

CORPORATE SOCIAL RESPONSIBILITY

KORIAN IS COMMITTED



KORIAN
In caring hands

JULY 2020

KORIAN, A MOBILISED COMPANY WITH A SOCIAL CONSCIENCE

The pandemic has reminded us of the vital importance of the care and support duties that the men and women of Korian carry out every day. Their voices testify to the pact that binds us to our company and which we have expressed in our corporate project, «In Caring Hands».

«In Caring Hands» is so important to us because we are constantly aware of our responsibility to take care of fragile individuals that are so dear to their loved ones. Whether our seniors, to whom we owe who we are, or our patients and residents, each one needs our undivided attention. They all benefit from our different fields of expertise in order to feel safe and to conserve their health, well-being and autonomy, for as long as possible.

It is in this same spirit of solidarity and responsibility that the Korian Group wants to be the partner to people in vulnerable

situations and their relatives in all the countries where we are present in Europe, thanks to appropriate and scalable solutions. Korian also wishes to make, together with all its stakeholders, a positive contribution to the two major challenges of our time: the ageing of the population and the preservation of ecosystems, in line with the sustainable development goals defined by the United Nations.

At Korian, Corporate Social Responsibility (CSR) is not just a 'fancy' speech but is a reality embodied and shared by everyone, everyday at all levels of the company, and implemented by our individual and group actions. This is why investing in the skills of the Group's employees, in the quality of care and in our facilities and living spaces is the top priority of our sustainable growth model.

Happy reading to all!

Sophie Boissard,
Chief Executive Officer
Korian Group



BEING RESPONSIBLE AT KORIAN

We are conscious of the particular responsibilities we bear. First, because we are a company with a social vocation entirely dedicated to supporting women and men in vulnerable situations.

Second, because we are present in 600 living areas in Europe, and now evolving within an unprecedented context: we must contribute, at our own level, to meeting the rapidly growing needs of seniors and their families while preserving their autonomy, while also incorporating the legitimate, high expectations of all the stakeholders who contribute to this mission of social interest.

But also and above all because we want to live up to our four values (benevolence, responsibility, initiative and transparency), to our corporate project «In Caring Hands» and to the mission we have set ourselves: to be the **constant trusted partner of people in vulnerable situations and their relatives, contributing to their peace of mind and quality of life on a daily basis, whatever their health situation.**

Fully conscious of these responsibilities and of the contribution we make to society, in 2019 we developed our CSR (Corporate Social Responsibility) strategy around 5 pillars and 15 commitments, which provide a concrete and engaging description of each dimension of our corporate project. Our CSR strategy thus sets our priorities, guides our decisions and is translated into operational action plans, internal policies, and investments too, so that our teams can function as responsible actors in constantly improving conditions.

To present these 15 commitments and report on our initiatives and progress in the field, we have decided to give the floor to those who are the best ambassadors of our CSR approach and who drive its implementation: the workers in the field. I want to thank them for that. Through their daily contribution to deploying and fulfilling these commitments, it is in the field that our teams prove the usefulness of their professions, their dedication to excellence and their desire to give a deeply caring, warm and human meaning to their missions thus bringing lasting improvement to the well-being of all those entrusted to us.

Rémi Boyer,
Human Resources & CSR Director,
Korian Group



OUR APPROACH

In order to define its CSR commitments, Korian listened to its stakeholders.

This means that its strategy is aligned with everyone's interests, a key success factor for sustainable growth and influence in its sector.

Korian listens to the expectations of a particularly diverse range of stakeholders



The stakeholder's expectations were first identified and collated in 2017. They are regularly updated in the various countries in which the Group operates, particularly this year in the context of the Covid vigilance plan and the epidemic crisis, as a result of which we have made a point of listening to all the stakeholders once again.



Carole Alexandre,
Deputy
Director of
Investor
Relations

Why do specialised agencies produce "non-financial" ratings?

Companies today are assessed on their financial results and, increasingly, rated by specialist agencies on their "non-financial" performance, i.e. their ability to develop responsibly. To evaluate Korian, these agencies focus mainly on social criteria, within the framework of international benchmarks that apply to all companies in a given sector and which include quality and well-being at work, training and loyalty, and on environmental criteria. Its governance (Chair, general management, supervisory bodies, etc.) is already considered to be balanced.

Having good ratings creates confidence: by strengthening shareholders, these ratings increase the capacity to invest in staff development, real estate and digital technologies, and to work with partners, etc. And to get the best ratings, we must improve our practices in order to fulfil challenging commitments: to benefit the well-being of our employees, those they support, our suppliers, partners, and others, together with the environment and the communities in which the Group operates.

External assessment thus creates a virtuous circle for all stakeholders.



Sarah Mingham,
Director of
Financing and
Investor Relations

“Beyond the rating itself, assessment by non-financial agencies has a direct impact on the Group's financing capacity. For example, Korian has recently secured a €173 million "EuroPP" loan in a private *Sustainability Linked* placement in which the price is subject to achieving three of the CSR criteria.”

Korian is committed to addressing two major challenges:

Together with all of its stakeholders and in consideration of its activities, Korian wishes to make a positive contribution to two United Nations sustainable development goals (see side box):

1/ Keeping up with the demographic transition

The bottom line:

Due to longer life expectancy and declining birth rates, the proportion of people who are potentially or actually in a vulnerable state because of their age or health relative to the rest of the population is growing rapidly.

In Europe, 1 person in every 4 in 2020
=> 1 person in every 3 by 2040.

The challenge:

To rethink the organisation of regions and local services to enable people in vulnerable situations to live in an environment appropriate to their situation, close to the people who assist them and are with them on a daily basis.

2/ Building an ecologically sustainable development model

The bottom line:

The planet's resources are being depleted, global warming is worsening, and biodiversity is decreasing. The United Nations has set goals to protect the living conditions of future generations.

The challenge:

To reinvent our economic development model to sustainably protect the environment and quality of life.

Korian's commitments also address other sustainable development goals. For example: promoting health and well-being at work, strengthening scientific research and public and private innovation, sustainable urbanisation.

DID YOU KNOW?

The United Nations has defined 17 sustainable development goals (SDGs) to address major global challenges. The whole of humanity is called upon to help achieve them in order to ensure a better life for future generations. Companies are invited to achieve them as part of an organisation called the Global Compact, which collates best practices in this area every year.

OUR CSR STRATEGY

Clear priorities

Once the scope of its responsibilities had been measured, Korian prioritised them in order to deploy a process of continuous progress, based on its values and integrating its CSR strategy into the five dimensions of its "In Caring Hands" corporate project.

Korian's 15 commitments

| | | | | |
|---|--|---|---|--|
| 1 | AUTONOMY OF ELDERLY AND VULNERABLE PEOPLE | Positive Care deployed in 100% of facilities by 2023 | ISO Certification for 100% facilities by 2023 | Designated Mediator per country and Client Care Chart deployed across Korian by 2023 |
| 2 | QUALITY AT WORK | Maintain or reinforce average tenure (currently 6 years) | 8% of staff in qualifying training programs by 2023 | +10% of women in Top Management to reach 50% by 2023 |
| 3 | MAKE A POSITIVE CONTRIBUTION TO AGEING WELL | At least 1% of Group net result to be dedicated to philanthropic actions | Stakeholder Councils to be set up in all countries by 2023 | Contribution to research projects=5 scientific publications per year |
| 4 | ENGAGING IN LOCAL COMMUNITIES | 70% of purchases done locally (in one of the Group countries) +20% from small businesses | 100% of sites engaged in a project for their community by 2023 | Local Community & Family Committees in 100% of facilities by 2023 |
| 5 | ENVIRONMENT AND CLIMATE | -3% energy consumption in 2020 | -5% waste reduction by 2023 | All new buildings certified 'HQE' or equivalent (starting 2020) |

← Long-term objective -40% carbon emissions reduction →

An action plan for each commitment:

For each commitment, a specific, time-bound target has been set so that progress made by 2023 can be measured.

The action plans implemented on each theme are always ambitious and a result of best practices identified in the field over several years in the countries the Group operates in.

Dedicated CSR governance has been implemented within the Group to monitor these commitments, whether through the Ethics, Quality and CSR Committee of the Group's Board of Directors, the Group's Management Board or through dedicated technical committees that contribute to the implementation of Korian's CSR roadmap in the field.



PILLAR 1

GUARANTEEING FREE CHOICE FOR THOSE WE HELP AND CARE FOR, AND FOR CARERS

Our primary responsibility towards our patients, residents and customers is to contribute to each person's freedom of choice and to strengthening or maintaining autonomy.

In order to guarantee this choice as fully as possible, Korian is committed to gradually developing a diversified range of services and support solutions for vulnerable people and their families at the living area level, and also to:

- supporting patients' and residents' autonomy and thus their ability to make decisions through its Positive Care approach,
- guaranteeing uncompromising quality on all its sites,
- deploying mediators and charters of commitments.

Commitment 1

Positive Care rolled out in 100% of our facilities by 2023

The objective: all the Group's sites to be progressively trained in this approach, initiated in France and Italy. Why and how?



Answers from:
Didier Armaingaud,
Group Chief Medical,
Ethics & Quality-of-Service
Officer, in charge of Positive
Care deployment

It's our responsibility to make every effort to guarantee safety and improve the quality of life of the people we support and care for, and the quality of life at work for the professionals.

We based ourselves on the fact that everyone, whatever their needs in terms of help or care, should make their own decisions and be able to express their desires and expectations in terms of what they need help or support with at all times. Additionally, care staff might feel the need to do things "for them" because they want to do the right thing or to be helpful, not to mention the feeling of powerlessness or failure that they sometimes might feel when faced with aggressive behaviour or distress related to cognitive disorders.

This is why, by listening to seniors, their families and our teams, we've built a philosophy of care, which we call Positive Care, that reflects our commitment to put the individual at the centre of their care and support plan.

Putting our hearts in our hands

To be Positive Care is putting attention and meaning in our gestures and actions. It means listening to the desires and expectations of the individual, and evaluating their needs and abilities before

being in a position to offer support or care. Rather than imposing rules, we're convinced that we must give a person the opportunity and time to express himself or herself and to be involved in their choices. It also means being able to guide them and explain the expected benefits or eventual risks. In plain terms, it means thinking of the other person as a person and not as an object of care that only needs our attention. Giving a person choices, which is a fundamental right, means recognising and respecting their individuality. Viewing the individual's family and friends as our partner is also key to our support of seniors. With Positive Care, we seek to make life fun every day.

Training, tools, communities

In concrete terms, deploying Positive Care means disseminating both expertise and life skills. As well as preparing and implementing individual care plans, this involves numerous training courses in non-drug therapy (NDT) and providing tools such as the flash activity trolley, which enables caregivers to respond to a behavioural crisis.

We now have a common base which is adapted in each country in accordance with its own situation and culture.

Our ambition is to train all our facilities in NDT and, as in France where these therapies were initiated 15 years ago, to anchor this dynamic in everyday support. Positive Care has made caregivers in complex situations feel useful again because they have concrete solutions to reduce the stress, aggression or suffering of residents for the benefit of all.

Thanks in particular to the Korian Foundation for Ageing Well, Korian continues to work on an innovative approach that is always respectful of residents and takes into account the increase in neuro-degenerative diseases and multi-pathologies so that Positive Care can be constantly adapted.

A LOOK AT Positive Care in nursing homes with:



Christophe Gilles,
Director of Korian's Les Rives de l'Odon and Reine Mathilde facilities in France

Because traditional methods were no longer enough given our residents' considerable fragility, Positive Care was initially introduced in our nursing homes through training in care and non-drug therapies (NDTs), which had proved to be effective.

