

clariane

2024 Report of the Mission Committee



Table of contents

Preamble.....	p. 4
1 Adopting the status of a purpose-driven company	p. 11
2 Mission governance.....	p. 15
3 Work and opinion of the Mission Committee for each initiative	p. 21
4 Inclusive governance.....	p. 51
5 Mission and Mission Committee 2025 Roadmap.....	p. 57
6 Report of the independent third-party organization on the verification of the achievement of social and environmental objectives	p. 59
Appendices.....	p. 65



Editorial by the Chair of the Mission Committee and her successor

“The mission has a defining role in addressing the challenges facing the industry.”

Dear Shareholders,
Dear residents, patients and families, staff and all Clariane community stakeholders,

Dr Françoise Weber

2024 was the first full year of work for the Mission Committee, established by Clariane on 15 June 2023.

The dedication of its members, the diversity of their expertise and experience, and the firm commitment of the Group's leadership to the mission's implementation have enabled the Committee to make great strides in appropriating it and gaining a deeper understanding of the business, its processes and its people. The work done in 2024 to refine the mission trajectories and indicators, the open and

constructive dialogue with teams on each commitment and action, and the collaboration with the Board of Directors confirmed the relevance of the Committee's place in the Group's governance. Engagement with initiative leaders and site visits highlighted the importance of maintaining a direct link with realities on the ground to ensure that the mission is implemented effectively. These interactions also confirmed that the selected initiatives line up well with Clariane's five commitments. Additionally, the Stakeholder Councils Seminar in September 2024 was a key milestone, much appreciated by Committee members, Stakeholder Council representatives and the teams supporting them as a means of embedding the Committee and its mission in a process of continuous dialogue with stakeholders.

The Committee is acutely aware of the challenges facing the Group as a whole. In particular, the ongoing implementation of the plan to strengthen its financial structure and sector-wide human resources challenges remain pressing issues.

Preamble



The Committee's work confirmed the defining role of the mission, which provides a meaningful framework for addressing these challenges.

The Committee recognises the need to balance its expectations and recommendations, remaining closely attuned to realities on the ground while ensuring that the workload of the teams is not unduly burdened by an excessive increase in the array of indicators. Finding this balance is essential to ensure that objectives are both achievable and effectively achieved, making a real difference in the daily lives of the people we care for, their families and staff. This sense of balance also applies to time. While the mission will be pursued vigorously in the short and medium term, it must also be seen in a long-term perspective as a spearhead for the strategies and actions of all employees.

I know that this vision is shared by the members of the Committee and by Clariane's management, and it is with great confidence that I am handing over the leadership of the Mission Committee to Nicolas Truelle in 2025. His human qualities and experience will be invaluable in taking the mission forward.

Nicolas Truelle

Having met all the members of the Committee, as well as the Group's General Management, the representatives of the Board of Directors involved in its work and the CSR teams, I would like to pay tribute to the dedication and professionalism of all those who serve Clariane's mission.

I would also like to express my sincere gratitude to Françoise Weber for the energy she has brought to the Mission Committee and for the quality of the relationships she has built with all the bodies and departments that engage with it in one way or another.

I am, of course, aware of the shared aspiration of all concerned to see the mission meaningfully embedded at all levels of the organisation, right out to the tip of each of its branches.

I am confident that the members of the Committee are fully committed to advancing this vision.

Introducing Clariane

+6.6%
organic
growth

Operating
in nearly
700
towns and local
communities

63,086
FTE
employees

1,220
facilities

More than
886,000
people supported
and cared for
in 2024

Revenue
€5,282m

62.1%



Long-term Care

666 homes
62,546 beds
98,729 residents
in care

Activities

- long-term care
- respite stays for carers
- respite after hospitalisation
- day care

Brands

Korian (France, Germany, Belgium, Italy), Seniors Residencias (Spain), Hestia Zorg, Het Gouden Hart and Stepping Stones (Netherlands)

25.5%



Specialty Care

277 facilities
14,224 beds
707,500 patients
cared for

Activities

- medical, post-acute & rehabilitation care
- mental healthcare
- medicine, surgery and obstetrics
- outpatient hospitalisation
- consultation and associated diagnosis
- home hospitalisation and domiciliary care

Brands

Grupo 5, Cian, Ita Salud (Spain), Korian (Italy), Inicea (France), Dores Herstellzorg (Netherlands), Orthoshop (Belgium), Lebenswert (Germany)

12.4%



Community Care

277 implantations
13,730 beds
80,456 residents
and customers

Activities

- shared living solutions
- assisted living facilities
- personal services agencies
- medico-social services (Spain)

Brands

Korian (Germany, Italy), Grupo 5 (Spain), Ages & Vie and Petit-fils (France), Rosorum and Het Gouden Hart (Netherlands), Korian Home Care and Cura (Belgium)

Our brands in 2024



BENELUX

Key figures as of 31 December 2024



FRANCE



GERMANY



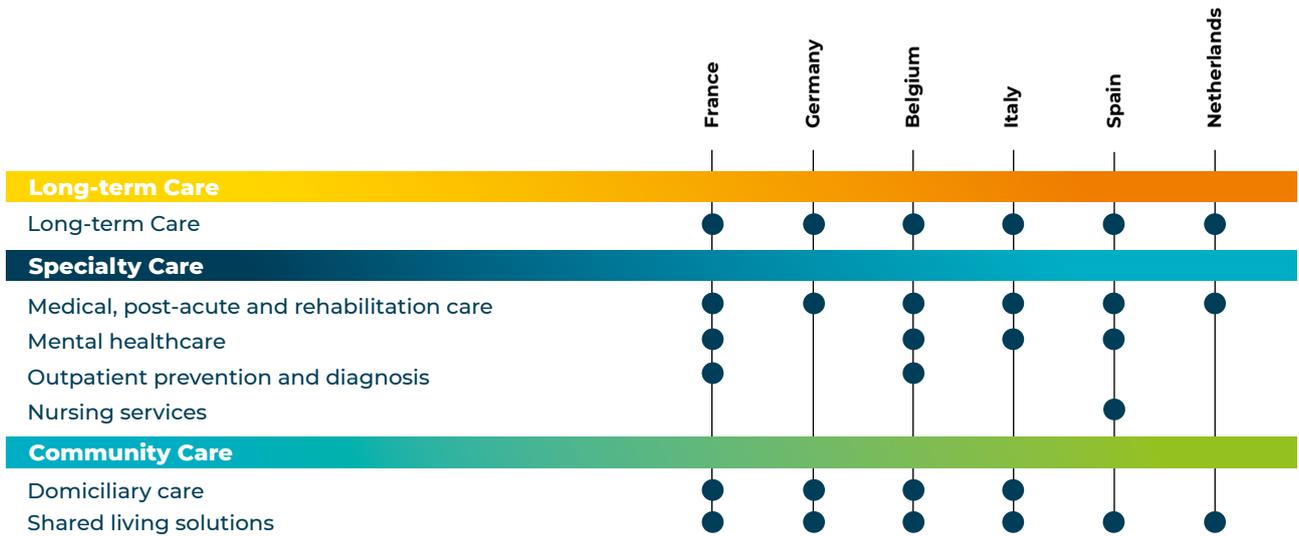
**SPAIN
and United Kingdom***



ITALY



*In the United Kingdom, revenue amounted to €17 million at 9 April 2024, the date of the disposal of all the Group's assets and activities in that country.



Our mission: One Purpose, Five Commitments

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

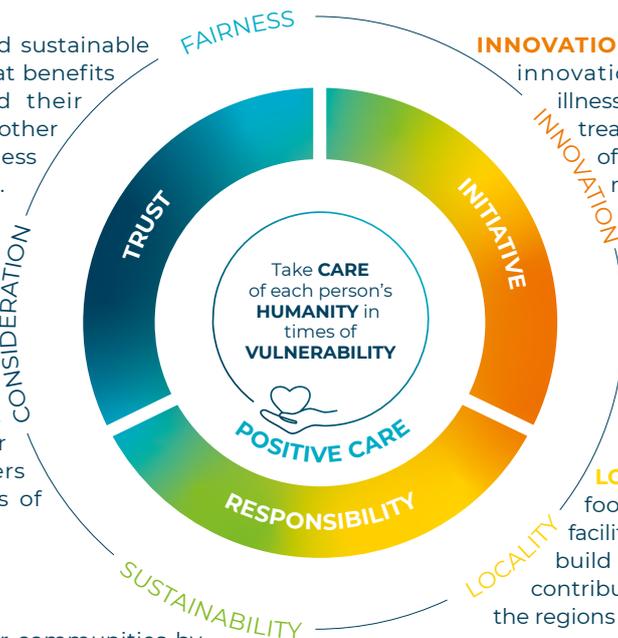


This purpose is supported by five social and environmental commitments linked to Clariane's activities, which we are committed to following. These commitments are made to residents, patients and caregivers, employees and local communities:

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

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

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



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

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



1

Adopting the status of a purpose-driven company

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

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

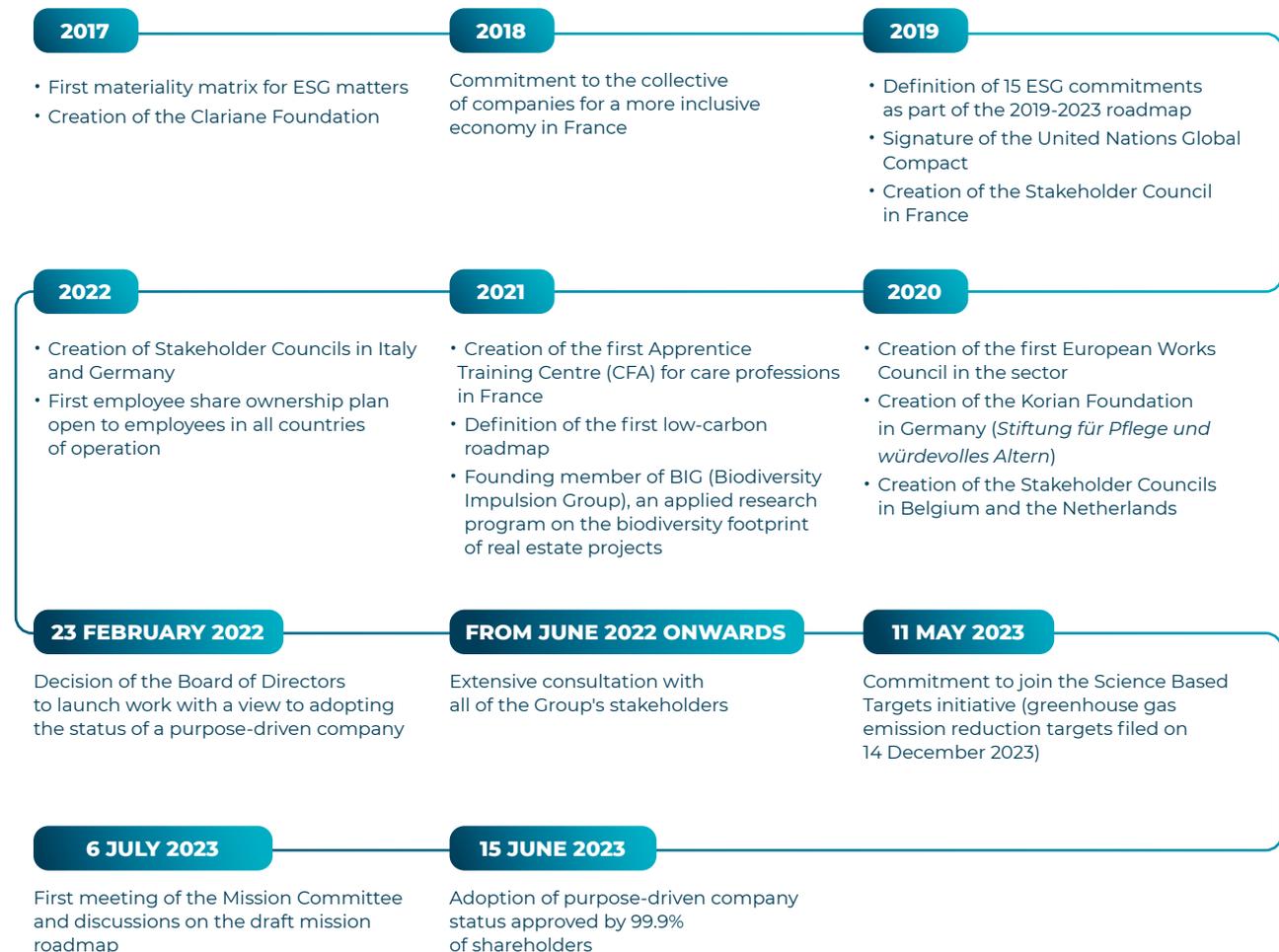
The status of a purpose-driven company is defined by Articles L. 210-10 *et seq.* of the French Commercial Code.

A purpose-driven company is any company that has:

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

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

1.2 A new step in Clariane's commitment



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

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

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

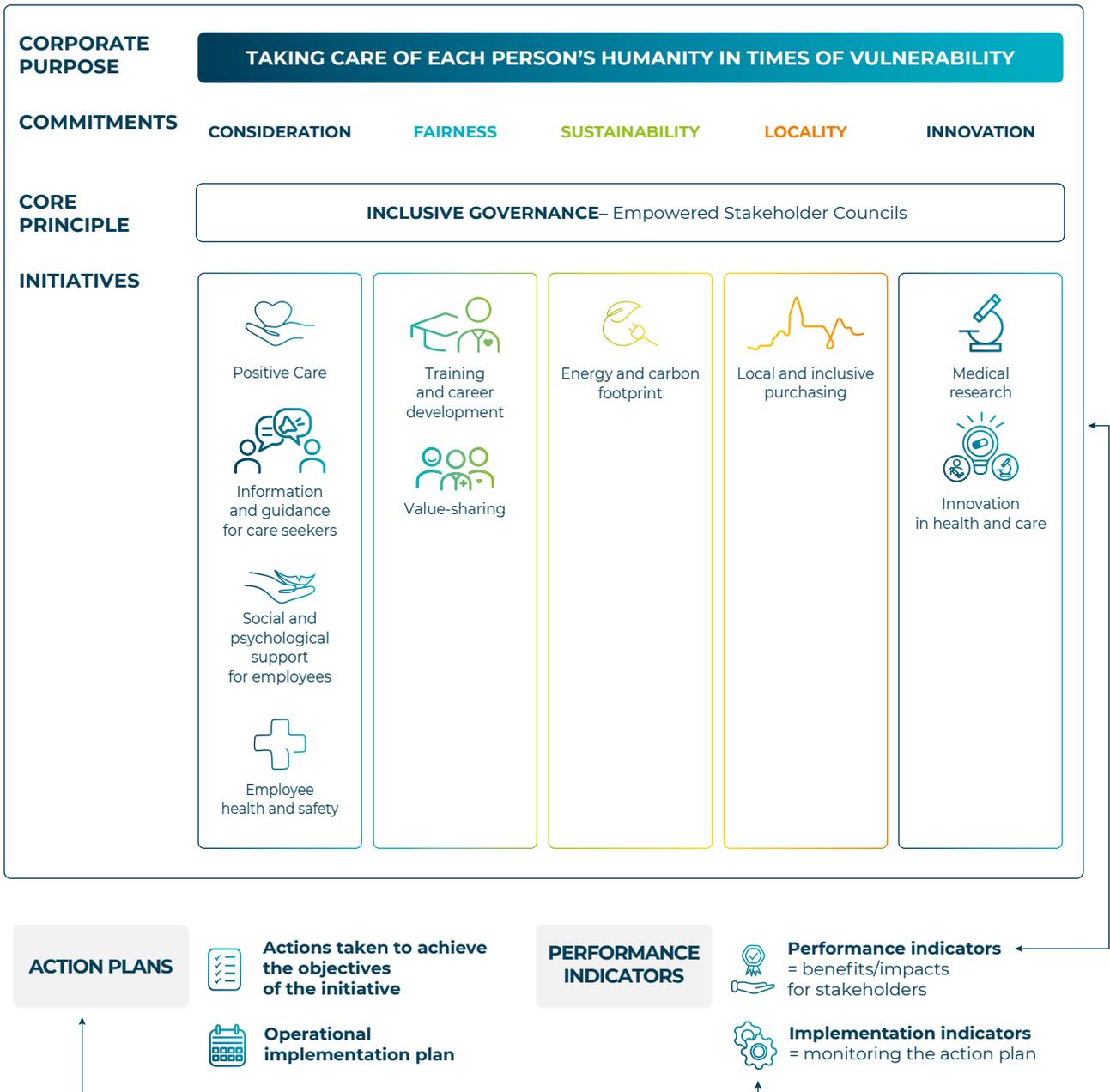
The adoption of the status of a purpose-driven company allows Clariane to:

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

1.3 Mission model

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

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





2

Mission governance

2.1 Mission Committee

2.1.1 Membership of the Mission Committee

In line with Clariane's Articles of Association, the members of the Mission Committee are appointed by the Board of Directors on the proposal of the Chief Executive Officer. One of these members is appointed by the European Company 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 all the countries in which it is present, as well as their experience of dialogue with local stakeholders. This makes it possible to create and maintain a direct link with stakeholders at national and Group level, but also to understand the cultural diversity of the Group on a European scale.

