

1ST REPORT OF THE
**MISSION
COMMITTEE**
2022*

JUNE 2021 TO DECEMBER 2022



EUROPEAN MUTUAL GROUP
INSURANCE AND RISK MANAGEMENT

**An assessment of the commitments made by Relyens and its entities*



**A MISSION
TO WHICH
WE ARE
COMMITTED
TOGETHER**

Act and innovate, alongside those who work for the common good, to build a world of trust.

Each of us is born and becomes a citizen, a resident, a user, a patient... It is within our communities that we grow, progress and achieve our full potential. As we journey through life's stages, we face uncertainties, meet new people and receive support along the way.

Every day, we rely on those who look after our society's most vulnerable people, and those who develop and preserve the places we live in. Those who have made working for the common good their daily challenge. Those who serve the community and all its members.

At Relyens, we work alongside these highly committed professionals, supporting them every day across our regions and communities, in the health and medical social care sectors, throughout Europe.

Our mission is to anticipate and understand the risks they assume, whether they be human risks - to individuals or communities - medical risks, or, in today's world, technology risks. With them and for them, we work hard to manage these risks at all times, for all times, and especially before they materialise.

At Relyens, we do more than watch their back; we also take the lead. Our teams identify, analyse and prevent risks in order to mitigate their impacts. And we are also on hand to deal with the consequences of any incidents. Together with its partners, the Group safeguards health professionals and local authorities in their day-to-day work, protecting their businesses and their highly committed personnel.

Relyens achieves this through relationships built on loyalty and fairness, through innovation and through the positive action we take together for a sustainable future. For nearly 100 years, our Group has held the conviction that trust is the foundation of its strong relationships with its customers, members, partners and employees. We therefore build and nurture these relationships so that we can all advance together in a world where trust is fostered, shared, amplified, transmitted and mutualised.

Let's continue our journey together for many more years, relying on each other, believing in ourselves, believing in you. Let's continue to act and innovate alongside those who work for the common good.

**Manage risks,
mutualise trust.®**

Learn about Relyens' mission
in its 2022 brand film.





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MISSION-DRIVEN COMPANY: EXPANDING OUR HORIZONS TO MAKE A STRONGER IMPACT

The status of mission-driven company was introduced by France's PACTE law on 22 May 2019.

It enables companies that wish to do so to establish a purpose that takes into consideration the social and environmental impacts of their activities. The goal is to align the quest for financial performance with the drive to promote the greater good.

Becoming a mission-driven company means committing to:

- A mission, comprising a purpose and social and environmental goals, written into the company's by-laws
- A Mission Committee that oversees the proper execution of the mission
- A biannual audit performed by an Independent Third-Party to ensure an impartial assessment

Convinced that companies have a political role to play and a duty to act in the public interest, Relyens decided to take its commitment to its customers and members to the next level by adopting the status of mission-driven company in 2021 and writing its new status into the by-laws of the companies that make up the Group. By doing so, Relyens joined the expanding community of companies committed to building a sustainable world of trust.

FOR RELYENS, BEING A MISSION-DRIVEN COMPANY MEANS:

- Choosing a model based on commitment to its stakeholders
- Uniting around a meaningful, inspiring project with a value-creating impact
- Taking tangible steps now, with a long-term perspective

It is above all a mindset: a desire to work together, sustainably, for a better society.

Almost 100 years of commitment as a mutual group

With mutualist core values embedded in its DNA, Relyens places the community at the heart of everything it does, prioritising those who work for the common good. Its clients and members, who serve users and patients across Europe through their daily engagement, are fully involved in the Group's elected governance bodies. They guide its choices and steer its strategy. Thanks to their experience, their expertise and the role they assume as part of the Group's business model, they ensure that Relyens makes the right choices, always bearing in mind the social utility of its actions. From the outset, the company has developed for and with its clients and members so that it can meet their needs in the best possible way, in their day-to-day work and during the most sensitive times. With its long history as a mutual group, Relyens has the legitimacy to address the challenges it faces as a mission-driven company.

The logical continuation of our transformation

Before mission-driven company status was introduced in the public sphere, and prior to the creation of Relyens' corporate identity, at the end of 2017 *Groupe Sham* employees expressed the need to form a human community that would be more than a collection of companies making up an insurance group. They wanted to rethink the basic components of the Group's identity (values, convictions, principles of action) and develop an "ideal" that would be much more than a set of strategic visions, aims and goals. The ideal was to "Improve lives in our community", by helping to safeguard the public-interest services delivered by Relyens' clients and members. This ideal was not just a statement of intent. It was to be upheld by all Relyens employees at every level of the company: in their decisions, attitudes, the ways in which they relate to each other and through our investments.

Becoming a mission-driven company is a way for Relyens to take its transformation to the next level, to further increase its engagement for its stakeholders while building on its community's commitment and solidarity.