Positive, 360° view

Positive Care leads first of all to changing perspective: ageing is not a dysfunction but a natural development, which can be better supported by accentuating the person's remaining capacities. To do this, over and above meeting their needs and providing care, the individual's whole environment must be involved. For me, Positive Care is an "ecological" commitment in the sense that this positive approach is an extension of the scope of care: targeting overall health, it encompasses the senior's relationships with all those around them (employees, relatives, partners), it considers their living space, and is attentive to everything that is experienced there. In order to maintain a senior's independence, we must work consistently on everything that is interdependent with them.

Life skills and structure

For Positive Care to become widespread and be everyone's business, training in skills and tools is not enough. Above all, it means a human commitment to another person which takes into account their differences and immediate needs, welcomes and accepts their problems, listens and acts,

and seeks to please; something that cannot be programmed. This requires education and positive management so that interactions with the resident are as important as their health care. In our nursing homes, we've reviewed the entire work structure and created "therapeutic activity time" to give time to the staff. They are empowered, helped, protected if necessary and have the right to make mistakes; because if they say they haven't found a solution in a particular circumstance, we can start to innovate together and take initiatives.

We have also introduced other measures such as rearranging spaces, and redesigning the decor to create reassuring environments.

Positive Care in everyday life

Today, all our staff are involved. Every day, a resident comes to the reception desk twenty times asking the same question and the receptionist replies every time as if it were a new request. Mrs. X, aged 87, wants to get up at 11 am. The washing support staff adapt, reschedule, pass this information on, and assess as part of a multidisciplinary team. The decision to do something or not is respected; doing must make sense. The care assistant who goes for a walk in the garden with Mrs. Y chats with her, asks her what the plane passing in the sky reminds her of; she notes "it was positive, do it again tomorrow," and does it again. One of our technical officers has created a console with DIY tools; handling them helps prevent behavioural problems from becoming more pronounced.

Similarly, Positive Care has changed our relationships with relatives. Our doors (other than during lockdown, and in compliance with safety rules) are always open and relatives are invited to get involved in the activities offered. We have a lot of interaction with them and also help to educate them about health so that the senior's freedom of choice and action can be respected.

I experience this commitment, this implementation of Positive Care, every day and it gives meaning to our business.



More and more seniors want to stay at home. They need caring support too. Positive Care starts with the attention paid to employees, an essential condition for them to be able to mobilise all their expertise and life skills in the service of those they help.



Live from the field, at home:
Aldjia Nekmouche, carer at Petits-fils in France

I chose this profession because I really like the contact with others, helping them, giving and receiving in return.

With Petits-fils I have found a framework that allows me to practise my profession just the way I want to.

After my training, I worked in a small, friendly nursing home with 20 residents who felt at home and a close-knit team. When it closed, I started working from home and found the perfect balance when I met the two young leaders of Petits-fils 12 years ago. I was one of their first carers. I'm very happy and I'm not in any hurry to change.

I have the autonomy and support I need.

When I have time available, Petits-fils looks for an assignment near where I'm already working so I don't have to travel.

I've always been able to work flexible hours. I used to work nights and weekends. Now, for personal reasons, I only work days. I've always had a choice of working hours.

I only look after two people, one in the morning, the other in the afternoon, every day.

When you start with a new elderly or fragile person, there is a one-month trial period. When this ends, Petits-fils asks me if everything is going well and if it suits me, and does the same with the family. I can leave if I want to. This approach, of listening to both sides at all times, continues at the end of each month and means that they know what is going on in the field and can check that everyone is satisfied.

This attention adds value to my support role, which often lasts for years.

As long as the person needs me and wants me there, I'm keen to stay with them until the end so that they don't get upset by new faces and feel disoriented. I know my job very well. I know how to take initiatives to prevent problems and am able to do so. And most importantly, I always have time to listen to them. We talk a lot, it creates bonds. That's the added bonus, it's what makes the support role so important.

It's not always easy, of course. I have to adapt to every individual and those around them, and sometimes it doesn't take much to create tension.

However, Petits-fils is always there to explain the limits of what I can do or to clear up any little misunderstanding. For example, I'm not allowed to administer drugs. It's important that a third party can explain this, so that I feel protected. I have found my balance and the framework for doing the job I love the way I like it.

Commitment 2

100% of facilities ISO 9001 certified by 2023

The ISO 9001 quality certification provides a guarantee of uncompromising quality at all sites.



An explanation from: **Giliola Avisani**, Corporate Director, Korian Italy, responsible for deploying ISO certification

Why do you want to be certified?

ISO certification is an aid to organising our activity properly in our facilities to ensure that our support is of the highest quality, in line with our ambition of operational excellence. It **requires us to write down** the principles we want to respect and to describe our entire organisation, to make us a responsible company. **Then we have to actually carry out what has been written down**, and certification is only obtained if an independent external body regularly observes and verifies this.

Our activity is highly regulated: all of our facilities already have quality procedures, validated by audits, which take patients' and residents' rights into account and ensure that they receive the best care throughout their stay. **Having all 893 of our facilities certified will help to standardise the practices we implement.**

In Italy, where we have been committed to certification for 20 years, all our facilities are certified, as are those in Spain and the Netherlands. Through this commitment, the Group aims to define a uniform quality standard and have 100% of its sites certified in 3 years' time, in France, Germany and Belgium, which represents a major step forward.

What is your action plan to achieve this result?

In conjunction with all countries, **we have defined the "standards" that must be complied with** in all our nursing homes and post-acute and rehabilitation care clinics in Europe.

Our approach is based on the European charters of patients' and residents' rights, and the needs and expectations of our stakeholders, and aims to achieve their respect and satisfaction.

Our standards apply to all our care and support activities as well as all the "support" services: catering, technical, etc.

Each country incorporates them into its quality processes, adapting them to their specific regulatory and cultural characteristics and to the types of facilities. Each one can add its own best practices over and above these fundamentals.

Quality officers are appointed to ensure that all procedures are applied, and they are implemented in pilot facilities prior to roll-out.

We expect to have 15% of facilities certified by 2021, 50% by 2022 and 100% by 2023.

How does this certification help to guarantee freedom of choice for those you care for and their carers?

Every patient must have access to the necessary care without discrimination, and to any information about their treatment, and their free consent must be obtained. Likewise, a personalised therapeutic

plan must be offered to each resident; their dignity, wishes, and freedom of expression and thought must be respected.

It's written in black and white in our core standards; certification will guarantee their operational implementation.

Some sites already incorporate the "standards" defined by the Group or will only need an update to comply with them. This is the case for the Seniors Torre Del Mar nursing home in Spain, which has been certified for many years. Why, relating to what, and what is the impact?



Answers from its Director **Enrique Ruiz-Chena Molina**

How long has your facility been certified?

We obtained our first ISO 9001 certification on 20 December 2004. We now have four, covering both quality (ISO 9001, ISO 158101, ISO 179003) and environment (ISO 14001). This represents a significant investment in terms of organisation, management and training. The implementation and application of these certifications is integrated into all our employees' work routines.

How do these certifications translate into the care of seniors, in concrete terms?

It's essential for us to improve the independence of older and vulnerable people. This is why we have ISO 158101 certification: it's a specific standard for facilities for the elderly or disabled, and we also have ISO 179003, which aims to reduce the risks to which patients are subjected as they move through the healthcare system.

Consequently, we use the RESIPLUS computer application in which the different professionals on the technical team record their assessments; we meet every day to adapt our support.

And we have reports called Individualised Care Plans which cover their functional level, care, nutrition, mobility, and other details if needed.

You also contribute to protecting the environment. Why?

For us, minimising our environmental impact goes hand in hand with quality care so that seniors and their relatives can live in a sustainably healthy environment.

Our ISO 14001 certification encourages us to limit our emissions of greenhouse gases. This involves reducing our electricity consumption by using LED bulbs for lighting and saving paper by using recycled materials. We also minimise the waste we generate by buying products with a longer life span or items that don't contain environmentally hazardous substances.

And of course we sort all our waste according to its type and characteristics, such as toner, oil, paper and plastic, and we also send waste for specialist processing.

Who benefits from this global approach?

These quality certifications have an impact on our residents and their families, as well as on our employees and on our corporate image. They help us to increase satisfaction levels. They are also a driving force for improving our efficiency, stimulating our ongoing improvement process and making us attractive.

Commitment 3

One mediator per country with a charter of reciprocal commitments in all facilities by 2023

Freedom of choice for fragile people and their families depends on the provision of local services and support solutions that suit them, and on the existence of charters and means of recourse.

This year, Korian has worked on implementing a mediator in France. By 2023, this approach will be replicated wherever the Group operates, in line with the specific characteristics of each country. The objective is to constantly improve the way we take feedback from families and residents into consideration within our offer, and to be able to settle conflicts between Korian and residents' families amicably.

At the same time, Korian is working on a charter of reciprocal commitments in order to guarantee a conscious and free choice before admission to all its facilities: this is the strict application of one of the Group's four values: transparency on our activities, for the benefit of all.



True/false on these initiatives with Thomas Pretot, head of family relations in France

Korian's mediator is neutral **TRUE**

In accordance with the ethical rules of the profession, this mediator is a third party who is external to the conflict. The mediator is contacted at the request of Korian or the family, and must comply with the rules of independence, impartiality, neutrality and confidentiality.

The mediator's mission is to make a decision **FALSE**

Unlike a judge who makes a decision in a dispute, the mediator's role is to re-establish dialogue between two parties. He or she "replays" a conflict so that it can be resolved. Since nursing homes are living spaces, the relationship between Korian, the residents and their relatives lasts for years. And sometimes, as in any human relationship, conflicts or a breakdown in communication can appear prejudicial for Korian and for the person concerned, particularly due to any changes in the patient's or

resident's condition. We want trust to be at the heart of our business; hence this commitment to discussion with the mediator and the relatives. The mediator has no decision-making power, but re-establishes dialogue and aims for an amicable settlement.

Korian is going to create a charter of reciprocal commitments **TRUE**

We exist to look after the residents entrusted to us. This is our primary mission and our priority. Over and above care and services, we are morally committed to seniors, vulnerable people and their relatives and we strive for their well-being. Anyone entering our facilities must be confident that all Korian teams have the appropriate expertise and have been trained to support residents and families in vulnerable situations.

We want to build relationships based on trust and transparency. In order to avoid misunderstandings later on, it is important that families understand our approach to support and our constraints before deciding to entrust us with their older relatives or loved ones, and that they can work with us to improve their lives.

This is why, with the inclusion of families, we are in the process of drawing up a charter of understanding of both residents' and Korian's "rights and duties" in the form of mutual commitments.



PILLAR 2

CARING ABOUT THE CARERS

Caring for those who care" is our priority, in order to enhance the quality of work for the Group's 56,000 employees, every day, all year round, and to guarantee constant quality of care.

This consists, first and foremost, in strengthening the social contract that binds Korian to its teams by ensuring a safe and healthy work environment, reducing workplace accidents and the associated absenteeism, encouraging permanent employment through improved work organisation, better needs planning and reducing staff turnover throughout Europe, and investing in our site managers and our teams, who are the cornerstone of the network.

Three concrete commitments arise from this:

- to maintain or improve employees' average length of service
- to invest in skills training
- to ensure diversity at all levels of the organisation. Korian is already exemplary in terms of gender diversity and aims to increase the number of women in Top Management by 10%, to 50%.

