





Corporate Social Responsibility Henner's policy and commitments

2023 report on 2021/2022



OUR CSR STRATEGY

As an independent family business, our goals are for the long-term.

Therefore, we fully identify with the definition of CSR as a voluntary approach that promotes "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" *

At Henner, paying attention to our environment is at the heart of our company and the forefront of our minds :

Our business: We are an advisory broker and manager for social welfare programmes in France and abroad for individuals, businesses of all sizes and professionals.

Our story: Our international Group, founded in 1947, has continued to expand by designing and managing innovative personal insurance products and solutions. Our social protection expertise makes us a leader in the group health insurance field in France. We also offer solutions for life and disability provision, retirement, employee savings, and employee share ownership.

Finally, social awareness and societal affairs have always been embedded in our DNA without us ever having to implement formal and quantified approaches.

Commitments

In 2022, Henner's Executive Committee decided to consolidate and develop various pre-existing initiatives within our Group into a global project.

Initiatives



We aim to move from an implicit CSR approach to a committed, engaging, organised and quantifiable strategy.

Our raison d'être, positioning and values make our commitment to CSR a logical next step.

We must improve our approach and organise our projects according to objective data to coordinate our efforts.

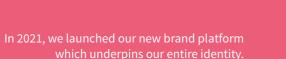
Our CSR strategy is part of the United Nations **Global pact^{**} and its Sustainable Development Goals:**

OUR "RAISON D'ÊTRE"

WE PROTECT EVERYONE **AS IF THEY WERE ONE OF OUR LOVED ONES**

"Caring is putting ourselves in our customers' and members' shoes. We protect them as we would protect our loved ones."

> *Here to care* reflects our teams' availability, emotional intelligence and recognised know-how in looking after our customers and meeting their expectations when they need it, wherever they are.



Our collaborative approach, carried through internal workshops, has enabled us to develop our brand signature, Here to care*.

These three words are our raison d'être. They sum up our unique history, the strength of our values and our operational and human reality.

Caring is more than a brand signature. It's reflected in the way we think and act. Caring also means focusing on the quality of our support, by being present and attentive and providing advice to our customers, partners and members motivated by their sole interests.

Caring is in Henner's DNA. At the heart of this DNA are the values that make us who we are. They are at the origin of the bond of trust that unites us with all our clients, partners and insured.



Protecting life because it's not always rosy.

Henner is an independent business that supports private individuals and companies of all sizes by offering tailored social protection. So, what value do we add? We offer innovative solutions to simplify our customers' lives. This is why we created the direct settlement system for medical costs (known as tiers-payant) well before anyone else so as not to add financial difficulties where they can be avoided.







OUR VALUES

PRESENCE

We are here to help our customers, companies, international organizations, private individuals, self-employed people, partners, brokers) and, of course, our beneficiaries, every day. We listen to them and support them. Our wide range of expertise and our worldwide presence enable us to understand all lifestyles and their specific features. Our role is to read between the lines as to better understand the needs of everyone.

CREATIVITY

Our story was built on the creativity of our teams and that is even more true today. At Henner, we create standard solutions that of course meet requirements of the markets we serve. But what happens if the solution does not exist? We tailor one! The more specific the situation, the greater our opportunity to innovate, to make the difference and to satisfy our customers.

KINDNESS

All our customers and beneficairies are entitled to the same level of care, whatever their situation and contract type. At Henner, we are there to provide specific answers to all our customers, whether businesses, private individuals, self-employed people, partners and brokers – but also to anticipate the needs of our policyholders in order to make their lives easier. We are there where we are not expected.





INDEPENDENCE

We were born out of an entrepreneurial venture begun over 70 years ago, and we remain an independent group with strong values today. At Henner, we are driven by protecting the interests of our customers and beneficiaries. We uphold this conviction with unwavering commitment every day. It guides us and permeates every choice we make, whether strategic or operational.

OUR COMMITMENTS

SOCIAL

- Expand and pilot our Human Resources policy to promote
- Roll out **integration programmes** for work-study participants
- Diversify our recruitment practices.
- Develop and broaden our **ties with schools** and training
- Continue to roll out a training plan in line with our objectives.
- Continue to implement our job and skills management
- Involve Henner's managers in communicating and facilitating
- Measure and monitor the use of any initiatives aimed
- Maintain our gender equality index in France and ensure
- Co-build the way we work together tomorrow.

In 2022, we put our "raison d'être" into practice with 20 commitments focused on 4 CSR pillars. They will define our approach for the future.

SOCIETAL

- Continue to listen to our stakeholders to **tailor our products and services** to current and future needs.
- Develop and improve our own thinking when **onboarding and listening** to our customers and beneficiaries.
- Continue to build on the various ways we measure our beneficiaries' feedback to find ways to improve.

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• Expand **our international network** through our care networks to enable customers to access the best health professionals at a reasonable price.

> Scale up our approach of *Patient* Management.

> > Ensure that our **sponsorship activities** contribute to enriching our values.

We protect everyone as if they were one of our loved ones

HERE TO CARE

- INDEPEN

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SENCE ENVIRONMENT

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- Establish and develop a responsible purchasing policy.
- Define and implement a plan to decarbonise our business trips.
- Reduce our consumption of plastics and various office consumables.
- Reduce our **digital impact** by encouraging our employees to adopt a more digitally responsible approach and encouraging our teams of programmers to take a more targeted approach.

initiatives.

GOVERNANCE

Create, prioritise and manage our CSR strategy.

Make our "raison d'être" the leitmotiv for all our patronage

ROADMAP SHEET (1/3)

#1 SOCIAL PILLAR

		COMMITMENTS		INITIATIVES ALIGNED WITH OUR COMMITMENTS
	COMBATTING DISCRIMINATION	Reinforce and monitor our HR policy to promote diversity and economic inclusion	1 MOVERTY AND WELL-BENC AND WELL-B	 Scale up our partnerships with organisations specialising in recruitin Extend the current disability agreement and facilitate the related ac Continue our work on promoting economic inclusion Maintain our gender equality index in France Promote support measures for our employees who are carers Roll out the gender equality index internationally Implement "Prev & Care" for employees who are carers
	RECRUITMENT AND TALENT DEVELOPMENT	Roll out integration programmes for new employees on work- study contracts as well as for all new recruits	4 CUALITY ECONCATION B ECONCINC GROWTH	 Implement a satisfaction survey for trainees and work-study (HappyIr Redesign the integration programme for new recruits
		Diversify our recruitment practices for specific jobs or profiles	3 AND WELL-SENSE AND WELL-SEN	 Implement a new recruitment method for Customer Relations roles: T
		Develop and diversify our ties with schools and training organisations by strengthening our presence in the field	3 GOOD HEALTH AND HELL-EENS	 Establish a presence in schools and training organisation
		Continue to roll out a training plan tailored to our objectives	3 GOOD HEALTH AND HELE-BENG WWW WWW WWW WWW WWW WWW WWW W	 Update and diversify our training methods Optimise the functionality of our online platform and intensify its pro Formalise the various bridges between professions to enable employ
		Continue to implement our management approach to jobs and skills	3 AND RELLATING	 Redesign and facilitate the business reference framework Establish business repository governance
	ALIGNING THE EMPLOYEE AND CANDIDATE EXPERIENCE WITH OUR "RAISON D'ÊTRE"	Involve Henner's managers fully in communicating and facilitating our raison d'être	4 COULTON 8 DECENT WORK AND ECONOMIC GROWTH	 Create and roll out the Manager@Henner training course
		Measure and monitor the use of any initiatives made available to employees to help them improve their quality of life at work	3 GOOD MEALTH AND MELL-BEING 	 Resume the use of the <i>What's up QWL survey</i> in all the Group's offices Create a PSR panel (psychosocial risks) and a governance co-manage
	WORKSTATION EQUIPMENT WHICH COMPLIES WITH OUR COMMITMENTS ON IMPROVING OUR EMPLOYEES'LIFE AT WORK	Adapt our working environments and tools to our commitments to improving our employees' quality of life at work	7 AFFORMANE AND CLONANCE CONVERT CONVERT CONVERT CONVERT PRESERV PRES	 FOW project** Season 1: allocate equipment adapted for hybrid wort Jointly develop a plan to change onsite working environments (FOW Roll out of the FOW Season 2 pilot in our Neuilly-sur-Seine office in 202 Training for Managers and Employees on new working methods in a letter of the FOW Season 2 project sitewide in 2025

