathologies involved, and strives to be accessible to hospitalised patients while meeting their expectations.

The national shortage of physicians has prompted Vivalto Santé to offer solutions to the growing number of people giving up on medical care: 3.1% of people aged 16 and over living in France have renounced medical care (according to INSEE survey). The most disadvantaged people are more at risk, especially if they live in areas where there is a shortage of general physicians.

Vivalto Santé's approach is organised around a number of specialties:

- Surgical and anaesthetic, with different modalities depending on the situation of the patient, who can be admitted on an emergency or consultation basis, in liaison with their physician.
- Mother and child, accompanied by the Group's professionals in our maternity wards organised to monitor pregnancy, childbirth and the post-partum period.

- Medical, responding to the public health challenges of cancer and renal, cardiac and pulmonary deficiencies. Chronic and age-related pathologies are increasingly being treated in a more coordinated way. Finally, acute pathologies are addressed with the support of intervention specialists.
- Endoscopic, cardiovascular, imaging and biological diagnostics.
- Emergency care, where clinics are responsible for public service missions such as providing round-the-clock care. They are part of a graduated response network with emergency services, unscheduled care services and specialised response structures such as hand or cardiology emergencies.

While Groupements Hospitaliers de Territoire (GHT) have been mandatory for public hospitals since 2016, this is not the case for private hospitals. With its Regional Medical Projects, Vivalto Santé has seized the opportunity to create its own "private GHT" model.

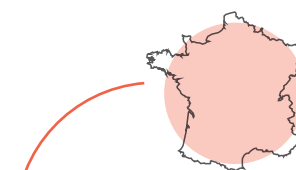
Designing and implementing a **Regional Medical Project** (RMP) for each region

Regional Medical Projects are designed to improve the visibility of our healthcare offering and enhance medical coverage by moving away from a "practice-based" vision. They offer a variety of care options in a complementary region-based structure to meet the needs of the population.

Through its RMPs, Vivalto Santé organises the continuity of care between clinics in each region. The idea is to specialise the sites in order to strengthen expertise and improve the quality of care. At the same time, we are pooling the diagnostic and therapeutic equipment of our clinics to offer care pathways that are well coordinated between the clinics and the hospitals, according to the needs of the patients.

By strengthening our regional network, we can offer our patients access to a wider range of specialties in various care modalities (day hospital, home care, etc.) in a given region.

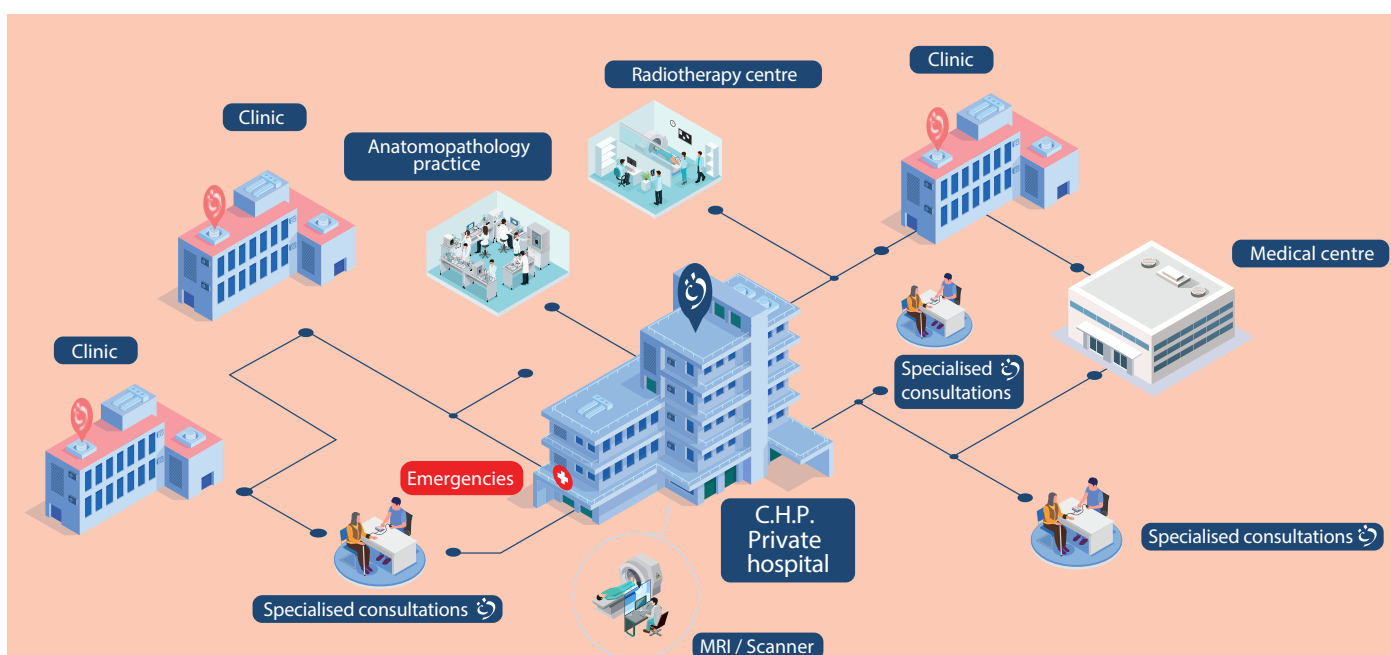
For example, short-stay hospitalisation is organised downstream with clinics focusing on follow-up care and rehabilitation, home nursing services (SSIAD) or home healthcare (HHC). Vivalto DOM arranges the discharge of patients by identifying their medical and social needs, so that they can continue to receive care at home in conditions that are safe and comforting for the patient and their family.



6

Group regions have an RMP:

Bretagne Ouest,
Bretagne Est, Normandie,
Île-de-France, Pays de la
Loire, Grande Aquitaine



Example of RMP benefits

In the Bretagne region, 6 urologic surgeons working at the Hôpitaux Privés Rennais in Saint-Grégoire (35) come to practise one day a week at the Hôpital Privé de la Baie in Avranches (50). They provide both consultation and surgical services, reinforcing the range of care available in the region. Moreover, to strengthen the regional provision of healthcare services, physicians from the Breton clinics are reaching out beyond their hospital walls, offering advanced consultations several days a week at 12 different facilities.

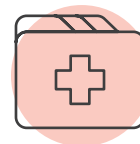
Providing patients with access to **specialised consultations** and **unscheduled care**

This objective reflects the fact that there are tensions in the organisation of healthcare in France. These tensions are due in particular to a shortage of general physicians. Vivalto Santé is implementing two types of solutions to help our patients better navigate the town-hospital care pathway: the creation of Unscheduled Care Units and the deployment of advanced consultations.

- An Unscheduled Care Unit is a service designed to provide urgent care. Patients are admitted on a walk-in basis by physicians who apply sector 1 rates (reimbursable by the French Social Security system).
- Advanced consultations complement local care with specialised consultations delivered as close as possible to the patient's home, particularly in areas with insufficient medical resources. Whenever possible, offering a consultation in a general physician's practice or in a multidisciplinary health centre is a way of fostering town-hospital links to improve the patient care pathway.

This regional network improves healthcare access and facilitates the continuity of care within a given region.

This objective is in line with the general aim set out by the French government and national health strategy authorities of reducing medical desertification and providing an initial remedy for unmet healthcare needs.



13

The number of Unscheduled Care Units in France in 2022.
That's 5 more than in 2020.



Dr Cyril Neuilly

Emergency physician in charge
of the Unscheduled Care Unit
Clinique Saint-Germain

At a time when access to emergency care is proving difficult for many patients, our clinic's Unscheduled Care Unit is fulfilling its public service mission by attending as quickly as possible to all patients requiring rapid or urgent medical attention. This includes patients referred by the "15" emergency dispatch centre, by their primary care physician, or who present themselves on their own initiative. This responsive care is deployed within the Care Unit, which provides access to biology, radiology, scanner and the full range of diagnostic and therapeutic equipment. In 10 to 15% of cases, this care pathway leads to hospitalisation or an appointment with a specialist. Since its opening in 2020, our unit has seen a number of life-threatening emergencies: strokes, myocardial infarctions, heart rhythm disorders, and recently a case of bacterial meningitis.

