

clariane

2025 Report of the Mission Committee



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Nicolas
Truelle
Chair of the
Mission Committee

The mission priorities resonate strongly across all countries.

2025 allowed the Mission Committee to observe and assess the various components, initiatives and indicators underpinning Clariane's mission in full. The Committee's composition – linking it to stakeholder councils, employees and their representatives in each country, and opening it up to a broad range of expertise – combined with frequent, high-quality interactions with facilities, the Group's central functions, Executive Management and the Board of Directors through site visits and meetings, has proved highly effective.

This report shows that the vast majority of indicators are trending positively, in line with the targets for 2026 that were set in 2023. This highly encouraging outcome should be viewed against a backdrop of heightened quality expectations and financial constraints. The completion of the plan to strengthen the Group's financial structure, together with the findings of audits and evaluations conducted by the relevant authorities, further reinforces the positive assessment of the mission's implementation.

Each initiative has its own momentum. However, we can attest – and this is the very value of the Committee's work – that these initiatives are mutually beneficial: the consideration offered to residents, patients and employees strengthens the sense of fairness, while inclusive governance is in itself a mark of consideration.

Cultural and administrative determinants vary across the countries in which the Group operates. Even so, we observe that the mission priorities resonate strongly across all countries. Different interpretations and practices reinforce the overall richness and energy of the mission.

I would like to highlight three themes:

The practice of Positive Care is increasingly established as a core driver of mission delivery. It is grounded as much in tangible elements and indicators as in a constant focus on the quality of relationships with residents and patients.

There is a clear commitment to strengthening inclusive governance at all levels. Efforts to take into account the voices of residents, patients, families and healthcare professionals are yielding results and driving genuine progress for the Group as a whole and for individual facilities.

Lastly, the Group's investment in training, exemplified by the Clariane University, underscores the importance of this endeavour in terms of both the continuous improvement of care quality and the advancement of employees' career paths.

The focus on delivering the mission “to the tip of each of its branches”, already highlighted last year, will remain a guiding principle for the Mission Committee. Understanding how the mission is known, understood and implemented in the most fundamental day-to-day tasks must be as much a priority as assessing how it fits into the Group's most strategic and systemic dimensions.

With the benefit of a year's hindsight, I can attest to the Mission Committee members' commitment to ensuring continuous oversight of the implementation of the Group's mission.



Sophie
Boissard
Chief Executive Officer

Our mission, a powerful driver of consistency, purpose and alignment.

Following an intense and productive year for Clariane, I would like to thank the members of the Mission Committee for their contribution and demanding support in implementing the ambitious mission we set ourselves in 2023: "Taking care of each person's humanity in times of vulnerability".

Extensive and regular dialogue with all Clariane teams, the questions raised and the suggestions made help us progress collectively in delivering on the five mission statement commitments we defined in 2023 – consideration, fairness, innovation, locality and sustainability – and in ensuring that these are progressively embedded in all Company policies and the day-to-day operations of each of our facilities.

This is a long-term endeavour that engages the entire Clariane community in relation to its stakeholders.

We are pleased and proud to see that the first 11 initiatives identified in 2023 to deliver on our mission commitments have already been implemented or are well on track, in line with the roadmap set three years ago.

These initial achievements encourage us to continue and step up our efforts, particularly with regard to the Fairness pillar, notably in terms of value sharing, and the Innovation pillar, particularly through our effective contribution to clinical research into the prevention of

major loss of autonomy and the promotion of healthy ageing – one of the most promising areas of medical research – through the advancement of geroscience.

We are well aware that the path towards instilling our mission and its commitments across all of the Company's practices and activities is a long one that will at times be challenging. We firmly believe that it is a powerful driver of consistency, purpose and alignment for all of the Company's stakeholders. Moreover, we believe this to be the only viable path for a community such as ours, which dedicates its actions to care and support for vulnerable people.

That is why we have once again chosen this year to leave the mission indicators unchanged and to focus all our efforts on effectively implementing them through a robust tool – developed following discussions with the Mission Committee – namely the integration of these indicators into our quality management system.

To conclude, I would like to extend particular thanks to Nicolas Truelle and Dr Françoise Weber, who ensured a successful handover of the Committee's chair from 1 January 2025. Through their combined efforts, and of course the commitment of each of its members, the Mission Committee has achieved a remarkable level of operational maturity and a deep understanding of Clariane's culture and strategic challenges in just two and a half years. The diversity of its members and the complementarity of the stakeholder groups they represent are both distinctive features and key strengths.

I am delighted to be able to rely on the unwavering support of the Mission Committee as we continue, building on the solid foundations established together, to make our mission a driver of resilience and progress for our community.

Introducing Clariane

+4.5%
organic growth

Operating in nearly
700
towns and local
communities

70,685
employees

1,215
facilities

More than
840,000
people supported
and cared for
in 2025

Revenue
€5,310m

76% 
Long-term Care

Medicalised nursing homes

656 facilities
61,789 beds

Brands

Korian (Germany, Belgium, France, Italy, Netherlands),
Seniors Residencias (Spain), Rosorum (Netherlands).

Alternative living solutions

280 facilities
13,343 beds

- shared houses
- assisted living
- domiciliary care

Brands

Korian, Âges & Vie (France), Rosorum (Netherlands),
Korian Home Care and Cura (Belgium).

24% 
Specialty Care

279 facilities
14,230 beds

Specialty and post-acute

Mental health

Outpatient consultations and diagnostics

Social care services

Brands

Grupo 5, Cian, Ita Salud Mental, Iterias (Spain),
Kormed (Italy), Inicea (France),
Korian Home Care, Cura and Orthoshop (Belgium).

Our brands today



Preamble

BENELUX

Key figures as of 31 December 2025



FRANCE



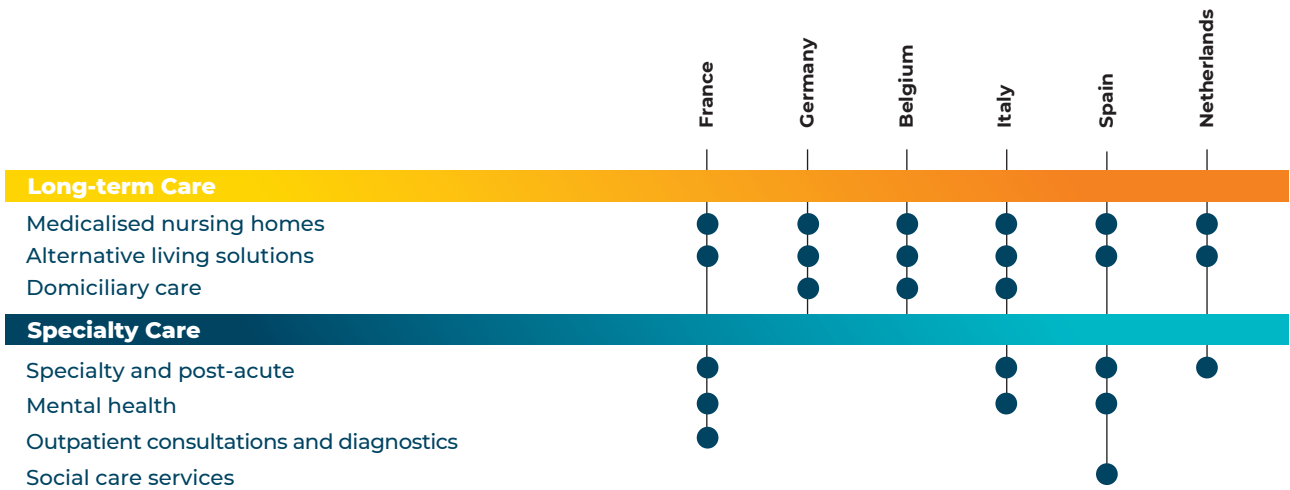
GERMANY



SPAIN



ITALY



Our mission: One Purpose, Five Commitments

Based on the Group's three core values of trust, initiative and responsibility, Clariane has set itself the following corporate purpose: **"Taking care of each person's humanity in times of vulnerability"**. This testifies to the fact that Clariane places human beings and their uniqueness at the heart of its activities, whether care or nursing services. It also testifies to the strong link between the quality of care for patients and residents and the quality of life at work of employees.



This purpose is supported by five social and environmental commitments linked to Clariane's activities, which we are committed to following. These commitments are made to residents, patients and caregivers, employees and local communities:

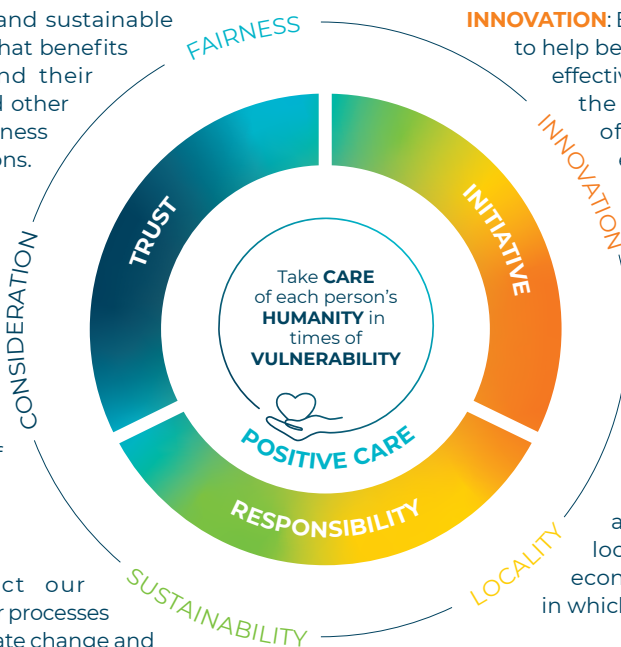
FAIRNESS: Develop a fair and sustainable business operating model that benefits our patients, residents and their families, our employees and other stakeholders for all our business lines and investment decisions.

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.

SUSTAINABILITY: Protect our communities by adapting our processes and behaviours to fight climate change and preserve biodiversity.

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.

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





KORIAN
Dr. Gaillean Charlotte
A.S.

KORIAN
Dr. Gaillean Charlotte
A.S.

1

Adopting the status of a purpose-driven company

1.1 The purpose-driven company, reconciling the quest for economic profitability and serving the general interest

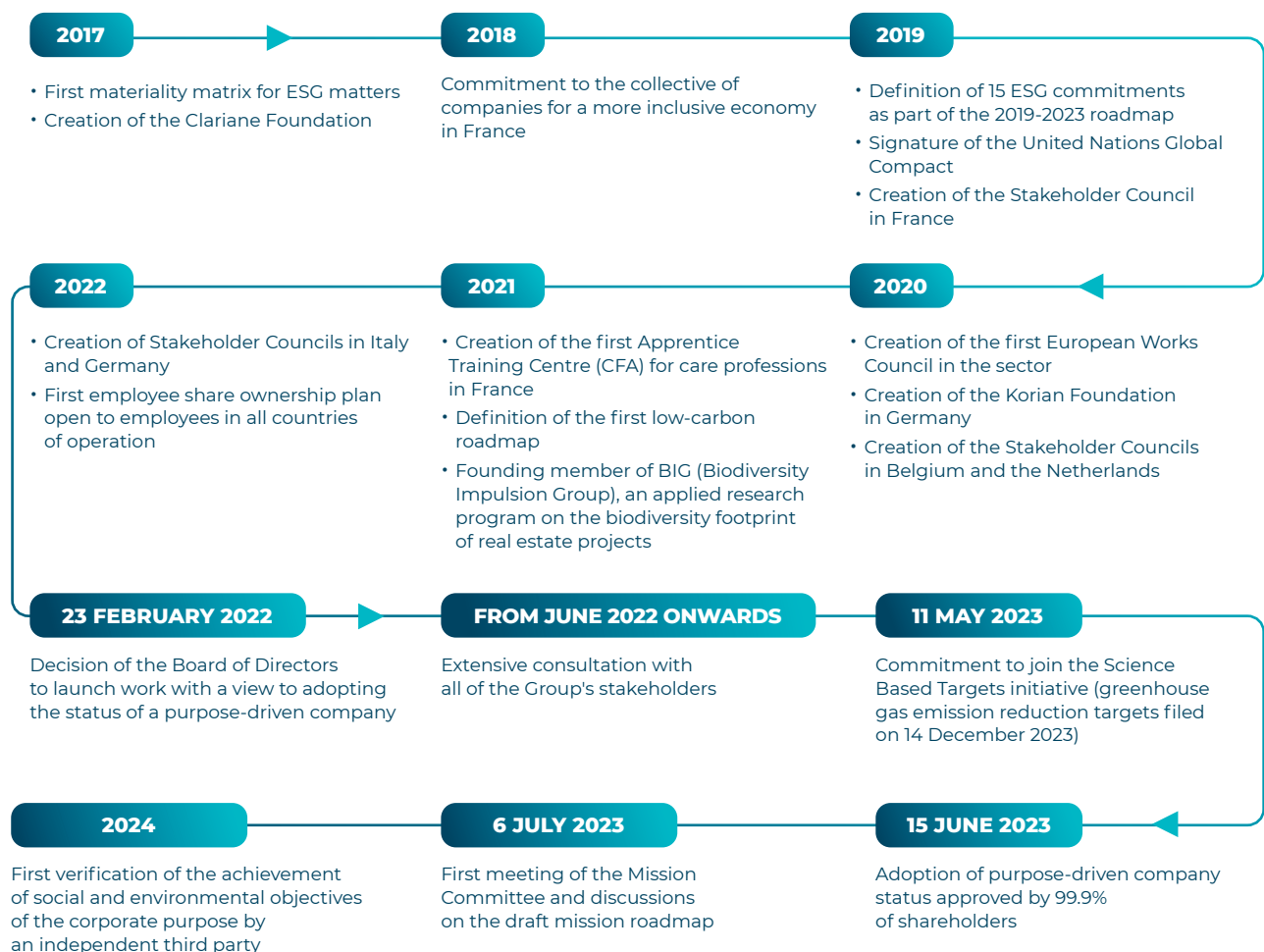
The purpose-driven company, introduced by French Law No. 2019486 of 22 May 2019 (known as the "PACTE" law), aims to reconcile the search for economic profitability with the service of the general interest.

The status of a purpose-driven company is defined by Articles L. 210-10 et seq. of the French Commercial Code.

A purpose-driven company is any company that has:

- inserted a *raison d'être* (corporate purpose) in its articles of association;
- specifies in its articles of association one or more social and environmental objectives related to its activity that it has set itself the task of following;
- set up a mission committee, separate from the corporate bodies and comprising at least one employee, responsible for supervising the progress made in carrying out the mission;
- designated an independent third-party to verify the achievement of social and environmental objectives;
- declared its status as a purpose-driven company to the clerk of the relevant commercial court.

1.2 A new step in Clariane's commitment



Adopting the status of a purpose-driven company

A new step in Clariane's commitment

In line with the CSR approach implemented since 2017 by the Group, Clariane wished to adopt the status of a purpose-driven company in order to build, together with its stakeholders, the ways and means of providing dignified and caring support for vulnerable populations and thus make a responsible contribution to one of the major challenges facing companies on a European scale.

The mission, carried out in a context of demographic transition, increasing chronic diseases, pressure on employment and reduced access to care, commits Clariane to the innovative solutions that the Group can provide to meet society's expectations.

By adopting the status of a purpose-driven company, Clariane has chosen to make its contribution to the common good public and enforceable, by including it in its articles of association. This is a fundamental step in its transformation and confirms the Group's commitment to society and the environment.

The adoption of the status of a purpose-driven company allows Clariane to:

- align its status with the reality of its values and place societal impact at the highest strategic level alongside economic issues;
- consolidate trust and increasingly involve all stakeholders in the achievement of its mission;
- affirm its stature as a European care company at the service of vulnerable people;
- strengthen its reputation by reaffirming the Group's focus on the general interest and by providing consistent and legitimate guarantees of the Group's usefulness;
- develop its attractiveness through a strong employer brand.

