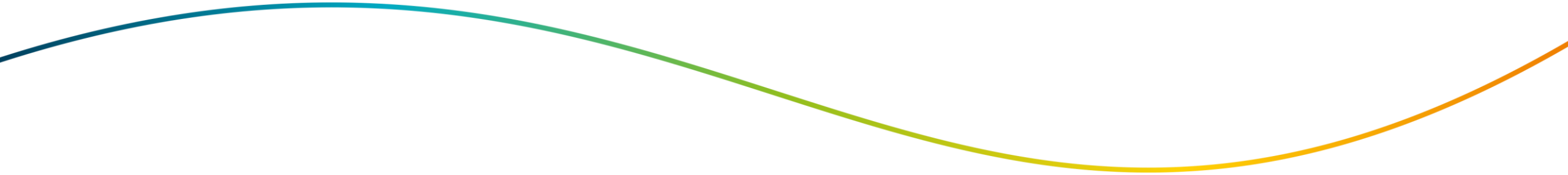




CSR indicators summary

Full-year 2024



This document summarizes Clariane’s key CSR indicators, targets and progress as of 2024

All data is retrieved from the Group’s **Universal Registration Documents** (2024, 2023, 2022) (*)

Content

- .01 2024-28 CSR strategy
- .02 2024-26 CSR targets
- .03 Consideration
- .04 Fairness
- .05 Sustainability
- .06 Locality
- .07 Innovation
- .08 Inclusive Governance

Legend

Historical data

2025 target

2026 target

ND : no data

(*) for selected climate-related indicators, 2021 data are used as a reference point to assess subsequent years’ performance

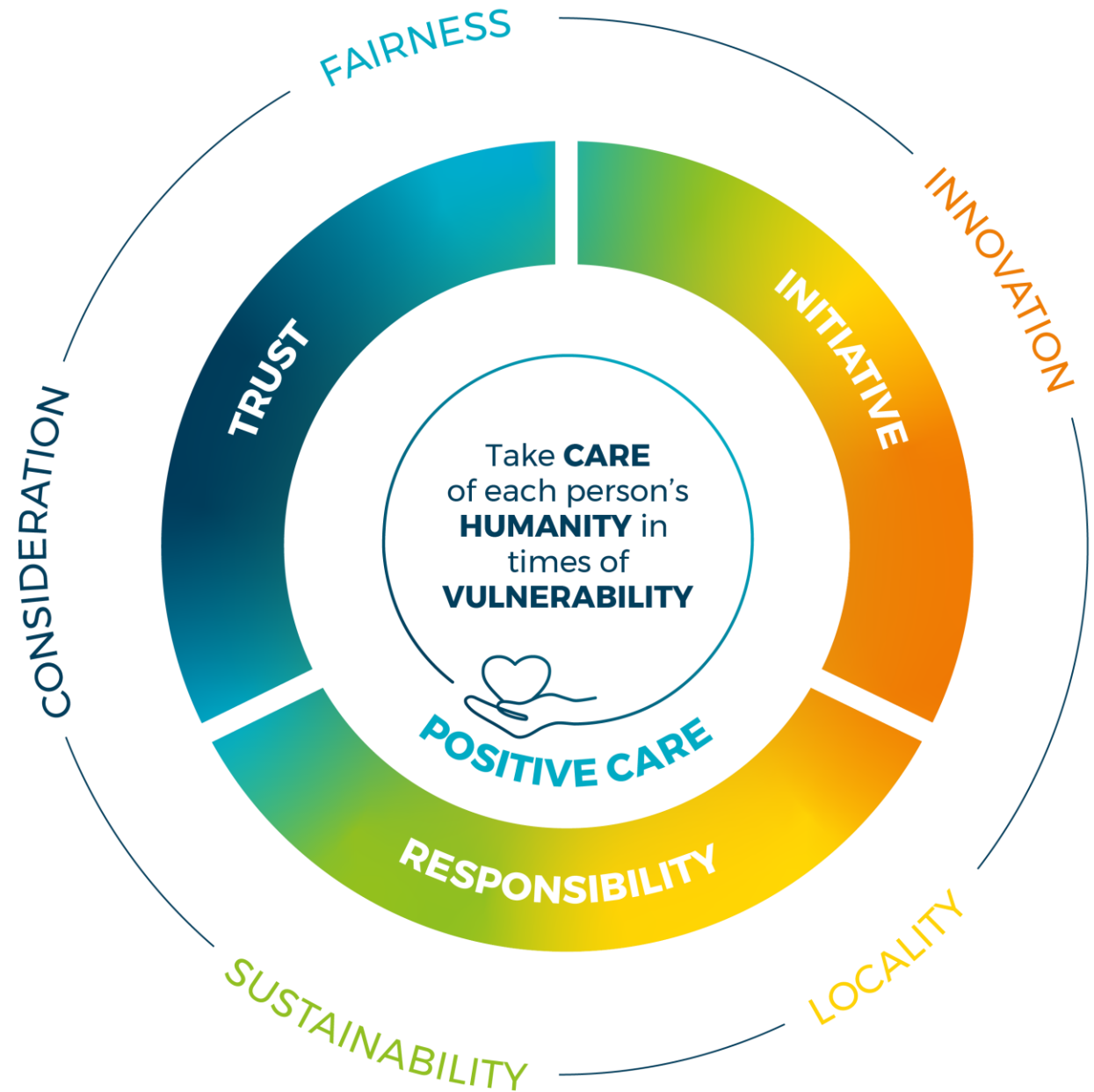


Clariane, a purpose- driven company

One purpose

Three values

Five commitments



CSR strategy - the initiatives in detail

● Impact initiatives (oversight by the Mission Committee)

Consideration

INCLUSIVE GOVERNANCE

Quality of care

- Positive Care
- Quality management & audits

Employee health & safety

- Safety & accident prevention
- Employee health promotion

Support & solidarity

- Care seekers help & orientation
- Patient/resident mediation
- Employee social & psychological support

Diversity & inclusion

- Diversity culture & non-discrimination
- Inclusive HR processes

Fairness

● Empowered stakeholder councils

Integrity

- Offer & price transparency
- Ethics & human rights
- Fair business practices

Value sharing

- Value-sharing & profit reinvestment
- Benefit schemes for front-line employees

Employability & talent development

- Employability through training
- Internal mobility

Women empowerment

- Promotion & leadership
- Protection against violence

Sustainability

Climate

- Energy carbon footprint reduction
- Value-chain carbon footprint reduction
- Climate change adaptation

Circularity

- Reduction of waste and materials
- Waste sorting and valorisation

Natural resources & biodiversity

- Water & natural resources conservation
- Biodiversity protection & integration

Awareness & engagement

- Sustainability awareness
- Facilities empowerment

Locality

Local economy

- Local & national purchasing
- Inclusive purchasing

Local communities

- Local stakeholder partnerships
- Philanthropic initiatives

Innovation

▪ Active social dialogue

Medical research

- Collaborative research & partnerships
- Knowledge-sharing & application

Innovation in healthcare and care

- New medical & care practices
- New organisational models
- New offers & services