RELYENS, A UNIQUE HISTORY

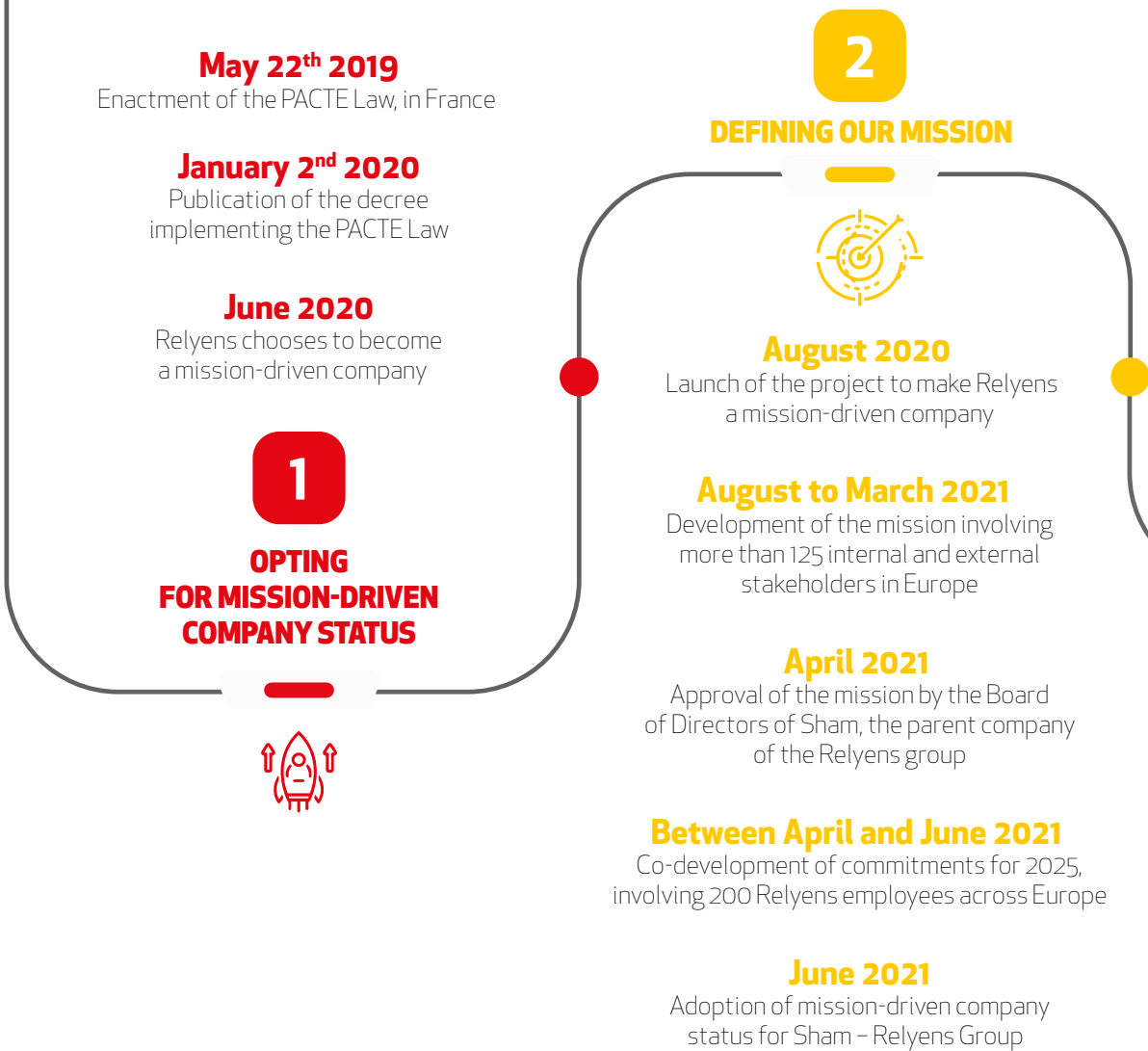
1927	Société Hospitalière d'Assurances Mutuelles (Sham) founded by hospital directors
2013	Acquisition of Sofaxis, an expert in the local authority sphere, and creation of Groupe Sham
2014	International expansion with the first office in Spain
2015-2017	Continued European development with operations established in Italy and Germany
2019	Groupe Sham becomes Relyens and reaches the milestone of 1,000 European employees
March 2020	Relyens forms its first exclusive technology partnerships to improve the safety of its clients and members' operations
June 2021	Relyens obtains mission-driven company status
January 2nd 2023	The Sham and Sofaxis brands change their name to Relyens, a single brand to serve our mission.

Becoming a mission-driven company: the main steps in the process



Carole BÉRARD
Head of Culture
& Change of Relyens

"When we started thinking about our mission, we decided to involve as many people as possible. It was essential for us to listen, get people on board, open up the debate... and make every Relyens employee feel part of it. It was also the best way to ensure the authenticity of our approach and to maximise the impact of our mission both internally and externally. The first phase of the project involved 125 participants, the second 200 and the third all Relyens' employees. At the start of 2022, 85% of employees said they felt actively involved in the project. Today, 90% have set individual goals to serve our mission. It is a great source of pride!"



THE MAIN STEPS

July 2021

12 commitments shared with the entire Relyens management

July to December 2021

Definition of the Group's ImpACT2025 strategic plan, inspired by our mission and associated commitments

October 2021

Adoption of mission-driven company status for Sofaxis – Relyens Group

December 2021

Validation of the ImpACT2025 plan by the Board of Directors; strategy broken down into team roadmaps on a European scale

January to March 2022

Identification of individual goals, inspired by the mission, for 1,100 employees

3

ALIGNING OUR BUSINESS MODEL



4

BRINGING THE MISSION-DRIVEN COMPANY MODEL TO LIFE



January 2022

Roadmaps implemented across Relyens' teams

January 2022

ImpACT2025 Committee established to oversee the strategic plan

April 2022

Mission Committee approved at the Board of Directors meeting

June 2022

First meeting of the Mission Committee

September to November 2022

Several working sessions to assess the mission

November 2022

First official assessment by the Mission Committee

THE MISSION COMMITTEE

A new governance body adopted for Relyens, separate from its corporate bodies and open to its environment.

Seven engaged members

In April 2021, the Board of Directors appointed the Mission Committee for an initial 3-year renewable term. Its members came from the health and local authority sectors: managers and entrepreneurs who are passionate about innovation and committed to social issues.

They include Relyens employees and directors, and external stakeholders. These individuals bring complementary perspectives and will provide a broad and objective overview of Relyens' societal challenges.