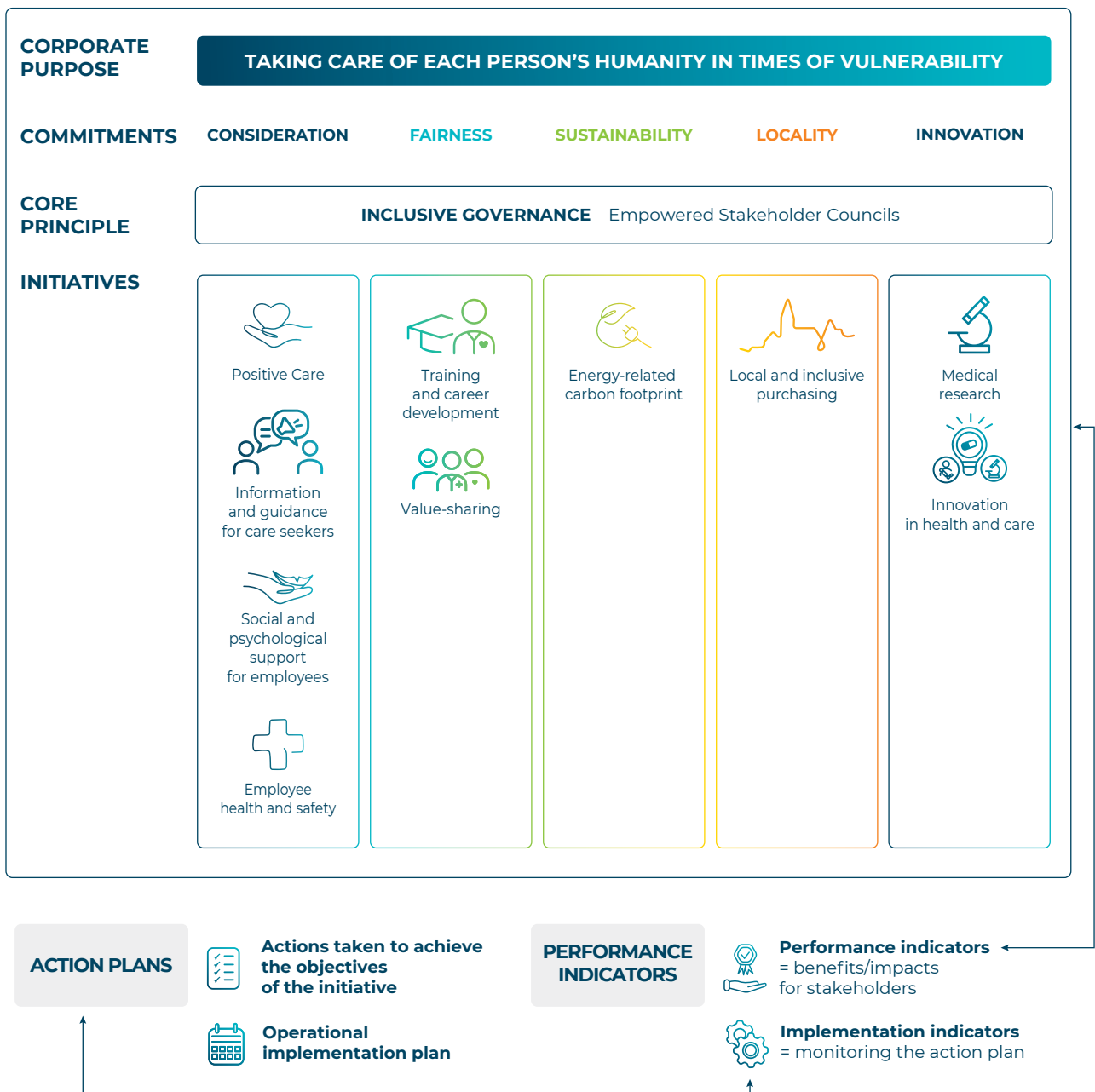
1.3 Mission model

The five objectives incorporated in the Articles of Association and adopted by Clariane are reflected in concrete terms by the first ten initiatives launched in July 2023. Also at the heart of the mission, and underpinning the five social and environmental commitments, the core principle of inclusive governance is reinforced and is reflected in the desire to integrate local and national Stakeholder Councils more closely into the Group's governance.

A key performance indicator has been defined for each initiative. This indicator is complemented by secondary indicators for further analysis. The Mission Committee

ensures that implementation indicators, which focus on the operational progress of the initiatives, are combined with performance indicators, which measure the experience and the benefit perceived by the stakeholders concerned, first and foremost the people in care, their relatives and Clariane's employees.

For each indicator, a target was set for 2026 to measure initial outcomes. These indicators and targets are intended to evolve in line with the work conducted with the Mission Committee.





2

Mission governance

2.1 Mission Committee

2.1.1 Composition of the Mission Committee

In line with Clariane's Articles of Association, the members of the Mission Committee are appointed by the Board of Directors on the proposal of the Chief Executive Officer. One of these members is appointed by the European Company Works Council (within the meaning of Articles L. 225-27-1 et seq. of the French Commercial Code) from among its members.

The Chair of the Mission Committee is appointed by the Board of Directors on the proposal of the Chief Executive Officer from among the members of the Committee who are not employees of the Clariane Group.

The Mission Committee is structured into three Groups, in order to represent Clariane's main stakeholders in a balanced manner. The diversity of the nationalities of its members reflects that of the Group's main locations.

Employee representatives bring an internal vision to the Mission Committee through their experience as employees. The Committee benefits from their knowledge of the sector, the functioning of the Group and the concrete challenges of implementing the mission's commitments. The appointment of an employee representative to the Mission Committee, who also sits on an employee representative body, gives tangible meaning to the importance of social dialogue in the governance of the purpose-driven company. Among the employee representatives, one member represents facility directors – a particularly critical role in the operational implementation of the mission within the facilities.

Clariane's patients/residents, families and local stakeholders are represented on the Mission Committee by the Presidents of four of the Stakeholder Councils set up in the countries where the Group operates. These councils are made up of representatives of patients/residents, families, employees, associations, and external experts. Their mission is to advise Clariane's subsidiaries at national level on issues related to the Company's activity and strategy, CSR approach, relations with its stakeholders, and any societal issues related to long-term care for the elderly. They bring to the Committee their knowledge of the specificities of the activities, the organisation and the framework in which the Group operates in all the countries in which it is present, as well as their experience of dialogue with local stakeholders. This makes it possible to create and maintain a direct link with stakeholders at national and Group level, but also to understand the cultural diversity of the Group on a European scale.

Lastly, the external experts bring to the Committee their knowledge of stakeholders external to Clariane, in particular from the local non-profit, economic and political spheres. The Mission Committee benefits from their external perspective as well as from the diversity and complementarity of their expertise and experience. External experts contribute by benchmarking the Group's practices against best-in-class approaches in other sectors, thereby informing the Mission Committee in its constructive challenge role and in providing a long-term perspective.

Employee representatives



Martina Nickel

Social worker at the Haus der Betreuung und Pflege Vienenburg nursing facility, Germany



Catia Piantoni

Chair of the Clariane Women's Club



Bo Swolfs

Director of the De Muze care home, Belgium



Jérôme Vandekerkhove

Rehabilitation manager in the day hospital of a post-acute and rehabilitation care clinic

Representatives of patients, residents, families and local communities



Dr Stefan Arend

Chairman of the Clariane Germany Stakeholder Council



Dominique Fabre

Chair of the Clariane France Stakeholder Council



Prof. Francesco Longo

Chairman of the Clariane Italy Stakeholder Council



Dr Jacques Van der Horst

Chairman of the Clariane Netherlands Stakeholder Council

External experts



Nicolas Truelle

Chair of the Mission Committee, former Chairman of non-profit organisation Apprentis d'Auteuil Foundation



Moira Allan

Co-founder and international coordinator of the non-profit Pass It On



Jean-Marie Bockel

Former Minister and Mayor of Mulhouse



Étienne Caniard

Former Chairman of Mutualité française and member of the college of the Haute Autorité de Santé (French health services regulator)



Antoine Maspétiol

Director of impactful private debt management at Eiffel Investment Group



Pierre-Yves Pouliquen

Chairman of the non-profit Les Papillons Blancs de la Colline and Sustainable Development Senior VP at Veolia

Five working groups

Consideration

Fairness

Locality and sustainability

Innovation

Inclusive governance

KEY FIGURES

63
average age

14
members

36%
women

6
nationalities

4
plenary sessions and **5** working group meetings in 2025

5
field observations

SKILLS



Knowledge of the healthcare sector



Knowledge of stakeholders



Field experience

Changes in the composition of the Mission Committee in 2025

With effect from 1 January 2025, Nicolas Truelle, former Chief Executive of the foundation Apprentis d'Auteuil, joined the Clariane Mission Committee, replacing as Chair Dr Françoise Weber, who stepped down for personal reasons.

At its meeting of 21 March 2025, the Board of Directors, acting on a proposal from the Chief Executive Officer,

appointed Dominique Fabre to the Mission Committee. She succeeded Dr Françoise Weber as Chair of the Clariane France Stakeholder Committee.

As of end-2025, the Mission Committee therefore comprised 14 members across the three representative groups, namely employee representatives, stakeholder representatives and external experts.

2.1.2 Responsibilities and functioning of the Mission Committee

The Mission Committee is an advisory body, separate from the corporate bodies, responsible for monitoring the implementation of the mission and the implementation of the related operational objectives, as decided by the Board of Directors.

In this context, the Mission Committee:

- assesses the social and environmental commitments that Clariane has set itself;
- assesses the coherence of the operational objectives with regard to the social and environmental objectives and the coherence of the key monitoring indicators with the operational objectives;
- monitors the trajectories, actions and results of key monitoring indicators;
- evaluates the effectiveness of the measures taken and the actions put in place by the Group to achieve the mission.

The Mission Committee is also responsible for preparing an annual report on its monitoring of the actions taken by the Company in the context of the achievement of its social and environmental objectives. This report is then presented to the Annual General Meeting.

In addition, it may carry out any verification it deems appropriate and shall obtain from the Chief Executive Officer any document necessary to monitor the performance of the mission.

As part of its mission, it establishes a close link with the independent third-party tasked by the "Pacte" Law with verifying the effectiveness of the implementation of the mission's initiatives and the substance of the indicators produced.

The Mission Committee meets as often as necessary and at least four times a year.

Five Working Groups have been set up within the Mission Committee that cover the five social and environmental commitments that Clariane has set itself, as well as the core principle of inclusive governance.

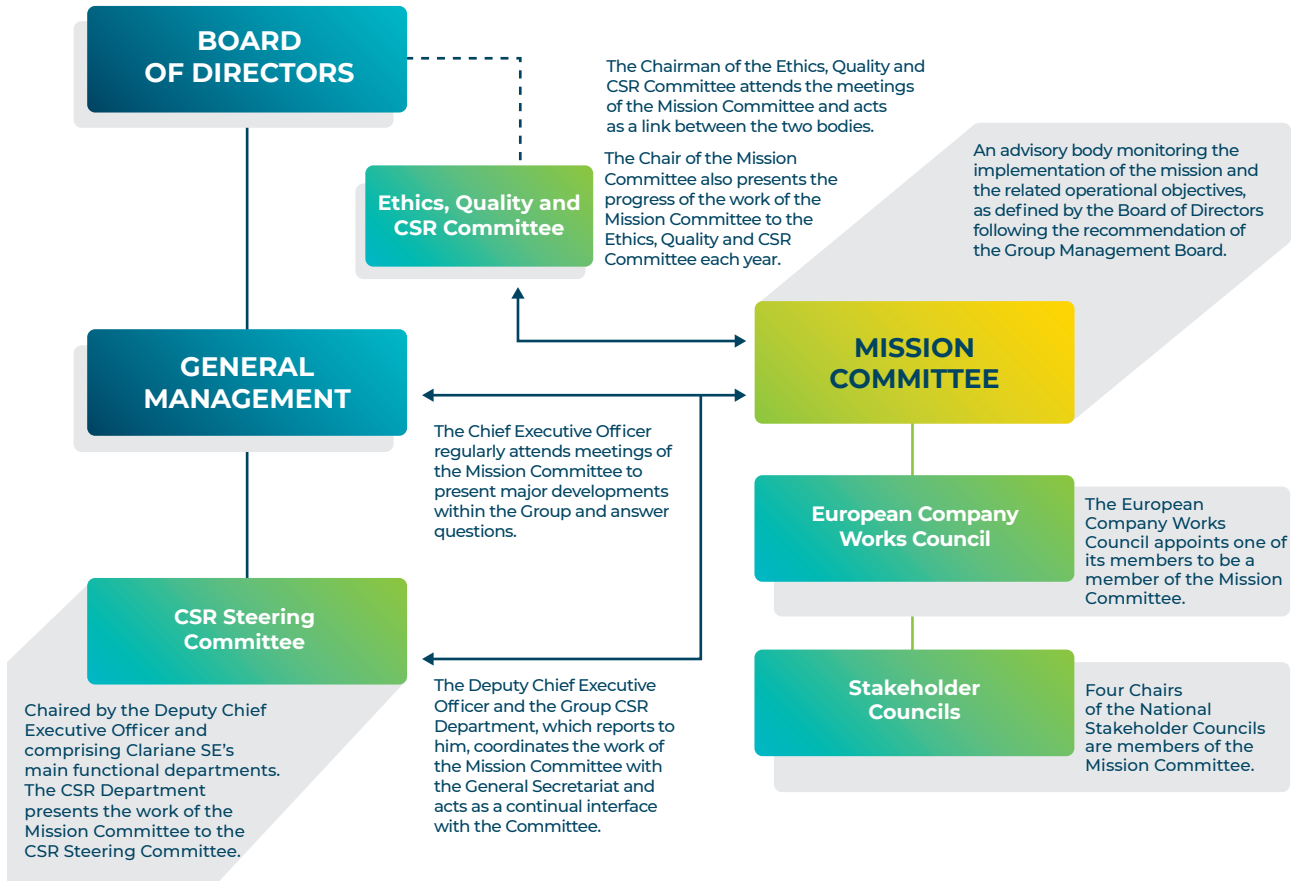
The role of the Working Groups is to prepare the work of the Mission Committee and to submit its opinions, proposals or recommendations in its field of competence. Each Working Group has a rapporteur who is responsible for reporting on work at the plenary meetings of the Mission Committee.

In 2025, the Mission Committee appointed the following rapporteurs for its working groups:

- Consideration: Étienne Caniard (succeeding Pierre-Yves Pouliquen);
- Fairness: Antoine Maspétiol;
- Sustainability and Locality: Pierre-Yves Pouliquen (succeeding Jean-Marie Bockel);
- Innovation: Prof. Francesco Longo;
- Inclusive governance: Dr Jacques van der Horst.

To make the link between the various social and environmental objectives of the mission, the Chair of the Mission Committee also attends all meetings of the Working Groups.

2.2 Interactions between the Board of Directors, the Group Management Board, the Mission Committee and the Company's main governance bodies



As part of the work of the Mission Committee and its Working Groups, the members of the Mission Committee are in contact with the members of the Group Management Board responsible for overseeing the various initiatives, as well as with the members of their teams responsible for each matter. The latter attend the meetings of the Mission Committee and/or its Working Groups depending on the items on the agenda in order to present the topics and to provide any useful clarifications to the members of the Mission Committee and/or its Working Groups.

The Deputy Chief Executive Officer and the Group CSR Department, which reports to him, coordinate the work of the Mission Committee together with the General Secretariat. They interact on a continuous basis with

Committee members and attend all meetings. They report to the Group CSR Steering Committee on the progress of the mission as well as the recommendations of the Mission Committee.

The Chair of the Ethics, Quality and CSR Committee of the Board of Directors also attends all meetings of the Mission Committee in order to act as a link between the Board of Directors and the Ethics, Quality and CSR Committee on the one hand, and the Mission Committee on the other. The Chair of the Ethics, Quality and CSR Committee regularly presents the progress of the work of the Mission Committee to the Board of Directors.

The Chief Executive Officer regularly attends meetings of the Mission Committee to present major developments within the Group and answer questions.

2.3 Independent third-party

Pursuant to Article L. 210-10 of the French Commercial Code, the implementation of the social and environmental objectives of a company that has adopted the status of a purpose-driven company must be audited, at least every two years, by an Independent Third-Party.

The findings of the initial audit conducted in 2024 are presented in Chapter 6 of the 2024 Report of the Mission Committee.



3

Activities of the Mission Committee in 2025

3.1 Activities of the Mission Committee in 2025

The Mission Committee met in plenary session on four occasions in 2025, and each of the five working groups met once.

The work carried out by the Mission Committee during these meetings is presented below:

- update on the main actions taken following Working Group meetings;
- review of the key indicators of the Mission Roadmap (audited) and discussion of the secondary indicators;
- feedback on 2024 and points for attention for 2025;
- reports from the various Working Groups;
- reporting of “field observations” by Committee members during events or through internal governance and dialogue bodies (see below).

3.2 Highlights of the year

The format of facility visits offered to Committee members evolved in 2025 to include a thematic focus, enabling them to observe more specifically the internal events that contribute to the practical implementation of the mission in the field.

To this end, Committee members participated as observers, either in small groups or individually, in the following events and forums:


- discussions organised at facility level with all employees, across all countries, or to mark the second anniversary of the adoption of purpose-driven company status and the launch of the Together employee shareholding plan;
- meetings of Social Life Committees (CVS) in nursing homes in France, which serve as forums for dialogue with representatives of residents, families and employees;
- Clariane Days organised in partnership with the European Innovation Council in Paris: meetings between start-ups presenting innovations for the care sector and decision-makers from the Clariane community, including a visit to a nursing home focused on innovations already rolled out across the network;
- the third edition of the Clariane Innovation Days, held in Milan and dedicated to brain neuromodulation, an event focused on healthcare research and innovation, bringing together Clariane employees, external experts and innovation partners, including an immersion day in one of the Group's rehabilitation clinics.

Members who participated in these events subsequently reported back to the full Committee, sharing observations and thoughts on the mission and the Committee's work prompted by these experiences.