REMINDER 2019-2023:

building the first CSR layers to secure sustainable performance



Grow and protect our employees

| | |
|--|--|
| Training | 7,171 (11.7%) employees in a qualifying course (4% in 2019) |
| Accident Frequency rate (lost time) | 37 (52 in 2019) |
| Team stability | 7.5 years seniority in 2023 (6.7 years in 2019) |
| Engagement | 79% (2023 employee yearly survey) |



Offer the best care to our residents & patients

| | |
|-------------------------|---|
| Positive Care | 100% deployment in all nursing homes in the Group of over > 2 years (72% in 2019) |
| ISO 9001 | 100% facilities certified (2019 scope) (8% in 2019) |
| Dialogue quality | 97% facilities with a forum for dialogue with residents, patients and families 5 Country Stakeholders' Councils |



Be sustainable

| | |
|----------------------|---|
| Energy | -13% energy consumption & -15% intensity vs 2021 |
| Waste | -16% waste in kgs/beds vs 2019 |
| Purchase | 79% purchases done locally (at national level) |
| HQE standards | 100% of to be built facilities in real estate portfolio |

NPS +44

(+8pts vs 2022), increasing in all activities, (10 pts above Ipsos benchmark for Nursing Homes in Europe)

Carbon intensity

-29% kgCO2e/m2

vs 2019 (energy consumptions' emissions calculated with country mix emission factors (location-based footprint))



GROUP CSR Dashboard 2024-2026 (1/2)



| Indicators | 2023 | 2024 | Targets 2024 | Status vs. targets (> ; = ; <) | Target levels 2025 | Target levels 2026 |
|---|-------|------|--------------|-----------------------------------|--------------------|------------------------------------|
| Consideration score (/10) | 8.3 | 8.3 | ≥ 8.0 | > | ≥ 8.0 | ≥ 8.0 Group / country levels |
| Net Promoter Score patients / residents / families (-100 to +100) | 44 | 44 | ≥ 40 | > | 42 | ≥ 40 |
| Employees Net Promoter Score | 0 | 5 | 0 | > | 5 | 5 |
| Turnover | 22.6% | 22% | 22% | = | < 2024 | 18% |

Quality of care (care homes) – composite indicator :

- Residents with pressure sores
- Use of physical restraints (belts, bed rails, etc.)
- Residents with up-to-date personalised plan

| | | | | | |
|-------|-------|-------|---|-------|-------|
| 2.7% | 2.8% | ≤ 5% | > | ≤ 5 % | ≤ 5 % |
| 15.2% | 11.5% | ≤ 14% | > | 13% | 12% |
| 87.7% | 98.3% | ≥ 97% | > | 98% | 99% |

Proportion of ISO 9001- or Qualisap-certified facilities

- Care and healthcare facilities
- Other activities

| | | | | | |
|----------|-----|-------|---|-------|-------|
| 100% (*) | 98% | ≥ 95% | > | ≥ 95% | ≥ 95% |
| NA (**) | 64% | ≥ 40% | > | ≥ 40% | ≥ 95% |

Lost time accident frequency rate

| | | | | | |
|----|----|----|---|----|----|
| 37 | 31 | 34 | > | 30 | 29 |
|----|----|----|---|----|----|

Absenteeism rate

| | | | | | |
|-------|-------|-------|---|-----|-------|
| 11.4% | 10.4% | 11.4% | > | 10% | 10.8% |
|-------|-------|-------|---|-----|-------|

Employees enrolled on qualifying training paths

| | | | | | |
|-------|-------|-------|---|-------|-------|
| 7,171 | 7,780 | 7,000 | > | 7,000 | 7,200 |
|-------|-------|-------|---|-------|-------|

Facility director positions filled internally

| | | | | | |
|---------|-----|-----|---|-----|-----|
| NA (**) | 50% | 30% | > | 50% | 75% |
|---------|-----|-----|---|-----|-----|

Women on Group and country management boards

| | | | | | |
|-----|-----|-------|---|-------|-------|
| 42% | 38% | ≥ 30% | > | ≥ 40% | ≥ 40% |
|-----|-----|-------|---|-------|-------|

Women in Top Management (~top 150)

| | | | | | |
|-----|-----|-------|---|-------|-------|
| 54% | 53% | ≥ 50% | > | ≥ 50% | ≥ 50% |
|-----|-----|-------|---|-------|-------|



Consideration



Fairness



GROUP CSR Dashboard 2024-2026 (2/2)



| Indicators | 2023 | 2024 | Targets 2024 | Status vs. targets (> =; <) | Target levels 2025 | Target levels 2026 |
|---|---------|----------------------|-------------------------|-----------------------------|-------------------------------|--------------------|
| Energy-related GHG emissions (vs. 2021) | -14% | -15% | -17% | < | -22% | -27% |
| Waste sorted and recycled | NA (**) | 44% | 1 st measure | = | 1 st measure (***) | ≥ 30% |
| CSR awareness-raising initiatives (min. per country) | NA (**) | 5 per country | 2 per country | > | 4 per country | 4 per country |
| Purchases of national origin (referenced suppliers) | 79% | 78% | ≥ 75% | > | ≥ 75% | ≥ 75% |
| Scientific and health innovation communications | 82 | 105 | 56 | > | 53 | 80 |
| Sites with active local stakeholder dialogues | NA (**) | 89% | 1 st measure | = | 90% | ≥ 95% |
| Active national stakeholder councils | 5 | 5 | 5 | = | all countries | all countries |
| Site managers trained in social dialogue | NA (**) | 42% | 40% | > | 50% | ≥ 95% |

(*) 2019 scope (**) new Group indicators (***) new methodology



Consideration



Show respect and consideration to every individual for whom we care and their loved ones, as well as every one of our employees and stakeholders while also **fighting all forms of discrimination.**

Quality of care

- Positive Care
- Quality management & audits



Support & solidarity

- Care seeker information and orientation
- Patient/resident mediation
- Employee social and psychological support



Employee health & safety

- Safety & accident prevention
- Employee health promotion



Diversity & inclusion

- Diversity culture
- Inclusive HR processes





Positive Care

Implement the "Positive Care" approach across all the activities of the Group in order to promote the personalisation of care, protect the humanity and autonomy of patients and residents, and improve their quality of life.

Consideration score

Patient/resident/families

[Find out more](#)

Scale : 0 to 10

Annual satisfaction survey conducted by IPSOS (73,639 respondents in 2024).
Answer to : "To what extent do you feel that you/your relative is well regarded and respected?"

| | 2022 | 2023 | 2024 | 2025 | 2026 |
|-----------------|------|------|------|-------|------------------------|
| All activities | 8.0 | 8.3 | 8.3 | ≥ 8.0 | ≥ 8.0 in all countries |
| Nursing homes | 8.0 | 8.1 | 8.2 | | |
| Clinics | ND* | 8.7 | 8.6 | | |
| Assisted living | 8.2 | 8.5 | 8.2 | | |
| Home care | 8.8 | 8.9 | 9.0 | | |

*ND : no data

Quality of care composite

Nursing homes only

| | 2023 | 2024 | 2025 | 2026 | |
|--|-------|-------|------|------|-------------------------------|
| Prevalence of pressure sores | 2.7% | 2.8% | ≤ 5% | ≤ 5% | Find out more |
| Use of physical restraints (bed rails, jumpsuits, belts, etc.) | 15.2% | 11.5% | 13% | 12% | Find out more |
| Residents with up-to-date personalized plan | 87.7% | 98.3% | 98% | 99% | Find out more |