Lastly, the external experts bring to the Committee their knowledge of stakeholders external to Clariane, in particular from the local non-profit, economic and political spheres. The Mission Committee benefits from their external perspective as well as from the diversity and complementarity of their expertise and 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 hospital of a post-acute and rehabilitation care clinic

Representatives of patients, residents, families and local communities



Dr Stefan Arend

Chairman of the Clariane Germany Stakeholder Council



Dominique Fabre

Chair of the Clariane France Stakeholder Council



Prof. Francesco Longo

Chairman of the Clariane Italy Stakeholder Council



Dr Jacques Van der Horst

Chairman of the Clariane Netherlands Stakeholder Council

External experts



Nicolas Truelle⁽¹⁾

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



Moira Allan

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



Jean-Marie Bockel

Former Minister and Mayor of Mulhouse



Étienne Caniard

Former Chairman of Mutualité française and member of the college of the Haute Autorité de Santé



Antoine Maspétiol

Director of impactful private debt management at Eiffel Investment Group



Pierre-Yves Pouliquen

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

Five working groups

Consideration

Fairness

Locality and sustainability

Innovation

Inclusive governance

KEY FIGURES

62
average age

14
members

36%
women

6
nationalities

4
plenary sessions and
5 working group meetings in 2024

SKILLS



Knowledge of the healthcare sector



Knowledge of stakeholders



Field experience

(1) On 1 January 2025, Nicolas Truelle joined the Clariane Mission Committee, replacing as Chair Dr Françoise Weber, who resigned for personal reasons.

Changes in the membership of the Mission Committee in 2024 and until the date of this report

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

At its meeting of 21 March 2025, the Board of Directors, acting on a proposal from the Chief Executive Officer, appointed Dominique Fabre to the Mission Committee. She succeeded Dr Françoise Weber as Chair of the Clariane France Stakeholder Committee.

As of 31 March 2025, the Mission Committee therefore comprises 14 members across the three representative groups, namely 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 monitoring indicators with the operational objectives;
- monitors the trajectories, actions and results of key monitoring indicators;
- evaluates the effectiveness of the measures taken and the actions put in place by the Group to achieve the mission.

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 tasked by the "Pacte" Law with verifying the effectiveness of the implementation of the mission's initiatives and the substance of the indicators produced.

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

2.1.3 Activities of the Mission Committee in 2024

The Mission Committee met four times during 2024. The work carried out by the Mission Committee during these meetings is presented below:

- update on the main actions taken following Working Group meetings;
- review of the key indicators of the Mission Roadmap (audited) and discussion of the secondary indicators;
- feedback on 2023 and points for attention for 2024;
- role of the independent third party and its interaction with the Mission Committee;
- double materiality assessment carried out under the CSRD;
- reports from the various Working Groups.

In 2024, Committee members also visited health clinics and nursing homes in France and Italy. This was an opportunity for the Mission Committee members who participated in these visits to gain valuable first-hand insight into the operation of the facilities and the daily work of the teams. Committee members were able to observe the great commitment of teams, all deeply engaged in furthering the Group's mission.

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

The role of the Working Groups is to study and prepare the work of the Mission Committee and to submit its opinions, proposals or recommendations in its field of competence. Each Working Group has a rapporteur who is responsible for reporting on work at the plenary meetings of the Mission Committee. To make the link between the various social and environmental objectives of the mission, the Chair of the Mission Committee also attends all meetings of the Working Groups.

2 Mission governance

Interactions between the Board of Directors, the Group Management Board, top management and the Mission Committee

2.1.4 Member feedback on the work of the Mission Committee in 2024

When asked about the work of the Mission Committee in 2024, members expressed satisfaction with the quality of discussions, citing the transparency and freedom of expression encouraged. They praised the structured approach to the Committee's work, including the schedule and content of meetings and working groups.

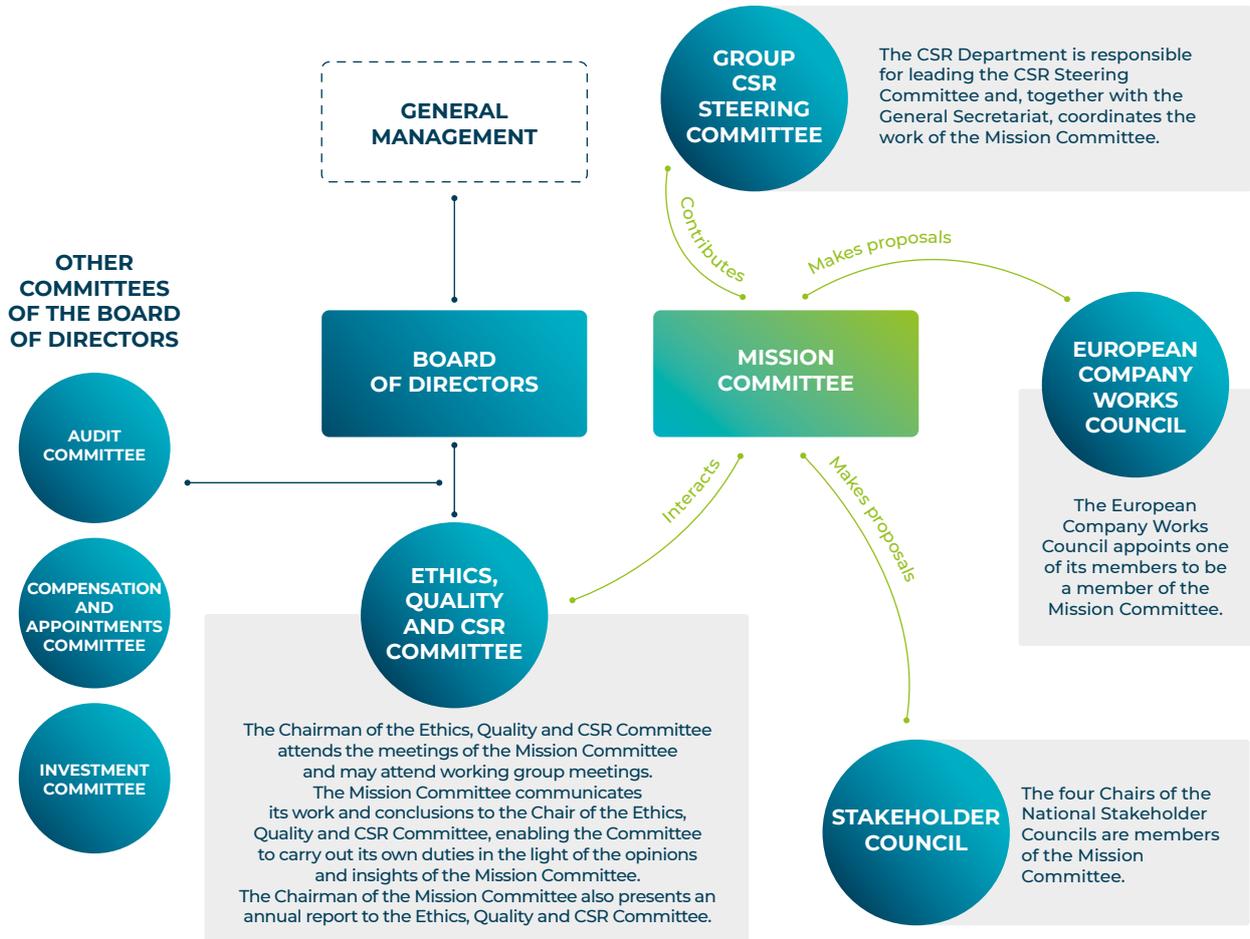
They also underlined the strong commitment of the entire organisation, from local operating teams to support functions, at country and Group level, to implementing the mission and the Committee's recommendations.

The direct and regular dialogue with management, in particular the Chief Executive Officer, and with the Board of Directors through the Chairman of the Ethics, Quality and CSR Committee, was also appreciated.

The Committee members believe that a solid evaluation framework has been established to monitor the implementation and ongoing execution of the mission.

Building on this foundation, they intend to focus their thinking and efforts on areas where they can provide the most meaningful advice to the Group, while maintaining the necessary oversight of the operational implementation of the mission.

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

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 results of the first audit are presented in section 6 of this document.



3

Work and opinion of the Mission Committee for each initiative

1 CORE PRINCIPLE: INCLUSIVE GOVERNANCE

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

Since the creation of the Mission Committee in June 2023, each Working Group has received 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 aspects:

- 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 so that they can fulfil their aspirations, expectations and desires, and their potential.

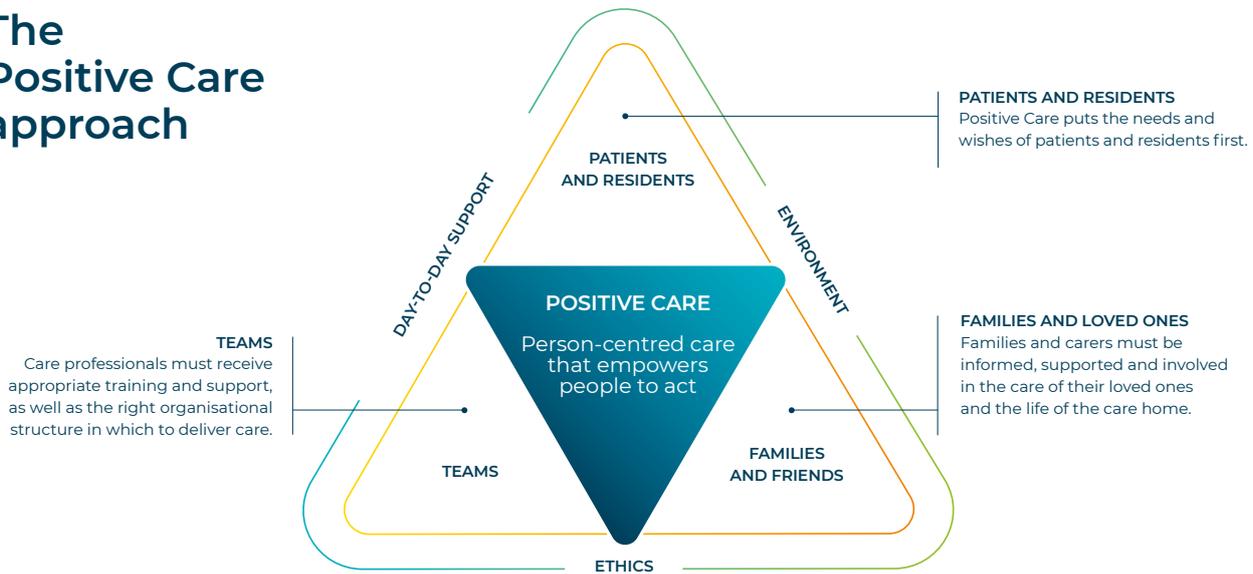
The Positive Care approach is the fruit of our medical and social expertise in comprehensive and personalised care, and defines our way of caring:

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

- in the care plan, we systematically seek out non-pharmaceutical interventions therapies.

Initially focused on non-pharmaceutical interventions therapies in nursing homes, the Positive Care approach was redefined in 2023 to include the living environment, layout and organisation of facilities, and team training.

The Positive Care approach



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

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

Positive Care in everything we do

In 2024, collaborative efforts were undertaken with the operational teams to define the specific applications of Positive Care in rehabilitation and mental healthcare services (operated in France, Italy and Spain). Drawing on best practices observed within the network, these efforts are ongoing.

Clariane's commitment to the ICOPE programme is an example of the implementation of Positive Care in healthcare facilities. ICOPE (Integrated Care for Older People, pronounced "I cope") is a prevention system developed by the World Health Organization (WHO) to identify frailty and enable as many people as possible to age in good health. Aimed at people over 60, it uses simple tests to assess six essential functions: vision, hearing, memory, mobility, nutrition and mood. If a problem is identified, an in-depth assessment is carried out and personalised follow-up is offered. In 2024, as part of its partnership with the Toulouse University Hospital Institute, Clariane began rolling out the Icope programme in rehabilitation and mental healthcare clinics within the Inicea network.

Measuring the implementation and impact of Positive Care

COMMITTEE RECOMMENDATION IMPLEMENTED IN 2024



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

In 2024, this Mission Committee recommendation made in 2024 was implemented with the inclusion of three new questions in the nursing home satisfaction survey. The questions are asked of both residents and families:

- To what extent do you/your relative feel that their environment is comfortable, warm, secure, safe and friendly?
- To what extent do you feel that daily life is adapted to your pace, needs and wishes (interactions, meals, activities)?

- To what extent do you feel that care is tailored to your needs and personal circumstances?

In 2024, responses to these questions yielded scores of 8.3, 8.1, and 8.1 out of 10. From 2025, the Mission Committee will monitor these scores as a complementary indicator to the Consideration score.

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

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

COMMITTEE RECOMMENDATION IMPLEMENTED IN 2024



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

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

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

In 2024, 70% of the residents who responded to C-Satisfaction did so with the help of a healthcare professional, 22% on their own, and 8% with the help of a relative. These percentages do not vary significantly depending on whether the surveys are in paper format or online.

An analysis of the recommendation rate according to this criterion shows that, in this first year of data collection:

- There is little difference between the Net Promoter Score (NPS) among residents responding alone (+46) and residents responding with help from a healthcare professional (+42), and the average score is lower when the resident is assisted by a professional.
- The NPS is higher among residents responding with assistance from a family member (+53).

Ethics of care

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 do you ensure the privacy of a person who is the victim of intrusions from other patients or residents who are prone to wandering?*

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.

At Group level, several key tools and initiatives have been introduced to support facilities in their ethical approach, which includes the ethics of care:

- the Ethics Charter outlines the behaviour expected of staff towards the people they care for and their families, emphasising genuine and proactive communication, respect, dignity and good treatment. It includes examples of sensitive situations commonly encountered in facilities, particularly in relation to the frailty of the people being cared for, to illustrate what is expected. It is given to all employees and is binding on them;
- a "Let's Talk Values" card game has been developed around practical cases and the ethical dilemmas they raise, in order to discuss them as a team;
- an E-learning module on Values has been introduced for employees;
- the annual Group-wide "Values Month" is dedicated to communication and training activities focused specifically on Values and the ethical behaviour expected;
- all new employees receive a document outlining the Group's values and ethical commitments, including information on whistleblowing channels. A presentation of our values is also given during the onboarding process.

