

clariane

Report of  
the Mission  
Committee  
**2023**





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# Editorial by the President of the Mission Committee

 The mission  
will serve as  
a factor of resilience  
and consolidation

Dear shareholders,

Dear residents, patients and their families, employees and all stakeholders of the Clariane community.

This report is the first report of the Mission Committee set up by Clariane on 15 June 2023, when the shareholders approved the adoption by the Company of the status of a purpose-driven company (*société à mission*).

By adopting this status, the Group is committed to ensuring that its activity, at the very heart of its “raison d’être” (purpose), has a societal impact and thereby contributes to the general interest. The mission represents a strong commitment, bringing transformation and meaning to all the Company’s employees.

The Mission Committee is responsible for monitoring the execution of Clariane’s mission. It ensures its commitments are respected and rolled out across its operations. Endowed with a critical and constructive eye, it makes every effort to support the Company fulfilling its mission.

There are two reasons why I agreed to chair this Mission Committee.

Firstly, the very nature of Clariane’s activity, which is to provide care and accommodation facilities for the most fragile and vulnerable: operating in this sector confers from the outset a strong human and social responsibility, which the status of a purpose-driven company is best able to express and support. In addition, the dialogue established over the past three years and more with the Group’s governance within the framework of Clariane France’s stakeholder council which I chair, has testified to the quality of the values carried by the Group’s management and their consistency with this commitment, whatever the crises and difficulties encountered.

The conditions are therefore in place for Clariane’s mission not to be an empty word, but to have a positive, real and lasting impact on the people cared for by the Group when they are at their most vulnerable, and on its employees and the regions in which the Group operates.

The first few months of the Mission Committee’s activity were particularly active, and I would like to thank its members in particular, whether the external experts who bring high-level scientific, social and political expertise and experience to the Committee, Clariane’s employees – whose experience ensures that it is anchored in the reality of executing the mission, or the presidents of the stakeholder councils of four European countries, who enable this essential link with all stakeholders.

## Preamble

During these first six busy months, all of them demonstrated their motivation and commitment to the “critical friend” spirit represented by the Committee.

Since 15 June 2023, the Committee has met three times and established five Working Groups, each focusing on one or two commitments, to prepare for the plenary meetings.

The first challenge was to get to know and understand Clariane’s activities as well as possible, along with the complexity of the environment – in particular a very heterogeneous European framework, and the growing constraints of this sector.

It was also a question of determining the bases for developing the commitments made from an operational standpoint. The Committee established its working methods and began by examining the commitments made by Clariane, along with the state of play, the trajectories and the proposed indicators for each of the mission’s initiatives. It ensured that the objectives were consistent with the commitments made, had real potential for impact and were achievable, and that the indicators reflected the operational reality of the mission’s execution.

The creation of Working Groups has made it possible to establish a much-needed dialogue and bond of trust with the operational teams responsible for implementing the commitments. The Committee wanted to have a good understanding of the processes involved and the operational conditions in which the commitments are to be deployed.

It is in this same spirit that the Committee and the Group’s governance, i.e., its Board of Directors and its Chief Executive Officer, Sophie Boissard, endeavoured to maintain an open and trusting dialogue. The presence of the Chair of the Ethics, Quality and CSR Committee of the Board of Directors at Mission Committee meetings as an observer ensures the continuity of this dialogue and the coherence of the mission with Clariane’s CSR objectives.

At the end of this work, the Mission Committee established its first recommendations, mainly to adjust the expression and content of certain commitments, to have additional information to carry out its task, and to specify the indicators for the period 2023-2026 where necessary. That is the purpose of this report.

2024 will be the first full year of execution of the mission. Based on the now consolidated mission model, the Committee will focus on deepening its knowledge of the Company and monitoring the development and implementation of each initiative. It will work with the independent third-party organisation in charge of verifying the implementation of the mission, which will be appointed during the year. This year will also allow for the consolidation of medium-term trajectories and indicators, which will be monitored from 2026 onwards. While taking into account the diversity of the regulatory and social contexts of the various countries where Clariane’s mission is carried out, it will ensure that the mission’s commitments are implemented, and that the best practices of each country are shared.

Convinced that this is an essential condition for the relevance of its recommendations, the Committee will also pay particular attention to the creation of a strong link with the national stakeholder councils and, through them, with the stakeholder councils at facility level.

We will, of course, take into account the increasing complexity of the social and demographic context and economic constraints, which have forced the Group to undertake a refinancing plan, and the credibility crisis that the entire sector is experiencing. One might wonder about the ability of a Group operating in this context to implement such an ambitious mission, but I am convinced that, as long as the mission is not deployed “in addition” to but at the heart of operational strategies, informing and directing them towards the collective benefit sought, it cannot be called into question. I am even convinced that, for example through initiatives relating to the consideration of patients, residents and staff, or the training of new employees, it will serve as a factor of resilience and consolidation for the Group.

The Committee will closely monitor developments in this environment and make recommendations for the adoption of the best approaches, for example by adapting certain initiative implementation trajectories if necessary. This will not call into question the mission’s commitments, and will be underpinned by a constant concern for the fulfilment and sustainability of the mission, along with the recognition of its long-term nature.

## Introducing Clariane

Clariane is the first European community of care, healthcare and hospitality in times of vulnerability. With 70,000 people in seven European countries, Clariane responds to the major challenge of caring for vulnerability through these three activities: nursing homes, healthcare facilities and services, and alternative living solutions.

**€5,047m**  
revenue



**61.7%**

Long-term  
Care



**25.9%**

Specialty  
Care



**12.4%**

Community  
Care

**8.4%**

organic growth

**800**

local  
communities  
served

**60,000**

employees

**1,300+**

facilities

Nearly 900,000 people cared for  
and supported in 2023



Long-term  
Care

**674**

homes

61,384 beds

97,000 residents  
in care



Specialty  
Care

**276**

facilities

14,416 beds

700,000 patients  
treated



Community  
Care

**377**

shared  
living units

340 home care  
service agencies

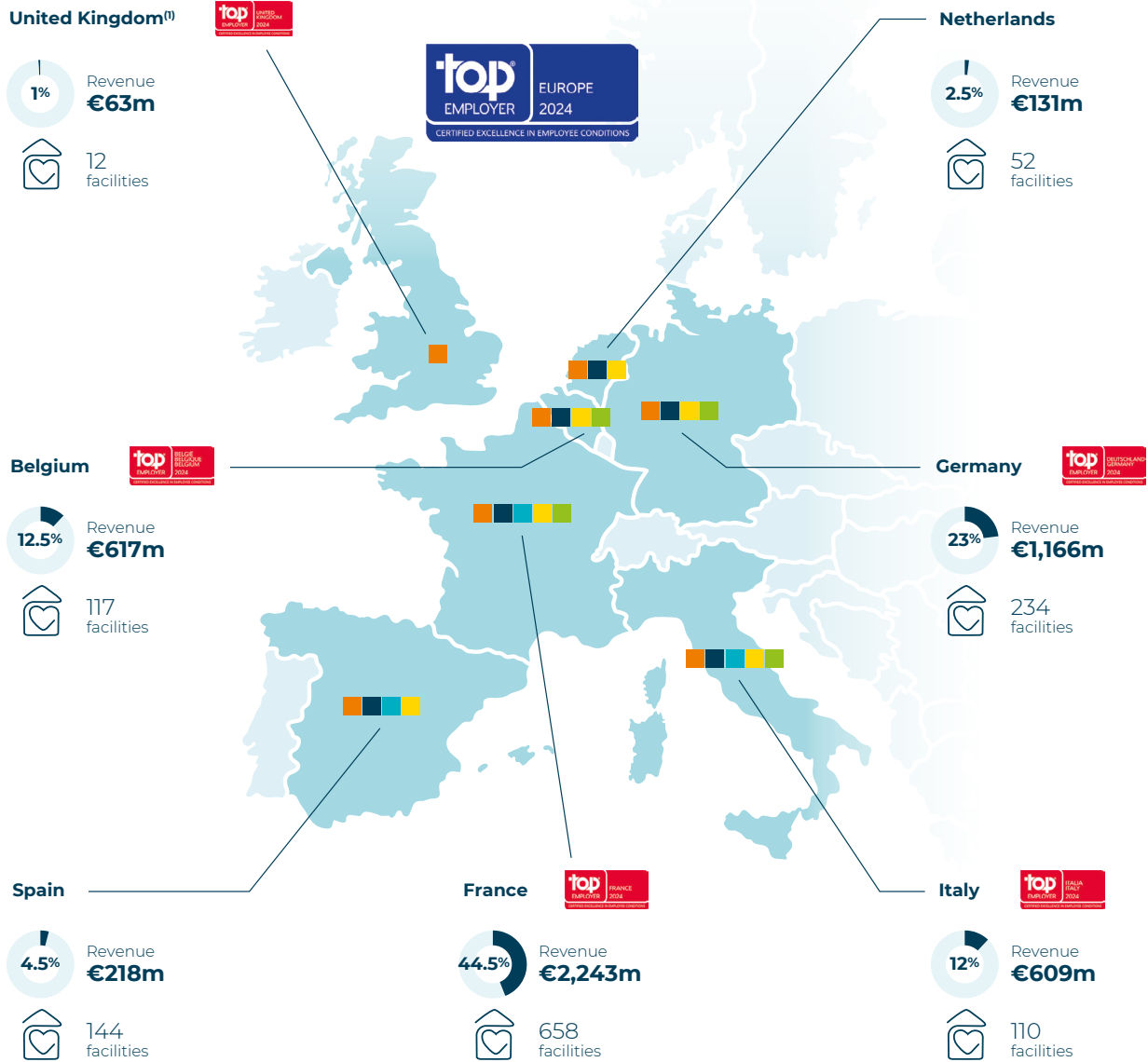
16,225 beds

80,000 residents  
and customers

Data as of 31 December 2023.

# GEOGRAPHICAL LOCATIONS

Data as at 31 December 2023.



**Our brands in 2023**

(1) All of the Group's activities and assets in the United Kingdom were sold in April 2024.

