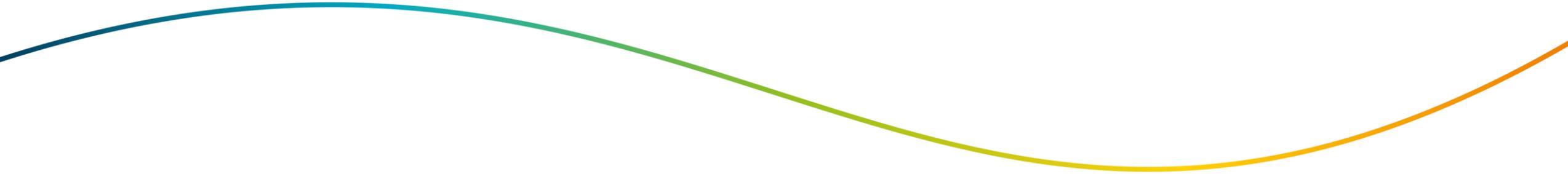


clariane

CSR indicators summary
Full-year 2025



This document summarizes Clariane's key CSR indicators, targets and progress as of 2025

All data is retrieved from the Group's **Universal Registration Documents** (2025, 2024, 2023) (*)

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

2026 target

ND : no data

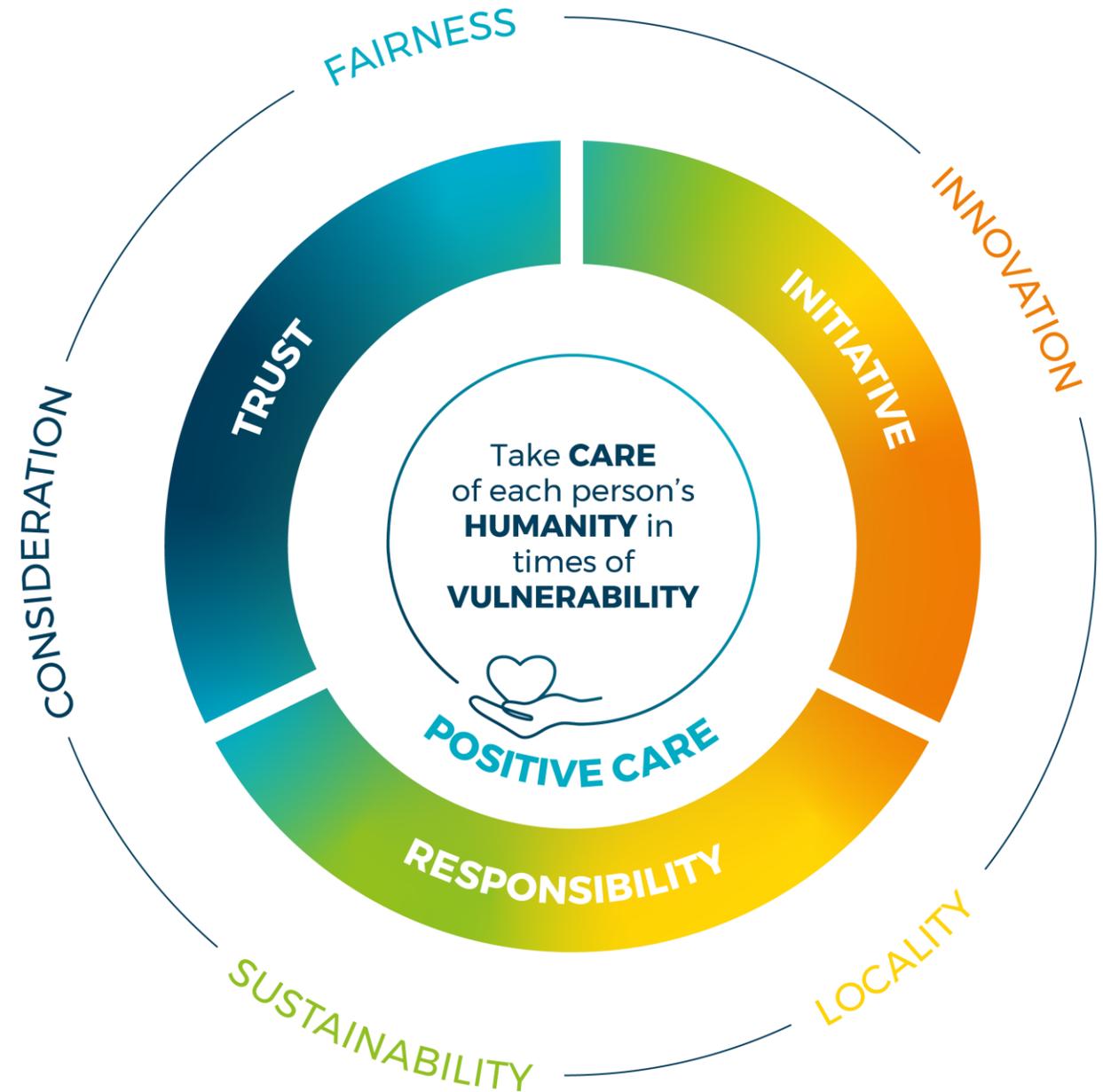


Clariane, a purpose- driven company

One purpose

Three values

Five commitments



CSR strategy - the initiatives in detail

● Impact initiatives (oversight by the Mission Committee)

Consideration

Fairness

Sustainability

Locality

Innovation

INCLUSIVE GOVERNANCE

● Empowered stakeholder councils

▪ Active social dialogue

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

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

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

Local economy

- Local & national purchasing
- Inclusive purchasing

Local communities

- Local stakeholder partnerships
- Philanthropic initiatives

Medical research

- Collaborative research & partnerships
- Knowledge-sharing & application

Innovation in healthcare and care

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



GROUP CSR Dashboard 2024-2026 (1/2)

Indicators	2024	2025	(reminder) Targets 2025	Status vs. targets (> = <)	Target levels 2026
Consideration score (/10)	8.3	8.4	≥ 8.0	>	≥ 8.0 Group / country levels
Net Promoter Score patients / residents / families (-100 to +100)	44	45	≥ 42	>	≥ 40
Employees Net Promoter Score	5	12	≥ 5	>	5