Commitment 4

Maintain or improve employees' average length of service, currently 6, 7 years

The objective: maintain and increase the average continuity of service in the Group by relying on the best practices identified in the countries in order to improve the "Korian social contract"



A conversation with:
Nadège Plou,
Human Resources Director,
Korian France

The quality of the care provided by our employees to residents, patients and people at home on a daily basis is directly related to their length of service. This is because they need to be good at their jobs, feel good about themselves and have peace of mind so that they can offer the extra empathy that transcends professional tasks. Continuity of service is also essential when dealing with people with neurological disorders that may deteriorate if they don't see the same faces.

Action plan

To help us maintain and improve this continuity of service, at a time when job applicants in our sector are becoming scarcer and staff turnover is high, we've drawn up a new "social contract". It brings together everything that we, as an employer, promise to our employees over the long term, from the very first contact (welcome and induction) and throughout their working life (health and safety at work, training, professional promotion, etc.).

We reduce job insecurity by transforming fixed-term contracts into permanent contracts, we offer salaries that are often higher than most in the sector, and we encourage professional development by investing heavily, through our training institute, the Korian Academy, in training courses leading to qualifications (VAE, or accreditation of prior experience).

The impact of experience and management

Such training is crucial to learning how to act and adopting procedures, but it's the way of applying this and the accumulated experience that make all the difference.

It takes time and resources to build this experience, but it also means paying careful attention every day to those who care. This is why we've delegated the implementation of this social contract to the local facilities and managers. They're trained to develop their teams and to acquire the necessary sensitivity to be attentive to each person, because we know the power of the symmetry of attention: a manager who is attentive to his employee means an employee who is attentive to those he or she supports, improved quality of life at work and a lasting commitment to an ever more professional and humane form of care.

Commitment 5

8% of employees on a training programme leading to qualification by 2023

Fulfilling this commitment means doubling the number of employees in a qualifying programme compared to 2020. Korian's ambition is to become a learning company, a reference in its sector.

Resources put in place and portraits of beneficiaries.



Christophe Guillery,
Director of the Korian
Academy France

We aim for excellence in the quality of the support provided by each profession, from the carers to the technicians and our chefs. This is why we've made training, which is at the heart of our social contract, our key lever in the face of two challenges: recruiting in a sector with a shortage of candidates and building loyalty in our teams.

Giving priority to qualifications...

And if our commitment is focused on "qualifying" training with considerable resources deployed, it is because qualifications are essential to practice and we want to become a "learning company" that passes on our expertise and life skills.

... to recognise our employees' expertise

This is our priority. We give them the opportunity to develop skills throughout their career, and to choose and access career paths easily, including through e-learning. We give priority to accreditation

of prior experience (VAE in French) so that, with their knowledge and experience recognised by diplomas, Korian employees can develop, build on their skills and grow professionally.

... to contribute to the attractiveness of our sector

From the outset, we advertise the possibility of being trained by Korian. Even before they are hired, increasing numbers of young people can come and learn a trade with us through apprenticeships, a new field in our sector. Self-employed workers can also have access to our geriatric passport, for example, the specialisation we have developed for nursing assistants and nurses who support seniors. Our Academy creates educational content, in conjunction with experts, in order to provide training that meets the expectations of those in the field. A number of e-learning modules are developed to facilitate access for those in every facility. In 2019, nearly half of all employees took advantage of this. We are redoubling our efforts to reach this ambitious target of 8% by 2023, driven by the challenges we face.

In 2019 in France:

- More than **400,000** hours of training
- **200** employees with accreditation of prior experience became nursing assistants, **300** in 2020
- **100** employees undertook training leading to a qualification
- **25,000** interns

A LOOK AT Germany and the training at the heart of the facilities



Eva Lettenmeier,
HR Director Germany

How is training leading to a qualification implemented in Germany?

Our facilities are a key link in training leading to qualification for our employees, and for young people and low-skilled workers too.

What do you offer to your employees?

In accordance with their respective skills and ambitions, they have the opportunity to further themselves and acquire new qualifications. Some, who are focused on operational care, become specialists in geriatric psychiatry, in hygiene, wound or pain managers. Others move into management positions in hospitality areas, nursing services or facilities.

They can choose specialised part-time training courses designed by our academy or by other providers that we finance. Finally, those who wish to do so can have access to part-time bachelor's or master's degree courses or to in-depth full-time continuing education.

What roles do your homes play in training young people and adults?

In Germany, around 60% of young people with a secondary school diploma go into in-company

training combined with school education at a vocational school, in the form of an apprenticeship. This makes Germany the apprenticeships champion within the Korian Group with almost 10% of the workforce in apprenticeships. They're known as the "generalistik". For example, we accept young people in our homes who are training to become nurses. The trainee learns the practical basics for a few weeks, and acquires theoretical knowledge in vocational school.

Our tutors, who are responsible for the trainees, ensure that this theoretical knowledge can be put into practice.

For adults, especially the low-skilled or those who want to change careers, there are various options, which combine theory and practice in our homes. We fund these jointly with the WeGebAU programme of the federal employment agency.

How does this training contribute to the quality of support?

Initial and ongoing training enables our teams to maintain, deepen and broaden their knowledge and professional skills and to progress in their careers.

With the Positive Care approach in particular, they add innovative, non-drug therapies to the care they provide.

Residents therefore benefit from high-quality care, incorporating the latest medical knowledge, from young, fulfilled, competent, dedicated, caring and committed staff.

In Germany

Ali Ibrahim,

a nurse in training leading to a qualification at the Korian am Wasserpark nursing home in Frankfurt am Main



"I am 22 years old, in my second year of training as a geriatric nurse and I have come a long way to get to this point. When I was 13 years old, I fled Ghana alone through the Nigerian desert

and landed up in Libya. From there, after doing odd jobs, I was able to pay for the crossing in a small boat that was in poor condition. With 150 people on board, including women and children, and with no food or drink, we crossed the sea for several days until we were rescued.

After Italy, I came to Germany in 2014, to Frankfurt, where I was able to take a course in German and then go to the vocational school. It took me two years to get my secondary school diploma, which allowed me to do an internship at the hospital. At the time, I was housed in a housing complex for young asylum seekers. The managers there went to

see Barbara Kaffenberger, the director of a Korian nursing home, and asked her if she would give some of us a chance. She didn't hesitate because she was already working with them and because, as she told me, she is also trying to combat the shortage of skilled workers by giving refugees the opportunity to train. She didn't hesitate, but she imposed a condition: that I should do an internship to see whether we could get on together. That was three years ago. I immediately felt at home in this facility, and then I had the opportunity to train as an auxiliary nurse.

I'm now in my second year.

I worry about my family. I have little contact with them because without electricity at home they can't call me regularly. I very much hope that I will be allowed to stay in Germany after my studies. At least I would have done everything I could to make it happen."

Every day, Barbara Kaffenberger can see how much Ali loves his work when he looks at the residents with his gentle eyes, laughs with them and holds their hands. She's counting on Ali to be allowed to continue working for her after graduation.

René Lotholz,

tutor at the Korian nursing home in Karlsfeld



"I used to be a baker, and suddenly I became allergic to flour. At the age of 35, I had to retrain, to start another apprenticeship when I already had a family. I decided to train as a general

nurse in a specialist school. At the time, this new apprenticeship was still in the development phase and took two years to complete. I found it very exciting to be able to learn about different structures, from the children's hospital to the nursing home. Many of my classmates wanted to work in a hospital afterwards, but I was more interested in a nursing home.

At the end of the second year, in 2012, as soon as I'd completed my training, I took up my first position as a certified nurse in the Korian home in Karlsfeld and I was very happy with my choice: in the hospital,

patients are constantly changing, whereas here we can build relationships with the residents.

After only one year, I was promoted to "living area manager". This means that I now manage the largest living space with 48 residents and 20 employees. From what I hear, my team appreciates my humour and personality. The coronavirus has made the team more cohesive. Whatever happens, we will always find a solution together. As in real life, everything hinges on good communication.

I also train apprentices myself. Guiding young people on the path they want to follow is a great pleasure for me as a father of two children.

My apprentice Felix Okoidegun, who has an immigrant background, is in his second year of training as a specialist nurse, having initially worked as an unqualified nursing assistant.

I hope that more young people will enter the specialist nursing profession, because for me it's a very varied profession with many opportunities for development. I feel like I'm doing something useful in this career."



Commitment 6

50% of women in top management by 2023

Korian's employees represent a wide variety of backgrounds, nationalities and ages, particularly in the care and service professions. Korian is committed to gender equality and ensures that women are recognised at all levels.

A LOOK AT this commitment



Rémi Boyer,
Human Resources & CSR
Director, Korian Group

The bottom line

At Korian, 83% of our employees are women, but they represent only 46% of top management. Although they make up the majority of our workforce, they are less present at the top of the hierarchical pyramid, especially in key positions. Women are also in the majority among the residents and patients we welcome in our homes and clinics; it's therefore important that women are there to listen to them, to be their voice, understand their needs and feelings and influence our offers and operations from their point of view.

The objective

Hence our commitment to rebalancing the number of women at all hierarchical levels and in all professions. We want their presence to reflect the proportion of women in the Group. We want to

move forwards in an equitable way so that all our employees can develop their skills, be promoted, fulfill their potential and grow throughout their career. Women with the same skills as men should have the same opportunities for promotion. It sounds obvious when you say it, but you have to make sure it's actually put into practice.

Actions

To reach the ambitious target of 50% women in top management, in addition to complying with regulations in the countries where we operate, we've adopted the rule that there must be at least one woman on the short-list for any appointment to a management position.

In 2019, we also created the Korian Women's Club; a forum for discussion to stimulate career choices and also a think tank on all issues related to the presence of women in the Group. This club guides our human resources policies.

We're fortunate to have talented women in our company, and this commitment helps us to identify them and bring them to the fore.

2019 initiative: setting up the sector's first European Works Council

At Korian, the **quality of social dialogue** is considered essential; hence the special attention given to meetings with staff representative organisations. This dialogue, based on proximity, takes place in every facility and within national bodies.

To ensure that the social contract is constantly reinforced at country level, a European Works Council was set up on 24 June 2020.

A LOOK AT this commitment

Background and vision of a Top Manager



Sophia Peteers,
Operations Director,
Korian Belgium

Korian fully understands the importance of having women at all levels of the hierarchy and invests in their training and in informal meetings such as the "Women's Day", so that they can make their views heard and contribute to the decisions that affect the future of the company.

This seems important to me because a woman's approach is complementary to a man's. It seems to me that they take the societal context very much into account, have the courage to raise emotional aspects, and make use of their professional network in other sectors to form an opinion or to tap into other ways of solving a problem. They really broaden horizons and enrich the reflection process before a decision is made. I can see this in the top management of Korian Belgium, which has almost reached the 50% target the Group has committed to since eight out of 17 employees are women.

This is why, as a leader, I encourage women today to always be willing to learn for their personal development and to network. When the playing field is level in terms of our skill sets, these are really two key points that help us to see opportunities and grasp them. I advise them to be courageous, express their opinion, be proactive to move the company forward. I also remind them that we learn by making mistakes, and I'm mindful of those times when women who are focused on implementing a project risk missing out on their family life. I tell them to take some time to enjoy it without feeling guilty and that I'm convinced they'll do a very good job. And, if there is one piece of advice worth remembering, it's to work in a company that reflects their values. That's what makes you want to take responsibility, to progress, to go the extra mile.