## Our mission: One Purpose, Five Commitments

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

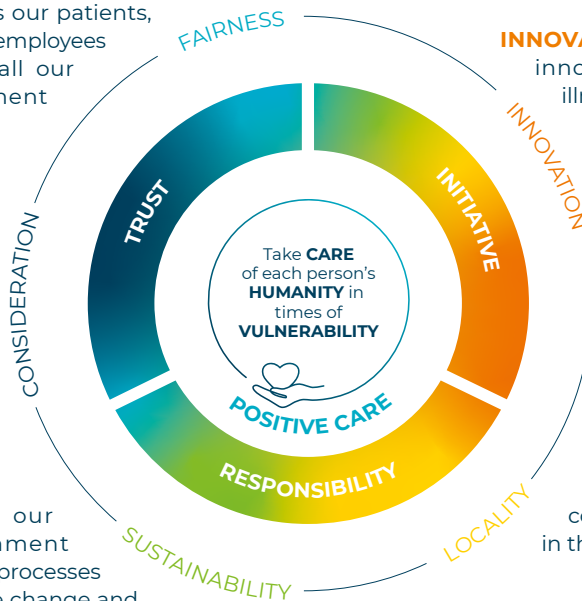


This purpose is supported by five social and environmental commitments linked to Clariane's activities, which we are committed to following. These commitments are made to residents, patients and caregivers, employees and local communities:

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

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

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



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

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



# 1

# The adoption of the status of a purpose-driven company

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

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

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

A purpose-driven company is any company that has:

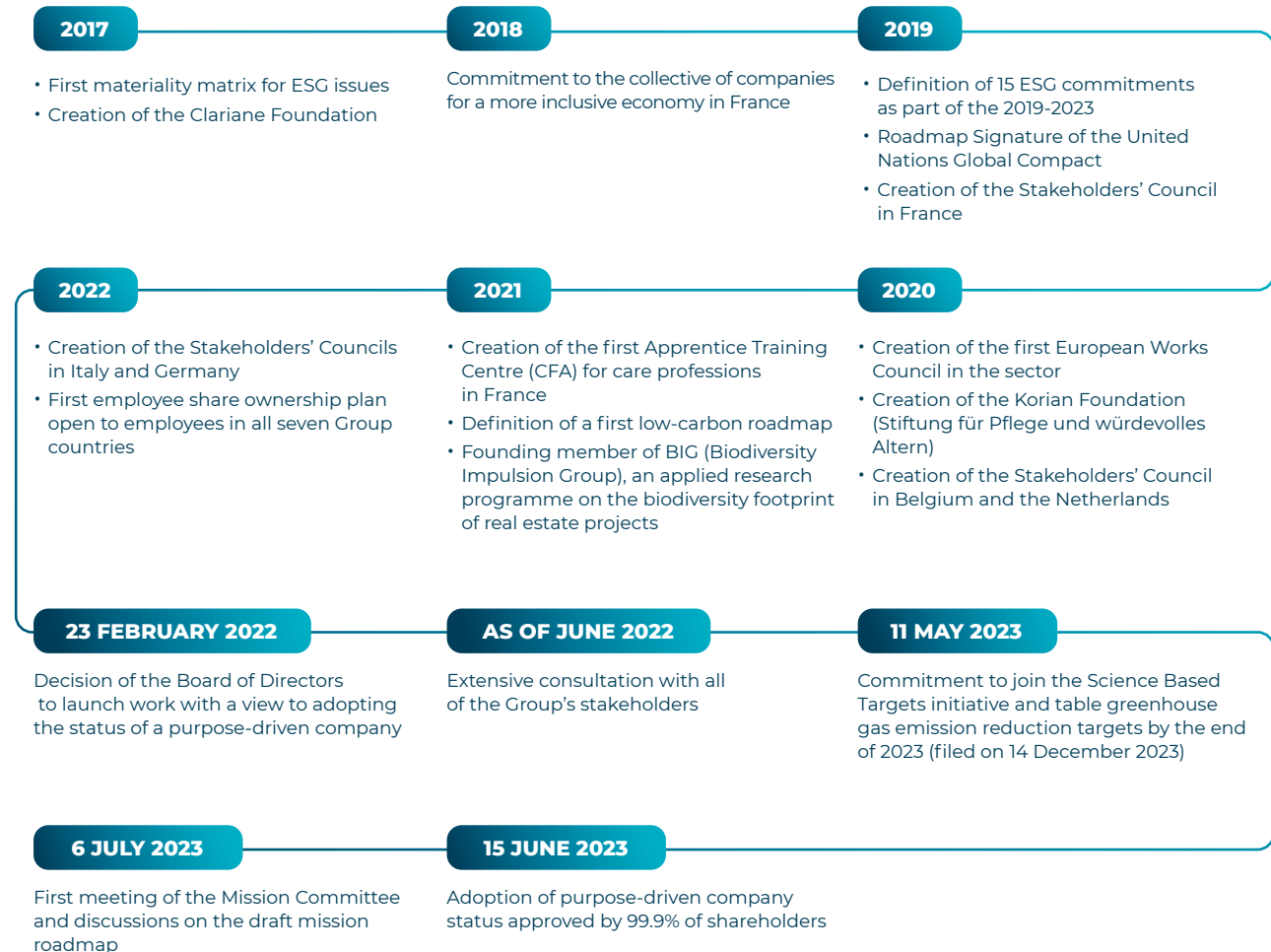
- inserted a “raison d’être” (purpose) in its articles of association;
- specifies in its articles of association one or more social and environmental objectives related to its activity that it has set itself the task of following;

- set up a Mission Committee, separate from the corporate bodies and comprising at least one employee, responsible for supervising the progress made in carrying out the mission;
- designated an independent third-party organisation to verify the implementation of social and environmental objectives;
- declared its status as a purpose-driven company to the clerk of the relevant commercial court.

As of 31 December 2023, nearly 1,350 companies had adopted the status of a purpose-driven company in France, including more than 50 in the human, social or medical-social health sector.

(source: Purpose-led companies Observatory)

## 1.2 A new step in Clariane’s commitment



# The adoption of the status of a purpose-driven company

## Stakeholder consultation

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

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

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

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

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

### 1.3 Stakeholder consultation

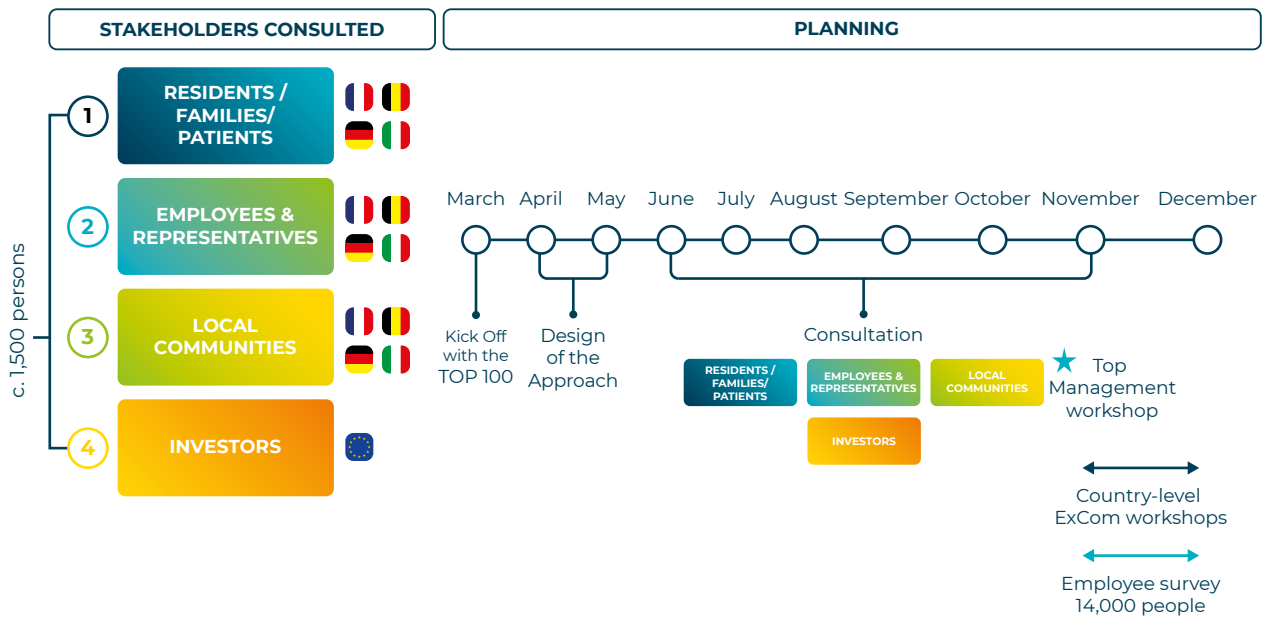
This transformation into a purpose-driven company is the result of a long process of reflection and careful consultation with all of Clariane's stakeholders.

A broad consultation was launched in June 2022 to understand the expectations and priorities of stakeholders and the specific contribution that the Group can make given its history, values and expertise.

More than 1,500 people, representing residents/families/patients, employees and their representatives, as well as public authorities, the investment community and journalists, participated in this exercise through workshops, interviews, surveys, Q&A sessions and dedicated meetings at governance bodies or stakeholder councils. All employees also had the opportunity to express their opinion individually through the annual employee satisfactory survey.

This consultation made it possible to identify the essential elements on which to build a renewed mission.

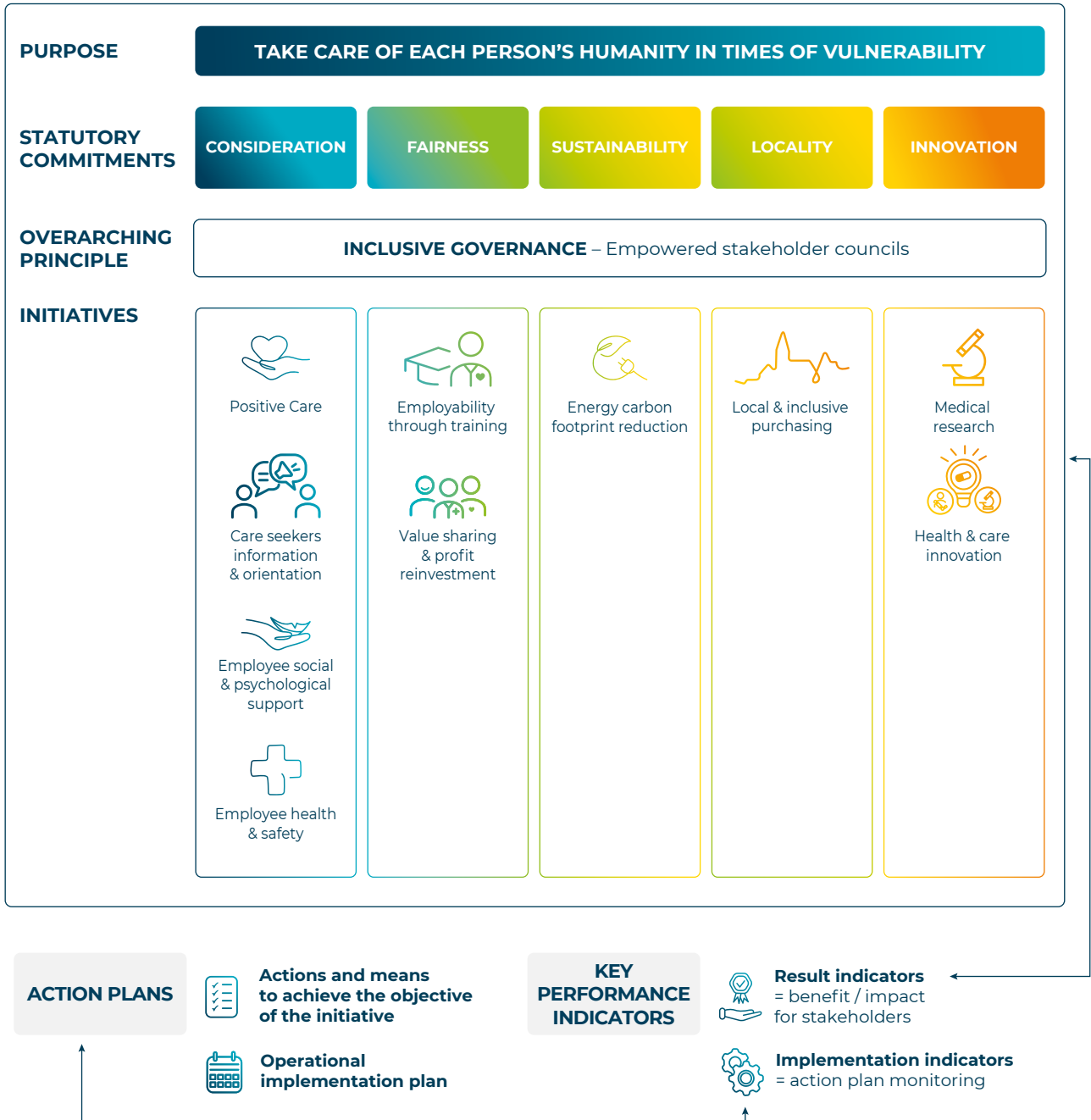
#### OVERVIEW OF 2022 STAKEHOLDERS CONSULTATIONS



## 1.4 Mission model

The five statutory commitments made by Clariane are reflected in concrete terms by the first ten initiatives launched in July 2023. Also at the heart of the mission, and underpinning the five social and environmental commitments, the cross-cutting principle of inclusive governance is reinforced and is reflected in the desire to integrate local and national stakeholder boards more closely into the Group's governance.

