

# Mission Committee Report



**ANTICIPATING TODAY  
TO PROTECT TOMORROW**

**2024**



**relyens**

EUROPEAN MUTUAL GROUP  
INSURANCE AND RISK MANAGEMENT



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*Indicator verified by the ITP*



**Jean-Olivier Arnaud**  
Chairman of the Mission Committee  
Chairman of the Hôpital Européen, Marseille

**Olivier Bossard**  
Chairman of Relyens,  
Executive Director of Saint-Étienne  
University Hospital Centre

## Joint interview

# Mission-driven company: the decision to engage

Over 1,700 companies in France have chosen to become 'mission-driven companies', including Relyens, a European mutual group specialising in risk management. Olivier Bossard, Chairman of Relyens and Executive Director of Saint-Étienne University Hospital Centre, and Jean-Olivier Arnaud, Chairman of the Relyens Mission Committee and the Hôpital Européen in Marseille, share their insights on the challenges faced by professionals dedicated to serving the public interest, as well as Relyens' pledge to support them.

## « Olivier Bossard, how do you view the challenges confronting healthcare and local authority professionals? What issues do they present for Relyens?

Every day, healthcare institutions are confronted with escalating demands and increasingly complex situations, which are continually evolving. In 2023, Saint-Étienne University Hospital Centre (CHU) conducted over 500,000 consultations, admitted 170,000 patients and delivered 3,000 babies. While these figures are impressive, they barely capture the full extent of the care provided, the intricacies of the systems in place and the dedication of the hospital teams involved.

Moreover, these numbers fail to reflect the many partnerships the CHU has with local authority professionals who are on the frontlines of public service. They work tirelessly to ensure the well-being of our communities, contributing significantly to our quality of life and safety. Their commitment is fundamental to our shared mission.

Together, we face numerous challenges in delivering our services. To ensure continued access to care, advance preventive measures, tackle cyber threats and drive digitisation, we must attract new talent, retain our existing staff and help them adapt to evolving roles. Our fellow citizens expect high-quality, efficient services in the public interest and it is our

responsibility to meet those expectations. We cannot achieve this without skilled, motivated professionals who themselves have ongoing support.

As an insurer, Relyens has stood by those in public service roles for nearly a century, offering financial security in times of unforeseen circumstances and ensuring the continuity of their critical work. All of this has been achieved despite the successive reforms, reorganisations and crises that have marked the past few decades.

But the landscape has now shifted. A quick glance at the headlines reveals the devastating impacts of extreme weather, the ongoing challenges in recruiting for the public service and the increasing frequency and severity of cyber-attacks.

The rapid advance of digital technologies, coupled with climate change, demographic shifts and mounting pressures on healthcare systems, are giving rise to new risks for our businesses – risks on an unprecedented scale.

As a result, insurers are now facing the limitations of their own model, based on historical claims data and known risks.

At Relyens, we see it as our duty to support these changes and safeguard society as a whole from these threats. To do this, our model needs to change – from being an insurer to becoming a risk manager. This shift represents a profound transformation that the teams at Relyens have embraced with determination.

Our ambition remains unchanged, namely to safeguard and ensure the continuity of public-interest missions, working alongside our members and clients.

Our role goes beyond providing insurance. It's about active prevention, providing information on the risks faced by professionals in public service, assessing these risks, raising awareness of their potential impacts, assisting in decision-making and ultimately offering new solutions to reduce the vulnerabilities of establishments. It's a new approach to risk and a true paradigm shift.

Making a proactive contribution to the resilience of a society facing the need for change. For Relyens, this is the essence of being a mission-driven company!"

***“Making a proactive contribution to the resilience of a society facing the need for change.”***

## ***“Setting milestones for the next steps to ensure a steady pace of change.”***

**Jean-Olivier Arnaud, as Chairman of the Relyens Mission Committee, how do you view Relyens' mission and the transformation it entails?**

The mission, focused on safeguarding and ensuring the continuity of public-interest missions, is undeniably a societal challenge – one in which Relyens is both qualified and uniquely positioned to lead.

It's profoundly transformative because it questions the insurance model, which has real limitations when confronted with the transition challenges that our society must overcome.

The mission is the driving force behind Relyens' transformation, shaping the Group's strategic vision, ambition and values. It also engages its community of insured parties.

And today, we have some real evidence of its impact. Over the past three years, the Group has undergone a thorough reorganisation, new business lines have been created, partnerships have been forged and new operating methods have been adopted – all testaments to the cultural change brought about by the mission-driven company model. Last but not least, there is no doubt that the entire Relyens community is fully aligned with this vision.

In 2024, we reached the conclusion of a phase focused on creation and experimentation. This

was a necessary phase to unleash the energy of Relyens and break free from established norms. This has been achieved.

However, as we approach the end of this year and look to the next, we enter a transitional phase – one that presents the opportunity to conduct an initial assessment and outline the key pillars of the Relyens 2026-2030 strategic plan.

In this context, three major issues have been the focus of discussions within the Mission Committee.

The first concerns the pace of the transformation at Relyens. It's a long-term transformation, yet it simultaneously requires us to maintain a certain momentum in order to mobilise all those involved and ensure the credibility of the message conveyed by Relyens.

We've given careful thought to the right pace to maintain and have emphasised the importance of setting milestones for the next steps to ensure a steady pace of change.

The second topic involves the trajectory of the transformation at Relyens. While we firmly believe in the project's purpose, it is ultimately our clients and the market that will confirm its success.



Relyens must balance its convictions and expert vision with the realities of market demands and financial sustainability. How can we be certain we're on the right path? What indicators should we use, early on, to assess the potential and viability of an innovation? Our aim is to guide Relyens toward more client- and economically-focused criteria, in order to effectively track the performance of its mission.

The third subject focuses on exploring new ways of collaborating. Relyens' mission will be truly successful if it contributes to transforming its market. To achieve this, we believe that 'working with' our clients is the approach to be followed and prioritised.

Additionally, the market segmentation work undertaken by the teams is of vital importance. Finalising this will allow for tailored support based on client profiles, the risks they face and their approach to prevention. We strongly encourage Relyens to continue pursuing this direction.

The productive discussions held at the end of the year between Relyens' Chairman, the Board of Directors and the Mission Committee show the depth of Relyens' commitment. This dedication is clear, as it is supported at the highest levels, and for both the Mission Committee and the teams, it serves as a strong "proof point" and a key driver of trust." ■■■

## Society

# Transformation serving the public interest

**An ageing population, the digital revolution and a crisis in attractiveness... Healthcare and local authority professionals need to adapt to a fast-changing environment. Recognising that insurance alone is no longer sufficient to support them, Relyens has embarked on an ambitious transformation to become a risk manager. Its goal is to help its client-members anticipate and prevent risks that threaten public-interest missions across Europe.**

“It’s not just about creating new services or digitising existing ones; it’s about reinventing our operating models,” stresses Dominique Godet, Executive Director at Relyens. To innovate responsibly and create real value for healthcare and local authority professionals, Relyens is proactively monitoring the major shifts in the landscape. The fact is that these professionals are tasked with providing public-interest services to citizens in an increasingly complex environment.

The rapid digitisation of the economy is driving their transformation, as they respond to citizens’ growing demands for greater responsiveness, transparency, autonomy and personalisation.

***“Insurers must review their practices and reinvent their approach in order to stay relevant.”***



“Digitisation is reshaping the world, the volume of available data is growing exponentially and our clients now have access to as much data as we do. This is upending traditional models. Insurers must review their practices, reinvent their approach and seek to gather more information in order to stay relevant”, explains Pierre-Yves Antier, Deputy Executive Director in charge of Strategy, Innovation and Solutions.

Workplace dynamics are shifting, disrupting the workforce balance and weakening the sense of belonging and commitment to organisations. This transformation is further amplified by a growing quest for meaning.

The ecological transition is also reshaping the landscape: the public are demanding higher standards from organisations in their management of natural resources, while companies are setting more ambitious expectations for themselves. CSR policies are prompting them to reassess how they operate, questioning the meaning and purpose behind their missions.

New organisational risk factors are emerging or intensifying, including cybercrime, the risk of pandemics, geopolitical instability, climate change and the declining attractiveness of institutions. “Cybercrime now exceeds traditional crime, with an estimated annual cost of six trillion euros,” explains Brice Augras, ethical hacker at BZHunt, speaking at Relyens’ Shareholders’ Meeting in June 2024.

According to “Le Quotidien du Médecin”, 422 healthcare establishments reported at least one cyber incident in 2023. In its 2021-2022 report on cyber threats to the healthcare sector, the European Union Agency for Cybersecurity (ENISA) stated that France is the country most affected by these attacks. A Europe-wide analysis of incidents reveals that 42% directly target hospitals and 54% of attacks involve ransomware.

Another alarming statistic is that the cost of claims related to natural disasters “could increase fivefold over the next thirty years in certain parts of France, particularly in the west,” according to the French insurance regulator, the *Autorité de Contrôle Prudentiel et de Résolution* (ACPR).

Amid severe pressure on both financial and human resources and the ongoing need to ensure the continuity of public-interest services 24/7, healthcare and local authority professionals are rising to meet these new challenges.