Turnover	22%	20%	< 2024	>	18%
Quality of care (care homes) – composite indicator :					
▪ Residents with pressure sores	2.8%	2.6%	≤ 5%	>	≤ 5 %
▪ Use of physical restraints (belts, bed rails, etc.)	11.5%	9.4%	13%	>	12%
▪ Residents with up-to-date personalised plan	98.3%	98.7%	98%	>	99%
Proportion of ISO 9001- or Qualisap-certified facilities					
▪ Care and healthcare facilities	98%	99%	≥ 95%	>	≥ 95%
▪ Other activities	64%	93%	≥ 40%	>	≥ 95%
Lost time accident frequency rate	31	28	30	>	29
Absenteeism rate	10.4%	10.6%	10%	<	10.8%
Employees enrolled on qualifying training paths	7,780	7,743	7,000	>	7,200
Facility director positions filled internally	50%	55%	50%	>	75%
Women on Group and country management boards	38%	40%	≥ 40%	=	≥ 40%
Women in Top Management (~top 150)	53%	51%	≥ 50%	>	≥ 50%



GROUP CSR Dashboard 2024-2026 (2/2)



Indicators	2024	2025	(reminder) Targets 2025	Status vs. targets (> = <)	Target levels 2026
Energy-related GHG emissions (vs. 2021)	-15%	-23.5%	-22%	>	-27%
Waste sorted and recycled	44%	40%	1st measure (**)	=	≥ 30%
CSR awareness-raising initiatives (min. per country)	5 per country	9	4 per country	>	4 per country
Purchases of national origin (referenced suppliers)	78%	78%	≥ 75%	>	≥ 75%
Scientific and health innovation communications	105	79	54	>	80
Sites with active local stakeholder dialogues	89%	91%	90%	=	≥ 95%
Active national stakeholder councils	5	5	6	<	all countries
Site managers trained in social dialogue	42%	68%	50%	>	≥ 95%



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 as well as rythm of life.