Key actions related to the ethics of care and preventing abuse in 2024 included:

- the distribution of a Positive Care guide, "Giving meaning to care, benchmarks on ethical questioning", drawn up by a Working Group representing the Group's various countries. 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;
- a review of existing practices and the needs of teams in different countries to promote a culture of ethical questioning. The professionals interviewed highlighted the need for awareness-raising for teams and training for ethics advisors within facilities;
- in Germany, a 30-hour qualifying training course has been created for the role of "ethics advisor": the employees trained (15 in 2024) are tasked with helping their colleagues identify, discuss and resolve ethical issues. The training will continue in 2025.

- An awareness-raising campaign entitled "*Speak up when no one is saying anything*" was also run for employees, residents and their families on all forms of care-related abuse. The campaign aimed to increase vigilance in detecting and reporting such situations, and promoting available resources such as the whistleblowing procedure, training programmes and the Ethics Charter.

In 2025, Clariane aims to continue developing content and tools that encourage employee engagement, such as role-play and video, to support teams in the development of ethical questioning.

Positive Care in nursing homes

The main actions implemented in 2024, specifically in nursing homes, are outlined below.

Personalised care plans

A personalised care plan 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 therapies, personalising his/her room) along three lines:

- the person's tastes, wishes, history and lifestyle;
- their capacities;
- 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. These objectives address the issues that are most important to each person. Depending on the person, the focus may be on medical care, social life or comfort and quality of life.

Construction of the personalised care plan 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 draft approach, which is then presented to the resident and his or her family for approval. The personalised care plan 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 care plans.

In 2024, Clariane organised a working group with medical directors and operational staff to explore ways to better integrate residents' habits and pace of life into the organisation of our nursing homes.

After reviewing existing tools for collecting residents' preferences, the members designed a matrix to collect information on residents' pace of life prior to admission and to measure any changes after their arrival. The challenge is to find a balance between individual preferences and the collective organisation. The aim is to test the matrix in pilot facilities in 2025, paving the way for implementation on a larger scale.

By the end of 2024, 98.3% of residents in the Group's nursing homes had an up-to-date personalised care plan, compared to 87.7% in 2023. This progress, which took the indicator above the target of 97% set for 2024, reflects improved training of teams in defining the goals of the personalised care plan and keeping track of updates. The Group's objective is to reach at least 99% of nursing home residents with up-to-date personalised care plans by 2026.

Non-Pharmaceutical Interventions

Non-Pharmaceutical Interventions (NPIs) are a combination of care techniques, environmental approaches and human approaches designed to:

- improve people's well-being and quality of life;
- maintain cognitive, motor and sensory skills;
- solicit social skills;
- 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 2024, Clariane distributed a Positive Care guide for caregivers entitled "Promoting non-pharmaceutical interventions in nursing homes" in all countries, with local teams responsible for implementation. It presents 16 common NPIs, their associated indications, and methods for assessing their effectiveness.

NPIs used in the Group include:

- **Silverfit:** an interactive cognitive and motor stimulation system for residents. Designed to resemble a video game, it features a screen, a computer and a 3D camera that can detect body movements;
- **Formacube:** a cognitive stimulation and mental flexibility tool. It consists of plastic cubes of different sizes that fit together to form modules. The aim is to arrange the cubes to reproduce patterns and form geometric shapes;
- **animal-assisted therapy** is used to form a familiar bond between participants and improves mood disorders. Pet therapy consists of using animals as a therapeutic tool. It can be carried out by a trained staff member or an external service provider. The animal is also trained in this therapy.

COGNITION

Stimulation of mental flexibility
(e.g., Formacube)



BEHAVIOUR

Animal therapy



MOBILITY

Physical reeducation
(e.g., Silverfit games console)



Work done by Clariane to keep track of non-pharmaceutical interventions used in facilities will be continued in 2025, with the aim of better measuring their use and effectiveness.

KEY PERFORMANCE INDICATORS

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.

Key performance indicator	2023 outcomes	2024 outcomes	2026 objective
Consideration score	Group: 8.3/10 Score >= 8.0/10 in 5 of the Group's 7 countries	Group: 8.3/10 Score >= 8.0/10 in 5 of the Group's 7 countries	Group score >= 8.0 at Group level and in each Group country

WORK AND OPINIONS OF THE MISSION COMMITTEE

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

Positive Care truly embodies the spirit of the mission-driven company. It aligns directly with Clariane's core business, making the link with our corporate purpose natural. The key challenge of Positive Care is to translate this philosophy of care into practical, everyday actions that can be adapted to the diversity of activities and regions, and to the specific nature of each facility, while forming a unified identity. The actions undertaken in 2024, notably to measure perceptions of Positive Care among the people we care for and their families through the satisfaction survey, and to define the markers of Positive Care in clinics, reflect this commitment.

In 2024, the Mission Committee looked specifically at:

- participation in satisfaction questionnaires and possible obstacles to participation;

- Consideration score: making a comparison between activities and countries, breakdown of facilities, and links with key satisfaction indicators;
- end-of-life support as part of the Positive Care approach;
- definition of Positive Care for healthcare facilities.

To continue its work, the Mission Committee now intends to look more closely at the following issues:

- measuring the roll-out of Positive Care and collecting feedback from the people cared for, with a particular focus on people with cognitive or psychiatric disorders;
- the impact of Positive Care on employee satisfaction and retention;
- the contribution of all professions to Positive Care;
- the training and support for teams in end-of-life care, with particular emphasis on eliciting and respecting the wishes of the people cared for and promoting their rights.

RENEWED AND ADDITIONAL COMMITTEE RECOMMENDATIONS

- In the medium term, define a multi-dimensional performance indicator to measure the deployment of Positive Care practices across all aspects of the approach, prioritising measurement of the use of non-pharmaceutical interventions therapies.
- Increase the visibility of the Positive Care markers specific to end-of-life care.
- Regarding the Consideration score, reinforce the differentiation of objectives and action plans by activity.

3.1.2 Information and guidance for care seekers

OBJECTIVE



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

ACTIONS

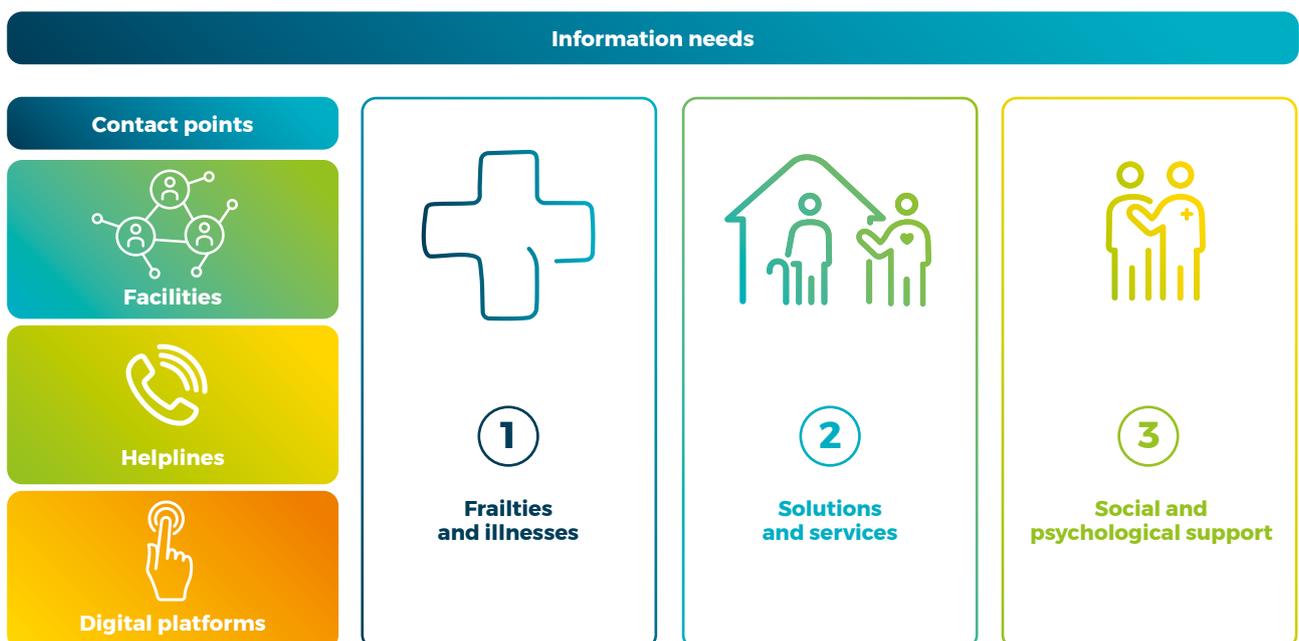
Clariane's purpose, "Taking care of each person's humanity in times of vulnerability", implies a presence that goes beyond care and the boundaries of the Clariane network. This presence has multiple dimensions, covering listening, psychological support, as well as information and advice, including before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

As part of its purpose-driven company roadmap, Clariane is committed to advising and guiding people in vulnerable situations and their loved ones to help them access care adapted to their needs, and the psychological and social support available from public or non profit services, as well as within the Clariane community.

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 contact points (facilities, helplines, digital platforms), on the following three themes:

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

INFORMATION AND GUIDANCE STANDARD FOR CARE SEEKERS



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

- open events are organised in facilities ("Carers' Cafés", "Alzheimer's Cafés", "Psychological Cafés") and online (videoconferences) to provide information and start conversations on these issues. For example, as part of the 2024 Alzheimer's Weeks, the Korian France teams hosted an online talk entitled "Better understanding Alzheimer's disease and related disorders to maintain the link with your loved one" and organised memory tests in 80 participating facilities;
- through their websites and social media, the Clariane Community brands help raise awareness and understanding of the main diseases and frailties in their areas of expertise. One of the highlights of 2024 was a national awareness raising campaign run by Inicea clinics in France to raise public awareness of the importance of destigmatising mental health disorders;



- in addition to information available online and directly from facility staff, helplines are available in all countries to answer questions about Clariane services and offerings;
- In France, a non-commercial helpline independent from customer service called "Le Fil Clariane" was set up in 2023 and is currently in the testing phase. It is accessible free of charge and allows anyone facing a loss of autonomy or health difficulties, as well as their loved ones, to be listened to and to receive advice from professionals (nurses and social workers).

COMMITTEE RECOMMENDATION IMPLEMENTED IN 2024

- Specify the relationship between the various advice and guidance mechanisms as well as the target population, the ambition and the associated means of communication.

To go further, and in line with the 2023 Mission Committee recommendation, the Group developed a standard for information and guidance for vulnerable people in 2024. It defines the information that the Group wishes to be in a position to provide systematically in all its countries in which it operates by 2026, on the topics and through the contact points listed above. The objectives associated with the implementation of this standard are to:

- provide information that is readily accessible, reliable and easy to understand;

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

The indicator reflects the level of information available in each of the Group's countries on the topics and contact points listed in the standard. Each country's score is weighted by its share of Group revenue.

KEY PERFORMANCE INDICATORS

Key performance indicator	2023 outcomes	2024 outcomes	2026 objective
Deployment of the Group standard on care seekers information and guidance	N/A (standard developed in 2024)	58%	100%

WORK AND OPINIONS OF THE MISSION COMMITTEE

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

 The development of the standard served to clarify the scope of the initiative. Clariane can have a significant impact through call centres, websites and direct communication from facilities, without replacing existing support systems. Our aim is to improve public understanding of frailty and the support solutions available, including public and not-for-profit initiatives that provide social and psychological support to fragile people and their carers. While there are many such resources in the countries where Clariane operates, they are often underutilised, so we encourage the Group to bridge the gap.

In 2024, the Mission Committee monitored the development of the information and guidance standard for vulnerable people, ensuring that the information needs it seeks to address are consistent with the objectives of the initiative. It was presented with the various types of information and distribution channels provided for in the standard, which had been formalised in accordance with its recommendations.

To continue its work, the Mission Committee now intends to look more closely at the following issues:

- assessing the implementation of the standard to date and objectives for 2026;
- the contribution of facility Stakeholder Councils to improving information and guidance for vulnerable people.

RENEWED AND ADDITIONAL COMMITTEE RECOMMENDATIONS

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

3.1.3 Social and psychological support for employees

OBJECTIVE

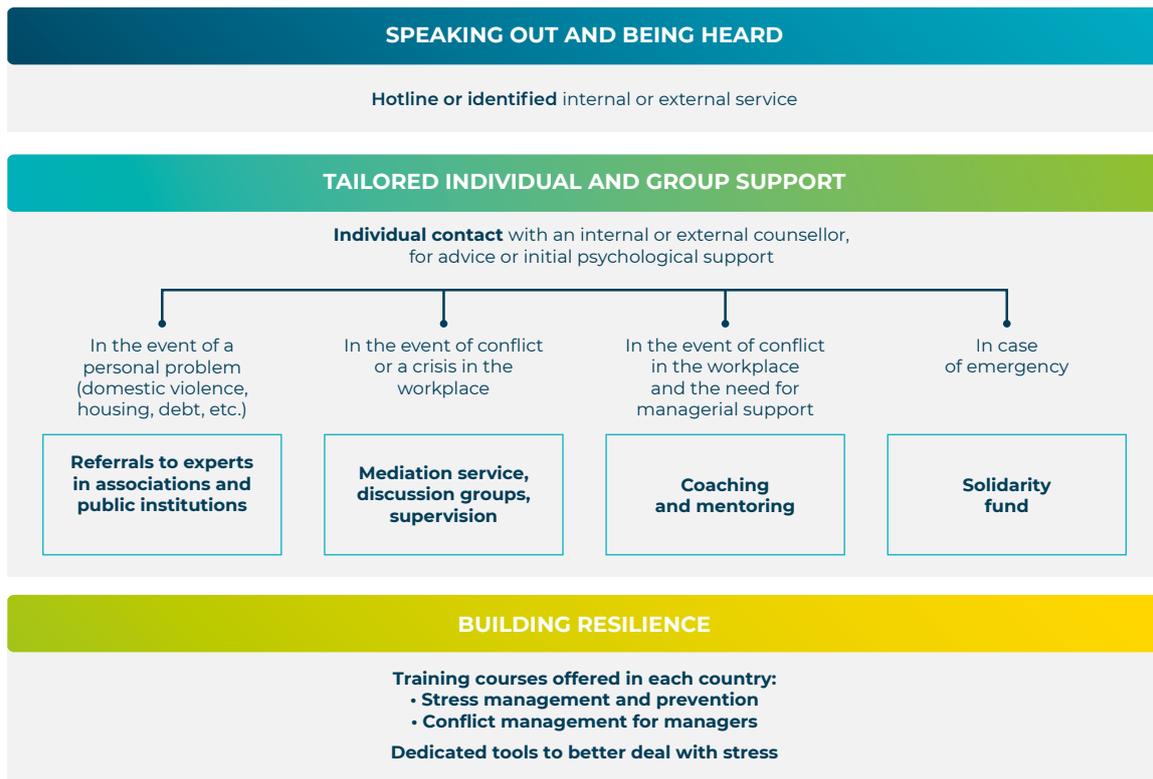


Support employees who are going through vulnerable times in their personal or professional lives by providing psychological and social assistance, temporary material support in emergency situations and help with stress and conflict management.

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.



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

The system was strengthened in 2024, with:

- the roll-out in France of a solidarity fund established in October 2023, that provides employees facing an emergency situation (accommodation, food, mobility, funerals) with exceptional support in the form of the payment of expenses. In 2024, 555 employees benefited from solidarity fund support. The fund is a new tool available to the social workers dedicated to Clariane employees in France. Social workers approached 2,737 employees and followed up on 685 cases, twice as many as in 2023.