Improving patient satisfaction

Taking into account patient satisfaction and, more generally, the patient experience, provides a major boost to the attractiveness of both patients and clinics. As a measure of the quality and safety of care, but also a source of meaning for caregivers who place the human element at the heart of their concerns, the evaluation of patient satisfaction remains essential today. To this end, the clinics in the Vivalto Santé Group have joined the national "e-Satis" system for measuring patient satisfaction and experience. This satisfaction survey, implemented by the French National Authority for Health (HAS) and the French Ministry of Health, provides feedback from patients following their visit in the Group's clinics.

To analyse this data, Vivalto Santé has developed an in-house tool for monitoring and consolidating e-Satis patient satisfaction and its associated sub-indicators, which can be tracked on a monthly basis.

In addition to these results, the Group decided to take its analyses a step further by including patient feedback. This data was not used up to now.

To do so, the Group uses an innovative "Better World" solution to collect and analyse patient feedback based on a specific classification according to the feelings expressed. Using this data, we can identify and prioritise the main points of patient satisfaction at the clinic, regional or Group level, as well as areas for improvement to enhance the quality of care.

As such, all patient feedback is cross-referenced both in terms of satisfaction, patient experience and free expression.

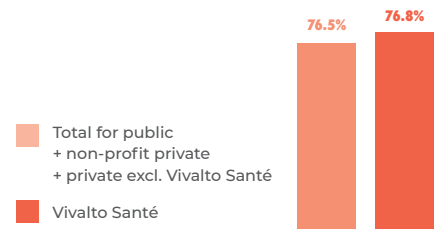


76.8%

Patient satisfaction rate after hospitalisation at Vivalto Santé

Arithmetic mean

Patient satisfaction rate after hospitalisation






Source: Qualiscope website - HAS





Summary of operational objectives

Offer accessible, comprehensive care
for all patients through our regional organisation

OPERATIONAL OBJECTIVE		ACHIEVEMENT LEVEL
Regional Medical Project	<ul style="list-style-type: none"> Reach 100% of regions with a formal RMP by 2022 	 100% of regions have an RMP
Specialised consultations Unscheduled care	<ul style="list-style-type: none"> Established at least 10 new specialised consultations and/or unscheduled care units by the end of 2024 	 3 new unscheduled care units in 2020; 0 in 2021; 2 in 2022 At least 9 new sites* for specialised consultation in 2022
Patient satisfaction	<ul style="list-style-type: none"> Establish an annual patient satisfaction improvement plan using e-Satis / Betterworld 	 Group-wide evolution in patient satisfaction between 2021 and 2022: Outpatient: +0.19% MSO+48h: + 0 % FURC: +0.44%

* Non-exhaustive inventory to date

 NOT REACHED
  ONGOING
  REACHED
  EXCEEDED

NOTE from the Mission Committee



This statutory objective directly reflects the Mission Statement of the Vivalto Santé Group. It underlines Vivalto Santé's commitment to going beyond the simple objectives of providing care to improve healthcare coverage in the regions concerned. It praises a national commitment to analysing patient experiences, which goes beyond the simple data collection traditionally carried out by French clinics.

This is a major commitment with strong impacts in terms of healthcare coverage and regional cooperation. It is therefore not only impactful, but also fully consistent with our Mission Statement to which it is an integral part.

Statutory Objective

Develop with our teams the conditions to maintain **a collective dynamic and promote professional inclusion**

The Vivalto Santé Group believes that patient care relies on well-trained, well-equipped and fully committed teams. Thus, the working conditions of our teams are essential. Taking good care of our employees is part of our mission to serve patients.

To this end, Vivalto Santé has developed an inclusive model that focuses on 3 key areas:

- Helping new recruits integrate seamlessly into the work organization
- Supporting and assisting employees who need it
- Ensuring that their working conditions are optimal, and that their day-to-day activities are simplified, by devoting increasing attention to the issues of arduous work and professional fatigue in the healthcare sector.

Setting up a Group-wide **social barometer**

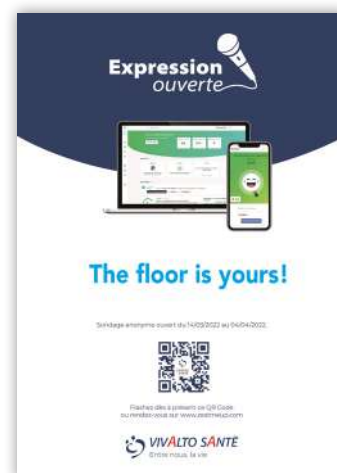
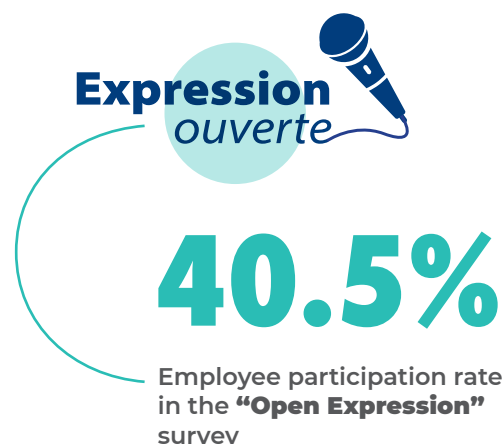
Improving the quality of life and working conditions is a priority for the Group. This contributes to the well-being and fulfilment of each and every employee, helps to improve the quality of care and treatment of our patients, and has a positive impact on the Group's performance. This process of continuous improvement is an integral part of all Group initiatives and projects.

By consulting employees directly, our aim was not simply to measure employee satisfaction, but also to identify new ways of increasing it. The "Open Expression" social barometer encourages employees to express themselves anonymously. It provides a precise diagnosis of how employees perceive the situation in their clinic, by collecting and considering their feelings, challenges, expectations and suggestions.



Géraldine Lossouarn
Group Committee
Representative

As a member of the Group Committee and with my experience as a caregiver, I chose to get involved in the Quality of Work Life (QWL) survey. Among other things, I took part in the reflection and drafting of the questions. I felt it was essential that they reflected the realities on the ground and allowed everyone to express themselves by including open-ended questions. It took some convincing to get employees to freely express their feelings. Discussions within the workgroup resulted in the necessary fine-tuning and improvement of our thinking. Of course, one of the keys to participation is the guarantee that the survey will always be conducted anonymously. I made a real effort to address this concern in a video filmed to raise awareness among the widest possible range of employees in all clinics, so that they would take part in this consultation.





Establishing a **QWL** programme in clinics



Introducing QWL programmes was a direct outcome of the findings from our Open Expression survey (social barometer). The goal was to draw up QWL action plans that would be closer to the field, while taking into account the context of each region, and the maturity and history of each structure in this respect.

A Group-wide methodology was defined in order to initiate the process in all clinics. After drawing up a diagnosis and organising dedicated workshops, each clinic was free to define its own action plan to meet the specific needs of its employees.

Action plans were presented to the relevant Works Councils and to the employees prior to their implementation in 2023. This attention on respecting differences and empowering clinics in the implementation of their actions makes this programme a meaningful and impactful objective for Vivalto Santé employees.



Vincent Gervaise

Managing Director,
Hôpital de la Baie
in Avranches and
Clinique Notre-Dame
in Vire



Corinne Delpuech

Managing Director,
Clinique du Val d'Or
in Saint-Cloud

While our clinics have historically been part of a QWL dynamic in liaison with our unions and social partners, we need to go further to improve working conditions for our teams.

As part of the deployment of QWL actions, we have identified several measures, including the need to reduce the administrative tasks performed by our nurses and caregivers.