I've held positions on executive committees since the age of 26. I've always grasped every opportunity to develop my leadership. I've never been afraid to admit that I might have a weakness, and I've always found the right way to address it by continuing to train. I've also always made a point of developing my interpersonal networks both within the companies I've worked for and outside of them. I've often had the opportunity to implement changes, which has allowed me to be visible, and above all to be supported by managers who were both very demanding in terms of results and very attentive on a human level, and who guided me and helped me to achieve them.

This is what has allowed me to progress in my career, made me want to keep training and progressing.

At Korian, I've once again had the opportunity to take on new responsibilities, broaden my scope and thus adapt my management style. Because running 120 nursing homes instead of 40 is very different. Korian gave me the time I needed to adapt, and I was guided by the CEO, sometimes to take a step back, sometimes to delegate better. And, as soon as the Covid crisis allows it, I'll start using the "performance management programme" that Korian has offered me, so I can improve even further.



PILLAR 3

CONTRIBUTING POSITIVELY AND PROACTIVELY TO THE LONGEVITY SOCIETY

Korian believes that increased life expectancy is one of the greatest challenges of the 21st century. This is why the Group is mobilising its expertise in the field of care for the elderly and vulnerable, and its networks and partners, together with significant resources, in order to make a positive contribution to sustainable solutions and optimise its care offer.

This contribution translates into three concrete commitments:

- to allocate at least 1% of annual net profit to research and philanthropic actions
- to support at least five research studies per year that lead to publication, notably through our network of Foundations
- to set up a **Stakeholder** Council in the countries where we operate, in addition to France.

Commitment 7

Dedicate 1% of the Group's net profit to financing philanthropic actions

Korian already fulfilled this commitment in France in 2019 through its grants to its Foundation and as a direct contributor to non-profit associations (ex FACE, United Way L'Alliance) and research organisations - such as the Foundation for Medical Research or INSERM in France.

In France



The Korian Foundation for Ageing Well is the cornerstone of this commitment, as

Aude Letty,
its chief delegate,
testifies:

approach: we involve all the relevant operational staff at every stage of our projects so that their constraints are taken into account, and so we can work towards realistic improvement in the quality of life in our facilities for residents and their families but also for our employees who support them.

Shared results and actions

Our work is also disseminated very widely and benefits all professionals in the sector. We've structured our work around 4 areas, broken down into meaningful projects which can take concrete form either as scientific research and societal studies to change the way we look at ageing, or in solidarity actions to promote a more inclusive vision of seniors and value their role in society.

Our notable contributions include: our scientific publications (see commitment 8), particularly on non-drug therapies, which led to the roll-out of Positive Care in all our facilities; our events (round tables and debates); our study on "The Right Words" to talk about the elderly; our Barometer - the only one of its kind in Europe dedicated to issues related to old age; our unprecedented work on the "Taboo of Death" in facilities, which was widely consulted during the Covid-19 crisis; and our "The Voice of the Elderly" podcasts, which bring together fascinating testimonies from women working in the 1950s and 1960s.

A two-fold vocation

We're conducting applied research to improve medical and care knowledge and to evaluate new methods of supporting residents and patients. Additionally, we're opening up the debate to fuel reflection and knowledge on old age while encouraging the emergence of good practices, through numerous events organised throughout the regions.

An operational approach

Applied research is mainly focused on non-drug therapies and improving drug prescriptions. These therapies are developed together with facility professionals (doctors and caregivers) and are published in scientific journals (scientific articles and communication during conferences). Our contribution to applied research in the medico-social sector is unique. We have a "hands-on"

Towards a European dimension

Created in 2017, our Foundation is rapidly reaching into other countries, including Germany where a Foundation was created in early 2020, and Belgium with events and a joint research project. The Foundation, the Korian Group's flagship contribution to the financing of philanthropic actions in light of its scale and financial resources, is now taking on a new dimension on a European scale.

Key figures 2019:

- 10,300 people reached by the events organised by the Foundation

The Foundation's 4 areas of intervention

1. support for independence
2. promoting the professions
3. solidarity and inclusion
4. the impact of robotics and artificial intelligence on quality of life for residents, patients and carers

More information fondation-korian.com

In Germany



"The Korian Foundation for Care and Ageing with Dignity" was founded in 2020. Its vocation: to promote the well-being of caregivers.

A conversation with: Elisabeth Scharfenberg, Chairwoman

Our Foundation, a non-profit organisation, works mainly for the benefit of nursing staff and their training and working conditions. It also focuses on tackling the shortage of workers in the field and improving the overall reputation of the care sector.

Our ageing society depends on the availability of care in the future. This is only possible if we have enough caregivers, and we value them more. These issues are currently central to public debate because, even though there are not enough care staff, many of them, under very high pressure and a growing workload, are leaving their jobs prematurely.

The Foundation wants to halt this trend. Positive change can indeed have a major impact: healthy, fulfilled, valued and motivated caregivers are a guarantee of ageing with dignity and high quality care in facilities.

The Foundation's missions are therefore to talk with caregivers to understand their needs, and to support innovative projects and initiatives dedicated to seniors. In addition to promoting research in the fields of nursing, geriatrics and medicine, it will contribute to the training of nurses and caregivers and help disadvantaged people to access care.

All its projects and their results will be made available to the public.

We believe that nursing staff are very often the key to "Ageing Well", and their paramount importance makes them the focus of our attention. This responsible profession deserves our recognition as well as concrete support. We will choose each of our projects with the aim of "caring for those who care" (pillar 2 of Korian's commitments) and thus "making a positive contribution to the longevity society" (pillar 3).

Other causes and philanthropic actions, two examples in France:

1/ Support for the FACE Foundation

In addition to its own Foundation, Korian is also a co-founding member of the FACE Foundation for action against exclusion, the first European network of companies committed to combating violence against women, alongside Kering, Carrefour, SNCF, OUICare and L'Oréal. Information campaigns, a Korian Foundation platform and training courses were organised in 2019 for the general public, and for Human Resources teams and managers to provide the best possible support for victims of domestic violence within Korian teams.

A micro-learning module dedicated to the fight against sexist behaviour was put online on 8 March 2019, International Women's Rights Day. A European study carried out by researchers in 2019, which included Korian teams, showed that 20% of women were victims of this abuse, which has an impact on quality of work and psychological balance for the women concerned. Finally, several tools have been put in place by the European consortium and in 2020 Korian is continuing its work with the European "CEASE" "One In Three Women" programme to improve conditions for awareness of and dealing with violence against women.

2/ "Youth Challenge" partner

The Group supports the United Way l'Alliance (UWA) organisation and its flagship "Youth Challenge" programme, which is being rolled out in 30 priority education establishments, with the aim of combating school dropout rates and supporting students throughout secondary school with their career choices and integration into the workforce. This programme is being implemented with the support of charitable organisations, including "Crée ton avenir" (create your future).

A LOOK AT the action being implemented to support schoolchildren, with:



Isabelle Andrieu, executive director of "Create your future"



Christelle Foisotte, psychologist at Korian Les Merlettes in Sarcelles

Quelle action votre association mène What action is your organisation taking with Korian?

Isabelle Andrieu: Our aim is to put young people in control of their career development. This is why we have created the "Stages en main" educational programme to make sure that the internship to learn about business at the age of 15 or 16, the only time when students are in contact with the professional world, is effective and they can learn from it. For the past three years, we've been working with Korian employees to organise, supervise and lead this one-week training course for 16 to 20 young people. And, since 2019, they've been spending three days at the head office, followed by two days at the Les Merlettes nursing home. They are divided into groups to complete the "Job Fair" task as a project: at the end of the week they have to present four Korian professions to Korian employees in an appealing way, as in a Forum. This role-playing game forces them to understand how the company and its services work and to put themselves in the shoes of the professionals.

Christelle Foisotte: we were asked in January to take part in this solidarity project to enable young people from underprivileged neighbourhoods to learn about our company. We immediately set about planning how to welcome them at the beginning of February.

Commitment 8

Publish 5 scientific publications per year

As a way of contributing to scientific research, Korian has set itself the target of supporting at least five studies that lead to publication. Why this target?



Answered by:
Serge Guérin,
Chair of the Korian
Foundation for Ageing
Well's Scientific Committee

In order to contribute to public debate and to move ideas and knowledge ahead, the Foundation, among its other actions, either conducts scientific research itself or supports programmes that are implemented via partners.

The Scientific Committee that I have the honour of chairing, which decides which studies to carry out, pays particular attention to respecting the Foundation's areas of intervention and its desire to carry out work leading to operational progress. Being aware of our responsibility, when selecting studies we consider the concrete benefits they can bring, particularly in terms of social utility and improving lives.

We then oversee the methodologies and ensure their proper implementation so that these studies can be published.

But why publish?

Publishing means taking the risk of being evaluated by totally independent experts who, to avoid any conflict of interest, do not know who carried out the study. By authorising its publication, they are confirming that it was indeed carried out with all the necessary scientific rigour, according to a protocol that makes its results sound. For example, it could be to set up two identical groups: one tests a

hypothesis, the other does not; this makes it possible to measure the difference and to check whether there is a real benefit.

Publishing is proof of the seriousness of the work carried out and opens the door for deploying solutions whose effectiveness has been recognised. Publishing also means sharing new knowledge with the scientific community: researchers can thus broaden their perception of a problem or reinforce a belief, as convergent results accumulate. With its "operational" angle, the Foundation often casts a different light on issues that have already been explored, opening up new perspectives.

One of the distinctive features of the Korian Foundation, linked to its vocation and to the fact that it is financed by the Korian Group, is that it disseminates the results of its work well beyond the circle of researchers: they are made available in open access on its website, where they can benefit a wide range of people.

Setting up a Foundation is indisputable proof of a company's "responsible" approach. Korian's, unique in its sector, goes particularly far in terms of research and the involvement of its facility staff in its studies.

Key figures 2019 :

- 5 scientific publications
- 38 facilities and 100 employees involved in research projects

For more information:

fondation-korian.com/fr/nos-travaux

How was their immersion week?

Christelle Foissotte: in conjunction with UWA, we organised a bus between the Voltaire middle school in Sarcelles and our head office for the first three days. Then we welcomed the 16 students.

There was a welcome meeting where the whole team spoke about their jobs, including management and care. Then, having visited the whole facility, the young people were divided into groups that moved around so that they could watch and learn bit by bit in a practical sense the hospitality business with our housekeeper, plus activities and maintenance, supervised by my five colleagues who do this work.

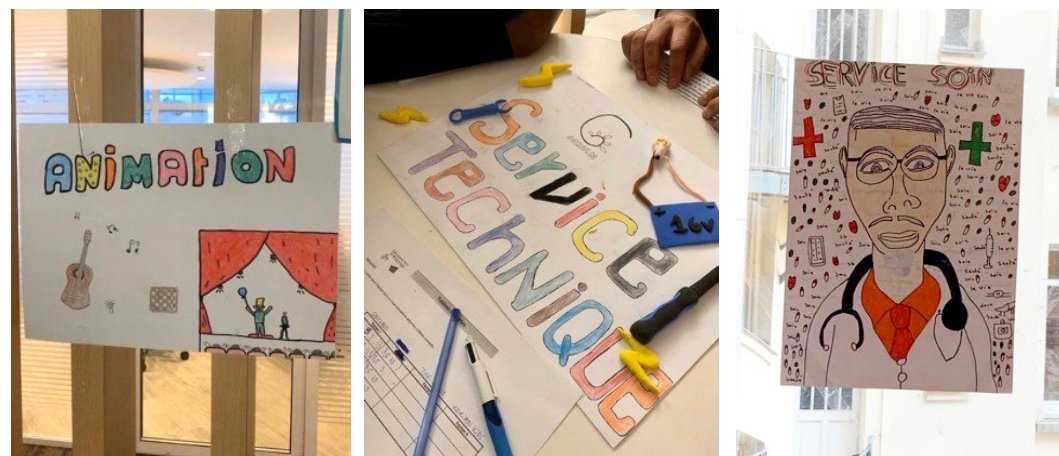
Isabelle Andrieu: the trainees alternated workshops - given by our two supervising facilitators - presenting the world of business and building their awareness of skills, with visits, interviews with employees and immersion sessions for observation. At the end of the course, they presented four Korian services, with a Powerpoint and a poster they'd made, to Korian volunteers. We had a ceremony at the end where a certificate of participation was given to each young person and staff member involved.