4 Work and opinion of the Mission Committee for each initiative

1 CORE PRINCIPLE: INCLUSIVE GOVERNANCE

5 social and environmental objectives	10 Initiatives
 CONSIDERATION	<ul style="list-style-type: none"> • Positive Care • Information and guidance for care seekers • Social and psychological support for employees • Employee health and safety
 FAIRNESS	<ul style="list-style-type: none"> • Training and career development • Value-sharing
 SUSTAINABILITY	<ul style="list-style-type: none"> • Energy-related carbon footprint
 LOCALITY	<ul style="list-style-type: none"> • Local and inclusive purchasing
 INNOVATION	<ul style="list-style-type: none"> • Medical research • Innovation in health and care

Since the creation of the Mission Committee in June 2023, each Working Group receives the Clariane employees responsible for steering the initiatives falling within their remit.

Based on these presentations and exchanges, each Working Group assesses, for each initiative, the level of ambition, relevance and coherence with the mission of the following aspects:

- governance;
- objective;
- proposed actions and means to achieve the objective;
- operational implementation plan;
- Key performance indicators;
- trajectory associated with each indicator (between 2023 and 2026).

Each Working Group then reports its work to the Mission Committee, which submits the following opinions and recommendations to Clariane's General Management.

4.1 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.

4.1.1 Positive Care

OBJECTIVE



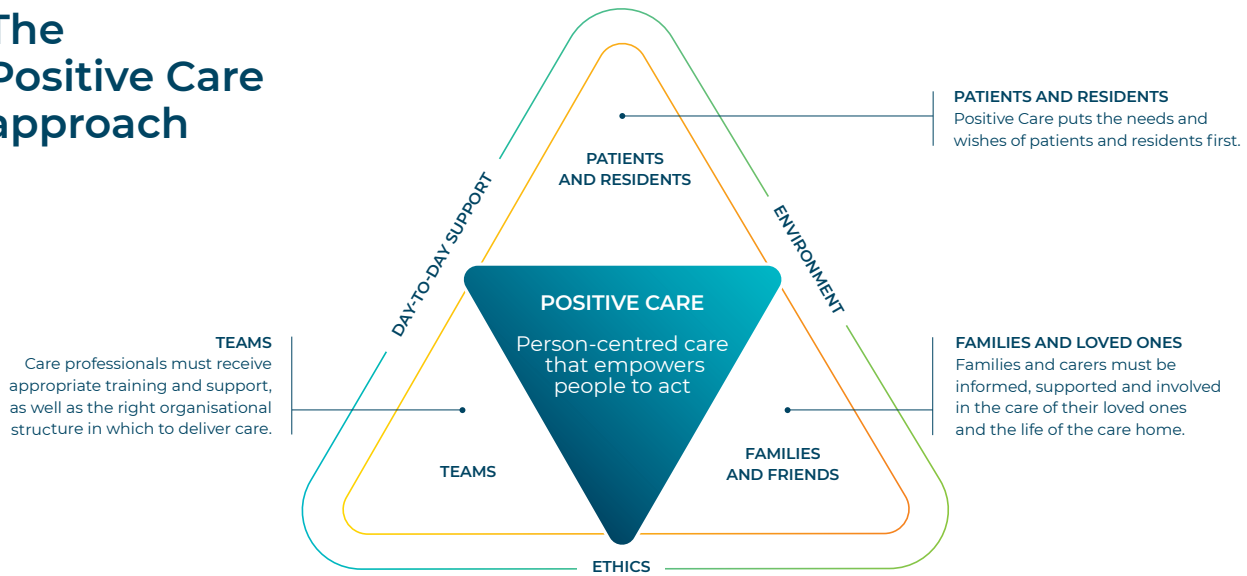
Implement the “Positive Care” approach across all the activities of the Group in order to promote the personalisation of care, protect the humanity and autonomy of patients and residents, and improve their quality of life.

ACTIONS

The Positive Care approach defines the standard of care within the Clariane community:

- we take a holistic approach, caring for people, not just their illnesses, and always respecting their environment;
- ethically, we aim to maintain people's health, as defined by the WHO, through a personalised care plan tailored to the patient's wishes;
- in the care plan, we systematically seek out non-pharmaceutical interventions therapies.

The Positive Care approach



Clariane's priorities for scaling up Positive Care by 2026 are:

- to extend the approach to all activities;
- to improve the measurement of its implementation and impact;
- to continue to identify best practices in each aspect of the approach, and disseminate and embed them throughout the network, notably through the Quality Assurance Process and training.

2025 was marked by the following noteworthy initiatives:

- The "Rhythm of Life" project: this initiative aims to identify discrepancies between the rhythms imposed by facility operations and residents' personal preferences, using a simple, reliable and scientifically validated tool. Among other things, this tool facilitates the standardised collection of expectations regarding key moments in the day (waking up, meals, care and bedtime) and helps evaluate how organisational adjustments impact residents' quality of life and team satisfaction. In 2025, an initial questionnaire was piloted with over one thousand residents across four countries. This identified the methodological refinements required in 2026 to enable a large-scale rollout;
- The ICOPE programme: in 2024, Clariane committed to rolling out this programme in partnership with the Toulouse University Hospital Institute. ICOPE is a prevention system developed by the World Health Organization (WHO) to identify frailty and enable as

many people as possible to age in good health. Aimed at people over 60, it uses simple tests to assess six essential functions: vision, hearing, memory, mobility, nutrition and mood. If a problem is identified, an in-depth assessment is carried out and personalised follow-up is offered. The partnership aims to implement ICOPE within the Clariane Group's rehabilitation and mental healthcare clinics, enabling patients to benefit from this preventive healthcare approach. In 2025, alongside preparations for the clinic rollout, a pilot was conducted within the Petits-fils home care network in France;

- With regard to non-pharmaceutical interventions (NPIs), the project conducted in partnership with the NPIS (Non-Pharmacological Interventions Society) continued throughout the year. This project aims to catalogue the NPIs utilised across network facilities and their corresponding indications, and to provide scientific validation for these approaches so as better to structure and promote their use;
- In addition to these Group-wide initiatives, local actions are being undertaken. In Germany, for example, an ethics committee has been established, meeting quarterly to bring together key department heads and specialist consultants to reinforce the organisation's ethical framework. This committee specifically supports the deployment of a network of internal ethics advisors: trained employees (approximately 20 in the pilot region since 2024) whose mission is to assist colleagues in identifying, discussing and resolving ethical issues encountered in practice.

Measuring the implementation and impact of Positive Care

COMMITTEE RECOMMENDATION IMPLEMENTED



- Identify or develop performance indicators complementary to the Consideration score, making it possible to measure more precisely the impact of Positive Care in its various aspects and ultimately the quality of care itself.

In 2024, this Mission Committee recommendation was implemented with the inclusion of three new questions in the medicalised nursing home satisfaction survey, and was extended to all activities in 2025. These questions relate to the personalisation of care, respect for individual lifestyle rhythms and dignity, and the feeling of being in a familiar and safe environment, while taking into account the specific nature of each activity.

In 2025, responses to these questions highlighted the following:

- for nursing homes, results were broadly stable compared with 2024, with average scores of 8.2/10 for the living environment (down 1 point compared with 2024) and 8.1/10 for respect for individual lifestyle rhythms and personalisation of care (in line with 2024);

- for healthcare facilities, results were positive for this first year of measurement, with average scores of 8.7/10 for the living environment and 8.5/10 for personalisation of care and respect for dignity.

Patient-Reported Experience Measures (PREMS) are based on the principle that patients themselves are an invaluable source of information about the quality of care and must be involved in its assessment.

At the same time, Clariane is working on introducing several complementary Group-wide indicators to monitor the implementation of Positive Care practices by 2026. They include collecting advance care directives, respecting the pace of life and the traceability of non-pharmaceutical interventions therapies.

COMMITTEE RECOMMENDATION IMPLEMENTED



- Increase transparency regarding the proportion of residents responding to the satisfaction survey independently, or with the help of a caregiver or a relative.

In 2024, a question was added to the survey to differentiate between responses from residents responding independently, those responding with the help of a relative and those assisted by a caregiver.

Satisfaction surveys are made available to all residents who the medical care team and the facility's psychologist consider are able to understand the questions and give a response. Residents who so wish may be assisted in making their responses by a relative or a healthcare professional.

In 2025, 73% of the residents who responded to C-Satisfaction did so with the help of a healthcare professional, 19% on their own, and 8% with the help of a relative. This represents a 3-point increase in the proportion of residents responding with the help of a healthcare professional and an equivalent decrease in those responding independently. These percentages do not vary significantly depending on whether the surveys are in paper format or online.

The analysis conducted for the second year to identify potential biases shows that, as in 2024:

- There was little difference between the Net Promoter Score (NPS) among residents who responded alone (+46) and residents who responded with help from a healthcare professional (+43). Residents who respond with the help of a healthcare professional express slightly lower levels of satisfaction than those responding independently;
- the NPS is higher among residents responding with assistance from a family member (52).

Residents' family members are also invited to participate in the satisfaction survey; they accounted for 45% of respondents for nursing homes in 2025.

KEY PERFORMANCE INDICATOR

The Consideration score was selected as the key performance indicator for the initiative. It reflects the purpose of the Positive Care approach, which is to place the feelings of the people being supported and their loved ones at the centre of care.

The Consideration score corresponds to the average of the results obtained in the satisfaction survey conducted

annually by the Ipsos polling institute among residents, patients and families to the question: "On a scale of 1 to 10, to what extent do you feel that you/your relative is well regarded and respected?" Since 2023, this question has been included in satisfaction questionnaires for all areas of the Group's activities.

Key performance indicator	2024 outcomes	2025 outcomes	2026 objective
Consideration score	Group: 8.3/10 Score ≥ 8.0/10 in 5 of the Group's 7 countries	Group: 8.4/10 Score ≥ 8.0/10 in 5 of the Group's 7 countries	Group score ≥ 8.0 at Group level and in each Group country

WORK AND OPINIONS OF THE MISSION COMMITTEE

**Étienne Caniard, rapporteur of the "Consideration" Working Group**

Measuring the perceptions of the people we care for remains central for the Mission Committee: to respect individual preferences and personalise care, it is essential first to listen to and understand expectations. Introducing more targeted questions aligned with the objectives of Positive Care into the satisfaction survey supports this aim by creating a dedicated space for expressing these feelings, alongside day-to-day interactions with teams. However, it is important to bear in mind that a significant proportion of the people we care for – especially in nursing homes – suffer from cognitive impairments that prevent them from responding to such surveys. For this reason, the Committee encourages the Group to continue other initiatives aimed at gathering and respecting individual preferences on more specific matters, such as daily routines or end-of-life care, thereby ensuring that as many individuals as possible are heard.



In 2025, the Mission Committee looked specifically at:

- progress against the Positive Care roadmap;
- initiatives undertaken to embed Positive Care at the operational level and the indicators currently being developed;
- results of the questions introduced for the first time in the satisfaction survey of patients, residents and families to measure their perception of the implementation of Positive Care;
- the translation of Positive Care into country-level roadmaps, illustrated by the examples of Germany and Italy.

COMMITTEE RECOMMENDATIONS

- **In the medium term, define a multi-dimensional performance indicator to measure the deployment of Positive Care practices across all aspects of the approach, prioritising measurement of the use of non-pharmaceutical interventions therapies.**
- **Clarify the use of the Positive Care and Consideration scores within the satisfaction survey of patients, residents and families.**
- **Increase the visibility of the Positive Care markers specific to end-of-life care.**

4.1.2 Information and guidance for care seekers

OBJECTIVE



Provide information and guidance to people in vulnerable situations and their relatives, on how to access relevant care, as well as the psychological and social support available through public and associative services and/or within the Clariane community.

ACTIONS

This initiative covers the information relayed by the Group and its employees to the general public and also to residents, patients and families, through the various contact points (facilities, helplines, digital platforms), on the following three themes:


- 1. frailties and illnesses:** information and educational resources on diseases and frailties within Clariane's field of expertise;
- 2. solutions and services:** main care solutions for vulnerable people, both inside and outside the Clariane community;
- 3. social and psychological support:** information on social assistance to finance care and the free psychological support available (public and non-profit) for vulnerable people and their carers.



Many actions have already been taken to address this issue, which is an essential aspect of the Group’s purpose:

- open events are organised in facilities (“Carers’ Cafés”, “Alzheimer’s Cafés”, “Psychological Cafés”) and online (videoconferences) to provide information and start conversations on these issues. For example, for World Alzheimer’s Weeks in 2025, the Korian France teams hosted an open webinar on “How to support a loved one with cognitive disorders”;
- through their websites and social media channels, the Clariane community brands contribute to circulating the information covered by the standard. In 2025, this was notably reflected in enhanced online information following the launch of new websites in Spain and Italy;
- In France, a non-commercial helpline independent from customer service called "Le Fil Clariane" was set up in 2023 and is currently in the testing phase. It is accessible free of charge and allows anyone facing a loss of autonomy or health difficulties, as well as their loved ones, to be listened to and to receive advice from professionals (nurses and social workers);
- in 2025, Clariane partnered with the French National Union of Family Associations (Union nationale des associations familiales – UNAF). The objective of this partnership is to provide an enhanced listening space for residents and their families within Korian nursing homes: supporting families in sensitive situations, preventing admission-related conflicts and facilitating dialogue on complex matters such as financing, family organisation and care pathway choices. A pilot phase is ongoing until 2027.

COMMITTEE RECOMMENDATION IMPLEMENTED

-  **Prioritise communicating about and publicising public and non-profit information and support schemes.**

In line with the recommendation issued by the Mission Committee in 2024, referencing existing local public and non-profit support mechanisms for the people we care for and for carers is a target to be achieved across all countries and channels as part of the rollout of the standard.

KEY PERFORMANCE INDICATOR

The standard defines the information that the Group wishes to be in a position to provide systematically in all its countries in which it operates by 2026, on the topics and through the contact points listed above. The objectives associated with the implementation of this standard are to:

- provide information that is readily accessible, reliable and easy to understand;
- help raise awareness of information sources, and public and non-profit support systems for vulnerable people;
- enhance the training of staff, as they are the main conduit of this information to vulnerable people and their families;
- integrate the standard into existing quality management procedures to ensure its consistent and continuous implementation.

The indicator reflects the level of information available in each of the Group’s countries on the topics and contact points listed in the standard. Each country’s score is weighted by its share of Group revenue at the end of 2024, the year the standard was formalised. Belgium and the Netherlands were not yet included in the scope of this metric in 2025.

4

Work and opinion of the Mission Committee for each initiative

Consideration

Key performance indicator	2024 outcomes	2025 outcomes	2026 objective
Deployment of the Group standard on care seekers information and guidance	54%	65%	100%

The progress made in rolling out the standard in 2025 reflects the improvement of online information on existing websites (greater completeness, visibility and links to reference sources) and the launch of new

websites, particularly in Spain and Italy. The Group aims to complete the standard's rollout by the end of 2026, with a specific focus on improving the information provided via telephone helplines and within facilities.

WORK AND OPINIONS OF THE MISSION COMMITTEE



Étienne Caniard, rapporteur of the "Consideration" Working Group

The Mission Committee continues to believe that Clariane can have significant impact through this initiative, by helping to inform the general public about frailty within its field of expertise and the support solutions available, as well as public and not-for-profit initiatives that provide social and psychological support to vulnerable people and their carers. As part of this initiative involves providing information on the Group's services, it is important to distinguish clearly between a broad-based informational approach and a conventional commercial one. The Committee is also attentive to achieving balance between the various communication channels used, bearing in mind that information provided within the facilities is most visible to people already receiving care. Furthermore, making information available is not as valuable as direct interaction. Finally, the information needs of the target audience would benefit from further clarification to ensure that they are addressed as effectively as possible through the initiative.



In 2025, the Mission Committee monitored progress in the implementation of the standard, specifically with regard to the digital component – prioritised during the year – as well as priorities for 2026.