Standing invitees, without voting rights



**Olivier
BOSSARD**

Chairman
of Relyens



**Dominique
GODET**

Chief Executive Officer
of Relyens



**Carole
BÉRARD**

Director of Culture
& Change of Relyens

THE MISSION COMMITTEE



Jean-Olivier ARNAUD

Mission Committee Chairman



Myriam CAUCASE

Member of Relyens' Board of Directors -
Director of Retirement home
of Loire in France



Claire CAUCHETIER

Brand and Development Director,
Elithis Group



Noemi LUIS

Claims team leader
of Relyens, Spain



**Jean-Laurent
NGUYEN-KHAC**

Member of Relyens' Board of Directors -
CEO of CIG de la Grande Couronne
in Versailles (France)



Émilie POINT

Relyens' expert in market
research and development for
Departmental Fire and Rescue
Services, local elected officials
and regional officers in France



Julie RACHLINE

Founder and President
of LallianSe -
Life Sciences Integrator
in France



View bios



The role of the committee

FROM THE COMMITTEE'S PERSPECTIVE



**Jean-Olivier
ARNAUD**

"By becoming a mission-driven company, Relyens has committed itself to actively promoting the transition to a more resilient model of society. The Mission Committee supports the Group in this proactive approach, which requires it to not only to commit but also to demonstrate its commitment.

In practice, we focus on the actions implemented by Relyens and the results obtained. We ensure that each commitment made is backed up by practical, coherent action plans. As well as looking at the results, we also pay attention to the momentum generated and the direction taken by Relyens' teams to address current and future societal challenges.

For the seven committee members, it is an honour and a strong challenge to support, stimulate and validate the active engagement of all the teams, which paves the way to new management models. By committing to this ambitious forward-looking challenge, we believe that Relyens is well ahead of the pack."

FROM RELYENS' PERSPECTIVE

"The Mission Committee is a key component of the mission-driven company approach. By getting stakeholders involved, it ensures that sufficient consideration is given to serving the common good. By carefully analysing and observing the work done and measures implemented by Relyens, and reviewing them objectively, the Committee upholds our engagement. And by questioning and challenging the model, it brings real energy to the mission. The Mission Committee is composed of strong individuals with a wide variety of complementary skills and backgrounds. This is a real asset for Relyens and ensures that this unique body brings a critical, constructive and benevolent perspective. The members have my full support in the work they do for the benefit of the mission that unites us all for the greater good."



**Olivier
BOSSARD**

Two-tier oversight

Pursuant to the PACTE Law of May 2019, adopting mission-driven company status also involves undergoing an assessment by an Independent Third-Party, 18 months after the mission is filed in the by-laws. Subsequently, further assessments by the Independent Third-Party will take place every two years.

In compliance with strict regulations, the Independent Third-Party ensures the proper execution of commitments made, taking into account the specific characteristics of the mission and the company, together with the company's environment and internal dynamics. It formulates a robust and consistent external opinion that guarantees the credibility and objectivity of the approach implemented by the mission-driven company audited.

Relyens chose Mazars to act as the Independent Third-Party, for two main reasons. Firstly, because the firm has worked with Relyens for many years as Statutory Auditor and is therefore very familiar with the Group, its business and its development. Secondly, because of its values and commitment to CSR.

WHAT THE LAW SAYS

(Article L210—10 of the French Commercial Code)

The Mission Committee

- shall be "separate from the corporate bodies" of the company
- must "include at least one employee"
- is responsible for overseeing the performance of the Group's mission
- shall submit an annual report, appended to the business report, to the meeting held to approve the company's financial statements
- must perform any checks that it deems appropriate and obtain any documents necessary to monitor the performance of the mission



A review of our first committee meetings

This first year served to lay the groundwork for the Mission Committee's work for the coming months. On 21 June 2022, the first meeting got things moving. It provided an opportunity for the 7 members to meet, get to know each other, familiarise themselves with their role in the Group, gain insight into the mission-driven company model implemented at Relyens and discuss their forthcoming work.

Relyens shared a number of key concepts with the Committee to help members to understand and gain insight into the Group's identity, its strategic challenges, its internal functioning and its economic environment.

The Committee met a second time on 15 September 2022 to define a working methodology. Several sessions were organised in November, dedicated to assessing the mission.

The meeting on 23 November 2022 enabled the Committee to provide a final opinion on the proper execution of the mission.



RELYENS' MISSION IN ACTION

THE MISSION IN ACTIONS

A mission composed of:

→ A purpose

**TO ACT AND INNOVATE
ALONGSIDE THOSE WHO WORK FOR THE COMMON GOOD
TO BUILD A WORLD OF TRUST.**

→ 4 social and environmental goals

Protect and secure the continuity of services delivered by our clients and members

RISK MANAGEMENT

Make fairness and equity central to relationships among our stakeholders

EXPERIENCE

Innovate and undertake to build a desirable future

INNOVATION

Contribute to a sustainable world

SUSTAINABILITY

→ 12 commitments

Produce and deploy solutions that reduce exposure to and the impact of HR, medical and technology risks before, during and after their occurrence

Implement a risk management system for and with our clients

Transform the insurance business to benefit the risk management activity

Bring our identity to life: values, convictions, principles of action

Make our terms and conditions clear and accessible

Simplify our expert language

Foster a culture of initiative and risk-taking

Promote and drive innovation to benefit our clients

Transform insurance

Reduce our environmental footprint

Encourage our clients' ecological transition

Emphasise and affirm our socially responsible investment policy

To bring its mission to life, the Group chose to break down its 4 social and environmental goals into 12 commitments. They were designed to be actionable, make a positive impact and accelerate the company's transformation.

These goals and commitments are part of Relyens' strategic plan and apply to all the markets in which it operates. Guiding the Group's strategic thinking, they have been translated into concrete actions in each team's roadmap, together with associated objectives and indicators to assess the results produced.

These commitments, which have transformative potential, represent a real challenge for Relyens. For 2022, the challenge for the Group was to create the conditions to leverage each commitment to the full and enable the teams to take the first steps towards our 2025 goals.