What are the benefits?

Christelle Foissotte: young people learn a great deal from taking their first step into the business world. It changes the often negative view they have of a nursing home and lets them find out how we work there. Our operational experts and supervisors are always available to host young people and children. We like doing it and we're used to it because we have a lot of partnerships with local schools and recreation centres. All the more so since our residents are always very happy when they see children or young people in our home.

We hope we've inspired some career choices; some in particular have been really interested in activities and hospitality.

Isabelle Andrieu: the young people understand how a company is organised, they get a sense of the expertise, experience and life skills, i.e. the skills required to do a job. They give very positive feedback on learning about the company, getting to know themselves and formulating career plans, as do the families, teachers and Korian staff.



Posters created by the youth of the Youth Challenge program" (association "Crée ton avenir")

An example of a "published" study:



**DemAsCH*,
explained by:**

Doctor Paul-Émile Haÿ,
Medical and Care Director,
Korian France Seniors

How can we raise awareness among doctors treating seniors in nursing homes so that they reduce the prescription of certain drugs with adverse effects and replace them with alternatives? We have tried to answer this crucial question in order to protect their health. First of all, Korian acted on its priorities by helping to found and supporting the Du bon usage du médicament (appropriate use of drugs) association. In 2015, the association analysed the medicines prescribed in one year in 110 Korian nursing homes for 14,000 residents and compared this assessment with the 20 Vidal rules for the proper use of medicines in geriatrics. This study identified a very frequent use of drugs with "anticholinergic" properties, which can increase or trigger serious disorders in the elderly, even though alternatives exist. Their use is therefore a major lever for improving prescriptions. For this reason, in 2017, the Korian Foundation decided to launch the DemAsCH* study to help doctors unmask this often misunderstood property and inform them about the most high-risk drugs and their alternatives.

33 Korian nursing homes involved in the study

Ten homes (intervention group) received communication tools: awareness brochures, information brochures and posters, to raise awareness among general practitioners,

pharmacists, patients and families via the coordinating physicians. In addition, doctors were able to compare their prescriptions using numerical indicators. 23 other facilities (control group) received no communication or data.

The results of the study show a significant 14% decrease in prescriptions of these anticholinergic drugs in the first group of 10 compared to the group of 23.

And the approach is validated on a qualitative level too: increased interprofessional dialogue between local actors, respect for the freedom of doctors and pharmacists, together with appropriate tools, leads to collective emulation and a lasting reduction in prescribing.

The question of limiting drugs has been recognised as a major issue for years. We now know that this sort of targeted communication with indicators, and proposing alternatives, is effective in turning recommendations into action.

If this method is applied to all nursing homes in France, more than 20,000 residents could be less exposed to anticholinergic drugs.

Levers that can be applied to other issues

Its preliminary results have already been published, and we will put its final results forward for publication in high-profile European and international scientific journals in order to facilitate interaction between public authorities and private practitioners, and significantly change practices to help protect residents' health.



**DemAsCH: a pragmatic approach to improving the prescription of masked anticholinergics. Stéphane Sanchez, Paul-Émile Haÿ, Biné Mariam Ndiongue, Dimitri Voilmy, Karine Lan, Aude Letty, Jean-Luc Novella. (Revue Médecine Cognition et Vieillessement [journal of cognition and ageing medicine] - December 2019)*

A Stakeholders Council in all countries by 2023

The first Council has already been set up in France, in Germany one already exists and Councils will be set up in Belgium and the Netherlands.

A LOOK AT at this initiative with:



Françoise Weber,
its Chair

I was pleased to form this council, the first in this sector, at Korian's request in October 2019. It seems to me particularly necessary

that stakeholders' views are taken into account in the support of the elderly. Because health and well-being are among the most valuable personal and emotional assets for all citizens, the views and perspectives of all those involved are important. This innovative initiative shows the attention that Korian pays to them and its desire to use them to aid progress at all levels.

From strategy to action

Our role is to inform the Group's strategic decisions and orientations in France, in both its residential and home-based businesses, and also to help it to act in response to complex issues in the shorter term. Our Council complements the "Social Life Councils" (CVS in French) which already exist on each site, ensuring that similar dialogue takes place at the level of the Group's governance. In practical terms, we answer questions asked by Korian and/or we provide the benefit of our experience and our vision on societal developments, issues and risks, and the needs of all involved. We make sure that our guidance is practical and operational.

Current and future issues

For example, when we worked on the "Long-term care nursing home of the future", we stressed the need for better communication about all the collective and innovative solutions offered by Korian, which are often unknown to the general public – such as a shared apartment or a short stay - so that the decision to move into a nursing home is taken in full knowledge and experienced as a positive choice. We also made suggestions on improving the organisation of admissions to facilities, and on integrating facilities into the local area.

The Council was also asked about post-lockdown visits, and has worked on procedures for these visits and highlighted their importance, particularly for residents with cognitive disorders.

Because we monitor the results of our actions, we know that they have been implemented.

An independent Council, with freedom of speech

We engage with Korian in a permanent, constructive dialogue, not only responding to its questions but also acting proactively to alert the company or contribute to its reflection on other issues. We are particularly interested in nutrition and how meals are organised, and in the attractiveness of the professions, and we will give our opinion on the charter for relationships with families and residents so that, if necessary, we can help to improve it.

All stakeholders represented:

The 14 members of the Council include representatives of patients, residents and seniors; doctors and caregivers; experts in planning, the living environment and its uses; researchers, and include:

- **Marie-Françoise Fuchs**, founder of the Old'Up association dedicated to the elderly
- **Jacques Dessene**, resident and Chair of the Social Life Council (CVS) in a nursing home
- **Alain-Michel Ceretti**, Chair of Le Lien, a patients' and health users' association
- **Jérôme Vandekerkhove**, rehabilitation executive and secretary of Korian's central management body
- **Jean-Paul Viguier**, urban architect
- **Jean-Philippe Arnoux**, Director of Silver Economy and Accessibility at Saint-Gobain
- **Julien Damon**, sociologist and associate professor at Sciences Po university, Paris.



PILLAR 4

BEING A COMMITTED LOCAL ACTOR IN THE REGIONS

With sites right in the heart of its living areas, and a very dense network in both rural and urban areas, Korian plays a big part in the vitality of the regions. Both its fixed and mobile health care teams actively contribute to local public health policies, and its facilities are involved in the local economy, as creators of stable, sustainable and inclusive jobs, and as purchasers of products and services.

As places where intergenerational intermingling takes place, each site also encourages dialogue between the commune, the facilities and the families, particularly through the Social Life Councils. Similarly, the staff are involved in local life through associations and practical projects.

Wishing to further reinforce and broaden this social integration, the Group is committed to:

- buying at least 70% of products and services in the countries in which we operate, and at least 20% from SMEs
- 100% of sites involved in an association- or community-based project
- 100% of sites having a Social Life Council.

Commitment 10

70% of purchases made in one of the Group's countries, including 20% from SMEs

Aims, current situation and action plans to achieve this commitment with:



with:
Arnaud Choulet,
Group Purchasing
Director

Our activities have been developed locally so that residents can, as they wish, remain in their own environment, close to their families and we in return, as a responsible actor, want to keep the ecosystem around us alive. Moreover, by prioritising local suppliers, we can offer quality services that are fully aligned with our values and all that makes us what we are.

Hence, this commitment to buy from the countries in which we operate and, as far as possible, within our regions.

One step ahead in France

We've already exceeded the Group's Europe-wide commitment, with 80% of our products "Made in France".

In terms of food, our biggest purchase item, the pork, poultry and eggs we buy are 100% French, and 98% of our bread comes from the local baker. Additionally, in response to the demand from residents to rediscover recipes from their region, we have implemented "The taste of our regions" programme. In the 12 metropolitan regions, we offer every week iconic starter, main course and dessert recipes from the regions.

Apart from food, our suppliers for cleaning, outside areas and maintenance are also regional or local. The same approach was implemented during our extensive renovation programme: the room and

common area furniture is made from French wood and manufactured in factories located in France.

We also want to be an actor for inclusion by contributing to the growth of SMEs, which are major sources of local employment. Hence our presence for the past three years at the "TOP", a meeting of large corporations and managers of SMEs and VSEs organised by AFEP*.

Mutually responsible

Finally, for us being responsible means choosing suppliers who are responsible and acting responsibly towards them.

Korian includes a responsible purchasing charter in all its contracts and calls for tenders. This sets out the commitments required from all its suppliers, but also those that Korian makes to them. To verify compliance with this charter, we use the independent organisation ECOVADIS, which, at the end of 2019, asked to assess all our suppliers' social, ethical and environmental practices. Action plans will be drawn up with some to improve their environmental performance.

This commitment pushes us to constantly increase our regional purchasing and to interact increasingly closely with our ecosystem so that we can play our part in a virtuous circle in each living area.

Key figures:

- 80% of purchases for France are "Made in France"
- 77% of purchases for Germany are "Made in Germany"
- 70 to 80% of purchases for Italy are "Made in Italy"

*French Association of Private Enterprises

Behind the scenes in the kitchen at Korian Jardins d'Alésia (Paris, 75)

Purchasing as seen by chef



Jérôme Landereau:

Who are your suppliers?

At the moment, in terms of local products, we have batavia lettuce which comes from Chailly-en-Bière in Seine et Marne. On my way to work, I see the lettuces I'm going to receive growing in the fields. At the end of the year, we get our potatoes from the region.

To help us create our menus, which change across the four seasons, we are lucky enough to work with a lot of fresh products that we order from local, regional or French suppliers approved by Korian. We also sometimes go and get pastries from the local baker.

What difference does "Made in France" make? When these products arrive, their origin in "France" is marked on the boxes. I'm particularly aware of this for beef because I have to fill in a traceability form which specifies where it comes from. Our pork and poultry are also 100% French. At Christmas, the buyers fought for us to have fresh French capon, which is superb.

This is good for us because French meat is of better quality. It's like the local batavia, it doesn't taste anything like a bagged salad. This is important for our residents who ask us if it's home-grown French meat or fresh vegetables. They're from a generation that cares about that, and about home-cooking. It matters to them!

Do residents notice the difference?

We know straight away if they thought the food was presented well, if the quality was good and the seasoning to their taste: they say nothing and their plates come back empty. If not, we get comments, when we go into the dining room and during our "menu" committees. At these meetings, to which residents are invited, we listen to their wishes and read the menus. If they don't like the sauce, or they don't like bulgur wheat, we adapt the menu but maintain the nutritional balance. We feel responsible, we know how essential meals are to them and we want everyone to be satisfied. We're motivated by seeing them smile. The quality of the local products delivered to us and the fact that we work with fresh produce make a real difference in achieving this. And so much the better if this provides a living for many French producers who find they have guaranteed outlets for their production with Korian.