ting and retaining employees with disabilities •
Index [®] Trainees Certification) ●
The Henner Days 🐽
romotion internally •• oyees to think about possible career paths and how to get there.
es 🕶 ged with employees
ork to reduce our environmental impact and improve QWL* W Season 2, 2023) 024 a hybrid environment

ROADMAP SHEET (2/3)

#2 SOCIETAL PILLAR

	COMMITMENTS		INITIATIVES ALIGNED WITH OUR COMMITMENTS
ABILITY TO REACT TO CLIMATE, POLITICAL AND HEALTH EMERGENCIES	Continue to listen to our stakeholders and the subtle signs from our ecosystem to adapt our products and services to current and future needs	1 Movery ★★★★★↑	• Develop our internal and external active listening procedures ••
TAKING CUSTOMER EXPECTATIONS INTO ACCOUNT	Develop our own customer care rules and the ability to listen to our customers and beneficiaries	3 GOOD HEALTH AND HELL-EING AND HELL-EING AN	 Barometric measures of beneficiaries' satisfaction scores Communication of survey results and associated improvement plans t NPS* monitoring of all portfolios from 2026
	Continue to analyse and measure our beneficiary customers' satisfaction to drive improvement action plans	9 NOLCENY, NAMANINA AND APRACTACTURE	 New customer relationship tools implemented by French Operations 182 improvement projects identified within the scope of Internation
	Intensify the expansion of our care networks internationally so that our members have access to the best and most reasonably priced healthcare wherever they are		 Develop and manage the care network Double the number of cases monitored as part of <i>patient management</i>
	Ensure that our patronage and sponsorship work contribute to the enrichment of our values and the values of the initiatives that we support.	3 GOOD HEALTH AND HELL-BENG AND STRONG AND STRONG	• Create an Internal Evaluation Committee for patronage and sponsor

*Net Promoter Score • In France • International

s to our customers 🐢
ns onal Operations
ent 🚥
orship projects at the Executive Committee level 🚥

ROADMAP SHEET (3/3)

#3 ENVIRONMENTAL PILLAR

		COMMITMENTS		INITIATIVES ALIGNED WITH OUR COMMITMENTS
THE E AND S OF O	MINIMISE THE ENVIRONMENTAL AND SOCIETAL IMPACTS OF OUR BUSINESS AND OUR SUPPLIERS	Define and propose a responsible purchasing policy, and start to implement it and follow-up on contracts due for renewal in 2022	6 CHAR MATTER TO SANIFATERN TO PROJUCTIVE COOD 13 CLIMATE TO PLANE 14 LIFE TO PLANE 17 FOR THE CARLS 17 FOR THE CARLS COOD 10 FOR THE CARLS COOD	 Formalise new purchasing rules prioritising those suppliers who can off or partners who are disability-friendly Integrate a systematic approach to sourcing promotional supplies and a who do not disclose where they source their raw materials from or w
		Outline and implement a plan to decarbonise our business trips	7 dramane and claim bracy COO	 The transition from the combustion engine vehicle fleet to electric and h Double the amount and promote the sustainable mobility package Establish a shuttle bus service for our employees in Tunis Travel by train instead of plane for journeys of less than 3 hourss
		Reduce our use of plastics and various office consumables	12 RESTORGEREL LIG PRODUCTION COO	 The digitalisation of beneficiary cards Reduction of office consumables
	MINIMISE OUR ENVIRONMENTAL IMPACT BY MONITORING OUR DIGITAL DATA	Reduce our digital impact by encouraging all employees to take a digitally responsible approach and raising awareness more directly within our teams of developers	4 concation 7 attractional and other of class testing of the class t	 Raise employee awareness of the best digitally responsible practices to on our training platform : Henner Digital Learning, for 2023 Participate in the <i>Digital Clean up day</i> from 2023 Reuse, recycle and extend the lifespan of computer equipment

In France
 International

#4 GOVERNANCE PILLAR

	COMMITMENTS		INITIATIVES ALIGNED WITH OUR COMMITMENTS	
INTEGRATE CSR AT THE HIGHEST LEVEL OF THE COMPANY	Formalise, challenge, prioritise and manage our CSR strategy	4 COULTINE COUCATION 5 COULTY	 Appoint a CSR Manager who reports to a member of the Executive C and implementing related governance Integrate CSR indicators into the individual objectives of Deputy Ge CSR audit of our financial partnerships and creation of our own crite 	
ALIGN OUR PARTNERSHIPS WITH OUR IMAGE AND VALUES	Optimise the consistency or our partnerships with our image	3 AND HELLENS AND WELL BEING AND WELL BEING S COUNTY S COUNTY	 Establish a dedicated governance 	

n offer recycling solutions, ecologically designed products
and articles and prioritise local products. Avoid suppliers or where they carry out their manufacturing processes ••
nd hybrid vehicles • ge •
)
ces through the use of the awareness module, available

re Committee and is responsible for fulfilling our commitments

/ General Managers from 2023 ••
riteria and objectives when choosing to work with them ••

CARING APPLIES TO OUR CUSTOMERS AND TO OUR TEAMS.

At Henner, caring for our employees is just as important as providing excellent service for our customers and beneficiaries. This approach, which sets us apart from the rest, is the backbone of our corporate culture.

#1 SOCIAL PILLAR





ISSUE COMBATTING DISCRIMINATION

An HR policy based on gender, origin or other person-related considerations poses legal issues. However, above all, they would totally contradict human values.





POLICY AND COMMITMENTS

Henner is an independent group with an international presence in 20 locations. We have 1,650 employees, including 70 nationalities and 26 languages. We are convinced that diversity is an asset that enhances economic and social performance.