To achieve this, we came up with the idea of introducing a new position of patient manager, who would be responsible for all administrative tasks relating to hospitalisation and accommodation.

The benefits are truly unquestionable. Nurses have expressed very positive feedback: their work is facilitated, their profession is recognised, and they have more time to devote to their patients.

Open Expression has reinforced an initiative that started back in 2020, with the signing of a QWL agreement and the creation of a Steering Committee focusing on the Mission-Driven Company. It provided an opportunity to reinforce our commitment in this area and to involve stakeholders at all levels of the clinic: managers, works council, employees, but also the entire medical community.

On the basis of the diagnosis, we have identified the top priorities for action expected by our teams. To this end, and thanks to our highly attentive medical community, we have established a training programme run by the clinic's specialists (Intensive Care, Thoracic and Cardiology) and by the Care and Transversal Project Manager. A quality factor much appreciated by all our employees.

Another example is the "Vis ma vie" (Live my life) programme, where employees can learn about each other's concerns in order to work better together and reinforce inter-service cooperation.

We regularly share and discuss the progress of our action plans with all our employees and medical teams. A proactive approach that benefits everyone!



Mélanie Alleaume
Caregiver at Hôpitaux
Privés Rouennais -
Saint-Antoine

Following the Group's Open Expression survey, we have seen some improvements. For example, during the renovation of the OR, caregivers were invited to contribute to the choice of materials used in their working environment, to improve their comfort. It was an inclusive and engaging process that made sense.



Mélanie Esteves
Registered Nurse in
Pulmonary Rehabilitation
MRC at Clinique du Val d'Or
in Saint-Cloud

The Open Expression survey revealed our desire to receive more training directly from the physicians. We've been listened to. Some training courses have already been organised, with more to come. Thanks to these inter-service training courses organised in our own departments, we were able to share our care practises with other colleagues and physicians. We're now more comfortable taking specific care of patients. This is the only clinic I know that offers this approach.

Implementing the **Vivalto Santé Disability Mission** within the framework of an approved agreement and renewing this agreement

The Group has made disability an integral part of its operational objectives. By signing an official agreement, Vivalto Santé has committed itself to providing the financial and human resources needed to integrate people with disabilities and support them in their jobs.

Under this agreement, the Group undertakes to:

- Recruit and integrate people with disabilities
- Support and assist them to maintain employment
- Inform and build awareness among all employees

Profile diversity is an important asset for any group. Integrating people with disabilities into the workforce addresses the societal challenge of ensuring professional inclusion for all. It's also a way of connecting with our patients, who are themselves potentially affected by these challenges.



40

local disability advisors
support the initiative at
all our clinics.



Audrey Proust
Deputy HR Director and
Disability Advisor at Hôpital
Privé du Confluent, Nantes

The role of disability advisor provides a close, trust-based relationship with employees. To that end, the disability mission has given me access to training courses and seminars. I work hand in hand with the occupational physician and the inter-company social worker. I liaise with employees and direct them to the right contacts to streamline and speed up their procedures.

For example, to understand and anticipate the risks of unsuitability reported by managers and employees themselves, to raise awareness among employees and teams by introducing them to invisible disabilities through expert associations, and finally, to support people with disabilities in their administrative procedures (recognition of disabled worker status), organisational processes (involvement of an ergonomist) or equipment (hearing aids, customised gear).

Promoting **inclusion in the workplace** for new generations

In 2022, employees under the age of 28 represent almost 40% of our workforce. Generations Y and Z are known for their different expectations of the professional workplace. They expect professional integration and training (especially in view of the difficulties encountered by those trained during the COVID crisis), a better work-life balance, and a greater sense of meaning and impact in the workplace. These factors have led to a weaker attachment to employers, and a vocational crisis in the caregiving community. This situation has only intensified in the wake of the COVID crisis.

Vivalto Santé has established a professional inclusion programme to support young people as they take their first steps in the workplace and encourage their integration, in particular by raising awareness among existing teams.



Frédérique Daubard

Director of HR Performance and Development for Vivalto Santé



Every year, our clinics recruit young nurses for their first job. So we have an important role to play in supporting them. This responsibility is all the more crucial for young post-covid graduates who have suffered from a lack of mentoring and integration.





We are working to integrate students from their first year of at the IFSI nursing school. During their internship, we assign them a tutor at the clinic and provide them with a welcome handbook. In addition, we work with the training manager to develop onboarding programmes for new arrivals. The goal is to offer more personalised training, based on regular progress reviews and innovative tools.*

In short, we want to help young caregivers thrive in their professional careers.

*Institut de Formation en Soins infirmiers
(nursing training institute)

Summary of operational objectives

Develop with our teams the conditions to **maintain a collective dynamic** and **promote professional inclusion**

OPERATIONAL OBJECTIVE		ACHIEVEMENT LEVEL
Social barometer	<ul style="list-style-type: none"> Distribute the QWL survey to 100% of clinics by the end of 2023 Absenteeism rate for work-related injury AW/OD* < 3% by end 2023 	 <p>Distributed to 100% of clinics, including those newly integrated (before January 2022): Overall response rate: 40.5% Absenteeism rate for AW/OD: 1.3% at the end of 2022</p>
QWL programme	<ul style="list-style-type: none"> 100% of clinics with a QWL policy or action plan by the end of 2024 	 <p>End of 2022: 100% of clinics have drawn up action sheets for implementing projects</p>
Vivalto Santé Disability Mission	<ul style="list-style-type: none"> Meet the objectives of the approved agreement by the end of 2022 Renew the approved agreement 	 <p>Agreement objectives reached: Number of employees with disabilities hired: + 41 in 2022 Number of positions adapted: 37 in 2022 Agreement currently being renewed</p>
Professional inclusion	<ul style="list-style-type: none"> Recruit 20% of employees under the age of 28 by the end of 2024 	 <p>46.17% entry rate for under-28s 83.22% retention rate for under-28s</p>

*Accident at Work / Occupational Disease

 NOT REACHED
  ONGOING
  REACHED
  EXCEEDED

NOTE from the Mission Committee



The quality of life and of working conditions is one of the key variables for improving the attractiveness of healthcare professions. It is also crucial for building employee loyalty, ensuring health in the workplace, and boosting the overall performance of the organisation. In fact, the well-being and fulfilment of our employees contribute to improving the quality and safety of care for patients.

The Mission Committee values and recommends maintaining the principle of co-construction with teams, and encourages caregivers to voice their opinions on a regular basis. But this should also apply to other professions, since everyone is part of the patient experience. The Mission Committee has noted the uniqueness of supporting each clinic within the framework of a national survey, despite the constraints of the Covid situation, in order to implement QWL action plans that respond effectively to the needs of our employees. This initiative was made possible by the principles of the Mission-Driven Company.

Statutory Objective

Work for the growth, sustainable performance and **long-term success of the group**

Given the healthcare, technological, social and societal challenges impacting the sector, sustainable growth will ensure the Group's long-term viability and enable us to develop new solutions to satisfy patients' expectations.

Our investment strategies are designed to keep pace with changing healthcare needs and technological developments, in order to improve medical care and enhance the well-being and comfort of patients.

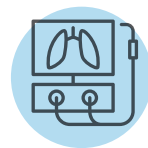
The challenge of sustainable growth also involves pursuing a steady policy of external growth. This will ensure that we can gradually round out our healthcare offering in the regions we serve. It also helps build up synergies between stakeholders in the same region.

Strengthening our Capital Expenditures for **maintenance** (real estate, IS) and **replacement of medical equipment and devices**

Over 10 years, the Group has already invested more than 200 million euros to support the development and improvement of our offering. This achievement has been made possible by a financial policy that provides for no dividends to be paid to shareholders.