COMMITTEE RECOMMENDATIONS

- **Ensure a balance between the various information channels used, recognising their complementarity.**
- **Prioritise personalised information, tailored to the local context, and direct engagement.**

4.1.3 Social and psychological support for employees

OBJECTIVE

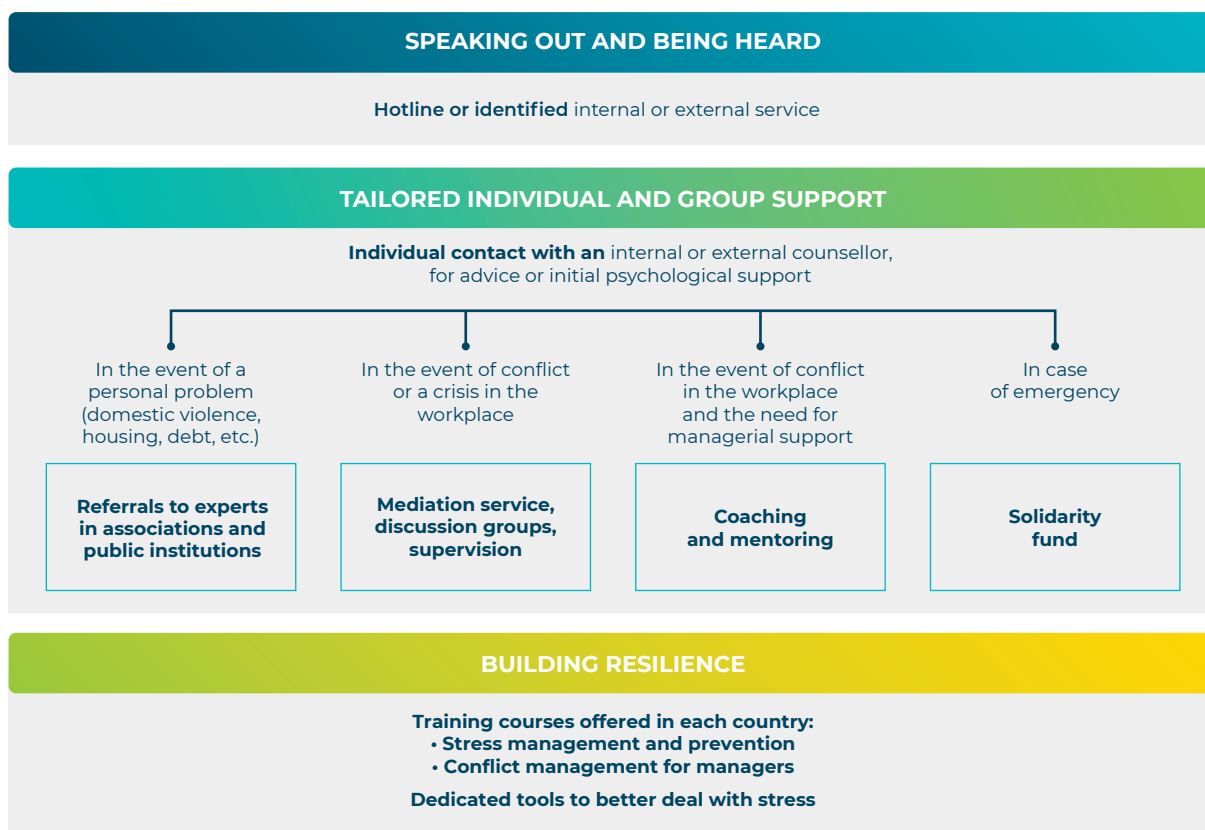


Support employees who are going through vulnerable times in their personal or professional lives by providing psychological and social assistance, temporary material support in emergency situations and help with stress and conflict management.

ACTIONS

The Group's employees work alongside patients and residents every day to support and care for them. Clariane therefore wants to support them when they themselves are in difficulty.

In 2022, Clariane developed a standard of social and psychological support for employees, defined by a transnational Working Group. It describes the different types of support that the Group wishes to be able to offer to all its employees.



The initiative aims to **complement the existing system in the various countries where the Group operates, with the aim of being able to offer all Group employees solutions that meet the needs listed above by 2026.**

The system was strengthened in 2025, with:

- the signing with the social partners of a European agreement on occupational health and safety, including a chapter on stress prevention and the preservation of mental health;
- new internal communication initiatives, including a first-ever coordinated campaign across all countries to mark World Mental Health Day, aimed at promoting existing helplines, and social and psychological support services;
- in Germany, the continued rollout of the facility health coordinator network, with 90 new coordinators trained and dedicated workshops organised to identify sources of stress in over 150 facilities. Assistance was granted for the first time through the employee solidarity fund launched at the end of 2024. These initiatives were accompanied by strengthened internal communication, including the creation of informational brochures, tailored to each region to highlight locally available

external social and psychological support services, and distributed within facilities. The proportion of German employees who believe they could receive support from the Company in the event of personal or professional difficulties increased by 11 percentage points in 2025, reaching 82% (compared with 78% at Group level);

- in Spain, the continued rollout of the platform centralising various psychological support services, established in 2024, enabled over 120 employees to benefit from one-on-one consultations with external psychologists. Psychosocial risk assessments were also carried out at 41 sites, giving 1,375 employees the opportunity to express their views and receive advice and assistance as needed;
- in France, the solidarity fund was extended to support employees requiring emergency childcare solutions, in addition to situations already covered (emergency accommodation, food, mobility, funeral costs). In 2025, the solidarity fund provided support to 583 employees. Clariane France's social services made more than 2,600 contacts and provided support on 818 cases, 20% more than in the previous year.

COMMITTEE RECOMMENDATION IMPLEMENTED



- Enrich the section of the employee satisfaction questionnaire on social and psychological support in order to have more precise result indicators in the medium term relating to the impact of the support and its different methods, measuring both the level of information received and the satisfaction for employees who have used the services offered.

The Mission Committee encouraged the company to continue its efforts to improve employee awareness of these systems, and the results of the 2025 satisfaction survey show that significant progress has been made:

- 78% of employees indicated that they “Completely agree” or “Agree” with the statement: “I feel I can receive the social and/or psychological support I need in the event of a personal or professional problem”, compared with 72% in 2024;
- 71% of employees feel they have enough information about the social and psychological support services offered by Clariane (compared with 64% in 2024).

However, only 57% of employees said they would be prepared to use these services if needed (compared with 56% in 2024), suggesting that factors other than awareness of the mechanisms in place are limiting their uptake. These barriers are not always clearly identified: 38% of employees answered “Don’t know” to the question, and 5% stated that they would not use these services. The majority of them would not use these services cited fears about confidentiality, or a preference for services not offered by their employer for personal issues.

KEY PERFORMANCE INDICATOR

Key performance indicator	2024 outcomes	2025 outcomes	2026 objective
Deployment of the Employee Social and Psychological Support Group standard	72%	82%	100%
Absenteeism rate	10.4%	10.6%	≤10.8%

The first indicator reports on the level of deployment of the tools covered by the standard in each country. Each country’s score is weighted by its number of employees. The progress described above is reflected in the increase in the deployment rate of the social and psychological support standard from 72% at the end of 2024 to 82% at the end of 2025.

Psycho-social risks have been identified as one of the main causes of absenteeism at Clariane, notably as part of the work carried out jointly on this subject since 2020 with the social partners within the European Company Works Council (CESE). Absenteeism is therefore also

used as a key performance indicator for this initiative. Absenteeism covers several forms of absence: workplace accidents, commuting accidents, simple sick leave and occupational illnesses. The causes are therefore multiple and multifaceted.

In 2025, the absenteeism rate edged up to 10.6% from 10.4%. This persistently high rate of absenteeism can have a destabilising effect on the day-to-day organisation of work and care services in facilities. This is why preventing absenteeism is a priority for Clariane, as reflected in its inclusion among the triggering criteria for the collective incentive scheme in France in 2025.

WORK AND OPINIONS OF THE COMMITTEE



Étienne Caniard, rapporteur of the “Consideration” Working Group

The satisfaction survey findings point to a clear improvement in employees’ awareness of social and psychological support mechanisms. This is a highly positive development and fully aligns with the Committee’s recommendations. The approach should be broadened beyond psychological support by stepping up the prevention dimension in order to extend the Company’s awareness-raising initiatives. In addition to the overall results, this survey provides valuable insight into employees’ perspectives, particularly through the analysis of open-ended comments and potential biases among different employee groups regarding complex issues such as the feeling of Consideration.



In 2025, the Mission Committee focused specifically on:

- the various social and psychological support tools covered by the standard and the progress in their deployment across the different countries;
- the results of the employee satisfaction survey, which provides additional indicators for analysing progress on this initiative, the participation rate and any obstacles to participation.

COMMITTEE RECOMMENDATIONS

- **Continue the efforts made to make employees aware of psychological and social support systems, and to build confidence in these systems, based in particular on local management and peer-to-peer awareness raising and the onboarding procedures for new employees.**
- **Analyse the psychological and cultural obstacles that may limit the use of these systems and identify ways to address them, with a particular focus on factors that may undermine confidence in these resources, and strategies to restore confidence.**
- **Ensure that managers are trained in active listening to help prevent psychosocial risks and guide employees to social and psychological support services when needed.**
- **Explore possible partnerships to provide employees with access to essential goods at a lower cost.**

4.1.4 Employee health and safety

OBJECTIVE

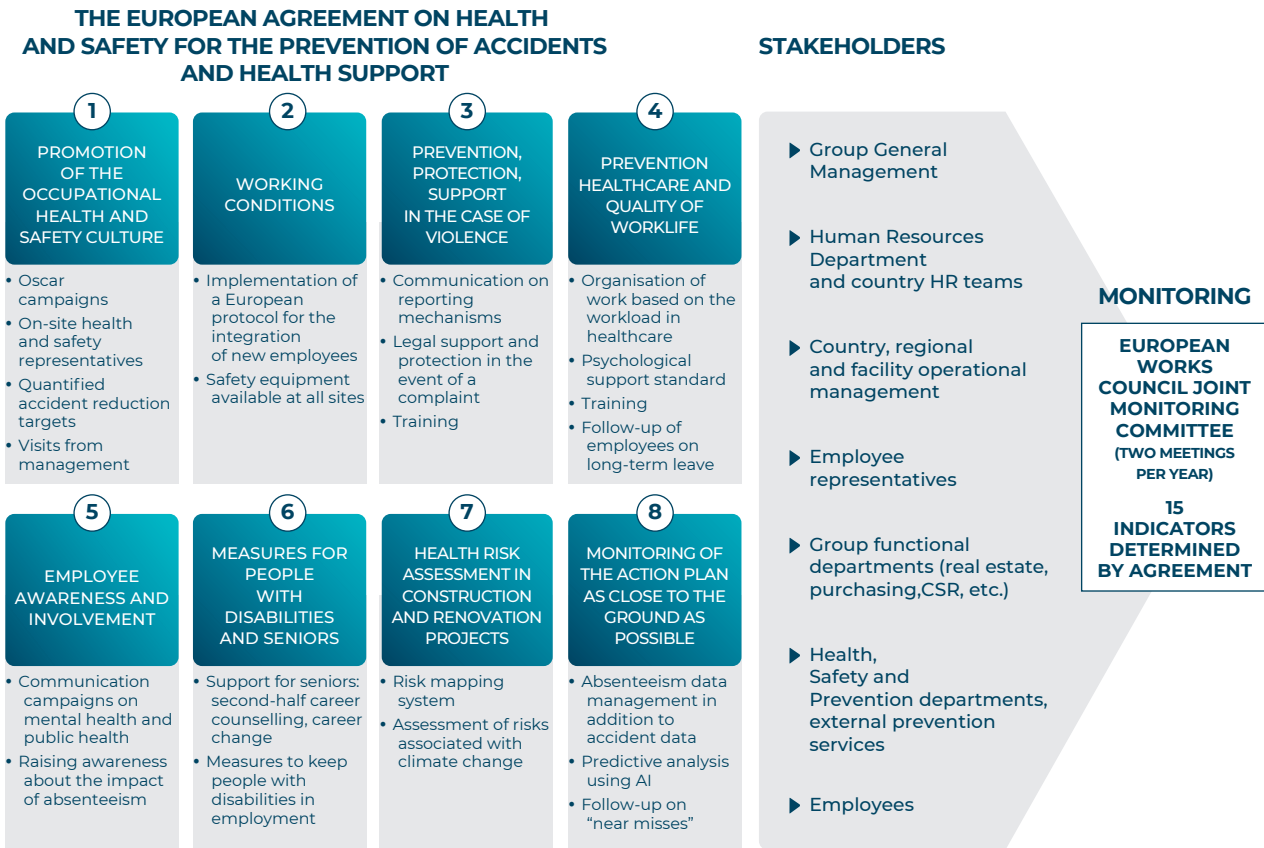


Strengthen health and safety activities to avoid work accidents, reduce arduousness and help employees take care of their physical and mental wellbeing.

ACTIONS

2025 marked the conclusion of the implementation phase of the 25 commitments defined within the framework of the protocol of the 2021 European Agreement for Health, Safety and Accident Prevention, adopted with the European Company Works Council. Based on the methodology implemented to ensure qualitative and quantitative monitoring, the protocol achieved 82% of its objectives at the consolidated level. The main progress made by all countries under the protocol was as follows:

- Appointment of a health and safety officer at every site;
- Enhanced tracking of accident data to improve targeted prevention;
- Increased management involvement (OHS committees and sharing of safety updates at management meetings).
- Heightened awareness of health and safety culture at work, particularly with the OSCAR (Occupational Safety Commitments and Rituals) mascot;



• **Integration of OSCAR into the Group-wide ISO Management Standard**

OSCAR, the Group mascot that embodies employee safety at work, has been integrated into the ISO Management Standard deployed at each site. The Standard stipulates that OSCAR must be visible in each facility, through posters and other materials provided at the country level, to raise awareness of the safety culture and risk prevention among employees.

- **Signing in June 2025 of a European agreement on occupational health and safety** at a plenary session of its European Company Works Council – a first in the sector. Building on steps taken over several years, including the 2021 OHS protocol, this agreement reflects a strong ambition in terms of prevention, safety, health and quality of working life within the framework of social dialogue. It aims to improve

working conditions and guarantee a safe and respectful environment by identifying and preventing risks, providing appropriate protective equipment and targeted training, and deploying health and safety representatives at sites;

- **Implementation of a French health and safety at work action plan including:**

- The implementation of a communication plan for regional and facility directors, detailing the financial impact of accident-related absenteeism;
- The introduction of weekly and monthly monitoring meetings with operational teams;
- The adoption of an in-house accident reporting process to improve data quality and provide better support to facilities in case of reservations or potential litigation or disputes.

KEY PERFORMANCE INDICATOR

Key performance indicator	2024 outcomes	2025 outcomes	2026 objective
Lost-time accident frequency rate	31	28	29
Absenteeism rate	10.4%	10.6%	≤10.8%

We have observed a decrease in the total recordable incident rate, which amounted to 28 in 2025 compared to 31 in 2024, i.e., a 9.6% reduction in the number of accidents.

The accident frequency rate has been more specifically reduced in France (35 in 2025 versus 42 in 2024 and 53 in 2023), due to:

- a stricter internal policy regarding the verification of improper industrial accident claims, leading to their

reclassification as illnesses by primary health insurance funds (CPAM);

- the strengthening of preventive actions, as described above.

WORK AND OPINIONS OF THE COMMITTEE



Étienne Caniard, rapporteur of the "Consideration" Working Group

The reduction in the frequency of workplace accidents confirms that efforts are delivering results. However, accidents are only one of the causes of absenteeism, which remains high. Interpreting indicators and making comparisons requires caution and precision, as figures are sensitive to changes in scope and methodology. Analysing the disparities between countries and sites behind the overall trend is essential for deeper insight. Looking beyond the figures, the Mission Committee sought to deepen its understanding of employees' lived experiences, from work organisation and scheduling to conditions for returning to work after an accident and work-life balance. Improving the prevention of accidents and absenteeism requires adopting the perspective of the employees in question, conducting detailed root cause analysis – including sociological factors – and leveraging consideration to drive prevention.



In 2025, the Mission Committee focused specifically on:

- trends in accident and absenteeism data, and analysis of root causes;
- accident and absenteeism prevention measures;
- consideration as a driver of long-term reduction of absenteeism.

COMMITTEE RECOMMENDATIONS

- **Publish more information on the causes of differences in workplace accidents between countries and activities, including those stemming from the functioning of health insurance systems.**
- **In terms of health prevention, relay and publicise existing public measures as a priority.**



4.2 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.

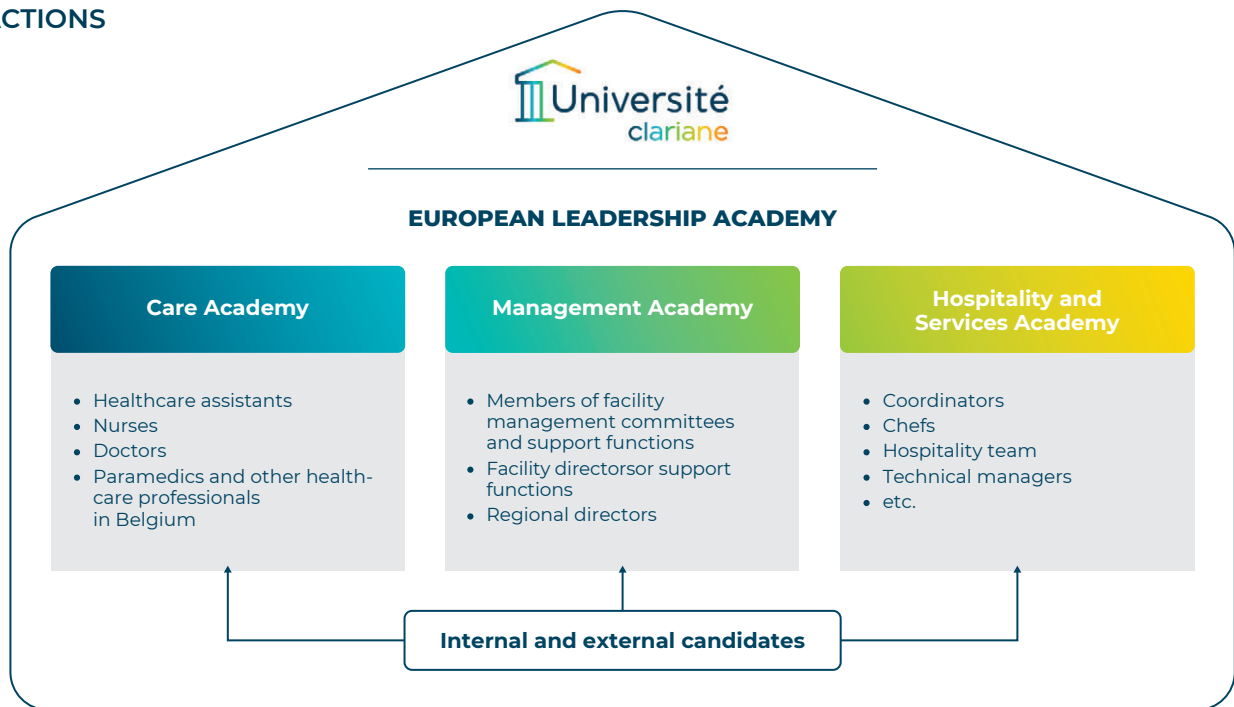
4.2.1 Training and career development

OBJECTIVE



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

ACTIONS



Developing employability through training is an essential part of Clariane's employer promise.