Impact of Positive Care (new indicator) Scale : 0 to 10

[Find out more](#)

- Initially focused on non-pharmaceutical interventions in nursing homes (deployed in 100% of facilities at YE2023), the **Positive Care** approach was redefined in 2023 to include the living environment, layout and organization of facilities, and team training. In 2024, in line with the **Mission Committee** recommendation, Clariane developed an indicator *complementary* to the Consideration score, making it possible to measure more precisely the impact of Positive Care on the *perceived* level of quality.
- Namely, three new questions were included in the nursing homes satisfaction survey, the content and results of which are summarized herebelow.

| | 2024 |
|--|------|
| Question related to comfort / safety | 8.3 |
| Question related to alignment to pace / wishes | 8.1 |
| Question related to alignment to needs / personal circumstances | 8.1 |





Quality management

Monitor key drivers of quality and perform regular audits to continuously improve quality of care and patients/residents and families satisfaction.

Net Promoter Score (NPS)

Patient/resident/families

[Find out more](#)

Scale : -100 to +100

Annual satisfaction survey conducted by IPSOS (**76,088** respondents in 2024).
NPS = % promoters (scores 9/10 and 10/10) - % detractors (scores from 0 to 6/10)

| | 2022 | 2023 | 2024 | 2025 | 2026 |
|-----------------|------|------|------|------|------|
| All activities | 36 | 44 | 44 | 42 | ≥ 40 |
| Nursing homes | 31 | 35 | 38 | | |
| Clinics | 46 | 54 | 55 | | |
| Assisted living | 46 | 57 | 46 | | |
| Home care | 67 | 68 | 71 | | |

Serious Adverse Events and Complaints

(/10,000 days billed)

The trends, correlated with the **awareness-raising** and training efforts, reflects the Group's objective of working towards maximum transparency regarding dissatisfaction and dysfunctions within its network as a prerequisite for improving **quality**.

| | 2022 | 2023 | 2024 |
|----------------|------|------|------|
| All activities | 0.47 | 0.56 | 0.84 |
| Nursing homes | 0.47 | 0.49 | 0.71 |
| Healthcare | 0.30 | 0.28 | 0.54 |
| Mental health | 1.23 | 2.55 | 2.78 |

[Notes](#)

Frequency of SAEs related to residents/patients' health, safety and security. 2023 was restated for perimeter effects with respect to Spain, with the integration of complex care requirements.

[Find out more](#)

| | 2022 | 2023 | 2024 |
|----------------|------|------|------|
| All activities | ND | 1.73 | 2.03 |
| Nursing homes | ND | 1.75 | 2.16 |
| Healthcare | ND | 1.94 | 0.5 |
| Mental health | ND | 0.79 | 2.37 |

[Find out more](#)

Quality audits

All facilities are subject to a 360° internal audit at least every two years.
Most recently-acquired facilities (2022) were included in the scope of these audits.

| | 2022 | 2023 | 2024 | |
|--|------|------|------|-------------------------------|
| 360° internal audits conducted (nb.of facilities) | 482 | 612 | 823 | |
| 360° audit – facilities rated A or B (*) | 74% | 72% | 78% | Find out more |
| Public authorities' audits – facilities rated A or B (*) | ND | 88% | 87% | Find out more |

(*) Scale : from A to D

ISO 9001/Qualisap certification

[Find out more](#)

| | 2022 | 2023 | 2024 | 2025 | 2026 |
|-----------------------------------|------|------|------|-------|-------|
| Nursing homes + clinics certified | 68% | 100% | 98% | ≥ 95% | ≥ 95% |
| Other activities certified | ND | ND | 64% | ≥ 40% | ≥ 95% |





Lost time accident frequency rate

(/ 1 million hours worked)

[Find out more](#)

| | 2022 | 2023 | 2024 | change (2024 vs. 2023, in pts) | 2025 | 2026 |
|-------------|------|------|------|--------------------------------------|------|------|
| Total | 41 | 37 | 31 | -6 pts | 30 | 29 |
| France | 62 | 56 | 42 | -15 pts | | |
| Germany | 17 | 16 | 21 | +5 pts | | |
| Belgium | 30 | 33 | 30 | -4 pts | | |
| Italy | 18 | 18 | 15 | -3 pts | | |
| Spain | 46 | 40 | 35 | -5 pts | | |
| Netherlands | 1 | 7 | 2 | -5 pts | | |

Accident severity rate (*)

[Find out more \(*\)](#)

Number of days lost following a workplace accident, divided by the number of hours worked. multiplied by 1,000.

| | 2022 | 2023 | 2024 |
|-------------|------|------|------|
| Total | 1.54 | 1.36 | 1.39 |
| France | 3.29 | 3.06 | 3.17 |
| Germany | 0.14 | 0.10 | 0.11 |
| Belgium | 0.76 | 0.66 | 0.70 |
| Italy | 0.36 | 0.38 | 0.20 |
| Spain | 0.91 | 0.82 | 0.82 |
| Netherlands | - | 0.03 | - |

(*) this indicator is no longer published in the URD from 2024. In line with the CSRD framework, Clariane publishes the aggregate nb.of days lost following a workplace accident

Absenteeism rate

[Find out more](#)

Number of hours of absence (sick leave, occupational illness, workplace accident, commuting accident or unauthorized absence) divided by the number of theoretical hours worked.

| | 2022 | 2023 | 2024 | change (2024 vs. 2023, in pts) | 2025 | 2026 |
|-----------------------|-------|-------|-------|--------------------------------------|------|-------|
| Total - all workforce | 12.7% | 11.4% | 10.4% | -1.0 pt | 10% | 10.8% |
| France | 11.2% | 8.2% | 7.9% | -0.2 pt | | |
| Germany | 18.3% | 15.6% | 12.9% | -2.7 pts | | |
| Belgium | 22.2% | 21.3% | 17.7% | -3.7 pts | | |
| Italy | 5.9% | 4.3% | 4.3% | - | | |
| Spain | 6.7% | 7.0% | 8.6% | +1.6 pt | | |
| Netherlands | 11.8% | 9.6% | 9.0% | -0.6 pt | | |





Mediation with patient, residents and families

Facilitate positive and quick resolution of situations through mediation services.

Mediation

[Find out more](#)

All activities

Perimeter : France (for 2022 – 2023), Group (for 2024)

| | 2022 | 2023 | 2024 |
|--|------|------|------|
| Mediation requests (Group) | 47 | 31 | 39 |
| For 2022 and 2023, the indicators below related to France only | | | |
| Requests by Clariane (%) | 57% | 35% | 33% |
| Requests by residents, patients, or families (%) | 43% | 65% | 67% |
| Admissible requests | 38 | 20 | 25 |
| Mediations started* | 19 | 10 | 19 |
| Agreements (%) | 90% | 86% | 95% |
| Processing time (number of days) | 47 | 34 | 25 |

*Both parties must agree to enter mediation. For this reason, an admissible request might not lead to a mediation if the other party declines the request.