As part of its investment policy, the Group is particularly committed to maintaining the quality of its infrastructure, equipment and devices, for practical reasons:

- Regular investment in real estate, IT infrastructure and technical equipment contribute to the safety of everyone in our clinics, to improving quality of life and working conditions, and to guaranteeing a high standard of care pathway.
- We regularly renew our surgical and medical equipment to ensure the quality of care we provide to our patients, and to make our physicians feel more secure in the practice of their art. This is also an attractive factor for our physicians.
- Upgrading our energy equipment reduces our electricity and gas consumption



6%

Percentage of **CAPEX for maintenance and investment** at the end of 2022



Dr Mehdi Ariane

Urologic surgeon at the
Polyclinique Mantaïse,
Mantes-la-Jolie

As physicians, our role is to provide solutions for patients. In surgery and urology in particular, the use of robotic assistance is becoming increasingly necessary, especially for cancer treatment.

To this end, the Group recently acquired two new pieces of equipment for my clinic: a new robot to replace the one we've had since 2014, and a Thulium laser to treat prostate adenomas. This laser, one of the first of its kind in the Group, will let us perform complete endoscopic adenomectomies with greater efficiency than previously possible with prostate resection techniques. This is better for our patients, who can be discharged more quickly.

These investments are important to us because they are essential to our research and they boost our ability to stay competitive with the large clinics in the region. They also promote cooperation between our different sites and specialties.

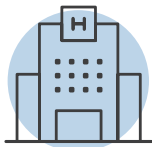


Pursuing our **acquisition-driven growth** strategy

W

ith a steady policy of external growth, Vivalto Santé is strengthening its healthcare offering. Priority is given to acquisitions in regions where inter-clinic medical projects are already underway. This strategy ensures a better response to the growing healthcare needs of the region's population. These acquisitions also focus on sectors that complement our existing healthcare offering, such as anatomical pathology laboratories, medical imaging, radiotherapy and mental health. Lastly, we have also expanded abroad to diversify our offering and, above all, to share best medical practices, in an ongoing quest to develop technologies and treatments to improve the quality and safety of care.

This development is part of the Group's driving force. With these acquisitions, the Vivalto Santé Group now counts 91 healthcare clinics in Europe, with revenues of €2.2 billion, divided equally between France and other countries.



50

Number of Vivalto Santé clinics in France, **10 more than in 2020**





€2.2 billion

Vivalto Santé's total revenue in 2022, **including 50% in France**



Summary of operational objectives

Work for the growth, sustainable performance
and **long-term success of the group**

OPERATIONAL OBJECTIVE		ACHIEVEMENT LEVEL
Maintenance and replacement of medical equipment	<ul style="list-style-type: none"> A maintenance CAPEX ratio at or above 3% 	 Maintenance CAPEX at 6%
Acquisition-driven growth	<ul style="list-style-type: none"> At least 10 new acquisitions by the end of 2023 	 <p>2021: 9 acquisitions 2022: 4 acquisitions And international expansion into Switzerland, Portugal and Spain, with branches in Slovakia and the Czech Republic</p>

 NOT REACHED
  ONGOING
  REACHED
  EXCEEDED

NOTE from
the Mission Committee



The Mission Committee considered whether this statutory objective should be maintained as it stands, or whether it should be integrated into statutory objective number 2, where it could contribute directly.

In any case, the Mission Committee considers that the notion of “sustainable performance” is meaningful and provides a basis for extra-financial performance indicators and medium-term development trajectories in line with the Mission Statement of the Mission-Driven Company.

Statutory Objective

Controlling our environmental footprint

Climate change and the loss of biodiversity have an impact not only on healthcare activities within clinics (environmental risks), but also on public health, with the development of diseases linked to pollution, global warming and epidemics.

The healthcare sector has its share of responsibility: it accounts for 8% of greenhouse gas emissions in France (source: Shift Project, November 2021). On the one hand, we need to reduce greenhouse gas (GHG) emissions and find substitutes for fossil fuels. On the other hand, we will have to cope with the consequences of ecosystem degradation and climate crises on people's health: the spread of disease, rising temperatures, or even increased flooding and drought.

Addressing this issue is also crucial to meeting the expectations of the new generations that will make up our future workforce*, and can provide a concrete contribution to meeting the challenge of attracting and retaining employees in our sector.

*Odoxa survey of nurses and nursing institute students in October 2021: students rank the clinic's commitment to human, social and environmental issues as their primary incentive.



Reducing **our energy consumption** (gas, heating, electricity)

Reducing energy consumption is an important part of our health policy, and it is our social, societal and environmental responsibility to set ambitious targets.

We have been monitoring our energy consumption for several years now, in order to limit how it increases. A policy of replacing refrigeration units and boilers has already produced tangible results. Our ambition is to actively continue this policy within the framework of the French law known as the Loi Élan and the so-called “tertiary” decree.

As energy consumption accounts for a significant proportion of carbon emissions, we have established a specific action plan to reduce our energy consumption. This will enable the Vivalto Santé Group to speed up implementation of the “Eco-Énergie Tertiaire” regulations, which require a 40% reduction in energy consumption by 2030. It will also limit the impact of rising energy prices on the operating budgets of our clinics.



Victor Lourenco

Technical Manager
Representative of the
Sustainable Development
Committee
Clinique Générale Annecy

A significant sustainable investment has been made at our Annecy site, including the installation of a new cooling unit with energy recovery and the replacement of old boilers with more efficient condensing boilers. Despite the technical complexities and the unpredictable winter weather, the work was completed in 5 months, with no impact on the clinic’s operations or patient comfort.

The results are significant, with a 34% reduction in gas consumption (or 41% if we factor in the harsh climate) and a 13% reduction in electricity consumption in the first year. The second year will provide an opportunity to further improve our energy efficiency, with fine-tuned control and optimised temperature regulation. This will help us adapt to climate change.*

*Taking into account climatic variations since energy consumption depends on outside temperatures



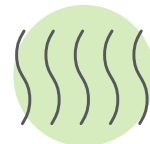
9.1%

Energy savings
at Group level (gas,
heating and electricity)



10

**Cooling units
installed**



11

**Boiler rooms
upgraded**

* Source: Dalkia

Reducing waste

Healthcare clinics produce a great deal of waste, particularly potentially infectious medical waste (PIMW), which is especially difficult to dispose of.

Reducing our environmental footprint also requires cutting the volume of our waste, as well as better sorting it to improve the recycling rate and, ultimately, our carbon footprint.

Today, the primary goal is to reduce waste in order to protect the health of the entire population. Our way of achieving this is to take stock of the Group's waste management situation, so that we can fine-tune our objectives and action plans in an ambitious yet realistic way. This starting point will make it easier to monitor and achieve our objectives.

Efforts to date have resulted in a 12% reduction in the production of hazardous waste and a 5% reduction in the overall volume of waste (on a perimeter of 32 clinics, with the aim of including all clinics in the perimeter by 2024). To accomplish this, the Group has enlisted the help of Take a Waste, a social and solidarity economy company (ESUS accredited) specialising in waste sorting and reduction. These experts have helped us take stock of the volume of waste generated and sorted in 2019 and 2021. They are now working with us on implementing a plan to sort and reduce waste flows, with administrative and operational support for our clinics.



19%

Reduction in the production of medical waste **between 2021 and 2022**



8%

Reduction in overall waste production **between 2021 and 2022**



16%

Recycling rate **in 2022**



PIMW

- Potentially Infectious Medical Waste

Under the French Public Health Code (article R1335-1), waste is Potentially Infectious Medical Waste when it meets one of these criteria:

"Either an infectious risk due to the fact that it contains viable micro-organisms or their toxins, which are known or have good reason to believe that, due to their nature, quantity or metabolism, they cause disease in humans or other living organisms;"

"Or, even in the absence of infectious risks, fall into one of the following categories: sharp items intended for disposal, whether or not they have been in contact with a biological product, blood products for therapeutic use that have been incompletely used or have expired, human anatomical waste, corresponding to human fragments that are not easily identifiable."