Clariane University brings together all the training courses offered under one roof, both internally and with partner schools and institutes. These include continuous education, some of which lead to professional qualifications, as well as diplomas, apprenticeships, professional retraining or validation of acquired experience.

Clariane's commitment to this initiative is reflected in the number of employees enrolled in qualifying courses leading to an external diploma or recognised qualification.

Apprenticeship to promote the professional integration of young people

Clariane has also chosen to train employees through apprenticeships in its key professions in France and Germany, with a focus on caregivers and chefs in France, and nurses in Germany. At the end of 2025, the Group had 3,550 apprentices, including 2,465 in Germany and 1,077 in France. In total, the number of apprentices within the Group represented 5% of the FTEs at the end of December 2025.

Promoting the validation of acquired experience

Validation of acquired experience (VAE) is a driver of social promotion within Clariane. It allows employees to pursue qualifying training while continuing to work.

In France, this system allows employees with a year’s professional experience to obtain a diploma related to their profession, without returning to school. At the end of 2022, Clariane opened up access to the programme to its staff in healthcare assistant roles (including those on fixed-term contracts). By 2025 in France, more than 772 employees were enrolled in the VAE programme and supported throughout their course by Clariane University to become qualified healthcare assistants.

Promoting retraining pathways for career conversion

In France, in 2021, Clariane ushered in the “Passerelle” system based on the collective transition system. This initiative enables people employed as cashiers in the Monoprix supermarket chain and as cleaners in the Derichebourg business services company to retrain as healthcare assistants through on-the-job training at Clariane facilities. In 2025, nine new beneficiaries of this programme joined Clariane network facilities and committed to obtaining healthcare assistant qualification through validation of acquired experience (VAE).

New professional retraining courses were also created in 2024 to allow people working in accommodation/catering to transition to care professions, and from care professions to accommodation/catering.

Training for facility directors and regional directors

Clariane France University has created the MEOS Executive Master (Management of Businesses and Health Organisations), a level 7 RNCP qualification (M2 equivalent), allowing participants to become facility directors (five years’ post-secondary education required by law for facilities with more than 30 beds). In 2025, two cohorts of 55 employees graduated. These employees are intended to become facility directors and are monitored as part of the Group’s talent management process. By the end of 2025, nearly half of the first cohort had already been promoted.

In 2025, Clariane University also launched a new programme entitled Operational Leadership Management (OLM) to strengthen the operational leadership of regional directors. It aims to develop the skills needed to lead and support teams in a complex and changing environment. The first two classes got underway in France in October 2025, ahead of a planned rollout in Germany in 2026.

KEY PERFORMANCE INDICATOR

Key performance indicator	2024 outcomes	2025 outcomes	2026 objective
Number of employees involved in a qualifying training program	7,780	7,743	7,200

In 2025, 7,743 Clariane employees in Europe were involved in one qualifying training path, i.e., 11.8% of FTEs. This figure was stable compared with 2024; the decrease in qualifying paths in France was offset by an increase in

apprentices in Germany. Despite the negative impact of recent regulations on apprenticeship schemes, the Group aims to maintain its objective of 7,200 employees on qualifying training paths in 2026.

WORK AND OPINIONS OF THE COMMITTEE



Antoine Maspétio, rapporteur of the “Fairness” Working Group

Clariane’s training offer is a major differentiating factor in a sector facing recruitment challenges. Supporting employees in obtaining formal qualifications enables them to access greater responsibilities and helps address both recruitment and employee retention needs. Monitoring and measuring these initiatives allows their value to be further enhanced. Embedding the mission within Clariane’s network of facilities through training and awareness-raising is a central topic for a purpose-driven company. The Committee intends to continue exploring how to enable each individual to translate theoretical commitments into their day-to-day work in very practical ways. This means implementing comprehensive Group-wide actions while ensuring a pragmatic approach tailored to each facility.



In 2025, the Mission Committee focused specifically on:

- results relating to employees involved in qualifying training programmes;
- new initial and continuing management training programmes.

With regard to the Fairness commitment more broadly:

- characteristics of employee turnover at Clariane and levers to reduce it;
- the employee awareness and training plan regarding the mission and CSR.

COMMITTEE RECOMMENDATIONS

- Measure the impact of training on key social performance indicators, with a particular focus on professions facing labour shortages within facilities.
- Study the possibility of integrating certain internal (non-qualifying) training courses into the scope of the initiative as long as they contribute significantly to the employability of employees.
- Mission awareness and training: identify key Company markers and processes that should systematically refer to the mission, and adapt management tools and training accordingly.

4.2.2 Value-sharing

OBJECTIVE



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.

ACTIONS

COMMITTEE RECOMMENDATION IMPLEMENTED IN 2025



- Confirm the medium-term objective of launching a new employee shareholding plan, together with the associated performance indicator and target.
- Continue the efforts made during employee share ownership campaigns to make all employees aware of the schemes and the associated financial conditions, particularly if a new plan is launched.

In 2025, Clariane launched the Together employee shareholding plan, based on three principles:

- universality: all employees present on 2 October 2025 (nearly 70,000 employees) are eligible, regardless of country, profession or employment status (full-time/part-time, permanent/fixed-term, etc.);
- loyalty: each employee is allocated the right to 50 Clariane shares. These will vest on 2 October 2028 to all employees who have been with the Company for at least three years as at that date;
- quality: the award is conditional on maintaining a high level of service quality, as measured by the Net Promoter Score (NPS) in each country.

This plan, which was unanimously approved by the members of the bureau of the European Company Works Council, is the first universal employee shareholding plan in the sector at European level. Its objective is to foster long-term employee engagement and to align employee interests with the Group's financial and non-financial performance, as well as its governance. The launch of the Together plan was backed by an extensive communication campaign including collective information through dedicated

meetings at facility and head office level, as well as written information provided to each employee individually.

Regarding investment in the care mission, which remained stable compared with 2024, work was focused on building maintenance and renovation – particularly energy efficiency – and company-wide digitalisation, which contributes to improving both working conditions (reducing the administrative burden on teams) and the quality of care (improving traceability and communication, telemedicine).

Regarding investor returns: In July 2023, Clariane and its partner banks signed an extension to the syndicated loan agreement, which brings together a pool of financial institutions, with a new maturity date of May 2029. The restrictions on dividend payments provided for when the syndicated loan agreement was renegotiated in July 2023 remain in place, with:

- a bar on dividends while the leverage ratio (comparison between the company's debt and the capacity of the business to make repayments) remains above 4.0x at the end of the financial year;
- a cap of 40% on the payout ratio.

KEY PERFORMANCE INDICATORS

Reinvestment in the Care mission

	2024 outcomes	2025 outcomes	2026 objective
Reinvestment in the Care mission indicator (<i>in millions of euros per year</i>)	181	182	≥150

Clariane has defined an investment that contributes to the Care mission as any investment aimed at maintaining or improving:

- quality of care;
- the safety and comfort of buildings;
- working conditions.

This indicator covers a selection of capital expenditure categories classified as “maintenance” (the vast majority), “development” (in part), and “real estate” (only for projects

involving capacity transfers), and identified as such in the Group’s financial statements. The indicator includes investments in the construction of new buildings for existing facilities (relocation or extension), but excludes the acquisition of new facilities (external growth).

In 2025, these investments totalled €182 million, a slight increase compared with 2024. The Group maintains its objective of investing at least €150 million per year in these categories until 2026.

Employee shareholding

	2025 outcomes	2028 objective
Percentage of employees holding shares under the Together plan	N/A	50%

To measure the achievement of the Together plan objective – namely to encourage broad-based, long-term employee share ownership – the Group has defined the percentage of employees holding shares under this plan as a new monitoring indicator for this initiative. As the shares granted under the Together plan will vest in 2028,

the indicator will measure the proportion of employees holding share rights until then. The initial measurement of this indicator will be available in April 2026, once employees have definitively accepted or declined the share rights.

WORK AND OPINIONS OF THE COMMITTEE



Antoine Maspétio, rapporteur of the “Fairness” Working Group

Through their universal and equitable nature (same number of shares allocated to all employees), the terms of the Together employee shareholding plan clearly reflect the Fairness commitment. The single performance condition of the patient, resident and family satisfaction survey – which places the perception of the people we care for at the heart of the scheme – is also aligned with this commitment to Fairness.



Regarding investment in the care mission, the Mission Committee wishes to continue dialogue on the broader issue of value-sharing and decision-making processes relating to investment choices, beyond the defined indicator. Regarding the indicator itself, expressing the target in absolute value rather than as a percentage of profits appears to be the most appropriate approach at this stage. Furthermore, segmenting investments within the care mission will enable us to monitor overall trends while remaining consistent with the original intent of this initiative. We also noted positively that the CSR department’s opinion is required for the most significant investments. However, this sensitive issue of value-sharing must be considered in light of the company’s financial performance and economic position. Regardless of the economic climate, this dimension is primarily a commitment to transparency towards internal and external stakeholders alike.

In 2025, the Mission Committee focused specifically on:

- advances in measuring investment in the care mission;
- terms of the Together employee shareholding plan (2025-2028).

COMMITTEE RECOMMENDATIONS

Regarding the indicator relating to reinvestment in the Care mission:

- Continue work undertaken to improve the transparency of investment allocation.
- Maintain the medium-term objective of allocating a formalised proportion of total investments to the Care mission.

Regarding employee shareholding:

- Maintain communication efforts targeted at employee shareholders or future shareholders, particularly in relation to key corporate milestones (release of financial results, Annual General Meeting, significant changes in the capital and shareholding structure).



4.3 Sustainability

Protect our communities by adapting our processes and behaviours to fight climate change and preserve biodiversity.

To date, the Mission Committee has focused its efforts on the climate change initiative, which was identified as the most material environmental matter in Clariane's double materiality assessment, the results of which were presented to the Committee in 2024. Tackling climate change is the most resource-intensive environmental initiative for the Group, in terms of both decarbonisation efforts and adaptation measures for buildings and

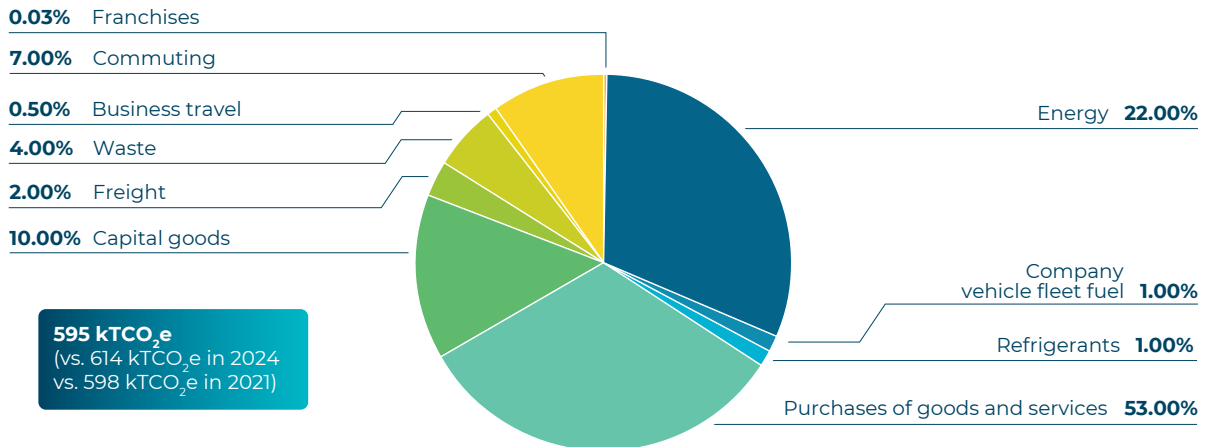
equipment. Although biodiversity matters were not deemed material in the double materiality assessment, they are indirectly included in these initiatives, as the Group relies on the ecosystem services provided by biodiversity to mitigate the effects of extreme weather events. As such, biodiversity is addressed in Clariane's 2024-2028 CSR strategy.

4.3.1 Energy-related carbon footprint

OBJECTIVE



Reduce our carbon footprint related to energy consumption by continuing to adapt our behaviour and facilities, adopting more energy efficient solutions and significantly reducing the use of fossil fuels.



The commitment made as part of the purpose-driven company targets the reduction of the carbon footprint linked to the Group's energy consumption, which accounts for 93% of Scopes 1 & 2 greenhouse gas emissions in the carbon footprint (emissions controlled directly by Clariane) and 22%⁽¹⁾.

Clariane has set the target of reducing its energy-related carbon footprint by 27% compared with 2021 levels by 2026, combining action to reduce energy consumption and decarbonise the energy mix.

These objectives to reduce and decarbonise the Group's energy consumption contribute directly to the low-carbon roadmap defined for 2031 as part of Clariane's 2023

commitment under the Science Based Targets initiative. This joint initiative of the United Nations, the World Resources Institute and WWF aims to promote the adoption by companies of carbon strategies aligned with the Paris Agreement.

Clariane's low-carbon pathway involves reducing:

- our absolute greenhouse gas emissions from energy and refrigerants⁽²⁾ (Scopes 1 & 2) by 46% by 2031 compared to 2021;
- our absolute indirect greenhouse gas emissions, associated mainly with purchased goods and services, waste generation, business travel and employee travel (Scope 3), by 28% by 2031 compared to 2021.

(1) According to the Greenhouse Gas Protocol:

- Scope 1: "direct emissions from sources owned or controlled by the reporting company";
- Scope 2: "indirect emissions derived from the generation of purchased electricity, steam, heating and cooling needed to manufacture the products of the reporting company or for its operation";
- Scope 3: "other indirect emissions resulting from activities involving assets beyond the reporting organisation's control but within its value chain".

(2) Gases used in air conditioning systems.

In 2024, the Science Based Targets initiative validated the alignment of these targets with a 1.5°C global warming pathway for Scopes 1 & 2, and a well below 2°C pathway for Scope 3.

In 2025, actions to reduce energy consumption and decarbonise the energy mix continued, in line with the following priorities:

- Improving energy efficiency and the operation of technical installations (preventive and corrective maintenance, equipment replacement, thermal renovation).
- Decarbonising energy consumption (installing photovoltaic generation systems, connecting to district heating networks, purchasing renewable energy Guarantees of Origin).
- Monitoring and managing performance (installing ambient temperature sensors and data collection systems, consumption monitoring and energy management systems, and digital tools to ensure tracking, facilitate reporting and trigger alerts in the event of significant volatility in consumption or indoor temperature measurements).
- Financing the transformation of the property portfolio to improve energy efficiency and the sustainability of energy supply (directing Group investments, partnerships with specialist companies through Energy Performance

Contracts, third-party financing or asset repurchases, as well as grants and subsidies such as Energy Savings Certificates in France).

- Training teams and leveraging communication (awareness-raising on eco-friendly practices for all teams, training on-site technicians and regional property managers in the monitoring and maintenance of heating, hot water, ventilation and air-conditioning systems).

2025 was more specifically marked by the following actions:

- Integration of an ESG assessment for Investment Committee commitments exceeding €100,000 in CapEx or €1 million in OpEx. This assessment notably incorporates an estimated internal carbon price.
- Purchase of renewable energy Guarantees of Origin to decarbonise a portion of Clariane’s energy consumption (Spain, Netherlands, Italy and Germany).
- Deployment of Energy Performance Contracts (signed or in the process of being signed) at 100 facilities in France.
- Conversion of 30% of the corporate and service fleet in France to electric vehicles.
- With regard to climate change adaptation: vulnerability study of the real estate portfolio based on the climate risk exposure assessment conducted in 2024.

KEY PERFORMANCE INDICATOR

Key performance indicator	2024 outcomes	2025 outcomes	2026 objective
Reduction of greenhouse gas emissions related to energy consumption compared to 2021*	-15%	-24%	-27%

* Includes GHG Protocol categories 1-1, 2-1, 2-2 and 3-3.

The 2025 performance for this indicator is aligned with the Group’s low-carbon pathway. The change in energy-related carbon emissions (Scopes 1 and 2) between 2024 and 2025 is primarily attributable to:

- a reduction in energy intensity (145.5 kWh/sq.m. in 2025 compared with 148 kWh/sq.m in 2024), reflecting the energy reduction measures described above;

- facility disposals, including a high-emission site in Italy in 2025;
- the purchase of Guarantees of Origin to cover a portion of CO₂ emissions associated with electricity consumption at facilities in Italy and Germany. These contractual instruments covered 17.7% of emissions in 2025, compared with 5.52% in 2024 (location-based methodology).