## GRASSROOTS PERSPECTIVES

The employees of local authorities and healthcare establishments are at the forefront of these societal transformations. Yet the success of public-interest missions relies heavily on the availability, expertise and commitment of teams working on the frontlines.

### NICOLAS FRAIX

Knowledge Capitalisation and Development Department, ANACT

“The rising trend in absenteeism, along with escalating severity rates, has been a noticeable phenomenon for several years now. You’ve clearly understood the scale of the challenges facing local authorities, both in terms of supporting vulnerable health situations and focusing on prevention [...]” *December 2023*

### NICOLAS LEGER & ÉRIC NEGREL

Executive Director of Services & Director of Human Resources and Quality of Life at Work, L’Isle d’Abeau Town Hall

“Since implementing Relyens’ Holicare solution a year ago, we’ve seen significant reductions in absenteeism, both in terms of frequency and duration. [...] It’s extremely satisfying to hear staff say that they found the right solution in such a short time, thanks to skilled and responsive professionals.” *December 2023*

## KEY FIGURES

### THREE MAJOR RISKS, THREE PRIORITIES FOR ACTION:

#### HR RISK

## Nearly 40%

of absenteeism among public service sector employees in local authorities and hospitals is due to sick leave that is directly linked to mental health (Relyens 2022 data - provident portfolio analysis)

#### MEDICAL RISK

## Every 7 days

an avoidable adverse event occurs (source: “*Panorama des risques liés aux soins*” Relyens - 2024 edition)

#### TECHNOLOGICAL / CYBER RISK

## 422

healthcare establishments reported at least one cyber incident in 2023. (Source: “*Le Quotidien du Médecin*”)

***“Use data and AI to give healthcare and local authority professionals deeper insights into their areas of vulnerability, enabling proactive measures to safeguard against potential threats.”***



### **From insurer to risk manager: a transformation guided by Relyens' mission**

“In 2021, while redefining our purpose, we took time to reassess Relyens' core mission and the role we wanted to play in society. For years, our mission was primarily focused on compensating for the consequences of claims. We are proud to have made a modest contribution to rebuilding the often fragile trust between our clients, their teams and the public. Yet we know that we can do more.

By becoming a Mission-Driven Company, we are reaffirming our commitment to go further. Our vision is to prevent losses before they occur, thereby preserving and strengthening the trust that serves as a foundational pillar of society,” explains Dominique Godet, Executive Director of Relyens.

In practical terms, Relyens aims to use data and AI to give healthcare

and local authority professionals deeper insights into their areas of vulnerability, enabling proactive measures to safeguard against potential threats. This also involves better identifying the risks linked to public-interest missions in order to offer pertinent solutions to offer ever better protection and contribute to a high standard of care for everyone.



## Leveraging technology to ensure the safety of care and services

“Professionals in public service need access to reliable, relevant and actionable data to effectively manage their daily risks. Until they have a personalised management tool integrated with prevention and insurance solutions, our mission will remain incomplete. We need to take our commitment yet another step further,” insists Dominique Godet.

Technology is unlocking new perspectives for Relyens, enabling it to turn its vision into reality, creating an open ecosystem where partners, clients and employees work together to mitigate risk.

This synergy provides professionals in public service with a comprehensive catalogue of solutions, developed by Relyens and its partners.



## 360° risk management



### MANAGEMENT

Identify, quantify and prioritise risks to tackle them methodically. Make use of management tools to target the most urgent prevention and insurance investments and actions.

### PREVENTION

Avoid incidents occurring and mitigate the human, operational and financial repercussions. Adopt prevention solutions to safeguard and guarantee business continuity.

### INSURANCE

Mitigate the economic impact of incidents. Choose insurance and service solutions to provide financial protection and boost resilience.

focus on

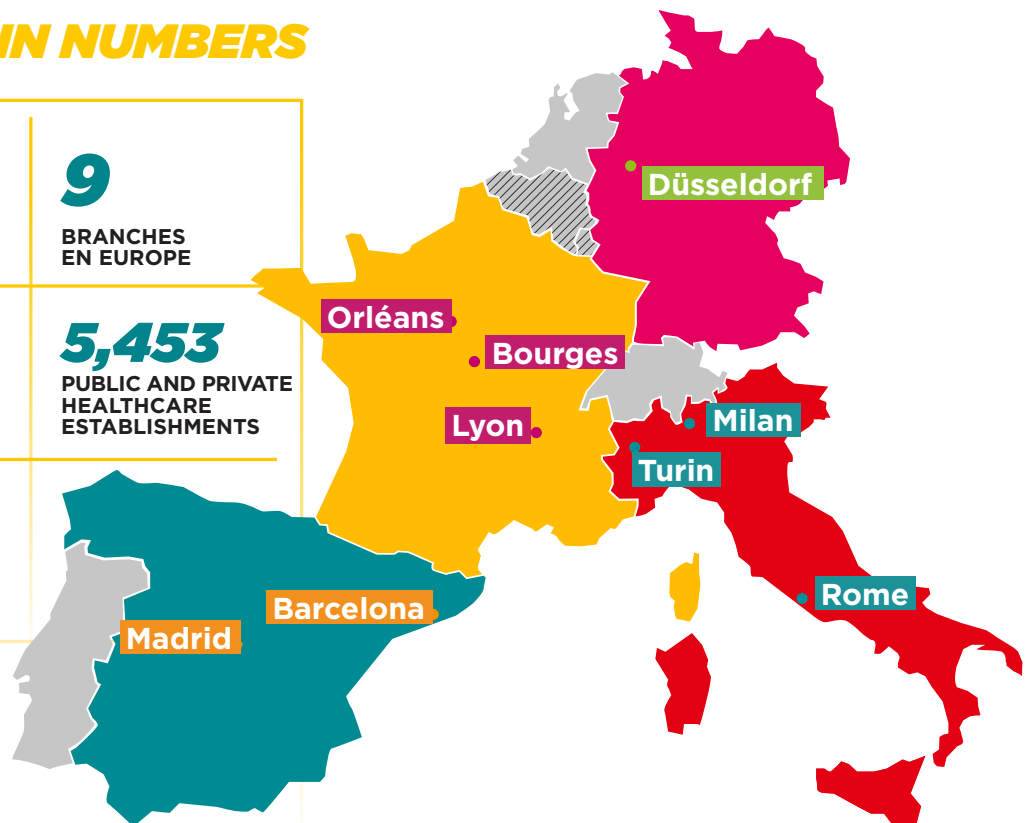
# Relyens, 100 years of commitment and trust

Relyens is a European mutual group specialising in risk management for healthcare and local authority professionals. Established nearly 100 years ago by and for its members, Relyens is now the top provider of medical civil liability coverage in France, Spain and Northern Italy for healthcare professionals, as well as the leading provider of statutory risk coverage for local authority professionals in France.

Mutualism – the economic model built on solidarity among members – is based on democratic governance and is free from shareholders. This model stands as a crucial alternative to market-driven approaches, prioritising social responsibility and the equitable distribution of resources.

## RELYENS IN NUMBERS

<b>1,200</b> EMPLOYEES	<b>9</b> BRANCHES EN EUROPE
<b>€630 M</b> TURNOVER IN 2023	<b>5,453</b> PUBLIC AND PRIVATE HEALTHCARE ESTABLISHMENTS
<b>116,197</b> HEALTHCARE PROFESSIONALS	
<b>660,838</b> LOCAL AUTHORITY EMPLOYEES	



## Solid foundations to support its mission

- **A deeply-rooted societal commitment**  
Relyens was founded by and for its members – those dedicated to public-interest missions.
- **Proven risk expertise** built up after nearly 100 years in France and almost a decade in Europe.
- **A strong foothold in its ecosystems** strengthened by its leading position in markets across France, Spain and Italy.
- **A long-term approach** supported by a mutualist model that prioritises sustainability and value sharing
- **A resilient collective** that has demonstrated its ability to transform over the years.

# Mission-driven company: (r)evolution at the core of the organisation

In the face of unprecedented social and environmental challenges – both in their scale and complexity – companies have a critical role to play. The mission-driven company model, adopted by Relyens in 2021, is a proactive step towards building a world that takes better care of its citizens and the environment. Let's take a look at the key aspects of this legal innovation, introduced under France's PACTE Law (Action Plan for Business Growth and Transformation).

A powerful catalyst for business transformation, the mission-driven company model is the only legal framework in France for companies seeking to act for the common good and contribute to the vision of a more sustainable world.