OUR PRIORITIES:

- Enhance our partnerships with organisations specialising in recruiting and retaining employees with disabilities and, more generally, employees with a more diverse background.
- Extend our existing disability agreement.
- Continue our work on promoting economic inclusion.
- Maintain the level attained in our gender equality index in France and roll this out internationally.
- Promote our provisions to support our employees who are carers and provide them with appropriate support solutions.

Actions implemented

OUR HUMAN RESOURCES POLICY TO PROMOTE INCLUSION AND DIVERSITY

In 2022, we continued our work in two main areas. Firstly, we focused on changing employee perceptions of people with disabilities, and secondly, we focused on promoting the recruitment of more diverse employees in terms of career paths.

Our work to protect people with disabilities



MANAGING OUR DISABILITY ACTION PLAN: we have set up a dedicated team to support our employees daily and appointed a contact person to oversee our action plan.



SUBCONTRACTING TO COMPANIES WHO ARE DISABILITY-FRIENDLY: we have used service providers (general services

and catering) who are disability-friendly.

Some examples of awareness-raising activities in 2022



Our participation in the European Week for the Employment of People with Disabilities. With the support of the State Secretariat for Persons with Disabilities, Henner has set up a "DuoDay" where they buddy up an employee with disabilities



RECRUITMENT AND WORK-STUDY:

we have **trained managers on recruiting people** with disabilities and participated in specialised employment forums.



TRAINING:

we have carried out **awareness-raising activities on working with disabilities** with disability advisors, managers, the Executive Committee and members of employee representative bodies.

with a volunteer employee. The programme includes finding out more about the profession and promote an active immersion in the company.

This day is an opportunity to meet and change our way of looking at things and, together, overcome our prejudices.

2021: 2 matches 2022: 4 matches for 9 available posts.

Our economic inclusion initiatives

Because we believe that one of the Group's strengths lies in the diversity of its staff and the quality of its skills, we are committed to diversifying our recruitment, focusing primarily on skills and individuals.

 Alongside the association "Nos Quartiers ont des Talents" [Our Neighbourhoods have Talent], we have set up a mentoring programme enabling young talents from diverse backgrounds to benefit from mentoring from several members of the Group's top management. This programme was tested in 2022, and has enabled 2 young people to get a permanent contract.



Number of work-study contracts

• At the end of 2021, with our partner Mozaïk HR, **Henner participated in the first Economic Inclusion Summit** in the presence of Bruno Le Maire, French Minister of the Economy, Finance and Industrial and Digital Sovereignty to demonstrate our commitment and encourage our stakeholders to join us.

MOZƏÏK^{RH}

7.85/10

Henner achieved seventh* place in the insurance and assistance sector for the 2022 Diversity Champions with a score of 7.85/10. In 2022, an online study by *Capital* magazine was conducted among more than 25,000 employees working in companies with more than 250 employees and representative of the working population to rate their employer's attitude to diversity and the reputation of its competitors in this field. They were asked to answer questions on gender equality and non-discrimination of people based on age, heritage, sexual orientation or disability.



100

Pay gap **37/40**

Our 2022

gender equality index

Percentage of female employees whose salaries increased upon return from maternity leave

15/15



The difference in the distribution of individual pay increases

Our index has been stable for 2 years, at 97/100. Its 2-point improvement since 2020 is attributable to our progress on the pay gap criterion. We believe in the exemplary value of the index for all women in the company and its attractiveness for future female Group employees.

PROMOTION OF OUR SCHEMES TO SUPPORT OUR "FAMILY CARERS" IN FRANCE.

Today, caring for someone now affects more than one in six French people, and tomorrow it will be one in four. Being a family carer means being subject to psychological pressures, among other things, and being responsible for managing various support mechanisms for a loved one because of their age, illness or disability.

In 2022, and 4 months after its launch, 15 employees had already benefited from this scheme in France. We continue to promote it with regular announcements. After identifying any local needs, we hope to extend this approach internationally.

We're aware that carers are employees who face difficulties but they may not feel comfortable talking about it and that's why Henner offers them the following types of support;



a care manager who listens, advises, reassures and suggests solutions in less than 24 hours and with the Henner employee's approval, implements these solutions;



the carer is allowed to work remotely for an extra day per week or choose to take 3 days of additional paid leave per year.

All aspects of my life are important to me.

At Henner, I can protect them all.

I had just joined Henner when my father had an accident. He temporarily lost his mobility and was living alone. I talked to my manager and my HR contact about it. Together, we found a solution.

At Henner, Here to care applies equally to our customers a

To join us, go to henner.com/join-us

2022



RECRUITMENT **AND TALENT** DEVELOPMENT

In addition to its financial impact, that can lead to a decrease in the work to the market and future candidates.





POLICY **AND COMMITMENTS**

In addition to education and experience, we have always sought to recruit individuals.

In 2022, we launched our first employer branding campaign. This first stage allowed us to launch and review some of our practices to make us a more attractive employer.

OUR PRIORITIES:

- Roll out integration programmes for new employees on work-study contracts and for new recruits.
- Diversify our recruitment methods for certain professions or profiles.
- Develop and expand our ties with schools and training organisations by strengthening our reach in the field.
- Continue to roll out a training plan in line with our objectives.
- Continue to implement our job and skills management approach.
- **Communicat**e with potential candidates and future talents in more engaging ways.

IMPROVING OUR POLICY FOR WORK-STUDY PARTICIPANTS AND TRAINEES

We have various sources of information that allow us to obtain feedback on our recruitment and support practices for employees. In 2022, we were able to achieve a great score on the HappyIndex[®] Trainees certification.

This certification allows trainees and work-study participants to evaluate a company. As part of this feedback, respondents report on their experience in terms of career progression opportunities, the quality of the working environment, management, motivation and their sense of pride in being part of the team.

By 2023, we aim to have a 90% recommendation rate.

Roll out a programme dedicated to integrating work-study participants (similar to the one for new recruits)



Happy index® Recommandation Trainees score for 2022 78%

We are convinced that a successful first work placement increases a candidate's confidence in the future. We aim to make a work-study contract at Henner a decisive professional experience for young people who share our values and want to discover the health insurance profession in France and abroad.



Number of work-study contracts

Recruiting and supporting our trainees and work-study participants are now the responsibility of a dedicated group within the Human Resources team.

BRINGING THE HENNER WORK-STUDY COMMUNITY ''ALT/HENNER'' TOGETHER IN 2022 BY INVOLVING THE 95 WORK-**STUDY PARTICIPANTS IN FORMAL** AND INFORMAL EVENTS.

STRENGTHENING TUTORING TO ADAPT TO THE SPECIFIC NEEDS OF THE DIFFERENT PROFILES OF WORK-STUDY PARTICIPANTS, WORKSHOPS, **GUIDES, TRAINING AND** SHARING EXPERIENCES.

SETTING UP A SPONSORSHIP PROGRAMME (TRAINING AND ACCOMPANYING SPONSORS).

of our work-study participants receive a job offer at the end of their training with us.

Diversifying our recruitment practices

For our customer relations roles, we have developed more immersive methods that allow candidates to better understand the reality of their future responsibilities.