Mediation is a voluntary and personal process, which offers the parties to a dispute an opportunity to reach a voluntary agreement aimed at facilitating their present and future relations. It is based on **Independence, Impartiality, Confidentiality and Neutrality**.

Mediation mechanisms, managed by Clariane and free of charge for its customers, are offered in all of the Group's countries, in accordance with local customs and practices. **Mediation is most developed in France**, where the Group has opened a dedicated internal unit to support the Mediator's activity.

► [Find out more](#) on Clariane's Mediator in [France](#) in its [2024 annual report](#)

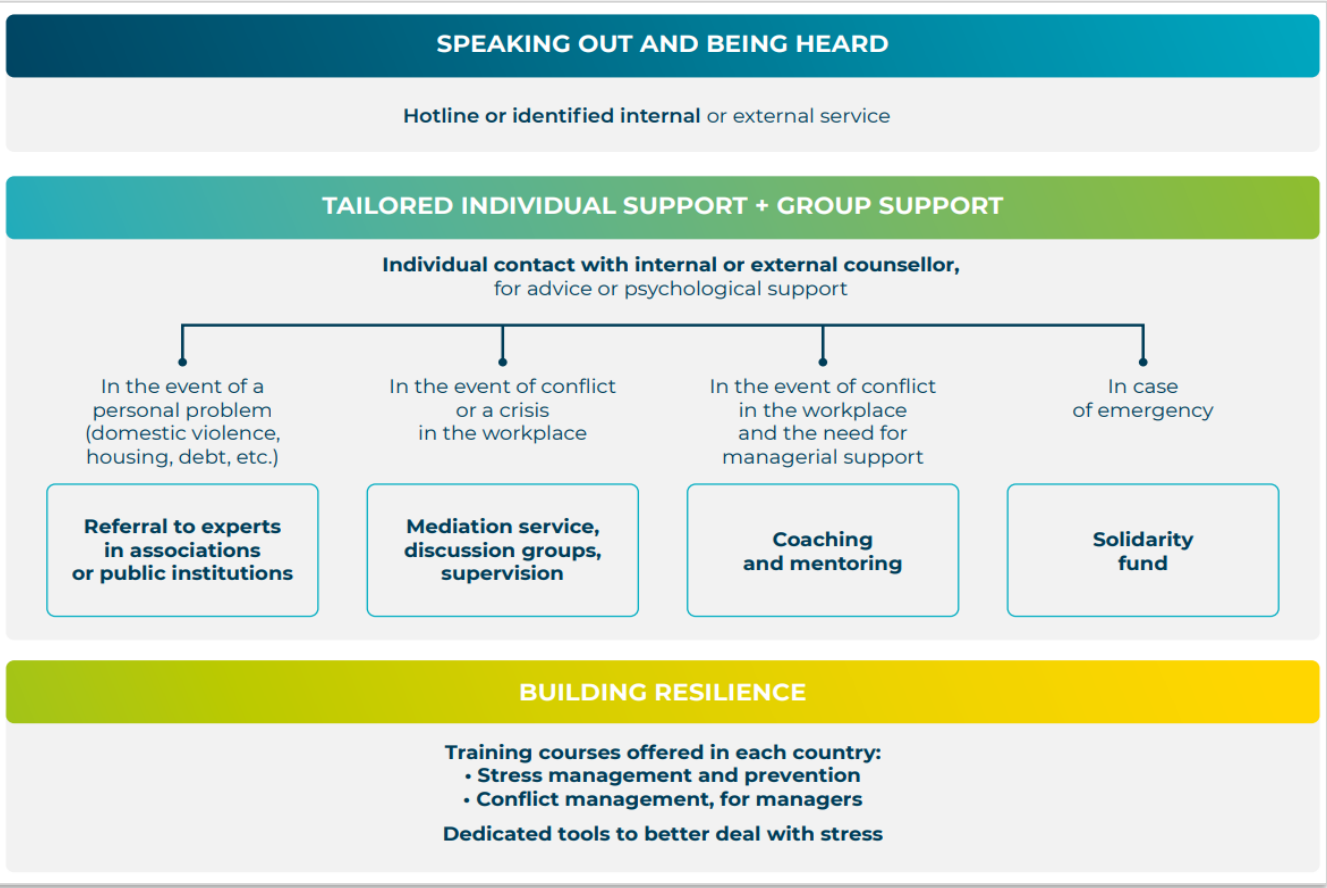




Employee social and psychological support

Support employees who are going through vulnerable times in their personal or professional lives by providing psychological and social assistance, temporary material support in emergency situations and help with stress and conflict management

Clariane’s Employees’ Social and Psychological Support Standard



Deployment of the Group standard

[Find out more](#)

| | 2023 | 2024 | change (2024 vs. 2023, in pts) | 2026 |
|-------------|------|------|--------------------------------------|------|
| Total | 59% | 72% | +13 pts | 100% |
| France | 83% | 92% | +9 pts | |
| Germany | 42% | 67% | +25 pts | |
| Belgium | 58% | 67% | +9 pts | |
| Italy | 50% | 50% | - | |
| Spain | 33% | 50% | +17 pts | |
| Netherlands | 67% | 67% | - | |



Employees supported by the social service in 2024 - France

| | | |
|--|-------|-------------------------------|
| # contacts with the social service | 2,737 | |
| # long-term supports by the social service | 685 | Find out more |
| Number of solidarity fund beneficiaries ¹ | 555 | |

¹ In October 2023, a solidarity fund was set up by Clariane in France to provide employees facing an emergency situation (accommodation, food, mobility, funerals) with exceptional support in the form of payment of expenses. The fund, jointly managed with employee representatives, is a new tool available to the social workers dedicated to Clariane employees.

Clariane is committed to set up similar solidarity structures in all countries of operation by 2026





Diversity & inclusion

Build a culture of diversity and inclusion, both as an employer & care provider, by developing the tools and practices to understand and respect each other's identity, fight against discrimination of any kind, and enrich from differences.

Gender breakdown

[Find out more](#)

| | 2022 | 2023 | 2024 | 2025 | 2026 |
|-------------------------------------|------|------|------|-------|-------|
| Women as a % of total workforce | 82% | 81% | 81% | | |
| Group Management Board | 21% | 25% | 43% | | |
| Group + Country management boards* | | 42% | 38% | ≥ 40% | ≥ 40% |
| Clariane top management (≈ top 150) | 56% | 54% | 53% | ≥ 50% | ≥ 50% |
| Facility directors | 69% | 71% | 71% | | |

* 2026 target back to 2023 performance after anticipated impact from activity scope variation.

Equity perception by employees

[Find out more](#)

| | 2023 | 2024 |
|---|------|------|
| % employees agreeing with the statement : “No one is being discriminated against at work because of origin, age, gender, background or sexual orientation.” | 87% | 87%* |

*The response rate to the employee satisfaction survey was 70% in 2024, i.e. more than 43,000 responses.