Consideration score

Patient/resident/families

[Find out more](#)

Scale : 0 to 10

Annual satisfaction survey conducted by IPSOS (85,092 respondents in 2025).
Answer to : "To what extent do you feel that you/your relative is well regarded and respected ?"

	2023	2024	2025	2026
All activities	8.3	8.3	8.4	≥ 8.0 in all countries
Nursing homes	8.1	8.2	8.3	
Clinics	8.7	8.6	8.6	
Senior Assisted living	8.5	8.2	8.3	
Home care	8.9	9.0	9.1	
Social care	NC	NC	8.7	
Shared Assisted living	NC	NC	8.6	

Quality of care composite

Nursing homes only

	2023	2024	2025	2026	
Prevalence of pressure sores	2.7%	2.8%	2.6%	≤ 5%	Find out more
Use of physical restraints (bed rails, jumpsuits, belts, etc.)	15.2%	11.5%	9.4%	12%	Find out more
Residents with up-to-date personalized plan	87.7%	98.3%	98.7%	99%	Find out more

Impact of Positive Care (new indicator since 2024)

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	2025
Question related to comfort / safety	8.3	8.2
Question related to alignment to pace / wishes	8.1	8.1
Question related to alignment to needs / personal circumstances	8.1	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 (**85,092** respondents in 2025).
NPS = % promoters (scores 9/10 and 10/10) - % detractors (scores from 0 to 6/10)

	2023	2024	2025	2025	2026
All activities	44	44	45	42	≥ 40
Nursing homes	35	38	39		
Clinics	54	55	55		
Senior Assisted living	57	46	50		
Home care	68	71	75		
Social care	NC	NC	54		
Shared living	NC	NC	37		

Serious Adverse Events (SAEs) 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**.

1. Serious Adverse Events

	2023	2024	2025
All activities	0.56	0.84	1.06
Nursing homes	0.49	0.71	1.03
Post-acute	0.28	0.54	0.66
Mental health	2.55	2.78	1.95

[Find out more](#)

2. Complaints

	2023	2024	2025
All activities	1.73	2.03	2.77
Nursing homes	1.75	2.16	3.01
Post-acute	1.94	0.5	2.08
Mental health	0.79	2.37	0.7

[Find out more](#)

Notes

No target for reducing the frequency of reports. Thus, the proportion of the most serious events (rated C and D on an A-D scale) **decreased from 31% to 22% between 2024 and 2025.**

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.

	2023	2024	2025
360° internal audits conducted (nb.of facilities)	612	823	435
360° audit – facilities rated A or B (*)	72%	78%	81%
Public authorities' audits – facilities rated A or B (*)	88%	87%	87%

[Find out more](#)

[Find out more](#)

(*) Scale : from A to D

ISO 9001/Qualisap certification [Find out more](#)

	2023	2024	2025	2026
Nursing homes + clinics certified	100%	98%	99%	≥ 95%
Other activities certified	ND	64%	93%	≥ 95%

Notes

As SAEs only relate to events likely to have serious consequences, they are, by definition, less numerous than complaints.

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.





Employee health and safety

Strengthen health and safety policy to avoid work-related accidents, reduce work arduousness and help employees take care of their physical and mental well-being.

Lost time accident frequency rate

(/1 million hours worked)

[Find out more](#)

	2023	2024	2025	change (2025 vs. 2024, in pts)	2026
Total	37	31	28	-3 pts	29
France	56	42	35	-7.2 pts	
Germany	16	21	21.5	+0.5 pt	
Belgium	33	30	28	-2 pts	
Italy	18	15	14	-1 pt	
Spain	40	35	33	-2 pts	
Netherlands	7	2	2.6	+0.6 pt	

Nb. of accidents with lost time

[Find out more](#)

	2024	2025	% change (2025 vs. 2024, in ppts)
Total	2,860	2,607	-9%
France	1,647	1,370	-17%
Germany	489	527	+8%
Belgium	279	268	-4%
Italy	123	114	-7%
Spain	319	323	-2 pts
Netherlands	3	5	n.s

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 hours worked.