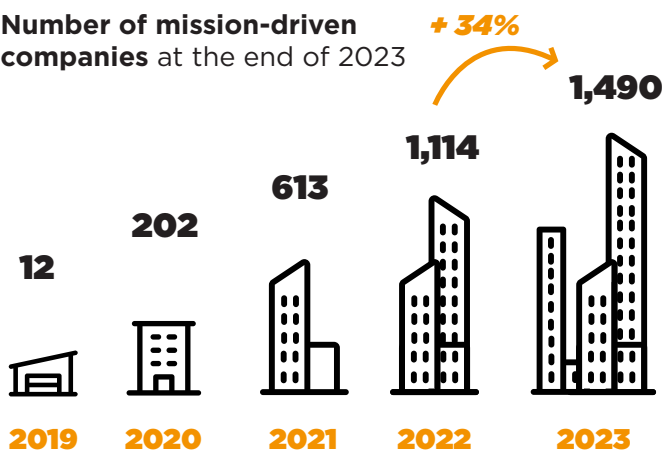
To be recognised as mission-driven, companies must meet several specific conditions:

- its purpose must be clearly defined in its Articles of Association (Article 1835 of the French Civil Code);
- the Articles of Association must outline one or more social and environmental objectives that the company has set as its mission within the scope of its activities;
- the Articles of Association must detail how the performance of the mission will be monitored;
- the status as a mission-driven company must be formally declared to the Registrar of the Commercial Court.

Compliance with the mission is ensured through a dual oversight system: the Mission Committee is solely responsible for monitoring the company's mission performance, while an independent third-party organisation (ITP) verifies the achievement of the social and environmental objectives.

***“The Mission Committee is solely responsible for monitoring the company’s mission performance, while an independent third-party organisation verifies the achievement of the social and environmental objectives.”***

Number of mission-driven companies at the end of 2023



**1,761**  
MISSION-DRIVEN COMPANIES  
IN NOVEMBER 2024



**focus on**

# Shifting perspectives: embracing a new corporate culture

**Cohesion, mobilisation, commitment... this business model embodies a virtuous cycle, where the company and its employees come together in a shared, responsible commitment.**

“Adopting the mission-driven company model means committing to profound and lasting transformation for the benefit of society. Every

role at Relyens is involved in this journey and our employees are the driving force behind this change. To support them, we have pledged to create conditions conducive to a successful transformation, providing time and space for listening, sharing and taking action to ensure buy-in,” explains Carole Bérard, Director of Identity and Engagement at Relyens.

## FOCUS ON INDICATORS

**92%** ✓

OF EMPLOYEES  
HAVE AN INDIVIDUAL  
GOAL RELATED  
TO THE MISSION

**88%**

CONSIDER THAT  
WORKING FOR  
A MISSION-DRIVEN  
COMPANY IS  
IMPORTANT FOR THEM

**86%**

OF EMPLOYEES  
FEEL THE MISSION  
IS MEANINGFUL  
IN THEIR EVERYDAY  
WORK

**87%**

OF EMPLOYEES  
FEEL FULLY INVOLVED  
IN THE MISSION

## Four employees share their thoughts on this collective and responsible transformation

### A more virtuous approach to business



**Jaime Noguera,**

Legal Director for the Health-Social BU in Spain, 6 years with the company (2018)

“In Spain, there’s no such thing as mission-driven companies. Companies generally act in response to regulatory constraints. Things are different in France, however, and the decision to become a mission-driven company represents a real commitment. I’m delighted that Relyens has moved in this direction. Here in the legal department, we were involved in the formalities required to make this decision a reality.

Our new purpose resonates deeply with me, as our goal is to act alongside our clients to create a more sustainable world. Belonging to a company that upholds strong values and strives to go beyond mere business objectives, adopting a more virtuous approach, is a great opportunity for personal and professional growth. On a daily basis, this transformation is now embedded in our roadmap. There’s still a long journey ahead, but I’m genuinely excited to play a role in achieving this ambition.”

### A pivotal moment for environmental action

**Nathalie Robert,**

Public Procurement Detection Expert in the Local Authorities BU, 15 years with the company (2009)

“Since Relyens became a mission-driven company, I’ve witnessed a significant shift in the Group’s commitment to social and environmental causes. We’re seeing more and more initiatives: community workshops, awareness-raising events for employees, careful selection of venues and activities for seminars and the introduction of an electric vehicle fleet for our travelling staff. These actions are all having a tangible impact, gradually encouraging everyone to rethink their habits in terms of travel, consumption and everyday choices. Personally, this has inspired me to do even more, both at work and in my personal life, to reduce my carbon footprint.”



### Ensuring impact drives our action and shapes our projects



**Romain Carré,**

Deputy Director of Digital Hospital Solutions, 7 years with the company (2017)

“I’ve been fortunate to witness the Group’s evolution, both in its international expansion and in the value proposition we offer our clients. Since joining, I’ve seen just how committed the Relyens teams are. With confirmation of our status as a mission-driven company, this commitment has been further reinforced and is now being widely demonstrated.

On several projects carried out with our partners, we’ve really focused on creating a tangible impact on the daily work of healthcare personnel and improving the quality of care. A good example is our work with operating theatre teams: we make it a priority to understand their challenges and customise our solutions to meet their specific needs, all with the goal of enhancing patient safety and improving work organisation. This approach drives us to continuously innovate while staying aligned with our objectives, setting clear milestones to measure the impact of our actions and validate their effectiveness.”

### Human values at the core of our mission

**Alessandro Massari,**

Head of Payroll Administration in Italy, 2 years with the company (2023)

“I joined Relyens quite recently, and right from the start I heard a lot about the company’s transformation and its commitments as a mission-driven company. I found that really inspiring, particularly the environmental and human-centred initiatives underway. As someone with a visual impairment, I was pleasantly surprised not to feel any difference in the way I was integrated. The human values at the core of our mission are deeply important to me and whenever I meet new colleagues, I make it a point to share this aspect – it’s what truly sets us apart.”



## In motion

# The 3 pillars of momentum at Relyens

Becoming a mission-driven company means accepting that we need to transform ourselves in order to transform society. It's a long-term journey that requires the courage and determination of every member of the organisation.

The catalyst for this transformation is the inclusion of the mission in the company's articles of association. The challenge that then emerges is to advance the commitment, maintain the enthusiasm of the early months and generate the energy to drive the change. Carole Bérard, Director of Identity and Engagement, shares her insights on what fuels Relyens' momentum.

Relyens has been a mission-driven company for over 3 years now. It all began with the belief that companies should have a political role in society. What has become clear is that commitment thrives on meaning and a desire, namely to always do our best!

"The Group is now making steady progress towards its mission, fuelled by the pursuit of a revival, with Relyens teams embracing the challenge of change. The Relyens mission-driven company model is built on three pillars that ensure alignment, cohesion and the continued momentum of our collective efforts," explains Carole Bérard.

***"It is crucial for us that the mission drive the strategy, and the strategy support the mission."***



## Charting the path of the mission

From the very beginning, the driving force behind this approach has come from Relyens' Chairman and the Board of Directors. "Olivier Bossard and Dominique Godet have consistently been at the forefront of championing Relyens' societal commitment, actively promoting a model that was still relatively unknown," recalls Carole. Through ongoing dialogue, we reached out to our employees to engage them in this new chapter of our Group's journey.

Today, this commitment is embedded in the company's culture. Each January, in his 'New Year's Greetings' to staff, Olivier Bossard re-explains our mission and the purpose of our commitment, while Dominique Godet presents our strategic priorities, always emphasising the connection between our mission and strategy.

Then at the end of the year, the Mission Committee's assessments are presented to the Board of Directors and shared in a meeting with the entire management team, so that teams can take the objectives and focus areas on board during the year ahead.

## Aligning management

As soon as the mission was incorporated into the Articles of Association, Relyens began developing its strategic plan, ImpACT2025. "It was crucial for us that the mission drive the strategy, and the strategy support the mission," explains Carole Bérard.

To achieve this, we involved the entire Relyens management team in defining the commitments

# ector

that underpin our social and environmental objectives. These served as a basis for the strategic thinking of all the directors of the Departments, Business Centres and Business Units. Each year, when the Group's strategic priorities are reviewed, the Board of Directors ensures they remain aligned with the mission. As a result, the annual roadmaps, which are then used to set individual objectives for Relyens employees, are also consistently tied to the mission.

"Today, 87% of employees report feeling proactive in the mission and 86% believe it is meaningful in their everyday work. These results testify to management's commitment to involving all our teams in the mission," confirms Carole Bérard.

## Recognising the pivotal role of the Mission Committee

The Mission Committee was established in 2022. Its role is to ensure the effective execution of the mission, as well as to challenge, question and provide critical insights.

Its evaluation process is continually evolving and being enhanced. At its May meeting, it invites employees to share how the mission is being implemented in their areas of work, as well as to assess how it is being taken on board by the teams.

A comprehensive, one-hundred-page mission evaluation framework, outlining the actions taken and results achieved, supports their decision-making process.

Additionally, an annual meeting with the Executive Director - and, this year, with the Chairman - provides a platform for discussing the strategic deployment of Relyens. In 2024, the President of the Mission Committee also took part in the strategic discussions during the Board seminar. "This committee has taken on a central role in our project, stimulating debate and raising the benchmark in support of the mission", concludes Carole Bérard.

## And afterwards?

... **The Relyens mission creates value.**  
Relyens is driven by the created impact.

### Mission buy-in.

Relyens' transformation is explained and given support to ensure buy-in from stakeholders.

2024  
2025

2023

### The mission takes shape and becomes ingrained in Relyens' culture.

The workforce is fully engaged, with societal commitment translating into tangible actions: organisation, new solutions and CSR initiatives.