Commitment 11

100% of sites involved in an association- or community-based project by 2023

There are many associations involved in Korian facilities that cultivate close links with them. And employees are involved in the associations too. Their actions centre on friendship, support or activities, stimulating social bonding, communication and the sharing of emotions; helping to maintain intellectual or physical capacities; informing, training and supporting residents, patients and families.

A look at employees and facilities engaged in association- or community-based projects around Europe...

In Spain



Portrait of Francisco Rojas, socially engaged director of Seniors Carretera in Ronda

Why did you get involved in your community?

Dedication, commitment and solidarity are values that define my approach to life. This is why I want to be involved in helping the community around me, as Director of the care home and a leader in various associations.

Since when?

When I was a child, I was part of the scouting movement where the main goal was to leave the world better than we found it. But it was more after I turned 18 that I began to get involved in associations and social movements.

What are the main projects you are involved in?

I'm involved in many social projects. I'm the Chair of an association that works with children and adolescents threatened by social exclusion. I also work actively with various individuals, such as the coordinator of the Serranía de Ronda volunteer service, to manage various projects involved with training, dissemination of information, financing community managers, bringing associations online, and so on.

And what is the impact?

All the projects focus on issues classified as "social risk" and have demonstrated their effectiveness for more than 15 years. This recognised positive impact has resulted in my receiving, along with my teams and the beneficiaries, the 2017 Volunteer of the Year Award and the 2018 Gold Medal of the City of Ronda, as well as local recognition within Ronda.

In Italy



Catia Piantoni,
Korian Italy's Director
of Operations presents
the "Kpoint" project

We are very proud to launch K-point in partnership with the municipality of Tarzo and local patient and pathology associations. Based in the town hall, K-point is an information and services office for all local citizens. It's completely free of charge, and run by our retirement and nursing home Istituto Padre Pio.

The office provides information and assistance to seniors, families and caregivers. They can meet our multidisciplinary team of professionals: psychologists, physiotherapists, speech therapists, nurses, educators, and health and social workers, who always work in partnership with the family doctor and the local health and social services network. We received enquiries during the Covid-19 crisis

and, although the office was closed, we helped people with advice and suggestions.

In addition to this information office, we've organised a series of events, entirely free of charge for the public, with the same aims of supporting local citizens and combating loneliness by setting up social events.

These initiatives represent a new, innovative approach to improving the links between the local health and social services network and families. We hope to extend this to other regions in which Korian operates. We want to meet local needs, and we're sure that the successful experiment carried out with the municipality of Tarzo will help to achieve this.

Kpoint, a global approach

Services offered:

Kpoint offers a variety of services, with a view to stimulating interest in health, well-being and a lifestyle conducive to active ageing:

- Support and care for the elderly and their caregivers, to improve quality of life and assistance;
- Help for families to obtain health and social services from the local network, particularly after a period of hospitalisation;
- Tips for optimising the care of the elderly at home;
- Preventing loneliness and isolation in people who are ill.

Information meetings

Meetings have been organised, dedicated to health and active ageing, healthy lifestyles, nutrition, memory enhancement and general advice for caregivers who support elderly people at home or in nursing homes.

Personalised advice

Five families had specific needs in caring for elderly people affected by a condition called dementia. Kpoint provided them with telephone assistance and home visits were carried out to better understand the situation, always in cooperation with the family doctor and other local professionals (social workers, etc.).

In Belgium



Christel Wils,
Manager of the
De Witte Bergen facility

De Witte Bergen is an open house. So that elderly people can come to see this new living space as their home rather than a nursing home, and to guarantee quality of life for residents, families and employees, we connect everything that happens in our home with our surrounding environment as much as we can. Over the years, we've put a lot of effort into working closely with those around us. And now we're reaping the rewards.

We're able to count on 114 volunteers who support our teams in different areas, from entertainment to care. We like to thank them with small gifts: birthday cards, dinners, volunteer days, etc. They rightly include people with disabilities, who love coming to help with the ironing, and in the kitchen or the pub. We express our gratitude to them by making them understand how important their work is.

We work closely with local schools, organising get-togethers between our residents and schoolchildren, either on our premises or sometimes externally.

Every year, via the "teenager meetz senior" project, secondary school students spend a day with us, ending with a formal presentation to our residents of handmade booklets, in the presence of the mayor.

Municipal organisations in Kasterlee can use our rooms for their meetings or plan their activities here, such as walks on the wheelchair-friendly path. In return, one of them organises an activity with us every year for our residents and their members.

As active members of the "dementia-friendly municipality" group, we contribute to the municipality's dementia policy, in conjunction with the regional centre of expertise, home care services, etc.

We collaborate with the "Harten Drie" (Three Hearts) services centre to serve a weekly low-cost meal to local inhabitants. People who know us from wheelchair walks, future residents and others can also enjoy our meals. They have the opportunity to explore our campus either on this occasion or at two annual presentation meetings.

Our trips to the local library are popular; our residents can borrow books and most importantly, they love to visit it and discuss books with the staff. Finally, local traders and associations display their products at our annual Christmas market.

All these contacts mean that we are well known, and we also benefit from such close cooperation.

In Germany



Facility directors awarded a Korian d'Or for their CSR performance at the annual managers' conventions are offered a "learning expedition" to one of the Group's countries of their choice, so they can discuss best practices and create an informal European network.

A pair of Korian facilities in Hennef (Korian Hennef and Hennef-Mitte) are particularly engaged in a global CSR approach and play a very active role in local community life.

In 2019, they received two important distinctions for their efforts, in recognition of the internal good practices within the Group:

- the "Korian'd'Or" (2019) gold medal for the site's commitment to all of its CSR actions
- the "Grüner" award (2019), following an audit based on various criteria including employee satisfaction, relationships with families, public relations and partnerships at local level.

In Hennef, the two interconnected facilities have more than 300 beds between them, some of which are dedicated to dependent elderly people, while others are available on an assisted-living basis. There is also a home service. They work together in synergy on many projects.

For example, in 2017 they signed the "KURS" partnership with two secondary schools (Städtisches Gymnasium Hennef and Gesamtschule Hennef-West), thus joining the cooperation network of regional businesses and schools. The network was initiated and is run and supervised jointly by the Cologne district local authorities and the Cologne/Bonn Chamber of Industry and Commerce. The initiative comes from schools and companies that

are partners in learning, which cooperate on the basis of mutually beneficial fixed agreements. One of the most important activities set up in recent years has been to open the homes to students, who gain practical experience there through internships, organised visits and completing projects. For example, residents have been interviewed by students as living witnesses in the study of history. Many other actions are being carried out in various areas:

- regular masses (Catholic, Protestant, ecumenical) are organised, together with visits to the rooms by priests, so that residents can practice their religion;
- three homes for the elderly in Hennef have joined forces and have been organising dance afternoons for residents and staff for the past five years.

At the same time, the "Verein der Freunde und Förderer der Curanum Seniorenresidenz Hennef" association organises and supports numerous events in both Korian homes. Founded in 2000 by 29 socially engaged citizens of Hennef, this altruistic association now has 150 members and promotes the integration of the elderly and people in need living in facilities within the local community, as well as their independence. The association has given financial support to the construction of a dementia garden, and organises bazaars and excursions for the residents.

In France



Jean-Michel Ricard,
Chair of Siel Bleu

Korian has been a key partner of ours for more than 10 years, via a national agreement.

This partnership is based on co-construction, solidarity and innovation at both national and local levels.

Deployment and recognition

It's worth remembering that Adapted Physical Activity (APA) only came into being twenty years ago and has been widely viewed as an "activity". By giving us access to its facilities, Korian has helped accelerate the growth of our network and of this physical activity, thus benefiting a growing number of fragile people.

By positioning APA as a pioneering approach and very much as a non-drug "therapy", and by linking our Research Institute with a scientific study conducted by its Foundation on the benefits of APA, the Group has helped to encourage health authorities to recognise its benefits.

The Covid-19 crisis demonstrated the strength of this partnership once again: during the lockdown, Korian supported us by keeping both discussion and funding going, and when the lockdown eased we worked together to set up new ways for us to work in its facilities, so we are free to continue fulfilling our mission.

Access to 150 facilities

At the local level, our departmental managers make contact with facility directors. They work together to diagnose needs, which can be very different from one site to another since they relate to the profiles of their residents. Then they work out a suitable plan together: chair or table gymnastics, falls prevention, Alzheimer's group, etc. At certain sites, we also work with employees to prevent back pain or train them to warm up before they start work. To create links with the local ecosystem, activities can be organised between facilities, classes opened up to local retirees, and rooms made available to us for meetings, etc.

Our presence at Korian enables us to work with around 6,000 people every week.

This is how we carry out our mission year in, year out, to give the maximum number of people access to adapted physical activity.

Extending recognised benefits further afield

The physical, emotional and cognitive benefits of APA have now been scientifically proven. By combating sedentary lifestyles and falls, this activity maintains mobility and independence and helps people to stay healthier for as long as possible. Physical movement also provides a reason to interact with others and escape isolation. Finally, APA reduces the risk of developing cognitive diseases and stimulates memory.

Looking ahead, we're working with Korian on plans to bring APA into their assisted living facilities and to Belgium. This will enable APA to be rolled out even more widely within the living areas and extend its benefits to greater numbers of fragile persons.

Disability

Dreams come true

Tandem parachute jumping, supervised by trained instructors; cave diving with a teacher in Marseille, and more. People with disabilities dreamed of doing such things, and their dreams came true! It's all thanks to the partnership between the Korian Mont Ventoux clinic, the Sport Parachuting League, the Gap Tallard Regional School of Sport Parachuting (Cerps) and the "De Bouts de Rêves" association. For many years, Jérôme Impéaire, Director of the Korian Mont Ventoux clinic, with the support of his adapted physical activities team, has been financing some of this association's activities, lending it vehicles from the clinic and organising a discovery day around adapted physical activities/disabled sport each October.

This year, the clinic also welcomed the association's new sponsor, Anthony Briçon, a rising star in French football. All these actions are helping "De Bouts de Rêves" to become more widely known and to continue its courageous, committed work, helping more dreams come true.

Local actions like these, helping external groups, complement the work done internally by Korian's *Mission Handicap*, which ensures, through agreements signed and updated since 2014, that disabled workers are recruited and integrated into the workforce in France, with a particular focus on their job retention.



Initiative

Collaboration with integration enterprises: Guillaume Pénigault,
Director of Renovation and Purchasing CAPEX

We devote around 3% of our building renovation investments in France to work carried out by companies in the Social and Solidarity-based

Economy, such as BATIVIE. Through this action, we enable untrained people who are far from employment to gain experience, discover or rediscover a working environment and improve their chances of returning to work. In teams of 4 to 6 people, supervised by a trainer, they carry out painting work or floor changes. In 2021, we will continue our commitment by strengthening our links with these organisations in order to play a socially useful role for people affected by unemployment and exclusion.

Commitment 12

A Social Life Council on each site

In the Group's facilities, dialogue with residents, patients and their families is encouraged, specifically by holding regular statutory meetings, and via the Social Life Council (CVS) in France and the "Heimbeirat" in Germany. These regulatory structures exist in all the countries and represent a forum for quality dialogue with the key individuals involved on all our sites.

This is how it works...

In Germany



at the "Haus an den Niddaauen", in the city of Frankfurt

Christiane Meyer,
Chair of the Heimbeirat, explains:

1. Who are the members of the local advisory board?

Our board comprises two residents and three representatives of their relatives.

On the resident side, my grandmother, Brigitte Weber, who is 90 years old and has been living in the facility for six years, has been a member for many years. It makes her very happy to devote herself to the residents.

On the "family" side are Susanne Walny and Ulrike Didzuweit, whose grandmother and father live in the home, and me.