A key performance indicator has been defined for each initiative. This indicator is complemented by secondary indicators for further analysis. The Mission Committee ensures that implementation indicators, which focus on the operational progress of the initiatives, are combined with performance indicators, which measure the experience and the benefit perceived by the stakeholders concerned, first and foremost the people in care, their relatives and Clariane's employees.



# 2 Mission Governance

## 2.1 Mission Committee

### 2.1.1 Composition of the Mission Committee

The members of the Mission Committee are appointed by the Board of Directors on the proposal of the Chief Executive Officer. One of these members is appointed by the European Company Committee (within the meaning of Articles L. 225-27-1 *et seq.* of the French Commercial Code) from among its members.

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

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

Employee representatives bring an internal vision to the Mission Committee through their experience as employees. The Committee benefits from their knowledge of the sector, the functioning of the Group and the concrete challenges of implementing the mission's commitments. The appointment of an employee representative to the Mission Committee who also sits on an employee representative body gives tangible meaning to the importance of social dialogue in the governance of the purpose-driven company.

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

Finally, the external experts bring to the Committee their knowledge of stakeholders external to Clariane, in particular from the local non-profit, economic and political spheres. The Mission Committee benefits from their external perspective as well as from the diversity and complementarity of their expertise and extensive experience.

Employee representatives



**Martina Nickel**

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



**Catia Piantoni**

Chair of the Clariane Women's Club



**Bo Swolfs**

Facility director at the De Muze care home in Belgium



**Jérôme Vandekerkhove**

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

Representatives of patients, residents, families and local communities



**Dr Françoise Weber**

Chair of the Mission Committee and of the Clariane France Stakeholder Council



**Dr Stefan Arend**

Chairman of the Clariane Germany Stakeholder Council



**Prof. Francesco Longo**

Chairman of the Clariane Italy Stakeholder Council



**Dr Jacques Van der Horst**

Chairman of the Netherlands Stakeholder Council

External experts



**Moira Allan**

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



**Jean-Marie Bockel**

Former Minister and Mayor of Mulhouse



**Étienne Caniard**

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



**Antoine Maspétiol**

Director of impactful private debt management at Eiffel Investment Group



**Pierre-Yves Pouliquen**

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

Five working groups



KEY FIGURES

**61** average age  
**13** members  
**38%** women

**6** nationalities  
**3** plenary sessions and **5** working group meetings in 2023

SKILLS

- Knowledge of the healthcare sector
- Knowledge of stakeholders
- Field experience

## Changes in the composition of the Mission Committee in 2023

The Board of Directors, at its meeting on 15 June 2023, appointed, on the proposal of the Chief Executive Officer, the first members of the Mission Committee, except for the member to be appointed by the European Company Committee, and Dr Françoise Weber as Chair of the Mission Committee.

The European Company Committee, in a vote held on 13 July 2023, appointed Ms Martina Nickel as a member of the Mission Committee.

The Governing Body, at its meeting on 7 December 2023, appointed, on the proposal of the Chief Executive Officer, Ms Bo Swolfs to replace Ms Sofie Marckx, who had resigned, with effect from 27 November 2023 (inclusive).

As of 31 December 2023, the Mission Committee is therefore composed of 13 members within the three Groups, including employee representatives, stakeholder representatives and external experts.

### 2.1.2 Responsibilities of the Mission Committee

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

In this context, the Mission Committee:

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

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

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

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

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

### 2.1.3 Activities of the Mission Committee in 2023

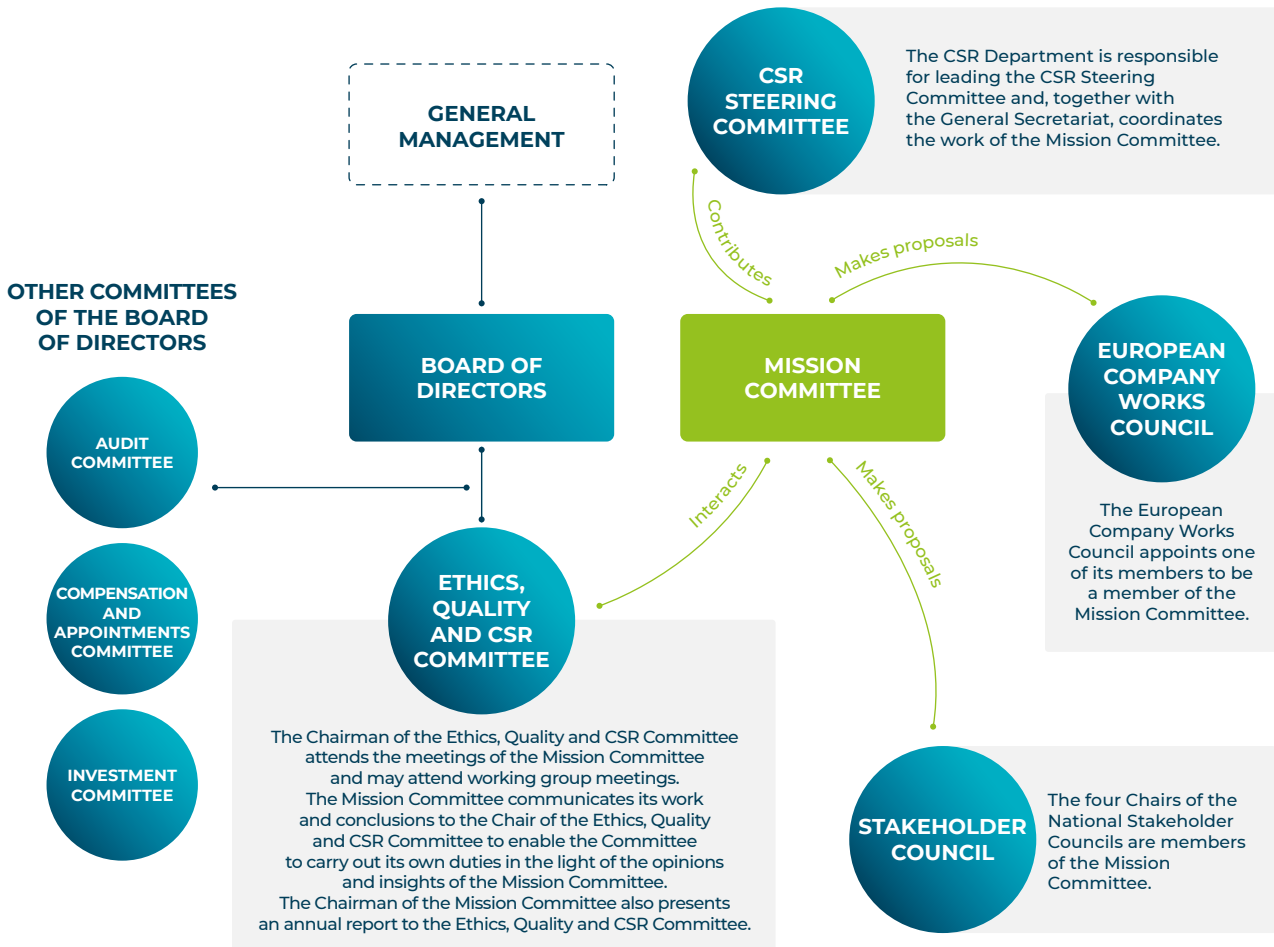
Set up on 15 June 2023, the Mission Committee met three times during 2023. The work carried out by the Mission Committee during these meetings is presented below.

- presentation of the Group and its activities;
- definition of the working methods of the Mission Committee;
- review and follow-up of the mission model;
- review and follow-up of social and environmental objectives and initiatives;
- review and follow-up of the actions planned for each initiative;
- analysis and review of performance indicators;
- creation and composition of Working Groups;

- follow-up of the selection of the independent third-party organisation and its work schedule;
- composition and setting up of the working groups covering the mission objectives and the inclusive governance.

The role of the working groups is to deepen the Committee members' knowledge of each commitment, and to prepare the Mission Committee's opinions in their areas of expertise. Each Working Group has a rapporteur who is responsible for reporting on work at the plenary meetings of the Mission Committee. In addition, to make the link between the various social and environmental objectives of the mission, the Chair of the Mission Committee attends all meetings of the Working Groups.

## 2.2 Interactions between the Board of Directors, the General Management Board, Top Management and the Mission Committee



As part of the work of the Mission Committee and its Working Groups, the members of the Mission Committee exchange with the members of the General Management Board responsible for overseeing the various initiatives and with the members of their teams responsible for each matter. The latter attend the meetings of the Mission Committee and/or its Working Groups depending on the items on the agenda in order to present the topics and to provide any useful clarifications to the members of the Mission Committee and/or its Working Groups. In addition, the Chief Engagement, Brand and Quality Officer and the Group Chief CSR Officer have regular interactions with the Chair of the Mission Committee, the rapporteurs of the

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

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






## 2.3 Independent third-party organisation

Pursuant to Article L. 210-10 of the French Commercial Code, the implementation of the social and environmental objectives of a company that has adopted the status of a purpose-driven company must be audited, at least every two years, by an Independent Third-Party. The first audit takes place within 18 months of the adoption of the status of a purpose-driven company.

The independent third-party organisation appointed by Clariane will carry out the first audit before the end of 2024. The results of this audit will be included in the report of the Mission Committee to the General Meeting that will be convened to vote on the financial statements for the financial year ending 31 December 2024.

# 3 Opinion of the Mission Committee per initiative

## 1 CROSS-CUTTING PRINCIPLE: INCLUSIVE GOVERNANCE

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

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

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

- governance;
- objective;
- proposed actions and means to achieve the objective;
- operational Implementation plan;
- Key Performance Indicators;
- trajectory associated with each indicator (starting point and 2026 objectives).

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



## 3.1 Consideration

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

### 3.1.1 Positive Care

#### OBJECTIVE



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

#### ACTIONS

As a reflection of Clariane's humanist purpose, Positive Care guides all of the Group's activities and businesses. It applies as much to residents and patients and to their families, as to employees, and is based on two aspects that are inextricably linked:

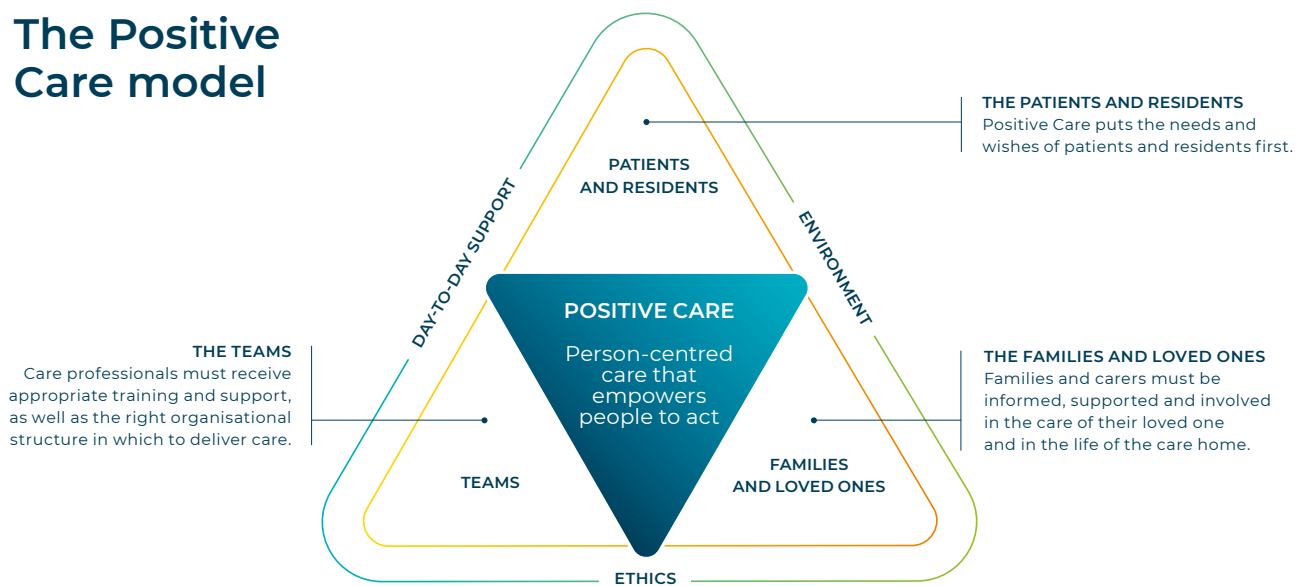
- **a state of mind:** consider and respect each person in what makes them unique – who they are, what they want, what they are able to do;
- **concrete practices and actions:** supporting and providing individual support to each person in the fulfilment of their aspirations, expectations and desires, and the fulfilment of their potential.