**The Relyens mission is included** in the teams' roadmaps, which are then used to set individual objectives. Projects commit to the mission.

2022

2021

**Relyens becomes a mission-driven company**, sets out its mission and develops its strategy for transformation from insurer to risk manager.



## Feature

# A transforming model



### The Committee's global opinion by Claire Cauchetier

Relyens' mission, focused on safeguarding public-interest missions, addresses a critical societal challenge. This mission is underpinned by a coherent framework, comprising four objectives and twelve commitments, offering a clear, strategic vision.

This framework fully aligns with the Group's transformation, as it evolves from an insurer to a risk manager. This positioning is reflected in initiatives on prevention, management and insurance, which demonstrate Relyens' capacity to innovate and adapt to the needs of its clients and its ecosystem.

The past 'transitional' year has yielded satisfactory, and even outstanding, results in certain areas. It has enabled the Group to consolidate the actions already in motion, reassess its strategies, adjust the pace to market demands and incorporate fresh ideas to further energise the project.

While this year may have been less spectacular, it has been crucial in anchoring the structure and preparing for future initiatives. Furthermore, Relyens' mission is embedded in a significant cultural shift, supported by strong humanist and societal values. This legitimacy is further strengthened by the quality of its governance and the commitment of teams.

The transition from traditional insurance to proactive risk management is becoming more tangible, as demonstrated by achievements and goals that are effectively aligned with this ambition. The 2024 perspectives have been met and suggest that the objectives for 2025 could be even more ambitious, aimed at further enhancing the impact and reach of Relyens' mission within its sector.

The mission comprises:



### 1 PURPOSE

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

### 4 SOCIAL AND ENVIRONMENTAL OBJECTIVES



**Safeguard and maintain the continuity of our client and member activity**



**Place loyalty and fairness at the core of relationships with our stakeholders**



**Innovate and take action to build a desirable future**



**Contribute to a sustainable world**



### 12 COMMITMENTS

Deploy a risk management system for and with our clients

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

Transform the insurance business to serve risk management



Promote our identity: values, beliefs and principles of action

Make our policy conditions clear and accessible

Simplify our expert language



Foster a culture of initiative and encourage risk-taking

Promote and drive innovation that benefits our clients and members

Transform insurance



Reduce our environmental footprint

Support our members and clients in their ecological transition

Strengthen and reassert our socially responsible investment policy



### 24 ACTIONS IN 2024



Developing new solutions for HR and medical risks

Acquiring AMALFI

Conducting an epidemiological – psychosocial risk study

Rolling out of our HOLICARE and CARESYNTAX solutions

Digitising our processes: Relyens connector offer, client member areas

Redesigning risk visits

Launching an employee pathway

Creating a new employer brand

Launching a beneficiary pathway

Drafting the Relyens narrative

Producing the client experience roadmap

Creating an editorial unit

Deploying agility training

Deploying a change support programme

Deploying the Relyens 3D programme

Creating the Business Intelligence department

Organising the ROAM convention

Communicating on “changes to the Relyens model”

ECOVADIS rating

Conducting a carbon assessment

Creating the dual materiality matrix

Launching new sustainable projects for our tenants

Channelling investments towards the transition of local authorities

Managing the investment portfolio according to ESG criteria

# #Safeguard

## Safeguard and maintain the continuity of Relyens client and member activity

Safeguarding and ensuring the continuity of healthcare and local authority services means offering the public the assurance of being able to rely on these essential services at all times.

This goal reflects the transformation of Relyens' business model from an insurer to a risk manager.

Recognising that insurance alone is no longer sufficient, Relyens is now committed to supporting its client-members by anticipating incidents before they occur,

leveraging data science and technology. The Group is now rolling out a comprehensive risk management approach across Europe, integrating risk management, prevention and insurance solutions to address three key challenges: preserving human capital, safeguarding healthcare pathways and bolstering cybersecurity.

Relyens' ambition is to set a new benchmark in risk management, offering innovative solutions that create real value.

## FOCUS ON KEY 2024 ACTIONS

### Commitment 1:

Deploy a risk management system for and with our clients

#### ***A new HR risk management solution for local authorities***

**First developed in 2023, this platform leverages public administration data to provide valuable insights into employee absenteeism.**

It allows local authorities to directly identify absent employees by the type and duration of their absence, offering a proactive approach to managing absenteeism. By enabling those working in prevention to anticipate risk situations, the solution helps protect staff in the future.

Additionally, it supports HR administrators in efficiently managing the administrative deadlines related to sick leave.

The offering includes personalised support from a Relyens risk manager, who specialises in absenteeism data analysis and recommends actions to optimise and anticipate HR management.

Constantly evolving, the platform is refined through feedback and collaboration with local authorities. In October 2024, a new version was launched, incorporating features for managing absenteeism, employee engagement and skills.

#### ***Acquisition of Amalfi, specialised in medical and HR risk management***

In early 2024, Relyens announced the acquisition of Amalfi Analytics, a Spanish partner since 2020, specialised in risk reduction and business management solutions powered by artificial intelligence.

Amalfi's suite of modular tools enables rapid and precise visualisation, analysis and forecasting of medical and HR flows, including absenteeism. This acquisition aligns with Relyens' strategy to strengthen its position as an innovation leader in risk management and prevention.

## Commitment 2:

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

### **MSD and DAPPS: two new, innovative offerings for risk management**

Relyens is developing a new offering focused on preventing musculoskeletal disorders (MSDs). Through self-assessment and a personalised support pathway, this solution will be available for trial to select clients by early 2025.

In a parallel move, Relyens has designed DAPPS, a unique prototype that leverages the company's insurer databases to deepen risk understanding for specific surgical procedures prone to complications. It provides detailed analyses to understand the most common events and their implications, empowering operating theatre teams to better prevent and manage complications.

The development of these two solutions reflects Relyens' forward-thinking approach to a new model of risk management.

## **The viewpoint of...**

**Jean Daunizeau, Research Director at the INSERM Brain Institute**



« Holicare, a company specialising in workplace mental health management, has conducted an impact study on burnout. The epidemiological research was led by Jean Daunizeau, Research Director at the INSERM Brain Institute, and involved a cohort of 3,420 employees from both public and private sectors (with a 42% participation rate, or 1,426 individuals). The study ran from December 2022 to July 2024.

The findings highlight the effectiveness of early prevention and targeted interventions: 15% of the participants were

## Commitment 3:

Transform the insurance business to serve risk management

### **Prevention mechanisms integrated into insurance offerings**

In 2024, Relyens overhauled its motor and property insurance products by incorporating prevention mechanisms aimed at encouraging clients to adopt positive behaviour in exchange for financial benefits.

For the new car insurance offering, Relyens partnered with Optimum Automotive to collect data from vehicles and establish an eco-driving score. Based on this score, Relyens provides personalised support to help drivers adopt greener, safer driving habits. Ecological bonuses may also be offered to reward responsible driving.

In the HR Risk sector, Relyens is also integrating prevention solutions into its statutory risk insurance offerings.

By launching these new solutions with key clients, Relyens is gathering valuable insights and building a solid foundation before considering broader deployment.

## **FOCUS ON INDICATORS**

91%

**of people suffering from a burn-out no longer exhibit clinical symptoms after receiving Holicare support**

Epidemiological study conducted on 3,420 employees in the public and private sectors.

62

**days off work due to burnout for an employee in the care pathway, compared to an average of 365**

\*To ensure reliable results, Holicare compared the test group with a 'control' group (people not treated through Holicare).

# #Safeguard

Safeguard and maintain the continuity of Relyens client and member activity

## The Committee's opinion



Jean-Laurent  
Nguyen-Khac

“During the first two years of the mission, we saw many achievements in developing new management and prevention solutions, paving the way for the diversification of Relyens.

In 2024, we witnessed a transitional phase of consolidation, which the Mission Committee views as a vital step in Relyens' ongoing transformation trajectory. This is a time to capitalise on the lessons learnt from the last three years of innovation and experimentation and to inject fresh impetus into the process. Relyens must evolve from a traditional risk management model to a more pragmatic approach that takes into account the severe constraints

faced by healthcare and local authority professionals. The segmentation underway in this intermediary phase could allow Relyens to deliver tailored, personalised solutions based on the risks of its clients and their readiness to manage them. Local authority professionals could serve as a prime target group for this experimentation.

At the same time, we would like to highlight the significant effort made by the teams on Commitment 3, which focuses on transforming the insurance business to serve risk management. This commitment lies at the heart of the project.”



Émilie Point

“The journey embarked upon by Relyens to achieve this objective underscores the Group's commitment to becoming the leading risk manager for healthcare and local authority professionals. From the initial partnerships in 2021 to the solutions implemented in 2024, the momentum continues to build.

We need to intensify our educational efforts – both externally, with our ecosystems, and internally-supported by a clear message that highlights the benefits of a comprehensive ‘prevention + insurance’ approach.

At this stage, Relyens faces the challenge of transforming its new solutions into commercial successes. This underscores the transformative impact of the Relyens approach, not only on our clients, but also within our teams.