	2023	2024	2025	change (2025 vs. 2024, in pts)	2025	2026
Total - all workforce	11.4%	10.4%	10.6%	+0.2 pt	10%	10.8%
France	8.2%	7.9%	8.2%	+0.3 pt		
Germany	15.6%	12.9%	12.9%	0.0 pt		
Belgium	21.3%	17.7%	17.6%	-0.1 pt		
Italy	4.3%	4.3%	4.3%	0.0 pt		
Spain	7.0%	8.6%	9.2%	+0.6 pt		
Netherlands	9.6%	9.0%	9.9%	+0.9 pt		

Nb. of days lost due to work-related accidents or illness

[Find out more](#)

	2024	2025	% change (2025 vs. 2024, in %)
Total	145,016	173,793	+20%
France	125,796	155,330	+23%
Germany	2,917	4,474	+53%
Belgium	7,219	5,900	-18%
Italy	1,675	2,240	+34%
Spain	7,410	5,849	-21%
Netherlands	n.d	n.d	-

In **France**, days lost due to work-related accidents continued to be recorded via the payroll system in 2025 and do not yet reflect adjustments made following the final confirmation of work-related accidents and occupational illnesses recognized by primary health insurance funds (CPAM). In **2026, improved data integration** should make it possible to accurately reflect the decline observed in the number of work-related accidents





Mediation with patients, residents and families

Facilitate positive and quick resolution of situations through mediation services.

Mediation

All activities

Perimeter : France (for 2023), Group (for 2024 and 2025)

[Find out more](#)

	2023	2024	2025
Mediation requests (Group)	31	39	39
<i>For 2022 and 2023, the indicators below related to France only</i>			
Requests by Clariane (%)	35%	33%	41%
Requests by residents, patients, or families (%)	65%	67%	59%
Admissible requests	20	25	27
Mediations started*	10	19	36
Agreements (%)	86%	95%	94%
Processing time (number of days)	34	25	40

*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 [2025 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

SPEAKING OUT AND BEING HEARD

Hotline or identified internal or external service

TAILORED INDIVIDUAL SUPPORT + GROUP SUPPORT

Individual contact with internal or external counsellor, for advice or psychological support

In the event of a personal problem (domestic violence, housing, debt, etc.)

Referral to experts in associations or public institutions

In the event of conflict or a crisis in the workplace

Mediation service, discussion groups, supervision

In the event of conflict in the workplace and the need for managerial support

Coaching and mentoring

In case of emergency

Solidarity fund

BUILDING RESILIENCE

Training courses offered in each country:
• Stress management and prevention
• Conflict management, for managers
Dedicated tools to better deal with stress

Deployment of the Group standard

[Find out more](#)

	2023	2024	2025	change (2025 vs. 2024, in pts)	2026
Total	59%	72%	82%	+10 pts	100%
France	83%	92%	92%	+0 pt	
Germany	42%	67%	83%	+16 pts	
Belgium	58%	67%	75%	+8 pts	
Italy	50%	50%	67%	+17 pts	
Spain	33%	50%	67%	+17 pts	
Netherlands	67%	67%	75%	+8 pts	

Employees supported by the social service in 2025 - France

contacts with the social service **2,600**

long-term supports by the social service **818** [Find out more](#)

Number of solidarity fund beneficiaries¹ **583**

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 etc ...) 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 → 788 requests were made in 2025, including 121 for accommodation and 279 for food aid.

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](#)

	2023	2024	2025	2026
Women as a % of total workforce	81%	81%	80%	-
Group + Country management boards*	42%	38%	40%	≥ 40%
Clariane top management (≈ top 150)	54%	53%	51%	≥ 50%
Facility directors	71%	71%	65%	

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

Equity perception by employees

[Find out more](#)

	2023	2024	2025
% employees agreeing with the statement : "No one is being discriminated against at work because of origin, age, gender, background or sexual orientation."	87%	87%	90%*

*The response rate to the employee satisfaction survey was 70.5% in 2025, i.e. almost 43,000 responses.