The operational embodiment of Positive Care is based on three dimensions:

- respect for people's sensory and social environment as part of an ethical approach;
- individual support based on a personalized project;
- preferential use of non-pharmaceutical interventions (NPIs), notably to limit the impact of certain medication.



## The Positive Care model



The main applications of these Positive Care dimensions in the Group's nursing homes are explained below. The next stage, which began in 2024, involves defining specific applications for the Group's other activities.

### Respecting people's sensory and social environment as part of an ethical approach

- **Ethical approach:** on a day-to-day basis, teams are faced with many situations where different values, regulations, morals, habits or simply different points of view interact. For example:

*How can we actively involve family members in the care process, while respecting the confidentiality of the patient or resident?*

*How should we deal with a patient or resident who categorically refuses a treatment or care considered essential to his or her health or well-being?*

*How can the privacy of a patient or resident who receives "visits" from other patients or residents be respected?*

Facilitating ethical questioning within a facility can take a variety of forms: team meetings to address ethical dilemmas encountered within the facility, discussion sessions open to families, or even events to bring in the perspective of external experts.

To support establishments in this process, the Group has developed various tools, including:

- the "Let's Talk Values" card game, which presents situations frequently encountered in everyday life to enable all employees to develop their ethical thinking in relation to the Group's values;
- more specifically on the ethics of care, a Positive Care guide, "Giving meaning to care, benchmarks on ethical questioning", drawn up by a Working Group from the Group's various countries in 2023, which will be distributed in 2024. One of the aims of this guide for professionals is to present a simple methodology for tackling complex situations that raise ethical issues.

In particular, it stresses the importance of taking into account a plurality of viewpoints (from different professionals, patients or residents and their relatives) and of providing a neutral, confidential and benevolent framework in which to carry out these reflections.

- **Environment:** six months of collective reflection with operational staff from all over the world, under the direction of Dr. Kevin Charras, a doctor in environmental psychology, resulted in a guide to making the environment in retirement homes a genuine support for care:

This involves, among other things:

- helping teams, residents/patients and families personalize private spaces with furniture, photos, paintings and decorations that reflect the resident's identity;
- personalising communal spaces, to preserve landmarks of regional identity or familiar scenes of life;
- providing spatial and temporal references through colour and design;
- adopting a spatial organisation that facilitates socialization and autonomy, e.g., open kitchens allowing residents to participate in meal preparation;
- providing small-scale living units to encourage a family atmosphere.

These recommendations, based on best practices observed in the network, apply equally to new buildings, to facilities undergoing renovation or to facilities wishing to improve their existing environment.

### Individual support through a personalised project

The personalised life-project is a document drawn up with the resident, his/her relatives and the teams to adapt the resident's day-to-day support (care planning, social life, non-pharmaceutical interventions, personalisation of his/her room) along three lines:

- the person's tastes, wishes, history and lifestyle;
- his or her capabilities;
- his or her medical and care needs and risks.

Priority support objectives, such as "maintaining the person's social ties and citizenship" or "providing day-to-day support for the resident's anxiety, day and night", have been established.

Construction of the personalised project begins at the pre-admission stage and continues throughout the resident's integration period, taking shape by the end of the third month at the latest. Once the information has been gathered from the resident and his or her family, the various professionals in charge of support work together to draw up a project proposal, which is then presented to the resident and his or her family for approval. The personalised project is updated when the person's state of health, autonomy or wishes change, and at least once a year. Each country has its own rules and regulations governing the preparation and updating of personalised projects.

By the end of 2023, 87.7% of residents in the Group's nursing homes had an up-to-date personalised project. The Group's objective is to reach at least 99% of nursing home residents with up-to-date personalised projects by 2026.

### Preferential use of non-pharmaceutical interventions (NPIs)

Developed initially in the Group's nursing homes from 2019, non-pharmaceutical interventions are an important condition for implementing Positive Care.




They correspond to a set of care techniques, environmental approaches and human approaches that aim to:

1. improve people's well-being and quality of life;
2. maintain cognitive, motor and sensory skills;
3. solicit social skills;
4. reduce psychological and behavioural symptoms.

The NPIs used in the network correspond to techniques and approaches that have been scientifically validated and put into practice by trained staff. In 2023, a Positive Care guide entitled "Promoting Non-Pharmaceutical Interventions in retirement homes" was drawn up for caregivers, and will be distributed to all countries in 2024. It presents 16 common NPIs, their associated indications, and methods for assessing their effectiveness.

These include cognitive, behavioural and functional therapies, for which the Group has selected tools validated by scientific evidence that have received favourable feedback from the field (validated by use).

### Examples of non-pharmaceutical interventions (NPIs)

| COGNITION  | BEHAVIOUR   | MOBILITY  |
|--|---|---|
| <p>Stimulation of mental flexibility (e.g., Formacube)</p>  | <p>Animal therapy</p>  | <p>Physical reeducation (e.g., Silverfit games console)</p>  |

By the end of 2023, in line with the target set in 2019, non-pharmaceutical interventions and associated training have been rolled out in all nursing homes in the Group for more than two years.

Lastly, the Group's quality standard, on the basis of which our facilities are ISO 9001-certified, has also been enriched with Positive Care best practices observed throughout the network. Drawing on the structure and tools provided by

ISO certification, the Group has thus been able to develop a Clariane standard that sets it apart and guarantees consistent quality for our residents and patients.

Now these first steps have been taken, Clariane wishes to go further, by developing the Positive Care approach in all its aspects across all of the Group's activities, based in particular on the best practices observed through the diversity of its sites and countries.

In 2024 Clariane set itself two main objectives:

- 1) **In nursing homes**, continue to deploy the Positive Care approach in its three aspects.
- 2) **For healthcare facilities and services**: define how to implement the Positive Care approach for these activities, capitalising on the expertise acquired as regards highly vulnerable populations in nursing homes.

## INDICATEUR CLÉ DE PERFORMANCE

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

The Consideration score corresponds to the average of the results obtained in the satisfaction survey conducted annually by the Ipsos polling institute among residents, patients and families to the question: "On a scale of 1 to 10,

to what extent do you feel that you/your relative is well considered and respected?". Since 2023, this question has been included in satisfaction questionnaires for all areas of the Group's activities.

No weighting is applied: each respondent (resident, patient or family) has the same weight in the final score. In 2023, more than 93,000 people responded to the Group's satisfaction surveys.

| Key performance indicator | 2023 results  | 2026 objective                                       |
|---------------------------|---|--|
| Consideration score       | Group: 8.3/10<br>Score ≥ 8.0/10 in 5 of the Group's 7 countries | Score ≥ 8.0 at Group level and in each Group country |

## OPINION OF THE MISSION COMMITTEE

### Pierre-Yves Pouliquen, rapporteur of the "Consideration" Working Group

*"The Positive Care approach is a powerful lever for improving the quality of care and the satisfaction of residents, patients and families. The European and multi-activity dimension of the approach makes it a unique project in terms of its scale, and a differentiating asset for the Group. The idea of measuring the quality of support from the point of view of the person being supported, through satisfaction surveys, is fully aligned with the spirit of the purpose-driven company. This complements the technical and operational quality indicators in a very relevant way."*

The Mission Committee intends to further its work on measuring consideration as perceived by the people supported, by analysing:

- participation in satisfaction questionnaires and possible obstacles to participation;
- the percentage of facilities with a Consideration score below the target objective, in order to determine whether the deployment methods and the proposed objective are sufficiently ambitious.

## RECOMMENDATIONS OF THE MISSION COMMITTEE

- Define in the medium term a multi-dimensional performance indicator to measure the deployment of Positive Care practices for each aspect of the approach (respect for the sensory and social environment, ethical approach, personalised care, use of non-pharmaceutical interventions).
- Based on the satisfaction survey, identify or develop performance indicators complementary to the Consideration score, making it possible to measure more precisely the impact of Positive Care in its various aspects and ultimately the quality of care itself.
- Increase the visibility of the Positive Care markers specific to end-of-life care.

### 3.1.2 Care seekers information and guidance

#### OBJECTIVE



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

#### ACTIONS

Clariane's purpose, "Taking care of each person's humanity in times of vulnerability", implies a presence that goes beyond care and the boundaries of the Clariane network. This presence has multiple dimensions, covering listening, psychological support, as well as information and advice, including before and after care.

In the Group's facilities, psychologists and all the teams are available to families on a daily basis to discuss, explain and inform family caregivers. Local or online events such as "Carers' Cafés" or "Alzheimer Cafés" are also organised to answer questions from people going through vulnerable times or their relatives.

Through the initiative taken within the framework of the purpose-driven company, **Clariane is committed to help inform and guide as many people as possible about the solutions and resources that exist at local and national level to deal with situations of vulnerability, both in terms of care as well as psychological and social support,**

**even before people decide whether or not to take up one of the offers or services of the Clariane network.**

This commitment covers the information relayed by the Group and its employees to the general public and also to residents, patients and families, through the various channels within our facilities, on our websites, through the customer service and the non-commercial helpline...

In France, a non-commercial helpline independent from customer service called "Le Fil Clariane" was set up in 2023 and is currently in the testing phase. Accessible free of charge, it allows anyone facing loss of autonomy or health difficulties as well as their loved ones to be listened to and to receive advice from professionals.

To go further, the Group has set itself an objective for 2024 of **defining a Group standard for care seekers information and guidance via the various communication channels, and of harmonizing and strengthening existing systems through the deployment of this standard.**

#### KEY PERFORMANCE INDICATOR

| Key performance indicator   | 2023 results                             | 2026 objective |
|---|--|----------------|
| Deployment of the Group standard on care seekers information and guidance | NA<br>(standard being developed in 2024) | 100%           |

#### OPINION OF THE MISSION COMMITTEE

**Pierre-Yves Pouliquen, rapporteur of the "Consideration" Working Group**

*"It is an outward-looking initiative, insofar as it is intended to address the people supported by Clariane and their loved ones, but also more broadly anyone looking for answers to deal with a situation of fragility. It is important*

*to distinguish between the provision of information, for example via websites, and active information, in facilities or via customer service and non-commercial helplines. The articulation of the different channels and mechanisms between them is key to be able to respond to the diversity of needs."*

#### RECOMMENDATIONS OF THE MISSION COMMITTEE

- Specify the relationship between the various information and guidance mechanisms as well as the target population, the ambition and the associated means of communication.
- In France, take the necessary steps to ensure that the general public is aware of the helplines and their non-commercial nature and build confidence in these tools.