WORK AND OPINIONS OF THE COMMITTEE



Pierre-Yves Pouliquen, rapporteur of the “Sustainability and Locality” Working Group

Neither reducing energy-related CO₂ emissions nor adapting facilities to climate change is merely a technical or property management issue; rather, they are both intrinsically linked to Clariane’s care mission. The increase in climate risks such as heatwaves, wildfires and floods is a reality that disproportionately affects the vulnerable individuals that the Group supports. Buildings must be adapted to make them more resilient, but our practices must also evolve to operate effectively under these new conditions. All such changes inevitably impact the daily lives of both our employees and the people we care for. Clearly, environmental and social commitments cannot be considered in isolation; they must be addressed together to serve the mission and avoid conflicting priorities.



4

Work and opinion of the Mission Committee for each initiative

Locality

In 2025, the Mission Committee focused specifically on:

- the progress of the programme to reduce the energy-related carbon footprint;
- an analysis of the exposure of the property portfolio to climate risks and the identified adaptation levers;
- the operational management of heatwaves.

COMMITTEE RECOMMENDATIONS

- **Define climate action responsibilities at facility level.**
- **Systematically take the impact on the quality of life of patients and residents into account when defining and prioritising carbon footprint reduction and climate change adaptation measures.**
- **Train the functions most exposed to climate change adaptation to entrench this issue in the Company's culture and objectives, in the same way as for climate change mitigation.**



4.4 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.

4.4.1 Local and inclusive purchasing


OBJECTIVE



Promote local and inclusive purchasing to contribute to economic development in the regions in which we operate while supporting the inclusion of the most vulnerable people in society.


LOCAL PURCHASING

- Geographic origin of goods and services


INCLUSIVE PURCHASING

- Employment of vulnerable people
- Development of the social and solidarity economy

National

Regional

Local

Disabled workers

Marginalised workers

Social and solidarity economy

ACTIONS

A number of initiatives have been implemented as part of the Group's responsible purchasing policy:

- supporting local and inclusive suppliers, one of the commitments made by Clariane in its Responsible Purchasing Charter;
- considering criteria relating to product origin and the supplier's practices in terms of employing vulnerable people and developing the social and solidarity economy throughout the purchasing process, notably during the supplier selection and contracting process and in dialogue with existing suppliers. The weighting of these criteria in calls for tender is determined by the

purchasing category and varies according to the significance of these criteria for the relevant product or service category;

- participating in collaborative initiatives related to local and inclusive purchasing. In France, Clariane is a founding member of the Collective of Companies for a More Inclusive Economy, one of whose main commitments is to promote inclusive purchasing;
- regular highlighting of the suppliers of regional food products as part of the Group’s communication on its catering initiatives and events organised with producers in its facilities.

The deployment of the CSR Evaluation Matrix within the tendering process continued in 2025. This aims to strengthen and harmonise reference to CSR criteria in supplier selection across the Group. CSR evaluation criteria specifically include the origin of products or services and the supplier’s practices regarding social inclusion and the development of the social and solidarity economy. Weightings are adjusted based on the materiality of these criteria for each specific category. Dialogue has continued with primary food suppliers in all countries. This aims to enhance transparency regarding national and regional product origin and has facilitated the expansion of the geographic scope of the metric presented below.

Local purchases

Local purchases are broken down by the Group into three levels: national, regional (i.e., administrative region) and local.

National

At the national level, the indicator measured refers to the share of purchasing volume with preferred suppliers of products and services of national origin. 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.

Product origin is defined according to the purchasing category:

- non-food manufactured products: place of last substantial transformation;
- fruit and vegetables: place of cultivation;
- meat: animal born, raised and slaughtered in the same country;
- fish: fishing zone;
- processed products: the majority of raw materials come from the country in question.

Services are classified as local purchases if they contribute to job creation in the same country as the facility.

KEY PERFORMANCE INDICATOR

Key performance indicator	2024 outcomes	2025 outcomes	2026 objective
Share of national origin purchases (preferred suppliers)	78.3%	78%	≥75%

In 2025, the share of purchases of national origin from preferred suppliers was 78%, compared to 78.3% in 2024. The variation is not considered material. Clariane’s objective between now and 2026 is to keep this indicator above 75%. This target is based on the performance achieved at the end of the 2019-2023 plan and the current macroeconomic environment, characterised by poor visibility.

Regional

In addition to the national origin of products indicator, Clariane has set itself the goal of improving its ability to measure regional purchases for certain purchasing categories with high regional purchasing potential. This metric measures the proportion of food purchased within a given country that is sourced from the same administrative region as the facility. It is calculated based on supplier data for purchases made between July 2024 and June 2025. At present, certain supplier information systems lack the capacity to generate this data. In France, the metric covers the entire reporting scope. In Germany and Italy, suppliers capable of providing this information account for 67% and 12% of purchasing volumes respectively.

Share of food purchases sourced regionally

	2024	2025
France	22%	22%
Germany	N/A	14%
Italy	N/A	14%

The metric is stable in France compared with 2024 and was calculated for the first time in Italy and Germany in 2025. The 2024 data for France has been restated to align the definition with other countries (the basis of calculation is now food purchases made in France, rather than total food purchases). The objective for this metric is to continue dialogue with suppliers to further improve the volume of purchasing covered before defining a quantitative target.

Locality

Certain categories of services require frequent presence in facilities and therefore mainly involve service providers located nearby, notably maintenance, and services and activities intended for residents, which account for 19% of the Group’s total purchasing volume.

The supply of certain categories of food products also takes locality into account. In France, 82% of food purchases were sourced inside the country in 2025 (stable compared with 2024). More than 99% of bakery products purchased in 2025 were from local bakeries, and 31% of fruit and vegetables (excluding exotic fruit) came from within a radius of less than 150 km (200 km in the Île-de-France region) of the depot responsible for supplying the site (33% in 2024). Clariane continues to work with French suppliers to maintain this high level of domestic sourcing and increase the proportion of regional purchases.

Inclusive purchasing

Inclusive purchasing is defined by the Group as purchases that contribute to inclusion through the employment of vulnerable people and, more broadly, to the development of the social and solidarity economy. These purchases can be made through specialised structures (see below) or from suppliers from the traditional economy that make contractual commitments (notably social integration clauses in France).

The reported indicator integrates purchases from the three types of inclusive suppliers listed below:

- 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) whose activities and internal functioning (participatory governance, reinvestment of profits in the activity and/or for the general interest) are based on a principle of solidarity and social utility.

Inclusive purchasing	2024	2025
% of total Group purchases	2.4%	2.1%
Amount of inclusive purchases, in millions of euros	24	27

The purchasing categories with the highest proportion of inclusive suppliers are:

- for structures dedicated to employing people with disabilities or experiencing difficulties in accessing the job market: cleaning, grounds maintenance and laundry services;
- for other structures from the social and solidarity economy: healthcare and nursing services, activities for residents, training organisations and insurance for employees (mutual societies).

WORK AND OPINIONS OF THE COMMITTEE



Pierre-Yves Pouliquen, rapporteur of the "Sustainability and Locality" Working Group

Procurement is a prime illustration of the balance that a purpose-driven company must strike between economic, social and environmental performance, as well as between the corporate purpose commitments themselves. For instance, local or inclusive procurement can have a negative impact on employees or patients and residents if quality standards are not met, or on the carbon footprint depending on how goods are produced. Transparency with regard to decision-making criteria, trade-offs and degrees of flexibility at facility level is essential to enable employees – especially facility directors – to navigate this complexity.

In 2025, the Mission Committee focused specifically on:

- local and inclusive procurement outcomes in 2024;
- progress in making these indicators more robust;

- the activities of the Local Affairs Department in France, in line with the Committee's intention to explore other dimensions of Clariane's local impact, notably the training of facility directors and regional directors in managing relationships with local stakeholders.

COMMITTEE RECOMMENDATIONS

- **Continue work undertaken to strengthen local and inclusive procurement indicators.**
- **Prioritise the purchasing categories with the greatest impact on patients and residents.**
- **Within the purpose-driven company framework, explore initiatives linked to other drivers of local impact, notably relationships with local communities.**



4.5 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.

4.5.1 Medical research

OBJECTIVE



Develop research partnerships on a European scale leveraging Clariane's network and data, and stimulate knowledge sharing within our medical communities and the applications of medical research in our facilities.

ACTIONS

As part of this initiative, the Group's priorities are to:

- continue to develop its position as a partner of researchers by allowing the research projects to which the Group contributes to benefit from the size and diversity of its network of facilities as a field for experimentation and data collection;
- promote the European medical community and to foster exchanges between countries;
- implement Europe-wide projects to apply the knowledge acquired through research across facilities.

Clariane's research is based on a multi-disciplinary approach, incorporating the wealth and diversity of the Group's specialities. It reflects a determination to make research accessible to everyone, particularly allied health professionals, a differentiating factor rooted in the conviction that research should involve all healthcare professionals.






The projects that contributed most significantly to the Group's scientific output in 2025 were:

- the launch of the BOOST project which aims to increase access and structure physical activity within mental healthcare services, establishing it as a driver of therapeutic efficacy. Although the efficacy of physical activity is well documented – with outcomes comparable

to certain pharmacological or psychotherapeutic treatments for depression, schizophrenia and anxiety disorders – physical activity remains under-prescribed and rarely structured. Internal audits and the international literature both confirm a significant gap between clinical recommendations and actual practice, citing a lack of resources, training and appropriate tools. BOOST therefore aspires to transform physical activity into a genuine Non-Pharmacological Intervention (NPI) in mental healthcare, on par with other therapeutic approaches (i.e., with an assessment protocol and a personalised programme tracked in the patient record);

- MyEDIT-B, a blood test designed to aid the diagnosis of bipolar disorder and embed precision medicine within psychiatric practice. Differentiating between forms of depression remains a major challenge, with an average delay in diagnosis of eight years. This project aims to evaluate the acceptability and usability of the test within the Clariane networks in France and Spain. In 2025, the initial positive results of this study were presented at the European Congress of Neuropsychopharmacology. Clariane continues to evaluate the impact of MyEDIT-B on the organisation and coordination of care within its facilities, notably by monitoring the care pathways of patients who have used the tool.

MAIN RESEARCH PROJECTS IN PROGRESS

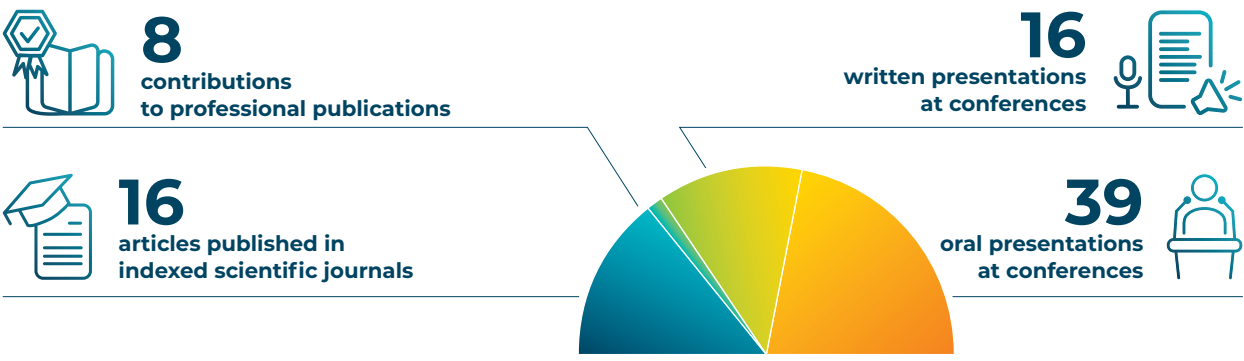
	OBJECTIVE	PARTNER
<p>DEPRESSION AMONGST THE ELDERLY</p> 	<ul style="list-style-type: none"> • Create a depression detection tool tailored to nursing home residents • Develop dedicated training courses 	SF3PA (French-speaking Society of Psychogeriatry and Elderly Psychiatry)
<p>PREVENTION AND DETECTION OF FALLS AMONGST THE ELDERLY</p> 	<ul style="list-style-type: none"> • Scientifically approve the fall detection tool • Evaluate the impact of the tool on stakeholders and the provision of care • Use medical data to prevent falls 	<ul style="list-style-type: none"> • Inserm • IHU HealthAge (geroscience and prevention) • Lille University Hospital
<p>NON-PHARMACEUTICAL INTERVENTIONS (NPIS)</p> 	<ul style="list-style-type: none"> • Promote NPIs through: <ul style="list-style-type: none"> ■ classification of all NPIs currently used at Clariane, and the associated indicators ■ scientific approval of protocols 	NPIS Non-Pharmacological Intervention Society
<p>NEUROSTIMULATION TO COMBAT TREATMENT-RESISTANT DEPRESSION</p> 	<ul style="list-style-type: none"> • Confirm the effectiveness of standardised treatment protocols to improve access to neurostimulation (rTMS) 	Paris Brain Institute
<p>PRECISION MEDICINE IN MENTAL HEALTHCARE</p> 	<ul style="list-style-type: none"> • Measure the impact of routine blood tests used for differential diagnoses of unipolar and bipolar depression on: <ul style="list-style-type: none"> • suitability of caregivers • impact on care organisation 	<ul style="list-style-type: none"> • Alcediag • Synlab

■ Geriatrics
 ■ Rehabilitation
 ■ Mental health

KEY PERFORMANCE INDICATOR

Key performance indicator	2024 outcomes	2025 outcomes	2026 objective
Number of communications from research and innovation projects	105	79	≥80

79 PUBLICATIONS AND COMMUNICATIONS FROM RESEARCH AND INNOVATION PROJECTS



The decrease in the number of professional communications relating to the Group's research and innovation projects is due to the completion of several projects in 2024, which had generated a one-off increase linked to project circulation and promotion. Momentum nevertheless remains aligned with the Group's 2026 ambition of a minimum of 80 communications per year.

WORK AND OPINIONS OF THE COMMITTEE



Professor Francesco Longo, rapporteur of the “Innovation” Working Group

The continued momentum surrounding the Clariane Innovation Days is inspiring. Events of this nature help to unite a community around research and innovation, and contribute to strengthening internal communication on these topics. The Committee also welcomes the international expansion of Clariane’s research projects: few players can contribute to projects on an equivalent scale. Potential for further development remains significant: the use of the data available to Clariane, matching the breadth and diversity of its network, is a huge asset for research. Investment in data infrastructure should enable it to be fully leveraged.



In 2025, the Mission Committee focused specifically on:

- progress of the main research partnerships;
- trends in professional communications related to research and innovation.

COMMITTEE RECOMMENDATIONS

- Continue efforts to strengthen the international dimension of the Group’s research projects by systematically involving facilities and research partners across multiple countries.
- Develop indicators in the medium term to measure:
 - the budgets allocated to research;
 - the involvement of facilities in research;
 - the use of Clariane’s data for research purposes;
 - the impact of medical research projects, particularly in terms of implementation within the Clariane network.
- Strengthen social science research in connection with the development of new service offerings and work organisations.

4.5.2 Innovation in health and care

OBJECTIVE



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.

ACTIONS

In line with the Mission Committee’s 2024 recommendations, the Group defined its innovation priorities in the four categories presented below (health, care, HR organisation and offer).

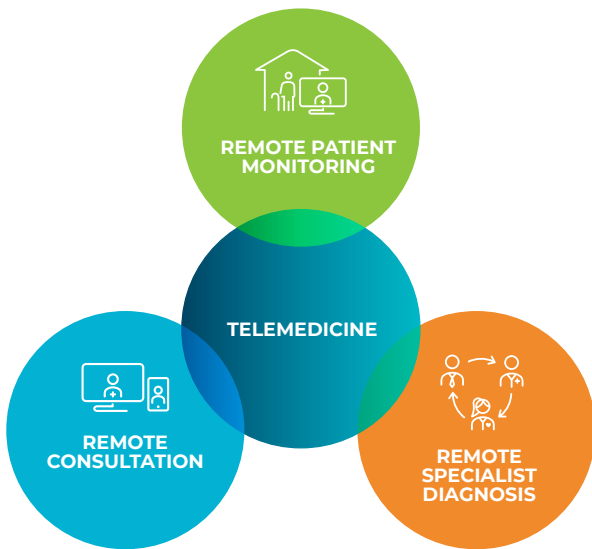
Improving the well-being and autonomy of residents and patients, and the quality of life at work for employees

	HEALTH	CARE	HR ORGANISATION	OFFERING
Areas	<ul style="list-style-type: none"> • Diagnosis • Therapy • Organisation of the care pathway 	<ul style="list-style-type: none"> • Catering • Entertainment • Social life 	<ul style="list-style-type: none"> • HR organisation (schedules, distribution of tasks between teams, etc.) • Administrative procedures 	<ul style="list-style-type: none"> • Service offering • Terms and conditions • Financing/pricing
Group priorities	<ul style="list-style-type: none"> • Telemedicine • Maintaining functions (mobility, nutrition, cognition, mood and sensory capacity) 	<ul style="list-style-type: none"> • Roll-out of Positive Care 	<ul style="list-style-type: none"> • Free up time for employees • New jobs, new tasks, new responsibilities 	<ul style="list-style-type: none"> • Outpatient care • Home care • Shared housing

Among these, telemedicine, which cuts across many projects, is of particular importance. It represents a major opportunity to improve the accessibility, quality and continuity of care in nursing homes and clinics. Spanning three strategic areas – remote consultation, expert diagnosis and monitoring – telemedicine meets the specific needs of elderly and frail populations, as well as the operational challenges faced by facilities.