Employees with a disability

	2023	2024	2025
% employees (*)	4%	3.3%	3.1%
Total	2,485	2,275	2,200

[Find out more](#)

(*) Full-Time Equivalent, permanent workforce

Average age and seniority (*)

	2023	2024	2025
Average age	44	45	44
Average tenure (years)	7.5	7.7	7.8

[Find out more](#)

[Find out more](#)

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

Engagement rate

[Find out more](#)

	2024	2025	% change (2025 vs. 2024, in pts)
Total	79%	81%	+2 pts
France	74%	75%	+1 pt
Germany	84%	87%	+3 pts
Belgium	81%	85%	+4 pts
Italy	83%	84%	+1 pt
Spain	74%	79%	+5 pts
Netherlands	80%	80%	-

TARGET

79 %
(3-year average 2025-2027)



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 Resources Policy](#)
- › [Human Rights Policy Statement](#)
- › [Duty of Care Plan](#)
- › [Medical, Innovation and Research Policy](#)
- › [Environmental and Energy Policy](#)
- › [Sustainable Procurement Charter](#)
- › [Ethics Charter](#)

Data protection breaches

[Find out more](#)

	2023	2024	2025
Data protection breaches declared to the local authorities	18	21	21
Percentage of data breaches involving personally identifiable information (PII)	70%	86%	81%
Percentage of data breaches involving protected health records (PHI)	48%	48%	76%

Anti-corruption training

[Find out more](#)

	2023	2024	2025
Top managers (≈ top 150) having completed the anti-corruption e-learning	90%	86%	61%

Notes

The decrease in 2025 is primarily attributable to organizational (action plans rolled out early 2026) and methodological factors (including difficulties to formally document the awareness-raising initiatives and actions taken – in that case no actions were recorded)

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 2025, the Group had 1,585 listed suppliers representing 82.5% 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)
- EcoVadis score :1-100 scale. Suppliers with 0-24 scores to address an action plan to Clariane

	2024	2025
% of preferred suppliers with an EcoVadis assessment	27%	28%
Average EcoVadis score for preferred suppliers	61.7	64.5





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 organized 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 program. Mandatory or regulatory training courses are not included.

	2023	2024	2025	2026
Employees engaged in Qualifying Paths	7,171	7,780	7,743	7,200
France	2,672	2,843	2,560	
Germany	3,243	3,275	3,606	
Belgium	562	903	782	
Italy	324	412	408	
Spain	118	132	150	
Netherlands	171	215	237	
Employees engaged in Qualifying Paths (% FTE)	11.7%	12.1%	11.8%	

Apprentices

[Find out more](#)

	2023	2024	2025
Apprentices	3,116	3,305	3,550
Apprentices (% FTE)	5.2%	5.2%	5.5%

Training hours

[Find out more](#)

	2023	2024	2025
Hours of training (in person and e-learning)	804,792	819,670	863,945
Average / FTE (hours)	11.6	11.8	12.2

Facility directors (+deputies) positions filled internally

[Find out more](#)

	2024	2025	2026
Total	50%	55%	75%
France	54%	63%	
Germany	28%	39%	
Belgium	42%	27%	
Italy	47%	63%	
Spain	75%	45%	
Netherlands	20%	71%	





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

	2023	2024	2025
Share capital owned by current and former employees	2.75%	0.72%	0.66%

Dividends paid

Financial year	2022	2023	2024	2025
<i>Year of distribution</i>	2023	2024	2025	2026
<i>Number of shares eligible for distribution</i>	106,179,916	106,828,536	355,980,761	
Dividend per share	0.25 €	-	-	-
Dividend paid	€27m	-	-	-

Notes

In accordance with the terms of the *Senior Facility Agreement* (as amended in July 2023 and February 2025), Clariane SE cannot pay dividend if the leverage remains above 4.0x.

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 since 2024)

[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	2024-2026
Reinvestment in the Care mission <small>(in €m, p.a)</small>	€205m	€181m	€182m	≥ €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](#)

	2023	2024	2025	2026
Group + Country management boards*	42%	38%	40%	≥ 40%
Top management (~top 150)	54%	53%	51%	≥ 50%
Facility directors	71%	71%	65%	