### 3.1.3 Social and psychological support for employees

#### OBJECTIVE



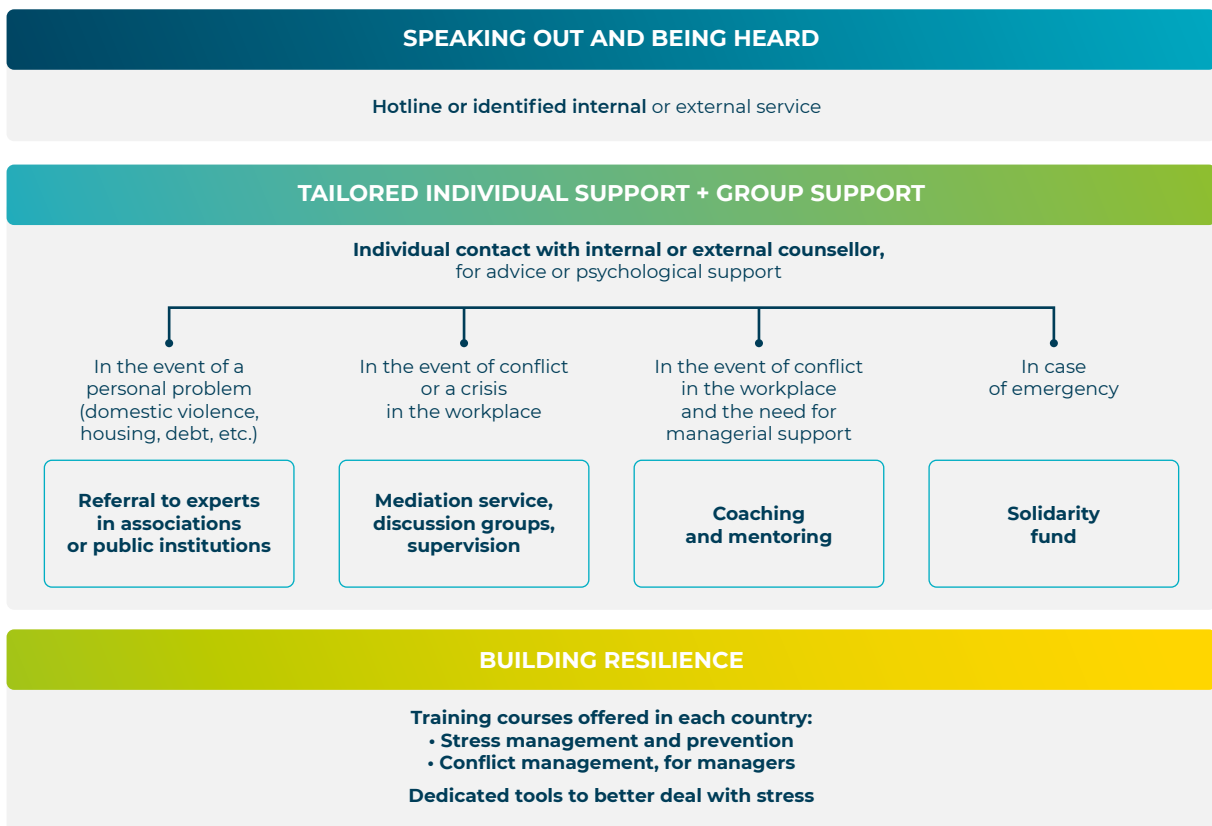
Support employees who are going through vulnerable times in their personal or professional lives by providing psychological and social assistance, temporary material support in emergency situations and help with stress and conflict management.

#### ACTIONS

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

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

#### Clariane's Employee Social and Psychological Support Standard



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

The system was already strengthened in 2023, with:

- the creation in October in France of a solidarity fund that provides employees facing an emergency situation (accommodation, food, mobility, funerals) with exceptional support in the form of payment of expenses. In its first three months of existence, the Clariane France solidarity fund, managed jointly with employee representatives, helped 56 employees. The fund is a new tool available

to the social workers dedicated to Clariane employees in France, who also approached 2,387 employees and followed up on 362 on a long-term basis in 2023, i.e., 57% more long-term follow-ups than in 2022, thanks in particular to increased staff numbers and internal communication on the social and psychological support on offer;

- the creation in Italy of an external anonymous and confidential mental health helpline, accessible 24/7 and available to all employees, following the example of the helpline that has already existed in France since 2018;

- further roll-out in Belgium of “trusted persons” in all facilities. In accordance with the Belgian law governing this system, the “trusted person” listens to and advises employees who are experiencing psycho-social problems. Subject to a duty of confidentiality, they perform this function in parallel with their main activity and undergo a compulsory five-day training course on psycho-social risks and the management of problem situations. By the end of 2023, 40 facilities – around a third of the network – had a designated trusted support person.

Finally, a question was added to the annual employee satisfaction survey carried out in partnership with the Ipsos polling institute to assess employees’ knowledge and appreciation of these schemes. In 2023, 71% of employees indicated that they “Completely agree” or “Agree” with the statement: “I feel I can receive the social and/or psychological support I need in the event of a personal or professional problem.”

## KEY PERFORMANCE INDICATOR

| Key performance indicator  | 2023 results | 2026 objective |
|--|--------------|----------------|
| Deployment of the Employee Social and Psychological Support Group standard | 59%          | 100%           |
| Absenteeism rate   | 11.4%        | 10.8%          |

The first indicator reports on the level of deployment in each country of the tools covered by the standard. Each country’s score is weighted by its number of employees.

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

## OPINION OF THE MISSION COMMITTEE

### Pierre-Yves Pouliquen, rapporteur of the “Consideration” Working Group

*“It is important to give confidence in the system to the people for whom it is intended, taking into account cultural differences. The Pulse employee satisfaction survey is a valuable tool to measure this trust, without losing sight of team turnover, which also reflects the level of psychological and social well-being. Finally, the way in which the social and psychological support system is presented to the employee (how, by whom) influences his or her perception and the ability to actually use it when needed. You have to be aware of your rights in order to be able to make*

*demands, and this awareness of your rights must be transmitted to the employee by people with whom he or she is in contact on a daily basis.”*

The Mission Committee intends to further its work on the initiative by distinguishing between the support services provided by Clariane internally and those provided by external service providers or public schemes. With regard to the Pulse employee satisfaction survey, which provides additional indicators for the analysis of progress on this initiative, the Committee intends to analyse the participation rate in more detail as well as any obstacles to participation.

## RECOMMENDATIONS OF THE MISSION COMMITTEE

- Continue the efforts made to make employees aware of psychological and social support systems, and to build confidence in these systems, based in particular on local management and peer-to-peer awareness raising.
- Analyse the psychological and cultural obstacles that may limit the use of these systems and the levers to address them.
- Enrich the section of the employee satisfaction questionnaire on social and psychological support in order to have more precise result indicators in the medium term relating to the impact of the support and its different methods, measuring both the level of information received and the satisfaction for employees who have used the services offered.

### 3.1.4 Employee health and safety

Initially focused on health promotion actions for employees, in view of the efforts still to be made by the Group in terms of work accident prevention and reduction, this initiative has been renamed on the recommendation of the Committee in order to include health and safety at work, both factors of the overall health of employees.

#### OBJECTIVE



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

#### ACTIONS

The Group's Health & Safety management system is based on the following six pillars:

1. Dialogue with the social partners.
2. Involve the line managers.
3. Identify and prevent risks.
4. Make use of accident data analysis.
5. Training and raising awareness.
6. Pursue continuous improvement.

In 2021, Clariane's management and the members of the European Works Council (EWC) adopted a European protocol on health and safety at work. This brings together 25 measures that exist in at least one country and are to be deployed in all countries. The implementation of these measures is monitored every six months by a joint committee.

In 2023, health and safety actions were notably marked by:

- the continued training of health and safety correspondents at each facility;
- the implementation of a typology of accidents common to all countries, making it possible in particular to adapt the prevention strategy;
- the roll-out of an awareness-raising campaign in the network, common to all countries, led by a new occupational safety mascot, O.S.C.A.R. (Occupational Safety Commitments And Rituals);
- the launch of the SMOKEOUT study, a partnership between the Clariane Foundation and the University of Paris-Saclay, the objective of which is to propose an innovative, concerted and adapted tobacco control programme for staff at all Clariane facilities.

#### KEY PERFORMANCE INDICATOR

| Key performance indicator         | 2023 results | 2026 objective |
|-----------------------------------|--------------|----------------|
| Lost-time accident frequency rate | 37           | 29             |
| Absenteeism rate                  | 11.4%        | 10.8%          |

#### OPINION OF THE MISSION COMMITTEE

**Pierre-Yves Pouliquen, rapporteur of the "Consideration" Working Group**

*"Occupational health and safety is first and foremost a management decision, even more so in the healthcare sector. The number of days of absence, reflected in the severity rate, is not trivial: it must be analysed in the same way as the frequency of accidents. Global data at the network level are important, but they are not enough, as*

*they mask disparities: the analysis of accidentology by facility is essential to understand these disparities and remedy them."*

To continue its work, the Mission Committee intends to study the correlations between the organisation of work in place at a facility, accidents, absenteeism and the frequency of serious adverse events, and to gain an overview of health and safety training in the different countries.

#### RECOMMENDATIONS OF THE MISSION COMMITTEE

- In terms of health prevention, relay and publicise existing public measures as a priority.



## 3.2 Fairness

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

### 3.2.1 Training and career development

#### OBJECTIVE



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

#### ACTIONS

Developing employability through training is an essential part of Clariane's employer promise. At the end of 2023, more than 7,100 employees, or 12% of the Group's workforce, were engaged in training leading to qualifications, the majority of which were through apprenticeships and the validation of acquired experience.

Clariane University, launched in 2023, marks a new stage in the Group's commitment to supporting career advancement through training. It brings together all the training courses offered under one roof, both internally and with partner schools and institutes. These include continuous education, some of which lead to professional qualifications, as well as diplomas, apprenticeships, professional retraining or validation of acquired experience.

In France, the University is home to three academies corresponding to the Group's three main job families: care and health; catering, hotel and service professions; management and leadership. Its website has been designed to give visibility to the training offer, both internally and for external candidates, and to present the means to apply for the more than 180 courses available.

In addition to improving access to existing courses, the University will work to enrich the offer. An important project in this area was the creation of a European Management Academy at the beginning of 2024.

Clariane's ambition is to launch the Corporate University in at least four countries by 2026.

#### KEY PERFORMANCE INDICATOR

| Key performance indicator                | 2023 results | 2026 objective |
|--|--------------|----------------|
| Number of employees on a qualifying path | 7,171        | 7,200          |

#### OPINION OF THE MISSION COMMITTEE

##### Antoine Maspétiol, rapporteur of the "Fairness" Working Group

*"Training is a key management tool. The ability to provide information on the training offer, but also to identify needs and actively offer training, must be part of the assessment of a manager's performance. More generally, there is virtue in communicating very widely about the offer so that it is known and acknowledged and recognised at all levels, and in creating a true culture of training, as illustrated by*

*the graduation ritual. Finally, concerning the monitoring of this initiative, our belief is that the concrete impact of training on professional development and fulfilment is at least as important as the content and certifying nature of the training."*

The Working Group also stressed the importance of systematically integrating the presentation and ownership of the mission into internal training modules, and of ensuring equal access to training among employees.

#### RECOMMENDATIONS OF THE MISSION COMMITTEE

- Continue the efforts made to make the training offer known to managers and employees and to the general public.
- Quantify the impact of training on internal mobility and retention.
- Study the possibility of integrating certain internal (non-qualifying) training courses into the scope of the initiative as long as they contribute significantly to the employability of employees.



### 3.2.2 Value-sharing

#### OBJECTIVE



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

#### ACTIONS

The Group's value-sharing policy aims to find the right balance between reinvesting the Company's profits in its purpose of care and returning it to shareholders providing the financial support necessary to implement this purpose.