However, the roll-out of telemedicine brings important challenges, including:

- equipment and infrastructure: ensuring the integration of digital tools in a range of environments;
- team training: supporting caregivers in adopting these technologies to make sure they are used effectively;
- regulation and funding: harmonising practices, taking into account national differences and local needs.



Key innovation achievements in 2025 also include:

- the continuation of the Koala application's roll-out, intended for employees at facilities. It is designed to simplify daily and administrative tasks in order to improve quality of life at work for employees and allow them to spend the time saved with residents/patients. The application facilitates the sharing of information in real time, the digitisation of procedures, and the centralisation and interconnection of existing tools. By the end of 2025, the application had been deployed in 60% of Clariane's medicalised nursing homes in France;
- the institutionalisation of the Clariane Innovation Days, launched in 2024. The Clariane Innovation Days is a European event dedicated to innovation in healthcare, organised as part of Clariane's innovation strategy. It aims to bring together industry experts, healthcare professionals, and academic and industrial partners to discuss major challenges and advances in mental health, post-acute care and geroscience. Two editions were held in 2025, focusing respectively on cerebral stimulation and neuro-rehabilitation, and on innovation in mental healthcare.

KEY PERFORMANCE INDICATOR

Given the cross-cutting nature of telemedicine in relation to the Group's innovation priorities, the percentage of sites offering at least one telemedicine service was selected as the indicator for monitoring this initiative within the mission-driven company framework. A facility is considered to offer a telemedicine service if it has

performed at least one teleconsultation, tele-expertise or remote monitoring procedure within the preceding six months. This definition serves to measure actual usage rather than merely theoretical provision of equipment. Belgium and the Netherlands are not yet included in this metric.

Key performance indicator	2024 outcomes	2025 outcomes	2026 objective
Nursing homes offering at least one telemedicine service	19%	23.5%	60%
Clinics offering at least one telemedicine service	26%	28%	70%

However, the rollout of these services is heavily impacted by national policies on equipment funding and healthcare reimbursement procedures, which vary widely between countries. The 4-percentage-point increase for the Long-Term Care segment in 2025 in compared with 2024 was primarily driven by the continued rollout of telemedicine carts across medicalised nursing homes in France and the implementation of a secure communication solution for external healthcare professionals in Germany.

In line with the Mission Committee's recommendations, a consolidated overview of the status of 25 healthcare innovation projects with potential Group-wide impact was prepared and presented to the Committee in 2025. The Committee encouraged the Group to continue this monitoring by categorising projects according to the level of investment required and the potential impact.

WORK AND OPINIONS OF THE COMMITTEE



Professor Francesco Longo, rapporteur of the “Innovation” Working Group

Clariane’s innovation projects mirror priorities observed in the field. The focus is placed on prevention and personalisation, designing new service models and rethinking the organisation of care rather than focusing primarily on the resulting tools and technologies. This approach to innovation is entirely consistent with Clariane’s mission and aligned with the Committee’s recommendations. The efforts to develop a comprehensive vision of these projects are tangible and should be continued to strengthen the governance and funding of innovation, and to measure its impact on the people we care for and our employees.



In 2025, the Mission Committee focused specifically on:

- progress of the main ongoing innovation projects at Group level;
- innovation in prevention, illustrated by Clariane's involvement in the ICOPE programme – a prevention initiative aimed at identifying frailty among people aged over 60, developed by the World Health Organization

(WHO), which Clariane aims to deploy across its network of post-acute and mental healthcare clinics;

- organisational innovation, illustrated by the review of the “Maisonnées” (Households) pilot in France – a concept tested in four pilot nursing homes divided into small living units to promote greater personalisation of care and daily rhythms, as well as more versatile and autonomous teams.

COMMITTEE RECOMMENDATION

- **Continue the implementation of the common evaluation methodology for pilots (innovations tested on a limited scope), with particular attention to user perception.**
- **Develop indicators to measure:**
 - **innovation budgets;**
 - **progress in rolling out the main innovations;**
 - **the impact of innovations on stakeholders, in addition to the deployment indicators.**



5 Inclusive governance

The five social and environmental objectives set out by Clariane in its articles of association are complemented by a core principle of inclusive governance: a fundamental and distinctive characteristic of the purpose-driven company and a condition for success common to all initiatives.

OBJECTIVE



Set up advisory bodies that bring together representatives of key stakeholders in each facility and at national level, and encourage their active listening and contribution in the achievement of our mission.

ACTIONS

The involvement of stakeholders in governance is organised at three levels:

	SCOPE	MISSION	INTERACTION
MISSION COMMITTEE	<p>GROUP</p>	Oversight of corporate purpose commitments	<p>Four Chairs of National Stakeholder Councils also members of the Mission Committee</p>
STAKEHOLDER COUNCILS	COUNTRIES	<p>Advises on:</p> <ul style="list-style-type: none"> - organisation and strategy - relationship with stakeholders - societal challenges related to ageing and healthcare 	
LOCAL COUNCILS	<p>FACILITY</p>	Advise on daily life at facilities, including care, catering, social life and activities, building, equipment and environment, communication with families, etc.	<p>Depending on the country:</p> <ul style="list-style-type: none"> • local council members on the national council • local input obtained from surveys of local councils

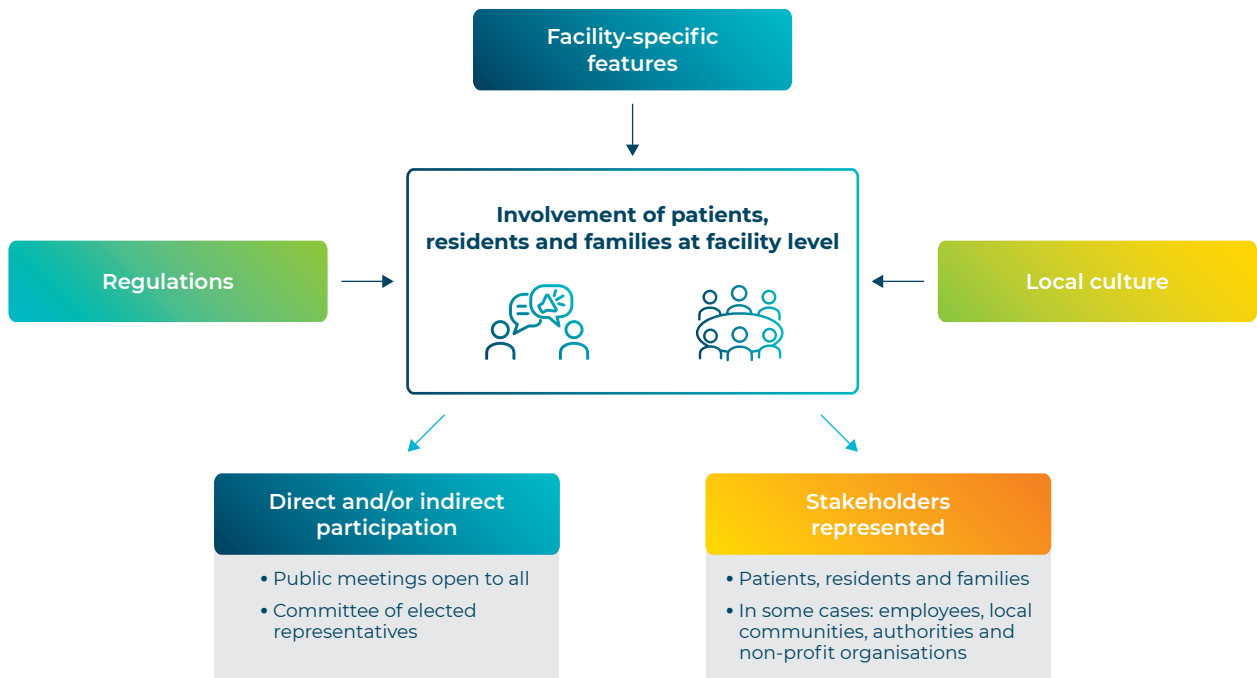
Local Stakeholder Councils

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. These mechanisms make it possible to inform them, involve them and allow them to express themselves on the projects and the everyday life of the site. The membership and functioning of these bodies have specific characteristics depending on the culture and regulatory framework of the countries in which the Group operates.

The primary objective of these bodies is to promote the participation (direct or indirect, through representatives) of patients, residents and families. The participation of other stakeholders (e.g., employees, non-profit organisations and volunteers working in the facility, and local authorities)

varies according to local regulations and practices, as well as the ecosystem of each facility. The Group encourages the involvement of all stakeholders in this dialogue, in line with the core principle of inclusive governance formalised within the purpose-driven company framework, which is aimed not only at patients, residents and families, but also at all local stakeholders.







In the Group's facilities, the most common forums for dialogue are the Councils, made up of representatives elected by the stakeholders represented, and participatory meetings, which are open to everyone. These two forms of dialogue are complementary and can coexist within the same facility. Elected council meetings can also be open to all residents and families.



National Stakeholder Councils

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. At the end of 2025, these bodies were in place in France, Germany, Belgium,

Italy and the Netherlands. In Spain, preparations for the creation of a similar body continued in 2025, with a view to a launch in 2026. The primary challenge is to ensure that the council members represent the wide diversity of Clariane's activities in that country.

CREATION	CHAIR	MEMBERS	MAJOR TOPICS IN 2025
 France 2019	Dominique Fabre	<ul style="list-style-type: none"> • Representative of residents/families • Associations for the elderly • Patient associations • Employee representative • External experts 	<ul style="list-style-type: none"> • Mediation and conflict management • Consideration for patients, families and teams • Risks of abuse of weakness
 Netherlands 2020	Dr Jacques Van der Horst	<ul style="list-style-type: none"> • Representatives of residents/families 	<ul style="list-style-type: none"> • Reorganisation of Korian Netherlands • Local Stakeholder Councils in facilities • Training employees to care for patients with cognitive disorders
 Belgium 2020 2022 (Young Seniors Council)	Dominiek Beelen	<ul style="list-style-type: none"> • External experts • Representatives of young seniors 	<ul style="list-style-type: none"> • Ageing in good health and nutrition • Fight against social isolation • Functioning of Young Seniors Council
 Italy 2022	Prof. Francesco Longo	<ul style="list-style-type: none"> • Representatives of residents/families • Associations for women's health and rights • Employee representative • External experts 	<ul style="list-style-type: none"> • Regional cooperation between care players • Stakeholder Councils in facilities • Self-assessments undertaken with employees, residents and families as Società Benefit
 Germany 2022	Dr Stefan Arend	<ul style="list-style-type: none"> • Representative of residents/families • Patient association • Employee representatives • External experts 	<ul style="list-style-type: none"> • Stakeholder Councils in facilities • Personalisation of care according to life history • Catering and local presence
 Spain	In the process of being established		

To ensure a link between these national bodies and the Group's governance, the chairs of the Stakeholder Councils in four countries (Germany, France, Italy and the Netherlands) are also members of the Clariane Mission Committee.

The challenge for Clariane is now to ensure the long-term existence of these discussion platforms and coordinate them at local and national level, by promoting the sharing of best practices within the network, and to create links between these platforms to enable them to contribute at all levels of governance.

KEY PERFORMANCE INDICATOR

Dialogue bodies are considered active if they meet with the following minimum frequency:

- locally: two open meetings per year or three meetings if a committee of elected representatives is in place, and more if required by local regulations;
- nationally: at least four meetings per year.

Key performance indicator	2024 outcomes	2025 outcomes	2026 objective
Percentage of sites with an active stakeholder dialogue*	89%	91%	≥95%
Number of countries with an active Stakeholder Council	5 	5 	6 

* In 2025, it was not possible to update the data for Belgium and the Netherlands. The latest available data, for 2023, has been rolled forward.

In 2025, 91% of facilities implemented at least one of the dialogue methods described above. This increase reflects ongoing efforts to raise team awareness of the

importance of formalising such dialogue to ensure its continuity, particularly in countries where it is not a regulatory requirement.

WORK AND OPINIONS OF THE COMMITTEE

**Dr Jacques van der Horst, rapporteur of the "Inclusive Governance" Working Group**

The second edition of the Stakeholder Councils seminar was an opportunity to strengthen the community of Clariane employees and external stakeholders working to sustain this dialogue at local, national and European levels. This time for reflection and discussion is a genuine opportunity to collectively design mechanisms that enable sustained and impactful stakeholder participation in decision-making, particularly for the people we care for and their families.



In 2025, the Mission Committee Working Group dedicated to Inclusive Governance was again expanded to organise the second Clariane National Stakeholder Councils Seminar. This event brought together the chairs of the different Stakeholder Councils, some members of the Councils and the Clariane staff who support the Councils in their work. Each country presented its progress, the 2024-2026 roadmap to increase the impact of Stakeholder Councils at the national and local levels.

During this edition, particular emphasis was placed on:

- at local level: informing representatives of residents, patients and family members of their roles within these bodies, and training Clariane employees – specifically facility directors – in chairing and facilitating these bodies;

- at national level: working to strengthen ties between national stakeholder councils and other Group governance bodies, especially the Mission Committee.

These discussions made it possible to initiate joint work to strengthen, at local level, the resources available to facility directors and elected representatives to support the functioning of governance bodies, and to increase the visibility of Stakeholder Council recommendations at national level by leveraging existing resources in different countries.

COMMITTEE RECOMMENDATIONS

- **Encourage the exchange of best practices between countries in both leading local and national councils.**
- **Strengthen the links between the various inclusive governance bodies (Mission Committee, national and local Stakeholder Councils) and their interaction with the company's other governance bodies.**
- **Harmonise the practices of national Stakeholder Councils in terms of functioning, interaction with the country Executive Committee and selection of priority topics.**
- **Explore ways to increase participation in local Stakeholder Councils, their vitality and visibility, and thus strengthen their impact.**
- **Develop key performance indicators in the medium term to measure the contribution and impact of Stakeholder Councils, as a priority at national level, so as not to risk burdening local councils with complex reporting.**
- **Devise an operational plan to monitor the implementation of these various improvement actions.**



6

Mission and Mission Committee 2026 Roadmap

2026 will be the final year of Clariane's 2024-2026 Mission and CSR roadmap, the Group's first roadmap as a purpose-driven company. As such, it will be a pivotal year during which the Committee will focus on:

- monitoring progress and the achievement of the 2026 targets across the 11 purpose-driven company initiatives. In this respect, the Committee emphasised the importance of tracking not only aggregate indicator trends, but also changes in disparities between facilities and the number of facilities falling significantly short of the defined targets, particularly for indicators related to the Consideration commitment;
- supporting Clariane in the preparation of the next roadmap (initiatives, indicators and associated targets);
- defining the priority themes on which the Mission Committee intends to focus from 2027 onwards;
- in connection with these themes, identifying any adjustments required to the Committee's working methods from 2027.

To ground this work in the day-to-day reality of the Group's operations and identify the challenges and levers associated with the appropriation of the mission by all employees and its application within facilities, the members of the Mission Committee intend to:

- continue participating in internal events reflecting the implementation of the Group's commitments at facility level;
- increase opportunities for dialogue with employees, including during Committee meetings, on the implementation of the mission within their respective facilities and in their day-to-day professional activities.