In 2022, we created a system that allows candidates to learn about the Group and its businesses and for managers to improve their recruitment skills.

sessions on participants Henner Day

and integration programmes for new recruits

Since 2021, we have organised our approach and ask certain members of staff to speak in schools. The "School Relations team" has implemented an action plan to refocus our ties with certain institutions linked to our employment areas and to optimise the organisation of our actions.

In 2023, we are refocusing our strategy for schools and training organisations by entering into exclusive partnerships with certain establishments in France, Tunisia and Portugal.

How a company onboards their new recruits, whatever their role, determines their subsequent career path within Henner.

Based on the results of an internal consultation with our employees, an "employee/HR" working group has redesigned our integration approach. With approximately 15 job dating sessions, Henner Day took place in 2022 at several of our locations in France and internationally. During these sessions, more than 200 candidates were interviewed and received a job offer in more than 40% of cases.



Strengthen our relationships with schools, training organisations

In 2022, we reviewed our integration tools

and procedures by creating a seminar for new recruits, redesigning the welcome on board booklet and creating a buddy scheme. We are trialling other options in some offices in France and internationally, including asking our new recruits to provide feedback on what has been positive and negative about their Henner experience.



Reinforcing a training plan tailored to our strategic objectives



on average per employee

trained, or 3.4 days

Renewal and diversification of training methods

The progress observed since 2019 in terms of training provision and participation is largely attributable to the introduction of *Henner Digital Learning*, our online training platform.

Several improvements were made to this platform in 2021:

- Simplification of connections and development of the responsive format.
- Renewal of the content: professional and personal effectiveness, management, languages, office automation and the creation of new dedicated spaces (IDD*, integration).
- Learner support and promotion of the platform: monthly newsletters, organisation of masterclasses to help employees get started and encourage them to use it. In 2022, we have redesigned entirely the learner's journey to further improve the user experience.

Implementation of a job management approach and skills

At Henner, every employee plays an active role in their professional development, and we work hard to ensure they live up to their potential, ambitions and priorities. We have implemented strategic job management to provide employees with visibility on jobs, training programmes and bridges throughout their careers.

To this end, we reviewed our job descriptions in 2021, thanks to internal working groups who explained the reality of their jobs and their different functions.

In 2023, our objective is to create a governance project and formalise the different bridges between the professions so that everyone can visualise the opportunities and means to achieve them.

employees

one training

have taken at least

or **64%** of the Group's total workforce



ALIGN THE EMPLOYEE AND CANDIDATE EXPERIENCE WITH OUR RAISON **D'ÊTRE**

A possible disconnect between the identity and the values conveyed negative consequences on the quality





POLICY **AND COMMITMENTS**

Our team is driven by our values of caring, presence, independence and creativity. These values are embedded in our culture and our management practices.

Our vision, mission and corporate culture must be in line with reality. Being honest and aligned with who we are and what we say and do is essential.

OUR PRIORITIES:

- Fully involve Henner's managers in the communication and facilitation of our raison d'être, through a dedicated training programme.
- Measure and manage initiatives made available to employees to improve the quality of their working life.

OUR DAILY SUPPORT POLICY

and enjoy working together.

"Manager@Henner" programme

Managers are the first point of contact to support the roll out of Henner's strategy. Based on a survey of all managers and their staff, several findings established the need to formalise the expectations of the manager's role and to share them with everyone.

This programme aims to establish a model for leadership excellence, driven primarily by discussions with and feedback from peers.

We built a project based on a reference framework for the roles and responsibilities of the various management functions, rethought the managerial practices and developed a long-term training programme. This course takes between 6 and 20 days of training depending on the management level.

Since its launch in 2021, 162 managers (90%) started the course: 67 in 2021 and 95 in 2022 on the "Fundamentals" stream (on average, 2 to 3 days of training).

Measuring and managing initiatives to improve our employees' working lives

- We provide our employees with a wide range of products and services to improve their working lives. Since 2017, the Well Being by Henner programme, consisting of various support services that are also part of the commercial offer proposed to our customers, has been a yearly feature with:
- prevention workshops and input from health professionals;
- a psychological support system (helplines and consultations) organised around three prevention and screening themes.

Cardiovascular diseases

Musculoskeletal disorders

Psychosocial risks

Within each of our offices in France and abroad, several specialised service providers operate locally to run this programme.

We aim to provide a working environment where the teams know they are supported,

Our goal for 2025



of manager enrolled on the course as soon as they are permanent with Henner

• In December 2021, in France, a company agreement on the quality of working life was signed with the social partners of the Henner Group.

Among other provisions, the agreement provides a framework for planning meetings and organising business travel within a time frame compatible with employees' personal lives.



• Launched during the lockdown in 2020, a prevention platform accessible to all employees (and members) provides access to podcasts and videos on nutrition advice, stress management and sports activities.

 At the end of 2021, we set up a committee on psychosocial risks in France. This working group comprises members of management, staff representatives and occupational medicine practitioners.

• At the end of 2022, the commission conducted a review of employees' working lives in France. In 2023, the What's up QWL survey will be extended to all offices, and results will be published in 2024.

WORKSTATION **EQUIPMENT WHICH COMPLIES WITH OUR COMMITMENTS ON IMPROVING WORKING LIFE QUALITY**

In a work organisation that combines face-to-face and working from home, adjustments such as a secure environment and computer equipment, comfortable on working in the event of unforeseen





POLICY **AND COMMITMENTS**

Feedback shared with our employees at the end of the lockdowns have given us food for thought on the necessary changes needed in our organisations. Teleworking was rolled out across all our sites in France and internationally.

In 2022, we designed and started to implement the first stage of a project which, beyond the allocation of equipment, opens up the possibility of creating our future working methods, intending to improve our social and environmental impacts.

OUR PRIORITIES:

- Improve teleworking conditions, by providing suitable equipment.
- Reduce our environmental impact (weekly travel time and GHG* emissions related to travel).
- **Develop our information systems** by strengthening their security and facilitating their maintenance.
- Adopt tools to facilitate collaborative working and reduce GHG* emissions from our servers.

THE FUTUREOFWORK@HENNER PROJECT- SEASON 1

Starting in 2022, season 1 of FOW** was developed in partnership with internal stakeholders. This includes groups of testers in charge of the final choice of hardware, a pilot group to validate the suitability of hardware/software and feedback on their experiences.



roll out.



Meanwhile, we are putting in place new technology to enable secure access, improve the comfort of the customer relations teams and adopt new ways of working together that take up less storage space.



Beyond its physical dimensions, the FutureOfWork@Henner project is an opportunity to discuss the ways that we collaborate, occupy our workspaces or on a managerial level, asking ourselves about the added value we want to bring whether it is face-to-face or teleworking. These are all issues that will be addressed in Seasons 2 and 3 of FOW**

We aim to progressively equip all our employees with laptops and teleworking equipment (screens and keyboards). The employees were closely involved in selecting and testing the equipment and improving user guides for general

WE PROTECT OUR CUSTOMERS AS WE WOULD PROTECT OUR LOVED ONESAND WEARE THERE FOR THEM WHENEVER THEY NEED US.

Caring encapsulates our social welfare expertise.