Value-sharing schemes make it possible to concretely recognise the contribution of each individual to value creation and to involve employees more closely in the results of the transformation and innovation projects carried out by the Group over the long term.

In 2022, Clariane offered its employees a dedicated share ownership plan. This employee share ownership plan, KORUS 2022, enables employees to become shareholders of the Group under preferential conditions. Nearly 15% of eligible employees participated in the offer, i.e., more than 9,250 employees, bringing the employees' share of the capital to 2.5%.

Given the Group's strong growth and diversification over the past five years as well as the current difficult economic context, it is essential for Clariane to define the fundamentals

that will make it possible to sustain value-sharing and the quality of the existing offer and services over the long term, whatever the environment.

The refinancing plan to which the Group committed on 14 November 2023 further underlines the criticality of this initiative and must be fully integrated into any reflections in this regard.

In 2024, the Group's priorities for value-sharing are as follows:

- define employee share ownership plan options adapted to an uncertain context and confirm the objective in terms of share of the capital held by employees, taking into account the impacts of the refinancing plan announced in November 2023 on the capital structure;
- build a relevant indicator of reinvestment in the Care mission that meets the expectations of the various stakeholders in terms of transparency on the allocation of resources.

#### KEY PERFORMANCE INDICATORS

| Key performance indicators                    | 2023 results        | 2026 objective        |
|---|---------------------|-----------------------|
| Indicator of reinvestment in the Care mission | N/A (new indicator) | To be defined in 2024 |
| Share of capital held by employees            | 2.7%                | To be defined in 2024 |

#### OPINION OF THE MISSION COMMITTEE

##### Antoine Maspétiol, rapporteur of the "Fairness" Working Group

"The number of employee shareholders is a relevant indicator to assess the impact of the initiative, but we are aware of the risk of setting a target that would create an incentive to subscribe to future employee share ownership plans. The key is that these devices and the associated benefits are known and well understood. Regarding investment in the Care mission, the underlying question is that of the balance between growth and the purpose of the Company. One line of thought to define the investments to be taken into account in this indicator would be to start

from the main elements that contribute to improving the consideration felt by patients/residents and families according to the satisfaction survey."

In addition to the elements presented, the Mission Committee wishes to have a more precise vision of:

- the breakdown of investments between the construction of new facilities, the acquisition of facilities or undertakings, and investments in the existing network;
- the percentage of employee shareholders broken down by socio-professional category.

#### RECOMMENDATIONS OF THE MISSION COMMITTEE

- With regard to employee shareholding, continue the efforts made during employee share ownership campaigns to make all employees aware of the schemes and the associated financial conditions.
- Regarding the indicator relating to reinvestment in the Care mission, which is still being defined:
  - involve facility managers and stakeholder committees in the definition of investments contributing to the Care mission;
  - adopt and publish a clear and easy-to-understand definition of the categories of investments included in the indicator.



### 3.3 Sustainability

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

#### 3.3.1 Energy-related carbon footprint

##### OBJECTIVE



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

##### ACTIONS

The commitment made as part of the purpose-driven company targets the reduction of the carbon footprint linked to the Group's energy consumption, which accounts for 94% of scope 1 and 2 greenhouse gas emissions in the carbon footprint<sup>(1)</sup>.

Clariane has set itself two objectives for 2026:

- reduce its total energy consumption by 30% compared to 2021, by adapting its practices, equipment and buildings;
- reduce the share of fossil fuels in its energy mix to less than 50%.

Achieving these goals will enable Clariane to reduce its energy and carbon footprint by 27% in 2026 compared to 2021.

To achieve its objectives, the Group's action plan is based on the following levers:

- deploy smart metering and heating system measurement and control technologies;
- train technical managers in energy management;

- further develop energy performance contracts to increase building efficiency by investing in heating, ventilation and air conditioning equipment;
- sign power purchase agreements to secure the volume of renewable energy from 2026;
- deploy solar panels at relevant facilities.

In 2023, the energy consumption of buildings was reduced by 13% compared to 2021, thanks in particular to renovation work on the building portfolio started in 2016, new certified buildings aiming for very good thermal performance and further environmental responsibility training for teams.

In addition, these objectives to reduce and decarbonise the Group's energy consumption are directly linked to the low-carbon roadmap defined for 2031 as part of Clariane's 2023 commitment to join the Science Based Targets initiative. This joint initiative of the United Nations, the World Resources Institute and WWF aims to promote the adoption by companies of carbon strategies aligned with the Paris Agreement. The Group's low-carbon energy roadmap for 2031, compatible with global warming of less than 1.5 degrees, has been submitted and is currently being validated by the Science Based Targets initiative for 2024.

##### KEY PERFORMANCE INDICATOR

| Key performance indicator  | 2023 results | 2026 objective |
|--|--------------|----------------|
| Reduction of greenhouse gas emissions related to energy consumption compared to 2021 | -14%         | -27%           |

(1) According to the GHG Protocol (Greenhouse Gas Protocol):

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

**OPINION OF THE MISSION COMMITTEE**

**Jean-Marie Bockel, rapporteur of the “Sustainability and Locality” Working Group**

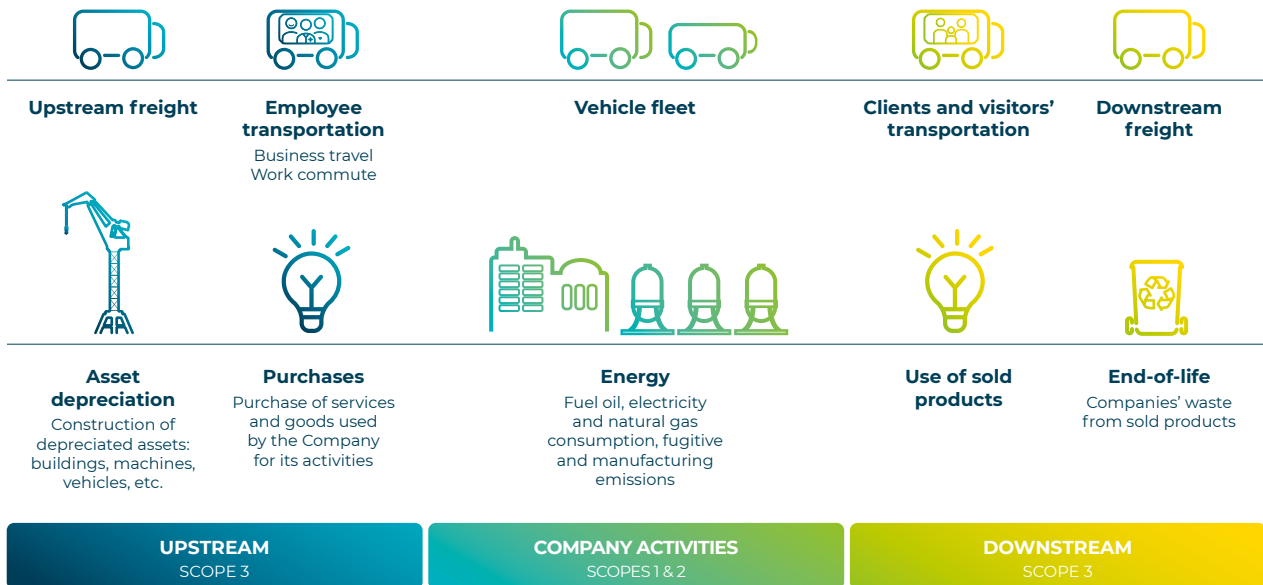
“The environmental crisis is affecting human health, especially that of vulnerable people, and is therefore a priority for the sector. Prioritising the reduction of energy consumption in the short term to reduce the carbon footprint of the Group is pragmatic and consistent with our scale. In the medium term, there are of course many

other levers to be activated, and Clariane’s commitment to the Science Based Targets initiative is an important step in making the Group’s environmental transition a long-term one. In addition to the Group-wide action plan, it is also important to organise reporting on additional voluntary initiatives that can be taken at the level of certain facilities or countries, in order to be able to promote them as well.”

**RECOMMENDATIONS OF THE MISSION COMMITTEE**

- Implement the necessary measures to anticipate and prevent the potential impacts of carbon footprint reduction actions on the quality of life of patients/residents.
- In addition to this initiative, continue the efforts made to reduce other indirect emissions (scope 3)<sup>(1)</sup>, which account for 75% of the Group’s carbon footprint.

**PRIMARY SOURCES OF EMISSIONS IN A CARBON FOOTPRINT ASSESSMENT**



(1) According to the GHG Protocol (Greenhouse Gas Protocol):

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



### 3.4 Locality

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

#### 3.4.1 Local and inclusive purchasing

##### OBJECTIVE



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

##### ACTIONS

Clariane's purchasing policy aims to contribute to the development of the regions in which the Group operates, promote the inclusion of marginalised or disabled workers and to limit its impact on the environment.

In 2023, Clariane made 79% of its purchases with preferred suppliers with products or services of national origin.

In 2023, for the Group's facilities in France, 82% of the food purchased was of French origin and 17% was sourced from the same administrative region as that in which the facility is located. Particular attention is paid to the proximity of fruit and vegetable supplies: 36% of fruit and vegetable purchases (excluding exotic fruit) come from within a radius of less than 150 km (200 km in the Île-de-France region) of the depot responsible for supplying the site.

In addition, 40% of the Group's purchases were made from SMEs (small and medium-sized businesses).

To go further, the Group has set itself the following objectives for 2024:

- to maintain at least 75% of national origin purchases;
- to measure and set targets on the share of regional and inclusive purchases, defined as purchases from suppliers active in the social economy and/or employing marginalised or disabled workers, either by virtue of their status or through contractual clauses guaranteeing these measures.

##### KEY PERFORMANCE INDICATOR

| Key performance indicator                                   | 2023 results | 2026 objective |
|---|--------------|----------------|
| Share of national origin purchases with preferred suppliers | 79%          | ≥ 75%          |

##### OPINION OF THE MISSION COMMITTEE

###### Jean-Marie Bockel, rapporteur of the "Sustainability and Locality" Working Group

"The challenge of collecting data on the origin of products is significant in a network the size of Clariane's. It is part of a more global societal issue of traceability in supply chains, an increasingly strong expectation of consumers. The approach presented by Clariane on local and inclusive purchasing seems to us to be adapted to allow further progress to be made despite these difficulties in terms of

transparency and measurement of the Group's societal impact through its purchasing. Finally, it is important to remember that, while the first initiative taken in connection with this commitment as part of a purpose-driven company focuses on purchasing, the commitment to locality is much broader. It includes, in particular, the opening of facilities in the region, partnerships with local communities, relations with local authorities, the local health ecosystem and the exercise of civic rights at facilities."

##### RECOMMENDATIONS OF THE MISSION COMMITTEE

- Continue the work undertaken to develop additional indicators of local and inclusive purchasing at Group level, while working on the level of information available on these two subjects at facility level.