Appendices

Appendix 1 – Summary table of KPIs

Social and environmental commitments	Initiative	Key performance indicator	2024 outcomes	2025 outcomes	2026 target (set in 2023)
			Group: 8.3/10 Score ≥ 8.0/10 in 5 of the Group's 7 countries	Group: 8.4/10 Score ≥ 8.0/10 in 5 of the Group's 7 countries	≥ 8.0 at Group level and in each Group country
Consideration	Positive Care	Consideration score			
	Information and guidance for care seekers	Deployment of the Group standard on care seekers information and guidance	54%	65%	100%
	Social and psychological support for employees	Deployment of the Employee Social and Psychological Support Group standard	72%	82%	100%
		Absenteeism rate	10.4%	10.6%	10.8%
	Employee health and safety	Lost-time accident frequency rate	31	28	29
Fairness	Training and career development	Number of employees on a qualifying path	7,780	7,743	7,200
		Reinvestment in the Care mission indicator	€181m	€182m	≥ €150 million per year
	Value-sharing	Percentage of employees holding shares under the Together plan	N/A	N/A	2028 objective: 50%
Sustainability	Energy-related carbon footprint	Reduction of greenhouse gas emissions related to energy consumption with respect to 2021	-15%	-24%	-27%
Locality	Local and inclusive purchasing	Share of national origin purchases with preferred suppliers	78%	78%	≥75%
Innovation	Medical research	Number of communications from research and innovation projects	105	79	≥80
	Innovation in health and care	Nursing homes offering at least one telemedicine service	19%	23.5%	60%
		Clinics offering at least one telemedicine service	26%	28%	70%

Appendices

Appendix 1 – Summary table of KPIs

Core principle	Initiative	Key performance indicator	2024 outcomes	2025 outcomes	2026 target (set in 2023)
Inclusive governance	Empowered Stakeholder Councils	Share of sites conducting active dialogue with stakeholders	89%	91%	95%
		Number of countries with an active Stakeholder Council	5 countries	5 countries	All countries (6)

NOTE ON METHODOLOGY

Consideration score	The Consideration score corresponds to the average of the results obtained in the satisfaction survey conducted annually by the Ipsos polling institute among residents, patients and families to the question: "On a scale of 1 to 10, to what extent do you feel that you/your relative is well regarded and respected?" Since 2023, this question has been included in satisfaction questionnaires for all areas of the Group's activities. No weighting is applied: each respondent (resident, patient or family) has the same weight in the final score.
Deployment of the Employee Social and Psychological Support Group standard	The indicator reports on the level of deployment in each country of the tools addressing the needs covered by the standard: social and psychological assistance in case of personal or professional difficulties, temporary material support in emergency situations and help with stress and conflict management. Each country's score is weighted by its number of employees.
Absenteeism rate	Number of hours of absence for the permanent workforce for the following reasons: sick leave, occupational illness, workplace accident, commuting accident or unauthorised absence, divided by the number of theoretical hours worked for the permanent workforce. Parental leave is not considered in the indicator.
Lost-time accident frequency rate	Total number of work accidents causing a work stoppage (paid leave) for 1 million hours worked. This indicator includes work accidents for all types of contracts (unlimited term, fixed term, apprenticeship contracts), except trainees and temporary workers. The ratio is calculated on hours effectively worked: hours of absence are not taken into account as the employee is not exposed to work accident risks during leave.
Number of employees on a qualifying path	The number of permanent and non-permanent employees enrolled in qualifying paths during the period concerned. Mandatory or regulatory training is not considered as a qualifying path. If the training is organised in-house, then its content must be validated by a public authority or body, in order for the diploma or certification issued to be recognised. This type of training generally lasts at least 25 hours. The types of qualifying training paths included are, for example, apprenticeships, the validation of acquired experience (VAE), or the facility director training programme. Mandatory or regulatory training courses are not recognised as qualifying training paths.
Reduction of greenhouse gas emissions related to energy consumption compared to 2021	The following energy sources are included: electricity, gas, propane, heating networks, wood and fuel oil. Includes GHG Protocol categories 1-1, 2-1, 2-2 and 3-3, in a market-based approach.
Share of national origin purchases with preferred suppliers	<p>Ratio of purchases of products or services of national origin from preferred suppliers (volume) to the total volume of purchases from preferred suppliers. Approved suppliers are defined based on a minimum amount of purchases made with the Group.</p> <p>The volume of purchases of national origin is calculated based on responses to a questionnaire sent to preferred suppliers in 2023. The indicator was updated with purchase volumes from these suppliers between July 2023 and June 2024.</p> <p>This ratio corresponds to the proportion of sales made by these suppliers with the Group 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.</p> <p>The criteria used to qualify the origin according to the category of purchases, indicated in the questionnaire, are as follows:</p> <ul style="list-style-type: none"> • fruit and vegetables: place of cultivation; • meat: animal born, raised and slaughtered in the same country; • fish: fishing zone; • processed products: the majority of raw materials come from the country in question; • non-food manufactured products: place of last substantial transformation. <p>Services are classified as local purchases if they contribute to job creation in the same country as the facility.</p>
Number of communications from research and innovation projects	This indicator includes written or oral communications aimed at disseminating the results of research and innovation projects to which the Group contributes: publication of articles in academic or professional journals, scientific posters and presentations at specialist events.

Appendix 2 – Biographies of Mission Committee members



Nicolas Truelle⁽¹⁾

Chair of the Mission Committee

Body representing external experts

From July 2015 to June 2024, Nicolas Truelle was Chief Executive Officer of Apprentis d'Auteuil, a foundation recognised as being of public utility, and supported the development and transformation of this institution serving vulnerable groups.

Prior to this, he successively held senior positions in the French administration (Ministry of Industry, 1986-1992),

then in the Sanofi group (1992-2000), notably as Group HR Director and member of the Executive Committee. He then headed Via Location (2000-2010) before joining Weinberg Capital Partners as a partner.

Nicolas Truelle is a graduate of École Polytechnique and École des Mines Paris.



Moira Allan

Co-founder and international coordinator of the NGO Pass It On

Body representing external experts

A graduate from the University of South Africa and the University of Paris 8, Moira Allan began her career as a journalist at the Springs Advertiser and later as a Property Editor with The Star newspaper in South Africa.

In 1970, she became Managing Director at WD&F Promotions, specialising in French companies established in South Africa such as Guerlain, Cycles Peugeot or Télémecanique (Schlumberger), and then Director of Gimac Santé au Travail until 2014, in France.

Based on her experience in the health sphere, she founded, in 2013, the Pass It On Network, a forum for innovators of programmes supporting active and positive ageing.

From 2015 to 2017, she was a consultant at M L Allan Consulting. In this role, she connected programme innovators with commercial investors and provided coaching for companies. She joined WK Wilton & Associates as Associate Director Global Resources in 2019.

Since 2017, she has also been hosting a virtual summit Age Without Borders where more than 50 global experts talk about the future and choices for people over 50.

Moira Allan is co-founder and international coordinator of the NGO Pass It On as well as Board member of the OLD'UP association and its representative for international organisations (UN, Age platform, Eurag).



Dr Stefan Arend

Chairman of the Clariane Germany Stakeholder Council

Body representing families, patients, residents and local communities

Dr Stefan Arend holds a doctorate in philosophy from the Philipps University of Marbourg and a Master's degree in Art from the University of Witten/Herdecke in Germany. He began his career as a journalist with the Fuldaer Zeitung. In 1992, he joined the Mediana Group as Sole Managing Director in charge of a regional provider of outpatient and inpatient care services. From 2008 to 2022, he became a member of the Board of Directors of KWA (Kuratorium Wohnen im Alter) in Munich.

In 2020, he founded the Institute for Social Management and New types of Housing (Institut für Sozialmanagement und Neue Wohnformen).

At the same time, he worked as a lecturer at the Technical University of Munich (TUM), Munich Institute of Robotics and Machine Intelligence (MIRMI) and the Chair of Microtechnology and Medical Technology (MiMed).

(1) With effect from 1 January 2025, Nicolas Truelle, former Chief Executive of the foundation Apprentis d'Auteuil, joined the Clariane Mission Committee, replacing as Chair Dr Françoise Weber, who stepped down for personal reasons.

Appendices

Appendix 2 – Biographies of Mission Committee members

Thanks to his expertise in the medical field, Dr Stefan Arend has been appointed as a member of the Central Advisory Board of the Bank for Social Economy (BfS) and select economic associations and societies as well as a member of the jury for the award of the Nursing Home Innovation Prize (Vincent-Verlag, Hanover).

Dr Stefan Arend, who is passionate about researching and designing new types of living spaces for the elderly, is the Chairman of the Stakeholder Council of Clariane Germany.



Jean-Marie Bockel

Former French Minister and former Mayor of Mulhouse (FR)

Body representing external experts

Jean-Marie Bockel began his career as a lawyer. In 1976, he opened his own law firm in Mulhouse in France and practiced there until 1984.

He then held various positions as Secretary of State to the French Minister for Trade and then as Minister for French Trade, Craft Industry and Tourism in 1986. He subsequently became spokesman for Jean-Pierre Chevènement within the "Socialism and Republic" movement in 1987. Jean-Marie Bockel served as General Councillor of the Haut-Rhin for more than ten years. He was subsequently elected Mayor of Mulhouse in 1989 and then Senator of the Haut-Rhin in 2004.

With his experience in politics, he became Secretary of State for Cooperation and Francophony to the Minister of Foreign Affairs in 2007, then Secretary of State for Defense and Veterans in 2008, before being appointed Secretary of State for Justice in 2009. After his departure from government, he returned to his mandate as a senator.

He is also an Officer of the Legion of Honour.



Étienne Caniard

Former Chairman of the Mutualité Française and former member of the Haute Autorité de santé (HAS, France's Health Authority)

Body representing external experts

Considered a highly respected figure in the healthcare world, Étienne Caniard is the author of the book *Mieux soignés demain !* ("Better care tomorrow!") and several reports to the government on the French health system.

From 1991 to 1998, Etienne Caniard was a member of the French Public Health Council (Haut Conseil de la santé publique), where he chaired the health prevention commission of the French National Health Insurance Fund for Employees (Caisse nationale de l'assurance maladie des travailleurs salariés).

During that time he was a director of the National Federation of French Mutual Insurers (Fédération nationale de la Mutualité Française (FNMF), and in 1996 he was appointed director in charge of health and social security issues. He led various discussions within the mutualist movement and acted as an interface with other healthcare stakeholders in view of the 2004 health insurance reform.

In 1997, he was appointed expert to the World Health Organisation Europe (WHO Europe), and from 1999 to 2010 he was a member of the Economic and Social Council, which became the Economic, Social and Environmental Council (EESC) in 2008, where he represented the French Mutuality (Mutualité Française).

In 2000, Etienne Caniard became President of the Future Foundation for Applied Medical Research (Fondation de l'avenir pour la recherche médicale appliquée) before becoming Vice-President of the National Observatory of Clinical Ethics (Observatoire national d'éthique clinique) until 2005. In 2004, he also joined the college of the French National Authority for Health (Haute Autorité de santé (HAS), responsible for the quality and dissemination of medical information, a position he held until his election as President of the French Mutuality in 2010.

Finally, from 2012 to 2013, he was a qualified member of the High Council for the Financing of Social Protection (Haut Conseil pour le financement de la protection sociale). He is also an Officer of the Legion of Honour and a Knight of the Order of Agricultural Merit.



Dominique Fabre

Chair of the Clariane France Stakeholder Council

Body representing families, patients, residents and local communities

Dominique Fabre began her career at the Premature Births Centre of the Institut de puériculture de Paris, as a biology technician from 1970 to 1972, then as a hospital executive and head of the bacteriology laboratory from 1972 to 1996.

From 1997 to 2011, she held trade union positions at different regional levels. In 2011, she retired and joined the UCR CFDT union as National Secretary. She was elected General Secretary in 2015 and re-elected for a second term in 2019. At the same time, from 1997 to 2023, she sat on various industry bodies in France such as the HCFEA and the CNSA.

Since 2019, she has been a member of Clariane's Stakeholder Council for elderly people.

In January 2025, she became Chair and a member of Clariane's Mission Committee.

Dominique Fabre has a degree in biotechnology, a BTS (vocational diploma) in medical biology and certificates in haematology and coprology from the Faculty of Medicine in Paris.



Professor Francesco Longo

Chairman of Clariane Italy Stakeholder Council

Body representing families, patients, residents and local communities

Holder of a master's degree in public economics with a specialisation in public policy and management from Bocconi University, Professor Francesco Longo began his career at Bocconi University as a Senior SDA Professor specialising in public management and policy, and then as an Associate Professor in the Department of Policy Analysis and Public Management. His research interests revolve around public and health care management, with a special focus in public strategy, policy implementation issues, network governance and sharing/platform economy models for public services.

In 2012, he became a member of the Scientific Committee of CERGAS Bocconi. In 2014, he joined Premises Assurance Model (PAM) Department Board. In 2015, Professor Francesco Longo became the Coordinator of the Bocconi and Humanitas University Medical School collaboration project.

Since 2015, he has been a member of the Italian Health Care Economists Association (AIES). He is also founder of observatories within the health and social care sector and an active trainer for public and health care top managers and strategic advisor for many public institutions both at central and local level.

Professor Francesco Longo is the Chairman of Clariane Italy Stakeholder Council.



Antoine Maspétio

Managing director of Eiffel Impact Debt and Eiffel Investment Group

Body representing external experts

A graduate from the Institut d'études politiques de Paris (IEP) and the University of Paris Dauphine-PSL, Antoine Maspétio began his career in 1997 as Parliamentary Assistant at the French National Assembly. In 2003, he joined Natwest Group (formerly RBS) in the Global Banking & Markets department in London and Paris.

Antoine Maspétio then continued his experience in the banking sector as Deputy Head of Private Debt & Secured Lending in the finance department of La Banque Postale until 2014. From 2014 to 2019, he was Head of the private debt activity in Europe (corporate, real estate and infrastructure debt) at Aviva Investors. He is currently one of the Managing Directors of the asset manager Eiffel Investment Group and teaches at the Paris Dauphine-PSL University.

Appendices

Appendix 2 – Biographies of Mission Committee members



Martina Nickel

Social assistance worker within the Haus der Betreuung und Pflege Vienenburg nursing home in Germany

Body of employees

As a teacher with a degree in psychology, Martina Nickel started her career as a secondary school teacher before setting up a tutoring school. She then switched to the care sector after having experiences in call centres and in the catering industry.

Martina Nickel is a support worker in the area of social care of one of the Group nursing homes in Germany. Here, she also served as Chairwoman of the local work council from 2013 and became a member of the European Company's Works Council, the German Stakeholder Council and the Clariane Woman's Club.



Catia Piantoni

President of the Clariane Women's Club

Body of employees

A graduate with a degree in Social Service Science from the University of Trieste and with an executive master's in Business Management in the Health Sector from Bocconi University in Milan, Catia Piantoni began her career in 1979 as Director of Social Services in the municipality of Orzinuovi, Italy.

She then joined the Clariane Group in 1999 and held various positions in Italy such as Director of Establishments,

Director of the Segesta2000 Training Centre and Crisis Coordinator. She also held the position of General Manager of Group Companies (Aurea Salus, Elia Domus, Segesta gestioni, Segesta2000, Villa delle Terme) and Operational Management Director at Clariane Italia.

Since April 2021, Catia Piantoni has been President of the Women's Club Clariane Group and the Women's Club Italy.



Pierre-Yves Pouliquen

Chairman of the non-profit Les Papillons Blancs de la Colline and Sustainable Development Senior VP at Veolia

Body representing external experts

A graduate from Hautes études commerciales (HEC), Pierre-Yves Pouliquen began his career at Rhône-Poulenc as Internal Auditor and then as Treasurer of Rhône-Poulenc Chimie. In 1995, he joined the Scori Group as Senior Vice President Finance. He subsequently became Chief Executive Officer and then Senior Vice President Europe for the SITA subsidiary. From 2004 to 2007, he served as Chief Executive Officer of SITA Normandy.

In 2007, Pierre-Yves Pouliquen joined Degrémont as Senior Executive Vice President in France. From 2013 to 2022, he held various positions within Suez In particular as CEO of Africa, Middle East and India and then as Director of Sustainable Development.

He is now the Director of Sustainable Development at Veolia. Pierre-Yves Pouliquen is also Chairman of the association "Les Papillons Blancs de la Colline", an association providing assistance and support to people with mental and psychological disabilities.



Bo Swolfs

Director of the nursing home De Muze in Belgium

Body of employees

A qualified nurse and teacher, Bo Swolfs also holds a postgraduate degree in management from the Antwerp Management School. She joined the Clariane Group in

2017 and has been the director of the nursing home De Muze in Belgium since September 2021.



Jérôme Vandekerkhove

Rehabilitation Executive in the day hospital department of one of Clariane Group's outpatient care and rehabilitation centres (SSR)

Body of employees

A qualified masseur-physiotherapist from the CEERRF of Saint-Denis and with a diploma in Medical and Clinical Hypnosis from the Faculty of Burgundy in France, Jérôme Vandekerkhove began his career as a national service physiotherapist at HIA Val de Grâce in the neurology and neurosurgery department. He then practised, from 1996 to 2001, as a private masseur-physiotherapist.

He joined the Clariane Group in 2001 as a Rehabilitation Executive of the rehabilitation department at a clinic. In 2017, he became a Rehabilitation Executive in the day hospital department of one of Clariane Group's outpatient care and post-acute centres, while at the same time practising medical and clinical hypnosis from 2018.

Since 2019, he has also been a member-therapist of the Montigny integrative medicine centre and a member of the Clariane Stakeholder Council.



Dr Jacques van der Horst

Chairman of the Netherlands Stakeholder Council

Body representing families, patients, residents and local communities

As a graduate from the University of Rotterdam and Tilburg and holder of a doctorate in social ethics from the University of Utrecht, Dr Jacques van der Horst began his career as a pastor in the Breda diocese, in the Netherlands. In 1990, he became a Member of the Executive Board of the trade union FNV Bondgenoten where he held various positions, including Vice-President of the European Confederation of Agricultural Trade Unions (Brussels) and Vice-President of the World Confederation of Agricultural Trade Unions (Geneva).

From 2001 to 2011, he served as the principal advisor of Achemea's Board of Directors. He was in particular responsible for the secretariat of the CSR Committee and the Ethics Committee. Finally, he held the position of Director of client relations at MN until 2016.

In parallel to his career, Dr Jacques van der Horst has also held several mandates, including Chairman of the Central Client Council Clariane Netherlands (Clariane Netherlands Stakeholder Council) and Board member of the MN company pension fund.



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