Employees with a disability

| | 2022 | 2023 | 2024 | |
|-----------------|-------|-------|-------|-------------------------------|
| % employees (*) | 5% | 4% | 3,3% | Find out more |
| Total | 2,306 | 2,485 | 2,275 | |

(*) Full-Time Equivalent, permanent workforce

Average age

| | 2022 | 2023 | 2024 | |
|-------------|------|------|------|-------------------------------|
| Average age | 44 | 44 | 45 | Find out more |

Average seniority (*)

| | 2022 | 2023 | 2024 | |
|------------------------|------|------|------|-------------------------------|
| Average tenure (years) | 7.5 | 7.5 | 7.7 | Find out more |

(*) Full-Time Equivalent, permanent workforce
(6.7 years in 2019)



Fairness



Develop a fair and sustainable business operating model that benefits our patients, residents and their families, our employees and other stakeholders for all our business lines and investment decisions.

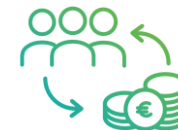
Integrity

- Business ethics
- Human rights
- Responsible purchases



Value sharing

- Value sharing with employees
- Profit reinvestment
- Benefit schemes for front-line employees



Employability & talent development

- Employability through training
- Internal mobility



Women empowerment

- Women promotion and leadership
- Protection against violence





Key policies

[Find out more](#)

Group policies



- › [Human Rights Policy Statement](#)
- › [Duty of Care Plan](#)
- › [Sustainable Procurement Charter](#)
- › [Ethics Charter](#)

Anti-corruption training

[Find out more](#)

| | 2022 | 2023 | 2024 |
|--|------|------|------|
| Top managers (≈ top 150) having completed the anti-corruption e-learning | 83% | 90% | 86% |

Data protection breaches

[Find out more](#)

| | 2022 | 2023 | 2024 |
|---|------|------|------|
| Data protection breaches declared to the local authorities | 18 | 18 | 21 |
| Percentage of data breaches involving personally identifiable information | 83% | 70% | 86% |
| Percentage of data breaches involving protected health records | 50% | 48% | 48% |

CSR evaluation of suppliers

[Find out more](#)

- Listed suppliers are defined as suppliers with an annual consolidated sales turnover with the Clariane Group above a certain threshold. In 2024, the Group had 1,200 listed suppliers representing 82% of its annual purchasing volume.
- Clariane requires all listed suppliers to be assessed on their CSR policies, and more specifically those related to the UN Global Compact, by an external provider (EcoVadis or an equivalent assessment validated by Clariane).

| | 2023 | 2024 |
|--|------|------|
| Listed suppliers with a valid EcoVadis score | 33% | 37% |



Training and career development

Develop employability throughout the employee journey by providing qualifying training, to enable everyone to progress and evolve professionally.

Employees engaged in Qualifying Paths

[Find out more](#)

- A qualifying path is a training programme leading to an external diploma or recognized certification. If the training is organised in-house, its content must be validated by a public body, in order for the certification issued to be recognized. This type of training generally lasts at least 25 hours.
- The most frequent types of qualifying paths include apprenticeships, the Validation of Acquired Experience (VAE), or the facility director training programme. Mandatory or regulatory training courses are not included.

| | 2022 | 2023 | 2024 | 2025 | 2026 |
|--|--------------|--------------|--------------|--------------|--------------|
| Employees engaged in Qualifying Paths | 6,808 | 7,171 | 7,780 | 7,000 | 7,200 |
| France | NR | 2,672 | 2,843 | | |
| Germany | NR | 3,243 | 3,275 | | |
| Belgium | NR | 562 | 903 | | |
| Italy | NR | 324 | 412 | | |
| Spain | NR | 118 | 132 | | |
| Netherlands | NR | 171 | 215 | | |
| Employees engaged in Qualifying Paths (% FTE) | 11.8% | 11.7% | 12.1% | | |

Apprentices

[Find out more](#)

| | 2022 | 2023 | 2024 |
|----------------------------|--------------|--------------|--------------|
| Apprentices | 3,001 | 3,116 | 3,116 |
| Apprentices (% FTE) | 5.2% | 5.2% | 4.9% |

Training hours

[Find out more](#)

| | 2022 | 2023 | 2024 |
|--|---------|---------|---------|
| Hours of training (in person and e-learning) | 716,429 | 804,792 | 819,670 |
| Average / FTE (hours) | ND* | 11.6 | 11.8 |

Facility directors (+deputies) positions filled internally

[Find out more](#)

| | 2023 | 2024 | 2025 | 2026 |
|--------------|-----------|------------|------------|------------|
| Total | ND | 50% | 50% | 75% |
| France | ND | 54% | | |
| Germany | ND | 28% | | |
| Belgium | ND | 42% | | |
| Italy | ND | 47% | | |
| Spain | ND | 75% | | |
| Netherlands | ND | 20% | | |





Value sharing

Reinvest a significant part of company profits in the improvement of patients, residents and employees quality of life and share with employees part of the value they contribute to create.

Employee shareholding

[Find out more](#)

- In 2022, Clariane offered its employees a dedicated share ownership plan, KORUS 2022, enabling to become shareholders of the Group under preferential conditions. Nearly 15% of eligible employees participated in the offer (> 9,250 employees)
- In 2024, Clariane launched a reserved capital increase and a rights issue as part of the plan to reinforce the capital structure. While Clariane seeks to improve value-sharing in the long term, these transactions resulted mechanically in diluting current and former employees' holding

| | 2022 | 2023 | 2024 |
|---|-------|-------|-------|
| Share capital owned by current and former employees | 2.80% | 2.75% | 0.72% |

Dividends paid

| Financial year | 2021 | 2022 | 2023 | 2024 | Notes |
|--|-------------|-------------|-------------|-------------|---|
| Year of distribution | 2022 | 2023 | 2024 | 2025 | |
| Number of shares eligible for distribution | 103,280,392 | 106,179,916 | 106,828,536 | 355,980,761 | |
| Dividend per share | 0.35€ | 0.25€ | - | - | |
| Dividend paid | €36m | €27m | - | - | |
| | | | | | In accordance with the terms of the <i>Senior Facility Agreement</i> (as amended in July 2023 and February 2025), Clariane SE cannot pay dividend if the leverage remains above 5.0x. In June 2024, a reserved capital increase followed by a rights issue took place as part of the Plan to reinforce the financing structure announced in November 2023. |

Reinvestment in the Care mission (new indicator)

[Find out more](#)

In 2024, Clariane undertook to improve the reporting on the investment allocation, by defining an indicator along with a commitment to re-invest a significant portion of operating cash-flows in the Care mission. As such, Clariane has committed to invest at least €150m p.a till 2026

| | 2023 | 2024 | 2025-2026 |
|--|-------|-------|-------------|
| Reinvestment in the Care mission (in €m, p.a) | €205m | €181m | ≥ €150m p.a |





Women empowerment

Accompany women in their progression to the highest level of the organisation by addressing main barriers to promotion, securing equal compensation and valorizing women leadership style and values.