I think this structure is helpful to the institution because our view as a "family" is more neutral and in the interests of the residents, who are sometimes more critical.

2. What subjects do you deal with?

We share residents' suggestions and concerns. So that we can collect these and understand the issues affecting them as fully as possible, we listen to them constantly and we commit to meeting all their physical and psychological needs. We have also set up a monthly consultation hour for residents, and of course we're available by phone or e-mail. We have a vote in the negotiations on fees for nursing care.

We also discuss structural changes and any repairs needed, such as new chairs and flooring last year. Finally, we're involved in choosing the menu and in the meals service, and also in planning and running events and leisure activities.

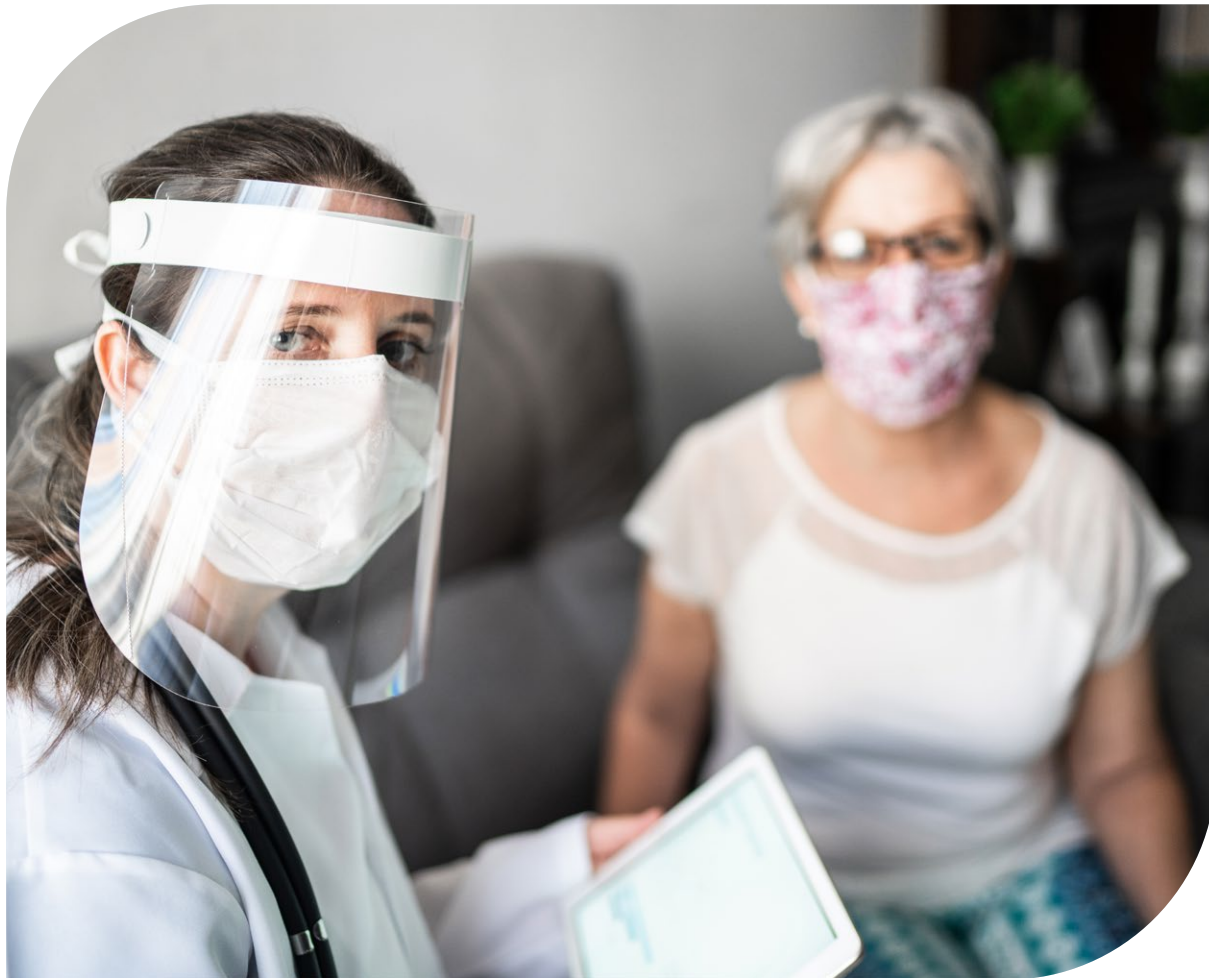
3. How are your requests taken into account, what does your committee contribute?

The facility and the company are always open to our concerns. We always feel we're being taken seriously, even if certain requests sometimes can't be implemented. For example, we'd like to see a change in the internal guidelines so that purchases can be made more quickly.

The ongoing communication with members of the advisory board, other residents and facility staff

means that solutions are developed in a spirit of constructive cooperation.

We feel that our loved ones are in good hands here. It is precisely in times of crisis that a company's professionalism and sense of responsibility is most evident. When the coronavirus outbreak happened, Korian reacted immediately and quickly implemented all the necessary health and safety measures to protect residents, relatives and employees.



In France



at Korian - Les Roses
(Pontaut-Combault, 77)

Philippe Bellegueulle

Before

The Social Life Council is elected by residents, families and staff, and usually meets quarterly. I set the agenda a fortnight in advance, by emailing all the families who have agreed to be contacted to elicit their concerns and find out the issues they want us to discuss. I also consult with resident representatives and talk to management.

On the day

There are a dozen participants around the table: the entire management team - management, care, hospitality, technical - with representatives of families, residents and staff.

All subjects are discussed: there are no taboos. It's completely open. Both practical and emotional concerns are taken into account. We discuss the quality of care, and staff changes (departures, recruitment, cover), as well as staff behaviour and the families' view of the quality of the answers provided in the grievance book available to them at the facility's reception. We also talk about activity programmes, internal and external works, financial decisions, applications made and their due dates, those that have been fulfilled, and even those that have been rejected, etc.

Afterwards

One of the crucial elements, together with care, is the food. We've made suggestions to improve its quality and planning. From now on, themed meals (Alsatian specialities, Italian, etc.) will be arranged, and meals served in the garden on sunny days. Families are invited too; it's fun for everyone. In another example, the daughter of a resident offered to organise workshops in painting, origami, Christmas decorations, etc. We discussed it in Council with the person in charge of activities. These workshops were then set up, naturally, together with an open-door exhibition.

There are some topics that recur. It's only human for things to slacken off sometimes, then move on again; we all have room for improvement all the time. The Council is vigilant, allowing the pressure to be maintained. Our mission is to remind people that there is still progress to be made. There is plenty of good will, and we've seen and recorded real improvements.

The clear benefit of these Councils is the constant improvement in the residents' well-being and comfort on a daily basis.



PILLAR 5

REDUCING OUR CARBON FOOTPRINT

With 890 sites in Europe, Korian is working to reduce its environmental impact by optimising energy and water consumption and managing the waste from its buildings and properties.

Based on the carbon footprint established in 2019, the Group has set itself the ambitious objective of reducing its greenhouse gas emissions by 40% by 2030. It is focusing on three key levers to achieve this: optimising energy consumption throughout its sites, controlling waste production in stages, as well as the HEQ (High Environmental Quality) certification or equivalent certifications for new buildings.

All this translates into three commitments:

- a 3% reduction in energy consumption in 2020
- a 5% reduction in the volume of waste generated by 2023
- 100% of new buildings "High Environmental Quality" certified, or equivalent, from 2020.

Commitment 13

3% reduction in energy consumption in 2020

As a first step towards reducing the carbon footprint generated by its properties, the Group has set an initial target of reducing energy consumption by at least 3% during 2020 in France, Belgium and Italy.

An update on this commitment with:



Anabelle Billy,
Group Real Estate
Technical Director

Why this commitment?

Our facilities operate 24 hours a day, 365 days a year. With air-conditioning becoming more widespread, and tablets and connected objects multiplying, our activity is becoming increasingly energy-intensive. Reducing our consumption while ensuring optimal comfort represents a challenge. As a good operator, complying with the regulations in every European country that requires controlled consumption, we were already working to reduce our bills. As a responsible company, in tune with the wishes of investors and stakeholders, we want to go even further and achieve carbon neutrality by 2050. Reducing energy consumption in our existing buildings is essential to this, as they represent 34% of our carbon footprint.

What have you implemented?

All our actions must deliver genuine added value to the well-being of residents, patients and all our staff. We are invested in a platform for collecting consumption data via our bills, which enables us to identify over-consumption and adjust the settings on our equipment. We've put energy performance contracts in place: a partner supplier finances a more efficient boiler or insulation for us and is paid according to the energy saved.

Every facility is ramping up its commitment to the cause, with regional and national support to identify gaps and generalise good practices. Up to now, technical services and management have been on the front line. Moving forward, all staff will be involved and made responsible, following the "Cube" pilot experiment. Currently running in 20 facilities in France, this aims to reduce consumption by changing habits, because operational staff know better than anyone else whether they can turn off a particular light or a particular heating trolley, for example.

Which facilities have been affected so far by the 3% reduction?

All our sites. This annual target will be part of the low carbon strategy that we are currently defining for the six countries, incorporating each one's national regulations.

With this in mind, we've recently drawn up an inventory of all our energy expenditure in all our buildings. We're in the process of setting achievable reduction targets each year for the next five to ten years and deciding on the best approaches. This strategy will be finalised in the last quarter of 2020, and should make a crucial contribution to reducing our carbon emissions significantly in the long term, along with the other major CO² emissions: food (26% of our carbon footprint) and our teams' travel (10%). I'd like to add that the Group's responsible purchasing policy is making a significant contribution to improving its carbon footprint, since purchases account for 16% of our total greenhouse gas emissions.

A frontline player in the field:



Noël Verellen,
Director of the Edelweiss
facility in Belgium

Our energy consumption has been closely monitored ever since this facility opened.

As the building has aged, we have paid increasing attention to monitoring energy loss and to raising awareness among residents and staff, who play a major role.

As of 2010, we've included regular checks in our routine measures to help combat global warming. However, it was difficult to identify major energy losses, particularly in relation to radiators or lights that were being left on when they weren't needed. And the solutions to this problem required a significant human investment because we had no choice but to go around the rooms, corridors and multi-purpose rooms to identify any unnecessary heating or lighting.

Nevertheless, we achieved our aim by implementing simple measures without compromising on safety or comfort. For example, this means turning off some of the lights in the residents' rooms, the common areas or the basement, setting the motion detectors

to three minutes instead of five, or insulating the heating pipes. We also bought a timer for the vending machine so that it runs between 6am and 10pm, set our refrigerators and freezers to the right temperature, and made sure that floor lighting is used at night in the hallways, and ceiling lighting only during the day.

2015, a turning point

Our collaboration with Nanogrid has enabled us to take a decisive step forwards. We've installed measurement points for electricity, and sensors on all the heating systems and for fuel oil, so that these can be tracked via a website for each day and measurement point.

Initial reports have identified, among other things, over-consumption of electricity at certain points at night.

This process now means that energy consumption and loss are measured continuously. Problems are identified quickly and can be resolved without any loss of quality for residents or staff.

In 2019, following an audit, 50% of the "old" lighting was replaced by new LED lighting, south-facing roofs were equipped with solar panels, and oil heating systems were fully converted to gas.

These changes mean that we are as energy efficient as possible with minimal losses.

"The creation of a Group environment committee has enabled us to share best practices on a quarterly basis among Korian's networks of expert technicians, energy specialists and environmentalists, and thus make rapid progress in implementing the Group's main levers for decarbonisation."