Ultimately, the alignment of needs, timing, resources and key stakeholders has proven to be essential in converting our innovations into solutions that are adopted by our clients and beneficiaries to safeguard the activity of public-interest missions.”

# #Loyalty & fairness

## Place loyalty and fairness at the core of relationships with stakeholders

Placing loyalty and fairness at the core of relationships with stakeholders means we help create a more responsible and inclusive society. As Relyens is a mutual group, these values are embedded in our DNA and are essential for us to fully embody our role as risk manager.

Our approach to client risk management is built on trust and proximity, reinforced by complementary expertise and experience. It is also grounded in transparency, mutual commitment, shared responsibility and the creation of shared value.

By 2025, Relyens aims to strengthen its identity within its ecosystems, positioning the Relyens experience as a unique differentiator, centred on loyalty and trust. This goal reflects the Group's cultural transformation, which focuses on change, clients, data, sustainability and digital innovation - ultimately aiming to create a positive impact for all our stakeholders.

## FOCUS ON KEY 2024 ACTIONS

### **Commitment 4:** *Simplify our expert language*

#### **Presentation of the new Relyens model**

To illustrate its transformation, the Group has introduced a new brand signature that emphasises proactive anticipation: "Anticipating today to protect tomorrow."

This year, several new communication tools have been developed to make Relyens' risk management model more accessible. These include a motion design video, a new boilerplate and a manifesto.



**A motion design to clearly explain Relyens' new value proposition in just a few minutes.**

### **Commitment 5:**

#### *Optimise beneficiary pathways*

#### **A continuous improvement approach to provide regular, compassionate support for beneficiaries.**

Recognising that dealings with individuals who have experienced a loss can be a source of stress, Relyens is committed to offering thoughtful and supportive care, with regular touchpoints to ensure patients receive empathetic attention.

Firstly, patients were contacted immediately after they applied for compensation.

This initial stage provided valuable feedback, allowing Relyens to develop a more global approach, focusing on the entire pathway of beneficiaries. As a result, dedicated contact points have now been established at each stage of the claims process to maintain and strengthen the relationship of trust with patients. This new pathway, being rolled out in the last quarter of 2024, will allow patients to share their experience, further enriching Relyens' continuous improvement approach.

For local authorities, our teams have been monitoring staff satisfaction over the past year and recorded a score of 4.4/5 for the first half of 2024. This satisfaction metric serves as a driver for ongoing progress within the teams.

# #Loyalty & fairness

Place loyalty and fairness at the core of relationships with stakeholders

## Commitment 6:

Promote our identity: values, beliefs and principles of action

### People and values: a more personified communication

To ensure that Relyens' values resonate beyond the company, a new communication strategy has been introduced focused on three key areas: strengthening the company's image and reputation, articulating the company's positioning with a narrative that leaves a lasting impact, and mobilising all stakeholders.

Two initiatives mark this turning point: first, a new direction for the employer brand, highlighted by the powerful slogan "**We are defenders of the public interest**", embodied by our employees and tailored to each business line.

Second, a strengthened internal communication strategy designed to rally all employees around the company's transformation. Employees are offered a comprehensive pathway, including lectures on the platform business model, workshops on artificial intelligence and data, as well as videos and quizzes. Simply informing employees is no longer enough - Relyens is committed to actively involving everyone and empowering each individual to play a proactive role in this change.



New direction for the employer brand

## The viewpoint of...

Alex Lepriol, Director of the Major Local Authorities Market at Relyens



“Our commitment to fostering fair and transparent relationships with our stakeholders is demonstrated through a range of innovative partnerships. At the core of our approach is continuous co-construction with local authorities, exemplified by our partnership with the *Conseil Départemental* of

Cher. Beyond statutory insurance, we have tailored our offerings to address their unique needs. This mutual trust is reflected in their active participation in our 2024 panorama and their co-hosting of a workshop at the *Entretiens Territoriaux* in Strasbourg.”

Fairness is also reflected in the new forms of contracting. “We are experimenting with a Cost Savings Agreement with the city of Perpignan, where part of our remuneration is tied to the results achieved. This reflects our strong commitment to transparency and sharing the value created,” explains Alex Lepriol.

This collaborative approach extends to solution design, as evidenced a project with Bordeaux. “By enhancing our HR management tool to integrate skills, we are directly addressing the needs expressed by the HR departments of major local authorities. It's our way of showing that loyalty means listening and adapting our solutions.”

## FOCUS ON INDICATORS

92%

OF EMPLOYEES HAVE A GOAL RELATED TO THE MISSION

91%

CONSIDER THEY HAVE THE AUTONOMY REQUIRED TO ACT RESPONSIBLY

7.7/10

QUALITY OF CARE SATISFACTION SCORE (HEALTH & SOCIAL, FRANCE)

4.4/5

CLIENT SATISFACTION SCORE FOLLOWING COMPENSATION (LOCAL AUTHORITIES)

4.7/5

SATISFACTION SCORE FOR THE RESPONSE PROVIDED VIA THE ONLINE CHAT (LOCAL AUTHORITIES AND AGENTS)

## The Committee's opinion



Julie Rachline

« Through this commitment, Relyens is leveraging the strength of its collective and its stakeholders to drive and support its transformation.

Internally, Relyens' mission continues to take shape: once again this year, it has formed an integral part of the everyday work of our employees, as they explain to us.

This represents a true cultural shift that is steadily taking root within the Relyens community and reflected in the new employer brand, where employees proudly embrace their roles and their contributions to the mission. Commitment is now emerging in a tangible, embedded fashion.

This is a gradual process that we see taking root, aimed at anticipating the

next steps to mobilise teams, foster buy-in and ultimately drive commitment at all levels. A good example of this is the introduction of an employee pathway, with a key focus this year on the importance of data and artificial intelligence within the Relyens project.

Externally, numerous initiatives are underway, with major focuses for 2025 that will not only support this objective but also tangibly serve all the commitments.

In conclusion, 2024 marks a pivotal year, one where Relyens is beginning to see the fruits of its commitments. 2025 will be crucial and the Committee wonders whether even more ambitious objectives should be set for the coming year.”



Jean-Laurent Nguyen-Khac

« This objective is a key driver for the success of the project, ensuring stakeholder buy-in and creating meaning. Through this objective, Relyens reaffirms the significance of the message and its reception by stakeholders. Regarding Commitment 4, we congratulate employees as their support for the project has remained very strong this year.

As for Commitment 5, the objectives have been met and the results are positive. We note the originality and relevance of the combined approach for clients and beneficiaries.

Commitment 6 is fundamental to the required educational approach to the

project. No one can buy into an idea they don't understand. New initiatives have been introduced for this purpose, including a clear narrative and a new brand manifesto to simplify the complex communication of the project. The creation of an editorial department is also set to support this initial impetus.

It is clear that Relyens has put a great deal of effort into this objective. The initial in-house momentum has been sustained. However, there are two areas that need to be consolidated and developed, namely getting external stakeholders on board and developing indicators of effectiveness to measure the impact of the efforts.”

# #Innovate & take action

## Innovate and take action to build a desirable future

Innovating and taking action for a desirable future mean providing solutions that meet the needs of healthcare and local authority professionals, well beyond their immediate requirements. It also means building tomorrow's models while ensuring the performance of today's solutions.

In recent years, Relyens has developed a clear vision and an ambitious trajectory, exploring new approaches. Innovation is the driving force behind this transformation, giving rise to a business model that is both transformed and transformative.

By 2025, Relyens aims to be recognised as an engaged player providing responsible insurance. This ambition is taking shape through numerous initiatives, often co-constructed with its stakeholders, positioning the Group as a genuine catalyst for innovation within its ecosystem.

Encouraging initiative and risk-taking is at the heart of this approach. By imagining and testing innovative solutions, Relyens undertakes to support society and help it to meet the challenges of the future.

## FOCUS ON KEY 2024 ACTIONS

### Commitment 7:

Foster a culture of initiative and encourage risk-taking

### *Relyens is strengthening the agility and initiative of its teams*

Understanding Relyens' transformation project is essential to ensuring buy-in and commitment. To this end, the Group has launched a programme of support for change and agility. To date, 159 managers have

been trained in these new methods and the results are promising: with a score of 8.4/10, employees now have a positive perception of encouragement to take initiatives within their teams.

### Commitment 8:

Promote and drive innovation that benefits our clients

### *Creation of a Business Intelligence department*

The Relyens Business Intelligence department was founded in June 2024. Its tasks have now been defined, namely to enrich the Group's strategic analyses and improve our real-time understanding of our ecosystems, in order to support the development, diversification, innovation and transformation of Relyens.

"Relyens is currently undergoing rapid growth and transformation. Our international development strategy and desire to support our client-members across the entire value chain of the risks we address is exposing us to

increasingly varied, complex and competitive economic environments. Against this backdrop, the deployment of an economic intelligence function within the Group is designed to keep abreast in real time of developments in our ecosystems, in order to increase the acuity and agility of our strategic decision-making." Clovis Borowy, Head of the Business Intelligence Department.

## Commitment 9:

### Transform insurance

#### *Insights into the transformation of the Relyens' model*

The annual convention of ROAM – the trade association with 79 members, mainly mutual insurance companies, but also provident institutions and mutual health insurers – was organised this year by Relyens in Turin, the economic capital of AI.