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

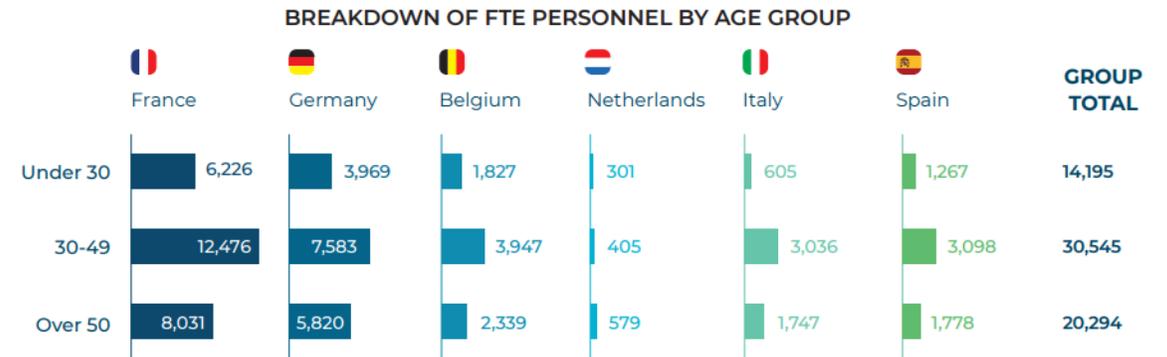
Gender pay gap

(Penicaud index methodology, percentage points above +/-5%)

[Find out more](#)

Group	2023	2024	2025
Group		NA	1.04%
France		2.29%	2.19%
Germany	<i>not calculated</i>	-1.22%	-1.05%
Belgium		2.61%	0.14%
Italy		0.81%	4.72%
Spain		8.6%	9.2%
Netherlands		0.61%	2.37%

Gender breakdown by age (2025, FTEs)



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	2024	2025 (*)	change 2025 vs. 2024, in %	change 2025 vs. 2021, in %	2031 objectives (vs. 2021)
	% of total					
scope 1	107,381 18%	80,530	79,646	-1%	-26%	-46.2% (scopes 1 and 2)
scope 2	42,092 7%	43,295	33,574	-22%	-20%	
scope 3	448,576 75%	490,795	482,222	-2%	+7.5%	-27.5% (on 73% of scope 3)
Total	598,049 100%	614,617	595,443	-3%	-0.4%	-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.

2024 GHG emissions have been adjusted in line with the restatement of 2024 energy consumption (impact < 0,05%)

(*) GHG impact was calculated using actual data for 64% of the total in 2025 (vs. 36% in 2024)

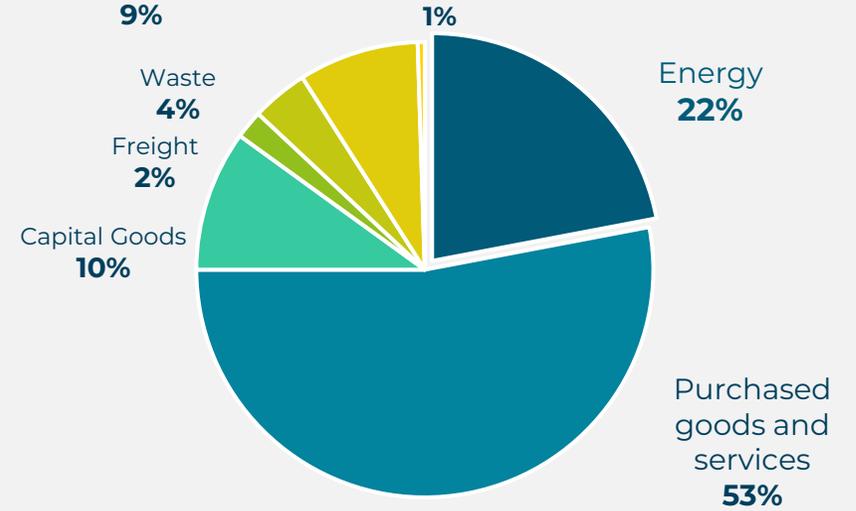
EU Green taxonomy

[Find out more](#)

	2023		2024		2025	
	Turnover	CapEx	Turnover	CapEx	Turnover	CapEx
Eligibility	2%	32%	2%	63%	3%	70%
Alignment	0%	8%	-	10%	-	2%

BREAKDOWN OF 2025 GHG EMISSIONS BY SOURCES

Commuting, business travel, vehicle fleet Others



(source : 2025 URD, page 115)