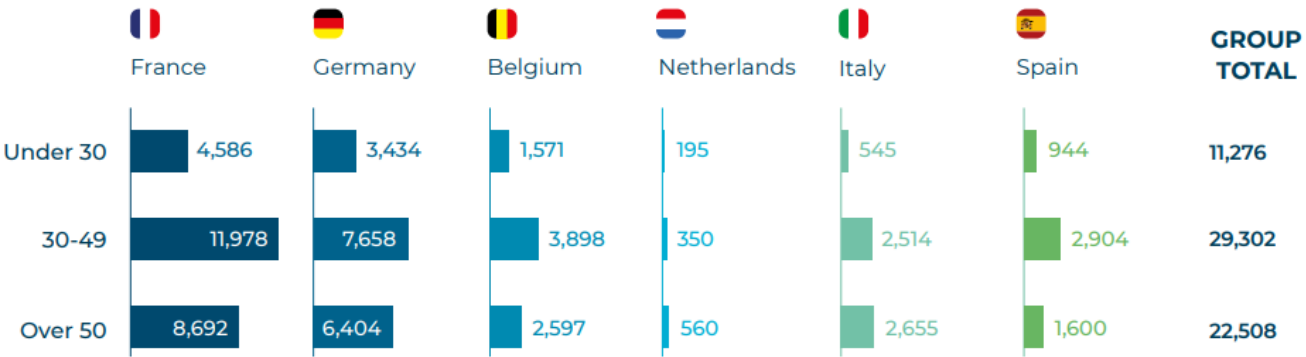
Women in management

[Find out more](#)

| | 2022 | 2023 | 2024 | 2025 | 2026 |
|------------------------------------|------|------|------|-------|-------|
| Group Management Board | 21% | 25% | 43% | | |
| Group + Country management boards* | | 42% | 38% | ≥ 40% | ≥ 40% |
| Top management (~top 150) | 56% | 54% | 53% | ≥ 50% | ≥ 50% |
| Facility directors | 69% | 71% | 71% | | |

*2026 target back to 2023 performance after anticipated impact from activity scope variation.

Gender breakdown by age (2024, FTEs)



Gender pay gap

[Find out more](#)

| Gender pay gap (%) | 2023 | 2024 |
|--------------------|----------------|--------|
| France | | 2.29% |
| Germany | | -1.22% |
| Belgium | | 2.61% |
| Netherlands | not calculated | 0.61% |
| Italy | | 0.81% |
| Spain | | -0.01% |



Sustainability



Protect our communities' life environment through the adaptation of our processes and behaviours to fight climate change and preserve biodiversity.

Climate

- Energy carbon footprint
- Value chain carbon footprint
- Adaptation to climate change



Circularity

- Materials & waste reduction
- Waste sorting & valorisation

Natural resources & Biodiversity

- Water & natural resources conservation
- Biodiversity protection & integration



Awareness & engagement

- Sustainability awareness
- Facilities empowerment





Carbon footprint and GHG

Carbon footprint

(GHG emissions in tCO₂ eq., **market-based**)



[Find out more](#)

| | 2021 | 2023 | 2024 | change 2024 vs. 2023, in % | change 2024 vs. 2021, in % | 2031 objectives (vs. 2021) |
|---------|-----------------|---------|---------|----------------------------------|----------------------------------|----------------------------------|
| | % of total | | | | | |
| scope 1 | 107,381 18% | 83,668 | 80,377 | -4% | -25% | |
| scope 2 | 42,092 7% | 42,067 | 43,295 | +3% | +3% | -46.2% (scopes 1 and 2) |
| scope 3 | 448,576 75% | 538,093 | 490,685 | -9% | +9% | -27.5% (on 73% of scope 3) |
| Total | 598,049 100% | 663,828 | 614,358 | -7% | +3% | -28% |

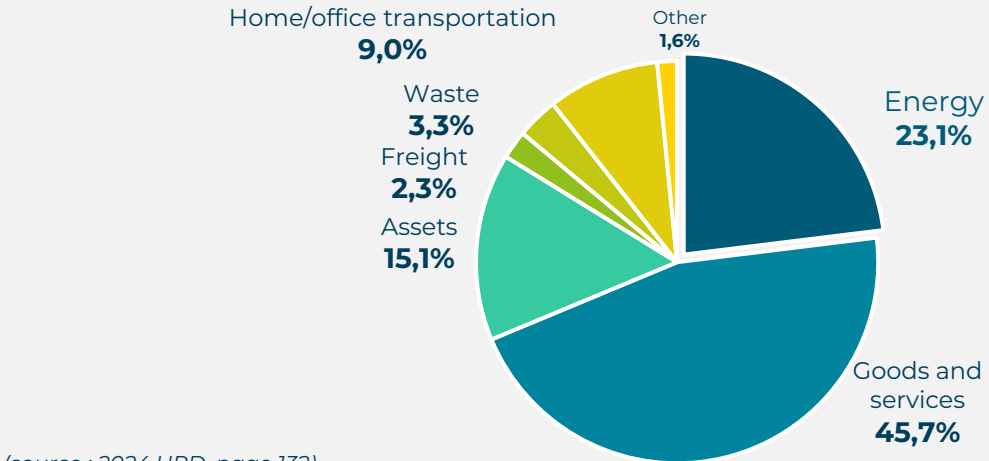
To define its transition plan targets, the Group used Shared Socio-Economic Pathways SSP1-1.6 and 2.9 scenarios set out by the IPCC in its 6th assessment report for limiting global warming to **well below 2°C** by 2100. These targets have been calculated using the Absolute Contraction Approach in relation to the 2021 base year.

EU Green taxonomy

[Find out more](#)

| | 2022 | | 2023 | | 2024 | |
|-------------|----------|-------|----------|-------|----------|-------|
| | Turnover | CapEx | Turnover | CapEx | Turnover | CapEx |
| Eligibility | 1% | 30% | 2% | 32% | 2% | 63% |
| Alignment | 0% | 12% | - | 8% | - | 10% |

(*) BREAKDOWN OF 2024 GHG EMISSIONS BY SOURCES



(source : 2024 URD, page 132)

Carbon intensity

(tCO₂eq. / €m revenue, **market-based**)

[Find out more](#)

Total GHG emissions/revenue (tCO₂eq./€m)
Revenue (€m)

| | 2021 | 2024 | change 2024 vs. 2021, in % |
|-----------------------------|-------|-------|-------------------------------|
| Total GHG emissions/revenue | 139 | 116 | -16% |
| Revenue | 4,311 | 5,282 | +23% |





Energy carbon footprint

Reduce our Energy carbon footprint by further adapting our behaviors, operating energy-efficient facilities and strongly reducing our usage of fossil fuels.