Reducing our carbon footprint

Reducing greenhouse gas emissions and their consequences for environmental health are particularly relevant to us, since the medical sector accounts for a significant proportion of France's greenhouse gas emissions. This is reflected in our commitment to reducing greenhouse gas emissions, and directly reflects our standing as a Mission-Driven Company and our Mission Statement.

To reduce its carbon footprint, Vivalto Santé has defined the following objectives:

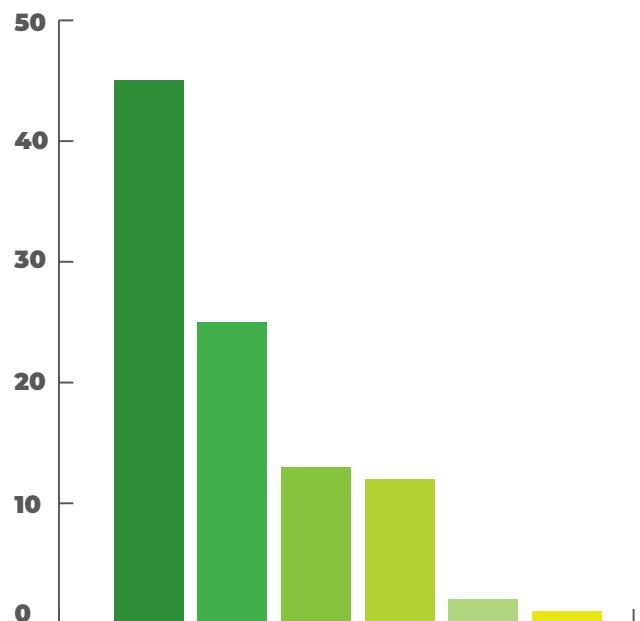
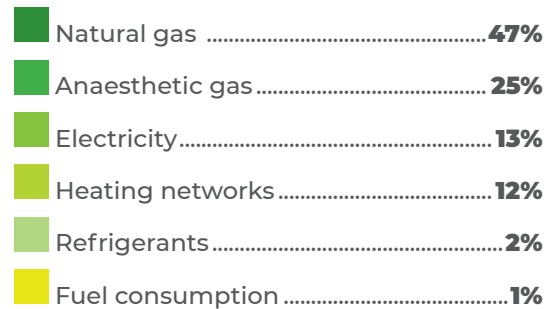
- Produce a first carbon footprint assessment for the Vivalto Santé Group by the end of 2022.
- In the light of this initial assessment, define a reduction trajectory and an initial action plan for the Group aimed at reducing our impact over time, with realistic, ambitious and attainable targets by the end of 2024.

The Group has conducted its carbon footprint assessment for the years 2019, 2021 and 2022 (Scope 1 & 2). This calculation is based on a model that complies with GHG Protocol guidelines and ADEME's Bilan Carbone® methodology. In 2022, Vivalto Santé's carbon footprint amounts to 20,000 t CO₂e, with an intensity of 43 kg CO₂e per m².

The variations observed between 2019 and 2022 (emissions per m² are down 31%) illustrate the effectiveness of the action plans undertaken by the Group: energy renovation and connection to heating networks where possible, renewal of the vehicle fleet and focus on the use of anaesthetic gases, in particular Desflurane, which is known to contribute significantly to the greenhouse effect.

The Group is now focusing on measuring its emissions for Scope 3.




Carbon footprint Scope 1 & 2 2022





Summary of operational objectives

Controlling our **environmental footprint**

OPERATIONAL OBJECTIVE		ACHIEVEMENT LEVEL
Energy consumption	<ul style="list-style-type: none"> Monitoring changes in energy consumption in kWh/m²/year: -10% in 3 years for the Group, for equivalent climatic conditions and reporting perimeter by the end of 2024 Technical upgrade of buildings: replacing 10 boilers and 10 refrigeration units by the end of 2024 	 <p>9.1% energy savings in 2022 compared with 2021 11 boiler rooms refurbished, representing 24 boilers 10 refrigeration units replaced</p>
Waste	<ul style="list-style-type: none"> Changes in waste tonnage by type: <ul style="list-style-type: none"> - 5% hazardous waste + 50% recycling rate* - 10% domestic waste by the end of 2024 	<p>Changes in waste tonnage between 2021 and 2022:</p>  <p>19% reduction in hazardous waste production 8% reduction in domestic waste production 16% recycling rate</p>
Carbon footprint	<ul style="list-style-type: none"> Assess our carbon footprint: - Measure the Group's footprint (Scopes 1 and 2) at the end of 2022 - Commit to reducing carbon footprint by the end of 2024 	 <p>2019: 17,089 t CO₂ with a carbon intensity of 62 kg CO₂e/m² 2021: 23,972 t CO₂ with a carbon intensity of 52 kg CO₂e/m² 2022: 19,962 t CO₂ with a carbon intensity of 43.18 kg CO₂e/m²</p>

* Previously known as "recyclable waste"

 NOT REACHED
  ONGOING
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NOTE from the Mission Committee



This statutory objective may seem far removed from our Mission Statement, which makes no explicit reference to environmental issues. But the Mission Committee believes that environmental objectives have their place in the Mission-Driven Company's roadmap (stakeholder expectations, consistency with the French "PACTE" law for business growth and transformation, motivation for employee engagement). Therefore, we suggest broadening our Mission Statement to include the notion of sustainable development.

Statutory Objective

Actively participate in research and innovation **for the benefit of our patients, physicians and employees**

Research and innovation in the healthcare sector are crucial to improving patient care. This is a major challenge for both patients and society: early access to innovative therapies and tools.

True to the Group's DNA, since its very foundation was based on an innovative partnership with physicians, innovation has always been an integral part of Vivalto Santé's strategy. Convinced that the sector is about to undergo major transformations, the Group views innovation as a powerful driver of positive change. This takes place first and foremost by keeping abreast of technological, operational and societal developments that will empower the Group's employees to fulfil their mission in the best possible way for patients, and to rise to the challenge of new medical developments.

Promoting **clinical research** and sharing scientific publications and contributions

In the private sector, research requires a personal commitment on the part of the independent physicians involved. Research is part of Vivalto Santé's original distinctive model, where its physicians are heavily involved in medical strategy.

An integral part of the Vivalto Santé Group's healthcare mission, clinical research is an efficiency booster for improving medical practices and bringing innovation to all patients at an early stage. Convinced that research brings significant social benefits, Vivalto Santé has opted to promote it in order to contribute to medical progress and further the interests of its patients.



Marcelle Le Bihan
Director of Care for
Bretagne Region

Paramedical research aims to question and improve the practice and quality of patient care. For example, as caregivers, we asked ourselves how we could improve the prevention of chemo-induced alopecia in breast cancer patients undergoing chemotherapy. This subject is especially sensitive as it affects the body image of the women we work with. We carried out this first paramedical study in the Group in collaboration with chemotherapy nurses, an oncology physician, and the support of the Research Department and the medical research assistants. The results of this study are about to be published. It is a recognition of teamwork that serves the common interest of all.



369.42

Our SIGAPS score,
13% higher than from
the previous DGOS export



701

Number of publications by
Vivalto Santé Group physicians,
47% more than from the previous
DGOS export



SIGAPS ...

To monitor research activities across the Group and to pool the resources needed to ensure that research projects run smoothly, Vivalto Santé has set up a "Groupement de Coopération Sanitaire" (GCS) dedicated to teaching, research and innovation. This encompasses all the Group's clinics, and lists the specific scientific contribution indicators (SIGAPS* and SIGREC**) validated by the DGOS (Direction Générale de l'Offre de Soins).

The SIGAPS score offers a quantitative analysis of the progression of research activity (number of articles published) and a qualitative analysis credited to each contributing physician.

It takes into account the publication's scientific reputation (Impact Factor) and the author's standing on the publication.