Carbon intensity

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

[Find out more](#)

	2021	2025	change 2024 vs. 2021, in %
Total GHG emissions/revenue (tCO₂eq./€m)	139	112	-19%
Revenue (€m)	4,311	5,310	+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](#)

	2023	2024	2025	2026
Total volume (tCO ₂ e – location-based)	155,080 (*)	150,251	139,147	
<i>Reduction vs. 2021</i>	-6%	-9%	-20%	
Total volume (tCO ₂ e – market-based)	143,385	141,623	128,550	
Reduction vs. 2021	-14%	-15% (*)	-23,5%	-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

(**) This trajectory is consistent with the 46% reduction target by 2031 (vs. 2021 baseline) set as part of the SBTi roadmap

Energy consumption volumes

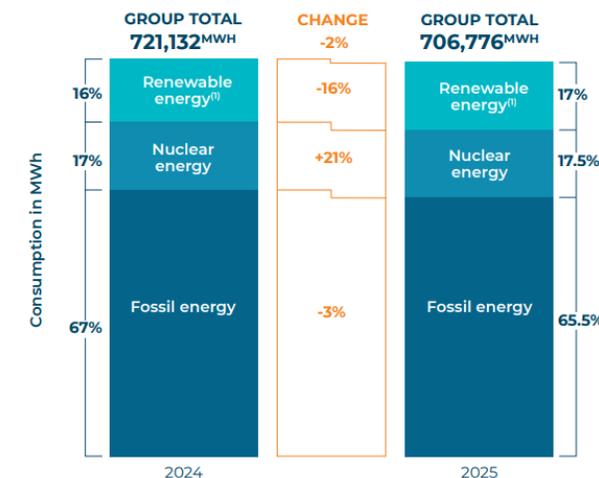
[Find out more](#)

	2023	2024	2025
Energy consumption volumes (MWh)	737,047	721,132	706,776
Reduction vs. 2021	-13%	-15%	-17%

Energy mix

[Find out more](#)

	2023	2024	2025
Share of fossil fuels in the energy mix	67%	67%	65%



(1) Renewable energy: purchased, self-generated, other.

Energy intensity

[Find out more](#)

	2023	2024	2025
Energy intensity of facilities operated (kWh/sq.m./year)	151	148	145





Water consumption (*)

[Find out more](#)

(*) A conservative assumption 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)

WATER WITHDRAWALS AND CONSUMPTION IN CU.M.



new indicator
(since 2024)

Water consumption in **water-stressed** areas

165,789 cu.m
(39% of water consumed, stable vs. 2024)

** Waste directed to disposal (metric tons)

** Waste not directed to disposal (metric tons)

Recycling (waste) (*)

[Find out more](#)

(*) 60% of the Group's waste volume in 2025 was based on extrapolated or estimated local data, compared with 63% in 2024. 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

Increase in volumes in 2025 is linked to more precise data collection (ongoing waste reporting pilot through an app, to report waste volumes collected by municipalities: 241 facilities), thus reducing the share of extrapolated or estimated data.

	2024	2025	2026
Volumes of waste generated (metric tons) (% of hazardous waste)	40,662 (2.2%)	45,422 (1.3%)	NA
% of waste recycled (new indicator)	45%	40%	> 30%

Waste volumes by treatment type

[Find out more](#)

	2023			2024			2025		
	Incineration (excluding energy recovery)	Landfill	Other disposal operations	Incineration (excluding energy recovery)	Landfill	Other disposal operations	Incineration (excluding energy recovery)	Landfill	Other disposal operations
Hazardous waste	18	5	-	13.13	0.20	-	8.53	0.03	-
Non-hazardous waste	224	4,987	-	244.93	5,001.71	-	318.26	5,667.94	-
	Reuse	Recycling	Other recovery operations (including energy recovery)	Reuse	Recycling	Other recovery operations (including energy recovery)	Reuse	Recycling	Other recovery operations (including energy recovery)
Hazardous waste	-	217	1,172	-	8.51	862.08	-	0.19	559.95
Non-hazardous waste	-	20,973	14,680	-	18,447.31	16,084.04	-	17,968.05	20,899.38

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 metric is calculated based on data declared to Clariane by preferred suppliers. It incorporates data collected from 1,585 preferred suppliers in 2023 and 2025, representing 82.5% of 2025 purchasing volumes.

