

Human Resources Policy

The Clariane Group is **Europe's leading community for care, health and hospitality services serving people in vulnerable situations.**

Located in **six countries**, the Group offers nursing homes, specialized healthcare facilities and services, social services, home care and services and shared housing.

Every day, tens of thousands of professionals are committed to helping the most vulnerable. Their work combines **technical expertise, medical know-how, and qualitative human relationship**. Caring, accompanying, listening, supporting, and comforting require personal commitment, professional rigor, and a deep sense of humanity based on strong and shared values: **Trust, Initiative, and Responsibility**.

In this context, the Clariane Group's Human Resources policy aims to ensure that the Group's mission is fully embraced, embodied and applied by all teams: **"Taking care of each person's humanity in moments of fragility"**. To achieve this, the Group's Human Resources policy must make it possible **to take care of those who care while guaranteeing the quality of care and services for residents and patients every day of the year**.

It aims to provide all **employees with a safe, fair, fulfilling and meaningful working environment**. It addresses the major challenges of our sector **in terms of social utility, attractiveness, loyalty, training, quality of life at work and recognition**.

1. Priority issues of the HR policy

The Group's Human Resources policy is based on the following main challenges, with the aim of consolidating a solid, committed and recognized professional community, capable of achieving Clariane's mission:

- Preserving the **physical and mental health** of professionals in the face of heavy workloads;
- The **attractiveness and technicality of the (health-)care professions**, in a context of lasting tensions on the job market in Europe due to the mismatch between supply and demand for caregivers and other service personnel;
- Capacity to follow **qualifying training** facilitating access to Group's professions;
- **Employability and career development** prospects throughout the professional career;
- **Recognition, consideration** and listening as drivers of engagement;
- Opportunities given to everyone to fully contribute fully in an **inclusive and fair environment**.

This policy is in line with the five social and environmental objectives defined by Clariane's mission as a purpose-driven company, and more particularly with the commitments of **Consideration** and **Equity**, as well as the fundamental principle of **Inclusive Governance**.

2. Commitments related to Consideration

- **Occupational health and safety** : Deploy a culture of prevention and shared responsibility, to sustainably reduce workplace accidents and absenteeism, while promoting the physical and psychological well-being of each employee.

- **Social and psychological support** : Provide social and psychological support services or solutions in moments of personal or professional vulnerability, in line with real situations experienced in the field.
- **Managerial culture** : Promote a leadership model at the service of teams, based on listening, recognition, empowerment and solidarity.
- **Diversity and inclusion** : Building a culture of equity, respectful of singularities and mobilizing the richness of the diversity of backgrounds, origins and identities.
- **Social innovation** : Experiment and then roll out new solutions: mobile applications, participatory approaches, hybrid organizations to improve quality of life at work and free up qualitative time of caregivers.

3. Commitments related to Equity

- **Attractiveness and loyalty** : Implement a coherent employer promise, promoting the care professions through innovative recruitment systems and a flexible work organization, fully integrating the wishes of employees.
- **Professional development** : Offer everyone the opportunity to develop their skills throughout their career, leveraging qualifying training, internal mobility and active talent management.
- **Compensation and value sharing** : Ensure fair and transparent compensation, while strengthening benefits, employee shareholding, and profit-sharing schemes, particularly for frontline workers.
- **Professional equality** : Supporting the advancement of women at all levels of the organization, fighting against gender stereotypes and preventing any form of violence or discrimination.

4. Commitments related to Inclusive Governance

- **Social dialogue** : Ensuring effective employee representation and regular, respectful and productive social dialogue at all levels of the organization.
- **Listening and engagement** : Encourage employee participation and expression, in particular through engagement surveys, internal consultations and structured feedback at each project launch.

5. Modalities of implementation

Clariane General Management ensures that this policy is:

- Integrated into the **strategic and financial plans** of each business unit;
- Deployed in **compliance with regulatory requirements** and local specificities;
- Managed using **shared indicators**, in particular those of the CSR dashboard;
- Monitored as part of a **continuous improvement process**, through concrete action plans;
- **Communicated clearly** and regularly to all employees.

6. Scope

This policy applies to **all the geographical areas** where Clariane operates. It **concerns all the Group's activities** and employees, regardless of their function, status or contract. It extends, where applicable, to external stakeholders, in particular for issues relating to health, safety and working conditions.

Paris, November 15th, 2025

Clariane Chief Executive Officer

Signature

Sophie Boissard

A handwritten signature in black ink, appearing to be "S. Boissard", is written over the printed name "Sophie Boissard". The signature is fluid and stylized, with a large loop at the beginning and a long, sweeping underline.

Human Resources Policy Main priorities



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



Employee Health and Safety

The Employee Health and Safety Management System structures Groupe Clariane's actions in terms of employee health and safety and covers 100% of employees. The rules and practices of prevention also apply to all non-employee workers working in facilities.