This is the result in particular of sustained internal communication efforts on the social and psychological support on offer. A solidarity fund for the same purpose was set up in Germany at the end of 2024;

- in Italy, an effort was made to enhance communication about an external anonymous and confidential mental health helpline launched in late 2023, accessible 24/7 and available to all employees, following the example of the helpline that has been in place in France since 2018;
- in Spain, the launch of an external psychological support platform combining several services (individual sessions with a psychologist, group therapies, preventive content on mental health), from which more than 200 employees benefited in 2024.

COMMITTEE RECOMMENDATION IMPLEMENTED IN 2024



- **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.**

In 2024, 72% of employees indicated that they "Completely agree" or "Agree" with the statement: "I feel I can receive the social and/or psychological support I need in the event of a personal or professional problem", compared with 71% in 2023.

Two new questions were also added to the employee satisfaction questionnaire to assess their awareness of and the level of confidence they have in the social and psychological support system. The results show that 64%

of employees feel they have enough information about the social and psychological support services offered by Clariane, and that 56% would use these services if they needed them. The majority of respondents who would not use these services cited fears about confidentiality, or a preference for services not offered by their employer for personal issues. These initial results confirm the importance of continuing to enhance communication on these services.

KEY PERFORMANCE INDICATORS

Key performance indicator	2023 outcomes	2024 outcomes	2026 objective
Deployment of the Employee Social and Psychological Support Group standard	59%	72%	100%
Absenteeism rate	11.4%	10.4%	≤10.8%

The first indicator reports on the level of deployment of the tools covered by the standard in each country. Each country's score is weighted by its number of employees. The progress described above is reflected in the increase in the deployment rate of the social and psychological support standard from 59% at the end of 2023 to 72% at the end of 2024.

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

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

In 2024, the absenteeism rate fell by one percentage point. This change is due to the continued work on aligning the definitions of absenteeism in different countries, which has improved the accuracy of the data. This persistently high rate of absenteeism can have a destabilising effect on the day-to-day organisation of work and care services in facilities, which is why preventing absenteeism is a priority for Clariane.

WORK AND OPINIONS OF THE MISSION COMMITTEE

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



The ramp-up of the Solidarity Fund in France, with its first full year of operation, has been a noteworthy success. This initiative provides direct assistance to our most vulnerable employees and exemplifies our commitment to fostering a culture of care. Knowing that support is available in times of need is a key component of consideration. We therefore believe that this initiative should be extended to all countries. More generally, for social and psychological support, it is essential for employees to be well informed about the services available – and to trust them. We strongly encourage Clariane to maintain and improve its communication and training efforts in this regard.

In 2024, the Mission Committee focused specifically on:

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

To continue its work, the Mission Committee now intends to look more closely at the following issues:

- the different forms of external psychological support available to employees;
- the use of private, public, and non-profit partners within the standard.

RENEWED AND ADDITIONAL COMMITTEE RECOMMENDATIONS

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

3.1.4 Employee health and safety

OBJECTIVE



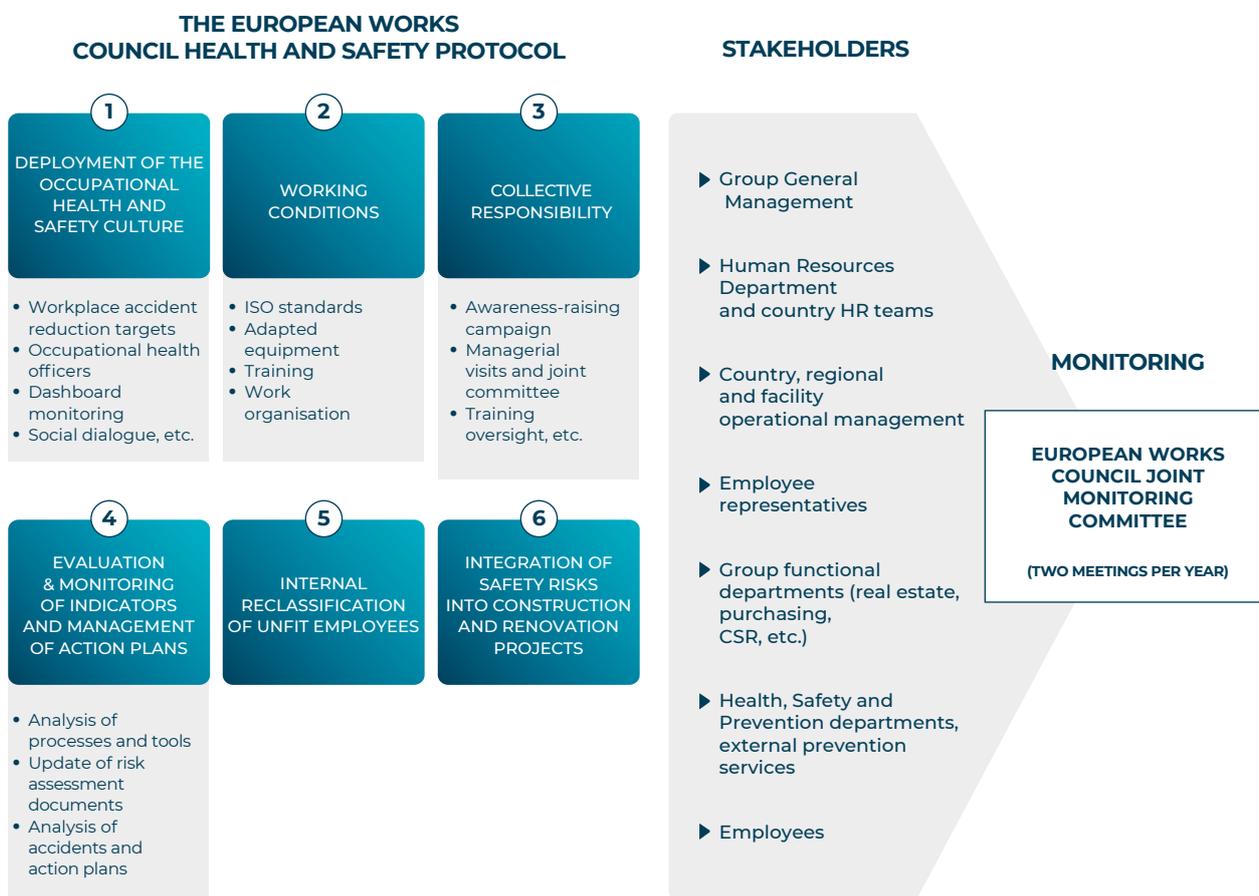
Strengthen health and safety activities to avoid work accidents, reduce arduousness and help employees take care of their physical and mental well being.

ACTIONS

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

1. Dialogue with social partners.
2. Involving line managers.
3. Identifying and preventing risks.
4. Making use of accident data analysis.
5. Training and raising awareness.
6. Seeking 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 addition, all of the Group's countries have tools and committees dedicated to monitoring and analysing the reasons for workplace accidents, in order to implement prevention measures. The results in terms of health and safety are closely monitored every month by the Group's various governance bodies, i.e., the Group Management Board and its Risks, Ethics and Compliance Committee, as well as during business reviews by the Management Committees in every country.

Six types of accidents have been identified in Clariane's various activities:

- sprains and strains due to improper handling of residents or patients;
- slips;
- superficial wounds or abrasions;
- exposure to aggressive behaviour;
- exposure to hazardous chemicals;
- road accidents during working hours.

Among these, sprains due to improper handling of residents or patients and slips are the most common at Clariane.

In 2024, data analysis revealed an increase in workplace accidents caused by slips. The Group accordingly integrated its safety footwear policy, adapted to different professions, into the management standard for preventing slips during the year.

Data analysis also makes it possible to compare the positions in different countries or facilitates, to share best practices and to select topics for joint awareness-raising campaigns.

In 2024, health and safety actions were notably marked by:

- at Group level:
 - the continued training of health and safety correspondents at each facility;
 - continuing 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. In 2024, some 3,500 employees responded to the survey, which will feed into the design phase of the programme in 2025;
- the roll-out of an awareness-raising campaign in the network, common to all countries, led by the occupational safety mascot, O.S.C.A.R. (Occupational Safety Commitments And Rituals). In 2024, three campaigns were conducted on handling heavy loads, slips and aggressive behaviour;
- at country level:
 - in France, continued increase in transfer rails to avoid heavy loads;
 - in 2024, 116 additional facilities were equipped, representing an average of 25% of the rooms in facilities that are now equipped,
 - six online physical activity workshops designed specifically for carers were run, as part of the partnership between the Clariane "Aimer Soigner" Foundation and the SPS association for healthcare professionals;
 - in Italy, launch of a new training programme to raise awareness of how to avoid aggressive behaviour;
 - in Belgium, introduction of workplace health and safety awareness days;
 - in Germany, introduction of health and safety site visits by members of management.

KEY PERFORMANCE INDICATORS

Key performance indicator	2023 outcomes	2024 outcomes	2026 objective
Lost-time accident frequency rate	37	31	29
Absenteeism rate	11.4%	10.4%	≤10.8%

We have observed a steady decrease in the total recordable incident rate within the Group, which amounted to 31 in 2024 compared to 37 in 2023, reflecting a 15% reduction in the number of accidents. The accident frequency rate has been more specifically reduced in France (42 in 2024 compared with 56 in 2023), due to:

- the reclassification of certain accidents as illnesses by the primary health insurance funds (CPAM) – 12-percentage-point impact;
- continuing prevention initiatives – 2-percentage-point impact.

Due to reporting deadlines, the frequency rates presented do not exclude all accident reports rejected by national social security bodies, notably in Belgium and Spain, except in France where the 2024 frequency rate for the first time excludes declarations of workplace accidents rejected by primary health insurance funds (CPAM).

WORK AND OPINIONS OF THE MISSION COMMITTEE

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

 You can really feel the momentum behind Clariane's prevention initiatives, particularly with the progressive strengthening of the network of site health and safety representatives, whose members have been specially trained for the role. In addition, site safety visits by senior management signal that workplace safety is a priority at the highest level. These efforts represent significant progress towards sustainably embedding a safety culture. At the same time, we believe it is important to further refine the analysis of accident and absenteeism data, particularly with regard to differences between countries and sites. A deeper understanding of the factors underlying these differences should enable more targeted and effective prevention strategies.

In 2024, the Mission Committee focused specifically on:

- accident data (differences between sites, correlations with other HR and quality indicators, and severity rates);
- health and safety training in different countries;
- improvements needed to meet the accident reduction target set for 2026.

To continue its work, the Mission Committee now intends to continue monitoring:

- data analysis to improve understanding of the causes of workplace accidents;
- deployment of the network of health and safety officers in facilities.

RENEWED AND ADDITIONAL COMMITTEE RECOMMENDATIONS

- Publish more information on the causes of differences in the frequency and severity of workplace accidents between countries and activities.
- 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.

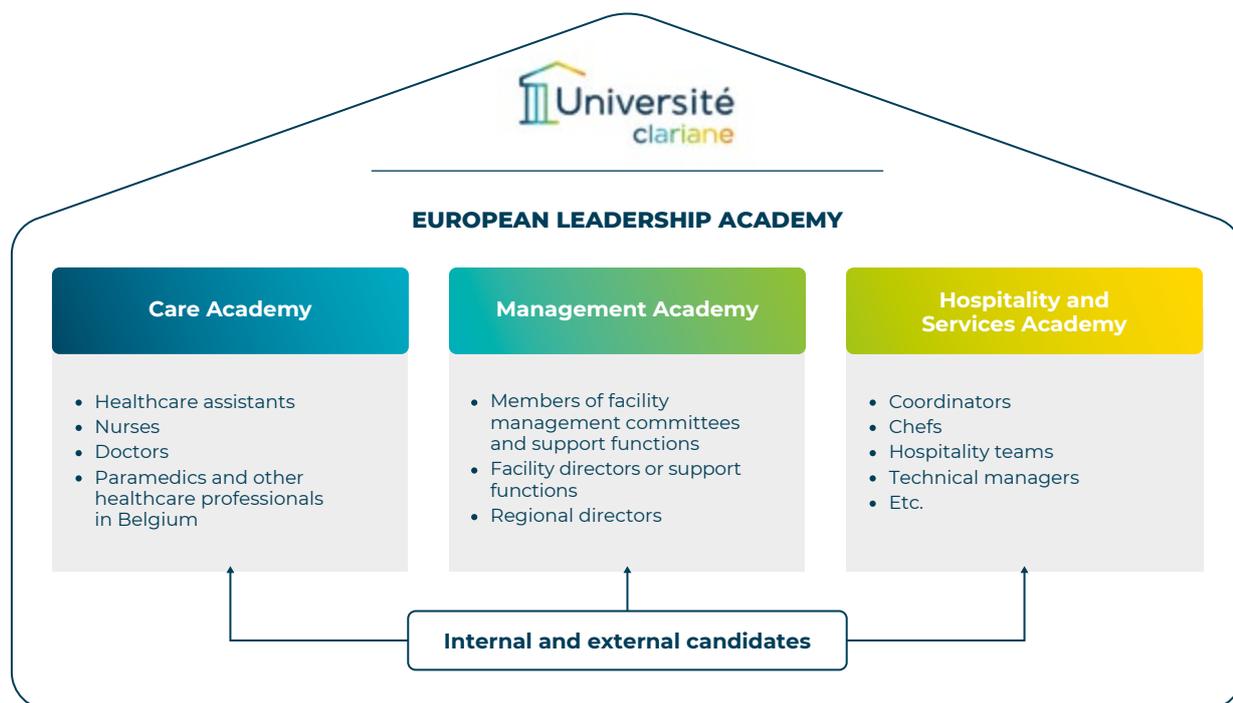
3.2.1 Training and career development

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.

Clariane University, launched in France in 2023, and in Germany and Italy in 2024, is an offshoot of the Clariane Academies that were previously in place in those countries. It represents a new milestone in the Group's commitment to supporting career development through training, bringing all training programmes under one roof – both internal courses and those offered in partnership with 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.

The Clariane Universities have several key purposes:

- to structure training offers within four academies: Academy of Care, Academy of Hospitality and Services, Academy of Management and Academy of Leadership;

- to communicate more widely with employees and the general public for recruitment purposes;
- to expand the range of degree and diploma courses.

Clariane's commitment to this initiative is reflected in the number of employees enrolled in qualifying courses leading to an external diploma or recognised qualification. The main types of qualifying training paths are outlined below.

Apprenticeship to promote the professional integration of young people

Clariane has also chosen to train employees through apprenticeships in its key professions in France and Germany, with a focus on caregivers and chefs in France, and nurses in Germany. At the end of 2024, the Group had 3,116 apprentices, including 2,051 in Germany and 1,065 in France. In total, the number of apprentices within the Group represented 5% of the FTEs at the end of December 2024.

Apprenticeships allow us to recruit and retain the employees of the future, cultivating a pool of potential diploma and certificate holders steeped in Clariane's values and supported by a community of mentors, while participating in the societal effort of initial training in care and hospitality professions. The "Generalistik" programme in Germany and the strong acceleration of apprenticeship training for caregivers in France make the Group a pioneering player committed to apprenticeships, in particular with the creation in France of a real apprenticeship channel for caregivers, which did not exist before 2017.

Promoting the validation of acquired experience

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

In France, this system allows employees with a year's professional experience to obtain a diploma related to their profession, without returning to school. At the end of 2022, Clariane opened up access to the programme to its staff in caregiving roles (including those on fixed-term contracts). By 2024 in France, more than 1,000 employees were enrolled in the VAE programme and supported throughout their course by Clariane University.