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

Food supply of regional origin

[Find out more](#)

Proportion of food purchased within a given country that is sourced from the same administrative region as the facility. The metric is stable in France compared with 2024 and was calculated for the first time in Italy and Germany in 2025.

	2023	2024	2025
France	20%	22%	22%
Germany	NA	NA	14%
Italy	NA	NA	14%

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	2025
Inclusive purchases (% of total Group purchases)	2.4%	2.1%
Amount of inclusive purchases (€m)	€24m	€26.9m
Number of inclusive suppliers	598	1,038

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)	€5.4bn
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.

For 2025, data relating to local partnerships is available for 3 of the Group's operating country

% of sites with at least one local partnership

France	93%
Italy	95%
Spain	95%

Clariane « *Aimer soigner* » Foundation



[Foundation website](#)

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 “Aimer soigner” Foundation has been dedicated to caregivers and the care professions.

Employees engaged since 2023	800
Participants at events in 2025	2 560
Non-profits supported via the call for projects organized in 2025 to promote physical activity for vulnerable individuals	64

Philanthropy

[Find out more](#)

Donations to corporate foundations (see below) and contributions to general-interest initiatives

	2023	2024	2025
Budget allocated to philanthropic actions (€ million)	2.2	2.0	1.9

Korian Germany Foundation



[Foundation website](#)

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.

Participants in workshops for caregivers in 2025	390
--------------------------------------------------	-----

FITA Foundation for mental health



[Foundation website](#)

In Spain, ItaSalud Mental, a mental health specialist acquired by the Clariane Group in 2021, created the non-profit FITA Foundation in 2002. Its mission is to contribute to the prevention, awareness and understanding of mental health problems.

Annual number of beneficiaries and participants	5 000
-------------------------------------------------	-------



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](#)

	2023	2024	2025	2026
Communications from research and innovation projects	82	105	79	80
<i>of which :</i>				
scientific articles in indexed journals	31	30	16	
articles in professional journals	3	3	8	
oral communications at conferences	34	46	39	
written presentations at conferences	14	26	16	

Note

The scientific output target was achieved in 2025. The exceptional spike in publications in 2024 was due to the completion of numerous research projects during that year.

Breakdown by themes

[Find out more](#)

	2023	2024	2025	2026
Group total	82	105	79	80
Mental health	44	44	24	
Rehabilitation	14	27	18	
Neurogeriatric healthcare	16	19	16	
Other	8	15	21	



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 December 2025 (**first year of reporting**), the deployment rate among group facilities, was the following :

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	2025
Nursing homes equipped with Koala	16	63	164

→ NURSING HOMES

→ CLINICS

(in %)

GROUP	2023	2024	2025	2026
France	ND*	19%	24%	60%
Germany	-	37%	42%	
Belgium	-	0%	5%	
Netherlands	-	NA	NA	
Italy	-	NA	NA	
Spain	-	0%	8%	
	-	35%	35%	

(in %)

GROUP	2023	2024	2025	2026
France	ND*	26%	28%	70%
Germany	-	21%	23%	
Belgium	-	NR	NR	
Netherlands	-	NR	NR	
Italy	-	NA	NA	
Spain	-	0%	13%	
	-	85%	83%	

*ND : no data (new indicator) ; NR : not relevant ; NA (Belgium and Netherlands) : not yet included in the scope of the Group's target



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.

	2024	2025
Facilities where a stakeholder dialogue body is active	89%	91%

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.

	2023	2024	2025	2026
Countries of operation with a national stakeholder council	5	5	5	All countries

Facility directors trained in social dialogue

[Find out more](#)

	2023	2024	2025	2026
Total	ND	42%	68%	≥ 95%
France	ND	60%	76%	
Germany	ND	30%	35%	
Belgium	ND	19%	62%	
Italy	ND	54%	86%	
Spain	ND	43%	94%	
Netherlands	ND	0%	0%	