In practice, for this first year, our commitments were mainly assessed on the basis of implementation-based objectives. These should gradually give way to results-based objectives for most of the commitments, so that Relyens' impact on its stakeholders can be evaluated.

#1

PROTECT AND SECURE THE CONTINUITY OF SERVICES DELIVERED BY OUR CLIENTS AND MEMBERS

From intention...

In 2021, having become a mission-driven company, Relyens established a framework within which to pursue its aims.

This goal involves Relyens' risk management business line. Founded as an insurer, today the Group implements an end-to-end risk management approach that is unique in Europe, blending risk management, risk prevention and insurance solutions. Relyens' teams work alongside our customers at every stage of the risk management process, addressing three key challenges: preserving human capital, securing the care pathway and ensuring cybersecurity.

Thanks to this 360° view of risks, Relyens does more than compensate for clients' losses. Working alongside them, it identifies, analyses and prevents risks to reduce their impacts and/or stop them from materialising. It intervenes upstream, in real time and downstream of any incident. It is also on hand to respond effectively to any incident and manage the aftermath.

3 COMMITMENTS

- **Implement a risk management system for and with the clients**
- **Produce and implement solutions that reduce exposure to and the impact of HR, medical and technology risks before, during and after their occurrence**
- **Transform the insurance business to benefit the risk management offering**

Securing and ensuring the continuity of services delivered by health professionals and local authorities means guaranteeing that citizens can count on them when they need to.

Relyens aims to set a new standard as a risk manager, offering new risk management solutions and convincing its clients and members of the added value they deliver.

This requires the Group to continue to transform its model, its businesses, its value propositions and its approaches. As a result, its insurance offering, which was formerly its core business, is now one of the components of its risk management solutions.

...to action

In 2022, the Group demonstrated its commitment through tangible initiatives, including the following:

LOCAL AUTHORITIES: RELYENS CONTRIBUTED TO MANTY'S €3 MILLION FUNDRAISING INITIATIVE

February 2022

Manty, a start-up founded in 2017 specialising in decision-support for local authorities, provides intelligent solutions relying on the extraction, processing and provision of data for these customers. Via its *Manty Décision* platform, it aims to help public administrations to improve their management and be more transparent with citizens, thanks to the use of their data. Well established with local authorities, this start-up has the technology and expertise required by Relyens to create and deploy a risk management solution.

PROTECTING AND INSURING HOSPITALS AGAINST CYBER RISK: UNIHA PLACES ITS TRUST IN RELYENS

February 2022

Relyens won this contract as part of a consortium with its partner aDVEs, a pure player in cybersecurity, with which the Group co-developed a comprehensive solution.

It is an innovative and effective way to meet the challenges facing health facilities confronted with increasing cyber risk. It provides optimal protection - preventing cyber risk, actively securing the attack surface, and providing cover for residual risk - with the aim of safeguarding the provision of care, guaranteeing continuity, and improving patient safety.

Relyens' success with this contract confirms the relevance of its technology risk management service with a holistic and virtuous approach to risk management.

SANTEXPO: RELYENS AND PSIH PRESENT THEIR RISK MANAGEMENT PLATFORM PROJECT

May 2022

Pressure on hospitals has intensified in recent years, with increased absenteeism, more admissions from emergency, and threats to IT systems that could bring their operations to a halt.

At the Santexpo trade fair, Relyens and PSIH (leader in business intelligence in the health sector) presented their project: an integrated software solution to predict absenteeism, assess an institution's cyber risk and the potential impacts thereof on its operations, and identify medical risk levels to improve decision-making and the monitoring of medical risk mitigation measures.

MANAGING RISK IN THE OPERATING ROOM: UNIHA LISTS THE SOLUTION PRESENTED BY RELYENS

October 2022

This new contract aims to implement a digital operating room solution to prevent and reduce risk in the surgical care pathway and improve the efficiency of technical facilities.

Relyens, together with its partner Caresyntax, offers a digital surgery platform that draws on data collected (image, text, video), structured and exploited during the 3 operating phases (pre-operative, intraoperative and post-operative) to:

- produce appropriate indicators, to prevent risks and monitor and improve efficiency in the operating room,
- contribute to team training by supporting the deliberate practice of professionals in the operating room.

Other developments include:

- The establishment of **3 activity centres at Relyens**: one dedicated to medical risks, one to HR risks and the third to technology risks
- **50 new hires since 2021** bringing new talents into the IT and data, Cyber & MedTech and risk management areas
- The **upgrading and enhancement of business practices**: underwriting, compensation management, risk inspections

#1

Relyens' trajectory

Relyens, in 2021

- Recognised insurance expertise
- The aim to become a risk manager
- An idea of the risk manager model to be developed
- The first technology partners in risk prevention

Relyens, in 2022

- Creation of a risk management platform
- The first commercial successes confirm health professionals' interest in a reworked and enhanced risk prevention offering
- Turning point for the organisation and business (3 activity centres opened, practices challenged, risk modelling launched)

Relyens, in 2023

- A management platform tested with our clients and members
- Continued roll-out of risk prevention services
- Support organisational changes and the evolution of practices

Opinion of the Mission Committee



**Jean-Laurent
NGUYEN-KHAC**

“On the whole, I’m sincerely impressed. Relyens’ approach successfully avoided any kind of dogmatism. On the contrary in fact, Relyens shows real professionalism in executing its mission. The objectives are clear, the resources are allocated and the intention to improve the service is already coming through in the initial results. The engagement of the teams, the desire to progress and the momentum are also very real. And the evidence is there to prove it. One year after the launch of the mission-driven company, the goal to “Protect and secure the continuity of services delivered by our clients and members” has already given rise to some impressive achievements, particularly in the healthcare sector, and we can only commend the consistency of the approach. In the local authorities market, less progress has been made, but Relyens can build on its extensive experience in risk prevention. The aim will be to take every care to maintain comparable momentum in both markets as part of a truly integrated project. Lastly, I would add that the Group’s aims in relation to this goal are very ambitious and will doubtless require Relyens to actively engage with the whole of its ecosystem to ensure that this new way of looking at risk is understood and adopted by as many people as possible, while always keeping one step ahead.”