### 3.5 Innovation

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

#### 3.5.1 Medical research

##### OBJECTIVE



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

##### ACTIONS

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

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

In 2023:

- 82 scientific communications were produced in relation to the research projects to which the Group contributes, including 31 scientific articles published in indexed journals;
- The Group has set up five research partnerships on key topics (geriatric healthcare, rehabilitation, mental health) each involving several countries.

|  | OBJECTIVE  | PARTNER  |
|--|--|--|
| <div style="background-color: #00838f; color: white; padding: 5px;"><b>DEPRESSION IN THE ELDERLY</b></div> <div style="display: flex; justify-content: space-around; align-items: center;"> </div>                                 | <ul style="list-style-type: none"> <li>• Create a depression detection tool tailored to nursing home residents</li> <li>• Develop dedicated training courses</li> </ul>  | SF3PA<br><i>(French-speaking Society of Psychogeriatry and Elderly Psychiatry)</i>   |
| <div style="background-color: #76b82a; color: white; padding: 5px;"><b>PREVENTION AND OF FALLS IN THE ELDERLY</b></div> <div style="display: flex; justify-content: space-around; align-items: center;"> </div>                    | <ul style="list-style-type: none"> <li>• Scientifically validate the fall detection tool</li> <li>• Evaluate the impact of the tool on stakeholders and the provision of care</li> <li>• Use medical data to prevent falls</li> </ul>  | <ul style="list-style-type: none"> <li>• Inserm</li> <li>• IHU HealthAge (Geroscience &amp; prevention)</li> <li>• Lille University Hospital</li> </ul>  |
| <div style="background-color: #f1c40f; color: white; padding: 5px;"><b>NON-DRUG THERAPIES (NDTs)</b></div> <div style="display: flex; justify-content: space-around; align-items: center;"> </div>                                 | <ul style="list-style-type: none"> <li>• Promote NDTs through:                             <ul style="list-style-type: none"> <li>• Classification of all NDTs currently used at Clariane, and the associated indications</li> <li>• Scientific approval of protocols</li> </ul> </li> </ul> | Non-Pharmacological Interventions Society (NPIS)   |
| <div style="background-color: #f39c12; color: white; padding: 5px;"><b>NEUROSTIMULATION TO COMBAT TREATMENT-RESISTANT DEPRESSION</b></div> <div style="display: flex; justify-content: space-around; align-items: center;"> </div> | <ul style="list-style-type: none"> <li>• Confirm the effectiveness of standardised treatment protocols to improve access to neurostimulation (rTMS)</li> </ul>   | Paris Brain Institute  |
| <div style="background-color: #00838f; color: white; padding: 5px;"><b>INNOVATIVE POST-STROKE PATHWAYS</b></div> <div style="display: flex; justify-content: space-around; align-items: center;"> </div>                           | <ul style="list-style-type: none"> <li>• Develop innovative post-stroke pathways</li> <li>• Reduce "lost to follow-up" patients</li> </ul>   | <ul style="list-style-type: none"> <li>• STARTER health collective (innovation and AI for motor learning and maintenance of autonomy)</li> <li>• University of Auckland (New Zealand)</li> </ul> |

■ Geriatrics   
 ■ Rehabilitation   
 ■ Mental health

## KEY PERFORMANCE INDICATOR

| Key performance indicator                                      | 2023 results | 2026 objective |
|--|--------------|----------------|
| Number of communications from research and innovation projects | 82           | 80             |

This indicator includes written or oral communications aimed at disseminating the results of research and innovation projects to which the Group contributes: publication of articles in academic or professional journals, scientific posters and presentations at specialist events.

## OPINION OF THE MISSION COMMITTEE

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

*“The breadth and diversity of Clariane’s network in terms of activities and geographies are great assets to medical research. The Group is a partner of choice for researchers in both the medical and social sciences. Nevertheless,*

*research is often perceived as elitist and far removed from the field: there is therefore a real challenge to guarantee and communicate on its applications and benefits for the Group’s stakeholders and for the teams in facilities and support functions that participate in research projects.”*

## RECOMMENDATIONS OF THE MISSION COMMITTEE

- Continue the efforts initiated to strengthen the international dimension of the Group’s research projects throughout the research process, from project selection to implementation.
- Provide visibility on the process of selecting and prioritising projects and academic partners.
- In the medium term, develop indicators to measure (i) the involvement of the network and the use of the data available to Clariane for research purposes, and (ii) the impact of medical research projects, particularly in terms of implementation in the Clariane network.

## 3.5.2 Innovation in healthcare and care

## OBJECTIVE



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

## ACTIONS

In 2023, numerous innovation projects were in progress at various stages across the Group’s countries and activities. They are supported in particular by the medical departments (Group and country) and the digital innovation department, which run innovation identification and incubation systems.

Among the main innovation projects carried out by the Group in 2023 are:

- the development of the Koala application, intended for employees at facilities and designed to simplify daily and administrative tasks in order to improve quality of life at work for employees and allow them to spend the time saved with residents/patients. The application, which is being tested in the Group’s nursing homes and clinics in France, facilitates the sharing of information in real time, the digitisation of procedures, and the centralisation and interconnection of existing tools;
- the continued deployment of fall prevention and detection devices in nursing homes:
  - in France and Belgium, the selected solution is a non-intrusive (image-free) technology that reconstructs the configuration of a room in the form of a point cloud, allowing the nursing staff to intervene more quickly in the event of a fall or if the resident concerned has been out of their bed for an abnormally long period of time. At the end of 2023, this solution was in place at 15% of French facilities and 25% of Belgian sites,
  - in Germany, the Lindera fall prevention app analyses the resident’s movements and responses to a questionnaire covering the main psycho-social factors of falls. Based on this, it generates an assessment of the resident’s risk of falling and personalised recommendations for preventive measures. By the end of 2023, more than 80% of facilities in the network were using Lindera;
- the continued deployment of non-pharmaceutical interventions in nursing homes and clinics. In addition to the tools selected by the Group as part of the Positive Care approach in nursing homes (see 3.1.1), virtual reality can be used in many situations and is increasingly used in particular in mental health clinics.

## KEY PERFORMANCE INDICATOR

Following the remarks of the Mission Committee, the key performance indicators for this initiative initially proposed are being revised, with the aim of defining new indicators and targets better aligned with the innovation strategy by the end of 2024.

## OPINION OF THE MISSION COMMITTEE

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

*“The terms used to categorise the types of innovation are very important. Most of today’s innovations have a technological dimension. But technology is the means to innovation, not an end in itself. It therefore seems more appropriate to categorise innovations according to their purpose: i.e., the improvement of care, organisation, or the proposal of new offers and services. Secondly, transparency on how projects are selected and prioritised is essential, as the possibilities are endless and resources are limited. The question of the governance put in place to make these choices is therefore central.*

*Finally, with regard to indicators, the issue is particularly complex given the diversity of fields of innovation. It is necessary to succeed in illustrating, through the chosen indicators, the mobilisation of the sites participating in the experiments and data collection, but also the larger-scale*

*deployment of the selected innovations, i.e., the extent to which residents, patients, families and employees benefit from them.”*

While acknowledging Clariane’s dynamism in terms of innovation, the Committee stresses the importance – particularly in the current difficult economic context – of defining a priority innovation strategy, consistent with the specificities of the Group’s activities and key health issues, and aiming for the widest possible impact on patients, residents and employees. In this respect, technology, although essential and rich in opportunities, must remain a facilitator of innovation in care.

The Committee also stressed the importance of training in deploying innovations, particularly of a technological nature, and its interest in studying existing projects in the field of robotics.

## RECOMMENDATIONS OF THE MISSION COMMITTEE

- Reformulate the initiative initially focused on “technological innovations” to better reflect Clariane’s challenges and priorities around innovation.
- Categorise innovations according to the expected benefit for stakeholders and not according to the form they take (technology, equipment, practice, etc.).
- Develop indicators of the impact of innovations on stakeholders, in addition to deployment indicators.
- Provide visibility on the call for projects process, and the selection and prioritisation of projects and innovation partners.

# 4 Inclusive governance

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

## OBJECTIVE



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

## ACTIONS

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



At the level of each facility, platforms for dialogue with residents, patients and families are set up in order to involve them in the life and running of the facility. These mechanisms make it possible to inform them, involve them and allow them to express themselves on the projects and the everyday life of the site. The composition and functioning of these bodies have specific characteristics depending on the culture and regulatory framework of the countries in which the Group operates.

Other stakeholders are often represented on these bodies: employees, associations and volunteers active within the facility, as well as local authorities.

These bodies are governed by national regulations in France (*Conseil de Vie Sociale* for nursing homes and *Commission des Usagers* for healthcare services), Germany, Belgium and

the Netherlands. In Italy, Spain and the United Kingdom, similar bodies have been set up on a voluntary basis. Their operation is based on practices in other Group countries and on local practices. They may take the form of elected councils or meetings open to all residents, patients and families.

In 2023, a questionnaire was sent to the members of these bodies in France and Germany. A total of 330 people responded, 75% of whom were representatives of residents or their relatives. The average satisfaction score given by respondents for the operation of the body on which they sit was 8.1/10 in Germany and 8.2/10 in France.

At the national level, the Stakeholders' Councils are responsible for advising Clariane on topics related to the Company's activity and strategy, including its CSR approach,



relations with its stakeholders, and societal issues related to ageing and health. By the end of 2023, these councils were in place in France, Germany, Belgium, Italy and the Netherlands, in accordance with the commitment made in 2019 for this geographical scope. The creation of a similar body is also underway in Spain.

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

**KEY PERFORMANCE INDICATOR**

| Key performance indicator                                   | 2023 results        | 2026 objective |
|---|---------------------|----------------|
| Share of sites conducting active dialogue with stakeholders | N/A – new indicator | ≥95%           |
| Number of countries with an active stakeholder council      | 5                   | ALL            |

An annual survey of facilities is conducted to evaluate the functioning of these bodies and identify best practices to facilitate their operation and amplify their impact. In 2023, 97% of the responding facilities had such bodies, compared with 94% in 2022.

From 2024, this key performance indicator will evolve to include a criterion based on the frequency of meetings.

**OPINION OF THE MISSION COMMITTEE**

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

*“The diversity among the Group’s six countries in the composition and functioning of stakeholder councils, both locally and nationally, is a real asset. We have a lot to learn from each other. It will be interesting to explore in more detail, for example, alternative forms of local participation to a council composed of elected members, such as open assemblies in Italy or the function of “facility delegate” in Germany.*

*The adoption of the status of a purpose-driven company is an opportunity to create a common framework for the work of these councils, based in particular on the social*

*and environmental objectives of the mission, and to strengthen the links between the different levels of inclusive governance.*

*The participation of residents and families in those councils is at the heart of the system, so it is particularly important to raise awareness at facility level of the role of this council, the opinions it provides and the decisions it makes, and to demonstrate its value to both users and the management of the facility.”*

The Committee also stressed the importance of interaction between the leadership teams of each country and the stakeholder councils at national level.

**RECOMMENDATIONS OF THE MISSION COMMITTEE**

- Encourage the exchange of best practices between countries in leading both local and national councils.
- Harmonise the practices of national stakeholder councils in terms of functioning, interaction with the country Executive Committee and selection of priority topics.
- Explore ways to increase participation in local stakeholder councils, strengthen their animation and thus increase their usefulness to facility managers.
- Develop key performance indicators in the medium term to measure the contribution and impact of stakeholder councils, as a priority at national level, so as not to risk burdening local councils with complex reporting.
- Devise an operational plan to monitor the implementation of these various improvement actions.

# 5 Mission and Mission Committee Roadmap 2024

After these first six months, which have established a relationship of trust between the Mission Committee, Clariane's management and the key functions in charge of implementing the mission throughout the Group and the Board of Directors, the following priorities represent the roadmap for 2024, which will be the first full year of the Mission Committee:

- through dedicated Working Groups, the Committee will monitor the development and implementation of each initiative, focusing particularly on the timing and geographical deployment of actions in each country, their operational implementation and the resources allocated;
- the Committee will deepen its knowledge of the Company, in particular through input from operational managers and contacts on the ground taking various forms;
- the action plans, indicators and objectives for initiatives requiring reflection and in-depth work on 2024 will be developed in more detail, in particular initiatives for value-sharing, reinvestment in the mission of care, medical research and innovation in health and care;
- performance indicators and the subjects on which the Committee has recommended further investigation will be analysed in greater depth, in particular absenteeism, work accident prevention, access to qualifying training or the response to patient/resident /family and employee satisfaction questionnaires;
- the independent third-party organisation will be appointed and its first audit mission will start in September 2024 to allow its report to be submitted in accordance with the regulations. The Committee will work with the auditor and they will exchange views on their approach and assessment of the execution of the assignment.