It was an opportunity for Relyens to present its transformation project from insurer to risk manager. Dominique Godet's presentation was much appreciated by attendees.

#### **The Committee's opinion**



Noemi Luis

« Innovation is fuelling Relyens' transformation. It is enriching and energising the Group's trajectory: from insurer to risk manager.

Through the three Relyens commitments, the prerequisites for successful innovation are gradually being established: dissemination of a culture of initiative and risk-taking, the structuring of innovation and its place in the organisation, and finally communication and education of our stakeholders.

For each of these commitments, the results show the sustained effort made by Relyens.



Julie Rachline

« This objective questions the very basis of the mission-driven company model and the company's ability to harness its collective creative power in pursuit of the mission. For Relyens, it is a matter of ensuring that innovation is used to reduce the risks inherent in public-interest missions.

Relyens' determination is sincere, the transformation is evident in both the human and organisational aspects, and there are many innovations and explorations.

At the same time, we can see the motivation of the Relyens teams to build high-impact solutions, with all the difficulties that this represents in terms of developing tangible, enforceable measures within a relatively short timeframe.

The Relyens project is now opening up to the outside world, moving from an internal approach to a shared ambition that is visible to stakeholders and the market.

And this is something I witness on a daily basis. Our clients are showing a growing interest in data, in its importance for better understanding their risks. Collecting client data and leveraging it for informed decision-making has become essential.

Relyens' approach can be summed up in these terms: the journey is long, but progress is steady.”

The shift made by Relyens – which is both significant in terms of impact and subtle in terms of timing – from insurer to risk manager is becoming increasingly apparent in the Group's objectives and achievements.

The Committee would like to return to these two aspects at a later date. Measuring the impact of the solutions developed by Relyens, ensuring tangible benefits for clients and a real societal impact, all supported by effective measurement and monitoring capabilities.

Nor should we overlook the economic indicators associated with the new solutions, in order to guarantee their viability and sustainability.

# Innovate

## #Innovate & take action

Innovate and take action to build a desirable future

### The viewpoint of...

**Alexandre Fourtoy, CEO of Innoscop “Moving from intuition to a structured approach for more responsible innovation”**



As part of its transformation, Relyens needs to innovate in order to develop and offer prevention and risk management solutions tailored to its clients' requirements.

This involves professionalising innovation within the company and developing in-house projects based on a tried and tested methodology. The implementation of this methodology, known as 'Relyens 3D', is being led by Alexandre Fourtoy. As CEO of Innoscop, he is helping Relyens build a structured approach to developing responsible innovation projects in line with the company's strategy.

“The Group has structured its innovation programme in such a way as to achieve rapid, tangible results by introducing a three-stage methodology: Design (creation of a test version of the project), Development of the solution and Deployment (testing the developed solution on the market),” explains Alexandre Fourtoy.

To date, 7 innovative products have been included in the Relyens 3D pathway, 4 of which have been launched on the market.

### FOCUS ON INDICATORS

4 ✓

INNOVATIVE PRODUCTS MARKETED OUT OF THE 7 INCLUDED IN THE RELYENS 3D PATHWAY

8.4/10 ✓

SCORE AWARDED BY RELYENS EMPLOYEES ASSESSING WHETHER INITIATIVE IS ENCOURAGED IN THEIR TEAM

7.8/10

SCORE AWARDED BY RELYENS EMPLOYEES ASSESSING WHETHER THEIR WORKING ENVIRONMENT ENCOURAGES INITIATIVES

159 ✓

RELYENS MANAGERS HAVE COMPLETED THE AGILITY TRAINING PROGRAMME

# #Sustainability

## Contribute to a sustainable world

Relyens' role as a Risk Manager and its status as a mission-driven company require it to take societal issues into account. The Group has undertaken to implement a proactive CSR policy, in which social, environmental and economic aspects are inextricably linked. It is this global approach that guarantees the Group's long-term future and collective success, for the direct benefit of its clients, members and European citizens.

By 2025, Relyens aspires to become an exemplary player that is committed to a sustainable world, creating value and acting responsibly. This commitment translates into concrete actions in its day-to-day business, with its clients and members, but also more broadly in its investment policy.

### **Commitment 10:**

Reduce our environmental footprint

#### ***An increasingly ambitious and structured CSR approach***

Relyens is gradually structuring its CSR approach and setting itself increasingly ambitious targets, including a carbon footprint audit, resilience plan, transition plan and climate policy. The aim now is to move from individual actions to action plans, and then from action plans to strategy.

To this end, significant efforts were made in early 2024 to create a map identifying the key sustainability issues at Relyens. This is known as the Group's "dual materiality matrix". This assessment tool identifies and prioritises the company's economic, social and environmental challenges. The matrix will then be used to inform the company's sustainability and responsibility strategies.

Also in early 2024, Relyens was awarded the "Committed" badge by ECOVADIS.

This initial assessment highlighted the need for Relyens to further formalise its CSR policies, consolidate them at group level and draw up action plans combining objectives and measurement indicators.

### **Commitment 11:**

Support our members and clients in their ecological transition

#### ***Promoting the ecological transition of our client-members with "Relyens Investissements et Territoires".***

It is increasingly clear that local authorities are committed to social and environmental responsibility and Relyens is seeking to support them in this endeavour. In 2023, the fund created in 2018 with Sienna Crédit was redirected to finance sustainable investments by local authorities, with an additional endowment of €20 million.

Thanks to this fund, for example, Nice Metropole has been able to build a high-service electric bus line and refurbish the Promenade du Paillon - 8 hectares of greenery in the city centre - with the planting of an urban forest that sequesters CO2. The city of Etampes, meanwhile, has been able to renovate a School and upgrade its public lighting... In all, €17.8 million have been invested in the ecological transition under this new strategy.

# #Sustainability

Contribute to a sustainable world

## Commitment 12

Strengthen and reassert our socially responsible investment policy

### A more assertive socially responsible investment policy



The Socially Responsible Investment strategy continues to be rolled out, with very positive results. In 2024, the Investment Department acquired an ESG monitoring tool to complement the support provided by Ethifinance, enabling it to actively monitor the listed portfolio and track the trajectories of the companies financed, acting as a decision-making tool.

Each year, the Socially Responsible Investment charter is updated with a view to raising the Group's standards in the management of its asset portfolio, with increasingly

ambitious targets, and to increasing the proportion of sustainable investments by Relyens across all its asset classes, which represent over 36.3% of assets (impact funds, infrastructure, sustainable or green bonds, labelling or certification for our property portfolio, etc.). The goal is to further embed sustainability at the core of our strategy, which is ever more ambitious in advancing our mission. The next steps involve strengthening our inclusion policy, continuing to decarbonise our portfolio and refining our investment policy to promote biodiversity.

### The viewpoint of...

Ornella Di Iorio, Ethifinance, ESG Data Solutions Manager



« Ethifinance has been supporting Relyens since 2017, reporting on the ESG performance of its investments and providing consultancy. Since the beginning of our collaboration, we have seen how determined the Group is to make progress on these issues. This is reflected in its updated ESG charter, which clearly sets out its intentions and commitments.

This approach is accompanied by increasingly transparent reporting, with rigorous monitoring of the delivery of commitments. In addition to traditional equities and bonds, Relyens has asked us to gradually include new financial instruments in our analyses, such as non-listed funds and loans, and property. The Group is taking this a step further by asking us to analyse the performance of its investments on a line-by-line basis, in order to better identify the challenges to be met.

In 2023, Relyens' investments achieved a consolidated ESG score of 66/100, a significant improvement on 2022 (58/100) and well above the benchmark (54/100). This process of continuous improvement demonstrates a high level of maturity and a proactive approach to enhancing its impact within its ecosystem."

## FOCUS ON INDICATORS

# 1,219

PARTICIPANTS IN OUR CSR INITIATIVES

# 146 tCO2

AVOIDED IN 2024 FOLLOWING ELECTRIFICATION OF THE VEHICLE POOL

# 36.3%

PROPORTION OF SUSTAINABLE INVESTMENT

# > 50

ESG SCORES ACROSS ALL OUR ASSET CLASSES

# 88%

OF THE ASSET PORTFOLIO SCORED WITHIN THE 'ANALYSABLE' SCOPE (SEE THE ETHIFINANCE REPORT)

## The Committee's opinion



**Jean-Olivier Arnaud**

« The environmental disruption we are currently experiencing demonstrates the extent to which this is a pressing issue and of paramount importance to us all – companies and individuals alike.

For an insurer, it raises profound questions about its role and responsibility, and how it can continue to insure a society in which the risks arising from this disruption are increasingly varied.

Through its active commitment to the environment, Relyens is contributing to the societal transition we must undergo and reaffirming a core principle: preventing the occurrence of situations we want to avoid. Anticipating rather than repairing, preventing rather than curing.

The Committee underlines the sincerity and courage of Relyens in this approach. All the commitments are pertinent and the results are tangible.

Our question is: will they be enough in light of the climate issues? Probably not, but to do nothing would be reprehensible.