**Myriam
CAUCASE**

“On the whole, given the course set by Relyens, the goal has been achieved. In the local authority market, the more recently initiated approach will call for active listening to clients’ needs throughout the solution development phase. In the health market, the listing of preventive solutions with UniHA is a definite asset for Relyens, and the solutions developed in the fields of cyber and medical risk generate indisputable value. The momentum generated in terms of innovation, combining the customer experience and the employee experience, highlights the Group’s collective intelligence. However, given the speed of Relyens’ transformation, change management poses a major challenge, both internally for employees and externally for clients and members. For clients and members, a close business relationship, together with support and communication will be key focus points. Support for employees will be another focus area, particularly since some staff will no doubt be highly sensitive to these changes.”

#2

MAKE FAIRNESS AND EQUITY CENTRAL TO RELATIONSHIPS AMONG STAKEHOLDERS

From intention...

In 2021, having become a mission-driven company, Relyens established a framework within which to pursue its aims.

The second goal concerns Relyens' approach, values, behaviour and style in conducting its business and interacting with its members, clients, partners, suppliers and employees.

These values are key because they create shared accountability between Relyens and its stakeholders.

They determine collective success. They also reflect the Group's mutualist DNA and its purpose.

They are the pillars underpinning the transformation being implemented by its teams for the benefit of health professionals and local authorities.

By 2025, Relyens wishes to project its identity across its ecosystems. It wants to make the "Relyens experience" a factor that attracts new customers and retains existing ones.

To this end, the Group is striving to open up even more to its environment, meshing the interests and expertise of its clients, partners, employees and competitors to achieve even greater collective success.

3 COMMITMENTS

- **Bring Relyens' identity to life: values, convictions, principles of action**
- **Make our terms and conditions clear and accessible**
- **Simplify the Group's expert language**

With every point of contact and every conversation, Relyens' teams endeavour to create and develop well-balanced relationships of trust with and between our stakeholders, driven by the desire to work together for a better future for all.

The Group endeavours to continuously improve the journey undertaken by each of its stakeholders with Relyens.

...to action

In 2022, the Group demonstrated its commitment through tangible initiatives, including the following:

LAUNCH OF A NEW STRATEGIC PLAN, IMPACT2025, INSPIRED BY RELYENS' MISSION

January 2022

In the second half of 2021, thanks to the process of strategic thinking implemented with Relyens' management the Group was able to:

- translate its mission into a 10-year vision,
- channel its vision into a strategic aim for 2025,
- translate this aim into strategic challenges through to 2025,
- break down these challenges into strategic priorities for 2022.

Each of the priorities is reflected in the roadmaps of Relyens' departments and business units, then customised for the roadmaps of each individual team. This approach ensures that everyone makes a fair contribution stays true to our mission.

CORPORATE RITUALS REVIEWED TO ALIGN MORE CLOSELY WITH OUR MISSION AND FACILITATE ADOPTION OF OUR VALUES

March 2022

Since January 2022, workshops have been held for Relyens' new managers on the cascading strategy used to channel our mission into roadmaps. Nearly 40 new managers received training on this method, which aims to translate the Group's mission into day-to-day tasks while implementing its principles of action: autonomy and empowerment, collaboration and individual development. In March 2022, for all Group sites, the onboarding process for new Relyens employees was redesigned, incorporating workshops on sharing Relyens' purpose and values. More than 80 new employees took part in this new programme..

MORE THAN 90% OF EMPLOYEES HAVE SET AN INDIVIDUAL GOAL INSPIRED BY THE MISSION

March 2022

Relyens' employees play an active role in the strategic plan of the company and their own professional development. During the review and target-setting meeting at the start of the year with their manager, employees are responsible for proposing their individual targets for the coming year, in alignment with the roadmap. These targets are set in accordance with 3 categories: activity, soft skills and mission. This year, 90% of employees set a target inspired by the mission, demonstrating genuine commitment.

TRANSITIONING INTO A MORE STREAMLINED AND AGILE COMPANY

Throughout 2022

To support its ImpACT2025 plan, Relyens is building an agile culture at every level of the company. Focusing on users' needs and based on autonomy and trust across the teams, an agile approach stimulates multidisciplinary teamwork, leverages complementary skill sets, and encourages iterations, co-construction and management on the basis of value creation. These principles are built into the Group's purpose.

At the start of 2022, Relyens defined the streamlined, agile company it wants to be. A support mechanism was launched at the European level, including dedicated communication campaigns, sessions to exchange views on the principle of agility, a seminar and training workshops open to all.

Other developments include:

- The **launch and deployment of 3 formative projects to work on the "Relyens experience"**, for which diagnostic analyses have been carried out and action plans initiated: Customer Experience, Beneficiary Experience, Employee Experience
- The **creation of Relyens' editorial charter and the provision of tools** to simplify the Group's expert language

#2

Relyens' trajectory

Relyens, in 2021

- Relyens becomes a mission-driven company, affirms its commitment and aligns its business model with its mission
- The Group aims to make its terms and conditions clear and accessible
- It acknowledges the importance of simplifying its expert language

Relyens, in 2022

- The mission-driven company business model is a reality: the mission is reflected in roadmaps and individual goals, the commitments are translated into concrete actions and results are monitored. Oversight bodies are in place (Impact2025 Committee, Mission Committee) to monitor the execution of the mission
- Operational action plans are underway to improve conditions of cover in all the markets and countries
- The communication is redesigned and leads to the creation of a new editorial charter and a team support plan

Relyens, in 2023

- The adoption of the model continues and the values upheld by the mission are embedded in the Group's culture
- The beneficiary experience is deployed, guided by listening to their needs and fulfilling Relyens' commitments. To this end, initial measures are established.