These very concrete priorities will be part of a broader discussion on the challenges facing society in terms of care and support for the elderly.

# A ppendices

## Appendix 1 – Summary table of KPIs

| Social and environmental objectives | Initiative   | Key performance indicator  | 2023 result   | 2026 objective                                      |
|-------------------------------------|--|--|---|---|
| Consideration                       | Positive Care  | Consideration score  | Group: 8.3 / 10<br>Score $\geq$ 8.0 in 5 of the Group's 7 countries | $\geq$ 8.0 at Group level and in each Group country |
|                                     | Care seekers information and guidance                                      | Deployment of the Group standard on care seekers information and guidance  | NA (standard being developed in 2024)                               | 100%  |
|                                     | Social and psychological support for employees                             | Deployment of the Employee Social and Psychological Support Group standard   | 59%   | 100%  |
|                                     |  | Absenteeism rate   | 11.4%   | 10.8%   |
|                                     | Employee health and safety   | Lost-time accident frequency rate  | 37  | 29  |
| Fairness                            | Training and career development  | Number of employees on a qualifying path   | 7,171   | 7,200   |
|                                     | Value-sharing  | Indicator of reinvestment in the Care mission  | NA (new indicator)  | To be defined in 2024                               |
|                                     |  | Share of capital held by employees   | 2.7%  | To be defined in 2024                               |
| Sustainability                      | Energy-related carbon footprint  | Reduction of greenhouse gas emissions related to energy consumption compared to 2021   | -14%  | -27%  |
| Locality                            | Local and inclusive purchasing   | Share of national origin purchases with preferred suppliers  | 79%   | $\geq$ 75%  |
| Innovation                          | Medical research   | Number of communications from research and innovation projects   | 82  | $\geq$ 80   |
|                                     | Innovation in healthcare and care  | Indicator being developed in 2024  |   |   |
| <b>Cross-cutting principle</b>      |  |  |   |   |
| Inclusive governance                | Empowered stakeholder councils   | Share of facilities conducting active dialogue with stakeholders   | NA (new indicator)  | $\geq$ 95%  |
|                                     |  | Number of countries with an active stakeholder council   | 5 countries   | All countries                                       |
|                                     | Note on methodology  |  |   |   |
|                                     | Consideration score  | The Consideration score corresponds to the average of the results obtained in the satisfaction survey conducted annually by the Ipsos polling institute among residents, patients and families to the question: "On a scale of 1 to 10, to what extent do you feel that you/your relative is well considered and respected?". Since 2023, this question has been included in satisfaction questionnaires for all areas of the Group's activities. No weighting is applied: each respondent (resident, patient or family) has the same weight in the final score. In 2023, more than 93,000 people responded to the Group's satisfaction surveys. |   |   |
|                                     | Deployment of the Employee Social and Psychological Support Group standard | The indicator reports on the level of deployment in each country of the tools addressing the needs covered by the standard: social and psychologic assistance in case of personal or professional difficulties, temporary material support in emergency situations and help with stress and conflict management. Each country's score is weighted by its number of employees.  |   |   |
|                                     | Absenteeism rate   | Number of hours of absence for the permanent workforce for the following reasons: sick leave, occupational illness, workplace accident, commuting accident or unauthorised absence, divided by the number of theoretical hours worked for the permanent workforce. Parental leaves are not considered in the indicator.  |   |   |

## Appendices

### Appendix 1 – Summary table of KPIs

| Social and environmental objectives | Initiative   | Key performance indicator  | 2023 result | 2026 objective |
|-------------------------------------|--|--|-------------|----------------|
|                                     | Lost-time accident frequency rate  | Total number of work accidents causing a work stoppage (paid leave) for 1 million hours worked.<br>This indicator includes work accidents for all types of contracts (unlimited term, fixed term, apprenticeship work contracts), except trainees and temporary workers.<br>The ratio is calculated on hours effectively worked: hours of absence are not taken into account as the employee is not exposed to work accident risks during leaves.  |             |                |
|                                     | Number of employees on a qualifying path   | The number of permanent and non-permanent employees enrolled in qualifying paths during the period concerned.<br>A qualifying path is a development path that leads to a recognized diploma or certification (for example: apprenticeships, site manager training programme or VAE in France). Mandatory or regulatory training is not considered as a qualifying path. Qualifying paths may be organised internally, but the content and/or the programme and/or the certification processes must be approved by an external accredited body or authority in order for the certification or diploma to be considered as recognised. A qualifying path generally consist of at least 25 training hours.  |             |                |
|                                     | Reduction of greenhouse gas emissions related to energy consumption compared to 2021 | The following energy sources are included: electricity, gas, propane, heating networks, wood and fuel oil. The carbon footprint linked to energy consumption (emission categories 1.1 and 2) reported is calculated in 2023 using the location-based methodology, which uses the national emission factors issued by the national energy agencies. From 2024, a market-based approach will be adopted.   |             |                |
|                                     | Share of purchases of national origin from preferred suppliers                       | Ratio of purchases of products or services of national origin from preferred suppliers (volumes) to the total volume of purchases from preferred suppliers. Preferred suppliers (746 in 2023) are defined according to a minimum amount of purchases made with the Group and represent 69% of the Group's purchasing volume in 2023.<br>The amount of purchases of national origin is calculated on the basis of responses to a questionnaire sent to preferred suppliers. The suppliers who provided this data represent 44% of the Group's purchasing volumes in 2023.<br>This ratio corresponds to the proportion of sales made by these suppliers with the Group that they declare to be made with products of national origin, i.e. from the country in which the facility placing the order is located.<br>The criteria used to qualify the origin according to the category of purchases, indicated in the questionnaire, are as follows: <ul style="list-style-type: none"> <li>• fruit and vegetables: place of cultivation</li> <li>• meat: animal born, reared and slaughtered in the same country</li> <li>• fish: fishing area</li> <li>• processed products: the majority of raw materials come from the country in question</li> <li>• non-food manufactured products: place of last substantial transformation</li> </ul> Services are classified as local purchases if they contribute to job creation in the same country as the facility. |             |                |
|                                     | Number of communications from research and innovation projects                       | This indicator includes written or oral communications aimed at disseminating the results of research and innovation projects to which the Group contributes: publication of articles in academic or professional journals, scientific posters and presentations at specialist events.   |             |                |

## Appendix 2 – Biographies of Mission Committee members



### Dr Françoise Weber

#### **Chairwoman of the Mission Committee and Chairwoman of Clariane France Stakeholder Council**

*College representing families, patients residents and local communities*

A graduate of the Faculty of Medicine of Créteil, Dr Françoise Weber began her career as a general practitioner. She then held various positions as Director of Drug Safety, in particular at Delagrangé, Jouveinal and then at Parke-Davis.

Strengthened by her experience in the medical sector, Dr Françoise Weber subsequently joined the Direction générale de la Santé as a Medical Devices Policy Officer and then the French Agence Nationale de Sécurité du Médicament et des Produits de Santé as Deputy Secretary General of the Transparency Commission.

As from 2006, she successively served as Deputy Director of the Office of the Minister of Health before being appointed Deputy Director of the Cabinet of the Minister of Health and Labour. In 2007, she became Managing Director of the French Institut de Veille Sanitaire. At the same time, she chaired the Board of Directors of the European Centre for Disease Prevention and Control until 2015.

From 2014 to 2015, Dr Françoise Weber joined the Ministry of Solidarity and Health as Deputy Managing Director for Health. Finally, she held the position of Deputy Managing Director for the French Agence nationale de sécurité sanitaire de l'alimentation, de l'environnement et du travail until 2019.

She currently chairs Clariane France Stakeholder Council.



### Moira Allan

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

*College representing external experts*

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

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

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

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

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

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

## Appendices

### Appendix 2 – Biographies of Mission Committee members



#### Dr Stefan Arend

##### **Chairman of Clariane Germany Stakeholder Council**

*College representing families, patients residents and local communities*

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

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

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

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

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



#### Jean-Marie Bockel

##### **Former French minister and former mayor of Mulhouse (FR)**

*College representing external experts*

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

He then held various positions as Secretary of State to the French Minister for Trade and then as Minister for French Trade, Craft Industry and Tourism in 1986. He subsequently became spokesman for Jean-Pierre Chevènement within the "Socialism and Republic" movement in 1987.

Mr Jean Marie Bockel served as General Councillor of the Haut-Rhin for more than ten years. He was subsequently elected Mayor of Mulhouse in 1989 and then Senator of the Haut-Rhin in 2004.

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

He is also an Officer of the Legion of Honor.



#### Etienne Caniard

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

*College representing external experts*

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

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

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

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



### Prof. Francesco Longo

#### Chairman of Clariane Italy Stakeholder Council

*College representing families, patients residents and local communities*

Prof Francesco Longo holds a MSc degree in Public Economics with a focus in public policy and management from Bocconi University. Prof Francesco Longo began his career as Senior SDA Professor specialised in Public Management and Policy Associate at the Bocconi University, then as Associate Professor in the Department for Policy Analysis and Public Management. His research interests revolve around public and health care management, with a special focus in public strategy, policy implementation issues, network governance and sharing/platform economy models for public services.



### Antoine Maspétiol

#### Managing director of Eiffel Impact Debt and Eiffel Investment Group

*College representing external experts*

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

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

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

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

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

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

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

## Appendices

### Appendix 2 – Biographies of Mission Committee members



#### Martina Nickel

##### **Social assistance worker within the Haus der Betreuung und Pflege Vienenburg nursing home In Germany**

*College of employees*

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

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



#### Catia Piantoni

##### **President of the Clariane Women's Club**

*College of employees*

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

She then joined the Clariane Group in 1999 and held various positions in Italy such as Director of Establishments, Director of the Segesta2000 Training Centre and Crisis Coordinator. She also held the position of General Manager of Group Companies (Aurea Salus, Elia Domus, Segesta gestioni, Segesta2000, Villa delle Terme) and Operational Management Director at Clariane Italia.

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



#### Pierre-Yves Pouliquen

##### **Chairman of the NGO "Les Papillons Blancs de la Colline" and Sustainable Development Director at Veolia**

*College representing external experts*

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

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

He is now the Director of Sustainable Development at Veolia.

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





## Bo Swolfs

**Director of the nursing home De Muze in Belgium**

*College of employees*

Graduated as a nurse and as a teacher, Mrs Bo Swolfs also holds a postgraduate degree in management from the Antwerp Management School. She joined the Clariane Group in 2017 and is, since September 2021, the director of the nursing home De Muze in Belgium.



## Jérôme Vandekerkhove

**Rehabilitation Executive in the day hospital department of a Clariane Group's aftercare and rehabilitation centre (SSR)**

*College of employees*

Graduated as Masseur-Kinesitherapist from the CEERRF of Saint-Denis and in Medical and Clinical Hypnosis from the Faculty of Burgundy in France, Mr Jérôme Vandekerkhove began his career as a Kinesitherapist at National service at HIA Val de Grâce in the neurology and neurosurgery department. He then evolved, from 1996 to 2001, as a Masseur-Physiotherapist in private practice.

He joined the Clariane Group in 2001 as a Rehabilitation Executive of the rehabilitation department at a clinic. In 2017, he became a Rehabilitation Executive in the day hospital department of a Clariane Group's aftercare and rehabilitation centre (SSR), while at the same time practicing medical and clinical hypnosis from 2018.

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



## Dr Jacques van der Horst

**Chairman of Clariane Netherlands Stakeholder Council**

*College representing families, patients residents and local communities*

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

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

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





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