The success rate for obtaining these diplomas is 78% and specifically 68% for the healthcare assistant diploma, thanks to the enhanced, tailored support of the Clariane University tutors.

Promoting retraining pathways for career conversion

In France, in 2021, Clariane ushered in the "Passerelle" system based on the collective transition system. This initiative enables people employed as cashiers in the Monoprix supermarket chain and as cleaners in the Derichebourg business services company to retrain as healthcare assistants through on-the-job training at Clariane facilities. These Monoprix and Derichebourg employees obtained their healthcare assistant diplomas through the VAE system and have since been employed as healthcare assistants on permanent contracts in our facilities.

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

Continuous training for facility directors

Continuing training for facility directors was developed in 2024. The s.Keys (Skills for share) programme, the first European training course for facility directors, launched in 2020, was replaced by the WAYS (We are At Your Side) programme.

This new European programme for directors is tailored to individual needs based on learner profiles, following an initial skills assessment.

This programme sets out our service leadership model to promote, understand, embody and develop our values of Trust, Responsibility and Initiative. It provides training in business and behavioural skills to improve performance in all dimensions (social, quality of care, environmental, economic, etc.) in line with the Group's objectives as a purpose-driven company.

In total, more than 180 directors joined the programme in 2024, 133 in France, 24 in Germany and 24 in Italy. An initial intake of 12 candidates was due to start in Spain at the end of January 2025, making the programme a significant Group-wide effort to develop management and leadership skills.

Finally, among new initiatives in 2024, Clariane University France created the MEOS Executive Master's degree in healthcare facility management, which will enable the 55 Group employees in France completing the training to obtain the academic qualification required to become facility directors (mandatory for facilities with more than 30 beds). These employees will eventually become facility managers. Around sixty new places will be opened in 2025. Similar programmes have been launched in Germany and Spain.

KEY PERFORMANCE INDICATORS

Key performance indicator	2023 outcomes ⁽¹⁾	2024 outcomes	2026 objective
Number of employees on a qualifying path	7,171	7,780	7,200

⁽¹⁾ The 2023 data include Clariane's activities in the United Kingdom (81 employees on qualifying training paths). However, the United Kingdom has been excluded from the 2024 data further to the sale of Clariane's activities in that country in April 2024.

In 2024, 7,780 Clariane employees in Europe were involved in at least one qualifying training path, i.e., 12.1% of FTEs. On a like-for-like basis (excluding the United Kingdom), this represents a 10% increase in the number of employees engaged in training on the already high level achieved in 2023.

Despite the negative impact of recent regulations on apprenticeship schemes, the Group aims to maintain a minimum of 7,200 employees per year in at least one qualifying training course.

WORK AND OPINIONS OF THE MISSION COMMITTEE

Antoine Maspétiol, rapporteur of the "Fairness" Working Group

 We firmly believe that a well-structured professional training programme is a win-win situation for all stakeholders – not just for Clariane, its managers and staff, but also for its patients, residents and their families. Identifying employees' needs while informing them of the various training opportunities available and their benefits is fundamental to ensuring success and efficiency. We also recommend that employees continue to be trained in the Group's mission and how it is put into practice. Engaging all employees in this way should help unite them around Clariane's purpose and encourage their support.

In 2024, the Mission Committee focused specifically on:

- the talent management policy;
- the development of the range of training and qualification courses on offer, in connection with the launch of Clariane University, the new training programme for facility directors (WAYS) and the executive master's degree in health facility management (MEOS);
- the new skills certification project, particularly in relation to Positive Care.

To continue its work, the Mission Committee now intends to look more closely at:

- integrating the purpose into internal training modules;
- measuring the contribution of qualifying training to the targets of the purpose (equal access to training, career progression and employability on completion of training, access to training for people from outside the company and sector).

RENEWED AND ADDITIONAL COMMITTEE RECOMMENDATIONS

- 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 aim of the company's financial resource allocation policy is to find the right balance between:

- investment in the care mission: continuation and continuous improvement of current activities;
- development: opening and acquiring new sites and activities;
- investor returns, providing the financial support necessary for the company's long-term viability.

As a mission-driven company, it is essential for Clariane to implement a financial allocation policy that enables it to secure the investments necessary to fulfil its mission under all conditions, and to report in a way that meets the expectations of its various stakeholders in terms of transparency in the allocation of resources. The refinancing

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

Schemes for sharing value with employees, the second part of this initiative, 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 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 2.75%.

In 2024, the Group defined the following priorities for value sharing:

- 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.

COMMITTEE RECOMMENDATION IMPLEMENTED IN 2024



- Adopt and publish a clear and easy-to-understand definition of the categories of investments included in the indicator.

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

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

The main investments made in these categories in recent years have been focused on maintenance and renovation, particularly to improve the energy efficiency of buildings, and on the company's digitalisation, which contributes to improving working conditions (reducing the administrative burden on teams) and the quality of care (improving traceability and communication, telemedicine, etc.). They include a selection of capital expenditure categories classified as "maintenance" (the vast majority), "development" (in part), and "real estate" (only for projects involving capacity transfers), and identified as such in the Group's financial statements. The indicator includes investments in the construction of new buildings for existing facilities (relocation or extension), but excludes the acquisition of new facilities (external growth).

Clariane aims to invest at least €150 million per year in these categories between now and 2028.

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

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

Regarding employee shareholding

Employees held 0.7% of the Group's capital in 2024. The decrease between 2023 and 2024 is attributable to the impact of the reserved capital increase and the capital increase with preferential subscription rights, both in 2024. The implementation of the plan to reinforce the capital structure in 2024 did not allow to launch a new employee shareholding operation. The employee share ownership objective will be reviewed in 2025.

KEY PERFORMANCE INDICATORS

Key performance indicators	2023 outcomes	2024 outcomes	2026 objective
Reinvestment in the Care mission indicator (<i>in millions of euros per year</i>)*	€205m	€181m	≥ €150 million per year
Share of capital held by employees	2.7%	0.7%	To be defined in 2025

* Between €125 million and €225 million per year between 2021 and 2024.

WORK AND OPINIONS OF THE MISSION COMMITTEE

Antoine Maspétiol, rapporteur of the "Fairness" Working Group



Employee share ownership is a valuable indicator for assessing the impact of this initiative, but needs to be seen in a much broader context.

We recognise the challenges and risks associated with setting a target for this indicator, particularly in view of the plan to strengthen the Group's financial structure, which involves changes to its capital. Also, it is essential to ensure that subscribing to future employee share ownership plans remains a fully informed and voluntary decision for employees given the financial commitment involved. While the terms of such plans must take these factors into account, the fundamental objective of sharing value with employees remains as relevant as ever.

Defining a relevant indicator for investment in care is a complex task that must be approached with caution. However, we believe it is worth continuing this work, as ensuring the necessary level of investment to maintain and improve the quality of care, the safety and comfort of buildings and the standard of working conditions is a legitimate objective. Balancing business growth with the company's mission remains the key challenge.

In 2024, the Mission Committee focused specifically on:

- the breakdown of investments between the construction of new facilities, the acquisition of facilities or undertakings, and investments in the existing network;
- the impact of the refinancing plan to strengthen employee shareholding in 2024 and the conditions for launching a new plan in 2025.

To continue its work, the Mission Committee now intends to look more closely at the following issues:

- comparison of the amount reinvested in the care mission with depreciation/amortisation expense;
- investments aligned with the priorities set out in the Innovation commitment;
- value-sharing schemes other than employee shareholding, including profit-sharing bonuses in France and equivalent schemes in other countries.

RENEWED AND ADDITIONAL COMMITTEE RECOMMENDATIONS

Regarding the indicator relating to reinvestment in the Care mission:

- Continue work undertaken to improve the transparency of investment allocation.
- Maintain the medium-term objective of allocating a formalised proportion of total investments to the Care mission.
- Involve facility managers and stakeholder committees in the definition of investments contributing to the Care mission.

Regarding employee shareholding:

- Confirm the medium-term objective of launching a new employee shareholding plan, and the associated target for employee share ownership.
- If conditions do not permit the launch of a new plan, explore alternative value-sharing mechanisms.
- Continue to strengthen cooperation and communication with the employee investment fund (especially information ahead of the Annual General Meeting).
- Continue the efforts made during employee share ownership campaigns to make all employees aware of the schemes and the associated financial conditions, particularly if a new plan is launched.

3.3 Sustainability

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

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

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

3.3.1 Energy-related carbon footprint

OBJECTIVE



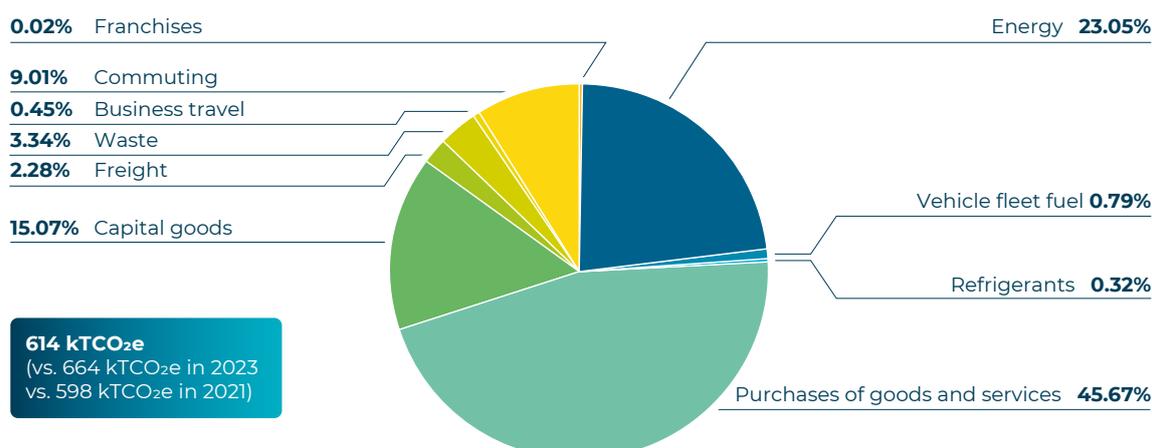
Reduce our carbon footprint related to energy consumption by continuing to adapt our behaviour and facilities, adopting more energy efficient solutions and significantly reducing the use of fossil fuels.

ACTIONS

PRIMARY SOURCES OF EMISSIONS IN A CARBON FOOTPRINT ASSESSMENT



CLARIANE'S 2024 CARBON FOOTPRINT



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 Scopes 1 & 2 greenhouse gas emissions in the carbon footprint⁽¹⁾.

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.

These objectives to reduce and decarbonise the Group's energy consumption contribute directly to the low-carbon roadmap defined for 2031 as part of Clariane's 2023 commitment under the Science Based Targets initiative. This joint initiative of the United Nations, the World Resources Institute and WWF aims to promote the adoption by companies of carbon strategies aligned with the Paris Agreement.

Clariane's low-carbon pathway involves reducing:

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

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

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

Preventive and corrective maintenance:

- new equipment and maintenance operations to reduce energy consumption: installation of thermostatic heads on radiators (controlled or uncontrolled), network balancing, flushing, etc.

Regarding the replacement of equipment and the selection of local supply sources:

- replacing heat production systems:
 - installing high-efficiency boilers,
 - installing heat pumps,
 - connecting to heating networks.

Regarding thermal renovation:

- in some facilities, large-scale energy refurbishment projects (e.g., exterior insulation, replacement of windows and doors) can be carried out in partnership with the site owner to finance the work.

Regarding the use of low-carbon energy:

- installing photovoltaic systems for low-carbon electricity generation;
- purchasing renewable energy certificates in France (gas), Spain (electricity) and the Netherlands (electricity) so that a proportion of the energy mix has a guarantee of origin.

Performance monitoring and management:

- conducting energy audits on some facilities;
- installing ambient temperature sensors and LoRa (Long Range) data reporting systems, as was done on several hundred sites in France, Germany and Italy in 2024;

(1) According to the Greenhouse Gas Protocol:

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

(2) Cases used in air conditioning systems.

- implementing consumption monitoring and management systems for certain energy uses (notably heating and hot water) through the installation of building management systems (BMS);
- implementing digital tools to track, report and flag significant variations in energy consumption or indoor temperatures;
- introducing a common platform to monitor and consolidate the Group's energy and water consumption in order to track and manage the energy efficiency and carbon footprint of the property portfolio.

Funding for the above actions will come from a variety of sources:

- direct investments by the Group and the countries (CapEx plan);
- signing energy efficiency contracts with specialised companies, where guaranteed energy savings over a long period ensure the financing of the investment in these facilities and the maintenance of their performance;
- partnerships with property owners, which can contribute financially to the implementation of structural measures in facilities (insulation, replacing heating systems, etc.);
- signing Power Purchase Agreements (PPA), particularly covering on-site (on-site PPA) or virtual (vPPA) solar power production systems;

- third-party financing or purchase of assets for specific projects (installing LED systems in particular);
- grants and subsidies linked to energy savings, such as energy saving certificates in France.

These investments, which lead to better energy efficiency and changes in the energy mix, are supplemented by awareness-raising and training actions on eco-friendly actions:

- for all teams: roll-out of an e-learning module on eco-friendly actions;
- for employees in facilities: targeted communication campaigns during the winter and summer seasons, reminders of World Health Organization (WHO) recommendations and national and local regulatory requirements regarding indoor temperatures adapted to the Group's activities;
- for on-site technicians and regional portfolio managers: on-site training in the control and maintenance of heating, hot water, ventilation and air conditioning systems.

In 2024, the Group selected and rolled out a tool to measure its carbon footprint and manage its transition plan.

KEY PERFORMANCE INDICATORS

Key performance indicator	2023 outcomes	2024 outcomes	2026 objective
Reduction of greenhouse gas emissions related to energy consumption compared to 2021*	-14%	-15%	-27%

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

The 2024 value for this indicator fell short of expectations (target reduction of 17%), due to postponements of infrastructure improvement projects and energy performance contracts, and a colder-than-average winter.

WORK AND OPINIONS OF THE MISSION COMMITTEE

Jérôme Vandekerkhove, rapporteur of the "Sustainability and Locality" Working Group

 A clear understanding of Clariane's initiatives to reduce its environmental footprint at all levels of the company is central to this initiative. Securing the funding and expertise needed to transform the company's energy use is critical, but onboarding employees, patients, residents and families, and continuing work to maintain their engagement over time through communication and awareness-raising is equally important. Ensuring that everyone feels empowered to take ownership of these challenges is essential, as the transition affects day-to-day operations, our habits and the way we care for others.

In 2024, the Mission Committee focused specifically on:

- the low-carbon roadmap to 2030 and 2050, in line with the commitment to the Science Based Targets initiative;
- the progress of the programme to reduce the energy-related carbon footprint.

To continue its work, the Mission Committee now intends to look more closely at the following issues:

- reporting and promoting initiatives taken locally or at facility level to reduce the environmental footprint;
- raising awareness about this initiative among staff, patients, residents and families.

RENEWED AND ADDITIONAL COMMITTEE RECOMMENDATIONS

- Implement the necessary measures to anticipate and prevent the potential impacts of carbon footprint reduction actions on the quality of life of patients and residents.
- In addition to this initiative, continue the efforts made to reduce other indirect emissions (scope 3), which account for 79% of the Group's carbon footprint.
- Strengthen communication on Clariane's initiatives to reduce its environmental impact, specifically tailored to facility employees, patients, residents, families and local Stakeholder Councils.
- Explore the possibility of appointing environmental officers in facilities.



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.