Opinion of the committee



**Julie
RACHLINE**

"I believe that this goal has been achieved for this first year. The commitment of employees, the way in which individuals have adopted Relyens' aims and the action plans proposed to improve the experience of beneficiaries are clear to see and generate remarkable momentum.

The Mission Committee is also keen to point out that the Group's identity is crucial in that it underpins all the goals set out in Relyens' mission. In the coming years our demands are likely to focus particularly on commitments 5 and 6, given the avenues for progress and development that have been identified.

The fundamentals are there and so is the energy. We now need to convert this into tangible actions and perhaps be even more transparent when communicating on Relyens' operations and identity. The committee members would like to acknowledge the action plans implemented and the engagement that seems to be taking hold across the entire workforce. We will be paying close attention to how the Group's journey progresses in 2023 and 2024 in terms of implementation and practical application, in particular regarding the commitments mentioned earlier."



**Émilie
POINT**

"Through the measures implemented to make fairness and equity central to relationships among its stakeholders, we can see that Relyens has turned a corner and that its mission is already becoming a tangible reality. Internally, it is taking shape as part of the ImpACT2025 plan with the individual roadmaps drafted for each of Relyens' teams and the personal goals set by Group employees. 90% of staff are taking part in this broad-based project through initiative-taking and a collaborative agile approach.

Externally, the Relyens' commitments "Make our terms and conditions clear and accessible" and "Simplify the expert language" have been translated into tangible actions spanning all the areas in which the Group operates.

The aim to make beneficiaries and clients central to all its thinking and processes is clearly embedded across the Group. This will make the "Relyens experience" more fluid and accessible, with a brand new communication approach.

Following this year's good start, we will go from strength to strength in 2023, with the change of brand and implementation of our commitments."

#3

INNOVATE AND UNDERTAKE TO BUILD A DESIRABLE FUTURE

From intention...

In 2021, having become a mission-driven company, Relyens established a framework within which to pursue its aims.

In our changing world, new risks are emerging, insurable goods are being renewed and the insurance model is being tested. Relyens is convinced that insurers can optimise their supportive role in society by developing innovative new solutions so that new challenges can be tackled boldly in a spirit of optimism and confidence.

Relyens now operates beyond the boundaries of its core insurance business. It draws on its core expertise and harnesses new technology, data and its partners' knowledge to enhance its high-value solutions, businesses and collaborative arrangements. At the heart of its strategy, this innovation-driven approach enables it to expand its horizons and provide fast, agile solutions to meet its clients' and members' needs.

3 COMMITMENTS

- **Foster a culture of initiative and risk-taking**
- **Promote and drive innovation to benefit its clients**
- **Transform insurance**

By 2025, Relyens aims to be considered as a group committed to responsible insurance. To this end, it is keen to develop multiple initiatives, mostly designed and developed with its stakeholders. The Group wants to be a genuine catalyst for innovation within its ecosystem.

...to action

In 2022, the Group demonstrated its commitment through tangible initiatives, including the following:

A "SIGNIFICANT" INNOVATION STRATEGY RECOGNISED BY AM BEST

January 2022

For the 7th consecutive year, the rating agency AM Best reaffirmed the Financial Strength Rating and Issuer Credit Rating of "A- (Excellent), stable outlook" for the Relyens Group.

Relyens successfully maintained this rating alongside the transformation of its model and diversification of its activities, earning it a place among the most innovative players in the insurance sector and reinforcing the strategic choices it has made in alignment with its purpose: "Act and innovate, alongside those who work for the common good, to build a world of trust."

87% OF RELYENS EMPLOYEES FEEL THAT THEY HAVE THE OPPORTUNITY TO PROPOSE NEW IDEAS

October 2022

And 78% of employees believe they have the opportunity to experiment and test new approaches. This is something that Relyens wishes to develop. In 2022, the subject of initiative - a real talking point - was addressed in more than 75% of employee interviews. Workshops were held to identify the soft skills to develop in order to show initiative and prepare everyone to take the initiative more often in their day-to-day work.

AN INNOVATIVE APPROACH LAUNCHED TO BENEFIT HEALTH PROFESSIONALS

October 2022

This project, built on a startup model, aims to engage health professionals in the risk management approach so that they can practise with complete peace of mind. Beyond its primary objective, the project shows the full extent of the potential that Relyens seeks to unlock through its transformation.

Using an agile method, this project showcased a new way of innovating: listening to client needs, implementing an iterative approach in small steps, assessing the value created and working in small multidisciplinary groups.

The approach takes in all aspects of Relyens' transformation, including digitisation of the business, creation of an end-to-end risk management service, data management, engagement policy, community leadership, and more.

SHAM INNOVATION SANTÉ: SUPPORTING HEALTH-RELATED INNOVATION

Since July 2014

Sham created Sham Innovation Santé in July 2014. In alignment with its mutualist values, it enables the group to actively engage in its ecosystem by supporting value creation, the economy and job creation, as well as improving the provision and quality of care.

Since June 2021, its investments have focused on solutions to secure a patient's medication throughout their care pathway, control the quality of biological products, market high-level disinfection systems and develop innovative cancer drugs.