In accordance with the **European Agreement for Health, Safety and Accident Prevention** established jointly with the Works Council of the European Company (EWC), 8 groups of measures must be implemented in the Group's facilities:

- Deploy a proactive health and safety culture through awareness campaigns, trained safety ambassadors, constructive social dialogue, and clear multi-year accident-reduction goals, supported by exemplary leadership and continuous monitoring to improve performance across all countries.
- Ensure safe working environments by providing structured onboarding, ergonomic tools, proper equipment, and continuous training that directly improve employees' operational safety and daily working conditions.
- Enhance prevention and protection against violence by improving training, reporting systems, employee anonymity, legal support, incident analysis, and rapid social and psychological assistance, ensuring a safer working environment for all employees exposed to aggression risks.
- Enhance well-being by improving work organization, preventing stress, offering psychological support services, and developing initiatives that reduce health risks and support long-term employee balance.

- Strengthen employee involvement in safety by organizing annual awareness campaigns, promoting public-health actions, and encouraging individual accountability in daily professional practices.
- Improve safety management through predictive analysis, near-miss tracking, and structured action plans that guide continuous improvement and maintain up-to-date risk-assessment documentation.
- Foster long-term inclusion by facilitating internal redeployment, strengthening end-of-career pathways, offering mobility options, and promoting mentoring opportunities for senior or disabled employees.
- Integrate dedicated safety-risk assessments into construction and renovation projects, including climate-related risks, supplier coordination, and structured consultation with employee representatives.

In terms of **social and psychological support**,

- Implement listening channels (hotline or identified service, internal or external) allowing each employee to express themselves and be listened to.
- Offer social and psychological support services to advise and support in the resolution of personal problems, conflicts in the workplace and emergency situations.
- Offer tools for managing and preventing stress, psycho-social risks and conflicts at work (training, conferences, digital applications, etc.)



Diversity and inclusion

- **Fight against all forms of discrimination and promote inclusion** by implementing:
 - training on diversity and inclusion for everyone, especially managers,
 - an alert system for reporting any act of discrimination.
- **Adapt HR processes, where necessary, to ensure fair treatment of every employee**, regardless of background and culture, race, sexual orientation and gender identity, disability, age, nationality, religion or belief, disability or any other constitutive criterion of the person.
- **Measure the effectiveness of actions through internal indicators, including the annual employee survey, and external audits or certifications.**



Equity: *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*



Attractiveness, staff retention and working conditions

- **Anticipate workforce needs through strategic planning and define an agile work organization and schedule management** in order to limit the impact of activity variations and absences as much as possible.
- Implement actions to **promote and bring to life Clariane's employer promise** ("you have all your place to make a difference") throughout the employee journey.
- **Regularly measure**, particularly during the annual employee survey, employee satisfaction, commitment and expectations, and co-define with them actions to improve working conditions.



Training and skills development

- Through the **Clariane Universities** in each country, and based on the main job expertise identified within the Group, develop the talent reference frameworks, content and development tools to contribute to **the professionalization, progression and promotion of employees:**
 - **Structure and develop the content of the training offers** within the four academies: Academy of Care, Academy of Hospitality and Services, Academy of Management and Academy of Leadership.
 - **Manage qualifying training paths** in connection with the main channels of access to employment, in particular initial training (training courses leading to qualifications including apprenticeships), continuing vocational training, validation of prior experiential learning, and professional retraining pathways.
 - **Communicate to employees internally and externally** about the training offer and skills development opportunities at Clariane.

- Promote **internal professional development** by articulating identification of needs during annual performance evaluation campaigns, recommendation of training and development paths, and promotion of internal mobility schemes, particularly towards site manager positions.



Compensation and Benefits

- **Guarantee a fixed base salary** at or above the benchmark minimum wages in the main European markets in order to guarantee a decent standard of living for its employees.
- **Offer** all Clariane employees **social benefits (health, pension insurance and other benefits in kind)** adapted to the situations and challenges of employees, and to cope with major life events.
- **Implement variable compensation criteria consistent** with Clariane's social mission and its economic, social and environmental objectives.
- **Facilitate and promote access to employee share ownership** for all Group employees in order to increase their involvement in the Group's governance.



Gender equality

- **Fight against all forms of violence against women** through awareness-raising, training and internal and external alert systems and protection mechanisms.
- **Facilitate and promote the representation of women at all levels of the organization** through promotion, equitable remuneration with men and the development and promotion of female leadership styles.



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.*

Social dialogue

Implement a regular, balanced and contributory social dialogue in accordance with the principles set out in the European Charter on the Fundamental Principles of Social Dialogue:

- Guarantee the right of expression, representation and freedom of association of employees, and provide information on these rights.
- Organize social dialogue at all levels (European, national, regional and local), at a frequency and with sufficient means to allow a productive contribution, and guarantee the protection of staff representatives and their freedom of speech.
- Train managers in social dialogue and provide them with the tools to inform their teams.
- Monitor the proper implementation of the agreements resulting from the social dialogue, in particular through the implementation of indicators and their communication.