Developing **Enhanced Recovery After Surgery (ERAS)**

Enanced Recovery After Surgery is a global procedure for optimising a surgical or medical pathway for the benefit of the patient. Centred around the patient, it covers pre-, intra- and post-operative care, and involves all medical, paramedical and administrative teams, as well as the patient themselves. It involves both a medical and an operational approach, and must address all surgical and interventional procedures. In fact, it fits directly into the clinic's project.

Deploying ERAS protocols reduces both morbidity and mortality, optimises the duration of hospitalisation (patients are discharged earlier because they get better sooner) and increases the proportion of outpatient surgery.

ERAS can ease the surgical process for patients, enabling them to regain their full abilities earlier.



35.5%

Rate of **ERAS stays** carried out



Contribute to **industrial medical innovation** based on the expertise of Group physicians

Medical innovation only makes sense if it is applied to all aspects of our profession, so that we can carry out our mission more effectively. Developing medical innovation means coming up with new solutions for products and processes, which will benefit patients, physicians, caregivers and, more generally, the clinics themselves. It relies on a new collaborative approach called "design thinking".

Although digital transformation plays a key role, we must not forget therapeutic innovations (clinical research) and operational innovations. Deploying in production mode means, first of all, undertaking a thorough process of identification and selection, then experimenting with solutions to assess their relevance and reproducibility on a large scale.

Vivalto Santé intends to introduce a number of innovative solutions on a national or international scale by 2024.



Hamza Bissaoui
Group Medical
Innovation Manager

In terms of medical innovation, we have launched a trial of a remote oncology monitoring solution with our partner, Cureety. This innovative solution is in line with our ambition to provide better care for patients suffering from cancer, and with the expectations of our field personnel.

If the trial proves conclusive, as the initial results suggest, we will roll out this solution across all the Vivalto Santé Group's chemotherapy departments.

Actively participate in national initiatives to **promote innovation in healthcare**

Being part of a healthcare innovation ecosystem means surrounding oneself with and exchanging ideas with all the players in the sector: start-ups, manufacturers, institutional structures, but also outside the sector to better identify the emerging trends that will have an impact on Vivalto Santé's activities.

To ensure our ability to harness the innovations that will contribute to ever-improving patient care, the Group has rapidly made a name for itself as a leading player in innovation. In particular, by co-founding "Coalition Next", we have been able to identify digital start-ups in the healthcare sector and build innovative projects supported by manufacturers.

Vivalto Santé's expertise has also led to the development of national partnerships, such as with the BPI, and local alliances with Village by CA.



3

Number of
participations in
national innovation
initiatives in 2022

Exploring the use of **innovative, secure tools** for **work organisation**

In response to the crises facing the healthcare sector, and in order to offer more efficient patient care, Vivalto Santé is looking to enhance the organisation of work through the use of innovative tools to improve the Quality of Work Life of professionals and employees.

Several QWL tools have already been deployed, such as Quarness, part of the Group's Viv'Agile program, and GutyCare, a digital application for the prevention and monitoring of chronic gastroenterology patients.



Christelle Salmon
Executive Assistant
and Quality Manager,
Clinique de la Baie,
Morlaix

Following the Open Expression survey, we introduced the Viv'Agile program, with the provision of Quarness to reduce the mental workload of caregivers, particularly in view of the numerous task interruptions they experience on a daily basis. This digital solution, which provides teams with a secure "WhatsApp"-style internal messaging system and preconfigured alerts, facilitates communication between work teams. For the launch phase, we decided to deploy it for unscheduled admissions, where each new arrival requires several departments to be notified simultaneously. With Quarness, a single notification replaces up to 4 previous phone calls. This new approach is integrated seamlessly, as each clinic can customise its use depending on their needs and work practices. This is an essential deployment approach for preserving teams' QWL.



Viv'Agile

Viv'Agile is the name of a program designed to provide our caregivers with digital tools to reduce their mental workload and enable them to focus on the quality of care and attention they give to patients.

The first tool is a dedicated application to streamline the flow of information within clinics.

Caregivers use this application on their cell phone to focus more on care:






- faster transfer of information between professionals with a gradation of the information;
- better anticipation of treatments, and therefore less stress for nurses;
- greater availability of caregivers, thus less waiting time for patients.

VIV'AGILE



Summary of operational objectives

Actively participate in research and innovation
**for the benefit of our patients, physicians
and employees**

OPERATIONAL OBJECTIVE		ACHIEVEMENT LEVEL
Clinical research	<ul style="list-style-type: none"> • SIGAPS score of 4,500 points by the end of 2022 • At least 140 articles published by the end of 2022 	 <p>Status at the end of 2022: SIGAPS score: 369.42 points (+13%) Number of articles published: 701 (+224) (+47%)</p>
Enhanced Recovery After Surgery	<ul style="list-style-type: none"> • At least 12,000 ERAS stays identified by the end of 2022 • 30% annual growth 	 <p>Number of ERAS stays in 2022: 15,436 Number of stays eligible for ERAS in 2022: 38,419 Rate of ERAS stays in 2022: 35.5%</p>
Industrial medical innovation	<ul style="list-style-type: none"> • At least one national or international-scale industrial project implemented by the end of 2024 	 <p>7 innovation projects in test phase at the end of 2022</p>
Health innovation	<ul style="list-style-type: none"> • At least 2 yearly participations in national initiatives to promote innovation in healthcare • Establishing partnerships where appropriate 	 <p>3 partners: • BPI • Village by CA • Coalition Next</p>
Innovative tools Work organisation	<ul style="list-style-type: none"> • At least 1 proof-of-concept study carried out per year in a clinic, with impact evaluation* on QWL and conditions of use. 	 <p>4 projects under deployment and 1 completed</p>

*The term ROI was replaced by "impact evaluation" for greater clarity

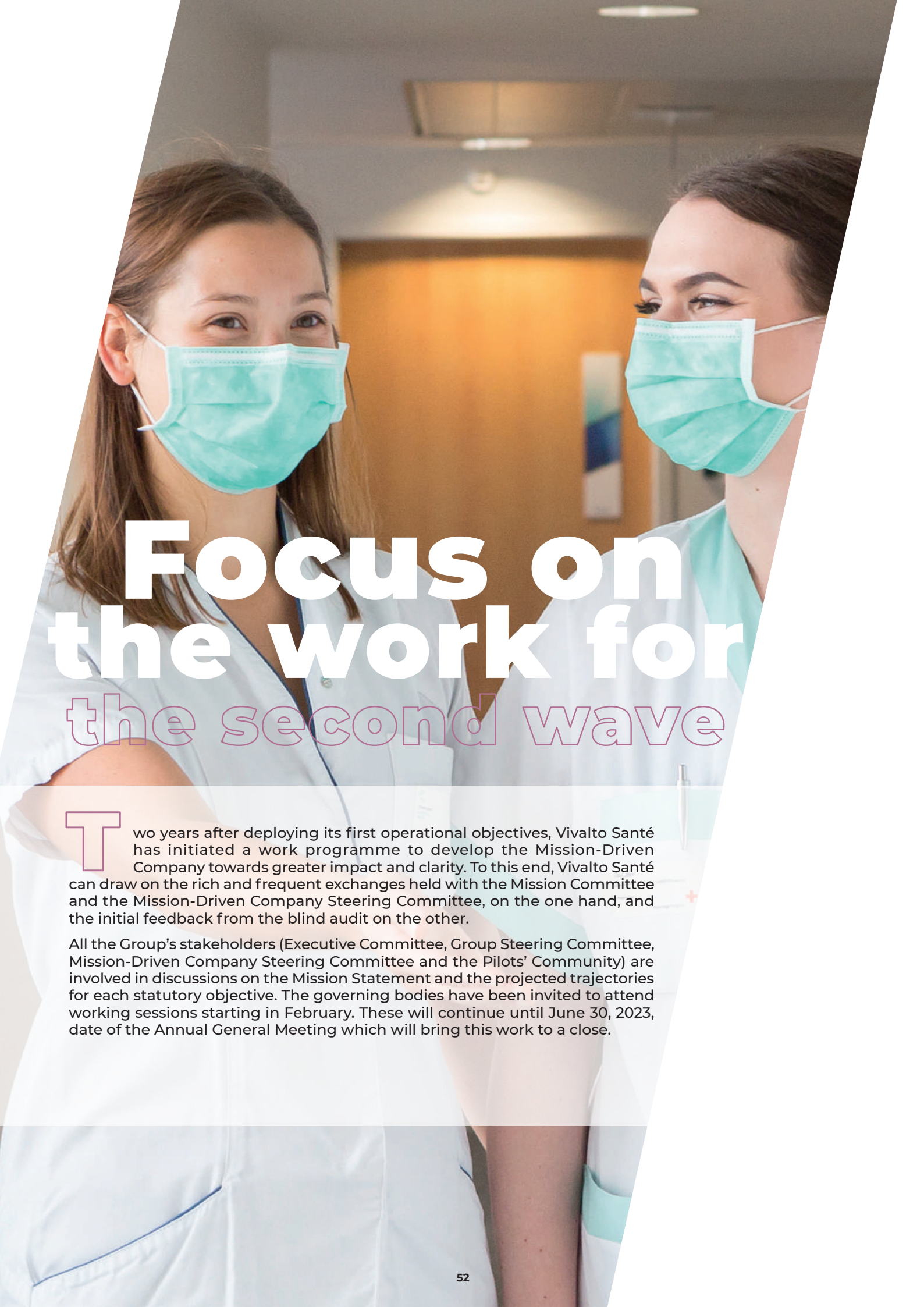
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NOTE from the Mission Committee