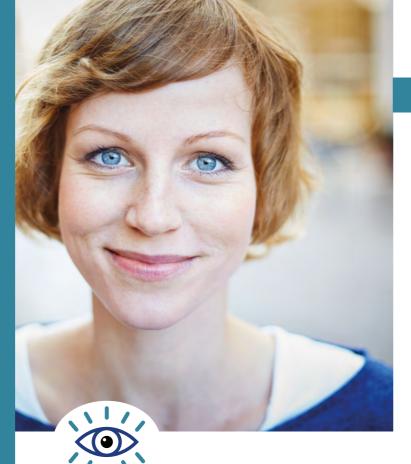
We promise our customers and partners that the quality of our support will remain a key priority in our social welfare, brokerage and management consultancy work.

#2 SOCIETAL PILLAR

RESPONSIVENESS TO CLIMATIC, POLITICAL AND HEALTH EMERGENCIES

Faced with the frequency and severity of climatic, political or health events worldwide, customers and employees should be protected by putting in place services suited to their needs (prevention, health insurance, mental health programmes and well-being at work) in all situations and at all times.





POLICY AND COMMITMENTS

We understand that the recent crises impacted both businesses and citizens.

In our field, as experts in social welfare, we are aware of these upheavals and adapting the way we do things by regularly involving our stakeholders further up the ladder in projects, regularly asking for feedback, and decompartmentalising our approaches.

Collaborating, monitoring and supporting change from the initial roll out of our services and embracing collaborative approaches are becoming fundamental to our projects.

OUR PRIORITIES:

- Continue to actively listen to our stakeholders and the subtle signs from our network to adapt our products and services to current and future needs.
- **To provide our customers and employees,** with prevention, health insurance, mental health and well-being at work programmes.

Actions implemented

Stakeholder listening: partner brokers

Listening to our external stakeholders is integrated into our marketing and sales processes.

In 2021 and 2022, for example, thanks to several working groups with our partner brokers, we have taken into account and studied the changes in the group health insurance market in depth. **Analysis of the information collected has been used by our marketing teams to adjust our product and service offerings.**

This approach has led to major chang of a new offer planned for 2023.

Stakeholder listening: corporate customers

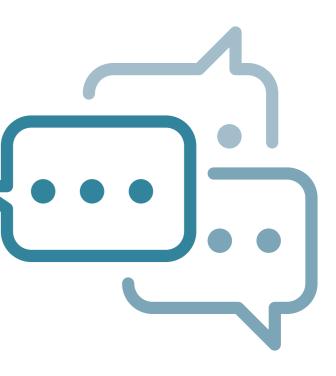
Henner Health Solidarity

In early 2022, in response to the emergency in Ukraine, companies in the conflict zones had to quickly find health insurance solutions for their employees who were forced to flee their country. With our insurance partner, we set up dedicated health cover in a few days. **This enabled about a hundred beneficiaries to access cover for medical expenses** and a range of services, including psychological counselling in Russian and Ukrainian.

Development of services dedicated to our corporate customers

At the end of 2022, we asked our customers to invite a test group of ten or so health plan managers to participate in optimising the functionalities of our online platform and improving the user experience.

This approach has led to major changes in our specifications to systematise the implementation



Stakeholder listening: collaborateurs Henner

Since one of our mottos is *"we don't want to sell a product we wouldn't buy ourselves"*, we have adopted a systematic approach to product or service innovation tests with our employees, whether it is before the commercial launch through qualitative studies or after when setting up test groups. We use this feedback to optimise our offers and their marketing.

An example of a service implemented as a result of this process includes a helpline (via an independent partner) to respond to psychosocial risks and an individual follow-up service following calls to the helpline.

TAKING INTO ACCOUNT CHANGES IN CUSTOMER EXPECTATIONS

In a global context of increasing health expenditure and cost inflation in the medical sector, social protection players are experiencing very strong competition and sustained pressure from corporate and individual customers. In order to continue to meet customer expectations, and therefore to develop economically, their feedback should be taken into account and the necessary lessons learned to improve the level of service.





POLICY AND COMMITMENTS

our *Caring* outlook means that we are passionately empathetic, regardless of the circumstances and situations that our partners go through in life. Aware of the importance of our role, it is up to us to understand the demands made on us in their entirety. This requirement implies a culture of continuous improvement that we are committed to developing.

OUR PRIORITIES:

- **Develop our own approach** to welcoming and listening to our customers and beneficiaries.
- Continue to build on our various measures of customer and beneficiary satisfaction.
- Continue to develop our international presence through our care networks to enable our customers to find the best health professionals at the right price anywhere in the world.
- **Step up our** *Patient Management* **approach** for members and their families throughout their expatriation.

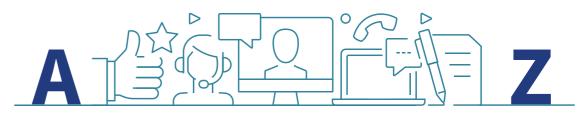
Actions implemented

Quality of our customer relations

To communicate with our members, we have chosen to be human and friendly by doing away with conversational scripts and renouncing interactive voice servers.

From an organisational point of view, **each employee dedicated to customer relations manages a portfolio in its entirety**, regardless of the needs of the beneficiaries. The experience shared by our teams demonstrates that managing each customer's request from start to finish improves the quality of care. We are convinced that this quality approach enhances the customer and employee relationship.

We really listen to our customers. They are not just a number.



Workshops created from listening to our customers

Listening to customers is the basis for continuous improvement, whether through annual satisfaction surveys, quality audits or feedback from the teams in direct contact with customers.

Focus on the analysis of international customer relations



1,700 analysis of telephone calls



•

In support of this approach and through collaborative workshops, our **Continuous Improvement teams** develop recommendations and best practices for telephone interviews or writing emails.

ONGOING IMPROVEMENTS FOR OUR CUSTOMERS

A focus on 5 main themes identified as requiring dedicated projects in 2021 and 2022 for customer relations in France



In France, the NPS index and the various internal audits have enabled us to develop annual themes for improving services and products.

> The actions undertaken in 2021 and 2022 to improve our services include:

- Implementing new email management tools that enable the subject of the requests to be allocated automatically, thus accelerating the processing time.
 - Support for teams in improving email drafting.
 - Implementing new team management methods within our customer services to improve the daily visibility of objectives and priorities.

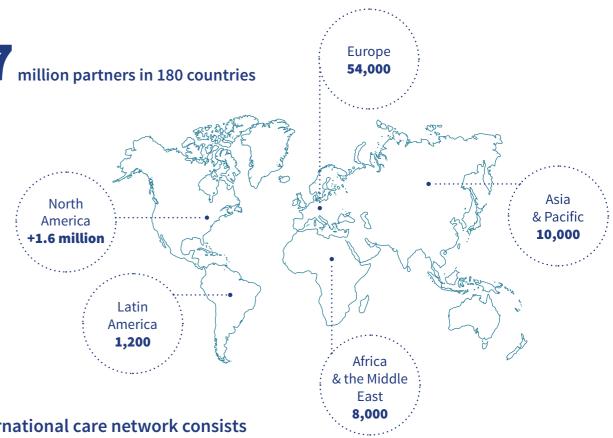


Net Promoter Score*

Continued international expansion of our care network

For our private customers living abroad, employees of French companies who are expatriates or foreign client companies, our goal is to provide them with a large network of healthcare partners to facilitate access to care, benefit from direct settlement and keep costs down.