Ultimately, it is becoming clear that Relyens, in line with its mission, will see an increase in its role in supporting the resilience of healthcare and local authority professionals in the face of the risks posed by climate change to the continuity of their public-interest missions.”



**Claire Cauchetier**

« For 2024, we have noted solid results and rigorous monitoring of Relyens' CSR approach, significant progress in terms of support for the ecological projects of local authorities and a marked reduction in the carbon intensity of the investment portfolio.

This objective can never be regarded as fully attained or guaranteed; it places Relyens within a virtuous cycle, propelling it toward ongoing progress.

In this regard, Relyens must go further still! Areas to explore include reducing its

CO<sub>2</sub> footprint, rolling out carbon offset initiatives, accelerating green digitisation, forging commitments with clients and partners for ecological transition, funding innovative sustainability projects and running specialised training programmes.

To maximise its impact, Relyens could consider expanding its reach and influence to include partners and clients, especially local authority professionals who are increasingly conscious of these climate challenges, with whom it could make sense to create an ecosystem.”



## **Mission Committee: a decisive role in managing change**



A committee of six people, including two Group employees, meets regularly to ensure the effectiveness of Relyens' mission. It assesses achievements and results against the objectives and commitments set by the Group, in particular by Relyens Mutual Insurance and Relyens SPS, with a focus on creating value for all stakeholders.

Composed of individuals with varied backgrounds and expertise, the Mission Committee offers a critical outside view, enabling Relyens to take a step back and adjust its actions to remain in line with its mission.

Encourage, highlight and challenge... these are the guiding principles of this committee.

## FROM LEFT TO RIGHT

### **JEAN-OLIVIER ARNAUD**

#### **Chairman of the Mission Committee, Chairman of the Hôpital Européen, Marseille**

Jean-Olivier Arnaud has many years' experience as Director of Hospital Centres and Chief Executive Officer of University Hospital Centres, including those of Lille and Nîmes. He served as Executive Director of AP-HM until May 2021. Concurrently, he held roles as Chairman of UniHA, Chair of the Purchasing and Logistics Commission of the *Conférence des Directeurs Généraux*, and Chairman of the *Syndicat National des Cadres Hospitaliers*. Since January 2023, he has been Chairman of the Hôpital Européen, managed by the *Fondation Infirmierie Protestante de Marseille - Hôpital Ambroise Paré*.

### **NOEMI LUIS**

#### **Claims Manager at Relyens, Spain**

A lawyer with a Master's degree in Conflict Mediation from the Barcelona College of Lawyers, Noemi Luis initially gained experience in managing bodily injury claims before advancing to the role of team coordinator. In 2018, she joined Relyens as Claims Manager within the Health & Social Spain market in Barcelona. Since the beginning of 2023, she has been Claims Manager for the Madrid and Barcelona teams. Alongside overseeing team operations, Noemi negotiates and leads complex cases, aiming to secure favourable technical outcomes and fair compensation for patients.

### **JULIE RACHLINE**

#### **Founder and President of LallianSe - Life Sciences Integrator**

Julie Rachline holds a doctorate in neuropharmacology and furthered her education with a Master's degree in Marketing for the pharmaceutical industry, along with an 'Entreprendre au Féminin' programme at ESSEC Business School. With experience as a scientist, investor and recruiter before venturing into entrepreneurship, she wanted to create a range of healthcare products that are both innovative and people-centred. This vision led to the founding of LallianSe, a pioneering integrator of healthcare innovations. She also leads Braintale, LallianSe's flagship initiative.

### **ÉMILIE POINT**

#### **Expert in Market Studies and Development for Local Authorities at Relyens**

Emilie Point holds a Bachelor's degree in Marketing and Communication from Dublin Business School in Ireland and a Master's degree in Product Marketing, Commerce and Entrepreneurship from ISEG Lyon. With several years of experience as a product manager and market manager in personal and property insurance, she has worked for a wholesale broker, an insurance company and a mutual insurer focused on healthcare professionals. Emilie has been with Relyens since 2017, where she serves as a research and development expert for two affiliated markets: local elected representatives and the Departmental Fire and Rescue Services.

### **JEAN-LAURENT NGUYEN-KHAC**

#### **Director at Relyens, Executive Director at CIG de la Grande Couronne in Versailles**

Jean-Laurent Nguyen-Khac began his career at the CIG (Interdepartmental Management Centre) of the Grande Couronne region as a lawyer, and was then Deputy Managing Director at Saint-Gratien City Hall in the Val d'Oise for two years. Appointed Executive Director at the CIG in 1999, he is also a member of the Board of Directors of the ANDCDG (Association of Directors and Deputy Directors of Local Authority Management Centres), which he chaired from 2006 to November 2021.

### **CLAIRE CAUCHETIER**

#### **Director of Development - France for Kaufman & Broad, Local Authorities & Planning subsidiary**

A lawyer by training, with a wealth of experience as a consultant and Cabinet Director, Claire Cauchetier joined Novaxia - a key player in urban recycling - in 2018. In 2021, she was appointed Head of Brand and Development for the Elithis Group, including Communications, CSR and Institutional Relations. In 2023, she joined Kaufman & Broad as Director of Development France for its Local Authorities & Planning subsidiary, where she envisions neighbourhoods of the future as vectors of networks and circuits (communication, transport & mobility, biodiversity, short circuits, reuse, etc.) that create societal, economic and environmental value for all.

## Backstage



# Challenge to transform: the Mission Committee in actions

### CHALLENGE

by providing an informed perspective

### HIGHLIGHT

the impact of Relyens among its stakeholders

### ENCOURAGE

the dynamic progress of Relyens

*“Year after year, the Relyens teams demonstrate their ability to create and achieve the possibilities of the future. Their commitment is exemplary and my motivation to support them remains stronger than ever.”*

Julie Rachline

*“I’m very happy and proud to be involved in the Relyens adventure. The mission is admirable and the trajectory is remarkable.”*

Claire Cauchetier



## Long-term support, with a level of commitment that matches the challenges

The PACTE Law establishes evaluation as a fundamental aspect of the legitimacy of the mission-driven company model. **The progress of Relyens' activities is therefore measured** under the oversight of the Mission Committee and the appointed Independent Third-Party Body (ITP).

Key elements contributing to the committee's oversight include analysis of the framework, discussions with General Management, meetings with commitment project leaders, attendance at the Bureau and Board of Directors' strategic seminars, and the inclusion of the Chairman of the Board on the Mission Committee.

Over time, the Mission Committee has become more rigorous, critically reviewing the data and evidence presented, and dedicating more time to dialogue and debate among its members. It also draws on best practices from other mission-driven companies to foster continuous improvement.

## An evaluation method refined over time

**2022** - First steps and initial assessment. The Mission Committee focuses on analysing the framework, discussions with Executive Management and drafting its assessments, which are presented to the Board of Directors in December.

**2023** - Enhanced method and in-depth discussions. The committee meets with commitment project leaders, steps up discussions between members and challenges the evidence presented, with a more interactive presentation to the Board of Directors at the end of the year.

**2024** - Strategic integration and drafting of the report. The Committee's Chairman attends the Board's strategy seminar in June, with in-depth discussions on the points of focus. In November, discussions are held with the Chairman of the Board and the Executive Director to prepare the report.

***"I have great admiration for the approach taken by Relyens. It is sincere, courageous, virtuous and very inspiring."***

**Jean-Laurent Nguyen-Khac**

***"I'm passionate about the challenge of transformation driven by the mission."***

**Jean-Olivier Arnaud**

***"It's an opportunity to experience both the day-to-day operational aspects of the mission and its strategic direction through the Mission Committee."***

**Emilie Point**

***"As an employee-member of the Mission Committee, I'm in a prime position to assess the alignment between what we say and what we do."***

**Noemi Luis**

# Am

## Interview

### And the future?

« Dominique, what's your view of Relyens' approach to advancing its mission? How do you see the year ahead?

Being a mission-driven company is both a state of mind and a real commitment. It's a transformational challenge that requires everyone to be on board. And it's a long road that tests our collective capacity for innovation and our perseverance in bringing about change.

We've been on this road for 4 years now. Year after year, we've made headway towards our mission.

In 2021, we set out our purpose and our social and environmental objectives in our Articles of Association and drew up our ImpACT2025 strategic plan, setting the course and outlining the key milestones to be reached.

In 2022, we laid the foundations for our approach and launched a number of transformational projects.

***“Being a mission-driven company is both a state of mind and a real commitment.”***



**Dominique Godet**  
Relyens Executive Director

In 2023, we deployed, explored new avenues, innovated and experimented with new solutions, while consolidating our core activities. We've learned a great deal.

Finally, in 2024, building on what we've learned, we've sought to reinforce the effectiveness of our actions by focusing our priorities, while continuing with our plan, and above all by asserting loud and clear our ambition to become a technology company. These three years have unfolded at a demanding pace, during which the motivation and commitment of our teams have enabled the Group to move forward, build, grow and advance in its transformation project.



2025 will be the home stretch of our ImpACT2025 strategic plan, which should take us to the goal we've set ourselves by 31 December 2025, namely to be recognised as a transformed and transforming mutual insurance player, orchestrating solutions for healthcare and local authority professionals.