Energy-linked carbon footprint

[Find out more](#)

| | 2022 | 2023 | 2024 | 2026 |
|--|---------|-------------|----------|------|
| Total volume (tCO ₂ e – location-based) | 150,165 | 155,080 (*) | 150,251 | |
| Reduction vs. 2021 | | -6% | -9% | |
| Total volume (tCO ₂ e – market-based) | | 143,385 | 141,623 | |
| Reduction vs. 2021 | | -14% | -15% (*) | -27% |

(*) in 2023, the Group has switched from a location-based (country emission factors) to a **market-based** (supplier emission factors) methodology. Recalculation of 2021 in market-based has not been done

Energy consumption volumes

[Find out more](#)

| | 2022 | 2023 | 2024 | 2026 |
|----------------------------------|---------|---------|---------|------|
| Energy consumption volumes (MWh) | 772,458 | 737,047 | 720,697 | |
| Reduction vs. 2021 | -9% | -13% | -15% | -30% |

Energy mix

[Find out more](#)

| | 2023 | 2024 | 2026 |
|---|------|------|-------|
| Share of fossil fuels in the energy mix | 67% | 66% | ≤ 50% |

Energy intensity

[Find out more](#)

| | 2022 | 2023 | 2024 |
|--|------|------|------|
| Energy intensity of facilities operated (kWh/sq.m./year) | 160 | 151 | 149 |

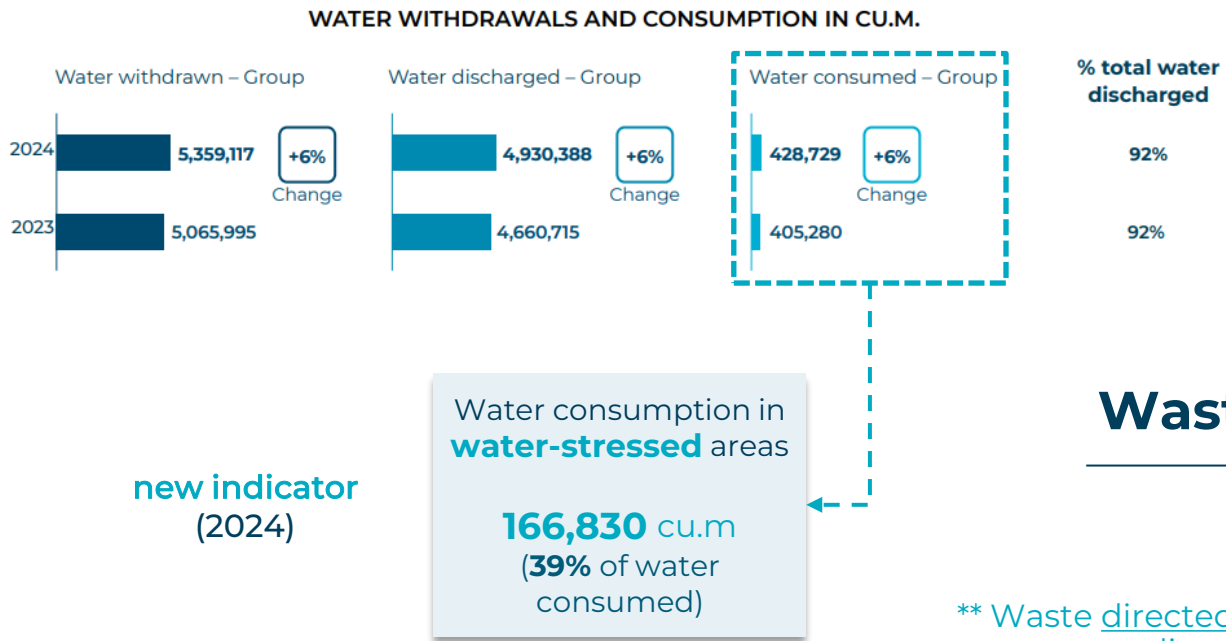




Water consumption (*)

[Find out more](#)

(*) A conservative estimate of 8% was used to take into account the proportion of volumes withdrawn that are consumed (through evaporation due to various uses in the facility and the watering of green spaces)



** Waste directed to disposal

** Waste not directed to disposal

Recycling (waste) (*)

[Find out more](#)

(*) 63% of the Group's waste volume in 2024 was based on extrapolated or estimated local data, compared with 72% in 2023. The inventory of existing supplier reporting in each country in 2024 helped to improve this rate. The data presented below are based on available supplier data for volumes of waste collected in the Group's six countries of operation.

Volumes of waste generated (metric tons)
(% of hazardous waste)

% of waste recycled (new indicator)

| 2024 | 2026 |
|-------------|-------|
| 41,410 (2%) | NA |
| 44% | > 30% |

Waste volumes by treatment type

[Find out more](#)

| | 2023 | | | 2024 | | |
|---------------------|--------------|-----------|---------------------------|--------------|-----------|---------------------------|
| | Incineration | Landfill | Other disposal operations | Incineration | Landfill | Other disposal operations |
| Hazardous waste | 18 | 5 | - | 13.81 | 0.20 | - |
| Non-hazardous waste | 224 | 4,987 | - | 259.52 | 5,008.54 | - |
| | Reuse | Recycling | Other recovery operations | Reuse | Recycling | Other recovery operations |
| | | | | | | |
| Hazardous waste | - | 217 | 1,172 | - | 8.51 | 907.04 |
| Non-hazardous waste | - | 20,973 | 14,680 | - | 18,170.80 | 17,041.62 |



Locality



Harness our geographic footprint and diverse network of facilities to improve access to care, build a resilient local ecosystem and contribute to economic momentum in the regions in which we operate.

Local economy

- National purchases
- Local purchases
- Inclusive purchases



Local communities

- Partnership with local stakeholders
- Philanthropic initiatives



Local economy

Maximize supply of products and services made in the country of operations and also locally to participate in boosting the economy of the regions in which we operate and contribute to reducing the carbon footprint of our supply chain.

Purchases of national origin

[Find out more](#)

Proportion of sales made with listed suppliers that they declare to be made with products of national origin, i.e. from the country in which the facility placing the order is located. This indicator is calculated based on data provided by the supplier in a questionnaire sent by Clariane.

Listed suppliers who provided data on product origins represent 37% of the Group's purchasing volumes in 2024.

| | 2022 | 2023 | 2024 | 2025 | 2026 |
|--|------|------|------|-------|-------|
| Purchases of national origin with listed suppliers | 80% | 79% | 78% | ≥ 75% | ≥ 75% |

Food supply origin

[Find out more](#)

| | 2022 | 2023 | 2024 |
|---|------|------|------|
| Food supply of French origin | 82% | 82% | 82% |
| Food supply of regional origin (same administrative region as purchasing site) | 16% | 17% | 18% |
| Fruit and vegetables supply of local origin (within a radius of < 150km* of the supply depot) | 36% | 36% | 33% |

*200 kilometers for the Ile-de-France region

Inclusive Purchases

[Find out more](#)

Clariane has defined 3 types of inclusive suppliers :

- structures dedicated to employing people with disabilities;
- structures dedicated to helping people to access the job market;
- other social and solidarity economy structures: cooperatives, mutual societies, charities, foundations and businesses (notably ESUS-approved companies in France).

| | 2024 |
|--|------|
| Inclusive purchases (% of total Group purchases) | 2.4% |
| Amount of inclusive purchases (€m) | 24M€ |
| Number of inclusive suppliers | 598 |

Economic footprint

Economic footprint in France measured by the consultancy firm Asteres based on Clariane activity data (employment, wages, purchases, taxes).

| | 2024 |
|---|--------------|
| Direct, indirect and induced jobs | 44,150 |
| Job supported (at Clariane's suppliers) for 1 FTE at Clariane | 0.6 |
| Economic activity generated in France (direct, indirect, induced) | €5.4 billion |
| Economic activity generated for 1€ turnover at Clariane | €1.3 |





Local communities

- Develop local partnerships (public, private, associations) to strengthen relationships between local communities, our patients / residents, families and employees.
- Be an active and engaged local player by supporting local projects & charities that contribute to the common-good of local communities

Local partnerships

[Find out more](#)