Rémi Boyer

Commitment 14

5% reduction in waste by 2023

To improve the management of waste in all its facilities, Korian is working both to reduce the quantities generated and to improve sorting and recycling.

Its global approach is being rolled out gradually and systematically. In France in 2018, and in Germany in 2019, a study was carried out with the French start-up "Take a Waste" to analyse the costs and volumes of waste generated by the facilities and to understand the teams' sorting practices. Nearly 50 sites have been audited and concrete avenues for optimisation have been identified.

This diagnostic is being replicated in the other European countries during 2020. It allows

dashboards to be created to monitor performance in the facilities, prioritise actions and provide bespoke support for all sites by the end of 2023.

The financial savings made mean that recovery of bio-waste can be gradually introduced in France, as is already the case at 100% of the sites in Germany. Staff are also made aware of the correct instructions for priority waste streams, which include food waste.



The Côte Normande post-acute and rehabilitation clinic's household waste compactor in Iffs, Normandy

A LOOK AT initiatives to combat food waste:



with:
Christophe Parrot,
Director of Hospitality
& Catering, France

In the catering business, being responsible means being an expert and always being precise.

First of all, we must never compromise on nutrient intake, and therefore we never reduce the portions that we need to serve to our guests, even though we are aware that appetite is often reduced in elderly people. We base our work on two simple rules: firstly, to bring joy through three or four daily meals, by remaining vigilant about the choice of products, flavours and the presentation of the meals; secondly, by avoiding throwing away anything edible. In our homes, this might mean a few leftovers on a plate, a glass of wine poured but not drunk, an extra piece of bread cut for the breadbasket. Reducing this waste

means improving what we cook as well as the way we serve it and how we present the meals, as we try to combat loss of appetite.

We count on our own chefs and their teams to put all of this into practice. For several years now, we have chosen to offer home-cooked meals prepared in our kitchens with fresh products.

In addition to their know-how (as a reminder, there are 100 basic principles of cooking), our chefs and cooks follow traditional recipes from our culinary heritage and the quantities recommended by the authorities. Like in every restaurant, they listen to their clients, take note of what they like and what they don't like, and monitor at every meal what we call "meal feedback". It's the best indicator to find out if the guests enjoyed their meal. If this is not the case, they go and meet the guests in order to understand and adapt the next meal. By adapting to everyday events in this way, they're already significantly reducing waste.

To further our efforts, we've decided to weigh all our waste. This will allow us to analyse in greater detail where it comes from, identify solutions, and put together a best practice guide with the teams.

Did you say "waste"? A look at Korian's Côte Normande post-acute and rehabilitation care clinic in Iffs 8,800 m², (140 beds)



with:
Paul Saumon,
Technical Manager

Act 1

When I arrived in 2015, I started looking for ways to reduce the volume of waste, starting with one priority: household waste. Back then, it was collected in three containers and then emptied by bin lorries. I suggested that we invest in a compactor, with a capacity of 4.5 tonnes. As a result, this volume of waste is collected in one trip

instead of three, and only every six weeks instead of three times a week. The staff at head office took an interest in this, and came out to investigate all the technical aspects and the benefits. They then made it a good practice to be replicated in clinics and nursing homes, wherever space allows.

Act 2

Eighteen months later, we took the further step of sorting cardboard boxes and getting a skip so they could be recycled. For a while, they were recycled into paper pulp by a provider. Now they're incinerated.

Act 3

For the past 4 years, we've also been processing our own infectious medical waste. We are still

the only Korian facility and one of the few clinics in France to have dedicated equipment. This medical waste no longer goes into the special collection and treatment circuit; it's shredded and totally disinfected on site. The residue can then be disposed of as standard waste.

Every time we wanted to invest in this equipment, I explained that it was more responsible in terms of hygiene and the environment, cheaper, and aesthetically pleasing. We've always been supported, and we've seen great benefits from

these investments: fewer vehicles on the roads and less pollution, as well as budget savings that can be used elsewhere.

We have an "A" rating in the audits carried out by the regional health authority. Best of all, it proves that we already meet all the environmental criteria and that we're also constantly "improving". We're certainly going to keep trying to help the planet. Our next area for improvement will be food waste. We'll work towards reducing it and separating what's left so it can be turned into biomass.

Commitment 15

100% of new buildings HEQ* certified or equivalent by 2020

Some of Korian's buildings have already been certified, as required, by independent bodies. To speed up this process, the decision was taken in 2019 to certify all new buildings constructed in 2020. Since then, there has been widespread activity around the "HEQ"* or equivalent, such as the KFV 50 label in Germany and the "BREEAM" in Belgium and Italy.

In Italy



Project review with:
Alessandro Bartucci,
Real Estate Director,
Korian Italy

How long have you been involved in the certification of all new buildings, why and how?

We know that the cement industry alone accounts for 5% of man-made CO₂ emissions worldwide, and that construction has affected and influenced climate change.

Our approach to certification comes naturally from our ideas and ambitions in terms of building design. This led us, at the end of 2018, to move towards a new strategy that pays special attention to the use of renewable energies and materials with a low environmental impact, especially wood. This strategy was tested for our building in Sondrio, which

* High Environmental Quality

was built with prefabricated wooden structures, and we've decided to adopt it for all new projects.

This decision enables us to respond positively to the issue of eco-sustainability, and, thanks to the passive properties of the building envelope, to guarantee optimal thermal comfort. For systems and equipment, we've also investigated and approved the use of a micro-cogeneration system which produces both electricity and heat from a single plant.

How many projects do you have under way?

There are ten aiming for certification. These are new construction projects, new buildings combined with renovations or extensions. Eight of them epitomise the innovative concept we're developing, which combines a nursing home and serviced apartments in the same facility, plus shared accommodation on two sites. The other two projects involve extending an assisted living facility and renovating a clinic. This represents more than 1,030 beds in total.

Can you give details of a few projects?

Beregazzo, for example, in the province of Como, is an extension of the existing 93-bed nursing home. It will provide 120 beds, plus 12 single-bed rooms in shared accommodation. In terms of the HEQ label, the objective is to achieve BREEAM certification ("good" level) for the extension and BREEAM in-use for the existing one.

In Portogruaro, in Veneto, we're working on a building that is a structure of cultural heritage. The project includes renovations to the historical part and the construction of a new building containing a 60-bed nursing home and 38 apartments for independent elderly people. This new part will be entirely built in prefabricated wood. The aim is to achieve BREEAM certification ("very good" level).

What return on investment do you expect from certification?

Making the project compliant with the parameters of the certification increases the total investment by about 10-15%. In return, this enables us to help reduce our carbon footprint. With reduced energy consumption in these buildings, we expect total savings of 806 tonnes of CO2 per year, a 60% reduction compared to the average for existing Italian buildings.

Retirement homes and clinics are designed to obtain HEQ (High Environmental Quality) certification, as are the Ages & Vie shared accommodation units.

In France



Pascale Ribadeau Dumas,
Director of Real Estate,
Korian France

HEQ certification goes hand in hand with Korian's philosophy, and with its mission to serve seniors and fragile people while enhancing our real estate portfolio. This is why, in 2019, we decided to commit to designing our new buildings so that they will all be certified, whether they are retirement homes or clinics.

In concrete terms, this means that we've reviewed the design guidelines for our future projects and that we're asking the developers and architects who work with us to apply them systematically in order to obtain HEQ certification.

We've also analysed all our current projects, which were planned before this commitment was made, and renegotiated with the companies involved and managed to incorporate HEQ. We therefore already have eight Korian-initiated projects currently in progress that will achieve the "targets" to be HEQ certified.

Did you say "targets"?

This commitment obliges us to meet required targets in four categories: "eco-construction", "eco-management", "comfort" and "health". These relate to the building from A to Z throughout its life, including when it is demolished.

Furthermore, the facility has been designed in terms of global costs: it is positioned so that heating is optimised, and it blends harmoniously into its immediate environment. It's built from carefully selected materials and using processes that reduce disturbance from the construction site (noise, waste management). And, of course, it's equipped to optimise energy and water consumption, upkeep and maintenance, and waste management.

Two priorities

In line with our raison d'être and our strategic objectives, our standards include particularly strong requirements on "health" and "comfort". This translates into floor sensors to improve acoustics, better insulation of façades for thermal comfort, and more. We pay particular attention to light, to ensure visual comfort, with larger windows and LED bulbs for lighting, of course, and with bio-dynamics too: by reproducing daylight, this lighting helps people with Alzheimer's disease to keep their bearings.

These requirements already enable us to obtain HEQ certification and help reduce Korian's carbon footprint by reducing energy consumption, and above all to fulfil our mission as a responsible actor: to improve the quality of life of seniors, patients and their families and quality of work life for our employees. This is a first step towards "high" and "very high performance" HEQ classification (11 and 14 targets) for our buildings and recognising the added value of our real estate portfolio. This should allow us to come close to the expected targets for the new environmental regulation RE 2020 and the Positive Energy and Carbon Reduction (E+C-) certification.

In France



William Quinty,
Construction Operations
Manager, Ages & Vie

HEQ homes enable their inhabitants to live in a healthy, comfortable and environmentally friendly home, which blends naturally into its environment. Our aim is to offer elderly people a welcoming solution where they can enjoy living as normally as possible, and stay close to their former place of residence. At Ages & Vie homes, quality of life is always at the heart of our concerns. It was therefore an obvious, natural step for us to build HEQ-certified buildings to accommodate our human-sized shared-accommodation units for eight elderly people suffering from a loss of autonomy.

Obtaining NF (French standard) HEQ certification, awarded by an independent body, helps us ensure that we've done everything possible to be certain of achieving this quality at every stage, throughout the life of the building: from construction with a clean site charter, during operation, and even if we were to consider conversion later.

We delivered our first NF HEQ-certified home on 6 June 2020, and we plan to build 300 more by 2024, all with the same certification. This represents a significant investment to meet requirements that are currently above the regulations in force.

Above all, this certification reflects our desire to improve the quality of life of the co-tenants in our homes. The design and construction of an NF HEQ home guarantee improved thermal and acoustic comfort. Our co-tenants and their families are very appreciative of all these improvements.

This approach also illustrates our desire to enhance the performance of our buildings and reduce energy and water consumption. We feel that the environmental crisis facing our planet concerns us directly. This is why we are extremely vigilant about the environmental quality of our works. Our efforts to make progress are also appreciated by investors.



FIND OUR VIDEOS AND PUBLICATIONS ON **KORIAN.COM**



15 CSR commitments



Careers like no others



The 1st cornerstone of the Estela clinic



Committed to fighting Alzheimer's disease



TroYES, Les Vergers
 'Post-acute and rehabilitation care clinics: hotbeds for innovation'



Positive Care



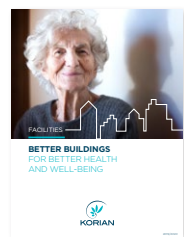
'Positive Care in all of our homes'



Integrated Report



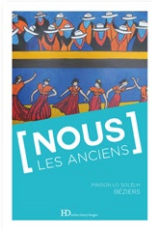
Pleasure, nutrition, and a friendly atmosphere: the ingredients for healthy dining



Better Buildings for better Health and Well-Being



VIVRE
 'A book by the Korian Foundation written in partnership with Les Ateliers Henry Dougier'



NOUS (Les anciens)
 Béziers



NOUS (Les anciens)
 Marseille



NOUS (Les centenaires)



maisonsdesmetiers.com

An immersive digital space to discover our business lines



To follow our news: @korian -