This final year will also be one of transition to our next strategic plan, which will start on 1 January 2026.

In practical terms, it will be a continuation of the previous three years, but also lead on to the next plan, on which we have already started work.

Indeed, this won't be a year of rupture, but rather a year to coherently prepare for the next phase, in which the initial reflections will be gradually integrated as our work progresses.

In 2025, our focus will be on our clients. They'll guide our decisions in terms of development strategies, offering, marketing and the client experience.

We'll continue to invest in innovation and technology, which have the potential to create real value for Relyens and its clients.

We'll also continue to make our social and environmental footprint a top priority. And finally, we'll remain firmly committed to supporting our teams through our transformation.

The success of our project is unquestionably built on our collective spirit, our shared drive to move forward together, to share and take pleasure in overcoming the challenges we face.

And I look to the future with confidence, because year after year, step after step, our collective is getting stronger, more resilient, more united and even more determined!" ■■■

***“In 2025, our focus will be on our clients. They'll guide our decisions in terms of development strategies, offering, marketing and the client experience.”***

# Status of execution of the mission at the end of 2024

## SAFEGUARD AND MAINTAIN THE CONTINUITY OF OUR CLIENT AND MEMBER ACTIVITY

✓ : achieved/  : in progress



**Commitment 1:** Deploy a risk management system for and with our clients

ACTIONS	LOCAL AUTHORITES	HEALTH
Create an <b>HR risk management solution</b>	✓	
At least <b>1 local authority</b> is testing the HR risk management solution		
Reference of the <b>UniHA</b> Cyber Offer		✓
Acquisition of <b>AMALFI</b>		✓
Review the marketing of the <b>Cyber management solution</b>		✓

**Commitment 2:** Produce and deploy solutions that reduce the exposure and impact of HR, medical and technological risks before, during and after their occurrence



ACTIONS	LOCAL AUTHORITES	HEALTH
Deploy the <b>CARESYNTAX</b> solution		✓
Create and test <b>new prevention solutions</b>		✓
Conduct an <b>epidemiological study</b> of psychosocial risks	✓	
Deploy the <b>HOLICARE</b> solution	✓	
Create a <b>Musculoskeletal Disorders offering</b>	✓	



### Commitment 3: Transform the insurance business to serve risk management

ACTIONS	LOCAL AUTHORITES	HEALTH
Launch the <b>Relyens connectors</b> offer	✓	
Create <b>client membership areas</b>	✓	
Redesign <b>risk visits</b>		✓
Redesign our <b>motor and property insurance</b> offerings, incorporating prevention		✓
<b>Create data assets: launch of Hospicube</b>		✓
Develop the business model of our offerings		✓

### Indicators

Impact study of the Holicare solution conducted from December 2022 to July 2024 on a cohort of **3,420 employees** from the public and private sectors:

- Participation of **42%**, representing **1,426** people
- Among the employees tested, **15%** were suffering from burn-out
- After support **91% no longer had any clinical symptoms**
- The number of days off work due to burn-out dropped from an average of 365 days to 62 days for an employee on the care pathway

## PLACE LOYALTY AND FAIRNESS AT THE CORE OF RELATIONSHIPS WITH OUR STAKEHOLDERS



### Commitment 4: Promote the Relyens identity: values, beliefs and principles of action

ACTIONS	LOCAL AUTHORITES	HEALTH
Launch an employee itinerary		✓
Create a new employer brand		✓
Draw up a LinkedIn strategy		✓



**Commitment 5:** Make our policy conditions clear and accessible

<b>ACTIONS</b>	<b>LOCAL AUTHORITES</b>	<b>HEALTH</b>
Launch of new beneficiary pathway within the Healthcare France scope		✓
Mechanism for tracking the satisfaction of indemnified claimants	✓	



**Commitment 6:** Simplify our expert language

<b>ACTIONS</b>	<b>LOCAL AUTHORITES</b>	<b>HEALTH</b>
Create the <b>Relyens narrative</b>		✓
Modify the brand signature		✓
Produce a <b>Client Experience Roadmap</b>		✓
Create an <b>editorial unit</b>		✓
Model risk management		✓

**Employee indicators\*:**

- 92% employees have an objective related to the mission: ITB verified
- 94% of employees consider they are **trusted by default**
- 89% feel sufficiently supported by their manager to deal with the **changes** underway
- 91% consider they have the **autonomy** required to act **responsibly**
- 91% consider that **initiative** is encouraged in their team
- 94% state that **hybrid collaboration** is effective within their team

**Client indicators\*\*:**

- Satisfaction rate **97%** Quality of Expertise (health professionals in France)
- Accessibility rate **94.7%** Customer service (health & social care professionals in France)
- Satisfaction score **7.9/10** Availability (health & social care professionals in France)
- Satisfaction score **8.5/10** Quality of Reception (health & social care professionals in France)
- Satisfaction score **7.7/10** Quality of Handling (health & social care professionals in France)
- Satisfaction score **4.2/5** client area (local authorities & provident funds)
- Satisfaction score **4.7/5** response provided via the online chat (local authorities and agents)

\*Source: Octomine in-house surveys

\*\*Source: Relyens client feedback procedure

## INNOVATE AND TAKE ACTION TO BUILD A DESIRABLE FUTURE



**Commitment 7:** Foster a culture of initiative and encourage risk-taking

ACTIONS	LOCAL AUTHORITES	HEALTH
Deploy the <b>agility training</b>		✓
Deploy the “change support” programme		✓

### Employee indicators\*

**159** managers completed the agility training: ITB verified



**Commitment 8:** Promote and drive innovation that benefits our clients

ACTIONS	LOCAL AUTHORITES	HEALTH
Deploy the Relyens 3D programme 7 innovative products are included in the Relyens 3D pathway and 4 have been marketed.		✓



**Commitment 9:** Transform insurance

ACTIONS	LOCAL AUTHORITES	HEALTH
Communicate with our stakeholders on the evolving Relyens model (general meeting, ROAM convention, journalists, trade fairs, etc.)		✓
Launch a Leader advocacy programme		✓

### Employee indicators\*

My working environment is conducive to taking initiatives: **7.8/10**

In my team, the taking of initiatives is encouraged: **8.4/10**: ITB verified

I apply agility in my daily work: **7.7/10**

I feel comfortable with the transformation **7.3/10**

**87%** adopt agile methods and tools in their daily work

\*Source: Octomine in-house surveys

# CONTRIBUTE TO A SUSTAINABLE WORLD



## Commitment 10: Reduce Relyens' environmental footprint

ACTIONS	LOCAL AUTHORITES	HEALTH
ECOVIDIS score		✓
Conduct a <b>Carbon assessment</b>		✓
Draw up a <b>Transition plan</b>		⊙
Create a <b>Dual materiality matrix</b>		✓



## Commitment 11: Support our members and clients in their ecological transition

ACTIONS	LOCAL AUTHORITES	HEALTH
Offer loans to local authorities to fund their transition	✓	
Launch new <b>sustainable projects</b> for our tenants	✓	



## Commitment 12: Strengthen and reassert our socially responsible investment policy

ACTIONS	LOCAL AUTHORITES	HEALTH
Deploy the Socially Responsible Investment strategy		✓

## Environmental indicators

- 1,219 participants** in our CSR initiatives
- 44%** of electric vehicles in the Relyens Fleet (vs 22% in 2022, 31% in 2023)
- 146 tCO2 avoided** in 2024 following electrification of the vehicle pool
- Reducing email traffic **-36.9%** & **-20%** between 2021 and 2023 (RMI and Relyens SPS)
- 54.22%** of waste on the Vasselay site between 2018 and 2023
- 38%** printing carried out by our employees between 2021 and 2023

Investment dedicated to the transition of local authorities **€17.9M total** at the end of 2024

- Carbon intensity of the portfolio: **256 tCO2** in 2023 (vs 442 tCO2 in 2022)
- Proportion of sustainable investment **36.3%** in 2023 vs **30.9%** in 2022 (and 28.8% in 2021)
- ESG score > 50** on all our asset classes in 2023
- 88%** of the asset portfolio scored within the 'analysable' scope in 2023 (see the Ethifinance report)



Raphaël

Audrey

Julien

# We are defenders of the public interest

*“At Relyens, we are much more than an insurer, we are risk managers. We are reinventing our sector to protect healthcare and local authority professionals in Europe. We take action and innovate alongside those who work for the common good to offer an ever safer service for everyone.”*

**Anticipating today to protect tomorrow.  
This is the commitment of our 1,200 employees.**

**JOIN US.**



EUROPEAN MUTUAL GROUP IN INSURANCE  
AND RISK MANAGEMENT



# 2024 Mission Committee Report

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## Anticipating today to protect tomorrow.

At Relyens, we are much more than an insurer, we are a risk manager. Steering, preventing and insuring risks is our commitment to providing more effective protection for healthcare professionals and local authorities across Europe. We take action and innovate alongside those who work for the common good to offer an ever safer service for everyone.



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EUROPEAN MUTUAL GROUP  
INSURANCE AND RISK MANAGEMENT