+1.7 million partners in 180 countries



Our international care network consists of 3 categories of partners

Care facilities: represent 80% of our flows with which we have signed a direct agreement (12,000 institutions).

Third-party network partners: there are 75,000 of them, spread (F) over specific geographical areas according to the needs of our corporate customers and international organisations.

The American network: gives our members access to 1600,000 local care partners.

rate for direct settlement.

Our main objective is to continue to guarantee that our members have access to quality medical care which is reasonably priced thanks to negotiated rates and the introduction of direct settlement. Between 2021 and 2022, we have moved from a 40% to a 50% take-up



Scale up our approach to Patient Management

Thanks to our services dedicated to companies employing expatriate employees, we protect people living a long way from home. For these expatriates and their families, we assess every request for medical care by taking a professional and caring approach.

If necessary, we contact these families directly to explain the diagnosis, confirm or propose a more appropriate course of care and manage the practical aspects.

To do this, our Patient Management practice is organised around 85 medical experts (doctors, nurses, dentists, etc.) who review 20,000 files annually.



medical experts (doctors, nurses, dentists, etc.) in our medical team

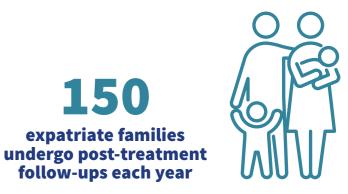


In concrete terms, with *Patient Management*, we confirm the recommendations of local medical teams or find a medical practitioner who is a specialist in a serious condition within our international network. We can also decide on and organise repatriation if a French facility is deemed more suitable.

The expatriation programme for employees of client companies also includes medical check-ups, for the whole family before relocation. Depending on the destination country and pre-existing pathologies, we can create clear care pathways in advance by **coordinating with** our international medical network.



Over the next three years, we aim to double the cases monitored through Patient Management.





30% of pre-departure health check-ups in 2021 allowed us to detect pathologies in need of care

#3 ENVIRONMENTAL PILLAR

WE WORK HARDEVERY DAY TO REDUCE THE COMPANY'S IMPACT ON THE ENVIRONMENT

As a service company, we have a duty to reduce the environmental impact of our offices and business trips, not to mention the storage space we use for our digital operations.

MINIMISE THE ENVIRONMENTAL AND SOCIETAL ASPECTS OF OUR BUSINESS AND OUR SUPPLIERS

Having a purchasing policy in place is a way of encouraging partners to integrate environmental issues into their commitments and to do business with organisations that share the same values. To manage this policy, indicators and measurement tools are needed.





POLICY AND COMMITMENTS

OUR PRIORITIES:

- Define and envision a responsible procurement policy, and start to implement and follow up on contracts due for renewal in 2022.
- **Define a decarbonisation plan** for our business trips.
- **Give preference to partners** offering recycling solutions, ecologically designed products and partners who are disability-friendly.
- **Introduce** a systematic check when choosing supplies and promotional items regarding their manufacturing origin and prioritise local production.
- **Avoid suppliers** who are not transparent about where they source their raw materials from and where they manufacture.

Actions implemented

Formalisation of our new purchasing rules

As a service sector company, our Group works with numerous suppliers, partners and service providers involved in our daily operations in France and abroad.

Through the implementation of a formalised purchasing policy, we wish to involve them in our approach in order to maintain a balanced relationship with them, contributing to our social and environmental performance.

Since the end of 2022, we have adhered to our procurement policy for all contracts due to be negotiated as part of a renewal or tender process.

Use partners able to offer recycling solutions, ecologically designed products and partners who are disability-friendly

NWe are partnered with *Réseau Gesat*, and we use their services as a priority. In 2022, we decided to measure the share of these suppliers in our main consumer activities, such as internal and external communication as well as marketing. **We aim to gradually reach 40% of expenditure** in line with our commitment for 2025, with 30% from 2023.

Origin of our supplies and promotional items

We now consider where they have come from as standard. We aim to **prioritise** local production and avoid suppliers who are not transparent about where they source their raw materials and where manufacturing occurs.

To achieve the desired results, we need to raise awareness among internal stakeholders.





In 2023

In 2025

Development of expenditure in line with our commitment

Speed up the approach by reducing the number of photocopiers by more than 25% by 2022

Action plan to decarbonise our business trips

Several existing initiatives need to be improved through a more structured approach, including the setting of decarbonisation targets.

Some of our achievements:



Within our Tunis offices, we have set up a shuttle bus service, allowing 70% of employees to benefit from reliable and free transport on 4 different routes, 4 times a day, instead of relying on individual taxi services.



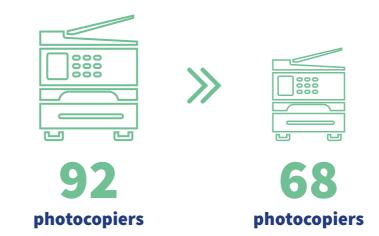
The transition from the combustion engine vehicle fleet to electric or hybrid vehicles: 10% of the fleet in 2021, with a target of 20% by 2024.



Travel by train instead of plane for journeys less than 3 hours.



We have introduced a sustainable mobility package allowing employees at our French offices to obtain mileage allowances if they ride a bicycle to work. Between 2021 and 2022, the percentage of employees who claimed this allowance increased by 15 points.

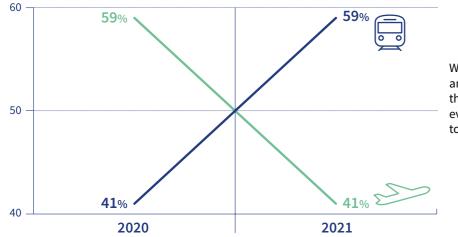


For 2023, we aim to go one step further : reducing the number of photocopiers as part of a global call for tenders to replace our obsolete photocopiers



Continue with our project to go digital with our beneficiary cards. After 2 years, over 50% of people with a card have gone digital.

We have seen a big reduction in our air travel in favour of train travel



We reversed the proportion of train and air travel in 2021. If this trend continues, this will encourage us to communicate even better internally on the plan to decarbonise our business travel.

As part of our plan to make savings, various measures were taken in autumn 2022 to reduce our electricity consumption:



Reduction in the temperature



Poster campaign to remind people about eco-friendly practices.



Setting a target to switch to **LED lighting**

Reducing our consumables

We have implemented printing processes that allow us to limit paper and toner consumption (default recto/verso, colour printing if only necessary, release of printing by badge to limit unnecessary printing and trace consumption).

Over 3 years, we have reduced our volumes by almost 50%.

At the same time, for those customers who did not want to go digital, we launched a project to optimise physical cards by removing the plastic lamination. As for new customers, they automatically benefit from a digital card (available on the Henner + app).