LOCAL PURCHASING

- Geographic origin of goods and services


INCLUSIVE PURCHASING

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

National

Regional

Local

Disabled workers

Marginalised workers

Social and solidarity economy

ACTIONS

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

- supporting local and inclusive suppliers, one of the commitments made by Clariane in its Responsible Purchasing Charter;
- considering criteria relating to product origin and the supplier's practices in terms of employing vulnerable people and developing the social and solidarity economy throughout the purchasing process, notably during the supplier selection and contracting process and in

dialogue with existing suppliers. The weighting of these criteria in calls for tender is determined by the purchasing category and varies according to the significance of these criteria for the relevant product or service category;

- participating in collaborative initiatives related to local and inclusive purchasing. In France, Clariane is a founding member of the Collective of Companies for a More Inclusive Economy, one of whose main commitments is to promote inclusive purchasing;

- regular highlighting of the suppliers of regional food products as part of the Group's communication on its catering initiatives and events organised with producers in its facilities.

In 2024, the Group continued the work described below to improve its ability to measure local and inclusive purchasing. The national origin indicator is the main metric monitored by the Mission Committee for this initiative. Two additional indicators, one on regional food purchases and the other on inclusive purchasing, are currently being rolled out at Group level.

The next step is to define an action plan to promote local and inclusive purchasing by:

- strengthening existing partnerships;
- identifying new local and inclusive suppliers;
- strengthening clauses on product origin and the inclusion of vulnerable people in contracts with suppliers.

Local purchases

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

KEY PERFORMANCE INDICATORS

Key performance indicator	2023 outcomes	2024 outcomes	2026 objective
Share of purchases of national origin (preferred suppliers)	79%	78%	≥75%

In 2024, the share of purchases of national origin from preferred suppliers was 78%, compared to 79% in 2023.

This indicator is calculated based on data provided by the supplier in a questionnaire sent by Clariane. A review of the methodology and questionnaire was carried out in 2024 to improve the accuracy of the information collected from suppliers. For this transitional year, suppliers' responses to the 2023 questionnaire were reused, and the indicator was updated based on the purchase volumes made by the Group from those same suppliers during the period from July 2023 to June 2024.

Regional

In addition to the national origin of products indicator, Clariane has set itself the goal of improving its ability to measure regional purchases for certain purchasing categories with high regional purchasing potential. Regional purchases are defined as purchases of products or services sourced from the same administrative region as the facility in question.

In France, in 2024, 82% of food purchases were of French origin (same as 2023) and 18% were sourced from the same administrative region as the facility making the purchase (compared with 17% in 2023). In 2024, work began with the main food suppliers in other countries to collect harmonised data on the regional provenance of food products, with the aim of extending the scope of this indicator to all Group countries in 2025.

National

At the national level, the indicator measured refers to the share of purchasing volume with preferred suppliers of products and services of national origin. In 2024, preferred suppliers accounted for 82% of the Group's purchasing volume. The indicator is measured using a questionnaire sent to preferred suppliers.

Product origin is defined according to the purchasing category:

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

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

Clariane's objective between now and 2026 is to keep this indicator above 75%.

Locality

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

The supply of certain categories of food products also takes locality into account. For example, in France, 98% of bakery products supplied to sites in 2024 were from local bakeries, and 33% of fruit and vegetables (excluding exotic fruit) came from within a radius of less than 150 km (200 km in the Île-de-France region) of the depot responsible for supplying the site in 2024 (36% in 2023).

Inclusive purchasing

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

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

- structures dedicated to employing people with disabilities;

- structures dedicated to helping people to access the job market;
- other social and solidarity economy structures: cooperatives, mutual societies, charities, foundations and social businesses (notably ESUS-approved companies in France) whose activities and internal functioning (participatory governance, reinvestment of profits in the activity and/or for the general interest) are based on a principle of solidarity and social utility.

As part of its participation in the Collective of Companies for a More Inclusive Economy in France, the Group carried out a first listing of its inclusive suppliers in France with the non-profit organisation Handishare in 2020.

In 2024, the creation of a standard of legal forms that meet the Group's definition of inclusive supplier in each country in which it operates made it possible to extend this listing to

the entire Group (excluding Belgium and the Netherlands). This work made it possible to identify 598 inclusive suppliers, representing a purchasing volume of €24 million over the period from July 2023 to June 2024, or 2.4% of the Group's purchasing volume over that period.

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

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

WORK AND OPINIONS OF THE MISSION COMMITTEE

Jérôme Vandekerkhove, rapporteur of the "Sustainability and Locality" Working Group

 Clariane has many levers to develop local and inclusive purchasing, given the breadth of the supplier base and product categories purchased, and the various levels of locality and supplier inclusiveness considered. The success of this initiative depends on the ability to prioritise actions targeting the suppliers and categories with the greatest potential for impact. Progress has already been made, such as the promotion of locally sourced products in catering. Further work on relevant indicators is key to identifying priorities. The Committee supports this approach, provided that prioritisation criteria and their impacts are transparent.

In 2024, the Mission Committee focused specifically on:

- the criteria and methods used by the Group to identify inclusive and local purchasing in its various countries;
- the new CSR criteria matrix developed for supplier selection;
- promoting inclusive and local purchasing in catering.

To continue its work, the Mission Committee now intends to explore how the contribution to the mission of Clariane's other dimensions of local impact (relations and partnerships with local authorities, non-profit organisations, public bodies and the local community in the broad sense) can be promoted within the framework of this initiative.

RENEWED AND ADDITIONAL COMMITTEE RECOMMENDATIONS

- Continue the work undertaken to develop additional indicators of local and inclusive purchasing at Group level, while working on the amount 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 priorities are to:

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

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

In 2024, the Group continued the five research partnerships established in 2023 on key topics (geriatric healthcare, rehabilitation and mental health) each involving several countries.

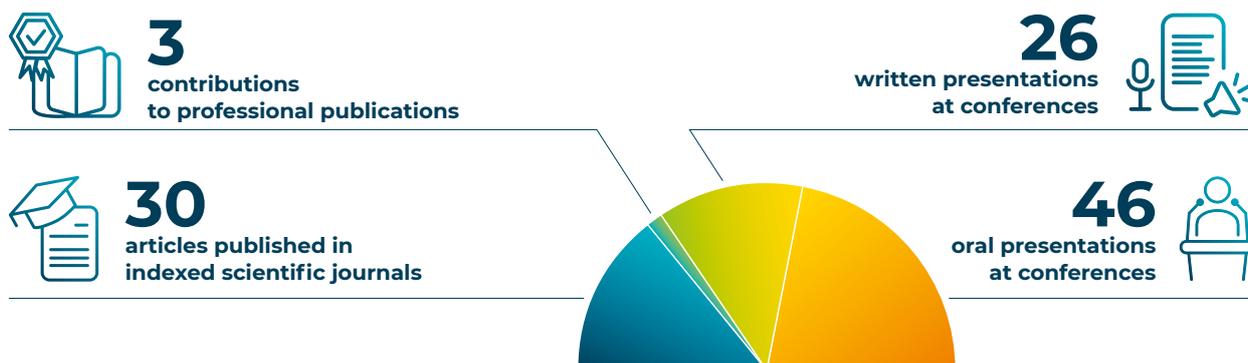
	OBJECTIVE	PARTNER
<p>DEPRESSION IN THE ELDERLY</p>	<ul style="list-style-type: none"> • Create a depression detection tool tailored to nursing home residents • Develop dedicated training courses 	<p>SF3PA <i>(French-speaking Society of Psychogeriatry and Elderly Psychiatry)</i></p>
<p>PREVENTION AND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

■ Geriatrics
 ■ Rehabilitation
 ■ Mental health

KEY PERFORMANCE INDICATORS

Key performance indicator	2023 outcomes	2024 outcomes	2026 objective
Number of communications from research and innovation projects	82	105	≥80

105 PUBLICATIONS AND COMMUNICATIONS FROM RESEARCH AND INNOVATION PROJECTS



Scientific output represented a total of 105 items (indexed articles, oral and written communications) in 2024, up sharply on 2023. This exceptional performance can be attributed to several factors:

- deferrals of scientific developments initially planned for 2023 due to delays in certain clinical studies;

- proactive communication on research issues in Clariane Group countries and increased vigilance to ensure that affiliation with Clariane is systematically cited in scientific publications.

We also encouraged our healthcare professionals to share their innovative care initiatives through oral and written presentations at conferences.

WORK AND OPINIONS OF THE MISSION COMMITTEE

Professor Francesco Longo, rapporteur of the "Innovation" Working Group

As dialogue progresses, the defining characteristics of Clariane's research are becoming increasingly clear: it is practice-based, draws on the diversity of countries and facilities, and goes beyond the medical profession to involve the widest possible range of professions and workers. This commitment to making research accessible must also be reflected in the wide dissemination of findings within the Clariane community, helping to stimulate the desire to participate. Clariane's active involvement in research is a valuable asset in attracting and retaining employees, and should be fully exploited.

In 2024, the Mission Committee focused specifically on:

- the process for selecting and prioritising research projects and academic partnerships;
- the integration of research, innovation and teaching into professional development plans.

To continue its work, the Mission Committee now intends to look more closely at the following issues:

- research investment policy;
- fund-raising policy for research projects;
- implementation of research priorities defined by the Group at country level.

RENEWED AND ADDITIONAL COMMITTEE RECOMMENDATIONS

- Continue the efforts initiated to strengthen the international dimension of the Group's research projects throughout the research process, from project selection to implementation.
- Develop indicators in the medium term to measure:
 - the budgets allocated to research;
 - the involvement of facilities in research;
 - the use of Clariane's data for research purposes;
 - the impact of medical research projects, particularly in terms of implementation within the Clariane network.
- Enhance internal communication on the research projects to which the Group contributes.

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

COMMITTEE RECOMMENDATION IMPLEMENTED IN 2024



- Categorise innovations according to the expected benefit for stakeholders and not according to the form they take (technology, equipment, practice, etc.).

In 2024, in line with the Mission Committee's 2023 recommendations, the Group defined its innovation priorities in the four categories presented below (health, care, HR organisation and offer).

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

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

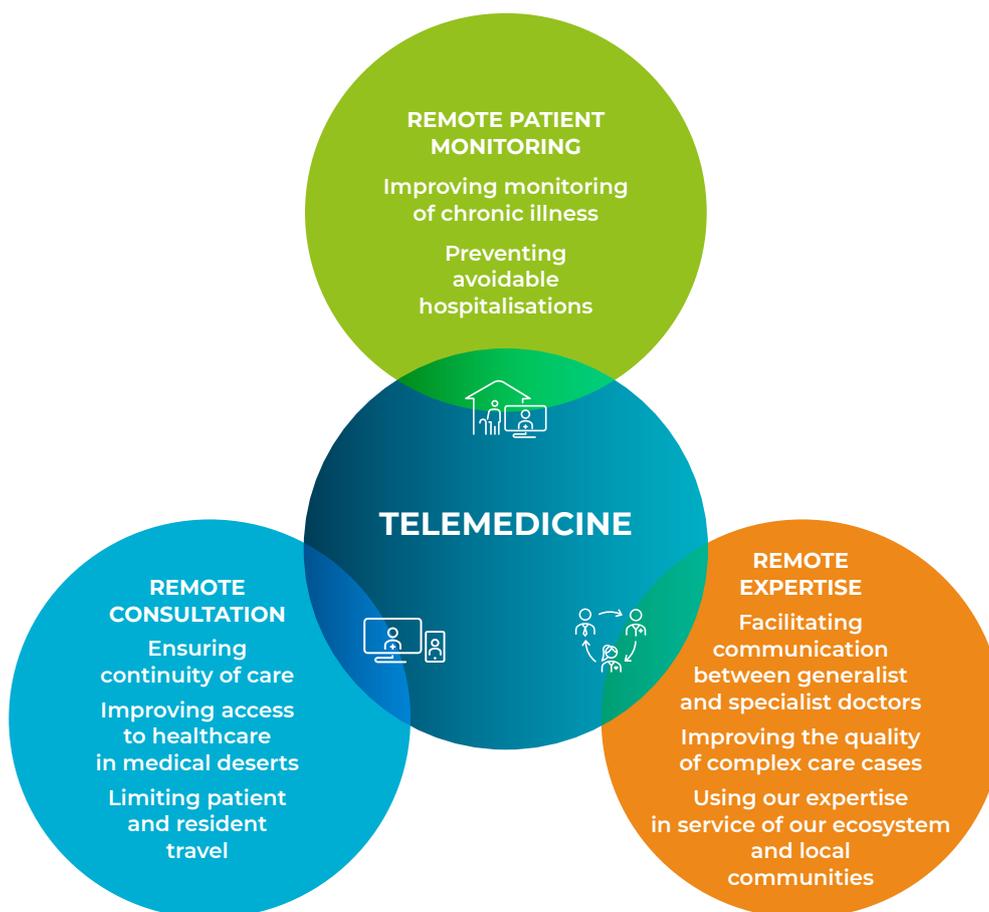
Among these, telemedicine, which cuts across many projects, is of particular importance. It represents a major opportunity to improve the accessibility, quality and continuity of care in nursing homes and clinics. Spanning three strategic areas – remote consultation, expert diagnosis and monitoring –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

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

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

Key innovation achievements in 2024 also include:

- the continuation of the Koala application's roll-out, intended for employees at facilities. It is designed to simplify daily and administrative tasks in order to improve quality of life at work for employees and allow them to spend the time saved with residents/patients. The application facilitates the sharing of information in real time, the digitisation of procedures, and the centralisation and interconnection of existing tools. Under testing in France in nursing homes and Group clinics since 2023, the application had been rolled out in 63 facilities by the end of 2024;
- the creation of Clariane Innovation Days, focused on two key themes: rehabilitation and mental healthcare. The aim of these days is to bring together scientific experts, healthcare professionals and partners in healthcare technology innovation for brainstorming on the advances that are transforming healthcare practices.



KEY PERFORMANCE INDICATORS

Given the cross-cutting nature of telemedicine in relation to the Group’s innovation priorities, the percentage of sites offering at least one telemedicine service was selected as the indicator for monitoring this initiative within the mission-

driven company framework. In line with the objective for 2024, the indicator was defined and measured for the first time at Group level, and targets were set for 2026.

Key performance indicator	2023 outcomes	2024 outcomes	2026 objective
Nursing homes offering at least one telemedicine service	N/A (new indicator)	19%	60%
Clinics offering at least one telemedicine service	N/A (new indicator)	26%	70%

The indicator included remote consultation, expertise and monitoring services from the end of the first half of 2024.

However, the rollout of these services is heavily impacted by national policies on equipment funding and healthcare reimbursement procedures, which vary widely between countries. These services are underdeveloped to date in the Group’s facilities in Germany and Italy due to local

regulations and practices. Implementing this initiative will require tailored strategies and a selection of services based on country-specific constraints.

In 2025, Clariane aims to continue its work to develop a complementary indicator providing a more comprehensive view of developments on projects currently under way in the four innovation priorities.

WORK AND OPINIONS OF THE MISSION COMMITTEE

Professor Francesco Longo, rapporteur of the "Innovation" Working Group



The work carried out this year has clarified the link between Clariane's mission, sector challenges and priority areas for innovation. This framework is essential to embed innovation at the heart of Clariane's mission, and it is fully aligned with the Mission Committee's recommendations. The rollout indicator for telemedicine services – identified as a priority area for innovation across all activities and geographies – provides a tangible measure of the impact of this commitment. Given the wide range of possible innovations, the issue of prioritising projects and measuring their impact on the people we care for and our employees will continue to inform the Committee's work moving forward.

In 2024, the Mission Committee focused specifically on:

- the link between sector challenges and the Group's innovation priorities;
- the process for selecting and prioritising innovation projects and partnerships;
- the telemedicine deployment strategy.

To continue its work, the Mission Committee now intends to look more closely at the following issues:

- the innovation investment policy;
- the different ways of funding innovation;
- the process leading from the identification and testing of an innovation to its large-scale deployment.