Other developments include:

- **Proof of concept / proof of value** processes developed with our clients and members to test and adjust the integration of risk prevention solutions proposed to them
- **Training modules** aimed at developing soft skills, initiative-taking and risk-taking by employees
- **An awareness and information sharing plan** among ROAM (meeting of mutual insurance organizations) members focusing on changes affecting insurers

#3

Relyens' trajectory

Relyens, in 2021

- An innovative player with a vision, the capacity to mobilise and the desire to take concrete actions on three types of risks
- The conviction that a community's initiative-taking drive is crucial for its transformation
- The desire to make insurers in its ecosystem aware of the issues associated with the sector's transformation

Relyens, in 2022

- The integrated Relyens Risk Management model takes shape through the new project dedicated to healthcare professionals. It addresses the multiple aspects of Relyens' transformation (data platform, business line evolution, community leadership, customer engagement, agile method, etc.)
- The initiative is gradually becoming part of everyone's daily life, through company rituals
- ROAM (meeting of mutual insurance organizations) members are engaged and convinced of the need to share information on the changes affecting their industry

Relyens, in 2023

- Individual initiative-taking skills are being developed and conditions for collective innovation created
- The innovation project dedicated to healthcare professionals is being co-developed with stakeholders, paving the way for further innovation
- Awareness-raising sessions with ROAM members are now routine

Opinion of the Mission Committee



**Julie
RACHLINE**

"This ambitious goal has been achieved. It is underpinned by 3 strong commitments, each of which are on the right track.

The highlights in my view are the entities' culture and commitment under the impetus of the senior management and Chairman, who lead by example. The commitments seem to have been resolutely taken on board by employees and reflected in Relyens' various choices and decisions, as commitment 7 highlights. Sustaining this momentum is key, and it seems to be going in the right direction.

This ability to open up, think out of the box, and have the courage to come up with ideas and to experiment is also reflected in commitment 8. While the Mission Committee would like to have even greater insight into the factors underlying decision-making, it notes Relyens' agility and ability to put its commitment into practice and work towards the goal discussed.

I have also identified a number of positive points: the Group's ability to take action, its agility and its capacity to explore and come up with new ideas are key drivers of innovation; Relyens' exemplary approach in this area is crucial and plays a decisive role in its engagement and its mission.

That said, for 2023, the Mission Committee would like to emphasise its recommendation to push ahead and accelerate work on communication and

Relyens' role as a specialist, spokesperson and pioneer with respect to this key goal. All employees and senior management are committed to this objective and the Committee can only encourage greater visibility, more speaking opportunities, and a drive to identify and move into new areas of communication in order to ensure that this ambitious goal is achieved by 2025."



**Noemi
LUIS**

"Relyens has achieved the goal. This is a goal that requires significant investment and Relyens has made a strong start.

Several partnerships have been formed: 3 for management solutions, 4 for prevention solutions. These are all meaningful solutions in alignment with our mission.

A major call for tenders was won at the end of the year in Spain, demonstrating that these innovative solutions also make sense for healthcare players.

We will now have to take every care to ensure that innovative solutions are developed at the same pace in the local authority sector."

#4

CONTRIBUTE TO A SUSTAINABLE WORLD

From intention...

In 2021, having become a mission-driven company, Relyens established a framework within which to pursue its aims.

As a risk manager and a mission-driven company, Relyens is committed to taking societal issues into account. For the direct benefit of its clients and members and their beneficiaries - European citizens - we apply a

proactive Social and Environmental Responsibility (CSR) approach. We consider the social, environmental and economic aspects as an inseparable whole, on which sustainability and collective success depends.

3 COMMITMENTS

- **Reduce its environmental footprint**
- **Encourage the clients and members' ecological transition**
- **Emphasise and affirm its socially responsible investment policy**

By 2025, the Group aims to make Relyens an exemplary group committed to a sustainable world; a group that creates value and acts responsibly at all levels of its business. To maximise its impact, it must take concrete action not only in its business but also with respect to its clients and members, and more broadly through its investment activity.

...to action

In 2022, the Group demonstrated its commitment through tangible initiatives, including the following:

THE ESTABLISHMENT OF RELYENS CITIZENS WORKSHOPS

November 2021

Some 40 European employees have now volunteered to work towards reducing the Group's environmental footprint. Their job, as they define it, is to "establish Relyens' civic engagement by raising awareness and sharing the desire to act".

Multiple concrete actions have been taken: improvement of waste management, fun and engaging activities during Sustainable Development Weeks,

monthly podcasts on eco-gestures, hybrid *Fresques du Climat* (Climate Frescoes) workshops, organisation of workshops on digital sobriety, and more. This is in addition to the broader initiatives implemented by Relyens' business units and departments in the areas of digitalisation, business travel and the inclusion of CSR indicators in the profit-sharing agreement.

IMPACT CONTRACT: SUPPORTING THE DEVELOPMENT OF ENVIE AUTONOMIE

March 2022

Relyens invested in the “impact contract” of its partner, Envie Autonomie, alongside the French government and other highly committed investors (with a total budget of €4.9 million, of which Relyens contributed €250,000). Thanks to this investment, Envie Autonomie will be able to develop its circular economy network focusing on the re-use of medical equipment, particularly technical aids, nationwide. For several years, the Group has been supporting the cooperative, whose aim is to develop the circular economy sector in the field of medical equipment. This approach, promoted by Relyens’ teams, is emerging as a model for the future by limiting waste and making medical equipment increasingly accessible to all, through a more virtuous, socially responsible and cost-effective system.

A CARBON AUDIT PERFORMED AT THE EUROPEAN LEVEL

1st half of 2022

Measured by Greenly and listed in the Bilan Carbone® service provider directory, Relyens’ 2021 carbon assessment goes beyond regulatory requirements by taking into account:

- all Group entities, regardless of their headcount
- all direct and indirect activities (scopes 1, 2, and 3) in France as well as in Germany, Italy and Spain.

3 key strategic focus areas were identified: management of the real estate portfolio, business travel and the day-to-day practices of the teams.

CO-FINANCING THE CONSTRUCTION OF THE NEW PARIS-SACLAY HOSPITAL

June 2022

Relyens joined forces with four partners to finance the construction of the hospital with a total loan of €117 million. Designed to very high standards, particularly in terms of environmental quality (High Environmental Quality certification), the Paris-Saclay Hospital aims to become a standard-setting hospital and an excellent example of the care delivered by the Nord Essonne Hospital Group. It will open in 2024.