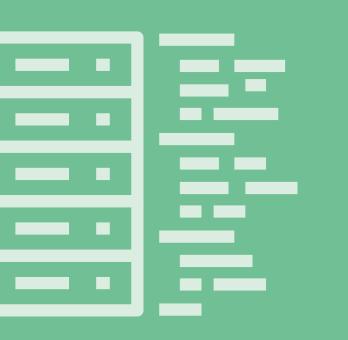
Two floors of our Neuilly-sur-Seine office are closed two days a week

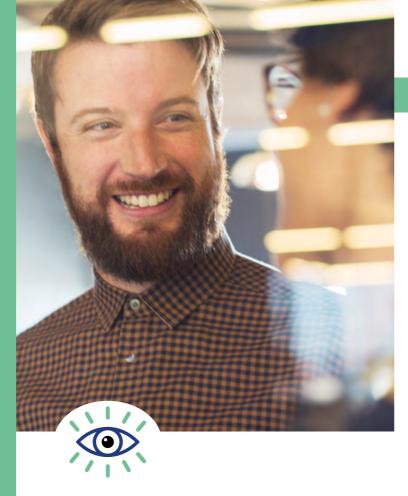


Setting our computers and monitors to go into an **extended standby** mode to reduce annual consumption from 300,000 to 400,000 Kw/h (for 1,500 computers).

MINIMISE OUR ENVIRONMENTAL IMPACT BY MONITORING **OUR DIGITAL DATA**

Although digital technology currently accounts for 3 to 4% of greenhouse gas emissions, the annual growth in digital consumption (data volumes, devices, etc.) is increasing every year. For a service company, this activity has a serious effect on its carbon footprint.





POLICY **AND COMMITMENTS**

We want to promote a digitally responsible **approach** among all employees, and more specifically among the teams in charge of IT development.

OUR PRIORITIES:

- Raise awareness of the environmental **impact** of our digital activities.
- Train developers in responsible design and coding practices.
- Extend the life span of IT equipment.

Actions implemented

Analysis of our literacy on being digitally responsible

To develop our thinking and prioritise our actions, in 2022, we analysed our digital usage. At the end of this study, we will have to move from isolated and ad hoc good practices to a formal and structured approach.

Raising employee awareness of digitally responsible practices

As part of our policy on being digitally responsible, we can all play our part in reducing the volumes stored on our servers by sorting and regularly clearing out our emails and limiting the number of recipients.



Improve our training platform, Henner Digital Learning, with content specifically focusing on being digitally responsible and including this module in our global training plan.



Preparing our participation in the Cyber World Clean up Day 2023. A global event, in the form of a challenge between all registered companies, to delete as many unnecessary files stored on servers as possible.

Reuse, recycle and extend the life span of computer equipment

According to experts, the production of computer hardware generates most of the environmental impact. We have integrated the issue of the sustainability of our equipment into our IT projects.



For the **Future of Work Saison 1** project, which aims to equip all employees with laptops, we chose TCO-certified equipment. This certification guarantees more socially and environmentally friendly products throughout their life span by sourcing the raw material, manufacturing, using and recycling/end-of-life management.



To extend the life of these laptops, we have extended the duration of the maintenance contract and negotiated a buy-back option at the end of the contract.



For our obsolete equipment, we resell it for second-hand use. Where this is not possible for safety reasons, we entrust them to a WEEE-certified supplier for recycling or destruction (offsetting the "electronic waste" footprint by purchasing certificates from a specialised organisation).

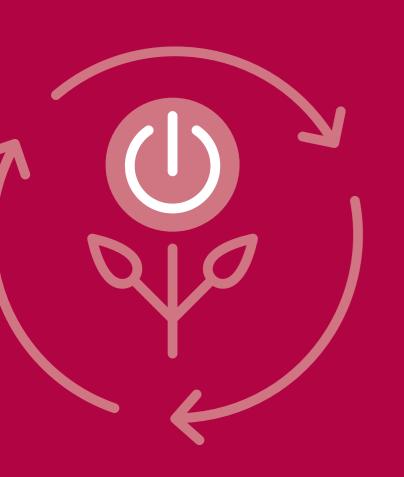
OUR COMMITMENT **ARE COLLECTIVE** AND EACH OF CONTRIBUE INDIVIDUALL TO BUILDING A PROFITABLE AND **RESPONSIBLE BUSINESS** MODEL TOGETHER.

Last year, we focused on our shared commitment to organising our approach. We created a pilot group, set out our commitments, identified all the work already done and decided on our short and medium-term objectives. Our strategy and the corresponding roadmap have yet to be put to the test and facilitated. Our aim is to reinforce our governance in 2023

#4 GOVERNANCE PILLAR

INCORPORATE CSR AT THE HIGHEST LEVEL OF THE COMPANY

To systematically consider the social and environmental impacts of our work. To achieve this, it is essential to strengthen governance of the CSR policy by building a business model that combines profitability with sustainable business practices.





POLICY **AND COMMITMENTS**

We analysed our CSR in 2022 using a working group representative of the company's main business activities, led by the Executive Committee.

This group continued its work throughout the year to explain how to strengthen our positive impacts or mitigate our negative impacts and measure the progress of our initiatives.

In 2023, we aim to strengthen the governance of this roadmap.

OUR PRIORITIES:

- Organise the governance of our approach.
- Provide each member of the Executive Committee with CSR objectives, from 2023.
- Test our financial partnerships and set an investment target for Socially Responsible Investment (SRI).

Actions implemented

Organising the business

Our team has agreed on two guiding principles for our CSR initiatives:

- 1/ To maintain a balance between our social performance and our economic performance.
- This ratio is fundamental in guiding our commitments and actions.
- 2/ To reinforce the sincerity of our approach by being transparent about our CSR activities even if we do not always achieve the initial objective.

To ensure the governance of our CSR strategy, we have appointed each member of our Executive Committee to sponsor one of our commitments and identified a correspondent in the most appropriate department. They will each have a roadmap with defined CSR objectives and KPIs.

We have also decided to appoint a CSR manager in 2023 to lead, manage and organise the achievement of our commitments.

Meanwhile, dedicated governance will be implemented in 2023 by creating a bi-annual Strategic Committee.

We want to make progress by supporting our findings with evidence for each of our commitments to better inform our decisions.

Investment policy

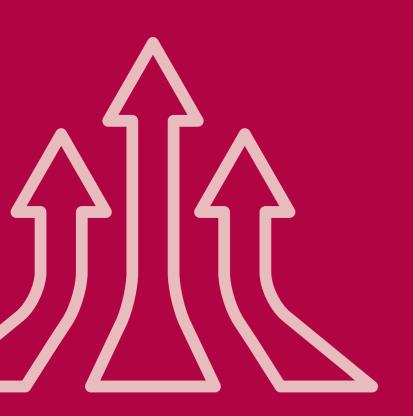
In 2022 we carried out an internal study to shed light on the ESG* status of our financial partnerships. This study has enabled us to define the investment rules we wish to follow in the future.

As part of this, we have determined that 100% of our investments should be made with banking counterparts that are committed to achieving carbon neutrality as mentioned in the Paris Agreement and that jointly comply with:



ALIGNING **OUR PARTNERSHIPS** WITH OUR IMAGE **AND VALUES**

Sponsoring is an opportunity to share values and involve teams. Governance of these various initiatives is essential to avoid possible inconsistencies with our image.