RENEWED AND ADDITIONAL COMMITTEE RECOMMENDATIONS

- **Build on the momentum created by the first Clariane Innovation Days to stimulate exchanges between countries on their respective innovation portfolios.**
- **Develop indicators to measure:**
 - innovation budgets;
 - progress in rolling out the main innovations;
 - the impact of innovations on stakeholders, in addition to the deployment indicators.



4 Inclusive governance

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

OBJECTIVE



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

ACTIONS

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



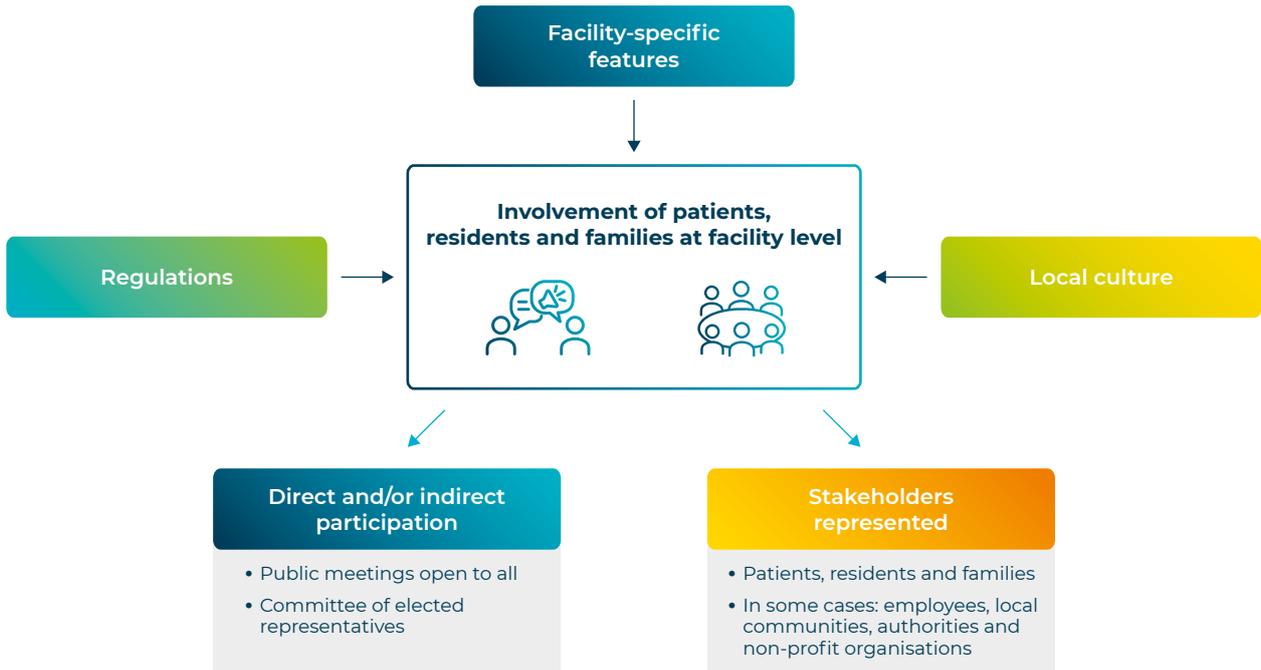
Local Stakeholder Councils

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

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

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

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



National Stakeholder Councils

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

to ageing and health. By the end of 2024, 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. A similar body is currently being formed in Spain.

CREATION	REGULATORY OBLIGATION	CHAIR	MEMBERS
France 2019		Dr Françoise Weber (until 31 Dec. 2024)	<ul style="list-style-type: none"> • Representative of residents/families • Associations for the elderly • Patient associations • Employee representative • External experts
Netherlands 2020		Dr Jacques Van der Horst	<ul style="list-style-type: none"> • Representatives of residents/families
Belgium 2020 (Young Seniors Council)		Dominiek Beelen	<ul style="list-style-type: none"> • External experts • Representatives of young seniors
Italy 2022		Prof. Francesco Longo	<ul style="list-style-type: none"> • Representatives of residents/families • Associations for women's health and rights • Employee representative • External experts
Germany 2022		Dr Stefan Arend	<ul style="list-style-type: none"> • Representative of residents/families • Patient association • Employee representatives • External experts
Spain		In the process of being established	

Information on the membership and chairing of the Councils is finalised at the end of 2024.

To ensure a link between these national bodies and the Group's governance, the chairs of the Stakeholder Councils in four countries (Germany, France, Italy and the Netherlands) are also members of the Clariane Mission Committee. Dr Françoise Weber, Chair of the Clariane France Stakeholder Council and of the Mission Committee until the end of 2024, has asked to be relieved of her duties for personal reasons. Dominique Fabre, a member of Clariane France's

Stakeholder Council since 2019, has been its Chair since January 2025 and has also become a member of the Mission Committee.

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

KEY PERFORMANCE INDICATORS

Key performance indicator	2023 outcomes	2024 outcomes	2026 objective
Share of sites conducting active dialogue with stakeholders	N/A (new indicator)	89%*	≥ 95%
Number of countries with an active Stakeholder Council	5 	5 	6

* The indicator, which is based on a questionnaire sent to all facilities, is gradually being integrated into existing reporting channels in each country. This integration was completed in France, Spain and Italy in 2024, allowing the data to be updated for that year. In Germany, Belgium and the Netherlands, data from the 2023 questionnaires was used.

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

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

WORK AND OPINIONS OF THE MISSION COMMITTEE

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

The first Stakeholder Councils Seminar was a success and an important milestone. It dovetails with the goal of strengthening stakeholder dialogue within Clariane. The people involved, whether at local, national or European level, form a community, and this day of knowledge sharing and discussion was a perfect reflection of that. Our exchanges allowed us to learn from each other, to strengthen and enrich the Mission Committee's recommendations and to lay the foundations for a common framework. They also served as a reminder of the sustained effort and commitment required to maintain meaningful dialogue within facilities, which is a long-term process.

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

The discussions served to identify best practices or planned actions that could benefit all countries, and to complete the Mission Committee's recommendations to Clariane on the following topics:

Local Councils

1. Participation of all stakeholders.
2. Training for people from outside the company taking part in the Councils.
3. Tools and training necessary for the management and facilitation of the Councils by facility directors.
4. Communication and promotion.
5. Liaison with the National Stakeholder Council and head office.
6. Measuring the impact.

National Councils

1. Membership.
2. Topics covered.
3. Monitoring opinions.
4. Integration into governance.
5. Synergies between countries.
6. Communication and promotion.

To continue its work, the Mission Committee now intends to further strengthen the links between the Committee and the National Stakeholder Councils and to monitor the implementation of the recommendations formalised during the seminar.

RENEWED AND ADDITIONAL COMMITTEE RECOMMENDATIONS

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



5

Mission and Mission Committee 2025 Roadmap

This first full year of operation allowed the Mission Committee to fully settle into its role of monitoring the development and implementation of each initiative, with particular attention paid to time frames and scopes (activities, countries) of deployment and the selection of indicators.

The Committee has continued to deepen its knowledge of the company through ongoing interaction with those responsible for the operational implementation of these initiatives and through initial site visits by Committee members to Clariane community facilities.

The following priorities form the Mission Committee's roadmap for 2025:

- continue to monitor mission-related initiatives through dedicated working groups, focusing on a selection of issues identified as critical and cross-cutting:
 - Consideration:
 - roll-out of Positive Care across all our businesses,
 - new indicators related to Positive Care,
 - using data on absenteeism and accident frequency rate in the prevention strategy;
 - Fairness:
 - raising staff awareness about the mission, particularly in facilities,
 - levers for action to reduce staff turnover;
 - Innovation:
 - healthy living projects,
 - measuring the impact of innovation projects on patients and residents;
- Sustainability:
 - adapting to climate change and extreme weather;
- Locality:
 - integrating other aspects with a local impact, in addition to local purchasing;
- Inclusive governance:
 - follow-up on the action plans presented at the first Stakeholder Councils Seminar in September 2024 and the preparation of the next seminar;
- be a driving force for the operational and practical implementation of the mission in the facilities, and raising awareness about the purpose among employees and all stakeholders, with particular attention to the people cared for and their families;
- circulate its work at all levels of the organisation, notably by continuing its interactions with the company's other governance bodies;
- maintain the inclusive governance dynamic by further strengthening the links between the Mission Committee and the Stakeholder Councils;
- incorporate the recommendations of the Independent Third Party following the first verification of the achievement of social and environmental objectives, and more specifically: raising staff awareness about the mission in facilities.



6 Report of the independent third-party organization on the verification of the achievement of social and environmental objectives

Period from January 1 to January 31, 2024

This is a free translation into English of the Statutory Auditors' report issued in French and is provided solely for the convenience of English speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

At the Annual General Meeting,

In our capacity as an independent third-party organization, member of the Forvis Mazars network, accredited by COFRAC Validation/Vérification under number 3-1895 (accreditation whose list of sites and scope are available on www.cofrac.fr). We hereby present our report on the implementation of social and environmental objectives within the scope of the company's status as a purpose-driven company, as presented in the Mission Committee's report for the period from January 1 to December 31, 2024, attached to the management report in accordance with the provisions of Article L. 210-10 of the French Commercial Code.

Conclusion

CLARIANE has implemented adequate resources for each of the objectives set in accordance with 2° of article L. 210-10 and included in its articles of association. The trajectories defined for 2026 appear to be consistent with the operational objectives defined by CLARIANE for each of the statutory objectives.

With regard to the Fairness objective, which aims to *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.*, CLARIANE has broken down this statutory objective into two operational objectives, one of which relates to value sharing. Two indicators are used to monitor the implementation of the value-sharing objective, including one relating to employee share ownership. CLARIANE has not yet defined the target for the "Employee shareholding" indicator, given the particular circumstances surrounding the project to strengthen the financial structure. The other initiatives linked to the Fairness objective are addressed by CLARIANE as specified in the Mission Committee's report (§. 3.2).

Due to the facts described above, we were unable to reach a conclusion on the entity's compliance with one of the operational objectives constituting the statutory objective "*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.*" retained pursuant to 2° of article L. 210-10 and enshrined in the company's bylaws, which it has set itself the mission of pursuing, in a manner consistent with its *raison d'être* and its activity in terms of its social and environmental challenges.

Concerning the other objectives, based on the procedures we performed, as described in the "Nature and scope of our work" section, and on the information we obtained, we have not identified any material misstatements likely to call into question, within the scope of the purpose-driven company and at the end of the period covered by our audit,

- the fact that the entity has achieved the operational objectives it has defined for each of the other social and environmental objectives, and that
- consequently, CLARIANE respects each of the other social and environmental objectives that it has set itself to pursue, in line with its *raison d'être* and its activity with regard to its social and environmental challenges.

Comments

Without calling into question the conclusion expressed above, we make the following comments:

- The indicator “Deployment of the Group standard for careseekers information and guidance” has been developed in 2024. CLARIANE has not yet defined an annual deployment plan. However, the means envisaged and the 2024 result demonstrate the Group’s ability to reach the 2026 target.
- With regard to the Sustainability commitment linked to the objective to “Protect our communities’ life environment through the adaptation of our processes and behaviours to fight climate change and preserve biodiversity”, CLARIANE has focused on the climate change initiative as part of this first roadmap as a purpose-driven company.

Preparing information on the achievement of social and environmental objectives

The absence of a generally accepted and commonly used reference framework or established practices on which to base the assessment and measurement of information relating to social and environmental objectives means that different, but acceptable, measurement techniques can be used, which may affect comparability between entities and over time.

Consequently, information relating to the implementation of social and environmental objectives must be read and understood with reference to the entity’s procedures (hereinafter referred to as the “Reporting framework”), the significant elements of which are presented in the Report of the Mission Committee.

Limitations inherent in the preparation of information relating to the achievement of social and environmental objectives

Our independence is defined by the provisions of Article L. 822-11-3 of the French Commercial Code and the profession’s Code of Ethics. We have also set up a quality control system comprising documented policies and procedures designed to ensure compliance with the applicable laws and regulations, ethical rules and professional doctrine.

As indicated in the Mission Committee’s report, the information may be subject to uncertainty inherent in the state of scientific or economic knowledge and in the quality of the external data used. Some of the information presented is sensitive to methodological choices, assumptions and/or estimates used in its preparation...).

Responsibility of the entity

It belongs to the entity :

- to set up a Mission Committee responsible for drawing up an annual report in accordance with the provisions of article L. 210-10 of the French Commercial Code;
- select or establish appropriate criteria and procedures for developing the entity’s Reporting framework;
- design, implement and maintain internal control over information relevant to the preparation of the Mission Committee’s report, and implement such internal control procedures as it determines are necessary to ensure that information relating to the achievement of social and environmental objectives is free from material misstatement, whether due to fraud or error;
- prepare information on the achievement of social and environmental objectives in accordance with the Reporting framework, and make this information available to the Mission Committee.

It is up to the Mission Committee to draw up its report on the basis of the social and environmental objectives transmitted by the entity, and to carry out any verification it deems appropriate.

This report is attached to the Board of ‘ management report.

Responsibility of the independent third-party body

In accordance with the requirements of article R. 210-21 of the French Commercial Code (Code de commerce), it is our responsibility to express an opinion, based on our procedures, on the entity's compliance with the social and environmental objectives it has set for the scope of its mission. We conducted our work in order to provide a reasoned opinion expressing a moderate level of assurance on the historical, observed and extrapolated information.

As it is our responsibility to form an independent conclusion on information relating to the achievement of social and environmental objectives, we are not authorized to be involved in the preparation of such information, as this could compromise our independence.

Regulatory provisions and applicable professional doctrine

The procedures described below were performed in accordance with the requirements of article R. 210-21 of the French Commercial Code (Code de commerce), professional guidance issued by the French national auditing body (Compagnie nationale des commissaires aux comptes) relating to this type of engagement and the international standard ISAE 3000 (revised).⁽¹⁾

This report has been drawn up in accordance with the CSR_SQ_Audit Program_SAM.

Independence and quality control

Our independence is defined by the provisions of Article L. 822-11-3 of the French Commercial Code and the Code of Ethics for the profession of statutory auditor. In addition, we have set up a quality control system comprising documented policies and procedures designed to ensure compliance with the applicable laws and regulations, ethical rules and professional doctrine of the Compagnie Nationale des Commissaires aux Comptes (CNCC).

Means and resources

Our work mobilized the skills of 4 people and took place between October 2024 and March 2025 over a total intervention period of 3 weeks.

We conducted around ten interviews with the people responsible for preparing the Report, representing in particular the General Management, Administration and Finance, Risk Management, Compliance, Human Resources, Health and Safety, Medical Affairs, Environment and Purchasing Departments.

Nature and scope of work

We planned and performed our work taking into account the risk of material misstatement of the information relating to the achievement of the social and environmental objectives which the entity has set itself to pursue within the scope of its mission.

We believe that the procedures we have performed in the exercise of our professional judgment enable us to provide a moderate level of assurance.

We have familiarized ourselves with the entity's activities within the perimeter concerned by its status as a société à mission, the formulation of its raison d'être and its social and environmental challenges.

Our work focused on :

- on the one hand, the consistency of the social and environmental objectives adopted pursuant to 2° of article L. 210-10 and set out in its bylaws, of the entity's raison d'être specified in its bylaws (hereinafter "raison d'être") and of its activity with regard to its social and environmental challenges;
- the execution of these objectives.

Concerning the consistency of the entity's objectives, raison d'être and activity with regard to its social and environmental challenges:

- We conducted interviews to assess the commitment of management and members of the Board of Directors in relation to the expectations of the main internal and external stakeholders concerned by the company's activities.