The scope of innovation is extensive, as it includes care procedures, technology, best practices and organisation. All these themes are fundamental to Vivalto Santé's Mission Statement, due to their cross-functional impact.

Research and innovation are key factors in attracting both physicians, who perceive them as an incentive to commit themselves, and caregivers, who benefit from improved working conditions resulting from these innovations. Ultimately, this also benefits patients, who gain access to new therapies and improved healthcare. This commitment is in line with Vivalto Santé's Mission Statement.

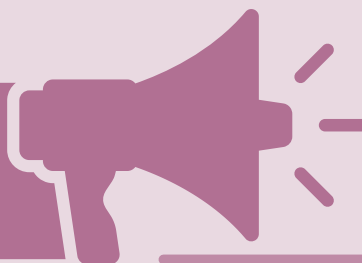


Focus on the work for the second wave

Two years after deploying its first operational objectives, Vivalto Santé has initiated a work programme to develop the Mission-Driven Company towards greater impact and clarity. To this end, Vivalto Santé can draw on the rich and frequent exchanges held with the Mission Committee and the Mission-Driven Company Steering Committee, on the one hand, and the initial feedback from the blind audit on the other.

All the Group's stakeholders (Executive Committee, Group Steering Committee, Mission-Driven Company Steering Committee and the Pilots' Community) are involved in discussions on the Mission Statement and the projected trajectories for each statutory objective. The governing bodies have been invited to attend working sessions starting in February. These will continue until June 30, 2023, date of the Annual General Meeting which will bring this work to a close.

PERSPECTIVE from the Mission Committee



After two years of implementing the Mission-Driven Company status, and enriched by exchanges with the various internal stakeholders in the process (General Management, Steering Committee, Mission-Driven Company team, community of pilots and co-pilots), the Mission Committee considers itself in a position to express its opinion on the progress of the mission, and to make a number of suggestions for continuing and enriching the process that has been set in motion.

The Mission Committee would like to highlight not only the uniqueness of the approach initiated by the Vivalto Santé Group in its sector of activity, but also the overall consistency of the Mission Model as defined by the Mission Statement, the 6 statutory objectives and their application through a number of operational objectives. The Mission Committee also emphasises the importance of the resources committed to supporting this mission, while respecting the highly decentralised organisation of the Vivalto Santé Group. This is clearly an excellent internal dynamic that has been set in motion in circumstances that were, let's not forget, very difficult for the hospital sector, which was experiencing a health crisis on an unprecedented scale that put a huge strain on physicians and caregivers.

The Mission Committee has endeavoured to monitor the level of achievement of the 22 operational objectives, which is, on the whole, quite satisfactory. We might consider reducing their number to enhance clarity and efficiency. The Mission Committee notes that most of our key performance indicators are relevant and have been achieved. However, we suggest reducing the number of indicators, and giving priority to "impact indicators" (in respect of the six statutory objectives) over "means indicators".

Considering that the "Mission Model" is likely to evolve, the Mission Committee wished to invite the Group's managers and stakeholders to reflect on some adjustments to the roadmap and the general framework within which it operates. For example:

- To add an explicit reference to "sustainable development" in the Mission Statement (to complement statutory objective number 5, which is entirely relevant to the Mission-Driven Company);
- To align, or even combine, statutory objective number 4 with statutory objective number 2, to which it can make a direct contribution;
- To define some operational objectives in terms of medium- or long-term progress trajectories (as, for example, in the area of patient satisfaction).

Finally, the Mission Committee is delighted with the high level of cooperation it has enjoyed from the team directly in charge of the mission.



ASSESSMENT

by independent third party



Assessment by an **independent third-party** of our social and environmental objectives

An independant third-party company was tasked to review the Group's qualifications as a Mission-Driven Company and audit the implementation of the Statutory Objectives.



To shareholders,

In our capacity as an independent third-party organisation (third party), accredited by Cofrac Verification, no. 3-1860 (list of locations and scope available at www.cofrac.fr), we have carried out work designed to provide a reasoned opinion expressing a moderate level of assurance on the implementation of the social and environmental objectives that your organisation has set itself upon, for the period from 1 January to 31 December 2022. The results are attached to the management report in accordance with the provisions of Article L. 210-10 of the French Commercial Code and our programme, which is available on request.





ASSESSMENT

by independent third party



Conclusion

Based on the procedures we performed, as described in the "Nature and scope of our work" section, and on the evidence we have obtained, we have not identified any significant misstatements that would call into question the Company's qualification as a Mission-Driven Company at the end of the period covered by our audit:

- the fact that the group has implemented adequate resources for each social and environmental objective set in application of article L. 210-10 2° and included in its by-laws,
- the fact that the group has achieved the results it has defined at the end of the period covered by the audit, for each social and environmental objective adopted pursuant to article L. 210-10 2° and included in its by-laws, and that
- therefore, VIVALTO SANTE complies with each of the social and environmental objectives that it has set itself, in accordance with its Mission Statement and its activities with regard to social and environmental issues.



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- Nous soulignons l'alignement entre l'activité de l'entreprise et la mission.
- Nous attirons l'attention du lecteur sur la cohérence de l'objectif statutaire « Œuvrer à la croissance, la performance durable et la pérennité de l'entreprise » qui est un engagement général et transversal plutôt qu'une déclinaison de la raison d'être. Pour cet objectif le comité de mission exprime le commentaire suivant dans son rapport de mission : « Le Comité de Mission s'est interrogé sur le maintien de cet objectif statutaire en l'état, ou sur son éventuel rattachement à l'objectif statutaire n°2 auquel il pourrait contribuer directement. En tout état de cause, le Comité de Mission considère que la notion de "performance durable" est porteuse de sens et ouvre la voie à des indicateurs de performance extra-financière et des trajectoires d'évolution à moyen terme en lien avec la raison d'être de l'EAM ».
- Nous soulignons que VIVALTO SANTE a mis en œuvre des actions et des moyens adéquats pour l'ensemble de ses objectifs opérationnels sur la période couverte par notre vérification.
- Nous soulignons le bon fonctionnement du comité de mission ainsi que la pertinence et la complétude de ses commentaires au sein du rapport de mission.
- Nous soulignons l'implication de l'équipe pilote société à mission dans la réalisation de ces objectifs

Préparation de l'information liée à l'exécution des objectifs sociaux et environnementaux

L'absence de cadre de référence généralement accepté et communément utilisé ou de pratiques établies sur lequel s'appuyer pour évaluer et mesurer les informations portant sur les objectifs sociaux et environnementaux permet d'utiliser des techniques de mesure différentes, mais acceptables, pouvant affecter la comparabilité entre les entités et dans le temps.