POLICY **AND COMMITMENTS**

Henner's name is associated with various **causes** related to branding partnerships. We need to create a policy to confirm whether these partnerships are aligned with our values and help to nurture them.

Actions implemented

In 2022 we continued to support several causes related to our operations



Medical research

Henner supports the Imagine Research Institute which focuses on genetic diseases affecting children. Nine hundred researchers, doctors and health workers work together to develop new treatments and improve patient care.



Henner is committed to the Lisa Forever association which supports medical research into childhood and teenage cancers and works to improve their quality of life. A team of employees, increasing in number year on year, participates in the charity run & walk to raise funds and support the various projects.



⊘tēnaka

Preventing cardiovascular diseases

- To raise awareness and focus all our energies on educating women on their cardiovascular health at all "key phases" of their hormonal life, from contraception and pregnancy to the peri-menopause.
- system.
- prevention care.
- To encourage and fast-track medical research targeted at the specificities of cardiovascular diseases in women. Henner's commitment to medical prevention fully supports the work carried out by Agir pour le Cœur des femmes.

Preserving marine ecosystems

Henner is continuing its commitment to tenaka, a social and solidarity-based company that restores marine ecosystems and regenerates the ocean, the world's largest carbon sink, by planting coral. This participatory approach led to the planting of 3000 corals in 2022.

Aligning our sponsorship work with our values

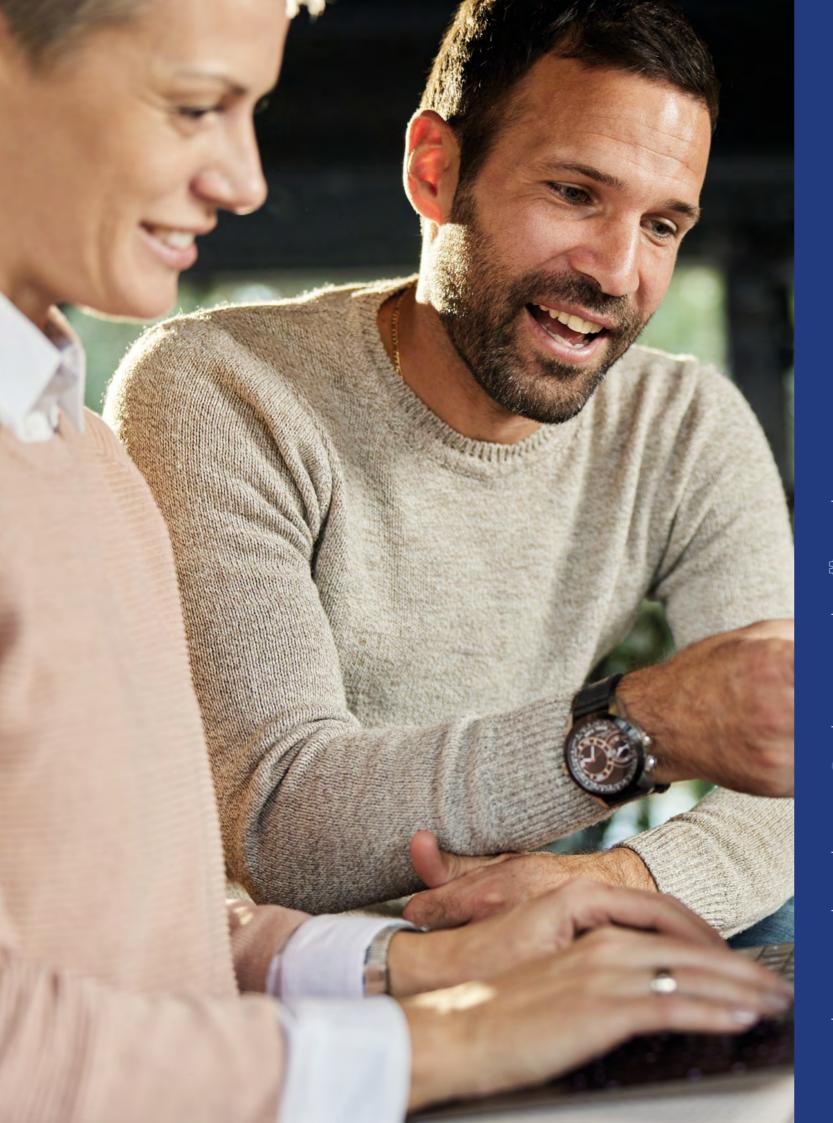
In 2022, we noticed that our sponsorship work did not always align with our values, which could lead to a lack of clarity in our commitments and understanding from our customers and partners.

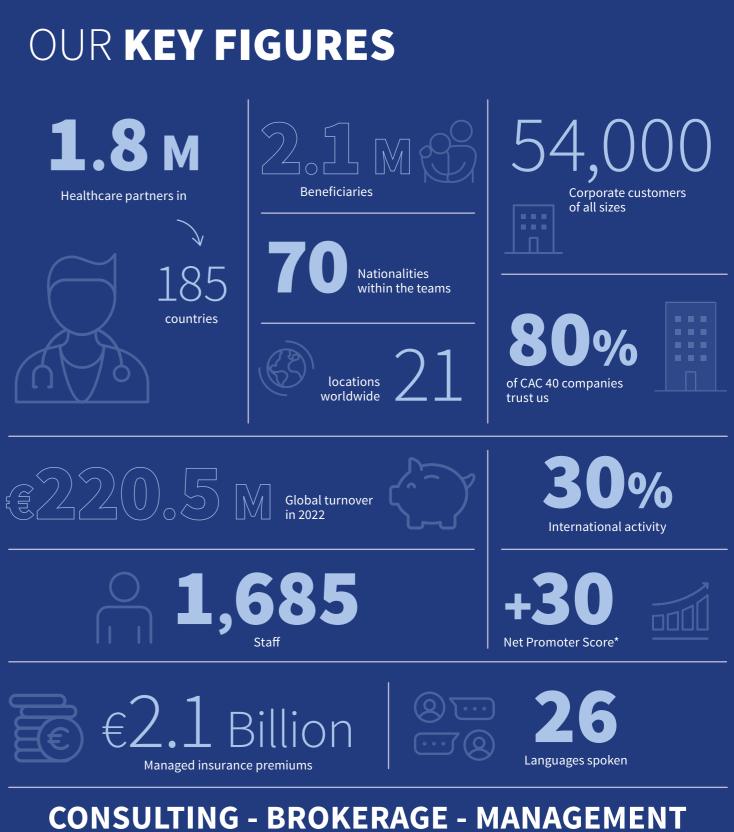
In 2023, we aim to set up a committee to evaluate sponsorship projects at the Executive Committee level to foster consistency.

The missions of the trust fund are:

- Increase active prevention by giving all women access to
- cardiovascular screening and care by involving the entire health

• To train, educate and involve all health professionals by giving them the necessary means to deliver effective transgenerational







OUR AREAS OF EXPERTISE

- Health - Life and disability - Funeral insurance division - Employee savings and pensions Employee share ownership • Medical expertise and healthcare network



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