(1) ISAE 3000 (revised) - Assurance engagements other than audits and limited reviews of financial information.

- We appreciated the processes put in place to structure and formalize this approach, based on :
 - information available within the entity (e.g. minutes of Board meetings, exchanges with the social and economic committee, minutes or support for meetings with internal or external stakeholders, risk analyses);
 - the company's roadmap as a purpose driven company and the latest report from the Mission committee drawn up since the last audit;
 - where applicable, its publications (e.g. sales brochure, management report, integrated report, extra-financial performance declaration, website).
- We have therefore assessed , taking into account the company's business activities and its social and environmental challenges, the consistency between:
 - information collected
 - rationale and
 - the social and environmental objectives set out in the Articles of Association.

With regard to the implementation of social and environmental objectives, we have ascertained the existence of operational objectives and key indicators for monitoring and measuring their achievement by the company at the end of the period covered by the audit for each social and environmental objective, and we have verified whether the operational objectives have been achieved in relation to the trajectories defined by the company.

We performed the following procedures:

- we have examined the documents drawn up by the entity to report on the pursuit of its mission, in particular the provisions specifying the operational objectives and the related monitoring procedures, as well as the Mission Committee's report;
- we asked the Mission Committee about its assessment of the implementation of social and environmental objectives, and corroborated the information gathered with stakeholders' perceptions of the entity's effects and impacts. In addition, we reviewed the analysis presented in the Mission Committee's report(s), the results achieved by the end of the operational objectives in relation to their defined trajectories, to enable us to assess compliance with social and environmental objectives;
- we asked the entity's senior management about the financial and non-financial resources deployed to meet its social and environmental objectives;
- we have checked that the Mission Committee's report includes indicators that are consistent with the operational objectives and capable of demonstrating the positioning of the operational objectives on their defined trajectories;
- we assessed the appropriateness of the resources deployed to meet operational targets in relation to their trajectories, in the light of business trends over the period;
- we have verified the accuracy of all these indicators and, in particular, we have :
 - assessed the appropriateness of the entity's reporting framework in terms of its relevance, completeness, reliability, neutrality and comprehensibility;
 - verified that the indicators cover the entire scope of the company's mission;
 - reviewed the internal control procedures put in place by the entity and assessed the data collection process aimed at ensuring the accuracy of these indicators;
 - implemented controls and analytical procedures to verify the correct consolidation of the data collected and the consistency of trends;
 - carried out detailed tests on the basis of sampling or other selection methods, consisting of verifying the correct application of definitions and procedures, and reconciling data with supporting documents. Where necessary, these tests have been carried out at the entity's head office and at a selection of⁽¹⁾ contributors, representative of the scope concerned by the status of purpose driven company, and cover between 63% and 100% of the data used to calculate the indicators;
 - assessed the overall consistency of the Mission Committee's report(s) in the light of our knowledge of the entity and the scope of the mission.

The procedures applied in the context of a moderate level of assurance are less extensive than those required for a reasonable level of assurance performed in accordance with the professional standards of the *Compagnie Nationale des Commissaires aux Comptes*; a higher level of assurance would have required more extensive verification work.

The independent third-party organization,
Forvis Mazars SAS
Paris La Défense, March 26, 2025
Edwige Rey
CSR & Sustainable Development Associate

⁽¹⁾ France, Germany and Spain.

Appendix 1: Information reviewed in detail tests

Statutory objectives	Indicators	Scope
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.	<i>Consideration Score</i>	Group
	<i>Deployment of the Group standard on care seekers information and guidance</i>	Group
	<i>Deployment of the Group standard on social and psychological support for employees</i>	Group
	<i>Absenteeism rate</i>	France, Spain Germany
	<i>Lost-time accident frequency rate</i>	France, Spain Germany
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.	<i>Number of employees involved in a qualifying training program</i>	France, Spain Germany
	<i>Reinvestment in the Care mission</i>	Group
	<i>Percentage of capital held by employees</i>	Group
Sustainability: Protect our communities' life environment through the adaptation of our processes and behaviours to fight climate change and preserve biodiversity.	<i>Reduction of greenhouse gas emissions from energy consumption compared to 2021</i>	France, Spain Germany
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	<i>Share of national origin purchases with preferred suppliers</i>	Group
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.	<i>Number of communications from research and innovation projects</i>	Group
	<i>Nursing homes offering at least one telemedicine service</i>	Group
	<i>Clinics offering at least one telemedicine service</i>	Group
Inclusive governance (core principle)	<i>Percentage of sites with an active stakeholder dialogue</i>	Group
	<i>Number of countries with an active stakeholder council</i>	Group



Appendices

Appendix 1 - Summary table of KPIs

Social and environmental commitments	Initiative	Key performance indicator	2023 outcomes	2024 outcomes	2026 objective
Consideration	Positive Care	Consideration score	Group: 8.3/10 Score ≥ 8.0 in 5 of the Group's 7 countries	Group: 8.3/10 Score ≥ 8.0/10 in 5 of the Group's 7 countries	≥ 8.0 at Group level and in each Group country
	Information and guidance for care seekers	Deployment of the Group standard on care seekers information and guidance	N/A (standard developed in 2024)	58%	100%
	Social and psychological support for employees	Deployment of the Employee Social and Psychological Support Group standard	59%	72%	100%
		Absenteeism rate	11.4%	10.4%	10.8%
	Employee health and safety	Lost-time accident frequency rate	37	31	29
	Fairness	Training and career development	Number of employees on a qualifying path	7,171	7,780
Value-sharing		Reinvestment in the Care mission indicator	€205m	€181m	≥ €150 million per year
		Share of capital held by employees	2.7%	0.7%	To be defined in 2025
Sustainability	Energy-related carbon footprint	Reduction of greenhouse gas emissions related to energy consumption with respect to 2021*	-14%	-15%	-27%
Locality	Local and inclusive purchasing	Share of national origin purchases with preferred suppliers	79%	78%	≥75%
Innovation	Medical research	Number of communications from research and innovation projects	82	105	≥ 80
	Innovation in health and care	Nursing homes offering at least one telemedicine service	N/A (new indicator)	19%	60%
		Clinics offering at least one telemedicine service	N/A (new indicator)	26%	70%

Core principle	Initiative	Key performance indicator	2023 outcomes	2024 outcomes	2026 objective
Inclusive governance	Empowered Stakeholder Councils	Share of sites conducting active dialogue with stakeholders	N/A (new indicator)	89%	≥95%
		Number of countries with an active Stakeholder Council	5 countries	5 countries	All countries (6)

NOTE ON METHODOLOGY

Consideration score	The Consideration score corresponds to the average of the results obtained in the satisfaction survey conducted annually by the Ipsos polling institute among residents, patients and families to the question: "On a scale of 1 to 10, to what extent do you feel that you/your relative is well 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.
Deployment of the Employee Social and Psychological Support Group standard	The indicator reports on the level of deployment in each country of the tools addressing the needs covered by the standard: social and psychological assistance in case of personal or professional difficulties, temporary material support in emergency situations and help with stress and conflict management. Each country's score is weighted by its number of employees.
Absenteeism rate	Number of hours of absence for the permanent workforce for the following reasons: sick leave, occupational illness, workplace accident, commuting accident or unauthorised absence, divided by the number of theoretical hours worked for the permanent workforce. Parental leave is not considered in the indicator.
Lost-time accident frequency rate	Total number of work accidents causing a work stoppage (paid leave) for 1 million hours worked. This indicator includes work accidents for all types of contracts (unlimited term, fixed term, apprenticeship contracts), except trainees and temporary workers. The ratio is calculated on hours effectively worked: hours of absence are not taken into account as the employee is not exposed to work accident risks during leave.
Number of employees on a qualifying path	The number of permanent and non-permanent employees enrolled in qualifying paths during the period concerned. Mandatory or regulatory training is not considered as a qualifying path. If the training is organised in-house, then its content must be validated by a public authority or body, in order for the diploma or certification issued to be recognised. This type of training generally lasts at least 25 hours. The types of qualifying training paths included are, for example, apprenticeships, the validation of acquired experience (VAE), or the facility director training programme. Mandatory or regulatory training courses are not recognised as qualifying training paths.
Reduction of greenhouse gas emissions related to energy consumption compared to 2021	The following energy sources are included: electricity, gas, propane, heating networks, wood and fuel oil. Includes GHG Protocol categories 1-1, 2-1, 2-2 and 3-3, in a market-based approach.
Share of national origin purchases with preferred suppliers	<p>Ratio of purchases of products or services of national origin from preferred suppliers (volume) to the total volume of purchases from preferred suppliers. Approved suppliers are defined based on a minimum amount of purchases made with the Group.</p> <p>The volume of purchases of national origin is calculated based on responses to a questionnaire sent to preferred suppliers in 2023. The indicator was updated with purchase volumes from these suppliers between July 2023 and June 2024.</p> <p>This ratio corresponds to the proportion of sales made by these suppliers with the Group that they declare to be made with products of national origin, i.e. from the country in which the facility placing the order is located.</p> <p>The criteria used to qualify the origin according to the category of purchases, indicated in the questionnaire, are as follows:</p> <ul style="list-style-type: none"> • fruit and vegetables: place of cultivation; • meat: animal born, reared and slaughtered in the same country; • fish: fishing area; • processed products: the majority of raw materials come from the country in question; • non-food manufactured products: place of last substantial transformation. <p>Services are classified as local purchases if they contribute to job creation in the same country as the facility.</p>
Number of communications from research and innovation projects	This indicator includes written or oral communications aimed at disseminating the results of research and innovation projects to which the Group contributes: publication of articles in academic or professional journals, scientific posters and presentations at specialist events.

Appendix 2 - Biographies of Mission Committee members



Nicolas Truelle⁽¹⁾

Chair of the Mission Committee

Body representing families, patients, residents and local communities

From July 2015 to June 2024, Nicolas Truelle, 63, was Chief Executive Officer of Apprentis d'Auteuil, a foundation recognised as being of public utility, and supported the development and transformation of this institution serving vulnerable groups.

Prior to this, he successively held senior positions in the French administration (Ministry of Industry, 1986-1992), then in the Sanofi group (1992-2000), notably as Group HR

Director and member of the Executive Committee. He then headed Via Location (2000-2010) before joining Weinberg Capital Partners as a partner.

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



Dr Françoise Weber

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

Body 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 Delagrang, Jouveinal and then at Parke-Davis.

Building on 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. From 2006, she 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.

Until the end of 2024, she chaired the Clariane France Stakeholder Council.



Moira Allan

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

Body representing external experts

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

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

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

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

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

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

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



Dr Stefan Arend

Chairman of the Clariane Germany Stakeholder Council

Body representing families, patients, residents and local communities

Dr Stefan Arend holds a doctorate in philosophy from the Philipps University of 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 worked as a lecturer at the Technical University of Munich (TUM), Munich Institute of Robotics and Machine Intelligence (MIRMI) and the Chair of Microtechnology and Medical Technology (MiMed).

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

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



Jean-Marie Bockel

Former French Minister and former Mayor of Mulhouse (FR)

Body representing external experts

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

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

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

He is also an Officer of the Legion of Honour.



Étienne Caniard

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

Body representing external experts

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

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

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

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

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

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



Dominique Fabre

Chair of the Clariane France Stakeholder Council

Body representing families, patients, residents and local communities

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

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

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

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

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



Professor Francesco Longo

Chairman of Clariane Italy Stakeholder Council

Body representing families, patients, residents and local communities

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

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

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

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



Antoine Maspétiol

Managing director of Eiffel Impact Debt and Eiffel Investment Group

Body representing external experts

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

Antoine 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.



Martina Nickel

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

Body of employees

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

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



Catia Piantoni

President of the Clariane Women's Club

Body of employees

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

She then joined the Clariane Group in 1999 and held various positions in Italy such as Director of Establishments, Director of the Segesta2000 Training Centre and Crisis

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

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



Pierre-Yves Pouliquen

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

Body representing external experts

A graduate from Hautes études commerciales (HEC), Pierre-Yves Pouliquen began his career at Rhône-Poulenc as Internal Auditor and then as Treasurer of Rhône-Poulenc Chimie. In 1995, he joined the Scori Group as Senior Vice

President Finance. He subsequently became Chief Executive Officer and then Senior Vice President Europe for the SITA subsidiary. From 2004 to 2007, he served as Chief Executive Officer of SITA Normandy.

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

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



Bo Swolfs

Director of the nursing home De Muze in Belgium

Body of employees

A qualified nurse and teacher, Bo Swolfs also holds a postgraduate degree in management from the Antwerp Management School. She joined the Clariane Group in 2017

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



Jérôme Vandekerkhove

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

Body of employees

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

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

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



Dr Jacques van der Horst

Chairman of the Netherlands Stakeholder Council

Body representing families, patients, residents and local communities

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

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

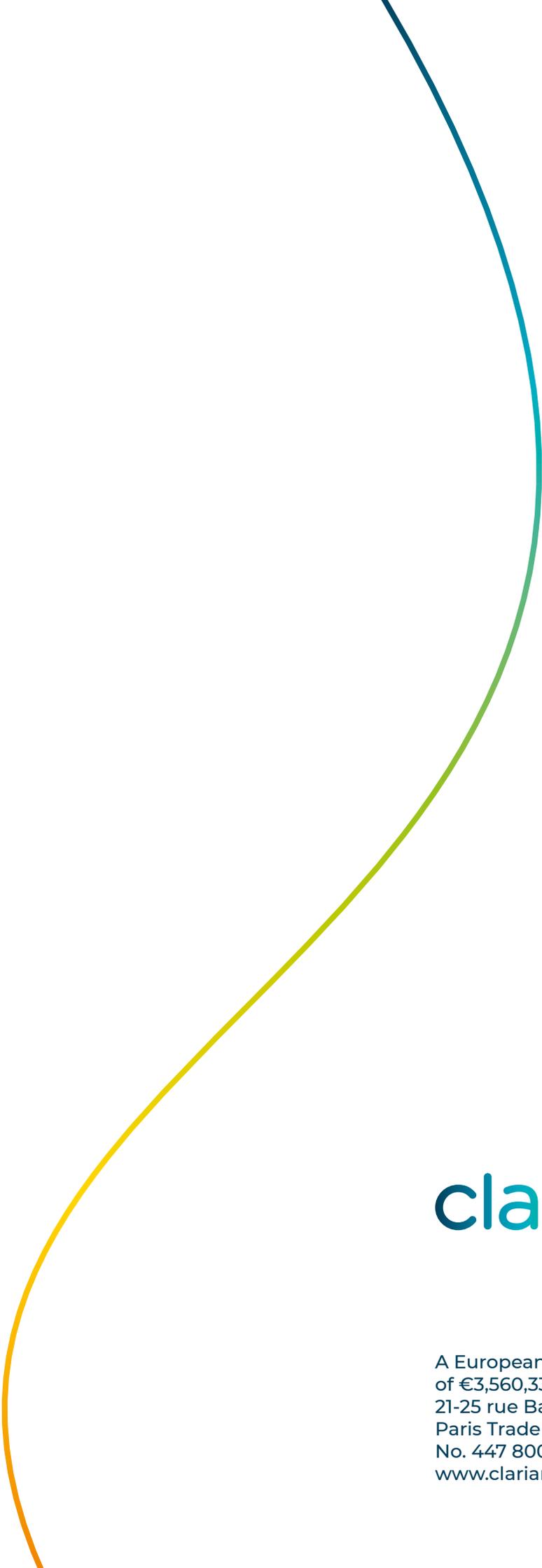
In parallel to his career, Dr Jacques van der Horst has also held several mandates, including Chairman of the Central Client Council Clariane Netherlands (Clariane Netherlands Stakeholder Council) and Board member of the MN company pension fund.



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