RELYENS PRODUCES ITS FIRST REPORT UNDER ARTICLE 29 OF THE FRENCH LAW ON ENERGY AND CLIMATE

2nd half of 2022

Article 29 aims to clarify and enhance the framework for non-financial reporting by financial institutions so as to develop sustainable finance. Supplementing the European legislation currently in force, it introduces three key focus areas: climate, biodiversity and the integration of ESG factors into risk management practices. Publishing this report enabled Relyens to meet the transparency requirements under Article 29 while obtaining a comprehensive overview of its assets. This provides a valuable basis for redefining its impact investment strategy.

Find out more at [Relyens.eu](https://www.relyens.eu)

Other developments include:

- Implementation of a **low-carbon strategy**: broad guidelines have been set and the governance model identified. The aims remain to be confirmed, as do the goals, which will be accompanied by performance indicators.
- Implementation of **monitoring and a reference framework for Relyens’ asset portfolio**.

#4

Relyens' trajectory

Relyens, in 2021

- Multiple CSR initiatives
- A desire to structure a global approach that can be applied locally to have more impact
- A socially responsible investment (SRI) policy is already firmly in place
- A desire to engage with customers and members in their ecological transition

Relyens, in 2022

- Carbon assessments are performed on all Group entities, incorporating direct and indirect activities, in France, Spain, Italy and Germany
- The low-carbon strategy takes shape along 3 main lines, well-defined aims, co-developed action plans, clearly identified performance indicators
- Conditions have been created to cultivate employee engagement (roadmaps, communication, Citizens' Workshops, etc.)
- The Article 29 report has been produced and highlights new issues to be addressed

Relyens, in 2023

- The low-carbon strategy is being implemented
- Solutions are in place to facilitate the ecological transition for health professionals and local authorities
- Monitoring of the real estate portfolio is operational
- The SRI strategy has been defined for all asset classes

Opinion of the Mission Committee



**Noemi
LUIS**

"The goal has been achieved. An assessment was carried out for the two entities that make up the Group. They resulted in several awareness-raising and communication measures being implemented among the workforce.

Based on the results of the assessment, we were able to define 3 priority areas to work on: optimisation of the real estate portfolio, business trips and challenging our day-to-day practices. The partnership with ENVIE Autonomie is a very specific initiative that demonstrates Relyens' intention to promote the ecological transition among its clients and members.

Lastly, multiple initiatives were launched at the end of the year, which will enable Relyens to take its responsible investment policy to the next level."



**Claire
CAUCHETIER**

"Generally speaking, I was very impressed by the high standards set through the goals, commitments and measures implemented.

I can see how the mission-driven company process has helped to accelerate change at Relyens and how the approach has come into its own across all Relyens' teams.

As regards the goal of "Contributing to a sustainable world" in particular, multiple measures have been implemented. The approach has been structured, resources allocated and the teams have got involved. Two carbon assessments were carried out in 2022 for each of the Group's entities, at the European level, which is outstanding.

The next step is to implement action plans focusing particularly on the impact generated.

Now that the course has been set and the foundations laid, the challenge for Relyens seems to lie in the ability to adapt the approach within the allotted time frame. How can we speed up the process, ensure that we are one step ahead in tackling the climate challenges facing us all, and seize the opportunity to anticipate the new regulations ahead?"



JOINT INTERVIEW

Jean-Olivier ARNAUD, on behalf of the Mission Committee, what is your view on this first year's work and what are the key priorities for Relyens and its teams going forward?

"I'm impressed by the work accomplished by Relyens in a few months, by the commitment of the Group's teams to the aims set out in its mission, by the desire to bring about change and the energy generated by the results and evidence produced.

I was struck by the high level of autonomy and freedom given to the teams. The company sets the course and its employees forge their own paths.

As regards this first year, there is a strong sense of enthusiasm and intensity. How will the company experience this transformation over time? What "sensors" should we use to gauge the teams' commitment and the extent to which every individual is open to experiencing this transformation in a positive way? I think this is something to look at next year.

On the client side, the development of a risk prevention approach, which is more intrusive, may give rise to some pushback. The relationship and quality of support offered to clients also seems to be a factor for Relyens to consider."

Dominique GODET, in June 2021, Relyens became a mission-driven company. Since then, much has been accomplished. Could you share your views on the progress made, what you're most proud of, and the focus areas for 2023?

"In 2021, when we became a mission-driven company, we were convinced that we could build a world of trust by creating a paradigm shift, transforming our business model and engaging our stakeholders.

We were about to embark on a real transformation. We had established the risk manager model that we wanted to develop, we could rely on the strength of our community and our shared desire to make a positive impact.

We have already achieved many milestones. The course has been set, the vision has been shared with all our employees, our organisation has been adapted accordingly and the governance of our project is up and running. We have set our Group in motion and laid the foundations of our engagement.

Some 30 projects were launched involving our value proposition, the Relyens experience, our CSR approach, our tools, our businesses, our organisation and our communication. And our mission is built into all of them.

I would particularly like to commend our European teams for their commitment, their ability to challenge and take initiative, their power of innovation and their desire to engage in co-development initiatives with all our stakeholders.

I would also like to thank the Mission Committee for being highly involved, alongside us, in driving our mission. Their insight is invaluable for keeping our commitment on track.

2023 will be a year of continuity, of further development, of consolidation and, most certainly, a year of great satisfaction."

1ST REPORT OF THE
**MISSION
COMMITTEE**
2022*
JUNE 2021 TO DECEMBER 2022



**Manage risks,
mutualise trust.®**

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EUROPEAN MUTUAL GROUP
INSURANCE AND RISK MANAGEMENT