A local partnership is defined as a partnership with a local organization or volunteers, generally formalized by a partnership agreement, with the aim of carrying out regular joint initiatives (at least once a year) with a positive impact on residents/patients/families, our employees and local communities. The last survey conducted (2023) covered 630 facilities.

| | 2021 | 2022 | 2023 |
|--|------|------|------|
| Facilities with at least one local partnership | 97% | 99% | 97% |
| Average number of local partnerships by facility | | | 6 |

Clariane Foundation



[Find out more](#)

In 2023, the Clariane Foundation – formerly the Korian Foundation for *Ageing Well*, whose goal was to encourage and promote social inclusion among the elderly – was extended for three years. Since then, the Clariane Foundation has been dedicated to caregivers and the care professions.

| | 2024 |
|---|--------|
| Events | 63 |
| Participants in events | 3 170 |
| Views/listens to content produced by the Foundation | 12 630 |



[Foundation website](#)

Philanthropy

[Find out more](#)

Clariane's support two corporate Foundations in France and Germany (see below) as well as direct support to external philanthropic initiatives.

| | 2021 | 2022 | 2023 | 2024 |
|---|------|------|------|------|
| Budget allocated to philanthropic actions (€ million) | 1.5 | 1.8 | 2.2 | 2.0 |

Korian Germany Foundation



[Find out more](#)

The Korian Foundation for Care and Ageing Well was created in 2020 in Germany. Its actions are focused on the well-being of caregivers and, more generally, all people active in the care sector.

| | 2023 | 2024 |
|--------------------------|------|------|
| Projects | 8 | 6 |
| Workshops for caregivers | 65 | 42 |



[Foundation website](#)



Innovation



Encourage and enhance innovation to help better prevent illnesses, increase the effectiveness of treatments and enhance the quality of life and satisfaction of patients, residents, families, employees and other stakeholders.

Medical research

- Collaborative research & partnerships
- Knowledge-sharing and application



Innovation in healthcare & care

- New medical & care practices
- New organizational models
- New offers & services



Research and innovation productions

[Find out more](#)

| | 2022 | 2023 | 2024 | 2025 | 2026 |
|--|------|------|------|------|------|
| Communications from research and innovation projects | 109 | 82 | 105 | 53 | 80 |
| of which : | | | | | |
| scientific articles in indexed journals | 21 | 31 | 30 | | |
| articles in professional journals | - | 3 | 3 | | |
| oral communications at conferences | 49 | 34 | 46 | | |
| posters at conferences | 39 | 14 | 26 | | |

Breakdown by themes

[Find out more](#)

| | 2023 | 2024 | 2025 | 2026 |
|---------------------------|------|------|------|------|
| Group total | 82 | 105 | 53 | 80 |
| Mental health | 44 | 44 | | |
| Rehabilitation | 14 | 27 | | |
| Neurogeriatric healthcare | 16 | 19 | | |
| Other | 8 | 15 | | |

Active research projects



49
committed
research protocols



Over 1,600
patients voluntarily
included in trials



112
active investigation
centres

Note

The strong increase in 2024 results from several factors: deferrals of scientific developments initially planned for 2023 due to delays in certain clinical studies; proactive communication on research issues in Clariane Group countries and increased vigilance to ensure that affiliation with Clariane is systematically cited in scientific publications





Innovation in healthcare and care

Deploy and scale up new medical and care practices, new organisational models and new offers and services in order to meet changing societal needs and improve the quality of life of our residents/patients, families and employees.

Telemedicine

[Find out more](#)

Roll-out of telemedicine services is a major opportunity to improve the **accessibility** and **continuity** of care, both in nursing homes and clinics.

While the indicator was tracked only for nursing homes in France through 2 indicators (nb. of nursing homes equipped with telemedicine carts and nb. of remote consultations), Clariane has set **2026 target deployment rates** :

- for nursing homes 60%
- for clinics 70%

As of June 2024 (**first year of reporting**), the deployment rate among group facilities, was the following :

→ NURSING HOMES

| (in %) | 2023 | 2024 | 2026 |
|-------------|------|------|------|
| GROUP | ND* | 19% | 60% |
| France | - | 37% | |
| Germany | - | 0% | |
| Belgium | - | 0% | |
| Netherlands | - | 0% | |
| Italy | - | 0% | |
| Spain | - | 35% | |

→ CLINICS

| (in %) | 2023 | 2024 | 2026 |
|-------------|------|------|------|
| GROUP | ND* | 26% | 70% |
| France | - | 21% | |
| Germany | - | 0% | |
| Belgium | - | 0% | |
| Netherlands | - | 0% | |
| Italy | - | 0% | |
| Spain | - | 85% | |

Employee application



The Koala application is the mobile digital companion for facility staff. Its objective is to simplify daily and administrative tasks and reduce the associated workload by facilitating the sharing of information in real time, the digitisation of procedures and the centralisation and interconnection of existing tools. Its roll out started in France in 2023.

| | 2023 | 2024 |
|---------------------------|------|------|
| Sites equipped with Koala | 16 | 63 |

*ND : no data (new indicator)



Inclusive Governance



Ensure that all stakeholders in our communities and at all levels of our organization are listened to and that they are associated and collaborate effectively to the achievement of the company mission.

Empowered stakeholder councils

- National stakeholder councils
- Local stakeholder councils



Active social dialogue



Empowered stakeholder councils

Enforce fair business practices, internally and with all our external stakeholders, particularly suppliers and public authorities or agencies, to protect labour rights, secure fair competition & fight against corruption.

Stakeholder dialogue at site level

[Find out more](#)

- At the level of each facility, platforms for dialogue with residents, patients and families are set up in order to involve them in the life and running of the facility.
 - The composition and functioning of these bodies have specific characteristics depending on the local culture and regulatory framework :
 - in France: social life councils for nursing homes (CVS), users' commissions for clinics (CDU)
 - in Germany: House Council (Heimbeirat) or House Delegate (Heimfürsprecher);
 - in Belgium; residents' councils or users' councils (Gebruikersraad);
 - in the Netherlands: Customer Council (Cliëntenraad).
- Similar bodies have been set up on a voluntary basis in Italy and Spain.

Facilities where a stakeholder dialogue body is active

2024
89%

Stakeholder dialogue at national level

[Find out more](#)

- At the national level, the Stakeholders' Councils are responsible for advising Clariane on topics related to the Company's activity and strategy, including its CSR approach, relations with its stakeholders, and societal issues related to ageing and health.
- By the end of 2023, these councils were in place in France, Germany, Belgium, Italy and the Netherlands, in accordance with the commitment made in 2019 for this geographical scope. The creation of a similar body is also underway in Spain.

| | 2022 | 2023 | 2024 | 2025 | 2026 |
|--|------|------|------|---------------|---------------|
| Countries of operation with a national stakeholder council | 4 | 5 | 5 | All countries | All countries |

Facility directors trained in social dialogue

[Find out more](#)

| | 2023 | 2024 | 2025 | 2026 |
|-------------|------|------|------|-------|
| Total | ND | 42% | 50% | ≥ 95% |
| France | ND | 60% | | |
| Germany | ND | 30% | | |
| Belgium | ND | 19% | | |
| Italy | ND | 54% | | |
| Spain | ND | 43% | | |
| Netherlands | ND | 0% | | |