Par conséquent, les informations liées à l'exécution des objectifs sociaux et environnementaux doivent être lues et comprises en se référant au rapport de mission.

Responsabilité de l'entité

Il appartient à l'entité de désigner un comité de mission chargé d'établir annuellement un rapport en application des dispositions de l'article L. 210-10 du code de commerce. Ce rapport est joint au rapport de gestion.

Responsabilité de l'organisme tiers indépendant

En application des dispositions de l'article R. 210-21 du code de commerce, il nous appartient, sur la base de nos travaux, de formuler un avis motivé exprimant une conclusion d'assurance modérée sur le respect par l'entité des objectifs sociaux et environnementaux qu'elle s'est fixés sur le périmètre concerné par la qualité de société à mission.

N'ayant pas été impliqués dans la préparation de l'information liée à l'exécution des objectifs sociaux et environnementaux, nous sommes en mesure de formuler une conclusion indépendante d'assurance modérée sur ladite information.

Dispositions réglementaires et doctrine professionnelle applicable



ASSESSMENT

by independent third party



Remarks

Without questioning the above conclusion, we make the following remarks:

- We wish to highlight the project's ambition to innovate and its contribution to society.
- We wish to highlight the alignment between the group's activity and its mission.
- We would like to draw the reader's attention to the consistency of the statutory objective "To work towards the growth, sustainable performance and the long-term viability of the group", which is a more broad, cross-functional commitment than an expression of the Mission Statement. For this objective, the mission committee made the following remarks in its mission report: "The Mission Committee considered whether this statutory objective should be maintained as it stands, or whether it should be integrated into statutory objective number 2, where it could contribute directly.



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Nos travaux décrits ci-après ont été effectués conformément aux dispositions de l'article R. 210-21 du code de commerce et de la norme ISO 17029.

Indépendance et contrôle qualité

Notre indépendance est définie par les dispositions prévues à l'article L. 822-11-3 du code de commerce. Par ailleurs, nous avons mis en place un système de contrôle qualité qui comprend des politiques et des procédures documentées visant à assurer le respect des textes légaux et réglementaires applicables. Nous appliquons un programme disponible sur demande.

Moyens et ressources

Nos travaux ont mobilisé les compétences de 3 personnes et se sont déroulés entre décembre 2022 et avril 2023 sur une durée totale d'intervention de 5 mois.

Nous avons mené 14 entretiens.

Nature et étendue des travaux

Nous avons planifié et effectué nos travaux en prenant en compte le risque d'anomalies significatives.

Les procédures que nous avons menées en exerçant notre jugement professionnel nous permettent de formuler une conclusion d'assurance modérée.

Nous avons pris connaissance des activités de l'entité sur le périmètre concerné par la qualité de société à mission, de la formulation de sa raison d'être ainsi que ses enjeux sociaux et environnementaux.

Nos travaux ont porté sur :

- l'analyse du modèle de mission (contenant la raison d'être de l'entité précisée dans ses statuts, les objectifs sociaux et environnementaux retenus en application du 2° de l'article L. 210-10 et inscrits dans ses statuts, la déclinaison de ces objectifs en résultats et le cas échéant, les objectifs opérationnels et indicateurs clés de suivi)
- la revue de l'adéquation des moyens
- la revue de l'atteinte des objectifs sociaux et environnementaux retenus en application du 2° de l'article L. 210-10 et inscrits dans ses statuts.

Concernant l'analyse du modèle de mission :

- Nous avons vérifié la présence dans les statuts de la raison d'être et des objectifs sociaux et environnementaux, la présence de la mention de la qualité de société à mission sur le kbis ;
- Nous avons vérifié la présence d'un salarié dans le comité de mission ou d'un salarié référent de mission ;
- Nous avons fait une relecture critique du rapport de mission et collecté différents documents relatifs à la mission ;
- Nous avons revu la cohérence du modèle de mission (cohérence entre la raison d'être, les objectifs sociaux et environnementaux, les résultats et le cas échéant les objectifs opérationnels et indicateurs clés de suivi) ;
- Nous avons apprécié la cohérence entre le modèle de mission et l'activité de la société au regard de ses



ASSESSMENT

by independent third party

In any case, the Mission Committee considers that the notion of "sustainable performance" is meaningful and provides a basis for extra-financial performance indicators and medium-term development trajectories in line with the Mission Statement of the Mission-Driven Company."

- We wish to highlight that VIVALTO SANTE has implemented appropriate actions and resources for all its operational objectives over the period covered by our audit.
- We wish to highlight the smooth operation of the mission committee and the relevance and completeness of its comments in the mission report.
- We wish to highlight the involvement of the Mission-Driven Company steering team in reaching these objectives



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enjeux sociaux et environnementaux ;

- Nous avons interrogé l'organe en charge de la gestion de la société sur la mise en place de la qualité de société à mission et la manière dont la société exécute son ou ses objectifs sociaux et environnementaux.

Concernant l'adéquation des moyens :

- Nous nous sommes enquis de l'existence d'actions menées et de moyens affectés à l'exécution des objectifs sociaux et environnementaux ;
- Nous avons identifié des preuves à collecter sur une partie de ces moyens et actions puis réalisés, le cas échéant des tests sur la cohérence des évolutions et des tests de détail consistant à vérifier la correcte application des définitions et procédures et à rapprocher les données des preuves ;
- Nous avons interrogé des parties prenantes sur les actions menées et les moyens affectés au regard de l'évolution des affaires sur la période.

Concernant l'atteinte des objectifs :

- Nous nous sommes enquis de l'existence de mesures des résultats (données historiques qualitatives ou quantitatives sous forme d'objectifs opérationnels et/ou d'indicateurs clés de suivi) atteints par la société à la fin de la période couverte par la vérification pour chaque objectif social et environnemental ;
- Nous avons revu les procédures de mesure de ces résultats (procédures de collecte, de compilation, d'élaboration, de traitement et de contrôle) et le périmètre de ces résultats ;

- Nous avons identifié des preuves à collecter sur une partie des résultats (qualitatifs et quantitatifs). Pour les résultats quantitatifs, nous avons réalisé des tests sur la cohérence des évolutions (et, le cas échéant, des tests de détail sur le périmètre suivant : Clinique Saint Antoine et Hôpital Privé du Confluent, consistant à vérifier la correcte application des définitions et procédures et à rapprocher les données des preuves)

- Nous nous sommes enquis de l'appréciation de l'exécution des objectifs sociaux et environnementaux auprès du comité de mission. Nous nous sommes enquis de l'analyse dans le rapport de mission des résultats atteints par la société à la fin de la période couverte par la vérification au regard de leurs trajectoires attendues.

- Nous avons corroboré ces informations collectées avec la perception qu'ont les parties prenantes des effets et impacts sur l'entité.

- Nous avons vérifié la bonne atteinte des résultats à la fin de la période couverte par la vérification pour chaque objectif social et environnemental et le cas échéant, l'existence de circonstances extérieures à la société ayant affecté le respect de ces objectifs.

Les procédures mises en œuvre dans le cadre d'une assurance modérée sont moins étendues que celles requises pour une assurance raisonnable effectuée selon les normes d'exercice professionnel applicables en France ; une assurance de niveau supérieur aurait nécessité des travaux de vérification plus étendus.



ASSESSMENT

by independent third party



The report was drawn up in
Toulouse, 28 April 2023

INDEPENDENT THIRD PARTY
SAS CABINET DE SAINT FRONT

Signed by:

Pauline de Saint Front,
President



** The full original report is available for review upon request.*



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